

Massachusetts School Building Authority

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Board Meeting

March 16, 2016



Table of Contents

Upcoming Board Meeting Outlook

Accelerated Repair Program Update

Statements of Interest

Site Visit Schedule

Update on the School Assessment Survey

Discussion on Model School Program

Model Schools Incentive Points | Vote

Discussion on Construction Methodology

Discussion on MSBA Space Guidelines

Discussion on City of Quincy Poverty Factor | Vote

Finance Update

Budget Update

FY17 Outlook



Upcoming Board Meeting Outlook



Accelerated Repair Program Update

- **Statements of Interest**
- Site Visit Schedule



2016 Statements of Interest

The Statement of Interest (“SOI”) filing period for calendar year 2016 opened on January 8, 2016. The closing dates for districts submitting for consideration are as follows:

- Accelerated Repair Program (“ARP”) **closed on Friday, February 12, 2016**
- Core Program closes on **Friday, April 8, 2016**

As of March 4, 2016 73 SOIs have been submitted:

- (61) Accelerated Repair Program SOIs
- (2) Potential New School SOIs
- (2) Potential Renovation/Addition SOIs
- (8) Potential Repair SOIs



Accelerated Repair Program Update

- Statements of Interest
- **Site Visit Schedule**



Site Visit Schedule

February 2016

Review ARP SOI submissions for completeness - Complete

March 2016

Review ARP SOI submissions and accompanying documents for content

Recommend and schedule ARP staff study visits

April 2016

Conduct ARP staff study visits

Review CORE Program SOI submissions for completeness

May 2016

Finalize ARP SOI recommendations

Review CORE Program SOI submissions and accompanying documents for content

May 2016 - July 2016

2016 ARP Board invitations

August 2016

Conduct CORE Program Senior Study visits

November 2016

Finalize CORE Program SOI recommendations

December 2016

Issue 2017 SOI Opening Communications

January 2017

2016 Core Program Board invitations



Update on the School Assessment Survey



2016 School Survey Goals

Deploy a 2016 School Survey that accounts for every school in Massachusetts, communicates effectively with our past and future surveys, and encompasses modern-day questions that help define what makes our schools great.



Project Timeline

December – January 2016

Review of Survey Methodologies and Uses
Review past surveys and methodologies
Identify Sub-committees and areas

February 2016

Request For Responses released
Sub-committees evaluate identified areas

March 2016

Consultant selection
Finalize sub-committee work

April – August 2016

Evaluate Existing Data and Systems
Develop Survey Methodology and Tools
Train Survey Teams

September 2016 – February 2017

Data Collection
Site Visits

January – May 2017

Reporting and Quality Assurance

June 30, 2017

Issue Final Report



Sub-committee Areas

- Building Condition
- General Environment
- Maintenance
- Technology
- Security
- District Information



Consultant Selection

- Request For Responses available: **February 3, 2016**
- Question Deadline: **February 10, 2016**
- Question Responses Posted: **February 12, 2016**
- Responses Due: **Friday, February 26, 2016**
 - 2 Responses:
 - STV, Incorporated
 - Parsons Group
- Selection Committee Meetings:
 - March 2, 2016
 - March 10, 2016
- Recommendation for Award to Consultant anticipated **March 30, 2016**



Discussion on Model School Program

- **Model School Incentive Points | Vote**

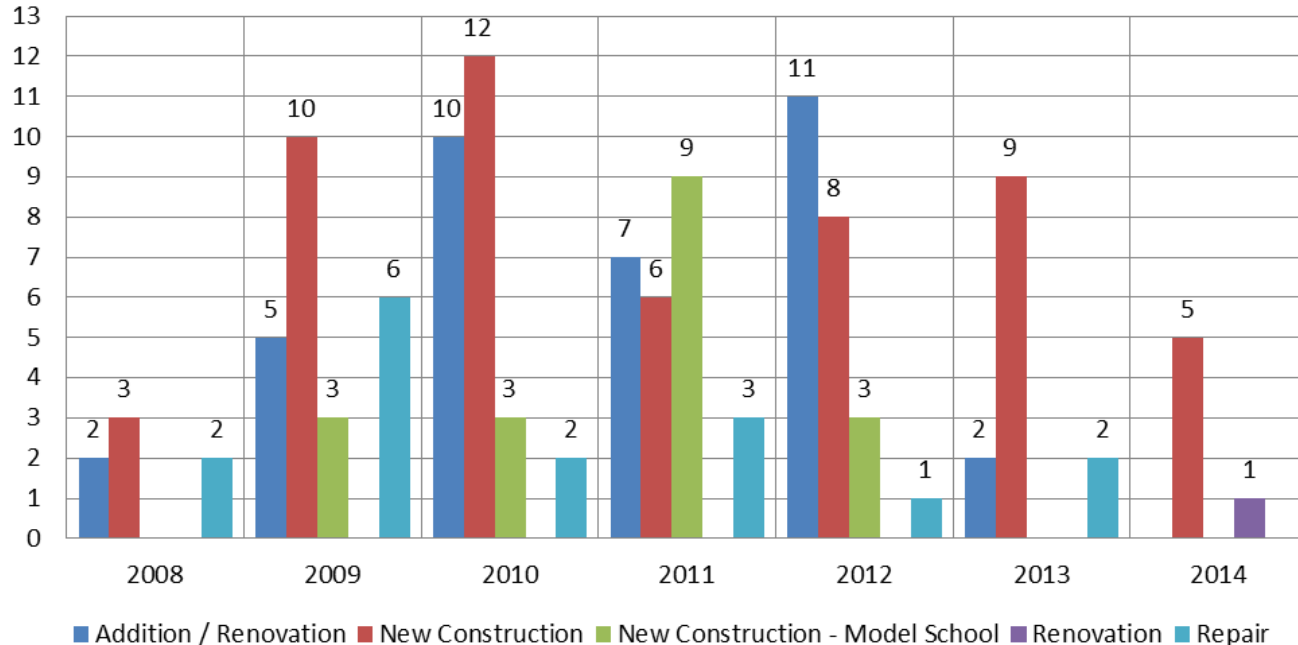


Discussion on Construction Methodology



Construction Methodology Summary Data

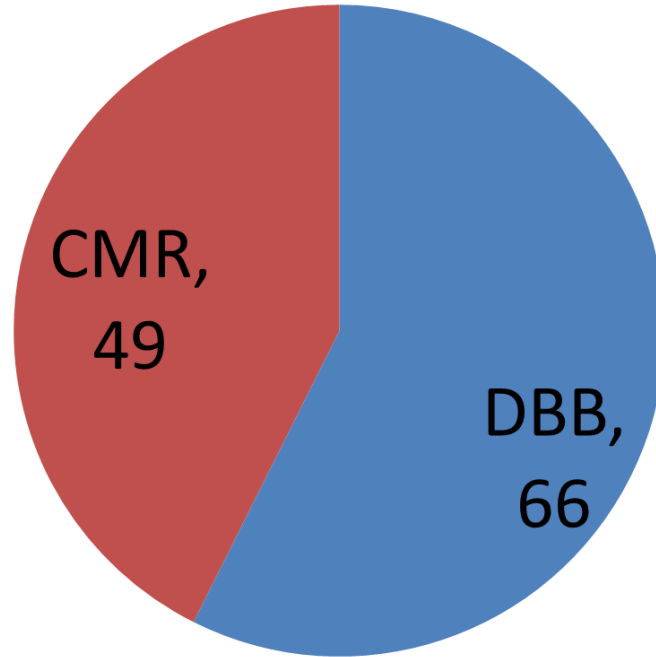
125 projects authorized for Project Funding Agreements by year between April 2008 and July 2014





Construction Methodology Summary Data

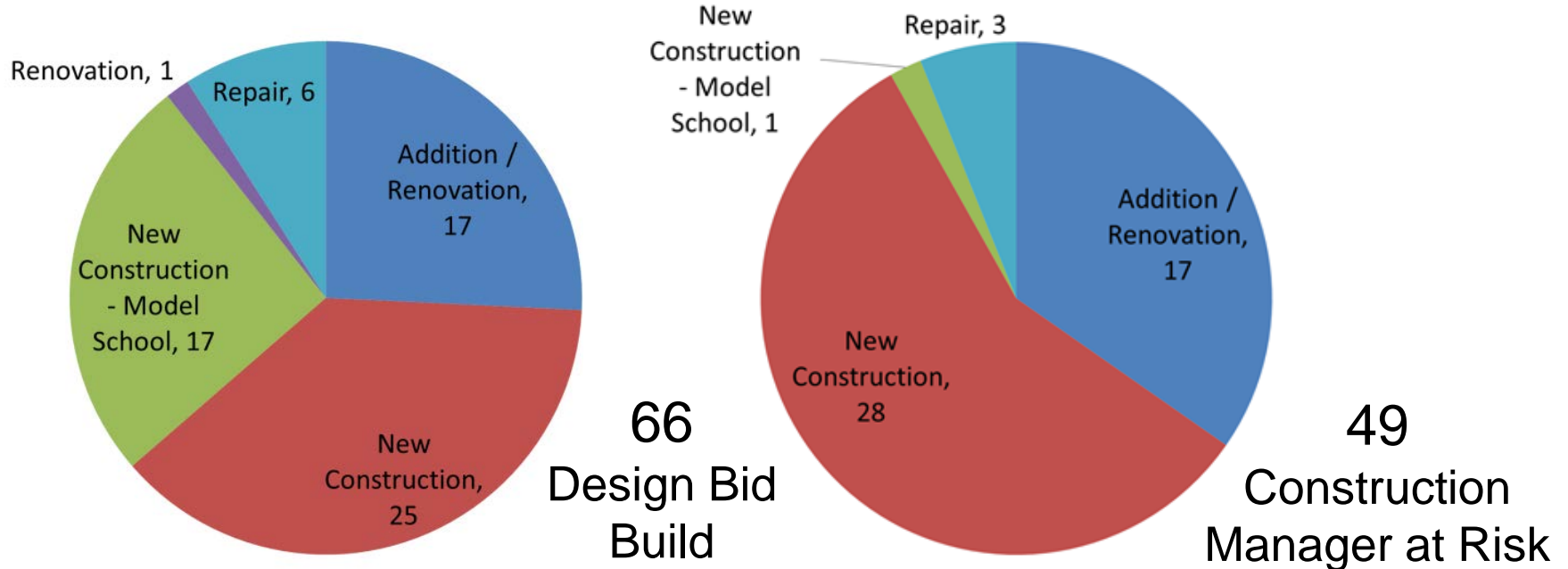
115 of the 125 projects are Construction Manager at Risk-eligible (estimated construction > \$5M)





Construction Methodology Summary Data

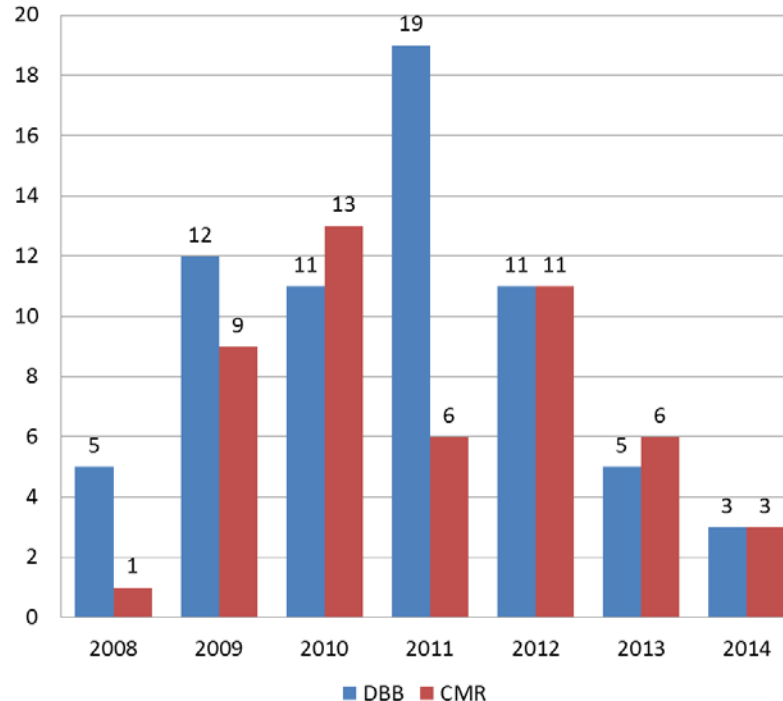
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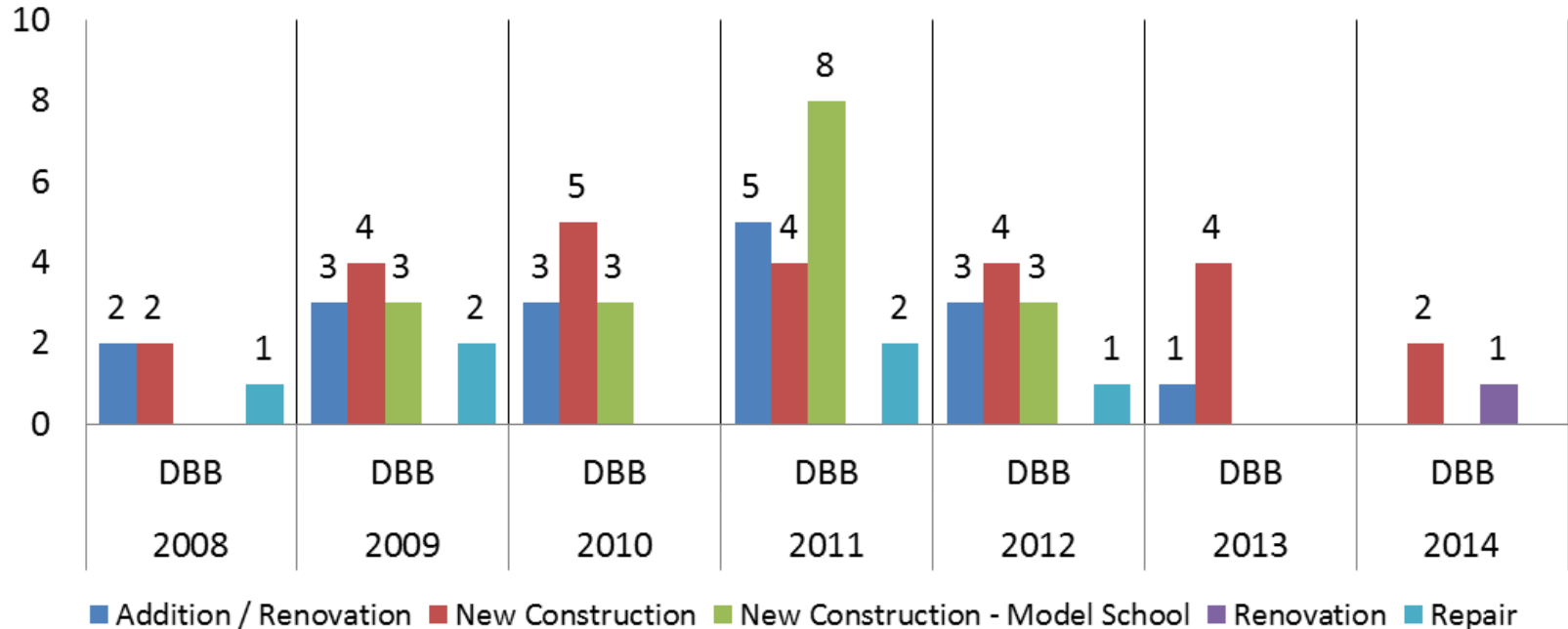
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Construction Methodology Summary Data

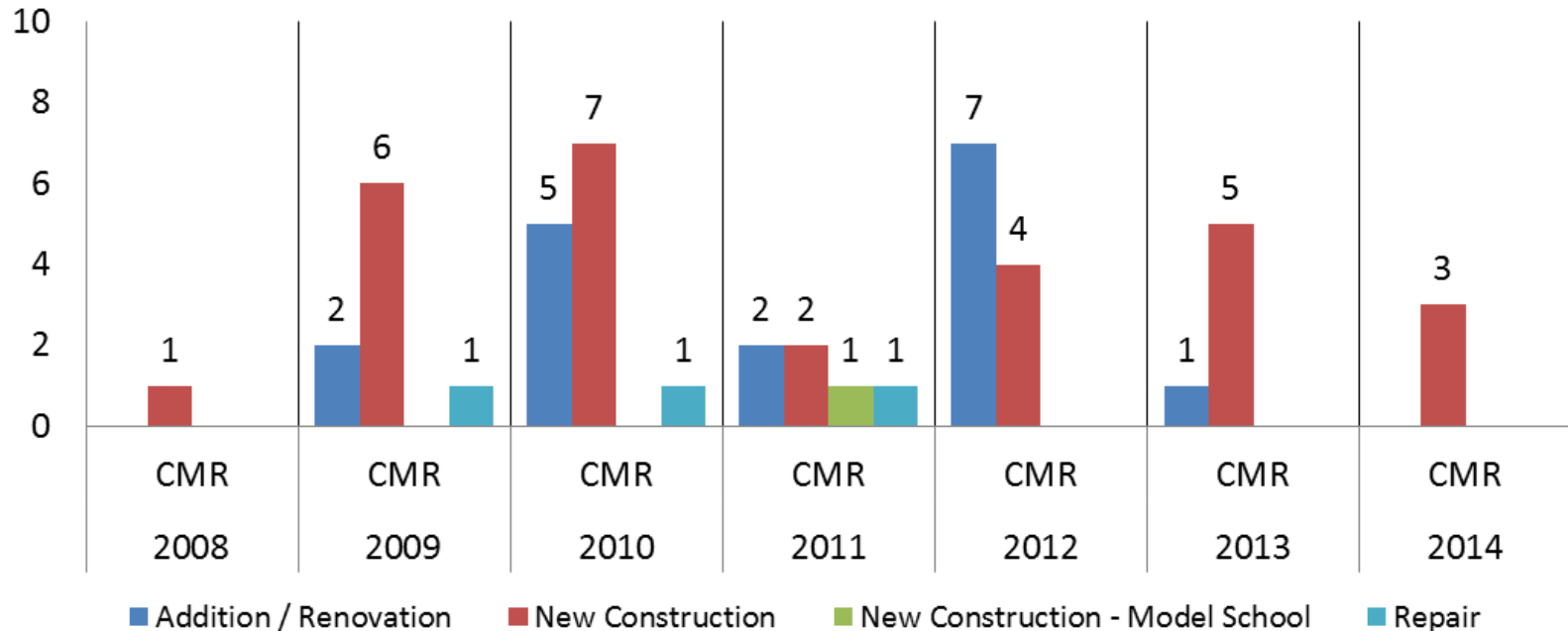
66 Design Bid Build projects authorized for Project Funding Agreements between April 2008 and July 2014





Construction Methodology Summary Data

49 Construction Manager at Risk projects authorized for Project Funding Agreements between April 2008 and July 2014





Construction Methodology Summary Data

Design Bid Build and Construction Manager at Risk Contractor participation in the 115 projects

	Design-Bid-Build	Construction Manager at Risk
Total Projects	66	49
Awarded Contractors	19	13
Contractors with Two or More Projects	10 <i>(53% of projects)</i>	8 <i>(62% of projects)</i>
Projects Awarded to Two Most Active Contractors	32 <i>(48% of projects)</i>	23 <i>(47% of projects)</i>



Construction Methodology Summary Data

Additional observations from the Design Bid Build Contractor participation

- Of the 19 contractors, 15 performed on three or fewer projects.
- The most projects awarded to one contractor in a given year between 2008 and 2014 are 6 in 2013.
- The pool of Design Bid Build projects continued to grow with at least one new contractor each year.

Additional observations from the Construction Manager at Risk Contractor participation

- Of the 13 contractors, 9 performed on three or fewer projects.
- The most projects awarded to one contractor in a given year between 2010 and 2015 are 5 in 2011.
- Prior to 2015, the pool of Construction Manager at Risk projects continued to grow with at least one new contractor each year.



Construction Methodology Summary Data

Bid data reported for 64 of the 66 Design Bid Build projects

Bids Received (Year)	Total Projects	Qualified Contractors	Bids Submitted
2008	1	9	6
2009	6	9.3	5.8
2010	12	8.7	6.2
2011	10	7.4	5.8
2012	13	7.8	5.5
2013	13	6.8	4.2
2014	6	5.8	3.5
2015	3	3.7	3.0



Construction Methodology Summary Data

Bid data reported for 47 of the 49 Construction Manager at Risk projects

GMP Executed (Year)	Total Projects	RFQ - Information Requests	RFQ Responses	Qualified Contractors	RFP Responses
2010	7	11.7	9.6	5.6	5.1
2011	12	11.7	8.8	5.2	4.6
2012	7	8.1	6.7	5.3	4.3
2013	11	6.8	6.5	5.2	4.1
2014	5	7.0	7.0	5.6	5.2
2015	5	6.6	6.6	4.8	4.0



Construction Methodology Summary Data

Core Program and its Projects

66 Design Bid Build projects and 49 Construction Manager at Risk projects in data set were Construction Manager at Risk-eligible

- 71 New Construction or Model School projects
 - 64% of Design Bid Build projects and 59% of Construction Manager at Risk projects

- 34 Addition/Renovation projects
 - 26% of Design Bid Build projects and 35% of Construction Manager at Risk projects



Construction Methodology Summary Data

Utilization Rates

- Districts now use Construction Manager at Risk at the same or greater rate as Design Bid Build
- 66 Design Bid Build projects were awarded to 19 contractors while 49 Construction Manager at Risk projects were awarded to 13 contractors
- Design Bid Build Methodology has seen a decline per project in the average number of contractors qualifying to bid as well as submitting bids
- Construction Manager at Risk Methodology has seen a steady level of qualified contractors through Requests For Qualification responses and submitted proposals



Discussion on MSBA Space Guidelines



MSBA Space Guidelines

Where we started

- Oversized buildings with grander spaces
- Underutilized facilities
- Declining enrollment – school closings
- Failed operational overrides and school staff layoffs
- School projects paired with senior centers and other non-school projects
- Failed votes
- School moratorium creating pent-up demand – 428 Statements of Interest filed in 2007



MSBA Space Guidelines

Guideline Development

- Spaces and square footage developed in conversations with superintendents and architects
- Square foot per student for each project type (ES, MS and HS)
- Square foot per student for each program area

Right-sized buildings

- Creation of MSBA enrollment tool
- Early agreement on design enrollment
- Focus on student-centered spaces
- Focus on proven utilization of spaces
- Adherence to minimum classroom sizes



MSBA Space Guidelines

2007 to 2010

- Held to Gross Square Footage and to Net Square Footage within program areas
- Community feedback on gymnasium size and need for a Chorus room

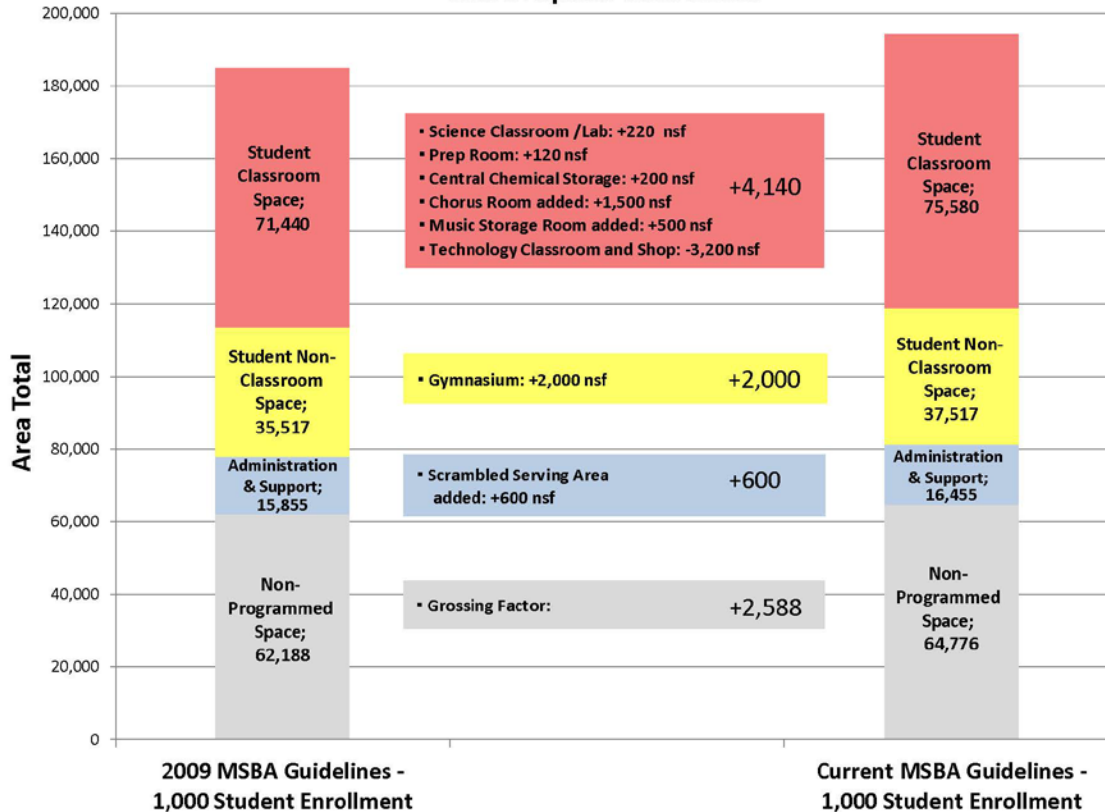
2009 to 2010

- Changes to guidelines in multiple areas with a net increase in the Gross Square Footage / Student



MSBA Space Guidelines

- Core Academics
 - Special Education
 - Art, Music, Vocations & Technology
- Health & Physical Education
 - Media Center
 - Auditorium /Drama
- Dining & Food Service
 - Medical
 - Admin. & Guidance
 - Custodial & Maintenance
- Grossing Factor





MSBA Space Guidelines

2010 to present

- Educational Program as driver of design and justification for variations to the guidelines
- Facilities Assessment Subcommittee to vet Educational plan and Proposed plans
- Flexible in core academic, art, music, vocations and technology and administration and guidance
- Special education reviewed and approved by Department of Elementary and Secondary Education
- Space above guidelines not supported includes media center, health and physical education (except as enrollment-based), auditorium, dining and food, medical custodial and maintenance.
- Educational Profile Questionnaire in Eligibility Period
- Educational Plan Templates and sample educational plans, sample learning environments (break-out spaces) and prototypical plans for science labs and best practices



Conformance with MSBA Guidelines

Benefits

- Focus on educational spaces
- Consistent evaluation between projects
- Controls size of facility and cost to construct
- Controls cost of long-term operations and maintenance
- Supports efforts of school and town administrators with their stakeholders to right-size the educational building
- Mitigates excessive disparity in funding for new schools
- Allows districts to spread their money across all their schools

Challenges

- Communities may not be able to create a stand-alone facility for pools, field houses, ice rinks or large performance spaces
- Community desire to keep an existing facility may not result in the “best” alternatives study for the school project



Projects in excess of MSBA Guidelines

Challenges

- What types of community spaces are allowable? Student-related or non-student-related
- Define the upper limit – how much is too much?
- MSBA will not be able to parse out the cost of eligible and ineligible spaces with certainty
- MSBA will not be able to endorse the project as the most cost-effective and right-sized
- Potential for confusion by local voters as to school spaces versus community spaces
- Increases long-term operational and maintenance costs
- Potential for increased disparity in facilities funded through the grant program
- Potential for inconsistent evaluations between projects
- Increased gap between statutory reimbursement rate and effective reimbursement rate
- Increased administration of commissioning contracts to exclude paying for ineligible spaces



MSBA Space Guidelines

Where are we now

- Strong focus on educational plan and student centered spaces
- Strong focus on flexible and adaptable buildings with plan for changes to address future changes in educational delivery
- Hold to minimum class sizes to address changes in enrollment over time and to ensure long-term flexibility of the building
- Adjusting gym size dependent upon the enrollment and need for teaching spaces
- Careful review for spaces that could be undersized – special education, classrooms, cafeteria
- Concentration on multifunctional spaces with high versatility



MSBA Space Guidelines

Under discussion | Spaces needed for schools of the future

Technology

- Impact of distance learning, one to one technology, flipped classrooms

Media Center

- Reduced book storage
- Centralized vs. distributed space
- The role of the professional librarian

Changing educational trends

- Collaboration spaces vs. dedicated classrooms
- Project based learning spaces – how many and of what size

Further definition of the non-programmed space

- Ubiquitous learning



Discussion on City of Quincy Poverty Factor | Vote



Finance Update*

- **Budget Update**
- FY17 Outlook

**Tabled to March 30, 2016 Board Meeting*



Budget Update | January 31, 2016

MSBA Administrative Operations and Grant Programs Budget

Expense Category	FY 15			FY 16		
	FY15 Budget	FY15 Expenditures (7/1-6/30)	% Expend ed (FY15 Budget)	FY16 Budget	FY16 YTD Expenditures 7/1-1/31	% (FY16 Budget)
Administrative Expense Budget						
Total Administrative Expense Budget ^[6]	\$ 8,916,623	\$ 7,052,793	79.1%	\$ 8,480,608	\$ 4,590,735	54.1%
Other Post Employment Benefits (OPEB) ^[7]	\$ 100,000	\$ 100,000	100.0%	\$ 100,000	\$ -	0.0%
Capital Pipeline Professional Support Services & Issuance Related Costs						
Total Capital Program Professional Support Services	\$ 8,710,000	\$ 7,152,778	82.1%	\$ 10,699,684	\$ 5,181,576	48.4%
Arbitrage Rebate ^[10]	\$ 1,500,000	\$ 1,226,558	81.8%	\$ -	\$ 11,842,422	n/a
Grant Program						
Prior Grants ^[11]	\$ 197,511,285	\$ 197,946,924	100.2%	\$ 185,093,670	\$ 83,857,227	45.3%
Waiting List ^[12]	\$ 42,131,684	\$ 26,534,249	63.0%	\$ 25,489,887	\$ 20,561,882	80.7%
Capital Pipeline Grants ^[13]	\$ 610,598,153	\$ 544,518,569	89.2%	\$ 585,000,000	\$ 266,061,293	45.5%
Total Grant Program	\$ 850,241,122	\$ 768,999,742	90.4%	\$ 795,583,557	\$ 370,480,402	46.6%
Grand Total - Operating Budget	\$ 869,467,745	\$ 784,531,871	90.2%	\$ 814,863,849	\$ 392,095,136	48.1%



Finance Update

- Budget Update
- **FY17 Outlook**



Budget Update | January 31, 2016 cont.

Capital Pipeline - Project Related Support Services Detail

	FY15 Budget	FY15 Expenditures (7/1-6/30)	% Expended (FY15 Budget)	FY16 Budget	FY16 YTD Expenditures (7/1-1/31)	% of FY16 Budget
Commissioning Consultants ^[1]	\$ 4,000,000	\$ 4,150,823	103.8%	\$ 3,800,000	\$ 1,837,691	48.4%
Project Management Services ^[2]	\$ 2,300,000	\$ 1,519,176	66.1%	\$ 1,250,000	\$ 644,680	51.6%
Architectural Services ^[3]	\$ 650,000	\$ 371,594	57.2%	\$ 680,000	\$ 241,709	35.5%
Cost Estimating Services ^[4]	\$ 200,000	\$ 1,384	0.7%	\$ 100,000	\$ -	0.0%
Audit & Other Compliance ^[5]	\$ 50,000	\$ -	0.0%	\$ -	\$ -	n/a
Capital Program Information Systems ^[6]	\$ 135,000	\$ 176,504	130.7%	\$ 43,184	\$ 3,388	7.8%
Cost of Issuance ^[7]	\$ 1,000,000	\$ 932,954	93.3%	\$ 2,650,500	\$ 2,454,108	92.6%
School Survey ^[8]	\$ -	\$ -	NA	\$ 2,000,000	\$ -	0.0%
Other ^[9]	\$ 250,000	\$ 344	0.1%	\$ 176,000	\$ -	0.0%
Legal ^[10]	\$ 125,000	\$ -	0.0%	\$ -	\$ -	n/a
Capital Program Support Services	\$ 8,710,000	\$ 7,152,778	82.1%	\$ 10,699,684	\$ 5,181,576	48.4%