SARASOTA COUNTY SCHOOLS

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Date: October 9, 2013

Subject: October 15, 2013 Workshop Read-Ahead: Capital Improvement Plan

To: Board Members
      Superintendent

      Attached please find read-ahead to facilitate our conversation next week regarding the Capital Improvement Plan. The first page of the read-ahead is a summary of our capital budget projections through the five-year plan. Mr. Weidner will briefly review these projections and the assumptions that underlie them. The remainder of the read-ahead is your Capital Improvement Plan (CIP). As a reminder, the CIP, in part, describes the planning environment and lays the groundwork for future capital investment decisions. Ken Marsh will briefly review the highlights of the CIP and what it means from a capital planning perspective.

      This workshop will be the first of what we hope are three opportunities to discuss the capital budget. This first discussion is primarily about planning. As a result, the goal of this workshop is to hear from the Board what your capital priorities are for the next five years from among a set of competing priorities. Rather than talk about specific projects, at this workshop we'd like to hear your thoughts on "categorical" priorities (classroom wings to reduce reliance on portables, asset preservation projects like HVAC renovations, increased investments in technology, increased investments in school safety and security, etc.). As part of the eventual 14/15 capital budget staff plans to recommend increasing the dollars allocated annually to both technology and safety and security. As a result, we'd like to spend just a few minutes and have the directors of those departments review their visions and talk about how additional funds may be used. At the end of the workshop it is our hope that we'll have a solid understanding of your capital priorities so that when we bring you a fiscally feasible capital program this winter that plan conforms to those priorities.

      We look forward to an interactive and meaningful discussion. If you have any questions or comments before the workshop, please don't hesitate to call me at 941-927-9000, ext. 31103.

Scott J. Lempe
Chief Operating Officer

Executive Summary

The millage revenues have been prepared based upon the increase of 5% that was received for 2013. The sales tax revenues have been prepared based upon the percentage increase received from this past fiscal year of 6% per year. The impact fees are in abeyance currently through 2013-2014 with a minor amount estimated for the years 2014-2015 through 2018-2019. The Public Education Capital Outlay funds are not projected to be restored to public schools for new construction and maintenance during the next five years. The state charter school flow through funds allocated to our charter schools, that have been in operation for more than 3 years is being estimated to increase at 3% per year. The Capital Outlay Debt Service funds are allocated by the state and are used for reroofing projects. Only recurring appropriations have been estimated for the 2014-2015 through 2018-2019 fiscal year include recurring costs for preservation of school district facilities, transfer for debt service payments, and transfer for maintenance, equipment, and property insurance of the General Fund. The graph below demonstrates how the amount for major capital projects increases with the anticipated improving economy and full payment of the certificates of participation in 2014-2015, that funded the rebuild of Phillippi Shores Elementary, Venice Elementary, and Wilkinson Elementary. Not included in the information below is the anticipated $10.7 million that will be carried forward into 2014-2015 that is available to fund capital projects.

The graph below displays the Capital Fund yearly revenue resources estimated for the fiscal year 2014-2015 through 2018-2019, the yearly recurring appropriations and the yearly balances available for major capital projects.
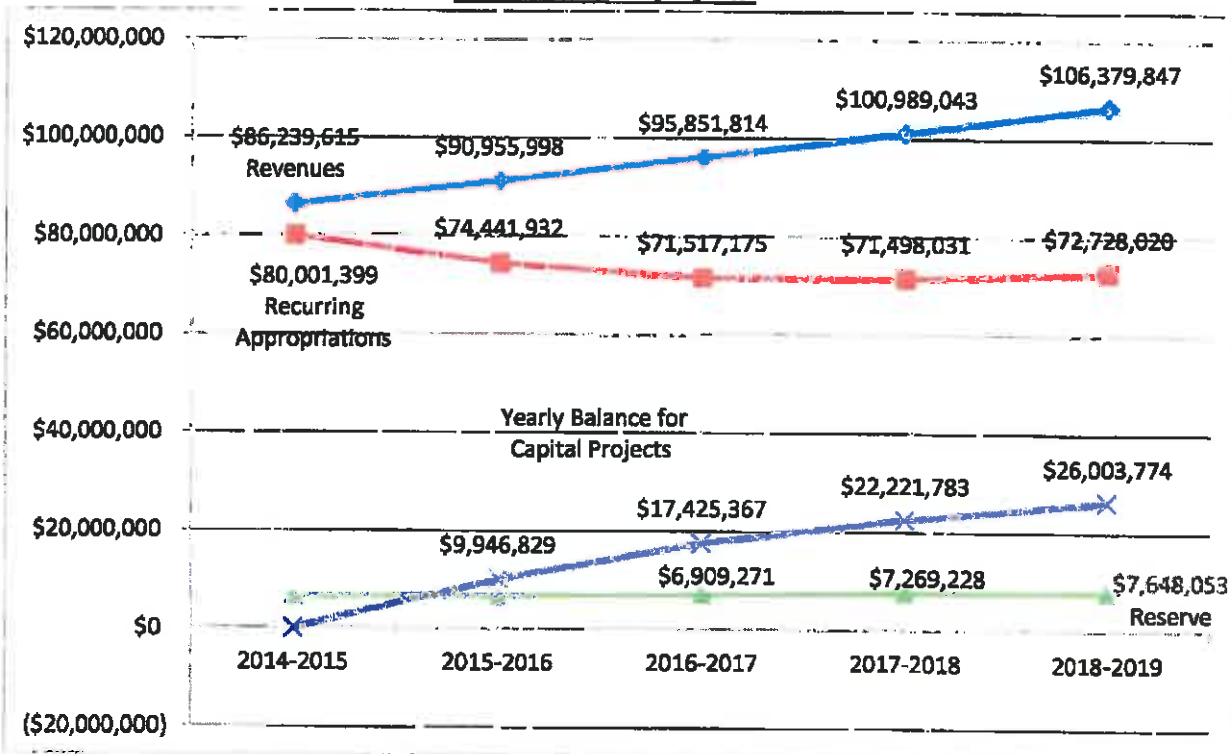
FY 2014-2018 CAPITAL IMPROVEMENT PLAN

The School District of Sarasota County

THE SCHOOL BOARD OF SARASOTA COUNTY, FLORIDA

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Ms. Shirley Brown, Vice Chair – District 4

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Scott Lempe, Chief Operating Officer

Prepared By:
Office of Long Range Planning:
Ken Marsh, Director
Micki Ryan, Planning Analyst

October 10, 2013

On the Cover:

A photograph of Atwater Elementary School

A photograph of the main entrance to Venice Elementary School

An aerial rendering of the Booker High School campus, image by Harvard Jolly Architecture.
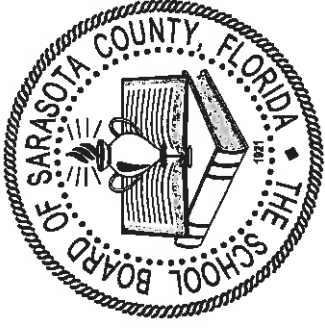
BOARD MISSION

The School District of Sarasota County prepares students to achieve the highest learning standards by engaging a high quality staff, involving parents, and a supportive community.

BOARD VISION

The School District of Sarasota County places learning at the center of its activities to enable all learners to lead productive, responsible, and healthful lives.

FY 2014-2018 CAPITAL IMPROVEMENT PLAN

October 10, 2013
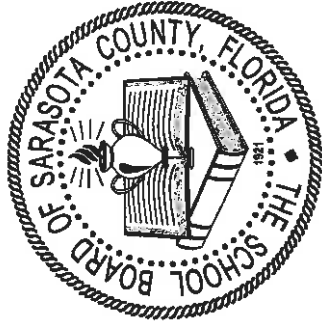
School Board Members:

In a February 2005 workshop, district staff shared plans to produce a CIP -- an all-encompassing capital improvement plan designed:

- To develop a clearly understood and agreed upon process for facility-related decision making
- To align the district's long range capital plans with the Board's immediate goals and strategic plans
- To provide a financial management tool to allow the Board to develop a prioritization of projects based on a realistic anticipation of available resources.
- To display all capital projects' priority ranking, anticipated costs, and commencement/completion dates. All stakeholders, including the citizenry of Sarasota County would be able to anticipate with a high degree of certainty that identified projects would be completed on time and on budget.

The Long Range Planning Office completed that CIP, which was used internally but was not released to the Board or public.

That 2005 scenario was vastly different than last year's version. In 2005 district enrollment was slowing somewhat, but the major capital goal remained catching up to prior years' enrollment increases, particularly in North Port. The district was completing a number of campus rebuilds and was anticipating a few HVAC renovations and school site acquisitions as the real estate market was turning down. Capital revenues were escalating rapidly and the rebuild of Riverview High School was to be funded without borrowing. At the same time, interest rates were so low that the district began contemplating borrowing funds to rebuild Booker and Venice High Schools. Other capital planning challenges in 2005 included

- the looming, final stage of classroom level Class Size Reduction set to begin in 2010;
- the necessity for greater collaboration between the district and local governments related to school siting, shared cost of infrastructure, and opportunities for more frequent co-location and joint use; and,
- the state mandate to implement school concurrency by 2008.

By the time of the next CIP in 2012 almost the entire capital planning framework had reversed. District-wide K-12 enrollments had been flat since 2007, while charter school enrollments grew to about 12% of membership, meaning that enrollments at traditional schools had decreased; and, it appeared that charter school growth and the emerging virtual school movement would continue this trend. Capital revenue decreases seemed to be leveling, and the next Five-Year Capital Budget contained very little funds for competing projects.

For this 2013 CIP, many capital budget issues have improved significantly:

- enrollment demands at traditional schools remain steady
- four sites for future schools are in inventory, and two sites within large residential projects are identified
- all of the large, expensive campus rebuilds are funded and almost done, and most of the large HVAC renovations are completed
- capital revenues are beginning to rebound and a COPs debt service issue will expire in 2015.

This progress may allow the district to reset its capital goals for the next few years.

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TABLE OF CONTENTS

Overview of the 2013 Capital Improvement Plan

Chapter 1 presents the **Planning Context** begins with a brief introduction to the school district, followed by state statutes and regulations for school facilities. The chapter continues with demographic data for Sarasota County, an update of the planning issues facing all local governments, a section on the county's economic situation, and various population and student enrollment projections.

Chapter 2 on **Planning Process and Components** begins with a description of the annual planning process including enrollment forecasting methods and the impact of the 2008 amended *Interlocal Agreement for School Facility Planning*. The chapter continues with details on the way in which FISH, program, and ultimate capacity measures are determined; this capacity differentiation forms the foundation for the district's Levels of Service as part of School Concurrency which began in 2008. This section includes a table displaying all schools' permanent and total program capacities and current utilization rates based upon 2013-14 enrollments. This chapter concludes with the *2013 Capital Projects Matrix* for funded and planned projects.

Chapter 3 presents **Goals, Strategies, and Recommendations** for the district's capital projects to be implemented in the 2013-14 year, and for the many issues to be studied this year for implementation later. The goals are to:

(1) Ensure the most efficient and effective use of all facilities by implementing an integrated system of school rebuilds, relocatable reduction, and attendance zone and program changes

(2) Maintain, renovate, or replace the facilities most in need on a systematic schedule to guarantee safe, up-to-date facilities that meet diverse program needs;

(3) Implement and support a Technology Plan to ensure students and staff have anytime, anywhere access to the latest educational technology and resources; and,

(4) Provide for the systematic replacement of equipment and materials.

New this year, on page 36 is a list of a few capital goal statements which the School Board may wish to reprioritize for the 2014-15 Capital Budget.

Chapter 4 provides details on the **Planning Cycle**, denoting in particular the times in which school and site administrators can request smaller renovation and remodeling projects.

Appendix I includes a **Glossary** of school facility terms.

Appendix II includes the **Capital Budget** as adopted September, 2013.

Throughout the document, the most recent available data has been used. Sources are provided for all data tables.

Note that the **Alphabetical Index of Schools and Sites** on page 2 provides the page references for all facility projects and data.

ALPHABETICAL INDEX OF SCHOOLS AND SITES

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CHAPTER 1 – PLANNING CONTEXT

INTRODUCTION

The School District of Sarasota County [SDSC] had a 2012-13 SY enrollment of 41,542 PK-12 students, making it the 19th largest school district in Florida. The district operates 22 elementary schools, seven middle schools, six high schools, one K-8 school, three exceptional education schools, and one alternative school. The oldest permanent facility opened in 1926, the newest this past year. The School Board has also authorized 18 charter schools since their inception here in 1997; after numerous reorganizations and closings, ten are currently in operation.

For the period 1995 through 2004, the district's yearly enrollment growth ranged from 2.2% to 4.9%; total enrollment growth during that period exceeded 11,000 students, bringing total enrollment to 41,116. The district accommodated this increase through a combination of new schools, classroom additions, and relocatables. At the same time, the district implemented the first stages of class size reduction and rebuilt a number of outdated schools. During that period, capital revenues increased significantly, almost entirely due to a doubling of local sources thanks to an expanded tax roll and steeply increasing valuations.

Since 2004 the district's enrollment has remained between 41,000 and 42,000 students. Initially, the primary cause for the lack of growth seemed to be fewer families moving to Sarasota County due to a lack of affordable housing for families with children. It eventually became clear that the "Great Recession" produced both an out-migration of younger families seeking better employment opportunities and a decrease of in-migration.

Since the early 1980's, determining when, where, and how to provide additional schools was a major challenge that stretched the district's capital budget. As later sections of this chapter will detail, student enrollment is expected to remain near its current level for a number of years. At the same time, an expected increase in enrollment at charter schools and virtual schools will reduce the enrollment at our traditional schools. The district has no plans to construct another growth-related school during the next five years, at least.

The district's capital projects, therefore, will shift from new construction to asset preservation, replacement of HVAC systems, technology infrastructure, enhanced safety & security, and increased efficiency of space utilization.

This chapter of the plan:
- outlines state planning requirements
- sets the demographic and economic contexts for making enrollment and facility decisions
- summarizes school enrollment projections, and
- summarizes the revenues available for competing capital projects.

STATE PLANNING REQUIREMENTS

1. The State of Florida, by statute and rule, exercises considerable control over the education of students throughout Florida's 67 counties. Public educational facility requirements are found in Chapter 1013, Florida Statutes:
   - Section 1013.35 sets forth the requirements for the "Tentative District Educational Facilities Plan" including
     o planning in 5-year, 10-year, and 20-year increments
     o coordinating with local government comprehensive plans
     o projecting student enrollments based upon state and local data
     o anticipating expansions or closures of existing schools
     o projecting facility needs
     o sharing information on leased and owned relocatables
     o describing general locations of future school sites
     o listing options for reducing the construction of permanent student stations
     o scheduling major repair and renovation projects
     o scheduling anticipated capital revenues

Ultimately, the state-mandated Plan must provide a "financially feasible district facilities work program" for the next five-year period.

- section 1013.31 requires an "educational plant survey" to be completed at least every five years
- section 1013.14 sets forth the rules for purchase of property for educational use
- section 1013.24 sets forth the rules for eminent domain
- section 1013.20 sets standards for the use of relocatables
- section 1013.36 sets the rules for site planning and selection
- section 1013.371 mandates compliance with the Florida Building Code and Florida Fire Prevention Code
- section 1013.372 contains criteria under which new school facilities must be built to serve as emergency shelters.

The Tentative District Educational Facilities Plan is transmitted to the Florida Department of Education, Office of Educational Facilities [FDOE] by October 1 each year, after adoption by the School Board. The first year of the five-year plan serves as the district's capital budget.

2. The district's current Educational Plant Survey was approved by FDOE in June, 2011, and is available in the Long Range Planning office. This document verifies which of the district's intended capital projects are "survey approved" and therefore eligible to be funded by state revenues.

3. Section 1013.33, F.S., repeats the requirements of s. 163.3177, F.S., which mandates an interlocal agreement [ILA] between local governments and district school boards for school facility planning. The original 2002 statute required processes to

- ensure agreement on population and student enrollment projections
- coordinate school districts' plans to construct, enlarge, or close educational facilities
- coordinate local government plans for development and redevelopment

- collaborate on the timing and costs to provide onsite and offsite infrastructure improvements to support school facilities
- allow the local government to comment on the school district's five-year facilities work plan and the plant survey
- allow the school district to share the potential impact of proposed residential development on school capacity
- encourage the co-location and joint use of school facilities with community amenities, and
- implement an oversight component.

In Sarasota County, the school district, county, and all four municipalities adopted the original **Interlocal Agreement on School Facility Planning** in May, 2004. The then Florida Department of Community Affairs [DCA] approved the document effective July 2004. Since then a staff working group of planning representatives from each entity has met periodically to implement the ILA requirements. Each party to the agreement has appointed a citizen to an oversight committee that reviews implementation of the ILA and issues a report yearly. From 2005 through 2009, and again in 2013, the legislative bodies of all parties convened yearly to review and amend the ILA as needed. The 2010, 2011, and 2012 Convocations were cancelled due to the lack of critical action items.

The 2005 Legislative Session amended the ILA statutes to require that all local governments revise their comprehensive plans to adopt school concurrency by December 2008. Later in 2005, Sarasota County and the School District of Sarasota County volunteered to be, and were subsequently appointed by DCA as, one of six pilot communities for the adoption of the school concurrency requirements. The county and school district each received $100,000 to provide consultants to conduct data and analysis of school capacities and to revise both the ILA and the relevant comprehensive plan elements. The pilot project was completed September 1, 2006, with the submission of four work products to DCA. The ILA was amended early in 2008 to allow School Concurrency to be implemented October 1st. Since then, the district's Long Range Planning staff has worked closely with each local government's planning office to ensure that all proposed residential developments comply with this requirement. As of this

Table 1-1: Countywide and School District Enrollments

YEAR	COUNTY POPULATION	YEARLY GROWTH	SCHOOL ENROLLMENT	YEARLY GROWTH
2001	334,023		36,998	
2002	339,684	1.7%	37,859	2.3%
2003	348,761	2.7%	39,200	3.5%
2004	358,206	2.7%	41,116	4.9%
2005	367,867	2.7%	41,861	1.8%
2006	379,386	3.0%	41,843	0.0%
2007	387,461	2.1%	41,967	0.3%
2008	393,608	1.6%	41,020	-2.3%
2009	389,320	-1.1%	41,165	0.4%
2010	379,448	-2.6%	40,695	-1.1%
2011	382,213	0.7%	41,429	1.8%
2012	386,147	1.0%	41,494	0.2%
Average Annual Growth		*1.32%*		*1.07%*

Sources: Sarasota County Government; SDSC Budget Office: US Census Bureau

Table 1-2 displays the relationship between county population and school enrollments since 1980, and also projects future school enrollments at a rate of 11% of the county's projected population attending district schools.

time, there have been no compliance issues as there has been sufficient capacity for the very few developments proposed.

4. The 2002 passage of s. 163.3174(1), F.S., mandated the appointment of a school district representative to all Local Planning Agencies [LPA]. Since 2003 the district's Long Range Planning Director has participated actively as a non-voting member on all five such boards, except for the Town of Longboat Key as they are virtually built-out, have only about two dozen public school students, and have no schools.

DEMOGRAPHIC CONTEXT OF SARASOTA COUNTY

Sarasota County's current boundaries encompass 572 square miles on the southwest Florida coast situated about 60 miles south of Tampa, and 60 miles north of Ft. Myers. The county consists of four municipalities and the unincorporated county. Each jurisdiction has its own history, character, and land use goals. Three of the four municipalities are situated along the coast where most of the county's development has occurred. The Sarasota County Government has established an Urban Services Boundary that generally runs along I-75. The land to the east of this line is mostly reserved for semi-rural, rural, agricultural uses, or "villages."

From 1995 to 2012, Sarasota County's population rose from 301,528 to 386,147, a 28% increase. Table 1.1 compares this county population growth since 2001 to the actual school enrollment figures over the same period.

changes over time in the racial composition, as well as the contrast between the composition of the county population [above] and the school enrollment [below]. As in much of the nation and state, the total ethnic/racial minority population is increasing. Though the percentage of Black students has decreased since 1990, the rate has stayed relatively constant over the past decade; this segment is approximately double the county average of 4.7%. Hispanic students are now the largest minority in the district and are almost double the countywide average of 8.2%.

Table 1-3a: Racial & Ethnic Composition of K-12 Enrollment

RACE	1990	1997	2005	2013
White	86%	82%	74%	67%
Black	11%	10%	9%	9%
Hispanic	3%	5%	11%	16%
Asian	2%	1%	2%	2%
Native American	<1%	1%	<1%	<1%
Multi	n/a	n/a	4%	5%

totals differ from 100% due to rounding
Source: SDSC Budget Office

Sarasota County's student-age and child-bearing age residents comprise a much smaller percentage of the county's population compared to statewide averages, as illustrated in Table 1-4.

Table 1-4: 2011 Age Group Comparison

AGE GROUP	COUNTY	STATE
Birth - 19	17%	24%
20-34	12%	19%
35-54	23%	27%
55-64	15%	13%
65+	32%	18%

Source: US Census Bureau

Table 1-2: Population and School Enrollments

YEAR	COUNTY POPULATION	DISTRICT ENROLLMENT	SCHOOL PERCENTAGE OF TOTAL
1980	202,251	23,932	11.80%
1985	238,013	24,920	10.50%
1990	277,776	27,715	10.00%
1995	301,528	30,423	10.10%
2000	325,957	35,611	10.90%
2005	367,867	41,861	11.40%
2010	379,448	40,695	11.00%
2015	395,800	43,538	11.00%
2020	422,200	46,442	11.00%
2025	446,200	49,082	11.00%
2030	467,300	51,403	11.00%

Sources: Sarasota County Government; SDSC Office of Long Range Planning

Table 1-3 outlines the differences in racial composition between Sarasota County and the State of Florida as of the 2010 US Census.

Table 1-3: 2010 Racial Comparison

RACE	COUNTY	STATE
White	90.2%	75.0%
African American	4.7%	16.0%
Native American	0.2%	0.3%
Asian	1.3%	2.3%
Other Race	2.0%	5.1%
Two or More Races	1.6%	2.4%

Source: US Census Bureau

Table 1-3a displays a 22-year summary of the district's K-12 racial and ethnic composition, by percent. It is interesting to note both the

Table 1-5 provides a breakdown of the total population for Sarasota County by jurisdiction, listing first the municipalities in order from largest to smallest with the unincorporated area's portion of the population listed last. The table illustrates that the majority of residents live in the unincorporated area and that North Port now has the highest population of any city within the county.

Table 1-5: 2011 Population by Jurisdiction

JURISDICTION	POPULATION	PERCENT OF TOTAL
City of North Port	57,780	15%
City of Sarasota	52,341	14%
City of Venice	20,897	5%
Town of Longboat Key	6,953	2%
Unincorporated Area	244,242	64%
TOTAL	382,213	100.0%

Source: US Census Bureau

The **City of Sarasota** covers an area of 14.6 square miles in northern Sarasota County adjacent to Sarasota Bay. Its population grew rapidly from the 1940s through the 1960s, and reached 50,000 in 1978. As of 2011 the population is 52,341 per the US Census Bureau. Most city land is built-out and current building permits are typically for redevelopment projects in or near downtown. The city has also sought to revitalize its numerous older neighborhoods with efforts including streetscape projects. The city's K-12 enrollment has decreased during the past decade, though recently some school enrollments have increased as families have shared homes. Since 2006, the only significant school project within the city was:

- Bay Haven School – a parking lot for staff and visitors

Current projects include:

- Booker HS – the rebuild of most of the campus, to be completed early 2014
- Sarasota HS – major classroom renovations, a new gymnasium, a new cafeteria, and site improvements through 2016.

- Bay Haven School – construction of a new cafeteria, media center and site improvements, through 2015.

The **Town of Longboat Key** sits on a barrier island, 10 miles in length and with a total land area of 4.3 square miles. The northern portion of the island lies in Manatee and the southern half in Sarasota. The peak season population swells to over 22,000, with a 2011 non-season population of 6,953. Most of Longboat Key is already developed with single family homes, condominiums, golf courses, and some commercial property, with the majority of the recent building permits being renovations or the redevelopment of existing dwellings. In FY2012 the average age of Longboat Key's residents was 70, and less than two dozen public school students lived in the Sarasota County portion of the island. Despite having the right to exempt itself from multiple school coordination regulations, the Town of Longboat Key has opted to participate. There are no schools on Longboat Key, and none are being contemplated.

The **City of North Port**, originally planned and designed by General Development Corporation [GDC] during the 1950s as a large subdivision targeting retirees, has become the largest incorporated jurisdiction in Sarasota County. GDC platted 65,000 quarter-acre lots, which they sold worldwide, and built 800 miles of roads, numerous drainage canals, and minimal water and sewer lines. With this original design in mind little, if any, acreage was set aside for recreation, school, or commercial sites. This lack of infrastructure and economic diversity continues to pose a number of challenges for the city government and the school district.

North Port's population grew at nearly the same rate as the entire county until the late 1980s after which the city grew at double the county rate through the 1990s. Since 2000, North Port's population has grown by over 153%, from 22,797 to 57,780. North Port became the one area in Sarasota County where homes were relatively affordable, and student enrollment increases have been much above the countywide average. Predicting where the students will live within the city remains a daunting task as homes are not built within a traditional neighborhood plan.

Over the past ten years the City of North Port has annexed large portions of the unincorporated area both west and northeast of the original GDC development. North Port is now the state's third largest city in acreage.

In 2007 the 8,000 acre West Villages portion of Thomas Ranch was approved within a Villages model of diverse residential, commercial, and Town Center uses. The first few residential phases are under construction. West Villages may comprise 15,000 dwelling units and as many as 37,500 residents in 15-20 years. An elementary school site is identified on the master site file; the district has not acquired the site, yet. Like the rest of the county, North Port school enrollments have leveled off, but growth is expected to resume as the economy continues to recover. The City of North Port Neighborhood Development Services Department and the SCPS Long Range Planning office have a collaborative working relationship such that consistency of projections, coordination of infrastructure, and co-location of resources are a realistic goal. Since 2006, significant school projects within the city limits have included:

- Atwater Elementary – opened in 2009
- North Port HS – the opening of the final classroom wing and an expansion of the food service facility
- Seventh Elementary – 2013 completion of site acquisition
- Toledo Blade – a complete renovation including HVAC
- Woodland MS – opened in 2008

Current projects include:
- North Port Bus Depot – construction of a school bus depot set to open December 2013
- North Port SCTI – site identification and acquisition.

The **City of Venice** was planned by John Nolen for the Brotherhood of Locomotive Engineers in the 1920's and is one of the earliest planned cities in the country. The city very nearly doubled in population between 1960 and 1970, and again between 1970 and 1980. The growth rate has since declined as the city approached build-out. What is now referred to as the "Island of Venice" was created in 1967 when the Army Corps of Engineers completed the Intracoastal Waterway through the city. For many years Venice consisted of approximately

9.3 square miles, including the Island of Venice and surrounding neighborhoods. In the past ten years, the city has annexed large parcels northward along Pinebrook Road and out along Laurel Road east of I-75. Most of the building permits are now for both redevelopment in the original city and numerous, large residential and commercial developments in the recently annexed areas. Since 2006, the only significant school project within the city limits included:

- Venice HS – the rebuild of most of the campus

Current projects include:
- Venice HS – completion of performance arts center in conjunction with the City of Venice, by early 2015.

The **Sarasota County** Board of County Commissioners governs the unincorporated portions of the county. After years of study, the Sarasota County Government's 2006 Comprehensive Plan incorporated the "Sarasota 2050" plan to foster a diverse and sustainable community, incorporating such principles as

- preserving environmental systems
- avoiding urban sprawl
- preserving rural character, including land for agriculture
- providing central utilities
- conserving water and energy
- supporting affordable housing
- strengthening existing communities.

The Sarasota 2050 visionary plan offered incentives to large landholders to develop villages, hamlets, or settlement areas in the existing semi-rural and rural land use designations where 5- and 10-acre tracts now exist. These communities would include certain concentrations of housing, commercial, services, and open space; an elementary school would be designated for each of the three proposed villages. *Note -- at this time the "Sarasota 2050" plan is under review for possible alterations.*

By 2011 the Villages of Lakewood Ranch South had submitted the only village plan application, for up to 5,500 dwelling units; that project is on hold pending changes to the 2050 Plan. Currently the "Clark Road Properties" village proposal has been submitted. Otherwise, for the past few years residential development in the

Table 1-6: Recent Comparable History of Unemployment Rates
Source: SDSC Food and Nutrition Services

One of the significant economic drivers for the county has been "the

	Unemployment Rate [%]							
	2006	**2007**	**2008**	**2009**	**2010**	**2011**	**2012**	**2013 [Aug]**
Sarasota	3.1	4.3	6.7	11.2	12.2	10.7	8.6	6.8
Florida	3.4	4.0	6.0	10.5	11.5	10.5	8.6	7.0
U.S.	4.6	4.6	5.8	9.3	9.6	8.9	8.1	7.3

Source: Florida Department of Economic Opportunity

Figure 1-7: History of Free and Reduced Meal Percentages

unincorporated part of the county has slowed to a trickle. Since 2006, significant school projects in the unincorporated county have included:

- Laurel Nokomis School – a total HVAC renovation
- Riverview HS – a rebuild of most of the campus; opened in 2010
- Sarasota MS – a total HVAC renovation
- Suncoast Polytechnical HS – opened in 2008
- Triad Alternative School – relocated this program into a renovated space formerly occupied by the CYESIS Program
- Wilkinson Elementary – a rebuild of most of the campus, completed in 2007

Current projects include:

- Booker MS – a total HVAC renovation
- SCTI – the total rebuild of this campus, including renovations to the Law Enforcement Academy and the construction of the softball and baseball fields for Riverview HS.

ECONOMIC CONTEXT

Sarasota County's economic context is highly reflective of the median age of county residents [53 years, and increasing] and of the county's status as a destination for tourists and winter residents. Sarasota County's employment sector includes 56% services; 17% retail trade; 7% finance, real estate, and insurance; 6% construction; 5% government; 4% manufacturing; and 5% other. The School District of Sarasota County is the county's largest employer, with nearly 5,000 employees. The county's unemployment rate, always less than 4% from 1995 to 2006, has typically been less than state and national rates. Table 1-6 reveals how hard the area has been impacted by the recession.

The recession has had a significant effect on local families. For many years the district averaged 32% of its students on free or reduced meal status; this percentage has since increased annually. During the 2012-2013 school year, the percent of such students reached 51%, the first time that the district has provided free and reduced meals to more than half its student body. Figure 1-7 illustrates this upward trend in students receiving free and reduced lunches.

arts," as the area is home to numerous professional theaters, orchestras, opera and ballet companies, art galleries, choral societies, and performing centers. With investments in music, comedy, and film festivals all of which prove to be economically beneficial to the county and its residents.

Since reaching its peak in 2007, the Sarasota County tax roll has seen continuous decreases due to a failing housing market and the minimal

new construction. The 2012 taxable values, by jurisdiction, are displayed in Table 1-8. The downward trend of taxable values is displayed in Table 1-9.

Table 1-8: 2012 Taxable Values by Jurisdiction

Jurisdiction	Taxable Value
City of Sarasota	$6,874,850,905
Town of Longboat Key [Sarasota County only]	$3,302,226,339
City of Venice	$2,699,179,213
City of North Port	$2,266,049,616
Unincorporated County	$23,987,509,908

Source: Sarasota County Property Appraiser

Table 1-9: Taxable Value Trends by Jurisdiction

Taxable Value Trends [$ Billions]

Year	Unincorp. County	City of Sarasota	City of Venice	Town of Longboat Key	City of North Port	Total County
2005	$28.71	$7.59	$3.05	$4.15	$2.95	$46.45
2006	$36.39	$9.71	$4.15	$4.73	$4.93	$58.91
2007	$37.63	$10.33	$4.36	$4.72	$5.62	$62.66
2008	$32.25	$9.21	$3.65	$4.23	$3.81	$53.15
2009	$28.42	$8.17	$3.16	$3.82	$2.96	$46.53
2010	$26.02	$7.34	$2.86	$3.50	$2.48	$42.20
2011	$24.40	$6.84	$2.71	$3.34	$2.27	$39.56
2012	$24.01	$6.87	$2.69	$3.30	$2.26	$39.13

Source: Sarasota County Property Appraiser's 2012 Annual Report

As of the time of this CIP document, very recent improvements in local unemployment rates, a net rise in in-migration, more affordable housing prices, and other positive indicators point to a gradual improvement in the local economy.

ENROLLMENT CONTEXT AND PROJECTIONS

The district's Budget Office has the primary responsibility for determining, and submitting to the Florida Department of Education [DOE] each December, our official enrollment projections. Numerous departments and instructional administrators provide valuable input to this process. The Budget Office has a remarkable history of accurate projections, thereby making short- and mid-range capital planning much easier.

A special, state-derived enrollment projection called the Capital Outlay Full Time Equivalent [COFTE], has become increasingly important to our district's capital planning process. Essentially, COFTE represents the number of students which the district is obligated to house. COFTE is determined by subtracting charter school, virtual school, McKay scholarship, and other such students from the total enrollment. COFTE's importance will be explained later in this document.

Figures 1-10 through 1-17 illustrate actual and projected enrollment trends in Sarasota County Schools. A deeper analysis of enrollment patterns finds that:

- almost 30% of students attend a public school other than their districted school; school choice, magnet programs, and charter schools offer options that many other districts do not provide
- enrollment in traditional schools is decreasing
- the district operates or contracts-out fewer alternative programs than just a few years ago.

Figure 1-10 displays the district's total, actual enrollments since 1963. The most notable trend is a steady enrollment increase averaging almost 600 students per year, marred only by decreases in the mid-1970's and by a plateau from 2006 to the present.

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Figure 1-10: Total Enrollments, 1963-2012
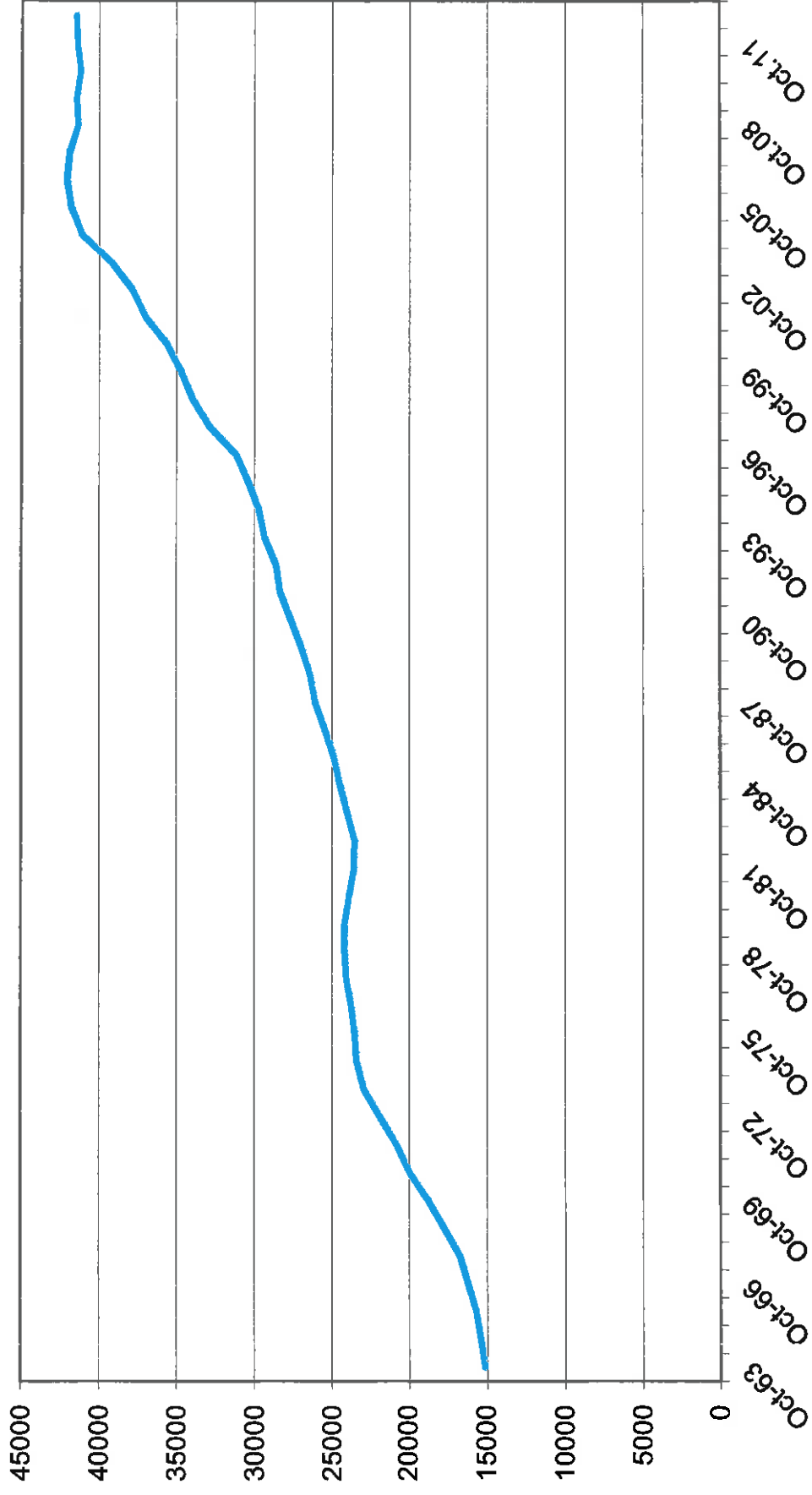
Figure 1-11 displays both actual enrollments by year from SY1999 through SY2013, and projections for the next five or ten years along four measures – district enrollment, state COFTE, the "district enrollment minus charter enrollment," and charter school enrollment. Note that the state's 2013 COFTE projections for our district decrease for the next five years before gradually increasing.
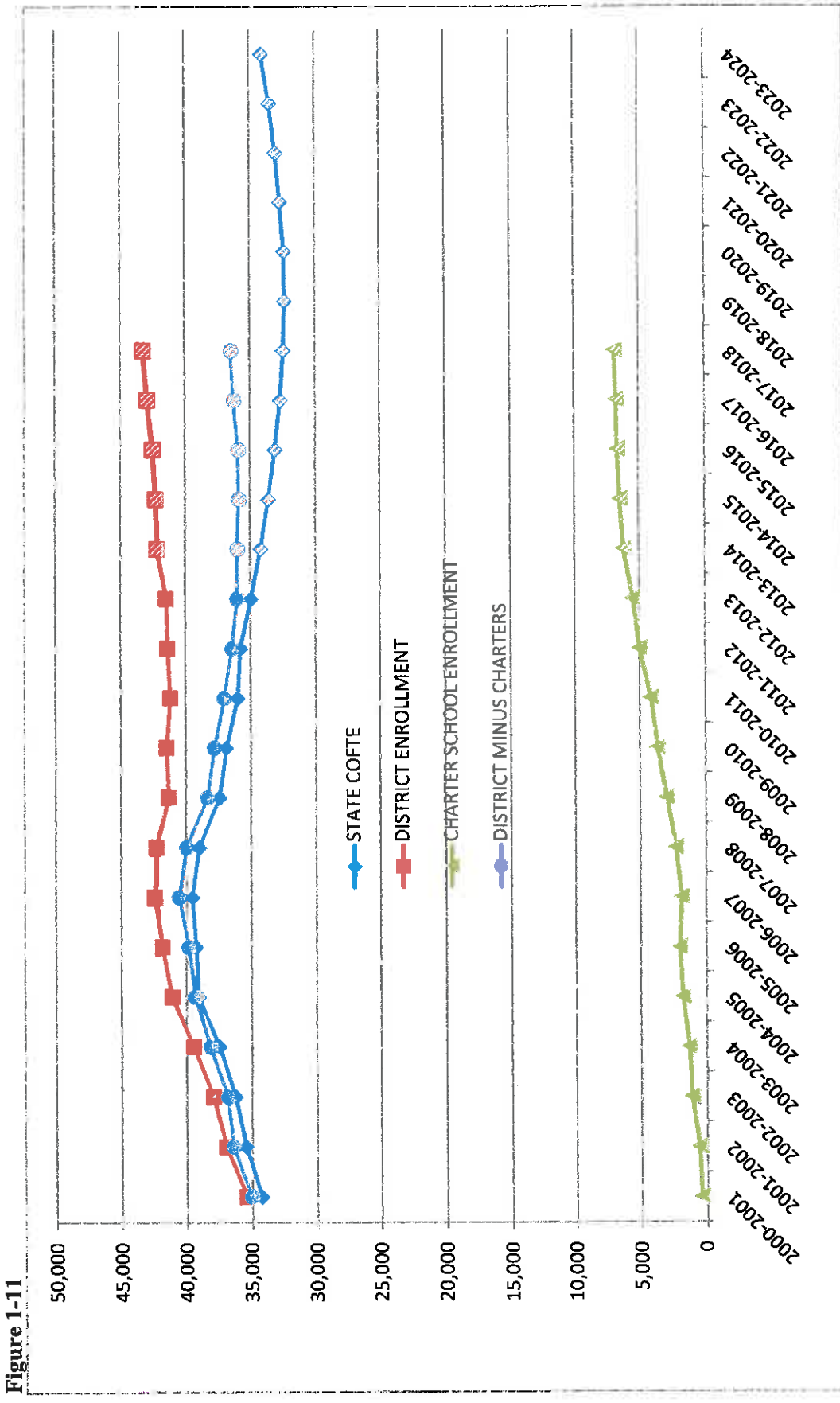
Figure 1-11

Figure 1-12 displays the SY2003 through SY2013 actual and SY2014 through SY2018 projected total K-12 enrollment for the district. The enrollment in 2018 is expected to be 43,444, an increase of approximately 1,900 from this past year. In contrast, in 2006 the district projected that the SY2018 enrollment would be over 53,000 students.

Enrollment in traditional elementary schools is displayed in Figure 1-13. This chart excludes alternative, special, and charter schools, and it assumes no additional charter schools. The district projects an increase of about 380 traditional elementary students during this next planning cycle.

Figure 1-12: K-12 Enrollments

Source: SDSC Budget Office

Figure 1-13: Elementary School Enrollments

Source: SDSC Budget Office

Enrollment in traditional high schools is displayed in Figure 1-15. The district projects an increase of approximately 141 high school students during this next planning cycle.

Figure 1-15: High School Enrollments
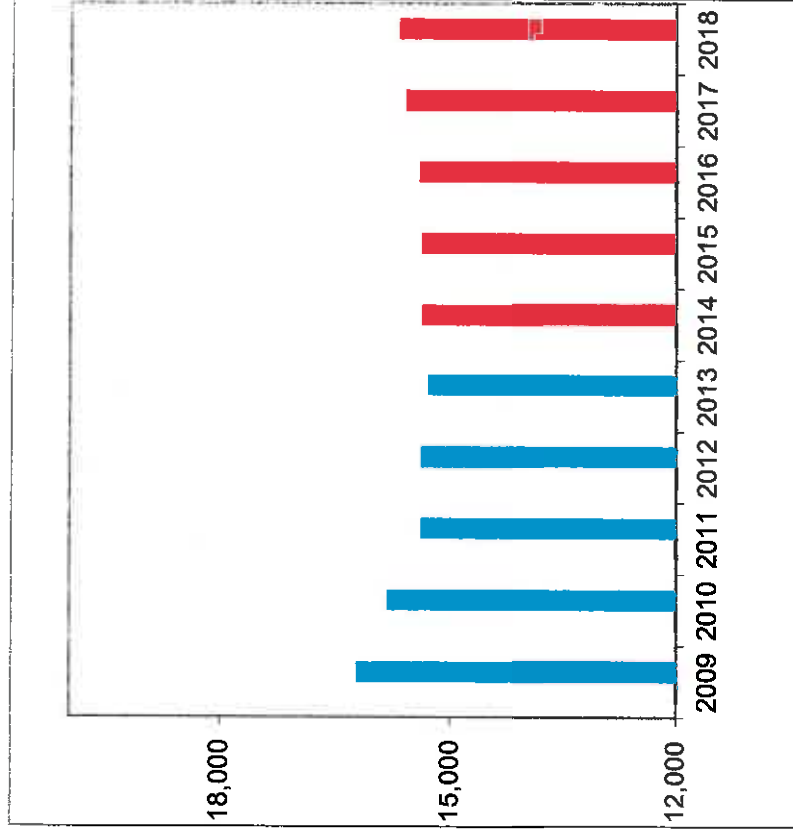
Enrollment in traditional middle schools is displayed in Figure 1-14. The district projects the number of middle school students during this next planning cycle to remain relatively constant.

Figure 1-14: Middle School Enrollment
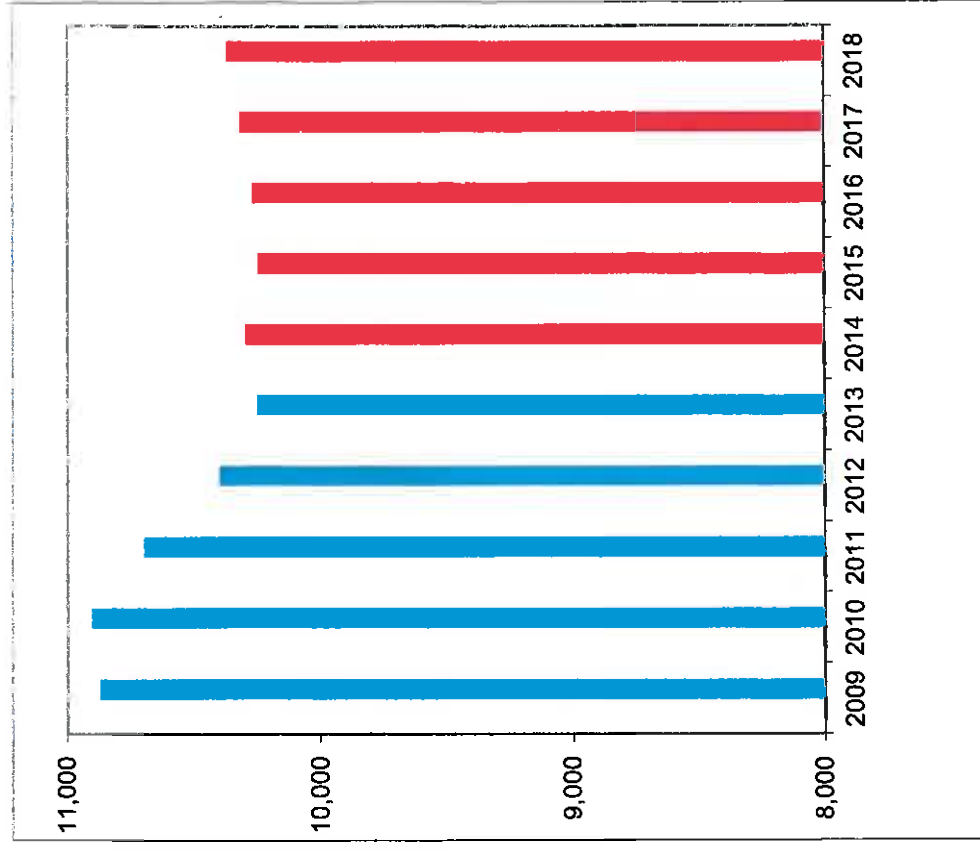
Enrollment in alternative, special, and other non-traditional and non-zoned schools is displayed in Figure 1-16. Such schools include Laurel Nokomis, Pine View, Oak Park, voucher students, and the emerging virtual schools. The district projects no significant changes during this next planning cycle.

Figure 1-16: Other Enrollments

Source: SDSC Budget Office
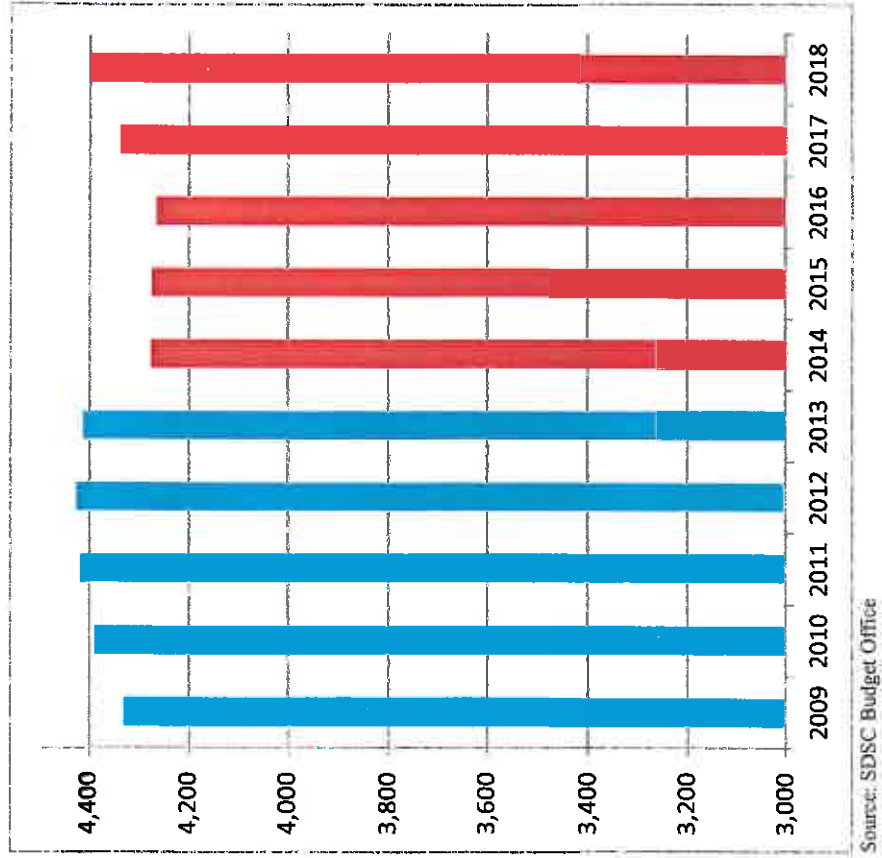
Enrollment in charter schools is displayed in Figure 1-17. The district projects an increase of almost 1,400 charter school students during this next planning cycle. It is important to note that this increase is only for the currently existing charter schools; it does not include students who would attend any of the entities that have applied to open charter schools August 2014.

Figure 1-17: Charter School Enrollments

Source: SDSC Budget Office

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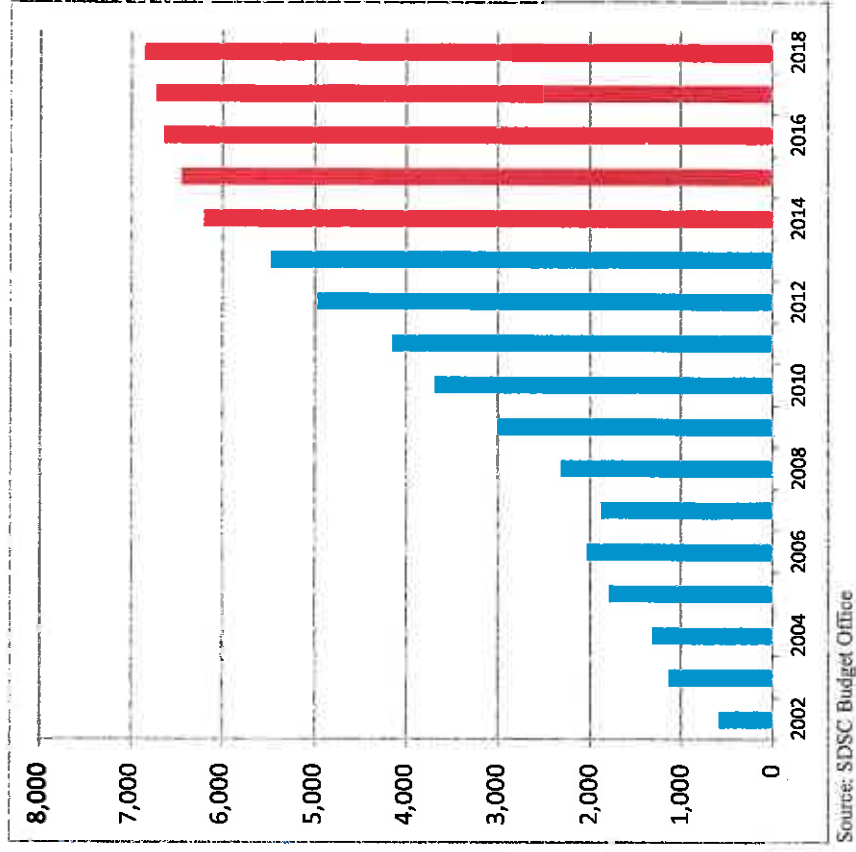
CHAPTER 2: PLANNING PROCESS AND COMPONENTS

INTRODUCTION

This Capital Improvement Plan [CIP] provides a foundation for a systematic process to ensure that all students and staff are provided with the best facilities for learning and working, within available revenues. The major components of this process are outlined in the following table.

Major Components in the Annual Planning Process

- Develop/revise the 5-year enrollment projections by school, including updating programmatic information
- Update the program capacities for all facilities, including determining their portables and classroom utilization
- Develop a list of capital priorities based on established goals
- Develop capital and non-capital solutions to meet facility needs
- Filter the possible solutions against available revenues
- Adjust the Five-Year Capital Plan, as necessary
- Finalize the Capital Improvement Plan [CIP]
- Adopt the Capital Budget for the following year, with contingencies for under- or over-budget scenarios

ENROLLMENT FORECASTING

Enrollment forecasting typically takes place from October through December each year. The process requires the analysis of multiple community factors including birthrates, demographic changes at the neighborhood level, local and regional housing trends, and local government land use policies. District factors such as attendance zone changes, program offerings, availability of school choice/reassignment options, No Child Left Behind options for AYP choice, charter school

changes, and the impact of community perceptions may also be analyzed. Also, the SDCS Budget Office analyzes historical progression for every grade in every school, using cohort-survival methodology. Finally, the results are compared against local government, BEBR [Bureau of Economic and Business Research], and DOE projections.

The most difficult aspect of the forecasting process is to accurately project the number of kindergarten students district-wide and then by school. The number of births is a necessary but not sufficient factor in Sarasota County where there has been a high student in-migration for many years. Figure 2-1 displays the relationship between resident births and subsequent kindergarten enrollment five years later. Until the 2011 school year, the kindergarten enrollment was somewhat larger than the birth cohort. For the past two years, the number of public school kindergarteners has been less than the birth cohort, suggesting a change from in-migration to out-migration, at least of pre-kindergartners. Finally, the number of resident births has decreased sharply since 2006. Sarasota County's birthrate, always lower than the Florida average of about 12 births per 1,000 residents, hovered around 8.3 from 1997 until 2007, after which it has dropped to 7.2

Each December, the district submits the official projections, by program funding area, to DOE. To the extent feasible, the DOE forecast and the SDSC forecast are reconciled. In certain cases, the district may need to take advantage of a waiver process that includes statements from local governments documenting extraordinary residential developments. Eventually, the official DOE projection is established for use in budgeting and staffing. In the subsequent year, under-enrollment results in a payback to the state; over-enrollments at either the state of district level do not result in additional state revenues.

Figure 2-1: Sarasota County Birth Cohort-to-Kindergarten
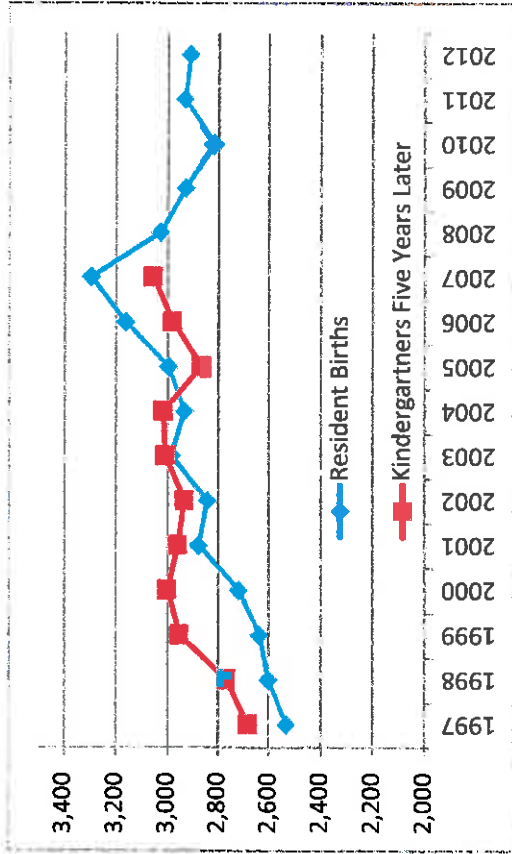
Source: SDSC Budget and Long Range Planning Offices; Florida Department of Health

Table 2-2: FDOE FISH Calculations

Spaces	Type	Design Capacity	DOE Student Stations
8	Kindergarten	18	144
24	Primary	18	432
13	Intermediate	22	286
2	ESE Part Time	15	30
2	ESE Full Time	10	20
2	ESE Resource	4	8
2	Supplemental	2	4
1	Music	30	30
1	Art	30	30
3	Skills Lab	22	22
1	PE	0	0
4	Resource	0	0
	Total Stations		**1006**

Source: SDSC Office of Long Range Planning

CAPACITY ANALYSIS

The district has developed a three-pronged capacity framework for use with various planning scenarios -- FISH capacity, Program capacity, and Ultimate capacity.

FISH Capacity -- The Florida Inventory of School Houses [FISH] Capacity is the "number of students that may be housed in a facility [school] at any given time based upon utilization of the number of student stations," based on FDOE formulas. Table 2-2 displays the FISH capacity for a typical SDSC elementary school.

Because the FDOE utilization rate for elementary schools is 100%, the school capacity is the number of student stations. The district uses the FISH capacity for all official DOE reporting such as the Five-Year Tentative District Work Plan and the Educational Plant Survey. "FISH Permanent" capacity is the official capacity in the permanent structures, including the "concreteables" installed in 2003. "Total FISH" is the official capacity of a facility including the student stations in permanent and relocatable settings.

Program Capacity -- The district defines Program Capacity as the number of students that may be housed in a facility given the actual instructional programs and student demographics. Specifically, FISH and Program capacities differ in that Program calculations

- reflect each student's learning setting, not the capacity of a space, and
- reflect each school's particular offerings in which

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- o the school may offer more Exceptional Student Education [ESE] programs than in FDOE's FISH capacity formulas
  - o the school may offer more English for Speakers of Other Languages [ESOL], music, art, science labs, computer labs, and reading instruction spaces than the FDOE formulas.

Ultimate Capacity -- Essentially, this concept asks the question, "Given a school's program capacity, can its campus accommodate additional classrooms [whether permanent or relocatables] and the core facilities [cafeteria, clinic, parking, etc.] necessary to accommodate those additional students?" Accomplishing this task is integral to comprehensive planning for all schools. Relationships with the community can be improved, budgeting for site improvements can be more efficient, and new additions and new schools can be justified more easily. The Ultimate capacity is determined as follows:

- begin with a school's Program capacity
- add students by considering these possible additions

  - o relocatables -- the number that can be accommodated, given the distance between structures, set-backs, utilities
  - o permanent classroom additions -- based on construction of one- or two-story buildings
- limit the additional students by considering these issues

  - o the impact on the cafeteria -- kitchen, dining space, length of serving time
  - o the impact on the size of the clinic
  - o the impact on the space available to house any formula-driven staffing allocations -- ESE liaisons, guidance counselors, assistant principals, etc.
  - o impact on traffic flow both off-site and on-site
  - o storm water ponds
- finally, determine the extent to which the campus may be expanded by the purchase of neighboring property, and then repeat the same analysis of additions and limitations

Tables 2-3 through 2-6 are the 2013-14 facility planning sheets used to identify which schools (a) may have excess relocatables, (b) may have aging relocatables in need of demolition or replacement, (c) are over-utilized or under-utilized, (d) have an increasing enrollment projection that may stress their capacity, and (e) have a decreasing enrollment projection that may allow for demolition of certain relocatables or perhaps a redistricting to bring in more students. *Utilization* is calculated by dividing the enrollment by the Permanent Program Capacity.

Table 2-3: Elementary Facility Planning

	Month One Enrollment	Perm. Student Stations	Reloc. Student Stations	Total Student Stations	Number of Reloc.	Number of Reloc. > 20 year old	DOE/ FISH Capac.	Perm Prog Capacity	Percent Utilization	2018 Projection	Five-Year Trend	Projected Utilization
Alta Vista	639	739	80	819	4	0	819	636	101%	574	-65	90%
Ashton	832	734	210	944	19	4	944	631	132%	767	-65	122%
Atwater	726	1,028	0	1,028	0	0	1,028	884	82%	740	14	84%
Brentwood	633	1,043	0	1,043	0	0	1,043	897	71%	617	-16	69%
Cranberry	760	761	210	971	11	0	971	654	116%	786	26	120%
E E Booker	525	738	130	868	10	2	868	635	83%	543	18	86%
Englewood	494	644	54	698	4	0	698	554	89%	568	74	103%
Fruitville	766	756	294	1,050	19	0	1,050	650	118%	807	41	124%
Garden	613	482	269	751	19	0	751	415	148%	596	-17	144%
Glenallen	668	930	90	1,020	8	0	1,020	800	84%	692	24	87%
Gocio	701	584	485	1,069	29	0	1,069	502	140%	820	119	163%
Gulf Gate	751	913	0	913	1	1	913	785	96%	687	-64	87%
Lakeview	648	594	292	886	14	0	886	511	127%	629	-19	123%
Lamarque	882	1,069	294	1,363	14	0	1,363	919	96%	744	-138	81%
L. Nokomis	591	1,014	165	1,179	8	1	1,179	872	68%	529	-62	61%
Ph Shores	725	731	0	731	0	0	731	629	115%	809	84	129%
Southside	775	826	46	872	4	0	872	710	109%	978	203	138%
T Ridge	693	779	96	875	8	0	875	670	103%	724	31	108%
T Ranch	618	781	152	933	8	0	933	672	92%	594	-24	88%
T Blade	731	853	134	987	8	0	987	734	100%	688	-43	94%
Tuttle	678	849	72	921	6	1	921	730	93%	694	16	95%
Venice	603	766	18	784	4	3	784	659	92%	580	-23	88%
Wilkinson	502	786	0	786	0	0	786	676	74%	465	-37	69%
TOTALS	15,554	18,400	3,091	21,491	198	12	21,491	15,824	98%	15,631	77	99%

Source: SDSC Budget Office and the Office of Long Range Planning, September 2013

Few elementary schools are projected to grow by more than 30 students:

- Englewood's growth should be manageable and is largely a result of the 2009 redistricting to move students from Taylor Ranch
- Fruitville's, Phillippi Shores', and Southside's projected growth are not manageable as they are at their Ultimate Capacity; future projections should reflect latest enrollment trends, and student assignment changes should be made to ensure these schools do not outgrow their facility.

Many traditional elementary schools are projected to lose students:

- The declines at Ashton, Alta Vista, Lamarque, and Toledo Blade may allow for the elimination of excess relocatables
- Because Gulf Gate and Wilkinson have no portables, their projected decreases may create empty permanent classrooms which could be filled with programs from other schools.

Table 2-4: Middle School Facility Planning

	Month One Enrol.	Perm. Student Stations	Reloc. Student Stations	Total Student Stations	Number of Reloc.	Number of Reloc. >20 years old	DOE/ FISH Capac.	Perm Prog Capacity	Percent Utilization	2018SY Projection	Five-Year Trend	Projected Utilization
Booker	855	2,011	0	2,011	0	0	1,810	1,665	51%	762	-93	46%
Brookside	813	1,649	0	1,649	0	0	1,484	1,365	60%	810	-3	59%
H Creek	872	1,707	118	1,825	8	1	1,643	1,413	62%	835	-37	59%
L. Nokomis	405	721	113	834	6	0	751	597	68%	368	-37	62%
McIntosh	791	1,373	44	1,417	6	4	1,275	1,137	70%	767	-24	67%
Sarasota	1,218	1,544	96	1,640	6	1	1,476	1,278	95%	1,281	63	100%
Venice	548	1,245	384	1,629	21	2	1,466	1,031	53%	769	221	75%
Woodland	824	1,567	0	1,567	0	0	1,410	1,297	64%	811	-13	63%
TOTALS	6,326	11,817	755	12,572	47	8	11,315	9,784	65%	6,403	77	65%

Source: SDSC Budget Office and the Office of Long Range Planning, September 2013

Almost all middle schools' utilizations are below 70% and most middle schools are projected to lose even more students:

- Booker Middle's 2018 projection was made prior to an enrollment increase this year, such that its real trend may be upward; if not, the concreteable [building 14] may need to be put to an alternative use
- Sarasota Middle is the district's largest by about 350 students and should not be allowed to grow further past its capacity; its major HVAC renovation improved utilization yet the school still needed to keep five relocatables
- Laurel Nokomis just completed its HVAC renovation enabling the demolition of all but one of its aging relocatables *[see the Elementary list, too]*
- The Board's recent action to move approximately 200 students from Heron Creek to Woodland will equalize school enrollments, yet still leave their utilizations quite low [though everyone expects that North Port will be the initial growth area once in-migration resumes]
- Venice's permanent program capacity is so low partly because the facility also houses the Oak Park South special education program which uses many regular classrooms for small classes; regardless, this school is very under-utilized and, unless the new Young Marine program attracts more students or the nearby Grand Palm residential project houses many families, most relocatables may be removed. The current projection for 2018 may be unrealistic.

Table 2-5: High School Facility Planning

	Month One Enrol.	Perm. Student Stations	Reloc. Student Stations	Total Student Stations	Number of Reloc.	Number of Reloc. >20 years old	DOE/ FISH Capac.	Perm Prog Capacity	Percent Utilization	2018SY Projection	Five-Year Trend	Projected Utilization
Booker	1,112	1,616	0	1,616	0	0	1,535	1,489	75%	1,114	2	75%
N. Port	2,268	2,942	50	2,992	2	0	2,842	2,711	84%	1,954	-314	72%
Riverview	2,576	2,786	0	2,786	3	3	2,647	2,567	100%	2,575	-1	100%
Sarasota	2,035	3,023	100	3,123	5	0	2,967	2,786	73%	2,144	109	77%
Venice	1,925	2,398	0	2,398	0	0	2,278	2,210	87%	2,008	83	91%
TOTALS	9,916	12,765	150	12,915	10	3	12,269	11,763	84%	9,795	-121	83%

Source: SDSC Budget Office and the Office of Long Range Planning, September 2013

Over the past few years, almost all our high schools have been rebuilt creating more efficient, cost effective campuses and almost eliminating the need for relocatables.

- The projected enrollment decrease for North Port may be moderated this December due to lessened affect from charter schools
- It is very possible that by 2015 there will be no relocatables on traditional high school campuses.

Table 2-6: Special and Non-Districted Schools

	Month One Enrollment	Perm. Student Stations	Reloc. Student Stations	Total Student Stations	Number of Reloc.	Number of Reloc. >20 years old	DOE/ FISH Capac.	Perm Prog Capacity	Percent Utilization	2018SY Projection	Five-Year Trend	Projected Utilization
B. Haven	595	593	108	701	6	0	701	510	117%	588	-7	115%
Oak Park	334	606	60	666	11	0	666	365	92%	358	24	98%
Pine View	2,186	1,704	489	2,193	38	16	2,197	1,534	143%	2,151	-35	140%
Suncoast	526	606	0	606	0	0	576	576	91%	598	72	104%
TRIAD-N	65	201	0	201	2	2	181	150	43%	100	35	67%
TRIAD-S	24	0	148	148	9	7	133	0	n/a	35	9	n/a
TOTALS	3,730	3,710	805	4,515	66	25	4,321	3,134	119%	3,795	65	121%

Source: SDSC Budget Office and the Office of Long Range Planning, September 2013

Each of these schools serves a unique population and none has an attendance zone. Pine View serves grades 2-12 gifted students. A task force recommendation to cap the school at 2,250 students was adopted by the Board a few years ago. The purpose of the cap is to prevent the school from further outgrowing its facilities. Regardless, this school has serious facility needs – for modern science labs, for an HVAC renovation, for replacement of many of its relocatables with a permanent classroom wing, and for larger core spaces [especially food service] – which will need to be addressed in the next few years. Suncoast Polytechnical is our newest high school which just graduated its initial class. The Triad school includes campuses in north and south county. No campuses of the Sarasota County Technical Institute are included as most students are post-secondary and there are no true capacity issues; nevertheless, the SCTI rebuild is concluding with the demolition of 39 aging portables.

The following table summarizes the prior four tables.

Table 2-6: Summary

	Month One Enroll.	Perm. Student Stations	Reloc. Student Stations	Total Student Stations	Number of Reloc.	Number of Reloc. > 20 year old	DOE/ FISH Capac.	Perm Prog Capacity	Percent Utilization	2018 Projections	Five-Year Trend	Projected Utilization
ELEM	15,554	18,400	3,091	21,491	198	12	21,491	15,824	98%	15,631	77	99%
MS	6,326	11,817	755	12,572	47	8	11,315	9,784	65%	6,403	77	65%
HS	9,916	12,765	150	12,915	10	3	12,269	11,763	84%	9,795	-121	83%
Specials	3,730	3,710	805	4,515	66	25	4,321	3,134	119%	3,795	65	121%
GRAND TOTALS	**35,526**	**46,692**	**4,801**	**51,493**	**321**	**48**	**49,396**	**40,506**	**88%**	**35,624**	**98**	**88%**

Source: SDSC Budget Office and the Office of Long Range Planning, September 2013

NOTE: there are five relocatables at the Sailor Circus campus and 22 relocatables at five post-secondary campuses providing SCTI programs. The grand total of relocatables on school campuses is 348. An additional 21 relocatables provide office space at 10 non-instructional, departmental sites throughout the district. All 369 units are owned by the district.

Capital Projects Matrix

Since 2007 the district has utilized a Capital Projects Matrix to help prioritize large projects at schools and ancillary sites. Until this year projects could be campus-wide, one entire building, or even one large room. The matrix now addresses only complete campuses, and a separate Facility Condition Index is used to analyze individual buildings.. The matrix contains measures of student capacity, prior capital investments, pending maintenance, utilities, condition assessment, and security. Each project receives a 1-5 rating for each measure according to the Legend; the measures are weighted based on the Board's priorities. The matrix is completed each January and is used throughout each year's capital budget planning.

The 2013 Matrix is provided below, with all projects ranked. The prior year's scores are included; note that the 2013 version eliminated two [redundant] enrollment-related factors such that this year's scores tend to be lower. The final column displays the schools having projects in the capital plan adopted September 2013.

School	Duration of Over-Capacity	Projected 5-Year Core Status	Cost of Maint. Projects Pending	Utility Costs	Past Five Years' Capital Invest	Facility Condition Index	Security CPTED Analysis	2013 Total	2012 Total	2014-18 Capital Plan, etc.
weight	1	3	5	2	2	4	5			
Bay Haven	3	3	20	8	8	8	25	75	73	$8m funded 2014 - food service, media, classrooms
Sarasota HS	0	0	25	2	4	8	25	64	83	$40m funded for historic renovation and new core
Pine View	3	9	20	2	8	4	10	56	82	$29m planned for 2016-18
Gocio	5	12	0	4	8	4	20	53	66	oldest portables replaced 2012
Venice MS	0	0	20	2	8	8	15	53	36	$8m HVAC planned for 2015-16
SCTI-South	0	12	0	0	n/a	20	20	52	29	program being moved to avoid costly improvements
Brentwood	0	0	20	2	8	8	10	48	26	$10m planned for 2017-18
Fruitville	5	6	0	8	8	4	10	41	46	$5m planned for 2016-17
Ashton	5	9	0	6	10	0	10	40	31	
Garden	5	9	0	4	8	4	10	40	47	oldest portables replaced 2011
Englewood	0	3	10	4	8	8	5	38	29	
Southside	0	9	0	2	8	4	15	38	5	
Alta Vista	0	0	5	4	8	12	5	34	33	
Cranberry	3	6	0	4	10	0	10	33	21	
SCTI-Fire Acad.	3	0	0	0	10	0	20	33	33	
Taylor Ranch	4	0	0	4	8	0	15	31	38	
E E Booker	0	0	0	2	8	4	15	29	35	
Oak Park	0	0	0	6	8	0	15	29	35	
Phillippi Shores	1	3	0	2	10	0	10	26	15	
Toledo Blade	0	0	0	0	4	0	20	24	23	oldest portables replaced 2013
McIntosh	0	0	0	0	8	0	15	23	26	
Sarasota MS	0	0	0	4	4	0	15	23	60	
Tatum Ridge	0	3	0	2	8	0	10	23	14	

School	Duration of Over-Capacity	Projected 5-Year Core Status	Cost of Maint. Projects Pending	Utility Costs	Past Five Years' Capital Invest	Facility Condition Index	Security CPTED Analysis	2013 Total	2012 Total	2014-18 Capital Plan, etc.
Lakeview	5	6	0	4	2	0	5	22	38	
Laurel Nokomis	0	0	0	2	4	0	15	21	54	almost all old portables replaced 2013
Booker MS	0	0	0	0	0	0	20	20	63	
Brookside	0	0	0	2	8	0	10	20	22	
North Port HS	0	0	0	4	6	0	10	20	22	
Riverview HS	0	3	0	4	0	0	10	17	4	
Tuttle	0	0	5	4	8	0	0	17	15	
Gulf Gate	0	0	0	2	8	0	5	15	15	
Heron Creek	0	0	0	2	8	0	5	15	19	
TRIAD	0	0	0	0	10	0	5	15	21	south campus may be relocated 2014
Venice ES	0	3	0	2	10	0	0	15	18	
Wilkinson	0	0	0	4	10	0	0	14	14	
Lamarque	0	0	0	4	8	0	0	12	15	
Suncoast Poly HS	0	0	0	10	0	0	0	10	5	
Glenallen	0	0	0	2	0	0	5	7	12	
Venice HS	0	3	0	4	0	0	0	7	31	
Atwater	0	0	0	0	0	0	5	5	0	
SCTI-Main	5	0	0	0	0	0	0	5	15	
Booker HS	0	0	0	0	0	0	0	0	52	
Woodland MS	0	0	0	0	0	0	0	0	2	

Source: SDSC Office of Long Range Planning, Facilities Services Department, Safety& Security Department

Summary and Conclusions from Chapters One and Two

1. The Interlocal Agreement on School Facility Planning is working well for data sharing, site selection, and joint-use opportunities.

2. School Concurrency has had no compliance issues for the few developments proposed.

3. Large-scale residential development has not resumed since the recession. Village developers await County amendments to the 2050 regulations.

4. The County continues to have a very high percentage of citizens over age 65. The birth rate is one of the lowest in the state.

5. The local economy – historically buoyed by the residential construction industry and tourism – has been shaken hard by the recession. Over half of our students are now eligible for Free or Reduced priced meals.

6. Total school enrollment has been relatively flat for a few years – just that second such occurrence in the past 40 years. The district has long valued a variety of public school choice options; currently, almost 30% of students attend a school outside their attendance zone.

7. COFTE and district projections portray a trend in which even fewer students will attend traditional public schools, and instead choose non-districted, charter, or virtual school settings. Charter enrollment now accounts for about 14% of total enrollment and is expected to rise to 16% by SY 2018.

8. Recently, there has been a change to a net out-migration, at least for pre-K students, as Kindergarten enrollment is now less than the number of births five years prior.

9. No growth-related schools will be needed for at least the next five years.

10. For now, the district is under no immediate enrollment pressure to acquire future school sites. Low land prices, however, encourage acquisitions in the next few years to meet eventual enrollment demand.

11. The district now has the opportunity to significantly reduce its reliance on relocatable classrooms. Implementing a multi-strategy plan may result in no such units at middle and high schools within a few years, and a further decrease in the number of elementary schools with relocatables.

12. The conditions of schools and campuses have improved greatly in the past 15 years. Many schools have been rebuilt and a few have had major renovations including HVAC systems.

13. Schools' educational adequacy has been maintained by updating our Educational Specifications and design standards, and by an aggressive Technology Plan including Active Boards, a five-year computer refresh cycle, and improved access to wireless. Now, Tech Active spaces and TEL studios are being installed to provide our teachers and students with the types of settings students will utilize at the post-secondary level.

14. School safety and security have been greatly enhanced by the safer designs of newer schools, expanded perimeter fencing, and additional security cameras, yet more needs to be done.

15. Capital revenues are finally beginning to stabilize though little new development has come onto the tax rolls and most properties have lost significant value in the past few years. The state has also reduced the capital millage by 25% and the School Board has placed a moratorium on the collection of School Impact Fees until December 2014.

16. Debt service, large recurring capital expenditures, and the cost of the current construction projects [including the plans for Sarasota High School] are reducing the funds for competing projects for the next 2-4 years.

17. The Capital Projects Team will continue to prioritize and fund small and mid-range projects.

CHAPTER 3: GOALS, STRATEGIES, AND RECOMMENDATIONS

INTRODUCTION

This chapter continues the capital planning process, organized around four goals which reflect the data from the first two chapters.

Goal 1: Ensure the most efficient and effective use of all facilities by implementing an integrated system of school rebuilds, relocatable reduction, and attendance zone and program changes.

Goal 2: Maintain, renovate, or replace the facilities most in need on a systematic schedule to guarantee safe, up-to-date facilities that meet diverse program needs.

Goal 3: Implement and support a Technology Plan to ensure students and staff have anytime, anywhere access to the latest educational technology and resources.

Goal 4: Provide for the systematic replacement of equipment and materials.

The following narrative includes all of the non-salary capital projects which implement each goal. The schools and ancillary sites specified below reflect the April 2013 decisions for projects to be completed during the 2014 SY; emergencies, funding, and other issues may change the projects actually completed. See Appendix II for the entire adopted capital budget.

IMPLEMENTING THE GOALS

Goal 1: Ensure the most efficient and effective use of all facilities by implementing an integrated system of school rebuilds, relocatable reduction, and attendance zone and program changes.

To carry out this goal, the Plan incorporates the following strategies:

1. Rebuild aging structures for which a definitive use remains; demolish aging structures no longer needed
2. Replace aging, excess relocatables with newer units; demolish or sell other excessive units
3. Maximize facility utilization through program relocations, attendance zone changes, or student assignment measures
4. Incorporate long-term planning for instructional programs
5. Review articulation agreements with Manatee and Charlotte County Schools
6. Purchase new sites necessary to support long-range needs, as long as land prices remain low.

Strategy 1 -- Rebuild aging structures for which a definitive use remains; demolish aging structures no longer needed

The plan calls for continuation of the Sarasota High project including the renovation of the Paul Rudolph building #4, the repurposing of the building #5 gymnasium, construction of a new cafeteria and a new gym, and the demolition of structures beyond their useful life. The completion of the rebuilds at SCTI, Booker High, and Venice High just resulted in the demolition of numerous old permanent and relocatable structures.

To implement this strategy, the 2014-18 Capital Budget includes these projects:

❖ Booker High Rebuild [Projects 3085] – the 2013-14 budget includes the remaining $301,382 for this project. All new classroom buildings have opened. This rebuild will be completed by the spring of 2014.

❖ Sarasota High Rebuild [Project 3055] – the 2012-13 budget contained the total $40 million for this project. Phase One is underway. The project will be completed by the 2016 SY.

❖ Venice High Rebuild [Project 3225] – the 2011-12 and 2012-13 budgets included the entire project allocation exceeding $71 million. The 2013-14 budget contains the final $13,175,000. This rebuild will be completed by late 2014.

❖ SCTI Renovations Phase III [Project 3393] – prior years' budgets included the entire project allocation. This rebuild will conclude this school year with construction of the Riverview HS baseball and softball fields.

❖ Bay Haven Café/Art/Music [Project 3071] – the title of this item is misleading. The project began with minimal renovations to Bay Haven's building. The project grew to include a major rebuild project totaling $8million. The project is now in design, with work to run from summer 2014 through 2015.

Strategy 2: Replace aging, excess relocatables with newer units; demolish or sell other excessive units

During the rapid enrollment growth of the 1980's and 1990's, the district opened new schools and classrooms wings, and also constructed or bought hundreds of relocatables. As recently as 2005 the district had 649 instructional portables providing 12,802 student stations. At one point, analysis revealed that our district had the state's second highest percentage of relocatable student stations. Gradually, many of the oldest units have been replaced with permanent classrooms or have been demolished when no longer needed.

The district's COFTE enrollment has been decreasing since 2006 and the COFTE projections are forecast to decrease for another few years [see page 13]. For the 2011-12 SY there were 487 relocatables at schools, a decrease of 162 since 2005. By late fall 2013 the district will have only 348 relocatables at schools. Table 3-1 displays the

schools with the most portables and units which have been declared "failed standard" by DOE.

Table 3-1: Schools with Excessive and Aging Relocatables

School	Number of Relocatables	Number of Failed Standard Units
Ashton Elementary	19	4
Emma E Booker Elem.	10	2
Pine View	38	16
Venice Middle	21	2

Source: SDSC Office of Long Range Planning, September 2013

To implement this strategy, the 2014-18 Capital Budget includes this project:

❖ District-Wide Portables Demolition [Project 3425] – this past summer, the unencumbered balance in the 2012-13 capital budget funded the following:
➤ replacement of four aging Oak Park units with four surplus units from Laurel Nokomis
➤ replacement of eight aging Sarasota MS units with five from Alta Vista
➤ the addition of one unit to Tuttle from Alta Vista
➤ the addition of one unit to Southside from Laurel Nokomis
➤ demolition of 9 aging units at Laurel Nokomis
➤ the addition of one unit to Cranberry from Booker HS.

Allocations in future years will continue this process, contributing to significant decreases in utility and repair costs. In cases where building a classroom wing is not feasible, newer surplus units may replace older units. There are now over a dozen excess portables in inventory for such purposes.

Strategy 3: Maximize facility utilization through program relocations, attendance zone changes, or student assignment measures

During this time of decreasing enrollments and decreasing revenues, maximizing the utilization of all facilities is paramount. The determination as to which special programs will be in all schools, regional, or district-wide is critical to effective long-range planning. It is recommended that the district develop and adopt long-range facility plans for these program areas:

    Career-Technical Programs
    Exceptional Student Education
    Alternative Programs
    Preschool Programs
    Magnet Programs

The plan should identify where programs are located, how many students are served, expectations for future growth, and special facility needs. Currently, an analysis is underway to determine a more viable site for the Triad-South program located on Indian Hills Boulevard, Venice; the current site is susceptible to flooding, all of the classrooms are in very old relocatables, and connectivity is very poor.

This strategy also calls for a continuous effort to identify attendance zone changes when program relocations and student assignment measures are not plausible. In 2012 the School Board adopted a Boundary Advisory Committee recommendation to move about 200 middle school students from Heron Creek to Woodland, thereby equalizing the budgets and staffing for the North Port middle schools and increase the efficiency of both facilities. School Choice and Reassignment options will continue to be controlled in a coordinated, efficient way.

Finally, a 2012 classroom utilization system will be refined this fall, allowing for quicker, more accurate analyses of campus capacities.

There are no capital budget projects for this strategy.

Strategy 4: Incorporate long-term planning for instructional programs

In 2008, the Board adopted Policy 7.78 requiring a bi-annual re-adoption of Educational Specifications for elementary, middle, and high schools as a way to ensure that upcoming construction projects reflected the district's intent for the best, standardized, technologically-appropriate facilities affordable. The next update will be completed in the 2013-14 SY. In addition, the on-going updates to the Facility Condition Assessment will help evaluate the extent to which each school facility meets the expectations in the Ed Specs. Prime examples of this task will be an analysis of middle and high school science facilities, plus an analysis of how best to assure the most proper spaces for any new computer-based assessments.

The plan also encourages the continuation of long-range planning tools such as Archibus® to model various scenarios for the implementation of educational initiatives as determined by the Board or Florida Legislature. Examples during the past few years have included the grant-supported remodelings for elementary and middle schools and for assessment labs K-12.

There are no capital budget projects for this strategy.

Strategy 5: Review articulation agreements with Manatee and Charlotte districts

For many years, discussions with neighboring districts have explored the issue of shared use of schools. For decades the Board has had a bi-county agreement with Charlotte County Schools by which students in the greater Englewood area use Englewood Elementary [Sarasota], L. A. Ainger Middle [Charlotte], and Lemon Bay High [Charlotte] as their districted schools. The plan calls for an annual review of the short- and long-term implications relative to space utilization and operational costs.

There are no capital budget projects for this strategy.

Strategy 6: Purchase new sites necessary to support long-range needs, as long as land prices remain low.

From the 1990's until about 2006, the district's acquisition of school sites was often completed under pressure to construct a new school, such that the purchase prices were high. Since then, the Board has authorized site acquisitions for schools planned for the next 5-20 years, utilizing School Impact Fees [SIF] and taking advantage of lower land prices. Purchasing North Port sites early is especially critical as the district must typically acquire scores of contiguous, residentially zoned parcels before numerous homes are constructed on proposed sites. The following table displays the inventory of future school sites.

Table 3.2: Inventory of Future School Sites

SITE	LOCATION	SIZE
Elementary	Panacea Blvd., North Port	47 acres
Elementary	Haberland Blvd., North Port	25 acres
Middle	Largo Preserve, North Port	51 acres
High	Panacea Blvd., North Port	104 acres

Source: SDSC Office of Long Range Planning

The plan continues the use of SIF allocations to acquire school and ancillary sites for future growth. Possible acquisitions are listed in Table 3-3.

Table 3-3: Facility Sites Needed for Next Ten Years

Facility	Approximate Site	Suggested Purchase Year
SCTI	North Port	2014
Eighth Elementary	North Port	2015
North County High	Near a Village	2016
North County Middle	Near a Village	2016

Source: SDSC Office of Long Range Planning

To implement this strategy, the 2013-18 Capital Budget includes this project:

❖ Land Purchases [Project 5660] – the 2013-14 budget represents the carry-forward of SIF revenues, except that the encumbrances for the South County Bus Depot [Project 5320] will also come from the SIF revenues, leaving less for the SCTI acquisition [Project 4635]. That purchase will likely exhaust the SIF funds. The projected decreased revenues in the budget after 2012 reveal the impact of the moratorium on the collection of school impact fees, now scheduled to sunset December 2014.

Goal 2: Maintain, renovate, or replace the facilities most in need on a systematic schedule to guarantee safe, up-to-date facilities that meet diverse program needs.

Beginning in 2005 the district invested approximately $2 million into a project to modernize the data collection and processing for all our facilities. We:

- converted approximately 3 million square feet of facility drawings into a CAD-like version;
- identified all firewalls and site utilities;
- inventoried and tagged approximately 5,000 major pieces of equipment;
- linked the facility drawings and equipment inventory with the Archibus® facility management system; and,
- conducted a Facility Condition Assessment of the then 7.1 million GSF at 53 sites owned or operated by the district.

The initial aggregate district Facility Condition Index was 10.54, indicating that the cumulative repair of deficiencies and replacement of building systems was approximately 10 percent of the value of the district's facilities. Industry experts have shared that an index of 10%

reflects an outstanding maintenance program and the timely replacement of major building systems. Since then, all new facilities have been entered into the Archibus database.

To carry out Goal 2, staff in the Maintenance, Construction, and Planning offices:

- incorporate the results into the CIP process and the Capital Projects Matrix
- utilize the facility work order system that is linked to Archibus®
- add new facilities to all data bases, and
- continue to utilize the Castaldi formula to help determine the cost-effectiveness of renovating, remodeling, or rebuilding aging facilities.

Future plans call for us to utilize the space utilization and capital planning modules in Archibus.

The Plan also utilizes the Facility Condition Assessment [FCA] data and incorporates these strategies:

- implementing a preventative maintenance schedule for each facility, addressing the following projects:
  o roof replacement
  o flooring replacement
  o fire and life safety systems
  o major systems replacement
  o playground replacement
  o relocatables maintenance
  o traffic improvements including resurfacing, expansion, on-site queuing
- implementing the Capital Projects budget requires a team of construction, facility, technology, telecom, and instructional leaders to systematically:
  o develop a list of small [i.e., less than $50,000] instructional/safety projects, by site
  o rank the requests as to priority
  o ensure adequate funding for as many as possible

- addressing local, state, and federal programs, and other issues including:
  o Americans with Disabilities Act
  o gender equity
  o health clinic standards
- adopting specifications for safety and security at all new schools and implementing a five-year safety and security plan for existing schools that includes:
  o fencing of schools, beginning with those most vulnerable to intrusion
  o erecting vehicle standoff barriers
  o integrating appropriate locking systems
  o placing cameras in strategic sites on campuses and other facilities
  o fully installing the Raptor® system
  o expanding access control.
- performing FCA modeling of various capital investment plans
- continuing the efficiency of Facilities zone teams
- increasing the collaboration of the Facilities, Construction, and Long-Range Planning offices.

To implement Goal 2, the 2014-18 Capital Budget includes these projects:

❖ Small Projects [Project 5540] – the Capital Projects Team authorizes capital improvements that
  ➤ cannot be funded by any department's maintenance and repair budget
  ➤ are consistent with Educational Specifications, and
  ➤ typically cost less than $50,000.

❖ District-Wide Safety & Security [Project 4577] – this line item funds upgrades to security alarm systems, central station alarm monitoring systems, identification badge systems, and

obtain a rebate on the installation from FPL due to an increase in the energy performance profile of the roof system. This has also helped us decrease our cost of energy in those buildings. This project has been reduced this fiscal year by 40% to continue the Booker MS renovations

❖ District-Wide Painting [Project 4573] – this funding is based on a 10 year life cycle for paint.

❖ District-Wide Fire Alarm [Project 4576] – this funding stream is utilized to repair and upgrade life safety systems throughout the district.

❖ District-Wide Flooring [Project 4673] - this funding stream is based on a ten year life cycle for flooring.

❖ District-Wide Asbestos Removal [Project 5541] - this line item is used to remove and abate any asbestos in schools.

❖ Instructional/District Remodel Projects [Project 5542] - this line item is used to fund renovations to building spaces. These renovations are driven by age of buildings, condition of systems, FCI scores, and on site evaluations. The funding has been decreased over the next few years to fund the Booker MS renovation project.

❖ Computer Labs [Project 4607] – this funding is utilized to remodel classrooms' electrical and HVAC systems to accommodate computer labs.

❖ ADA Corrections [Project 5557] - this funding is utilized to correct any accessibility issues which arise in our facilities.

❖ District-Wide Improvements [Project 5604] – this line item is used to fund maintenance and improvements to all areas on our

emergency operation systems for schools and facilities as well as the repair and replacement of existing systems.

❖ Environmental Health & Safety [Project 4516] – for outside vendors to provide indoor air quality assessments, storm water pond cleaning, etc.

❖ District-Wide HVAC [Project 4517] – this project is used to fund maintenance repair and replacement of HVAC systems and equipment across the district. Projects scheduled for this year include: $4million more for Booker MS and $400,000 for Oak Park energy storage.

❖ District-Wide Playgrounds [Project 3675] – this line item funds the replacement of existing playgrounds, as necessary. For additional playgrounds schools seek funding from the Capital Projects Team via the "Small Projects" account.

❖ Covered Walkways [Project 3673] – this relatively new project funds covered walkways at parent loops and bus loops and also to portables at schools with long-standing groupings of such units, allowing students to be protected from the elements. The Facilities and Safety/Security departments rank schools for this funding.

❖ District-Wide Radon [Project 4524] –this funding stream is utilized to conduct the mandatory radon testing required in the district.

❖ District-Wide Reroofing [Project 4562] –this funding is utilized to maintain all roofing district wide. Each roof in the district has been surveyed over the past few years. This survey assisted us in developing a preventative maintenance plan which focuses on extending roofing life cycles and decreasing long term costs within the district. For example in many areas we have been able to replace only the cap sheet on a roof with a reflective cap sheet. This has allowed us to extend the manufacturer's warranty and

campuses outside of the buildings i.e.: parking lots, sidewalks, drainage structures, wetlands.

❖ Facilities Services Preservation of Asset Value [Project 9901] - this is the line item used to budget large exterior paint and stucco projects within the district.

❖ Fruitville HVAC [Project 3131] –the 2012-13 funds completed the construction of a thermal storage unit, in order to save operational dollars.

❖ Booker Middle HVAC [Project 4517] – this project renovates all permanent buildings, provides a new HVAC system, and will be completed by winter 2014.

❖ Sarasota Middle HVAC [Project 4031] – this project renovated all permanent buildings, provides a new HVAC system, and was essentially completed this past summer.

❖ Laurel Nokomis HVAC Renovations [Project 4516] – this project renovated all permanent buildings, provides a new HVAC system, and was essentially completed by this past summer.

❖ Landings Asset Preservation [Project 3619] – this project is used to update systems within the landings building complex. Most recently all HVAC equipment within the buildings was update and replaced. The next project will entail parking lot renovations.

❖ Tech Active [Project 5500] and Technology Enhanced Learning Labs [Project 3039] – the Capital Projects Team supported a 2012-13 SY investment of $250,000 to renovate 25 middle school math and science rooms to district specifications, and $100,000 to renovate one space in each high school to TEAL Lab specifications. These funding levels continue across the district for the next few years. Tech Active was previously known as "Classrooms of Tomorrow."

Goal 3: Implement and support a Technology Plan to ensure students and staff have anytime, anywhere access to the latest educational technology and resources.

To implement this goal, the Technology Capital Budget focuses on the following areas:

Network Infrastructure
Classroom and School Technology Equipment
District-wide Technology Infrastructure

Network Infrastructure creates the foundation for all other technology components to maximize their usefulness and potential. The 2014-18 Capital Budget includes specific projects for this area for the 2013-14 SY:

❖ Fiber Optics [Project 3074] – Partnering with Sarasota County Government's IT Department to build out a jointly owned fiber ring throughout the county to serve all of our schools and department sites. The completion of this project will sever the dependency on a vendor or outside agency for this resource.

❖ Local Area Network (LAN) Support [Project 4569] – This includes necessary infrastructure upgrades and replacements to support our local area networks, both wired and wireless. Each year, specific schools' network infrastructures are upgraded to replace out of date equipment.

Classroom and School Technology Equipment put the tools in the hands of our students and staff to improve the overall educational experience. The 2014-18 Capital Budget includes specific projects for this area for the 2013-14 SY:

- Computing Infrastructure [Project 4605] – Includes replacements and upgrades necessary to support blades, school servers and television studios.

Goal 4: Provide for the systematic replacement of equipment and materials.

To carry out this goal, the Plan incorporates these strategies:
- implementing the state's plan to replace many bound textbooks with digital books
- systematically replacing library books, as necessary, given the increasing preference of some for digital books
- continuing the 13-year replacement cycle on buses, and seeking sufficient funds to return to an eight-year cycle for the white fleet
- continuing the use of superior purchasing practices
- analyzing the expansion, replication, or shared use of support facilities such as warehouses, parts inventory, ITV, print shop, similar services

To implement Goal 4, the 2014-18 Capital Budget includes these projects:

❖ District-Wide Vehicle Replacement [Project 3016] – the district has had a goal of an eight-year replacement schedule, but the budget has funded only a ten-year cycle. Restrictions on the use of the "white fleet" were implemented in 2010. The allocation has just recently risen from $300,000 to $500,000 per year.

❖ School Bus Replacement [Project 3026] – Historically, the district has replaced school buses on a 13 year schedule. Due to capital budget constraints, no buses were bought in the 2012SY. The capital budget now includes the purchase of a couple extra buses each year to get back on schedule in another two or three years.

❖ Classroom Instructional Technologies [Project 3019] – This includes the replacement cycles of projectors, interactive whiteboards, student response devices, voice enhancement systems, document cameras and interactive teaching peripherals

❖ Digital Devices [Project 3037] – This includes the exploration, implementation and support of options regarding mobile digital devices for student use in the classroom and for assessment.

❖ Scoreboard Replacements [Project 3677] – This includes the repair and replacement of scoreboards at school sites.

❖ Auditorium Sound/Lighting Systems [Project 4608] – This supports schools' auditorium systems ability to utilize up-to-date technology for the benefit of student learning and school\community events and performances.

❖ Computer Replenishment Program, HP Leases [Projects 4680, 4681, 4682, 4683] – Funded through Debt Service, and currently in year 5 the HP lease program provides an equitable model and computer platform to all schools in the district.

District-wide Technology Infrastructure provides a structure in place that supports systems for both instructional and business purposes throughout the entire district. The 2014-18 Capital Budget includes specific projects for this area for the 2013-14 SY:

❖ District Instructional Technologies [Project 3072] – Includes funding necessary to support our learning management systems, virtual learning, streaming video, video conferencing, individualized learning system, and reading progress monitoring.

❖ District-Wide Communications Support [Project 3560] – This includes necessary replacement and infrastructure necessary in support of district-wide communications including intercoms, clocks and telephones.

- Food & Nutrition Services Equipment Replacement [Project 3808] – Food and Nutrition Services has developed a replacement schedule for steamers, with the assistance of Facilities Services. During this year, FNS will replace 12 steamers at a cost of $13,000 per steamer. The replacement needs are based on a new certification requirement by the State of Florida for steam equipment with boilers. To expedite this replacement process, and to fund additional replacement needs, the school district will budget $100,000 in capital funds for the FNS department, and the FNS budget will fund another $100,000 for 2013-2014.

- District-Wide Equipment for all Departments [Project 3808]

- Custodial/Maintenance Equipment [Project 9910] – to replace scrubbers, carpet machines, pressure washers, truck boxes, tools, trailers, and similar items.

- Radio Systems [Project 4005] – to continue the use of the county-wide inter-governmental public safety radio system for transportation and school support communication; this also includes the installation, repair, replacement of campus-wide two-way radio systems and bi-directional amplifiers at schools, and to upgrade the system if necessary.

- Security Cameras [Project 4010] – to fund the systematical replacement and upgrades of video security camera systems at all schools and facilities.

- Fencing [Project 3670] – to upgrade and enhance exterior areas on campuses and facilities to continue to promote primary entry points for visitors, students, and staff.

- Access Control/Electronic Locking Devices [Project 4015] – to fund the upgrades to access control for schools and facilities as well as to provide funds for repair and replacement to existing systems. Access control includes electronic access control devices, mechanical locking devices, and other hardened devices.

EMERGING CAPITAL PRIORITIES

Given the progress that the School Board has made reaching its prior capital goals, the following emerging issues and priorities are presented for the Board's consideration:

1. Build classroom wings to replace portables

2. Asset preservation, including the replacement of aging HVAC systems

3. Accelerate the rate at which middle school math and science rooms are converted into *Tech Active* spaces

4. Accelerate the rate at which high school classrooms are converted into *TEL studios*

5. Enhance the wired and wireless connectivity to all classrooms

6. Ensure district-wide access to a fiber network

7. Provide covered walkways to parent loops, bus loops, and portables

8. Accelerate the installation of safety and security measures such as fencing and cameras

9. Acquire sites for future schools while the cost of land is relatively low

10. Construct Phase I of an SCTI campus in North Port

11. Accelerate the next Refresh cycle down to four years

CHAPTER 4: PLANNING CYCLE

An essential part of the district's incorporation of the CIP process is the establishment of a planning cycle that enables all stakeholders – School Board, Cabinet, principals, instructional staff, support staff, students, parents, and community – to know the status of all projects. Such a process empowers those responsible for identifying projects and establishes a shared understanding of project time lines. The table below provides the district's planning cycle, beginning each September with the adoption of the budget and the CIP. Implementation is done by the Capital Projects Team, facilitated by the Director of Long Range Planning and consisting of these staff:

- Executive Directors of Elementary, Middle, & High Schools, and of Career & Technical Education
- Department Heads of Construction, Facilities, Information Technology, Safety & Security, Network & Telecommunications, and Instructional Technology
- Archibus Specialist, Planning Analyst, Project Managers, Facility Managers, and the Chief Building Official.

The **Capital Budget / Planning** column entails district-wide tasks facilitated by the Budget Office and the Long Range Planning Office, including coordinating with state regulations, collaborating with local governments, prioritizing school and departmental facility needs, implementing the district's goals, and submitting budgets and plans to the School Board. The most critical event for school-based administrators occurs each January as lists are compiled of those small facility projects (a) necessary for the start of the next school year [e.g., remodeling of a space to another use; health and safety improvements], and (b) requested as part of short- or long-term instructional initiatives or facility enhancements [e.g., upgrading telecom; expanding bleachers; adding sidewalks]. All projects are prioritized and assigned to revenue sources appropriate to the project type.

The **Mid-Large Projects** column concerns facility projects such as new construction, major remodeling, major site work, and HVAC and related systems whose costs are $50,000 to the many millions. A significant improvement in the planning cycle is the goal of completing large projects early enough to allow for the commissioning of the major building systems.

The **Small Projects** column concerns important, but less expensive, facility projects deemed vital by building administrators. Such projects are primarily renovations and remodeling of existing spaces, costing generally less than $50,000. Some of the work is completed by district staff, some is contracted out.

	Capital Budget / Planning	Mid-Large Projects	Small Projects
September	Board adopts budget. Planning computes program capacities. Team begins campus master plans and specialized studies.	Board advertises for Construction contracts.	Team reviews summer projects, and finalizes priorities for current year.
October	Planning computes mobility report. FTE 2 occurs. CIP is finalized. Class size report received.	Construction conducts professional selection and contract negotiation	

	Capital Budget / Planning	Mid-Large Projects	Small Projects
November	Planning receives and processes county and municipal CIPs.	Board approves contracts.	Team reviews progress.
December	Budget Office submits official enrollment projections for next year to DOE. Planning completes the space utilization study.	Team reviews progress.	
January	Facility Managers canvass principals and cost center heads for desired capital projects. Capital Projects Matrix is updated.		Team reviews progress.
February	Team reviews short- and long-term instructional initiatives for facility issues. FTE 3 occurs.	Team prioritizes list for next year	Team reviews list for next year
March	Budget Office finalizes school-based projections. Planning prepares CIP draft incorporating latest Board goals.		Team finalizes the priority list for next year
April	Team analyzes all campuses to ensure sufficient student stations.	Team reviews progress.	Design-Build contracts are undertaken for projects to be completed during the summer.
May	Team processes new statutes from Legislature.		Team reviews progress.
June	FTE 4. Team finalizes capital budget recommendations.	.	Crews begin projects necessary for next year.
July	FTE 1. Board adopts tentative budget.	Crews complete projects and begin commissioning for new buildings.	Crews complete projects necessary for next year.
August	Planning updates classroom changes; performs day-5 analyses of enrollments and facilities. Budget Office coordinates staffing and facility changes.	New instructional spaces open.	Small projects are completed.

APPENDIX I - GLOSSARY

Ancillary Plant -- the building, site, and site improvements necessary to provide such facilities as vehicle maintenance, warehouses, maintenance, or administrative buildings necessary to provide support services to an educational program.

Auxiliary Facility -- the spaces located at educational plants which are not designed for student occupant stations.

BEBR -- the Bureau of Economic and Business Research, an applied research center at the University of Florida. BEBR's Mission is
- To collect, analyze and generate economic and demographic data on Florida and its local areas.
- To conduct economic, demographic and survey research that will inform public policy and business decision making.
- To distribute data and research findings throughout the state and the nation.

Board -- unless otherwise specified, the School Board of Sarasota County.

Core Facilities -- the media center, cafeteria, toilet facilities, and circulation space of an educational plant.

Department of Community Affairs -- until 2011, the state of Florida agency [DCA] responsible for directing local government compliance with emergency management and growth management statutes. In 2011, DCA was incorporated into the Florida Department of Economic Opportunity and its duties are now to assist local communities plan for economic growth.

DCA Insignia -- the decal, mandated by Florida statutes, which certifies that a relocatable meets all state standards.

Department of Education -- the state of Florida agency [FDOE] responsible for directing local school district compliance with public education statutes.

Educational Facilities -- means the buildings and equipment, structures, and special educational use areas that are built, installed, or established to serve primarily the educational purposes and secondarily the social and recreational purposes of the community and which may lawfully be used as authorized by the Florida Statutes and approved by boards.

Educational Plant -- comprises the educational facilities, site, and site improvements necessary to accommodate students, faculty, administrators, staff, and the activities of the educational program of each plant.

Educational Plant Survey -- means a systematic study of current educational and ancillary plants and the determination of future needs to provide an appropriate educational program and services for each student based on projected capital outlay FTE's approved by the Department of Education.

Failed Standard – the designation mandated by FDOE effective July 1, 2011, for factory-built instructional relocatables that are more than 20 years old and that have no DCA insignia. Such designation automatically changes the Design Code to "General School" space and changes student stations to zero.

Feasibility Study -- the examination and analysis of information related to projected educational facilities to determine whether they are reasonable and possible.

FISH – is the Florida Inventory of School Houses, a multi-faceted database into which all Florida school districts enter detailed information about every space on every site on every parcel of land.

FISH Capacity -- the FDOE-determined maximum student capacity for K-12 public schools based upon the Class Size Reduction amendment, various statutes, and agency regulations.

ILA – in this case, the *Interlocal Agreement for Public School Facility Planning*, as amended in 2008; parties include the SDSC, Sarasota County, the City of Venice, the City of North Port, the City of Sarasota, and the Town of Longboat Key.

Impact Fees – any fee designed to ameliorate the financial effect of demand for public services created by population growth or residential development.

Local Planning Agency -- the appointed planning board or commission that serves in an advisory capacity to the county and each municipality for all land use issues.

Long-Range Planning – a systematic method based on educational information and needs, carefully analyzed, to provide the facilities to meet the goals and objectives of the educational agency for a period of at least five years.

Low-Energy Usage Features -- engineering features or devices that supplant or minimize the consumption of fossil fuels by heating equipment and cooling equipment. Such features may include, but are not limited to, high efficiency chillers and boilers, thermal storage tanks, solar energy systems, waste heat recovery systems, and facility load management systems.

Maintenance and Repair -- the upkeep of educational and ancillary plants, including, but not limited to, roof or roofing replacement short of complete replacement of membrane or structure; repainting of interior or exterior surfaces; resurfacing of floors; repair or replacement of glass; repair of hardware, furniture, equipment, electrical fixtures, and plumbing fixtures; and repair or resurfacing of parking lots, roads, and walkways. The term "maintenance and repair" does not include custodial or grounds-keeping functions, or renovation except for the replacement of equipment with new equipment of equal systems meeting current code requirements, provided that the replacement item neither places increased demand upon utilities services or structural supports nor adversely affects the function of safety to life systems.

Need Determination -- the identification of types and amounts of educational facilities necessary to accommodate the educational programs, student population, faculty, administrators, staff, and auxiliary and ancillary services of an educational agency.

New Construction -- any construction of a building or unit of a building in which the entire work is new or an entirely new addition connected to an existing building or which adds additional square footage to the space inventory.

Passive Design Elements -- means architectural features that minimize heat gain, heat loss, and the use of heating and cooling equipment when ambient conditions are extreme and that permit use of the facility without heating or air-conditioning when ambient conditions are moderate. Such features may include, but are not limited to, building orientation, landscaping, earth bermings, insulation, thermal windows and doors, overhangs, skylights, thermal chimneys, and other design arrangements.

Portable -- see "Relocatable"

Program Capacity -- is the number of students who can be scheduled given the statutory class size constraints, student demographics, and programmatic offerings. Typically, this district-derived number is 10-20 % less than FISH Capacity.

Public Education Capital Outlay (PECO) Funded Projects -- means site acquisition, renovation, remodeling, construction projects, and site improvements necessary to accommodate buildings, equipment, other structures, and special educational use areas that are built, installed, or established to serve primarily the educational instructional program of the district school board, community college board of trustees, or university board of trustees.

Relocatable -- according to SREF, a building that is designed to be moved to a new location.

Remodeling -- means the changing of existing facilities by rearrangement of spaces and their use and includes, but is not limited to, the conversion of two classrooms to a science laboratory or the conversion of a closed plan arrangement to an open plan configuration.

Renovation -- means the rejuvenating or upgrading of existing facilities by installation or replacement of materials and equipment and includes, but is not limited to, interior or exterior reconditioning of facilities and spaces; air-conditioning, heating, or ventilating equipment; fire alarm systems; emergency lighting; electrical systems; and complete roofing or roof replacement, including replacement of membrane or structure. As used in this subsection, the term "materials" does not include instructional materials.

Satisfactory Educational Facility -- means a facility that has been recommended for continued use by an educational plant survey or that has been classified as satisfactory in the state inventory of educational facilities.

SDSC – the School District of Sarasota County.

Site -- means a space of ground occupied or to be occupied by an educational facility or program.

Site Development -- means work that must be performed on an unimproved site in order to make it usable for the desired purpose or work incidental to new construction or to make an addition usable.

Site Improvement -- means work that must be performed on an existing site to improve its utilization, correct health and safety deficiencies, meet special program needs, or provide additional service areas.

Site Improvement Incident to Construction -- means the work that must be performed on a site as an accompaniment to the construction of an educational facility.

Site Selection -- means the process, authorized by statute, rule, and the ILA, to select real property for future schools and ancillary facilities.

Satellite Facility -- means the buildings and equipment, structures, and special educational use areas that are built, installed, or established by private business or industry in accordance with chapter 6A-2, Florida Administrative Code, to be used exclusively for educational purposes to serve primarily the students of its employees and that are staffed professionally by the district school board.

SREF -- the *State Requirements for Educational Facilities*, the State Board of Education-approved document that contains all requirements for public education facilities in Florida.

Ultimate Capacity -- the district-derived maximum number of students who may be accommodated at a particular site given the program capacity, the core capacity, and the available land [on campus or adjacent], and the core capacity.

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APPENDIX II – CAPITAL BUDGET

2013/2014 Capital Outlay Fund Budget
Total of All Capital Funds

	2012/2013 Unaudited	2013/2014 Projected Budget	2014/2015 Projected Budget	2015/2016 Projected Budget	2016/2017 Projected Budget	2017/2018 Projected Budget
Estimated Revenues						
State Sources						
PECO Construction (Maintenance)	$ -	$ -	$ -	$ -	$ -	$ -
CO & DS Distributed	180,965	180,965	184,584	188,276	192,042	195,882
CO & DS Interest	18,097	17,069	18,069	19,069	20,069	21,069
Miscellaneous State Revenue	153,487	-	-	-	-	-
Charter School Class Size Transfer	1,704,643	2,556,159	2,607,282	2,659,428	2,712,617	2,766,869
Total State Sources	2,057,192	2,754,193	2,809,935	2,866,773	2,924,727	2,983,820
Local Sources						
Local Ad Valorem Taxes	60,632,620	62,886,514	65,401,975	68,018,054	70,058,595	72,160,353
Local Sales Tax	14,752,739	16,225,321	16,712,081	17,213,443	17,729,847	18,261,742
Interest	78,705	152,937	140,000	150,000	160,000	160,000
Investment Net Increase (Decrease) - Fair Value	972,428	-	-	-	-	-
Impact Fees	44,710	-	200,000	500,000	750,000	750,000
Refund Of Prior Year Expense	41	-	-	-	-	-
Miscellaneous Local Revenue	2,910,391	1,822,500	-	-	-	-
Total Local Sources	79,391,634	81,087,272	82,454,056	85,881,497	88,698,442	91,332,095
Total Revenues	81,448,826	83,841,465	85,263,991	88,748,270	91,623,169	94,315,915
Other Financing Sources						
Capital Lease Agreement	8,006,208	-	-	-	-	-
Transfer from General Fund	380,311	-	-	-	-	-
Transfer from Interfund	2,490,500	-	-	-	-	-
Total Other Financing Sources	10,877,019	-	-	-	-	-
Total Revenues and Other Financing Sources (Net)	92,325,845	83,841,465	85,263,991	88,748,270	91,623,169	94,315,915
Beginning Fund Balance	173,672,305	123,333,392	23,489,613	22,203,487	25,731,321	29,879,379
Total Funds Available for Capital Needs	$ 265,998,150	$ 207,174,857	$ 108,753,605	$ 110,951,757	$ 117,354,490	$ 124,195,294

Appropriations	2012/2013 Unaudited	2013/2014 Projected Budget	2014/2015 Projected Budget	2015/2016 Projected Budget	2016/2017 Projected Budget	2017/2018 Projected Budget
Debt Service						
Debt Payment Prior Years COPS (Project 2292)	$ 6,084,153	$ 6,085,150	$ 6,087,350	$ -	$ -	$ -
Materials Management Copy Machine Lease Purchase (Projects 4690, 4691, & 4692)	193,389	194,814	194,814	194,814	194,814	194,814
COPs Series 2009 (Project 2294)	7,277,878	7,275,369	7,274,369	7,275,319	7,274,719	7,277,719
COPs Series 2010 (Project 2297)	6,551,136	6,554,945	6,554,945	6,551,345	6,554,145	6,554,145
COP's: Qualified School Construction Bonds Series 2010 (Project 2296)	2,509,442	2,321,413	2,321,413	2,321,413	2,321,413	2,321,413
Computer Replenishment Program, HP Leases (Projects 4680, 4681, 4682, 4683, 4684)	5,636,328	6,906,122	6,906,122	6,906,122	6,906,122	6,906,122
Debt Service Total	28,252,326	29,337,813	29,339,013	23,249,013	23,251,213	23,254,213
Transfers						
Millage Maintenance Transfer	13,169,510	13,564,595	13,971,533	14,250,964	14,535,983	14,826,703
Equipment Transfer	1,754,775	957,003	985,713	936,427	889,606	845,126
Transfer to Interfund	2,490,500	-	-	-	-	-
General Fund Transfer (FPL Rebates)	531,000	-	-	-	-	-
Property Casualty Insurance Transfer	3,149,270	3,567,923	3,710,640	3,821,959	3,936,618	4,054,717
Charter School State Flow Through	1,704,643	2,556,159	2,607,282	2,659,428	2,712,617	2,766,869
Transfers Total	22,799,698	20,645,680	21,275,168	21,668,778	22,074,823	22,493,414
Total Transfers and Debt Service	51,052,024	49,983,493	50,614,181	44,917,791	45,326,036	45,747,627
Recurring Costs						
Buses/Vehicles						
District Wide Vehicle Replacement (Project 3016)	161,987	504,451	500,000	500,000	500,000	500,000
School Bus Replacement (Project 3026)	3,043,040	3,337,458	3,858,750	3,858,750	3,858,750	3,858,750
Buses/Vehicles Total	3,205,027	3,841,909	4,358,750	4,358,750	4,358,750	4,358,750
Construction Services and Long Range Planning						
Construction Services and Long Range Planning Salaries and Benefits Proj. 0000 & 4560	867,441	1,757,077	1,646,773	1,671,475	1,696,547	1,721,995
Construction Services Dept. Expenses	59,094	115,233	104,854	108,000	111,240	114,577
Misc. Long Range Planning Expense	-	-	-	2,000	2,000	2,000
District Wide Long Range Planning Dept Exp	15,495	30,823	50,000	25,000	25,000	25,000
District Wide Portables Demolition (Project 3425)	827,419	1,672,086	1,291,848	1,291,848	1,291,848	1,291,848
Small Projects (Project 5540)	241,804	1,642,620	500,000	500,000	500,000	500,000
Construction Services and Long Range Planning Total	2,011,254	5,217,839	3,593,475	3,598,323	3,626,635	3,655,420

	2012/2013 Unaudited	2013/2014 Projected Budget	2014/2015 Projected Budget	2015/2016 Projected Budget	2016/2017 Projected Budget	2017/2018 Projected Budget
Equipment						
Food & Nutrition Services Equipment Replacement	100,000	100,000	100,000	100,000	100,000	100,000
DW Equip. Other Departments (Proj. 3808)	42,336	25,000	25,000	25,000	25,000	25,000
Time & Attendance System		150,000	150,000			
Print Shop Xerox Lease	1,006,242					
Software Dev. - Library & Txtbk Mgt (Proj. 3808)	174,326	2,999				
Equipment Total	1,322,904	277,999	275,000	125,000	125,000	125,000
Facilities/Maintenance Projects						
District Wide Environ. Health & Safety (Proj. 4516)	86,592	65,000	40,000	65,000	40,000	40,000
District Wide HVAC (Project 4517)	474,896	678,893	3,220,000	2,920,000	750,000	800,000
District Wide Playgrounds (Project 3675)	181,077	157,079	120,000	120,000	120,000	120,000
District Wide Radon (Project 4524)		20,000	20,000	20,000	20,000	20,000
District Wide Reroofing (Project 4562)	1,257,946	1,261,322	1,500,000	1,500,000	1,500,000	1,500,000
District Wide Painting (Project 4573)	310,263	1,320,944	1,210,000	1,250,000	1,250,000	1,250,000
District Wide Fire Alarm Upgrades (Project 4576)	196,416	234,000	175,000	300,000	200,000	150,000
District Wide Flooring (Project 4673)	937,045	1,853,571	1,010,000	1,050,000	1,050,000	1,050,000
District Wide Asbestos Removal (Project 5541)	82,060	149,984	45,000	75,000	75,000	75,000
Instructional/District Remodel (Project 5542)	959,745	1,136,070	1,520,000	1,440,800	1,262,432	659,929
Computer Labs (Proj. 4607)	500,664	177,968	100,000	100,000	100,000	100,000
ADA Corrections (Project 5557)	4,440	25,000	15,000	30,000	30,000	30,000
District Wide Improvements (Project 5604)	45,187	236,938	700,000	700,000	600,000	600,000
Preservation of Asset Value Project 9901	137,488	633,089		125,000	250,000	250,000
Custodial/Maintenance Equipment (Project 9910)	217,995	207,213	100,000	190,000	200,000	200,000
Facilities/Maintenance Projects Total	5,391,817	8,157,071	9,775,000	9,885,800	7,447,432	6,844,929
Safety & Security						
District Wide Safety & Security (Project 4577)	20,515	600,749	600,000	500,000	500,000	500,000
Radio Systems (Project 4005)	28,558	52,901	75,000	150,000	75,000	75,000
Security Cameras (Project 4010)	524,954	178,692	150,000	150,000	150,000	150,000
Access Control (Project 4015)		250,000	200,000	150,000	150,000	150,000
Fencing (Project 3670)	152,823	172,157	150,000	150,000	100,000	100,000
Safety & Security Total	726,850	1,254,499	1,175,000	1,100,000	975,000	975,000

	2012/2013 Unaudited	2013/2014 Projected Budget	2014/2015 Projected Budget	2015/2016 Projected Budget	2016/2017 Projected Budget	2017/2018 Projected Budget
Technology						
Fiber Optics (Project 3074)	-	1,000,000	1,000,000	1,000,000	-	-
DW Communications Support (Project 3560)	633,002	512,399	630,000	605,000	530,000	530,000
Local Area Network (LAN) Support (Project 4569)	930,500	1,011,369	999,000	1,049,000	1,099,000	1,149,000
Computing Infrastructure (Project 4605)	1,084,183	453,996	425,000	425,000	425,000	425,000
Terms Replacement / Upgrade (Project 4606)	49,830	2,302,003	-	-	-	-
Computer Replenishment (Proj. 468X HP Lease)	6,999,966	-	-	-	-	-
Auditorium Sound/Lighting Systems (Project 4608)	-	150,000	150,000	150,000	150,000	150,000
Classroom Instruct. Technologies (Project 3019)	1,006,310	1,042,666	983,000	1,012,000	1,040,000	1,040,000
District Instructional Technologies (Project 3072)	94,343	426,440	437,091	450,204	463,710	463,710
Scoreboard Replacements (Project 3677)	3,345	30,000	30,000	30,000	30,000	30,000
Prof. Dev. System Replacement (Proj. 3076)	-	-	50,000	50,000	50,000	50,000
Digital Devices (Proj. 3037)	5,500	375,000	375,000	375,000	375,000	375,000
Technology Total	10,806,978	7,303,873	5,079,091	5,146,204	4,162,710	4,212,710
Recurring Costs Total	23,464,830	26,053,190	24,256,316	24,214,076	20,695,526	20,171,809
Capital Projects						
Elementary School						
Bay Haven Café/Art/Music (Project 3071)	-	8,000,000	-	-	-	-
Fruitville HVAC (Project 3131)	366,252	17,050	-	4,000,000	1,000,000	-
Brentwood Cafeteria	-	-	-	-	-	5,000,000
Elementary Schools Total	366,252	8,017,050	-	4,000,000	6,000,000	5,000,000
Middle Schools						
Booker Middle HVAC	3,879,659	4,122,766	-	-	-	-
Classrooms of Tomorrow (Project 5500)	102,325	330,532	250,000	250,000	250,000	250,000
Venice Middle HVAC	-	-	8,000,000	-	-	-
Sarasota Middle HVAC (Project 4031)	3,113,049	1,794,453	-	-	-	-
Woodland Middle (Project 4650)	18,130	323,649	-	-	-	-
Middle Schools Total	7,113,163	6,571,400	8,250,000	250,000	250,000	250,000
High Schools						
Booker High Rebuild (Project 3085)	14,674,884	7,204,982	-	-	-	-
Career Technical Education (Project 2051)	-	96,000	96,000	96,000	96,000	96,000
Sarasota High Rebuild (Project 3055)	2,560,174	37,444,335	-	-	-	-
Venice High Rebuild (Project 3225)	20,440,645	27,244,882	-	-	-	-
Suncoast Polytechnical HS (Project 3391)	21,770	78,367	-	-	-	-
Tech. Enhanced Active Learning (Project 3039)	25,596	174,404	100,000	100,000	100,000	100,000
High Schools Total	37,723,069	72,242,970	196,000	196,000	196,000	196,000

	2012/2013 Unaudited	2013/2014 Projected Budget	2014/2015 Projected Budget	2015/2016 Projected Budget	2016/2017 Projected Budget	2017/2018 Projected Budget
Other Schools						
Pine View Renovations	-			8,000,000	11,000,000	10,000,000
Laurel Nokomis HVAC Renovations (Project 4546)	3,292,531	1,797,697				-
North Port SCTI (Project 4635)	10,275	32,585				-
SCTI Renovations - Phases IA/II (Project 3392)	728,224	8,242				-
SCTI Renovations Phase III (Project 3393)	16,279,801	11,309,850				-
Other Schools Total	20,310,831	13,148,374	-	8,000,000	11,000,000	10,000,000
Other Projects						
South County Bus Depot (Project 5320)	185,053	3,120,891				
Land Purchases (Project 5660)	46,905	1,583,551	210,000	518,000	778,000	778,000
Fuel Tax Paving Projects	10,085	134,314				
Charter School Payments (Project 3279)	2,119,226	2,217,901	2,523,620	2,624,565	2,729,548	2,729,548
Landings Asset Preservation (Project 3619)	202,176	433,254	250,000	250,000	250,000	250,000
Covered Walkways (Project 3673)	71,144	178,856				
Other Projects Total	2,634,589	7,668,767	3,233,620	3,642,565	4,007,548	4,007,548
Total Appropriations	$ 142,664,758	$ 183,685,244	$ 86,550,117	$ 85,220,433	$ 87,475,111	$ 85,372,983
Ending Fund Balance	$ 123,333,392	$ 23,489,613	$ 22,203,487	$ 25,731,321	$ 29,879,379	$ 38,822,311
Composition of Ending Fund Balance						
Assigned - Project Contingency	$ 5,483,057	$ 5,933,388	$ 6,158,554	$ 6,392,362	$ 6,584,134	$ 6,781,657
Assigned - Future Capital Projects	6,773,852	6,803,852	6,833,852	6,863,852	6,893,852	6,923,852
Restricted - Future Capital Projects	111,076,483	10,752,373	9,211,081	12,475,107	16,401,393	25,116,802
Total Ending Fund Balance	$ 123,333,392	$ 23,489,613	$ 22,203,487	$ 25,731,321	$ 29,879,379	$ 38,822,311
Ending Fund Balance by Fund						
3370 Millage	$ 51,273,846	$ 5,379,209	$ 5,321,941	$ 5,145,185	$ 6,090,386	$ 10,411,062
3390 Sales Tax	37,782,088	9,626,974	8,368,116	12,042,706	15,215,563	19,807,818
3393/3394 Certificates of Participation	15,030,253					
3395 Impact Fees	4,824,558					
3397 Other Capital Funds	7,571,392	1,679,578	1,679,578	1,679,578	1,679,578	1,679,578
3399 Sale of Property	6,773,852	6,803,852	6,833,852	6,863,852	6,893,852	6,923,852
3340 PECO	-	-				
3360 Cap. Outlay/Debt Srv.	-	-				
3325 QSCB	77,403	-				
3310 SBE/COBI	-					
Total Ending Fund Balance by Fund	$ 123,333,392	$ 23,489,613	$ 22,203,487	$ 25,731,321	$ 29,879,379	$ 38,822,311