

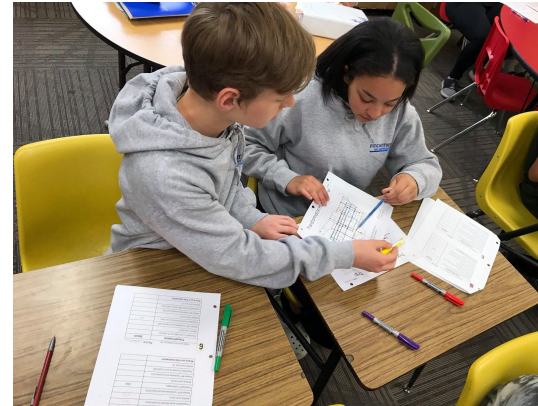


Sturgeon Bay Schools Long-Range Facilities Planning

July 17, 2019



- Long Range Planning Work to Date
 - How We Got Here
 - Enrollment
 - Building Needs
 - District Capacity by Building
- Potential Solutions
 - Option Diagrams
 - Preliminary Cost Estimates
- Estimated Tax Impact
- Next Steps





**Every Student --
Every Day**





We would like to have facility statement that fits with our approach and the facility study components that are ahead of us. The statement could then be included in our Strategic Action Plan & Priorities document (*later in our agenda*), and could also serve as a guide to keep us focused during the process. Here are a few samples to get you thinking.

Sample A

The School District of Sturgeon Bay is committed to serving the learning needs of Every Student, Every Day. We need to provide school buildings that are safe, efficient, well maintained and support modern teaching and learning, which is critical to our student's success.

Sample B

The School District of Sturgeon Bay is committed to ensuring safe, secure and accessible facilities for all students, staff and community members. We work to provide well maintained, cost effective and sustainable buildings that support our academic programming and co/extra-curricular offerings.

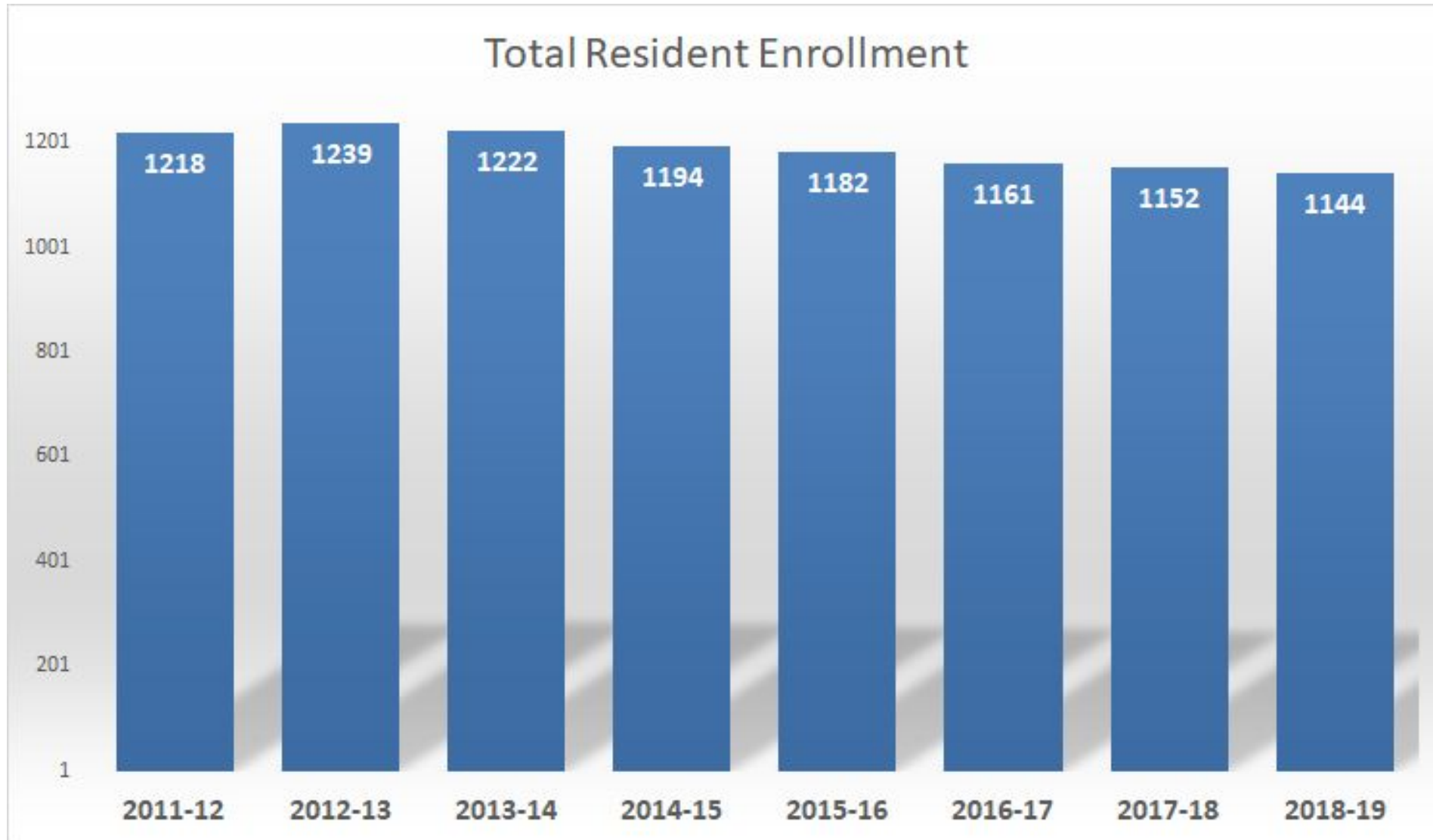
Sample C

We strive to create and maintain safe, secure, and efficient facilities that support the instructional program, staff, students, and community members who utilize our school buildings, fields and grounds. We aim to provide value to all stakeholders by maximizing efficiencies while addressing the current and future learning needs of our students.

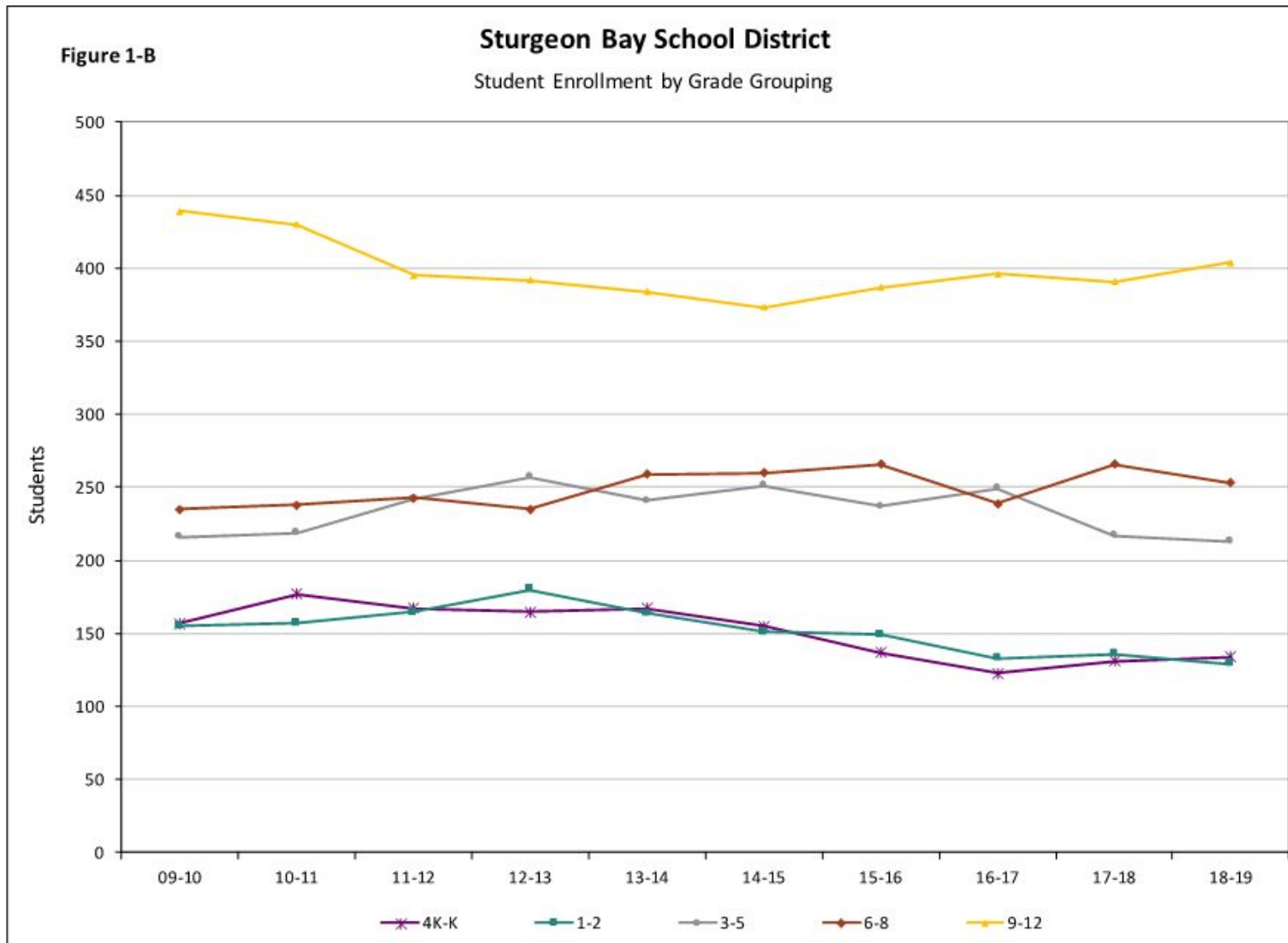


- ❖ Applied Populations Lab (APL) study to project enrollment trends in the next 10 years
- ❖ APL bases projections on:
 - Historical enrollment data
 - Birth rate information
 - Population trends
- ❖ Study provides a variety of trend estimates
 - Most conservative - 10 year, or “baseline” trend
 - Least conservative - high growth trend
- ❖ Using the 5-year trend estimate for planning purposes

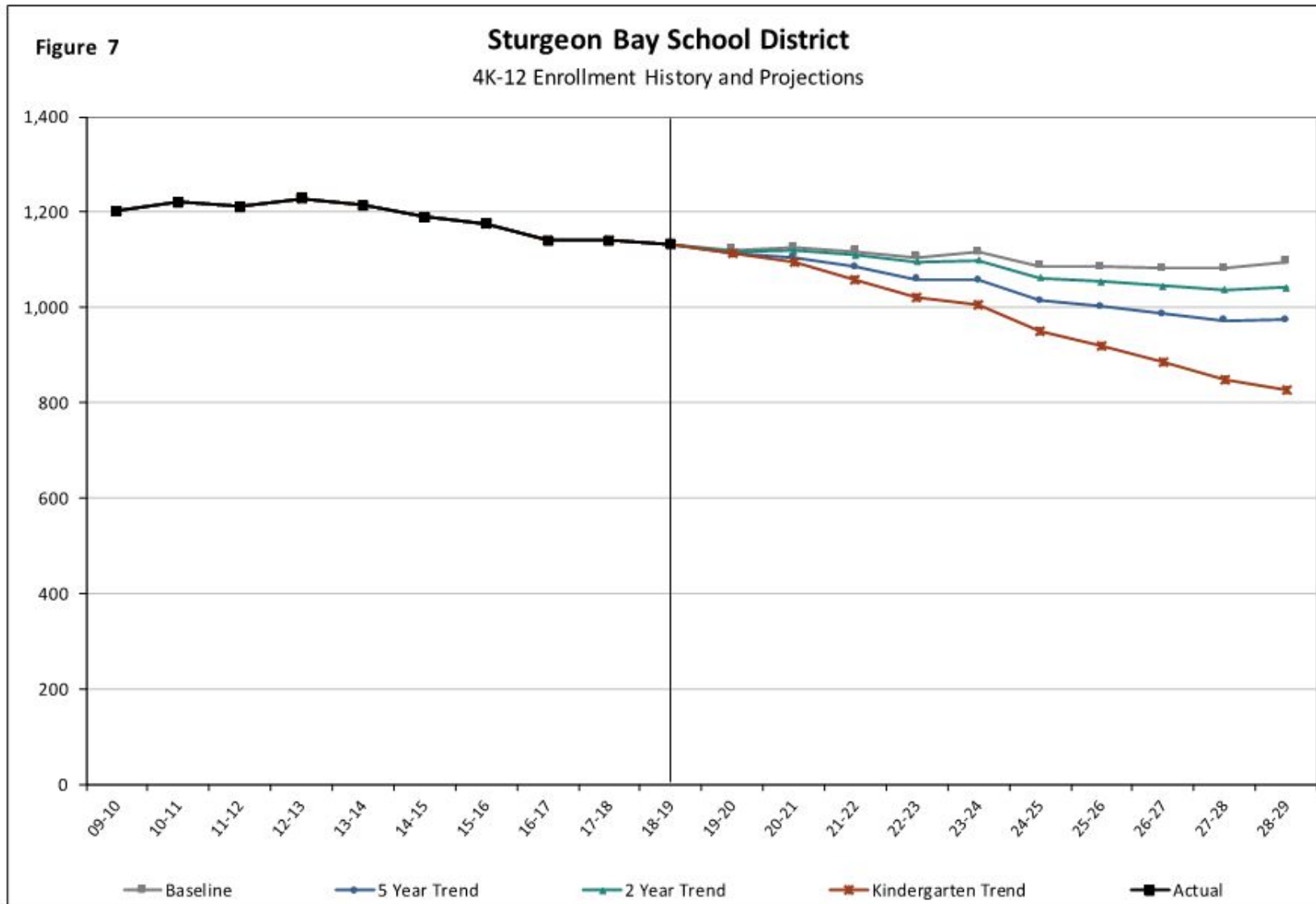




Recent Enrollment



Enrollment Projections





- **Districtwide Decline** in 4K-12 enrollment is expected to continue over the next 5 to 10 years
- **4K – K** enrollment is expected to grow slightly in the next 2 – 3 years and then level off
- **Stable** enrollment at high school level is expected over next 5 years followed by decline

INTRODUCTIONS - BY THE NUMBERS

FIRM PROFILE

220+
EMPLOYEES

111
YEARS IN BUSINESS

5
MAJOR MARKETS

4
OFFICE LOCATIONS



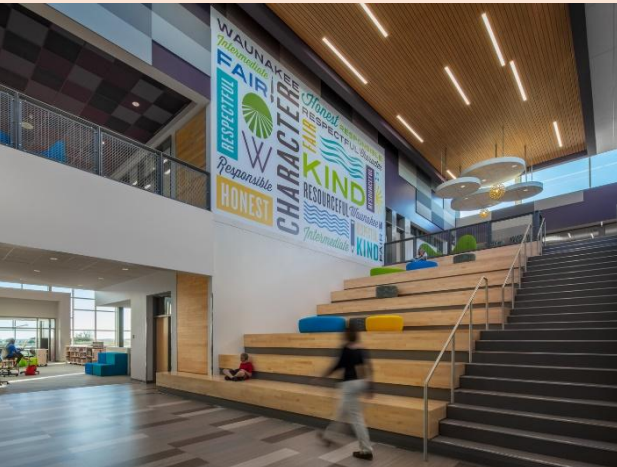
LEARNING ENVIRONMENTS

30+
DEDICATED
LEARNING STAFF

160+
SCHOOL DISTRICTS
SERVED

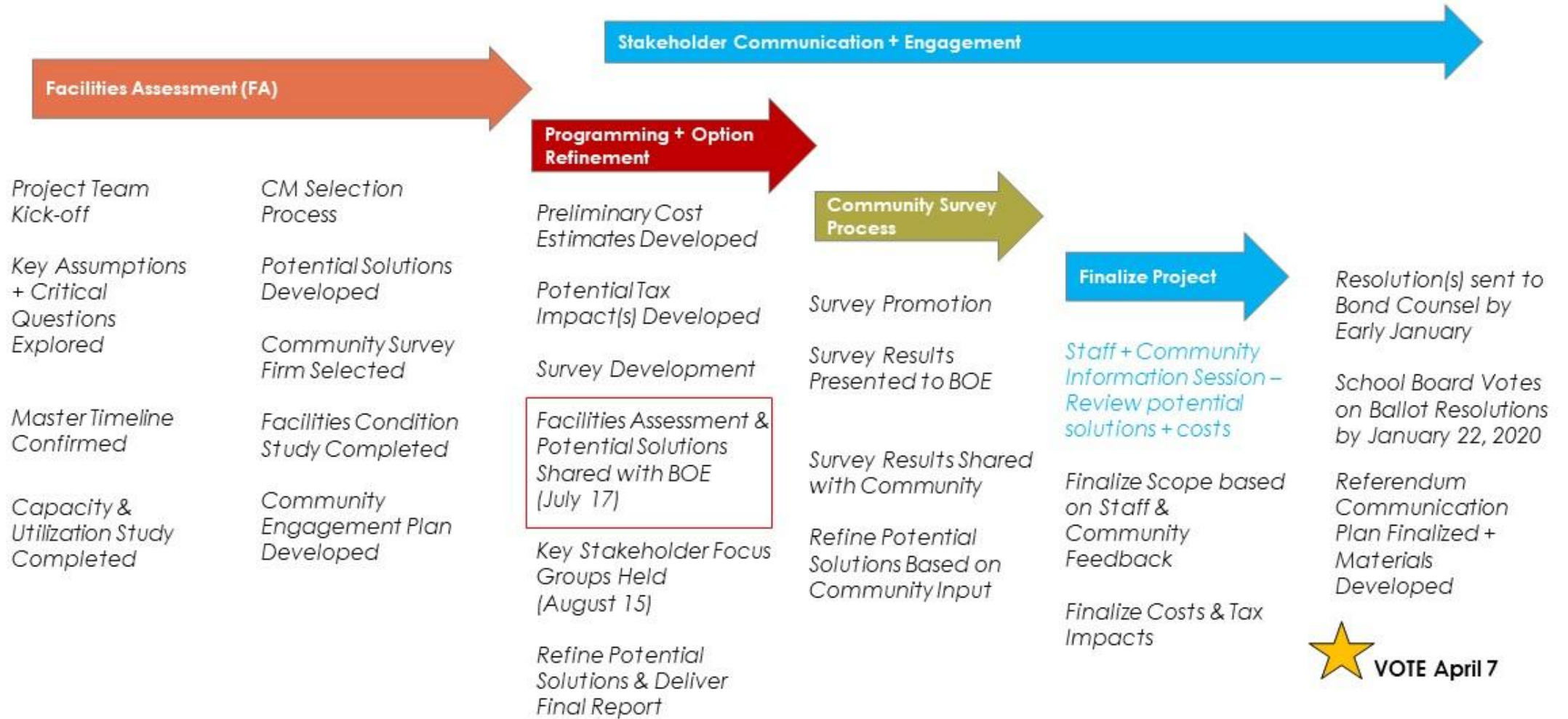
\$1B+
CONSTRUCTION VALUE
SCHOOL PROJECTS

20+
RECENT MASTER
PLANNING PROJECTS





Hire EUA!





Findings are based on:

- Observations during walk-throughs at each building
- Floor plan analyses
- Interviews with building principals, and director of buildings and grounds
- Review with administrative team





Four Categories

- Safety & Security
- Aging Building Components & Systems
- Educational Flexibility
- Operational Efficiency & Building Utilization





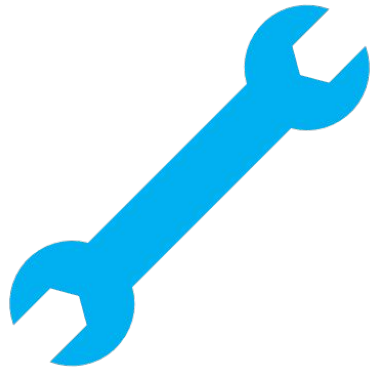
SCHOOL SAFETY & SECURITY



- Most buildings have added secure entry sequences
- High school main entrance security not equitable with other schools in district
 - Solution is more challenging than other schools
- Exterior door monitoring is recommended on all schools



**AGING
BUILDING
COMPONENTS
& SYSTEMS**



- Buildings are well maintained for their age but component replacements are needed
- Mechanical, Electrical, Plumbing, Fire Protection upgrades
- Building shells require improvements
- Various accessibility issues for those with mobility impairments



NEW	NEW OR LIKE NEW CONDITION; NO ISSUES; REPLACE IN 8 TO 10 YEARS	5
GOOD	GOOD CONDITIOIN, NO REPORTED ISSUES OR CONCERNS. REPLACE IN 6 TO 8 YEARS	4
FAIR	AVERAGE WEAR FOR BUILDING AGE, NOT NEW BUT NO ISSUES TO REPORT. REPLACE IN 4 TO 6 YEARS	3
POOR	WORN FROM USE, END OF EXPECTED LIFECYCLE. REPLACE IN 2 TO 4 YEARS	2
CRITICAL	EXTREMELY WORN OR DAMAGED. REPLACE WITHIN 2 YEARS.	1

Category	Sawyer	Sunrise	Sunset	Middle School	High School
ADA	3.8	2.2	2.3	3.0	2.4
Civil / Site	3.5	3.2	3.3	3.8	3.8
Electrical	3.4	3.4	3.4	3.3	3.4
Exterior Enclosure	2.2	2.0	2.3	2.0	2.8
Foundation	4.0	4.0	3.3	4.0	4.0
Interior	3.8	2.9	2.6	3.0	2.9
Mechanical	3.9	4.0	4.0	3.9	3.9
Miscellaneous	4.5	3.2	2.0	3.4	3.3
Plumbing	4.0	2.2	2.2	2.4	2.5
Roofing	3.5	1.8	3.0	1.0	2.5
Structural System	4.0	4.0	4.0	4.0	4.0
Average Deficiency Score by Building	3.6	3.0	3.0	3.2	3.3









EDUCATIONAL FLEXIBILITY



- Outdated learning environment configurations (Tech Ed, Family and Consumer, CAD, Libraries, etc.)
- Lack of collaboration/small group space
- Lack of transparency for supervision of student-directed learning modalities (*building would need a sprinkler system*)
- Furniture is not flexible/mobile for small group learning



***OPERATIONAL
EFFICIENCY/
BUILDING
UTILIZATION***



- All buildings are under capacity
- Sawyer could absorb an entire grade
- HS could absorb two grades
- Many classrooms are not fully utilized
 - Few students in classrooms
 - Empty classrooms used as offices
 - Classrooms open several periods of the day
- Traveling staff lowers room utilization



Definition of school capacity: *The number of students that can be reasonably accommodated by a school building and site*

Capacity is affected by:

- Physical variables (size and number of spaces)
- Operational variables (staffing, funding, utilization rates)
- Programmatic variables (educational offerings, specialty programs, schedules)



Maximum vs Functional Capacity

Maximum: Total number of student seats in a school

- Every seat full, every room, every hour of the day
- Unrealistic expectation

Functional: The practical expected total based on fluctuations in class size and scheduling procedures

- 90% utilization at elementary (*core classrooms only*)
- 80% utilization at middle and high schools (*all scheduled classes contribute*)



1) Functional Capacity By District Desired Class Size

Most realistic measure of capacity based on current building practices

2) Functional Capacity By Available Learning Area

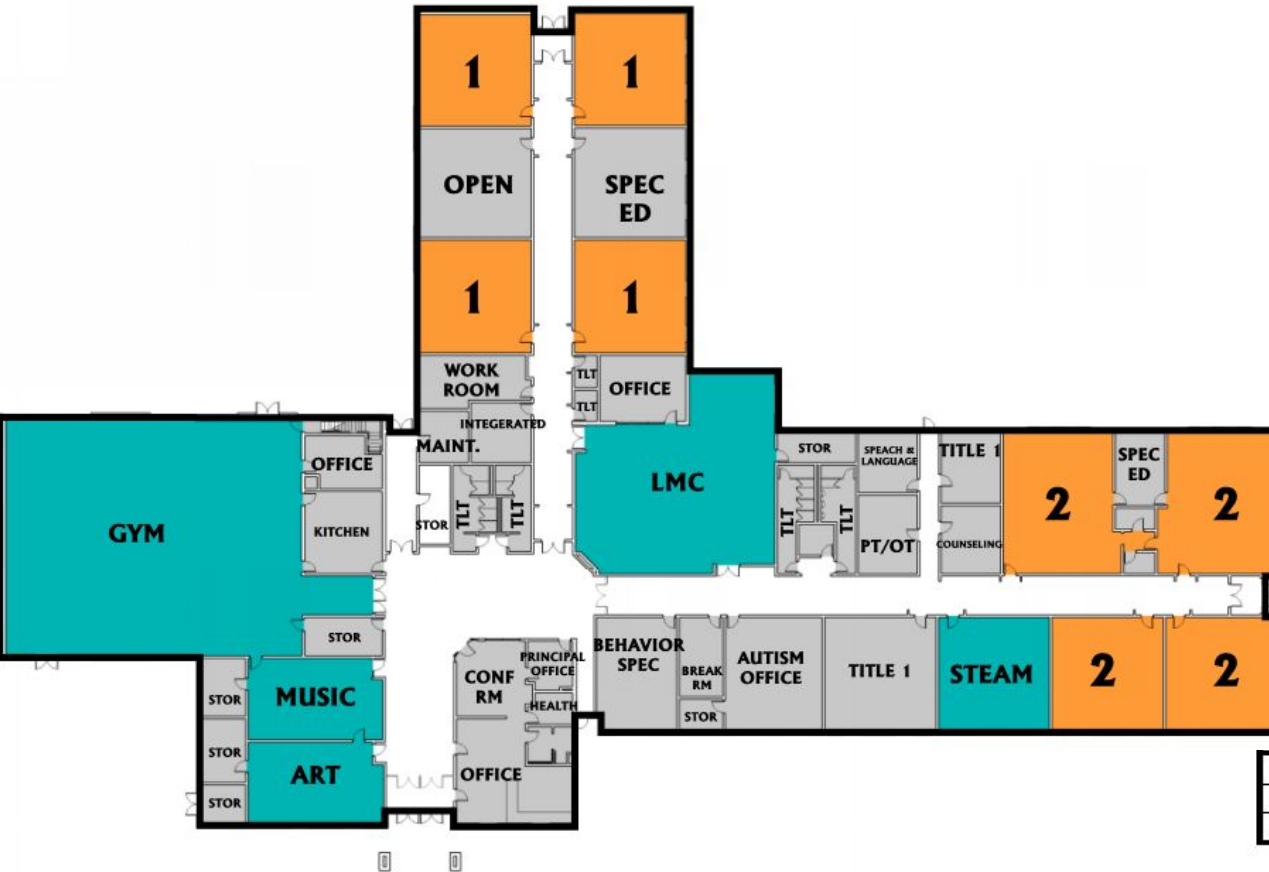
Shows what potential capacity could be, if practices or configurations were altered

3) Capacity Based on Gross Building Area

Shows how your total building size compares with industry standard best practices

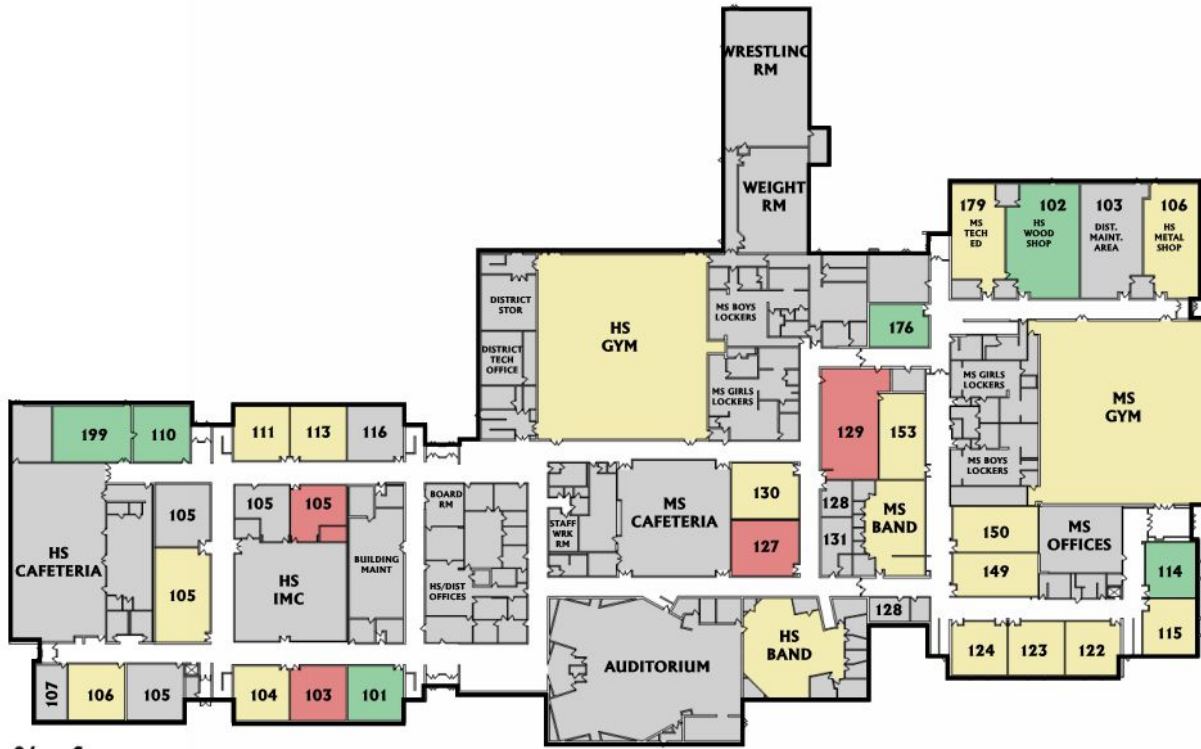


Sawyer Elementary



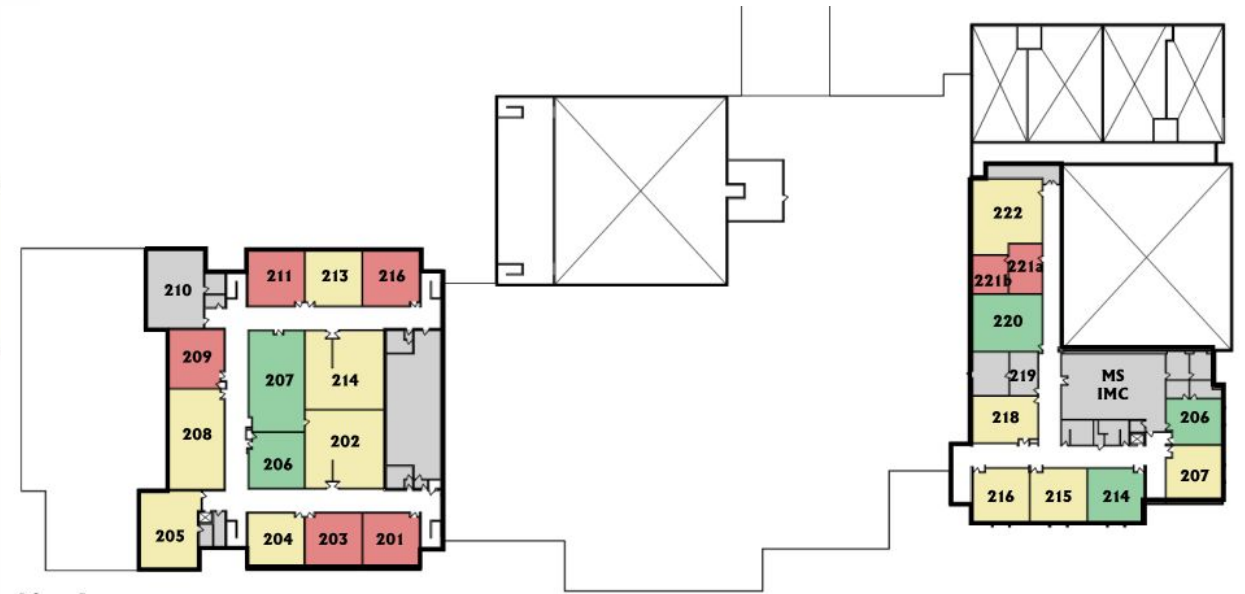
Room Number	Room Name	Room Area (SF)	Capacity by Desired Class Size	Capacity by Learning Area	Capacity by Gross Building Area of 40,340 sf	Notes
101	Conference Room	373				
101A	Principal's Office	162				
101B	Nurse	103				
101C	Toilet					
101D	Office	437				
101E	Counselor	162				
104	Art	910				half day
104A	Art Office/Storage/Kiln					
106	Music	933				half day
106A	Music Office/Storage					
107	Electrical					
109	Maintenance Office					
108	PE Storage					
110	PE Office					
112	Kitchen					
114	Gym/Caf	6000				
114 (2nd Fl)	Machinery Room					
114A (2nd Fl)	Equipment					
201	LMC	2192				
201A	LMC Office	408				
201B	Storage					

Max Capacity		160	224		
Functional Capacity (90%)		144	201	269	216 & 296 if all rooms used
Jan 2019 Enrollment	134				



% of use

- 81-100% UTILIZATION
- 51-80% UTILIZATION
- 0-50% UTILIZATION
- NO CORE CLASSES



% of use

- 81-100% UTILIZATION
- 51-80% UTILIZATION
- 0-50% UTILIZATION
- NO CORE CLASSES



Sturgeon Bay High School - Utilization Study

Room No.	Primary Use of Room (Subject)	S.F. Area	District Desired Max Class Size	Available SF per Learning Area	Total Building Area in SF 115,540	Periods - QUARTER 1						Avg Class Size	# periods used (X)	% of use (X/6)	
						1	2	3	4	5	6				
						Block 1 8:05 - 9:45	Block 2A 10:30 - 10:45	Block 2B 10:50 - 11:35	Block 3A 12:05 - 12:50	Block 3B 12:55 - 1:40	Block 4 1:45 - 3:20				
101	English	840	30	28		15					13	14	2	33	
102	Maintenance	156													
103	English	840	30	28			24	24	22	22	25	23	5	83	
104	English	840	30	28		8			16	16	24	16	4	67	
105	Special Ed	900				2	6	3	7	17	1				
106	English	900	30	30		28			12	12	21		18	4	67
107	Special Ed	510									7				
108	Business Ed	1,479	30	30		23			20	12	7	16	4	67	
109	School Store	840													
110A	CAD Lab	900	30	18			13	13				13	2	33	
111	Spanish	840	30	28		23	22	22			31	25	4	67	
112	AV Room	840													
113	Spanish	840	30	28			14	18		11	16	15	4	67	
114	Online Learning Lab	900	30	18		5	14	10	10	7	6	9	6	100	
115	Office Complex & BOE Rm	3,846													
116	Special Ed	840				1	6	5	3	2	2				
126	Band	2,304	30	46		4			65	30	42	35	4	67	
126F	Band Office	168													
126G	Band Office	160													
126A	Band Office	128													
126B	Practice Room	100													
126C	Practice Room	36													
126D	Practice Room	36													
126E	Practice Room	80													
127	Band storage (3 rooms)	148													
127	Choir	1,015	30	29			2	13	30	3	7	11	5	83	
128	Digital Photo Lab	304						11							
129	Art	1,770	30	35		2			14	17	17	22	14	5	83
130	Music	1,015	30	29											0
199/110B	Shared Classroom	1,440	30	34											0
201	Social Science	840	30	28			26	26	7	28	25	22	5	83	
202	Chemistry	1,763	30	35		23			12	24	16	19	4	67	
203	Social Science	840	30	28			14	14	21	29	12	18	5	83	
204	Social Science	840	30	28		29	14			8	21	18	4	67	
205	Science	1,302	30	26		21	24	24			24	23	4	67	
205A	Science Storage	96													0
206	Shared Classroom	841	30	28											0
207	Physics	1,479	30	30					14			14	1	17	
208	Family and Consumer Ed	1,479	30	30		18			9	17	23	17	4	67	
209	Math	870	30	29			17	28	19	22	12	20	5	83	
210	Special Ed	1,344				4			3	4	6				
210A	Storage	120													
211	Math	840	30	28		31	22	22	11	14		20	5	83	
212	(Doorway to Room 207)														
213	Math	840	30	28		17	19	19			20	19	4	67	
214	Science	1,763	30	35		27	17	17			24	21	4	67	
216	Math	840	30	28		30	28	28	25	17		26	5	83	
M102/182	Wood Shop	2,280	30	23		16					7	12	2	33	
M106/186	Metals Shop	1,740	30	17					6	6	14	9	3	50	
	Metals Office	132													
M103	Dist. Maintenance	1,920													
Gym	Phy Ed	8,448	30	30		11			31	20	6	17	4	67	
WR	Weight Room	1,960													
MR	Wrestling (Mult) Room	3,744													
NA	Study Hall														
Off Campus	Exoused Study Hall					24	66	38	30	44	13	36	6	100	
						12	8	19	6	4	5				

PE office	former staff wrkrm	300														
AVERAGE														18.5	3.9	66
	Max Capacity		900	860												
	Functional Capacity (80%)		639	610	642											
	Sept 2019 Enrollment	400														
	Actual Hourly Total					381	381	380	391	388	459					



BUILDING CAPACITY				
BUILDING	CURRENT ENROLLMENT	CAPACITY BASED ON DISTRICT DESIRED CLASS SIZE ^c	CAPACITY BASED ON SQUARE FEET PER STUDENT IN LEARNING ENVIRONMENTS^{a, b}	CAPACITY BASED ON GROSS SQUARE FOOTAGE OF SCHOOL ^d
Sawyer Elementary School	134	144+ (could be 216) ^e	201+ (could be 296) ^e	269
Sunrise Elementary School	216	248	284	245
Sunset Elementary School	149	178	147	187
T.J. Walker Middle School	254	426	398	342
Sturgeon Bay High School	400	639	610	642
Total	1,153	1,635 (1,707)	1,640 (1,735)	1,685



The Positives:

- Your buildings are ***well maintained for the age***
 - Maintenance budget doesn't allow for significant improvements
- The district has already done a lot to address high priority ***safety issues***
 - Secure entry sequences created at elementary and middle schools
- There are opportunities to use your buildings more efficiently



The Challenges:

- Building systems, shells, and finishes are in need of renewal
- There are significant ***capacity and utilization issues*** at all buildings
 - An entire elementary school could be closed
- Current ***learning environments*** were not designed for today's student-centered learning practices



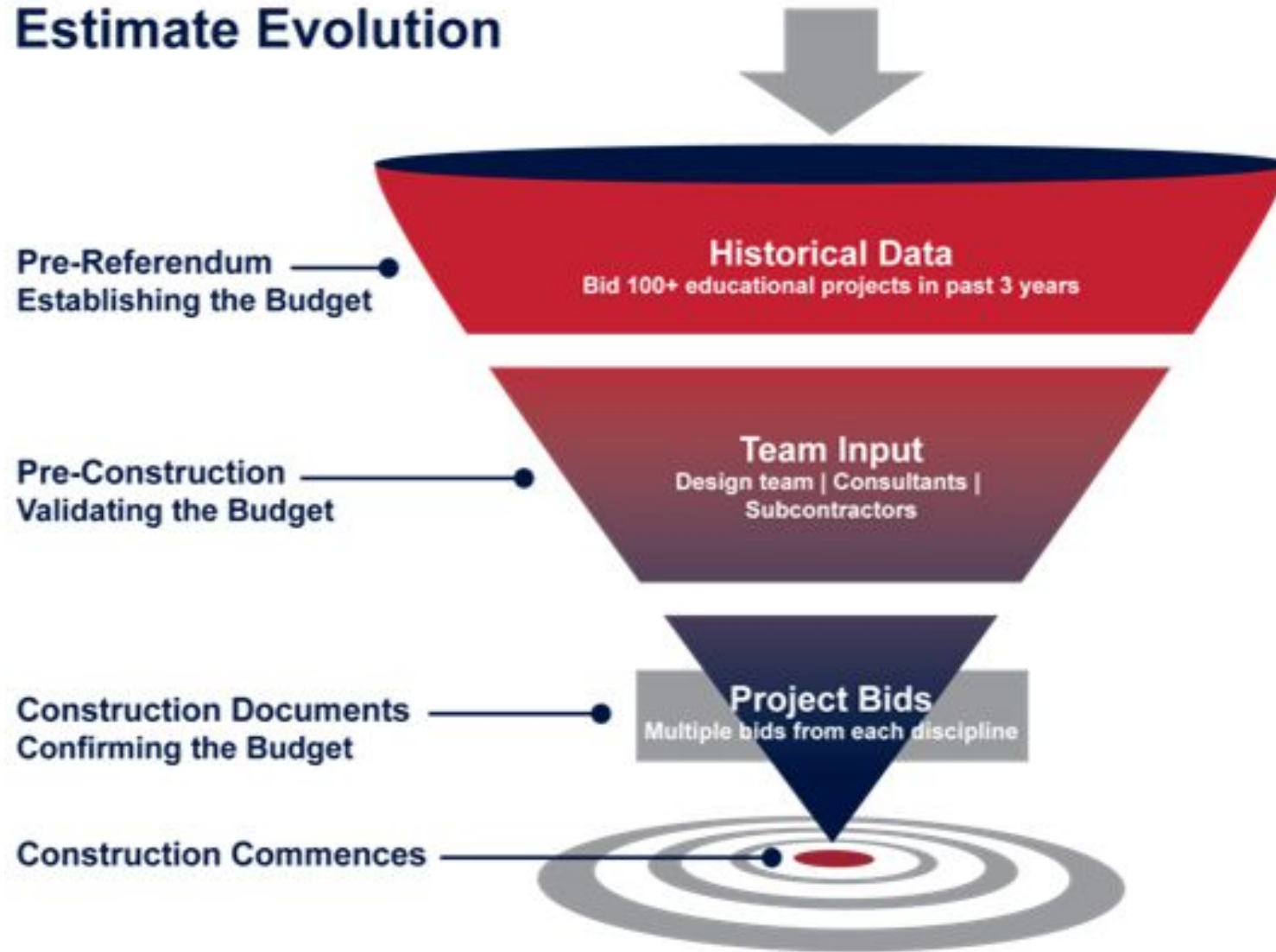
Firm Overview

- Neenah, WI
- 100+ year heritage
- 3rd generation family-owned business
- 300M+ educational construction
- Currently working in:
 - Southern Door
 - Sevastopol
 - West De Pere
 - Green Bay
 - Demark School Districts





Estimate Evolution



Estimate Evolution – Pre-Referendum Phase



Numbers based on historical data, current projects and project complexity

- Use square foot cost
- Light, medium, heavy renovation, additions



A low to high range

- Cost range varies based on level of finishes, etc.
- Numbers will be more narrowly defined as scope of work becomes more defined
- Defined numbers are created prior to adoption of resolution



Budgets are Total Project Cost

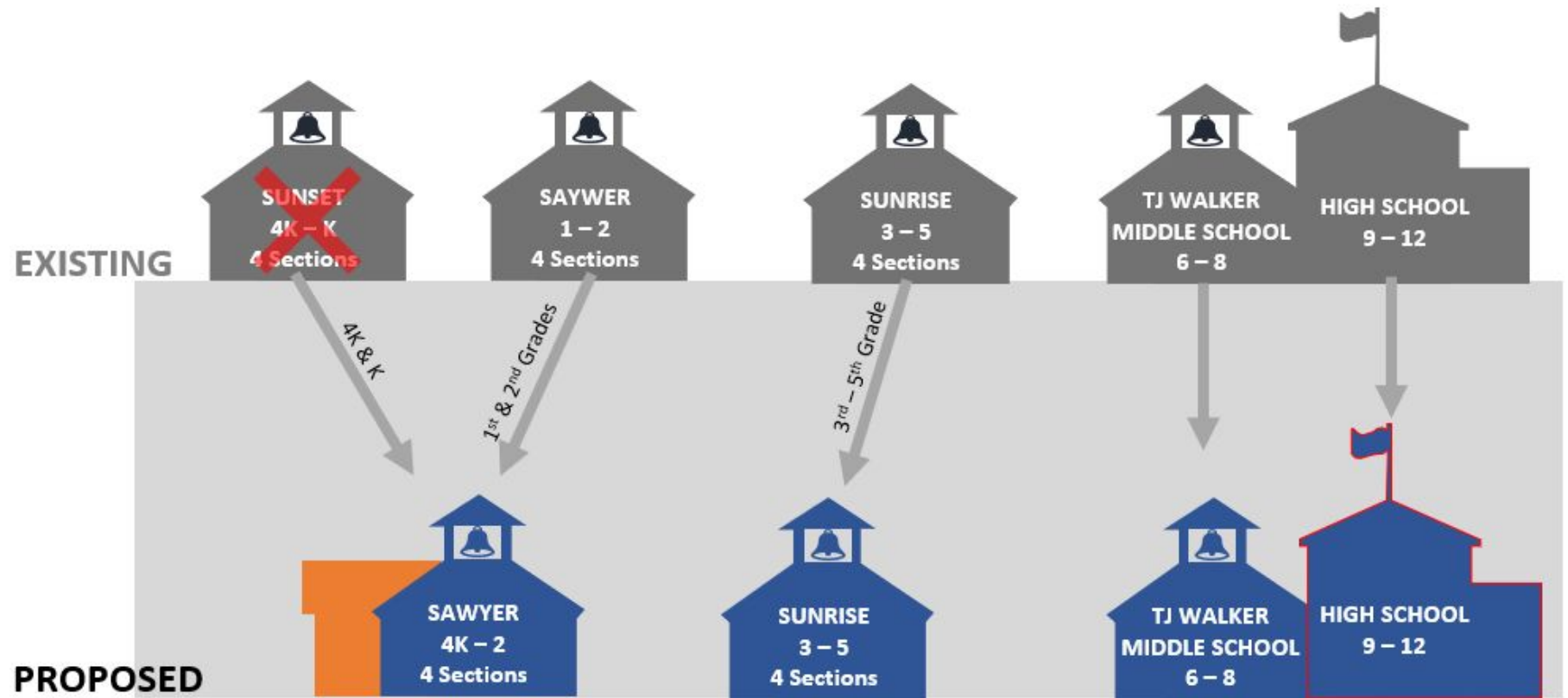
Included:

- Design & Construction Fees
- Contingency
- Site Development / Storm Water Management
- Technology (smartboards, projectors, etc.)
- Furnishings, Fixtures, Equipment (FF&E)
- Inflation
- Asbestos Abatement



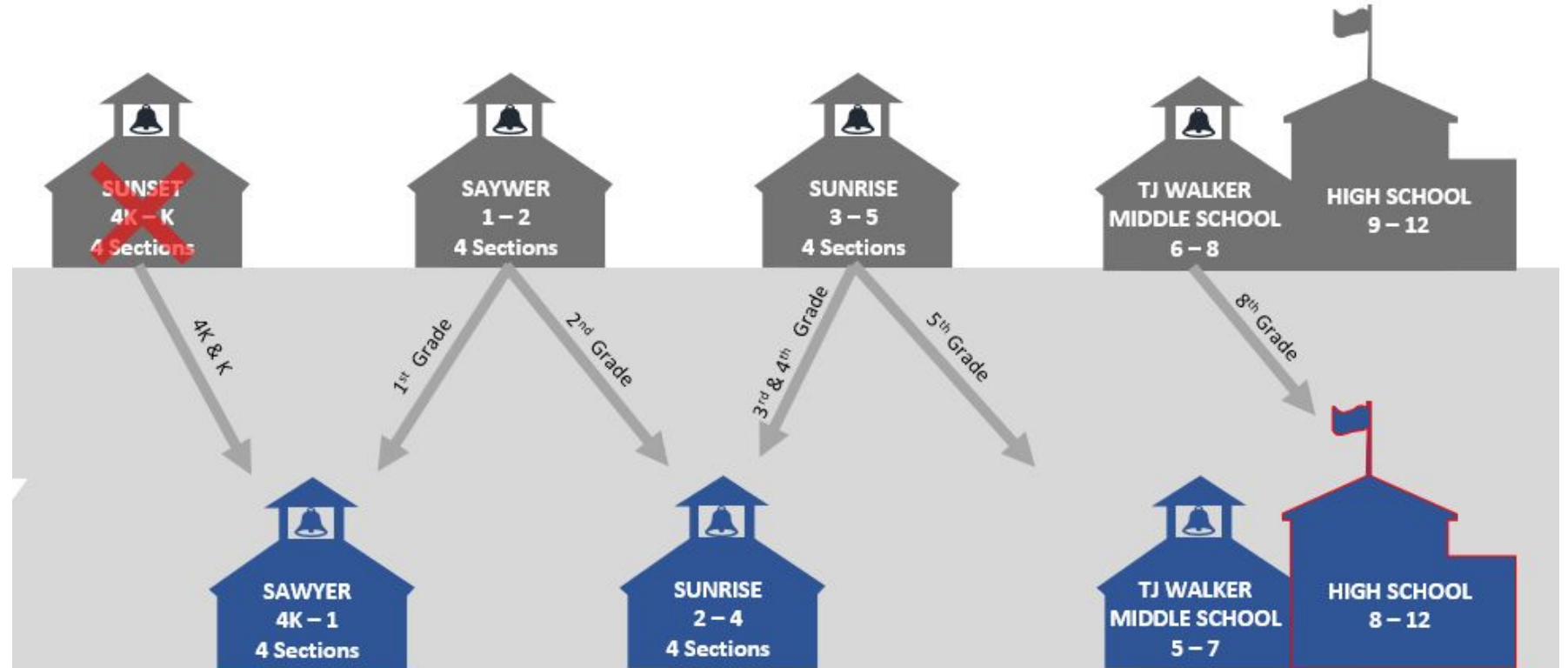


- Classroom Addition at Sawyer to accommodate 4K-2nd Grade
- Minor remodeling for age appropriate amenities at Sawyer
- Updating for Modern Learning as prioritized at all buildings
- Prioritized capital maintenance at all buildings
- Secure front entrance at High School



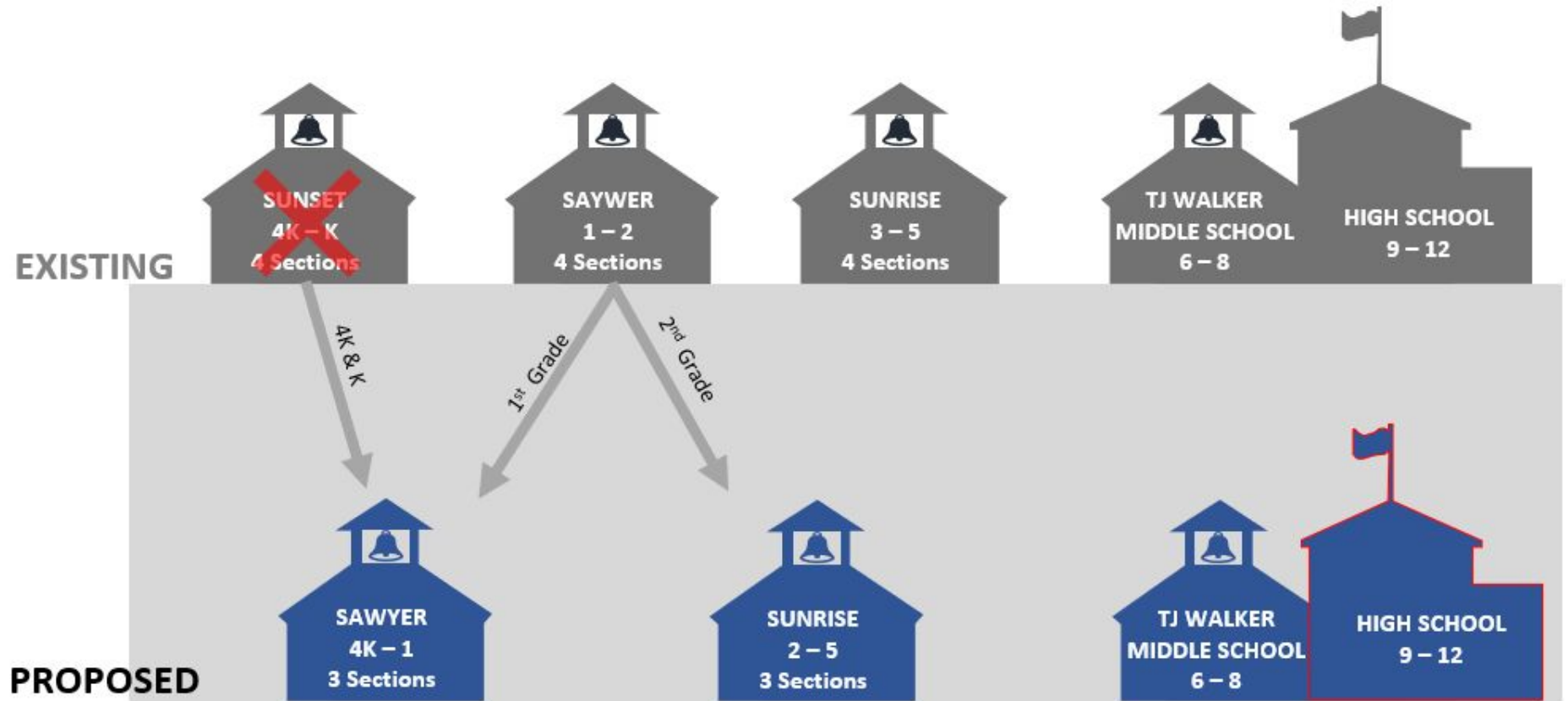


- 5th Grade moves to Middle School
- 8th Grade moves to High School
- Minor remodeling for age appropriate amenities at Sawyer
- Updating for Modern Learning as prioritized at all buildings
- Prioritized capital maintenance at all buildings
- Secure front entrance at High School





- 1st Grade stays at Sawyer
- Potentially larger elementary class sizes
- Minor remodeling for age appropriate amenities at Sawyer
- Updating for Modern Learning as prioritized at all buildings
- Prioritized capital maintenance at all buildings
- Secure front entrance at High School



While this option is not seen as a necessary or viable solution by district leaders, we felt it was important to explore as part of our due diligence.

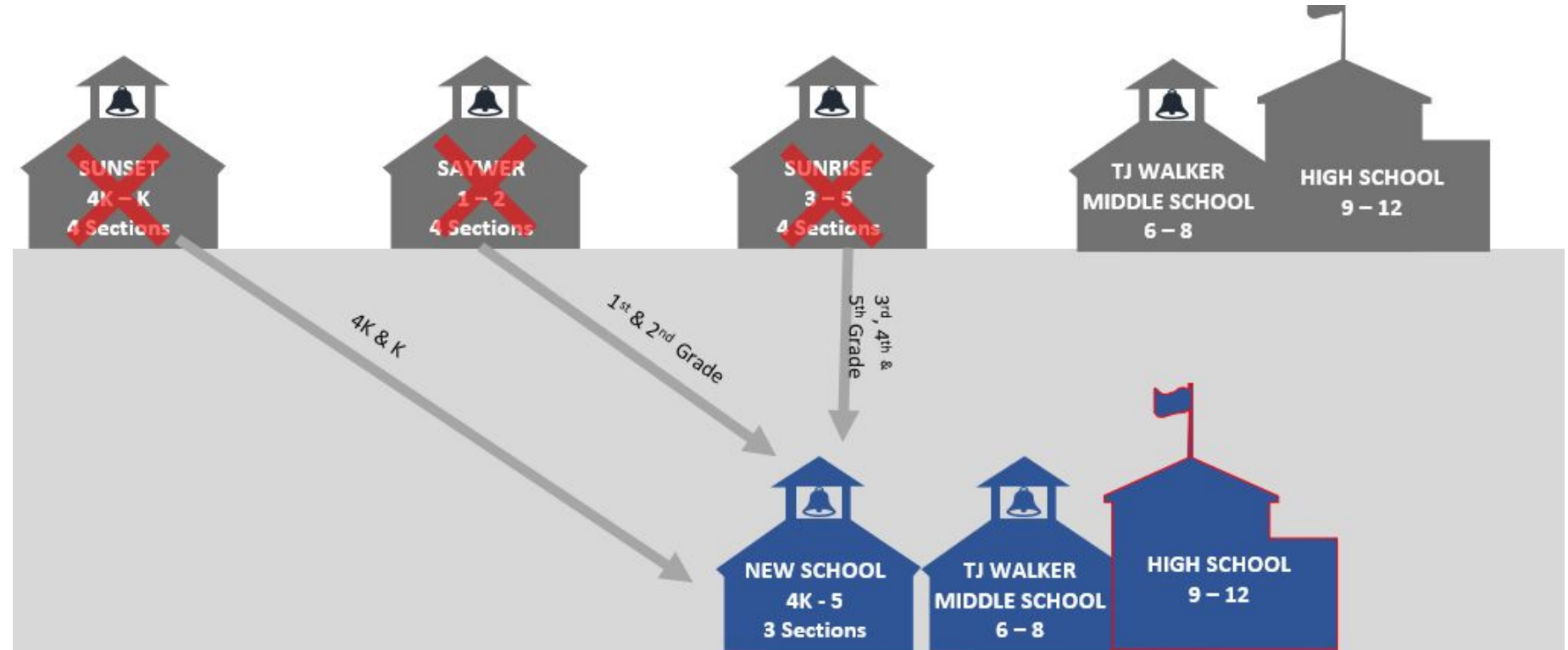


STURGEON BAY SCHOOLS - DISTRICT DESIRED CLASS SIZE

GRADE LEVEL		DESIRED CLASS SIZE	(4) SECTION CLASS SIZE TODAY	(3) SECTION CLASS SIZE WHEN CHANGE COULD HAPPEN 2022	(3) SECTION CLASS SIZE IN 2028
4K	WOULD REMAIN (4) SECTION IN ALL OPTIONS TO THE RIGHT	18	20	18	19
Kindergarten		18	15	23	23
Grades 1 - 3		20	15-17	20-24	21-22
Grades 4 - 5		22	16-19	18-20	21-22



- Replace Sunset, Sawyer & Sunrise with new elementary school for grades 4K-5
- Updating for Modern Learning as prioritized at MS & HS
- Prioritized capital maintenance at MS & HS
- Secure front entrance at High School



While this option is not seen as a necessary or viable solution by district leaders, we felt it was important to explore as part of our due diligence.



Facility Study Capital Maintenance Items

Condition	Count	Description	Cost
NEW	5	New or like-new condition. No issues to report, no expected failures. Plan for replacement in 8 to 10 years.	\$0
GOOD	4	Good condition. No reported major issues or concerns. Some minor issues present. Consider replacement 6 to 8 years.	\$0
FAIR	3	Average wear for building age. Not new, but few major issues / many minor issues to report. Replace within 4 to 6 years.	
		High School	\$3,953,000
		Middle School	\$2,495,000
		Sawyer	\$841,000
		Sunrise	\$1,714,000
		Sunset	\$1,873,000
		Total	\$10,876,000
POOR	2	Worn from use / end of expected lifecycle. Replace within 2 to 4 years.	
		High School	\$3,345,000
		Middle School	\$1,248,000
		Sawyer	\$164,000
		Sunrise	\$2,012,000
		Sunset	\$1,533,000
		Total	\$8,302,000
CRITICAL	1	Extremely worn or damaged. Replace within 2 years.	
		High School	\$363,000
		Middle School	\$1,115,000
		Sawyer	\$119,000
		Sunrise	\$436,000
		Sunset	\$897,000
		Total	\$2,930,000

Master Planning Survey Options

Option	Item	Cost
Potential Option 1	High School / Middle School	\$10,793,000
	Sawyer	\$3,039,000
	Sunrise	\$964,000
	Sunset (Demolition and Site Restoration)	\$594,000
	Option 1 Total	\$15,390,000
Potential Option 2	High School / Middle School	\$10,793,000
	Sawyer	\$973,000
	Sunrise	\$946,000
	Sunset (Demolition and Site Restoration)	\$594,000
	Option 2 Total	\$13,306,000
Alternative Idea - "A"	High School / Middle School	\$10,801,000
	Sawyer	\$1,571,000
	Sunrise	\$774,000
	Sunset (Demolition and Site Restoration)	\$594,000
	Alternative Idea - "A" Total	\$13,740,000
Alternative Idea - "B"	High School / Middle School	\$10,801,000
	Sawyer (Demolition and Site Restoration)	\$667,000
	Sunrise (Demolition and Site Restoration)	\$594,000
	Sunset (Demolition and Site Restoration)	\$594,000
	New 4K - 5th Grade School	\$30,207,000
	Alternative Idea - "B" Total	\$42,863,000



Option	Preliminary Cost Estimate
Priority 1 Capital Maintenance	\$2,930,000
Priority 2 Capital Maintenance	\$8,302,000
Priority 3 Capital Maintenance	\$10,876,000
Potential Solution #1	\$15,390,000
Potential Solution #2	\$13,306,000
Alternative Idea - "A"	\$13,740,000
Alternative Idea - "B"	\$42,863,000

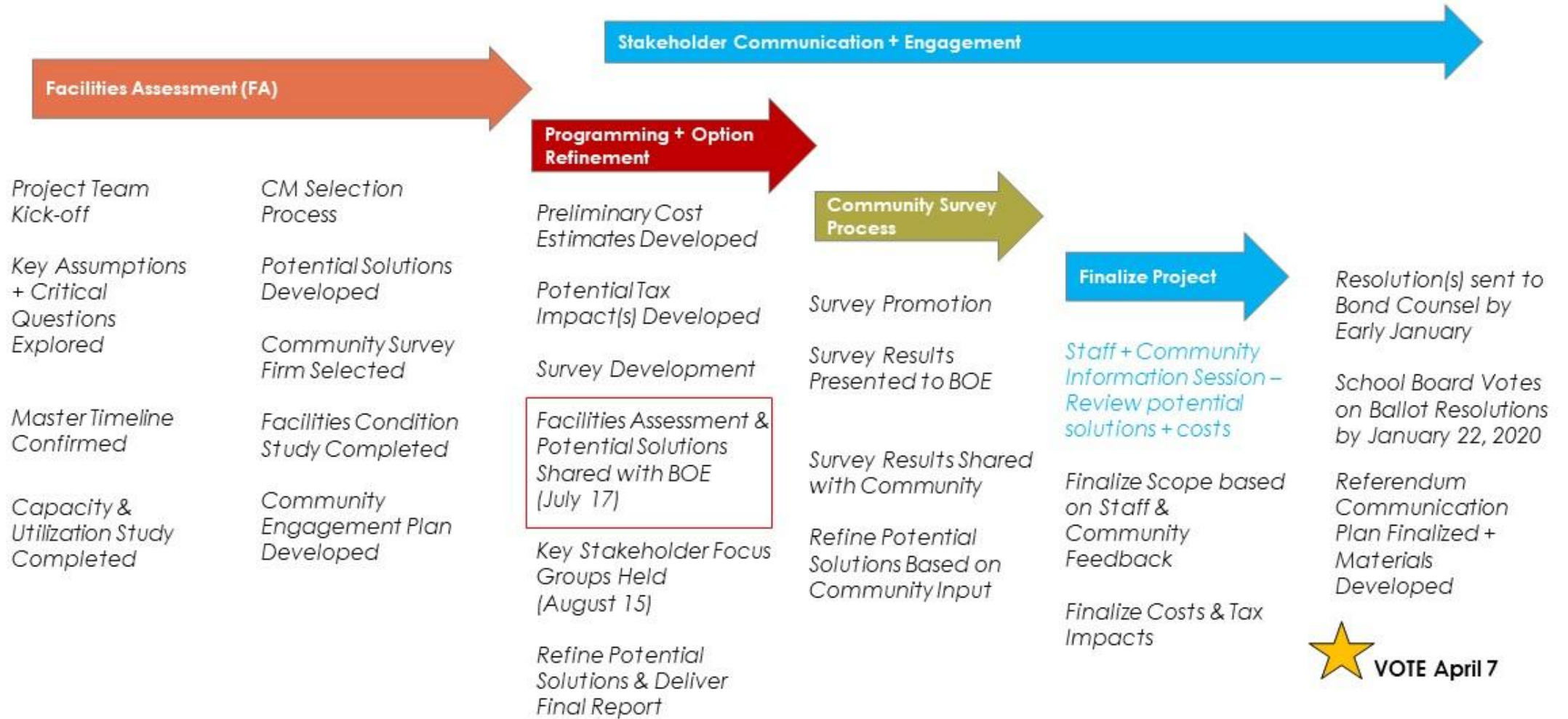


The School District of Sturgeon Bay SUMMARY OF EXAMPLE 2020 REFERENDUM FINANCING SCENARIOS

SCENARIO	1	2	3	4	5
BORROWING AMOUNT	\$10,000,000	\$15,000,000	\$20,000,000	\$25,000,000	\$30,000,000
ESTIMATED TAXPAYER IMPACT	Per \$1,000 of Property Fair Market Value ("FMV")				
HIGHEST MILL RATE IMPACT	\$0.94	\$1.41	\$1.88	\$2.35	\$2.81
EXAMPLE PROPERTY TAX IMPACT					
\$100,000 FMV (based on highest mill rate)					
Annual	\$94.00	\$141.00	\$188.00	\$235.00	\$281.00
Monthly	\$7.83	\$11.75	\$15.67	\$19.58	\$23.42
\$200,000 FMV (based on highest mill rate)					
Annual	\$188.00	\$282.00	\$376.00	\$470.00	\$562.00
Monthly	\$15.67	\$23.50	\$31.33	\$39.17	\$46.83
\$300,000 FMV (based on highest mill rate)					
Annual	\$282.00	\$423.00	\$564.00	\$705.00	\$843.00
Monthly	\$23.50	\$35.25	\$47.00	\$58.75	\$70.25
\$400,000 FMV (based on highest mill rate)					
Annual	\$376.00	\$564.00	\$752.00	\$940.00	\$1,124.00
Monthly	\$31.33	\$47.00	\$62.67	\$78.33	\$93.67



Hire EUA!





- Gather and incorporate the community's feedback into the survey component
- Delivery of Long-Range Master Plan Report
- Launch community-side survey
- Board of Education workshop October 2, 2019
- Refine potential solutions and costs with core planning team based on survey & Board feedback

QUESTIONS?

