

# Facilities Funding Plan & Recommendations

## Finance, Funding, & Partnership Workgroup

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### Purpose

To develop a sustainable, equitable, and transparent funding strategy to support the district's comprehensive facilities plan — addressing maintenance, restoration, construction, demolition, and reuse — while leveraging public and private partnerships to ensure long-term community and financial health.

### Funding Framework

#### 1. Assessment of Financial Needs

- Conduct a full audit of current facilities, identifying deferred maintenance, consolidation, demolition, or reuse opportunities.
- Develop multiyear projections for repairs, closures, demolitions, and new construction.

#### 2. Funding Mechanisms

- **Public Financing:** Collaborate with Shelby County Government to explore a \$750 million bond issuance over 7–10 years and assess the creation of a joint construction authority.
  - **Revenue Generation:** Sell or lease underutilized facilities, including ground leases, and include demolition costs in closure budgets.
  - **Private & Philanthropic Partnerships:** Engage foundations and corporate partners through a Capital Campaign.
  - **Grants & Special Funds:** Pursue state and federal opportunities, particularly where reuse supports neighborhood revitalization or community infrastructure.
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## **Public Funding & Advocacy**

- Public funding remains the foundation of the district's facilities plan.
- Establish an advocacy strategy among district leadership, business, and civic partners to build support for sustained facilities investment.
- Advocacy strategies should include a communications plan to highlight educational, economic, and community benefits of facility investments and the challenges of current facility conditions.
- Integrate clear public messaging connecting facility modernization to improved student outcomes, workforce readiness, and neighborhood vitality.

## **Private Capital Campaign & Partnerships**

- Launch a capital campaign targeting approximately 10% of the total government investment.
- Conduct a feasibility study to determine donor capacity, set benchmarks, and refine the campaign structure (may already exist through other philanthropic resources or research).
- Utilize multiple giving pathways (e.g., SchoolSeed Foundation, Community Foundation of Greater Memphis, District Foundation) depending on donor type and intent.
- Employ an equity and community lens for corporate giving:
  - Align partnerships geographically to connect companies with neighborhood clusters or feeder patterns that reflect their community presence.
  - Target sector and corporate interests to engage businesses aligned with workforce and community development priorities.
  - Develop expectations for the portion of total facilities needs that will be raised through the capital campaign to ensure realistic, equitable, and measurable goals.
  - Campaign strategy will include schools of all sizes, targeting donors seeking both branding visibilities as well as those looking to honor community leaders.

## **Facilities Asset Stewardship & Reuse Strategy**

- Ensure responsible stewardship of district assets by identifying highest and best uses for underutilized or surplus facilities.
- Prioritize educational reuse (charters, CTE, early childhood), followed by community-serving uses (housing, workforce training, nonprofit space).
- Explore opportunities to capture value or leverage revenue from appropriate reuses, with all proceeds reinvested in facilities improvements and equitable capital needs.
- Integrate demolition cost planning within closure budgets to ensure sustainable transitions.

## **Accountability & Oversight - Public Education Building Authority**

- Explore establishment of joint government entity (a Public Education Building Authority or equivalent) to provide long-term coordination, accountability, and transparency for facilities investments.
- A joint government entity would serve as a district and county partnership providing central oversight of pooled public and private funds, aligning capital planning efforts, and ensuring adherence to the comprehensive facilities plan.
- The PEBA model would provide continuity beyond election cycles, ensure professional oversight, and create a transparent structure to manage large-scale facility investments over time.

## **Narrative: Building the Case**

Communications and messaging for the facilities plan must tell a clear and inspiring story, focusing on community revitalization and student outcomes and utilizing compelling visuals to provide a vision for the future of education for MSCS.

- We are not losing a school — we are gaining a stronger community
- Tie facility changes directly to academic, economic, and community outcomes
- Emphasize accountability and transparency to build public trust
- Use compelling visuals to tell the story — renderings, maps, and data dashboards that show where and why investments are needed
- Feature student and community stories to demonstrate how facility investments improve learning and strengthen neighborhoods

## **Next Steps**

1. Present the first draft of the Facilities Funding Plan to FAHC
2. Identify and engage key partners (Board, County, City, Community Leaders, Philanthropy, Developers, and other stakeholders)
3. Develop the Facilities Plan “story” with communication and design support
4. Advance exploration to draft PEBA structure and charter
5. Review need and opportunities for feasibility study
6. Form Capital Campaign Advisory Committee