

Capital Facilities Program Update

San Rafael City Schools

18 April 2016

PROGRAM PROGRESS

Moving Our Facility Work Forward

Facility Needs: Master Facilities Plan

18 month development of Master Facilities Plan

Long-term, 10-year plan for improving facilities

MFP identified needs with budgets of:

- ESD = \$273 million
- HSD = \$181 million

Measures A & B Successful

Nov. 2015: San Rafael community passed Measures A & B, which will fund a portion of the master plan.

- ESD = \$108 million
- HSD = \$161 million

Program Maps

Series of community workshops

Program priorities: input to inform program scenarios

Proposed program map scenarios: review and modify based on input

Board Approval

Board discussion
Board reviews and takes action on program maps for ESD and HSD

Site Project Work

Project manager and team identified; collaborate with schools on designs and details
Construction begins!

Community Input



Master Facilities Plan: Over 400 individuals involved in the master plan process through site needs assessment meetings, executive committee, visioning meetings



Program Maps: Community workshops to build program maps for ESD and HSD by identifying priorities and recommending scenarios, given constraints



Site Project Work: Students, teachers, staff, parents and community members work with project teams on project designs and details, primarily through site facilities committees

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
- ✓ Plan and build program team, internal and external, pending hiring
- ✓ Empanel Citizens Oversight Committee
- ✓ Refine Program Maps *based on Facilities Master Plan and community input*
- Underway* Adopt Program Maps as foundations for implementation
- 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

PROGRAM TEAM

Program Management

- Blended team approach:
 - Internal team: strong, lean, knowledgeable District advocacy
 - External team: flexible, deep bench, expertise and people when needed

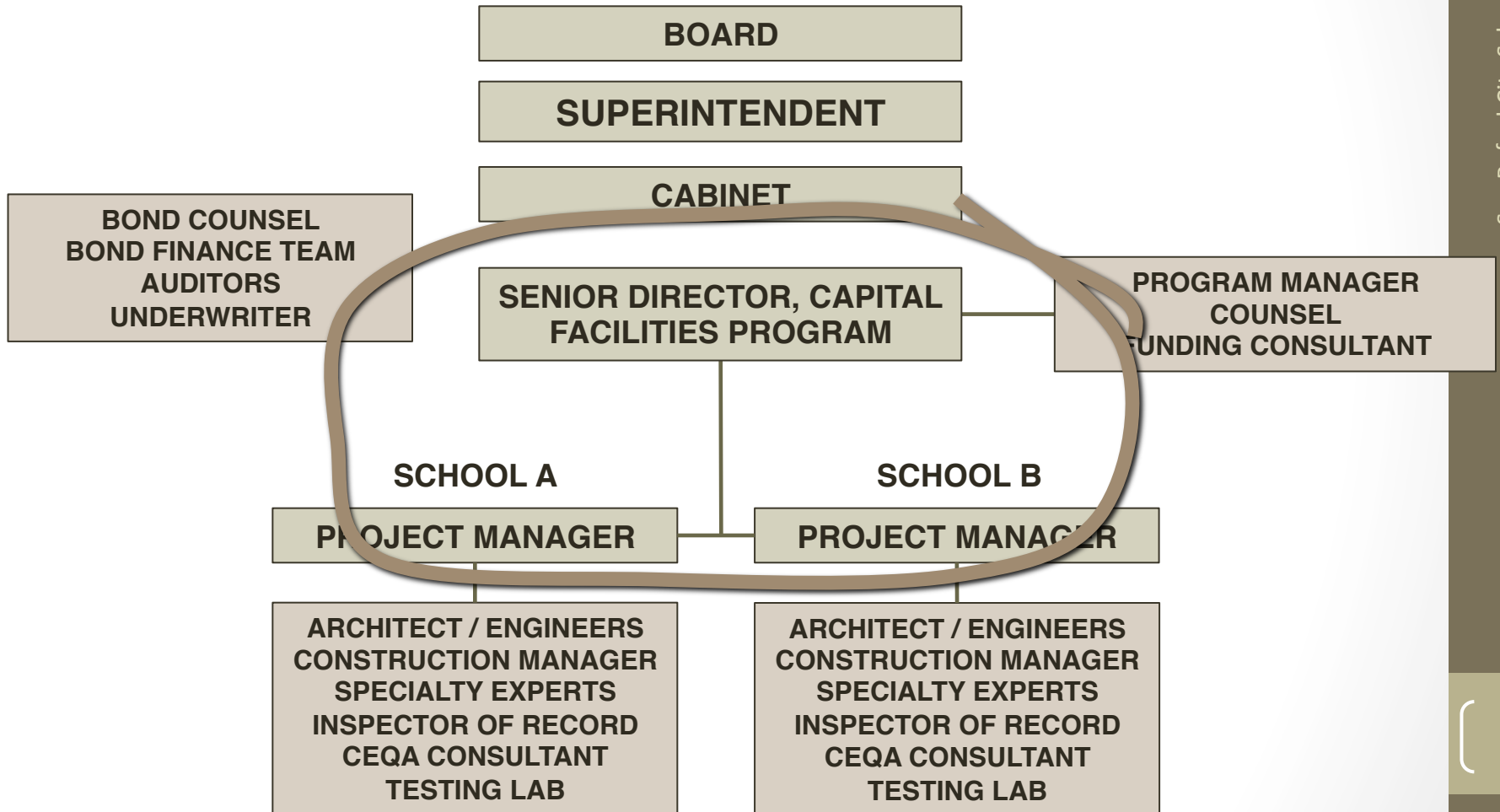
Internal Team

Senior Director, Program
Project/Construction Manager
Project/Construction Manager
Accounting and Records
Administrative

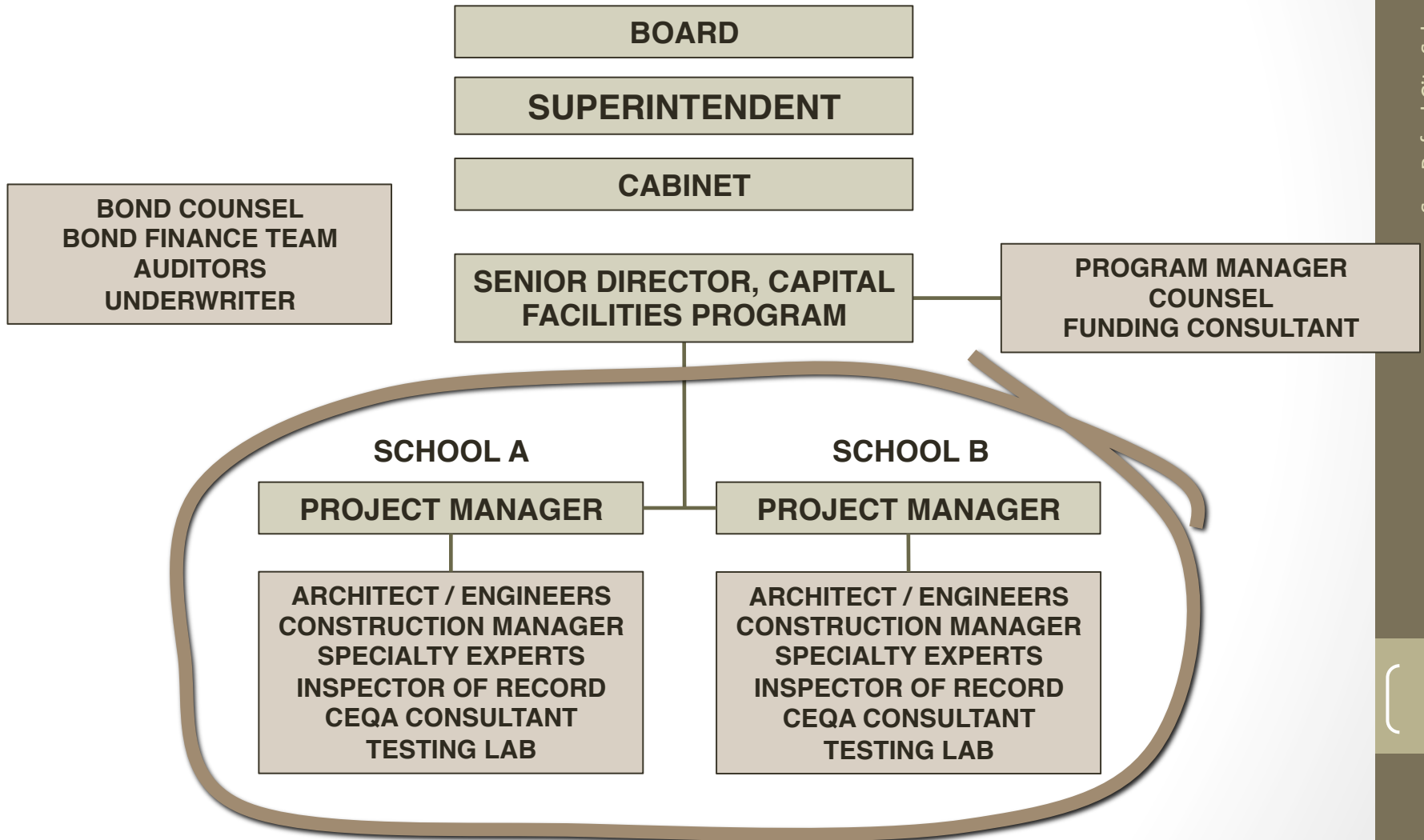
External Team

Program Management
Project/Construction Manager
Project/Construction Manager
Counsel
Cost Consultant
CEQA Consultants
Other Specialty Consultants
Project Inspectors (IORs)
Testing Labs

Program Management



Project Team for Each Site



Program Team Schedule

- Senior Director, Capital Facilities Program
 - Screening applicants now
 - Onboard desired in May
 - Sr. Director will add District staff
- Program Management Services
 - Request For Qualifications open now
 - Statements of Qualifications due May 5
- Architects
 - Request For Qualifications open now
 - Statements of Qualifications due May 11
- Upcoming positions
 - Project Inspectors
 - Testing
 - Auditors
- Other upcoming support
 - Bond accounting and tracking system

Recurring Program Steps

Annually:

- Review and update Master Facilities Plan
- Year end closing and budget development
- Financial and performance audits
- Citizens Oversight Committee meeting and report
(often at more frequent intervals)

Biannually:

- Report program(s) status and budgets to Board

Quarterly:

- Budget scrub

Monthly:

- Update project budgets, expenditures, estimates to complete
- Reconcile to District accounting system
- Budget, accounting and fund demand updates to CBO

Weekly

- CFP team meetings

Next Steps

- Board considers adopting program maps
- Program team on board
 - Senior Director and staff
 - Program Manager and construction managers
 - Architects
 - Other consultants: CEQA, Project Inspectors,
- Develop program and projects detail
 - Costs, sequencing, budgets and schedule
- Present projects to Board
 - Project description
 - Scope to budget adjustments
 - Master Facilities Plan context
 - Design checkpoints:
 - Design Development,
 - 50% Contract Documents
 - Board actions:
 - Consultants' contracts
 - Contractor Prequalification
 - CEQA findings
 - Contract for construction, consultants' contracts

Begin Site Project Work

Project manager and team identified;
collaborate with schools on designs
and details

Construction begins!

IMPLEMENTATION PLANNING

Capital Program Workshops

**Over 200
individuals
participated in
the series.**

Building program maps 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 Map Options** **March 21 5pm Davidson MS**
Compile and report priorities and rankings
Apply priorities to program map scenarios
Study and discuss pros and cons
→ *Revise, combine options according to feedback*

- ✓ **3: Consensus Program Maps** **March 30 6pm San Rafael HS**
Present revised program maps
→ *Recommend program maps in general, continue refining per feedback*

- ➔ **4: Board Meeting** **April 18 6pm**
Present recommended program maps for HSD and ESD
for consideration by the Board

Themes of Scenarios

Both High School District and Elementary School District

- Accomplished in about eight years
- Recognizes cash flow constraints
- Built a lean, conservative budget – accounted for reasonable contingencies, soft costs and escalation
- Swing space and sequencing taken into account

High School District

- A good idea of what expectations can be at high schools
- Establishes budget by school

Elementary School District

- Year 2 focused on site design and input
- Front loaded year 3 to be first major year of construction
- Accounts for flexibility with enrollment projections
- Brings more parity by addressing specific issues at sites
- State funding eligibility taken into account

REMEMBER...

ESD Priorities:

1. STEAM
2. Reduce overcrowding
3. Multi-purpose space
4. Athletic facilities
5. Parity
6. College and career readiness
7. Library Media Centers

HSD Priorities:

1. STEAM
2. College and career readiness
3. Reduce overcrowding
4. Athletic facilities
5. Library/media centers
6. Campus landscaping
7. Program improvements

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

ELEMENTARY SCHOOL DISTRICT 8 YEAR PROGRAM MAP: SCENARIO B4

This program map reflects input and priorities from the school community.

Revenue		2015 - 2016	2016 - 2017	2017 - 2018	2018 - 2019	2019 - 2020	2020 - 2021	2021 - 2022	2022 - 2023	2023 - 2024
	Totals	1	2	3	4	5	6	7	8	9
Total Revenue	121,395,000	25,000,000	1,570,000	28,600,000	2,000,000	29,900,000	2,000,000	31,725,000	1,500,000	

PHASE ONE MASTER FACILITIES IMPLEMENTATION SCENARIO

Expenditures		2015 - 2016	2016 - 2017	2017 - 2018	2018 - 2019	2019 - 2020	2020 - 2021	2021 - 2022	2022 - 2023	2023 - 2024
Program and Schools	Totals	1	2	3	4	5	6	7	8	9
Program Reserve	2,000,000	2,000,000								
Program & Constr Mgmt	8,550,000	360,000	1,180,000	1,150,000	1,090,000	1,100,000	1,130,000	1,140,000	1,170,000	230,000
Bahia Vista	150,000	-	150,000	-	-	-	-	-	-	-
<i>Lunch / Shade Structure</i>			<i>Lunch / Shade Structure</i>							
Coleman	-	-	-	-	-	-	-	-	-	-
Glenwood	3,650,000	-	-	3,650,000	-	-	-	-	-	-
<i>Multi Purpose Room, Modular</i>				<i>Multi Purpose Room, Modular</i>						
Laurel Dell	13,910,000	-	-	13,910,000	-	-	-	-	-	-
<i>Campus Replacement and Expansion 1-5, Modular; (Kinder portables)</i>				<i>Campus Replacement and Expansion 1-5, Modular; (Kinder portables)</i>						
San Pedro	13,160,000	-	-	13,160,000	-	-	-	-	-	-
<i>New Classroom & Admin Building, Modular</i>				<i>New Classroom & Admin Building, Modular</i>						
Short	5,950,000	-	-	-	-	5,950,000	-	-	-	-
<i>4 Classrooms, MPR, Library Modular, Site Improvements</i>						<i>4 Classrooms, MPR, Library Modular, Site Improvements</i>				
Sun Valley	-	-	-	-	-	-	-	-	-	-
Davidson	30,980,000	-	510,000	12,920,000	-	3,680,000	-	13,870,000	-	-
<i>Air Conditioning at Admin Building</i>			<i>Air Conditioning at Admin Building</i>							
<i>New 2 Story STEAM Classroom Building, Modular</i>				<i>New 2 Story STEAM Classroom Building, Modular</i>						
<i>New MPR/Music Building, Modular</i>						<i>Gym Locker and PE Classroom Expansion</i>		<i>New MPR/Music Building, Modular</i>		
<i>Gym Locker and PE Classroom Expansion</i>										
Venetia Valley	43,040,000	-	150,000	5,500,000	-	12,640,000	-	24,750,000	-	-
<i>Lunch / Shade Structure</i>			<i>Lunch / Shade Structure</i>							
<i>Demo Kinder, 50s Wing, Install Replacement Portables and Swing Space</i>						<i>Demo Kinder, 50s Wing, Install Replacement Portables and Swing Space</i>				
<i>6 - 8 STEAM Building Expansion, Modular</i>				<i>6 - 8 STEAM Building Expansion, Modular</i>						
<i>Replacement Classroom Building K5, Modular</i>								<i>Replacement Classroom Building K5, Modular</i>		
<i>New Gym Building, Modular</i>						<i>New Gym Building, Modular</i>				
<i>Parking & Drop-off</i>				<i>Parking & Drop-off</i>						
Total Expenditures	121,390,000	2,360,000	1,990,000	50,290,000	1,090,000	23,370,000	1,130,000	39,760,000	1,170,000	230,000

San Rafael City School - 4/18/16

SAN RAFAEL CITY SCHOOLS

HIGH SCHOOL DISTRICT 8 YEAR PROGRAM MAP: SCENARIO A2

Version: 12 April 2016

This program map reflects input and priorities from the school community.

Revenue		2015 - 2016	2016 - 2017	2017 - 2018	2018 - 2019	2019 - 2020	2020 - 2021	2021 - 2022	2022 - 2023	2023 - 2024
Totals	1	2	3	4	5	6	7	8	9	
Total Revenue	171,550,000	37,700,000	200,000	48,850,000	2,250,000	45,250,000	250,000	36,750,000	300,000	
PHASE ONE MASTER FACILITIES IMPLEMENTATION SCENARIO										
Program and Schools	Totals	1	2	3	4	5	6	7	8	9
Program Reserve	3,000,000	3,000,000								
Program & Constr Mgmt	12,770,000	530,000	1,760,000	1,720,000	1,630,000	1,650,000	1,690,000	1,700,000	1,750,000	340,000
Madrone High School	5,040,000	-	-	5,040,000	-	-	-	-	-	-
<i>New Madrone Building (combined with Science Bldg)</i>				<i>New Madrone Building (combined with Science Bldg)</i>						
San Rafael High School	72,850,000	9,630,000	2,160,000	14,940,000	-	29,870,000	14,240,000	2,010,000	-	-
<i>Stadium *includes \$850,000 donation</i>		<i>Stadium *includes \$850,000 donation</i>								
<i>Air Conditioning</i>		<i>Air Conditioning</i>								
<i>New Science, Locker Room Expansion</i>		<i>New Science, Locker Room Expansion</i>								
<i>Admin, Main Entryway, Cafeteria, Central Kitchen</i>				<i>Admin, Main Entryway, Cafeteria, Central Kitchen</i>						
<i>Convert Former Admin to Classroom / Restrooms</i>						<i>Convert Former Admin to Classroom / Restrooms</i>				
<i>CTE Building Replacement, Parking Improvements</i>						<i>CTE Building Replacement, Parking Improvements</i>				
<i>Modernize Weight Room</i>								<i>Modernize Weight Room</i>		
Terra Linda High School	71,190,000	-	2,160,000	21,860,000	4,530,000	4,820,000	9,090,000	25,570,000	3,160,000	-
<i>Air Conditioning</i>		<i>Air Conditioning</i>								
<i>New Kitchen, Cafeteria, Classroom (STEAM)</i>				<i>New Kitchen, Cafeteria, Classroom (STEAM)</i>						
<i>New Practice Gym</i>				<i>New Practice Gym</i>						
<i>Gym Expansion & Renovation</i>						<i>Gym Expansion & Renovation</i>				
<i>Expand and Renovate CTE</i>								<i>Expand and Renovate CTE</i>		
<i>Replace Music Building, Add Classrooms</i>								<i>Replace Music Building, Add Classrooms</i>		
<i>Renovate Classrooms, Parking</i>								<i>Renovate Classrooms, Parking</i>		
Swing Space	4,110,000	-	4,110,000	-	-	-	-	-	-	-
<i>All HSD combined</i>		<i>All HSD combined</i>								
District Office		-	-	-	-	-	-	-	3,030,000	-
<i>Reduced scope expansion and renovation</i>								<i>Reduced scope expansion and renovation</i>		
Total Expenditures	171,990,000	13,160,000	10,190,000	43,560,000	6,160,000	36,340,000	25,020,000	29,280,000	7,940,000	340,000

San Rafael City Schools 4/18/16

END