

Westminster SD

Long Range Facilities Master Plan

Board Study Session
September 11, 2025



LPA



PURPOSE



FOCUS AREA 3.0

Fiscal Solvency & Organizational Health

We maintain the public trust by providing high quality services and systems by using our resources efficiently and equitably. WSD is committed to ensuring human and fiscal resources are effectively managed in order to support every student's educational journey.

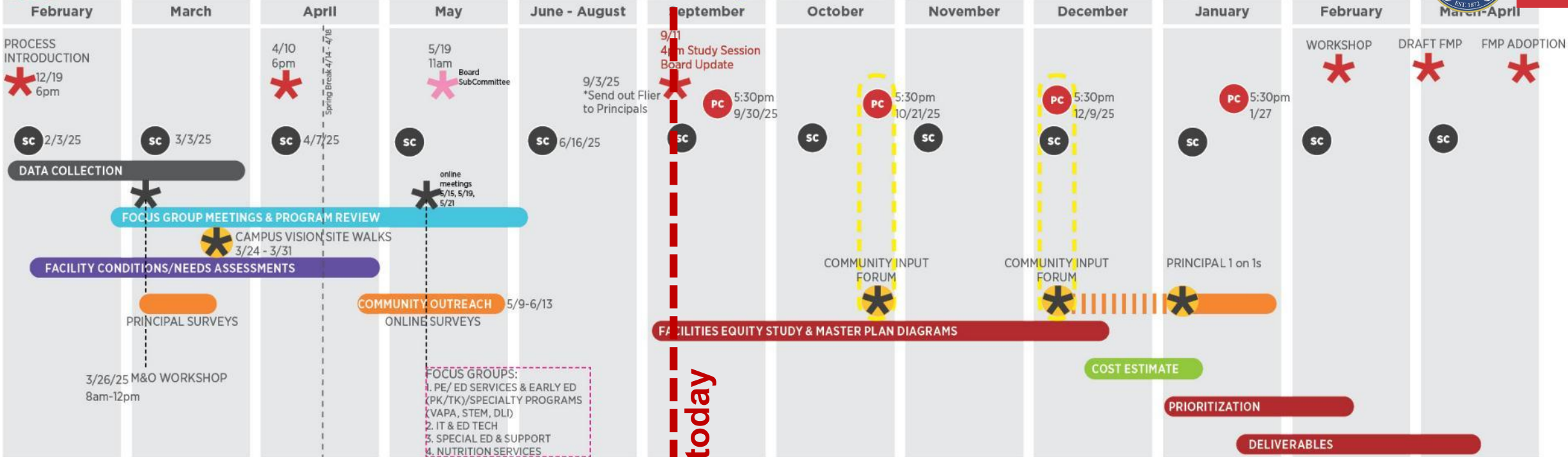
3.5

Develop and implement a long-range Facilities Master Plan to ensure effective use of all district facilities including, but not limited to, modernization of classrooms, upgrading of technology infrastructure, and enhanced safety on all campuses.



WSD schedule

2025



DATA COLLECTION

6 WEEKS

- Review historical documents related to facilities
- Program review
- Review enrollment projections
- As-built(s) collection
- Program/space ratios
- Current utilization
- Review District-provided bond, state, local revenue sources

Number of Meetings: 2

- Kick-off & Plan the Plan (Steering Committee)

FOCUS GROUPS

10 WEEKS

- Establish Guiding Principles
- Facilities Equity Study to review the Ed Specs and programs to determine the need for changes or additions in facilities and spaces necessary to accommodate the instructional programs

Number of Meetings: 9

- (7) Ed Specs Focus Groups
- (2) Steering Committee meetings

Develop:

- Planning Program

FACILITY ASSESSMENTS

10 WEEKS

- Complete a visual evaluation of all 17 sites and their condition to understand the basis for modernization/new construction/replacement based upon the curriculum needs
- Evaluate each site based to determine areas for possible growth/expansion/consolidation, the context of the schools, the visual definition of the campus and how the indoor and outdoor spaces function independently and together.
- LPA review of schools and support sites for program adequacy alignment with program vision

Number of Meetings: 2

- (1) Steering Committee
- (1) M&O Workshop

COMMUNITY OUTREACH

36 WEEKS

- Develop an effective community communication plan
- Stakeholder surveys (staff, teachers, parents and students)
- School Site Committee meetings
- Launch Facilities Master Plan website (if option is chosen)
- In-person and virtual community forums

Number of Meetings: 26

- (1) Community input forum
- (4) Planning Committee meetings
- (17) Site Admin mtgs
- (4) Steering Committee

PRELIMINARY COST ESTIMATE

4 WEEKS

- Integrate repair and replacement costs with the needs of the long-term vision
- Establish scope of work categories
- Power BI dashboards to test implementation scenarios
- Align prioritized projects from the total need to available funding
- Incorporate deferred maintenance needs into each campus

Number of Meetings: 2

- Steering Committee Review

MASTER PLANNING & PRIORITIZATION

20 WEEKS

- Develop conceptual-level FMPs by using statistical data gathered to form a basis of the needs to create equity district-wide.
- Develop Future Facilities Needs and Alternatives
- Prioritize short-term and long-term needs of the school district.
- Prepare a final District-wide FMP that can be uploaded to the District's website that includes all 17 campuses and support facilities.

Number of Meetings: 4

- Planning Committee Prioritization
- Board Workshop for Project Prioritization
- Present Final Draft FMP with Recommended Prioritization
- Present FMP to Board of Trustees for final adoption

BOARD ENGAGEMENT TO DATE



December 19, 2024

Kick-Off & Process Introduction

April 10, 2025

Process Update

- Existing Conditions & Principal Priorities

May 19, 2025

Board Sub-Committee Update

- Focus Group Meetings Summary (partial)
- Preliminary Survey Results

September 11, 2025
(Today)

Process Update

- Focus Group Meetings Summary
- Final Survey Results
- Common Themes from Stakeholder Groups

COMPLETED FMP ACTIVITIES



- Data Collection/ Analysis (completed)
- Principal's Questionnaires (completed 3/21)
- Principal Interviews (completed during site walks)
- Campus Site Walks (completed 3/24 to 3/31)
- Focus group meetings:
 - M&O Workshop (completed 3/26)
 - Nutrition Services (completed 5/15)
 - IT & Ed Tech (completed 5/15)
 - Ed Services & Specialty Programs (completed 5/19)
- Final Survey Summary Results

Summary of these were presented in the May 19th update. Presentation uploaded on WSD Website

COMMON THEMES



M&O + Facilities

- Site infrastructure improvements
- **Building modernization & replace portables**
- System upgrades (HVAC, Electrical, **Technology**)
- **Safety** (Fencing and electronic door hardware)
- **Learning environment enhancements**

District Leadership (Focus Groups)

- Engaging, **future-ready learning environments**
- Enhance student learning through **technology**
- Develop critical 21st century skills
- **Create flexible, inclusive, multi-use spaces**
- **Prioritize safety and wellness**

Principal Priorities

- **Safety & Security** (Fencing & Drop-off)
- **Portable Replacement**
- **Modernized Learning Spaces**
- **Improved Outdoor Areas**
- MPR Upgrades
- **Technology Access**

Community & Students

Areas in need of greatest improvement:

- **Outdoor play spaces**
- Restrooms
- **Outdoor learning areas**
- Food service
- **General Classrooms**
- Campus Grounds
- **Specialty program space**



Long Range Facilities Master Plan: **FOCUS GROUP MEETING SUMMARY**

NUTRITION SERVICES



NUTRITION ACTIVITY

What are site-specific needs for Nutrition Services?

Very restricted funds - only can be used for professional equipment, sinks	California State funds are able to use for electrical, plumbing upgrades CD class floor tiles to bring kitchens up to code	Efficiency and foundation to expand is next step.	KITCHENS HAVE OLD DRAINAGE, WOULD REQUIRE RE-ROUTING OF SINKS AND OLD PLUMBING FOR NEW LINER DRAINAGE (GET INTO)	Identify kitchen prep areas would be open without many walls separating the space
SCHOOL SITES HAVE A LOT OF FIXED EQUIPMENT, CANNOT LIMITED LAND AND LIMITED SERVING OPTIONS	Need more uniform gate delivery and staff access.	Security alarm tagged at main office only. Better if there is one at kitchen for food drop off at night.	Kitchen and prep areas open from left through the eye which creates programming difficulties	<ul style="list-style-type: none"> _____ _____ _____ _____ _____
MS have full service kitchen	District wide - windows above sink lighting will be updated in campus modernizations.	Johnson / Warner Central Kitchen. Land has central air, heat, split systems at the need of schools.	MIDDLE SCHOOLS NEED MINOR UPDATES, THEY'VE ALREADY REND WITH A BIG CONSTRUCTION	

Drag the site's name under its category of need.

NO-WORK NEEDED

Schroeder ES

MODERNIZATION NEEDED

Anderson ES

Morris ES

Need bigger dormer. Would like a new roof. NO on site

Del Norte High Language Academy

Schwab ES

Need bigger dormer. Would like a new roof.

Sequoyia Academy Safe Shelter ES

MINOR MOD - PAINT AND FLOORING

Johnson MS

Warner MS

NEW EQUIPMENT NEEDED

Nutrition Services has been replacing as needed with their funds.

RECONFIG NEEDED

Stevory MS

CENTRAL KITCHEN

Craig ES

NUTRITION SERVICES WARD-HOUSE



EXPANSION NEEDED

Eastwood ES

Land Early Learner Center

Fryberger ES

Hayden ES

Winnona Language Academy

NEW CONSTRUCTION NEEDED

Finley Computer Science Magnet

Walton ES

small open access food safety cabinet for separation from public

small open access food safety cabinet for separation from public

INSPIRATION BANK

DIRECTIONS
Duplicate and move these to indicate fixed elements (green boxes) and disliked elements (red boxes). Double-click the box to add text with context of your reactions.



Kitchen



Outdoor Dining



Interior Dining



Serving





NUTRITION SERVICES

- Nutrition Services has been replacing equipment over the last 12 months with one-time Cafeteria funds. Kitchens have been updated to meet code, but there are insufficient funds to make facility improvements.

Modernization Work Needed:

- Anderson, Meairs, DeMille, Schmitt, Sequoia; Meairs, Schmitt have minor modifications, including larger doorways and new hood.
- Johnson and Warner could use minor finish upgrades

Reconfiguration Needed:

- Stacey, Clegg, Central Kitchen – reconfiguration needed to improve efficiency and create better flow at food serving

Expansion Needed:

- Eastwood, Fryberger, Land, Hayden have small kitchens that need to be expanded

New Construction Needed:

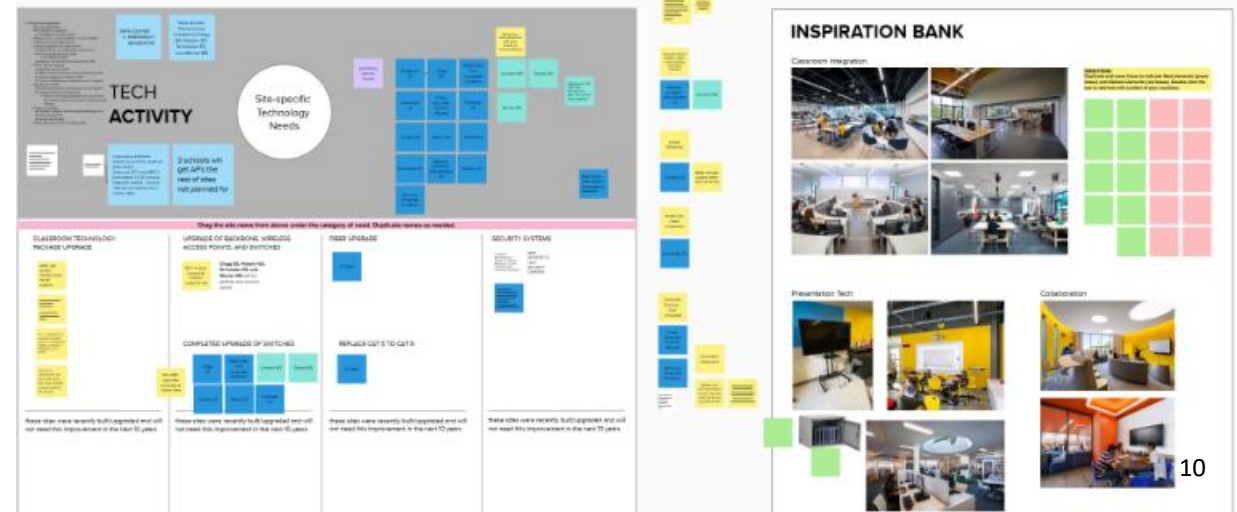
- Finley and Webber are small and are open to MPR space

** The information above is not prioritized. Prioritization will occur later in the process.*

TECHNOLOGY & ED TECH

Goals:

- To create a good **active, engaging learning environment** utilizing technology and furnishings.
- Allow students to access knowledge with tech-interactive, info graphics, tools that help express content, **facilitate collaboration, ideation and interaction.**
- Develop **problem solving, critical thinking, authentic learning**, apply core topics with real life.





TECHNOLOGY & ED TECH

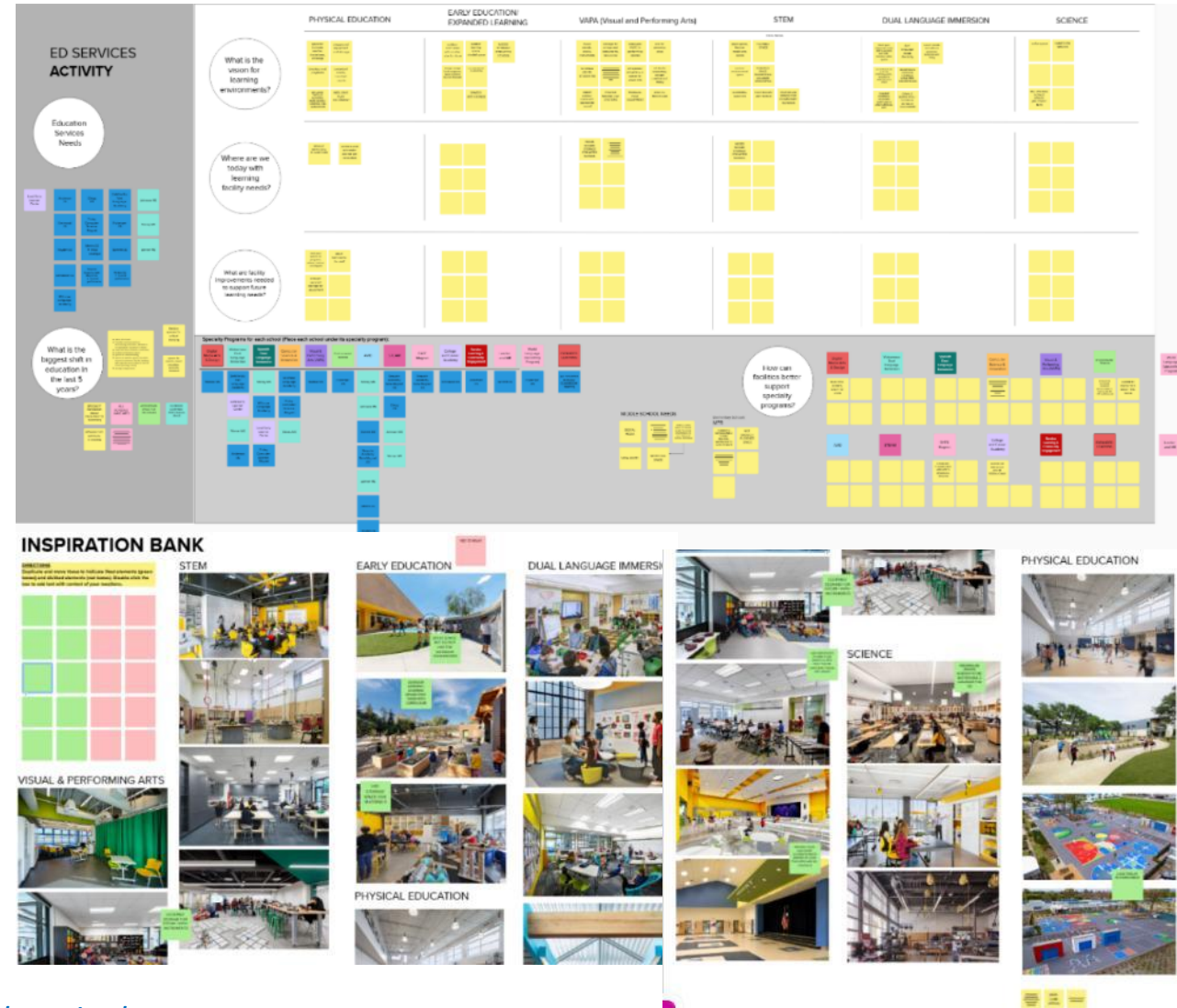
- All sites need fiber backbone upgrade for flexibility to increase speed
- Replace CAT 5 to CAT 6 or better (*8 locations have already been upgraded Demille, Anderson, Eastwood, Finley, Sequoia, Schmitt, Webber, Warner*)
- Continued switch replacement
- Camera upgrades, replacement (for end of life cameras) and additions
- Servers at end of life need to be upgraded
- Phone, Clocks, PA upgrades needed
- Need emergency power generator at Central Kitchen and Data Center
- Increase WiFi access points to cover outdoor learning areas
- Future vision to include additional displays in each Classroom
- Additional technology needs at specific sites to support Specialty programs such as Computer Science, STEM, Performing Arts, Broadcasting

** The information above is not prioritized. Prioritization will occur later in the process.*

ED SERVICES & SPECIALTY PROGRAMS

Biggest Shift in Education / Facility Needs to Support Future Learning:

- MS - CTE Pathways Space with Digital Media. Reconfigure existing rooms to be more flexible and meet changing needs
- ES – MPR Space (expand and modernize) and Flexible Labs for Specialty Programs
- Arts in all Schools / Specialty Programs
- Flexible Spaces
- Outdoor Learning Spaces
- Performing Spaces (indoor & outdoor)
- Community & Parent Resource Space



ED SERVICES ACTIVITY

Education Services Needs

What is the vision for learning environments?

Where are we today with learning facility needs?

What are facility requirements needed to support future learning needs?

Specialty Programs for each school. Place each school under its specialty program.

How can facilities better support specialty programs?

INSPIRATION BANK

STEM

EARLY EDUCATION

DUAL LANGUAGE IMMERSI

VISUAL & PERFORMING ARTS

PHYSICAL EDUCATION

SCIENCE

PHYSICAL EDUCATION

* The information above is not prioritized. Prioritization will occur later in the process.

ED SERVICES & SPECIALTY PROGRAMS

Anderson
Dual Language Immersion
AVID
Civic Engagement

Clegg
STE(A)M
AVID

DeMille
Dual Language Immersion
Visual & Performing Arts
AVID

Eastwood
AVID

Finley
Dual Language Immersion
Visual & Performing Arts
Computer Science & Innovation
AVID

Fryberger
AVID
Environmental Science

Hayden
Digital Media Arts & Design
AVID

Mearis
AVID
College & Career Academy
IVA

Schmitt
AVID
Leadership Academy

Schroeder
AVID
College & Career Academy

Sequoia
Visual & Performing Arts
STE(A)M
AVID
GATE Magnet

Webber
Visual & Performing Arts
AVID

Willmore
Dual Language Immersion
Visual & Performing Arts
AVID

Land
Dual Language Immersion
AVID

Johnson
STE(A)M
AVID

Stacey
Dual Language Immersion
Visual & Performing Arts
STE(A)M
AVID

Warner
Dual Language Immersion
STE(A)M
AVID

Dual Language Immersion Space Needs

- Classroom connection
- Performance space
- Outdoor learning

Visual & Performing Arts Space Needs

- Sound & AV Systems Storage
- Creative & Messy Space
- Acoustics
- Gallery/ Art Display

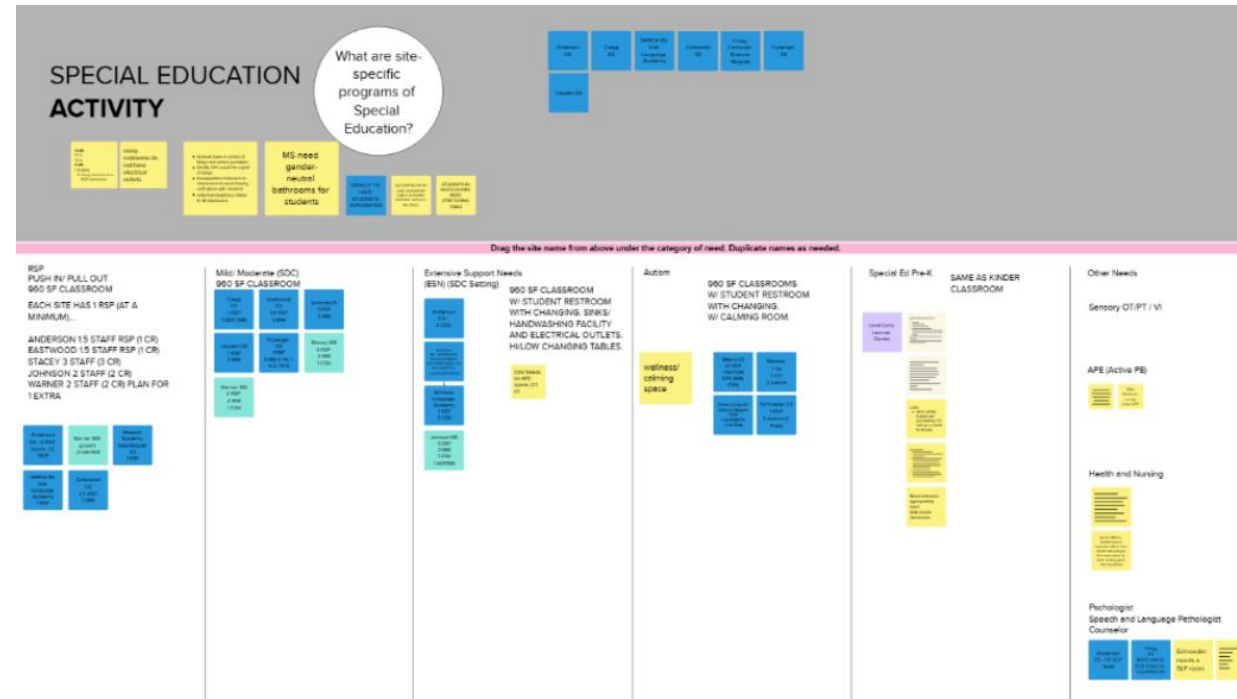
STE(A)M Space Needs

- Open, flexible
- Outdoor learning/ Garden
- Hands on
- Creation/ Makerspace
- Lab space at ES

***Provide flexible space to support various programs: At the ES: Shared Music Classroom and Shared Flexible Lab space that can be utilized for Specialty Programs. At the MS: Large open classroom for specialty programs.**

SPECIAL EDUCATION/ STUDENT SERVICES

- Extensive Support Needs (ESN) Classrooms with Student Restrooms with Changing, in Classroom sinks, electrical outlets
- Active PE (APE) Classroom at all sites with ESN
- Autism Classrooms with Student Restroom with Changing and Calming Room
- Special Ed Pre-K – same facility as TK/K Classroom with restrooms and in Classroom sinks
- Psych, Speech (SLP) and Counselor Spaces to accommodate added space needs
- Inclusive Play (e.g.Rubber Surfacing)
- Improve Health Office Space



* The information above is not prioritized. Prioritization will occur later in the process.



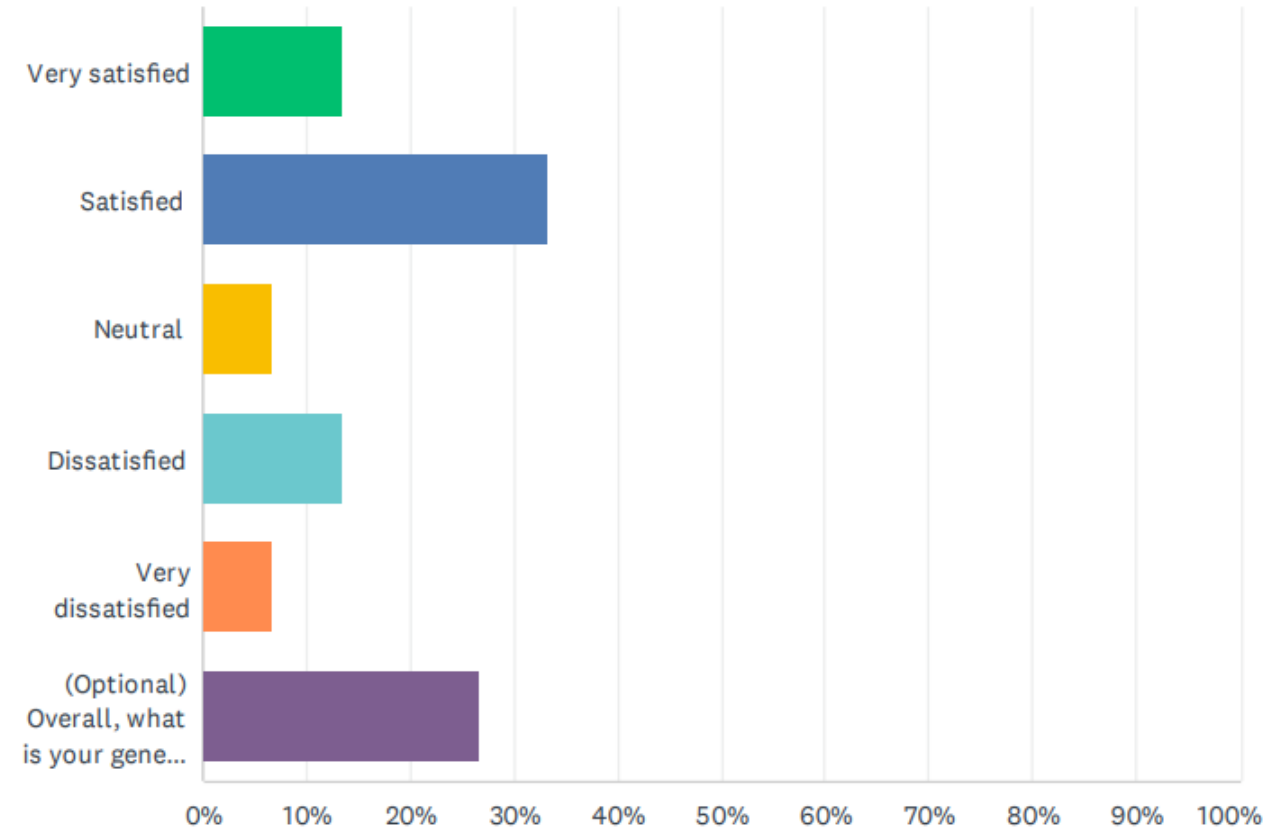
Long Range Facilities Master Plan: **SURVEY RESULTS**

PRINCIPAL SURVEY



Overall, how satisfied are you with your campus as it exists today?

45% Are satisfied / very satisfied

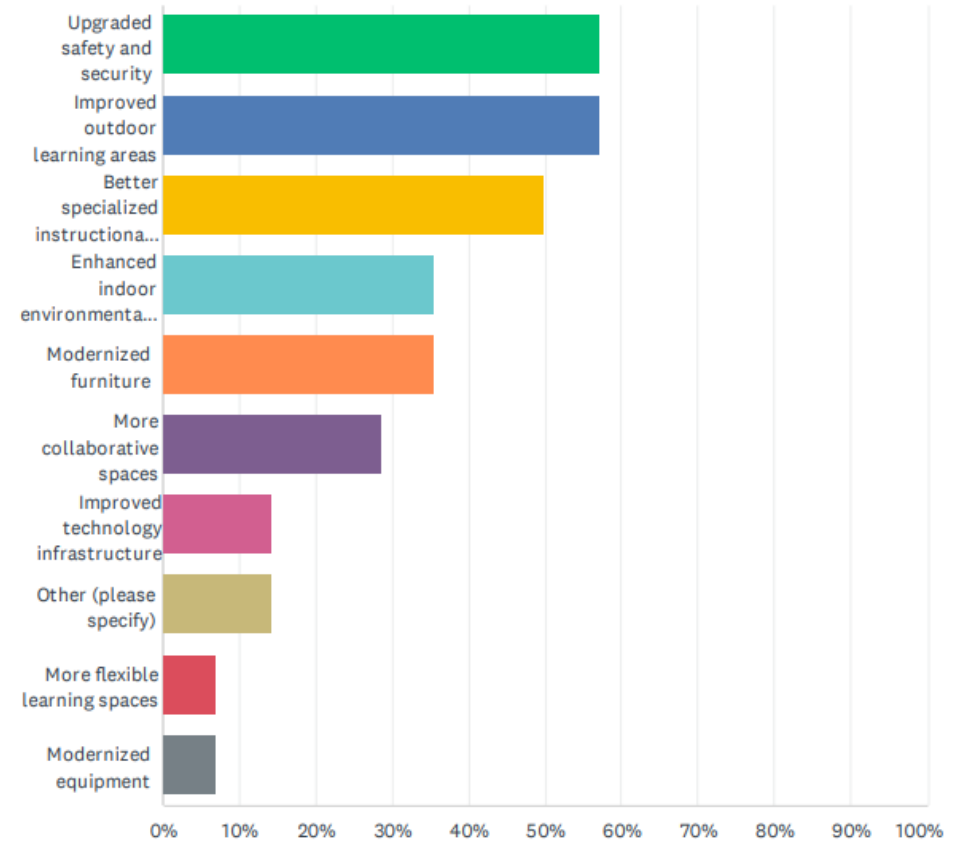


PRINCIPAL SURVEY



What facility changes do you feel would have the greatest positive impact on student learning outcomes at your school? Select up to 3.

1. Upgraded safety and security
2. Improved outdoor learning areas
3. Better specialized instructional spaces
4. Enhanced indoor environments
5. Modernized furniture



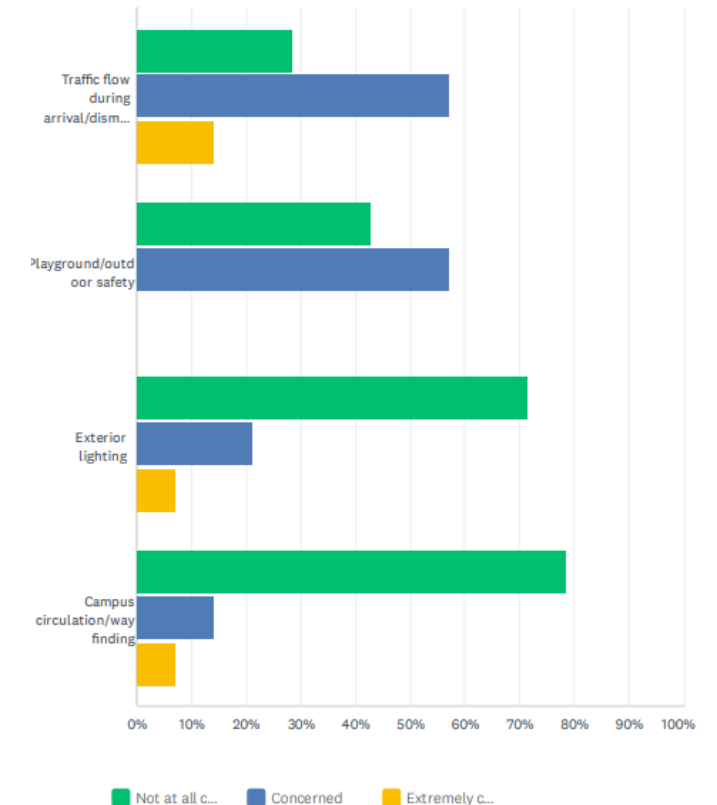
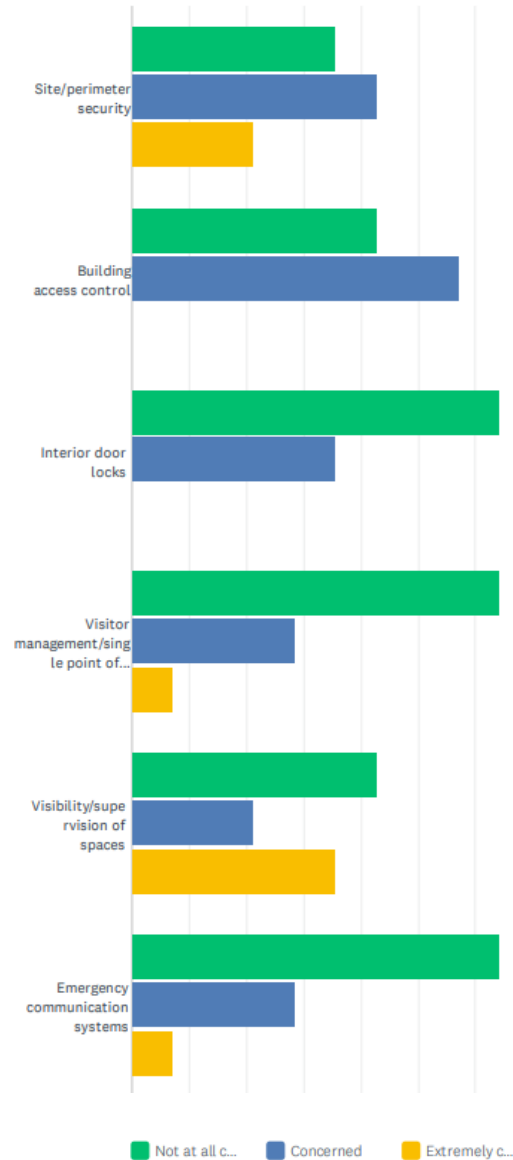
PRINCIPAL SURVEY



Rate your level of concern for the following safety and security issues related to your campus.

The majority of respondents were concerned or extremely concerned with:

- Site/ perimeter security
- Building access control
- Visibility/ supervision of spaces
- Traffic flow during arrival/dismissal
- Playground/outdoor safety



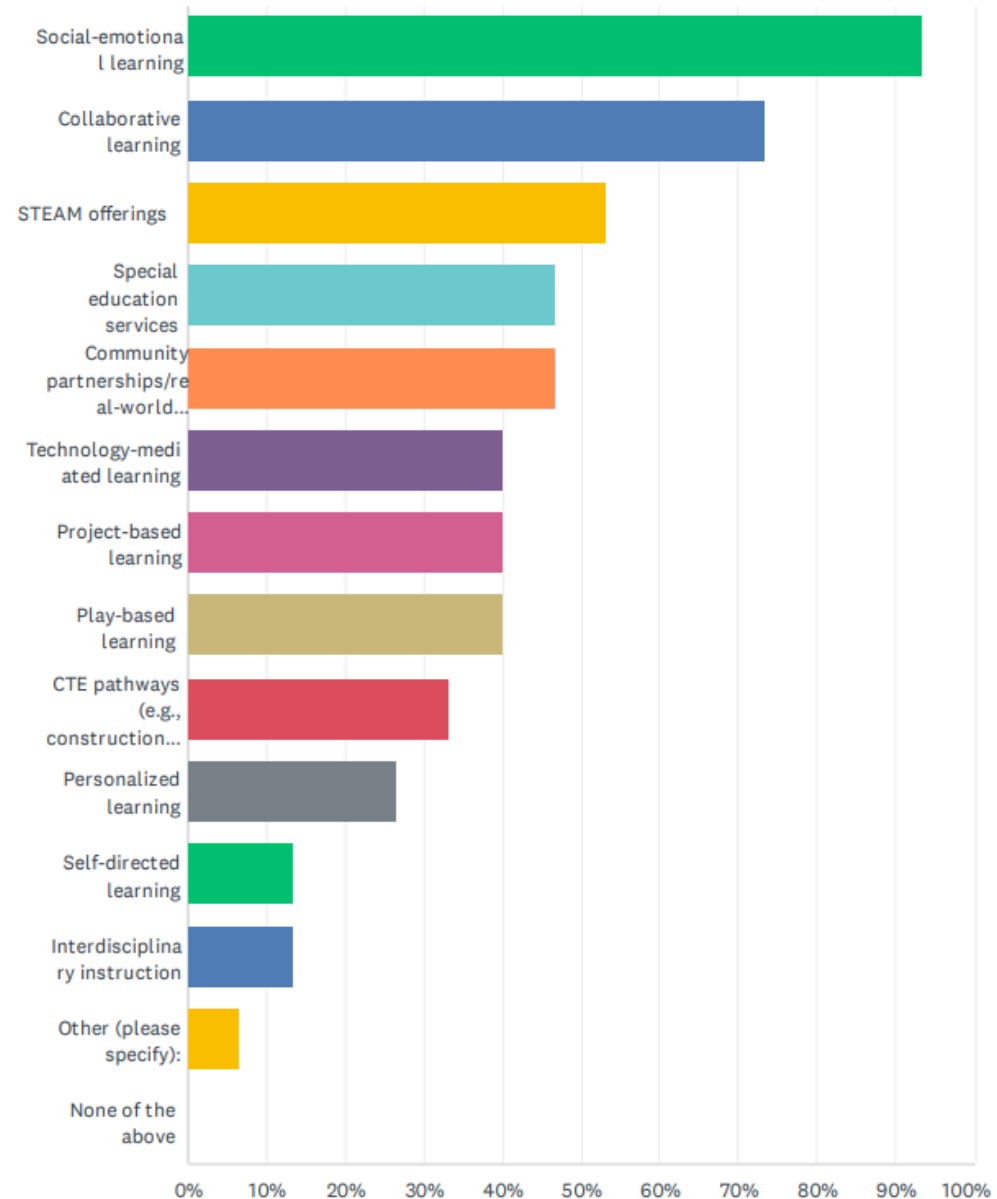
PRINCIPAL SURVEY



Which of the following teaching methods have increased or expanded in your educational program in the past 3 years? Select all that apply.

Top 5:

1. Social emotional learning
2. Collaborative learning
3. STEAM offerings
4. Special education services
5. Community partnerships/ real world



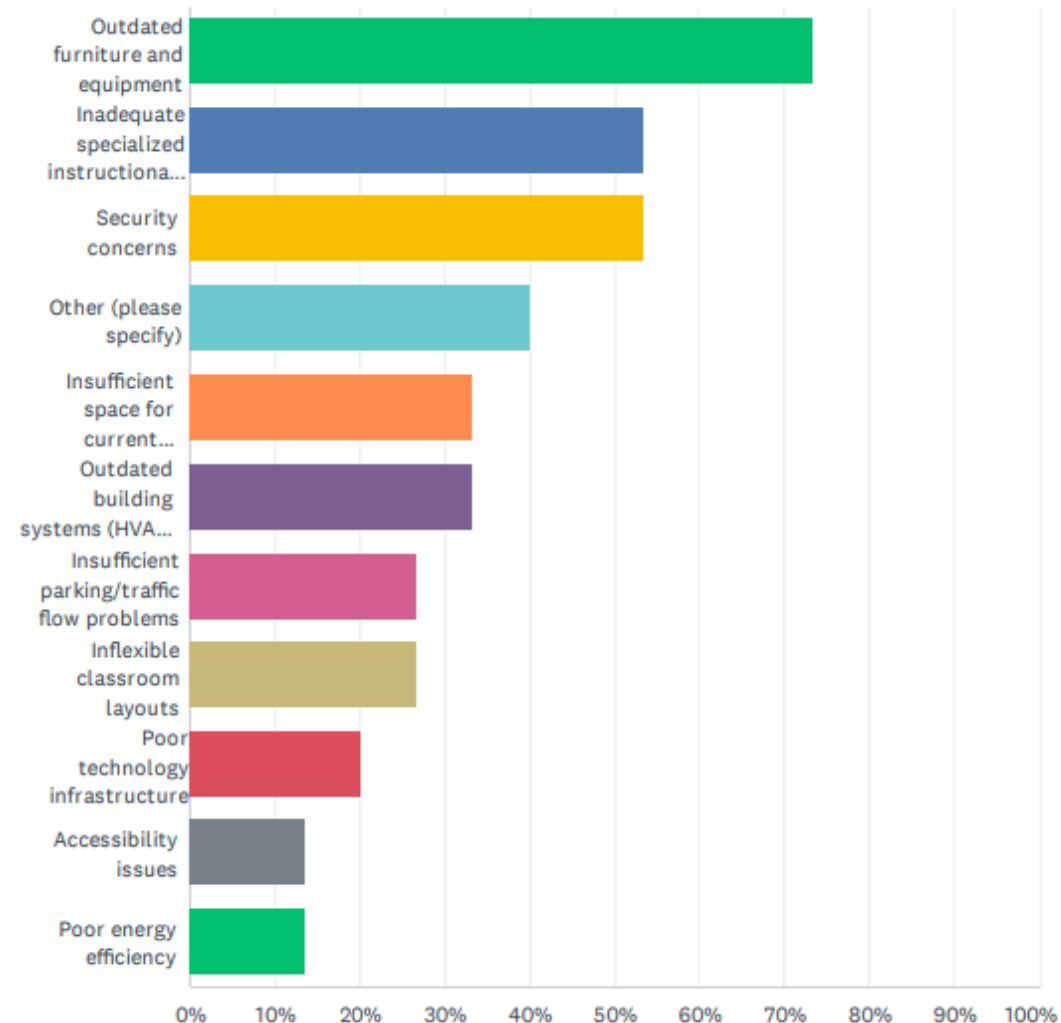
PRINCIPAL SURVEY



What are the top challenges or limitations of your current facility?

Top 5:

1. Outdated furniture and equipment
2. Inadequate specialized instructional spaces
3. Security concerns
4. Other (portables in poor condition, playfield/ hardcourt condition, curb appeal, lack of covered lunch area)
5. Insufficient space for current enrollment



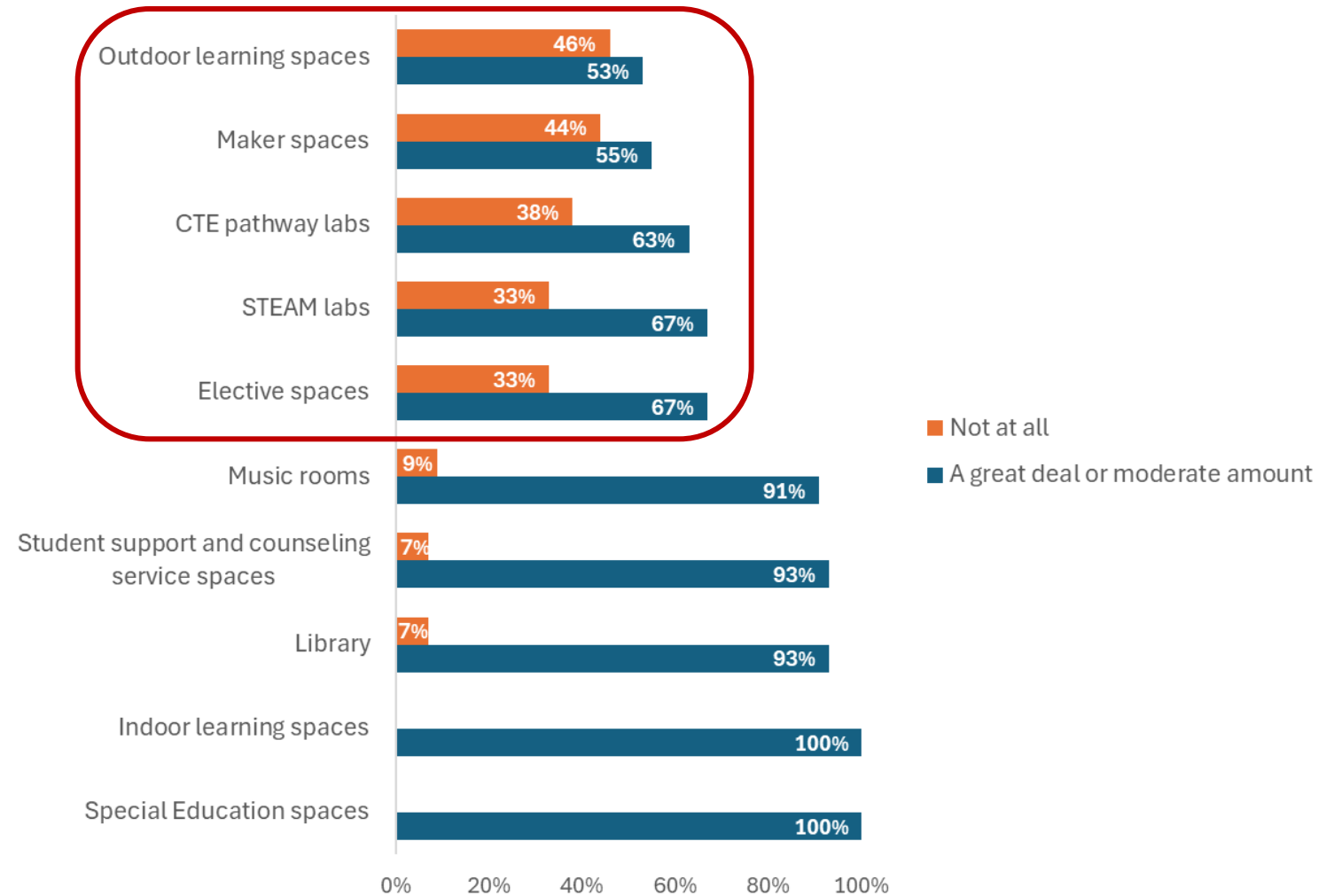
PRINCIPAL SURVEY



To what extent do the following spaces at your school currently support your instructional delivery?

The majority of respondents felt that the current spaces support instructional delivery.

To what extent do these spaces currently support instructional delivery?



SCHOOL SITE COMMUNITY SURVEY



SCHOOL SITE COMMUNITY SURVEY

682 Total Responses

256 Parents

207 Teachers

104 Site Staff

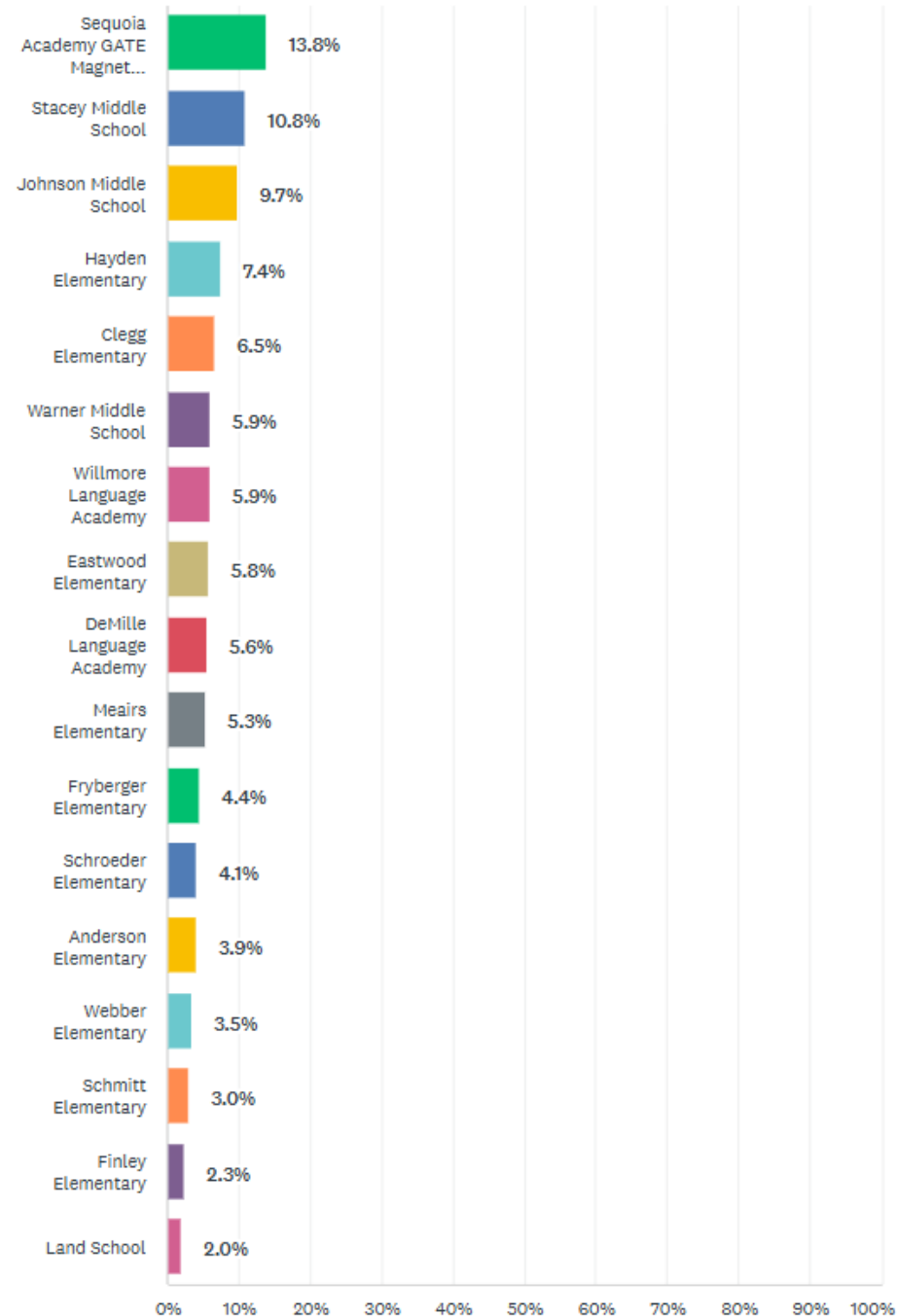
29 District Personnel

20 Counselor/ Support

19 Community Member

32 Other (paraeducator, nurse, etc.)

% = the portion of 659 who specified school

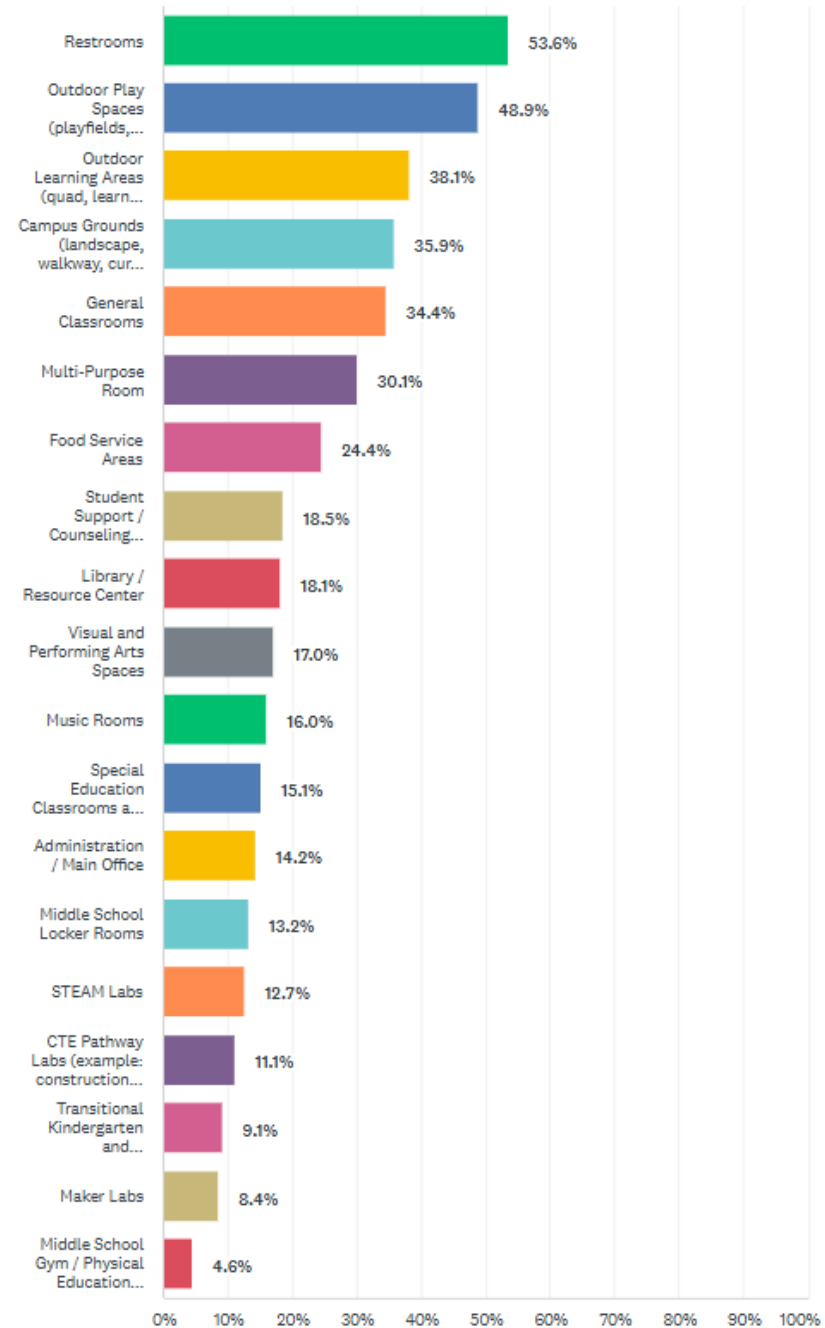


SCHOOL SITE COMMUNITY SURVEY

Which of the following spaces on campus require the greatest amount of improvement at your school?

Top 5:

1. Restrooms
2. Outdoor Play Spaces
3. Campus Grounds
4. General Classrooms
5. Multipurpose Room



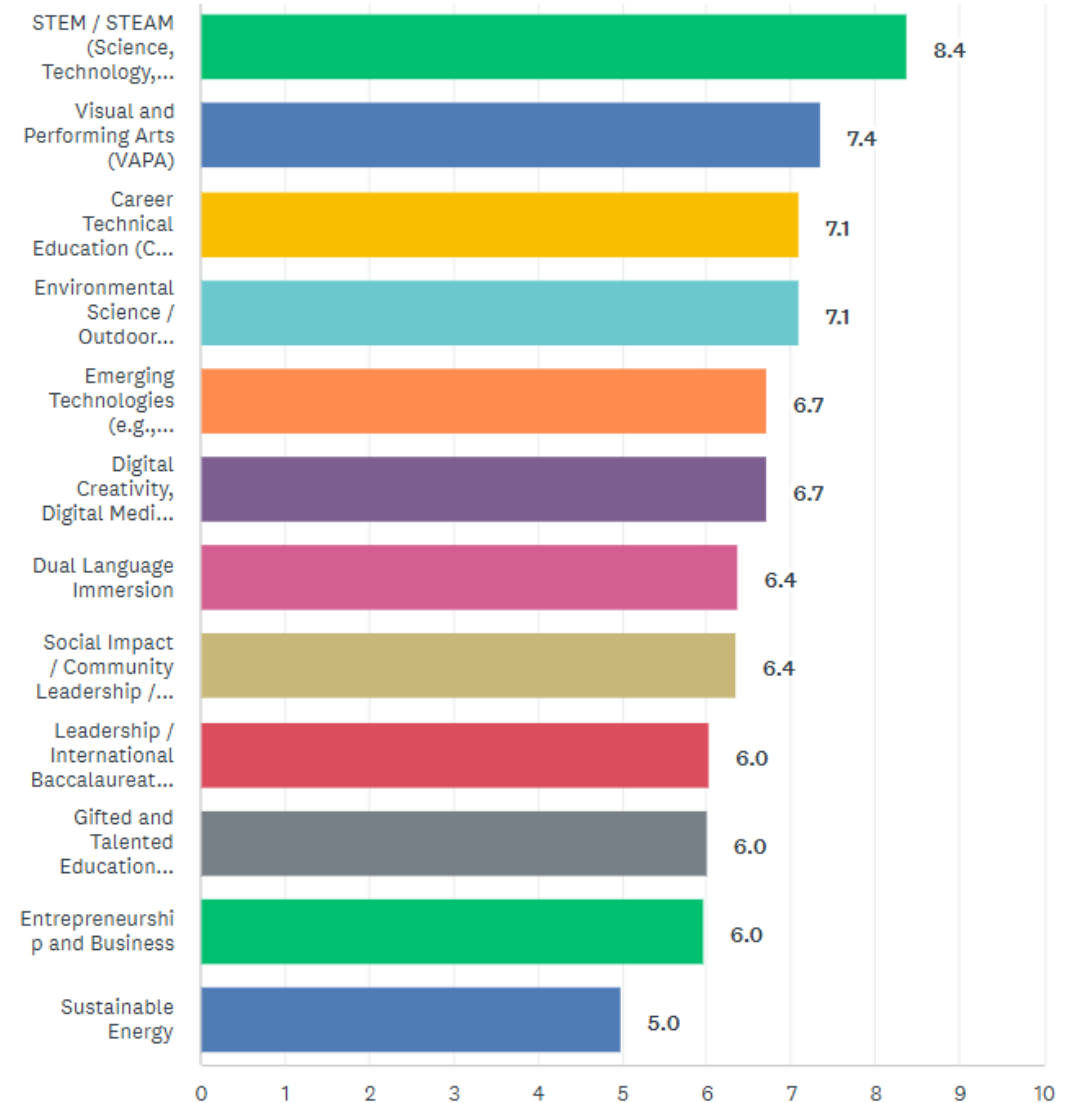
SCHOOL SITE COMMUNITY SURVEY



Which of the following specialty programs would you be most interested in having available for your child(ren) in WSD?

Other Programs (Open Response):

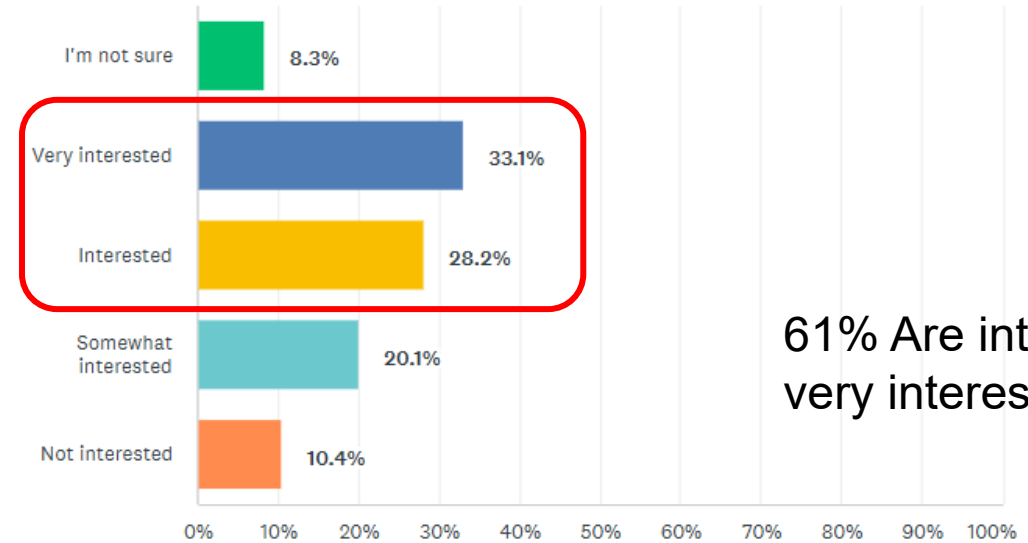
- **Activism**, Freedom of Religion, Free Speech Zones
- **Accounting & Finance Skills**
- **Sports Programs/ Team Sports / Daily PE**
- **AVID**
- **Dancing, Acting Arts, Daily Music**
- **Drama & Choir** programs with support & expert instructors like surrounding Districts
- **After school programs**, organized activities (band, competitive sports, dance, etc.)
- **AI Academy**, i4 Vanguard
- **Culinary Arts / Nutrition / Fashion**
- Incorporate **outdoor learning**
- **More hands-on**, less computer-based learning (i.e., building with wood or metals, outdoor science like a nature center)
- **Building, home repairs, skilled trade**
- Gen Ed students **training to support special needs students** in preparation for careers in medicine, technology, education



SCHOOL SITE COMMUNITY SURVEY



As new technologies and careers emerge, WSD may consider offering future-focused programs that don't exist today. How interested would you be in programs designed around emerging fields (e.g., AI)?



61% Are interested or very interested

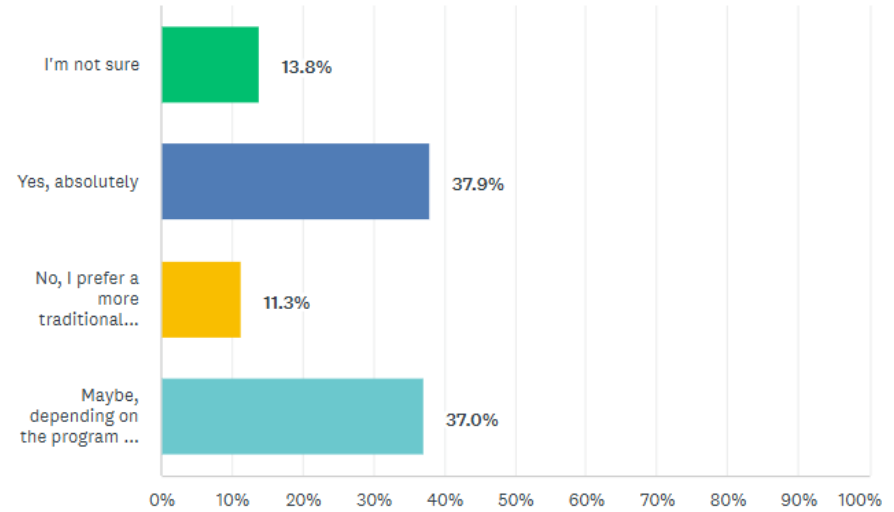
Are there any future careers, technologies, or learning experiences you believe students should be prepared for – even if they are not commonly offered in schools today?

- Information system, coding, digital art/media
- Financial responsibility
- AI
- Engineering
- CTE
- Basic foundational adulting skills – credit cards, balance your income, file taxes, manners, career readiness
- Business
- Cyber security
- Robotics
- Problem solving and social skills
- Civics, government, environmental science
- Multicultural Studies

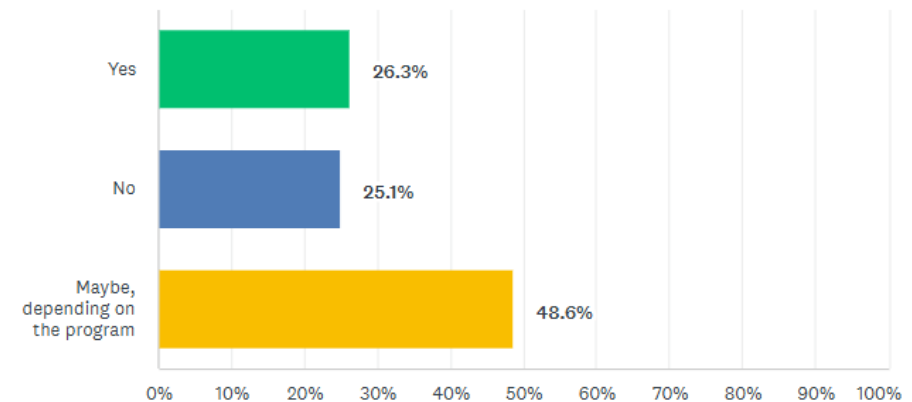
SCHOOL SITE COMMUNITY SURVEY



Would you be open to have your child(ren) participating in a pilot or innovative learning program that may look different from a traditional school model (e.g. project-based learning, flexible schedules, virtual components, industry mentorship)?



Would you be willing to have your child(ren) attend a different school than your neighborhood school to participate in a specialized program?



STUDENT SURVEY



STUDENT SURVEY

2,394 Total Responses

843 (35%) ES *(4/5th Grade Only)

1,551 (65%) MS

26% Warner MS

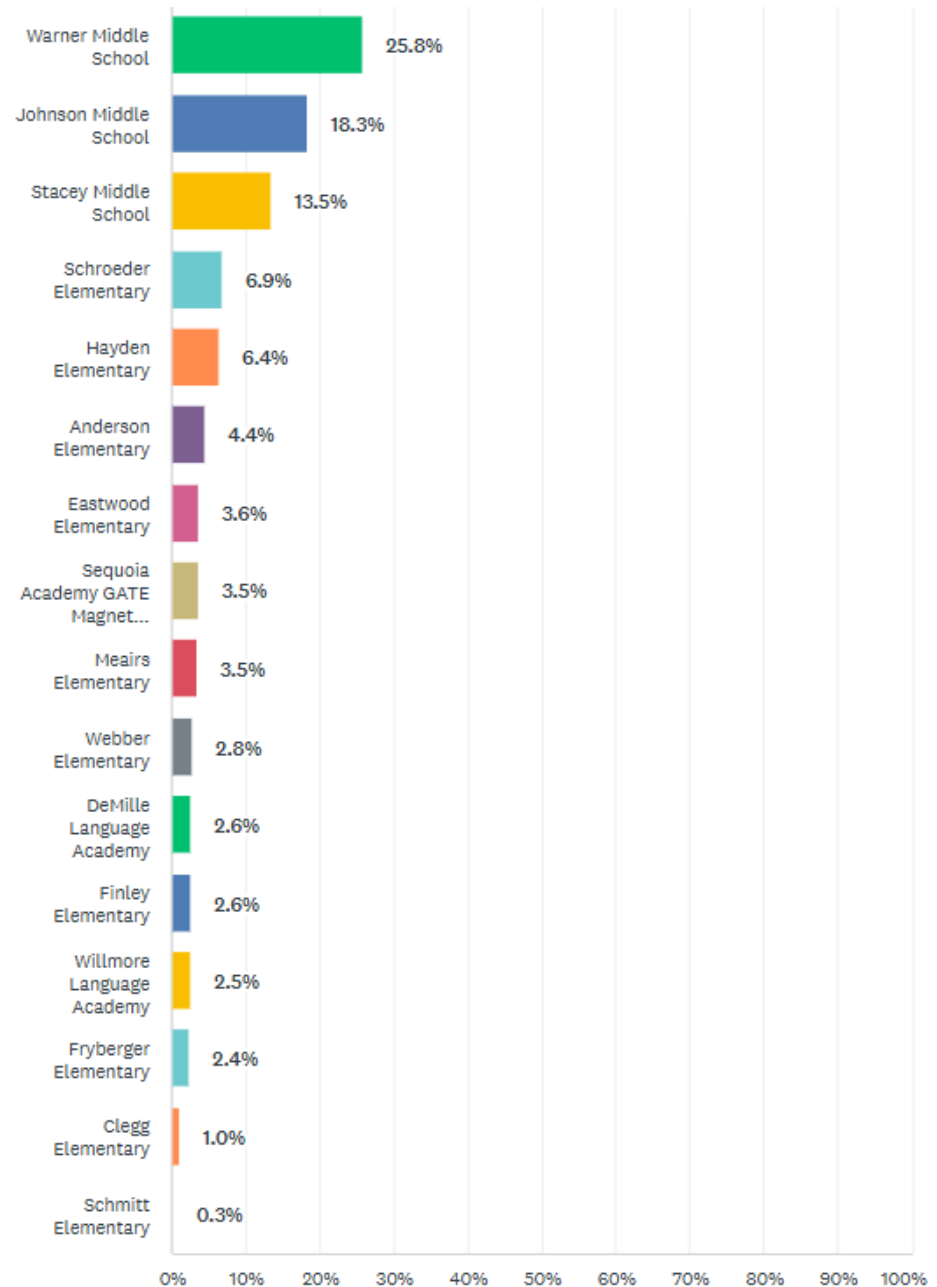
18% Johnson MS

14% Stacey MS

7% Shroeder ES

6% Hayden ES

% = the portion of 2,387 who specified school

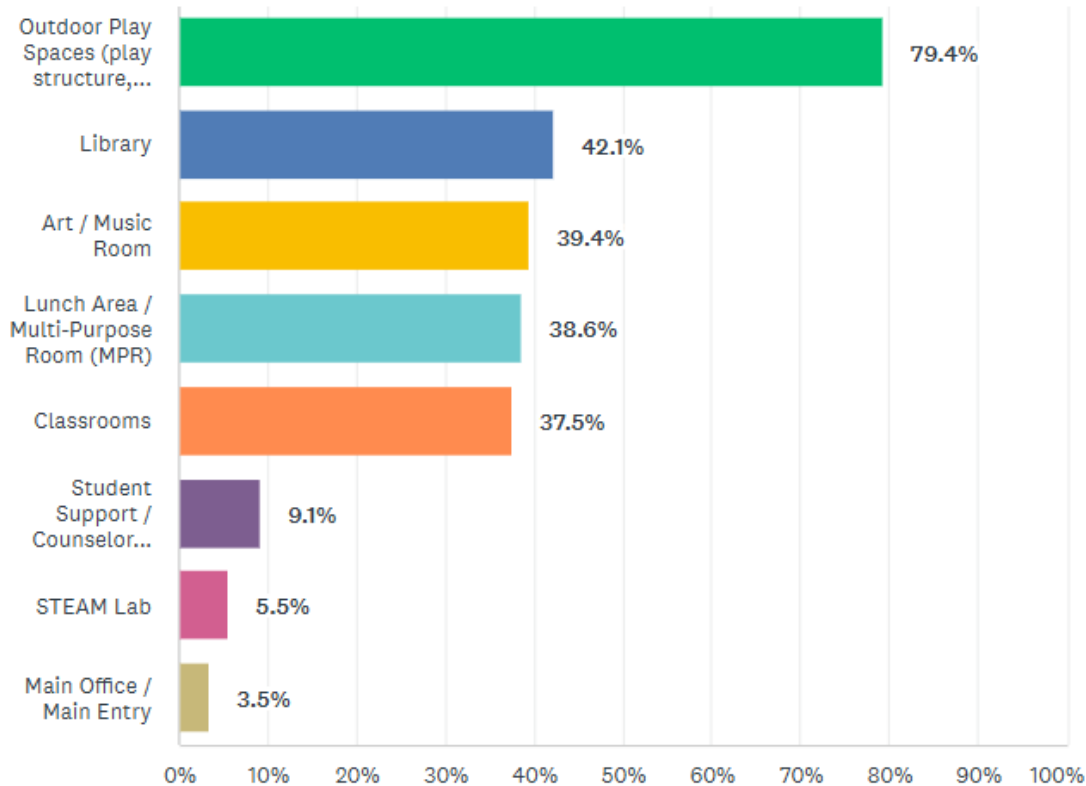


STUDENT SURVEY

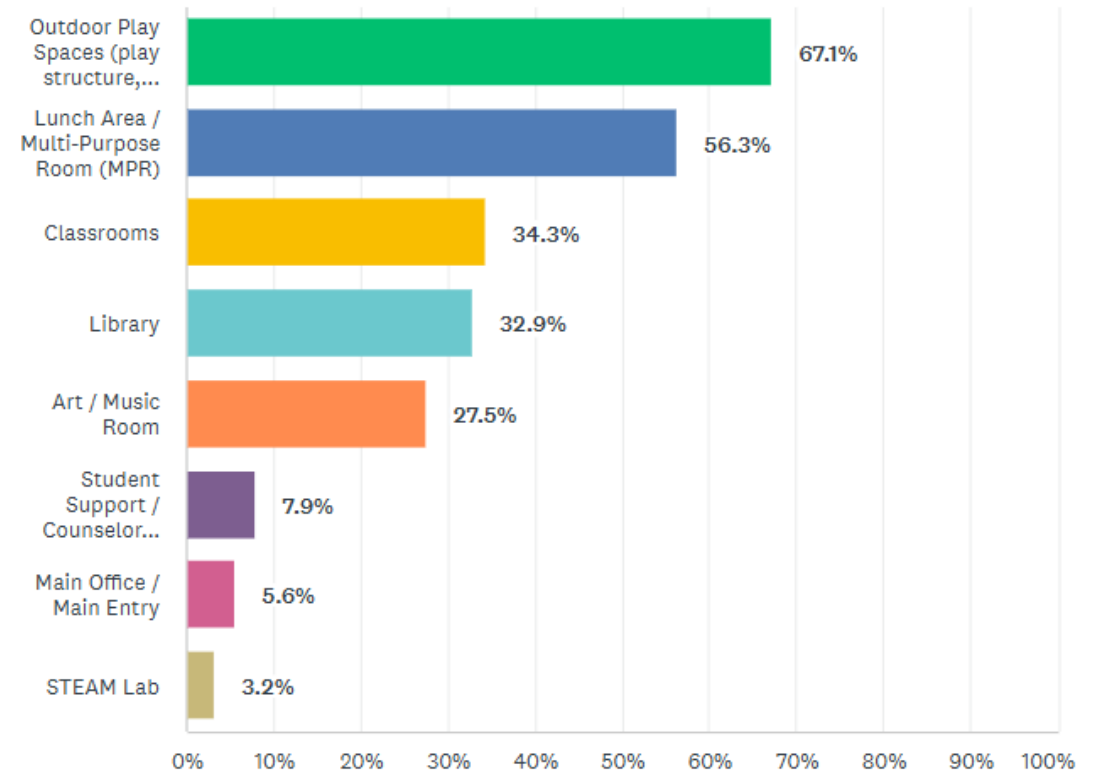


My favorite place at school is...

(pick up to three)



ES

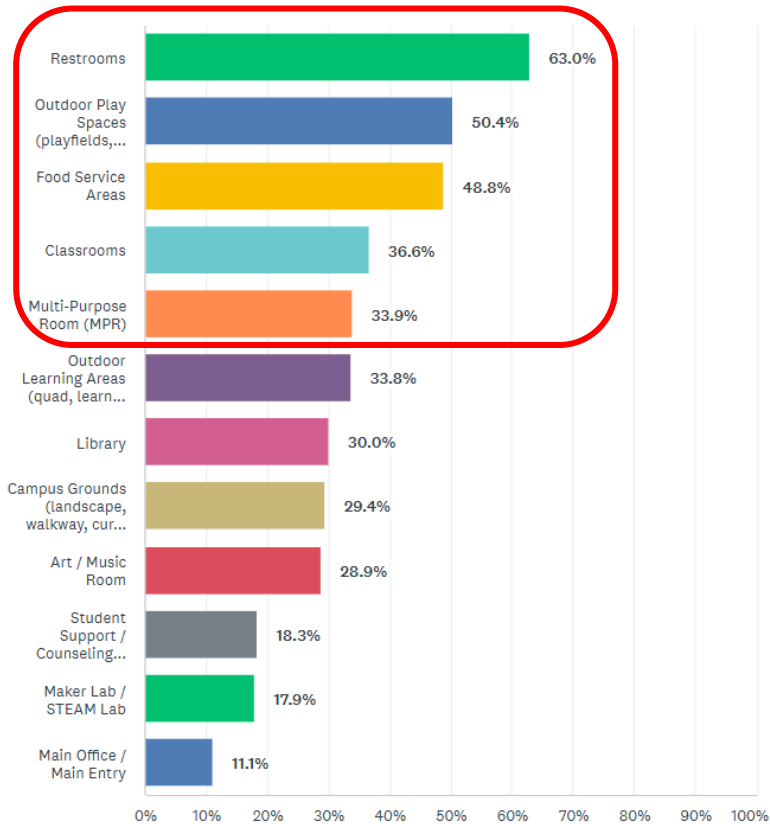


MS

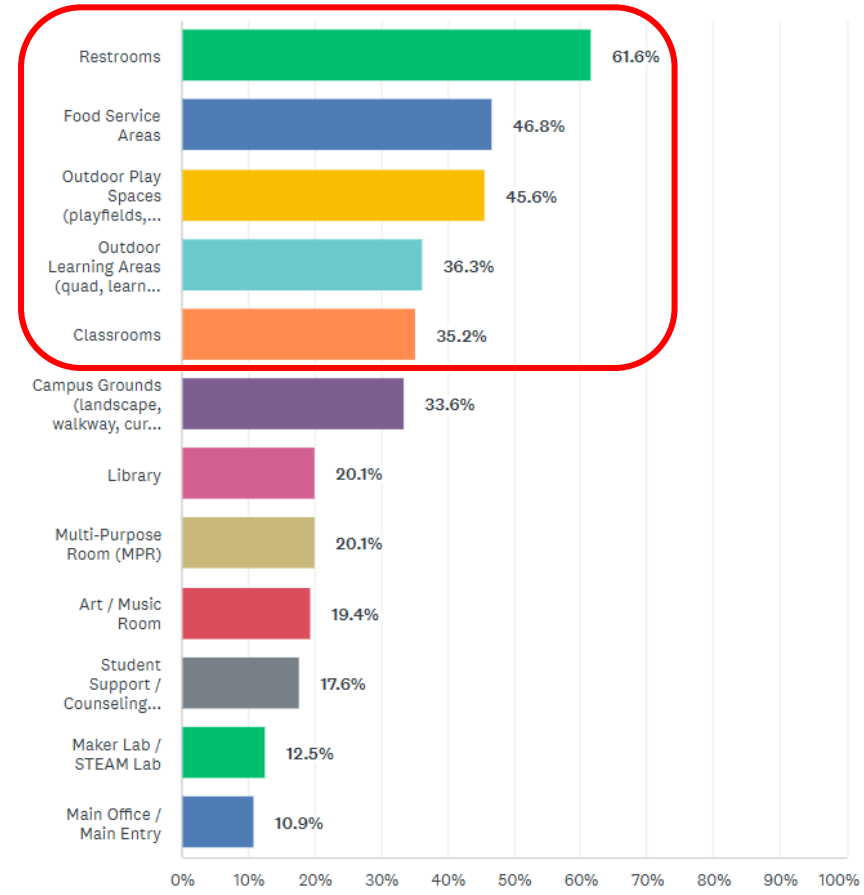
STUDENT SURVEY



Which space at your school could be improved to better support your learning experience or experience for future students? (select all that apply)



ES



MS

STUDENT SURVEY



What space is missing from your school? (open response)

- Art Room or Studio / Visual Arts Space
- Musical Theater Studio
- Gym, Weight Room, Swimming Pool
- Track & Field, Sports Equipment
- More Outdoor Activities, Better Basketball Courts, Playground, Soccer Field, Courts for Volleyball, Tetherball, & Handball
- More Shade
- Gardening
- STEAM Lab, Maker Space
- Gaming Space/Area
- Study Hall
- Quiet Space
- Lounge, Break Space to Hang Out
- Good / Cleaner Bathrooms

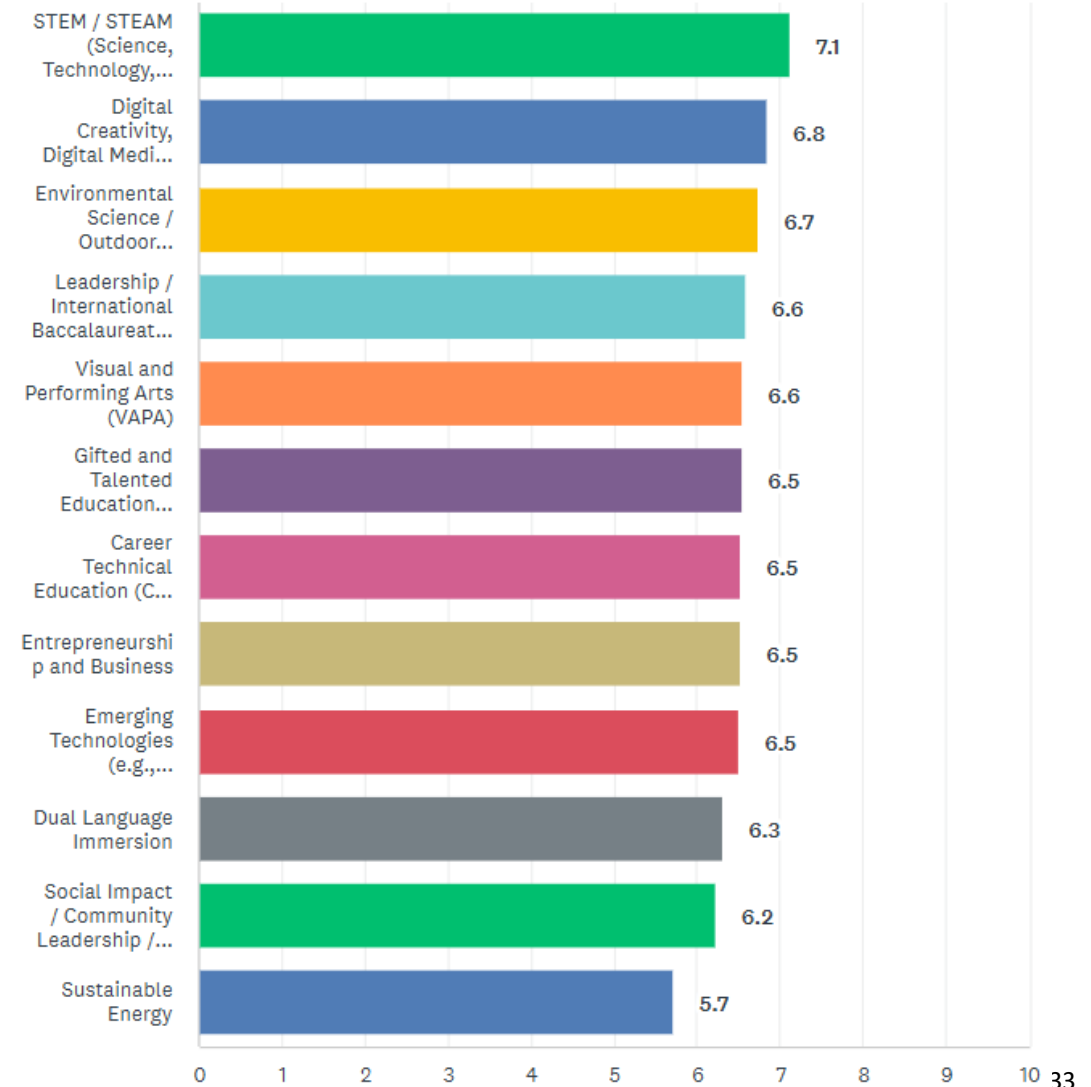
STUDENT SURVEY



Which of the following specialty programs would you be most interested in having available for students in WSD?

Other Programs (Open Response):

- Additional PE at recess/ after school
- Gardening and hands on activities like clay making, arts and crafts
- Performing arts programs, dance team, musical, choir
- ASB
- Gaming area
- AVID
- MERITS (Hands on learning in Science and Technology)
- Sports, Football, Flag Football, Badminton, Basketball, Track & Field
- Water activities
- Learning different languages
- Inventor / Creativity / Creative Building
- Business financing
- Culinary
- Debate / Leadership
- Videography and photography
- Career Tech / Medical / Law Prep / Engineering / Architecture
- Astronomy





Long Range Facilities Master Plan Surveys **COMPARATIVE ANALYSIS OF RESULTS** (Principals, Community, Students: ES & MS)

STUDENT SURVEY



Top 3 favorite places at school.

students (elementary school)

75% Outdoor Play Spaces*

45% Lunch Area / MPR

39% Library

**play structure, playfields, hardcourts*

students (middle school)

48% Outdoor Play Spaces*

48% Lunch Area / MPR

43% Outdoor Gathering Spaces**

**playfields, hardcourts*

***places to hang out / quad*

SCHOOL SITE COMMUNITY & STUDENT SURVEYS



Top 3 **specialty programs of interest to have available for students.**

community

1. STEM / STEAM
2. Visual and Performing Arts
3. Environmental Science / Outdoor Learning
3. Career Tech Education (CTE)

54% would like to see these specialty programs begin in elementary (K-5)

students (elementary & middle school)

1. STEM / STEAM
2. Digital Creativity, Digital Media and Communications
3. Environmental Science / Outdoor Learning

32% would like to see these specialty programs begin in elementary (K-5) & 32% said middle school (6-8)

SCHOOL SITE COMMUNITY & STUDENT SURVEYS



Top 5 spaces that have the greatest need for improvement at school to better support the learning experience of current or future students.

community

- 54% Restrooms
- 49% Outdoor Play Spaces
- 38% Outdoor Learning Areas*
- 36% Grounds
- 34% Classrooms/ Portables

**quad, learning courtyards, garden*

students (elementary)

- 63% Restrooms
- 49% Outdoor Play Spaces
- 48% Food Service Areas
- 37% Classrooms/ Portables
- 34% MPR

students (middle)

- 57% Restrooms
- 44% Locker Rooms
- 39% Food Service Areas
- 36% Outdoor Learning Areas
- 35% Classrooms/ Portables

SCHOOL SITE COMMUNITY & STUDENT SURVEYS



School facilities are welcoming, inspiring, places where students belong.

community

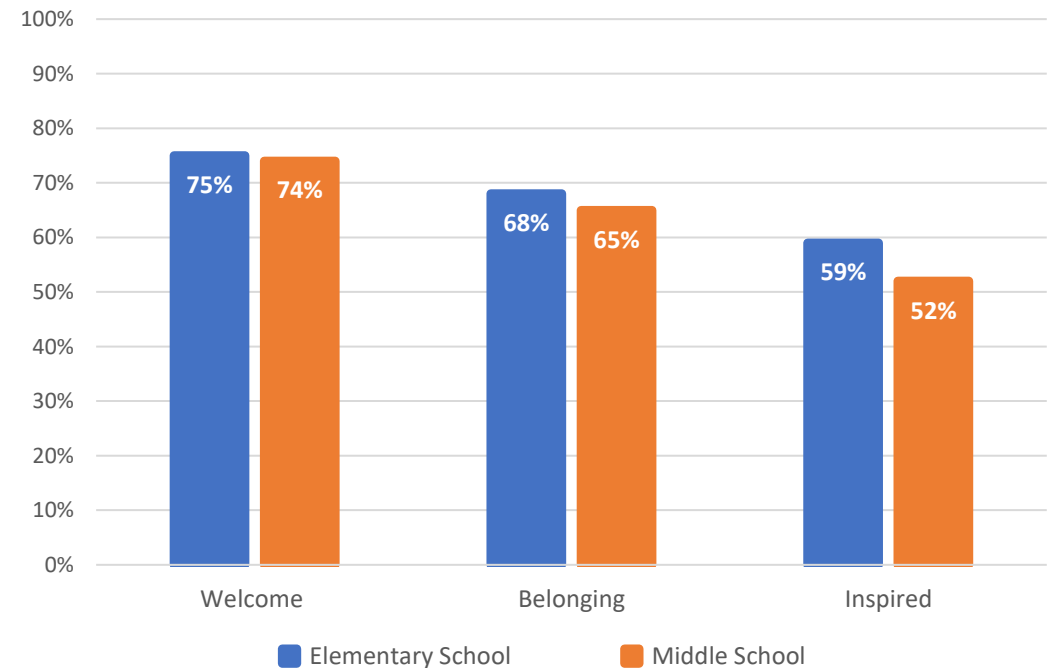
87% feel the school facilities are welcoming for students and visitors

83% feel the facilities are engaging and inspiring environments that support learning

78% believe the school facilities support holistic needs of students (academic, health, social)

students

How Students Feel at School



PRINCIPAL, SCHOOL SITE COMMUNITY, & STUDENT SURVEYS



Sense of **safety/security** at school.

principals

53% reported **security concerns** as a top challenge/limitation

Top 3 Safety Concerns:

1. **traffic flow during arrival/dismissal** (86%)
2. **site/perimeter security** (79%)
3. **visibility/supervision of spaces concern** (64%)

community

90% agree that the school provides a **safe and secure learning environment** for students and staff

students

Percentage of students reporting they **feel safe and ready to learn** at their school:

- **76%** of elementary school
- **70%** of middle school

PRINCIPAL, SCHOOL SITE COMMUNITY, & STUDENT SURVEYS



Satisfaction with **navigation/wayfinding** at school.

principals

73% reported satisfaction with ease of pedestrian navigation to and through campus

community

15% selected campus organization, circulation, and wayfinding (intuitive layout, signs, and maps) as important design elements in future schools

students

Percentage of students who feel it is easy to find their way around school:

- 88% of elementary school
- 88% of middle school

PRINCIPAL, SCHOOL SITE COMMUNITY, & STUDENT SURVEYS



Satisfaction with current **outdoor spaces (landscape, seating, etc.)** at school.

principals

47% reported dissatisfaction with current **outdoor spaces**

46% reported current **outdoor learning spaces** do NOT support instructional delivery at all

33% reported current **outdoor spaces** are NOT used at all for educational purposes

community

77% agree that current **outdoor spaces** can be utilized for teaching or learning activities

44% agree that current **outdoor spaces** are adequately shaded

students

Percentage of students who reported they learn best outside:

- 84% of elementary school
- 86% of middle school



Next Steps

Upcoming FMP Committee & Community Forum Meetings

Meeting #1
Sept. 30, 2025
5:30pm

LRFMP Vision & Needs
Process Overview
District-Wide Needs Summary
Campus Vision Themes
Survey Results Summary

Meeting #2
Oct. 21, 2025
5:30pm

Community Forum #1
School Site Campus Vision
Educational Program Vision Themes
What's Missing Activity

Meeting #3
Dec. 9, 2025
5:30pm

Community Forum #2
Ed Specs Vision
Draft Site Plan Diagrams Review & Input

Meeting #4
Jan. 27, 2026
5:30pm

Prioritization
Total Program Cost & Potential Funding Sources
Stakeholder Group Priorities
Prioritization Activity



*Meeting # 1 & 4 to be held at District Office

*Meeting # 2 & 3 to be held at a MS Gym TBD

Illustrative 2026 Election Timeline

Activity	Nov Election
Develop or update District facility master plan/needs assessment	In process
Assemble bond team, including District personnel, financial advisor, underwriter, bond counsel, pollster, and strategist	In process
Conduct voter opinion survey (first survey, if conducting two)	Fall 2025
Begin community outreach to educate voters on District's facility needs	Ongoing
Potential 'Bonds 101' presentation to Board	Fall 2025
Adjust community messages based on voter opinion survey	Fall 2025
Conduct voter opinion survey (second survey)	May 2026
Identify community leaders to serve on campaign committee	May 2026
Finalize bond projects list, election amount, estimated tax rates, and draft ballot language	Jun 2026
Adopt resolution, including tax rate statement, calling for bond election (<i>must be received by County Registrar of Voters 88 days prior to election</i>)	Jul 2026
Prepare impartial analysis (bond counsel, county counsel) and pro-ballot argument (committee, campaign consultant) for voter pamphlet	Aug 2026
Fundraising and campaigning by bond committee	Sep 2026
Election	Nov 3, 2026
Certify election results	Dec 2026
Issuance of bonds	Mar 2027