



COOPERATIVE
STRATEGIES

COMPLETE FINANCIAL & DEMOGRAPHIC PLANNING FOR EDUCATION

NORFOLK PUBLIC SCHOOLS

FACILITY MASTER PLANNING

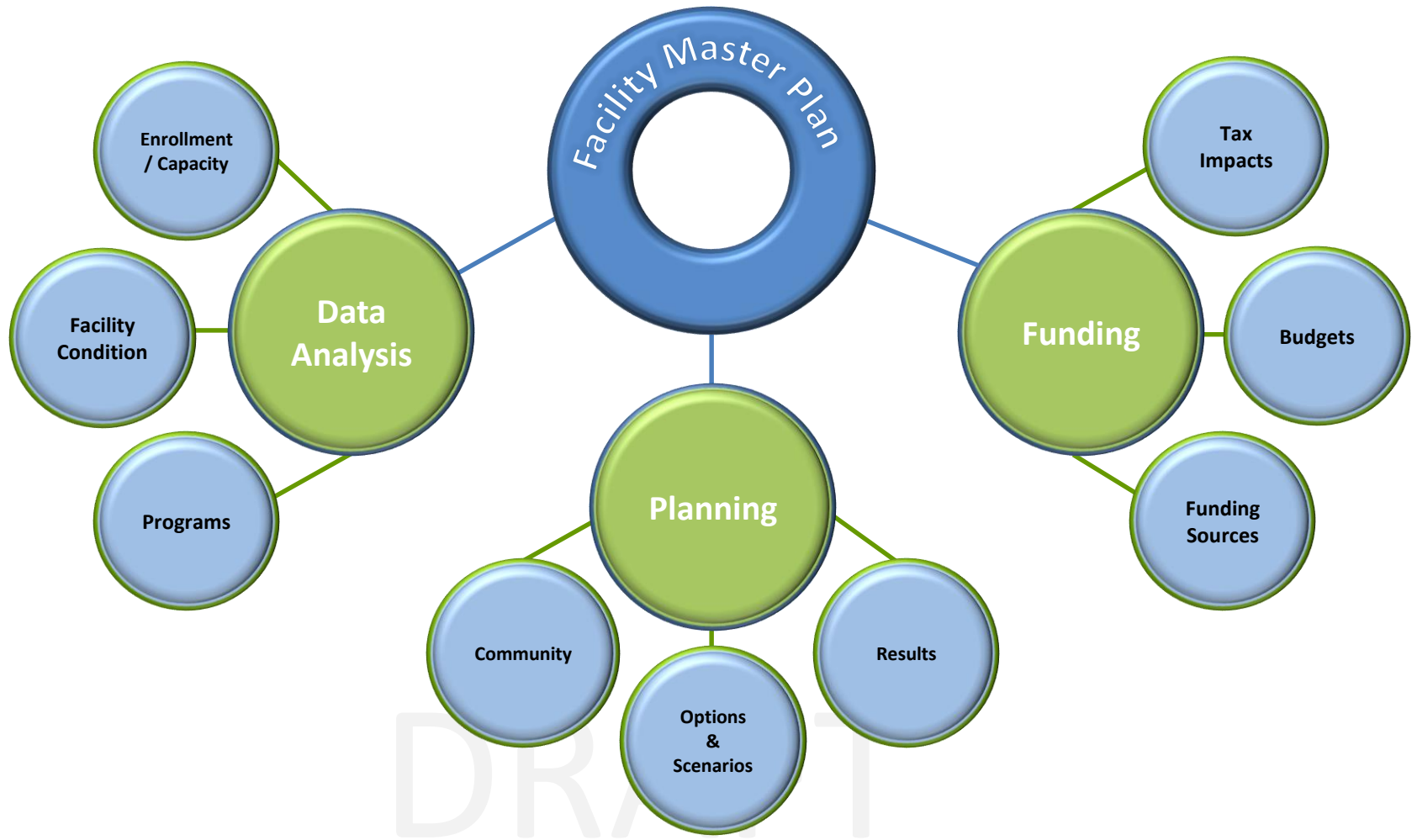
JULY 18, 2018

INTRODUCTION

- 1. Historical Planning Efforts**
- 2. Present Relevant Facilities Data**
- 3. Review Questionnaire**
- 4. 2018 Summary of DRAFT Recommendations**

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FACILITY MASTER PLANNING



How We Got Here...

2013: NPS begins a Demographic and Facilities Analysis

- Conduct and analyze functional capacity of all educational facilities;
- Examine curriculum and programmatic influences on future disposition of facilities;
- Examine options that balance utilization of facilities;
- Identify options that provide opportunities for socio-economic diversity;
- Identify opportunities for expanded pre-kindergarten spaces, and;
- Engage the community in the process

Findings/Recommendations (March 2014)

- Boundary Realignment including Feeder Pattern Realignment;
- Continued Implementation of Transformation Schools;
- Implement K-2/3-5 Schools: focus on Literacy in K2 buildings
- Closure/Consolidation: Willoughby/Ocean View, Lafayette-Winona, MS TBD
- Confirm Campostella as a Priority Project

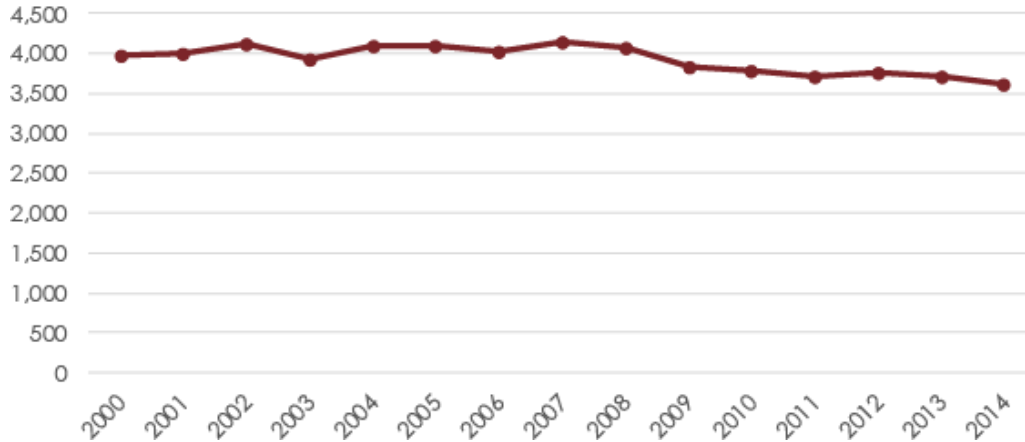
PLANNING OBJECTIVES

- Address excess capacity at the elementary and middle school level
- Address imbalance of live-in enrollment and facility utilization across the Division
- Address imbalances in economically disadvantaged student percentages
- Review continuity in feeder patterns
- Address aging facilities with high dollar amounts needed for Capital Renewal
- Engage Community in a Transparent and Purposeful way

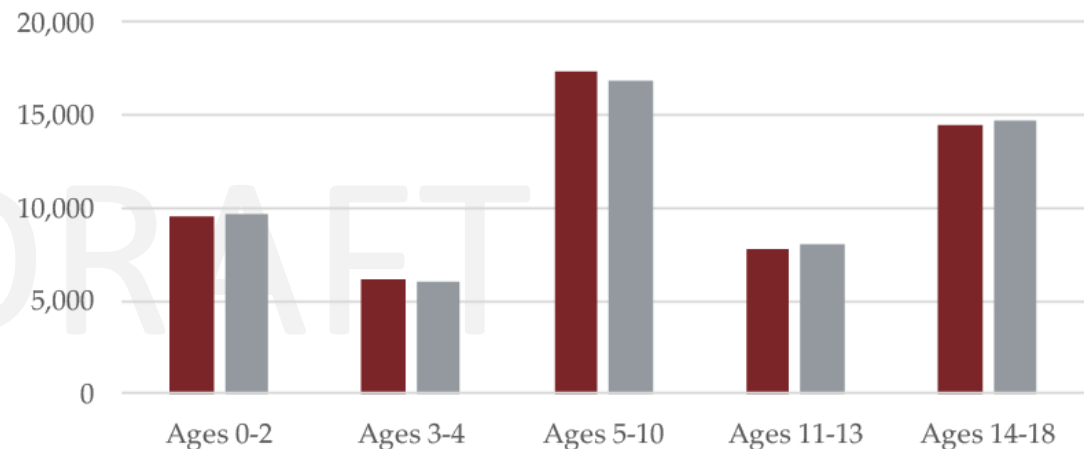
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GENERAL DEMOGRAPHIC DATA

Norfolk, VA
Live Birth Counts by Place of Residence



Norfolk City Population Estimates



ENROLLMENT

Historical & Projected

Historical Enrollment - District-wide

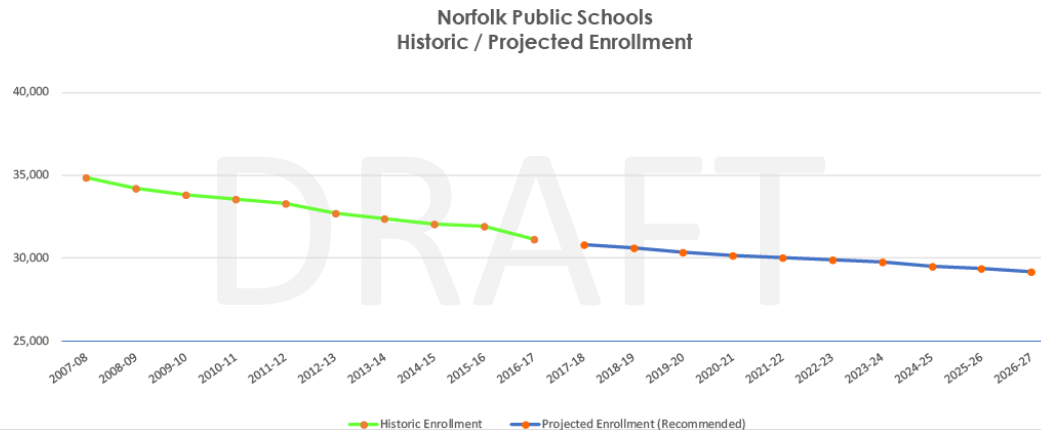
| Grade | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 | 2017-18 |
|--------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| PK | 2,209 | 2,298 | 2,336 | 2,372 | 2,182 | 2,288 | 2,163 | 2,167 | 2,046 | 1,923 |
| K - 5 | 16,150 | 15,975 | 15,972 | 15,919 | 15,862 | 15,751 | 15,628 | 15,542 | 15,088 | 14,818 |
| 6 - 8 | 6,783 | 6,680 | 6,612 | 6,736 | 6,779 | 6,622 | 6,469 | 6,338 | 6,195 | 6,110 |
| 9 - 12 | 9,102 | 8,888 | 8,653 | 8,244 | 7,887 | 7,730 | 7,818 | 7,905 | 7,795 | 7,652 |
| Grand Total | 34,244 | 33,841 | 33,573 | 33,271 | 32,710 | 32,391 | 32,078 | 31,952 | 31,124 | 30,503 |

Source: Norfolk City Schools

Projected Enrollment - Recommended - District-wide

| Grade | 2018-19 | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 | 2025-26 | 2026-27 | 2027-28 |
|--------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| PK | 1,923 | 1,923 | 1,923 | 1,923 | 1,923 | 1,923 | 1,923 | 1,923 | 1,923 | 1,923 |
| K - 5 | 14,448 | 14,079 | 13,795 | 13,720 | 13,549 | 13,472 | 13,477 | 13,520 | 13,520 | 13,520 |
| 6 - 8 | 6,314 | 6,423 | 6,506 | 6,272 | 6,146 | 5,977 | 5,900 | 5,696 | 5,637 | 5,635 |
| 9 - 12 | 7,599 | 7,582 | 7,533 | 7,745 | 7,920 | 7,946 | 7,744 | 7,715 | 7,543 | 7,288 |
| Grand Total | 30,284 | 30,007 | 29,757 | 29,660 | 29,538 | 29,318 | 29,044 | 28,854 | 28,623 | 28,366 |

Source: Cooperative Strategies



CAPACITY / LIVE IN ENROLLMENT

| School Type | Capacity | Student Live-In | Live-In Utilization |
|--------------|---------------|-----------------|---------------------|
| ES | 18,499 | 15,135 | 81.8% |
| MS | 8,730 | 5,532 | 63.4% |
| K-8 | 2,196 | 2,195 | 100.0% |
| HS | 8,706 | 7,652 | 87.9% |
| Total | 38,131 | 30,514 | 80.0% |

*109 students do not reside within the division

| Utilization | All Schools | Elementary | K-8 | Middle School | High School |
|-------------|-------------|------------|-----|---------------|-------------|
| > 100% | 11 | 9 | 1 | 1 | 0 |
| 80% - 100% | 17 | 10 | 1 | 3 | 0 |
| < 80% | 15 | 11 | 0 | 2 | 2 |

ECONOMICALLY DISADVANTAGED

| School Type | Live-In % Economically Disadvantaged |
|-------------|--------------------------------------|
| ES | 63.0% |
| MS | 71.9% |
| HS | 64.3% |
| Total | 65.3% |

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| School | Live-In % Economically Disadvantaged | +/- from School Type Average |
|-----------------------------------|--------------------------------------|------------------------------|
| Bay View Elementary School | 62.0% | -1.0% |
| Calcott Elementary School | 52.6% | -10.4% |
| Camp Allen Elementary School | 65.3% | 2.3% |
| Chesterfield Academy | 69.9% | 6.9% |
| Coleman Place Elementary School | 60.9% | -2.1% |
| Crossroads PK-8 | 71.0% | 8.0% |
| Fairlawn Elementary School | 64.3% | 1.3% |
| Granby Elementary School | 50.2% | -12.8% |
| Ingleside Elementary School | 59.2% | -3.8% |
| Jacox Elementary School | 76.3% | 13.3% |
| Larchmont Elementary School | 22.8% | -40.2% |
| Larrymore Elementary School | 63.9% | 0.9% |
| Lindenwood Elementary School | 66.3% | 3.3% |
| Little Creek Elementary School | 59.2% | -3.8% |
| Monroe Elementary School | 76.5% | 13.5% |
| Norview Elementary School | 60.9% | -2.1% |
| Ocean View Elementary School | 67.4% | 4.4% |
| Oceanair Elementary School | 64.6% | 1.6% |
| PB Young, Sr. Elementary School | 82.6% | 19.6% |
| Poplar Halls Elementary School | 59.6% | -3.4% |
| Richard Bowling Elementary School | 70.5% | 7.5% |
| Sewells Point Elementary School | 55.6% | -7.4% |
| Sherwood Forest Elementary School | 64.4% | 1.4% |
| Southside STEM Academy K-8 | 80.8% | 17.8% |
| St. Helena Elementary School | 69.4% | 6.4% |
| Suburban Park Elementary School | 60.7% | -2.3% |
| Tanners Creek Elementary School | 62.5% | -0.5% |
| Tarrallton Elementary School | 59.5% | -3.5% |
| Taylor Elementary School | 44.4% | -18.6% |
| Tidewater Park Elementary School | 86.4% | 23.4% |
| Willard Model School | 55.9% | -7.1% |
| Willoughby Elementary School | 42.5% | -20.5% |
| Azalea Gardens Middle School | 65.8% | -6.1% |
| Blair Middle School | 65.2% | -6.7% |
| Lake Taylor Middle School | 69.1% | -2.8% |
| Northside Middle School | 69.1% | -2.8% |
| Norview Middle School | 75.5% | 3.6% |
| Ruffner Academy | 87.4% | 15.5% |
| Booker T. Washington High School | 76.6% | 12.3% |
| Granby High School | 65.8% | 1.5% |
| Lake Taylor High School | 68.4% | 4.1% |
| Maury High School | 48.0% | -16.3% |
| Norview High School | 65.8% | 1.5% |

FEEDER PATTERN ANALYSIS

| Number of Elementary School Feeders | Middle School | High School |
|-------------------------------------|---------------|-------------|
| Feed High School 100% | 23 | 15 |
| Feed 2 High Schools | 6 | 14 |
| Feed 3 High Schools | 2 | 3 |
| Feed 4 High Schools | 1 | 0 |
| Total | 32 | 32 |

| Number of Middle School Feeders | High School |
|---------------------------------|-------------|
| Feed High School 100% | 1 |
| Feed 2 High Schools | 4 |
| Feed 3 High Schools | 1 |
| Feed 4 High Schools | 2 |

FEEDER PATTERN ANALYSIS

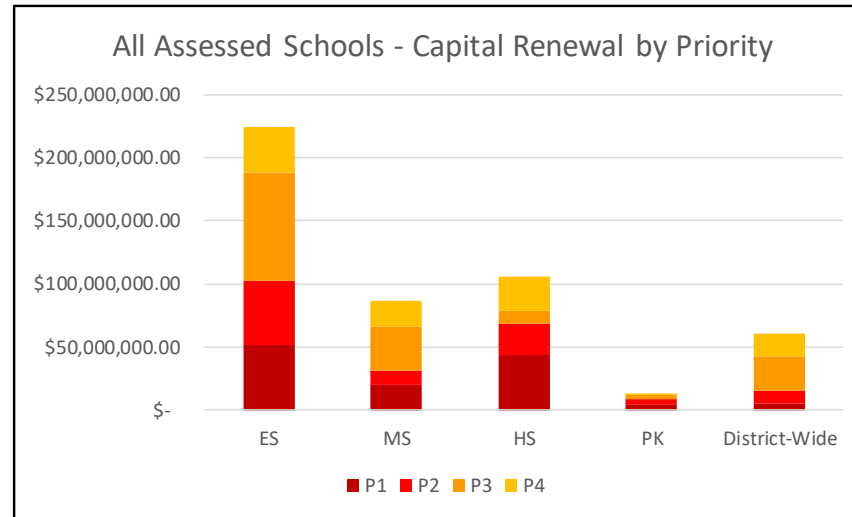
| Elementary Boundary | Middle School Feeder | | | | | | | | High School Feeder | | | | | # Middle School Feeders | # High School Feeders |
|-----------------------------------|------------------------------|---------------------|----------------|---------------------------|-------------------------|-----------------------|-----------------|------------------------|---------------------|-----------|----------------|----------|------------|-------------------------|-----------------------|
| | Azalea Gardens Middle School | Blair Middle School | Crossroads K-8 | Lake Taylor Middle School | Northside Middle School | Norview Middle School | Ruffner Academy | Southside STEM Academy | Booker T Washington | Granby HS | Lake Taylor HS | Maury HS | Norview HS | | |
| Bay View Elementary School | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 100% | 1 | 1 |
| Calcott Elementary School | 0% | 0% | 0% | 0% | 100% | 0% | 0% | 0% | 0% | 100% | 0% | 0% | 0% | 1 | 1 |
| Camp Allen Elementary School | 0% | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 41% | 0% | 59% | 0% | 1 | 2 |
| Chesterfield Academy | 0% | 0% | 0% | 0% | 0% | 0% | 100% | 0% | 100% | 0% | 0% | 0% | 0% | 1 | 1 |
| Coleman Place Elementary School | 32% | 0% | 0% | 18% | 0% | 46% | 4% | 0% | 64% | 0% | 0% | 32% | 4% | 4 | 3 |
| Crossroads Elementary School | 0% | 0% | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 28% | 0% | 0% | 72% | 1 | 2 |
| Fairlawn Elementary School | 0% | 0% | 0% | 100% | 0% | 0% | 0% | 0% | 53% | 0% | 47% | 0% | 0% | 1 | 2 |
| Granby Elementary School | 0% | 83% | 0% | 0% | 17% | 0% | 0% | 0% | 0% | 75% | 0% | 25% | 0% | 2 | 2 |
| Ingleside Elementary School | 0% | 0% | 0% | 100% | 0% | 0% | 0% | 0% | 62% | 0% | 38% | 0% | 0% | 1 | 2 |
| Jacox Elementary School | 0% | 34% | 0% | 0% | 0% | 0% | 66% | 0% | 49% | 51% | 0% | 0% | 0% | 2 | 2 |
| Larchmont Elementary School | 0% | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 100% | 0% | 1 | 1 |
| Larrymore Elementary School | 65% | 0% | 0% | 0% | 0% | 35% | 0% | 0% | 0% | 0% | 47% | 0% | 53% | 2 | 2 |
| Lindenwood Elementary School | 44% | 29% | 0% | 0% | 0% | 27% | 0% | 0% | 0% | 47% | 0% | 53% | 0% | 3 | 2 |
| Little Creek Elementary School | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 100% | 0% | 0% | 1 | 1 |
| Monroe Elementary School | 0% | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 29% | 0% | 71% | 0% | 1 | 2 |
| Norview Elementary School | 0% | 0% | 0% | 0% | 0% | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 100% | 1 | 1 |
| Ocean View Elementary School | 0% | 0% | 0% | 0% | 100% | 0% | 0% | 0% | 0% | 100% | 0% | 0% | 0% | 1 | 1 |
| Oceanair Elementary School | 0% | 0% | 0% | 0% | 100% | 0% | 0% | 0% | 0% | 64% | 0% | 0% | 36% | 1 | 2 |
| PB Young, Sr. Elementary School | 0% | 20% | 0% | 0% | 0% | 0% | 80% | 0% | 80% | 20% | 0% | 0% | 0% | 2 | 2 |
| Poplar Halls Elementary School | 0% | 0% | 0% | 100% | 0% | 0% | 0% | 0% | 100% | 0% | 0% | 0% | 0% | 1 | 1 |
| Richard Bowling Elementary School | 0% | 0% | 0% | 0% | 0% | 0% | 100% | 0% | 49% | 0% | 10% | 0% | 41% | 1 | 3 |
| Sewells Point Elementary | 0% | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 100% | 0% | 1 | 1 |
| Sherwood Forest Elementary | 0% | 0% | 0% | 10% | 0% | 90% | 0% | 0% | 66% | 0% | 0% | 0% | 34% | 2 | 2 |
| Southside STEM Academy | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 100% | 0% | 0% | 100% | 0% | 0% | 1 | 1 |
| St. Helena Elementary School | 0% | 0% | 0% | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 100% | 0% | 0% | 1 | 1 |
| Suburban Park Elementary School | 0% | 3% | 0% | 0% | 97% | 0% | 0% | 0% | 0% | 100% | 0% | 0% | 0% | 2 | 1 |
| Tanners Creek Elementary School | 29% | 0% | 0% | 0% | 0% | 71% | 0% | 0% | 0% | 0% | 30% | 0% | 70% | 3 | 3 |
| Tarrallton Elementary School | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 38% | 0% | 62% | 1 | 2 |
| Taylor Elementary School | 0% | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 100% | 0% | 1 | 1 |
| Tidewater Park Elementary School | 0% | 0% | 0% | 0% | 0% | 0% | 100% | 0% | 100% | 0% | 0% | 0% | 0% | 1 | 1 |
| Willard Model School | 0% | 0% | 0% | 0% | 0% | 100% | 0% | 0% | 0% | 0% | 0% | 66% | 34% | 1 | 2 |
| Willoughby Elementary School | 0% | 0% | 0% | 0% | 100% | 0% | 0% | 0% | 0% | 100% | 0% | 0% | 0% | 1 | 1 |

LIVE ATTEND ANALYSIS SAMPLE

| SY2017-18 9-12 Live/Attend | | Attend | | | | | | | | | | | | | | | | |
|-------------------------------|----------------------|------------------------------|----------------------|---|--------|-------------------|-------------|-------|---------------------|---------|-------------|-------------|-----------------------------------|----------------------------------|------------------------------------|---------|--------------|----------------|
| | | Alternative IS/EP at Madison | Booker T. Washington | Educational & Behavioral Interventions for Challenging Students | Granby | High School IS/EP | Lake Taylor | Maury | Norfolk Alternative | Nonview | NTC (IS/EP) | Open Campus | Post Secondary Career Development | Re-Education of Children Program | Tidewater Regional Alternative Ed. | Live In | Transfer Out | Transfer Out % |
| Live | Booker T. Washington | 2 | 777 | - | 32 | 13 | 86 | 67 | 5 | 112 | - | 9 | 9 | 1 | 1 | 1,114 | 337 | 30% |
| | Granby | - | 15 | 2 | 1,644 | 5 | 12 | 69 | 6 | 85 | 2 | 9 | 12 | - | 2 | 1,863 | 219 | 12% |
| | Lake Taylor | - | 21 | - | 58 | 3 | 1,041 | 74 | 2 | 115 | - | 8 | 5 | - | - | 1,327 | 286 | 22% |
| | Maury | 1 | 9 | 1 | 133 | 7 | 9 | 1,349 | 3 | 45 | 3 | 12 | 8 | 2 | 2 | 1,584 | 235 | 15% |
| | Nonview | 1 | 27 | - | 63 | 14 | 23 | 53 | 2 | 1,546 | 1 | 15 | 17 | - | 2 | 1,764 | 218 | 12% |
| | Out of District | - | 5 | - | 1 | - | 5 | 2 | - | 4 | - | - | - | - | - | 17 | - | - |
| | Enrolled | 4 | 854 | 3 | 1,931 | 42 | 1,176 | 1,614 | 18 | 1,907 | 6 | 53 | 51 | 3 | 7 | 7,669 | | |
| | Live & Attend | - | 777 | - | 1,644 | - | 1,041 | 1,349 | - | 1,546 | - | - | - | - | - | | | |
| | Transfer In | - | 77 | - | 287 | - | 135 | 265 | - | 361 | - | - | - | - | - | | | |
| | Transfer In % | - | 9% | - | 15% | - | 11% | 16% | - | 19% | - | - | - | - | - | | | |

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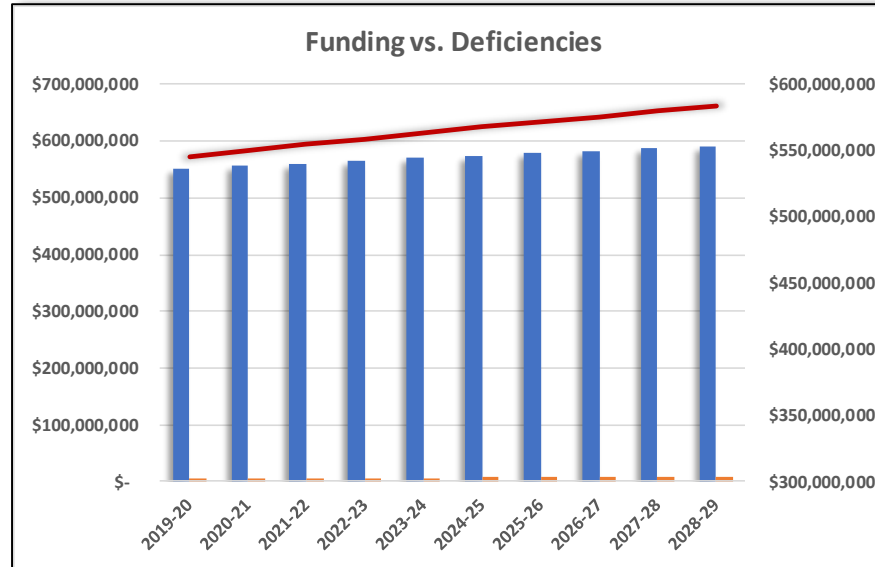
CONDITION ASSESSMENT



- Identified \$491M of Priority 1 – 4 Deficiencies*
 - 26 / 44 Buildings Assessed exceed 2/3rd's Rule
 - High School Cost (Excluding Maury, includes NTC)- \$122M

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CONDITION ASSESSMENT



| | Current Year | Annual Escalation | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 |
|---------------------------------|----------------|-------------------|----------------|----------------|----------------|----------------|----------------|
| Capital Renewal | \$ 540,217,166 | 1.02 | \$ 551,021,509 | \$ 555,921,940 | \$ 560,736,778 | \$ 565,458,806 | \$ 570,080,493 |
| Estimated Funding Stream | | 1.03 | \$ 6,000,000 | \$ 6,180,000 | \$ 6,365,400 | \$ 6,556,362 | \$ 6,753,053 |
| Deficiency Amount after Funding | | | \$ 545,021,509 | \$ 549,741,940 | \$ 554,371,378 | \$ 558,902,444 | \$ 563,327,440 |

| | 2024-25 | 2025-26 | 2026-27 | 2027-28 | 2028-29 | Totals |
|---------------------------------|----------------|----------------|----------------|----------------|----------------|-----------------|
| Capital Renewal | \$ 574,593,989 | \$ 578,991,111 | \$ 583,263,333 | \$ 587,401,772 | \$ 591,397,174 | |
| Estimated Funding Stream | \$ 6,955,644 | \$ 7,164,314 | \$ 7,379,243 | \$ 7,600,620 | \$ 7,828,639 | \$ 68,783,276 |
| Deficiency Amount after Funding | \$ 567,638,344 | \$ 571,826,797 | \$ 575,884,090 | \$ 579,801,151 | \$ 583,568,535 | \$ (43,351,369) |

*\$540m includes estimated Maury HS capital renewal deficiencies



CURRENT DRAFT RECOMMENDATIONS

SUMMARY RECOMMENDATIONS



2 New or Fully Renovated High Schools (Booker T. Washington & Maury HS)



2 New Elementary Schools to reduce elementary school inventory by up to 5 facilities- Net reduction of operational costs



Creation of 2 (Pre)K-8 schools & Pre-Kindergarten Delivery Model



Net Reduction of capital renewal deficiencies by approximately \$127M



Recommended minimum spending requirement to maintain current capital renewal costs



Nearly 100% elementary feeder pattern to middle & high schools (Camp Allen & Sewells Point)



Balanced distribution of economically disadvantaged student enrollment

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QUESTIONS