



2007 Facilities Capital Program Quarterly Status Report **October 2010**

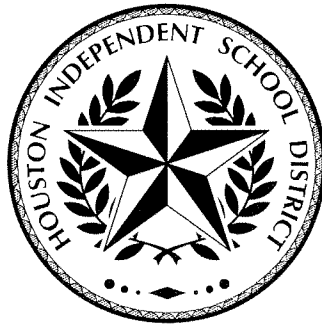
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BOND OVERSIGHT COMMITTEE WORKBOOK

Meeting

October 20, 2010

Bond Oversight Committee Meeting

October 20, 2010

8:30 AM

AGENDA

- | | |
|---|----------------------------|
| 1. Welcome | Issa Dadoush/Leo Bobadilla |
| 2. Minutes from July | Issa Dadoush |
| 3. Summary of Board Workshop of October 7, 2010 | Issa Dadoush/Joe Hill |
| 4. Financial Report | Joe Hill/Ken Huewitt |
| 5. Project Update Report | Issa Dadoush |
| 6. Business Development (MWBE) Report | Alexis Licata |
| 7. Executive Session | Ber Pieper/Leo Bobadilla |

Houston Independent School District
BOND PEER OVERSIGHT COMMITTEE
 Meeting Minutes
 July 21, 2010 – 8:30 a.m.

ATTENDANCE:

Members	HISD Employees	Presenters & Guests
Mr. Ber Pieper	Mr. Leo Bobadillo	Mr. Jim Rice – Rice & Gardner Consultants, Inc.
Mr. Terry Cheng	Mr. Willie Burroughs	Mr. Ken English – AECOM Management
Mr. Carroll Robinson	Ms. Tonya Savoie	Mr. Mark Metyko – Atser, LP
Ms. Mary Nesbitt	Ms. Samaria McDonald	Mr. Warren Mueller – Atser, LP
Mr. Gary J. White	Mr. Turrance Jackson	Mr. Daryl Bailes – Johnston LLC
	Mr. Bob Moore	Mr. Bill Criswell – Turner/Trevino
	Ms. Meredith Smith	Mr. Rudy Alvarez – Rice & Gardner Consultants, Inc.
	Ms. Kim Urban	Ms. Ericka Mellon – Houston Chronicle
	Mr. Lloyd Hart	Mr. Gilbert Moreno – Hispanic Chamber of Commerce
	Ms. Matisia Hollingsworth	Mr. Manuel Rodriguez – HISD Board Member
	Mr. Bill Kuykendall	Mr. Ben Mendez - PMG
	Ms. Brittany Barton	
	Mr. Mark Miranda	
	Mr. Issa Dadoush	
	Mr. John Gerwin	
	Mr. Ronny Clark	
	Mr. Norm Uhl	
	Mr. Bernard Willingham	

1. Welcome:

Willie Burroughs began the committee meeting with a quick update of 2007 Bond Program and the introduction of Mr. Leo Bobadillo, the Chief Operating Officer. The committee was then moved to a conference room for an Executive Session meeting with Mr. Bobadillo and returned to continue the meeting at approximately 9:35 a.m.

2. Minutes from April 21, 2010:

The committee considered the minutes from its April 21 meeting. A motion was made, seconded and approved to accept the minutes.

3. Project Updates:

Ms. Meredith Smith, Mr. Lloyd Hart/Ms. Matisia Hollingsworth and Mr. Ronny Clark gave updates on the new school projects and each of the five Program Administrators gave presentations on those projects for which they are responsible.

4. Business Development (M/WBE):

Ms. Alexis Licata of Business Development gave a presentation that included an M/WBE participation report on their activities since the month of April.

5. Executive Session:

Mr. Ber Pieper called the Committee into Executive Session. The meeting was adjourned. The next meeting is scheduled for October 20 at 8:30 a.m. at the Hattie Mae White Educational Support Center, 4400 W. 18th Street.

Prepared by: Samaria McDonald

CONSTRUCTION AND FACILITY SERVICES-PROGRESS UPDATE OCTOBER 7, 2010



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CONSTRUCTION AND FACILITY SERVICES-PROGRESS UPDATE OCTOBER 7, 2010



4400 W. 18th Street | Houston, TX 77092 | 713-556-6150 Phone | 713-556-6015 Fax | www.houstonisd.org

Construction & Facility Services Manages:

- Two Major Divisions, Facility Maintenance/Custodial and Construction
- 2000 Full-Time Employees
- 28 million square feet, one of the largest and diverse portfolios of building assets in the United States
- \$1.045 billion Capital Improvement Program.



TIMELINE

Timeline



CGCS = Council of the Great City Schools



AGENDA

Agenda

LEADERSHIP AND ORGANIZATION

Slide 5

EMPLOYEE DEVELOPMENT AND RECOGNITION

Slide 7

CUSTOMER FOCUS AND COMMUNICATIONS

Slide 9

PROCESS MANAGEMENT

Slide 10

LEVERAGING TECHNOLOGY

Slide 12

STRATEGIC AND OPERATIONAL PLANNING

Slide 13

FINANCIAL MANAGEMENT

Slide 15



LEADERSHIP AND ORGANIZATION

Leadership and Organization

OBJECTIVES

TARGET

Summer 2010

Fall 2010

Winter 2011

Summer 2010

% COMPLETE



Implement high performance organizational structure



Merge Construction and Facility Services



Evaluate in-house environmental services






Create custodian substitute pool



 Maintenance  Construction

LEADERSHIP AND ORGANIZATION

Leadership and Organization

OBJECTIVES	% COMPLETE	TARGET
 Establish planning office	25%	Winter 2011
 Evaluate in-house vs. contracted project management	50%	Winter 2011
 Consider district project inspection function	50%	Winter 2011

 Maintenance
  Construction



EMPLOYEE DEVELOPMENT AND RECOGNITION

Employee Development and Recognition




OBJECTIVES	% COMPLETE	TARGET
<div> <div></div> <div></div> </div> <p>Establish employee evaluation process</p>	50%	Fall 2010
<div> <div></div> <div></div> </div> <p>Implement development and training programs</p>	75%	Fall 2010
<div> <div></div> </div> <p>Improve employee morale</p>	50%	Continuous



☐ Maintenance
 ☐ Construction

EMPLOYEE DEVELOPMENT AND RECOGNITION

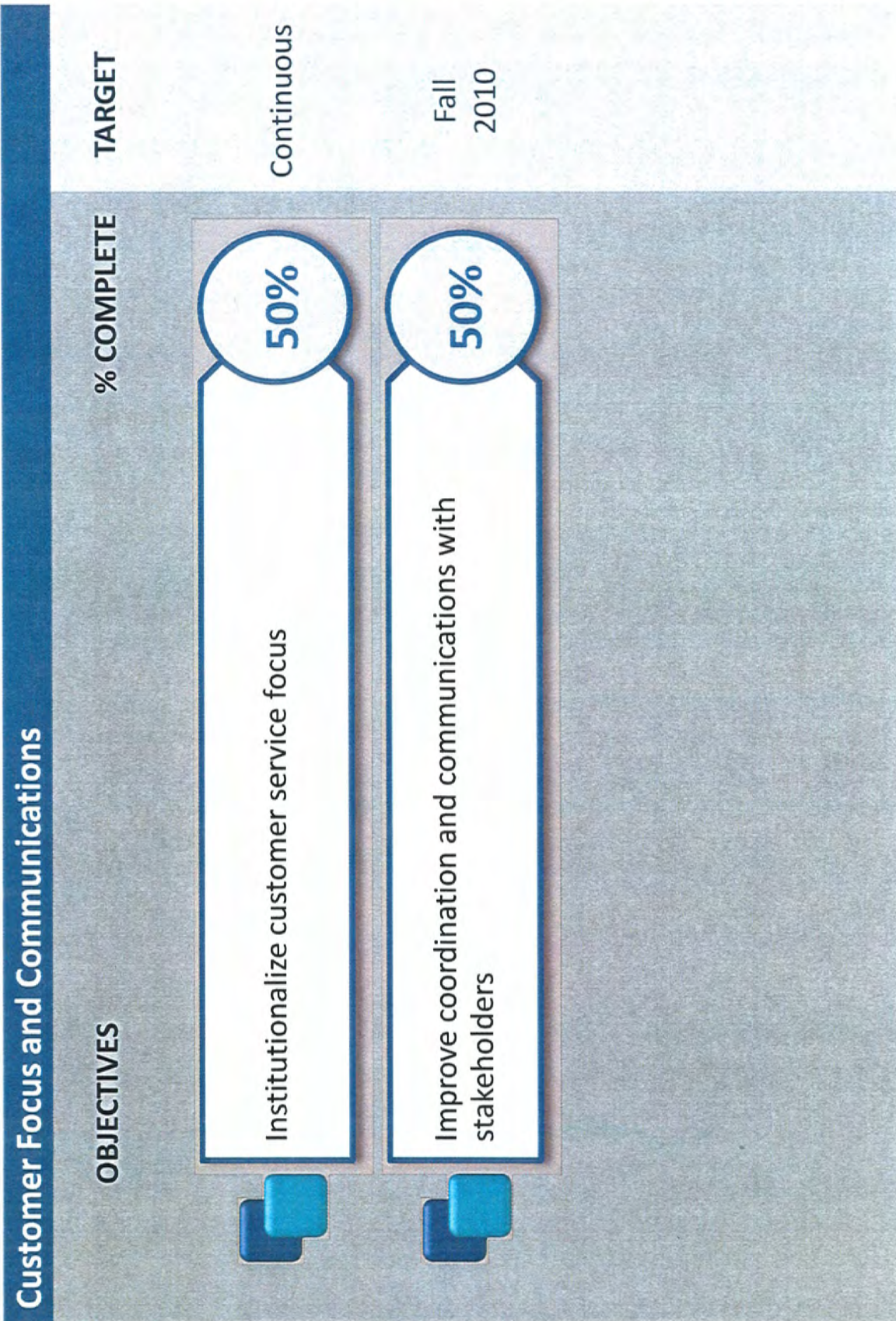
Employee Development and Recognition

OBJECTIVES	% COMPLETE	TARGET
<div data-bbox="464 1755 545 1839"></div> <div data-bbox="464 1083 508 1682">Establish apprenticeship programs</div> <div data-bbox="399 548 578 737">50%</div>	Continuous	
<div data-bbox="691 1755 773 1839"></div> <div data-bbox="691 1272 735 1682">Provide tool allowances</div> <div data-bbox="626 548 805 737">10%</div>	Fall 2010	
<div data-bbox="886 1755 1000 1860"></div> <div data-bbox="930 1104 974 1682">Improve internal communication</div> <div data-bbox="854 548 1032 737">50%</div>	Continuous	



 Maintenance
  Construction






CUSTOMER FOCUS AND COMMUNICATIONS



 Maintenance
  Construction

PROCESS MANAGEMENT





Process Management

OBJECTIVES	% COMPLETE	TARGET
  Create program for facilities policies/procedures	25%	Winter 2011
 Re-establish preventive maintenance program	✓	Summer 2010
 Establish process controls for school initiated contracted construction	✓	Summer 2010
 Utilize various procurement options	75%	Fall 2010

 Maintenance
  Construction



Process Management





OBJECTIVES	% COMPLETE	TARGET
 Regularly evaluate contractors and consultants	 25%	Fall 2010
 Request risk assessment from Inspector General	 ✓	Fall 2010



 Maintenance
  Construction

LEVERAGING TECHNOLOGY

Leveraging Technology

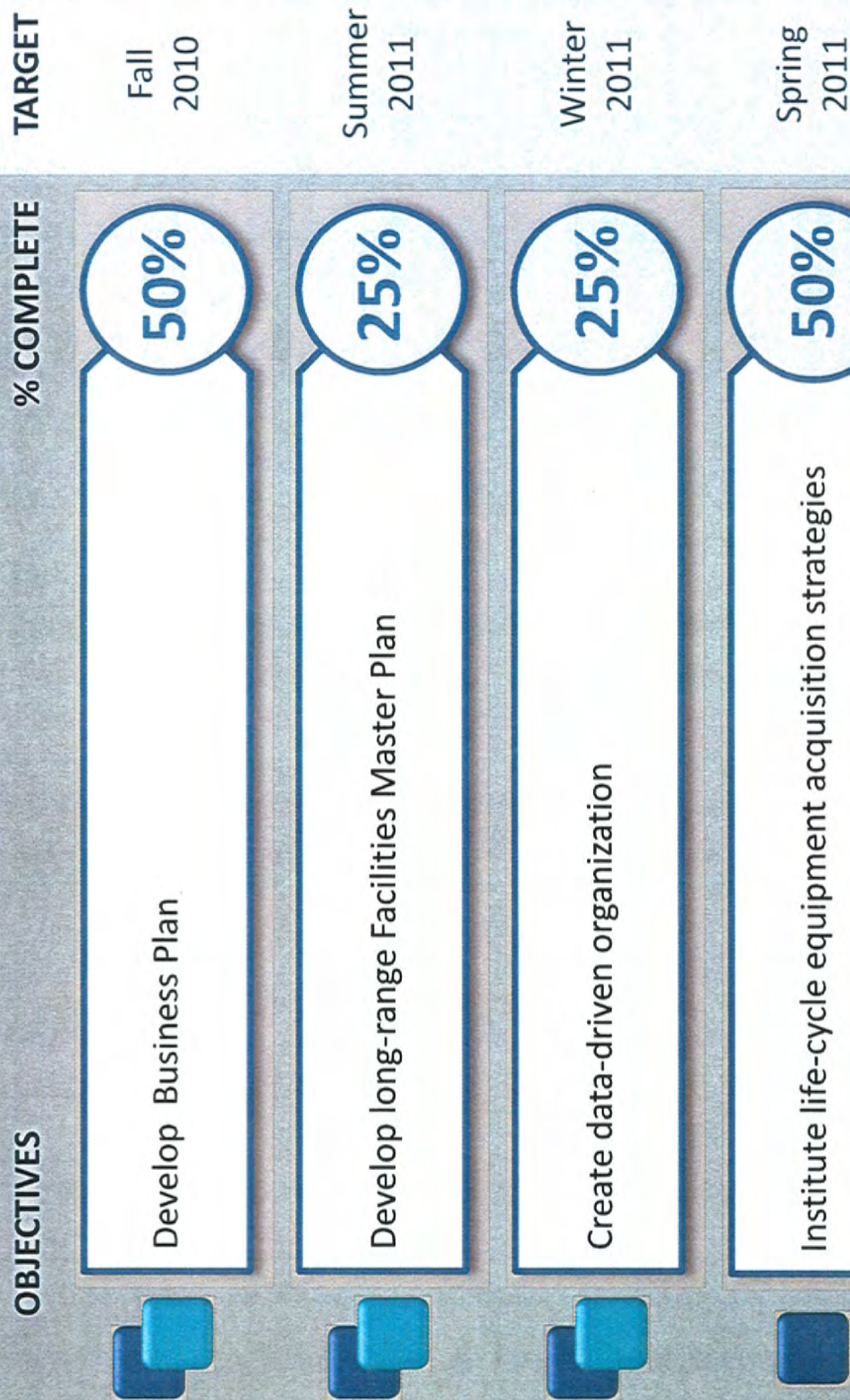
OBJECTIVES	% COMPLETE	TARGET
  <p>Optimize technology capabilities</p>	25%	Winter 2011
 <p>Consider expanding Voice over Internet Protocol</p>	5%	On Going Multiple Years
 <p>Effective/Efficient Data Management System</p>	50%	Winter 2011

 Maintenance
  Construction



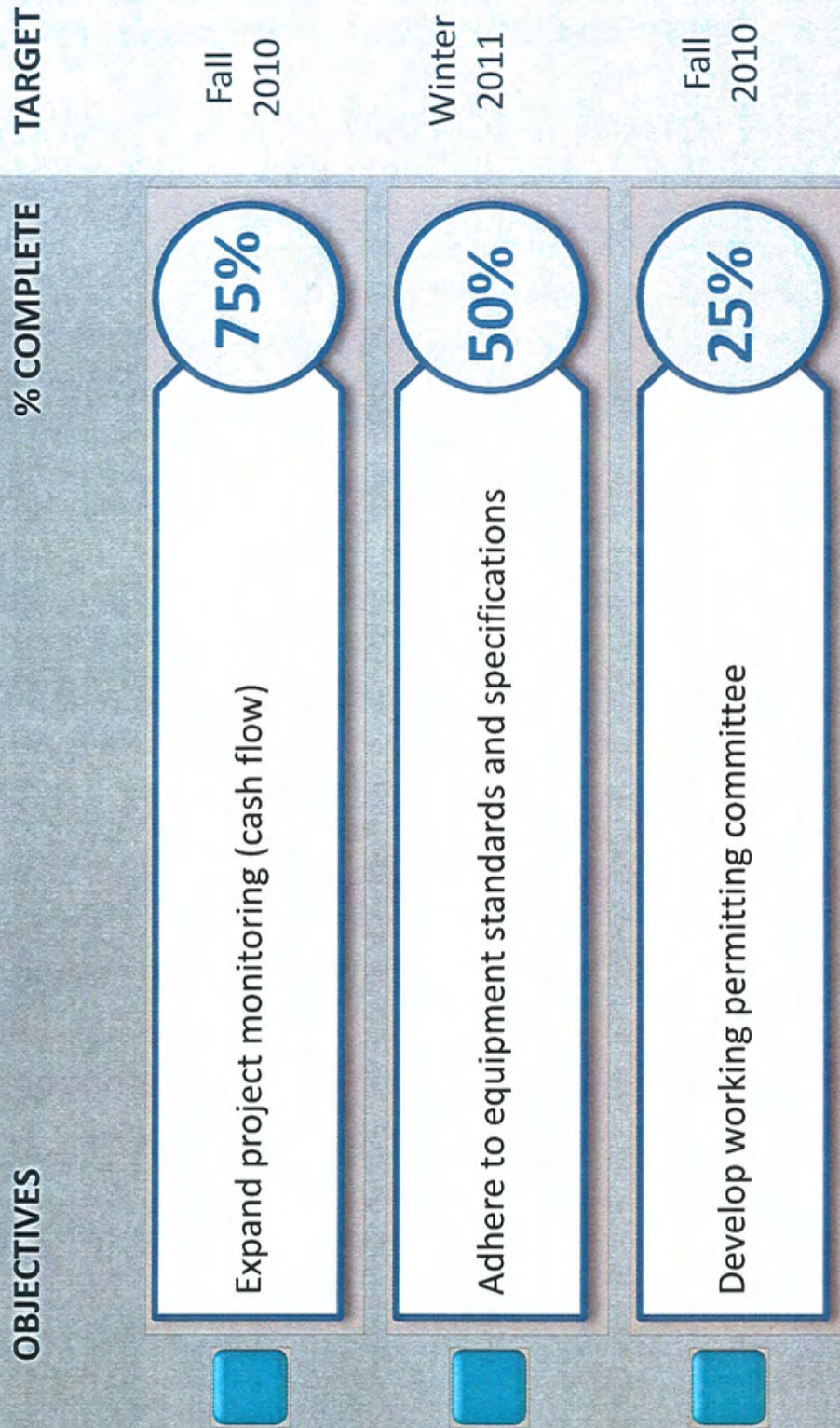
STRATEGIC AND OPERATIONAL PLANNING

Strategic and Operational Planning







STRATEGIC AND OPERATIONAL PLANNING

Strategic and Operational Planning



☐ Maintenance
 ☐ Construction



Financial Management

OBJECTIVES	% COMPLETE	TARGET
  Delegate budget responsibilities to appropriate staff	75%	Fall 2010
 Properly allocate/reimburse facilities costs	25%	Winter 2011
 Transfer construction finance unit to CFO's office	✓	Fall 2010

 Maintenance
  Construction



Financial Management

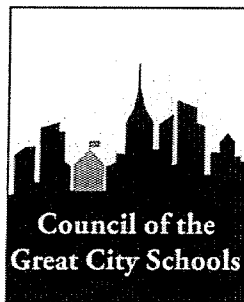
OBJECTIVES	% COMPLETE	TARGET
 Establish protocols for capital program financials	75%	Fall 2010
 Review propriety of charges to capital program	75%	Fall 2010

 Maintenance
  Construction



QUESTIONS?





Review of the Facilities Services Department of the Houston Independent School District

May 2010

Dr. Terry Grier, Superintendent of the Houston Independent School District (HISD), requested that the Council of the Great City Schools (CGCS) provide a high-level management review of the school system's Facilities Services Department.¹ Specifically, he requested that the Council—

- Review and evaluate the leadership and management, organization, and operations of the district's Facilities Services Department.
- Develop recommendations that would help the Facilities Services Department achieve greater operational efficiency and effectiveness.

In response to this request, the Council assembled a Strategic Support Team of senior managers with extensive experience in facilities operations from other major city school systems across the country. The team was composed of the following individuals. (Attachment A provides brief biographical sketches of team members.)

Robert Carlson, Project Director
Director, Management Services
Council of the Great City Schools

David Koch, Principal Investigator
Chief Administrative Officer (Retired)
Los Angeles Unified School District

Joel Falcon
Executive Director, Maintenance Services
Dallas Independent School District

Mark Hovatter
Director, Maintenance & Operations
Los Angeles Unified School District

¹ The Council has conducted nearly 200 instructional, management, and operational reviews in over 50 big-city school districts over the last ten years. The reports generated by these reviews are often critical, but they also have been the foundation for improving the operations, organization, instruction, and management of many urban school systems nationally. In other cases, the reports are complimentary and form the basis for identifying "best practices" for other urban school systems to replicate. (Attachment F lists the reviews that the Council has conducted.)

Review of the Facilities Services Department of the Houston School District

Bruce Husson
Assistant Superintendent, Business Services (Retired)
San Diego Unified School District

Tom Lindner
Acting Deputy Superintendent, Facilities and Construction Division, and
Executive Director, Physical Plant Operations Division
Broward County Schools

Steve Young
Chief, Facilities Management
Indianapolis Public Schools

The team conducted its fieldwork for the project during a four-day site visit to Houston on May 4-7, 2010. The schedule for the site visit is summarized below. (The Working Agenda for the site visit is presented in Attachment B.)

The team met with selected executive staff members from the Houston school district on the first day of the site visit to discuss the expectations and objectives for the review and to make final adjustments to the work schedule. The team used the first two full days of the site visit to conduct interviews with staff members (a list of individuals interviewed is included in Attachment C); to review documents, reports, and data provided by the district (a list of documents reviewed by the team is presented in Attachment D); and to observe the district's facilities operations.² The final day of the visit was devoted to synthesizing and refining the team's findings and recommendations, and to debriefing the school district's executive management.

The Council sent a draft of this document to team members for their review in order to ensure the accuracy of the report and obtain their concurrence with the final recommendations. This management letter contains the findings and recommendations that were designed by the team to help improve the operational efficiency and effectiveness of the district's facilities maintenance and operations functions.

The Houston Independent School District Facilities Services Department

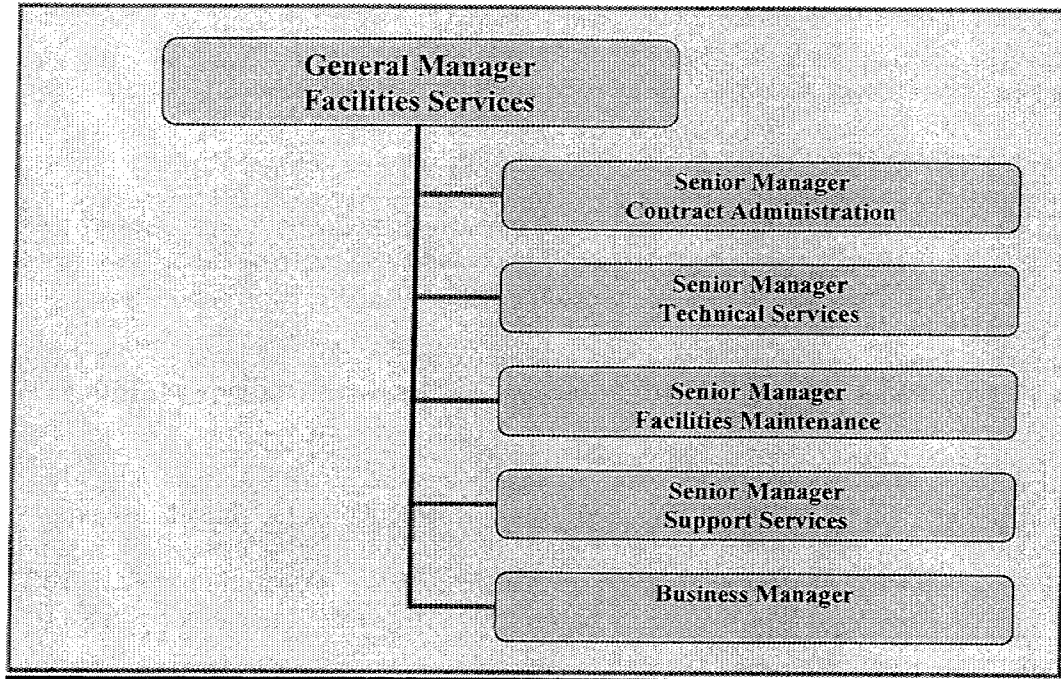
The Houston Independent School District is the largest public school system in Texas and the seventh-largest in the United States. The district operates 296 schools with approximately 202,000 students supported by almost 30,000 full and part-time employees. The General Fund annual operating budget is approximately \$1.6 billion, of which about \$87 million is allocated to the Facilities Services Department.

² The Council's peer reviews are based on interviews of staff and others, a review of documents provided by the district, observations of operations, and the teams' professional judgment. In conducting interviews the teams must rely on the willingness of those interviewed to be factual and forthcoming, but cannot always judge the accuracy of statements made by interviewees.

Review of the Facilities Services Department of the Houston School District

The Facilities Services Department (FSD) is headed by a General Manager who reports directly to the Chief Business Officer. As shown in Exhibit 1 below, the General Manager has five direct reports, including four Senior Managers (in charge of Contract Administration, Technical Services, Facilities Maintenance and Support Services) and a Business Manager.

Exhibit 1. Facilities Services Department Organization Chart



Source: Prepared by CGCS based on information provided by the FSD

The FSD staff members, including both maintenance and custodial supervisory personnel, operate out of five regional centers (North, South, East, West, and Central). Each of these five regional centers is headed by an interim Regional Maintenance Team Leader who is supported by one or more Maintenance Team Leaders and a Regional Custodial Manager. The Maintenance Team Leaders manage the skilled craftspersons assigned to each region while the Regional Custodial Managers are responsible for school-based custodial personnel through their Regional Custodial Supervisors. (There are 2 or 3 Custodial Supervisors in each Region). The total staffing of the department (including site-based custodial personnel) amounts to about 2,400 employees.

Exhibit 2 below displays the FSD Budget for the 2009-10 fiscal year, broken down by Maintenance and Custodial services. The department's management salaries and the cost of grounds personnel are a part of the maintenance group of accounts, while the school-based custodians are part of the custodial group.

Review of the Facilities Services Department of the Houston School District

Exhibit 2. FSD Budget - 2009-10

	Budget 2009-10
Maintenance -	
Salaries	\$26,541,659
Non-Salary	22,055,957
Total Maintenance	\$48,597,616
Custodial -	
Salaries	\$27,834,966
Non-Salary	10,346,827
Total Custodial	\$38,181,794
Total Facilities Services Dept	\$86,779,410

Source: Prepared by CGCS based on information provided by the FSD

Findings and Observations

The Council's Strategic Support Team findings and observations are organized into four general areas: Commendations, Leadership and Management, Organization, and Operations.

Commendations

- The district's executive management is aware of the depth and complexity of the issues facing the facilities organization.
- The district has recently appointed a new General Manager of the FSD who appears to possess the knowledge, skills, and energy to bring about significant positive changes in the department.
- The General Manager developed a "100 Day Plan" during his first week on the job that addressed a number of major challenges facing the facilities operation.
- Generally, the FSD appears to be adequately staffed.³ For example –
 - The district's average custodial workload (square footage divided by total number of custodians) amounts to 25,804 square feet per custodian,⁴

³ The FSD appears to be adequately staffed overall, but there are units and functions within the organization that may not be adequately resourced.

⁴ The team received several different figures for the number of custodians, ranging from 908 to 1,400. The lowest number of custodians was used for calculation purposes, thereby producing the highest number of square feet per custodian.

Review of the Facilities Services Department of the Houston School District

which compares favorably with the median of 25,536 square feet per custodian among large urban school systems surveyed by CGCS.⁵

- The district's staffing for maintenance workers (excluding custodial, grounds, management, and support personnel) is 1.9 workers per 100,000 square feet,⁶ which is above the median of 1.2 per 100,000 square feet among large urban school systems surveyed by CGCS.⁵
- The team was impressed by the professionalism and dedication of the Regional Custodial Managers.

Leadership and Management

- The management of the facilities department (which was previously contracted out) was brought in-house with inadequate planning, poor execution, and incomplete staffing. For example –
 - Many of the management positions (including the General Manager) were filled with interim appointments for periods of three or more years.
 - The department suffered from management neglect and a general absence of direction.
 - The operational performance and perception of the FSD deteriorated during this period.
- There is a pervasive lack of planning within the FSD. For example –
 - The FSD has no comprehensive strategic business plan with goals and objectives that align with the district's overall strategic vision.
 - The district lacks a long-term Facilities Master Plan.
- The FSD is not a data-driven organization. For example –
 - Employee productivity is not measured and actual paid time is not compared to time charged to work orders. (Time spent on travel to job sites, rest breaks, waiting for parts, materials, and vehicle breakdowns is not accounted for.)
 - Key Performance Indicators (KPI) are not used to measure and compare the performance and effectiveness of the organization or its sub-units.

⁵ *Managing for Results in America's Great City Schools* (the Maintenance and Operations chapter), Council of the Great City Schools, October 2009.

⁶ For purposes of this calculation, the team identified 450 FSD employees by job title as maintenance workers and divided by the HISD managed square footage of 23.4 million.

Review of the Facilities Services Department of the Houston School District

- Information relating to order fulfillment, work-order back log, employee work loads, and staffing formulas is not regularly used to manage the department.
- Analytical tools and techniques (such as return on investment, total cost of ownership, life cycle costing, risk analysis, repair vs. replace analysis, and business-case justification) are not used for decision-making.
- A Facility Condition Index has not been developed to report the physical status of district sites.
- There does not appear to be an asset inventory for life-cycle management of plant and equipment.
- The department lacks training programs for the development of leadership and management skills as well as the technical competence of its employees.
- There is no program for on-going review, evaluation, updating, dissemination, and training relating to the district's facilities policies and procedures. For example –
 - The department's five maintenance regions were characterized to the team as five different "companies" since each has its own rules and processes.
 - There is no procedural guide to define agreed-upon service levels to be provided by custodial staff.
- The department lacks a customer service focus and a sense of urgency in approaching its responsibilities. For example –
 - School-based customers of facilities maintenance rated the level of service as a 2 or 3 on a 1 to 10 scale (10 being best), noting FSD's poor response time to calls and mediocre quality of work.
 - Maintenance employees consistently fail to keep their customers informed as to the status of jobs, including notification of completion.
 - It was reported to the team that FSD central and regional office hours are not staggered to be responsive to school schedules.
- Most FSD employees are not evaluated on a regular basis and many reported that they had not received an evaluation in at least three years.
- The team noted poor communications within the FSD. For example –
 - It was reported to the team that there is a general lack of staff meetings within the department.

Review of the Facilities Services Department of the Houston School District

- Formal communications to department staff, such as newsletters or bulletins, are non-existent.
- The physical working environment of the FSD observed by the team hinders communications, contributes to low morale, and results in substandard productivity (see photos in Attachment E).

Organization

- FSD's organization--as reflected in the organization charts provided to the team--is top heavy, illogical, non-communicative, and results in poor accountability and productivity. For example –
 - There are as many as five layers of supervision between the General Manager and some FSD workers.
 - Some managers have two supervisors.
 - Some individuals appear on two different sub-unit organization charts.
 - The organization charts show some managers reporting to themselves.
 - Lines of authority and responsibility are not clear to employees or customers.
 - Job titles are not consistent in various departmental documents.
- The regional structure of the FSD is inefficient and ineffective. For example –
 - The locations of some of the regional offices are not in the areas they serve, resulting in excessive travel times to maintenance jobs.
 - The distribution of workers to the various regions is not consistent.
 - The distribution of some smaller, specialized classes of workers to the five regions results in inefficient spans of control (e.g., a regional craft supervisor with only one or two workers).
 - Although the Regional Custodial Managers report to the Regional Maintenance Team Leaders on paper, they appear to be largely ignored and not supervised.
- The district's bond program is not part of the facilities organization, which results in poor coordination and operational inefficiencies. For example –
 - There is no structured conduit to provide input to the bond program on standards and specifications for building systems that the FSD will eventually maintain.

Review of the Facilities Services Department of the Houston School District

- There is not a clean hand-off process for construction projects from the bond office to the FSD.
- The team was advised that the FSD inherits incomplete and defective bond program construction projects.
- Bond program project warranties are not effectively administrated.
- FSD does not participate in any commissioning of new equipment.
- Real estate office and the property rental and lease functions are not part of the FSD
- There does not appear to be a coordinated space-planning effort in the district.

Operations

- The FSD lacks adequate technological resources to optimize its operational effectiveness. For example –
 - Much of the department's computer hardware is outdated and lacks sufficient capacity to operate optimally. Relatively small files sent as e-mail attachments, for example, cannot be downloaded on some computers.
 - The department must rely on an antiquated time-card system because it lacks an automated time and attendance system. (See photo #3, Attachment E.)
 - The automated Work Order system was not configured or implemented to maximize its effectiveness.
 - The department does not utilize the districts ERP software for on-line purchase approval.
 - The department makes little use of Computer Assisted Design and Drafting (CADD) systems.
 - The department does not use GPS applications to monitor vehicles or the location of its workers.
 - Bar Code technology is not used to maintain inventories of parts, equipment, or supplies.
 - The FSD lacks sophisticated diagnostic and repair tools, particularly in the mechanical systems services unit. For example, laptop computers for troubleshooting Chiller Plant and HVAC systems were not evident.
- The district essentially has no preventive maintenance program. For example–

Review of the Facilities Services Department of the Houston School District

- The submission of work orders by schools is the sole driver of maintenance activity.
- No one in the maintenance department is focused on proactive activities to maintain major equipment and systems and ensure their life-time effectiveness.
- The district's decision to out-source the changing of HVAC filters is not cost effective because belts, housings, and lubricants are not inspected and serviced when the filters are replaced.
- Schools can contract for major repairs and renovations without coordination with the facilities department, thereby putting the district at risk for health and safety issues, building code violations, structural damage to facilities, hazardous material handling violations, non-compliance with quality standards, and an incomplete record of facility modifications.
- There is reportedly a lack of adherence to work order priority assignments as a result of unofficial negotiations between schools and the FSD staff that relate to the purchase of materials and authorization of overtime pay. For example—
 - A job gets done sooner if a school can provide the materials or overtime pay.
 - Priorities are changed if a school capitalizes on its political connections.
- The quality of the work by pest-control vendors is not evaluated or documented.
- The FSD has not examined the cost effectiveness of maintaining its own in-house environmental services unit.
- The department's budget development and control processes are cumbersome and inefficient. For example –
 - Line managers do not participate in the needs assessment and budget development process for their units.
 - Maintenance budgets are centralized rather than allocated to regions and units.
 - Three levels of approval are required for the purchase of routine custodial supplies from pre-established budget accounts.
 - Staff reported unreasonable project delays awaiting budget authorizations and transfers.

Review of the Facilities Services Department of the Houston School District

- The team was told that budgets are moved (“raided”) without the knowledge or consent of the responsible administrator.
- Multiple manual approvals are required to fill routine authorized position vacancies, despite the capability to perform this task electronically.
- The district’s facilities records of “as-built” drawings are not digitized and are at severe risk of damage or destruction from fire or water sprinklers in their current location. (See photo # 4, Attachment E.)
- The maintenance vehicle fleet and school-based custodial equipment are reportedly old, and have high breakdown rates and excessive time required for repair work.
- The FSD does not effectively utilize the procurement tools that are available to them. For example-
 - Few department employees are authorized to use Procurement Cards (P-cards) to acquire low-value materials, supplies, and tools. The team was told that P-Cards are only used in emergencies.
 - Open purchase orders and standing-requirements contracts are not effectively used to purchase materials and supplies needed for maintenance jobs.
 - There is little use of Job Order Contracting to expedite the out-sourcing of specialized tasks.
- The team saw no evidence of a districtwide facilities-use policy that contains definitions of appropriate uses, provides a schedule of fees (to fully recoup labor, material, and utility costs), and defines the processes for notifications.
- The FSD has no substitute pool to cover custodial absentees.
- There appear to be few policies, procedures, or controls over the use of overtime pay. For example –
 - There is no defined policy for when and under what circumstances overtime can be authorized and by whom.
 - Schools can authorize and input overtime pay for custodians without the knowledge or approval of custodial supervisors.
 - There are no overtime budgets established at the unit level so that managers can monitor expenditures.

Review of the Facilities Services Department of the Houston School District

- At the time of the site visit, maintenance managers were unable to explain how \$3 million in maintenance overtime had been expended so far this year.
- The FSD does not analyze the use of overtime vs. the cost of hiring additional staff.
- Managers consider any time charged to the “overtime” account to be at a premium rate of pay (e.g., time and a half), when in fact much of this time is merely extra hours worked at a straight-time rate of pay.
- There are no policies in place that define excessive absenteeism or its consequences. Unplanned custodial absences are reportedly running 12 percent to 14 percent per day.
- The team was advised that the food services program does not reimburse the General Fund for the cost of custodial labor, materials, and utilities (including trash pick-up) consumed by the program.
- It appears that the district has not aggressively pursued the use of Voice over Internet Protocol (VoIP) to achieve savings in telephone costs.
- The maintenance department has no apprenticeship program to attract and recruit new workers to the district.
- The district provides small hand tools to employees which can be a more expensive alternative than providing employees with an annual tool allowance.

Recommendations

1. Develop a comprehensive strategic business plan for the FSD, including –
 - a. A departmental vision
 - b. Goals and objectives linked to the district strategic plan
 - c. Implementation time line
 - d. Identified responsibilities and accountabilities
 - e. Defined performance measures, including Key Performance Indicators (KPIs) and industry standards for each unit of the organization
2. Develop and execute a long-range Facilities Master Plan, including -
 - a. Enrollment projections by area and site

Review of the Facilities Services Department of the Houston School District

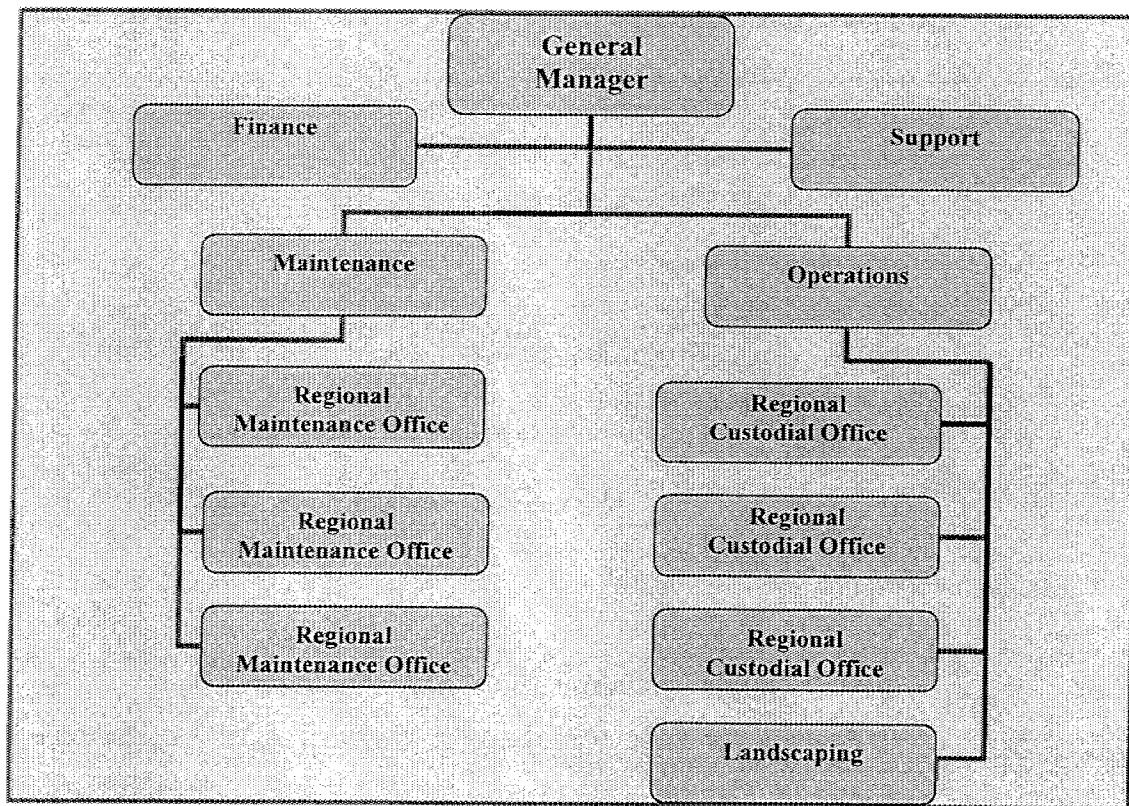
- b. A comprehensive site analysis and Facility Condition Index
 - c. Identification of funding sources and options to address the facilities issues.
- 3. Create a data-driven organization by adopting a decision-making model that relies upon fact-based and analysis-centric business case justifications, including the use of tools and techniques such as –
 - a. Full life-cycle costing and management
 - b. Return on investment analysis
 - c. Repair vs. Replace analyses (using service record data in the Maintenance Work Order System) and Buy vs. Build analyses.
- 4. Create an on-going program to review, evaluate, update, document, and disseminate standard facilities policies and procedures, including -
 - a. Agreed upon service-level standards
 - b. Processes that establish and control work-order priorities
 - c. Procedures and standards for the evaluation of vendor performance and accountability
 - d. A districtwide facilities use policy
 - e. Policies on the appropriate use and authorization of overtime
 - f. Policies that define excessive absenteeism and its consequences.
- 5. Institutionalize a customer service focus within the department by -
 - a. Initiating proactive communications with customers, including periodic formal customer feedback, surveys, and on-going customer focus groups
 - b. Improving response times and instituting customer sign-offs on completed work orders
 - c. Establishing regular meetings between FSD staff and customers to review project completion dates, priorities, schedules and provide work-order status reports.
 - d. Staggering work schedules of central and regional office staff to provide coverage during extended school hours.

Review of the Facilities Services Department of the Houston School District

6. Design, implement, document, and disseminate an easily understood high-performance organizational structure by –
 - a. Re-focusing on core functions
 - b. Reducing the number of supervisory levels
 - c. Reducing to 2 or 3 the number of Regional Maintenance offices
 - d. Eliminating ‘interim’ assignments by hiring permanent staff
 - e. Establishing reasonable spans of control.

Exhibit 3 displays a high-level sample of a functional organization recommended by the team.

Exhibit 3. Sample Organizational Overview



7. Merge all facilities related offices and programs into the FSD after stabilizing the re-structured organization (above), including -
 - a. The capital bond program

Review of the Facilities Services Department of the Houston School District

- b. The rental and leasing office
 - c. The real estate office.
8. Re-establish and adhere to a regular process of employee evaluations.
9. Implement leadership and management development programs and technical job skills training at all levels of the organization.
10. Endeavor to improve FSD morale by -
- a. Improving communications between leaders and staff
 - b. Recognizing and positively reinforcing instances of outstanding work effort, customer service, and creative ideas for process improvement.
 - c. Enhancing the physical working environment
11. Enhance and optimize the technology capabilities supporting the facilities function. For example -
- a. Implement an automated payroll time and attendance system that will feed the district's ERP and the FSD's work order system
 - b. Utilize the work order system to manage the maintenance function by systematically analyzing work order backlogs, completion data, time-to-complete (by task type) information, and employee productivity
 - c. Utilize the ERP's automated approval system for budget transfers, purchase orders, and personnel assignments
 - d. Establish and fund a computer refresh program for the department
 - e. Maximize the use of CADD capabilities
 - f. Increase the use of field-based diagnostic tools
 - g. Enhance efficiency through the use of GPS and bar-code technologies.
12. Re-establish a comprehensive preventive maintenance program.
13. Institute life-cycle equipment acquisition and management strategies.

Review of the Facilities Services Department of the Houston School District

14. Establish strict process controls on individual schools that contract for construction, modification, and remodeling of facilities and require coordination of these activities with the FSD.
15. Evaluate the cost effectiveness and efficiency of maintaining in-house environmental services.
16. Delegate budget responsibilities, including –
 - a. Budget development at the site and unit levels
 - b. Expenditure approvals
 - c. Accountability for budget adherence and expenditure control.
17. Create a custodian substitute pool to cover scheduled as well as unplanned site – based absences.
18. Better utilize procurement options including P-cards, master contracts, open purchase orders, and job order contracting.
19. Ensure that facilities costs are allocated to and reimbursed by special programs, including food service.
20. Establish apprenticeship programs to attract and develop talented and well trained employees.
21. Consider expanding Voice over Internet Protocol (VoIP) alternatives to the current telephone systems to reduce costs.
22. Provide an employee tool allowance to reduce costs and enhance accountability.

ATTACHMENT A. STRATEGIC SUPPORT TEAM

Robert Carlson

Robert Carlson is Director of Management Services for the Council of the Great City Schools. In that capacity, he provides Strategic Support Teams and manages operational reviews for superintendents and senior managers; convenes annual meetings of Chief Financial Officers, Chief Operating Officers, Transportation Directors, and Chief Information Officers and Technology Directors; fields hundreds of requests for management information; and has developed and maintains a Web-based management library. Prior to joining the Council, Dr. Carlson was an executive assistant in the Office of the Superintendent of the District of Columbia Public Schools. He holds doctoral and masters. degrees in administration from The Catholic University of America; a B.A. degree in political science from Ohio Wesleyan University; and has done advanced graduate work in political science at Syracuse University and the State Universities of New York.

David W. Koch

David Koch is the former Chief Administrative Officer for the Los Angeles Unified School District (LAUSD). The LAUSD is the nation's second largest public school system, with more than 700,000 students in grades K-12, an annual budget of more than \$9 billion, and more than 80,000 full- and part-time employees. Mr. Koch's responsibilities encompassed virtually all non-instructional operations of the district, including finance, facilities, information technology, and all of the business functions. Mr. Koch also served the LAUSD as business manager, executive director of information services, and deputy controller. Mr. Koch was also business manager for the Kansas City, Missouri Public School District and was with Arthur Young and Company prior to entering public service. He is a graduate of the University of Missouri and a Certified Public Accountant in the states of California, Missouri, and Kansas. Currently a resident of Long Beach, California, Mr. Koch provides consulting services to public sector clients and companies doing business with public sector agencies.

Joel Falcon

Joel Falcon is the Executive Director of Maintenance Services for the Dallas Independent School District

Mark Hovatter

Mark Hovatter is the Director, Maintenance & Operations for the Los Angeles Unified School District, responsible for all aspects of maintaining and operating over 1,000 school campuses. He has been with the school district for the past 8 years except for a one year period where he served as the Director of Maintenance and Operations for the Compton Community College District to re-establish a

Review of the Facilities Services Department of the Houston School District

maintenance and operation program at a college that had lost its State accreditation. Prior duties with the Los Angeles Unified School District include Director of Bond Planning for the districts \$28 billion construction and modernization program and the Director of Facilities Contracts, awarding \$5 billion worth of facilities professional service and construction contracts in three and a half years. He has just been assigned a temporary assignment to report directly to the Superintendent as the Procurement Executive to reorganize the District's Procurement Services Group creating streamlined process and improve customer service and accountability while reducing the department staffing significantly to accommodate the current budget constraints. Prior to joining the Los Angeles Unified School District, he served 23 years in the U.S. Navy in the Civil Engineer Corp and with the Seabees, the Navy's construction force.

Bruce Husson

Bruce Husson served a 38-year career in public school district administration, culminating with his final year in 2005-06 as superintendent of the Sweetwater Union High School District in San Diego County, California. At the time, Sweetwater was the largest secondary district in the United States, serving a 7-12 student population of over 41,000 and an adult student population of over 28,000. Mr. Husson oversaw all instructional and business operations of the district. His previous assignment at Sweetwater was Chief Operating Officer, during which his areas of responsibility included district administration, energy conservation, employee benefits, food services, information technology, labor relations, maintenance, personnel services, planning and facilities, purchasing and business support services, telecommunications, and transportation. Prior to his Sweetwater assignments, for nearly 33 years, he served the San Diego Unified School District, which was, at the time, the second largest urban district in California and eighth largest district in the United States. His last assignment in San Diego was Assistant Superintendent, Business Services, leading essentially the same organizational components as those under his jurisdiction as Chief Operating Officer at Sweetwater. Mr. Husson served 8 years as the director of Maintenance and Operations for SDUSD. Mr. Husson earned his Bachelor of Science Degree in Business Administration from San Diego State University and his Master of Science Degree in School Business Administration from Pepperdine University. He also has earned the California Association of School Business Officials Chief Business Officer Certification.

Tom Lindner

Tom Lindner is Acting Deputy Superintendent of Schools for Facilities and Construction Management for the Broward County Public Schools in Florida. He is responsible for Facility Construction Project Management, Real Estate Services, Design Services and Growth Management for the nation's 6th largest School District. Prior to assuming his current position, Mr. Lindner served as Executive Director of the District's Physical Plant Operations Division, where he managed Plant Maintenance, Minor Capital Programs, Energy Management and the Stockroom. Prior to coming to the District, he served as National Director of Facilities at two

Review of the Facilities Services Department of the Houston School District

different Fortune 100 corporations after a successful career in the United States Navy. During his military career, he held various engineering and personnel management positions, including a tour as Commanding Officer of the Destroyer USS JOHN HANCOCK. He holds a Bachelor of Science degree (with distinction) in Engineering from the United States Naval Academy and a Master of Science degree (with distinction) in Management from the Naval Postgraduate School

Steve Young

Steve Young is Chief, Facilities Management with the Indianapolis Public Schools (IPS), the largest school district in Indiana with a student enrollment of over 35,000. The Facilities Management Division is comprised of over 400 craft and custodial employees responsible for the maintenance and repair of 101 district buildings. IPS is in the 5th year of a 10-year, \$832 million Capital Improvements Program (CIP). The CIP includes the construction of 10 new elementary schools and the renovation of the remaining 69 schools in the district. Prior to coming to IPS in 1998, Mr. Young was the Manager of Facilities at Fort Sam Houston, the U.S. Army Medical Command Headquarters and Training Center in San Antonio, Texas. He has also served as a Manager of Military Construction for the Army Corps of Engineers in San Antonio. He began working for the Corps of Engineers in 1984 after serving for 12 years in the U.S. Air Force as a Fighter Pilot and Flight Training Instructor.

Review of the Facilities Services Department of the Houston School District

ATTACHMENT B. WORKING AGENDA

Strategic Support/Peer Review Team Facilities Services Department Houston Independent School District May 4-7, 2010

Contacts: Michele Pola
Chief of Staff
Email: MPOLA@houstonisd.org

Heather Babb
Office of the Chief Business Operations Office
Email: HBABB@houstonisd.org

Leo Bobadilla
Chief Business Officer
Email: lbobadilo@houstonisd.org

Tuesday, May 4

Team Arrival
Baymont Inn Suites
828 Mercury Drive
Houston, TX 77013
713.673.4200

6:30 p.m.

Dinner Meeting

Leo Bobadilla
Chief Business Officer

Others (TBD)

Wednesday, May 5

7:00 - 8:00 a.m.

Continental Breakfast

8:00 - 9:15 a.m.

Team Interview

Travis Stanford
Interim General Manager
Facilities Services

9:30 - 10:45 a.m.

Team Interviews

Stephen Manager
Senior Mgr., Technical

Services

Scott Lazar
Senior Mgr., Facilities

Maintenance

Rick Mann
Senior Mgr., Support Services
Eugene Salazar
Business Mgr., Facilities

Service

Senior Mgr., Contract Admin.

11:00 - 11:45 p.m.

Team Interviews

Russell Melton
Master Plumber

Review of the Facilities Services Department of the Houston School District

Lawrence Carley
Mgr., Integrated Pest Control
Hector Bello
Master Electrician
Darrell Turner
Pest & Inspection Admin.
James Davis
Mgr., Maintenance Contract
Construction Svcs. Representative

12:00 - 1:00 p.m.	Working Luncheon	
1:00 - 2:15 a.m.	Team Interviews	<u>Alice Honore</u> Mgr., Maintenance Trainer <u>Maria Acosta</u> Regional Mgr., Custodial <u>Byron Thurmond</u> Mgr., Telecommunications <u>Nora Dewberry</u> Mgr., Customer Service
2:30 - 3:45 p.m.	Team Interviews	Regional Facilities Maintenance Team Leaders (5)
4:00 - 5:00 p.m.	Team Interviews	Facility Services Mgr.
Team Discussion of Work Plan for Balance of Site Visit		

Thursday, May 6

7:00 - 8:00 a.m.	Continental Breakfast	
8:00 - 9:15 a.m.	Team Interview	Regional Technical Services (6) Team Leaders Mgr., Auxiliary Support
9:30 - 10:30 a.m.	Team Interviews	Facilities Maintenance Team Leaders (12)
10:45 - 11:45 p.m. Maintenance	Team Interviews	Technical Services Team Leaders (11)
12:00 - 1:00 p.m.	Working Luncheon	
1:00 -	Please note that the Team may want to visit some schools that are representative of the overall condition of the district's facilities and the crafts/maintenance shops.	
4:00 -	Team Meeting	<u>Principals</u> Randomly Selected Across Grade levels and Regions/Areas
5:30 p.m.	Team Discussion of Work Plan for Balance of Site Visit	

Review of the Facilities Services Department of the Houston School District

Friday, May 7

7:00 - 7:30 a.m.	Continental Breakfast	
7:30 - 12:00 Noon.	Team Meeting	Discussion of Findings & Recommendations
12:00 - 1:00 p.m.	Working Luncheon	<u>Leo Bobadilla</u> Chief Business Officer
1:00 p.m.	Adjournment & Departures	
	Team Departures	

ATTACHMENT C. PERSONNEL INTERVIEWED

- Issa Dadoush, General Manager, Facilities Services Department, HISD
- Michele Pola, Chief of Staff, HISD
- Melinda Garrett, Chief Financial Officer, HISD
- Joe Hills, Interim Chief Business Official, HISD
- Mark Miranda, Business Operators, HISD
- Travis Stanford, Senior Manager, Contract Administration, HISD
- Stephen Changlee, Senior Manager, Technical Services, HISD
- Scott Lazar, Senior Manager, Facilities Maintenance, HISD
- Rick Mann, Senior Manager, Support Services, HISD
- Eugene Salazar, Business Manager, Facilities Service, HISD
- Russell Melton, Master Plumber, HISD
- Lawrence Carley, Manager, Integrated Pest Control, HISD
- Darrell Turner, Permit & Inspection Administration, HISD
- James Davis, Manager, Maintenance Contract, HISD
- Maria Acosta, Regional Manager, Custodial, HISD
- Byron Thurmond, Manager, Telecommunications, HISD
- Nora Dewberry, Manager, Customer Service, HISD
- Maurice Andrews, Interim Maintenance Team Leader, HISD
- Alfred Hoskins, Interim Maintenance Team Leader, HISD
- Jimmie Null, Interim Maintenance Team Leader, HISD
- Noe Cardenas, Interim Maintenance Team Leader, HISD
- Carl Deason, Team Leader, HISD
- Rodney Saunders, Interim HVAC Control Manager, HISD
- Jose Noriega, Team Leader, HISD
- Daniel Jimenez, Team Leader, HISD
- Richard Martinez, Team Leader
- Paul Scott, Construction Service Representative, HISD
- Clarence Jamison, Auxiliary Support Manager, HISD
- Albert Pipkin, Team Leader, HISD
- Tod Gilbert, Team Leader, HISD
- Solon Carver, Team Leader, HISD
- George Haines, Team Leader, HISD
- Fred Black, Team Leader, HISD
- Lula Hays, Regional Custodial Manager, HISD
- Brian Busla, Regional Custodial Manager, HISD
- Barbara Mora, Regional Custodial Manager, HISD
- Tony D'Angelo, Regional Business Manager
- San Juanita Garza, Business Manager, HISD
- Joanne Nixon, Business Manager, HISD
- Phil Liang, Business Manager, HISD
- Arlisa Bell, Business Manager, HISD

Review of the Facilities Services Department of the Houston School District

- San Thompson, Business Manager, HISD
- Terrence Keith Robertson, Plant Operator, HISD
- Brandon Ford, Plant Operator, HISD
- Lawrence Watkins, Plant Operator, HISD
- Richard Hall, Plant Operator, HISD
- Raul Acevedo, Plant Operator, HISD
- R. Luis Loeva, Plant Operator, HISD

Review of the Facilities Services Department of the Houston School District

ATTACHMENT D. DOCUMENTS REVIEWED

- HISD Organization Chart, April 2010
- Facilities Service Organization Chart, April 2010
- HISD Maintenance and Operations, Board Policies & Administrative Regulations, 12/14/2009
- HISD Facility Services Fact Sheet, January 2010
- CFS Employee listing
- CFS Budget, 2008-2009
- CFS Budget, 2009-2010
- HISD Board of Education, Board Monitoring System, 2009-2010
- A Declaration of Beliefs and Visions by the 2010 Board of Education
- "Road Maps to Success" – Samples
- Work Order aging, by department
- Work Orders opened and closed reports
- Investigative Report Summary, August 27, 2008, Office of the Inspector General
- Audit Report, Dora Lantrip Elementary School Greenhouse Construction, December 18, 2009
- Yearly Terms of the Existing Job Order Contracts, January 20, 2010, John Gerwin, Manager, Construction Audit
- Audit Report – Review of the Reporting Lines for Plumbers and Electricians with the Facilities Services Department, November 13, 2009
- Audit Report - Review of the Supplemental Job Order Contractor Selection Process Project No. 08-03-05, August 4, 2009
- Responses to the Audit Report Entitled "Review of the Supplemental Job Order Contractor Selection Process" which was issued on August 4, 2009, John Gerwin, Manager, Construction Audit, November 12, 2009
- PAF No.6/Job Order Contract/Analysis of Sample Job Orders for Appropriate Charges, John Gerwin, Manager, Construction Audit, August 11, 2008
- PAF No. 1/ ESCO Preventive Maintenance Agreement, August 1, 2007, John Gerwin, Manager, Construction Audit
- PAF No. 5 /ESCO energy Savings Agreement/ Year 10 Savings Calculation, John Gerwin, Manager, Construction Audit, December 12, 2007
- PAF No. 5 Revised/ESCO energy Savings Agreement/ Year 10 Savings Calculation, John Gerwin, Manager, Construction Audit, December 17, 2007
- PAF No. 4/Review of the ESCO energy Savings Agreement, John Gerwin, Manager, Construction Audit, August 23, 2007
- PAF No. 3 /Review of ESCO 2006 and 2007 Billings for Maintenance Parts and Materials, John Gerwin, Manager, Construction Audit, December 17, 2007
- PAF No. 2 /Review of ESCO Preventive Maintenance Agreement Fee Structure, John Gerwin, Manager, Construction Audit, August 3, 2007
- Tech Service FTE' per 100k Sq. Ft., 5/6/10
- Report Descriptions, 5/6/10

Review of the Facilities Services Department of the Houston School District

- Custodial Staffing Index and Maintenance Cost Per Sq. Ft., 5/6/10
- Custodial Staffing Index v.2 2010-04-029
- FUND 999 – 2010-05-06
- Overtime Summary 2010-05-06
- Facilities Services – Budget Summary – FY 2010, 5/6/2010
- Custodial Budget – Fund 171 as of 2010-05-06
- M&O Budget – Fund 999 as of 2010-05-06

ATTACHMENT E. PHOTOS

Photo #1 HVAC Repair Shop

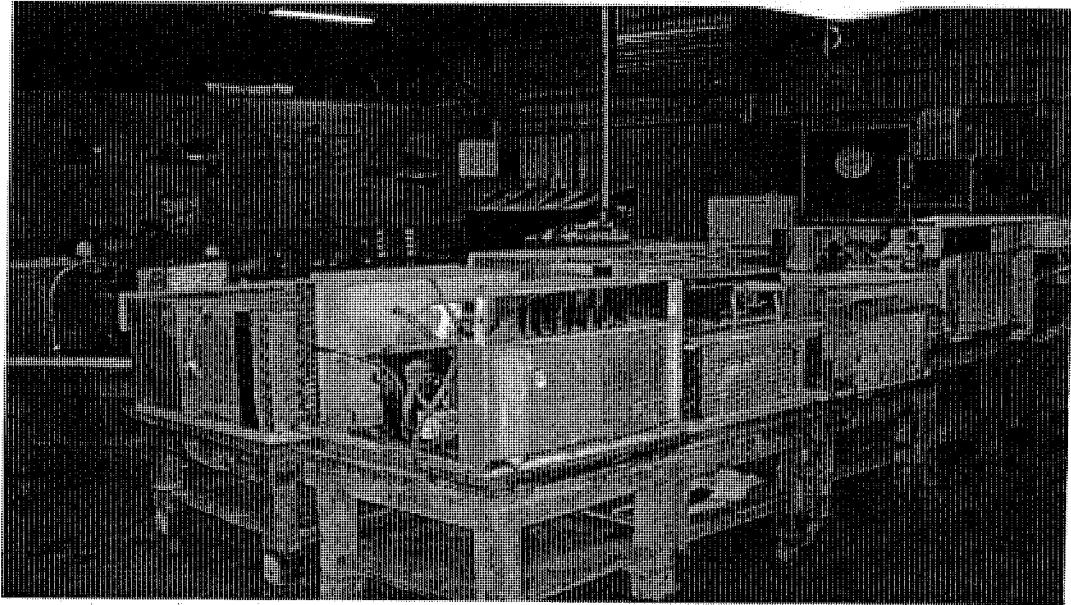
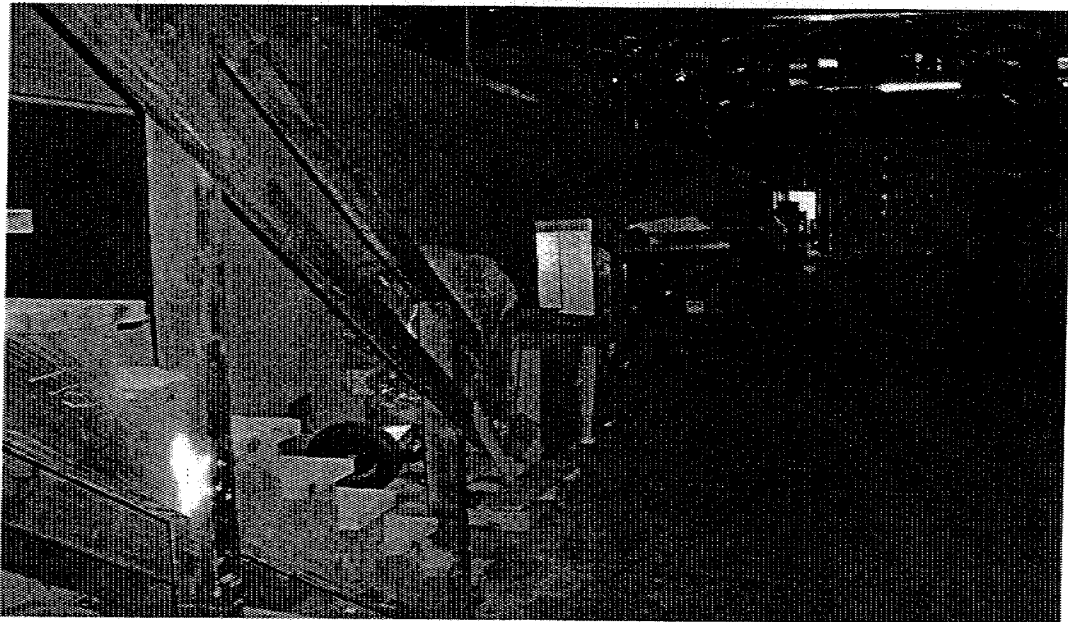


Photo #2 FSD Regional Maintenance Center



Review of the Facilities Services Department of the Houston School District

Photo # 3 FSD Time Clock and Time Cards

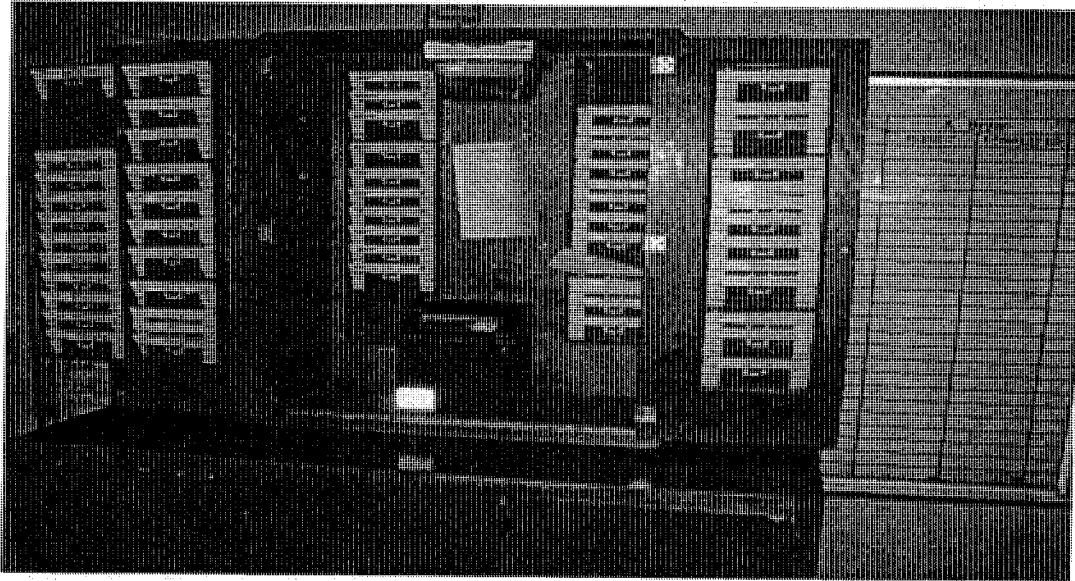


Photo # 4 FSD Plan Room



ATTACHMENT F. ABOUT THE COUNCIL

Council of the Great City Schools

The Council of the Great City Schools is a coalition of 65 of the nation's largest urban public school systems. Its Board of Directors is composed of the Superintendent of Schools and one School Board member from each member city. An Executive Committee of 24 individuals, equally divided in number between Superintendents and School Board members, provides regular oversight of the 501(c) (3) organization. The mission of the Council is to advocate for urban public education and assist its members in the improvement of leadership and instruction. The Council provides services to its members in the areas of legislation, research, communications, curriculum and instruction, and management. The group convenes two major conferences each year; conducts studies on urban school conditions and trends; and operates ongoing networks of senior school district managers with responsibilities in areas such as federal programs, operations, finance, personnel, communications, research, and technology. The Council was founded in 1956 and incorporated in 1961, and has its headquarters in Washington, D.C.

Review of the Facilities Services Department of the Houston School District

History of Strategic Support Teams Conducted by the Council of the Great City Schools

City	Area	Year
Albuquerque		
	Facilities and Roofing	2003
	Human Resources	2003
	Information Technology	2003
	Special Education	2005
	Legal Services	2005
	Safety and Security	2007
Anchorage		
	Finance	2004
	Communications	2008
Atlanta		
	Facilities	2009
	Transportation	2010
Austin		
	Special Education	2010
Birmingham		
	Organizational Structure	2007
	Operations	2008
Boston		
	Special Education	2009
Broward County (FL)		
	Information Technology	2000
	Food Services	2009
Buffalo		
	Superintendent Support	2000
	Organizational Structure	2000
	Curriculum and Instruction	2000
	Personnel	2000
	Facilities and Operations	2000
	Communications	2000
	Finance	2000
	Finance II	2003
	Bilingual Education	2009
Caddo Parish (LA)		
	Facilities	2004
Charleston		
	Special Education	2005
Charlotte-Mecklenburg		
	Human Resources	2007
Cincinnati		
	Curriculum and Instruction	2004
	Curriculum and Instruction	2009
Chicago		
	Warehouse Operations	2010

Review of the Facilities Services Department of the Houston School District

Christina (DE)		
	Curriculum and Instruction	2007
Cleveland		
	Student Assignments	1999, 2000
	Transportation	2000
	Safety and Security	2000
	Facilities Financing	2000
	Facilities Operations	2000
	Transportation	2004
	Curriculum and Instruction	2005
	Safety and Security	2007
	Safety and Security	2008
	Theme Schools	2009
Columbus		
	Superintendent Support	2001
	Human Resources	2001
	Facilities Financing	2002
	Finance and Treasury	2003
	Budget	2003
	Curriculum and Instruction	2005
	Information Technology	2007
	Food Services	2007
	Transportation	2009
Dallas		
	Procurement	2007
	Staffing Levels	2009
Dayton		
	Superintendent Support	2001
	Curriculum and Instruction	2001
	Finance	2001
	Communications	2002
	Curriculum and Instruction	2005
	Budget	2005
	Curriculum and Instruction	2008
Denver		
	Superintendent Support	2001
	Personnel	2001
	Curriculum and Instruction	2005
	Bilingual Education	2006
	Curriculum and Instruction	2008
Des Moines		
	Budget and Finance	2003
Detroit		
	Curriculum and Instruction	2002
	Assessment	2002
	Communications	2002
	Curriculum and Assessment	2003
	Communications	2003

Review of the Facilities Services Department of the Houston School District

	Textbook Procurement	2004
	Food Services	2007
	Curriculum and Instruction	2008
	Facilities	2008
	Finance and Budget	2008
	Information Technology	2008
	Stimulus planning	2009
Greensboro		
	Bilingual Education	2002
	Information Technology	2003
	Special Education	2003
	Facilities	2004
	Human Resources	2007
Hillsborough County (FLA)		
	Transportation	2005
	Procurement	2005
Houston		
	Facilities Operations	2010
Indianapolis		
	Transportation	2007
Jackson (MS)		
	Bond Referendum	2006
	Communications	2009
Jacksonville		
	Organization and Management	2002
	Operations	2002
	Human Resources	2002
	Finance	2002
	Information Technology	2002
	Finance	2006
Kansas City		
	Human Resources	2005
	Information Technology	2005
	Finance	2005
	Operations	2005
	Purchasing	2006
	Curriculum and Instruction	2006
	Program Implementation	2007
	Stimulus Planning	2009
Little Rock		
	Curriculum and Instruction	2010
Los Angeles		
	Budget and Finance	2002
	Organizational Structure	2005
	Finance	2005
	Information Technology	2005
	Human Resources	2005
	Business Services	2005

Review of the Facilities Services Department of the Houston School District

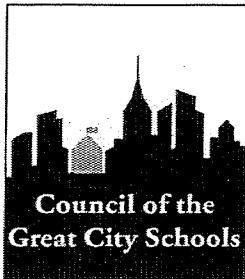
Louisville		
	Management Information	2005
	Staffing study	2009
Memphis		
	Information Technology	2007
Miami-Dade County		
	Construction Management	2003
	Food Services	2009
	Transportation	2009
	Maintenance & Operations	2009
	Capital Projects	2009
Milwaukee		
	Research and Testing	1999
	Safety and Security	2000
	School Board Support	1999
	Curriculum and Instruction	2006
	Alternative Education	2007
	Human Resources	2009
Minneapolis		
	Curriculum and Instruction	2004
	Finance	2004
	Federal Programs	2004
Newark		
	Curriculum and Instruction	2007
	Food Service	2008
New Orleans		
	Personnel	2001
	Transportation	2002
	Information Technology	2003
	Hurricane Damage Assessment	2005
	Curriculum and Instruction	2006
New York City		
	Special Education	2008
Norfolk		
	Testing and Assessment	2003
Philadelphia		
	Curriculum and Instruction	2003
	Federal Programs	2003
	Food Service	2003
	Facilities	2003
	Transportation	2003
	Human Resources	2004
	Budget	2008
	Human Resource	2009
	Special Education	2009
Pittsburgh		
	Curriculum and Instruction	2005
	Technology	2006

Review of the Facilities Services Department of the Houston School District

	Finance	2006
	Special Education	2009
Portland		
	Finance and Budget	2010
	Procurement	2010
	Operations	2010
Providence		
	Business Operations	2001
	MIS and Technology	2001
	Personnel	2001
	Human Resources	2007
Richmond		
	Transportation	2003
	Curriculum and Instruction	2003
	Federal Programs	2003
	Special Education	2003
Rochester		
	Finance and Technology	2003
	Transportation	2004
	Food Services	2004
	Special Education	2008
San Diego		
	Finance	2006
	Food Service	2006
	Transportation	2007
	Procurement	2007
San Francisco		
	Technology	2001
St. Louis		
	Special Education	2003
	Curriculum and Instruction	2004
	Federal Programs	2004
	Textbook Procurement	2004
	Human Resources	2005
Seattle		
	Human Resources	2008
	Budget and Finance	2008
	Information Technology	2008
	Bilingual Education	2008
	Transportation	2008
	Capital Projects	2008
	Maintenance and Operations	2008
	Procurement	2008
	Food Services	2008
Toledo		
	Curriculum and Instruction	2005
Washington, D.C.		
	Finance and Procurement	1998

Review of the Facilities Services Department of the Houston School District

	Personnel	1998
	Communications	1998
	Transportation	1998
	Facilities Management	1998
	Special Education	1998
	Legal and General Counsel	1998
	MIS and Technology	1998
	Curriculum and Instruction	2003
	Budget and Finance	2005
	Transportation	2005
	Curriculum and Instruction	2007
Wichita		
	Transportation	2009



Review of the Capital Facilities Program Of the Houston Independent School District

July 2010

Dr. Terry Grier, Superintendent of the Houston Independent School District (HISD), requested that the Council of the Great City Schools (CGCS)¹ provide a high-level management review of the district's capital facilities program, which is administered by the school system's Construction Services Department.² Specifically, he requested that the Council—

- Review and evaluate the leadership and management, organization, and operations of the district's Construction Services department.
- Develop recommendations that would help the Construction Services department achieve greater operational efficiencies and effectiveness with the capital facilities program.

In response to this request, the Council assembled a Strategic Support Team of senior managers with extensive experience in capital facilities programs in other major city school systems across the country. The team was composed of the following individuals. (Appendix A provides brief biographical sketches of the team members.)

Robert Carlson, Project Director
Director, Management Services
Council of the Great City Schools

David Koch, Principal Investigator
Chief Administrative Officer (Retired)
Los Angeles Unified School District

Ruby A. Alston
Director, Facilities and Bond Fund Financial Management
Clark County School District

¹ The Council has conducted some 200 instructional, management, and operational reviews in 53 big-city school districts over the last ten years. The reports generated by these reviews are often critical, but they also have been the foundation for improving the operations, organization, instruction, and management of many urban school systems nationally. In other cases, the reports are complimentary and form the basis for identifying "best practices" for other urban school systems to replicate. (Attachment E lists the reviews that the Council has conducted.)

² The Council previously conducted a review of the HISD Facilities Services department in May, 2010.

Review of the Capital Facilities Program of the Houston Independent School District

Joe Edgens
Executive Director, Facilities and Operations
Metropolitan Nashville Public Schools

Neil Gamble
Deputy Chief Facilities Executive
Los Angeles Unified School District

Paul Gerner
Associate Superintendent, Facilities Division
Clark County School District

Tom Lindner
Acting Deputy Superintendent, Facilities and Construction Division, and
Executive Director, Physical Plant Operations Division
Broward County Schools

Sarah Lynn Schoening
Director, Office of School Modernization
Portland Public Schools

Ling Tan
Executive Budget Director, Division of Financial Planning and Management
New York City Department of Education

The team conducted its fieldwork for the project during a four-day site visit to Houston on July 25-28, 2010. The general schedule for the site visit is described below. (The Working Agenda for the site visit is presented in Appendix B.)

The team met with the Chief Business Officer, the Chief Financial Officer, and the district's Chief of Staff on the first day of the site visit to discuss the expectations and objectives for the review and to make final adjustments to the work schedule. The newly appointed Chief Business Officer provided the team with a comprehensive and specific list of concerns and areas where he wanted the team to focus its attention.

The team used the first two full days of the site visit to conduct interviews with staff members (a list of individuals interviewed is included in Appendix C); review documents, reports, and data provided by the district (a list of materials reviewed by the team is presented in Appendix D); and observe the district's capital program operations.³ The final day of the visit was devoted to synthesizing and refining the team's findings and recommendations, and to debriefing the Superintendent, Chief Business Officer, Chief Financial officer, Chief of Staff, and Controller.

³ The Council's peer reviews are based on interviews of staff and others, a review of materials provided by the district, observations of operations, and the teams' professional judgment. In conducting interviews the teams must rely on the willingness of those interviewed to be factual and forthcoming, but cannot always judge the accuracy of statements made by interviewees.

Review of the Capital Facilities Program of the Houston Independent School District

The Council sent a draft of this document to team members for their review in order to ensure the accuracy of the report and obtain their concurrence with the final recommendations. This management letter contains the findings and recommendations that have been designed by the team to help improve the operational efficiency and effectiveness of the district's Construction Services Department and the capital facilities program.

The Houston Independent School District Construction Services Department

The Houston Independent School District is the largest public school system in Texas and the seventh largest in the United States. The district operates 296 schools with approximately 202,000 students supported by almost 30,000 full and part-time employees. The annual General Fund operating budget amounts to approximately \$1.6 billion.

The capital facilities program, which is included in the Capital Renovation Fund and administered by the Construction Services Department, amounts to almost \$1.1 billion that, in turn, consists of over \$800 million from a 2007 bond issue, approximately \$150 million from the pay-as-you-go programs, and about \$100 million from other capital sources.

The Capital Renovation Fund is a governmental capital projects-type of fund that is used to account for all costs for renovation, expansion, upgrade, and rebuilding of district facilities. The Capital Renovation Fund has seven specific revenue sources by which it funds capital projects. These revenue sources include:⁴

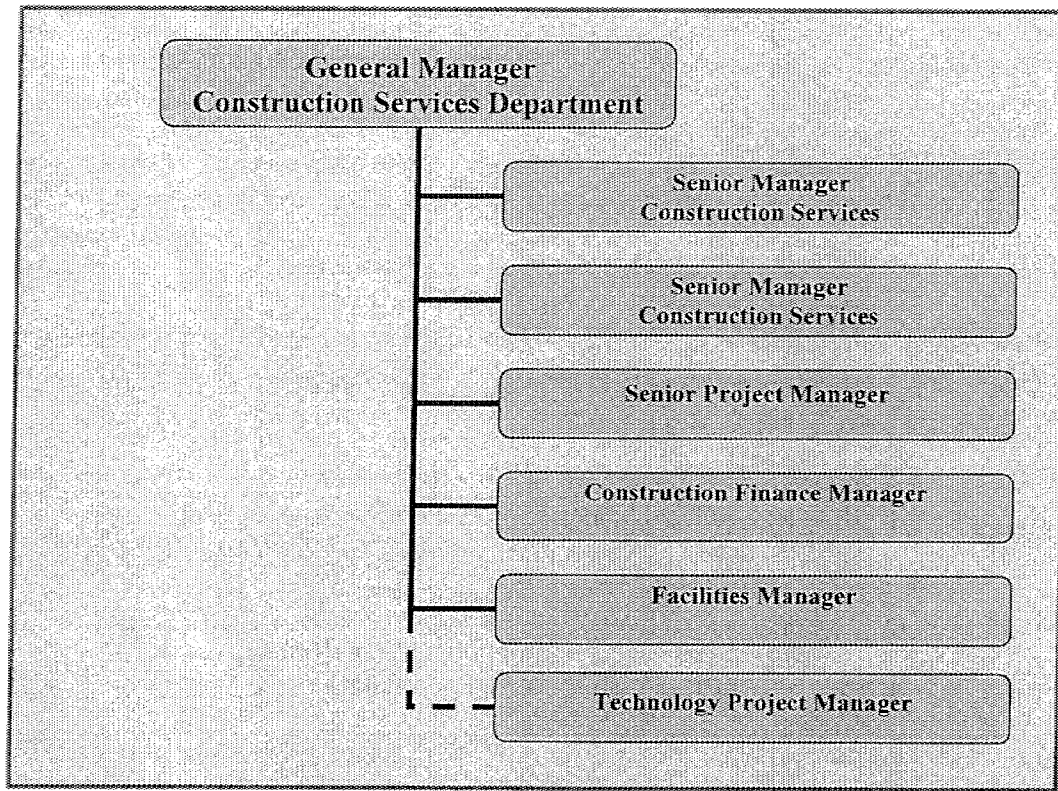
- Voter-approved bonds
- Pay-As-You-Go program
- Tax Increment Financing Zone (TIRZ) funds
- Maintenance tax notes
- Miscellaneous Funding

The Construction Services Department (CSD), which is also referred to as the Bond Program Office, is headed by a General Manager who reports directly to the Chief Business Officer. As shown in Exhibit 1 on the next page, the General Manager has five direct reports, including two Senior Managers of Construction Services; a Senior Project Manager; a Construction Finance Manager; and a Facilities Manager.

In addition, the Technology Project Manager, while housed with the CSD staff, is a direct report to the Technology and Information Systems department.

⁴ Details regarding revenues and expenditures of the Capital Renovation Fund are available on the district's web site at: www.houstonisd.org/.../Home/.../2008-2009_Capital_Renovation_Section.pdf.

**Exhibit 1. Construction Services Department
Organization Chart – July 2010**



Source: Prepared by CGCS based on information provided by the HISD

The two Senior Managers of Constructions Services and the Senior Project Manager are supported by Construction Project Managers and Construction Services Representatives who oversee outside contractors (Construction Management Project Administrators - CMPAs) and in-house personnel engaged in the capital program. The Construction Finance Manager has a staff of two accounting positions, and the Facilities Manager is supported by a Buyer position. (The district's facilities maintenance and custodial services are provided by the Facilities Service Department, which is a separate organization that also reports to the Chief Business Officer.)

Findings and Observations

The Council's Strategic Support Team findings and observations are organized into four general areas: Commendations, Leadership and Management, Organization, and Operations.

Commendations

- The newly appointed Chief Business Officer has quickly grasped the issues facing the capital program and his identification of potential problem areas in advance

Review of the Capital Facilities Program of the Houston Independent School District

enabled the team to focus its work and better utilize its limited time for this review.

- The staff of the Construction Services Department generally appeared to be knowledgeable and competent.
- Furniture and equipment purchases for new and refurbished schools and classrooms are planned well in advance and are done in coordination with school principals and include such value-added services as shipping, unpacking, set-up, and hauling away of packing materials.
- The district appears to have an aggressive program for the involvement of small, minority-owned, and women-owned business enterprises in the capital program, and the team was impressed with the skill level of the Manager of the Business Assistance Program.
- The district has begun to document and implement a formalized commissioning process for new buildings and major renovations.

Leadership and Management

- There seemed to be no overall planning, direction, and leadership in the CSD organization, even though individual managers appeared to be confident and comfortable with their particular areas of responsibilities.⁵ For example --
 - There appeared to be differing understandings among staff of mission, purpose, and goals of the organization.
 - The capital facilities plan is not linked to the district's strategic plan.
 - There is no annual business plan for the CSD.
 - The team was unable to locate an annual budget plan for the overall capital program.
 - The team saw no evidence of an established methodology for determining long-term and short-term priorities for capital projects.
 - There was no indication that the Educational Technology Plan has been incorporated into the facility plans.
 - Many of the bond-issue projects did not have set time-lines for completion.
 - One manager described the project-scheduling approach as "all the horses were let go at once" resulting in a somewhat chaotic environment.

⁵ It should be noted that the General Manager of the CSD was not available for an interview with the team during its visit to the district.

Review of the Capital Facilities Program of the Houston Independent School District

- There is a general lack of coordination and communication among the units of the CSD and between CSD and its stakeholders. For example –
 - The three Senior Managers appear to work in silos and each has its own processes and procedures.
 - Staff members interviewed by the team indicated that it was hard for them to know what was going on in the rest of the organization, in spite of weekly staff meetings.
 - Critical stakeholders, including the facilities maintenance organization, are not always involved in project scoping and design.
 - There are no standing committees of customers to provide advice and input regarding changes to educational specifications and facilities standards.
- There is a lack of protocols, processes, and disciplines between and among the CSD management, the CSD financial unit, and the Chief Financial Officer's (CFO) staff in order to insure the exchange and presentation of accurate, consistent, and complete financial information about the capital program. For example –
 - The Quarterly Status Reports, prepared by the CSD management and the CMPAs, are provided to the Bond Oversight Committee without prior review by the CFO's office or the CSD financial unit.
 - The Quarterly Status Report presented to the Bond Oversight committee at its July 2010 meeting, when reviewed by the CSD financial unit at the request of the team, was found to have substantial and material reporting errors (including a \$16 million project shown to be under budget by \$15 million).
 - The Quarterly Status Report to the Bond Oversight Committee, dated June 2010, showed an overall budget balance in the capital facilities program of \$25.6 million while the team was provided a work sheet (reportedly prepared by the General Manager) dated June 22, 2010 showing a \$37.0 million shortfall in the construction program.
 - Staff members of the CSD financial unit were unable to provide the team with a reconciliation between the projected positive budget balance (\$25.6 million) presented to the Bond Oversight Committee and the budget shortfall (\$37.0 million) projected by the General Manager.
 - The General Manager apparently maintains, or has access to, financial information and projections that are not available to staff of the CFO or the CSD financial unit.
 - The CFO's office has not received accurate periodic requested cash-flow projections for the capital program from the CSD management.

Review of the Capital Facilities Program of the Houston Independent School District

- The team was advised by CSD that inadequate amounts have been budgeted in the capital program for the cost of temporary buildings used for swing space and for land required for new school construction. The team was also told by the CFO that the Finance unit had advised CSD that the funding in the bond issue included all costs involved with the project, including temporary buildings and land purchases.
- The 2008-09 and 2009-10 district budget documents (Capital Renovation Section) provided to the team displayed past actual revenue and expenditures of the Capital Renovation Fund, but do not provide information on the amounts budgeted for the coming fiscal year.
- There appears to be a general lack of performance monitoring or use of performance metrics to measure productivity, resulting in an absence of accountability and a lack of urgency for improvement. For example –
 - There is no systematic review, analysis, and tracking of projects' budgets, spend-rates, timelines, and quality compliance.
 - There are no metrics or measurements of time-on-task (such as document preparation, time-to-bid, or close-out timelines)
 - The team was advised that there is no formal notice for project overdrafts and that project managers are allowed to make expenditures until the project contingency allowance has been exhausted.
 - There is no formal mechanism for accumulating and reporting project change orders and there is no understanding of the impact of "scope creep" on project costs.
 - CSD staff indicated that they depended on outside architects and project managers for cost estimates, scope reviews, and change order validations.
- There was a general lack of training and development opportunities for the staff members of the CSD. For example –
 - The team noted the need for additional staff training in –
 - The district's ERP system
 - The CSD's new project management system
 - Best practices, processes, and procedures.
 - Little in the way of outside professional-development opportunities are provided to CSD employees.

Review of the Capital Facilities Program of the Houston Independent School District

- Under the Board Monitoring Program, annual reports are to be provided on the Facilities to Standards Program; however, in the last three years only the June 2009 report appears to have been prepared.
- The team was unable to determine if the right people, with the right skill sets, were in the right positions.

Organization

- Construction Services (CSD) and Facilities Services (FSD) are separate departments, contributing to communication, coordination, prioritization, and customer-service issues in both organizations.
- The CSD does not have a planning office or function.
- There does not appear to have been a comprehensive analysis of in-house vs. contracted project management that would have established staffing standards to support the adopted management methods.
- CSD staffing has not been analyzed or adjusted to reflect the move from design/bid/build to Construction Manager at Risk (CM-R) delivery methods, and the team believes that the district may not be sufficiently staffed to effectively manage the special demands of the currently adopted CM-R model.
- The CSD finance unit's lack of formal relationship with the district's finance office contributes to inconsistent, incomplete, and, in some cases, inaccurate financial reporting on the capital program.
- The property rental and lease functions and the real estate office are not part of the CSD or the FSD.

Operations

- There is a general lack of documented standard procedures, processes, or work flows resulting in inefficiency and creating weaknesses in internal controls. For example –
 - Procedures and processes are not standardized for the department and, therefore, differ under each Senior Manager.
 - The team was advised that there are no standard contracts and that forms are changed frequently and without notice.
 - There are no guidelines as to how a project is established, how it moves forward, how it is measured, managed, and controlled, or when it is finished.
 - There is no formal escalation path to raise issues and concerns as projects move forward.

Review of the Capital Facilities Program of the Houston Independent School District

- There is no formal clearing house for vetting proposed changes in the scope of a project.
- Change orders are not tracked, accumulated, or reported, nor are there established approval levels (stratified by dollar value).
- The approval routing of invoices was unclear, and it appears that neither the General Manager nor the Senior Managers approve major expenditures.
- There is no formal process for handing off completed projects to the Facilities Services Department, which results in confusion regarding warranties and maintenance procedures and punch-lists can take up to a year to complete. (The current process was described by one staff member as “throwing the keys through the window.”)
- There is no formal process to submit, evaluate, adopt, and update modifications to design standards and educational specifications.
- The CSD uses three data systems that lack interoperability resulting in inefficiency and a greater potential for data errors or loss. For example -
 - There is no systems and data integration among the district’s ERP (SAP), CSD’s new project management system (Prolog), and the disparate Access database applications used in the department.
 - Certain transactions, such as invoices and purchase orders, are entered manually into multiple systems. (Data entered in one system does not populate or ‘upload’ to other systems resulting in redundant entry of data.)
 - Information in the CSD project management system is not available to other vested parties, such as the CFO and the Facilities Services department.
 - The team was told that there is no central backup or repository for information in the various Access database applications resident on CSD staff desktop computers.
 - ERP applications and tools have not been maximized to increase CSD staff efficiency.
- There is no current dynamic compilation of facilities needs impacting the district’s ability to do effective capital planning. For example –
 - The site assessment done in 2007 (The Magellan Report) was a snapshot in time that has not been continually updated to reflect current conditions.
 - Much of the project creep in recent periods may be due to this lack of current information on site needs.

Review of the Capital Facilities Program of the Houston Independent School District

- The team was told that the procurement department does not always adhere to the furniture, fixtures, and equipment specifications established in the CSD and that site managers are empowered to waive established specifications, thus undermining standardization.
- The team heard concerns regarding the procurement process that would suggest a need for greater transparency to ensure that the process is open, fair, and equitable.
- The district is not receiving needed city permits on a timely basis; e.g., eight projects identified as important to the opening of school this fall are still in need of permits.
- The team saw no evidence that charges to the capital program for personnel in other organizations – such as finance, procurement, and personnel – have been audited and validated.
- The district does not employ its own inspectors to ensure the quality of construction projects.
- The district does not complete evaluations of contractors for future reference.
- The team noted that the auditors of the Inspector General, while reviewing processes and transactions in the capital program, do not appear to evaluate the budgets, cost projections, or reporting mechanisms of the CSD nor do they conduct comprehensive risk assessments of the program.

Recommendations

1. Merge all facilities-related offices and programs into a single Facilities and Construction Department (FCD), including -
 - a. The Construction Services Department (capital programs office)
 - b. The Facilities Services Department (maintenance and custodial services)
 - c. The Rental and Leasing Office and the Real Estate Office.
2. Establish a planning office as part of the new FCD.
3. Transfer the reporting relationship of the current CSD finance unit to the Chief Financial Officer for improved technical supervision and support while continuing to house the staff of the finance unit in the FCD.
4. Transfer the oversight and coordination of capital-facilities purchasing to the district's Procurement Department and create greater transparency in the procurement process to ensure that the process is open, fair, and equitable.

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5. Conduct a comprehensive analysis of in-house vs. contracted project management under the current Construction Manager at Risk (CM-R) delivery method and adjust staffing, as appropriate, to effectively manage the program.
6. Link the five-year facilities plan to the district's strategic plan and the Board's Facilities to Standards Program, including –
 - a. Enrollment projections, by area and site
 - b. A comprehensive site analysis and Facility Condition Index
 - c. Identification of funding sources and options to address the facilities needs.
7. Develop an annual business plan for the FCD with goals, objectives, performance measures, resource and budget allocation, and accountabilities.
8. Expand project monitoring by establishing timelines and spending plans (cash flows) and track compliance.
9. Create an on-going program to review, evaluate, update, document, disseminate, and ensure compliance with a uniform set of construction policies, procedures, and processes, including -
 - a. Methodologies for the determination of long-term and short-term priorities
 - b. Project life-cycle workflows
 - c. Submission, evaluation, adoption, and updating of design standards and educational specifications
 - d. Incorporation of the Educational Technology Plan into facilities plans and projects
 - e. Approval, tracking, analysis, and reporting of change orders and contract amendments
 - f. Vetting of scope changes and analysis of the impact of "scope creep" on project costs
 - g. Standardization of forms and contracts
 - h. Escalation paths for problem resolution
 - i. Establishment of stratified approval levels based on dollar values
 - j. Standardized project closeout procedures
 - k. Hand off of completed projects to the maintenance function.

Review of the Capital Facilities Program of the Houston Independent School District

10. Establish a set of standard protocols for the preparation and dissemination of capital program financial information to ensure it is accurate, consistent, and complete, including the review and approval of all capital program financial reports by the CFO's office prior to their release.
 - a. Establish standard, comprehensive project budget formats and hold project managers accountable for managing to approved budgets
 - b. Include projections of estimated "cost to complete" and project status alerts in project budget format
 - c. Conduct regular project-level budget adjustment reviews with project managers
 - d. Establish regular (at least monthly) roll-ups of all projects' "budget-to-actuals" at the program summary level
 - e. Present program-level budget summary regularly to CBO and the district leadership
 - f. Regularly communicate program budget and schedule status to all program team members
 - g. Utilize cash flow and fund demand capabilities of project management system and provide regular reports to the CBO.
11. Take steps to improve coordination and communications with stakeholders, including--
 - a. Establishment of standing committees of customers to provide input on changes in educational specifications and facilities standards
 - b. Involvement of stakeholders in the scoping and design of capital projects.
12. Improve internal communication through job-alike problem-solving and cross-functional work teams.
13. Formalize a staff development program that incorporates training on the current technology systems as well as opportunities for outside professional development by bringing industry best practices to the district.
14. Integrate the district's ERP and project management system to improve efficiency, data integrity, and accessibility.
15. Inventory the use of independent Access database applications and replace them with ERP tools or establish protocols for their usage, maintenance, documentation, and backup.
16. Require adherence to equipment standards and specifications.

Review of the Capital Facilities Program of the Houston Independent School District

17. Develop a joint working committee with the city to identify and resolve issues relating to the timely permitting of projects.
18. Review the propriety of all charges to the capital program from other departments.
19. Consider the establishment of a district project inspection function.
20. Regularly evaluate contractors and contracted project managers based on established performance metrics and compliance with district standards, policies, and procedures.
21. Request the Inspector General to conduct a comprehensive risk assessment of the capital facilities program and to expand his regular review work to encompass budget establishment, adherence, and cost to complete projections.

Appendix A. STRATEGIC SUPPORT TEAM

Ruby A. Alston

Ruby A. Alston is the Director, Facilities and Bond Fund Financial Management for the Clark County (Las Vegas, Nevada) School District. Ruby is a graduate of the Clark County School District and is proud to have served her alma mater for the past twenty two years. After majoring in math and computers in the Clark County School District and Arizona State University, Ruby went on to pursue a career in systems programming and development as a systems programmer for Valley Programming Services, and with Electronic Data Systems, serving as both a Cash and Accounting Supervisor and project team consultant/subject matter expert, while pursuing additional education in accounting. Ruby began working for the Clark County School District in September 1988 and has managed both the financial and information data systems for the district's four major capital programs including the \$670 million 1988 Bond Building Program, the \$605 million 1994 Bond Issue Building Program, the \$645 million 1996 Bond Issue Building Program, and the current \$4.9 billion dollar 1998 Capital Improvement Program. In 2004 - 2007, she also served as a Functional Team Leader in the implementation of the ERP system.

Robert Carlson

Robert Carlson is Director of Management Services for the Council of the Great City Schools. In that capacity, he provides Strategic Support Teams and manages operational reviews for superintendents and senior managers; convenes annual meetings of Chief Financial Officers, Chief Operating Officers, Transportation Directors, and Chief Information Officers and Technology Directors; fields hundreds of requests for management information; and has developed and maintains a Web-based management library. Prior to joining the Council, Dr. Carlson was an executive assistant in the Office of the Superintendent of the District of Columbia Public Schools. He holds Ed. D. and M.A. degrees in administration from The Catholic University of America; a B.A. degree in political science from Ohio Wesleyan University; and has done advanced graduate work in political science at Syracuse University and the State Universities of New York.

Joe Edgens

Joe A. Edgens is the Executive Director, Facilities and Operations for Metropolitan Nashville Public Schools. Mr. Edgens was born in Nashville and graduated from the Nashville Public Schools. He graduated from the University of Tennessee in Knoxville with a Bachelor of Architecture degree as a member of the first graduating class from the School of Architecture at the University of Tennessee. Mr. Edgens has been licensed to practice architecture since 1974. He spent fourteen years in private architectural practice, the last three of which he had his own practice. In 1983 Mr. Edgens sold out of his private practice. He then worked for a contractor/developer for six years as Director of Planning and Construction. Mr. Edgens accepted the position of Director of Planning and Construction with the Metro Board of Public Education in March of 1989. In 1995

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Joe was appointed to the position of Executive Director of Facilities and Operations. The Departments under his supervision are Planning and Construction, Maintenance, Operations (custodians and grounds), Transportation, and ADA Compliance. These Departments have over 1550 employees and operating budgets exceeding \$74,000,000.

Neil Gamble

Neil Gamble is the Deputy Chief Facilities Executive for the Los Angeles Unified School District, supporting the Chief Facilities Executive in the planning, design, construction, maintenance and operation of facilities at the nation's second largest public school system with 1100 sites over an area of 704 square miles. From 2009 to 2010, Mr. Gamble served as the Director of Construction, responsible for construction of 131 new schools, 64 additions and 38 early education centers, as well as completion of the Modernization and Repair program, executing over 19,000 projects at existing schools across the District. From 2005 to 2009, Mr. Gamble served as the Director of Maintenance and Operations, responsible for management of policies, procedures and resources for eight Local District Maintenance and Operations Areas providing services to 879 K-12 schools. Mr. Gamble has over 30 years of experience in facilities management and construction in the public sector, including 25 years as a Navy Civil Engineer Corps Officer. He graduated from North Carolina State University with a Bachelor of Science in Civil Engineering. He also holds a Master of Engineering Degree in Construction Management from the University of Florida, and a Master of Arts Degree in National Security and Strategic Studies from the Naval War College. He completed the Executive Management course at the University of Michigan Business School in 2002. Mr. Gamble is a Professional Engineer in the states of California and Minnesota

Paul Gerner

Paul Gerner is the Associate Superintendent for the Facilities Division of the Clark County School District, Nevada, the nation's 5th largest. Mr. Gerner is a registered Professional Engineer, a Certified Energy Manager, and Green Building Engineer. He manages a workforce of more than 1600 professionals including engineers, architects, maintainers, custodial workers, and project managers executing a \$291M annual general fund budget and over \$500M in annual construction and renovation. Clark County School District recently won the 2008 Cashman Good Government award for its highly successful energy conservation program, saving nearly \$10M last year. With a unique "multiple sourcing" competitive approach to prototype schools designs, Clark County has been recognized as a leader in the push for more energy efficient and educationally effective schools. Mr. Gerner holds a BA in engineering from the University of Missouri and a Masters in Financial Management from the Naval Postgraduate School, Monterey, California.

David W. Koch

David Koch is the former Chief Administrative Officer for the Los Angeles Unified School District (LAUSD). The LAUSD is the nation's second largest public school system, with more than 700,000 students in grades K-12, an annual budget of more than

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\$9 billion, and more than 80,000 full- and part-time employees. Mr. Koch's responsibilities encompassed virtually all non-instructional operations of the district, including finance, facilities, information technology, and all of the business functions. Mr. Koch also served the LAUSD as business manager, executive director of information services, and deputy controller. Mr. Koch was also business manager for the Kansas City, Missouri Public School District and was with Arthur Young and Company prior to entering public service. He is a graduate of the University of Missouri and a Certified Public Accountant in the states of California, Missouri, and Kansas. Currently a resident of Long Beach, California, Mr. Koch provides consulting services to public sector clients and companies doing business with public sector agencies.

Tom Lindner

Tom Lindner is Acting Deputy Superintendent of Schools for Facilities and Construction Management for the Broward County Public Schools in Florida. He is responsible for Facility Construction Project Management, Real Estate Services, Design Services and Growth Management for the nation's 6th largest School District. Prior to assuming his current position, Mr. Lindner served as Executive Director of the District's Physical Plant Operations Division, where he managed Plant Maintenance, Minor Capital Programs, Energy Management and the Stockroom. Prior to coming to the District, he served as National Director of Facilities at two different Fortune 100 corporations after a successful career in the United States Navy. During his military career, he held various engineering and personnel management positions, including a tour as Commanding Officer of the Destroyer USS JOHN HANCOCK. He holds a Bachelor of Science degree (with distinction) in Engineering from the United States Naval Academy and a Master of Science degree (with distinction) in Management from the Naval Postgraduate School.

Sarah Lynn Schoening

Sarah Lynn Schoening is the Director, Office of School Modernization, for Portland Public Schools. Portland Public Schools serves 47,000 students in an urban area known for its city planning, sustainability, and long decline in public education funding. Currently, Ms. Schoening is responsible for preparing the District for a long term capital improvements program, including coordination work to date on stakeholder engagement and facilities assessments, creation of a financing plan that can sustain decades of capital work, and the composition and planning of a first phase bond program. Ms. Schoening recently served successfully as Sr. Director of a bond program in Marin County, California, and as a program development consultant to various districts. Licensed as an architect, Ms. Schoening has focused her career on program and project management, and has been a presenter at national conferences on topics such as the management contributions to building failures, construction delivery methods, and capital program fiscal planning, tracking and reporting. Her interests and focus are in program and project performance, large scale budget management, and communication of progress and accountability to diverse and demanding stakeholders. Ms. Schoening earned a Bachelor of Architecture from Kansas State University, and a Bachelor of Environmental Design from Auburn University. She studied engineering at the graduate level and was a long time faculty member in engineering and architecture at Kansas State University.

Ling Tan

Ling Tan is the Executive Budget Director in the Division of Financial Planning and Management, for the New York City Department of Education. She is part of a team that oversees the Department's \$21 billion annual operating budget and its \$11.3 billion Five-Year (2009-2014) Capital Plan. Ms. Tan has a broad range of responsibilities and involvement with educational issues, spanning facilities infrastructure, operations, finance reform, information technology, and systems analysis and development. She has served in a variety of positions within the Department since joining in July 1997 as the Director of Operations in the technology division. She established the Office of Capital Budget Oversight in 2001 under the Chief Financial Officer to oversee the 5-Year Capital Plan with its aim of strategic planning and management of the overall Plan related annual amendments, including the integration of a 10-Year Technology Strategy for schools, controlling project overruns, unforeseen expansion of project scopes, schedules and budgets. Ms. Tan also lead, and continues leading the Department to successfully leverage over \$1.3 billion in the federal E-rate discount program that results in the built-out of needed technology infrastructure in all the 1,500+ existing New City Public school facilities (80,000+ classrooms) for Internet access and wireless capability in each classroom. She was recognized for "Demonstrated Excellence by an Agency Manager in Advancing Technology" under the Mayor's NYC Excellence in Technology Award Program. Ms. Tan has a Master of Business Administration in Quantitative Finance from University of Texas at Arlington and Bachelor of Science Degrees in Finance and Mathematics from Nebraska.

Appendix B. WORKING AGENDA

Strategic Support/Peer Review Team Construction Services Department Houston Independent School District July 25-28, 2010

Leo Bobadilla
Chief Business Officer
Email: lbobadilo@houstonisd.org
713-556-6150

Heather Babb
Office of the Chief Business Operations Office
Email: hbabb@houstonisd.org
713-556-6150

Sunday, July 25

Team Arrival
Sheraton

2:00 p.m.

Working Session

Strategic Support Team

6:30 p.m.

Dinner Meeting
McCormick & Schmick's

Leo Bobadilla
Chief Business Officer

1151-01 Uptown Park Blvd.
Uptown Park Shopping Center
713.840.7900

Melinda Garrett
Chief Financial Officer
Michele Pola
Chief of Staff

Monday, July 26

7:00 - 8:00 a.m.

Continental Breakfast
Hattie Mae White Educational Support Center
Conference room 2C10
4400 West 18th Street

8:00 - 9:15 a.m.

Open

Leo Bobadilla
Chief Business Officer

9:30 - 10:45 a.m.

Team Interviews

Meredith Smith
Senior Mgr., Construction

Services

Hector Moreno
Construction Project Manager
Sandra Russell
Construction Svc.

Representative

11:00 - 12:15 p.m.

Team Interviews

Kim Urban
Construction Finance Manager
Rick Nunez
Accountant

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12:15 - 1:15 p.m. Working Luncheon		
1:30 - 2:45 a.m.	Team Interviews	<u>Reginald Mack</u> Senior Project Manager <u>Lloyd Hart</u> Construction Project Manager <u>Matisia Hollingsworth</u> Construction Project Manager
2:30 - 3:45 p.m.	Team Interviews	<u>Bruce Green</u> Senior Manager, Construction Svcs. <u>Ronald Clark</u> Construction Project Manager <u>Elena Stephens</u> Construction Project Manager <u>Dwayne Hayden</u> Construction Project Manager <u>Randy Adams</u> Construction Project Manager
4:00 - 5:00 p.m.	Team Interviews	<u>Turrance Jackson</u> Technology Project Manager <u>Jose Cervera</u> User Device Technician
Team Discussion of Work Plan for Balance of Site Visit		
<u>Tuesday, July 27</u>		
7:00 – 8:00 a.m.	Continental Breakfast	
8:00 – 9:15 a.m.	Team Interview	<u>Cheryl Hughes</u> Facilities Manager <u>Lorraine Dugas-TeXada</u> Buyer
9:30 – 10:45 a.m.	Team Interviews	<u>Issa Dadoush</u> General Manager, Facility
Services		<u>Scott Lazar</u> Senior Mgr., Facilities Maintenance <u>Rick Mann</u> Senior Mgr., Support Services <u>Eugene Salazar</u> Business Mgr., Facilities Services <u>Travis Stanford</u> Senior Mgr., Support Management <u>TBD</u> Senior Mgr., Technical Services
10:45 – 11:45 p.m.	Team Interviews	<u>Robert Moore</u> Inspector General
12:00 - 1:00p.m. Working Luncheon		
1:00 – 2:00 p.m.	Team Interviews	<u>Alexis Licata</u>

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2:30 – 3:30 p.m.	Team Interviews	Manager, Business Assistance (MWBE Program) <u>Tonya Savoie</u> Sr. Manager, Bond Fund
Accounting		
4:00 – 5:00 p.m.	Team Meeting	<u>Chief ES/MS/HS Officers</u> <u>Dr. Dallas Dance</u> Chief Middle School Officer

5:30 p.m.	Team Discussion of Work Plan for Balance of Site Visit
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Wednesday, July 28

7:00 – 7:30 a.m.	Continental Breakfast	
7:30 – 2:00 Noon.	Team Meeting	Discussion of Findings & Recommendations
12:00 – 1:00 p.m.	Working Luncheon	<u>Terry Grier</u> Superintendent of Schools <u>Leo Bobadilla</u> Chief Business Officer
1:00 p.m.	Adjournment & Departures Team Departures	

Appendix C. DISTRICT PERSONNEL INTERVIEWED

- Dr. Terry Grier, Superintendent of Schools
- Michele Pola, Chief of Staff
- Melinda Garrett, Chief Financial Officer
- Leo Bobadilla, Chief Business Official
- Meredith Smith, Senior Mgr., Construction Services
- Hector Moreno, Construction Project Manager
- Sandra Russell, Construction Svc. Representative
- Kim Urban, Construction Finance Manager
- Rick Nunez, Project Accountant
- Christy Williams, Accounting Clerk III
- Reginald Mack, Senior Project Manager
- Lloyd Hart, Construction Project Manager
- Matisia Hollingsworth, Construction Project Manager
- Ronnie Pendleton, Construction Service Representative
- Sizwe Lewis, Construction Service Representative
- Bruce Green, Senior Manager, Construction Services,
- Ronald Clark, Project Manager
- Elena Stephens, Project Manager
- Dwayne Hayden, Construction Services Representative
- Randy Adams, Construction Services Representative
- Turrance Jackson, Technology Project Manager
- Jose Cervera, User Device Technician
- Cheryl Hughes, Facilities Manager
- Lorraine Dugas-Texada, Buyer
- Scott Lazar, Senior Manager, Facilities Maintenance
- Eugene Salazar, Business Manager, Facilities Services
- Travis Stanford, Senior Manager, Support Management
- Tonya Savoie, Sr. Manager, Bond Fund Accounting
- Jeanette Graham, Team Leader, Bond Funding Accounting
- Robert Moore, Inspector General
- John Gerwin, Construction Audit Manager
- Alexis Licata, Manager, Business Assistance (MWBE Program)
- Mark Miranda, Business Analyst

Appendix D. DOCUMENTS REVIEWED

- HISD Organization Chart, July 2010
- Construction Services Organization Chart, July 2010
- Houston ISD Maintenance and Operations, Board Policies & Administrative Regulations
- Facility Condition Definitions
- Schools by Year Built
- HISD Capacity and Enrollment Projection Charts
- HISD Comparison 2002 vs. 2007
- HISD Gross Facility Summary, 6/21/2007
- 2007 Bond Program allocations
- 2008-2009 Budget, Capital Renovation Section
- 2009-2010 Budget, Capital Renovation Section
- Facilities Program – weekly update
- 2007 Facilities Capital Program, Quarterly Status Report, June 2010
- Bond Oversight Committee Workbook, Meeting July 21, 2010
- Project Updates, New Schools, July 21, 2010
- 2007 Facilities Capital Program, Quarterly Status Report, December 2009
- HISD Construction Auditing: Notes on the Lessons Learned Under the Rebuild 2002 Bond Program
- HISD Construction Auditing: Preliminary Notes on the Lesions Learned Under the Rebuild 2002 Bond Program updated for the October 5, 2009 Board Audit Committee
- HISD Construction Auditing: Update on the Lessons learned from the Rebuild HISD Bond Program for presentation to the Board Audit Committee on October, 2009, October 1, 2009
- Best practice Recommendations for Public Owners in the Administration of a Construction Manager-at-risk Construction Contract for presentation to the Board Audit Committee on October 5, 2010
- Construction Services Briefing Book, April 2010
- Facilities Capital Plan, Board Update, June 2009
- Architect/Engineer Agreement – Renovation contract 061010
- Enrollment Projections, February 2009
- Ballot Language Submitted to Harris County, November 6, 2007
- Bond Office Procedures for Utilizing Approved Annual Vendors (DRAFT)
- HISD Construction Projects, Budget Review
- 1998 Bond Program PEER Oversight Committee Manual
- HISD Board of Education, Board Monitoring System, 2010

APPENDIX E. ABOUT THE COUNCIL

Council of the Great City Schools

The Council of the Great City Schools is a coalition of 65 of the nation's largest urban public school districts. Its board of directors is composed of the superintendent of schools and one school board member from each member city. An executive committee of 24 individuals, equally divided in number between superintendents and school board members, provides regular oversight of the 501(c)(3) organization. The mission of the Council is to advocate for urban public education and assist its members in the improvement of leadership and instruction. The Council provides services to its members in the areas of legislation, research, communications, curriculum and instruction, and management. The group convenes two major conferences each year, conducts studies on urban school conditions and trends, and operates ongoing networks of senior school district managers with responsibilities in areas such as federal programs, operations, finance, personnel, communications, research, and technology. The Council was founded in 1956 and incorporated in 1961 and has its headquarters in Washington, D.C.

Review of the Capital Facilities Program of the Houston Independent School District

**History of Strategic Support Teams Conducted by the
Council of the Great City Schools**

City	Area	Year
Albuquerque		
	Facilities and Roofing	2003
	Human Resources	2003
	Information Technology	2003
	Special Education	2005
	Legal Services	2005
	Safety and Security	2007
Anchorage		
	Finance	2004
	Communications	2008
Atlanta		
	Facilities	2009
	Transportation	2010
Austin		
	Special Education	2010
Birmingham		
	Organizational Structure	2007
	Operations	2008
Boston		
	Special Education	2009
Broward County (FL)		
	Information Technology	2000
	Food Services	2009
Buffalo		
	Superintendent Support	2000
	Organizational Structure	2000
	Curriculum and Instruction	2000
	Personnel	2000
	Facilities and Operations	2000
	Communications	2000
	Finance	2000
	Finance II	2003
	Bilingual Education	2009
Caddo Parish (LA)		
	Facilities	2004
Charleston		
	Special Education	2005
Charlotte-Mecklenburg		
	Human Resources	2007
Cincinnati		
	Curriculum and Instruction	2004
	Curriculum and Instruction	2009
Chicago		
	Warehouse Operations	2010

Review of the Capital Facilities Program of the Houston Independent School District

Christina (DE)		
	Curriculum and Instruction	2007
Cleveland		
	Student Assignments	1999, 2000
	Transportation	2000
	Safety and Security	2000
	Facilities Financing	2000
	Facilities Operations	2000
	Transportation	2004
	Curriculum and Instruction	2005
	Safety and Security	2007
	Safety and Security	2008
	Theme Schools	2009
Columbus		
	Superintendent Support	2001
	Human Resources	2001
	Facilities Financing	2002
	Finance and Treasury	2003
	Budget	2003
	Curriculum and Instruction	2005
	Information Technology	2007
	Food Services	2007
	Transportation	2009
Dallas		
	Procurement	2007
	Staffing Levels	2009
Dayton		
	Superintendent Support	2001
	Curriculum and Instruction	2001
	Finance	2001
	Communications	2002
	Curriculum and Instruction	2005
	Budget	2005
	Curriculum and Instruction	2008
Denver		
	Superintendent Support	2001
	Personnel	2001
	Curriculum and Instruction	2005
	Bilingual Education	2006
	Curriculum and Instruction	2008
Des Moines		
	Budget and Finance	2003
Detroit		
	Curriculum and Instruction	2002
	Assessment	2002
	Communications	2002
	Curriculum and Assessment	2003
	Communications	2003

Review of the Capital Facilities Program of the Houston Independent School District

	Textbook Procurement	2004
	Food Services	2007
	Curriculum and Instruction	2008
	Facilities	2008
	Finance and Budget	2008
	Information Technology	2008
	Stimulus planning	2009
Greensboro		
	Bilingual Education	2002
	Information Technology	2003
	Special Education	2003
	Facilities	2004
	Human Resources	2007
Hillsborough County (FLA)		
	Transportation	2005
	Procurement	2005
Houston		
	Facilities Operations	2010
	Capitol Program	2010
Indianapolis		
	Transportation	2007
	Information Technology	2010
Jackson (MS)		
	Bond Referendum	2006
	Communications	2009
Jacksonville		
	Organization and Management	2002
	Operations	2002
	Human Resources	2002
	Finance	2002
	Information Technology	2002
	Finance	2006
Kansas City		
	Human Resources	2005
	Information Technology	2005
	Finance	2005
	Operations	2005
	Purchasing	2006
	Curriculum and Instruction	2006
	Program Implementation	2007
	Stimulus Planning	2009
Little Rock		
	Curriculum and Instruction	2010
Los Angeles		
	Budget and Finance	2002
	Organizational Structure	2005
	Finance	2005
	Information Technology	2005

Review of the Capital Facilities Program of the Houston Independent School District

	Human Resources	2005
	Business Services	2005
Louisville		
	Management Information	2005
	Staffing study	2009
Memphis		
	Information Technology	2007
Miami-Dade County		
	Construction Management	2003
	Food Services	2009
	Transportation	2009
	Maintenance & Operations	2009
	Capital Projects	2009
Milwaukee		
	Research and Testing	1999
	Safety and Security	2000
	School Board Support	1999
	Curriculum and Instruction	2006
	Alternative Education	2007
	Human Resources	2009
Minneapolis		
	Curriculum and Instruction	2004
	Finance	2004
	Federal Programs	2004
Newark		
	Curriculum and Instruction	2007
	Food Service	2008
New Orleans		
	Personnel	2001
	Transportation	2002
	Information Technology	2003
	Hurricane Damage Assessment	2005
	Curriculum and Instruction	2006
New York City		
	Special Education	2008
Norfolk		
	Testing and Assessment	2003
Orange County		
	Information Technology	2010
Philadelphia		
	Curriculum and Instruction	2003
	Federal Programs	2003
	Food Service	2003
	Facilities	2003
	Transportation	2003
	Human Resources	2004
	Budget	2008
	Human Resource	2009

Review of the Capital Facilities Program of the Houston Independent School District

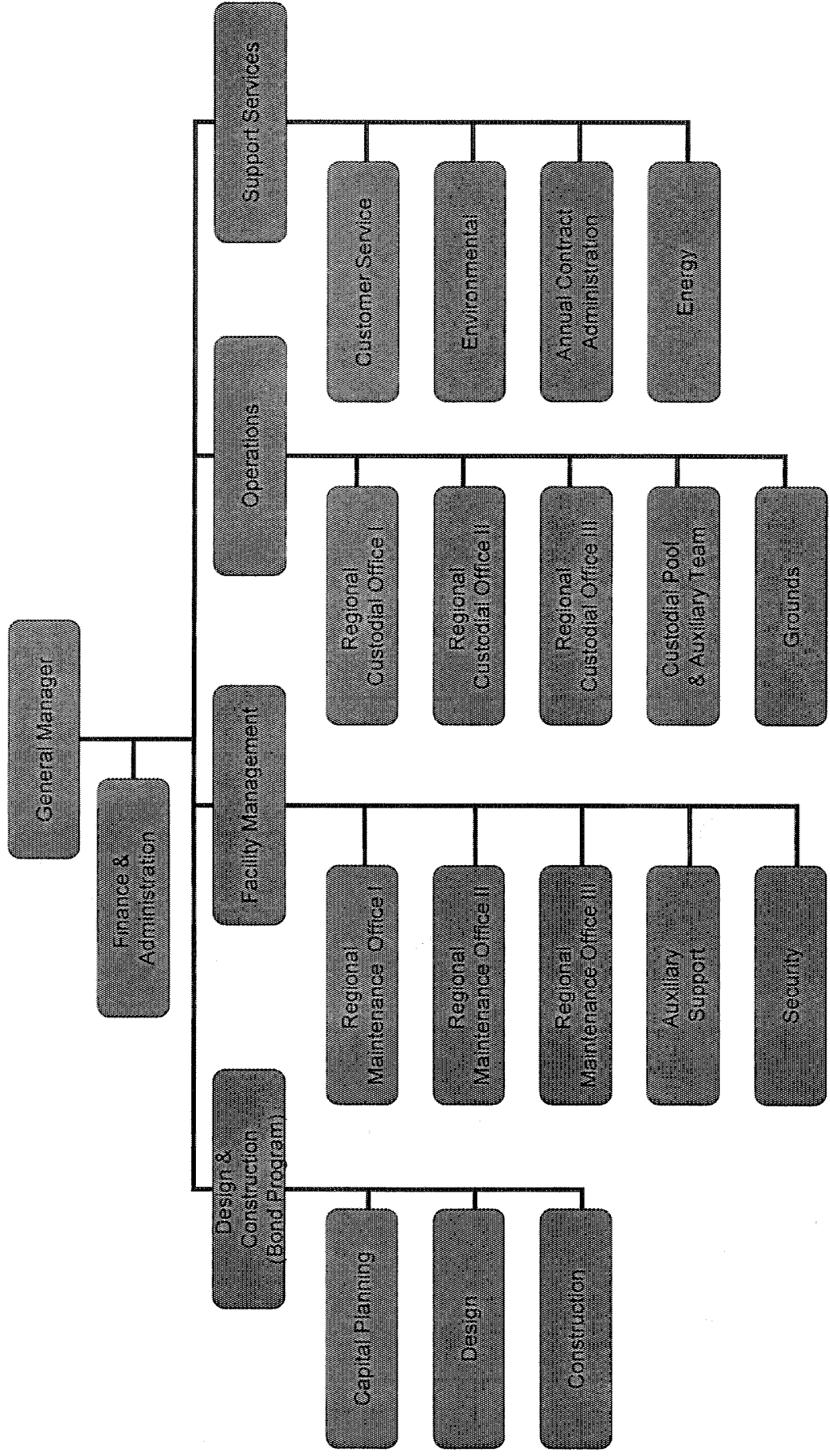
	Special Education	2009
Pittsburgh		
	Curriculum and Instruction	2005
	Technology	2006
	Finance	2006
	Special Education	2009
Portland		
	Finance and Budget	2010
	Procurement	2010
	Operations	2010
Providence		
	Business Operations	2001
	MIS and Technology	2001
	Personnel	2001
	Human Resources	2007
Richmond		
	Transportation	2003
	Curriculum and Instruction	2003
	Federal Programs	2003
	Special Education	2003
Rochester		
	Finance and Technology	2003
	Transportation	2004
	Food Services	2004
	Special Education	2008
San Diego		
	Finance	2006
	Food Service	2006
	Transportation	2007
	Procurement	2007
San Francisco		
	Technology	2001
St. Louis		
	Special Education	2003
	Curriculum and Instruction	2004
	Federal Programs	2004
	Textbook Procurement	2004
	Human Resources	2005
Seattle		
	Human Resources	2008
	Budget and Finance	2008
	Information Technology	2008
	Bilingual Education	2008
	Transportation	2008
	Capital Projects	2008
	Maintenance and Operations	2008
	Procurement	2008
	Food Services	2008

Review of the Capital Facilities Program of the Houston Independent School District

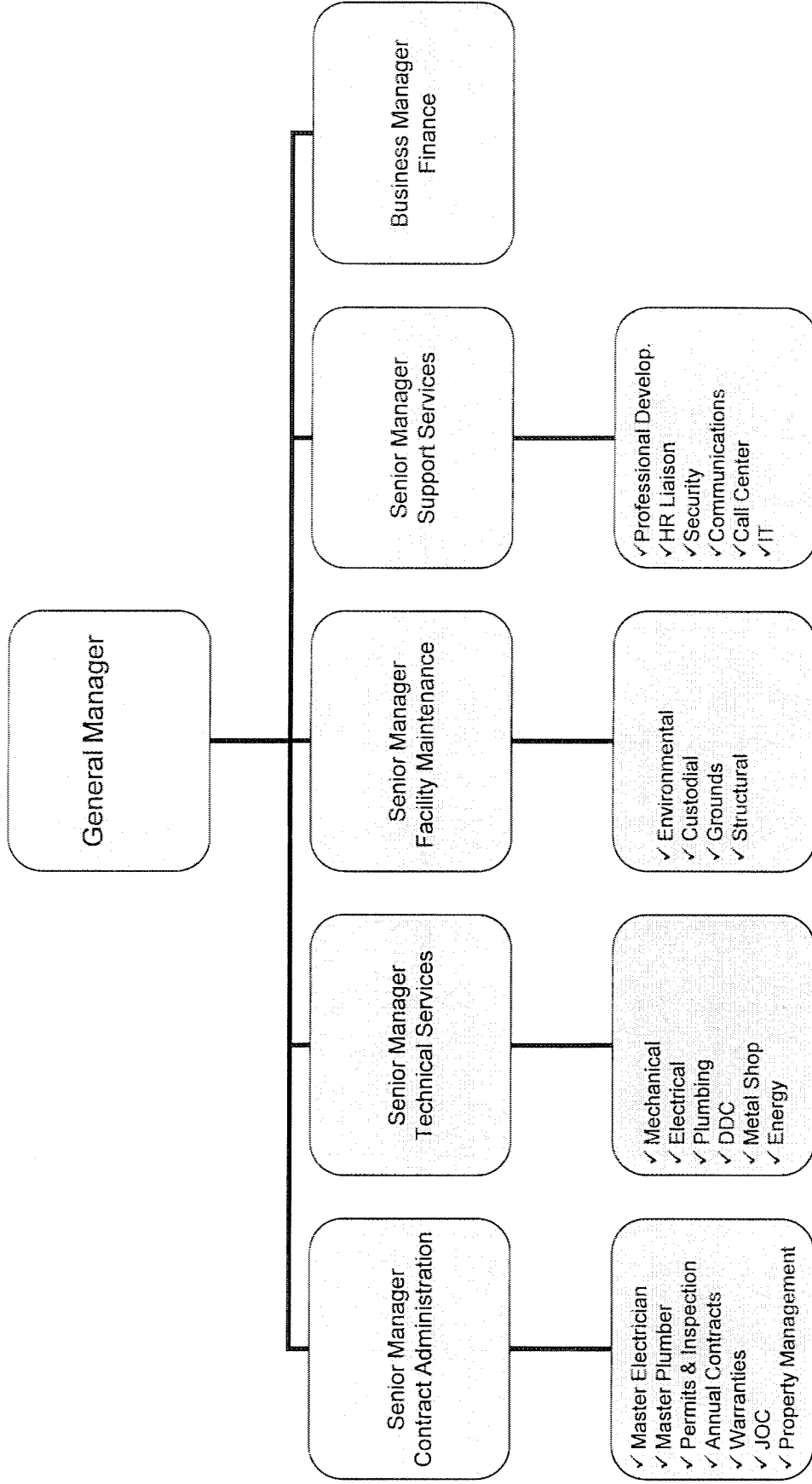
Toledo		
	Curriculum and Instruction	2005
Washington, D.C.		
	Finance and Procurement	1998
	Personnel	1998
	Communications	1998
	Transportation	1998
	Facilities Management	1998
	Special Education	1998
	Legal and General Counsel	1998
	MIS and Technology	1998
	Curriculum and Instruction	2003
	Budget and Finance	2005
	Transportation	2005
	Curriculum and Instruction	2007
Wichita		
	Transportation	2009



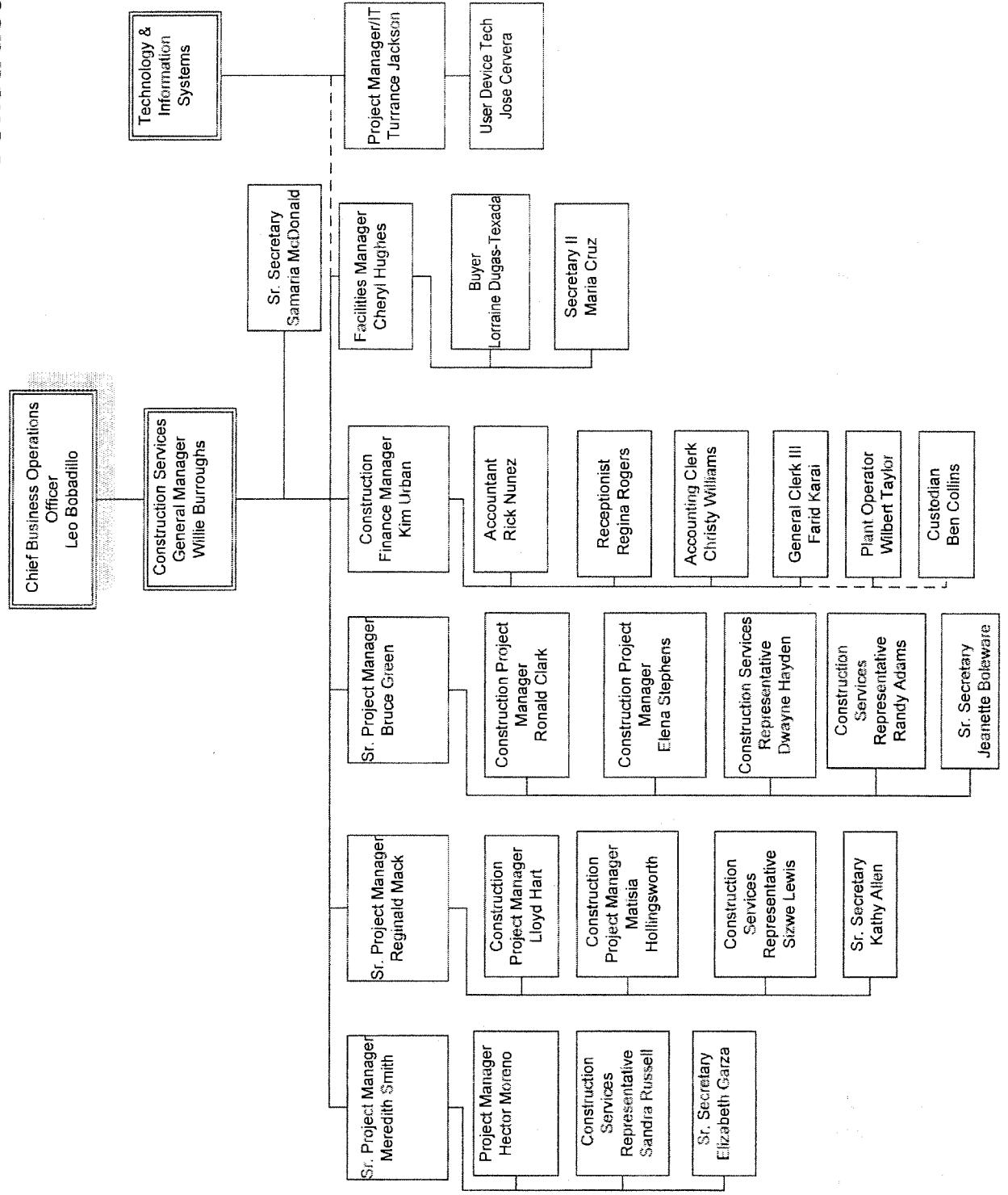
Construction and Facility Services (CFS) Department Re-Structured Organization



Facility Services Previous Organization



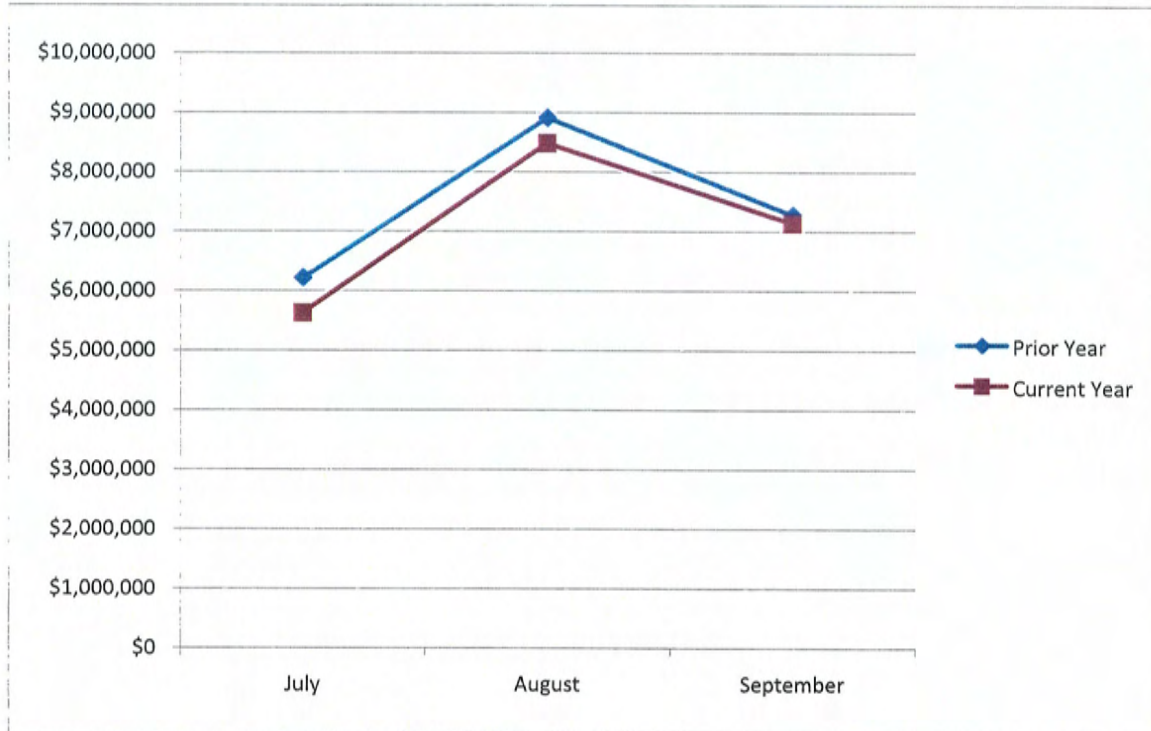
Chief Business Operations Officer: Construction Services



**Construction and Facility Services:
Prior Year vs Current Year Expense Comparison**

CFS Total Budget: Salary and Non-Salary

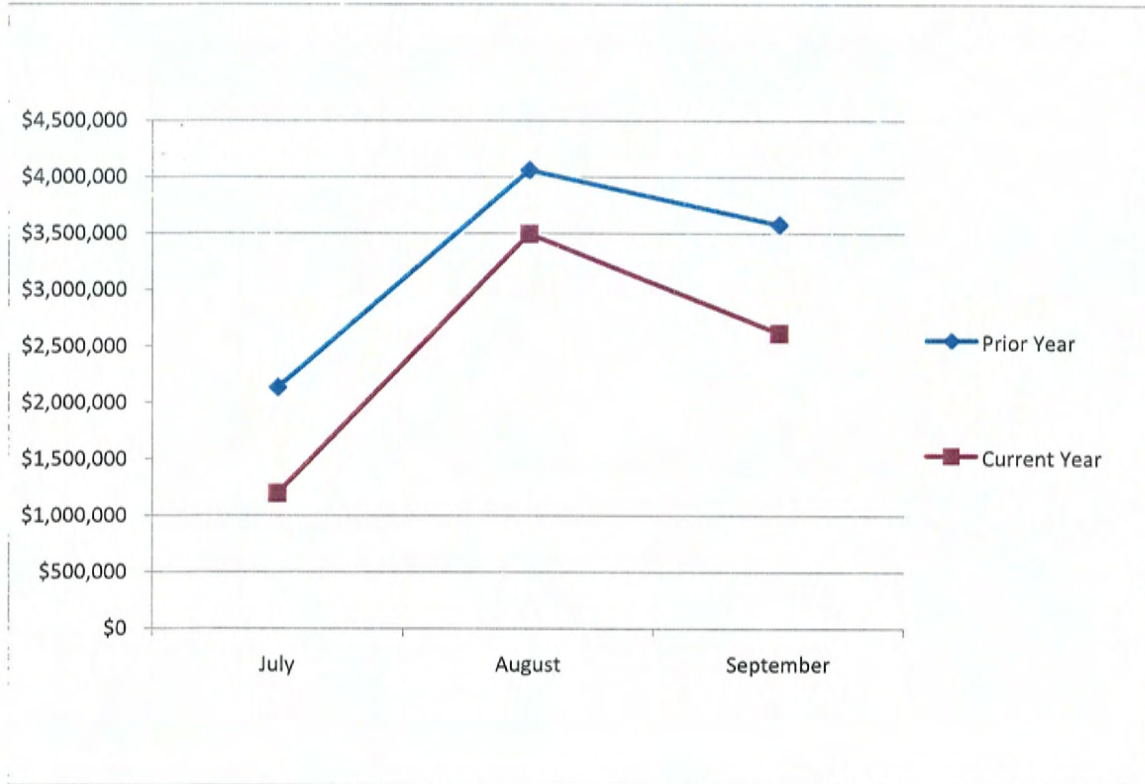
	Prior Year	Current Year	
July	\$6,228,238	\$5,636,210	
August	\$8,928,782	\$8,494,100	
September	\$7,292,120	\$7,150,308	Percent Change
Total	\$22,449,140	\$21,280,618	-5%



**Construction and Facility Services:
Prior Year vs Current Year Expense Comparison**

CFS Non-Salary Comparison

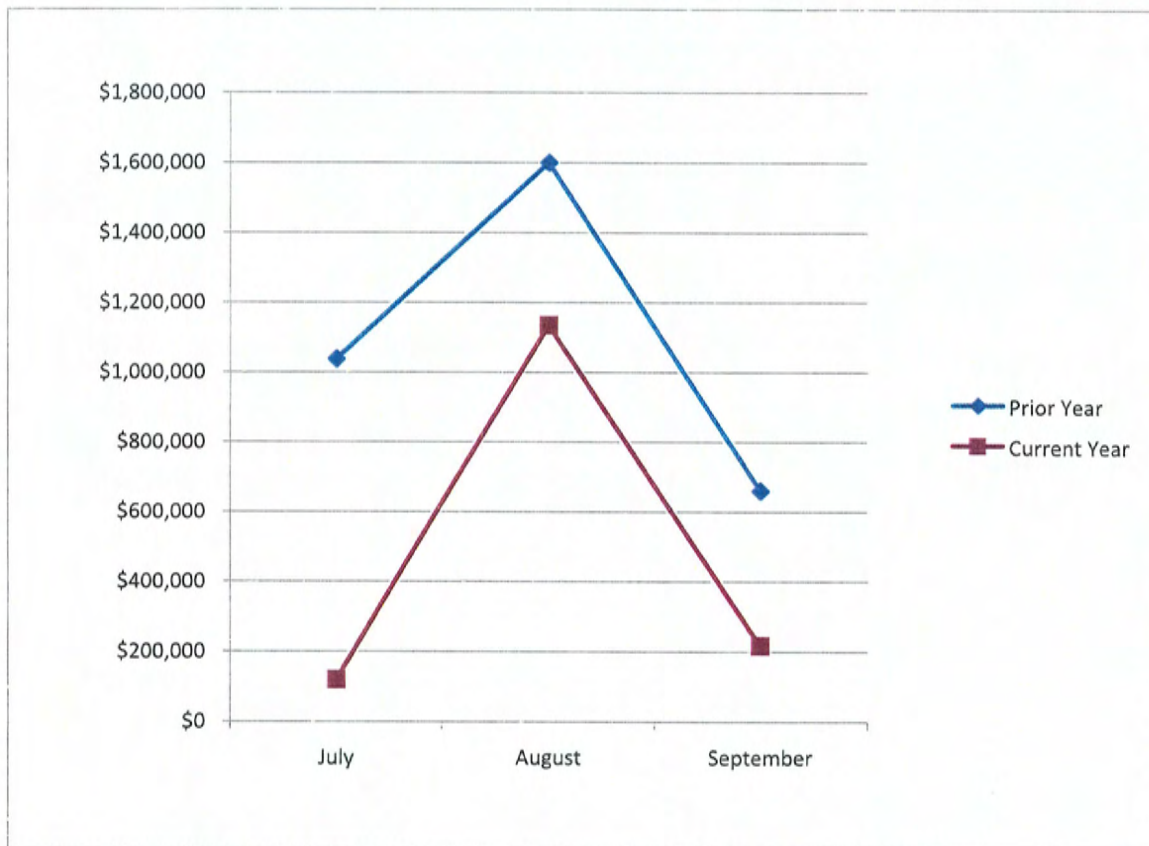
	Prior Year	Current Year	
July	\$2,138,692	\$1,200,041	
August	\$4,063,962	\$3,497,351	
September	\$3,580,702	\$2,618,720	Percent Change
Total	\$9,783,356	\$7,316,112	25%



**Construction and Facility Services:
Prior Year vs Current Year Expense Comparison**

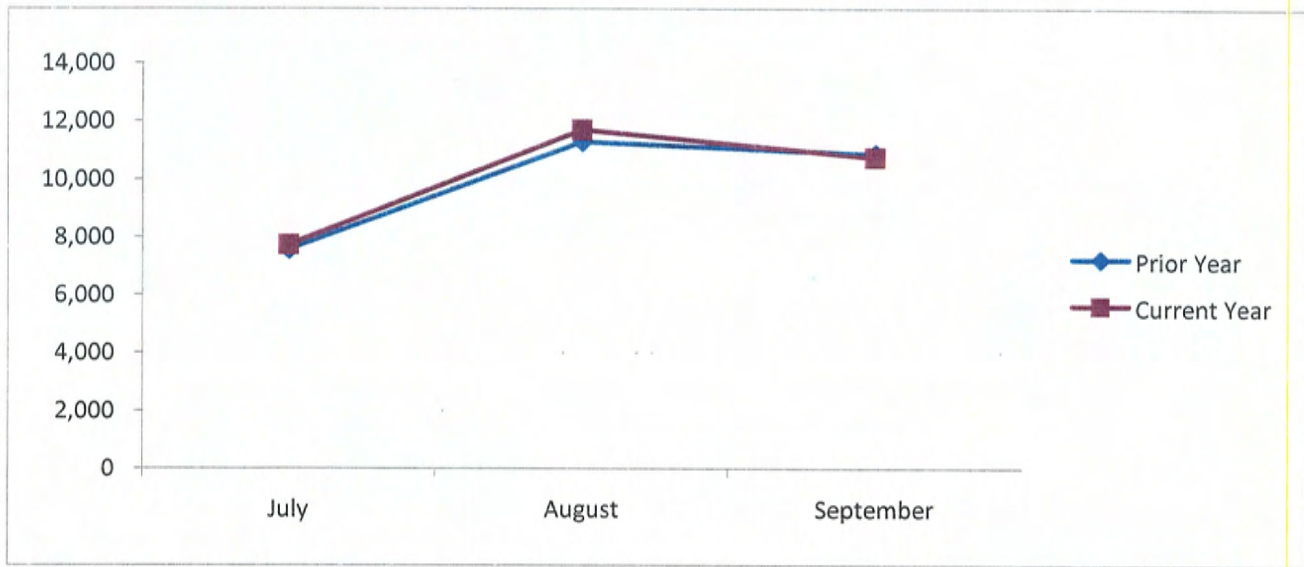
CFS Overtime Comparison

	Prior Year	Current Year	
July	\$1,039,923	\$120,209	
August	\$1,602,394	\$1,135,825	
September	\$661,670	\$217,681	
Total	\$3,303,987	\$1,473,715	Percent Change -55%



Construction and Facility Services: Completed Work Orders

	Prior Year	Current Year	
July	7,574	7,736	
August	11,300	11,702	
September	10,878	10,759	
Total	29,752	30,197	1%



2010 - 2011 Performance Management Scorecard

Construction and Facility Services (CFS)

"Customer focused . . . always responsive!"

General Manager: Issa Dadoush

ASPIRE

Accelerating Student Progress
Increasing Results & Expectations

Houston Independent School District

Board Goal: Develop Human Capital

CRITICAL OUTCOME: Staff Quality: Attract and retain a high-quality workforce by providing a positive work climate and ongoing support and training.

OBJECTIVE: Continuously develop and attract a high quality staff that is trained, informed, and motivated.

	Results	Actual	Target
Staff attendance rate			
% employees participating in ≥ 40 hrs. of job specific professional development per year			90%
% employees actively participating in department "Roadmap to Success"			80%
% open positions unfilled > 90 days			0%
% employees who leave the district that have received a rating of 'proficient' or better on their most recent performance evaluation			5%
Professional employees evaluated as "Did Not Meet Expectations"			1%
Administrative employees evaluated as "Did Not Meet Expectations"			1%
General employees evaluated as "Did Not Meet Expectations"			1%
Staff retention rate			98%
% staff satisfied with department work tools, environment, and culture on staff survey (> 3 on scale of 5; 5=high)			90%

Met or exceeds target Does not meet target by $\leq 20\%$ Does not meet target by more than 20%

Board Goal: Provide a Safe Environment

CRITICAL OUTCOME: Safety and Security: Provide every student, employee, visitor and volunteer of the school district security and safety from violent, criminal, or vandalistic acts on every school campus and facility.

OBJECTIVE: Properly maintain all facilities to minimize risks to students, staff, and the community.

	Results	Actual	Target
% Priority 1 (imminent danger or emergency) work orders responded to (tech. on site & hazard eliminated) in ≤ 2 hrs.			95%
% Priority 2 (routine) work orders responded to in ≤ 24 hrs.			95%
% Priority 3 (project) work orders responded to in ≤ 14 days			95%
Average completion time for Priority 1 work orders			5 days
Average completion time for Priority 2 work orders			10 days
% Priority 2 work orders completed annually (fiscal year)			95%
% Priority 3 work orders completed annually (Apr. 1 to Mar. 31)			95%
% work orders completed without a recordable accident			100%

Met or exceeds target Does not meet target by $\leq 20\%$ Does not meet target by more than 20%

OBJECTIVE: Identify and improve deficiencies in safety, security, and sanitation.

	Results	Actual	Target
% work orders submitted by CFS department staff			90%
% monthly custodial inspections with rating ≥ 90 (max. 100)			95%
% installed security cameras that are functional (district wide)			98%
Average time to repair security cameras (district wide)			2 days
% projects meeting published HISD design standards			100%

Met or exceeds target Does not meet target by $\leq 20\%$ Does not meet target by more than 20%

OBJECTIVE: Manage construction and repair projects to minimize risks to students, teachers and the community.

	Results	Actual	Target
# projects completed annually			
% projects completed without injury/incident			100%
# project related incidents reported by students/staff			0

Met or exceeds target Does not meet target by $\leq 20\%$ Does not meet target by more than 20%

Profile

Motto:

"Customer focused . . . always responsive!"

Mission:

The mission statement of Construction and Facility Services (CFS) at Houston ISD is to be the service organization of choice by providing a safe, conducive learning environment for the children of Houston to maximize achievement.

Description:

CFS dedicated employees work hard to ensure safe, comfortable, and operational facilities for our students, staff and the Houston community. We will continue to press forward to achieve our goals as we strive to offer superior service and remain true to our mission statement.

Our 24/7 call center responds to customer requests for the following areas:

- Contract Administration
- Custodial Operations
- Customer Care
- Environmental and Hazardous Materials
- Finance
- Information Technology
- Maintenance
- Property Management
- Radio Services
- Telecommunications
- Training and Development

Location:

228 McCarty
Houston, TX 77029

2010 - 2011 Performance Management Scorecard

Construction and Facility Services (CFS)

"Customer focused . . . always responsive!"

General Manager: Issa Dadoush



Accelerating Student Progress
Increasing Results & Expectations

Houston Independent School District

Board Goal: Increase Management Efficiency

CRITICAL OUTCOME: Compliance: Establish systems and processes that ensure compliance with all state, federal, legal, and regulatory requirements.

OBJECTIVE: Establish and standardize processes to ensure effective and efficient delivery of services and compliance with standards.

	Results	Actual	Target
# contracts executed annually			
Average # days to execute a contract (advertisement to award)			60
% instructional resources (FFE-Furniture, Fixtures, Equipment) delivered on time as per agreed upon schedule			100%
% building code inspections that resulted in citations			0 %
% fire marshal inspections that resulted in citations			0%
% environmental projects completed without a citation			100%
% participation of Minority/Women Owned Business Enterprise (M/WBE) certified vendors			25%
% LEED (Leadership in Energy & Environmental Design) designed projects that receive LEED certification			100%

● Met or exceeds target ● Does not meet target by ≤20% ● Does not meet target by more than 20%

CRITICAL OUTCOME: Financial Responsibility: Maximize the use of taxpayer dollars by purchasing at the most cost effective level, reducing utility and operational costs, by identifying and eliminating waste, and by ensuring that all suppliers meet high standards.

OBJECTIVE: Provide the highest, most effective level of service in alignment with the funding provided.

	Results	Actual	Target
% over/under department operating budget			
% projects completed at or under budget			95%
% budget utilized for non-budgeted events			5%
% overtime attributed to non-budgeted events or projects			5%
% overtime attributed to emergencies			2%
% overtime attributed to scheduled events or projects outside normal working hours			2%
Custodial supply cost per sq. ft. (total custodial supply & equipment cost/total district sq. ft.)			\$0.08
Custodial cost per sq. ft.(total custodial expenditures/total district sq. ft.)			\$1.57
Maintenance cost per sq. ft. (total maintenance expenditures – major and routine/total district sq. ft.)			\$1.71
Utility usage per sq. ft. (annual electric kWH usage x 3.412 plus annual heating fuel kBTU usage /total district sq. ft.)			53.7 kBTU
Water usage per sq. ft. (total annual water usage in gal./total district sq. ft.)			13.36 gal.
% project budget spent on change orders due to errors			1%
% project budget spent on change orders due to omissions			1%
% of \$ spent on soft costs (construction projects)			20%
Procurement Savings/Cost Avoidance (total procurement savings divided by total procurement dollars spent)			2%
Total CFS department expenditures as a % of district general fund expenditures			9.7%

● Met or exceeds target ● Does not meet target by ≤20% ● Does not meet target by more than 20%

2010 - 2011 Performance Management Scorecard

Construction and Facility Services (CFS)

"Customer focused . . . always responsive!"

General Manager: Issa Dadoush

ASPIRE

Accelerating Student Progress
Increasing Results & Expectations

Houston Independent School District

CRITICAL OUTCOME: Effectiveness: Ensure on-time, accurate non-instructional service delivery to schools and departments that is efficient and effective.

OBJECTIVE: Provide prompt response to all requests through the optimal use of personnel and internal systems.

	Results	Actual	Target
# work orders submitted annually			
% Priority 1 work orders open > 5 days			5%
% Priority 2 work orders open > 10 days			5%
% projects completed on time per contract working days			95%
New construction or renovation project work orders (< 5 years from completion) as a percent of total district work orders			5%
Custodial workload (district sq. footage/total # custodians)			25,536
Maintenance workers per 100,000 square feet			1.17
Work order completion time (avg. number of days to complete a work order – all work orders)			17.0
% portable square footage (total sq. ft. portable space/total district sq. ft.)			1.3%
# portable buildings replaced by permanent construction			150

● Met or exceeds target
 ● Does not meet target by ≤20%
 ● Does not meet target by more than 20%

Board Goal: Create a positive district culture

CRITICAL OUTCOME: Customer Service: Provide the highest level of service to our internal and external customers by creating processes to identify our customers' expectations, and clearly articulate service-level agreements to implement initiatives to meet those expectations.

OBJECTIVE: Provide appropriate and accurate information to manage customer expectations and improve service levels.

	Results	Actual	Target
Average results of customer survey - grounds keeping (5=high)			4
Average results of customer survey – custodial services (5=high)			4
Average results of customer survey – maintenance services (5=high)			4
Average results of Quality Assurance (QA) survey (5 = high)			4
% schools with a QA visit each month for the entire year			100%
% projects where customers were notified prior to work beginning			100%

● Met or exceeds target
 ● Does not meet target by ≤20%
 ● Does not meet target by more than 20%

OBJECTIVE: Customer focused – always responsive.

	Results	Actual	Target
% schools visited annually by senior management			100%
% all customer surveys returned with an average score ≥ 4 (5 = high)			95%
% projects that have a quarterly stakeholder meeting which includes the project manager			100%

● Met or exceeds target
 ● Does not meet target by ≤20%
 ● Does not meet target by more than 20%

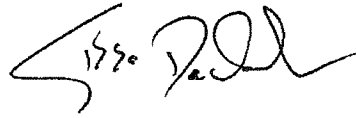
MEMORANDUM

May 5, 2010

TO: Facility Services Team

FROM: Issa Dadoush, PE, MBA, Hon. AIA Houston
General Manager – Facility Services
Construction and Facility Services Department

SUBJECT: CFS Transformation Process



Colleagues,

It is our desire to transform the Facility Services Department to one that is **“Customer Focused...Always Responsive!”** It will require our department to have a clearly articulated purpose with specific goals and objectives and a sense of community and shared direction. A transformation process is underway by implementing ways to standardize our processes and procedures. Each of us has the opportunity to participate in this effort and grow as part of the team.

We need to look critically at the constraints that have kept this team from achieving their goals. We will change the corporate culture, organizational structure, and leadership behavior. Here is how:

1. We will question the way we do business, concentrating on our core functions within the team and challenging those individuals who say, “We have always done it this way.” We will change the organization slowly, without creating resistance, but instead, enthusiasm.
2. We will define our core functions, identify non-core services and allocate each employee accordingly. As a team, we will identify duplications within CFS Divisions and with other HISD Departments. This process will enable us to eliminate duplication of services, consolidate like functions and create a more efficient organizational structure.
3. We will establish Key Performance Indicators (KPIs) that are measurable and in line with like industry best practices.
4. We will establish an Employee Performance Plan (EPP) for each CFS employee that clearly outlines their job duties, responsibilities, minimum job expectations, and consequences for poor performance.
5. We will develop a Zero-Based Budget and establish a realistic baseline of the funding needed to effectively run the new restructured organization. We will also compare the current budget to prior years’ budgets and identify opportunities to reduce costs with little or no impact on delivery of core services.
6. Finally, we will develop a plan of action to address the needs of the Facility Services’ buildings that promote better working conditions. This plan will include renovating the facilities.

There will be some employees that may want to continue doing things outside of approved policies and procedures. Also, there will be some employees that choose to perform at levels less than acceptable professional standards. Moving forward, these employees will be subject to disciplinary action in accordance with current policies and procedures as established by HISD's Board of Trustees.

In closing, we have a great opportunity ahead of us to transform Facility Services into an organization that is successful and respected throughout the district. The winners in this process will be all of us; especially the children of Houston, that will be obtaining a quality education at all levels in schools that are functional, clean, safe, and secure.

To be continued...

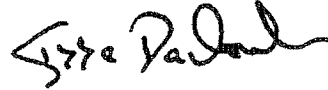
MEMORANDUM

May 17, 2010

TO: Facility Services Team

FROM: Issa Dadoush, PE, MBA, Hon. AIA Houston
General Manager
Construction and Facility Services Department

SUBJECT: CFS Transformation Process ... Update #2



Colleagues:

On May 5, 2010, we began the communication process regarding this outstanding opportunity we have to transform Construction and Facility Services into a professional organization that is "**Customer Focused...Always Responsive!**"

Transformation requires changing habits and practices that have been in place for times past. Those habits will need to be adjusted and professionalism will occur immediately. This will happen and it will be immediate. In visiting different areas of operations, I have noticed issues that will be corrected immediately.

- Attendance is not a variable nor is it optional. All employees are expected to provide 8 hours of work each day. A 15 minute break in the morning and a 15 minute break in the afternoon along with a 1 hour lunch period are acceptable. All employees will be provided a 1 hour lunch break. Managers and Team Leaders will work with you on your specific hours of work. Professional work practices include being punctual to work and back from breaks. That will be expected of all employees.
- A quality appearance is not an option. All employees will dress appropriately and have shirt tails tucked in. Buttons on a shirt are made for a purpose and they should be utilized up to the top one which may be open. Clean and neat are the key words to describe dress code. I will follow up on this subject as we migrate to our uniform policy.
- HISD computers are provided for a purpose and that is to be utilized for HISD business only. Games and/or internet usage, not directly related to HISD business, will not be allowed during working hours.

This is a continuation of the communication process that we are committed to providing. Professional organizations perform at high levels due to the fact that they clearly understand the way to do business in a quality manner. We in CFS are building that professional organization. We want you to be a vital part of this organization.

To be continued...

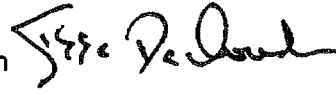
Customer Focused...Always Responsive!

MEMORNDUM

17 de mayo de 2010

PARA: equipo de Servicios de Facilidades

DE: Issa Dadoush, PE, MBA, Hon. AIA Houston
Director general
Departamento de Servicios de La Construcción y de la Facilidad



TEMA: Transformación del CFS... Actualización #2

Colegas:

El 5 de mayo de 2010, comenzamos el proceso de la comunicación con respecto a esta oportunidad excepcional que tenemos que transformar servicios de la facilidad de la construcción en una organización profesional que sea "... **Enfocado al Cliente...Siempre responsivo!**

La transformación requiere los hábitos y las prácticas cambiantes que han sido en el lugar por épocas más allá. Esos hábitos necesitarán ser ajustados y el profesionalismo ocurrirá inmediatamente. Esto sucederá y será inmediato. En visitar diversas áreas de operaciones, he notado las ediciones que serán corregidas inmediatamente.

- La atención no es una variable ni es opcional. Se espera que a todos los empleados proporcionen 8 horas de trabajo cada día. Una rotura de 15 minutos por la mañana y una rotura de 15 minutos por la tarde junto con un período de comida de 1 hora son aceptables. Proporcionarán todos los empleados una hora de comida de 1 hora. Los encargados y los líderes de equipo trabajarán con usted en sus horas específicas de trabajo. Las prácticas profesionales del trabajo incluyen ser puntuales trabajar y mover hacia atrás de roturas. Eso será esperado de todos los empleados.
- Un aspecto de la calidad de uno no es una opción. Todos los empleados se vestirán apropiadamente y tendrán colas de la camisa remetidas adentro. Los botones en una camisa se hacen para un propósito y deben ser utilizados hasta el superior que puede estar abierto. Limpio y aseado son las palabras claves para describir código de vestimenta. Carta recordativa en este tema mientras que emigramos a nuestra política uniforme.
- Las computadoras de HISD se proporcionan para un propósito y serán utilizada para el negocio de HISD solamente. Los juegos y el uso del Internet que no se relaciona directo con el negocio de HISD no serán operacionales en su computadora.

Ésta es una continuación del proceso de la comunicación que estamos confiados al proporcionar. Las organizaciones profesionales se realizan en los niveles debido al hecho de que entienden claramente la manera de hacer negocio de una manera de la calidad. En el CFS estamos construyendo esa organización profesional. Quisiéramos que usted fuera una parte vital de esta organización.

Para ser continuado...

Enfocado al Cliente...Siempre responsivo!

MEMORANDUM

May 20, 2010

TO: Facility Services Team

FROM: Issa Dadoush, PE, MBA, Hon. AIA Houston
General Manager
Construction and Facility Services Department

SUBJECT: CFS Transformation Process ... Update #3



Colleagues:

As we continue the Transformation Communication Process, we have presented issues that have surfaced and that are unacceptable in our work environment. The responses that we have received are positive and our messages are being heard. ***Thank You!***

At the same time, there is much work to be done to raise quality of our efforts and perception within HISD. One of those areas came to light today with a CFS employee telling a School Principal directly that "work would be done, but only on overtime." That behavior is not acceptable nor will it be tolerated under any circumstances. Discipline will be direct and will include written reprimand up to and including termination where the circumstances exist.

We have seen many positive changes in the past three weeks with our organization. We will be commenting on those improvements in future memorandums. Always remember our motto... **"Customer Focused ... Always Responsive!"**

To be continued ...

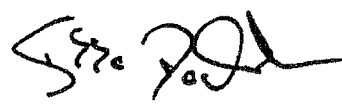
MEMORANDO

Mayo 20, 2010

PARA: Facility Services Team

DE: Issa Dadoush, PE, MBA, Hon. AIA Houston
General Manager
Construction and Facility Services Department

ASUNTO: CFS Proceso de Transformación... Reporte #3



Colegas:

Mientras continuamos con los comunicados del proceso de transformación, hemos presentado asuntos que han aparecido y que no aceptables en nuestro ambiente de trabajo. Las respuestas que hemos recibido son positivas y nuestros mensajes están siendo escuchados. ***Muchas Gracias!***

Al mismo tiempo, hay mucho trabajo por hacer para elevar la calidad de nuestros esfuerzos y la percepción dentro de HISD. Una de éstas áreas salio a la luz el día de hoy con un empleado de CFS diciéndole directamente al principal de una escuela que "el trabajo se podría hacer, pero solo en tiempo extra". Este comportamiento no es aceptable y no será tolerado bajo ninguna circunstancia. Disciplina será directa incluyendo castigo por escrito que puede llegar a terminación cuando las circunstancias existan.

Hemos visto muchos cambios positivos en nuestra organización en las pasadas tres semanas. Seguiremos comentando en estas mejoras en futuros comunicados. Recuerden siempre nuestro lema..."Enfocado en el cliente....Siempre Respondedor!"

Continuará...

MEMORANDUM

June 3, 2010

TO: Facility Services Team

FROM: Issa Dadoush, PE, MBA, Hon. AIA Houston
General Manager
Construction and Facility Services Department

SUBJECT: School Requested Projects - Process Change



Colleagues:

In our continuous effort to improve customer service, enhance operations and establish uniformed business standards, a process change is needed relative to school requested projects. These services are normally funded through the school's budget. The following process will be the standard operating procedure for this type of request:

1. School identifies and submits a work order (project request) to CFS Call Center/Customer Service
2. CFS prepares a cost proposal and timeline for the requested project
3. Receive written approval from the school for CFS cost and timeline
4. CFS sends written approval to the Controller's Office who will process the cost proposal (MOTE form for transfer of expenditures based on the budgets listed in the written approval for CFS)
5. CFS completes the project as requested, including a customer satisfaction follow up

This process will eliminate requests made directly to our field personnel and improve transparency and accountability for all parties involved. CFS would control time reporting and materials cost compared to the cost proposal. We will provide standardized forms to schools listing step by step instructions on requesting special projects.

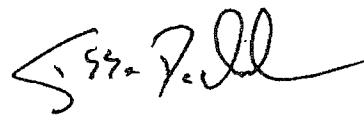
To be continued ...

Customer Focused...Always Responsive!

MEMORNDUM 3 de Junio de 2010

PARA: Equipo de Servicios de Facilidades

DE: ISSA Dadoush, PE, MBA, Hon. AIA Houston
Director general
Departamento de Servicios de La Construcción y de la Facilidad



TEMA: Proyectos pedidos de la Escuela...Proceso de Cambio

Colegas:

En nuestro esfuerzo continuo para mejorar el servicio al cliente, mejorar las operaciones y establecer estándares uniformados de negocio, un proceso de cambio que se necesita en relación a la escuela de los proyectos solicitados. Los servicios son financiados normalmente por el presupuesto de la escuela. El proceso siguiente será el procedimiento de funcionamiento estándar para este tipo de petición:

1. La escuela identifica y se somete una orden del trabajo (petición de proyecto) a CFS Centro de Llamadas /Servicio al Cliente.
2. CFS prepara una propuesta de costo y cronología para el proyecto pedido.
3. Recibe la aprobación escrita de la escuela para el costo de CFS y la cronología del CFS.
4. CFS envía aprobación escrito a la Oficina del Controlador que procesara la propuesta de costo (forma de MOTE particular para la transferencia de gastos basados en los prosupuestos listo en la aprobación escrito para CFS).
5. CFS completara el proyecto como solicitado, inclusive una satisfacción al cliente sigue.

Este proceso eliminara las peticiones hechas directamente a nuestros personales del campo y mejorara la transparencia y la responsabilidad para todos los partidos implicados. El CFS controlaría la información del tiempo y el costo de los materiales comparados a la propuesta de costos. Proporcionaremos formas estandarizadas a las escuelas que enumeran instrucciones paso a paso en la petición de proyectos especiales.

Para ser continuado...

“Enfocado al Cliente...Siempre Responsivo”

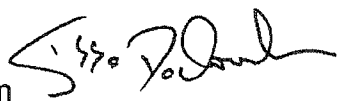
MEMORANDUM

June 3, 2010

TO: Facility Services Team

FROM: Issa Dadoush, PE, MBA, Hon. AIA Houston
General Manager
Construction and Facility Services Department

SUBJECT: Employee Productivity Program (EPP)



Colleagues:

In our continuous effort to improve customer service, enhance operations and establish uniformed business standards, we are asking for your help. Your input is valuable to us in identifying areas where we can redesign our current processes and procedures in order to improve productivity and reduce cost.

Please review the attached form, fill it out with any ideas you may have, and mail it back directly to the address listed on the form. ***All ideas will be considered.***

Thank you in advance for participating in this program and giving us the feedback that will help shape our department for the future. We commend everyone for working hard and being a unique part of the new CFS Team.

We look forward to reading your ideas.

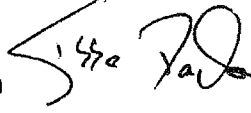
Customer Focused...Always Responsive!

MEMORNDUM 3 de Junio de 2010

PARA: Equipo de Servicios de Facilidades

DE: ISSA Dadoush, PE, MBA, Hon. AIA Houston
Director general
Departamento de Servicios de La Construcción y de la Facilidad

TEMA: Programa de la Productividad del Empleado (EPP)



Colegas:

En nuestro esfuerzo continuo para mejorar el servicio al cliente, mejorar las operaciones y establecer estándares uniformados de negocio, estamos pidiendo su ayuda. Sus comentarios son valiosos para nosotros en la identificación de áreas donde podemos rediseñar nuestros procesos y procedimientos actuales con el fin de mejorar la productividad y reducir los costos.

Revise por favor la forma adjunto, lo completan de cualquier idea que usted pueda tener, y lo envían detrás directamente a la dirección enumerada en la forma. Todas las ideas serán consideradas.

Gracias antemano por participar en este programa y darnos la reacción que ayudara a formar nuestro departamento para el futuro. Encomendamos a cada por trabajar difícilmente y ser una parte única del nuevo Equipo del CFS.

Esperaremos en leer sus ideas.

“Enfocado al Cliente...Siempre Responsivo”



EMPLOYEE PRODUCTIVITY PROGRAM (EPP)

HOUSTON INDEPENDENT SCHOOL DISTRICT

Construction and Facility Services

Please use this form to report any suggestions you feel will help us re-design our current processes and procedures that will result in improved customer service, increased productivity and cost reduction. Include details of your idea so we may better assist. Once your suggestion is received by our offices you will receive a confirmation letter.

Please send your completed form by snail mail or interoffice mail to:

Issa Dadoush, PE, MBA, Hon. AIA Houston

General Manager

Construction and Facility Services

228 McCarty Dr.

Houston, Tx. 77029

Bldg 17, Route 10

Attn: Adena Jones

Suggestion ID#:		
Submitted By:	Name:	EMPLID:
	Title:	
	Work Location:	
Status:		
Title:		
Suggestion:		
Department/School Handling Suggestion:		
Department Head/School Principal:		
General Comments:		



PROGRAMA de PRODUCTIVIDAD de EMPLEADO (EPP)

HOUSTON INDEPENDENT SCHOOL DISTRICT Construction and Facility Services

Utilice por favor la forma debajo para reportar cualquier sugerencia que usted se siente beneficiará a su departamento o tiene un ahorros de costo para CFS. Incluye detalles de su idea para que nosotros podemos ayudar mejor. En cuanto que sus sugerencias son recibidas por nuestras oficinas usted recibirá una confirmación.

Envíe por favor su forma completada por correo normal o correo entre oficinas a:

Issa Dadoush, PE, MBA, Hon. AIA Houston
General Manager
Construction and Facility Services
228 McCarty Dr.
Houston, Tx. 77029
Bldg 17, Route 10

Attn: Adena Jones

Sugerencia ID#:		
Sometido Por:	Nombre:	EMPLID:
	Título:	
	Ubicación de Trabajo:	
Estatus:		
Título:		
Sugerencia:		
Department/School Handling Suggestion:		
Department Head/School Principal:		
General Comment:		

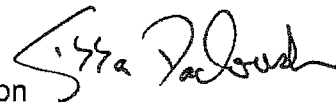
MEMORANDUM

June 17, 2010

TO: Facility Services Team

FROM: Issa Dadoush, PE, MBA, Hon. AIA Houston
General Manager
Construction and Facility Services Department

SUBJECT: CFS Transformation Process
Attendance and Punctuality



Colleagues:

As we continue to move forward in our efforts to improve customer service, enhance operations and establish uniformed business standards, a procedural change is needed relative to attendance and punctuality. Our customers deserve the support of having us at work and productive at all normal work hours. The following procedure will be the standard operating procedure for CFS personnel.

1. **PURPOSE**

To ensure that the Construction and Facility Services (CFS) Department is in compliance with the Houston Independent School Policy on Absence: Attendance and Punctuality and to ensure uniformity in practice and procedure.

2. **SCOPE**

This procedure applies to all Department employees and supersedes all former departmental, procedures and directives.

3. **DEFINITION OF TERMS**

Absence: An employee is not present at the assigned workstation during scheduled work periods for a non-HISD-related reason. There are two kinds of absences: Scheduled and Unscheduled.

3.1 **Scheduled Absence:** *An employee is unable to report for work and the supervisor approves the absence. Scheduled absences may be paid or unpaid.*

3.1.1 *Paid Absence: Scheduled time off is paid out of accrued leave.*

3.1.2 *Unpaid Absence: Scheduled absence where there is no accrued leave available.*

3.1.3 *Request for vacation leave shall comply with HISD Vacation Leave Policy*

3.2 *Unscheduled Absence:* *Time off work for which prior approval was not obtained.*

3.2.1 *All sick leave is to be deemed an unscheduled absence unless prior approval has been granted no later than the previous work day.*

3.3 *Excessive absences:* *Employees with history of excessive unscheduled absences may be subject to termination of employment.*

4. **POLICY**

4.1 *It is the policy of the Houston Independent School District to expect all employees to arrive for work at the scheduled time, work the prescribed forty (40) hours, and maintain good attendance records.*

4.2 *Consistent tardiness shall not be tolerated and may result in disciplinary actions.*

4.3 *Unscheduled absences may result in disciplinary actions.*

4.4 *Excessive absences may result in disciplinary actions.*

5. **PROCEDURE**

5.1 *If an employee is unable to report for work, he/she shall notify the supervisor within 30 minutes of his/her normal start time.*

5.2 *Scheduled absences up to two (2) hours may be made up at the discretion of the supervisor. Any make up time must be completed within five (5) working days of the relevant payroll period.*

5.3 *The employee is responsible for speaking **directly** with his/her supervisor or a designated person when absent or reporting late for work. **Leaving a fax, voicemail, email, or text message is unacceptable.***

5.4 *When reporting late for work, the employee must notify the supervisor immediately upon arrival.*

6. **COMPLIANCE**

It is mandatory that all employees comply with this procedure. Violations of this policy may be subject to disciplinary action up to and including indefinite termination.

This procedure will provide the coverage of all areas during normal scheduled working hours. This will improve the standards that we are all held to in support of our Customer Focused...Always Responsive motto. CFS will provide standardized procedures to all of our employees on a regular basis.

To be continued...

"Customer Focused...Always Responsive"

MEMORANDUM

MEMORANDUM 17 de Junio de 2010

PARA: Equipo de Servicios de Facilidades



DE: ISSA Dadoush, PE, MBA, Hon. AIA Houston
Director general
Departamento de Servicios de La Construcción y de la Facilidad

TEMA: CFS Proceso de Transformación
La Presencia y Puntualidad

Colegas:

A medida que continuamos avanzando en nuestros esfuerzos para mejorar el servicio al cliente y establecer estándares uniformados de negocio, un cambio de procedimiento es necesario en relación con la presencia y puntualidad. Nuestros clientes merecen el apoyo de contar con nosotros en el trabajo y productivos en todas las horas normales de trabajo. El procedimiento siguiente será operativo estándar para el personal del CFS.

1. EL PROPÓSITO

Asegurar que el departamento de los Servicios de la Construcción y Facilidades (CFS) este de acuerdo con la póliza del Distrito de Independiente de Houston en falta de trabajo: la presencia y puntualidad y asegurar la uniformidad en la practica y procedimiento.

2. EL SUSTANTIVO

Este procedimiento se aplica a todos los empleados del Departamento y sustituye a todos los departamentos anteriores, los procedimientos y directivas.

3. DEFINICIÓN DE TÉRMINOS

Falta de trabajo: un empleado no esta presente en la estación de trabajo asignado durante los periodos de trabajo programado por una razón no relacionada con HISD. Hay dos tipos de falta de trabajo: programados y no programado.

3.1. Falta de Trabajo Programado: un empleado que no puede informar para el trabajo y el supervisor apruebe la falta de trabajo. Falta de trabajo programadas pueden se pagadas o no.

3.1.1 Falta de Trabajo que es pagado: Falta de trabajo que es programado se pagara de los días acumuladas.

3.1.2 Falta de Trabajo no pagado: La falta de trabajo no programado donde no hay días acumuladas disponibles.

- 3.1.3 Vacaciones pedidas se conformara con la póliza de HISD.
- 3.2 Falta de Trabajo no Programado: Falta de trabajo en que aprobación no fue obtenido.

3.2.1 Todo el tiempo de reposo por enfermedad será juzgada con falta imprevisto si la aprobación previa se ha concedido no más adelante que el día del trabajo previo.

- 3.3 Falta de Trabajo en Excesivo: Los empleados con la historia de falta de trabajo en excesivo pueden ser susceptibles a la terminación del empleo.

4. PÓLIZA

- 4.1 Es la póliza del Distrito de Independiente de Houston esperar que todos los empleados lleguen al trabajo a la hora programada, el trabajo de la los cuarenta prescrito (40) horas, y mantener un buen registro de asistencia.
- 4.2 La tardanza constante no será tolerada y puede dar lugar a acciones disciplinarias.
- 4.3 Falta de trabajo no programadas puede dar lugar a acciones disciplinarias.
- 4.4 Falta de trabajo en excesivo pueden resultar en acciones disciplinarias.

4. PROCEDIMIENTO

- 5.1 Si un empleado es incapaz de presentarse a trabajar, se le notificara al supervisor dentro de los 30 minutos de su hora de inicio normal.
- 5.2 Falta de trabajo programado hasta dos (2) horas pueden ser hechas a voluntad del supervisor. Cualesquiera componer tiempo se deben terminar dentro de cinco (5) días laborables del periodo de nomina de pago relevante.
- 5.3 El empleado es responsable de hablar **directamente** con su supervisor o a una persona designada en su falta de trabajo o llegando tarde a trabajar. **Dejando a un fax, correo de voz, correo electrónico o mensaje de texto es inaceptable.**
- 5.4 Cuando llegando tarde a trabajar, el empleado debe notificar al supervisor inmediatamente a su llegada.

5. CONFORMIDAD

Es obligatorio que todos los empleados cumplan con este procedimiento. Violaciones de esta póliza puede estar sujeto a acciones disciplinarias has e incluye el despido indefinido.

Este procedimiento facilitara la cobertura de todas las zonas durante el horario de trabajo normal. Esto mejorara los estándares que nos detienen en apoyo de nuestro lema Enfocado al Cliente...Siempre Responsivo. CFS proporcionara procedimientos estandarizados para todos nuestros empleados de manera regular.

Para ser continuado...

“Enfocado al Cliente...Siempre Responsivo”

Dadoush, Issa Z

From: Dadoush, Issa Z
Sent: Monday, October 04, 2010 7:21 PM
To: Miranda, Mark R
Subject: FW: Process Changes

From: Dadoush, Issa Z
Sent: Wednesday, July 14, 2010 8:29 AM
To: Bobadilla, Leo
Cc: Garrett, Melinda
Subject: Process Changes

Leo,

In our continuous effort to improve customer service, enhance operations, and establish uniformed business standards, two process changes are needed relative to (1) Account Code Restructuring and (2) Custodial Staff Time Reporting.

- (1) **Account Code Restructuring:** We are proposing to consolidate the fourteen (14) organizational units we operate with to four (4) units (see attached). The four (4) organization units are in line with CFS' restructured organizational chart. The proposed process will improve transparency and accountability for all parties involved.
- (2) **Custodial Staff Time Reporting Location Change:** We are proposing to change all time reporting locations for custodial staff from the Schools level to CFS Custodial Operations (see attached). CFS will control time reporting and Schools will be relieved of this responsibility. This process will eliminate requests made directly to our field personnel by the schools, which has been a factor in our lack of efficiency in performing our normal duties. This change will allow our staff to report flexible schedules as deemed necessary, which will have a direct impact on overtime usage. The proposed process will improve transparency and accountability for all parties involved.

Your concurrence is hereby requested.

Issa

Issa Dadoush, PE, MBA, Hon. AIA Houston
General Manager
Construction & Facility Services
Houston Independent School District
228 McCarty Drive
Houston, Texas 77029

Office: 713-676-9278
Cell: 713-471-6932
Fax: 713-676-9582
idadoush@houstonisd.org

Customer Focused...Always Responsive!

MEMORANDUM

TO: Leo Bobadilla
Chief Business Operations Officer
Business Operations

Melinda Garrett
Chief Financial Officer
Finance and Business Services

FROM: Issa Dadoush, PE, MBA, Hon. AIA Houston
General Manager
Construction and Facility Services Department

DATE: July 9, 2010

SUBJECT: **Account Code Restructuring**

In our continuous effort to improve customer service, enhance operations and establish uniformed business standards, we are asking for approval in consolidating the number of organizational units we operate with. We are currently setup with 14 organizational units but are requesting the use of only 4 units. This will allow our operation to function at a more efficient level and will add to our flexibility and also make our management team more directly accountable for their budget allocations.

As per the attached document please provide the authorization to begin this conversion process.

AUTHORIZATION TO PROCEED:

Leo Bobadilla
Chief Business Operations Officer

Melinda Garrett
Chief Financial Officer

"Customer Focused ... Always Responsive!"

Construction and Facility Services | FY2011

Account Code Restructuring

Issue:

Due to the reorganization of CFS, all accounts codes will need to be adjusted to match the new organization structure. If we maintain the same setup of multiple organization numbers (FY 2010 had 14 different organization numbers) for our area, we will be limited in the budget adjustments we can make throughout the year without assistance from the budget office. This does not allow us to manage our funds as efficiently as possible.

Recommended Action Plan:

We recommend consolidating all 14 organization numbers to 4 organization numbers for FY 2011. We recommend the use of:

- 800 - CFS Administration
- 801 - Facility Management
- 802 - Operations
- 803 – Support Services

Within each organization number the project field will be used to assign staff and funds to specific fund centers as needed.

Within PeopleSoft, the department id number will use 7 digits instead of the current 3 digits. This will be the Org number and Project combination.

Completion Date:

We have a target date of 08/02/2010 when the reorganization is scheduled to go live. This will depend on when all approvals are given and implementation of new structures by PeopleSoft and SAP.

Budget:

We are using in-house staff for implementation. No addition charges are expected

Funding Source:

N/A

Constraint(s):

Once approved, all security access for CFS end users will need to be setup (CFS IT staff will submit the security requests), positions will need to have their dept id's and account codes updated, reporting structure will need to be updated in PeopleSoft, SAP master data will need to setup. Since the new fiscal year has started, all charges until the conversion will need a journal voucher to move them to the correct budget.

Status:

Implementation is pending approval from the Chief Business Operations Officer, Chief Financial Officer and the Controller.

The plan of action has been shared with the Budget Office (Sharon Eaves, Glenn Reed and Eric Perry) and also PeopleSoft (Alpa Markas). The SAP team is also aware of the pending changes but has not been met with yet. It is understood the approval is required before implementation can begin.

Capital Needs Assessment

TEA	Campus Name	Costs	Cumulative Cost	Weighted Priority
Safety and Security				
	District Wide Safety Upgrades	\$ 59,866,000	\$ 59,866,000	
	District Wide Security Upgrades	\$ 30,468,000	\$ 90,334,000	
Subtotal		\$ 90,334,000	\$ 90,334,000	
Secondary Science Labs				
	Secondary Science Infrastructure Upgrades	\$ 12,911,000	\$ 103,245,000	
	Secondary Science Equipment and Furnishings Upgrades	\$ 16,309,000	\$ 119,554,000	
Subtotal		\$ 29,220,000	\$ 119,554,000	
Replacement Schools				
104	Almeda Elementary School	\$ 16,000,000	\$ 135,554,000	
109	Berry Elementary School	\$ 16,000,000	\$ 151,554,000	
322	Carnegie Vanguard High School	\$ 20,000,000	\$ 171,554,000	
136	Cunningham Elementary School	\$ 16,000,000	\$ 187,554,000	
137	De Chaumes Elementary School	\$ 16,000,000	\$ 203,554,000	
156	Frost Elementary School	\$ 16,000,000	\$ 219,554,000	
162	Gregg Elementary School	\$ 16,000,000	\$ 235,554,000	
173	Herod Elementary School	\$ 16,000,000	\$ 251,554,000	
178	Horn Elementary School	\$ 16,000,000	\$ 267,554,000	
199	Lovett Elementary School	\$ 16,000,000	\$ 283,554,000	
216	Patterson Elementary School	\$ 16,000,000	\$ 299,554,000	
219	Piney Point Elementary School	\$ 16,000,000	\$ 315,554,000	
231	Roosevelt Elementary School	\$ 16,000,000	\$ 331,554,000	
Subtotal		\$ 212,000,000	\$ 331,554,000	
Relief Schools				
New	Dowling Pre-K - 8 Relief School	\$ 30,000,000	\$ 361,554,000	
New	Mitchell Elementary School Relief School	\$ 16,000,000	\$ 377,554,000	
New	Neff/White Elementary School Relief School	\$ 16,000,000	\$ 393,554,000	
Subtotal		\$ 62,000,000	\$ 393,554,000	
School Capacity Additions				
285	Valley West Elementary School Renovation/Addition	\$ 8,000,000	\$ 401,554,000	
135	Crockett Elementary School Renovation/Addition	\$ 8,000,000	\$ 409,554,000	
Subtotal		\$ 16,000,000	\$ 409,554,000	
School Capacity Additions with Consolidation				
195	Lockhart Renovation/Addition	\$ 6,000,000	\$ 415,554,000	
250	Turner Elementary School	Consolidate	\$ 415,554,000	
202	McDade Elementary School Renovation/Addition	\$ 4,000,000	\$ 419,554,000	
185	Kashmere Gardens Elementary School	Consolidate	\$ 419,554,000	
Subtotal		\$ 10,000,000	\$ 419,554,000	

Capital Needs Assessment

TEA	Campus Name	Costs	Cumulative Cost	Weighted Priority
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New Early College Campuses

New	New Early College (North/Central/South)	\$ 11,000,000	\$ 430,554,000	
Subtotal		\$ 11,000,000	\$ 430,554,000	

Consolidation Schools

New	Scott/Ross Elementary School Consolidation	\$ 16,000,000	\$ 446,554,000	
238	Scott Elementary School	Consolidate	\$ 446,554,000	
232	Ross Elementary School	Consolidate	\$ 446,554,000	
New	Atherton/Dogan Elementary School Consolidation	\$ 16,000,000	\$ 462,554,000	
106	Atherton Elementary School	Consolidate	\$ 462,554,000	
140	Dogan Elementary School	Consolidate	\$ 462,554,000	
New	Sherman/Crawford Elementary School Consolidation	\$ 16,000,000	\$ 478,554,000	
240	Sherman Elementary School	Consolidate	\$ 478,554,000	
134	Crawford Elementary School	Consolidate	\$ 478,554,000	
New	Kennedy/Allen Elementary School Consolidation	\$ 16,000,000	\$ 494,554,000	
188	Kennedy Elementary School	Consolidate	\$ 494,554,000	
103	Allen Elementary School	Consolidate	\$ 494,554,000	
New	Peck/MacArthur Elementary School Consolidation	\$ 16,000,000	\$ 510,554,000	
217	Peck Elementary School	Consolidate	\$ 510,554,000	
272	MacArthur Elementary School	\$ -	\$ 510,554,000	
New	Lewis/Belfort Academy Elementary School Consolidation	\$ 18,000,000	\$ 528,554,000	
194	Lewis Elementary School	Consolidate	\$ 528,554,000	
360	Belfort Academy	Consolidate	\$ 528,554,000	
Subtotal		\$ 98,000,000	\$ 528,554,000	

Part I: Renovations to Schools NOT in 1998 or 2002 Bonds

(1 = High Weighted Priority, 5 = Low Weighted Priority)

054	Jackson Middle School	\$ 13,253,000	\$ 541,807,000	2.72
024	Scarborough High School	\$ 12,211,000	\$ 554,018,000	2.78
292	Carrillo Elementary School	\$ 2,981,000	\$ 556,999,000	2.81
043	Burbank Middle School	\$ 11,957,000	\$ 568,956,000	2.86
289	C. Martinez Elementary School	\$ 2,577,000	\$ 571,533,000	2.88
167	Harris R. Elementary School	\$ 5,575,000	\$ 577,108,000	2.92
102	Alcott Elementary School	\$ 4,914,000	\$ 582,022,000	2.93
047	Fonville Middle School	\$ 10,650,000	\$ 592,672,000	2.94
019	Worthing High School	\$ 12,676,000	\$ 605,348,000	2.96
170	Helms Elementary School	\$ 2,784,000	\$ 608,132,000	2.98
237	Scarborough Elementary School	\$ 4,521,000	\$ 612,653,000	2.99
207	Montgomery Elementary School	\$ 3,866,000	\$ 616,519,000	2.99
004	Furr High School	\$ 12,180,000	\$ 628,699,000	3.00
164	Grimes Elementary School	\$ 3,442,000	\$ 632,141,000	3.02
166	Harris J. Elementary School	\$ 4,592,000	\$ 636,733,000	3.02
144	Durkee Elementary School	\$ 5,411,000	\$ 642,144,000	3.03
080/280	Rice School K-8 (La Escuela Rice)	\$ 3,699,000	\$ 645,843,000	3.03
275	Bush Elementary School	\$ 1,770,000	\$ 647,613,000	3.04
265	Petersen Elementary School	\$ 2,853,000	\$ 650,466,000	3.05
262	Grissom Elementary School	\$ 3,718,000	\$ 654,184,000	3.06

Capital Needs Assessment

TEA	Campus Name	Costs	Cumulative Cost	Weighted Priority
044	Cullen Middle School	\$ 12,783,000	\$ 666,967,000	3.06
295	Benavidez Elementary School	\$ 3,367,000	\$ 670,334,000	3.06
291	Gallegos Elementary School	\$ 2,243,000	\$ 672,577,000	3.08
268	Benbrook Elementary School	\$ 2,567,000	\$ 675,144,000	3.08
244	Southmayd Elementary School	\$ 6,125,000	\$ 681,269,000	3.08
055	Johnston Middle School	\$ 6,946,000	\$ 688,215,000	3.09
220	Pleasantville Elementary School	\$ 4,594,000	\$ 692,809,000	3.10
066	Ryan Middle School	\$ 6,295,000	\$ 699,104,000	3.10
107	Barrick Elementary School	\$ 4,800,000	\$ 703,904,000	3.10
257	Whidby Elementary School	\$ 4,467,000	\$ 708,371,000	3.12
210	Northline Elementary School	\$ 4,071,000	\$ 712,442,000	3.13
048	Clifton Middle School	\$ 6,857,000	\$ 719,299,000	3.13
213	Osborne Elementary School	\$ 3,965,000	\$ 723,264,000	3.13
158	Garden Villas Elementary School	\$ 7,536,000	\$ 730,800,000	3.15
062	McReynolds Middle School	\$ 11,191,000	\$ 741,991,000	3.15
098	Stevenson Middle School	\$ 2,664,000	\$ 744,655,000	3.16
248	Sutton Elementary School	\$ 5,481,000	\$ 750,136,000	3.17
227	McNamara Elementary School	\$ 3,097,000	\$ 753,233,000	3.20
298	R. Martinez Elementary School	\$ 3,710,000	\$ 756,943,000	3.23
267	White Elementary School	\$ 4,261,000	\$ 761,204,000	3.23
234	Rusk Elementary School	\$ 3,646,000	\$ 764,850,000	3.25
120	Browning Elementary School	\$ 2,550,000	\$ 767,400,000	3.25
258	Whittier Elementary School	\$ 3,018,000	\$ 770,418,000	3.26
286	Herrera Elementary School	\$ 2,549,000	\$ 772,967,000	3.26
078	Fleming Middle School	\$ 8,085,000	\$ 781,052,000	3.28
274	Askew Elementary School	\$ 3,218,000	\$ 784,270,000	3.28
015	Waltrip High School	\$ 22,417,000	\$ 806,687,000	3.29
180	Isaacs Elementary School	\$ 3,481,000	\$ 810,168,000	3.30
059	Long Middle School	\$ 10,840,000	\$ 821,008,000	3.30
299	Milne Elementary School	\$ 4,812,000	\$ 825,820,000	3.30
264	Mitchell Elementary School	\$ 2,568,000	\$ 828,388,000	3.30
271	Foerster Elementary School	\$ 5,460,000	\$ 833,848,000	3.30
105	Anderson Elementary School	\$ 3,697,000	\$ 837,545,000	3.30
056	Welch Middle School	\$ 7,764,000	\$ 845,309,000	3.32
187	Kelso Elementary School	\$ 858,000	\$ 846,167,000	3.33
226	Rhoads Elementary School	\$ 3,041,000	\$ 849,208,000	3.33
025	High School for Performing and Visual Arts	\$ 4,597,000	\$ 853,805,000	3.33
297	Davila Elementary School	\$ 3,978,000	\$ 857,783,000	3.34
290	Crespo Elementary School	\$ 3,236,000	\$ 861,019,000	3.36
175	Hobby Elementary School	\$ 3,603,000	\$ 864,622,000	3.36
276	Shadowbriar 5/6th	\$ 2,637,000	\$ 867,259,000	3.38
252	Wainwright Elementary School	\$ 2,703,000	\$ 869,962,000	3.39
239	Shearn Elementary School	\$ 2,078,000	\$ 872,040,000	3.39
215	Parker Elementary School	\$ 2,531,000	\$ 874,571,000	3.43
039/282	T.H. Rogers School	\$ 7,244,000	\$ 881,815,000	3.44
053	Hogg Middle School	\$ 6,418,000	\$ 888,233,000	3.45
122	Burbank Elementary School	\$ 3,041,000	\$ 891,274,000	3.50
283	Garcia Elementary School	\$ 1,346,000	\$ 892,620,000	3.51
067/266	Smith Education Center	\$ 2,716,000	\$ 895,336,000	3.61

Capital Needs Assessment

TEA	Campus Name	Costs	Cumulative Cost	Weighted Priority
223	Pugh Elementary School	\$ 2,769,000	\$ 898,105,000	3.62
260	Windsor Village Elementary School	\$ 2,582,000	\$ 900,687,000	3.70
128	Lyons Elementary School	\$ 1,736,000	\$ 902,423,000	4.00
242	Smith Elementary School Renovation/Addition	\$ 8,800,000	\$ 911,223,000	0.00
Subtotal		\$ 382,669,000	\$ 911,223,000	

Part 2: Renovations to Schools In 1998 Bond Program

(Priority 1 and 2 Costs, Exclude Safety and Security Above)

010	Madison High School	\$ 5,164,000	\$ 916,387,000	2.80
041	Attucks Middle School	\$ 4,076,000	\$ 920,463,000	2.82
198	Love Elementary School	\$ 835,000	\$ 921,298,000	2.84
079	Key Middle School	\$ 4,060,000	\$ 925,358,000	2.89
171	Henderson J. Elementary School	\$ 1,420,000	\$ 926,778,000	2.90
001	Austin High School	\$ 2,256,000	\$ 929,034,000	2.92
212	Oates Elementary School	\$ 1,690,000	\$ 930,724,000	2.93
050	Holland Middle School	\$ 2,254,000	\$ 932,978,000	2.95
008	Lamar High School	\$ 7,640,000	\$ 940,618,000	2.95
006	Jones High School	\$ 3,398,000	\$ 944,016,000	2.95
042	Black Middle School	\$ 5,258,000	\$ 949,274,000	2.96
057	Lanier Middle School	\$ 1,567,000	\$ 950,841,000	3.00
273	Ashford Elementary School	\$ 826,000	\$ 951,667,000	3.00
221	Poe Elementary School	\$ 1,642,000	\$ 953,309,000	3.05
052	Henry Middle School	\$ 1,781,000	\$ 955,090,000	3.07
204	Memorial Elementary School	\$ 837,000	\$ 955,927,000	3.09
061	Marshall Middle School	\$ 4,470,000	\$ 960,397,000	3.09
124	Burnet Elementary School	\$ 1,059,000	\$ 961,456,000	3.09
017	Westbury High School	\$ 2,211,000	\$ 963,667,000	3.10
023	Sharpstown High School	\$ 2,305,000	\$ 965,972,000	3.10
125	Burrus Elementary School	\$ 1,122,000	\$ 967,094,000	3.11
077	Thomas Middle School	\$ 2,167,000	\$ 969,261,000	3.13
152	Field Elementary School	\$ 656,000	\$ 969,917,000	3.13
002	Bellaire High School	\$ 1,552,000	\$ 971,469,000	3.14
014	Sterling High School	\$ 3,449,000	\$ 974,918,000	3.15
003	Davis High School	\$ 3,374,000	\$ 978,292,000	3.18
045	Deady Middle School	\$ 2,657,000	\$ 980,949,000	3.20
074/127	Woodson Middle School	\$ 1,855,000	\$ 982,804,000	3.23
169	Harvard Elementary School	\$ 1,094,000	\$ 983,898,000	3.23
222	Port Houston Elementary School	\$ 671,000	\$ 984,569,000	3.23
009	Lee High School	\$ 2,455,000	\$ 987,024,000	3.23
049	Hamilton Middle School	\$ 840,000	\$ 987,864,000	3.23
072	Fondren Middle School	\$ 2,206,000	\$ 990,070,000	3.24
046	Edison Middle School	\$ 1,003,000	\$ 991,073,000	3.24
007	Kashmere High School	\$ 2,088,000	\$ 993,161,000	3.24
005	Sam Houston High School	\$ 2,368,000	\$ 995,529,000	3.25
033	Jordan High School for Careers	\$ 2,093,000	\$ 997,622,000	3.26
182	Jefferson Elementary School	\$ 1,023,000	\$ 998,645,000	3.27
016	Washington High School	\$ 1,614,000	\$ 1,000,259,000	3.34

Capital Needs Assessment

TEA	Campus Name	Costs	Cumulative Cost	Weighted Priority
138	De Zavala Elementary School	\$ 958,000	\$ 1,001,217,000	3.34
020	Yates High School	\$ 2,821,000	\$ 1,004,038,000	3.37
159	Golfcrest Elementary School	\$ 486,000	\$ 1,004,524,000	3.41
263	Law Elementary School	\$ 863,000	\$ 1,005,387,000	3.43
068	Grady Middle School	\$ 765,000	\$ 1,006,152,000	3.43
075	Dowling Middle School	\$ 651,000	\$ 1,006,803,000	3.44
034	High School for Law Enforcement and Criminal Justice	\$ 691,000	\$ 1,007,494,000	3.44
155	Franklin Elementary School	\$ 597,000	\$ 1,008,091,000	3.44
011	Milby High School	\$ 1,906,000	\$ 1,009,997,000	3.44
081	Sharpstown Middle School	\$ 864,000	\$ 1,010,861,000	3.48
287	Cage Elementary School	\$ 612,000	\$ 1,011,473,000	3.51
301	Eastwood Academy	\$ 411,000	\$ 1,011,884,000	3.56
148	Elrod Elementary School	\$ 478,000	\$ 1,012,362,000	3.59
160	Gordon Elementary School	\$ 357,000	\$ 1,012,719,000	3.61
130	Condit Elementary School	\$ 424,000	\$ 1,013,143,000	3.62
115	Durham Elementary School	\$ 484,000	\$ 1,013,627,000	3.65
281	Sanchez Elementary School	\$ 491,000	\$ 1,014,118,000	3.68
123	Codwell Elementary School	\$ 366,000	\$ 1,014,484,000	3.71
189	Kolter Elementary School	\$ 592,000	\$ 1,015,076,000	3.81
060	Revere Middle School	\$ 385,000	\$ 1,015,461,000	3.85
201	MacGregor Elementary School	\$ 436,000	\$ 1,015,897,000	3.86
139	Dodson Elementary School	\$ 414,000	\$ 1,016,311,000	3.88
Subtotal		\$ 105,088,000	\$ 1,016,311,000	

Part 3: Stadium Infrastructure and Accessibility

709	Delmar Stadium	\$ 6,583,000	\$ 1,022,894,000	2.84
746	Barnett Stadium	\$ 6,699,000	\$ 1,029,593,000	2.88
705	Butler Stadium	\$ 3,292,000	\$ 1,032,885,000	2.59
Subtotal		\$ 16,574,000	\$ 1,032,885,000	

Part 4: Program Reserve

Part 4: Program Reserve		\$ 12,115,000	\$ 1,045,000,000	
Subtotal		\$ 12,115,000	\$ 1,045,000,000	

Houston ISD 2007 Facilities Capital Program Funding Summary

Project Funding Sources

Bond Funds (Schedule "L" Projects)	(\$805M less \$55.5M for Trustee Projects)	\$ 749,500,000
Public Facility Corporation (PFC) Funds (For Schedule "L" Projects)		\$ 48,000,000
Pay As You Go Funds (Schedule "L" Projects)		\$ 145,000,000
Pay As You Go Funds (Priority 1 HVAC Projects)		\$ 8,438,986
General Funds (Athletics Projects)		\$ 8,691,690
Capital Project Funds (Schedule "L" Projects)		\$ 73,000,000
Tax Increment Reinvestment Zone (TIRZ) Funds (Schedule "L" Projects)		\$ 22,000,000
Trustee Projects		\$ 121,500,000
Bond Funds	\$ 55,500,000	
General Funds	\$ 35,000,000	
TIRZ Funds	\$ 20,000,000	
Investment Interest	\$ 11,000,000	

Total Facilities Capital Program Project Funding

\$ 1,176,130,676

Project Funding Distribution

<u>Schedule "L" Projects</u>		
Safety & Security	\$ 90,334,000	
Science Infrastructure Upgrades	\$ 12,911,000	
Science Equipment	\$ 8,809,000	
Replacement Schools	\$ 212,000,000	
Relief Schools	\$ 62,000,000	
School Capacity Additions	\$ 16,000,000	
School Additions w/Consolidation	\$ 10,000,000	
Early College	\$ 11,000,000	
Consolidation Schools	\$ 98,000,000	
Renovations Part A	\$ 382,669,000	
Renovations Part B	\$ 105,088,000	
Stadiums	\$ 16,574,000	
Program Reserves	\$ 12,115,000	
Total	\$ 1,037,500,000	\$ 1,037,500,000
Trustee Projects		\$ 121,500,000
Priority 1 HVAC Projects (DBR)		\$ 8,438,986
Athletic Projects		\$ 8,691,690

Total Facilities Capital Program Funding Allocations

\$ 1,176,130,676

Capital Budget Adjustments By Trustee District

TOTAL INCREASE	\$121,500,000
Board District No: 1 - Trustee A. Eastman	
Available Budget	\$ 13,500,000
Sam Houston Math Science and Technology Center	\$ 7,000,000
Davis High School	\$ 5,000
Harvard Elementary School	\$ 670,000
Balance Available	\$ 5,825,000
Board District No: 2 - Trustee C. Galloway	
Available Budget	\$ 13,500,000
Kashmere Gardens Elementary School	\$ 2,000,000
Burrus Elementary School	\$ 500,000
Washington High School	\$ 500,000
Kashmere High School	\$ 1,700,000
Balance Available	\$ 8,800,000
Board District No: 3 - Trustee M. Rodriguez	
Available Budget	\$ 13,500,000
Belfort Academy	\$ 5,000,000
Southmayd Elementary School	\$ 6,000,000
Mitchell Elementary School	\$ 500,000
Balance Available	\$ 2,000,000
Board District No: 4 - Trustee P. Harris	
Available Budget	\$ 13,500,000
Lockhart /Turner Elementary	\$ 11,000,000
Balance Available	\$ 2,500,000
Board District No: 5 - Trustee M. Lunceford	
Available Budget	\$ 13,500,000
Bellaire High School	\$ 13,500,000
Balance Available	\$ -
Board District No: 6 - Trustee G. Meyers	
Available Budget	\$ 13,500,000
Revere Middle School	\$ 500,000
Daily Elementary School	\$ 250,000
Sharpstown High School	\$ 100,000
Askew Elementary School	\$ 200,000
Ashford Elementary School	\$ 250,000
Westside High School	\$ 600,000
Emerson Elementary School	\$ 200,000
Sugar Grove Academy	\$ 4,700,000
Sharpstown Middle/International School	\$ 3,900,000
Balance Available	\$ 2,800,000
Board District No: 7 - Trustee H. Moore	
Available Budget	\$ 13,500,000
Grady Middle School	\$ 12,000,000
Balance Available	\$ 1,500,000
Board District No: 8 - Trustee D. Davila	
Available Budget	\$ 13,500,000
Wharton Elementary School	\$ 1,000,000
The Rusk School	\$ 5,000,000
Eastwood Academy	\$ 7,500,000
Balance Available	\$ -
Board District No: 9 - Trustee L. Marshall	
Available Budget	\$ 13,500,000
Worthing High School	\$ 7,000,000
Real Estate Acquisition	\$ 3,500,000
High School for Business and Economic Success	\$ 31,600
Balance Available	\$ 2,968,400
Gross Working Budget	\$ 95,106,600
Net Balance Available	\$ 26,393,400

Houston ISD 2007 Facilities Capital Program Undesignated Cost Summary

Projected Undesignated Costs

Transportable Building Costs (T-Buildings)	\$	44,324,557
Land Acquisition and Associated Costs	\$	7,259,398
Additional Project Scope	\$	14,169,302
Program-Wide Costs	\$	3,335,617
Total Projected Undesignated Costs		\$ 69,088,874

Budgeted Reserves

Program Reserve	\$	12,115,000
Total Reserve Funds in Project Budgets	\$	61,045,636
Total Budgeted Reserve Funds		\$ 73,160,636

Budgeted Construction Contingency

Total Construction Contingency Funds in Project Budgets	\$ 44,646,620
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NOTE:

The summary of undesignated costs are based on issues that are known as of October 5, 2010.
It represents our best judgement of current and future costs associated with issues known to us today.



**2007 Facilities Capital Program
Cost Review**

TEA	Campus	T-Bldg Total	Land Board Approved Amounts	Additional Scope (Board Approved Shaded)	Total	Comments
NEW CONSTRUCTION						
103	Allen/Kennedy ES	1,342,335		100,000	1,442,335	Flood zone mitigation; T-bldgs.
104	Alameda ES	3,361,205			3,361,205	T-bldgs.
109	Berry ES	254,494			254,494	T-bldgs.
135	Crockett ES	11,650	119,970	1,000,000	1,131,620	Capacity increase 411 to 608; prior bond funds for land
136	Cunningham ES	768,687	32,712		801,399	T-bldgs.; Land cost is PFC fee
137	De Chaumes ES	2,333,295			2,333,295	T-bldgs.
383	DeAnda ES	0	32,712		32,712	Land cost is PFC fee
238	Dogan/Scott ES	1,153,549	1,634,511		2,788,060	T-bldgs.; Land
162	Gregg ES	2,666,922			2,666,922	T-bldgs.
173	Herod ES	704,647			704,647	T-bldgs.
348	Houston Academy for International Studies	44,890		700,000	744,890	J. W. Jones renovation for Central Early College High School
194	Lewis ES	4,812,882	1,577,570	2,000,000	8,390,452	Capacity increase 904 to 1004; T-bldgs. (incl. Bellfort students); Land
199	Lovett ES	949,678			949,678	T-bldgs.
308	North Early College HS	224,120			224,120	
216	Patterson ES	1,651,297		2,000,000	3,651,297	Capacity increase 750 to 904; T-bldgs.
217	Peck ES	1,080,774	68,173	1,000,000	2,148,947	Soil mitigation; Land cost is PFC fee
219	Piney Point ES	172,117		4,000,000	4,172,117	T-bldgs.
382	Reagan PK-8	0	1,870,000		1,870,000	Scope change MS to PK-8; Land
231	Roosevelt ES	154,869	32,712	525,552	713,133	Flood zone mitigation; T-bldgs.; Land cost is PFC fee
240	Sherman/Crawford ES	367,731	1,790,000		2,157,731	T-bldgs.; Land
242	Smith, K. ES	2,135,148	101,038		2,236,186	T-bldgs.; Land; see also partial replacement option in row 98 below
285	Valley West ES	916,782			916,782	T-bldgs.
Total New Construction		\$25,107,074	\$7,259,398	\$11,325,552	\$43,692,024	

**2007 Facilities Capital Program
Cost Review**

TEA	Campus	T-Bldg Total	Land Board Approved Amounts	Additional Scope (Board Approved Shaded)	Total	Comments
RENOVATIONS						
274	Askew ES	164,675			164,675	
107	Barrick ES	313,564			313,564	
295	Benavidez ES	146,322			146,322	
268	Benbrook ES	208,205			208,205	
122	Burbank MS	1,017,673		500,000	1,517,673	Electrical upgrade for exist. T-bldgs., asbestos, unforeseen conditions
048	Clifton MS	338,376			338,376	
144	Durkee ES	247,669			247,669	
078	Fleming MS	42,984			42,984	
047	Fonville MS	594,901			594,901	
004	Furr HS	425,388			425,388	
068	Grady MS	631,172			631,172	
164	Grimes ES	120,275			120,275	
167	Harris, R.P. ES	238,993			238,993	
170	Helms ES	152,843			152,843	
175	Hobby ES	153,270			153,270	
053	Hogg MS			400,000	400,000	Elevator tower
050	Holland MS	235,362			235,362	
054	Jackson MS	422,161			422,161	
055	Johnston MS	324,683			324,683	
079	Key MS			1,943,750	1,943,750	Restore bond funds for Magellan scope not included in emergency repairs; windows, HVAC
263	Law ES	133,530			133,530	
201	MacGregor ES	438,101			438,101	
010	Madison HS	328,935			328,935	
061	Marshall MS	379,432			379,432	
289	Martinez, C. ES	201,054			201,054	

**2007 Facilities Capital Program
Cost Review**

TEA	Campus	T-Bldg Total	Land Board Approved Amounts	Additional Scope (Board Approved Shaded)	Total	Comments
RENOVATIONS, CONTINUED						
264	Mitchell ES	212,430			212,430	
210	Northline ES	399,724			399,724	
212	Oates ES	162,863			162,863	
213	Osborne ES	412,936			412,936	
232	Ross ES	131,954			131,954	
234	Rusk ES	88,788			88,788	
237	Scarborough ES	245,497			245,497	
024	Scarborough HS	428,147			428,147	
017	Westbury HS	117,032			117,032	
020	Yates HS	278,542			278,542	
	T-Bldg Projected Costs - Renovations	9,480,000			9,480,000	
	Total for Renovation Projects	\$19,217,483	\$0	\$2,843,750	\$22,061,233	
	Total for New Const. and Renovation Projects	\$44,324,657	\$7,259,398	\$14,169,302	\$65,753,257	
MISCELLANEOUS PROGRAM-WIDE COSTS						
	Design Standards			225,500	225,500	PBK Architects
	Prolog Mgt. Program			775,000	775,000	Includes Renewal Costs and training/support for 2011-2014
	Business Developmt.			510,750	510,750	A. O. Phillips Contract (MWBE Business Development)
	LEED Certification			58,019	58,019	Carol Vick and Rice & Gardner
	Security Analysis			49,750	49,750	Infrastructure Associates and Hill & Swart (fencing)
	T-building Tech & Misc.			1,716,598	1,716,598	Technology for t-buildings, advertisements, misc.
	Total Misc. Costs				\$3,335,617	

TOTAL PROJECTED UNDESIGNATED COSTS \$ 69,088,874

**2007 Facilities Capital Program
Cost Review**

TEA	Campus	T-Bldg Total	Land Board Approved Amounts	Additional Scope (Board Approved Shaded)	Total	Comments
OTHER IDENTIFIED NEEDS NOT INCLUDED IN 2007 CAPITAL PROGRAM						
	Science Items 4th Year			529,884	529,884	Restore funding
003	Davis HS			500,000	500,000	Auditorium foundation
045	Deady MS			1,035,000	1,035,000	Flooring; lightning protection; roof repair; electrical; HVAC
	Dyer stadium			300,000	300,000	Drainage
291	Gallegos ES			1,115,000	1,115,000	Roof; HVAC controls
170	Helms ES			135,000	135,000	HVAC
050	Holland MS			1,210,000	1,210,000	HVAC; storefront replacement
008	Lamar HS			1,500,000	1,500,000	Roof and pool Equip
220	Pleasantville ES			2,546,000	2,546,000	Roof; windows; HVAC
234	Rusk ES			945,000	945,000	Foundation repair, window replacement
024	Scarborough HS			720,000	720,000	HVAC
242	Smith, K. ES			3,950,000	3,950,000	Partial replacement option; capacity increase 750 to 904
098	Stevenson MS			1,430,000	1,430,000	Roof repair; foundation stabilization; flooring; dimmers
248	Sutton ES			750,000	750,000	Replace unit ventilators; drainage; misc. deficiencies
015	Waltrip HS			720,000	720,000	HVAC
257	Whidby ES			500,000	500,000	Student drop-off, front entrance
019	Worthing HS			1,300,000	1,300,000	Roof
020	Yates HS			1,200,000	1,200,000	Roof
	Total	\$0	\$0	\$20,385,884	\$20,385,884	

NOTE:

To date the Board of Education has authorized the expenditure of \$31.7 million for T-Buildings related to the bond program. The BOE has also authorized several other scope changes included in the above analysis. We continue to review the files to see if additional items have received BOE approval.

Financial Summary

to be presented at the meeting

Indicators	Target Year Open/Completed	Project/School/Facility	Project Team	General Overview	Phase	% Complete	Status/Issues/Actions
	2009	Central Early College (Houston Academy for International Studies)	HISD Team utilizing JOC and other annual Contracts HISD PM: Travis Stanford / Lloyd Hart	Renovation of former J. W. Jones Elementary School for Houston Academy for International Studies	W	100	Renovation is complete
		Dyer Stadium Track	Architect: Johnston Contractor: Vibra-Wheel Sports LTD CMPA: Johnston / Bill Moses	Track replacement	W	100	Construction complete and 1 year warranty period complete.
		Ashtford Elementary School	Architect: PMP Architects CSP Contractor: Martin-Harris Construction CMPA: Rice and Gardner / John Engle	Renovations include: safety/security systems improvements, MEP systems improvements, lighting, window replacements, PA system, and ADA code compliance.	C	99	Project is substantially complete. Storefront & electrical switchgear to be complete Jan 2011.
	2010	Benavidez Elementary School	Architect: Pluger Architects CSP Contractor: Prime Contractor CMPA: Rice and Gardner / Jim Blake	Renovations include: safety/security systems improvements, MEP systems improvements, and ADA code compliance.	C	99	Close out documents are going to the Architect.
		Bush Elementary School	Architect: PMP Architects CSP Contractor: Martin-Harris Construction CMPA: Rice and Gardner / John Engle	Renovations include: safety/security systems improvements, MEP systems improvements, bathrooms upgrade, carpeting, PA system, and ADA code compliance.	C	99	Project is substantially complete.
		Crockett Elementary School	Architect: Nafex Architects CMAR: Comex Corp. HISD PM: Travis Stanford / Lloyd Hart	New 14,500 SF Addition and Renovation	C	75	Reroof needed over kitchen, theft/vandalism reported to CMAR's insurance; cafeteria floor needs leveling
		Daily Elementary School	Architect: RHW Architects Contractor: Desert Eagle dba Panorama HISD PM: Meredith Smith / Hector Moreno	Site improvements, parking expansion	B	99	Construction of parking expansion to begin fall of 2010
		Grogg Elementary School	Architect: Hermes Architects CMAR: Anslow Bryant Construction HISD PM: Travis Stanford	750 Student Elementary School Replacement	C	75	Construction is proceeding with application of interior painting, installation of casework, door hardware, light fixtures and plumbing trim out.
		Patterson Elementary School	Architect: Sustata Associates CMAR: Cadence McShane Construction HISD PM: Travis Stanford	900 Student Elementary School Replacement	C	75	Contractor is completing site work and interior finishes.
		Pinney Point Elementary School	Architect: V.L.K Architects CMAR: Telleson Builders HISD PM: Bruce Green	1000 Student Elementary School Replacement	W	8	School opened in August.
		Rice K-8 (La Escuela Rice)	Architect: V.L.K Architects CSP Contractor: Martin Harris Construction CMPA: AECOM / Ken English	Renovations include: safety/security systems improvements, MEP systems improvements, exterior and interior finishes, and ADA code compliance. Replacement of fire alarm, intrusion alarm, intercom systems, stage lighting, and auditorium sound system.	C	99	Construction complete and project is being closed out.
		Tracks Turf, Misc.	In-house Team HISD PM: Travis Stanford	Turf Repair and Replacement	-	-	Turf repair or replacement at Barnett and Butler Stadium. Work is in final close-out
		Westside High School	Contractor: JOC Contractor CMPA: Rice and Gardner / Jim Rice	Trustee allocation approved on 01-07-10 for tennis court and general facility improvements.	C	50	Installation of a dining canopy and wrestling room repairs and resurfacing of the existing tennis courts are complete. The design for the installation of two new tennis courts and replacement of swimming pool touch pads are also complete.
	2011	Alameda Elementary School	Architect: Archi*Technic/3 CMAR: Satterfield & Pontikes HISD PM: Travis Stanford	750 Student Elementary School Replacement	C	40	Steel is being detailed. chilled water piping is 70% complete and installation of the sprinkler system is 20% completed.
		Anderson Elementary School	Architect: SHW Group CSP Contractor: TBD CMPA: Rice and Gardner / John Engle	Renovations include: safety/security systems improvements, MEP systems improvements, lighting, interior finishes, bathrooms upgrade, parking lot repair, and ADA code compliance.	B	35	Competitive Sealed Proposal (CSP) will be received on 10-28-10 and recommendation to the Board is planned for December 2010.
		Askew Elementary School	Architect: PMP Architects CSP Contractor: TBD CMPA: Rice and Gardner / John Engle	Renovations include: safety/security systems improvements, MEP systems improvements, lighting, window replacements, ceiling, PA system, and ADA code compliance.	D	95	100% Construction Documents (CDs) at the City of Houston (COH) for permit review and project estimate is on budget. CSP's will be received on 01-06-11.
		Atherton Elementary School	Architect: IDG Architects CMAR: Cadence McShane Construction HISD PM: Travis Stanford / Lloyd Hart	750 Student Elementary School Replacement	D	95	Plans have been submitted to the COH for permit.
		Barrick Elementary School	Architect: PBK Architects CSP Contractor: Prime Construction CMPA: Turner/Trevino	Renovations include: safety/security systems improvements, MEP systems improvements, window replacements, roof replacement and ADA code compliance.	C	20	C-Wing roofing completed. Other C-Wing classroom upgrades in progress.
		Bellfort Academy	Architect: Kirksey Architects CSP: Dymatis HISD PM: Meredith Smith / Hector Moreno	Renovation of former clinic for 360 Pre-K and Kindergarten Students (Prior Use for 4 and 5 Grade Classrooms which will be replaced at Lewis Elementary)	B	99	Construction contract routed for signature
		Berry Elementary School	Architect: Gensler CMAR: Gamma Construction HISD PM: Bruce Green	750 Student Elementary School Replacement	C	45	Exterior finishes in progress. Interior partitions being installed. Roof is complete.

Indicators	Target Year Open/ Completed	Project/School/Facility	Project Team	General Overview	Phase	% Complete	Status/Issues/Actions
		Burbank Middle School	Architect: Kirksey Architects CMAR: Gamma Construction CMPA: Turner/Trevino	Renovations include: safety/security systems improvements, MEP systems improvements, lighting up-grade, roof replacement, additional parking, and ADA code compliance.	C	28	Building E ceilings, flooring, lighting, and roofing is complete. Work starting in Building C where renovation of band hall is in progress.
		Clemente Martinez Elementary School	Architect: PDG Architects Contractor: TBD CMPA: Turner/Trevino	Renovations include: safety/security systems improvements, MEP systems improvements, and ADA code compliance.	C	1	General Contractor's contract has been signed. Work to start upon completion of temporary buildings.
		Cunningham Elementary School	Architect: Page Southerland Page CMAR: Dymallya Construction HISD PM: Bruce Green	750 Student Elementary School Replacement	C	1	NTP has been issued to the Contractor
		Davis High School	Architect: PDG Architects CSP Contractor: Martin-Harris Construction CMPA: Turner/Trevino	Renovations include: safety/security systems improvements, MEP systems improvements, and ADA code compliance.	D	100	General Contractor's contract has been signed. Architect preparing design for temporary buildings. Need permit on temporary buildings to issue Notice to Proceed to General Contractor.
		DeAnda Elementary School	Architect: Prologix Architects CMAR: Turner Construction Company HISD PM: Meredith Smith/Hector Moreno	New 750 Student Elementary School	C	5	Site cleared, detention pond excavated; building pad completed & tested.
		DeChaumes Elementary School	Architect: ArcTec Associates, Inc. CMAR: Durdtech, L.P. HISD PM: Bruce Green	750 Student Elementary School Replacement	C	50	Exterior finishes in progress. Interior partitions being installed. Roof is complete.
		Emerson Elementary School	HISD Team utilizing JOC and other annual Contracts	Trustee allocation approved on 01-07-10 for parking improvements.	P	95	Planning and location of additional parking underway with Principal.
		Field Elementary School	Architect: Hill & Swart Architects, Inc. CSP Contractor: TBD CMPA: AECOM / Roy Tunnell	Renovations include: safety/security systems improvements, MEP systems improvements, lighting, fencing, restrooms upgrade, interior finishes, PA system, and ADA code compliance.	B	50	Building permit approved. Issued for CSP on 8/27.
		Foerster Elementary School	Architect: Hermes Architects CSP Contractor: TBD CMPA: Rice and Gardner / Shauna Gagneaux	Renovations include: safety/security systems improvements, MEP systems improvements, site work, exterior and interior finishes, technology systems improvement, and ADA code compliance	B	90	Competitive Sealed Proposal (CSP) review in progress.
		Fondren Middle School	Architect: SHW Group CSP Contractor: TBD CMPA: Rice and Gardner / John Engle	Renovations include: safety/security systems improvements, lighting, window replacements, PA system, and ADA code compliance.	B	35	Competitive Sealed Proposal (CSP) will be received on 10-28-10 and recommendation to the Board is planned for December 2010.
	2011	Fonville Middle School	Architect: PGK, Inc. CSP Contractor: Prime Construction CMPA: Turner/Trevino	Renovations include: safety/security systems improvements, MEP systems improvements, science lab improvements, restroom upgrades, and ADA code compliance revisions.	C	15	Phase one classroom upgrades in progress in 700 wing and in 800 building.
		Frost Elementary School	Architect: ROC Architects CMAR: Cadence McShane Construction HISD PM: Travis Starfield	750 Student Elementary School Replacement	C	50	Ongoing roof blocking, hanging of sheet rock, window, water proofing, plumbing, electrical, HVAC installation work is being performed.
		Grady Middle School	Architect: Gender Architects CMAR: Satterfield & Pontikes CMPA: Rice & Gardner / Robert Barrera	This is an expansion project with two project phases. The first phase will demolish original building, recreation building, and basketball courts. It will include construction of a gym and 2-story administration building. The second phase will remove T-buildings and construct a 2-story academic wing.	C	5	Construction Manager At Risk (CMAR) will be receiving subcontractor bids on 10-19-10. Site demolition work is in progress.
		Henry Middle School	Architect: PBK Architects CSP Contractor: Prime Construction CMPA: Turner/Trevino	Renovations include: safety/security systems improvements, MEP systems improvements, window replacements, science lab improvements, restroom upgrades, and ADA code compliance.	C	10	Electrical panel upgrades are in progress. Window replacement in progress in classrooms.
		Herod Elementary School	Architect: Kirksey Architects CMAR: Anslow Bryant Construction HISD PM: Meredith Smith	750 Student Elementary School Replacement	C	80	Roof and exterior brick complete; windows and storefront 95% complete; prime coat paint in progress.
		Horn Elementary School	Architect: English + Associates CMAR: Dymallya Construction HISD PM: Meredith Smith	750 Student Elementary School Replacement	C	25	Concrete drive placed, steel and site work in progress; duct bank and grease trap installed.
		Kashmere High School	Architect: Smith and Company Architects Contractor: TBD CMPA: Turner/Trevino	Renovations include: safety/security systems improvements, MEP systems improvements, roof repairs, science laboratory upgrades, and ADA code compliance.	D	60	In the Design Development Phase of Design.
		Kelso Elementary School	Architect: Smith & Company Architects CSP Contractor: TBD CMPA: Aliser / Ricky Harrell	Renovations include: safety/security systems improvements, electrical systems improvements, plumbing systems improvements, and ADA code compliance.	D	95	CCTV complete. 100% CD approved. Drawings re-submitted to City for permit on 9/21.
		Lanier Middle School	Architect: Nator Architects CSP Contractor: TBD CMPA: AECOM / Tim Beatty	Renovations include: safety/security systems improvements, MEP systems improvements, closed circuit television system, exterior doors, interior finishes, and ADA code compliance.	B	95	CSP evaluation completed. Preparing recommendation for Board approval.
		Lee High School	Architect: Smith and Company Architects CSP Contractor: TBD CMPA: Rice and Gardner / Shauna Gagneaux	Renovations include: safety/security systems improvements, MEP systems improvements, lighting, doors, elevator controls, PA system, and ADA code compliance.	D	95	100% Construction Documents (CD's) at the City of Houston (COH) for permit review and project estimate is on budget. CSP's will be received on 11-02-10.

Indicators	Target Year Open/ Completed	Project/School/Facility	Project Team	General Overview	Phase	% Complete	Status/Issues/Actions
		Lewis Elementary School	Architect: Molina Walker Architects CMAR, Diynalla Construction HISD PM: Travis Stanford	804 Student Elementary School Replacement (Grades 1-5; refer to C-360 for Bellfort Academy for PreK and Kindergarten)	C	20	Structural steel erection detailing in areas A and C is in progress. Lime stabilization work for the west parking lot and driveway is in progress
		Long Middle School	Architect: VLK Architects CSP Contractor: TBD CMPA, Rice and Gardner / Shauna Gagneaux	Renovations include: safety/security systems improvements, MEP systems improvements, lighting, interior finishes, door and window replacements, elevator controls, paving repairs, roof repairs, PA system, and ADA code compliance. This project will add a new entry, marquee, and canopy for buses.	D	100	Notice to Proceed (NTP) issued and contractor is mobilizing on site.
		Love Elementary School	Architect: Nalox Corporation Architects CSP Contractor: TBD AECOM: Tim Beally	Renovations include: safety/security systems improvements, MEP systems improvements, closed circuit television system, flooring, walkway canopy, additional parking, PA system, and ADA code compliance.	B	90	CSP evaluation completed. Preparing recommendation for Board approval.
		Lovett Elementary School	Architect: PGAL CMAR, Dynalla Construction HISD PM: Meredith Smith	750 Student Elementary School Replacement	C	90	Steel erection complete; ductwork in progress. Brick delivered to site; sheathing and waterproofing in progress
		Marshall Middle School	Architect: PDG Architects Contractor: Martin-Harris Construction CMPA, Turner/Trevino	Renovations include: safety/security systems improvements, MEP systems improvements, restrooms upgrade, science laboratory upgrades, and ADA code compliance.	C	1	General Contractor's contract is signed and Notice to Proceed has been issued. Abatement work upcoming
		McNamara Elementary School	Architect: PDG Architects CSP Contractor: Fort Bend Mechanical CMPA, Rice and Gardner / Jim Blake	Renovations include: safety/security systems improvements, MEP systems improvements, lighting, interior and exterior repairs/finishes, PA system, and ADA code compliance.	C	59	Flooring and paint is complete. Administrative area has been renovated. Mechanical system upgraded. Windows will be installed beginning on 10-24-10 and work will be performed after hours.
		Memorial Elementary School	Architect: Hill & Swart Architects, Inc. CSP Contractor: TBD CMPA, AECOM / Roy Tunnell	Renovations include: safety/security systems improvements, MEP systems improvements, lighting, fencing, elevator, restrooms upgrade, and ADA code compliance.	B	50	Building permit approved. Issued for CSP on 9/27.
		Milne Elementary School	Architect: SHW Group CSP Contractor: TBD CMPA, Rice and Gardner / John Engle	Renovations include: safety/security systems improvements, MEP systems improvements, and ADA code compliance.	B	35	Competitive Sealed Proposal (CSP) will be received on 10-26-10 and recommendation to the Board is planned for December 2010. Building permit has been approved by the City of Houston (COH)
		Northline Elementary School	Architect: SHW Group Contractor: DT Construction CMPA, Turner/Trevino	Renovations include: safety/security systems improvements, MEP systems improvements, additional parking, new front driveway, and ADA code compliance.	C	25	Phase one work in progress includes flooring, roof top mechanical units, painting, and electrical panel replacement. Electrical shut downs scheduled for electrical transformer change out. Phase one front drive is being completed
	2011	Osborne Elementary School	Architect: PGAL Architects Contractor: TBD CMPA, Turner/Trevino	Renovations include: safety/security systems improvements, MEP systems improvements, restroom upgrades, elevator installation, and ADA code compliance.	B	80	Bids received. Pending recommendation to the Board
		Peck-MacArthur Elementary School	Architect: Taft Architects CMAR, Turner Construction Company HISD PM: Travis Stanford Madisa Hollingsworth	750 Student Elementary School Replacement (Consolidation on Peck Elementary Campus)	C	5	Soil remediation in progress.
		Poe Elementary School	Architect: Nalox Corporation Architects CSP Contractor: TBD AECOM: Tim Beally	Renovations include: safety/security systems improvements, MEP systems improvements, new closed circuit television system, PA system, and ADA code compliance.	B	95	CSP evaluation completed. Preparing recommendation for Board approval.
		Roosevelt Elementary School	Architect: RWS Architects CMAR, Gamma Construction HISD PM: Bruce Green	750 Student Elementary School Replacement	C	10	The building pad has been completed. The contractor is in the process of drilling piers.
		Shadowlark Elementary School	Architect: PMP Architects CSP Contractor: TBD CMPA, Rice and Gardner / John Engle	Renovations include: safety/security systems improvements, MEP systems improvements, PA system, flooring replacement, and ADA code compliance.	D	95	100% Construction Documents (CDs) at the City of Houston (COH) for permit review and project estimate is on budget. CSPs will be received on 01-05-11.
		Shapshawn High School	Architect: PDG Architects CSP Contractor: Fort Bend Mechanical CMPA, Rice and Gardner / John Engle	Renovations include: safety/security systems improvements, MEP systems improvements, science laboratory upgrades, PA system, and ADA code compliance.	C	25	Windows are ordered. Mechanical submittals are 80% complete. RTU installed 9-15-10. Boy's & girl's locker rooms are 80% complete.
		Valley West Elementary School	Architect: PMP Architects CMAR, Satterfield & Pontikes HISD PM: Bruce Green	New 36,000 SF Addition and Renovation	C	85	Windows have been installed. Exterior finishes complete. Interior partitions complete. Mechanical systems in progress.
		Welch Middle School	Architect: Hermes Architects CSP Contractor: TBD CMPA, Rice and Gardner / Shauna Gagneaux	Renovations include: safety/security systems improvements, MEP systems improvements, paving repairs, interior finishes, and ADA code compliance. This project will add additional parking, marquee, and a canopy for bus drop-off.	B	90	Competitive Sealed Proposal (CSP) review in progress.
		Wharton Elementary School	Architect: Parra Design Group Contractor: TBD HISD PM: Travis Stanford / Lloyd Hart	Trustee allocations approved for general campus improvements.	D	60	CCTV system installed. New blinds installed; new lab furniture ordered; new marquee 20% installed; 60% CDs complete for interior
		White Elementary School	Architect: Smith and Company Architects CSP Contractor: TBD CMPA, Rice and Gardner / Shauna Gagneaux	Renovations include: safety/security systems improvements, MEP systems improvements, lighting, door and window replacements, interior finishes, PA system, and ADA code compliance. This project will add a marquee and canopy for bus drop-off.	D	95	100% Construction Documents (CDs) at the City of Houston (COH) for permit review and project estimate is on budget. CSPs will be received on 11-02-10.
	2012	Alcott Elementary School	Architect: Merriam Holt Architects CSP Contractor: TBD CMPA, Alser / Jeffrey Tenyson	Renovations include: safety/security and MEP improvements, lighting, door and window replacements, interior finishes, bathrooms upgrade, walkways and ADA code compliance.	D	60	DD Approved 8/10/10. Project to be packaged with Garden Villas, Rhoads and Woodson.

Indicators	Target Year Open/Completed	Project/School/Facility	Project Team	General Overview	Phase	% Complete	Status/Issues/Actions
		Allen Elementary School	Architect: Matrix Spencer Inc. CMAR: Comex Corp. HISD PM: Bruce Green	750 Student Elementary School Replacement (Consolidation with Kennedy Elementary School)	B	99	Anticipate NTP to be issued in October. Documents are in the final phase of permitting.
		Attucks Middle School	Architect: STQA Architects CSP Contractor: TBD CMPA: Alser / Ricky Harrell	Renovations include: safety/security systems improvements, MEP systems improvements, door and window replacements, science laboratory upgrades, and ADA code compliance.	B	75	100% CD approved. Task 2 Hazmat completed. CCTV & fencing to be done by annual vendors. Project was bid on 9/8 along with Jones HS. Both projects will be rebid due to mechanical issues requiring additional design.
		Austin High School	Architect: AUTOARCH Architects CSP Contractor: TBD CMPA: Johnston / Bill Moses	Renovations include: safety/security systems improvements, MEP systems improvements, and ADA code compliance.	D	70	60% CD Phase Package in final review. CCTV upgrades substantially complete. Safety and security scope review assigned to AE.
		Barnett Stadium	Architect: Nalex Architects CSP Contractor: TBD CMPA: Alser / Ruben Martinez	Renovations include: safety/security and MEP improvements, asphalt paving, site drainage improvements, sidewalks, fencing, PA systems, and ADA code compliance.	D	60	DD approved 8/27. Value Engineering is under way to address unforeseen FEMA work (flood gates and back-up generators for pumps).
		Bellaire High School	Architect: Gensler Architects CMAR: Satterfield & Pontikes CMPA: Rice & Gardner / Jim Blake	Renovations include: safety/security systems improvements, MEP systems improvements, interior finishes, installation of two elevators, parking lot and driveway replacement, new school entrance and ADA code compliance.	D	95	95% Construction Documents (CD's) are complete and Special Use Permit (SUP) has been approved by the City of Bellaire. Scheduled for Construction Manager At Risk (CMAR) Subcontractor Bids on 11-16-10.
		Benbrook Elementary School	Architect: cre8 Incorporated CSP Contractor: TBD CMPA: AECOM / Roy Tunnell	Renovations include: safety/security systems improvements, MEP systems improvements, fencing, lighting, interior finishes, installation of an elevator, and ADA code compliance.	B	98	CSP evaluation completed. Preparing recommendation for Board approval.
		Black Middle School	Architect: Fehr Grossman Cox Architects CSP Contractor: TBD CMPA: AECOM / Dan Garrett	Renovations include: safety/security systems improvements, MEP systems improvements, interior finishes, installation of two elevators, parking lot and driveway replacement, new school entrance and ADA code compliance.	B	98	CSP evaluation completed. Preparing recommendation for Board approval.
		Browning Elementary School	Architect: Ambrose and House Architects, L.L.P. CSP Contractor: TBD CMPA: AECOM / Ron McGowan	Renovations include: safety/security systems improvements, MEP systems improvements, electrical improvements, suspended ceiling, exterior wall finishes, PA system, door hardware, restrooms upgrade, paving improvements, and ADA code compliance.	D	70	Design Development package reviewed and Construction Documents are under way.
		Burnet Elementary School	Architect: AUTOARCH Architects CSP Contractor: TBD CMPA: Johnston / Bill Moses	Renovations include: safety/security systems improvements, MEP systems improvements, and ADA code compliance.	D	70	60% CD Phase Package in final review by AE. CCTV upgrades substantially complete. Safety and security for playground fair material complete.
		Burnus Elementary School	Architect: Llewellyn-Davis Salini CSP Contractor: TBD CMPA: Turner/Trevino	Renovations include: safety/security systems improvements, MEP systems improvements, window system upgrades, and ADA code compliance.	D	85	In the Design Development Phase
		Butler Stadium	Architect: Nalex Architects CSP Contractor: TBD CMPA: Alser / Ruben Martinez	Renovations include: safety/security and MEP improvements, asphalt paving, sidewalks, fencing, PA systems, and ADA code compliance.	D	60	DD approved. Hazmat Task 1 & 2 complete. Topo survey is complete.
		Carnegie Vanguard High School	Architect: RMR Architects CMAR: Turner Construction HISD PM: Meredith Smith/Hector Moreno	600 Student High School Replacement on Property Adjacent to Gregory-Lincoln Education Center	D	75	Design nearly complete. Application for permit within 30 days.
		Carrillo Elementary School	Architect: Sustata Architects CSP Contractor: TBD CMPA: Johnston	Renovations include: safety/security systems improvements, MEP systems improvements, and ADA code compliance.	D	71	AE completed 60% CD Phase proceeding with 100% Construction Documents. CCTV upgrades substantially complete. Safety and security fair material for playgrounds is complete. Safety and security scope review assigned to AE.
		Clifton Middle School	Architect: cre8 Incorporated CSP Contractor: TBD CMPA: AECOM / Roy Tunnell	Renovations include: safety/security systems improvements, MEP systems improvements, fencing, bus drive, bus canopy, additional parking, paving repairs, lighting, interior finishes, restrooms upgrade, partial roof replacement and ADA code compliance.	B	98	CSP evaluation completed. Preparing recommendation for Board approval.
		Crespo Elementary School	Architect: Proznj Architects CSP Contractor: TBD CMPA: Johnston / Aaron Noto	Renovations include: safety/security systems improvements, MEP systems improvements, and ADA code compliance.	D	70	60% CD Phase is complete. CCTV upgrades substantially complete. Safety and security fair material for playgrounds and fencing complete.
		Delmar Stadium	Architect: Nalex Architects CSP Contractor: TBD CMPA: Alser / Ruben Martinez	Renovations include: safety/security and MEP improvements, asphalt paving, sidewalks, fencing, PA systems, and ADA code compliance.	D	60	DD approved. Hazmat Task 1 & 2 complete. Topo surveys complete.
		DeZavala Elementary School	Architect: Parra Design Group CSP Contractor: TBD CMPA: Johnston / Aaron Noto	Renovations include: safety/security systems improvements, MEP systems improvements, and ADA code compliance.	D	57	60% CD Phase is complete. CCTV upgrades substantially complete. Safety and security asphalt work complete. Safety and security scope review assigned to AE.
		Durfee Elementary School	Architect: PQAL Architects CSP Contractor: TBD CMPA: Turner/Trevino	Renovations include: safety/security systems improvements, MEP systems improvements, roof replacement, window replacements, classroom casework replacement, restroom upgrades, and ADA code compliance revisions.	B	80	Bids received. Pending recommendation to the Board
		Eastwood Academy High School	Architect: Proznj Architects CMAR: Gamma Construction CMPA: Johnston / Aaron Noto	Renovations include: safety/security systems improvements, MEP systems improvements, and ADA code compliance. This project will include an addition to the school.	D	70	AE completed 60% CD Phase proceeding with 100% Construction Documents. CCTV upgrades substantially complete.
		Edson Middle School	Architect: Parra Design Group CSP Contractor: TBD CMPA: Johnston / Aaron Noto	Renovations include: safety/security systems improvements, MEP systems improvements, and ADA code compliance.	D	55	AE in 60% CD Phase. CCTV upgrades substantially complete. Project slightly over budget.

Indicators	Target Year Open/Completed	Project/School/Facility	Project Team	General Overview	Phase	% Complete	Status/Issues/Actions
		Fleming Middle School	Architect: ArcTec Associates, Inc. CSP Contractor: TBD CMPA: AECOM / Roy Tunnell	Renovations include: safety/security systems improvements, MEP systems improvements, lighting, window replacements, interior finishes, fencing, gymnasium bleachers, gym floor, and ADA code compliance.	D	85	Construction Documents approximately 95% complete.
		Furr High School	Architect: Proizgn Architects CSP Contractor: TBD CMPA: Johnston / Daryl Bailles	Renovations include: safety/security systems improvements, MEP systems improvements, and ADA code compliance.	B	10	CSP documents under review.
		Gallaghs Elementary School	Architect: RDC Architects CSP Contractor: TBD CMPA: Johnston / Bill Moses	Renovations include: safety/security systems improvements, MEP systems improvements, and ADA code compliance.	D	67	60% CD Phase is complete. CCTV upgrades substantially complete. Safety and security fall material for playgrounds is complete. Safety and security scope review assigned to AE.
		Grimes Elementary School	Architect: Smith & Company Architects CSP Contractor: TBD CMPA: ATSER / Ricky Harrell	Renovations include: safety/security systems improvements, MEP systems improvements, interior and exterior finishes, additional parking, and ADA code compliance.	B	75	Surveys and Task 2 Hazmat complete. 100% CD approved on 8/12. CSP received on 9/29. HISD to evaluate.
		Grissom Elementary School	Architect: M.B. and Associates, LLC CSP Contractor: TBD CMPA: Alser / Jeffrey Terryson	Renovations include: safety/security and MEP improvements, exterior doors, ceiling, restrooms upgrade, door hardware, PA system, signage, paving repairs, canopy, and ADA code compliance.	D	58	Hazmat Task 1 and site surveys complete. CCTV work completed by annual vendor. DD approved on 8/3/10.
		Hamilton Middle School	Architect: Ambrose and House Architects, L.L.P. CSP Contractor: TBD CMPA: AECOM / Ron McGowan	Renovations include: safety/security systems improvements, MEP systems improvements, exterior doors, door hardware, restrooms upgrade, replacement of new elevator, and ADA code compliance.	D	70	Design Development package reviewed and Construction Documents are under way. Accelerating elevator replacement.
		Harris, JR Elementary School	Architect: Susatka Architects CSP Contractor: TBD CMPA: Johnston / Daryl Bailles	Renovations include: safety/security systems improvements, MEP systems improvements, and ADA code compliance.	D	70	Proceeding with 100% Construction Documents. CCTV upgrades substantially complete. Safety and security fall material for playgrounds is complete.
		Harris, RP Elementary School	Architect: Ambrose and House Architects, L.L.P. CSP Contractor: TBD CMPA: Johnston / Bill Moses	Renovations include: safety/security systems improvements, MEP systems improvements, and ADA code compliance.	D	70	60% CD Phase is complete. CCTV upgrades substantially complete. Safety and security fall material for playgrounds is complete.
		Harvard Elementary School	Architect: Ambrose and House Architects, L.L.P. CSP Contractor: TBD CMPA: AECOM / Ron McGowan	Renovations include: safety/security systems improvements, MEP systems improvements, lighting, exterior, interior doors and hardware, window replacements, restrooms upgrade, fencing, and ADA code compliance.	D	70	Design Development package reviewed and Construction Documents are under way.
		Helms Elementary School	Architect: Fehr Grossman Cox Architects CSP Contractor: TBD CMPA: AECOM / Dan Garrett	Renovations include: safety/security systems improvements, MEP systems improvements, interior finishes, installation of an elevator, restroom upgrades, parking lot and driveway replacement, fencing, and ADA code compliance.	D	90	Plating issues nearing resolution. Payment for abandoned easement being processed to City of Houston.
		Henderson Elementary School	Architect: Susatka Architects CSP Contractor: TBD CMPA: Johnston / Daryl Bailles	Renovations include: safety/security systems improvements, MEP systems improvements, and ADA code compliance.	D	70	AE completed 60% CD Phase proceeding with 100% Construction Documents. CCTV upgrades substantially complete. Safety and security asphalt work complete.
		Herrera Elementary School	Architect: Llewellyn Davis Sahni Contractor: TBD CMPA: Turner/Trevino	This facility will be renovated with a parking lot expansion. Improvements also include interior hardware replacement, select flooring replacement, select restroom upgrades and ADA code compliance.	D	85	In the Design Development Phase of Design, the architect quit the projects and another AE selection process had to be accomplished. This delayed the projects from their original schedules. After the re-selection, the projects are tracking on schedule.
		High School for Performing and Visual Arts	Architect: Susatka Architects CSP Contractor: TBD CMPA: AECOM / Dan Garrett	Renovations include: safety/security improvements, MEP systems improvements, replacement, lighting, interior finishes, ceiling replacement, theater upgrades, and ADA code compliance.	D	85	Review of 60% complete Construction Documents has been performed and returned to AE.
		Hobby Elementary School	Architect: Smith & Company Architects CSP Contractor: TBD CMPA: Alser / Ricky Harrell	Renovations include: safety/security systems improvements, MEP systems improvements, and ADA code compliance.	D	95	CCTV completed by annual vendor. Topo survey is complete. 60% CD approved by HISD on 8/25. Drawings submitted to City for permit.
		Holland Middle School	Architect: Ambrose & House Architects CSP Contractor: TBD CMPA: Johnston / Bill Moses	Renovations include: safety/security systems improvements, MEP systems improvements, and ADA code compliance.	D	70	AE in 60% CD Phase. CCTV upgrades substantially complete. Safety and security fencing complete.
		Houston Math, Science, & Technology Center	Architect: Corgan+PBA Contractor: TBD CMPA: Turner/Trevino	Project includes safety/security systems improvements, MEP systems improvements, addition of an elevator, and ADA code compliance.	D	10	Renovation work is Design Development Phase.
		Isaacs Elementary School	Architect: English + Associates Architects, Inc. CSP Contractor: TBD CMPA: AECOM / Roy Tunnell	Renovations include: safety/security systems improvements, MEP systems improvements, lighting, window replacements, door hardware, additional parking, fencing, roof replacement, ceiling replacement, Classroom millwork, restrooms upgrade, and ADA code compliance.	D	75	Construction Documents are on going.
		Jackson Middle School	Architect: AUTOARCH Architects CSP Contractor: TBD CMPA: Johnston / Bill Moses	Renovations include: safety/security systems improvements, MEP systems improvements, and ADA code compliance.	B	10	CSP documents are at HISD awaiting review.
		Jefferson Elementary School	Architect: Corgan+PBA Contractor: TBD CMPA: Turner/Trevino	Renovations include: safety/security systems improvements, MEP systems improvements, restrooms upgrade, roof repairs, and ADA code compliance.	D	10	In Design Development Phase of design.
		Johnston Middle School	Architect: RWS Architects CSP Contractor: TBD CMPA: Rice and Gardner / Jim Blake	Renovations include: safety/security systems improvements, MEP systems improvements, exterior and interior finishes, science laboratory upgrades, and ADA code compliance.	B	90	Competitive Sealed Proposal (CSP) review in progress.

Indicators	Target Year Open/ Completed	Project/School/Facility	Project Team	General Overview	Phase	% Complete	Status/Issues/Actions
		Jones High School	Architect: STQA Architects CSP Contractor: TBD CMPA: Alser / Ricky Harrell	Renovations include: safety/security and MEP improvements, science laboratory upgrades, PA system, and ADA code compliance. The athletic track will be repaired and resurfaced.	B	75	100% CD approved by HISD 7/15/10. Task 2 Hazmat completed. CCTV & fencing to be done by annual vendors. Project was bid on 8/8 along with Attacks MS. Both projects will be rebid due to mechanical issues requiring additional design on Attacks MS.
		Jordan High School for Careers	Architect: ESPA Contractor: TBD CMPA: Turner/Trevino	Renovations include: safety/security systems improvements, MEP systems improvements, doors and hardware, restroom upgrades, and ADA code compliance.	D	50	In Design Development Phase of design.
		K. Smith Elementary School	Architect: Brave Architects CMAR: Comex Corp. HISD PM: Travis Stanford	Funding is being considered for an addition (to complete the replacement of the campus begun in prior bond program) and an expansion for total campus capacity of 904 students.	B	99	Resolution of scope with matching budget is needed
		Kashmere Gardens Elementary School	Architect: Hill & Swart Architects, Inc. CSP Contractor: TBD CMPA: Turner/Trevino	Renovations include: safety/security systems improvements, new roofing system, MEP systems improvements, doors and hardware, restroom upgrades, and ADA code compliance.	D	50	In Design Development Phase
		Key Middle School	Architect: PTL Inc. Contractor: TBD CMPA: Turner/Trevino	Renovations include: safety/security systems improvements, MEP systems improvements, and ADA code compliance.	D	75	In the Construction Document Phase of design, the architect quit the projects and another AE selection process had to be accomplished. This delayed the projects from their original schedules. After the re-selection, the projects are tracking on schedule.
		Lockhart/Turner Elementary School	Architect: Harrison Kornberg CMAR: Turner Construction HISD PM: Meredith Smith / Hector Moreno	750 Student Elementary School Replacement (Consolidation with Turner Elementary School on the Turner Campus)	D	50	CMAR contract and GMP for demo in progress. 60% Construction Documents in progress.
		Madison High School	Architect: Molina Walker Architects CSP Contractor: TBD CMPA: Alser / Jeffrey Tenneyson	Renovations include: safety/security systems improvements, MEP systems improvements, science infrastructure improvements, and ADA code compliance.	D	95	60% CD approved on 8/12. Site surveys and Hazmat 1 complete. Task 2 Hazmat in progress.
		Martinez, R Elementary School	Architect: English + Associates Architects CSP Contractor: TBD CMPA: Johnston / Bill Moses	Renovations include: safety/security systems improvements, MEP systems improvements, and ADA code compliance.	D	55	60% CD Phase is complete. CCTV upgrades substantially complete. Safety and security scope review assigned to AE.
		Michell Elementary School	Architect: Brave Architects CSP Contractor: TBD CMPA: Alser / Victor Fleming	Renovations include: safety/security systems improvements, MEP systems improvements, bathrooms upgrade, site improvements, library expansion, and ADA code compliance.	D	55	DD approved. Geotech and topo complete.
		Montgomery Elementary School	Architect: Studio Red Architects CSP Contractor: TBD CMPA: Alser / Jeffreyryson	Renovations include: safety/security and MEP improvements, lighting, door and hardware replacements, flooring, restrooms upgrades, PA system, and ADA code compliance.	D	55	DD approved 8/5/10. Site surveys and Hazmat Task 1 complete. Safety/Security items are part of the AE scope of work. Task 2 Hazmat began on 10/14/10. 60% CD for ATSER review received on 10/12/10.
		Ninth Grade Academy (Houston High School)	Architect: Corpan+PBA Contractor: TBD CMPA: Turner/Trevino	Trustees allocation has been approved for this project for addressing the temporary buildings on campus. Project includes safety/security systems improvements.	D	10	In Schematic Design phase. Reviewing program and location options.
		Oates Elementary School	Architect: Suskida Architects CSP Contractor: TBD CMPA: Johnston / Daryl Bailes	Renovations include: safety/security systems improvements, MEP systems improvements, and ADA code compliance.	D	70	Proceeding with 100% Construction Documents. CCTV upgrades substantially complete. Safety and security fall material for playgrounds, fencing and asphalt complete. Safety and security scope review assigned to AE.
		Petersen Elementary School	Architect: Studio Red Architects CSP Contractor: TBD CMPA: Alser / Jeffreyryson	Renovations include: safety/security and MEP improvements, lighting, signage, door and hardware replacements, PA system, fencing, and ADA code compliance.	D	60	DD approved. Site surveys and Hazmat Task 1 complete. Safety and Security items are part of the AE scope of work.
		Pleasantville Elementary School	Architect: RDC Architects CSP Contractor: TBD CMPA: Johnston / Bill Moses	Renovations include: safety/security systems improvements, MEP systems improvements, and ADA code compliance.	D	67	60% CD Phase is complete. CCTV upgrades substantially complete. Safety and security fall material for playgrounds and fencing complete. Safety and security scope review assigned to AE.
		Reagan PreK-8	Architect: PBK Architects CMAR: Anslow Bryant Construction HISD PM: Meredith Smith	New 900 Student PreK-8 (Option for Expansion to 1200 Student Capacity)	D	95	Design Drawings is going through permit approval.
		Rhoads Elementary School	Architect: Merriman Holt Architects CSP Contractor: TBD CMPA: Alser / Jeffrey Tenneyson	Renovations include: safety/security and MEP improvements, lighting, door and window replacements, flooring, restrooms upgrade, roof repair, and ADA code compliance.	D	60	Site surveys complete. CCTV work completed by JOC. DD approved 8/30. Hazmat Task 1 complete. Project to be bid as 4 school package with Abbott ES, Garden Villas ES and Rhoads ES. CMPA is reviewing 60%CD.
		Scarborough Elementary School	Architect: PGAL Contractor: TBD CMPA: Turner/Trevino	Renovations include: safety/security systems improvements, MEP systems improvements, window replacements, classroom casework replacement, addition of an elevator, and ADA code compliance.	B	80	CSP Proposals received. Pending recommendation to the Board
		Scarborough High School	Architect: CDG Architecture & Interior Design, Inc. CSP Contractor: TBD CMPA: AECOM / Dan Garrett	Renovations include: safety/security improvements, MEP systems improvement/ replacement, parking repairs, interior finishes, site work, new school entrance, parking lot/driveway replacement, and ADA code compliance. The athletic track will be repaired and resurfaced.	B	98	CSP evaluation completed. Preparing recommendation for Board approval.
		Scott/Dogan Elementary School	Architect: ESPA CMAR: Casanova McShane Construction HISD PM: Bruce Green / Elena Stephens	750 Student Elementary School Replacement (Consolidation of Scott and Dogan Elementary Schools on the Dogan Campus)	D	50	The team is currently reviewing the impact of the COH request to improve streets on two sides of the campus.
		Sharpstown Middle School	Architect: PDG Architects Contractor: TBD CMPA: Rice and Gardner / John Engle	Renovations include: safety/security systems improvements, MEP systems improvements, science laboratory upgrades, window replacements, PA system, and ADA code compliance.	P	30	Additional funding approved by Board. A/E and principal updating programming and generating new scope.

Indicators	Target Year Open/ Completed	Project/School/Facility	Project Team	General Overview	Phase	% Complete	Status/Issues/Actions
	2012	Sherman/Crawford Elementary School	Architect: Perspectiva CMAR, Comex Corp. HISD PM: Travis Stanford / Lloyd Hart	750 Student Elementary School Replacement (Consolidation of Sherman and Crawford on the Sherman Campus)	D	95	COH is imposing requirement for HISD to include public street improvements as prerequisite for permit. Project is on schedule. A/E is verifying list for LEED credits.
		Southmayd Elementary School	Architect: Perspectiva Architects CMAR, Mvgani Texas, Inc. CMPA: Johnston / Bill Moses	Renovations include: safety/security systems improvements, MEP systems improvements, and ADA code compliance. This project will include an addition to the school.	D	100	100% CD documents in review with AE & CMPA to now include T-building documents before permitting. Awaiting T-Building Design Standards.
		Sterling High School	Architect: Huerta & Associates CSP Contractor: TBD CMPA: Atser / Ricky Harrell	Renovations include: safety/security and MEP improvements, window replacements, science lab upgrades and ADA code compliance. The athletic track will be repaired and resurfaced.	D	60	DD approved on 8/13/10. Site and Hazmat Task 1 surveys complete. CCTV and fencing work complete.
		Sugar Grove Academy	Architect: Courtney/Harper + Partners CMAR, TBD HISD PM: Meredith Smith	Modification of former elementary school for middle school students, science room renovations, new gymnasium	P	50	In planning phase. Science room modifications scheduled for Summer 2011. Anticipate completion of gymnasium design by Summer 2011.
		Sutton Elementary School	Architect: Plieger Architects CSP Contractor: TBD CMPA: Rice and Gardner / Robert Barrera	Renovations include: safety/security systems improvements, MEP systems improvements, exterior finishes, and ADA code compliance.	D	85	100% Construction Documents (CD) received and they are at the City of Houston (COH) for permit. Cost estimate are underway.
		Thomas Middle School	Architect: ArchiTechnic3 CSP Contractor: TBD CMPA: Atser / Victor Fleming	Renovations include: safety/security systems improvements, MEP systems improvements, bathrooms upgrade, science laboratory upgrade, window replacements, and ADA code compliance.	D	40	Geotech is complete. Temporary shower and restroom facilities for special population is complete. School is in 500 year flood plain. City permit approved for rooms 108/110 renovation work.
		Washington High School	Architect: PTI, Inc. Contractor: CMPA, Turner/Trevino	Renovations include: safety/security systems improvements, MEP systems improvements, window replacements, classroom casework replacement, addition of an elevator, and ADA code compliance.	D	90	In the Schematic Design Phase of Design.
		Westbury High School	Architect: RWS Architects CSP Contractor: TBD CMPA: Rice and Gardner / Jim Blake	Renovations include: safety/security systems improvements, MEP systems improvements, science laboratory upgrades, PA system, and ADA code compliance.	B	90	Competitive Sealed Proposal (CSP) review in progress.
		Whidby Elementary School	Architect: Brown Reynolds Watford Architects CSP Contractor: TBD CMPA: Atser / Victor Fleming	Renovations include: safety/security systems improvements, MEP systems improvements, lighting, window replacements, bathrooms upgrade, and ADA code compliance.	D	55	Design Development is complete. Moving forward with Construction Documents Phase.
		Whittier Elementary School	Architect: Proznig Architects CSP Contractor: TBD CMPA: Johnston / Aaron Noto	Renovations include: safety/security systems improvements, MEP systems improvements, and ADA code compliance.	D	70	60% CD Phase is complete. CCTV upgrades substantially complete. Safety and security fall material for playground, fencing and asphalt work complete. Safety and security scope review assigned to AE.
		Woodson Middle School	Architect: Merriman Holt Architects CSP Contractor: TBD CMPA: Atser / Jeffrey Tennyson	Renovations include: safety/security systems improvements, MEP systems improvements, restrooms upgrade, roof repairs, PA system, fencing, pavement repair, and ADA code compliance.	D	60	Site surveys complete. CCTV work completed by JOC. DD approved 8/30. Hazmat Task 1 complete. Project to be bid as 4 school package with Alcott ES, Garden Villas ES and Rhoads ES. CMPA is reviewing 80%CD.
		Yates High School	Architect: Harrison Kornberg CSP Contractor: TBD CMPA: Atser / Victor Fleming	Renovations include: safety/security systems improvements, exterior window replacements, and ADA code compliance. The athletic track will be repaired and resurfaced.	D	95	100% CD approved on 9/16. Current costs for exterior windows exceed the budget. Windows to be bid as alternate.
	2013	Burbank Elementary School	Architect: TBD CSP Contractor: TBD CMPA: Turner/Trevino	Renovations include: safety/security systems improvements, MEP systems improvements, and ADA code compliance.	P	5	Architect not yet selected.
		Davila Elementary School	Architect: Molina Walker Architects CSP Contractor: TBD CMPA: Johnston / Aaron Noto	Renovations include: safety/security systems improvements, MEP systems improvements, and ADA code compliance.	D	37	AE completed SD Phase and proceeding with DD. CCTV upgrades substantially complete. Safety and security fall material complete. Safety and security scope review assigned to AE.
		Deady Middle School	Architect: Perspectiva Architects CSP Contractor: TBD CMPA: Johnston / Bill Moses	Renovations include: safety/security systems improvements, MEP systems improvements, and ADA code compliance.	D	10	Scope to Budget phase is under final review. Architect continues to evaluate value engineering options.
		Garcia Elementary School	Architect: TBD CSP Contractor: TBD CMPA: Turner/Trevino	Project includes safety/security systems improvements.	P	5	Architect not yet selected.
		Garden Villas Elementary School	Architect: Merriman Holt Architects CSP Contractor: TBD CMPA: Atser / Jeffrey Tennyson	Renovations include: safety/security and MEP improvements, lighting, exterior finishes, signage, flooring, door and window replacements, PA system, stage equipment and ADA compliance.	D	60	Site surveys are complete. CCTV work completed. DD approved by HISD on 8/30. Hazmat Task 1 completed. Packaged with Alcott, Rhoads & Woodson. In 500 yr. plan.
		Lamar High School	Architect: VLK Architects, Inc. CSP Contractor: TBD CMPA: AECOM / Ken English	Renovations include: safety/security systems improvements, MEP systems improvements, interior finishes, door replacements, window repairs, PA system, exterior cleaning, fencing, and ADA code compliance.	D	45	Scope to Budget and Schematic Design approved. Design Development proceeding.
		Lyons Elementary School	Architect: TBD Contractor: TBD CMPA: Turner/Trevino	Project includes safety/security systems improvements.	P	5	Architect not yet selected.
		McReynolds Middle School	Architect: AUTOARCH Architects CMAR, Satterfield & Povich CMPA: Johnston / Bill Moses	Renovations include: safety/security systems improvements, MEP systems improvements, and ADA code compliance. This project will include an addition to the school.	D	10	Scope to Budget phase is under final review. Architect continues to evaluate value engineering options.

Indicators	Target Year Open/ Completed	Project/School/Facility	Project Team	General Overview	Phase	% Complete	Status/Issues/Actions
	2013	Neff / White Relief Elementary School	Architect: Professional Design Group CMAR: Satterfield and Pontikes HISD PM: Meredith Smith	New 750 Student Elementary School (Grades 2-5)	D	60	A/E preparing interior design for presentation.
		Port Houston Elementary School	Architect: STOA Architects CSP Contractor: TBD CMPA: Johnston / Aaron Noto	Renovations include: safety/security systems improvements, MEP systems improvements, and ADA code compliance.	D	39	In DD Phase. CCTV upgrades substantially complete. Safety and security scope review assigned to AE.
		Revere Middle School	Architect: TBD CSP Contractor: TBD CMPA: Rice and Gardner	Renovations include: safety/security systems improvements, MEP systems improvements, science laboratory upgrade, and ADA code compliance. Also, Board members special project for site improvements.	P	20	Group 4 project. Awaiting AE assignment. Site improvements under review. CCTV installation work is complete.
		Ross Elementary School	Architect: PMP, Inc. Contractor: TBD CMPA: Turner/Trevino	Renovations include: safety/security systems improvements, MEP systems improvements, roof repairs, restrooms upgrade, science laboratory upgrades, elevator installation, and ADA code compliance.	P	5	In early Planning Phase.
		Rusk Elementary School	Architect: STOA Architects CMAR: Satterfield & Pontikes Construction CMPA: Johnston / Aaron Noto	Renovations include: safety/security systems improvements, MEP systems improvements, and ADA code compliance. This project will include an addition to the school.	D	30	AE in DD Phase. Held kick-off meeting with CMAR GC (Satterfield & Pontikes) 08-10-10. CCTV upgrades substantially complete. Safety and security fall material complete.
		Stevenson Middle School	Architect: RWS Architects CSP Contractor: TBD CMPA: Johnston / Bill Moses	Renovations include: safety/security systems improvements, MEP systems improvements, and ADA code compliance.	D	40	AE in DD Phase. CCTV upgrades substantially complete. Safety and security scope review assigned to AE.
		Walke High School	Architect: M. Arthur Gensler Jr. & Associates, Inc. CSP Contractor: TBD CMPA: AECOM / Ken English	Renovations include: safety/security systems improvements, MEP systems replacement/ improvements, paving replacement, fencing, lighting, window and curtain wall replacement, auditorium upgrades (curtain wall), interior finishes, bus canopy, and ADA code compliance.	D	85	Construction Documents approximately 80% complete.
		Worthing High School	Architect: Molina Walker CSP Contractor: TBD CMPA: ATSER / Victor Fleming	Project includes a new 2-story classroom addition. Renovations include: safety/security, technology and MEP improvements, roof repairs, and ADA compliance. The athletic track will be repaired.	D	40	Priority 1 roof work needs to be rolled into the renovation portion of the project. Scope to Budget approved on 7/8/10. Revised RFQ for CMAR is under development.
		Cage Elementary School	Architect: TBD CSP Contractor: TBD CMPA: Johnston	Renovations include: safety/security systems improvements, MEP systems improvements, and ADA code compliance.	P	10	Group 4 Project. Awaiting AE assignment. CCTV upgrades substantially complete. Safety and security fall material complete.
		Codwell Elementary School	Architect: TBD CSP Contractor: TBD CMPA: Alser	Renovations include: safety/security systems improvements, MEP systems improvements, lighting, playground equipment, technology improvements, and ADA code compliance.	P	25	AE firm has not been assigned. CCTV installation work completed by annual vendor.
	2014	Condit Elementary School	Architect: TBD CSP Contractor: TBD CMPA: Rice and Gardner	Renovations include: safety/security systems improvements, MEP systems improvements, and ADA code compliance.	P	20	Group 4 project. Awaiting AE assignment. CCTV installation work is complete.
		Dodson Elementary School	Architect: TBD CSP Contractor: TBD CMPA: Alser	Renovations include: safety/security systems improvements, MEP systems improvements, and ADA code compliance.	P	25	AE firm has not been assigned. CCTV installation work was completed by annual vendor.
		Dowling Middle School	Architect: TBD CSP Contractor: TBD CMPA: Alser	Renovations include: safety/security systems improvements, MEP systems improvements, technology improvements, roof repairs, and ADA code compliance.	P	25	AE firm has not been assigned. CCTV installation work was completed by annual vendor.
		Durham Elementary School	Architect: TBD CSP Contractor: TBD CMPA: AECOM	Renovations include: safety/security systems improvements, MEP systems improvements, PA system, window replacements, and ADA code compliance.	P	25	Group 4 Project Awaiting AE assignment.
		Elrod Elementary School	Architect: TBD CSP Contractor: TBD CMPA: Rice and Gardner	Renovations include: safety/security systems improvements, MEP systems improvements, and ADA code compliance.	P	20	Group 4 project. Awaiting AE assignment. CCTV installation work is complete.
		Franklin Elementary School	Architect: TBD CSP Contractor: TBD CMPA: Johnston	Renovations include: safety/security systems improvements, MEP systems improvements, and ADA code compliance.	P	10	Group 4 Project. Awaiting AE assignment. CCTV upgrades substantially complete. Safety and security fall material complete.
		Golfcrest Elementary School	Architect: TBD CSP Contractor: TBD CMPA: Alser	Renovations include: safety/security systems improvements, MEP systems improvements, roofing repairs, technology improvements, and ADA code compliance.	P	25	AE firm has not been selected. CCTV installation work was completed.
		Gordon Elementary School	Architect: TBD CSP Contractor: TBD CMPA: Rice and Gardner	Renovations include: safety/security systems improvements, MEP systems improvements, and ADA code compliance.	P	20	Group 4 project. Awaiting AE assignment.
		High School for Law Enforcement and Criminal Justice	Architect: TBD CSP Contractor: TBD CMPA: Johnston	Renovations include: safety/security systems improvements, MEP systems improvements, and ADA code compliance.	P	10	Group 4 Project. Awaiting AE assignment. Original CCTV upgrades substantially complete.
		Hogg Middle School	Architect: TBD CSP Contractor: TBD CMPA: AECOM	Renovations include: safety/security systems improvements, MEP systems improvements, lighting, bus canopy, paving repairs, restrooms upgrade, interior finishes, auditorium seating, bleachers, signage, and ADA code compliance.	P	35	Group 4 Project. Awaiting AE assignment. Elevator tower drawings submitted for building permit (Expedited Replacement)

Indicators	Target Year Open/ Completed	Project/School/Facility	Project Team	General Overview	Phase	% Complete	Status/Issues/Actions
	2014	Koller Elementary School	Architect: TBD CSP Contractor: TBD CMPA, Rice and Gardner	Renovations include: safety/security systems improvements and ADA code compliance.	P	20	Group 4 project. Awaiting AE assignment. CCTV installation work is complete.
		Law Elementary School	Architect: TBD CSP Contractor: TBD CMPA, Altser	Renovations include: safety/security systems improvements, MEP systems improvements, technology improvements, and ADA code compliance.	P	25	AE firm has not been assigned. CCTV installation work was completed by JOC.
		MacGregor Elementary School	Architect: TBD CSP Contractor: TBD CMPA, AECOM	Renovations include: safety/security systems improvements, MEP systems improvements, lighting, resolution of structural issues, door replacements, PA system, and ADA code compliance.	P	25	Group 4 Project. Awaiting AE assignment.
		Milby High School	Architect: TBD CSP Contractor: TBD CMPA, Johnston	Renovations include: safety/security systems improvements, MEP systems improvements, and ADA code compliance.	P	10	Group 4 Project. Awaiting AE assignment. CCTV upgrades substantially complete. Safety and security fall material complete.
		Parker Elementary School	Architect: TBD CSP Contractor: TBD CMPA, Rice and Gardner	Renovations include: safety/security systems improvements, MEP systems improvements, and ADA code compliance.	P	20	Group 4 project. Awaiting AE assignment. CCTV installation work is complete.
		Pugh Elementary School	Architect: TBD CSP Contractor: TBD CMPA, Johnston	Renovations include: safety/security systems improvements, MEP systems improvements, and ADA code compliance.	P	10	Group 4 Project. Awaiting AE assignment. CCTV upgrades substantially complete.
		Sanchez Elementary School	Architect: TBD CSP Contractor: TBD CMPA, Johnston	Renovations include: safety/security systems improvements, MEP systems improvements, and ADA code compliance.	P	10	Group 4 Project. Awaiting AE assignment. CCTV upgrades substantially complete. Safety and security fall material complete.
		Shearn Elementary School	Architect: TBD CSP Contractor: TBD CMPA, Rice and Gardner	Renovations include: safety/security systems improvements, MEP systems improvements, site work, exterior and interior finishes, technology systems improvements, and ADA code compliance.	P	20	Group 4 project. Awaiting AE assignment.
		T.H. Rogers Middle School	Architect: TBD CSP Contractor: TBD CMPA, Rice and Gardner	Renovations include: safety/security systems improvements, MEP systems improvements, science laboratory upgrades, exterior and interior finishes, site work, technology systems, and ADA code compliance.	P	20	Group 4 project. Awaiting AE assignment. CCTV installation work is complete.
		Wainwright Elementary School	Architect: TBD CSP Contractor: TBD CMPA, AECOM	Renovations include: safety/security systems improvements, MEP systems improvements, lighting, site drainage improvements, bus drop off canopy, additional parking, structural repairs, PA system, millwork, and ADA code compliance.	P	25	Group 4 Project. Awaiting AE assignment.
		Windsor Village Elementary School	Architect: TBD CSP Contractor: TBD CMPAL, Altser	Renovations include: safety/security systems improvements, MEP systems improvements, interior and exterior finishes, technology improvements, and ADA code compliance.	P	25	AE firm has not been assigned. CCTV installation work was completed by JOC.

Indicators	Target Year Open/ Completed	Project/School/Facility	Project Team	General Overview	Phase	% Complete	Status/Issues/Actions
Ongoing	Multi-Year	District Wide - Unassigned Trustee Funds	Various	New Construction and Renovation Projects	-	-	Ongoing
Ongoing	Multi-Year	Safety and Security (Various)	Various	Various Safety and Security	-	-	Ongoing. Address Life and Safety Compliance Items and Fire Marshall deficiencies. Installed more than 10,000 cameras to date.
Ongoing	Multi-Year	Science Equipment (Various)	Various	Various Science Equipment	-	-	Completed. Provided Lab materials and equipment for all Middle, High, and Alternative Schools.
Ongoing	Multi-Year	Softball, Misc.	Various	Misc. Repairs to Baseball and Softball Fields	-	-	Ongoing. Miscellaneous site improvement by the Athletic Department, including fencing, field repairs and minor lighting
	Pending	Cullen Middle School	Architect: RDC Architects CMAR: TBD CMPA: ATTSER / Victor Fleming	Renovations include: safety/security and MEP improvements, parking repairs, science laboratory upgrades, exterior window replacement, and ADA code compliance.	P	90	Project was placed on hold in 2009. Installation of two new chillers and hallway painting and lighting upgrades complete.
	Pending	North Houston Early College High School	Architect: TBD CMAR: TBD HISD PM: Bruce Green / Elena Stephens	Additional Early college High School Facility in North Houston	P	5	Site to be determined
	Pending	Ryan Middle School	Architect: Harrison Kornberg Architects CSP Contractor: TBD CMPA: Alser / Victor Fleming	Renovations include: safety/security systems improvements, MEP systems improvements, restrooms upgrade, window replacements, and ADA code compliance.	P	90	Project was placed on hold 2009.
	Pending	South Early College	Architect: TBD CMAR: TBD HISD PM: Bruce Green / Elena Stephens	Additional Early college High School Facility in South Houston	P	5	Site to be determined
	Pending	McDade Elementary School	Architect: TBD CMAR: TBD HISD PM: Meredith Smith	Additional Wing.	P	5	Project on hold.
Legend							
Planning	P			WITHIN BUDGET/ON SCHEDULE NO ISSUES WITH SCHEDULE AND/OR BUDGET IMPLICATIONS			
Design	D			POTENTIAL ISSUES WITH POSSIBLE SCHEDULE AND/OR BUDGET IMPACT			
Construction	C			ISSUES WITH SCHEDULE AND/OR BUDGET IMPACT			
Bid & Award	B						
Warranty	W						
Notes:							
1. Various projects in this report pending fund transfer to address undesignated cost as presented 10-7-2010 Board Work Shop							



M/WBE Report

*"Opening Doors, Creating Opportunities,
Building Success"*

Business Assistance Department

Alexis Licata, General Manager

Linda McKeehan, Coordinator

Brittany Barton, Supplier Diversity Specialist

Bernard Willingham, Supplier Diversity Specialist

Victoria "Tori" Cortez, Business Analyst

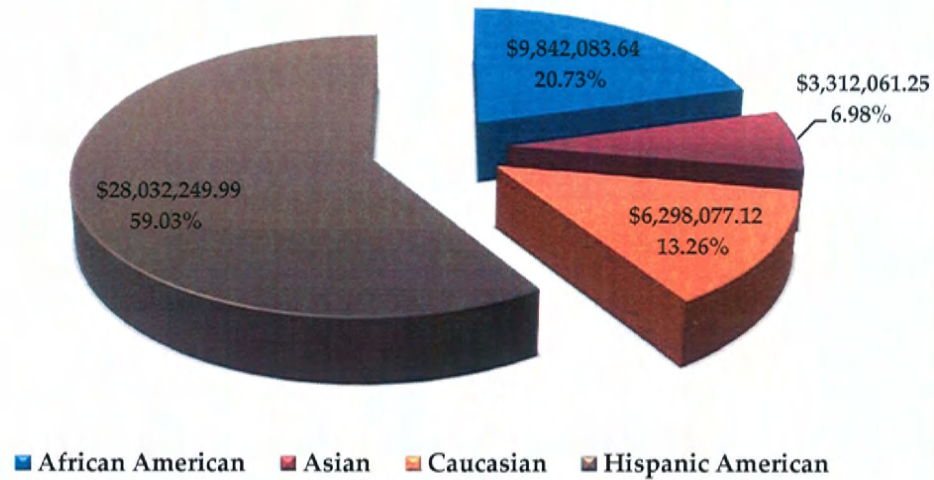
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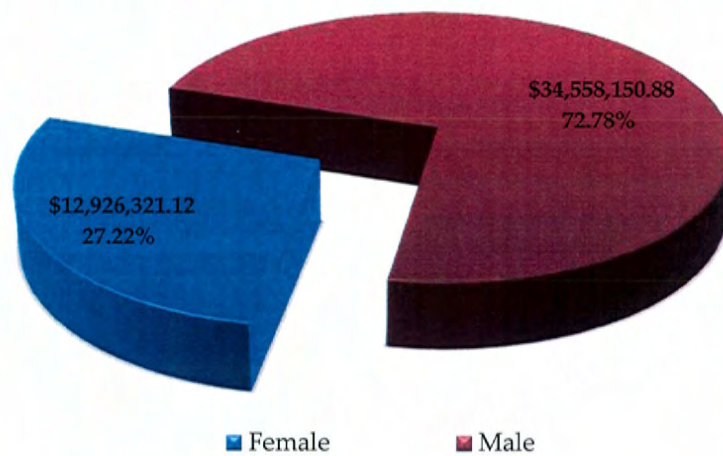
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Email: BusinessAssistance@houstonisd.org

M/WBE COMMITMENT BY ETHNICITY



M/WBE COMMITMENT BY GENDER



M/WBE Construction Expo

Sept. 29, 2010

Exhibitors (29)

- **Construction Manager Program Administrators:** AECOM Design, ATSER, Johnston, LLC, Rice & Gardner Consultants, Inc., Turner-Trevino
- **Construction Managers-at-Risk (CMARs):** Anslow Bryant Construction, LTD, Cadence McShane Construction Company, LLC, Comex Corporation, Drymalla Construction Company, Gamma Construction Company, Morganti Texas, Inc., Satterfield & Pontikes Construction, Inc., Turner Construction Company
- **Architects & Engineers (A/Es):** Molina Walker Architects, Inc., AutoArch Architects, English + Associates
- **Job Order Contractors (JOCs):** Fort Bend Mechanical, LTD, Jamail & Smith Construction, KBR, RHJ-JOC, Inc.
- **M/WBE Certification Agencies:** City of Houston, Women's Business Enterprise Alliance, Houston Minority Supplier Development Council
- **Small Business Agencies:** U.S. Small Business Administration, UH PTAC
- **HISD Departments:** Business Assistance, Procurement

Event Attendance (142 M/WBEs attended)

- 175 M/WBEs pre-registered to attend the event
- 57 M/WBEs registered on site

Event Feedback (47 people responded)

- Overall Expo experience: **Excellent 25.5% (12); Very Good 44.7% (21)**
- Value of the event to your company: **Excellent 34.0% (16); Very Good 34.0% (16)**
- Would you recommend this event to others and encourage them to attend? **Yes 87.2% (41)**
- If HISD hosts another construction expo, would you attend? **Yes 78.7% (37)**

M/WBE Construction Expo Feedback

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Gonzales Labor Systems, Inc.

"If you have another expo please e-mail me and let me know. Thank you, great job to all the volunteers without them events like this do not happen!!!!!"

- Betty Martinez

Stuckey's Contract Services

"Great Experience! I was able to make some solid contacts and learn more. Even though it was a bit cramped in a couple of places, I especially liked the smaller format. It made the atmosphere easier to talk in. Thanks!"

- Linda Stuckey

CLS Technology

"I thought HISD's execution of the Construction Expo was excellent."

- John Falgout

Interagency Guiding Protégés to Success (IGPS)

City of Houston / METRO / Houston ISD / Port of Houston

- The Interagency Guiding Protégés to Success (GPS) Program functions as a capacity building partnership of the City of Houston, Port of Houston Authority, METRO, and the Houston Independent School District. Its mission is to foster long term relationships between mentors and protégés, by providing professional guidance and support to facilitate business growth and development.
- While each agency has distinct goals related to small, minority, and women owned businesses, they share a commonality in that often, M/WBE firms may lack the capacity to provide the full scope of services and products contractually required. The GPS provides protégés the training and experience to meet agency obligations. Additionally, the program intends to graduate protégés towards becoming prime suppliers, thus enhancing the ability to meet organizational goals.

Port of Houston IGPS Kick-Off September 29, 2010

- The kickoff for the IGPS program was September 29, 2010, in conjunction with the Port of Houston Authority's "Tribute to Small Business."
- HISD Board President Greg Myers spoke at the event, and showed his support for the program.

Guiding Protégés to Success: Meet & Greet October 20, 2010

- Attendees will get the opportunity to understand the requirements of becoming a mentor or a protégé for a sponsoring agency. Protégés will be able to network with potential mentors and complete participation applications.

M/WBE Reporting & Tracking

AECsoft Supplier Diversity Management System (SDMS)

- Comprehensive 1st and 2nd tier Supplier Diversity program with centralized sourcing, registration, tracking and reporting capabilities.
 - **Diversity Data and Sourcing-** identify and classify diverse suppliers within current vendor master list. Capability to search and discover diverse suppliers from over 300 databases nationwide.
 - **Diverse Supplier Registration Portal-** enables prospective suppliers to register and introduce their company in one central repository. The repository is accessible to all internal users with built-in commodity specific questionnaires and routing.
 - **2nd Tier Reporting-** primes have the capability for online reporting of direct, indirect, or project-based sub spends. Tracks associated 2nd tier goals and compliance.
 - **MWBE Spend Reporting-** generates automated analysis views of spend data based on commodity categories, locations, business units, top vendors, and top spends.

