

Long-Range Facilities Planning Committee

October 27, 2026 | Lazell Ofield, Chief Operations Officer

BEST PLACE TO

WORK

LEARN

LEAD



Columbia
PUBLIC SCHOOLS

FACILITIES MASTER PLAN

Overview of the process, Review conditions, community priorities, ten-year scenarios and the framework for a potential April 2027 GO Bond.



A 10-year roadmap built on evidence and community voice

01 UNDERSTAND

Facility Condition Assessment (FCA), building utilization, enrollment and educational programs

02 LISTEN

Student, staff, family, community, leadership and Steering Committee input

03 PRIORITIZE

Urgency, safety, equity, learning impact, cost and project readiness

04 MODEL

Project scenarios, scope alternatives, timing and funding capacity

05 RECOMMEND

Publish a transparent and phased 10-year facilities roadmap

06 DELIVER

Implement through capital budgets, bond funding and annual reporting



Our facilities: a significant public investment

43 BUILDINGS

Districtwide facility inventory

3.71M SQ. FT.

Approximate building area

2.49M SQ. FT.

Approximate roof area

922 ACRES

Facilities across district properties

52 YEARS

Average Building Age
(23 Buildings over 50 Yrs and 20 Buildings under 50 Yrs)

10-YEAR VIEW

Protect assets while meeting educational needs

TAKING CARE OF TOMORROW'S SCHOOLS **TODAY**

Who has helped shape the plan?

STEERING COMMITTEE

Representative of parents, teachers, students, community partners and district leaders

STUDENTS

Nine schools targeted across elementary, middle and high school levels

SCHOOL & STAFF LEADERS

Advisory groups, leadership feedback and building-level operational perspectives

COMMUNITY OPEN HOUSES

Sept. 22 at Lange • Oct. 21 at Smithton •
Nov. 17 at Gentry (upcoming)

VIRTUAL OPEN HOUSE

Nov. 5, 5:30–6:30 p.m. (upcoming)

SURVEY + ACTIVITIES

Open-house surveys and facility-priority trade-off exercises



Emerging community priorities for 2027–2037

01 CRITICAL BUILDING SYSTEMS

Roofs, HVAC, plumbing, electrical and life-safety needs

02 SAFETY & SECURITY

Safe, secure and welcoming school environments

03 EQUITY ACROSS SCHOOLS

Consistent student experience and access to quality facilities

04 LEARNING ENVIRONMENTS

Modern, accessible spaces aligned to student programs

05 STEWARDSHIP & EFFICIENCY

Reduce operating risk and long-term maintenance costs

"When community voices are heard, solutions become sustainable."

What the Facility Condition Assessment tells us

- Assesses sites, roofs, building envelope, interiors and accessibility.
- Evaluates HVAC, plumbing, electrical, fire/life safety and other critical systems.
- Identifies urgency, remaining useful life and order-of-magnitude needs.
- Works alongside learning-environment assessments and space utilization.
- Provides a consistent basis to sequence investment across facilities.

Columbia Public Schools Facilities Planning Dashboard : DRAFT

The information reflected within this dashboard is a working draft and not final.

Click the Buttons Below to Navigate to the Dashboards

[District Overview](#)

[School Summary](#)

[Project Planner](#)

[FCI Summary](#)

[Educational Adequacy Score Summary](#)

[Essential Maintenance Needs Summary](#)

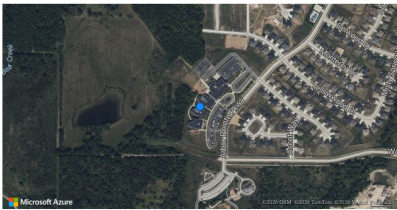
This dashboard combines facility condition data from the SOA Architecture Facility Condition Index (FCI) Assessment, educational adequacy data from the SOA Architecture Educational Adequacy Assessment (EAS), and additional facility and investment information provided by the District and compiled in 2026. Together, these data sources provide a comprehensive view of facility condition, educational suitability, historical investments, and future capital improvement needs across the District. Throughout the dashboard, information icons (i) are available to provide additional details regarding data sources, methodologies, calculations, definitions, and the interpretation of key metrics and results.





School Summary Report

Alpha Hart



General Information

Address5801 Arbor Pointe Parkway

Year Built2009

Last Capital Investment2009

CohortK-5

Site Size10.0

Building Size90,842

Enrollment25/26478

Capacity994

Utilization48%

Facility Condition Assessment

3.00

0.003.405.00

Districtwide Overall Facility Condition3.02

Educational Adequacy Score

80%

0%73%100%

Districtwide Overall Educational Adequacy53%

Essential Maintenance Needs

\$1.9M

Category	Project Cost
Equipment and Furnishings	\$26,769
Exterior Weatherization	\$81,382
HVAC - Controls	\$228,706
HVAC - Systems	\$1,892,539
Interior Finishes	\$510,677
Plumbing - Infrastructure	\$25,184
Site - Parking Lots and Sidewalks	\$54,718
Total	\$2,819,975

Previous Investments

(Completed Since 2010)

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Future Maintenance Needs

\$31.4M

Category	Project Cost
HVAC - Systems	\$10,416,197
Interior Finishes	\$3,835,519
Electrical - Infrastructure	\$3,088,837
Plumbing - Infrastructure	\$2,764,262
Interior Construction	\$2,749,072
Exterior Weatherization	\$2,720,411
Electrical - Lighting	\$1,514,787
Roofing	\$1,263,793
Total	\$31,381,438

Educational Adequacy Detail

Learning Environment3.75

Learning Model4.00

Furniture & Equipment3.00

Outdoor Learning Environment3.00

Data Sources

THE KEY QUESTION

Which needs create the greatest risk if delayed—and what investment prevents larger costs later?

CPS • LRFP Committee • October 27, 2026

07

FCA: districtwide health dashboard

AVERAGE FACILITY CONDITION ASSESSMENT SCORE

3.02 / 5.00

evaluates the condition of school buildings and major systems (roofs, HVAC, electrical, plumbing, interiors and sites) to inform repair and renewal priorities.

IMMEDIATE / CRITICAL NEEDS

\$130M

roofs / HVAC / plumbing / electrical

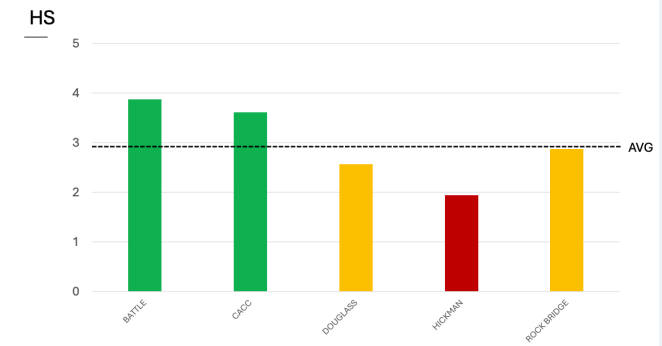
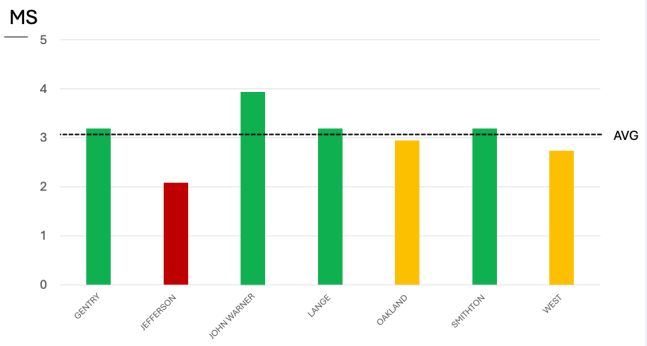
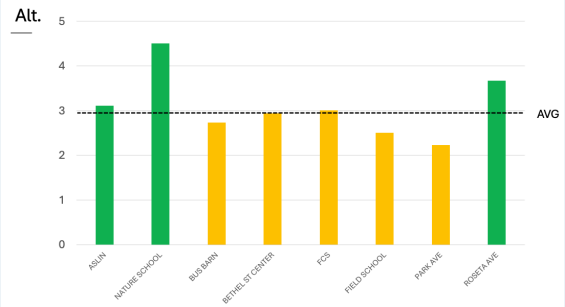
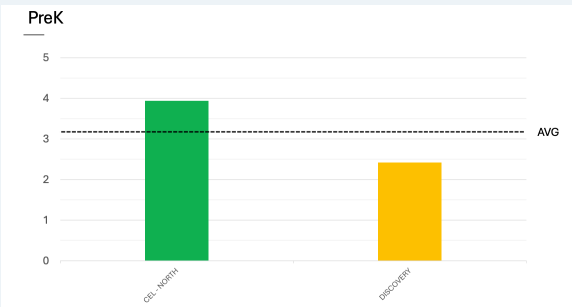
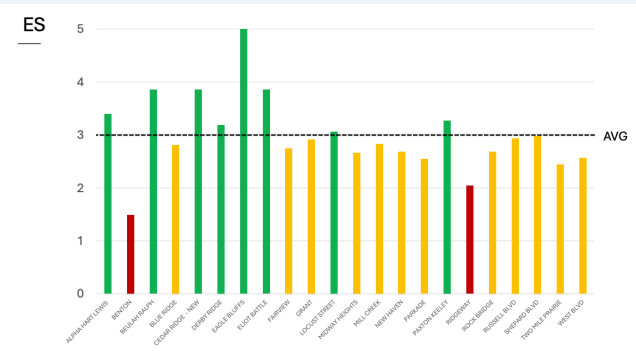
AVERAGE EDUCATIONAL ADEQUACY SCORE

53% / 100%

evaluates how well the physical learning environment supports instructional programs, space needs, functionality, access and current educational expectations.

CONDITION BY FACILITY

Facility Condition Assessment(FCA)
Score for each building



Critical Building Systems

ROOFING - \$8.3 M

- Hickman (26,000 sq ft) \$780K
- Fairview (55,000 sq ft) \$1.6M
- Benton (5,500 sq ft) \$456K
- Oakland (27,000 sq ft) \$810K
- Park Ave (11,000 sq ft) \$330K
- Parkade (55,000 sq ft) \$1.6M
- Rockbridge E. (50,000 sq ft) \$1.5M
- West Middle (48,000 sq ft) 1.4M

HVAC - \$10.2M

- Mill Creek \$750
- West Boulevard \$6M
- West Middle \$3.5M

PLUMBING + FIRE PROTECTION - \$4.7M

- West Boulevard \$1.1M
- Jefferson Middle \$2.8M
- Ridgeway \$800K

EXTERIOR / WEATHERIZATION - \$7.5M

- Tuckpointing
- Joint sealant at windows/doors/joints
- Painting
- Concrete sidewalks
- Improved drainage
- Playground Accessibility
- Parking lots

FLOORING - \$3.1M

- Hickman \$625K
- Jeff Middle \$1M
- Shepard Gym \$220K
- Oakland Middle \$1.3M

ELECTRICAL - \$4.6M

- Benton \$180K
- Jefferson Middle \$3.2M
- West Boulevard \$1.2M

Safety and Security

WORK CURRENTLY UNDERWAY

- District camera modernization
- Ongoing safety and security operations
- Maintenance and review of access-control/entry systems

AREAS TO EVALUTE

- Consistent secure entry/visitor-management experience
- Door hardware, access points and exterior visibility
- Communications, emergency readiness and site circulation
- Facility-specific needs and equitable districtwide standards

Planning question: What current investments should be strengthened, standardized, or expanded through the master plan?

Equity Across Schools

ATHLETICS

- Battle HS wrestling and weight room
- Turf fields: high school, middle school, elementary
- Outdoor scoreboards
- Concession stands

FINE ARTS

- Hickman HS Fine Arts Building
- West Middle School Fine Arts
- Review facilities for equitable program access and instructional suitability

PreK

- Districtwide program review
- Dedicated and developmentally appropriate space
- Evaluate location, capacity, accessibility and program delivery

Learning Environments

SCHOOL	PRELIMINARY RENOVATION SCOPE	ESTIMATE
Benton Elementary	Renovation / addition	\$14,352,069
Ridgeway Elementary	Renovation	\$10,716,931
Fairview Elementary	Renovation	\$14,683,650
Parkade Elementary	Renovation	\$14,257,000
Two Mile Prairie	Renovation	\$5,158,556
Jefferson Middle	Older portion renovation	\$16,562,500
West Middle	Fine Arts renovation / addition	\$18,550,000
Hickman High	Full renovation (excludes pool)	\$79,500,000

Renovations can address classrooms, labs, instructional technology, accessibility, restrooms, circulation, interiors and building systems.

Stewardship and Efficiency

Reduce operating risk and long-term maintenance cost and Enrollment informed planning.
Condition, utilization and educational adequacy together inform repair, renovation, consolidation and replacement decisions.

SCHOOL	ENROLLMENT / CAPACITY	UTILIZATION	FCA	EAS
Benton Elementary	237 / 228	103%	1.49	47%
Ridgeway Elementary	232 / 209	111%	2.08	42%
Jefferson Middle	599 / 759	78%	2.08	47%
Hickman High	2,038 / 2,022	100%	1.94	58%

How priorities translate into 10-year projects

TIER 1 PROTECT

Urgent life safety, failing critical systems, water intrusion and operational continuity

TIER 2 PRESERVE

Roof cycles, major mechanical replacements and code/accessibility improvements

TIER 3 IMPROVE

Athletic equity, educational suitability, renovations and modernization

TIER 4 PREPARE

Strategic capacity and a potential central-Columbia elementary school

SEQUENCE

Schedule by urgency, cost escalation, disruption and dependencies

TRANSPARENCY

Publish school-level scopes, projected timing and progress

Previous facility-and-bond roadmap: 2016–2028



Long-Range Facility and Bond Plan

Vote	April 2016 \$30 million bond (no-tax-rate increase)	April 2018 \$30 million bond (no-tax-rate increase)	June 2020 \$20 million bond (no-tax-rate increase)	April 2022 \$80 million bond (no-tax-rate increase)		April 2026 \$30 million bond (no-tax-rate increase expected)	April 2028 \$110 million bond (no-tax-rate increase expected)
Issue	June 2018	June 2019	August/ September 2020	June 2022 \$40 million	June 2024 \$40 million	June 2026	June 2028
Projects	- Middle school land and design - Middle school construction - Locust Street design - Technology infrastructure - Roofs and other critical facility needs	- John Warner Middle School construction - Locust Street addition and renovations - Building renovations and improvements - Safety and security - Middle school athletic improvements - Rock Bridge Elementary addition - Jefferson Middle gymnasium - Technology infrastructure - Roofs and other critical facility needs	- Jefferson Middle School renovations - Russell Boulevard addition and renovations - High school activity field projects - Safety and security projects - Accessibility projects - Technology infrastructure - Roofs and other critical facility needs	- Elementary school in Southwest Columbia - Renovation and addition at CACC South - Phase 1 - Battle Elementary addition - Safety and security - Accessibility projects - Technology infrastructure - Roofs and other critical facility needs	- Renovation and addition at CACC South - Phase 2 - Safety and security - Accessibility projects - Technology infrastructure - Roofs and other critical facility needs	- High school land, design, and site construction (TBD) - Safety and security - Accessibility projects - Technology infrastructure - Roofs and other critical facility needs	- High school construction (TBD) - Safety and security - Accessibility projects - New or renovated instructional space to accommodate growth - Technology infrastructure - Roofs and other critical facility needs
Completed as promised In progress Planned							
Columbia Public Schools Attendance Areas							
John Warner Middle School opened (2020) Rock Bridge Elementary addition opens (2022) Russell Elementary addition opens (2024) District enrollment attendance area changes. BES addition opens. New southwest elementary opens (2026)							
2020-21 2022-23 2025-26 2025-26 2026-27							
New middle school and high school attendance areas took effect New elementary attendance areas take effect New elementary attendance areas take effect New middle school and high school attendance areas take effect New southwest elementary attendance areas take effect							

\$300M

Total of scheduled proposals in the historic roadmap; not proof all were issued.

What the prior plan delivered

NEW SCHOOL CAPACITY

Beulah Ralph, Cedar Ridge, John Warner, Eagle Bluffs and other capacity projects

RENOVATIONS & ADDITIONS

Jefferson, Locust Street, Russell Boulevard, Rock Bridge Elementary and Career Center phases

STEWARDSHIP

Roofs, security, accessibility, technology and critical facility investments

LESSON FROM THE LAST DECADE

Use a multi-year roadmap with visible projects, measurable progress and accountability to voters.

How do we fund the 10-year plan?

GENERAL OBLIGATION BONDS

- General Obligation Bonds are municipal bonds or debt issued by the district repaid using revenue received from local property taxes
- Bonds are secured by the district's credit and statutory authority to levy and raise taxes
- Allows districts to finance large infrastructure projects
- High rated, low risk investments with lower interest rates than generally seen because the district has a good credit rating
- Requires approval by voters (4/7 or 57% majority needed to pass)
- Must receive voter authority even if taxes will not be affected
- Article VI, Section 26(b) of the Constitution of Missouri limit the amount of authorized general obligation bonds of a district to 15 percent of assessed valuation of the district
 - Debt limit ~ \$534.40 million
 - Outstanding Debt \$281.17 million

FINANCE PARTNERSHIP

Heather McArthur, CFO: validate debt capacity, financing structure, issuance phasing, levy effects and affordability.

Preliminary 2027–2037 facility and bond plan



Long Range Facility and Bond Plan 2027–2036

Planning framework for two bond cycles

Vote	APRIL 2027 \$260 million bond						2033 \$160 million bond				
Issue	2027 \$44M	2028 \$44M	2029 \$43M	2030 \$43M	2031 \$43M	2032 \$43M	2033 \$32M	2034 \$32M	2035 \$32M	2036 \$32M	2037 \$32M
Projects	2027–2029 Critical systems and planning/assessment • Roofs, HVAC, exteriors, plumbing, electrical systems and drainage • Hickman High School renovation Phase 1 • Central Columbia elementary schools • Districtwide athletic equity assessment and first projects			2030–2032 Major project delivery • Hickman High School renovation Phase 2 • Central Columbia elementary school • Remaining critical facility systems and life cycle replacements • Athletic equity, accessibility and safety improvements • Priority learning environment renovations			2033–2035 Second bond priorities • Next cycle of roof, HVAC and building system renewals • Major renovations or replacements based on facility condition • Athletic equity continuation • Safe, accessible and inclusive learning environments • Capacity and program needs identified through enrollment review			2036–2037 Completion • Complete second bond projects • Address emerging life cycle needs • Refresh the next 10-year facility plan	

\$420M

Combined preliminary planning envelope

Community, Student and Steering Committee Priorities

Protect existing schools	Safe and healthy	Equitable experiences	Hickman High School	Central Columbia	Learning environments
Roofs, exteriors, HVAC and critical systems	Security, air quality, comfort and accessibility	Comparable learning and athletic opportunities	Improvements and renovation in two phases	A long-term elementary school solution	Flexible, engaging and welcoming spaces

Potential program themes for the first five years

CRITICAL SYSTEMS

Roofs • HVAC • plumbing • electrical • building envelope

SAFE + ACCESSIBLE

Security • life safety • accessibility • operational reliability

ATHLETIC EQUITY

Address disparities in facility conditions and access

HICKMAN HIGH SCHOOL

Phased modernization and building improvement priorities

CAPACITY + UTILIZATION

Evaluate central-Columbia elementary need against enrollment and space data

EFFICIENCY

Resilience, operating cost, lifecycle value and achievable phasing

From planning authorization to April 2027 ballot

- OCT 27** LRF: recommendation for Board to proceed with GO bond planning
- NOV 2** Finance Committee: recommendation on bond capacity
- NOV 9** Board: consider authorization to advance April 2027 bond planning
- NOV 12** Final Steering Committee: prioritize and refine plan
- NOV 19** Board work session: engagement update + first-read ballot language
- DEC 14** Board: target action on finalized ballot language
- JAN 26** State election calendar: last day for final certification
- APR 6** Missouri General Municipal Election

Preliminary April 2027 bond proposition

Shall the Board of Education of Columbia School District No. 93, Boone County, Missouri, borrow money in the amount of \$[AMOUNT TO BE DETERMINED] for the purpose of providing funds to acquire, construct, renovate, repair, improve, furnish and equip school facilities, including critical roofing, heating, ventilation and air-conditioning, plumbing, electrical, safety, security, accessibility and other building systems; making improvements to learning and athletic facilities; renovating and modernizing existing schools; and addressing future educational facility needs; and issue general obligation bonds for the payment thereof?

Exact legal name, maximum principal, project scope, required levy disclosure and election wording must be approved by bond counsel and the Board.

Requested action: proceed with bond planning

Recommended motion

I move that the Long-Range Facilities Planning Committee recommend that the Board of Education authorize the administration to proceed with planning for a potential General Obligation Bond proposition for the April 6, 2027 election to support implementation of the district's 10-year Facilities Master Plan, subject to financial capacity review, further project prioritization, public engagement and subsequent Board approval of a final amount and ballot language.

THIS ACTION DOES NOT

Set a final bond amount, commit to a tax rate or approve the ballot proposition.

Capital Projects

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WORK

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Capital projects: annual stewardship

- Annual capital process captures school and department requests.
- Compare new requests with FCA findings, maintenance history and educational impact.
- Review previously approved work: scope, budget, timeline and completion status.
- Prioritize safety, critical systems, disruption and cost of deferral.
- Return with a ranked, costed capital-project recommendation in January.

Capital request communication and submission

COMMUNICATION

Request for the next cycle of capital projects sent to building and department leaders

INFORMATION REQUESTED

Location, scope, justification, urgency, consequence of deferral and estimate if available

SUBMISSION DEADLINE

Friday, October 23rd

DISTRICT REVIEW

Facilities and Operations validate scope, duplicates, cost and classification

PRIORITIZATION

Safety • FCA urgency • learning impact • life-cycle cost • feasibility

COMMITTEE RETURN

January 26, 2027: proposed capital list for committee review

Previously approved capital requests

\$6,572,700

28 facilities/building needs

\$2,348,283

11 department/programmatic items

\$8,920,983

39 total listed project and items

Major facilities allocations

Hickman High/Rock Bridge High — Turf Field Replacement	\$1,350,000	Oakland Middle — Restroom Improvements	\$750,000
Rock Bridge High — Commons Floor Replacement	\$1,000,000	Hickman High — Classroom Partitions	\$480,000
Mill Creek — Carpet Replacement	\$800,000	Lange Middle — FACS Kitchen Renovation	\$450,000

Mill Creek: reprioritize a more urgent need



RON MONSON: TECHNICAL BRIEF

System condition • impact on student comfort and continuity • repair options • urgency • cost and schedule.

Mill Creek funding change: requested action

Recommended motion

I move that the Long-Range Facilities Planning Committee approve the administration's recommendation to redirect the available, previously approved funding for the Mill Creek flooring project to address the critical Mill Creek HVAC need, subject to verification of uncommitted funds, project scope and cost, and any additional approvals required by district policy.

BEFORE THE VOTE

Confirm exact funding balance and whether HVAC scope exceeds the amount being reallocated.

Next checkpoint: January 26, 2027

OCT–NOV 2026

Collect and validate new building/department requests

NOV–DEC 2026

Match requests to work orders, FCA needs and approved scopes

DEC–JAN 2027

Develop budgets, timelines, priorities and funding scenarios

JAN 26, 2027

Present ranked proposed capital-project list for LRFP consideration

COMMITMENT

Bring an actionable, costed, location-specific recommendation—not simply a list of requests.