

WILLMAR PUBLIC SCHOOLS ISD 347

Willmar Public Schools

ISD 347

Long Range Facilities Plan Report

Prepared by: IIW, P.C.

January 13, 2014







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Acknowledgements

The author, and the administration of Willmar Public Schools, wishes to thank the following people for their contributions. The quality of the report is largely due to the hard work, advice, and review of those persons who gave their time and their talents to this endeavor.

2013 Facilities Planning Steering Committee and Facilities Planning Committee Membership

Steering Committee:

Dr. Jerry Kjergaard

Nate Streed

Pam Harrington

Paul Schmitz

Dion Warne

Paul Youngquist

David Leapaldt / Facilitator

Facilities Planning Committee:

Rob Anderson

Ryan Blahosky

Dr. Robert Boyd

Kindra Carlson

Mike Dokkebakken

Steve Fladeboe

Bob Haines

Barb Hillenbrand

Keith Kerstetter

Cindi Kroona

Sarah Linn

Ross Magnuson

Linda Mathiasen

Rich Olson

Jeff Pitt

Kurt Schimek

Brad Schmidt

Steering Committee Members







January 13, 2014

Dear Board of Education Members,

An ambitious group of community members and the Willmar Public Schools staff first convened on September 16, 2013 for the purpose of engaging in facility planning for the School District. This Facilities Planning Committee consisted of members from a variety of stakeholder groups representing a cross section of the community served by the Willmar Public Schools. These members agreed to represent their stakeholder groups during the work of the committee, and to work in good faith and cooperation with the other members of the Committee as we sought to assemble a facilities plan for the district.

In our first meeting, the group was given the following charge: "To create a 10-year Facilities Plan for the Willmar Public Schools". This charge is consistent with the Willmar Public Schools Mission Statement of "Preparing All Students for a Successful Tomorrow". Armed with information provided to them, such as the outstanding required (deferred) maintenance, age, capacity, educational quality, location and current uses of the existing facilities, how school finance works, current projected district enrollment, and a description of the support programs, and county and demographic information, I am pleased to report that the group immediately and vigorously set to work creating the facilities plan.

Due to the diversity of the group, and their broad representation of the community, the initial discussions and proposed plans were far reaching and in the beginning, quite different. Adjustment of the grade configuration in the district, the reconfiguration of nearly every district building, sharing the high school campus, further cooperation with the city in the construction and operation of existing and new facilities, were all elements given consideration by the different small groups at some point in our process. Further discussion, discovery, and sharing of information between the committee members continued to refine the plan as we met for 2 ½ hours 6 different times throughout the summer.

The final grade EK-12 plan presented in more detail later in this report represents all of the hard work of this committee, and in their judgment, the plan that will best serve the district and be supported by the community. It should be noted this plan received nearly unanimous support of the committee. This plan primarily maintains the grade configuration and use of the current high school, while addressing the overcrowded nature at the Middle School, Kennedy Elementary School, and Roosevelt Elementary School, and recommends that a new Grades 7-8 Middle School be built at the High School site. It also recommends that Jefferson be closed and that Priority 1 required maintenance at the remaining facilities be addressed. Consistent with other dialogue in the community, the plan also recommends a new Community Activities Center or Fieldhouse.

It was important to the committee that any plan be "right-sized" for the district, and not be either under-built or over-built to any great degree, and in their opinion, this plan accomplishes that goal while properly addresses the district facility issues.

The Committee hopes that their good work will be continued, and towards that end, they assembled a series of Recommendations to the Board which they believe are essential to continuing their work. These recommendations are included in this report.

Throughout the process, I have been impressed by the committee's earnestness, cooperation, hard work, and knowledge of the community served by the Willmar Public Schools as we worked together to compile this plan. In the view of this facilitator, the plan represents a strong vision for the future of the district facilities, and will serve the Willmar Public Schools well for the next 10 years.

I would like to express my sincere thanks to all who served on the committee, and to Superintendent Kjergaard and his staff for all of their support, insight, and dedication to this task, and to Paul Youngquist for his invaluable help.

Sincerely,

David A. Leapaldt, AIA, NCARB, CID

Facilitator IIW, P.C.





Facilities Planning Committee (FPC) Purpose

(As identified by the FPC Steering Committee Members)

To create a 10-year Facilities Plan for the Willmar Public Schools

- The information contained in the plan will respond to enrollment, curriculum, capacity and maintenance.
- Once the full plan is identified, elements contained in the plan will be prioritized.
- The Board of Education will determine appropriate funding sources for the elements contained within the plan.







Description of The Planning Process

The report identified herein is the product of the work of a community-based Facilities Planning Committee which met on six separate occasions and engaged in strategic, facilitated discussions around issues related to the facilities of the Willmar Public Schools. The design of the process was intended to better insure that a balanced set of voices could be heard during plan development and that the values of the community could be reflected in the emergent Facilities Plan. A brief description of the process is offered as an insight into the planning.

At the request of Superintendent Kjergaard and through the commission of the Willmar Public Schools Board of Education, IIW and ARY were enlisted to lead the planning process. In this role, IIW, through a volunteer effort, was responsible for the design of the planning exercises, the creation of meeting agendas, the facilitation of group discussions, and the generation of meeting notes and other materials to document the planning process, and the plan itself. ARY was instrumental in working with district personnel to consolidate and confirm the deferred maintenance, to calculate building enrollment capacities, and to identify budgetary costs for planning options identified by the Committee.

Prior to the start of the process, IIW and ARY met with the Steering Committee to define the purpose of the planning effort, outline a planning process, and identify potential community planners. Participants in the planning initiative were determined based on an analysis of the key circles of influence that exist in the school district. Persons were sought who could be described as persons of both influence and good will. These persons were recruited by the Superintendent with assistance of members of the steering committee and Board of Education. The Steering Committee members also assisted in defining what background information about the school district, communities, and the county would be provided to Committee members. Dr. Kjergaard and his staff assembled this background information into Resource Binders which were distributed to each committee member.

In the first large group planning session, held on September 16, 2013, participants were offered a broad overview of the central objective of the planning initiative: "To Create a 10-year Facilities Plan for the Willmar Public Schools." Facilitator and architect David Leapaldt described the work that was to come. Group members introduced themselves by both looking back to their past connections to the community and by sharing their vision for what the future might bring. To begin to prepare the Committee members for their planning work, Dr. Kjergaard and David led the group through a review of the Resources Binder. Paul Youngquist provided participants information on the capacity of each of the district's buildings, and shared some insights into how this capacity calculation doesn't completely address the capacity of all functions within the buildings. Pam Harrington shared a PowerPoint presentation on public school finance. The information provided in this meeting and in the Resource Binders was the first step in building a firm foundation on which the Committee could start their planning work.

Meeting two was held on September 30, 2013. Participants were asked to share what they found to be the most significant and most disconcerting discoveries from the first meeting. Paul Youngquist distributed a summary of deferred maintenance outstanding at each of the district's facilities. He presented the information, and took questions regarding it. Pam Harrington noted that currently no funding source exists which would allow the district to make progress on these maintenance items. A significant portion of the session was devoted to an analysis of the district. In small groups, planners identified the Strengths, Weaknesses, Opportunities, and Threats (SWOT) believed to be impacting the district. Items identified were categorized, collated and clarified and the members power ranked the identified issues. The group was then asked "So What" regarding these issues, and engaged in exercises in which they developed four statements by which they would measure their planning. These statements and this classic SWOT analysis formed the basis for ongoing deliberations (see Appendix B for the summary of the SWOT).

On October 21, 2013 the third planning session was held. The nature of public meetings is such that there are inevitably persons who are able to attend a given session but not another scheduled meeting. As such, activities were designed at the start of each planning session to review the last event and to bring those absent up-to-date. The focus of this third session was to move beyond discussions of the "existing conditions" as was revealed in the SWOT analysis at Meeting Two. An activity designed to push participants into speculative conversations about what an ideal future might look like for the Willmar Public Schools was engaged. Participants, again in four small groups, were asked to imagine that the year was (is) 2023 and that they had each returned to the school district following an extended sabbatical. The district was described, at that time, to be thriving. Each small group was asked to list the accomplishments which had taken place over the ensuing ten years and to identify the structures, relationships, programs, services and opportunities available in 2023. Through small and large group discussions, broad visions of the future were refined. (see Appendix C for the description of Ideal Future exercise and for Minutes from all six of the meetings).







Description of The Planning Process - continued

The November 4, 2013 meeting was the fourth in our series. David Leapaldt and Paul Youngquist presented the group with information regarding future trends in school design and school technology planning. Each group then reviewed their plans from the last meeting and were critiqued by the other members of the committee. As part of this review we identified elements that were common and disparate between the different plans, and listed those elements that were missing. We reviewed again the Committee's charge and the SWOT results, and the "So What?" statements created in Meeting 2. The membership of the four small groups was then mixed so that folks could act as "emissaries" from their last teams to help build common understanding within their new team. As we started the next planning exercise, the newly constituted teams were asked to take everything they have heard into account and to bear down on the generation of what they consider to be the most viable plan for the district. The plans created by these small groups were presented to the large group at the conclusion of the meeting.

Meeting Five was held on December 2, 2013. Once again at the start of this meeting each small group was asked to present their plan from the last meeting while the remaining Committee members asked clarifying questions and offered a critique. And again through this process common and disparate elements of the plans were tallied and missing elements identified. The group was also again reminded to keep in mind the results of the SWOT analysis and the "So What?" statements. A review of the common and disparate elements revealed that the plans essentially differed in whether they included a new middle school or a new elementary school. The group also looked more closely at the past current and projected enrollment figures provided by the district. It was agreed that for planning purposes, we would use 320 students/grade as the planning figure. With this information, and with a reminder that they were to develop a plan that is best for the entire community, the Committee was divided into two groups. One group was asked to prepare a plan with a new elementary school and the other to prepare a plan with a new middle school. The groups presented their plans at the end of the meeting.

The December 6, 2013 Facilities Planning Committee meeting was designed as the culminating experience in the planning process. The first portion of the session was devoted to a look back over all of the work completed to date. Next we reviewed two elements that seemed to be issues with which the groups were struggling in their planning. The first of these was the issue of the appropriateness of Kennedy as an elementary school. While improvements have been made to Kennedy in the years since it became an elementary school, many in the group felt that it had never been appropriately remodeled overall to reflect its current status as an elementary school. Plans for Kennedy throughout the process to-date had included everything from re-purposing the school to its complete demolition. David led the group through an exercise to explore Kennedy further, with suggestions as to how Kennedy might be improved should it remain an elementary school while keeping those elements of Kennedy that make it a viable educational building. The second issue dealt with grade configurations within the district. Information regarding the changes made in grade configuration and buildings within the school district since the 2007 facilities planning effort was presented to the group. Paul Youngquist then handed out a spreadsheet which had cost figures for different elements of the planning to date, and which totaled the cost of the plans from the last meeting. He also presented tax impact information which had been prepared by Ehlers. It was noted that the tax impact information did not include tax amounts from before the assessment for the high school began to be reduced in 2012 (the levy was reduced in 2013 and will completely expire in 2014). The group suggested this information be provided when the plan is revealed. Again, armed with all this information, the Committee was split into two equal groups and asked to identify the best plan for the district. Two plans were produced and presented. A brief discussion resulted in consensus around one plan, labeled in the meeting and herein as Plan H. Near the conclusion of the meeting, the three members who were not in total agreement with Plan H were asked to explain their reasoning for not supporting the plan. They presented a different plan and supporting rationale. The committee members present asked them to write up this plan and that it be included as a Minority Report in the plan report. (See Appendix D for alternative plans from Meeting 6).

The Facilities Planning Committee utilized a strategic process, unfolding over six different working sessions, to explore both the existing conditions of school facilities and programs in the district and the desired future for the system. Through large and small group exercises, facilitated by IIW and ARY and documented along the way, a Facilities Plan was generated. The details of this plan are outlined in this report. It should be noted that the Committee understood that this planning effort is only a first step, and that more detailed study is necessary to document the best plan. They also understand that the ultimate decision on how to proceed lies with the Board of Education. However, they also agreed to make themselves available to the district for help in understanding their work.

The planners involved throughout this exciting initiative came to each meeting prepared to go to work on behalf of the Willmar Public Schools District and the Willmar communities. They were diligent and thoughtful and in the opinion of this facilitator, should be commended for their good work.





January 13, 2014

Facilities Plan Narrative

Based on the work completed by the Facilities Planning Committee, a concept plan for the future of facilities for the Willmar School District has been generated. A graphic description of the plan follows this narrative.

In our first meeting, the group was given the following charge: "To create a 10-year Facilities Plan for the Willmar Public Schools". This charge is consistent with the Willmar Public Schools Mission Statement of "Preparing All Students for a Successful Tomorrow". It was also noted that Priority 2 of the 2013 Strategic Planning Priorities for Willmar Public Schools states "Facilities that meet instruction needs through technology and curriculum to support 21st Century learners".

The Committee was provided with considerable information about the district, such as:

- A summary and detail of the outstanding deferred maintenance for each existing facility
- The age, capacity, educational quality, location and current uses of the existing facilities
- How school finance works
- Current and projected district enrollment
- Information on trends in educational design and in technology in schools
- Information about the county
- And near the end of the process, information about costs and tax impact of different plan elements

Additionally, in the early meetings the committee identified what it perceived to be the Strengths, Weaknesses, Opportunities and Threats facing the district, and created statements regarding this analysis that were used to measure the plans created. Reviewing the work of this exercise and information about the district, the committee unanimously agreed that for the long term health of the district and the Willmar communities, the School Board should take specific action to address the district's facilities issues with regards to enrollment and maintenance.

I am pleased to report that the group immediately and vigorously set to work creating the facilities plan. Due to the diversity of the group and their broad representation of the community, the initial discussions and proposed plans were far reaching and quite different. Some of the elements the committee members considered during the process included the following:

- Changing the grade configurations at the elementary and middle school level in the district.
- Re-purposing the existing buildings. Among other ideas, they gave consideration to changing the current middle school to an elementary school, and several varied ideas for the existing elementary schools.
- Addressing long standing concerns regarding Kennedy School including over-crowding to the lack of remodeling to make it compatible for use as an elementary school. Solutions ranged from re-purposing Kennedy School to another use to remodeling to demolishing it and replacing it with a new school.
- Closing and selling the Jefferson building, and moving the programs currently housed there to other venues.
- Creating a campus-like setting where a middle school would be added to the high school campus along with a Community Activities Center (sometimes referred to as a Fieldhouse).
- Building a new elementary school, with grade configurations varying from grades EK-1 to K-6.
- Building a new Middle School with grade configurations varying from grades 5-8 to grades 7-8.
- Improving Hodapp field by providing it with field turf and adequate locker rooms. Also considered was moving the competition football field to the high school site.
- Filling in the pool at the middle school to provide more activity space.
- The addition of science rooms at the middle school to both provide updated science labs and add additional instructional space
- Adding space at both Kennedy and Roosevelt to provide adequate space for foodservice and dining

By even this partial listing of options considered by the committee, one can see that they were very broad-minded in their thinking, and considered a wide range of options to address facilities issues within the district. By sharing these ideas with each other through large group discussion and small group work, they were able to develop common visions for the future of facilities in the district.

The final plan presented in the body of this report represents all of the hard work of this committee, and in the judgment of all but a few of the committee, is the plan that will best serve the district and be supported by the community. This plan, referred to as "Plan H", includes;

- Changing the grade configuration of both Kennedy and Roosevelt to add early childhood at both sites, and to remove Grade 5 from these sites (making each school Grades E-4). The committee believed that by removing one grade each building will have the capacity they need to function effectively. They also asked that further review be conducted to determine if additional space may still be needed to properly address the numerous lunch periods which currently begin at 10 a.m. and go until 1:45 p.m. Additionally, they recommend remodeling and additions be undertaken at Kennedy to finally convert this building to a more "age-appropriate" appearance and condition.
- Converting the current Middle School building to grades 5-6. The committee members believe removing one grade in this building provides appropriate space to operate effectively and that by changing to grades 5-6 they need not add science labs to the building, and remodeling and cost at this building will be minimal.





Facilities Plan Narrative - continued

- Constructing a new grade 7-8 Middle School at the High School site, thereby creating a campus where additional Middle School curriculum opportunities can be provided due to the proximity to the High School.
- Constructing a Community Activities Center, or Fieldhouse, at the High School site that would connect the High School to the new Middle School.
- Improvements at Hodapp Field by adding field turf and appropriate locker room space.
- Improvements to the auditorium at the High School to add balcony space
- Close Jefferson School, as the early childhood programs would move to Kennedy and Roosevelt, and ABE could possibly be relocated to Kennedy, although further study is required. The committee generally felt that if a new building is constructed; one should be closed to save both operating and deferred maintenance costs. (Facilitator's Note: The recommendation to close Jefferson School follows a pattern established with the 2007 Facilities Planning Committee. That group recommended the closing of Washington and Lincoln schools, recognizing them as inefficient, educationally inadequate schools with unusually high required maintenance costs/square foot. These two schools were closed in accordance with the 2007 committee's recommendation, and when their area is combined with that of Jefferson the total building area in the district is reduced by 123,803 square feet. Further, closing these buildings also reduces required maintenance for the district by \$7,516,849 (priorities 1, 2, and 3).
- Complete all Priority 1 deferred maintenance at buildings

Additionally, the committee added these comments to the plan:

- The district should engage consultants to further study the proposed plan. The Committee desires that the district build for the right capacity – neither building for too much or for too little capacity. The Committee determined that for grades K-12 the appropriate planning number was 320 students/grade.
- Per the first comment, the Committee generally agreed that they would prefer a grades 6-8 or grades 5-8 middle school. However, they felt that this would be over-building for capacity.
- The tax impact information provided to the committee lacked sufficient information to compare the tax impact of any proposed plan to the taxes that were imposed for the bond on the High School. They felt this information was important and should be reviewed by the Board of Education as they review the plans and make decisions how to proceed.

I wish to note that other plans were brought forward in the final meeting that are included in the appendix of this report. These included one plan touted as addressing the problems in the district with the least cost and disruption but largely considered by the majority of the committee to be a "Band-Aid" approach, one plan which included construction of a new EK-5 school, and one plan which included the construction of an EK-1 school. This latter plan, identified as the Minority Report, was verbally described at the end of the meeting and its three authors were asked to document this plan and their rationale further so it can be included in this report.

The Committee did not study the specific needs and locations for support programs of the district, such as Adult Basic Education, the Alternative Learning Center, Willmar Community Education and Recreation, the Willmar Center for Integration Collaboration, and a new Welcome Center. These support programs should be studied in a more detailed fashion before these elements can be included in a final comprehensive plan. The committee lacked the information regarding the specific costs of reusing these buildings for the programs identified, and whether any of the existing facilities would have a willing buyer. Without this information, it was difficult for them to reach consensus on this portion of the plan.

Lastly, any planning process such as this one includes discoveries made along the way that influenced the committee's thinking and outcomes. This process was no different. Key discoveries of the committee included:

- The district is facing pressures in their buildings due to enrollment. The elementary buildings and the middle school are filled beyond capacity. The high school is at capacity.
- The district is positioned to maintain current enrollment, and may possibly grow. A reasonable planning number for grades K-12 was 320 students/grade.
- The district is facing over \$26 million in deferred maintenance at their existing buildings with no means to pay for it. Also that an effective way to evaluate deferred maintenance costs is to review the cost/square foot.
- The Senior High School, Middle School, Kennedy Elementary, and Roosevelt Elementary are viable buildings, but require some investment for learning. Kennedy in particular needs investment to make it more age-appropriate to the population served.
- The community and the district lack sufficient recreational and community space.
- Operating funds and building funds come from different sources.

As noted above, the following pages depict the plan in graphic format.

David A. Leapaldt, AIA, NCARB, CID

Facilitator IIW, P.C.





facilities plan 12.16.13 grades EK-12



The Willmar Public Schools

PLAN H



proposed us
grades 9-12

area (s.f.) 267,000

of students/capacity 1280/1204

\$2,000,000 (auditorium balcony)

concept estimate

MIDDLE SCHOOL TO **ELEMENTARY SCHOOL**



grades 5-6

154,380

640/878

\$750,000

NEW MIDDLE SCHOOL (AT HIGH SCHOOL SITE)



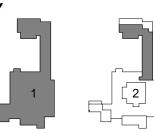
grades 7-8

138,619

640/640

\$36,000,000

KENNEDY



grades EK-4

150,665

850/967

\$4,600,000

ROOSEVELT



grades EK-4

95,000

850/967

\$750,000

ALC (GARFIELD)





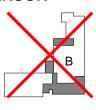


grades 7-12

25,536

81/100

JEFFERSON





CLOSED

COMMUNITY ACTIVITIES CENTER (FIELD HOUSE)



59,800

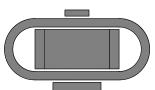
\$9,100,000

\$2,000,000

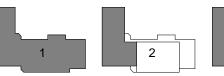
\$8,000,000

(field turf & locker rooms)

HODAPP FIELD



WEAC





REQUIRED MAINTENANCE (DEFERRED)

GENERAL NOTES:

Jefferson is closed. Early Chilhood moves to Kennedy & Roosevelt from Jefferson. ABE moves to Kennedy.









Recommendations to the Board of Education

The Facilities Planning Committee recognizes that any facilities plan must be approved by the Board of Education. They also recognize that their planning, while comprehensive, is also conceptual in nature. They did not have the time or the resources to completely detail the plan they propose. They also understand that no plan is complete without an action plan to move it forward. With that in mind, they provide the following recommendations to the Board of Education.

The Facilities Planning Committee respectfully forwards the following Recommendations to the Board of Education:

Accept the report and the work of the Facilities Planning Committee.

Direct Superintendent Kjergaard to:

- Study further Plan H brought forth by the committee. In particular:
 - Determine if the plan as presented builds to the right capacity, neither too large nor too small. Confirm the Committee planning parameter of 320 students/grade.
 - O Determine if providing either a grades 5-8 or 6-8 Middle School in lieu of the grades 7-8 Middle School is possible and still build to appropriate capacity. The Committee preferred these grade configurations, but felt plans to include this size new middle school was building to excess capacity.
 - With the adjustments in enrollment at Kennedy, Roosevelt and the Middle School, determine if programs currently in Jefferson can be moved, and Jefferson closed and sold.
 - Consider what improvements can be made to Kennedy to make it more ageappropriate to the population it serves.
 - Review the space needs and program offerings at the new school. Determine how staff can be shared with the High School and what High School classes might be available to the Middle School students
 - Determine specifically what needs to be done to complete the auditorium at the high school
 - Determine the program for the Community Activities Center (Fieldhouse)
 - Determine what improvements should be made at Roosevelt and at Kennedy in light of their reduced population to reduce the number of lunches served each day to no more than three.
 - Identify the improvements at Hodapp field to add field turf and appropriate locker rooms
 - Study the Deferred Maintenance Report and determine what needs to be done in light of the comprehensive plan.
 - o Identify the proper overall cost of the proposed plan
- Compile tax impact for the proposed plan and compare to 2012 tax statements for the High School bond.
- Establish a timetable for completing the work outlined above, and a timeline and recommendation for a bond referendum.
- Engage professional advice as needed to accomplish the above tasks.





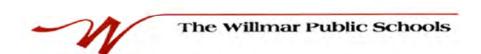


Appendix A

Existing Conditions







The Mission Statement for the Willmar Public Schools is: "Preparing all Students for a Successful Tomorrow." District Strategic Planning Priorities

Priority 1: A District commitment to lifelong learning with high student expectations and academic rigor.

Priority 2: Facilities meeting the instructional needs of 21st century learners.

Priority 3: District curriculum is vertically and horizontally aligned to state standards so all students are successful with an annual increase percentage of students who are proficient in Math from 53.5% proficient to 70% and in Reading from 46.5% proficient to 62.4% by May 2017 subgroups identified by MDE.

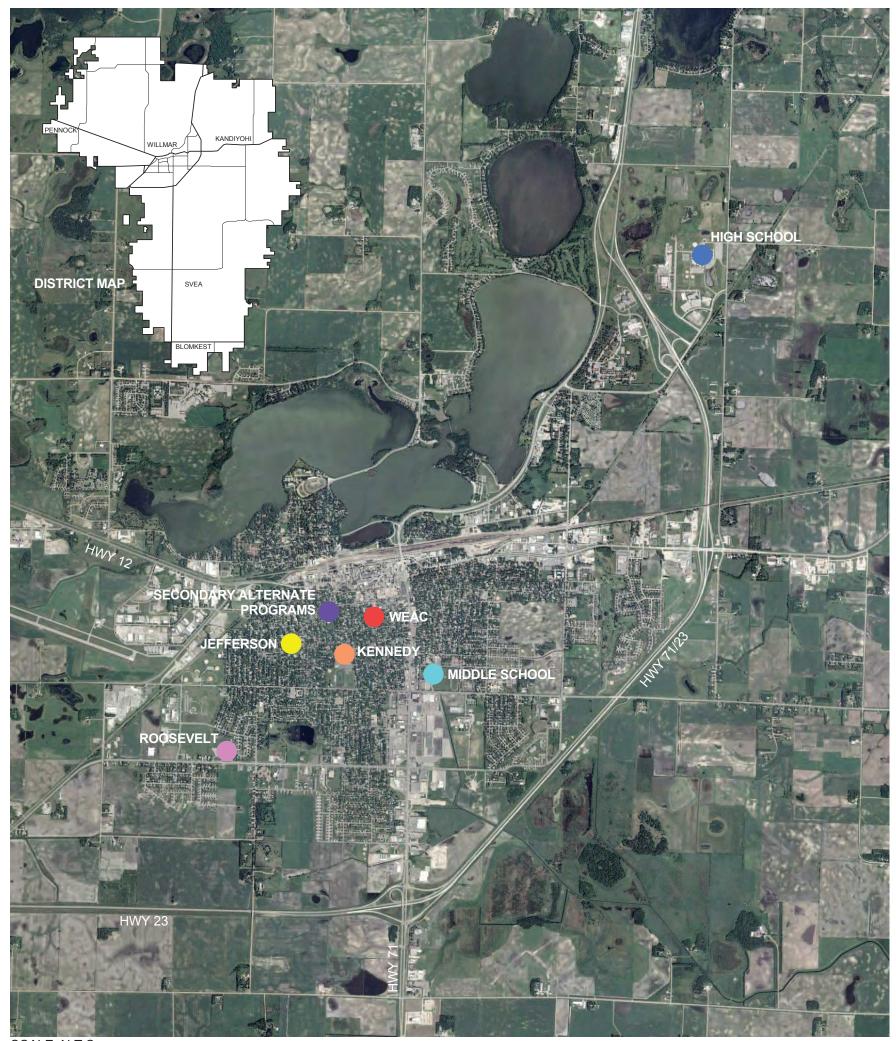
Each subgroup will annually increase MCA scores by 4% each year or 16% by May 2017.

Priority 4: To strengthen PreK-12 family and community partnerships ensuring learning for all students.

Priority 5: Restructure ELL system-wide in order to reduce the achievement gap between EL and non-El students in Math from 15% proficient to 57% and in Reading from 9% proficient to 54% by May 2017 as measured by MCA assessments.







SCALE: N.T.S.

WILLMAR PUBLIC SCHOOLS ISD 347



SCHOOL	YEAR BUILT	AGE (YEARS)	ENROLLMENT FY 2012-13	CAPACITY	GRADES	AREA (S.F.)	BUILDING MAINTENANCE
ALC (GARFIELD)	1930	83			7-12	25,536	\$396,665 (\$15.53/SF)
JEFFERSON	1953/64	60/49				46,833	\$4,438,556 (\$94.77/SF)
KENNEDY	1958/65/78/84	55/48/35/29	973	967	K-5	150,665	\$8,421,300 (\$55.89/SF)
MIDDLE SCHOOL	1967/78	46/35	883	878	6-8	154,380	\$2,051,936 (\$13.29/SF)
ROOSEVELT	1987/89/2009	26/24/4	928	967	K-5	110,000	\$7,358,408 (\$66.90/SF)
HIGH SCHOOL	1994	19	1133	1204	9-12	267,000	\$3,925,416 (\$14.70/SF)
WEAC	1939	74				49,740	\$165,249 (\$3.32/SF)

APPENDIX A

existing FY 2012-2013



The Willmar Public Schools

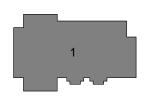


current use grades 9-12 area (s.f.) 267,000

of students/capacity

1133/1204



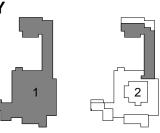


grades 6-8

154,380

883/878

KENNEDY



grades K-5

150,665

973/967

ROOSEVELT



grades K-5

110,000

928/967

ALC (GARFIELD)





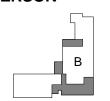


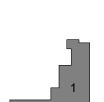
grades 7-12

25,536

81/100

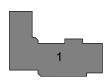
JEFFERSON





ECFE / ECSE / ABE / Headstart / WCER 46,883

WEAC







District Office / Performing Arts / Integration Collaborative

49,740

740

Total

739,464 (w/o WEAC)





SchoolFinances.Com

MILL	WILLMAR						347					Method
The se	selected Hist	lected History for Tables & Graphs was:	oles & Gra		END OF YEAR	= YEAR	A.D.M.		with	Wt Ratio 3 Yrs	3 Yrs	(3)
			Enrol	Enrollment History	story				Enrollr	Enrollment Projections	ections	
	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Pre-K	K 24.7	25.2	29.4	31.8	33.2	36.6	32.6	36.4	36.4	36.4	36.4	36.4
¥	330.2	310.8	334.8	321.4	324.4	339.7	337.7	337.7	337.7	337.7	337.7	337.7
1	302.5	320.2	303.5	315.7	308.2	324.2	334.4	332.6	332.6	332.6	332.6	332.6
2	273.4	299.0	308.4	290.9	317.0	312.8	328.8	338.7	336.9	336.9	336.9	336.9
က	306.6	277.5	298.1	309.7	279.2	325.5	317.4	331.9	341.9	340.1	340.1	340.1
4	310.7	306.4	282.2	288.4	305.1	275.5	322.2	313.6	328.0	337.8	336.1	336.1
2	279.5	304.1	310.8	272.3	283.3	311.0	286.1	329.5	320.7	335.4	345.5	343.7
9	277.4	279.9	309.0	299.8	276.8	284.8	326.8	294.7	339.4	330.4	345.5	355.9
7	282.3	289.8	287.3	315.3	304.1	280.2	289.1	331.4	298.8	344.2	335.0	350.3
80	344.1	270.0	283.7	279.5	316.9	300.4	287.2	291.8	334.5	301.6	347.4	338.1
တ	364.5	382.8	307.3	319.6	307.9	347.8	365.8	332.6	338.0	387.4	349.3	402.4
10	322.3	366.8	388.6	325.2	324.6	313.5	327.1	358.1	325.6	330.9	379.2	341.9
11	337.7	298.7	335.0	361.5	296.5	301.4	294.7	304.6	333.5	303.2	308.1	353.2
12	321.2	307.7	299.3	300.9	310.1	267.1	273.5	264.3	273.2	299.2	272.0	276.4
K-12	4052.1	4013.6	4048.0	4000.3	3953.9	3983.8	4090.7	4161.6	4240.9	4317.4	4365.5	4445.3
Pre K-12	4076.8	4038.8	4077.3	4032.1	3987.1	4020.4	4123.3	4198.0	4277.3	4353.8	4401.9	4481.8
%	% Change K-12	-0.95%	0.86%	-1.18%	-1.16%	0.76%	2.68%	1.73%	1.91%	1.80%	1.11%	1.83%

building maintenance summary 9-30-13.xls

Willmar At	hletics	priority 1 1-5 years	priority 2 5-15 years	priority 3 15-25 years		
	Willmar Athletics	\$0	\$0	\$0		
	square feet of building maintenance cost per square foot	1 \$0.00	1 \$0.00	1 \$0.00		
Focus		priority 1 1-5 years	priority 2 5-15 years	priority 3 15-25 years		
	Focus totals square feet of building	\$0	\$0	\$0		
	maintenance cost per square foot	\$0.00	\$0.00	\$0.00		
Garfield		priority 1 1-5 years	priority 2 5-15 years	priority 3 15-25 years		
	Garfield totals square feet of building maintenance cost per square foot	\$156,300 25,536 \$6.12	\$180,365 25,536 \$7.06	\$60,000 25,536 \$2.35	\$396,665 25,536 \$15.53	4
\M:II a.v. I I:	, i				Ψ10.00	•
willmar Hi	willmar High School totals square feet of building maintenance cost per square foot	priority 1 1-5 years \$3,343,279 267,000 \$12.52	priority 2 5-15 years \$156,679 267,000 \$0.59	priority 3 15-25 years \$425,458 267,000 \$1.59	\$3,925,416 267,000 \$14.70	5
Jefferson	maintenance cost per square root	priority 1	priority 2	priority 3	φ14.70	J
oenerson		1-5 years	5-15 years	15-25 years		
	Jefferson totals square feet of building maintenance cost per square foot	\$679,898 46,833 \$14.52	\$3,414,721 46,833 \$72.91	\$343,938 46,833 \$7.34	\$4,438,557 46,835 \$94.77	1
Kennedy E	Elementary School	priority 1	priority 2	priority 3	ψ94.77	'
	Kennedy Elementary School totals	1-5 years \$2,018,469	5-15 years \$5,901,328	15-25 years \$501,503	\$8,421,300	
	square feet of building maintenance cost per square foot	150,665 \$13.40	150,665 \$39.17	150,665 \$3.33	150,667 \$55.89	2
Willmar M	iddle School	priority 1	priority 2	priority 3		
	Willmar Middle School totals square feet of building maintenance cost per square foot	1-5 years \$1,085,315 154,380 <u>\$</u> 7.03	5-15 years \$846,321 154,380 \$5.48	15-25 years \$120,300 154,380 \$0.78	\$2,051,936 154,382 \$13.29	6
Roosevelt	Elementary School Roosevelt Elementary School totals square feet of building maintenance cost per square foot	priority 1 \$1,523,000 105,000 \$14.50	priority 2 \$5,684,708 105,000 \$54.14	priority 3 \$150,700 105,000 \$1.44	\$7,358,408 105,002 \$70.08	3
WEAC		priority 1	priority 2	priority 3		
	WEAC totals square feet of building maintenance cost per square foot	1-5 years \$0 55,083 \$0.00	5-15 years \$0 55,083 \$0.00	15-25 years \$0 55,083 \$0.00		
		priority 1 1-5 years	priority 2 5-15 years	priority 3 15-25 years		
district tot	als	\$8,806,261	\$16,184,122	\$1,601,899	\$26,592,282	
	roofing mechanical equipment	\$4,945,097 \$2,225,991	\$167,453 \$14,561,000	\$378,103 \$400,000		

building maintenance summary 9-30-13.xls

Willmar Ath	nletics	priority 1 1-5 years	priority 2 5-15 years	priority 3 15-25 years		
	Willmar Athletics square feet of building	\$0	\$0	\$0		
	maintenance cost per square foot	\$0.00	\$0.00	\$0.00		
Focus		priority 1 1-5 years	priority 2 5-15 years	priority 3 15-25 years		
	Focus totals square feet of building	\$0	\$0	\$0 1		
	maintenance cost per square foot	\$0.00	\$0.00	\$0.00		
Garfield		priority 1 1-5 years	priority 2 5-15 years	priority 3 15-25 years		
k C r	toilet room makeovers brick tuckpointing carpet replacement replace parking lot	\$104,000 \$2,300	\$68,000	\$60,000		
	roofing replacement replace HVAC in gym	\$50,000	\$112,365			
s r	Garfield totals square feet of building maintenance cost per square foot	\$156,300 25,536 \$6.12	\$180,365 25,536 \$7.06	\$60,000 25,536 \$2.35	\$396,665 25,536 \$15.53	4
Willmar Hig	gh School	priority 1 1-5 years	priority 2 5-15 years	priority 3 15-25 years		
r	repair cracks, touch-up paint, misc. repair cafeteria floor replace wallcovering	\$11,764	\$18,379 \$63,000	\$25,458		
r	carpet replacement roofing replacement add heat recovery equipment to RTUs	\$3,331,515	\$75,300	\$400,000		
	Willmar High School totals	\$3,343,279	\$156,679	\$425,458	\$3,925,416	
	square feet of building maintenance cost per square foot	267,000 \$12.52	267,000 \$0.59	267,000 \$1.59	267,000 \$14.70	5
Jefferson		priority 1 1-5 years	priority 2 5-15 years	priority 3 15-25 years		
r r k r r	upgrades to fire alarm system repair cracks, touch-up paint, misc. miscellaneous structural repairs brick tuckpointing miscellaneous electrical repairs repair exterior door stoops replace selected exterior doors	\$9,015 \$22,500 \$48,000 \$18,500 \$13,000 \$50,500	\$64,655			
ا غ	replace original cabinetry upgrade elevator add lift to lower level replace intercom system		\$108,000	\$40,000 \$59,412 \$42,676		
r	roofing replacement over administration replace boilers and controls	\$518,383	\$42,066	\$201,850		
	upgrade HVAC and add dehumidification	, ,	\$3,200,000			
5	Jefferson totals square feet of building maintenance cost per square foot	\$679,898 46,833 \$14.52	\$3,414,721 46,833 \$72.91	\$343,938 46,833 \$7.34	\$4,438,557 46,835 \$94.77	1
Kennedy El	lementary School	priority 1 1-5 years	priority 2 5-15 years	priority 3 15-25 years		
r r	recaulking at exterior metal panels repair cracks, touch-up paint, misc. miscellaneous structural repairs brick tuckpointing	\$30,000 \$12,450 \$64,500 \$138,000	\$43,600	\$38,700		
r t r	replace fuse panels toilet room makeovers replace main exterior doors paint hall lockers	\$26,143 \$35,000 \$72,000	\$36,275 \$136,000	\$30,000		
r r r	replace carpet replace windows replace switch gear add ventilation system at administration	\$306,500 \$96,021 \$57,383		\$54,700		
r r	replaceboard at theater replace ventilation system at theater replace roofing at selected areas	\$87,950 \$483,633	\$18,000 \$167,453	\$378,103		
		Dago 16				

Page 16

building maintenance summary 9-30-13.xls

	upgrade fan coil at kindergarten	\$24,389				
	upgrade HVAC, add dehumidification replace remaining unit vents, add controls	\$584,500	\$5,500,000			
	Kennedy Elementary School totals	\$2,018,469	\$5,901,328	\$501,503	\$8,421,300	
	square feet of building maintenance cost per square foot	150,665 \$13.40	150,665 \$39.17	150,665 \$3.33	150,667 \$55.89	2
Willmar N	Middle School	priority 1	priority 2	priority 3		
		1-5 years	5-15 years	15-25 years		
	repair cracks, touch-up paint, misc.	\$52,000	\$48,900	\$64,300		
	ad lighting to clasrooms toilet room upgrades		\$55,020 \$24,000			
	replace carpet	\$32,000	\$54,000	\$22,000		
	add receptacles at classrooms0 replace older cabinetry		\$6,401 \$267,000	\$34,000		
	replace intercom system		\$55,000	ψ54,000		
	replave 7 RTU	\$381,000				
	replace ventlation equiipment at music replace roofing at selected areas	\$90,000 \$97,929				
	replace selected RTU	\$320,000	\$280,000			
	add smoke shut-downs to AHU	\$14,937 \$56,000	\$56,000			
	increase cooling at computer rooms replace boiler burner	\$36,000 \$41,449	\$56,000			
	Willmar Middle School totals	\$1,085,315	\$846,321	\$120,300	\$2,051,936	
	square feet of building maintenance cost per square foot	154,380 \$7.03	154,380 \$5.48	154,380 \$0.78	154,382 \$13.29	6
Roosevel	It Elementary School	priority 1	priority 2	priority 3	Ψ10.20	Ü
	•	1-5 years	5-15 years	15-25 years		
	miscellaneous structural repairs	\$10,980	\$11,200			
	exterior caulking		\$11,727			
	add parking refinish gym floor		\$97,531 \$25,250			
	replace plam doors		Ψ20,200	\$96,000		
	replace old cabinetry	\$490,000	\$32,000	\$54,700		
	install fire supression system replace roofing at selected areas	\$480,000 \$1,032,020				
	replace hot water pumps	. , .	\$7,000			
	upgrade HVAC, add dehumidification		\$5,500,000			
	Roosevelt Elementary School totals	\$1,523,000	\$5,684,708	\$150,700	\$7,358,408	
	square feet of building maintenance cost per square foot	105,000 \$14.50	105,000 \$54.14	105,000 \$1.44	105,002 \$70.08	3
	mamonance doct per equale foot	ψ1 i.oo	φσπτ	Ψ…	Ψ70.00	Ü
WEAC		priority 1 1-5 years	priority 2 5-15 years	priority 3 15-25 years		
		i o years	o to youro	10 20 years		
	WEAC totals	\$0	\$0	\$0		
	square feet of building	55,083	55,083	55,083		
	maintenance cost per square foot	\$0.00	\$0.00	\$0.00		
		nviavitu 1	priority 2	nriority 2		
		priority 1 1-5 years	5-15 years	priority 3 15-25 years		
district to	otals	\$8,806,261	\$16,184,122	\$1,601,899		
	roofing	\$4,945,097	\$167,453	\$378,103		
	mechanical equipment	\$2,225,991	\$14,561,000	\$400,000		



Appendix B

SWOT

(Strengths; Weaknesses; Opportunities; Threats)





SWOT Analysis Outcome Results

September 30, 2013

Ranking Within Category:

Strengths

- 1. Willmar's economy stronger than most areas (46)
- 2. Technology trend upward (44)
- 3. Communicate Issues (41)
- 4. High End Classes at High School (38)
- 5. Supportive Community = Strength (37)
- Bond Issue at High School Paid off 2015 no debt (29)
- Community behind education and realizes it comes with a cost (26)
- Sell a good product (26)
- Willmar needs more community support raise sales tax (12)
- Continuous self-improvement (9)
- No extras (5)

Weaknesses

- 1. Number of kids in the buildings (62)
- 2. Extended Lunch periods at the elementary schools (58)
- 3. Instructional changes/facilities don't change (50)
- 4. Gym space/field space (31)
- 5. No space for new programs (28)
- Buildings get built properly (expandable, flexible) (26)
- Need more transportation (22)
- Technology at elementary (18)
- Lack of community support for facilities (9)
- Lost music program vs. Somali views of music (7)
- Unknown cultural values (2)
- Kennedy too big (0)
- Transition time football locker room H.S. Ridgewater
 (0)
- Buildings dark and institutional (hallways dark) (0)

Opportunities

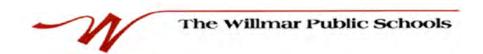
- 1. High School Bond Issue nearly paid off (78)
- 2. Better schools = better opportunity (40)
- 3. Partnering with MN West and Ridgewater College (36)
- 4. Willmar demographic trends (growth) (33)
- 5. Increase Cultural Awareness (28)
- Declining surrounding rural enrollment (20)
- Explain our needs communicate to the public (19)
- Be a model for the state how to partner (9)

Threats

- 1. Poor tax base/age of voters (older) (87)
- 2. Buildings repurposed/band-aid approach (44)
- 3. Lack of equity from state legislature (34)
- 4. Sports/arts facilities important facilities not great (gym) (32)
- 5. Others schools bussing kids out of our district (28)
- Perceived low test scores (27)
- State of community (23)
- Need better communication by school district to populace (23)
- Growing enrollment negatively affected by overcrowding at the schools (13)
- State of the economy (0)
- RE-evaluating plan after only 6 years (0)







Facilities Planning Committee Willmar Public Schools, ISD 347

September 30, 2013

"So What?" Statements by which to measure our plan:

- "Because of our population,/demographics, condition of our facilities, needs of all phases of our schools and our community, we must market and create great schools that will make Willmar a great community."
- "Because our tax base is limited and a majority of households are without school age children, we must inform and create a need among voters for young families and great schools by tying them to the voters' quality of life."
- "We need to prepare and inspire all kids to compete in a 21st century global marketplace. This will be achieved by investing in our facilities to make sure our community schools are 21st century technology-ready for learning."
- "If we are going to be successful, we need to connect with the folks who are not at the community
 meetings to help them understand the need and reasoning. We need to be looking for inter-reliability,
 transparency and trust."







Appendix C

In Search of an Ideal Future: Meeting Minutes





Willmar Public Schools Facilities Planning Task Force – October 21, 2013

ROUND ONE: In search of an ideal future

The scenario:

Imagine that you have returned from a sabbatical which has kept you out of the country for several years. You have not had a chance to maintain contact with the Willmar Public Schools during this time.

The year is **2023**; upon your return, you can clearly see that the school district is thriving. Enrollment is strong, programs are vibrant, and finances are solid. Things have continued to improve in your absence. Out of curiosity, you set out to investigate what has happened while you were gone. What do you find?

Task One:

- 1. List the accomplishments which have apparently taken place since 2013.
- 2. Identify in a concrete fashion the structures, the relationships, the programs, the services, and the opportunities which are available in the Willmar Public Schools in 2023.
- 3. Discuss and depict (in a concept drawing) how the **facilities** of the Willmar Public Schools have changed to accommodate these improvements.
- 4. Look back to 2023. What major barriers were overcome in order that this ideal future could be created? How was this accomplished?

Group presentations:

Outline the key findings and supporting "data" on the flip chart which has been provided. Prepare your concept drawings for viewing. In no more than seven minutes, present your "findings" for the large group.





Willmar Public Schools Facilities Planning Task Force – October 21, 2013

ROUND TWO: Refinement of an ideal future

The backdrop:

In round one, small groups had an opportunity to envision an ideal future for the Willmar Public Schools. Each team generated and reported on a vision for **2023** which examined the school district's programs and, more specifically, its facilities.

The facilitator has "reconstituted" each small group so that it now contains representatives from the other working groups. The central task for Round Two is to refine your original team plan and to blend the best thinking of the other groups by incorporating the notions of the "emissaries" who have joined your original team.

Restatement of the scenario:

Imagine that you have returned from a sabbatical which has kept you out of the country for several years. You have not had a chance to maintain contact with the Willmar Public Schools during this time.

The year is **2023**; upon your return, you can clearly see that the school district is thriving. Enrollment is strong, programs are vibrant, and finances are solid. Things have continued to improve in your absence. Out of curiosity, you set out to investigate what has happened while you were gone. What do you find?

Task One:

- 1. Considering the input of the new members on your planning team, restate the accomplishments which have apparently taken place since 2013.
- 2. Identify in a concrete fashion the structures, the relationships, the programs, the services, and the opportunities which are available in the Willmar Public Schools in 2023. Again, attempt to blend the best thinking from your originalplan with that of your new team members.
- 3. Focus renewed energy on the development of a **facilities** plan for the Willmar Public Schools. With your reconstituted vision in mind, depict (in a concept drawing) how the **facilities** of the Willmar Public Schools have changed to accommodate these systemwide improvements.
- 4. Look back once again to 2013. What major barriers were overcome in order that this ideal future could be created? How was this accomplished? Attempt toarticulate some tangible ways in which this was done. What individuals/agenciestook the lead? What action steps were taken? What timeline was followed?

Group presentations:

Once again, outline the key findings and supporting "data" on the flip chart which has been provided. Prepare your concept drawings for viewing. In no more than seven minutes, present your "findings" for the large group.







MEETING MINUTES – MEETING 1 WILLMAR PUBLIC SCHOOLS, ISD #347 FACILITIES PLANNING COMMITTEE

September 16, 2013

PRESENT WERE:

Nate Streed, Paul Schmitz, Dion Warne, Paul Youngquist, Pam Harrington, Dr. Jerry Kjergaard, Rob Anderson, Mohamed Bedel, Dr. Robert Boyd, Kindra Carlson, Dan Croonquist, Patti Dols, Mike Dokkebakken, Steve, Fladeboe, Bob Haines, Barb Hillenbrand, Keith Kerstetter, Cindi Kroona, Sarah Linn, Ross Magnuson, Linda Mathiasen, Abullahi Olow, Rich Olson, Kurt Schimek, Brad Schmidt

Issues discussed:

- 1. Dr. Kjergaard reviewed the purpose of the Facilities Planning Committee's (FPC) efforts as identified by the FPC Steering Committee members. The overall purpose is: <u>To create 10-year Facilities Plan for the Willmar Public Schools.</u>
 The plan will respond to enrollment, curriculum, capacity, and maintenance. Once the full plan is identified, we will prioritize those items that should be done first. It was noted that it is not the charge of this group to figure out how to fund the plan as that is the responsibility of the Board of Education. Dr. Kjergaard encouraged the group to "dream".
- 2. David reviewed the proposed broad meeting agendas and the dates for all future meetings. Beginning with the next meeting the group will divide into small work groups to develop a plan, after which the group will prioritize the plan. The outcome will be a prioritized facilities plan that will allow the district to make informed decisions and investments regarding facilities. All meetings will be held from 4-6:30 p.m. in the WEAC Rehearsal Hall.
- 3. Dr. Kjergaard and David noted that effort has been made to create a committee that represents the Willmar area communities. David outlined the expectations for committee members to attend <u>all</u> meetings prepared to be engaged, work with others in the group, and share their experience and expertise. David asked members to be the Committee's eyes and ears by sharing our work with their constituencies, and by bringing their feedback back to us. Our goal is to work collaboratively toward solutions that best benefit students of District 347 and the community.
- 4. David led the group through an introductions activity. Committee members were asked to introduce themselves, why they agreed to be on the committee, and what they expect to get out of their committee work. They were also asked to look at the date on a penny they received upon arrival and tell the group what they remembered most about the year on their penny. Members were also asked to look ahead to the year 2023, and share the most significant thing they see around Willmar at such time.
- 5. David and Dr. Kjergaard led the group through a review of a Resource Binder that was provided to each committee member. The binders include background information about the District, the community and the county. The information in the binders is intended to provide members with a solid foundation upon which to do their planning. David suggested members take the binders home with them and review the material as "homework".
- 7. Pam Harrington shared a PowerPoint entitled "School Finance 101" with the group to give them a basic background understanding of school finance. Copies of her PowerPoint were shared with the group for insertion into their binders.
- 8. Paul Youngquist shared the results of a capacity study for each of the four main school buildings Kennedy, Roosevelt, Middle School, and High School. He explained the methodology behind the study, and the capacities for each school. He noted that all of the schools are full or nearly full, and that should enrollment projections come to pass, Kennedy, Roosevelt and the Middle School will be well over capacity. Paul also noted that at Kennedy, Roosevelt, and the Middle School, even current enrollment has stretched the core facilities for food service and gymnasium space beyond capacity. All three schools are short gymnasium space. At Roosevelt for example, the size of the lunch room requires that lunches be served from 10:30 a.m. 2:00 p.m. Linda Mathiasen noted that we might consider reviewing the elementary schools to document how the corridors are being used for small group teaching spaces. Paul's data also included some comments about 21st century learning within schools. A copy of Paul's data was distributed to everyone present for inclusion in their binders.
- At our next meeting, Paul will be bringing information regarding deferred maintenance at each of the schools to help us in our evaluation and understanding of the existing facilities.
- 10. A question was raised from the group as to whether we should be looking at all of the District's programs including the curriculum and how Willmar currently delivers education. David noted that our charge from the School Board is to look at facilities with respect to enrollment, curriculum, capacity and maintenance.
- 11. David and Dr. Kjergaard thanked everyone for coming, and asked that they come on time for the next meeting as we will have much to accomplish.
- 12. Next Meeting: September 30 2013, 4-6:30 p.m. at WEAC

C. All FPC members







MEETING MINUTES – MEETING 2 WILLMAR PUBLIC SCHOOLS, ISD #347 FACILITIES PLANNING COMMITTEE

September 30, 2013

1. David asked the group to look back at the last meeting, and share their most significant and most disconcerting discovery from the meeting. Items identified were:

Most Significant

- We have an honest, hard-working group willing to dig in. A good sized group.
- We have enthusiastic participation
- It is a daunting task to create a 10-year plan
- The study is timely
- There is an interest in the community and in our group in improving education
- Solutions need to be comprehensive
- This is a good group with interest in the issue

Most Disconcerting

- Will learning environments be considered?
- Unknown curriculum needs
- What will be future technology demands/incorporation?
- Group has a tendency to stray from facilities
- Learning that we are serving lunch from 10:30 a.m. to nearly 2:00 p.m.
- That these is a lack of gym space
- It is difficult to expand the elementary schools and also solve the lunch period /gym /infrastructure problems
- What is our vision? Are we looking forward? How will education be delivered?
- How to communicate issues to others
- What don't we know?
- 2. Paul Youngquist presented a summary of the outstanding maintenance issues at each of the buildings. He shared the basis for the summary, as well as identifying the cost per square foot for each facility. The maintenance summary was separated for each building into the maintenance for the next 1-5 years, 5-15 years and 16-25 years (Priorities 1, 2,and 3 respectively).
- 3. The group was divided into four small groups. They were given instruction on how to conduct Round One of a SWOT analysis of the district, which included both an instruction sheet and a SWOT template. Each group was given a primary and secondary focus to consider.
- 4. At the end of Round One, each group was asked to report on their findings for their primary focus. These were blended with the findings of the group who had this focus as their secondary task. At the end of the reporting we had blended summaries of each of the SWOT categories.
- 5. Each person was then asked to identify by marking on the sheets numbers 1-4 what they felt were the top four items in each SWOT category. During the dinner break, these numbers were tallied by totaling the score numbers and adding to them the number of persons who voted for each item, resulting in a "power ranking" of the top items. (For example, if an item received a tally of 25 points and 8 persons voted for that item the total for that item would be 25 + 8 = 33). The results of the ranking follow on the attached document.
- 6. The small groups were then asked to consider the implications, the "so what?" of the SWOT analysis for the school district. They were asked to frame their discussions along these lines: "Considering what we've discovered in the SWOT analysis, whatever plan the district might ultimately adopt must accomplish the following." As they considered this, they were reminded that the primary charge of this overall initiative is to generate a facilities plan.
- 7. At the end of the exercise, each group presented their top implications for the facilities plan.
- 8. The result of that exercise follows.
 - "Because of our population,/demographics, condition of our facilities, needs of all phases of our schools and our community, we must market and create great schools that will make Willmar a great community"
 - "Because our tax base is limited and a majority of households are without school age children, we must inform and create a need among voters for young families and great schools by tying them to the voters' quality of life."
 - "We need to prepare and inspire all kids to compete in a 21st century global marketplace. This will be achieved by investing in our facilities to make sure our community schools are 21st century technology-ready for learning."
 - "If we are going to be successful, we need to connect with the folks who are not at the community meetings to help them understand the need and reasoning. We need to be looking for inter-reliability, transparency and trust."
- 9. Next Meeting: October 21, 2013, 4-6:30 p.m. at WEAC.
- C. Facilities Planning Committee Members







MEETING MINUTES – MEETING 3 WILLMAR PUBLIC SCHOOLS, ISD #347 FACILITIES PLANNING COMMITTEE

October 21, 2013

- 1. We welcomed folks back to the meeting and asked them to sit at the same tables where they were at the end of the last meeting. We asked them to pair up with another person at their table to review what happened at Meeting 2. We were careful to pair those who had not attended the last meeting with those who were there so they could be brought up to date. After a few minutes, the pairs were asked to identify one element which the pair believes should be added to (or reinforced from) the work of the last session. Thoughts which emerged:
 - While discussion has occurred regarding the pressure at Kennedy school due to enrollment, it is important to
 understand the pressure varsity football and gymnastics create at Kennedy. Varsity football is played at Kennedy
 and there is no locker room for visitors. (In fact, the remaining locker rooms are only about 2/3 the size of the original
 locker rooms). Ridgewater also plays at Kennedy. Gymnastics takes up space that causes some juggling of the
 physical education schedule.
 - It should be noted that while on the surface the High School seems to have adequate capacity, it is a lack of resources at the High School that is causing some of the pressure on the other schools, like Kennedy.
 - While the enrollment/space pressure is currently at the elementary schools, we should consider how that pressure
 might move to the Middle School and High School in future years.
 - This group and the community at large should understand how much public usage of the schools occurs in the evenings and weekends. It is possible the schools are over-used currently.
 - More emphasis should be placed on the imminent expiration of the current bond issue after which the district will have no long term debt.
 - We need to be conscious of the fact that even though the current bond issue is soon to expire, the question that might come out of this planning might be larger than the current bond issue.
 - What can we learn from the planning of any other districts?
 - (Facilitator note): More emphasis should be placed on the outstanding maintenance at the facilities and the fact that there is no mechanism currently in place to fund this needed maintenance.
- 2. We then engaged in Round One of "The Search for an Ideal Future". Participants were asked to imagine they returned to the Willmar area after 10 years away, and they can see the district is thriving. They were asked to be "educational archeologists" and to identify what happened in the last ten year to create this future. They were asked to identify what they see in this future, and the decisions that were made along the way to get there. At the end of the exercise, each group was asked to make an oral presentation of their findings.
- 3. For Round Two, we reconfigured the teams to make sure that each team had "emmisaries" from each of the groups at their table. There were two objectives for this exercise: to refine the original work and to blend the best thinking from all of the groups into the mix. The groups were asked to record their findings and then to make a presentation to the full committee. The results of their presentations follow these meeting notes.
- 4. In our next meeting, we will again seek an ideal future, and will review the work from this meeting with the work of Meeting 2. The facility plans will be reviewed to see how they address the results of the SWOT analysis and how they can be measured against our Plan Measurement Statements.
- 5. Our next meeting is November 4, 2013 from 4:00 6:30 p.m. at WEAC. Participants were asked to arrive in time to be seated and ready to go at 4:00 p.m.

Copy: Facilities Planning Committee Members





MEETING MINUTES – MEETING 3 WILLMAR PUBLIC SCHOOLS, ISD #347 FACILITIES PLANNING COMMITTEE

October 21, 2013

Round 2 Presentations

Group 1

High School

• If it remains the same, we will remodel to add gym space and arts space.

Middle School

- Fill in the pool to make an additional gym space
- Build small meeting spaces
- Need to have or add updated science spaces

Kennedy

• Discontinue use

Build a New Multi-Use Facility

New Elementary Building

PreK-2 with community education, etc. attached

Add another elementary

Roosevelt

Retain

Group 2

- House 1,800 elementary students at 3 sites
- Added rooms/ Expanded Middle School
 - Added Gym space at Middle School fill in the pool
- Remodeling \$10 million per building?
- Build Relationships / Partnerships
 - o Trust
 - Communication

Group 3

Central Athletic / Art Facility

Full Bussing

Build New Middle School /Athletic/ Senior High Complex

- Hodapp Field Moved
- Fieldhouse

Close:

- ALC maybe move to the Mall
- Jefferson Move to complex (reorganize)
- Kennedy
- WEAC Possible??

Middle School to become new Kennedy

- Leaves room for expansion
- Seal pool

Partners

- Jennie O
- Ridgewater
- City
- MinnWest

Group 4

Elementary Schools

- Upgrade both elementary schools
- Remodel Middle School to make an elementary schools
- All 3 as equal as possible)

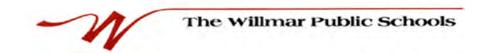
Build a new facility

- Middle School, Field House
- Outdoor complex

C: All Long Range Facilities Planning Committee Members







MEETING MINUTES – MEETING 4 WILLMAR PUBLIC SCHOOLS, ISD #347 FACILITIES PLANNING COMMITTEE

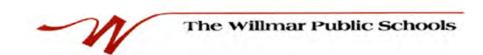
November 4, 2013

- 1. We opened the meeting by reviewing together some of the resource materials that had been made available to the group. We talked about the future trends documents and the article on technology, and reminded folks of the building data that is included at the bottom of the district maps that are provided at each table. We made sure that at least one copy of these documents was available at each of the tables.
- 2. Folks were asked to sit at the tables where they were seated at the end of the last meeting, with folks who were unable to attend the last meeting sprinkled among the groups by the facilitator. We then engaged in a critical review of the plans generated last session. Each of the small groups was asked to present their plan from the last meeting, and then they were critiqued by one of the other small groups. Group 1 was critiqued by Group 2, Group 2 by Group 3, Group 3 by Group 4 and Group 4 by Group 1. At the conclusion of the critique, we went back to each group and asked them to state what they liked about the plan they had just critiqued.
- 3. We spent some time reviewing the group's charge, the SWOT analysis from previous sessions, and the Plan Measurement (So What?) statements. The group was asked to keep these materials in mind as they continued our work towards a facility plan for the district.
- 4. After a break, we reconfigured the groups again to create emissaries of each group at each table. The reconstituted groups were asked to share with each other the rationale and reasoning behind their former group's plan. Starting with fresh materials, the small groups were asked to create a new plan combining the best attributes of the previous plans. The groups were advised to use approximately 340 students/grade level for K-12 for their planning.
- 5. Once the plans were completed, we asked each group to make a formal presentation of their plans. A brief synopsis of the plans presented follows.
- 6. Our next meeting is December 2, 2013 from 4:00 6:30 p.m. at WEAC. Participants were asked to arrive in time to be seated and ready to go at 4:00 p.m.

Copy: Facilities Planning Committee Members







Facilities Planning Committee

Willmar Public Schools November 4, 2013

Group 1

ABE stays at WCER

Create an Early Childhood and Kindergarten at **Roosevelt**. (Upon questioning, the group was open to up to Second Grade at this site). Rationale:

- New Kindergarten wing
- New mini-bathrooms
- Playground
- Separate ABE with space
- WLER soccer, arts facilities, baseball fields, and aquatic center nearby

Construct a Middle School addition at the High School.

Rationale:

- Bussing solved
- Teacher sharing
- Alleviate space pull of High School at Elementary Schools
- Court space and gym space
- Advanced classes access

Also add space for arts and a fieldhouse at the High School. The fieldhouse would contain Gymnastics, Dance, courts and indoor soccer and tennis

Convert the Middle School to a Grade 1-5 Elementary (unless grades 1 and/or 2 are moved to Roosevelt)

Have Grades 1-5 at Kennedy (unless grades 1 and/or 2 are moved to Roosevelt)

Group 2

- 1. A new elementary school is built east of the YMCA. All three elementary schools are E-5 schools.
- 2. Science Rooms, more fine arts space, a small gym at the Middle School.
- 3. Enhance technology, tack deferred maintenance, make freed up space in Elementary Schools as flexible learning space
- 4. Update Hodapp new locker rooms facilities at Kennedy
- 5. Add space for **fine arts at High School** (Choir, band, balcony at theater).
- 6. City builds fieldhouse at High School District leases it back from city. Gymnastics, weight room, wrestling, soccer, tennis.

Task 4 from the Worksheet: (What must be done between today and 2023 in order to make this happen? What major barriers have to be overcome in order that this ideal future can be created? How will this be accomplished?

- Economic Growth
- Provide proof
- Market it
- Plan, prepare
- Get the vote
- Business Partnerships on Athletic Facilities

Group 3

Two Options:

A) Grades K-6 at Kennedy

Roosevelt

Middle School (retrofit)

B) Grades K-4 @ Kennedy

Roosevelt

Grades 5-6 @ Middle School

For both options:

Build Grade 7-8 facility on High School Site with athletic facilities connections (perhaps a fieldhouse).

Group 4

Two Options: Option 1 Option 2

3 Elementary Schools Remodel Kennedy Remodel Kennedy

Roosevelt Roosevelt Roosevelt New Elementary School

Middle School Build New Remodel

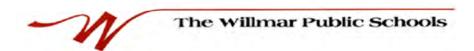
High School Remodel plus Remodel plus

New Athletic Complex
Arts Wing addition

New Athletic Complex
Arts Wing Addition







MEETING MINUTES – MEETING 5 WILLMAR PUBLIC SCHOOLS, ISD #347 FACILITIES PLANNING COMMITTEE

December 2, 2013

- 1. David began the meeting by discussing the work he hoped the committee can accomplish in this meeting, and the next.
 - a. Today we will work to build more complete plans, get closer to consensus on one or two plans. We will compare our work to previous work on the SWOT analysis and the "So What?" statements.
 - b. At the end of today's meeting we hope to have 1-2 plans. David and Paul will take the time between meetings to "price" those plans for presentation at the next meeting.
 - c. At the next meeting, we will identify the final plan or plans, prioritize the elements of the plan, develop our rationale, and develop the recommendations to the Board of Education.
- 2. David reviewed the charge of the committee, the SWOT Analysis and the "So What?" statements with the entire group. He noted that copies of these documents are at the tables. He encouraged the group to consider these elements as they reviewed the plans created from last meeting, and as they created plans for the next meeting.
- 3. Folks were asked to sit at the table where they ended the last meeting. Each group presented their plans from the last meeting to the entire committee and answered critiques and questions from the members of the committee. We identified elements of the plans that were common to all, common to some, disparate (appearing only on one plan) and elements that were missing. The results of this exercise follow these minutes.
- 4. We reviewed what enrollment numbers we should use for the planning. After review of the current enrollment and enrollment projections provided in the resource binders and some discussion, it was agreed that we would use **320 students/grade** as our planning number. For the current grade configuration in the schools, this would equate to 1920 elementary students (grades K-5), 960 middle school students (grades 6-8), and 1280 high school students (grades 9-12).
- 5. From our past work, it appeared that two basic plans are emerging one with a new elementary school and one with a new middle school. We conducted an exercise designed to identify the strength within the group for either of these plans. Using a scale where 5 means Strongly Agree, 3 means Neutral, and 1 is Strongly Disagree, each person was asked to first give their rating for a new elementary school, then for a new middle school. During the break, Paul and David compiled the "votes" and calculated the average. The average score for a new elementary was 3.1, and the average score for a new middle school was 4.1.
- 6. After the break, the overall group was combined into two smaller groups. Group 1 was asked to develop a plan which included a new Elementary School. Group 2 was asked to develop a plan for a new Middle School. As they prepare their plans, each group was again reminded to take into consideration the plans which had been completed before, the SWOT analysis and the "So What" statements. They were also asked to consider the elements that were listed as "missing" in review of the plans from the last meeting.
- 7. Group 1 completed two versions of an elementary plan, and a quick version of a middle school plan, and was able to present their plans to the overall group. Group 2 just completed their work at the end of the meeting and was unable to present before we adjourned. The plans developed follow these notes.
- 8. Our next meeting is December 16, 2013 at 4:00. All members are asked to arrive and be ready to start at 4:00.

Review of Plans from Meeting 4

Common Elements:

All Plans

- All committee members agree that the district needs to address facilities issues.
- In all plans, the High School remains a grade 9-12 school in the same location. Plans all also suggest an addition to the high school for athletics.
- Each plan contains some element of new construction
- Each plan acknowledges an issue with enrollment vs. capacity at the elementary schools and middle school.
- Each plans suggest remodeling and upgrades at the elementary schools
- All plans have Roosevelt and the Middle school buildings remaining (in some cases the middle school will be converted to an elementary school).

Some Plans

- In 3 of the plans, there is a fine arts addition to the high school
- 2 of the plans remove Kennedy as a school building
- 3 of the plans reconfigure grades from the current configuration.
- 3 plans have a new middle school (one group has two options)
- 2 groups have a new elementary schools (one group has two options)

Disparate Elements (elements appearing in only one plan)

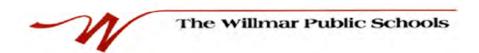
Fieldhouse

Missing Elements

Deferred maintenance
Definition of fine arts space at High School
Definition of athletic facilities at High School
Proposed enrollment at the schools
Role/future of WEAC and Jefferson







Plans from Meeting 5

Group 1 (create plan with new elementary school)

New Elementary Plans

Plan A

- 1. Construct new E-3 building on North Gesch Lot
- 2. Convert Kennedy and Roosevelt to grades 4-6
- 3. Close/sell Jefferson
- 4. Close/sell WEAC
- 5. Convert the Middle School to grades 7-9
- 6. Move programs in WEAC and Jefferson to Roosevelt and Kennedy.

Plan A.1

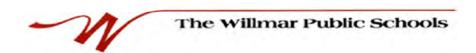
- 1. Build New E-2
- 2. Convert Kennedy and Roosevelt to grades 3-5
- 3. Move ABE and programs in WEAC to Kennedy and Roosevelt.
- 4. Add science classrooms to Middle School, remain as grades 6-8.
- 5. High School -?

New Middle School Plan

- 1. Grades 6-12 at the High School Site
 - a. New Grade 6-8 Middle School
 - b. Grades 9-12 at High School
 - c. New recreation facility separates the two buildings
- 2. Close Kennedy or move the programs from WEAC and Jefferson to Kennedy, along with the ALC.
- 3. Convert the Middle School to a K-5 school
- 4. Roosevelt remains a K-5
- 5. Close WEAC and Jefferson and sell
- 6. If Kennedy is not sold, and ALC programs move to Kennedy, close and sell Garfield.







Group 2 (New Middle School)

Plan 1

- 1. High School remains as is as grade 9-12. The office space on the 2nd floor is converted classrooms with meeting spaces to become the EL (English Language learner) Center.
- 2. Build a new Grade 6-8 Middle School at the High School.
 - a. Connect the M.S. to the H.S. with a field house that they share.
 - b. The new M.S. does not have a theater or a pool.
 - c. The new M.S. does have gym with three teaching stations
- 3. Roosevelt remains a K-5 school. Deferred maintenance is completed.
- 4. The Middle School becomes K-5 school.
- 5. Kennedy
 - a. West wing is transformed into Community Ed. and Rec. Early Childhood Education Center.
 - b. An addition for Adult Basic Ed. is added if necessary.
 - c. The north Portion becomes the new Kennedy with some rooms being modified for kindergarten
- 6. WEAC remains as is.
- 7. Either Jefferson becomes the ALC and Garfield is sold, or Jefferson s sold and Garfield remains as is.
- 8. The group remained undecided about moving the football field
- 9. Deferred Maintenance will be addressed at each remaining building

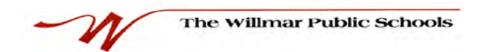
Plan 2

- 1. Same plan for High School as Plan 1.
- 2. Build a new grade 6-8 middle school at the high school site. Same elements as the middle school in Plan 1.
- 3. Build a new fieldhouse at the high school site (joining the Middle School and High School)
- 4. Relocate the varsity football field to the high school
- 5. Demolish Kennedy and build a new E-5 elementary school on this site where the football field is. This new building would also accommodate community ed and rec. programs.
- 6. Roosevelt remains K-5
- 7. Middle School is converted to K-5.
- 8. WEAC remains as is.
- 9. Jefferson is sold and Garfield remains as is.
- 10. Deferred Maintenance will be addressed at each remaining building.

Copy: Facilities Planning Committee Members







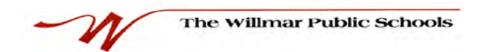
MEETING MINUTES – MEETING 6 WILLMAR PUBLIC SCHOOLS, ISD #347 FACILITIES PLANNING COMMITTEE

December 16, 2013

- 1. David began the meeting by discussing the work he hoped the committee can accomplish in this meeting.
 - a. We will review a couple of items that have held groups up in their planning, and which will hopefully lead to greater understanding.
 - b. We will review where the District was in 2007 when it underwent a similar process.
 - c. We will provide the group with new information related to project cost, and tax impact.
 - d. We will create new plans with rationale, and prepare some recommendations to the board.
- 2. David noted that the issue of what to do with Kennedy school has come up repeatedly in our discussions. Often it has been said that Kennedy has not been renovated to be an adequate elementary school. The discussion has ranged from tearing it down, to renovating it, to providing it with another purpose. He noted that even if all the deferred maintenance identified for the school were completed, the cost per square foot would be \$56/SF, and if the cost to add A/C and ventilation is removed from the total, the cost per square foot is \$19/SF. Both of these costs are far less than the \$179/SF estimated to build a new school. He then led an exercise where we reviewed what is "right" with Kennedy, suggesting this would include the core facilities and the early childhood/kindergarten wing. Applying a space program to house 700 students to the current Kennedy plan (what it might be under many of the plans created previously by the group), he demonstrated a possible improvement plan for Kennedy that would cost approximately \$7.2 million with Phase 1 deferred maintenance included. He stressed this was not to be considered as the plan for Kennedy the hope of this exercise was to open up thinking about how the issues at Kennedy might be addressed.
- 3. David then displayed a chart which showed the grade configurations which existed in 2007. It was noted that since that time grade configurations have been consolidated at K-6, 6-8 and 9-12. Kindergarten classrooms were added to Roosevelt. Lincoln and Washington schools were closed and sold. Jefferson now houses early childhood and ABE programs. This was not done to suggest what the grade configurations should be in our plans, but rather to give folks a perspective of changes in the district grade configurations and facilities since 2007.
- 4. Paul Youngquist then reviewed some costs.
 - a. The first of these was a summary of the deferred maintenance costs for each building in the district. Included were priorities 1, 2, and 3, as well as a total for each building and for the district. Also shown was the costs/SF for each of the priorities and totals.
 - b. Paul then reviewed a spreadsheet which included cost items that had been part of the discussions of previous committee meetings. Paul noted this "menu" of cost items was developed by first creating a space program for each item, then developing a cost for that program, and then placing each of the cost items on the spreadsheet. Paul noted these costs have been inflated assuming a construction start in late 2014. Then each of the options from last week were identified, appropriate costs from the "menu" applied, and then totaled to arrive at a total potential cost for each option. Also included in this spreadsheet were blank columns which could be used to identify costs for any options we might discover in today's meeting.
 - c. Paul then walked thru the Tax Impact Statements prepared by Ehlers, the district's consultant. It was noted that the last year the full tax was collected for the high school was 2012. The taxes were reduced for 2013, and the bonds will be paid off prior to the 2014 tax season. So any taxes that would accrue from a future bond referendum would be presented as a full tax increase from a position where the district has no outstanding bonds to pay. The Committee asked that we prepare the 2012 tax impact for comparison.
- 5. After a short break, each group was asked to create a new plan, using all the information from past meetings, and the new cost information presented today. They were also asked to build the rational for their plan.
- 6. Both groups presented their plans. The summary of those plans follow immediately after these notes. After some discussion, the large majority of the group present agreed with the Plan created by Group 2 (referred to as Plan H below). A minority of 3 persons did not agree with this plan, but rather advocated a different plan. They were asked to prepare a minority report of their plan, which is also included following these meeting minutes.
- 7. The group was then asked to make any additional recommendations to the Board of Education. Those recommendations follow:
 - a. The Committee asks that the Board of Education accept their work.
 - b. In an earlier meeting, after studying the data for the district, the Committee unanimously agreed that the district should do something with respect to their facilities to address capacity issues due to enrollment, and facilities issues related to deferred maintenance.
 - c. The Committee asks that the Board of Education study the plan presented as Plan H further to see how this plan addresses capacity in the district. The Committee believes the District should build for the proper capacity (and not under-build or over-build). It should be noted that in an earlier meeting, after reviewing the past and current enrollment and future enrollment projections, the committee recommended planning for an average of 320 students per grade for grades K-12.
 - d. In particular, the Committee asks that the school board study the Middle School option in Plan H. While the Committee prefers a middle school with grades 6-8, or perhaps even grades 5-8, they chose grades 7-8 for their plan assuming this provides the proper capacity at all schools for expected enrollment across the district, and that by being located at the high school site still provides adequate sharing of facilities and curriculum. However, they suggest a more detailed study would be in order to determine the proper configuration for capacity.
 - e. The Committee suggested that the District request Ehlers provide the District with the tax impacts for 2012 and 2013 so that a proper comparison could be drawn between the 2012 tax and any possible future tax.
- 8. Dr. Kjergaard, Paul Youngquist, and David Leapaldt all thanked the group for their willingness to serve on this committee and for their hard work and dedication to the task. Dr. Kjergaard said a report will be made to the Board of Education at their January 13, 2014 meeting, and asked that Committee Members attend the meeting and presentation.







C. Facilities Planning Committee Members

Plans from Meeting 6

Group 1

Plan 1

- 1. Complete all Priority 1 deferred maintenance (\$8.8 million)
- 2. Remodel for Learning
 - a. Add Science Rooms at the Middle School (\$6.4 million)
 - b. Upgrade and remodel Kennedy (\$4.6 million)
- 3. Close/sell Jefferson, WEAC or Garfield
- 4. Add field turf and locker rooms at Hodapp Field
- 5. Add at Fieldhouse at the high school however do it in concert with the community and pay for it thru a Lease Levy.
- 6. Upgrade the fine arts at the High School (\$6.4 million (actual work to be determined)).

Plan 2

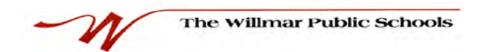
- 1. Complete all Priority 1 deferred maintenance (\$8.8 million)
- 2. Remodel for Learning
 - a. Add Science Rooms at the Middle School (\$6.4 million)
 - b. Upgrade and remodel Kennedy (\$4.6 million)
- 3. Close/sell Jefferson, WEAC or Garfield (Close Jefferson move ABE and Early Childhood to Kennedy)
- 4. Build a new Middle School or a New Elementary School
- 5. Add field turf and locker rooms at Hodapp Field
- 6. Add at Fieldhouse at the high school however do it in concert with the community and pay for it thru a Lease Levy.
- 7. Upgrade the fine arts at the High School (\$6.4 million (actual work to be determined)).

Group 2 (Plan H)

- 1. Complete all Priority 1 Deferred Maintenance
- 2. Convert Kennedy and Roosevelt to E-4 schools (Two buildings at 800 students each).
- 3. Convert Middle School to Grades 5 & 6. Perform minimum remodeling/rehabilitation.
- 4. Build a new Grade 7-8 Middle School at the High School Site.
- 5. Construct a Fieldhouse at the High School connecting the new 7-8 Middle School and the High School.
- 6. High School to remain 9-12. Provide the work needed to "complete" the auditorium.
- 7. Provide upgrades at Kennedy in instructional space (classrooms and breakouts), and lunch and food service.
- 8. Improve food service/cafeteria at Roosevelt to reduce the number of lunch periods.
- 9. If no turf field stadium is provided at the High School, then provide locker rooms and facility upgrades at Hodapp field.
- 10. Close Jefferson and move ABE to Kennedy.







MINORITY REPORT FROM FACILITIES TASK FORCE DECEMBER 2014

A minority of the school district's facilities task force suggests that a new building, if built, should be an E-K-1 learning center, instead of a new 7-8 or 6-8 building, to best address the needs of learners in Willmar Public Schools. Our rationales, in brief, are listed below.

STUDENT ACHIVEMENT: Biggest benefit for having all E-K-1 programs at a 21st century building designed specifically for young learners. Research is conclusive that money spent on early learners will reap large benefits later in the E-12 system and beyond. We have an opportunity to give our youngest learners the best start and the most solid foundation possible in Willmar Public Schools. When efforts are connected and aligned to create continuity and coherence between PreK and K-3, they can serve as a key strategy to narrow our achievement gap and provide children with a solid foundation for lifelong learning (Harvard Graduate School of Education, Making It Work: Implementing a Comprehensive PreK-3rd Grade Approach).

MDE: Commissioner Brenda Casselius stated the following in a press release from MDE dated 12-11-13, "Students who have access to high quality early learning are more likely to start school fully prepared and then stay on track academically. Our focus has been on widening access to high quality early learning for all kids and aligning those programs with schools. Today's announcement shows that more students are benefiting – and will continue to benefit – from our approach and investments."

TRANSITIONS: MDE is also suggesting that districts develop PreK-3rd Grade transition plans. MDE is offering PreK-3rd Grade Leadership Institutes in 2014 to assist districts. A new E-K-1 facility in Willmar would help enable the smoothest transitions possible for our early learners.

CONCENTRATION: Concentrating all E-K-1 resources at one site has numerous benefits for learners and service providers.

CONSOLIDATION: Consolidating services for E-K-1 at one site can foster higher effectiveness and improved efficiency with available resources.

COLLABORATION: Maximum collaboration between professionals can happen with all E-K-1 educators located at one site. Teams and professional learning communities would have an enhanced focus on the needs of our early learners along with opportunities to develop and implement innovative practices.

RESEARCH: Success for early learners translates to success for older learners. The research is massive and long standing.

RACE TO THE TOP: Giving early learners the best academic foundation possible is a great strategy for better test results in our district. The development of literacy and language skills is of utmost importance, if we want our students to be highly successful.

CLOSURES: Any plan for building a new building should include closing at least one current building. Close Jefferson – move ABE to Kennedy, and Early Childhood to the new building.

DEFERRED MAINTENANCE: We agree with the majority that the district has some urgent deferred maintenance needs district wide. The costs should be included in a bond referendum.

CONFIGURATION: The task force minority suggests the following grade configurations, if the district chooses to build a new school.

E-K-1: New building at one site

Kennedy: Grades 2-5, remodel as needed Hodapp Field – add locker rooms and field turf Roosevelt: Grades 2-5, remodel as needed

Middle School: Grades 6-8, add Science classrooms and other space

High School: Grades 9-12, enhance Fine Arts space

COST: We defer to the experts. But we do know that elementary buildings tend to cost millions less to build than middle schools or high schools for an equal number of students.

SURVEY DATA: We suggest gathering survey data from educators, parents, community leaders and community members on the E-K-1 option, or any other building option you propose.

FIELD HOUSE: We see a new field house as a need for Willmar as a regional center. However, we see the district using a lease/levy mechanism to operate the new field house and not do a bond referendum. We see the new field house, if built, as a wider community effort and, perhaps, as an economic development effort for the larger community.

EXPLORATORY TEAM: We suggest, if you get really serious about this option, that you establish an exploratory team of teachers, parents, and administrators. Have them visit one or more exemplary schools that have been successful educating youngsters with demographics and poverty similar to Willmar. Studying a district that already has a successful E-K-1 program could be extremely helpful.

CONCLUSION: We think a new E-K-1 learning center is the best option for kids, if the school district decides to proceed with a new building. We, at the very least, ask you to seriously consider the E-K-1 option. Please consider talking to and listening to your E-K-1 leaders and educators. Thanks for the opportunity to bring a minority viewpoint forward to you.

Respectfully Submitted;

Rob Anderson, Cindy Kroona and Keith Kerstetter





Appendix D

Alternate Plans from Meeting 6





APPENDIX D

facilities plan grades EK-12

The Willmar Public Schools

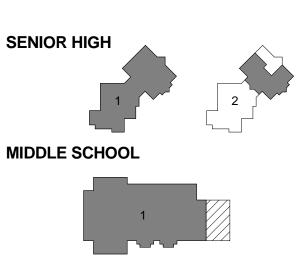
960/1070

\$4,150,000

\$4,600,000

(science lab addition)

GROUP 1, PLAN 1

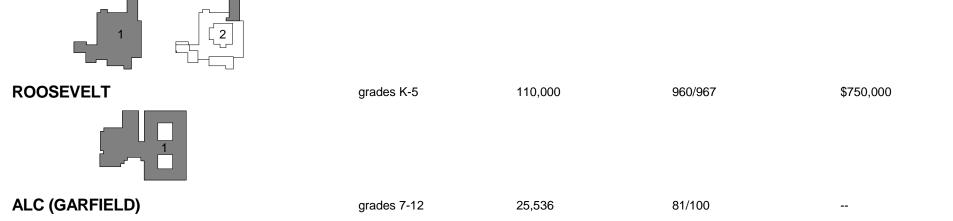


proposed use	area (s.f.)	# of students/capacity	concept estimate
grades 9-12	267,000	1280/1204	\$2,000,000 (auditorium balcony)

166,380

1			
KENNEDY	grades K-5	150,665	960/967

grades 6-8



		g.uuco / 12	20,000	31/100
B 1	2			
JEFFERSON	511	ECFE / ECSE / ABE / Headstart / WCER	46,883	

B 1		
COMMUNITY ACTIVITIES CENTER (FIELD HOUSE)	 59,800	 \$12,800,000
1		
HODAPP FIELD	 	 \$2,000,000 (field turf & locker rooms)

WEAC	 	
1 2 3		
REQUIRED MAINTENANCE (DEFERRED)	 	 \$8,800,000

GENERAL NOTES:

- Framers of the plan desired that Garfield, Jefferson or WEAC be closed, however they were unable to identify a location in which to place the displaced programs.
- Cost figures for Kennedy include remodeling.







APPENDIX D

facilities plan 12.16.13 grades EK-12



The Willmar Public Schools

GROUP 1, PLAN 2



proposed use	;
grades 9-12	:

area (s.f.) 267,000

of students/capacity 1280/1204

concept estimate \$2,000,000 (auditorium balcony)





grades 6-8 166,380 960/1070

\$4,150,000 (science lab addition)

NEW ELEMENTARY SCHOOL



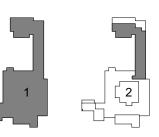
92,373 grades EK-5

550/550

\$23,300,000 \$2,500,000 (land)

\$25,800,000

KENNEDY



grades EK-5

150,665

735/967

\$4,600,000

ROOSEVELT



grades EK-5

110,000

735/967

\$750,000

ALC (GARFIELD)



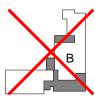


grades 7-12

25,536

81/100

JEFFERSON





CLOSED

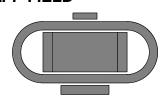
COMMUNITY ACTIVITIES CENTER (FIELD HOUSE)



59,800

\$12,800,000

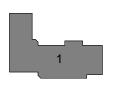
HODAPP FIELD



\$2,000,000

(field turf & locker rooms)

WEAC





REQUIRED MAINTENANCE (DEFERRED)



\$8,000,000

GENERAL NOTES:

- Jefferson is closed as Early Childhood moves to the 3 elementary schools, & ABE moves to Kennedy.
- Cost figures for Kennedy include remodeling.



willmar public schools



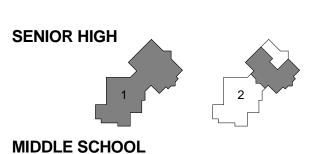
APPENDIX D

facilities plan 09.16.13 grades EK-12



The Willmar Public Schools

PLAN FROM MINORITY REPORT



proposed use grades 9-12

area (s.f.) 267,000

of students/capacity 1280/1204

concept estimate \$2,000,000 (auditorium balcony)

grades 6-8

166,380

960/1070

\$4,150,000 (science lab addition)

NEW ELEMENTARY SCHOOL

grades EK-1

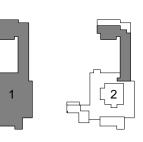
121,394

690/690

\$30,600,000 \$2,500,000 (land)

\$33,100,000

KENNEDY



grades 2-5

150,665

640/967

\$4,600,000

ROOSEVELT



grades 2-5

110,000

640/967

\$750,000

ALC (GARFIELD)





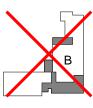


grades 7-12

25,536

81/100

JEFFERSON





CLOSED

COMMUNITY ACTIVITIES CENTER (FIELD HOUSE)



59,800

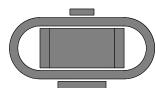
\$12,800,000

(lease-levy)

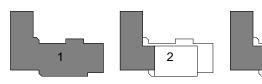
\$2,000,000

\$8,000,000

HODAPP FIELD



WEAC



REQUIRED MAINTENANCE (DEFERRED)

Jefferson School is closed as Early Childhood moves to the new EK-1 school and ABE moves to part of Kennedy.

Cost amount for Kennedy includes funds to remodel. Additional remodeling will be necessary at both Kennedy and Roosevelt to convert Kindergarten space to grade appropriate space. This cost is NOT included in the estimates above.



GENERAL NOTES:



