

**Report of the
Mountain Brook
Schools Funding Task Force**

**Presented to the
Mountain Brook Board of Education
December 10, 2018**

PURPOSE OF THE MOUNTAIN BROOK SCHOOLS

The purpose of Mountain Brook Schools is to provide an effective, challenging, and engaging education for every one of our students.

Members of the School Funding Task Force

Gary London, Co-Chair

Nancy Goedecke, Co-Chair

Beau Bevis

Jeffrey Brewer

Tom Clark

Trey Clegg

Doug Coltharp

Wil Cooper

Trey Echols

Glenn Estess

Phyllis Farrar

David Faulkner

Stephen Favrot

Heather Fitch

Craig Fravert

Ted Holt

Jenifer Kimbrough

Lucy Marsh

Jane Menendez

Ben Patrick

Fred Renneker

Ashley Robinett

Tommy Sisson

Charles Smith

Graham Smith

Hatton Smith

Rob Walker

Jack Young

CHARGE TO THE SCHOOL FUNDING TASK FORCE

To recommend action which will secure the financial capability of the Mountain Brook Schools to provide the quality education desired by the citizens of Mountain Brook

OVERVIEW OF THE WORK OF THE MOUNTAIN BROOK SCHOOLS FUNDING TASK FORCE

Over the last 4 months, the Mountain Brook Schools Funding Task Force, comprised of 28 community leaders appointed by the Board of Education, has reviewed the challenges and discussed the opportunities facing our school system in the future. The task force reviewed the current budget forecast for revenue and expenses and spent considerable time discussing specific program recommendations that should be incorporated for our school system to continue in its current positive directions. Our work was conducted over the course of the following meetings.

Meeting 1- August 23, 2018- The Problem: Causes, Extent, and Potential Effects

School system personnel presented an analysis of the financial challenges facing the school system, their root causes, and the potential harm to the school system if those challenges are not addressed.

Meeting 2- September 17, 2018- The Expenditure Side of School System

Operations: Options, Consequences, and Opportunities

Working in groups, the committee reviewed all areas of the school system's expenditures, answering the following questions:

Are there opportunities for reducing costs that will not adversely affect the quality of instruction or responsible management of the school system?

Are there areas of operation which are currently inadequately funded or future opportunities the school system should pursue?

Meeting 3-October 17, 2018- Reports and Recommendations: Five groups reported to the full committee on findings.

The Task Force learned about the revenue options available to the school system and discussed the merits and limitations of each.

Meeting 4-December 10, 2018-Cost Analysis and Adoption: Recommendations of the Task Force

The Task Force agreed on its findings and the resulting recommendations being presented to the Board of Education.

FINDINGS OF THE MOUNTAIN BROOK SCHOOL FUNDING TASK FORCE

Our work produced the following set of findings:

1. The recession of 2008 created a financial crisis for Mountain Brook Schools. The results of this crisis included, but are not limited to:
 - a. Three consecutive years of proration of 11% in 2008-2009 (\$1,725,301), 9% in 2009-2010 (\$1,617,435) , and 3% in 2010-2011 (\$493,823)
 - b. a reduction in state revenues from 2009-2017 of over \$16,000,000
 - c. a reduction in local ad valorem from 2010-2017 of over \$1,800,000
 - d. an increase in health insurance costs in 2015 (\$554,378), and 2017 (\$221,720)
 - e. an increase in retirement costs in 2013 (\$95,284), 2014 (\$537,799), 2016 (\$79,871), 2017 (\$221,720) and 2018 (\$45,078)
 - f. pay raises which have been mandated but only partially funded, by the State (\$671,203.00 in FY2014, \$1,520,063.00 in FY2017)
2. Since 2008, the Mountain Brook Board of Education has implemented a number of cost-cutting strategies in their efforts to foster optimum efficiency with minimal impact on the quality of services provided.
3. Since 2008, enrollment has increased, while staffing has been reduced by 6 units. Special education units have increased by 9 based on the special needs of students.
4. In spite of continuous facility maintenance, an facility assessment conducted called for capital improvements from \$31 million to \$86 million
5. Considering the increasing security concerns in all schools, the school system has incurred increased costs due to additional school resources officers, camera systems and door locking systems in every school. To date, the school system will have spent approximately \$1 million dollars in security improvements. These costs will continue to increase over time.
6. A review of school system expenditures by the Task Force has not identified any significant cost reductions that could be made without adversely

affecting the quality of instruction or responsible financial management of the school system.

7. Because 83% of the school system's budget is deferred to fixed personnel costs (salaries and benefits), significant cuts in expenditures would require reductions in the number of personnel employed by the system. The remaining 17% of the budget includes primarily essential expenses such as insurance, utilities, and debt service.
8. In FY18-19, Mountain Brook Schools received \$786,000 as an allocation from the refinancing of the Jefferson County one cent sales tax. This annual allocation will be based upon Average Daily Membership.
9. Without increases in revenues, the Board of Education will not be able to sustain the current quality and scope of services, the result being a combination of larger class sizes, elimination of programs, obsolete technology, deterioration facilities, non-competitive salaries, and insufficient financial reserves.
10. Several areas have been identified which the Task Force believes are currently inadequately funded such as professional development, staffing, and facilities improvement.
11. Recommendations have been made to review funding structures and salary comparisons.
12. Mountain Brook has not increased millage rates in the past 27 years. On September 21, 1991, district voters approved a 10 mill tax increase (from 8.5 to 18.5 mills).
13. In the long term, efforts should be made to increase the endowment of the Mountain Brook City Schools Foundation and to continue to promote economic development in the City of Mountain Brook, but these efforts cannot address the school system's current needs.

RECOMMENDATIONS

As a result of these findings, the Funding Task Force makes the following Recommendations:

1. The Board of Education should seek additional revenues which would enable it to:
 - a. Sustain the current Quality and scope of services,
 - b. Consider, evaluate, and prioritize Task Force recommendations for improvement.

2. To the extent that revenues provided by the State are increased or decreased during this time period, the need for additional local revenue should be adjusted accordingly.

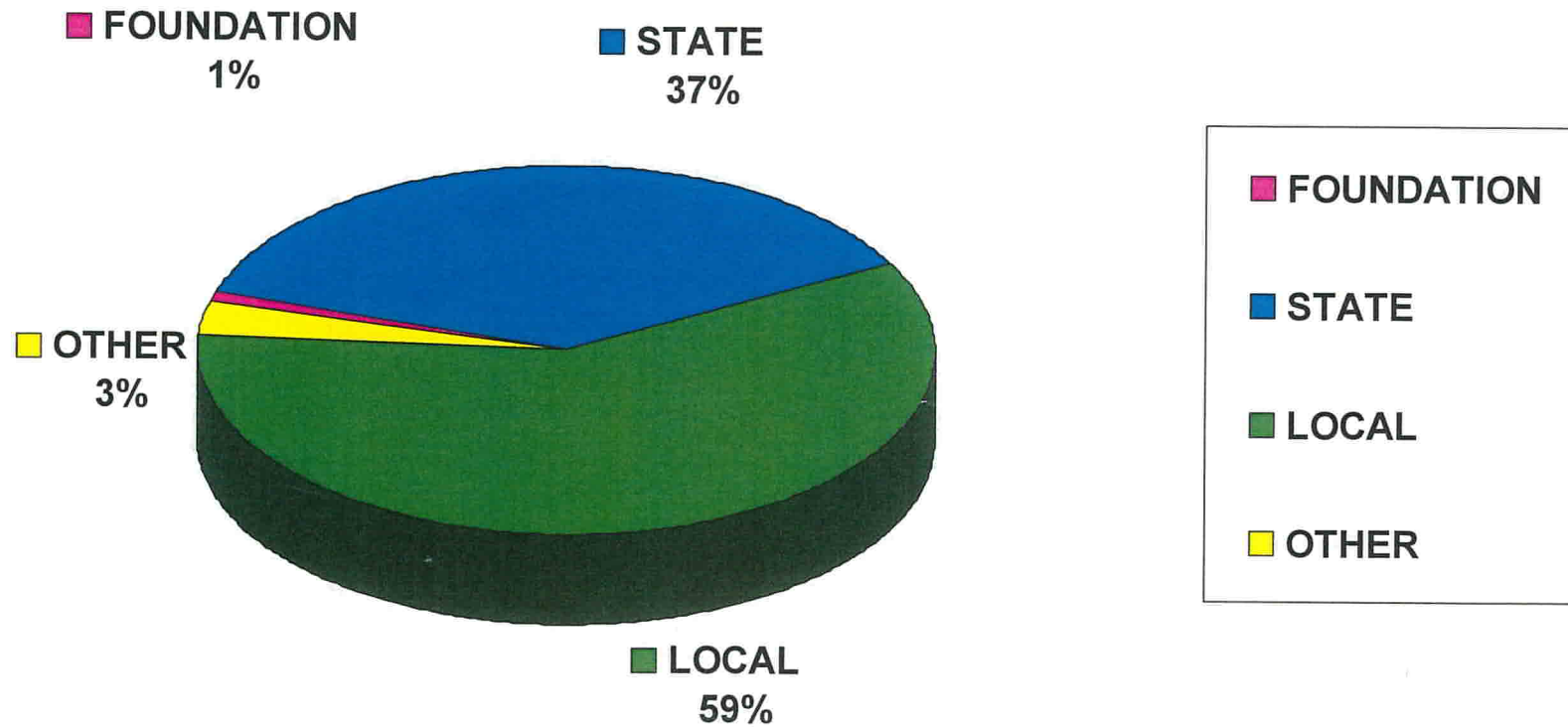
In summary, the Mountain Brook Schools Funding Task Force recommends that priority be given to these considerations to ensure the future of our school system.

APPENDICES

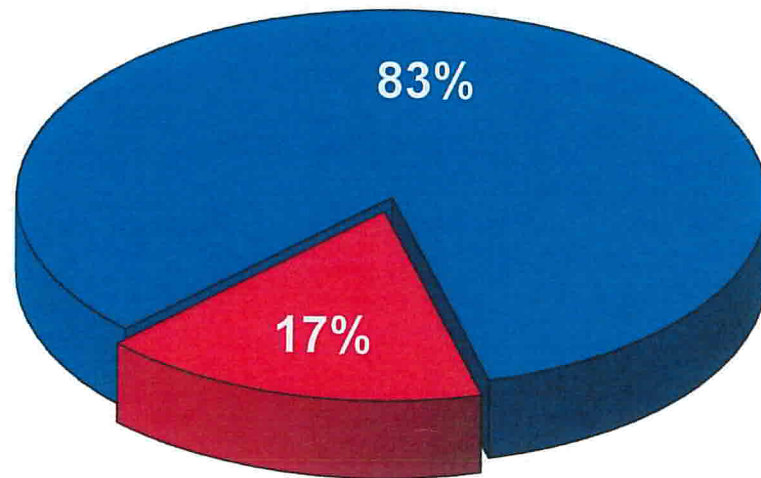
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Mountain Brook Board Of Education General Fund Total Revenue Sources 2017-2018



Mountain Brook Board Of Education General Fund (Proposed Expenditures) 2017-2018

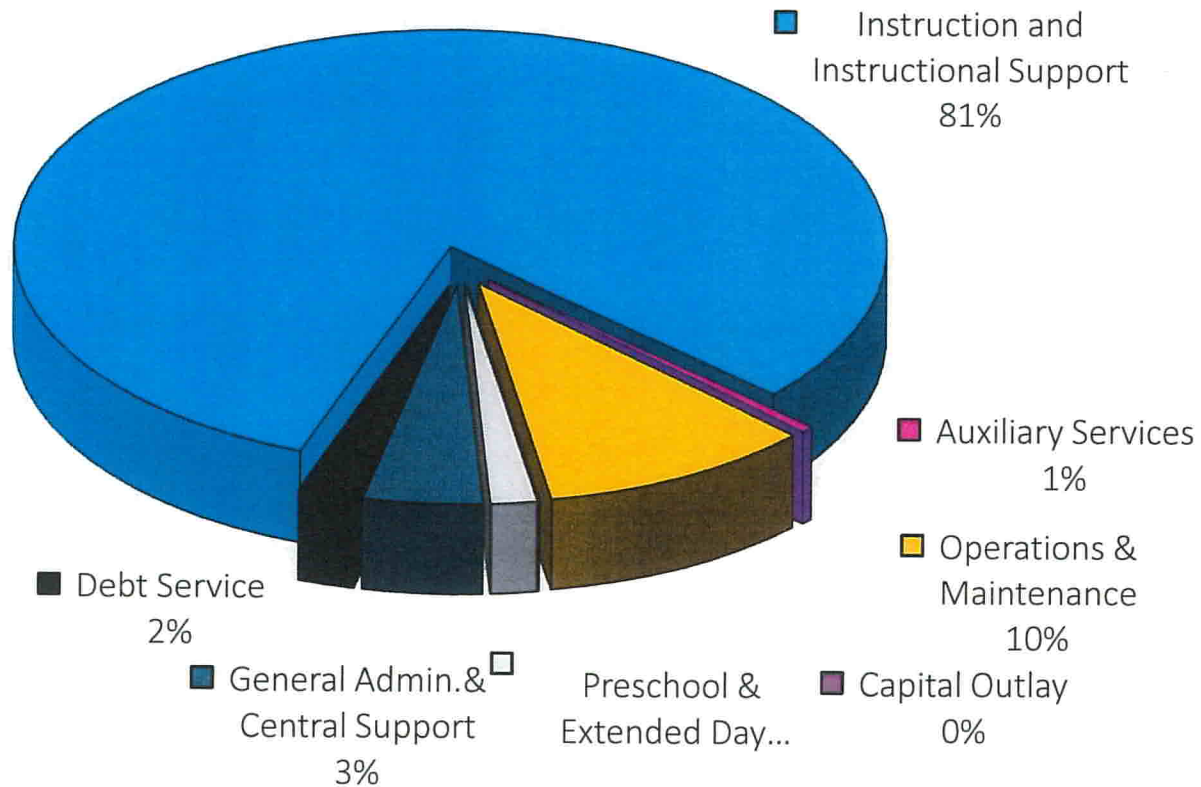


Mountain Brook Board Of Education

General Fund

(Proposed Expenditures)

2017-2018



Trends in State Funding

Year	ADM	Revenue	Per Pupil
2008	4303.60	19,221,904	\$4,466
2009	4330.30	16,726,775	\$3,863
2010	4366.90	15,408,191	\$3,528
2011	4398.80	15,996,950	\$3,637
2012	4496.10	17,438,888	\$3,879
2013	4490.00	17,507,063	\$3,899
2014	4467.15	17,834,219	\$3,992
2015	4471.55	18,183,693	\$4,067
2016	4461.60	18,387,337	\$4,121
2017	4338.00	18,942,782	\$4,367
*2018	4318.00	18,997,384	\$4,400

-\$16,795,758

Trends in Local Funding

<u>YEAR</u>	<u>ADM</u>	<u>Local Dollars</u>	<u>Per Pupil Amt.</u>
2008	4,303.60	\$27,938,137	\$6,492
2009	4,330.30	\$28,806,199	\$6,652
2010	4,366.90	\$28,758,865	\$6,586
2011	4,398.80	\$27,754,295	\$6,310
2012	4,496.10	\$28,394,236	\$6,315
2013	4,490.00	\$27,539,377	\$6,133
2014	4,467.15	\$28,125,510	\$6,296
2015	4,471.55	\$28,576,360	\$6,391
2016	4,461.60	\$29,456,183	\$6,602
2017	4,338.00	\$30,640,825	\$7,063

Actions Taken to Reduce Impact

- Offered voluntary retirement incentive to employees
- Evaluated operation and maintenance cost and reduced funds for capital projects
- Evaluated class size
- Reduced expenditures in all departments except –
 - Technology – \$924,251 to \$1,251,410
 - 840 devices to 3,730 devices (today-1 device for every student and teacher)
- Reduced professional learning from \$382,646 to \$284,417
- Reduced instructional materials from \$606,823 to \$437,661

Mountain Brook Board of Education General Fund 2018-2019

	FY18	FY19	\$ Difference	%
Revenues				
State	20,204,291.00	20,367,267.00	162,976.00	1%
Local	31,954,080.00	32,239,036.08	284,956.08	1%
MBCS Foundation	410,801.00	431,621.00	20,820.00	5%
Other	1,675,937.00	1,926,241.35	250,304.35	15%
Total Revenues	54,245,109.08	54,964,165.43	719,056.35	1.33%
Personnel Costs				
Kindergarten Teachers	1,017,998.00	1,107,028.00	89,030.00	8.75%
Elementary Education Teachers	8,261,821.00	8,298,687.00	36,866.00	0.45%
Elementary Education Aides	331,383.00	391,142.00	59,759.00	18.03%
Secondary Education Teachers	9,340,346.00	9,332,183.00	(8,163.00)	-0.09%
Secondary Education Aides	200,571.00	229,733.00	29,162.00	14.54%
Special Education Teachers	1,779,940.00	2,005,081.00	225,141.00	12.65%
Special Education Aides	712,054.00	766,627.00	54,573.00	7.66%
Special Education Support	128,524.00	132,321.00	3,797.00	2.95%
Gifted Teachers	271,677.00	278,329.00	6,652.00	2.45%
Alternative School Teachers	62,587.00	64,002.00	1,415.00	2.26%
Vocational Teachers	470,314.00	487,976.00	17,662.00	3.76%
Counselors	879,740.00	901,740.00	22,000.00	2.50%
Librarians	535,307.00	463,120.00	(72,187.00)	-13.49%
Speech Pathologist	168,858.00	230,243.00	61,385.00	36.35%
Preschool Teachers	233,399.00	241,744.00	8,345.00	3.58%
Preschool Aides	130,309.00	113,073.00	(17,236.00)	-13.23%
School Secretaries & Clerical	769,313.00	798,236.00	28,923.00	3.76%
Principals & Assistant Principals	1,521,929.00	1,553,715.00	31,786.00	2.09%
Athletics Salaries	697,142.00	522,036.00	(175,106.00)	-25.12%
Extended Day Workers	160,906.00	68,063.00	(92,843.00)	-57.70%
Custodial Staff	1,131,629.00	1,139,481.00	7,852.00	0.69%
Nurses	341,071.00	357,369.00	16,298.00	4.78%
Substitutes	662,116.00	909,409.00	247,293.00	37.35%
Central Office Leadership	1,376,031.00	1,418,462.00	42,431.00	3.08%
Central Office Administrative Assistants	352,177.00	366,632.00	14,455.00	4.10%
Finance Staff	322,558.00	349,785.00	27,227.00	8.44%
Maintenance Staff	357,629.00	374,975.00	17,346.00	4.85%
Technology Support Staff	771,883.00	801,208.00	29,325.00	3.80%
Transportation Staff	96,596.00	97,737.00	1,141.00	1.18%
Hospital & Medical Insurance	5,531,110.00	5,593,416.00	62,306.00	1.13%
Retirement	3,845,495.00	3,932,886.00	87,391.00	2.27%
Social Security	1,908,226.00	1,909,690.00	1,464.00	0.08%
Medicare	447,505.00	447,966.00	461.00	0.10%
Unemployment Compensation	3,194.00	-	(3,194.00)	-100.00%
Life Insurance	22,000.00	22,000.00	-	0.00%
Employee Assistance Program	16,050.00	16,000.00	(50.00)	-0.31%
Total Personnel Costs	44,859,388.00	45,722,095.00	862,707.00	1.92%

Mountain Brook Board of Education General Fund 2018-2019

	FY18	FY19	\$ Difference	%
Other Operating Costs (Non-personnel)				
Textbooks	286,791.00	400,000.00	113,209.00	39%
Health Services	1,100,271.00	978,805.00	(121,466.00)	-11%
Instructional Materials, Supplies & Services	606,432.40	312,282.00	(294,150.40)	-49%
Technology Support	1,060,120.00	1,150,322.00	90,202.00	9%
Professional Development	446,857.60	399,773.00	(47,084.60)	-11%
Instructional Support Activities	64,674.00	34,257.00	(30,417.00)	-47%
Custodial Materials, Supplies & Services	72,500.00	80,500.00	8,000.00	11%
Grounds Services	414,959.00	596,500.00	181,541.00	44%
Maintenance Materials Supplies & Services	604,772.00	947,270.00	342,498.00	57%
Transportation Maintenance & Materials	72,201.00	78,000.00	5,799.00	8%
Utilities: Elec, Water, Sewage, Gas, Waste, Tele	1,937,971.00	1,875,087.00	(62,884.00)	-3%
CO Printing, Postage, Supplies & Services	102,067.00	107,580.00	5,513.00	5%
Attorney & Auditing Services	99,711.00	92,000.00	(7,711.00)	-8%
Dues and Fees	40,074.00	37,546.00	(2,528.00)	-6%
Fiscal Services	178,717.00	151,250.00	(27,467.00)	-15%
Leases	43,500.00	48,915.00	5,415.00	12%
Personnel Services	8,121.00	4,700.00	(3,421.00)	-42%
Transfer OUT - Capital Projects	750,000.00	472,500.00	(277,500.00)	-37%
Transfer OUT - CNP	611,332.00	611,332.00	-	0%
Transfer OUT - Debt Service	1,126,228.00	682,716.00	(443,512.00)	-39%
Transfer OUT - Local Schools	429,139.00	506,339.86	77,200.86	18%
Transfer OUT - NBCT	58,005.00	41,079.00	(16,926.00)	-29%
Total Operating Costs	10,114,443.00	9,608,753.86	(505,689.14)	-5%
Total Expenditures	54,973,831.00	55,330,848.86	357,017.86	0.65%

Revenues Over (Under) Expenditures	(728,721.92)	(366,683.43)	362,038.49
Fund Balance at Beginning of Year	15,604,303.94	14,855,592.12	(748,711.82)
Fund Balance at End of Year	14,875,582.02	14,488,908.69	(386,673.33)
Desired Fund Balance (3 months)	13,743,457.75	13,832,712.22	89,254.47
Difference Desired/Ending	(1,132,124.27)	(656,196.47)	475,927.80

Group 1: Technology, Professional Development, and Instructional Materials

Members: Glenn Estess
Doug Coltharp
Stephen Favrot
Craig Fravert
Ashley Robinett
Heather Fitch

Liaisons: Missy Brooks, Curriculum and Instruction and Professional Development Director
Donna Williamson, Technology Director

Question 1: Are there opportunities for reducing costs that will not adversely affect the quality of instruction or responsible management of the school system?

Question 2: Are there areas of operation, which are currently inadequately funded or future opportunities the school system should pursue?

Group 1: Technology, Professional Development, and Instructional Materials

Question 1: Are there opportunities for reducing costs that will not adversely affect the quality of instruction or responsible management of the school system?

- Evaluate Sources of Funding:
 - Elementary students should be charged a technology fee, a portion of which goes back to the BOE and a portion of which covers cost of replacement within the school walls.
 - Families should bear more of the cost in grades 9-12 given the benefit of a student device that they receive
 - Digital content is highly leverageable and is reducing costs in most/many arenas. Textbook publishers have been resisting this trend. There could be opportunities to work through trade associations, purchasing co-ops, or other such organizations to introduce scale into the content purchasing negotiations.
 - Finalizing and approving a 5-year strategic plan could prove useful in applying for grants and/or seeking private funding.

Group 1: Technology, Professional Development, and Instructional Materials

Question 1 Continued: Are there opportunities for reducing costs that will not adversely affect the quality of instruction or responsible management of the school system?

- In order to maintain the learning environment and learning experiences that are the hallmarks of our system, we must continue to fund technology so that students and teachers have access to and support for the use of the innovative tools that students need in a digital age.
 - We were not able to identify any means of reducing technology without adversely affecting the quality of instruction. However, a third party review of technology related contracts may find efficiencies/opportunities to negotiate lower costs/improved deals.
 - From a teacher's perspective, professional development is viewed as one of the biggest selling points of our school system. Cutting funding in this area would have a negative impact on the quality of instruction our teachers can deliver, thus negatively impacting student learning.
 - Technology and PD go hand in hand, as the most effective, challenging, and engaging instruction is enhanced by technology.

Group 1: Technology, Professional Development, and Instructional Materials

Question 2: Are there areas of operation which are currently or inadequately funded or future opportunities the school system should pursue?

Technology is a necessary and productive advancement in our school system, allowing better communication with parents, teachers, students, and administration. We see technology falling into three large categories: infrastructure, user devices, and digital content.

- We believe:
 - Technology is an ever-changing piece of our education landscape in today's world. We must be conscious of the cost of maintaining the backbone of our infrastructure as well as devices that are used throughout the schools.
 - With technology in our schools comes a responsibility to appropriately and robustly filter content and protect information. We must ensure we remain on the cutting edge when it comes to protecting our students and schools from cyber-attacks and inappropriate information. This comes with a price tag.
 - Transmission of information is becoming constrained through existing networks. As such, the technology team has budgeted to increase bandwidth in the 2018-2019 budget. It should be expected that similar costs will be incurred in future years.
 - Technology costs have increased approximately 5.5% annually for the last 5 years; this trend is expected to hold true or increase over time; number of devices has increased dramatically (currently approx. 9,000) and support staff has remained level.

Group 1: Technology, Professional Development, and Instructional Materials

We believe continued...

- Many of the tools installed in classrooms in early-mid 2000s are beginning to show their age and will need to be replaced. The document camera, LCD projector, Mobi, and sound system are integrated into daily instructional strategies, and to lose them would be a detriment to learning. Furthermore, with the adoption of new instructional materials, teachers and students rely on access to technology. Example: WL classrooms would reap immeasurable benefits if each classroom were equipped with 3-wall projection, bringing cultural sites of interest to life.
- Due to the fast pace at which technology is changing, a 5-year “technology strategy” should be considered, including specific goals and benchmarking.
- Collaboration and benchmarking with peers is a “must” as we continue to incorporate technology as a core piece of our learning environment.
- MB schools should continue to fully fund professional development opportunities specific to their content. The access to and support of professional learning in our district is unlike any other, and this is a huge factor when teachers consider coming to MB. If these areas were to be cut, it could negatively impact the quality of teachers the district attracts.

Group 2: Secondary School Staffing and Athletics

Members: Fred Renneker
Jane Menendez
Tommy Sisson
David Faulkner
Graham Smith

Liaisons: Amanda Hood, Student Services Director
Donald Clayton, Mountain Brook Junior High Principal

Question 1: Are there opportunities for reducing costs that will not adversely affect the quality of instruction or responsible management of the school system?

Question 2: Are there areas of operation, which are currently inadequately funded or future opportunities the school system should pursue?

Group 2: Secondary School Staffing and Athletics

Question 1: Are there opportunities for reducing costs that will not adversely affect the quality of instruction or responsible management of the school system?

Our committee has determined that since the 2008 recession, expenses have been extremely well managed by the Mountain Brook School System and any “fat” has already been trimmed.

Group 2: Secondary School Staffing and Athletics

Question 2: Are there areas of operation, which are currently inadequately funded or future opportunities the school system should pursue?

- In reviewing a broad selection of local and nationally "top ranked" schools, we believe that we have lost ground in the following areas:
- Our student counselor/administrator ratio is 351:1 which indicates that our counselors and administrators are spread thin in trying to support our student population. Over the past few years the number of students with IEP's or 504 plans has greatly increased which has had a commensurate increase on the work load of our principals, counselors and administrative staff at the secondary level.
- Our academic supplement and athletic supplement salary schedule is not as competitive as it once was.
- One college advisor is not adequate for our 9th-12th grade student population.
- Our athletic director needs more support.

Group 2: Secondary School Staffing and Athletics

The following priorities should be considered:

- Funding for an additional Assistant Principal at the High School level
- Addition of a College Advisement Counselor
- Addition of a student Assistance Counselor
- Addition of a Assistant Principal for the Junior High School
- Provide full time secretarial support for the Athletics Administrator
- Review of the outdated academic and athletic pay scale supplement schedule
- The addition of a classified Secretarial Support Staff member at the High School and Junior High school.
- Review and study the best means of support for our students with a 504 classification.

Group 3: Elementary Schools Staffing

Members: Wil Cooper
Ted Holt
Lucy Thompson Marsh
Phyllis Farrar
Tom Clark
Charles Smith

Liaisons: Nathan Pitner, Brookwood Forest Elementary Principal
Laurie King, Crestline Elementary Principal

Question 1: Are there opportunities for reducing costs that will not adversely affect the quality of instruction or responsible management of the school system?

Question 2: Are there areas of operation, which are currently inadequately funded or future opportunities the school system should pursue?

Group 3: Elementary Schools Staffing

Question 1: Are there opportunities for reducing costs that will not adversely affect the quality of instruction or responsible management of the school system?

Class Size

- There is a critical need to protect small class sizes to maintain a meaningful classroom experience for the students.
 - K-3rd grades strive to limit class sizes to ~20 students.
 - 4-6th grades strive to limit class sizes to ~25 students.
 - Inclusion classes with a special-needs student may be slightly smaller than average.
- The community expects small classes.
- A larger-than-average kindergarten enrollment at any one of the schools is a logistical challenge because the system has to account for adding a teacher every year.

Group 3: Elementary Schools Staffing

Salaries

- The state of Alabama sets minimum salary levels for teachers, but MB and other local schools pay salaries that are higher than these mandated minimums.
- Teacher salaries are determined by a matrix using the teacher's years of experience and level of education. MB's compensation schedule is competitive with Vestavia, Hoover, Huntsville, Homewood, and Auburn. We do not pay the highest salary in all situations.
- No concerns were expressed concerning difficulty in recruiting top teachers because of salaries.

Question 2: Are there areas of operation, which are currently inadequately funded or future opportunities the school system should pursue?

Other Staff

- In the past, each elementary school employed 4 to 5 Instructional Aides; now the schools have 2 or 3. Instructional Aides are not certified teachers.

Group 3: Elementary Schools Staffing

- Instructional Aides work hourly, earning ~\$20-22k annually, and help the school each day where needed at the discretion of the Principal.
- The cost of adding Aides could be offset by a reduced need for substitute teachers.
- Each elementary school has its own reading coach, but the four schools share 2 math coaches. The cost of reading coaches is covered in part by state funding, but that is not the case with math coaches.
- The math coaches work at one school for a week straight and then rotate. The need for a math coach to be on-site full time was discussed.
- Coaches are able to assist the academic interventionists who work 1-on-1 or in small groups with students who need extra help, but their primary role is to provide professional development support.
- They help train new teachers and help veteran teachers with instructional guidance.
- On a scale of 1-5 with 5 being the most important:
 - Increasing the number of aides should receive a score of 5.
 - Adding math coaches should receive a score of 4.

Group 4: Maintenance, Custodial, Utilities and Long Term Planning Facilities

Members: Ben Patrick
Trey Clegg
Jeffrey Brewer
Beau Bevis
Rob Walker

Liaisons: Tommy Prewitt, Facilities Director
Pam Stembridge, CNP Director

Question 1: Are there opportunities for reducing costs that will not adversely affect the quality of instruction or responsible management of the school system?

Question 2: Are there areas of operation, which are currently inadequately funded or future opportunities the school system should pursue?

Group 4: Maintenance, Custodial, Utilities and Long Term Planning Facilities

Question 1: Are there opportunities for reducing costs that will not adversely affect the quality of instruction or responsible management of the school system?

Transportation

- Affirm:
 - Mountain Brook School's buses should be the best in class for student and staff safety and accessibility
 - Compensation for bus drivers appears to be a level commensurate with peer systems
- Reduce:
 - Evaluate/consider leasing verses owning buses as current fleet times out to save money as well as to accelerate upgrades to current needs of the system
 - Minimize quantity of Mountain Brook buses/operators to daily need only. Outsource excess special need trips as needed.
 - Explore one – two smaller capacity buses for smaller team travel (14 passengers)

Group 4: Maintenance, Custodial, Utilities and Long Term Planning Facilities

Question 2: Are there areas of operation which are currently inadequately funded or future opportunities the school system should pursue?

Transportation

- Inadequate:
 - With properly structured leases, we could have Mountain Brook colors and Spartan logos applied to the vehicles.
 - Currently, Mountain Brook buses do not have seat belt availability
 - Staff expressed the need for a bus with multiple wheelchair capacity, as well as more buses with wheelchair/lift provisions.
 - Mountain Brook places tremendous emphasis on extracurricular activities and sports participation, yet funding for team transportation seems to be unequal for some sports and organizations, placing uneven burdens on the families of the children participating in those sports/activities.

Group 4: Maintenance, Custodial, Utilities and Long Term Planning Facilities

Question 1: Are there opportunities for reducing costs that will not adversely affect the quality of instruction or responsible management of the school system?

Food Service

- Affirm:
 - Staff leadership has a focused balance on providing a healthy mix of nutritional selections with items that sell to the children.
 - We support staff's decision not to participate in Federal food funds to maximize flexibility of operations and selection.
- Reduce:
 - Increase operating surplus of CNP program to fund capital needs across the system for food service operations.
 - Ideas:
 - Coffee stations
 - Develop student / parent task force to increase student meal purchase participation percent. How do you make it "cool" to eat at school?

Group 4: Maintenance, Custodial, Utilities and Long Term Planning Facilities

Question 2: Are there areas of operation which are currently inadequately funded or future opportunities the school system should pursue?

Food Service

- Inadequate:
 - Food / CNP staff compensation should be as commensurate to state / national average ratios as the Mountain Brook teachers
 - The system should provide a “best in class” workplace environment for the employees

Group 4: Maintenance, Custodial, Utilities and Long Term Planning Facilities

Question 1: Are there opportunities for reducing costs that will not adversely affect the quality of instruction or responsible management of the school system?

Custodial

- Affirm:
 - We support that employment decisions remain internally controlled and do not support outsourcing. Mountain Brook Schools custodians are often like family. We would suggest this position be called the “Jerome Rule”.
 - Employment numbers per facility are presented as adequate and appropriate.
- Reduce:
 - Strategic transition to LED Lighting. Outsource financing if possible. Will lower utility bills.
 - Evaluate shifting of school landscape /grounds upkeep at the six schools to Parks & Recreation Department in lieu of outside contractors (It is our understanding that parks and rec currently maintain the adjacent athletic fields)
 - Evaluate leasing verses owning of short-life maintenance equipment to increase reliability of good quality, properly functioning tools for our custodial staff.

Group 4: Maintenance, Custodial, Utilities and Long Term Planning Facilities

Question 2: Are there areas of operation which are currently inadequately funded or future opportunities the school system should pursue?

Custodial

- Inadequate:
 - Custodial staff compensation should be as commensurate to state / national average ratios as the Mountain Brook teachers.
 - Increase annual equipment replacement funds to have sufficient equipment for staff to perform their jobs with high quality.

Group 4: Maintenance, Custodial, Utilities and Long Term Planning Facilities

Question 1: Are there opportunities for reducing costs that will not adversely affect the quality of instruction or responsible management of the school system?

Maintenance & Long-Term Planning Facilities

- Affirm:
 - The MB Facilities Team has stretched the useful life of the current facilities in an amazing fashion.
 - Upkeep of facilities is professionally managed, strategic, and maximizes value for the system.
 - The current Facility Assessment & Master Plan as presented is thorough, logical, and well-intended based on the parameters provided which are constrained to only enhance and maintain the current existing facilities. It is very good at identifying facility inadequacies.
- Reduce:
 - Fully implement LED replacement to recognize utility savings
 - Improve inefficient HVAC systems to provide higher comfort and a lower operating cost

Group 4: Maintenance, Custodial, Utilities and Long Term Planning Facilities

Question 2: Are there areas of operation which are currently inadequately funded or future opportunities the school system should pursue?

Maintenance & Long-Term Planning Facilities

- Inadequate:
 - Of the six Mountain Brook School facilities, not one would likely be rated as “best of class”. The youngest facility is 50 years old and the average age is over 60. Multiple additions and enhancements have created many inefficiencies and operational burdens.

Group 4: Maintenance, Custodial, Utilities and Long Term Planning Facilities

Question 2: Are there areas of operation which are currently inadequately funded or future opportunities the school system should pursue?

Maintenance & Long-Term Planning Facilities

- Inadequate:
 - Specific inadequacies – many of which were outlined in the presented Facility Assessment
 - Health:
 - Outside air quantities are out of current codes and guidelines – current design of facilities makes improvements costly and inefficient when replacing systems
 - Lack of daylight in some classrooms
 - Many existing restrooms are not ADA accessible and are depressing

Group 4: Maintenance, Custodial, Utilities and Long Term Planning Facilities

Question 2: Are there areas of operation which are currently inadequately funded or future opportunities the school system should pursue?

Maintenance & Long-Term Planning Facilities

- Inadequate:
 - Specific inadequacies – many of which were outlined in the presented Facility Assessment
 - Safety
 - Security systems – current facility layouts are inefficient to monitor.
 - Site access control – today’s guidelines are cumbersome to implement.
 - Lack of fire sprinkler systems – degrades safety and raises insurance costs.
 - Emergency power – many technology systems need 24x7 reliability to deliver online educational content.

Group 4: Maintenance, Custodial, Utilities and Long Term Planning Facilities

Question 2: Are there areas of operation which are currently inadequately funded or future opportunities the school system should pursue?

Maintenance & Long-Term Planning Facilities

- Inadequate:
 - Specific inadequacies – many of which were outlined in the presented Facility Assessment
 - Image
 - Do our facilities project an appropriate 21st century curb appeal?
 - Will our facilities continue to help attract the best teachers?
 - Will the facilities continue to project our community having one of the best education environments in the Southeast?

Group 4: Maintenance, Custodial, Utilities and Long Term Planning Facilities

Maintenance & Long-Term Planning Facilities

Recommendations:

- The School Board needs to authorize a School Replacement Strategic Planning Team to identify, program, design, fund, and replace the first school in our system in order that all six might be overhauled over the next 25-50 years. This Our BHAG (Big Hairy Audacious Goal) is summarized below:

Mountain Brook Schools are the crown jewel of our community. And at some level facilities matter. We can have the best students and teachers, but without state of the art learning environments, we will fall behind. The following vision contemplates replacing or largely renovating all six of the aging MB schools. Our schools on average were built in 1955, with a series of additions and renovations that have served our needs well. It's time to think of a new vision. A vision of a system not only steeped in tradition, but keenly focused on the future. In a phased approach we have the unique opportunity to construct new schools on the same property where the schools exist today, without purchasing any new land or causing major classroom disruptions. Just imagine by the year end 20XX, every school in the system would be completely renovated or replaced to preserve our crown jewel for generations to come.

Group 4: Maintenance, Custodial, Utilities and Long Term Planning Facilities

Maintenance & Long-Term Planning Facilities

Recommendations:

- The creation of a strategic replacement plan is important to continue to allow our facilities staff the ability to make sound decisions on prioritization of the recommendations of the current Facility Assessment & Master Plan. Some of the short-term recommendations and expenditures are unavoidable and, frankly, past due; yet some of the suggestions might be prioritized differently with the presence of a strategic replacement plan.
- Some potential discussion points:
 - Constructing one replacement facility could ease space burdens on the existing campuses rendering some of the smaller expansions & renovations proposed unnecessary
 - Would a strategic replacement plan suggest the need to acquire additional property within the city limits? Where are there parcels currently that would be beneficial for the School System/City to acquire should the opportunity to present itself? Should officials attempt to obtain purchase options should those parcels deem to be appropriate for consideration?

Group 4: Maintenance, Custodial, Utilities and Long Term Planning Facilities

Maintenance & Long-Term Planning Facilities

Recommendations:

- Potential discussion points continued:
 - Could shifts to the current grade arrangement provide opportunities to make the system's operations more efficient and less taxing on space for existing campus configurations?
 - Example – Could development of a consolidated early learning center for kindergarten and a potential user pay Pre-K program be beneficial to the system?
 - Is there a revenue benefit?
 - Can specialty instruction be consolidated to allow maximum efficiency?
 - Would co-located kindergarten free up space in existing schools to minimize the needs for additional space?

This is but one example of many thoughts and ideas. We hope the School Board will engage our team in a conversation to better frame some of the ideas and concepts that are already “on paper”.

Group 5: Special Education, Clerical, Teacher Aides, Administrative Staffing and Extracurricular

Members: Jenifer Kimbrough
Hatton Smith
Trey Echols
Jack Young

Liaisons: Shannon Mundy, Special Education Director
Susan Cole, Personnel Director

Question 1: Are there opportunities for reducing costs that will not adversely affect the quality of instruction or responsible management of the school system?

Question 2: Are there areas of operation, which are currently inadequately funded or future opportunities the school system should pursue?

Group 5: Special Education, Clerical, Teacher Aides, Administrative Staffing and Extracurricular

Question 1: Are there opportunities for reducing costs that will not adversely affect the quality of instruction or responsible management of the school system?

Our committee could not readily identify any such opportunities. There appears to be an earnest and relatively longstanding and ongoing practice on the part of the individuals working within the areas we were tasked to address to do ever more substantive work with limited funding.

Group 5: Special Education, Clerical, Teacher Aides, Administrative Staffing and Extracurricular

Question 2: Are there areas of operation, which are currently inadequately funded or future opportunities the school system should pursue?

- To address the burgeoning mental health needs of MB students, it is recommended that Mountain Brook Schools (MBS) explore hiring one full-time psychologist. Currently, MBS has one “as needed,” part-time psychologist, as well as a neuropsychologist with whom MBS contracts who conducts more involved evaluations. It is anticipated that a full-time psychologist would shift some of the mental-health load away from school counselors, allowing the counselors to focus on more traditional counseling services.
- To assist with cognitive behavioral therapy, it is recommended that MBS explore hiring two mental health/crisis counselors—one for the four elementary schools and one for the two secondary schools.
- To alleviate a current facilities issue, it is recommended that MBS explore the creation of separate sensory rooms in each school for use by special-needs students.



Mountain Brook Schools Facility Assessment & Master Plan



Part 1: Overview & Common Issues

Part 2: Individual School
Assessments & Plans

Part 3: Preliminary Cost Estimates

Part 1: Overview

“Build, Operate and maintain facilities which will accommodate all programs and curricula of the school system.”

1. Physical Condition Assessment
 - On-Site Observations
 - Interviews with Faculty & Facilities Personnel
 - Work Session with Mechanical Engineer

2. Program Assessment
 - Interviews with School Administrations & Faculty
 - Statistical Comparisons

3. Development of Graphic Master Plans
 - Iterations Reviewed with School Administrations

4. Development of Preliminary Cost Estimates
 - Historic Cost Data
 - Previous Cost Estimates

Mountain Brook Schools Facility Assessment & Master Plan

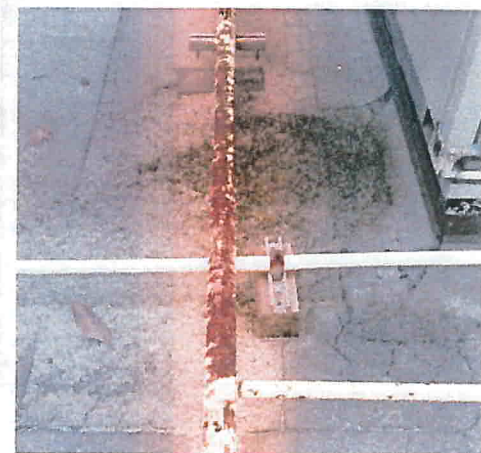
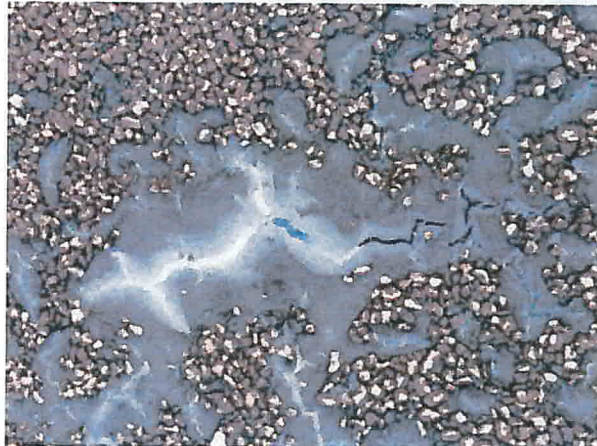
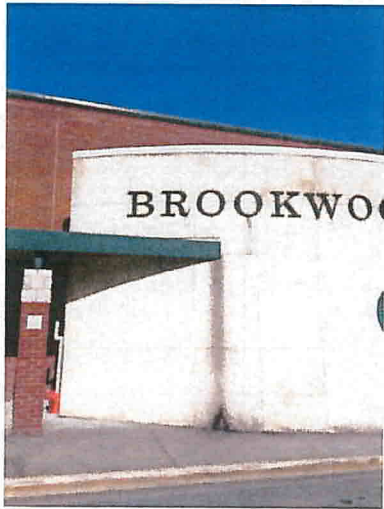
The Good

- Well maintained facilities
- Heritage & Character
- Neighborhood Integration
- Problems can be fixed

The Bad

- Aging Facilities
- Landlocked Sites
- Inefficient Layouts
- Expensive to Update

The Ugly



Mountain Brook Schools Facility Assessment & Master Plan

Physical Condition Assessment

Mountain Brook Schools Facility Assessment & Master Plan

Facility Condition Assessment

1. Routine Scheduled Replacements

- Roofing
- Mechanical Replacements
- Carpet
- Paint
- Athletic Surfaces

Facility Condition Assessment

2. Other Reoccurring Issues

- Sprinklers
- Restrooms
- Mechanical Upgrades
- Lighting

Roofing

- 243,000 Square Feet
- \$18 Square Foot
- \$4.4 million

Mechanical - Building Automation System (BAS)

- Existing system no longer supported
- New Control System: \$175,000

Mechanical Replacements

- Need to be engineered
- Fix Comfort Problems
- Fresh Air Requirements
- Building Automation Controllers
- Coordinated with Roofing & Lighting Upgrades
- Much Higher Cost: \$9.6 million

Sprinklers

- Typical in new school construction
- 578,000 square feet
- \$2.05 million

Restrooms



Mountain Brook Schools Facility Assessment & Master Plan

Restrooms

- Odor Problems
- Old Plumbing Fixtures & Partitions
- Accessibility Issues
- \$2.8 million

LED Retrofit

- Broad Range of Fluorescent
- Industrial Lighting Study:
\$5.2 million savings over 10
years
- Potential Electrical Capacity
- Offsetting Mechanical Costs

Mountain Brook Schools Facility Assessment & Master Plan

Program Assessment

Mountain Brook Schools Facility Assessment & Master Plan

School Trends

- Flexibility
- STEM “Lab” Spaces
- Better Security
- Special Needs Growth
- Technology

Infrastructure for Technology

- New CAT6 Data Wiring (\$600,000)
- Generators (\$540,000)
- Charging Stations (\$300,000)

Median Growth in School Size: 1995-2014*

- Elementary School: 80 sf /Student
- Middle School: 45 sf / Student
- High School: 30 sf / Student

* School Planning & Management, February 2015

Elementary School Size Comparisons

SCHOOL SPACE COMPARISONS

	Mountain Brook Elementary		Crestline Elementary		Brookwood Forest Elementary		Cherokee Bend Elementary	
	Square Feet	S.F. / Student	Square Feet	S.F. / Student	Square Feet	S.F. / Student	Square Feet	S.F. / Student
	486 Students		735 Students		531 Students		458 Students	
Support Spaces								
Lunch Room	3,049	6.27	4,259	5.8	2,382	4.5	2,457	5.4
Serving Line	291	0.60	382	0.5	197	0.4	111	0.2
Kitchen	1,670	3.44	3,450	4.7	1,145	2.2	1,544	3.4
Gymnasium	5,400	11.11	5,097	6.9	5,465	10.3	5,504	12.0
Auditorium Seating Area	2,393	4.92	3,170	4.3	2,468	4.6	2,496	5.4
Auditorium Stage	758	1.56	1,131	1.5	1,099	2.1	1,003	2.2
Library / Media Center	4,529	9.32	3,391	4.6	2,755	5.2	3,810	8.3
Administration	1,203	2	2,749	3.7	1,286	2	1,695	3.7
Existing Gross Area	97,939	201.5	113,110	153.9	75,668	142.5	88,537	193.3
Proposed Gross Area			129,544	176.3	86,313	162.5		
2015 SouthEast Elementary Median	90,000	182.2	90,000	182.2	90,000	182.2	90,000	182.2

High School & Junior High Size Comparisons

SCHOOL SPACE COMPARISONS	Mountain Brook Junior High		Mountain Brook High School	
	Square Feet	S.F. / Student	Square Feet	S.F. / Student
		1,060 Students		1,054 Students
Existing Gross Area	156,786	147.9	175,945	166.9
Proposed Gross Area	178,062	168	187,769	178
2015 National Median	118,500	173	173,727	180

Individual School Assessments & Plans

Mountain Brook Schools Facility Assessment & Master Plan

Mountain Brook Elementary



Year Built: 1929

Additions: 1939, 1949, 1950, 1961, 1963, 1989, 1996, 2001, 2006

Area: 93,944 square feet

Mountain Brook Schools Facility Assessment & Master Plan

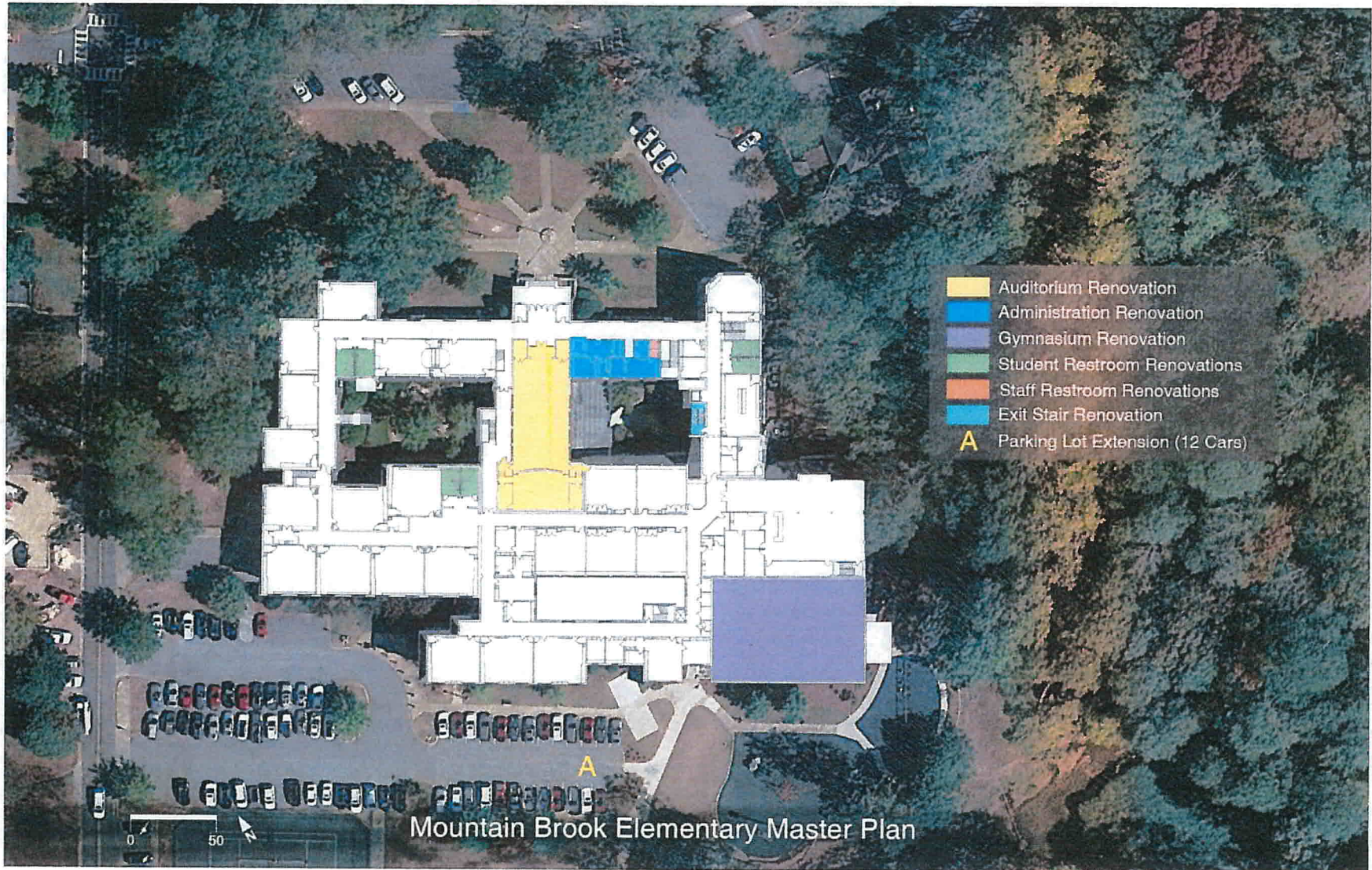
Elementary School Size Comparisons

SCHOOL SPACE COMPARISONS

	Mountain Brook Elementary		Crestline Elementary		Brookwood Forest Elementary		Cherokee Bend Elementary	
	Square Feet	S.F. / Student	Square Feet	S.F. / Student	Square Feet	S.F. / Student	Square Feet	S.F. / Student
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Mountain Brook Elementary

- Unified Paint & Carpet Plan
- Auditorium Renovation
- Administration Renovation
- Gymnasium Renovation
- Below Grade Waterproofing
- Window Replacements



Mountain Brook Schools Facility Assessment & Master Plan

Cherokee Bend Elementary



Year Built: 1969
Additions: 1977, 1993, 1999
Area: 88,537 square feet

Mountain Brook Schools Facility Assessment & Master Plan

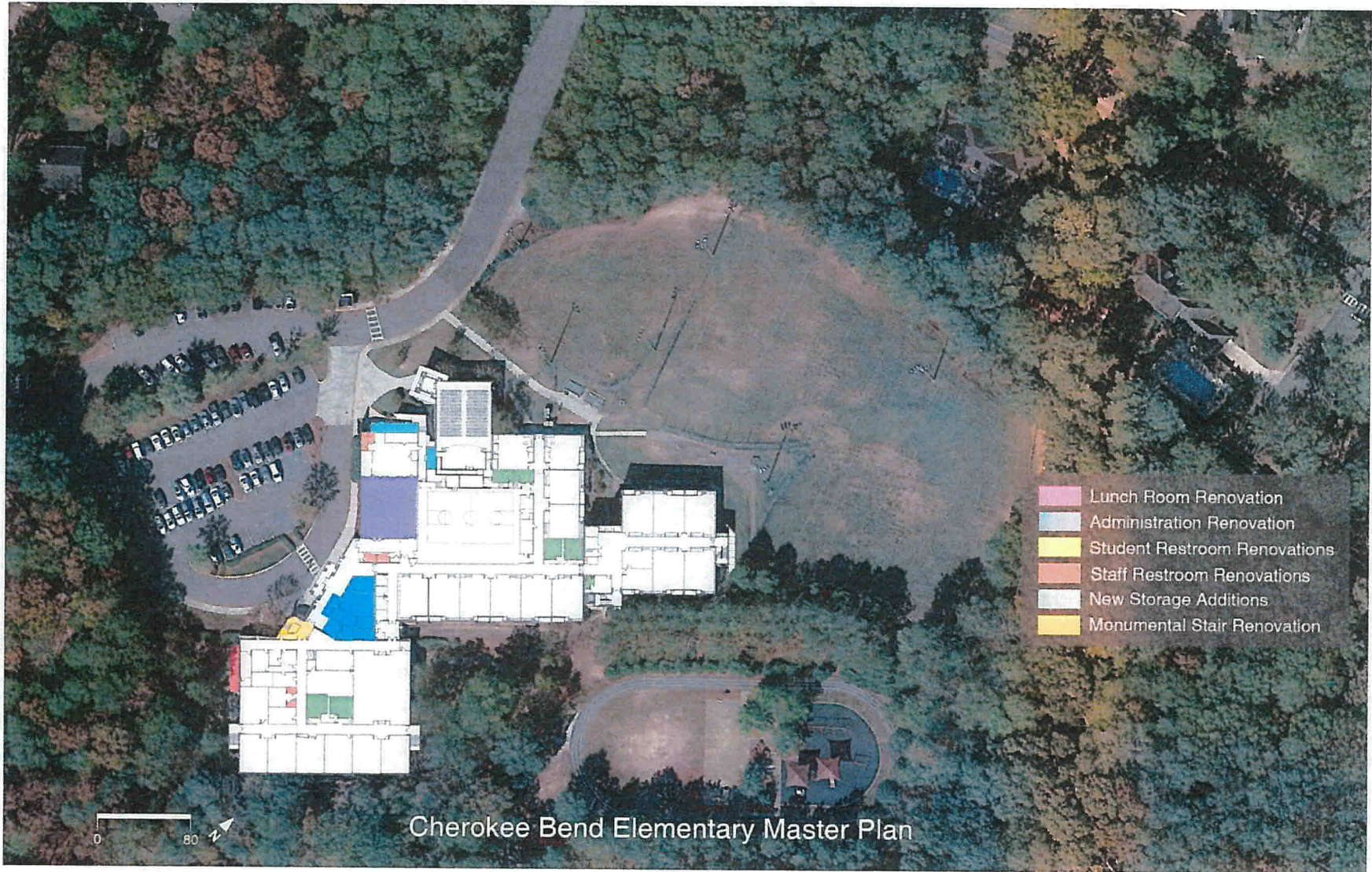
Elementary School Size Comparisons

SCHOOL SPACE COMPARISONS

	Mountain Brook Elementary		Crestline Elementary		Brookwood Forest Elementary		Cherokee Bend Elementary	
	Square Feet	S.F. / Student	Square Feet	S.F. / Student	Square Feet	S.F. / Student	Square Feet	S.F. / Student
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Cherokee Bend Elementary

- Lunch Room Renovation
- Administration Renovation
- Restroom Renovations
- Monumental Stair Renovation & Waterproofing
- New Storage Rooms



Mountain Brook Schools Facility Assessment & Master Plan

Crestline Elementary



Year Built: 1946
Additions: 1969, 1986, 1990, 1995, 2013
Area: 113,110 square feet

Mountain Brook Schools Facility Assessment & Master Plan

Elementary School Size Comparisons

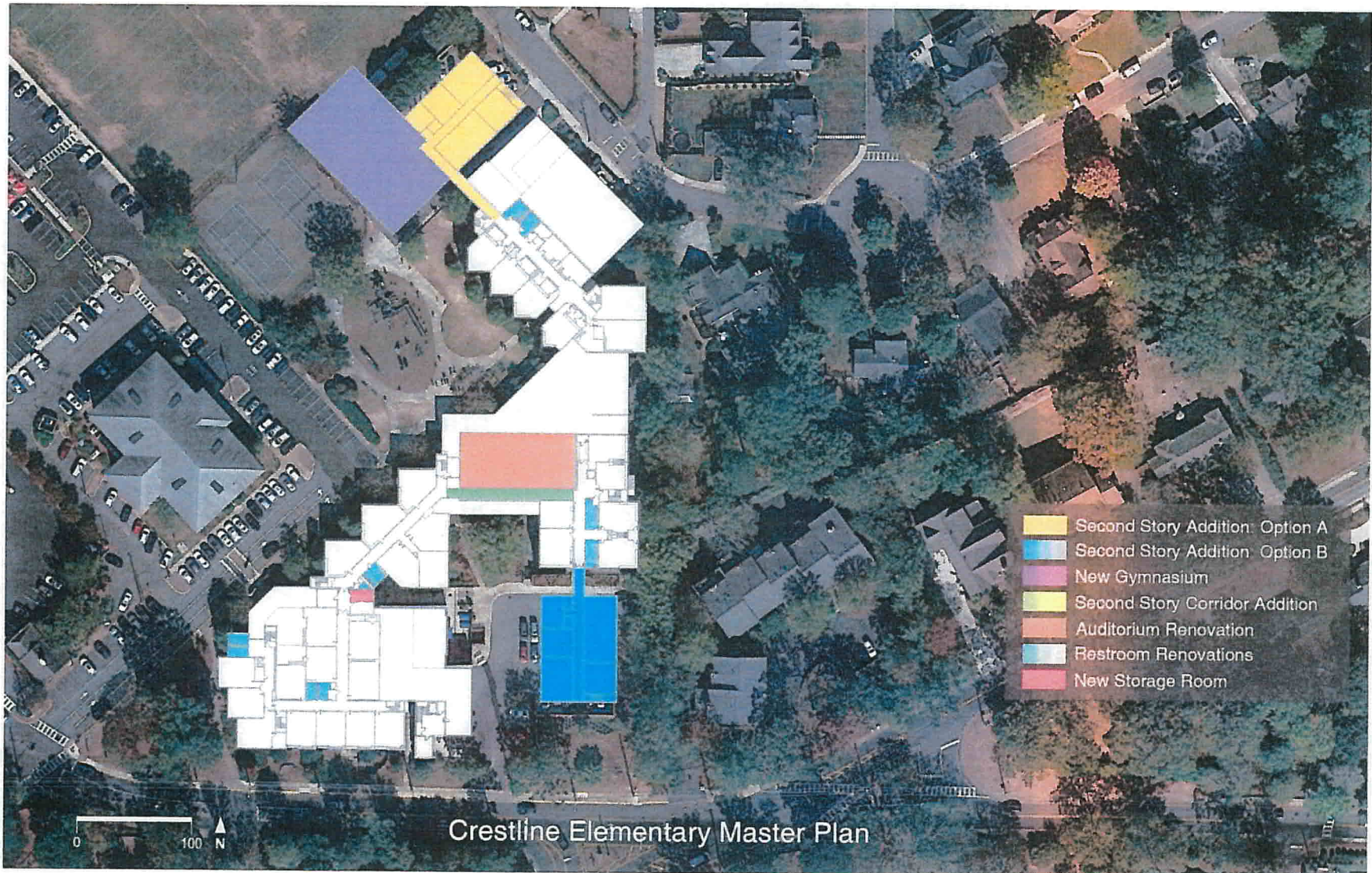
SCHOOL SPACE COMPARISONS

	Mountain Brook Elementary		Crestline Elementary		Brookwood Forest Elementary		Cherokee Bend Elementary	
	Square Feet	S.F. / Student	Square Feet	S.F. / Student	Square Feet	S.F. / Student	Square Feet	S.F. / Student
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Crestline Elementary

- New Gymnasium
- Auditorium Renovation
- Restroom Renovations
- New “STEM” Labs
- New Band Room
- New Teacher Workroom
- New Instructional Coaches Space
- Fix HVAC Comfort Problems (18 Classrooms)
- Extensive Re-Roofing Needed

Mountain Brook Schools Facility Assessment & Master Plan



Mountain Brook Schools Facility Assessment & Master Plan

Brookwood Forest



Year Built: 1964
Additions: 1970, 1989, 1995, 1999
Area: 75,190 square feet

Mountain Brook Schools Facility Assessment & Master Plan

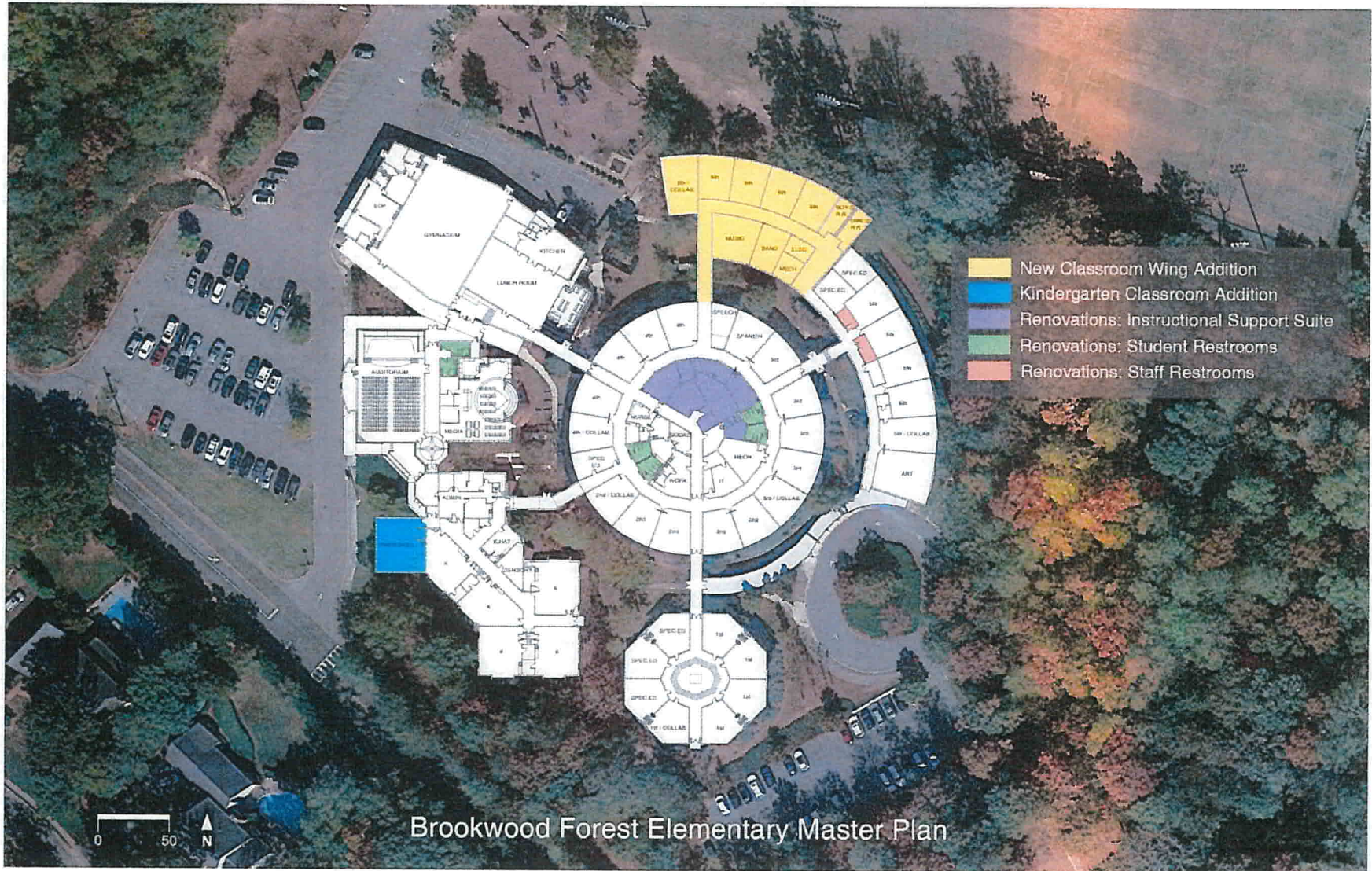
Elementary School Size Comparisons

SCHOOL SPACE COMPARISONS

	Mountain Brook Elementary		Crestline Elementary		Brookwood Forest Elementary		Cherokee Bend Elementary	
	Square Feet	S.F. / Student	Square Feet	S.F. / Student	Square Feet	S.F. / Student	Square Feet	S.F. / Student
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Brookwood Forest

- School is at full capacity.
- New STEM Lab
- Four New Classrooms
- New Preschool Room
- Restroom Renovations
- Additional Teacher Restrooms
- Fix HVAC Problems in 200, 300 & 500 wings.



Mountain Brook Schools Facility Assessment & Master Plan

Mountain Brook Junior High



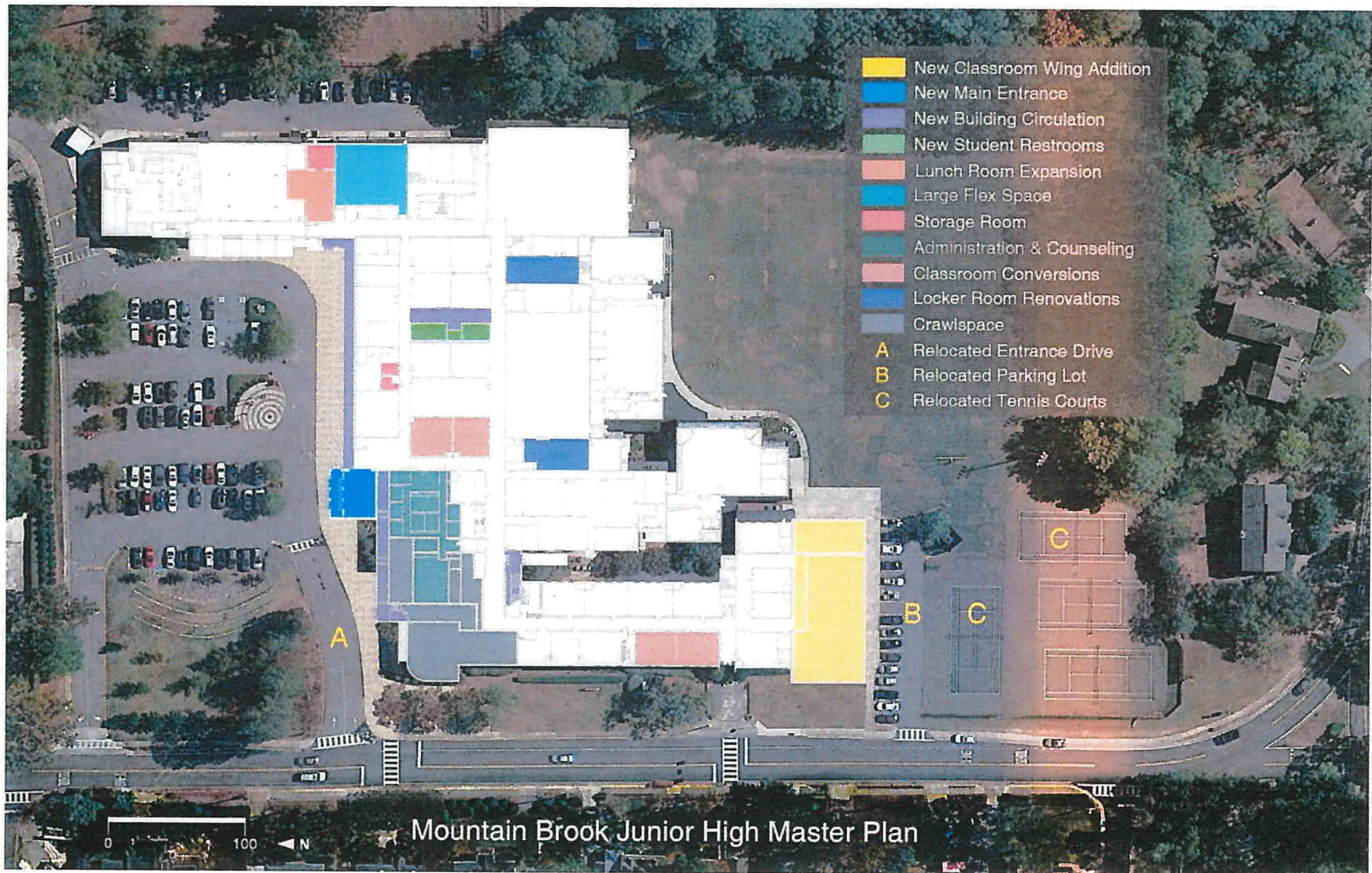
Year Built: 1956
Additions: 1976, 1993, 1987, 1999
Area: 156,786 square feet

Mountain Brook Schools Facility Assessment & Master Plan

Mountain Brook Junior High

- Address Crowded Circulation
- Improve Security
- Create a More Visible Main Entry
- New STEM Space
- Flex Meeting Space for 200
- Lunchroom Expansion
- Restroom Renovations
- Enlarge & Renovate Special Education
- Three New Classrooms
- Overbrook Wing Waterproofing

Mountain Brook Schools Facility Assessment & Master Plan



Mountain Brook Schools Facility Assessment & Master Plan

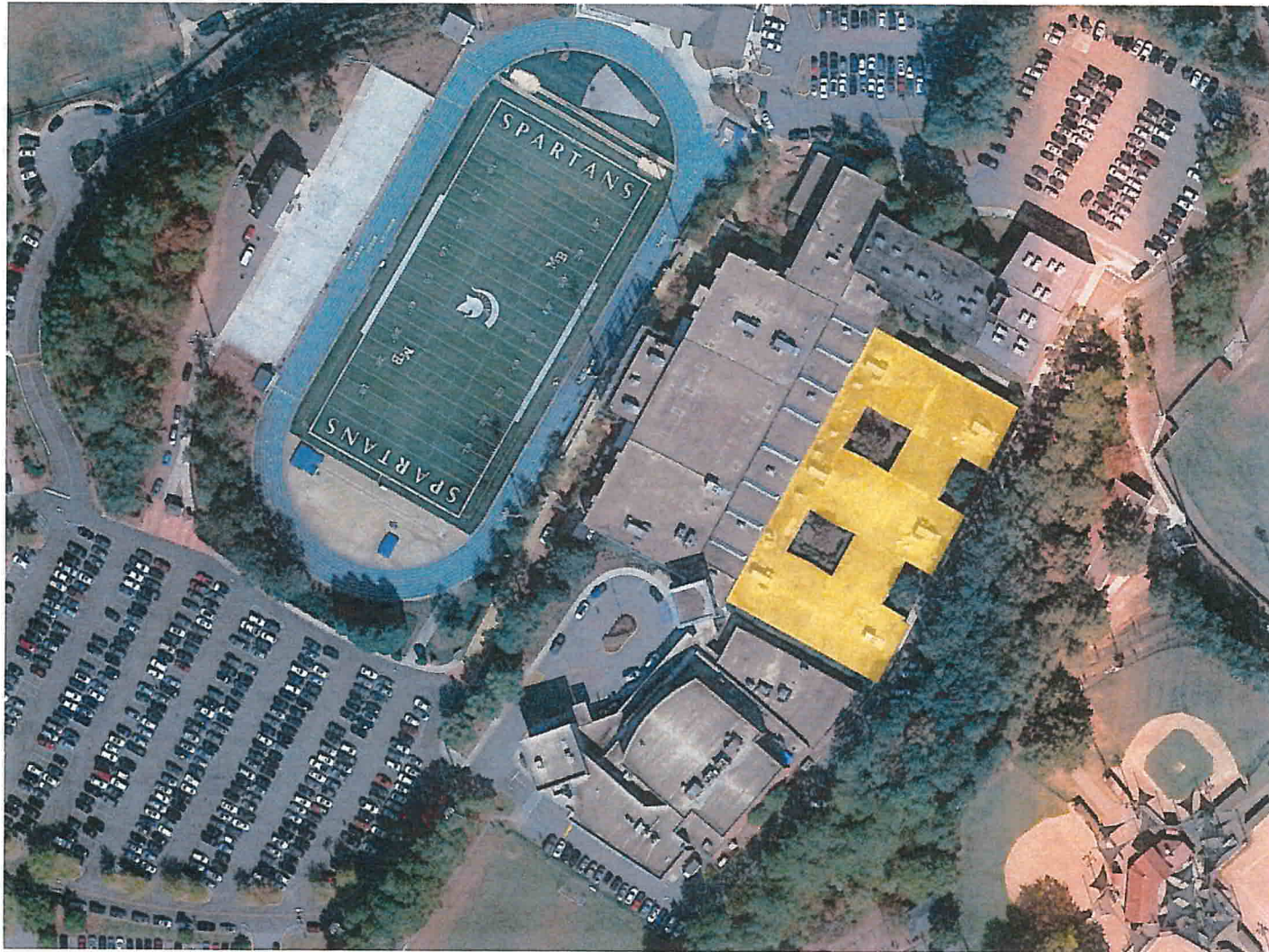
Mountain Brook High School



Year Built: 1966
Additions: 1967, 1983, 1995, 1999, 2008
Area: 175,945

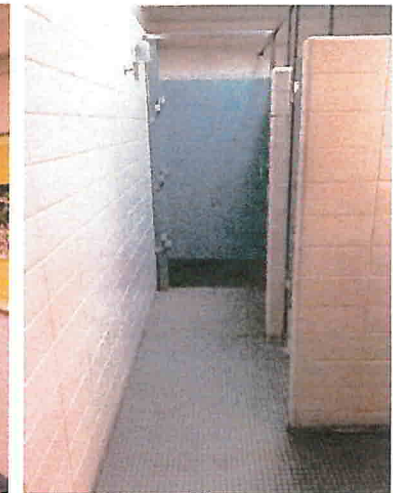
Mountain Brook Schools Facility Assessment & Master Plan

High School 100/200/300 Wing



Mountain Brook Schools Facility Assessment & Master Plan

High School 100/200/300 Wing



Mountain Brook Schools Facility Assessment & Master Plan

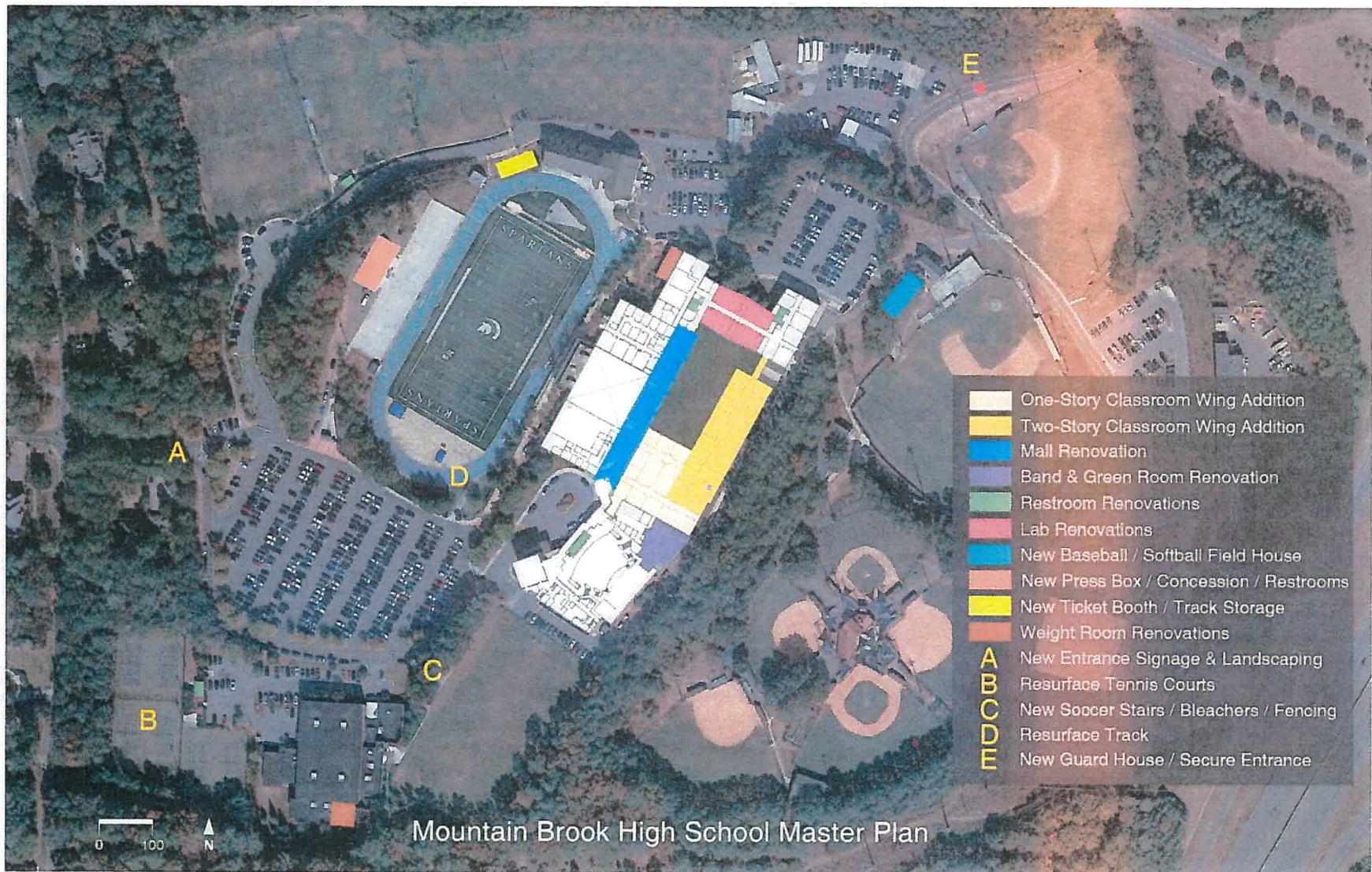
Mountain Brook high School

- Improve Site Security
- Replacement of 100/200/300 Wings
- New Innovation Lab & Engineering Lab
- New STEM Space
- Flex Technology Hub
- Renovation of Band & Green Rooms
- Restroom Renovations
- 500 Wing Renovations
- Mall Renovations

Mountain Brook Schools Facility Assessment & Master Plan

High School Athletics

- New Press Box / Concession / Restroom
- Back Entrance Ticket Booth
- Stadium Renovations
- Track Storage Building
- Resurface Track
- New Soccer Stairs
- New Soccer Seating
- Baseball/Softball? Field House
- Motorized Bleachers for High School Gym



Mountain Brook Schools Facility Assessment & Master Plan

Budget Estimates

Mountain Brook Schools Facility Assessment & Master Plan

High School Athletics

HIGH SCHOOL ATHLETICS					
Resurfacing Running Track			\$	789,000	
New Press Box/Concession/Restroom Building	4,750	\$ 285.00			\$ 1,353,750
New Track Storage/Rear Ticket/Restroom Building	1,650	\$ 225.00		\$ 371,250	
Renovate or Replace Stadium Seating				\$ 40,000	
Stadium ADA Compliance				\$ 80,000	
Install Stadium Additional Railing				\$ 30,000	
Arena Weight Room Renovation/Expansion	1,200	\$ 65.00		\$ 78,000	
New Gym motorized Bleachers				\$ 55,000	
New Gym Sound System				\$ 25,000	
New Baseball Field House	5,700	\$ 265.00			\$ 1,510,500
New Soccer Field Fencing				\$ 18,000	
New Soccer Field Access Stairs				\$ 30,000	
New Soccer Spectator Seating				\$ 57,000	
Track Circuit Room Renovation			\$	30,000	
			\$	819,000	\$ 784,250
ATHLETICS TOTAL			\$	819,000	\$ 2,864,250
CUMMULATIVE TOTAL					\$ 1,603,250
					\$ 4,467,500

Mountain Brook Junior High

MTN. BROOK JUNIOR HIGH

Carpet / Flooring			\$	77,796			
HVAC Unit Replacement			\$	478,395			
Roofing Replacement	77,347	\$	18.00	\$	1,392,253		
Restroom Upgrades	580	\$	265.00	\$	153,700		
New Main Entrance & Concourse	5,480	\$	275.00			\$	1,507,000
Stairwell Expansion	540	\$	175.00			\$	94,500
New Two Story Addition	13,256	\$	250.00			\$	3,314,000
Lunch Room Renovation/Expansion	1,104	\$	150.00			\$	165,600
Administration Renovation/Expansion	3,366	\$	200.00			\$	673,200
Courtyard Infill / New Restrooms	1,466	\$	425.00	\$	623,050		
Wrestling Room Expansion						\$	15,000
Rework Existing Auditorium	2,400	\$	125.00			\$	300,000
Locker Room Renovations	1,466	\$	40.00			\$	58,640
Overbrook Below Grade Waterproofing				\$	50,000		
New Sprinklered Area	156,786	\$	3.25	\$	539,555		
Relocated Parking						\$	75,000
Relocated Entry Drive						\$	90,000
Relocated Tennis Courts						\$	150,000
				\$	3,314,749	\$	2,660,800
JUNIOR HIGH TOTAL				\$	3,314,749	\$	2,660,800
CUMMULATIVE TOTAL						\$	5,975,549
						\$	3,782,140
						\$	9,757,689

Cherokee Bend Elementary

CHEROKEE BEND			
Carpet / Flooring			\$ 101,119
HVAC Unit Replacement			\$ 1,162,641
Roofing Replacement			\$ 627,833
Lunch Room Renovation	3,690	\$ 45.00	\$ 166,050
Office Renovation & Expansion	2,930	\$ 70.00	\$ 205,100
Restroom Renovations	3,068	\$ 265.00	\$ 813,020
Monumental Stair Renovation	1,050	\$ 35.00	\$ 36,750
Below Grade Waterproofing			\$ 20,000
New Storage Rooms	500	\$ 110.00	\$ 55,000
New Sprinklered Area	88,537	\$ 3.25	\$ 317,745
CHEROKEE BEND TOTAL			\$ 3,042,358
CUMMULATIVE TOTAL			\$ 3,468,508
			\$ 426,150
			\$ 36,750
			\$ 3,505,258

Crestline Elementary

CRESTLINE ELEMENTARY			
Carpet / Flooring			\$ 39,941
HVAC Unit Replacement			\$ 741,255
Roofing Replacement			\$ 971,666
New Second Story Addition	6,060	\$ 295.00	\$ 1,787,700
Second Story Corridor Connection	980	\$ 200.00	\$ 196,000
Renovated Auditorium	4,450	\$ 90.00	\$ 400,500
Restroom Upgrades	2,945	\$ 265.00	\$ 780,425
New Gym	9,671	\$ 225.00	\$ 2,175,975
New Casework in 1st & 5th Grade Special Ed			\$ 12,000
New Sprinklered Area	113,110	\$ 3.25	\$ 397,608
CRESTLINE TOTAL			\$ 2,930,894
CUMMULATIVE TOTAL			\$ 5,519,369
			\$ 1,983,700
			\$ 7,503,069

Brookwood Forest Elementary

BROOKWOOD FOREST			
Painting			
Carpet / Flooring			\$ 29,989
HVAC Unit Replacement			\$ 815,682
Roofing Replacement			\$ 697,310
New Classroom Wing Addition	9,545	\$ 325.00	\$ 3,102,125
New Kindergarten Classroom	1,350	\$ 250.00	\$ 337,500
Restroom Renovations	1,200	\$ 265.00	\$ 318,000
New Sprinklered Area	75,668	\$ 3.25	\$ 275,921
BROOKWOOD FOREST TOTAL			\$ 2,136,902
			\$ 3,439,625
CUMMULATIVE TOTAL			\$ 5,576,527
			\$ -
			\$ 5,576,527

Other Costs

Fixtures, Furnishings & Equipment		\$	1,250,000		
System Wide Technology Upgrades					
CAT6 Network Wiring		\$	600,000		
Classroom Charging Stations	1,200	\$	250.00	\$	300,000
Generators for Main Servers at Each School	6	\$	90,000.00	\$	540,000
HVAC Control System		\$	175,000		
OTHER MAINTENANCE					
Resurfacing Playgrounds		\$	150,000		
Resurfacing Tennis Courts		\$	90,000		
Painting		\$	500,000		
MTN. BROOK BOE OFFICE					
Painting		\$	48,000		
Carpet / Flooring		\$	65,000		
CONTINGENCY - 15%		\$	3,619,594.54	\$	3,694,635.75
				\$	1,629,800.25
TESTING & DESIGN FEES - 10%		\$	2,071,263	\$	4,248,831
				\$	1,086,533.50
TOTAL		\$	29,821,617	\$	32,574,372
CUMMULATIVE TOTAL				\$	62,395,989
		\$		\$	19,158,195
		\$		\$	81,554,184
ESCALATION (3% Per Year)					
	Year 3	\$	31,637,753	\$	66,195,904
	Year 5	\$	33,564,492	\$	70,227,235
	Year 10	\$	38,910,446	\$	81,412,613
		\$		\$	86,520,834
		\$		\$	91,789,952
		\$		\$	106,409,712

Mountain Brook Schools Facility Assessment & Master Plan

Additional Investigations

- Baseball / Softball Facilities
- Stadium Renovations