



Worthington Schools

STATE OF THE SCHOOLS REPORT

Master Facilities Plan
Phase 2

DRAFT

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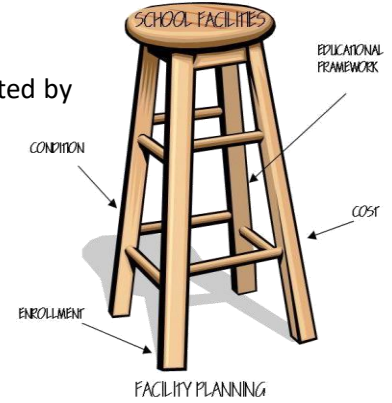
INTRODUCTION

Approach to Facilities Master Planning

Comprehensive facility planning requires an iterative process essential to maintaining the short and long-term well-being of a District's infrastructure. There is no 'boiler plate' approach to planning as every school district has a unique set of characteristics that set it apart from others. However, there are commonalities in the types of data and information that should be used to make both fact based and stakeholder-based decisions when the plan is developed.

We often use the analogy of a four-legged stool in which the seat represents the facilities, and that seat is supported by four legs of equal importance. The legs include:

- Educational Framework: Curriculum, Programs, Delivery Models, and Policy
- Demographics: Enrollment and the data that impact enrollment
- Condition: Physical Condition and Educational Adequacy
- Funding: Ability to fund and sources of funding



PURPOSE

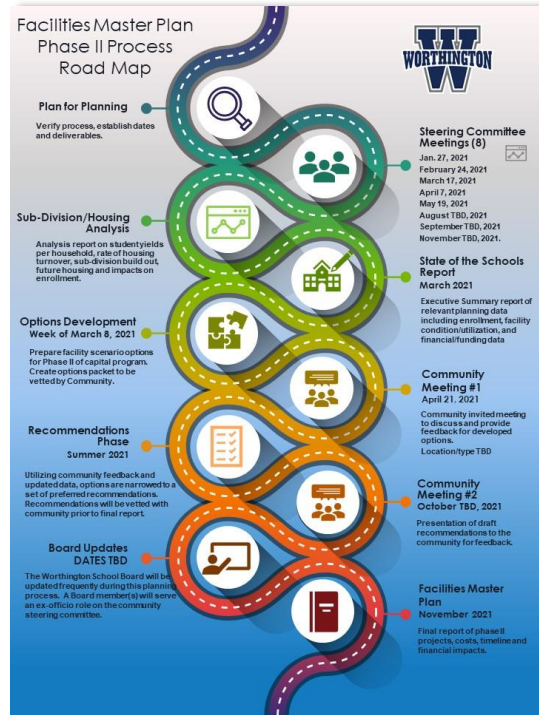
Purpose of a Facilities Master Plan

The purpose of a facilities master plan is to create a road map for both short and long-term capital and maintenance needs of a District's educational and support facilities. The master plan should account for all facilities in the District's portfolio, as all are connected in a way in which the actions to one facility will have a domino impact as to what will happen to the next. Experience tells us that it is unlikely that any school district can fund all the facilities needs identified in the plan. Therefore, a plan becomes an exercise of identifying all the needs and utilizing a prioritization approach based on the data, educational framework, stakeholder input and the unique culture of the District.

PROCESS OVERVIEW

Plan for Planning

The plan for planning work session is held to ensure that expectations of the project are understood and there is consensus on the process to be implemented. At this meeting we will discuss roles, functions, responsibilities, anticipate issues, and prepare for the project roll out.



Community Task Force

The role of the Task Force is to provide community representation throughout the process. Responsibilities include review of draft reports, publicity and communication to the general community, and development of options and recommendations to the School Board.

Meeting #1- January 27, 2021

Process overview and timeline. Preliminary data that has been collected will be covered. Steering Committee clarification of process and timeline.

Meeting #2- February 24, 2021

Review of State of the Schools Report. Creating planning guidelines.

Meeting #3- March 17, 2021

Review options for Phase II of planning to present to the community.

Community meeting, update on communications and publicity.

Meeting #4- April 7, 2021

Review of community meeting results. Preliminary discussions for Phase II recommendations. Fall Schedule review

Meeting #5- May 19, 2021

Community Meeting #2 preparation for recommendations review.

Meeting #6- August 2021

Review of preferred options from, preparation for Community Meeting #2.

Meeting #7- September 2021

Community Meeting #2 preparation.

Meeting #8- November 2021

Final recommendations and Report review.

PROCESS OVERVIEW

Data Analysis

The planning process includes several data sources to inform options and recommendations of the report. Data will include

- Enrollment- Historic and Projected; Student Yield per household
- Facility Condition Data
- Facility Data- Capacity and Utilization
- Programs and Curriculum
- Financial Data

State of the Schools Report

The State of the Schools Report will provide a snapshot of the District at this point in time. This report is a living document and will be updated during the duration of this planning process.

Options Development

Facility options are developed from the data collected and input gathered from the facility condition data, educational framework, enrollment projections, GIS, and cost estimates. Appropriate costs associated with options are also developed. The options developed will include consideration to the following:

- Prioritized list and phasing of potential projects
- Facility construction options: renovations, additions, new construction
- Cost benefits of varying property disposition / use options
- Housing / transportation options for displaced students

Community Meetings

Community Dialogue #1 is proposed to share the facility options with the community. During this session, participants will provide input on the options presented. Results of Community Dialogue #1 are incorporated into the final facilities recommendations to the Board of Education.

Community Dialogue #2 is proposed to share the facility recommendations with the community. During this session, participants will provide input on the recommendations presented. Results of Community Dialogue #2 are incorporated into the final facilities recommendations to the Board of Education.

Recommendations Development

Recommendations are developed utilizing Task Force guidance, data, and input from community meetings. The recommendations will follow the parameters as established in the planning guidelines established early in this process. Recommendation should include project types, prioritization, timelines, and costs.

School Board Updates

Consultants will provide School Board Updates at strategic times during the process. Updates will occur after options developments, after community meetings and presentation of final report. Consultants will provide updates to the Superintendent, to keep the Board updated throughout entire process.



History

Facilities Plan Phase I

FACILITIES MASTER PLANNING PHASE 1

Overview

The first phase of facilities master planning was conducted in 2016 and completed in December of 2017. The process included several of the same steps that are in this process, though data discovery was a large part setting the foundation for planning. In November 2018, the citizens of Worthington approved Issue 9 that included rebuilding/renovations of middle schools, upgrading technology, and purchase of new buses.



A, B, C's

Phase 1 addressed what became referred to as the A, B, C's of planning: Aging Facilities, Balancing High School Enrollment, and Capacity in Buildings.

Aging Facilities

In September 2015, the State of Ohio (Ohio Facilities Construction Commission of OFCC), conducted a facility condition assessment of all Worthington School's facilities. The findings indicated nearly \$210 million of condition needs across the District. Worthington Schools has historically been diligent in maintaining facilities through funding and planning, but like almost all school districts it is difficult to keep up with and get ahead of an aging infrastructure.

Balance High School Enrollment

Enrollment projections indicated that by school year 2022/23 the enrollment at Thomas Worthington HS will reach nearly 2,000 students while the projected enrollment at Worthington Kilbourne at the same time will reach just over 1,400 students. This difference in enrollment poses two challenges:

1. Utilization of facilities: at 2,000 students Thomas Worthington HS will be at 100% utilization and at 1,425 students Worthington Kilbourn will be utilized at 77%.
2. Balance of resources and programs. Worthington Schools strives to provide equal programmatic opportunities for every school in the District. If Thomas Worthington is projected to be 500-600 students larger, this presents program offering balance challenges to the District.

Capacity

From 2012 to 2017 Worthington Schools enrollment increased over 1,000 students, with over a 400-student increase in elementary schools alone. Coupled with elementary program offerings of partial full day kindergarten, fine arts programs, special education programs, and gifted programs, elementary spaces left the District with limited or no space for future enrollment growth.

Two approaches were recommended to increasing capacity at the elementary grade level: new construction to add additional space in the District or change grade configuration that converts the district to a K-5 configuration, thus moving 6th grade to the middle school level. The latter of the two pathways was chosen as the recommendation for this facilities plan.

FACILITIES MASTER PLANNING PHASE 1

Recommendations

The following is a summary of the recommendations from Phase 1:

Convert District to a K–5 Grade Configuration

Phase I approximate cost \$78 million (includes 5-year renewal of capital/maintenance projects)

Renovate Kilbourne and McCord Middle Schools

Renovate/New Construction and Demolition Worthingway MS

New Construction at Perry Middle School

Total MS Capacity: 2,700 2022/23 Projected Enrollment: 2,440 Utilization: 90%

Total ES Capacity: 5,801 2022/23 Projected Enrollment: 4,888 Utilization: 84%

Planning & Design funding for Thomas Worthington High School

Start process of balancing high school enrollment by moving an elementary school currently in the Thomas Worthington HS to the Worthington Kilbourne HS boundary

*Optional Renovations OR New Construction with Reserve Funds (additional \$20.0 M)

Elementary Common Space and/or Air Conditioning (\$1.5 - \$10.0 M)

Replacement Elementary School (\$20.0 M)

*Not implemented

Data & Background Information

Enrollment

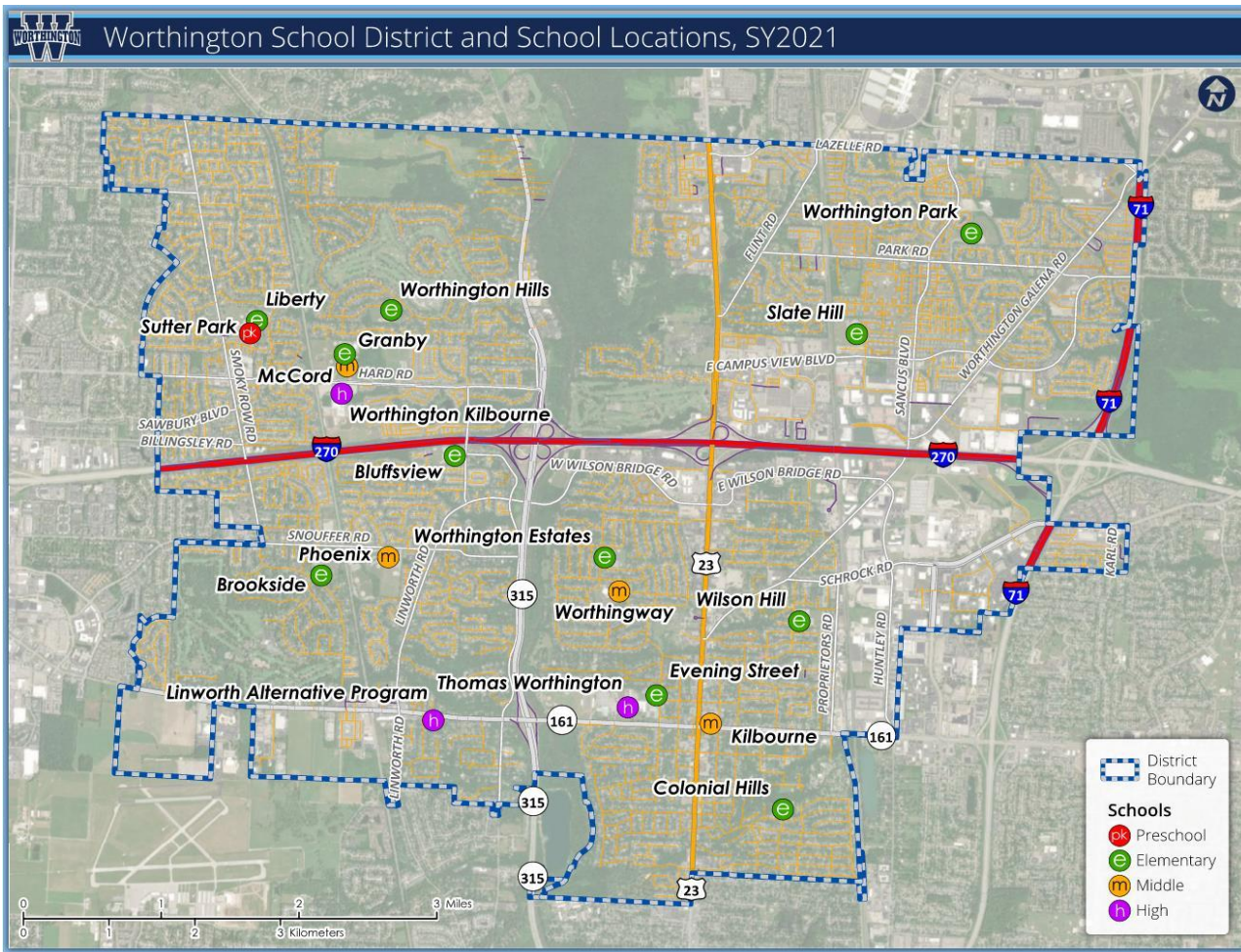
Sub-Division Analysis Summary

Capacity & Utilization

Building Condition

Financial

2021 Worthington Schools School Location Map



ENROLLMENT

The projections presented in this report are meant to serve as a planning tool for the future and represent the most likely direction of the District. The last projection conducted by the District was in the 2019-2020 school year. Enrollment projections were developed by analyzing the following data:

- Live Birth Data (Based on Mother's address, and by School District boundary)
- Historical Enrollment by school by grade by boundary
- Census Data
- Building Permits

The Worthington Schools enrollment has increased by approximately 1,400 students since the 2012-13 school year. Based on the cohort survival methodology, enrollment is projected to increase over the next ten years.

As seen in the chart below it anticipated by the 2024-2025 school year that the Worthington Schools enrollment will increase by approximately 900 more students. The growth will be approximately be the same across grade configurations, therefore the capacity for all grade levels will have to be considered for recommendations.

Projected Enrollment - Recommended - Worthington Schools

Grade	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
PK	317	317	317	317	317	317	317	317	317	317
K - 5	4,950	5,099	5,178	5,287	5,277	5,267	5,232	5,229	5,268	5,268
6 - 8	2,415	2,365	2,339	2,370	2,533	2,656	2,811	2,803	2,754	2,716
9 - 12	3,082	3,174	3,278	3,319	3,312	3,285	3,268	3,433	3,598	3,754
K - 12	10,447	10,638	10,795	10,976	11,122	11,208	11,311	11,465	11,620	11,738
Grand Total	10,764	10,955	11,112	11,293	11,439	11,525	11,628	11,782	11,937	12,055

Source: Cooperative Strategies



ENROLLMENT

STUDENT YIELD ANALYSIS

Not yet completed

ENROLLMENT

Live/Attend Analysis

This table compares where students live versus the school in which the attend for the 2020-2021 school year. The table indicates the transfer rates into and out of an attendance area.

Worthington City Schools Intra-District Migration Summary Statistics						
School	Enrolled*	Transfer In	Transfer In %	Reside In	Transfer Out	Transfer Out %
Bluffsview	496	56	11%	456	16	4%
Brookside	359	33	9%	353	27	8%
Colonial Hills	425	8	2%	430	13	3%
Evening Street	534	21	4%	591	78	13%
Granby	471	29	6%	475	33	7%
Liberty	457	30	7%	470	43	9%
Slate Hill	494	41	8%	535	82	15%
Wilson Hill	455	34	7%	450	29	6%
Worthington Estates	635	34	5%	685	84	12%
Worthington Hills	545	25	5%	533	13	2%
Worthington Park	466	75	16%	422	31	7%
Kilbourne	483	18	4%	455	56	12%
McCord	583	16	3%	678	111	16%
Perry	166	-	-	-	-	-
Worthingway	457	31	7%	490	64	13%
Thomas Worthington	1,751	48	3%	1,751	48	3%
Worthington Kilbourne	1,278	48	4%	1,278	48	4%
District Totals	10,055	547	5%	10,052	776	8%

*Enrollment counts include grades K-12

CAPACITY

The table illustrate the capacity and 2020-2021 enrollment for each facility. The utilization of each school will be impacted with the move of 6th grade students to the middle schools in the 2021-2022 school year.

The table indicates the capacity of the building based on how the building is currently being used (Program Capacity), which indicates how programs impact the use of a facility driven by both district curriculum goals and students needs.

Enrollment divided by Capacity equals the utilization percentage

	2020-21 Enrollment	Program Capacity	Utilization
Bluffsview ES	496	525	94%
Brookside ES	359	366	98%
Colonial Hills ES	425	425	100%
Evening Street ES	534	500	107%
Granby ES	471	550	86%
Liberty ES	457	531	86%
Slate Hill ES	494	556	89%
Wilson Hill ES	455	550	83%
Worthington Estates ES	635	698	91%
Worthington Hills ES	545	550	99%
Worthington Park ES	466	550	85%
McCord MS	583	650	90%
Perry MS	166	600	
Worthingway MS	457	750	61%
Kilbourne MS	483	580	83%
Linworth	170	161	106%
Thomas Worthington HS	1,751	2,037	86%
Worthington Kilbourne HS	1,278	1,854	69%

***Note: 6th Grade Students will move to Middle School Facilities 2021-2022 Year**

CONDITION

Background

A facilities condition assessment was conducted by the Ohio Schools Construction Commission (OFCC) in 2015 to analyze the physical condition of each facility. The assessment included a system-by-system analysis of both age and condition of each system and provided a condition rating for each building.

Findings from the assessment provided a cost estimate of what it would cost to renovate each facility. The cost of renovation was then compared to the theoretical replacement of a like square footage building in order to create a facilities condition index [FCI]. The FCI is an indicator of whether a building should be renovated or replaced base on systems and conditions alone, it does not take into consideration educational appropriateness of the facilities or the enrollment/utilization of the building. The OFCC recommends that when a building exceeds 2/3rd the renovation cost vs. replacement costs the building is a candidate for replacement.

For Phase 2, the assessment costs were updated based on completed projects and cost increases to systems not yet replaced or repaired. The adjacent chart provides school-by-school facility condition index and cost data.

	2015		2021	
	Cost	FCI	Cost	FCI
Bluffsview ES	\$ 3,945,097	27%	\$ 7,562,373.00	44%
Brookside ES	\$ 9,392,005	81%	\$ 11,006,144.00	77%
Colonial Hills ES	\$ 7,886,070	77%	\$ 9,013,565.00	72%
Evening Street ES	\$ 8,235,009	70%	\$ 10,701,962.00	75%
Granby ES	\$ 6,626,184	47%	\$ 9,752,785.00	58%
Liberty ES	\$ 8,211,215	64%	\$ 10,227,070.00	65%
Slate Hill ES	\$ 4,781,098	32%	\$ 8,170,333.00	48%
Sutter Park ES	\$ 7,120,027	49%	\$ 8,927,798.00	50%
Wilson Hill ES	\$ 10,510,516	74%	\$ 12,231,589.00	70%
Worthington Estates ES	\$ 11,958,383	78%	\$ 13,819,673.00	75%
Worthington Hills ES	\$ 5,860,184	47%	\$ 9,375,712.00	63%
Worthington Park ES	\$ 8,919,171	64%	\$ 10,096,663.00	60%
McCord MS	\$ 7,426,268	44%	\$ 11,654,636.00	
Phoenix MS	\$ 9,472,387	60%	\$ 1,762,446.00	
Worthingway MS	\$ 9,640,563	64%	\$ 1,046,955.00	
Kilbourne MS	\$ 11,774,223	60%	\$ 13,838,253.00	
Linworth	\$ 2,710,792	88%	\$ 3,379,352.00	83%
Thomas Worthington HS	\$ 45,360,474	69%	\$ 57,519,206.00	73%
Worthington Kilbourne HS	\$ 35,099,780	56%	\$ 40,151,090.00	53%
Totals	\$ 214,929,446		\$ 250,237,605.00	

FINANCIAL

Operational Funding vs. Capital Funding

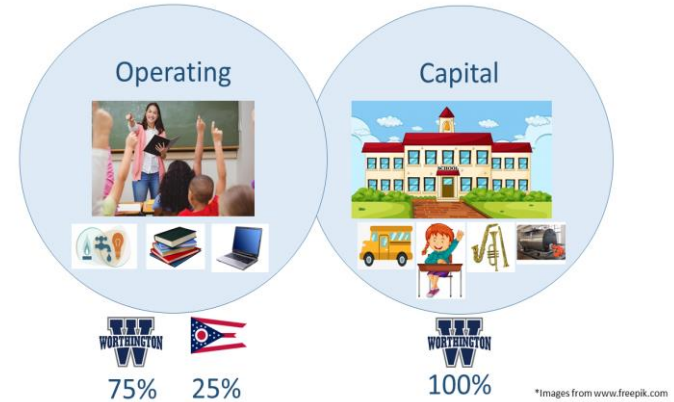
Capital budget cannot be spent on operating costs. Separate accounts meet different educational needs. School district operating funds and capital (bond) funds are intended to meet different needs, must be kept in separate accounts, and are audited to ensure the money in each account is spent appropriately.

The general fund pays for the day-to-day operations of schools, which includes salaries, supplies, program costs, utilities, and routine maintenance. The general fund receives money from the state and federal government, as well as local funding through our voter-approved levy. By law, capital funds may NOT be transferred to the general fund or used to pay for day-to-day costs of running a school district.

Bond funds may only be used for "capital" projects, like buying land, building facilities, making major capital improvements, and paying for costs tied to construction. Salaries and office space for capital projects work, as well as the materials / equipment needed to furnish new buildings, are also legitimate capital expenses.

Acceptable Debt for Future Bond Issue

One of the biggest factors in a facilities plan is the amount of debt will available when recommendations in the facilities plan is completed and what will be an acceptable amount to ask for. It is difficult to determine early in any process, however, the information available to us can help us shape options, recommendations and prioritization. The illustration is information based on current interest rates and conditions for future debt, this will likely fluctuate by the end of the planning process.



Current Interest Rate &
Conditions
1 mill = \$2.4 million

\$2.4M would service debt for 30
years of approx. \$50 million

Timing - Existing debt falling off

Taxes are taxes to the taxpayer

FINANCIAL

General Fund and Projections

Total revenue for Worthington Schools in the 2019-2020 year totaled \$138.2 million. More than three-quarters of that revenue is locally funded while the remaining quarter generally comes from State of Ohio.

Worthington Schools, like most school districts in the State of Ohio rely on local citizens to support this local funding through periodic Operating Levy's to generate the revenue necessary to fund the operational needs for the District.

Source	Amount 2019-20 (Millions)	% of Total
Local Property Taxes	\$105.00	76%
Other Local Revenue	\$3.50	2%
State Funding	\$17.70	13%
State Property Credits	\$12.00	9%
Total Revenue	\$138.20	100%

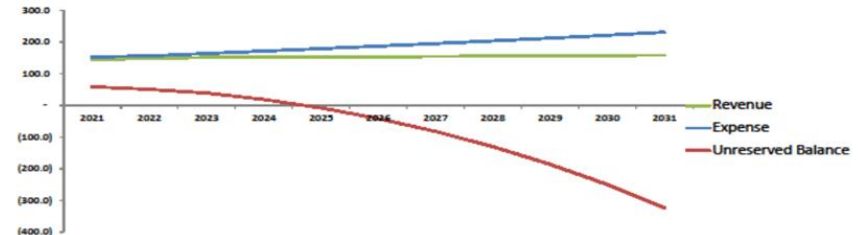
Projections

The chart illustrates the current scenario if no new operating levy's are proposed. This is important to facilities planning for two reasons.

1. Capital Bond programs require voter approval, and often times they are simultaneous to an Operating Levy;
2. Facilities decisions often impact operating costs for a District.

Worthington City Schools
Long Term Planning Projections
September 17, 2020
Current Scenario, no new levies (in Millions)

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Total Revenue	145.0	148.4	152.0	152.4	152.9	153.9	154.9	155.9	156.9	157.9	158.9
Total Expenditures	153.2	156.6	164.1	172.0	179.8	187.5	195.6	204.0	212.6	221.9	231.6
Surplus (Deficit)	(8.2)	(8.2)	(12.1)	(19.6)	(26.9)	(33.6)	(40.7)	(48.1)	(55.7)	(63.9)	(72.6)
Beginning Unreserved Balance	67.5	59.3	51.1	39.0	19.5	(7.4)	(41.0)	(81.7)	(129.8)	(185.5)	(249.4)
Ending Unreserved Balance	59.3	51.1	39.0	19.5	(7.4)	(41.0)	(81.7)	(129.8)	(185.5)	(249.4)	(322.0)



Status of 2018 Bond Issue as of December 2020

This chart illustrates the current status of the 2018 Bond Issue.

2018 Bond Issue as of 12/31/2020				
	Initial Budget*	Current Budget*	Spent/ Encumbered*	Remaining*
Buses	\$2.50	\$2.50	\$1.40	\$1.10
Technology	\$5.00	\$5.00	\$3.30	\$1.70
Equipment	\$6.00	\$6.00	\$2.50	\$3.50
Deferred Maintenance	\$22.00	\$20.60	\$8.30	\$12.30
Construction	\$48.00	\$62.20	\$60.50	\$1.70
Contingency	\$5.50	\$0.00	N/A	\$0.00
Total	\$89.00	\$96.30	\$76.00	\$20.30

***In Millions**

