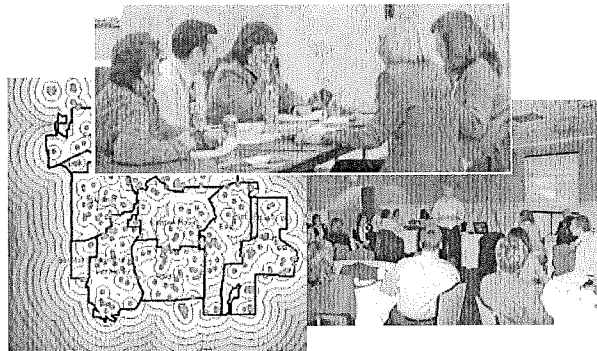




# ***Warren County School District***

## **High School Feasibility Analysis *Revised Proposal***



**March 20, 2009**

# **DeJONG**

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

**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:**

March 20, 2009

## Introduction

The Warren County Board of School Directors has requested that a high school feasibility analysis be conducted to evaluate master plan options based on various enrollment, program, facility, transportation, community, and cost criteria.

This analysis involves evaluating a variety of two high school scenarios and a four high school scenario. These scenarios will also have potential impact on the remaining facilities in the school district.

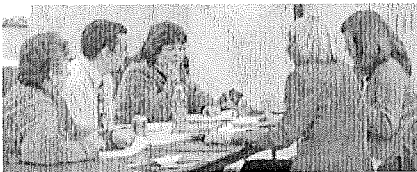
The planning activities include developing criteria, collecting data, analyzing data, and conducting Board of School Director work sessions.

## Scope of Services

### Step 1: Define Criteria

The DeJONG team will review the criteria established by the Board of School Directors and formulate worksheets which:

- List high school building configuration options
- List criteria to be reviewed
- Identify data sources which will be used



### Step 2: Board of School Directors Work Session

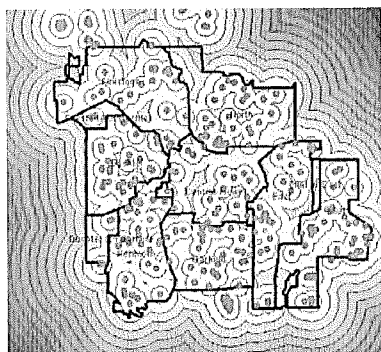
The DeJONG team will meet with the Board of School Directors to review the list of high school building configuration scenarios, criteria, and data sources to be used in the analysis. The purpose of the work session will be to develop agreement amongst the board members as to the exact scenarios to be developed, the criteria and the data sources and how these data sources will be used.



## Step 3: Data Gathering & GIS Mapping

The DeJONG Team will gather the data needed. This data will include items such as:

- Operating costs
  - Staffing
  - Utilities
  - Support operations
- High School educational program information
  - Programs
  - Graduation rates
  - Test scores
- Transportation distances and costs
- Capital cost information
  - Possible new construction, renovation
- Maps of the district
- Information from the Draft Facility Master Plan
  - Historical enrollment data
  - Enrollment projections
  - Facility data
  - Building Capacities
  - Etc.



Geographic Information Systems [GIS] will be used to help build scenarios, examine potential attendance patterns, anglicize demographic impacts, assist in reviewing potential sites, and create maps to demonstrated scenarios.



GIS can graphically communicate to stakeholders and the community information regarding locations of schools, where students live, aerial mapping and other layers of data to assist in the planning efforts. GIS is will include

- Geocoding and Mapping of Student Enrollment
- Spatial Analysis of Student Population
- Formation of High School scenarios
- Estimate potential Boundary Adjustments
- Overlay of multiple data to determine trends and relationships

The DeJONG team will convert the new fall 2008-09 student database into GIS format by a process called geocoding.



## Step 4: High School Scenarios/Preliminary Analysis

The DeJONG Team will analyze existing information based on the high school scenarios and the criteria established. This analysis will cross reference items in the criteria by the various scenarios. It should also be pointed out that with four existing high schools in the school district there are six possible two high school scenarios plus multiple permutations. Some of these scenarios may be quickly eliminated because of size, location or other factors but conceivably due diligence will be required to do some level of review of each possible scenario.

Based on the number of elementary and middle schools in the district this could include numerous sub scenarios as to how future buildings are used. For example, if a building is no longer used as a high school, might it be converted to a middle school, or a middle school to an elementary school, etc.

Even though hard data will be sought to substantiate the criteria, some of this analysis will be subjective. It is difficult to quantify items such as what the impact might be on parents or the community. Part of the analysis will require estimations of operating costs, construction costs and the ripple impact of possible high school decisions and how it might impact the other high schools, middle schools and elementary schools in the school district.

The two high school scenarios are included in this proposal. The three high school scenarios are not. However once the two high school scenarios are done the templates will have been developed and the GIS base layers completed, the Board may decide at a later date to move ahead with the three high school scenarios.

## Step 5: Board of School Directors Work Session



Based on the analysis developed, the DeJONG Team will facilitate a work session to be held with the Board of School Directors to review the work completed. The purpose of this review will be to share with the Board of School Directors the various scenarios and analysis that has been completed and to determine if further analysis is needed.

## Step 6: Community Dialogue



The purpose of the Community Dialogue is to present the High School scenarios and to gain input as to the various options..

The school administration 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.

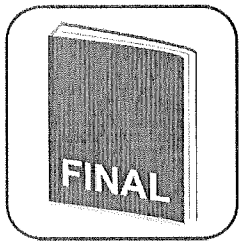
The Community Dialogue will similar in nature to the dialogue that was conducted in the facility master planning process.

The materials and questionnaires that are used in the dialogue will all be Web based [on-line] to encourage additional participation.

## Step 7: Draft Report

Based on the input received from the Board of School Directors, the DeJONG Team will develop a High School Feasibility Report. The report will include a summary of the information sources used to conduct the analysis, the various scenarios examined as well as any conclusions that have been reached.

## Step 8: Board of School Directors Work Session



The DeJONG Team will meet with the Board of School Directors for a third work session. The purpose of this work session will be to present the final report.

It is anticipated that this report will be used to formulate final recommendations regarding the school district's facility master plan.

## Other Facility Planning Services

The Warren County Schools may request of the **DeJONG** team other services as the Warren County Schools deems appropriate.

Following the development of the two high school scenarios, the Board of School Directors may decide to have other scenarios developed. This would additional services. However once the GIS has been developed, criteria established and data sets assimilated the framework should be in place for creating additional scenarios if needed.

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.

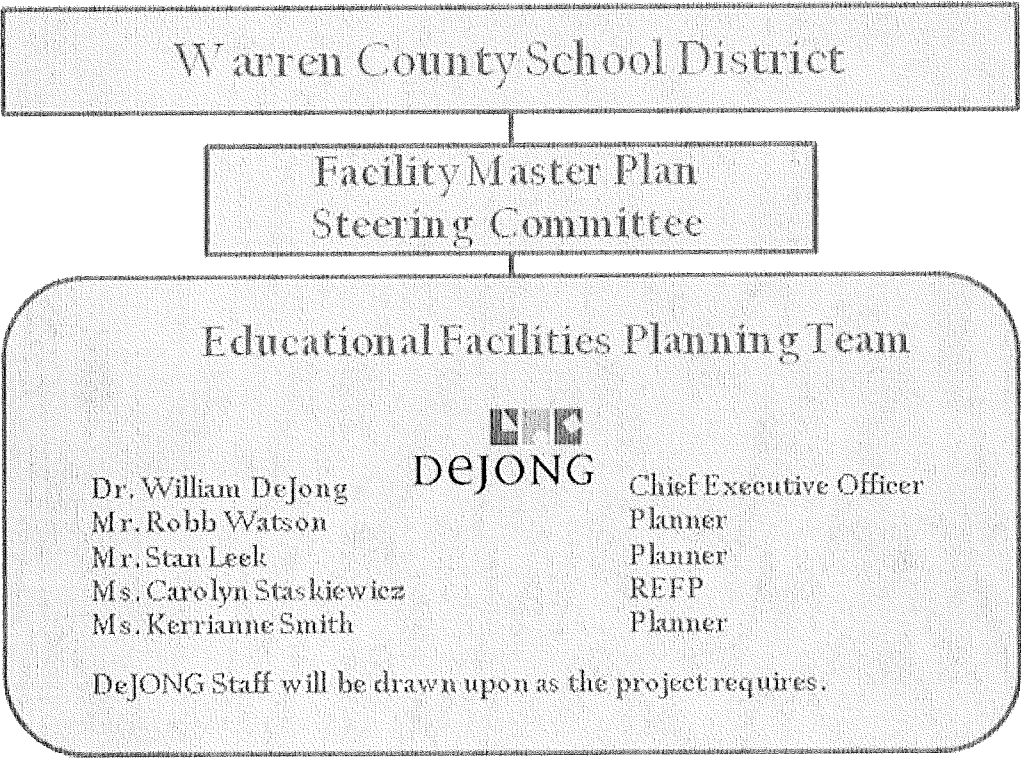
## Timeline

The following is the proposed timeline for the High School Feasibility Analysis.

1. Define Criteria	April
2. Board of School Directors Work Session #1	May
3. Gather Data/GIS Mapping	April/May
4. Develop Scenarios/Preliminary Analysis	May/June
5. Board of School Directors Work Session #2	June
6. Community Dialogue	August/September
7. Draft Report	September
7. Board of School Directors Work Session #3	October

## 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.





# DeJONG

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.

# DeJONG

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.

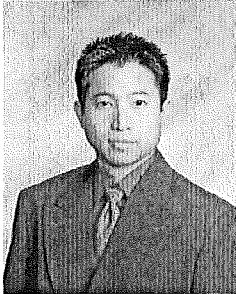
Notably, Ms. Staskiewicz assisted the Needs Assessment Committee appointed by Memphis City Schools and Shelby County Schools in determining standards for capital expenditures and establishing an equitable, on-going method of professionally identifying the short and long term needs of both school systems. 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.

# DeJONG

Lee Hwang  
*GIS Manager*



#### EDUCATION

- ☐ The Ohio State University
- ☐ B.S., Geographic Information Systems [GIS]

#### ACHIEVEMENTS

Member, Council of Educational Facility Planners International

#### RECENT PUBLICATIONS

"Mapping It Out,"

*American School and University*, December, 2006

As the Geographic Information Systems [GIS] Manager at DeJONG, Lee Hwang's primary role is to provide the knowledge and expertise needed to process and analyze large volumes and varying types of spatial data. Mr. Hwang's other responsibilities include producing report quality maps, presenting GIS data to school and state administrators, and exploring new methods and techniques to manage GIS data more efficiently.

Most recently, Mr. Hwang worked with New Orleans Public Schools as part of the Recovery District's rebuilding plan. He also developed an elementary school boundary plan for the MSD of Lawrence Township in Indiana. Mr. Hwang regularly participates as a member of the DeJONG teams facilitating master plans and demographics studies for school districts across the nation.

Mr. Hwang also focuses on various types of GIS-specific projects; including: subdivision build-out analyses in Alexandria, Virginia and Zeeland, Michigan. Other larger scale projects consist of demographic studies for the Ohio School Facilities Commission and the Arkansas Statewide School Facilities Adequacy Assessment.

Before joining DeJONG, Mr. Hwang spent 3 years working with the U.S. Geological Survey as a GIS Specialist. While there, he learned the national benchmarks of mapping and developed the vital skills needed in the field of GIS.

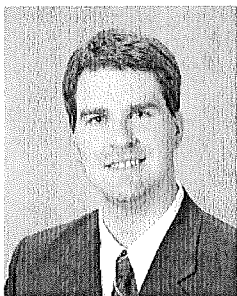
#### NOTABLE EDUCATIONAL PLANNING EXPERIENCES

- Big Walnut Local School District, OH: *Demographics Study*
- Seattle Public Schools, WA: *Demographics Study*
- Penn Manor School District, PA: *Build-Out Scenario*
- New Orleans Public Schools, LA: *Facility Master Plan*
- Montgomery County Public Schools, VA: *Build-Out Scenario*
- Bridgeport Public Schools, CT: *Geocoding, Training and Development, Boundary Development*
- Fort Worth Independent School District, TX: *Facility Master Plan Update, Facility Master Plan*
- Alexandria City Public Schools, VA: *Build-Out Study*
- Williamsburg-James City County Public Schools, VA: *Elementary and High School Redistricting Study*
- Zeeland Public Schools, MI: *Build-Out Study*
- Olentangy Local School District, OH: *Demographics, Build-Out Scenario, Redistricting Study*
- South-Western City Schools, OH: *GIS Project*
- Cleveland Heights-University Heights SD, OH: *GIS Updates, Training and Development, Elementary Reorganization*
- Centerville City Schools, OH: *GIS Project*
- Metropolitan SD of Lawrence Township, IN: *Elementary Plan, GIS Project*
- Ohio School Facilities Commission: *Demographics Study*
- Duval County Public Schools, FL: *Facility Master Plan*
- State of Arkansas: *Adequacy Assessment*
- Princeton City Schools, OH: *Facility Master Plan*
- Orange County Public Schools, FL: *Facility Master Plan*

# DeJONG

Robb Watson

*Planner*



## 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*

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.

# DeJONG

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

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

## 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,

# DeJONG



*"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  
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

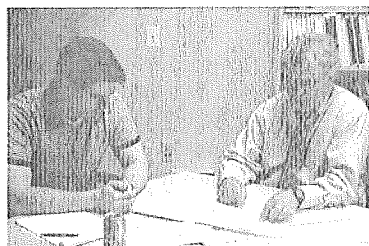
President  
Project Director



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 \$45,000 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

May 1, 2009	\$7,500 + expenses
June 1, 2009	\$7,500 + expenses
July 1, 2009	\$7,500 + expenses
August 1, 2009	\$7,500 + expenses
September 1, 2009	\$7,500 + expenses
October 1, 2009	\$7,500 + expenses

### Rates for Additional Services

This fee schedule is based on three trips to Warren County School District. In the event that the Warren County Schools request additional trips or 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

March 20, 2009

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



Proposal is for the items in the “blue” arrows.

The “red” arrows are optional

