



**National Center on
School Infrastructure**

School Facility Condition Assessments: Establishing a Baseline to Guide Change

October 21, 2025

school-infrastructure.org



Fall 2025 Webinar Series

Why and How School Facilities Matter for Student Success

View recording at school-infrastructure.org

School Facility Condition Assessments: Establishing a Baseline to Guide Change

October 21, 2025

Educational Facility Master Planning: A Roadmap for Success

November 13, 2025



Today's Speakers

Moderator



Jeff Vincent

National Center on
School Infrastructure

Speakers



Brandon Payne

National Council on
School Facilities



David Sturtz

Sturtz and Company



James Hand

Fargo Public Schools (ND)



About the National Center on School Infrastructure



Supporting the Stewardship of America's Public School Facilities

Every child should have access to a great learning environment. But today, many communities face the complex challenge of modernizing aging and deteriorating public schools.

Berkeley Urban & Regional Development



school-infrastructure.org

What We Do

As a national resource hub, we connect people, resources, and ideas so that leaders across the country can develop and implement solutions to modernize their school buildings and grounds.

- Collaboration
- Resource library
- Knowledge-building



NCSI Blog



● VOICES FROM THE FIELD

Building for the Future: The Urgency of Strategic School Infrastructure Planning

National Center on School Infrastructure (NCSI)

William Merritt IV has been with Jackson Public Schools for 22 years. As Chief of Staff, he stands at the intersection of leadership, logistics, and long-term vision for the district. With roughly 18,000 students and over 30 school buildings — many of which are more than 65 years old — Merritt is leading conversations that...

Planning



● VOICES FROM THE FIELD

Turning Sustainability into Savings: Seeing Success in Des Moines, Iowa

National Center on School Infrastructure (NCSI)

Tyler Puls is proof that smart budgeting and sustainability go hand in hand. As the Energy and Environmental Specialist at Des Moines Public Schools (DMPS), he's been helping the district save energy, cut costs, and create healthier, more comfortable learning environments for over a decade.

Energy Use and Efficiency



● VOICES FROM THE FIELD

Building Belonging: How One School Leader Is Designing Schools for Equity, Wellness, and Student-Centered Learning

National Center on School Infrastructure (NCSI)

In the small community of Belvidere, Illinois, Jo Ann Armstrong is redefining what it means to lead a school district. As the Chief Financial and Operations Officer for District 100, Armstrong wears many hats—and has taken on the challenge of transforming aging facility infrastructure, outdated school design, and inequitable access into an opportunity for meaningful...

Social and Emotional Health

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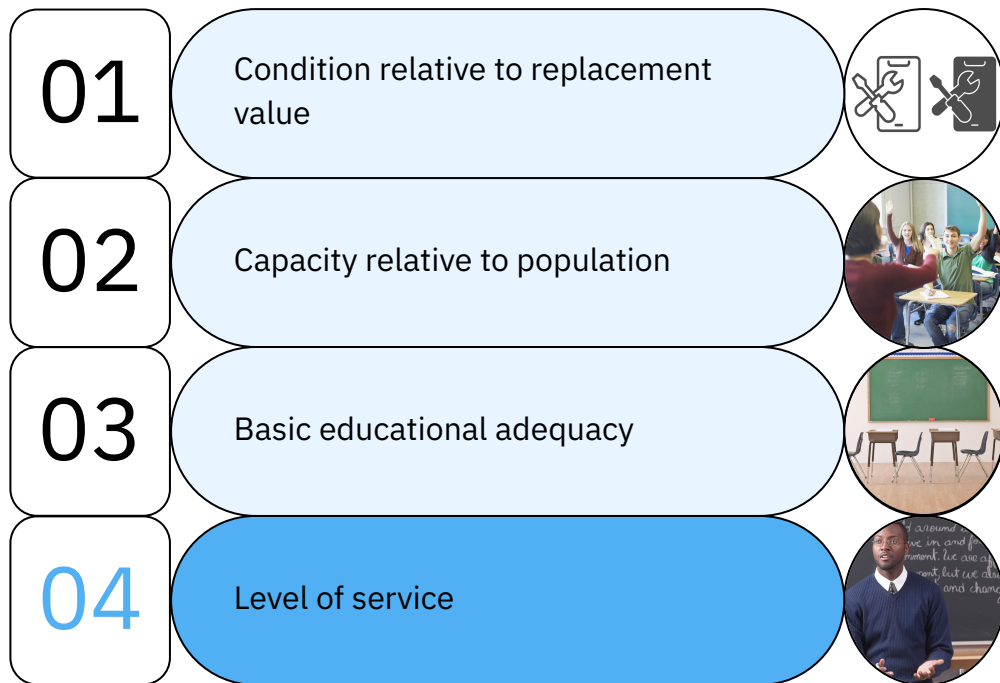
Facility Condition Assessments

To What End?

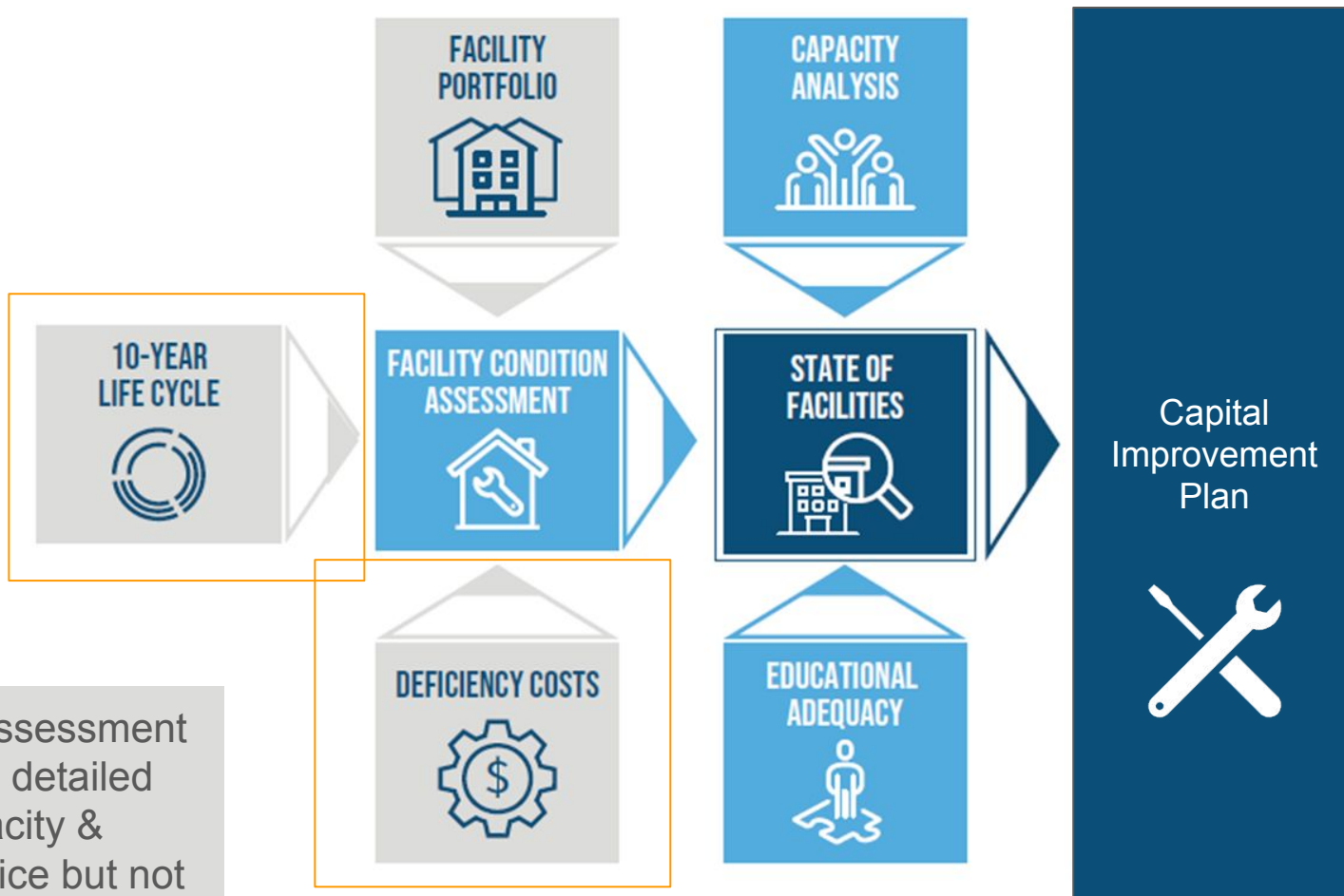
David Sturtz,
Sturtz & Company

Determine the state of your facilities based on your desired outcomes.

Usually includes combination of current and anticipated deficiencies.



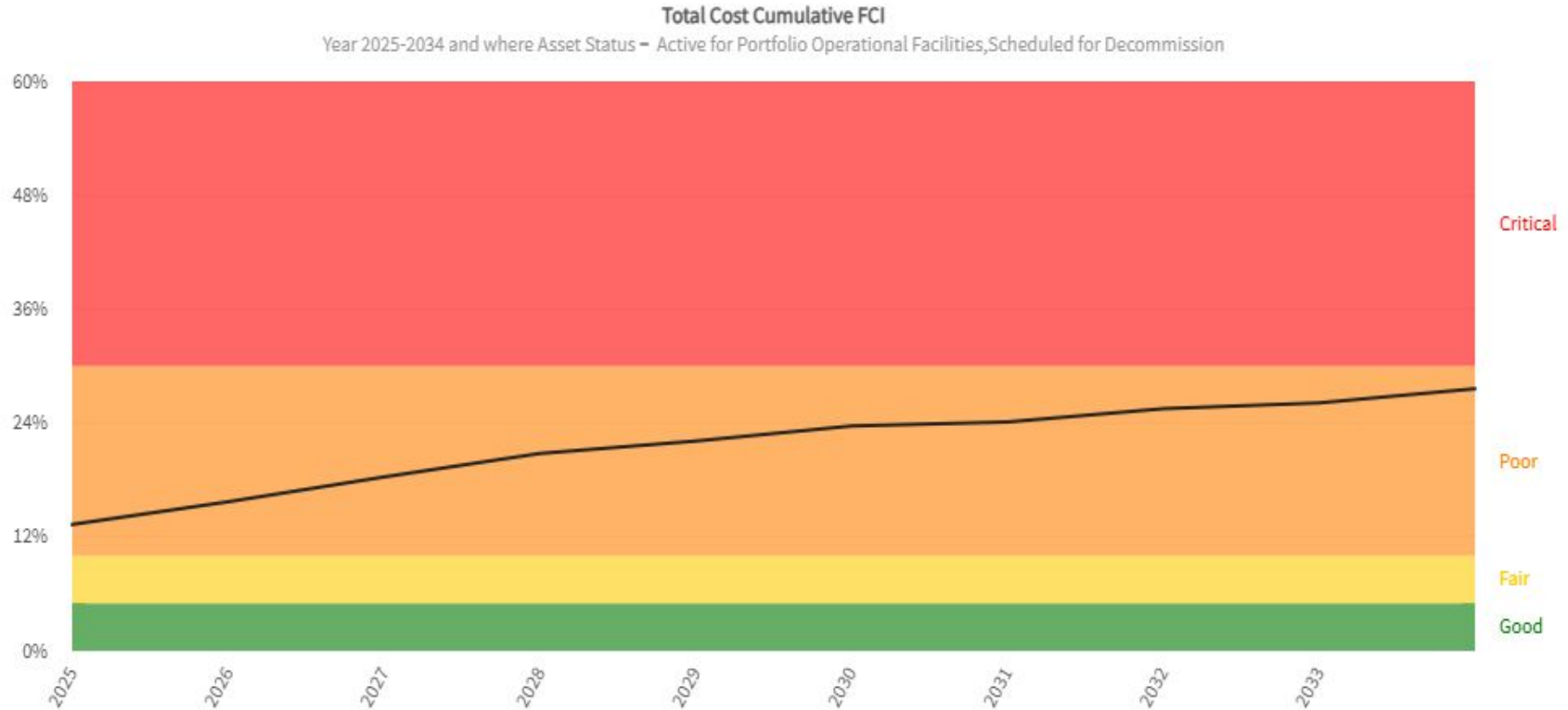
Facility Assessment Overview



Condition assessment needs to be detailed (4-5). Capacity & adequacy nice but not necessary.

To What End?

Facilities Condition Index (FCI)

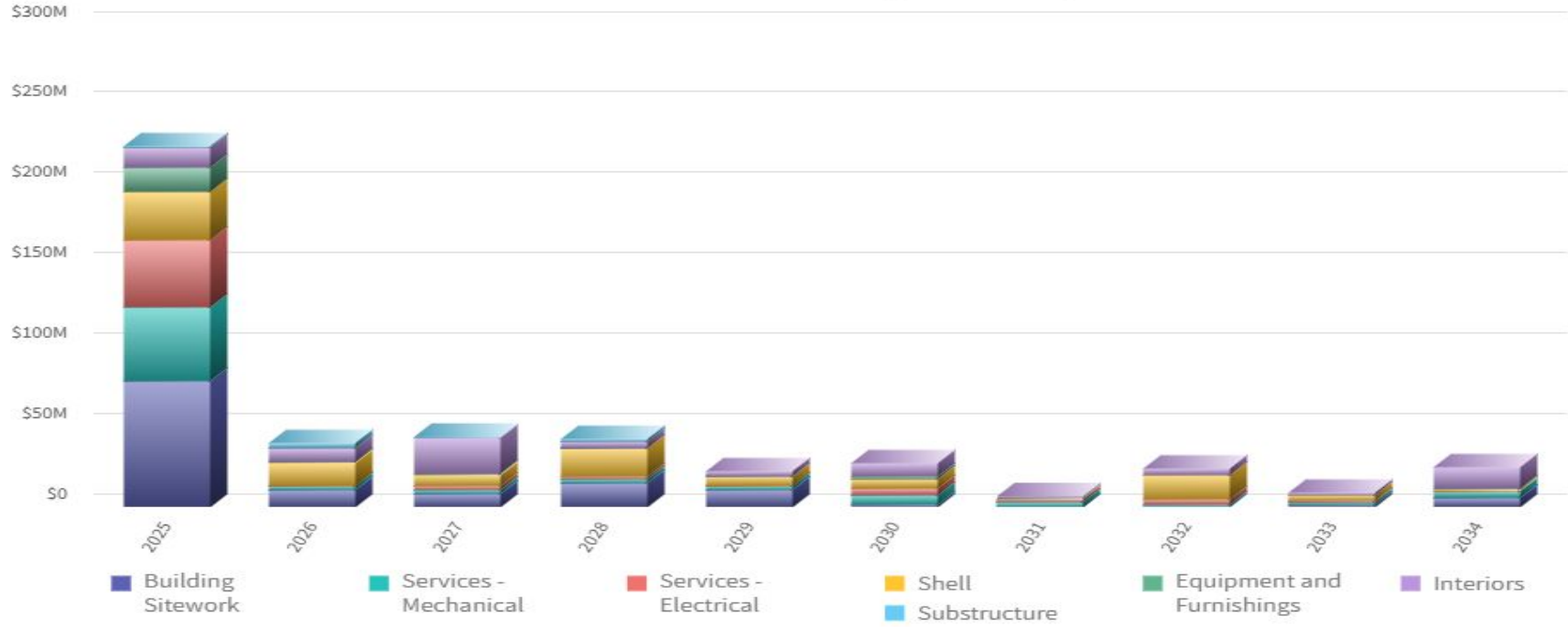


Capital Needs Profile



Total Cost by Discipline

Years 2025 - 2034 and where Asset Status = Active for Portfolio Operational Facilities, Scheduled for Decommission

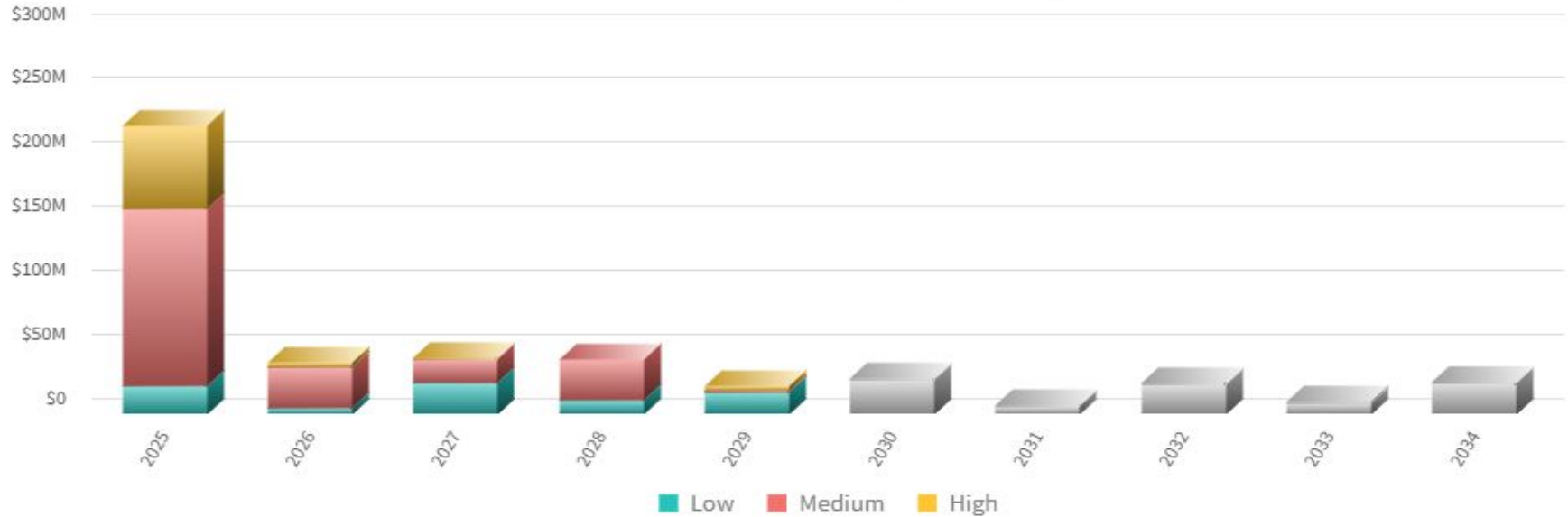


Capital Needs by Priority



Total Cost by Priority

Years 2025 - 2034 and where Asset Status = Active for Portfolio Operational Facilities, Scheduled for Decommission



Projected Capital Liability



Asset Detail

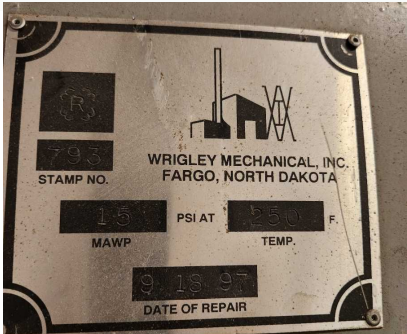


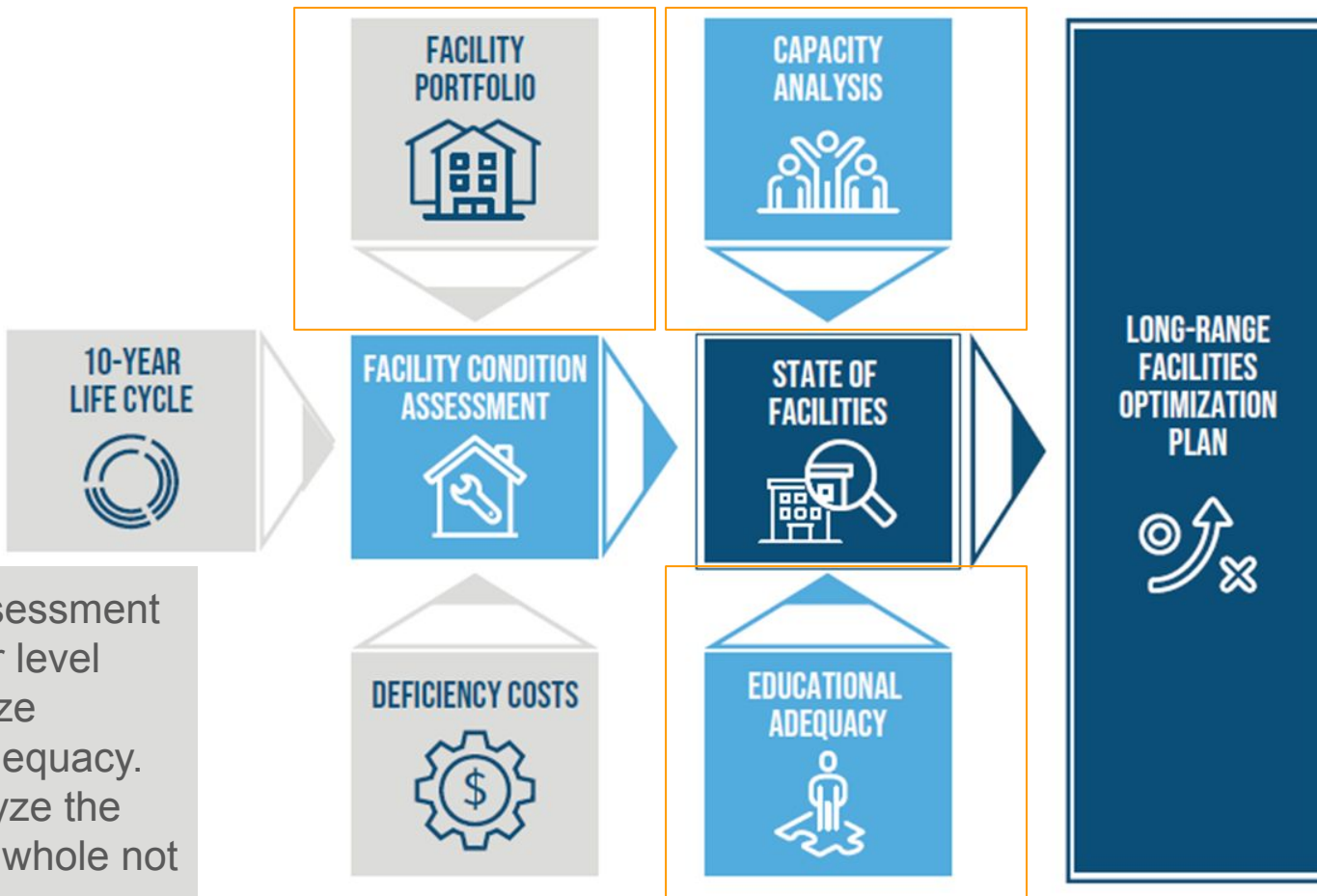
▲ D302002 - Hot Water Boilers

Asset:	Ben Franklin Middle		
Description:	Steam Boiler		
Commentary:	Recycled steam boiler, 60 plus years old, a lot of patching, major concern, need to convert to hot water.		
Definition:	Includes hot water boilers used for building space heating. Ancillary equipment such as feed water treatment, energy recovery, deaerators, blowdown systems see below. Domestic hot water boilers, pool heating boilers, etc. are excluded.		

Location/Name:	Boiler room		
Last Major Action:	1980	↺	1951
Replacement Cost:	\$52,250.00	↺	\$1,930,353.76
Repl. Total Cost:	\$65,835.00		
Maintenance Type:	Reactive ▼		
Overall Condition:	Poor ▼		
Validated:	No ▼		

Action Type:	Replacement		
Action Cost:	\$52,250.00	↺	\$1,930,353.76
Action Year:	2025	↺	2050
Repeat Interval:	35	↺	35





Condition assessment can be higher level (1-3). Prioritize capacity & adequacy. Need to analyze the portfolio as a whole not just individual buildings.

To What End?

High Level FCI Data



Name	Size (Sq.Ft.)	CRV incl. Soft Costs	2023	2032
Agassiz - Dakota High School, Adult Learning, ECSE	180,600	\$ 88,308,432	23.58%	31.91%
Ben Franklin Middle	202,064	\$ 91,788,579	19.31%	45.25%
Bennett Elementary	90,268	\$ 46,145,504	14.72%	30.90%
Carl Ben Eielson Middle	178,802	\$ 85,100,489	1.85%	14.19%
Centennial Elementary	75,070	\$ 41,881,070	24.09%	32.99%
Clara Barton Elementary	54,968	\$ 25,342,379	13.87%	44.08%
Davies High School	279,000	\$ 143,514,539	4.25%	11.07%
Discovery Middle	224,800	\$ 112,854,538	6.79%	23.12%
Eagles Elementary	83,906	\$ 38,627,089	2.49%	14.53%
Ed Clapp Elementary	83,809	\$ 45,568,524	3.23%	4.77%
Explorer Academy *	45,305	\$ 21,541,042	0.00%	0.01%
Hawthorne Elementary	35,719	\$ 17,112,768	9.65%	42.62%
Horace Mann Elementary	43,856	\$ 20,653,628	25.80%	48.33%
Jefferson Elementary	60,637	\$ 28,271,540	7.37%	27.94%
Kennedy Elementary	90,984	\$ 46,447,623	7.74%	33.84%
Lewis and Clark Elementary	73,821	\$ 39,742,734	33.09%	47.54%
Lincoln Elementary	75,000	\$ 39,166,008	21.53%	41.86%
Longfellow Elementary	73,266	\$ 38,434,340	7.64%	22.54%
Madison Elementary	44,025	\$ 23,141,910	14.23%	46.95%
McKinley Elementary	38,147	\$ 20,393,113	20.29%	41.99%
North High School	287,824	\$ 153,890,473	6.14%	35.67%
Roosevelt Elementary	46,943	\$ 21,419,094	24.54%	49.47%
South High School	316,768	\$ 169,007,305	17.99%	35.78%
Washington Elementary	74,287	\$ 35,105,420	23.54%	50.42%
Totals/Averages	2,759,869	\$ 1,393,458,141	13.90%	32.41%



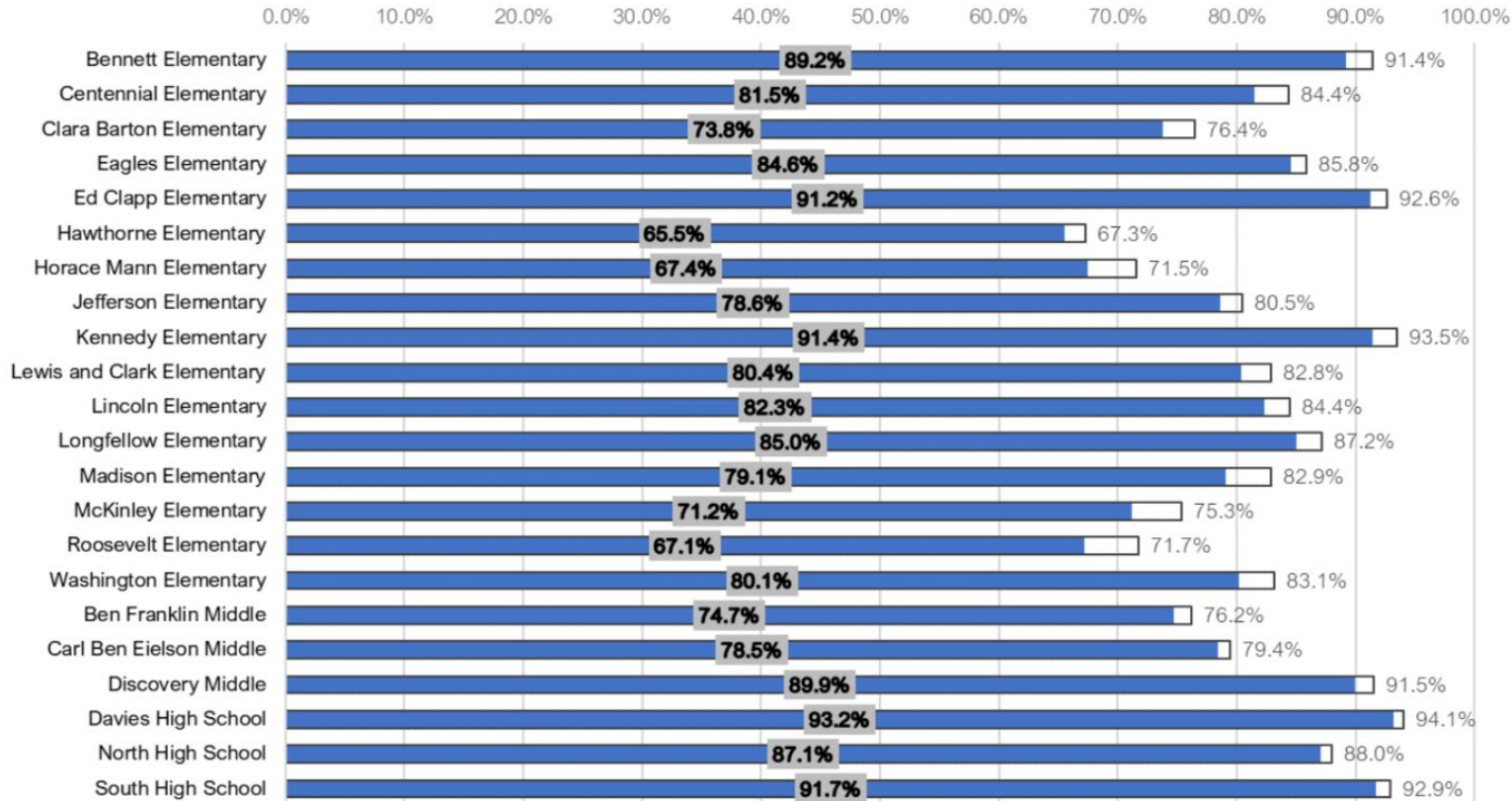
- The average FCI jumps almost 20% in the next 10 years.
- Only 2 schools remain in the **Good** condition category in 10 years.
- 16/24 (67%) will be in **Critical** condition in 2032.
- 92% will be in **Poor** or **Critical** condition in 10 years.
- 2023 Deficiencies = \$184,363,204
VS
2032 Deficiencies = \$446,540,559



Educational Adequacy



Current and Maximum Score by Campus

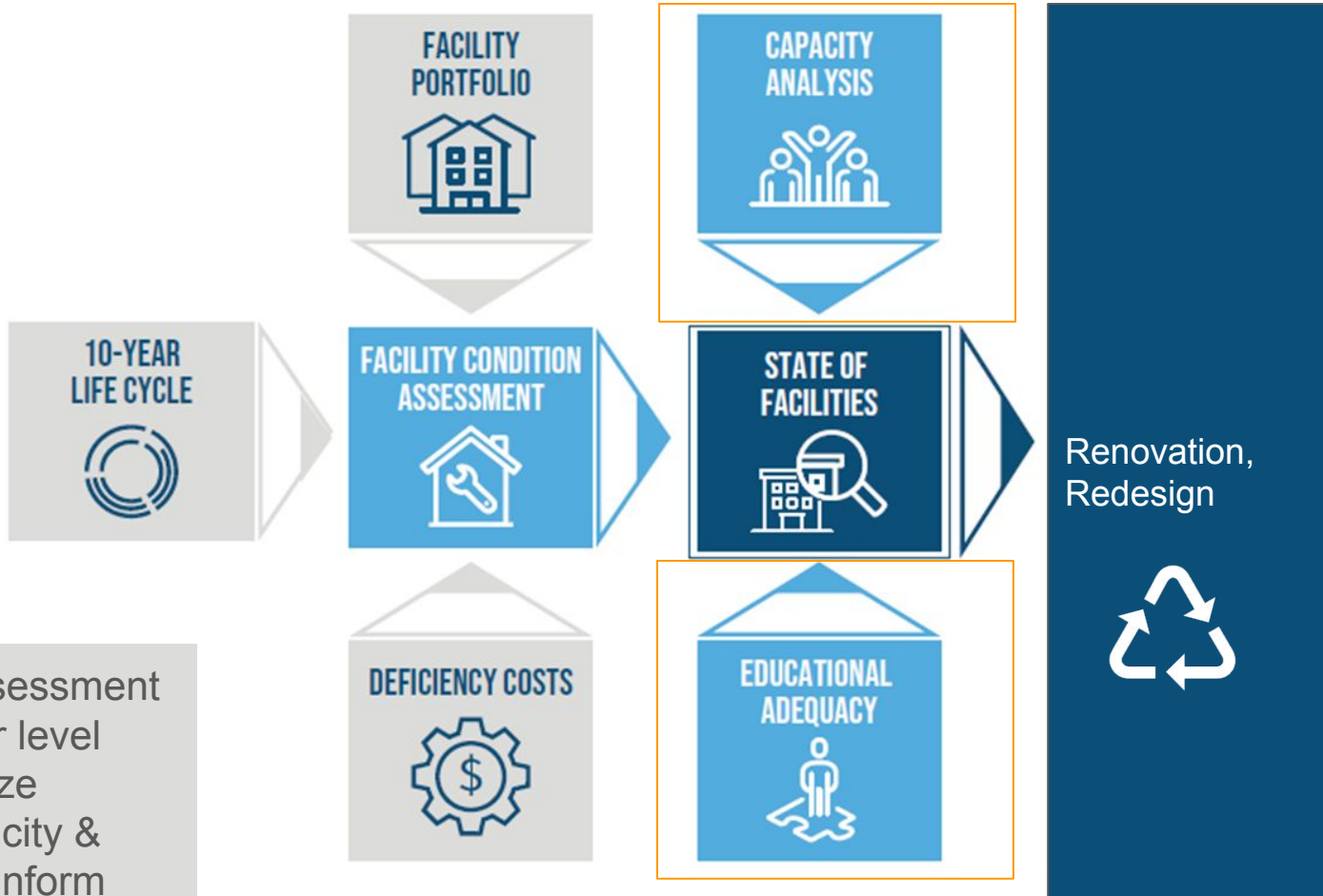


ROI - FCI+EdAd / CRV



Name	Size (Sq.Ft.)	Current Replacement Value	Condition Needs	Educational Adequacy Needs	FCI (including Adequacy)	Critical in 2032
Agassiz - Dakota High School, Adult Learning, ECSE	180,600	\$ 88,308,432	\$ 28,179,016	\$ 1,353,213	33%	●
Ben Franklin MS	202,064	\$ 91,788,579	\$ 41,537,448	\$ 14,354,144	61%	●
Bennett ES	90,268	\$ 46,145,504	\$ 14,257,934	\$ 3,478,184	38%	●
Carl Ben Eielson MS	178,802	\$ 85,100,489	\$ 12,076,882	\$ 12,216,355	29%	
Centennial ES	75,070	\$ 41,881,070	\$ 13,814,985	\$ 5,941,807	47%	●
Clara Barton ES	54,968	\$ 25,342,379	\$ 11,172,032	\$ 4,159,974	60%	●
Davies HS	279,000	\$ 143,514,539	\$ 15,880,056	\$ 6,006,198	15%	
Discovery MS	224,800	\$ 112,854,538	\$ 26,092,653	\$ 5,731,820	28%	
<i>District Office (New)</i>	43,478	\$ 19,567,193	\$ 7,808,526		40%	●
<i>District Office (Old)</i>	34,828	\$ 14,920,640	\$ 5,133,954		34%	●
Eagles ES	83,906	\$ 38,627,089	\$ 5,612,629	\$ 3,328,569	23%	
Ed Clapp ES	83,809	\$ 45,568,524	\$ 2,174,124	\$ 2,263,311	10%	
Explorer Academy	45,305	\$ 21,541,042	\$ 2,520		0%	
Hawthorne ES	35,719	\$ 17,112,768	\$ 7,292,686	\$ 5,482,520	75%	●
Horace Mann ES	43,856	\$ 20,653,628	\$ 9,981,986	\$ 5,173,814	73%	●
Jefferson ES	60,637	\$ 28,271,540	\$ 7,899,820	\$ 4,620,712	44%	●
Kennedy ES	90,984	\$ 46,447,623	\$ 15,719,629	\$ 2,768,944	40%	●
Lewis & Clark ES	73,821	\$ 39,742,734	\$ 18,891,865	\$ 5,036,508	60%	●
Lincoln ES	75,000	\$ 39,166,008	\$ 16,393,638	\$ 4,543,682	53%	●
Longfellow ES	73,266	\$ 38,434,340	\$ 8,664,411	\$ 3,237,852	31%	●
Madison ES	44,025	\$ 23,141,910	\$ 10,865,003	\$ 3,320,024	61%	●
McKinley ES	38,147	\$ 20,393,113	\$ 8,562,931	\$ 4,572,824	64%	●
North HS	287,824	\$ 153,890,473	\$ 54,887,148	\$ 11,418,906	43%	●
<i>Operations Center</i>	66,681	\$ 30,036,613	\$ 2,660,899		9%	
Roosevelt ES	46,943	\$ 21,419,094	\$ 10,595,395	\$ 5,217,280	74%	●
South HS	316,768	\$ 169,007,305	\$ 60,467,175	\$ 7,323,205	40%	●
<i>Trollwood Performing Arts</i>	105,435	\$ 90,955,904	\$ 12,214,715		13%	
Washington ES	74,287	\$ 35,105,420	\$ 17,700,498	\$ 4,288,227	63%	●
TOTALS	3,010,291	\$ 1,548,938,491	\$ 446,540,559	\$ 125,838,073	42%	20





Condition assessment can be higher level (1-3). Prioritize detailed capacity & adequacy to inform renovation.

To What End?

Clara Barton Example



Elements	Current: Hawthorne, Clara Barton	Proposed Plan	District Average (Excludes proposed consolidated schools)
Current Enrollment	331	331	450
Projected Enrollment (2029)	342	342	449
Capacity	480	450	565
Utilization	72%	76%	80%
Average Age (years)	81	0	43
Average Class Size	19.5 (20 at capacity)	19 (25 at capacity)	19.8
Total Square Feet	90,687	60,000	79,563
Ed Adequacy	Average: 70% (\$10,413,894)	95%-100%	85%
Condition (FCI)	Average: 44% (\$21,889,185)	0%	33%
Cost (2025)	\$32,303,079	\$30,000,000 (\$500 per square foot)	

Considerations

- Clara Barton will retain a school in their neighborhood, ensuring no temporary displacement of students during construction, which can take place on-site.
- The gym and part of the office can potentially be repurposed in the new building, fostering operational efficiencies and bringing shared staff together in one location.
- Promising a positive return on investment with an anticipated reduction in utility consumption annually, resulting in approximately \$100,000 in savings.
- Walkability improvements







Consolidation improved walkability

Sample ROI Considerations



Student Impact

- Handicap accessible classrooms, lunchrooms, and class spaces
- Special education spaces designed for specialized programs
- Modern bathroom spaces for staff and students
- Suitable library space
- Flexible schedule to enhance scheduling flexibility and educational opportunities
- Same grade level peers with a more equitable class size. (On occasion, the district instituted a combined classroom (grades 1/2) or ran the classroom at a higher or lower ratio.)
- Travel distance to school
- Effect on students from moving to another school

Safety

- Safe pickup and drop-off areas
- Secure entries
- Improved building access control

Staff Benefits

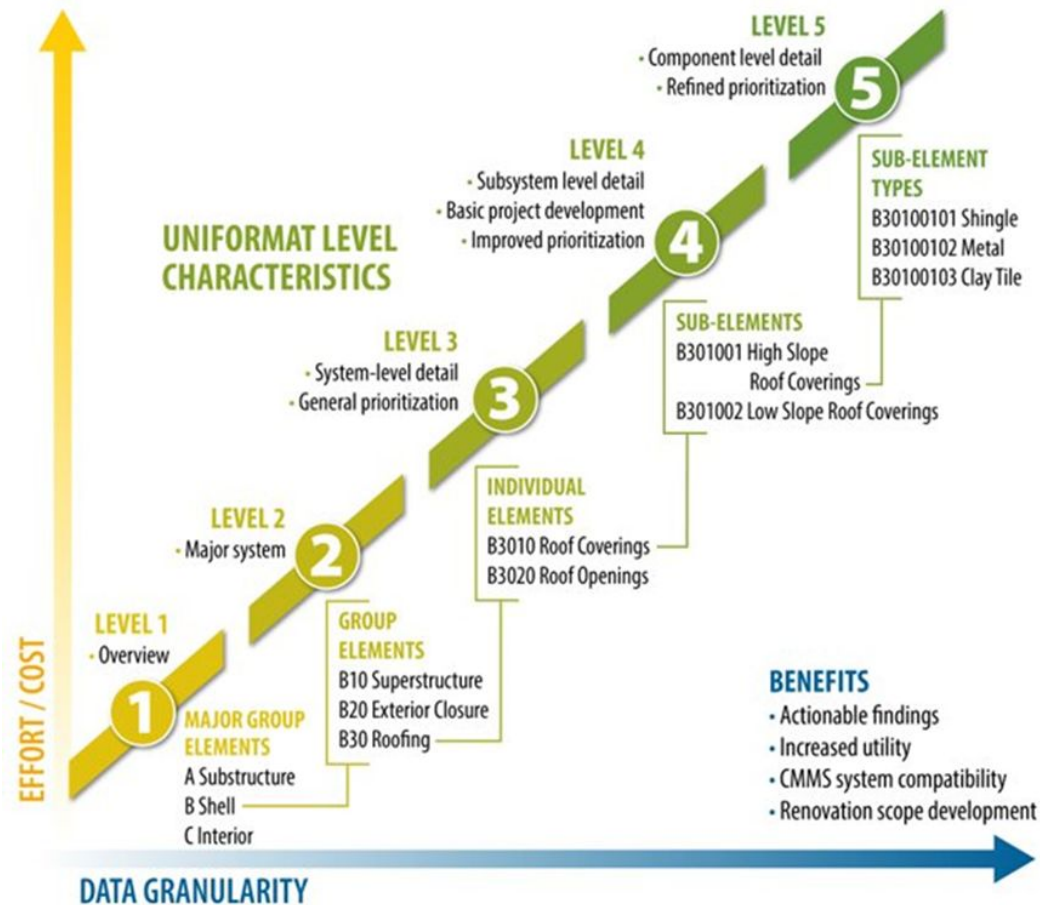
- Improved service effectiveness and utilize Full-Time Equivalents (FTEs) more efficiently
- Less staff travel time = simpler scheduling
- Scheduled time with students is not reduced or inflated to fit schedule
- All teachers would have a team to plan lessons with or conduct Professional Learning Community meetings
- Suitable staff lounge space
- Balanced student population



Level of detail increases possible uses of the data and cost.

E.g., don't pay for a level 5 assessment if you know you are going to fully renovate a facility or are just wanting to know an order of magnitude for future budgeting.

By the same token, don't get a high-level assessment if you need to create specific action items for a capital plan.



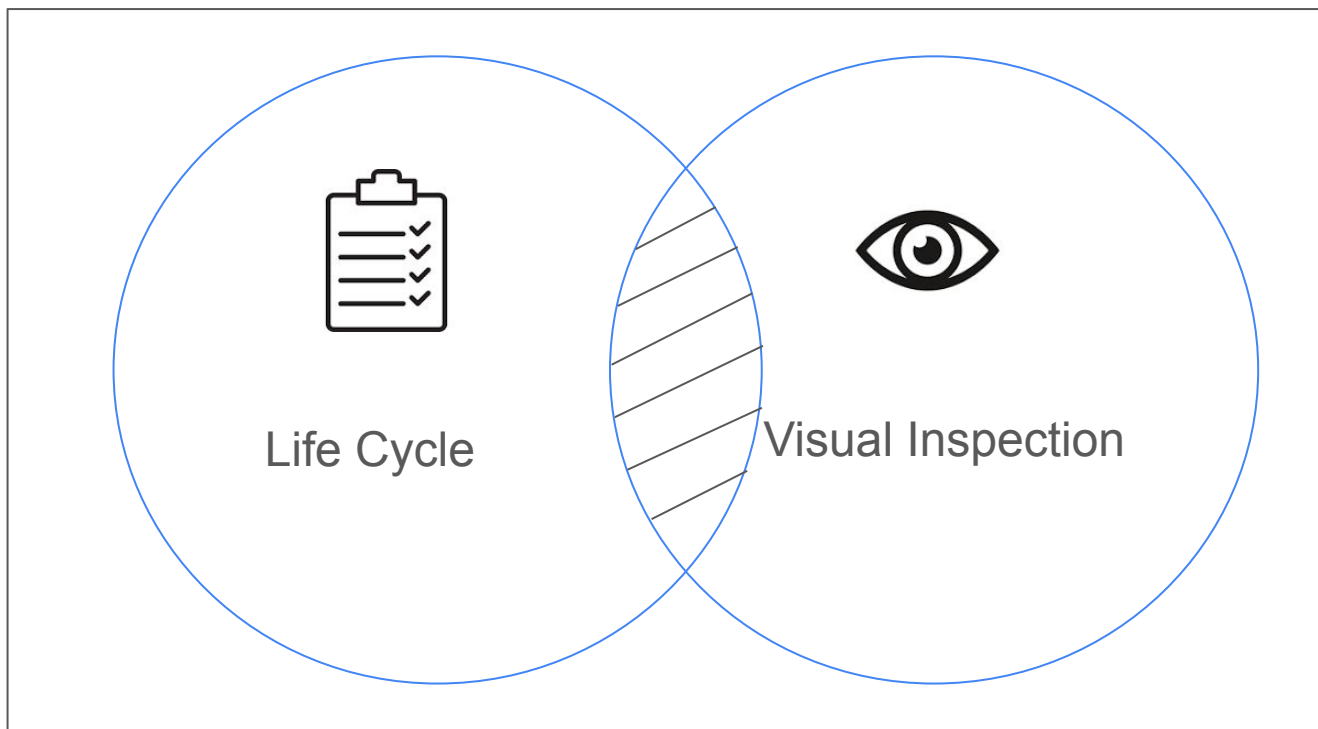
Condition

FACILITY CONDITION ASSESSMENT (FCA) SCOPE DEFINITION WORKSHEET

Organization:		Date:	
Completed by:		Title:	
Department:		Phone:	

PURPOSE OF THIS WORKSHEET

Complete this worksheet before drafting your RFP to clarify the level of detail, scope boundaries, and deliverables you need from an FCA consultant. Your responses will help you communicate clear expectations and receive comparable proposals.



Ground-Truthing & Prioritizing Condition

Davies Example



Priority Questions

Safety & Security Concerns?:	Life Safety
Code Issue?:	No
Risk of building shut down?:	Yes
Urgency of Action?:	Urgent

Operational Savings?:	No	
Energy Savings?:	No	
Accessibility Related?:	Not Applicable or Apparent	
Priority Score/Priority:	64.25	High

Davies Example



There is a tipping point where the classroom simply becomes too small to practically accommodate anything other than group lecture-based teaching. In general, we have found that classrooms <700 SF are too small to accommodate multiple teaching and learning modalities for normal-sized classrooms. For example, a 700 SF classroom could only accommodate 19 students and still allow for 36 SF/student. Furthermore, we note that 36 SF/student is, we believe, a minimum and that more is generally better. In our 700 SF classroom example, the practical SF/student provided for a class of 25 is 28, 22% lower than the recommended minimum of 36 SF/student.

			Core Classroom Distribution by Size						
Name of School	Type	SF/Student	<500	500-599	600-699	700-799	800-899	900-999	1000+
Adams	ES	188			23%	31%	46%		
Andrew Johnson	ES	148				5%	75%	20%	
Jackson	ES	115			93%	3%		3%	
Kennedy	ES	97			95%	5%			
Lincoln	ES	133		5%	68%	27%			
Theodore Roosevelt	ES	115			73%		27%		
Thomas Jefferson	ES	194					4%	60%	36%
Washington	ES	153						33%	67%
John Servier	MS	151			8%	50%	31%	11%	
Robinson	MS	111	3%	5%		32%	35%	14%	11%
Dobyns-Bennett	HS	128	3%	3%		1%	3%	70%	21%

- 1. Classroom size distribution
- 2. SF/student

	Use Case	Pro	Con
As-designed	Capacity if used as designed	Shows maximum potential capacity	Does not reflect current program demands
As-programmed	with current loading standards		

SF/Student

Based on
actual
#students per
period/day

Capacity

Use Case

Pro

Con

As-designed

As-programmed

SF/Student

Based on
actual
#students per
period/day

Capacity
when
assuming
constant
program use

Reflects
current
program

Program
change will
change
capacity.

Capacity

Use Case

Pro

Con

As-designed

As-programmed

SF/Student

Proxy for
adequacy

Holistic

Ignores design
differences

Based on
actual
#students per
period/day

Capacity

Use Case

Pro

Con

As-designed

As-programmed

SF/Student

Based on
actual
#students per
period/day

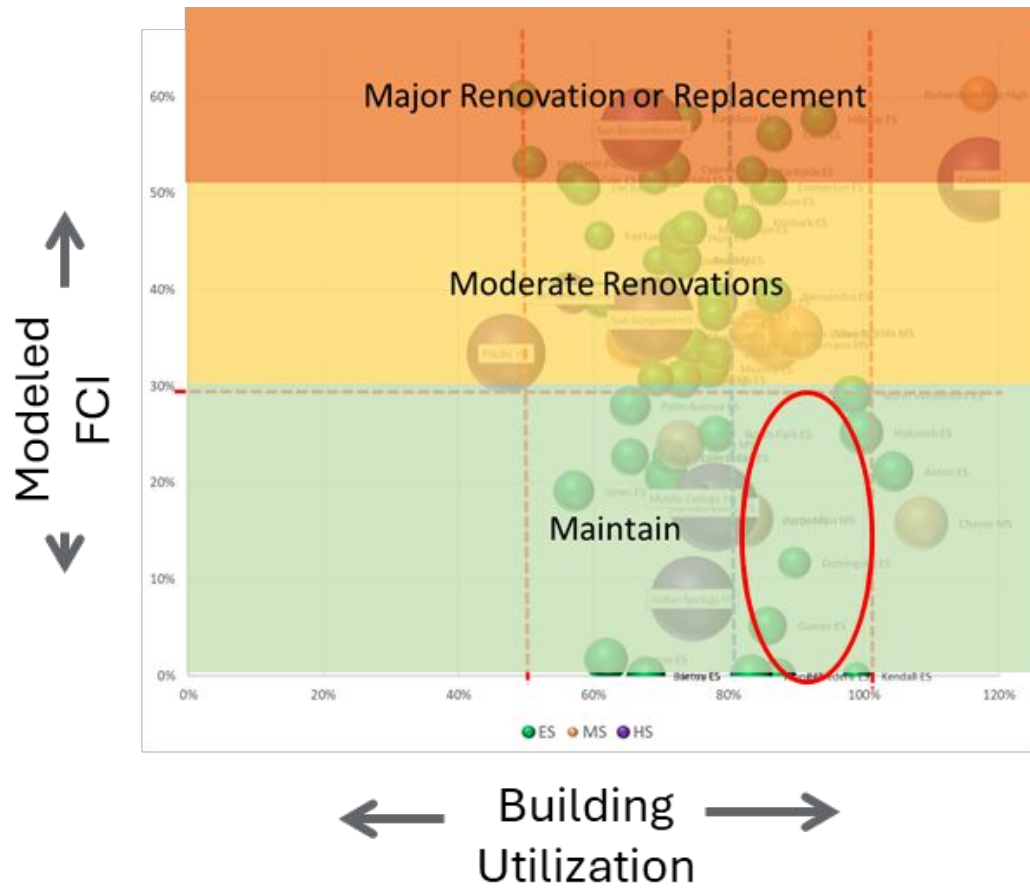
Space
optimization
within a
building

Highly
detailed
time &
space

Can open the
door to
challenging
conversations
re: space use

Capacity

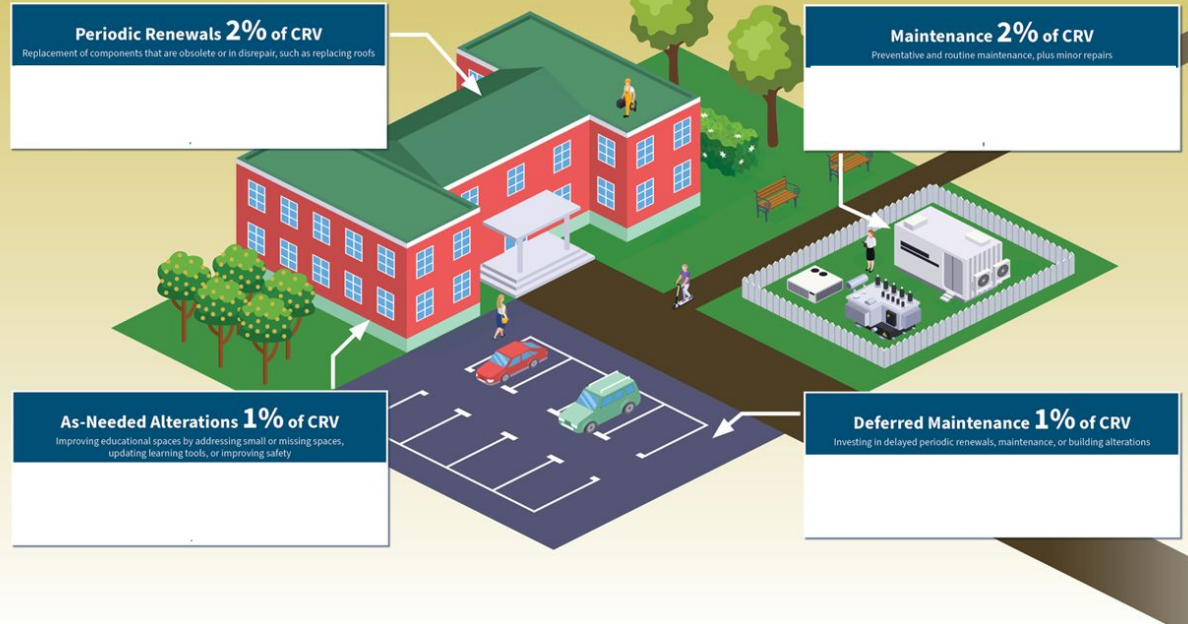
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Getting Your ROI. Plan-Ready Data for Shovel-Ready Projects.

NATIONAL BEST PRACTICES FOR CAPITAL OUTLAY OF PUBLIC SCHOOL FACILITIES

Recommended percentages based on current replacement value (CRV) of facilities



Getting Your ROI. Plan-Ready Data for Shovel-Ready Projects.



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Q&A / Discussion





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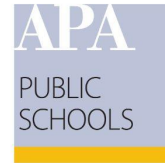




Photo credit: WXY/Albert Vecerka

Planning for schools and communities is complex in our current world of school policy shifts, an affordability crisis, and climate change. From enrollment shifts to bus driver shortages to housing issues for teachers, school districts and the planners who support them are navigating a range of evolving challenges and opportunities.

At APA's School Planning Summit, you will gain valuable insights into current trends, enhance your expertise, and connect with experts and peers on innovative ideas to support our public schools and communities.



American Planning Association

November 7, 2025 **APA School Planning Summit Online Conference**

Register here:
www.schoolplanningsummit.com





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School Infrastructure**

Thank you!

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