

# 2024

## SFUSD SCHOOL BOND



Presentation  
to SF CPC

February 12,  
2024



# Today's Discussion Topics

- **SFUSD Bond Program Background**
- **2024 Bond Goals + Objectives**
- **SFUSD Policy Alignment**
- **Prioritization Principles + Projects**
- **Sizing + Schedule**
- **Equity + Climate Resilience in the 2024 Bond Proposal**
- **Risks, Challenges, + Opportunities**



**FIXING OUR  
SCHOOLS  
BUILDING OUR  
FUTURE**

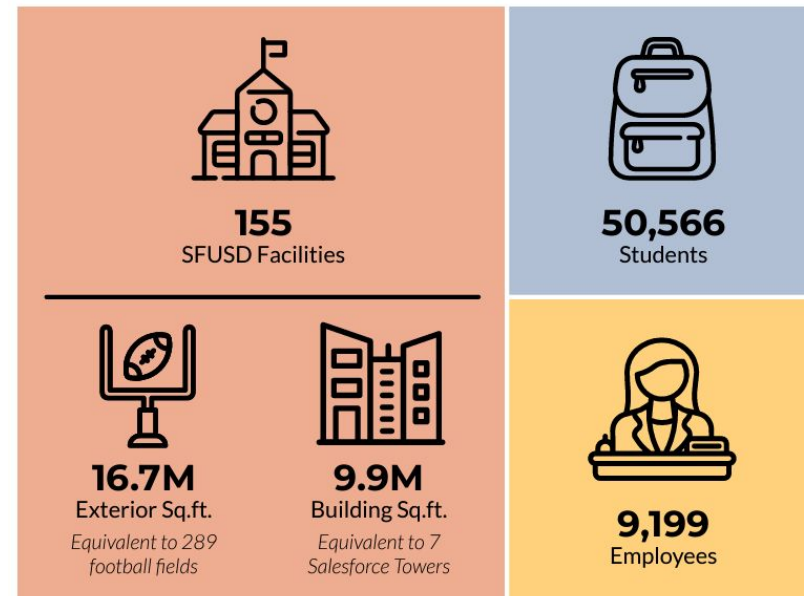
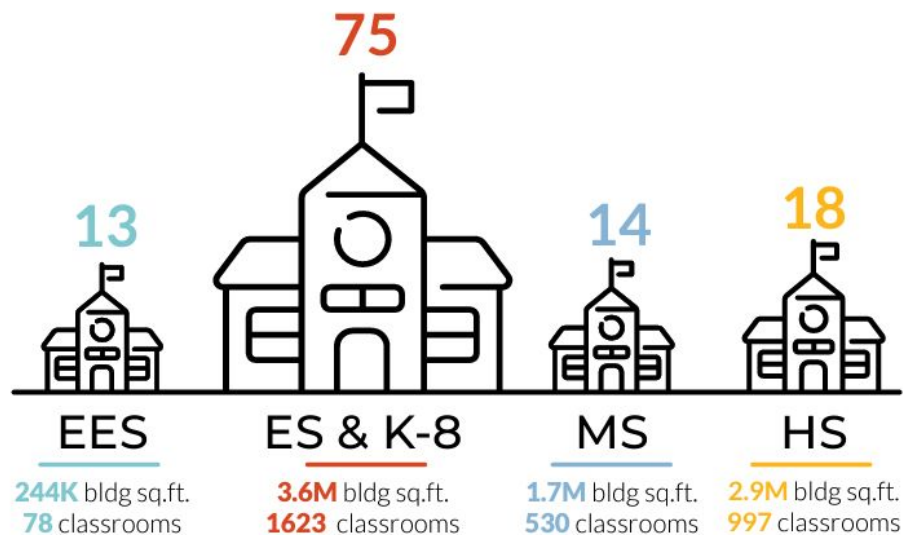


Burton High School





# SFUSD Bond Program Background

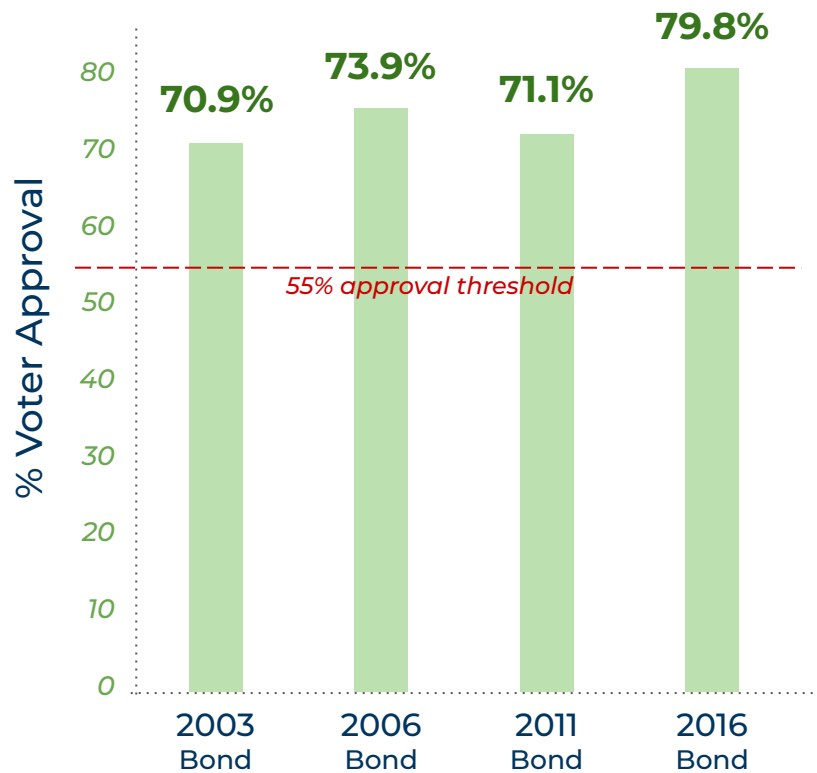


- SFUSD owns 155 properties and 9.9 million s.f. of buildings, making it the 3rd largest public landowner, after the SF Recreation + Park Department (517 facilities) and the Port of SF (213 facilities)
- The average age of SFUSD buildings is 73 years



# Voter Support for SFUSD Bonds

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- Voter-supported bond measures have allowed SFUSD to invest over **\$100 MILLION / YEAR** in school improvements over the last 20 years.
- SF kids deserve safe, modern, and comfortable buildings.
- SF kids deserve facilities aligned with today's teaching and learning.
- School bonds or parcel taxes are the only funding sources for facility improvements.

*Our Bond Program has made measurable progress on important policy goals with consistent voter support*

# SFUSD Bond Program Background

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*Functional facilities are **essential** to positive student outcomes*

## **2003 Bond** \$280M

The focus of 2003 Bond was accessibility improvements at 31 school sites to comply with the Americans with Disabilities Act.

## **2006 Bond** \$450M

2006 Bond Program continued focus on ADA accessibility at additional school sites.

## **2011 Bond** \$531M

2011 Bond Program continued accessibility work and added structural upgrades, classroom and building system modernization, and green schoolyards.

## **2016 Bond** \$744.25M

The 2016 Bond focused on 3 components: school modernization, technology improvements, and kitchen + dining space upgrades.

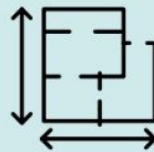




## 2011 + 2016 Bond Program Impact

**3.2 million**

square feet renovated at  
school buildings



**02**

new schools  
willie brown ms +  
mission bay

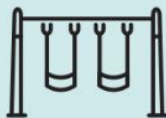


**107**

new classrooms

**54**

portable classrooms  
removed



**1,300,000**

square feet improved at  
play yards

renovations



**42**

libraries



**43**

kitchens



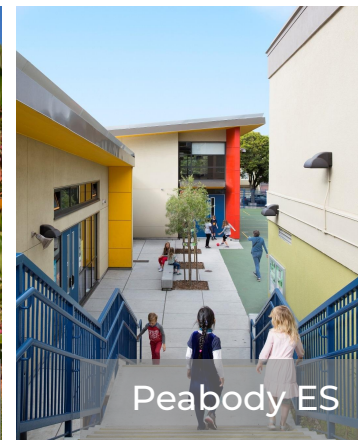
**37**

dining spaces

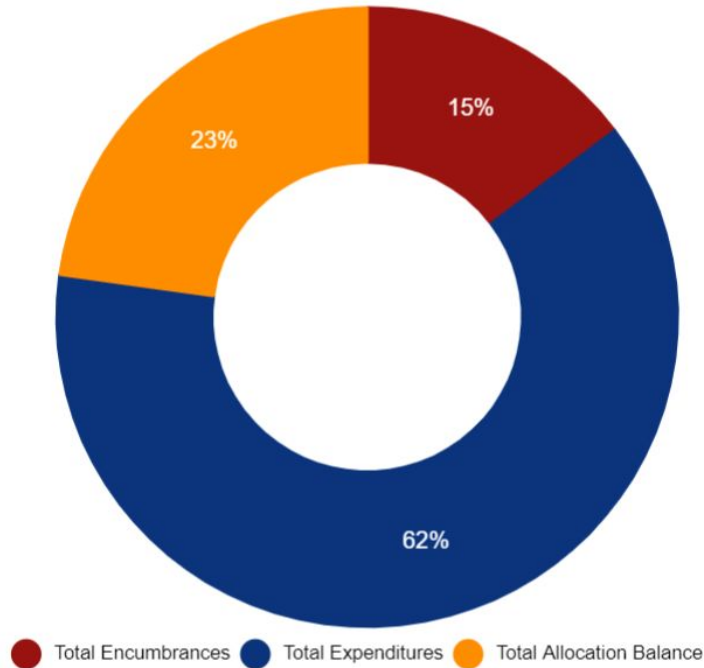


# Bond Program **Impact**

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# 2016 Bond Program **Current Status**



- All bond authorization is exhausted following 2022 bond sale.
- **\$467M** (62%) of 2016 bond proceeds are spent.
- **\$110M** (15%) are encumbered. The vast majority of these funds are for Mission Bay School, currently under construction.
- **\$170M** (23%) of funds are not yet encumbered, but expenditure is fully planned. Largest allocations:
  - \$30M West Portal ES
  - \$45M Denman MS
  - \$40M Buena Vista Horace Mann K-8
  - \$8M Security Projects
  - \$7M Schoolyard/Outdoor Learning Projects



*Every school has been impacted by the school bond program in some way.*

*Ongoing and **consistent investment** will always be necessary.*

***Now is the time.** A 2022 bond sale exhausted the District's existing authorization.*

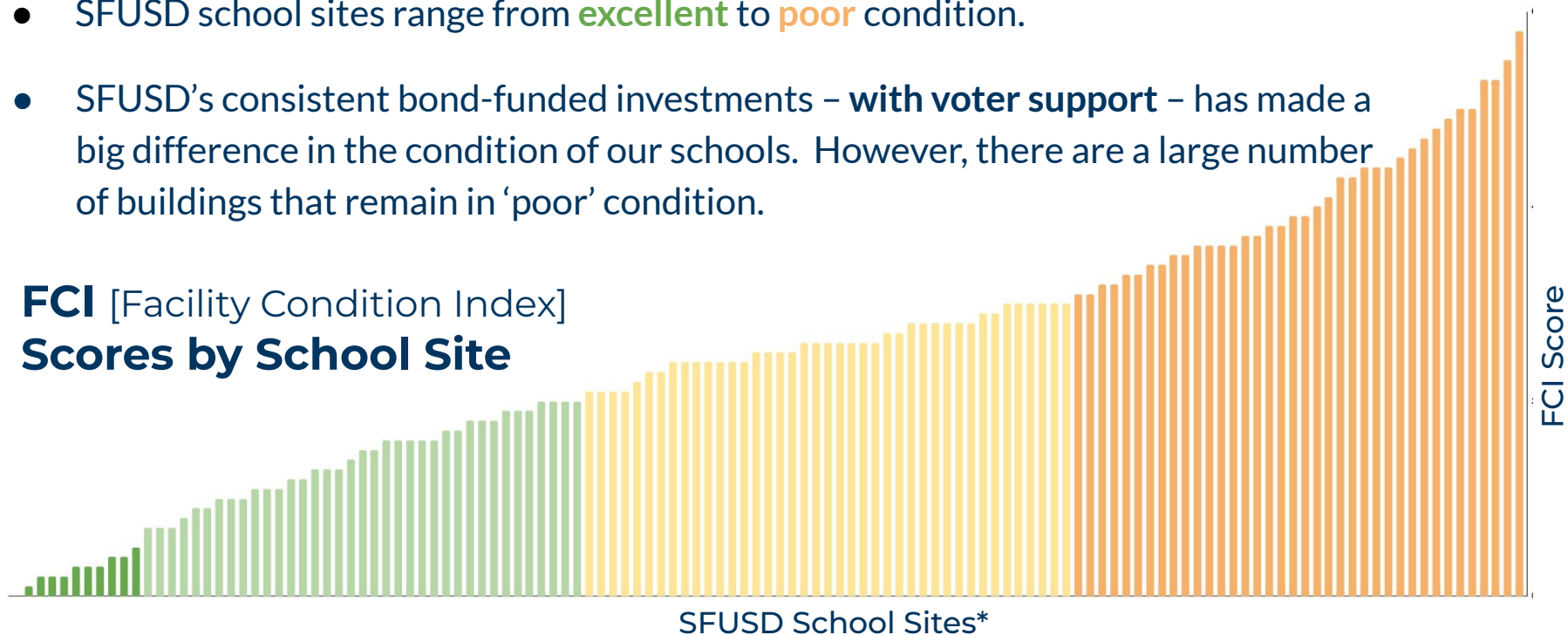
*A 2024 bond is needed to **move the program forward uninterrupted.***

Tule Elk Park Early Education School



- SFUSD school sites range from **excellent** to **poor** condition.
- SFUSD's consistent bond-funded investments – **with voter support** – has made a big difference in the condition of our schools. However, there are a large number of buildings that remain in 'poor' condition.

## FCI [Facility Condition Index] Scores by School Site



\*specific school site data can be found [here](#).

# Bond Sizing: Need & Guardrails

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SFUSD's facility investment funding need is **several billion dollars**.

*SFUSD requires an **ongoing bond program** for consistent investment in facilities improvements.*



Ida B. Wells High School



Garfield Elementary School



Charles Drew Elementary School

# Responsible **Bond Management**

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**We have little debt outstanding.** Among the twelve largest school districts in California, our debt burden (bonds outstanding divided by tax base) is the lowest



**Our tax rates are low.** Among the twelve largest school districts in California, our current general obligation bond tax rate is the lowest



**We are paying off our debt quickly.** Among the twelve largest school districts in California, the percentage of debt that is repaid in ten years is the highest



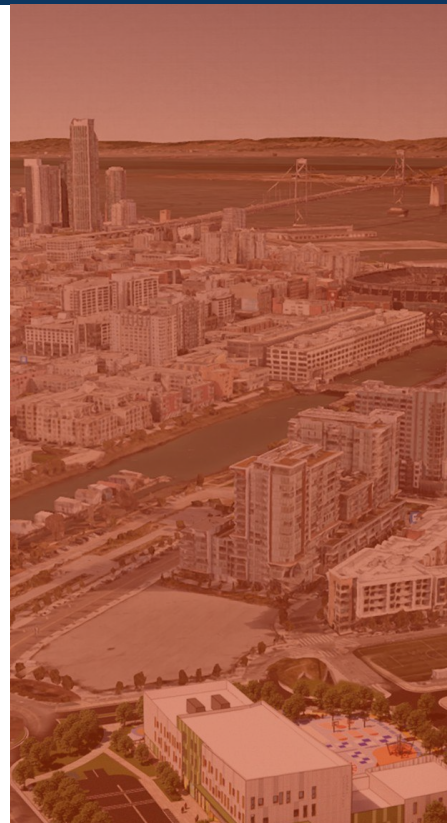
**We're moving at a sustainable pace.** We spend down our bond proceeds efficiently and our metrics stay even (debt burden, annual tax rate, % of bonds repaid in 10 years)



**We repay our bonds quickly.** We reduce interest costs and our repayment ratios remain low because we use a modified twenty-year level debt service structure

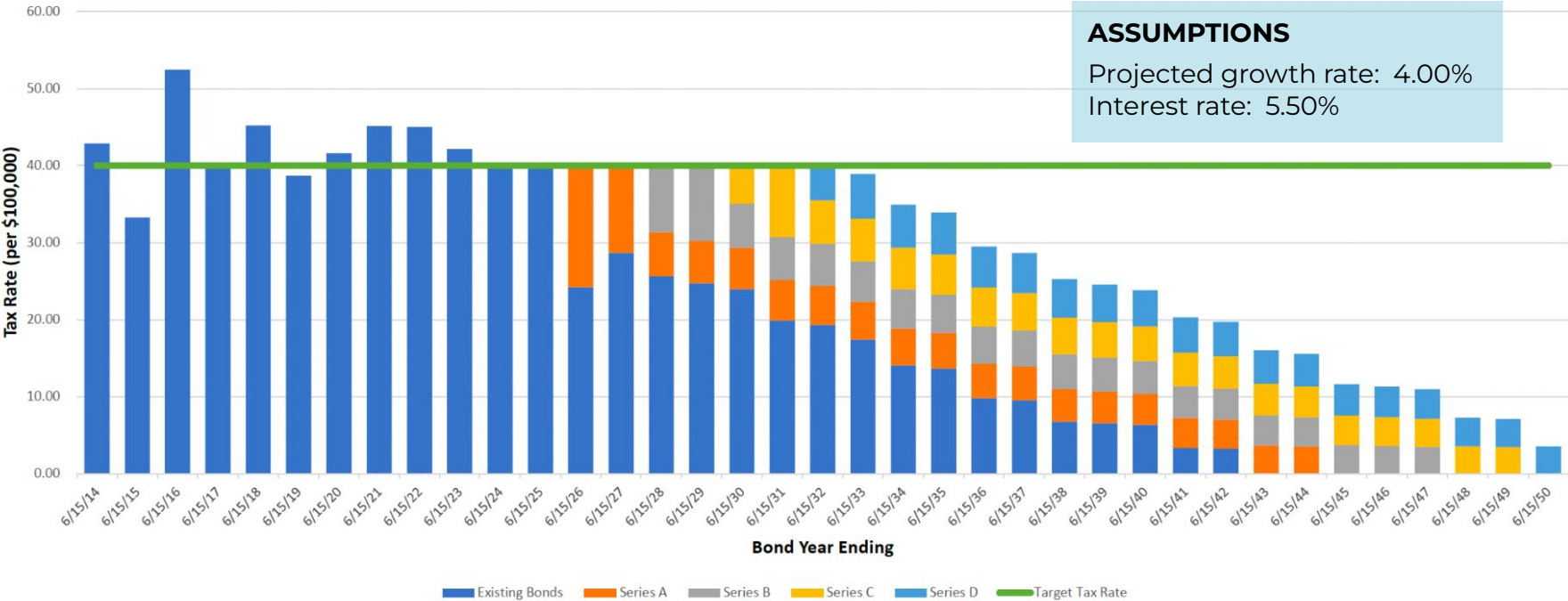


**We meet our targets.** Tax rates and total repayment costs have always been lower than what was presented to voters in ballot language and tax rate statements at election time





SAN FRANCISCO UNIFIED SCHOOL DISTRICT  
HISTORIC AND PROJECTED TAX RATES (INCLUDES NEW 2024 \$1.2 BILLION BOND MEASURE)





# 2024 School Bond Goals + Objectives

- Modernization projects must **prioritize building system core functionality**. Prior focus on classroom upgrades (also important) left out heating and building envelope items due to cost constraints.
- **Buying power of bond funds is greatly reduced** since 2021. Unforeseen circumstances, including pandemic recovery, supply chain impacts, and labor constraints have dramatically increased construction costs.
- Prioritization principles for **project selection must be inclusive and transparent** as to why Bond investments are happening where, **and data-driven** through the use of recently-completed comprehensive Facilities Condition Assessments.
- **Technology needs are increasing** and must be a part of all capital programs moving forward.
- Focused **kitchen and cafeteria improvements can yield major benefits** to fresh food availability and improved student meals. When the food is better, more students eat it!



# 2024 Bond Goals + Objectives

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Continue to grow the modernization program through sustainable investments that prioritize safe, modern, and comfortable school sites



Align with 2023 Facilities Master Plan Emerging Priorities, and make a measurable improvement in district-wide school site condition



Take a definitive step toward SFUSD's food security with completion of a warehouse for Student Nutrition Services and design of a central kitchen facility



Install security enhancements in 100% of active school sites



Align bond expenditure with other SFUSD policy and budget initiatives, including the 2024 Resource Alignment process, to ensure that bond investments are durable



Listen to voters and stakeholders to assemble a right-sized bond measure that sustains the bond program and passes at the ballot box

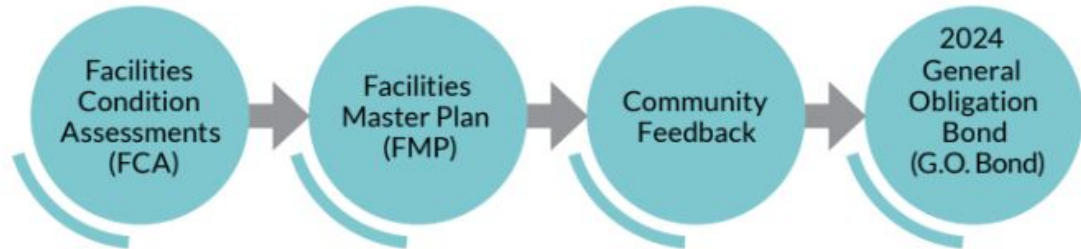


# 2024 School Bond SFUSD Policy Alignment



James Lick Middle School

















- In May 2023, the SFUSD Board of Education adopted the 2023 **Facilities Master Plan (FMP)**, a ten year plan anchored by SFUSD's overarching vision and values.
- The FMP identifies **Emerging Priorities** and assigns appropriate pacing to those priorities.
- The 2024 Bond would continue SFUSD's commitment in the 2023 Facilities Master Plan towards improvements for the “**schools we want**”





# What's proposed in the **2024 Bond**?

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FMP Emerging Priorities		2024 Bond Investment Categories
PRIORITY	PACING	
 MODERNIZATION PROGRAM	Steady	 MODERNIZATION
 HEALTHY AIR QUALITY	Steady	
 SEISMIC READINESS	Steady	
 UNIVERSAL TRANSITIONAL KINDERGARTEN	Accelerate	
 CORE FUNCTIONALITY	Steady	 CORE FUNCTIONALITY
 WATER QUALITY	Steady	
 DELICIOUS + HEALTHY SCHOOL MEALS	Steady	 STUDENT NUTRITION SERVICES
 TECHNOLOGY + NETWORK IMPROVEMENTS	Steady	 TECHNOLOGY UPGRADES
 INSPIRING OUTDOOR LEARNING SPACES	Accelerate	 SCHOOLYARD OUTDOOR LEARNING
 SAFE + SECURE SCHOOLS	Accelerate	 SECURITY

The six proposed Bond Investment Categories shown in the graphic on the left can be summarized by the following focus areas:

## SAFE

Safe schools fully equipped to protect our students and school communities

## MODERN

Modern school environments that inspire student curiosity and enthusiasm for learning

## COMFORTABLE

Comfortable, engaging spaces that make all students feel valued and respected at school

## Classrooms We Have

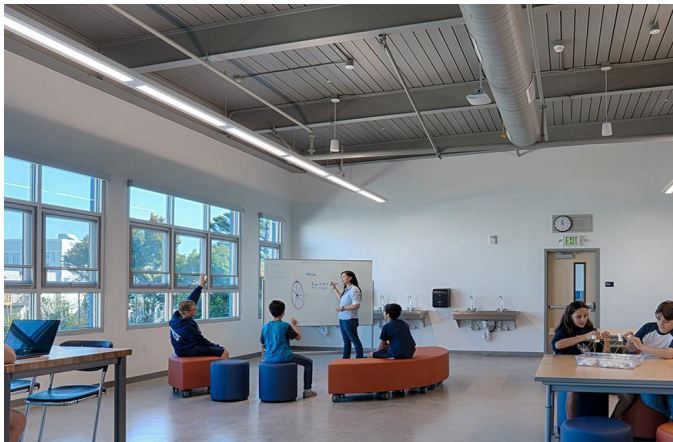
- ◆ A **one-size-fits-all** classroom model
- ◆ Desks arranged in one direction,, offering **limited opportunities for collaboration**
- ◆ **Inflexible**, traditional classroom seating



## Classrooms We Want

- ◆ Up-to-date internet allowing for fast, **reliable** access
- ◆ Modern, flexible furniture that supports **peer collaboration**
- ◆ **Culturally responsive** learning spaces
- ◆ Durable, **attractive** wall coverings, tile, flooring, and paint

Mission Bay School Learning Studio



Claire Lilienthal 3-8 School

## Indoor Comfort We Have

- ◆ **Gas boilers** needing frequent repair, and radiators prone to **temperature fluctuations**
- ◆ Passive ventilation which relies on **operable windows**
- ◆ **Fluorescent lighting** with frequent replacement needs



## Indoor Comfort We Want

- ◆ Energy efficient **LED lighting**
- ◆ Ventilation enhancements to **increase fresh air flow**
- ◆ Mechanical systems that **improve indoor air**
- ◆ Updated heat controls to maintain **comfortable temperatures**
- ◆ **Conversion to electric** heating and ventilation when feasible

## Schoolyards We Have

- ◆ Aging, cracked **rubber tile** playground surfaces, and **standard** playground equipment
- ◆ Asphalt yards with **minimal green areas** and dull colors
- ◆ Seating limited to **wooden benches** along the yard perimeter



## Schoolyards We Want

- ◆ Engaging outdoor spaces to **learn, eat, play, or relax**
- ◆ **Fun**, challenging, age-appropriate play equipment
- ◆ **Trees and plants** to offer shade and decrease noise and pollution
- ◆ More **natural landscaping** to allow for better drainage

Sherman Elementary School



Marina Middle School



## Dining Spaces We Have

- ◆ Reliance on **pre-packaged meals**
- ◆ Dining spaces that **feel institutional** with dull paint colors and dim lighting
- ◆ **Inflexible** furniture that limits the opportunity to socialize



## Dining Spaces We Want

- ◆ Kitchens equipped to prepare **fresh food** on-site
- ◆ Clean, bright, and **welcoming spaces**
- ◆ Cafeterias with **flexible seating and table options**
- ◆ Faster, **more efficient** delivery/serving lines
- ◆ Nutritious, **appealing food** options





# **2024 School Bond Prioritization Principles + Projects**



## Modernization

Large construction projects at existing school sites, focused on safe, long-lasting buildings, modern classrooms, upgraded restrooms, and brightened corridors. This bond will address at least one large high school campus.



## Core Functionality

Targeted investments to fix basic needs like restrooms, water leaks, lighting, and electrical outlets, and to improve user comfort and how school sites feel to students.



## Security

Installing school site security systems and features at 100% of school sites, including building communication systems, remote door entry, keyless entry systems, and site fencing.



## Student Nutrition Services

Newer and better school kitchens and welcoming student dining spaces. Also, this bond will build or acquire a warehouse space to help SNS ensure that student meals are always available. This bond will also start the design of a central kitchen to be funded by other sources.



## Technology Upgrades

Reliable network coverage and access at school sites across the District, both for student learning and to support modern building systems. Also, a stronger cybersecurity program for resiliency from malware or attacks.



## Schoolyard Outdoor Learning

Comprehensive, student-centered improvements to schoolyards, including play, learning, access to nature, and shade in schoolyards.



This West Portal Elementary School project was designed and permitted in the 2016 Bond, and prioritizes replacement of aged bungalows showing signs of water intrusion, and rodent infestation. The existing classroom building is being designed as a second phase.

## WEST PORTAL ELEMENTARY

- Construction of two new light-filled buildings to replace eight temporary classroom units
- All new building systems and finishes
- Kitchen upgrade
- Renovation of existing smaller classroom buildings
- Upgraded lighting, fire sprinkler, and fire alarm systems throughout



The Denman Middle School modernization was designed and permitted in the 2016 Bond at a school site with significant facility deficiencies. The Project will start with upgrades to the main academic building, with other buildings being addressed in a second phase.

## JAMES DENMAN MIDDLE

- Major seismic improvements
- Roof replacement
- Kitchen and cafeteria upgrade
- Upgraded electrical, lighting, telecom, fire sprinkler, and fire alarm systems
- Replacement of the heating systems
- Renovation of staff work spaces and restrooms



The Buena Vista Horace Mann K-8 project completed Design Development in the 2016 Bond. This ambitious and visionary project includes the modernization of all buildings, a two-story classroom addition in place of the existing cafeteria, and a renovated schoolyard.

## BUENA VISTA HORACE MANN K-8

- Major seismic improvements
- Roof and window replacement
- New, all-electric comfort control, plumbing, electrical, lighting, telecom, fire alarm
- New interior finishes and renovated restrooms
- Space reprogramming to better suit site needs
- Complete schoolyard renovation, landscaping, sport/play areas, and stormwater management



- The 2024 Bond will address **at least one large high school site** with a comprehensive modernization. Most high school sites are large, comprising several buildings.
- There are 4 high schools within the Top 30 FCI list: **Mission High School, Balboa High School, SF International High School, Galileo Academy of Science and Technology.**
- SFUSD is working on site selection **Guiding Principles**, in conversation with stakeholders and the Board of Education, to inform which high school would move forward.
- Core Functionality work is also likely to occur at high school sites that are not selected for modernization.











# 2024 School Bond Sizing + Schedule

# 2024 Bond Investment Categories

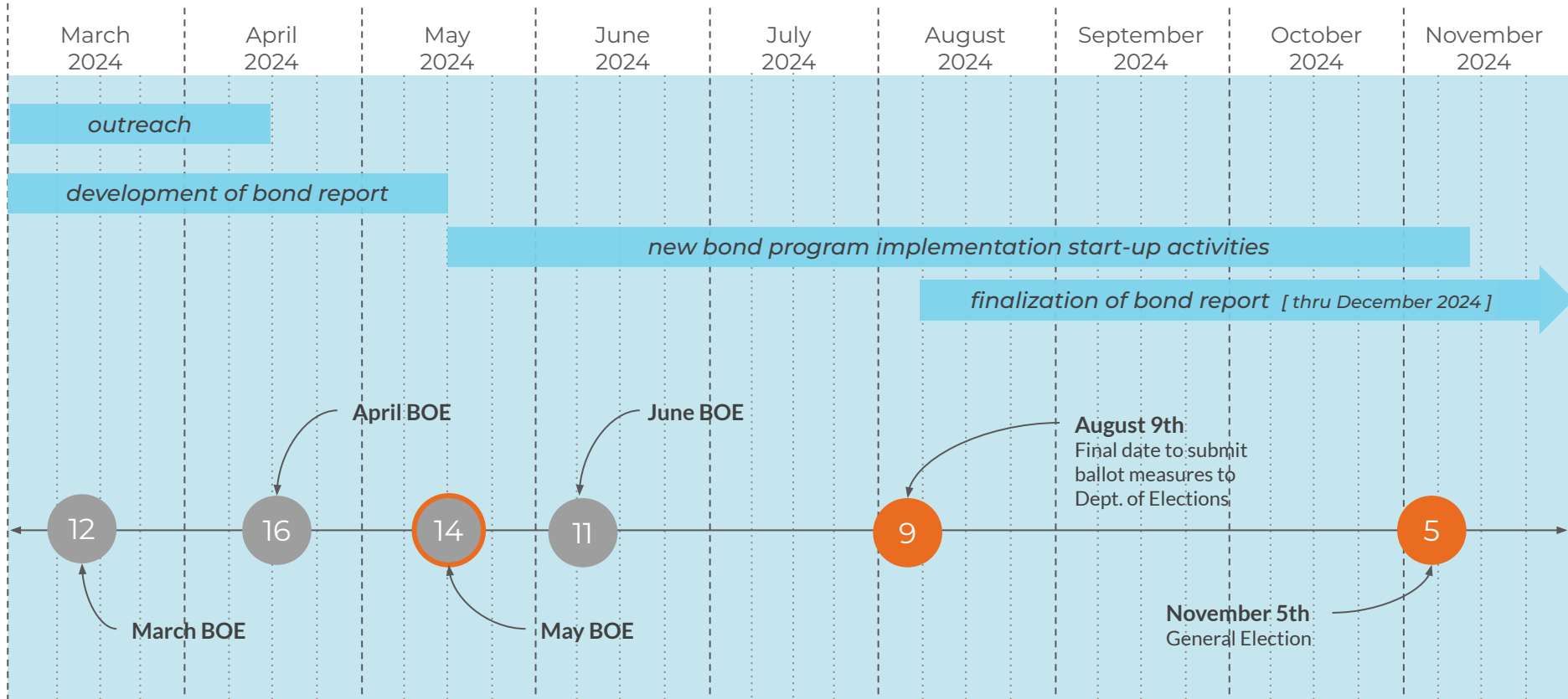
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		\$500M [ \$427.8M ]	\$744M [ \$641.4M ]	\$980M [ \$847.7M ]
	Modernization	\$305.8M	\$400.4M	\$522.7M
	Core Functionality	\$25.0M	\$96.0M	\$165.0M
	Security	\$5.0M	\$15.0M	\$15.0M
	Student Nutrition Services	\$75.0M	\$80.0M	\$80.0M
	Technology Upgrades	\$17.0M	\$35.0M	\$45.0M
	Schoolyard Outdoor Learning	-	\$15.0M	\$20.0M



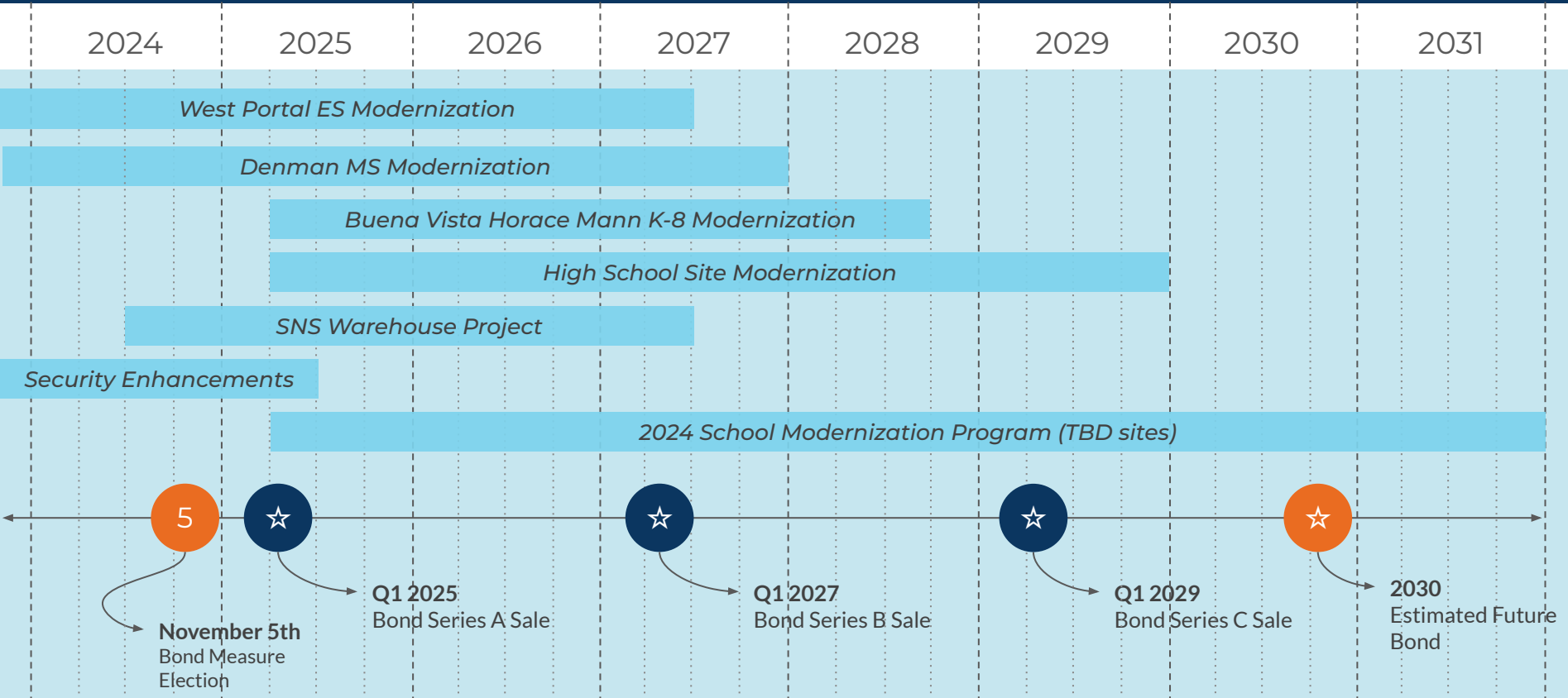
# 2024 Bond Resolution Adoption Schedule

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# 2024 Bond Implementation Plan

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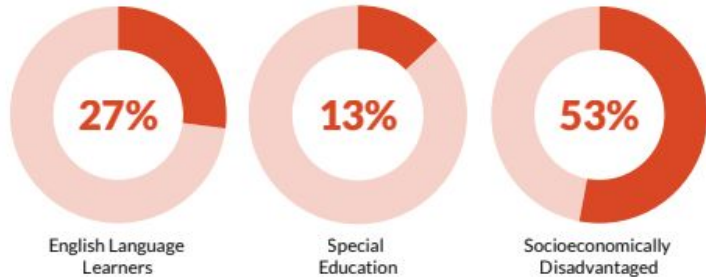




# 2024 School Bond Equity + Climate Resilience



- Ensure every SF neighborhood benefits from the SFUSD Bond Program
- Invest in schools where SFUSD students live
- Develop projects that incorporate feedback and input from communities that have historically been underserved
- Align with SFUSD Mission to provide each and every student with the quality education and equitable support required to thrive in the 21st century



Source: San Francisco Unified School District.





- SFUSD bond-funded new construction is all-electric
- Leverage partnerships with SFPUC for stormwater management and solar infrastructure
- Schoolyard Outdoor Learning program focused on increasing outdoor shade and improving play environments
- Core functionality focus includes indoor air quality improvements
- Resource conscious plumbing fixtures, lighting, and finishes incorporated into all projects



# **2024 School Bond Risks, Challenges, + Opportunities**

## Risks

- Political environment impacts bond sizing and/or passage
- Competition with other bonds + ballot measures (i.e. BAHFA, State school bond, City/County measures)
- Bond program project delivery bandwidth – staffing and compensation structure
- Construction industry commitment to SFUSD in the case of a smaller program

## Challenges

- Market fluctuations and construction cost variability
- Breadth of needed improvements make site selection difficult

## Opportunities

- Meaningful improvements to student learning and play spaces
- Improved general school condition and indoor air quality
- Increased food security through independence from third party school food concessionaire
- Sustained investment in SF kids







# QUESTIONS ?

