

Chapter 2: Long Range Educational & Facilities Plan

The Process

This Long Range Educational & Facilities Plan was developed over a period of several months. The process from which the Plan evolved included several phases of analysis, development, refinements and reviews. A Facility Steering Committee was formed to deliberate and recommend a course of action to the school board. The major components of the Plan include:

- Inventory, evaluation and area analysis of existing facilities
- Identification of facility modifications / needs based upon the educational program at each school
- Review and confirmation of regulatory issues impacting facility development
- Confirmation of the District's Educational Program Standards (grade structure, class size, optimum per school enrollment, and teaching station utilization)
- Enrollment projections (which included an assessment of future potential development in the District and its impact on enrollment)

With the information above the Facilities Steering Committee gave input to the following steps in the Master Plan process and formulated a recommendation:

- Prioritization of the District's needs relating to school facilities
- Identification of facility development options as derived from data and analysis
- Selection of the most viable facility development options for current and anticipated future facilities
- Identification of a timeline based upon facility condition, program needs and projected enrollment

Facility Inventory

Each school, administrative and operations facility was reviewed by a team of architectural, structural, mechanical and electrical consultants. The facilities were evaluated regarding the condition of all major building systems, handicap accessibility, life safety issues, and materials / finishes. In addition the total area of each school was affirmed based upon inventory records at the Office of the Superintendent of Public Instruction (OSPI). The information developed in this phase of the Plan is utilized not only to determine necessary improvements to each facility, but is also utilized by OSPI to determine the level of State matching funds that are due to the District as each facility is improved or expanded. A summary of the facility inventory is included herein. Please see Chapter 1 for a complete Inventory and Area Analysis.

Facility Conditions and Needs

The following is a summary of facility conditions and needs. They were the starting point for the Facilities Steering Committee in their master plan deliberations. The following table summarizes the numerical findings in Chapter 1:

**Lakewood School District
Study & Survey Results**

Possible Score	Lakewood Elementary School Main/2003						Lakewood Elementary School Main/1997						Lakewood Middle School Bldg A/2002						Lakewood High School Building A						Lakewood High School Stadium					
	Lakewood Elementary School Main/2003	Lakewood Elementary School Main/1997	Lakewood Elementary School Bldg A	Lakewood Elementary School Bldg C	Lakewood Elementary School Bldg D	Cougar Creek Elementary School	English Crossing Elementary School	Lakewood Middle School Bldg A/2002	Lakewood Middle School Bldg A/1994	Lakewood Middle School Building B	Lakewood Middle School Building C	Lakewood Middle School Building D	Lakewood High School Building A	Lakewood High School Building B	Lakewood High School Building C	Lakewood High School Stadium														
1.0 Exterior Building Condition	31	31	31	18	18	18	31	25	31	31	21	31	20	22	17	17	13													
2.0 Interior Building Condition	23	23	20	16	10	16	23	21	23	20	18	23	16	15	20	21	11													
3.0 Mechanical Systems Condition	26	21	21	13	13	13	22	17	24	19	10	24	10	16	12	12	10													
4.0 Safety/Building Code	20	20	20	14	15	15	20	20	20	20	16	20	13	8	13	7	5													
Total Numerical Score	100	95	92	61	56	62	96	83	98	90	65	98	59	61	62	57	39													
5.0 Provisions for Handicapped (Good, Fair, Poor, Unsatisfactory)	Good	Good	Fair	Fair	Fair	Good	Good	Good	Good	Good	Fair	Good	Fair	Fair	Fair	Fair	Poor													
Suitability Code and Definition	4	4	2	2	2	4	4	4	4	2	4	2	2	2	2	2	1													

- Suitability Key:
- 4 Building makes positive contribution to educational environment
 - 3 Building Suitable
 - 2 Current use of space is compatible with intended use but needs remodeling
 - 1 Current use of space is not compatible with intended use or design

The 2003 Study and Survey included many of the same facility needs that are identified again below in this 2011 update. Improvements that were accomplished since the previous Study and Survey include modernizations and additions at Lakewood Elementary School noted below, and the conversion of metals shop to art/photo/pottery at Lakewood High School. The following narratives summarize proposed and anticipated facility development needs:

Lakewood Elementary School #1 (formerly Lakewood Primary School)

Lakewood Elementary School is the oldest of the District's elementary school facilities. The school was originally constructed in 1958 with subsequent additions in 1961, 1964, 1968 and 2003. In 1997 the District replaced a major portion of the original 1958 school with a new Main Classroom Building. In 2003 a portion of the 1958 Main Classroom Building was modernized, and a classroom addition replaced the 1958 Classroom Building B. A bus loop turn-around, an outdoor covered play area and parking area was added in 2004.

Improvements still needed include further exterior improvements to the (1958 portion) Main Classroom Building, playfield improvements, and a complete modernization or replacement of Buildings A (1964), C (1961) and D (1968).

English Crossing Elementary School

Completed in 1994 English Crossing remains in good condition, but needs a new roof. Since the last Master Plan in 2003, a new outdoor covered play area and various playground improvements were constructed.

Four additional portable classrooms are authorized (via CUP) for the English Crossing site. In addition to the 22 portable classrooms that are currently allocated to Lakewood Elementary, English Crossing and the Middle School, this would bring the total number of authorized portables on the east side of the main campus to 26. This may be a key issue in the future when as the District makes decisions regarding the expansion and / or relocation of permanent school facilities.

Cougar Creek Elementary School

Completed in 2003, the only projected improvements to this school identified in the Long Range Capital Facilities Plan are new HVAC controls as part of a District-wide upgrade.

Lakewood Middle School

As with Lakewood Elementary School #1, Lakewood Middle School is a very diverse school in terms of facility condition and program needs. Constructed in 1970, the original school is showing signs of significant wear and deterioration. Building A was added to the school campus in 1994 and in 2002 Building C was added along with an expansion of the student commons in Building A. Programmatically, the school needs several improvements, including an auxiliary gymnasium, expanded library, larger assembly area, expanded office space, counseling center, enhanced art and science facilities, additional permanent classrooms and a larger band room. It is anticipated that the current maintenance shop will be relocated out of Building B (to the Bus Facility). This will result in an additional 4000+ s.f. for school program spaces.

A modernization of the original 1970 Buildings (B & D) is anticipated in the near future, along with partial modernization and expansion of existing facilities to accommodate the program needs indicated above.

Due to the prescriptive requirements of the previous (Middle School) Conditional Use Permit (CUP) associated with 2002 construction, there are severe limitations on future development of the Middle School site. As a result, the additional needed program spaces indicated above will only be possible if the CUP requirements can be modified. This may only be achieved by changing the CUP boundaries, changing the current prescriptive requirements, or both. In any event a re-application for a new CUP would be required with no assurance of beneficial results.

Lakewood High School

Constructed in 1983, Lakewood High School is showing signs of wear and some areas require immediate attention to address deteriorated mechanical and electrical systems. In addition, facility modifications and additions are needed in response to program needs. These include a central student services; additional classrooms, enhanced and expanded science labs; expanded performing arts center with more storage for costumes, sets and props; expanded band and choir areas; enhanced Career and Technical Education programs; expanded locker rooms and new auxiliary gymnasium and fitness center.

In the near term, a full modernization of all portions of the existing school is needed. These improvements will address deficiencies in mechanical ventilation, fire sprinkler system, fire and smoke detection / alarms, and interior finishes. In addition to physical needs, educational programs are driving the need for the changes listed above. Many of the school's classrooms have no access to daylight. This creates scheduling challenges to meet students' credit acquisition needs and health department regulations that limit the number of class periods those students may be enrolled in windowless classrooms. Enhanced academic, arts and technical programs the District strives to offer are severely limited by the current facility.

In 2003, the high school site had been authorized (via CUP) to receive 4 additional portable classrooms. Since then, the District has added 3 portables.

Based upon projected enrollment, it is anticipated that a major (8 teaching station) addition to the high school will be required over the next 10 years. To create funding and development efficiencies, the addition should be accomplished along with the major modernization.

Lakewood Grandstand

The Grandstand is also showing signs of wear and requires reroof and seating deck waterproofing, painting, seating repairs and rejuvenated interior finishes.

Track, Courts and Fields

Improvements over the last 10 years to baseball and softball fields have significantly extended the useful life of those facilities. The stadium track and football/soccer field are in need of significant restoration. Pole vault and high jump pits are also quite deteriorated.

The football practice fields require immediate attention. Heavy community use and school football practice is putting significant pressure on these facilities. Under-drains and turf restoration are needed. The soccer practice field is currently a sand field. This should be replaced with a grass turf field with under-drains. The tennis courts are seriously deteriorated and require replacement. Finally, the east play field near Lakewood Elementary #1 is in very poor (drainage) condition and requires significant restorative measures.

Bus Facility

As a pre-engineered metal structure, the Bus Facility is functioning reasonably well. However, improvements are needed in vehicle wash facilities, asphalt parking surfaces, perimeter fencing, ventilation and fuel storage systems. It is also anticipated that the current maintenance shop at the Middle School will relocate to Bus Facility site. As a result, an addition of approximately 1500 s.f. will be required to accommodate these maintenance activities. There are provisions within the current CUP that allow for the additional square footage.

Operations and Business Facilities

The Operations and Business buildings are reclaimed and modified residential buildings. These facilities are in various states of repair, but are not configured as commercial / institutional buildings. As a result, the buildings lack adequate ventilation, interior and site lighting, fire sprinklers, handicap accessibility and attic ventilation. In addition the Operations building is showing significant signs of wear on the exterior and roof. It is anticipated that these facilities will be replaced in the near future.

Administration Facility

Like the Operations and Business buildings, the Administration building is designed for residential use. It lacks conference facilities and is not adequately configured for the administrative functions that it houses. The Administration building experiences many of the same deficiencies as the other two buildings on site.

Program (Facility) Needs

Administrators at each school were asked to provide a list of facility needs based upon current and anticipated educational program requirements. These lists were reviewed and edited by District Administration and are included later in this Chapter.

Regulatory Issues

There are significant (CUP) limitations on the future development potential of all schools on the main campus with respect additional potables, parking and impervious surface. In particular the east side of the campus has severe limitations on any future building additions or replacements. This phenomenon will be a primary determinant when considering future development options.

District's Educational Program Standards

The FSC and the Board affirmed the following standards, previously developed and outlined in the District's Long Range Educational Plan:

- Class size for grades K-2 are targeted not to exceed 26 students
- Class size for grades 3-5 are targeted not to exceed 29 students
- Class size for middle school grades are targeted not to exceed 29 students
- Class size for high school grades are targeted not to exceed 30 students
- Optimum design capacity for elementary schools is 475 students
- Optimum design capacity for middle schools is 600 students
- Optimum design capacity for high schools is 800 students
- Classroom capacity at the middle school should be adjusted using a utilization factor of 86%. This utilization factor is necessary as a result of a variety of program impacts, including scheduling conflicts, the need for specialized classrooms, and the need for teacher planning spaces.
- Classroom capacity at the high school should be adjusted using a utilization factor of 83%. This utilization factor is necessary as a result of a variety of program impacts, including scheduling conflicts, the need for specialized classrooms, and the need for teacher planning spaces.

Additional detail regarding educational program standards are included in the 2010 CFP in Appendix A.

These standards will be used to “inform” future school facility development in addition to other practical, regulatory, and economic influences.

Enrollment Projections

After considerable discussion regarding the various methodologies that are available for projecting future enrollment the District selected a method that considers a variety of factors including historical data, OSPI enrollment projections, adjustments for preschool, ECEAP and kindergarten, and a 2% overall projected annual increase in enrollment based on OFM projections. Projected enrollments, as utilized by this Long Range Facilities Plan are included in Chapter 3.

School Capacities

School capacity was determined based on the number of teaching stations within each building and the space requirements of the District's adopted educational program. It is this capacity calculation that is used to establish the District's baseline capacity, and to determine future capacity needs based on projected student enrollment. The school capacity inventory is summarized in Table 1.

Relocatable classrooms are not viewed by the District as a solution for housing students on a permanent basis. Therefore, these facilities were not included in the school capacity calculations provided in Table 1.

Table 1
School Capacity Inventory – Permanent Space

Elementary School	Site Size (Acres)	Building Area (Square Feet)	Teaching Stations	Permanent Capacity	Year Built or Remodeled
English Crossing	*	41,430	18	479	1994
Cougar Creek	10**	44,217	19	500	2003
Lakewood	*	45,400	16	416	1998/1997
TOTAL	*	131,047	53	1,395	
Middle School	Site Size (Acres)	Building Area (Square Feet)	Teaching Stations	Permanent Capacity	Year Built or Remodeled
Lakewood Middle	*	62,835	25	602	1971, 1994, and 2002
High School	Site Size (Acres)	Building Area (Square Feet)	Teaching Stations	Permanent Capacity	Year Built or Remodeled
Lakewood High	*	79,422	24	598	1982
District Total - Schools	*	274,351	102	2,595	

*Note: All facilities are located on one 89-acre campus

**The Cougar Creek site is approximately 22 acres; however, the presence of critical areas on the site does not allow full utilization.

Relocatable classrooms are used on an interim basis to house students until funding can be secured to construct permanent classrooms. The District currently uses 29 relocatable classrooms at various school sites throughout the District to provide additional interim capacity. A typical relocatable classroom can provide capacity for a full-size class of students. Current use of relocatable classrooms throughout the District is summarized in Table 2 on the next page. Table 2 includes only those relocatable classrooms used for regular capacity purposes.

**Table 2
Relocatable Classroom (Portable) Inventory**

Elementary School	Relocatables	Interim Capacity
English Crossing	5	135
Cougar Creek	0	0
Lakewood	7	182
SUBTOTAL	12	317
Middle School	Relocatables	Interim Capacity
Lakewood Middle	10 *	241 *
SUBTOTAL	10	241
High School	Relocatables	Interim Capacity
Lakewood High	7	174
SUBTOTAL	7	174
TOTAL	29	732

* Due to poor conditions 6 of the 10 portables are not in use for education. This severely curtails the interim capacity for the school.

Enrollment Projections and Capacity

The District has chosen to rely on the OFM population-based enrollment projections for purposes of planning for the District’s needs. This methodology projects a total enrollment of 2,632 FTEs in 2015; 37 students over the current permanent capacity. Total projected enrollment in 2025 is roughly equal to the combined permanent and interim capacity of 3,327.

A closer look reveals that the District’s capacity is weighted toward the elementary schools; due to the addition of Cougar Creek Elementary School and a smaller addition to the middle school in 2002/2003. There have been no additions at the high school since its construction in 1982. It appears that the District will be able to serve growth in elementary enrollment for some time to come. Middle school permanent capacity is barely adequate. High school capacity is clearly inadequate; relocatable classrooms are a prevalent means of addressing the need.

Grade Span	FTE Enrollment 2009	Projected 2015*	Projected 2025*	Current Permanent Capacity
Elementary (K-5)	1,043	1,127	1,347	1,395
Middle School (6-8)	599	647	789	602
High School (9-12)	794	858	1,018	598
K-12 Total	2,436	2,632	3,154	2,595

*Assumes that percentage per grade span will remain constant through 2025.

The primary capacity need is for more permanent capacity at the high school now and another addition at the middle school at some point in the future. Six of the ten relocatable classrooms that the middle school utilizes have been failing and are not used for instruction. Replacing these units with new will extend the time this interim strategy is viable. The proposed capital levy will fund the replacement of some of the portables.

Master Plan Recommendations

Facility Steering Committee

A Facility Steering Committee (FSC) was appointed by the Board of Directors to provide input into the school facility development process and make a recommendation to the school board. Members of the FSC included:

District Staff Members:

Greg Jensen	School Board Member
Larry Bean	School Board Member
Dennis Haddock	Superintendent
Tita Mallory	Director of Instructional Programs, Assessment and Technology
Dale Leach	Principal, Lakewood High School
Crystal Knight	Principal, Lakewood Middle School
Bruce Camp	Facilities Supervisor
Lelane Adams	Transportation (PSE)
Katie Waldrop	Teacher, Cougar Creek Elementary
Bob Walker	Teacher, Lakewood High School
Patti Buchanan	Teacher, Lakewood Middle School
Cassie Forsell	Teacher, Lakewood High School

Community Members:

Kelly Spears	Community/Parent
Rone Brewer	Community/Parent
Sherry Thorpe	Community/Parent
Tara Mizell	Community/Parent
Lars Espeland	Community/Parent
Julie Goforth	Community/Parent

Consultants:

Fred Owyen	Consultant
Michael McGavock	McGranahan Architects

Master Planning Milestones and Meeting Dates

2010 - Planning Preparation:

April 2010:	Board Study Session - Consider planning options
July 2010:	Board Retreat - Review current facility needs and bond/levy tax status
September 2010:	Special Board Meeting - Approve formation of steering committee as per District Improvement Plan
Oct.-Dec. 2010:	Consultant Review of Existing Facilities

2011 - Planning Meetings:

January 12:	1st Committee Meeting (logistics, building conditions, capacity and educational trends)
February 8:	2nd Committee Meeting (master plan drivers, fitness of existing buildings, evaluation criteria)
February 16:	School Board Meeting (review condition of existing facilities, ranking by committee, and learning trends)
March 2:	Board Study Session (review financing options)
March 8:	3rd Committee Meeting (study master plan alternatives)
April 11:	Board Study Session (review draft project schedules)
April 12:	4th Committee Meeting (master plan alternative development)
May 4:	Board Meeting (master plan update)
May 10:	5th Committee Meeting (finalize recommendations)
June 15:	Board Meeting Committee Recommendation Board Acceptance of the Recommendation

Facility Development Priorities

Starting with the Facility Conditions and Needs listed at the beginning of this chapter, the Facility Steering Committee worked with McGranahan Architects to develop a prioritized list of facility development needs. These ranked priorities were used to inform facility development options that were subsequently presented to the Committee for a recommendation to the School Board.

Higher Priorities:

- High School modernization and improvements; (extensive remodel of existing main building)
- Student expansion at Lakewood High School; (new classroom/lab building addition, replacement of shop/lab buildings)
- Athletic facilities improvements (new track/field, upgrade fields, tennis courts)
- Increased seating for visitor's at the outdoor stadium (refurbish/expand stadium building)

- Middle School modernization and improvements; (buildings b & d)
- Replacement of 11 relocatable classrooms;
- Student expansion at the Lakewood Middle School; (add'l area as needed)

Lower Priorities:

- Lakewood Elementary School modernization/replacement; (modernize/replace buildings a, b & d)

- Replace Administration Building;
- Bus Garage improvements;
- Replace Business Office Building
- Main shop replaced and space given to Lakewood MS
- Acquisition of a new transportation site or expansion
- Acquisition of a new high school or middle school site

Facility Development Recommendation

Several facility development options were considered by the FSC prior to the selection of the preferred option. These are summarized in the following short and long-term plan. These projects recommendations were accepted by the board at their June 15, 2011 board meeting.

Short Term Plan

2012-2014: Phase 1 - 2-year Capital Levy

Heating & Ventilation Systems Controls

- Upgrade heating and ventilation systems controls district-wide

English Crossing

- Re-roof entire building

Lakewood Middle School

- Re-roof Building A
- Limited modernization within select buildings

Stadium (replace/repair surfaces to prevent further water damage)

- Re-roof upper structure
- Waterproofing on concrete seating deck

Portables at Lakewood Elementary & Middle School

- Purchase/install new portables, remove old portables
- Remove additional older portables as funds allow

Technology

- Continue the District's Technology Plan

Lakewood High School

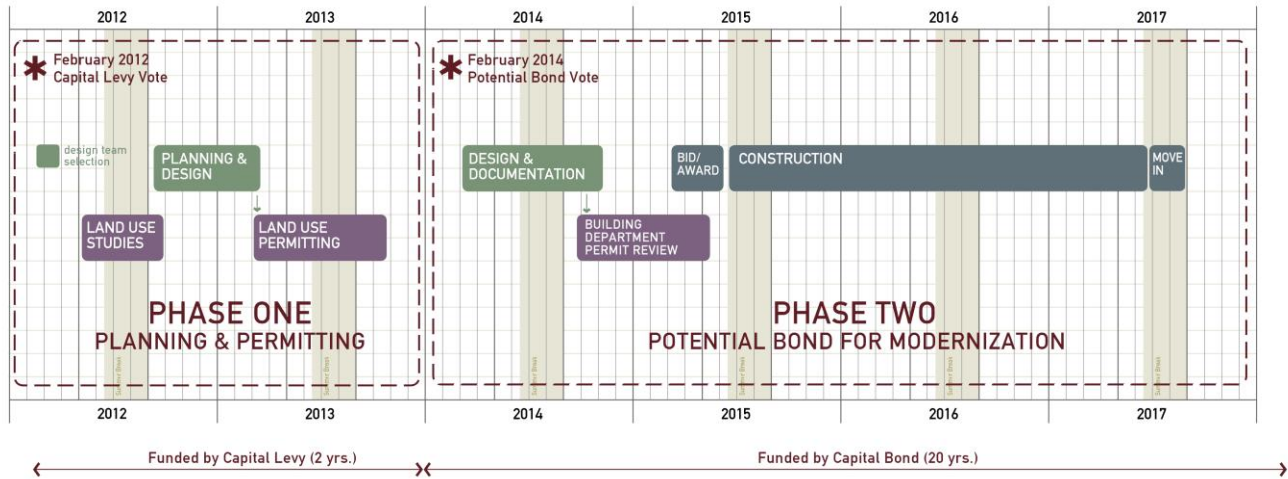
- Partial planning, design, and permitting for major modernization & additions

2014: Phase 2 - Bond

High School Major Modernization and Addition

- Renovate the main building of the high school
- Replace the shop and science buildings, and add new permanent area
- Site improvements including athletic fields, track and tennis courts, parking and traffic improvements

Timeline for the High School Modernization and Addition Project



See a larger version of this timeline at the end of this section.

2017 (State Funding Assistance associated with the high school)

Utilizing state funds obtained from 2014 High School project, accomplish as many of the following projects as possible:

- Replace additional portables
- Expand Middle School as needed
- Replace Administration and Business Offices
- Improvement to School Bus Facility
- Minor improvements to Lakewood Elementary Buildings A, C, and D
- Land acquisition for future sites

Long Range Plan

2024 (Bond)

- Modernization of English Crossing Elementary and Middle School Building A
- Modernization and/or replacement of Lakewood Elementary Main Building & Buildings A, C, and D

2034 (Bond)

- Modernization of Cougar Creek Elementary
- Modernization of Middle School Building C
- Modernization of Lakewood Elementary office, library, and west classroom addition

Unknowns to Continue to Monitor

- Future state funding assistance
- Need for additional facilities