

# Agenda of Special Meeting

## The Board of Trustees Seguin ISD

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A Special Meeting of the Board of Trustees of Seguin ISD will be held November 6, 2024, beginning at 6:00 PM in the Board Room, 1221 E Kingsbury, Seguin, TX 78155.

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

1. **Call to Order**

- A. Establish Quorum
- B. Announcement that this meeting of the Seguin Independent School District has been duly called and that notice of this meeting has been posted in accordance with the Texas Open Meetings Act, Section 551.043 of the Texas Government Code.
- C. Pledges to the United States Flag and Texas Flag. Moment of silence.

2. **Audience with the Board**

The Seguin ISD Board of Trustees designates a time for audience participation at the beginning of each meeting to hear persons who desire to make comments. In accordance with Board Policy BED(Local):

- A. those wishing to speak shall sign up before the meeting begins stating the concern or noting the agenda item they wish to address; audience participation is limited to five minutes; the Board shall not deliberate any subject that is not on the posted agenda.

3. **Action Item:**

- A. Consideration and Approval of Recommendation for Consultant to Advise on Long Range Facility Planning in Accordance with Chapter 2254 of the Texas Government Code 3

4. **Closed Session:** Board will adjourn into closed session pursuant to the following sections of the Texas Open Meetings Act

- A. Pursuant to Texas Government Code Section §§§ 551.071, 551.074, 551.129 - Consultation with legal counsel including possible telephone consultation with legal counsel, as necessary, to address legal concerns, implications, and answer any legal questions regarding posted agenda items.
- B. Pursuant to Texas Government Code Section § 551.074 - Discuss personnel matters, including appointment, employment, evaluation, reassignment, duties, discipline or dismissal of a employee(s).
- C. Pursuant to Texas Government Code Section § 551.072 - Discuss the sale, purchase, exchange, lease, or value of real property.
- D. Pursuant to Texas Government Code Section § 551.074, the Board will conduct an interview with an applicant for the District 1 Trustee seat.

- E. Pursuant to Texas Government Code Section § 551.074 - Deliberation of appointment of District 1 Trustee seat.
- 5. **Reconvene to Open Meeting**, the Board will take appropriate action on items, if necessary, as discussed in Closed Session
  - A. Possible action on professional personnel, including appointment, employment, evaluation, assignment, duties, discipline or dismissal of a public employee(s).
  - B. Consideration and possible action regarding the appointment of District 1 Trustee.
- 6. **Adjourn**

**ACTION ITEM:** **Consideration and Approval of Recommendation for Consultant to Advise on Long Range Facility Planning in Accordance with Chapter 2254 of the Texas Government Code**

**RECOMMENDATION:** That the Board of Trustees approve Pfluger as a consultant to advise on long range facility planning in accordance with Chapter 2254 of the Texas Government Code.


**RATIONALE:** Government code 2254.002, .003(a) stipulates that competitive bids shall not be solicited for professional services. Contracts for these professional services shall be made on the basis of demonstrated competence and qualifications to perform the services and for a fair and reasonable price (*see Board Policy CV (LEGAL)*). Seguin ISD has contracted with Pfluger Group on several projects since the 2017-18 school year and District administration is recommending the firm as the most highly qualified consultant to provide such services.

**REFERENCE and COMPLIANCE:** CV (LEGAL) Facilities Construction

**BUDGET IMPACT / INFORMATION:** Funds to be provided by the General Fund, but will be moved to the Capital Improvement Fund if this consulting leads to bond planning.

**EXHIBITS:** Pfluger response to RFQ (Request for qualifications)

**RESOURCE PERSONNEL:** Liz Oaks, Chief Financial Officer, RTSBA

Submitted by:  Date Submitted: 11/06/24  
(Signature) \_\_\_\_\_  
(Name) Dr. Veronica Vijil, Superintendent  
(Address) 1221 E. Kingsbury St., Seguin, TX 78155  
(Telephone) (830) 401-8614

STATEMENT OF QUALIFICATIONS

# PROPOSAL

PREPARED FOR: SEGUIN ISD  
DUE: OCTOBER 25, 2024

A group of children and an adult are gathered around a table or counter, looking intently at something on the surface. The scene is captured in a warm, reddish-orange light, suggesting an indoor setting like a classroom or a workshop. The children are of various ages and are focused on their task. The adult is partially visible on the left side of the frame, looking down at the children. The overall atmosphere is one of collaborative learning and discovery.

**INSPIRE PEOPLE  
TO CREATE A MORE  
MEANINGFUL  
HUMAN EXPERIENCE**



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Seguin ISD  
Liz Oaks, Chief Financial Officer  
1221 E Kingsbury St.  
Seguin, Texas 78155

October 25, 2024

**RE: QUALIFICATIONS FOR LONG RANGE PLANNING SERVICES**

Dear Ms. Oaks and Members of the Selection Committee,

Education continues to evolve, and districts are tasked with planning facilities that not only meet today's needs but can also adapt to tomorrow's challenges. As we look to update Seguin ISD's long-range facility plan, our team at Pfluger/PB Group is committed to supporting your district as you navigate this process.

In 2018, we were honored to assist Seguin ISD with long-range planning. Since then, we have worked on several key projects, including the Matador Stadium Replacement, Jefferson Elementary School renovations, the additions and renovations at A.J. Briesemeister Middle School, and the McQueeney Elementary School new campus. These projects were designed with flexibility in mind to accommodate current educational trends and future needs. Our work with Seguin ISD also includes the design of secured vestibules at AJ Briesemeister and Barnes Middle Schools, ensuring student safety remains a priority.

We understand that our role goes beyond design. We are partners in shaping environments that support the educational goals of Seguin ISD and reflect the district's commitment to student success. We will continue to focus on integrity, respect, and accountability as we work with you to update your long-range plan.

We are committed to translating your vision into spaces that are both functional and forward-thinking. As we revisit the long-range plan, our goal is to provide insights that will help Seguin ISD continue to offer learning environments that inspire and prepare students for the future.

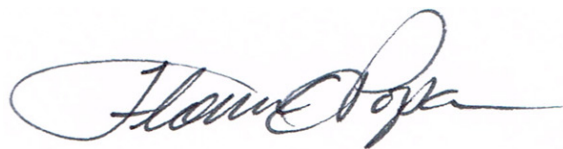
Thank you for considering Pfluger/PB Group for this important task. We look forward to the opportunity to continue our partnership with Seguin ISD and contribute to the district's long-term success.

We look forward to continue our relationship with Seguin ISD.

Sincerely,



Robyn Popal, AIA  
Managing Principal, Pfluger Architects



Florin Popa, AIA  
Principal, PB Group



# SECTION ONE

## Firm Information

### ABOUT US.

In 1972, two men, both named Jim, started an architecture firm in Austin, Texas. Fifty years later and 1.5 miles from that original address, Pfluger Architects is still in Austin—and Dallas, Houston, San Antonio, and Corpus Christi.

Growth brings opportunities and challenges, and with five offices dotting the state, one of the challenges is keeping a common culture. Every member of the firm knows our first clients were small, rural districts, and their values became those of the firm—selflessness, intention, creative problem-solving, and graciousness.

Fifty years later, those hallmarks still guide Pfluger’s practice. By developing a common purpose, we have created an aspirational ethos that we live out in our work. Our motivation is to design environments that are functional and beautiful while reflecting our clients and their communities. Our ultimate purpose is to **inspire people to create a more meaningful human experience.**

We have partnered with PB Group, a local Seguin firm formed in 2012 to provide its clients with BIM, specialty consulting, and complete architectural services. Today, our services include programming/planning, architectural services, interior design services (including FF&E procurement), site/building assessment, building information modeling and management (BIMM), consulting, fabrication detailing, advanced project management solutions, and procurement.

Pfluger + PB Group have worked together successfully on Seguin ISD projects since 2018.



2024 Pfluger Pfamily Retreat / Lost Pines, TX

## Previous Experience with Education Clients.

In the past 5 years alone, Pfluger has successfully completed over 200 public K-12 projects with a construction value of approximately \$1.2 billion. More than 85% of our work is generated by returning clients. Below is a list of Texas public school districts Pfluger has had the pleasure of working with over the past 10 years. **Districts in BOLD are served from our San Antonio Office.**

Aledo ISD	<b>La Vernia ISD</b>
Alief ISD	Lake Travis ISD
Aransas County ISD	Lamar CISD
Argyle ISD	Laredo ISD
Austin ISD	Leander ISD
Bastrop ISD	Liberty Hill ISD
<b>Blanco ISD</b>	Llano ISD
<b>Boerne ISD</b>	London ISD
Brady ISD	Manor ISD
Burleson ISD	Marble Falls ISD
Burnet CISD	<b>Marion ISD</b>
Canutillo ISD	Midland ISD
<b>Comal ISD</b>	New Diana ISD
<b>Comfort ISD</b>	<b>North East ISD</b>
Corpus Christi ISD	<b>Northside ISD</b>
<b>Cotulla ISD</b>	Odem-Edroy ISD
Crystal City ISD	Orangefield ISD
Dallas ISD	<b>Pawnee ISD</b>
Del Valle ISD	<b>Pearsall ISD</b>
Denton ISD	Pflugerville ISD
<b>Devine ISD</b>	<b>Rocksprings ISD</b>
Dripping Springs ISD	Round Rock ISD
Eanes ISD	<b>Sabinal ISD</b>
El Paso ISD	<b>San Antonio ISD</b>
Elgin ISD	<b>San Marcos CISD</b>
<b>Floresville ISD</b>	<b>Schertz Cibolo Universal</b>
Fort Bend ISD	<b>City ISD</b>
Fort Worth ISD	<b>Seguin ISD</b>
Fredericksburg ISD	Sheldon ISD
Galena Park ISD	Shepherd ISD
Goose Creek CISD	Socorro ISD
Gregory-Portland ISD	<b>Southwest ISD</b>
Houston ISD	Spring Branch ISD
Humble ISD	Spring ISD
Hutto ISD	Texas City ISD
<b>Judson ISD</b>	United ISD
Katy ISD	Waco ISD
<b>Kenedy ISD</b>	Waller ISD
Killeen ISD	Westwood ISD

## WHY WE ARE THE RIGHT FIT.

- **Experienced Team.** With an average tenure of over 20 years in the educational design and construction industry, our project leadership will seek to bring the best that the industry has to offer.
- **Clear and continuous communication.** We believe that teamwork and collaboration across design disciplines, with you and the contractor are key to a successful project.
- **Pfluger seeks relationships.** Our goal is to win the opportunity to serve you and your district for years to come.
- **We advocate for you and the fiduciary responsibility you have to your voters.** Every project is an opportunity to improve standards and drive down energy consumption—moving money out of operations and into the classroom.
- **Attention to detail is paramount.** Projects should never be designed in the field during construction. Design must be worked out in the office and communicated clearly and thoroughly in the documents.
- **Every solution has an architectural design implication and opportunity.** For instance, fencing to provide security around the entrance doesn't have to communicate "stay out," it can convey a welcoming and protective environment.
- **We design with the future in mind.** Our projects consider how to best address flexibility, expandability, and the adaptability as needs change in the years to come.
- **Navigating today's construction market is fundamental.** The current construction market is volatile. Cost estimations begin at project initiation, so early adjustments are easier and more cost-effective during the design process. We believe budgets and timelines are entry-level expectations, not measurements for gradations of success.

## SPECIAL QUALITIES.

### We Specialize in Educational Planning & Design.

For over five decades, Pfluger has been dedicated to the design of exceptional K-12 educational projects. Our commitment to excellence has been recognized with numerous awards from the Texas Association of School Administrators/Texas Association of School Boards (TASA/TASB), with a strong emphasis on delivering exceptional value.

Our K-12-focused team is more than just a professional resource; we're a single phone call away when you need us. We are dedicated to serving Seguin ISD.

We deliver expertise that includes, but is not limited to:

- Facility Assessments
- Pre-Design and Master Planning
- Bond Planning and Community Engagement
- Budgeting, Cost Estimating, and Scheduling
- Design
- Bidding and Negotiations
- Furniture Selection and Procurement
- Construction Administration and Warranty

In addition, we empathize with the legislative and budgetary challenges you're facing. Our regional experience in applicable codes, environmental concerns, building materials, and workforce availability, helps us be mindful of the impact they could have on your project. We believe an inclusive and collaborative team creates the strongest solution to challenges.

### Safety & Security at the Forefront.

As educational planners and designers, safety and security have always been a priority in our projects. In fact, we have a dedicated research and benchmarking team continually studying ways to improve health and safety in our designs. We understand safe and healthy schools go beyond the physical building, involving unique protocols, equipment, and technology for each district. Addressing hypothetical threats is complex but necessary, and we believe solutions should be tailored to each client and community. With our expertise, we will help provide the best solutions for Seguin ISD.





## Robyn Popa, AIA

**PFLUGER** | MANAGING PRINCIPAL, SAN ANTONIO OFFICE

Robyn’s experience covers a broad range of architectural practices, from master planning and facility assessments, to programming, design, production, and contract administration. She brings innovative educational concepts to reality. Robyn is highly valued by clients for her ability to translate their ideas into graphics that benefit both her clients and design team.

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### EDUCATION

#### Washington University, St. Louis

Master of Architecture

#### Baylor University

Bachelor of Architecture

### REGISTRATION

RA — Texas #21688

### MEMBERSHIP

American Institute of Architects

Association for Learning Environments

### YEARS OF EXPERIENCE

22 years

## EXPERIENCE

### SEGUIN ISD

2022 Bond Furniture Replacement

Matador Stadium Replacement **(with PB Group)**

Long-Range Facility Planning **(with PB Group)**

Jefferson Elementary School Renovations **(with PB Group)**

AJ Briesemeister Middle School Additions & Renovations **(with PB Group)**

Barnes Middle School Additions & Renovations **(with PB Group)**

AJ Briesemeister and Barnes MS Secured Vestibules **(with PB Group)**

McQueeney Elementary School – New Campus **(with PB Group)**

### COMAL ISD

Pieper High School and Stadium

Pieper Ranch Middle School

Bulverde Middle School

Middle School #9

### LA VERNIA ISD

2023 Bond Projects

### COMFORT ISD

District-wide Additions & Renovations (Design-Build)

### SOUTHWEST ISD

Southwest High School Press Box Replacement

Southwest Legacy High School & Stadium

### BOERNE ISD

Strategic Facilities Planning Focus Group

Viola Wilson Elementary School

Samuel V. Champion High School and Stadium



## Florin Popa, RA

PB GROUP | PRINCIPAL ARCHITECT

Florin's experience in the architectural and construction industry, and has gained expertise in the following areas: Program/Project Management, Building Information Modeling & Management (BIMM), information management, LEED Design, project and cost control, program analysis, facility management, asset inventory documentation, program management, design charrette facilitation, and construction management related services on a wide variety of project types for both public institutions and private organizations.

### EDUCATION

#### Texas Tech University

Bachelor of Architecture

### REGISTRATION

RA — Texas #19964

### YEARS OF EXPERIENCE

33 years

## EXPERIENCE

### SEGUIN ISD

Transportation Facility Additions & Renovations

Agri-Science Facility – New Facility

Barnes Middle School Additions & Renovations **(with Pfluger)**

McQueeney Elementary School – New Campus **(with Pfluger)**

Matador Baseball and Softball Replacement Project

2022 Bond Safety & Security Upgrades at All Campuses

W.B. Ball Childhood Classroom Addition

AJB Middle School Additions & Renovations **(with Pfluger)**

Jefferson Elementary School Renovations **(with Pfluger)**

Matador Stadium Replacement **(with Pfluger)**

2019 Long-Range Facility Planning **(with Pfluger)**

AJ Briesemeister and Barnes MS Secured Vestibules **(with Pfluger)**

Seguin High School – Construction Program/Project Management

Matador Stadium Safety Improvement –Design-Built process (Owner Representative)

### OTHER DISTRICTS:

North East ISD, Southwest ISD, Comal ISD, Boerne ISD, Schertz Cibolo Universal City ISD, Northside ISD, San Antonio ISD, Harlandale ISD, Somerset ISD, Bandera ISD, Cotulla ISD



## Lindsey Milligan, RA, RID, IIDA, NCARB

PFLUGER | PRINCIPAL, SR. INTERIOR DESIGNER

Lindsey is a registered architect and senior interior designer working out of San Antonio. As both a registered architect and registered interior designer, she can start projects sooner than a traditional interior designer, which gives her a better and earlier understanding of all aspects of the project—better informing her design decisions and project development.

### EDUCATION

#### University of Texas at San Antonio

Masters of Art, Architecture

#### University of Texas at Austin

Bachelor of Arts, Interior Design

### REGISTRATION

RA — Texas #28999

RID — Texas #11060

### MEMBERSHIP

International Interior Design Association

Association for Learning Environments

### YEARS OF EXPERIENCE

18 Years

## EXPERIENCE

### SEGUIN ISD

2022 Bond Furniture Replacement

Matador Stadium Replacement **(with PB Group)**

Long-Range Facility Planning **(with PB Group)**

Jefferson Elementary School Renovations **(with PB Group)**

AJ Briesemeister Middle School Additions & Renovations **(with PB Group)**

Barnes Middle School Additions & Renovations **(with PB Group)**

AJ Briesemeister and Barnes MS Secured Vestibules **(with PB Group)**

McQueeney Elementary School – New Campus **(with PB Group)**

### BOERNE ISD

Strategic Facilities Planning Focus Group

District-wide Elementary Furniture Standards

2020 Bond Planning

Viola Wilson Elementary School

Dr. Ferdinand L Herff Elementary

Facilities Department Renovation

### SCHERTZ CIBOLO UNIVERSAL CITY ISD

Master Plan

### SAN ANTONIO ISD

2030 Master Plan

Elementary and Middle School Assessment & Master Plan

### COMAL ISD

Pieper High School

Pieper Ranch Middle School

Middle School # 9

Middle School # 8



# Cody Cunningham

**PFLUGER** | PRINCIPAL, COMMUNICATIONS AND COMMUNITY ENGAGEMENT DIRECTOR

Cody joins Pfluger with 20 years of experience leading communications operations for large school districts in North Texas. He is a recognized expert in public engagement, campaign communications, bond campaign law, and social media strategy for corporations, school districts, and universities.

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## EDUCATION

### Texas A&M University

Bachelor of Arts, Communications

### University Of North Texas

Master of Science, Communication Studies

## YEARS OF EXPERIENCE

20+ Years

## EXPERIENCE

### MIDWAY ISD

2024 VATRE Campaign

### NEW DIANA ISD

2024 Bond Campaign (\$28.25M)

### BEEVILLE ISD

2024 Bond Campaign (\$62.4M)

### MIDLAND ISD

2023 Bond Campaign (\$1.4B)

### LA VERNIA ISD

2023 Bond Campaign (\$109M)

### LIBERTY HILL ISD

2023 Bond Campaign (\$471.1M)

### WESTWOOD ISD

2021 Bond Campaign (\$38.3M)\*

### PROSPER ISD

2019 Bond Campaign (\$1.34B)\*

### MCKINNEY ISD

2021 Bond Campaign (\$275M)\*

2016 Bond Campaign (\$220M)\*

2005 Bond Campaign (\$196M)\*

TRE\*

### TYLER ISD

2004 Bond Campaign (\$95.9M)\*

\*Project completed as Prescott Communications



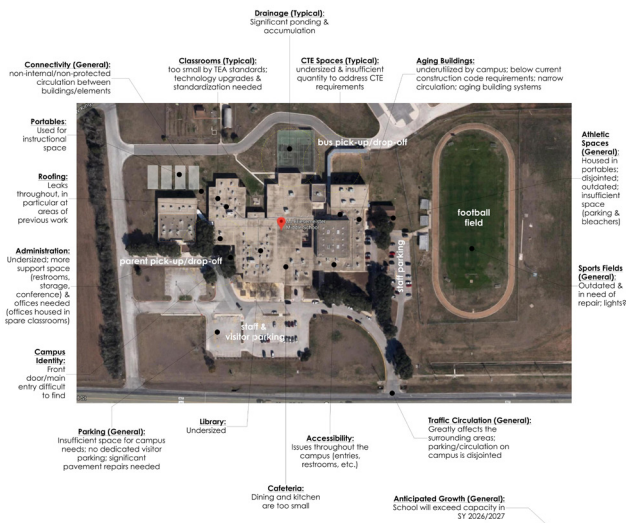
# SECTION TWO

## Project Experience

Pfluger has worked many master planning and facility assessment projects **in the last ten years**—many with districts in which we have a long-standing relationship. The following list is our recent master planning projects. **Districts in red** are served by our San Antonio office.

<b>Aledo Independent School District</b>		<b>Llano Independent School District</b>	
Master Plan & Bond Planning	2019	Bond Master Plan	2014
<b>Austin Community College District</b>		<b>Marion Independent School District</b>	
Northridge Campus Assessment	2020	Bond Planning	2021
Master Plan	2019	Master Plan	2018
EETC Master Plan & Conceptual Design Phase 1	2017		
<b>Bastrop Independent School District</b>		<b>Northside Independent School District</b>	
Master & Pre-Bond Plan	2014	Stevens Cast Tech Magnet High School Master Plan	2021
Master Plan	2010	Jordan Middle School Master Plan	2021
		Stinson Middle School Master Plan	2021
<b>Boerne Independent School District</b>		Jay High School Master Plan	2021
Strategic Facilities Planning Group	2023	Zachry Middle school Master Plan	2020
Master Plan & Bond Planning	2020	Jones Middle School Master Plan	2019
		Marshall High School Master Plan	2019
<b>Charlotte Independent School District</b>		<b>Odem-Edroy Independent School District</b>	
2024 Bond Planning	2024	District Master Plan	2021
<b>Comal Independent School District</b>		<b>Orangefield Independent School District</b>	
High School Facility Planning Services	2016	District Master Plan & Bond Planning	2023
<b>Eanes Independent School District</b>		<b>Rocksprings Independent School District</b>	
Master Plan	2017	Assessment & Bond Planning	2022
<b>Floresville Independent School District</b>		<b>San Antonio Independent School District</b>	
Long-Range Planning	2020	2030 Master Plan	2017
<b>Fredericksburg Independent School District</b>		Long-Range Strategic Plan Update	2015
Master Plan	2014	<b>San Marcos Consolidated Independent School District</b>	
<b>Hutto Independent School District</b>		Master Plan	2010
Master Plan	2014	<b>SCUC Independent School District</b>	
<b>La Vernia Independent School District</b>		2010 Master Plan Update	2020
2023 Bond	2022	<b>Seguin Independent School District</b>	
<b>Kenedy Independent School District</b>		Long Range Facility Plan (with PB Group)	2018
Long Range Plan	2024	<b>Westwood Independent School District</b>	
		Master Plan & Bond Planning	2019

# SEGUIN ISD LONG-RANGE FACILITY PLANNING SERVICES



	2017/2018	1819	1920	2021	2122	2023	2024	2425	2526	2627	2728
<b>Briesemeister Middle</b>	<b>Campus Capacity = 850</b>										
Total Enrollment	807	799	788	787	820	811	817	822	834	860	882
Capacity Utilization	95%	94%	93%	93%	96%	95%	96%	97%	98%	101%	104%
Space Remaining	43	51	62	63	30	39	33	28	16	-10	-32

## AJ BRIESEMEISTER MIDDLE SCHOOL:

### OPTION A: Address Items 1-11

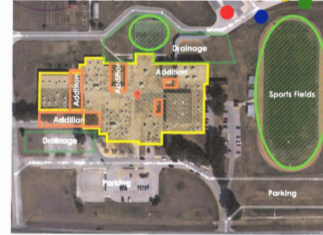


#### LIST OF CAMPUS PRIORITIES:

1. Renovate all at once = 18
2. Cafeteria = 11
3. Roofing = 9
4. CTE Spaces (Typical) = 4
5. Sports Fields (General) = 3
6. Classrooms (Typical) = 2
7. Aging Buildings = 2
8. Athletic Spaces (General) = 2
9. Campus Identity = 2
10. Library = 2
11. Connectivity = 1

AJ-B:  
TOTAL VALUE OF IMPROVEMENTS: \$41,800,000

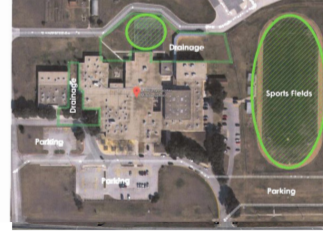
### OPTION A: Address Items 1-11



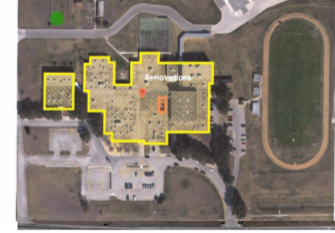
### OPTION B: Address Items 1-4, 6, 7 & 9-11



### OPTION C: Address Items 5 & 8



### OPTION D: Address Items 1-4, 6, 7, & 10



- FACILITIES COMMITTEE LIST OF PRIORITIES:**
1. Renovate all at once = 18
  2. Cafeteria = 11
  3. Roofing = 9
  4. CTE Spaces (Typical) = 4
  5. Sports Fields (General) = 3
  6. Classrooms (Typical) = 2
  7. Aging Buildings = 2
  8. Athletic Spaces (General) = 2
  9. Campus Identity = 2
  10. Library = 2
  11. Connectivity = 1

- ITEMS TO BE ADDRESSED WITHIN LARGER PROJECTS (AS APPROPRIATE):**
- Accessibility
  - Mechanical System Upgrades
  - Electrical System Upgrades
  - Plumbing System Upgrades
  - Technology System Upgrades
  - Safety & Security

IMAGES THIS PAGE

Top Left: Site conditions and demographic projections were presented to the Committee.  
Bottom Left: Information along with estimated pricing submitted to the Board of Trustees.  
Above: Options addressing concerns presented, discussed, and voted upon.

Seguin ISD required consulting and facility planning for renovations and improvements for all district facilities. Pfluger/PB Group helped the district establish a Facilities Committee and identify district representatives to collaborate in the preparation of a multi-tiered district improvement plan. The process included a review of the district's demographics to determine enrollment demands and related capacity needs. We also organized campus visits to verify and build upon a previous facility assessment report.

The assessments were non-invasive and focused on:

- Architecture and Accessibility
- Roofing Systems
- Civil/Drainage Issue
- Structural
- MEP Systems

Pfluger/PB Group collected and organized existing construction drawings for each campus and after adjusting for the visually verified condition of each campus, established a Facilities Condition Index that the committee could use to shape the future of the district.

#### SERVICES PROVIDED

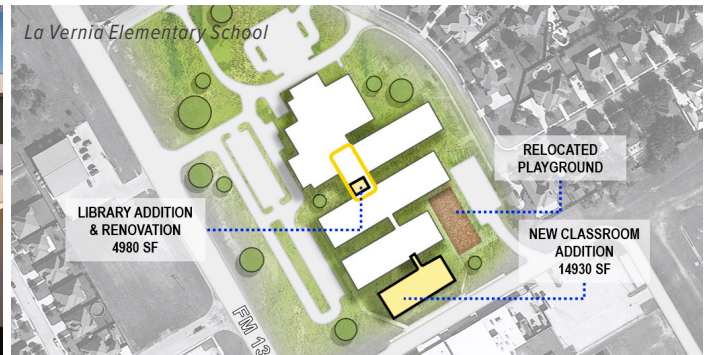
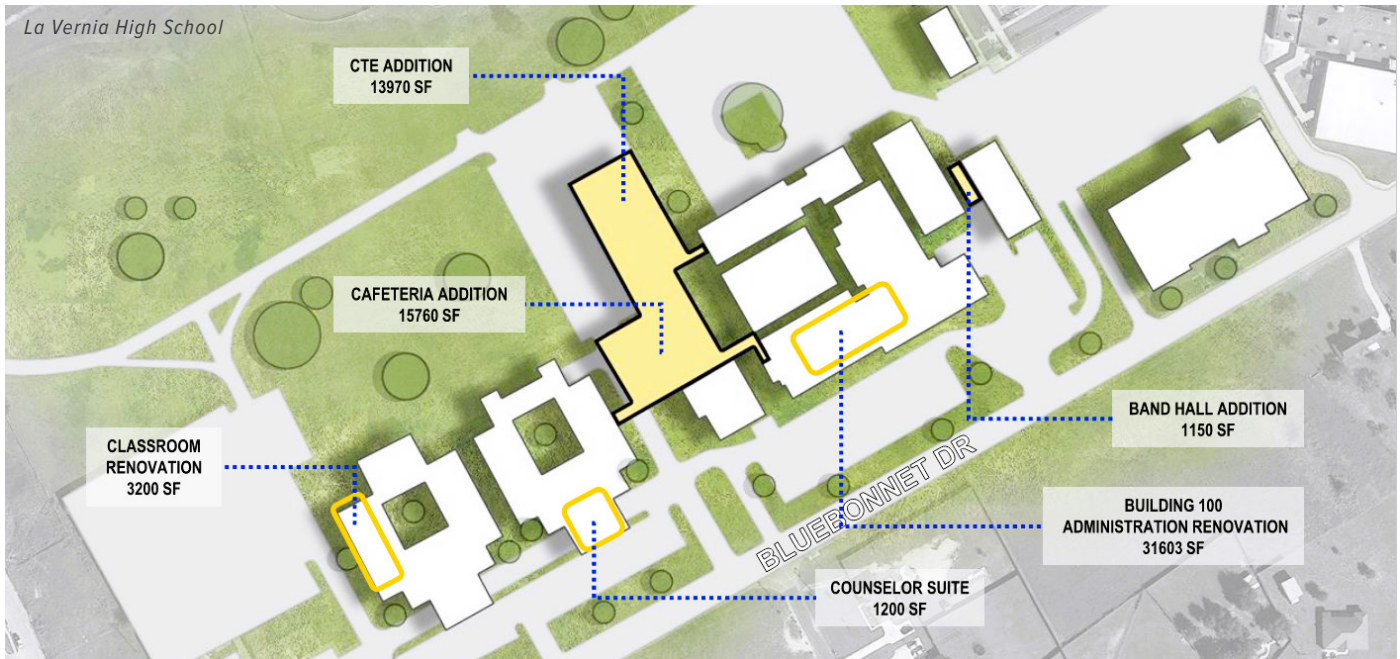
- Visioning & Group Facilitation
- Architectural Programming
- Space Programming & Analysis
- Demographic/Enrollment Analysis & Projections
- Community Outreach
- Facility and Financial Options/Priorities
- Educational & Functional Analysis
- Presentations and Reports

SIZE OF DISTRICT  
19 district facilities

DISTRICT ENROLLMENT  
7,440

BEGINNING & END DATES  
7/2018 - 1/2019

# LA VERNIA ISD 2023 BOND AND PROJECTS



In collaboration with La Vernia ISD, AGCM, and the LVISD Facilities/Planning Committee, Pfluger is revitalizing the LVISD’s campuses to enhance space and functionality. Our process began with a comprehensive master plan, addressing each campus’s specific needs based on the existing assessment and feedback from the facilities/planning committee. The scope of work included:

- **Primary School:** Classroom and library expansions
- **Intermediate school:** Additional classrooms and an expanded gymnasium
- **Jr. High School:** Comprehensive campus expansion, including a new gymnasium, locker rooms, weight room, library, general classrooms, science rooms/labs, art rooms, and ALE classrooms
- **High School:** Major additions at the high school, encompassing a new cafeteria, kitchen, a specialized CTE facility boasting welding and building trades labs, a training suite at the existing athletics field house, and various campus renovations

Once the board of trustees approved the master plan, our bond strategist, Cody Cunningham, assisted LVISD in developing a successful communication strategy for the bond.

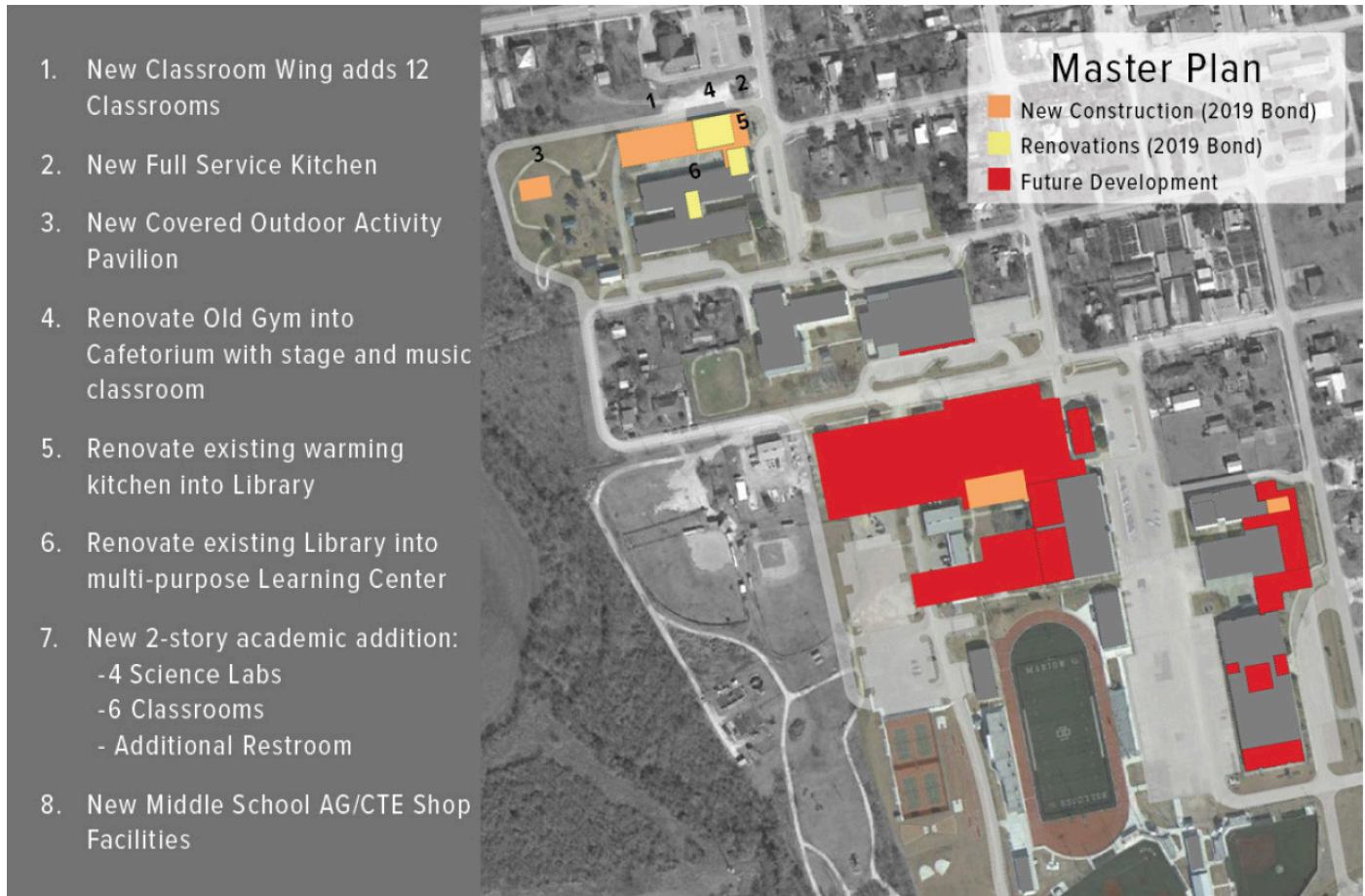
SIZE  
208,600 SF (overall)

COST  
\$65,000,000

COMPLETION  
Fall 2027

OWNER CONTACT  
La Vernia ISD  
Dr. Hensley Cone,  
Superintendent  
830.779.2181  
hensley.cone@lvisd.org

# MARION ISD DISTRICT-WIDE MASTER PLAN AND BOND PLANNING SERVICES



In the past ten years, the district has seen fairly consistent student population growth of about 2%. A demographic report told them current, active housing developments in the district pointed toward a 9% growth rate. However, approval of new housing deals currently under consideration within district boundaries mean that number could go significantly higher.

The district recognized they would need to master plan for the potential growth while being mindful of the potential financial burden. They had previously been advised to tear down everything and rebuild. This was not an option for a district like Marion that highly values their history. They wanted an option that would honor the past, build for the present, while planning for the future.

Pfluger was hired to complete a master plan for the district which began with analyzing enrollment against capacity. We found that even a modest 2% enrollment increase would put one elementary school at capacity in a year, and the second would be at capacity in four years.

## SERVICES PROVIDED

- Visioning & Group Facilitation
- Architectural Programming
- Space Programming & Analysis
- Demographic/Enrollment Analysis & Projections
- Community Outreach
- Facility and Financial Options/Priorities
- Educational & Functional Analysis
- Presentations and Reports

## SIZE OF DISTRICT

4 Campuses

## DISTRICT ENROLLMENT

1,540

## BEGINNING & END DATES

7/2019 - 11/2019

# NEW CAMPUS MASTER PLAN AND 2012 BOND SUPPORT

Southwest Independent School District

The growing student population at Southwest ISD necessitated the need to begin planning for a fourth middle school and second high school. Pfluger was engaged to look at the development of 200-acre land parcel to support the future high school and middle school campuses, along with a possible elementary school or other district support facilities. Having collaborated with Southwest ISD for almost 30 years, the Pfluger team was very familiar with the district's educational goals and facility maintenance objectives.

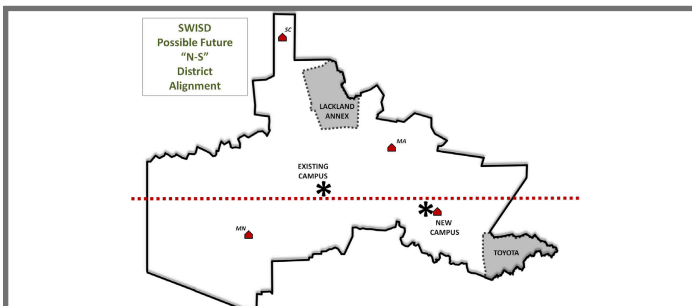
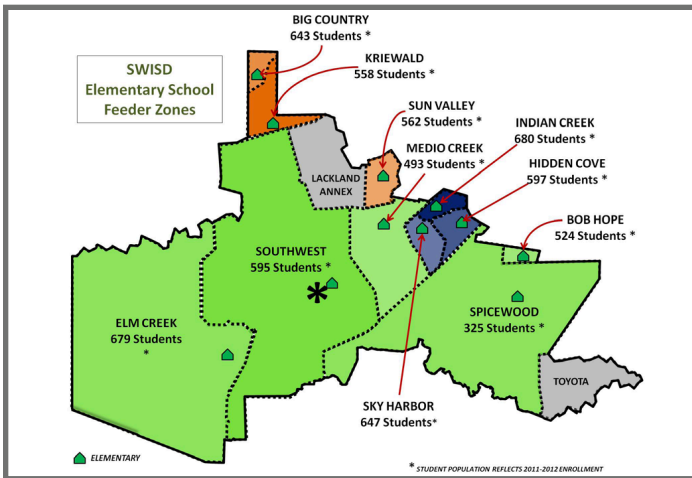
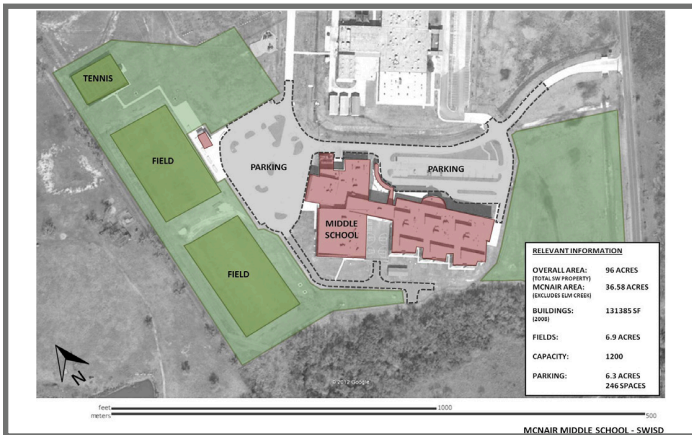
Necessary revisions to and re-alignment of the district's attendance boundaries became an important topic in the campus planning process. The planning team recognized the potential for new high schools to create in-district competition, and impact long-term school loyalty and tradition.

Future changes to existing attendance boundaries would impact the identity of both current and new campuses, at the middle school and high school level, so Pfluger prepared maps to visually relay the results of potential realignment options to the community.

The Pfluger team also reviewed, analyzed, and verified the programmatic needs and spatial requirements stipulated by SWISD by comparing existing district facilities to similarly sized school within neighboring school districts.

This comparison was then benchmarked against TEA recommendations for each grade level, to determine potential areas for improvement and necessary changes to meet requirements.

Following the completion of the New Campus Master plan, Pfluger supported the district in their successful 2012 Bond Election. In addition to preparing materials for district use in explaining the overall bond content, Pfluger also developed all campaign and promotion materials for the Political Action Committee formed to promote the bond within the community.





# LONG-RANGE FACILITY PLANNING AND COMMUNITY ENGAGEMENT

Comal Independent School District

Pfluger has been involved in district planning and facility design with Comal ISD for nearly 20 years. In 2013, the district looked to form a citizen-based committee to evaluate facility needs and formulate recommendations for future schools, facilitated by Pfluger. These recommendations, generated exclusively by the committee members, would be presented to the board of trustees for their consideration and possible implementation.

More than 60 total individuals—parents, homeowners, business representatives, as well as teachers and staff— participated in the weekly meetings. It was important to include a broad sampling of community members because of the geographic diversity within Comal ISD, which at 589 square miles is one of the largest urban districts in Texas. In each meeting, committee member tasks included:

- Review of extensive documentation on growth trends and projections, facility capacity and use, available land, and projected costs
- Engage in small group discussion
- Complete worksheet exercises to establish priorities for implementation, time-frames for project completion, and overall budget parameters
- Report tallied results from discussion and worksheets to the entire committee at each subsequent meeting

The small group format and individual exercises allowed each member to express his/her opinion, so that ‘each voice could be heard.’ At the end of the planning period the committee recommended taking a proactive approach to district growth, in anticipation of more than 10,000 new students within 7-10 years. The committee asked the school board and administration to consider multiple middle and high school facilities in areas of high growth, to mitigate current travel distance concerns. Recurring needs in technology, bus replacement, and capital improvements to existing schools would also need to be accounted for over time.

Name: \_\_\_\_\_  
 School(s) represented: \_\_\_\_\_

**July 23 Holding a Bond Election – Why?**

Confirm that the following reasons capture why we need to hold a bond election:

1. From the following list, circle your top three reasons why a bond is necessary.
2. Add additional items you feel are important in the blank spaces provided.

- ✓ Address ongoing, continued enrollment growth
- ✓ Provide additional opportunities, programs, and technology tools for student learning
- ✓ Ensure safety and security throughout the district
- ✓ Create additional capacity as soon as possible
- ✓ Maintain current school sizes
- ✓ Reduce travel time and distance between schools
- ✓ Minimize boundary changes, and avoid repeated changes
- ✓ Be fiscally responsible

What else? \_\_\_\_\_

Name: \_\_\_\_\_  
 School(s) represented: \_\_\_\_\_

July 23 Bond Planning Exercise

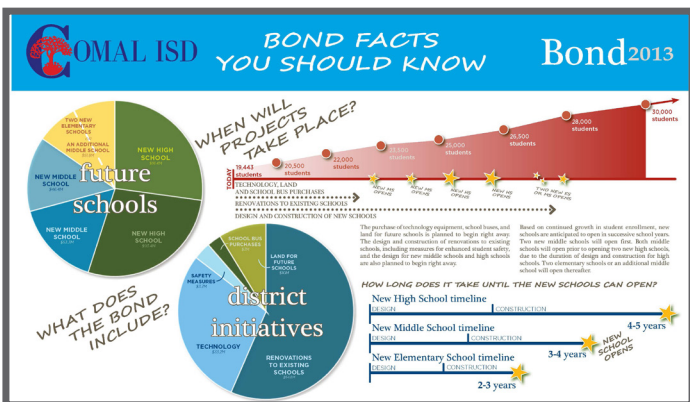
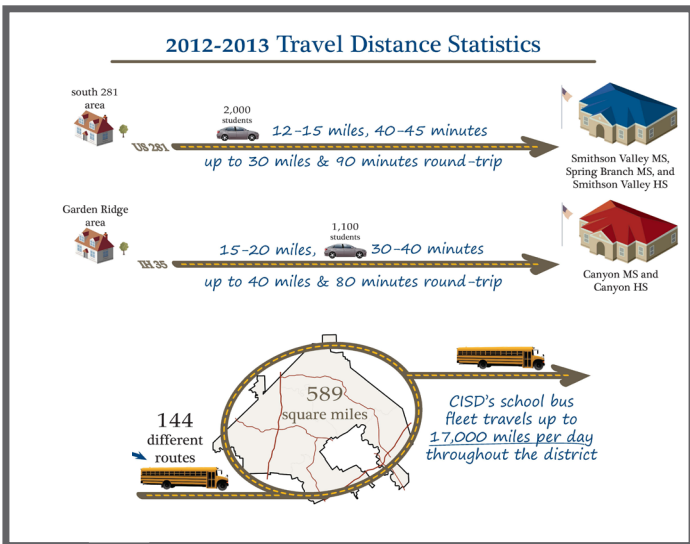
Complete the worksheet below by filling out estimates for top-of-the-line future bond campaigns:

Projects	BOND CONTENTS proposed by 14 ISD schools	BOND CONTENTS proposed by 10 ISD schools
HIGH SCHOOL #1 (2011 award)	\$88,000,000	
HIGH SCHOOL #2 (2010 award)	\$89,000,000	
MIDDLE SCHOOL #1 (2011 award)	\$38,000,000	
MIDDLE SCHOOL #2 (2011 award)	\$38,000,000	
MIDDLE SCHOOL #3 (2011 award)	\$38,000,000	
ELEMENTARY SCHOOL #1 (2011 award)	\$28,000,000	
ELEMENTARY SCHOOL #2 (2011 award)	\$28,000,000	
ELEMENTARY SCHOOL #3 (2011 award)	\$28,000,000	
ELEMENTARY SCHOOL #4 (2011 award)	\$28,000,000	
ELEMENTARY SCHOOL #5 (2011 award)	\$28,000,000	
SUBTOTAL		
TECHNOLOGY ALLOWANCE	\$28,000,000	\$28,000,000
SAFETY AND SECURITY INITIATIVES	\$3,000,000	\$3,000,000
TRANSPORTATION ALLOWANCE	\$2,000,000	\$2,000,000
LAND ACQUISITION	\$17,000,000	\$17,000,000
FACILITY AND PROGRAM NEEDS / IMPROVEMENTS	\$28,000,000	\$28,000,000
FURNISHINGS AND EQUIPMENT	\$6,000,000	\$6,000,000
INDIRECT COSTS, FEES, INFLATION	\$44,000,000	\$44,000,000
SUBTOTAL		

Other initiatives for consideration:

DISTRICT-WIDE EVENTS CENTER	\$20,000,000	
FUND BALANCE REIMBURSEMENT (for the amount of \$20,000,000)	\$30,000,000	
TOTAL		

\*Contract replacement is agreed upon



# COMPREHENSIVE FACILITIES ASSESSMENT AND BOND PLANNING

Boerne Independent School District

Since 1995, Pfluger has been involved in every district planning effort and bond election campaign at Boerne ISD. The district's successful bond in 2004 included a new elementary school, new high school, and significant updates to the existing high school and oldest middle school. Based on having accounted for much of the growth since that time, the district was looking to address remaining needs at existing schools, including the potential replacement of the oldest elementary campus still in use, and accommodate a move of the district's sixth graders from all five elementaries to the two middle school campuses.

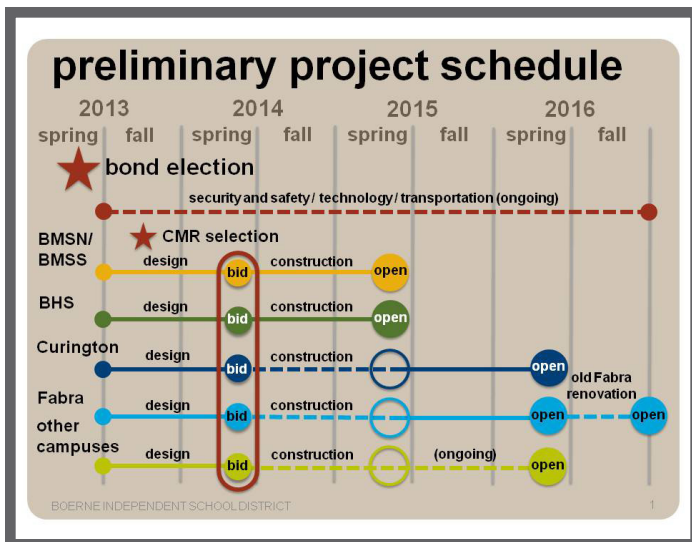


### facility issues prioritization

Category	Issue	1	2	3	4	5	6
technology upgrades	district-wide technology infrastructure						
	BCHS and BHS – culinary arts facilities						
	BHS – fine arts additions / renovations						
educational initiatives	BHS – new CTE labs						
	BMSN – new CTE labs and gym replacement						
	BHS – PE and athletics facilities renovations						
	BMSN – classroom renovations						
aging facilities	Curington ES – admin / kinder addition and renovations						
	Curington ES – cafeteria expansion / renovation						
	Fabra ES – replacement campus						
major maintenance and district support	(all campuses) major maintenance projects						
	(all campuses) energy-related cost saving projects						
	(all campuses) security and safety projects						
	central administration facility conversion						
	land acquisition						
enrollment growth	natorium						
	stadium support facility						
	transportation improvements and school bus purchase						
	BMSN add classroom space to relocate 6th grade						
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The planning process involved forming a citizen's Planning Committee which would review needs and develop a 'steering plan' for the school board's consideration and adoption. Based on our familiarity with all of the existing campuses throughout the district, our planning team presented key issues to the committee members at every campus and corresponding costs.

Committee members prioritized all stated needs for a possible bond election that would not necessitate a tax increase for voters. Members also strongly urged the district to upgrade technology resources, improve safety and security in schools, and increase available opportunities for student involvement in career and technical programs in upcoming capital campaigns.



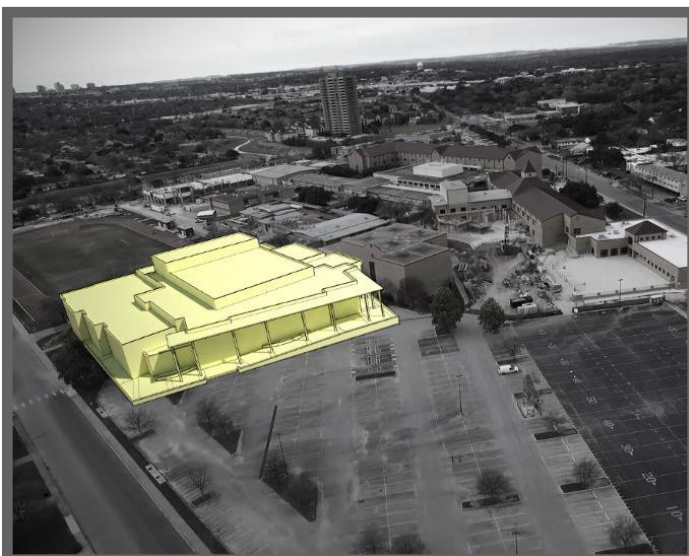
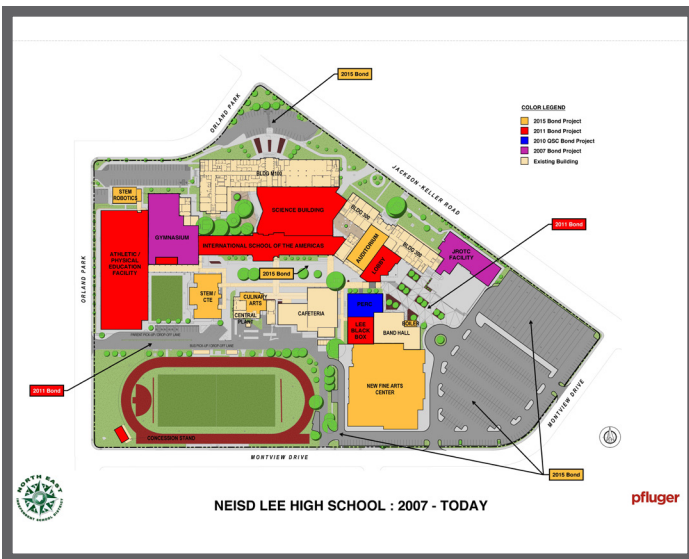
This strategy for school improvement proved successful many times, including the district's 2004 and 2013 bond, which included \$99.5 million to be spent on existing schools district-wide.

# HIGH SCHOOL LONG-RANGE MASTER PLAN

North East Independent School District

North East ISD’s L.E.E. High School campus has the distinction of being one of the oldest high schools in the district, and serves the needs for four different schools within its campus: the traditional high school and three magnet programs. Faced with a growing interest in specialized learning, yet being confined by campus boundaries as an inner-city campus, the L.E.E. High School campus is constantly in need of improving and maximizing use of their existing facilities, including replacement when appropriate. Further compounding the issue is the fact that, out of all the NEISD high schools, L.E.E. High School commands the largest amount of building space (square footage-wise), yet sits on the smallest campus site (acreage-wise).

Pfluger began working on the campus as a part of the successful 2007 bond program, which included a renovation of the gymnasium spaces. Over the next several bond programs (2011 and 2015), Pfluger has continued to work with North East ISD on how to “master plan” the high school campus to make best use of facilities and bond dollars. Part of this visioning process included looking critically at locations to construct new additions – such as a new science/classroom facility, which was strategically located in a central (yet underutilized) courtyard. Also fundamental to Pfluger’s work at this campus was thinking creatively about problem-solving strategies – such as constructing rooftop tennis courts to maximize land usage while not sacrificing instructional/extracurricular program offerings. As part of the current phase, Pfluger is constructing a new performing arts center, as well as renovating an existing building into a CTE-focused facility.



## SECTION THREE

### Long-Range Planning Process

Pfluger’s long-range planning efforts follow a seven-step outline that defines a comprehensive facilities planning process. Beginning with an assessment of existing facilities, concerning physical condition and educational adequacy, we will conduct needs assessments and ensure that everyone has the opportunity to contribute to the process. When completed, we will develop potential options for addressing facility needs on existing and future campuses. This information leads to good decision-making through an objective process that is factual, comprehensive, and documented.

While the development of a needs assessment and long-range facility master plan is similar for each district, the engagement with decision-makers must be tailored to the individual needs and political landscape of each client and its voting community. Based on our history and knowledge with Seguin ISD, we recommend the seven-step process in the pages to follow.

## PROJECT SPOTLIGHTS:

As we describe the process, we will include related experience of our recent efforts at Seguin ISD and Westwood ISD as an example for a better understanding of the process.

### **About Seguin ISD**

*Seguin ISD engaged Pfluger/PB Group to guide planning for comprehensive facility improvements across the district. To build community support, we worked with Seguin ISD to form a Facilities Committee that included district representatives. Together, they developed a multi-tiered district improvement plan, beginning with a detailed review of enrollment trends, a campus-by-campus assessment, and a Facilities Condition Index to prioritize needs.*

*Pfluger/PB Group’s plan outlined improvement options, from renovations to new constructions, to address each school’s physical, functional, and educational requirements. After careful committee review, the committee presented a Long-Range Facility Plan to the Board, supporting the proposal of a \$64.7 million bond for school and athletic facility renovations.*

*The bond passed with 66.23% of the vote.*

### **About Westwood ISD**

*In a small town like Westwood, where many believe “if it ain’t broke, don’t fix it,” passing a bond can be challenging—especially with aging facilities that don’t appear to need immediate repair. Westwood ISD’s buildings, over 40-years-old, needed significant updates to support students and the community.*

*To address these concerns, Pfluger organized a long-range steering committee with diverse community voices, including anti-bond advocates, guiding them through a planning process that demonstrated the impact of modern educational spaces.*

*The district failed two bonds in the last 42 years. The first lost 412 to 415—the second, 799 to 916. As you will read in the letter on the following page, there was 100% support by members of the steering committee—including those who had been staunch opponents of a bond.*

*As a result, the Westwood ISD bond passed with a 2:1 margin on November 2, 2021.*

# 1

## STEP ONE: INITIATE PROJECT

- Establish guidelines for planning process
- Identify and engage stakeholder groups (administration, departments, staff)
- Communicate with local officials
- Review any conditional assessment data collected previously (plans, studies, reports)

Upon selection, the Pfluger team will begin an interactive planning process, working with school administrators, key faculty and staff, and members of your community, when engaged by the district. Establishing goals and obtaining input from key decision makers is critical throughout the planning process. Communication is also essential throughout because success lies with informed stakeholders who have input into the process.

*Seguin ISD hired Pfluger/PB Group in 2018, with a lofty goal: help us pass a bond to replace our stadium (which failed previously), and kickstart addressing our aging facilities. A Long Range Facility Planning Committee was formed, composed of a diverse representation of community stakeholders*

*Westwood ISD had two failed bond elections. After hiring Pfluger, they took our team's recommendation to create a long-range steering committee. This fulfilled the Board of Trustees mandate to develop a long-range educational and facilities master plan. The goal of the process was to build respect and trust between the district and its community, which didn't exist previously.*



# 2

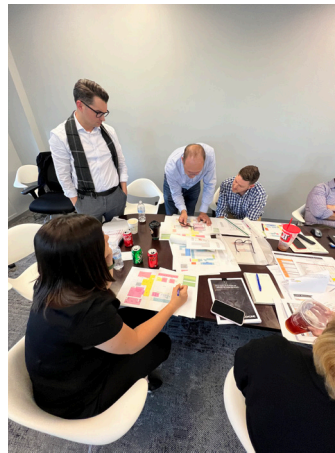
## STEP TWO: COLLECT DATA

- Develop / confirm staffing projections and readjustments
- Conduct interviews with on-site and other key leaders
- Determine existing space utilization per facility
- Review budget goals / financial expectations

Developing a clear understanding of existing facilities is a priority in planning. We collect site and floor plans and then graphically diagram each campus and building, color coding each by function. These graphics help us communicate the make-up and organization of the administration building to the planning committee. We also conduct site walk-throughs of each campus to confirm space use and understand campus strengths and deficiencies.

If new construction is in the scope of work, we analyze the site survey to discover the highest and best use of a property.

*Westwood ISD conducted a thorough employee survey to identify their needs and realized the importance of understanding the implications of their deficiencies. They partnered with Pfluger and N2 Learning to develop profiles of learners, educators, leaders, and learning spaces to guide future facility decisions. It was determined that improvements and additional square footage were needed at each campus, despite no growth in the area. These changes lead the way for additions, renovations, and program expansions to meet teaching and learning requirements and comply with TEA standards across all campuses.*



*Pfluger/PB Group worked with the district to build off of an existing facility assessment that had recently been conducted. With our team of specialized consultants, we expanded upon the previous report, and were able to inform the committee about the reality of their campuses. Interviews with campus principals and district leaders, coupled with a review of the district facilities against TEA standards at the time, allowed the team to compile a snapshot of the District.*



# 3

## STEP THREE: GATHER COMMUNITY INPUT — REVIEW NEEDS

- Review current and future needs
- Identify commonalities

Pfluger holds meetings to listen and fully understand the goals and vision of the administration. We hold regularly scheduled meetings with the Long-Range Planning Committee, when engaged by the district, guaranteeing active participation, input, and buy-in.

Simultaneously, the Pfluger team finishes a comprehensive needs assessments for existing campuses, including systems that may need to be replaced or upgraded, accessibility challenges that may exist, deferred maintenance items, technology needs, and general campus improvements. They also analyze the age and condition of buildings and space available for future expansion.

At Westwood ISD, the educational and facilities Long-Range Steering Committee chose to consider priorities 1-6, excluding Priority Two since growth was not a consideration. Our team worked with the district's planning cost estimator, Jackson Construction, who would serve as CMAR for future construction projects.

In Seguin ISD, Pfluger/PB Group presented to the community committee the state of the district, and what the issues were at each campus. A visual tour of each campus was conducted, to allow participants to see first-hand the conditions. It was quickly agreed upon by the committee that improvements were needed at many campuses, and the need for a multi-step improvement plan was critical. The committee prioritized the needs at each campus, from which long-range improvement options would be developed.

**A.J. BRIESEMEISTER MIDDLE SCHOOL**  
(6th Grade thru 8th Grade)  
Student Enrollment (2018/2019 SY): 781  
Student Capacity: 850  
Building Area: 116,400 SF  
Acreage: 40.33 acres (shared with Rodriguez ES)

**Business (District):** Significant parking & accommodation

**Classrooms (District):** Too small for TEA standards; Technology upgrades & standardization needed

**CTE Room (District):** Insufficient & inefficient quantity to address CTE requirements

**Admin Buildings:** Underutilized by campus; below current construction code requirements; narrow circulation; aging building systems

**Portables:** Used for instructional space

**Refrap:** Great; through in part of area of previous work

**Administration:** Underused; more support space; storage; conference & office needed (offices housed in spare classrooms)

**Campus Safety:** Front door; small entry difficult to find

**Athletic Spaces (General):** Overused; insufficient space (parking & bleachers)

**Sports Fields (General):** Overused & in need of repair; light

**Parking (General):** Insufficient space for campus; needs no dedicated visitor parking; significant pavement repairs needed

**Library:** Underused

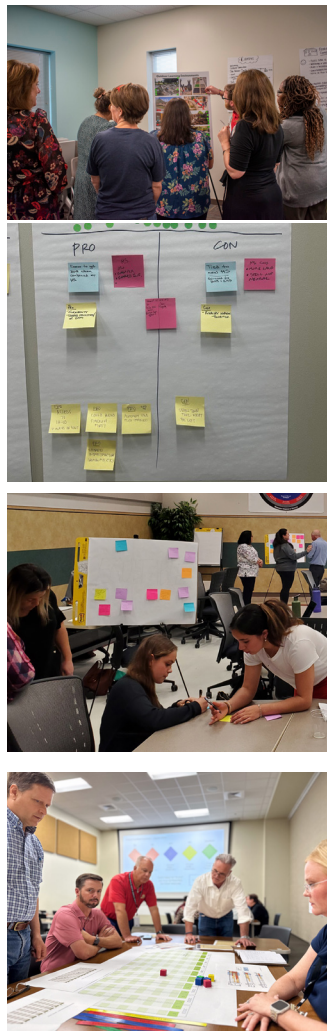
**Accessibility:** Issues throughout the campus (entries, restrooms, etc.)

**Traffic Circulation (General):** Surrounding streets; parking circulation on campus is disjointed

**Canteen:** Diverted attention off the food

**Anticipated Growth (General):** School will exceed capacity in SY 2026/2027

Briesemeister Middle	2018/19	2019	2020	2021	2022	2023	2024	2025	2026	2027
Total Enrollment	807	799	788	797	800	811	817	822	834	860
Capacity Utilization	95%	94%	93%	93%	95%	95%	96%	97%	98%	104%
Space Remaining	43	51	62	63	30	39	33	28	16	-10



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# 4

## STEP FOUR: DEVELOP OPTIONS

- Establish benchmark evaluation criteria
- Review existing facilities / staffing
- Compare existing utilization to model program
- Overlay staffing projections
- Align critical needs with revenue projections
- Identify facilities to be repurposed or otherwise consolidated
- Identify best uses / options for sites
- Develop cost estimates for each recommendation

*For Seguin ISD, Pfluger/PB Group developed 3-4 improvement options per campus (each of varying levels of intensity). Each option was developed with consideration on how to address or resolve most, if not all, of the issues and concerns at the individual campuses.*

Next, we build a list of all programs and benchmark the current facilities against those of other districts. We also complete a capacity and utilization analysis to better understand how efficiently the facility operates.

# 5

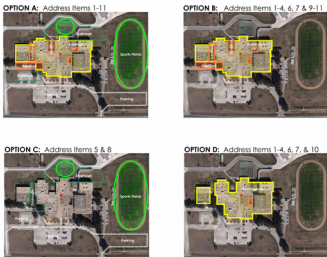
## STEP FIVE: GATHER COMMUNITY INPUT – REVIEW OPTIONS

- Isolate concerns
- Identify priorities and critical needs
- Begin developing anticipated scheduling

Working with the Long-Range Planning Committee, plan options are proposed and developed, often in a collaborative charrette-based process. The charrettes will include users to make sure goals, physical and conditional challenges are discussed and weighed. As alternative scenarios are identified, priorities can be established and a timeline developed that outlines future priorities and intentions.



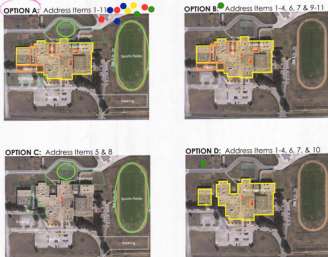
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- FACILITIES COMMITTEE USE OF PRIORITY:**
1. Renovate all of once = 18
  2. Cafeteria = 11
  3. Roofing = 9
  4. CTE Spaces (Typical) = 4
  5. Sports Fields (General) = 3
  6. Classrooms (Typical) = 2
  7. Aging Buildings = 2
  8. Athletic Spaces (General) = 2
  9. Campus Identity = 2
  10. Library = 2
  11. Connectivity = 1
- ITEMS TO BE ADDRESSED WITHIN LARGER PROJECTS OR AS SEPARATE:**
- Accessibility
  - Mechanical System Upgrades
  - Electrical System Upgrades
  - Plumbing System Upgrades
  - Technology System Upgrades
  - Safety & Security



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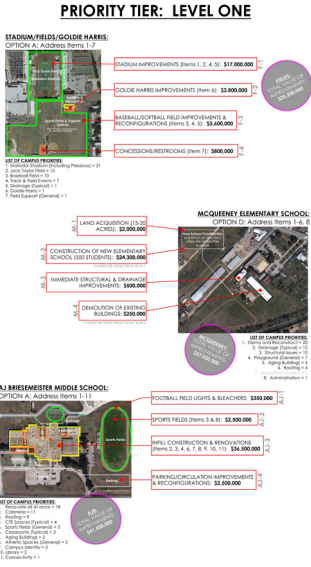
*Pfluger/PB Group presented to the Seguin ISD Long Range Planning Committee the improvement options at each campus, and openly discussed the merits and challenges with each. Participants were then asked to select which improvement option at each campus they were most in favor of, and were also asked to prioritize which campuses were most in need to have improvements made.*



# 6

## STEP SIX: DEVELOP PLAN

- Establish prioritization criteria (for excellence, efficiency, equity)
- Align critical needs with bond revenue projections



*Westwood ISD elected to begin transitioning its grade alignment by converting the junior high to a middle school. By gutting the building and replacing everything but the structural and exterior wall systems, we added back significant square footage to allow dynamic teaching, learning, and performance environments by incorporating all priorities.*

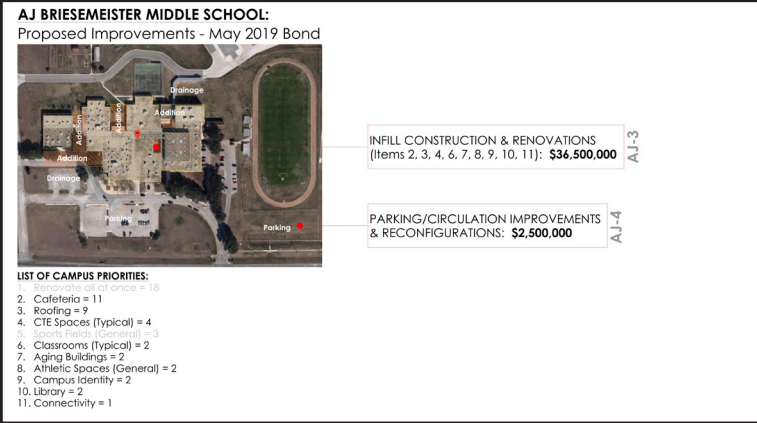
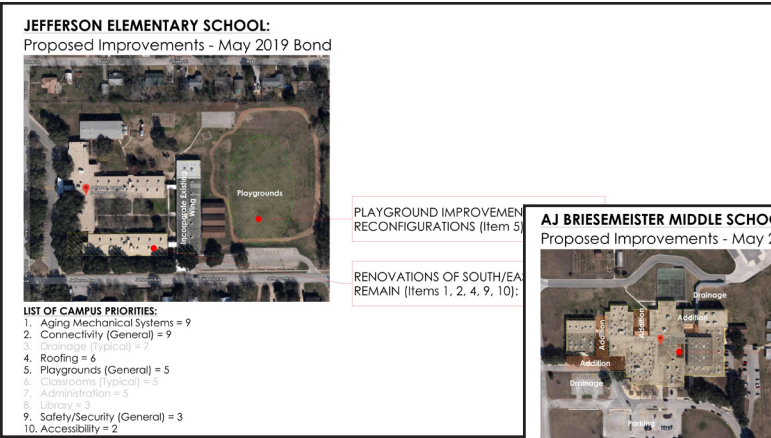
*From the LRFPC Committee's feedback, Pfluger/PB Group were able to take the highest-ranked improvement option at each campus, and dissected each plan into smaller, achievable steps. Each step was correlated with a rough-order magnitude of cost, and the District's financial advisor informed the groups as to the district's bonding capacity. The committee then used all the information available to begin to formulate potential slates of bond projects.*

# 7

## STEP SEVEN: FINALIZE PLAN

The final steps involve sharing the identified plan options with other stakeholders and administrative leaders beyond the Long-Range Planning Committee. Additional project goals are often defined and incorporated into the final document creating a tool for the users to pursue future opportunities.

*Seguin ISD's LRFPC Committee reviewed the various proposed bond project compilations, and selected one compilation to make as a recommendation to the SISD Board of Trustees.*



Providing appropriate long-range facilities master-planning takes extensive experience and expertise to deliver the best possible solution to a district for consideration. For that reason, Pfluger/PB is bringing the best in the industry to Seguin ISD. The team will be led by Robyn Popa, a 20+ year veteran delivering nearly 100 K-12 projects for San Antonio area public school districts. Robyn will lead all planning and programming efforts for Seguin.

Complimenting Robyn’s expertise in planning is the technical skillset of Florin Popa, who brings over 35 years of work in the architectural industry, with a focus in the last 30 years on school facilities. Florin will oversee all the technical aspects of developing a long-range plan for Seguin ISD.

Knowing pricing will be a component of the assessment, it will be important that the team identifies and understands not only the indication of a problem (e.g., water in the crawlspace) but also the cause of the problem (e.g., how did water get into the crawlspace) and how to remedy the problem (how will water under the building be removed and avoided in the future). Both Robyn and Florin’s years of experience and unique understanding of how systems work will be critical in providing a robust and achievable master plan.

Toward the final third of the long-range planning schedule, conceptual design solutions will help communicate options to the stakeholders, giving them the ability to evaluate what works best for the district. It also allows for more accurate cost estimates and scheduling of potential improvements. This process will be led and carried out by our team of designers and architects.

The remaining resources required to develop the long-range facilities master plan are our consultants, who will be brought in as-needed. Robyn will oversee their work during the assessment, and they will develop documents that compliment and enhance the long-range plan.

The unique pairing of Pfluger/PB Group also brings a level of attention and personal commitment to Seguin ISD. As residents of Seguin, both Robyn and Florin understand the dynamics of this community, and have seen first-hand how community support can make significant impacts.





# SECTION FOUR

## Bond Planning & Election Services

### What Defines Pfluger’s Process for Bond Planning?

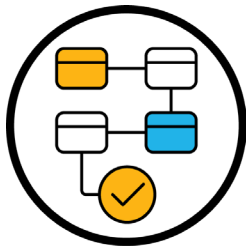
The foundation of Pfluger’s process is listening to our clients and to your community. We don’t use a plan that is prescribed for all districts, we custom build a bond planning process, communication plan, branding, messaging, voter strategy, and election campaign that is unique to your community. We don’t employ a “bond plan in a box” strategy like so many other firms.

We pride ourselves on not only providing our clients with great support and service, but with showing up with our “A-Team.” The team you see in the interview, is the team that will be with you throughout the duration of your project.

We are relentlessly committed to communication and support before, during and after a bond program. One consistent theme you will hear from our clients is that we are available 24/7, and we believe this is what it takes to win bond elections. In the current political climate, it is essential that a firm can plan, react, change course, and be nimble enough to respond to challenges and opportunities throughout the bond planning process and the election.

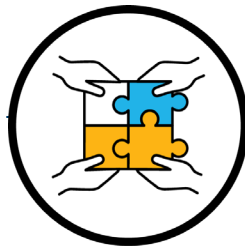
This level of support is uncommon, and it’s the reason for our uncommon results. **We boast a 98% pass rate for our bond elections.**

### Steps In Our Bond Planning Process



#### 1. Review Goals

The first step is getting to know you and your community. We establish a deep understanding of the district’s goals to help customize the bond planning process.



#### 2. Gather Comprehensive Data

We study your vision, demographics, educational program, regional trends, industries, financial position, voter data, and more to form the foundation of a community led engagement and bond planning effort.



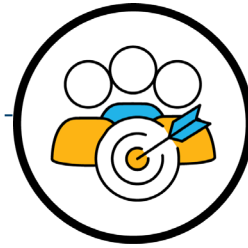
#### 3. Evaluation of Facilities

We provide a comprehensive facilities assessment that studies existing buildings and schools, academic and extracurricular programs, enrollment, and demographic projections to identify and help prioritize the needs of your community.



#### 4. Strategic Planning

Who are the people that learn, teach, and lead in your district? How does the community define their roles and how can facilities support those definitions? Giving your community a common language will help support a successful bond.



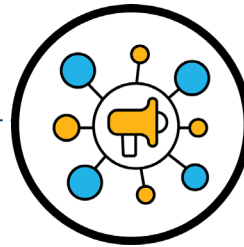
#### 5. Community Advisory Committee

We will help develop a diverse group of stakeholders representing your community demographics, varying age groups, parents, staff, students, business leaders, and key community members. Our process creates an opportunity to build a powerful network of informed citizens.



#### 8. Campaign

The key to a successful bond lies in effective communication and community engagement. We help you harness the power of data-driven insights and voter analysis to develop targeted messages, reaching a wide variety of active voters in your area. We assist in the development of branding, marketing, messaging, and provide the communication tools needed to reach voters.



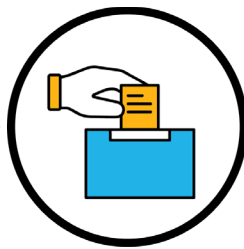
#### 7. Recommendation & Calling the Election

Initiating a thoughtful, thorough, transparent, and data-driven process will ensure that your community advisory committee and district makes a recommendation your board of trustees can support.



#### 6. Bond Planning

We will help you take the advisory committee findings and put those needs, wants, and desires into a package your community can support.



#### 9. The Election

After months of gathering, defining, and analyzing information, election night will be the culmination of the community-wide effort to support education in the district. Our approach ensures that the bond becomes the “community’s bond” rather than a “district’s bond” or a “superintendent’s bond.”



#### 10. Post-Bond

After the dust has settled, we evaluate outcomes against original goals, assemble feedback to assess satisfaction, and help the district transition to the next phase of design and construction. We develop a post-bond communications plan to ensure ongoing updates and transparency with your community throughout the bond program.

The key to a successful bond is strengthening community trust through effective, transparent, and fact-based communication. Pfluger’s bond planning services go beyond the expected. We help you educate your community, build trust through a transparent bond process, and maintain the goodwill earned by helping you keep your community informed about the process and progress of the projects funded by the bond. Our process eliminates claims that a bond is “the administration’s bond” and ensures that the public experiences it as “the community’s bond.”

## Building Community Pride Leads to Record Passing Rate in Liberty Hill ISD.



For instance, we helped Liberty Hill ISD pass its \$471.1 million bond in May 2023. While they had successfully passed a bond in 2021, the close margin suggested the community may not have felt engaged, the demographics may have shifted—making the message ineffective, or the community didn’t fully buy into the purpose and benefits of the 2021 bond.

In 2023, the district was very concerned about the significant growth in its housing market and student population. Strategic planning for educational infrastructure to accommodate the growth was imperative, but did the community understand the urgency? Once hired, one of the first things we did was publish a series of fact-based articles in the local paper to explain how the housing market boom would impact schools, particularly at the elementary level. These feature articles were also communicated to staff, parents, and the community through an educational campaign that included a bond website, a social media campaign, and branded collateral material.



Then, we developed a marketing and communications plan that stressed community involvement and helped the district identify key community members who could help us establish a strong bridge with stakeholders.



Throughout all messaging, it was necessary to stress that growth wasn’t synonymous with loss of character or traditions. The campaign strategy was to intentionally promote pride within the district—blanketing the town with yard signs, vehicle decals, stickers, and other branded items promoting pride in Liberty Hill ISD. To drive that home, the district developed a recognizable brand with a motto, “Together, We Are Building Champions,” that spoke to what was important to the community.



Finally, we helped the district by designing its bond website and various types of signage and collateral. We helped the superintendent establish forward-facing community connections, including newsletters, coffees and chats, financial and campus “101s,” town hall meetings, and tips to energize the base through PTO/PPO partnerships. We helped the district leverage social and print media and use storytelling to illustrate its goals.

Our bond campaign strategy was tailored to the unique needs of Liberty Hill ISD. We developed a clear, compelling message and strategy, focusing on educating the community about the bond’s significance. Frequent coordination with district staff and strategic planning meetings ensured that every aspect of the campaign was aligned with the district’s goals and the community’s expectations. The result was not just a win, but the 2023 Liberty Hill ISD bond won by the highest passing rate (nearly 78% For) for any state bond election over \$400 million in Texas that year.

## The Bond Everyone Said Couldn’t Be Done – Midland ISD Passes Historic \$1.4 Billion Bond, After Five Failed Attempts to Address Secondary Campuses.

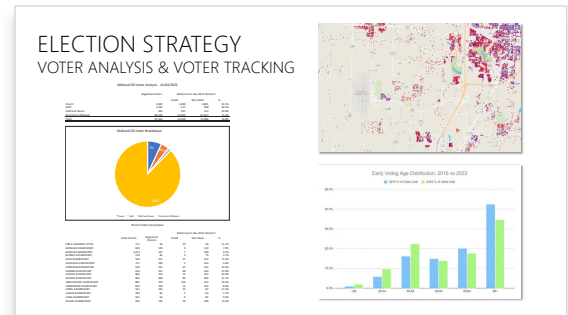
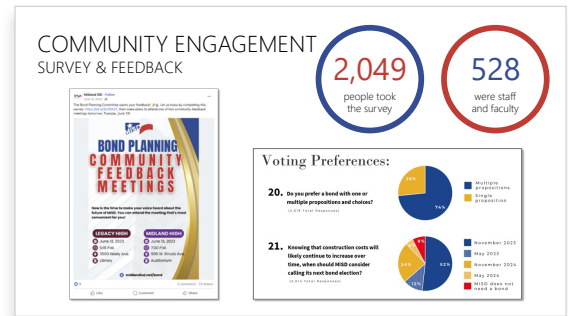
Pfluger followed that up in November when we helped Midland ISD and the district’s new superintendent pass another bond for the record books. The \$1.415 billion bond was the largest in West Texas history, the eighth-largest ever in the state—and no one thought it could be done. No one.

In the 2023 election year, Midland had the highest per capita income of any city in the US, but at the same time, the community had failed to pass a bond in over three decades to address infrastructure needs at its secondary schools. Midland High School was built over 95 years ago and Legacy High School over 62 years ago, with the district’s middle schools also over capacity and facing major capital improvement needs.

We started by helping the district form a bond committee of over 100 community members. We facilitated the meetings and did a lot of listening. Then, we conducted surveys to get a broader vision of the district’s needs and opinions. The district received feedback from students, parents, teachers, district support staff, business leaders, community focus groups, neighborhoods, and others.

For Midland, we worked with the district’s communications team to develop a tagline that would resonate. “Your Voice Matters” spoke to the process and the fiercely independent Midland community. In a collaborative process with the district, Pfluger developed a communications strategy, branded materials, social media guidelines, educational bond videos, and a bond website.

Articles were published, social media posts were developed in English and Spanish, and we worked with the bond committee and Energize Midland, the bond PAC, to develop TV and radio spots. Through an orchestrated strategy with Pfluger, Energize Midland raised over half a million dollars from corporations and local supporters to advocate passage of this transformational bond. As mentioned in the cover letter, the bond passed comfortably, but now the real work begins.



**STRATEGIC COMMUNICATIONS**  
District Communications Plan and Community Outreach

**Voting Information**

**Ballot Language**

In 2019, the state of Texas passed legislation requiring the ballots for school bond elections to include language that is required to be included.

Even when you just see the ballot from a bond.



PAC audio/video impressions and sample video spot.

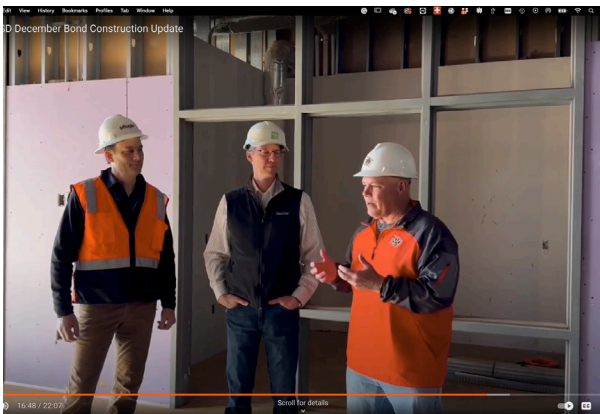
In the post-bond phase, we are now assisting the district in maintaining the trust they earned with their community through a transparent process that will continue until each bond project is complete. Post-election bond services we are providing include:

- Identify post-election concerns, goals, and audiences
- Communications plan for the design and construction of facilities
- Reports to the bond advisory committee
- Bond and construction website design and support
- Updates to the board of trustees, community, and media
- Event planning for major milestones: groundbreaking ceremonies, dedications, etc.
- Asset generation including graphics, site signage, drone footage, and project videos

We will support the district in executing a communications plan that focuses on being good stewards of taxpayer funds and maintaining public trust.

## Westwood ISD Leans on Pfluger’s Expertise to Pass First Bond in Over 40 Years, Following Two Failed Attempts.

Following back-to-back failed bond attempts, Westwood ISD knew that it had to take a hard look at its partners and its process for community engagement and seek a new approach to address facility needs. They called on Pfluger to bring new ideas and to develop a plan that would garner broader support among community members.



Construction update with L-R Terry Hoyle, Pfluger; Trey Greer, Fitzpatrick Architects; and Superintendent Wade Stanford, Westwood ISD.

Our team worked to develop a plan for a community advisory committee that was more inclusive and represented a broader range of perspectives on community expectations. The district worked with these individuals to develop trust and to educate members on the district’s vision for students and education in Westwood. The months long process included careful examination of district facility needs, enrollment projections, district programs, learning spaces, district goals and other factors. Outspoken opponents of previous bond elections became vocal advocates of the newly transparent process, and with a full understanding of the district’s mission and goals, and new accountability measures in place this group organized widespread community support for the bond.

Pfluger developed a comprehensive and targeted plan for educating the community about the bond, working with key community members to reach voters, engage the support of local businesses, and to promote record voter turnout for staff and parents.

Election day represented the culmination of a new vision for Westwood ISD schools. The Westwood ISD bond passed with over 2-1 support from voters.

*“Y’all aren’t just architects, and you’re really not just partners, but you’re part of our community and you’ve invested a lot of time, a lot of effort, a lot of energy into it. We’re thankful for that.”*

*-Wade Stanford, Superintendent of Westwood ISD*

