



March 3, 2021

Finance and Infrastructure Committee (FIC)

Dear Chair Voss and Members of the Committee,

We would like to comment on Discussion Item III. A., Update on Board Policy 301-10, Equitable Allocation of Facilities Resources: status of resource allocation in accordance with the capital improvement program prioritization criteria.

We thank the BOE FIC for putting this discussion item, Update on Board Policy 301-10, on the agenda for discussion. HE'E has been concerned about the condition of our school facilities for some time. If you walk on most of our DOE campuses, you can see that our school facilities are in poor condition because of age and deferred maintenance. According to the DOE's website, " In 2019, Hawaii's 257 public schools are an average of 72 years old with 52 of those schools over 100 years old. " ¹ The news articles referenced below also reinforced our concerns.

1. In 2018, we were shocked to learn that the DOE had miscalculated their Repair and Maintenance (R&M) backlog. Earlier in the year, the DOE told legislators that the R&M backlog had come down to \$293 million from \$392 million in 2010. However, according to a December 2018 Star Advertiser article, "The backlog of repair and maintenance projects at Hawaii's public schools is an estimated \$868 million, roughly three times worse than what legislators were told in January. Under the old system, projects were checked off the pending R&M list when initial funds were spent on them, even if it was just design money, not construction and much less completion. Information on different projects was scattered throughout the bureaucracy. There was no automated system to track funded projects." ²
2. In April 2019, we learned through a Civil Beat article that the DOE spent \$8 million on a "Facilities Master Plan."³ Since the publication of this article, however, we have not heard any information about this master plan and what results have come from it.

¹ <https://www.hawaiipublicschools.org/ConnectWithUs/Organization/Offices/FacilitiesandOperations/FutureSchoolsNow/Pages/home.aspx>

² <https://www.staradvertiser.com/2018/12/24/hawaii-news/repair-and-maintenance-bill-pegged-at-868m-for-hawaii-public-schools/?HSA=2022ea6203dc4c3a96e67b4129bdd0c58436a6a1>

³ <https://www.civilbeat.org/2019/04/doe-lays-out-a-10-year-road-map-for-fixing-old-schools-building-new-ones/>

In November 2019, the BOE Finance and Infrastructure Committee (FIC) decided to address the lack of strategy and process in prioritizing facilities projects by creating Board Policy 301-10: Equitable Allocation of Facilities Resources. Board Policy 301-10 states: “ The Department shall strive to ensure that all students have safe, accessible, and supportive school facilities by allocating Capital Improvement Program and repair and maintenance resources equitably, effectively, and transparently. This equitable allocation must consider the socioeconomic and academic needs of each school’s student population.”⁴ We were pleased to see that the BOE was taking action on this issue.

Fast forwarding to the present, the DOE’s March 3, 2022, memo to the FIC committee verifies that our concern about maintaining our school facilities was warranted: the deferred maintenance backlog could be up to over \$1 billion and that the \$8 million “Facilities Master Plan” was more a wish list of projects than an actual plan. The memo further confirms that the DOE in 2019 did not have an essential, long-term facilities asset management or maintenance plan that included a facilities condition assessment, a facilities condition index, and a process of prioritizing deferred maintenance projects.

Given our deep concerns about school facilities, we are pleased to see that the DOE has finally embarked on action to address BOE Policy 310-10 with its Facilities Asset Management (FAM) initiative. DOE has created a Hawaii Facility Inspection Tool (HI-FIT) that can standardize the evaluation of school conditions, is utilizing a Facility Condition Index (FCI) that can rank facility conditions and identify priorities, is implementing innovative processes such as Job Order Contracting (JOC) to get projects done more expediently, and is using an online project management platform to track project portfolios.

We encourage the DOE to continue the FAM initiative. However, there are still a lot of gaps in our understanding of the DOE facilities situation. We ask the following questions:

1. What resource and organizational changes has DOE made to support the FAM initiative?
2. JOC has been successful in addressing smaller maintenance projects. How will the FAM initiative be scaled and expanded to larger projects?
3. Have changes at DOE been implemented for all Capital Improvement Projects (CIP)?
4. What is the current deferred maintenance backlog? How long will it take to reduce this? How will the FAM initiative expedite reducing the backlog?

Thank you for this opportunity to testify.

Sincerely,

Cheri Nakamura
HE’E Coalition Director

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<https://alala1.k12.hi.us/STATE/BOE/Minutes.nsf/7d59b00aff8d3cf50a2565cb00663e82/a26d56d5e9affdc30a2584a3000ca400?OpenDocument>

HE'E Coalition Members and Participants

Academy 21

Alliance for Place Based Learning

American Civil Liberties Union

Atherton YMCA

*Castle Complex Community Council

*Castle-Kahuku Principal and CAS

*Education Institute of Hawai'i

*Faith Action for Community Equity

Fresh Leadership LLC

Girl Scouts Hawai'i

Harold K.L. Castle Foundation

*HawaiiKidsCAN

*Hawai'i Afterschool Alliance

*Hawai'i Appleseed Center for Law and Economic Justice

*Hawai'i Association of School Psychologists

Hawai'i Athletic League of Scholars

*Hawai'i Children's Action Network

Hawai'i Education Association

Hawai'i Nutrition and Physical Activity Coalition

* Hawai'i State PTSA

Hawai'i State Student Council

Hawai'i State Teachers Association

Hawai'i P-20

Hawai'i 3Rs

Head Start Collaboration Office

It's All About Kids

*INPEACE

Joint Venture Education Forum

Junior Achievement of Hawaii

Kamehameha Schools

Kanu Hawai'i

*Kaua'i Ho'okele Council

Keiki to Career Kaua'i

Kupu A'e

*Leaders for the Next Generation

Learning First

McREL's Pacific Center for Changing the Odds

Native Hawaiian Education Council

Our Public School

*Pacific Resources for Education and Learning

*Parents and Children Together

*Parents for Public Schools Hawai'i

Special Education Provider Alliance

*Teach for America

The Learning Coalition

US PACOM

University of Hawai'i College of Education

* Youth Service Hawai'i

Voting Members () Voting member organizations vote on action items while individual and non-voting participants may collaborate on all efforts within the coalition.*

Finance Committee

March 3, 2022

Testimony by: Susan A. Pcola-Davis

III. Discussion Items

A. Update on Board Policy 301-10, Equitable Allocation of Facilities Resources: status of resource allocation in accordance with the capital improvement program prioritization criteria

STRONGLY SUPPORT

Being upfront, I know Mr. Tanaka could not have done all of this by himself. A big shout out to the staff that worked diligently on the Facilities Assessment Management initiative. This will save many hours by using automation as a decision maker. Thank you again Office of Facilities and Operations Staff.

The program is brilliant!! The use of Innovative construction acquisition programs using prequalified contractors identified by island are in progress. Prequalifies Architects and Engineers will be set up for each of the districts.

The FAM initiative promotes equitable distribution of funds to schools in need based on socioeconomic and academic indicators as well as on facilities condition through assessment and scoring.

I have gone into the site and played around to see what I could produce. It is quite remarkable.

While doing this I was trying to answer my question, "How do we find the current statewide deferred maintenance?"

I understand the concept as an avenue for prioritization. What happens when the squeaky wheels start making noise? Are you going to stick to the priority backlog, as this system is supposed to automate its development?

Do you have a chart of the overall backlog to date?

The program allows the pull of information by school and by district. I could not find where it pulls the overall backlog.

Then is there a query that develops a full report of statewide in priority order? I realize that backlogs can be accomplished with more projects scheduled simultaneously. Is there a projection of what percentage we can expect the backlog to decrease?

How do we prevent business as usual, "the wish list" of over 3,200 projects to not recur? How do we prevent favoritism?

What took so long? If ramping up JOC started in 2018, are there any reports of results to show your success? If there are 3,200 projects waiting, we cannot go back to the old way. Is the number still 3,200?

I would love to see a presentation on the real time use of the program during a meeting. Again, mahalo to the Office of Facilities and Operations.