



Facilities Master Plan

(Edition 1) 2023-2033

Established: Summer 2023

Approved by the Board of Education on August 24th, 2023

Notice.....	3
1. Executive Summary.....	4
2. Background and Context.....	5
Plan Development Process.....	5
3. Purpose.....	6
Belief Statements.....	6
Strategic Plan Goals.....	7
4. Needs Assessment.....	7
Current Sizes and Capacities.....	8
Enrollment Projections.....	8
Accessibility Review.....	10
5. Maintenance and Operations Plan.....	10
6. Overview of Improvement Projects.....	12
7. Health, Safety, and Accessibility.....	13
8. Evaluation and Monitoring.....	14



Notice

Please understand that this master facilities plan is a dynamic document that will evolve over time, and that regular updates and revisions are necessary to ensure that it remains useful and effective.

1.Executive Summary

Flanagan Cornell Unit 74 (FC74) is committed to providing safe, healthy, and accessible facilities that support student achievement and well-being. This master plan, and future editions, is designed to address the current and future needs of our schools, to ensure that our facilities are well-maintained and able to meet the changing needs of our students and community.

This plan aims to guide decision-making and planning by considering the connections between facility management, maintenance, and school operations. It does not include specific designs, engineering, or detailed budgets in this edition of the plan.

The plan begins with a needs assessment, which found that most of our facilities are in urgent need of repairs, upgrades, and improvements to address safety, accessibility, and programmatic needs. To address these needs, the second edition of this plan includes a range of short-term and long-term facility improvement projects, including exterior replacements, upgrades to HVAC, classroom renovations, and school safety and security improvements.

The plan also includes a maintenance and operations overview, which prioritizes regular preventative maintenance, repairs and replacement of equipment, and compliance with safety and accessibility standards.

The second edition of the plan will include a broad financing and budget strategy, which includes identification of potential funding sources, cost estimates, and an assessment of the feasibility of different financing options.

Overall, this plan offers a comprehensive and sustainable approach to ensure that our schools support student learning and maximize taxpayers' investments over time.

2. Background and Context

Plan Development Process

In recognition of needing to identify a focus for the District, the Board of Education began a strategic planning process in Fall of 2022. The purpose of this process was to develop a plan that communicates a shared mission along with goals that will guide the District toward student learning improvement for the next several years.

The Strategic Planning Committee was formed by the Superintendent with consultation and recommendation by the Board of Education. This committee was purposefully organized to include a variety of perspectives and roles from throughout the District. The committee was invited to the initial phase of the planning process.

This initial phase was organized and led by Mr. Ralph Grimm, an external consultant. Over the course of five sessions and a total of 16 hours, the committee engaged in reflective and challenging discussions regarding the District's strengths, opportunities, and areas of improvement. Through these discussions, the committee identified priority areas for focus during the next several years. In no particular order, these areas were identified as follows:

- Retention and Recruitment of High Quality Personnel
- Curriculum
- Buildings and Facilities
- District Finance

Committee break-out sessions were completed for each of these focus areas to define a goal and associated action steps for accomplishing it.

The Facilities Master Plan (FMP) was developed out of this strategic planning process.

3. Purpose

A clear statement of the district strategic plan's goals and objectives, and how they align with its mission.

Belief Statements

WE BELIEVE...

OUR STUDENTS

- will be active participants in the learning process
- will be challenged to achieve success
- will exhibit good citizenship
- will have a strong foundation for life after high school

OUR TEACHERS

- are knowledgeable and dedicated professionals
- set high expectations for all learners
- are passionate about learning and teaching
- are role models as life-long learners

SCHOOL, PARENTS, AND COMMUNITIES

- will provide a safe environment for learners
- will provide mutual support for the learning process
- will be informed and partner together for the success of all
- will communicate student expectations and community culture

Strategic Plan Goals

Create a human resources plan that identifies ways to recruit, retain, reward, and develop our district personnel by December 20th (Q2).

Create a district curriculum review procedure & timeline to be completed by October 13th, 2023 (Q1).

Create a ten-year “Facility Master Plan” (FMP) to be completed by August 15th, 2023. *(Board meeting moved to August 24th)*

Create an ongoing five year financial projection that aligns the budget to the pillars and goals of the strategic plan by July 30th, 2024.

4. Needs Assessment

An analysis of current and future facilities needs was conducted, including an assessment of areas such as classrooms, labs, libraries, sports facilities, and other areas. The following key needs were identified:

- Weather tight building envelopes throughout the district
- Spaces climate controlled with modern HVAC equipment district-wide
- Safe and secure entrances and spaces within each school
- Additional classroom space that is physically accessible to all
- Spaces that are flexible and adaptable for all building users
- Equitable access to learning opportunities, experiences, programs, and physical spaces
- Clean, healthy, and sustainable spaces

Key considerations for the needs assessment included:

- Building age and “life cycles” (major rehabs every 25-30 years)
- Costs of deferred maintenance

Item Prioritization

Ranking	Description
Priority 1 (Must do)	Items deemed in critical or poor condition
Priority 2 (Should do)	Items in fair condition or deemed to have high urgency
Priority 3 (Would like to do)	Items in good condition or deemed to have medium urgency
Priority 4 (Future)	Items in good or excellent condition or deemed to have low urgency

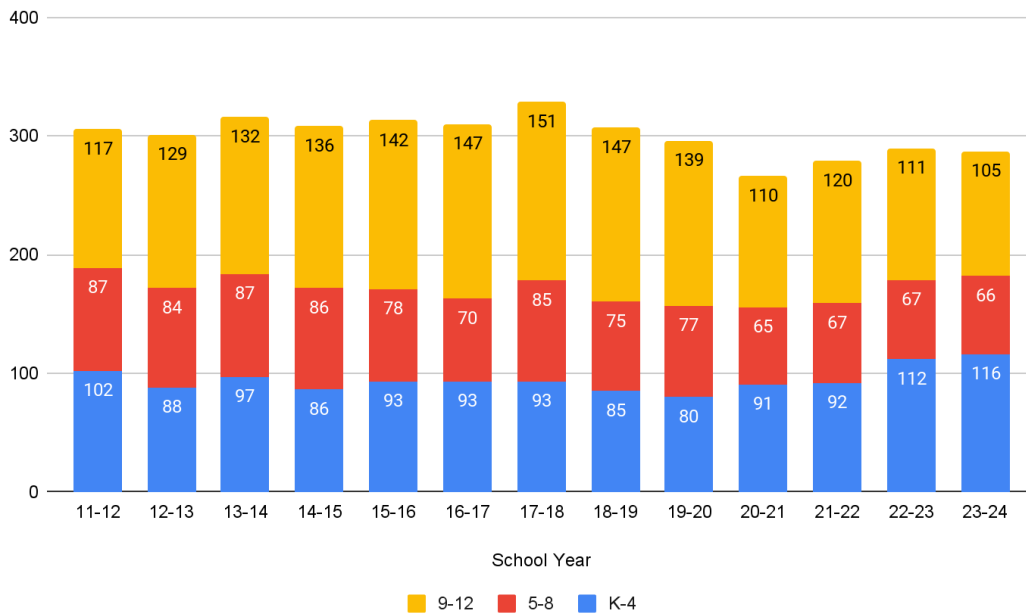
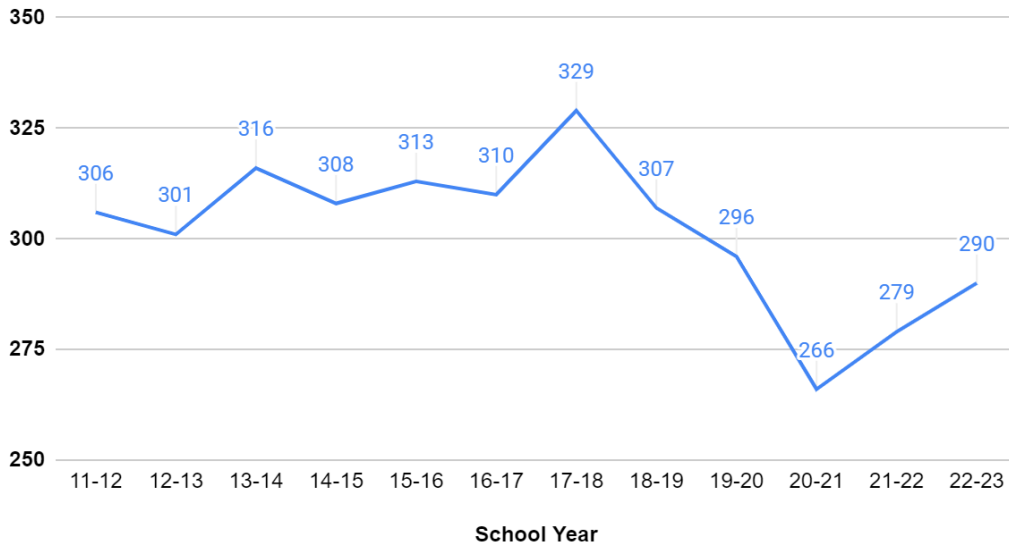
Current Sizes and Capacities

School	Size(sq. ft.)	Enrollment (23/24) Occupancy
Flanagan Cornell High School (1941)(1960)	35,364	105
Flanagan Elementary School (1969)	40,860	182
Band/Choir & Pre-K Buildings (2000)	4,968	24
Concession Stand (1978)	320	6

Enrollment Projections

Over the last five years, student enrollment has declined by 12.5% (an average 2.2% annually), driven by falling birth rates in [Livingston County](#) (county population has decreased by 8.2% from 2010-2021). While enrollment is expected to continue to decline by 1-2% for the next five years, it will likely plateau close to 2018-2019 values thereafter.

Annual District Enrollment



Historical and Projected Enrollment (2012-2024)

As smaller birth cohorts continue to matriculate, enrollment is expected to decline at the high school level though increased numbers in the K-4 show hope of a new local trend. Elementary continues to increase while middle school enrollment appears to have stabilized at 65.

Accessibility Review

To improve accessibility and comply with regulations, a building accessibility review evaluates a building's compliance with accessibility standards and identifies areas that may present barriers to accessibility for people with disabilities. The review utilizes the district's ten-year health & life safety survey that covers various aspects of the building, including entrances, exits, parking areas, interior and exterior spaces, restrooms, and other areas that may pose challenges. The assessment may also include factors that can affect accessibility, such as signage, wayfinding, and lighting.

Although not comprehensive, this master facilities plan included a review of select items, such as direct access, stairs, ramps, restrooms, door hardware, and signage, with building leadership and staff.

5. Maintenance and Operations Plan

Capital maintenance refers to the process of repairing or replacing existing building components or infrastructure that have reached the end of their useful life or have deteriorated beyond repair. This type of project is necessary to ensure that facilities remain safe and functional for their intended purposes. Capital maintenance projects typically involve fixing or replacing essential building systems such as roofs, HVAC, plumbing, or electrical systems.

Capital improvements, on the other hand, refer to projects that enhance the functionality, aesthetics, or value of a facility. These projects involve adding new features or components to a building or infrastructure that were not previously part of the structure. Capital improvements may include constructing new classrooms, adding athletic facilities, upgrading technology infrastructure, or building new structures on the campus.

In this master facilities plan, both capital maintenance and capital improvements must be considered. Capital maintenance is necessary to ensure that existing facilities are maintained and kept safe and functional, while capital improvements aim to enhance the facilities to meet the changing needs of the school district. When the cost of capital maintenance exceeds a school district's regular operating budget, the District may need to

use reserve funds, seek additional funding through grants or bonds, or implement a long-term capital maintenance plan to address maintenance needs over time. Prioritizing capital maintenance is essential to ensure the safety and well-being of students, staff, and visitors and prevent more costly repairs or replacements in the future.

To properly maintain and protect the taxpayers' investments in our schools, we will continue to do the following to maintain and operate our facilities:

1. **Regular preventative maintenance:** A schedule of regular maintenance tasks, such as cleaning, painting, and HVAC maintenance, to keep facilities in good working condition and prevent more costly repairs down the road.
2. **Repairs and replacement:** A plan for addressing repairs and replacement of equipment, such as boilers, elevators, and other critical systems, to ensure that they continue to function properly and safely (Section 5) through the annual Capital Projects Plan.
3. **Safety and security:** Measures to ensure the safety and security of the school's facilities, such as regular fire drills and emergency evacuation plans, as well as security measures such as cameras and access controls (Section 7).
4. **Energy conservation:** Efforts to reduce energy consumption and costs through measures such as efficient lighting and HVAC systems, as well as a schedule for regular energy audits (Section 8).
5. **Compliance with regulations:** Ensuring that the school's facilities comply with all relevant regulations, such as fire safety codes, accessibility standards, and environmental regulations, particularly through our 10-Year Health and Life Safety Survey.
6. **Communication and engagement:** The Capital Projects Committee oversees the plan for communicating with and engaging stakeholders, such as parents, students, staff, and community members, to ensure that the maintenance and operation plan is aligned with their needs and priorities.
7. **Budget and funding:** In conjunction with our five-year financial forecast, a budget and funding plan for maintenance and operation, including identification of potential sources of funding and an assessment of the feasibility of different financing options.
8. **Staffing and training:** Ensuring that maintenance and operations staff have the necessary training and resources to carry out their responsibilities and that they are equipped with the necessary tools and equipment.

9. **Evaluation and monitoring:** A plan for evaluating and monitoring the progress and effectiveness of the maintenance and operation plan, including metrics for success and a schedule for regular reviews.
10. **Continual improvement:** Continual improvement of the plan by evaluating, monitoring, and updating as needed to ensure that the school's facilities are well-maintained, safe, and in good working condition.

6. Overview of Improvement Projects

The second edition of the master facilities plan will include a list of short-term and long-term improvement projects, including cost estimates and timelines for completion. These projects are based on the needs assessment and are intended to address current and future facility needs.

CATEGORIZED NEEDS

ALL SCHOOLS



7. Health, Safety, and Accessibility

The master facilities plan addresses health, safety, and accessibility concerns in the following ways:

1. **Compliance with regulations:** Ensuring that the school's facilities comply with relevant regulations, such as fire safety codes, accessibility standards, and environmental regulations.
2. **Fire safety:** Developing and implementing fire safety protocols, such as regular fire drills, and fire safety equipment installation, such as smoke alarms, sprinkler systems, and fire extinguishers.
3. **Hazardous materials:** Identifying and addressing potential hazards, such as asbestos, lead, or mold, and developing a plan to safely remove or manage these hazards.
4. **Accessibility:** Making the school's facilities accessible to students, staff, and visitors with disabilities, through measures such as ramps, elevators, and accessible restrooms.
5. **Indoor air quality:** Implementing measures to improve air quality, such as improved ventilation and air purification systems.
6. **Lighting:** Providing appropriate lighting in all areas of the school, including classrooms, hallways, and outdoor spaces, to ensure safety and promote learning.
7. **Safety and security:** Implementing measures to ensure the safety and security of the school's facilities, such as cameras and access controls.
8. **Emergency preparedness:** Developing emergency preparedness plans, such as lockdown procedures and emergency evacuation plans, to ensure the safety of students, staff, and visitors in case of an emergency.
9. **Education and training:** Providing education and training to students, staff, and community members on health, safety, and accessibility concerns, and how to respond in case of an emergency.
10. **Regular inspections:** Conducting regular inspections and audits of the school's facilities to assess their condition and identify any potential health, safety, and accessibility concerns.

8. Evaluation and Monitoring

District administration, building director, and building committee are responsible for overseeing the effectiveness of the master facilities plan by regularly reviewing the following metrics:

1. **Facility condition assessments:** Assessing facilities every three years to identify and address any issues.
2. **Enrollment and demographic data:** Analyzing projected enrollment and demographic trends to determine their impact on the school's facility needs.
3. **Student and staff satisfaction surveys:** Gathering feedback from students, staff, and other stakeholders (e.g., 5Essentials Survey) to improve school facilities.
4. **Energy consumption data:** Tracking changes in energy consumption and the effectiveness of energy conservation measures.
5. **Maintenance and repair data:** Tracking the frequency and cost of maintenance and repairs to evaluate maintenance and operation plans.
6. **Safety and accessibility compliance:** Ensuring that facilities meet safety and accessibility standards, including the 10-Year Health/Life Safety Survey for fire safety and accessibility for students with disabilities.
7. **Budget and funding data:** Monitoring the cost and funding sources of facility improvement projects and assessing the feasibility of financing options.
8. **Implementation of the plan:** Monitoring the progress of facility improvement projects to ensure they are completed on schedule and within budget.
9. **Cost-benefit analysis:** Evaluating the cost and benefits of facility improvement projects to determine if the plan's objectives have been met.

Regularly evaluating these metrics will help the district team monitor the progress of the master facilities plan and identify areas for improvement.