

**Port Angeles School District  
Long Range Facilities Task Force Report  
December 12, 2013**

**BACKGROUND**

The Board of Directors revisited, revised, and approved the Port Angeles School District's Strategic Plan in March 2011. Included in this plan is a goal regarding resource allocation. This goal called for a task force to examine resource allocation due to the declining enrollment and the expense trends. Enrollment in Clallam County has been affected by changing demographics, lack of family wage jobs, and increasingly scarce affordable housing for more than a decade.

The Long-Range Facilities Task Force was constituted in January 2013 and met regularly to study and plan for recommendations based on the Board of Director's charge to the Task Force. The following guiding principles were crafted, endorsed by the Task Force, and serve as a framework upon which their recommendations are built:

1. Hold student success as the number one priority.
2. Believe effective schools are communities of learners including teachers, staff, children, parents and the greater community.
3. Responsive to the local community. Task Force members understand we can do more together than we can alone.
4. PASD provides a well-rounded liberal arts education and in many instances exceed state standards.
5. Long-Range Planning recommendations build on our solid foundation.
6. A new school configuration must meet the criteria of simplicity, fairness, transparency and acceptability to most families.
7. A new school configuration must account for current demographics, flexibility and fiscal responsibility.
8. A new school configuration must strengthen the District's ability to deliver quality educational opportunities for all.
9. A new school configuration must effectively address current family mobility realities.

**PROCESS**

The Task Force was comprised of more than sixty community and School District staff members who met over a 12 month period, January 2013-December 2013. The charge of the Task Force was developed for this group by the Board and is stated:

*“This Long Range Facilities Task Force is charged with long-range planning for the school district's facilities, technology services, and educational support functions. They will evaluate economic and demographic projections that reasonably represent the anticipated enrollment capacity needed over the next five, ten and twenty year planning horizons to properly serve the school community. Additionally, they will evaluate the current physical condition and technological value of all school district properties. Based on these evaluations, it will make recommendations to the Board of Directors for long-range planning initiatives and shall promote a commitment to keeping all school district stakeholders involved and informed about the long-term vision for the Port Angeles School District.”*

Information was provided on all past studies the District has commissioned on the buildings, demographics, enrollment projections, and bonding capacity. The Task Force engaged in a lengthy Book Study, as well as reviewed a variety of articles and online resources to support their recommendations. A number of issues surfaced with respect to each of the viable options studied by the task force: programs and infrastructures, equitability, flexibility, funding, busing time and costs, and the impact of these changes on existing facilities and programs. In addition to voicing their concerns and suggestions, participants asked numerous questions of district staff and board members.

## **RECOMMENDATION**

The Long Range Facilities Task Force examined a large volume of data, considering five possible scenarios. Out of this study, two recommendations are made for Board consideration and approval on December 12, 2013. Several factors led to the Task Force's recommendation which included the overwhelming need to replace schools in the District. All of the district wide delivery models considered included a 9-12 high school that is flexible in its design to accommodate future changes in the student population.

1. The Long Range Facilities Task Force recommends that the Port Angeles School District Board of Directors move forward with asking the voters in Port Angeles School District to pass a bond up to the District's bonding capacity to build a new high school and begin implementation of recommendation two.
2. In order to fully address the Task Force's charge, the second recommendation is to give the established Long Range Facilities Task Force more time to research the K-8 delivery models and infrastructure that effectively address the District's long term facilities, technology, and educational needs. The Task Force, early in 2014, needs to address demographic changes that may impact K-8 models in more depth.

Starting a building replacement schedule with the high school takes into consideration the progression of students through the system so that our youngest students won't experience construction impact through their entire K-12 education. Additionally, the high school benefits the entire district, all students, and many community members through activities and events. A new high school would meet current security and technological needs of all students. This will better prepare them for the world of work or further education.

Task Force members agree on retaining quality programs and opportunities for all students keeping student success as a paramount goal of any recommendation. Our District's facility needs are many and our ability to address them simultaneously is limited due to our bonding capacity. In light of this reality, Long Range Task Force members believe a new high school will effectively address a pressing facility need that not only serves students but operates as a community gathering and event venue. In short, the high school is a Port Angeles community asset that needs to be brought into the 21<sup>st</sup> century. Using the guiding principles and thoughtfully addressing the Board's charge, Task Force members believe more time is necessary to examine deeply the delivery models and infrastructure that support the type of education our children and community need. The collective leadership of the Task Force have committed themselves to seeing their school district make a meaningful difference that matters to children, families, and the broader community.

Appendix A

LONG-RANGE FACILITIES TASK FORCE MEMBERSHIP

	Committee Composition	Volunteers	✓
1.	City of Port Angeles	Nathan West	✓
2.	Clallam County	Sheila Roark Miller	✓
3.	Chamber of Commerce	Andrew May	✓
4.	Clallam Economic Development Council	<del>Linda Rotmark</del> – Resigned.	✓
5.	NPBA	Bill Feeley	✓
6.	Community at Large	T. Scott Brandon	✓
7.		Mike McCarty	✓
8.		Bryon Olson	✓
9.		Gary Gleason	✓
10.		Ted Mattie	✓
11.		Mark Hannah	✓
12.		Bill Helwick	✓
13.		Jerry Nichols	✓
14.		Steve Zenovic	✓
15.	Friend of the Fine Arts Center	Dani LaBlonde	✓
16.	Friends of the Performing Arts Center	Ron Jones	✓
17.	Peninsula College	Laura Price	✓
18.	Port Angeles Education Foundation	Steve Methner	✓

19.	YMCA	Kyle Cronk	✓
20.	Olympic Medical Center	Darryl Wolfe	✓
21.	Realtors Association	Quint Boe	✓
22.	District Bargaining Unit Representatives	Barry Burnett – PAEA	✓
23.		Theresa Rothweiler – PAPEA	✓
24.		<del>Julie Smith</del> – PAEOP – Resigned.	✓
25.		PSE	✓
26.		Scott Soule – PAAAA	✓
27.		Bob Anderson – Teamsters	✓
28.		Jon Keywood - Maintenance	✓
29.		Skills Center	Ron Craig – Administrator
30.	Tracy Walker – Parent		✓
31.	– Parent		✓
32.	Port Angeles High School	Garry Cameron – Administrator	✓
33.		Bernie Brabant – Staff	✓
34.		<del>Roxi Baxley</del> – Parent – Resigned	✓
35.	Lincoln High School	Cindy Crumb – Administrator	✓
36.		Cheri LeFevre – Staff	✓

37.		Chuck Lisk – Administrator	✓
38.	Stevens Middle School	Stacey Sanders – Staff	✓
39.		Michele Haworth – Parent	✓
40.		Mary Hebert – Administrator	✓
41.	Dry Creek Elementary	Jay Averill – Staff	✓
42.		Tabitha Meadows – Parent	✓
43.		Amity Butler – Administrator	✓
44.	Franklin Elementary	Cara McGuire - Staff	✓
45.		Judy Thomas – Staff	✓
46.		Ron Garcelon – Parent	✓
47.		Jane Wise – MAC Parent	✓
48.		Gary Pringle – Administrator	✓
49.	Hamilton Elementary	Lisa McCoy – Staff	✓
50.		Janet Parker – Parent	✓
51.		Joyce Mininger – Administrator	✓
52.	Jefferson Elementary	Sue Lindley – Staff	✓
53.		Catie Tesreau – Parent	✓
54.	Roosevelt Elementary	Michelle Olsen – Administrator	✓
55.		Stacey Nickerson – Staff	✓
56.		Jami Wood – Parent	✓

57.	Special Education	Kate Wenzl - Administrator	✓
58.		Leslie Mraz – Staff	✓
59.	Director of Maintenance & Facilities	Nolan Duce	✓
60.	Director of Finance and Operations	Kelly Pearson	✓
61.	Community Relations Specialist	Tina Smith-O’Hara	✓
62.	Interim Deputy Associate Superintendent	Dr. Mary Ann Unger	✓
63.	Technology	Steve Pazan	✓
64.	Director of Transportation	Karen Ross	✓
65.	Superintendent	Dr. Jane Pryne	✓

✓ Board-approved: January 14, 2013, Revised: January 28, 2013

## Appendix B

### **Programs Characteristics and Key Issues**

21<sup>st</sup> Century Skills-4C's

Flexibility

Future Technology Capabilities

Community Partnership Opportunities

Family Involvement

Resources needed

School Operations/Buildings

Staff Support

Sustainability

### **Infrastructure**

Question to the Task Force: How will the programs fit/work in the delivery model you chose to research further?

1. PreK-8
2. Banding PreK-3; 4-6
3. PreK-5; 6-8; 9-12
4. PreK-12
5. Smaller Learning Communities/Focus Groups
6. Current model: PreK-6; 7-8; 9-12
7. Other

## Appendix C

### Articles sent to the Long Range Facilities Task Force for review

<http://www.portangelesschools.org/parents/documents/ArticleTheStemDifference.pdf>

<http://www.portangelesschools.org/parents/documents/ArticleTacomaNewScienceSchool.pdf>

[http://www.portangelesschools.org/parents/documents/PortAngeles\\_InterimReport1082008ALLMP.pdf](http://www.portangelesschools.org/parents/documents/PortAngeles_InterimReport1082008ALLMP.pdf)

<http://www.portangelesschools.org/parents/task-forces/documents/2009LongRangeFacilitiesCapitalBondCommitteeReportrev2.pdf>

<http://www.portangelesschools.org/parents/documents/GradeLevelRe-DesignTaskForceAugust2004.pdf>

[http://www.portangelesschools.org/administration/documents/grade\\_level\\_redesign.pdf](http://www.portangelesschools.org/administration/documents/grade_level_redesign.pdf)

<http://portangelesschools.org/parents/documents/AnacortesSchoolDistrictStudentPlacement.pdf>

<http://www.portangelesschools.org/parents/documents/Article-Tablets.pdf>

[http://www.portangelesschools.org/parents/documents/AAF\\_School\\_Design.pdf](http://www.portangelesschools.org/parents/documents/AAF_School_Design.pdf)

<http://www.portangelesschools.org/parents/documents/Demographics3-17-08.pdf>

<http://www.portangelesschools.org/parents/documents/UTurntoProsperity.pdf>

[http://scholar.google.com/scholar?q=multi+age+classrooms&hl=en&as\\_sdt=0&as\\_vis=1&oi=scholar&sa=X&ei=vM\\_yUaAHg-SLAojKgLG&ved=0CC0QgQMwAA](http://scholar.google.com/scholar?q=multi+age+classrooms&hl=en&as_sdt=0&as_vis=1&oi=scholar&sa=X&ei=vM_yUaAHg-SLAojKgLG&ved=0CC0QgQMwAA)

<http://basistucson.org/school/basis-tucson>

<http://www.washingtonstem.org/Why-Stem/The-Challenge/#.UfLO2G34Jho>

<http://stemtsteam.org>

<http://www.urban.org/publications/411283.html>

<https://www.acteonline.org/general.aspx?id=120#.UffiN234Jho>

<http://www.mountbensonschool.ca/pac/upload/nlsc.pdf>

<http://www.ascd.org/publications/educational-leadership/may08/vol65/num08/Small-Learning-Communities.aspx>

<http://www.del.wa.gov>



## Appendix D

### Contents of Flash Drive given to Long Range Facilities Task Force

#### Appendix Folder

Attachment A– Long Range Facilities Capital Bond Committee  
Attachment BRFP Facilities Master Planning  
Attachment C – RFP-Demographics Study  
Attachment D – Study and Survey 08  
Attachment E – Facility Deficiencies  
Attachment F – Space Allocation Summary  
Attachment G – Demographic Report 08  
Attachment H – Concept Site Plan DC  
Attachment H – Concept Site Plan FV  
Attachment H – Concept Site Plan Ham Main Floor  
Attachment H – Concept Site Plan Ham Upper Floor  
Attachment H – Concept Site Plan Jeff  
Attachment H – Concept Site Plan New ES at SMS Site  
Attachment H – Concept Site Plan PAHS SMS Concept  
Attachment H – Concept Site Plan RMS MES  
Attachment H – Concept Site Plan Roosevelt MS  
Attachment I – Concept Comparison  
Design and Construction Timelines  
Port Angeles SD Project Scenario Summary

#### Concept Drawings from Paul Rising Folder

FES Concept A 5-20-08  
FES Concept B 5-20-08  
FES Concept B upper 5-20-08  
FES Concept C 6-4-08  
FES Concept A upper 5-20-08  
FVES Concept A 6-14-08  
HES Concept A 5-4-08  
HES Concept A upper 5-4-08  
HES Concept B 5-29-08  
HES Concept B upper 5-29-08  
HES Concept C 6-4-08  
JES Concept A 6-2-08  
New ES (HES) Concept A 6-19-08  
PAHS Concept A 5-2-08  
PAHS Concept A upper 5-2-08  
RMS Concept A 6-11-08  
SMS Concept A 5-12-08  
SMS Concept A upper 5-12-08  
SMS Concept B 6-8-08  
SMS Concept C 6-10-08  
SMS@PAHS Concept B 5-2-08  
SMS @ PAHS Concept B uppers 5-2-08

**Appendix D, cont.**

Map Folder

DC Floor Plan  
Fairview Print  
Franklin Floor Plan  
FVD4  
Hamilton Floor Plan  
Interim Report – Elementary Schools  
Jefferson Floor Plan  
Roosevelt Floor Plan  
Skills Center Map – Who Owns What  
Skills Center Map Who Owns What – Color

Appraisal Folder

Port Angeles School District Central Services  
Port Angeles School District Fairview School  
Port Angeles School District Skill Center  
Port Angeles School District Undeveloped Parcels

Concept Site Plan Folder

Dry Creek ES Concept A 6-24-08  
Fairview ES Concept A 6-14-08  
Hamilton ES Main Floor Concept B 5-29-08  
Hamilton ES Upper Floor Concept B 5-29-08  
Jefferson ES Concept A 6-2-08  
New ES Concept A at SMS Site 6-19-08  
PAHS SMS Concept B 5-2-08  
PAHS SMS Upper Floors Concept B 5-2-08  
RMS MES Concept B 8-1-08  
Roosevelt MS Concept A 6-11-08

Agenda and Meeting Minutes Folder

Meeting Agenda & Invitation 12/10/07  
Facilities Committee Minutes – 1/14/08  
Facilities Committee Minutes – 2/11/08  
Facilities Committee Agenda – 2/24/09  
Facilities Committee Agenda – 3/10/08  
Facilities Committee Agenda – 4/14/08  
Facilities Committee Minutes – 4/30/07  
Facilities Committee Agenda – 5/12/08  
Sub-Committee Meeting Minutes – 5/23/07  
Facilities Committee Minutes – 6/4/07  
Facilities Committee Short Agenda – 6/4/07  
Facilities Committee Agenda – 6/9/08  
Facilities Committee Minutes – 6/18/07  
Facilities Committee Agenda – 7/7/08  
Facilities Committee Minutes – 7/28/08

**Appendix D, cont.**

Facilities Committee Agenda – 8/18/08  
Facilities Committee Agenda.1- 10/13/08  
Facilities Committee Minutes – 11/17/08  
Facilities Committee Agenda.1 – 12/3/08  
Meeting Agenda & Invitation – 12/10/07

Items included but not in folders:

Agenda Template  
BLRB Facilities Meeting Elementary Team  
BLRB High School Invitation 11-13-07  
BLRB IT Invitation 11-15-07  
BLRB PE Teachers-Coaches Invitation 11-15-07  
Capacity Scenario Study 7-21-08  
Community Presentation 1-10-08  
Consultant Proposal Review  
Contact list of Long Range Facilities Capital Bond Whole Committee  
Criteria Weighting Form Paired 1  
EUGA Annex Map  
EUGA Proposed Zoning  
Facilities Master Planning Schedule & Activities  
Interviews with School Principals  
Long Range Facilities Capital Bond Committee Report Final  
LRF Committee Members 2007  
LRF Report to Roundtable  
Port Angeles Interim Report  
Proposal Review Form  
RFP Demographics 10-26-07  
Sub-committee Rating 9/10/08

## Appendix E

### Suggested Reading

- *Creating Innovators* by Tony Wagner
- Age Appropriate Schools: How Should Schools Be Organized?
- Middle School or Junior High? How Grade Level Configurations Affect Academic Achievement
- Elementary School Grade Span Configuration: New Evidence on Student Achievement, Achievement Equity, and Cost Efficiency
- Grade Configuration and School Size Research
- Grade Configuration Study Committee Final Report, November 1, 2001
- Grade Configuration: Who Goes Where?
- Background on Proposed Grade Alignment
- Grade Span Configuration Research Study
- The Impact of Alternative Grade Configurations on Student Outcomes through Middle and High School
- Stillwater Public Schools: Review of Literature
- Grade-Span Configurations
- Framework for Planning, Implementing and Evaluating PreK-3rd Grade Approaches
- Waverly-Shell Rock Grade Level Configuration, A Report and Recommendation
- Benefits of a PreK-2/3-5 Reorganization of the EPS Elementary Schools
- EPI Research into Practice, Grade Configuration
- SCSD Site Layout Scenarios
- Should Sixth Grade be in Elementary or Middle School?
- The (Limited) Evidence Regarding Effects of Grade-Span Configuration on Academic Achievement
- Educational Trends Shaping School Planning and Design: 2007
- Grade-span Configuration, Journal of Research in Rural Education