Taking Stock of Progress

1.10.19

Strategy: Operations
Tactic: Facilities to Support Learning

Tactic Leader: Tim Reed
## Conversation Structure

1. What are we trying to do?

2. How are we trying to do it?

3. At any given moment, how will we know if we’re on track?

4. If we’re not on track, what are we going to do about it?
Keeping Learning at the center
Structure of the Strategic Plan
System Indicators

**SECONDARY**

- **4TH - 8TH GRADE**
  - Equity Growth Gaps: 60th Percentile (CMAS)

- **CCRI**
  - Participation: 50% (IB, AP, CE, Internship, CTE)
  - *Career and College Readiness Index

- **CCRI Success:** 85%
  - (3+ AP, B or Higher; CE, Apprenticeships, IB exam, Industry Certificate, SAT, Capstone, Seal of Biliteracy; ASVAB (40+))

- **Equity Growth Gaps:** 55th Percentile (SAT)

**NON-ACADEMIC INDICATORS**

- **Employee Engagement:** 85% Positive
- **Student Engagement:** 3.75 on Emotional, Behavior, & Academic Engagement
- **Family Engagement:** 3.75 on National Family Engagement Standards
OPERATIONS

CREATE SYSTEMS TO MAXIMIZE OPERATIONAL EFFICIENCIES TO SUPPORT THE LEARNING ENVIRONMENT

**TACTIC 1:** Safe and Reliable Transportation

**TACTIC 2:** Facilities to Support Learning

**TACTIC 3:** Nutritious and Healthy Meals

**TACTIC 4:** Safe School Environments

FINANCE

EFFICIENTLY AND EFFECTIVELY MANAGE DISTRICT FINANCES TO SUPPORT EDUCATIONAL OUTCOMES AND STAKEHOLDER TRUST THROUGH TRANSPARENT PRACTICES.

**TACTIC 1:** Funding for Equity

**TACTIC 2:** Financial Management Support
### Conversation Structure

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<table>
<thead>
<tr>
<th>Theory of Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>IF Jeffco strategically modernizes and maintains facilities THEN student learning environments will improve.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SMART Goal</th>
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</thead>
<tbody>
<tr>
<td>By 2024 the overall district Facility Condition Index (FCI) will be reduced by at least 50% (from FCI level 18/19).</td>
</tr>
</tbody>
</table>
Milestones

- Developed a six-year CIP with budgets, cash flow, project schedules
- Assigned Project Managers for the 2019 CIP work
- Conducting consultant interviews for high school projects early December
- 2019 capital transfer work scope is being expanded to include Bond Work.

Leading Indicators

- Working within established budgets and timelines
- Successful project completions
- Annual Summary of Findings
- Reduction in Maintenance and Operations expenses
Milestones - Bond

- Impact of the Bond
  - Reduction of Maintenance and Operations expenses
  - Staffing
  - Utility Expenses
  - Alleviate enrollment pressures, realign building capacities

- Program Outline
  - 2019 - Anticipated Spend - $70 M;
  - Projects with tentative 2019 start:
Milestones - Bond

- 2020 - Projected Spend - $175 M

Projects with tentative 2020 start:

- Deane ES
- Lasley ES
- Patterson ES
- Fitzmorris ES
- Foster ES
- Lawrence ES
- Allendale ES
- Stott ES
- Vanderhoof ES
- Carmody MS
- Kendrick Lakes ES
- Chatfield HS
- Columbine Hills ES
- Powderhorn ES
- Evergreen HS
- Parmalee ES
- Devinny ES
- Brady Exploration
- Dennison ES
- D'Evelyn 7-12
- Miller Special
- Pomona HS
- Ralston Valley HS
- Ryan ES
- Sheridan Green ES
- Standley Lake HS
- Everitt MS
- Kullerstrand ES
- Maple Grove ES
- Trailblazer
Milestones - Bond

- 2021 - Projected Spend - $133 M

Projects with tentative 2021 start:

Milestones - Bond

- 2022 - Projected Spend - $113 M

Projects with tentative 2022 start:

<table>
<thead>
<tr>
<th>Milestones - Bond</th>
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<tbody>
<tr>
<td>○ 2023 - Projected Spend - $86 M</td>
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<tr>
<td>Projects with tentative 2023 start:</td>
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<tr>
<td>○ 2024 - Projected Spend - $85 M</td>
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<tr>
<td>Projects with tentative 2024 start:</td>
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<tr>
<td>Sierra ES</td>
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</tbody>
</table>
What are we trying to do?

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SMART Goal

By 2024 the overall district Facility Condition Index (FCI) will be reduced by at least 50% (from FCI level 18/19).

Trajectory

Option 1: Overall District FCI Reduction

- Expected Trajectory
- Actual Trajectory
- Goal
<table>
<thead>
<tr>
<th>Year</th>
<th>FCI</th>
<th>Deficiencies</th>
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<tbody>
<tr>
<td>12-13</td>
<td>19.5</td>
<td>$466.5M</td>
</tr>
<tr>
<td>13-14</td>
<td>19.6</td>
<td>$468.5M</td>
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<tr>
<td>14-15</td>
<td>18.9</td>
<td>$451.1M</td>
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<tr>
<td>15-16</td>
<td>20.4</td>
<td>$520.1M</td>
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<td>16-17</td>
<td>20.9</td>
<td>$575M</td>
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<td>17-18</td>
<td>20.4</td>
<td>$588.2M</td>
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<tr>
<td>18-19</td>
<td>22.5</td>
<td>$630.8M</td>
</tr>
<tr>
<td>Year</td>
<td>FCI</td>
<td>Deficiencies</td>
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<td>--------</td>
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</tr>
<tr>
<td>19-20</td>
<td>19.5</td>
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<td>20-21</td>
<td>16.9</td>
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<td>21-22</td>
<td>14.2</td>
<td>$554.3M</td>
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<td>12.4</td>
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<td>23-24</td>
<td>10.9</td>
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<td>24-25</td>
<td>9.5</td>
<td>$396M</td>
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<tr>
<td>Implementation Heat Map</td>
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</table>

- **Planning**
  - Highly problematic – requires urgent and decisive action
  - Problematic – requires substantial attention, some aspects need urgent attention
  - Mixed – aspect(s) require substantial attention, some good
  - Good – requires refinement and systematic implementation

- **Capacity**

- **Evidence of progress**

- **Likelihood of success**
Successes

- Passage of 5B
- Continuation of Building Maintenance in both the reduction of Work Orders and timely completion in spite of personnel shortages.
- Improved quality of landscape and fields
- Continuing reduction in the use of electricity, natural gas & water.
- Continuing improvement in the cleaning of facilities in spite of personnel shortages
- Construction project delivery on-time & on-budget
- Continued working on small projects with individual schools
What are we trying to do?

How are we trying to do it?

At any given moment, how will we know if we’re on track?

If we’re not on track, what are we going to do about it?
Challenges

- Rising maintenance & operational expenses
- Changing/evolving educational delivery & methods
- Changing demographics
- Increasing regulations & rising vendor expenses
- Difficulty in hiring/keeping qualified personnel
- Continue to need inflationary relief in expense categories of budget
Resources Required

- Capital infusion to address deficiencies
- Increased annual capital transfer & facilities budget to address future needs, larger portfolio and maintenance/operational budget
- Communication of facility needs to support educational delivery
Thank you
Board of Education Ends Alignment

Ends 1- Engaging Climate and Culture

Every school and the district will have an engaging climate and culture that:

- Ensures a safe, caring and engaging environment for students, staff and families.
- Values the diversity of all students, staff and families.
- Supports the social, emotional and physical wellness for students and staff.