

**PENDLETON SCHOOL DISTRICT 16R**  
**Facilities Project Summary Report**  
Prepared by Superintendent Jon Peterson  
January 14<sup>th</sup>, 2013

**Background**

On July 11<sup>th</sup>, 2011 the Pendleton School District (PSD) Board of Education (BOE) adopted a goal to “Develop a comprehensive long-range facilities plan to prepare for the future of the Pendleton School District”. As a result of this goal the PSD initiated an eight-month long facilities planning process.

In an attempt to conduct a non-biased, impartial, realistic and attainable long-range plan the district contracted with Teater Consulting, a facilities planning firm based in Hayden, Idaho. A Long Range Facilities Planning Committee (LRFPC), consisting of eleven community members and eleven PSD employees, met monthly under the direction of Teater Consulting from November of 2011 through May of 2012. The LRFPC was charged with reviewing the conditions of existing facilities and making recommendations for improvements and, ultimately, creating the PSD Facility Master Plan.

At the June 11<sup>th</sup>, 2012 Regular School Board meeting the Facility Master Plan was presented to the BOE. The plan identified necessary facility improvements totaling approximately \$100 million. Since Pendleton taxpayers are nearing the end of payments on a 1998 bond issue to pay for improvements to Pendleton High School, and estimates by the District’s financial advisors indicate that a renewal bond at the same tax rate would generate \$50 - \$55 million, the plan calls for two phases, each totaling around \$50 million.

Specific Facility Master Plan recommendations were shared with the public during four community meetings in the fall of 2012. PSD Central Office Administrators also held staff meetings in each school and at a various organizations and businesses throughout the community. Each of these meetings concluded with a question and answer session as well as an opportunity for participants to share their thoughts and ideas.

Two surveys were conducted in an effort to solicit feedback from PSD stakeholders. A short and concise district sponsored survey was available on the PSD website and a second more comprehensive phone survey was conducted by the Public Affairs Council in Salem, Oregon. In total, over five hundred people completed surveys and provided helpful information to help guide the process.

In December of 2012, as directed by the BOE, the District established a Facilities Advisory Panel (FAP) consisting of eighteen community members. The FAP charge was to conduct an independent review of the recommendations made by the LRFPC for a potential bond. Further, the panel was charged to review the process employed by the LRFPC and make a recommendation for the most appropriate package based upon their judgment to the BOE. The FAP met on December 6<sup>th</sup>, 2012 and then again on December 20<sup>th</sup>, 2012, when they reached consensus on a recommendation for the Superintendent to take to the BOE.

### **Long Range Facilities Planning Committee Findings**

A detailed plan of work was developed by Teater Consulting in order to provide the LRFPC with important and necessary data. Tasks completed by Teater Consulting included the following:

- a. Community/Staff/Administrator Interviews
- b. Enrollment Projections
- c. Capacity Analysis Study
- d. Facility Assessments
- e. Facility Plan Option Development
- f. Final Report

Three enrollment projection models were utilized during the study. The *Average Percentage Growth*, *Linear Regression Model*, and the *Cohort Survival Model* are commonly used by school districts to provide estimates of future populations. All of the models utilized predict that K-12 enrollment in Pendleton will remain relatively flat.

Each school in the district underwent an analysis to determine its capacity. School capacity, or the number of students a building is designed to reasonably accommodate, is clearly an issue in all elementary buildings. The current K-5 enrollment exceeds the capacity in each school. In contrast, Sunridge Middle School and Pendleton High School are both below capacity.

Facility assessments included an analysis of the physical condition of each building in the district. Site assessments were conducted in order to factor in the condition of playgrounds, parking facilities, fencing, and site lighting. Finally, a functional adequacy assessment, providing a description of how well the facility supports the staff as they implement the educational program, was completed in each building.

Six PSD schools (Lincoln, McKay Creek, Sherwood, Washington, West Hills, Sunridge) received a “Poor” rating on the Physical Condition Assessment. Pendleton High School was rated “Fair” and Hawthorne was rated “Unsatisfactory”.

All PSD schools, with the exception of McKay Creek, were rated “Fair” on the Site Assessment. McKay Creek earned a “Good” rating in this category.

The Functional Adequacy Assessment, which included categories related to proper classroom size, appropriate spatial relationships, utilities and technology, ranked six schools as “Poor” (Lincoln, McKay Creek, Sherwood, Washington, Sunridge, Hawthorne). West Hills and Pendleton High School were ranked “Fair” on this assessment.

### **Facility Master Plan Recommendations**

After completing building assessments and staff/community interviews, the consulting team and the LRFPC developed a series of options for future facility improvements. Options were designed to meet (1) anticipated future curriculum, (2) changes in future teaching methodology, (3) future technologies, and (4) future enrollments. The options also had to include administrative and support facility improvements.

Options included various grade configurations at the elementary level. In addition, some options included an early childhood center while others opted for a more traditional K-5 approach. Some options placed the alternative education program in dedicated facilities for that program while other options placed the alternative program at PHS.

Finally, some options had smaller elementary schools located in the four neighborhoods currently housing elementary buildings (Washington, Lincoln/West Hills, Sherwood, McKay Creek) while others had larger elementary schools – over 500 students.

The LRFPC ultimately analyzed five options, all identified in the Facility Master Plan. As options were discussed it became apparent that the answers to three critical questions would narrow the options:

- (1) Should the PSD pursue an early childhood center?
- (2) Should the alternative education program have its’ own campus?
- (3) Should the PSD keep their elementary schools smaller?

After considerable discussion the LRFPC concluded that the answer to each of the three questions was “yes”. Using these findings the committee developed one final option, which was a combination of two of the previous options. This new sixth option became the basis for the recommended long range course of action.

Present and future debt service was also analyzed during the planning process. The LRFPC ultimately supported the concept of a “renewal bond”, keeping current tax rates at \$2.30 per \$1000 of assessed property value. Since the total cost of facility improvements is estimated to be approximately \$100 million, the Facility Master Plan would require two phases to accomplish the improvements needed.

Phase One, which is the basis of this summary report, includes the following recommendations (costs listed are approximate):

- |  |                             |
|--|-----------------------------|
| (1) Convert Hawthorne to an Early Childhood / Kindergarten Center.   | <b>(\$8,812,500)</b>        |
| (2) Convert McKay to grades 1-5. Replace roof. Improve safety & security. Improve energy efficiencies.   | <b>(\$1,580,477)</b>        |
| (3) Replace Sherwood. Convert to grades 1-5. Student capacity 528.   | <b>(\$17,000,000)</b>       |
| (4) Replace Washington. Convert to grades 1-5. Student capacity 528.   | <b>(\$17,000,000)</b>       |
| (5) Convert West Hills to Career/Technical Center for grades 9-12. House Alternative School in building. Improve safety & security. Improve energy efficiencies. | <b>(\$1,200,000)</b>        |
| (6) Add air conditioning at SMS. Improve safety & security. Improve energy efficiencies.   | <b>(\$2,045,000)</b>        |
| (7) Upgrades at PHS. Address issues in auditorium. Improve track/football area with ADA access, ADA bathrooms, lighting. Improve safety & security.              | <b>(\$5,000,000)</b>        |
| (8) Convert Lincoln to PSD Education Center, housing District Office & Maintenance Shop.   | <b>(\$650,000)</b>          |
|  | <b>TOTAL (\$53,287,977)</b> |

### **Facilities Advisory Panel Review**

The FAP met twice in December of 2012 to review the work of the LRFPC and the recommendations found in the Facility Master Plan. The panel analyzed the results of the PSD Internet Survey and the Public Affairs Council Public Opinion Survey. A summary of community feedback was also discussed.

The FAP was in unanimous support of the utilization of Hawthorne as a facility to house early childhood programs and all kindergarten classrooms. This concept was discussed in detail during the second panel meeting.

Drawing on the information available through the multiple opinion polls, interviews, and presentations, the FAP devoted significant attention to the recommendation to not have an elementary school in the North Hill neighborhood of Pendleton.

Two additional options were presented to the FAP. The first option included building a new grade 1-5 school at the West Hills site with a student capacity of 260. The second option utilized Lincoln as a grade 1-3 building.

The West Hills option was dismissed due to the additional costs associated with parking changes and construction of a new access road, both which would be necessary in order to develop a school which could house up to 260 students. Both options, including utilizing Lincoln as a grade 1-3 building, were also deemed to be unreasonable due to personnel cost increases at a minimum of \$300,000 per year.

The FAP encourages the BOE to continue to solicit feedback from community members around the Lincoln/West Hills issue. Also, it was recommended to consider purchasing property on the northwest side of town for a future elementary school, as is detailed in the Facility Master Plan.

The FAP also engaged in conversations around the issue of increasing the bond rate. After considerable discussion, the panel agreed it was not reasonable to ask voters to pay more than the current bond rate of \$2.30 per \$1000 assessed property value.

### **Summary**

The work of the LRFPC and the recommendations of the Facility Master Plan were validated by the FAP. The panel came to consensus in recommending the Phase One facility improvements described earlier in this report.

As Superintendent of Pendleton School District 16R I ask the BOE to carefully consider the work of the many volunteers who have graciously served on the LRFPC and the FAP. Further, I enthusiastically support the findings and recommendations to move forward with a bond project not to exceed \$55 M, which will maintain current tax rates and allow the PSD to make facility improvements that are critical to the future of our school system.