The facilities master plan has been prepared with the support of the following individuals and groups who gave generously of their time, knowledge and expertise.

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**Special Thanks:**
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Jeff Waller, Maintenance Foreman, Bartlett City Schools
Steve McCain, Plant Manager, Lakeland Elementary School
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</table>
Part 1.
EXECUTIVE SUMMARY
Executive Summary

The Lakeland community voted to create a municipal school district through a referendum in July 2013. Less than one year later, the Tennessee Department of Education approved a local education agency for the Lakeland Board of Education in May 2014. With State approval, Lakeland School System (LSS) was officially formed and assumed responsibility for educating all students within the city of Lakeland. Lakeland has over 2,250 public school students. Currently, LSS consists of one elementary school, Lakeland Elementary (LES), that serves students in pre-school through 5th grade. Since its inaugural school year, the school system has developed plans to expand its school facilities and construct a new middle school.

Prior to the establishment of Lakeland School System, students residing in the city of Lakeland attended schools under the administration of Shelby County Schools in the neighboring cities of Arlington and Bartlett or in other areas of unincorporated Shelby County. Students were zoned to Donelson Elementary, Arlington Middle, Bon Lin Middle, Arlington High or Bolton High. With only one elementary school at the time of its formation, Lakeland School System entered into agreements with Arlington Community Schools and Bartlett City Schools to continue educating Lakeland students. Now, the majority of Lakeland’s students attend Arlington Community Schools. The current agreement between Lakeland School System and Arlington Community Schools allows Lakeland’s student to attend schools in Arlington through the 2020-2021 school year. With plans to construct a new middle school, Lakeland School System will be able to serve students in grades kindergarten through 8th grade starting August 2017. Lakeland’s high school population will continue to attend Arlington High School pending the extension of the present inter-local agreement with Arlington Community Schools.

Lakeland School System had a total of 889 students in grades pre-school through 5th during the 2015-2016 school year. Enrollment projections show the student population will reach over 1,560 students with the opening of the middle school. Growth is projected to be primarily among middle school students and remain relatively flat among elementary school students over the next five years. The new middle school will add to the school system’s building inventory and capacity to accommodate the anticipated growth, but will require a change to the grade structure at Lakeland Elementary. The grade structure will change to serve students in pre-school through 4th grade at Lakeland Elementary, while the middle school will serve students in grades 5th through 8th.

In preparing for the future of Lakeland schools, the school system has developed a facilities master plan which focuses on facility needs and improvements. The plan is built upon a framework of information and data on student enrollment, programs and facilities. These three pillars of the plan work interdependently, as changes in one area often will impact the other. As such, the school system has committed to the on-going process of evaluating the physical condition of its school buildings and how well they support current and future student populations and educational initiatives.

Lakeland Elementary’s academic program is designed around the core

---

1 School District Master Planning, Carey, Kelly D. 2011
Executive Summary

subject areas required to meet State and district standards. Subject areas include reading, math, science, music, art and physical education.

The school system conducted a facility audit to evaluate the physical building space to support the elementary program and its students. The audit consisted of a detailed assessment of classroom space, and the structural and mechanical components of the school building. The results of the audit show sufficient capacity to support current and future populations and programs, but minor improvements involving routine maintenance and repair are needed to keep the building in good condition. Current deferred maintenance costs total $1,170,000 million at Lakeland Elementary.

The middle school program will include the core subject areas as well as elective and advanced classes. Plans are also in place to expand fine arts as well as technology based methods of instruction and digital devices for students.

Future growth within the middle school population will impact the physical space needs to support both programs and students over time. The new middle school will comprise 112,186 square feet with capacity for 900 students. Construction for the new school is estimated to cost close to $20 million which will be funded through capital outlay notes backed by a 55–cent property tax increase approved by the City of Lakeland.

The capital improvement plan (CIP) budget assumes funding will be provided by the City of Lakeland, Lakeland School System and the Shelby County Commission. LSS anticipates receiving roughly $2 million from the county over the next five years, $250,000 from its general fund, and $21.5 million from the City of Lakeland for capital projects. Capital improvement projects have been categorized as major or minor and are prioritized in the CIP budget. Major capital improvements include new construction, building renovations or projects that will maintain health and safety, and prevent potential risk. Minor capital improvements or non-critical deferred maintenance include projects that are necessary but are not yet critical, such as certain mechanical and system upgrades or interior and exterior repairs.

The facilities master plan will help ensure the vitality and longevity of Lakeland’s school facilities and ultimately the long-term success of the school community. The plan is a comprehensive document that provides the school system a continuous process to:

1) maintain awareness and manage the changing needs of the school community;
2) identify capital improvements necessary to support the school community;
3) identify financial resources available to support capital improvements; and
4) prioritize capital improvements based on available financial resources.
Lakeland School System Location Map
Planning Process

The process of developing the facilities master plan began with the formation of a planning committee. The planning committee consisted of representatives from school administration, the board of education, and city personnel. In a series of meetings over several months, the committee provided its expertise and knowledge to critique various information about the school community and established specific goals to ensure the successful implementation of the plan.

Plan Goals

The following goals were developed through the planning process and serve to guide implementation of the plan:

- Build capacity to eventually accommodate all Lakeland students
- Maintain safe, secure and adequate accommodations for students and staff
- Allocate facility resources in a fiscally responsible manner to support facility improvements and educational initiatives
- Expand the use of technology among teachers and students to improve learning and instruction
- Expand opportunities to collaborate with the City of Lakeland to allow joint use of community and school facilities
Part 2.

ENROLLMENT
**Historical Enrollment**

Enrollment and demographics provide an accurate picture of students residing in Lakeland and the instructional needs they bring with them. Changes in enrollment and student demographics over time can have major implications on the physical space provided and how it is used. Enrollment can reveal patterns of growth, decline or stability that are often good indicators of future trends. Beyond the physical characteristics of gender, age and ethnicity, student demographics also assess languages spoken, disabilities, and other academic, social and economic characteristics of the student population.

Prior to the formation of Lakeland School System, students living in Lakeland were zoned to schools under the administration of Shelby County Schools, which included Lakeland Elementary, schools in Arlington, Bartlett and unincorporated Shelby County. To capture the pattern of enrollment among Lakeland students, the historical data has been modified to reflect only those students living within the city limits of Lakeland.

Historical enrollment patterns are indicative of changes that occurred within the population through migration, changes in the economy and the housing market. Table 1 shows Lakeland’s public school population between the 2009-10 and 2015-16 school years. During this 7-year period, the public school population averaged slightly more than 2,200 students. The student population reached its highest level at 2,280 students during the 2013-14 school year, but declined by 61 students the following school year in 2014-15. This was most likely attributable to the uncertainty surrounding the merger and subsequent de-merger of the city and county school systems, and the formation of the new Lakeland School System. The student population recovered, however, and showed an increase during the 2015-16 school year.

<table>
<thead>
<tr>
<th>Year</th>
<th>PS</th>
<th>KG</th>
<th>1st</th>
<th>2nd</th>
<th>3rd</th>
<th>4th</th>
<th>5th</th>
<th>6th</th>
<th>7th</th>
<th>8th</th>
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<td>0</td>
<td>154</td>
<td>158</td>
<td>169</td>
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<tr>
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<td>34</td>
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<td>2014-15</td>
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<td>164</td>
<td>157</td>
<td>178</td>
<td>169</td>
<td>175</td>
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<td>163</td>
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<td>171</td>
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<td>181</td>
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<td>167</td>
<td>161</td>
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<td>153</td>
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<td>194</td>
<td>173</td>
<td>198</td>
<td>159</td>
<td>2,256</td>
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</table>
Historical Enrollment

A review of the students by grade group shows the elementary grades from pre-school to 4th grade account for the largest student population in Lakeland. Elementary students account for 40 percent of the total student population and grew by six percent between the 2009 and 2015 school years. Pre-school through 4th grade enrollment averaged 840 students for the same period, and reached its highest at 881 students during the 2015-16 school year.

The middle school grade group, students in grades 5th through 8th, account for 28 percent of the total student population. Enrollment among 5th through 8th grade students decreased by eight percent during the 7-year period between 2009 and 2015. Middle school enrollment maintained levels of over 700 students until the 2014-15 school year when enrollment declined to 675 students. This particular grade group experienced a decrease the following school year in 2015-16 when enrollment dropped to 651 students.

Students in grades 9th through 12th account for 32 percent of overall student population in Lakeland. High school students showed the most growth between the 2009 and 2015 with an increase of 25 percent. The high school population grew from 581 students in 2009 to 724 students in 2015; an increase of 20 students per year.

<table>
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<th>Year</th>
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<th>9th-12th</th>
<th>Total</th>
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<td>2,121</td>
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<td>2010-11</td>
<td>829</td>
<td>707</td>
<td>582</td>
<td>2,118</td>
</tr>
<tr>
<td>2011-12</td>
<td>813</td>
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<td>688</td>
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<td>828</td>
<td>712</td>
<td>703</td>
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<td>869</td>
<td>715</td>
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<td>2014-15</td>
<td>835</td>
<td>675</td>
<td>709</td>
<td>2,219</td>
</tr>
<tr>
<td>2015-16</td>
<td>881</td>
<td>651</td>
<td>724</td>
<td>2,256</td>
</tr>
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</table>
Current Enrollment

The majority of Lakeland students attend school outside of the Lakeland School System. With the exception of about 50 students attending Bon Lin Middle through an inter-local agreement with Bartlett City Schools, most of Lakeland’s students attend Donelson Elementary, Arlington Middle or Arlington High. The few students attending Arlington Elementary are enrolled on a transfer. Lakeland Elementary has a total enrollment of 889 students for the 2015-16 school year, most of which are residents of the district. Lakeland School System has a policy that allows students of school system employees or employees of the City of Lakeland to enroll in the district. The district had a total of 31 non-resident students attending for the 2015-16 school year.
Special Populations

Lakeland School System recognizes the importance of providing a learning environment that supports the varying cognitive and learning capabilities of all students. The district is committed to providing an educational experience that supports the academic achievement and success of both general education and special education students. Although the special education population accounts for a small percentage of total enrollment, the district provides a self-contained classroom experience for students who require enhanced academic support at all grade levels.

There are a total of 461 Lakeland students classified as special education. Special education instruction is provided to students whose educational needs extend beyond the traditional classroom environment. The SPED population ranges from students who require comprehensive individualized instruction to support a physical, mental or social delay to those students needing an advanced academic environment. Chart 2 identifies the number of Lakeland students receiving special education within Lakeland School System, Arlington Community Schools and Bartlett City Schools. Each school district offers instructional support that includes occupational and physical therapy, speech, academic and functional skills.

Special education pre-school is provided for children ages 3 to 6 who have a disability, including developmental delays. Lakeland School System has a total of 15 full-time pre-school students enrolled for the 2015-16 school year. Presently, one classroom has been designated for pre-school students at Lakeland Elementary.

The English Language Learner (ELL) population accounts for five percent of all Lakeland students for the 2015-16 school year. Lakeland Elementary had a total of 43 ELL students for the school year, an increase of nine students from the 2014-15 school year. ELL students who are residents of Lakeland and attending Arlington schools total 71 students. Table 3 identifies all ELL students by school of attendance.

<table>
<thead>
<tr>
<th>Table 3. English Language Learners</th>
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<tbody>
<tr>
<td>Lakeland ES</td>
</tr>
<tr>
<td>43</td>
</tr>
</tbody>
</table>
Projected Enrollment

Future enrollment is forecasted on a five year projection horizon using the cohort survival ratio (CSR) method. CSR is one of the most commonly used and accepted methods among school districts experiencing relatively stable increases or decreases in enrollment. The CSR method relies on historical enrollment and birth data to capture the effects of in and out migration, housing changes, and natural trends in the population. Enrollment projections are also supplemented with estimates on student growth resulting from new residential development and annexations if necessary. Projections are based on the K-12 enrollment of general and special education students, and does not include pre-school enrollment.

Overall student population in Lakeland is projected to remain relatively stable over the next five years ranging between 2,240 to 2,269 students as shown in Chart 3. Projections by grade group in Chart 4 show growth within the middle school population, while elementary and high school students will remain at current levels showing only a slight decrease over time.

Lakeland Elementary, currently structured as kindergarten through 5th grade, will undergo a grade reconfiguration with the opening of the new Lakeland middle school which will serve students in grades 5th through 8th. It is anticipated that Lakeland Elementary will maintain current enrollment levels of at least 850 students with the change in grade structure. The middle school, serving grades 5th through 8th should have enrollment levels near 700 students over the five year horizon.

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Future Development

Lakeland is a residential community with very little retail and no industrial development. The residential make-up is primarily single family housing and one apartment complex. Existing development is concentrated south of the railroad and the Loosahatchie River. Areas north of the river offer few development opportunities due to the floodway and limited access to utilities and infrastructure. New subdivision construction is planned within existing areas of development concentrated between U.S. Highways 64 and 70.

Although 1,800 lots are planned for future development in Lakeland, construction is underway in only two subdivisions, Oakwood Grove and Kensington Manor. New home construction has averaged 54 building permits per year in Lakeland since the recession. Prior to 2008, the City of Lakeland issued an average of 152 building permits per year between 2004 and 2008. If the pace of construction remains the same, it would take more than 30 years for all the planned lots to be developed. Despite the fact it may take many years for complete build-out, the potential student impact on school facilities could be significant. Table 4 shows the potential student yield by grade that could result from new subdivision development in Lakeland. A total 817 students; 397 elementary, 162 middle, and 270 high school students could be added to the district over time.

The new middle school will be constructed on 20 acres of a 94 acre site located near Canada Road and U.S. Highway 70. The area is primarily undeveloped with only a few rural estate or farm properties in proximity. Currently, most of the property is zoned agriculture which permits agriculture, large lot residential and commercial uses. The new middle school will likely generate new development interest in and around the site. Several acres near the school site are planned for residential use with approximately 390 lots. With expanding development in the area, it will be increasingly important to maintain safe pedestrian and vehicle access to the school site. The proposed site plan identifies two access drives; one providing connection to Canada Road and the other connecting to Old Brownsville Road. As the neighboring properties are developed, an integration and connection pattern similar to Lakeland Elementary is desirable. Lakeland Elementary is located adjacent to a residential subdivision which provides direct sidewalk and trail connections for students to walk or bike to school.
School Capacity

The need for instructional and core facility space depends greatly upon the number of students enrolled and the programs requirements of those students. Table 5 compares future enrollment to capacity at Lakeland Elementary as a kindergarten through 4th school, and the new Lakeland middle as a 5th through 8th school.

Currently, Lakeland Elementary is the only school facility within Lakeland’s city limits. The school was constructed in 2009 and designed to serve 1,000 students within its general education classroom space. Under the Shelby County Schools system, Lakeland Elementary maintained enrollment levels of more than 850 students and surpassed 1,000 students during the 2007 and 2008 school years. For the past two years, Lakeland Elementary has averaged 860 students. It is anticipated that with the grade reconfiguration from a K-5 to a K-4 school, Lakeland Elementary will maintain enrollment of over 850 students. When compared to the school’s capacity for 1,000 students, the student body will use 85.5 percent of classroom space. This utilization rate provides room for growth should enrollment levels exceed projections estimates. Furthermore, two portable classrooms are located on the campus to accommodate additional students. Ideally, Lakeland Elementary will operate at a utilization rate of 95 percent of the available classroom space.

The new Lakeland middle school will be designed with capacity for 900 students. With projected enrollment over 700 students, it is anticipated that approximately 78.8 percent of classroom space will be utilized. Should enrollment exceed projected estimates among middle school students, there will be sufficient classroom space to support additional growth. The desired or optimal capacity within the middle school is 90 percent.

<table>
<thead>
<tr>
<th></th>
<th>2018-19 Enrollment</th>
<th>Design Capacity</th>
<th>Percent Utilization</th>
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</thead>
<tbody>
<tr>
<td>Lakeland ES (K-4th)</td>
<td>855</td>
<td>1000</td>
<td>85.5%</td>
</tr>
<tr>
<td>Middle School (5th-8th)</td>
<td>710</td>
<td>900</td>
<td>78.8%</td>
</tr>
</tbody>
</table>
Part 3.

PROGRAMS
PROGRAMS

The mission of Lakeland School System (LSS) is to encourage and support continuous learning, foster physical, emotional and intellectual growth, and develop the unique leadership qualities of each individual student. LSS has developed an academic program that allows students to flourish both inside and outside of the classroom. In addition to core instruction, the district supports a 21st century learning environment that promotes a whole child approach to learning, teaching and community engagement.

Pre-School Program
Lakeland Elementary (LES) is home to a pre-school program that serves eligible Lakeland students with special needs ages 3 to 6. The program has one dedicated teacher and currently serves between 8 and 12 students.

Elementary School Program
Lakeland Elementary serves students in pre-school through 5th grade. The curriculum is comprehensive and designed around the core subject areas required to meet State and district standards. Subject areas include reading, math, science, music, art and physical education. LES is one of the highest performing elementary schools in the state of Tennessee and has an extremely high number of children who qualify for LES’ gifted program, APEX.

The elementary program is supplemented with two instructors each in music, art and physical education. These specialty courses are a high priority in the school and the school system.

Middle School Program
The new Lakeland middle school, scheduled to open in August 2017, will serve students in grades 5th through 8th. The school is planned to operate under a hybrid scheduling model in which 5th and 6th grade students are on a traditional “middle school” schedule with common teachers, and 7th and 8th grade students operate under a “junior high” model, in which students have individual, personalized schedules. The “junior high” structure will provide additional opportunities to personalize the academic experiences of the district’s older middle school students and better prepare them for high school.

Continuing the exposure to technology-based methods of learning and exposure to digital devices will continue to be a priority in Lakeland’s new middle school program. Fine arts will also be a major area of emphasis with anticipated programs in band, orchestra, vocal music, and visual art.

Technology
An emphasis on updating and improving the technology infrastructure and access to instructional technology devices in Lakeland schools has resulted in a dramatic influx of technology including Chromebook carts, Nexus tablets, and two fully updated computer labs. While the school system is working toward a goal of providing access to every student to a digital device for instructional use, Lakeland School System has very intentionally built the capacity of teachers through professional development and hands on opportunities prior to implementing a 1 to 1 initiative.

Writing Curriculum
Lakeland Elementary School recently implemented the Step Up to Writing program developed by SOPRIS Learning. This is a K-5 curriculum that
PROGRAMS

works in conjunction with and supports the writing standards that are embedded in every grade level subject. It is a leveled writing curriculum that adapts to each student’s current writing level and needs. Every K-5 student in Lakeland Elementary School receives this support.

Before and After School Program

Lakeland School System operates its own before and after school extended day program called LEAP (Lakeland Extended Activities Program). This program is intended to offer the support of LES parents and their needs. LSS employs a program coordinator and several part-time support staff who supervise the activities of the program. Staff members assist students with homework by providing access to technology and school resources. Funds generated by the program were recently used to purchase three dedicated Chromebook carts with 90 devices for student use.

Coordinated School Health

LSS employs a full-time Coordinated School Health (CSH) Coordinator who is also a registered nurse. The CSH Coordinator works closely with the guidance, nutrition, and administration departments to ensure that the state of Tennessee health and wellness standards are implemented and integrated into school programs and curricula.

Community Partnerships

Lakeland School System partners very closely with the City of Lakeland and other community groups to maximize the utilization of community resources to Lakeland citizens and community members. Lakeland Elementary facilities have been utilized for City of Lakeland special events, athletic leagues, and special and regular elections. The City of Lakeland provides office space and use of facilities to the LLS administrative staff. The LSS superintendent works closely with the City of Lakeland city manager and finance department to plan jointly and provide mutual support.
Part 4.

FACILITIES OVERVIEW
Facilities Overview: Lakeland Elementary

Grades Served: Preschool - 5th
Square Feet: 115,780
Site Size (acres): 20.49
Year Built: 2001
Renovations/Additions: None
Portables: None

Building Features:
- Single story
- 65 classrooms
- Preschool rooms
- Special education rooms
- Art rooms
- Music rooms
- Science lab
- Computer labs
- Library
- Gymnasium
- Cafetorium
- Playgrounds
- Main office

Needs/Challenges:
- Roof/HVAC replacement
- Parking lot resurfacing
- Technology upgrades
- Restroom facility improvements
Facilities Overview: Lakeland Elementary Floorplan

Building Program

<table>
<thead>
<tr>
<th>Description</th>
<th>Size (Sq. Ft.)</th>
</tr>
</thead>
<tbody>
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<tr>
<td>Library</td>
<td>3,570</td>
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<tr>
<td>Computer Lab</td>
<td>1,600</td>
</tr>
<tr>
<td>Science Labs</td>
<td>1,400</td>
</tr>
<tr>
<td>Fine Arts</td>
<td>4,060</td>
</tr>
<tr>
<td>P.E. Gym</td>
<td>9,280</td>
</tr>
<tr>
<td>Cafetorium and Kitchen</td>
<td>8,536</td>
</tr>
<tr>
<td>Administrative Offices</td>
<td>2,663</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>36,771</td>
</tr>
</tbody>
</table>
Facilities Overview: New Middle School

Building Features:

- Two story
- 51 classrooms
- Special education rooms
- Art rooms
- Music rooms
- Science labs
- Computer lab
- Makerspace*
- Library
- Gymnasium
- Cafetorium
- Practice fields
- Administrative offices

*Makerspace is an area equipped with 3D printers, electronics, craft and hardware supplies. The space is designed to promote creativity, learning and invention.

Grades Served: 5th - 8th
Square Feet: 112,557
Site Size (acres): 20.00
Year Built: 2017

Building Program:

<table>
<thead>
<tr>
<th>Description</th>
<th>Size (Square Feet)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Classrooms</td>
<td>32,428</td>
</tr>
<tr>
<td>Library</td>
<td>6,766</td>
</tr>
<tr>
<td>Science Labs</td>
<td>2,930</td>
</tr>
<tr>
<td>P.E. Gym</td>
<td>13,550</td>
</tr>
<tr>
<td>Fine Arts</td>
<td>7,756</td>
</tr>
<tr>
<td>Cafetorium and Kitchen</td>
<td>11,130</td>
</tr>
<tr>
<td>Administrative Offices</td>
<td>4,836</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>33,181</td>
</tr>
</tbody>
</table>
Facilities Overview: New Middle School Site Map

Source: A2H Engineering and Renaissance Group
Facilities Overview: Central Office

The administrative offices for Lakeland School System are housed at Lakeland City Hall. The school district has an agreement with the City of Lakeland to utilize office space for the district’s superintendent, business operations and instruction departments.
Facilities Assessment

Lakeland School System is committed to maintaining the structural soundness of its school facilities. Each year, a facilities audit is conducted to assess the physical condition of the school building. The audit is a comprehensive report on the current condition of the school site and the structural and mechanical infrastructure within the building. The purpose of the audit is to identify facility deficiencies and hazards that require regular maintenance and corrective action. The facilities audit resulted in a summary of needs based on the following categories:

- Site
  - Parking lots
  - Driveways
  - Sidewalks
  - Drainage
  - Landscaping

- Structural
  - Roofs
  - Foundation
  - Brick/Mortar
  - Surfaces

- Mechanical
  - Electrical
  - Plumbing
  - HVAC
  - Security

- ADA
  - Accessibility
  - Entrances
  - Hallways
  - Restrooms
  - Playgrounds

- Technology
  - Switchers
  - Controllers
  - Wiring
  - Cabling
  - Access points

- General Maintenance
  - Windows
  - Painting
  - Ceiling tiles
  - Flooring
  - Food service

- Other
  - General repairs not included in the other categories

### Table 6. Deferred Maintenance Cost

<table>
<thead>
<tr>
<th></th>
<th>Year Built</th>
<th>Sq. Ft.</th>
<th>Site</th>
<th>Structural</th>
<th>Mechanical</th>
<th>ADA</th>
<th>Technology</th>
<th>General</th>
<th>Other</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>LES</td>
<td>2001</td>
<td>115,780</td>
<td>$110,000</td>
<td>$765,000</td>
<td>$240,000</td>
<td>$0</td>
<td>$48,000</td>
<td>$7,000</td>
<td>$0</td>
<td>$1,170,000</td>
</tr>
</tbody>
</table>
Facilities Assessment
Estimates on repair and replacement costs are also provided to establish a rating or facilities condition index (FCI) on the overall state of the building. The FCI is a ratio of the deferred maintenance costs to the replacement value. A low FCI is indicative a building in good condition. For example, an FCI of .1 indicates a 10 percent deficiency, which is generally considered low and an FCI of 0.7 would indicate the building needs extensive repairs or replacement\(^2\). The district has determined that an FCI of 0.5 or higher would indicate the need to replace a building structure.

<table>
<thead>
<tr>
<th>Improvement Cost</th>
<th>Replacement Value(^3)</th>
<th>FCI</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lakeland Elementary</td>
<td>$1,170,000</td>
<td>$15,186,000</td>
</tr>
</tbody>
</table>

Facilities Assessment

Surface cracks in parking lot.
Facilities Assessment

Cracks holes in mortar joints.
Facilities Assessment

Countertop separation.
Facilities Assessment

Cracks in floor tile.
Facilities Assessment

- Stains in ceiling from previous roof leaks.
- HVAC units to be replaced.
Facilities Assessment

Roof damage
Facilities Assessment

Roof damage
Project Priorities

In formulating a budget of capital improvement needs, the school system developed a set of criteria to prioritize projects. Facility improvements have been prioritized based on the following:

Priority 1

Major Capital Improvements and Critical Deferred Maintenance: projects include but are not limited to new construction, major building additions and renovations, land acquisitions, roof and HVAC replacements or projects that maintain health and safety, prevent potential risk or are mandated by law.

Priority 2

Minor Capital Improvements and Non-critical Deferred Maintenance: projects include but are not limited to mechanical and system upgrades (electrical, fire, technology), change in facility use or repurposing, energy conservation.

Priority 3

Deferrable and Desirable: projects capable of being deferred up to five years or improve the quality, convenience or bring a facility up to district standards.
Facility Improvements

The capital improvement budget assumes funding will be received anticipated from the City of Lakeland, Lakeland School System and the Shelby County Commission.

<table>
<thead>
<tr>
<th>Budget Year</th>
<th>Projects</th>
<th>Estimated Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>15/16</td>
<td>New Middle School</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Facility Study</td>
<td>$ 46,830.00</td>
</tr>
<tr>
<td></td>
<td>Design and Engineering</td>
<td>$ 214,326.00</td>
</tr>
<tr>
<td></td>
<td><strong>Lakeland Elementary</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Technology Upgrades</td>
<td>$ 43,607.00</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td>$ 304,763.00</td>
</tr>
<tr>
<td>16/17</td>
<td>New Middle School</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Facility Study</td>
<td>$ 50,000.00</td>
</tr>
<tr>
<td></td>
<td>Design and Engineering</td>
<td>$ 311,000.00</td>
</tr>
<tr>
<td></td>
<td>Site Acquisition and Real Estate Costs</td>
<td>$ 1,126,436.00</td>
</tr>
<tr>
<td></td>
<td>Site Work</td>
<td>$ 2,600,000.00</td>
</tr>
<tr>
<td></td>
<td>Construction</td>
<td>$ 12,800,000.00</td>
</tr>
<tr>
<td></td>
<td>Furniture, Fixtures and Equipment</td>
<td>$ 1,850,000.00</td>
</tr>
<tr>
<td></td>
<td><strong>Lakeland Elementary</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Technology Upgrades</td>
<td>$ 48,000.00</td>
</tr>
<tr>
<td></td>
<td>Roof Replacement</td>
<td>$ 750,000.00</td>
</tr>
<tr>
<td></td>
<td>HVAC Replacement</td>
<td>$ 240,000.00</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td>$ 19,775,436.00</td>
</tr>
<tr>
<td>17/18</td>
<td>Lakeland Elementary</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Surface Improvements (Parking lots, Driveways, Sidewalks)</td>
<td>$ 90,000.00</td>
</tr>
<tr>
<td></td>
<td>Restroom Counter Repair</td>
<td>$ 2,000.00</td>
</tr>
<tr>
<td></td>
<td>Brick and Mortar Repair</td>
<td>$ 5,000.00</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td>$ 97,000.00</td>
</tr>
</tbody>
</table>

*Estimated budgets are stated in 2015 dollars and are subject to inflation.