

Facilities Master Plan 2023-2028



21st Century Public Academy

A Private School Education at a Public School Price



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Official Five-Year Capital Plan

For the 21st Century Public Academy as required by Section 22-24, NMSA 1978 and the Public School Facilities Authority for planning the use of capital resources. These resources include both state and local dollars. With volatility in the construction and energy industries and uncertainty in the economy, the school may need to modify this plan take advantage of changing circumstances. Projects may be added or removed from the project list or priority ranking may change to take advantage of opportunities that may arise. This plan should be updated on a regular basis.

The Public School Capital Outlay Council (PSCOC), requires that all New Mexico public school districts and Charter Schools complete a quinquennial Facility Master Plan. The master plan is a prerequisite to be eligible to receive capital outlay assistance from the PSCOC. This Facilities Master Plan has been prepared in accordance with the requirements issued by the PSCOC and the Public School Facilities Authority (PSFA).

Looking to the future, the 21st Century Public Academy undertook a year-long process to assess each building in the school, evaluate physical conditions and determine how these facilities meet the needs of providing an essential and valuable education to each student. Using this information, the school developed this five-year facilities plan as a roadmap to prioritize capital expenditures with

the expectation that all school facilities will work together to support a robust educational program. This document serves to establish the 21st Century Public Academy Facilities Master Plan as an independent plan and to modernize the 21st Century Public Academy Facilities Master Plan 2017-2021 as the school is no longer a component unit of APS.



This five-year facilities master plan follows a systematic process that works to identify school needs and allocate capital funding effectively. The FMP focuses on ensuring school facilities follow the statewide adequacy standards and school adopted policies as they pertain to:

- 🌀 Life/Health/Safety.
- 🌀 Educational programmatic and curriculum needs.
- 🌀 Renewal needs (replacement schools, remodeling, deferred maintenance, major system replacement).
- 🌀 Addressing growth or decline in enrollment.
- 🌀 Efficient utilization of facilities.
- 🌀 Educational technology.



FMP SECTIONS

This FMP is comprised of four sections that will work together to answer four major questions:

1. **Where do we want to be?** – identifies school facility goals and objectives.
2. **Where are we now?** – identifies the current state and adequacy of school facilities and capacity to meet future needs.
3. **Where we are going?** – analyzes information about future enrollment, program changes, facility needs and financial resources.
4. **How do we get there?** – identifies the gaps between existing conditions and the ideal future state, develops a strategy to meet needs, and presents a prioritized list of capital projects.

Section I
Goals/Processes: Information about 21st Century's goals and the master planning process.

Section II
Existing and Projected Condition: Information regarding programs and program delivery, facilities, demographics, and enrollment.

Section III
Capital Improvement Plan: Detailed information about capital needs, priorities, and strategies.

Section IV
Master Plan Support Material: Detailed information about the school's facilities including site plans & floor plans, condition evaluations, project lists, and FAD worksheets.



Acknowledgements

The school wishes to express its appreciation to the Governing Council, Administration, Staff, Parents and Community Members for their thoughtful input in the development of this Five-Year Facilities Master Plan.

21st Century Public Academy Governing Council

Art Silva	President
Gary Boyd	Interim Vice-President
Vicente Vargas	Interim Secretary
Sistine Jaramillo	Member
Lora Sedore	Member

21st Century Public Academy Administration

Mary Tarango	Superintendent
Angela Lerner	Chief Operating Officer
Jeremy Peckens	Principal
Jennifer Elliott	Director of Special Education
Jim Richardson	Director of Facilities
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Section I: Introduction

1-A: Charter School Overview



The 21st Century Public Academy was authorized by the Albuquerque Public Schools (APS) Board of Education in the 1998-99 school year and began planning immediately. The school began operations for the 1999-2000 school year and

with the enrollment of 40 sixth graders officially made it the first charter middle school in Albuquerque. The school's first 8th grade graduation was held in May 2003. After its initial authorization by the APS Board and three subsequent reauthorizations, the school chose to request its authorization through the New Mexico Public Education Commission (PEC) which was granted in December of 2019 for the 2020 school year with expansion to grades 1 – 8 and an enrollment cap of 800 students. The school's plan for addressing expansion of the enrollment cap will be addressed in this Facilities Master Plan.

The 21st Century Public Academy is located at:

4300 Cutler Ave NE
 Albuquerque, NM 87110
 (505) 854-0280
<http://21stcenturyapa.com/>



SCHOOL ACQUISITION

The school has executed a lease-purchase agreement with the 21st Century Public Academy Foundation. The foundation was formed to support the educational goals and operations of 21st Century and to provide a source of funds for any unanticipated expenses, including capital expenditures that cannot be paid for by public funds or where public funds are either unavailable or inadequate to fulfill the purpose of the 21st Century Public Academy. The lease-purchase agreement provides for the school's current use of the facility all the while providing a mechanism for the school to assume ownership over time.

The facility was purchased by the 21st Century Public Academy Foundation from the Cutler Charitable Foundation in 2019 in a condition that met E-occupancy and complied with Public School Facilities Authority requirements and statutory provisions. At present the 21st Century Foundation carries a promissory note on the building with the Public Finance Authority of the State of Wisconsin. The lease-purchase terms and agreement were approved by the New Mexico Public



Education Department and meets all statutory and regulatory requirements.

The New Mexico Condition Index (NMCI) is the measure of the physical condition and adequacy of a school facility relative to the state's adequacy standards. As reported in the 2022-2023 PSFA final ranking, the school's weighted NMCI is 11.39% well above (lower is better) the statewide average weighted NMCI of 23.49% and is ranked 552 of 698 schools, among the top 20% of all schools statewide. As such, the school complies with all provisions of Section 22-8B-4.2 and NMAC 6.27.20.

The school manages its maintenance program internally through its

Director of Facilities. The director is responsible for the day-to-day maintenance, grounds and custodial activities and uses a mixture of in-house employees and contract services to accomplish this. The school aligns its maintenance program with its preventative maintenance plan. The director is also responsible for short-term and long-term planning and supports the Executive Director in property acquisition, construction activities and serves as the school's liaison with outside designers and contractors.

1-B: Planning Process

The Governing Council authorized the development of the School's Five-Year



Facilities Master Plan to serve as a reference document for capital planning, facility development and renovation and facility use. This plan serves as a summary of local actions and acts as a continuing reminder of what the community has agreed to accomplish within a specified time. This FMP should not be engraved in stone and will be reviewed and updated as conditions change within the community.

The process of gathering information for this FMP, particularly the public input process was considerably affected by the SARS/COV-2 virus and the ensuing pandemic. Recognizing the importance of ensuring the voices of the community were heard, the school provided substantial support to ensure staff, students, parents, and the community received notifications, surveys, and FMP information. Further, the school supported the contractors by providing information and surveys through the school's website and e-mail system.

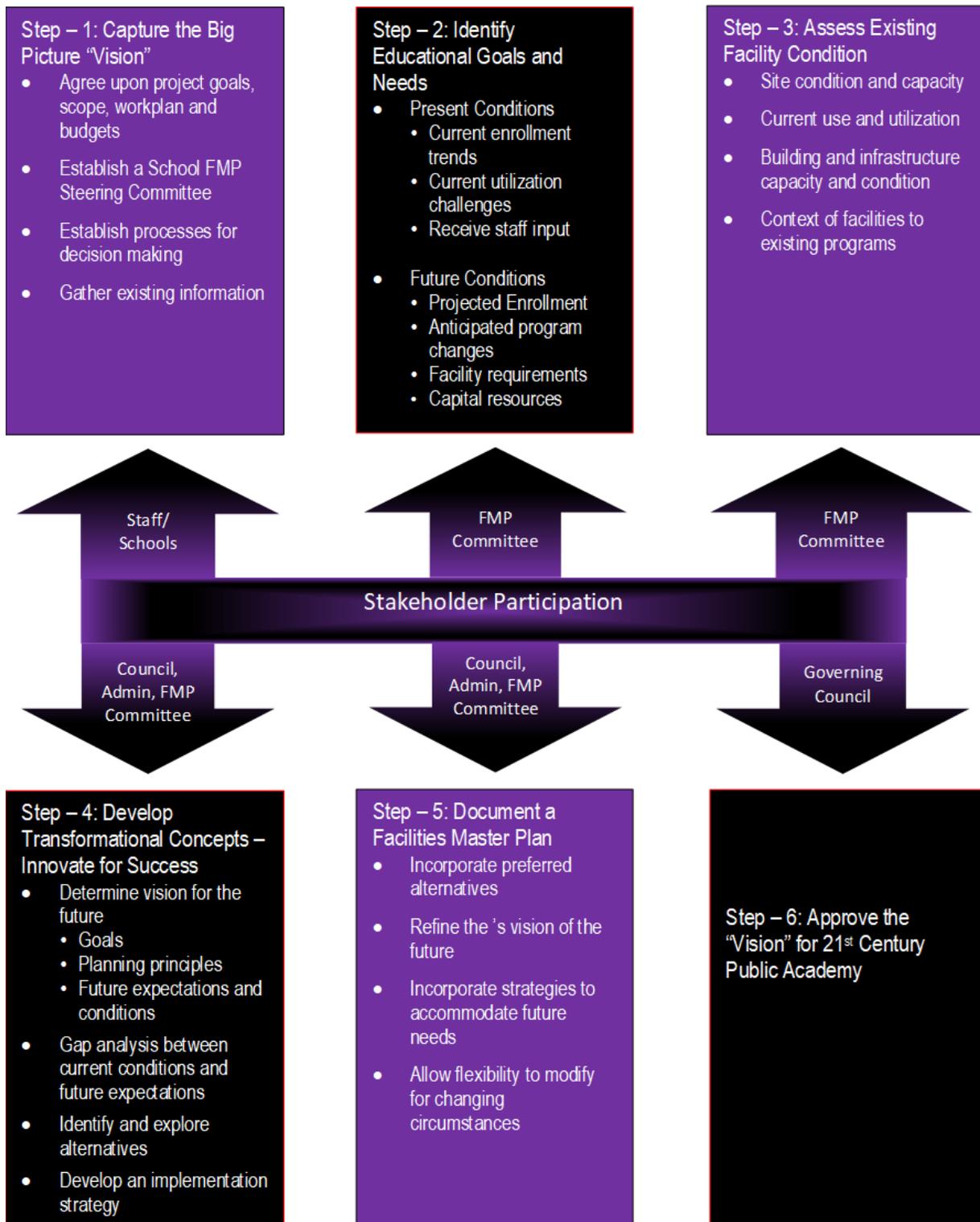


Figure 1: How Facilities Master Plans are Developed

Abbreviations and Definitions

- BBER – University of New Mexico Bureau of Business and Economic Research
- Building Efficiency – the ratio of net assignable square feet to gross square feet (NASF/GSF)
- CIP – Capital Improvement Project
- CSSS – Consolidated School Support Services
- DCP – Deficiencies correction program
- EPSS – Educational Program for Student Success
- ES – Elementary school
- FACS – Family and Consumer Science
- FCI – Facility Condition Index (see NMCI), a ratio of facility value to cost of improvements
- FMP – Facilities master plan
- GOB – General obligation bond
- GSF – Gross square feet, or the sum of net assignable square feet plus all other building areas that are not assignable. This “left over” area is called “TARE.”
- GPS – Geospatial and Populations Study
- HS – High school
- HVAC – Heating/ventilating/air conditioning
- 21 CPA – 21st Century Public Academy
- IGPS - Institute for Geospatial and Population Studies - UNM
- I.T. – Information technology
- MACC – Maximum Allowable Construction Cost, or a project construction budget. This cost is comparable to the contractor’s work bid.
- MOU – Memorandum of understanding
- MS – Middle school
- NASF – Net assignable square feet, or the total of all assignable areas in square feet
- NMCI – New Mexico Condition Index (see FCI)
- NMPED – New Mexico Public Education Department
- Pre-K – Pre-kindergarten
- PSCOC – Public School Capital Outlay Council
- PSFA – Public School Facilities Authority
- PTR – Pupil/teacher ratio
- SPED – Special education
- TARE – The additional SF is called “tare” and includes circulation area, mechanical area, toilets, and wall thickness. The Tare is added as a percentage of overall GSF.
- TPC – Total Project Cost, or the total cost of the project including fees, moveable equipment, land acquisition (if any), administration, and contingencies
- TPO – Thermoplastic polyolefin roofing membrane

Issues and Findings

An assessment of educational space within the school when compared to the PSFA Statewide Adequacy Standards indicates that the school **currently** exceeds the weighted New Mexico Condition Index (NMCI) and meets the current needs of the school. In 2020, the Public Education Commission approved an expansion of the school's enrollment cap from 400 students to 800 students and expansion of grades to include grades 1st through 8th. While this expansion will be executed over a multi-year period, it is not sustainable in the current facility and will require additional space. The school is discussing the possible acquisition of a sister building to the current school located across a side street. Additional discussions are underway among the administration, the governing board, and others about how expansion should take place, the future state of instruction and associated facility needs and how all can be achieved. Additional space for the school is desirable as stakeholders are expressing a desire to improve opportunities for students including increased opportunities in art, music, and theater.

Generally, surveys of various stakeholders within the school result in a multiplicity of priorities that are

school or grade centric. In the case of the 21st Century Public Academy, results suggest uniform thinking across the school. School-wide issues include:

-  Additional space for classrooms, collaboration space, space for additional electives.
-  Security upgrades at the school, including:
 - Ingress/egress security that involve security vestibules, card entry capability and some entry remodeling.
 - Developing playground areas to allow students areas for play that do not involve the parking lots.
 - Site fencing
 - Crosswalks with signage and operating lights.
-  Space for parents work areas

Site Specific priorities as identified by stakeholders are varied but generally recognize issues verified through site assessments. While there are many, those identified as being higher priorities include:

-  Acquire and renovate the existing Human Services-Income Support building located at 4330 Cutler Avenue NE.
-  Create a secure elementary playground.

- 🌀 Develop a landscaped play field and playground.
- 🌀 Install fencing around the entire campus with secure entry.
- 🌀 Install crosswalks with signage and lights.
- 🌀 Replace HVAC units schoolwide and connect air handlers.

The facility maintenance assessment report is the major tool used by the Public Schools Facility Authority (PSFA) to verify and document the school's facility condition, major building needs, each building system's position in its lifecycle, and the campus' adherence to the State of New Mexico Educational Adequacy Standards.

Information is collected from onsite physical building inspection and from construction documents that specify which building systems have been renewed. Additionally, statements of staff members and responses to the online surveys are investigated during the evaluation. This assessment represents the whole campus conditions that were recognized at the time of the assessment supported by pictures to validate the findings.

Building worksheets documenting all the systems are created for each of

the assets that exist on campus. These are submitted to PSFA for inclusion in the Facilities Assessment Database in order to determine the overall wNMCI score and place the school in a ranked list of facility need relative to all other public K-12 schools in the state.



FMP TIMELINE

The 21st Century Public Academy Public School Facilities Master Plans was created via a series of steps taken over the course of several months. These include:

-  3/19/2021 PSFA authorizes the P.O.
-  3/24/2021 FMP Committee Formed.
-  4/22/2021 Initial committee meeting – Introduced the FMP process to the governance council, CEO, and Facility Manager.
-  5/13/2021 Complete Site Assessment – Performed a level one site assessment of entire facility, inside and out, grounds, utilities, etc.
-  5/24/2021 Review FAD and FMAR reports. Discuss the maintenance process with the Facilities Director and staff.
-  6/7/2021 Updated building worksheets for inclusion in the Facilities Assessment Database.
-  8/25/2021 Distribute surveys to the Governance Council, school staff, and parents/ guardians.
-  9/25/2021 Received, compiled, and analyzed survey results and began analysis of school demographic data and developing long-term planning documents.
-  2/10/2022 Strategic planning meeting to customize the FMP/ED Spec process and develop schedule for completing the FMP.
-  3/17/2022 Governing council status presentation.
-  4/12/2022 FMP Meeting – Review all work to date.
-  5/9/2022 FMP Committee Meeting – Review all work to date.
-  6/25/2022 Drawing on community feedback, the prioritization process, and the direction of the Council, a final guiding document is created.
-  9/8/2022 Draft document provided to the FMPO committee for review and comments.
-  10/3/2022 Edits received and compiled into a final document.
-  11/15/2022 The final document provided to the Governance Council for review and acceptance.

In addition to formal milestone dates, considerable work was completed by the school to closely examine demographic trends and planned developments in the

community. Projections for enrollment were developed and compared to the current capacity of the school to establish facility needs as well as looking forward to expansion required as the school advances toward its enrollment cap.

To coincide with the examination of demographic data, a committee comprised of teachers, administrators, and school staff created a long-range plan for the school's educational vision, goals, and programs, as well as creating a general plan for how facilities should support those goals and programs.

- ④ The data collected was synthesized to create a prioritized list of campus and non-campus needs for consideration by the Governing Council, school administration and the FMP committee.
- ④ The Facilities Master Plan Committee was then tasked to prioritize the facilities need across the school including categories of work (e.g., safety, technology, non-classroom construction) other than new facility construction.

Concurrently, the Superintendent, Chief Operating Officer, Business Manager, and the Director of Facilities reviewed the school's long-term capital revenue options and provided guidance of prioritizing funds aligned with the school's project priorities.



VISION

21st Century Public Academy will provide experiences, situations, and opportunities for students to develop talents and to understand their role in the community. The body, mind, and spirit of each person will grow through lessons learned at school. Students will acquire a sense of personal responsibility, independence, and community interdependence.

MISSION

It is the mission of the 21st Century Public Academy to continually search for positive learning experiences that enrich students and staff. Whenever possible, these lessons will take place in the arena in which they are practiced.

Section II: Existing and Projected Conditions

Information regarding 21st Century Public Academy's goals and the master planning process

2-A: School Educational Programs and Curriculum Delivery Methods

Description of the School

The 21st Century Public Academy is located in the north-central area of New Mexico in the City of Albuquerque within the territorial boundaries of Bernalillo County.

The school is a charter elementary and middle school initially chartered through the Albuquerque Public Schools in 1999 and commenced operations in 2000. The school was initially housed in a vacant church, then in an automobile dealership building and later moved to a leased commercial building. In 2017, the school acquired its permanent home residing in one permanent building comprised of three sections aligned with construction phases and physically located in the northeast quadrant of Albuquerque, NM.

Educational Structure

The school serves a diverse population of 80 students in each of the 6th, 7th, and 8th grades and 40 students each in grades 1 through 5 reaching its enrollment cap for the 2022-2023 school year. All staff at the school bring years of teaching experience to classrooms. Many have worked together in other settings and have created a cohesive team focused on improving opportunities for all students at the school. The school emphasizes the core curriculum of Math, Science, Social Studies, and Language Arts, as well as providing learning experiences in local communities and

throughout the state. Two associated arts courses are offered to each student every semester, including physical education, music, art, media, and study lab programs.



The 21st Century Public Academy operates a 7 hour and 30-minute school day on a 167 day calendar with grades clustered in specific areas of the facility. Lower grade



students are housed in areas away from the older students. The lower grades of the school; 1st, 2nd and 3rd are staffed by a single teacher who supervises the educational program for all students in their class.

Grades 4 and 5 are assigned two teachers providing instruction in math/science and language arts/social studies. In the middle school grades (6-8) the grades are staffed with four content teachers focusing on Math, Science, Language Arts and Social Studies. In grades 4 through 8, students move among the teachers at various times during the day. These teacher teams work among themselves to tailor the education day as needed to best meet the needs of their students. This method allows teachers to focus on

the individual needs of students and address issues quickly.

As noted earlier, each student is offered two associated arts classes each semester. These include physical education, media arts, band, music, art and a study lab and are scheduled throughout the day among all grades. These additional classes work to reduce the overall pupil-teacher ratio in the school to under 16:1, a desirable ratio for any school.



Educational program/philosophy and relation to facilities

The school's educational program is founded in its mission and vision statements where the school strives to provide experiences, situations, and opportunities for students to develop talents and to understand their role in the community. All learning at the school is focused on growing the body, mind, and spirit of each child where students will acquire a sense of personal responsibility, independence, and community interdependence. This is accomplished by working to implement six goals that bring together instructional programs and facility usage. These goals are:

Goal 1 – Maintaining the Taxpayer's property.

The condition of the school's facilities continues to be a source of pride as the school strives to improve its preventative maintenance program and continues to emphasize staff training in the use of maintenance programs provided by the PSFA.



Goal 2 – Provide spaces and programs that support improved academic achievement.

Alternatives to traditional education space will be considered to provide flexibility for teaching and learning in response to extraordinary conditions that may arise beyond the control of the school. Primary among these will be a substantial emphasis on



technology both on campus and throughout the school external to facilities to support remote learning if the need arises.

Additional emphasis will be placed on providing environmental conditions that support morale, student learning and match the school's objectives in terms of human interaction and instructional approach.

Goal 3 – Provide well-thought-out student programs.

The school will focus on implementing student programs that are Culturally and Linguistically

Responsive, that implement Multi-level Systems of Support to intervene early when issues are identified, that work to overcome the impacts on student learning from poverty and other external influences.

Goal 4 – Cross utilization and community use of facilities.

Communities in New Mexico depend heavily on schools to provide facilities for a variety of community uses. These range from gyms and playing fields for youth and adult sports leagues, walking tracks, potlucks, and

often, memorial services or church use. The community served by the 21CPA is no different. The school has always supported these uses and will take these into account as facility construction, renovation and upgrades are undertaken.



Goal 5 – Rigorous and Relevant Instruction.

As with all students, a one-size-fits-all approach to education does not work. The school will focus on developing programs and facilities that align with the needs and expectations of the community. The school will continually search for positive learning experiences that enrich students and staff. These include expanded career pathways focused on career technical education and whenever possible, these will take

place in the arena in which they are practiced. Facility additions or renovations will be considered and prioritized to effectively implement these programs.

Goal 6 – Arts, Music, Media Arts, Physical Education. These offerings are vital to developing a well-rounded student. 21CPA has facilities dedicated to these programs and would like to expand these programs as enrollment grows. Building feeder programs to create interest and excitement in these programs is essential to ensure future success as students move into high school. The school will work to prioritize these facilities as building expansion occurs.



EDUCATION ADEQUACY

The 21st Century Public Academy is in a unique situation where its facility was designed and constructed to support its educational program rather than the other way around. Because of this, classrooms, other educational spaces, common areas and other support spaces exist to support the overall educational program with little or no modification required. While the school was originally constructed to support middle school grades, the recent addition of classrooms and a gymnasium allowed the school to reconfigure classrooms to support expansion into grades 1 – 5. The new classroom addition now houses the middle school with the elementary grades housed in the original part of the building. The two sections are generally separated by the cafeteria/common meeting area. The new addition was constructed to include music/band and media arts classrooms.

The school contracts for its food services and the cafeteria contains a warming kitchen with appropriate heating and refrigeration appliances. Further, the gymnasium addition is sufficient to support the physical education and extracurricular programs.

What is lacking in the existing facilities are green outdoor facilities, playgrounds, and outdoor common areas. Further, with the success of the educational program



and its location in Albuquerque, the school finds itself in need of additional space to accommodate planned student enrollment growth in the next five years and beyond.



2-B: Site and Facilities

2-B.1: Site Location Map

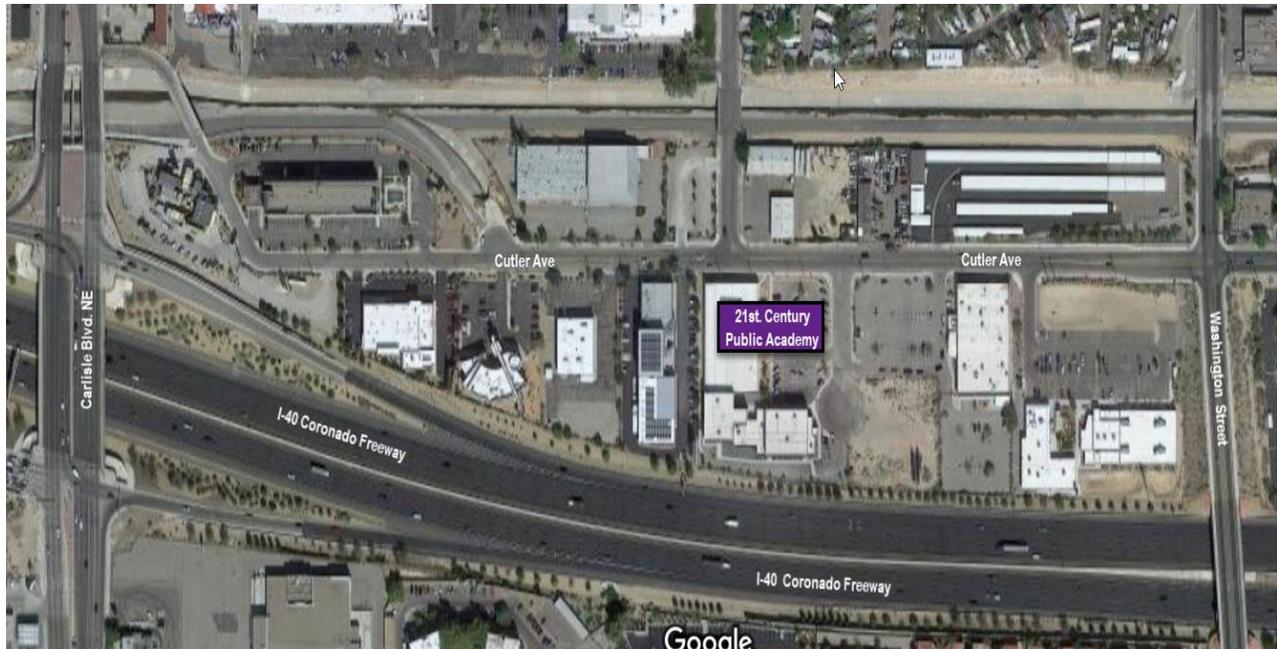


Figure 2: Site Location Map

2-B.2: School Site and Facilities

The 21st Century Public Academy is located within the physical boundaries of the Albuquerque Public Schools (APS) and serves students residing in Albuquerque, Rio Rancho, Corrales, Los Lunas, and Placitas among others, covering an area of more than 1,300 square miles. The school serves a mostly urban population and feeds students to charter high schools, APS high schools and the various private high schools in the Albuquerque area. The school has made a purposeful decision regarding the direction its instructional program will take. The school recognizes the importance of preparing its students for the future including providing learning opportunities within the community to ensure real life experiences put what is taught into practice.

21st Century Public Academy is proud to be a small school, and currently provides instruction to students in grades 1st through 8th with a targeted enrollment of 80 students per grade (20 per classroom) for grades 6 – 8 and 40 student per grade (20 per classroom) for grades 1 – 5.

The 21st Century Public Academy is a member of the Albuquerque Parochial and Independent Athletic League and provides the following activities and athletic programs:

	Girls	Boys	K-4 th Grades	5 th /6 th Grade	7 th Grade	8 th Grade
Chess	✓	✓	✓	✓	✓	✓
Cross Country	✓	✓	✓	✓	✓	✓
Golf	✓	✓	✓	✓	✓	✓
Flag Football	✓	✓	✓		✓	✓
Soccer	✓	✓	✓	✓	✓	✓
Spirit Squad	✓	✓		✓	✓	✓
Tennis	✓	✓	✓	✓	✓	✓
Track and Field	✓	✓	✓	✓	✓	✓
Volleyball	✓	✓	✓	✓	✓	✓
Basketball	✓	✓	✓	✓	✓	✓
Music/Band	✓	✓	✓	✓	✓	✓
Student Council	✓	✓	✓	✓	✓	✓
Science Bowl	✓	✓		✓	✓	✓
Geography Bee	✓	✓	✓	✓	✓	✓
Spelling Bee	✓	✓	✓	✓	✓	✓
Media Arts	✓	✓		✓	✓	✓
Dance/PE	✓	✓	✓	✓	✓	✓

Table 1: 21st CPA Extra Curricular Activities

The school facility includes one contiguous building that was constructed in two phases. The original building was purchased by the 21st Century Public Academy Foundation from the Cutler Charitable Foundation in 2019. The original building constructed in 1998, served as a state of New Mexico office complex and required extensive construction to serve as an

educational facility. To achieve this the original building, in 2017, was entirely gutted and reconstructed to create educational spaces, educational support spaces, administrative spaces and a common cafeteria area. After this in 2019, additional classrooms and a gymnasium were constructed. This brought the total square footage for the facility to 52,425 square feet,

sufficient to accommodate the school's original enrollment cap of 400.

The 2019 addition included classrooms specifically designed for middle school students particularly science classrooms, a band room, and a media arts facility. During this phase of construction some modifications were made to the original building to accommodate first and second graders as the school prepared for its expansion to the elementary grades.

2-B.3: School Location

The 21st Century Public Academy is in the near Northeast quadrant of Albuquerque in the Mid-Heights area. The school is located in a commercial area with a number of small businesses in the area and easy access to major city streets and the interstate. The school emphasizes the community as a classroom and its mission statement notes in part that the school will provide experiences, situations, and opportunities for students to develop talents and to understand their role in the community. As part of the curriculum the school provides that each student should complete a minimum of 18 outside school instruction (OSI) activities to support using the

community as a classroom. The location of the school places it in the middle of the city equidistant to the many academic centers available for student learning and exploration.

While the school does provide school bus service to the westside of the city, it is desirable for students to have access to public transportation. The current location of the school provides this and was one of the primary issues addressed when originally deciding on this location.

2-C: Enrollment and Charter School Cap

2-C.1: Enrollment History

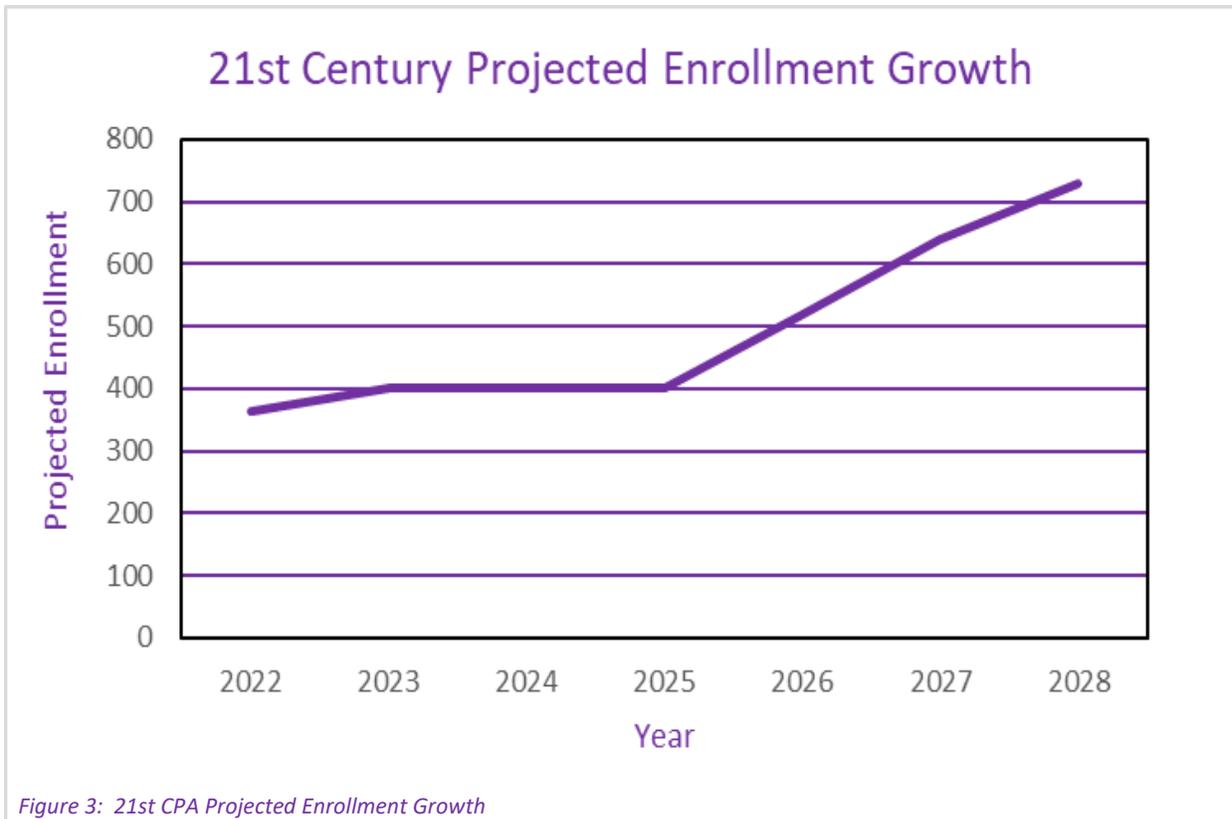
The 21st Century Public Academy was first chartered through the Albuquerque Public Schools with an enrollment cap of 400 students. This cap was not achievable until recently as the facilities the school previously occupied were not sufficient to support this number of students. Through this time the school never lost focus on acquiring a facility that would support its enrollment cap. With the acquisition of the school's current facility and "permanent home" the school has moved quickly to enroll students and for the 2022-2023 school year will reach its original enrollment cap.

21st Century - Enrollment by Grade Level											
	2012-2013	2013 - 2014	2014 - 2015	2015 - 2016	2016 - 2017	2017 - 2018	2018 - 2019	2019 - 2020	2020 - 2021	2021 - 2022	2022-2023
1st	-	-	-	-	-	-	-	-	-	12	14
2nd	-	-	-	-	-	-	-	-	-	9	16
3rd	-	-	-	-	-	-	-	-	-	18	28
4th	-	-	-	-	-	-	-	-	26	26	28
5th	28	33	21	23	32	36	38	40	39	37	43
6th	69	78	70	81	59	101	94	104	85	79	91
7th	65	73	84	83	82	76	87	102	104	82	91
8th	70	72	61	73	80	27	75	85	97	101	82
Total	232	256	236	260	253	240	294	331	351	364	393

Table 2: 21st CPA Historical Enrollment by Grade Level

Enrollment at the school continues to grow as demand for quality opportunities for students rises. This is due primarily to the demonstrated success of the academic, extracurricular programs at the school and local demand for quality

educational programs outside of APS. This growth has left the school at capacity and with considerable room within its enrollment cap in need of significant additional space. Although faced with increased demand, the school will hold enrollment at about 400 until it is able to acquire the



additional building. It is anticipated that the school will achieve its full enrollment cap by 2030.

Several options are being explored to grow enrollment as the school plans the acquisition of the second building and begins construction. The new building, like the current facility before reconstruction, is made up mostly of offices and conference spaces. Considerable renovation will be required to convert it into a school building. It may be possible to phase the construction to ready classrooms a few at a time to allow occupancy in phases as well. The school installed

two double portable buildings in 2022 to accommodate increased enrollment in the 8th grade but will work to acquire a new building rather than installing more portables. Cooperation among all stakeholders will be needed to ensure everything from planning, facility acquisition, renovation and occupation progresses smoothly.

It is possible that acquisition and construction may exceed the period covered by this FMP but it is anticipated that the process will begin shortly and every effort will be made to expedite the process.

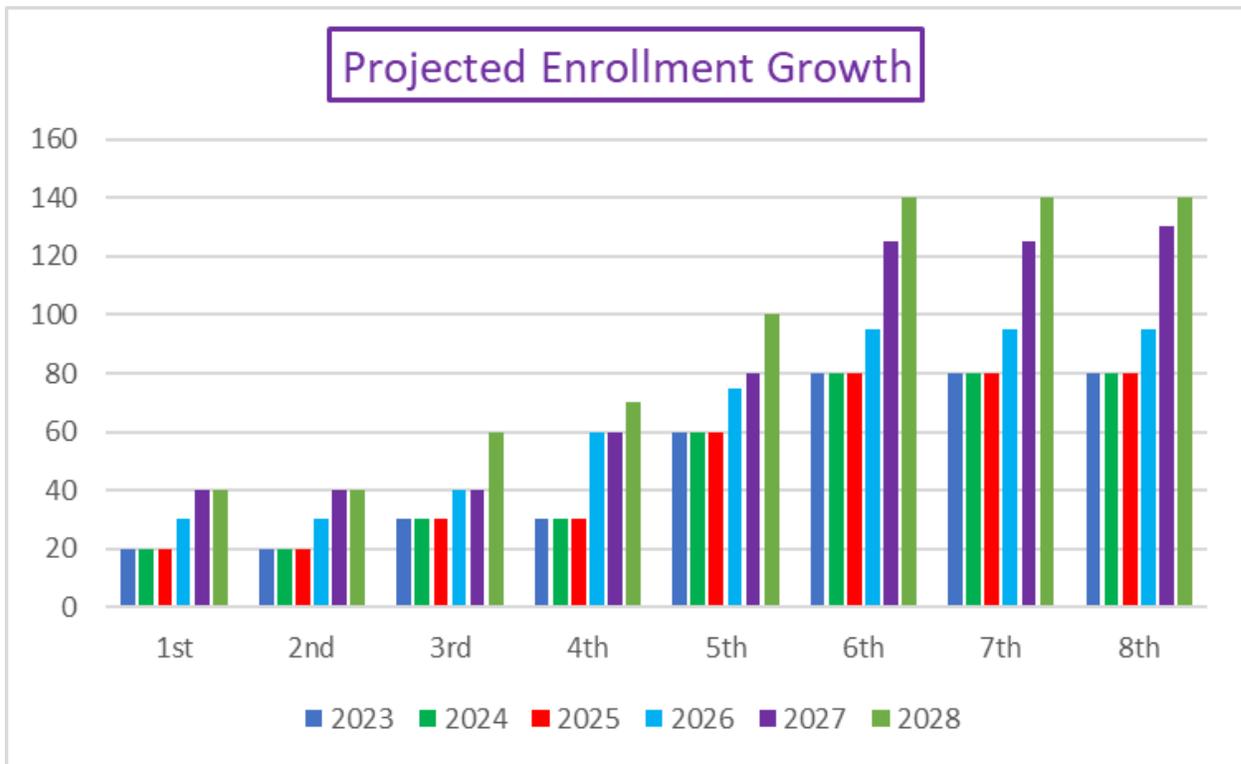


Figure 4: 21st CPA Projected Enrollment Growth

For the near future at the current enrollment, the school has found appropriate ways of distributing students among its facilities that considers grouping of grade levels as well as equitable distribution of space. As a result of this grouping, the school is not anticipating any significant changes to school size or grade level configuration until additional space is acquired. The school is sensitive to the needs of its special education population and ensures the needs of these students is considered in space allocation to ensure effective service delivery.

A sister facility to the school also owned by the Cutler Charitable Foundation at 4330 Cutler Ave. NE and located across a small side street from the school may be available for acquisition by the school. The facility is currently leased by the State of New Mexico Human Services Department with its lease term ending in the next year. The building is of sufficient size to allow the school to achieve its enrollment cap and meet other requirements and needs of the school and includes a fenced parking area that can be converted to an elementary playground and an approximately one-acre vacant lot



Figure 5: 21st CPA Projected Campus Layout

that is sufficient to construct playfields that can be shared by both buildings.

The attractiveness of this is a contiguous campus that meets the needs of the school for the long-term, a positive identity for the school and a home for the Dragon family.

21st Century Public Academy enjoys considerable support from all stakeholders in the school. Along with this support comes a strong sense of ownership and as such a desire among the community to treat the school as a community resource. This leads to an expectation that school facilities will be made available for a variety of community activities.

Informally, the school has agreements with various entities for the use of its

facilities by youth and adult sports leagues and hosts several tournaments throughout the year. As additional facilities are constructed, the school expects to provide these for community use as well. This is a win-win for the school as this practice builds community support and provides a source of income to fund additional opportunities for students. Further, the school is prepared to provide the use of its facilities in times of emergency, providing shelter and refuge during natural disasters and as a meeting location when it is necessary to bring the community together as a whole. The school expects to continue this use of its facilities and view it as a privilege to support the community in this manner.



Section III: Capacity and Utilization Analysis

3-A: Capacity Analysis

3-A.1: Facility Maximum Capacity

The 21st Century Public Academy facility contains 36 total classrooms with a maximum capacity of 1,107 students based solely on square footage. This number reflects total classroom space and includes the capacity of four (4) portable classrooms. When portable classroom space is not considered the maximum capacity of the school is 1,002 students. These numbers are not reflective of the functional capacity of the facility and will impact the ability of the school to establish and execute a quality educational program if implemented.

3-A.2: Facility Functional Capacity

A more realistic measure of the capacity of a school to support an educational program is an analysis of the functional capacity. For the 21st Century Public Academy this includes small pupil-to-teacher ratios and robust specialty classrooms including the gym, music rooms and media arts classrooms. Within these parameters and the PED standards for class size, which are a bit higher than the desired

class size for the school, the functional capacity of the school is 782 students including four portable classrooms and 677 students when these are excluded.

3-B: Utilization Overview

3-B.1: Classroom Data

The current classroom allocation at 21st Century Public Academy is arranged into two distinct areas, elementary grades 1 – 5 and middle grades 6 – 8. The elementary grades include five (5) general education classrooms and three (3) specialty classrooms. The middle grades include twelve (12) general education classrooms in the main facility, four (4)



portable classrooms and ten (10) specialty classrooms. Combined, the facility contains thirty-four (34) total classrooms.

A significant component of the educational program at 21st Century Public Academy consists of what the school refers to as “Associated Arts”. These include Physical Education, Media Arts, Art, Band and Music and Study Lab. In the elementary grades dance and PE are offered as well. Two associated arts classes are offered to students each semester. To accommodate this portion of the curriculum, specialty classrooms were planned into the facility and are state-of-the-art. The school has one space

each dedicated to the following classes for a total of 13 classrooms:

- 🎵 Dance (1-6)
- 🎵 Outdoor PE (1-6)
- 🎵 Band & Music – including practice rooms
- 🎵 Media Arts
- 🎵 PE Classroom
- 🎵 Gym
- 🎵 Study Lab
- 🎵 Art

In addition to the specialty spaces dedicated to associated arts, special education classrooms are provided in both the elementary grades (1) and the middle grades (4). These are used to provide ancillary services for



students as well as quiet space for teachers to meet with parents.

3-B.2: Specialty Spaces

In addition to classroom and learning space the facility provides additional space to support the educational program. These include an office for student counseling, seven (7) staff offices, one (1) nurse office, one (1) prep kitchen/snack bar, and one (1) dining/multipurpose area. For the most part these spaces are centrally located to encourage collaboration among staff and minimize time lost moving through the facility.

3-B.3: Utilization Rate

Since the school has achieved its original enrollment cap, classroom

space in the school is completely allocated with no classrooms unused. At present, this is not an issue as the classrooms available are what is currently needed. The issue that is raised by this situation and previously discussed is that the school has no additional space to allocate in response to enrollment growth. This clearly makes the point that footprint of the school will have to grow to continue its expansion to its new enrollment cap.

At present, the elementary grades are at 78.17 percent utilization. While students in the elementary grades are assigned to a single teacher who is with the students all day it is important to note that associated arts

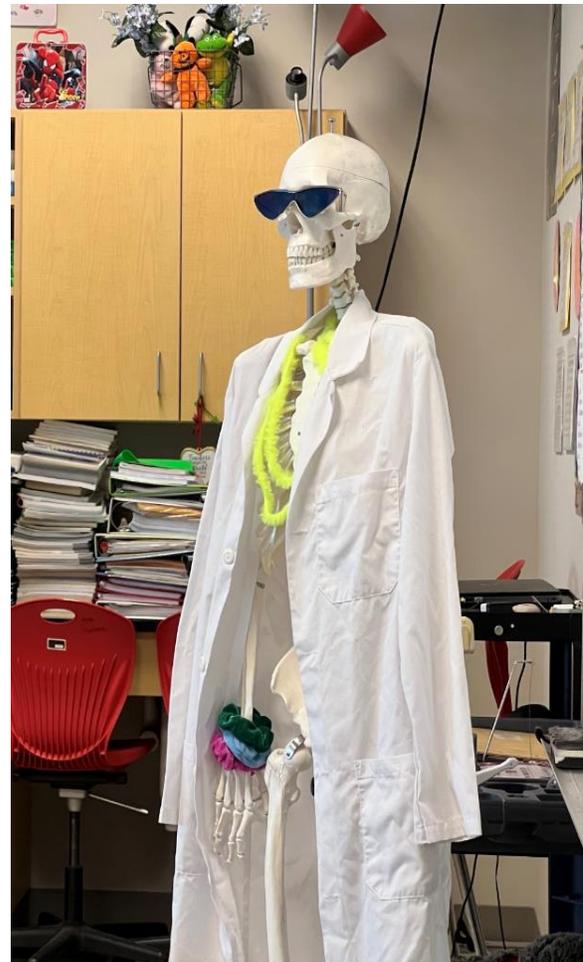


are offered to students each semester and while students are attending these classes they are not in their primary classroom. This results in classroom utilization that is less than 100 percent.

The middle grades present a different situation that affect classroom utilization. As is common in middle school, students move among classrooms throughout the day and while they move among the grade teaching staff, they also move to their associated arts classes leaving the grade classrooms empty for one and maybe two class periods every day. The result of this is a utilization rate of 74 percent. The school has looked at how these classrooms could be made available for additional class offerings but having teachers pack up to make their classroom available for a period at a time is not efficient and may cause more issues over time.

An analysis of space allocation in the school finds that the current use of space is the most efficient and allows the school to implement its educational program well and best utilize the space available. For the 2022-2023 school year, the school installed two portable classrooms to assist with the classroom requirements of the eighth grade.

This has left the school comfortably full but does support the need for expansion. The number one priority for the school is the acquisition of the Cutler Charitable Foundation building. This is supported by the number of students on the waiting list (100) and the sustained enrollment growth over time. The school is situated in a central location that is attractive to commuting parents as well as being close to a number of off-campus educational opportunities as discussed earlier.



Section IV: This Section Intentionally Left Blank

Section V: Capital Program

5-A: Available Funding for Capital, Systems, Security, and Technology Needs

5-A.1: School Funding History

Unlike school districts, charter schools do not have the authority to levy taxes to generate revenue to fund capital outlay and other projects. As a result, charter schools are dependent on the school district in which they are physically located to include the school in its capital outlay bonding program. The issue that arises is that even when a charter school becomes eligible for a standards-based award it, more-often-than-not, does not have sufficient recurring revenue to meet the local share requirements.

To meet its annual capital needs over the last few years the 21st Century Public Academy has turned to its state equalization guarantee distribution, cash balances, SB-9 and HB-33 allocations and direct legislative appropriations. For the acquisition of the main facility the school worked with its foundation to secure financing and is in a lease-to-purchase agreement with the Foundation for the current facility. This will be the process the school will follow as it pursues the acquisition of the second building to house its elementary school.

Five Year Funding History					
	2018	2019	2020	2021	2022
SEG/Impact Aid/Local 0.5 mill/Forest Reserve	\$1,788,801	\$2,388,061	\$2,796,011	\$2,927,032	\$3,364,315
ESSER III	\$0	\$0	\$0	\$0	\$167,022
PSFA - Lease Assistance	\$225,504	\$179,645	\$220,077	\$245,858	\$267,165
Direct Legislative Appropriations	\$42,021	\$5,955	\$251,899	\$153,242	\$228,200
Capital Buildings HB-33	\$166,527	\$166,364	\$211,162	\$246,395	\$282,484
Capital Improvements (SB-9)	\$82,149	\$81,943	\$106,858	\$113,384	\$144,944
Capital Improvements (SB-9) State Match			\$7,446	\$12,205	\$18,329
Grand Total	\$2,305,002	\$2,821,968	\$3,593,453	\$3,698,116	\$4,472,459

Table 3: 21st CPA Five-Year Funding History

For these purposes, we have included the entire SEG revenue available in the years shown. It is not expected that this amount would be available annually to pay down the lease-to-purchase costs, but it is important to note that the SEG for the school is rising and a portion of this amount has traditionally been allocated to paying part of the monthly lease costs. The school has historically been able to use part of these funds for capital projects and has always made its lease payments. It is expected that rising enrollment and the associated growth in SEG, SB-9, HB-33 and the PSFA lease reimbursements will allow the school to continue with the ability to meet its rent payments into the future.

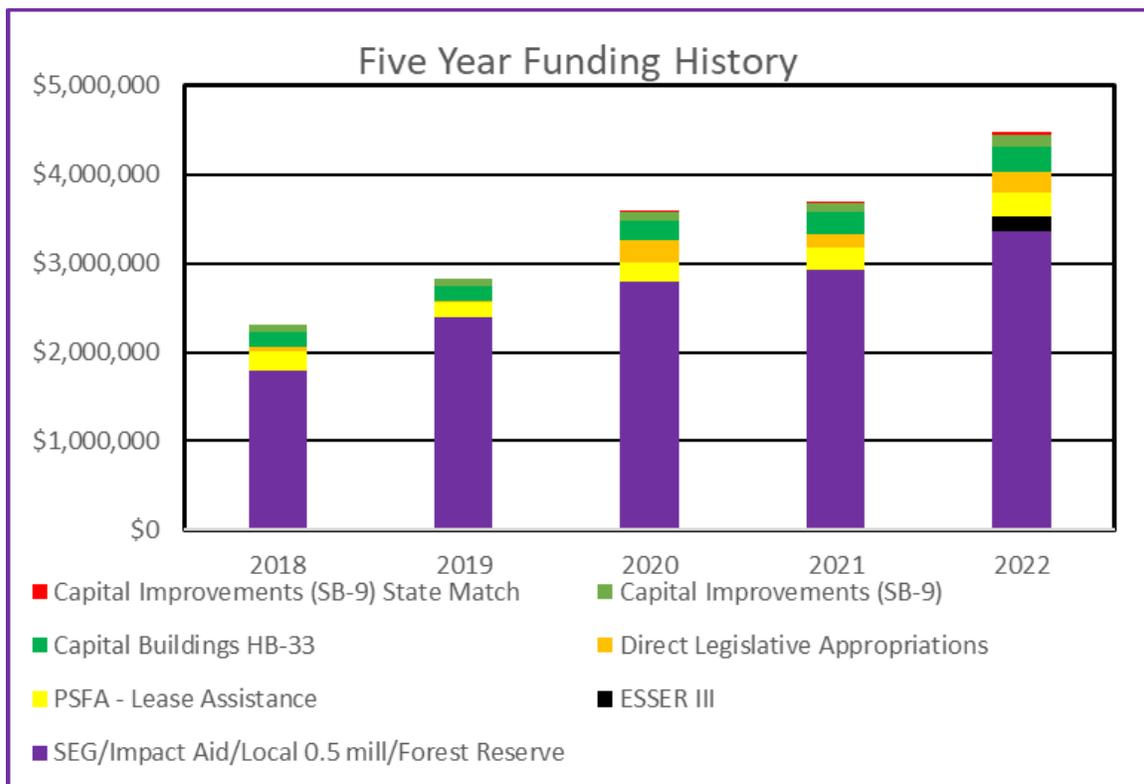


Figure 6: 21st CPA Five-Year Funding History

As noted earlier, the school was originally chartered by the Albuquerque Public Schools (APS) Board of Education. During the time the school remained chartered through APS, access to SB-9 and HB-33 funding was made available, however the district did not provide general

obligation bond funding for capital improvements or to purchase a new facility. The same is occurring now where the school does not have access to standards-based funding from the PSFA and because of its statewide ranking will not be eligible soon.

The school in partnership with its foundation has developed a working relationship with the Public Finance Authority of the State of Wisconsin and will proceed with attempting to arrange financing for the acquisition and renovation of the second Cutler Charitable Foundation site. The Foundation will secure the financing and the school will enter into a lease-to-purchase agreement with the foundation for the use of the school and ultimately ownership.

The school uses its SB-9 and HB-33 funding including the SB-9 state match to primarily fund its maintenance program and to pay for minor projects such as energy efficiency lighting replacement, HVAC renewal and restroom remodels. In the future, if funds remain at the end of the budget year the school may use these

remaining funds to pay down some of the lease-to-purchase costs.

5-A.2: Current and Future Financial Resources Available

As noted above, the school generates sufficient funding to meet its operational obligations and lease payment schedule while still maintaining a strong cash balance. This is the result of careful stewardship of its financial resources aligned with accurate enrollment projections. The future looks strong for the school as it proceeds with its expansion strategy and revenues appear to be sufficient to support these efforts.

Projections for the 21st Century Public Academy examined several data points to establish reasonable

	Five Year Funding History					Projected Funding					
	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
SEG/Impact Aid/Local 0.5 mill/Forest Reserve	\$1,788,801	\$2,388,061	\$2,796,011	\$2,927,032	\$3,364,315	\$3,709,257	\$4,051,161	\$4,398,752	\$4,746,342	\$5,093,933	\$5,441,524
ESSER III	\$0	\$0	\$0	\$0	\$167,022						
PSFA - Lease Assistance	\$225,504	\$179,645	\$220,077	\$245,858	\$267,165	\$293,588	\$293,588	\$293,588	\$381,664	\$469,741	\$535,090
Direct Legislative Appropriations	\$42,021	\$5,955	\$251,899	\$153,242	\$228,200	\$235,000					
Capital Buildings HB-33	\$166,527	\$166,364	\$211,162	\$246,395	\$282,484	\$310,422	\$310,422	\$310,422	\$403,548	\$496,675	\$522,475
Capital Improvements (SB-9)	\$82,149	\$81,943	\$106,858	\$113,384	\$144,944	\$159,280	\$159,280	\$159,280	\$207,064	\$254,847	\$261,838
Capital Improvements (SB-9) State Match			\$7,446	\$12,205	\$18,329	\$17,145	\$17,145	\$17,145	\$22,289	\$27,433	\$28,185
Grand Total	\$2,305,002	\$2,821,968	\$3,593,453	\$3,698,116	\$4,472,459	\$4,724,692	\$4,853,048	\$5,216,405	\$5,813,892	\$6,411,378	\$6,789,112

Table 4: Historical and Projected Funding

confidence in projected revenues for the next five years.

These include:

- 🌐 Population trends in Bernalillo County, Sandoval County and Valencia County.
- 🌐 Historic enrollment trends.
- 🌐 Projected enrollment goals and the likelihood of the school achieving these goals.
- 🌐 Employment and economic growth indicators in the Albuquerque Metro Area.
- 🌐 The decline in enrollment at APS and historical data regarding student migration in the area.

It is important to note that forecast models also account for past

enrollment trends and given the consistency of enrollment growth over time, the model projects a steady upward trajectory for the next five years. The forecast model provides an optimistic look to the future for the school.

Forecast models account for variables in different ways and it will be necessary to revisit the projections annually to adjust facility and staffing needs accordingly thereby improving accuracy.

The school has developed a successful plan to meet its operational and facility acquisition plans. The school uses its SB-9 and HB-33 allocations to fund its daily maintenance program, its preventative maintenance program and small renovation

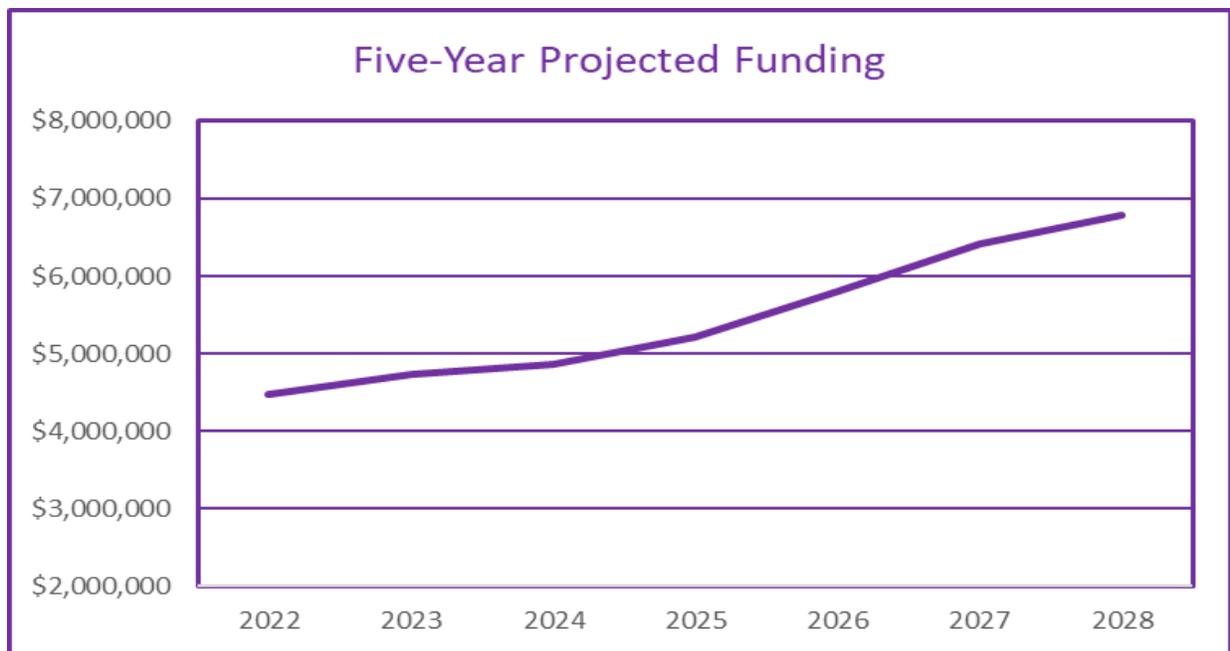


Figure 7: 21st CPA Five-Year Projected Funding

projects. For its capital program as noted earlier, the school depends primarily on its foundation to acquire property and uses its lease reimbursement revenue as well as some of its operational funding to fund these projects. This method has proved to be successful, and the school will continue with this as its primary structure to acquire facilities until its enrollment cap is reached.

The school funds its security improvements using SB-9 and HB-33 revenues. The school does not employ a full-time security officer and as a result no operational funds are used. Security for events is hired by the school and is paid for using gate receipts.

The school is highly dependent on technology for the implementation of its instructional program. Technology equipment upgrades are a part of the annual operational budget. The school takes advantage of the federal E-Rate program and receives funding from the Universal Service Fund made available from the Federal Communication Commission. E-Rate provides discounts for telecommunications, Internet access, and internal connections to eligible schools and libraries.

5-B: Planning Strategy

5-B.1: School Needs

As noted earlier, the 21st Century Public Academy facility was purchased from the Cutler Charitable Foundation by the 21st Century Public Academy in 2019 in a condition that met E-occupancy and complied with Public School Facilities Authority requirements and statutory provisions. The school has entered into a lease-purchase agreement with the Cutler Charitable Foundation for a 30-year term after which the school will own the facility. As such, for all intents and purposes the school owns the building as the foundation exists specifically to support the school.

The facility, when originally occupied by the school, met its needs as it related to its educational programs and enrolment cap. Since then, the school has changed authorizers and increased its enrollment cap. The change in authorizers has not and will not have a significant effect on the school's program but to reach an enrollment cap of 800 the school does require additional space and in fact new buildings. This new building requirement can be achieved in one of two ways, adding on to the existing building or purchasing existing space.

Fortunately for the school the Cutler Charitable Foundation owns a building identical to the original building occupied by the 21st Century Public Academy on property adjacent to the existing school. The building has sufficient parking space and includes a

parcel of vacant land sufficient to build playfields that meet the state adequacy standards with regard to exterior fields used as part of the instructional program. The building,



when reconfigured will meet the education program and space requirements the school needs to advance to its enrollment cap. The building will require a major renovation that will include allocating classroom space, administrative space, cafeteria, security and safety improvements and system upgrades. When complete, the building will house the elementary grades and meet E-occupancy as well as statutory and regulatory provisions.

5-B.2: Ownership and Compliance

As noted, the facility will be acquired by the 21st Century Public Academy and the school will enter into a lease-purchase agreement with the Cutler Charitable Foundation for a 30-year term. This strategy will lead to building ownership and compliance with the public building provisions of statute.



5-B.3: Building Maintenance

The 21st Century Public Academy administration includes a facilities manager who is responsible for all maintenance, repair, and construction activities of the facility. The facilities manager procures daily custodial services, and maintenance services from private vendors. Facilities planning and construction management also fall to the facilities manager. The school is recognized by the PSFA as having a robust maintenance program, is compliant with its Preventative Maintenance Plan and provides a pleasant educational environment that promotes student learning.

The school does not utilize the Facilities Information Management System (FIMS) available from PSFA but tracks and charts all maintenance equipment and scheduled repairs internally. The approach used by the school has proven to be very effective with the school achieving an 86.175% rating through the PSFA Facilities Maintenance Assessment Report (FMAR), the second highest among all charter schools in the state. The school follows the concept that money spent now to properly maintain facilities will extend the life of its school facilities and mitigate the need for facility replacement in the future.

5-C: Planning Implementation

The Governing Board authorized the development of the school's quinquennial Facilities Master Plan to serve as a reference document for capital planning, facility development and renovation and facility use. This plan serves as a summary of local actions and acts as a continuing reminder of what the community has agreed to accomplish within a specified time. This FMP should not be engraved in stone and will be reviewed and updated as conditions change within the community.

The process used to identify potential projects involved interviews with the Superintendent, Principal, Facilities Manager, and the distribution of surveys to all school staff. Due to



ongoing issues related to the Covid-19 pandemic, in-person meetings with parents and community members at the school sites was not recommended. Recognizing the importance of ensuring the voices of the community were heard, the school provided substantial support to ensure staff, students, parents, and the community received notifications, surveys, and FMP information. Further, the school supported the contractors by providing information and surveys through the school's website and e-mail system.



A facilities master plan advisory committee was formed to consider all input received and assist in making interim and final recommendations to the Superintendent and the Governing Board. These efforts have identified some immediate needs at the school facility and several long-term projects, including but not limited to a new facility to house the elementary school, improved security at the site, fire alarm upgrades, roof repairs, and HVAC upgrades.

The needs identified were evaluated by the advisory committee and proposed projects were prioritized by need with those identified as Life, Health and Safety receiving the highest priority followed by those focused on programmatic space, building acquisition and preventative maintenance. As noted earlier considerable focus is placed on building security, IT infrastructure, landscaping, and playground upgrades. The list of proposed projects is comprehensive and includes projects that are not

identified as high priority. For these projects it may be possible for the school to include them in its preventative

maintenance plan and removing them from the school's capital list.



The school has identified the projects contained in the spreadsheet below as those most important in achieving its programmatic goals, has identified the school's priority and within those priorities a ranking of importance. As is always the case in long-term planning, patience and flexibility should be exercised in implementing priorities as unforeseen issues are ever-present and can shift priorities.

Please note in the following spreadsheet the revenue source for the building acquisition and playfields is "bond proceeds" This reflects an approach similar to that used in the acquisition process used for the current building with the foundation purchasing the facility from the Cutler Charitable Foundation financed with revenue received from the Public Finance Authority of the State of Wisconsin.



SECTION IV: PROPOSED FACILITY REQUIREMENTS

School Priority Rank	School Name	Location	Classification	School Priority Level	Project Name	Description	Cost	Funding Source	Funding Rank		
									Priority 1	Priority 2	Priority 3
1	21st Century Public Academy	Building Construction	Property Acquisition	1	Acquire Adjacent Building for Grade Expansion	Purchase, remodel and furnish the Human Services-Income Support Building at 4330 Cutler Ave. NE	\$6,000,000	Bond Proceeds	\$6,000,000		
2	21st Century Public Academy	Campus	Property Acquisition	1	Install 12 eighth grade portables	Acquire two unused portables from another charter school, move and install on the 21st Century site.	\$160,000	Cash Balances	\$160,000		
3	21st Century Public Academy	Campus	Life/Health/Safety	1	Middle School playfield acquisition, development and construction	Purchase vacant lot adjacent to the school, develop and construct a middle school athletic field and playground complete with fencing, lights and a storage building.	\$1,500,000	Bond Proceeds	\$1,500,000		
4	21st Century Public Academy		Building Adequacy/Instructional Support	1	Technology Connectivity	Install infrastructure to allow connectivity of phones, intercom, security, internet and fire systems from the second building to the existing school building and systems.	\$250,000	E-Rate	\$250,000		
5	21st Century Public Academy	Campus	Adequacy	1	Elementary playground	Construct an elementary playground to the south of the existing building. The playground to include the demolition of existing asphalt and replace with soft surface. Project to include playground structure, shade structure, tables and benches, and fencing.	\$350,000	HB-33	\$350,000		
6	21st Century Public Academy	Campus	Life/Health/Safety	1	Perimeter fencing	Construct a steel tube fence along the perimeter of the campus w/motorized gates. Approximately 2,000 feet	\$250,000	SB-9/ SB-33	\$250,000		
7	21st Century Public Academy	Playground	Life/Health/Safety	1	Landscaping	Install landscaping in dirt playground areas	\$15,000	SB-9	\$15,000		
9	21st Century Public Academy	Campus	Life/Health/Safety	1	Security and lighting	Install cameras and exterior lighting on the second building and playground areas.	\$250,000	Bond Proceeds	\$250,000		
10	21st Century Public Academy	Building	Property protection	1	Stucco repair	Minor repair of damaged stucco	\$20,000	SB-9	\$20,000		
*	21st Century Public Academy	Building	Facility Upgrade	1	HVAC Replacement	Replace RTUs over the original building and connect AHU already in place.	\$400,000	Cash Balances/ SB9	\$400,000		
8	21st Century Public Academy	Perimeter	Life/Health/Safety	2	Crosswalk	School crosswalk on Cutler Ave NE	\$10,000	Dept of Trans	\$10,000		\$10,000
11	21st Century Public Academy	Phase 1 Area	Energy efficiency	3	Light Replacement	Install LED lighting to replace current lighting in the phase 1 area	\$40,000	SB-9/ HB-33	\$40,000		\$40,000
12	21st Century Public Academy	East side entrance	Facility Upgrade	3	Remodel four original restrooms	End of lifecycle renovation.	\$50,000	SB-9/ HB-33	\$50,000		\$50,000
13	21st Century Public Academy	Roof	Facility Upgrade	3	Solar Array	64 kVA Photovoltaic array to be installed on roof.	\$500,000	Legislative Appropriation	\$500,000		\$500,000
							\$9,795,000		\$9,195,000	\$10,000	\$590,000
							\$9,795,000	TOTAL	\$9,195,000	\$10,000	\$590,000

* Denotes projects already underway or completed

Figure 8: 21st CPA Capital Improvement Plan

As noted, the 21st Century Public Academy's final PSFA ranking for 2021-2022 is 552 of 698 schools. This combined with the school's weighted NMCI of 11.39% places the school well above (lower is better) the statewide average weighted NMCI of 23.49% among the top 20% of all schools statewide.

Given this ranking, the school will not be eligible for standards-based funding for the foreseeable future causing the foundation to seek out other revenue sources that will assist the school achieve its capital goals.

The school intends to pursue systems funding for its energy efficiency projects primarily for light replacement and for security upgrades at the existing building.

A review of the FMAR indicated a quality maintenance program is in place. None of the areas inspected were found to be unsatisfactory and positive comments were made by the PSFA staff. Recommendations were made to keep an eye on preventative maintenance issues to ensure small issues do not grow over time.

Annual Updates

As with any long-term plan, this facility master plan is designed to be a living document and should be reviewed and revised often as conditions change. 2020 and 2021 showed us that we need to be nimble as circumstances beyond our control can rise at any minute. With volatility in the construction and energy industries and uncertainty in the economy, the school may need to modify this plan to take advantage of changing circumstances.

Projects may be added or removed from the project list or priority ranking may change to take advantage of opportunities that may arise.

