



# Millage Committee

April 27, 2020



## Welcome

- Introductions
- Committee charge
- Meeting schedule
- Public School Funding Overview
- Framing the discussion
  - Facilities planning



## Welcome

- Introductions

Jennifer Adair, President, Board of Education

Michael Cole, Member, Board of Education

Phillip Calloway, Co-chair

Jordan Miller, Co-Chair

Committee members



## Committee Members

- Lourdes Barrosa de Padilla, Latina Mentoring Academy
- Barbara Benham, Huntington Bank
- Lois Carson, Columbus School Employees Association
- Jo Ellen Cline, Franklin County Auditor's Office
- John Coneglio, Columbus Education Association
- Reverend Dr. Victor Davis, Trinity Baptist Church
- Debby Deschanau, Columbus Schools Classified Supervisors Association
- Reverend Dorian Grant, Greater 12th Baptist Church, Baptist Pastors Conference of Columbus and Greater Vicinity
- Sean Grant, One Columbus
- Sam Gresham, SGI International
- Michael Jones, Coldwell Banker King Thompson



## Committee Members

- Eva Provenzale McVey, EcoFlora
- Kimberly Mills, Columbus Administrator Association
- Jawahir Mohamed, Community Member
- Ismail Mohamed, Ismail Law Office
- Dr. Tracy Najera, Children's Defense Fund
- Engja Ndiaye, G.O.R.E.E Insurance Company
- Jim Negrón, Corna Kokosing
- Sudarsan Pyakurel, Bhutan Nepali Community of Columbus
- Matt Smydo, City of Columbus Education Department
- N. Michelle Sutton, Community Member
- Yohannan Terrell, Warhol and WALL ST.



## Committee Charge

“The Columbus City Schools’ Board of Education, hereby charges the Millage Committee with reviewing the strategic plan, academic needs, operational requirements and financial condition of the District and make a recommendation to the Board of Education on the appropriateness of a levy and/or bond question, including form and amount, to be placed on the November 2020 general election ballot.”

- Board Resolution 19-15-390 adopted June 18, 2019



## Meeting Schedule

Monday, April 27 – Introduction, Facilities

Monday, May 4 – Facilities Continuation

Monday, May 11 – Academic Operations

Monday, May 18 – Recap and Recommendation

All held from 5:30-7:30 p.m. virtually online



## Presenters

- Stan Bahorek, Treasurer/CFO & Committee Liaison
- Alex Trevino, Director – Capital Improvements





## Public School Funding Overview

- Property Tax Calculation:

$$\text{Assessed Valuation} \times \text{Tax Rate} = \text{Tax \$}$$



## Public School Funding Overview

- **Assessed Valuation (AV):**  
35% of True/Market Value
- **CCS AV = \$10,405,117,890**  
tax year 2019, collection year 2020  
equivalent to approximately \$29.7 billion in  
true/fair market value



## Public School Funding Overview

- Tax Rate:

Stated in “mills”

1 mill = 0.001 (1/10 of 1%)



## Public School Funding Overview

- For CCS, 1 mill generates:

$$\begin{array}{rcl} \text{District AV} & \times & \text{1 mill} \\ \$10,405,117,890 & \times & 0.001 = \end{array}$$

\$10,405,118 / year



## Public School Funding Overview

- HB920 prohibits any voted tax levy from generating new, additional tax dollars when the assessed valuation grows due to inflation.

As property values rise, the tax rate is reduced.

- CCS' current operating levies (there are 9) were voted at a rate of 72.17 mills but are levied at the effective rate of 35.819127 mills.



# Public School Funding Overview

## CCS School Tax Rates

Operating	Debt Service	Perm. Impr.	Total
40.329127*	4.4	0.802022	45.531149

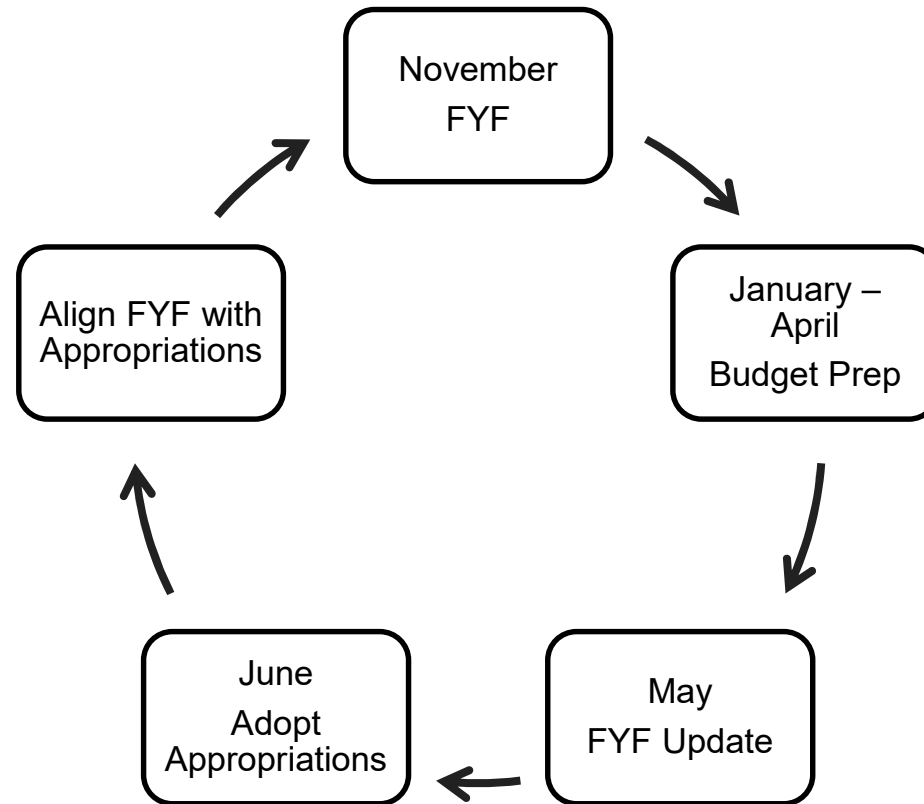
## CCS School Annual Tax Bill

Market Value	Assessed Value	Operating	Bond	Perm. Impr.	Total
\$ 100,000	\$ 35,000	\$ 1,412	\$ 154	\$ 28	\$ 1,594
\$ 150,000	\$ 52,500	\$ 2,117	\$ 231	\$ 42	\$ 2,390
\$ 200,000	\$ 70,000	\$ 2,823	\$ 308	\$ 56	\$ 3,187
\$ 250,000	\$ 87,500	\$ 3,529	\$ 385	\$ 70	\$ 3,984

\*Includes 4.51 mills inside (unvoted)

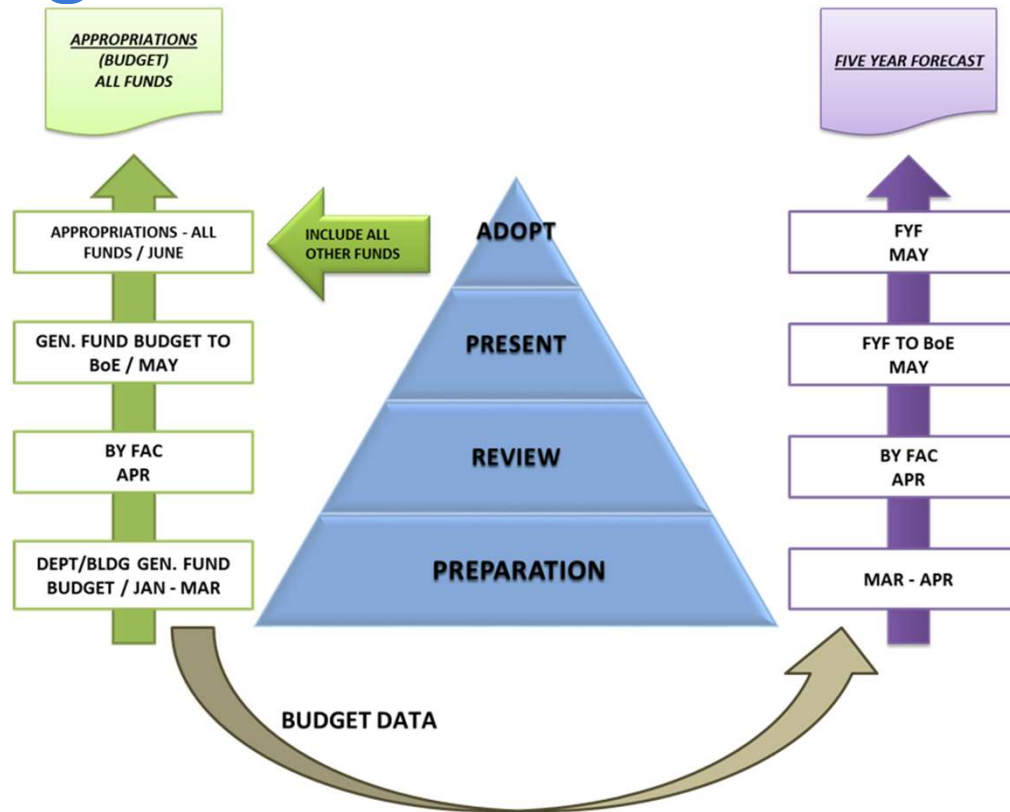


# Budget-Forecast Process





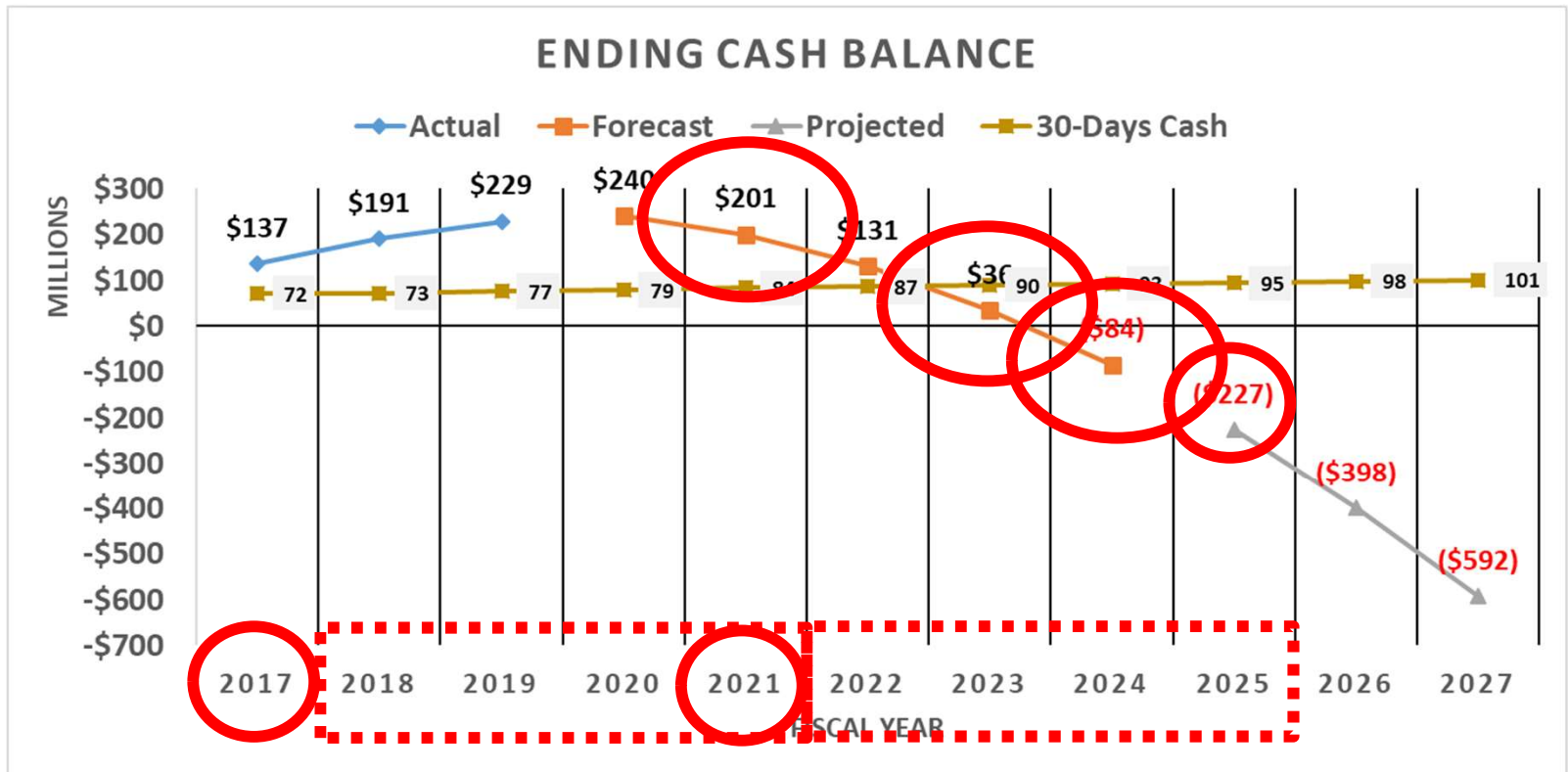
# Budget-Forecast Process







# Budget-Forecast Process





# Budget-Forecast Process



	TAX YEAR (CALENDAR YEAR)							
	2020	2021	2022	2023	2024	2025	2026	2027
JANUARY		COLL. 1	COLL. 3	COLL. 5	COLL. 7	COLL. 9		
JUNE						DEFICIT		
JULY								
AUGUST		COLL.2	COLL.4	COLL. 6	COLL.8			
NOVEMBER								
DECEMBER	VOTE							
						\$ 200	DEFICIT	
							9 # COLL PERIODS	
						\$ 22.2	AMT/PERIOD	
						\$ 44.4	ANNUAL AMOUNT	
						\$ 10	\$/MILL	
						4.44	MILLS	



# Budget-Forecast Process

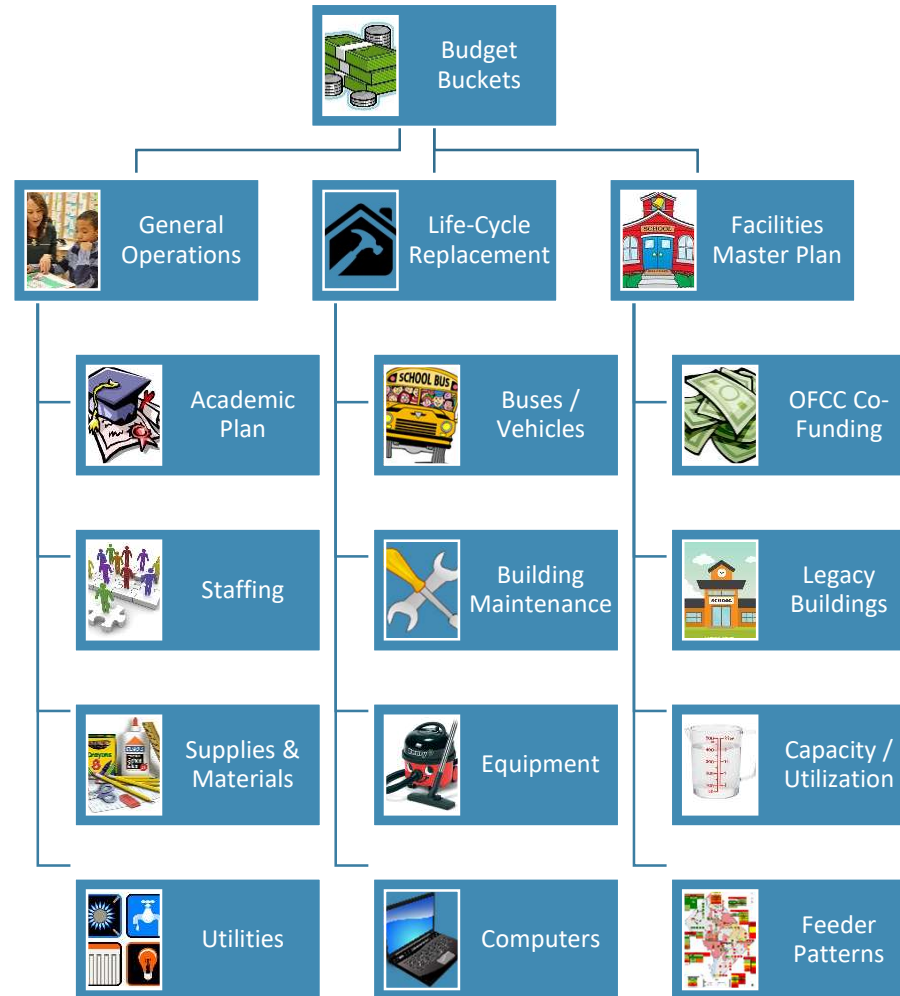


	TAX YEAR (CALENDAR YEAR)							
	2020	2021	2022	2023	2024	2025	2026	2027
JANUARY			COLL. 1	COLL. 3	COLL. 5	COLL. 7		
JUNE						DEFICIT		
JULY								
AUGUST			COLL.2	COLL.4	COLL. 6			
NOVEMBER		VOTE						
DECEMBER								
						\$ 200	DEFICIT	
						7	# COLL PERIODS	
						\$ 28.6	AMT/PERIOD	
						\$ 57.1	ANNUAL AMOUNT	
						\$ 10	\$/MILL	
						5.71	MILLS	



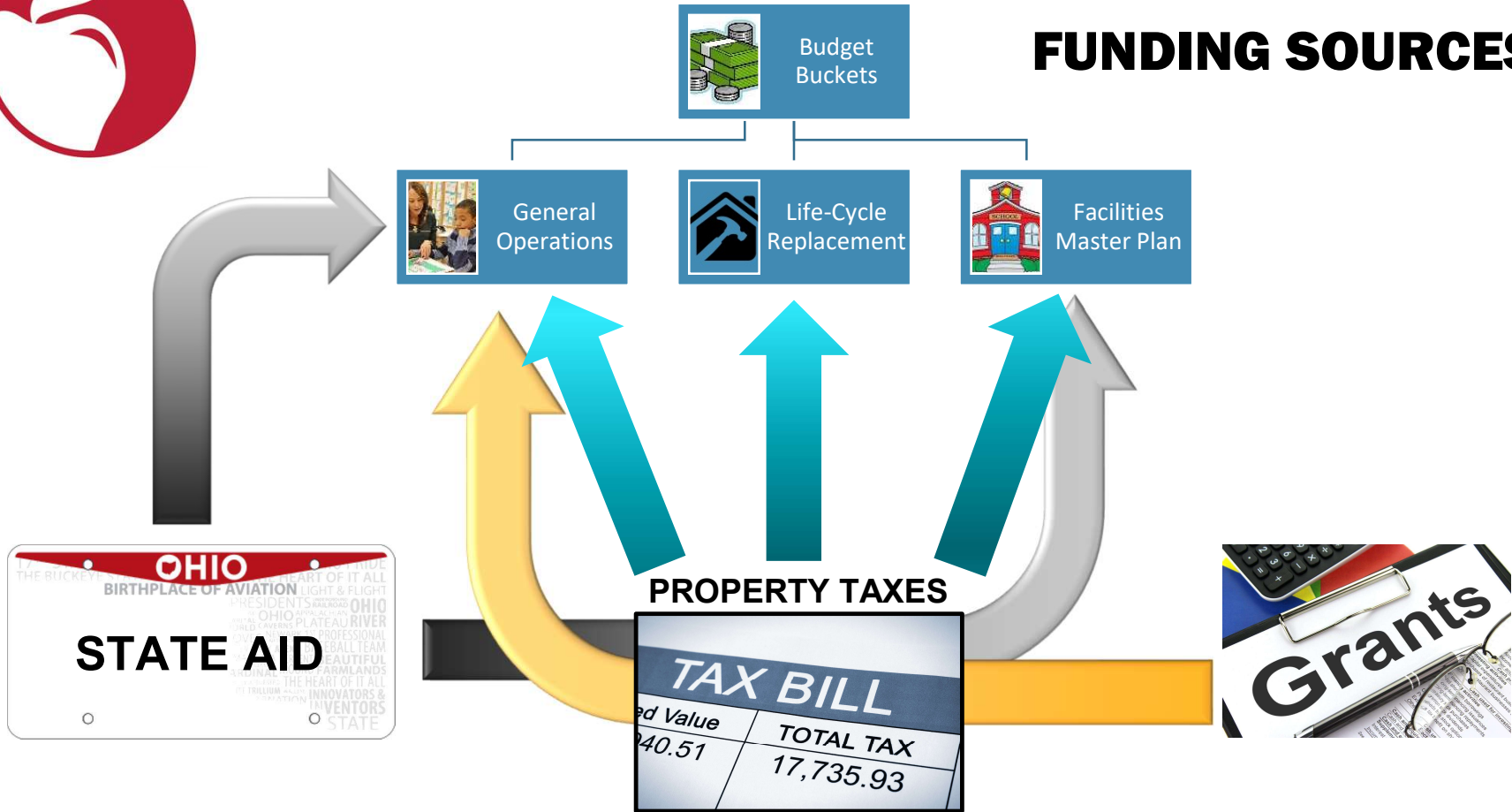
## Framing the discussion

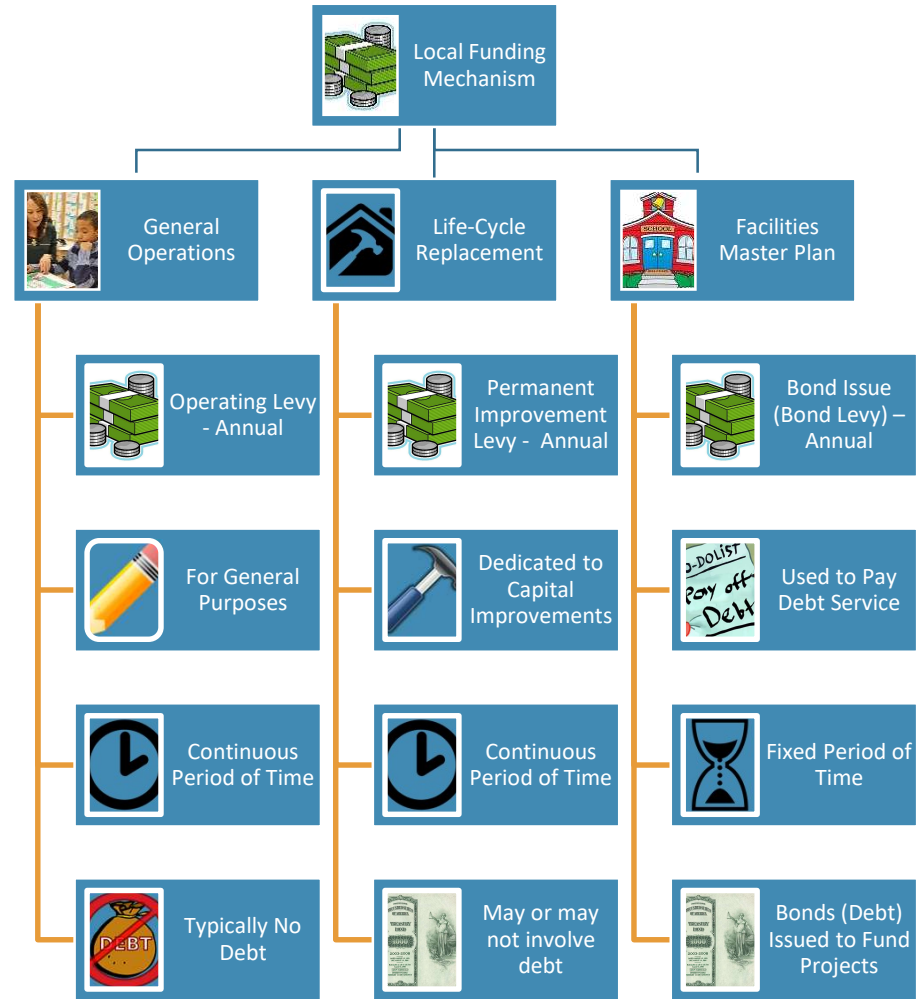


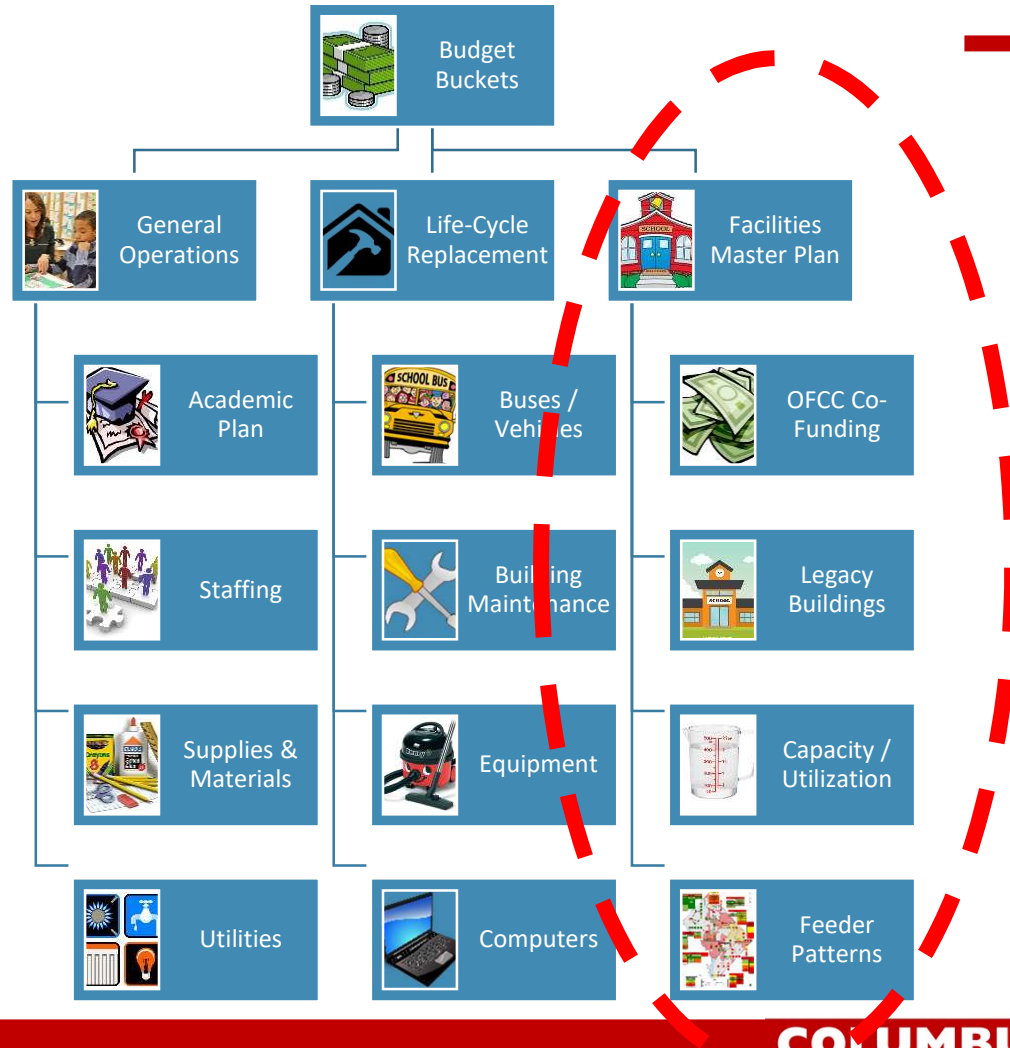




# FUNDING SOURCES











## Facilities Master Plan (FMP)

- A comprehensive living document designed to develop and communicate the process to change the District's school facilities to better accommodate and support its current and future educational programs. It serves as a guide for assessing the need for facility improvements and the capital investments required to implement them.



## Facilities Master Planning History:

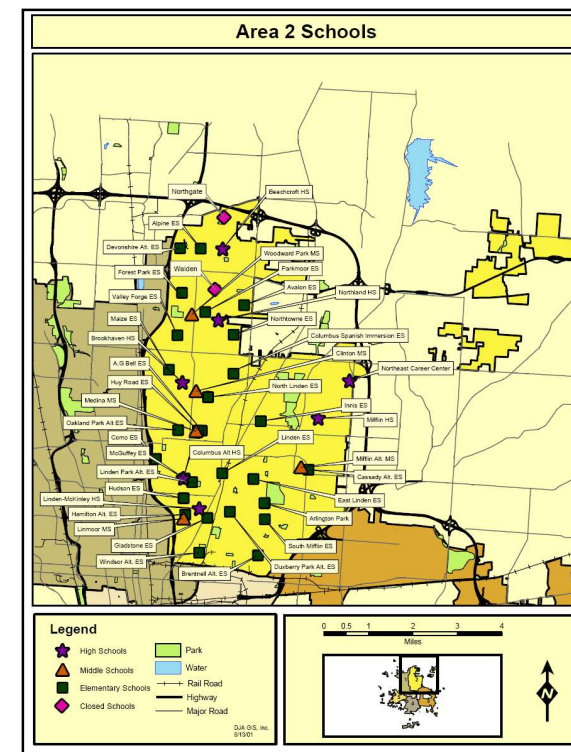
- Period of 1977 – 2001 – No Significant Building Construction
- 1997 – Ohio School Facilities Commission (OSFC) Established
- 2000 – District's Original Facilities Master Plan Initiated





## Facilities Master Planning History:

- 144 Operating Schools
- Six Planning Areas
- 2001 – Condition Assessment of all Academic Facilities
- Facilities Condition Index (FCI)

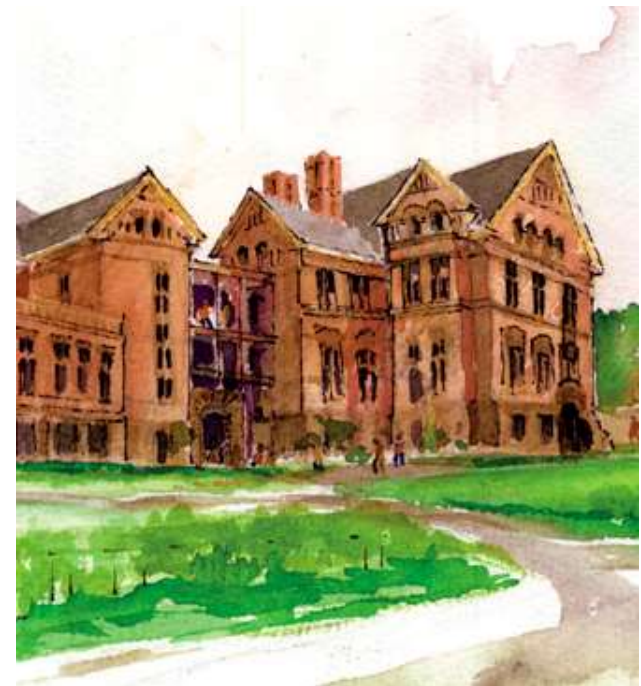




## Facilities Master Planning History:

### Steering Committee

- Local Community Involvement
- Historically Significant Schools
- Special Needs Students
- Collaborative Planning
- Updating the Plan
- Education





## Facilities Master Planning History:

- June 18, 2002 - Final FMP presented to Board of Education
- 7 Proposed Segments
- Enrollment Projections
- Funding: 70% Local / 30% State
- 2002 - \$392 Million
- 2008 - \$123 Million





## Facilities Master Planning History:

- June 2016 – Board adopts Facilities Master Plan Update
- Nov. 2016 - Operation: Fix It

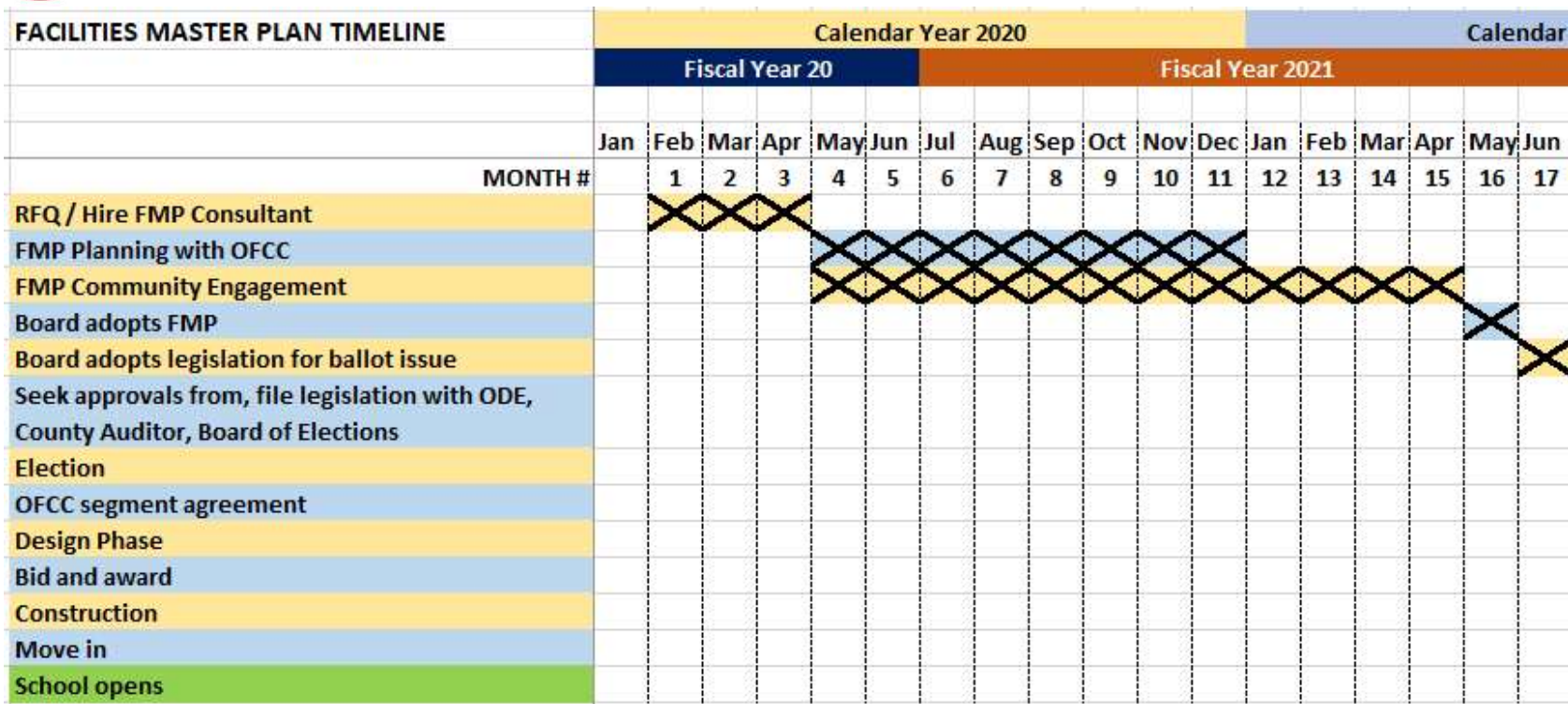
### Future Considerations

- Educational Vision
- Partnerships
- Career Tech and Adult Ed





# Facilities Master Plan (FMP)





# Facilities Master Plan (FMP)

FACILITIES MASTER PLAN TIMELINE	Calendar Year 2021						Calendar Year 2022											
	Fiscal Year 2022						Fiscal Year 2023											
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
MONTH #	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35
RFQ / Hire FMP Consultant																		
FMP Planning with OFCC																		
FMP Community Engagement																		
Board adopts FMP																		
Board adopts legislation for ballot issue																		
Seek approvals from, file legislation with ODE, County Auditor, Board of Elections																		
Election																		
OFCC segment agreement																		
Design Phase																		
Bid and award																		
Construction																		
Move in																		
School opens																		





# Facilities Master Plan (FMP)



FACILITIES MASTER PLAN TIMELINE	Calendar Year 2023												Calendar Year 2024					
	Fiscal Year 2023						Fiscal Year 2024											
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
MONTH #	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53
RFQ / Hire FMP Consultant																		
FMP Planning with OFCC																		
FMP Community Engagement																		
Board adopts FMP																		
Board adopts legislation for ballot issue																		
Seek approvals from, file legislation with ODE, County Auditor, Board of Elections																		
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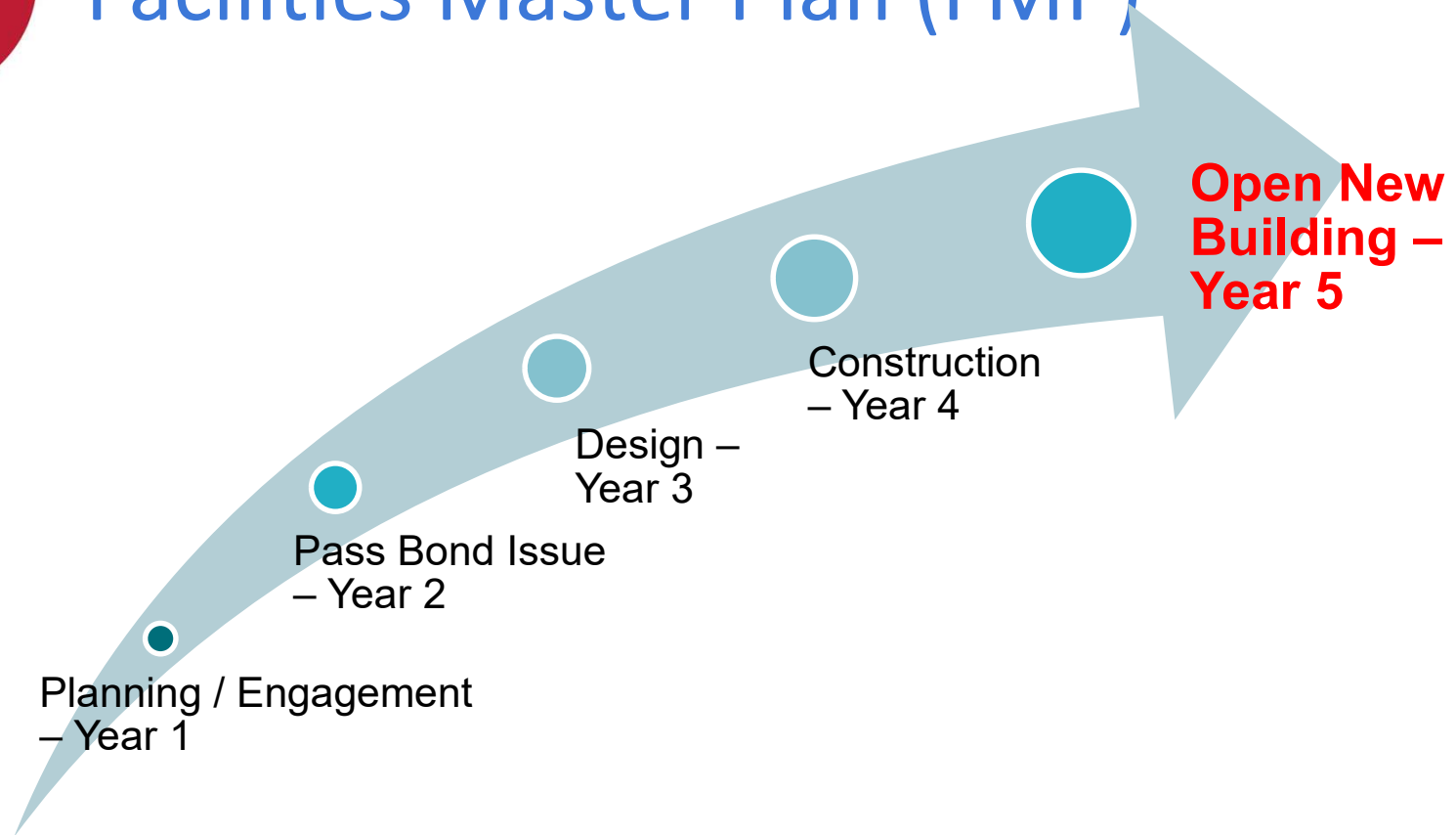


# Facilities Master Plan (FMP)

FACILITIES MASTER PLAN TIMELINE	Calendar Year 2024						Calendar Year 2025											
	Fiscal Year 2025												Fiscal Year 2026					
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
MONTH #	54	55	56	57	58	59	60	61	62	63	64	65	66	67				
RFQ / Hire FMP Consultant																		
FMP Planning with OFCC																		
FMP Community Engagement																		
Board adopts FMP																		
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# Facilities Master Plan (FMP)





## Facilities Master Plan (FMP)

### **Recommendation:**

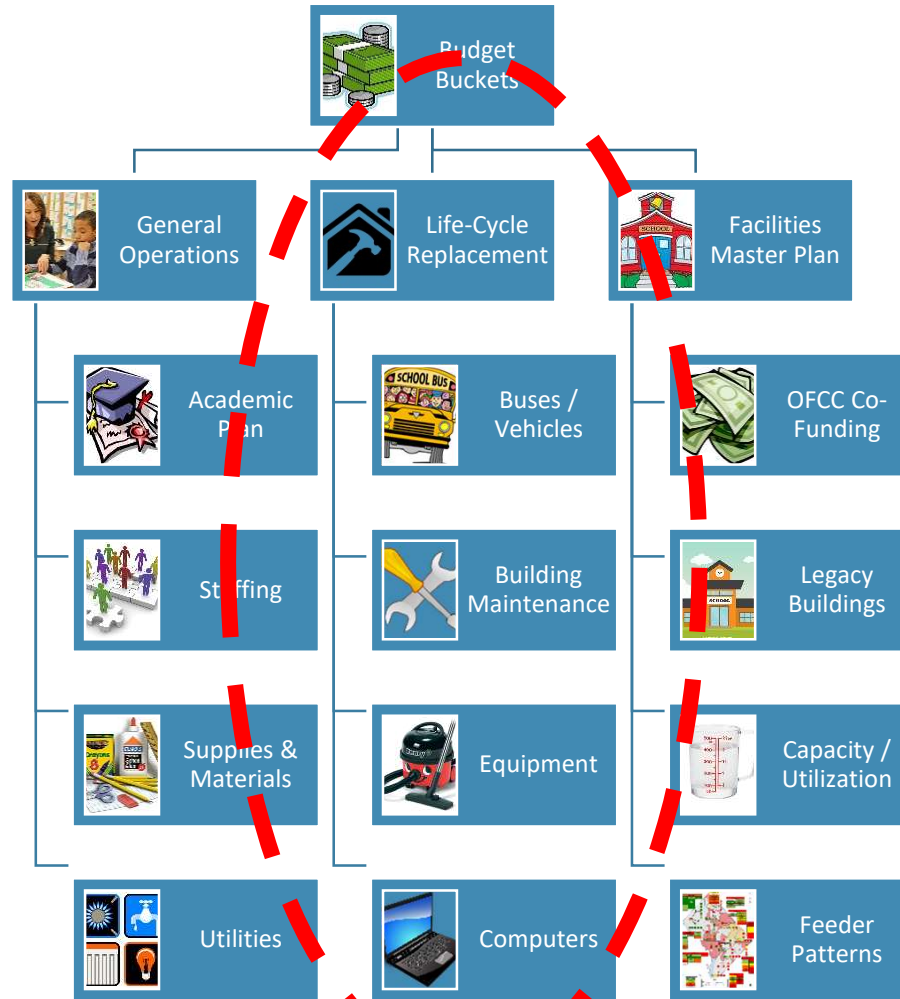
Recommend to the Board of Education that they formally begin the process to update and renew the District's FMP with the goal of placing a bond issue on a future ballot which will authorize the funding of the identified projects.



## Facilities Master Plan (FMP)

- Questions / Comments on FMP







## Life-Cycle Replacement

What do we mean by “life-cycle replacement”?

- Periodic, regular renew/replace
- End of useful life
- Worn out, e.g. roofing
- Obsolete, e.g. technology



## Life-Cycle Replacement

- Most recent example of Life-Cycle Replacement:

# Operation: Fix-It





## Operation: Fix-It

- Bond Issue – Deferred Maintenance
- \$125 Million - Approved November 2016
- 5 Year Implementation Schedule

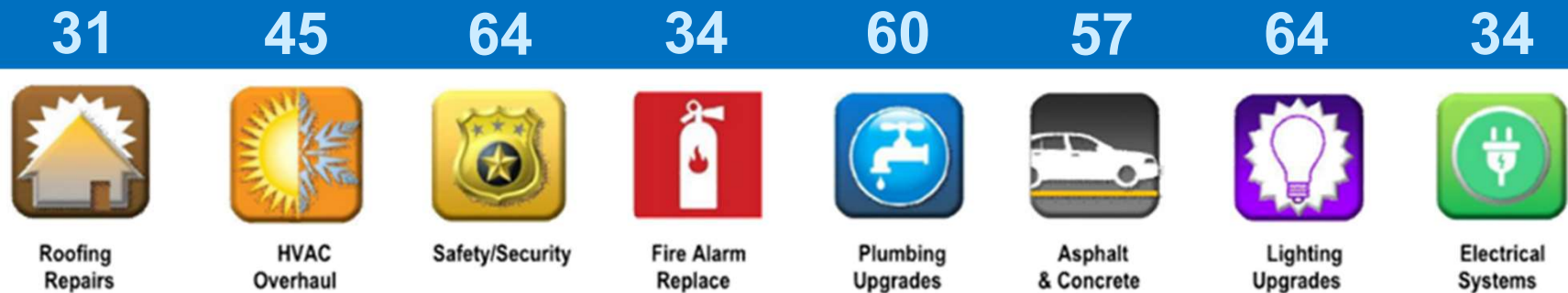




## Operation: Fix-It – Scope of Projects

- **Legacy Buildings – 64 Facilities (Non-FMP)**
- **8 Categories of Work**

### QUANTITY OF PROJECTS BY CATEGORY





## Operation: Fix It – Roofing Repairs



### 31 Planned Projects

- 26 Projects Complete
- 5 Projects in Construction / Bidding / Proposal
- 0 Project in Design
- 0 Remaining to Start





## Operation: Fix It – HVAC Overhaul



### 45 Planned Projects

- 25 Projects Complete
- 12 Projects in Construction / Bidding / Proposal
- 8 Project in Design \*
- 0 Remaining to Start





## Operation: Fix It – Safety & Security



### 64 Planned Projects

- 20 Projects Complete
- 25 Projects in Construction / Bidding / Proposal
- 0 Projects in Design
- 19 Remaining to Start





## Operation: Fix It – Fire Alarm Replacement



### 34 Planned Projects

- 24 Projects Complete
- 5 Projects in Construction / Bidding / Proposal
- 5 Project in Design
- 0 Remaining to Start





## Operation: Fix It – Plumbing Upgrades



### **60 Planned Projects**

- 6 Projects Complete
- 27 Projects in Construction / Bidding / Proposal
- 0 Project in Design
- 27 Remaining to Start





## Operation: Fix It – Asphalt & Concrete



### **57 Planned Projects**

- 26 Projects Complete
- 20 Projects in Construction / Bidding / Proposal
- 0 Projects in Design
- 11 Remaining to Start





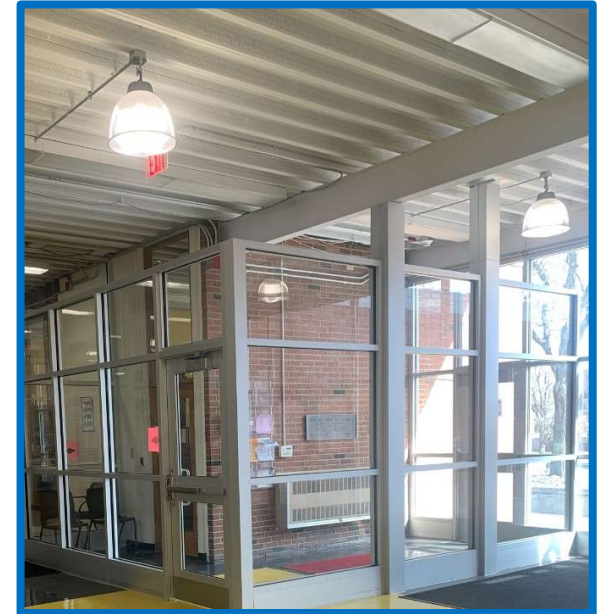


## Operation: Fix It – Lighting Upgrades



### **64 Planned Projects**

- 46 Projects Complete
- 3 Projects in Construction / Bidding / Proposal
- 0 Projects in Design
- 16 Remaining to Start





## Operation: Fix It – Electrical Systems



### **34 Planned Projects**

- 19 Projects Complete
- 7 Projects in Construction / Bidding / Proposal
- 8 Projects in Design
- 0 Remaining to Start





## Operation: Fix It – Project Statistics - Lighting



### **46 Operation: Fix It Schools complete**

- Total of 2,750,000 square feet impacted
- Improved lighting levels
- Reduced maintenance (lamp replacement)
- \$230,000 annual operating savings
- Approximately 21-month payback



## Operation: Fix It

### – Project Statistics - HVAC



#### **25 “Operation: Fix It” Schools complete**

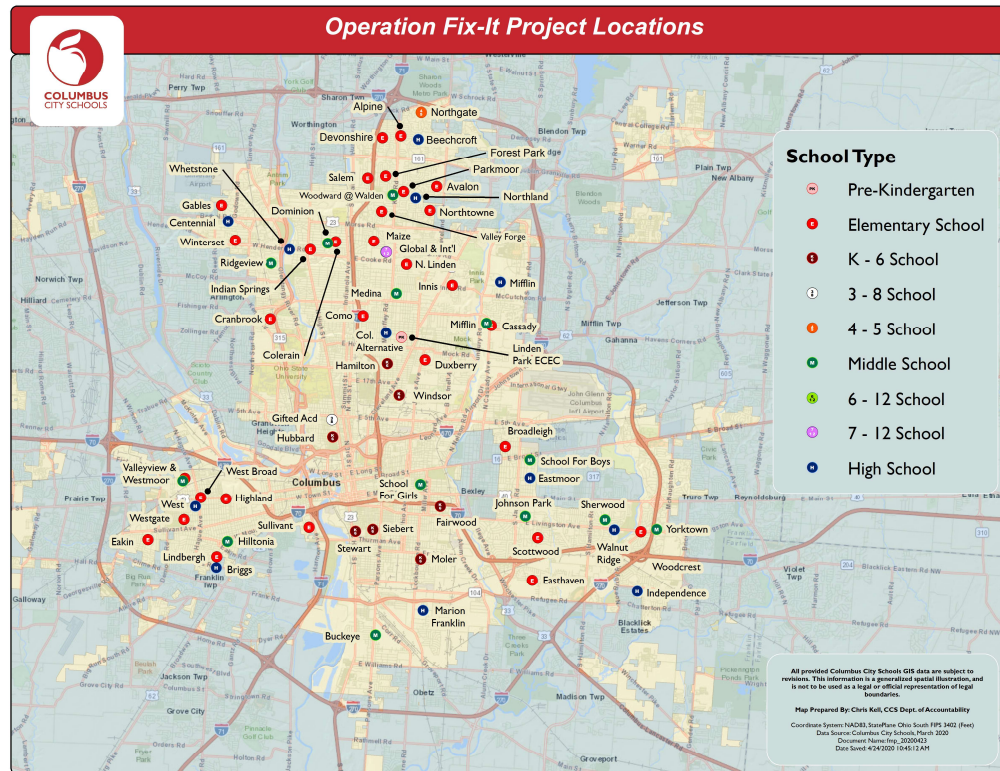
- 601 classrooms - new central HVAC including A/C
- 178 classrooms - reno existing HVAC (with A/C)

#### **12 “Operation: Fix It” Schools under construction**

- 149 classrooms - new central HVAC including A/C
- 178 classrooms - reno existing HVAC (with A/C)
- 750 Classrooms - new A/C by start of SY 2020-21



# Operation: Fix It





## Life-Cycle Replacement

### Additional needs today

1. Estimated \$500 million in vehicles, buses, equipment, and infrastructure outstanding
2. \$45 million annually on an ongoing basis



## Life-Cycle Replacement

### Examples of life-cycle replacement projects.

- The district operates 130 academic and support facilities totaling over 9 million square feet.
- Nearly half of the district's academic buildings are more than 50 years old.
- There are 1,483 acres of outdoor space including:
  - 1.5 million square yards of asphalt equivalent to a 4-foot wide sidewalk stretching from Columbus to Chicago **and back.**



## Life-Cycle Replacement

### Examples of life-cycle replacement projects.

- The district has approximately 6.3M square feet of roof across the 130 operating facilities.
  - Roofing has an average lifespan of 20 years.
  - Currently, roof replacement costs approximately \$16.50 / SF
  - The district should budget approximately \$5.2M annually to meet our ongoing life-cycle renewals for roofing.





## Life-Cycle Replacement

Examples of life-cycle replacement projects.



### Aging Heating and Ventilation Systems

Need to add A/C to 16 academic facilities not addressed by  
Operation: Fix-It



### Roofing upgrades & masonry repair

Maintain watertight buildings



## Life-Cycle Replacement



### Electrical & Plumbing upgrades

Capacity and reliability issues






Replacement of inefficient windows & window glazing that has fogged and is no longer transparent



Safety upgrades to fire alarm, CCTV, security, & access control systems



## Life-Cycle Replacement

-  Upgrades to auditorium seating, stage curtains & lighting, and A/V systems
-  Upgrades to classrooms: cabinets, flooring, window blinds, white boards, tack boards, and furnishings
-  Repair/replace asphalt & concrete in parking lots and playgrounds (approx. \$3.8M/yr maintenance/replacement)




## Life-Cycle Replacement

- ♿ Improvements to enhance accessibility in buildings built prior to modern ADA standards
- ⚡ Improvements to stadiums & bleachers, football, baseball, and softball fields, tracks, tennis courts and lighting to enhance opportunities for student athletes & improve spectator safety & amenities



## Life-Cycle Replacement

 Purchase 71 new buses annually with improved safety features and reliability

24% or 201 out of 842 buses in the fleet are 15 or more years old.

A new bus costs \$100,000 - \$112,000 for an annual estimated cost for replacement of \$7.1 – \$8.0 million.



## Life-Cycle Replacement

- 🚚 Purchase 16 new service vehicles annually to maintain the district fleet of 252 trucks, vans, & other service vehicles 49% of which are 15 or more years old



## Life-Cycle Replacement

- Wasn't the \$125 million Operation: Fix-It bond issue supposed to address these life-cycle replacement needs?

Yes, and it was a good start. But the District needs to protect the investment in district infrastructure with a funding source sufficient to meet these needs on an ongoing basis.



## Life-Cycle Replacement

- What is the recommended funding level?

As previously mentioned, the current annual need is at least \$45 million. Rather than a bond issue which is “one and done”, a more permanent solution is a Permanent Improvement levy which provides not only a revenue stream to fund annual needs but borrowing options to accelerate funding for certain projects.





## Life-Cycle Replacement

- What millage is required to meet the \$45 million annual need?
  - At the current Assessed Valuation of \$10,405,117,890
  - 1 mill generates \$10,405,118 per year
  - $\$45,000,000 \div \$10,405,118 = 4.3+$  mills

**4.5 mills** would generate \$46.8 million



## Life-Cycle Replacement

- Questions / Comments on Life-Cycle Replacement

