

## State of Our Schools



## COMMUNITY COALITION FOR LAFAYETTE SCHOOLS

**Sarah Walker, Chair; Parent**  
**Katherine Landry, Deputy Superintendent; School System Liaison**  
**Burnell Lemoine, Superintendent**

**July 8, 2008**

## PREFACE

At a November, 2007 Board meeting, the Lafayette Parish School Board invited the community to assist in working to improve school facilities. In January the Superintendent of Lafayette Parish School System issued a written invitation to a first meeting of the Community Coalition on Lafayette Schools. Those invited were the members of Lafayette Consolidated Government City-Parish Council, the Mayors, the Assessor, Clerk of Court, Sheriff, Chiefs of Police and Fire Departments of Lafayette, the Parent-Teacher Club Presidents from the schools, representatives of civic and other related non-profit organizations, business organizations, agencies of Lafayette Consolidated Government, representatives of post secondary education, representatives of professional educators' organizations and of other school system employee organizations, and supervisory staff of the School System. To help form a broader Community Coalition other members of the community were encouraged to attend through newspaper publicity before each meeting. The President of the School Board also continued to invite the public to the Coalition meetings at the end of the School Board meetings, which were each broadcast several times on Acadiana Open Channel. **82 members of the community participated either in subcommittees or in the Coalition meetings or in both.**

The four Subcommittees were suggested by those people attending the first meeting, and signing up began that evening. Several other members of the community joined Subcommittee meetings in progress.

### COMMUNITY COALITION FOR LAFAYETTE SCHOOLS MEETING DATES:

Jan. 10, '08 Vermilion Conference Center, 6 p.m.  
Feb. 11, '08 Lafayette Parish School Board Rm. 6 p.m.  
April 28, '08 Vermilion Conference Center, 6 p.m.  
June 10, '08 Lafayette Parish School Board Rm., 6 p.m.  
July 8, '08, Lafayette Parish School Board Rm., 6 p.m.

### Current Facilities Subcommittee:

Diana Lennon, Chair

Lawrence Lilly, Deputy Superintendent Human Resources & Operations, Lafayette Parish School System Liaison

Nicole Aucoin	Richard Cusimano	Lynette Lemoine	Tiffany Singleton
Margaret Becker	Liz Dickerson	Mary C. McGinn	Carina Sons
Delores Bonnet	Cathy Fulcher	Dalton Moss	Richard Thornton
Andre Comeaux	Wes Harbison	Jocelyn Olivier	Sarah Walker
Angie Comeaux	Evelyn Kavanagh	Anne Orsak	
David Comeaux	Sharon Kinney	Renee Sherville	

**Research Subcommittee:**

Kathi Yammarino, Chair  
Katherine Landry, Lafayette Parish School System Liaison  
Carole Broussard Virginia Jones  
Thetis Cusimano Karen Martin

**Future Building Projects Subcommittee:**

Thetis Cusimano, Chair  
Kyle Bordelon, Director, Planning & Facilities, Lafayette Parish School System Liaison  
Dr. Jan Brobst Phyllis Dupuis Tad Sebastian  
Donna Robin Broussard Simon Hays Vicki Slason  
David Cheramie Mike LeBlanc Mark Stielper  
Kori Dugas Dwayne Martin William Thornton  
Georgette Dugas Karen Martin

**Funding Subcommittee:**

Dr. David Fisher, Jr, Chair  
Billy Guidry, Chief Financial Officer, Lafayette Parish School System Liaison  
Dr. Ray Authement Diane Rytlewski  
Richard Cusimano Sylvia Beltran

**Other Members of the Community Coalition for Lafayette Schools:  
(Additional people may have participated but did not sign in).**

Pam Abshire	Charles Duhon	Judy Scheps
Nicole Aucoin	Dona Duhon	Dana Schmersahl
Heidi Awbrey	Mitzi Moss Duhon	Keith Sibillo
Carroll Baudoin	Paula Duncan	CathySimon
Chief Robert Benoit	Sergeant Mark Francis	StellaTheriot
Kenneth Boudreaux	Suzanne Goudeau	KendallWilliam
Pamela Bowser	Rob Guidry	
Kit Brobst	Juanita Hall	
Terri Broussard	Julia Hiatt	
Nicole Brown	N'Tundra Jasper	
Prenella Brown	Dee Jones	
Caroline Burdette	Chief Chad Leger	
Robbie Bush	Ree Mere	
Conrad Comeaux	Diane Roger	
Kathy Doucet	Mary Sanders	
Angie Doumit	Joan Savoy	

## **ACKNOWLEDGEMENTS**

The Community Coalition on Lafayette Schools wishes to thank the staff of the Lafayette Parish School System, the school administrators of the 21 schools toured, and the staff of the Metropolitan Planning Organization/Comprehensive Planning Division of Lafayette Consolidated Government's Traffic and Transportation Department for answering questions, providing and organizing background material essential to the Coalition's inquiry, and making themselves available as needed.

## **COMMENDATIONS BASED ON FINDINGS**

Lafayette Parish School System is one of the few districts nationally to have been funded throughout the 11 years of the U.S. Government's e-rate program. Major discounts have been sought and received for the 100-meg fiber connections and 90-meg internet connections with Lafayette Utilities System, all telephones with AT&T, and an online forklift upgrade of the network to all of the schools with additions of services and wireless at each campus. This represents a total savings of \$15 million over the life of the program.

Lafayette Parish School System voluntarily chose to seek and did achieve accreditation in 2005 at the district level under the Southern Association of Colleges and Schools Council on Accreditation and School Improvement-- the third school system in Louisiana and the sixth in the nation to achieve district accreditation, which is a higher level of accreditation. The SACS visiting team scrutinized services and abilities system-wide rather than at the level of each individual school.

Academically Lafayette Parish School System was ahead of both of its out-of-state comparables in meeting Annual Yearly Progress (AYP), the index of accountability required by No Child Left Behind, which includes test scores for all subgroups.

The Comprehensive Annual Financial Report (CAFR) of the Lafayette Parish School System has received the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association of the United States and Canada and the Certificate of Excellence in Financial Reporting from the Association of School Business Officials International for 15 consecutive years. It is the only government agency of the parishes of Acadiana to have been so recognized. These certifications enhance Lafayette School Board's bond rating.

Lafayette Parish School System has already saved \$2.7 million this past school year and anticipates a total savings of over \$7 million for the fiscal year '08'-09 in the following areas:

Salaries/Benefits - aligning assignment of teachers with the School Board's actual Pupil-Teacher Ratio (\$3,527,000)

Transportation - consolidation of routes & going to a 3-bell schedule of pick-up and drop-off (\$2,500,000)

Debt Refunding - (\$1,000,053)

Child Nutrition - policy change in disallowing charging of lunches (\$200,000)

Timely Submission of Title I Requests for Reimbursement (\$180,000)

Salary Absorption by Title I - (\$43,245)

## EXECUTIVE SUMMARY

The focus the Community Coalition for Lafayette Schools set for itself is to determine the extent of the school facilities need, what portion appears to be immediate need, solutions other than financial, and recommended financial community response. 82 community members have participated in the process.

For the first meeting of the Community Coalition, the Maintenance Department's trade areas prepared an inventory of prioritized maintenance and construction needs for the existing schools and their estimated costs by school. The total is \$215,822,600 in Maintenance needs which includes one addition and expansion of core areas at some schools. The cost does not address building esthetics or cost effectiveness of demolition and new construction of any school. It is a base-line cost estimate of essential building repair needs identified at this time, as the buildings are now. It is not inclusive of all repairs that may be needed. \$35 million for the most essential repairs listed in the inventory will be expended in the '08-09 budget, which represents the money the Capital Improvement Fund accrued since 2006, set aside from the 1965 Sales Tax revenue.

This final report summarizes the reports of the four subcommittees, the documents and data requested or gathered by the subcommittees, attendance at the '08-'09 budget hearings, tours of 21 of the schools, interviews with school administrators and School System staff, and discussion by the Community Coalition of Lafayette Schools at its meetings as a whole. The appendix of reference materials, either reviewed by or generated for the Coalition, is indexed by sections of the report and housed in a separate binder.

The first conclusion of the Community Coalition is the need for the services of a professional school facilities long-term planning firm. The complexity of Lafayette Parish School System's facility needs reach beyond the skills of the members of the Coalition and the time constraints of the School Maintenance staff. Five factors appear to be contributing to the current extensive and immediate facilities needs:

- Historic lack of long-range funding for ongoing construction and renovation

- Long-term reliance on the use of portable structures for additional classroom space on existing campuses (now 25% of total classrooms)

- Severe budget cuts to the maintenance of the school facilities and the ability to replace major physical plant items since 1998

- Establishment of the Schools of Choice which allowed the School System to gain unitary status in the federal desegregation order, along with the growth of other curricular enhancing offerings such as French Immersion and the Middle and High School Arts Academies

- Recent population shifts and growth within the parish causing overcrowding of 20 of the 43 schools

These factors have produced a situation that includes 16 schools over 50 years old, only two of which were remodeled more than 25 years ago, five outdated high schools, and almost half the

schools over their functional capacity. Meanwhile, Lafayette Parish continues to grow larger and housing development continues.

A number of recommendations are made within this report for joint planning by the Lafayette Parish School Board with the Lafayette Consolidated Government and the other municipalities to promote smart growth for Lafayette Parish.

Research was conducted on facilities issues in Louisiana parishes considered comparable to Lafayette Parish or on those having current building initiatives, and on two comparable school districts out of state. Analysis indicated those districts have been constructing and renovating more steadily, have fewer portable buildings, and do not have deferred maintenance issues (except East Baton Rouge Parish). They do have current general obligation bond support (property tax millage) or in some cases sales tax support, or both, dedicated to capital improvements and they are building and planning systematically to build new schools and additions at the elementary, middle, and high school levels.

If Lafayette Parish is to compete in a global economy, its investment in public education must be sufficient to produce well-educated citizens and a world-class workforce. This includes making investments in school facilities as well as educational achievement. A long-term capital improvement plan must proceed systematically and quickly. The Community Coalition for Lafayette Schools recommends a property millage tax for long-term capital improvement. The effort must be made by the School Board to gain the support of the people of Lafayette Parish for its future.

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## **I. THE SCHOOL FACILITIES**

### **A. History of Funding and Construction**

1. Lafayette Parish School Board has issued no general obligation bonds for school construction against assessed property valuation (ad valorem millage on property) since 1969 (two were issued after 1965 but were voted on prior to the 1965 Sales Tax), except one issued in the 1980s for asbestos removal [documentation for #1-10 is in Appendix]. In 1972 the last general obligation bond support for the schools was at 15.5 mills. This millage ends in '09, and is currently .19 mills.
2. The latest sales tax for capital improvement, 1%, was given by the voters of Lafayette Parish in 1965, dedicated (1) for teacher salaries and for the expenses of operating the schools, and (2) capital improvements. The only addition for the purpose of capital improvement given through sales tax was a part of the ½ cent sales tax of 1988 dedicated specifically for the removal of asbestos and asbestos-related products until such removal is completed.
3. 6 additions to schools were built during the 1970s against sales tax funds--at Acadiana High School, the Career Center, Carencro High School, Carencro Heights, Plantation, and the School Board Office.
4. 11 schools were built 1980-1982, and additions were built at 10 more schools, including Lafayette Middle which was renovated. Funding was against sales tax revenues.
5. The next construction was the library expansion at Carencro High in 1993.
6. In 1994 Lafayette Parish School Board issued \$19 million of bond sales for constructing and acquiring capital improvements, also against sales tax revenues.\*
7. An additional bond sale in 1995 was done for \$7.5 million for finance repair and renovation projects which could not be addressed in the 1994 bond sale and to improve the boys' and girls' gym at Comeaux High. These funds were also borrowed against the General Fund to be paid from Sales Tax revenues.\*
8. Three new elementary schools, one middle school, and four additions were built in 1999, and another elementary school in 2002 with proceeds from bond sales in 1998, 1999, and 2001 totaling \$79,325,000. Debt service is owed for these bonds from the General Fund's Annual Budget against the Sales Tax returns until 2020.\* Three elementary schools and one middle school have been closed for full-classroom use. This represents a total gain from the most recent construction of one elementary school besides the additions.

- \* Budgets referenced in this report include the Lafayette Parish School System 1994 and 1995 budgets, the Comprehensive Annual Financial Report Fiscal Year Ending June 30, 2007, Approved Final Unified Budget of All Major Funds Fiscal Year 2007-2008, and the budget for Fiscal Year 2008-2009, all on file for review in the Finance Department.
9. The five high schools were built between 1952 and 1969 and have not been remodeled. Three of the five need their original electrical service replaced. The latest high school science labs were built in 1970 and have not been refurbished. The middle schools do not have science labs.
  10. Excluding the five new schools, the average age of Lafayette’s public schools is 45.7 years. The life expectancy of a school is 40 years. After that, extensive renovation or replacement is required, or else maintenance costs spiral. Moss Annex and Lafayette Middle, on historic registers, were built in 1926. Judice Middle was built in 1927, with additions in 1958. Moss Annex received additions in 1962.
  11. Estimate of construction life expectancy of the schools built in the 1920s is about 100 years, those in the 1950s about 30 years, and those built in the 1980s about 40 years [estimate of some members of the Future Buildings Projects Subcommittee]. At least 7 of the older schools were designed with their classroom doors either opening to the outside or off of separate patios, a design not safe or cost-effective, or comfortable for students in bad weather.

## **B. Previous Facilities Planning**

### **1. 1990 Stanton Leggett & Associates Long-Range Facilities Study**

In 1990 an out-of-state firm, Stanton Leggett and Associates submitted “A Long Range Facilities Study” [in the Appendix] to the Lafayette Parish School Board. Recommendations included, among many, the building of 7 new elementary schools, replacing or extensively remodeling Lafayette High School, replacing the old N. P. Moss with a new Moss Middle School as a science magnet school, and replacing the W. D. Smith Career Center with a high tech careers magnet school. The estimated cost at that time was \$84.5 million to address the needs of all the schools—renovation, new construction, and preventive maintenance.

The Stanton Leggett report recommended a renovation program for the older schools for “eliminating safety problems, solving some immediate space problems, and stopping continued deterioration (p. 3),” as the very least that should be done.

The planners noted that the district was 225 classrooms short to house students in permanent classrooms. There were already 248 portable classrooms on the school campuses. (There are now 416). In 1990 Stanton Leggett & Associates reported, “In virtually all cases, the portables have created significant problems in terms of play areas and the ability of library, cafeterias and other such areas to support the program. Lack of toilet facilities for children

and staff is a major problem” (p. 6). “Any effort to provide enriched facilities (computer, music, art, etc.) is frustrated by lack of room “ (p. 7).

Acadiana and Comeaux High Schools were already in 1990 over their proposed capacity. Demographic growth anticipated the need for an additional high school within the next decade.

The following additional problems which still exist today were noted in the 1990 study:

- a. “Office and work space for counselors, reading teachers and many others are lacking in almost every building. Principals’ offices and those of their assistants are extremely small” (p. 14).
- b. “Toilet facilities are lacking for both staff and students. In the case of students, for the most part the problem has been caused by the addition of portables without adding toilet facilities. Staff toilets are few and far between” (p.14).
- c. “Kindergarten rooms are too small” (p. 15).
- d. “A number of buildings are multi-story and do not provide handicapped access” (p. 15).
- e. “There is a lack of hands-on science facilities at the middle and high schools....There are no art facilities in any of Lafayette’s elementary schools as well as most of its middle schools” (p. 15).
- f. “Physical education space is lacking in many elementary schools....Computer rooms, performance space and full-sized libraries are also in short supply” (p. 15).

It should also be noted that in 1990 Montgomery Elementary had 1,044 students, Plantation 1,003, J. W. Faulk 987, Boucher 911, Carencro Heights 860, Ridge 851, and Prairie 810. Stanton Leggett strongly advised reducing the enrollment of the elementary schools to 600, a policy which the School Board adopted at that time, raising it in 1996 to 750 with a 15% allowance for increased enrollment (maximum of 863).

## **2. 2005 Recommendations of Southern Association of Colleges and Schools Council on Accreditation**

In 2005 the Southern Association of Colleges and Schools Council on Accreditation and School Improvement noted that there were \$139 million in unfunded facility improvement projects for the Lafayette School System. The top three “limitations, challenges and recommendations” in its final report addressed

- **Aging facilities**
- **Limited instructional space**
- **Limited sources of funding**

The recommendations for Physical Facilities were two:

- Develop and implement short and long-term plans (based on a

comprehensive assessment) that address the maintenance of facilities and the building of new physical plants to support the instructional program and student needs.

- Secure the necessary funding to address physical plant maintenance of existing facilities and current new construction needs.  
[2005 report of Southern Association of Colleges and Schools Council on Accreditation and School Improvement in Appendix].

### **3. Other Efforts**

In 1995 the School Board hired architect Paul LeMaire to determine the cost of bringing Paul Breaux Middle School up to high school standards.

In 2007 architect Paul LeMaire was called upon by the School Board to give estimates of the costs to build the proposed Comprehensive Career & Technical High School. The high school is a plan developed by a school-system and community committee since 1991 to bring Lafayette Parish's career education facilities and programming up to best practices for developing workforce-responsive, higher-certified, better-paid graduates, reducing dropout rates, and encouraging more informed and earlier career choices. Mr. LeMaire was asked to project costs (1) by modifying Paul Breaux Middle School and the W. D. Smith Career Center, (2) by modifying and adding onto the new N. P. Moss Middle School, and (3) building from scratch on a new site as yet undetermined. The School Board received the information but took no action, other than later determining N. P. Moss Middle would remain a middle school.

Lafayette Parish School Board members Hunter Beasley and Gregory Awbrey introduced the "Comprehensive School Construction and Renovation Program," September 5, 2007 calling for development of a master plan [in the Appendix].

### **C. Reliance on Portable Buildings**

Portable buildings have been purchased or leased to provide additional classroom space for a very long time. Some are now 40 years old although their life expectancy is about 20 years. This summer the School Board is refurbishing some portables in order to extend their use due to the extreme shortage of classroom space. The Lafayette Parish School Board uses 269 portable buildings (416 classrooms), containing 25% of its total classrooms (Building Count-Appendix). A decision was made by the School Board during this spring's budget hearings, with input from individual members of the Community Coalition, not to purchase any new portable buildings at present, despite space needs.

227 of these portable buildings are owned by the School System and 42 are leased. These numbers reflect the action taken 6-18-08 by the School Board approving purchase of the 4 modular wings previously leased, an annual saving of \$225,600. Lease payments for portable buildings for '08-'09 will now be reduced to \$396,900 (in Appendix).

Location of any new wings or additions will be complicated by the fact that many portable classrooms are located near the main buildings to lessen problems in bad weather.

#### **D. Impacts of Population Shift and Curricular Expansion**

The addition of portable classrooms still has not provided enough space. Specialty rooms, such as band, chorus, music, P.E., and elementary school science labs are being used as regular classrooms. 88 full-time and 9 itinerant teachers roamed or “floated” from classroom to classroom during the day in '07-'08, according to a survey of the schools at the request of a School Board member. At the elementary level this number represents 37 subject area teachers, 23 elementary P.E. teachers, 6 music teachers, and 6 itinerant teachers of gifted students. At the middle school level there were a total of 8 full-time and 3 itinerant roving classroom teachers. In addition, one middle school classroom teacher taught in the home economics kitchen of a middle school throughout the day; another taught in her school's cafeteria. At the high school level there were 14 full-time roving teachers [in Appendix].

Although Lafayette Parish School System's total enrollment has not expanded notably at present, it is shifting demographically. Gallet Elementary and Green T. Lindon Elementary in Youngsville, as well as Comeaux High and Evangeline Elementary, have high in-zone student populations for the size of their permanent buildings. There are more portable classrooms than permanent classrooms at Green T. Lindon, 31 portable classrooms at Comeaux, and 30 at Evangeline Elementary. Ernest Gallet Elementary, only 9 years old, already has 12 portable classrooms and is out of classrooms for next year. It is gaining four more portable classrooms for '08-'09.

The Schools of Choice and other curricular expansion options have further extended schools beyond their existing permanent classroom capacities: French Immersion at Prairie, the Health Academy at Lafayette High, and the Arts Academy at Alleman Middle. Prairie Elementary has 956 students, more than Northside High School (922), and Alleman Middle School (935). Lafayette High School (2,242) was the largest high school in the state in 2006, with Comeaux High (1,940) also in the ten largest. Prairie Elementary has 33 portable classrooms, Alleman Middle 24, and Lafayette High and Comeaux High Schools 31 each.

Excluding the five new schools, all the rest were built prior to computers and other instructional technology in the classroom, so that there is insufficient electrical support in many of the schools. Today's curriculum standards require more hands-on material that takes up more room. Materials and equipment require additional storage. Lafayette Parish administrators reported in interviews that students by the 4<sup>th</sup> and 5<sup>th</sup> grades in older schools with smaller classrooms are pressed for personal space, so that discipline issues arise more easily [DVD, in Appendix].

About 20 of the 43 schools exceed their functional capacity in enrollment. Using permanent building capacity and student enrollment numbers, it would seem at least 12 additional schools are near 80% capacity. The chart on the next page from the Future Building Projects

Subcommittee gives a suggested framework for studying each school's functional capacity in relation to out of zone enrollment for the Schools of Choice and other programs.

School	School Capacity (Functional)	Population	Percent of Capacity Used	Student Attendance	Out of Zone	Percent of Student Out of District	Assessments Numbers
Thuman Elementary*		713		Thuman Elementary*			
Pratts Elementary		654		North Ridge Elementary			
GT Lindon Elementary		642		Pratts Elementary			
Everett Elementary		631		LT Judge Elementary			
K Dewell Elementary		600		Westside Elementary			
Brookport Elementary		646		Perennial Elementary			
Milton K-8**		769		Northridge Elementary			
Ridge Elementary		674		Brookport Elementary			
E. Gallant Elementary		654		Ridge Elementary			
Westside Elementary		450		A. Boucher Elementary			
Perennial Elementary		846		S. Northridge Elementary			
Osborn Elementary		651		E. Gallant Elementary			
JW. Amberg Elementary		806		CV. Sells Elementary			
L. Jordan Elementary		742		Calendo Elementary			
A. Boucher Elementary		280		Milton K-8**			
Dubon Elementary		889		Law Oak Elementary			
Calendo Elementary		237		Osborn Elementary			
Law Oak Elementary		419		Westside Elementary			
NY Park Elementary		729		K Dewell Elementary			
NY Park Elementary		582		GT Lindon Elementary			
NY Park Elementary		286		Dubon Elementary			
NY Park Elementary		644		JW. Amberg Elementary			
S. Northridge Elementary		600					
L. Amberg Middle		837					
Youngsville Middle		691					
Speed Middle		881					
EA Martin Middle		781					
Justice Middle		608					
Perennial Middle		578					
NIP Meigs Middle		666					
Calendo Middle		682					
Youngsville Middle		532					
P. Beaulieu Middle		684					
Lawrence Middle		439					
O. Calendo High		1891					
Ashtown High		1718					
Northridge High		2301					
Ashtown High		1382					
Calendo High		916					
Northridge High		2907					
Yuba							

\*There are no capacity questions for Thuman because it is a Pre-K enrollment.  
 \*\*Milton is K thru 8. Included in this number for reference only.



**Coding the program to determine which school a student enters from out of zone is critical to this effort and to monitoring transportation costs. This information should be generated as soon as possible for planning purposes.**

## **E. Deferred Capital Improvement and Maintenance**

### **1. Estimated Accumulated Cost**

Lafayette Parish School System has 3,909,487 square feet of buildings to maintain on 799 acres [in Appendix].

In 1998 the Capital Funds budget for major repairs was drastically cut from almost \$9 million a year to \$1/2 million a year in order to increase teacher salaries and fund other operational priorities. The Capital Funds budget has only reached its 1998 level this year, staying under \$1 million annually until 2006.

Beginning with the 2006-2007 budget, 75 cents of every dollar earned from the 1965 sales tax that exceeds current budget requirements has been placed into the Capital Project Fund, where it accrues for expenditure in the following year's budget. At present, Capital Project Funds are being collected for next year's budget. The Capital Projects Funds are divided equally between Capital Improvements and the Minor Repairs Fund in each month's revenue report to the School Board.

The current estimated cost of deferred maintenance/capital improvement now stands at \$215,822,600 across all the schools as determined by the Maintenance Department. \$35 million of the \$40 million which accrued in the Capital Improvement Fund 2006-2006 and 2007-2008 is budgeted for expenditure during '08-09 on the most urgent of the repairs listed in the inventory, leaving an estimated \$180,000,000 of unfunded needs. The inventory is not inclusive of all repairs that may be needed, only those that have been identified at this time.

This inventory, "Analysis of District Facility Needs," [in the Appendix] includes the estimated cost to replace or fix those items identified in each school that are in one of 15 priority categories:

- #1 Life Safety Code Issues
- #2 Regulatory Compliance
- #3 Roofing Needs
- #4 Waterproofing and Building Envelope Repairs
- #5 Heating and Air Conditioning Repair/Replacement of Existing Systems
- #6 Electrical Needs
- #7 Plumbing Needs
- #8 Communications Network (Telephone, Intercom, Internet)
- #9 Real Estate (Acquisition & Sales)

- #10 Sitework Repairs/Improvements (Drainage, Surfacing Parking Lots, Parent Pickup Provisions)
- #11 Core Space Expansions (Cafeteria, Administration, Library, Restrooms)
- #12 Permanent Classroom Additions to Replace Portable Buildings
- #13 Athletic Facilities (indoor, outdoor, Title 9 issues, heating/air conditioning, field lighting, space renovations/additions, bleachers)
- #14 Non-critical Structural Repairs
- #15 Other Facility Repairs and/or Upgrades

The allotment of one addition (wing) included in the list for many of the schools is insufficient to eliminate portable buildings long-term. Additionally, the inventory does not deal with building esthetics, or cost effectiveness of demolition and new construction of any school, or any other issues customarily addressed in long-term planning. It is a base-line cost estimate of essential building repair needs identified at this time, as the buildings are now, listed both by school and by category of need, as well as a starting point at building wings and core expansion.

**SUMMARY LIST OF COST ESTIMATE PER SCHOOL (43 SCHOOLS), '07-'08**

<b>HIGH SCHOOL</b>	<b>AGE</b>	<b>COST</b>	<b>#PORTABLE CLASSRMS.</b>	<b># STUDENTS</b>	<b>GRADES SERVED</b>
Acadiana	40	\$12,162,000	31	1,718	9-12
Carencro	39	\$12,110,000	14	1,362	9-12
Comeaux	43	\$10,415,000	31	1,891	9-12
Lafayette	56	\$13,090,000	31	2,301	9-12
Northside	48	\$ 8,900,000	4	919	9-12

<b>MIDDLE SCHOOL</b>	<b>AGE</b>	<b>COST</b>	<b>#PORTABLE CLASSRMS.</b>	<b># STUDENTS</b>	<b>GRADES SERVED</b>
Acadian	42	\$2,505,000	6	532	4-8
Alleman	50	\$7,011,600	24	937	5-8
Paul Breaux	50	\$3,240,000	6	664	6-8
Broussard	27	\$6,930,000	6	578	5-8
Carencro	27	\$6,730,000	18	662	6-8
Judice	81	\$4,250,000	1	608	6-8
Lafayette	82	\$1,375,000	0	439	6-8
E.A.Martin	46	\$6,945,000	13	781	5-8
Milton*	27	\$6,540,000	13	756	K-8
N. P. Moss	8	\$	0	586	6-8
Scott	26	\$8,143,000	16	881	5-8
Youngsville	26	\$6,735,000	6	691	5-8

\*Milton is both an elementary and middle school.

<b>ELEMENTARY</b>	<b>AGE</b>	<b>COST</b>	<b>#PORTABLE CLASSRMS.</b>	<b># STUDENTS</b>	<b>GRADES SERVED</b>
A.Boucher	25	\$4,690,000	17	586	PK-5
Broadmoor	40	\$4,025,000	25	646	K-5
Burke	9	\$ 0	0	644	K-5
Carencro Hts.	50	\$4,775,000	7	433	PK-5
K. Drexel	42	\$4,930,000	16	660	PK-4

Duson	27	\$4,955,000	9	237	K-5
Evangeline	28	\$4,630,000	30	631	PK-4
J.W.Faulk	50	\$1,035,000	7	552	PK-5
Gallet	9	\$ 20,000	12	954	PK-5
J.W.James	6	\$ 0	6	742	PK-5
G.T.Lindon	50	\$5,180,000	21	642	PK-4
L. Leo Judice	58	\$2,005,000	7	280	PK-1
Live Oak	9	\$ 0	2	728	K-5
Montgomery	50	\$1,415,000	4	609	K-5
Myrtle Place	26	\$2,280,000	6	286	K-5
Ossun	28	\$ 333,500	4	856	K-5
Plantation	41	\$4,725,000	20	551	K-5
Prairie	41	\$7,135,000	33	954	PK-5
Ridge	27	\$6,063,000	12	674	K-5
Westside	50	\$5,005,000	4	430	2-4
Woodvale	38	\$4,550,000	22	646	K-4

\*Milton is both an elementary and middle school.

OTHER	AGE	COST	#PORTABLE CLASSRMS.	# STUDENTS	GRADES SERVED
W.A.LeRosen*	58	\$1,180,000	7		K-12*
Moss Annex**	82	\$3,965,000	8	?	PK-12**
Truman Montessori	50	\$1,525,000	0	472	PK
W. D. Smith Career Center	58	\$1,180,000	7	Shared with high schools 80	9-12 PK
Vermilion Conference Center	56	\$ 216,000	4		
School Board Office	50	\$1,492,000			
Grounds Maintenance Equipment		\$ 300,000			

\*Programs: CAPS, LAPS, Charter High School. Used 7:30 A.M.-9:00 P.M.

\*\* Programs: Even Start, Genesis, Special Education Alternative Site, GED Program, High School Arts Academy, Parent-Child Center, 19 Homebound Teachers' Base, Special Education Nurses' Base, English as a Second Language (ESL) Office, Assistive Technology Center.

## 2. Maintenance Staffing Shortage

In 2004 the then Supervisor of Maintenance compared the staff of the Lafayette Parish School System's Maintenance Department with the standards set by the Association of Higher Education Facilities for K-12 school facilities. At that time, based on those standards, the district fell short 32 employees in the Maintenance Department with the greatest shortages falling in the

skilled areas. The comparison was made again June 11, 2008 based on the 2004 standards and showed a shortage of 38 staff positions, once again in the skilled areas.

The School Board recently raised the pay scale for skilled positions, based on a study by a firm, in order to hire more competitively with the construction job market. Although Lafayette Parish School System offers a benefits package including health insurance, retirement, and full-time salary over a 12-month schedule which the market does not, the market pay rate is more per hour when benefits are not considered. The Maintenance Department contracts out part of its work, particularly in air conditioning.

## **F. TOUR OF CURRENT FACILITIES**

21 schools were toured by members of the Current Facilities Subcommittee: Acadiana High, Judice Middle, Ridge Elementary, Prairie Elementary; Carencro High, Carencro Middle, N.P. Moss Middle, Ossun Elementary; Comeaux High, K.Drexel Elementary; Lafayette High, L.J. Alleman, Paul Breaux Middle, Edgar Martin Middle, Woodvale Elementary, Myrtle Place Elementary, Broadmoor Elementary; Northside High, Acadian Middle, J. W. Faulk Elementary; W. D. Smith Career Center.

From a cost-effective standpoint, several schools need to be completely rebuilt instead of repaired.

Priority lists for their facilities [in Appendix] were requested from the principals of the schools toured by members of the Community Coalition. Administrators included items other than those listed by the trade areas in the “Analysis of District Facilities Needs” in many cases. For example, the administrator for Judice Middle included an elevator to access the library, which is on the second floor. It is anticipated that many of these items might be included in a facilities needs assessment for each school, in addition to those in the “Analysis of District Facilities Needs,” thereby increasing the cost estimate of total facility needs.

### **1. Security, Health, and Safety Issues:**

- a. The intercom/communication systems are old. Some do not have two-way communication with every class.
- b. The fire alarm systems are old, although all systems are currently green tagged and inspected annually.
- c. Many schools’ electrical systems are overloaded and maxed out. Electrical breakers trip each time items are plugged in when needed for instruction.
- d. The Technology Academy does not have enough electrical capacity available to be fully operational.
- e. Many chillers/boilers, heating and air conditioning systems, hot and cold water pumps and pipes are old. When parts break, the replacement parts are no longer available or a very costly and slow to arrive.
- f. Musty odors were very noticeable in some buildings.

- g. Mold was present when one school was toured. The affected area was cleaned and treated. Facility improvements have been made and more are planned. Due to the humidity and old pipes, mold will continue to grow on the pipes and spread.
- h. Old air conditioning ducts in several schools periodically flood the area below them.
- i. Many schools are short of bathrooms for students and faculty.
- j. Many school bathrooms have odor from previous leaks.
- k. Some sewer lines are clay, rather than PVC, due to age.
- l. At least one high school's science lab has gas service from overhead exposed pipes.
- m. There is no outdoor security lighting in some areas of the schools.
- o. Indoor dimly lit classrooms with old, rusty lighting fixtures were observed.\*
- p. Most of the walkways to the multitude of portable buildings on the middle, high school, and some elementary campuses have no covers, so students, books, and materials get soaked and stay wet when it rains.

\*During efforts to achieve Unitary Status, the Justice Department's request for lighting levels of classrooms in all the schools showed that some were below the recommended 50 foot-candles light level at the desktop. Completion of all lighting upgrades is anticipated by the end of the '08-'09 school year.

## **2. Overcrowding**

- a. Most of the schools need additional classrooms for their growing student populations.
- b. Most of the schools themselves request expansion and renovation of the cafeteria, administration area, gym, library and parking.
- c. There is a single serving line in the cafeteria at Alleman Middle School for 937 students. Many other cafeterias are also too small to accommodate the schools' numbers without starting lunch early in the morning, with long food lines, allowing students in a number of schools fewer than 10 minutes to sit and eat their lunches.
- d. The high school athletic team shower rooms are used as equipment storage rooms due to space shortage, so the local and out of town players cannot shower after games.
- e. More computer labs are required for senior testing by an unfunded mandate of the State of Louisiana. There is no more wiring capacity at the high schools.
- f. There is a lack of space and appropriate housing for computers in the classrooms and in the school libraries.
- g. Lafayette High School's band room was built to hold 76. The current band has 300 members. The Lafayette High School auditorium stage is set up with many larger percussion instruments where part of the band practices daily. There is no sound proofing between it and the choral room. The choral room was built to hold 35. The current chorus has 250 members. Neither the band nor the chorus can practice all together regularly prior to national competitions. The string program is taught in the cafeteria during the preparation of lunch.

## **3. Other:**

- a. Many cafeteria kitchens and all of the gymnasiums have no air-conditioning. Many gymnasiums need new floors.

- b. Many parking lots flood or have holes. One parent has fallen in a hole with her baby because the pebbles, which filled the hole, washed away.
- c. Many parking lots, playing fields, and playgrounds flood when it rains.
- d. Two schools toured have cracked floors due to structural settlement.
- e. Accessibility to the school library on the second floor remains an issue at Judice Middle.
- f. Moss Annex also does not have an elevator.
- g. Much of the student furniture observed appears to date from the 70's and 80's.

The total problem facing the district is enormous because the schools have so many pressing needs. While the Current Facilities Subcommittee attempted to break the problem into smaller pieces for analysis, the task was too daunting.

## **G. ENVIRONMENTAL ISSUES, GUIDELINES, AND POLICIES**

Plantation Elementary School was closed for two days for cleaning in the spring of 2007 due to the School Board's desire to ease the parents' concerns about mold. Pre-cleaning testing, performed before the classroom air conditioning units were cleaned, and post-cleaning testing (performed afterward) revealed that there were no abnormal levels of mold present in the building.

When moisture intrusion issues were discovered at N. P. Moss Middle School, the School Board voted to move the students out of the facility for the Spring 07-08 semester, out of an abundance of caution, while the moisture intrusion issues were investigated by a consulting team hired by the Board. The 8<sup>th</sup> graders were moved to Northside High School and the 6th and 7th graders were moved to the Good Hope Baptist Church's educational building. During this time, some interior wall surfaces at N. P. Moss Middle School were removed as part of the investigation and plans are being completed to take bids on the repairs to remedy the moisture intrusion issues, as recommended by the consulting team. The classrooms not affected by the work at N. P. Moss Middle School will be utilized by the 6th and 7th graders beginning in August 2008. Work is expected to be phased in stages, occurring in areas not occupied by the students so as not to disrupt the education process. Once all work is completed, the 8<sup>th</sup> graders will be moved back to Moss Middle. Recovery of the costs will be subject to litigation.

### **1. HealthySEAT**

On May 2, 2007 the School Board adopted the Healthy School Environmental Assessment Tool (HealthySEAT), a tool provided by the Environmental Protection Agency, as the official environmental assessment guideline for the Lafayette Parish School System. It is a web-based guide with connecting links to the appropriate standards for the subject being addressed. The Lafayette Parish School System is one of the very few school districts in Louisiana to have adopted it. Using this assessment guideline as an on-going management tool, some areas of need have been identified but funding is lacking.

## **2. Indoor Air Quality Management Policies**

On May 21, 2008 the School Board adopted the Indoor Air Quality Management Policy and the Administrative Regulations for Indoor Air Quality Management. Indoor Air Quality for the schools is the responsibility of the Director of Risk Management as the Indoor Air Quality Coordinator for the district. Communication with all parties concerned is addressed in the policy: “In order to develop and maintain the trust of the community and staff, the IAQ Coordinator and other designated district employees should communicate with relevant parties in a prompt, honest, and courteous manner until the issue is resolved. Every time an IAQ concern is addressed or resolved, the IAQ Coordinator should report the measures taken and the resolution of the identified concern to the appropriate parties” (p. 7, “Indoor Air Quality Management Policy” in Appendix].

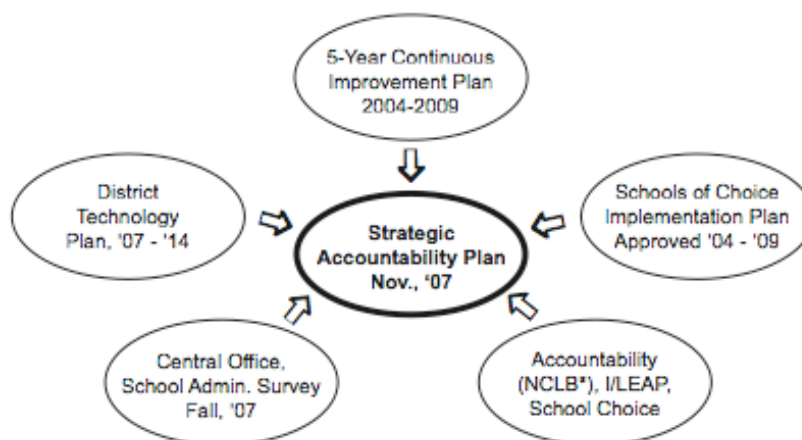
The new Indoor Air Quality Management Policy notes: “The Lafayette Parish School System’s administrative staff should consider IAQ (Indoor Air Quality) when planning construction and renovation projects. The IAQ Team and the superintendent shall discuss major structural changes that may impact IAQ. The findings from walkthrough inspections and building systems evaluations should be considered when planning renovations. IAQ Design Tools for Schools is a web-based guide for establishing good IAQ practices into the design, construction, renovation, operation, and maintenance of K-12 school facilities” (p. 6) [in Appendix].

## **3. Ozone Non-Attainment 2010**

As it is anticipated that Lafayette Parish will be placed in non-attainment status in 2010 by the federal government because it exceeds the new ozone standard of 75 parts per billion, Lafayette Parish School Board will be involved, primarily in the area of transportation emissions. According to Ashley Clay, Planner I, with the Traffic and Transportation Division of the Lafayette Consolidated Government, local school agencies can help with managing emissions by performing bus retrofits (example: <http://www.achd.net/airqual/pubs/htm/busretro.html>), encouraging students to walk to school, and encouraging students to take the bus instead of their parents’ driving them to school. There are grants available to help school systems with these programs. Lafayette Parish has recently received grant assistance for additional sidewalks near an elementary school to encourage students to walk to school

## II. CURRENT SCHOOL SYSTEM PLANNING

### A. STRATEGIC ACCOUNTABILITY PLAN, '07-'08, to be expanded into a 5-year plan at end of this year:



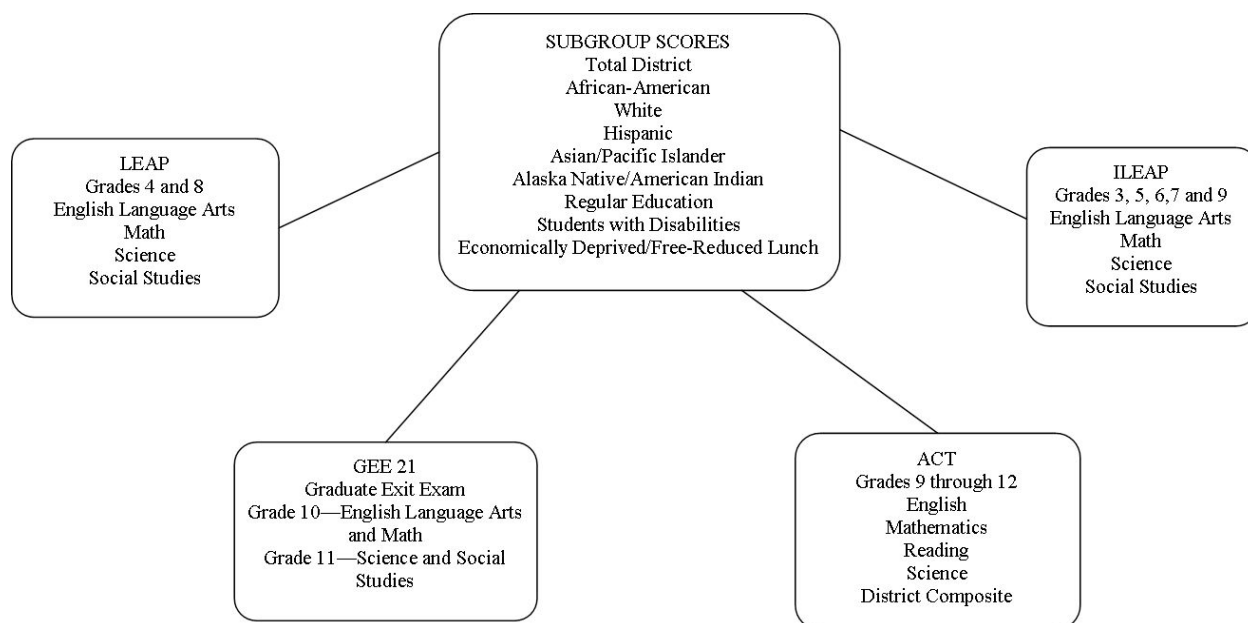
The five areas above are broad in scope. Three of the five are federal or state mandated, and a fourth is mandated by the Southern Association of Colleges and Schools Council on Accreditation and School Improvement. The Strategic Plan [in Appendix] translates these into narrower action steps across the School System to improve student achievement.

**As the new 5-year Strategic Plan is being developed, it should be provided as soon as possible to the outside planning firm constructing the master facilities plan, as it will be a very critical element of the master plan. In the same manner, the Strategic Plan should take the master facilities planning process into account in its own coordinated development of program and budget.**

### B. The 5-Year Continuous Improvement Plan 2004-2009

To write the 5-Year Continuous Improvement Plan, standardized test results for 2001-2003 and the results of The Developmental Reading Assessment grades 1, 2, 3 were broken down according to the following chart. Goals and objectives were developed to address the indicated needs of students.





Some of the other statistics related to student outcomes that were also reviewed include

- Summary by year of student suspension, in school and out of school, and expulsion rate by elementary, middle and high school
- Middle and High School student dropout by grade by year
- Percentage of attendance for elementary, middle, and high school as total by year
- Retentions by elementary/middle combined, and high schools
- Percentage of economically deprived students grades K-12

The 69 pages of the Action Plan [in the Appendix] address these goals:

### GOALS

1. To develop and implement a comprehensive standards-based curriculum utilizing research-based instructional strategies and to provide equitable academic services for all students. [*\*e.g. science labs, adequate classroom space, storage of materials of instruction and instructional equipment, band and choral rooms*]
2. To provide ongoing academic assessment services in core subjects to help students meet performance expectations. [*\*Research shows improved school facilities improve academic performance.*]
3. To provide the Lafayette Parish School System with highly qualified employees. [*\*Research shows improved school facilities aid teacher recruitment and retention.*]

4. To provide quality tutorial services in order to meet the needs of students in Lafayette Parish who are experiencing difficulty in Language Arts and Mathematics. [*\* Space is needed for tutors to work and to house tutorial materials.*]
5. To provide adequate support services in the areas of mental and physical well being that will enable students to graduate with a High School Diploma, a GED/Skills Option Diploma or a Certificate of Achievement. [*\*Research shows improved school facilities lower the high school dropout rate. Design of safe, secure schools; space for social workers and nurses to see students in privacy to maintain confidentiality*]
6. To support student learning and achievement through technology. [*\*More electrical support; additional space in the classrooms and libraries; computer labs for high schools*]
7. To provide high quality schools of choice for the purposes of increasing student achievement and racial desegregation. [*\*Improved acoustics, ventilation, and interior lighting, safer school design. Eliminate overcrowding of school campuses and over-reliance on portable classrooms*]
8. \*To provide facilities that are clean, attractive, safe environments for teaching and learning, in compliance with appropriate local, state, and federal regulations.
9. To improve and maintain transportation safety and cost quality while meeting service demands for the Lafayette Parish School System. [*\*Careful location of new schools in joint planning with other municipalities and Lafayette Consolidated Government to ensure flow of traffic, bike routes to school and additional sidewalks where needed to promote children's health and safety and to reduce transportation costs*]

The plan continues to drive new items presented to the School Board for approval and inclusion in its budget, both for instruction and facilities.

The two Academic Auditors, who replaced the Area Directors' positions in the Superintendent's reorganization plan in November, train internal and external auditors to assist in reviewing every school, beginning with lower academically performing schools first, on a lengthy series of specific indicators. After interviews, observations, and surveys at each school, the auditors make recommendations to the school and to the district to help improve educational achievement scores. **Maintenance issues are included among the indicators.** The recommendations will assist in preparation for the next SACS visit.

The 5-year Continuous Improvement Plan will be rewritten for the next five years in '08-'09, for the Southern Association of Colleges and Schools Council on Accreditation and School Improvement's (SACS) visit in 2010. **The SACS Steering Committee should forward its goals and action plans to the outside facilities planning firm at frequent intervals for most effective coordination.**

\*This goal relates to the need for improving school facilities.

### **C. Analysis of Survey**

The SWOT (Survey of Strengths, Weaknesses, Opportunities, and Threats) was taken by the Lafayette Parish School System Central Office staff, principals, and assistant principals. This instrument is commonly used in corporate America with administrative staff to assist in developing both short- and long-term goals. It was distributed and collected to allow for anonymous response. Its results were tabulated and analyzed through the services of the Cecil Picard Center for Educational Research. Priorities were established from the major concerns expressed in the survey.

### **D. District Technology Plan**

This plan is required by the state. Its overarching goal is that “All Louisiana educators and learners will benefit from technology-rich environments that support achievement and produce life-long learners able to succeed in an information society” (p.3). The new information technologies are computer networks, telecommunications, and multimedia, which “define not only how, but also how well, we will live.”

Administratively, the plan calls for utilizing the most current business practices available. It specifies action steps for technology within all the schools, with current status and benchmarks to measure reaching each action step by 2014, along with evaluation strategies and a timeline for each one. The areas of action in the 14-page comprehensive plan [in the Appendix] include:

- strengthening leadership
- improving teacher training
- supporting e-learning and virtual schools [distance and telecommunication learning in order to utilize the Louisiana Virtual School and other resources]
- encouraging improved access and technology usage

**The facility modifications needed to implement the Technology Plan should be incorporated into the master comprehensive long-term school facilities plan, along with the costs.**

### **E. Schools of Choice Modified Implementation Plan**

The federal district desegregation plan approved by the Federal District judge through 2009 for the Schools of Choice was part of the granting of unitary status ending the 1962 desegregation order. [The Schools of Choice catalogue '07-'08 is located in side pocket of Appendix binder]

1. The original plan was modified, with fewer Schools of Choice to be developed due to increased transportation costs for the district.

2. The School System has received a three-year A+ Access grant for \$3 million which begins 2008-09 to further develop its Schools of Choice [in Appendix].
3. The grant is potentially renewable for up to a total of nine years, but cannot be used for facilities, only educational programming and instructional support.
4. SEAT (Student Educational Advantage Transfer) recently replaced the previous Majority/Minority policy of the federal desegregation plan, due to the U.S. Supreme Court's ruling that race could not be the sole consideration in school assignment. For transportation reasons, cluster zones (list in the Appendix) limit school attendance choice within the parish to several schools somewhat closer to the student's home.
5. The number of SEAT transfers a school can accept will depend on its functional capacity as determined by a formula.
6. The formula addresses the number of permanent and portable classrooms, pupil-teacher ratio for each grade level, number of special education classrooms, intensity of programming (English as a Second Language, Career Academy, etc. on a campus), and a percentage allowance for scheduling of classes, as determined through interview of the principal.

SCHOOLS OF CHOICE  
MODIFIED IMPLEMENTATION PLAN

<b>CURRENT</b>			
<b>THEME/CHOICE PROGRAM</b>	<b>SCHOOL</b>	<b>2003-2004</b>	<b>2004-2009</b>
French Immersion	Evangeline	S	S
	S. J. Montgomery	S	S
	Myrtle Place	S	S
	Prairie	S	S
	Paul Breaux Middle	S	S
Arts and Technology	J. W. James	S	S
Montessori And Environmental Science	Truman	S	S
	L. Leo Judice	P	S**
World Language	Alice Boucher	P	I**
High Achievers (Applied to IB)	J. W. Faulk	P	P**
Environmental Sciences	Lafayette Middle	P	S**
High Achievers (Applied to IB)	N. P. Moss	P	P**
Arts Academy	L.J. Alleman	S	S
Academy of Business and Finance	Acadiana High	I	S
Academy of Information Technology	Carencro High	I	S
Academy of Visual and Applied Arts	Comeaux High	P	I**
Academy of Health Careers	Lafayette High	I	S
Academy of Engineering	Northside High	S	S
Environmental Sciences	Northside High	P	I**
Academy of Travel and Tourism	W.D.Smith Career Center	S	S
<b>PROPOSED</b>			
World Languages	Middle School		P
Math, Science, and Technology	Elementary		P
	Middle School		P
<b>P=Planning</b>	<b>I – Implementation</b>	<b>S=Strengthen</b>	<b>**Three-Year A+ Access Grant</b>

### **III. SOLUTIONS FOR THE PRESENT AND FUTURE**

#### **A. Use of a School Facilities Planning Firm**

The Future Buildings Project Subcommittee made this recommendation to the School System staff in writing and at the April meeting of the Community Coalition [letter in Appendix]:

Monies should be allocated for an external consulting firm to develop a comprehensive master school facilities plan based on the Community Coalition for Lafayette Schools' recommendations and information gathered by it, that takes into consideration overcrowding, outdated facilities, renovation and new construction, acquisition of property adjoining crowded schools, demographic projections, and ongoing facilities' maintenance needs/costs for (a) the next five years, and (b) the next ten years.

Three firms presented their services to the Community Coalition on Lafayette Schools at its meeting on June 10 in order to educate the Coalition members on the various components of a long-term professional school facilities planning. The firms invited, The Facility Group, MGT of America, and CSRS, Inc., were those who had contacted the School Board previously as interested in its potential need. Following the presentations, the Coalition voted unanimously to ask the School Board to request cost estimates from a number of firms. Community Coalition members were asked to send the components they felt were the most important to be in a comprehensive plan to Chair Sarah Walker to forward to the Superintendent.

#### **B. Tour of Alternative to Traditional Construction**

Several Subcommittee members toured the Fibrebond Plant in Minden, Louisiana, and an example facility at Caddo Magnet School in Shreveport. Interest was in the fact that concrete modular buildings can be built, finished on the exterior and interior at the plant, the only one in Louisiana, and delivered quickly. Careful soil analysis and thorough foundation preparation are recommended at the local site, which would be the responsibilities of the School Board.

Concrete modular construction produces permanent structures, not intended for moving once installed. They can be butted against existing buildings and finished to match, but receive the lower fire rating of any older structure to which they are directly joined. There did not appear to be particular advantages over traditional construction other than speed in production (which can reduce construction interest costs) and durability in a hurricane or tornado, depending on type of roof selected. More extensive classroom examples can be viewed in Jefferson Parish and Beaumont, Texas.

#### **C. Proposed Leasing of Section 16 Property in Youngsville**

At the June 20, 2008 Board meeting as an introductory item, LEDA (Lafayette Economic Development Authority) through Gregg Gothreaux and Jim Prince, with the agreement of Mayor Viator of Youngsville also present, proposed a non-binding preliminary agreement for the 99-year lease of a 200-acre portion of the 640-acre piece of Section 16 lands in Youngsville for a

mixed use business park and residential area. Plans were drawn up several years ago by the University of Louisiana at Lafayette Architectural Design Workshop, showing new schools to be built on the other acres remaining. Mr. Gothreaux stressed the increased revenues that would accrue to the School System, as the lands are currently leased for agriculture. Sarah Walker, Chair, noted the need for this plan to be addressed in the master comprehensive facilities plans, as it includes the potential building of new schools.

#### **D. Proposals for the Comprehensive Career and Technical High School**

At the June 1 Community Coalition meeting Superintendent Lemoine announced the proposal by Mike Hollier of Lafayette Metropolitan Planning Organization, Traffic and Transportation Department Planning Division, for locating any future Comprehensive Career and Technical High School in the I-49 Corridor near Taft and Johnston Street. This location would have the potential advantages of shared federal and City-Parish funding to assist in the construction of the high school, and possibly shared use of parking and the high school's auditorium. South Louisiana Community College and Louisiana Technical College have expressed support for this concept. The support of the University of Louisiana at Lafayette is being sought, according to the Superintendent.

#### **F. Need for Extensive On-Going Community Planning for the Schools**

The Future Buildings Project Subcommittee held six meetings, discussing directions for future intergovernmental agency and community-wide school facilities planning and policies, and the need for construction of safe, quality school buildings and additions. One Planner II staff member of Lafayette Consolidated Government Traffic and Transportation Department, Cathie Gilbert, as well as a planning intern, Simon Hays, participated in discussion as members of the Subcommittee. Mike LeBlanc, Planning Manager with the same Department, provided and presented demographic information at the Subcommittee's request, from his written report, "Lafayette Parish School Board Demographic Policy Considerations," included in the Appendix.

The present geographic center of Lafayette Parish is adjacent to the University of Louisiana at Lafayette's Cajun Field. ("The geographic center is the spot at which the parish could be balanced if it were placed on a single point. It is like finding the exact center of a circle formed by a dinner plate and placing that point on a nail.")

The 2000 demographic center - near Deano's Pizza on Bertrand Drive.

The 2010 demographic center - intersection of Horsby and Sunnyvale Ave.

The 2020 demographic center - near Fournet's Chevron on Johnston Street.

The 2030 demographic center - near Coulee Mine Bridge on Johnston St.

The report states, "The geographic center and the four demographic centers progress to the southwest forming an arrow (or a vector) pointing toward the growth areas in the parish near Youngsville. A view of growth predicted trends shows the core of the parish losing population slowly while robust growth is predicted in the Youngsville area."

Based on this information, in response to the question by the Future Buildings Project Subcommittee as to the recommended location of a future Comprehensive Career and Technical High School, Mike LeBlanc showed additional maps [in the Appendix] with possible scenarios near the geographical/demographic center of the parish. Transportation patterns, community support, and existing public infra-structure were also considered.

Demographics for specific regions of the city up to 2030 were done pre-Katrina and have not yet been recalculated by the planners.

Questions were raised by the Subcommittee as to mechanisms to prevent exceeding the capacity of the permanent buildings on a school campus. A preliminary report was prepared by Cathie Gilbert, "Comprehensive Discussion Points for a Comprehensive School Plan," which was completed as a final report by the intern Subcommittee member, Simon Hays: "Lafayette Parish School Planning: Bridging the Communication Gap." [In the appendix]

A system of priorities used by the Massachusetts Building Authority was reviewed by the Subcommittee. It is included in the Appendix.

## **1. Comprehensive Master Facilities Plan**

- a. The goals of the comprehensive master school facilities plan should be:
  - Maintenance of quality school buildings of at least a 50-year lifespan with appropriate technology, built for multiple future options, with a design easy to alter for renovation and addition.
  - high performance new school construction (acoustics, lighting, ventilation, utilities savings)
  - environmentally efficient schools
  - sustainability
  - multi-story where appropriate with wide stairwells
  - adequate space
  - site inspections during construction
  - adequate engineering on roof design sensitive to heavy raining
  - charette design process that allows community input during initial planning process.
- b. Existing facilities should be remodeled whenever possible, but the existing facilities should be evaluated for replacement by age, quality, design, and cost efficiency. The end result of the decision to renovate or replace should be a safe, healthy school building that supports effective learning for all the students, teachers, and administrators.
- c. The recommendations for each school made by the Lafayette Sheriff's Department in its safety assessment for the Safe Schools/Healthy Schools Program should be addressed through the long-term school facilities plan. Additional recommendations for the design of safe, secure schools for both new construction and renovation are included in the Appendix in "Designing Safe, Secure Schools."



- d. The historic schools were well built and have value in preservation for the community as schools. The comprehensive master school facilities plan should include renovation and maintenance of these schools for continued use as schools.
- e. The Strategic Accountability Plan, the 5-Year Continuous School Improvement Plan, the District Technology Plan, and the Schools of Choice Implementation Plan should all be reviewed towards a 5-year and a 10-year comprehensive master facilities plan to assess the funds needed to fully implement these plans. Adequate facilities and policies to address each of the programs and options below should be included:
  - general & special education pre-school programs
  - English as a Second Language (ESL)
  - French Immersion
  - Arts Academy, elementary, middle, and high school
  - Gifted
  - Special Education classes
  - grants, including those being applied for
  - lower socio-economic-status transfer requests (SEAT)
  - Employee Option
  - Child Welfare Waivers
  - School Choice
  - Homeless
- f. The Comprehensive Career and Technical High School should be included in the comprehensive master school facilities plan and built in a centralized location with consideration for adequate or planned infrastructure.
- g. Current Career Academies should continue to be offered in each of the other high schools.
- h. The comprehensive master schools facilities plan should be developed on Smart Growth principles, including neighborhood schools to maintain existing neighborhoods and use of existing infrastructure in the city of Lafayette and the other municipalities.
- i. Any decision for school location should include consultation with local government and their designated planning agencies/staff. Schools not only impact infrastructure like roads, sewers and water but also impact adjacent land use. Consideration should be given to the provision of adequate infrastructure and the land use goals of the surrounding area. Furthermore, school location decisions should consider transportation links like sidewalks and bicycle paths. Access to libraries, recreation centers, park and medical centers should be factored into the decision making process.

- j. Lafayette Parish School Board and the Metropolitan Planning Organization of Lafayette Consolidated Government should work together to coordinate data related to planning. The two agencies should come to an agreement on methodology and data sources for determining future population trends. They should work together to determine a student generation multiplier to be used for forecasting student population increases when examining proposed developments, as well as future population growth projections.
- k. Maintenance must be included in the costs of any new construction program and budgeted annually for the increased upkeep for each new school.
- l. Maintenance of school facilities affects the physical, educational, and financial foundation of Lafayette Parish School System. Facilities maintenance planning is not solely the responsibility of the Maintenance and Planning Departments. An effective facilities maintenance plan requires coordination of resources and commitment at all levels of the Lafayette Parish School System. It should be the focus of both day-to-day operations and long-range facilities management priorities. Information-based decision making following best practices can also be effectively supported by capital planning software programs, producing reduced operational costs, extended life of buildings, and increased energy efficiency.
- m. The School Board should show to the public the benefits of good planning in each zone where major school renovation or construction is to be done.

## **2. Joint Planning Committee**

- 1. The School Board should begin discussion this summer with Lafayette Consolidated Government and the five municipalities of Lafayette Parish, towards formation of a Joint School Planning Committee. A nine-member Committee is suggested, composed as follows:
  - 1 representative appointed by the Lafayette City-Parish President
  - 1 representative appointed by the Lafayette City-Parish Council
  - 1 representative appointed by the Broussard City Council
  - 1 representative appointed by the Carencro City Council
  - 1 representative appointed by the Scott City Council
  - 1 representative appointed by the Youngsville City Council
  - 1 representative appointed by the Duson Town Council
  - 1 representative appointed by the Superintendent of Schools
  - 1 representative appointed by the Lafayette Parish School Board
- 2. The Joint School Planning Committee should work toward adoption of an acceptable Level of Service (LOS) Standards. In addition to LOS standards, the Joint School Planning Committee should begin coordinating in terms of the location of future schools and the necessary infrastructure to support those schools.

3. A Technical Advisory Group (TAG) should be formed, along with the Joint School Planning Committee, with professionals appointed by the Lafayette Consolidated Government and by each municipality.
4. Upon receipt of rezoning or development applications for residential development, each municipality should transmit that application to the Lafayette Parish School Board for determination on whether or not the development exceeds the pre-set Level of Service standards. A determination as to whether or not the Level of Service standards are exceeded by a proposed development would be decided by looking at the attendance zone that the development falls in and the school that is served by that attendance zone, and by projecting the number of future students generated by each house in a development using the student generation multiplier. If there is a planned school that will be opened in the next two years at the time of the development, and the Level of Service standards will be exceeded by the proposed development, the future capacity of the affected schools should be taken into account by the School Board and the Planning Commission when issuing its determination on a proposed development.
5. The Planning Commission, or the entity responsible for permit approval should review the School Board's determination on whether the proposed development exceeds Level of Service standards before approval of the development.
6. Each municipality should transmit data on new housing starts to the Lafayette Parish School Board yearly in order to give the School Board current data on population density changes.
7. Minor attendance zone adjustments may be necessary according to demographic changes occurring within two bordering zones. The School Board should consider changing its policy and advertising the possibility of a rezoning revision every five years between two bordering schools, with this advertisement posted on the school property.

## **F. Advice from Other School Districts Obtained by the Research Subcommittee**

### **1. Responses on Facilities from Comparable Districts**

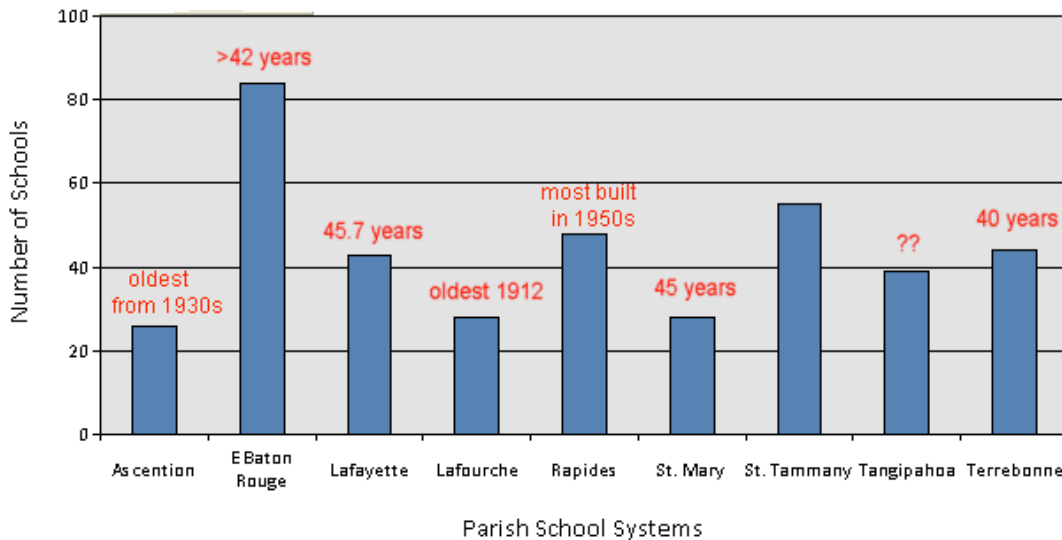
Other Parish Maintenance Supervisors were questioned by members of the Research Subcommittee by telephone or e-mail concerning maintenance, renovations and new construction projects, demolition of existing buildings, public relations for needed construction, and advice. The parishes were

selected for comparability to Lafayette or those in major building programs. After collecting the parishes' data, the Research Committee explored facilities issues with two out-of-state comparable county school districts. In conclusion, the Subcommittee completed a budget comparison with one of those districts, although it is not matched in every aspect with Lafayette Parish, and with tax support of other school districts in Louisiana.

Members of the Research Committee also reviewed the websites of a number of school districts in and out of state, as well as those of a number of State Departments of Education, seeking best practices in the area of maintenance and physical facilities. Several members also searched the worldwide web in the areas of comprehensive preventive maintenance plans and use of long-term facilities plans nationally.

<b>Parish</b>	<b># Schools</b>	<b>Average Age</b>	<b>Sq. Footage</b>
<b>Lafayette</b>	<b>43</b>	<b>45.7 (-5 new schools)</b>	<b>4 million</b>
Ascension	26	oldest from early '30s	
East Baton Rouge	84	>40 years as of 2006	
Lafourche	28	oldest 1912	
Rapides	48	most built in '50s	
St. Mary	28	45	1,990,000
St. Tammany	55	oldest from 1900s	>5 million
Tangipahoa	39		
Terrebonne	44	40, oldest from 1906	
<b>County</b>			
Fayette, Kentucky	51	oldest from '60's-70's	5 million
Savannah-Chatham, Georgia	52	40 years w/o 1856 school	

## Number and Average Age of Public Schools in Louisiana



### IN CHARGE OF FACILITIES:

Ascension – Director of Planning & Construction

St. Mary – Supervisor of Maintenance

St. Tammany – Construction Dept.'s Lead Supervisor is a licensed architect. Other 2 Supervisors have contractor backgrounds (1 also has school administrator background. 2 support personnel.)

Terrebonne – Supervisor of Plant Maintenance; has an architect on staff.

Fayette, Kentucky – Dept. of Physical Support Services: Director, Construction Manager, Associate Director of Maintenance, Associate Director of Operations, Associate Director of Risk Management and Safety, Associate Director of Food Service, Associate Director of Transportation, Associate Director of Logistical Service

Savannah-Chatham – Executive Director of Facilities Engineering; Director of Operations (Grounds Maintenance, County-wide Maintenance-masonry, locks, painting fencing; Director of Maintenance – electrical, electronics, plumbing, carpentry, HVAC; Director of Facilities; Construction – oversees new construction, additions, modifications, renovations.

### RECENT CONSTRUCTION, RENOVATION, & FUNDING:

**Ascension** – *New Construction*: 5 new primary schools with 76,000 sq. ft. each, K-5 with 36 classrooms, 2 more new schools will open in '08, 2 in '09, 1 in '10.

*Renovation:* 1 high school (stucco, new windows, cafeteria expansion adding 7,000 sq. ft.), 10-classroom addition to another high school.

*Funding:* 2005 general obligation bond issue for five years for \$75 million with additional \$15 million. \$5 million property tax provides for a more stable funding.

*Major renovations,* electrical upgrades, capital improvements and infrastructure can all be done with bonds. Low-end budgeted items can be dealt with in-house.

**East Baton Rouge** – 8 schools built in past 10 years, more still to be built. Estimated \$900 million in capital improvement needs as of 2006, but funding was 51% of a 1% sales tax in 1998 and just renewed March 2008. Some of the money from the red light cameras has also been used.

**Lafourche** – Bonds issued in 1995. One new school built in 2005.

**Rapides** – Bonds issued. 3 new schools built in past 3 years.

**St. Mary** – 1 elementary school completed at \$13 million (bond); multi-purpose bldg. at elementary school in progress at \$1.8 million (Maintenance tax), renovation & HVAC replacements at high school at \$3.3 million (brand new bond), bathroom, handicap lift, bus driveway & new ROTC/weight room project at \$1.5 million in progress, several boiler & kitchen hoods to be replaced this summer at \$300,000 (Maintenance tax). Bidding out new athletic running track at estimated \$410,000 (Maintenance tax).

**St. Tammany** - *Construction* is ongoing; hundreds of classrooms & other school expansion & renovation projects, including renovating classroom wings and adding wings. 9 new schools in past 18 years. To come: one new school in '08-09, two in '09-10, two more elementary schools and one high school planned also with funding in place.

*Funding* varies from project to project. General obligation bond issue passed in March included \$150 million for capital improvements. Some funding in the general fund pays for “small projects such as reroofing, drainage, bleachers, etc.” A millage was renewed when it ran out. It helped to say that the public was not paying any more taxes than it presently was.

**Tangipahoa** – No new construction. Taxes pay for repairs.

**Terrebonne** - \$23-30 million total recently. *New construction:* Modular buildings, eleven 8-10 classroom units with restrooms, mainly at elementary schools. These cost \$75 per sq. ft. and came from a company in Houston. For modulars: \$8,250,000.

*Renovations:* Roof replacements, HVAC replacements, boiler replacements, gym floor replacements, running tracks and tennis courts replacements, sewer plant replacements; window and exterior door replacements; addition of technology (wiring and computer lab installations at all sites, etc.) The flat tar roofs are being replaced by putting sloping, slanting metal roofs over the existing ones to keep the flat ones from leaking. For *renovations* estimated for the past 3 years: \$15 million

*Additional information:* 110 portable buildings

*Additional Comment Made:* The schools are old but so clean you can eat pork and beans off the floors. Has a great Maintenance staff. When you defer maintenance you get in trouble—you are asking for big trouble. Has been maintaining old schools.

**Fayette, Kentucky** – Since 1996, 4 new elementary schools (capacity 650); 1 new middle school (capacity 600-750), 1 new high school. Three elementary schools to be started this fall; renovations on 5 existing schools begin in January.

**Savannah-Chatham, Georgia** - - 2007: Renovation of a middle school to a Technical & Career Institute whose students report for classes from high schools; addition of 11 classrooms to a middle school and 10 classrooms to an elementary school which serves fast-growing west Chatham County.

2008: Renovation of an existing elementary school to replace 40-year old roof, modify interior and replace 1 building. This school campus has several buildings connected by open walkways. 2 elementary, 5 middle, and 2 high schools were built 1998-2002, as well as one new high school gym and one elementary school addition.

A total project cost of \$389,982,460 was listed for district-wide comprehensive capital projects, including Phase I, Phase II, and Facilities Renovations in 2006.

Starting in 2008 construction, additions, modifications and renovations will be funded by a 5-year 1 cent additional sales tax in the county, the Educational Special Project Local Option Sales Tax, with revenues of about \$300 million. It will build 3 new schools, replace 3 elementary schools, 1 middle school, and 1 high school, as well as make additions, modifications, and renovations in the existing schools ranging from \$35,000 to \$9 million.

## **DEMOLITION:**

East Baton Rouge – 5 schools

Lafourche – 0 schools

St. Mary – Board has a great input. In the past has relied on several professional engineering and architectural firms to study the economics before making that choice.

St. Tammany – Old school board offices that were not reusable. 2 schools in Slidell damaged by Katrina.

Terrebonne – Never. Renovate and repair as needed and have not demolished a building in the past 40 years. Major renovation after 40 years.

Fayette, Kentucky – Has done some demolition.

Savannah-Chatham – Has demolished modular temporary classrooms when renovation was too expensive. Some existing sites have been declared surplus and sold. They have either been demolished by the new owners or renovated into condominiums. Under the new sales tax plan, ESPLOST, some existing schools to be replaced on the same site may be demolished. This has happened in the past, where the new building(s) were built to utilize the existing newer gym.

### **PRIORITIZING NEEDS:**

Ascension – Needs assessment requested from each principal. Architectural firm goes to the principal, who then ranks the needs assessment according to their priorities. 5-6 key people work with architectural firm on budget for these projects; Phase 2 examines each priority and costs. If project does not make it that round, it makes the next phase.

Lafourche– Desperate needs done first.

St. Mary – Facilities Director prioritizes maintenance. Board prioritizes capital improvements.

St. Tammany – Question was referred to Deputy Superintendent of St. Tammany Parish Schools, Mr. W. L. “Trey” Folse, III. Not pursued.

Tangipahoa – By degree of need.

Terrebonne – By amount of maintenance needed.

Fayette, Kentucky – School district staff makes recommendations to maintenance about repairs, renovations, and from this information a list is generated. The planning committee may have recommendations based on student enrollment. **There is a person working with the city who keeps the district abreast of where new housing will be built.** The central office staff prioritizes the list.

Savannah-Chatham – New facilities have first priority. Second are facilities which will be replaced. Third are older facilities with needs which have been identified through the “Local Facilities Plan” which is required by the State of Georgia Department of Education, for matching State Funds for modifications and renovations. This creates a fourth tier of newer schools which do not have chronic or acute needs identified in the Local Facilities Plan. Lastly are those schools which will be replaced, phased out, or facilities which do not generate any matching State funding due to a lack of “Full Time Equivalent” student population, such as the School Board Administration Building and its Maintenance and Operations Buildings. “Phased out” facilities have previously been found to have renovation and modification costs which exceed their replacement costs. These facilities are still in use by the District, but do not generate State matching funds.



## **IN-HOUSE OR PLANNING FIRM EMPLOYED**

Ascension – Contract with architectural firm. In 2002-2003 hired in-house building project manager with 3 professionals overseeing entire construction project. Avoid in-house people if at all possible.

East Baton Rouge – Hired outside firm.

St. Mary – Staff works with Engineering/Architectural firm on all projects before the Board is involved. Any project over \$100,000 has to involve an engineer or an architect.

St. Tammany – Typically receive requests from each school, which are then evaluated by the Central Office Staff. A cost estimating firm was used as a consultant in finalizing numbers for the general obligation bond issue.

Terrebonne – A community committee looked at the schools and made recommendations. It really helped take the pressure off the politicians. A facility planner was hired to draft a plan in 2004, which was used as a guideline for needed renovations. The plan has not yet been fully implemented to date. Equipment and buildings are rated in-house by maintenance needed and funded as resources are available for replacement.

Fayette County, Kentucky – Department of Education requires a 4-year plan. An architect and an engineer were hired to help in the planning process. That information went to a planning committee, consisting of central office staff, principals, teachers, parents, and the public (about 20 people). The committee foresees what services are needed for each student in the district and comes up with a plan for renovations and construction. An in-house design team of an architect and engineer do the planning with the committee. It is difficult to keep the committee focused and on a time line. Has a 2020 Vision Committee addressing all areas.

Savannah-Chatham County, Georgia - Has conducted construction projects, including new, large high schools, using both an in-house construction management department, an outside construction management firm instead of an in-house department, and both at the same time. Experience is that the results are about the same.

## **PUBLIC RELATIONS CAMPAIGN:**

Ascension – The architectural firm and in-house employees handled the PR.

St. Mary – All school faculty were asked to spread the word. Several public meetings were conducted by the Superintendent. No outside company was used.

St. Tammany – Handled in-house.

Terrebonne – Facilities plan was in the news and presented at public meetings for all to review and comment; an in-house straw polls was conducted with favorable responses.

Fayette, Kentucky – Superintendent and the chief operating officer handled this, with a public relations firm assisting them.

Savannah-Chatham – Handled in-house.

## **HOW TO AVOID EXCEEDING ENROLLMENT CAPACITY OF EACH SCHOOL'S PERMANENT CLASSROOMS**

Fayette, Kentucky – 5% of schools has exceeded their enrollment capacity. Portables are used at these schools. <90% of the schools are filled to their capacity. New construction beginning in the fall will address some of those exceeding enrollment capacity. <10% of the total classrooms are portable.

Savannah-Chatham – 14.2% of the total classrooms are portable. As “No Child Left Behind” allows parents to opt out of schools that do not meet Acceptable Yearly Progress to schools that do, existing portable classrooms are moved to house the students that exceed the capacity of the permanent buildings. Also building additions to existing schools, replacing existing schools, and building 3 new schools.

## **COMPREHENSIVE PREVENTIVE MAINTENANCE PLAN FOR THE SCHOOLS**

Fayette, Kentucky – Has 65 employees in the Maintenance Department. It is not enough people to do all the work. Contract out for boiler maintenance, AC filter replacement, and some roof maintenance for particular schools, depending on the type of roof.

Savannah-Chatham – Has a comprehensive preventive maintenance plan for these areas:

1. Life Safety Issues; emergency lights, exit signs, fire extinguishers, fire alarms, sprinkler systems, exit doors and windows – In-house Preventive Maintenance and Inspection Team of 5 Technicians spends 3-5 days at each school twice each year.
2. Air conditioning filters – A filter crew changes filters on a 6-week schedule.
3. A/C Chiller Annual Maintenance – Outside contractor, annually.
4. A/C Plate Heat Exchangers – Outside contractor, 3-year schedule.

### **ADVICE:**

Ascension –

- Start early from the General Fund with planning stage so that once the tax is passed work can begin.
- Stagger new school construction every 6 months once you begin. This enables you not to bleed the pool of construction workers from industry.
- Spread the work out across the district so that all areas of the parish see improvements.
- Choose words wisely on the ballot. Do not name specific schools and jobs because this would lock you into a job that may have to be sidetracked due to unforeseen situations.
- Look at your demographics to determine needs assessment.

- Spend money equally across the socio-economic groups.
- Have data to back up changes in student populations.

East Baton Rouge – Watch the time of year you build.

Lafourche – Keep your sanity.

Rapides – Ask for help.

St. Mary – Good luck! Available for personal opinion.

St. Tammany –Plan the project well. A well-defined scope of work is the best way to get a good estimate for the project. Know the timeline in order to take that into account in the cost estimate.

Terrebonne – Prioritize, plan, fund, implement in phases.

Fayette, Kentucky -

- ◆ Don't go too fast.
- ◆ Everyone has an opinion, listen to it.
- ◆ Try to find the needs in a broad view.
- ◆ Choose priorities based on instructional programs.
- ◆ Keep people on track—students need instruction everyday, keep to the topic on hand.
- ◆ Get an architect and construction firm that you can have do the majority of the work. You must have the trust and buy-in from the firm.
- ◆ Know what your targets are.

Savannah-Chatham, Georgia –From the Maintenance and Operations perspective, the biggest areas for attention are site preparation for the foundation and drainage, the foundation, and the roof. If adequate attention to detail in design and execution are exercised in these areas, you should get an acceptable job, with fewer problems later.

An examination of our Work Order experience shows that new schools require more Maintenance attention than older schools, contrary to expectations. Therefore, the construction of new schools will increase the need for Maintenance personnel and funding.

A Capital Maintenance program budgeted at 2% of the current replacement cost and an ordinary maintenance program budgeted at an additional 2% of current replacement cost, is the MOST effective use of District funds. Our current replacement cost is about \$122 per square foot based on recent construction projects, increased by the CPI index.