BUILDING Excellence

MADISON METROPOLITAN SCHOOL DISTRICT

Jan 23 OWG

Need a disciplined approach to facility/capital planning

- Health, safety, and welfare of students and staff
- Support instruction, minimize operational distractions
- Parents/students expect it, enrollment is impacted +/-
- Reinvesting in facilities is good stewardship
- Size and age of physical plant requires it
  - Average age of schools = 53 years
  - 4.5 million square feet

Purpose Statement:
Long Range Facility Planning

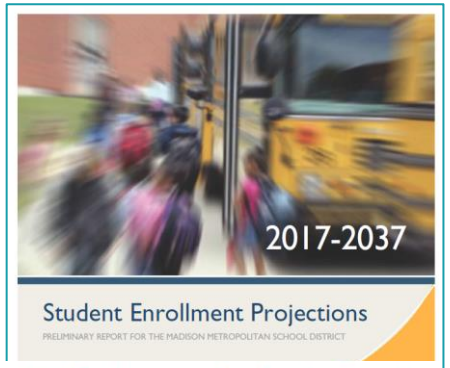
- Build a cyclical process to identify/prioritize needs **and** a financial plan to provide funding
- Build a new set of expectations and consistent way of working that will stick
- Organize all data in an online resource to improve transparency, accountability, and continuity

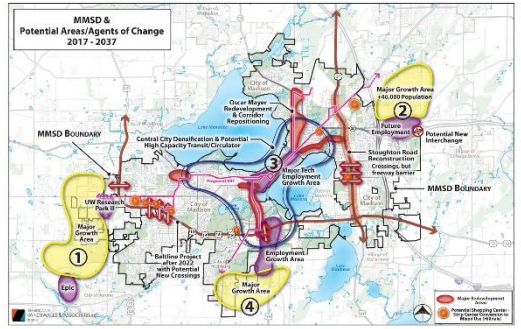
Organizing the Work

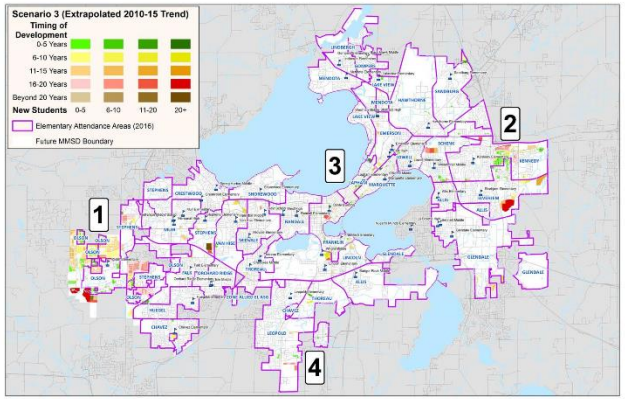
- Routine Maintenance (Not Part of this Work)
- Capital Maintenance Plan (CMP)
- Capital Improvement Plan (CIP)

What do our projections tell us?

- **District enrollment will go up slightly and gradually** over 20 years
  - Total student enrollment: + 6.2% (about 28,782 by 2037)
- **School enrollment will be relatively stable** over 20 years
  - Tells us we need to maintain the schools that we have
  - Targeted solutions in particular areas
- **Some student demographics will change** over 20 years
  - Increase in students of color (approx. 5%)
  - No change in low-income students







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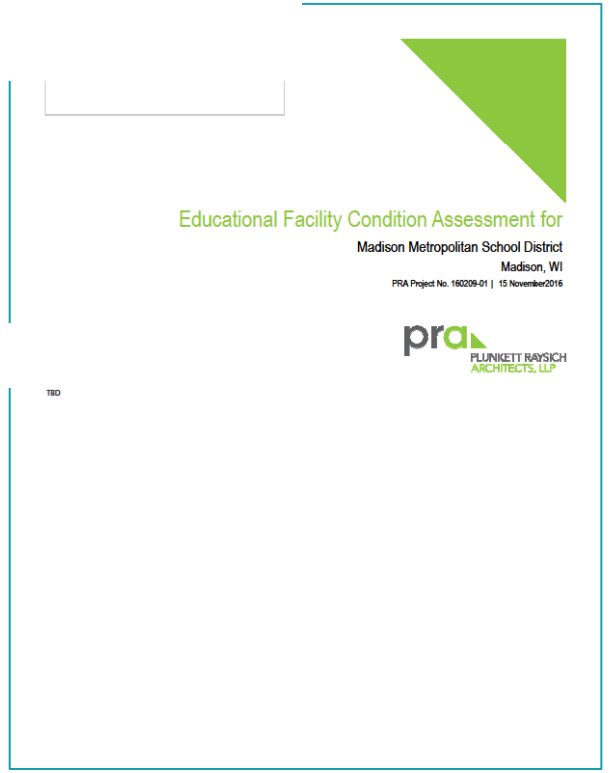
Community Engagement – Fall 2016

- **It's about culture, climate, and learning – not just bricks and mortar**
- **Facility conditions should make students and staff feel valued and mirror the high expectations we have for them**
  - "If we are making sure kids are career, college ready, we should be sure the environment supports this." – *Staff*
- **Facility conditions should be welcoming to the community and enhance our reputation**
  - "Don't just make it a school issue – make it a community issue – not just about keeping up with athletic facilities…show people this is a great place to live" – *Community member*
- **Maintaining facilities and making them safe is a top priority**
  - "Don't need new – we need fixed." – *Staff*
  - "Two big things – safety and accessibility." – *Community member*

Grading the Condition of Existing Facilities
PRA & Rettler Reports December 2016

- Assess and grade each of the existing schools
- Identify key improvements needed to extend the life of the asset
- Determine FCI Letter Grade and range of improvement costs
- *Low end to bring everything up to standard is $220 million*
- Updated Building Condition on next slide and an interactive online resource



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Building Condition in MMSD - 2017

This table represents building condition across MMSD. Data comes from the 2017 Educational Facility Condition Assessment conducted by Plunkett Raysich Architects, LLP.

Click here to access an interactive online tool showing this information.

Buildings are organized by level (elementary, middle, high, other).

Nuestro Mundo Elementary and Badger Rock Middle occupy facilities not owned by MMSD and were not rated in this assessment.

Shared Facilities	Sherman-Shabazz	Gompers-Black Hawk
	Marquette-O'Keeffe	Schenk-Whitehorse
	Orchard Ridge-Toki	Van Hise-Hamilton

MADISON METROPOLITAN SCHOOL DISTRICT

Built by Bo McCready,
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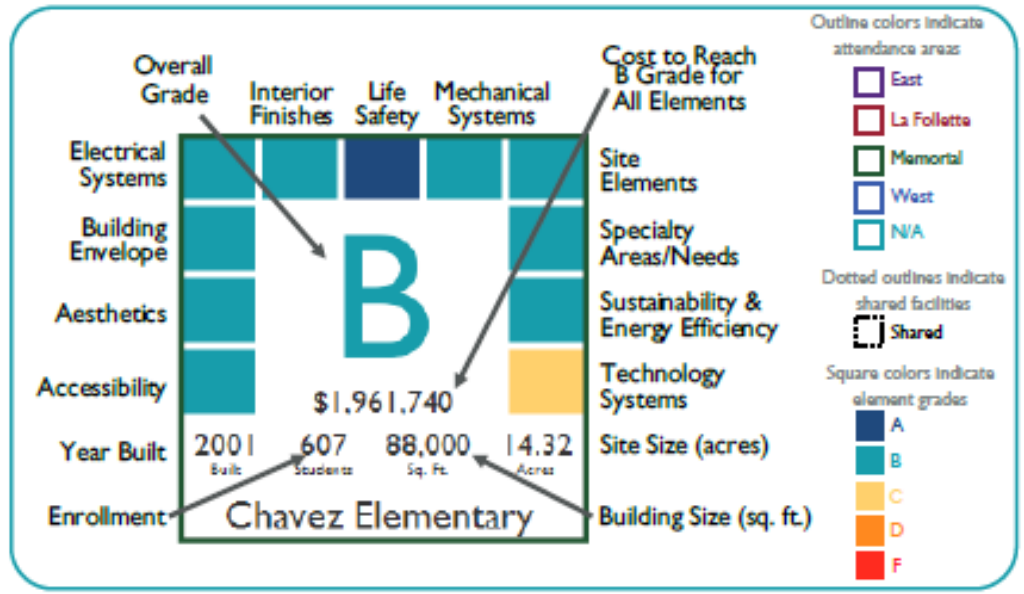

Capital Planning Strategies

Capital <u>Maintenance</u> Plan (CMP):

- Reallocate $ w/in operating budget, and
- Add short-term notes on a 4-yr cycle
- Combine to provide <u>$10 million</u> per year
- Aligns with operational capacity
- Minimize interest expense

Strong tax base growth with stable enrollment is the key condition

Capital <u>Improvement</u> Plan (CIP):

- For major new construction or major renovations
- Use long term bonds (10-20 year amortization)
- Major changes in school configuration
- Must develop criteria, identify and prioritize needs

Low level of current debt is the key condition

Capital Maintenance Planning – 4 Year Cycles

Adding structure and consistency to organize and prioritize projects

- Four Year Cycle; Forty Million per Cycle for CMP
- Combine Operating Budget and Short-Term Debt via Maintenance Referenda
- Starting in 2020 allows time to build up CMP in the operating budget, develop the CMP plan, and manage the tax levy by not stacking on top of new revenue authority (Nov 2016)

Example:

Operating Budget contributes: $ 14 million *($3.5 MM/YR)*

Maintenance Referendum contributes: $ 26 million *(Every 4 Years)*

Steady, Predictable Funding = Steady, Predictable CMP Plan

Example: Four Year Cycle

Project Type	Year 1	Year 2	Year 3	Year 4	
Electrical Total	520,000	575,000	905,000	400,000	
Flooring Total	597,000	157,000	57,000	622,000	
General Renovation Total	3,097,500	1,790,000	[illegible]000	3,930,000	
HVAC Total	2,505,000	4,640,000	[illegible]00,000	1,805,000	
Life Safety Total	-	500	-	30,000	
Plumbing Total	-		35,000	-	
Roof Total	3,288,000	1,565,000	760,000	975,000	
Site Work Total	710,000	1,150,000	580,000	160,000	
Grand Total	**10,717,500**	**10,377,000**	**10,607,000**	**7,922,000**	**39,623,500**

EXAMPLE

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Steady, Predictable Funding = Steady, Predictable CMP Plan

Each school will have its own schedule

Location	Year 1	Year 2	Year 3	Year 4
Allis Total	480,000	-	-	-
Black Hawk Total	1,898,000		-	-
Chavez Total	-	-	-	70,000
Cherokee Total	-	-	-	285,000
Crestwood Total		-	970,000	-
…	…	…	…	…

EXAMPLE

June Presentation to the Board

Next Building Excellence Report: June 2017

Focus on Capital Improvement Planning

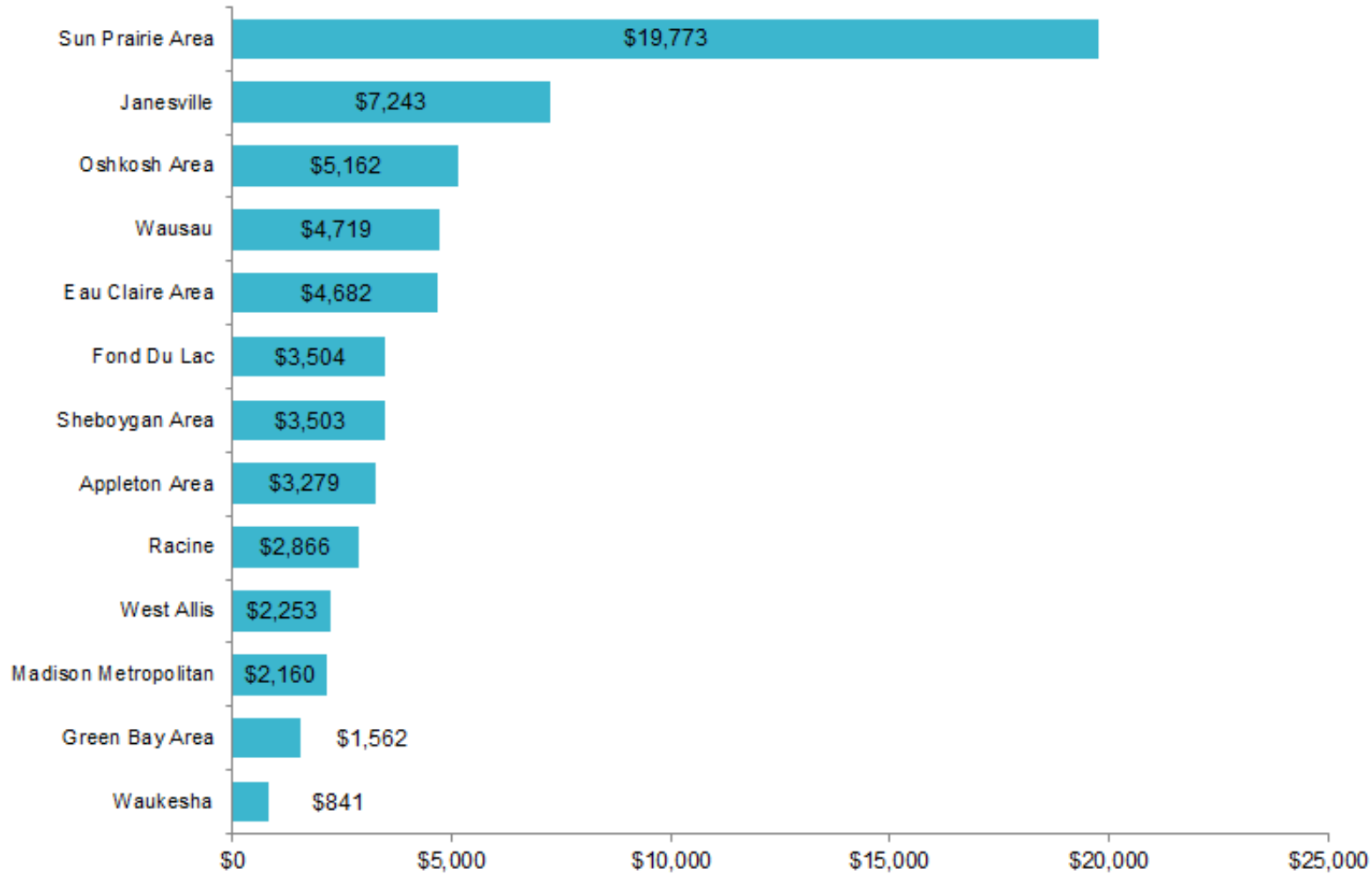
Identifying Issues Beyond CMP & Existing 50 Schools

- Criteria
- Priorities
- Timing

Reference Material

Debt Outstanding per Member

FYE 15 Debt Balance / 2015 3rd Friday September Membership



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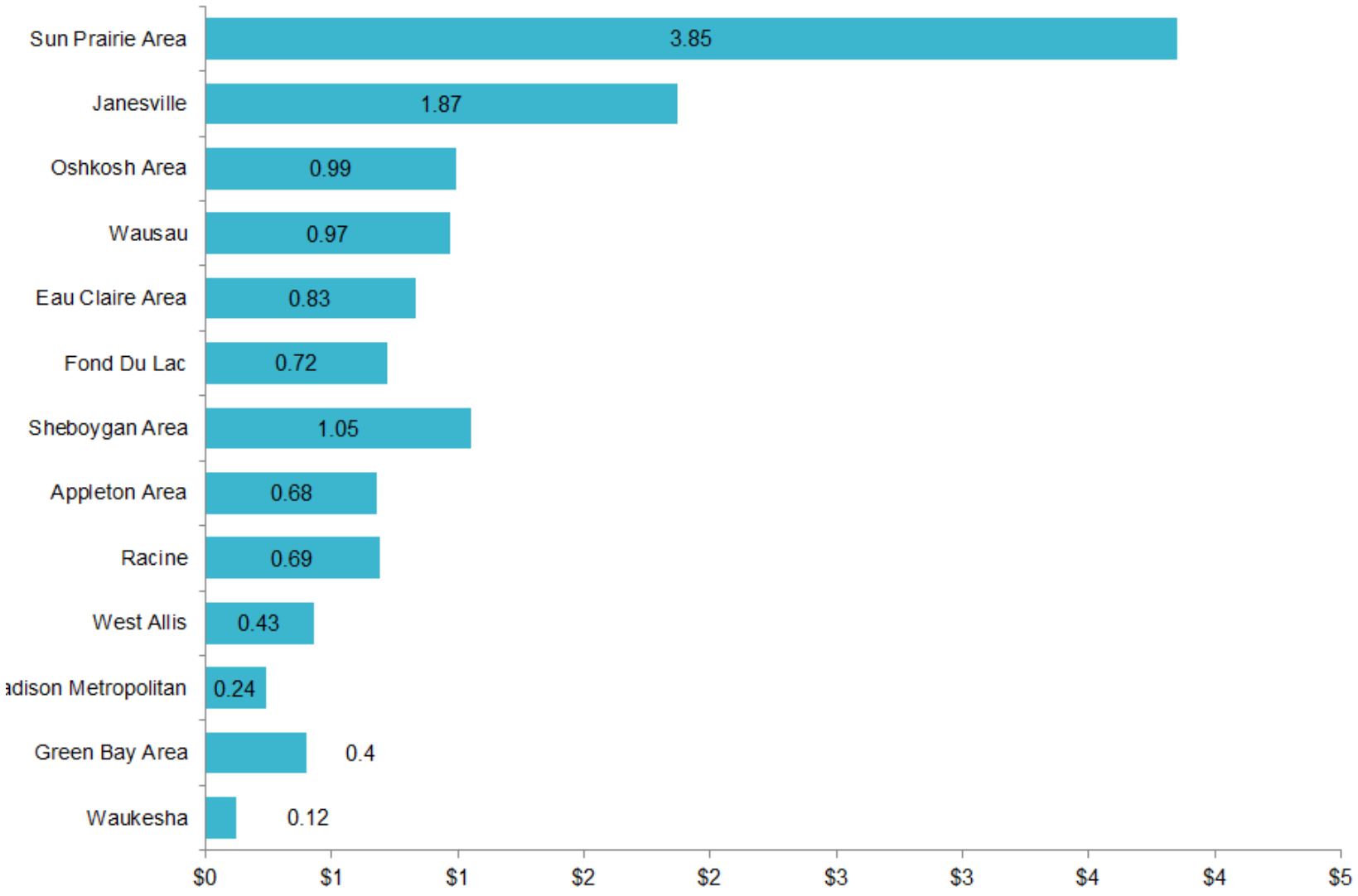
Debt Outstanding as a % of Property Valuation

FYE 15 Debt Balance / 2015 Property Valuation



SCHOOL DISTRICT