

Facility Planning Task Force Kickoff Meeting Minutes

May 7, 2019

6pm - 8pm

Central Admin Office, Board Room

Objectives for the Meeting

1. Narrow the list of possible solutions from six to two/three.
2. Identify any additional information the task force will need to make an informed recommendation to the school board

May Agenda

6:00 - 6:05 - Agenda Overview

6:05 - 6:15 - Review information and questions

- Why is 2026-2027 the right time for a referendum?
- What other Districts offer a Grades 5-8 middle school model?
- Is it possible to add classrooms to Tonawanda when doing a new gym?
- Is there a benefit to doing the HVAC and gym at Tonawanda at the same time?

6:15 - 7:00 - 10-Year Solutions Activity

7:00 - 7:30 - Narrowing Our Options

7:30 - 7:40 - Identify Information Needed

7:40 - 7:50 - Imperial Park Recommendation

7:50 - 8:00 - Questions, review objectives, and wrap-up

Support Resources

- Presentation
- Facility Planning Task Force - Support Material

By July, the Task Force will have addressed:

- What is our short- and long-term recommendation for Tonawanda?
- What does the District do with Hillside repairs needed in the short-term and what role does Hillside play in a long-term facility strategy?
- What do we do with Imperial Park?
- What happens when Swanson's land becomes so valuable we should consider selling?
- Does the District need another middle of town option to address enrollment growth (e.g. FVS)?
- What is our short-term strategy to address an enrollment surge? Modulars? Additions?
- How do we plan/prepare for the addition of 4k?

Path to a Recommendation

Date	Key Agenda Items	Support Materials Needed
February 12, 2019 Meeting #1	Agenda: 1. Group introductions and norms 2. Facility Inventory 3. Enrollment Projections	<ul style="list-style-type: none">• Enrollment Trends (Nov Report to Board)• Facility Profile to include History• District Map with Properties
February 26,	Task Force Chair Board Update	

2019		
March 5, 2019 Meeting Two	Agenda: 1. Facility Options 2. Tonawanda Case Study	<ul style="list-style-type: none"> • Enrollment History by Tract • Presentation
March 19, 2019	Task Force Chair Board Update	
April 2, 2019 Meeting Three	Agenda: 1. Budget Overview, Impact, Strategies 2. Scenario Analysis: a. 4K Impact b. Re-Open Hillside c. New at Mary Knoll d. Tonawanda	<ul style="list-style-type: none"> • 4-Year Old Projections • 10-Year Capital Improvement Plan • Recent (2005-2018) History of Financing Facility Needs
April 30, 2019	Task Force Chair Board Update	
May 7, 2019 Meeting Four	Agenda: 1. Evaluate Facility Scenarios 2. Impact on District Finances	<ul style="list-style-type: none"> • Facility Scenario Report • Finance Options Report
May 21, 2019	Task Force Chair Board Update	
June 4, 2019 Meeting Five	1. Finalize Task Force Recommendations	<ul style="list-style-type: none"> • Draft Task Force Report
June 11, 2019	Task Force Chair Board Update	
July 9, 2019	Facility Planning Task Force presents Facility Planning Report to the Board of Education	

Opening 6:00

Agenda Review - slide deck

Critical Success Factors Review - slide deck

Meeting Objective review - slide deck

- Reduce from 6 to 2 or 3 options

Review Information and Questions

Review of Follow-Up questions - Slide deck

A quick case study of a \$300,000 homeowner was presented to illustrate why 2027-28 may be the ideal time (financially) to propose a referendum to the community.

- Financial information review (mill rate formula)
- Could borrow up to \$65million at 4.5% and it would be a neutral impact when HS referendum falls off in 2027-2028.
- Advantages of forecasting referendum early (messaging) - at least two years in advance, ideally more.

Other questions that arose during conversation:

- Does the \$8.4 million to open Hillside include the HVAC?
 - Yes
- Is any part of the Hillside remodel included in current 10-year capital plan?
 - No - only the minimum necessary repairs are currently included.
- Are we to position recommendation to the board that would include the addition of a district-wide 4K?
 - Yes, we should anticipate/factor the possibility of 4k at all schools
 - The addition of ½ day 4K would require 2-3 classrooms depending on the school
 - Several regional districts are talking about advocating for full-day 4k, this should also be modeled in our forecasted 10-year plan

10-Year Solutions Activity

Teams of 2-4 were asked to analyze one of six solutions using several lenses (e.g. financial, political, etc.). The teams focused on the short-term portion of the solution, noting that some of the short-term options would also be the long-term solution (e.g. Build a new elementary school now). Teams then had the opportunity to review all other solutions and add more analysis/perspectives until each team had reviewed all six solutions. That analysis can be found on the attached document labeled '10-Year Solutions.'

Narrowing Our Options

Following the group analysis, individual task force members were asked to identify their most preferred solution, and their next preferred option using two dots. After the dots were placed, co-chairs Scott Wheeler and Steve Taipala facilitated a conversation about the exercise and gained group consensus to eliminate three solutions:

Solution C

Short-Term (0-3 Years)	Long-Term (4-10 Years)
Tonawanda HVAC (\$2.5M), Additions to Brk EI (\$3M) or Dixon (\$3M) and Rebalance Enrollment	<ul style="list-style-type: none"> • Re-Open Hillside (\$8.4M) • Middle School Addition with 5th Grade to MS (\$40M) • New Elementary School and Rebalance Enrollment (\$45M Four Section - \$63M Six Section)

Solution D

Short-Term (0-3 Years)	Long-Term (4-10 Years)
New Elementary School (Mary Knoll or Tonawanda) and Rebalance Enrollment (\$45M Four Section - \$63M Six Section), Tonawanda HVAC (\$2.5M)	

Solution E

Short-Term (0-3 Years)	Long-Term (4-10 Years)
Modulars as Needed	<ul style="list-style-type: none"> • Re-Open Hillside (\$8.4M) • Middle School Addition with 5th Grade to MS (\$40M) • New Elementary School and Rebalance Enrollment (\$45M Four Section - \$63M Six Section)

Solutions Remaining

From the initial dot exercise, the order of preference for the three remaining solutions is:

Solution F Votes: First Choice: 10 Second Choice: 4

Short-Term (0-3 Years)	Long-Term (4-10 Years)
Re-Open Hillside (\$8.4M) and Rebalance Enrollment, Tonawanda HVAC (\$2.5M)	

Solution B Votes: First Choice: 9 Second Choice: 4

Short-Term (0-3 Years)	Long-Term (4-10 Years)
Tonawanda HVAC (\$2.5M), Gym (\$4.5M) and 4 Additional Classrooms (\$5.3M)	<ul style="list-style-type: none"> • Re-Open Hillside (\$8.4M) • Middle School Addition with 5th Grade to MS (\$40M) • New Elementary School and Rebalance Enrollment (\$45M Four Section - \$63M Six Section)

Solution A Votes: First Choice: 2 Second Choice: 10

Short-Term (0-3 Years)	Long-Term (4-10 Years)
Tonawanda HVAC (\$2.5M) and Gym (\$4.5M)	<ul style="list-style-type: none"> • Re-Open Hillside (\$8.4M) • Middle School Addition with 5th Grade to MS (\$40M) • New Elementary School and Rebalance Enrollment (\$45M Four Section - \$63M Six Section)

There was also support for considering another option (Solution G), which would add the Gym to Tonawanda to Solution F. District staff said it was unlikely that such a solution was financially feasible, but that it would be added to the list for consideration at the June meeting.

Solution G (No Votes Collected)

Short-Term (0-3 Years)	Long-Term (4-10 Years)
Re-Open Hillside (\$8.4M) and Rebalance Enrollment, Tonawanda HVAC (\$2.5M), Tonawanda Gym (\$4.5)	

Long-Term Options

Solutions A and B may require a long-term strategy to be paired with a short-term recommendation. Another dot vote was conducted to determine which of the three long-term solutions were preferred. The results were as follows, eliminating the option of a new elementary school.

Long Term Solutions

- Re-Open Hillside - First Choice: 14, Second Choice: 6
- Middle School Addition - First Choice: 5, Second Choice: 10
- ~~New School~~ - 3

Information Needed for June Meeting

In order to make the best recommendation possible in June, the following information was requested to be provided for the June meeting. Chris committed to providing the agenda and support documentation one week in advance (May 28) so that the task force members would have time to read the materials, and identify/possibly ask follow-up questions in advance, so that we could reach a recommendation by the end of the next meeting.

1. Detail the District's 10-year capital plan.
 - a. Identify how much could be allocated to a short-term solution.
 - b. Identify what the opportunity cost of a more expensive short-term solution (e.g. Solution G) would be.
 - c. Identify the total dollars that could be committed to a 10-year solution without going to referendum.
2. Forecast disruption and enrollment distribution if Hillside was re-opened in the short-term.
3. Model the impact of both ½ day 4K and full-day 4K on each of our elementary schools.
4. Model the impact on all K-8 schools of a 5th grade move to middle school over the next five years.
5. Confirm with CG Schmidt the numbers associated with new classroom additions, which seem unusually high compared to the additions at Dixon/Brk El.
6. Determine the cost difference to only add two classrooms to Tonawanda, rather than 4.

Imperial Park

A two-minute conversation was held regarding Imperial Park. There was no interest in keeping the property but one question was raised: Does imperial park count as an asset if we go to bond/referendum? This will be addressed in June's slide deck.