

EXECUTIVE SUMMARY

Back Ground

Jensen Yorba Lott and consultants DLR Group and Aurora Corporate Enterprises were hired by CBJ/JSD to provide research and information to form the basis of a comprehensive facility master plan slated to be completed in a subsequent phase of work.

The team's expertise and services for this project are as follows:

Jensen Yorba Lott is a Juneau Architectural firm providing project management and facility master planning.

DLR Group is an International Architectural firm providing educational planning and educational facility master planning.

Aurora Corporate Enterprises (ACE) is a management and operations consultant primarily for Alaska School districts. ACE is providing funding projections, operations and capital improvement project consulting.

The following tasks describe the scope of work.

Task 1

- A. Compile low medium and high enrollment projections.
- B. Based on enrollment projections, compile projections of low medium and high operations funding to be received from the state based on State based student allocation.
- C. Analyze how funding will impact JSD's ability to provide appropriate facilities for the existing educational programs which includes work to:
 - a. Identify the number of students at each school
 - b. Identify the number of classrooms
 - c. Create a school long term viability matrix
 - i. Interview District staff (Teaching & Learning)
 - ii. Provide an educational adequacy assessment.
 - iii. Complete matrix & outline recommendations.
- D. Identify/analyze critical funding thresholds that will trigger forced adjustments to current educational delivery.

Task 2

- A. Review facility operation data provided by CBJ/JSD.
- B. Identify Strategies for reducing facility operations cost, that do not compromise current educational program delivery (ie cannot lose programs, activities, staff or teachers)
- C. Identify Strategies for increasing efficiency of school district operation, that do not compromise current educational program delivery (ie cannot lose programs, activities, staff or teachers)

Task 3

- A. Based on CBJ provided information, develop a priority list for future CIP projects
 - a. List needs to acknowledge the lack of state funding over the next 5 years
 - b. List needs to acknowledge the school districts growing back log of deferred maintenance projects.
 - c. List needs to prioritize work at essential facilities.

Task 4

- A. Evaluate the design capacity of each facility, current enrollment and current attendance area.
- B. Analyze current and future housing trends to assist the school district to more efficiently align attendance area boundaries with facility capacity.

Task 5

- A. Compile findings. Meet with CBJ/JSD to review findings, discuss conditions, ideas, options. Occurred March 1, 2017. Solicit Comments. Address comments.
- B. Prepare a Draft Summary of Findings.
- C. Meet with CBJ/JSD to review summary of findings and discuss completion of the Master Plan.

Report Format

On March 1st the initial meeting with the CBJ/JSD facilities committee was held to present and discuss the data collected.

This draft summary of findings includes spread sheets and graphs developed to assimilate and analyze the data which was presented in a power point at the March meeting. A copy of the power point presentation is included at the end of the draft summary of findings. To assist in correlation of the data in the draft summary, with that presented in the power point presentation, all spread sheets and graphs which formed the basis for the slides presented in the power point presentation, are noted with reference to the specific power point sheet number.

In response to comments at the March Meeting additional information has been included in this report, specifically; revised school capacity spread sheets and graphs for each school, information identifying housing development locations and Capital improvement priority guidelines.

Finding Considerations

Enrollment & Facility Capacity

The Juneau School District is currently experiencing a drop in enrollment. Enrollment projections do not show a significant increase in enrollment with high enrollment projections and low enrollment projections reflecting enrollment continuing to decline. Over the next 5 years, total enrollment in the District is not expected to increase more than 34 students, and projections show a possible decrease of 191 students.

With low enrollment, there is capacity within several facilities to make changes.

Many of JSD's facilities ranked high on the Education Assessment. Education delivery is enhanced by high quality facilities. We recommend that adjustments to facility use include consideration of the high performing schools and how to make maximum use of them.

Jensen Yorba Lott Architects
DLR Group, Aurora Corporate Enterprises Inc.

Possible paths to consider:

1. Incorporation of the Charter School into JSD facilities.
 - a. This improves the education facilities for the Charter School, maximizes use of the JSD education facilities and is a financial benefit, bringing charter funding to JSD operations.
 - b. This also increases operation efficiency on a cost per student basis for each school.
 - c. Several elementary schools have the capacity to incorporate the Charter School under current boundary allocations; Harborview, Riverbend and possibly Mendenhall River Community School if classroom utilization is modified. The configuration of Riverbend lends itself most readily, with the possibility of one wing being dedicated to the Charter School.
 - d. JDHS, with its low enrollment, is also a facility that could easily house the Charter School.
2. Reorganization of functions within the district to place the maximum number of students possible in higher performing facilities.
 - a. This might take the form of relocation of Montessori Borealis out of Marie Drake and into another facility. This would leave space for all JSD administrative functions currently located in JDHS & TMHS to be located on the 2nd floor of Marie Drake.
 - b. Montessori Borealis could relocate to a wing of TMHS with shared use of the Riverbend playground.
 - c. There is also capacity within Harborview in which case they would continue to share the playground and could continue to use the Marie Drake Gym.
 - d. Reorganization to consolidate education functions and office functions would seek to increase efficiency within the JSD Administration and possibly reduce utility, custodial and maintenance costs for Marie Drake. Further study is needed to determine financial benefits.

CBJ JSD Facility Master Plan
Draft Summary of Findings

3. Reorganization of grades to allow facility closures: JSD and the Committee have indicated that this is not an option that would serve this community well and will likely not be pursued. The following documents the ideas floated and thoughts regarding this approach.
 - a. Grade reconfiguration of Pk-6/7 or 7/8-12 were proposed, to allow closure of at least one of the middle schools.
 - b. The proposed closure would be Floyd Dryden based on the comparative rating on the education assessment.
 - c. This would maximize enrollment in the high schools and elementary schools increasing operation efficiency on a cost per student basis.
 - d. This was perceived as disruptive and divisive for the community.
 - e. Closure would have a large impact on the neighborhood.
 - f. The greatest cost savings would come in the form of reduced staff.
 - g. Facility cost savings would be less significant. The facility though closed, would continue to need to be maintained at some level. Closure would likely increase security and vandal prevention costs. Utility costs would continue, though they could likely be cut in half.
 - h. Facility cost and responsibility would be transferred to CBJ.
4. Reorganization from a two high school community, to a one high school community. JDHS has a capacity of 1151 and TMHS has a capacity of 793, if JSD Administrative functions did not occupy classrooms in these schools. Current enrollment at JDHS is 591. Current Enrollment at TMHS is 728. While both schools have excess capacity, consolidation of the two schools results in a current enrollment of 1319, which exceeds the capacity of either school. A revision of the Pupil Teacher Ratio of 24.5 pupils increased to 27 pupils, would create a capacity in JDHS that would allow consolidation of the two high schools. This would only be viable at higher PTR and continued lower enrollments. At this point in time we do not think consolidation is a good option. However, if enrollment continues to decline it should be considered.

Reorganization of age groups as noted in item 3 would also open the opportunity for consolidation of all 10-12 graders into JDHS. TMHS does not have the capacity to become the sole high school for Juneau.

Both JDHS & TMHS scored well on the education assessment, and each offer unique types of educational space. Both facilities should continue in use for educational purposes, even if different age groups, or different programs are housed in them, such as Yaa Koos Ge Daakahidi, Montessori Borealis or Charter, all of which are currently housed in lower performing facilities.

Facilities Operations:

Facilities require ongoing maintenance and repairs:

JSD’s current energy program is yielding results and should be continued. Energy Engineering study results should be implemented, especially those high priority Energy Efficiency Measures that will result in cost savings with little capital investment.

Additional operational savings should be explored with reconfiguration of building use, consolidation of JSD administration and maximized capacity in each school.

Capital Improvement Projects (CIP)

Capital improvements are funded from sources other than the operations budget. With State and local budget cuts funding sources for the next few years will be limited.

A capital improvement priority list should take into consideration the approach CBJ/JSD plans to take as a result of this study. This will inform which facilities and projects rise to the top of the priority list. Until such decisions are made by the committee, following are priority guidelines for selection of Capital Improvement Projects:

Priority 1: Address any life safety issues.

Priority 2: Address any maintenance issue that will result in deterioration of the facility beyond daily wear and tear (roof leaks, pipe leaks etc).

Priority 3: Address issues preventing use of any portion of the facility, for it's intended educational purpose. For example a damaged, buckling gym floor may prevent standard gym activities from safely taking place.

Priority 4: Address issues that will result in financial savings, such as reduced energy consumption, reduced staffing, reduced maintenance cost.

Design Capacity & Boundaries

In this section of the report we discuss the methods for determining capacity. There is flexibility in these calculations. Though JSD targets Pupil Teacher Ratios (PTR) that they feel offer the best educational outcomes, there is nothing requiring JSD to adhere to these numbers. This flexibility should be used to the maximum benefit of the school district. JSD should understand what space they have available to them and make use of it to the maximum benefit.

It may be that many JSD facility uses are a result of inertia more than planned decisions about where to put personnel or classes. Consideration should be given to this when discussing possible changes to facility use. Both functional and administrative efficiencies could be explored with changes in use. For example, JDHS is operating at the lowest capacity of all the school facilities, yet they occupy space in adjacent Marie Drake. TMHS and JDHS have performed well on the education assessment yet, several classrooms are used for administrative functions rather than for education.

District Boundaries appear convoluted at first glance. However, school capacities and number of students within the boundary are fairly closely aligned. Future housing development, which may be constructed in the next several years, is actually fairly evenly spread throughout the district. Socio-economic considerations might be a factor when discussing boundary placement and distribution of students. Currently all elementary school boundaries encompass one of the large trailer parks except Auke Bay School.