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Secretary

# **FACILITIES STUDY TEAM RECOMMENDATIONS**

*Farmington Public School District - Board of Education Report*

## **VISION STATEMENT**

We will present a series of recommendations to the Farmington School Board addressing the viability and efficient use of the facilities with the intent of improving the District's financial future, while ensuring the community's expectations of excellence for all students of the Farmington Public Schools.

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# Facilities Study Team | **Recommendations**

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## BACKGROUND

### Member Review and Selection

A Selection Committee composed of a cross-section of the Farmington community identified the criteria (demographic, expertise, interpersonal) for membership on The Facilities Study Team. The committee developed an application, used the established criteria to review all applications and gain consensus on twenty (20) applicants to join ten (10) returning members of the Learning Configuration & Facilities Committee.

### Members and Roles

James Militello (Team Chair), David Anderson (Assistant Chair), Carma Kay (Recorder), Jacob Callcut, Gayle Chappell, Kathy Ciolfi, Kenneth Crutcher, Suzanne Fellows, George Gurrola, Lynn Hayes, Jennifer Hollander, Renee Joyce, Kathleen Kuhn, Tammy Luty, Kevin Mitchell, Janet Newcomer, Shilpi Patla, David Roggenkamp, Jeff Scott, Donna Smith, Shannon Trost, John Young, Cindy Zervos

Mike Zinn (Facilitator), Catherine Cost (Asst. Superintendent), Cheryl Cannon (Executive Director), Lynn Green (Executive Assistant), Ron Aten (Facilities Architect)

### Meeting/Committee Rules

1. Be prepared and actively participate when you walk in the door.
2. Stay focused on the task and goal.
3. Individual and team responsibility to make sure everyone is heard.
4. Actively listen and consider all ideas.
5. Eliminate bias, make fact based decisions.
6. Be committed to attending and starting/ending meetings on time.

### FST Charge

#### Roles & Responsibilities

- Develop a plan and time-line for maximizing the use of the District's facilities with an emphasis on maintaining high quality instructional programs and financial efficiency.
- Establish specific criteria to develop a recommendation for consideration by the Board of Education.
- Determine whether preschool classes should be in centers and/or elementary schools.
- In developing the plan, consider the current and projected state of:
  - District financial resources, revenue and expenditures
  - Anticipated cost savings
  - Demographics and enrollment
  - Attendance areas and feeder schools
  - Building infrastructure (i.e. age of buildings, renovation, additions, new construction and funding options)
  - Standard and special room needs
  - Building capacities for schools and other buildings
  - Provision for all-day kindergarten in each elementary building

# Facilities Study Team | Recommendations

- o Other special student learning needs (i.e. special education, center programs, DELTA, bilingual education, FHCS, IB location, etc.)

## Parameters

The recommendation of the Facilities Study Team should be developed within these parameters:

- No changes to the current learning configurations (i.e. K-5, 6-8, 9-12); however, the District did allow the team to investigate/consider alternate configurations
- The team is not responsible for recommending staffing, program assignment or class size
- Use an elementary school capacity range of 450-600 students per building

## Communication & Reporting Format

- Facilities Study Team meetings will be open to the public
- Provide monthly updates on progress to the Board of Education
- Post Facilities Study Team meeting dates, agendas and meeting minutes on the district web site with an opportunity for community input
- Present the team's recommendation to the community at a special Board of Education meeting

## Completion Date of the Facilities Study Team Recommendation

Present the recommendation and rationale to the Board of Education on January 26, 2010.

## Team Consensus

Team members participated in several activities to learn, practice and apply the consensus decision-making process. Consensus means: Team members have placed all available information on the table, discussed the merits of each idea, and arrived at a decision that each person is at least 75% in agreement and can support 100%. This definition was used to develop the team's Vision, Ground Rules, Criteria, Task Team recommendations and the team's final recommendation to be presented to the Board of Education.

## INFORMATION SOURCES AND PRESENTERS

### District Financial Situation and Projection

The District's Executive Director for Business Services, Mary Reynolds, presented an overview of school finance. Schools in Michigan are funded by a combination of State and local property taxes and sales, income, tobacco and real estate transfer taxes. Due to the poor national and state economy, school revenue is suffering as property values plummet and sales tax receipts have declined. This has placed a tremendous strain on District revenues that depend upon the State to fund the per pupil foundation, the amount the District is assured to receive for each enrolled resident student.

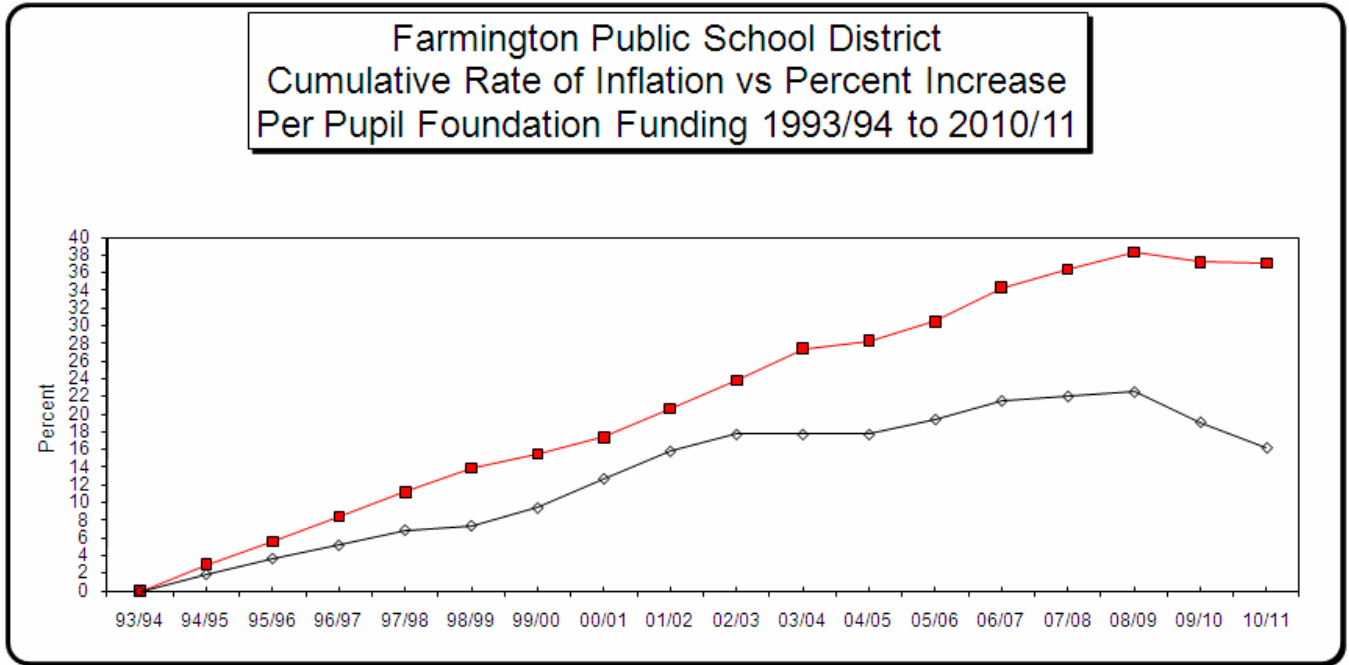
The District's per pupil foundation is estimated \$10,200 for 2009/2010. The table below shows the amount of increase (decrease) in the per pupil base foundation since the 2003/2004 school year when the District's per pupil foundation was \$10,141. Since then Farmington's foundation has increased by \$59, or 0.0058% for the 6 year period through 2009-10. The 2010-11 values are estimations.

School Year	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11
Fiscal Year	2004	2005	2006	2007	2008	2009	2010	2011
\$ Change	-	-	175	210	48	56	(356)	(308)
% Change	0.0%	0.0%	1.7%	2.1%	0.5%	0.5%	-3.4%	-3.0%
Mid Year Adjustments		(74)						(308)
Foundation	10,141	10,067	10,242	10,452	10,500	10,556	10,200	9,892

# Facilities Study Team | Recommendations

Source: *Financial Situation.xls*

The cumulative rate of inflation compared to the percent increase in foundation shown below results in a widening gap between inflation and per pupil revenue. The result is that the District has had to make significant reductions in its budget over the last several years.



Source: *Cumulative Rate of Inflation.xls*

The District's budget and forecast show that if significant budget reductions are not made the District will deplete its fund balance and begin running a significant deficit in 2010-2011 (and beyond). Michigan law requires that District's not adopt deficit budgets. The 2010-11 and 2011-12 numbers are projections.

	2008-09	2009-10	2010-11	2011-12
Revenue	150,701,824	148,051,379	141,875,233	138,081,671
Expenditures	154,944,588	160,577,903	161,068,777	168,134,754
Shortfall	(4,242,764)	(12,526,524)	(19,193,544)	(30,053,083)
Beginning Fund Balance	35,015,827	30,773,063	18,246,539	(947,005)
Ending Fund Balance	30,773,063	18,246,539	(947,005)	(31,000,088)
% of Total Fund Balance	19.86%	11.36%	-0.59%	-18.44%
Days of School	36	18	-	-

Source: *Financial Situation.xls*

## STANFRED Population Projections

The 2009-2013 enrollment projections by STANFRED Consultants, East Lansing, MI were used as the basis for the committee's work. Based upon the District's 4th Wednesday fall 2008 enrollment, STANFRED provided a series of enrollment projections including high, most likely and low projections. STANFRED is the well-recognized enrollment projection specialist of the State Department of Treasury for school qualified bond applications.

## Methodology

STANFRED describes the 'engine' that pulls the system as the number of annual births reported by the residence of the mother for each county in the U.S. The percent of Oakland County births in relation to past kindergarten enrollment in the District is analyzed over a large number of years to predict future enrollment 5 years later.

Although nationally births have been on the rise over the last 20 years, both Michigan and Oakland County resident births have been on the decline during this period. Therefore, the number of kindergarten students enrolling in the District over the next 5 years is expected to decline. In addition, cohort analysis is performed from grade to grade for a large number of years. For instance, prior to the District offering all day kindergarten in 2008/09, the first grade students increased by about 10 percent over the kindergarten enrollment. This means that many families did not enroll their kindergarteners into the District's kindergarten program, but rather did so in 1st grade. This cohort should be closer to 0 percent with the advent of all day kindergarten.

Contextual information is also gathered from the cities about housing permits and housing vacancies and from District staff about program and policy changes such as all day kindergarten, school-of-choice, non-public school programs and the like.

## Projections

The K-12 full-time equivalent (FTE) general education outlook is summarized as follows:

- K-12 FTE general education enrollment increased 862 students or 7.9% from 1994-95 to 2005-06 (from 10,888 to 11,750).
- A modest decrease of 295 students or (2.5%) occurred from 2005-06 to 2008-09 (decreasing to 11,455)
- Most likely projections indicated a continued moderate decline from 2008-09 to 2013-14 (a 458 student loss or (4%) over five years to 10,997).
- Low projections indicate a very substantial decline from 2008-09 to 2013-14 (a 1,060 student loss or (9.3%) over five years to 10,395).

## Elementary

- Enrollments generally decreased from 1994-95 to 2008-09 (a 324 student loss or (6.2%) from 5,254 to 4,930).
- Most likely projections indicate a modest loss of 124 students or (2.5%) from 2008-09 to 2013-14 (from 4,930 to 4,806).
- Low projections indicate a substantial 396 student loss or (8%) (from 2008-09 to 2013-14).
- Enrollment projection for 2009-10 was 4,970 and the actual enrollment was 4,880 (below the most likely projection by 90 students).

## Middle School

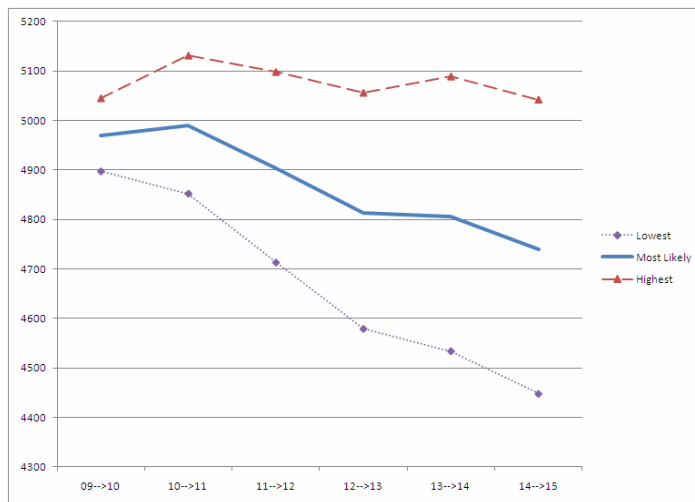
- 6-8 FTE general education enrollments increased 375 students or 15.1% from 1994-95 to 2004-05 (from 2,478 to 2,853).
- From 2004-05 to 2008-09 grades 6-8 enrollment decreased by 170 students or (6%) (from 2,853 to 2,683).
- Most likely projections indicate a slight 33 student loss or (1.2%) from 2008-09 to 2013-14 (from 2,683 to 2,650).

- Low projections indicate a moderate 163 student loss or (6.1%) from 2008-09 to 2013-14 (from 2,683 to 2,520).

## High School

- 9-12 FTE general education enrollment increased by 686 students or 21.7% from 1994-95 to 2008-09 (from 3,156 to 3,842 over 14 years).
- Most likely projections indicate a substantial 301 student loss or (7.8%) from 2008-09 to 2013-14 (from 3,842 to 3,541).
- Low projections indicate a very heavy 501 student loss or (13%) from 2008-09 to 2013-14 (from 3,842 to 3,341).
- A long term most likely loss of 464 students or (12.1%) is expected over the next 14 years.

The following graph displays the summary of K-5 student population projections as presented by STANFRED. The projected kindergarten student count for 2014-15 is a calculated value by the FST and is the average of the previous five years.



Source: STANFRED Student Population Projections.xls

## TMP Architects

The Facilities Study Team received valuable information on school and district buildings from TMP Architects. For each facility, TMP representatives provided a photo, narrative on the facility, detailed condition summary, site plan & floor plan and list of recommendations and costs for each facility. Team members used this source of information as options were developed by Task Teams and to evaluate options and alternatives.

## Farmington School District Administrative Services

Ron Aten, District Architect, attended team meetings and served as a resource on building conditions and opportunities.

## Additional Data Reviewed

- Marketability Summary with redevelopment options and potential values as of May, 2008
- Space/Capacity for schools and district facilities
- Building Capital Expenditures requested by building administrators
- Infrastructure costs and cost per square foot for each facility

# Facilities Study Team | Recommendations

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- Operation costs for operating facilities (administration, support staff, custodians, utilities, security, waste disposal, fire protection, insurance, pest control, exterior maintenance, labor, etc.)
- Number of work orders for each facility
- Special education requirements, classrooms, number of students, locations, etc.
- Pre-K requirements, locations, number of students, classrooms required, etc.
- Adult education, FCHS, ESL, Basic High School, Cloverdale and Visions program information (location, number of students, classrooms required, etc.)
- Current feeder school patterns
- Cost matrix per square foot for construction, renovation, modifications, “mothballing,” moving staff, buses for walkers, etc.
- Additional information, charts and data generated by team members and district personnel

## TASK TEAMS

### **Communication Team**

The Communication Team developed a link on the District’s web site to post the team’s members, vision, ground rules, meeting dates, agendas and minutes. The team also developed several press releases for distribution to local media sources.

### **Criteria Team**

The Criteria Team drafted and initially prioritized criteria for the FST to use to evaluate options that were developed by team members. The FST gained consensus on the assumptions recommendations would be based upon, criteria with a priority rating and the desired outcomes for the team’s recommendation to the Board of Education and community.

### **Space/Capacity Team**

The Space/Capacity Team worked with district personnel to determine the total capacity available at each school within the District. The information was essential as team members considered which schools had capacity available to receive students from a school scheduled to be closed.

### **Elementary Buildings – K-5 Configuration**

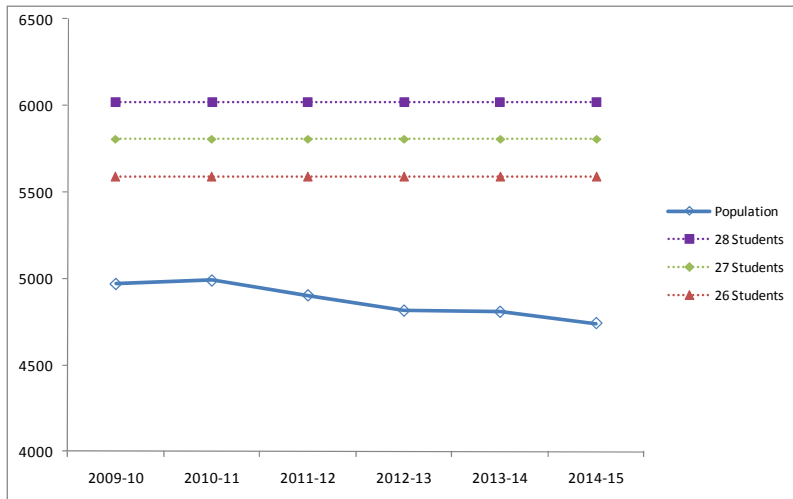
To determine the number of classrooms available for K-5 instruction, an analysis of all space in each of the District’s 13 elementary schools was performed. It was assumed that each elementary school needed an art and music room (two music rooms if the enrollment was 520 or higher). It was also assumed that remaining large group instruction spaces would become classrooms (not all schools have them) and computer labs would also become classrooms. Computers on carts would be provided in lieu of fixed labs in keeping with the District’s Technology Plan. In addition, the approximate equivalent of a classroom’s worth of space was needed to accommodate the school’s learning center, bilingual and Delta needs. Special education needs were also provided including two half size classrooms to house resource rooms, one basic classroom and an occupational/physical therapy classroom including sufficient offices for special education ancillary staff.

With the above in mind, a current floor plan of space usage for each elementary school was evaluated to determine the number of rooms available for open education K-5 classrooms after applying the above assumptions. The table below shows the number of available open education K-5 classrooms by elementary school. In total, 217 classrooms are available District-wide.

	General Education Classrooms
Beechview	15
Eagle	20
Flanders	10
Forest	14
Gill	23
Highmeadow	11
Hillside	26
Kenbrook	17
Lanigan	20
Longacre	16
Wm. Grace	13
Wood Creek	20
Wooddale	12
<b>Totals</b>	<b>217</b>

(Source: Capacity Analysis – Only Elementary Buildings.xls)

The graph below shows projected K-5 enrollment compared to the District's capacity limits (using 26, 27, and 28 students per general education classroom). Total current elementary capacity is approximately 5,600 students (26 students per each of the 217 available rooms) which is greater than the District's current enrollment of nearly 4,900 students. Due to the declining student population within Farmington, the number of excess classrooms is expected to grow.



Source: Capacity Analysis – Only Elementary Buildings.xls

### Middle Schools

To determine the number of classrooms available for 6-8<sup>th</sup> grade instruction, an analysis of all space in each of the District's four middle schools was performed. It was assumed the computer labs would also become classrooms. Computers on carts would be provided in lieu of fixed labs in keeping with the District's Technology Plan. In addition, the approximate equivalent of five to six classroom's worth of space was needed to accommodate the school's special education needs in order to house resource rooms, basic classrooms, an occupational/physical therapy classroom and sufficient office space for special education ancillary staff.

# Facilities Study Team | Recommendations

With the above in mind, a current floor plan of space usage for each middle school was evaluated to determine the number of rooms available for 6-8<sup>th</sup> grade classrooms after applying the above assumptions. The table below shows the number available by middle school. In total, 140 classrooms are available District-wide (Dunckel has 33, East has 43, Power has 32 and Warner has 32).

Scheduling middle school students and classes is more complex than for elementary schools. This is due to the fact students take 18 classes each year (six per trimester). Certain classes may also not be offered in certain rooms. For example, science classes can only be taught where lab space is available. Despite the fact the school may have 32 rooms, only 7 may be able to house science classes.

### Three Middle Schools

If East, Power, and Warner remain open, the student counts are estimated to be as follows (based on STANFRED projections):

Middle School	Available Classrooms	2009-10 Enrollment	3 Middle Schools	% Increase
O.E. Dunckel	33	660		
East	43	761	918-1,026	21-35
Power	32	659	797-880	21-34
Warner	32	574	822-881	43-53
	140	2,654		

Source: *Middle Schools.xls*

When the thought was presented to transition to three middle schools, a principal and assistant principal created a mock schedule for East to accommodate 1,000 students, with the assumption of 28 students in a classroom (our current staffing ratio). They found it was not possible to schedule all students. Enrollment would require an additional band and orchestra rooms. If these facilities were added, all 1,000 students could be scheduled, yet the number of unused classrooms (per hour) would be greatly reduced and teachers would likely need to spend their prep hour working in a workroom or alternate location.

A similar mock schedule for Warner identified the same deficiencies in having an enrollment in excess of 800 students. Power's footprint allows for an increase in enrollment.

While physically feasible to house 800-1,000 students in these schools, room in the hallways for passing time is a great concern. Similar concerns also exist for the cafeteria. Approximately 550 lockers will be needed to accommodate the additional students in East, Power, and Warner.

### Three Middle Schools, One K-8 School

The District will not be providing transportation to the K-8 building as it is envisioned this will be an expanded school-of-choice program.

East cannot be repurposed as a K-8 due to it being the school with the largest student population. The capacity limits in the remaining three middle schools would be unable to house these students.

It was decided not to utilize Power as a K-8 option as it is the only middle school in the southern portion of the District which would necessitate substantial logistical, transportation, and financial burdens to enact.

Warner is located in the northwest corner of the District and the FST felt its location may be a detriment to the school-of-choice program due to the distance a large percentage of its student population would need to drive. Additionally, it is the only middle school in the northern portion of the District which would necessitate substantial logistical, transportation, and financial burdens to enact.

# Facilities Study Team | Recommendations

O.E. Dunckel can accommodate a student population of 650 (300 6<sup>th</sup>-8<sup>th</sup> grade students, 350 K-5 grade students). The FST felt the central location within the District made O.E. Dunckel the rational choice to become a K-8 building. A strong enrollment in the school-of-choice program ensures a lower enrollment at the remaining three middle schools, thus maintaining a strong educational experience for all of the District's middle school students.

If three middle schools and one K-8 school are utilized, the student count is estimated to be as follows (based on STANFRED projections):

Middle School	Available Classrooms	2009-10 Enrollment	3 Middle Schools One K-8	% Increase
O.E. Dunckel	33	660	650	(2)
East	43	761	819-925	8-22
Power	32	659	696-780	6-18
Warner	32	574	722-781	26-36
	140	2,654		

Source: Middle Schools.xls

The K-8 option was created to alleviate the overcrowding at the remaining three middle schools. This option will potentially decrease the enrollment of East, Power and Warner by 100 students each, which is the equivalent of about 3 classrooms per hour. In the case of East, it will utilize 43 classrooms per hour. Three extra classrooms will no doubt help, yet it will not offer any great amounts of relief. Crowded hallways and cafeterias remain concerns with this option.

### Recommendation Format Team

The team developed a format for Task Teams to present their recommendations. The format included a listing of which schools would remain open, which should be considered for closure, along with the rationale (based upon the established criteria) and benefits for their proposal.

### Recommendation Teams 1 through 3

Three (3) diverse Task Teams were created to develop recommendations based upon the information gathered by the team and the team's established criteria. Teams were instructed to determine which buildings should be closed along with their rationale. A building closed could be sold, leased, demolished, "mothballed" or used for new programs, as determined by the Board of Education.

## ASSUMPTIONS

The compiled financial information from various sources is accurate.

The student enrollment projection presented by STANFRED is accurate.

The State of Michigan will not financially “rescue” school districts.

The Farmington School District’s General Fund, without an increase in revenues or reductions in expenditures, or a combination of both, will be \$31 million short by the 2011-12 school year.

Elementary School staffing levels will be one teacher per every twenty-six students.

The implementation of any of the presented options creates an opportunity for the District’s school attendance areas and student feeding patterns for all facilities to be reviewed.

## RECOMMENDATION ASSESSMENT CRITERIA

### Priority 1

#### Building & Site conditions/Flexibility

1. Building Condition
  - a. Age
  - b. Interior
  - c. Exterior
  - d. HVAC
  - e. Minimum Capital Improvements (required)
2. Site Conditions
  - a. Michigan Department of Environmental Quality (MDEQ) considerations
  - b. Geographic location
  - c. Expansion possibilities
  - d. Site size
3. Building Adaptability
  - a. Flexibility for future use within the District
  - b. Equity - Kit of Parts/building configuration
  - c. Special needs

#### Financial/Operations costs

1. Operational Costs per Facility
2. Possible Size of Property
  - a. Zoning considerations
3. Future Capital Expenditures
  - a. Additions
  - b. Renovations
  - c. Replacement
  - d. Demolition
4. Marketability of Site

### Priority 2

#### Building Utilization

1. Current Building Use
  - a. If closed, where would population/activities move
2. Building Capacity
3. Number of Employees in District Building
4. Student Enrollment

### Priority 3

1. Transportation
  - a. Bus Purchases
  - b. Fuel

- c. Bus Driver Costs
- 2. Future school progression
  - a. Feeder pattern
- 3. Physical Impediments to Students Reaching School

**Priority 4**

- 1. Maintain Cohort Progression
  - a. Elementary school - middle school - high school

## EXECUTIVE SUMMARY

The Facilities Study Team, consisting of approximately thirty community members, began conducting meetings in early September. Since that time, the team has invested more than 1,200 hours in learning about the District's dire financial situation, understanding the funding model employed by the State of Michigan and its impact on our District, current population projections, and the needed renovation costs for each building/school.

The following document outlines the knowledge the committee has gleaned since September and how it used this knowledge to develop the recommendations to the Board of Education. We are not making a single proposal to the Board of Education, but instead are presenting three viable recommendations the FST agreed were most consistent with our criteria. This document does not present the options that the team did not believe were as consistent with our criteria.

The following three options are presented in detail, without bias as to which the Facilities Study Teams prefers, therefore identifies each using one of the three original Indian trails that founded the Farmington area.

### Orchard Lake Option

Close two elementary schools (William Grace and Wooddale) with no changes to existing middle schools, Pre-K schools, or to current non K-12 programming/buildings. Pre-K programming at elementary schools would be moved to the Farmington Community School. The potential for closing a third elementary school before 2013/14 is relatively small. The Maxfield Training Center would be closed with its staff/resources absorbed by other District facilities.

The District could expect to save about \$1.46 million a year. The total capital expenditures (estimated by TMP) related to the closed buildings for the five-year window that could be avoided amount to approximately \$1.315 million. The costs required to implement this option may approach \$1.781 million.

### Grand River Option

Close three schools (William Grace, Wooddale, and Farmington Community School). Consolidate to three middle schools and repurpose the O.E. Dunckel Middle School allowing for school-of-choice program expansion to K-8. All non-school-of-choice 6-8 students are consolidated into the three remaining middle school facilities. The Maxfield Training Center would be closed with its staff/resources absorbed by other District facilities.

The District could expect to save about \$2.244 million a year. The total capital expenditures related to the closed buildings for the five-year window that could be avoided amount to approximately \$1.686 million. The costs required to implement this option may approach \$4.767 million.

### Shiawassee Option

Close three schools (William Grace, Wooddale, and Alameda). Consolidate to three middle schools and repurpose the O.E. Dunckel Middle School allowing for school-of-choice program expansion to K-8. All non-school-of-choice 6-8 students are consolidated into the three remaining middle school facilities. The Maxfield Training Center would be closed with its staff/resources absorbed by other District facilities.

The District could expect to save about \$2.16 million a year. The total capital expenditures related to the closed buildings for the five-year window that will not be spent amounts to approximately \$1.587 million. The costs required to implement this option may approach \$4.599 million.

# Facilities Study Team | Recommendations

## ORCHARD LAKE OPTION

Close two elementary schools (William Grace and Wooddale) with no changes to existing middle schools, Pre-K schools, or to current non K-12 programming/buildings. Pre-K programming at elementary schools would be moved to the Farmington Community School. The potential for closing a third elementary school before 2013/14 is relatively small. The Maxfield Training Center would be closed with its staff/resources absorbed by other District facilities.

<p><b>Pre – K</b></p> <p>No Change to existing Pre-K locations at Alameda and FCS</p> <p>Pre-K students from two (2) elementary schools move to Alameda &amp; FCS</p>	<p>No disruption in Pre-K buildings for students, parents &amp; staff members</p> <p>No implementation costs are required (renovation, additions, moving staff and materials, transportation, buses, etc.)</p> <p>Alameda and FCS facilities meet the unique needs of the Pre-K program</p> <p>Alameda is centrally located in the district</p> <p>Alameda site provides room for possible expansion</p>
<p><b>Elementary Schools</b></p> <p>Close William Grace</p> <p>Close Wooddale</p>	<p><b>William Grace</b></p> <p>Building conditions rated low by TMP</p> <p>Building condition is rated by TMP as worst among the fifteen elementary/Pre-K locations</p> <p>Building site size is small (7.2 acres)</p> <p>Building capacity (338) is below district goal of 450 – 600 students per building</p> <p>Student capacity exists in remaining elementary schools</p> <p>TMP projects \$4.1 million in capital expenditures (cost avoidance)</p> <p>Building has a market value of \$360,000 - \$1,500,000 (May, 2008)</p> <p><b>Wooddale</b></p> <p>Building conditions rated low by TMP</p> <p>Building condition is rated by TMP as 4<sup>th</sup> worst among the fifteen elementary/Pre-K locations</p> <p>Building capacity (312) is below district goal of 450 – 600 students per building</p> <p>Student capacity exists in remaining elementary schools</p> <p>TMP projects \$3.4 million in capital expenditures (cost avoidance)</p> <p>Building has a market value of \$650,000 - \$750,000 (May, 2008)</p>
<p><b>Middle Schools</b></p> <p>No Change</p>	<p>No change to current middle school students, parents, staff or programs</p>

# Facilities Study Team | Recommendations

<p><b>Special Program</b></p> <p>No change to Alameda and FCS and programs</p>	<p>No change to current Alameda and FCS students, staff and programs</p>
<p><b>Administration Buildings</b></p> <p>Close Maxfield Training Center</p>	<p>Building conditions rated low by TMP</p> <p>The facility is underutilized during the day. Evening meetings can be scheduled at other facilities</p> <p>Staff travel time and transportation would be reduced as space would be provided in the elementary schools</p> <p>Oldest District facility</p> <p>Building closure does not directly impact students</p> <p>Parking owned by District is limited</p> <p>Current programs (gymnastics, Poly Hockey, Special Olympics) would rent/use space at other buildings</p> <p>Building has a market value of \$1.5 - \$2.0 million (May/2008)</p> <p>TMP projects \$5.7 million in future capital expenditures</p> <p>Building is located in proximity to Downtown Farmington, the commercial/retail area</p>
<p><b>Currently Closed</b></p> <p>Fairview</p>	<p><b>Fairview (former Elementary School)</b></p> <p>Currently vacant</p> <p>Building conditions rated low (4-5) by TMP parking, playground, HVAC, plumbing, electrical distribution</p> <p>Building square footage is the smallest in the district</p> <p>TMP projects \$2.8 million in future capital expenditures (cost avoidance)</p> <p>Building has a market value of \$400,000 - \$800,000 (May, 2008)</p>

# Facilities Study Team | Recommendations

## Budget Impact

The following schedule shows the overall savings the District can expect by implementing this option. The District could expect to save about \$1.46 million a year.

All numbers are reported in thousands of dollars (000).

Budget Impact by Closed Building			
	Operations	Maintenance	
Gymnastics Program to Offsite	0	5	
Maxfield Training Center	211	35	
Transportation Costs, Elementary	0	251	
William Grace	794	22	
Wooddale	794	22	
<b>Annual Impact to Budget</b>	<b>1799</b>	<b>335</b>	<b>1464</b>

Source: FST Return Calc.xls

The following schedule shows the projected planned expenditures for each of the closed buildings. The FST modified the TMP values as recommended by Ron Aten in an attempt to project an even disbursement of capital for a five year window. Each year is calculated by taking ten percent of the TMP value and dividing that value by five years. The total capital expenditures related to the closed buildings for the five-year window that will not be spent amounts to approximately \$1.315 million.

Planned Capital Expenditure Timeline	2011	2012	2013	2014	2015	Total
<b>Closed School</b>						
Maxfield Training Center	114	114	114	114	114	571
William Grace	81	81	81	81	81	406
Wooddale	67	67	67	67	67	337
<b>Total</b>	<b>263</b>	<b>263</b>	<b>263</b>	<b>263</b>	<b>263</b>	<b>1315</b>

Source: FST Return Calc.xls

The following schedule shows the anticipated costs the District will incur to implement this option. These values include the initial implementation costs to repurpose/renovate a structure and the expected costs to relocate the population of the building. The costs required to implement this option may approach \$1.867 million.

Recommendation Costs			
	Repurposing	Displacement	
10 Mile Building	437		
Absorbing Elementary Schools	775		
Maxfield Training Center		15	
School Bus, Purchase (4)	400		
Science Kits	134		
William Grace		10	
Wooddale		10	
<b>Total</b>	<b>1746</b>	<b>35</b>	<b>1781</b>

Source: FST Return Calc.xls

The following schedule displays the Net Present Value (NPV) using a discount rate of 1%.

# Facilities Study Team | Recommendations

Year	Budget Impact			Recommendation Costs		1.00%
	Ongoing	Capital	Total	Renovations	Moving	
2010	1,464	263	1,727	(1,746)	(35)	(\$70)
2011	1,464	263	1,727			\$1,606
2012	1,464	263	1,727			\$3,265
2013	1,464	263	1,727			\$4,908
2014	1,464	263	1,727			\$6,535

Source: FST Return Calc.xls

## Advantages

- Option can be implemented quickly
- Requires the least amount of implementation costs
- Least disruptive of the three options
- Provides the opportunity to close two elementary buildings
- Relative ease of implementation
- Utilizes the excess elementary school capacity
- Closes the underutilized Maxfield Training Center

## Disadvantages

- Does not address future financial and student enrollment projections
- Limited in scope/benefit to the District
- Middle school building utilization will continue to decrease as the District's student population shrinks

# Facilities Study Team | Recommendations

## GRAND RIVER OPTION

Close three schools (William Grace, Wooddale, and Farmington Community School). Consolidate to three middle schools and repurpose the O.E. Dunckel Middle School allowing for school-of-choice program expansion to K-8. All non-school-of-choice 6-8 students are consolidated into the three remaining middle school facilities. The Maxfield Training Center would be closed with its staff/resources absorbed by other District facilities.

<p><b>Pre – K</b></p> <p>Alameda remains open</p> <p>FCS closed and Pre-K and non-Pre-K moves to Highmeadow</p> <p>Pre-K students from two (2) elementary schools move to Alameda &amp; Highmeadow</p> <p>Highmeadow absorbs FCS Pre-K, and FCS non-Pre-K programs</p>	<p>Farmington Community School is rated low by TMP</p> <p>FCS overall building condition as reviewed by TMP rated second lowest among elementary/Pre-K locations</p> <p>FCS site size is small (7 acres) and general classroom square footage is relatively small</p> <p>FCS is not centrally located</p> <p>FCS requires \$3.8 million in infrastructure improvements (cost avoidance)</p> <p>FCS has a market value of \$800,000 - \$1,500,000 (May/2008)</p> <p>Highmeadow is rated high (1-2) by TMP in playground, exterior walls, windows, roof, interior walls, HVAC &amp; lighting</p> <p>Highmeadow has the second best TMP building condition rating</p> <p>Highmeadow can be adapted to house all Farmington Community School programs (\$317,000)</p>
<p><b>Elementary Schools</b></p> <p>Close William Grace</p> <p>Close Wooddale</p> <p>School-of-choice program at Highmeadow moves to O.E. Dunckel</p>	<p><b>William Grace</b></p> <p>Building conditions rated low by TMP</p> <p>Building condition is rated by TMP as worst among the fifteen elementary/Pre-K locations</p> <p>Building site size is small (7.2 acres)</p> <p>Building capacity (338) is below district goal of 450 – 600 students per building</p> <p>Student capacity exists in remaining elementary schools</p> <p>TMP projects \$4.1 million in capital expenditures (cost avoidance)</p> <p>Building has a market value of \$360,000 - \$1,500,000 (May, 2008)</p> <p><b>Wooddale</b></p> <p>Building conditions rated low by TMP</p> <p>Building condition is rated by TMP as 4<sup>th</sup> worst among the fifteen elementary/Pre-K locations</p> <p>Building capacity (312) is below district goal of 450 – 600 students per building</p> <p>Student capacity exists in remaining elementary schools</p>

# Facilities Study Team | Recommendations

	<p>TMP projects \$3.4 million in capital expenditures (cost avoidance)</p> <p>Building has a market value of \$650,000 - \$750,000 (May, 2008)</p>
<p><b>Middle Schools</b></p> <p>Consolidate to three (3) middle schools</p> <p>O.E. Dunckel becomes a school-of-choice K-8 program</p>	<p>Consolidation to three (3) middle schools increases the utilization of East, Power, and Warner Middle School facilities</p> <p>Cohort progression will improve for students transitioning from three middle schools to three high schools</p> <p>Opportunity exists to repurpose O.E. Dunckel taking advantage of a centrally located school within the District that can be easily adapted</p> <p>O.E. Dunckel can be adapted for an expanded school-of-choice K-8 program (\$270,000)</p> <p>O.E. Dunckel has a high student enrollment capacity</p> <p>Expansion of a school-of-choice K-8 program would reduce the student enrollment at the East, Power, and Warner Middle School facilities</p>
<p><b>Special Program</b></p> <p>FCS will close</p> <p>All FCS programs move to Highmeadow</p>	<p>Rationale stated in the Pre-K section above</p>
<p><b>Administration Buildings</b></p> <p>Close Maxfield Training Center</p>	<p>Building conditions rated low by TMP</p> <p>The facility is underutilized during the day. Evening meetings can be scheduled at other facilities</p> <p>Staff travel time and transportation would be reduced as space would be provided in the elementary schools</p> <p>Oldest District facility</p> <p>Building closure does not directly impact students</p> <p>Parking owned by District is limited</p> <p>Current programs (gymnastics, Poly Hockey, Special Olympics) would rent/use space at other buildings</p> <p>Building has a market value of \$1.5 - \$2.0 million (May, 2008)</p> <p>TMP projects \$5.7 million in future capital expenditures</p> <p>Building is located in proximity to Downtown Farmington, the commercial/retail area</p>
<p><b>Currently Closed</b></p> <p>Fairview</p>	<p><b>Fairview (former Elementary School)</b></p> <p>Currently vacant</p> <p>Building conditions rated low (4-5) by TMP parking, playground, HVAC, plumbing, electrical distribution</p>

# Facilities Study Team | Recommendations

	<p>Building square footage is the smallest in the District</p> <p>TMP projects \$2.8 million in future capital expenditures (cost avoidance)</p> <p>Building has a market value of \$400,000 - \$800,000 (May, 2008)</p>
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### Budget Impact

The following schedule shows the overall savings the District can expect by implementing this option. The District could expect to save about \$2.244 million a year.

All numbers are reported in thousands of dollars (000).

Budget Impact by Closed Building			
	Operations	Maintenance	
Farmington Community School	286	24	
Gymnastics Program to Offsite	0	5	
Maxfield Training Center	211	35	
Transportation Costs, Elementary	0	251	
Middle School Overhead	769	0	
Transportation Costs, Middle Schools	0	251	
William Grace	794	22	
Wooddale	794	22	
<b>Annual Impact to Budget</b>	<b>2854</b>	<b>610</b>	<b>2244</b>

*Source: FST Return Calc.xls*

The following schedule shows the projected planned expenditures for each of the closed buildings. The FST modified the TMP values as recommended by Ron Aten in an attempt to project an even disbursement of capital for a five year window. Each year is calculated by taking ten percent of the TMP value and dividing that value by five years. The total capital expenditures related to the closed buildings for the five-year window that will not be spent amounts to approximately \$1.686 million.

Planned Capital Expenditure Timeline	2011	2012	2013	2014	2015	Total
<b>Closed School</b>						
Farmington Community School	74	74	74	74	74	372
Maxfield Training Center	114	114	114	114	114	571
William Grace	81	81	81	81	81	406
Wooddale	67	67	67	67	67	337
<b>Total</b>	<b>337</b>	<b>337</b>	<b>337</b>	<b>337</b>	<b>337</b>	<b>1686</b>

*Source: FST Return Calc.xls*

The following schedule shows the anticipated costs the District will incur to implement this option. These values include the initial implementation costs to repurpose/renovate a structure and the expected costs to relocate the population of the building. The costs required to implement this option may approach \$4.767 million.

# Facilities Study Team | Recommendations

Recommendation Costs			
	Repurposing	Displacement	
10 Mile Building	437		
Absorbing Elementary Schools	825	20	
Absorbing Middle Schools	1898	20	
Farmington Community School		15	
Highmeadow	318	15	
Maxfield Training Center		15	
OE Dunckel	270		
School Bus, Purchase (8)	800		
Science Kits	134		
<b>Total</b>	<b>4682</b>	<b>85</b>	<b>4767</b>

Source: FST Return Calc.xls

The following schedule displays the Net Present Value (NPV) using a discount rate of 1%.

Year	Budget Impact			Recommendation Costs		1.00% Discount Rate
	Ongoing	Capital	Total	Renovations	Moving	
2010	2,160	375	2,536	(4,514)	(85)	(\$2,068)
2011	2,160	375	2,536			\$393
2012	2,160	375	2,536			\$2,830
2013	2,160	375	2,536			\$5,242
2014	2,160	375	2,536			\$7,631

Source: FST Return Calc.xls

### Advantages

- Provides an opportunity to close up to four (4) buildings without expansion
- TMP report provides good support and feasibility for making O.E. Dunckel a K-8 program
- Improves feeder patterns (K-12) and cohort progression with three (3) middle schools & three (3) high schools
- Expanding the school-of-choice program to K-8 provides parents with an additional educational option – there was strong support for this configuration in a previous community survey
- Expansion of the school-of-choice program to K-8 may relieve crowding at East, Power, and Warner Middle Schools caused by middle school consolidation
- O.E. Dunckel is centrally located
- Moving Farmington Community School programs to Highmeadow makes use of a more structurally sound building
- Farmington Community School location may make it more marketable in relation to other sites.
- Consolidation of Pre-K programs to two (2) sites

### Disadvantages

- East, Power, and Warner Middle Schools will be at capacity if O.E. Dunckel is not utilized as a school-of-choice K-8 program or middle school
- Pre-K programs will no longer be available/offered at elementary school facilities

# Facilities Study Team | **Recommendations**

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- Two Pre-K classrooms would be cut reducing the revenue generated by these tuition based programs
- One-time expenses will be incurred to repurpose the O.E. Dunckel and Highmeadow facilities
- Gymnastics programs must relocate outside district facilities; Poly Hockey program must become mobile

# Facilities Study Team | Recommendations

## SHIAWASSEE OPTION

Close three schools (William Grace, Wooddale, and Alameda). Consolidate to three middle schools and repurpose the O.E. Dunckel Middle School allowing for school-of-choice program expansion to K-8. All non-school-of-choice 6-8 students are consolidated into the three remaining middle school facilities. The Maxfield Training Center would be closed with its staff/resources absorbed by other District facilities.

<p><b>Pre – K</b></p> <p>Alameda closes</p> <p>Alameda pre-K moves to Highmeadow</p> <p>Pre-K students from two (2) elementary schools move to FCS &amp; Highmeadow</p>	<p>Alameda rated low by TMP and was the third lowest among elementary/Pre-K buildings</p> <p>TMP projects future capital expenditures of \$2.7 million in infrastructure improvements would be avoided</p> <p>Alameda has a market value of \$650,000 - \$1,100,000 (May/2008)</p> <p>Highmeadow is rated high by TMP and has the second best overall building condition rating</p> <p>Highmeadow can be adapted as a Pre-K facility (\$150,000)</p> <p>All Pre-K students can be accommodated at FCS &amp; Highmeadow</p>
<p><b>Elementary Schools</b></p> <p>Close William Grace</p> <p>Close Wooddale</p> <p>School-of-choice program at Highmeadow moves to O.E. Dunckel</p>	<p><b>William Grace</b></p> <p>Building conditions rated low by TMP</p> <p>Building condition is rated by TMP as worst among the fifteen elementary/Pre-K locations</p> <p>Building site size is small (7.2 acres)</p> <p>Building capacity (338) is below district goal of 450 – 600 students per building</p> <p>Student capacity exists in remaining elementary schools</p> <p>TMP projects \$4.1 million in capital expenditures (cost avoidance)</p> <p>Building has a market value of \$360,000 - \$1,500,000 (May, 2008)</p> <p><b>Wooddale</b></p> <p>Building conditions rated low by TMP</p> <p>Building condition is rated by TMP as 4<sup>th</sup> worst among the fifteen elementary/Pre-K locations</p> <p>Building capacity (312) is below district goal of 450 – 600 students per building</p> <p>Student capacity exists in remaining elementary schools</p> <p>TMP projects \$3.4 million in capital expenditures (cost avoidance)</p> <p>Building has a market value of \$650,000 - \$750,000 (May, 2008)</p>
<p><b>Middle Schools</b></p> <p>Consolidate to three</p>	<p>Consolidation to three (3) Middle Schools increases the utilization of East, Power, and Warner Middle School facilities</p>

# Facilities Study Team | Recommendations

<p>(3) middle schools</p> <p>O.E. Dunckel becomes a school-of-choice K-8 program</p>	<p>Cohort progression will improve for students transitioning from three middle schools to three high schools</p> <p>Opportunity exists to repurpose O.E. Dunckel taking advantage of a centrally located school within the District that can be easily adapted</p> <p>O.E. Dunckel can be adapted for an expanded school-of-choice K-8 program (\$270,000)</p> <p>O.E. Dunckel has a high student enrollment capacity</p> <p>Expansion of a school-of-choice K-8 program would reduce the student enrollment at the East, Power, and Warner Middle School facilities</p>
<p><b>Special Program</b></p> <p>Alameda will close and program moves to Highmeadow</p> <p>No change to FCS programs (Pre-K, adult education, FCHS, ESL)</p>	<p>Rationale stated in the Pre-K section above</p>
<p><b>Administration Buildings</b></p> <p>Close Maxfield Training Center</p>	<p>Building conditions rated low by TMP</p> <p>The facility is underutilized during the day. Evening meetings can be scheduled at other facilities</p> <p>Staff travel time and transportation would be reduced as space would be provided in the elementary schools</p> <p>Oldest District facility</p> <p>Building closure does not directly impact students</p> <p>Parking owned by District is limited</p> <p>Current programs (gymnastics, Poly Hockey, Special Olympics) would rent/use space at other buildings</p> <p>Building has a market value of \$1.5 - \$2.0 million (May, 2008)</p> <p>TMP projects \$5.7 million in future capital expenditures</p> <p>Building is located in proximity to Downtown Farmington, the commercial/retail area</p>
<p><b>Currently Closed</b></p> <p>Fairview</p>	<p><b>Fairview (former Elementary School)</b></p> <p>Currently vacant</p> <p>Building conditions rated low (4-5) by TMP parking, playground, HVAC, plumbing, electrical distribution</p> <p>Building square footage is the smallest in the district</p>

# Facilities Study Team | Recommendations

	<p>TMP projects \$2.8 million in future capital expenditures (cost avoidance)</p> <p>Building has a market value of \$400,000 - \$800,000 (May, 2008)</p>
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## Budget Impact

The following schedule shows the overall savings the District can expect by implementing this option. The District could expect to save about \$2.16 million a year.

All numbers are reported in thousands of dollars (000).

Budget Impact by Closed Building			
	Operations	Maintenance	
Alameda	197	19	
Gymnastics Program to Offsite	0	5	
Maxfield Training Center	211	35	
Transportation Costs, Elementary	0	251	
Middle School Overhead	769	0	
Transportation Costs, Middle Schools	0	251	
William Grace	794	22	
Wooddale	794	22	
<b>Annual Impact to Budget</b>	<b>2765</b>	<b>605</b>	<b>2160</b>

Source: FST Return Calc.xls

The following schedule shows the projected planned expenditures for each of the closed buildings. The FST modified the TMP values as directed by Ron Aten in an attempt to project an even disbursement of capital for a five year window. Each year is calculated by taking ten percent of the TMP value and dividing that value by five years. The total capital expenditures related to the closed buildings for the five-year window that will not be spent amounts to approximately \$1.587 million.

Planned Capital Expenditure Timeline	2011	2012	2013	2014	2015	Total
<b>Closed School</b>						
Alameda	54	54	54	54	54	272
Maxfield Training Center	114	114	114	114	114	571
William Grace	81	81	81	81	81	406
Wooddale	67	67	67	67	67	337
<b>Total</b>	<b>317</b>	<b>317</b>	<b>317</b>	<b>317</b>	<b>317</b>	<b>1587</b>

Source: FST Return Calc.xls

The following schedule shows the anticipated costs the District will incur to implement this option. These values include the initial implementation costs to repurpose/renovate a structure and the expected costs to relocate the population of the building. The costs required to implement this option may approach \$4.599 million.

# Facilities Study Team Recommendations

Recommendation Costs			
	Repurposing	Displacement	
10 Mile Building	437		
Absorbing Elementary Schools	825	20	
Absorbing Middle Schools	1898	20	
Alameda to Highmeadow	150	15	
Maxfield Training Center		15	
OE Dunckel	270	15	
School Bus, Purchase (8)	800		
Science Kits	134		
<b>Total</b>	<b>4514</b>	<b>85</b>	<b>4599</b>

Source: FST Return Calc.xls

The following schedule displays the Net Present Value (NPV) using a discount rate of 1%.

Year	Budget Impact			Recommendation Costs		1.00% Discount Rate
	Ongoing	Capital	Total	Renovations	Moving	
2010	2,160	317	2,478	(4,514)	(85)	(\$2,125)
2011	2,160	317	2,478			\$280
2012	2,160	317	2,478			\$2,661
2013	2,160	317	2,478			\$5,018
2014	2,160	317	2,478			\$7,352

Source: FST Return Calc.xls

## Advantages

- Provides an opportunity to close up to four (4) buildings without expansion
- TMP report provides good support and feasibility for making O.E. Dunckel a K-8 program
- Improves feeder patterns (K-12) and cohort progression with three (3) middle schools & three (3) high schools
- Expanding the school-of-choice program to K-8 provides parents with an additional educational option – there was strong support for this configuration in a previous community survey
- Expansion of the school-of-choice program to K-8 may relieve crowding at East, Power, and Warner Middle Schools caused by middle school consolidation
- O.E. Dunckel is centrally located
- Moving Alameda programs to Highmeadow makes use of a more structurally sound building
- Consolidation of Pre-K programs to two (2) sites without loss of classrooms
- Provides an opportunity for the Alameda site to be rebuilt as a new, larger pre-K site to consolidate all pre-K programs or build a new 450 – 600 student capacity elementary school and consolidate additional elementary schools

## Disadvantages

- East, Power, and Warner Middle Schools will be at capacity if O.E. Dunckel is not utilized as a school-of-choice K-8 program or middle school
- Pre-K programs will no longer be available/offered at elementary school facilities

# Facilities Study Team | **Recommendations**

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- One-time expenses will be incurred to repurpose the O.E. Dunckel and Highmeadow facilities
- Loss of nature trail/area for Pre-K students/teachers (this is a very popular feature of Alameda site)
- Loss of district central Pre-K site
- Gymnastics programs must relocate outside district facilities; Poly Hockey program must become mobile

## LONG TERM PLANS

### Executive Summary

The focus of the FST has been on determining ways in which the District might maximize the use of its facilities in the short term. However, short term options will not address many of the District's long term facility-related challenges. The FST recommends that the Board of Education develop a long term capital improvement plan that could further contribute to an improvement in the District's finances and ensure the community's expectations of excellence for all of the District's current and future students.

### Specific Long Term Facility Problems

#### Problem 1: Money

- The District's architects have identified a need for approximately \$127 million in renovations and improvements to bring all current District facilities to modern building standards
- The District does not have capacity within its operating or capital budgets to fund these renovations in the foreseeable future.
- Capital needs are currently addressed on an "as needed" basis

#### Problem 2: Pre-K and Elementary School Buildings

- The District has identified an "efficient" elementary school capacity to be between 450 and 600 students
- By this standard, only 3 out of 13 of the District's current elementary schools can operate at capacity
- An elementary school overhead costs are approximately \$794,000 per school year to operate
- The District's enrollment is likely to decline substantially through at least the 2014 school year
- The District's has an aging stock of elementary and Pre-K school buildings. Only 2 of such operating buildings are 40 years old or less (Hillside – 1990; Wood Creek – 1970). A majority of the District's elementary and Pre-K school buildings are at least 50 years old
- Many District buildings need significant and expensive renovations in order to meet currently accepted building standards according to TMP Architects

#### Problem 3: Effects of Building Shortcomings on Instruction

- Facility shortcomings can directly affect instructional programming (i.e., kindergarten rooms, special needs, Harrison High athletic facilities, performing arts facilities at all high schools)

## Long Term Topics Considered

### Issuing Debt by Selling Bonds

Borrowing Amount	Tax Increase (in mills)	Cost per \$10k of valuation on each tax bill
\$ 10,000,000	0.20	\$ 10.00
\$ 20,000,000	0.36	\$ 18.00
\$ 40,000,000	0.67	\$ 33.50
\$ 100,000,000	1.20	\$ 60.00
\$ 135,000,000	1.67	\$ 83.50

Source: Financial Situation.xls

### Combined Debt and Sinking Fund Millages

One (1) mill would generate approximately \$4 million annually in Farmington Schools for capital renovations and improvements.

Distrcit	Mills	
1 Clarenceville	0.00	Low est Six in Area
2 Pontiac	1.74	
3 Farmington	1.80	
4 Southfield	2.00	
5 Bloomfield Hills	2.15	
6 Birmingham	2.90	
Warren	3.15	Neighbors of Farmington
Troy	4.10	
Berkley	4.22	
Walled Lake	4.79	
West Bloomfield	6.20	
Novi	6.35	
24 Clarkston	7.00	
Ferndale	7.00	
Hazel Park	7.00	
Holly	7.00	
Huron Valley	7.00	
Oxford	7.00	
...		
30 Lake Orion	7.49	Highest in Area
31 Avondale	7.60	
32 Goodrich	7.75	
33 Brandon	8.24	
34 Altmont	8.45	
35 South Lyon	8.50	

Source: Financial Situation.xls

## **Long Term Outlook for Pre-K and Elementary School Buildings**

- Given the costs of operating overhead for elementary school buildings, the District should operate as efficiently as possible the fewest number of elementary school buildings
- Enrollment trends indicate that the District may need fewer elementary schools by the 2015 school year
- It may make long term financial sense to replace older schools with new schools than it is to rehabilitate aging buildings

## **Debate: Value of the Instructional Benefits of Facility Improvements Versus the Costs**

- Instructional programming should dictate the facilities provided, not vice versa
- The community demands a first class school district

## **Recommendation**

The Board of Education should develop a long term capital improvement plan to minimize long term operating overhead costs and improve the quality of instructional opportunities available within the District. The plan should include at a minimum:

- A strategy for the long term future of the District's Pre-K and elementary school buildings (building closures, potential reconfigurations and/or remodeling and sites) in light of enrollment trends and operating costs.
- A comprehensive description of and timeline for capital improvements at all District facilities (i.e., kindergarten rooms, special needs, Harrison High athletic facilities, performing arts facilities at all high schools) including current estimates of costs and savings, if any
- A proposal as to how the District should finance the capital improvement plan (bonds, sinking fund millage and/or current resources), including a timeline for when and how any plan of finance will be implemented
- An evaluation of the capital improvement plan's effects on the transition of students (cohort progression), including a potential redistricting proposal over the term of the plan, and on instruction (operational considerations)