

## Steering Committee #1

Fargo Public Schools | October 11, 2023



# Agenda

- 1 Process Overview and Timeline
- 2 Initial Portfolio Data
- 3 Small Group Discussion
- 4 Next Steps



**FARGO PUBLIC SCHOOLS**

*Educating and Empowering All Students to Succeed*



# Your Experienced Planning Team



David Sturtz  
Executive Director



Rob Olsen  
Senior Director



Angela Banuelos  
Senior Associate  
Director



# Cooperative Strategies



2,000+  
Municipalities  
Served

15+ Billion  
Dollars in Bonds

15+  
Service  
Lines



320+  
Facilities Master  
Plans



250 Million  
Dollars in Owner's  
Rep.

250+ Million Sq.  
Ft. of Schools  
Assessed

3,200+  
Enrollment  
Projections

27+ Years of  
Experience



Student  
Potential &  
Housing  
Development  
Studies



280+ Educational  
Specifications

SaaS  
Offerings  
Including  
My Facility  
Informer™

4 U.S. Office  
Locations



# Process Overview and Project Timeline

# The Planning Process



## Long-Range Facilities Plan

### Plan for Planning

- Confirm process and timeline
- Define expectations
- Discuss other comparable processes
- Present confirmed process to the Board

### Background Data

- Previous LRFP
- Enrollment & Housing Projections
- Capacity Data
- Facility Condition Data
- Information Technology Assessment
- Educational Adequacy Data
- Academic Program Data

### Defining the Educational Vision

- Educational Expectations for Graduates
- Academic Vision
- Client and Connectedness Survey
- Alignment with Board Vision

### Educational Framework

- Aligning facilities to future programming needs
- Ensure educational roadmap is dynamic for ever changing K-12 models

### Community Engagement

- School level and community engagement
- Present options and concepts to the community for buy-in and feedback
- Report community feedback

### Recommendations Alignment with:

- Educational Vision
- Community Support
- Strategic Plan
- Viable Funding Options
- Pre-design / Educational Specifications
- Pre-bond program planning

# Planning Guidelines

## Promotes equity

- All schools will receive priority repairs with options created to provide equitable access to high –quality facilities district wide.

## Created from data, drives towards the vision

- Options are created to meet the needs of each building as identified by the data and informed by stakeholders

## Community engagement materially impacts each step

- Engagements help inform the vision, planning priorities, options developed, and the final recommendations

## Transparency throughout the process

- The project website provides up-to-date documents from the process with notices of upcoming events

## All options are created to be “trade-up” scenarios for students

- No option will be considered if it does not improve the learning environment for students

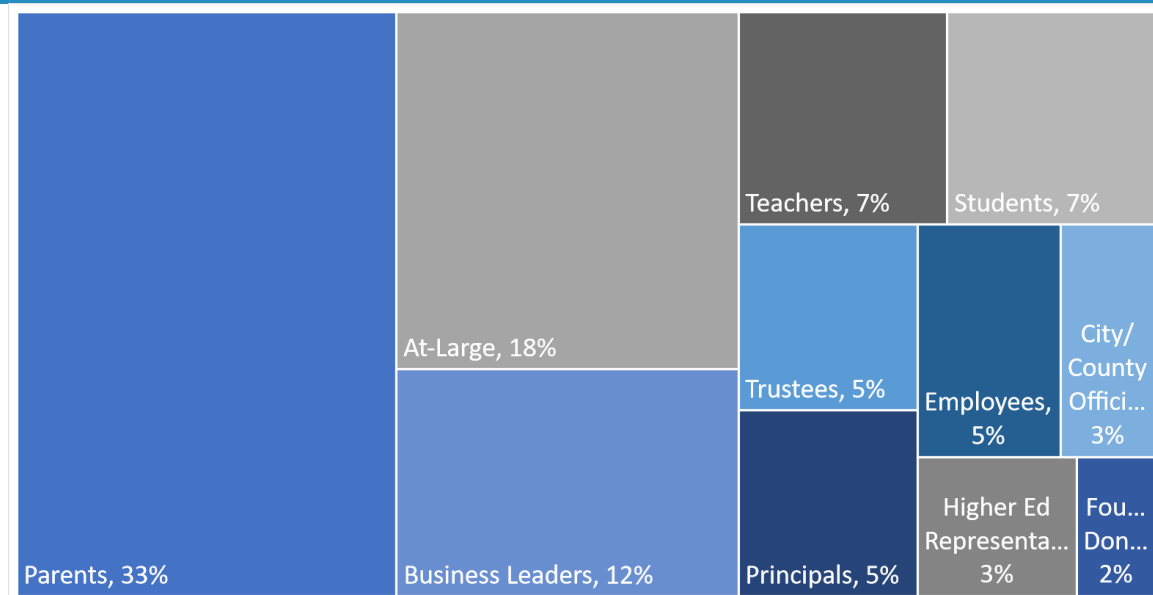


# Community Engagement

## Community Engagement Opportunities

In addition to the Steering Committee, we will facilitate the following opportunities:

- In-person community meetings are hosted two different times during the process. We provide a virtual option for those who prefer to join us electronically.
- We will create and host 2 surveys. These can be made available in paper form and in other languages at the District's discretion.
- Focus group meetings can be held with those most impacted by recommendations. These are typically small group meetings where we meet people where they are and during different times of the day.
- We plan to meet with student groups during the day when we have an evening meeting scheduled.
- A project website will provide transparency and access to all the presentations and information related to the project.



# School Board and Steering Committee

## School Board Engagement

School Board Meetings – We will present virtually at two School Board meetings to provide an update on the process and any new information.

School Board 2x2s – In conjunction with another event, we will sit down with a small group of School Board members to provide an opportunity for feedback at different times during the process to review the plan options and recommendations.

Final Board Presentation - We are planning to present our final report in-person to the School Board on March 26 for your approval.

## Role of the Steering Committee

- Keep an objective view and consider the needs of ALL STUDENTS.
- Work in an advisory role to provide feedback and develop facility options and recommendations in coordination with consultants and District Staff.
- Inform the community about the process.



# Project Timeline

Fargo Public Schools: Draft LRFP Schedule	2023					2024		
	August	September	October	November	December	January	February	March
Project Kick-off & Board Meeting (August 29, 2023)	29-Aug							
Visioning, Framework for Planning, and Steering Committee Selection								
Data Review & Background Report								
<b>SC 1: Initial Data Review &amp; Planning Process Introduction</b>			11-Oct					
<b>SC 2: Data Review &amp; Draft Framework for Options Development</b>				1-Nov				
Board Presentation: Draft Framework for Options Development (2x2)				2-Nov				
<b>Community Meetings: Data Review &amp; Planning Framework</b>				Wk of 11/15				
<b>Survey 1</b>				TBD				
Exec. Team: Draft Options				TBD				
<b>SC 3: Review Draft Options/Survey Results &amp; Prepare for Community Meeting and Survey 2</b>					5-Dec			
Board Presentation: LRFP Options					12-Dec			
<b>Focus Groups (Identified populations most impacted by the Draft Options)</b>						TBD		
<b>Community Meetings: Draft Options &amp; Focus Group Feedback</b>						Wk of 1/10		
<b>Survey 2</b>						Jan 10-24		
<b>SC 4: Review Survey Data and Draft Recommendations</b>							6-Feb	
Exec. Team: Draft LRFP Recommendations							8-Feb	
Board Meeting: Review Draft LRFP Recommendations (2x2)							21-Feb	
<b>SC 5: Review Draft Recommendations</b>								5-Mar
Final Report & Board Presentation								26-Mar



# Education Framework

## Developing Data-Driven Decisions

**► DECISION MATRIX**

PHYSICAL CONDITION	POOR (\$\$\$)	Discontinue Use & Surplus Consolidate with Another School Replacement (Right Sized)	Major Renovation Replacement	Major Renovation Replacement (Right Sized) + Boundary Changes Permanent Addition Relief School
	FAIR (\$\$)	Renovation Life-Cycle Renewal	Renovation Life-Cycle Renewal	Renovation Life-Cycle Renewal + Boundary Changes Permanent Addition Relief School
	GOOD (\$)	General Maintenance + Boundary Changes Install Attractive Program Repurpose Facility for Non-Ed. Use	General Maintenance	General Maintenance + Boundary Changes Remove Attractive Program Permanent Addition Relief School
		LESS THAN 85%	85% - 105%	GREATER THAN 105%
UTILIZATION (ENROLLMENT VS. PERMANENT CAPACITY)				



Tiered Instruction



Positive School Culture and Safety



Engagement and Experiences in Co-Curricular Activities



Community Outreach and Communication



Equitable Resources and Planning



Continuous Improvement and Accountability



# Creating Options



# Steering Committee

## Role of the Steering Committee

- Keep an objective view and consider the needs of ALL STUDENTS.
- Work in an advisory role to provide feedback and develop facility options and recommendations in coordination with consultants and District Staff
- Inform the community about the process
- Attend 5 two-hour meetings
  - Steering Committee meetings will be held on the following dates from 6:00 to 8:00PM at Carl Ben MS Cafetorium. **October 11, November 1, December 5, February 6, March 5**

## Format for the Steering Committee meetings

- |   |                      |
|---|----------------------|
| • Introductions/Updates from last meeting | 5 to 10 minutes      |
| • Presentation                            | About 30 minutes     |
| • Small Group Work                        | 45 minutes to 1 hour |
| • Report Out and Group Discussion         | 20 to 30 minutes     |
| • Next Steps                              | 5 minutes            |

## Keep in mind

- The final long-range facility planning report is not a final decision about future projects.
- Once the final report is approved and before any future projects can move forward, the School Board has a formal process used to approve projects and the financing of projects.
- A transparent public facing process is in place to inform the public and have an opportunity to provide input.



# Communicating the Process

- Project summary
- Timelines
- Frequently asked questions
- Glossary of terms
- Work completed to-date
- Links to all completed documents & presentations
- Upcoming engagement dates & locations



## HOME

Home

Process & Timeline

Steering Committee

Resources

## Home

Welcome to the Valley Center-Pauma Unified School District's Facility Master Plan Project Website. This will serve as the source for all information related to the Facility Master Plan (FMP) process. This site will be updated regularly throughout the process so please check back often for new information.



# *Initial* Portfolio Data

# Definition of Terms

## What is a long-range facility plan?

- A district wide long-term plan for facilities
- Data collection on facility conditions and adequacy of learning environments
- Identification of greatest need across facilities and planning areas
- Balance of short-term needs (five to ten years) and long-term objectives

## Data considered includes:

- Facility Conditions (now and near-term)
- Facility Capacity (programmatic & square feet)
- Facility Adequacy (how the facility does/does not support desired programs and teaching methods)
- Enrollments (historic, present, projected)
- District strategic plans
- Community priorities & feedback

## Key questions:

- Are the facilities we operate now, the ones we should continue to operate for the next 5-10+ years?
- Which facilities are in good enough condition, relative to their replacement value, to maintain and which ones require major renovation or replacement?
- Do all of our students have equitable access to high-quality learning environments in a warm/cool, safe and dry school and educationally adequate?
- What is the history of your district and community and how should that inform future facility investments?



# Definition of Terms

**Gross Square Feet (GSF):** Total square feet of the facility, including portables that may be located at the school site.

**Facility Condition Index (FCI):** This is a standard management benchmark that is used to objectively assess the current and projected condition of a building. The cost of all condition needs divided by the cost to replace the building.

**Design Capacity:** The number of students a school building can serve considering the original design.

**Utilization:** The percent of program capacity used throughout the day. Student enrollment is divided by program capacity to calculate the utilization percentage. Utilization informs space planning for projected enrollments and serves as an efficiency measure. It is recommended that the average load factor be 85%.

**Current Replacement Cost:** The cost to replace the building at the current rate of construction. Also referred to as Current Replacement Value (CRV).

**Capital Improvement Plan (CIP):** Typically, this is a 10-year plan addressing the capital needs for the District.



# Portfolio Overview – Size and Value

Location Description	Year Built	Age	Square Feet	Current Replacement Cost
Bennett ES	2000	23	90,268	\$ 46,145,504
Centennial ES	1989	34	75,070	\$ 41,881,070
Clara Barton ES	1927	96	54,968	\$ 25,342,379
Eagles ES	1969	54	83,906	\$ 38,627,089
Ed Clapp ES	2014	9	83,809	\$ 45,568,524
Hawthorne ES	1958	65	35,719	\$ 17,112,768
Horace Mann ES	1915	108	43,856	\$ 20,653,628
Jefferson ES	2008	15	60,637	\$ 28,271,540
Kennedy ES	2006	17	90,984	\$ 46,447,623
Lewis & Clark ES	1954	69	73,821	\$ 39,742,734
Lincoln ES	1962	61	75,000	\$ 39,166,008
Longfellow ES	1962	61	73,266	\$ 38,434,340
Madison ES	1958	65	44,025	\$ 23,141,910
McKinley ES	1958	65	38,147	\$ 20,393,113
Roosevelt ES	1909	114	46,943	\$ 21,419,094
Washington ES	1953	70	74,287	\$ 35,105,420
<b>Total/Average</b>	<b>1965</b>	<b>58</b>	<b>1,044,706</b>	<b>\$ 527,452,744</b>

## Summary Points:

- Total District SF = 2.7 M
- Total portfolio value = \$1.37 B
- Average Year Built = 1967
- CIP requests 2015-2026 = \$30.5 M
  - Industry Standard Model = \$329 M

Location Description	Year Built	Age	Square Feet	Current Replacement Cost
Agassiz - Dakota High School, Adult Learning, ECSE	1914	109	180,600	\$ 88,308,432
Ben Franklin MS	1951	72	202,064	\$ 91,788,579
Carl Ben Eielson MS	2005	18	178,802	\$ 85,100,489
Davies HS	2010	13	279,000	\$ 143,514,539
Discovery MS	1994	29	224,800	\$ 112,854,538
North HS	1965	58	287,824	\$ 153,890,473
South HS	1967	56	316,768	\$ 169,007,305
<b>Total/Average</b>	<b>1972</b>	<b>51</b>	<b>1,669,858</b>	<b>\$ 844,464,355</b>



# Disparity B/T Modeled and Actual O & M Investments

Fargo Public Schools: Annual CIP vs. Industry Model

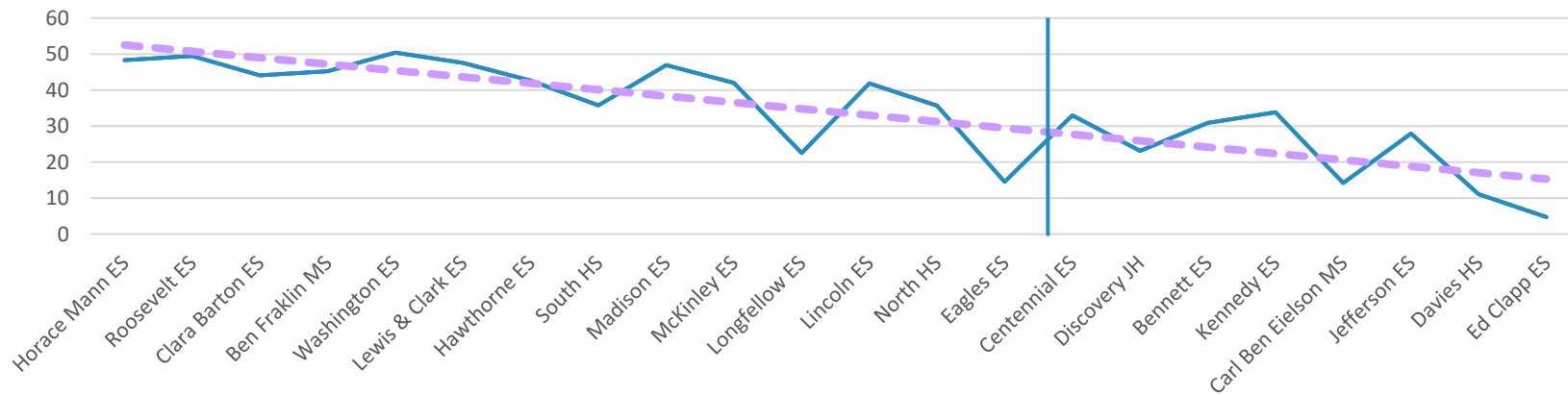


<b>Estimated Current Replacement Cost</b>	<b>\$ 1,371,917,099</b>
Annual CIP requests (2015-26) @.2%	\$ 2,177,265
Annual CIP requests (2022-31) @.6%	\$ 7,782,821
Industry Model = 2% PRV	\$ 27,438,342

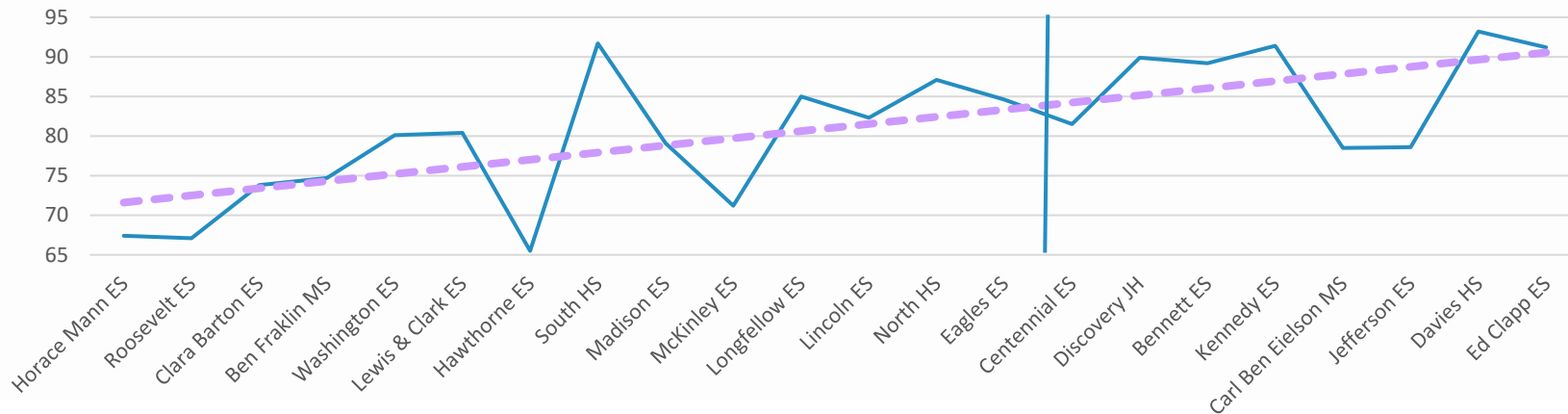


# FCI & Educational Adequacy

**Facility Condition Index - All Schools**  
(oldest - newest school: 1915-->2015)



**Educational Adequacy - All Schools**  
(oldest - newest school: 1915-->2015)



## Summary Points:

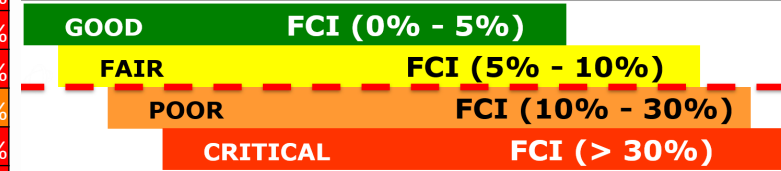
- Condition & adequacy are generally better for newer schools

Year School Built	Facility Condition Index (building condition)	Educational Adequacy Score
<1970	40.5	77.9
>1990	22.4	86.7



# Facility Condition Assessment

Name	Size (Sq.Ft.)	CRV incl. Soft Costs	2023	2032
Agassiz - Dakota High School, Adult Learning, ECSE	180,600	\$ 88,308,432	23.58%	31.91%
Ben Franklin Middle	202,064	\$ 91,788,579	19.31%	45.25%
Bennett Elementary	90,268	\$ 46,145,504	14.72%	30.90%
Carl Ben Eielson Middle	178,802	\$ 85,100,489	1.85%	14.19%
Centennial Elementary	75,070	\$ 41,881,070	24.09%	32.99%
Clara Barton Elementary	54,968	\$ 25,342,379	13.87%	44.08%
Davies High School	279,000	\$ 143,514,539	4.25%	11.07%
Discovery Middle	224,800	\$ 112,854,538	6.79%	23.12%
Eagles Elementary	83,906	\$ 38,627,089	2.49%	14.53%
Ed Clapp Elementary	83,809	\$ 45,568,524	3.23%	4.77%
Explorer Academy *	45,305	\$ 21,541,042	0.00%	0.01%
Hawthorne Elementary	35,719	\$ 17,112,768	9.65%	42.62%
Horace Mann Elementary	43,856	\$ 20,653,628	25.80%	48.33%
Jefferson Elementary	60,637	\$ 28,271,540	7.37%	27.94%
Kennedy Elementary	90,984	\$ 46,447,623	7.74%	33.84%
Lewis and Clark Elementary	73,821	\$ 39,742,734	33.09%	47.54%
Lincoln Elementary	75,000	\$ 39,166,008	21.53%	41.86%
Longfellow Elementary	73,266	\$ 38,434,340	7.64%	22.54%
Madison Elementary	44,025	\$ 23,141,910	14.23%	46.95%
McKinley Elementary	38,147	\$ 20,393,113	20.29%	41.99%
North High School	287,824	\$ 153,890,473	6.14%	35.67%
Roosevelt Elementary	46,943	\$ 21,419,094	24.54%	49.47%
South High School	316,768	\$ 169,007,305	17.99%	35.78%
Washington Elementary	74,287	\$ 35,105,420	23.54%	50.42%
<b>Totals/Averages</b>	<b>2,759,869</b>	<b>\$ 1,393,458,141</b>	<b>13.90%</b>	<b>32.41%</b>



- The average FCI jumps almost 20% in the next 10 years.
- Only 2 schools remain in the **Good** condition category in 10 years.
- 16/24 (67%) will be in **Critical** condition in 2032.
- 92% will be in **Poor** or **Critical** condition in 10 years.
- 2023 Deficiencies = \$184,363,204  
VS  
2032 Deficiencies = \$446,540,559



# Portfolio Overview – Enrollment and Ed Ad based Capacity

Location Description	Capacity	Enrollment 23-24	Util: 2017-18	Util: 2023-24	Util: 2026-27	Year Built	Age	Square Feet
Bennett ES	680	630	70%	93%	123%	2000	23	90,268
Centennial ES	680	621	80%	91%	85%	1989	34	75,070
Clara Barton ES	288	169	60%	59%	66%	1927	96	54,968
Eagles ES	424	306	76%	72%	73%	1969	54	83,906
Ed Clapp ES	544	438	94%	81%	88%	2014	9	83,809
Hawthorne ES	192	162	115%	84%	95%	1958	65	35,719
Horace Mann ES	256	161	66%	63%	73%	1915	108	43,856
Jefferson ES	272	293	133%	108%	121%	2008	15	60,637
Kennedy ES	696	454	76%	65%	76%	2006	17	90,984
Lewis & Clark ES	544	438	92%	81%	93%	1954	69	73,821
Lincoln ES	544	320	73%	59%	62%	1962	61	75,000
Longfellow ES	416	384	87%	92%	94%	1962	61	73,266
Madison ES	288	138	44%	48%	50%	1958	65	44,025
McKinley ES	272	158	66%	58%	71%	1958	65	38,147
Roosevelt ES	288	187	65%	65%	74%	1909	114	46,943
Washington ES	416	312	91%	75%	74%	1953	70	74,287
<b>Total/Average</b>	<b>6,800</b>	<b>5,171</b>	<b>80%</b>	<b>75%</b>		<b>1965</b>	<b>58</b>	<b>1,044,706</b>

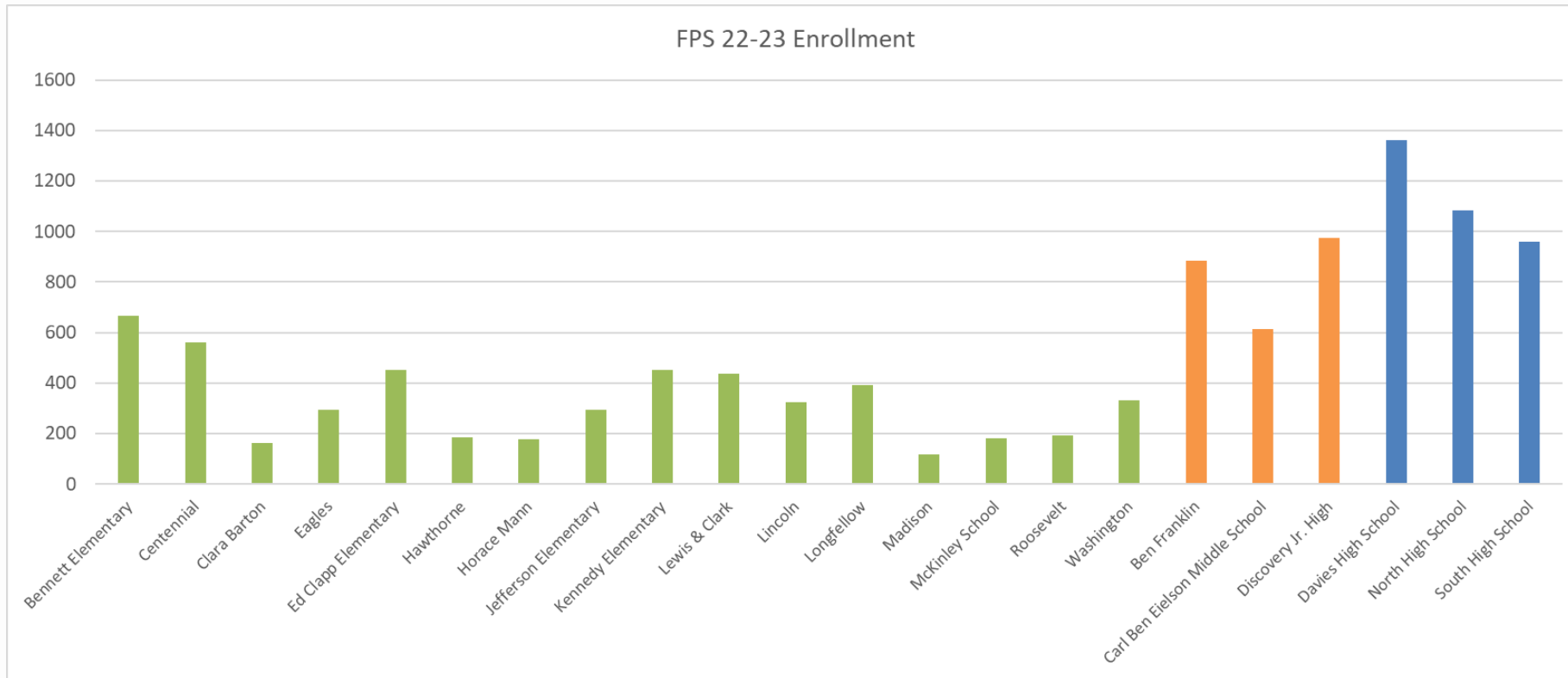
Location Description	Capacity	Enrollment 23-24	Util: 2017-18	Util: 2023-24	Util: 2026-27	Year Built	Age	Square Feet
Agassiz - Dakota High School, Adult Learning, ECSE		117*				1914	109	180,600
Ben Franklin MS	1,104	889	72%	81%	84%	1951	72	202,064
Carl Ben Eielson MS	834	649	91%	78%	83%	2005	18	178,802
Davies HS	1,445	1347	89%	93%	85%	2010	13	279,000
Discovery MS	1,065	1010	92%	95%	87%	1994	29	224,800
North HS	1,210	1,109	78%	92%	94%	1965	58	287,824
South HS	1,545	916	70%	59%	66%	1967	56	316,768
<b>Total/Average</b>	<b>7,203</b>	<b>5,920</b>	<b>82%</b>	<b>83%</b>		<b>1972</b>	<b>51</b>	<b>1,669,858</b>

## Summary Points:

- District-wide capacity = 14,003
- Projected empty seats in 2026/27 = 2,349
  - ES = 1,082 empty seats
  - MS/HS = 1,267 empty seats
- Standard utilization is 85% to 95%
  - ES projected = 82%
  - MS/HS projected = 83%



# Portfolio Overview - Enrollment



## Summary Points:

- District-wide projected enrollment increase from 2022-23 to 2026-27 (+562)
- 6 schools under 200 enrollment
- 2023-24 Projected vs Actual Difference: 403
- ES has the greatest projected growth
- MS has a projected decline

Building	Capacity	Enrollment: 2017-18	Enrollment: 2023-24	Enrollment: 2026-27
ES	6,800	5,435	5,171	5,718
MS	3,003	2,546	2,548	2,543
HS	4,200	3,312	3,372	3,393
<b>Total</b>	<b>14,003</b>	<b>11,293</b>	<b>11,091</b>	<b>11,654</b>



# Small Group Discussion

# Small Group Topics

- 1. What surprised you about the data?**
- 2. What didn't surprise you about the data?**
- 3. What data or information is missing?**
- 4. Possible options to provide an inspiring space for every student.**
- 5. What has struck you in terms of investing in our schools?**



# Next Steps

