

MMSD Capital Planning Strengths Weaknesses Opportunities and Threats (S.W.O.T.) Analysis

Strengths:

- Many classic school buildings with deep neighborhood roots
- Sufficient capacity to meet enrollment demand *in most cases*
- Recent upgrades to improve capacity where needed, improve accessibility, and update technology backbone
- Relatively small school communities with favorable staffing ratios have created desirable learning environments
- Strong facilities leadership team, with expertise in building trades and operations

Opportunities:

- Strong community support for public education as demonstrated by recent referendum results
- Solid financial condition with low level of existing debt
- Large, growing tax base with positive long term forecast
- Steady or slightly increasing resident enrollment over long term
- Underutilized capacity provides an opportunity to innovate and accommodate greater community use

Weaknesses:

- Existing school buildings - average age 55 years - have substantial deferred maintenance needs at all levels
- Lacking neighborhood elementary schools in some key areas, and high school capacity at West and Memorial
- Alternative programs need a long-term facility solution
- Small schools with underutilized space create cost inefficiencies and/or unrealized opportunities to innovate
- Specialized spaces are dated, substandard (arts, athletics, STEM)

Threats / Constraints:

- Market share pressure on MMSD enrollment (non-MMSD charters, private school vouchers, open enrollment)
- Operational and capital needs combined could exceed taxpayer capacity
- School district boundary not aligned to City of Madison, cutting off most City residential growth from MMSD
- Surge of new school construction in surrounding districts
- Closing/consolidating schools is unpopular and disruptive