

January 9, 2013



# Helena Public School District

educational / facility master plan







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**Link educational goals and physical school facilities**

**Be flexible** to adjust to evolving school and community needs

Represent a **collaborative effort** with the groups involved in planning, designing, building, managing and using the facilities

Create a **legacy of quality schools** for current and future generations of Helena students!





From a desire to best serve the students and community of the Helena School District, the District has gone through an extensive Educational Master Planning process over the past 16 months. Consideration has been given to the **educational program** of the District and how it is enhanced or hindered by the condition and layout of the buildings. Student **demographics** have been analyzed by looking at historic enrollment figures, population predictions and current resident locations of all students. This data established the capacities of all schools and identified the exact overcrowding or student space availabilities at each school. Findings from the district's internal **physical needs** assessment regarding the condition of the buildings were analyzed and also incorporated. Data collected from these three key areas helped establish the **purpose** and goals of the Educational Master Plan. The four Learning and Facility Objectives for this planning process are the following:

- Improve learning and graduation rates
- Adjust to District demographics
- Address the decaying infrastructure of our facilities
- Create a long range 20-year plan

## Guiding Principles

### Teaching and Learning

Develop excellence in educating the WHOLE child. Provide equal access to a quality education for ALL. Reduce student transportation time and create right-sized neighborhood schools.

### Student Support

Develop a 'love of learning' in students. Provide focused and individualized learning opportunities. Integrate technology to assist student learning and preparation for life outside of school.

### Co-Curricular Programs and Activities

Keep kids in school. Identify at-risk students early. Develop interventions that engage students and families, fostering a sense of belonging. Ensure collaboration, access to digital technology, and wireless access. Provide students with the tools and resources they need to become great adults.

### Staff Support

Provide teachers with the tools and resources they need to be great educators, encouraging creativity and collaboration.

### Extra-Curricular & Co-Curricular Programs and Activities

Provide a well-rounded curriculum that includes programs such as art, music, fitness, and performance. Promote diverse activities and athletics that engage students, build relationships, and foster a connection to their school community.

### School & Community

Partner with the community and parents to share the responsibility for student engagement and success through facility and program access for all. Connect students to the community through mutually beneficial real-life experiences like internships, job shadowing, community projects, and other learning opportunities.

### Architecture & the Environment

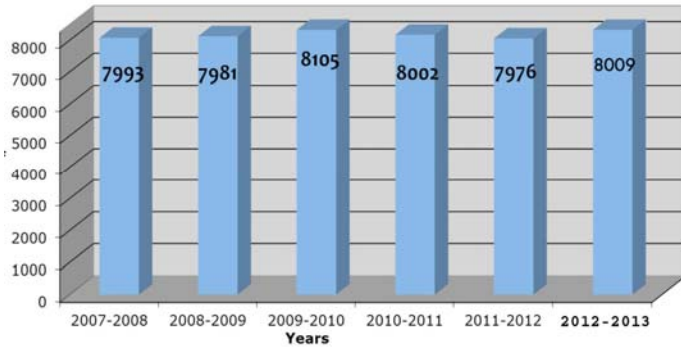
Great spaces affect great learning, as well as reflect the community's commitment to students and learning. Schools cultivate cultural, community, environmental and fiscal stewardship. Provide facilities that are durable and functional. Create healthy environments and implement sustainable practices for operational efficiency and enriched learning.

### Future Viability

Environments are easily adaptable (daily, yearly or longer) to support learning in an ever-evolving global community— schools include nimble spaces that encourage student creativity, collaboration, communication and critical thinking.

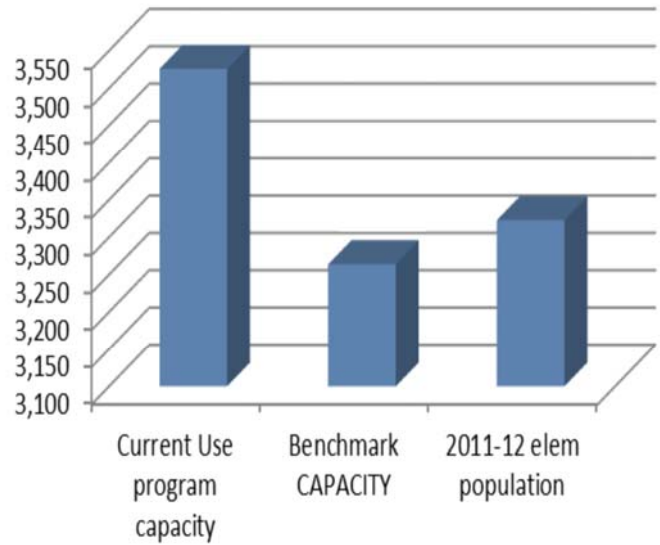


## K-12 Student Enrollment

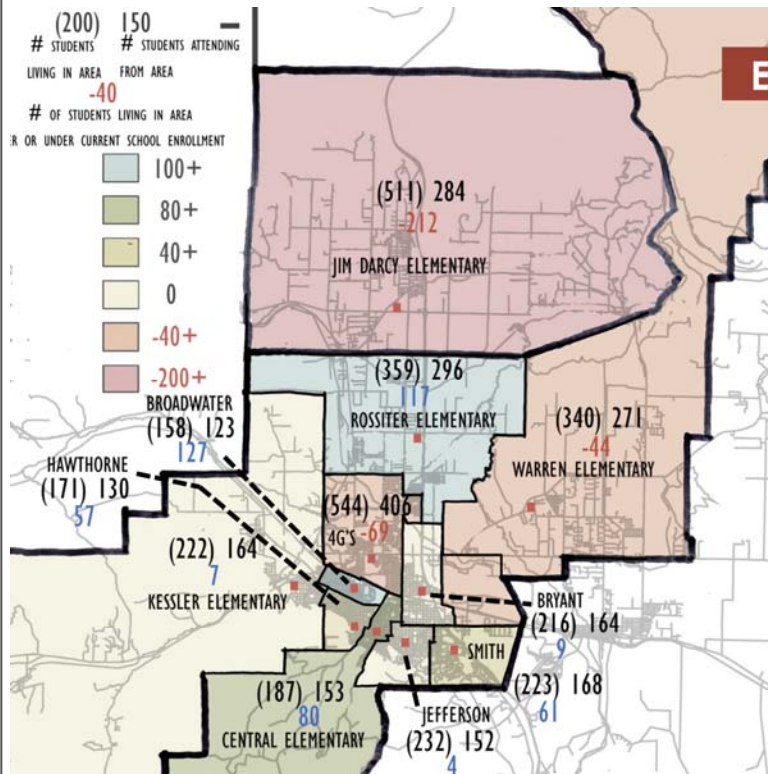


Total enrollment has changed very little since 2001, hovering around 800 students. However, the location of students has shifted significantly over the last 20 years.

## Elementary School Capacity

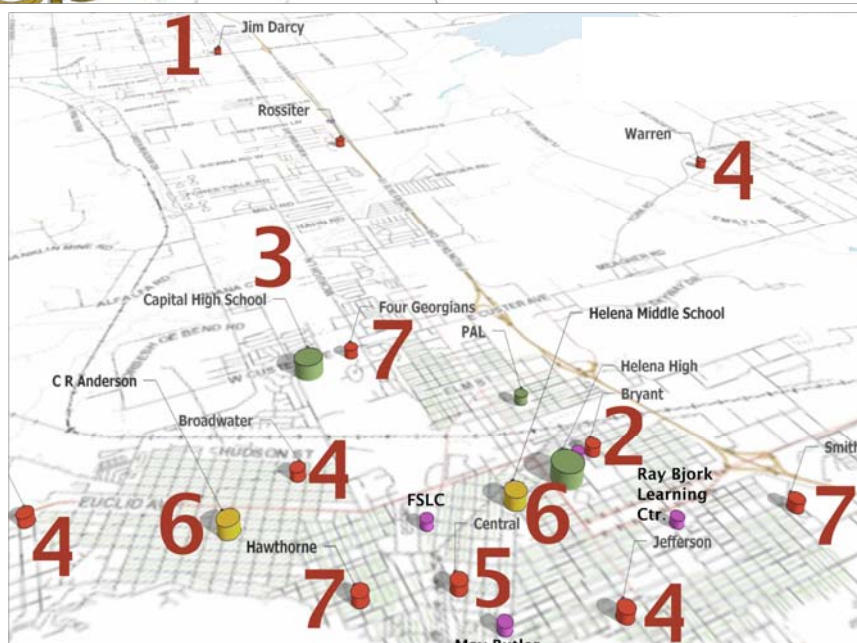
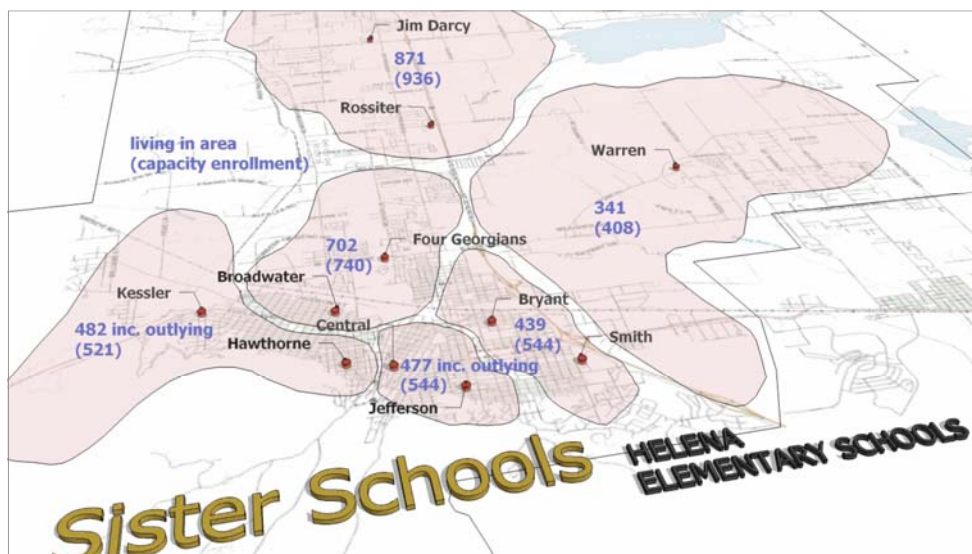


## Elementary Schools



### Elementary Schools

- 11 Elementary Schools
- 1 Early Learning/ G&T Center
- 3336 students
- 383,000 square feet
- 91 Acres
- 1<sup>st</sup> built in 1915
- Last built in 1977



Create 'Sister School' areas where enrollments, bussing, and programs can be balanced between neighboring schools.

Students enrollment will be limited to sister school area

Bussing routes would ideally be confined to each Sister School area; no transfer points; no special program bussing

One school in each Sister School area would offer specialty education programs

Enrollments would be balanced between Sister schools in order to maximize facility use and retain neighborhood schools.

Out of District and Trinity area students would be accommodated at the schools with the least enrollment (currently this is the Hawthorne/Kessler area.

### Elementary Phase I Summary - \$63.6 Million

1. Jim Darcy School new build	\$11M
500 student capacity	
2. Bryant School new build	\$7.6M
272 student capacity	
3. New Middle School	\$16M
640 student capacity	
4. Warren, Broadway, and Jefferson	\$10M
Remodel/Addition, & Kessler School cafeteria (free up gym space)	
5. Central School Renovation	\$7.5M
272 student capacity	
6. Helena Middle School & C.R. Anderson	\$7.8M
Renovation/Remodel	
7. Other Elementary School Maintenance/Upgrades	\$4M

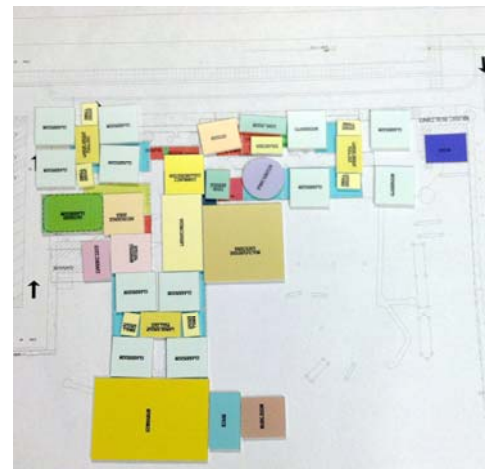
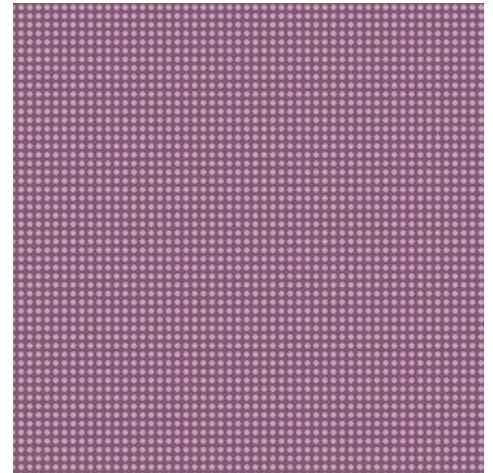
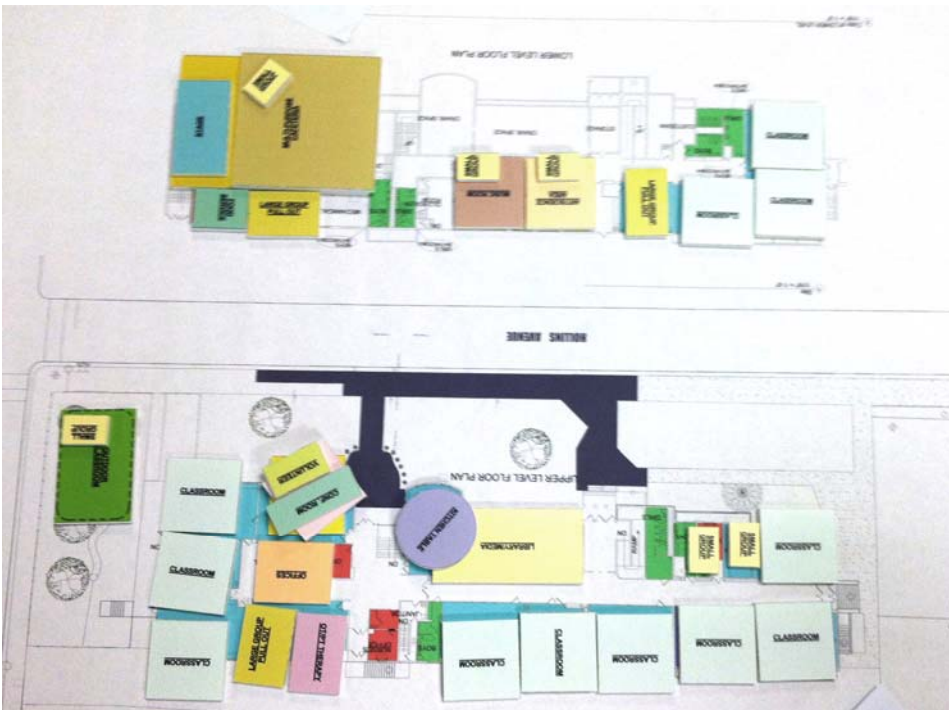
### High School Phase I Summary - \$40.5 Million

• Helena High Phase 1 rebuild	\$18.7M
• Capital High Addition/Remodel	\$10M
• Vigilante Stadium Renovation	\$2M
• CTE Facility new build shared HHS & CHS facility	\$8M
• PAL at Lincoln School	\$1.8M

Elementary Phase II Improvements - \$46.3 M

High School Phase II Improvements - \$21 M





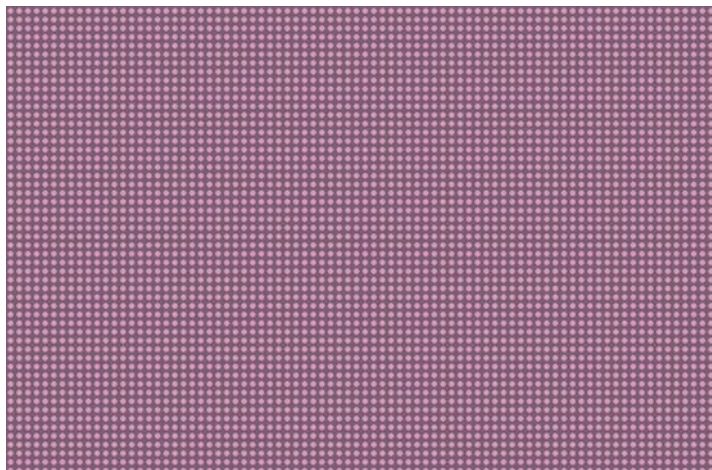
process



## Process

Six community workshops were conducted last winter and spring to garner as much community input as possible. During these workshops, the direction, the goals and guiding principles of the Educational Master Plan were established. These have been used as the measuring stick for direction, decision-making and prioritization of the Plan. Community input was given during the workshops in the form of various exercises, small and large group discussion, and development of an extensive community survey. Additionally, district staff gave informative presentations regarding special education, curriculum and the newly state adopted Common Core Standards, and educational technology. At the same time, interviews were conducted of key district personnel and principals of all schools. Walk-throughs were conducted of all schools to assess their educational adequacy compared to the established goals and guiding principles. Various data and reports were also evaluated and incorporated into the planning process and documentation. As the planning

process continued this fall, a first draft of the facilities plan aimed at achieving community and district wide educational goals was discussed at 17 school meetings, including 11 elementary, two middle schools, two high school, the Ray Bjork

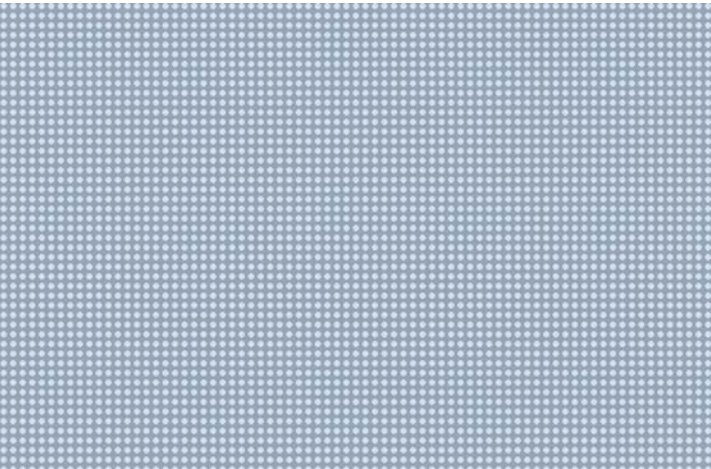


Learning Center and PAL (Project for Alternative Learning). The outpouring of support and passion exhibited for our schools as places for learning, growth, community strength and neighborhood identity was extraordinary. The community input through meeting comments, letters, and editorials has been extremely valuable in understanding the importance we place on our established schools and the need for future school development. With this input, the planning has evolved and new solutions and priorities have risen to the top. As such, a plan has been developed that addresses our existing neighborhood schools, decreases bus travel, acknowledges the importance of our Title I locations, strives to create 21st Century Learning spaces within existing and new schools, and plans for the enrollments shifts within our district.





The current bonding capacity of the District is \$83,411,530 for the elementary district and \$ 106,545,610 for the high school district. The facilities plan has been created to be accomplished in phases so as to minimize the tax burden on the community. Projected costing for Phase 1 capital improvements is \$63,600,000 for the elementary district and \$40,700,000 for the high school district. Costs given below include not only construction costs, but all related “soft” costs (ancillary fees and expenses) that it takes to complete the project. Some of these expenses are permitting, testing, legal fees, some furnishings and equipment, design fees, and bond expenses. (Land acquisition is not included.)



**BONDING CAPACITY**

Elementary	High School
\$83,411,530	\$106, 545,610

Taxable Value	\$10 Million Bond Elementary Estimated "ANNUAL"	\$10 Million Bond High School Estimated "ANNUAL"	\$20 Million Bond Total Estimated "ANNUAL"
\$25,000	\$1.60	\$1.75	\$3.35
\$50,000	\$3.20	\$3.51	\$6.70
\$75,000	\$4.80	\$5.26	\$10.06
<b>\$100,000</b>	<b>\$6.40</b>	<b>\$7.01</b>	<b>\$13.41</b>
\$150,000	\$9.60	\$10.52	\$20.11
<b>\$200,000</b>	<b>\$12.79</b>	<b>\$14.02</b>	<b>\$26.82</b>

\*Provided by Helena School District—All figures to be verified and updated

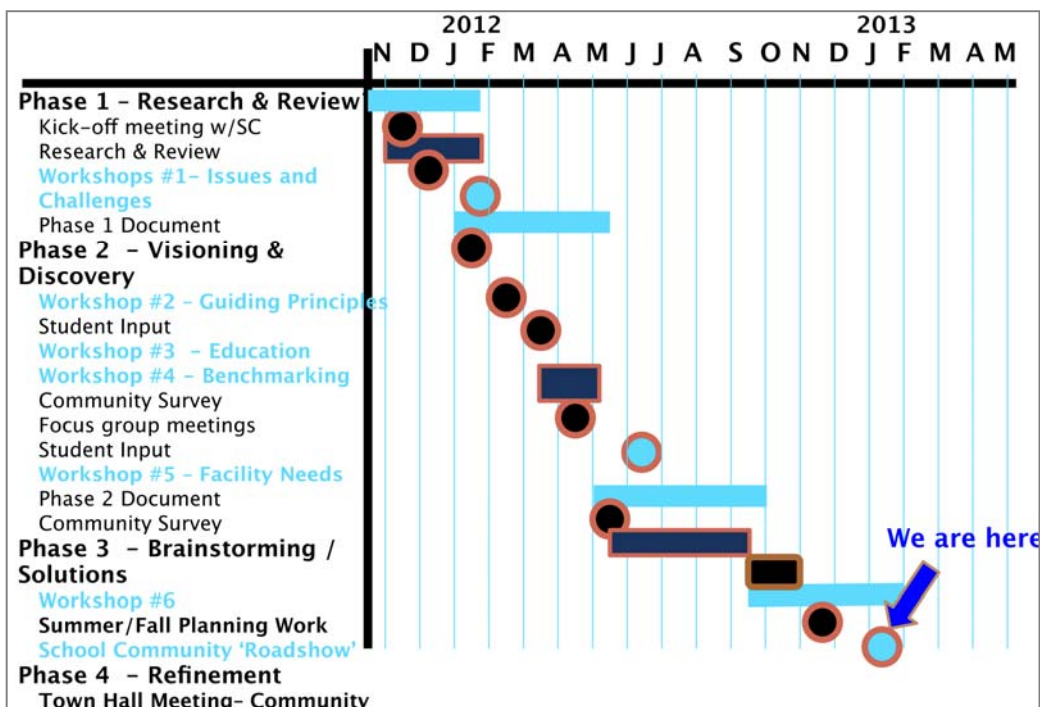


## Phases

The needed improvements to Helena Schools have been broken into three phases. It is anticipated that Phase 1 would take place as soon as the District can run a bond. Phase 2 would be accomplished at a later date as the district pays down the Phase 1 bonded indebtedness and bonding capacity is replenished to meet the Phase 2 needs. Phase 3 is anticipated to be 20 years into the future. Projects in both Phases 2 and 3 should be confirmed through an update to the long-range educational facilities plan.

## 2013-2020

In Phase 1, the recommended sequencing of projects is to first undertake the replacement of Jim Darcy Elementary, Bryant Elementary and the new middle school. If the middle school is constructed first, the vacated space at CR Anderson could serve as “swing” space to house displaced elementary students if needed. Alternatively, this may not be needed if the elementary



schools are built on vacant property. There is room on the Jim Darcy site to build the new school while continuing to use the existing school during construction. Additions at the high schools and at the elementary schools could occur subsequently or reprioritized as needed. A more detailed schedule of the projects will be developed after a bond passes to fund the projects. Sequencing of the projects will depend on evolving prioritization of needs, timing of bond sales and needed cash flow for projects. Another factor will be the magnitude of work and how much the district can manage at one time. The completion of the entire Phase 1 facilities plan is anticipated to take place over a seven to eight year span (including all phases of programming, design and construction).

## Revolving Plan

Long-term consideration must be given for the on-going refurbishment of existing and even future buildings. As soon as a project is completed, the long-term plan would be to renovate it in 30 to 40 years. Rough projections for all schools and district facilities have been made for the next 50 years. The District should however, reexamine and readjust the Facilities Plan every eight to ten years.

timeline



## LONG RANGE PLANNING

FACILITY		2013-2019	2020's	2030's	2040's	2050's
<b>LEARNING CENTERS</b>						
Ray Bjork Learning Center			2025 expansion & corridors		33	
Valley Learning Center		2020	as funding is available		45	
<b>ELEMENTARY SCHOOLS</b>						
Broadwater Elementary	2013 ADA	16	entry/playground/remodel/gym			
Bryant Elementary	2013 ADA	15	new school	25 addition for 3-section if needed	45	
Central Elementary	2013 ADA	2018	major renovation			
Four Georgians Elementary		16	entry renovation	25 renovations	33 renovations	
Hawthorne Elementary	2013 ADA		25 renovations			
Jefferson Elementary	2013 ADA	15	gym/entry/classrooms	25 renovations	45	
Jim Darcy Elementary		2015	new 4/3-section school		40	
Kessler Elementary		16	café/commons	25 major rebuild of school		50
Rositter Elementary		16	commons/reno.	25 renovations	45	
Smith Elementary		16	commons/reno.	25 renovations	45	
Warren Elementary		2015	remodel/gym/commons	27 renovations/rebuild	45	
New Elementary School				2033 new 3-section school as demographics require		58
<b>MIDDLE SCHOOLS</b>						
CR Anderson Middle School		16	commons/renovations	27 renovations	47	
Helena Middle School		16	commons/renovations	27 renovations	47	
New Middle School		2015	new middle school		40	
<b>HIGH SCHOOL FACILITIES</b>						
Capital High School		2015	commons/r	20 renovations	33	47
Helena High School		2015	major partial rebuild	25 major partial rebuild		47
CTE Facility		2018	new shared high school facility			50
PAL Lincoln School			renovation of facilities		45	
Vigilante Stadium Renovation		2015	major renovations	33		50
Natatorium Partnership			2020 new facility through community partnerships		40	
Other Ex-Curricular Facility Improvements (including 7th Ave Gym)			2020 renovation of facilities	30	40	50
<b>OTHER FACILITIES</b>						
Front Street LC			16-18 evaluate property function			
Admin / May Butler			16-18 property liquidated			
Maint. Facility			2020 new facility possibly shared with CTE			

facilities plan summary



# Helena School District Facilities Plan Summary

## Phase 1—to be completed by 2020

The following bulleted list outlines what will be accomplished at each school in the recommended Educational Facilities Plan. Schools are listed in groups of elementary, middle, high and district facilities. Within each grouping they are listed alphabetically, not by priority. Costs have been rounded in this summary.

→ **Broadwater Elementary Cost: \$3.3 million**

Previously identified maintenance repairs; remodel of existing 6,000 SF to create learning lab and collaboration spaces; new physical education space; improvements for community partnership and involvement; Playground/outdoor learning improvements

→ **Bryant Elementary Cost: \$7.6 mill**

Replacement of school, 272 student capacity

→ **Central Elementary Cost: \$7.5 million**

Complete renovation of school

→ **Four Georgians Elementary Cost: \$125,000**

Renovations to accommodate a learning lab/collaboration space; minor improvements for community partnership and involvement

→ **Hawthorne Elementary Cost: \$1.5 million**

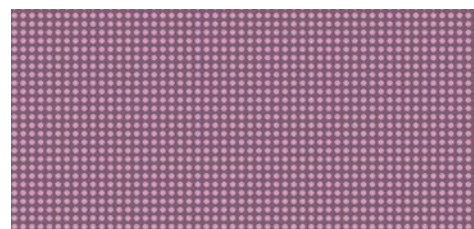
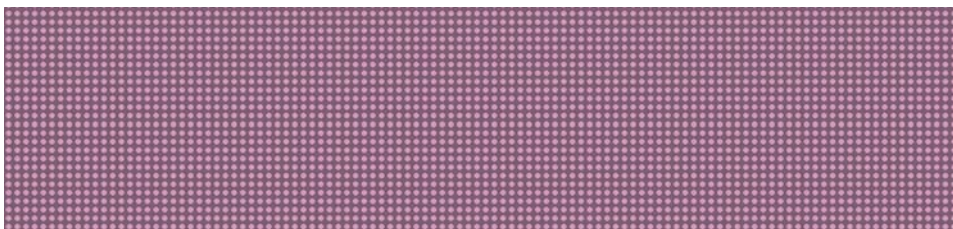
Previously identified maintenance repairs; creation of learning lab and collaboration space; improvements for community partnership and involvement; Playground/outdoor learning improvements

→ **Jefferson Elementary Cost: \$3 million**

Previously identified maintenance repairs; remodel of existing, 1,000 SF to create learning lab and collaboration spaces; new physical education space; improvements for community partnership and involvement

→ **Jim Darcy Elementary Cost: \$11 million**

Replacement of school, new capacity of 500





→ **Kessler Elementary Cost: \$750,000**

Construction of new cafeteria/commons and 2,000 SF renovation to create learning lab/ collaboration space; minor improvements for community partnership and involvement

→ **Rossiter Elementary Cost: \$1 million**

Previously identified maintenance repairs; renovations to accommodate a learning lab/ collaboration space; minor improvements for community partnership and involvement

→ **Smith Elementary Cost: \$1.6 million**

Previously identified maintenance repairs; renovations to accommodate a learning lab/ collaboration space; minor improvements for community partnership and involvement

→ **Warren Elementary Cost: \$2.9 million**

Previously identified maintenance repairs, remodel of existing 6,000 SF to create learning lab and collaboration spaces; new physical education space; improvements for community partnership and involvement

→ **CR Anderson Middle Cost: \$3.5 million**

Previously identified maintenance repairs; remodel of existing 30,000 SF to improve learning spaces and create collaboration and small group instruction areas; improvements for community partnership and involvement

→ **Helena Middle Cost: \$4.2 million**

Previously identified maintenance repairs; remodel of existing 30,000 SF to improve learning spaces and create collaboration and small group instruction areas; improvements for community partnership and involvement

→ **Ray Bjork Learning Center**

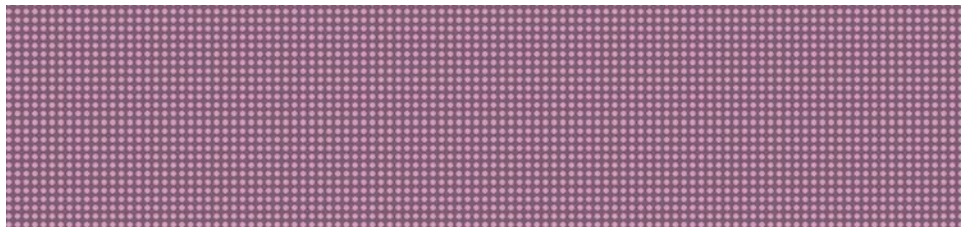
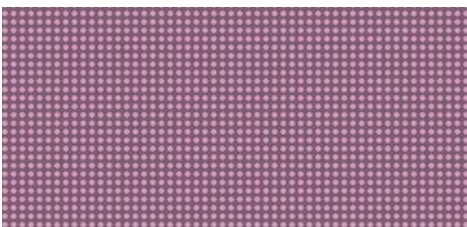
Nothing recommended for this phase--facilities improvements recently completed

→ **New Middle Cost: \$16 million**

New 6-8 grade school, capacity of 640

→ **Capital High Cost: \$10 million**

Previously identified maintenance repairs; remodel of existing 50,000 SF to improve learning spaces, create collaboration and small group instruction areas; new music classrooms; new physical educational space; improvements for community partnership and involvement; out door physical education field improvements





→ **Helena High Cost: \$18.7 million**

Previously identified maintenance repairs; phased replacement of 100,000 SF learning spaces; renovation of existing 60,000 SF

→ **PAL Program (Lincoln School) Cost: \$2 mill**

Renovation to improve learning environments

→ **New CTE Facility Cost: \$8 million**

New 40,000 SF joint use educational facility

→ **Vigilante Stadium Cost: \$2 million**

Seating, field, restrooms, concessions--new build and renovation

→ **7th Ave. Gym**

Included in Central renovation cost

→ **Front Street Learning Center & May Butler Administration Center**

Liquidation of property; co-location of services into one facility at alternate location

(Cost is dependent on where located, but not to exceed funds generated from sale of properties)

→ **Maintenance Facility**

Nothing recommended for this phase

→ **New Natatorium Partnership**

Explore concept of new facility with community partners

**Phase 1 Total Elementary Cost: \$63,600,000**

**Phase 1 Total High School Cost: \$40,700,000**

facilities plan summary

## What we know...

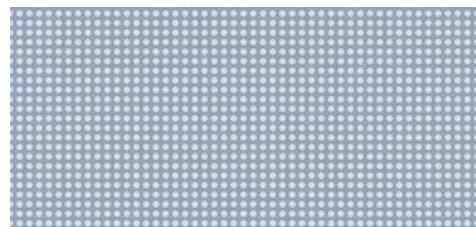
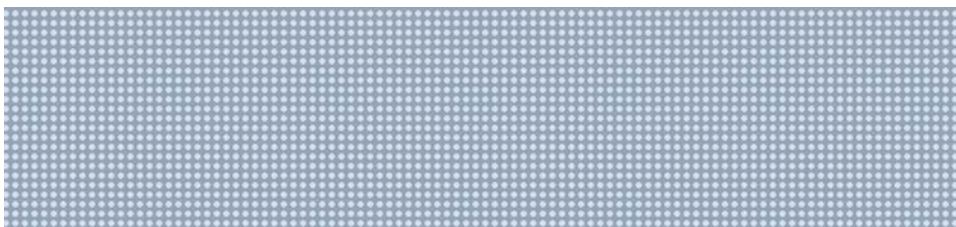
- Enrollments have held steady at 8,000 students in the district for the last 10 years although recent demographic studies indicate spikes in births from 2006 to 2010 in Lewis and Clark County and kindergarten enrollment climbed by 30 students this year.
- Areas north of Helena are growing in numbers of students while the south side has been shrinking.
- Over 500 students live in the Jim Darcy area for a school that has a capacity of 276.
- East Helena and Montana City schools have the potential to add over 70 students to the enrollment of Helena High over the next 10 years (HHS enrollment currently at 1600).
- C. R. Anderson's enrollment is over 1,000 – the largest in the state. (Desired middle school size is between 400 and 700).
- The 15-year facilities maintenance plan calls for \$60 million in infrastructure replacements/repairs/improvement.
- Graduation rate is 84% in Helena.
- Connected students involved in extracurricular activities enjoy a near perfect graduation rate.
- Career Training programs include high cost/specialized equipment and teaching staff that are either duplicated or not offered at one of the high schools.
- Overflow elementary and middle students spend too much time on the bus traveling to in-town schools.
- Each bus route eliminated saves approximately \$54,000/year. The potential exists to decrease the fleet by seven buses or \$7.5 million over a 20 year bond period.
- Bryant, Central, Broadwater, Warren, Smith, Helena Middle, and Helena High are Title I schools while Bryant serves 75% free and reduced lunch students. Improving attendance is a focus at these schools.
- Many of our facilities are antiquated and don't support 21st Century Learning (critical thinking, creativity, collaboration, communication).
- Many school spaces/classrooms are not appropriately sized and do not adequately support new curriculum teaching and learning methodologies.
- Our oldest school – Central – was built in 1915. The last school built in Helena was Four Georgians (1977).
- Safe and Healthy learning environments, including day-lit classrooms, adequate ventilation and air quality, comfortable heating and cooling, low off-gas construction materials, good lighting, and ergonomically appropriate spaces, lead to better learning, less absenteeism, less sick days, and more productivity.

basis of recommendations



## What we heard...

- Small elementary schools (250-300) students are preferred to larger schools.
- Neighborhood schools, particularly in our older districts, are critical to the vitality, value, and sense of community of these neighborhoods.
- Schools in our larger, more rural areas provide an identity and function as the Community Centers with no less passion than in-town schools.
- Individual learning opportunities, focused planning for graduation and beyond, and independent study, can provide students the interest and motivation needed to be successful.
- The Montessori program is successful in addressing the individual needs, learning, and pace of students. Over 100 students are currently on the waiting list for Montessori.
- Identifying at-risk students early and fostering a sense of belonging thru developing interventions that engage students and families improves student success.
- Studies show that Pre-K education can boost learning, reduce the achievement gap, and decrease dropout rates.
- Helena School District/Community partnerships in Helena provide opportunities to engage students and improve learning.
- Transitions from school to school and grade to grade can be difficult for many students.
- Parent involvement is essential to the success of our schools.
- Extracurricular spaces, including gyms, music, and art, are in high demand in Helena.
- To support learning, our school facilities need to be healthy, warm, safe and dry.
- The preservation and tradition of our historic schools cannot be overlooked.



## What we can do...

- With community support, many of our historic schools can be renovated as models of 21st Century Learning and neighborhood revitalization.
- Through the concept of creating 'Sister Schools', enrollments can be balanced within a smaller area and busing can be localized to each sister area.
- Expansion and/or redevelopment of our existing schools can accommodate enrollment shifts, reduce busing, and provide the flexible learning spaces necessary for today and tomorrow's educational delivery.
- Through thoughtful facility placement and development, future schools can guide and encourage smart growth.
- Technology in teaching and learning can be an integral part of our educational delivery and facility development.
- Our schools can provide comfortable, safe, and healthy places for study, collaboration, mentorship, conversation, and nutrition throughout the day (before and after school as well).
- Get kids out of the basement!

This summary of issues and potential solutions represents a culmination of many years of study by the school district staff and a planning process conducted over the last year. The District faces many complicated and interwoven concerns of enrollments, educational delivery, facility degradation, city and county planning, operational costs, transportation needs, utility development and community health. This conversation must continue long after our first priorities are defined as we have an incredible opportunity to affect change in our schools and our community. In many ways, we have only scratched the surface.

See [www.helenaeducationplanning.com](http://www.helenaeducationplanning.com) at http for more information including Guiding Principles Presentation video on YouTube ://[www.youtube.com/watch?v=MBcqHC1vTFY](http://www.youtube.com/watch?v=MBcqHC1vTFY)

basis of recommendations



