

TO: Board of Education

FROM: Randall Booker, Superintendent
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SUBJECT: **FACILITIES MASTER PLAN**

I. **SUPPORT INFORMATION**

The Facilities Master Plan process combines the goals of PUSD's Education Specifications and the information collected by the design team (including facility assessments) into a comprehensive plan for the schools of the Piedmont Unified School District. The main product of the facility needs assessment and Facilities Master Plan is a detailed proposal for renovations and/or additions to be made at each school campus.

The facilities master planning process takes into account all of the information on the District's facilities, the needs and desires of faculty, staff and the community and projections about future District needs and creates a comprehensive plan for each campus that addresses these issues. The plan looks at issues holistically and creatively to find unique and inventive solutions that fit the specific needs of each campus and community. The final Facilities Master Plan document provides a clear narrative and graphic summary of the proposed facilities improvements for each campus.

The Facilities Master Plan is a planning guide for facilities work now and in the future, rather than a short-term action plan. The Plan is intended to help the District set priorities for facilities work, and help ensure that facilities work furthers the District's educational goals.

Our goals for the Facilities Master Plan document are as follows:

- Support the District's Educational Specifications for expanding and enhancing 21st century learning environments.
- Create a long-term vision for the facilities of each school campus that aligns with the Educational Program.
- Provide a detailed, prioritized list of facilities needs for each site with cost information.
- Provide a clear Implementation Plan that prioritizes and identifies how the improvements could be funded and constructed.
- Provide clear documentation of the Master Plan and the process of developing it.

- Clearly document and illustrate facilities needs to support and guide a bond measure.

The scope of this master plan does not include the development of a specific implementation plan. It will be the task of the District to determine strategies for phasing and funding the master plan-recommended projects.

Working closely with Quattrocchi Kwok Architects (QKA), PUSD completed the initial phases of facility master planning: *Education Specification Meetings* and *Facility Site Assessment*.

Educational Specifications

Educational Specifications comprise the educational vision of a school district. They are a map of how teachers want to be teaching their students—and how physical facilities can support that teaching. The educational specifications also detail standards for the size of, and amenities included in, classrooms, libraries, multipurpose rooms, gymnasiums, outdoor spaces, and offices. The California Department of Education requires that districts have Educational Specifications in place before beginning new facility projects.

PUSD's Education Specification Committee consisted of nearly 30 teachers and administrators from across the district.

Education Specifications are completed in two parts: *Educational Program* and *Building Program*.

Educational Program: The Educational Program focuses on how pedagogy, curricula, learning support programs, and activities are delivered across the District. Piedmont's educational program serves students with a tremendous amount of breadth and depth. These programs include the adoption and implementation of the Common Core State Standards in Math and English Language Arts, the Next Generation Science Standards, the Computer Science Teacher Association Standards, as well as the District's continued focus on STEAM Education, differentiation, inclusion, experiential and service learning, and Special Education.

Building Program: The architects translate the language of education into the language of buildings. Relying on the District's Education Program, QKA facilitated four meetings with the Education Specification Committee to develop the Building Program portion of the plan. The Building Program details facility needs and standards including space sizes, features, adjacencies, etc. that support the District's Educational Program.

Emerging Themes

Educational needs and school populations have changed since the middle and high schools were constructed. The District strives to deliver an extraordinary educational program, and enhance learning opportunities for all students. To do so, the District needs adequate facilities and other infrastructure to support learning and instruction, now and in the future.

Two main themes emerged from the development of the Educational and Building Programs:

1. The District is in need of classroom modernization to fully support the District's goal of academic excellence and a 21st century learning and teaching experience. All learning environments must be designed for maximum flexibility to accommodate changing educational programs and future career paths.
2. The District is in need of facility modernization and upgrades to support an educationally appropriate and comfortable learning environment for students and staff. This includes climate control, accessibility, safety and security, and classroom furniture.

Facility Site Assessment

QKA, Pete Palmer - PUSD Director of Facilities, and PUSD Maintenance staff performed a facility site assessment at each campus. The purpose of the assessment is to identify those improvements and remedial up-grades, along with their associated costs, required to provide safe, secure and well-maintained campuses, appropriate to the needs of current and future educational programs for the foreseeable future.

The team visually surveyed the existing conditions at each campus, with follow-up reviews at selected sites that were more complex, or had a greater number of issues. For documentation, the team took on-the-spot notes and photographs of each site during the walkthroughs, with the aim of illustrating typical examples of facility deficiencies, and Division of State Architect (DSA) non-compliant construction or Code requirements.

The team evaluated each facility in the following areas:

- Architectural
- Structural
- Plumbing
- Site Utilities
- Electrical
- Heating, Ventilation, and Air Conditioning
- Communications and Technology

Additionally, the District provided the architects with electronic scans of drawings for each of the campuses. These drawings documented the school's original buildings, as well as modernization projects added over the years.

Site Planning Meetings

Because of the dependence on Education Specifications for master planning, PUSD hosted the Site Planning Meetings in October-December. Site Planning Meetings were hosted at individual school sites to facilitate discussions about the program-driven facility needs of each respective school. Participants included educators, students, families, and community members. The Site Planning Meetings were scheduled on the following dates/times:

Piedmont High School:	October 26 th	3:45pm-5:15pm
Piedmont Middle School:	November 2 nd	3:30pm-5:00pm
Millennium High School:	November 5 th	3:30pm-5:00pm
Havens Elementary School:	November 12 th	3:30pm-5:00pm
Wildwood Elementary School:	November 19 th	3:30pm-5:00pm
Beach Elementary School:	November 30 th	3:30pm-5:00pm
Piedmont High/Millennium High:	December 1 st	3:30pm-5:00pm

Notification about each of the *Site Planning Meetings* was posted in school bulletins and the Piedmont Portal.

The Board also hosted a special Facilities Master Planning Board Workshop on December 14, 2015 – 9:00am – 11:00am at the PUSD District Office.

Additional Community Outreach

In order to provide context to the many conversations regarding the adequacy of PUSD Secondary facilities to support current and future educational programs, the District hosted public tours of various buildings at Piedmont High School, Millennium High School, and Piedmont Middle School. All members of the public were welcomed to attend.

The PUSD Site Tours – Secondary Campuses:

Tuesday, November 3, 2015	3:30pm – 4:30pm
Wednesday, November 18, 2015	3:30pm – 4:30pm

While the community participated in the facilities master planning process via the Site Planning Meetings, PUSD also hosted two *Community Outreach Meetings* to solicit additional input. These meetings occurred on:

January 12th – 7:00pm – 8:30pm, and
January 19th – 7:00pm – 8:30pm

Bonding Capacity

At the January 13th Board of Education Meeting, KNN Public Finance, acting as the financial advisor to the District, presented on the current and future bonding capacity for the Piedmont Unified School District.

California Education Code stipulates that a unified school district can issue bonds so long as the overall amount of bonds outstanding does not exceed 2.5% of its current assessed value (“A.V.”). The current fiscal year 2015-16 total A.V. is \$3,845,936,400 and provides the District with a total bonding capacity up to \$96,148,410 in par value. Removing the District’s currently outstanding bonds of \$69,293,678 leaves the District with \$26,854,732 of remaining bonding capacity.

The growth of the District’s tax base and the decline of outstanding bonds through bond repayment both provide more room to issue bonds. The District’s prior bond measures have effectively no remaining authorization to issue bonds, so bond capacity will continue to improve as the District continues to pay down its bonds (assuming A.V. growth is constant). To access the remaining bonding

capacity for new money general obligation bond issuances, the District will require voter approval of a new bond measure.

The sizing of a potential 2016 bond measure considers a variety of assumptions including the following:

- Tax rate options – statutory maximum versus voter approval threshold?
- Number of issues – amount the District expects to spend per year and over how many years?
- Bond repayment terms – 25 to 30 years.
- Repayment ratios/interest costs.
- A.V. growth assumptions.

To identify a preliminary revenue constraint for debt service repayment, KNN assumed a 4% annual growth of the District's tax base and tax levy scenarios that range from \$35 to \$60 per \$100,000 of A.V. – the statutory maximum for a unified school district.

The A.V. growth assumption is relatively conservative given the District's 5-year average growth of about 5% and 15-year average growth rate of about 5.8%. Given consistent structural assumptions (i.e. repayment term, CIBs only), the District has several possible bond authorization amounts on projected AV growth and targeted tax rates.

Tax Rate Estimate	AV Growth Rate	Bond Type	Number of Series	Repayment Term	Total Authorization*	Scenario
\$35	4.00%**	CIBs	2	29 years	\$38,350,000	A
\$40	4.00%**	CIBs	3	29 years	\$43,835,000	B
\$45	4.00%**	CIBs	3	29 years	\$49,315,000	C
\$50	4.00%**	CIBs	3	29 years	\$54,805,000	D
\$55	4.00%**	CIBs	3	29 years	\$60,270,000	E
\$60	4.00%**	CIBs	3	29 years	\$65,765,000	F

* Subject to change based on market conditions

** Conservative growth assumption relative to District's 5-year and 15-year A.V. growth averages

Budget

The facilities master plan takes into account all of the information on the District's facilities, the needs and desires of faculty, staff and the community and projections about future District needs and creates a comprehensive plan for each campus that addresses these issues.

Because a Facilities Master Plan is comprehensive in nature, with a long-term vision, the estimated budget purposefully outweighs current funding options. No District in the state of California, including Piedmont Unified, has a funding model that provides for the implementation of a comprehensive facilities master plan via their general operational budget.

The budget estimates developed for this master plan attempted to be as comprehensive as possible in accounting for the hard costs, soft costs, contingencies, and other anticipated project components. However, there are likely to be additional costs that have not yet been included in the budget estimates because they are not yet well defined. It will be important to better

define these elements and add their associated costs into the program budget in order to ensure that they are incorporated in the funding strategy.

In developing the estimated budget for the Facilities Master Plan, the District, with the support of staff and QKA, utilized current industry-standard assumptions for hard costs (cost per square foot, annual escalation, and contingencies) and soft costs (architectural and design, DSA fees, contingencies, and inspections). Cost per square foot may range between \$325 for a renovation to \$530 for new construction.

The total estimated budget for the PUSD Facilities Master Plan is \$136.8M. This budget includes each component of the Facilities Master Plan.

II. **RECOMMENDATION: REVIEW**
Review Facilities Master Plan