

The Board of School Trustees of Madison Consolidated Schools conducted a Special Meeting on Wednesday, December 4, 2013, at the Administration Building, 2421 Wilson Avenue, Madison, Indiana, at 6:30 p.m.

The following members of the Board of School Trustees were present:

Mr. Todd Bass, President
Mr. Carl Glesing, Vice-President
Mrs. Linda laCour, Secretary
Mrs. Lee Ann Imel, Member
Mrs. Joyce Imel, Member

The following Central Office Administrators were present:

Dr. Ginger Studebaker-Bolinger, Superintendent
Dr. Katie Jenner, Director of Learning and Title Programs
Ms. Bonnie Phillips, Director of Finance
Mr. Mike Frazier, Director of Systems, Operations, and Auxiliary Services
Mrs. Lisa Cutshall, Director of eLearning
Mrs. Angela Vaughn, Special Education Coordinator
Mr. Mark Wynn, Corporation Attorney

Mr. Bass thanked the Task Force members. He said this project couldn't move forward without public input.

APPROVAL OF DECEMBER 4, 2013, SPECIAL MEETING AGENDA

Upon the recommendation of Dr. Studebaker-Bolinger and a motion by Mrs. L. Imel, seconded by Mrs. laCour, the Board voted, 5-0, and the motion carried to approve the Agenda as presented.

REPORT

BUILDING TASK FORCE RECOMMENDATION

Dr. Studebaker-Bolinger informed the Board several Task Force members would be addressing the Board.

Mr. M. Edward Taylor address the Board: "I thank the Board for this opportunity and as far as I can remember this is the first time a board has given responsibility to a task force to come up with a recommendation. I would like to thank Dr. Bolinger and Mr. Frazier as both were always ready to provide help and information but did not at any time become involved in our decision process. Thanks to Mr. Tom Neff and Schmidt and Associates who would listen and take our sometimes disjointed ideas and by the next meeting come with a summary and I'd think yeah, that's what we meant.

This was a most interesting experience and I believe that we have completed our homework assignment. I am a bit disappointed that we did not get to initially make our entire presentation because I thought it would be essential that you, and through you, to the community, that you be made aware of our conclusions but were guided through the process which led to those conclusions. So this evening I would ask that you erase those conclusions from your minds and follow us through to that discovery.

As we began I guess the proper question was not what shall we recommend but I don't know that we need to do anything. I believe that many of us were unaware of the condition of our facilities. We will take you on a brief tour

as we did and I believe that you too will be convinced that something must be done. The next step in our process then became what can we do, how can it be done and always what it will cost.

We looked at options from 25 to 105 million dollars and began to discuss and debate. I will tell you that this is a strong willed group (you might even say opinionated, contrary or maybe even cantankerous). This has been a wonderful group to work with. I've been involved in many, many committees in my long life and I believe that this has been one of the unanimous, heartfelt decisions of my life in which I have been involved.

Please allow a moment of digression – I have a background in science and I was reminded of the metamorphosis of the butterfly. The struggle to develop from the ugly caterpillar and over to changes and energize from the chrysalis – finally – as a beautiful adult. From all the divergence of opinions we somehow, almost miraculously, emerged of one accord. I believe that I can adamantly state that the results that we will present for our facilities should not be diminished almost to say that if you miss this opportunity, then nothing. Our facilities have not changed significantly for over half a century – that's a long time and we, as your task force we now believe that we do not have a problem but the opportunity to change the entire educational landscape of community. We envision a change to all of the facilities. We remembered and recommend renovations for Deputy, Rykers' Ridge and the Junior High School. We recommend improved security in all of our facilities. I guess that I don't personally fear as great a concern for the crazed gunman as the day to day protection of our educational environment – the interruption of instructional process by a well-intended parent. So in conclusion "our vision" is one of a different facility – the new Madison Consolidated Schools that should result in new curricula, exciting instruction by motivated staff and warm, friendly and modern facilities. One where a family might come and when they enter might say – wow! something good must be happening here!! But, more importantly, upon graduation this same student and his family will look back and say – wow!! something great did happen here."

Mr. Bill Tereshko addressed the Board:

The Task Force Recommendation

Agenda

- General information and background of how the Task Force arrived at the current direction
- Six task force meetings, beginning with the initial meeting on September 30, 2013, as well as tours of buildings.

Critical Success Indicators

1. Communicate a message of urgency (importance) to the community that is based on an honest and non-political, superior educational plan that responds to both the environmental and physical safety of the students, staff, and community
 2. Create a learning environment that supports a well-defined academic vision that embraces the future and becomes a catalyst for economic development that results in jobs for our students.
 3. Develop strategic plan that demonstrates excellent stewardship of resources in terms of facility utilization and operation that is community focused and embodies a welcoming atmosphere.
 4. Ensure that the promises and commitments made are kept and are built on trust with integrity.
- Outline the problems in the buildings that create the need for action
 - We started the discussion about facilities, looking at all of the facilities, based on Facility Assessment
 - We discussed priorities, based on the "Critical Success Indicators"

E.O. Muncie – Issues

- The entry canopy is deteriorating and portions are falling
- The current mechanical/boiler room with the tunnels, serving the classrooms that have standing water in them
- The under slab sanitary lines and many of the plumbing fixtures are failing throughout the facility, and the openings to the restrooms are too narrow to meet current ADA requirements for accessibility

Page 8486
December 4, 2013
Madison, Indiana

- Failures in the plumbing systems are constantly causing disruptions to the classrooms and educational process
- There are numerous locations where the masonry is failing. This is especially true at the door openings

MCHS – Issues

- Mechanical system
- Poor hydraulic lines
- Plumbing
- Restrooms – not up to code
- Locker rooms – poor condition
- Building shell is deteriorating
- North wall of Media Center leaks
- Ramps
- Electrical system
- Current building not sprinkled
- Cafeteria is in good shape
- Main gym can be utilized for other things
- Discuss the opportunities with E.O. Muncie and Anderson Elementary Schools
 - Demolish classroom wings at E.O. Muncie
 - Retain gym, cafeteria and front office space at E.O. Muncie for creation of Early Childhood Education Center
 - Anderson Elementary was not large enough to provide adequate space for larger student population
 - Good location at Anderson Elementary
 - Work can be accomplished without disruption
 - Addition at Anderson Elementary School could house up to 700 students
 - Cafeteria could handle 300-350 students
 - Replace gym floor at Anderson Elementary
 - Discussed traffic flow issue at Anderson Elementary (school owns property to Michigan Road)
 - Renovated Anderson Elementary School could hold 24 students per classroom
 - Discussed the idea of loops to separate car riders from busing
 - Would have collaborative learning spaces
 - Redo current mechanical system at Anderson Elementary
 - Addition would be larger than current Anderson building
 - New office area at Anderson – security
 - Looking at security vestibules in all buildings – 7 year cost model plan
- Discuss the opportunities with the High School
- Renovation
- New construction
- Replace gym and gym expansion
- New locker rooms
- New weight room
- New wrestling room
- Pitched roofs
- Convert Salm Gym into Auditorium and music area
- Convert existing space by cafeteria into media center
- Convert old auditorium into new office area
- Demolish B & E wing as well as original media center to allow for new construction
- New Tech Center
- New Theatre area will hold 1000+
- Auxiliary gym will hold 500 – 700
- New gym will hold 3600
- Collaborative space

Page 8487
December 4, 2013
Madison, Indiana

- Present the overall costs and tax rate impact, as well as the 7 year capital projects plan that defines work in all of the current facilities

Mrs. Collette Irwin-Nott, H.J. Umbaugh presented the following:

- Current indebtedness - \$12,960,000 – 1.34%
- Existing Debt and proposed \$40.47 million bonds – 5.52%
- Lessing tax impact in year 2017

- Old debt goes off and new comes on
- Discussed preliminary schedule of amortization of \$40,470,000
- Discussed summary of estimated tax impact
- Incremental tax rate increase in year 2017 – 14 ½ cents
- Referendum question - maximum tax rate increase of \$0.4028
- Discussed tax impact

Mr. Bass said it is up to the board to educate the tax payer that the maximum tax rate includes the current tax rate.

Mr. Glesing asked if it was possible to have a calculator on the website for taxpayers to put net assessed valuation in to see what the tax impact would be. Mrs. Irwin-Nott said yes it could be done and Umbaugh is prepared to help. She said people need to vote based on accurate information. She said the Department of Local Government Finance will have the calculator on their website mid-March.

- Benefits of the Projects

Mrs. Susan Ohlendorf addressed the Board:

How are the proposed changes going to improve/advance the education of our children?

- Undeniably, there will be a heightened sense of pride toward school for students, teachers, parents, and community when the high school environment has a 21st century space design.
 - We'll be proud to show our building to all who visit Madison.
 - We'll be proud to enter the high school to work and learn each day.
- The children will be educated in closely monitored and protective environments in all of the corporation buildings.
- Secure entry vestibules in each of the buildings will strengthen security for our children and school employees.
- Improvements in air quality, lighting, temperature, and overall climate at the high school and E.O. Muncie/Anderson buildings will lend themselves to more conducive learning environments.
- Distractions brought about by lack of heat, leaks, odors, etc. will be eliminated.
- Opportunities for natural lighting used in planning will provide environments more conducive to learning. Studies have shown that constant light is inferior to the ebb and flow lighting provided by natural light.
- Studies have shown that test scores are 10% higher in learning environments with natural light.
- The new Technology Center will provide our corporation teachers and students with collaborative learning opportunities and advanced training.
- In addition to advancing the training of our teachers here in Madison, the proposed Technology Center at MCHS has the potential to reach regional and state attention for training opportunities.
- Technologies are the tools for effective and motivating learning. This kind of learning needs space for collaboration to occur with access to technologies. The center will provide this; other collaborative technology spaces throughout the building in addition to the new and renovated classrooms will be available.
- Major renovations and additions to the high school, E.O. Muncie, and Anderson will allow capital projects to be addressed at the remaining schools with more urgency over the next 5-7 years.

Page 8488
December 4, 2013
Madison, Indiana

- The major work (to be addressed by the bond) has been sucking the life out of capital project monies. We will see parity among the school improvements now that capital project money will be available.
- Compliance with ADA (American's with Disabilities Act) accessibility in the facilities will enhance the school experience for students, teachers, and community members with disabilities.
- Energy-efficiency in the additions and renovated areas will free up additional spending in the General Fund.
- Educational models of instruction that incorporate global connections and collaboration opportunities in a technology-rich environment will thrive.
- The greatest classroom of all is the world itself. Twenty-first century classrooms with global connections prepare our students to thrive in a competitive global society.
- Interactive workshops engage students in learning about world cultures and global issues.
- Madison is already crating a global presence with Dr. Bolinger's trip to China to establish school

- collaborations. Sister school partnerships have begun.
- Community spaces that can be shared are being provided.
- There is now additional space for community programs, theatre productions will be even more enhanced (if that is possible), major sporting events can take place at MCHS, the entire high school will be able to come together in the auditorium for programs.

Simply stated, the proposed changes will be a “boost for our community”!

Mr. Neff thanked the Board for the opportunity to work with the task force.

Dr. Robert Canida addressed the Board stating it was an honor to be invited to participate on the task force. He said the schools are part of why Madison is a great place to live.

Dr. Canida said we are at a critical juncture with the integrity of our school system. He said we can't have schools that are crumbling. He added the fabric of our community that attracts others such as business and even retirees includes vibrant school, and we who live here want to have high performing schools of which we are proud to send our kids and grandchildren.

Dr. Canida said the task force created a plan and it was a thorough plan. He said the 65 million dollar plan would have carried an unreasonable tax burden. He said he personally liked the concept of overhauling and reusing so much of the space at Anderson and the High School.

Dr. Canida said at this time we need a significant overhaul, and of course it will have a cost. He added a quality plan does have a price tag and some of our previous problems have been the result of having a good plan, but then we have ended up dissatisfied with the result because of cutting corners.

Dr. Canida said we, the task force, recommend to the board that you pursue a finance plan that will address and renovate E.O. Muncie, Anderson and the High School. He added we also recommend that we address other stated issues at the other schools from the capital funds over the next 7-10 years.

Dr. Canida personally asked the community to support this recommendation by voting for the issue in the May referendum.

Mr. Bass said this was a powerful presentation.

Mr. Neff asked the audience to visit www.futureofmadisonschools.blogspot.com to view pictures of the schools.

Page 8489
December 4, 2013
Madison, Indiana

SUPERINTENDENT COMMENTS

Dr. Stuebaker-Bolinger gave the following statement: “A little more than 17 months ago, I was invited to serve as superintendent of our school district. I feel blessed to have been offered this position and to become a part of such a close-knit community that has truly welcomed my family and me.

The Board charged me to work with our employees and the community in an open and transparent manner to develop a vision for our school system. Almost immediately, I was given a Feasibility Study Initial Report prepared by 52/53 Design and Kerr Greulich dated January 11, 2012. The study included only MCHS and listed hard costs of almost \$38,000,000 and soft costs of \$47,500,000 for a total cost of \$85,500,000.

Knowing we had to have a workable plan to address several areas of our district we successfully completed our strategic framework which is currently being implemented in our school district. One objective from our strategic framework is “to create a long-term building and campus facilities plan that will meet our current and future educational needs and enhance our community.”

So, after visiting each of our facilities, crawling through tunnels, climbing to the rooftops, and listening to our

faculty, staff, and administrators describe frequent emergencies such as sewage leaks, water pipe failures, steam pipe explosions, and electrical fires, I realized our district had many more needs than appeared in the initial feasibility study and a comprehensive facilities plan would be necessary.

This past spring, our Board approved a comprehensive feasibility study of all district facilities. What was shocking to some, not all, was that one of our elementary buildings was less suitable than any other building in the district, including the high school.

Therefore, in an effort to be open and transparent with the community a task force was established and began to hold public meetings during the fall as stated earlier. And as Mr. Taylor stated, task force members didn't always agree and often times asked for more information/data to be presented at the next meeting. I tried to summarize the meetings for our Board, but generally I was only able to present the highlights of our two or three hour task force meetings. So, I hope the presentation has been informative for all of you.

The task force has made a recommendation for your consideration. Next week you will have the opportunity to act on this recommendation.

In my opinion, we cannot wait on this project. The safety and security of our students and our employees depends on the bold leadership of our Board and our community. Our support of the project speaks to our level of commitment to sustain our vibrant community with educational excellence. We have superior teachers and programs; we must have the facilities to support our learning. I implore you to approve this project recommendation next week."

Dr. Stuebaker-Bolinger thanked the task force and Schmidt and Associates.

BOARD MEMBER COMMENTS

Mrs. L. Imel thanked the task force and Schmidt and Associates. She said this project needs to be done. She asked the committee to get out in the community and speak.

Mrs. J. Imel thanked the task force committee for their many hours of hard work. She said we now have to convince the taxpayers. Mrs. J. Imel said the community doesn't understand that education has changed.

Mrs. laCour said this had been a great evening. She thanked the audience for attending the meeting. Mrs. laCour said our students are eager to learn and they deserve the best.

Page 8490
December 4, 2013
Madison, Indiana

Mr. Glesing thanked the task force. He said in the beginning he would value the task force recommendation and would not interfere. Mr. Glesing said it is a sound recommendation.

Mr. Bass thanked the committee. He said they met many times and at times it wasn't easy. Mr. Bass said it is time to move forward; that we owe this to the children and community.

Mrs. laCour thanked Mr. Neff for his patience.

Mrs. L. Imel asked how long the buildings would hold up in the referendum doesn't pass. Dr. Stuebaker-Bolinger said safety issues must be addressed immediately. Mr. Neff encouraged everyone to go to the blog sight and look at the pictures. He said the plumbing at the high school is frightening.

Mr. Neff said the State will no longer grandfather in not having fresh air systems.

Dr. Stuebaker-Bolinger encouraged citizens to email her with questions or drop them by the Administration Building. She said this is an open and transparent process.

ADJOURNMENT

Mr. Glesing moved the meeting be adjourned, seconded by Mrs. laCour, the Board voted, 5-0, and the meeting was adjourned.

Secretary
BY: ps

ATTEST:

The Board met in Executive Session following the Special Meeting to discuss the following topic(s):

Pursuant to Indiana Code 5-14-1.5-6:

- (1) Where authorized by federal or state statute
- (9) To discuss a job performance evaluation of individual employees. This subdivision does not apply to a discussion of the salary, compensation, or benefits of employees during a budget process

Page 8491
December 4, 2013
Madison, Indiana

Secretary
BY: ps

ATTEST:

