



Building Excellence - Future Ready 2020

Operations Work Group November 11, 2019

Goals for this Presentation:

Progress update on Future Ready 2020 community input

 Review strategy for large scale school construction and associated RFP

Review November 2020 timeline

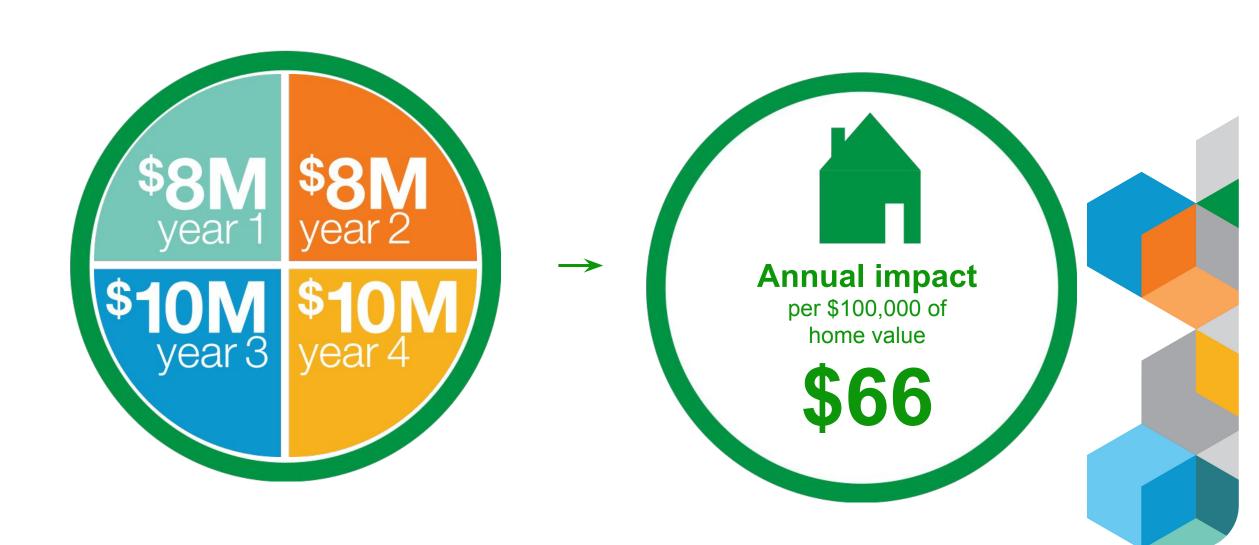
Future Ready Facilities potential community ask MADISON METROPOLITAN SCHOOL DISTRICT



	Future Ready Facilities	Annual impact per \$100,000 of home value
East, West, La Follette, & Memorial High Schools	\$70 million per school	\$61
Capital High	\$6 million	\$1
New Rimrock area Elementary School	\$25 million - \$30 million	\$7
Total	\$315 million	\$69

Operating potential community ask









Building Excellence Future Ready 2020:

Community Engagement & Input Update

Community Engagement & Input Plan



To support decisions, MMSD is enacting its **Community Engagement and Input Plan**

- Seeking input regarding:
 - Renovation of the four comprehensive high schools
 - Options for acquiring a site and building a new elementary school in the Rimrock area
 - Renovation of Hoyt school and relocating
 Capital High to this site
 - A possible operating referendum
- Full plan builds off of 5 years of community engagement. Provided in Appendix A of the report.



Engagement Process: Current Status



- MMSD's input plan calls for a series of Targeted, Open, and Informational engagement sessions
- As of Nov 8, the referendum team has completed **31 sessions**:
 - 11 Targeted Community Input Sessions
 - 4 Open Community Input Sessions
 - 16 Informational Sessions
- Emphasis on authentic, inclusive engagement
 - Worked to reduce barriers to participation by providing food, child care, and transportation for sessions
 - Sessions and break-out groups conducted with Spanish and Hmong interpreters
 - Contracted with Equity by Design for support in planning, designing, and facilitating sessions with specific demographic and geographic communities

Engagement Process: Preliminary Analysis



- For its mid-process report, RPEO conducted a preliminary analysis of data
- Qualitative analysis of notes and feedback forms collected at a subset of 12 Open and Targeted Sessions
 - Comments and questions from
 372 participants
 - Analyzed 132 feedback forms
- Detailed methods: pg. 5-7 of Community Engagement & Input Mid-Process Report

Session Type & Focus	Sessions Included	# Participants	
Targeted: Allis/ Nuestro Mundo/ Rimrock Neighborhood	- Allis Families - Allis Staff - Nuestro Mundo Families - Nuestro Mundo Staff	116	
Targeted: Capital High/ Hoyt	- Capital High East Staff - Capital High West Staff - Capital High West Students - Hoyt Neighborhood	101	
Targeted: General Referendum Topics	- Joint Advisory Group Meeting (Parent, Teacher, Teacher of Color & Student Advisory Groups) - Principal Advisory Group	73	
Open Community Session: High Schools	- East High School - Lafollette High School	82	

Page 6 of Community Engagement & Input Mid-Process Report

Preliminary Findings: General



General Feedback

- So far, general support for potential 2020 referenda
 - Satisfaction with clear presentation and communication
- Some concern about size and financial impact of referenda
 - Stressed the need for transparency given the potential cost

Preliminary Findings: Operating



Operating Feedback

- To this point, there is relatively limited feedback on the potential operating referendum
 - General support and recognition of the need to maintain MMSD's high-quality workforce
 - Some questions regarding direct impact on schools and outcomes
- More data and direct feedback will be available when survey is complete and analyzed

Preliminary Findings: New Elementary School



- Strong support so far for acquiring a site and building a new elementary school in the Rimrock area
 - Belief among participants that an elementary school serves a critical need for students and families
 - Solves significant accessibility issues for Rimrock students and facilitates parent/family participation
- Some concern that new school might contribute to racial/socioeconomic segregation, given likely demographics
- MMSD is gauging input on program options for the new school, but important data are still forthcoming

Preliminary Findings: Capital High



- Support for unifying Capital High East and West
 - One site would improve Capital High's ability to serve its students
- Some concerns regarding relocation to Hoyt building
 - Logistics, including long commutes for some students
 - Some disruption to Hoyt Park and neighborhoods with increased use



Preliminary Findings: High School Reinvestment MADISON METROPOLITAN SCHOOL DISTRICT

- Strong support for high school reinvestment
 - Perception of clear need, given state of each school's physical plant
- Participants shared key priorities:
 - Sustainability, energy efficiency, and conservation
 - Consideration of Title IX, all-gender bathrooms and changing areas
- Rather than \$70 million for each high school, some participants suggested that a needs-based distribution of funds should be considered





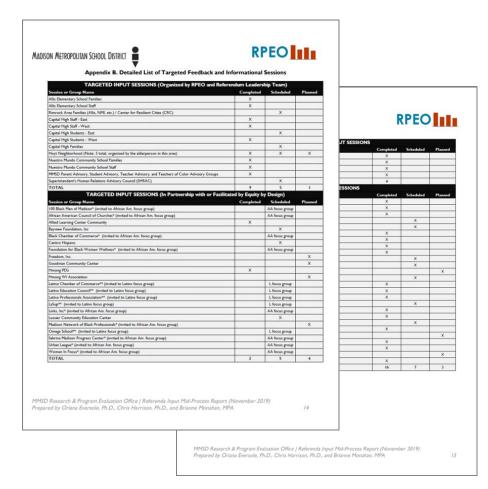




Community Engagement Process: Next Steps



- Approaching the midpoint of the Community Engagement Process
 - 26 sessions still scheduled or planned, including targeted sessions with key groups
 - District-wide survey underway, will be completed Dec 5
- Detailed accounting of completed and planned engagement activities provided in the report, Appendix B



Community Engagement & Input Mid-Process Report, Appendix B





Building Excellence Future Ready 2020:

School Construction and Utilization of a Construction Manager (as Constructor)

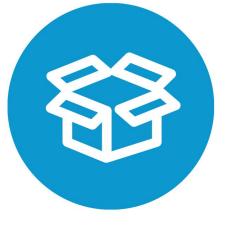
Large Scale School Construction - "Must Haves" MADISON METROPOLITAN SCHOOL DISTRICT



Non-negotiables for Large-scale School Construction Projects:







Deliver the scope and quality of projects promised

Large Scale School Construction - Possible Delivery Methods





- 1. Design, Bid, Build
- 2. Design Build with a single Construction Manager
- 3. Construction Manager "at-risk" as Constructor

MMSD Previous School Construction Process



Design → Bid → Award to General Contractor → Build

Pros

- + Familiarity with process
- + Potential Cost Savings
- + Cleaner process with fewer players

Cons

- Schedule
- Budget (Change Orders) when remodeling existing sites
- Multiple General Contractors to manage on multiple projects

Another Method to Consider - Design Build



Design-build is a method of project delivery in which one entity - the **design-build** team - works under a single contract with the project owner to provide **design** and **construction** services. One entity, one contract, one unified flow of work from initial concept through completion.

Pros

- One contractor to work with through the entire process
- + Construction process easier on the owner with "turn-key" service

Cons

- Many ways for contractors to hide costs
- Perception of community that MMSD handed all the work to one contractor

Proposal - Add Construction Manager to MMSD Team



What is a Construction Manager?

- Construction Managers oversee and lead construction projects from beginning to end. They are responsible for setting and keeping schedules, monitoring finances, coordinating an open bidding process and making certain that everybody is doing what they should, every day.
- Construction Managers can self perform some work or owners can decide to have all the work performed by individually bid sub-contractors.



Construction Manager - Continued



Pros

- + Guaranteed Max Price (GMP)
- + Pre-construction Cost Estimating
- + Continued "constructability" feedback throughout the entire design process
- + Coordination and Scheduling oversight

Cons

- Some feespre-referendum
- Added management fees during construction

Recommendation - Construction Manager



Release an RFP for a Construction Manager with the following criteria/qualifications

- Experience with K-12 construction of this size
- Agree to set percentage of cost of construction for fees
- Agree to Guaranteed Max Price as part of their contract(GMP)
- Agree to open access to sealed bids
- Will not self-perform any work
- Agree to pre-set fees (not to exceed) for general requirements

2020 Referendum - Capital/Facility Planning Team



- MMSD Core Team
- Financial Advisor PMA
- Realtor Andrew Kessenich
- Projections and Municipality
 Coordination Vandewalle
- Legal Consult von Briesen & Roper
- Architects and Designers ZAS & PRA
- Construction Manager TBD



Next Steps - Construction Manager





- Release RFP November
- Interview December
- Award through consent January





Building Excellence Future Ready 2020:

Review of Timeline

2020 Referendum - Project Calendar



This schedule is designed to make possible a November 2020 referendum. The Board of Education owns that key decision and would ideally act between March and May 2020.

	Mid-Sept to Dec 2019	January 2020	Mar-May 2020	June-Nov 2020	November 2020
Project Activity	Community input and engagement	Present input summary and vetted, prioritized, near final options for Board discussion	May 25 is the effective date the Board would authorize a school bond referendum for Nov 2020, sooner is possible	Public information effort to inform the Madison community	Date of general election
Board Action/ Outcome	Community input and engagement	Begin 1 to 3 month window for additional Board input and discussion	Board action setting 2020 referendum in motion	Public information effort to inform the Madison community	

2020 Referendum



Staying on track to Nov 2020

July 2019 Board of Education moves to enter community input phase regarding possible referenda questions, one focused on facilities and one focused on operating

January 2020 Gain extensive community input from Aug-Dec

- Reinvesting in High Schools
- Acquiring site/building an elementary school in Rimrock area
- Unify Capital High from two sites into one

March-May Final time to adopt referendum language

Nov 3, 2020 Referendum on ballot



Thank you



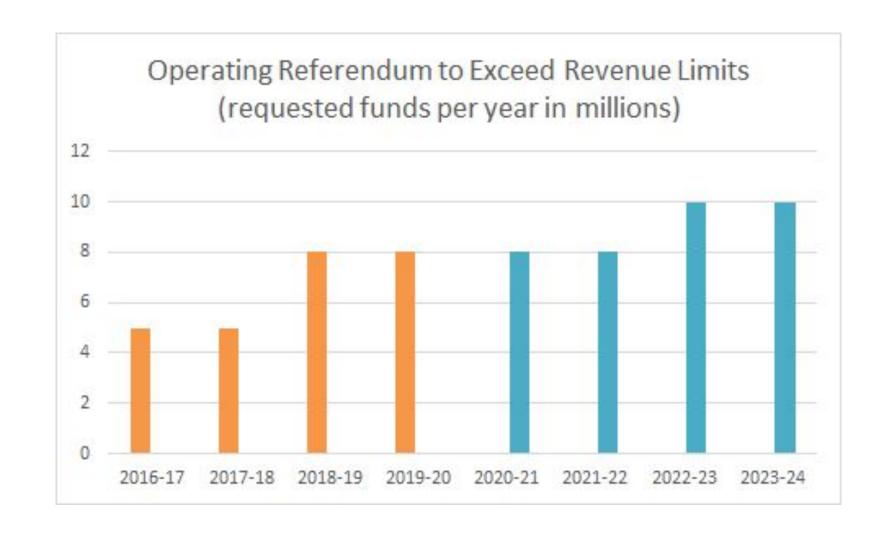


Appendix

Budget deficits of \$30M over next 3 years predicted



Local resources would help stabilize budget and maintain academic momentum while continuing disciplined budget process.



Operating and facilities referenda together would be estimated to be near 2015-16 mill rate levels.







The Madison property tax ranked



✓ Lowest % of property taxes invested in public education

✓ Near the lowest mill rate in our surrounding area

School District	School District Mill Rate	Municipal Mill Rate per \$1,000 home value	School District as a % of Municipal mill rate
Monona	\$12.85	\$21.92	59%
Verona	\$12.77	\$23.50	54%
Sun Prairie	\$12.07	\$22.91	53%
McFarland	\$11.98	\$20.59	58%
Oregon	\$11.38	\$19.04	60%
Madison	\$11.07	\$22.52	49%
Middleton	\$9.59	\$17.89	54%

Recently passed referenda in neighboring areas





Sun Prairie: April 2019 \$164M Facilities



Verona: April 2017

1) \$190M Facilities

2) \$2M RR for operations



Oregon: Nov 2018
1) \$44M Facilities

2) \$2M RR for operations



Verona: April 2015 \$8M to buy land



Middleton: Nov 2018

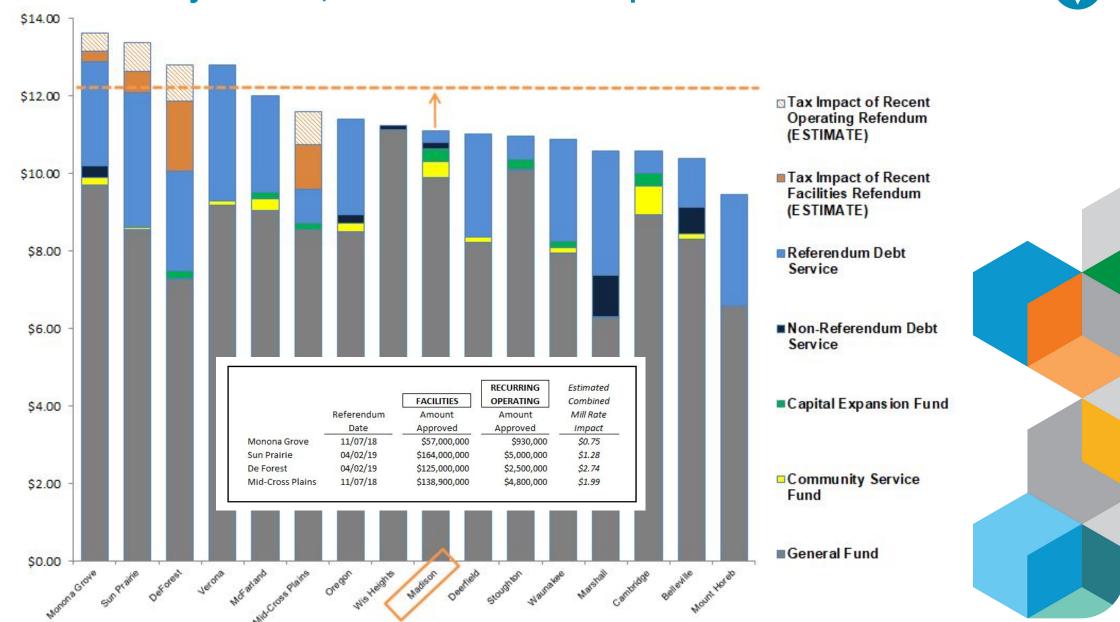
\$130M Facilities



2018-19 TOTAL MILL RATE COMPARISON

Dane County districts, includes estimated impact of recent referenda





Future Ready: Facility & Operating Revenue



	Total	Ave. home annual tax increase
Capital	\$315 million	\$202
Operating Revenue	\$36 million	\$198
Total	\$351 million	\$400

