



Presenter: Bret Waskiewicz

Experience

- 15 years building schools in the private sector.
- 30+ school projects from \$7M Additions to \$130M HS Replacements.
- Built schools in 8 different MD Counties and Fairfax, VA.
- Hired to create and run the IAC - State of Maryland School Construction Field Division.
- Owner Rep for LEAs w/Stantec Consulting.

December 13, 2022

Why Leave the Private Sector for the State?!?

Tulip Grove Elementary
School



Topics of Discussion

MAINTENANCE DEPARTMENT



CONSTRUCTION DEPARTMENT



Maintenance Department Performance?

- PGCPS Maintenance receives a large budget every year.
- Every year the Maintenance Plan is presented for BoE approval.
- PGCPS Maintenance Contracts out the majority of their work.
- State of Maryland MEA – Maintenance Effectiveness Assessment:

Scaled Score Range	Overall Rating
90% to 100%	Superior
80% to 89%	Good
70% to 79%	Adequate
60% to 69%	Not Adequate
0% to 59%	Poor

- PGCPS has had the lowest average score in the State the last two years averaging well below the 70% threshold for adequate.
- FY22 – PGCPS MEA Score was 66.12% - Last in State.
- FY21 – PGCPS MEA Score was 66.49% - Last in State.

Maintenance Department History?

- FY22 - Average Score 66.12% - One of only five Counties to average “Not Adequate” - All of which are small counties.
- FY22 - Accounted for 2 of the 4 (50%) major deficiencies found in the State.
- FY22 - Accounted for 217 of the 685 (31%) minor deficiencies found in the State.
- FY21 - Average Score 66.49% - One of only three counties to average “Not Adequate”.
- FY21 - Accounted for 4 of the 5 (80%) major deficiencies found in the State.
- FY21 - Accounted for 306 of the 974 (31%) minor deficiencies found in the State.

TABLE 1: MEA RESULTS FISCAL YEARS 2021-2022					
NUMBER OF MEAS PERFORMED WITH RATINGS AND PERCENTAGES					
Fiscal Year	Superior/Good	Adequate	Not Adequate	Poor	Total
2021	63	131	72	2	268
2022	22	189	52	2	265
Total Ratings	85	320	124	4	533
Total Percentages	15.95%	60.04%	23.26%	0.75%	100%

- Last two years:
 - Accounted for 2 of the 4 (50%) schools that scored a “poor”.
 - Accounted for 65 of the 124 (53%) schools that scored a “Not Adequate”.
 - Accounted for 11 of the 320 (3%) schools that scored an “Adequate”.
 - Zero Schools scored a “good” or “Superior” – 85 Maryland schools scored a good or superior.

Maintenance Department Not so Fun Facts

- Not just a recent problem:
 - All MEAs conducted by the State between 2015 – 2020 PGCPS scored a “poor” or “Not Adequate” 12% of the time. Only 2 other Counties scored over 2% for that duration, Somerset 10% and Baltimore City 9%.
- Lack of Adequately maintained schools:
 - In two years, PGCPs has had 78 schools assessed, which is 40% of your total school count, and has never had a good or superior rating.
 - Only 11 of the 78 schools assessed (14%) are deemed to be adequately maintained by the State.
- Less Square Feet to maintain:
 - PGCPs averages LESS square foot per student than the State average (145 SF/student vs 161 SF/student).

Construction Department



PROCUREMENT



PLANNING



CONSTRUCTION

Basic Steps of a School Construction Project

Planning Stage	Ed Spec & TCO Submission	LEA Submitted Date
		IAC Approval Date
	Feasibility Study or Waiver	LEA Submitted Date
		IAC Approval Date
County Gov't Letter of Support		
Design Stage	Schematic Design	LEA Submitted Date
		IAC Approval Date
	Design Development	LEA Submitted Date
		IAC Approval Date
	Construction Documents	LEA Submitted Date
		IAC Approval Date
	Bid Date	Out for Bid Date
		Bid Date
Ramp Up	Permit Issuance	
	Target date for BOE Approval	
Construction Stage	Notice to Proceed (NTP)	NTP Issuance Date
		Construction Start Date
	Building Turnover	Substantial Completion Date
		First Day of School
	Punchlist Completion & Final Payment	Punchlist 25% Complete
		Punchlist 50% Complete
		Punchlist 75% Complete
		Punchlist Completion Date
Final Payment		

Milestone Stages
of a school construction project

- Feasibility Study
- Ed Specs / Program Statement
- Schematic Design Dwgs
- Design Development Dwgs
- Construction Documents
- Bid Date
- Notice to Proceed
- Substantial Completion
- Occupancy

William Wirt MS Replacement

2015 - FY17 CIP

Requested Planning approval – State Granted
Said Bid Date – 4/1/2018; Occupancy Date 8/1/2020
Feasibility Study submitted 11/2015

2016 - FY18 CIP

Requested \$4.5M – State Denied
Said Bid Date – 4/1/2018; Occupancy Date 8/1/2020
No Ed Spec submitted / no progress shown

2017 - FY19 CIP

Requested \$4.5M – State Denied
Said Bid Date – 4/1/2018; Occupancy Date 8/1/2020
No Ed Spec submitted / no progress shown

2018 – FY20 CIP

Requested \$19M – State Granted \$19M
Said Bid Date – 7/1/2019; Occupancy Date 8/1/2021
Ed Spec submitted 5/2018

2019 – FY21 CIP

Requested \$12M – State Granted \$12M
Said Bid Date – 11/30/2019; Occupancy Date 11/2021
SDs submitted & DDs submitted – proj looks underway

2020 – FY22 CIP

Requested \$10.5M – State Granted \$10.5M
Said Bid Date – 9/30/2020; Occupancy Date 8/15/2022
CDs submitted – Occupancy date impossible
Project still not Bid.

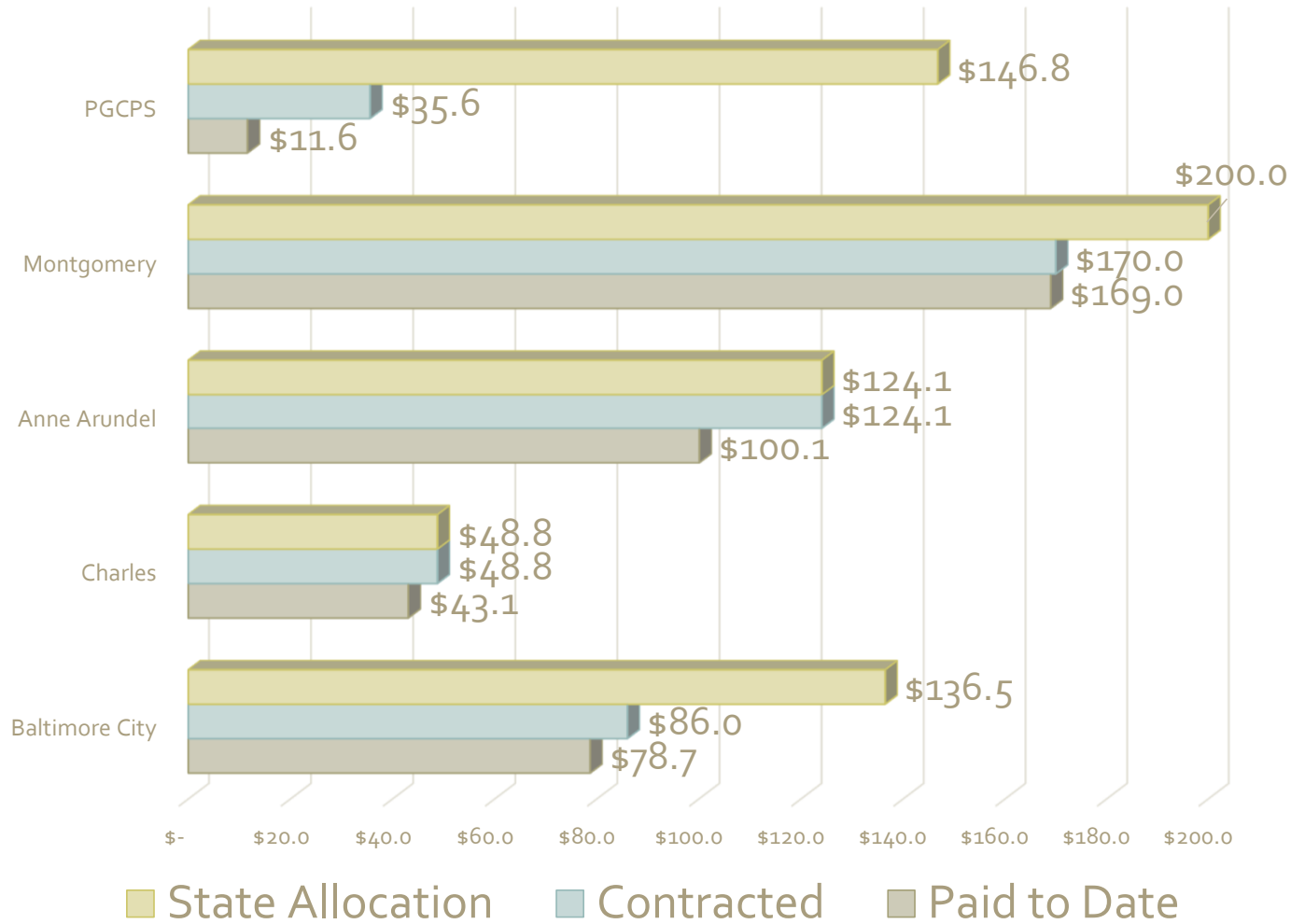
New Cherokee Lane Elementary School

- FY20 Innovation Incentive Pilot Program – only project.
- Offsite construction.
- Estimated total project cost - \$23.3M – 82,920 GSF - \$280/SF.
- FY21 pulled from IIPP program – submitted in normal CIP.
- Estimated total project cost - \$34M – 90,264 GSF - \$377/SF
- FY22 submitted in CIP.
- Total project cost after construction bid - \$60.7M – 95,829 GSF.
- Construction ONLY cost \$55.7M - \$581/SF.
- Removing Sitework from bid - \$489/SF.
- 18 ES bid in same Fiscal Year – Avg 102,622 GSF and \$374/SF Construction Cost only
- 12 of 18 ES were in similar markets (Montgomery, Frederick, Baltimore County) – Avg 105,067 GSF and \$367/SF Construction Cost only.
- Most expensive ES construction cost only was \$419/SF Construction Cost only.

New Cherokee Lane Elementary School

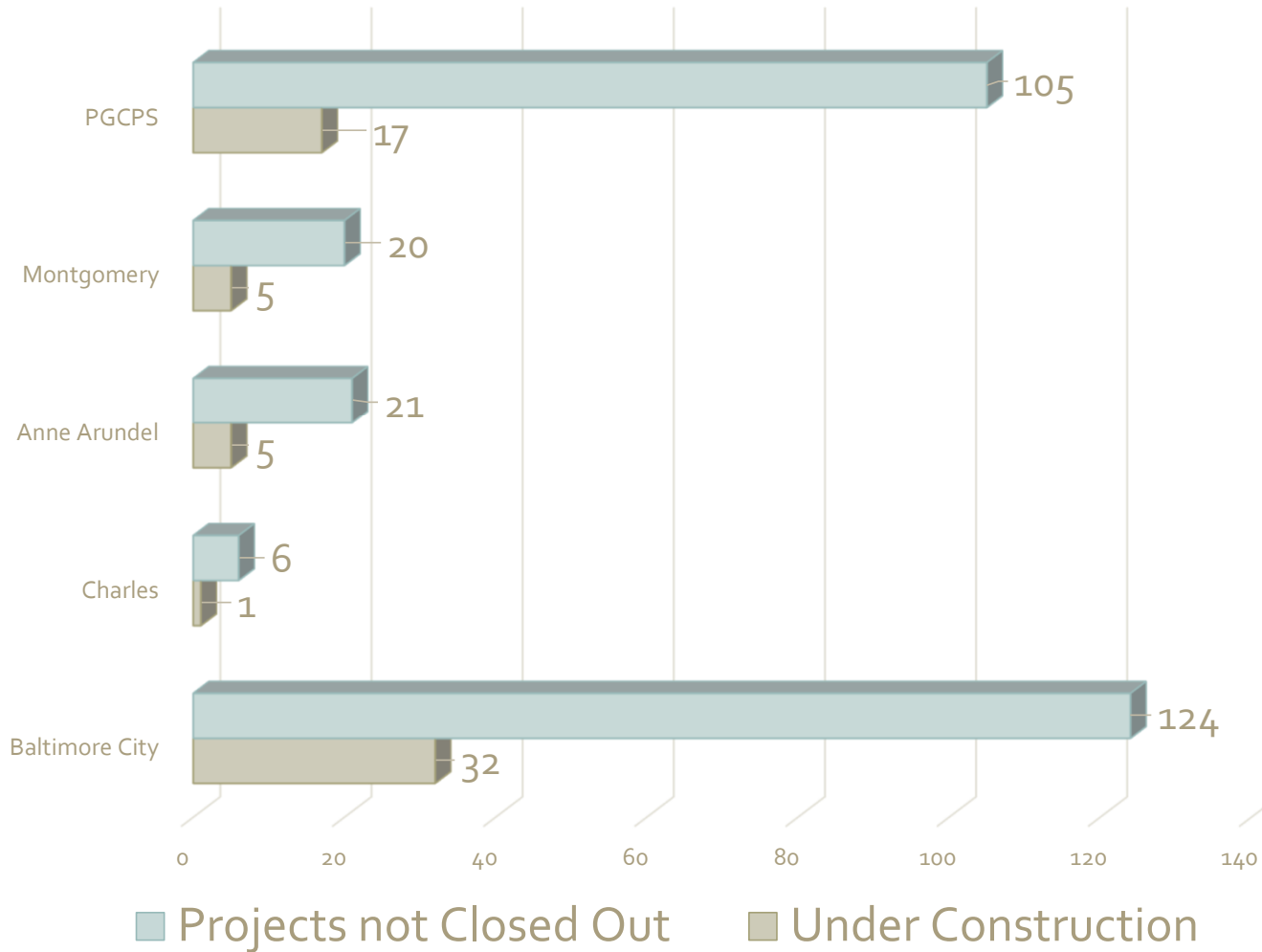
- Divided project into two Phases:
 - Phase 1 offsite construction – Phase 2 onsite construction.
- Phase 1 offsite construction bid (1) came in extremely high.
- Instead of stopping project, proceeded.
- Phase 2 onsite construction bid came in extremely high.
- Instead of stopping the project and circling the wagons, still proceeded.
- The State flagged the project.
- Provided recommendation to stop and look at going back to traditional.
- Provided recommendation to cut \$3M in CM unnecessary costs.
- Provided suggestion on what is driving the costs.
- Meant to be a reducing cost means and ended up being the most expensive Elementary School in State history.

Select Jurisdiction Performances



State Money
FY18 - FY21

FY21 - 385 "ACTIVE" State Funded Projects



Projects are
Abandoned,
not Completed



What are the problems?

- Unknowledgeable Staff with little to no school construction experience on the private side. Lack of pay = lack of experience and effort. Hard to get Staff, hard to keep Staff. Overworked.
- Poor Department structure.
- Lack of Accountability from BoE.
- Reputation of long pay times and nonresponsive Staff.
- Design schedules are never met.
- Construction Managers are never under Contract in time.
- Procurement takes significantly longer than other jurisdictions even with simple RFP's, RFQ's, NTP's, etc.
- Permitting, DPIE, drags down projects causes significant delays and all the associated costs.



Thank you for your time

I'm available to answer any questions.
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