

**Adams 12 Five Star Schools  
Strong Schools, Strong Communities Panel**

**Summary and Recommendation**

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**I. Overall Process**

The Strong Schools, Strong Communities (S3C) Panel met three times (July 15, July 22 and July 29, 2014) to build a consensus recommendation for Superintendent Chris Gdowski:

- A bond package that balances all interests; and
- Whether to seek a mill levy override and if so, the priority elements of a package

Two meetings focused on building agreement on a bond package; one meeting focused on whether to seek a mill levy override and if so, the priority elements of a package.

The recommendation language for the bond package was approved in the July 29 meeting. The recommendation for the mill levy override was approved in the July 29 meeting and language was approved via email after the last meeting. *See Attachment A for complete approved recommendation language.*

**II. Bond Package**

**a. Critical Needs, Inclusion Required (starting place)**

The S3C Panel began building agreement on a \$200 million bond package with the six items that are critical and required in any package. The Panel did not discuss the “Critical Needs” items. One Panel member voiced concern whether the level of funding for charter schools was appropriate:

<b>Critical Needs, Inclusion Required</b>		
<b>Item</b>		<b>Line Total</b>
<i>Anthem School</i>		<i>\$26,280,000</i>
<i>Expand Middle School Space</i>		<i>\$1,650,000</i>
<i>HVAC Deferred Maintenance</i>		<i>\$30,500,000</i>
<i>Roofs Deferred Maintenance</i>		<i>\$26,500,000</i>
<i>Safety &amp; Security</i>		<i>\$3,000,000</i>
<i>Support 4 Charter Schools</i>		<i>\$5,200,000</i>
	<b>Total Required Investment</b>	<b>\$93,130,000</b>

**b. Common Items from Small Group Work**

Building on the critical needs, the S3C Panel, in three small groups, developed draft packages. The results revealed eight items where all groups included the same option in their package (July 15 meeting):

<b>Common Across All Groups (assumed agreement)</b>			
<i>Item</i>	<i>Option</i>	<i>Description</i>	<i>Line Total</i>
<i>New Early Childhood Ed. Space</i>	<i>max opt</i>	Serve 200 Additional Students	\$6,800,000
<i>Electrical &amp; Plumbing</i>	<i>max opt</i>	Deferred Maintenance + Preventative Maintenance	\$4,500,000
<i>Exterior Grounds</i>	<i>max opt</i>	Deferred Maintenance + Preventative Maintenance	\$3,150,000
<i>Educational Innovation</i>	<i>max opt</i>	Beyond Educational Specifications	\$13,050,000
<i>Playgrounds</i>	<i>min opt</i>	Replace End-of-Life Equipment	\$2,160,000
<i>School Athletics</i>	<i>min opt</i>	Replace End-of-Life Equipment	\$1,800,000
<i>Nutrition*</i>	\$0	No Investment	\$0
<i>Relocate/Renovate Studio School**</i>	\$0	No Investment	\$0
<b>Total Common Items</b>			<b>\$31,460,000</b>

*\*After the first meeting, the Superintendent with additional information informed the S3C Panel that this would be addressed with funding from other sources and not included in a bond package.*

*\*\* Although the items with commonality were not discussed in the large group, small group conversations regarding not funding this item touched on: the agreed need for improvements, yet difficult choices must be made, and the desire was for investments that impact the most students.*

**c. Discussion and Agreement on Remaining Items**

S3C Panel continued to build agreement by gathering further detail on the 11 items remaining, and providing initial input (through a dot exercise) on whether to choose the maximum or minimum investment option:

<b>Dot Exercise on Remaining Items (number of dots - \$ cost of option)</b>			
<b>Item</b>	<b>\$0</b>	<b>Min Opt</b>	<b>Max Opt</b>
Lewis Pointe School	n/a	5 - \$22.3 M	19 - \$26.2 M
Relocate/Renovate STEM Lab	n/a	10 - \$3 M	15 - \$10 M
Expand 3 Elementary Schools	n/a	8 - \$7 M	16 - \$10.1 M
Building Interiors	n/a	5 - \$7.6 M	19 - \$10.7 M
Theater & Arts	n/a	17 - \$1.3 M	7 - \$2.4 M
Replace Obsolete Phone System	n/a	12 - \$4 M	12 - \$5 M
Acquire Land for Future Schools	n/a	1 - \$5.3 M	23 - \$8 M
Expand High School Space	8 - \$0	n/a	18 - \$830 K
Upgrade HS Fields	4 - \$0	n/a	20 - \$2.6 M
New Career & Tech Ed. Space	1 - \$0	7 - \$4.4 M	15 - \$6.8 M
Transportation Needs	4 - \$0	11 - \$1 M	10 - \$2 M

Following the exercise the S3C Panel discussed those items with closer dot results and discussed the trade-offs to build a \$200 million package. It was not easy and in the end the Panel stayed an extra hour to complete the task. Below is the result and more discussion details on why one option or another would best balance all the interests.

<b>Resulting Agreement on Additional Items</b>			
<b>Item</b>	<b>Option</b>	<b>Description</b>	<b>Line Total</b>
Lewis Pointe School	<i>min opt</i>	3-Round, Expand Later	\$22,350,000
Relocate/Renovate STEM Lab	<i>max opt</i>	Renew or Relocate	\$10,000,000
Expand 3 Elementary Schools	<i>max opt</i>	Eliminate Mobiles + Expand Programming	\$10,150,000
Building Interiors	<i>max opt</i>	Deferred Maintenance + Preventative Maintenance	\$10,710,000
Theater & Arts	<i>min opt</i>	Replace End-of-Life Furniture, Fixtures and Equipment	\$1,280,000
Replace Obsolete Phone System	<i>min opt</i>	Basic Install	\$4,000,000
Acquire Land for Future Schools	<i>middle</i>	50 acres	\$6,650,000
Expand High School Space	<i>\$0 opt</i>	No Investment	\$0
Upgrade HS Fields	<i>max opt</i>	Astroturf	\$2,600,000
New Career & Tech Ed. Space	<i>max opt</i>	6-9 Focus Areas/Serve 265 Additional Students	\$6,800,000
Transportation Needs	<i>\$0 opt</i>	No Investment	\$0
<b>TOTAL</b>			<b>\$199,130,000</b>

The following shows the reasons and thinking behind discussion for each maximum, minimum or no investment options (*the option recommended is shaded grey*):

<b>Investment Item</b>	<b>Minimum option</b>	<b>Maximum option</b>
<b>Theater &amp; Arts*</b>	\$1.3 M	\$2.4 M
<i>*not discussed as the dot exercise showed a preference for the minimum option</i>		
<b>Expand High School Space</b>	\$0	\$830 K
	<ul style="list-style-type: none"> <li>• Modularity has less impact on high school students than on elementary students</li> <li>• Completing other items may relieve some pressure</li> <li>• “Modularity” might turn off some voters</li> </ul>	<ul style="list-style-type: none"> <li>• Addresses growth</li> <li>• Addresses need</li> </ul>

<b>Replace Obsolete Phone System</b>	<b>\$4 M</b>	<b>\$5 M</b>
	<ul style="list-style-type: none"> <li>• Important, and there are additional needs elsewhere</li> <li>• Need the basics, but can wait for items beyond the basics</li> <li>• Waiting to get elements beyond the basics allows for greater adaptability over time, rather than get all at the same time</li> <li>• May find the additional \$1 million elsewhere</li> </ul>	<ul style="list-style-type: none"> <li>• More integration</li> <li>• District-wide need</li> <li>• Simpler to operate when everything is in one place</li> </ul>

<b>Investment Item</b>	<b>Minimum option</b>	<b>Maximum option</b>	
<b>Transportation Needs</b>	\$0	\$1 M	\$2 M
<i>*replacement of buses older than 1994 with more efficient propane-fueled buses - \$1 M is 10 buses replaced; \$2 M is 20 buses replaced</i>	<ul style="list-style-type: none"> <li>No direct impact on students; other items have more direct impact</li> <li>Taxpayers may not want to pay for this, particularly those that lost transportation during budget cuts or have to pay a fee</li> </ul>	<ul style="list-style-type: none"> <li>\$1M – is good enough</li> <li>\$2M – save in operations and maintenance costs</li> <li>\$2M – more environmentally sustaining</li> </ul>	
<b>Building Interiors</b>	\$7.6 M	\$10.7 M	
<i>*at first this was dropped to the minimum option, but as conversation unfolded many became uncomfortable with the minimum option</i>	<ul style="list-style-type: none"> <li>Use the \$3.1 million difference with the maximum option on other items</li> </ul>	<ul style="list-style-type: none"> <li>Responsive to public input - maintaining current assets was a priority from the public outreach</li> <li>Saves money on operations and maintenance</li> </ul>	
<p>THE FOLLOWING WERE THE FINAL ITEMS DISCUSSED FOR GETTING THE PACKAGE DOWN TO \$200 MILLION AFTER GROUP AGREED TO CHANGE THE BUILDING INTERIORS TO THE MAXIMUM (SEE BELOW FOR SOME NOTES ON THE TRADE-OFFS BETWEEN THEM)</p>			
<b>Lewis Pointe School</b>	\$22.4 M	\$26.3 M	
	<ul style="list-style-type: none"> <li>Uncertainty on whether growth projections will be met and there are other needs</li> </ul>	<ul style="list-style-type: none"> <li>Addresses future growth now, will fill 4-round eventually</li> <li>Saves money - lower costs now; later will be more costly due to inflation and higher interest rates</li> </ul>	
<b>New Career &amp; Tech Ed. Space</b>	\$4.4 M	\$6.8 M	
	<ul style="list-style-type: none"> <li>The extra \$2.4 million for the maximum option doesn't impact as many students as other options</li> </ul>	<ul style="list-style-type: none"> <li>Addresses overdue need</li> <li>Prepares students for workforce</li> <li>Adds capacity</li> <li>Economic development benefits</li> </ul>	

Investment Item	Minimum option	Maximum option
<b>Relocate/Renovate STEM Lab</b>	\$3.0 M	\$10.0 M
	<ul style="list-style-type: none"> <li>• No new capacity (students or programing) and other items expand capacity</li> <li>• Other items have greater needs and/or have greater impact on district-as-a-whole</li> </ul>	<ul style="list-style-type: none"> <li>• Greatest positive impact on students</li> <li>• Business community support</li> <li>• Prepares students for the workforce</li> <li>• Relocation allows for reuse and possible revenue</li> <li>• Creates equity with other programs</li> <li>• \$3 million would be wasted when in 3-7 years the school would be relocated</li> <li>• Addresses current learning limitations</li> <li>• Attractive to voters</li> </ul>
<b>Expand 3 Elementary Schools</b>	\$7.8 M	\$10.1 M
	<ul style="list-style-type: none"> <li>• The extra \$2.2 million in maximum option doesn't address as much need as other items</li> <li>• Addresses current need</li> <li>• Spread bond fund over larger area</li> <li>• Equity across district (not all in the north, or for future growth)</li> </ul>	<ul style="list-style-type: none"> <li>• Provide expanded programming and flexibility</li> <li>• Ensures no risk of overcrowding in the future</li> </ul>

Investment Item	Minimum option	Maximum option	
<b>Upgrade HS Fields</b>	\$0	\$2.6 M	
	<ul style="list-style-type: none"> <li>• Only impacts 3 high schools</li> <li>• Other needs are greater</li> </ul>	<ul style="list-style-type: none"> <li>• Impacts more students (athletics and PE students), allows flexibility/usability of fields due to better drainage (quicker usability after rain) and no growth-season restrictions</li> <li>• Cost savings from operations and maintenance savings</li> <li>• Image of school in the region</li> </ul>	
<b>Acquire Land for Future Schools</b>	\$6.7 M	\$5.3 M	\$8.0 M
	<ul style="list-style-type: none"> <li>• 50 Acres is the middle ground between investing in the future (\$8M) and providing more funds to address current needs (\$5.3M)</li> </ul>	<ul style="list-style-type: none"> <li>• \$5.3 M – we have what we need now, spend the savings on current needs</li> <li>• \$5.3 M – no impact on students and education</li> <li>• \$8.0 M – increases investment to be used to trade for better/more appropriate properties</li> <li>• \$8.0 M – investment; invests in the future at current costs (cost of land will increase over time)</li> </ul>	