Master Planning Study
ADM Community School District

DRAFT, JULY 2013

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- Master Planning Costing Options
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- Report on Decommissioned Adel 6-7
- Grade Configurations chart for Iowa School Districts similar in size
Introduction

ADM Community School District Master Planning Committee

After a few years of declining or steady student enrollment, the Adel DeSoto Minburn (ADM) School District has been experiencing growth in numbers, with projections for increased enrollment for the foreseeable future. frk architects + engineers was enlisted in the summer of 2012 to begin working with the District to provide Master Planning services to explore options for consideration to address the expected growth and to explore other District facility improvements. The Master Planning process initially involved meetings with the District administrative staff with regular reporting to the School Board. In the winter of 2013 a District Master Planning Committee was formed. The recommendations of this report reflect the hard work and dedication of the Master Planning Committee.

ADM Master Planning Committee Members:

Dave Baccus
Ron Brenner
Jenny Felt
Nick Hasty
Eric Hetz
Karen Jacobsen
Kevin Juhnke

John Kelly
Ben Madison
Shirley McAdon
Butch Ostrander
Mike Pace
Jim Peters
Pat Steele

ADM Community School District Representatives:

- Greg Dufoe, Superintendent of Schools
- Nancy Gee, Business Manager
- Doug Gee, Activities Director
- Carole Erickson, Adel Elementary Principal
- Jodi Banse, DeSoto Intermediate Principal
- Kim Timmerman, ADM Middle School Principal
- Lee Griebel, ADM High School Principal
- Kim Roby, School Board Vice President
- Kelli Book, School Board Member

frk architects + engineers:

- Tom Wollan, Project Architect
- Dave Briden, Principal in Charge
Additional Resources

RSP & Associates Enrollment Report 2012/2013
RSP & Associates, a demographic firm from Kansas City, provided an in-depth study of the enrollment projections for the next ten years for the District in 2012. References to numbers provided by RSP are from their Enrollment Report.

ICAT Facility Review and Recommendations
In 2009 the ADM Community School District engaged the Iowa Construction Advocate Team (ICAT) to complete a thorough study of the existing District facilities. Due to the declining enrollment numbers reported in this study, one of the results of this study was the recommendation to decommission two attendance centers: Minburn Elementary and Adel Middle School. Additional information provided by this report included recommendations about the existing facilities’ infrastructure and capital improvements needs. The current Master Planning Committee uses this ICAT report to inform their recommendations.

Overview of the ADM School District Facilities

The District currently has 6 attendance centers:

1. **Adel Elementary**
   - Located in Adel
   - Serves Kindergarten through 2nd Grade
   - 20 General Education Classrooms

2. **DeSoto Intermediate**
   - Located in DeSoto
   - Serves 3rd Grade through 5th Grade
   - 15 General Education Classrooms

3. **ADM Middle School**
   - Located in Adel in a shared facility with the High School
   - Serves 6th Grade through 8th Grade
   - 15 General Education Classrooms

4. **ADM High School**
   - Located in Adel in a shared facility with the Middle School
   - Serves 9th Grade through 12th Grade
   - Contains 20 General Education Classrooms
   - Campus contains athletic venues and auditorium

5. **Decommissioned Minburn Elementary**
   - Located in Minburn
   - Closed for three years
   - Most recently served elementary students
   - Contains 7 General Education Classrooms
6. Decommissioned Adel Middle School
   - Located in Adel
   - Closed for three years
   - Most recently used for 6th and 7th Grade Students
   - Contains 16 General Education Classrooms
   - Gymnasium still used for athletic program

District Ideal Classroom Size

The District has a policy regarding the preferred number of students per classroom, which is as follows:

- Kindergarten: 18/19 students per class
- Grades 1-3: 18/19 students per class
- Grades 4-5: 20/22 students per class
- Grades 6-12: 24/26 students per class

This ideal classroom size is based on sound educational philosophy and informs student capacity for each attendance center. Research on classroom size supports the ADM School District’s ideal classroom size. AdvancED, the Educational Resources Information Center, and the AIA Knowledge Community on Education are a few of the many organizations that support the District’s goal. According to the AIA, ideal classroom sizes are 18 students for Kindergarten and 1st Grade, 20 students for 2nd and 3rd Grade, 22 students for 4th and 5th Grade, and 25 students for 6th through 12th Grade. Rather than fit more students into existing classrooms as the student population increases, additional space will need to be identified to accommodate student growth.

In terms of actual Building SF allocation for students, The 2007/2008 National Center for Education Statistics indicates a range of 150 SF/student for elementary schools and 160 SF/student for high schools. (School Planning and Management, May 2006). What these numbers represent is dividing the SF of the entire school’s program space by the school’s classroom capacity, which in the case of the ADM School District is represented by the ideal classroom size as discussed above. Other research spreads that number wider, with ranges from 111 SF/student for elementary schools to 225 SF/student for high schools (CEFPI - Council of Educational Facility Planners International, US Department of Education, School Planning and Management). Research indicates that as the number of students in a facility gets smaller, the SF/student number becomes larger. This reflects the fact that there is an economy of scale at play: the support services for students (cafeteria, media center, locker rooms, circulation) become more efficient when serving more students.

An analysis of the ADM School District’s facilities indicates that the actual SF/student number for each building is below national averages, with the exception of Minburn Elementary. Minburn Elementary has been a K-12 attendance center in the past, which is not needed for the elementary school program. Therefore, the SF/student number is higher than the average.

Another SF number which is a helpful tool in analyzing the school’s facility performance is the SF/student per classroom. The SF/student number for classrooms in existing, older school buildings will generally be smaller than SF numbers for newer construction since the average size of a classroom has been steadily rising, in other words newer buildings will have larger classrooms than older buildings.
Current standards are 900 SF to 950 SF per classroom. Given this number, using ADM School District’s ideal class size, the following ideal space allocations per student would be applicable:

- Elementary: 950 SF/19 Students = 50 SF/Student
- Intermediate: 950 SF/22 Students = 43 SF/Student
- Middle School: 950 SF/26 Students = 37 SF/Student
- High School: 950 SF/26 Students = 37 SF/Student

Analysis of the ADM School District’s facilities indicates that the SF/Student number per classroom is toward the low end, reflecting the age of some of the buildings. The average general education high school classroom size at ADM High School is 775 SF. The average classroom size in the 1925 building at DeSoto Intermediate is 785 SF.

We thus have two helpful numbers to analyze the amount of space allocated per student in school buildings: overall building SF/student and individual classroom SF/student. For the ADM School District these numbers are as follows (based on maximum ideal District capacity):

1. **Adel Elementary**
   - Building Program SF per student: 112 SF/Student (below average)
   - Average Individual Classroom SF for Kindergarteners: 67 SF/Student (above average)
   - Average Individual Classroom SF for 1st and 2nd Graders: 44 SF/Student (below average)

2. **DeSoto Intermediate**
   - Building Program SF per student: 109 SF/Student (below average)
   - Average Individual Classroom SF: 37 SF/Student (below average)

3. **ADM Middle School**
   - Building Program SF per student: 143 SF/Student (below average)
   - Average Individual Classroom SF: 37 SF/Student (average)

4. **ADM High School**
   - Building Program SF per student: 133 SF/Student (below average)
   - Average Individual Classroom SF: 30 SF/Student (below average)

5. **Decommissioned Minburn Elementary**
   - Building Program SF per student: 256 SF/Student (above average)
   - Average Individual Classroom SF: 40 SF/Student (below average)

6. **Decommissioned Adel Middle School**
   - Building Program SF per student: 80 SF/Student (below average)
   - Average Individual Classroom SF: 30 SF/Student (below average)

**Master Planning Study Report**

This study is divided into two parts: First, the study evaluates the current status of each attendance center in sections devoted to each building. Second, recommendations are offered for the most efficient and educationally effective use of the District’s facilities.
Part One

Evaluation of District Facilities
Adel Elementary

Building Facts

- Location: Adel
- Construction
- General Education Classrooms: 20
- 2012/2013 Enrollment: 377
- Building Total SF: 60,100 SF
- Grossing Factor: 1.4 (circulation, mechanical, storage, toilet rooms)
- Program Space: 60,100 SF/1.4 = 42,929 SF
- Actual Building SF/student: 42,929 SF/380 Students = 112 SF/Student (At maximum District ideal capacity)
- Desired Average Individual Classroom SF/Student: 50 SF/Student (At maximum District ideal capacity)
- Actual Average Individual Classroom SF/Student: 52 SF/Student (67 SF for Kindergarten, 44 SF for 1st and 2nd Grades at maximum District ideal capacity)
Observations

Current ADM District has a K – 2nd grade Elementary School Configuration. Current ADM Ideal classroom size for Elementary School students is: 18/19 students per classroom for K – 2nd grade.

Kindergarten Program. There are 7 kindergarten classrooms at Adel Elementary for the 2012/13 school year. Five of these classrooms are larger sized classrooms than a typical elementary school classroom size, which is appropriate for a classroom serving kindergarten students. The average size of these classrooms is 1,440 SF. One of these classrooms is smaller than the others at 1,018 SF. Two typical elementary sized classrooms are also used for the kindergarten program. These rooms are significantly small than the average size for the 5 already indicated. These two classrooms are 843 SF. They are elementary level sized classrooms serving as kindergarten classrooms. This situation creates a parity issue for the kindergarten program: two classes are significantly smaller than the other five classrooms.

Square Foot Analysis. Based on the District recommended classroom size for kindergarten students, 18/19 students per class, the average SF of classroom space per kindergarten student at Adel Elementary is 67 SF per student at 19 students per class and 71 SF per student at 18 students per class. (8,900 SF divided by 133 ideal capacity). If all the kindergarten classrooms where the average size of the larger classrooms at Adel Elementary, or 1,440 SF, the average SF per student would be higher: 76 SF per student (1,440 SF times 7 classrooms equals 10,080 SF; 10,080 SF divided by 133 students is 76 SF per student)

First/Second Grade Program. There are 13 elementary classrooms at Adel Elementary for the 2012/13 school year; 7 first grade classrooms and 6 second grade classrooms. The typical size of each classroom is 843 SF, although some classrooms are slightly smaller. The average classroom size of all 13 classrooms is 831 SF.

Square Foot Analysis. Based on the District recommended classroom size for elementary students, 18/19 students per class, the average SF of classroom space per elementary student at Adel Elementary is 44 SF per student.

Class Size. The chart below illustrates that for the current 2012/2013 school year Adel Elementary exceeds the District recommended maximum class size for the Kindergarten and 2nd Grade levels, which is 19 students per classroom. Note: if the low end ideal classroom size figure is used (18 students per class) all grade levels at Adel Elementary would exceed the ideal classroom size. Looking ahead, by the 2016/2017 school year the ideal classroom size is exceeded at all levels by an average of 20% for the high end of the District’s ideal classroom size and 24% of the low end of the ideal classroom size.

Existing Adel Elementary Space Allocation – see Chart One
## Attendance Center
### Adel Elementary - 21 General Education Classroom

<table>
<thead>
<tr>
<th>Program</th>
<th>Space (in SF)</th>
<th>SF Totals</th>
<th>Cap. at District Ideal</th>
<th>SF/Std at Cap</th>
<th>ACTUAL 12/13</th>
<th>RSP 13/14</th>
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**Notes:**
- Red fill indicates number of students per classroom exceeds District ideal.
- Low end of District ideal indicates classroom capacity based on 18 students per class.
- High end of District ideal indicates classroom capacity based on 19 students per class.
DeSoto Intermediate

Building Facts

- Location: DeSoto
- Construction:
  - Original building, 1924. Original Building houses media center, administration, and classrooms.
  - Addition and renovation in 1990. Addition houses the gymnasium, art/cafeteria, kitchen, commons, and classrooms.
- General Education Classrooms: 15
- Building Total SF: 48,320 SF
- Main Level: 30,120 SF
- Second Level: 9,190 SF
- Third Level: 9,010 SF
- Grossing Factor: 1.4 (circulation, mechanical, storage, toilet rooms)
- Program Space: 48,320/1.4 = 34,516 SF
- Actual Building SF/student: 34,516 SF/315 Students = 109 SF/Student (At maximum District ideal capacity)
- Desired Average Individual Classroom SF/Student: 43 SF/Student (At maximum District ideal capacity)
- Actual Average Individual Classroom SF/Student: 37 SF/Student (At maximum District ideal capacity)
Observations

Current ADM District has a 3rd – 5th grade Intermediate School Configuration. Current ADM ideal classroom size for Intermediate School students is: 18/19 students per classroom for 3rd grade students and 20/22 students per classroom for 4th and 5th grade students.

Square Foot Analysis. Based on the District recommended classroom size for intermediate students, 18/19 students per class for 3rd graders and 20/22 students per class for 4th and 5th graders, the average SF of classroom space per 3rd grade student at DeSoto Intermediate is 41 SF per student at 19 students per class and 44 SF per student at 18 students per class. For 4th and 5th grade students, the average SF of classroom space is 35 SF per student at 22 students per class and 39 SF per student at 20 students per class.

Class Size. The chart below illustrates that for the current 2012/2013 school year DeSoto Intermediate exceeds the District recommended maximum class size for the 3rd grade students, which is 19 students per classroom. The 4th grade students are right at capacity at the 22 student per class level. Looking ahead, by the 2016/2017 school year the ideal classroom size is exceeded at all levels.

Existing School Space Allocation – See Chart Two
<table>
<thead>
<tr>
<th>Attendance Center</th>
<th>Program</th>
<th>Space (in SF)</th>
<th>SF Totals</th>
<th>Cap at high District Ideal</th>
<th>SF/Study at Cap.</th>
<th>ACTUAL 12/13</th>
<th>RSP 13/14</th>
<th>RSP 14/15</th>
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<th>RSP 20/21</th>
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<tbody>
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**SPECIALS**

- Special Needs 406
- Special Needs 500
- Special Needs 304
- Special Needs 308
- Guidance 207
- Title I/Reading Recovery 307
- Speech 201
- Art/Cafeteria 503
- Music 504
- Media Center 622
- Gymnasium 505

### Chart Two – DeSoto Intermediate

**Notes:**

- Red infill indicates number of students per classroom exceeds District ideal.
- Low end of District ideal indicates classroom capacity based on 18 or 20 students per class.
- High end of District ideal indicates classroom capacity based on 19 or 22 students per class.
ADM Middle School

Building Facts

• Location: Adel
• Configuration: Building is in a shared attendance center with the High School.
• Construction
  o The Middle School addition to the High School was completed in 2006. The Middle School addition houses Middle School classroom space, the Middle School cafeteria/commons, and additional shared space with the High School and the District.
• Middle School General Education Classrooms: 15
• Building Total SF: 55,810 SF (Middle School Use Only)
• Shared Space with High School: 68,541 SF (includes Music, PE, Athletics, Art, Media Center, Auditorium). Assume Middle School students use one third of the shared space allocation, or 22,620 SF.
• Grossing Factor: 1.4 (circulation, mechanical, storage, toilet rooms)
• Program Space: 78,430/1.4 = 56,020 SF
• Actual Building SF/student: 56,020 SF/390 Students = 143 SF/Student (At maximum District ideal capacity)
• Desired Average Individual Classroom SF/Student: 37 SF/Student (At maximum District ideal capacity)
• Actual Average Individual Classroom SF/Student: 37 SF/Student
Observations

Current ADM District has a 6th through 8th grade Middle School Configuration. Current ADM ideal classroom size for Intermediate School students is: 24/26 students per classroom.

Square Foot Analysis. Based on the District recommended classroom size for Middle School students, the average SF of classroom space per student at ADM Middle School is 40 SF per student at 24 students per class and 37 SF per student at 26 students per class.

Class Size. The chart below illustrates that for the current 2012/2013 school year ADM Middle School has adequate space for students. Starting in the 2018/19 school year the student enrollment will exceed available classroom space at the high end of the District ideal classroom size.

Existing Space Allocation – See Chart Three

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<th>Cap. at high SF</th>
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<td>Cafeteria</td>
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<td>Low End of Ideal Cap:</td>
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<td>High End of Ideal Cap:</td>
<td>TOTAL GEN. ED CLASSROOM</td>
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</tbody>
</table>

Chart Three– ADM Middle School

Notes:

- Red infill indicates number of students per classroom exceeds District ideal.
- Low end of District ideal indicates classroom capacity based on 24 students per class.
- High end of District ideal indicates classroom capacity based on 26 students per class.
ADM High School

Building Facts

- Location: Adel
- Configuration: Building is in a shared attendance center with the Middle School
- Construction
  - Original High School, 1986. The original building houses administration, classrooms, High School cafeteria, gymnasium and auditorium.
  - Addition and Renovation, 2006. The Addition and Renovation included program space for the Middle School, a competition gymnasium, media center, locker rooms, PE and athletic spaces, classrooms, and a District Administration Office complex.
- High School General Education Classrooms: 20
- Building Total SF: 51,837 SF (High School Use Only)
- Shared Space with High School: 68,541 SF (includes Music, PE, Athletics, Art, Media Center, Auditorium). Assume High School students use two thirds of the shared space allocation, or 45,237 SF.
- Grossing Factor: 1.4 (circulation, mechanical, storage, toilet rooms)
- Program Space: 97,074/1.4 = 69,340 SF
- Actual Building SF/student: 69,340 SF/520 Students = 133 SF/Student (At maximum District ideal capacity)
- Desired Average Individual Classroom SF/Student: 37 SF/Student (At maximum District ideal capacity)
- Actual Average Individual Classroom SF/Student: 30 SF/Student (At maximum District idea)

Observations

Current ADM District has a 9th through 12th grade High School Configuration. Current ADM ideal classroom size for High School students is: 24/26 students per classroom.

Square Foot Analysis. Based on the District recommended classroom size for High School students, the average SF of classroom space per student at ADM High School is 32 SF per student at 24 students per class and 30 SF per student at 26 students per class. These numbers fall below the national average for ideal classroom size.

Class Size. The chart below illustrates that for the current 2012/2013 school year the High School has adequate space for students. Starting in the 2015/16 school year the student enrollment will exceed available classroom space at the high end of the District ideal classroom size.

Existing Space Allocation – See Chart Four
<table>
<thead>
<tr>
<th>Attendance Center</th>
<th>Program</th>
<th>Space (in SF)</th>
<th>SF Totals</th>
<th>Cap. at high district ideal</th>
<th>Cap./Stud. at Cap.</th>
<th>ACTUAL 12/13</th>
<th>RSP 13/14</th>
<th>RSP 14/15</th>
<th>RSP 15/16</th>
<th>RSP 16/17</th>
<th>RSP 17/18</th>
<th>RSP 18/19</th>
<th>RSP 19/20</th>
<th>RSP 20/21</th>
<th>RSP 21/22</th>
<th>RSP 22/23</th>
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</thead>
<tbody>
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<td>Adel High School  - 20 Classrooms (24/26 students/class)</td>
<td>Language Arts 101</td>
<td>760</td>
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<td>30</td>
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<td>Language Arts 102</td>
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<td>149</td>
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<tr>
<td>Average room size:</td>
<td>Language Arts 103</td>
<td>740</td>
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<td>28</td>
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<td>Foreign Language 104</td>
<td>760</td>
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</table>

| Low End Ideal Cap. | 9th | 17,570 | 116 | 135 | 129 | 130 | 126 | 116 | 132 | 149 | 157 | 167 |
|                   | 10th | 17,250 | 112 | 116 | 134 | 128 | 129 | 125 | 117 | 129 | 146 | 159 |
| High End Ideal Cap. | 9th | 17,570 | 116 | 134 | 129 | 130 | 126 | 116 | 132 | 149 | 157 | 167 |
|                   | 10th | 17,250 | 112 | 116 | 134 | 128 | 129 | 125 | 117 | 129 | 146 | 159 |
| Low End Ideal Cap. | 11th | 16,840 | 134 | 116 | 120 | 139 | 133 | 126 | 123 | 118 | 126 | 148 |
| High End Ideal Cap. | 11th | 16,840 | 134 | 116 | 120 | 139 | 133 | 126 | 123 | 118 | 126 | 148 |
| Low End Ideal Cap. | 12th | 13,920 | 109 | 129 | 112 | 118 | 135 | 131 | 124 | 118 | 114 | 124 |
| High End Ideal Cap. | 12th | 13,920 | 109 | 129 | 112 | 118 | 135 | 131 | 124 | 118 | 114 | 124 |
| Low End Ideal Cap. | TOTAL GEN ED CLASSROOM | 15,490 | 480 | 32 | 458 | 471 | 496 | 495 | 515 | 523 | 498 | 496 | 514 | 543 | 598 |
| High End Ideal Cap. | TOTAL GEN ED CLASSROOM | 15,490 | 520 | 30 | 458 | 471 | 496 | 541 | 515 | 523 | 498 | 496 | 514 | 543 | 598 |

### SPECIALS
- FCS 408: 1,110
- FCS 409: 780
- Technology 404: 740
- Chorus 801: 2,100
- Band 802: 2,130
- Project Lead the Way 401: 930
- Art 407a: 970
- Art 405: 1,340
- Industrial Technology 403: 2,950

TOTAL SPECIALS: 13,050

- Special Needs Level 8/9/10: 870
- Special Needs Level 8/9/10: 550
- Special Needs Level 8/9/10: 580
- Special Needs: 630

TOTAL SPECIAL NEEDS: 2,630

### Notes:
- Red fill indicates number of students per classroom exceeds District ideal.
- Low end of District ideal indicates classroom capacity based on 24 students per class.
- High end of District ideal indicates classroom capacity based on 26 students per class.
Decommissioned Minburn Elementary

Building Facts:

- Location: Minburn
- Construction:
  - Original Building, 1956. Original building houses classrooms, administration, library.
- General Education Classrooms: 7
- Building Total SF: 53,275 SF Total
- 47,585 SF Main Floor
- 5,690 SF Lower Level
- Grossing Factor: 1.4 (circulation, mechanical, storage, toilet rooms)
- Program Space: 53,275/1.4 = 38,054 SF
- Actual Building SF/student: 38,054 SF/133 Students = 256 SF/Student (At maximum District ideal capacity)
- Desire Average Individual Classroom SF/Student: 37 SF/Student (At maximum District ideal capacity)
- Actual Average Individual Classroom SF/Student: 40 SF/Student
Decommissioned 6-7 Middle School

Building Facts:

Location: Adel
- Construction
- Recent upgrades to interior finishes and electrical system.
- General Education Classrooms: 16
- Building Total SF: 47,500 SF
- 25,150 SF Main Level
- 12,000 SF Second Floor
- 10,350 SF Third Floor
- Grossing Factor: 1.4 (circulation, mechanical, storage, toilet rooms)
- Program Space: 47,500/1.4 = 33,400 SF
- Actual Building SF/Student: 33,400 SF/416 Students = 80 SF/Student (At maximum District ideal capacity)
- Desired Average Individual Classroom SF/Student: 37 SF/Student (At maximum District ideal capacity)
- Actual Average Individual Classroom SF/Student: 30 SF/Student (At maximum District ideal capacity)
Part Two

Recommendations
Observations

Throughout the Master Planning process the following key factors were identified:

- The need to address immediate capacity needs at the Adel Elementary and DeSoto Intermediate attendance centers.
- Due to uncertainty about enrollment projections, strategies for how to address capacity needs must be flexible.
- The importance of a look-ahead 5 years out and a look-ahead 10 years out.
- Decisions must be made regarding the decommissioned buildings.
- The need to address safety and security at all attendance centers, including improved site conditions and building security measures.
- Consideration of other capital projects identified by the District, including re-roofing projects, stadium improvements, infrastructure needs, etc..

To clarify the mission of the Master Planning process, at the April 11, 2013, Committee Meeting committee members were asked to identify guiding principles for the Master Planning process. The committee arrived at the following principles that would guide facility planning:

- Keep grades in the same building. Do not split them up between buildings.
- Minimize the number of transitions students make from one building to another.
- Provide dedicated administrative leadership at each building, not shared.
- Avoid spreading instructors for specials programming too thin.
- Minimize bus travel time for largest number of students possible given the size of the district.
- Balance expansion for growth with flexibility, do not over-build.
- Arrive at thoughtful recommendations for the decommissioned attendance centers.
- Keep in mind that building facilities can provide a draw for families to move to the ADM District.
- Current grade configurations are optimal.

These guiding principles reflect research done on how other Iowa school districts of the same size as ADM Community School District configure their attendance centers.

Growth Projections for District

The chart at the right summarizes growth potential for each grade level. These numbers are based on the aforementioned RSP Enrollment report and reflect in-depth research on the population growth trends for the Adel, DeSoto and Minburn communities. The projections are that the District will add 300 students in 5 years, impacting the lower and intermediate grades initially the most. In 10 years, the projected growth indicates as many as 500 more students than current numbers. The Master Planning Committee understands
the need to continually monitor these growth projections and track the actual population growth as it occurs. Many factors will contribute to the growth potential of the communities the District serves, including tax abatement programs making home construction attractive to new families, the westward expansion of the Des Moines metropolitan area, and the performance of the economy. The recommendations of the committee take these variables into considerations and suggest conservative interventions until more certain population growth numbers are available.

The Master Planning Committee used a number of resources to make their decisions. What follows is an explanation of these documents. They reflect the process the committee moved through to arrive at their final recommendations.

The “ADM Master Planning – Option A” document on page 24 was the main working document the Master Planning Committee used and was referred to again and again. The initial enrollment growth projections are addressed through additions to attendance centers so that by the 2017/18 school year, or 5 years out, student capacity needs are met. The next column, the 2022/23 school year, shows suggested interventions that address projected enrollment increases for 10 years out. The last column suggests what might occur after 10 years out. However, as mentioned above, the committee recommends continuously monitoring the actual population growth to determine what the most logical interventions will be. For all intents and purposes the 2017/18 column is the operative column and reflects the most pressing needs of the District.

It should be noted that the committee entertained 14 separate and distinct options before settling on Option A. The other options were rejected for various reasons including prohibitive cost, not addressing the guiding principles, not being flexible, etc. The full set of Master Planning Options is included as an attachment to this Master Planning Report for reference.

Pricing information, also included as an attachment to this report, also helped the committee arrive at its final conclusions. Costing information specific to the suggested phasing of the projects is provided at the end of this section. As is the case with the 14 Masterplanning options entertained by the committee, the complete costing opinions document attached to this report is also for reference only. It should be noted that not all options were priced, as some were for study purposes only.

Finally, the Phasing Study on page 35 shows a proposal for how Option A might be implemented, along with additional interventions discussed at committee meetings. This chart represents very closely the final recommendations of the committee and includes not only the additions and site work to Adel Elementary and DeSoto Intermediate, but also suggested re-purposing of the decommissioned attendance centers, the possible relocation of the Bus Barn to the Nile Kinnick Campus, potential stadium improvements, and possible future projects. Note that one of the future projects is a possible new attendance center to accommodate potential growth in the District. The size, location, and program of this attendance center is not able to be determined at this point. The committee believes that this phasing chart captures the guiding principles they arrived at, the need for flexibility, and the wise use of District dollars.
## ADM Master Planning

### Option A

#### Additions to Existing Attendance Centers

<table>
<thead>
<tr>
<th>Year</th>
<th>Location</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012/13</td>
<td>ADEL Elementary</td>
<td>6.7 Section Pre-K - 2nd, 20 Classrooms, 407 Student Capacity, 404 Current Enrollment</td>
</tr>
<tr>
<td></td>
<td>Desoto Intermediate</td>
<td>5/6 Section 3rd - 5th, 16 Classrooms, 337 Student Capacity, 329 Current Enrollment</td>
</tr>
<tr>
<td></td>
<td>ADM M.S.</td>
<td>6th - 8th, 15 Classrooms, 390 Student Capacity, 362 Current Enrollment</td>
</tr>
<tr>
<td></td>
<td>ADM H.S.</td>
<td>9th - 12th, 20 Classrooms, 520 Student Capacity, 458 Current Enrollment</td>
</tr>
</tbody>
</table>

**Decommissioned Minburn Elem**
- K - 5th
- 10 Classrooms
- 224 Student Capacity

**Decommissioned ADEL M.S.**
- 6th - 7th
- 14 Classrooms
- 359 Student Capacity

---

**Current Total Enrollment**: 1,553 Students
**2017 Projected Enrollment**: 1,863 Students
**2022 Projected Enrollment**: 2,054 Students
**2022 Capacity with Proposed Additions**: 2,084 Students

*Note: Data subject to verification.*
Adel Elementary Recommendations

Growth projections indicate need for additional space at Adel Elementary at all grade levels already in the current school year. In addition, at the kindergarten level classroom size parity is lacking: two kindergarten classrooms are significantly smaller than ideal and a third is less than adequately sized. The Masterplanning Committee makes the following recommendations for Adel Elementary:

- Six additional classrooms would be added onto the school, bringing the capacity of the building to 510 students, 4 of them being sized and designed for kindergarten use and two for pre-kindergarten use.
- All kindergarten classes would be located in size appropriate classrooms.
- The Preschool program would be expanded in existing spaces.
- The site would be reconfigured to separate bus drop off and pick up from parent drop off and pick up. Additional parking capacity would be provided.
- The Bus Barn could be considered for relocation.
- The school would be an 8 section Pre-K to 2nd grade attendance center.
- Improve facility security
- Projected construction completion: Summer, 2015.

Preliminary Schematic Option – Adel Elementary
DeSoto Intermediate Recommendations

As with Adel Elementary, there is an immediate need for additional classroom space at DeSoto Intermediate, although not at all grade levels. The Fifth Grade projected student enrollment shows that the building will lack adequate Fifth Grade classroom space starting in the 2016/17 school year. Unlike Adel Elementary, the average SF per student is lower than the national average. This should be taken into account in the proposed classroom addition. The new classrooms should be 900 SF to 950 SF each.

With the exception of the Fifth grade class, the immediate and near future space needs at Adel Elementary and DeSoto Intermediate are similar, each being critical to student success. It would be ideal if it were financially feasible to do both project simultaneously. However, the project funding strategy does not allow for this, so the recommendation is to address the needs of Adel Elementary first since all grade levels are affected by the growth projections.

The Masterplanning Committee makes following recommendations for DeSoto Intermediate:

- Eight additional classrooms would be added onto the school, bringing the capacity of the school to 482 students.
- The administration suite would be relocated to the main entrance of the building.
- The music, art, and cafeteria spaces would be renovated to create a more functional cafeteria for the increased student population.
- The site would be reconfigured to separate bus drop off and pick up from parent drop off and pick up. Additional parking capacity would be provided.
- The school would be an 8 section 3rd – 5th grade attendance center.
- Improve facility security, with initial focus being the main entrance with building envelop to follow.
- Future consideration for Phase Three: replace the original three story 1924 building with new construction that is energy efficient, accessible, and has a 50 year life span.
Preliminary Schematic Option – DeSoto Intermediate
ADM MS and HS Recommendations

The growth projections for the High School and the Middle School indicate enrollment capacity needs developing in the next three to five years. Currently, the more pressing issue at this campus is the ratio of the size of the educational spaces to the grade level and distribution of educational programming. The Masterplanning Committee makes the following recommendations and observations for the Nile Kinnick Campus:

- Reconfigure Nile Kinnick Campus building to move Middle School program into High School program space and High School program into Middle School program.
- Renovate existing High School wing in preparation for Middle School program to occupy space.
- Move District Office to another facility: the committee’s primary recommendation is to move the District office to the Decommissioned 6/7 Middle School Building.
- High School administration to occupy former District Office suite, Guidance program to occupy former Middle School administration suite, and Middle School administration to occupy former High School administration suite.
- New classroom addition to accommodate additional space needs at the High School program.
- Reconfigure site to safely separate Middle School site circulation from High School site circulation. The district may choose to implement a low-cost option in the near term future.
- Improve facility security.
- See pages 31 and 32 for a proposal for accomplishing this reconfiguration.

Observations

The Committee makes the following observations in favor of reconfiguring the Middle School and High School programs within the Nile Kinnick campus building:

- The Nile Kinnick Campus was originally intended to become a 9-12 building at some point in the future. The most recent 2006 addition reflects this proposal with the large commons space, the wider circulation area, the larger classrooms and more appropriately sized science classrooms.
- The High School program can make use of the more appropriately sized science classrooms in the 2006 wing in lieu of new science classroom space, which is more costly to construct.
- The size of the classrooms in the 2006 wing are more appropriate for high school students.
- By reconfiguring the programs it would be possible to create a more defined separation of the grade levels than is currently possible to do.
- The original south wing of the building is due for upgrades in HVAC, lighting and finishes. By addressing these needs this wing can become enhanced and updated to more than adequately accommodate the Middle School program.
- Relocating the District Office to the Decommissioned Adel Middle School Building is an economical way to provide the needed space for High School Administration and Guidance at the Nile Kinnick campus while at the same time providing a creative adaptive re-use of the Decommissioned Adel Middle School Building.
Recommendations for Decommissioned Attendance Centers

As part of the Masterplanning process the Masterplanning Committee identified key educational principals that guide the district’s programming and were attentive to significant financial considerations, both of which have informed their recommendations for the two decommissioned attendance centers. Specific information on the existing condition of these buildings and probable renovations and costs are found in reports for each building attached at the end of this Masterplanning report.

Educational Principals that inform the recommendations for the Decommissioned Attendance Centers:

- **Minimize Number of transitions between buildings.** Reopening either Minburn Elementary or the former Adel 6-7 building, or both, would reintroduce additional transitions students would be required to make between buildings. The goal of the Masterplanning Committee is to keep the number of transitions as few as possible.
- **Classroom size.** Of concern to the Masterplanning Committee is SF allocation per student. While each decommissioned building does have some classrooms that are adequately sized, a number of classrooms are undersized, particularly at Adel 6-7, where the average SF per student is 30 SF, well below the desired 37 SF.
- **Bus Time.** The Masterplanning Committee has indicated that minimizing the time students spend on the bus is important. Re-opening Minburn Elementary would greatly increase the amount of time more students would need to spend on the bus each day, since a number of students from DeSoto and Adel would need to be bused to Minburn.
- **Grade Levels per Attendance Center.** The current grade configuration for the ADM Community School district is optimal in the eyes of the Masterplanning Committee. Reopening the decommissioned buildings would likely either increase the number of transitions students have between buildings or it would mean having more the same grades in different buildings (i.e. K-2 at both Minburn Elementary and Adel Elementary).
- **Quality of Education Space.** These two attendance centers have served the district well for many years, and have been maintained more than adequately since they have been decommissioned. However to reopen them to 21st century educational space standards would required significant capital improvements. The ADM Community School District has been experiencing growth as result of families being attracted to the community due to the solid reputation of the schools. The quality of the facilities also plays a significant role in attracting families to the district. The following items would need to be addressed:
  - Accessibility at Adel 6-7
  - Inadequate Food Service at both centers
  - Classroom size parity
- Inadequate science labs at Adel 6-7
- The disrepair evident at the south wing of Minburn Elementary
- West entrance to Adel 6-7
- Non-ADA toilet room facilities at Adel 6-7
- Site conditions and circulation at each attendance center

Cost Considerations that inform the recommendations for the Decommissioned Attendance Centers:

- **Capital Improvements.** Significant capital improvements would be required to re-commission each of these attendance centers, including HVAC and Electrical repairs, asbestos removal, ADA compliance, site circulation improvements, safety concerns, roof replacement, and space renovations.

- **Code Compliance.** The State Fire Marshal would need to do a thorough review of the facilities if the district chose to reopen them as attendance centers, very likely requiring significant safety issues and ADA compliance items to be addressed. Major code compliance concerns would be fire separation, food service and wrestling space reconfiguration, and accessibility to the 4 separate levels at the Adel 6 – 7 building. Code compliance at Minburn Elementary would include fire separation and student safety. While the code requirements would not be completely circumvented by re-purposing these buildings, there is reason to believe that code compliance would be more manageable.

- **Grade Configuration.** Minburn Elementary is set up to be a Kindergarten through High School facility. Reopening it as a full time attendance center would likely required significant renovations to create an elementary-only facility, which was the programming option considered by the Masterplanning Committee.

**Decommissioned Minburn Elementary Recommendations**

- The ADM Community School District will engage in planning to develop an agricultural education program utilizing the Minburn facility. The possibility of partnership with other district or with business or industry might also be pursued.

- The City of Minburn will also be engaged to consider possible uses for portions of the building.

- The existing building will be evaluated for re-purposing. Portions would likely need to be razed and the remaining building thoroughly renovated.

- The athletic facilities could remain functional and continue to be used by the District and by community partners.

- This would be a long term study with results not being available until Phase II of the Masterplanning Committee phasing recommendations are reached.
Decommissioned 6 -7 M.S. Recommendations

- The building would be renovated to accommodate the following program space for District use:
  - District Offices
  - School Board conference room
  - District central receiving and storage
  - Continued use for athletic programming
  - Additional District office or educational space

Bus Barn Relocation

In order to improve safety at Adel Elementary and to centralize transportation services, the Masterplanning Committee recommends relocating the Transportation Facility (“Bus Barn”) off the Adel Elementary campus. Since the district already owns the land and there is adequate space, the Bus Barn could be relocated to the Nile Kinnick campus at the location of the existing maintenance facility. This proposed relocation project would require further study, but for Masterplanning purposes the concept appears to be workable. The relocated Transportation Facility would include the following:

Building:

- One maintenance bay
- One bus wash bay
- One pull through repair bay
- Office and driver space

Site:

- Parking for district buses and drivers
- Electrical receptacles for block heaters

Additional District Capital Projects

Adel Elementary

- HVAC upgrades
- Playground
- Secure entrances/classroom door locks
- Site circulation and parking
- Window replacement
DeSoto

- Administration remodel or relocation
- Original building toilet room remodel
- Conference room space
- Secure entrances (classroom doors in original building, classroom door locks in newer building)
- Site circulation and parking
- Window replacement in original building (including bay window)
- Art Room/Music Room/Cafeteria reconfiguration (cafeteria to no longer share art room space)
- Roof replacement

ADM Middle School/High School

- Auditorium improvements (or new auditorium addition or new stand alone Performing Art Center)
- HVAC upgrades
- Roof replacement
- Secure entrances/classroom door locks/exterior doors
- Science classrooms renovation (if H.S. remains in south wing)
- Update lighting in H.S. wing
- Site circulation and parking
- Stadium improvements (track, bleacher expansion, concessions, restrooms, turf)

Project Phasing

In order to provide a funding stream for the recommended projects, the Masterplanning Committee recommends dividing the projects into phases. The first phase would address the immediate space needs at Adel Elementary, security, and facility maintenance and be funded by a revenue bond. The second phase would address space needs at DeSoto Intermediate, space reconfiguration at the Nile Kinnick Campus, re-purposing the decommissioned Adel 6 – 7 building, and other considerations and be funded through a general obligation bond. The third phase would address future needs based on an ongoing evaluation of the enrollment increases and other potential projects identified by the district. The third phase is anticipated to be considered in approximately 5 years.

Phase I

- Adel Elementary 6 classroom addition $1,700,000
- Adel Elementary site improvements $1,870,000

TOTAL $3,570,000
Phase II

A. PRIORITIES:

- DeSoto Intermediate addition and renovation $3,275,000
- DeSoto Intermediate site improvements $1,636,000
- MS/HS Reconfiguration (includes 8 classroom addition) $3,485,000
- District Office move to Decommissioned Adel 6 -7 $450,000
- District Attendance Center Security TBD
- Nike Kinnick Parking (136 stalls) $190,000

  TOTAL $9,036,000

B. OTHER CONSIDERATIONS

- Relocate Transportation Facility to Nike Kinnick Campus $1,640,000
- Athletic Facilities TBD
  - Track Resurfacing
  - Restroom facilities
  - Concessions
  - Site Circulation
- Minburn Academy TBD
- Adel Elementary Window Replacement TBD
- Adel Elementary HVAC upgrades TBD

Phase III

- Potential New Attendance Center TBD
- Performing Arts Center TBD
- Potential Additional Additions to Attendance Centers TBD
### OPTION A - Additions to Existing Attendance Centers

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### KEY
- **Study Phase**: AF: Add Elementary
- **Design Phase**: DS: DeSoto
- **Bid Phase**: NK: Nile Kinnick Campus
- **Construction Phase**: DO: District Office
- **New Attendance Center**: 6/7: Decommissioned Middle School
- **Future**: PAC: Performing Arts Center
Part Three

Additional Information
Glossary/Abbreviations

AIA - American Institute of Architects

Attendance Center – A school building

CEFPI - Council of Educational Facility Planners International

DCM – Decommissioned Adel 6 – 7 Middle School

DO – District Office

Grossing Factor - A percentage used to indicate the ratio between program space (classrooms, library, administration, etc..) and non-program space (corridors, mechanical rooms, storage rooms, toilet rooms, thickness of walls, etc..) A typical grossing factor for educational facilities is 1.4. In other words, about 60% of the space in a building is program space and about 40% of a building is non-program space. Sometimes this ratio is called the Efficiency Factor.

HVAC - Heating Ventilation and Air Conditioning systems

HS – High School

MB – Minburn Elementary

MS – Middle School

NCES - National Center for Education Statistics

Nile Kinnick Campus – The MS and HS campus access by Nile Kinnick Drive in Adel

Preschool – The ADM Community School District has a preschool program for 3 to 4 year olds, some who also have special needs

Pre-K – The ADM Community School District has a program for 5 years who are not yet in Kindergarten. Typically there are 27 children in this program.

SF - Square Feet

TAG - Talented and Gifted
Attachments

- Masterplanning Committee Meeting Minutes
- Masterplanning Options
- Masterplanning Costing Options
- Report on Decommissioned Minburn Elementary
- Report on Decommissioned Adel 6 -7