



Agenda of Special Called

The Board of Trustees Florence Independent School District

A Special Called of the Board of Trustees of Florence Independent School District will be held October 20, 2025, beginning at 6:30 PM in the Florence High School Library, 401 FM-970, Florence, TX 76527.

Videoconference Notice: A quorum of the Board of Trustees will be physically present at the Florence High School Library, 401 FM 970, Florence, Texas 76527, and it is the intent to have a quorum of the Board present at that location. Pursuant to Texas Government Code 551.127 if a quorum of the Board is physically present at the designated location, other Trustees may attend and participate in this meeting via videoconference.

In accordance with the Texas Open Meetings Act, the board may enter into closed session at any time during deliberations pursuant to TOMA Governance Code Sections.

- 551.071 (consultation with attorney):
- 551.072 (deliberation regarding real property):
- 551.073 (deliberation regarding prospective gift):
- 551.074 (personnel matters):
- 551.076 (deliberation regarding security devices):
- 551.082 (discipline of student or complaints against employees):
- 551.083 (consultation with representative of employee group): and
- 551.084 (excluding witnesses from board investigation):

When appropriate the board may provide a brief clarification of board actions (not exceeding five minutes) immediately prior to closed session and/or prior to adjournment.

The subjects to be discussed or considered or upon which any formal action may be taken are listed below. Items do not have to be taken in the same order as shown on this meeting notice.

- I. **Call To Order**
- II. **Regular Business: Consideration, Discussion and Appropriate Action**
 - II.A. Strategic Facility Plan Presentation from Sledge Engineering
Presenter: Rick Kirkpatrick
- III. **Adjournment**

Florence Independent School District



2025 Strategic Facility Plan

August 2025

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9/30/2025

Florence ISD – Approximate Service Area Map



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List of Abbreviations

AAG	Average Annual Growth
Ac	Acre
ac-ft/yr.	acre feet per year (or acft/yr.)
ADA	Americans with Disability Act
AHU	Air Handling Unit
aka	Also Known As
Ave	Avenue
Avg	Average
CAD	Computer-Aided Design
CF	cubic feet (or cf)
cfs	cubic feet per second
CI	Cast Iron
CIP	Capital Improvement Plan
DI	Ductile Iron
DR	Drive (or Dr)
DWG	Digital CAD file
EA	Each (or ea)
EPA	Environmental Protection Agency
FEMA	Federal Emergency Management Agency
FFE	furniture, fixtures, and equipment
fps	feet per second
Ft	Feet (or ft or ‘)
FY	Fiscal Year
Gal	Gallons (or GAL)
GED	General Education Development
GIS	Graphic Information System
GO	General Obligation (Bond)
gpcpd	gallons per capita per day
gpd	gallons per day
gpd/sf	gallons per day per square feet
gpm	gallons per minute
GPS	Global Positioning System
HMAC	Hot Mix Asphaltic Concrete
Hp	Horsepower
Hr	Hour
HVAC	Heating, Ventilation, and Air Conditioning
I/I	Infiltration / Inflow
In	Inch (or “)
kmz	Keyhole Markup Language (Google Earth Data file)
kva	kilo-volt-ampere
KW	Kilowatt
ISD	Independent School District
ISP	Internet Service Provider
Lb	Pound (or lb)
LED	Light Emitting Diode

LF	Linear Feet (or lf or Lf)
LLC	Limited Liability Corporation
LOMR	Letter of Map Revision
LS	Lump Sum
MG	Million Gallons
MGD	Million Gallons per Day
mg/L	milligrams per liter
MPN	Most Probably Number
MSL	Mean Sea Level
No.	Number (or #)
PCI	Pavement Condition Index
PDF	Portable Document File
P.E.	Professional Engineer
PE	Polyethylene
PM	Preventive Maintenance
PM	Program Management
PMR	Pavement Management Report
ppd	pounds per day
PVC	polyvinyl chloride
PWS	Public Water System
R ²	Coefficient of determination
REV	Revenue (Bond)
SCS	Soil Conservation Service
SD	Standard Deviation
SE	Sledge Engineering, LLC (or Sledge Engineering or Sledge)
SF	Square Feet (or sf)
SFP	Strategic Facility Plan
SH	State Highway
SSO	Sanitary Sewer Overflow
SY	Square Yard (or sy)
TAC	Texas Administrative Code
TBAE	Texas Board of Architectural Examiners
TBPE	Texas Board of Professional Engineers
TCEQ	Texas Commission on Environmental Quality
TDLR	Texas Department of Licensing and Regulation
TIA	Traffic Impact Analysis
TSL	Texas State Library
TX	Texas
TxDOT	Texas Department of Transportation
US	United States
USDA	United States Department of Agriculture
USGS	United States Geological Survey
VFD	Variable Frequency Drive
w/	With
Yr	Year (or yr.)

_____End of List_____



Section 1

Introduction

Similar to many districts across the State of Texas, Florence Independent School District faces challenges with maintaining older and newer facilities to support the educational programs implemented by staff on behalf of the students. Common questions that typically arise include:

- When should a building be remodeled to extend its useful life?
- What is the trigger condition to build new and replace old buildings?
- Is more land needed for the District?
- How can safety and security be improved?
- Do classroom size meet TEA standards?
- How much will improvements cost?

The School Board has recognized this need and authorized the preparation of this 2025 Strategic Facility Plan. This Plan has general goals to:

- Assess all District owned facilities (comprehensive and technical)
- Set short and long term facility goals (achievable and affordable plan)
- Establish vision for integration of older and newer facilities (realistic and achievable)
- Prioritize costs for any identified improvements (with path to update periodically so that Plan is perpetual).

The team of the Sledge Engineering, LLC (Sledge) and Region 13 Education Service Center (ESC 13) completed site assessments of the existing Florence ISD (Florence ISD) facilities in 2025, identified improvements based on conditions at the end of 2025, and provided cost estimates with recommended phasing in 2025. This report summarizes the results of these efforts that collectively create the 2025 Strategic Facility Plan.

1.1 Scope of Work

In accordance with the Professional Services Agreement between Florence ISD and Sledge Engineering, LLC and ESC 13 the scope of work for this Strategic Facility Plan includes the following work items:

1. Prepare project schedule with estimated timeline to complete scope of work (anticipated time of completion was originally listed as 4 months – July 2025 – October 2025).
2. Review data provided by Lago VISD. Anticipated data required by Florence ISD:
 - a. List of contacts (Superintendent, Department Heads, Principals, and others)
 - b. Procedures for Sledge staff to visit all buildings (keys, badges, etc.)
 - c. Previous studies and reports that may be applicable (such as inventories, Demographic Studies, Instructional Master Plan, Utility Base Maps for Water, Sewer, Storm, & Electrical, etc.).
 - d. Inventory list of facilities including building age, SF, additions by year
 - e. Floorplans for each building with room numbers (as available from Florence ISD)
 - f. Construction plans showing floorplans (as available)
 - g. Inventory list of HVAC, Roof, and other physical components with age and model numbers where applicable
 - h. Surveys completed by key staff (survey to be provided by Sledge)
 - i. Technology information including
 - i. Network diagrams
 - ii. Network inventory
 - iii. Network configurations
 - iv. Wireless inventory
 - v. Building plans (PDF or .dwg) - With Telecommunication Room, PA head-end, and Security System head-end locations
 - vi. Current ISP contract
3. Conduct site visits to assess the following system components:
 - i. Accessibility
 - ii. Grounds
 - iii. Outside break areas or rest areas and playgrounds
 - iv. Athletic areas
 - v. Drainage
 - vi. Parking
 - vii. Traffic
 - viii. Structural
 - ix. Mechanical
 - x. Electrical
 - xi. Plumbing
 - xii. Finishes
 - xiii. Safety / Security
 - xiv. Academic Learning Spaces
 - xv. Specialized Learning Spaces

- xvi. Support Spaces
 - xvii. Technology
 - xviii. Energy Efficiency
4. Review newer buildings critical infrastructure scheduled replacements and include in cost estimates (such as HVAC replacements, schedule for new/replacement roofs, etc.)
 5. Summarize all pertinent data for each site in table to be included in final report.
 6. Review instructional capacity based on information provided by Florence ISD (Demographic Study is not included in this scope of work).
 7. Prepare an aerial site plan for use in illustrating the existing sites and planning future improvements as applicable (aerial images from Google Earth or other sources shall be used – new aerial photography is not included).
 8. Observe traffic around each educational site at afternoon pick up times and summarize information from general observations.
 9. List deficiencies and general observations for each building in summary table
 10. Identify capital improvement cost (including construction and non-construction costs) to correct identified deficiencies and to address future growth and instructional program.
 11. Identify all property owned by the ISD on aerial maps.
 12. Provide summary information on energy (HVAC, lighting, and controls)
 13. Describe existing technology and plan for future improvements.
 14. Summarize existing building information in graphs and tables as applicable (building age, square footage of buildings, weighted age, etc.)
 15. Prioritize overall costs into three priority categories and summarize for budget planning for buildings and improvements. Alternatives for building rehabilitation shall be provided including options for new replacement buildings in similar or new locations where appropriate.
 16. Coordinate with Florence ISD during course of work including:
 - a. Report status to Florence ISD on monthly basis for project (via written update and/or teleconference/videoconference with staff)
 - b. Work with Florence ISD's appointed staff
 - c. Support Florence ISD's communication and dialogue with local community (Up to 5 public meetings are included with School Board and/or Facility Committee)
 - d. Coordinate with other entities that may impact future improvements at the ISD such as City, TxDOT, County, etc.

The deliverables associated with the scope of work include:

1. Facilities Evaluation for each site (separate PDF files for each site with photos as applicable or included as part of main report as applicable)
2. Strategic Facility Plan (report) including site layout plans, cost estimates, summary, and recommendations (digital copy of report to be provided in PDF format; hardcopies are not included)
3. Review report with staff
4. Review report with Board

The specific sites / buildings included in this Scope of Work are summarized in **Table 1a**. The total estimated square footage of all existing buildings listed is 269,724 SF not including the new elementary campus. Other facilities not listed in **Table 1** are excluded from this scope of work.

1.2 Criteria for Assessment

The purpose of this Strategic Facility Plan is to evaluate the buildings and sites for:

- a) Building systems and components
- b) Safety and security
- c) TDLR/ADA compliance
- d) Educational adequacy

The assessment criteria are evaluated based on various federal and state agencies, associations, industry standards, including but not limited to:

- 1. TEA Texas Education Agency
- 2. A4LE Association of Learning Environments
- 3. ASHRAE Association of Heating, Refrigerating, and Air Conditioning Engineers
- 4. IES Illumination Engineering Society
- 5. NFPA National Fire Protection Association
- 6. AEIS TEA Academic Excellence Indicator System report.
- 7. ADAAG Americans with Disabilities Act Accessibility Guidelines.
- 8. TAS Texas Accessibility Standards.
- 9. BOMA Building Owners and Managers Association.
- 10. IBC International Building Code.

Table 1 – Facilities Included in Scope of Work (Information from Florence ISD Appraisal Report)

Florence ISD Facilities	SF	Year Built	Notes
New Elementary School		2024	
Elementary School - Elementary Complex	67321	1962	
Elementary School - Old Fifth and Gym	13114	1939	
Florence High School - Athletics	5750	1996/2000	
Florence High School - Main and Ag	103765	2000	additions in 2006 and 2021
Middle School	74854	1987	renovation/addition 1997
Operations	4920	1999	grounds addition 2007
Total	269724		

Note: Locations are relative to the section they are included in this report, and not necessarily their geographic location.

Legend:

ES Elementary School
MS Middle School
HS High Schools
Main/Tran Maintenance/Bus/Transportation
Admin Administration

1.3 Disclaimer and Use of Strategic Facility Plan

Sledge Engineering, LLC (Sledge) prepared this report for Florence ISD. The collective site visits, documentation review, and detailed work are summarized in this 2025 Strategic Facility Plan (SFP).

The SFP assumes that routine maintenance continues in the future based on current levels. While some of the detailed assessment information provided identifies minor items for correction, certain items are assumed to be continue to be addressed by maintenance via the work order process (examples: light bulb replacement, broken door hardware replacement, minor plumbing issues, HVAC filter replacement, etc.).

The costs presented herein are estimates based on the professional opinions of the contributing authors. The construction cost estimates are in 2025 dollars as based on current market rates of labor and material furnished for similar projects. Other considerations for the costs contained herein include:

- A reasonable allowance for contractor overhead and profit is included in all cost estimates.
- Total cost includes environmental reports, permitting, architectural/engineering/design, program management, survey, geotechnical, FFE (furniture, fixtures, and equipment), material testing, and similar non-construction costs.
- A reasonable allowance for contingencies is included for current market conditions (contingency typically equals 10% of hard costs).
- The costs presented herein do not include budget impacts to staffing, operational, and new equipment/vehicles that may be required in operating budgets to fully operate and maintain some of the capital improvements identified.

Prior to implementing any project or developing detail budgets for financing, all costs should be reviewed and adjusted based on the project elements to be included, size of the resulting project, and proper inflation factors for year construction is anticipated.

While priority has been assigned where appropriate, Florence ISD should use this guide as a means to develop a long-range Capital Improvement Plan (CIP) specific to the District's infrastructure needs. Any CIP information presented in this SFP are included for illustrative purposes only. Typically, a running 5-year CIP is utilized b government/education entities. The District's 5-year CIP should be adjusted to incorporate as many Priority 1 projects as possible as funding will allow. The 5-year CIP should be updated annually as part of the budget process.

This report and associated documentation are provided for the exclusive use of the Florence ISD located in Florence, Texas for use in association with the long-term planning for infrastructure needs. Staffing evaluation of various departments were not included in the scope of study for the SFP. The District is encouraged to implement the phased improvements summarized in this Plan. Florence ISD should also update this plan periodically based on on-going condition assessments and enrollment needs.

1.4 Acknowledgements

Data and information presented in this Plan was gathered through onsite observations, key staff interviews, and review of available data. The data and input provided by Florence ISD staff is hereby gratefully acknowledged.

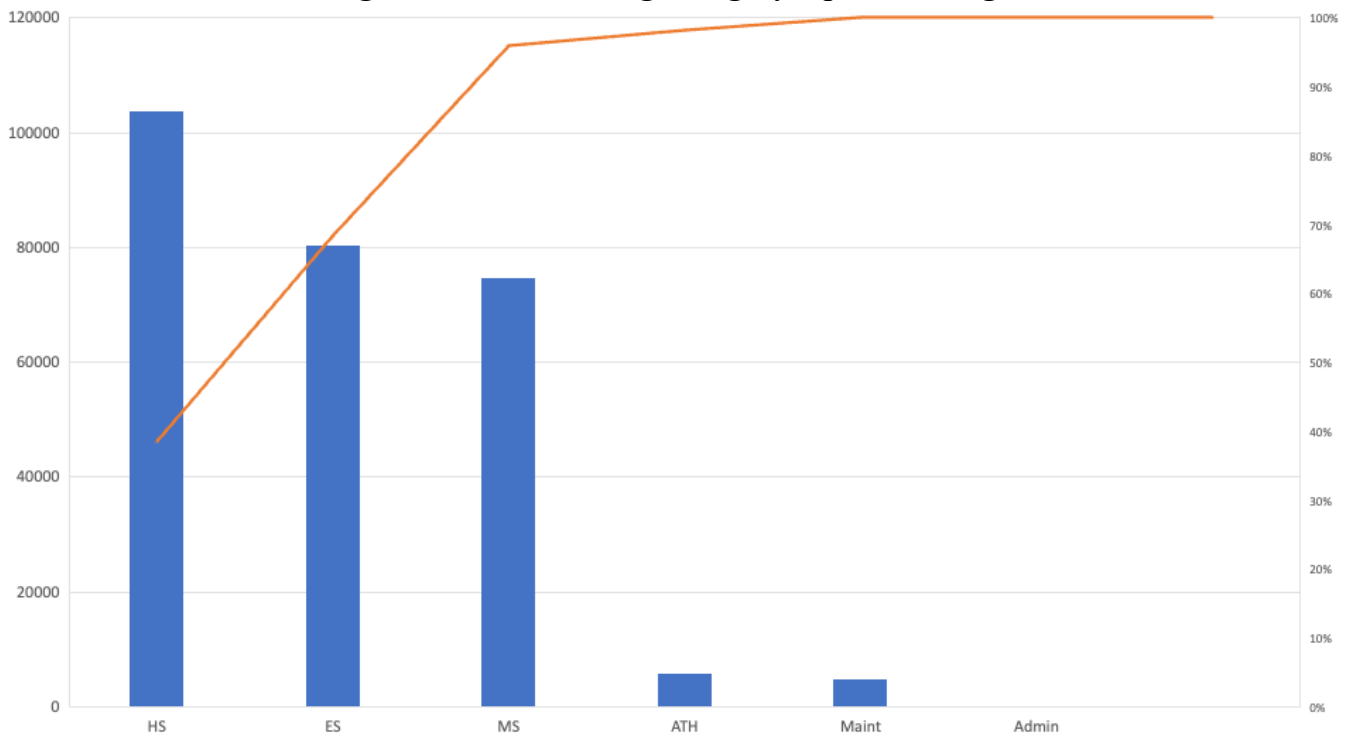
The information provided herein has been reviewed with District Department Heads, School Principals, Staff and Community (via staff surveys and public meetings), and School Board. The purpose of the review was to 1) gain input, 2) review interim and final findings, and 3) provide understanding of final 2025 Strategic Facility Plan. All interviews and survey comments are incorporated into this final document.

Section 2 District Facilities Overall Summary

2.1 Facilities

Tables 1 listed the District facilities included in the scope of work for this 2025 Strategic Facility Plan. The buildings include all ISD facilities. **Figure 1** illustrates the square footage (SF) of the District buildings evaluated grouped by major category. The % of total 269,724 SF is also shown.

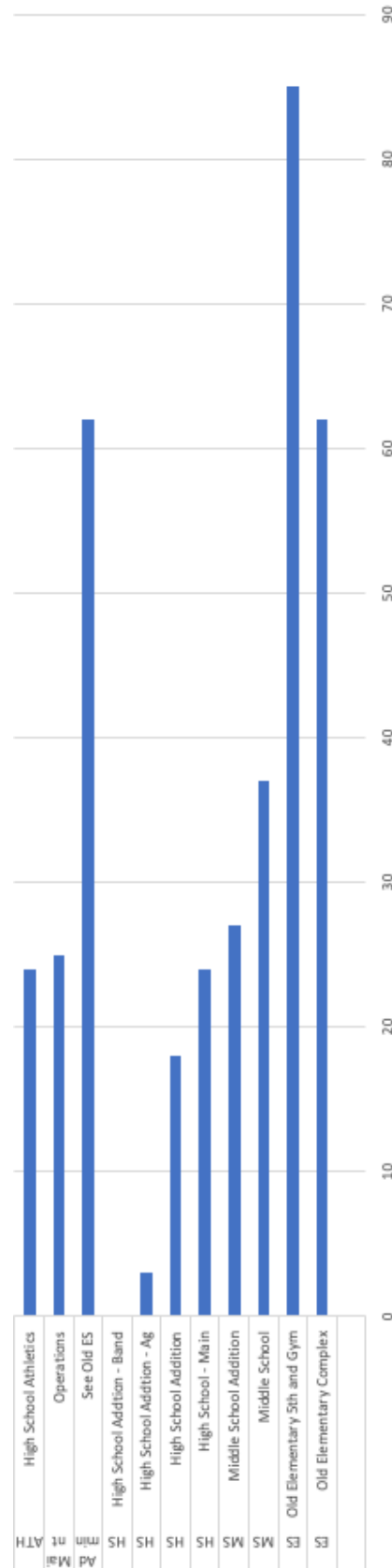
Figure 1 – ISD Building Category Square Footage



The educational buildings contain ES, IS, MS, and HS (Pre-k through 12th grade). These buildings represent 259,054 SF or 96% of the total District SF (269,724 SF). The outdoor (non-gym) athletic type facilities (stadium concession, stadium restroom, field houses, and weight room) represent 5,750 SF or 2% of the total square footage in the ISD. The support and administration type buildings (administration, maintenance, and transportation) total 4,714 SF or 2% of total area. The ratio for educational versus athletics, is much higher for Florence ISD compared to other Districts of similar size. However, the ratio of administration and support buildings is much lower than most Districts of similar size.

Figure 2 graphs the reported age based on building year for all buildings listed in **Table 1**.

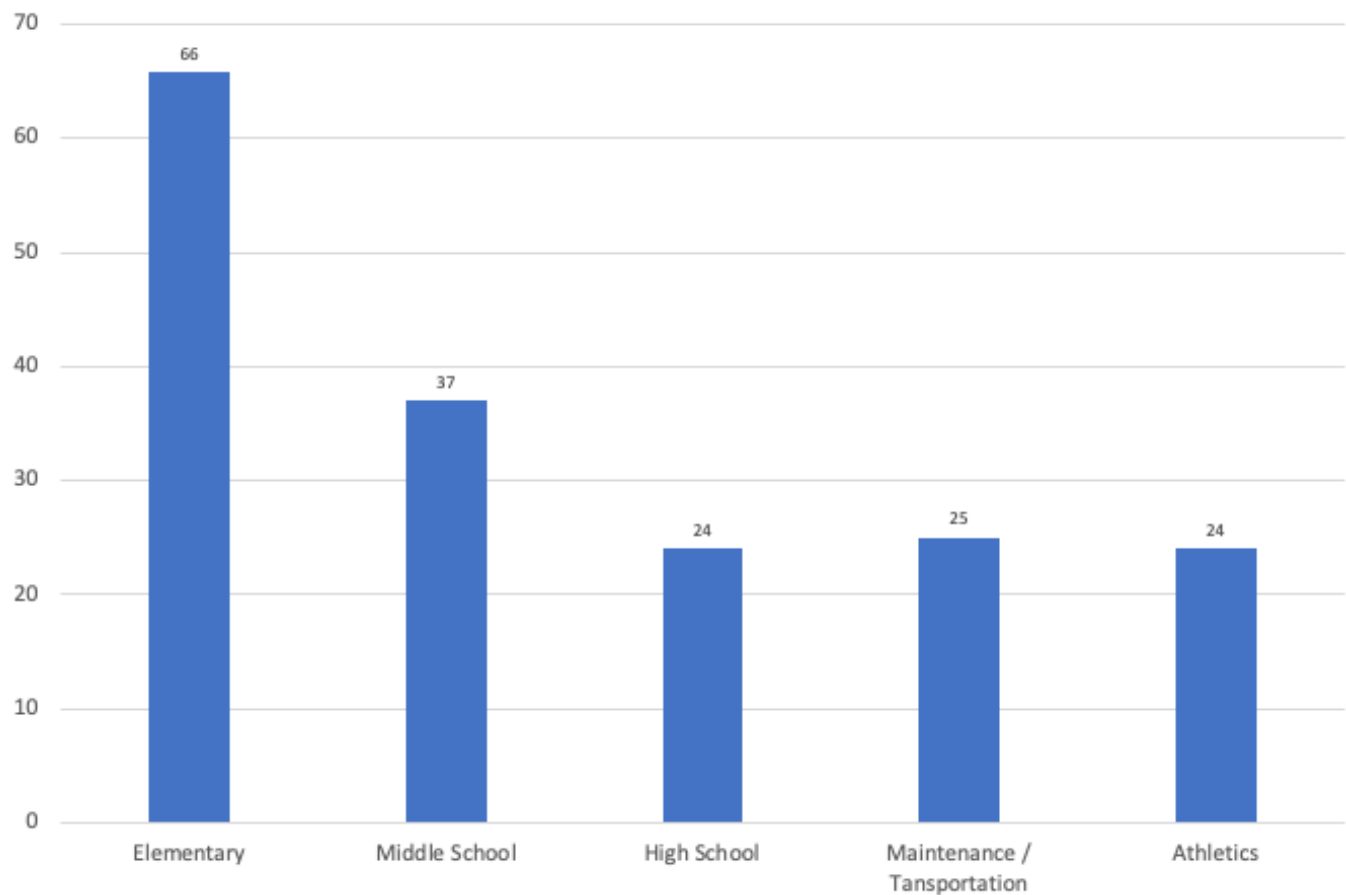
Figure 2 – ISD Building Age (Years)



The age for each building listed is shown in the chart. Each campus is however comprised of multiple buildings built at different times (such as the elementary) The oldest building in the District is the fifth grade wing at the elementary (85 years). The District-wide average age of 18 years is younger than average for Districts of similar size as Florence ISD.

Figure 3 summarizes the weighted campus age based on current year (2025). Weighted age takes into account each addition or building and their respective square footage and age to give a weighted average age of the campus. This is useful to get a general feel of the overall age of the campus / property.

Figure 3 - ISD Building Category Weighted Age



There are a few older buildings in Florence ISD. Some of these buildings are in good enough condition to consider renovation and possible reuse. A good example is the “wood floor” building at the old elementary campus. This will be explored more in the administration section of the report.

Typical issues with older facilities are absence of adherence to modern building and fire codes, little handicap accessibility, lack of meeting TEA standards, and barriers to expansion. This concept and options will be explored further in **Section 4 - Summary of Facilities and Recommended Improvements**.

Two critical building components that can vary in age from the original listed building ages are HVAC and roof. The HVAC systems ages vary; however, some are nearing the end of their useful life. The roof types vary in type including Built up, TPO, Modified Bitumen or metal roofs and can be very expensive to upgrade. These needs will be discussed by campus/building in **Section 4**.

2.2 Education Capacities

The surveys requested by Sledge were completed by the campus administration, principals, and staff. Part of the campus surveys included current enrollment at all grade levels. The enrollment numbers from October PEIMS data are shown in **Table 2(a)**.

Table 2(a) - Education Enrollment Per Campus (Based on 24-25 School Year)

Grade	Current Enrollment	Total Per Campus	Student to Teacher Ratio
PreK	44	522	14.9
K	65		
1st	82		
2nd	87		
3rd	79		
4th	84		
5th	81		
6th	79	262	10.5
7th	83		
8th	100		
9th	78	357	12.8
10th	106		
11th	84		
12th	89		
Total	1141	1141	

As noted in **Table 2(a)**, the total enrollment at the time of the Principal surveys was 1141 students. The student to teacher ratio shown is based on the number of teachers reported in the Principal surveys as summarized in **Table 2(b)**.

Table 2(b) - Staff Per Campus (Based on 24-25 School Year)

Department	ES # of Staff	MS # of Staff	HS # of Staff	Total
Teachers	35	25	28	88
Administrators	2	2	2	6
Paraprofessionals	13	3	10	26
Custodians	4	3	4	11
Food Services	6	3	4	13
All Others		4	5	9
Total Per Campus	60	40	53	153

Part of the assessments included measurement of general education area (SF). While the total building areas are shown in **Tables 1(a) and 1(b)** and **Figure 1**, the total SF is typically not used for calculating general education capacity as common areas are excluded (like workrooms, science rooms, art/band, office, gyms, portables, etc.). The general education classrooms were measured as part of the assessment and assumes typical classrooms are available for general education functions. The enrollment numbers reported on Principal surveys and general education classroom area can be used to determine capacity of the grade levels as shown in **Table 2(c)** (Note the enrollment figures listed in **Table 2(c)** are based on the reported values in **Table 2(a)** as reported on the Principals Surveys in Fall of 2025).

Table 2(c) - Education Capacity Per Campus (Based on Assessment SF)

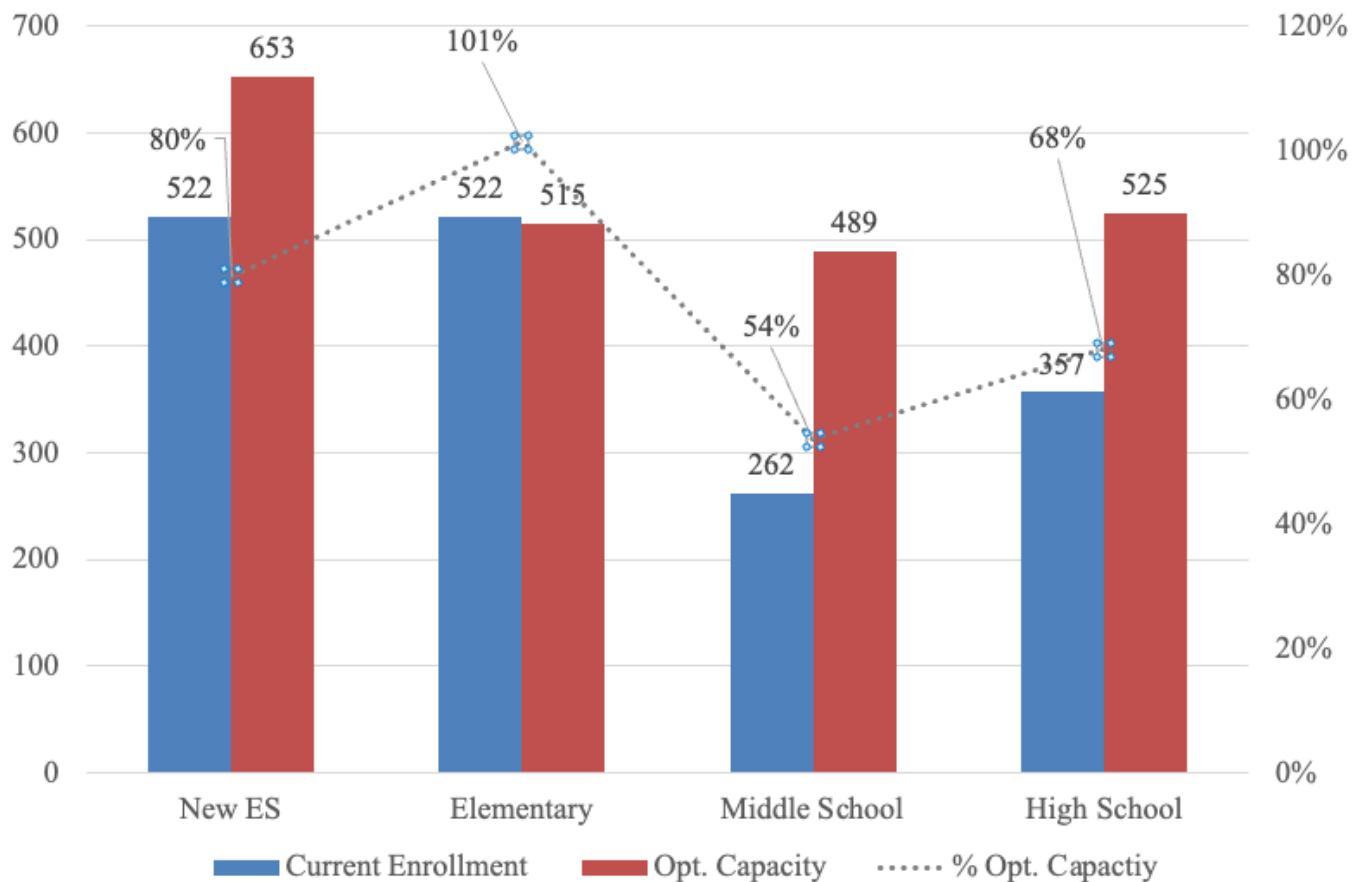
Campus	Grades	Current Enrollment	# of Gen Ed Classrooms	Max. Capacity	% of Capacity	Optimal Capacity	% of Optimal Capacity
New ES	Pre-K-5	522	33	726	72%	653	80%
ES	Pre K-5	522	26	572	91%	515	101%
MS	6th-8th	262	23	575	46%	489	54%
HS	9th-12th	357	28	700	51%	525	68%

Notes for Optimal Capacity:

- 1) Elementary classrooms assume 22 students per classroom with 0.95 utilization. Please note elementary classrooms count home rooms only.
- 2) Middle School classrooms assume 25 students per classroom with 0.85 utilization.
- 3) High School classrooms assume 25 students per classroom with 0.75 utilization.
- 4) New ES is replacing the old ES space.

Figure 4 illustrates the general education capacities. Priority of improvements generally should consider capacity issues. The use of this calculation is an exercise in understanding the maximum number of students that could hypothetically fit in the building. The actual utilization of spaces and core facility spaces must be considered as well. The use of specific spaces and scheduling should also be considered when prioritizing as well. A good example for Florence ISD is the Middle School Campus, while the formula shows 54% optimal capacity, the overall layout, additional programs, and usability of the building make this campus feel as if it's much closer to capacity. The cafeteria space is a big limiting factor on this campus. Generally speaking, planning, funding, design, and construction will take a minimum of 2-3 years from conception and depending on growth in the area steps to expand may need to happen much earlier than just when approaching full capacity to allow the facility to stay ahead of growth.

Figure 4 – Educational (Optimal) Capacity Per Campus



This Strategic Facility Plan includes future growth projections, it is important to examine potential growth. This is especially important for any building that is included in the demolition and replacement needs or to plan for future education programs. **Figure 5 (a, b,c)** illustrates growth projection scenarios for Florence ISD based on historic enrollment data available from PIEMS data received from the District. Generally, the “current” trend is in line with historic growth rates. This data factors in historic data and the regional growth based on demographic averages in the region. Specific demographic studies for Florence ISD were reviewed for this calculation along with growth patterns in the Region 13 area, and it is recommended to review specific demographic studies to finalize future planning for growth.

Regional or local impacts may arise in the future that could greatly impact future growth needs and resulting student capacities. New neighborhood development, larger employer, or similar positive economic impact development could quickly bring more students to Florence ISD.

Notes / Facts / Assumptions / Information for growth projections:

- Historical numbers are reflective of Fall PEIMS Snapshot data

- Information on the left-hand side of the middle dividing lines is actual historical data of Florence ISD. Information on the right-hand side of middle dividing lines is projected information.
- EE data not included in projections only in historical data. However, an enrollment projection is listed as an indicator of what possibility may be present.
- Current growth trend is considered to be a lower moderate growth pattern and is manageable over time in relation to facility needs with proper planning and action (construction) by the District. Recent construction of the new elementary exemplifies this.
- Current growth trend is approximately 15 students per year (approximately 1.35%/yr) average based on 10 year enrollment data. If this growth was evenly distributed across grade levels (which it is not) it would reflect the above numbers
- Current growth trend is an average of approximately 4 students per year per grade (rounded off for even numbers not to represent partial students) in growth as indicated in this chart.
- This growth trend for Florence ISD is equivalent to a lower mid-range growth rate for the region. The growth rate should be monitored in comparison to housing availability/development in the area as well as economic development activity which may accelerate student population growth.
- A High growth rate for the region averages approximately 3.6% (some as high as 8-10% range)
- Projections assume current housing market and availability remains constant.
- Projections assume birth rates and mobility remains constant.
- FISD has open enrollment policy for accepting transfers. Currently, there is no wait list to transfer to FISD.
- Each student currently generates approximately \$7507 in WADA for FISD.
- FISD administration indicates that transfers currently help offset the declining enrollment which is hurting us with funding therefore, the more transfers we can attract, the better.
- Projected growth will be higher toward the end of the 10-year projection than at the front with available affordable housing being a big driver of the growth.

Current Trend Data:

147

14.7 / yr avg growth rate 1.25 per grade or 2 rounded up

0.0135 or 1.35% growth rate current trend

Current trend Growth Rate is low moderate range within Region

High trend for Region is 3.6% with some Districts experiencing 6-8%

Facts /Factors and calculations for current trend:

avg high (3.6) - current (1.35) = 2.25 / 2 = 1.13

Therefore 1.13 + .35 = 1.48 + .35 cohort acceleration factor = 1.48% Growth Rate

which approximately matches the low end of the moderate growth level of the Region

Facts /Factors and calculations for moderate trend:

- The growth rate for the region averages approximately 3.6% (some as high as the 8-10% range)

- A moderate growth trend could exist if affordable housing is available, the economy continues to provide employment in the area and the area continues to boom.
- Utilizes a 1.44 cohort acceleration factor.
- This projection is based on a 3.6 growth rate

Facts /Factors and calculations for high trend:

- The growth rate for the region averages approximately 3.6% (some as high as 8-10% range)
- A high growth trend would exist only if housing availability increases and area continues to economically boom.
- A high growth trend moves higher in early projections and flattens toward the end. This would indicate housing build out and area becoming full.
- Utilizes a 4.2 cohort acceleration factor.
- This projection is based on a 6.5 growth rate.

*** Note- No Portable buildings (if present) were utilized in calculation of campus capacities

Figure 5a – Enrollment Growth Projections (Current Growth Trend)

Grade / Year	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
EE	1	0	2	2	3	3	3	3	3	6	1	2	3	3	3	4	5	5	6	7
Pre-K	47	65	33	40	31	39	33	34	43	39	44	47	51	57	62	67	70	74	79	84
K	64	63	75	51	73	81	61	77	82	77	65	48	51	56	61	66	71	74	79	83
1	65	69	68	80	58	74	78	74	73	79	82	70	52	58	60	65	71	75	78	82
2	65	67	73	72	79	60	75	75	81	83	87	85	74	56	63	65	70	74	79	83
3	67	70	70	78	80	86	54	80	79	77	79	89	88	78	60	68	70	74	78	83
4	74	73	75	77	87	88	90	65	85	82	84	82	92	92	82	82	73	75	78	82
5	65	79	71	73	78	86	67	97	69	90	81	87	85	96	95	88	71	77	79	83
"New" ELEM. TOTAL	447	486	465	471	486	514	458	502	512	527	522	508	493	493	483	485	496	523	550	580
653 Capacity (O)	68%	74%	71%	72%	74%	79%	70%	77%	78%	81%	80%	78%	75%	75%	74%	74%	76%	80%	84%	89%
726 Capacity (M)	62%	67%	64%	65%	67%	71%	63%	69%	71%	73%	72%	70%	68%	68%	67%	67%	68%	72%	76%	80%
6	81	72	86	80	78	85	90	73	94	76	79	88	95	92	100	101	93	76	82	85
7	80	78	83	92	86	80	93	95	83	96	83	84	93	100	96	105	106	98	80	86
8	75	81	85	86	96	90	81	98	98	78	100	86	88	99	104	101	108	110	103	85
MS TOTAL	236	231	254	258	260	255	264	266	275	250	262	258	276	291	300	307	307	284	265	256
515 Capacity (O)	46%	45%	49%	50%	50%	50%	51%	52%	53%	49%	51%	50%	54%	57%	58%	60%	60%	55%	51%	50%
575 Capacity (M)	41%	40%	44%	45%	45%	44%	46%	46%	48%	43%	46%	45%	48%	51%	52%	53%	53%	49%	46%	45%
9	81	87	83	94	86	101	93	96	100	96	78	106	90	96	104	110	107	113	116	108
10	90	62	83	79	95	79	96	97	101	95	106	86	109	94	101	110	114	110	117	120
11	72	91	62	77	83	86	75	88	93	91	84	110	89	113	98	105	115	117	115	121
12	68	69	76	67	73	81	86	65	83	88	89	87	112	96	116	102	108	118	120	118
HS TOTAL	311	309	304	317	337	347	350	346	377	370	357	389	400	399	419	427	444	458	468	467
525 Capacity (O)	59%	59%	58%	60%	64%	66%	67%	66%	72%	70%	68%	74%	76%	76%	80%	81%	85%	87%	89%	89%
700 Capacity (M)	44%	44%	43%	45%	48%	50%	50%	49%	54%	53%	51%	56%	57%	57%	60%	61%	63%	65%	67%	67%
ISD TOTAL	995	1026	1025	1048	1086	1119	1075	1117	1167	1153	1142	1157	1172	1186	1205	1223	1252	1270	1289	1310
												PROJECTED DATA →→→								
												FLORENCE ISD CURRENT ENROLLMENT TREND								
												←←← HISTORICAL DATA								
												Current Year								

Figure 5b – Enrollment Growth Projections (Moderate Growth Trend)

Grade / Year	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
EE	1	0	2	2	3	3	3	3	3	6	1	3	5	7	8	9	9	10	10	12
Pre-K	47	65	33	40	31	39	33	34	43	39	44	48	52	58	66	76	85	93	97	104
	64	63	75	51	73	81	61	77	82	77	65	69	52	59	66	75	83	91	97	102
	1	65	69	68	80	58	74	78	74	73	79	82	86	73	59	65	76	81	88	96
	2	65	67	73	72	79	60	75	81	83	87	82	90	80	67	72	81	87	92	100
	3	67	70	70	78	80	86	54	80	79	77	79	91	86	96	85	75	78	87	93
4	74	73	75	77	87	88	90	65	85	82	84	83	95	92	102	90	80	84	92	97
5	65	79	71	73	78	86	67	97	69	90	81	88	87	101	99	106	96	85	94	96
New*ELEM. TOTAL	447	486	465	471	486	514	458	502	512	527	522	547	535	545	550	570	584	615	661	697
	68%	74%	71%	72%	74%	79%	70%	77%	78%	81%	80%	84%	82%	83%	84%	87%	89%	94%	101%	107%
	62%	67%	64%	65%	67%	71%	63%	69%	71%	73%	72%	75%	74%	75%	76%	79%	80%	85%	91%	96%
% Optimum capacity																				
% Max Capacity																				
6	81	72	86	80	78	85	90	73	94	76	79	85	92	96	110	108	111	103	90	99
7	80	78	83	92	86	80	93	95	83	96	83	83	89	99	103	117	114	115	107	95
8	75	81	85	86	96	90	81	98	98	78	100	87	87	98	106	107	122	120	120	112
MS TOTAL	236	231	254	258	260	255	264	266	275	250	262	255	268	293	319	332	347	338	317	306
	46%	45%	49%	50%	50%	50%	51%	52%	53%	49%	51%	50%	52%	57%	62%	64%	67%	66%	62%	59%
	41%	40%	44%	45%	45%	44%	46%	46%	48%	43%	46%	44%	47%	51%	55%	58%	60%	59%	55%	53%
% Optimum capacity																				
% Max Capacity																				
9	81	87	83	94	86	101	93	96	100	96	78	104	91	97	108	112	113	128	124	125
10	90	62	83	79	95	79	96	97	101	95	106	82	108	98	103	114	117	118	131	130
11	72	91	62	77	83	86	75	88	93	91	84	110	86	115	105	108	118	121	122	135
12	68	69	76	67	73	81	86	65	83	88	89	88	114	93	120	109	113	123	124	126
HS TOTAL	311	309	304	317	337	347	350	346	377	370	357	384	399	403	436	443	461	490	501	516
	59%	59%	58%	60%	64%	66%	67%	66%	72%	70%	68%	73%	76%	77%	83%	84%	88%	93%	95%	98%
	44%	44%	43%	45%	48%	50%	50%	49%	54%	53%	51%	55%	57%	58%	62%	63%	66%	70%	72%	74%
% Optimum capacity																				
% Max Capacity																				
ISD TOTAL	995	1026	1025	1048	1086	1119	1075	1117	1167	1153	1142	1189	1207	1248	1313	1354	1401	1453	1489	1531
	←←← HISTORICAL DATA										Current	PROJECTED DATA →→→								

Figure 5c – Enrollment Growth Projections (High Growth Trend)

Grade / Year	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
EE	1	0	2	2	3	3	3	3	3	6	1	4	5	8	8	9	9	10	10	12
Pre-K	47	65	33	40	31	39	33	34	43	39	44	50	58	72	80	86	96	105	112	118
K	64	63	75	51	73	81	61	77	82	77	65	70	58	68	79	84	94	103	111	117
1	65	69	68	80	58	74	78	74	73	79	82	87	80	66	80	86	92	100	110	117
2	65	67	73	72	79	60	75	81	83	87	79	83	94	88	79	81	90	99	105	115
3	67	70	70	78	80	86	54	80	79	77	79	92	92	102	90	85	89	98	106	112
4	74	73	75	77	87	88	90	65	85	82	84	89	92	108	104	116	106	97	107	111
5	65	79	71	73	78	86	67	97	69	90	81	89	92	108	104	116	106	97	107	111
New*ELEM. TOTAL	447	486	465	471	486	514	458	502	512	527	522	555	573	606	618	637	659	697	756	801
553 Capacity (O)	63%	74%	71%	72%	79%	79%	70%	77%	78%	81%	80%	83%	88%	93%	95%	98%	101%	107%	115%	123%
726 Capacity (M)	62%	67%	69%	69%	67%	71%	63%	69%	71%	73%	72%	76%	79%	83%	83%	86%	91%	96%	104%	110%
6	81	72	86	80	78	85	90	73	94	76	79	87	97	103	116	117	122	116	103	113
7	80	78	83	92	86	80	93	95	83	96	83	84	94	107	108	125	125	127	119	110
8	75	81	85	86	96	90	81	98	98	78	100	88	92	106	112	117	133	131	132	125
MS TOTAL	236	231	254	258	260	255	264	266	275	250	262	259	283	316	336	359	380	374	354	348
515 Capacity (O)	46%	45%	49%	50%	50%	50%	51%	53%	53%	49%	51%	50%	55%	61%	63%	70%	74%	73%	69%	68%
575 Capacity (M)	41%	40%	44%	46%	46%	46%	46%	46%	48%	48%	48%	48%	49%	53%	54%	62%	65%	63%	63%	61%
9	81	87	83	94	86	101	93	96	100	96	78	105	93	100	114	123	125	140	136	142
10	90	62	83	79	95	79	96	97	101	95	106	83	112	99	108	122	127	129	142	145
11	72	91	62	77	83	86	75	88	93	81	84	110	92	117	110	115	127	132	134	151
12	68	69	76	67	73	81	86	65	83	88	89	89	116	98	122	117	123	124	135	139
HS TOTAL	311	309	304	317	337	347	350	346	377	370	357	387	413	414	454	477	502	525	547	577
525 Capacity (O)	59%	59%	58%	60%	69%	69%	67%	69%	72%	70%	68%	74%	79%	79%	88%	91%	96%	100%	104%	110%
700 Capacity (M)	44%	44%	43%	45%	46%	50%	50%	49%	54%	53%	51%	55%	59%	59%	65%	68%	72%	75%	78%	82%
ISD TOTAL	995	1026	1025	1048	1086	1119	1075	1117	1167	1153	1142	1205	1274	1344	1416	1482	1550	1606	1667	1738
												PROJECTED DATA →→→								
												FLORENCE ISD HIGH ENROLLMENT TREND								
												Year								
												←←← HISTORICAL DATA								

Section 3

District Input – Staff and Leadership

The surveys requested by Sledge were completed by the District principals, department heads, staff, and School Board. In addition, interviews and follow up interviews with department heads were completed as part of the Strategic Facility Plan process. This section summarizes this effort.

3.1 Staff Survey

Staff surveys were sent to all Florence ISD personnel. These surveys were provided to maximize input from all District employees. The surveys were completed with online platform with link emailed to employees. Approximately 92 of the District staff provided a response to the survey. This is a higher-than-average response rate than Sledge typically sees for similar survey efforts. All input is valued and important to the SFP.

The surveys included the following questions:

1. What campus are you most closely associated with?
2. Please rate the facilities you use from 1 (poor) to 5 (excellent).
3. Do you feel your campus is adequately prepared for potential student growth (cafeteria space, restroom space, gym space, administrative space, other common areas)?
4. Do you feel instructional areas and classroom space are adequately prepared for potential student growth (classroom square footage, science labs, library space, specials/elective areas)?
5. If working with maintenance, transportation, or central administration, do you feel current areas meet the demands for potential growth?
6. What facilities ideas / suggestions do you have for the District for the next 15 years?

Section 4

Summary of Facilities and Recommended Improvements

Sledge Engineering staff completed several visits to the Florence ISD site and facilities. Each site/building was evaluated based on key areas of:

- Site Civil
 - Parking
 - Drainage and Topography
 - Access to Buildings
 - Exterior Lighting
- Architectural
 - Building Envelope (cladding, windows, doors, insulation, roof)
 - Interior of Building (for each functional space such as classrooms, administration, library, athletics, etc. information gathered for walls, ceiling, floors, light levels, audio/visual, doors, SF, etc.)
- Play and Recreational Areas (access to, ADA compliant equipment, fall material, etc.)
- Food Service (numbers served)
- Safety and Security (cameras, access control, secure entry, site access, etc.)
- Mechanical, Electrical, and Plumbing (MEP)
 - HVAC systems, duct, return air, etc.
 - Electrical panel type and age
 - Restrooms information (number of urinals, stalls, etc.)
- ADA Compliance
 - Play areas
 - Building access
 - Doors and Hardware
 - Sidewalks
 - Parking
 - Restrooms (and water fountains)
- Structural
 - Foundations (visual inspection only with no testing)
 - Roof Deck
 - Walls
- Technology
 - MDF
 - IDF
 - Wireless access

As previously noted, all of the District's facilities were included under the scope for the 2023 Strategic Facility Plan (see **Figure 6**). This section summarizes the findings from the record reviews and on site observations. This section also provides priority list of improvements for each site/building. In general, the priorities listed herein represent a timeline of: a) Priority 1 = 0-5 Years Timeline, b) Priority 2 = 5-10 Years Timeline, and c) Priority 3 = 10+ Years Timeline.

Figure 6 - District Facilities Map – All Campuses



The District owned properties next to the old Elementary and High School campuses affords Florence ISD flexibility for future education and support facilities. The properties next to the old elementary are also an asset that could be sold.

As noted in **Section 3**, various surveys and interviews were conducted to solicit facilities-related issues or concerns from staff and administrators.

Key highlights for the facilities-related issues or concerns are included in the applicable subsections of **Section 4** on a campus basis.

Pertinent information from this report is provided in the applicable subsections of **Section 4**.

There are overall concepts that are applicable District-wide and not necessarily specific to any one building. These concepts include:

1. **Solar** - It is possible to implement some solar options for various buildings. This can lower energy costs for Florence ISD. Some highlights for solar consideration are as follows:
 - a. Electricity costs have steadily risen over the decades (\$/kWh).
 - b. The solar company will install the solar system. (Note: some roofs should be replaced prior to installation).
 - c. Financing is not required for capital costs with a performance type contract where electricity is purchased from the solar company (usually a long-term agreement of 20+ years).
 - d. Ownership of the solar system is generally retained by the installer. Some options are available for the entity to purchase the equipment.
 - e. In some cases, additional infrastructure can be constructed or installed to allow more space for solar panels (such as canopies over parking areas).
 - f. Maintenance, operation, and insurance is by the solar installer.
 - g. Some educational programs could use the solar system as “real world” pilot type operations.

(Source: Information summarized from *Ecolectrics*)

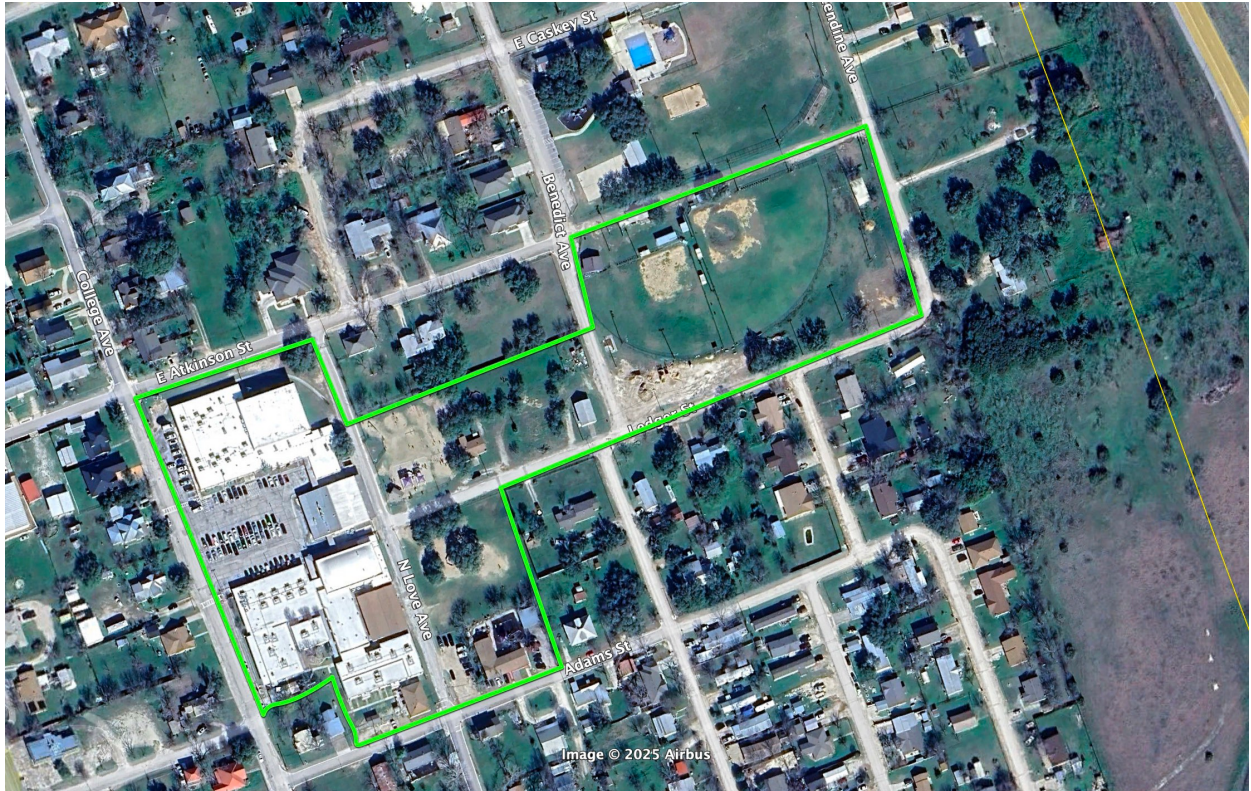
There is potential to have solar installed on certain buildings at no capital cost to Florence ISD based on programs offered by various manufacturers. This has the potential to greatly reduce energy use at the campus. Costs are not included in the capital costs listed in **Section 4** as this project would be similar to the “performance contracts” where energy savings in the first number of years pays for the system from the manufacturer. Florence ISD is encouraged to explore this and other energy related projects.

2. **Safety / Security** – Safety and security will continually change will continue to evolve. Florence ISD should annually review and provide enhancements as needed. Safety features are generically discussed in the various subsections of **Section 4** of this 2025 SFP. In general, the detailed information should be excluded from publicly available documents. However, it should be noted that Florence ISD has put considerable work into student and staff safety and continues to make improvements.

4.1 Elementary Campus

For the purposes of the 2025 Strategic Facility Plan, the Old Elementary site is considered to include the buildings and property shown within the green boundary drawn in **Figure 7** below. This campus is currently being replaced with a new Elementary campus. Adaptive reuse of this campus is explored in the administration and maintenance sections of this report. The new campus will cover growth and educational use where this campus was lacking.

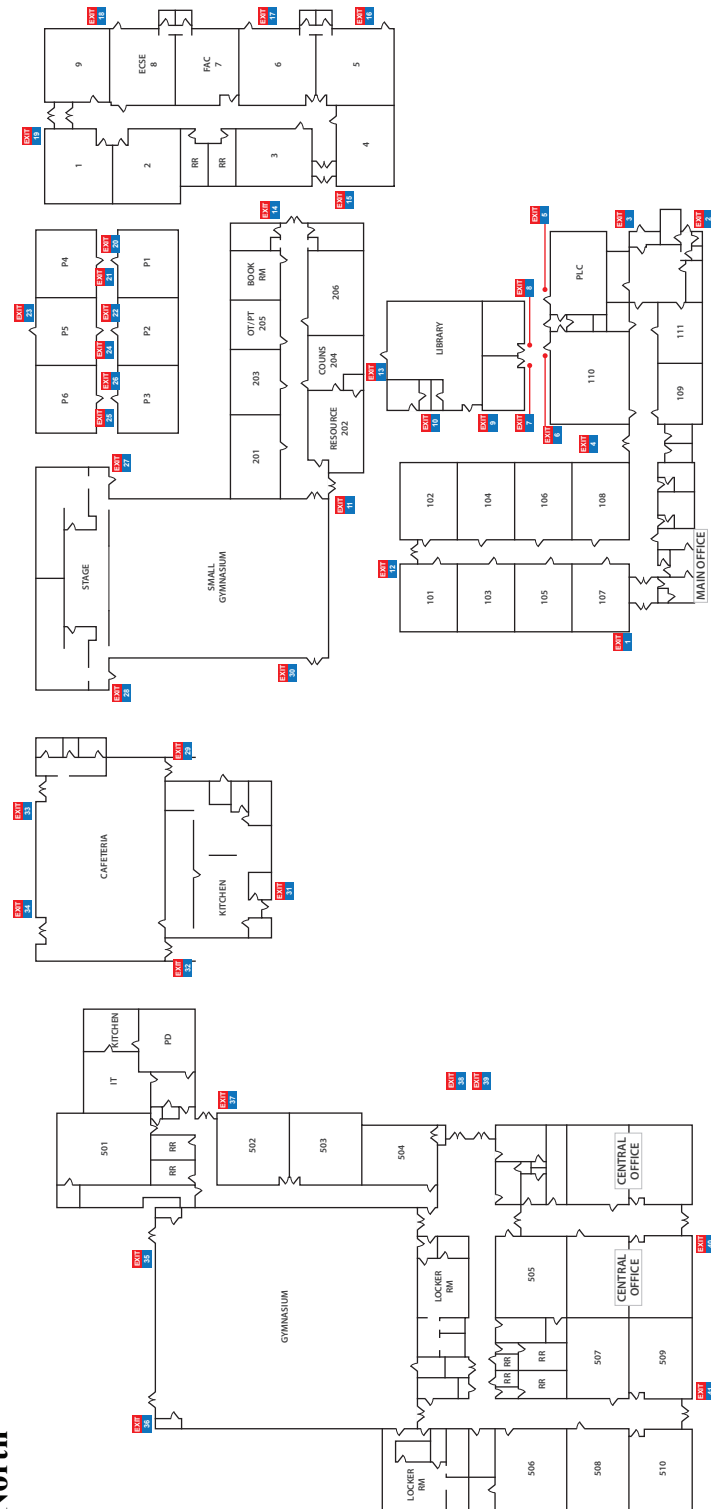
Figure 7 – Elementary Campus



The Elementary Campus is comprised of all permanent structures that have renovated over the years. The campus was constructed in 1962 and 1939 with renovations throughout since.

The Elementary building floorplan is shown in **Figure 8**.

Florence Elementary
306 College Ave, Florence, TX



FlorenceISD_ES_FloorPlan_FL1 2023/11

Illustration by: www.building-maps.com

4.1.1 Traffic

Traffic was observed as part of the 2025 Strategic Facility Plan. Safety extends beyond the school buildings and includes student drop-off and pick-up procedures. General observations are during afternoon pick-up. It should be noted that students will be located at the new elementary campus next school year.

Parent Pick-up

- Some of the first cars pulled up as early as 2:50pm.
- Parents go through front parking area and pick up from cafeteria.
- Some cars are lined up on the road. This should be avoided for safety reasons.
- Generally, traffic clears quickly.
- New Elementary campus should take care of the traffic issues as this campus will have no or very little students in the future.

4.1.2 Observations and Deficiencies

On-site observations occurred in early 2025 by Sledge staff at the Old Elementary Campus to include all buildings/facilities on site. Evaluations were completed with focus on site civil, general structural engineering, mechanical/electrical/plumbing (MEP) engineering, and architectural, as well as overall educational adequacy. Since a new elementary school is currently under construction, many of the notes on this campus focus on future uses. Summary observations for each building follows:

Interior

1. Most rooms are within TEA square footage standards in the main building. (700sf).
2. The cafeteria, while sized adequately for the number of students on campus, can be quite tight, needing multiple lunches throughout the day. Kitchen equipment is in good shape given age of kitchen. This building could have a future use if campus is used for students, also possibility for community gathering space.
3. Main building, has no area above ceilings for ductwork, etc. This area needs some finish upgrades if used for students in the future.
4. Main building appears to have ACT (9x9 tiles) that will need to be abated. This should be considered for both demolition or renovation.
5. Building that houses the Administration is in a little better condition than the rest of the campus. This area could have a future use to house students during a bubble year or while construction / renovation work is being done at other campuses.
6. Wiring and electrical panels are old and outdated in most areas.

Exterior

1. Most areas are ADA compliant.
2. Student areas are secure, though there are a lot of exterior doors. The student areas are fully fenced and screened.
3. Some site grading / erosion repairs near building are warranted to help prevent future foundation issues.
4. The entire campus is fenced and most of it screened. Gates are kept closed throughout the day once school starts.
5. Play areas are across the street, however this road is closed and gated off for safety.
6. Other properties semi-adjacent to this campus are good candidates to be sold for other uses as it is unlikely this campus would be expanded.
7. It is recommended to demo a few buildings to make this campus more economically feasible for the District to maintain and reuse the remaining buildings. The main entry building and library are good candidates for demolition as they would require the most work to remodel. Also, the low ceiling heights in the main entry building make modern air conditioning, lighting and technology difficult to work with.
8. The “wood floor building” could be remodeled for office space for central administration. This building has a lot of character and could be a real asset to the district.
9. The other buildings should be maintained for the foreseeable future to allow a place to house students if needed during bubble years or renovation / construction elsewhere. Please see Administration and Maintenance sections of this report for more info.

4.1.3 Florence Elementary Campus Recommendations and Costs

The improvements for Florence Elementary Campus are associated with addressing general safety and utilization of space and possible future uses.

Figure 9 – Florence Elementary Campus Proposed Improvements



Since this campus will have new uses, costs associated with changes will be in the sections of the report that will be housed here in the future. Note: Costs do not include routine maintenance items or minor repairs that may have been identified as part of the assessment process. In general, only major capital project type items are included.

Table 3 – Florence Elementary Campus Opinion of Total Probable Cost Items with Phasing

Description	Priority 1	Priority 2	Priority 3
See Administration / Maintenance			
Opinion of Cost Per Priority	\$0	\$0	\$0
Total for Facility			\$0

4.2 Florence Middle School Campus

For the purposes of the 2025 Strategic Facility Plan, the Middle School site is considered to include the following buildings:

- Main Campus Building (78,854sf)

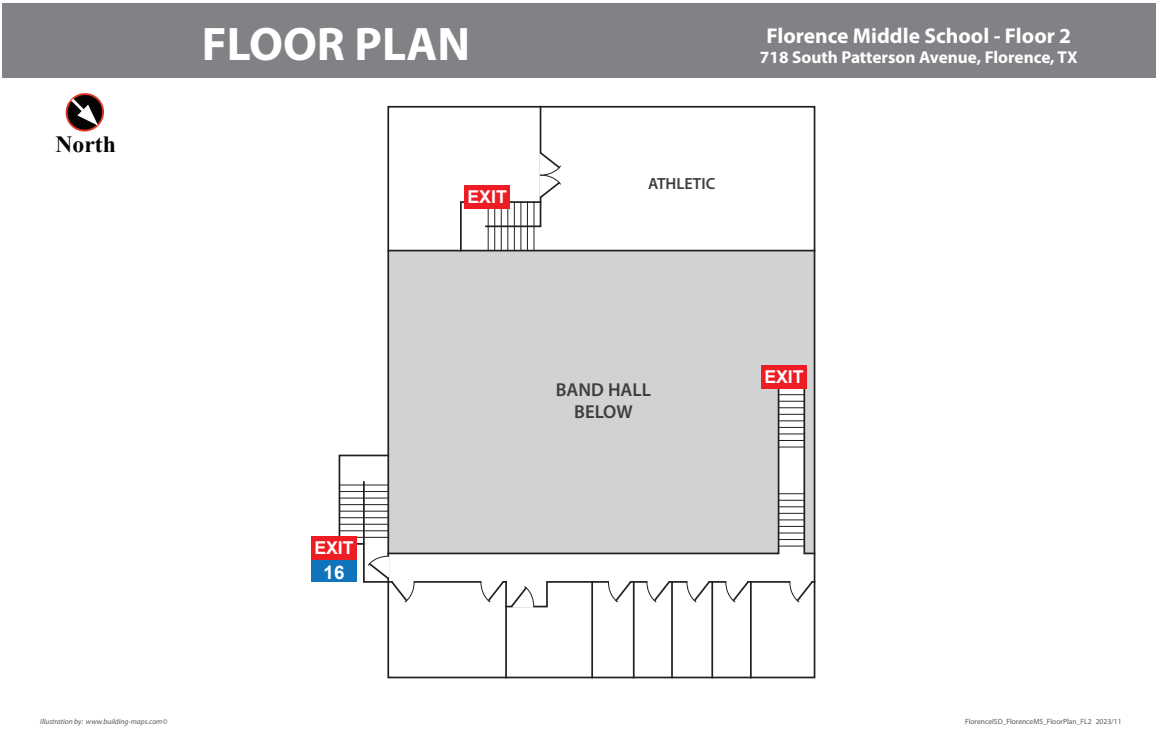
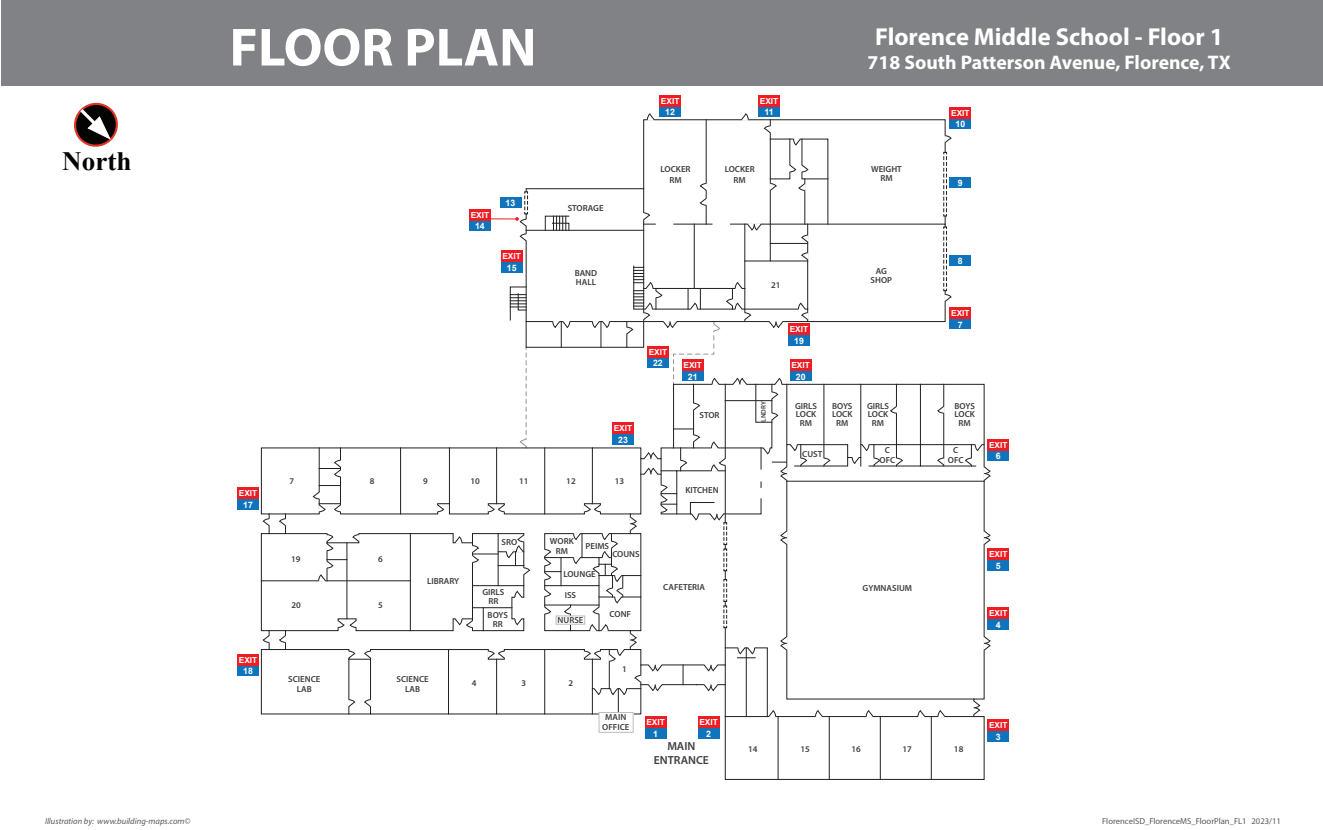
The Middle School campus is located adjacent to the High School and Transportation buildings. The campus is identified in **Figure 10**.

Figure 10 – Middle School Campus



The current floorplan for the Middle School is provided in **Figure 11**.

Figure 11 – Florence Middle School Campus – Emergency Egress Floorplan



4.2.1 Traffic

Traffic was observed as part of the 2025 Strategic Facility Plan. Similar to the Elementary campus, safety certainly extends beyond the school and includes student drop-off and pick-up procedures. General observations occurred in February.

- 3:28 12 cars lined up in front of school.
- 3:30 20 cars now around the curve from building.
- 3:35 30 cars to the first turn off the drive.
- 3:40 39 cars lined up to the road. Bell rings.
- If cars were spaced a little tighter they could probably fit another 5-6 cars off the road. Also, the first car could line up further in the line. A canopy for pick up would help on inclement weather.
- One staff member is directing traffic.
- Cleared out by 3:50pm.

4.2.2 Observations and Deficiencies

On-site observations occurred in early 2025 by Sledge staff at the Middle School campus to include all buildings/facilities on site. Evaluations were completed with focus on site civil, general structural engineering, mechanical/electrical/plumbing (MEP) engineering, and architectural, as well as overall educational adequacy. Summary observations for each building follow:

Interior

1. This campus has a secure entry, with a doorbell / camera / intercom system. You must enter the building then go into the office to be checked in.
2. Band hall, field house building. Building is generally aging and needs finishes upgraded throughout.
3. Field house portion is outdated, needs to be renovated. Some ADA compliance but needs a refresh.
4. This campus is tight for the number of students. While the calculations for the number of students seems like this campus is not at capacity, it feels like it is at or over capacity in use. The main reason is the layout as well as the small cafeteria and kitchen. The seating space is like a widened portion of the hallway, so it is very crowded.
5. Minimal restrooms on this campus, they are not dispersed around the campus.
6. It is recommended to consider a new cafeteria and classroom wing. A new cafeteria would allow for the existing space to be turned into more classrooms or offices and storage if needed.
7. A new classroom would allow this campus to be much more usable.
8. Additional administrative office space is needed. It is recommended to consider new space at the entry when adding a new classroom wing. (see campus improvements figure for visual)
9. Additional offices may be dispersed into the old cafeteria space once renovated as well.

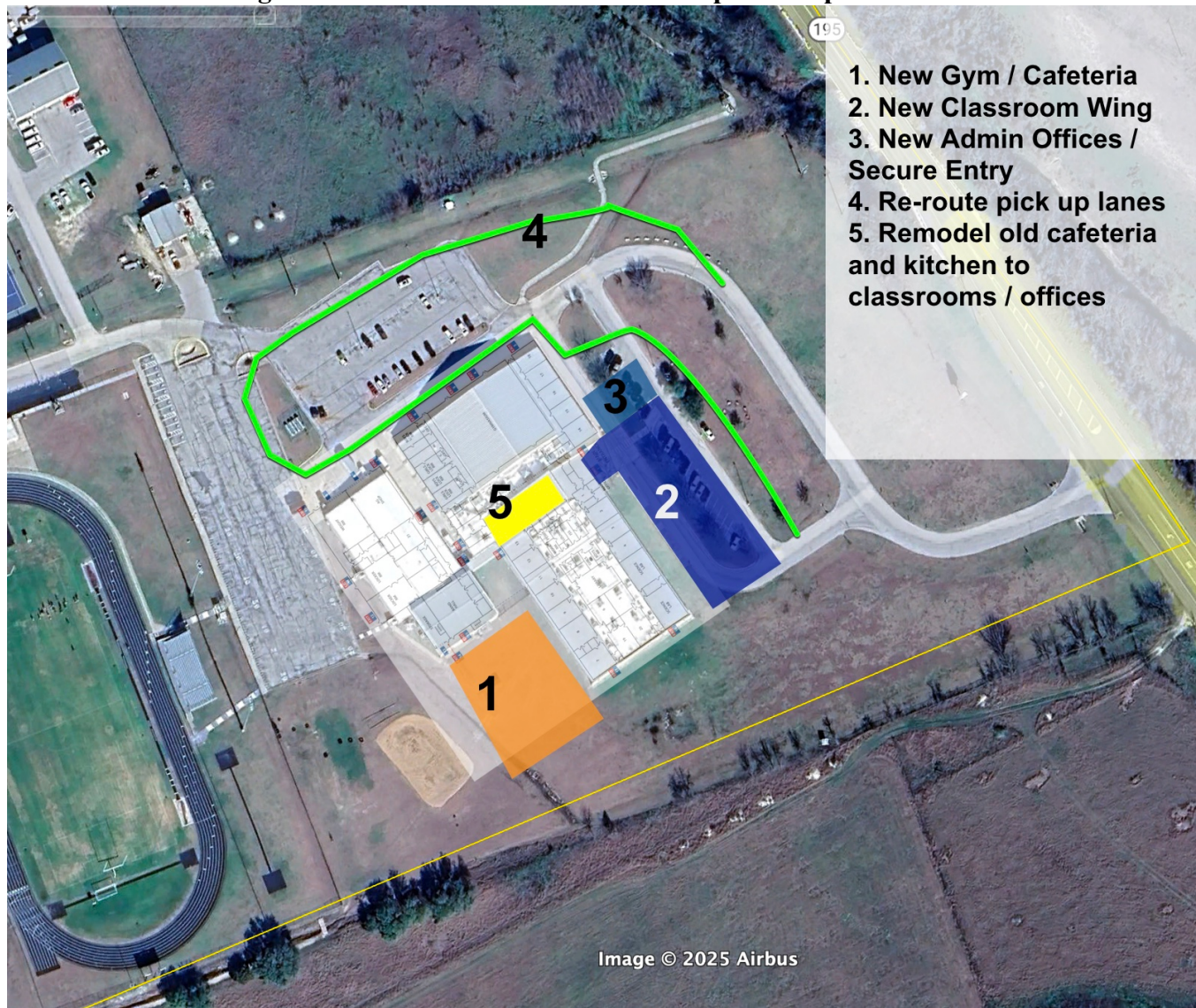
Exterior

1. The exterior of this campus is generally in good overall condition and has been maintained well over the years. The building housing the band / ag has more renovation work required than the rest of the campus.
2. Some areas around the site hold water after rain. Some regrading is recommended to allow positive drainage away from foundations.
3. Additional site fencing could be added to this campus for additional safety similar to other District campuses.
4. If more students are added to this campus, more classroom space and cafeteria space is needed. This will also cause need for a longer parent pick-up lane as well as more parking.

4.2.3 Florence Middle Recommendations and Costs

The improvements for Florence Middle are associated with addressing general safety and usability concerns along with addressing growth. This campus can be adapted to accommodate future growth in its current location. At a timeline longer than the parameters of this report, the district may need to address growth with a new campus. Until then, the options are shown for the Middle campus below:

Figure 12 – Florence Middle School Proposed Improvements



The opinion of total probable cost to implement the improvements shown in **Figure 12** plus the various capital-type deficiency items identified in **Section 4.2.2** are shown in **Table 4**. Note: Costs do not include routine maintenance items or minor repairs that may have been identified as part of the assessment process. In general, only major capital project type items are included.

Notes concerning Table 4:

- While this campus is in good condition, the District is quickly outgrowing this space. Additional classrooms will be needed for growth in the near future, however maximum desired student population in the Middle School should be decided upon prior to increasing a campus' overall size as well as District feeder patterns and grades housed in each campus.

Table 4 – Florence Middle Campus Opinion of Total Probable Cost Items with Phasing

Description	Priority 1	Priority 2	Priority 3
New Classroom Wing (16 rooms)	\$21,060,000		
New Gymnasium	\$5,850,000		
New Kitchen and Cafeteria	\$5,346,000		
Existing Campus Renovation (finishes, updates and some layout changes)	\$11,700,000		
Additional Site Paving	\$702,000		
Opinion of Cost Per Priority	\$44,658,000	\$0	\$0
Total for Facility			\$44,658,000

4.3 Florence High School Campus

For the purposes of the 2025 Strategic Facility Plan, the High School site is considered to include the following buildings:

- Main Campus
- Ag Building
- New Band Hall Building

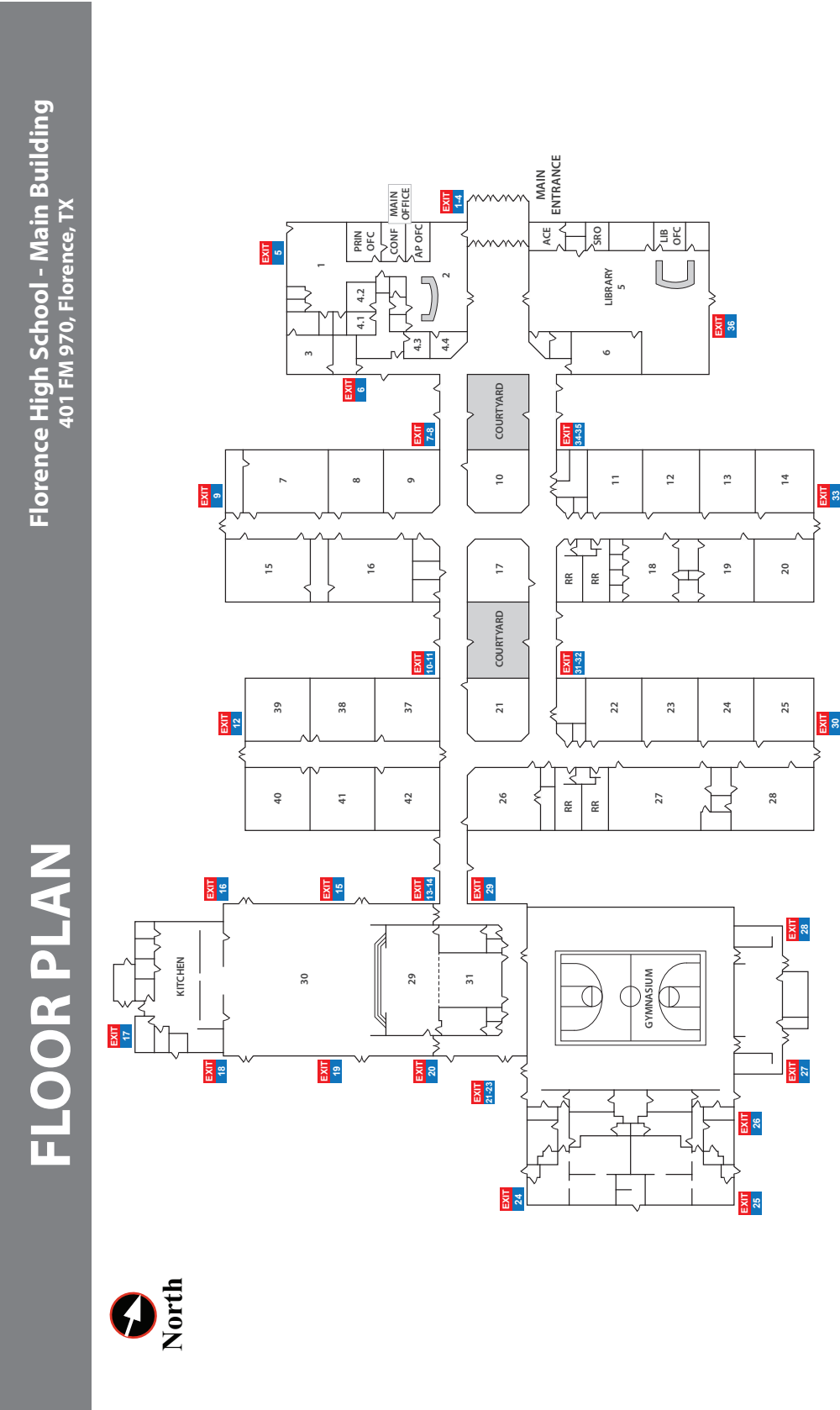
The campus is identified in **Figure 13**.

Figure 13 – High School Campus



The current floorplan for the High School is provided in **Figure 14**.

Figure 14 – High School Campus – Emergency Egress Floorplan



FlorenceSD_FlorenceHS_FloorPlan_FL1 2023/11

Illustration by: www.building-maps.com

FLOOR PLAN

Florence High School - Agricultural Building
401 FM 970, Florence, TX

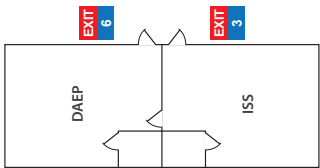
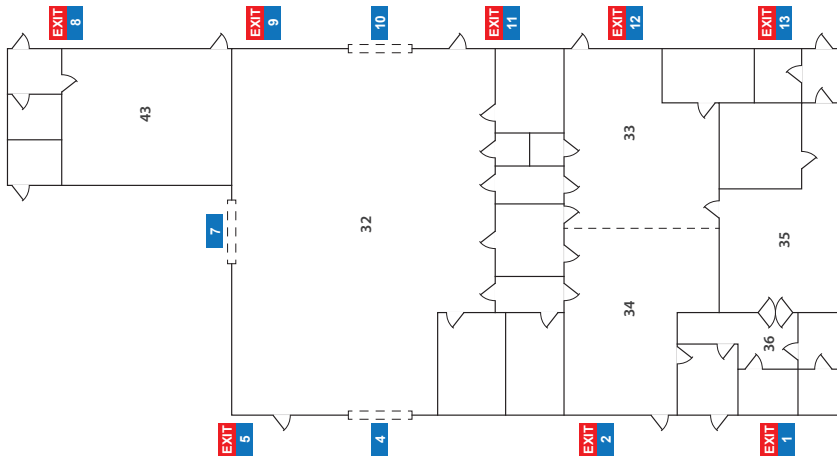


Illustration by: www.building-maps.com

FlorenceISD_FlorenceHS_FloorPlan_AgBldg_2023/11



4.3.1 Traffic

Traffic was observed as part of the 2025 Strategic Facility Plan. Traffic on this campus is very similar to the High school. General observations occurred in January 2025.

- Buses pick up around the back of campus.
 - This placement keeps bus can car traffic from crossing for the most part.
- Car riders pick up at the front of the campus.
- Car line stacks out the road toward 970, but does not stack onto 970.
- Total pickup time takes about 10 minutes and is orderly.
- Student parking lot is separate from car pick-up line. Some of these students cross exiting paths with parent pick-up. When this can be avoided it is preferred for safer exiting.

4.3.2 Observations and Deficiencies

On-site observations occurred in 2025 by Sledge staff at the High School campus to include all buildings/facilities on site. Evaluations were completed with a focus on site civil, general structural engineering, mechanical/electrical/plumbing (MEP) engineering, and architectural, as well as overall educational adequacy. Summary observations for each building follow:

Interior

1. Overall campus is in good condition
2. Newer areas such as the band hall are in excellent condition.
3. The cafeteria area appears appropriately sized.
4. This campus has a secure entry. You must enter the vestibule then go into the office to be checked in.
5. Consider more security cameras (interior and exterior)
6. ADA access within campus is mostly acceptable and appears mostly compliant.
7. The library itself appears adequate for the size of this campus.
8. This campus needs another gym considering the number of students using it as well as scheduling.
9. There is adequate space for expanding this campus, however there will be challenges with additions to the existing main campus due to grading concerns and existing infrastructure.
10. The ag building needs more classroom space.

Exterior

1. The exterior of this campus is generally in good overall condition and has been maintained well over the years.
2. Some areas around the building hold water after rain. Some regrading is recommended to allow positive drainage away from foundations. Most of this happens on the uphill side of buildings.
3. Many of the HVAC units are older and should be planned for replacement as they fail. Generally, it is a good idea to space out replacement for future budgeting and management of these system.
4. Paving is in good overall condition. With expansion of gym and other outdoor athletic facilities, more parking will be needed.
5. Most student areas are fenced and secured. The only time students need to go outside of the fenced / secure area is going to the parking lot or outside athletic areas.

4.3.3 Florence High School Recommendations and Costs

The improvements for Florence High School are associated campus usability and long-term maintenance of the campus.

Figure 15 – Florence High School Proposed Improvements



The opinion of total probable cost to implement the improvements shown in **Figure 15** plus the various capital-type deficiency items identified in **Section 4.3.2** are shown in **Table 5**. Note: Costs do not include routine maintenance items or minor repairs that may have been identified as part of the assessment process. In general, only major capital project type items are included. Outdoor athletic improvements are considered in **Section 4.4**

Notes concerning Table 5:

- For the purposes and future timeline covered by this report this campus will provide the District for many years to come. Once student population nears capacity with the recommended improvements, it will be time for the district to plan for a second high school.
- The opinion of cost is in the notes below **Table 5**.

Table 5 – Florence High School Campus Opinion of Total Probable Cost Items with Phasing

Description	Priority 1	Priority 2	Priority 3
<i>Addition to Ag/CTE Building</i>		\$2,600,000	
New Competition Gym w/ Locker Rooms, 8 Classrooms		\$25,220,000	
<i>Additional Parking (includes drainage area)</i>		\$1,105,000	
Opinion of Cost Per Priority	\$0	\$28,925,000	\$0
Total for Facility			\$28,925,000

For comparison purposes, a new 1100 high school would cost approx \$148,000,000 not including outdoor athletics

4.4 Athletics

The Athletics Department consists of the following buildings:

- Football Stadium
- Stadium Concession Restroom Building
- Tennis Courts
- Baseball Field
- Softball Field
- Baseball/Softball Restroom Concession Building

Figure 16 illustrates key outdoor athletic facilities.

Figure 16 – Athletic Facilities



Conditions of other athletics facilities such as gyms are assessed along with the campus they are a part of and not duplicated in this section.

4.4.1 Observations and Deficiencies

Some of the key areas of concerns and/or observations noted at the Athletics include:

Athletics

Stadium Concessions and Restrooms

- These facilities are in good condition, most all areas appear to have ADA compliance.
- Facilities appear well maintained and in good working order, however many finishes are aging and should be upgraded in the near future.

Stadium

- The grass field is in good condition, given water conservation efforts as well as the multiple uses it allows, synthetic turf should be considered.
- The track is in good condition.
- Home stands - no noted structural issues
- Home stands - press box is in good overall condition, finishes are aging
- The visitor stands generally good condition, has ADA access and seating.
- The scoreboard is in good condition

Baseball Field

- The field is in fair condition. Consider replacing field and orienting correctly on ISD owned property.
- When building in this new area for baseball / softball, a new small locker room and restroom facility is recommended.
- Concession / Restroom building is in good condition.
- More parking in this area would be nice for games. It is a distance from the current school / stadium parking.

Softball Field

- The field is in fair condition, similar to baseball, consider replacing field and properly orienting.

Tennis

- The courts are in good condition, fence and practice walls are in need of some updating.

Fieldhouse

- Excellent condition, construction just finished.

4.4.2 Recommendations and Costs

While much of the outdoor athletic facilities are in good condition, continued investments in athletic facilities will be needed to properly maintain the existing facilities and prepare the District for growth.

A site map showing the overall improvements can be found in **Figure 17**. The opinion of total probable cost items are provided in **Table 7**.

Figure 17 – Athletics Recommended Improvements



Table 7 – Athletic Opinion of Total Probable Cost Items

Description	Priority 1	Priority 2	Priority 3
Convert Field to Synthetic Turf		\$2,340,000	
Resurface Track			\$195,000
New Synthetic Turf Baseball Field			\$3,120,000
New Synthetic Turf Softball Field			\$2,080,000
New Baseball / Softball Locker Rooms and Restroom Building			\$1,885,000
New Fencing Around Stadium	\$143,000		
Updates to Concession Restroom Building			\$273,000
New Stadium Lighting		\$520,000	
Opinion of Cost Per Priority	\$143,000	\$2,860,000	\$7,553,000
Total for Facility			\$10,556,000

4.5 Administration

The main Administration Building is located inside the old elementary campus. It houses the Superintendent and Florence ISD administration and support staff.

The administration section of this report also includes other district wide improvements, including technology.

4.5.1 Observations and Deficiencies

Some of the key areas of concerns and/or observations noted at the Administration Building and associated storage buildings on site include:

Administration

1. Central Administration is located in the old elementary building. The space currently being used is becoming tight as the district grows and more space will be needed soon.
2. Consider renovating a portion of the existing elementary campus for more administrative space. The “wood floor building” would be a good candidate to have a standalone building to house the full administration offices.
3. Other administration related uses of this building may include leasing out space or moving other programs into these vacated spaces. Some examples are moving Headstart into permanent space as well as leasing out space for childcare use. If these spaces are used rather than demolished, that portion of the budget can be reduced.
4. Parking is adequate.
5. Other future uses of the current space may include flex space available for students during construction or renovation on other campuses.

Technology

1. Technology changes constantly and the District should plan and budget for upgrades nearly every year to keep up with changes along with maintenance of these systems.
2. Any new facilities should be planned alongside technology department to avoid both integration and compatibility issues.
3. Budgeted amounts for technology are based on typical upgrade cycles and equipment lifespan for a district of this size as well as the survey received from the technology department.

Figure 18 – Administration Campus Improvements



4.5.2 Recommendations and Costs

The general opinion of total probable cost items for administration are provided in **Table 8**. Most items are associated with the main Administration Building and Site on the existing old elementary campus.

Table 8– Administration Opinion of Total Probable Cost Items with Phasing

Description	Priority 1	Priority 2	Priority 3
Renovate "Wood Floor Building" to New Central Administration		\$390,000	
Demolition of Old Main Entry Building and Library		\$2,275,000	
Technology Upgrades	\$195,000	\$195,000	\$260,000
See Maintenance for Remaining Uses at Old Elementary Campus			
Opinion of Cost Per Priority	\$195,000	\$2,860,000	\$260,000
Total for Facility			\$3,315,000

4.6 Maintenance/Transportation

The current Maintenance and Transportation Department located behind the baseball field at the middle school.

- Transportation office and Maintenance warehouse/storage building

Florence ISD should continue its focus of funding the maintenance budget to address all standard protocol and procedures to keep all facilities maintained per Operation & Maintenance schedules.

4.6.1 Observations and Deficiencies

The list of observations and deficiencies follow for the current maintenance area follows:

Maintenance Warehouse/Storage

1. Currently maintenance shares space with transportation, which makes it feel crowded.
2. This small building used for grounds maintenance serves its purpose. It is still useful to store equipment that is used at the adjacent school campuses.
3. Consider moving the maintenance department to the old elementary campus to free up space for transportation and give the maintenance department more space. The District is planning for use by an early childhood program and Headstart here. Moving maintenance into the old Headstart buildings is a good choice as it will allow them a securely fenced maintenance yard.

Transportation

4. This facility is in overall good condition. It is crowded due to sharing space with maintenance.
5. There is room for expansion on this property, and location seems good since it is adjacent to both the high school and middle school campuses.
6. Bus parking lot in good condition. Will need some more paved parking area for buses in the future.

4.6.2 Recommendations and Costs

Given the District has planned to move out of the existing old elementary campus, there is ample opportunity to use this square footage not only for central administration, but also to house the maintenance department. This will free up the much-needed space at the current transportation facility and allow that facility to accommodate the transportation department for many years to come. **Table 9 includes the probably opinion of cost to make changes at these facilities.**

Table 9 –Maintenance and Transportation Opinion of Total Probable Cost Items with Phasing

	Priority 1	Priority 2	Priority 3
New Maint. / Transportation Facility			
Maintenance to use portion of old elementary campus	\$195,000		
Additional paving at transportation		\$312,000	
Opinion of Cost Per Priority	\$195,000	\$312,000	\$0
Total for Facility			\$507,000

Section 5

Prioritized and Phased Improvements

The costs presented in **Section 4** represent total project costs. The costs included both construction and non-construction costs. Non-construction costs include:

- Environmental Studies
- Architectural/engineering design
- Project management
- Survey
- Geotechnical
- FFE = furniture, fixture and equipment including kitchen and specialty equipment (where applicable)
- 10% construction contingencies
- Other similar non-construction costs.

It is important to note that the cost estimates included in the Plan are in current (2025) dollars. This includes future phases or priorities listed in the cost tables. Using 2025 dollars allows for ease in comparison of the various improvements recommended. It also allows for items to be moved to other priorities without adjusting for assumed inflation. Based on the use of current dollars, it is very important to update the costs based on market conditions prior to securing funding or implementing any improvement. Future capital improvement plans (CIP) should analyze the costs and adjust based on the current construction costs.

Another important note is that the cost estimates includes select upgrades for specific TDLR/ADA (handicap accessibility) issues noted as deficiencies. In general, remodel or rehabilitated areas include costs to address specific TDLR/ADA issues. While critical issues are included in the various line items for TDLR/ADA compliance, a comprehensive compliance plan is not included in cost estimates since the majority of the facilities are new or recently remodeled. These items should be addressed on a case by case basis as improvements are made in District.

The priority or phasing described for each site/building is listed to provide a guide for implementing the improvements. Certainly, all improvements can be implemented at one time but oftentimes total costs are prohibitive. In general, the priorities listed herein represent a timeline of:

- Priority 1 0-5 Years Timeline
- Priority 2 5-10 Years Timeline
- Priority 3 10+ Years Timeline

The timeline for implementation will be dictated by available funding and adjustment of priorities by current and future Boards. It is recommended that whatever items remain after Priority 1 items be incorporated in 5-year Capital Improvement Plan (CIP). The CIP are typically updated annually as part of the budget process so that current and future School Boards use the Strategic Facility Plan and CIPs to address facility needs. A rolling 5-year plan can be used each budget cycle to keep a list of needed projects with the goal to implement in Year 1, 2, 3, 4 and 5.

As noted in the various sub sections of **Section 4**, the total costs can be addressed via various phasing strategies. **Table 10** provides a summary of the priority and total costs for Florence ISD.

Table 10 - Total Cost with Phasing

		Year 0-5	Year 5-10	Year 10+	
#	Building	Priority 1	Priority 2	Priority 3	Total
	Totals	\$ 45,191,000	\$ 34,957,000	\$ 7,813,000	\$ 87,961,000
2	Elementary	\$ -	\$ -	\$ -	\$ -
4	Middle School	\$ 44,658,000	\$ -	\$ -	\$ 44,658,000
5	High School	\$ -	\$ 28,925,000	\$ -	\$ 28,925,000
6	Athletics	\$ 143,000	\$ 2,860,000	\$ 7,553,000	\$ 10,556,000
7	Administration	\$ 195,000	\$ 2,860,000	\$ 260,000	\$ 3,315,000
8	Transportation and Maintenance	\$ 195,000	\$ 312,000	\$ -	\$ 507,000

The total costs for all school related projects are illustrated in **Figure 19**. The total costs for all athletic and support facilities are shown in **Figure 20**. Total costs for all projects can be compared in **Figure 21**.

Figure 19 - Total Cost Schools

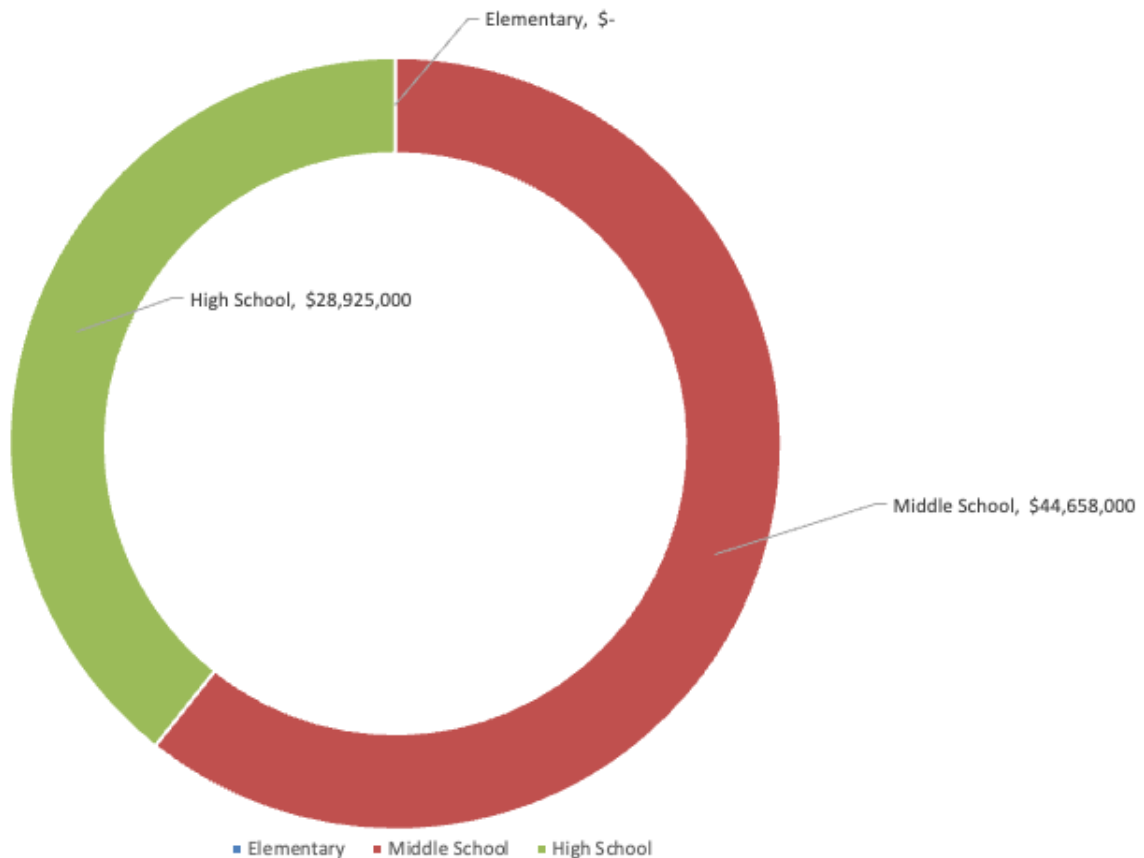


Figure 20 - Total Cost Support Facilities

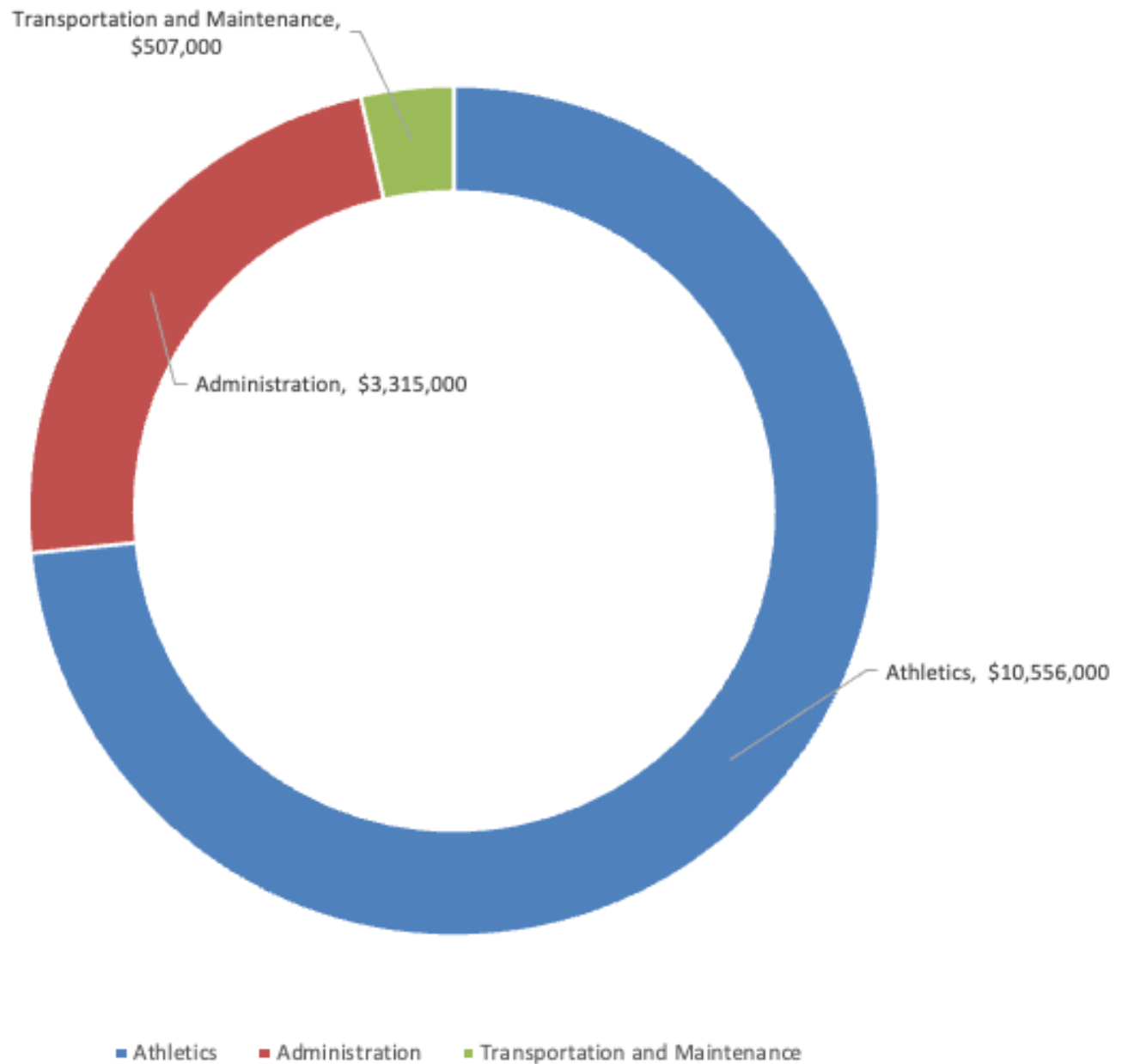
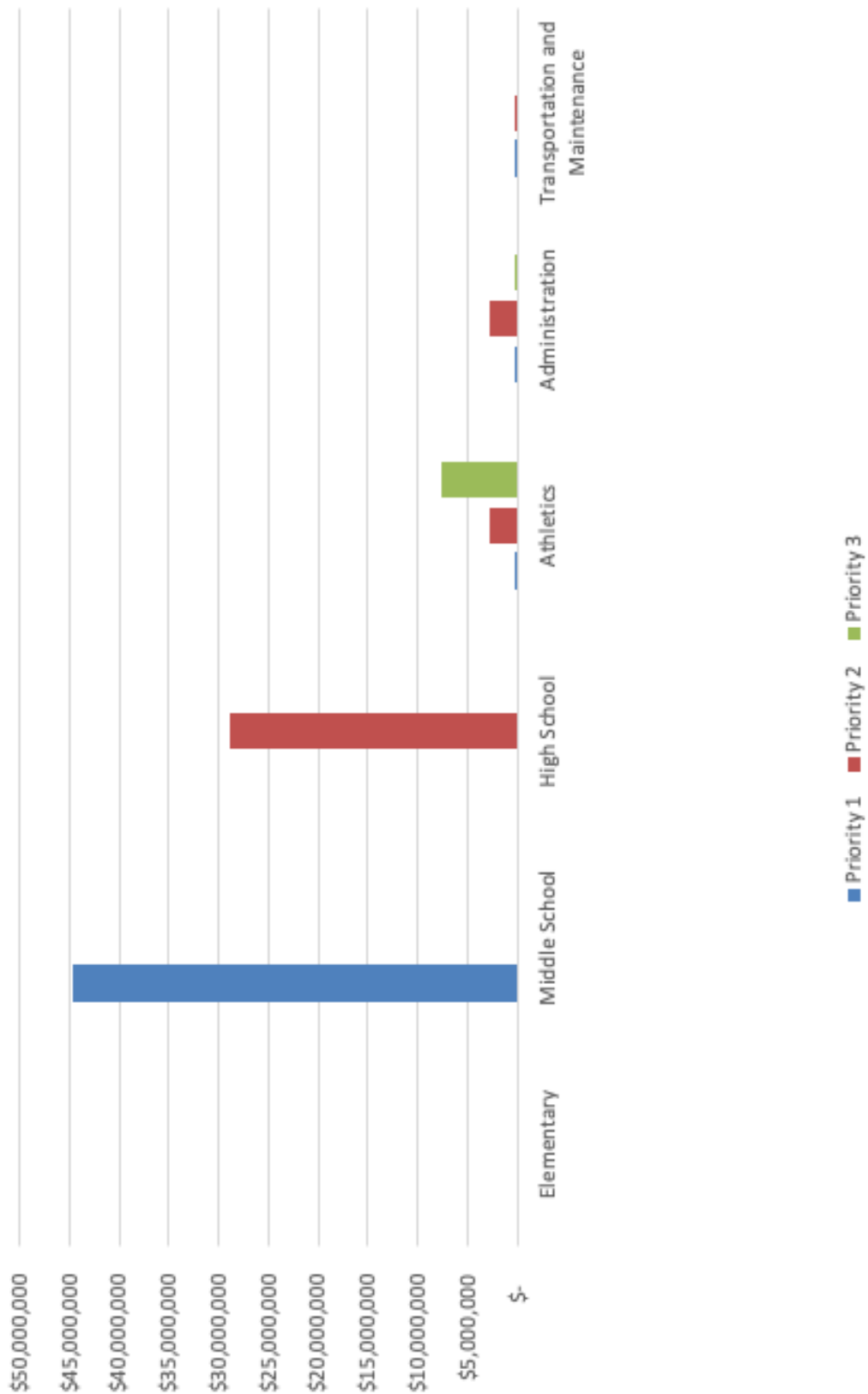


Figure 21 - Overall Cost Chart



Section 6

Conclusions

The purpose of this 2025 Strategic Facility Plan is to provide Florence Independent School District a current snapshot of the condition of existing sites, buildings, and facilities. Deficiency items are noted and alternative improvements are presented to address areas of concern. The information included in this SFP will allow the current (and future) School Boards to make informed decisions on the capital improvements needed in the District. A suggested phasing plan is included for all the existing building/site and new property costs presented in this 2025 SFP.

Florence ISD has some aging facilities. All facilities are generally well maintained. There are a number of upgrades needed for the buildings to continue to be an asset in the District. The ultimate purpose of the recommended improvements is to support the educational goals for the students and enhance the ability of staff and teachers to use excellent maintained facilities to achieve the education goals.

6.1 Summary

A summary of the key findings in this 2025 Strategic Facility Plan include:

1. Most of the buildings within Florence ISD are in good condition, and have been maintained well over the years. There is assumed no historical value in keeping some of the older facilities at the time of this report other than repurposing the old elementary. Facilities such as the Middle School and High School are starting to get crowded.
2. Educational total capacity is sufficient for some campuses for the very near future based on the facilities provided at the ES, MS, and HS. The Middle School campus, however is functioning as if it is at capacity. Planning for growth should include additional space at the MS and HS grade levels. The entire District should be taken into consideration when planning how to handle growth, as well as District feeder patterns, cohorts, etc.
3. Some support facilities still use portable buildings. It is typically recommended to replace portables with permanent buildings since life expectancy of portables is short.
4. A demographic study is helpful at the time of capital planning to aid in planning for future growth. Currently, the area is experiencing low growth. A recent demographic study was shared with Sledge Engineering prior to this report and was used to consider ideas to handle growth responsibly for the District.
5. Existing information for each site/building/facility is provided in **Section 4**.
6. Deficiency items are listed for each site/building/facility and summarized in **Section 4**.
7. Total cost include total project cost in 2025 dollars. Total costs included design, project management, survey, FFE, construction, etc. Inflation factors are not used across the various priorities so that costs are compared in current dollars. All costs must be updated in the future prior to securing funding or implementing any project.
8. A suggested priority (Phase 1, 2 or 3) is included in the Strategic Facility Plan. It is recommended that whatever items remain after Priority 1 items be incorporated in a rolling 5-year Capital Improvement Plan (CIP).
9. The improvements included in the 3 priorities are (assuming ALL options are implemented):
 - a. Priority 1 = \$45,191,000
 - b. Priority 2 = \$34,957,000
 - c. Priority 3 = \$7,813,000

d. Total = \$87,961,000

Other general considerations and recommendations follow:

- a) Floorplans – All building floorplans should be updated annually to help with directions and emergency exiting/response. As buildings are remodeled/expanded or new buildings are constructed, floorplans should be developed and posted in the buildings and be kept up to date for use by maintenance and emergency responders.
- b) Energy Projects – It is likely that energy projects can be developed which are self-funding (i.e., a project that requires capital outlay but has a relatively short pay back which leads to long-term energy savings). Examples include solar panels to power certain buildings or converting existing lighting to LED lights. Each project can be standalone type project and could be funded outside of a bond project after a proper bid process.
- c) Solar – The implementation of solar to some (or most) buildings has the potential to reduce energy costs. Florence ISD should explore solar from companies offering a performance type contract where no capital outlay is required as long as energy savings are used to “buy out” the installer. After the contract expires, all energy savings would be retained by the District.
- d) Technology – Technology upgrades will be an ongoing need at Florence ISD. This SFP includes technology infrastructure improvements where appropriate such as audio/visual refresh where appropriate. Certain improvements to computers and similar technology that needs to be refreshed in a short planning horizon are not included. These elements are recommended for refresh via the annual budget process to better match the life expectancy of the equipment (vs long term payout via a bond for technology that becomes dated in short order). Over the next 10 to 20 years there are likely to be many technology enhancements that will impact teachers, students, and staff. Florence ISD should continue its effort to stay as current as possible to support the instruction process.
- e) Security – Security and safety enhancements will be an on-going need at Florence ISD. As security vulnerabilities are assessed and identified in the future, the District should be prepared to react and provide additional infrastructure as needed. This 2023 SFP did include certain improvements such as more interior and exterior cameras, enhanced building entrances, locks, more lighting in parking lots, etc.
- f) Pavement Management Plan – Any asphalt driveway or parking lot must be continually maintained through a yearly crack sealing program. Any crack in asphalt pavement will lead to water intrusion into the subgrade which results in formation of potholes and eventual pavement failure. Concrete surfaces must also be maintained by re-sealing any expansion joints to prevent water intrusion to subgrade. In general, any new pavement should be concrete based on life-cycle costs to Florence ISD. Consideration should be given to developing and continually maintain a Pavement Management Plan.
- g) Implement a Sidewalk Maintenance Plan – This SFP is intended to address the immediate concerns. Items such as vegetation obstruction removal can be typically handled by maintenance or landscape staff as appropriate. Additionally, it is recommended that sidewalks with broken concrete, obstructions from differential settlement, or 1 inch drops along the walking path be removed or replaced in areas with daily foot traffic to avoid tripping hazards and improve safety. Any sidewalk installed should meet TDLR/ADA standards (2% cross slope max, 5% running slope, 8.3% ramps without handrails, etc.).

- h) Develop a Capital Improvement Plan - The CIP recommended in this SFP is a 5-year approach to the address large maintenance items or Priority 1 projects listed in this plan that are not funded by bond projects. The District's 5-year CIP should be adjusted to incorporate as many Priority 1 projects as possible as funding will allow. The 5-year CIP should be updated annually as part of the budget process.
- i) Strategic Facility Plan – The SFP should be updated when any major changes to the campus (such as major remodels or new buildings placed on new property). Depending on expansion and improvements and any future bonds, the SFP should be updated between 2 to 5 years.

The input of staff and the Florence ISD School Board during this assessment was invaluable and is hereby acknowledged by Sledge Engineering.

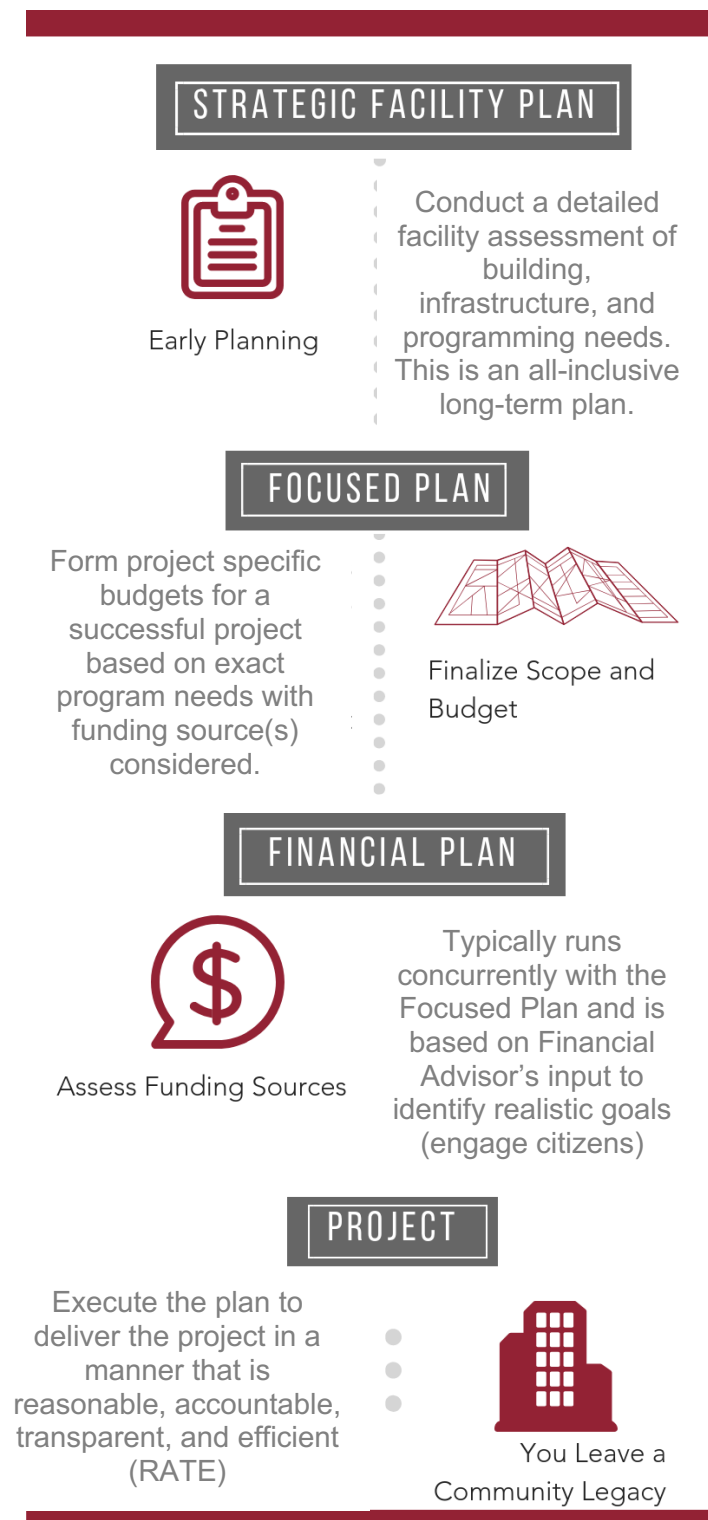
6.2 Implementation of Strategic Facility Plan

The costs presented in this 2025 Strategic Facility Plan are all based on current dollars. They do not account for future inflation or changing market conditions. Prior to implementing any project or developing detail budgets for financing (such as local or bond funding), all costs should be reviewed and adjusted based on the project elements to be included, size of the resulting project, and proper inflation factors. The planning to project implementation process is illustrated in **Figure 22**. Implementing the proper process will ensure project success!

While priority has been assigned where appropriate, Florence ISD should use this guide as a means to develop a long-range Capital Improvement Plan (CIP). A rolling 5-year CIP is recommended. As major funding is sought (such as General Obligation bonds), it is possible to accomplish multiple projects at a time and accomplish long-term and 5-year CIP goals.

Florence ISD should also update this plan periodically based on on-going condition assessments and enrollment needs. At a minimum, the Plan should be referenced annually when budgeting for maintenance and capital improvements. Formal updates to the Strategic Facility Plan should be considered every 2 to 5 years. This Plan and future updates will leave a legacy for future students who use Florence ISD's facilities and the community as a whole.

Figure 22 - Planning to Project Implementation Cycle (Source: Sledge Engineering)



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