

Lifting student achievement.

**EVERY STUDENT,  
EVERY DAY.**

*Every one of us.*



Facilities Workshop 1

# **CAPITAL FACILITIES PRIORITIES AND PARAMETERS**

*The first in a series of community workshops  
to build a bond implementation plan  
together.*

March 16, 2016



## Facilities serve education

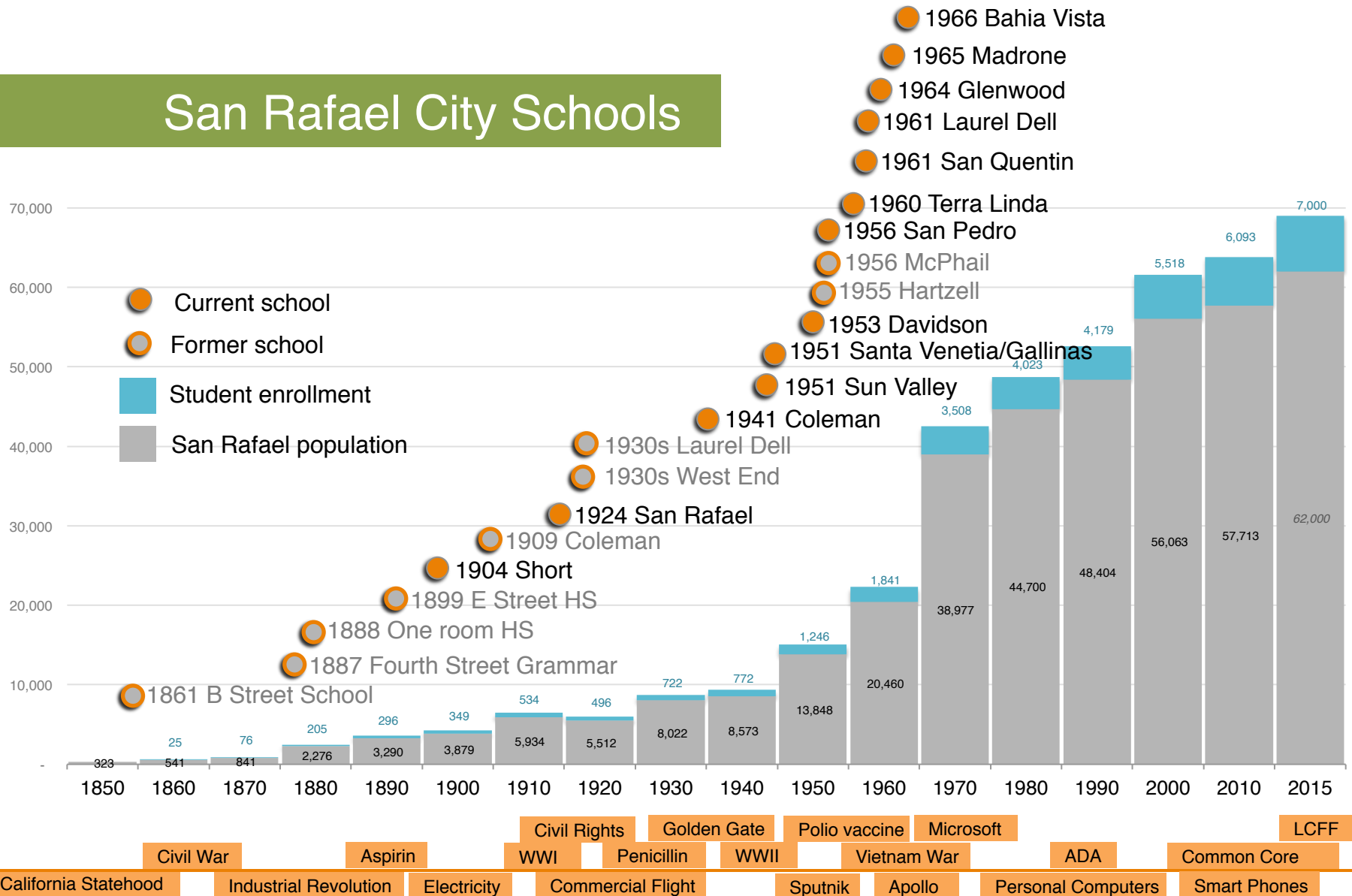
### *Education evolves:*

- Local Control Funding, Local Control Accountability Plan
- Smarter Balanced Testing
- Common Core Curriculum
- *NCLB...Sputnik...Civil Rights...Child Labor Laws...Industrial Revolution*

### *School buildings must keep up:*

- Changing delivery of education: *STEAM, CTE, project based*
- Compliance: *CDE, DSA, CEQA, Public Contract Code...*
- Buildings' life cycles: *infrastructure, roofs, lighting, wifi...*

# San Rafael City Schools



# Program Steps and Components

- ✓ Educational strategic plan
- ✓ Identify, quantify facilities conditions and needs
- ✓ Community input on site and school needs and visions
- ✓ Develop and review Master Facilities Plan
- ✓ Board adopt Master Facilities Plan
- ✓ Test revenue capacity, debt structures, cash flow
- ✓ Voters authorize Measures A and B funding

*Underway* Plan and build program team, internal and external

*Underway* Empanel Citizens Oversight Committee

## ➔ ***Refine Implementation Plan***

*Based on Facilities Master Plan and community input on priorities*

*Underway* Establish management and accounting systems, protocols

*Underway* Establish communications and decision-making engines

School communities work with project teams on designs and details

Approve and begin projects

# Capital Program Workshops

*Build a program plan with our community.*

## **1: Priorities and Parameters** **March 16 6pm Venetia Valley**

Understand baseline conditions, constraints and compliance limitations  
Discuss and establish priorities for sequencing

➔ *Generate program options based on priorities and constraints*

## **2: Program Options** **March 21 5pm Davidson MS**

Compile and report priorities and rankings  
Apply priorities to program implementation scenarios  
Study and discuss pros and cons

➔ *Revise, combine options according to feedback*

## **3: Consensus Program Plan** **March 30 6pm San Rafael HS**

Present revised program option(s)

➔ *Adopt plan in general, or continue refining options according to feedback*

# Site Level Design and Detail

***After the program implementation schedule and budget are in place, three main tasks for each project, as its start nears:***

## ***Board Information:***

- Project description and overview of scope, schedule and budget
  - Validate alignment with Master Facilities Plan
  - Validate fit with program budget
  - Confirm bond compensability, or identify other fund source(s)
  - Set calendar of Board updates, policies, input, and action items

## ***Project Team:***

- Assign project and construction management
- Integrate CEQA studies and planning from the beginning
- Procure design team: Architects, Engineers, specialty consultants
- Validate project budget, scope and schedule

## ***School Community Input and Collaboration on Projects:***

- Establish site facilities input, work group and reporting structures
- Work with project team on design(s) and details



# The Master Facilities Plan

## *The MFP studied needs:*

- Facilities conditions surveys
- Educational adequacy of spaces to serve educational program
- Conceptual cost estimates

## *The MFP reflected District and sites' visions:*

- Site engagement: students, teachers, staff, parents, community
- Site conceptual master plans



# Build an Implementation Plan

## *The Implementation Plan:*

- Is a road map, a model and a living document.
- Is not a detailed plan.

## *Steps:*

- **Prioritize the work**
- **Understand the constraints and limitations**
- Build a phased implementation schedule
- Build a conservative program budget
- Revisit that plan and budget at regular intervals
- Be prepared for opportunity

*Workshop 1*

*Workshop 1*

# A Sample Implementation Plan

## ILLUSTRATIVE PROGRAM LEVEL IMPLEMENTATION PLAN

| Revenue       |                   | Program Year     |                |                  |                |                  |          |                  |          |                  |          |
|---------------|-------------------|------------------|----------------|------------------|----------------|------------------|----------|------------------|----------|------------------|----------|
| Source        | Totals            | 1                | 2              | 3                | 4              | 5                | 6        | 7                | 8        | 9                | 10       |
| GO Bonds      | 15,000,000        | 3,000,000        |                | 3,000,000        |                | 3,000,000        |          | 3,000,000        |          | 3,000,000        |          |
| State Funding | 2,500,000         |                  |                | 500,000          | 500,000        | 500,000          |          | 1,000,000        |          |                  |          |
| Prop 39       | 300,000           |                  | 100,000        | 100,000          | 100,000        |                  |          |                  |          |                  |          |
| <b>Totals</b> | <b>17,800,000</b> | <b>3,000,000</b> | <b>100,000</b> | <b>3,600,000</b> | <b>600,000</b> | <b>3,500,000</b> | <b>-</b> | <b>4,000,000</b> | <b>-</b> | <b>3,000,000</b> | <b>-</b> |

| Expenditures       |                   |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |
|--------------------|-------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Projects           | Totals            | 1                | 2                | 3                | 4                | 5                | 6                | 7                | 8                | 9                | 10               |
| Program Reserve    | 2,000,000         | 1,000,000        |                  | 1,000,000        |                  |                  |                  |                  |                  |                  |                  |
| Program Management | 3,000,000         | 300,000          | 300,000          | 300,000          | 300,000          | 300,000          | 300,000          | 300,000          | 300,000          | 300,000          | 300,000          |
| School A           | 1,000,000         | 1,000,000        |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| School B           | 1,050,000         |                  | 1,050,000        |                  |                  |                  |                  |                  |                  |                  |                  |
| School C           | 1,102,500         |                  |                  | 1,102,500        |                  |                  |                  |                  |                  |                  |                  |
| School D           | 1,157,625         |                  |                  |                  | 1,157,625        |                  |                  |                  |                  |                  |                  |
| School E           | 1,215,506         |                  |                  |                  |                  | 1,215,506        |                  |                  |                  |                  |                  |
| School F           | 1,276,282         |                  |                  |                  |                  |                  | 1,276,282        |                  |                  |                  |                  |
| School G           | 1,340,096         |                  |                  |                  |                  |                  |                  | 1,340,096        |                  |                  |                  |
| School H           | 1,407,100         |                  |                  |                  |                  |                  |                  |                  | 1,407,100        |                  |                  |
| School I           | 1,477,455         |                  |                  |                  |                  |                  |                  |                  |                  | 1,477,455        |                  |
| School J           | 1,551,328         |                  |                  |                  |                  |                  |                  |                  |                  |                  | 1,551,328        |
| <b>Totals</b>      | <b>17,577,893</b> | <b>2,300,000</b> | <b>1,350,000</b> | <b>2,402,500</b> | <b>1,457,625</b> | <b>1,515,506</b> | <b>1,576,282</b> | <b>1,640,096</b> | <b>1,707,100</b> | <b>1,777,455</b> | <b>1,851,328</b> |

|   |                |                |                  |                |                  |                  |                |                  |                |                  |                |
|---|----------------|----------------|------------------|----------------|------------------|------------------|----------------|------------------|----------------|------------------|----------------|
| <b>Running Balance</b><br>(Revenue - Expenditure) | <b>222,107</b> | <b>700,000</b> | <b>(550,000)</b> | <b>647,500</b> | <b>(210,125)</b> | <b>1,774,369</b> | <b>198,087</b> | <b>2,557,992</b> | <b>850,891</b> | <b>2,073,436</b> | <b>222,107</b> |
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Escalation Assumption      5%      per year, compounded annually

SCHOENINGGROUP INC

# A Sample Implementation Plan

## ILLUSTRATIVE PROGRAM LEVEL IMPLEMENTATION PLAN

| Revenue       |                   | Program Year |         |           |         |           |   |           |   |           |    |
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| Prop 39       | 300,000           |              | 100,000 | 100,000   | 100,000 |           |   |           |   |           |    |
| <b>Totals</b> | <b>17,800,000</b> |              | 100,000 | 3,600,000 | 600,000 | 3,500,000 | - | 4,000,000 | - | 3,000,000 | -  |

### Expenditures

| Projects        |            | 2         | 3         | 4         | 5         | 6         | 7         | 8         | 9         | 10        |           |
|-----------------|------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Program Reserve |            |           | 1,000,000 |           |           |           |           |           |           |           |           |
| Program Manager |            | 300,000   | 300,000   | 300,000   | 300,000   | 300,000   | 300,000   | 300,000   | 300,000   | 300,000   |           |
| School A        |            |           |           |           |           |           |           |           |           |           |           |
| School B        |            | 1,050,000 |           |           |           |           |           |           |           |           |           |
| School C        |            |           | 1,102,500 |           |           |           |           |           |           |           |           |
| School D        |            |           |           | 1,157,625 |           |           |           |           |           |           |           |
| School E        |            |           |           |           | 1,215,506 |           |           |           |           |           |           |
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SCHOENINGGROUP INC

# A Sample Implementation Plan

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| Expenditures       |                   | Program Year     |                  |                  |                  |                  |                  |                  |                  |                  |                  |
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SCHOENINGGROUP INC

# A Sample Implementation Plan

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| Program Reserve    | 2,000,000         | 1,000,000        |                  | 1,000,000        |                  |                  |                  |                  |                  |                  |                  |
| Program Management | 3,000,000         | 300,000          | 300,000          | 300,000          | 300,000          | 300,000          | 300,000          | 300,000          | 300,000          | 300,000          | 300,000          |
| School A           | 1,000,000         | 1,000,000        |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| School B           | 1,050,000         |                  | 1,050,000        |                  |                  |                  |                  |                  |                  |                  |                  |
| School C           | 1,102,500         |                  |                  | 1,102,500        |                  |                  |                  |                  |                  |                  |                  |
| School D           | 1,157,625         |                  |                  |                  | 1,157,625        |                  |                  |                  |                  |                  |                  |
| School E           | 1,215,506         |                  |                  |                  |                  | 1,215,506        |                  |                  |                  |                  |                  |
| School F           | 1,276,282         |                  |                  |                  |                  |                  | 1,276,282        |                  |                  |                  |                  |
| School G           | 1,340,096         |                  |                  |                  |                  |                  |                  | 1,340,096        |                  |                  |                  |
| School H           | 1,407,100         |                  |                  |                  |                  |                  |                  |                  | 1,407,100        |                  |                  |
| School I           | 1,477,455         |                  |                  |                  |                  |                  |                  |                  |                  | 1,477,455        |                  |
| School J           | 1,551,328         |                  |                  |                  |                  |                  |                  |                  |                  |                  | 1,551,328        |
| <b>Totals</b>      | <b>17,577,893</b> | <b>2,300,000</b> | <b>1,350,000</b> | <b>2,402,500</b> | <b>1,457,625</b> | <b>1,515,506</b> | <b>1,576,282</b> | <b>1,640,096</b> | <b>1,707,100</b> | <b>1,777,455</b> | <b>1,851,328</b> |

|   |                |                |                  |                |                  |                  |                |                  |                |                  |                |
|---|----------------|----------------|------------------|----------------|------------------|------------------|----------------|------------------|----------------|------------------|----------------|
| <b>Running Balance</b><br>(Revenue - Expenditure) | <b>222,107</b> | <b>700,000</b> | <b>(550,000)</b> | <b>347,500</b> | <b>(210,125)</b> | <b>1,774,369</b> | <b>198,087</b> | <b>2,557,992</b> | <b>850,891</b> | <b>2,073,436</b> | <b>222,107</b> |
|---|----------------|----------------|------------------|----------------|------------------|------------------|----------------|------------------|----------------|------------------|----------------|

Escalation Assumption      5%      per year, compounded annually

SCHOENINGGROUP INC



# Program Budget Components

## Program Reserve

*Set-aside program level contingency,  
Used by Board authorization only*

## Program Management

*Program and project managers, legal counsel,  
bond accounting,*

## Project Costs

*All costs associated with individual projects*

### Soft Costs

*Architects, Engineers, DSA, CEQA,  
Construction Managers,*

### Hard Construction Costs

*Think: bid day prices*

### Contingencies

*Construction contingency for unforeseen conditions  
Project contingency for items needed to complete the project*

### Escalation

*Construction industry term for inflation,  
or increase in costs over time*

## Total

# Regulatory Constraints

*Projects paid for by bond funds must:*

- Be Bond Compensable
- Be Capitalizable (long life assets or per current statutes)
- Not mix funds with General Fund
- Be audited: both performance and financial
- Comply with DSA permitting regulations
- Comply with CEQA
- Comply with local jurisdictions
- Comply with Public Contract Code
- Comply with CDE
- *And many more....*

# Prioritization Criteria

*Remember: Every student, every day, every one of us.*

## ***These are 'givens':***

- Swing space
- Energy efficiency
- Environmental studies
- Right sized capacity
- Safety and security
- Seismic codes
- Accessibility & ADA
- Technology infrastructure
- Infrastructure updates
- HVAC updates
- Hazardous materials
- Construction staging
- Bid packaging
- Trade phasing

## ***Give us your thoughts and ranking (top 7):***

- |                                |   |
|--------------------------------|---|
| ▪ Athletic facilities          | ▪ Student commons (HSD)                               |
| ▪ Campus landscaping           | ▪ Teacher collaboration space                         |
| ▪ College and career readiness | ▪ Traffic and drop-off                                |
| ▪ Curb appeal / landscaping    | ▪ Most number of students impacted                    |
| ▪ Family Centers               | ▪ Program improvements                                |
| ▪ Flex space                   | ▪ Reception/office space                              |
| ▪ Library Media Centers        | ▪ Resolve critical needs not covered by previous bond |
| ▪ Lunch facilities             | ▪ Resolve critical needs:                             |
| ▪ Multi-purpose space          | ▪ _____   |
| ▪ Parity                       | ▪ _____ (add a priority)                              |
| ▪ Parking                      |   |
| ▪ Play space                   |   |
| ▪ Reduce overcrowding          |   |
| ▪ STEAM                        |   |
- (science, technology, engineering, arts, math)

## Next Workshop: Study Options

### **Workshop 2: Program Options**

Monday, March 21, 5 – 7 pm

Davidson Middle School Library

- Compile and share prioritization results and rankings
- Review and discuss schematic scenarios for HSD and ESD –

Lifting student achievement.

**EVERY STUDENT,  
EVERY DAY.**

*Every one of us.*

