Reynoldsburg City Schools

Attack Failing School Facilities…
AND WIN
OSBA Conference – Nov. 13, 2018
Reynoldsburg Board of Education:

(L-R Back Row: Robert Barga, Superintendent Melvin J. Brown, Joe Begeny
L-R Front Row: Debbie Dunlap, Jeni Quesenberry, Neal Whitman)
Breakout Session Presenters:

Joe Begeny
Debbie Dunlap
Melvin Brown
Tammy Miller
Chris Reed
Todd Mace

Empowering leaders who impact the NOW and innovate the FUTURE
Board President – Joe Begeny:

School Board Leadership –

• Board Member since 2014
• Board President since 2016
• Teacher-Columbus City Schools,
• Two time Teacher of the Year
• Two kids in the district, 7th and 10th grade

Joe Begeny

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Melvin Brown – Introduction

• My first official day as Superintendent was August 1, 2017.

• Our first day together as a complete administrative team was August 7, 2017.

• Teachers returned on August 14, 2017.

• Students began to return on August 16, 2017.

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Melvin Brown – Mission

- Mission—Empowering leaders who impact the NOW and innovate the FUTURE
- Vision—Four Focus Areas:
  - Student Learning
  - Student Experience
  - Communications
  - Finance

Reynoldsburg City Schools
District Facts

LOCATION
Reynoldsburg is a first-ring suburb of Columbus, Ohio

ENROLLMENT
7,572

SCHOOLS
6 elementary
4 middle (grades 5–8)
4 high school academies

Reynoldsburg City Schools

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Melvin Brown – Student Demographics

**Diversity**
- 39% Black, Non-Hispanic
- 36% White, Non-Hispanic
- 10% Multiracial
- 8% Asian/Other
- 7% Hispanic

**The Class of 2018 Stats**
- $8.9 million in Scholarships
- 4,103 College Credits
- 168 Internships

Our current goal is for 90% of our graduates to earn at least 3 hours of college credit.

**Additional Stats**
- 12% Students with Disabilities
- 53% Economically Disadvantaged
- 6.8% Limited English Proficiency

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Melvin Brown – Student Demographics (as of 11/7/2018)

- Gender
  - Females—3,671
  - Males—4,097

- Race
  - American Indian—9
  - Asian—737
  - Black—2,978
  - Hispanic—593
  - Multi-Racial—824
  - Pacific Islander—4
  - White—2,622
• English Learner Students
  • 803 students enrolled (as of March 2018)
    • Another 800 students who are bilingual.
  • 59 different languages spoken

EL Enrollment

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Melvin Brown – THANK YOU!

Together…we can accomplish anything!

Melvin J. Brown
Superintendent
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Debbie Dunlap – Board’s Perspective

HVAC Crisis:
How did we get here and what did we do to solve it.

• Reynoldsburg’s challenges were years in the making
• Band aides vs long-term solutions (Snow Cones are not the answer)
• Tackling the problem began in committee
• Every expert on board to give us the full picture
• Vetting the issue before taking to the full board for support
• Communication is key!
Advocating for answers –

• Resident of Reynoldsburg since 1996
• Children in the District since 2003
• Education writer for 15 years
• Web writer for IFMA for 12 years
• Elected to the BOE in 2016
• Member of the Buildings and Grounds Committee since 2017

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Reynoldsburg’s challenges were years in the making –

- OSFC Project brought lots of new construction/renovations to district buildings
- Follow-up and Follow-through, important in my view as a reporter
- Meanwhile, HVAC systems continued to age

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Debbie Dunlap – Board’s Perspective

Band Aids vs long-term solutions –

• HVAC issues began to become very apparent in 2016
• Systems were beginning to fail
• Numerous complaints to BOE from teachers and parents

• Snow cones were not the answer…

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Tackling the problem began in committee –

- A Comprehensive 10-year Capital Projects was presented to the B&G Committee in April of 2017
  - Completion date in 2021
  - Did not address all buildings
  - Began addressing the Livingston Campus and one elementary school only

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Brought experts on board to deliver the Full Picture –

• By August of 2017, the B&G Committee was made aware of the totality of the situation
• Chris Reed brought in a panel from Dynamix to give us a comprehensive overview of where we stood
• The need was dire!
• Dynamix provided considerable evidence/data to the committee, along with photos, charts, recommendations

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Debbie Dunlap –
Board’s Perspective

Vetting the issue before taking to Full Board for support

- Monthly B&G Committee meetings with Chris Reed and Dynamix -- full team
- Knew we could not last another harsh winter without a disaster
- Energy costs were costly and unnecessary

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Making the commitment

- B&G Committee agrees to both comprehensive HVAC replacement AND LED switch as well
- Time is of the essence
- Full board receives recommendation from B&G Committee and agrees to a long term fix IMMEDIATELY
- Treasurer works with BOE to pay for the multi-million dollar project
- Reynoldsburg enters into contract with Dynamix in Sept. of 2017
- BOE gives full financial support in October of 2017
Financing

There are several financing options – the 2 most viable for us were:

- **Unvoted GO Energy Notes**
  - Requires OFCC approval
  - Is a longer and more difficult process
  - Is generally the best interest rate, but the lengthier process could affect the rate due to market timing

- **Lease Purchase**
  - Relatively quick process (started in October 2017, closed January 2018)
  - District required to pledge the buildings where improvements are located as collateral
    1) Bid Debt
    2) Direct Bank Placement
Financing

- Recommend using bond counsel and municipal advisor
  - Bricker & Eckler - bond counsel
  - Bradley Payne Advisors LLC – financial/municipal advisor

- Utilized the lease-purchase option with a direct bank placement
  - Borrowed $13.5M for 15 years at a rate of 3.285%
  - Used $2M of general fund monies
  - Annual Payment of $1.2M
    - Payment partially offset by energy and maintenance savings
Debbie Dunlap – Board’s Perspective

Communication is the KEY!

- Continued monthly B&G Committee meetings to address project
- Updates at BOE meetings as well
- Community very receptive; transparency and quick response to need helped buy-in
- Continued complaints from teachers and parents but responsive to long term fix
- BOE continues to be the eyes and ears of project

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Debbie Dunlap – Board’s Perspective

Keys to SUCCESS

• BOE/District Partnership
• Education
• Transparency
• Realizing effect on students in the classroom
• And above all -- COMMUNICATION

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Chris Reed –
No time to bid…

… but didn’t need to:

META Solutions Program – Self Funded Energy Projects
• Group of Treasurers & Business Managers
• Interviewed
• Evaluated
• Unanimous Decision

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Chris Reed – Prior knowledge of district…

- Knowledge of RCSD before job was started
- Worked with Tony Van Gundy, META Energy Auditor
- Visited buildings, saw issues with my own eyes
- Asked to see the building automation system; very little information available with little control
- We were blind to our HVAC system, couldn’t see anything online/only at the device
- Called Scott McKenzie
- Dynamix did a full district evaluation
Chris Reed –
Got started with no time to waste…

Dynamix came in with plan:

- They took over project
- Renovation
- Keeping the doors open (maintaining)
  - Have repaired or fixed over 700 maintenance requests to date through FMx
- I was the internal project manager

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Current state of the district:

- See everything online down to the specific room and can make changes
- Constant progress
- Lower energy bills
- Automatic integration with district scheduling tool
- Automatic capacity management
- Integrate into curriculum

Next 3 slides shows what I can now see and fine-tune:
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Chris Reed –
Positive changes have occurred…

Room layout and temperature in real-time:

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Chris Reed –
Positive changes have occurred…

Can view and control down to a granular level:

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**Problem:**
Reynoldsburg City Schools consists of 14 different Facilities totaling 1.4 Million Square Feet

The HVAC systems were suffering from several years of deferred maintenance. The failure rate of the HVAC system components had reached an exponential rate, and the list of break-fix repair items had become overwhelming for the district. Preventative Maintenance (PM) on functioning HVAC equipment had gone to the back burner, leading to more equipment failures in the queue. The situation had resulted in an uncomfortable temperature environment for the students and the staff, high energy cost, and created a large unknown variable cost in the annual operational budget.

The district was heading into the winter of 2017 and needed to come up with a solution before the situation severely interrupted the educational process.
Dynamix Solution:
Dynamix proposed an Overall Plan with key objectives. The Overall Plan was divided into two subcomponents with their own key objectives.

OVERALL PLAN
A. Immediate – Tactical
B. Long Term - Strategic
OVERALL PLAN OBJECTIVES

1. Stabilize and improve the temperature environment for all Students and Staff
2. Fix the variable operational cost resulting from the increasing break-fix items
3. Eliminate the source of the increasing break-fix items by implementing a PM plan
4. Provide a collaborative means for staff to report HVAC issues and track resolution.
5. Openly communicate to the district staff the progress of the Plan
6. Improve the student learning environment and safety by improving light levels
7. Provide a fixed capital cost to implement the plan

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TACTICAL PLAN OBJECTIVES

1. Prioritize and immediately repair all the critical break-fix items in each facility
2. Immediately implement the PM plan on all functioning equipment
3. Roll out FMX as the means to communicate HVAC issues and after school activities
4. Prioritize and implement the plan for equipment replacement in each facility.
5. Coordinate the parallel plans of break-fix repair and equipment replacement
6. Install the IT platform to remotely monitor and control the HVAC system
7. Replace the outside lighting that poses a safety risk to students and staff
STRATEGIC PLAN OBJECTIVES

1. Provide the long term PM plan to protect the district capital investment
2. Provide the long term plan to sustain the accomplished Energy Savings
3. Provide a plan of support and training for the district facilities personal
4. Fully implement a web based control system to allow for predictive maintenance.
5. Provide a plan to fixed the operational cost for PM and break-fix repair items
6. Provide the long term plan to collaborative communication with the staff
7. Provide a long term plan to monthly inform the district Board and Administration
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Todd Mace –
Dynamix Energy Services
Todd Mace –
Dynamix Energy Services

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Dynamix Energy Services – Todd Mace:

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Thank you for attending!

What questions do you have?