

Study Session of the Board of Directors

Steilacoom High School 54 Sentinel Drive Steilacoom, WA 98388

1/9/2019 06:00 PM

1. CALL TO ORDER (Action)

a. Pledge of Allegiance
b. Roll Call
c. Approval of Agenda

2. TOPIC FOR BOARD DISCUSSION

a. Review of Board Operating Protocol (Discussion)

Draft Board Operating Protocol 2019.pdf (p. 2)

b. Study Session Start Times (Discussion)

2018-19 Board Meeting Schedule.pdf (p. 6)

c. Committee Recommendations for Long-Range Capital Facility Plan (Discussion)

Long Range Capital Facility Plan Recommendations.pdf (p. 7)

d. Progress Report (Discussion)

1. Start Times related to Sleep Study
2. Center Drive School Zone Lights

e. February 13, 2019 Study Session Agenda Items (Discussion)

1. Special Education (strategic initiative)
2. Health Education
3. Other topics?

3. ADJOURNMENT (Action)

Steilacoom Historical School District No. 1
Board of Directors' Operating Protocol
To be Adopted January 23, 2019

The most effective way to operate and supervise a dynamic, growing school district is through close cooperation between the school board, the superintendent, and the administrative leadership team. Each group plays a different role, and each role is essential to the success of the entire system (staff and students). In order to allow each group to compliment and ensure the success of the others, there must be agreement on some philosophical ideas and practical ways of working together to achieve the common goal – quality education programs for each student. To achieve, within the legal and financial limits of the District, quality education programs for each student, the Board pledges to strive toward excellence in performance and expects the same from each individual who works in Steilacoom Historical School District.

Board directors and administrators have an obligation to provide educational leadership. The public expects the best in planning, decision-making, communication, and educational expertise. However, all decisions and policies of the Board-Administration Team must be gauged and tested against two fundamental beliefs: schools are for kids; and schools belong to the people.

For the purpose of enhancing teamwork among members of the Board and between the Board and the Administrative Team, we, the members of the Steilacoom School District Board of Directors, do hereby publicly commit ourselves collectively and individually to the following operating protocol:

PRINCIPLES FOR BOARD-ADMINISTRATION RELATIONS

The following philosophical ideas, operating principles, and behaviors, when adhered to by all, will create an open, productive environment for a team approach to school leadership:

1. Positive Approach

Each member of the team is charged with the responsibility of working with the team to find the best way to meet the needs of the students and staff. An open, positive, and problem solving atmosphere toward designing, implementing, and assessing plans to achieve the goals of the organization is critical.

2. Judgment and Trust

To develop an effective team process, each group must support and cooperate with team members, collectively and individually.

3. Loyalty and Disagreement

Cooperation, support, and loyalty do not mean there will be agreement on every issue. Dialogue, divergent thinking, and debate will encourage the best decisions. To clarify this principle, a few ground rules must be covered:

- Each team member has the responsibility for being loyal to the District, to each member of the team, and to the primary goal -- a quality education for every child.
- Board Directors should not be contacting employees of the District on operational issues. Questions about operations, direction, etc., should be directed to the Superintendent.
- Board Directors are encouraged to offer praise for employees, but criticism must be channeled through the Superintendent's office.
- Debate the issues, not one another. Avoid personal slurs and snide comments.
- Information about employees, negotiations, and other confidential areas discussed in executive session will remain completely confidential. Information given in confidence, particularly when planning and exploring alternatives must also remain confidential. Team members should state in advance whatever they consider to be confidential information.
- When Board Directors or the superintendent find themselves in disagreement with another team member, a one-to-one meeting with that person should be arranged to resolve the disagreement. Once resolved, the disagreement will remain a private matter.
- Discussion at meetings and debate over issues should be open and honest. Once a final team decision is reached, each member has the responsibility to support the decision.
- Agendas must be open and on the table for meaningful dialogue to occur. Information upon which decisions are to be made, with accompanying alternatives, will be given to the Board in a timely manner so that appropriate input and analysis can take place prior to the time of the decision. Surprises at meetings are counterproductive.

4. Accountability to Community

The School Board, Superintendent, and administrative team are accountable to the public for the decisions made and for the quality of their work. Responsibility to the community is demonstrated by listening to them and by using effective systems of gathering information as assessment.

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5. Communication

Effective interpersonal communication requires a healthy communication climate with high levels of trust and respect for individuals and for the mission of providing a quality education for all students. To achieve this, messages must be open, straightforward, and honest.

- The Superintendent and the Board will make deliberate attempts to share information and data with all team members. Team members shall utilize the chain of command as outlined by District policy/procedures.
- When an individual Board Director is contacted by a staff or community member, each member has agreed to the following procedures:

  a. Hear out the individual's concern.
  b. Ask if the issue has been discussed with the person immediately responsible.
  c. Express concern about the issue and a desire to assist in resolution, while reinforcing the need to resolve the issue at the immediate local level. If unsuccessful, proceed to the next level(s) of responsibility.

- Only the Superintendent, his/her designee, or a Board-designated representative may contact the District's negotiator, should one be used, on current negotiations. If a Board Director feels a need to talk to District counsel or the negotiator, he or she is to contact the Superintendent who will arrange for all meetings. The Board president may contact the District's legal counsel in reference to the Superintendent's contract.
- It is important to keep the Superintendent and other Board members informed of unusual happenings as quickly as they occur.
- The Superintendent is responsible for communicating official district operational positions to the media. There will also be occasions when the Board president communicates the official District position. Board members may certainly state personal positions; as long as they make it known they are not speaking for the Board or the District.
- The Board will emphasize planning, policy making, and public relations rather than becoming involved in the daily operations of the schools.
- After reviewing the agenda, Board members agree to ask questions when clarification is needed so that the Board meetings can proceed smoothly and efficiently. Board members can also contact the Superintendent to discuss issues prior to the meetings. Members may also request addition of items to the agenda prior to its adoption.

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- Each Board member will become conversant with matters on which the Board acts, reviewing all materials prior to meetings. They will attend essential Board training and inform themselves about important issues through individual readings.
- All personnel complaints and criticisms received by the Board or its individual members will be directed to the Superintendent.
- Members agree to operate as a team and employ appropriate group problem solving techniques. They agree to focus on issues rather than personalities, to propose viable alternatives to problems, to disagree constructively and communicate with each other in a respectful manner.

Signed this 23rd day of January 2019;

Bob Forbes, Board Chair

Jason Pierce, Vice Chair

Kathi Weight, Superintendent

Steve Schenk, Board Director

Sam Scott, Board Director

Jennifer McDonald, Legislative Representative

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STEILACOOM Historical School District No. 1

Est. 1854

Steilacoom Historical School District Board Meeting Schedule 2018-19

Meeting Date	Meeting Type	Location	Time
Wednesday, 9/12/18	**Study Session Only**	Steilacoom High School Library	6:00 P.M.
Wednesday, 9/26/18	Regular Business Meeting	Anderson Island Elementary School	6:30 P.M.
Wednesday, 10/10/18	**Study Session Only**	Pioneer Middle School Library	6:00 P.M.
Wednesday, 10/24/18	Study Session	Pioneer Middle School Commons Conference Room	6:00 P.M.
Wednesday, 10/24/18	Regular Business Meeting	Pioneer Middle School Library	7:00 P.M.
Wednesday, 11/14/18	Study Session	Steilacoom High School Library	6:00 P.M.
Wednesday, 11/14/18	Regular Business Meeting	Steilacoom High School Library	7:00 P.M.
Wednesday, 12/12/18	Study Session	Pioneer Middle School Commons Conference Room	6:00 P.M.
Wednesday, 12/12/18	Regular Business Meeting	Pioneer Middle School Multi-purpose Room	7:00 P.M.
Wednesday, 1/9/19	**Study Session Only**	Steilacoom High School Library	6:00 P.M.
Wednesday, 1/23/19	Study Session	Steilacoom High School Library	6:00 P.M.
Wednesday, 1/23/19	Regular Business Meeting	Steilacoom High School Library	7:00 P.M.
Wednesday, 2/13/19	**Study Session Only**	Pioneer Middle School Library	6:00 P.M.
Wednesday, 2/27/19	Study Session	Pioneer Middle School Commons Conference Room	6:00 P.M.
Wednesday, 2/27/19	Regular Business Meeting	Pioneer Middle School Multi-purpose Room	7:00 P.M.
Wednesday, 3/13/19	**Study Session Only**	Steilacoom High School Library	6:00 P.M.
Wednesday, 3/27/19	Study Session	Steilacoom High School Library	6:00 P.M.
Wednesday, 3/27/19	Regular Business Meeting	Steilacoom High School Library	7:00 P.M.
Wednesday, 4/10/19	**Study Session Only**	Pioneer Middle School Library	6:00 P.M.
Wednesday, 4/24/19	Study Session	Pioneer Middle School Commons Conference Room	6:00 P.M.
Wednesday, 4/24/19	Regular Business Meeting	Pioneer Middle School Library	7:00 P.M.
Wednesday, 5/8/19	**Study Session Only**	Steilacoom High School Library	6:00 P.M.
Wednesday, 5/22/19	Study Session	Steilacoom High School Library	6:00 P.M.
Wednesday, 5/22/19	Regular Business Meeting	Steilacoom High School Library	7:00 P.M.
Wednesday, 6/12/19	**Study Session Only**	Pioneer Middle School Library	6:00 P.M.
Wednesday, 6/26/19	Study Session	Pioneer Middle School Commons Conference Room	6:00 P.M.
Wednesday, 6/26/19	Regular Business Meeting	Pioneer Middle School Library	7:00 P.M.
Wednesday, 7/10/19	**Study Session Only**	Steilacoom High School Library	6:00 P.M.
Wednesday, 7/24/19	Study Session	Steilacoom High School Library	6:00 P.M.
Wednesday, 7/24/19	Regular Business Meeting	Steilacoom High School Library	7:00 P.M.
Wednesday, 8/14/19	**Study Session Only**	Pioneer Middle School Library	6:00 P.M.
Wednesday, 8/28/19	Study Session	Pioneer Middle School Commons Conference Room	6:00 P.M.
Wednesday, 8/28/19	Regular Business Meeting	Pioneer Middle School Library	7:00 P.M.

Approved 6.28.18

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STEILACOOM

Historical School District No. 1

Est. 1854

Committee Recommendations for the Long-Range Capital Facilities Plan January 2019

Committee Recommendations

Utilizing the various forms of information brought before the Committee for review and consideration, the Committee developed a list of facility improvements and prioritized them. Erickson and McGovern consultants estimated the costs for some of the projects. Some projects identified as high priority, such as musical instruments, were not included on this list as they are not eligible to be funded using bonds.

Districtwide

Performing Arts Center-500 seats	$21,215,810
Performing Arts Center-1,000 seats	$27,140,123
New Elementary School	$39,610,120
Gym Expansion	$9,821,504
Maintenance/Transportation Facility	$9,184,310
Covered Stadium	$2,215,970
Visitor seating	
Extend S2 card system	
ROTC program	$3,208,060
Reducing entry points	
Turf field – practice	$2,207,350

Anderson Island

Generator	
More cameras	

Cherrydale-No recommendations

Chloe Clark

Portables	$1,350,270
Preschool playground	

Saltar's Point

HVAC replacement	

Pioneer Middle

Add classrooms-8 classrooms	$9,379,920

Steilacoom High

Recoat roof	
Add a wing-8 classrooms	$10,497,022
Move softball field to high school	
Collapse the concrete pit	

Introduction & Background

In the fall of 2016, the School Board and Superintendent Weight discussed the development of a comprehensive facility improvement plan for the Steilacoom Historical School District. The discussion focused on the Steilacoom High School and the property the district owns, but the Superintendent and Board preferred a districtwide review of facilities and land usage and engagement of the community, with an outcome that would provide direction for years to come. Informed by this vision, Erickson and McGovern Architects presented a process that would allow for community participation and transparency at the January 2017 Board meeting.

The Board approved the process which began with board presentations in preparation for a community-based committee. Board presentations throughout 2017 covered the following topics: Facilities condition, Financial data, Enrollment and Demographics, and Technology.

Starting in January 2018, the community-based committee met seven times to discuss maintenance and facility needs. Each meeting was held at a different school and prior to each meeting, the Maintenance & Facilities Supervisor provided a tour of the facility for those interested. The group, which reflected a cross-section of the community and staff, divided into three subcommittees with some people moving between the subcommittees: K-5 Elementary, 6-12 Secondary, and Long-Term.

Following a year of study, analysis, feedback, and consensus building; the committee finalized its recommendations in November 2018. A draft of their recommendations was shared with the Board of Directors at the October 24, 2018 Board Meeting for the Board's consideration in development of a Long-Range Capital Facilities Plan.

Board Charge to the Committee

Consistent with Board Policy No. 6900 – Management Support / Facility Planning, this committee was charged with making recommendations to assist the Board in the development of a districtwide Plan. The Plan is a document which defines thoughtful direction for buildings, grounds, and undeveloped properties of the District. The Plan will provide recommended direction for future decisions such as renovation, construction, demolition and sale of buildings or land, or decisions specific to district property. Major maintenance projects were also identified. Development of the Plan focused on anticipated topics and issues that are broader than facility concerns alone. These include demographic changes, rapidly changing instructional and curricular needs, and general education requirements based upon the vision of the District.

The finalized Plan will specify recommended projects, the timing and sequencing of the projects, their estimated costs and funding source(s). The Plan will extend for a minimum of ten years to a maximum of twenty years with scheduled updates every three to five years. Past district Facility Master Plans will be used as a reference.

The committee was comprised of a cross-section of school personnel, parents and community members. Opportunity for municipal agencies and civic organizations to be represented on the committee was encouraged. The committee developed, utilized and implemented a planning process that was transparent, participatory and communicated effectively in a timely manner to all community members and district staff. The committee met monthly starting in January 2018 and provided an opportunity for public input which was considered in generating the recommendations. The committee's recommendations will be presented to the Steilacoom Historical School District Board of Directors in January 2019.

Committee Membership

Community Members
Glenn Aden
Reuben Amamilo, DuPont Resident
Cody Balogh, Steilacoom Resident
JD Beukema, Steilacoom Resident
Amy Burgess, DuPont Resident
Manoah Butterfield, Steilacoom Resident
Stephen Cambell
Aquila Doore, Steilacoom Resident
Jeff Dryden, Steilacoom Resident
Starlene Enfield, Steilacoom Resident
Bobby de Grouchy, Steilacoom Resident
Lee Hilton, Steilacoom Resident
Julie Johnson, Steilacoom Resident
Lucas Johnson,
Scott Latiolais, Steilacoom Resident
Kristin Ray, DuPont Resident
Robert Richard, Steilacoom Resident
Holly Roberts
Genevieve Rodgers, Steilacoom Resident
Robert Shick, Steilacoom Resident
Teresa Shird, DuPont Resident
Edward Taylor II, Steilacoom Resident

School Board
Bob Forbes, Chair
Sam Scott, Member

District Office
Dr. Kathi Weight, Superintendent
Jim Brittain, Chief of Finance and Operations (through June 2018)
Melissa Beard, Chief of Finance and Operations (starting July 2018)
Anna Garvin, Maintenance & Facilities Supervisor

Building Administrators and Staff
Thomas Bradbury, SHS Teacher
Colby Davies, SHS Teacher
Kyle Haller, PIO Teacher
Mary Hilton, AI Staff
Brian Kirby, Cherrydale Teacher
Mike Miller, SHS Principal
Blair Suek, SHS Teacher
Brenda Weyhrauch, SHS Teacher
Gary Yoho, Chloe Clark Principal

Town of Steilacoom
Marianne Manning, Youth Services

Consultants
Ray Mow, Erickson McGovern
Steve Storaasli, Erickson McGovern

Committee Vision Statement

The district's skilled educators and staff have dedicated their time, energy, and talents to deliver to Steilacoom, DuPont and Anderson Island's youth a quality educational program. In response to those efforts over time, the citizens of these communities have given generously to support all aspects of the educational program, and in particular, the District's facilities. Through the years, those facilities have been built, modernized, and expanded to address perceived student needs. It is the desire of this committee to address current facility needs as well as plan for the future, and to do so with these guiding values:

- All students will have a common school/grade experience;
- Safety and security issues are of the highest priority;
- Improvement efforts are developed in a manner that is both fiscally responsible and cost effective given the best information available at the time;
- To the degree possible, all schools will provide equitable educational spaces that support the ability to adapt to changing instructional needs;
- Because Steilacoom Historical School District buildings belong to the community they will be designed and operated in a warm and welcoming manner for students, staff, and visitors as well as accessibility to specialized areas of interest to the community; and,
- While schools must be sustainable over time, proactive planning for modernization, expansion, or replacement is to be proactive and ongoing.

With these values as a guide, the Committee visualizes implementing a plan that, over time, will influence district facilities by becoming more common in quality and efficiency, mitigating outstanding major maintenance issues, addressing current safety and security concerns, and planning for the future.

Educational Standards

School facility and student capacity needs are dictated by the types and amounts of space required to accommodate the District's adopted educational program. The educational program standards which typically drive facility space needs include:

- grade configuration
- optimum facility size
- class size
- educational program offerings
- classroom utilization
- scheduling requirements

The State Legislature's implementation of requirements for full-day kindergarten and reduced K-3 class size also impact school capacity and educational program standards. The District has implemented full-day kindergarten classes. The District anticipates implementation of reduced K-3 class sizes in the 2019-2020 school year. However, the details of implementation are still being reviewed.

Special programs offered by the District at specific school sites include, but are not limited to:

- Special education - Preschool
- Special education – Resource room and self-contained
- Special education – 18-21 year old transitional program
- English Language Learners (ELL)
- Title I
- Learning Assistance Program (LAP)
- Career and Technical Education (CTE)
- Technology education
- Highly capable
- Music education
- Computer labs
- Birth to Three Programs

Variations in student capacity among schools are often a result of what special or nontraditional programs are offered at specific schools. These special programs require classroom space which can reduce the permanent capacity of some of the buildings housing these programs.

District educational program standards will undoubtedly change in the future as a result of changes in the program year, special programs, class sizes, grade span configurations, and use of new technology, as well as other physical aspects of school facilities. The school capacity inventory will be reviewed periodically and adjusted for any changes to the educational program standards.

The District educational program standards which directly affect school capacity are outlined below for the elementary, middle, and high school grade levels.

EDUCATIONAL PROGRAM STANDARDS FOR ELEMENTARY SCHOOLS

Class size for grades	State Funding Level	District's Standard of Service
Pre-K	17	20
K	17	20
1	17	20
2 - 3	17	20
4 - 5	27	20

Music and physical education specialist time will require separate classroom spaces. Optimum design capacity for new elementary schools is 500-550 students. However, actual capacity of individual schools may vary depending on the educational programs offered.

EDUCATIONAL PROGRAM STANDARDS FOR MIDDLE AND HIGH SCHOOLS

Class size for grades	State Funding Level	District's Standard of Service Level
6	27	25
7 - 8	28.53	25
9-12	28.74	25

As a result of scheduling conflicts for student programs, the need for specialized rooms for certain programs, and the need for teachers to have a work space during planning periods, it is not possible to achieve 100% utilization of all regular teaching stations throughout the day.

Nontraditional educational opportunities will be provided in classrooms designated as follows: Special Education Classrooms; and Program Specific Classrooms (i.e. music, art, science, physical education, technology education, Career and Technical Education programs).

School Capacity

Steilacoom Historical School District No. 1 has elected to define its "level of service" in terms of each student's share of the District's permanent school facilities, with reference to the District's standard for average class load and identification of classrooms available for regular instruction. The level of service is dictated by the amount of space required to accommodate the District's adopted educational program. The LOS will change as the District changes its educational program and it must be reviewed and modified periodically.

Steilacoom Historical School District No. 1 has adopted an organization that houses kindergarten through fifth grade in elementary schools, sixth through eighth grade in middle school, and ninth through twelfth grade in high school.

The District has adopted a traditional calendar beginning in late August (prior to Labor Day) and ending in mid-June, and a traditional daily schedule with academic classes beginning between 7:35 a.m. and 9:05 a.m. and ending mid-afternoon. Although the District continues to study alternate organizations, calendars, and schedules, the District believes the adopted organization is educationally sound and reflects community values.

The District's educational program includes individual and small group work, as well as full class activities. Portable classrooms, which are neither intended for nor function as long term educational space, are excluded from the level of service calculation. Portables are considered adequate only for supplemental programs and interim housing.

The capacity for each facility is established by multiplying the regular classrooms available by the District's standard for average class load (the "Standard of Service"). Spaces used for special program needs are excluded from the definition of regular classrooms. Core facilities and special use facilities are compared to classroom capacity to confirm that facility capacity is not limited by limitations in core facilities.

The District's adopted Standard of Service is as follows:

	Standard of Service
High School	25 students/classroom
Middle School	25 students/classroom
Elementary	20 students/classroom

Using the Standard of Service and updated information regarding classroom utilization, the District's current facility capacity, current enrollment, and projected facility need, is as follows:

Facility	**Area (SF)**	**Actual Building Classrooms**	**Capacity (Classroom Per Student FTE)**	**Actual December 2018 Enrollment**
Anderson Island Elementary	11,366	2	40	25
Cherrydale Elementary	42,083	22	440	403
Chloe Clark Elementary	59,333	31	620	577
Saltar's Point Elementary*	55,235	25	625	487
Total Elementary			**1,725**	**1,492**
Pioneer Middle School	103,128	37	925	726
Steilacoom High School	133,374	42	1050	1033

*Does not include modular classroom capacity

<u>Assumptions used by the Committee</u>

The following information and possible recommendations were discussed and analyzed by the Long Range Capital Facility Committee to determine impact to the district on establishing the Long Range

Capital Facility Plan.

Grade Configuration – The District believes the organization of grade levels is best influenced by the number of transitions between schools.

Recommended Organization:

School	Grades
Anderson Island Elementary*	Preschool – 3rd
Cherrydale Primary and Chloe Clark Elementary	Preschool – 3rd
Saltar's Point Elementary	4th- 5th
Pioneer Middle School	6th – 8th
Steilacoom High School Grades	9th – 12th

* A remote and necessary school. The district received $11,536 in the additional funding for the 2017-18 school year.

School size – It is recommended that the school size should accommodate grade level teams of seven to ten teams at the elementary level and should not exceed 500 students.

School site – It is recommended that an elementary school be located on at least five acres, plus one additional acre per 100 students. A secondary school should be located on at least ten acres, plus one additional acre per 100 students. The state also emphasizes that school sites will be of sufficient size to provide for the health and safety of the school enrollment, as well as educational program needs. This includes playgrounds and sports fields and parking for staff and visitors.

Class size targets – To the degree possible given program decisions, facility limitations, staffing availability, and financial resources district learning spaces should be designed for the following targets:

Grades	**Class Size Target**
Pre-Kindergarten	12
K – 3rd	17
4th – 5th	27
6th – 12th	32

Program space – Classroom size and school size program space calculations vary depending on program requirements. Student classroom space and school capacity will be guided by the following

Student Classroom Spaces – Minimum of 960 Sq. Ft.

Special Program Spaces – Program Specific

- Life Skills Rooms
- Separate Music Program
- Auxiliary Special Services
- Auxiliary Learning Spaces
- HS/MS CTE Programs
- Preschool Components

Sufficient Classrooms to Accommodate Class Configuration

- Based on Age
- Divided Playground Spaces Preschool separate from other elementary grades

Auxiliary Areas

- Cafeteria - Common Areas
- Performance - Multiple Use
- Community UseStorage
- Gymnasium - Locker Rooms (Age Appropriate)
- Full Kitchen/Modernize/All Schools

Health, Safety & Security

- Entrance Visibility
- Exterior Access Control Communication
- Interior Access Control
- VOIP (Voice Over Internet Protocol)
- Sufficient Water & Restrooms
- Stations Locker Rooms
- Secure Lockers & Showers

Identification of Major Facility Improvement Needs

This section contains a summary of a facility evaluation perspective. Erickson McGovern Architects were contracted to complete a formal evaluation using the Office of Superintendent Public Instruction (OSPI) Inventory and Condition of Schools (ICOS). The complete Study & Survey can be found in the superintendent's office for review.

OSPI Study & Survey – Inventory and Condition of Schools

Anderson Island Elementary

Structure	Square Footage	Built	Assessment	Condition
Multipurpose Building	2,741	1981	92.91%	Good
Playshed	2,400	1981	99.19%	Excellent
Multipurpose Portable	2,865	2006	90.00%	Good
Portable A	1,680	1991	99.83%	Excellent
Portable B	1,680	1991	99.83%	Excellent

Cherrydale Primary

Structure	Square Footage	Built	Assessment	Condition
Main Building	38,483	1961	88.94%	Good
Playshed	3,600	1961	90.00%	Good

Chloe Clark Elementary

Structure	Square Footage	Built	Assessment	Condition
Main Building	59,333	2001	91.91%	Good

Saltar's Point Elementary

Structure	Square Footage	Built	Assessment	Condition
Main Building	53,135	1999	93.47%	Good
Modular Building	2,240	2013	97.99%	Excellent

Pioneer Middle School

Structure	Square Footage	Built	Assessment	Condition
Main Building	103,128	2008	97.99%	Excellent

Steilacoom High School

Structure	Square Footage	Built	Assessment	Condition
Main Building	132,414	1981	83.96%	Fair
Athletic Storage	1,400	2007	Not Required	
Greenhouse	960	2005	92.60%	Good
Field Press Box	170	2009	95.29%	Excellent

District Administration Center

Structure	Square Footage	Built	Assessment	Condition
Main Building	10,606	1917	81.99%	Fair
PDC	4,049	1999	Not Required	
Bus Transportation			Not Required	
510 Chambers St			Not Required	

District Maintenance Issues

The committee compiled a list of maintenance issues for the district. This list should be reviewed annually by district officials to identify priority projects that can be funded with general fund resources and those requiring alternative funding support.

Districtwide

- Intercom Systems
- Parking Lot lighting
- Storage
- HVAC Controls & Equipment
- Extend S2 card system Buzzer system entry
- Reducing entry points
- Paint facilities
- Sound system upgrade
- Acoustics
- Carpet/Flooring
- Air Quality
- Door Hardware
- Fence Repair & Updates

Anderson Island Elementary

- Internet connectivity
- PA system
- More cameras
- Remove 2 trees
- Play structure

Cherrydale Primary

- Parking
- Reconfigure student drop off & parking
- Carpet replacement (Include in maintenance plan)

Chloe Clark Elementary

- Entryway beams peeling
- PA system
- Paint

Saltar's Point Elementary

- PA system
- Sound system in multi-purpose room
- Paint
- Buzzer system card (included under Districtwide)

Pioneer Middle School

- Mat hoist
- Sealing the block

Steilacoom High School

- Replace 2nd floor carpet and library carpet
- Put server on generator
- Football bleachers

Enrollment and Demographics

Student Enrollment – The enrollment projections competed by Calm River in September 2017 provided a five-year forecast (2018-19 to 2022-23) for future student enrollment based on the 2017-18 enrollment figures. Using this information, SHSD anticipates only a "slight" increase in the district's overall enrollment.

Significant changes since the October 2014 projections:

- Switch to full day Kindergarten in 2016-2017 school year
- 2017-18 Senior class increased in unanticipated enrollment
- Grades 9 through 12 are all record breaking years compared to last projections

Demographics and Housing – The demographic analysis found the district is generating more students per housing unit. The past two years show a moderate increase from the 2015-16 school year in total number of students per household. The analysis also indicates total housing units have not increased significantly and there is a decrease in vacant homes within the district. The district will continue to have only slight increases in housing availability. Both the Town of Steilacoom and City of DuPont have limited single and multi-housing parcels available. There is no indication land will become available within the next 10 years to have substantial housing increases.

The tables on the following pages provides Calm River's enrollment projections, peak enrollment cohorts, and demographic analysis.

Steilacoom Historical School District #1
Demographic Analysis / Enrollment Projections
2018 through 2022
Executive Summary

Enrollment Projections

School Year	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23
District Total - FTE	2,208	2,265	2,368	2,579	2,720	2,740	2,800	2,873	2,826	2,804	2,901	3,063	3,276	3,252	3,285	3,287	3,326	3,279
Annual Net Change		+57	+103	+211	+141	+20	+60	+73	-47	-22	+97	+162	+213	-24	+33	+2	+40	-47
Annual Percentage Change		+2.6%	+4.6%	+8.9%	+5.5%	+0.7%	+2.2%	+2.6%	-1.6%	-0.8%	+3.5%	+5.6%	+7.0%	-0.9%	+1.0%	+0.0%	+1.2%	-1.4%
5 Year Net Change						532	535	505	247	84	161	263	403	512	485	414	501	476
5 Year Percentage Change						+24.1%	+23.6%	+21.3%	+9.6%	+3.1%	+5.9%	+9.4%	+14.0%	+18.7%	+17.3%	+14.4%	+17.7%	+17.0%
Elementary / Primary																		
K	91	84	110	102	125	106	110	119	133	107	119	231	251	249	251	253	253	254
1	169	199	192	235	234	231	222	227	228	256	223	263	242	255	252	252	253	256
2	191	187	211	199	242	237	242	238	221	229	270	214	259	245	259	254	254	254
3	198	208	196	231	212	247	253	251	210	207	243	267	222	263	248	261	255	256
4	167	202	226	216	223	219	248	268	242	195	206	219	267	224	264	251	263	257
5	184	171	206	236	218	218	233	252	264	252	207	216	230	271	228	266	253	265
Elementary Total	1,000	1,051	1,141	1,219	1,254	1,259	1,308	1,354	1,298	1,246	1,268	1,410	1,471	1,507	1,502	1,537	1,531	1,542
Annual Net Change		+51	+90	+78	+34	+5	+49	+46	-56	-52	+22	+143	+61	+36	-5	+35	-5	+11
Annual Percentage Change		+5.1%	+8.6%	+6.8%	+2.8%	+0.4%	+3.9%	+3.5%	-4.2%	-4.0%	+1.8%	+11.3%	+4.3%	+2.9%	-0.3%	+2.3%	-0.3%	+0.7%
5 Year Net Change						259	257	213	78	-8	9	102	117	209	256	269	121	71
5 Year Percentage Change						+25.9%	+24.4%	+18.6%	+6.4%	-0.6%	+0.7%	+7.8%	+8.6%	+16.1%	+20.6%	+21.2%	+8.6%	+4.9%
Middle																		
6	194	189	178	244	241	229	242	246	250	267	269	247	242	234	275	231	269	258
7	183	185	200	194	242	252	232	263	229	245	276	279	243	244	236	277	232	271
8	198	182	174	218	203	239	239	230	267	227	250	278	277	245	246	238	279	234
Middle Total	575	556	552	656	686	720	713	739	746	739	795	804	762	723	757	746	780	763
Annual Net Change		-19	-4	+104	+30	+34	-7	+25	+8	-7	+56	+9	-42	-39	+34	-11	+34	-17
Annual Percentage Change		-3.3%	-0.7%	+18.8%	+4.6%	+5.0%	-1.0%	+3.6%	+1.0%	-1.0%	+7.6%	+1.1%	-5.2%	-5.3%	+4.7%	-1.5%	+4.6%	-2.2%
5 Year Net Change						145	157	187	90	53	75	91	23	-23	18	-49	-24	1
5 Year Percentage Change						+25.2%	+28.3%	+33.8%	+13.8%	+7.7%	+10.4%	+12.8%	+3.2%	-3.1%	+2.4%	-6.2%	-3.0%	+0.1%
High																		
9	180	208	202	199	232	194	235	215	219	246	231	257	279	248	248	242	281	236
10	171	178	194	188	213	222	199	217	211	216	258	230	266	283	251	250	245	255
11	158	167	152	197	177	188	187	178	190	188	188	205	237	266	283	251	250	245
12	124	104	127	119	159	158	158	170	162	169	161	156	261	225	244	261	239	238
High Total	633	658	675	704	780	761	779	780	782	819	838	848	1,043	1,022	1,026	1,004	1,015	974
Annual Net Change		+25	+17	+29	+76	-19	+17	+1	+2	+37	+19	+10	+195	-21	+4	-22	+11	-41
Annual Percentage Change		+3.9%	+2.5%	+4.3%	+10.8%	-2.4%	+2.3%	+0.2%	+0.2%	+4.7%	+2.3%	+1.2%	+22.9%	-2.6%	+0.4%	-2.1%	+1.1%	-4.0%
5 Year Net Change						128	121	106	78	39	77	70	263	240	207	166	167	-69
5 Year Percentage Change						+20.3%	+18.4%	+15.7%	+11.1%	+5.0%	+10.1%	+8.9%	+33.7%	+30.7%	+25.3%	+19.8%	+19.6%	-6.6%

Steilacoom Historical School District #1
Demographic Analysis / Enrollment Projections
2018 through 2022
Executive Summary

Peak Enrollment Cohorts

K	91	84	110	102	125	106	110	119	**133**	107	**119**	231	251	100.0%
1	169	199	192	235	234	231	222	227	228	**256**	223	**263**	242	92.0%
2	191	187	211	199	**242**	237	242	238	221	229	**270**	214	**259**	95.9%
3	198	208	196	231	212	**247**	**253**	**251**	210	207	243	**267**	**222**	83.1%
4	167	202	226	216	223	219	**248**	**268**	242	195	206	219	**267**	99.8%
5	184	171	206	236	218	218	233	**252**	**264**	**252**	207	216	230	87.3%
6	194	189	178	244	241	229	242	246	**250**	**267**	**269**	247	242	90.1%
7	183	185	200	194	242	252	232	**263**	229	245	**276**	**279**	243	87.1%
8	198	182	174	218	203	239	239	230	**267**	227	250	**278**	**277**	99.5%
9	180	208	202	199	232	194	235	215	219	**246**	231	257	**279**	100.0%
10	171	178	194	188	213	222	199	217	211	216	**258**	230	266	100.0%
11	158	167	152	197	177	188	187	178	190	188	188	**205**	**237**	100.0%
12	124	104	127	119	159	158	158	170	162	169	161	156	**261**	100.0%
Total District Enrollment	2,208	2,265	2,368	2,579	2,720	2,740	2,800	2,873	2,826	2,804	2,901	3,063	3,276	100.0%

Steilacoom Historical School District #1
Demographic Analysis / Enrollment Projections
2018 through 2022
Executive Summary

Specific School Projections

School Year	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23
Anderson Island Elementray																		
K - FTE					3.5	1.5	1.5	1.5	3.5									
K - Head Count					7	3	3	3	7	3	7	5	7	6	6	7	7	7
1					5	10	3	3	5	7	8	8	6	7	6	6	7	7
2					5	6	6	2	6	4	8	2	8	6	7	6	6	7
3					5	5	3	7	3	6	5	9	4	8	6	7	6	6
4					5	5	4	5	12	3	7	3	9	4	8	6	7	6
5					4	4	5	4	5	12	3	5	2	9	4	8	6	7
Total					31	33	24	24	38	35	38	32	36	40	37	40	39	40
Net Change						+2	-9	+0	+14	-3	+3	-6	+4	+4	-3	+3	-0	+1
Percent Change						6.45	-27.27	0.00	58.33	-7.89	8.57	-14.63	10.97	11.11	-7.50	6.96	-0.44	2.54
Choice Clark Elementary																		
K - FTE					83.8	69.1	73.0	71.0	83.0									
K - Head Count					169	139	146	142	166	63	137	148	148	149	150	151	151	151
1					136	143	143	145	143	170	134	143	155	150	150	151	150	152
2					154	146	162	154	139	140	178	128	147	157	152	151	152	150
3					114	157	169	160	133	132	152	171	117	149	158	153	151	152
Total					573	585	620	601	581	505	601	590	567	605	610	606	604	605
Net Change						+12	+35	-19	-20	-77	+97	-11	-23	+38	+5	-4	-2	+1
Percent Change						2.09	5.98	-3.06	-3.33	-13.17	19.13	-1.83	-3.91	6.70	0.83	-0.66	-0.33	0.17
Cherrydale Primary																		
K - FTE					37.0	35.8	35.5	46.5	46.5									
K - Head Count					74	72	71	93	93	41	93	78	96	94	95	95	95	96
1					94	78	76	79	81	79	81	112	81	98	96	95	96	97
2					81	86	74	82	76	85	84	84	104	82	100	97	96	97
3					91	86	81	84	75	69	86	87	101	106	84	101	98	98
Total					340	322	302	338	325	274	344	361	382	380	375	388	385	388
Net Change						-18	-20	+36	-13	-51	+70	+17	+21	-2	-5	+13	-3	+3
Percent Change						-5.29	-6.21	11.92	-3.85	-15.69	25.55	4.94	5.82	-0.52	-1.32	3.47	-0.77	0.78
Salter's Point Elementary																		
4					218	214	244	264	230	192	199	216	258	220	256	245	256	251
5					214	213	228	249	258	240	204	211	228	262	224	258	247	258
Total					432	427	472	513	488	432	403	427	486	482	480	503	503	509
Net Change						-5	+45	+41	-25	-56	-29	+24	+59	-4	-2	+23	+0	+6
Percent Change						-1.16	10.54	8.69	-4.87	-11.43	-6.75	5.95	13.82	-0.82	-0.41	4.79	0.00	1.19

Steilacoom Historical School District #1
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Specific School Projections																		
School Year	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23
Middle School																		
Pioneer Middle School																		
6					241	229	241	246	251	267	269	247	242	234	275	231	269	258
7					244	252	231	263	230	245	276	279	243	244	236	277	232	271
8					203	237	238	230	268	227	250	278	277	245	246	238	279	234
Total					688	718	710	739	749	739	795	804	762	723	757	746	780	763
Net Change						+30	-8	+29	+10	-10	+56	+9	-42	-39	+34	-11	+34	-17
Percent Change						4.36	-1.11	4.08	1.35	-1.33	7.60	1.12	-5.23	-5.12	4.70	-1.45	4.56	-2.18
High School																		
Steilacoom High School																		
9					233	195	234	214	220	246	231	257	279	248	248	242	281	236
10					214	221	194	217	211	216	258	230	266	283	251	250	245	255
11					194	203	202	191	220	188	188	205	237	266	283	251	250	245
12					187	164	173	182	179	169	161	156	261	225	244	261	239	238
Total					828	783	803	804	830	819	838	848	1,043	1,022	1,026	1,004	1,015	974
Net Change						-45	+20	+1	+26	-11	+19	+10	+195	-21	+4	-22	+11	-41
Percent Change						-5.43	2.55	0.12	3.23	-1.35	2.34	1.24	22.95	-2.01	0.39	-2.14	1.10	-4.04

Steilacoom Historical School District #1
Demographic Analysis / Enrollment Projections
2018 through 2022
Executive Summary

Demographics													
Births - All													
WA State	82,625	86,845	88,921	90,270	89,242	86,480	86,929	87,417	86,566	88,561	89,000		
Rate - Statewide	13.2	13.6	13.7	13.7	13.4	12.9	12.8	12.8	12.6	12.7	12.6		
Pierce County	10,469	11,139	11,391	11,537	11,636	10,686	11,240	11,285	11,115	11,664	11,541		
Rate - Pierce County	13.8	14.4	14.4	14.3	14.3	13.4	14.0	14.0	13.6	14.2	13.9		
School Year	**05/06**	**06/07**	**07/08**	**08/09**	**09/10**	**10/11**	**11/12**	**12/13**	**13/14**	**14/15**	**15/16**	**16/17**	**17/18**
Population - County													
Population - Pierce Co.	756,919	774,050	786,911	794,330	796,900	**795,225**	802,150	808,200	814,500	821,300	830,120	844,490	859,400
Percent Change	1.78	2.26	1.66	0.94	0.32	-0.21	0.87	0.75	0.78	0.83	1.07	1.73	1.77
Population - Municipalities													
City of DuPont	5,410	6,610	7,045	7,390	7,650	8,199	8,430	8,640	8,855	9,175	9,250	9,330	9,385
percent change	22.3%	22.2%	6.6%	4.9%	3.5%	7.2%	2.8%	2.5%	2.5%	3.6%	0.8%	0.9%	0.6%
City of Steilacoom	6,175	6,200	6,220	6,255	6,285	5,985	6,000	6,015	6,040	6,050	6,115	6,170	6,410
percent change	0.2%	0.4%	0.3%	0.6%	0.5%	-4.8%	0.3%	0.3%	0.4%	0.3%	0.9%	0.9%	3.9%
Steilacoom + DuPont	**11,585**	**12,810**	**13,265**	**13,645**	**13,935**	**14,184**	**14,430**	**14,655**	**14,895**	**15,235**	**15,365**	**15,500**	**15,795**
percent change	9.4%	10.6%	3.6%	2.9%	2.1%	1.8%	1.7%	1.6%	1.6%	2.3%	0.9%	0.9%	1.9%
Enrollment	2,208	2,265	2,368	2,579	2,720	2,740	2,800	2,873	2,826	2,804	2,901	3,063	3,276
percent change		2.6%	4.6%	8.9%	5.5%	0.7%	2.2%	2.6%	-1.6%	-0.8%	3.5%	5.6%	7.0%
Enrollment as a % of Population	**19.1%**	**17.7%**	**17.9%**	**18.9%**	**19.5%**	**19.3%**	**19.4%**	**19.6%**	**19.0%**	**18.4%**	**18.9%**	**19.8%**	**20.7%**
Population - District													
Steilacoom Hist. District	**18,701**	**19,384**	**19,964**	**20,406**	**20,721**	**20,920**	**20,020**	**20,283**	**20,569**	**20,992**	**21,091**	**21,264**	**21,626**
Enrollment	2,208	2,265	2,368	2,579	2,720	2,740	2,800	2,873	2,826	2,804	2,901	3,063	3,276
percent change		2.6%	4.6%	8.9%	5.5%	0.7%	2.2%	2.6%	-1.6%	-0.8%	3.5%	5.6%	7.0%
Enrollment as a % of Population	**11.8%**	**11.7%**	**11.9%**	**12.6%**	**13.1%**	**13.1%**	**14.0%**	**14.2%**	**13.7%**	**13.4%**	**13.8%**	**14.4%**	**15.1%**

Steilacoom Historical School District #1
Demographic Analysis / Enrollment Projections
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Demographics

Births - All													
WA State	82,625	86,845	88,921	90,270	89,242	86,480	86,929	87,417	86,566	88,561	89,000		
Rate - Statewide	13.2	13.6	13.7	13.7	13.4	12.9	12.8	12.8	12.6	12.7	12.6		
Pierce County	10,469	11,139	11,391	11,537	11,636	10,686	11,240	11,285	11,115	11,664	11,541		
Rate - Pierce County	13.8	14.4	14.4	14.3	14.3	13.4	14.0	14.0	13.6	14.2	13.9		
School Year	**05/06**	**06/07**	**07/08**	**08/09**	**09/10**	**10/11**	**11/12**	**12/13**	**13/14**	**14/15**	**15/16**	**16/17**	**17/18**
Population - County													
Population - Pierce Co.	756,919	774,050	786,911	794,330	796,900	**795,225**	802,150	808,200	814,500	821,300	830,120	844,490	859,400
Percent Change	1.78	2.26	1.66	0.94	0.32	-0.21	0.87	0.75	0.78	0.83	1.07	1.73	1.77
Population - Municipalities													
City of DuPont	5,410	6,610	7,045	7,390	7,650	8,199	8,430	8,640	8,855	9,175	9,250	9,330	9,385
percent change	22.3%	22.2%	6.6%	4.9%	3.5%	7.2%	2.8%	2.5%	2.5%	3.6%	0.8%	0.9%	0.6%
City of Steilacoom	6,175	6,200	6,220	6,255	6,285	5,985	6,000	6,015	6,040	6,060	6,115	6,170	6,410
percent change	0.2%	0.4%	0.3%	0.6%	0.5%	-4.8%	0.3%	0.3%	0.4%	0.3%	0.9%	0.9%	3.9%
Steilacoom + DuPont	**11,585**	**12,810**	**13,265**	**13,645**	**13,935**	**14,184**	**14,430**	**14,655**	**14,895**	**15,235**	**15,365**	**15,500**	**15,795**
percent change	9.4%	10.6%	3.6%	2.9%	2.1%	1.8%	1.7%	1.6%	1.6%	2.3%	0.9%	0.9%	1.9%
Enrollment	2,208	2,265	2,368	2,579	2,720	2,740	2,800	2,873	2,826	2,804	2,901	3,063	3,276
percent change		2.6%	4.6%	8.9%	5.5%	0.7%	2.2%	2.6%	-1.6%	-0.8%	3.5%	5.6%	7.0%
Enrollment as a % of Population	**19.1%**	**17.7%**	**17.9%**	**18.9%**	**19.5%**	**19.3%**	**19.4%**	**19.6%**	**19.0%**	**18.4%**	**18.9%**	**19.8%**	**20.7%**
Population - District													
Steilacoom Hist. District	**18,701**	**19,384**	**19,964**	**20,406**	**20,721**	**20,920**	**20,020**	**20,283**	**20,569**	**20,992**	**21,091**	**21,264**	**21,626**
Enrollment	2,208	2,265	2,368	2,579	2,720	2,740	2,800	2,873	2,826	2,804	2,901	3,063	3,276
percent change		2.6%	4.6%	8.9%	5.5%	0.7%	2.2%	2.6%	-1.6%	-0.8%	3.5%	5.6%	7.0%
Enrollment as a % of Population	**11.8%**	**11.7%**	**11.9%**	**12.6%**	**13.1%**	**13.1%**	**14.0%**	**14.2%**	**13.7%**	**13.4%**	**13.8%**	**14.4%**	**15.1%**

Funding Considerations

While the Committee was not to develop a specific bond amount proposal, the Committee did request estimated costs and funding sources. Ryan Swanson, of Piper Jaffray & Company, presented the Committee financial information necessary to establish the District's ability to raise funds for school construction. Additionally, Erickson and McGovern Architects (EMA), working with OSPI were able to estimate the district's School Construction Assistance (State Match) eligibility. Based on preliminary cost estimates provided by EMA, the Committee was able to develop a Phase I bond proposal. This section contains a summary of this information.

State Funding Assistance: The School Construction Assistance Program (SCAP) provides funding assistance to school districts that are undertaking a major new construction or modernization project. Projects must meet eligibility requirements based on age and condition for modernization and a need for more space for new construction. School districts are responsible to secure local funding for construction projects. If eligible, the State provides partial funding based on formulas, allowances, and costs related to certain aspects of a construction project called recognized project costs. Steilacoom Historical School District's funding assistance percentage for recognized project costs for 2017 is currently 53.81%. The actual SCAP assistance would be determined by OSPI based on the project.

Bond Debt Funding & Capacity

Voter-approved bonds:

- Unlimited Tax General Obligation (UTGO) Bonds
- Repaid with property taxes
- Approved with a 60% yes vote, 40% validation Super-majority is needed to pass a voted bond.
- Voted debt capacity is 5% of assessed value
- 40-year maximum term

Non-Voted Bonds

- Limited General Obligation (LGO) Bonds
- Repaid with existing revenue sources (ex: General Fund)
- May not be used for "new" construction
- Non-voted debt capacity is 3/8 of 1% of assessed value
- Public notice required prior to selling non-voted debt

Debt Capacity

Preliminary 2019 Bond Assessed Value	$3,231,945,076
Statutory Capacity Rate	5.000%
Total Statutory Capacity	**$161,597,253**
Less: Outstanding Voted Debt	($42,020,000)
Less Outstanding Non-Voted Debt	($0)
Remaining Capacity	**$119,577,253**

Debt Capacity

Preliminary 2019 Bond Assessed Value	$3,231,945,076
Statutory Capacity Rate	0.375%
Total Statutory Capacity	**$12,119,794**
Less: Outstanding Voted Debt	($0)
Less Outstanding Non-Voted Debt	($0)
Remaining Capacity	**$12,119,794**

Current Outstanding Voted Bonds

Year	Principal	Interest	Total
2019	$5,425,000	$1,753,575	$7,178,575
2020	$5,965,000	$1,495,825	$7,460,825
2021	$6,555,000	$1,240,325	$7,795,325
2022	$7,385,000	$920,475	$8,305,475
2023	$7,995,000	$609,625	$8,604,625
2024	$8,695,000	$217,375	$8,912,375
Total	$42,020,000	$6,237,200	$48,257,200