



Warren County School District

Facility Master Plan Proposal



April 21, 2008

DeJONG

The purpose of this proposal is to outline educational facility master planning services to be provided by **DeJONG** for the Warren County Schools.

Submitted to:

Dr. Robert Terrill

Superintendent
Warren County Schools
185 Hospital Dr
Warren, PA 16365
Phone: (814) 723-6900 ext. 2124

Submitted by:

Dr. William DeJong, REFP

Chief Executive Officer

DeJONG

4945 Bradenton Avenue, Suite B
Dublin, OH 43017
Phone: (614) 798-8828
Fax: (614) 798-8839

Submission Date:

April 21, 2008

Introduction

The Warren County Board of School Directors has requested that a comprehensive facility master plan be developed for the Warren County Schools.

The plan is to be developed with extensive community involvement and focus on developing a facility plan that will meet the school facility needs for the 21st Century. The plan should build an overall vision for school facilities, determine which schools should be renovated or replaced, level of renovations and/or additions, the prioritization of projects and the approximate cost.

The focus of this proposal will be to develop a plan in partnership with the Board of School Directors, administration and community.

Scope of Services

Step 1: Facilities Master Plan Task Force or Steering Committee.

DeJONG will work with the administration and Board of School Directors to develop a Warren County Schools Facility Master Plan Steering Committee which will be used as an advisory committee to assist in developing the plan.

The Steering Committee composition will include representatives from the various geographical areas of the school District such as Eisenhower, Allegany Valley, Sheffield, and Youngsville. Below is a sample list of potential Steering Committee members:



- 10-15 Parents
- 10-15 School Staff
- 2-3 Administrators
- 2-3 Board of School Directors
- 2-3 Community organizations
- 2-3 Business organizations
- 1-2 Post-secondary education organizations
- 1-2 Municipal, township and/or county government
- 2-4 Students
- Others to be determined

The President of the Board of School Directors and the Superintendent will jointly send a letter to the groups above requesting that each group recommend persons to server on the Steering Committee.

It is anticipated that the Steering Committee will be involved in 6-8 Steering Committee meetings, which will include Steering Committee meetings, work sessions and community dialogues through the duration of the facility master planning process.

Step 2: School Visits and Area Community Meetings



The **DeJONG** team will visit each of the Warren County Schools and conduct Four Area community meetings to gain input regarding facility needs.

The school visit will include a walkthrough of the facility to review building conditions and overall facility needs.

The **DeJONG** team will review the Crabtree, Rohrbaugh & Associates facility study.

The **DeJONG** team will hold four area community meetings to gain input from the community regarding school facilities in each area of the school district.

The focus of the school visits and community meetings will be to gain a greater understanding of the facility needs and conditions as well as community perspective regarding facility needs in their area.

Step 3: Data Collection & Background Report

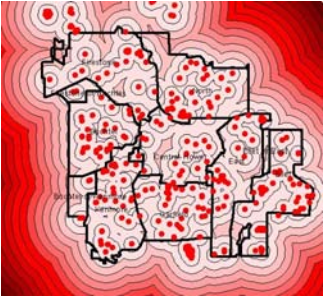
The District will make available to the **DeJONG** Team all pertinent existing data and previous studies. This information includes but is not limited to:

- Warren School Facility Condition Survey (2006)
- Information on Building and Sites
- Previous Capacity Studies
- Other Facility Studies
- Aerial Photographs
- District Site Maps
- Deferred Maintenance Plans
- Historical Enrollment Information
- Program and Services Information
- Student Performance & Test Scores
- School Budgets & Capital Improvement
- School Transportation Schedules
- School Finance, Assessments, Taxes, and Debt Service Schedules

The **DeJONG** Team will analyze existing information and incorporate appropriate data into a background report which will summarize the information needed for facility planning purposes.



Step 4: Enrollment Projections Update



The **DeJONG** team will review the historical enrollments in the district, previous enrollment projection reports and update a new 10 year enrollment projection for the school district.

The updated projected enrollments will be used to target the number of students to be served and determined the corresponding facility needs to accommodate the projected enrollment.

The **DeJONG** team will also review and update the capacity analysis based on the State of Pennsylvania requirements as well as the programs and class sizes in the Warren County Schools. The capacity study will determine “functional capacity” – the number of students the building can accommodate. The capacity study will help determine the most effective use of the buildings, which will be incorporated into the Facility Master Plan.

Step 5: Formulate Facility Options



Based on the data collected, review of existing facilities, and input from area community meetings, facility options will be developed. These options will identify which buildings to keep, modernize, replace or discontinue. The options will include basic scope of renovation/replacement, macro costs, and tax impacts. The Steering Committee Committees will review the information listed above and assist in developing options for each area of the school district and the district as a whole.

Issues included in the educational framework include:

- School Size
- Class Size
- Grade Configuration
- PreK
- Community Uses of Schools
- 21st Century Schools
- Renovation Standards

It is envisioned that to formulate the options, the **DeJONG** team will conduct several work sessions on various issues. It is anticipated that Steering Committee members, other administrators and/or community members may also be involved in these workshops. These workshops will be similar to the “planning labs” that were used to develop the South Street options.

Depending on the complexity of the issues, workshop topics may include:

- A. Options for delivering high school programs and facilities
- B. Elementary and middle school options
- C. District support facilities
- D. Other topics will be determined based on the site visits, community meetings, and data collected.

Cost Estimates and Project Funding

Included in the formation of facility options will be estimated construction costs and options/scenarios for funding projects. Most school construction projects are funded through state funds and local bond issues. From time to time alternate funding mechanisms become available such as private/public partnerships, foundation or philanthropic donations or federal and state tax credit financing.

Included in the options packet will be an analysis of the estimated tax impacts which will be developed by reviewing taxes, property assessed valuation and borrowing rates.

Step 6: District-wide Community Dialogue

The purpose of the Community Dialogue is to present the facility options, to determine the preferred options and to establish priorities.

The school administration and Steering Committee will be responsible for publicity to get as many community members to participate in the dialogue. Publicity opportunities include flyers, letters home with students, church bulletins, public announcements, newspaper ads, and personal invitations. In addition, the committees will help develop the questionnaire surveys for the community input. The **DeJONG** team will facilitate these efforts and provide sample documents.



Community Dialogue & Community Format

Community dialogues will be conducted to gain community-wide input around educational framework and long-term facility and options for the District. The community dialogue will be structured in a manner that provides individuals and small groups an opportunity to respond to a series of planning options. During these sessions, participants will rate/rank each of the options, engage in discussions in a small group format, and develop a collective response as to the preferred option. At the conclusion of the dialogue, group results are posted on wall charts and all questionnaires are collected and tallied.

Web Questionnaire

A Web surveys may also be used to gather input from the community unable to attend the meetings. The background information, community dialogue questionnaires and results, facility options packets, and the final reports will be put on the **DeJONG** and/or the District web site to ensure access to data and to gain greater community input.

Step 7: Draft Plan and Recommendations

At the completion of Steps 1-6, the Steering Committee and the **DeJONG** team will draft the overall plan and formulate recommendations.

The plan will identify projects, approximate cost of projects and the recommended order of implementation. In a school district the size of Warren County, not all projects can be done at the same time and based on available resources, projects will likely need to be implemented over a 5 to 10 year period of time.



Step 8: Board of School Directors Meeting

The **DeJONG** Team will facilitate a Warren County Board of School Directors meeting or work session to review and discuss the facility master plan. It is anticipated that this meeting will include the Board of School Directors and representatives of the Facility Master Plan Steering Committee.

The purpose of the meeting will be to present the draft facility master plan and recommendations. The work session will provide the Board of School Directors with the opportunity informally discuss and provide additional input prior to officially approving the plan.



The Board of School Directors will be involved throughout the development of the plan. It is proposed that 2-3 School Directors be on the Facility Master Planning Steering Committee, attend various community meetings, options work sessions and the district-wide community dialogue.

Step 9: Board of School Directors Approval

Once the plan is submitted to the Warren County Board of School Directors it is the discretion and responsibility of the Board of School Directors to approve, reject or revise the Facility Master Plan. It is recommended that the Board of School Directors take official action on the proposed plan within 30 days of receiving the plan and recommendations from the Steering Committee and the **DeJONG** team.



Step 10: Implementation

The Facility Master Plan is likely to include several school facility projects which may include new construction, additions and various levels of renovations. To implement the proposed projects State of Pennsylvania approvals and well as approvals from other government agencies and the citizenry of Warren County will likely be required.

Implementation will also require further planning and design of each project.

Other Master Planning Services

The Warren County Schools may request of the **DeJONG** team other services as the Warren County Schools deems appropriate. These services would be beyond the scope of what is being proposed and would be considered additional services. These services might include items such as:

- Facility condition assessment studies of buildings
- Attendance boundaries studies
- Developing new program or facility initiatives
- GIS [Geographic Information Systems]
- Educational specifications for specific projects
- Concept or schematic design
- CADD drawing
- Assistance with developing a bond issue
- Working with the State of Pennsylvania on approval of projects
- Other services as identified by the Warren County Schools.

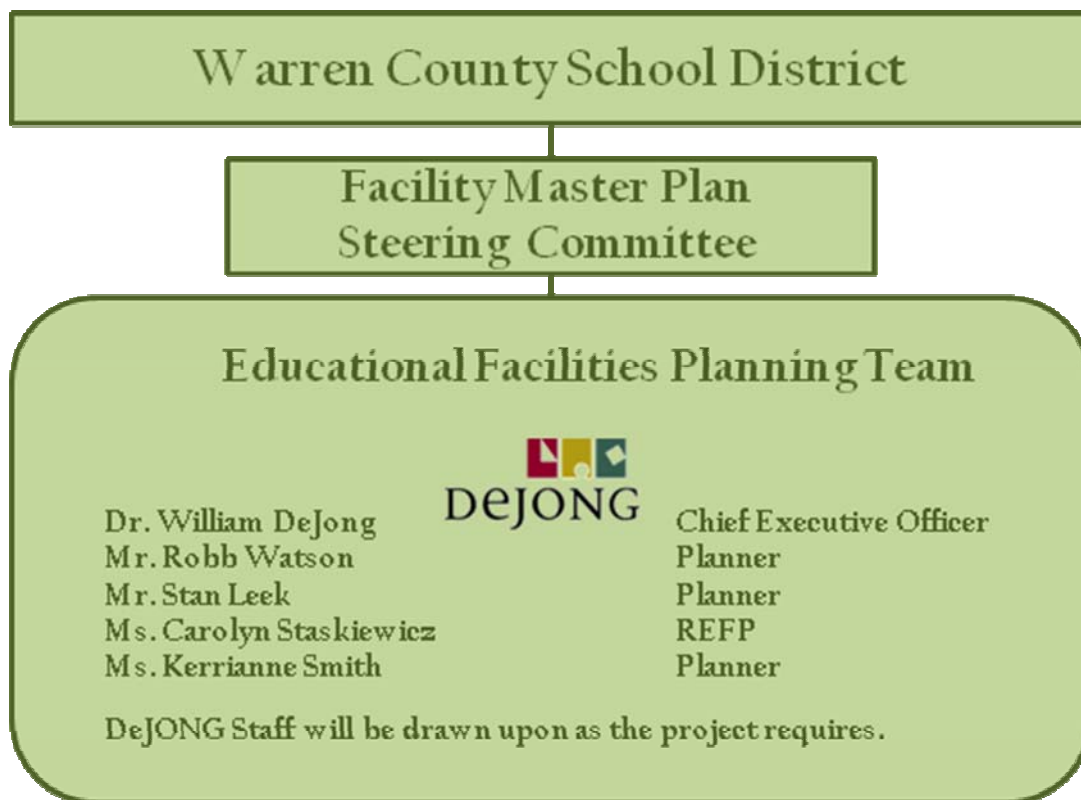
Timeline

The following timeline for the facility master plan services estimates completion within six months.

1. Form Steering Committee	April/May
2. School Visits/Area Community Meetings	May/June
3. Data Collection & Background Report	June/July
4. Enrollment Projections	June/July
5. Facility Options Work Sessions	August/Sept
6. District-wide Community Dialogue	September
7. Draft Plan & Recommendations	September
8. Board of School Directors Meeting	October
9. Board of School Directors Approve Plan	October
10. Implementation	TBD

Personnel

The key individuals proposed for this project are available to devote their time and resources to ensure the on-time delivery of this project. Each is very capable of managing several concurrent projects, giving the DeJONG team the ability to meet the expected project demand. The following organizational chart illustrates the team members that we anticipate for this project.



William S. DeJong, Ph.D., REFP
Chief Executive Officer



EDUCATION

Western Michigan University
Michigan Continuing Secondary Certificate
B.A., Social Science and Sociology

Western Michigan University
M.A., Educational Leadership

University of Michigan
Ph.D., Education with emphasis in
Educational Administration

ACHIEVEMENTS

CEFPI Planner of the Year, 1991
CEFPI President, 1993-1994
Harvard Guest Lecturer, 1993-present
Recognized Educational Facility Professional
National School Board Foundation Board of Trustees
Founder, Schools for the Children of the World

RECENT PUBLICATIONS

"Top Ten Trends in School Facility Planning,"
Expert Opinion Article, June 2007
"State-of-the-Art Early Childhood Center Opens in Mason, Ohio,"
Case Study, January 2007
"Passive Security in Facility Planning"
School Planning & Management, November 2006
"Schools for the Children of the World,"
Education Week, September 2006
On deconsolidation of school districts: An interview with William DeJong, Ph.D.,
EducationNews.org, February 2006
"Building a Vision: Developing a Master Plan,"
School Planning & Management, January 2006

With more than 30 years of experience in education and facility planning, Dr. DeJong runs one of the world's foremost educational facility planning firms. He has served as the president and the assistant executive director of the Council of Educational Facility Planners International [CEFPI], and as the executive director of the National Community Education Association [NCEA]. Dr. DeJong co-founded Schools for the Children of the World, a non-profit organization focused on school building projects in developing countries. He has taught *School Planning and Design*, as well as *Urban School Planning*, at Harvard University for the past 14 years, and currently serves on the National School Boards Association [NSBA] and CEFPI foundations.

Dr. DeJong is recognized nationally for his facilitation skills and ability to work with community groups in developing consensus. As an educational planner, Dr. DeJong has a commitment to quality education. Through his work, he hopes to provide school districts and other organizations with the tools necessary for exceptional educational programs now and in the future. During the past 15 years, Dr. DeJong has been involved in over 300 facility planning and projects including most major urban school districts in the United States.

Dr. DeJong continues to work with the Long Beach Unified School District in California developing a Facility Master Plan. In 2007, he will begin working with the New Orleans Public Schools preparing building standards, spearheading the Facilities Master Plan for Portland Public Schools in Oregon, as well as commencing Phase II of the Grand Rapids Public Schools' Building Improvement Plan in Michigan.

Through master planning and/or developing educational specifications, **DeJONG** has been involved the planning more than 1,000 new and renovated school projects which has resulted in over \$30 billion of school construction.

Dr. DeJong's mission in life is to improve learning environments and empowering organizations and individuals.

Carolyn Staskiewicz, REFP
Vice President of Operations



EDUCATION

The Ohio State University
 B.S., Management

PUBLICATIONS

“Construction Cost Analysis Helps Wake County Schools Determine Best Practices,”
 Case Study, March 2007

“The State of School Buildings,”
American School Board Journal, October 2005

“Arkansas Statewide Facility Assessment,”
School Business Affairs, June 2005

“How to Develop a Successful Master Plan,”
School Planning & Management, July 2001

ACHIEVEMENTS

Member, Council of Educational Facility
 Planners International

Registered Educational Facility Professional

Presenter, 2005 CEFPI International Conference,
 “Arkansas Statewide Facility Assessment: 80
 Million Square Feet in 80 Days”

Presenter, 2004 CEFPI Midwest/Great Lakes
 Regional Conference

NOTABLE EDUCATIONAL PLANNING EXPERIENCES

- Wake County Public School System, NC
*Enrollment Projections and Training
 Cost Analysis Study*
- Massachusetts School Building Authority
Needs Survey Report
- State of Arkansas
Statewide Facility Assessments
- Memphis City and Shelby County Schools, TN
*Enrollment Projections and Build-Out Scenario
 Comprehensive Facility Master Plan*
- Ft. Worth Independent School District, TX
Facility Master Plan
- Orange County Public Schools, FL
Comprehensive Facility Master Plan
- Clark County School District, Las Vegas, NV
Comprehensive Facility Master Plan
- Baltimore County Public Schools, MD
*High School Boundary Plan
 Enrollment Projections*
- Ohio School Facilities Commission: Akron, OH
Facility Master Plan

Since joining **DeJONG** in 1998, Ms. Staskiewicz has been involved in a multitude of educational planning efforts across the country. Over the past year, she has completed enrollment projections and cost analysis studies in Wake County, North Carolina, facilitated the educational framework process in Fort Worth, Texas, and continued overseeing the daily operations of the **DeJONG** offices.

In 2005, she served as the Needs Survey project manager for the Massachusetts School Building Authority, gathering baseline data for the 1,817 schools in the Commonwealth covering over 170 million square feet of educational space. During 2004, Ms. Staskiewicz co-directed facility assessments for 80 million square feet of educational space in the State of Arkansas.

Notably, Ms. Staskiewicz assisted the Needs Assessment Committee appointed by Memphis City Schools and Shelby County Schools in determining standards for capital expenditures and establishing an equitable, on-going method of professionally identifying the short and long term needs of both school systems. Part 1 of these services included a preliminary report with recommendations for square foot per student and cost per square foot at the elementary, middle and high school levels. Ms. Staskiewicz continued her work with the Needs Assessment Committee in 2007, completing enrollment projections and a build-out scenario study for the two districts.

In addition, she facilitated the Orange County Public Schools Master Plan in Orlando, Florida. A 2002 sales tax referendum passed in Orange County and 136 of the 160 school facilities were identified for comprehensive renovations. As part of the **DeJONG** process, an educational framework was developed and overlaid onto existing conditions of each school. Ms. Staskiewicz then formulated a scope of work and budget to provide clear direction for OCPS to undertake this massive construction program.

Additional master planning projects include the District of Columbia Public Schools and the Akron Public Schools, where she facilitated the Accelerated Urban Program in conjunction with the Ohio School Facilities Commission.

Stan Leek

Planner



EDUCATION

Louisiana State University
Bachelor of Landscape Architecture

ACHIEVEMENTS

Member, Council of Educational Facility
Planners International
Member, American Society of Landscape
Architects

NOTABLE EDUCATIONAL PLANNING EXPERIENCES

- Long Beach Unified School District, CA
Facility Master Plan
- State of New Mexico
School District Facility Master Planning Training Manual
- Massachusetts School Building Authority
Needs Survey Report
- School District of Fairfield County, SC
Long Range Facility and Population Study
- Montgomery Public Schools, AL
Facility Study
- State of Arkansas
Statewide Facility Assessments

Stan Leek joined DeJONG in the Spring of 2004 as part of the Arkansas Statewide School Assessment, a complete assessment of over 80 million square feet of school facility space. He was responsible for coordinating three assessment teams in the Southeast region of the state. This effort incorporated 50 school districts, 209 schools, 1,012 buildings – for a total of 15 million square feet.

Another statewide project Mr. Leek worked on was the Massachusetts School Building Authority [MSBA] Data Collection and Needs Survey across the commonwealth of Massachusetts. He was responsible for the project coordination effort in Boston, for on-site school visits to collect baseline facility data and preliminary condition information. As supervisor of 4 project coordinators, Mr. Leek was responsible for data collection in 383 school districts comprised of 1,878 schools.

Most recently, Mr. Leek worked on a facility master plan for the Long Beach Unified School District in California.

Before joining DeJONG, he received a bachelor's degree in landscape architecture from Louisiana State University. He then worked for a landscape architecture firm in Houston, Texas, serving residential, commercial, and institutional clients alike. Through his profession Mr. Leek has a good understanding of the design and planning process. He is a member of the American Society of Landscape Architects.

Robb Watson

Planner



Robb Watson joined DeJONG in October 2005. With experience in city and regional planning and GIS, Mr. Watson has found himself immersed in a wide-variety of projects. He most recently updated the educational specifications for the Dallas Independent School District in Texas.

Before joining DeJONG, Mr. Watson worked as a GIS Specialist for the Ohio Department of Natural Resources Geological Survey Division geo-referencing abandoned underground mines. He earned a bachelor's degree in geography from Miami University and a master's degree in city and regional planning from The Ohio State University. As a student, he worked as a Planning Intern for the City of Oxford, a Neighborhood Services Intern for the City of Columbus, and a Summer GIS Intern for ESRI.

Mr. Watson's next project is a Facility Master Plan for the Portland Public Schools in Oregon.

EDUCATION

Miami University

B.A., Geography with emphasis in
Geographic Tools and Regional Geography

The Ohio State University

M.C.R.P., City and Regional Planning

CEFPI/San Diego State University

Educational Facility Planning Certificate

To be completed Winter 2008

ACHIEVEMENTS

Member, Council of Educational Facility Planners,
International

Member, The Ohio State University Alumni Association

Former Vice President, Miami University Geography and
Urban & Regional Planning Society [GURPS]

NOTABLE EDUCATIONAL PLANNING EXPERIENCES

- Houston Independent School District, TX
Educational Specifications and Master Planning
- Dallas Independent School District, TX
Educational Specifications Update
- Mt. Lebanon School District, PA
High School Utilization Study
- Ft. Worth Independent School District, TX
Enrollment Projections
- Granville Exempted Village School District, OH
Educational Specifications
- Zeeland Public Schools, MI
Enrollment Projections, Build-out Scenario Report
- Alexandria City Public Schools, VA
Enrollment Projections, Build-out Scenario Report
- Ohio School Facilities Commission, OH
Enrollment Projections, GIS
- Battle Creek Area Catholic Schools, MI
Educational Specifications
- Montgomery County Public Schools, VA
Enrollment Projections
- Manassas City Public Schools, VA
Enrollment Projections
- Noel Wien Library, Fairbanks, AK
Master Plan
- Newton North High School, MA
Educational Specifications

Kerrienne Smith
Planner



EDUCATION ◆

Kent State University
B.S., Elementary Education and Gifted &
Talented Education

ACHIEVEMENTS ◆

Member, Council of Educational Facility
Planners International

ExecuTrain Certified Instructor

Additional studies toward Microsoft Office
Specialist

DeJONG Skill Training Summer Camp

NOTABLE EDUCATIONAL PLANNING EXPERIENCES ◆

- Virginia Beach City Public Schools, VA
Long Range Facility Master Plan
- Long Beach Unified School District, CA
Facility Master Plan
- Wake County Public School System, NC
Enrollment Projection Training
Cost Analysis Study
- Providence Public School District, RI
School Facility Master Plan
District-Wide Educational Specifications
- Baltimore City Public School System, MD
Facility Solutions Plan
- Grand Rapids Public Schools, MI
Facility Master Plan
- Princeton City Schools, OH
Site Specific Elementary Educational Specifications
- Granville Exempted Village School District,
Facility Master Plan

Educational planning gives Kerrienne Smith the opportunity to contribute to the **DeJONG** team by applying her education background and software knowledge to this unique field. She lends a combined 10 years of instructional and software experience in both the school and corporate realms.

A 1993 graduate of Kent State University, Ms. Smith spent seven years teaching in elementary school settings and three years as a software trainer. During her time as a software trainer, she studied toward becoming a Microsoft Office Specialist and utilizes her software expertise at **DeJONG** by leading computer skills training sessions for staff development.

Since joining **DeJONG** in 2003, Ms. Smith's project work has included developing site-specific educational specifications for the Princeton City Schools in Cincinnati and the Facility Master Plan for Grand Rapids Public School District in Michigan. She was also part of the team that updated the Strategic Plan for Granville Exempted Village School District in Ohio.

Most recently, Ms. Smith was a member of the **DeJONG** team that facilitated the Virginia Beach City Public Schools' Long Range Facility Master Plan. Prior to the Virginia Beach project, she worked on the



“Their professionalism was of the highest quality. They were very thorough in meeting our expectations by demonstrating a high level of leadership, community involvement, and organization.”

Burt R. Bleke
Former Superintendent
Grand Rapids Public Schools

As a result of a collaborative vision, the formation of smaller, focused companies has been developed to inspire synergy and client relationships never before recognized in the industry. Under the new vision of *Plan to Empower*, **DeJONG** and each new affiliate offers a unique set of services and expertise to their respective clients while still providing the same quality of services in a collaborative effort.

Even as multiple organizations, we respect each other and appreciate one another for our contributions. Without our talented and devoted employees **DeJONG** would not exist as it currently is.

DeJONG team members and associates include the following:

William DeJong, Ph.D., REFP
Troy Glover, REFP
Carolyn Staskiewicz, REFP
Lee Hwang
Stan Leek
Kerriane Smith
Robb Watson
Jodi Yutzy
Farzana Alamgir
Alton Willis
Andrew Theken
Scott Leopold
Mary DeVillers
Katherine Shelton

Chief Executive Officer
Vice President of Urban Planning
Vice President of Operations
GIS Manager
Planner
Planner
Planner
Planner
Project Coordinator
Project Coordinator
Systems Developer
GIS Analyst
Accounting Manager
Office Assistant



DeJONG-RICHTER team members and associates include the following:

Tracy Richter
Joy Ercoli

President
Project Planner



DeJONG-HEALY team members and associates include the following:

Tracy Healy, REFP
Ann Hussey

President
Project Director



DeJONG-LOCKER team members and associates include the following:

Frank Locker, Ph.D., REFP

President



Budget

The cost of educational planning services outlined in this scope of work is \$67,500 plus reimbursable expenses.

Reimbursable expenses include travel [airfare, car rental, parking, etc.], lodging, meals, all printing, postage, overnight package delivery service, and other direct expenses associated with the project. These expenses will be invoiced monthly with professional fees. **DeJONG** will provide copies of the Final Report as requested, color and black/white originals for District reprinting, and CD's burned with electronic .pdf files of the Final Report.

In addition, the District will be responsible for other related cost such as additional printing, meeting space, refreshments for work sessions, etc. The District is also requested to provide a person to serve as the primary contact for the project and serve as a liaison with the consultant team.

Invoices will be issued the first business day of the following months. Payment is expected within 30 days.

Payment for services

June 1, 2008	\$12,000 + expenses
July 1, 2008	\$12,000 + expenses
August 1, 2008	\$12,000 + expenses
September 1, 2008	\$12,000 + expenses
October 1, 2008	\$12,000 + expenses
November 1, 2008	\$7.500 + Expenses

Rates for Additional Services

In the event that the Warren County Schools request additional services, additional services will be billed at the following rates.

	Hourly Rate
CEO	\$150
Project Director	\$125
Planner	\$90
Architect	\$90
GIS Specialist	\$90
Support Staff	\$50

Authorization

DeJONG requires that a signed agreement be retained before engaging in any planning activities. Upon approval of this contract, please sign both copies, return one to the **DeJONG** office, and retain one for your files.

Authorized Person to Sign for **DeJONG**

April 21, 2008

Date



William DeJong
Chief Executive Officer
DeJONG

On behalf of the Warren County Schools, I hereby accept this proposal as outlined herein:

Date

Authorized Agent