

Executive Summary

Monthly facilities brief for the Board of Education · 8 schools + 1 support facility · 6,530 students · 1.10 million sq ft

Bottom line. Two life-safety items need action now, and they are inexpensive relative to the risk: an overdue fire alarm replacement at Maple Street Elementary and failing fire doors at Lakeview Middle School (about \$433K combined). The largest dollar risk is the Cedar Ridge High School heating and cooling plant, which generated 35 repair calls and \$380K in repair spending over the last 12 months and is now on a conditional state boiler certificate. We recommend a **fix-now package of \$5.4M–\$7.6M** in new funding for FY2027 and planning, not spending, for the rest.

17% District FCI (deferred need ÷ replacement value)	\$11.4M Unfunded need on the 16-project capital list	\$5.4–7.6M Recommended fix-now band (FY2027)	2 Open life-safety findings (1 overdue)	35 Work orders that disrupted classes (12 months)
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Top 5 risks (ranked: safety, then compliance, then classroom disruption, then cost)

#	Risk	Why it matters	Cost (est.)	Recommended action
1	Maple Street Elementary Fire alarm system replacement (panel, devices, notification) Safety	Failed fire marshal test; replacement parts no longer made; 10 trouble calls incl. false evacuations. Citation overdue since Aug 15.	\$385K	Approve expedited procurement now
2	Lakeview Middle School Fire door hardware & closer replacement Safety	Six sets of corridor fire doors do not close and latch, so they would not hold back smoke. Correction due Nov 30.	\$48K	Fix within operating budget this fall
3	Cedar Ridge High School Central plant replacement (chiller CH-1, boilers B-1/B-2, controls) Compliance	Boiler on conditional certificate; chiller and boiler failures every season. 35 repair calls, 14 disrupted classes, \$380K spent on repairs.	\$4.20M	Award contract this winter for summer 2027 install
4	Maple Street Elementary Accessible entrance, restrooms & route upgrades Compliance	Main entrance and 2nd-floor restrooms are not accessible; listed in the district's ADA transition plan for correction by June 2027.	\$520K \$150K funded	Fund the remaining gap; design this winter
5	Lakeview Middle School Main roof replacement (sections A-D) Instruction disruption	Membrane at end of life; 19 leak calls, 13 with classrooms, library or gym taken out of use. \$600K already set aside.	\$1.65M \$600K funded	Close the funding gap; re-roof summer 2027

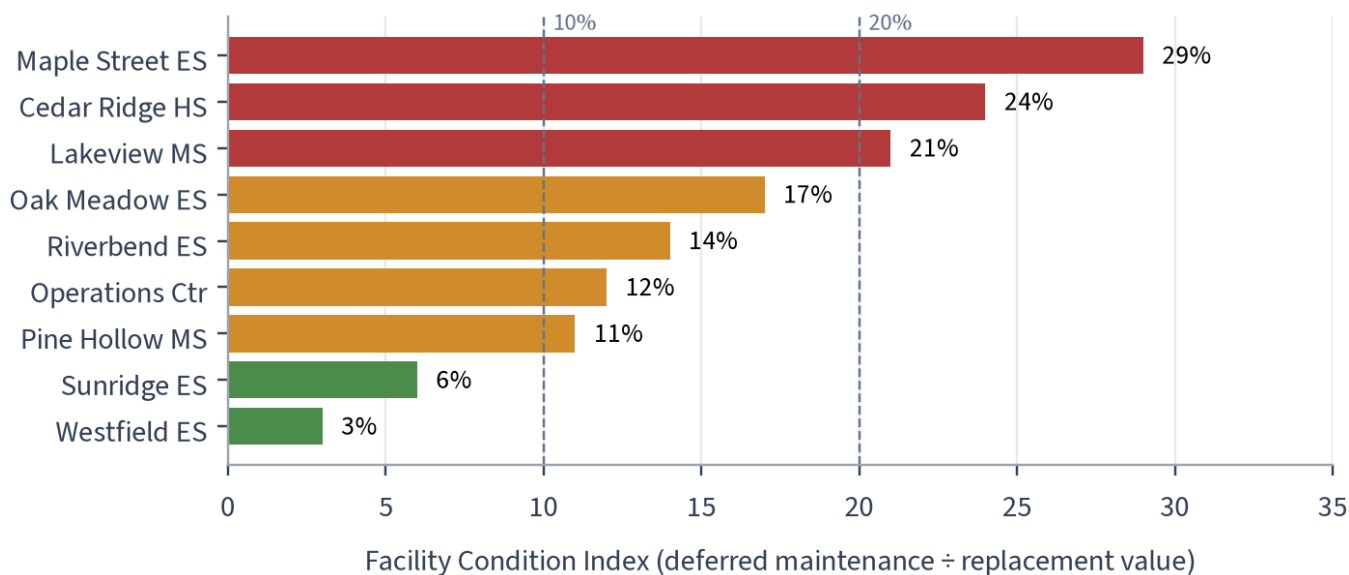
Decisions requested of the Board this month

- 1. Approve expedited procurement of the Maple Street fire alarm replacement** (up to \$481K) and direct staff to complete the Lakeview fire door repair (\$48K) from the operating budget.
- 2. Authorize staff to award the High School central plant contract** (recommended bid \$4.18M, see page 5) so equipment can be ordered in time for a summer 2027 installation, and direct the CFO to bring a funding plan to the November meeting.
- 3. Adopt the FY2027 fix-now package as a planning target** of \$5.4M–\$7.6M in new funding, and refer the 6 "plan next year" projects (\$3.1M–\$4.3M) to the long-range facilities plan.

Where the District Stands

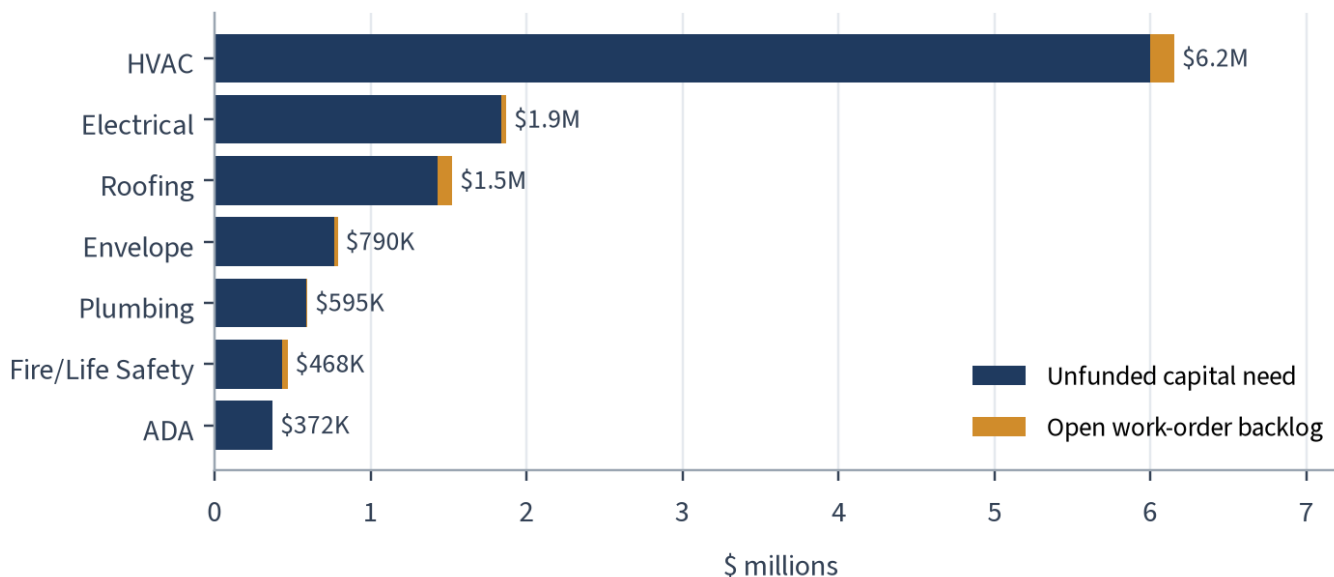
The district's buildings would cost about \$423M to replace today. Repairs and replacements that are due but not done (the deferred-maintenance backlog) total about \$72M, a Facility Condition Index (FCI) of 17%. A lower FCI means a building is in better condition. The three oldest buildings carry most of the need.

Facility Condition Index by building



Color bands used in this brief: green under 10%, amber 10–20%, red over 20%. These are planning thresholds set for this sample; each district sets its own.

Backlog by building system



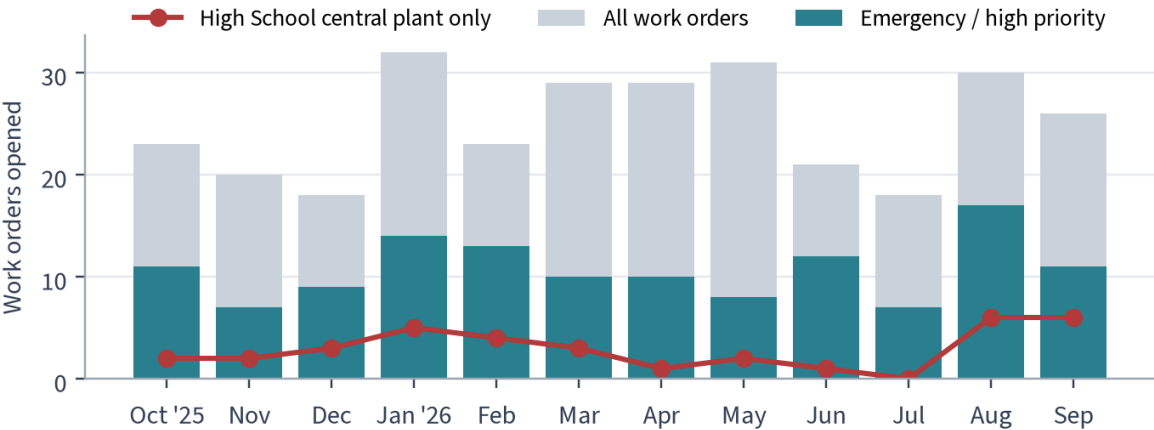
Navy: unfunded portion of the 16 capital projects on the district list (\$11.4M). Amber: open, on-hold and deferred work orders (53 items, \$341K). The capital list addresses the highest-priority part of the overall backlog; the remainder is lower-priority components tracked in the condition assessment.

What this means: heating and cooling (HVAC) is the single largest need at \$6.2M, driven by the High School central plant. Fire/life-safety items are small in dollars but rank first because they protect students and staff.

What Is Breaking, and Where

Maintenance staff opened 300 work orders in the last 12 months (\$1.01M in repair cost). 35 of them disrupted instruction, meaning a classroom, library or gym was closed, relocated or without heat or cooling.

Work orders opened per month, October 2025 – September 2026



The red line isolates the High School central plant: boiler failures through the winter, then chiller failures as soon as the hot weather returned in August and September.

Repeat-failure assets (5+ work orders on one piece of equipment in 12 months)

Asset	Building	System	Work orders	Emergencies	Disrupted classes	Repair spend	Status
Main roof	Lakeview MS	Roofing	19	5	13	\$116K	Replace (Risk #5)
Boiler B-2	Cedar Ridge HS	HVAC	17	9	8	\$171K	Replace (Risk #3)
Chiller CH-1	Cedar Ridge HS	HVAC	13	3	4	\$192K	Replace (Risk #3)
Fire alarm panel	Maple Street ES	Fire/Life Safety	10	6	3	\$46K	Replace (Risk #1)
Boiler B-1	Oak Meadow ES	HVAC	6	0	1	\$14K	Plan FY2028
Central plant controls/pumps	Cedar Ridge HS	HVAC	5	0	2	\$17K	Replace (Risk #3)
HVAC unit 05	Lakeview MS	HVAC	5	0	0	\$14K	Watch list
HVAC unit 02	Pine Hollow MS	HVAC	5	1	1	\$12K	Watch list

Open inspection findings that drive the ranking

Building	Finding	Severity	Due	Status
Maple Street ES	Fire alarm annual test: 3 initiating devices failed; panel reports intermittent trouble; replacement parts no longer manufactured	Life safety	Aug 15, 2026	OVERDUE
Lakeview MS	Corridor fire doors (6 sets) do not self-close and latch	Life safety	Nov 30, 2026	Open
Cedar Ridge HS	Boiler B-2 issued conditional operating certificate; tube leaks and refractory deterioration noted	Code compliance	Dec 31, 2026	Open
Maple Street ES	Main entrance lacks compliant accessible route; door operator unreliable	Code compliance	Jun 30, 2027	Open
Maple Street ES	Student restrooms lack accessible stalls on 2nd floor	Code compliance	Jun 30, 2027	Open

Showing 5 of 12 open findings; the full list is in the source data (inspections.csv).

Risk-Ranked Asset Table

Every project on the capital list is ranked the same way. First by **type of risk**, in a fixed order: **safety**, then **compliance**, then **classroom disruption**, then **cost / reliability**. Within each type, items are ordered by a 0–100 urgency score (overdue citations, repeat failures, disrupted classes, recent repair spend, building condition). Already-funded projects are listed last.

#	Building	Asset / project	Risk type	Score	WOs	Est. cost	Unfunded	Recommendation
1	Maple Street ES	Fire alarm system replacement (panel, devices, notification)	Safety	58	10	\$385K	\$385K	Fix now
2	Lakeview MS	Fire door hardware & closer replacement	Safety	5	0	\$48K	\$48K	Fix now
3	Cedar Ridge HS	Central plant replacement (chiller CH-1, boilers B-1/B-2, controls)	Compliance	66	35	\$4.20M	\$4.20M	Fix now
4	Maple Street ES	Accessible entrance, restrooms & route upgrades	Compliance	12	4	\$520K	\$370K	Fix now
5	Lakeview MS	Main roof replacement (sections A-D)	Instruction disruption	56	19	\$1.65M	\$1.05M	Fix now
6	Oak Meadow ES	Boiler B-1 replacement	Instruction disruption	14	6	\$680K	\$680K	Plan next year
7	Cedar Ridge HS	Main electrical switchgear replacement	Cost / reliability	9	1	\$740K	\$740K	Plan next year
8	Cedar Ridge HS	Domestic water piping replacement (B & C wings)	Cost / reliability	8	2	\$590K	\$590K	Plan next year
9	Oak Meadow ES	Roof coating restoration	Cost / reliability	7	1	\$380K	\$380K	Defer & monitor
10	Riverbend ES	Parking lot & sidewalk repaving	Cost / reliability	6	1	\$310K	\$310K	Plan next year
11	Pine Hollow MS	Rooftop unit replacements (RTU-1 to RTU-6)	Cost / reliability	6	1	\$900K	\$900K	Plan next year
12	Lakeview MS	Window & exterior sealant replacement	Cost / reliability	5	0	\$460K	\$460K	Defer & monitor
13	Ops Center	Vehicle maintenance bay exhaust upgrade	Cost / reliability	3	0	\$220K	\$220K	Plan next year
14	District-wide	District-wide LED lighting retrofit	Cost / reliability	0	0	\$1.10M	\$1.10M	Defer & monitor
15	Sunridge ES	Playground accessible surfacing	Compliance	2	0	\$140K	—	Proceed (funded)
16	Riverbend ES	Emergency communications / intercom upgrade	Cost / reliability	4	0	\$175K	—	Proceed (funded)

Why a fire door outranks a \$4 million plant. The ranking puts the safety of students and staff ahead of dollars on purpose. A low score inside the safety group (the Lakeview fire doors) still comes before a high score in a lower group. This keeps small, cheap life-safety fixes from being lost behind large capital projects.

WOs = work orders on that asset in the last 12 months. Est. cost = planning estimate before design; see cost bands on the next page.

Fix Now vs. Defer: Recommendation

Estimates are planning-level, not bids. We show each group as a **cost band** from 90% to 125% of the estimate, because costs typically move once design and bidding are done. Amounts below are **new money needed** (after funds already set aside).

Group	What is in it	Items	New funding band	Why
Fix now (FY2027)	Fire alarm system replacement (MSES); Fire door hardware & closer replacement (LVMS); Central plant replacement (CRHS); Accessible entrance, restrooms & route upgrades (MSES); Main roof replacement (LVMS)	5	\$5.4M–\$7.6M	Safety or compliance deadlines, or repeated class disruption. Waiting adds repair spend and risk.
Plan next year (FY2028)	Boiler B-1 replacement (OMES); Main electrical switchgear replacement (CRHS); Domestic water piping replacement (CRHS); Parking lot & sidewalk repaving (RBES); Rooftop unit replacements (PHMS); Vehicle maintenance bay exhaust upgrade (DOPS)	6	\$3.1M–\$4.3M	Open advisory findings or emerging failures. Design and line up funding now; build next year.
Defer & monitor	Roof coating restoration (OMES); Window & exterior sealant replacement (LVMS); District-wide LED lighting retrofit (DIST)	3	\$1.7M–\$2.4M	No open findings and few failures. Re-check at the next annual condition review.

Two projects (playground surfacing at Sunridge ES; emergency communications at Riverbend ES, \$315K total) are fully funded and proceeding.

Cost of waiting. In the last 12 months the district spent \$380K repairing the High School plant, \$116K on Lakeview roof leaks and \$46K on the Maple Street fire alarm. That spending did not reduce the risk; it kept the equipment running for another season.

Vendor Proposal Comparison: High School Central Plant Replacement

Three proposals were received against the planning estimate of \$4.20M. We adjust each bid for items it leaves out, so the board compares like with like.

	Northline Mechanical	Summit Building Systems	Prairie State Energy (perf. contract)
Base bid	\$4.18M	\$3.89M	\$4.64M
Excluded items	None material	Temporary heating/cooling; controls integration (+\$285K)	None material
Adjusted total	\$4.18M	\$4.17M	\$4.64M
Install window	Jun 14 - Aug 13, 2027 (summer break)	Jun 2027 - Jan 2028 (runs into school year)	Jun 7 - Aug 20, 2027 (summer break)
Equipment lead time	16 weeks	20 weeks	18 weeks
Warranty	2 yr parts & labor; 5 yr compressor	1 yr parts & labor	2 yr parts & labor; 15 yr measurement & verification
Similar K-12 plants	4	2	3
Notes	Controls integration and temporary heat/cooling included	Lowest base bid; schedule overlaps fall semester	Bidder-proposed guaranteed energy savings of \$118,000/yr; financing offered over 15 yrs
Evaluation score (100)	92 (price 36/40, schedule 20/20, warranty/risk 13/15, experience 13/15, completeness 10/10)	66 (price 36/40, schedule 6/20, warranty/risk 8/15, experience 10/15, completeness 6/10)	83 (price 32/40, schedule 18/20, warranty/risk 12/15, experience 12/15, completeness 9/10)

Staff recommendation (draft): Northline Mechanical offers the best value. After adjusting for exclusions it costs about the same as Summit (\$4.18M vs. \$4.17M), but it finishes inside summer break and carries a longer warranty. The performance contract is worth a separate look if the board prefers financing; its energy savings are the bidder's claim and would need independent verification. Final award must follow district purchasing policy and legal review.

Draft Superintendent Talking Points

For use at the board meeting and with staff and families. Edit to fit the district's voice.

- **Safety comes first, and we are acting on it now.** We found two life-safety problems: the fire alarm at Maple Street Elementary and fire doors at Lakeview Middle School. Both are being fixed, and Maple Street has had a fire watch in place since the alarm problem was found.
- **Our biggest building need is the High School heating and cooling plant.** It needed repairs 35 times last year and cost us \$380K just to keep it running. Students lost class time to cold rooms in winter and hot rooms in August. Replacing it during summer 2027 is the responsible choice.
- **We are not asking to fix everything at once.** Our capital list totals \$12.5M. We are recommending \$5.4M–\$7.6M for the most urgent items and a plan, not a spending request, for the rest.
- **Every project was ranked the same way:** safety first, then legal compliance, then anything that keeps students out of classrooms, then cost. Nothing jumped the line.
- **Fixing now saves money later.** Each year we wait, we keep paying for emergency repairs on equipment that still needs replacing.
- **We compared bids carefully.** The lowest price on paper was not the lowest real cost once missing items and a school-year construction schedule were included.
- **We will report back every month** with progress, spending against budget, and any new risks.

Likely questions from the board

Q: Can the High School plant wait another year?

A: It could, but it would mean another season of failures, class disruption and repair spending, on a boiler that is already on a conditional certificate. Equipment ordered after winter would likely miss the summer 2027 window.

Q: How will we pay for it?

A: The CFO will present options in November (for example reserves, a lease-purchase or performance contract, or including it in a future bond). This brief does not assume a funding source.

Q: Why are the estimates ranges?

A: These are planning estimates. The range narrows as each project is designed and bid.

How This Brief Was Produced

Inputs: building inventory and condition index, 12 months of work orders, the capital project list, inspection findings, and vendor bids. **Analysis:** backlog by system and building; repeat-failure detection (5+ work orders on one asset in 12 months); risk ranking (safety, then compliance, then classroom disruption, then cost); fix-now vs. defer grouping with cost bands. **Review:** a facilities professional checks every recommendation, the bid evaluation and the talking points before the brief goes to the district.

About this sample. Cedar Ridge Unified School District, its buildings, work orders, inspection findings, vendors and bids are entirely fictional, created to show the format and depth of the monthly brief. No figure in this document describes a real district, vendor or market price. Cost bands, scoring weights and FCI color thresholds are illustrative settings that each district would set with us.