



COOPERATIVE STRATEGIES

COMPLETE FINANCIAL & DEMOGRAPHIC PLANNING FOR EDUCATION

THREE RIVERS SCHOOL DISTRICT FACILITIES MASTER PLAN | BOARD PRESENTATION

NOVEMBER 20, 2019



AGENDA | MASTER FACILITY PLAN BOARD PRESENTATION

MASTER FACILITY PLAN: OVERVIEW

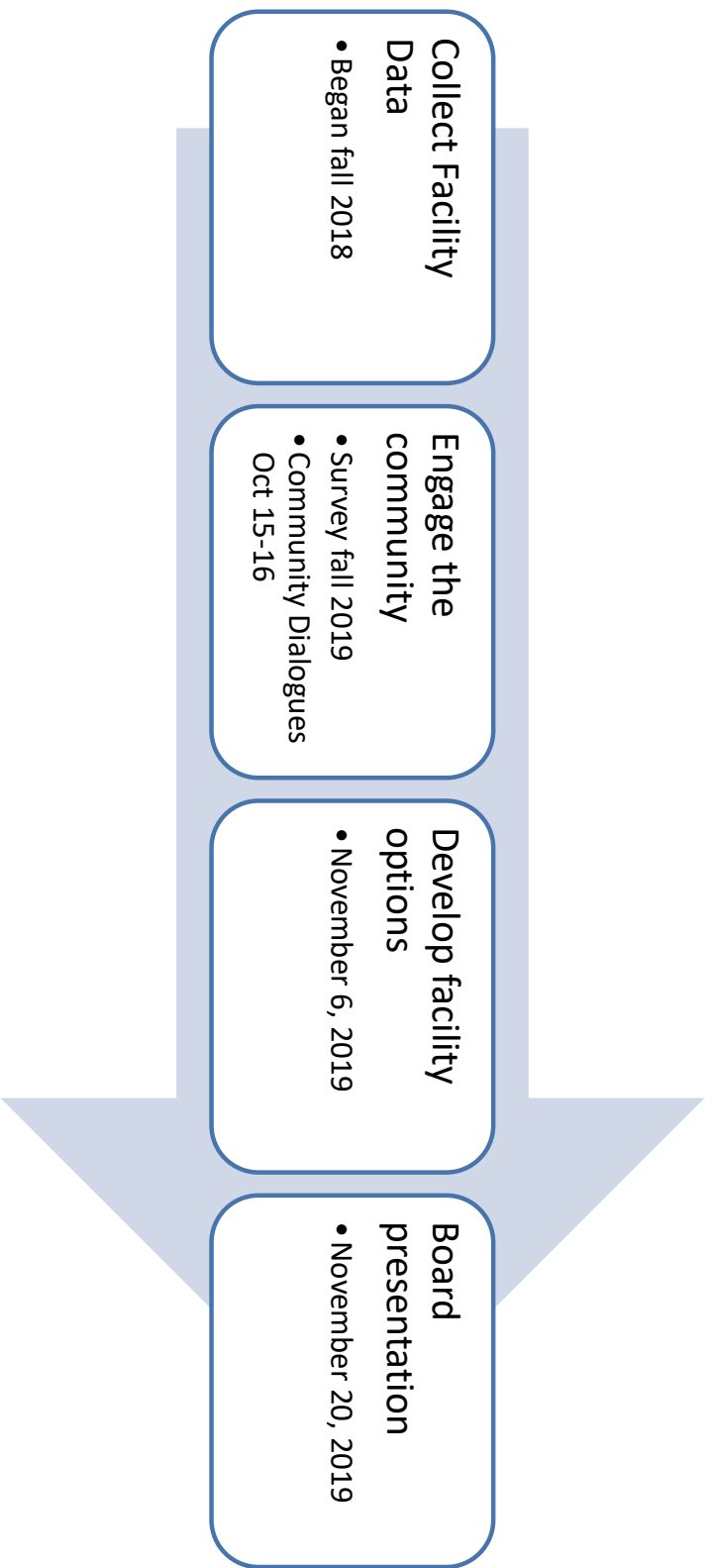
SCHOOL DISTRICT BACKGROUND DATA

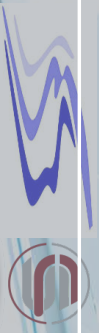
FACILITY ASSESSMENTS

SUMMARY

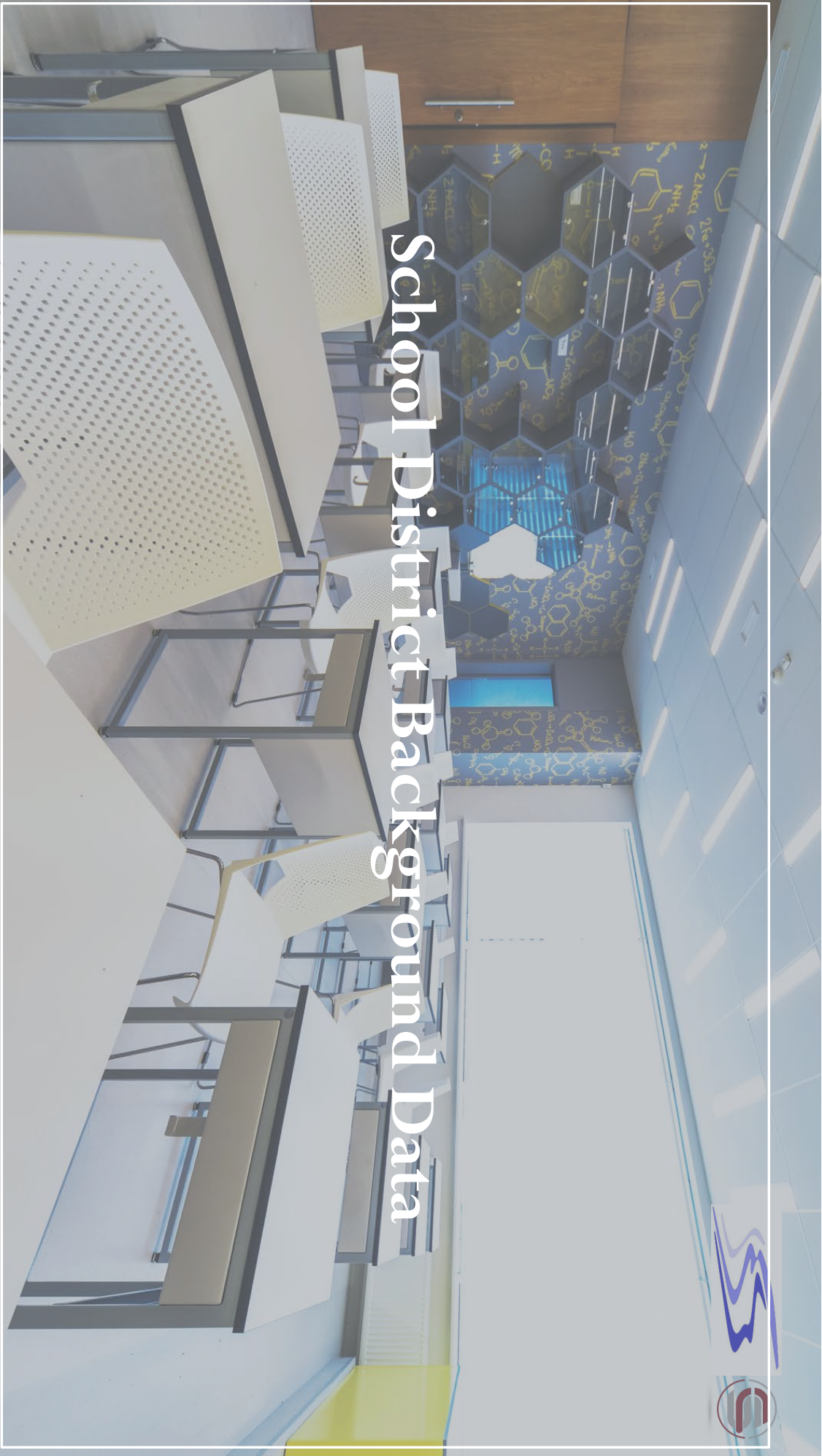


- A 5-10 year plan to prioritize major capital investments towards the goal of supporting the district's educational vision
 - Considers current & desired educational programs
 - Facility condition analysis of all capital assets to identify needs for capital improvements
 - Operates under the constraints of overall budgets, capacity, and current/projected enrollments





School District Background Data



ENROLLMENT | HISTORIC ENROLLMENT



Historical Enrollment - District-wide

Grade	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
K	308	296	287	345	329	286	277	294	304	336
1	315	317	310	309	353	328	308	312	318	297
2	347	329	328	313	326	352	329	322	309	310
3	343	352	333	343	317	319	359	337	341	315
4	355	340	357	332	347	310	344	375	360	340
5	422	362	352	360	324	349	306	357	406	355
6	369	414	361	362	369	303	359	339	374	399
7	409	370	418	360	367	357	309	367	341	358
8	427	411	380	408	361	362	374	329	372	332
9	426	432	425	418	437	374	372	386	340	381
10	452	417	423	417	414	428	356	366	382	335
11	463	422	399	379	402	414	388	349	338	342
12	495	487	422	428	375	413	416	381	352	312
Grand Total	5,131	4,949	4,795	4,774	4,721	4,595	4,497	4,514	4,537	4,412

Source: Three Rivers School District

Historical Enrollment - District-wide

Grade	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
K - 5	2,090	1,996	1,967	2,002	1,996	1,944	1,923	1,997	2,038	1,953
6 - 8	1,205	1,195	1,159	1,130	1,097	1,022	1,042	1,035	1,087	1,089
9 - 12	1,836	1,758	1,669	1,642	1,628	1,629	1,532	1,482	1,412	1,370
Grand Total	5,131	4,949	4,795	4,774	4,721	4,595	4,497	4,514	4,537	4,412

Source: Three Rivers School District

ENROLLMENT | PROJECTED RECOMMENDED



Projected Enrollment - Recommended - District-wide

Grade	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
K	332	329	333	330	331	331	331	331	331	331
1	351	347	343	348	345	345	345	346	345	345
2	294	347	343	339	344	341	342	342	342	342
3	317	300	354	350	347	351	348	349	349	349
4	323	325	308	363	359	355	360	357	358	358
5	346	329	330	313	370	365	362	367	363	364
6	361	351	334	335	318	375	371	367	372	369
7	396	358	348	331	333	315	372	368	364	369
8	361	399	361	351	334	335	318	375	371	367
9	341	370	409	370	361	342	344	326	385	381
10	376	336	365	404	365	356	338	339	322	380
11	303	339	304	330	365	330	321	305	307	291
12	328	290	326	291	317	350	316	308	293	294
Grand Total	4,429	4,420	4,458	4,455	4,489	4,491	4,468	4,480	4,502	4,540

Source: Cooperative Strategies

Projected Enrollment - Recommended - District-wide

Grade	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
K - 5	1,963	1,977	2,011	2,043	2,096	2,088	2,088	2,092	2,088	2,089
6 - 8	1,118	1,108	1,043	1,017	985	1,025	1,061	1,110	1,107	1,105
9 - 12	1,348	1,335	1,404	1,395	1,408	1,378	1,319	1,278	1,307	1,346
Grand Total	4,429	4,420	4,458	4,455	4,489	4,491	4,468	4,480	4,502	4,540

Source: Cooperative Strategies



- Three Rivers School District hosted a web survey as a part of its 2019 Facilities Master Planning process from September 18th – October 1st, 2019.
- A total of 403 community members responded to the survey.
- Respondents expressed support for facility repairs to improve the physical condition of the building, move classrooms out of portables and into permanent facilities, and improve specialized spaces such as STEM/STEAM and Computer and Technology spaces.
- Improving physical building condition and renovating existing facilities, such as air conditioning and repairing roofs, were identified as being the most important areas of investment for majority of respondents.
- Security was another area of improvement recognized by most respondents, with the ability to simultaneously lock all exterior doors electronically and a security officer on campus being most notable.



Educational Adequacy Assessment

- Determines the physical capacity of a school building to accommodate the existing programming, or educational courses being offered.
- Includes access to physical variables: windows, general systems and appropriate technologies to facilitate learning
- Provides a starting point for considering future design standards

Process

- Cooperative Strategies had interviews with key administrators and educators regarding conditions and adequacy.
- Administrators walked the buildings and completed assessment forms
- Cost estimates determined using Oregon Department of Education condition assessment model



- Reaction to the data from the community survey
- What else do you need to know about your school facilities?
- Other considerations that we should know.

Data

Identify causes for students leaving Three Rivers prior to graduation

- Build programs to engage students' interests
- Build curriculum to encourage active student participation
- Enhance safety and security within building and perimeter of school facilities
- Instill community support for SRO
- Build Community support for facility plan

Facilities

Need for specialized performance area with effective sound system

- Update athletic facilities
- Expand activities to keep students in school
- Upgrade temperature controls for both facilities and portables
- Enhance lighting and air ventilation to learning spaces
- Upgrade internet for reliability / 1:1 devices
- Design collaborative spaces
- Tie space to student needs

Other Information

Need for increased student services

- Address high cost of transportation
- Update band instruments
- Identify certification pathways with local industry
- Identify need for furniture & equipment upgrades
- Consider investment for 1:1 devices
- Modernize media centers

DISCUSSION WITH TEAM MEMBERS | POTENTIAL OUTCOMES



New construction

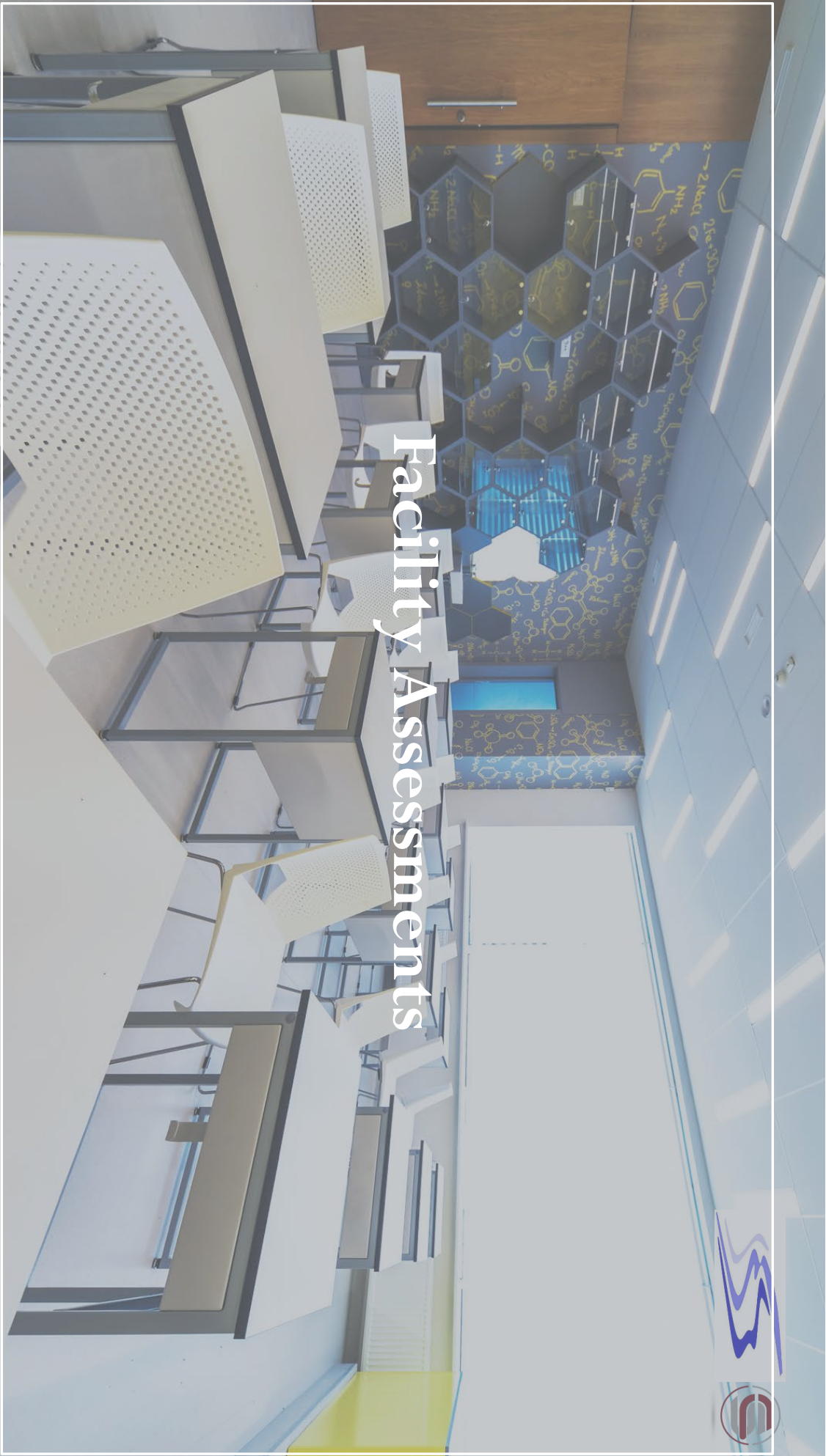
Major & moderate renovations

Grade configuration changes

Magnet or choice program locations

Major furniture, fixtures & equipment procurement (FFE)

Boundary changes





Options Development Meeting Summary

The Superintendent, COO, and members of the Facilities Department, IT Department, and District administration attended an options development meeting on November 5, 2019. In addition to their extensive knowledge of the district, the meeting participants also considered the results from the community survey, which was open from September 18th – October 1st. The main takeaways from that survey are as follows:

- Renovating schools to improve the physical condition of existing facilities
- Move classrooms out of portables and into permanent facilities
- Improvement in Safety and Security
- Utilization of STEM/STEAM specialized spaces



Capital Improvement Plan (CIP) (0-5 years)

Three Rivers operates 957,441 square feet of elementary, middle, and high school facilities that were constructed between 1912 -2003, averaging in the 1960s. These facilities will almost certainly need rebuilt or replaced within 10-30 years.

- The options development committee recommends the District consider a full renovation of major assessment needs for all elementary, middle, and high schools
- The committee recommends the District consider a two-phase bond process for completing the repairs needed at all elementary, middle, and high schools (see pages 18 - 21 for phasing recommendations)



Future Considerations | Identified by Options Development Committee & The Community

Future Economic Model

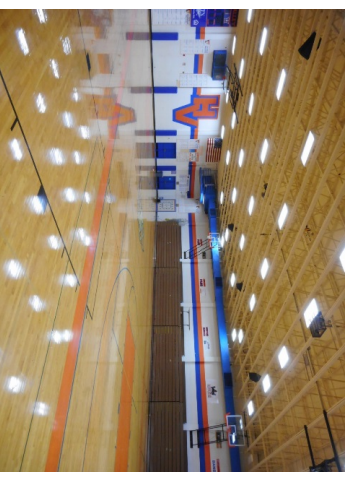
- *Students must be prepared for a service & skills-based economy—soft skills, cultural competency, and skilled trades*

Current Facility Needs

- *Current facilities need immediate repair from assessments completed by Cooperative Strategies*
- *Students have outgrown facilities*
- *Some schools within the School District rely on portable classroom settings*

A Capital Investment Plan is advised to repair all major needs for all facilities across the School District.

In the winter of 2018, Cooperative Strategies completed Facilities Condition Assessment (FCA) for each school. This process involved having assessors from CS go to each building to access the condition of each part of the building. Upon completion of this assessment, the data collected was used to determine approximately how much it would cost to replace/renovate/repair each deficiency. The district can then determine what deficiencies need can to be addressed based on total costs, the district's vision, and community input.



FACILITY ASSESSMENT | SUMMARY



School	GSF	Est. Program Capacity	2007 Enrollment	2018 Enrollment	Growth/Decline	Current Utilization	Est. Cost		FCI
							Replacement Cost	Repair Cost	
Applegate ES	37,284	122	115	100	-13%	82%	\$ 15,564,206	\$ 4,993,788	32%
Evergreen ES	56,342	365	461	383	-17%	105%	\$ 23,519,968	\$ 12,960,831	55%
Fort Vannoy ES	35,934	268	277	237	-14%	88%	\$ 15,000,648	\$ 7,287,208	49%
Fruitdale ES	51,643	316	313	386	23%	122%	\$ 21,558,370	\$ 1,116,525	5%
Madrona ES	31,980	365	281	338	20%	93%	\$ 13,350,051	\$ 6,737,888	50%
Manzanita ES	36,634	390	354	375	6%	96%	\$ 15,292,863	\$ 7,046,136	46%
Williams ES	28,795	49	88	75	-15%	153%	\$ 12,020,473	\$ 5,289,597	44%
ES TOTALS	278,612	1,875	1,889	1,894	0%	101%	\$116,306,579	\$ 45,431,973	39%
Fleming MS	64,875	457	452	405	-10%	89%	\$ 28,559,273	\$ 13,277,603	46%
Lincoln Savage MS	62,391	411	499	402	-19%	98%	\$ 27,465,766	\$ 12,246,455	45%
Lorna Byrne MS	70,047	314	286	316	10%	101%	\$ 30,836,090	\$ 2,812,893	9%
MS TOTALS	197,313	1,182	1,237	1,123	-9%	95%	\$ 86,861,129	\$ 28,336,951	33%
Hidden Valley HS	144,206	868	877	572	-35%	66%	\$ 67,860,459	\$ 26,780,895	39%
Illinois Valley HS	104,093	476	432	309	-28%	65%	\$ 48,984,084	\$ 21,640,788	44%
North Valley HS	136,741	504	718	452	-37%	90%	\$ 64,347,580	\$ 33,051,369	51%
HS TOTALS	385,040	1,848	2,027	1,333	-34%	72%	\$181,192,123	\$ 81,473,052	45%
Jerome Prairie	27,441						\$ 12,496,631	\$ 6,494,141	52%
Merlin Alternative	14,716						\$ 6,701,666	\$ 3,002,962	45%
TOTALS	42,157						\$ 19,198,298	\$ 9,497,103	49%
District Total	860,965	4,905	5,153	4,350	-16%	89%	\$ 403,558,129	\$ 164,739,079	41%

All facility assessments have been coded as Major, Moderate, or Minor repairs.

- All Major repairs are an immediate need for the School District and have exceeded life expectancy.
- All Moderate repairs have not exceeded life expectancy but should be repaired shortly after all Major repairs
- All Minor repairs will not exceed life expectancy for several years.



The capital improvement plan will consist of two phases.

- **Phase 1** – Integrates ALL major facility repairs from the following schools:
 - Evergreen Elementary school, Fort Vannoy Elementary School, Fleming Middle School, Lincoln Savage Middle School, Hidden Valley High School, Illinois Valley High School, and North Valley High School.
 - Includes all major roofing, plumbing, and restroom repairs for: Apple Gate Elementary School, Madrona Elementary School, Manzanita Elementary School, Williams Elementary School, Jerome Prairie Elementary School, and Merlin Alternative High School.



Capital Improvement Plan | phase 1 capital needs \$106,248,554

All major repairs			
ES	Evergreen ES	\$	6,299,633
	Fort Vannoy ES	\$	3,668,947
	Subtotal Cost	\$	9,968,580
MS	Soft Development Factor Subtotal	\$	13,756,640
	Fleming MS	\$	8,033,516
	Lincoln Savage MS	\$	6,737,837
	Subtotal Cost	\$	14,771,353
HS	Soft Development Factor Subtotal	\$	20,384,467
	Hidden Valley HS	\$	15,074,074
	Illinois Valley HS	\$	10,874,060
	North Valley HS	\$	17,863,740
	Subtotal Cost	\$	43,811,874
	Soft Development Factor Subtotal	\$	60,460,386

All roofing, plumbing and restroom repair			
ES	Apple Gate ES	\$	1,440,109
	Madrona ES	\$	1,683,954
	Manzanita ES	\$	1,925,596
	Williams ES	\$	1,377,062
	Subtotal Cost	\$	6,426,721
ALT	Soft Development Factor Subtotal	\$	8,868,875
	Jerome Prairie	\$	1,317,581
	Merlin Alternative	\$	695,597
	Subtotal Cost	\$	2,013,178
	Soft Development Factor Subtotal	\$	2,778,186

Total Phase 1 \$ 106,248,554



- **Phase 2** – Integrates ALL remaining major facility repairs from the following schools:
 - Apple Gate Elementary School, Madrona Elementary School, Manzanita Elementary School, Williams Elementary School, Jerome Prairie Elementary School, and Merlin Alternative High School.
 - Includes ALL moderate repairs for ALL schools in Three Rivers School District.



CAPITAL IMPROVEMENT PLAN | PHASE 2

Capital Improvement Plan | phase 2 capital needs \$51,948,022

All Moderate Repairs		
ES	Apple Gate ES	\$ 1,405,538
	Ever Green ES	\$ 1,801,454
	Fort Vannoy ES	\$ 856,490
	Fruitdale ES	\$ 535,076
	Madrona ES	\$ 1,507,103
	Manzanita ES	\$ 727,927
	Williams ES	\$ 1,092,615
	<i>Subtotal Cost</i>	\$ 7,926,203
	Soft Development Factor Subtotal	\$ 10,938,160
MS	Fleming MS	\$ 1,040,453
	Lincoln Savage MS	\$ 2,003,252
	Lorna Bryne MS	\$ 1,459,092
	<i>Subtotal Cost</i>	\$ 4,502,797
	Soft Development Factor Subtotal	\$ 6,213,860
H5	Hidden Valley HS	\$ 4,024,638
	Illinois Valley HS	\$ 4,585,527
	North Valley HS	\$ 5,794,720
	Jerome Prairie	\$ 877,094
	Merlin Alternative	\$ 745,950
	<i>Subtotal Cost</i>	\$ 16,027,929
	Soft Development Factor Subtotal	\$ 22,118,542

Remaining major repairs from phase 1		
ES	Apple Gate ES	\$ 660,058
	Madrona ES	\$ 1,686,342
	Manzanita ES	\$ 2,452,361
	Williams ES	\$ 1,363,366
	<i>Subtotal Cost</i>	\$ 6,162,127
	Soft Development Factor Subtotal	\$ 8,503,735
ALT	Jerome Prairie	\$ 2,289,926
	Merlin Alternative	\$ 734,512
	<i>Subtotal Cost</i>	\$ 3,024,438
	Soft Development Factor Subtotal	\$ 4,173,724

Total Phase 2 \$ 51,948,022



- The Facility Condition Assessment uses the Oregon Department of Education standard assessment template.
- This assessment records what an assessor can determine needs repair or replacement based on a visual inspection. The assessment findings are an evaluation of existing conditions and building types, and do not necessarily account for current building materials being used in construction at this time, which are likely much more efficient than what was installed when the buildings were built.
- The findings of this assessment should be considered a conservative estimate of needed repairs as needed renovations that cannot be assessed through visual inspection and/or components that needed replaced when they have exceeded their useful life (e.g., a 25-year roof in its 25th year).
- Furthermore, the options committee's interest in pursuing a School District repair restoration strategy for future capital investments could have a significant impact on capital investment priorities. Board direction is needed to ensure near-term capital investments align with the long-term facility needs for Three Rivers School District facilities.