

## I.0 METHODOLOGY AND APPROACH

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In May 2015, the Rapid City Area School District contracted with MGT of America to develop a *Facilities Master Plan* to address the long-term facility needs of the district. The master plan would be an update to the previous facility master plan completed during the 2007-08 school year. The purpose of the master plan was to examine the areas of need and determine a course of action to remedy any identified deficiencies.

MGT's approach to developing educational facility master plans is based on the philosophy that facility needs should be based on the school district's educational mission, goals, and objectives. Consequently, we begin by developing an understanding of the facility implications of the educational programs and the program delivery methods which the district is providing across all the schools and in each individual school. The educational mission, goals, and objectives combined with the strategic structure of the district, the grade groupings, feeder patterns, school sizes, and educational specifications, define the architecture of the school facilities.

In addition to a thorough understanding of the educational programs, MGT collects an array of data to drive the decision making process for the prioritization of needs. Data collection activities include facility assessments for site and building condition, educational suitability, and technology readiness. These assessments measure and document various aspects of the existing facilities against the school district's standards for 21<sup>st</sup> Century schools.

Demographic data is collected and used to project long-term enrollments, which in turn are used to project future facility capacity needs. Historical data for birth rates, enrollments, census data, housing developments, and economic trends are combined with planning and zoning information for the school district's geographic area to develop enrollment projections for each school by each grade level. This data is analyzed using multiple projection methodologies and GIS mapping.

The capacity of each school is determined using an instructional space model. This type of capacity model counts the number of instructional spaces in a particular school, assigns class sizes according to district standards, and applies a utilization factor. The calculated capacities are then divided by the current and projected enrollments to determine the rate of utilization and identify where the district needs additional space or has a surplus of space currently and in the future. This determination helps guide decisions regarding new schools, additions to existing schools, and redistricting.

Another key step in formulating an effective facility master plan is developing an understanding and appreciation for the perceptions and priorities of the community which the school district serves. MGT utilizes several processes for community engagement including interviews, focus groups, public charrettes, and on-line surveys. These efforts recognize multi-cultural differences and bi-lingual communities. Our experienced consultants are adept at collaboration and working transparently with all sectors of the school district's community.

The planning process culminates with the development of multiple scenarios or strategies which outline how the school district can meet the current and future facility needs. The development of several approaches to the final master plan is helpful in ensuring all options are examined and compared. The final master plan scheme is developed with prioritized projects and strategies scheduled and budgeted over the ten year planning period of the master plan.

Rapid City Area Schools has successfully implemented the 2008 Facilities Master Plan by using it as a guide for an objective and structured capital improvements program. This 2016 plan will build on this process and be an effective tool in helping the district achieve its educational mission, goals and objectives.

In order to meet the goals of the project and follow the philosophical approach as outlined above the scope of work as shown was developed to guide all project activities and ensure deliverables that would meet the needs of the district.

#### EXHIBIT 1-1 PROJECT SCOPE

- ◆ **Educational Program Review:** MGT reviewed the current and future facility implications of the educational programs delivered by the district to determine the facility implications.
- ◆ **Enrollment projections:** MGT conducted a demographic analysis of the Rapid City area and provide enrollment projections by school.
- ◆ **Capacity and Utilization:** The study determined facility capacity ratings and comparison with enrollment projections to develop utilization rates by school. Graphic maps illustrate the utilization rates by attendance zone.
- ◆ **Facility Assessments:** Building and site condition, technology readiness, and educational suitability assessments were completed for all schools. These scores were each weighted to produce a combined score to be used in the prioritization of needs.
- ◆ **Public Input:** Public input was gathered by conducting public charrettes (meetings), an on-line survey, focus groups and interviews.
- ◆ **Final Report:** This final report includes the results of the study analyses and assessments, and provides recommendations to address the district's facility needs over the planning period.