

# Community Facility Task Force







**Final Report** 

**Fall 2019** 

COMMUNITY FACILITY TASK FORCE 2019

November 25, 2019

To: Members of the School Board

Annandale Public School District #876

Re: Community-Based Task Force Process

Annandale, MN

Dear School Board Members:

At the request of the School Board we are pleased to present this final Task Force

Report which is a culmination of our efforts in studying the facility needs of the

students, staff and community of the Annandale Public School District.

Over the past few months a considerable amount of information related to the school

district's enrollment, operational finances and facility related needs were reviewed in

detail. The primary goal was to provide the School Board and administration

community-based feedback for use in long range and strategic planning in preparing

students of the Annandale School District to succeed in life after graduation.

Throughout the study effort, Task Force members utilized active group discussion to

share and develop ideas, prioritize needs and then reach consensuses. The planning

process is further described in the body of this report.

As a group of interested, concerned and invested community members, the Task Force

asks that the School Board receive this report and consider our statements and

recommendations as the school district's future needs are discussed.

Sincerely,

Task Force Members

Annandale Public Schools 2 ISD #876

#### **TASK FORCE PARTICIPANTS:**

Debbie Allar Jean Just
David Burd Jeff Lundquist
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#### SCHOOL DISTRICT ASSISTANCE PROVIDED BY:

Tim Prom, Superintendent
Rick Pullen, Business Manager
Steve Scherber, High School Principal
Jeff Erickson, Middle School Principal
Jon Klippenes, Elementary School Principal

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#### BACKGROUND & RATIONALE:

The School Board and the administration of Annandale Public Schools has spent the last several months working to complete vital components of the school district's strategic plan. As part of a comprehensive facility assessment process, they engaged ICS Consulting, Inc. (ICS) to analyze the existing facilities, create a 10-year deferred maintenance plan and facilitate a Community-Based Facility Task Force that would provide input and guidelines for decision making in the short- and long-term for the school district. The Task Force would study the current financial position, learn about operations and enrollment and tour the facilities to help prioritize the needs of the school district. It was the intention of the School Board and administration that this process, and any outcome, would be driven by the community and therefore themselves would not be involved.

The materials and data studied during the Task Force process would focus on the school district's needs in multiple categories vital to providing students, staff and the community with appropriate facilities for teaching and learning. The outcome from this Task Force would be used as a road map for addressing ongoing educational program and facility related needs.

Specifically, the Task Force would commit to a series of meetings to identify and prioritize needs, understand the financial impact of the needs and ultimately provide consensus on when and how to implement solution(s) to address the needs. The Task Force would be required to gain understanding on the following topics in order to provide any consensus for consideration:

- Existing Building Conditions (Deferred Maintenance)
- Educational Space Programming and Standards
- Enrollment and School Financing

COMMUNITY FACILITY TASK FORCE 2019

• Minnesota School Referendum and Tax Impact

**TASK FORCE FORMAT AND RESOURCES UTILIZED:** 

ICS has developed an approach to a community-based facility task force process that educates, informs, and as objectively as possible, prioritizes all the needs facing a school district. In each meeting the Task Force is provided a variety of specific Annandale Public School District information and general Minnesota public school district information in order to achieve a baseline for providing *Guiding Statements* ultimately to be given to the School Board. During the process ICS uses outside school district and internal school district resources to ensure all information is accurate, specific and

Planning Facilitators:

current.

Pat Overom; ICS Consulting, Inc. Ryan Hoffman, ICS Consulting, Inc.

District Staff Resources:

Tim Prom; Superintendent
Rick Pullen; Business Manager
Steve Scherber, High School Principal
Jeff Erickson, Middle School Principal
Jon Klippenes, Elementary School Principal

Financial Consultants:

Jodie Zesbaugh; Ehlers Shelby McQuay, Ehlers

School Resource Officer:

Sgt. Peter Standafer

The Task Force convened in a series of six evenings from September through November. Each meeting was approximately 2 hours in length and were held at each of the school district's facilities. The meetings were structured to accomplish specific tasks and allowed for open dialogue. The discussions were conducted in a manner encouraging the Task Force members to voice opinions, thoughts, concerns and raise questions to be answered immediately or at subsequent meetings.

#### **DESCRIPTION OF THE TASK FORCE PROCESS:**

Each meeting ICS prepared and distributed an agenda that laid out the structure and discussion topics to be covered. A power point presentation was used to deliver most of the information. The typical meeting involved reviewing the past meeting's outcomes and responding to questions as well as allowing time to provide answers or clarification to guestions that were asked. Tours were conducted of each facility and observations were recorded. The greater part of each meeting involved learning about a topic and its relation to Annandale Public Schools. Time was allotted so that the topic could be discussed, and the impact associated with that topic on the school district and community could be recorded. The open discussion format was especially valuable since it stimulated active participation from all members present and allowed the opportunity for each participant's input to be voiced. The sharing of ideas and free expression was characteristic of the Task Force work, ultimately leading to critical consensus on several items. The formulation of ideas and resulting large group discussions, were recorded by ICS and transcribed in meeting minutes for future reference as needed. In this way, each meeting could build on the work completed from the previous meeting. See Appendix for Meeting Agendas, Minutes and Presentations.

The process was completed in a manner to best identify, prioritize and find consensus on *needs* as objectively as possible. In a strategic and systematic way, all *needs* would be placed into buckets (Drivers) and weighted prior to determining any sort of a "solution." By prioritizing the Drivers, then identifying needs, followed by learning the cost implications, solutions are not based on politics or perceptions but more appropriately based on the *need*.

During the process, a major component of the overall effort was to ensure that the Task Force members were duly informed about the current state of the school district. The following is an overview of information provided and/or presented. Any hand-outs or

supplemental presentations that were provided to the Task Force associated with these topics are included in the appendix of this report.

#### Meeting #1

- Task Force Process Overview
- High School Tour
- Driver discussion

The focus of this meeting was to prioritize the 5 <u>Driver</u> categories that any eventual need can be placed. The <u>Driver</u> categories are:

- 1. Education
- 2. Safety and Security
- 3. Infrastructure/Physical Conditions
- 4. Activities/Co-Curricular
- 5. Community.

Prioritization of the 5 <u>Driver</u> categories provides a more non-subjective way to identify what *needs* are addressed first. The prioritization was determined as listed above. **Appendix B** of this report will explain the group exercise used to determine the process of prioritization of the <u>Drivers</u>.

#### Meeting #2

- Elementary School Tour
- Educational Standards
- Enrollment

The focus of this meeting was to compare the educational standards set by the Minnesota Department of Education (MDE) to that of Annandale Public Schools. The comparison was in terms of the physical spaces used for programming and overall site size suggested for similar educational buildings.

As the Annandale School District looks to the future, the need to adapt facilities to course offerings is critically important. In short, space in each building must be used in

an efficient, effective manner to optimize the educational programing being delivered. To assist in the understanding how an education building should function, the Minnesota Department of Education provides standards and guidelines for school districts to compare to. Along with MDE, building codes and regulations also factor into any building design. **Appendix C** will identify the areas within the buildings that do not meet the MDE standards for educational spaces.

#### Meeting #3

- Middle School Tour
- Deferred Maintenance discussion

The focus of this meeting was to educate the Task Force on the cost of repair, maintenance and replacement of building components. Deferred maintenance costs are obtained by not being able to be address all repairs or replacements of building components due to limited funding. Completing building tours, discussing life expectancy of building components and learning the costs associated with repairs is critical when assigning priorities to *needs*.

Deferred maintenance is the practice of postponing maintenance activities, such as repairs or replacement of equipment or building components, in order to save costs, meet budget funding levels, or realign available budget monies. Common deferred maintenance items include: roofs, parking lots, flooring (carpet, vinyl tile, etc.), doors/windows, paint and sealants. Other important items include, but are not limited to, plumbing systems, HVAC and electrical components, and security/life safety alarm systems.

As detailed in **Appendix A and D**, the 10-year deferred maintenance plan indicates the substantial physical building component needs throughout the school district. Limited funding paired with aging facilities increases the risk of expedited deterioration of building systems and components.

#### Meeting #4

- School Finances, Debt Structure and Financial Standing
- Needs Consensus

The focus of this meeting was to understand how much the district receives in revenue, where it comes from and what it is spent on. Enrollment, operations, curriculum and facility maintenance all have a significant impact on the overall budget.

The revenue for Minnesota public school districts is a complex set of formulas based on enrollment, demographics, age and size of facilities, tax base and multiple other factors. Reducing operations, maintaining facilities and saving for the future simultaneously is a task that is uncommon for public school districts.

**Appendix E** details specific financial information of Annandale Public Schools. The school district is in very good financial standing and was also overwhelmingly supported by the community in the approval of extending the existing operating levy for an additional seven years on a special election vote November 5<sup>th</sup>.

#### Meeting #5

- Needs impact (Budgets)
- Guiding Statements

The focus of this meeting was to review the costs associated with all the identified needs in the District. Once a total cost for addressing all needs can be compiled and the impact of that cost has on the district (its tax payers) is determined, the finalization of priorities can be completed. The prioritization of needs based on the Driver and Cost forms the foundation of developing *Guiding Statements*.

**Appendix F** outlines all identified needs and the costs associated with addressing those needs.

#### Meeting #6

- Guiding Statements
- Recommendations
- Additional Considerations

The focus of the final meeting was to round out the Guiding Statements. In addition to completing the Guiding Statements a list of recommendations was also created as the Task Force felt that specific, vetted and appropriate solutions should be considered by the School Board. A section of "Additional Considerations" was also developed to ensure the School Board understood that various important and impactful topics were covered. While very meaningful discussions around those topics took place, the Task Force felt it was appropriate any decisions regarding those topics stay with the School Board. The results of the final meeting are listed in the next section of this report.

#### **GUIDING STATEMENTS:**

After the Task Force members were provided with information related to relevant items described above, the group transitioned its efforts to discussions related to Guiding Statements and Recommendations for addressing financial and facility-based needs of the district. Several hours of deliberation on the appropriate direction, from a community perspective, were spent to articulate the Guiding Statements below.

- 1. Understanding "Education" is the highest priority Driver, any solution should maximize the opportunity to include the other Drivers and or needs as well.
- 2. Deferred maintenance and infra-structure needs should be addressed as part of any major project initiative.
- The facilities plan should be developed based on current enrollment projections and to readily accommodate future growth and/or expansion needs while maintaining appropriate (MDE) educational spaces for all students and programs.
- 4. The facilities plan should consider the importance of future flexibility and adaptability to growing and emerging educational programs and services with career and college readiness for all students.
- 5. Addressing the identified needs at the Middle School; **Appendix F**, should be the School District's highest priority.
- 6. Strong consideration should be placed on revitalizing the CTE program and be done at all grade levels within the school district.
- 7. Continuing and improving a strong partnership with the City, businesses and community is of paramount importance in the development of any solution(s).

#### **RECOMMENDATIONS OF THE TASK FORCE:**

In addition to the Guiding Statements, the Task Force would like to provide recommendations to the School Board in effort to provide supported concepts that have been debated, discussed and reached consensus from a community perspective.

- 1) The Task Force recommends that the District's long-range facility plan be developed to address the identified needs within the school district based on the following priorities as identified on the scope matrix:
  - Educational Space Needs
  - Safety and Security Needs (tied with educational space needs)
  - Physical facility and Infra-Structure Needs
  - Activity and Co-Curricular Needs
  - Community-Based Needs
- 2) Based on the information presented and studied, The Task Force recommends that investing in the existing Middle School to address the educational, physical and space needs is not a solution.
- 3) The Task Force recommends that a new facility is built to meet the needs of our School District and community. Renovations to the existing facilities should be used in conjunction with any new building solution.
- 4) The Task Force recommends that the School Board strongly consider a field house and/or other indoor recreational facilities as part of a new facility that meets the needs of both curriculum and the greater community.
- 5) The Task Force recommends that the District continue development of its long-range facility plan and work toward seeking a voter-approved referendum in 2020.

#### ADDITIONAL TASK FORCE COMMENTS FOR CONSIDERATION:

The following list of items the Task Force felt needed to be highlighted in a way to let the School Board know that they were discussed even though no Guiding Statement or Recommendation was formed 'around' them.

- 1) The Task Force realizes that open enrollment is a balance between receiving additional revenue for programs and being able to provide appropriate spaces for all students. The Task Force appreciates the diligent work the School Board and administration continues to do to make sure the education environment is always appropriate for all students. Providing additional education on the benefits of open enrollment to the greater community could aid in reducing any misconceptions.
- 2) Any grade configuration changes should be completed with appropriate information and input from the administration, teachers and staff.
- 3) The Task Force wishes to commend the hard work and diligent efforts of the school district's maintenance staff for keeping our facilities well-maintained, clean, and operational with limited resources. It is the belief of the Task Force that making these efforts public and known could result in a positive message to the community.
- 4) The Task Force wishes to remind the School Board that the information and documentation generated by this Task Force process could be an effective method to communicate needs to the community and other stakeholders during a future referendum effort.

## **APPENDIX A**

#### 10 Year Plan

	7						Dist	rict Name: An	nan	dale Public Sch	pols				Distric	ct: 876		4/8/2019	
							-			estions on this	-					l: rpullen@i	sd876		
	***						_	ne: Rick Pullen	_						_	e #: 320-274	-		
Finance	Fiscal Year, Ending June 30th>	2020		2021		2022	-	2023		2024		2025		2026		2027		2028	202
Code	Category							75.55.11		Total for all Di	strict	t Facilities		(80.000					
	Health and Safety, IAQ and Abatement Projects																		
347	Physical Hazards	\$ 10,850	\$	8,292	\$	11,723	\$	8,796	\$	14,688	Ś	9,332	\$	13,194	S	9,900	Ś	13,998	\$ 10,50
349	Other Hazardous Materials	\$ 2,900	1	4,532	100	7,320	1000	4,808		7,766		5,101		8,239		5,411	\$	8,741	5,74
352	Environmental Health & Safety Management	\$ 81,803	S	25,814	\$	28,048	5	27,386	\$	30,318	\$	29,054	s	31,568	\$	30,824	\$	33,490	\$ 32,70
358	Asbestos Removal and Encapsulation	\$ 1,100	\$	1,133	\$	1,167	\$	1,202	\$	1,238	\$	1,275	\$	1,313	\$	1,353	\$	1,393	\$ 1,43
363	Fire Safety	\$ 39,185	\$	6,901	\$	7,108	\$	7,321	\$	7,541	\$	7,767	\$	8,000	\$	8,240	\$	8,487	\$ 8,74
366	Indoor Air Quality	\$ 187,677	\$	-	\$	-	\$	-	\$	-	\$		\$	-	\$	-	\$	-	\$
367	Accessibility	\$ 5,500	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$		\$
	Total	\$ 329,015	\$	46,672	\$	55,366	\$	49,514	\$	61,551	\$	52,530	\$	62,315	\$	55,729	\$	66,110	\$ 59,12
	IAQ, Fire and Abatement, Projects Costing > \$100,000 per Site																		
358	Asbestos Removal and Encapsulation	\$ -	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$		\$		\$
363	Fire Safety	\$ -	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$		\$
366	Indoor Air Quality	\$ -	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$		\$
	Total	\$ -	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$
	Deferred Capital Expenditures and Maintenance Projects																		
368	Building Envelope	\$ 397,890	\$	995,400			\$	17,624	\$	-	\$	-	\$	-	\$	-	\$	-	\$
369	Building Hardware and Equipment	\$ 493,521		327,540		458,309	\$		\$	-	\$	-	\$	-	\$	-	\$		\$
370	Electrical	\$ 3,101,089	\$	95,109	\$	-	\$	1,292,259	\$	-	\$	-	\$	-	\$	-	\$	-	\$
379	Interior Surfaces	\$ 1,864,522	\$	25,750	\$	-	\$	-	\$	44,480	\$	140,968	\$	5,970	\$	30,747	\$	50,671	\$ 6,52
380	Mechanical Systems	\$ 8,581,112	\$	-	\$	-	\$	-	\$	8,735,749	\$	197,077	\$	-	\$	-	\$	-	\$
381	Plumbing	\$ 118,800	\$	130,192	\$	-	\$	-	\$	-	\$	-	\$	10,149	\$	-	\$	-	\$
382	Professional Services and Salary	\$ 4,446,502		420,565		133,765		327,471	\$	2,195,057	\$	84,511	\$	4,030	\$	7,687	\$	12,668	1,63
383	Roof Systems	\$ 1,351,476			\$		\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$
384	Site Projects	\$ 1,877,600		108,269	\$	76,751	\$	-	\$		\$		\$		\$		\$		\$
	Total Deferred Capital Expense and Maintenance	\$ 22,232,512		\$2,102,825		\$668,825		\$1,637,353		\$10,975,287		\$422,555		\$20,150		\$38,434	\$	63,339	\$8,15
	Total Annual 10 Year Plan Expenditures	\$ 22,561,527	\$	2,149,497	\$	724,190	\$	1,686,867	\$	11,036,838	\$	475,085	\$	82,464	\$	94,162	\$	129,448	\$ 67,27
	Total 10 Year Plan Expenditures	\$39,007,357																	

### **Detailed Summary by Facility**

Category	Annandale Elementary	Annandale Middle School	Annandale High School	District Wide	Grand Total
Site Projects - 384	\$138,500	\$592,151	\$1,331,969	\$0	\$2,062,620
Building Envelope - 368	\$0	\$1,109,424	\$301,490	\$0	\$1,410,914
Roof Systems - 383	\$0	\$1,099,476	\$252,000	\$0	\$1,351,476
Building Hardware & Equipment - 369	\$0	\$424,536	\$854,834	\$0	\$1,279,370
Interior Surfaces - 379	\$99,435	\$950,008	\$1,120,189	\$0	\$2,169,632
Mechanical Systems - 380	\$70,000	\$7,921,912	\$9,522,026	\$0	\$17,513,938
Plumbing - 381	\$0	\$130,192	\$128,949	\$0	\$259,141
Electrical - 370	\$1,292,259	\$1,023,842	\$2,172,355	\$0	\$4,488,456
Professional Services and Salary - 382	\$400,048	\$3,312,885	\$3,920,953	\$0	\$7,633,887
	\$2,000,242	\$16,564,426	\$19,604,766	\$0	\$38,169,434
Physical Hazards - 347	\$2,251	\$0	\$0	\$109,026	\$111,277
Hazardous Substance - 349	\$0	\$0	\$0	\$60,559	\$60,559
Asbestos Removal and Encapsulation - 358	\$0	\$0	\$0	\$12,610	\$12,610
Envrionmental H&S Management - 352	\$18,813	\$36,619	\$0	\$295,575	\$351,007
Fire Safety - 363	\$0	\$26,298	\$0	\$82,995	\$109,293
Accessibility - 367	\$0	\$5,500	\$0	\$0	\$5,500
IAQ - 366	\$73,000	\$114,677	\$0	\$0	\$187,677
COACE COUNTY	\$2,094,306	\$16,747,520	\$19,604,766	\$560,765	\$39,007,357

#### **COMMUNITY FACILITY TASK FORCE 2019**

#### 10 Year Plan (Cont.)

#### Detailed Summary by Fiscal Year

Category Orde	Category	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Grand Total
1	Site Projects - 384	\$1,877,600	\$108,269	\$76,751	50	\$0	\$0	\$0	\$0	\$0	\$0	\$2,062,620
2	Building Envelope - 368	\$397,890	\$995,400	\$0	\$17,624	\$0	\$0	50	\$0	\$0	50	\$1,410,914
3	Roof Systems - 383	\$1,351,476	50	\$0	50	\$0	\$0	\$0	\$0	\$0	\$0	\$1,351,476
4	Building Hardware & Equipment - 369	\$493,521	\$327,540	\$458,309	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,279,370
5	Interior Surfaces - 379	\$1,864,522	\$25,750	\$0	\$0	\$44,480	\$140,968	\$5,970	530,747	\$50,671	\$6,524	\$2,169,632
6	Mechanical Systems - 380	\$8,581,112	\$0	\$0	\$0	\$8,735,749	\$197,077	\$0	\$0	\$0	\$0	\$17,513,938
7	Plumbing - 381	\$118,800	\$130,192	\$0	SO	\$0	SO.	\$10,149	\$0	50	50	\$259,141
8	Electrical - 370	\$3,101,089	\$95,109	50	\$1,292,259	50	50	\$0	50	\$0	\$0	\$4,488,456
9	Professional Services and Salary - 382	\$4,446,502	\$420,565	\$133,765	\$327,471	\$2,195,057	\$84,511	\$4,030	\$7,687	\$12,668	\$1,631	\$7,633,887
10	Physical Hazards - 347	\$10,850	58,292	\$11,723	\$8,796	\$14,688	\$9,332	\$13,194	\$9,900	\$13,998	\$10,503	\$111,277
11	Hazardous Substance - 349	52,900	54,532	\$7,320	\$4,808	\$7,766	55,101	\$8,239	55,411	\$8,741	\$5,741	\$60,559
12	Asbestos Removal and Encapsulation - 358	\$1,100	\$1,133	\$1,167	\$1,202	\$1,238	\$1,275	\$1,313	\$1,353	\$1,393	\$1,435	\$12,610
13	Envrionmental H&S Management - 352	\$81,803	\$25,814	\$28,048	\$27,386	\$30,318	\$29,054	\$31,568	\$30,824	533,490	\$32,701	\$351,007
14	Fire Safety - 363	\$39,185	\$6,901	57,108	57,321	\$7,541	\$7,767	\$8,000	\$8,240	58,487	\$8,742	\$109,293
15	Accessibility - 367	55,500	\$0	\$0	50	50	50	\$0	50	\$0	\$0	\$5,500
16	IAQ - 366	\$187,677	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$187,677
Grand Total		522,561,527	\$2,149,497	5724,190	\$1,686,867	\$11,036,838	\$475,085	\$82,464	\$94,162	5129,448	\$67,277	\$39,007,357

## **APPENDIX B**

#### Annandale Facility Planning Task Force

#### Meeting #1 - General Discussion Items & Driver Prioritization

This initial meeting was to discuss and establish ground rules, process and intended outcome of the Task Force. Introductions of the Task Force were completed along with introductions of the facilitators (ICS).

- 1) An introduction was done by Superintendent Prom and Board Vice Chair Sheer. They thanked the group, emphasized the importance of being able to use the information to come to help guide future planning of the District. That they are excited to see what the group says. While there may be administrators and/or board members present from time to time, this process is to be done without their influence to ensure an unbiased and open-end result.
- 2) As an initial perception of the District, ICS asked for the task force to call out what they felt were the reasons why they were here. The responses were as follows (in no particular order):
  - Gain knowledge of the District
  - What grades would be in the "new school"
  - Figure out where the skilled trades are in the programming
  - To fix the elementary parking lot issues
  - Address safety concerns
  - Foster excitement (City and District partnership)
  - Understand where the parking for the Rec Park is
  - Develop a plan for open enrollment Why keep doing it?
  - Facilitate trust
  - Help with bus and other safety concerns
  - Understand the programing needs at each building
- 3) A tour of the High School was then completed by the Principal. Here is a list of the thoughts after the tour:
  - Learning area seems small
  - The building is dull/uninviting
  - Restrooms are small
  - Surprised by the age (how old)
  - No security cameral at front
- 4) The meeting then went into outlining the current facilities the district owns and operates.

#### **Building Inventory**

ICS presented a quick overview of the facilities including:

- Overall square footage
- Current student enrollment
- Grades served
- Building age(s)
- Site size
- 5) After an understanding of the current facilities, the Task Force moved into the discussion and group exercise.

#### **Driver Discussion and Prioritization Exercise**

The group divided into small groups to prioritize the *Driver* of needs. The 5 category *Drivers* were:

<u>Infrastructure / Physical</u> – Components of any district facility that require maintenance at any point in time. Ex. Roofs, Parking lots, Carpet, Mechanical Systems, etc.

<u>Educational</u> – Components of any district facility that aid the delivery of curriculum or programs to the fullest intent. Ex. Special Education spaces, size of classrooms or core spaces, specialist areas.

<u>Safety / Security</u> – Any aspect of a building, site or procedure to ensure the safety of students, staff and the public. Ex. Secure entry vestibule, generator back up for network systems.

<u>Community</u> – Needs that would serve the community at large. Ex. Gyms for recreational use (Basketball, Plays, Church, social events, etc.), Media Centers for Community Education classes, Storm shelter locations, classrooms available during school day.

<u>Activities / Co-Curricular</u> — Spaces that serve student activities and co-curricular programs but fall outside the educational curriculum delivered by the district. Ex. Track, pool, auditorium, fields, etc.

The groups discussed each of the *Drivers*. The intent was not only to talk about what was important to them individually, but also the view of the greater community. There was a total of 4 small groups and their priority for each of the *Drivers* was recorded as:

Driver	G1	G2	G3	G4
Infrastructure / Physical Conditions	3	1	3	3
Educational	2	2	1	1
Safety and Security	1	5	2	2
Community	5	4	4	5
Activities / Co-Curricular	4	3	5	4

ICS discussed how this will help pave the way to keeping the prioritization and importance of needs subjective. ICS will bring back the 'results' at the next meeting for discussion.

6) Items were then reviewed for the next meeting. ICS and the Task Force were given homework (see below).

#### **Task Force homework for next meeting:**

- Talk to family, friends, peers about the District. Get their thoughts (any) on the District.
- Discuss this process and the reasoning behind it with others.

#### ICS homework for next meeting:

- Open Enrollment numbers
- What has the district regarding safety?
- What is the project planned for Hwy. 24?
- Can students get involved with this group?

#### Attachments:

- Background Information
- Presentation
- Building maps

#### **Next Meeting:**

September 26<sup>th</sup> at 6 PM – Annandale Elementary School

#### FACILITY PLANNING TASK FORCE

#### **Annandale Public Schools**

#### MEETING #1 AGENDA - September 12, 2019 6:00 pm

- Introductions
  - o ICS
  - o Task Force
- **Meeting Process and Outline**
- **District Overview Facilities**
- "Driver" Discussion
  - o Small group discussion
  - o Large group report out and discussion
- Homework
  - o ICS
  - o Task Force Check back with stakeholders/peers
- Next Steps

  - Meeting #2 September 26<sup>th</sup> @ 6:00 pm
     Annandale Elementary School Bendix Media Center

#### Annandale Public Schools Task Force

#### Purpose, Process and Goals

#### **Task Force Purpose:**

Annandale Public School District is looking for community involvement, opinion and assistance in preparing a long-range facilities plan. The process will identify needs and priorities that will enable the District to continue to provide the best learning environment for its students for years to come. Recommendations will be developed by looking at all aspects of the district with no pre-conceptions or judgments.

#### Overview of the Process:

- Establish Roles and Objectives
- Become Informed on Current District Facilities and Associated Needs
- Become Familiar with Current Educational and Facility Standards and Trends
- Establish Current Reality "State of the State"
- Establish Consensus Statements and/or Guidelines Related to Needs
- Develop Options and Priorities Related to Identified Needs and Solution Alternatives
- Form Recommendations Related to Solution Options and alternatives
- Formalize Feedback and Recommendations to be Presented to School Board

#### **Task Force Goal:**

To provide informed community-based feedback and recommendations related to the future of District facilities to be utilized by the School Board in their efforts to develop a comprehensive long-range plan for the District.

#### **Task Force Ground Rules:**

- 1. Listen actively and attentively.
- 2. Ask for clarification(s) as needed.
- 3. Do not interrupt one another.
- 4. Challenge one another but do so respectfully.
- 5. Critique ideas, not people.
- 6. Avoid put-downs (even humorous ones).
- 7. Take responsibility for the quality of the discussion.
- 8. Build on one another's comments; work toward shared understanding.
- 9. Do not monopolize discussion.
- 10. Speak from your own experience, without generalizing.



#### **Task Force Resources:**

- Existing Facilities Size and Capacity Data
- District Enrollment Data
- Programmatic and Educational Needs as Developed by Administration
- Physical and Deferred Maintenance Needs Information
- Funding and Financial Considerations
- Facility Tours and Associated Observations
- Additional Information and Data as Requested/Applicable

#### **Meeting Outline:**

- Review Agenda
- Discuss Homework
- Learning Topic
- Small and Large Group Discussions
- Assign Homework

Notes:			
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## Agenda tonight:

- Introductions
- Purpose and Process
- Rules and Outline
- High School Tour
- District Overview Facilities
- "Driver" discussion
- Homework

## Introductions:

- ISD 876
- ICS Ryan Hoffman and Pat Overom
- Task Force Members
- ICS Consulting



## Purpose and Process:



## Rules:

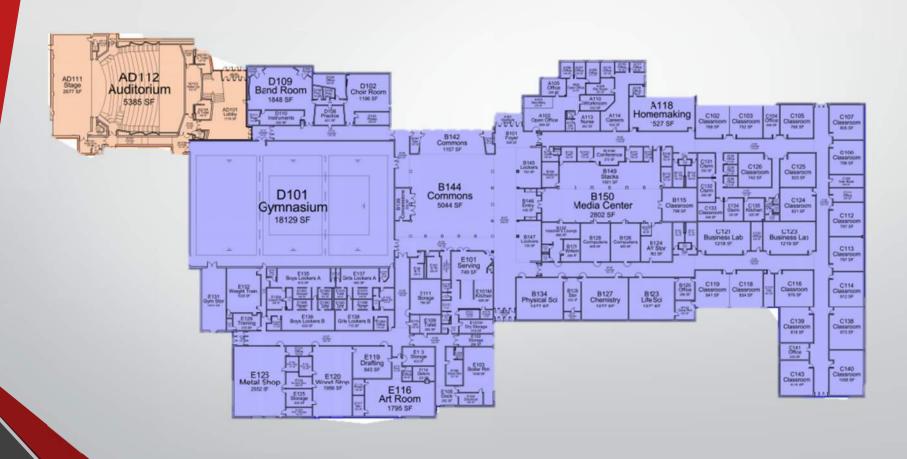
- Respect others
- Listen
- Engage
- Be Open
- Be Specific

## Outline:

- Review Information
- Learn
- Discuss
- Request more information
- Talk to peers

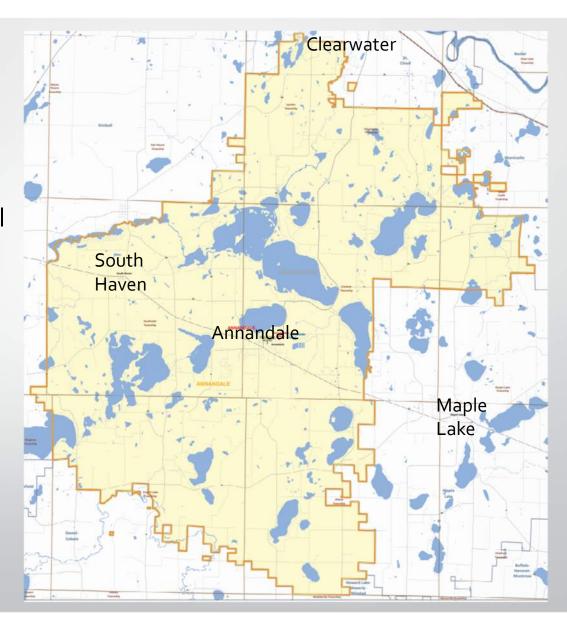


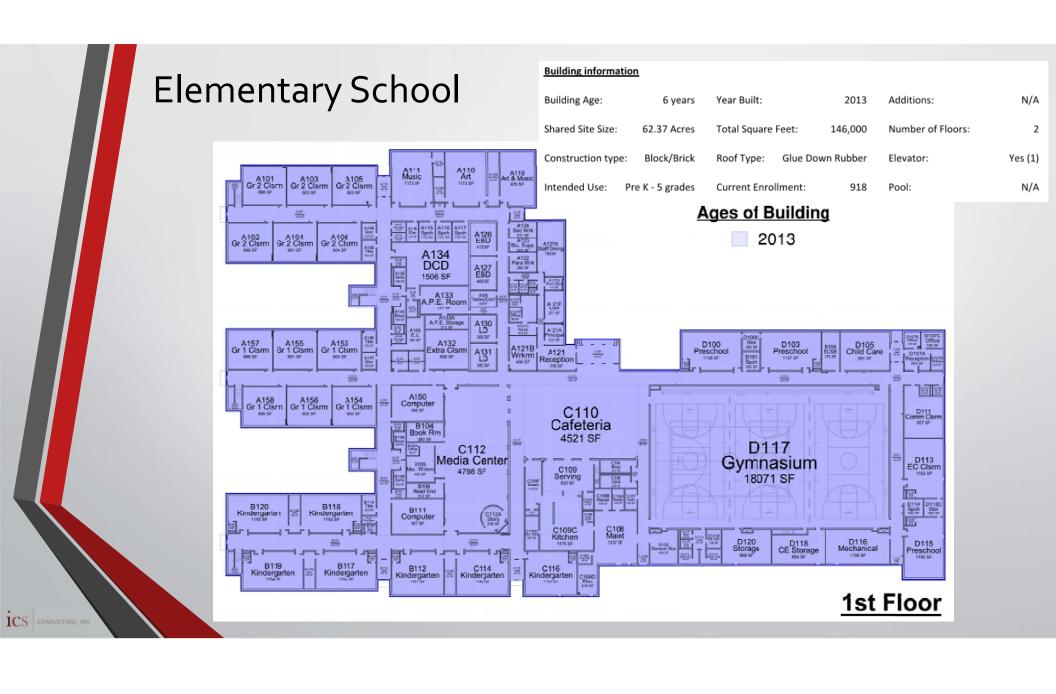
## Tour: High School



## **District Overview**

- Annandale Elementary School
- Annandale Middle School
- Annandale High School
- Approx. 2,000 students

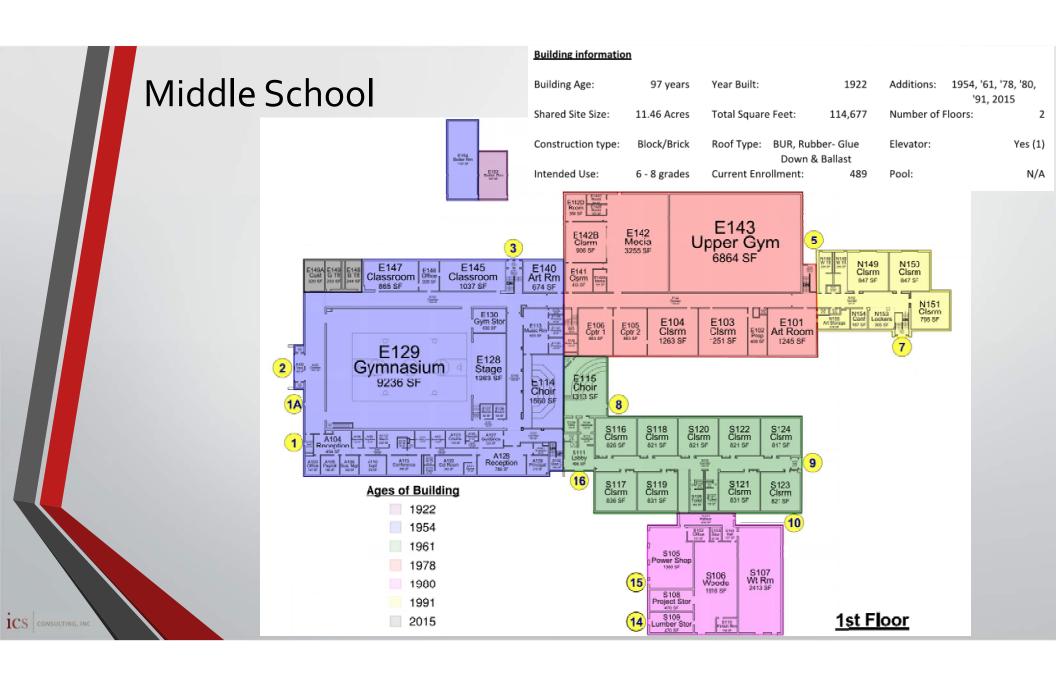


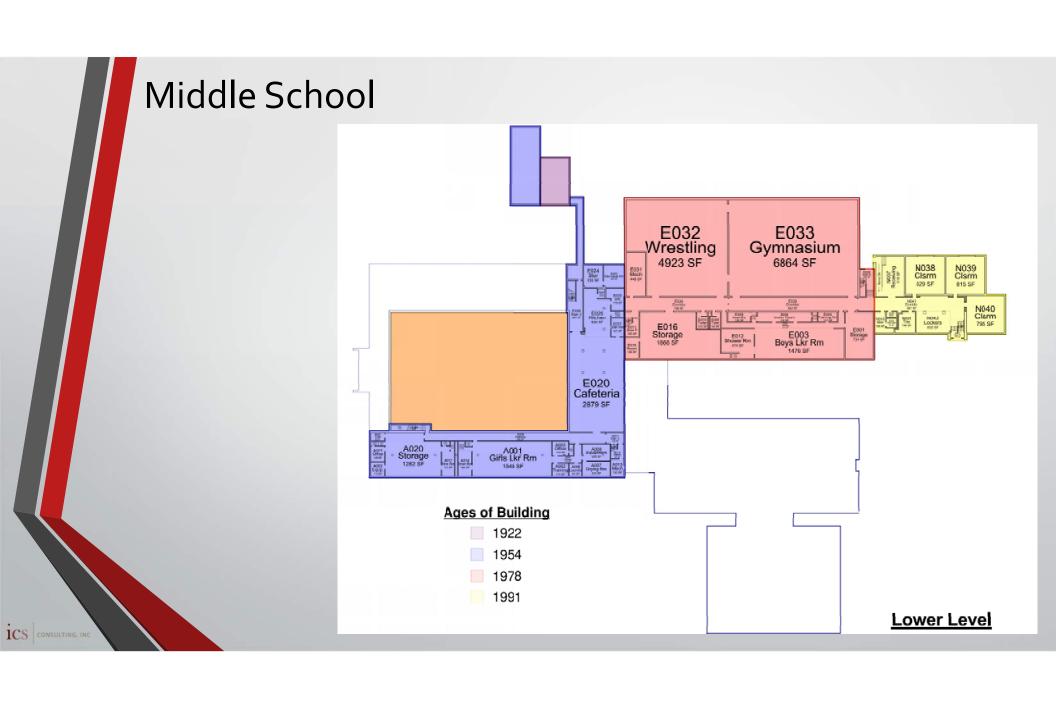


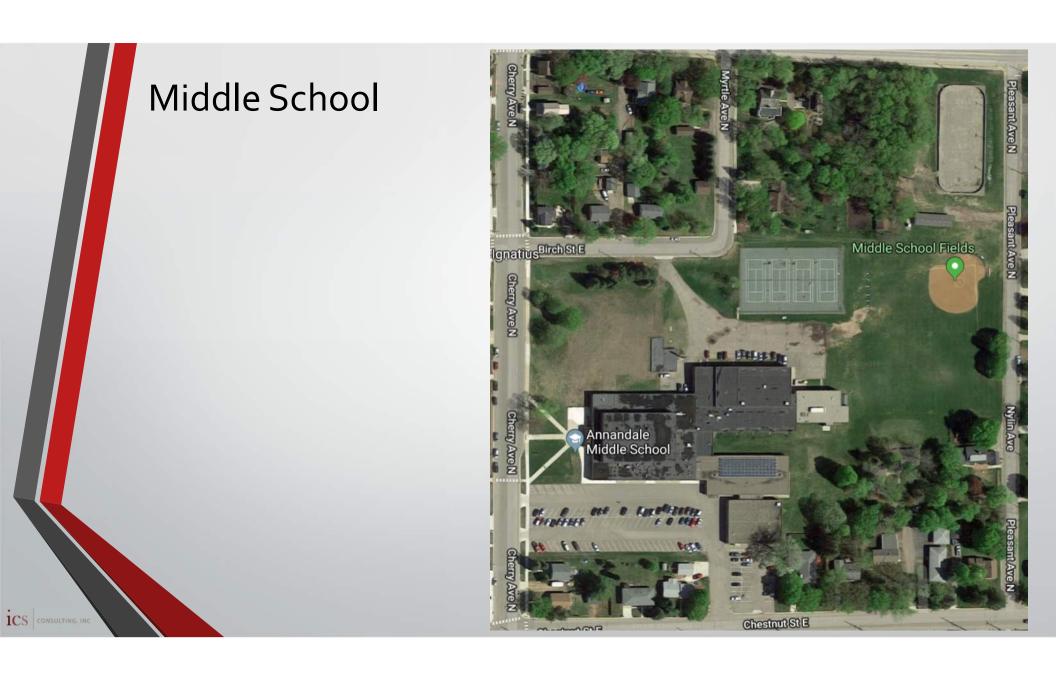
## **Elementary School** Gr 3 Clsrm Gr 3 Clsrm 801 SF **Ages of Building** 2013 C210 Upper Cafeteria 4325 SF D217 Upper Gymnasium 18079 SF Upper Media Ctr C201 Mechanica B217 Gr 5 Clsrm Gr 5 Clsrm Gr 5 Clsrm 2nd Floor

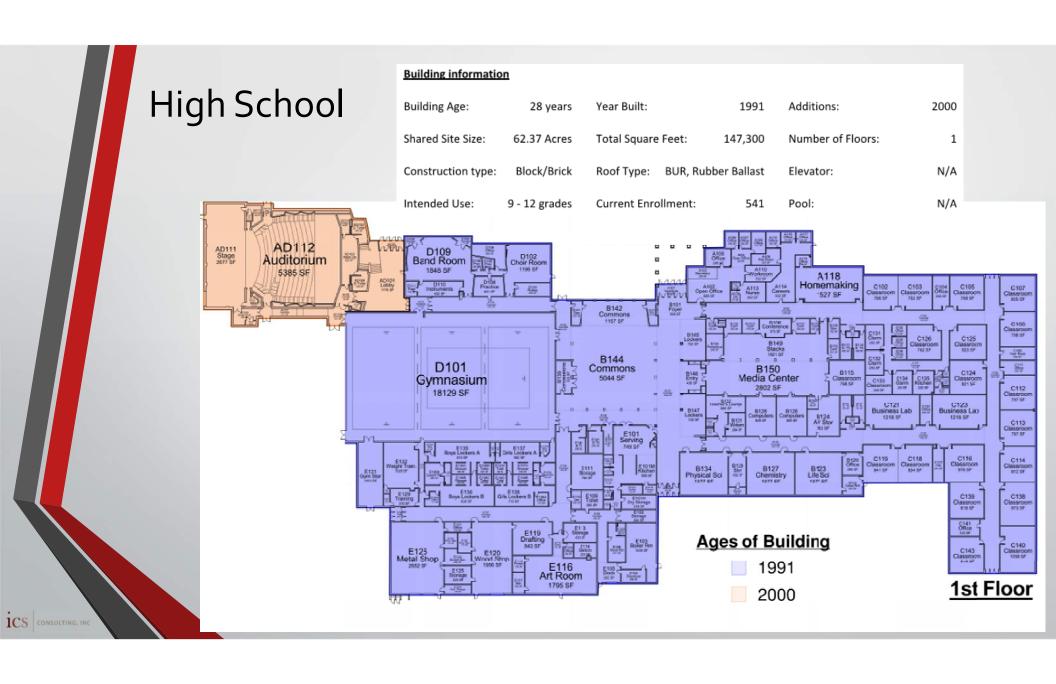
Elementary School

















ics consulting, inc



# HOMEWORK??

## Next Steps:

- Meeting 2

  Elementary Tour

  MDE Guidelines
- Meeting 3

  Middle School Tour

  - School Financing
- Meeting 4
  Outside Tour?
- Meeting 5
  Needs Discussion

  - Prioritization
- Meeting 6
  Guiding Statements
  Recommendations

## **APPENDIX C**

#### Annandale Schools Planning Task Force

#### Meeting #2 – Elementary School Tour and Facility Standards

The second meeting started with a tour of the Elementary School and High School. Tour was led by Jason Michels, High School Principal. Following the tour ICS presented standards of education facilities from different organizations.

#### 1) Review of Homework

#### ICS:

Please see the attached power point presentation for responses to the Homework from meeting #1. This covers the enrollment and measures in which the District has implemented to make the buildings and occupants safe.

Guest speaker, School Resource Officer Pete Standafer, shared a variety of security measures, programs, processes that the District and the police department have worked together on over the past few years. Some important take away are:

- Notification and Alarm systems all have a vulnerability as they rely on electrical power or communication lines to be in place. Some protection can be installed to plan for power and communications outages, but those are difficult systems to have 100%, secure, backup.
- One big opportunity the District has is to "Get ahead of the game" by updating the Middle School access system. It is functioning now, but there is an area of need at that facility if monies are available.
- All exterior doors are locked during the day for visitor control. An upgrade would be to provide electronic control of all exterior doors.
- Annandale Schools is in a very good position, regarding safe and secure facilities, especially when compared to the 'average' Minnesota School District.

*Task Force:* Community perception of needs or comments.

- Need a pool
- Improve the soccer program
- Separate Kids Club building
- Better basketball facilities
- Investigate merger(s) with other districts
- Question on what the demographics are of the Task Force (People without kids are needed)
- Good feeling of partnership and collaboration between School, City and Businesses
- Can "Trades" programs be taught earlier (7<sup>th</sup> grade)?

#### 2) Elementary School Tour

- Out of space possibly loosing programs
- Filled up quickly
- Clean / Nice
- Environment feels "Good"
- There is a sense of pride
- Age appropriate restrooms, etc.
- Room for better utilization of the building after school hours
- Nice library size and different areas for utilization

#### 3) Review of Educational Standards

ICS presented maps of each of the buildings that show how they compare to the standards set by the Minnesota Department of Education. See the attached power point for maps and areas of meeting, exceeding or below standards.

Red = Well below standards
Orange = Just or slightly below standards
Green = Right at the standard

As a group exercise a list was complied of areas of concern with meeting, or not meeting the standards:

- When does the district stop open enrollment when space is needed?
- Having enough space for the students during the day may not meet the needs of community after school hours ex. Gym space
- Classrooms in the High School are small
- Middle School cafeteria is very small
- Guidelines need to be used as just that, there are potential applications/rooms that need to be different than guidelines.

#### 4) Priority Driver consensus

Following meeting #1, ICS reconciled the rankings given to the Priority Drivers. Based on the small group rankings, the order is as follows:

Driver	G1	G2	G3	G4	Total
Educational	2	2	1	1	6
Safety and Security	1	5	2	2	10
Infrastructure / Physical Conditions	3	1	3	3	10
Activities / Co-Curricular	4	3	5	4	16
Community	5	4	4	5	18

We will use this order of Driver to help establish the ultimate priority of needs in the coming weeks.

#### ICS homework for next meeting:

- Trades Programs
  - o Students perspective
  - o Other districts
- MN Graduation Requirements
- How many students in college or college prep classes?
- What programs does the District have based on "Life Skills"
- How to programs transfer to instant career possibilities

#### **Attachments:**

Power Point

#### **Next Meeting:**

October 10<sup>th</sup> at 6 PM – Middle School



## Agenda tonight:

- Homework
- Elementary School Tour
- Education Standards Facilities
  - Discussion
- "Driver" Review
- Homework

# Homework: Open Enrollment Numbers

District	In	Out	Net Change
Kimball	178	218	(40)
Maple Lake	170	173	(3)
Holdingford	339	159	180
Albany	198	131	67
Foley	354	146	208
Annandale	460	218	242
Rocori	430	128	302
Becker	533	149	384
Sauk Rapids	1,013	580	433
St. Cloud	219	3,728	(3,509)

\$1.9 Million in revenue!

Coming From:

St. Cloud – 282

Kimball – 98

Maple Lake - 40

Monticello - 19

Dassel-Cokato – 12

Buffalo – 11

Becker - 4

Litchfield – 4

Eden Valley-Watkins - 3

Delano – 2

HLWW - 2

Pierz – 1

Rochester – 1

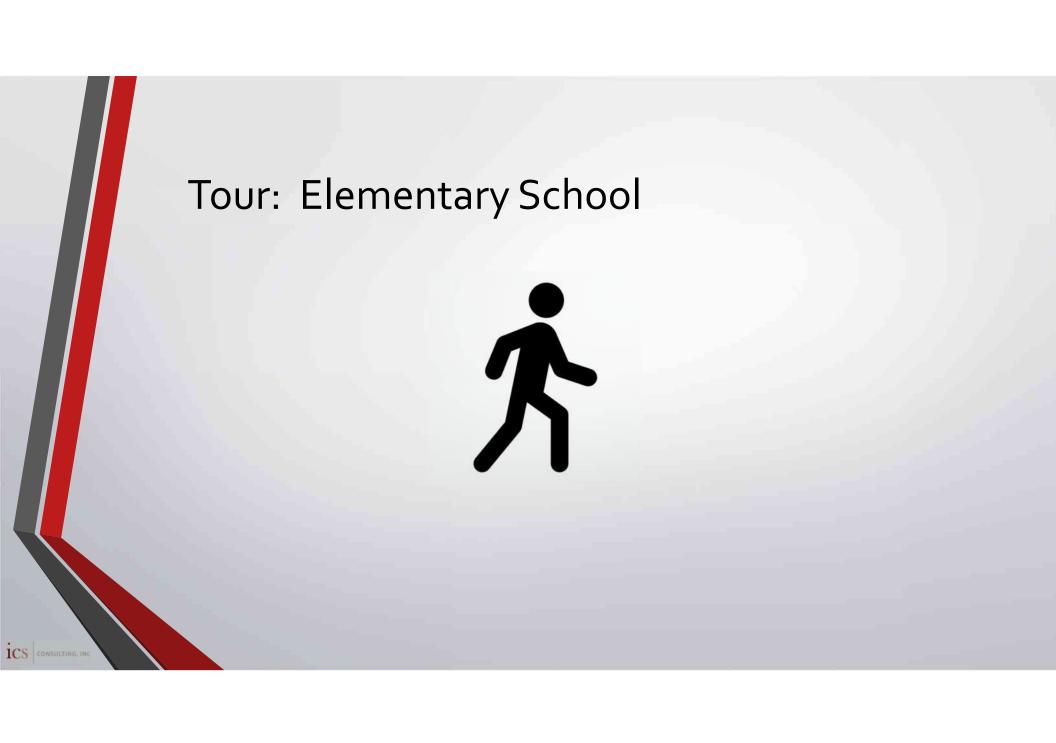
Sauk Rapids – 1

## Homework: Safety in the district - Pete Standafer

- Reworked the informacast system to sound tones for an alert system
- Created an automatic feature into the above system to automatically dial 911 when the system is activated
- Changed dial out feature to 7 to avoid accidental 911 activation
- · Pushed out text messages to all admin / and LE when system is activated
- Reworked informacast to allow other building admin to be placed into secure mode when the alert system is activated
- Trained staff on new lockdown protocols including exposure to simulated gunfire at one point
- Incorporated drills with students ranging from AES to AHS with adjustments to responses based on age appropriate capabilities
- Trained during random times such as passing time, classroom time, and lunch time
- Trained LE in surrounding areas for appropriate responses to critical incidents within our district
- Numbered all external doors within the district on both sides (external label is reflective) for easy reference
- Met with State Fire Marshall and removed several unnecessary fire pulls at AHS to eliminate false or misleading fire alarms
- Added strobe lights (new this year) to complement audio alert system in the event of a lockdown in high noise environments
- Upgraded camera systems to cover more areas of the school
- Continue to train staff yearly on current best practices in the event of a crisis

Homework: To come

- . Student involvement
- . MnDoT Highway 24 work



## **Educational Standards - Facilities**





# DEPARTMENT OF EDUCATION







#### Table I School Site Size Guidelines

School Level	Site Size
Elementary School	10-15 acres +
K-8 or Middle Level School	25-35 acres +
K-12 School or Small High School	35-40 acres +
Large High School (>2,000 students)	60 acres +
Campus (two or more schools)	Combine site sizes +
All Schools	Plus  One additional acre for each 100 students of estimated student enrollment and community use/partnership program capacity, including possible additions.

## Table III Gross Square Footage Per Student Guidelines

School Student Enrollment	Elementary SF	Middle Level SF	High School SF
Less than 550	125 – 155	170 – 200	200 – 320
500 – 999	110 - 135	160 – 190	190 -220
1,000 - 1,500	100 – 135	150 - 180	180 – 200
1,500 - 2,000		140 – 170	170 – 190
2,000 plus			150 - 180



# DEPARTMENT OF EDUCATION

### School Support Spaces Square Footage Guidelines

School Support Spaces	Elementary	Middle Level	High School
Student Store/Activities	NA	250-400	400-700
Teacher/Staff			
Planning Workstations	50 SF/staff	50 SF/staff	50 SF/staff
Offices	100-150	100-150	100-150
Conference, Kitchenette, Storage, Print, Copy	10-20 SF/staff	10-20 SF/staff	10-20 SF/staff
Toilets	120-180	120-180	120-180
Food Service	SF varies greatly based	on type and quantity of	meals served
Cafeteria Dining Space	12-13 SF/student	13-15 SF/student	14-16 SF/student
Staff Dining Area	20 SF/staff dining	20 SF/staff dining	20 SF/staff dining
Full Preparation Kitchen	1000-2000	1500-2500	2000-3000
Serving Only Kitchen	500-1000	750-1225	1000-1500
Serving Line	800	1000-1500	1500-2000
Dry Food Storage	300	350	350-450
Cooler	250	300	300-400
Freezer	350	350	350-450
Dishwasher	300	350-400	400-600
Office	150	150	150
Locker Rooms, Toilet	120	150	150-200
Receiving and Holding	300	300-400	350-450
Auditorium	Small-250 persons	Medium-500 persons	Large-750 persons
Seating	2500	5500	8250
Stage	2200	3000	3500
Dressing Rooms (2)	400/room	500/room	600/room
Make-up Room	200	250	300
Toilets with Shower	128	128	180
Costume Storage	150	225	300
Scene Shop	800	1000	1200

Teacher/Staff	Elementary	Middle Level	High School
Lobby	500	1000	1300
Toilets in Lobby Area	492	600	672
Control Room	200	240	240
Dimmer Room	120	150	150
Catwalks	600	700-1000	700-1400
Loading Bridge	150	150	150
Piano Storage	80	80	80
Other Options-see Part 3.08	8 (g)		
Building Systems, Maintenance			
Custodial	400-600	500-700	600-800
Custodial closets	40	40	40
Toilets	2.5% x Net SF	2.5% x Net SF	2.5% x Net SF
General Storage	3% x Net SF	3% x Net SF	3.5% x Net SF
Mechanical/Electrical Interior Systems	7.5-8.5% x Net SF	7.5-8.5% x Net SF	7.5-8.5% x Net SF
irculation and Structure	30-40% x Net SF	35-45% x Net SF	35-45% x Net SF



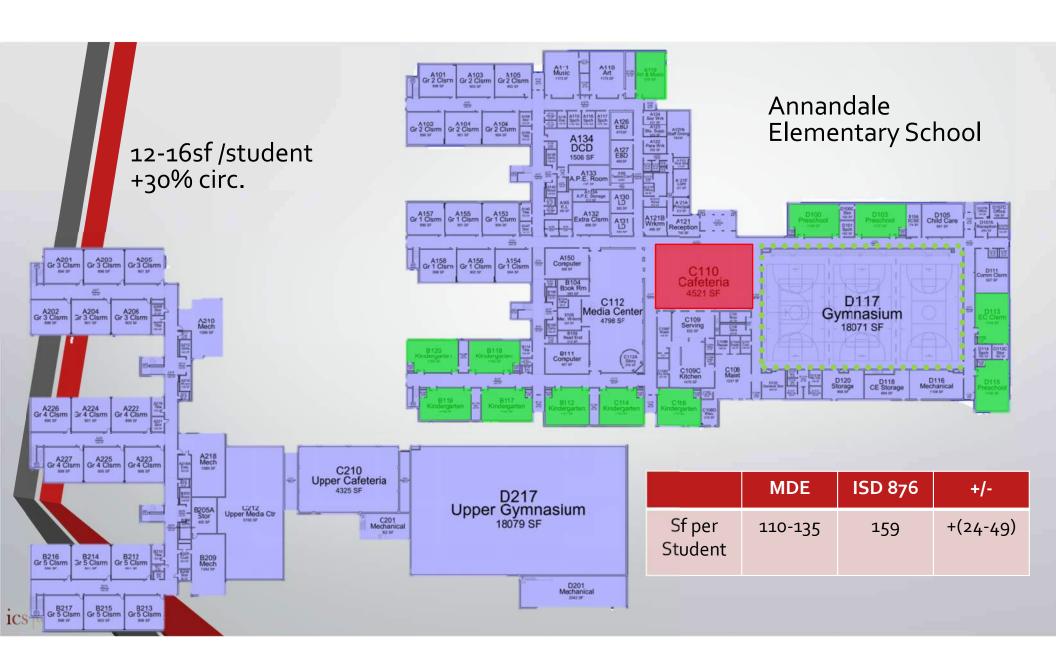
### Table IV Square Footage Guidelines for Elementary School Learning Spaces

Elementary School	Learning Spaces	SF
	Early Childhood	1000-1400
	Kindergarten	1200-1500
	Classrooms	850-950
Common Spaces	Large Group	10-12 SF/Student
	Team Learning	1200-1800
	Small Group/Conference/Office	150-200
Library/Media Center	Entrance, Circulation, Distribution	600
	Seating, Stacks, Computer Access, Reference	8-10% of Students x 35 SF
	Small Group/Conference/Office	150
	Multimedia Editing	100
	Classroom/Story Area	800
	Workroom/Storage	400-600
	Professional Library	200
Technology	Computer Lab	1000-1200
	Control and Headrooms, Closets	390-440
	Copy Center	500
Special Education	Classroom (5-8 students)	450
	Classroom/Lab	800-1200
Art/Science	Multipurpose Classroom/Lab	1000-1500
	Kiln, Glazing, Clay, Damp room	250
	Science Lab Preparation	250
Music	General Music	1000-1500
	Choral	1200-1700
	Instrumental	1500-2000
	Instrument Storage + Circulation	600-800 (4 SF/Instrument
	Ensemble/Keyboarding/Music Library	400-500
hysical Education/Sports	Gymnasium (two stations)	6000-8000

	Elementary School	Learning Spaces	SF	
Г		Multipurpose	1700	
Г		Adaptive Physical Education	500	
Г		General Storage	300/Station	

Elementary School Gross Square Footage	Student Enrollment	SF/Student
	Less than 500	125-155
	500-999	110-135
	1000-1500	100-135

## Elementary School



#### Table V Elementary School Outdoor Activity Spaces

Area/Activity	Recommended Dimensions (in feet)	Space Required Square Feet	Number Required	Total Required Square Feet	Acres
Apparatus	75×120	9,000	1	9,000	0.21
Multipurpose	100×120	12,000	2	24,000	0.55
Track and Field	80x120	9,600	1	9,600	0.22
General Purpose	100×200	20,000	1	20,000	0.46
Softball	250x250	62,500	2	125,000	2.87
Field Games	180×140	25,200	2	50,400	1.16
			Net area	229,000	5.26
Transition Spaces		+30%		68,700	1.58
Total			Gross area	297,700	6.84

	MDE	ISD 465	+/-
Site	19-24	22	(+3)-(-2)
Size		approx.	
(Acre)			

## Annandale Elementary School





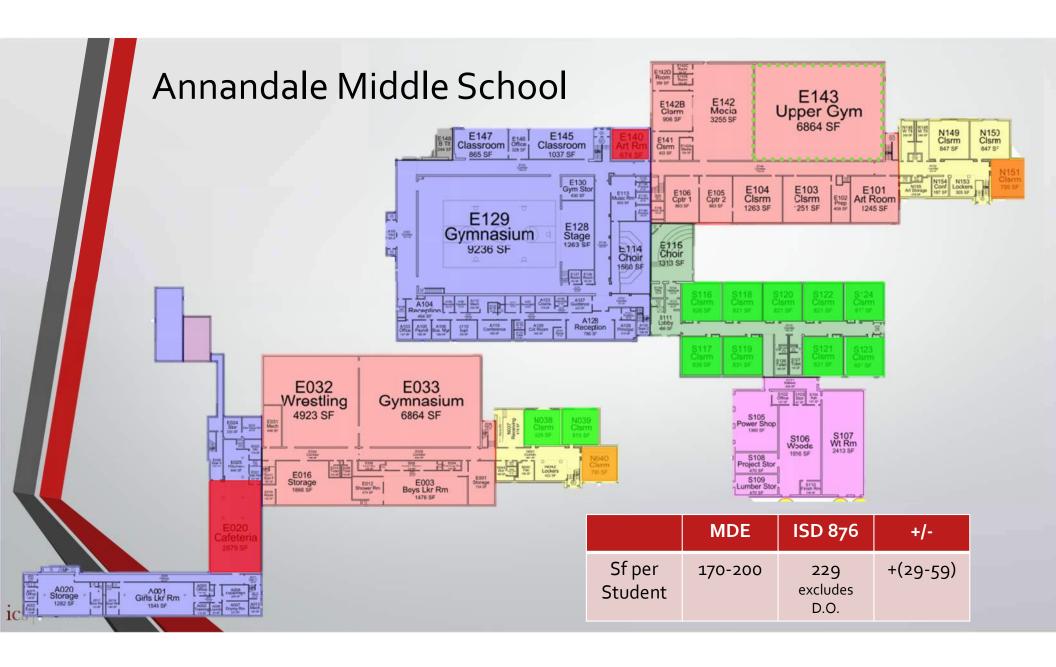
Middle Level Gross Square Footage	Student Enrollment	Square Footage
	Less than 500	170-200 gross square feet
	500-999	160-190 gross square feet
	1000-1500	150-180 gross square feet
	1500-2000	140-170 gross square feet

Table VI
Square Footage Guidelines for Middle Level Schools

Middle Level	Learning Spaces	Square Footage
	Classrooms	850-950 square feet
	Large Group	15 square feet/student
	Team Learning Areas	1500-2000 square feet
	Small Group/Conference/office	150-200 square feet
Library/Media Center	Entrance, Circulation, Distribution	600-800 square feet
	Seating, Stacks, Computer Access, Reference	8-10% of Students x 35 square feet
	Small Group/Conference	150 square feet
	Multimedia Production	200 square feet
	Classroom	800 square feet
	Workroom/Storage	400-600 square feet
	Professional Library	200 square feet
Technology	Computer Lab	1000-1300 square feet
	Control and Headrooms, Closets	540-640 square feet
	Copy Center	500-800 square feet
Science	Classroom/Lab	1200-1500 square feet
	Storage/Lab Prep	300 square feet
Special Education	Classrooms (5-8 students)	450 square feet
	Classroom/Lab	800-1200 square feet
Technical Education	Tech Lab	1800-2400 square feet
	General Shop	2000-3000 square feet
	CADD/Graphics	1400-2000 square feet
	Principals of Technology	1200-1400 square feet

Middle Level	Learning Spaces	Square Footage	
	Storage/Support Space	150-250 square feet/teaching station	
Family and Consumer Science	Classroom	900-1000 square feet	
	Classroom/Lab	1200-1500 square feet	
Art	Multipurpose	1200-1500 square feet	
	Drawing and Painting	1200-1500 square feet	
	Ceramics	1500 square feet	
	Kiln, Glazing, Clay, Damp Room	400 square feet	
	Storage	300 square feet/area	
	Photography/Darkroom	1000/400-800 square feet	
	Office	120 square feet	
Music	Instrumental	1500-2700 square feet	
	Choral	1200-2000 square feet	
	General Music	1000-1200 square feet	
	Instrument Storage	600-800 (4 square feet/instrument)	
	Small Practice	60-80 square feet	
	Group Practice	100-150 square feet	
	Electronic Keyboarding Lab	750 square feet	
	Music Library	150-200 square feet	
	Office/Lesson Studio	100-200 square feet	
	Instrument Repair	75 square feet	
	Performance Equipment Storage	200-300 square feet	
Physical Education/Athletics	Gymnasium (two stations)	12000-14000 square feet	
	Multipurpose/auxiliary gymnasium	1700 square feet	
	Weights/Fitness	2000 square feet	
	Adaptive Physical Education	500 square feet	
	Physical Education Locker Rooms	1 square feet/Student Capacity	
	Athletic Locker Rooms	1000-1500 square feet	

Middle School



## Annandale Middle School

	MDE	ISD 465	+/-
Site Size (Acre)	30-40	11.5 approx.	-(18.5- 28.5)

Table VII
Middle School Outdoor Activity Spaces

Area/Activity	Recommended Dimensions (in feet)	Space Required Square Feet	Number Required	Total Required Square Feet	Acres
Multipurpose	100×120	12,000	2	24,000	0.55
Track and Field	320x600	192,000	1	192,000	4.41
Football	160x360	57,600	2	115,200	2.64
Soccer	225x360	81,000	2	162,000	3.72
Softball	270x270	72,900	4	291,600	6.69
Baseball	300x300	90,000	2	180,000	4.13
Archery	90x225	20,250	2	40,500	0.93
Driving Range	80x600	48,000	1	48,000	1.10
Tennis	48x120	5,760	8	46,080	1.06
General Purpose	10x200	20,000	2	40,000	0.92
			Net Area	1,139,380	26.16
Transition spaces		+ 30%		341,814	7.85
Total			Gross Area	1,481,194	34.01

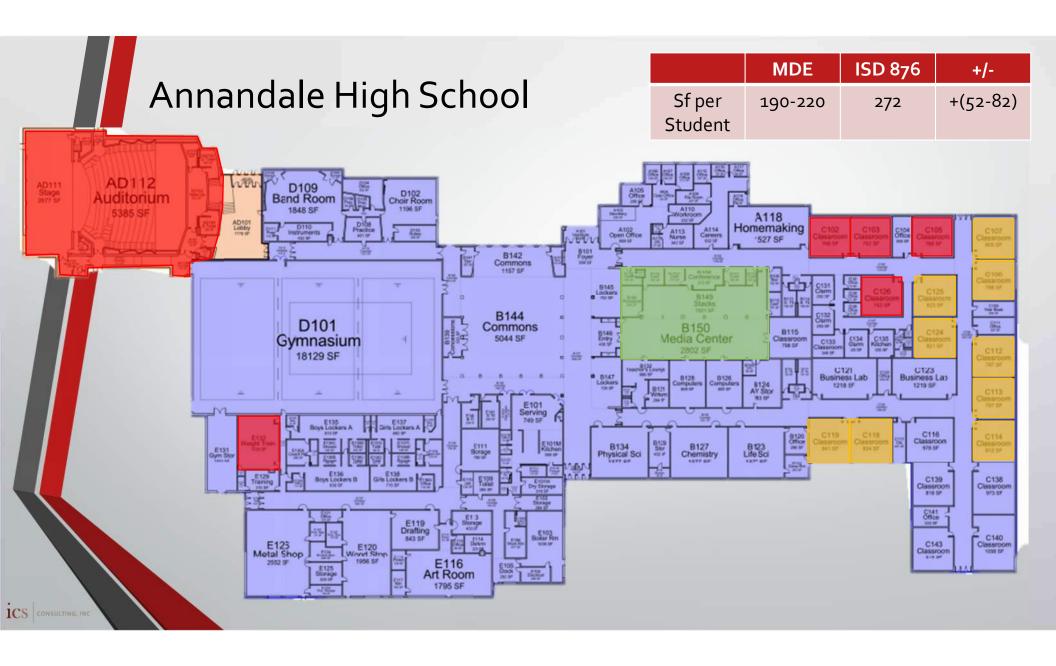


## DEPARTMENT OF EDUCATION

### Table VIII Square Footage Guidelines for High School Learning Spaces

High School	Learning Spaces	Square Footage
	Classrooms	850-950 square feet
	Large Group	15 square feet/student
	Team Learning Areas	1500-2000 square feet
	Small Group/Conference	150-200 square feet
Library/Media Center	Entrance, Circulation, Distribution	700-900 square feet
	Seating, Stacks, Computer Access, Reference	8-10% of Students x 40 square feet
	Small Group/Conference	150-200 square feet
	Multimedia Production	300-400 square feet
	Classroom	800 square feet
	Workroom/Storage	400-600 square feet
	Professional Library	200 square feet
Technology	Computer Lab	1000-1400 square feet
	Control and Headrooms, Closets	640-740 square feet
	Copy Center	500-800 square feet
	ITV/Distance Learning	900 square feet
	TV/Video Studio	1250 square feet
Science	Classroom/Lab	1200-1500 square feet
	Storage/Lab Prep	350 square feet
Special Education	Classrooms (5-8 students)	450 square feet
	Classroom/Lab	800-1200 square feet
Technical Education	Tech Lab	1800-2400 square feet
	General Shop	2000-3000 square feet
	CADD/Graphics	1400-2000 square feet

High School	Learning Spaces	Square Footage
	Principals of Technology	1200-1400 square feet
	Storage/Support Space	150-250 square feet/teaching station
Business/Marketing Education	Classroom	1000-1200 square feet
	Classroom/Lab	1200-1400 square feet
Family and Consumer Science	Classroom	900-1000 square feet
	Classroom/Lab	1200-1500 square feet
Art	Multipurpose	1200-1500 square feet
	Drawing and Painting	1200-1500 square feet
	Ceramics	1500 square feet
	Kiln, Glazing, Clay, Damp Room	400-600 square feet
	Storage	350 square feet/area
	Photography/Darkroom	1000-1200/400-800 square feet
High School	Learning Spaces	Square Footage
	Office	120 square feet
Music	Instrumental	2000-3000 square feet
	Choral	1500-2200 square feet
	General Music	1000 square feet
	Instrument Storage	600-800 (4 square feet/instrument)
	Uniform Storage	300-400 (3 square feet/uniform)
	Choral Robe Storage	150-250 (2.5 square feet/robe)
	Small Practice	60-80 square feet
	Group Practice	100-150 square feet
	Electronic Keyboarding Lab	750 square feet
	Recording Control Room	100-150 square feet
	Music Library	150-200 square feet
	Office/Lesson Studio	100-200 square feet
	Instrument Repair	75 square feet
	Performance Equipment Storage	200-300 square feet
Physical Education/Athletics	Gymnasium (two stations)	12000-14000 square feet
	Multipurpose/auxiliary gymnasium	3200-7500 square feet
	Weights/Fitness	2000-4000 square feet
	Physical Education Locker Rooms	1 square feet/Student Capacity

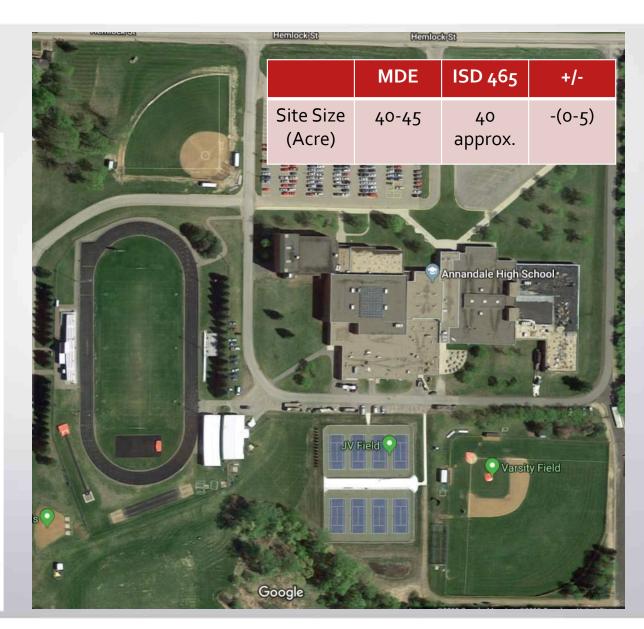


## Annandale High School

Table IX
High School Outdoor Activity Spaces

Area/Activity	Recommended Dimensions (in feet)	Space Required Square Feet	Number Required	Total Required Square Feet	Acres
Multipurpose	100 x120 feet	12,000 square feet	2	24,000 square feet	.55 acres
Track and Field	320 x 600 feet	192,000 square feet	1	192,000 square feet	4.41 acres
Shot Put	60 X 80 feet	4,800 square feet	2	9,600 square feet	.22 acres
Discuss	100 x 180 feet	18,000 square feet	1	18,000 square feet	.41 acres
Football	160 x 360 feet	57,600 square feet	2	115,200 square feet	2.64 acres
Soccer	225 x 360 feet	81, 000 square feet	2	162,000 square feet	3.72 acres
Softball	320 x 320 feet	102,400 square feet	4	409,600 square feet	9.40 acres
Baseball	360 x 360 feet	129,600 square feet	2	249,200 square feet	5.95 acres
Archery	90 x 225 feet	20,250 square feet	2	40,500 square feet	.93 acres
Driving Range	80 x 750 feet	60,000 square feet	1	60,000 square feet	1.38 acres
Tennis	48 x 120 feet	5,760 square feet	8	46,080 square feet	1.06 acres
General Purpose	100 x 200 feet	20,000 square feet	2	40,000 square feet	.92 acres
				1,376,180 net	31.59 net acre
		Transition of +30 percent		1,789,034 gross required square feet	41.07 gross acres

To accommodate additional outdoor activities, many school districts purchase additional off-site acreage, taking on additional student safety, transportation, and maintenance issues at a higher cost to the district while causing inconvenience to students, school staff, and parents. Consider a larger school site to provide adequate spaces over the longer term at a cost savings.



## Group Discussion:

What, if any, are the areas of concern with the current buildings and their relation to the MDE guidelines?

# Driver Discussion:

Driver	G1	G2	G3	G4	Total
Educational	2	2	1	1	6
Safety and Security	1	5	2	2	10
Infrastructure / Physical Conditions	3	1	3	3	10
Activities / Co-Curricular	4	3	5	4	16
Community	5	4	4	5	18

## **Next Steps:**

- Meeting 3 October 10<sup>th</sup>
  - Middle School Tour
  - Deferred Maintenance
- Meeting 4 October 24<sup>th</sup>
  - School Financing
  - Needs Discussion
- Meeting 5 November 7<sup>th</sup>
  - Prioritization
  - Outside Tour?
- Meeting 6 November 21<sup>st</sup>
  - Guiding Statements
  - Recommendations



## **APPENDIX D**

## Annandale Schools Planning Task Force

## Meeting #3 – Middle School Tour and Deferred Maintenance

The third meeting started with a presentation by Superintendent Prom on open enrollment and revenue associated with it. That presentation was followed by a tour of the Middle School led by Jeff Erickson, Middle School Principal. Following the tour ICS presented the facility condition assessment and deferred maintenance position of the District.

### 1) Review of Homework

ICS:

The homework from meeting #2 will be addressed at meeting #4 with programing and finance discussions.

Guest speaker, Superintendent Tim Prom, shared a in depth look at the open enrollment numbers of Annandale and surrounding districts. The net positive enrollment of approximately 242 student equates to approximately \$1,900,000 in revenue. This revenue funds programs, staff and District initiatives such a school resource officer or technology devices. See the attached presentation for more details.

### 2) Middle School Tour

Observations:

- Old
- Clean
- Hard surfaces
- Lacks natural light
- No building 'flow'
- Staff does great at using what they have

### 3) Review of Deferred Maintenance

ICS presented the Facility Condition Assessment that was completed in the Spring of 2019. The assessment covers all items that are considered "Deferred maintenance" and maintenance expected for the next nine years. To summarize:

<u>Deferred Maintenance</u> is the practice of postponing maintenance activities such as repairs on both real property (i.e. infrastructure) and personal property (i.e. machinery) in order to save costs, meet budget funding levels, or realign available budget monies. The failure to perform needed repairs could lead to asset deterioration and ultimately asset impairment. Generally, a policy of continued deferred maintenance may result in higher costs, asset failure, and in some cases, health and safety implications.

The District receives revenue (Long Term Facilities Maintenance (LTFM)) from the state to complete maintenance and repairs to facilities on an annual basis. This revenue is

approximately \$580,000 a year. The amount is calculated based on enrollment, size of facilities owned and age of the facilities.

Summary of all deferred maintenance needs: (detailed report available)

Category	Annandale Elementary	Annandale Middle School	Annandale High School	District Wide	Grand Total
Site Projects - 384	\$138,500	\$592,151	\$1,331,969	\$0	\$2,062,620
Building Envelope - 368	\$0	\$1,109,424	\$301,490	\$0	\$1,410,914
Roof Systems - 383	\$0	\$1,099,476	\$252,000	\$0	\$1,351,476
Building Hardware & Equipment - 369	\$0	\$424,536	\$854,834	\$0	\$1,279,370
Interior Surfaces - 379	\$99,435	\$950,008	\$1,120,189	\$0	\$2,169,632
Mechanical Systems - 380	\$70,000	\$7,921,912	\$9,522,026	\$0	\$17,513,938
Plumbing - 381	\$0	\$130,192	\$128,949	\$0	\$259,141
Electrical - 370	\$1,292,259	\$1,023,842	\$2,172,355	\$0	\$4,488,456
Professional Services and Salary - 382	\$400,048	\$3,312,885	\$3,920,953	\$0	\$7,633,887
	\$2,000,242	\$16,564,426	\$19,604,766	\$0	\$38,169,434
Physical Hazards - 347	\$2,251	\$0	\$0	\$109,026	\$111,277
Hazardous Substance - 349	\$0	\$0	\$0	\$60,559	\$60,559
Asbestos Removal and Encapsulation - 358	\$0	\$0	\$0	\$12,610	\$12,610
Envrionmental H&S Management - 352	\$18,813	\$36,619	\$0	\$295,575	\$351,007
Fire Safety - 363	\$0	\$26,298	\$0	\$82,995	\$109,293
Accessibility - 367	\$0	\$5,500	\$0	\$0	\$5,500
IAQ - 366	\$73,000	\$114,677	\$0	\$0	\$187,677
	\$2,094,306	\$16,747,520	\$19,604,766	\$560,765	\$39,007,357

Summary of deferred maintenance report on each facility:

# **Elementary School**

### **Building information**

Year Built: Additions: Building Age: 6 years 2013 N/A Shared Site Size: 62.37 Acres Total Square Feet: 146,000 Number of Floors: 2 Construction type: Block/Brick Roof Type: Glue Down Rubber Elevator: Yes (1) Intended Use: Current Enrollment: 918 Pool: Pre K - 5 grades N/A

### Most Notable Observations

- Pavements & Concrete walkways need repair
- No LED Interior Lighting
- LED lighting on the Exterior
- Mechanical Equipment in Good Condition
- + Majority of Interior Finishes in Good Condition

Site	Good	Interior Finishes	Good	Electrical	Good
Exterior Envelope	Good	Mechanical/Plumbing	Good	Life Safety/Security	Good

# **Middle School**

### **Building information**

Building Age: 97 years Year Built: 1922 Additions: 1954, '61, '78, '80,

'91, 2015

Shared Site Size: 11.46 Acres Total Square Feet: 114,677 Number of Floors: 2

Construction type: Block/Brick Roof Type: BUR, Rubber- Glue Elevator: Yes (1)

Down & Ballast

Intended Use: 6 - 8 grades Current Enrollment: 489 Pool: N/A

### Most Notable Observations

Mechanical equipment (except '91 addition) is in need of replacement

No LED Interior/exterior lighting (except in front of district office)

Rubber roofs need replacement

Sagging acoustic ceiling tile

Many areas of cracked block & tuckpoint

### **Condition of Building**

Site	Fair
Exterior Envelope	Poor

Interior Finishes	Poor
Mechanical/Plumbing	Poor

Electrical	Poor
Life Safety/Security	Poor

# **High School**

### **Building information**

Year Built: Additions: 2000 Building Age: 28 years 1991 Shared Site Size: 62.37 Acres Total Square Feet: 147,300 Number of Floors: 1 Construction type: Block/Brick Roof Type: BUR, Rubber Ballast Elevator: N/A Intended Use: 9 - 12 grades Current Enrollment: 541 Pool: N/A

### Most Notable Observations

- Pavements & concrete walkways need repair
- Rubber ballast roofs need to be replaced
- No interior LED lighting
- Mechanical equipment will need replacements in the near future
- + Block & tuckpoint has held up well over the years

Site	Poor	Interior Finishes Fair
Exterior Envelope	Fair	Mechanical/Plumbing Fair

Electrical	Fair
Life Safety/Security	Fair

Staff were interviewed and surveyed as well for input on greatest needs based on physical building conditions. The summarized responses were:

- Better HVAC Systems (Middle and High School)
- Parking lot configuration (Elementary School)

## 4) Discussion

What is/are the most important deferred maintenance systems? Site, Building Envelope, Interior Finishes, Mechanical Systems, Electrical Systems, Life Safety Systems.

The consensus of the most important deferred maintenance needs are mechanical systems, or Indoor Air Quality (IAQ). However, the importance to complete maintenance replacements/repairs now, is critical to keeping assets from deteriorating beyond repair.

### ICS homework for next meeting:

- What areas/spaces were "poor" in the High School in relation to MDE standards?
- How much did the elementary school cost to build?
- What is the value of the middle school land?
- What are the FCI of the buildings?

### Attachments:

- Superintendent Prom Power Point
- ICS Power Point

### **Next Meeting:**

October 24<sup>th</sup> at 6 PM – Elementary School

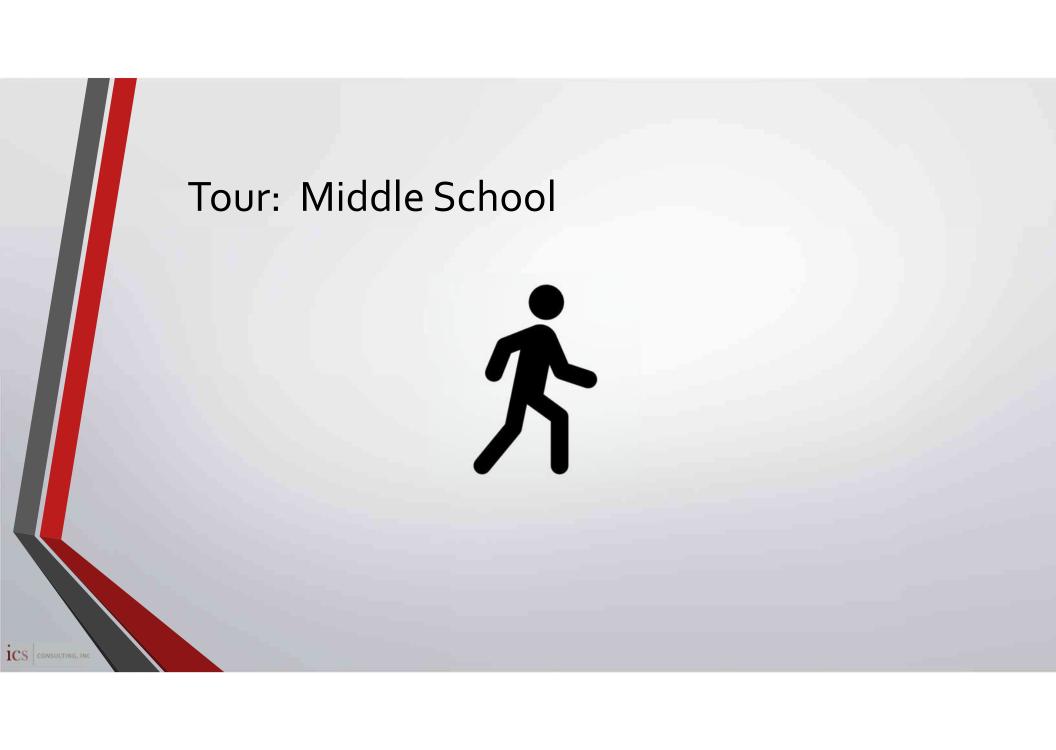


# Agenda tonight:

- Homework
- Middle School Tour
- Deferred Maintenance
  - Discussion
- Homework

# Homework: Next meeting

- Trades Programs
  - Students perspective
  - Other districts
- MN Graduation Requirements
- How many students in college or college prep classes?
- What programs does the District have based on "Life Skills"
- How to programs transfer to instant career possibilities



# **Deferred Maintenance:**

is the practice of postponing maintenance activities such as repairs on both real property (i.e. infrastructure) and personal property (i.e. machinery) in order to save costs, meet budget funding levels, or realign available budget monies. The failure to perform needed repairs could lead to asset deterioration and ultimately asset impairment. Generally, a policy of continued deferred maintenance may result in higher costs, asset failure, and in some cases, health and safety implications.



Program offered to school districts to help with maintenance and repair costs. Established in 2017 based on enrollment, age & size of facilities and approved by the school board. Amount approved is annually levied.



# Annandale Elementary School

## **Building information**

Building Age: 6 years Year Built: 2013 Additions: N/A

Shared Site Size: 62.37 Acres Total Square Feet: 146,000 Number of Floors: 2

Construction type: Block/Brick Roof Type: Glue Down Rubber Elevator: Yes (1)

Intended Use: Pre K - 5 grades Current Enrollment: 918 Pool: N/A

## **Most Notable Observations**

- Pavements & Concrete walkways need repair
- No LED Interior Lighting
- + LED lighting on the Exterior
- + Mechanical Equipment in Good Condition
- + Majority of Interior Finishes in Good Condition

Site	Good
Exterior Envelope	Good

Interior Finishes	Good
Mechanical/Plumbing	Good

Electrical	Good
Life Safety/Security	Good



# Annandale Middle School

**Building information** 

Building Age: 97 years Year Built: 1922 Additions: 1954, '61, '78, '80,

'91, 2015

Shared Site Size: 11.46 Acres Total Square Feet: 114,677 Number of Floors: 2

Construction type: Block/Brick Roof Type: BUR, Rubber- Glue Elevator: Yes (1)

Down & Ballast

Intended Use: 6 - 8 grades Current Enrollment: 489 Pool: N/A

# **Most Notable Observations**

- Mechanical equipment (except '91 addition) is in need of replacement
- No LED Interior/exterior lighting (except in front of district office)
- Rubber roofs need replacement
- Sagging acoustic ceiling tile
- Many areas of cracked block & tuckpoint

Site	Fair
Exterior Envelope	Poor

Interior Finishes	Poor
Mechanical/Plumbing	Poor

Electrical	Poor
Life Safety/Security	Poor



# Annandale High School

### **Building information**

Building Age: 28 years Year Built: 1991 Additions: 2000

Shared Site Size: 62.37 Acres Total Square Feet: 147,300 Number of Floors: 1

Construction type: Block/Brick Roof Type: BUR, Rubber Ballast Elevator: N/A

Intended Use: 9 - 12 grades Current Enrollment: 541 Pool: N/A

### **Most Notable Observations**

- Pavements & concrete walkways need repair
- Rubber ballast roofs need to be replaced
- No interior LED lighting
- Mechanical equipment will need replacements in the near future
- + Block & tuckpoint has held up well over the years

Site	Poor
Exterior Envelope	Fair

Interior Finishes	Fair
Mechanical/Plumbing	Fair

Electrical	Fair
Life Safety/Security	Fair



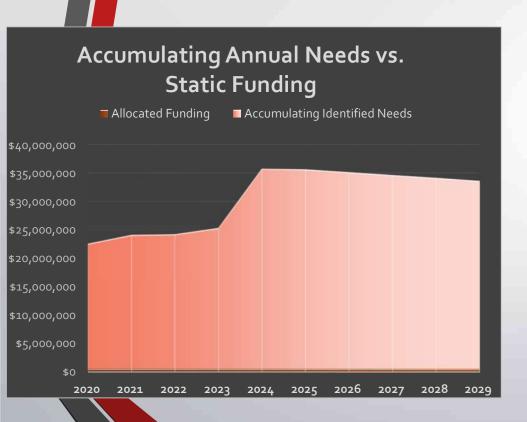
# Annandale Public Schools Long Term Needs and Facilities Maintenance Plan

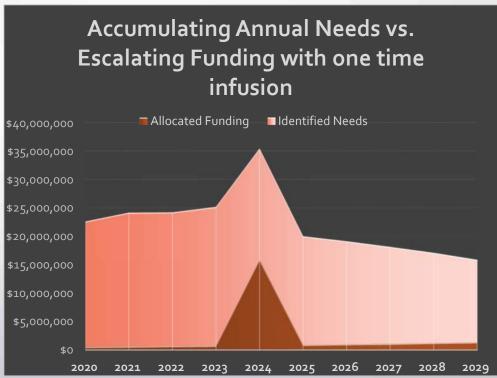
							Dis	trict Name: Ann	nandal	le Public School:	S			Distric	t: 876	4/8/2019		
								trict Contact for	Ques	tions on this Sp	readsheet:				l: rpullen@isd87			
							Na	me: Rick Pullen						Phone	#: 320-274-560			
Finance	Fiscal Year, Ending June 30th	>	2020		2021		2022	2023		2024	2025		2026		2027	2028		202
Code	Category								To	tal for all Distri	ict Facilities							
	Health and Safety, IAQ and Abatement Projects																	
347	Physical Hazards	\$	10,850	\$	8,292	\$	11,723 \$	8,796	\$	14,688 \$	9,332	\$	13,194	\$	9,900 \$	13,998	\$	10,50
349	Other Hazardous Materials	\$	2,900	\$	4,532	\$	7,320 \$	4,808	\$	7,766 \$	5,101	\$	8,239	\$	5,411 \$	8,741	\$	5,74
352	Environmental Health & Safety Management	\$	81,803	\$	25,814	\$	28,048 \$	27,386	\$	30,318 \$	29,054	\$	31,568	\$	30,824 \$	33,490	\$	32,70
358	Asbestos Removal and Encapsulation	\$	1,100	\$	1,133	\$	1,167 \$	1,202	\$	1,238 \$	1,275	\$	1,313	\$	1,353 \$	1,393	\$	1,43
363	Fire Safety	\$	39,185	\$	6,901	\$	7,108 \$	7,321	\$	7,541 \$	7,767	\$	8,000	\$	8,240 \$	8,487	\$	8,74
366	Indoor Air Quality	\$	187,677	\$	-	\$	- \$	-	\$	- \$	-	\$	-	\$	- \$	-	\$	
367	Accessibility	\$	5,500	\$	-	\$	- \$	-	\$	- \$	-	\$	-	\$	- \$	-	\$	
	Total	\$	329,015	\$	46,672	\$	55,366 \$	49,514	\$	61,551 \$	52,530	\$	62,315	\$	55,729 \$	66,110	\$	59,12
	IAQ, Fire and Abatement, Projects Costing > \$100,000 per Site																	
358	Asbestos Removal and Encapsulation	Ś		Ś		Ś	- \$	-	c	- \$	-	ć		Ś	- \$		Ś	
363	Fire Safety	٠				Ś	- \$	-		- \$		-		Ś	- 3		Ś	
366	Indoor Air Quality	¢		Ś		ŝ	- \$ - \$	-	-	- \$ - \$		•		Ś	- \$ - \$		Ś	
300	Total	Ś		Ś		Ś	- \$	-	-	- Ş				Ś	- \$		Ś	
	Total	Ť		_		_			-					-				
	Deferred Capital Expenditures and Maintenance Projects																	
368	Building Envelope	\$	397,890	\$	995,400	\$	- \$	17,624	\$	- \$	-	\$	-	\$	- \$	-	\$	
369	Building Hardware and Equipment	\$	493,521	\$	327,540	\$	458,309 \$	-	\$	- \$	-	\$	-	\$	- \$	-	\$	
370	Electrical	\$	3,101,089	\$	95,109	\$	- \$	1,292,259	\$	- \$	-	\$	-	\$	- \$	-	\$	
379	Interior Surfaces	\$	1,864,522	\$	25,750	\$	- \$	-	\$	44,480 \$	140,968	\$	5,970	\$	30,747 \$	50,671	\$	6,52
380	Mechanical Systems	\$	8,581,112	\$	-	\$	- \$	-	\$	8,735,749 \$	197,077	\$	-	\$	- \$	-	\$	
381	Plumbing	\$	118,800	\$	130,192	\$	- \$	-	\$	- \$	-	\$	10,149	\$	- \$	-	\$	
382	Professional Services and Salary	\$	4,446,502	\$	420,565	\$	133,765 \$	327,471	\$	2,195,057 \$	84,511	\$	4,030	\$	7,687 \$	12,668	\$	1,63
383	Roof Systems	\$	1,351,476	\$	-	\$	- \$	-	\$	- \$	-	\$	-	\$	- \$	-	\$	
384	Site Projects	\$	1,877,600	\$	108,269	\$	76,751 \$	-	\$	- \$	-	\$	-	\$	- \$	-	\$	
	Total Deferred Capital Expense and Maintenance	\$	22,232,512		\$2,102,825		\$668,825	\$1,637,353	\$:	10,975,287	\$422,555	\$	20,150		\$38,434 \$	63,339		\$8,15
	Total Annual 10 Year Plan Expenditures	۹.	22,561,527	Ś	2,149,497	ς	724.190 Ś	1.686.867	ς .	11,036,838 \$	475,085	\$	82.464	۹.	94,162 \$	129,448	ς.	67,27
	Total 10 Year Plan Expenditures		\$39,007,357		2,215,451		, 2 ,, 100 5	2,000,007	7	11,000,000 9	.75,005	~	UL, 101	7	3.,202 \$	223,440	7	51,21

Category	Annandale Elementary	Annandale Middle School	Annandale High School	District Wide	Grand Total
Site Projects - 384	\$138,500	\$592,151	\$1,331,969	\$0	\$2,062,620
Building Envelope - 368	\$0	\$1,109,424	\$301,490	\$0	\$1,410,914
Roof Systems - 383	\$0	\$1,099,476	\$252,000	\$0	\$1,351,476
Building Hardware & Equipment - 369	\$0	\$424,536	\$854,834	\$0	\$1,279,370
Interior Surfaces - 379	\$99,435	\$950,008	\$1,120,189	\$0	\$2,169,632
Mechanical Systems - 380	\$70,000	\$7,921,912	\$9,522,026	\$0	\$17,513,938
Plumbing - 381	\$0	\$130,192	\$ <b>12</b> 8,949	\$0	\$259,141
Electrical - 370	\$1,292,259	\$1,023,842	\$2,172,355	\$0	\$4,488,456
Professional Services and Salary - 382	\$400,048	\$3,312,885	\$3,920,953	\$0	\$7,633,887
	\$2,000,242	\$16,564,426	\$19,604,766	\$0	\$38,169,434
Physical Hazards - 347	\$2,251	\$0	\$0	\$109,026	\$111,277
Hazardous Substance - 349	\$0	\$0	\$0	\$60,559	\$60,559
Asbestos Removal and Encapsulation - 358	\$0	\$0	\$0	\$12,610	\$12,610
Envrionmental H&S Management - 352	\$18,813	\$36,619	\$0	\$295,575	\$351,007
Fire Safety - 363	\$0	\$26,298	\$0	\$82,995	\$109,293
Accessibility - 367	\$0	\$5,500	\$0	\$0	\$5,500
IAQ - 366	\$73,000	\$114,677	\$0	\$0	\$187,677
	\$2,094,306	\$16,747,520	\$19,604,766	\$560,765	\$39,007,357

School	Category   Item #   Item Description	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Grand Total
Annandale Elementary	Accessibility - 367	\$0		\$0	\$0	90	\$0	90				
,	Asbestos Removal and Encapsulation - 358	\$0	50	\$0	50	\$0	\$0	\$0		\$0	\$0	90
	Building Envelope - 368	\$0	\$0	\$0	\$0	\$0	\$0	\$0		\$0	\$0	\$0
	Building Hardware & Equipment - 369	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Electrical - 370	\$0		\$0	\$1,292,259	\$0	\$0	\$0	\$0	\$0	\$0	\$1,292,259
	Environmental H&S Management - 352	\$18,250	\$0	\$0	\$0	\$563	\$0	\$0	\$0	\$0	\$0	\$18,813
	Fire Safety - 363	\$0	20	8	\$0	30	\$0	\$0	\$0	20	\$0	\$0
	Hazardous Substance - 349	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	IAQ - 366	\$73,000	30	8	\$0	\$0	\$0	\$0		\$0	\$0	\$73,000
	Mechanical Systems - 380	\$70,000	\$0	\$0	\$0	\$0	\$0	\$0		\$0	\$0	\$70,000
	Physical Hazards - 347	\$0		\$0	\$0	\$2,251	\$0	\$0		\$0	\$0	\$2,251
	Plumbing - 381	\$0		\$0	\$0	\$0	\$0	\$0		\$0	\$0	\$0
	Professional Services and Salary - 382	\$62,685	\$0	\$0	\$323,065	\$0	\$0	\$0		\$12,668	\$1,631	\$400,048
	Roof Systems - 383	\$0	\$0	\$0	\$0	\$0	\$0	\$0		\$0	\$0	\$0
	Site Projects - 384	\$138,500	\$0	\$0	\$0	\$0	\$0	\$0		\$0	\$0	\$138,500
	Interior Surfaces - 379	\$42,240	30	30	90	\$0	30	50		\$50,671	\$6,524	\$99,435
Annandale Middle School	Accessibility - 367	\$5,500		\$0	\$0	\$0	\$0	\$0		\$0	\$0	\$5,500
	Asbestos Removal and Encapsulation - 358	\$0	30	82	\$0	\$0	30	50		\$0	30	30
	Building Envelope - 368	\$326,090	\$765,710	90	\$17,624	\$0	\$0	\$0		\$0	\$0	\$1,109,424
	Building Hardware & Equipment - 369	\$143,346	\$281,190	\$0	\$0	\$0	\$0	\$0		\$0	\$0	\$424,536
	Electrical - 370	\$964,784 \$36,619	\$59,059	\$0	\$0	\$0	8 8	\$0 \$0		\$0 \$0	\$0 \$0	\$1,023,842 \$36,619
	Environmental H&S Management - 352		\$0	\$0	\$0	\$0						
	Fire Safety - 363	\$26,298 \$0	80	18	\$0 \$0	\$0	\$D	\$0 \$0		\$0	\$0 \$0	\$26,298
	Hazardous Substance - 349	\$114.677	30	\$0 \$0	30 02	\$0 \$0	30	30 30		\$0 \$0	30 30	\$0 \$114.677
	IAQ - 366	\$7,921,912	30	30	30	30 30	30	30 30		30 30	30 30	\$7,921,912
	Mechanica I Systems - 380 Physical Hazards - 347	**,,,	30	30	30	30 S0	30	30 30		30 S0	30 S0	
	Physical Hazards - 34/ Plumbing - 381	\$0		90	30	30 30	30	30		30	20	\$0 \$130,192
		\$2,966,729		\$19,188	\$4,406	\$990	30	\$1,498		30 30	30 30	\$3,312,885
	Professional Services and Salary - 382  Roof Systems - 383	\$1,099,476	2012,950	219'100	\$4,406	\$990	30	\$1,495 \$0		30 30	30 30	\$1,099,476
	Site Projects - 384	\$515,400	20	\$76.751	90	\$0	50	90		\$0	50	\$592,151
	Interior Surfaces - 379	\$895,908	\$19,570	30	90	\$3,962	30	\$5,970		\$0	30	\$950,008
Annandale High School	Accessibility - 367	\$000,000	\$19,570	30	90	30,502	30	30		30	30	30
ATTENDED TIISTISCION	Asbestos Removal and Encapsulation - 358	\$0	30	30	\$0	\$0	50	50		\$0	50	30
	Building Envelope - 368	\$71,800		50	90	90	\$0	\$0		50	\$0	\$301,490
	Building Hardware & Equipment - 369	\$350,175	\$45,350	\$458,309	50	50	50	\$0		50	50	\$854,834
	Electrical - 370	\$2,136,305	\$36,050	90	\$0	\$0	\$0	90	50	\$0	\$0	\$2,172,355
	Environmental H&S Management - 352	\$0	50	30	50	\$0	\$0	50	30	\$0	\$0	90
	Fire Safety - 368	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Hazardous Substance - 349	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	IAQ - 366	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Mechanical Systems - 380	\$589,200	\$0	\$0	\$0	\$8,735,749	\$197,077	\$0	\$0	\$0	\$0	\$9,522,026
	Physical Hazards - 347	C\$	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Plumbing - 381	\$118,800	\$0	\$0	\$0	\$0	\$0	\$10,149		\$0	\$0	\$128,949
	Professional Services and Salary - 382	\$1,417,089	\$106,635	\$114,577	90	\$2,194,067	\$84,511	\$2,537	\$1,537	\$0	\$0	\$3,920,953
	Roof Systems - 383	\$252,000	\$0	\$0	\$0	\$0	\$0	\$0		\$0	\$0	\$252,000
						\$0	30	30	90	90	\$0	\$1,331,969
	Site Projects - 384	\$1,223,700	\$108,269	\$0	\$0							\$1,120,189
	Interior Surfaces - 379	\$926,374	\$6,180	\$0	\$0	\$40,518	\$140,968	\$0		\$0	\$0	
District Wide	Interior Surface s - 379 Accessibility - 367	\$926,374 \$0	\$5,180 \$0	\$0 \$0	\$0 \$0	\$40,518 \$0	\$140,968 \$0	\$0 \$0	\$0	\$0	\$0	\$0
District Wide	Interior Surface s - 379 Accessibility - 367 Asbe stor. Removal and Encapsulation - 358	\$926,374 \$0 \$1,100	\$5,180 \$0 \$1,133	\$0 \$0 \$1,167	\$0 \$0 \$1,202	\$40,518 \$0 \$1,238	\$140,968 \$0 \$1,275	\$0 \$0 \$1,313	\$0 \$1,353	\$0 \$1,398	\$0 \$1,435	\$0 \$12,610
District Wide	Interior Surface s - 3.79 Accessibility - 367 Accessibility - 367 Asbe stors Removal and Encapsulation - 358 Building Envelope - 368	\$925,374 \$0 \$1,100 \$0	\$6,180 \$0 \$1,133 \$0	\$0 \$0 \$1,167 \$0	\$0 \$0 \$1,202 \$0	\$40,518 \$0 \$1,238 \$0	\$140,968 \$0 \$1,275 \$0	\$0 \$0 \$1,313 \$0	\$0 \$1,353 \$0	\$0 \$1,398 \$0	\$0 \$1,435 \$0	\$0 \$ 12,610 \$0
District Wide	Interior Surface - 3-79 Accessibility - 367 Abe stos Removal and Encapsulation - 358 Building Envelope - 368 Building Envelope - 368 Building Envelope - 368	\$926,374 \$0 \$1,100 \$0 \$0	\$6,180 \$0 \$1,133 \$0 \$0	\$0 \$0 \$1,167 \$0 \$0	\$0 \$0 \$1,202 \$0 \$0	\$40,518 \$0 \$1,238 \$0 \$0	\$140,968 \$0 \$1,275 \$0 \$0	\$0 \$0 \$1,313 \$0 \$0	\$0 \$1,353 \$0 \$0	\$0 \$1,398 \$0 \$0	\$0 \$1,435 \$0 \$0	\$0 \$ 12,610 \$0 \$0
District Wide	Interior Surface s - 3.79 Access bit iny - 367 Abe stor. Removal and Encapsulation - 358 Building Envelope - 368 Building Envelope - 368 Building Hardware & Equipment - 369 Electrical - 370 O	\$926,374 \$0 \$1,100 \$0 \$0 \$0	\$6,180 \$0 \$1,133 \$0 \$0 \$0	\$0 \$0 \$1,167 \$0 \$0	\$0 \$0 \$1,202 \$0 \$0 \$0	\$40,518 \$0 \$1,238 \$0 \$0 \$0	\$140,968 \$0 \$1,275 \$0 \$0 \$0	\$0 \$0 \$1,313 \$0 \$0 \$0	\$0 \$1,353 \$0 \$0 \$0	\$0 \$1,398 \$0 \$0 \$0	\$0 \$1,435 \$0 \$0 \$0	\$0 \$12,610 \$0 \$0
District Wide	Interior Surface s- 379 Accessibility -367 Asbe stos Removal and Encapsulation - 358 Building Envelope - 368 Building Envelope - 368 Building Envelope - 369 Electrical - 370 Environmental MS. Management - 352 Environmental MS. Management - 352	\$926,374 \$0 \$1,100 \$0 \$0 \$0 \$26,984	\$6,180 \$0 \$1,133 \$0 \$0 \$0 \$0 \$25,814	\$0 \$0 \$1,167 \$0 \$0 \$28,048	\$0 \$1,202 \$0 \$0 \$0 \$0 \$0 \$27,386	\$40,518 50 \$1,238 50 50 50 50 \$29,756	\$140,968 \$0 \$1,275 \$0 \$0 \$0 \$29,054	\$0 \$1,313 \$0 \$0 \$0 \$0 \$31,568	\$0 \$1,353 \$0 \$0 \$0 \$0 \$30,824	\$0 \$1,393 \$0 \$0 \$0 \$0 \$33,490	\$0 \$1,435 \$0 \$0 \$0 \$0 \$32,701	\$12,610 \$12,610 \$0 \$0 \$295,575
District Wide	Interior Surface s - 3 79 Access bit in - 367 Aces stor. Removal and Encapsulation - 358 Building Envelope - 368 Building Envelope - 368 Building Envelope - 369 Electrical - 370 Environmental MS. Management - 352 Fire Safety - 555 Fire Safety - 555 Fire Safety - 555 Fire Safety - 555	\$926,374 30 \$1,100 \$0 \$0 \$0 \$26,934 \$12,887	\$6,180 \$0 \$1,133 \$0 \$0 \$0 \$0 \$25,814 \$6,901	\$0 \$1,167 \$0 \$0 \$0 \$0 \$28,048 \$7,108	\$0 \$0 \$1,202 \$0 \$0 \$0 \$0 \$27,386 \$7,321	\$40,518 \$0 \$1,238 \$0 \$0 \$0 \$0 \$29,756 \$7,541	\$140,968 \$0 \$1,275 \$0 \$0 \$0 \$0 \$29,054 \$7,767	\$0 \$1,313 \$0 \$0 \$0 \$31,568 \$8,000	\$0 \$1,353 \$0 \$0 \$0 \$30,824 \$8,240	\$0 \$1,398 \$0 \$0 \$0 \$33,490 \$8,487	\$0 \$1,435 \$0 \$0 \$0 \$2,701 \$8,742	\$0 \$12,610 \$0 \$0 \$2 \$2,95,575 \$82,995
District Wide	Interior Surfaces - 379 Accessibility - 367 Asbestos Removal and Encapsulation - 358 Building Ernel tope - 368 Building Ernel tope - 368 Building Hardware & Equipment - 369 Electrical - 370 Enroriomental HSS Management - 352 Firs Safety - 365 Hazardous Substance - 349	\$926,374 \$0 \$1,100 \$0 \$0 \$0 \$26,984 \$12,887 \$2,900	\$6,180 \$0 \$1,133 \$0 \$0 \$0 \$25,814 \$6,901 \$4,532	\$0 \$1,167 \$0 \$0 \$0 \$0 \$28,048 \$7,108 \$7,320	\$0 \$0 \$1,202 \$0 \$0 \$0 \$0 \$27,386 \$7,321 \$4,808	\$40,518 \$0 \$1,238 \$0 \$0 \$0 \$29,756 \$7,541 \$7,766	\$140,968 \$0 \$1,275 \$0 \$0 \$0 \$29,054 \$7,767 \$5,101	\$0 \$1,313 \$0 \$0 \$3,58 \$8,000 \$8,239	\$0 \$1,353 \$0 \$0 \$0 \$30,824 \$8,240 \$5,411	\$0 \$1,398 \$0 \$0 \$0 \$33,490 \$8,487 \$8,741	\$0 \$1,435 \$0 \$0 \$0 \$32,701 \$8,742 \$5,741	\$0 \$12,610 \$0 \$0 \$2 \$2,95,575 \$82,995 \$60,559
Datrict Wide	Interior Surface s - 379 Accessibility - 367 Abes stos Removal and Encapsulation - 358 Building Enselope - 368 Building Enselope - 368 Building Enselope - 368 Electrical - 370 Electrical - 370 Environmental M.S. Management - 352 Fire Safety - 363 Hasardous Substance - 349 HAQ - 366	\$926,374 \$0 \$1,100 \$0 \$0 \$0 \$26,934 \$12,887 \$2,900	\$6,180 \$0 \$1,133 \$0 \$0 \$0 \$0 \$25,814 \$6,901 \$4,532 \$0	\$0 \$1,167 \$0 \$0 \$0 \$0 \$28,048 \$7,108 \$7,320	50 50 \$1,202 50 50 50 \$27,386 \$7,321 \$4,808 50	\$40,518 50 \$1,238 \$0 90 90 \$29,756 \$7,541 \$7,766 90	\$140,958 \$0 \$1,275 \$0 \$0 \$0 \$29,054 \$7,767 \$5,101 \$0	\$0 \$0 \$1,313 \$0 \$0 \$31,568 \$8,000 \$8,239 \$0	\$0 \$1,353 \$0 \$0 \$0 \$30,824 \$8,240 \$5,411 \$0	\$0 \$1,388 \$0 \$0 \$0 \$33,490 \$8,487 \$8,741 \$0	\$0 \$1,435 \$0 \$0 \$0 \$32,701 \$8,742 \$5,741	\$0 \$12,610 \$0 \$0 \$295,795 \$82,955 \$60,559
District Wide	Interior Surfaces - 379 Accessibility - 367 Aste stor Removal and Encapsulation - 358 Building Ernel ope - 368 Building Ernel ope - 368 Building Hardware & Equipment - 369 Electrical - 370 Environmental HSS Management - 352 Firs Safety - 365 Hazardous Substance - 349 IAQ - 366 Mechanical Systems - 380	\$926,374 \$0 \$1,000 \$0 \$0 \$0 \$26,934 \$12,887 \$2,900 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$	\$6,180 \$0 \$1,133 \$0 \$0 \$0 \$25,814 \$6,901 \$4,552 \$0 \$0	\$0 \$0 \$1,167 \$0 \$0 \$0 \$28,048 \$7,108 \$7,320 \$0	50 50 51,202 50 50 50 50 527,386 57,321 54,808 50 50	\$40,518 50 \$1,238 50 50 50 \$29,756 \$7,541 \$7,766 90	\$140,968 \$0 \$1,275 \$0 \$0 \$0 \$2,054 \$7,767 \$5,101 \$0 \$0	\$0 \$1,313 \$0 \$0 \$0 \$31,568 \$8,000 \$8,239 \$0 \$0	\$0 \$1,353 \$0 \$0 \$0 \$30,824 \$8,240 \$5,411 \$0 \$0	\$0 \$1,395 \$0 \$0 \$3,490 \$3,490 \$8,487 \$8,741 \$0 \$0	\$0 \$1,435 \$0 \$0 \$0 \$32,701 \$8,742 \$5,741 \$0 \$0	\$0 \$12,610 \$0 \$0 \$295,575 \$82,995 \$60,559 \$0
Daviet Wide	Interior Surface - 3-79 Accessibility - 367 Accessibility - 367 Asbe stos Removal and Encapsulation - 358 Building Envelope - 368 Building Envelope - 368 Building Envelope - 368 Electrical - 370 Electrical - 370 Environmental HS. Management - 352 Fire Safety - 363 Hazardous Substance - 3-49 Hazardous Substance - 3-49 Halq - 366 Mechanical Systems - 380 Physical Hazardos - 347	\$926,374 \$1,100 \$1,100 \$0 \$0 \$26,984 \$12,887 \$2,900 \$0 \$0 \$1,085	\$6,180 \$1,133 \$0 \$0 \$0 \$0 \$25,814 \$6,901 \$4,552 \$0 \$0 \$0 \$0 \$0 \$1,133 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0	\$0 \$1,167 \$0 \$0 \$0 \$0 \$28,048 \$7,108 \$7,320 \$0 \$0 \$0 \$0 \$0 \$11,723	50 50 51,202 50 50 50 527,386 57,321 54,808 50 50 58,796	\$40,518 50 \$1,238 50 50 50 \$29,756 \$7,741 \$7,766 50 \$0 \$2 \$2 \$2 \$3 \$3 \$4 \$5 \$6 \$7,766 \$6 \$6 \$6 \$6 \$6 \$6 \$6 \$6 \$6	\$1 40,968 \$0 \$1,275 \$0 \$0 \$0 \$29,054 \$7,767 \$5,101 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0	\$0 \$0 \$1,313 \$0 \$0 \$31,568 \$8,000 \$8,239 \$0 \$0 \$13,194	\$0 \$1,353 \$0 \$0 \$0 \$30,824 \$3,240 \$5,411 \$0 \$9,900	\$0 \$1,398 \$0 \$0 \$33,490 \$8,487 \$8,741 \$0 \$0 \$13,988	\$0 \$1,435 \$0 \$0 \$0 \$32,701 \$8,742 \$5,741 \$0 \$0 \$10,508	\$0 \$12,610 \$0 \$0 \$295,575 \$82,995 \$60,559 \$0 \$109,026
District Wide	Interior Surfaces - 379 Accessibility - 387 Auto stor Removal and Encapsulation - 358 Building Envelope - 368 Building Herdware & Equipment - 369 Electrical - 370 Electrical - 370 Environmental HSS Management - 352 Fire Safety - 365 Hazardous Substrance - 349 IAQ - 366 Mechanical Systems - 380 Physical Hazards - 347 Plumbing - 381	\$926,374 \$0 \$1,100 \$1,100 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$	\$6,180 \$1,133 \$0 \$0 \$0 \$0 \$25,814 \$6,901 \$4,552 \$0 \$0 \$8,292	\$0 \$1,167 \$0 \$1,167 \$0 \$28,048 \$7,108 \$7,108 \$7,320 \$0 \$1,723 \$0 \$1,723 \$0	50 50 51,202 50 50 50 527,386 57,321 54,808 50 50 50 50 50 50 50 50 50 50	\$40,518 90 \$1,238 90 90 90 \$29,756 \$7,541 \$7,766 90 90 \$12,437	\$140,968 \$0 \$1,275 \$0 \$0 \$2,054 \$7,767 \$5,101 \$0 \$0 \$0 \$0 \$2,054 \$7,767 \$5,101 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0	\$0 \$1,313 \$0 \$0 \$0 \$3,54,566 \$8,000 \$8,239 \$0 \$13,134 \$13,134 \$0 \$0 \$13,134 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0	\$0 \$1,353 \$0 \$0 \$30,824 \$8,240 \$5,441 \$0 \$9 \$0	\$0 \$1,395 \$0 \$0 \$3,490 \$3,487 \$8,741 \$0 \$13,998	\$0 \$1,435 \$0 \$0 \$3,2,701 \$8,742 \$5,741 \$0 \$10,508	\$0 \$12,610 \$0 \$2 \$295,575 \$82,955 \$60,559 \$0 \$109,006
Davict Wide	Interior Surface +-379 Accessibility +387 Abe stos Removal and Encapsulation - 358 Building Envelope + 368 Building Envelope - 368 Building Envelope - 368 Building Envelope - 368 Electrical - 370 Electrical - 370 Environmental MS Management - 352 Fire Safety - 363 Hazardous Substrace - 349 LIAQ - 366 Mechanical Systems - 380 Physical Hazardous - 347 Plumbing - 381 Professional Services and Salary - 382	\$926374 \$1,100 \$1,100 \$0 \$0 \$2,6954 \$12,887 \$2,900 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0	\$6,180 \$1,133 \$0 \$0 \$0 \$25,814 \$6,801 \$4,552 \$0 \$0 \$8,292 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0	90 \$1,167 \$5,167 \$0 \$0 \$28,048 \$7,108 \$7,200 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0	50 51,202 50 50 50 50 57,386 57,321 54,808 50 50 50 50 50 50 50 50 50 50 50 50 50	\$40,518 \$0 \$1,238 \$0 \$0 \$0 \$29,756 \$7,541 \$7,766 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$1,24,766 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$1,23,766 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0	\$140,968 \$0 \$1,275 \$5 \$0 \$0 \$29,054 \$7,767 \$5,101 \$0 \$9,332 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0	\$0 \$1,313 \$0 \$0 \$31,588 \$8,000 \$8,299 \$0 \$13,194	\$0 \$1,353 \$0 \$0 \$30 \$30,824 \$3,240 \$5,411 \$0 \$9,900 \$0	\$0 \$1,388 \$0 \$0 \$0 \$3,480 \$8,487 \$8,741 \$0 \$0 \$13,998 \$0 \$0	\$0 \$1,435 \$0 \$0 \$3 \$3,701 \$8,742 \$5,741 \$0 \$0 \$10,508	\$12,610 \$12,610 \$0 \$0 \$2,95,575 \$42,965 \$60,559 \$0 \$109,026
District Wide	Interior Surfaces - 379 Accessibility - 367 Actes store Removal and Encapsulation - 358 Building Envelope - 368 Building Envelope - 368 Building Arteriorate & Caujament - 369 Electrical - 370 Environmental 148.5 Management - 352 Fire Safety - 365 Hasardous Substrance - 349 IAQ - 366 Mechanical Systems - 380 Physical Hasards - 347 Plumbing - 361 Professional Services and Safary - 382 Roof Systems - 381 Professional Services and Safary - 382 Roof Systems - 383	\$926,374 \$1,100 \$1,100 \$0 \$0 \$26,984 \$12,887 \$2,900 \$0 \$10,880 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0	56,180 50 51,133 50 50 50 50 525,814 56,801 54,552 50 50 50 50 50 50 50 50 50 50	90 \$1,167 \$0 \$0 \$0 \$0 \$28,048 \$7,320 \$0 \$11,723 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0	\$0 \$1,200 \$0 \$0 \$0 \$27,386 \$7,321 \$4,008 \$0 \$0 \$3,796 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0	\$40,518 \$1,238 \$0 \$0 \$0 \$29,756 \$7,766 \$0 \$12,457 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0	\$140,968 \$0 \$1,275 \$0 \$0 \$29,054 \$7,767 \$5,101 \$0 \$9,352 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0	\$0 \$1,313 \$0 \$0 \$31,568 \$8,000 \$8,239 \$0 \$13,194 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0	\$1,353 \$0 \$0 \$0 \$30,824 \$3,240 \$5,411 \$9,900 \$9,900	\$0 \$1.388 \$0 \$0 \$0 \$33,480 \$54,487 \$8,741 \$0 \$0 \$13,998 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0	\$0 \$1,435 \$0 \$0 \$3,741 \$5,741 \$0 \$10,508 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0	\$12,610 \$12,610 \$0 \$0 \$295,575 \$82,955 \$60,559 \$0 \$109,026
Datrict Wide	Interior Surface s- 379 Accessibility - 367 Asbe stos Removal and Encapsulation - 358 Building Envelope - 368 Building Envelope - 368 Building Envelope - 368 Building Envelope - 368 Electrical - 370 Electrical - 370 Environmental MS Management - 352 Fire Safety - 363 Hazardous Substance - 349 IAQ - 366 Mechanical Systems - 380 Physical Hazardos - 347 Plumbing - 361 Professional Services and Salary - 382 Roof Systems - 383 Roof Systems - 383 Site Projects - 384	\$926374 \$0 \$1,100 \$0 \$0 \$0 \$2,54934 \$12,887 \$2,900 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0	\$6,180 \$0 \$1,133 \$0 \$0 \$0 \$0 \$25,814 \$6,901 \$4,552 \$0 \$0 \$3 \$5 \$5,25,814 \$6,901 \$4,552 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0	90 \$1,167 \$0 \$0 \$28,048 \$7,108 \$7,320 \$11,723 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0	\$0 \$1,002 \$0 \$0 \$27,386 \$7,321 \$4,808 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0	\$40,518 \$1,238 \$9,0 \$0,52,756 \$7,541 \$7,766 \$0,5 \$12,437 \$0,5 \$0,5 \$0,5 \$0,5 \$0,5 \$0,5 \$0,5 \$0,5	\$1.40,968 \$1,275 \$0 \$0 \$0 \$29,064 \$7,767 \$5,101 \$0 \$9,332 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0	\$0 \$1,313 \$0 \$0 \$31,568 \$8,000 \$8,239 \$0 \$13,194 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0	\$1333 \$1333 \$0 \$0 \$0 \$30824 \$8,240 \$5,411 \$9 \$9 \$9 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0	\$0 \$1,993 \$0 \$0 \$3,95 \$33,490 \$8,487 \$13,993 \$13,993 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0	\$1,435 \$0 \$0 \$0 \$3,742 \$3,742 \$5,741 \$0 \$10,503 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0	\$12,610 \$12,610 \$0 \$0 \$295,575 \$82,995 \$60,599 \$109,026 \$109,026
Datrict Wide	Interior Surfaces - 379 Accessibility - 367 Actes store Removal and Encapsulation - 358 Building Envelope - 368 Building Envelope - 368 Building Arteriorate & Caujament - 369 Electrical - 370 Environmental 148.5 Management - 352 Fire Safety - 365 Hasardous Substrance - 349 IAQ - 366 Mechanical Systems - 380 Physical Hasards - 347 Plumbing - 361 Professional Services and Safary - 382 Roof Systems - 381 Professional Services and Safary - 382 Roof Systems - 383	\$926,374 \$1,100 \$1,100 \$0 \$0 \$26,984 \$12,887 \$2,900 \$0 \$10,880 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0	\$6.120 \$1.133 \$1.133 \$0 \$1.53	90 \$1,167 \$0 \$0 \$0 \$0 \$28,048 \$7,320 \$0 \$11,723 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0	\$0 \$1,200 \$0 \$0 \$0 \$27,386 \$7,321 \$4,008 \$0 \$0 \$3,796 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0	\$40,518 \$1,238 \$0 \$0 \$0 \$29,756 \$7,766 \$0 \$12,457 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0	\$140,968 \$0 \$1,275 \$0 \$0 \$29,054 \$7,767 \$5,101 \$0 \$9,352 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0	\$0 \$1,313 \$0 \$0 \$31,568 \$8,000 \$8,239 \$0 \$13,194 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0	\$1,353 \$33 \$30 \$30 \$30,824 \$5,240 \$5,240 \$9 \$0 \$9 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0	\$0 \$1.388 \$0 \$0 \$0 \$33,480 \$54,487 \$8,741 \$0 \$0 \$13,998 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0	\$0 \$1,435 \$0 \$0 \$3,741 \$5,741 \$0 \$10,508 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0	\$12,610 \$12,610 \$0 \$0 \$295,575 \$82,955 \$60,559 \$0 \$109,026

# **GAP ANALYSIS**





# Group Discussion:

What are the most important DM items?

- Site
- **Building Envelope**
- Interior Finishes
- Mechanical Systems Electrical Systems Life Safety

# **Next Steps:**

- Meeting 4 October 24<sup>th</sup>
  - School Financing
  - Needs Discussion
- Meeting 5 November 7<sup>th</sup>
  - Prioritization
  - Outside Tour?
- Meeting 6 November 21<sup>st</sup>
  - Guiding Statements
  - Recommendations



# Open Enrollment in the Annandale School District 2019-2020



How does open enrollment affect our district?



# Open Enrollment and the Annandale School District?

Families now have choices of where they want to send their children to school.

Annandale has a very good reputation for the quality of education it provides, its caring staff and its offerings in both academics and activities.

Because of this, the Annandale School District has seen growth in the number of families choosing to open enroll their children.

# How do our open enrollment numbers compare to other districts that border the St. Cloud School District?



					/	
2018-2019 Open E	nrollment based on Sta	ate ADM Summa	Y			
						\$\$\$\$\$
					OE %	Approximate Revenue
	In	Out	Net Change	Served	Of Served	From Net Change
Kimball	178	218	-40	758	23.50%	-316,000
Maple Lake	170	173	-3	841	20.20%	-23,700
Holdingford	339	159	180	1,052	32.20%	1,422,000
Albany	198	131	67	1,761	11.20%	529,300
Foley	354	146	208	1,921	18.40%	1,643,200
Annandale	460	218	242	1,953	23.60%	1,911,800
Rocori	430	128	302	2,114	20.30%	2,385,800
Becker	533	149	384	2,866	18.60%	3,033,600
Sauk Rapids	1,013	580	433	4,517	22.40%	3,420,700



# In 2018-2019, through open enrollment, we gained 460 students and lost 218 students.

\*Open Enrollment data based on State Average Daily Membership(ADM) Summary



# Where are the 460 open enrolled students coming from?

Of those students we gain, approximately...

- 59% St. Cloud School District
- 23% Kimball
- 8% Maple Lake
- 4% Monticello



# Where are the 218 students we lose to open enrollment going?

Of those that we lose, approximately...

- 37% Maple Lake
- 15% Monticello
- 7% Kimball
- 7% Buffalo

From what we have gathered, they are leaving for a few different reasons...

- Their parents work in that district
- Special Education and other programming
- Family tradition
- Location



# How does this affect our class sizes?

We have an average of 35 open enrolled students per grade level.

Because each student generates approximately \$8,600, we have been able to increase the number of sections per grade level during the past few years allowing us to keep the class sizes at a reasonable number.



# How do our class sizes compare to other similar sized districts around us?

Grade	Annandale	Litchfield	Delano	Watertown	DC	GSL	Avg	High	Low
К	20.5	18.3	21.4	22.0	17.6	19.2	19.8	22.0	17.6
1	22.3	21.8	22.1	20.3	19.0	23.2	21.5	23.2	19.0
2	23.1	21.2	23.1	22.2	20.3	22.6	22.1	23.1	20.3
3	22.8	26.3	23.4	24.0	22.6	22.8	23.6	26.3	22.6
4	26.3	25.4	24.5	25.2	24.3	24.8	25.1	26.3	24.3
5	28.3		25.1	28.8	26.1	25.8	26.8	28.8	25.1
6	27.8		26.8	22.0	27.5	22.4	25.3	27.8	22.0
Avg	24.45	22.59	23.78	23.5	22.47	22.96	23.3		
Total	171.1	113	166.4	164.5	157.3	160.8	164.2		

# Past class sizes...

	2007-2008	2008-2009	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
K	17.00	17.50	<mark>21.50</mark>	<mark>21.50</mark>	19.42	21.00	21.10	20.50	20.00
1	17.00	20.40	<mark>23.00</mark>	<mark>23.83</mark>	21.00	21.30	21.90	22.33	<mark>24.80</mark>
2	22.30	23.60	23.60	24.16	24.50	<mark>25.50</mark>	22.70	23.14	22.33
3	23.10	21.10	24.80	23.16	24.50	24.80	26.30	22.83	23.14
4	24.80	23.30	25.60	25.30	23.50	25.70	27.20	26.33	22.83
5	22.60	25.20	26.80	25.80	26.50	24.00	26.70	28.17	26.33
6	22.60	22.60	28.50	27.00	27.40	28.70	26.50	27.83	28.17
	149.40	153.70	173.80	170.75	166.82	171.00	172.40	171.14	164.10
			*Closed K & 1st	*Closed K & 1st		*Closed 2nd			A grade level to watch in 20-21

<sup>\*</sup>Grade levels closed, were closed in January of the previous year.



# It's not all about the money, but it certainly helps...

We gain an about \$8,600 per student, per year, and currently have an average of 35 open enrolled students per grade level. In the 2018-2019 school year, we had a net gain of 242 students, which brought us approximately 2 million dollars.

Our "unofficial" numbers for the current, 2019-2020 school year, look similar.



If we were to close open enrollment permanently starting in 2020-2021, allowing all those who are already here to continue, we would still lose at least 35 students per year.

Based on our averages, we would lose...\$301,000/year

35 students X \$8,600 = \$301,000

\$301,000 is the equivalent of about five new staff members.



If we continue to do this, in six years, we would lose over \$1,600,000 and our enrollment would go down from approximately 2,000 students to 1,972 students.

This estimate is based on our average of students open enrolling out and figuring an average increase of students within our district according the demographic study.

# How does open enrollment affect Annandale Schools?

The growth due to open enrollment provides opportunities for ALL students.

Among other things, this money allows us to:

- Maintain manageable class sizes
- Keep up to date with current Technology needs
- Provide mental health support to our students in positions such as -
  - Deans of Students, Student Support Services, Counselors, and Social Workers
- Provide up to date Safety and Security in our schools
- Provide student intervention positions
  - Math, Reading, Behavioral Support





### Moving Forward....

• I feel we will best serve all of our students and their families by continuing to monitor our open enrollment numbers on a regular basis.

 When we feel the class sizes in a particular grade level are getting too large, then we look at closing open enrollment in that grade.

 We have many great people in front of our students! We want to continue to offer all we do at the same level we are now.

### **APPENDIX E**

### Annandale Schools Planning Task Force

### Meeting #4 – District Finance and Needs Discussion

The fourth meeting focused on the District financial standing and how the overall operations are managed. This information was presented by Rick Pullen, Business Manager. After gaining knowledge of the finances, large and small group discussions were focused on the needs facing the district. Prioritization was and remains the ultimate role of this group.

#### 1) Review of Homework

ICS:

There were multiple homework assignments reviewed with the group. Please see the attached power point for those results.

### 2) District Financial Status

Rick Pullen, Annandale Schools Business Manager, presented a variety of District financial items to the group. Rick described the overall revenue, expenses and operations of the District.

#### **SUMMARY OF REVENUE AND EXPENDITURES**

Revenue and Expenditure Bud	get		
	Revenues	Expenditures	
GENERAL FUND	\$18,964,763.79	\$18,687,198.75	Instruction, Operations
GENERAL I GND	\$10,704,703.77	\$10,007,170.75	instruction, Operations
TRANSPORTATION	\$1,492,695.17	\$1,469,533.83	Bussing
OPERATING CAPITAL	\$454,186.00	\$450,500.00	Equipment, Technology, Textbooks, Land, Building Updates
LONG-TERM FACILITIES	\$590,523.90	\$500,000.00	Maintenance, Repairs
TOTAL CAPITAL EXPENDITURE	\$1,044,709.90	\$950,500.00	
FOOD SERVICE	\$1,064,134.00	\$1,052,253.75	Kitchen Staff and Food
COMMUNITY EDUCATION	\$1,052,629.00	\$1,011,328.00	ECFE, Youth and Adult Programing
BUILDING CONSTRUCTION	\$0.00	\$330,000.00	New Buildings, Site Improvements
DEBT	\$2,353,913.31	\$2,381,837.50	Bond Payments
TOTALS	\$26,262,845.17	\$26,246,486.03	

#### AID RECEIVED

	AID
GENERAL EDUCATION AID	13,254,900
GIFTED & TALENT	27,030
COMPENSATORY	328,982
SPECIAL EDUCATION	2,276,928
TRANSPORTATION	271,398
OPERATING CAPITAL	291,092

#### PROPOSED LEVY FOR 2020

Proposed School District Levy:	
	Pay 20
Bond Issue	\$2,366,977
Local Option Levy	1,388,739
Long Term Facilities and Maintenance	547,826
Alternate Teacher Compensation	187,082
Community Services	168,621
Operating Capital	167,433
Voter Approved Referendum Levy	145,330
Safe Schools	76,745
Integration	40,858

#### 3) Needs Discussion

The Task Force broke into small groups and spent time outlining the full list of needs facing the District. The needs are related to educational delivery, physical building conditions and space utilization/capacity perspectives. Each group shared out a list that was specific to each facility and others that were general or from a district wide lens. After the full list of needs was agreed upon, the discussion then moved to assigning the Driver to each of the needs. In the initial meetings of this group, work was completed to prioritize buckets enabling all identified needs to be placed. Those buckets, or Drivers, were prioritized as:

- Educational
- Safety & Security
- Infrastructure / Physical Conditions
- Activities / Co-Curricular
- Community

The group then took time to place each need into one of these Driver categories. See the attached document for the summary of the exercise.

### **Attachments:**

- ICS Power Point
- Needs List and Driver placement

#### **Next Meeting:**

November 7<sup>th</sup>, at 6 PM – Elementary School

PROJECT: Annandale Schlools Needs List - Planning Scenarios - Draft LOCATION: Annandale, MN

District-wide Allowance - Technology

PREP BY: ICS 10-24-19 DATE:

	Educational Safety /		Infrastructure / Activities / Co-		Community	
	Educational	Security	Physical Cond.	Curricular	Community	
NEED / ITEM						
Annandale Elementary:						
Re-work parking lot drop-off and pick-up sequencing for improved flow and safety		Х				
Create additional gym space				Х		
Create additional classroom space	Х					
Re-organize existing special education spaces for improved utilization and function	Х					
Deferred maintenance not in above (i.e., HVAC, building exterior, etc.)			Χ			
Playground (replace wood structure)			Χ			
Increase cafeteria space			Χ			
Annandale Middle School:						
Address ADA issues within the existing facility			Χ			
Create additional classroom space	Х					
Re-organize existing special education spaces for improved utilization and function	Х					
Create additional cafeteria space			Χ			
Create large group collaboration and meeting space	Х					
Create makers space / project lab	Х					
Create secure entry into office		Х				
Re-capture existing shop space to revitalize CTE programs	X					
Create additional gym/phisical education space				Х		
Create weightroom				Х		
Renovate existing locker room spaces			Х			
Create break-out and collaboration areas within the core classroom areas	X					
Separate Bus and Visitor Traffic		Х				
Create appropriate play fields on site				Х		
Create performace/auditorium space				X		
Deferred maintenance not in above (i.e., HVAC, building exterior, etc.)			Х			
Address staff bathroom			Х			
Annandale High School:						
Create additional classroom space	Х					
Re-organize existing special education spaces for improved utilization and function	X					
Renovate and modernize existing CTE space to revitalize programming	X					
Create space for weights and fitness				X		
Re-work media center and surrounding spaces for improved utilization	X					
Re-purpose / modernize Rm 104 for improved utilization	Х					
Create flexible break-out and collaboration spaces	X					
Deferred maintenance not in above (i.e., HVAC, building exterior, etc.)			X			
Increase parking lot capacity			X			
Increase bathrooms at high school			Χ			
District Wide / Other:						
Security system upgrades including back-up, ext. door automation, etc.		Х				
Fire alarm system upgrades including delay, blue strobes, etc.		Х				
Construct a new pool facility					Х	
Construct a separate kids club building					Х	
Create space for the gymnastics program				X		
Construct new bathrooms and concessions at stadium				X		
Athletic and activity field improvements				X		
District-wide Allowance - Furniture, Fixtures, & Equipment			Χ		n.	



### Agenda tonight:

- Homework from Meeting #3
- School Finance Overview
- Needs Exercise
- "Driver" Assignments
- Homework for Next Meeting

# Homework: Graduation Requirements

### Annandale High School Graduation Requirements

90 Quarter Credits must be earned in order to graduate, including the following 55.5 credits in required classes:

T1107 1077	COOKIA OFFICE		TIME A DEC
ENGLISH:	SOCIAL STUDIES:	PHY ED/HEALTH:	FINE ARTS:
English 9 - 3 credits	American Civics - 3 credits	Phy Ed 9 - 2.25 credits	3 Credits
English 10 - 3 credits	American Studies - 3 credits	Drivers Ed75 credit	Choose from Art, Band, Choir or Theater Arts
English 11 - 3 credits	World Studies - 3 credits	Phy Ed - 3 credits	
English 12 - 3 credits	Social Science - 3 credits	Health 10 - 1.5 credits	
SCIENCE:	MATHEMATICS:	MISC.:	
Science 9 - 4.5 credits	9 Credits	Careers/Consumerism- 1.5	
Biology - 3 credits			

Each quarter class that meets for a full block every day is worth 1.5 credits.

Chem/Physics - 3 credits

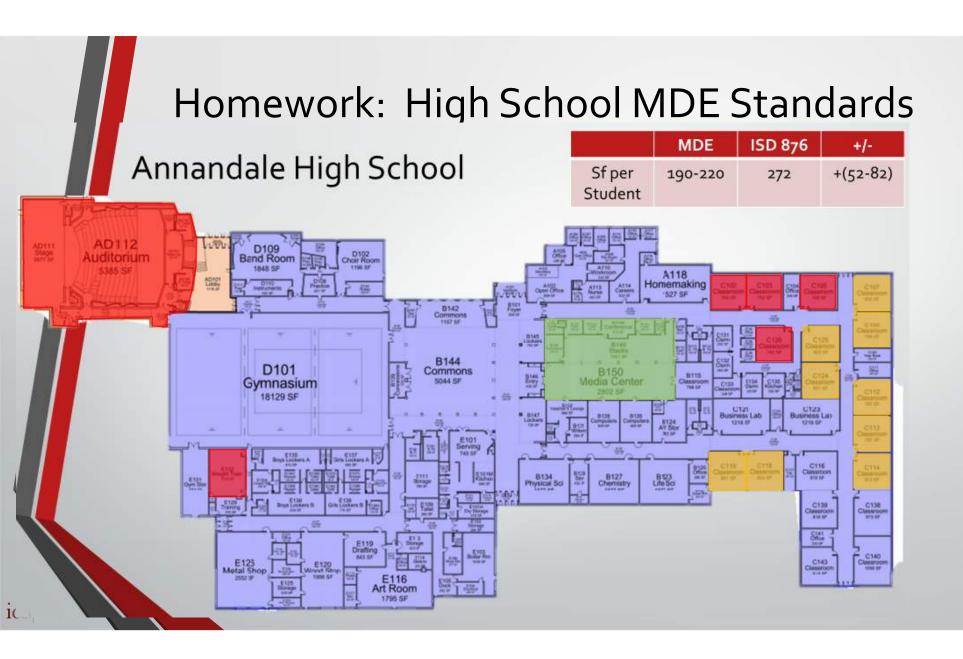
# Homework: "Life Skills" Class Offerings

The District has two required classes that address personal finance and career planning, which is what I believe you were asking. They are:

- 1) "Economics"
- 2) "Careers & Personal Finance".

## Homework: PT and FT College Students

The District has students who take college classes off site via the Post-Secondary Enrollment Options (PSEO), and has students who stay on campus and take our College In the Schools (CIS) classes. Currently this year, we offer seven different CIS courses . We have approximately 18 full-time PSEO students, and approximately 95 junior and senior students taking CIS classes.



Homework: Elementary Cost

\$26,200,000 @ 146,000 sf = \$179/sf

### Homework: Building FCI's

Elementary School = \$400,000 in DM and value of \$35,900,000 = .01 FCI

Middle School = \$16,500,000 in DM and value of \$24,800,000 = .67 FCI

High School = \$8,100,000 in DM and value of \$40,500,000 = .20 FCI

\*\*Established using current insured value



# Homework: Open Enrollment Numbers

Elementary School \$400,000 in DM and value of \$35,900,000 = .01 FCI

Middle School \$16,500,000 in DM and value of \$24,800,000 = .67 FCI

High School \$8,100,000 in DM and value of \$40,500,000 = .2 FCI



### **Needs Exercise**

		Educational	Safety / Security	Infrastructure / Physical Cond.	Activities / Co- Curricular	Community
1	NEED / ITEM					
2	SPACE UTILIZATION, BUILDING FUNCTION:					
3	Annandale Elementary:					
4	Re-work parking lot drop-off and pick-up sequencing for improved flow and safety					
5	Create additional gym space					
6	Create additional classroom space					
7	Re-organize existing special education spaces for improved utilization and function					
8	Deferred maintenance not in above (i.e., HVAC, building exterior, etc.)					
9	Playground (replace wood structure)					
10						
11						
12						
13						
14						
15						
16						
17						
18						

## Driver Discussion:

Driver	G1	G2	G3	G4	Total
Educational	2	2	1	1	6
Safety and Security	1	5	2	2	10
Infrastructure / Physical Conditions	3	1	3	3	10
Activities / Co-Curricular	4	3	5	4	16
Community	5	4	4	5	18

### Next Steps:

- Meeting 5 November 7<sup>th</sup>
  - Needs Prioritization
  - Guiding Statements Development
- Meeting 6 (If Required) November 21<sup>st</sup>
  - Guiding Statements
  - Recommendations

# HOMEWORK??

### **APPENDIX F**

### Annandale Schools Planning Task Force

### Meeting #5 – Needs (Costs) and Guiding Statements

The fifth meeting reviewed the NEEDS established from all previous meetings with costs to address them. After reviewing all the costs associated with the needs, the Task Force reviewed the potential tax impact of a referendum to cover the costs of the needs. Once full understanding of the financial impact a referendum could have, the Task Force started creating Guiding Statements to present to the School Board.

### 1) Review of the Task Force process

A quick recap of the previous meetings was presented by ICS. The Task Force learned;

- How the school district compares to MDE standards
- Where the school district stands on maintenance, repairs and updates for each building
- The financial standing of the school district; including revenue streams, expenses and debts.

#### 2) Cost of all identified needs

ICS presented the matrix that has been developed throughout the process. The Task Force had previously identified what Driver bucket each need was placed. ICS now provided the cost to address each of the identified needs. In total, there were over \$84M in *needs* identified. Discussion about how each *need* is budgeted in a stand-alone fashion and if multiple *needs* are address there could be efficiency and overall reduction of the cost. Refer to the presentation for the *needs* matrix and budgeted costs.

#### 3) Review of Tax Impact

ICS presented an estimate of the potential Tax Impact if some or all of the *needs* are addressed via referendum. There were three categories; \$30M, \$60M and \$90M. The Task Force learned what a referendum entails from a school district and community perspective. There are strict guidelines for a school district as far as timeframes, allowable dates, submissions to the MDE and the structure of the bonds. There are also regulations to ensure the process of a referendum meet state voting rules, locations of polling and how the tax impact is spread across the school district properties. The Tax Impact chart is included in the presentation attached to these minutes. For reference; a \$30M bond would have a \$8/month impact, a \$60M bond \$24/month and \$90M bond \$40/month on a home valued at \$200,000.

### 4) Guiding Statements

Having learned the costs associated with the needs, the potential tax impact and general rules around a voter approved referendum, the Task Force moved into the purpose originally presented; Guiding Statements. The group worked hard to establish Guiding Statements but did not 'finish' by the end of the meeting so an additional meeting was scheduled. The Guiding statements established were:

- 1. Understanding education is the highest priority driver, any solution should maximize the opportunity include the other drivers and or needs as well.
- 2. Deferred maintenance and infra-structure needs should be addressed as part of any major project initiative.
- 3. The facilities plan should be developed based on current enrollment projections and to readily accommodate future growth and/or expansion needs while maintaining appropriate (MDE) educational spaces for all students and programs.
- 4. The facilities plan should consider the importance of future flexibility and adaptability to growing and emerging educational programs and services with career and college readiness for all students.
- 5. Replacement of the Middle School should be the District's highest priority. This should be done with strong consideration placed on revitalizing the CTE program and alleviating significant space restraints within the district.

#### Attachments:

- ICS – Power Point

#### **Next Meeting:**

November 21<sup>st</sup> at 6 PM – Elementary School

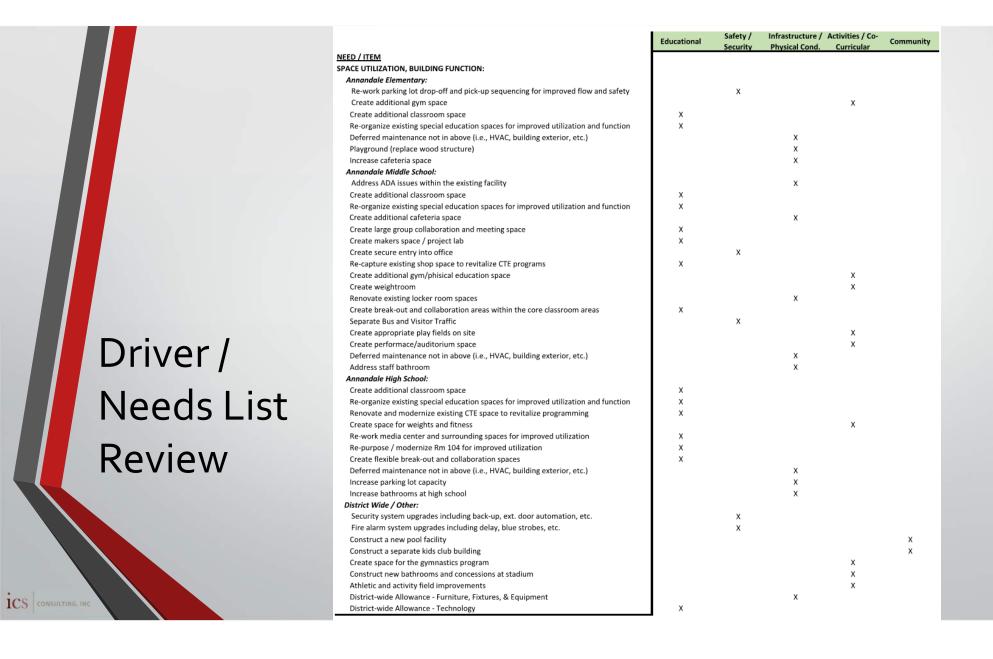


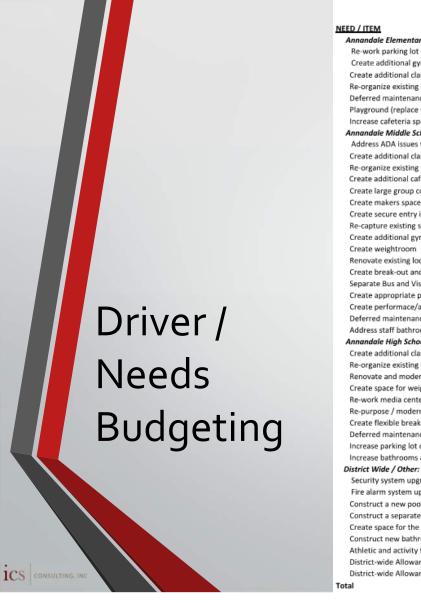
### Agenda tonight:

- What we have learned
- Driver/Needs list review
- Budget review
- Tax Impact Discussion
- Guiding Statements
- Recommendations

### What we have learned:

- How the building compare to MDE (and other) standards
- What the district finances are and how they operate
- How open enrollment impacts the District
- What the physical conditions are of the buildings
- What the priorities are from a community perspective





	Educational	Safety / Security	Infrastructure / Physical Cond.	Activities / Co- Curricular	Community
EED / ITEM			,		
Annandale Elementary:					
Re-work parking lot drop-off and pick-up sequencing for improved flow and safety		\$256,000			
Create additional gym space				\$2,400,000	
Create additional classroom space	\$2,400,000				
Re-organize existing special education spaces for improved utilization and function	\$1,824,000				
Deferred maintenance not in above (i.e., HVAC, building exterior, etc.)			\$768,000		
Playground (replace wood structure)			\$211,200		
Increase cafeteria space			\$640,000		
Annandale Middle School:					
Address ADA issues within the existing facility			\$320,000		
Create additional classroom space	\$2,400,000				
Re-organize existing special education spaces for improved utilization and function	\$2,400,000				
Create additional cafeteria space			\$1,760,000		
Create large group collaboration and meeting space	\$800,000				
Create makers space / project lab	\$1,056,000				
Create secure entry into office		\$1,056,000			
Re-capture existing shop space to revitalize CTE programs	\$624,000				
Create additional gym/physical education space				\$2,080,000	
Create weightroom				\$627,200	
Renovate existing locker room spaces			\$1,344,000		
Create break-out and collaboration areas within the core classroom areas	\$1,600,000				
Separate Bus and Visitor Traffic		\$640,000			
Create appropriate play fields on site				\$1,280,000	
Create performace/auditorium space				\$3,712,000	
Deferred maintenance not in above (i.e., HVAC, building exterior, etc.)			\$15,360,000		
Address staff bathroom			\$320,000		
Annandale High School:					
Create additional classroom space	\$1,600,000				
Re-organize existing special education spaces for improved utilization and function	\$729,600				
Renovate and modernize existing CTE space to revitalize programming	\$2,640,000				
Create space for weights and fitness				\$1,008,000	
Re-work media center and surrounding spaces for improved utilization	\$608,000				
Re-purpose / modernize Rm 104 for improved utilization	\$243,200				
Create flexible break-out and collaboration spaces	\$1,344,000				
Deferred maintenance not in above (i.e., HVAC, building exterior, etc.)	. , ,		\$6,400,000		
Increase parking lot capacity			\$320,000		
Increase bathrooms at high school	1		\$640,000		
District Wide / Other:					
Security system upgrades including back-up, ext. door automation, etc.		\$448,000			
Fire alarm system upgrades including delay, blue strobes, etc.	1	\$384,000			
Construct a new pool facility	1				\$11,520,00
Construct a separate kids club building					\$3,609,600
Create space for the gymnastics program				\$3,168,000	,,
Construct new bathrooms and concessions at stadium				\$896,000	
Athletic and activity field improvements				\$640,000	
District-wide Allowance - Furniture, Fixtures, & Equipment	1		\$1,920,000	1	
District-wide Allowance - Technology	\$640,000		,		
tal	\$20,908,800	\$2,784,000	\$30,003,200	\$15,811,200	\$15,129,6

# Tax Impact

### Annandale School District No. 876

November 6, 2019

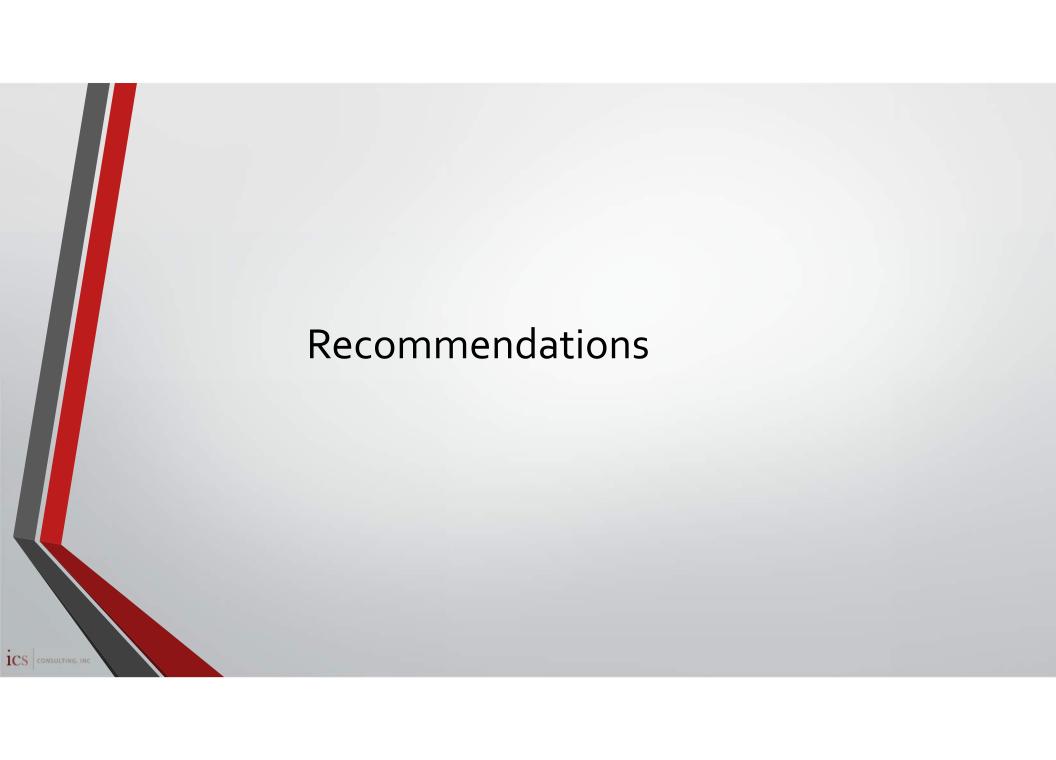
Estimated Tax Impact for Potential School Building Bonds May 12, 2020 Election

Bond Issue Amount Capitalized Interest to be Paid from Bond Proceeds+	\$30,000,000 \$743,500	\$60,000,000 \$1,125,000	\$90,000,000 \$1,687,500
Average Interest Rate	3.75%	3.75%	3.75%
Number of Years	20	20	20

Estimated	Estimated Impact on Taxes Payable in 2021*					
Market Value	Annual	Monthly	Annual	Monthly	Annual	Monthly
\$50,000	\$16	\$1	\$48	\$4	\$79	\$7
75,000	24	2	72	6	119	10
100,000	39	3	115	10	190	16
125,000	53	4	158	13	262	22
150,000	68	6	202	17	334	28
175,000	83	7	245	20	406	34
200,000	97	8	289	24	478	40
250,000	127	11	376	31	622	52
300,000	156	13	463	39	766	64
350,000	185	15	550	46	910	76
400,000	215	18	637	53	1,054	88
450,000	242	20	719	60	1,190	99
500,000	269	22	799	67	1,322	110
\$50,000	\$40	\$3	\$120	\$10	\$198	\$17
100,000	81	7	240	20	397	33
250,000	229	19	679	57	1,124	94
500,000	498		1,477	123	2,446	204
1,000,000	1,036	86	3,074	256	5,090	424
\$2,000	\$0.24	\$0.02	\$0.72	\$0.06	\$1.19	\$0.10
3,000	0.36	0.03	1.08	0.09	1.78	0.15
4,000	0.48	0.04	1.44	0.12	2.38	0.20
5,000	0.61	0.05	1.80	0.15	2.97	0.25
6,000	0.73	0.06	2.16	0.18	3.57	0.30
7,000	0.85	0.07	2.52	0.21	4.16	0.35
\$2,000	\$0.48	\$0.04	\$1.44	\$0.12	\$2.38	\$0.20
3,000	0.73	0.06	2.16	0.18	3.57	0.30
4,000	0.97	0.08	2.87	0.24	4.76	0.40
5,000	1.21	0.10	3.59	0.30	5.95	0.50
6,000	1.45	0.12	4.31	0.36	7.14	0.59
7,000	1.69	0.14	5.03	0.42	8.33	0.69
\$50,000	\$27	\$2	\$80	\$7	\$132	\$11
75,000	40	3	120	10	198	17
100,000	54	4	160	13	264	22
						55
,						110
	\$50,000 75,000 100,000 125,000 150,000 175,000 200,000 250,000 350,000 450,000 \$50,000 100,000 \$50,000 1,000,000 \$50,000 1,000,000 \$50,000 1,000,000 \$2,000 3,000 4,000 5,000 6,000 7,000 \$2,000 3,000 4,000 5,000 6,000 7,000 \$50,000 5,000 6,000 7,000 \$50,000 5,000 6,000 7,000 \$50,000 5,000 6,000 7,000 \$50,000 5,000 6,000 7,000 \$50,000 6,000 7,000	Market Value         Annual           \$50,000         \$16           75,000         24           100,000         39           125,000         53           150,000         68           175,000         83           200,000         97           250,000         127           300,000         156           350,000         185           400,000         215           450,000         269           \$50,000         \$40           100,000         81           250,000         229           500,000         498           1,000,000         1,036           \$2,000         \$0.24           3,000         0.36           4,000         0.48           5,000         0.61           6,000         0.73           7,000         0.85           \$2,000         \$0.48           3,000         0.73           4,000         0.97           5,000         1.21           6,000         1.45           7,000         1.69           \$50,000         \$27           75,000	Market Value         Annual         Monthly           \$50,000         \$16         \$1           75,000         24         2           100,000         39         3           125,000         53         4           150,000         68         6           175,000         83         7           200,000         97         8           250,000         127         11           300,000         156         13           350,000         185         15           400,000         215         18           450,000         269         22           \$50,000         269         22           \$50,000         81         7           250,000         81         7           250,000         229         19           500,000         498         41           1,000,000         1,036         86           \$2,000         3,024         \$0.02           3,000         0,36         0,03           4,000         0,48         0,04           5,000         0,61         0,05           6,000         0,73         0,06 </td <td>Market Value         Annual         Monthly         Annual           \$50,000         \$16         \$1         \$48           75,000         24         2         72           100,000         39         3         115           125,000         53         4         158           150,000         68         6         202           175,000         83         7         245           200,000         97         8         289           250,000         127         11         376           300,000         156         13         463           350,000         185         15         550           400,000         215         18         637           450,000         242         20         719           500,000         242         20         719           500,000         840         \$3         \$120           100,000         81         7         240           250,000         841         7         240           250,000         498         41         1,477           1,000,000         1,036         86         3,074           \$</td> <td>Market Value         Annual         Monthly         Annual         Monthly           \$50,000         \$16         \$1         \$48         \$4           75,000         24         2         72         6           100,000         39         3         115         10           125,000         53         4         158         13           150,000         68         6         202         17           175,000         83         7         245         20           200,000         97         8         289         24           250,000         127         11         376         31           300,000         156         13         463         39           350,000         185         15         550         46           400,000         215         18         637         53           450,000         242         20         719         60           500,000         242         20         719         60           500,000         840         \$3         \$120         \$10           100,000         81         7         240         20           2</td> <td>  Market Value</td>	Market Value         Annual         Monthly         Annual           \$50,000         \$16         \$1         \$48           75,000         24         2         72           100,000         39         3         115           125,000         53         4         158           150,000         68         6         202           175,000         83         7         245           200,000         97         8         289           250,000         127         11         376           300,000         156         13         463           350,000         185         15         550           400,000         215         18         637           450,000         242         20         719           500,000         242         20         719           500,000         840         \$3         \$120           100,000         81         7         240           250,000         841         7         240           250,000         498         41         1,477           1,000,000         1,036         86         3,074           \$	Market Value         Annual         Monthly         Annual         Monthly           \$50,000         \$16         \$1         \$48         \$4           75,000         24         2         72         6           100,000         39         3         115         10           125,000         53         4         158         13           150,000         68         6         202         17           175,000         83         7         245         20           200,000         97         8         289         24           250,000         127         11         376         31           300,000         156         13         463         39           350,000         185         15         550         46           400,000         215         18         637         53           450,000         242         20         719         60           500,000         242         20         719         60           500,000         840         \$3         \$120         \$10           100,000         81         7         240         20           2	Market Value

# **Guiding Statements**

- Timing
- Specific and general
- Cost / Impact



### **Next Steps:**

- Meeting 6 (If Required) November 21<sup>st</sup>
  - Guiding Statements
  - Recommendations
- Board review and workshop
- Implementation of a plan

# HOMEWORK??