



Date: May 8, 2025

Durham Public Schools Board of Education Work Session PRECIS

Agenda Item: Facility Condition Assessment / Capital Improvement Plan Preview

Staff Liaison Present: Dr. Larry Webb
Chief Operating Officer

Phone#: 919-560-2000

Main Points:

- Operations team members will present preliminary data from the recently received Facility Conditions Assessment and recommended timeline along with next steps for the creation of our new Capital Improvement Plan.
- Turner Townsend Heary (FCA/LEGS vendor) will present their complete findings in an upcoming board meeting.

Recommendation: For Information Only

Fiscal Implications: N/A

Purpose

Information/Discussion **Action** **Consent**

Reviewed by: **Finance** _____ **Attorney** _____

Facilities Condition Assessment to *Capital Improvement Plan*



DURHAM
PUBLIC SCHOOLS

May 8, 2025 - DURHAM, NC

*Providing a comprehensive blueprint for facilities
improvements and new construction*

FMP <> **FCA** <> **CIP**

Capital Improvement Plan (CIP)

HAVE \Leftrightarrow **WANT** = **NEED**



TTH / DLR Consultant Presentation

Upcoming

What was included/not included in the TTH/DLR contract?

- **Facilities Condition Assessment (FCA)**
 - > Itemization of Aging Facilities & Infrastructure Needs
 - > 10-Year Expenditure Plan
- **Technical Construction Specifications**
- **Learning Environment Guidelines (LEGs)**

How we will parse the information to develop projects?



Financial Considerations of the Learning Environment Guidelines

- **Educational Adequacy of Facilities**
 - > Establishes Design Guidelines for All Schools
 - > Coordinated in Conjunction With DPI Guidelines
 - > New Criteria for MS / HS
 - > Factor for Upgrading Aging Facilities & Infrastructure
- **Model Schools (ES/MS/HS)**
 - > Size Comparison Model – Existing Portfolio & Future Growth
 - > Student / Teacher Ratios – DPI & District Guidelines
 - > Establishes Parity for Future Capital Improvements

Current State

Core Planning Considerations

Strategic Challenges

Scenario Development Timeline

Facilities At A Glance

6.4M sf

District facilities evaluated
in the **Facilities
Condition Assessment**

260M sf

Land Assets
in District Portfolio

900M*

Funding need to support
**aging facilities and
infrastructure**

*** Like-For-Like, Does Not Include Soft
Costs, Upgraded Systems, Furniture,
Equipment, Sustainability Goals*

470,000 sf

of new school construction in
past 5 years, **3,300 scholars**
in brand new schools

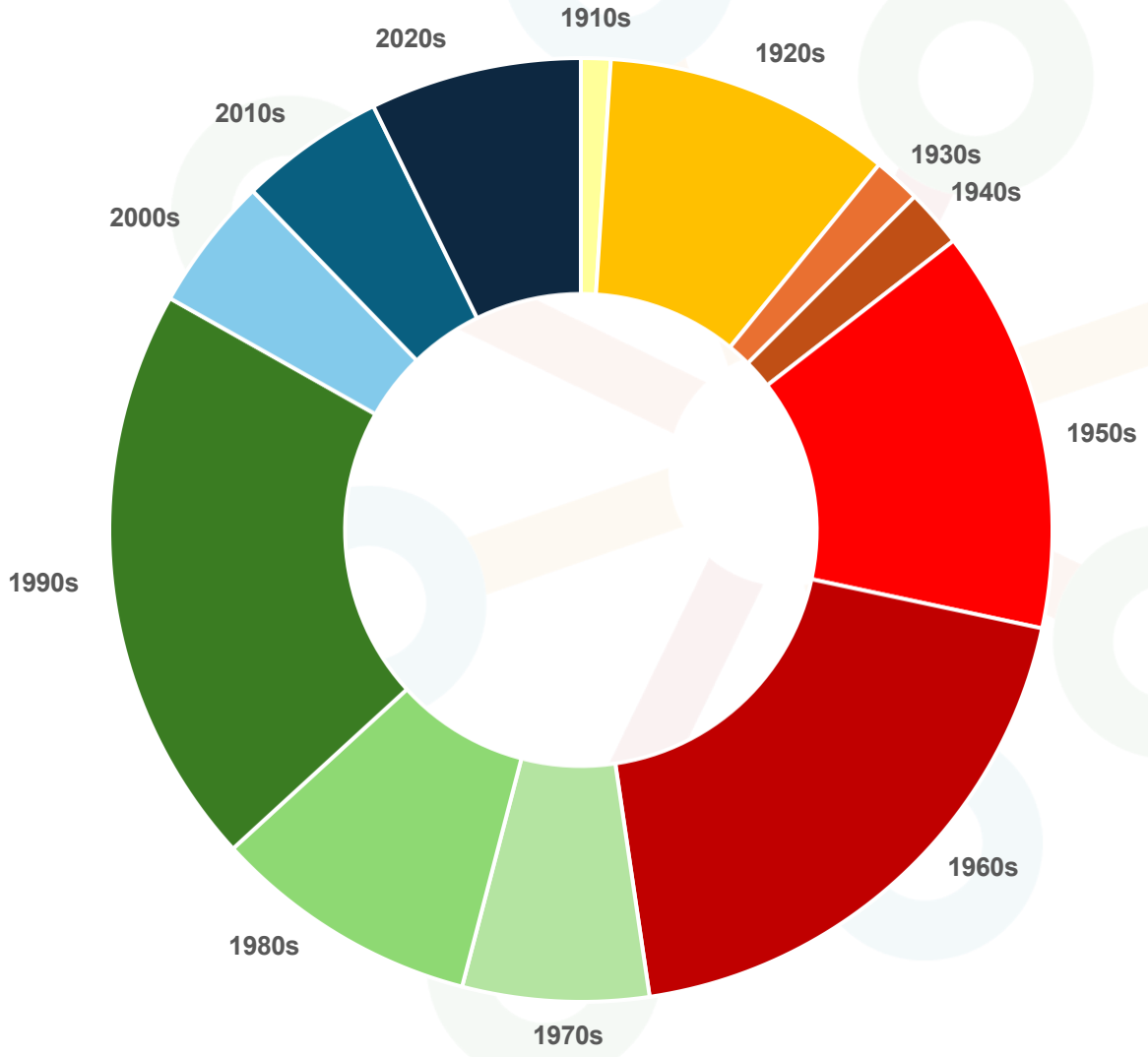
368,000 sf

of new school construction in
underway (DSA), **2,295**
scholars to move into
brand new school facilities
2026 - 2027

= 5.5%

of scholars to brand new
schools

Aging Facilities



59 years

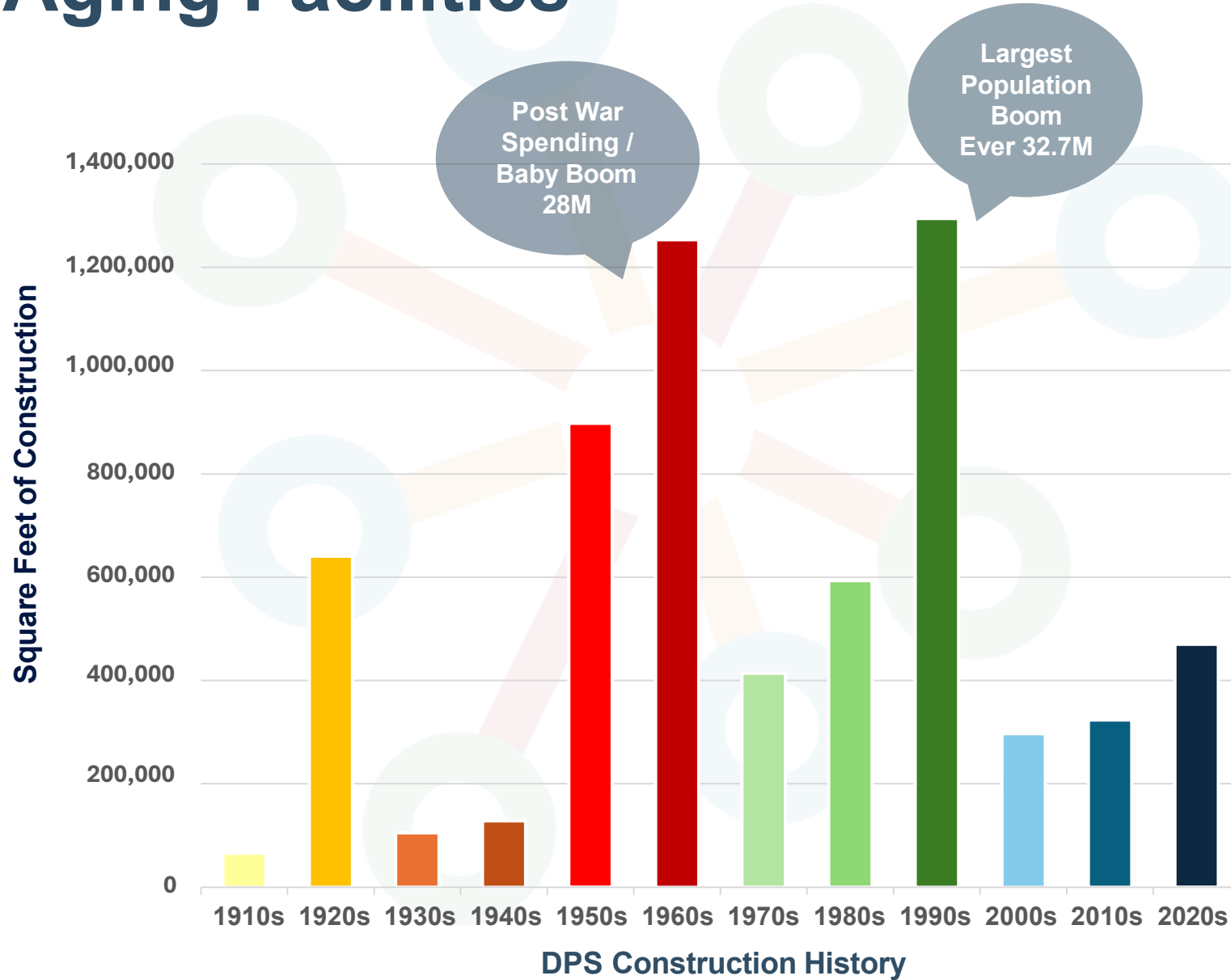
Average age of our schools

Built for a different era of teaching and learning





Aging Facilities



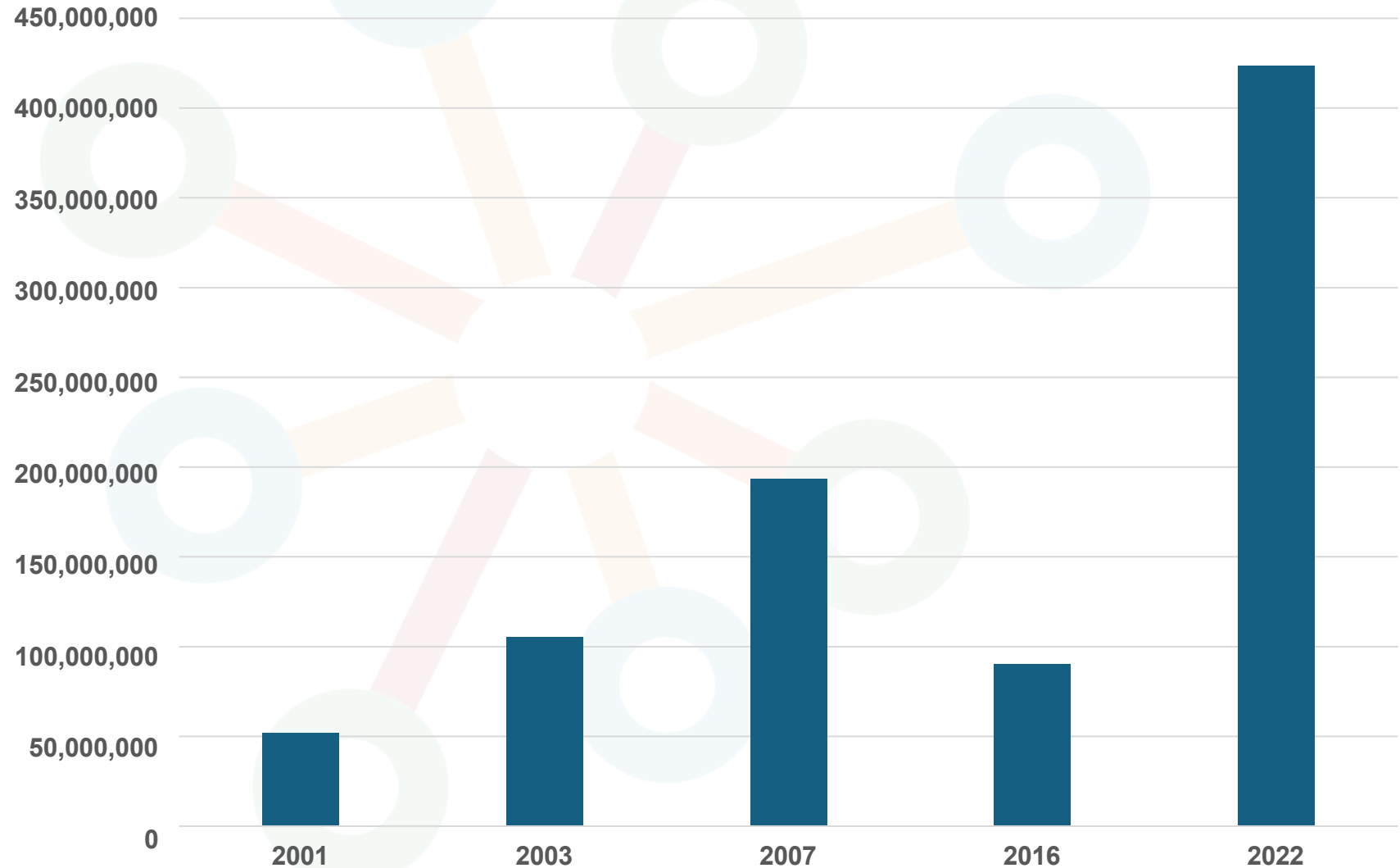
+3M SF
59-100 Years Old



**DPS aging
facilities are
equivalent in
size to
One World
Trade Center**

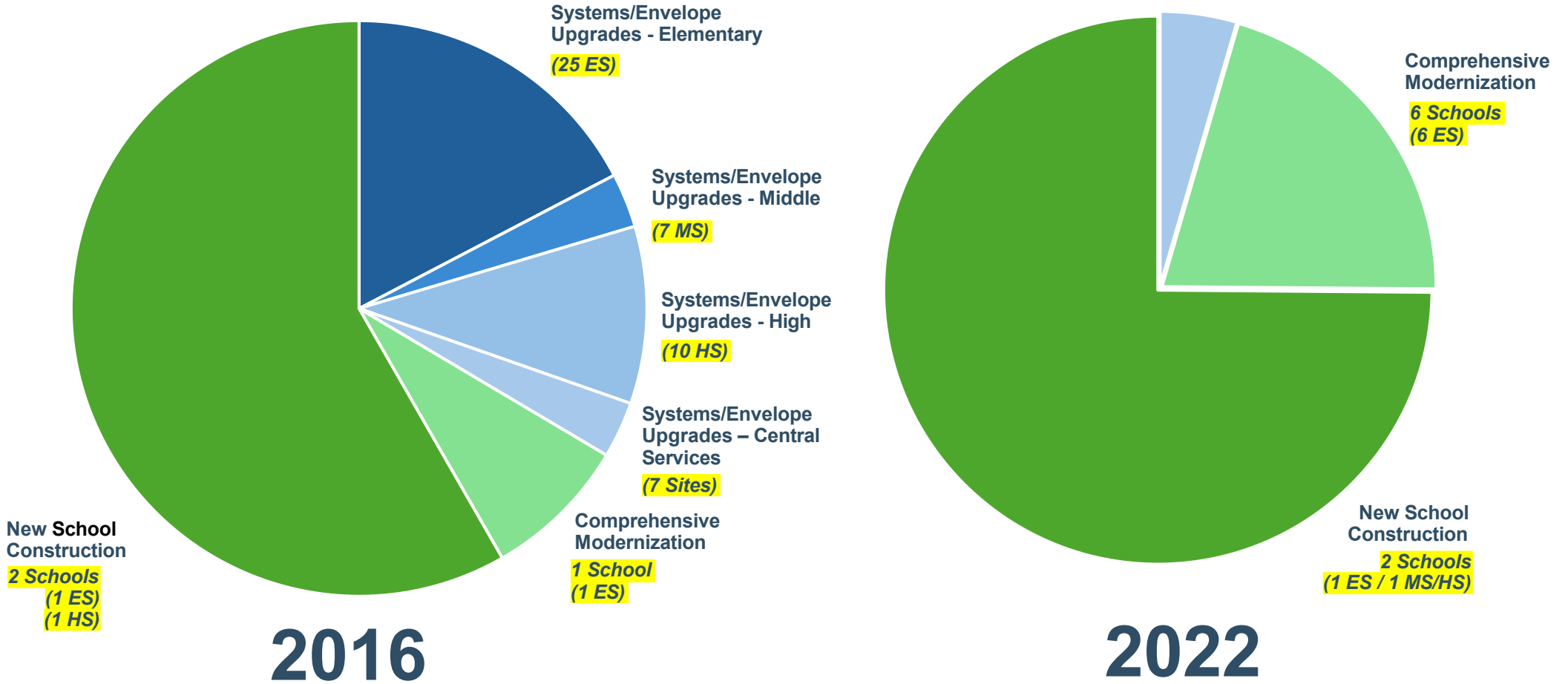


Bond History - 20 Year Window



Bond Priorities 2016 v. 2022

Funding Comparison





Bond Cycle Considerations

- **Recent History With Bond Approvals**
 - > **2016 - \$90M**
 - November – Presidential - 84.92% Pass
 - Bundled
 - > **2022 - \$423.5M 10-Year Capital Improvement Program**
 - November – Midterm Election – 83.2% Pass
 - Bundled
- **Begin Bond Conversations With County**
 - > Single Bond, Multi-Year Bond, Other Strategy?
- **Transparency With Community**

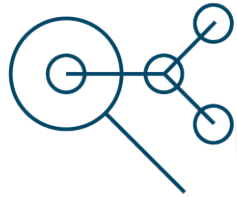
Current State

CIP Core Planning Considerations

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Core Planning Components – CIP Buckets



Unfulfilled Projects From Past Bond



Aging Facilities
Deferred Maintenance
Safety/Security Must-Do's
ADA
Urgent (Failing Systems)



Growth & Future Demand
Growth Projections

*****Goals of the Strategic Plan**



C&I Goals - Learning Environment Guidelines
Programmatic Needs / Changes / Aesthetics
Goals / Model Schools

*****Touch Every School**



Capacity
Overserved Schools
Underserved Schools
Parity & the Model School



Closed Schools



Superintendent Priorities



Central Services - Support
Adjacencies / Functionality
Relocate Transportation
Central Kitchen
Land Assets

Planning Drivers and a CIP

The Why of Long-Range Planning?

- Take a Hard Look at the District Assets & Portfolio
- Accurately Assess Longer Range Needs & Growth
- Accurately Understand Financial Need
- Anticipate Bond Strategy (*Single, Multi-Year, Alternate Paths*)
- Facilitate an Equity Minded Path Across All Regions of the District
- Get it Right the First Time

Current State

CIP Core Planning Considerations

Strategic Challenges

Scenario Development Timeline



Challenge #1:

*Promises to Community in Last Bond -
Entering New Bond Cycle in a Deficit*

2022 Bond Snapshot

- **2022 GO Bond Referendum - \$423,505,000**
 - > New Construction for 2 Schools (1 Replacement, 1 New)
 - > Renovate / Expand 6 Existing Schools
- **Current Budget for All Projects - \$624,213,169**
- **Funds Needed to Complete 2022 Goals - \$200,708,169**

Promises to Community in Last Bond Questions



- **Unfulfilled Projects and Long-Term Vision**

- > *Fundamentally, were these the right projects?* How were they determined? *Reconsidering these allocations* in the future?
- > Bethesda \$11.2M (Does not add capacity in expanding region)
- > Morehead \$5.2M (Small school, impacted site)

- **Parity Across the District**

- > *One school project in the bond takes 50% of the budget (Optics)*
- > Selection criteria and equal distribution across district in the future

Promises to Community in Last Bond Questions

- **Parity During Design & Construction**

Elementary

Lyons Farm ES (2021)

\$416/SF (*Cost + Escalation*)

Murray Massenburg ES (2024)

\$679/SF

High

Northern HS (2023)

\$405/SF (*Cost + Escalation*)

Durham School of the Arts (2025)

\$680/SF



Challenge #2: *Navigating Growth & Future Demand – Goals of the Strategic Plan*

Growth Projections

35,000 Current Capacity

31,165 2024-2025 Student Count

- > 92.5% Utilization Now
- > Goals of the Strategic Plan
- > Will Hit Maximum Capacity 2028

39,802 Anticipated 2033-2034

- > 165 Residential Developments Under Construction
- > 4,802 New Students by 2033-34



Challenge #2: Navigating Growth & Future Demand



Designing for 4,802 New Students

- **New School Construction Required**

- > 3 Elementary, 2 Middle, 1 High

- **Land Acquisition Needs to Happen Now**

- > 6-10 Years from Project Concept to Move-In

- > Factor in Land Acquisition Costs

- **Bond Need**

- > **\$482M***** – Starting Point Estimate - Based on 2024 Construction Climate (No Escalation)

- ***Funds Needed Above and Beyond \$900M Required for Aging Facilities and Infrastructure

Challenge #3: Strategizing our Future – *Private (41) / Charter (16)*



31%

of all Durham students not attending DPS*

- > 24% Wake County
- > 17% National Average

NC charter schools in 2022-2023 fiscal year received \$986M in state funding out of \$11.9B in public school budget

*NC Department of Administration (Private)

*NC Department of Public Instruction (Charter)

Challenge #3: *Strategizing Our Future*

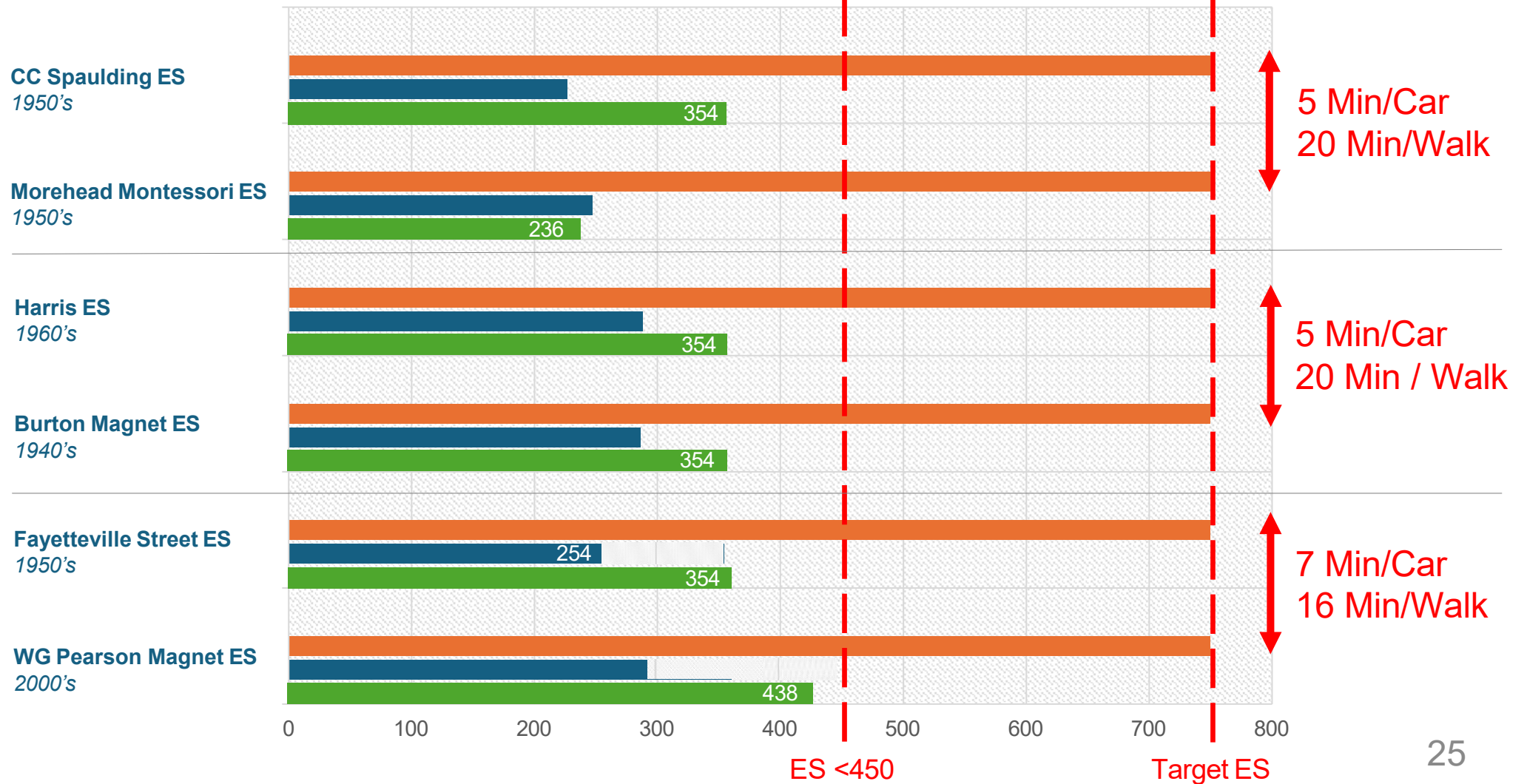


Pre-K	623
ES	13,859
MS	6,446
HS	10,860

- Pre-K
- Grade Configuration

Challenge #4: Rightsizing the District – Undersized Schools & Trade-Up Scenarios

- Current Enrollment
- School Capacity
- Model School





Challenge #4:

Rightsizing the District

Rightsizing Considerations

- **Legacy Schools & Fiscal Responsibility**
- **Replacement Strategy – Oldest / Failing First**
 - > Where Consolidation Makes Good Sense (HVAC, Infrastructure, Overhead, Drive Times, Bus Ridership, etc.)
 - > Trade Up Scenarios Only
- **Create Synergies Among Same Grade Teachers & Students**
 - > Improve Collaboration & Outcomes
 - > Increase Resources & Specialized Support
 - > Improve Parent Networking Support



Challenge #4: *Rightsizing the District*

- **Key: Using objective protocols set forth in ES/MS/HS model schools moving forward (used as the standard of measure when making decisions)**
 - > State Standards, District Standards
 - Murray Massenburg Elementary School (700-800)**
 - MS – LEGs – (800-1,000)**
 - Northern High School (1,850), DSA (2,200-2,700)**
 - > Not Evaluating May Result in Upgrading Facilities With Fiscal Impacts Now and Later



Challenge #5: *Closed Schools*

- **Closing a School Requires a Strategy for Post-Shut Down**
- **Optics to Community**
 - > Durham School of the Arts
 - > Old Northern High School
 - > Old Lowe's Grove Elementary School
- **Evaluate Our Assets: Reuse/Reconfigure, Community Resource, Sell**



Challenge #6:

Touch All – Roll Out Model

- **Balance Aging Facilities & New Instructional Environments**

- > Standards Defined by Teachers & Community in LEGs 2025

- **2-Pronged Approach to Upgrades**

- > Touch as Comprehensively as Possible (Minimize Disruption)
 - > Build Innovation and Sustainability Into Design

Comprehensive Plan Necessary to Accomplish a Touch-All Approach – Visualization for Community



Murray-Massenburg Elementary School



Durham School of the Arts Middle School & High School



Challenge #7: *Getting Modernizations & New Construction Right First Time - Adequately Sizing & Designing Projects*

Examples – Recent Projects

- **New Northern High School**
- **Lyons Farm Elementary School**
 - > Outgrown Capacity
- **Bethesda Elementary School**

Bringing the right people together, at the right time, with the right expertise

Moving From

REACTIVE to PROACTIVE

Money, Time, Resources, Optics

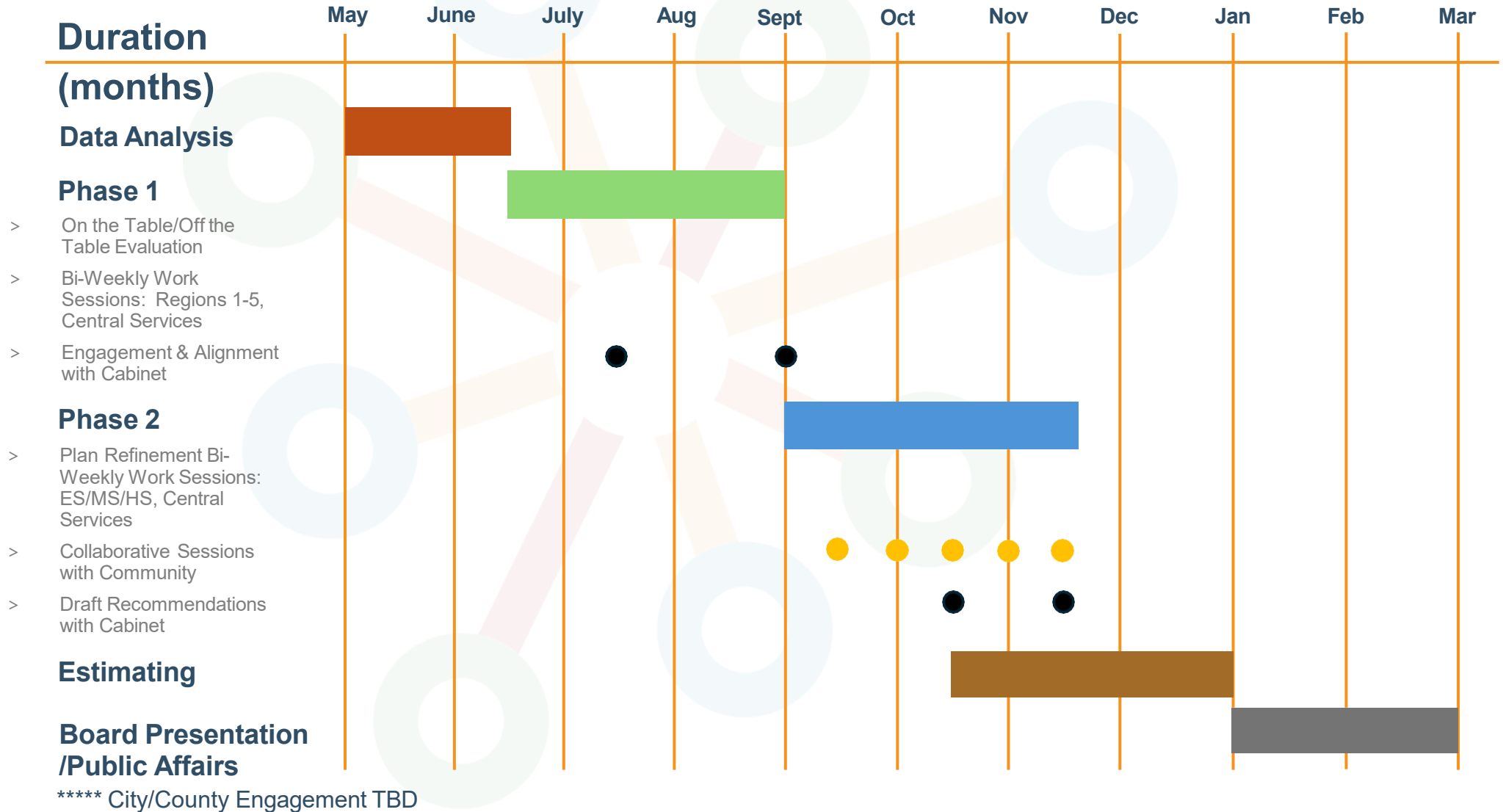
Current State

CIP Core Planning Considerations

Strategic Challenges

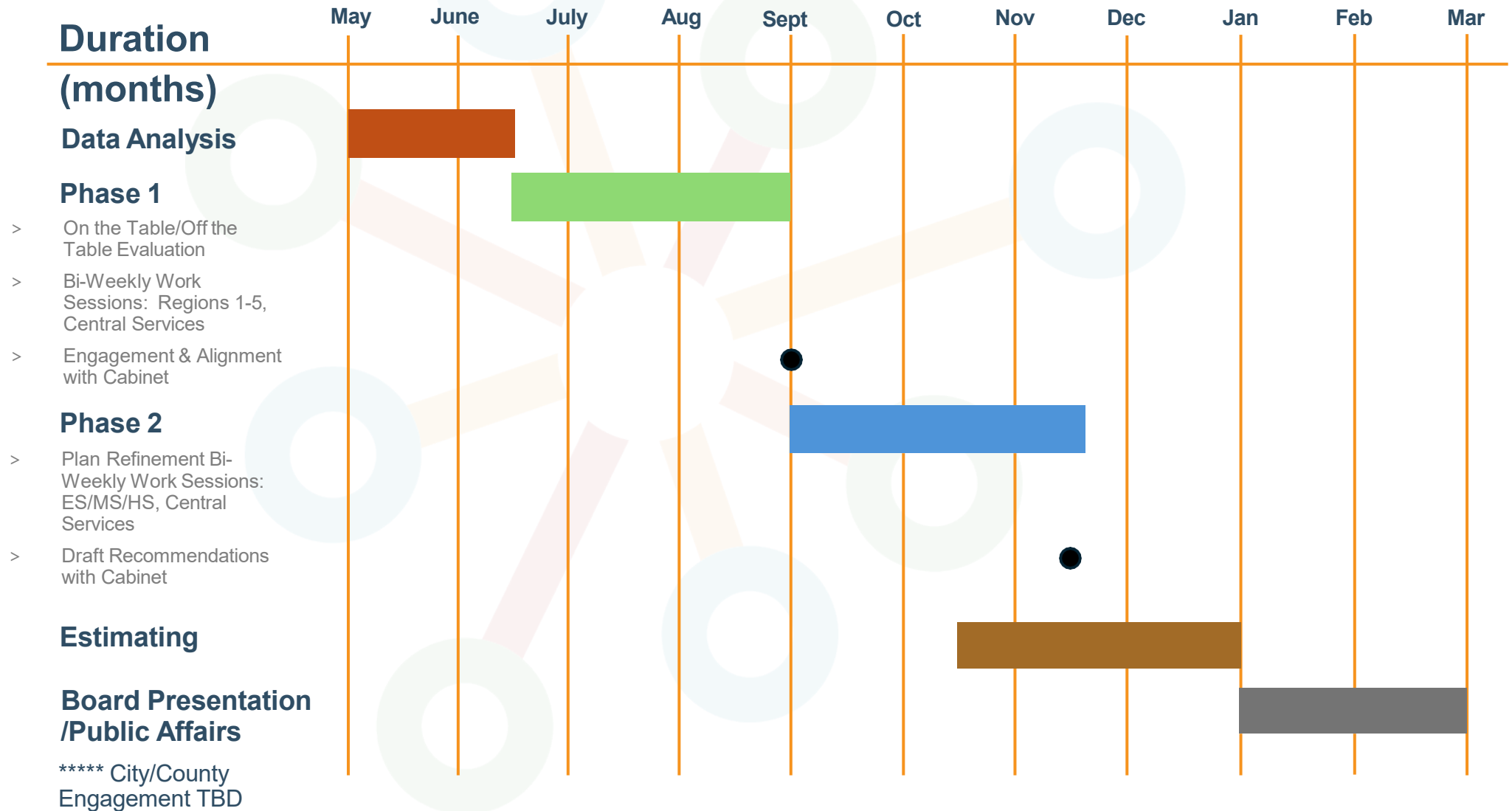
Scenario Development Timeline

Proposed CIP Schedule – May 25 – March 26



Abridged

Proposed CIP Schedule – May 25 – March 26





Capital Improvement Plan (CIP) *Taskforce (8-12 Members)*

- Superintendent Representative
- Cabinet Member
- Board Member
- Finance Member
- Community Member
- City/County Representative
- Dr. Webb
- Operations & Planning Team Members
- Other Experts Who Can Move In/Out of Conversations



Capital Improvement Plan (CIP)

Taskforce Role

- Phase 1: 6 Collaborative Work Sessions (4 Hours Each)
1 Synthesis/Findings (2 Hours)
- Phase 2: 6 Collaborative Work Sessions (4 Hours Each)
1 Synthesis/Findings (2 Hours)
- Estimating: 2 Review Sessions
- Board Presentation Review



How We Will Build Projects

Categories for Improvements – Sample Starting Point

Tier 1	Tier 2	Tier 3
<p>Life Safety Building Envelope Building Systems (10 Year)</p>	<p>Future Growth / Expansion Existing Schools - Trade Up Scenarios</p>	<p>Maintenance Cycles Educational Adequacy / LEGs</p>
<p>\$900M</p> <p><i>Does Not Include Soft Costs, Upgraded Systems, Furniture, Equipment</i></p>	<p>\$482M</p> <p><i>Does Not Include Land Acquisition, Trade-Up Scenarios, Construction Escalation</i></p>	<p>\$500M?</p> <p><i>Further Evaluation Required to Determine Scope, Cost + Escalation</i></p>



Questions

**Durham Public Schools
Board of Education Monthly Meeting
May 8, 2025**