



Madison Metropolitan School District  
April 2015 Referendum

# FINAL PROJECT SUMMARY

*Prepared October 2018*

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## Introduction:

In April 2015, Madison voters authorized funding for a forty-one million dollar (\$41,000,000) school facility improvement plan. The projects occurred in sixteen MMSD schools during a thirty-six month period ended June 30, 2018.

We are pleased to report that all projects proposed in the April 2015 plan have been completed, and the project budget of \$41.2 million was maintained. We thank the Madison community for supporting these improvements.

In some instances, limited additional work beyond the original project scope was necessary, or simply more cost efficient to do during the project, which is not uncommon when remodeling older schools. When this occurred, any extra costs were charged to the General Fund maintenance budget. A budget reconciliation is located at the end of this report.

Finally, these projects were bid during a period of rapidly escalating construction costs throughout southern Wisconsin. Under these difficult market conditions, finding the most functional and cost efficient design for each project was essential. Led by MMSD's in-house architect and skilled trades team, who together have hundreds of years of combined experience maintaining the schools, these projects were put through multiple re-examinations until the best possible design solutions were found. We are proud of their work.

A description of each project is presented on the following pages.

**Project Title:** Allis Elementary School – Accessibility Project

**Project Description:** The construction projects approved via referendum on April 7, 2015 included an accessibility project at Allis Elementary School.

**Budget:** \$1,843,910    **Actual:** \$1,118,272    **Variance:** \$725,638

**Analysis:** Frank Allis Elementary opened in 1936 and was built long before the Americans with Disabilities Act (ADA 1990). The accessibility improvements give Allis Elementary School elevator access to all floors. A controlled entrance to improve school safety was included in the project.

**Scope:** Added an elevator to serve three levels. Added a ramp at the main entrance and reconfigured the office and main entrance to create a secure entrance sequence. Added a Limited Use/Limited Application (LULA) Elevator to serve two levels on the west wing. The project went through multiple design drafts, resulting in one centrally located elevator instead of two elevators. The savings is noticeable in the favorable budget variance.

**Extra Work:** Renovated restrooms to create a gender neutral restroom.



## Project Title: East High School – Auditorium Renovation

**Project Description:** The construction projects approved via referendum on April 7, 2015 included renovation to the approximately 700 seat auditorium at East High School.

**Budget:** \$4,187,589    **Actual:** \$4,372,349    **Variance:** (\$184,760)

**Analysis:** A 2010 study by EU Architects (Milwaukee, WI) estimated the cost of renovating the East High School theater at \$3.4 million. This estimate, adjusted for construction industry inflation, was the source of the original \$3.9 million estimate presented in the November 2014 facility update at the Operations Work Group. An earlier study, performed by Plunkett Raysich Architects (PRA, Milwaukee WI), estimated the project cost at just over \$5 million. The studies had a similar, but not identical scope, with both intending to renovate the theater to generally reflect its original 1924 look and size. Neither proposed an exact historical restoration. Both studies found the auditorium in need of extensive remodeling.

During design development in 2015-2016, with the input of the school/theater community, the final plan was modified to introduce a mezzanine/balcony into the seating area. The mezzanine design was very cost efficient because it allowed existing behind-the-scenes mechanical areas to remain in place, while other designs did not. It also created a more compact theater space along with the best possible seating arrangement. Patron feedback has been very positive.

**Scope:** Extensive renovation to the technical components of the stage, including new electrical feed, stage lighting and sound, replaced all line sets with a much safer automated system, and created more usable space on the wings. All new seating area with mezzanine, and elevator access to that level.

**Extra Work:** Two careworn study hall rooms were renovated into a rehearsal area and music equipment storage space.



## Project Title: Franklin Elementary School – Accessibility Addition

**Project Description:** The construction projects approved via referendum on April 7, 2015 included an accessibility addition to Franklin Elementary School.

**Budget:** \$1,067,760    **Actual:** \$1,053,500    **Variance:** \$14,260

**Analysis:** Franklin Elementary opened in 1923 and was built long before the Americans with Disabilities Act (1990). The accessibility plan makes Franklin Elementary School accessible on all floors. Relocation of the main office and a controlled entrance to improve school safety was included in the project.

**Scope:** Added an addition on the west side of the school to serve two levels. Added a Limited Use/Limited Application (LULA) Elevator to serve two levels on the east wing. Relocated the main office to the lower level and created a secured entrance sequence. The existing office area was converted into a maker space classroom. Restrooms were reconfigured to create accessible gender neutral restrooms.

**Extra Work:** No extra work was required.



## Project Title: Hamilton/Van Hise – 5th Addition & Interior Renovation

**Project Description:** The construction projects approved via referendum on April 7, 2015 included construction of an addition to provide added capacity at Hamilton Middle & Van Hise Elementary School.

**Budget:** \$3,092,144    **Actual:** \$3,497,905    **Variance:** (\$405,761)

**Analysis:** This combination elementary and middle school had a total enrollment of 1,264 in 2014. This 'combo' school site is consistently among the most crowded schools in the district. It was over 100% capacity in 2014. The facility had an FCI (Facility Condition Index) grade of 'C'. The planning goal for Hamilton/Van Hise was not to add space to allow for additional students. Rather, the goal was to make specific improvements which would help the facility operate more effectively at the current twelve hundred student level.

**Scope:** Added a centrally located library, separated by moveable partition into middle school and elementary school sections; rooms formerly used for library were converted to regular classroom spaces; created a new secure main entrance (Segoe side) and main office area for Van Hise by remodeling existing choir room; created shared centrally located nurse room also from existing choir room; created shared centrally located OT/PT from former elementary office; added six gender non-specific bathrooms; in the cafeteria, removed stage and replace it with retractable stage to gain seating space.

**Extra Work:** Relocated the elementary office area to create a controlled entrance sequence. Renovated the cafeteria finishes.



## Project Title: Hawthorne Elementary School – 3rd Addition & Interior Renovation

**Project Description:** The construction projects approved via referendum on April 7, 2015 included construction of an addition to provide added capacity at Hawthorne Elementary School.

**Budget:** \$2,854,026    **Actual:** \$2,961,467    **Variance:** (\$107,441)

**Analysis:** The school was operating near 100% of capacity in 2013 and 2014. 4K was moved out of the school in 2013 due to lack of space. Hawthorne participates in the Achievement Gap Reduction (AGR, formerly SAGE) program which provides smaller class sizes, and thereby reduces the capacity of the school.

**Scope:** The addition included a full size art room; a music room; boys, girls and gender non-specific bathrooms; a new gymnasium (with small office and storage). The former gymnasium was remodeled for use as a multi-purpose room/cafeteria while the former undersized cafeteria was converted into two regular size classrooms. A net gain of four classrooms and new gym.

**Extra Work:** No extra work was required.



## Project Title: Huegel Elementary School – Interior Alterations

**Project Description:** Huegel Elementary School was scheduled for interior renovation as part of the April 2015 referendum.

**Budget:** \$1,471,794    **Actual:** \$1,177,578    **Variance:** \$294,216

**Analysis:** This project was focused on an interior refresh of the oldest (1965) section of the school, similar in scope to standard MMSD summer refresh projects at other elementary schools from the same mid-1960's era, such as LVM and Hawthorne.

**Scope:** Renovated the original section of the school constructed in 1965, including the office area to create a secure entrance sequence, enclosed the LMC and replaced interior finishes, replaced interior movable partitions with site-built walls; HVAC boiler replacement, new terminal HVAC equipment and added air conditioning to the LMC area.

The positive budget variance was created by having MMSD in-house trades staff perform most of the interior remodeling, during the school year, working on one or two classrooms at a time.

**Extra Work:** No extra work was required.



**Project Title:** Jefferson Middle School – Renovation

**Project Description:** The construction projects approved via referendum on April 7, 2015 included renovation of Jefferson Middle School.

**Budget** \$6,911,664    **Actual:** \$7,130,213    **Variance:** (\$218,549)

**Analysis:** The facility renovation at Jefferson created noticeably better conditions for teaching and learning by reducing the constant noise and distractions associated with an open concept environment. The school is more secure and gained added capacity by creating efficient, well planned learning spaces. The school facility grade prior to the renovation was an “F.”

**Scope:** The Jefferson Middle School project included interior renovation of educational spaces to provide site-built partitions and interior circulation, HVAC upgrades, boiler replacement and air conditioning throughout, renovation of restrooms, elevator replacement, addition of day-lighting to interior educational spaces, new ceilings and LED lighting throughout, electrical system upgrade, replacement of master clock & public address system.

**Extra Work:** Expanded the office area and added a secured entrance sequence and parking.



## Project Title: Kennedy Elementary School – 3rd Addition & Interior Renovation

**Project Description:** The construction projects approved via referendum on April 7, 2015 included construction of an addition to provide added classroom capacity, a secure entrance, and improved accessibility at Kennedy Elementary School. The plans call for a new main office at the entry-point of the school, including a reception space, two offices, nurses room and bathroom; a new secure entrance; an elevator tower to serve all three levels; an additional three regular classrooms via new construction; and one additional classroom via remodeling of former main office.

**Budget:** \$2,300,000    **Actual:** \$2,347,480    **Variance:** (\$47,480)

**Analysis:** Kennedy Elementary is the third largest elementary school in the district (only Leopold and Chavez have more students). Enrollment was 545 in 2014, and was operating at approximately 95% of capacity. Kennedy was unable to host a 4K program due to space limitations. The school had an FCI (Facility Condition Index) grade of 'D' prior to the renovation project.

**Scope:** Kennedy was first studied for needs related to an elevator for accessibility and the lack of a secure entrance. From this review came the opportunity to relocate the main office to the front of the school, convert the existing main office into two classrooms, and add two more classrooms alongside the new elevator tower. The project was redesigned multiple times until the most functional and cost efficient design was found.

**Extra Work:** Added restroom to lower area off cafeteria and created an accessible gender neutral restroom.



**Project Title:** Lake View Elementary School – Accessibility Project

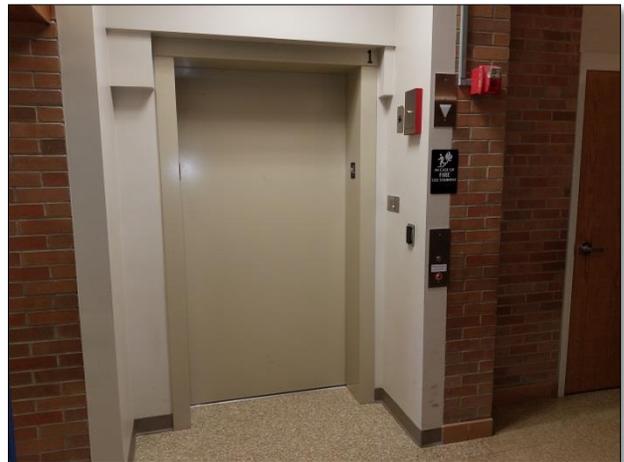
**Project Description:** The construction projects approved via referendum on April 7, 2015 included an accessibility project at Lake View Elementary School.

**Budget:** \$350,990    **Actual:** \$574,176    **Variance:** (\$223,186)

**Analysis:** Lake View Elementary opened in 1960, long before the Americans with Disabilities Act (1990). The accessibility plan retrofits Lake View Elementary School with access to all floors.

**Scope:** In addition to an elevator for access to all floors, the project includes a controlled entrance to improve school safety along with renovation of the restrooms for accessibility.

**Extra Work:** Renovated restrooms and created an accessible gender neutral restroom.



## Project Title: Lowell Elementary School – Accessibility Addition

**Project Description:** The construction projects approved via referendum on April 7, 2015 included accessibility improvements to Lowell Elementary School.

**Budget:** \$769,331    **Actual:** \$768,835    **Variance:** \$496

**Analysis:** Lowell Elementary opened in 1916, long before the Americans with Disabilities Act (1990). The accessibility plan will retrofit Lowell Elementary School for access to upper floors.

**Scope:** This project called for an elevator to be located centrally in the core of the school. Multiple design ideas were considered. This was challenging due the unknowns of working in a school which is over 100 years old. Also, the elevator was designed to have a look and feel appropriate to an older building. Exterior ramp work was also required.

**Extra Work:** Renovated first floor area for cafeteria and kitchen use (existing services were in basement). This was requested by the school leadership. It is a much nicer seating area in a more functional location within the school.



## Project Title: Mendota Elementary School – 7th Addition and Interior Renovation

**Project Description:** The construction projects approved via referendum on April 7, 2015 included an accessibility addition and interior renovation to Mendota Elementary School.

**Budget:** \$1,850,162    **Actual:** \$1,801,480    **Variance:** \$48,682

**Analysis:** Improving the facilities at Mendota Elementary School has been a multi-year focus of the Building Services team, including both interior and exterior improvements. The FCI (Facility Condition Index) grade was a 'C' before the project, but the aesthetic elements of the classrooms and hallways in particular were in need of a major refresh.

**Scope:** The Mendota project included accessibility improvements, specifically a new elevator tower to provide access to the upper floor of the school. Also, extensive interior renovations include long overdue HVAC upgrades, boiler replacement and adding air conditioning for the LMC and main office. New ceilings and LED lighting were added throughout the school. These improvements, along with other funding for playground, parking and landscaping improvements have greatly improved the functionality of Mendota Elementary.

**Extra Work:** No extra work was required.



## Project Title: Midvale Elementary School – 1st Addition & Interior Renovation

**Project Description:** The construction projects approved via referendum on April 7, 2015 included construction of an addition to provide added capacity and improved accessibility at Midvale Elementary, and a cafeteria addition with direct access to the playground, which allowed the old cafeteria to be converted back to classrooms.

**Budget:** \$2,932,423    **Actual:** \$3,258,550    **Variance:** (\$326,127)

**Analysis:** Midvale is a K-2 elementary (paired with 3-5 Lincoln) which had enrollment of 441 students in 2014, or 100% of its operating capacity. This pre-WWII school facility had an FCI (Facility Condition Index) grade of 'C.' Midvale is an AGR/SAGE school, with DLI and 4K, which makes for a wonderful place to learn, but also adds operational complexity. In 2014 Midvale lost a section of 4K due to lack of space.

**Scope:** Installed an elevator to serve all three levels (the school does not currently an elevator); added a gender non-specific bathroom at each floor level near the elevator; built a new cafeteria (with retractable stage) and kitchen on the main level; added an outdoor patio. The former cafeteria on level one was remodeled into four regular classrooms and an office space. Retrofitting an elevator into this building was a complex challenge requiring multiple redesigns.

**Extra Work:** No extra work was required.



## Project Title: Randall Elementary School – Accessibility Addition

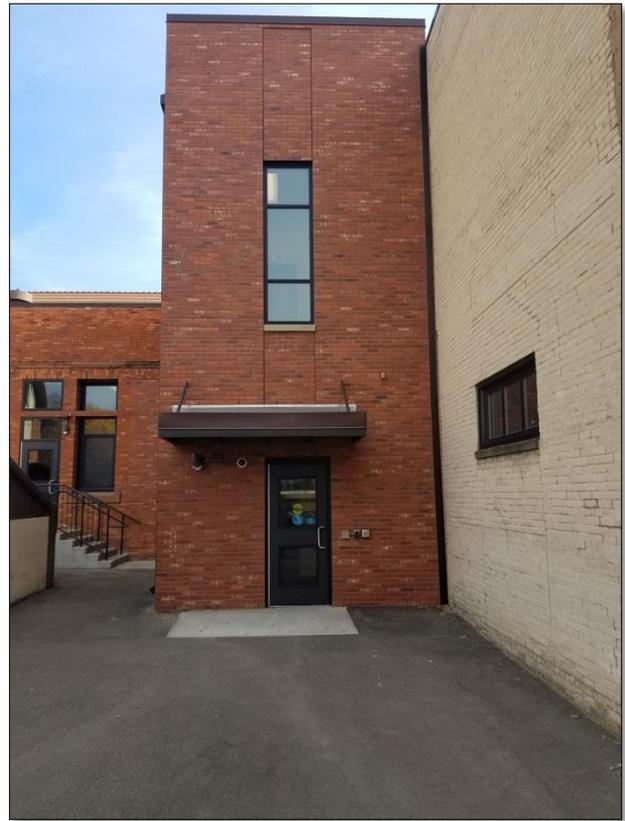
**Project Description:** The construction projects approved via referendum on April 7, 2015 included an accessibility addition to Randall Elementary School.

**Budget:** \$906,395    **Actual:** \$1,007,857    **Variance:** (\$101,462)

**Analysis:** Randall Elementary opened in 1906, long before the Americans with Disabilities Act (1990). The accessibility retrofit provides elevator access to the upper floors of Randall Elementary School. An historical review was required. Since the elevator tower was designed carefully and located in the interior courtyard, a permit was approved.

**Scope:** Added an elevator addition to serve three levels and four chair lifts to serve the lower level classrooms and gymnasium.

**Extra Work:** No extra work was required.



**Project Title:** Sandburg Elementary School – 3rd Addition & Interior Renovation

**Project Description:** The construction projects approved via referendum on April 7, 2015 included an addition to add capacity at Sandburg Elementary School, including eight additional regular classrooms of varying sizes to meet the needs of the educational program; additional bathrooms for boys, girls, and gender non-specific; and a new gymnasium, with adjacent storage and physical education office.

**Budget:** \$2,933,920    **Actual:** \$3,088,499    **Variance:** (\$154,579)

**Analysis:** K-5 enrollment at Sandburg was 404 students in 2014, with a capacity ratio of 103%. Its FCI (Facility Condition Index) grade was 'B' but overcrowding was the primary concern.

**Scope:** Several plan options were considered for Sandburg and reviewed with input from the principal. Based on a thorough review, an eight classroom addition and a new gymnasium were the best plan to address the needs at Sandburg. With the addition of eight classrooms, the school has reached its practical size maximum. Future enrollment growth would need to be addressed in a long term plan for the east side generally. With a new gymnasium, Sandburg has the option to convert the existing gym/cafeteria into a library, while the existing library becomes a cafeteria. These are local school options which, if exercised, could be supported through the operations budget. The school had an older 'portable classroom' which was removed as part of this project.

**Extra Work:** Expanded the parking lot.



## Project Title: Shorewood Elementary School – Accessibility Addition

**Project Description:** The construction projects approved via referendum on April 7, 2015 included accessibility improvements to Shorewood Elementary School.

**Budget:** \$879,120    **Actual:** \$968,514    **Variance:** (\$89,394)

**Analysis:** Shorewood Elementary opened in 1938, long before the Americans with Disabilities Act (1990). The accessibility plan retrofits Shorewood Elementary School with access to all floors.

**Scope:** Added an elevator addition on the west wing to serve two levels. Added a Limited Use/Limited Application (LULA) elevator to serve two levels on the east wing. Added a ramp to serve the lower level classroom and a ramp at the main entrance.

**Extra Work:** No extra work was required.



## Project Title: Spring Harbor Middle School – Accessibility Addition

**Project Description:** The construction projects approved via referendum on April 7, 2015 included an accessibility addition to Spring Harbor Middle School.

**Budget:** \$1,003,360    **Actual:** \$1,225,280    **Variance:** (\$221,920)

**Analysis:** Spring Harbor Middle opened in 1958 and was built before the Americans with Disabilities Act (1990). The accessibility plan retrofits Spring Harbor Middle School for access to upper floors. A controlled entrance to improve school safety was included in the project.

**Scope:** Addition to include the elevator to serve two levels; the main office was relocated to create a more secure controlled entrance.

**Extra Work:** No extra work was required.



## Total Project Financial Summary, October 2018

MMSD Fund 42

April 2015 School Facility Improvements

April 2015 Referendum Project List	Project ID Number	Sub-Budget	Fund 42 Actual Costs for Project					Additional Scope Charged to FY 2018 General	Sub-Project Grand Total	Total Project Budget/Scope Variance ***
			FY 15	FY16	FY 17	FY18	Total			
			Project-Wide Costs *	1	3,857,762.20	168,693.75	3,348,016.43			
District Wide Tech	2	2,000,000.00	-	42,703.77	402,326.61	1,495,913.06	1,940,943.44	12,463.00	1,953,406.44	46,593.56
Allis	3	1,843,910.00	-	5,640.00	129,979.21	880,886.74	1,016,505.95	101,765.90	1,118,271.85	725,638.15
Franklin	4	1,067,760.00	-	2,105.00	45,327.48	883,487.39	930,919.87	122,580.12	1,053,499.99	14,260.01
Hawthorne	5	2,854,026.00	-	2,801,041.39	173,796.18	(13,370.38)	2,961,467.19	-	2,961,467.19	(107,441.19)
Lakeview	6	350,990.00	-	2,115.00	3,600.00	514,793.75	520,508.75	53,667.35	574,176.10	(223,186.10)
Lowell	7	769,331.00	-	115,689.16	662,226.94	(9,080.85)	768,835.25	-	768,835.25	495.75
Mendota	8	1,850,162.00	-	231,799.33	1,577,564.35	(7,884.12)	1,801,479.56	-	1,801,479.56	48,682.44
Midvale	9	2,932,423.00	-	2,664,366.39	594,183.84	(66,362.50)	3,192,187.73	66,362.50	3,258,550.23	(326,127.23)
Randall	10	906,395.00	-	143,000.65	862,459.28	2,397.50	1,007,857.43	-	1,007,857.43	(101,462.43)
Shorewood Hills	11	879,120.00	-	2,505.00	-	909,454.80	911,959.80	56,554.45	968,514.25	(89,394.25)
Kennedy	12	2,300,000.00	-	4,922.29	1,977,737.32	187,607.18	2,170,266.79	177,213.14	2,347,479.93	(47,479.93)
Huegel	13	1,471,794.00	-	533,691.33	638,641.40	5,245.56	1,177,578.29	-	1,177,578.29	294,215.71
Sandburg	14	2,933,920.00	-	3,017,870.06	70,628.68	-	3,088,498.74	-	3,088,498.74	(154,578.74)
East	15	4,187,589.00	-	2,904.18	3,446,447.00	596,884.21	4,046,235.39	326,113.53	4,372,348.92	(184,759.92)
Spring Harbor	16	1,003,360.00	-	5,186.70	138,317.00	946,225.16	1,089,728.86	135,550.89	1,225,279.75	(221,919.75)
Hamilton	17	3,092,144.00	-	2,528,283.37	824,435.51	145,186.03	3,497,904.91	-	3,497,904.91	(405,760.91)
Jefferson	18	6,911,664.00	-	1,355,545.51	3,495,750.45	2,106,860.38	6,958,156.34	172,056.49	7,130,212.83	(218,548.83)
<b>Total**</b>		<b>41,212,350.20</b>	<b>168,693.75</b>	<b>16,807,385.56</b>	<b>15,585,746.46</b>	<b>8,650,524.43</b>	<b>41,212,350.20</b>	<b>1,224,327.37</b>	<b>42,436,677.57</b>	<b>(1,224,327.37)</b>
*Project-Wide accounts for all professional fees for architects, engineers, construction management, city fees & permits, etc.										
** The referendum amount was \$41 million, plus interest earnings of \$212,350.										
*** Costs charged to the FY2018 General Fund budget amounted to \$1,224,327 due to extra work and change orders beyond the original budget.										