



ASSESS

EXPLORE

APPLY

MISSOULA COUNTY PUBLIC SCHOOLS
 SMART SCHOOLS 2020 STRATEGIC FACILITIES PLAN
 FINAL REPORT June 2, 2014

REPORT CONTENTS

| | | | |
|---|-----------|---|-----------|
| EXECUTIVE SUMMARY..... | 6 | ASSESS (October 7, 2013) | 33 |
| OVERVIEW OF PROCESS..... | 7 | ASSESS Workshop Executive Summary..... | 34 |
| STEERING COMMITTEE PREPARATION..... | 9 | AS 1.1 The Future of Learning..... | 38 |
| PR 1.1 Our Passions..... | 9 | AS 1.2 Relevant/Not Relevant/Scary..... | 38 |
| PR 1.2 Understanding MCPS's 21st Century Initiatives..... | 10 | AS 1.3 Global Century Skills | 39 |
| PR 1.3 Review of Draft Capacity Study..... | 17 | AS 1.4 Understanding MCPS's 21st Century Initiatives..... | 41 |
| PR 1.4 Review of School Profiles..... | 18 | AS 1.5 Project Based Learning..... | 53 |
| PR 1.5 Review of Existing Lease Agreements..... | 19 | AS 1.6 School Size, Grade Grouping & Looping..... | 56 |
| PR 1.6 Review of Bonding Capacity..... | 20 | AS 1.7 District Organization Models..... | 59 |
| PR 2.1 Site & Facility Tour..... | 21 | AS 1.8 Time | 72 |
| PR 3.1 Review Draft Demographic Study..... | 22 | AS 1.9 Technology..... | 74 |
| PR 3.2 Review of Attendance Area Maps..... | 24 | (October 8-10, 2013) | |
| PR 3.3 Review Draft Site Assessment..... | 24 | AS 1.10 Site: What Works? What Could Be Better? What's Missing?..... | 78 |
| PR 4.1 Key Insights..... | 25 | AS1.11 Buildings: What Works? What Could Be Better? What's Missing?..... | 78 |
| PR 4.2 Take Away Messages from Preparation Phase..... | 26 | AS 1.12 School Transformation + Development Map..... | 79 |
| PR 4.3 Challenges and Opportunities to be Addressed..... | 27 | AS 1.13 Draft Guiding Principles..... | 80 |
| PR 4.4 Draft Timeline..... | 28 | (October 9, 2013) | |
| | | AS 1.14 COMMUNITY LISTENING SESSION/HOPES & CONCERNS..... | 81 |
| | | AS 1.15 Individual Reflections..... | 84 |



MISSOULA COUNTY PUBLIC SCHOOLS
 SMART SCHOOLS 2020 STRATEGIC FACILITIES PLAN
 FINAL REPORT June 2, 2014

| | | | |
|---|-----|--|-----|
| <i>EXPLORE (November 4, 2013)</i> | 86 | <i>APPLY (January 28-February 6, 2014)</i> | 203 |
| <i>EXPLORE Workshop Executive Summary</i> | 87 | <i>APPLY Workshop Executive Summary</i> | 204 |
| <i>EX 2.1 The World Beyond Missoula</i> | 92 | <i>AP 3.1 Final Guiding Principles</i> | 204 |
| <i>EX 2.2 School Organization Models</i> | 92 | <i>AP 3.2 Steering Committee Meeting January 13, 2014</i> | 207 |
| <i>EX 2.3 Learning Patterns</i> | 120 | <i>AP 3.3 District Wide APPLY Workshop January 28, 2014</i> | 215 |
| <i>EX 2.4 Guiding Principles</i> | 130 | <i>AP 3.4 Regional APPLY Workshops January 29-February 4, 2014</i> | 215 |
| <i>(November 4-8, 2013)</i> | | <i>AP 3.5 Community Listening Session February 4, 2014</i> | 216 |
| <i>EX 2.5 Learning Modalities</i> | 133 | <i>AP 3.6 General Hopes & Concerns</i> | 216 |
| <i>EX 2.6 Preliminary Building Program</i> | 135 | <i>AP 3.7 Steering Committee Meeting February 6, 2014</i> | 217 |
| <i>EX 2.7 Range of Options</i> | 136 | <i>AP 3.8 Preferred Alternatives</i> | 217 |
| <i>(November 6, 2013)</i> | | | |
| <i>EX 2.8 COMMUNITY LISTENING SESSION/HOPES & CONCERNS</i> | 158 | | |
| <i>EX 2.9 Individual Reflections</i> | 162 | | |
| <i>EX 2.10 Revised Guiding Principles</i> | 163 | | |
| <i>EX 2.11 Key Insights</i> | 164 | | |
| <i>(November 21–December 6, 2013)</i> | | | |
| <i>EX 2.12 Subcommittee #1 Review of Undeveloped Sites, Leased Facilities and District Administration Buildings</i> | 165 | | |
| <i>EX 2.13 Subcommittee #2 Review of Grade Level Configurations</i> | 177 | | |
| <i>EX 2.14 Subcommittee #3 Review of EXPLORE Workshop Range of Options</i> | 180 | | |
| <i>EX 2.15 Subcommittee #4 Review of Daily Schedule & Daily Calendar</i> | 182 | | |
| <i>EX 2.16 Subcommittee #5 Review of School Siting Alternatives</i> | 186 | | |
| <i>EX 2.17 Revised Guiding Principles</i> | 191 | | |
| <i>EX 2.18 Steering Committee Review</i> | 193 | | |
| <i>EX 2.19 Public Comment</i> | 199 | | |
| <i>EX 2.20 Final Guiding Principles</i> | 200 | | |



MISSOULA COUNTY PUBLIC SCHOOLS
SMART SCHOOLS 2020 STRATEGIC FACILITIES PLAN
FINAL REPORT June 2, 2014

REPORT (February 6-May 14, 2014)218

RE 1 Preferred Alternatives..... 219

RE 2 Steering Committee Review February 20, 2014..... 221

RE 3 Survey Response..... 224

RE 4 Revised Project Costs..... 224

RE 5 Taxpayer Impacts..... 224

RE 6 Steering Committee Prioritizing of Options March 17, 2014..... 227

RE 7 Concept Refinements..... 231

RE 8 Stakeholder Meetings..... 232

RE 9 Communication Plan..... 239

RE 10 Schedule..... 240

RE 11 Steering Committee Meeting May 19, 2014..... 241

RE 12 Next Steps..... 249

RE 13 Calendar..... 250



MISSOULA COUNTY PUBLIC SCHOOLS
 SMART SCHOOLS 2020 STRATEGIC FACILITIES PLAN
 FINAL REPORT June 2, 2014

APPENDICES

PR 1.2A MCPS's 21st Century Initiatives (weblink)1-87
PR 1.3A Existing Facility Floor Plans.....1-38
PR 1.3B Existing Square Footage Summary.....1-2
PR 1.3C Deferred Maintenance & Energy Projects 11.25.2013.....1-74
PR 1.3D Capacity Study 12.10.2013.....1-67
PR 1.4A School Profiles (weblink)1-273
PR 1.5A Existing Lease Agreements 6.13.2013.....1
PR 1.6A Estimated Mill Levy Impact Analysis 5.29.2013.....1-6

PR 2.1A Site & Facility Tour.....1-3

PR 3.1A Population & Enrollment Forecast.....1-121
PR 3.2A Attendance Area Maps.....1-10
PR 3.2B Site Condition Assessment.....1-32

AS 1.1A The Future of Learning.....1-9
AS 1.10A Site Assessment.....1-18
AS 1.11A Building Assessment.....1-24
AS 1.12A School Transformation + Development Map.....1-5
AS 1.12B ST+DM Graphic Summary.....1
AS 1.12C ST+DM Detail.....1-148

EX 2.1A The World Beyond Missoula.....1-20
EX 2.6A Preliminary Building Program.....1-22
EX 2.7A Narrative Range of Options.....1-28
EX 2.7B Total Project Costs 12.20.2013.....1
EX 2.7C Graphic Range of Options 1.22.2014.....1-224
EX 2.7D Total Project Costs 1.22.2014.....1

AP 3.3A What Works?1-88
AP 3.4A Guiding Principle Matrix.....1-33
AP 3.6A Hopes & Concerns.....1-9
AP 3.8A Total Project Costs 2.17.2014.....1
AP 3.8B Revised Preferred Alternatives 2.27.2014.....1-60
AP 3.8C Total Project Costs 2.27.2014.....1

RE 1A Key Issues.....1-38
RE 5A Estimated Mill Levy Impact Analysis.....1-2
RE 6A Steering Committee Priorities.....1-4
RE 7A Total Project Costs 5.14.2014.....1
RE 11A Final Preferred Alternatives 6.2.2014.....1-44
RE 11B Final Total Project Cost Summary 6.2.2014.....1
RE 11C Final Total Project Cost Detail 6.2.2014.....1-33
RE 11D Final Deferred Maintenance Summary 6.2.2014.....1-68



EXECUTIVE SUMMARY

SMART SCHOOLS 2020 is the Strategic Facilities Plan for Missoula County Public Schools, developed in collaboration with more than 350 partners representing a wide cross-section of the Missoula community between May 2013 and May 2014.

(Prepare) Executive Summary

The work was completed in 5 steps, beginning with a preparation phase, during which the CTA the team gathered and organized information about facilities, sites, school profiles, safety, community demographics and more.

ASSESS WORKSHOP EXECUTIVE SUMMARY

Education Innovation Teams of students, parents, staff, administrators, parents/grandparents, business and community leaders representing each school in Missoula County Public Schools tackled a series of challenging exercises focused on assessing current educational practices and desired future practices as well as assessing existing school sites and facilities.

EXPLORE WORKSHOP EXECUTIVE SUMMARY

Education Innovation Teams tackled a series of challenging exercises focused on exploring the world beyond Missoula for inspiration and mentors from highly effective schools around the globe.

The Expanded Education Innovation Teams articulated a range of options for each facility, from Option B: Business as Usual to Option S: Start Over.

APPLY WORKSHOP EXECUTIVE SUMMARY

The insights gained from the prior two workshops were applied to the sites and facilities in Missoula and critiqued utilizing the guiding principles that emerged from each of the exercises during the ASSESS and EXPLORE phases, as well as the work of the Steering Committee.

(Report) Executive Summary

This report represents the final step of the Strategic Facilities Plan in advance of a significant community outreach effort in support of a general obligation bond to fund the transformation of facilities outlined in the plan.



OVERVIEW OF PROCESS

Missoula County Public Schools has initiated the Smart Schools 2020, a Strategic Facilities Plan facilitated by CTA and team members WGM, Partners Creative, McKibben Demographics, Fielding Nair International, Presidio & McKinstry.

The planning process is dynamic, creative and engaging. It builds upon the MCPS's educational vision, "Achievement For All," and focuses on education first, then facilities.

The process has 5 steps:

| | |
|------------------|------------------------------------|
| <i>(prepare)</i> | <i>April-September 2013</i> |
| <i>ASSESS</i> | <i>October 2013</i> |
| <i>EXPLORE</i> | <i>November 2013</i> |
| <i>APPLY</i> | <i>December 2013-February 2014</i> |
| <i>(report)</i> | <i>March-June 2014</i> |

During the prepare phase, the team gathered and organized information about facilities, sites, school profiles, safety, community demographics and more.

The work of the team is guided by a Steering Committee of diverse community & school representatives.

During the ASSESS, EXPLORE & APPLY phases, meaningful community engagement took place in two forms.

- 1. Formation of Education Innovation Teams for each school including Jefferson & Dickinson. The Education Innovation Teams actively participated in half-day and day-long workshops in October & November 2013 and January and February 2014. No group of individuals was asked to commit more than 1 ½ days of time during the ASSESS phase and one day during the EXPLORE & APPLY phases (in half day segments).*
- 2. Education Innovation Team members were asked to share their insights during Community Listening Sessions mid-week during each of the three planning workshops. The community listening session provided the community at large an opportunity to hear about the work of the Education Innovation Teams from their peers and to assure that the Education Innovation Teams do not get too far ahead of the community at large.*

The ASSESS phase focused on current educational practices and the future of learning. Topics included understanding MCPS's educational vision, 21st Century Initiatives, considering the impacts of school size, grade groupings, project-based learning, time & technology. Each of these important educational issues ultimately has an impact on facilities.



The EXPLORE phase examined the world beyond Missoula, facility impacts of learning modalities, school organization and key facility program elements.

The APPLY phase built upon knowledge gained in the previous workshops and used the guiding principles identified in each exercise to evaluate a range of alternatives developed for each school site. Options typically include:

- Option B: Business as Usual*
- Option C: Consolidate*
- Option E: Expand*
- Option L: Light Touch*
- Option O: Out of the Box*
- Option R: Realign & Relocate*
- Option S: Start Over*

The report phase synthesizes the insights of the Community at Large, the Education Innovation Teams and the Steering Committee and results in the identification of preferred alternatives for each school site with 5, 10 & 15 year implementation plans.

OVERVIEW OF TEAM MEMBER ROLES

Board of Trustees: *Reviews Steering Committee recommendations/adopts Smart Schools 2020, a Strategic Facilities Plan*

MCPS Leadership: *Provides direction to the CTA team.*

Steering Committee: *Participates in Education Innovation Teams and community listening sessions. Forms guiding principles, provides recommendations to board of trustees*

Education Innovation Teams: *Strategic partners for each school site who participate in planning exercises, share insights, provide deep level of community participation*

Community-at-Large: *Share Hopes & Concerns during community listening sessions*



STEERING COMMITTEE PREPARATION

Missoula County Public Schools assembled a steering committee to guide the planning process. The Steering Committee met on May 2, 2013 for a general orientation meeting and on June 20 for a review of key background information. The committee toured undeveloped properties and MCPS facilities leased to other organizations on July 25, 2013. The final Steering Committee meeting during the preparation phase on August 22, 2013 focused on the demographic study and site assessment.

PR 1.1 Our Passions

Members of the Steering Committee were asked to share their passion for being a part of the Steering Committee in six words. The birthplace of each steering committee member was also noted. A word cloud was developed to capture the priorities of the group. A separate word cloud identified the overlay in birthplaces of the group. The majority of the steering committee members were born elsewhere and chose to live in Missoula.



PR 1.2 Understanding MCPS's 21st Century Initiatives

The six change elements of MCPS's 21st Century Initiatives were examined by the Steering Committee. Each table team identified the essence of the change element, provided an example of how the change element is being implemented in the community, reflected on "What Works, What Could Be Better, What's Missing?" provided examples of how the change element impacts community connections, relationships, time, technology and facilities and finally identified guiding principles that emerge from the change element.

APPENDIX PR1.2A is attached via web link

<http://www.mcpsmt.org/cms/lib03/MT01001940/Centricity/Domain/1378/Final21stcenturymasterplan.pdf>



Increase Student Engagement

- 1. Essence of the change element**
Students engaged in their own learning collaborate through hands-on projects.
- 2. Example of implementation in our community**
*The International Baccalaureate Programme at Hellgate High School
PBS Student reporting labs*
- 3. What Works, What Could Be Better, What's Missing?**
Works: *PBS: Students identify, research, write, shoot, edit. Work is published nationally*
Could Be Better: *No items noted*
Missing: *efforts are in isolation
Define student interest
Define quality standards
Community resources*
- 4. Impact on community connections, relationships, time, technology and facilities**
*Community-wide approach
More players broadens expertise
Job internships*

5. Guiding Principles

*Student Engagement allows student to apply learning
Allow students to be actively involved in their own learning*



Transform Learning Environments

- 1. *Essence of the change element***
Create engaging classroom settings
- 2. *Example of implementation in our community***
Students gain skills and credits relevant to their future education and careers with programs like Sentinel's Journalism Academy and MCPS Automotive Technology
- 3. *What Works, What Could Be Better, What's Missing?***
Works: *Partnerships with industries, continued job market relevance*
Could Be Better: *Unlimited enrollment*
Missing: *Further funding to expand staff, classes and enrollment*
- 4. *Impact on community connections, relationships, time, technology and facilities***
Students form community connections through specialized programs
- 5. *Guiding Principles***
No items noted



Support Early Innovators

- 1. Essence of the change element**
Supported by asking to be creative
 - Academies
 - New summer program for innovators
 - Trial & Error basis
 - Never say “no”
 - Training for Teachers
 - It’s okay to fail
- 2. Example of implementation in our community**
Staff becoming leaders, taking initiative
Taking risks
 - New peer/staff selection process
 - Support of Lewis & Clark principal appointment
 - Community rising to occasion
- 3. What Works, What Could Be Better, What’s Missing?**
Works: *Flattening hierarchy. Decisions allowed to be made by staff (i.e. Health Science Academy)*
Could Be Better: *Establishing Trust. Gives students a voice, bridge from students to teachers to administrators*

Missing: *Measurable evaluations. Graduation initiatives and accountability. Developing career pathways*

- 4. Impact on community connections, relationships, time, technology and facilities**
Increase awareness of support systems
- 5. Guiding Principles**
No items noted.



Personalize Professional Growth

This change element was not reviewed by Steering Committee.



Enhance Communications

- 1. Essence of the change element**
Grow a sense of common purpose
- 2. Example of implementation in our community**
Web page, school wires, alert now social media, facebook, teachers publishing content (evidence of student learning), google docs, community meetings for technology levy
- 3. What Works, What Could Be Better, What's Missing?**
Works: *Teacher efforts to communicate student learning. New MCPS website*
Could Be Better: *Social media unharnessed, attendance at community meetings, validity of contact information- Alert Now. Transition from Zangle to Q*
Missing: *No Items noted*
- 4. Impact on community connections, relationships, time, technology and facilities**
Goal to improve community connections & relationships. Save time in the long run, consumes teacher time (front-loaded). Increasing demands on technology infrastructure.

- 5. Guiding Principles**
No items noted.



Collaborate with All Stakeholders

1. **Essence of the change element**
Using collaborative teams to focus on learning!

2. **Example of implementation in our community**
*Professional Learning Community (PLC) Conference
(June 18-19, 2013)
Response to Intervention (RTI) Model*

3. **What Works, What Could Be Better, What's Missing?**
PLC
Works: Collaboration
Could Be Better: More Time
Missing: Community Knowledge
RTI
Works: Ensure all kids are learning
Could Be Better: More support staff
Missing: Individual learning technology

4. **Impact on community connections, relationships, time, technology and facilities**
Community knowledge needs to be built, relationships between teachers cultivated, time restructured, technology infrastructure enhanced!

5. **Guiding Principles**
No items noted.



PR 1.3 Review of Draft Capacity Study

Two table teams examined the draft capacity study and shared the following insights.

- Graph form rather than spreadsheet
- 1 page rather than 3
- Why compare to Wyoming, Ohio and Massachusetts?
- How does it relate to student performance?
- Make capacity study useful
- Are we using 20th century standards to determine capacity?
- What types of spaces do we need?

The Draft Capacity Study was updated to incorporate the draft enrollment projections provided by McKibben Demographics. The document will be updated once the final enrollment projections are updated after the fall enrollment count.

The 2013-14 Kindergarten class is projected to be the largest class of the recent surge of enrollment, followed by slightly smaller classes, each of which is larger than any kindergarten class ever enrolled in MCPS schools.

The capacity of each of the existing elementary schools will be exceeded as this group of students proceeds through grades K-5. The capacity of each of the middle schools will be exceeded

as the peak enrollment grades reach grades 6-8. The high schools are currently below capacity and are projected to have adequate capacity as the peak enrollment enters high school.

- See APPENDIX PR1.3A Existing Facility Floor Plans
- See APPENDIX PR1.3B Existing Square Footage Summary
- See APPENDIX PR1.3C Deferred Maintenance & Energy Projects
- See Appendix PR 1.3D Capacity Study 12.10.2013

| Program Area | MCPS | WY | OH | MA | AVG VARIANCE |
|---|--------|----|--------|--------|--------------|
| Academic Core Spaces | 38,226 | NA | 48,000 | 40,000 | -5,774 |
| Special Needs Spaces (Special Ed, Title, G&T) | 7,921 | NA | 2,350 | 5,800 | 3,846 |
| Administrative Spaces (Including Counselors) | 11,913 | NA | 4,190 | 6,230 | 6,703 |
| Media Center Spaces (Including Computer Labs) | 8,983 | NA | 5,276 | 6,150 | 3,270 |
| Visual Arts Spaces | 3,769 | NA | 3,300 | 2,700 | 769 |
| Music Spaces | 12,258 | NA | 5,700 | 6,825 | 5,996 |
| Technology Education Spaces | 10,205 | NA | 6,200 | 12,800 | 705 |
| Business Education Spaces | 3,528 | NA | 0 | 0 | 3,528 |
| Family & Consumer Science Spaces | 2,343 | NA | 0 | 0 | 2,343 |
| Physical Education Spaces | 48,018 | NA | 31,450 | 20,300 | 22,143 |
| Student Dining Spaces | 7,054 | NA | 5,943 | 6,870 | 648 |
| Food Service Spaces | 4,153 | NA | 2,082 | 2,300 | 1,962 |
| Custodial Spaces | 844 | NA | 500 | 1,575 | -194 |
| Building Services | 89,596 | NA | 37,689 | 34,258 | 53,622 |

- Notes:
- The State of Wyoming lacks specific program area standards
 - The average variance is calculated from the average of Ohio and Massachusetts minus the program area of MCPS
 - Positive number indicates MCPS exceeds average. Negative number indicates MCPS lags average

| Critical Space | MCPS | WY | OH | MA | AVG VARIANCE |
|----------------|--------|----|---------------|--------|--------------|
| Auditorium | 7,054 | NA | Use Cafeteria | 6,137 | 917 |
| Cafeteria | 7,054 | NA | 4,580 | 6,870 | 1,329 |
| Gymnasium | 26,410 | NA | 21,000 | 10,000 | 10,910 |
| Media/Library | 8,983 | NA | 5,276 | 6,150 | 3,270 |

- Notes:
- Ohio Standard for auditorium is to use Cafeteria, Massachusetts Standard is to use Gymnasium
 - Cafeteria planning is typically 1/3 of enrollment, using 15 square feet per occupant
 - Existing cafeteria size seats 470 or 36% of current enrollment.
 - 1/2 Current Enrollment= 9,750 SF 1/3 Current Enrollment = 6,500 SF
 - Positive number indicates MCPS exceeds average. Negative number indicates MCPS lags average



PR 1.4 Review of School Profiles

One table team examined the school profiles and shared the following insights.

School profile represents the overall demographic profile of each school

Administrators use profile to measure change over time

Profile represents too much information to share as part of planning process

Could annual teacher goals and feedback on facility needs be added to profiles?

The complete school profiles are contained in a dynamic web-based document. **APPENDIX PR 1.4A** is attached via web link <http://www.mcpsmt.org//site/Default.aspx?PageID=4001>



PR 1.5 Review of Existing Lease Agreements

One table team examined the existing lease agreements and shared the following insights.

Are current leases in best interest of MCPS?

More information is needed about some of the sites

Zoning

Market value

Reciprocal agreements (i.e use of other city property in exchange for low lease)

Historical restrictions

Demographics

What happens to improvements?

Why are leases at Lowell so long?

Are facility leases Triple Net?

Does MCPS have other responsibilities for maintenance?

See APPENDIX PR1.5A Existing Lease Agreements 6.13.2013 for current building and site leases.

CURRENT MCPS BUILDING LEASES

| School | Total Sq. Ft. | Acres | Rent per Sq. Ft. | Monthly Lease Amount | Lease Term | Termination Notice/Renewal | Lessee |
|--|---------------|----------------------|------------------|----------------------|-------------------------|--|------------------------------------|
| Prescott | 25,100 | 2.3 | 1.24 | \$3,333 | 8/1/2009 - 7/31/2012 | Either party may terminate with 90-day written notice. Lessee may terminate with 90-days written notice at conclusion of years 2, 3, and 4 of the term of lease. Rent to increase \$5000 each ensuing year on Aug. 1st Board approved 7/12/2011 | Missoula International Schools |
| | | | 2.19 | \$4,583 | 8/1/2012 - 7/31/2013 | | |
| | | | 2.29 | \$4,792 | 8/1/2013 - 7/31/2014 | | |
| | | | 2.39 | \$5,000 | 8/1/2014 - 7/31/2015 | | |
| | | | CPIU with 3% Cap | | 8/1/2015 - 7/31/2016 | | |
| CPIU with 3% Cap | | 8/1/2016 - 7/31/2017 | | | | | |
| Mt. Jumbo | 39,200* | 5.3 | 2.25 | \$4,380 | 10/30/2005 - 10/30/2010 | Lessee may renew for additional five years subject to discretion of Board Board approved 6/8/2010 | Walla Walla University |
| | | | 2.29 | \$4,748 | 10/30/2010 - 10/30/2015 | | |
| | | | CPIU with 3% Cap | | Yearly increase | | |
| * Walla Walla University leases approx. 23,000 sq. ft. (59%) of Mt. Jumbo, and the remainder is used by MCPS for storage | | | | | | | |
| Whittier | | | | \$1/year | 8/1/2004 - 7/31/2014 | Either party may terminate with 90-day written notice. | Head Start |
| Duncan Drive | | 1.32 | | \$10 every 10 years | 7/1/2000 - 6/30/2010 | Either party may terminate with 90-day written notice. Lessor must notify in writing 90-days prior to June 30. | City of Missoula |
| Lowell Site | | 4.3 | | \$1/year | 9/1/1998 - 8/31/2008 | Lessor may terminate with 30-day written notice. City requested amendment for 40 year extension due to addition of splash deck. Board approved 11/11/2003 | Missoula City Parks and Recreation |
| Westside Park - Ground Lease | | | | \$1/year | 9/1/2004 - 8/31/2044 | | |
| Lowell Site | | | | | | Lessee may renew for additional ten years subject to discretion of Board. Board approved 12/3/2012 | Partnership Health Center |
| Ground Lease | 10,730 | | | \$1/year | 12/3/2012 - 12/3/2032 | | |



PR 1.6 Review of Bonding Capacity

Two table teams examined the bonding capacity of the elementary and high school districts and shared the following insights.

- It is helpful to have benchmarks of 5, 25, 100 million
- Providing this information is helpful for transparency and input from community
- High school district include 12 outlying K-8 districts
- If existing property or facilities were to be sold it would represent the district's portion/contribution toward future needs
- Show K-8 and 9-12 on same scale of 10, 25, 50, 75, 100 million

See APPENDIX PR1.6A for the Estimated Mill Levy Impact Analysis 5.29.2013 provided by D.A. Davidson.

D.A. Davidson & Co.

Jun-13

Missoula High School District
 Estimated MILL LEVY IMPACT ANALYSIS
 General Obligation 4.00% Tax-Exempt Bonds - 20 Year Term

Mill Levy Computation:

| | \$5,000,000 | \$10,000,000 | \$15,000,000 | \$20,000,000 | \$25,000,000 | \$100,000,000 |
|---|--------------|--------------|--------------|--------------|--------------|---------------|
| Principal Amount of Bonds: | \$5,000,000 | \$10,000,000 | \$15,000,000 | \$20,000,000 | \$25,000,000 | \$100,000,000 |
| Total Estimated Interest Over Life of Bonds at 4.00% (1): | \$2,358,180 | \$4,716,360 | \$7,074,540 | \$9,432,720 | \$11,790,900 | \$47,163,500 |
| Estimated Annual Bond Payment Over 20 Years (1): | \$367,909 | \$735,818 | \$1,103,726 | \$1,471,635 | \$1,839,544 | \$7,358,175 |
| LESS: Estimated Annual State Aid for Debt Service (2): | \$47,248 | \$47,248 | \$47,248 | \$47,248 | \$47,248 | \$47,248 |
| EQUALS: Estimated Net Annual Debt Service: | \$320,661 | \$688,570 | \$1,056,478 | \$1,424,387 | \$1,792,296 | \$7,310,927 |
| DIVIDED BY: FY 2012/13 Mill Value: | \$181,892.54 | \$181,892.54 | \$181,892.84 | \$181,892.54 | \$181,892.54 | \$181,892.54 |
| EQUALS: Estimated Number of Mills Required: | 1.76 | 3.79 | 5.81 | 7.83 | 9.85 | 40.19 |

Estimated Tax Increase for Individual Residential Taxpayer:

| 2012/13 Tax Year | 2012/13 Tax Year | 2012/13 Tax Year | Estimated ANNUAL | Estimated ANNUAL | Estimated ANNUAL | Estimated ANNUAL | Estimated ANNUAL | Estimated ANNUAL |
|---|---|--|------------------|------------------|------------------|------------------|------------------|------------------|
| "PHASE-IN VALUE" of TAXABLE MARKET VALUE of Residential Property(2) | "PHASE-IN VALUE" of TAXABLE MARKET VALUE of Residential Property(2) | "TAXABLE VALUE" of Residential Property(3) | Tax (4) | Tax (4) | Tax (4) | Tax (4) | Tax (4) | Tax (4) |
| \$25,000 | \$14,000 | \$368 | \$0.65 | \$1.39 | \$2.14 | \$2.88 | \$3.63 | \$4.38 |
| \$50,000 | \$28,000 | \$736 | \$1.30 | \$2.78 | \$4.28 | \$5.77 | \$7.26 | \$8.76 |
| \$75,000 | \$42,000 | \$1,104 | \$1.95 | \$4.18 | \$6.42 | \$8.65 | \$10.88 | \$13.11 |
| \$100,000 | \$56,000 | \$1,472 | \$2.60 | \$5.58 | \$8.55 | \$11.53 | \$14.51 | \$17.50 |
| \$150,000 | \$84,000 | \$2,209 | \$3.89 | \$8.36 | \$12.83 | \$17.30 | \$21.77 | \$26.24 |
| \$200,000 | \$112,000 | \$2,946 | \$5.19 | \$11.15 | \$17.11 | \$23.07 | \$29.02 | \$34.97 |
| \$250,000 | \$140,000 | \$3,682 | \$6.49 | \$13.94 | \$21.39 | \$28.83 | \$36.28 | \$43.76 |
| \$300,000 | \$168,000 | \$4,418 | \$7.79 | \$16.73 | \$25.66 | \$34.60 | \$43.54 | \$52.55 |

Missoula County residential property owners can look up their "taxable market value" on the County's web-site at: <http://www.co.missoula.mt.us/> and apply the following formula to calculate the estimated tax impact for the Bonds:

$$\text{Taxable Market Value (From County web-site or column 2 above)} \times (\text{Mills}/38,023) = \text{Estimated Annual Tax Impact.}$$

See footnotes on following page.



PR 2.1 Site & Facility Tour

The Steering Committee toured undeveloped parcels and leased facilities owned by MCPS on July 25, 2013



See APPENDIX PR2.1A for the Site & Facility Tour Route.

PR 3.1 Review Draft Demographic Study

McKibben Demographics provided a detailed demographic forecast for each school within the district. The forecast model is built upon the unique population characteristics of each attendance area including the sex, age, percentage of home ownership and other factors while holding administrative factors as a constant. Administrative factors include open enrollment and specific initiatives and programs which may alter choices families make regarding enrolling their children in specific schools out of their attendance area.

MCPS is expected to see an increase in enrollment in all grade levels in the next ten years. Dr. McKibben's observation is that most of the growth the school district will experience in the next decade already exists within the district.

Key Elementary School Insights:

- 1. 2013-14 Kindergarten class represents peak enrollment for next 10 years. The next two classes are similar in size, and larger than any Kindergarten class in the past 5 years.*
- 2. 2015-16 Fifth grade class is smallest in sample.*
- 3. Current Enrollment of 3,485 Grade K-5 students = average of 387/9 elementary schools (Smallest is Franklin:280 Largest is Lewis & Clark:476)*
- 4. Peak Enrollment of Grade K-5 students is projected to be 2017-18.*

- 5. Peak Enrollment of 3,931 Grade K-5 students = average of 436/9 elementary schools (Smallest is Franklin: 344 Largest is Lewis & Clark: 497)*
- 6. 2013-14 Represents lowest K-5 enrollment in next ten years*
- 7. 446 Additional K-5 students are anticipated when comparing the peak enrollment to current enrollment. This is equivalent to one additional elementary school.*

Key Middle School Insights:

- 8. Current Enrollment of 1,547 Grade 6-8 students = average of 516/3 middle schools (Smallest is CS Porter: 467 Largest is Washington: 569)*
- 9. Peak Enrollment of 1,918 Grade 6-8 students = average of 640/3 middle schools (Smallest is Meadow Hill: 562: Largest is Washington: 695)*
- 10. 2018-19 Grade 8 class is smallest in sample*
- 11. 2013-14 Represents lowest 6-8 enrollment in next ten years*
- 12. 371 Additional 6-8 students are anticipated when comparing the peak enrollment to current enrollment. This is equivalent to ¾ an additional middle school.*

Key High School Insights:

13. *Approximately half of Peak Future Enrollment for Grade 9 is generated in outlying K-8 districts*
14. *Current Enrollment of 3,571 Grade 9-12 students = average of 1,152/ 3 high schools (Smallest is Big Sky High School: 916 Largest is Hellgate High School: 1258) (Seeley Swan High School represents is 3.1% of total high school enrollment)*
15. *Peak Enrollment of 3,970 Grade 9-12 students = average of 1,288/ 3 high schools (Smallest is Sentinel High School: 1147 Largest is Hellgate High School: 1411) (Seeley Swan High School represents is 2.7% of total high school enrollment)*
16. *Peak Enrollment at Sentinel High School is 2013-14, and is lower than recent peak of 2008-09*
17. *2016-17 high school seniors are largest in sample*
18. *2017-18 high school seniors are smallest in sample*
19. *2017-18 Represents lowest 9-12 enrollment in next ten years*
20. *399 Additional 9-12 students are anticipated when comparing the peak enrollment to current enrollment. This is equivalent to 1/3 an additional high school.*

Key District Insights:

21. *979 Additional K-12 students are anticipated when comparing the peak enrollment to current enrollment.*

See APPENDIX PR3.1A Population and Enrollment Forecast



PR 3.2 Review Draft Attendance Area Maps

WGM developed a series of maps of each attendance area illustrating the following:

A1 MCPS Properties

A2 MCPS Properties & Locations of Current K-12 Students

A3 Elementary School Attendance Boundaries

A4 Elementary School Attendance Boundaries & Current Locations of K-5 Students

A5 Middle School Attendance Boundaries

A6 Middle School Attendance Boundaries & Current Locations of Grade 6-8 Students

A7 High School Attendance Boundaries

A8 High School Attendance Boundaries & Current Locations of 9-12 Students

A9 Neighborhoods and MCPS Properties

A10 Trails and MCPS Properties

See [APPENDIX PR3.2A for the Attendance Area Maps](#)

PR 3.3 Review Draft Site Condition Assessment

WGM developed a detailed review of each developed and undeveloped parcel owned by MCPS.

The summary for each site includes the site size, location of utilities, number of parking spaces, location of bus routes, MCPS parcel zoning, adjacent property zoning and a walk score generated by a Google algorithm that accounts for the proximity of housing and community services to the site.

See [APPENDIX PR3.3A for the Site Condition Assessment](#)

PR 4.1 KEY INSIGHTS

1. *The Steering Committee is diverse group of students, teachers, staff, administrators, parents, grandparents, business & community leaders*
2. *The Steering Committee is building upon the work of MCPS's 21st Century Initiatives (2010-11) & the Facility Condition Report & Energy Audit (2009)*
3. *The Steering Committee has reviewed an updated capacity study, school profiles, lease agreements, bonding capacity.*
4. *The Steering Committee participated in a tour of school facilities with a focus on undeveloped sites and leased facilities.*
5. *The Steering Committee has reviewed an updated demographic study and enrollment forecast, attendance pattern study and site condition inventory.*
6. *The Steering Committee will review the Safety, Security and Technology recommendations generated by other groups when they are available.*

PR 4.2 TAKE-AWAY MESSAGES

The take away messages at this point in time include the following:

- 1. The comprehensive long range facilities planning process has a significant level of community engagement*
- 2. Facilities impact implementation of MCPS's 21st Century Initiatives*
- 3. The majority of our K-12 facilities are currently below capacity using student/teacher ratios determined by the State of Montana Office of Public Instruction. Adherence to student/teacher ratios greater than 20 students to 1 teacher does not necessarily yield positive educational outcomes. Classrooms in some buildings are small and cannot accommodate 28-30 students in grades 4-12. As a result many buildings exceed capacity if lower student/teacher ratios are used.*
- 4. Additional information will be provided regarding the lease agreements of existing facilities and undeveloped properties.*
- 5. Additional information regarding the value of and any potential limitations on the sale of existing facilities and undeveloped properties.*
- 6. The demographic profiles of our community vary in percentages of homeownership, family formation and senior citizens without school age children.*
- 7. Enrollment has been on the rise in the elementary years for the past 5 years, and is expected to increase for the next 10 years, eventually impacting middle and high school enrollment. Virtually all buildings will be at or above capacity in 10 years.*
- 8. Our schools are geographically dispersed throughout the community, providing opportunities for flexible attendance areas in close proximity to most schools.*
- 9. The average age of MCPS facilities is 57 years old. 9% are greater than 100 years old. 18% are greater than 90 years old. 41% are greater than 60 years old. 62% are greater than 50 years old. Chief Charlo is the newest school, built in 1995.*
- 10. 38% of the buildings have never been expanded. 38% of facilities have been expanded at least twice. 12% of the buildings have been expanded as many as five times.*

The last major comparable investment in Missoula schools resulted in the construction/ expansion of Sentinel High School, Lewis & Clark, Washington, Jefferson, Roosevelt, Prescott, Hawthorne & Franklin more than 60 years ago.



PR 4.3 CHALLENGES & OPPORTUNITIES TO BE ADDRESSED

The key challenges and opportunities we are trying to address we are trying to solve at this point in time include the following:

1. *Aligning MCPS's 21st Century initiatives with our mid-twentieth century (and late nineteenth) facilities.*
2. *Maintaining flexibility for the future as community demographics change over time.*
3. *Determining the highest and best use of existing facilities (should facilities be unchanged, renovated or replaced) to meet the needs of our community.*
4. *Determining the highest and best use of undeveloped properties (should properties be sold, swapped or retained) to meet short term and long term needs of the community.*
5. *Understanding the role of our schools in the community*
6. *Integrating safety, security, technology and energy improvements into facility improvements*
7. *Determining how MCPS will move into the future regarding technology*
8. *Integrating energy improvements into facility improvements*
9. *Confirming sustainable sources of financial support for education, safety, security, technology and energy improvements to facilities.*
10. *Determining how a wide range of demonstration sites will be selected resulting in pilot projects in elementary, middle & high schools and in new and old facilities.*
11. *Creating demonstration sites utilizing limited resources in order to evaluate the impact of facility changes before asking the community to support more comprehensive impacts on facilities.*

PR 4.4 DRAFT TIMELINE:

PREPARE

May 2, 2013

Steering Committee Orientation & Overview

June 20, 2013

*Steering Committee review of 21st Century Initiatives,
Capacity Study, School Profiles, Leases & Bonding
Capacity*

July 25, 2013

Steering Committee Site & Facility Tour

August 19, 2013

*Preparation Meeting for Steering Committee (Alex,
Burly, Geoff, Nick) 3:00-3:45*

August 22, 2013

*Steering Committee Meeting: Review Demographic
Study, Site Data 5:45-8:00*

August 23, 2013

*Debrief from Steering Meeting (Alex, Burly, Geoff, Nick)
3:00-3:45*

September 10, 2013

*Board of Trustees Meeting: Overview of Planning
Process (Geoff & Nick) 6:00 pm*

September 12, 2013

*Preparation Meeting for Education Innovation
Team/Steering Committee Workshops and Community
Listening Session (Alex, Burly, Geoff, Nick) 3:00-3:45*

September 24, 2013

*Preparation for Education Innovation Team/Steering
Committee Workshops and Community Listening
Session Meeting (Alex, Burly, Geoff, Nick) 3:00-3:45*

September 26, 2013

*Steering Committee Meeting: Review Workshop Goals
(Steering Committee)*

ASSESS

October 7-10, 2013

Education Innovation Team/Steering Committee Workshops

Monday October 7, 2013 8:30-3:30 District Wide (EIT's + Steering)

*Tuesday October 8, 2013 8:30-11:30: Region 1 Elementary—12:30-3:30: Region 2 Elementary
(EXP EIT's + 20% Steering)*

*Wednesday October 9, 2013 8:30-11:30: Region 3 Elementary—12:30-3:30: All Middle Schools
(EXP EIT's + 20% Steering)*

*Thursday October 10, 2013: 8:30-11:30: All High Schools, Lifelong Learning Center, UM
(EXP EIT's + 20% Steering)*

October 8, 2013

Board of Trustees Meeting: Overview of ASSESS & EXPLORE Phase (Geoff & Nick) 6:00 pm

October 9, 2013

Community Listening Session: Evening 6:30-8:00 (EXP EIT's Steering + 3 personal invitations each)

October 14, 2013

Workshop Debrief/Steering Preparation Meeting (Alex, Burly, Geoff, Nick) 3:00-3:45

October 24, 2013

Steering Committee Meeting: Review Workshop Outcomes & Guiding Principles 6:00-8:00

October 25, 2013

*Debrief from Steering Meeting/ Preparation for Education Innovation Team/Steering Committee Workshops and Community
Listening Session (Alex, Burly, Geoff, Nick) 11:00-11:45*



EXPLORE

November 4-8, 2013

Education Innovation Team/Steering Committee Workshops

*Monday November 4, 2013 8:30-11:30: District Wide (All EIT's + Steering) 12:30-3:30: R1 Elem.
(Expanded EIT's + 11% Steering)*

*Tuesday November 5, 2013 8:30-11:30: Region 2 Elementary—12:30-3:30: Region 3 Elementary
(EXP EIT's + 11% Steering)*

*Wednesday November 6, 2013 8:30-11:30: Region 2 Middle School—12:30-3:30: Region 3 Middle School
(EXP EIT's + 11% Steering)*

*Thursday November 7, 2013: 8:30-11:30: Region 1 Middle School—12:30-3:30: Region 1 High School, Lifelong
Learning Center, UM (Expanded EIT's + 11% Steering)*

*Friday November 8, 2013: 8:30-11:30: Region 2 High Schools—12:30-3:30: Region 3 High Schools
(EXP EIT's + 11% Steering)*

November 6, 2013

Community Listening Session: Evening 6:30-8:00 (EXP EIT's Steering + 3 personal invitations each)

November 12, 2013

Workshop Debrief/Steering Preparation Meeting (Alex, Burly, Geoff, Nick) 3:00-3:45

November 12, 2013

Board of Trustees Meeting: Overview of APPLY Phase (Geoff & Nick) 6 pm

November 21, 2013

Steering Committee Meeting: Review Workshop Outcomes & Guiding Principles 6:00-8:00

November 25, 2013

Steering Meeting Debrief (Alex, Burly, Geoff, Nick) 3:00-3:45



APPLY

December 2-6, 2013

Education Innovation Team/Steering Committee Workshops

Monday December 2, 2013 8:30-11:30: District Wide (EIT's + Steering)

12:30-3:30: R1 Elem. (EXP EIT's + 20% Steering)

Tuesday December 3, 2013 8:30-11:30: Region 2 Elementary—

12:30-3:30: Region 3 Elementary (EXP EIT's + 20% Steering)

Wednesday December 4, 2013

8:30-3:30: All Middle Schools (EXP EIT's + 20% Steering)

Thursday December 5, 2013:

8:30-3:30: Region 1 & 3 High Schools (EXP EIT's + 20% Steering)

Friday December 6, 2013:

8:30-3:30: Region 2 High Schools, Life Long Learning Center, UM (EXP EIT's + 20% Steering)

December 4, 2013

Community Listening Session: Evening 6:30-8:00 (EXP EIT's Steering + 3 personal invitations each)

December 9, 2013

Workshop Debrief/Steering Preparation Meeting (Alex, Burly, Geoff, Nick) 3:00-3:45

December 10, 2013

Board of Trustees Meeting: Overview of APPLY Phase (Geoff & Nick) 6 pm

December 12, 2013

Steering Committee Meeting: Review Workshop Outcomes & Guiding Principles 6:00-8:00

December 13, 2013

Steering Meeting Debrief (Alex, Burly, Geoff, Nick) 3:00-3:45



REPORT

January 2014

Steering Committee Meeting: Recommendations to Board of Trustees

IMPLEMENTATION

February-March 2014

Design Summer 2014 Pilot Projects

June-August 2014

Implement Summer 2014 Pilot Projects

September 2014

Submit Montana Department of Commerce Quality Schools Project Grant for Summer 2015 Pilot Projects

Fall 2014

Design Summer 2015 Pilot Projects

June-August 2015

Implement Summer 2015 Pilot Projects

Fall 2015

Bond Vote for 21st Century Schools incorporating best educational practices, technology, safety, energy

Fall 2015-Winter 2017

Design Bond-Funded Projects

Spring 2017-Summer 2018 (and beyond)

Construct Bond-Funded Projects





ASSESS

October 7-10, 2013



ASSESS WORKSHOP EXECUTIVE SUMMARY

Education Innovation Teams of students, parents, staff, administrators, parents/grandparents, business and community leaders representing each school in Missoula County Public Schools tackled a series of challenging exercises focused on assessing current educational practices and desired future practices as well as assessing existing school sites and facilities.

The Future of Learning

The workshop began with an overview of the Future of Learning, presented by CTA's educational facility planner Nick Salmon and Dean of the University of Montana College of Education, Dr. Roberta Evans. The presentation opened by asking participants to identify the most memorable learning experience and to reflect on what they were doing, who they were with, how it made them feel and why it remained memorable today. As observations were shared with the whole group, it became apparent that many experiences did not take place in school, were often experienced alone or in small groups, and in some cases included recovery from failure. The future of learning requires the development of critical thinking skills to address problems that do not yet exist, collaborating with people around the world utilizing numerous languages to communicate in order to develop creative solutions.

Relevant, Not Relevant, Scary & Why

The table teams discussed the presentation and shared specific portions of the presentation that were relevant, not relevant, scary and why. The most relevant themes of the presentation were the student-centered learning themes of project based learning, collaborative student teams and internships.

Global Century Skills

The group was asked to identify the biggest changes in the world in the past 25 years, what skills are needed to negotiate those changes, and local evidence of how students in our community acquire those skills. Missoula is rich with examples of local initiatives focused on developing young people into thoughtful and effective global citizens.

Understanding MCPS's 21st Century Initiatives

MCPS's 21st Century Initiatives represent the foundation of the educational vision informing the development of the Comprehensive Facility Plan. The exercise provided an opportunity to understand the six elements of the Model of Change and how they impact teaching and learning in our community.

Project Based Learning

Project based learning is often described as the poster child for developing the global century skills of critical thinking, communication, collaboration and creativity. A video from Edutopia launched the investigation into the keys to a successful project based learning exercise, including the formation of essential questions, applying what is learned in core subjects of math, science, language arts and social studies, and utilizing community partners.

Geoffrey Canada

A TED talk by Geoffrey Canada, founder of the Harlem Children's Project, was presented during the lunch break. His video covers many key issues in education today including the importance of breaking with traditional practices that are no longer effective, supporting innovation and learning from failure.

Grade Grouping/Looping/Size

Missoula County Public Schools includes nine elementary schools, three middle schools, four high schools, the Willard Alternative Program and the Dickinson Life Long Learning Center. The Education Innovation Teams examined aspects of effective teaching and learning, including the importance of Early Child and Pre-Kindergarten programs and the significant developmental changes along the PK-20 continuum. The

observations of the Education Innovation Teams suggests that many transitions occur within our schools and that they do not necessarily align with the current K-5, 6-8 and 9-12 configuration.

District Organization

Most school districts engaged in comprehensive master planning efforts launch individual building innovations, but not district-wide transformation. Table teams discussed a range of district models including the existing linear/hierarchical model, thematic schools within the existing model, a single PK-12 campus and many out of the box concepts developed by the Education Innovation Teams. This important exercise will require additional discussion and community feedback in order to confirm which model is most effective in supporting the educational vision of MCPS while meeting the needs of the community.

Time & Technology

More than 20 challenging questions exploring the impact of time and technology on education were addressed by the school teams. The important insights of this exercise include consideration of more flexible start to the school day, more flexibility within the school day and alternatives to the traditional summer break.



Site Assessment

The collective knowledge of each school-based team was tapped in order to identify what works, what could be better and what was missing from each site. Information shared in this exercise supplements the extensive site condition assessment provided by WGM Group as a part of the Comprehensive Long Range Facilities Plan.

Facility Assessment

The school based teams were asked to shift attention from the site to the building. Information gathered in this session expands upon the comprehensive facility condition inventory and energy audit developed by CTA in 2009.

School Transformation + Development Map

Dr. Frank Locker's School Transformation + Development Map assessment tool prompted a discussion about a range of current and future educational practices and facility implications characterized in five columns (1) maintaining tradition, (2) initiating change, (3) progressive, (4) transforming and (5) transformed. In most cases, current educational practices appear to be significantly constrained by facilities. The majority of the school teams envisioned substantially transformed educational practices and facilities in the future. The level of support for change in educational delivery and facilities represents the critical work of the

Educational Innovation Teams during the EXPLORE and APPLY phases of the Comprehensive Long Range Facility Planning process.

Community Listening Session

A community listening session was held on Wednesday October 9, 2013 in order to provide an opportunity for more than 50 people to share their hopes and concerns about the work of the Education Innovation Teams as the planning process continues. The feedback allows the comments of the community to be integrated into the process, and to assure that the school teams do not get too far ahead of the community at large.

Subsequent Community Listening Sessions will include a brief overview of the territory covered during the planning workshops, followed by opportunities for Steering Committee members to record hopes and concerns in small groups stationed throughout the venue.

Individual Reflections

At the conclusion of each of the planning sessions participants were asked to write a brief reflection upon the planning process.

Key Insights

- *Flexibility of spaces, daily schedules, annual school calendars and furnishings are desired*
- *New ways of engaging children and families in early child, pre-kindergarten programs and other community needs are envisioned*
- *District-wide innovation will create the context for building-level innovation*
- *Rising enrollment in the past five years and the next five years represents a ten year cohort that is projected to exceed the capacity existing elementary schools by 2017-18 and middle schools in 2023-24.*
- *The majority of MCPS school sites and facilities are in need of site improvements as well as upgrades to technology, mechanical and electrical systems.*
- *The utilization of undeveloped sites, administrative buildings and leased facilities will be integrated into the preferred solutions of the Comprehensive Long Range Facilities Plan*

AS1.1 The Future of Learning

An overview of the Future of Learning was presented with opportunities to comment on what was relevant, not relevant and scary. In addition participants were asked to identify their most memorable learning experience, where it took place, who they were with, how old they were, how it made them feel and why it remains memorable today. Examples included sky diving, building a tractor, working and traveling in other countries and paddling a dragon boat. Many experiences were rooted in strong relationships with a parent, mentor, teacher or small groups.

See APPENDIX AS1.1A The Future of Learning

AS1.2 Relevant

*Combined spaces
Integrated content
Project Based Learning
Multiple right answers
Student teams demonstrating collaboration
Student directed learning
Relationships within the school and community
Connection to professional community
Internships in community
School of One
Building & grounds integrated*

*Not all students come to school with same preparation
Importance of early child development- time invested is well worth it*

AS1.2 Not Relevant

We lack bandwidth to achieve some of these changes

AS1.2 Scary

*How long it takes to change
Not much has changed
Time to move forward
Kindergarteners can't wait to get into school, Seniors can't wait to get out, what does that say about school?
Brain development- never stops developing
Need to mind the gaps of change and transition
What can we do right now while planning for the future
Professional development, teacher education
Patience*



AS1.3 Global Century Skills

The group was asked to identify the biggest changes of past 20-30 years:

Security

Social media

1/88 kids diagnosed with autism

Access to information at our finger tips

Mobility of workforce

Global economy

Screen time

Greater separation of haves/have nots

Increase in two income families

New career opportunities

Family structure

Quantifying success

Child obesity

Less creative, less play

Energy costs, gas prices

Increased cost of higher education

Medical advances

Stress

Moral values

Urban rebirth

Disciplinary problems

The group was asked to identify 2-3 skills needed to negotiate the changes noted above:

Flexibility

Respect

Resilience

Technology

Empathy

Communication

Problem solving

Make choices on own

Prioritizing

Multi-tasking

Independence

Active listening

Emotional regulation

Restraint

Exciting learning

Understanding complexity

Risk taking

Challenge alternative viewpoints

Be kind

Critical thinking

Physical action

Global awareness

Values

Balance



MISSOULA COUNTY PUBLIC SCHOOLS
SMART SCHOOLS 2020 STRATEGIC FACILITIES PLAN
FINAL REPORT June 2, 2014

The group was asked to provide examples of skill development in current practices:

*Project Lead the Way
Spectrum- downtown Missoula
Writing coaches
Science academy
HFH
Peas Farm
Missoula Writers Collaborative
WEN
Any Given Child
Willard
Camp Invention
MS Jazz
Turn Wheel
Montana Digital Academy
GUTS
Montana Natural History Center
I3
Ipad initiative
Respect Club
Head Start
Teachers
International Baccalaureate
Flagship
Artist is Residence*

*Public Library
Rocky Mountain Elk Foundation
Compass
Robotics
Language Emersion
Parks & Recreation
YMCA
Peace Choir
Missoula Children's Theater*



AS1.4 MCPS 21st Century Initiatives

Each table team selected one of the six elements from the MCPS Model of Change:

*Increase Student Engagement
Transform Learning Environments
Support Early Innovators
Personalize Professional Growth
Enhance Communications
Collaborate with All Stakeholders*

Increase Student Engagement

- 1. You have been asked by a friend at the Farmers Market to describe the essence of the change element, what is your response?***

Make learning more meaningful, relevant and provide opportunities and experiences to apply the learning.

Connecting kids with learning at school and in community



- 2. Provide an example of how this change element is being implemented in our community.***

*Digital media academy
Automotive
Journeys
Concurrent enrollment
AP classes
Travel opportunity
Opportunities for teacher training
Student garden
Guest /community speakers
Across Grade Projects within school and community*

3. When thinking of this example, What Work's, What Could Be Better, What's Missing?

What Could be Better?: More community involvement (job shadowing), internships, school to work, more investment in non-college bound students, impact community connections, closer relationship with U of M and other universities, developing advisories to include community and industry, IEP for all, technology poor, scheduling – time, teachers have varying skill sets, facilities, investment by all classrooms, communication by grade level, utilizing community experts

What's Missing?: goal plan utilization of garden, products using in cafeteria,

4. Provide examples of how this change element impacts community connections, relationships, time, technology and facilities.

*Hands-on relevant learning
Communication with community
Teamwork/communication conflict resolution*

5. Identify Guiding Principles in the form of a declarative statement:

Through use of a school garden, students can be: more connected to their community, more connected to their environment, have pride in their school, and all students can feel they are important to the success of the garden.



Transform Learning Environments

1. *You have been asked by a friend at the Farmers Market to describe the essence of the change element, what is your response?*

*When, where, how, why?
Making it more practical/real, no longer school as one "place".
Learning environment is "in the world" through technology.
More conducive to "real life work"
A long term apprenticeship to like
Flexible space – flexible to shift individual space
Environment creates greater opportunities for authentic engaging, and relevant experiences that connect our school with larger communities.
Too much directed toward "in school" vs. real world education.
Exploration of possible careers
Interdisciplinary studies on a given topic.
Service learning/internships to guide career decisions
1 day/week: PBL 9-12 all day, project at end of quarter or semester.*

*School open 7am – 5pm – students and teachers choose schedule that works for them.
Career education possibilities as quarter class required for freshmen.
Mentoring of lower classmen by upper classmen
Connections between classes matter to students.
Teach "real world" to meet goals of curriculum.
Expanding learning experience beyond classroom walls into the community (including the school yard)
Moving away from 1 teacher, 30 students and desks all in a row
Hands on learning
Green schools/sustainability
Inner disp. Cross grades/agile
Students can go farther in life
Hand on learning
Compute/ iPad sets can access in classrooms
Wifi locked and secured
Use of own personal devices for learning
Flexible classrooms
Furniture – use of tables
Group assignments/tests – rely on others strengths
Transparent classrooms – change structure environment & education presentation
Mentors – using them – cross grad level*



Inter-write boards- teach all students to use – use as conversation
Equipment for tables – not necessarily one per student
Mixed grouping at students individual levels
Colors in school stimulates brain
Music in background promotes learning – change it up
Co-teaching – ownership issues – special needs teacher inclusion
Peer observations
Pods – new schools – flexibility of space – teachers and construction changes, can't personalize for one teacher
Class size plays huge role teach/student ratio
Projects for weeks
Not just on 4 walls – technology out of classroom
Develop space geared toward adult education – adults learn in space that is different.

2. Provide an example of how this change element is being implemented in our community.

Health Science Academy
Emphasis on volunteer projects (ex. Lowell playground)

Discover Core at Lewis & Clark
Franklin Garden
Middle school music/music technology at Big Sky
PBL = improve school
Wilderness class
Peace Farm
Internships
Willard's organic garden
Adult training centers – Phyllis Washington Center at U of M, the learning center at St. Pats.

3. When thinking of this example, What Work's, What Could Be Better, What's Missing?

What works: *collaboration among teachers (one shared office), looping students/teachers, flexible furniture, smaller learning environment, technology, 4-6 year plan (Rigor), teachers getting out to community, flexible space/shared space, discover core, parent volunteer, peace that, the hills, natural play areas, utilization of nearby spaces, engaging, creative collaborative, community resources, small learning environment, student based,*



What could be better: structure of building, knowing problems with layout changes, individualized learning (IEPs), teacher training program, getting students out in community with prof., blended learning with technology, schedule, maintenance buy-in, less blacktop, greater utilization of outdoor spaces from teachers and students for classroom purposes, amphitheater, fewer barriers to expeditions, time to collaborate, agile learning environment, more community partners, more internship sites, technology at your fingertips, variety of modes, flexible/agile, movable parts, easily reconfigured, inspired by learners, Comfort, lighting, aesthetics, easy to move around & build relationships, flexibility in room size & arrangement, more quiet space, wifi availability

What's missing: basic elements (sinks), foundation for creative thinking (students and teachers), funding and resources, technology that works, apple, more flexible furniture, infrastructure for technology, lighting, movable parts (desks, chairs, walls), stationary bikes, ball chairs, space for fitness, rooms for small groups – supporting social and emotional, chairs for physical exercise/supports, vending machines with fruit in

them, Spaces for teams to collaborate, front porch idea, computers on wheels,

4. Provide examples of how this change element impacts community connections, relationships, time, technology and facilities.

Developing collaborative relationships requires some intentional work.

There are so many ways to collaborate – automotive.

Hard work is good for the soul.

We have increase the visibility of school district in the community

Community has more involvement in school district.

Kids interact with a wide variety of community members.

Sharing spaces with community

Visibility of learning

Cross generational

Sense of belonging

Inclusion

Connections



5. Identify Guiding Principles in the form of a declarative statement:

Willard has come a long way “baby” we collaborate with fellow teaches and our students. We work as a team to create a green/energy efficient learning environment for all our students.

Learning environments designed for adults leads to: better learning; greater satisfaction and return customers (students).

Support Early Innovators

- 1. You have been asked by a friend at the Farmers Market to describe the essence of the change element, what is your response?**

Supporting groups/people willing to take a risk to improve/change education through creativity, collaboration and experimentation

- 2. Provide an example of how this change element is being implemented in our community.**

School Garden

I3 – a selected group of students work together to solve a specific problem and implement solutions (Ex .Sustainability)

- 3. When thinking of this example, What Work's, What Could Be Better, What's Missing?**

What works: *parent involvement, college student involvement, student engagement – the kids love it, new foods, partnership with GCH, additional science, math, mapping, and writing, student collaboration, student pride, ownership,*

anonymous selection process, narrows focus to an attainable solution,

What could be better: *all seasons garden, teacher access, full circle (compost), resources, summer garden help, support in curriculum, extend opportunity to move students,*

What's missing: *ADA access, MCPS financial support, greenhouse, teaching long term food storage and family involvement with food security (canning class or freezing food),*

- 4. Provide examples of how this change element impacts community connections, relationships, time, technology and facilities.**

Community connection with Garden City Harvest Model for other schools

School environment – improves student engagement

Efficient use of underdeveloped space

Relationships between teacher, students, parents, families

Enhancing backpack program



Students work in teams to solve real-life problems that occur in the community. Presentation of their research to community at the end of the project.

5. Identify Guiding Principles in the form of a declarative statement:

The Garden has increased student engagement though the collaboration effort of Lowell (students, parents, teachers) and Garden City Harvest.

Students apply knowledge through projects and internships. Students collaborate with each other, teachers, professors, and present to the community.

Personalize Professional Growth

- 1. You have been asked by a friend at the Farmers Market to describe the essence of the change element, what is your response?**

*Build on strengths – teaching confidence, take risks
Based on PLC & Individual teaching needs that they identify
Make sure everyone understands before moving on.*

- 2. Provide an example of how this change element is being implemented in our community.**

No example provided.

- 3. When thinking of this example, What Work's, What Could Be Better, What's Missing?**

No example provided.

- 4. Provide examples of how this change element impacts community connections, relationships, time, technology and facilities.**

No example provided.

- 5. Identify Guiding Principles in the form of a declarative statement such as:**

No example provided.



Enhance Communications

1. **You have been asked by a friend at the Farmers Market to describe the essence of the change element, what is your response?**

Multi-dimensional communication, not with just school but with public

Increased transparencies and collaboration to enhance student learning.

2. **Provide an example of how this change element is being implemented in our community.**

District hired Director of Comm/Tech

CS Porter new web page

PTO on Facebook

Alert Now messages – robo calls

PLCs - communication within school

Positive parent contact

Screener

Effort/focus on positives

Thursday kids talk day

Webpages

Teacher Blogs

CICO

Agendas

Parent's night

Family fun nights

4th parent engagement

Open House

Parent and parent /child book clubs

MBI

PFS

3. **When thinking of this example, What Work's, What Could Be Better, What's Missing?**

What works: *tech and face to face – you need both,*

Could be better: *Limit paper mailings, intercom, increasing numbers, different ways of connecting with adults in the building*

What's missing: *Passive communication, different way meaningful work, meeting outside of school for groups- social, students to be more involved as leaders in their school,*

4. Provide examples of how this change element impacts community connections, relationships, time, technology and facilities.

*Disseminating info to large group
One book/one communication
School safety – can hear intercom
Mass parent alert
Electronic reader board
Skype/facetime*

5. Identify Guiding Principles in the form of a declarative statement such as:

School day is lengthened to provide teachers time for communication. Social media tools maximized for communications.

Collaborate with All Stakeholders

1. You have been asked by a friend at the Farmers Market to describe the essence of the change element, what is your response?

Connects with the school and the community, collaborate thinking is better than individual

Employees, parents, students, U of M, community, PTO, business, everyone is a stakeholder.

2. Provide an example of how this change element is being implemented in our community.

*New grading system was collaborate within the staff but not all stake holders.
Strategic planning meeting for MCPS*

3. When thinking of this example, What Work's, What Could Be Better, What's Missing?

What works: *Is background working with the grading system for staff, team teaching, students working together, professional development – leadership team, professional learning communities, teacher learn from each other, sharing resources, peer to peer interaction, decisions based on data, field trips – naturalist in the classroom, community partners (Turner farms, PEAS farm), Native American education, Flagship, GUTS, voices, survey of students give students more of a voice, summer programs*



***Could be better:** Communication with students, parents and other members of the community,*

***What's missing:** Explanation of why this change was made, parents involvement could be better, build a parent's advisor team, empower people to believe they matter, collaborate with parents to increase student achievement, how to change mindset that parents send kids to school and that's the end of the family involvement, no safety nets for parents who need more support, project lead the way – STEM pilot, invite engineers and other professionals into the classrooms in elementary, technology barriers, need more technology leaders*

4. Provide examples of how this change element impacts community connections, relationships, time, technology and facilities.

*Understanding why we do things on both sides.
Enhance relationships between school, students, teacher and community.
It takes a lot of time and it takes patience.
Make communication easier and more accessible.
Facilities could be used to hold conversations with the community*

*More resources
Better solutions
Broader opportunities
Enhanced relationships*

5. Identify Guiding Principles in the form of a declarative statement such as:

No example provided.

AS1.5 Project Based Learning

A brief video from Edutopia was presented showing a project based exercise in Central Washington. Participants were asked to identify characteristics of the exercise and potential to launch similar exercises in the district.

Skills Needed:

Writing; gather data; reading; working with others, cooperation; technology.

Open minded: Collaborative, Communicators, Basic math and reading skills.

Basic foundation knowledge.

Write, technology, research.

Data entry – reading GPS, satellite tech, tracking, persistence, communication, organization, interpreting data, cooperation, critical thinking, research, social skills.

Ability to work independently, follow directions, writing skills, ask for help, patience-perseverance.

Vocabulary-scientific meaning, importance of paying attention to detail.

Mapping skills, one “good eye”, technology (GPS & mapping program), communication skills, curiosity.

Good eye, technology, topography, cartography (mapping), good communications, graphing, drawing and observation, identify details of species.

Listen to instructions, follow them correctly, communicate with farmers, invested in the project/ science.

Imagination, reading, writing, critical thinking, collaboration, technology., communication skills, listening, speaking, curiosity, mathematical, modeling.

Listening, follow directions, counting/numeracy, problem solving, read/write (literacy), cooperate-team work, technology tools, willingness/curiosity.

Content areas:

Language Arts; Math; Science; Art; Physical Activity; Tech Skills.

Science, Math, Art technology, Language Arts.

Math, Science, problem solving, reading, communication, SS.

Reading, science, math, art, GPS.

Reading/writing, art, math, science, technology, social studies.

Reading, writing, math, social studies, science, art.

Most every subject.

Reading, writing, math, science, physical fitness, geography, art, technology.

Reading, writing, math, science, art, geography, HPE.

Science, math, reading, writing, geography, public speak, presentation skills, art, applied tech/sciences.

Social Studies, English Language Arts, Mathematics,

Health/Physical Activity, Communications, Science, Agriculture



Prominence:

Closely connected.

Very.

Extension activities of circular.

Very prominent as it covers all academic areas as well as social and communication skills.

Year-long project.

Extremely.

Within curriculum? Major unit of study integrating many, many content areas. Data used at higher level both by collected students and professional researchers.

Essential Question:

Yes.

Increased knowledge of horny toads.

Planning and coordination (WHY).

How do the toads live? Why do we want to know?

How does the horny toad adapt and survive?

Driven by essential? Yes, actual research.

Yes – more than one possible, horny toad thrives how?

Why does the horny toad exist in its environment? – How long?

Duration:

Seasonal or throughout the year.

8-12.

? time for planning.

All year.

Took the course of the year.

School year.

4th grade, year-long with multi yr comp.

Ongoing – several weeks of data gathering and analysis.

Community Engagement:

Yes – University – tracking data for a purpose.

Yes – Scientists and farmers/students and teachers.

Yes.

University students, farmers.

Farmers, university.

Community involvement was key – farmers, scientists, teachers, parents, students.

Community partners, farmers, scientists.

Yes, farmers, university partners, scientists.

Local farmers, local scientists, university students, younger children

Link to Common Core

Application of Math, Writing (Lang. Arts)

Yes.

4 PLC's.

Yes! Reading, writing, math, main idea, compare/contrast sharing results, vocabulary, multi-media.



*Yes, research, writing, data collect, sharing ideas, CCR.
High academic vocabulary, critical thinking skills.
Align and incorporate writing/science/math standards easily.
Academic vocabulary – treats them as scientists, writing,
different types of technology – GPS; computers, applied math.
ELA and math in all content periods – Yes, but different subject
e.g. water shed. Anytime – engage in planning process with
teacher education on how to construct said project. Instead of
a pilot how about exemplars.
Students focus deeply on one study, work collaboratively,
collect and analyze data, communicate results to broader
audience, integrate multiple content areas and skills, research,
read, write, speak, listen.*

PBL in Missoula?

*Yes, anytime and yes.
Yes – already is.
In our community – yes.
Yes, to some degree it already is – Collaboration with MNHC-
Naturalist in classroom – Local foods, cooking, eating it – Every
grade level to do project.
Forest fire before/after – seasons – deer population – farmers
market – running a business – organic farming – fishing.
Yes – PEAS Farm, spectrum science, water quality testing,
ecosystem of the rivers, university professors.*

*We could use some type of project through the WEN (water
quality), salamanders, raptors, bug to eat weeds.
Obstacles – time to collaborate and plan writing the driving?
YES! Morrell Creek project.*

Project Based Learning Resources:

*Buck Institute
Townsend School District Noxious biological weed control
Livingston (Todd Wester) Restoration of Fleshman Creek
Helena High School: CSI
Glacier High School: Battles Class
Belgrade Middle School; Project Based Learning Team
Edutopia: Austin’s Butterfly*

AS1.6 School Size, Grade Grouping & Looping

At what age should we engage kids in education?

Age 3

Age 4

Should not use age as sole factor need to measure
readiness first. Probably age 2 or 3

Age birth

Age 3 ½ for formal school

How long can you loop with kids?

2 years - Kids need exposure to various teaching styles
and personalities.

2 to 3 years – teaching teams of 3 or 4

2 years – max

High School is hard to loop

**Where are the significant developmental changes that
suggest appropriate grade groupings?**

Current Configuration:

K 1 2 3 4 5 Transition 6 7 8 Transition 9 10 11 12

Desired Configurations:

**EC PK K Transition 1 2 3 Transition 4 5 Transition 6
Transition 7 8**

**EC PK Transition K 1 Transition 2 3 Transition 4 5
Transition 6 7 8 9 Transition 10 11 12**

**K 1 2 Transition 3 4 5 Transition 6 7 8 Transition 9 10
11 12**

**EC Transition PK K Transition 1 2 Transition 3 4
Transition 5 6 Transition 7 8 9 Transition 10 11 12**

Need to be flexible



What strategies can achieve social separation between age/ability groups?

- Separate recesses, hallways and classrooms
- In school “teaming”
- Alternate schedules
- Transitions/rite of passage
- Mark forward movement
- No multi grade- use learning groups instead.
- Scheduling
- Different areas of building
- Common terminal & wings

What opportunities for connection exist between various age/ability groups?

- Play day (coaching by older students)
- TAs (Senior program)
- Assemblies
- Sports mentoring
- Older student perform/mentor younger (music performances, reading “buddies”)
- High School students share what they’ve learned
- Shared space
- More collaboration with university system
- Connect Elem, MS & HS projects
- Community volunteers

School Size

As a teacher, how many kids can you know?

- 1:15 to 1:20 is desired Teacher/ Student ratio
- Smaller class sizes are better
- 25-30 kids
- Grade K – 12-15 kids
- Grades 1 -5 – 20 kids
- 20-25 kids
- Up to 100 kids (HS)
- 15 out of 150 (HS) – Meaningfully know
- 100-120
- 75+

As a principal, how many kids can you know?

- 50%
- 50 kids
- Over 6 years 120+
- 50-75 (HS)
- Know names of 137/150, meaningfully know 19/150
- 250
- 75%
- 150+



How many teachers can work effectively together as a team?

- 3-4 (but no more than 4)
- 2-3
- 4-6 (with different backgrounds)
- 10-12 (same department or backgrounds)
- 3-5



AS1.7 District Organization Models

Participants were asked to choose three of the following models and identify what works, what could be better and what is missing from each.

A. Linear/Hierarchical Organization (Current Pattern): PK services are provided for special needs students at Jefferson Center. Three K-5 schools feed to larger 6-8 schools that feed into 9-12 schools which prepare students for Missoula College, the University of Montana, Citizenship & Careers. 11 outlying K-8 schools are linked to same network of 9-12 schools. The Willard Alternative Program meets the needs of 150 students. The Life Long Learning Center provides programs for those over age 16.

What Works:

Model is valuable because of the appeal of neighborhood schools
 Same programs are offered in every school

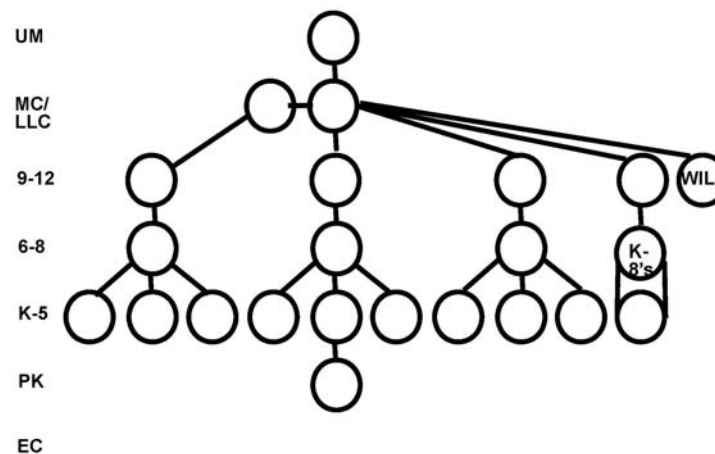
What Could Be Better:

Take what we have and make it better
 Do more clustering
 Team of teachers make plan

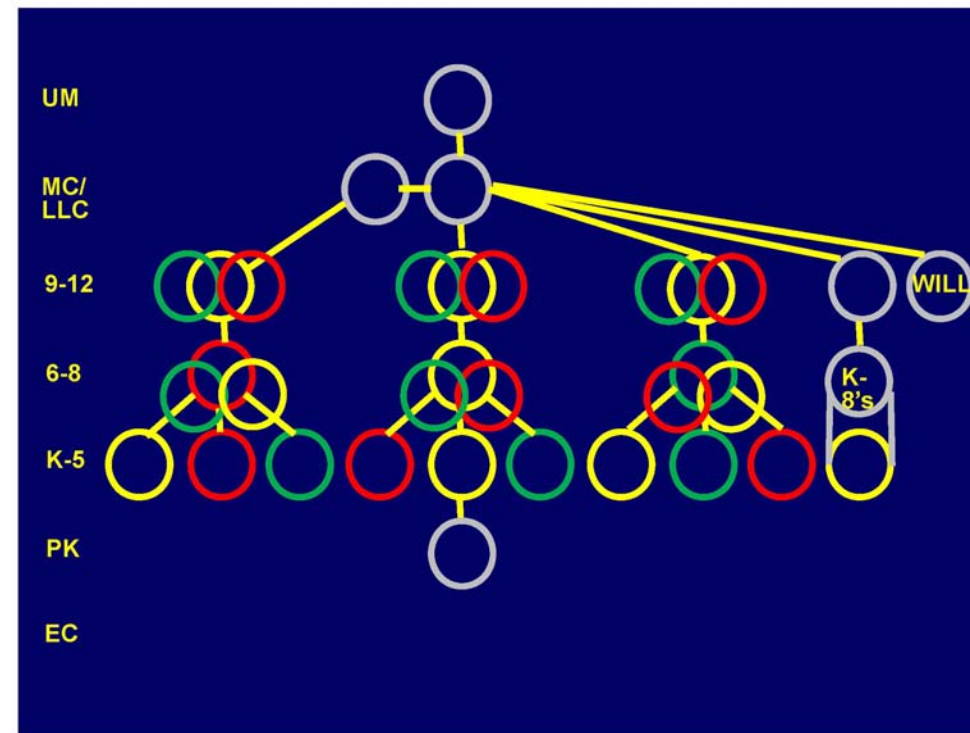
High School opportunities with University
 Kids stay with same group grades K-12 (Lowell students attend CS Porter, but then Hellgate rather than Big Sky, Cold Springs students are split between Meadow Hill and CS Porter)
 Not all feeder schools have same curriculum
 Duplicate program costs

What's Missing:

No items noted



B. Thematic Schools within Linear/Hierarchical Organization: Each of three K-5 schools feature learning themes (such as language emersion, arts, technology or sustainable living) that feed to larger 6-8 schools also with learning themes (such as language emersion, arts, technology or sustainable living) that feed into 9-12 schools each offering learning themes or academies (such as language emersion, arts, technology or sustainable living).



What Works:

Some students would benefit from thematic academies within current model
Art as a theme
Connected to educational vision of hand's-on, project based learning
Simplicity
Local neighborhood connections
Choice
Building strong relationships

Missoula Writers Collaborative
Garden City Harvest
Healthcare
Parenting Organizations (PTA, FRC, Garden)
Flagship

What Could Be Better:

K-8 model
Combine Thematic with Spiral/Life Transition
Limitless destinies (expand focus beyond "At-Risk")
Programs in each region or open enrollment
Internships
Mentoring
Real life work experience
True & effective school/community partnerships

Not sold on this idea
Specializing/Tracking to early

What's Missing:

Early Child
Equal opportunity in each region programs
True alignment
Dual enrollment
Opportunities for certifications at high school (2 year programs)

C. *Spiral/Life Transition Organization:* *Local health care facilities, parenting organizations and entrepreneurs provide young families with community-based early child programs with thoughtful transitions to pre-school programs located in community learning centers that are divided into developmentally appropriate groups with thoughtful transitions and opportunities for feedback that extend beyond traditional school-age, into early adulthood, family formation, career development, life beyond the world of work, and end of life. Schools share important information with after school programs, which in turn provide updates to teachers in support of Individual Education Plans developed for all learners.*

What Works:

*Engaging families at birth, pre-K
Neighborhood schools
Integrating health centers
Adult learning with child care
Project based
Flexible, bring in students from other schools
(Middle or high school)
Family connection
Meet needs of neighborhood*

Use proximity to community resources to help customize curriculum. For example Hellgate/UM partnerships or Big Sky/Forest Service partnership

What Could be Better:

*May create problems of placing lower grade students with older grade students
Stay consistent with the model, the current district region model is not consistent*

What's Missing:

No items noted



D. Web Organization: *A network of loosely-associated community learning centers that meet the needs of all learners regardless of age. Learning is supported with appropriate human resources, adequate space and technology to allow each learner to succeed. Learners follow the most appropriate path according to their abilities, passions and interests, seeking resources in the most appropriate location. Learning is a constant in life, with access to re-tooling opportunities available as needed for personal and professional development in any community learning center.*

What Works:

What Could be Better:

May create problems of placing lower grade students with older grade students

What's Missing:

No items noted



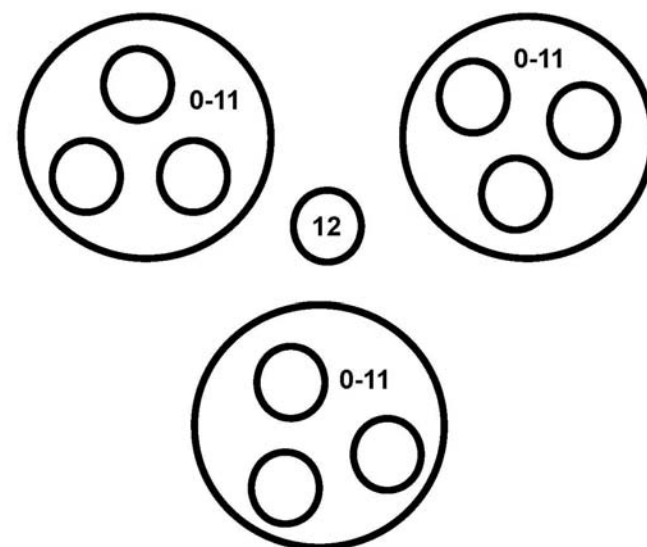
E. **Both/And Organization:** Any scheme that borrows from the best available district-wide organization, resulting in multiple organizations simultaneously meeting the learning needs of the community. For example a K-8 school, a PK-20 school, a 6-12 school, dual enrollment in Missoula College, the University of Montana and the current feeder pattern co-existing within the district. New patterns for integrating the 11 K-8 schools might be considered.

What Works:

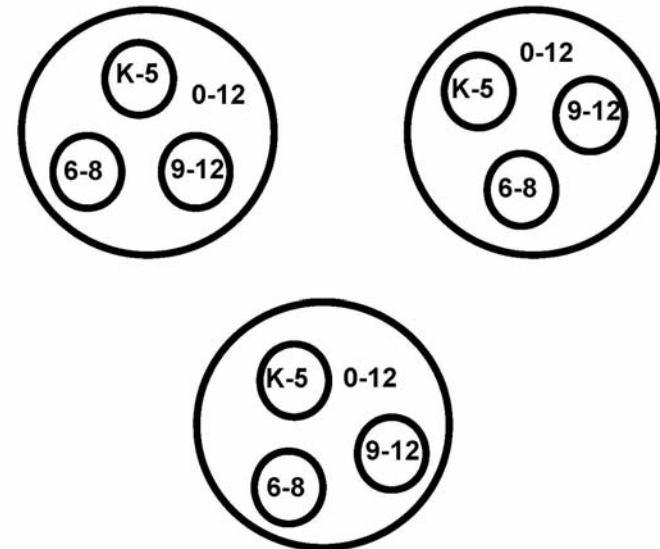
Three, 3500 student learning communities

0-Grade 11, 12th graders would have their own campus focused on career and college readiness. Each campus would have a health clinic (nurse practitioner, dentist, optometrist), wilderness areas, wetlands, early child daycare for 0-3, community run food service (Farm-to-School), free food service, athletic/health fields, indoor pool, auditorium, adequate parking

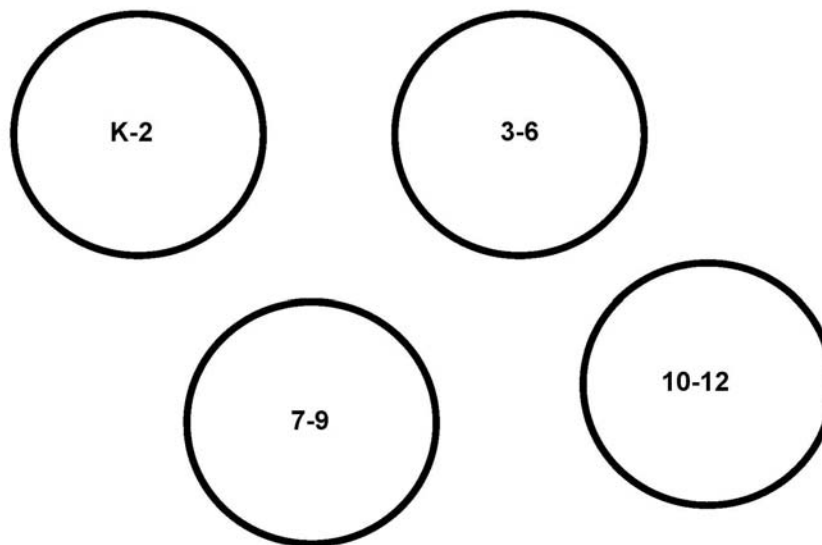
Each campus would have four pods
All pods have world-class technology
All pods are flexible with state of the art furniture



3-4 Campuses
Three K-12 schools
Three Separate Campuses (K-5) (6-8) (9-12) or



Four separate campuses (K-2) (3-6) (7-9) (10-12)
*Many things you can do with this- mentoring
Could organize school around Professional Learning
Community (PLC)
Each campus could be subdivided into two each*

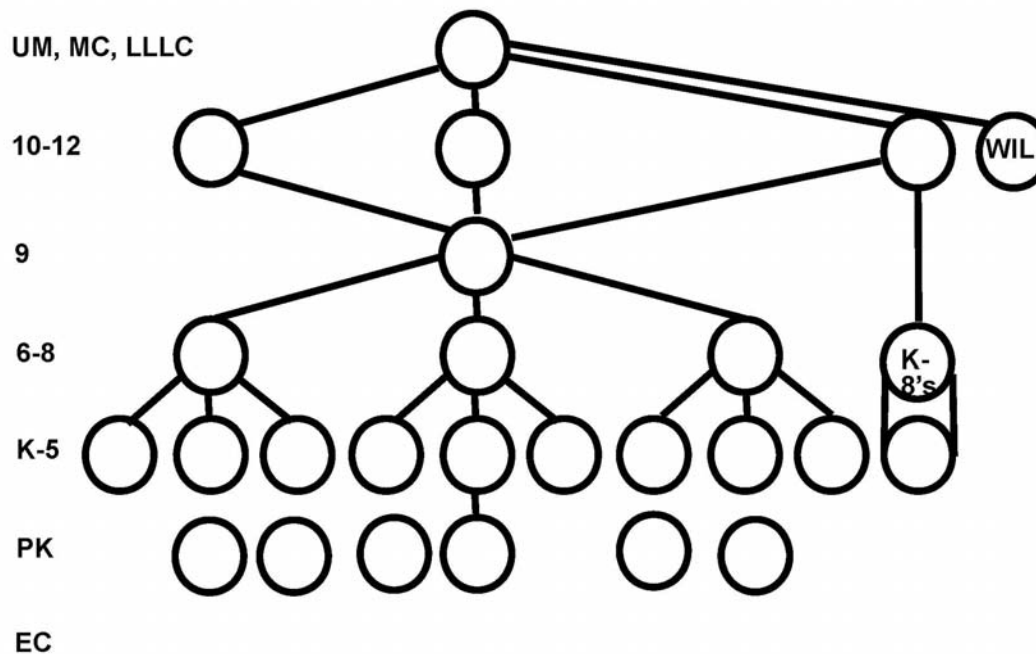


9th Grade Center

Maintain elementary school feeder pattern to middle school

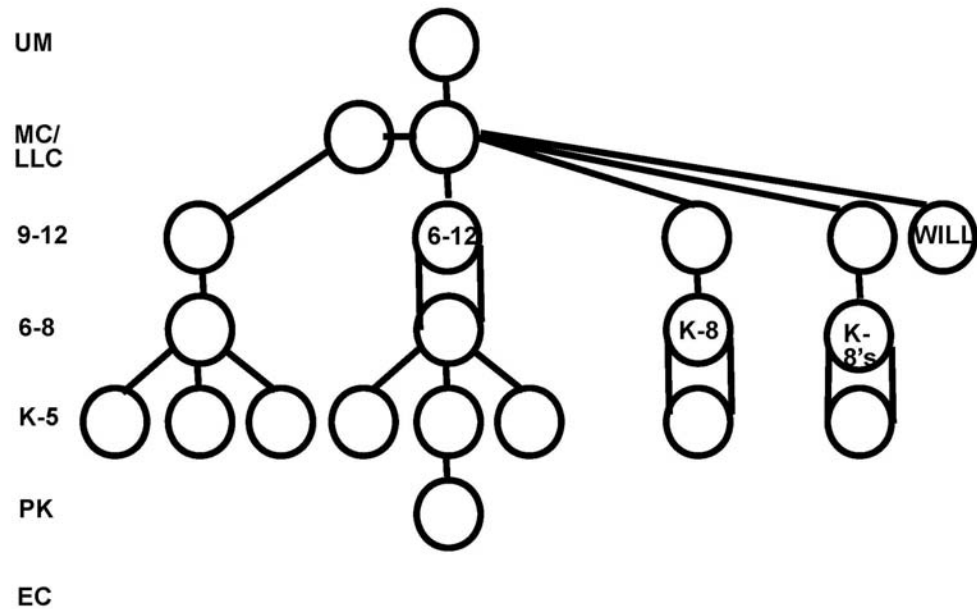
Create a 9th grade center for all

Students have choice to attend one of three high schools



K-8 & 8-12 Campuses

- How best to foster success for everyone?*
- Larger schools may allow pooling of resources*
- Open enrollment*
- Must provide transportation*
- People need choices & community*



(K-6) (7-10) (11-12) Configuration

K-5 or K-6 neighborhood schools

(1 mile walk, 2 mile bike)

*7-10 Core + internships in technology/engineering,
music, art, professional, welding, applied
technology*

11-12 focused on internships and externships

K-2 & 3-5 Campus

Marshal resources

Recognize developmental differences

Create larger PLC's

*Easier vertical & horizontal movement by creating
more options for placement*

"Sister School" for example SSHS + HHS

*Robust, high quality technology infrastructure so
SSHS students can participate in course offerings at
sister school virtually (like the Verizon commercial
with a Skype pod on a traveling tripod)*

*SSHS individual/small group virtual participation
labs & sister school classrooms set up for easy
integration of video/audio conferencing for
authentic, live interaction*

Combine G/C

*PK—12, PK-7 or PK-8 Educational Community with
health & parent resources*

Older kids can mentor younger kids

Scaffolding & support

*Common facilities service same campus & serve
multiple socio-economic groups*

Combine B & C

Mentoring of older & younger

Community connections

Retains neighborhood schools

Exposure to different opportunities

What Could Be Better:

May create problems of placing lower grade students with older grade students

Community support

More internships

Availability of classes/knowledge sharing

Utilize our community elders in many ways- tutor, assist, supervise (after school)

Interaction/cooperation between lower and upper elementary

Cost of transportation must be considered

Look at what is working and what is not working in buildings

You could be building on each campus to create more of a community

Smaller kids moving to new school

Impact on parents

What's Missing:

Money

Modified school calendar (year round)

Community buy-in

F. **Single Campus (PK-20):** *A single campus where learning needs are met for 10,000 students and community members.*

What Works:

Using resources most effectively

What Could be Better:

May create problems of placing lower grade students with older grade students

Creating connection and community

What's Missing:

No items noted



G. Out of the Box: Any Idea (PK-Gray)

What Works:

Start Over with an Educational Hub

Non-designated spaces

5 sites PK-14, themed, community based—themed to something real

Connection to Missoula College could be stronger

Connection with Head Start would be important

Note how cities that have had floods, tornados, etc have set up “school” in other places

Why couldn’t learning take place in a variety of civic spaces such as the mall (designed around flexibility)

A big hub may allow more options for students

Anchor points of schools such as gyms, auditoriums, labs

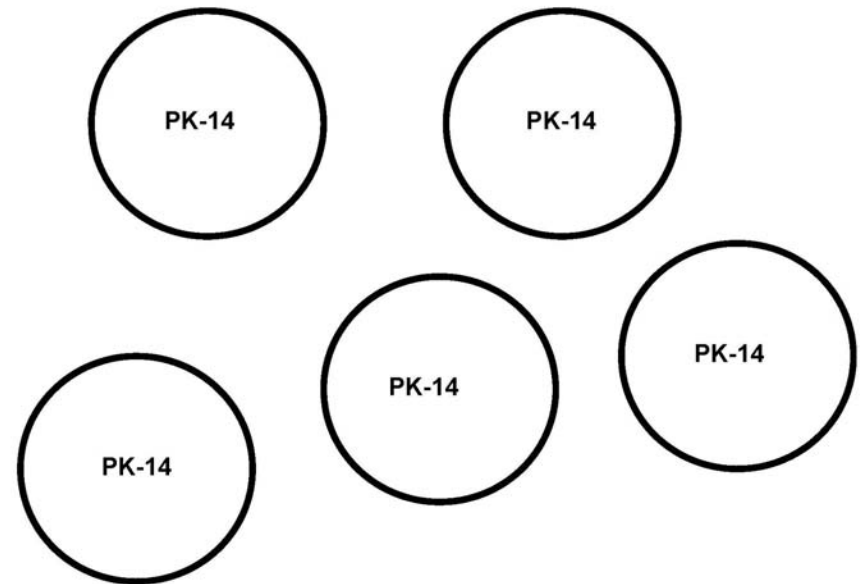
Other spaces are flexible

What Could be Better:

May create problems of placing lower grade students with older grade students

What’s Missing:

No items noted



AS1.8 Time

One half of the group addressed a series of questions regarding how time should be spent in school.

When should the school day start?

Does the school day need to start and end at the same time for everyone? Why or why not?

School needs to start and end at the same time for everyone. This is a supervision/safety issue.

How long should class periods be?

50 minutes – team teaching and multiple projects

Do we need class periods?

How should class time be used?

No responses

How can common planning time be introduced into the school day?

No responses

What alternatives to the lunch bottleneck can be implemented?

Build in “intervention” time or teacher office hours when students can get 1 on 1 time with teacher.

Have variable time frames for classes – some at 45 min, some at 90 min, double block classes. This could connect mentors with younger students.

Schedule could vary by day , eg. One day per week 90 min lunch. Time for advisories w/ teachers or student club time.

How long should the school day be?

They should have a longer school day everyone on elementary start and get out at same time 8:00 am – 4:00 pm. With interest based classes at the end of the day. 4:00 – 5:30 would be enrichment and intervention at the school as choice.

This could give more opportunity for PE, Art, Music & Enrichment. After school activities at every school.

The school day should be 7am – 5pm.

2 periods then 20 min break (Students check in with teachers, teachers would be in class for “office hours” then 2 more periods, lunch + 45 minutes– 45 minutes (would be used for clubs, teacher teams, mentoring, advising, staff meetings etc.) 2 more periods then 20 min break then 2 more periods. Student and teachers choose hours within day.

How should the school year be divided?

Shorter summer break, add 2 week seasonal breaks (fall, winter, spring). More time for teacher planning, full days of focus & collaboration.

Get away from current model of school year. Have 6 terms of 2 months. Approximately 4 classes per cycle. Extended school year or school year round. Breaks become more intentional matching student needs, not calendar. Parent friendly – activities during breaks. Extended school year to 180+ days, include several 4 day weeks. Have 3 week breaks around 4th of July and Christmas, 2 week break for Spring Break, 1 week breaks around Labor Day, Thanksgiving, in February and May.

Flexibility: Certain classes should/could take different lengths of time. More days shorter breaks help students retain learning. Some classes require day to day interaction some do not. All students and all teachers do not need to be taking breaks at the same time. Bended teaching – on site and online. School day should start later for adolescents.



How long should the school year be?

What are the advantages/disadvantages of a long summer break?

The school year should be 180 days year round. The school week should be 4 days per week and student s would go to school for 3 months and then 2 weeks off.

They should have a summer vacation. This would allow student & teachers to recharge, enjoy the summer weather, promote learning outside academia.

Positives of periodic breaks with year round school are continuity of learning but negatives would be difficult in cleaning and doing maintenance on the schools and the money to keep the schools open year round could be significant.

Year round school with 3 week breaks, class time is flexible, project based learning, Art & HPE part of core team, choice electives at end of day.

Pros of Year Round School – Students that struggle won't have long breaks from learning, safe place, 2 meals a day, sports, more in-depth learning, project based. Cons of Year Round School – No AC in schools, no summers at lake, when to do major cleaning, maintenance and building projects, sports, teacher continuing education, child care limits (no YMCA, Parks

& Rec or other camps), many transitions for students, loss of summer.

Advantage of long summer break – work on farms/ other jobs to make additional money, professional development, consistent childcare, do not have to cool facilities. Disadvantages of long summer break – loss of information, time to reteach, end of year slump, not as many breaks from the rigor.

Year round with tailored seasonal curriculum. Study 1 subject for 3 weeks (project based) with 4-5 strategically placed breaks throughout the year. 3 trimesters offered. Give credit on 90hr. inc.. Give kids option of which of the three trimesters they attend. Finish HS in 3 years.



AS1.9 Technology

The second half of the group addressed a series of questions about technology.

In many schools technology became a “go to” event, scheduled in a computer lab, rather than ubiquitous access in support of anytime, anyplace learning.

The reliance on instant digital access has been demonstrated to slow the maturation process in develop minds.

Nearly universal access to information has reduced the need to retain and recall facts, but increased the demand to evaluate often conflicting sources of information.

Technology can be used to generate high quality “cut & paste” solutions with low educational value. Assignments can require students to use technology to assess preconceptions, experience and apply what they have learned and empower student voice.

A. How has your own learning changed because of changes in technology? When you need to know something, where do you turn? How has that changed in the past 5 years? How many phone numbers are programmed into your cell phone? How many numbers can you recall without looking?

Immediate access to information

B. A kindergartener in your community will graduate in the year 2024—what experiences do they need to have to prepare them for life after school?

Flexible, Problem solver, Global/Local, Prepare for the tough stuff, Healthy, thoughtful and productive, Self-motivated, Forward thinking/planning.

C. Can we afford not to allow students to bring home technology on a daily basis? How can we provide equity in access to technology (for example bring your own, or use what district provides)?

Assumption that a lot of families have technology/access at home, but this isn’t true. Use the school as a connectivity hub, need to extend hours “drop in center” for all levels of education.

D. What is the role of technology in teaching and learning? What technology do we need to transform teaching and learning? How can technology help learners to create as well as receive content?

Technology is NOT a learning target. It is a tool. It supplements, not supplants.

Resource – gather info, teach, reteach, and distance learning. Tool – crating, communicating, and sharing. We need current up-to-date technology, infrastructure, and professional development. Technology can help by giving us unlimited creativity.

We need something to increase students engagement and excitement. We need something to meet differing abilities. Grade level sets of iPads or latest technology. Would need to update technology frequently to keep up with the latest tools.

E. What types of professional development are needed to get your teaching staff up to speed and to sustain that momentum once in place?

Continued professional development

Training whenever there is something new

F. Can a team of teachers and learners share technology resources without returning to the “computer lab” approach to technology?

Ideal would to have iPad or laptops in classrooms.

Set of devices per grade level.

G. How can we archive various iterations of student work during a specific project and archive exemplary work at the conclusion of each exercise? Does the school need to own its archiving capacity?

Yes- our capacity seems sufficient for the time being.

H. Is 1:1 technology desirable? Is collaborative computing (intentional 1:4) desirable? How about 3:1?

Desirable if we can afford it

I. How do we maintain online safety? How do we gradually “un-wall” the garden as students require access to greater access to real world experiences?

J. How can cell phones and hand-held devices be integrated into teaching and learning?

They can be used to look up info, record pictures, audio and video. They are helpful to have your calendar/planner with you at all times, you can receive text reminders, quickly look up and watch instructional videos.

Readily accessible data.

Learning games and apps to extend & enrich learning, music and videos can be utilized also.

K. How can social media be integrated into teaching and learning?

L. How can hard wired, high speed access be integrated with lower speed wireless?

M. What technology do we need to meet standardized testing requirements and does it need to be permanent?

N. If students have 24/7 access to information, lessons, lectures, tutors, etc, why do they need to come to school?

Socialization, there are limits in technology, learn dynamics of FZF.

Students need human interaction. They also need interpersonal skills to function in the work force.

Not everything on the internet is correct, multi-tasking. Engage with others. Build relationships, empathy toward others.

Some student's best place is at school. It's important to have human interaction and especially with various viewpoints. It's difficult to have a relationship with technology. Children need a "safe" place to go while their parents are at work.

Manners, communication skills, Interpersonal skills, community function, responsibility

Don't assume kids know appropriate use or how to.

Problem solving skills, Students teach each other.

Teaches them to work together and how to deal with difficulties in their live.

Learning skill sets as appose to information.

AS1.10 Site Assessment

The group identified What Works, What Could Be Better and What's Missing?

See Appendix AS1.10A for detailed comments

AS1.11 Building Assessment

The group identified What Works, What Could Be Better and What's Missing?

See Appendix AS1.11A for detailed comments

AS1.12 School Transformation + Development Map

Four table teams scored existing and future practices and facilities on Dr. Frank Locker’s School Transformation + Development Map.

- 1 Maintaining Tradition
- 2 Initiating Change
- 3 Progressive
- 4 Transforming
- 5 Transformed

Each table team identified the largest changes, for example from column 1 Maintaining Tradition to Column 4 Transforming or Column 5 Transformed.

The results of the assessment were tallied as follows:

| | |
|--|-------------|
| Elementary Educational Delivery Today: | 2.74 |
| Elementary Facilities Today: | 1.86 |
| | |
| Middle School Educational Delivery Today: | 2.24 |
| Middle School Facilities Today: | 1.93 |
| | |
| High School Educational Delivery Today: | 2.38 |
| High School Facilities Today: | 1.98 |

The difference suggests that existing facilities currently limit educational delivery which has changed in recent years.

| | |
|---|-------------|
| Future Elementary Educational Delivery: | 4.21 |
| Future Elementary Facilities: | 4.17 |
| | |
| Future Middle Sch Educational Delivery: | 3.71 |
| Future Middle School Facilities: | 3.84 |
| | |
| Future High School Educational Delivery: | 4.22 |
| Future High School Facilities: | 4.27 |

The assessment results suggest a desire for greater facility flexibility in the future, and significantly different facilities than exist today.

The biggest shifts in educational delivery and facilities were identified by the table teams as noted in the appendices. Colum five selections are also noted.

[See Appendix AS1.12A for a copy of the School Transformation + Development Map](#)
[See Appendix AS1.12B for a graphic summary of the results of the exercise](#)
[See Appendix AS1.12C for detailed narrative of the exercise](#)



AS1.13 Draft Guiding Principles

The following general and specific guiding principles were extracted from the work of the Education Innovation Teams. The guiding principles will continue to be revised and refined as the planning process continues.

- *Spaces, schedules and furnishings are flexible with minimal effort*
- *Children and families are engaged in learning in early child and pre-kindergarten programs*
- *Schools, community partners and entrepreneurs meet diverse community, parent and volunteer needs*
- *Evidence of learning is readily visible throughout*
- *Students learn through projects , discussions, just in time lecturing, internships*
- *Core learning is integrated and applied*
- *Teachers and staff have space to collaborate as a team focused on developing meaningful relationships with students*
- *Facilities support teacher, staff and student collaboration and control of schedule and space*
- *Core learning is integrated with explorations of Music, Art, PE/Fitness, Technology, Library/Media*
- *Facilities have an obvious main entrance, with an adult at the door*
- *Administration and guidance are distributed within learning areas to mentor teachers and know students*
- *Schools have central social gathering spaces*
- *Technology is distributed throughout buildings with portable and flexible equipment supported by robust wireless access in order to develop critical thinking, communication, collaboration and creativity*
- *Menu that includes fresh, locally grown food, multiple menu options. Grown and prepared by staff and learners, with breakfast and after school meals offered.*
- *Buildings achieve carbon neutral impact, and integrate design, construction and operation of building into curriculum*
- *Facilities represent wise and sustainable investment of community resources*



AS1.14 COMMUNITY LISTENING SESSION/HOPES & CONCERNS

A community listening session provided an opportunity for members of the Education Innovation Team to share the work of the team with the community.

**STATION 1 + 2
THE FUTURE OF LEARNING/GLOBAL CENTURY SKILLS**

HOPES

- *More opportunities to learning in the community similar to what happens at the PEAS Farm*
- *Access to information on line leads to less need to memorize facts and gives opportunity for deep thinking—21st Century. Kids now have access to endless information at their fingertips—this needs to be nurtured at school!*

CONCERNS

- *Quantity of homework for AP & IB classes—please read the article in the current issue of Atlantic Monthly (I think it is called “My daughter’s homework is killing me”) More rigorous does not equal more homework- or doesn’t need to equal that.*

- *Equal access to school technology, affordability of internet at home. Delivery of online classes.*

**STATION 3 +4
UNDERSTANDING MCPS’s 21st CENTURY INITIATIVES
PROJECT BASED LEARNING**

HOPES

- *Humble hard work + tangible results equals a transformative educational experience*
- *Teach entrepreneurship in schools*
- *Programming classes to develop solutions to school problems*
- *That IB program is eventually successful*

CONCERNS

- *No items noted.*



STATION 5 + 6
EFFECTIVE TEACHING & LEARNING
SCHOOL SIZE

HOPES

- *That technical education continues (shop, etc)*
- *That Willard can be available to more students*
- *Integrating more parent education*
- *Teach children to collaborate and identify each student's strengths*

CONCERNS

- *Grade specific teaching. Being able to accommodate a 3rd grade reader in a first grade class.*

STATION 7
DISTRICT ORGANIZATION MODELS

HOPES

- *No items noted*

CONCERNS

- *No items noted.*

STATION 8
TIME

HOPES

- *That the school day will start at a time that acknowledges adolescent need. It is proven that teenagers should be asleep at 8 am. And especially 6:50 am!! They stay up late and sleep late. Elementary kids are better suited to early start and early out.*
- *I agree! Just switch the schedules*

CONCERNS

- *Is there research to support year-round school?*
- *Early outs*
- *Fun educational after school programs (with pick-up at school)*
- *Longer lunch (food- smart)*



**STATION 9
TECHNOLOGY**

HOPES

- 1:1 device ratio
- Strong robust wireless signal for all

CONCERNS

- Lack of access
- Technology used for “skill & drill” & testing rather than communicating, collaborating, creating
- Are more computers the answer?

**STATION 10 + 11
SITE ASSESSMENT, BUILDING ASSESSMENT**

HOPES

- Hope the facilities plan takes a good look at making the PEAS farm a permanent use in the community! Thanks
- Rattlesnake: How could school use large park behind (Pineview) for recess, etc. Would also free space to build on at that location.

CONCERNS

- Internet access
- Schools like Lowell get abandoned because of age

- Close knit neighborhood

**STATION 12
SCHOOL TRANSFORMATION + DEVELOPMENT MAP**

HOPES

- No items noted

CONCERNS

- I know you are doing high schools tomorrow, but I am sorry that this evening was held before the high school groups met



AS1.15 INDIVIDUAL REFLECTIONS

At the conclusion of each of the planning sessions participants were asked to write a brief reflection upon the planning process.

- *7:00-5:00 schedule for Hellgate High School*
- *Combining work with internships in High School*
- *Many comments concern parking/traffic flow. How do we move away from car culture to advance public transportation, car-pooling, biking, and walking? Using up space for parking and traffic is a waste.*
- *The responses are always different*
- *This was a great way to start the juices flowing... can't wait to see what happens next!!*
- *E25 needs an option to eliminate administrators and move toward teacher-led, site based management of schools*
- *I believe that at my table my vision for transforming educational delivery was not reflected*
- *There was no assessment for inclusion of cultural education on schools*
- *I know I was the only one who didn't make it in on time but would appreciate a start time that allowed for school drop off.*
- *Some technology in education/facility questions was challenging be we managed to get through*
- *Monday was way too much. Today was much better-great discussion working as a team*
- *Very informative, actually fascinating process. Nicely organized and facilitated.*
- *Flexibility to fit the student, the content and the activity are key in all from 0-20*
- *Lots of ideas. How will these all come together? What's the long term goal?*
- *Change will take time, effort and collaboration but it is worth it for our future*
- *We have schools being used for storage or adult education. Where do they fit into the fix?*
- *This is a grind—really hard for us to do this w/ integrity—so much sitting*
- *Take me out coach; I've had enough! Not sufficient time for such important work.*
- *Flexibility will be the key requirement for schools, kids, teachers and parents.*
- *These ideas are amazing! The change is necessary and will be phenomenal if we are willing to break down the barriers to change. Changing education could feel like moving a mountain-are we willing to go against tradition for the betterment of our future!! Through these discussions I hope we can also talk about how to make change happen!*

MISSOULA COUNTY PUBLIC SCHOOLS
SMART SCHOOLS 2020 STRATEGIC FACILITIES PLAN
FINAL REPORT June 2, 2014

- *City/MCPS/County all need to work together—no more piecemeal planning. School safety w/community in building? How does that work?*
- *Change our building into wings? Block scheduling. Year-long school year. Classroom collaboration with pull down dividers/doors. Looping.*
- *Looping. Campus schools 7-12. Year round school with flexibility for teachers and students to allow for breaks but not necessarily at the same time. Different lengths of class for different subjects. Not just daily class but semester or quarterly, etc. Combination of in class time and online digital time.*
- *Take aways—bandwidth will make a difference. It might be more effective to cluster groups of students rather than keep them in grade level classes. Restructure. Can we handle it?*
- *A lot of topics. Somewhat overwhelming yet also a lot of possibilities.*
- *I walked away with... Reinforcement (by others) that aside from procedural restructuring, our district does need some fundamental investment into physical infrastructure and technology to really get up to 21st century standards.*
- *This is worth in exploring the “what if” side of this issue. However, we need to be respectful of time and*

move quickly to a pragmatic discussion that can foster realistic change.

- *Enjoyed hearing all the new ideas. Day seemed very positive. Would like to have a better idea of the “big picture” our district has*
- *That there are few, if any, absolutes to be found in the process, because it is a process*





EXPLORE

November 4-8, 2013



EXPLORE WORKSHOP EXECUTIVE SUMMARY

Education Innovation Teams of students, parents, staff, administrators, parents/grandparents, business and community leaders representing each school in Missoula County Public Schools tackled a series of challenging exercises focused on exploring the world beyond Missoula for inspiration and mentors from highly effective schools around the globe.

Additional exercises focused on critiquing 15 school organization concepts for local relevance and developing learning patterns which represent the needs of students, teachers and staff.

The Expanded Education Innovation Teams identified the three most effective learning modalities for the students each group commonly worked with and developed a preliminary building program which defined the elements needed to create a learning environment that supports MCPS's educational vision.

In the final exercise of the EXPLORE phase, the Expanded Education Innovation Teams articulated a range of options for each facility, from Option B: Business as Usual to Option S: Start Over.

A mid-week Community Listening Session provided an opportunity for the Steering Committee, Education Innovation Teams and Expanded Education Innovation Teams to share insights into the planning process and to collect the Hopes and Concerns of the community at large.

The World Beyond Missoula

The workshop began with a review of the world beyond Missoula for inspiration and mentors in highly effective schools from around the globe. The presentation included elements of schools including welcoming entries, places to gather, dine & celebrate learning, breakout areas for projects, technology, tutoring and presentations.

The presentation also incorporated images of planning centers for teachers and staff, transparency and the importance of introducing color, day-light, fresh air, into learning environments. Examples of flexible spaces and furnishings in support of teaching and learning and specifically project based learning were shared. Finally, connections to the community and environment concluded the more than 60 images of schools from around the world.

School Organization

Participants ranked the following schools as most effective in achieving the 21st Century Initiatives of MCPS.

- *Chugach Optional School, Anchorage, AK*
- *High Tech High International, San Diego, CA*
- *Lynnwood High School, Bothell, WA*
- *Columbus Signature Academy (New Tech Network), Columbus, IN*
- *Christo Rey High School, Minneapolis, MN*
- *Forrest Bird Charter School, Sandpoint, ID*
- *Trillium Creek Primary School West Linn, OR*
- *Minnesota New Country School, Henderson, MN*
- *Rosa Parks Elementary, Portland, OR*
- *Neighborhood Community Central Model, Grand Cayman, Cayman Islands*
- *North Central Shared Facility, Regina SK*
- *Harlem Children’s Zone, New York, NY*
- *Anne Frank Inspire Academy, San Antonio, TX*

Learning Patterns

The group was asked to select one of 22 elements of a school and to develop a “learning pattern” including the key characteristics of the type of learning (active learning, learning alone, leaning in small groups, etc.), the type of space needed to support that type of learning, and key connections to other learning spaces. The group produced a brief statement advocating for the need of the learning pattern in our schools.

Guiding Principles

The Education Innovation Teams provided commentary on each of the draft guiding principles which had been extracted from the work of the Education Innovation Teams during the ASSESS phase. The guiding principles will continue to be revised and refined as the planning process continues.



Learning Modalities

Table teams identified three of the most effective Learning Modalities from a list of 20 Teacher-Directed, Teacher-Facilitated and Student-Directed learning modalities. Many of the groups identified Social-Emotional Learning and Learning with various forms of Technology as under-lying all learning in all school settings.

The top three most effective Learning Modalities included:

- *Project-Based Learning*
- *Interdisciplinary Learning*
- *One-On-One Teacher/Student Learning*

The next four most effective Learning Modalities included:

- *Team Collaboration*
- *Student Presentation*
- *Learning with Mobile Technology*
- *Naturalist Learning*

The majority of the facilities within Missoula County Public Schools were designed and constructed well before the extensive educational research linked personalized learning to student engagement and comprehension.

Preliminary Building Program

- *A preliminary building program was developed for each of the schools, illustrating the key components for a highly effective school serving the future enrollment projections for the grade configurations served.*
- *CTA compared each of the building programs to state standards in Wyoming, Ohio and Massachusetts*



Range of Options

The Expanded Education Innovation Teams developed a wide range of practical and creative options within a framework of Option B: Business as Usual to Option S: Start Over. The options that have the greatest impact on other schools include:

Chief Charlo

- Expand to become a K-8

Cold Springs

- Combine with Russell

Russell

- Split K-5 with Cold Springs (one school K-2, other 3-5)

Rattlesnake

- Become K-8 & reopen Mount Jumbo as K-8

Lewis & Clark

- No change to K-5 structure

Paxson

- K-3 @ Paxson, 4-5 @ Lewis & Clark

Lowell

- PK-8

Franklin

- PK-5 in combination with Jefferson

Hawthorne

- No change to PK-5

Jefferson

- PK in all schools/Central Fine & Performing Arts Center on Brooks

Washington

- 6-8 on Sentinel campus

CS Porter

- 6-8 on DNRC campus with proximity to Big Sky & Hawthorne, Franklin or K-8 with Hawthorne

Meadow Hill

- 6-8 on Sentinel campus

Sentinel

- Skills Center @ Sentinel

Hellgate

- Consolidate to two high schools and Grade 9 center

Seeley-Swan

- Establish sister school relationship with Hellgate

Big Sky

- Consolidate to two high schools

Vo-Ag

- "Food to Fork" with Culinary Arts & MCPS food service

Willard

- Relocate to Missoula Mercantile

Dickinson

- Professional center in each school
- Re-locate to Brooks Corridor or collaborate with SELL/MOLI/COT relocate to River Campus.



Community Listening Session

A community listening session was held on Wednesday November 6, 2013 in order to provide an opportunity for more than 75 people to share their hopes and concerns about the work of the Education Innovation Teams as the planning process continues. The feedback allows the comments of the community to be integrated into the process, and to assure that the school teams do not get too far ahead of the community at large. The Community Listening Session included a brief overview of the territory covered during the planning workshops, followed by opportunities for Steering Committee members to record hopes and concerns in small groups stationed throughout the venue.

Individual Reflections

At the conclusion of each of the planning sessions participants were asked to write a brief reflection upon the planning process.



EX 2.1 The World Beyond Missoula

The workshop began with a review of the world beyond Missoula for inspiration and mentors in highly effective schools from around the globe. The presentation included elements of schools including welcoming entries, places to gather, dine & celebrate learning, breakout areas for projects, technology, tutoring and presentations.

The presentation also incorporated images of planning centers for teachers and staff, transparency and the importance of introducing color, day-light, fresh air, into learning environments. Examples of flexible spaces and furnishings in support of teaching and learning and specifically project based learning were shared. Finally, connections to the community and environment concluded the more than 60 images of schools from around the world.

See APPENDIX EX 2.1A The World Beyond Missoula

EX 2.2 School Organization Models

The Education Innovation teams from each facility selected three school organization concepts and noted what works, What could be better and what's missing for each. In addition,

each school was ranked as 1: High effective in meeting the Educational Vision of MCPS, 2: Moderately Effective or 3: Not effective.

- A. Departmental High School (9-12)
- B. Separate Grade 9 Center, 10-12 Other
- C. 9-10 Houses, 11-12 Other
- D. 4-Person Teacher Teams (PK-12)
- E. Vertical Schools-Within-A-School/Small Learning Communities (PK-12)
- F. Thematic Schools Within-A-School/Small Learning Communities (PK-12)
- G. Career Pathways/Academies (6-12)
- H. Thematic Schools/Magnet Schools (PK-12)
- I. Learning Labs (PK-12)
- J. 4-Year Looping, Twice a week Internships (9-16)
- K. Self-Directed Study/Learn at your own pace (PK-12)
- L. Self-Directed Study/Senior Capstone Project (9-12)
- M. Learning in/with the Community (PK-16)
- N. Virtual Learning (6-12)
- O. Out-of-the-Box (PK to Gray)

**OPTION A: Departmental High School
Colstrip High School, Colstrip, MT**

What Works?

- Community performing arts center

What Could Be Better?

- Small room for tutoring, counseling, mentoring, therapy

What's Missing?

- Opportunity for integration of circular areas
- Flexibility
- Where is front office?

Rank: Not noted

**OPTION B: Grade 9 Center, 10-12 Other
Glacier High School, Kalispell, MT**

What Works?

- Performing arts and visual arts facilities
- Special Ed integrated in each group
- Media arts areas accessible to all
- Nooks and crannies to work
- Central space, Lots of window for light

What Could Be Better?

- No items noted

What's Missing?

- No items noted

Rank: Not noted

**OPTION C: 9-10 Houses, 11-12 Other
Waverly High School, Lincoln, NB**

What Works?

- Teamwork
- Passing time
- Smaller learning environment
- Teacher collaboration
- More program specific

What Could Be Better?

- Interaction with all student body

What's Missing?

- Community space
- Outdoor space

Rank: 2



OPTION D.2: 4 Person Teacher Teams
Forest Avenue Elementary, Middletown, RI

What Works?

- *Better flow*
- *Promotes collaboration*
- *Economical*
- *Modification of existing structure*
- *Community building*

What Could Be Better?

- *Acoustics*
- *Outside space*

What's Missing?

- *No items noted*

Rank: 2

**OPTION D.5 Multi-Age Classroom/Looping
Chugach Optional School, Anchorage, AK**

What Works?

- Looping

Multi - Age

What Could Be Better?

- Traffic flow in hallway
- Noise

What's Missing?

- No items noted

Rank: 1



OPTION D.6 Intentional PK-12

Riverview Academy East, Cincinnati, OH

What Works?

- Good family connection
- Minimal transitions
- Natural lighting

What Could Be Better?

- Do you get variety and transition practice

What's Missing?

- No items noted

Rank: 3

OPTION D.8: Middle School Looping

Crosswinds East Metro Arts & Science School, Woodbury, MN

What Works?

- Pacing – Understanding Students learning
- Students understand curriculum

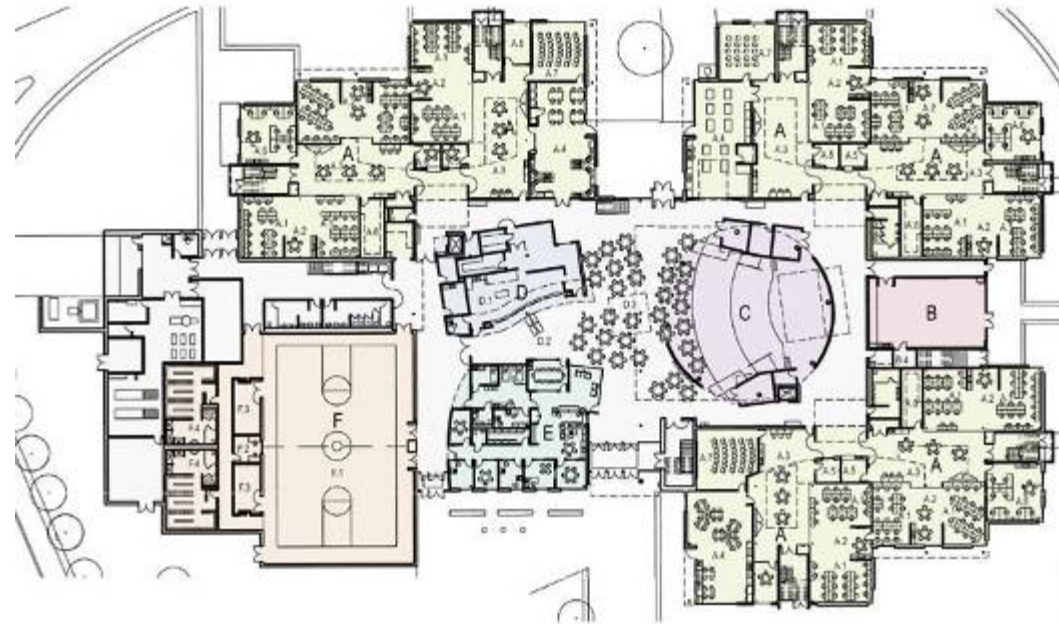
What Could Be Better?

- Personal conflict between teachers/students
- Lack of variety
- Not all teachers are equal

What's Missing?

- No items noted

Rank: 2



OPTION D.9 Small Learning Community

Grand Rapids Christian Schools, Grand Rapids, MI

What Works?

- Commons Area
- Adaptive: re-use of space
- Not too big
- More flexible classrooms
- Retractable walls
- Adaptable furniture

What Could Be Better?

- Acoustics
- Outside space

What's Missing?

- Physical Education space
- Location of restrooms

Rank: Not noted

OPTION D.10 Intentional K-12 Campus

Anne Frank Inspire Academy, San Antonio, TX

What Works?

- Very family friendly
- Intentional use of outdoor space
- PreK-12
- Flexibility possible

What Could Be Better?

- No items noted

What's Missing?

- No items noted

Rank: Not noted

OPTION E.4: Vertical Schools Within a School/Small Learning Community: High Tech High, San Diego, CA

What Works?

- Mobile learning
- Teaming
- Could adapt an existing building

What Could Be Better?

- Wireless is necessary

What's Missing?

- Supervision of students
- Scheduling difficulties with materials and designated spaces

Rank: 2

OPTION E.6: Vertical Schools Within a School/Small Learning Community. Fernan Elementary, Coeur d'Alene, ID

What Works?

- Vertical learning
- Separate spaces for H/PE and eating

What Could Be Better?

- Spaces are disconnected
- Wasted space
- Supervision issues

What's Missing?

- No items noted

Rank: 2



**OPTION F.2: School Within a School/Small Learning
Community: Neighborhood Community Central Model
Grand Cayman, Cayman Islands**

What Works?

- Outdoor amphitheater
- Outdoor learning
- Terrace/deck
- Good climate
- Auditorium & amphitheater share a stage
- Blend of science and art
- Welcoming entry
- Multi-purpose spaces

What Could Be Better?

- Ratio of student to teacher

What's Missing?

- Too big
- No P.E. space
- No trade education or tech education

Rank: Not noted

**OPTION F.3: Thematic School within a School/Small Learning
Community: High Tech High International, San Diego, CA**

What Works?

- Common area
- All kids on 1 campus
- Older kids responsible for younger ones
- Big enough for community events
- Sense of community
- Greater flexibility for learning
- Multi-purpose rooms

What Could Be Better?

- None noted

What's Missing?

- More furniture
- Communication
- Lacks warmth
- Needs more outside light/color
- Themes need to be fluid and changeable

Rank: 2

**OPTION F.4: Thematic School within a School/Small Learning
Community: High Tech High Media Arts, San Diego, CA**

What Works?

- *Several breakout areas*
- *Varying sizes*
- *Pods: Teaming flexible/movable technology*

What Could Be Better?

- *Easier flow*

What's Missing?

- *No items noted*

Rank: 2

**OPTION F.7 Applied Linked to Core/Small Learning
Community: Lynnwood High School, Bothell, WA**

What Works?

- Mainstream feeling of real life (window shopping)
- Direct application of learning between core and individual learning
- Community feeling (small town)

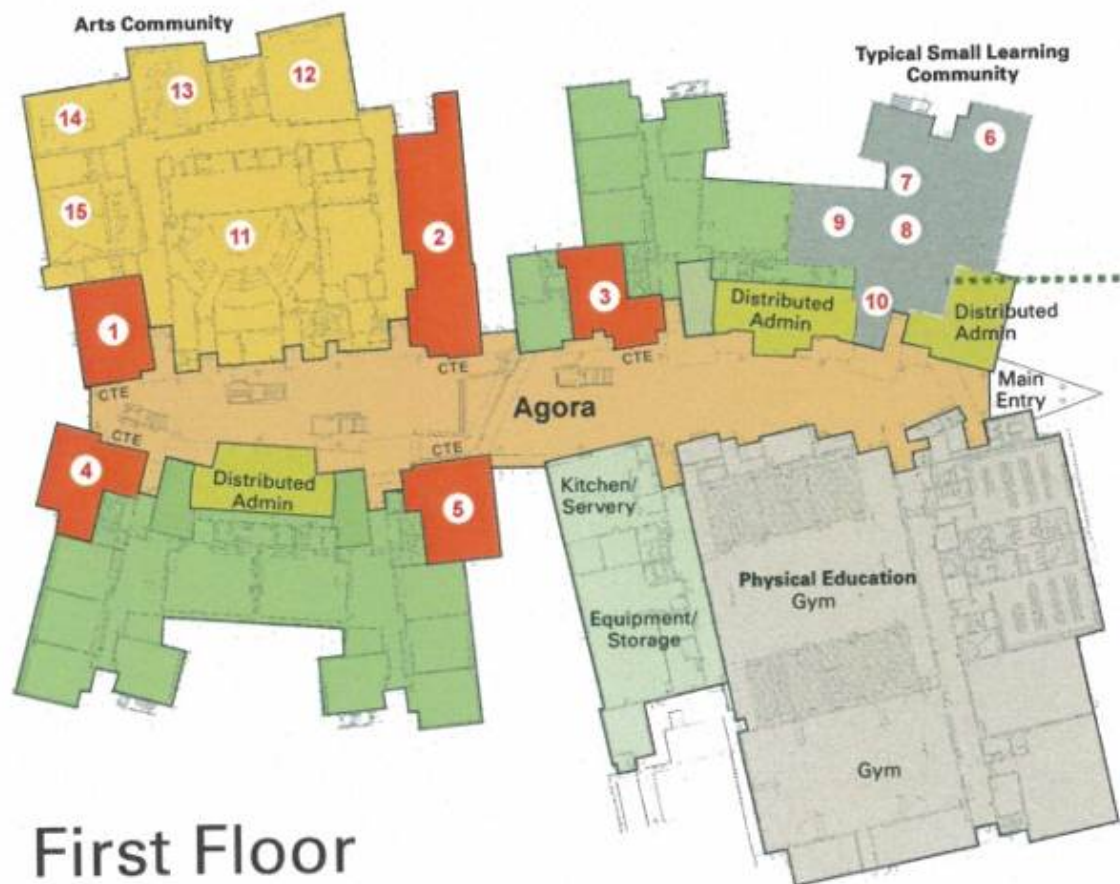
What Could Be Better?

- Small spaces limited
- Less choices of acad

What's Missing?

- No items noted

Rank: 1



**OPTION F.8 International Baccalaureate: Blair International
Baccalaureate Middle school, Pasadena, CA**

What Works?

- *Sharing performance/production with Big Sky*
- *Courtyard- open area for learning, performance area, fresh air, natural light*

What Could Be Better?

- *Weather*
- *Time constraints for travel*
- *Lockers*

What's Missing?

- *No items noted*

Rank: Not noted

**OPTION G.1: Career Pathways/Academies
Carl Wunsche Senior High School, Spring, TX**

What Works?

- *No items noted*

What Could Be Better?

- *No items noted*

What's Missing?

- *No items noted*

Rank: Not noted

**OPTION G.2: Career Pathways/Academies
Henry Ford Academy, Dearborn, MI**

What Works?

- *Learning space is where jobs could be*
- *Real life mentors*
- *Community partnership*
- *Model for lifelong learning*
- *There is a clear purpose to the learning outcomes*

What Could Be Better?

- *Flexibility and exposure to other career pathways*

What's Missing?

- *Music, Art, PE – Are these spaces available?*
- *How is this connected to students in lower grade levels?*

Rank: 2



OPTION G.4 Career Pathways/Academies

V. Sue Cleveland High School, Rio Rancho, NM

What Works?

- Shared mentor opportunity with older students in similar academic areas
- Giving teamwork between teachers and students
- Small learning groups

What Could Be Better?

- Kids switching due to peers or not knowing likes
- Teachers have less knowledge of group as whole
- Building structure seeming too industrial – no natural light or welcome areas
- Gender driven.

What's Missing?

- No items noted

Rank: 2

OPTION G.6: Career Academies/Small Learning Communities

Marysville Getchell High School Campus, Marysville, WA

What Works?

- In depth focus
- Career readiness
- Motivation/interest

What Could Be Better?

- Limitations – career areas
- Size/space
- Qualified teachers

What's Missing?

- No items noted

Rank: 3

OPTION H.1 Thematic Schools: Integrated Arts Academy,

Sustainability Academy, Burlington, VT

What Works?

- Like old school updated
- Engages community

What Could Be Better?

- Too boxed in

What's Missing?

- Not enough community space
- Want broader themes – more options/choices

Rank: 2

OPTION H.4: Thematic Schools

The Blue School, New York, NY

What Works?

- *Ownership*
- *Collaboration*
- *Choice*
- *Projects*

What Could Be Better?

- *Accountability*

What's Missing?

- *Focus on basic skills*
- *Structure*
- *High needs support*

Rank: 2

OPTION H.6 K-12 Arts

School of Creative & Performing Arts, Cincinnati, OH

What Works?

- *Open space*
- *Light*
- *Creative areas*
- *Magnet curriculum*

What Could Be Better?

- *No items noted*

What's Missing?

- *No items noted*

Rank: Not noted

OPTION H.7: Public Montessori

North Avondale Montessori, North Avondale, OH

What Works?

- *Mentorship within both building and the community*
- *Student choice and engagement both academically and socially*

What Could Be Better?

- *Outdoor learning space*

What's Missing?

- *Common areas*

Rank: 2



**OPTION I.1: Learning Labs: School of Environmental Studies
(Zoo School) Apple Valley, MN**

What Works?

- Open learning
- Project based learning
- Can still do separate grades
- Family friendly

What Could Be Better?

- Lack of adjacent research centers
- Lockers
- Grade level walkway
- Supervision/transportation

What's Missing?

- No items noted

Rank: 2

**OPTION I.2 Learning Labs: Columbus Signature Academy
(New Tech High), Columbus, IN**

What Works?

- Integrated (core-projected)
- 21st Century application
- Meaningful technology
- Students motivated to be-stay
- Small
- Relevant

What Could Be Better?

- Having more space/school
- Sterile look & feel

What's Missing?

- Potential to leave some out
- Arts

Rank: 1



OPTION I.5: Learning Labs: Hip Hop High

High School For Recording Arts, Saint Paul, MN

What Works?

- Job readiness
- Enough technology
- Collaborative
- Moveable walls
- Café space

What Could Be Better?

- Can you transfer if a performing academy is not a “fit”

What’s Missing?

- No items noted

Rank: 2

OPTION I.6 Learning Labs

Canby Applied Technology Center, Canby, OR

What Works?

- Good for High School not elementary
- Good to have focused learning
- Good hands on learning – project based

What Could Be Better?

- May isolate student – not a community
- Not good for students who want to explore other areas

What’s Missing?

- No items noted

Rank: 2.25

OPTION I.7 Learning Labs:

Christo Rey High School, Minneapolis, MN

What Works?

- o Many different types of furnishings
- o Flexible spaces
- o Colors & textures throughout the school

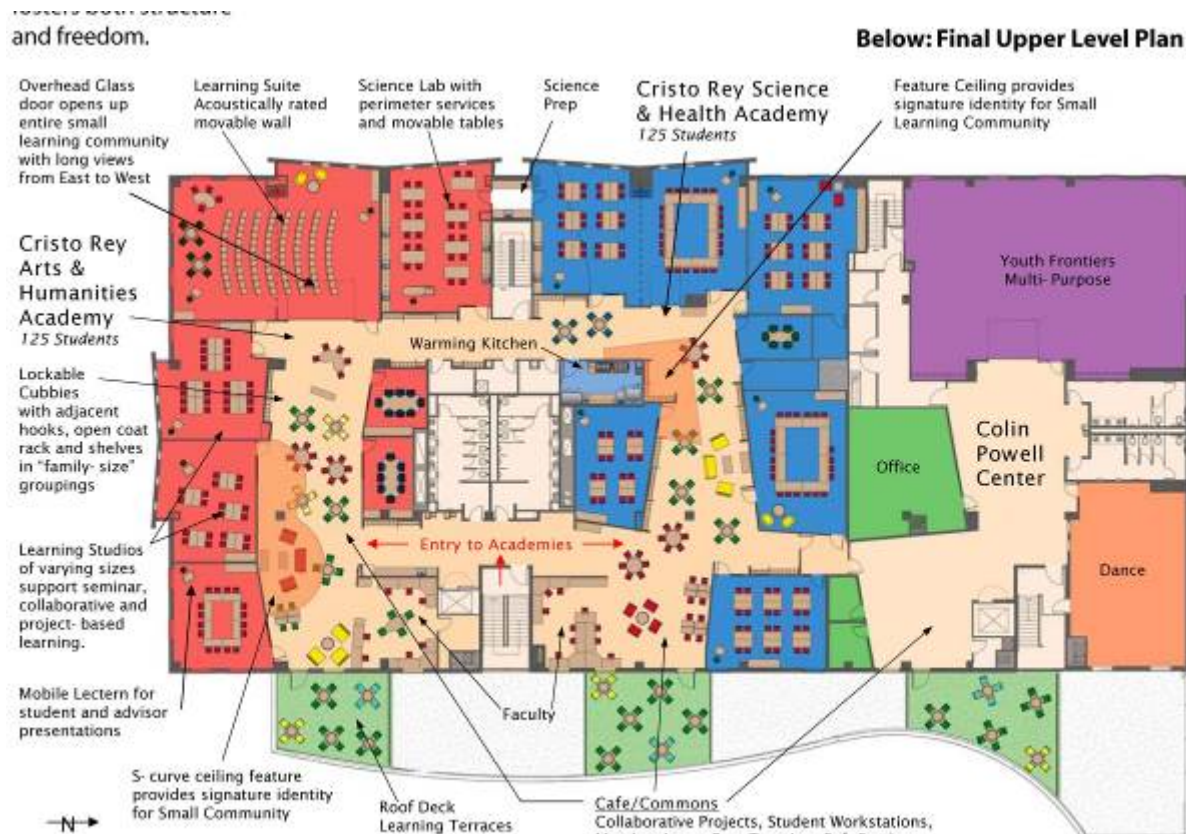
What Could Be Better?

- o Lockable space looks small
- o Outdoor space
- o Can the office “see” the front door?

What’s Missing?

- o Security and accountability of students

Rank: 1



OPTION I.8 Learning Labs

Forrest Bird Charter School, Sandpoint, ID

What Works?

- Group prep areas to enhance team work
- Structure of building give opportunity for light/air
- Central celebration area
- Outdoor space
- Shared labs

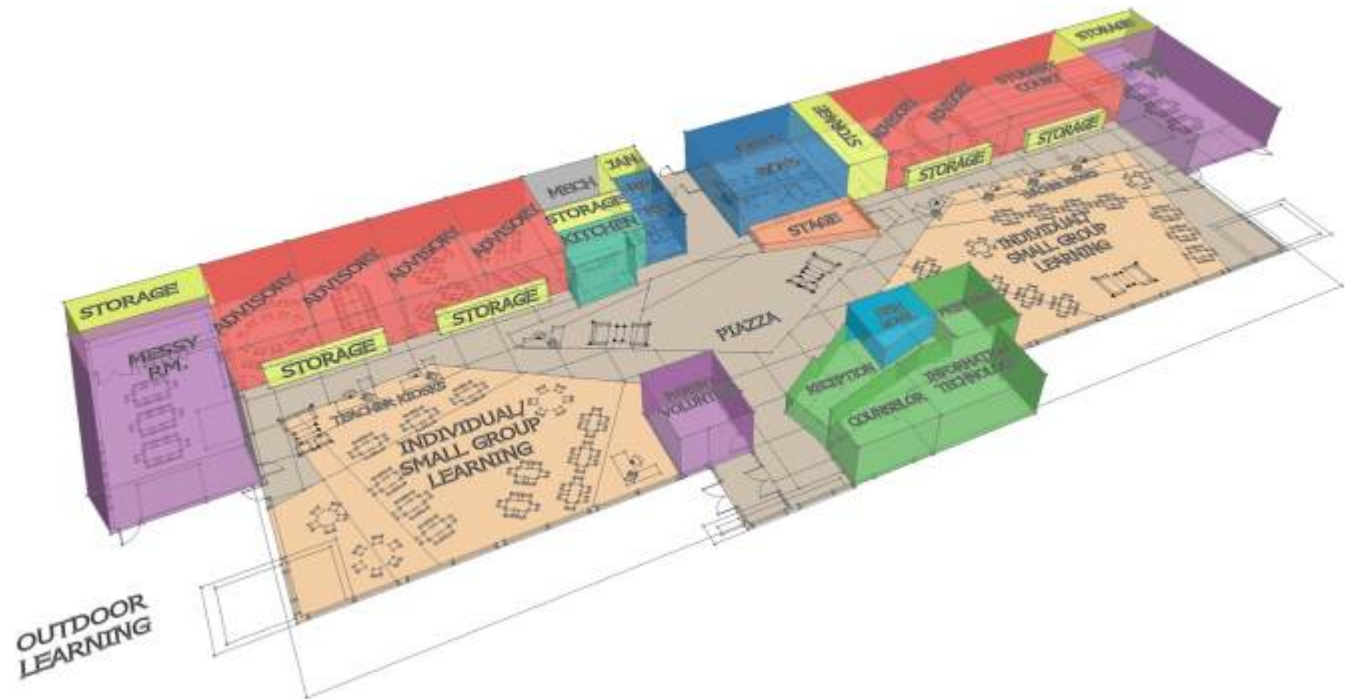
What Could Be Better?

- Prepping individual classroom space
- Vis. Anch on wall
- Seems too much of a rectangle, block building

What's Missing?

- Not noted

Rank: 1.75



OPTION 1.9 Learning Lab/Small Learning Community
Anne Frank Inspire Academy, San Antonio, TX

What Works?

- Covered screen porch
- Specialty areas
- Collaborative space
- Lots of work space
- Less traditional
- Open

What Could Be Better?

- Being able to separate spaces
- Principal space

What's Missing?

- Gym

Rank: 1



OPTION I.10 Learning Neighborhoods
Trillium Creek Primary School, West Linn, OR

What Works?

- Integrated with outdoors
- Clustering of learning neighborhoods
- Library central
- Classroom connections to outside

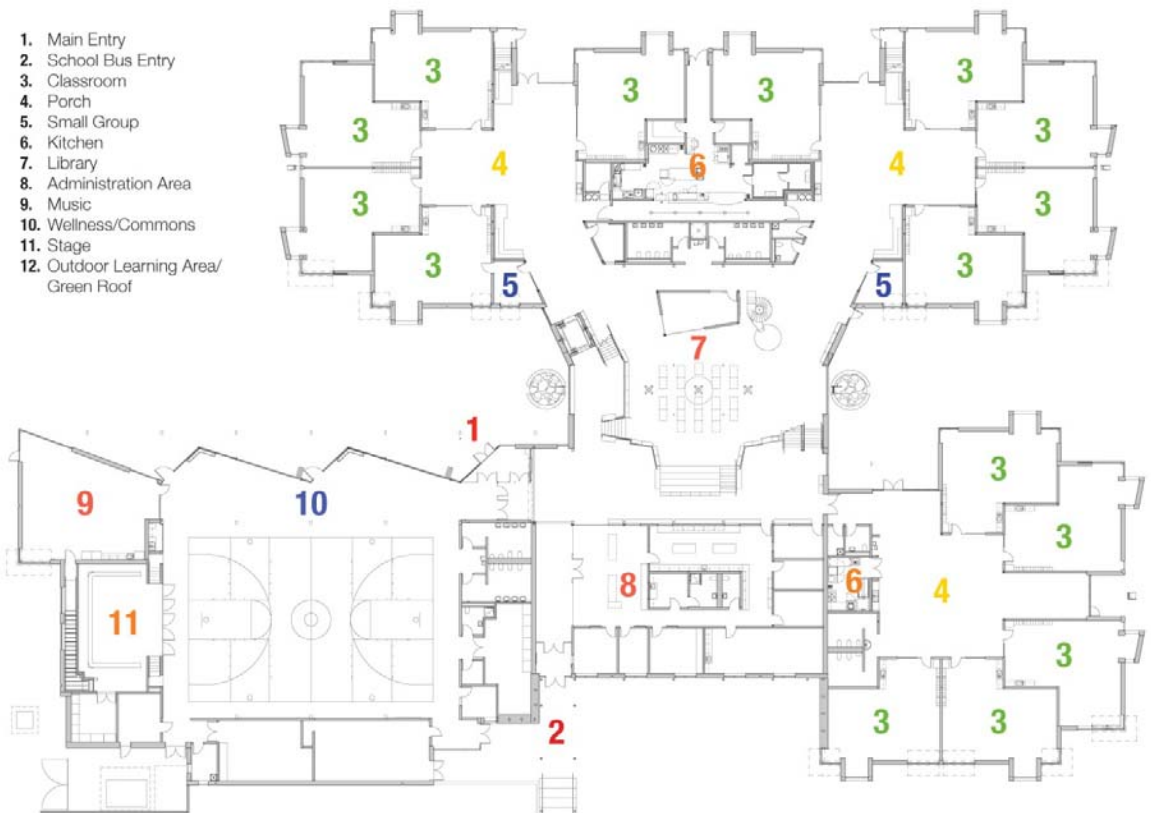
What Could Be Better?

- Need a big school site
- Expensive for new construction (if in Missoula)

What's Missing?

- No items noted

Rank: 1



OPTION I.11 Learning Community
Baker Middle School, Tacoma, WA

What Works?

- Transition time
- Integration with outside

What Could Be Better?

- Isolation
- Access to labs
- Use of existing space
- Common areas not central
- Small group areas on edges end
- Rigid, traditional

What's Missing?

- No items noted

Rank: 3

OPTION I.12: Neighborhood Community
Neighborhood Community Central Model
Grand Cayman, Cayman Islands

What Works?

- Flexible space

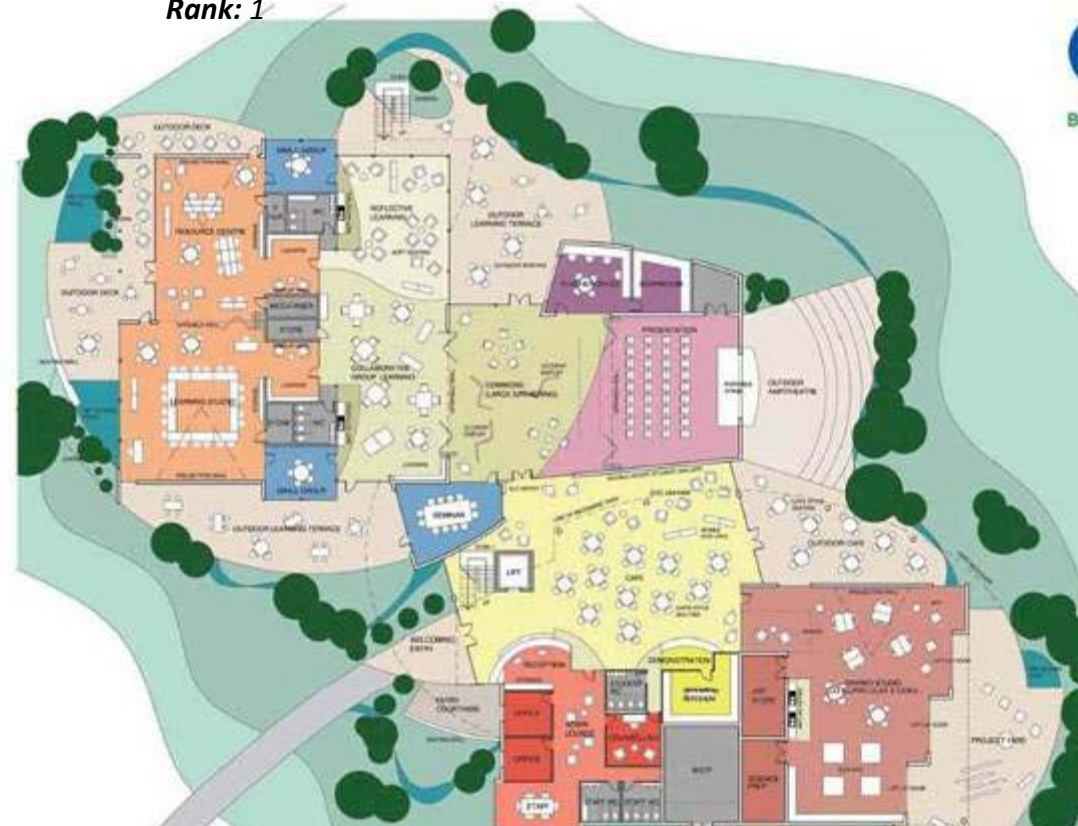
What Could Be Better?

- Not good for primary schools
- Noise

What's Missing?

- Structure for younger kids
- Direct instruction

Rank: 1



OPTION J.1: Four Year Looping/Twice a Week Internships

What Works?

- Outdoor courtyard
- Indoor or commons area
- Small learning environment
- Kitchen is central
- Stage
- Individualized learning
- Large learning area

What Could Be Better?

- Office/reception area

What's Missing?

- No physical education area (in adjacent community center)

Rank: Not noted

OPTION J.2 Applied Learning + Internships

West Philadelphia High School, Philadelphia, PA

What Works?

- Ready for work force
- Taps student interest

What Could Be Better?

- Core curriculum?

What's Missing?

- Female instructors

Rank: 2

**OPTION K.1 Self Directed Study/Own Pace
Reinventing School Coalition (RISC), AK & CO**

What Works?

- Encourages multi-age learning
- Working at own pace
- Removing seat time

What Could Be Better?

- Age separation
- Time for instruction (foundation)

What's Missing?

- More details (pictures)

Rank: 3

OPTION K.2: Self Directed study/Own Pace: Minnesota New Country School, Henderson, MN

What Works?

- One pace
- PLP
- Individual work space
- Small
- Collaboration
- Student involvement
- Mentoring

What Could Be Better?

- Choices at high school level

What's Missing?

- No items noted

Rank: 1

OPTION K.4 Self Directed Study/Own Pace School of One, New York, NY

What Works?

- Individual learning at own space
- Specialized instruction
- No student feels inadequate
- No failure
- Self-motivated

What Could Be Better?

- Isolation
- Teacher involvement
- Equipment
- Space

What's Missing?

- No items noted

Rank:2



**OPTION K.5 Self Directed Study/Own Pace
Hellerup School, Copenhagen, DK**

What Works?

- Learn at own pace
- Self-directed

What Could Be Better?

- Could kids get left behind
- Some kids need more direction/outside influence
- Not a whole day thing but section of day for self-directed/learn at own pace choice

What's Missing?

- No items noted

Rank: 1.5

**OPTION L.1 Self Directed/Capstone
Erie Charter School, Erie, KS**

What Works?

- Shared space
- Utilize community resources
- Different age groups

What Could Be Better?

- Limited by community

What's Missing?

- No items noted

Rank: 2



OPTION M.1 Learning in the Community
Metro/Mosaic, Columbus, OH

What Works?

- Shared space
- Utilize community resources
- Different age groups

What Could Be Better?

- Limited by community

What's Missing?

- No items noted

Rank: 2

OPTION M.3 Learning in the Community
Our School at Blair Grocery New Orleans, LA

What Works?

- Reach more students
- Location specific
- Integration of skills
- Use of all level learners
- Practical – career related

What Could Be Better?

- Structure – who's in charge
- Scalable

What's Missing?

- No items noted

Rank: 2



OPTION M.5: Learning with the Community
Rosa Parks Elementary School, Portland, OR

What Works?

- Teacher respect
- Work ethic
- Feeling of involvement
- Career path

What Could Be Better?

- Transportation
- Time
- Lack of interest/opportunity

What's Missing?

- No items noted

Rank: 1

OPTION M.6: Learning with the Community
Academy for Global Citizenship, Chicago, IL

What Works?

- No items noted

What Could Be Better?

- No items noted

What's Missing?

- No items noted

Rank: 3



- 1 Sun Dial / Compass
- 2 Stormwater Retention & Discharge Feature
(all stormwater remains on site)
- 3 PV Panels
- 4 Heritage Trees
- 5 Draught-Resistant Planting
- 6 Combination Hardsurface Play & Drop Off
- 7 Recycling Center

OPTION M.7: Community Learning Center

North Central Shared Facility, Regina SK

What Works?

- Includes community
- Open spaces opportunity to combine space
- Meets the multiple needs of families
- Access to careers/mentors
- On-site project base

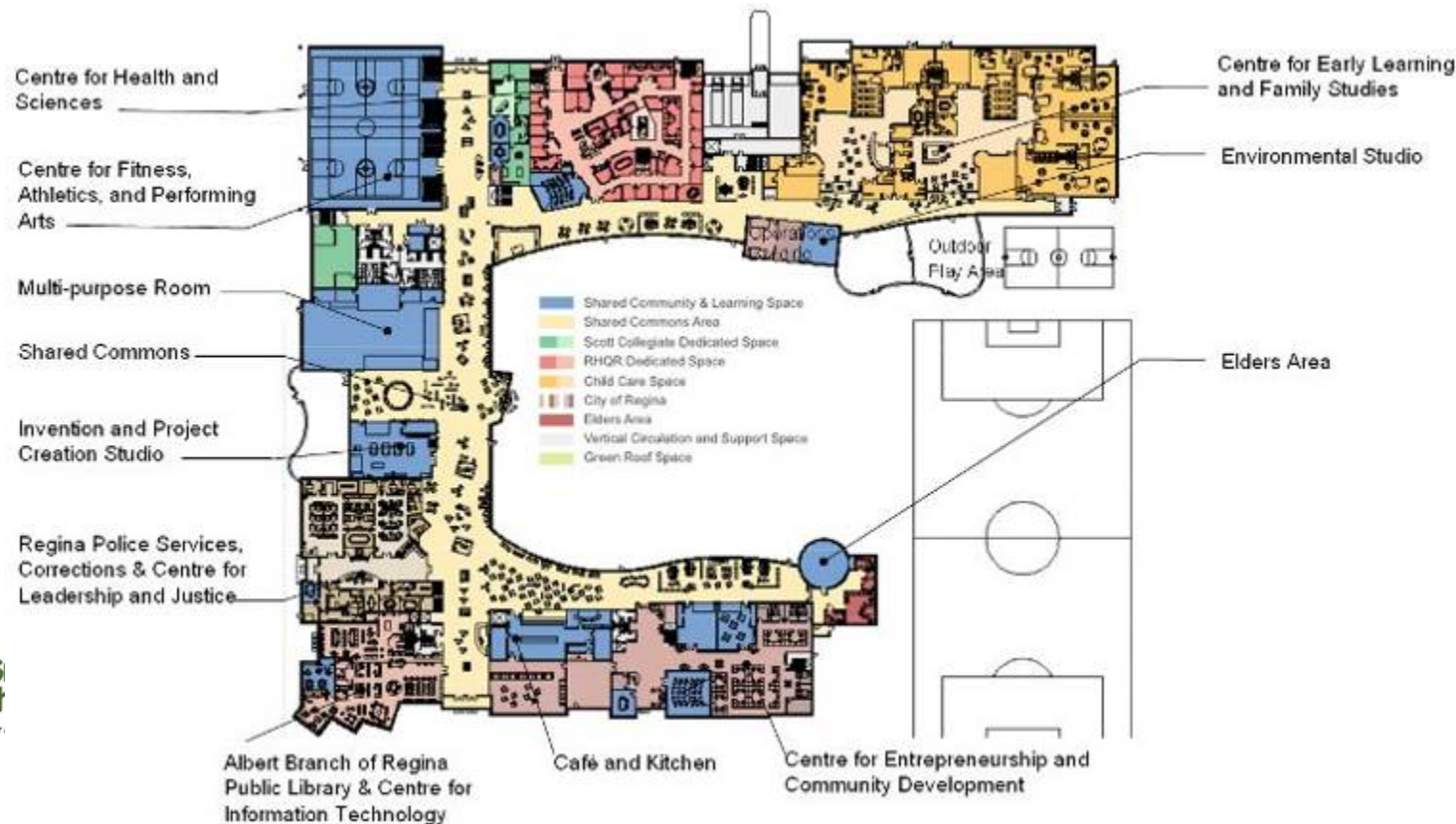
What Could Be Better?

- Create some smaller spaces
- Not sure if it has natural light

What's Missing?

- No items noted

Rank: 1



**OPTION M.8: Community Learning Center
Cincinnati Public Schools, Cincinnati, OH**

What Works?

- Access to community resources
- Community works together in education
- Adaptation from existing difficult

What Could Be Better?

- Need community support
- Funding when grant runs out

What's Missing?

- Transportation
- Alignment – concept is too abstract

Rank: 3

**OPTION M.9: Learning with the Community
Harlem Children's Zone, New York, NY**

What Works?

- Gets families involved with school
- Using space effectively

What Could Be Better?

- Compromises safety within school

What's Missing?

- No items noted

Rank: Not noted

**OPTION M.10: Community Learning Center
Aurora Early Learning Center, Aurora, IL**

What Works?

- Separate areas/open
- Overlap of grade level
- Strong parent connection
- No rush to go to K

What Could Be Better?

- Color

What's Missing?

- Feels like hospital
- Where are murals

Rank:2

**OPTION N.1: Virtual Learning
notschool, Worldwide**

What Works?

- Less expensive
- Student driven
- Prepares for post-secondary education

What Could Be Better?

- No social connection
- Missing student-teacher connection

What's Missing?

- No items noted

Rank:2



OPTION N.2: Virtual Learning
Kahn Academy, Worldwide

What Works?

- No items noted

What Could Be Better?

- No items noted

What's Missing?

- No items noted

Rank: 2

OPTION O: Out of the Box

What Works?

- Existing space

- Learning pods
- Movable walls
- Common area kiosk- teachers

What Could Be Better?

- More color
- Safety
- Cost
- Community involvement

What's Missing?

- No items noted

Rank: 1



EX 2.3 Learning Patterns

The group was asked to select one of 22 elements of a school and to develop a “learning pattern” including the key characteristics of the type of learning (active learning, learning alone, leaning in small groups, etc.), the type of space needed to support that type of learning, and key connections to other learning spaces. The group produced a brief statement advocating for the need of the learning pattern in our schools.

A. Individual Learning

Memorable Name: Flying Solo

Memorable Image: Not noted

Essence of the Challenge:

Staying alert while alone.

Maintaining an academic challenge.

Provide one on one time with teacher or facilitator/staying connected with group.

Evidence/Examples: Flexible learning space / adaptable to serve small groups. Accessible resources for connecting group to technology.

Brief Description of Pattern: Explore individual interest and apply what is learned.

Advocacy Statement: Individual learning pods in all CORE learning areas. Easily reconfigured to accommodate more than one individual.

Connection to Other needs: Easily changed depending on need.

Quantity: Not noted



B. Small Group Learning

Memorable Name: BRAIN VAULT

Memorable Image: Not noted

Essence of the Challenge: Supervision, facilitation, comfortable but not distracting, square footage, noise, students held to same standard

Evidence/Examples: Usable common areas, flexible furniture

Brief Description of Pattern: Flexible area that can transition from large group learning to small group learning. Able to supervise, effective area/noise/vision.

Advocacy Statement:

Connection to Other needs:

Quantity: Not noted

C. Large Group Learning

Memorable Name: Life is Good

Memorable Image: Not noted

Essence of the Challenge:

Evidence/Examples: Usable common areas and flexible furniture.

Brief Description of Pattern: Flexible area that can transition from large group learning to small group learning. Able to supervise. Effective area/noise/vision.

Advocacy Statement: Individual learning pods in all CORE learning areas. Easily reconfigured to accommodate more than one individual.

Connection to Other needs: Not like this room.

Quantity: Not noted



Messy Learning

Memorable Name: Dr. Seuss

Memorable Image: *Cat in the hat, thinking machine, Thing 1, 2, 3*

Essence of the Challenge: *Not noted*

Evidence/Examples: Outside the box, power everywhere, abstract designs/colorful, tool library, computers, small groups, vacuum strip, no carpet, water everywhere, different sections

Brief Description of Pattern: Colorful, fun, students want to be there. High energy, creative thinking – guidance with lots of exploration. Outrageous ideas outside the box.

Advocacy Statement: Out of the box learners excel because everyone shares & utilizes their strengths while teaching others; while working on skills that need improvement.

Connection to Other needs: Co-learning, co-teaching, getting in the community, learn real use problems

Quantity: *Ration per kids – Messy Hub per grad + 1*

D. Noisy Learning

Memorable Name: Creative Chaos

Memorable Image: *Heavy Metal - Industry*

Essence of the Challenge:

Volume modulation – in current spaces, noise can create disturbance, but don't isolate noise or noisy learning.

Evidence/Examples: Art, PE, Music, any subject can be noisy. Need flexible acoustic, adaptive, pod type spaces that are readily accessible - need space and multi-use areas

Brief Description of Pattern: Creative Chaos spaces provide room for active learning.

Advocacy Statement: Creative Chaos requires one large space to promote sound and auditory learning each room engineered this way.

Connection to Other needs: Messy, small group, large group, active, play, outdoor, creative

Quantity: *Not noted*



E. Active Learning

Memorable Name: CPR Team/Crew (Community Partners & Resources)

Memorable Image: Heartbeat of the school

Essence of the Challenge: Is to tap into the caring, mentoring & expertise of our community members to work & make a difference in the lives of at risk youth.

Evidence/Examples: Not noted

Brief Description of Pattern: Not noted

Advocacy Statement: CPR is essentially a way to “Breathe Life” back into the learning environment. Interactions must be flexible – some spaces must be private, some larger spaces. Spaces must have tech access, space must be comfortable for an opportunity to offer relative real world interactions & perspectives.

Connection to Other needs: Not noted

Quantity: Not noted

F. Project Learning

Memorable Name: Curiosity Shop

Memorable Image: Zoo School

Essence of the Challenge: Students do not have the appropriate space, materials and opportunities to engage in real world experiential learning.

Evidence/Examples: Flexible learning spaces and furnishings; rooms/space with durable surfaces that are easy to clean. Spaces with plenty of storage for a wide variety of materials adapted to science, engineering, technology and art. Spaces with areas for display (2 & 3 dimensional). Include breakout spaces. Need water in space.

Brief Description of Pattern: Curiosity Shop facilitates problem solving, critical and creative thinking in a collaborative environment.

Advocacy Statement: Curiosity Shop is a place to take your ideas and put them into action.

Connection to Other needs: Connect Curiosity Shop to outdoor learning, performance and celebration spaces and core learning.

Quantity: 1 smaller space per grade level and 1 large space each for K-2 and 3-5.

G. Applied Learning

Memorable Name: *Show what you know!*

Memorable Image: *Columbus Signature Academy, Chugach*

Essence of the Challenge: *Create a flexible space filled with resources to create and display projects students create to share their learning.*

Evidence/Examples: Not clean, flexible furniture, cupboards full of resources.

Brief Description of Pattern: Space to apply what is learned. Able to experiment.

Advocacy Statement: “Show what you know!” labs for each grade level team or small versions in each room (convertible room).

Connection to Other needs: Make learning visible – celebrate learning.

Quantity: 7-8 per school



H. Performance Learning

Memorable Name: Celebration Center

Memorable Image: *The Globe, Masquer Theatre*

Essence of the Challenge: *Available space/acoustics/
dedicated space/functional technology*

Evidence/Examples: Masquer Theatre – surround / interactive
(see picture drawn by Luke)

Brief Description of Pattern: Adjacent learning areas are
flexible in their interaction with performance area.

Advocacy Statement: Therefore a performance area is
essential to project based learning and authentic assessment.

Connection to Other needs: Via project based learning,
reinforces core learning.

Quantity: *Not noted*

I. Presentation Learning

Memorable Name: SPILL Spaces = Shared Presentation &
Integrated Learning Labs

Memorable Image: *Not noted*

Essence of the Challenge: *Dealing with structural components,
appropriate wiring and technologies.*

Evidence/Examples: Current auditorium, balcony tiered
seating, large room that can be modified for smaller events,
sky boxes (gym), choir room.

Brief Description of Pattern: SPILL Labs provide collaborative
space, flexibility of media types (speakers, videos,
performances), used all day during and after school

Advocacy Statement: *Not noted*

Connection to Other needs: Connect to multiple uses by
various groups/classes/programs.

Quantity: *Not noted*

J. Outdoor Learning

Memorable Name: Exploration Station

Memorable Image: Arcola Community School, Regina, SK

Essence of the Challenge: How to integrate outdoor learning effectively with classroom learning. It requires a different mindset from educators, as well as different level of supervision. Scheduling, weather, wild life, insects and shelter are all variables to be considered.

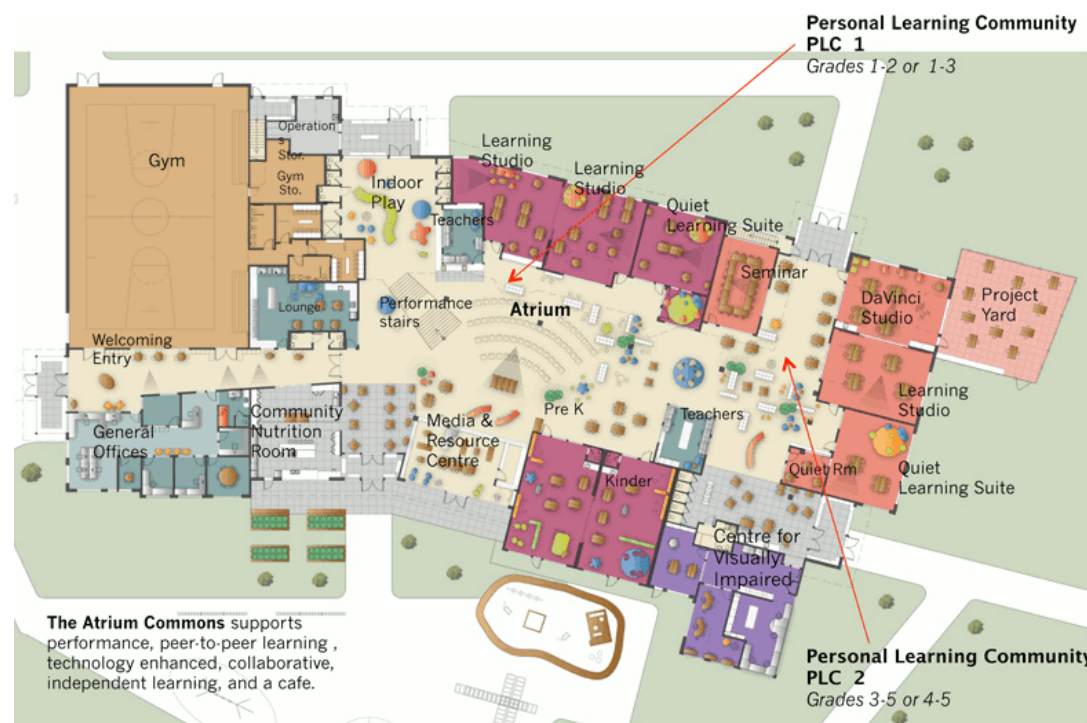
Evidence/Examples: Courtyards, school gardens, amphitheater, covered picnic area/learning areas. Landscaping becoming interactive to the learning process. Playgrounds make better use of natural areas surrounding schools.

Brief Description of Pattern: Outdoor learning provides connections to place and world and builds on natural curiosity. Engages all of our senses and allows for fresh air and movement.

Advocacy Statement: All schools need a variety of outdoor learning spaces to bridge the gap between classroom learning and real life applications/relevance.

Connection to Other needs: Outdoor learning spaces act as a stepping stone to other outdoor spaces, recreation areas and areas to explore. They can act as celebration, dining and learning spaces.

Quantity: Not noted



K. Play Spaces

Memorable Name: Innovative Energy Zone (EZ)

Memorable Image: Create play space at Lowell, indoor courtyard and additional outdoor areas

Essence of the Challenge: Accessible to all, welcoming but safe and secure.

Evidence/Examples: Need flexible furniture/storage spaces. Small spaces for kids to decompress with toys like legos, etc. Quantity – at least 5 big/5 small

Brief Description of Pattern: Not noted

Advocacy Statement: “EZ” - Inspire experiential play and learning activities – includes decompressing and relaxation areas.

Connection to Other needs: Not noted

Quantity: Not noted

L. Learning in the Community

Memorable Name: Learning in the Community

Memorable Image: Core, Community, Connections (CCC)

Essence of the Challenge:

Application of 21st century skills that are missing in traditional school environment.

Community view of students.

Evidence/Examples: Teaching student to be precise in the real world and increase student/community interaction.

Brief Description of Pattern: Learning in community provides a place to apply what is learned in school.

Advocacy Statement: Therefore, insure that all students have a real world (and community) learning experience in the community.

Connection to Other needs: Community Learning, Core learning.

Quantity: Not noted

M. Creative Media

Memorable Name: Reel Zone

Memorable Image: Julliard

Essence of the Challenge: Students do not have enough opportunities to express themselves through creative media.

Evidence/Examples: Drama, art, dance, music, performance, speech, debate

Brief Description of Pattern: Providing spaces that encourage self-expression and creativity.

Advocacy Statement: Allow for personal expression and growth daily.

Connection to Other needs: Utilize creative media to personalize Core Learning. Opportunities to share with the community, provide relevance while building 21 century thinking skills.

Quantity: Not noted

N. Integrating Technology

Memorable Name: Techno Tool Box

Memorable Image: 21st Century Tool Box

Essence of the Challenge:

Students need accessibility 24/7.

Tool Box supports project based problem based learning.

Supports individual learning needs.

Funding and tech support is essential.

Flexible learning spaces for individuals, small & large group experiences is needed.

Evidence/Examples: Not noted

Brief Description of Pattern: Not noted

Advocacy Statement: Technology in every classroom is no longer optional. It's essential!

Connection to Other needs: Not noted

Quantity: Not noted

O. Virtual Learning

Memorable Name: *Stratosphere*

Memorable Image: *Not noted*

Essence of the Challenge:

How to make it meaningful & useful?
Needing to balance between face – to – face interaction and screen time.

Evidence/Examples: Connecting with people around the world. MT Digital academy, video social stories to teach behavioral skills, Kohn Academy, blended learning opportunities

Brief Description of Pattern: *Allows 24/7 learning, bringing expertise to you from a long distance, providing individualized learning opportunities, focused /one concept modules*

Advocacy Statement: *Make virtual learning accessible and available to all students through a combination of technology platforms, instruction and effective practice.*

Connection to Other needs: *Not noted*

Quantity: *Not noted*

P. Making and Eating Food

Not selected/developed

Q. Welcoming Arrival

Memorable Name: Gateway to Excellence & Acceptance

Memorable Image: *Not noted*

Essence of the Challenge:

Entry to gym.
Welcoming, lighter, safer function

Evidence/Examples: *Skylights, heighten ceiling, more comfortable, meeting spots.*

Brief Description of Pattern: Safety and access meshing. Functionality, day-to-day flow.

Advocacy Statement: Create a safe, welcoming foyer which provides a multi-purpose commons.

Connection to Other needs: Performance basis – outdoor learning spaces would be combined.

Quantity: *Not noted*

R. Volunteers in the Building

S. Planning Centers

T. Student Support

U. Education Leaders

Not selected/developed



EX 2.4 Guiding Principles

The Education Innovation Teams provided commentary on each of the following general and specific guiding principles which had been extracted from the work of the Education Innovation Teams during the ASSESS phase. The guiding principles will continue to be revised and refined as the planning process continues.

1. *Spaces, schedules and furnishings are flexible with minimal effort.*

Comments: *Faculty buy-in. Space is inconsequential without it. Tenure / Charter / Enforcement. Maintain / establish / create / support flexibility of spaces, schedules and furnishings. Encourage adult flexibility. Should include minimal economic impact as well as minimal effort.*

2. *Children and families are engaged in learning in early child and pre-kindergarten programs*

Comments: *Brain development underscores the critical nature of early learning. Tools to young parents. Ensure opportunities for early. Family engagement is CRITICAL across ALL GRADES. We may need another guiding principal to include this – because families and*

parents are so key & should be identified as a main partner in learning.

3. *Schools, community partners and entrepreneurs meet diverse community, parent and volunteer needs.*

Comments: *Why “entrepreneurs” instead of “business”?*

4. *Evidence of learning is readily visible throughout school, community and internet*

Comments: *(or virtual world)*

5. *Students learn through projects , discussions, just in time lecturing, internships*

6. *Core learning is integrated and applied*

7. *Teachers and staff have space to collaborate as a team focused on developing meaningful relationships with students*

8. *Facilities support teacher, staff and student collaboration and control of schedule and space*

9. *Core learning is integrated with explorations of Music, Art, PE/Fitness, Technology, Library/Media.*

Comments: *Core learning is place based and integrated with explorations of Music, Art, PE/Fitness, Technology, Library/Media and outdoor learning Learning is integrated and interdisciplinary across all content areas.*

10. *Facilities have an obvious main entrance, with an adult at the door.*

Comments: *Facility has an obvious main entrance with visibility from reception area*

11. *Administration and guidance are distributed within learning areas to mentor teachers and know students.*

Comments: *Missing: Integration of the building and grounds as a total learning experience. (Connecting Indoor & Outdoor learning. Not sure this principle applies to K-5 (doesn't seem to fit). Missing: School serves a central role in neighborhood community building and as a gathering place (Could be integrated into Principal #3). Group 3: no change.*

12. *Schools have central social gathering spaces.*

Comments: *Schools have flexible gathering spaces for instruction & presentations as well as socializing.*

13. *Technology is distributed throughout buildings with portable and flexible equipment supported by robust wireless access in order to develop critical thinking, communication, collaboration and creativity.*

Comments: *Replace develop with support Technology plan must include future technology & growth (whatever it may be). Make sure technology is up to date and functional.*

14. *Menu that includes fresh, locally grown food, multiple menu options. Grown and prepared by staff and learners, with breakfast and after school meals offered.*

Comments: *Students involved in food prep/cooking/service.*

15. *Buildings achieve carbon neutral impact, and integrate design, construction and operation of building into curriculum.*

Comments: *What can we use that already exists to incorporate these concepts?*

16. *Facilities represent wise and sustainable investment of community resources.*

Comments: *Change wise to responsible
What can we use that already exists to incorporate these concepts? Idea: City Performing Arts Center partner with the school district.*

EX 2.5 Learning Modalities

Table teams identified three of the most effective Learning Modalities from a list of 20 Teacher-Directed, Teacher-Facilitated and Student-Directed learning modalities. Many of the groups identified Social-Emotional Learning and Learning with various forms of Technology as under-lying all learning in all school settings.

The top three most effective Learning Modalities included:

- *Project-Based Learning*
- *Interdisciplinary Learning*
- *One-On-One Teacher/Student Learning*

The next four most effective Learning Modalities included:

- *Team Collaboration*
- *Student Presentation*
- *Learning with Mobile Technology*
- *Naturalist Learning*

The majority of the facilities within Missoula County Public Schools were designed and constructed well before the extensive educational research linked personalized learning to student engagement and comprehension.

Teacher-Directed Learning

Lecture Format-Teacher Directed 3

Teacher-Facilitated Learning

One-on-One Learning with a Teacher 15
 Project-Based Learning 24
 Distance Learning 0
 Seminar-Style Instruction 6
 Interdisciplinary Learning 18
 Art Based Learning 4
 Storytelling 0
 Team Teaching & Learning 6

Student-Directed Learning

Play Based Learning 3
 Design Based Learning 2
 Social-Emotional-Spiritual Learning 5
 Independent Study 3
 Peer Tutoring 6
 Team Collaboration 10
 Performance Based Learning 5
 Internet Based Research 1
 Learning with Mobile Technology 7
 Naturalist Learning 7
 Student Presentation 8



MISSOULA COUNTY PUBLIC SCHOOLS
 SMART SCHOOLS 2020 STRATEGIC FACILITIES PLAN
 FINAL REPORT June 2, 2014

MISSOULA COUNTY PUBLIC SCHOOLS



K-5 SCHOOLS

- REGION 1 ELEMENTARY SCHOOLS
- REGION 2 ELEMENTARY SCHOOLS
- REGION 3 ELEMENTARY SCHOOLS

MIDDLE SCHOOLS

- MEADOW HILL 1
- MEADOW HILL 2
- CS PORTER 1
- CS PORTER 2
- CS PORTER 3
- WASHINGTON 1
- WASHINGTON 2
- WASHINGTON 3

HIGH SCHOOLS, DICKINSON, JEFFERSON, WILLARD

- BIG SKY 1
- BIG SKY 2
- HELLGATE 1
- HELLGATE 2
- HELLGATE 3
- HELLGATE 4
- SEELEY-SWAN
- SENTINEL 1
- SENTINEL 2
- DICKINSON
- JEFFERSON
- WILLARD 1
- WILLARD 2



LEARNING MODALITIES

| | Teacher-Directed Learning | Lecture Format-Teacher Directed | Teacher-Facilitated Learning | One-on-One Learning | Project-Based Learning | Distance Learning | Seminar-Style Instruction | Interdisciplinary Learning | Art Based Learning | Storytelling | Team Teaching & Learning | Student-Directed Learning | Play Based Learning | Design Based Learning | Social-Emotional-Spiritual Learning | Independent Study | Peer Tutoring | Team Collaboration | Performance Based Learning | Internet Based Research | Learning with Mobile Technology | Naturalist Learning | Student Presentation |
|--|---------------------------|---------------------------------|------------------------------|---------------------|------------------------|-------------------|---------------------------|----------------------------|--------------------|--------------|--------------------------|---------------------------|---------------------|-----------------------|-------------------------------------|-------------------|---------------|--------------------|----------------------------|-------------------------|---------------------------------|---------------------|----------------------|
| | | | | 3 | 3 | | | 1 | | | 1 | | | | | | 1 | 2 | | | | | 2 |
| | | | | | 3 | | | 2 | 1 | | | | | | | | | 2 | | | 1 | 4 | |
| | | | | 4 | 2 | | | 3 | 1 | | 3 | 2 | | 2 | 1 | 1 | 1 | | 2 | 1 | 1 | 1 | 2 |
| | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | 1 | 1 | | | 1 | | | | | | | | | | 1 | | | 1 | | |
| | | | | | 1 | | | | | | 1 | | | 1 | | | | | | | 1 | | |
| | | | | | 1 | | | 1 | | | | | | 1 | | | | 1 | | | | | |
| | | | | 1 | 1 | | | 1 | | | 1 | | | | | | | | | | | | |
| | | | | | | | | 1 | 1 | | | | | | | | | | | | | | |
| | | | | | 1 | | | 1 | 1 | | | | | | 1 | | | | | | | | |
| | | | | | | | | 1 | | | | | | | | | | | | | | | |
| | | | | | | | | 1 | 1 | | | 1 | | | | | | | | | | | 1 |
| | | | | | 1 | | | | | | | | | | | | | | | | | | 1 |
| | | | | | 1 | | | 1 | | | | | | | | | | | | | | 1 | 1 |
| | | | | | 1 | 1 | | 1 | | | | | | | | | 1 | | 1 | | | | |
| | | | | | | 1 | | 1 | | | | | | | 1 | | | | 1 | | | 1 | 1 |
| | | | | | 1 | 1 | | | 1 | | | | | | | | | | | | | | |

3 15 24 0 6 18 4 0 6 3 2 5 3 6 10 5 1 7 7 8

EX 2.6 Preliminary Building Program

- *A preliminary building program was developed for each of the schools, illustrating the key components for a highly effective school serving the future enrollment projections for the grade configurations served.*
- *CTA compared each of the building programs to state standards in Wyoming, Ohio and Massachusetts.*

See APPENDIX EX 2.6A Preliminary Building Program



EX 2.7 Range of Options

The Expanded Education Innovation Teams developed a wide range of practical and creative options within a framework of Option B: Business as Usual to Option S: Start Over.

The schools with 2-3 tables created 14-21 options which have been condensed to 7 options for each school of facility. See [APPENDIX EX 2.7A Range of Options](#) for the entire list of options and [APPENDIX EX 2.7B Total Project Costs 12.20.2013](#).

During the Community Listening Session on November 6, participants were asked to comment on what works, what could be better and what's missing for each of the undeveloped sites and facilities, as well as suggesting ideas for the range of options. The Steering Committee utilized those comments as a starting point for each of the undeveloped sites and leased facilities and provided additional detail to the range of alternatives. The community at large will have an opportunity to review the Range of Options on line as well as during the Community Listening Session during the APPLY phase.

OPTION B: BUSINESS AS USUAL

(No changes to current facilities, educational activities, locations of students, teachers, staff, community)

OPTION C: CONSOLIDATE

(Consolidate services, programs, departments, buildings, etc)

OPTION E: EXPAND

(Expand facilities to meet needs of the school and community)

OPTION L: LIGHT TOUCH

(Identify a small demonstration project impacting a key portion of the facility. Achieve dramatic impact with limited resources to align the educational vision and existing facility)

OPTION O: OUT OF THE BOX

(Any idea your group produces)

OPTION R: REALIGN, RELOCATE, RENOVATE

(Realign, relocate or renovate services, programs, departments, buildings)

OPTION S: START OVER

*(Create a new vision on your existing site, or a new site)
See [APPENDIX EX 2.7C Graphic Range of Options](#) and [APPENDIX EX 2.7D Total Project Costs 1.22.2014](#)*

Chief Charlo

- **Option B: Business as Usual**
 - Pick-up/drop-off/parking/bus conflicts*
 - Lacks obvious entry with adult at door*
 - Playground drainage*
 - Bleacher maintenance*
 - Technology lacking to meet Smarter Balance Testing*

- **Option C: Consolidate**
 - Mobile computer labs create space for conference room, Parent/Volunteer room, Creative Arts/Multi-purpose room*

- **Option E: Expand**
 - Redesign school entry*
 - Fix parking and bus loop*

- **Option L: Light Touch**
 - Projection screen in Gymnasium*
 - Barn doors between pairs of classrooms*
 - Replace playground equipment*

- **Option O: Out of the Box**
 - Add an auditorium*

- **Option R: Realign, Relocate, Renovate**

Become a K-8

- **Option S: Start Over**
 - No need*

Cold Springs

- **Option B: Business as Usual**
 - Pick-up/drop-off/parking/bus conflicts*
 - Lacks obvious entry with adult at door*
 - Playground drainage*
 - Inadequate lunchroom*
 - Lacks conference for IEP's, parent meetings, etc.*

- **Option C: Consolidate**
 - Connect entire building to city sewer system*

- **Option E: Expand**
 - Acquire adjacent homes on Briggs & Orchard*
 - Define Pick-up/Drop-Off, Bus, Deliveries, Parking*
 - Develop Track & Field*
 - Create Obvious Entry*
 - Lunchroom for 3 groups of 150-175*

- **Option L: Light Touch**
 - Electronic access to doors for security*
 - Create Obvious Entry*
 - Mechanical upgrades*
 - Lunchroom for 3 groups of 150-175*

- **Option O: Out of the Box**
 - Acquire adjacent homes on Briggs & Orchard*

Create single school for Cold Springs & Russell

- **Option R: Realign, Relocate, Renovate**
 - Relocate to Maloney Ranch on Lower Miller Creek Road*

- **Option S: Start Over**
 - Replace school on Cold Springs Site*



Russell

- **Option B: Business as Usual**
Pick-up/drop-off/parking/bus conflicts
Lacks obvious entry with adult at door
Over capacity
Lacks space for school nurse, counselors, FRC
Playground drainage
Shared physical education/ lunchroom
Security issues associated with 3 buildings
- **Option C: Consolidate**
Consolidate Title I & Special Education
Create portable computer lab
- **Option E: Expand**
Add classrooms, project areas, music to main building
Add dining/assembly space
Improve pick-up/drop-off, bus, deliveries, parking
Trade city parking lot north of Russell School for 5 acres in Linda Vista
Create obvious entry, parent/volunteer room, FRC
- **Option L: Light Touch**
Create obvious entry with adult at door
Renovate existing locker rooms to create additional capacity

Replace asphalt with grass

- **Option O: Out of the Box**
Collaborate with YMCA for Physical Education, wellness
Convert gymnasium into assembly/dining
- **Option R: Realign, Relocate, Renovate**
Collaborate with Cold Springs to create K-1 Academy in one school, grades 2-5
- **Option S: Start Over**
Rebuild on existing site

Paxson

- **Option B: Business as Usual**
*Small site
Lacks parking
Lacks shade on playground
Over-crowded
Technology upgrades needed*
- **Option C: Consolidate**
Consolidate with Lewis & Clark to create K-2 and 3-5 campuses
- **Option E: Expand**
*Two story addition to east along north edge of property
Create access to rooftop garden
Relocate shared spaces to main level*
- **Option L: Light Touch**
*Infill below music room
Add barn doors and collaborative spaces
Connect Gym to cafeteria for assemblies*
- **Option O: Out of the Box**
*Partially close Evans Street as a "Parking Street"
Acquire church and church parking lot and expand school to north*
- **Option R: Realign, Relocate, Renovate**
*Realign attendance area boundaries and re-open Dickinson to create capacity in central location
Stop receiving students from Rattlesnake, Lewis & Clark, Lowell, Russell*
- **Option S: Start Over**
Rebuild on existing site

Lewis & Clark

○ **Option B: Business as Usual**

*No obvious entry
Windowless lunch room
Inefficient use of space in north classrooms
Library/media is too small
Overcrowded, grade level teams are separated, lack support spaces*

○ **Option C: Consolidate**

Consolidate Paxson & Lewis & Clark on Benton site

○ **Option E: Expand**

*Larger lunchroom, library/media, music, band, orchestra
Defined entry
Reconfigure parking
More landscape & sun-sheltered areas*

○ **Option L: Light Touch**

Redesign north classroom addition to result in larger library/media, daylight in lunchroom, appropriate space for music, SLP

○ **Option O: Out of the Box**

Longer school day with staggered attendance

○ **Option R: Realign, Relocate, Renovate**

*Move music room and SLP to newest addition
Reassign all rooms to reinforce teams
Redesign north classroom addition to result in larger library/media, daylight in lunchroom, appropriate space for music, SLP
Defined entry
Reconfigure parking
More landscape & sun-sheltered areas*

○ **Option S: Start Over**

Rebuild on existing site, along Benton with a focus on solar energy, reducing carbon footprint, natural light, similar to Trillium Creek School in Linn, OR

Rattlesnake

- **Option B: Business as Usual**
Security challenges of two buildings
Security at reception
Pick-up/Drop-off, Bus, Deliveries, parking conflicts
- **Option C: Consolidate**
Operate as K-8 school along with Mount Jumbo & Lowell
Create grade level proximity within building
Common space for counseling, nurse, specialists
- **Option E: Expand**
Outdoor space linking school to Pineview Park
Expand facility to accommodate classes currently in Modular, utilize Modular elsewhere in district
Improve entry/waiting
- **Option L: Light Touch**
Improve pick-up/drop-off
Improve entry/waiting
Add drinking fountains
- **Option O: Out of the Box**
Create parking structure and expand building vertically to meet needs of K-8
- **Option R: Realign, Relocate, Renovate**
Improve pick-up/drop-off
Expand facility to accommodate classes currently in Modular, utilize Modular elsewhere in district
Improve entry/waiting
Operate as K-8 school along with Mount Jumbo & Lowell
- **Option S: Start Over**
Rebuild on existing site, optimize orientation of building

Franklin

- **Option B: Business as Usual**
 - Lacks accessible entry, lower and upper floors*
 - Outdated technology*
 - Overcrowded*
 - Lacks spaces for project-based learning*
 - Boiler replacement is needed*
 - No multi-purpose room (gym is lunch, PE & Assembly)*
 - Parking, Pick-up/drop off, bus*
 - Access to playground/supervision*
- **Option C: Consolidate**
 - Combine with Jefferson to create PK-5 school with parenting classes, connections to community resources*
- **Option E: Expand**
 - Retain historic character of original building, remove additions*
 - Utilize the courtyard as main entry/circulation space/dining/assembly (covered roof with daylight)*
 - Create nurse, supply, parent/volunteer room, planning center, reception*
- **Option L: Light Touch**
 - Utilize the courtyard as main entry/circulation space*
 - Add elevator to make upper and lower floors accessible*
 - Exterior lighting*
 - Replace clock/bell system*
- **Option O: Out of the Box**
 - Partially close 10th street as a "Parking Street"*
 - Form alliance with Montessori school on Johnson*
 - Construct new building linking two schools*
- **Option R: Realign, Relocate, Renovate**
 - Relocate school to 14th/Catlin in Urban Renewal District III that retains neighborhood feel*
 - Use existing school to meet community needs such as health clinic*
- **Option S: Start Over**
 - Rebuild on existing site, optimize orientation of building*

Hawthorne

- **Option B: Business as Usual**

*Safety issues on South Third
Lacks obvious point of entry with adult at door
Pick-up/drop-off, parking challenges
Inadequate space, lunchroom is too small for enrollment
Second floor lacks ADA access*

- **Option C: Consolidate**

Utilize Emma Dickinson as early child learning center (Pre-K/K) for Hawthorne & Franklin while continuing as adult education

- **Option E: Expand**

*Add multi-purpose room for dining & presentations/assemblies
Relocate the playground for grades 3-5*

- **Option L: Light Touch**

*Improve pick-up/drop-off with new sidewalks, traffic calming and reader board on South Third- guide visitors to main entry. Spread out pick-up/drop-off into designated grade groups
Convert South Third Street entry an outdoor classroom*

*Improve entry/waiting- remove wall between reception area and teacher mailboxes
Create grade level pods by re-arranging existing classrooms
Elevator & restrooms on second floor*

- **Option O: Out of the Box**

*Build a new school south of the existing school with indoor playground, exercise equipment, dance/yoga
Obtain property across Hiberta for parking*

- **Option R: Realign, Relocate, Renovate**

Re-align attendance boundaries and re-open Emma Dickinson

- **Option S: Start Over**

*Rebuild a two-story school on existing site
Separate pick-up/drop-off from parking, deliveries, bus*

Lowell

○ **Option B: Business as Usual**

Security challenges of two buildings

Inadequate space

Inconsistent with community & district goals

Lack of accessibility to lower level and annex

Age of mechanical systems

○ **Option C: Consolidate**

Consolidate classroom capacity of modular with main building, utilize modular elsewhere in district, or sell

Partnership Health Clinic remains as is

○ **Option E: Expand**

Satellite buildings connected to school to include

Dining/community center, Fine Arts Center, Alternative

Education space- for after school use, Headstart

○ **Option L: Light Touch**

Re-configure main floor (offices close to front door)

Tear down wall between computer lab and room 4B on third floor

Knock down walls between 5th/closet

Utilize large hallways more effectively

○ **Option O: Out of the Box**

Move into the Missoula Mercantile downtown

○ **Option R: Realign, Relocate, Renovate**

Pre-K-8 for 450

Collaborate with the University of Montana to create district-owned innovation center

○ **Option S: Start Over**

Rebuild on existing site, north or east of existing building

Meadow Hill Middle

- **Option B: Business as Usual**
Security of separate buildings, hiding spaces at perimeter
Inadequate storage
Lacks ADA accessibility
Need for roof replacement
- **Option C: Consolidate**
Create K-8 with Cold Springs
- **Option E: Expand**
Improve Pick-up/Drop-off, Bus, Parking
Expand fine arts to east, remove annex
Relocate special education to center of school
- **Option L: Light Touch**
Modify main entry to create designated waiting area, improve safety
Open up dining facilities
Remodel sixth grade
Use 315 as project room
Modify room 309 & 316 to create teacher planning centers and conference sized special education spaces
- **Option O: Out of the Box**
Create a K-12 campus on fairgrounds
- **Option R: Realign, Relocate, Renovate**
Modify parking, bus pick-up/drop-off
Move Library to more central location
- **Option S: Start Over**
Rebuild on existing site, optimize orientation on site to utilize property more effectively



Washington Middle

- **Option B: Business as Usual**
*Lacks secure reception area
Outdated technology
Inadequate space for enrollment
Shared PE/lunch limits use of gymnasium*
- **Option C: Consolidate**
*Tear down annex and modular and place library/media
in center of courtyard*
- **Option E: Expand**
*Tear down annex and modular and place library/media
in center of courtyard*
- **Option L: Light Touch**
*Remodel front entry, restrooms in modular, update
electrical
Playground with shade
Outdoor dining*
- **Option O: Out of the Box**
Utilize USFS parcel on 14th and Catlin for new facilities
- **Option R: Realign, Relocate, Renovate**
*Create a 6-12 campus on the Sentinel/Missoula College
site*
- **Option S: Start Over**
*Rebuild on the east end of the existing site, retaining
the recent addition and gymnasium
Organize new building by grade levels*

CS Porter Middle

○ **Option B: Business as Usual**

*Safety of South Reserve Street location- Hawthorne is only K-5 School on West side of Reserve
Footprint/configuration of building is challenging to provide 21st century education
Not enough space for rising enrollment*

○ **Option C: Consolidate**

Become a 7/8 school

○ **Option E: Expand**

*Demolish music pod to improve drop-off/parking, bus loop
Construct new music/production/performance north of multipurpose room
Move main entrance to current art room area. Room 530 becomes front office/administration, expand core areas for group gatherings/projects*

○ **Option L: Light Touch**

*Improve building entry, security doors, paint
Improve the garden at corner of Central/Reserve
More trees on Reserve*

Fix roofs, improve pick-up/drop-off, primary entry, counters at age appropriate height, update tile and paneling.

Convert fishbowls into project areas

○ **Option O: Out of the Box**

Year round school, shift start of school day to 9:00 am, start day with Flagship/homework

○ **Option R: Realign, Relocate, Renovate**

Relocate to Dickinson site

○ **Option S: Start Over**

A new partnership school on DNRC site, Inquiry-based, outdoor education, production/performance facility with classrooms, practice rooms, production (sound), stage

Sentinel High School

- **Option B: Business as Usual**
Security concerns of four separate buildings
Technology upgrades needed
Space concerns for future enrollment
- **Option C: Consolidate**
Consolidate building 300, 400 & 500 with main building
- **Option E: Expand**
Multi-use event center on Fairgrounds for MCPS and civic events such as basketball, hockey, soccer
- **Option L: Light Touch**
Improve technology infrastructure, wireless, bandwidth, link fire alarms for all buildings
New flooring, paint, benches in commons areas
Repave parking lots
- **Option O: Out of the Box**
CTE academy model facility on west edge of courtyard
- **Option R: Realign, Relocate, Renovate**
Resurface track, locker rooms and concessions for softball/soccer track/football
- **Option S: Start Over**
Rebuild on existing site, optimize orientation of building

Hellgate High School

- **Option B: Business as Usual**
*Security challenges of Gerald Street entry
Effective International Baccalaureate & AP
Proximity to University of Montana*

- **Option C: Consolidate**
*Consolidate academy programs, operate as schools
within a school for International Baccalaureate/MYP
cluster, dual enrollment cluster, business internship
cluster, "Global Student" cluster*

- **Option E: Expand**
*Utilize upper seating areas of 1940's gymnasium
New waist-high lockers
Garage or barn doors between classrooms where
logical
Expand school day, change bell schedule so that rooms
can be used more often*

- **Option L: Light Touch**
*Remodel Gerald Street entrance for security, waiting
area, reception
Wireless access in each classroom, improve bandwidth
Garage or barn doors between classrooms where
logical*

*Utilize upper seating areas of 1940's gymnasium or
expand gymnasium, remove ceiling tiles
Repurpose cafeteria to a commons area, soft seating,
connect to courtyard, create connection between
culinary arts and cafeteria*

- **Option O: Out of the Box**
*Purchase the professional village in URD III and develop
tech school, business component- theater for student
created film, shops, galleries, child care for MCPS staff
and students*

- **Option R: Realign, Relocate, Renovate**
*Combine Hellgate, Sentinel & Big Sky. Utilize Hellgate
as Freshman campus and use both Sentinel & Big Sky
for 10-12. Make each floor as open as possible and
utilize 100% of the space*

- **Option S: Start Over**
Gut interior, leave exterior



Hellgate High School Soccer/Softball Fields

- **Option B: Business as Usual**
*Remote location
Occasional community use*
- **Option C: Consolidate**
*Encourage group use/other sporting events
Outdoor classroom- Extension of PEAS farm*
- **Option E: Expand**
*Move soccer fields to not overlap softball outfield
Increase locker room size
Possible addition of bleachers, scoreboards*
- **Option L: Light Touch**
Trees, pavilion, concession stand, irrigation, gear sheds, parking
- **Option O: Out of the Box**
Possible Hellgate High School Campus location
- **Option R: Realign, Relocate, Renovate**
Mow uniform turf surface, better infield for JV softball
- **Option S: Start Over**
Sell/Swap property

Hellgate High School River Bowl

- **Option B: Business as Usual**
*Remote from school
Majority of parcel is not owned by MCPS
Gradual improvements*
- **Option C: Consolidate**
Consolidate with community for events
- **Option E: Expand**
Expand temporary/permanent spectator seating on south side of fields
- **Option L: Light Touch**
Add permanent storage facilities
- **Option O: Out of the Box**
Develop permanent facilities for outdoor concerts, pep rallies
- **Option R: Realign, Relocate, Renovate**
Resurface track, repurpose inner field for Field events
- **Option S: Start Over**
New fields at Missoula County Fairgrounds



Seeley-Swan High School

- **Option B: Business as Usual**
Isolation from most of MCPS schools
Heating and cooling in south wing
Size of health room
Ice on side walk
- **Option C: Consolidate**
Develop sister school concept with Hellgate High School
Consider program as a two-way street, allowing
Hellgate High School students to take
classes/collaborate with Seeley-Swan High School
- **Option E: Expand**
Stage
- **Option L: Light Touch**
Develop a trail system
Replace PA system
- **Option O: Out of the Box**
Create an accessible "tree house" class room
Use grade change to access classroom, but place high
in trees
- **Option R: Realign, Relocate, Renovate**
Track, grounds by football field
Handicapped access, lighting
- **Option S: Start Over**
Rebuild in front yard

Big Sky High School

- **Option B: Business as Usual**
*Lacks line of site to main entry
Large portion of building dedicated to circulation
High energy consumption
Technology needs*
- **Option C: Consolidate**
*Culinary and food service
Make a deliberate connection to CS Porter- aligning programs, close proximity*
- **Option E: Expand**
*Black box theater (free up space in main cafeteria)
Turn cafeteria into auditorium, central dining- utilize atrium/courtyard
Reconfigure rooms 30-40-50-60 into learning suites*
- **Option L: Light Touch**
*Signs for internal way-finding
Repaint interior halls, gymnasium
Skylights in planning zones, main hall
Outside entrance to Eagle's nest thrift store for better use by community*
- **Option O: Out of the Box**
Create central Fine Arts Facility for entire district
- **Option R: Realign, Relocate, Renovate**
2 high schools with separate building for grade 9
- **Option S: Start Over**
Rebuild on current site

Vo-Ag Center

○ **Option B: Business as Usual**

Isolated

Adjacent to Missoula College heavy equipment program

Large facilities, new wiring

Lacks lab spaces

○ **Option C: Consolidate**

Collaborate with culinary, business, marketing, science departments on vision for "FOOD TO FORK" pathway, wet lab and retail center. Students would have opportunities to grow, process and sell food

○ **Option E: Expand**

Retail center to produce and process food, crafts, art

Summer program opportunities

Build new building on triangle property

○ **Option L: Light Touch**

Incorporate Agriculture Center into MCPS lunch program

○ **Option O: Out of the Box**

None noted

○ **Option R: Realign, Relocate, Renovate**

Science lab including certified food processing center, locate in current mechanical shop

○ **Option S: Start Over**

None noted

Willard Alternative Program

- **Option B: Business as Usual**
*Lacks accessible entry
Security challenge of office on second floor*
- **Option C: Consolidate**
Create new alternative programs for middle and high school at current CS Porter site to include mentoring opportunities for students
- **Option E: Expand**
Expand south east adding active learning, industrial kitchen, updated restrooms, messy room, applied arts, industrial arts, flexible spaces for bike shop, board shop, ski shop, childcare, music recording, media technology
- **Option L: Light Touch**
Switch current front entrance with rear entrance and paint job- relocate administration to new main entrance
- **Option O: Out of the Box**
*Blend school and community learning in the Missoula Mercantile
Students utilize upper level for studio/conference/project space
Street level leased or sold to retail commercial (restaurants, fitness studios, etc)
Basement leased to non-profits
Students have on-site work experiences integrated into school experience*
- **Option R: Realign, Relocate, Renovate**
Create new alternative programs for middle and high school at current CS Porter site to include mentoring opportunities for students
- **Option S: Start Over**
Build new two story school in northwest corner and recreate green space in southeast

Jefferson Center

- **Option B: Business as Usual**

Site is difficult to access

PK-program is isolated from schools

High energy use for central kitchen

Minimal performing arts spaces in district (Hellgate

High School and Sentinel High School)

- **Option C: Consolidate**

Consolidate with Franklin to create PK-5 school with parenting classes, connections to community resources

- **Option E: Expand**

Expanding fine arts on this site is not likely

Expanding Central Kitchen on this site is not likely

Expand Pre-K program on this site or in multiple settings

- **Option L: Light Touch**

Improve acoustics in gymnasium for performing arts

- **Option O: Out of the Box**

Create a central performing and fine arts school and performance facility in URD III on the Brooks corridor between Stephens and Park

Include convention spaces, large theatre, gallery spaces, large and small meeting spaces, classrooms, black box

Relocate the central kitchen to the Brooks facility in order to connect culinary arts program to school

Could include Willard, Pre-K, Admin, Fine arts,

Vocational Education Labs

Include commercial partners for food, retail, hotel, housing, police station

- **Option R: Realign, Relocate, Renovate**

Similar to Option O: out of the box

- **Option S: Start Over**

Similar to Option O: out of the box

Dickinson Life Long Learning Center

- **Option B: Business as Usual**
*Facility restricts what can be offered and how often it can be offered, impacting quality through use of space that is not designed for current purposes
Expensive to operate and maintain*
- **Option C: Consolidate**
Combine similar programs with UM/Missoula College/Families First
- **Option E: Expand**
Build on east end of lot, park on west edge
- **Option L: Light Touch**
*Capture space in room 208/209 for small break out area/conference room
Divide gymnasium into 4 spaces with flex walls, lower ceilings*
- **Option O: Out of the Box**
Create a conference and business center somewhere on Brooks Corridor in URD III

- **Option R: Realign, Relocate, Renovate**
Outsource offerings to professional, adult-oriented spaces in multiple school locations
- **Option S: Start Over**
New facility in a central location, close to main thoroughfare, professional setting that is flexible and can be used for conference spaces with other commercial users- coffee shop, restaurant, etc

EX 2.8 Community Listening Session

A community listening session was held on Wednesday November 6, 2013 in order to provide an opportunity for more than 75 people to share their hopes and concerns about the work of the Education Innovation Teams as the planning process continues.

The feedback allows the comments of the community to be integrated into the process, and to assure that the school teams do not get too far ahead of the community at large.

The Community Listening Session included a brief overview of the territory covered during the planning workshops, followed by opportunities for Steering Committee members to record hopes and concerns in small groups stationed throughout the venue.

STATION #1 OVERVIEW OF ASSESS PHASE

Hopes

In favor of the Indian Education program having its own group meeting area, food prep area, food storage area, for the “Healing Broken Hearts” meetings. For diabetes prevention programs.

Concerns

No items noted

STATION #2 SCHOOL ORGANIZATION

Hopes

Shared use agreements to maximize usage of facilities (ex. With Parks & Rec, cooking classes on weekends at schools with kitchens, opening tech facilities for students who have no access at home).

Buildings used 7 days a week (but only with formal agreements for responsible use and accountability).

Concerns

Motor skills – not necessarily ADA, but partially mobility – impaired. How to make things better.

Gender Specific Issues – How to address education responsibly.

Special needs rooms integrated, not separated out. Integrate teaching, facilities and students into the plan.

STATION #3 BUILDING PROGRAM ELEMENTS

Hopes

*Better spaces and inclusion of students with special needs. Appropriate therapy spaces (not in bathroom). Appropriate speech therapy spaces.
Better accessibility (playgrounds, school building and grounds)
Students work stations are less sedentary – allow movement, standing learning*

Concerns

*Healthier learning environment – natural lighting, comfortable learning spaces, allow for movement with furniture and design options to meet special needs students requirements, as well as those of all students.
Energy Efficient – current and new buildings.
Simplicity of design – without the cache of being flashy & new should be considered and even a driving force. (Humble buildings produce humble citizens.) It's the learning that is important.*

STATION #4 GUIDING PRINCIPLES/LEARNING MODALITIES

Hopes

*Increase the percent of local, healthy food options in school meals.
Incorporate students more in growing, prepping and cooking food.
Have a vegetable garden at every school in partnership with GCH. Expand garden space behind current central kitchen with beds and green houses.*

Concerns

*Central kitchen needs more capacity to process local food, preserve and store for use during school year (GP #14)
#11 seems to be a lot of jargon. What does it really mean?
There needs to be a balance between dreams and reality.*



STATION #5 RANGE OF OPTIONS

Hopes

Diversity Center

Special needs facilities & classrooms, not off in small dark corner

Space for special needs – sensory & bathrooms

Therapy space – PT & OT

Remodel existing historical buildings like Lowell, add out buildings to create a “campus”.

Community needs the message that we don’t just tear down and throw out. We can recreate, remodel, clean up and fix.

Concerns

ADA accessibility buildings and playgrounds

Leaks, mold in current facility – Lowell

STATION #6 UNDEVELOPED SITES, LEASES, ADMINISTRATION

What Works?

It’s great to use educational facilities for educational purposes- Like Prescott remaining in use as a school

What Could be Better?

No items noted

What’s Missing?

Prescott- there’s lots of deferred maintenance to be addressed—difficult to address in short term leases.

The building suffers



STATION #6 UNDEVELOPED SITES, LEASES, ADMINISTRATION

Option B:

Missoula International school takes good care of Prescott. Keep them there.

Option C:

Any plan to convey Prescott School must ensure its future for educational purposes. We should not repeat the Lincoln School.

Option E:

No items noted

Option L:

No items noted

Option O:

If enrollment in Rattlesnake deems more needed space develop property across creek at Duncan Drive to create contiguous campus- could even be a wonderful K-8 campus

Option R:

No items noted

Option S:

No items noted

Hopes

Could control kitchen be better served at current Missoula College Building?

Duncan Drive – ownership/use

Convey Duncan property to city open space. Do not turn it over for subdivision development. One consideration when negotiating price for the considerable value of the programs that be preserved under open space arrangement.

Use district owned parcels for outdoor learning ex.

Linda Vista - student run garden.

Linda Vista – Get Easement from County to MCPs or swap spaces or land use agreements.

Casalama – not useable education space – sell or trade.

Concerns

Lengths of leases as related to use

Shared land use among ownership entities

EX 2.9 Individual Reflections

At the conclusion of each of the planning sessions participants were asked to write a brief reflection upon the planning process.

I feel that during these meetings we need to focus more on the actual education and less on the building because I feel that the education is what we really need to help and fix. We need to point out what areas are lacking, then compare to other schools around the country.

Ironically enough the meeting space made it very difficult to work with the big pads. Space was very crowded.

Too much work Not enough time!

Will a lot of this planning actually work?

I am ready to get more specific to MCPS District 1!

Time and space are the big issues. How do we incorporate applied science, technology, math, history, etc into each and every classroom? How do we introduce this concept? Lenny's table was a large table

used in a classroom in old school district. Lenny allowed young students to dissect/ take a part anything they wanted for curiosity purposes and they learned while they had fun. Resources were necessary to make this happen. It caught on and most teachers adopted the concept.

Much better location. Exciting to see so many ideas. It was powerful to see the pictures of different schools showing that these ideas are actually working. Thanks this is exciting. Check out Tony Wagner's website he talks about "buy in".

Very productive morning! We are moving in the right direction.

EX 2.10 Revised Guiding Principles

The guiding principles have been revised to reflect the comments provided by the Education Innovation Teams and incorporate the work of the Steering Committee between the EXPLORE and APPLY workshops.

1. *Children and families are engaged in learning in early child and pre-kindergarten programs and continue to be key partners through graduation and beyond*
2. *Schools, community partners and businesses collaborate meet diverse neighborhood, community, parent and volunteer needs*
3. *Facility has an obvious main entrance with exterior visibility from reception area*
4. *The building and grounds are integrated as a unified learning environment*
5. *Administration and guidance are distributed within learning areas to mentor teachers and know students.*
6. *Spaces, schedules and furnishings are flexible with minimal economic impact and physical effort*
7. *Evidence of learning is readily visible throughout school, community and virtual world*
8. *Teachers and staff have control of schedule and space to collaborate as a team focused on developing meaningful relationships with students*
9. *Schools have flexible gathering spaces for instruction, technology, presentations as well as socializing.*
10. *Technology is distributed throughout buildings with portable and flexible equipment supported by robust wireless access in order to support critical thinking, communication, collaboration and creativity.*
11. *Facilities represent responsible and sustainable investment of community resources.*
12. *Schools are sized to support effective collaborative teams of 3-6 teachers/staff per grade level in elementary and middle school or in grade level houses, career pathways or academies in high schools*
13. *Schools are geographically dispersed to maintain flexibility regarding changes in enrollment over time*
14. *Schools are located to support walking and bicycling to school, maximizing the number of students within ¼- ½ mile of Elementary Schools, 1-2 miles of Middle Schools and 2-3 miles of High Schools*
15. *Buildings achieve carbon neutral impact, and integrate design, renovation, construction and operation of building into curriculum.*
16. *Students learn through projects, discussions, just in time lecturing, internships*
17. *Learning is integrated, interdisciplinary and applied across all content areas*



18. *Menu includes fresh, locally grown food, multiple menu options, prepared and served by staff and learners, with breakfast and after school meals offered.*

6. *Interest in utilizing Missoula College, the Brooks Corridor, and existing resources effectively*

EX 2.11 Key Insights

The Steering Committee met on November 21 to share key insights from the EXPLORE workshops.

1. *Facilities that achieve flexibility, transparency, barn doors, commons, entry, day-light, teacher planning center, student spaces to meet/eat, community garden/learning spaces all support teaching and learning*
2. *Community interest in neighborhood schools and topic focused schools such as STEM, Arts, etc.*
3. *The 24/7 impact on the daily schedule, annual calendar and facility needs. The educational program drives daily schedule and annual calendar. We need to be prepared for both/and thinking and achieving variety of space and time*
4. *The Expanded Education Innovation Teams identified the three most effective learning modalities as PBL, Interdisciplinary, 1:1*
5. *Community input about the relevance of 21st Century Skills to elementary students.*

**EX 2.12 Subcommittee #1 Review of Undeveloped Sites,
Leased Facilities and District Administration Buildings**

A subcommittee of the Steering Committee reviewed the undeveloped sites, leased facilities and District Administration Buildings and identified “What works? What could be better and What’s missing”

55th/WHITAKER

What works?

*Part of MCPS portfolio
Open space in community
Zoning of R 5.4 or 166 residential lots*

What could be better?

*Maintenance
Weed control
Lacks paved access or utilities
Agricultural lease, or use by vo-ag program*

What’s missing?

*Clarify city or county jurisdiction
Appraisal
No subdivision plan
Buyers
Timing of potential sale
Water rights?*

HOMEVALE/CASLOMA

What works?

*Dry storage for old computers, desks, etc
Parking for Missoula College
Location in URD III (provides potential funding for demolition of building, site improvements)
Potential commercial revenue
Value of parcel when Missoula College is conveyed to MCPS*

What could be better?

*Division of parcel into two awkward shapes and sizes
Building condition
Liability*

What’s missing?

*Appraisal
Clarify debt owed to University of Montana linked to this parcel
Buyer*



DUNCAN DRIVE

What works?

*Educational collaboration with Garden City Harvest/PEAS Farm
Tennant responsibility for maintenance*

Soccer Field

*Interested buyer (City of Missoula + Garden City Harvest),
offering \$1,000,000 from City Open Space bonds and \$350,000
from Garden City Harvest for 20 year lease*

*City of Missoula and Garden City Harvest negotiated \$440,000
price for 2 acres on River Road in floodplain, suggests that*

Duncan Drive parcel has greater value

26 sewer permits (approximately ½ acre lots)

What could be better?

Current lease of \$10/10 years

Larger income from lease

Return compared to liability

Water main bisects site

Tennant and community expectations for continued use

*Tennant improvements have grown substantially from a
community garden to a small farm with significant facilities*

*Ask Garden City Harvest/PEAS Farm if interested in
collaboration on Vo-Ag Farm on South Avenue*

Un-zoned, but adjacent parcels are 1 acre and 2 acre lots

*Interested buyer (City of Missoula + Garden City Harvest),
offering \$1,000,000 from City Open Space bonds and \$350,000
from Garden City Harvest for 20 year lease*

*City of Missoula and Garden City Harvest negotiated \$440,000
price for 2 acres on River Road in floodplain, suggests that*

Duncan Drive parcel has greater value

26 sewer permits (approximately ½ acre lots)

Un-zoned, but adjacent parcels are ½ acre and 1 acre lots

What's missing?

Appraisal of current and future value

LINDA VISTA

What works?

5 acres in Linda Vista

Potential to swap with city and county

Zoned as CRR2 (Missoula County)

Served by water and sewer

As a potential school site, most students could walk to school without crossing Upper or Lower Miller Creek Road

What could be better?

Steep slope

Weed management

Liability, insurance

Clarification regarding potential subdivision of Maloney

Ranch—is open space designation for school site anticipated?

Site is located in existing neighborhood with potential impacts from 450 students

What's missing?

Parcel lacks access

ADMINISTRATION

What works?

Building with character

Proximity to commercial and residential

What could be better?

Significant deferred maintenance

Accessibility

Small site with significant easements

Unified district administration

What's missing?

Appraisal

Buyer



BUSINESS BUILDING

What works?

*Central location
Potential lease or redevelopment*

What could be better?

*Inefficient use of space
Unified district administration
High energy use*

What's missing?

*Adequate meeting room for Board of Trustees or ability to
subdivide room for smaller groups*

MISSOULA COLLEGE

What works?

*1\$ purchase price
Central location
Proximity to Sentinel/fairgrounds
Potential temporary school as schools are renovated or
replaced
Potential site of PK-20 campus
Potential site for CTE center
Potential site of adult education
Potential site for central administration*

What could be better?

*Confirmation from UM regarding timing of exchange
Size of MCPS warehouse (consider altering purchasing
practices of computers and janitorial supplies to avoid over-
building warehouse)
Opportunity to integrate adult education into MCPS programs
in a fluid and dynamic manner*

What's missing?

*Utilization study
Review of facility condition
Review of energy use and potential energy conservation
measures*

MOUNT JUMBO

What works?

Facility is owned by MCPS and represents capacity of 332 for a K-5 school

\$60,000/year lease

Next lease renewal is 2015

District storage of durable materials

What could be better?

Deferred maintenance of both building and grounds

Snow removal

Insurance

Difficult access

Capacity is small for K-5 school

120 students from East Missoula would not fill school and would require busing 200 students from other neighborhoods

What's missing?

Additional review of enrollment data specific to East Missoula

Appraisal

Buyer

PRESCOTT

What works?

\$60,000/year lease

Missoula International School interest in acquiring facility

Zoning is R 5.4, or 16 residential units

What could be better?

Capacity of 186 for K-5 results in only one class per grade

Deferred Maintenance

Challenging access

Insurance and liability

What's missing?

Appraisal- is highest value continued use as a school or residential?

WHITTIER

What works?

90 day notice on lease

Neighborhood park

What could be better?

Lease terms

Deferred Maintenance

Insurance and liability

1\$/year lease

Integrating Pre-K programs in all schools

Small site

Challenging site access

Parking

City of Missoula acquire and redevelop as a park

Capacity of building is 196 as K-5 school results in only one class per grade

What's missing?

Accessibility

Appraisal

Buyer



Preliminary Range of Options

55th/Whitaker

- **Option B: Business as Usual**
Continue annual maintenance, weed control
- **Option C: Consolidate**
Swap land with City, County or developer for future school parcel in appropriate location
- **Option E: Expand**
Secure full development rights for site
- **Option L: Light Touch**
Utilize site for hay production for Vo-Ag program
- **Option O: Out of the Box**
Swap land with City, County or developer for future school parcel in appropriate location
- **Option R: Realign, Relocate, Renovate**
Swap land with City, County or developer for future school parcel in appropriate location
- **Option S: Start Over**
Appraise and sell property for highest market value

Homevale/Casaloma

- **Option B: Business as Usual**
Continue use as cold storage
- **Option C: Consolidate**
Consolidate storage in Mount Jumbo, Casaloma and Central Warehouse on Sentinel site
- **Option E: Expand**
Secure full development rights for site
- **Option L: Light Touch**
Develop permanent parking lot on east parcel
- **Option O: Out of the Box**
Develop commercial use of site and lease to various businesses as revenue stream from MCPS
- **Option R: Realign, Relocate, Renovate**
Swap land with City or developer for future school parcel in appropriate location
- **Option S: Start Over**
*Appraise and sell property for highest market value
Resolve debt with the University of Montana associated with parcel*

Duncan Drive

- **Option B: Business as Usual**
Continue lease with Garden City Harvest for \$10/10 yrs
- **Option C: Consolidate**
Consolidate PEAS Farm and Vo-Ag “Food to Fork”, Culinary Arts and Central Kitchen on South Avenue
- **Option E: Expand**
Expand Garden City Harvest/PEAS Farm utilization of entire 13 acres
- **Option L: Light Touch**
Expand Garden City Harvest/PEAS Farm presence in all schools
- **Option O: Out of the Box**
Consolidate PEAS Farm and Vo-Ag “Food to Fork” program on South Avenue, add Culinary Arts and Central Kitchen
- **Option R: Realign, Relocate, Renovate**
Secure full development rights for site
- **Option S: Start Over**
Appraise and sell property for highest market value

Linda Vista

- **Option B: Business as Usual**
Continue annual maintenance, weed control
- **Option C: Consolidate**
Consolidate City, County & MCPS parcel into a single school site and neighborhood park
- **Option E: Expand**
Consolidate City, County & MCPS parcel into a single school site and neighborhood park
- **Option L: Light Touch**
Consolidate City, County & MCPS parcel into a single school site and neighborhood park
- **Option O: Out of the Box**
Consolidate City, County & MCPS parcel into a single school site and neighborhood park
- **Option R: Realign, Relocate, Renovate**
Consolidate City, County & MCPS parcel into a single school site and neighborhood park
- **Option S: Start Over**
Appraise and sell property for highest market value

Administration

- **Option B: Business as Usual**
Continue split administration operations on Sixth Avenue and South Avenue
- **Option C: Consolidate**
Consolidate District Administration and Business operations
- **Option E: Expand**
Address critical deferred maintenance, energy projects
- **Option L: Light Touch**
Transform building to create flexible meeting space
- **Option O: Out of the Box**
Create PK-20 innovation campus in collaboration with Missoula College, Sentinel High school and Missoula County Fairgrounds
- **Option R: Realign, Relocate, Renovate**
Address comprehensive deferred maintenance and energy projects
- **Option S: Start Over**
Appraise and sell property for highest market value

Business Building

- **Option B: Business as Usual**
Continue split administration operations on Sixth Avenue and South Avenue
- **Option C: Consolidate**
Consolidate District Administration and Business operations
- **Option E: Expand**
Address critical deferred maintenance, energy projects
- **Option L: Light Touch**
Transform building to create flexible meeting space
- **Option O: Out of the Box**
Create PK-20 innovation campus in collaboration with Missoula College, Sentinel High school and Missoula County Fairgrounds
- **Option R: Realign, Relocate, Renovate**
Address comprehensive deferred maintenance and energy projects
- **Option S: Start Over**
Appraise and sell property for highest market value



Missoula College

- **Option B: Business as Usual**
Continued use by Missoula College through 2016
- **Option C: Consolidate**
Consolidate Central Administration and Adult Education
- **Option E: Expand**
Address comprehensive deferred maintenance and energy projects
- **Option L: Light Touch**
Transform building to achieve breakout spaces
- **Option O: Out of the Box**
Create PK-20 innovation campus in collaboration with Missoula College, Sentinel High school and Missoula County Fairgrounds
- **Option R: Realign, Relocate, Renovate**
Renovate facility to meet needs of 450 students as temporary swing school
- **Option S: Start Over**
Appraise and sell property for highest market value

Mount Jumbo

- **Option B: Business as Usual**
Continue \$60,000/year lease to Walla Walla College
- **Option C: Consolidate**
Address critical deferred maintenance
- **Option E: Expand**
Expand facility to meet needs of 450 students
- **Option L: Light Touch**
Transform building to achieve breakout spaces
- **Option O: Out of the Box**
Convert to MCPS administration offices
- **Option R: Realign, Relocate, Renovate**
Address comprehensive deferred maintenance
- **Option S: Start Over**
Appraise and sell property for highest market value

Prescott

- **Option B: Business as Usual**
Continue \$60,000/year lease to Missoula International School
- **Option C: Consolidate**
Address critical deferred maintenance
- **Option E: Expand**
Install elevator, create accessible gymnasium
- **Option L: Light Touch**
Transform building to achieve breakout spaces
- **Option O: Out of the Box**
Convert to assisted living
- **Option R: Realign, Relocate, Renovate**
Address comprehensive deferred maintenance
- **Option S: Start Over**
Appraise and sell property for highest market value

Whittier

- **Option B: Business as Usual**
Continue to lease to Head Start
- **Option C: Consolidate**
Address critical deferred maintenance
- **Option E: Expand**
Install elevator, create exit stairs
- **Option L: Light Touch**
Transform building to achieve breakout spaces
- **Option O: Out of the Box**
Swap with City of Missoula, demolish building and replace with city park
- **Option R: Realign, Relocate, Renovate**
Integrate Early Child Programs in to each Elementary School
- **Option S: Start Over**
Appraise and sell property for highest market value

***Potential Evaluation Criteria for Undeveloped Sites, Leased
Facilities and Administrative Buildings***

School use (present)

School expansion (future)

Cost of ownership, maintenance, liabilities (present)

Monetary Value (present & future)

Resale value (market, zoning)

Citizens objections on use (intrinsic value to community)



EX 2.13 Subcommittee #2 Review of Grade Level Configurations

A subcommittee of the Steering Committee reviewed maps of current school sites, attendance areas, undeveloped school properties, leased/other facilities, adjacent school districts, streets, rivers, railroads, trails and walking/bicycling distances in relation to Elementary, Middle and High School students. In addition the subcommittee reviewed the enrollment projections through 2023 for each attendance area and reflected upon what has been learned from previous exercise focused on district organization.

Five questions were addressed as well as four additional issues.

1. How could the existing feeder pattern be modified to improve current student impacts (i.e. Lowell & Cold Springs)?

MCPS could arrange for transportation of Lowell parents to CS Porter and share the quality of educational programs at the school

Lowell students could continue to Big Sky High School with their CS Porter cohort

CS Porter could be relocated to the Dickinson site, resulting in closer proximity to Hawthorne, Lowell and Franklin

2. What are the most viable district grade level configurations based upon the options generated?

The most viable configurations share the following features:

Limited number of transitions to support student and family needs

K-5 schools large enough to support three person grade level teams of teachers (approximately 400-450)

Middle schools large enough to support three, four person grade level teams of teachers (approximately 600-650)

High Schools that create 9th grade centers at each school rather than a single 9th grade center for all high schools.

3. What additional research is needed in order to identify potential viable changes to the current district grade level configuration?

Future flexibility is desired to allow MCPS to adjust to emerging best practices in the future.



4. Is building level innovation within the existing structure possible?

Innovation within an improved version of the existing structure is desired

5. When should potential new grade configurations be shared with the community?

Improvements to the existing grade configuration should be shared as a part of the Strategic Facilities Plan

6. Other

The subcommittee shared a number of key insights and considered four additional issues

Key Insights

- *It is important to focus on the transitions students experience from Elementary School to Middle School and from Middle School to High School.*
- *Small K-8 schools are expensive to operate, limit the opportunities for explorations and often result in many itinerant teachers for Music, Art,*

PE, Technology, World Language. Itinerant teachers restrict flexibility in the school schedule

- *120 K-5 students from Hellgate Canyon and East Missoula currently attend Rattlesnake school. The capacity of Mount Jumbo is 332. Re-opening Mount Jumbo would result in busing students to Mount Jumbo.*
- *Title funding provides significant support for students in Lowell, Franklin, Hawthorne and Russell.*
- *“Business as Usual “ represents a “no bond” option*

A. Do all students need to experience the same grade level configuration?

Due to the size of our community, It is desirable for all students to experience the same grade level configuration rather than promoting the creation of K-8 schools within the framework of K-5 and 6-8 schools

B. Does the existing configuration support, inhibit 21st Century Initiatives, or is it a neutral framework?

With improvements, the existing framework could be considered supportive of the implementation of the 21st Century Initiatives

C. Which of the previously generated options provides the most long-term flexibility?

Facilities should be designed to allow for easy transformation from Elementary to Middle Schools if changes in enrollment warrant fewer or greater number of schools

D. How much change is acceptable to our community? What should remain the same, what should change?

Maintaining the existing grade configuration allows for innovations such as thematic focus for elementary schools (Hawthorne: Project Lead the Way, Paxson: Language Emersion, Big Sky: Health Science Academy, Hellgate: IB)

schools. The transition can be achieved through the formation of teacher teams who share the same students, linking elements of the curriculum, and creating spaces that grade-level teams share.

- *Change happens within the existing grade level structure, and does not preclude innovations such as co-locating middle schools at high schools, elementary schools on middle school or high school campuses, thematic learning centers or PK-20 campuses*

The subcommittee formed the following guiding principles.

- *Maintain neighborhood PK-5 schools to the greatest extent possible*
- *Middle schools should be balanced in size, with a focus on the transition from grade 5 to 6*
- *K-5 students should attend middle school as a unit (not divided as currently happens to Cold Springs students)*
- *High schools should focus on the 9th grade transition from both MCPS middle schools and the 11 outlying K-8*



EX 2.14 Subcommittee #3 Review of EXPLORE Workshop Range of Options

A subcommittee of the Steering Committee reviewed the Range of options generated by the Expanded Education Innovation teams during the EXPLORE Workshops. After an extensive “gallery walk” of all seven options generated for 32 sites and facilities, the subcommittee suggested modifications, asked for additional information and addressed two key questions.

Modifications

- Link deferred maintenance to replacement value of existing facilities in Option B “Business as Usual”
- Incorporate deferred maintenance into appropriate options, where applicable
- Incorporate energy savings into other options, where appropriate
- Drop walk score—the Google algorithm focuses on network of services in proximity to schools, rather than just access to school, therefore it is confusing
- Show Vo Ag Farm, Vo Ag East and Vo Ag Triangle on one plan
- Place a light green layer over demolished buildings to clarify new open space created as a part of concept
- The 14th & Catlin site is too constrained by residential development to act as a potential school site. Utilize

the Jefferson Site or SHEC site instead (as shown in the Franklin concepts)

- Locating Washington Middle School on 14th & Catlin does not fit the demographic distribution of students, the option could be modified to match the development of the Brooks/Stephens/South/Bancroft super block
- The link between Out of the Box options and reality of demographics, facility condition, operational costs, etc. is important

Additional Information

- Clarify that the total project costs include site acquisition
- Collect deferred maintenance and energy data for Missoula College from the University of Montana
- Check for connections between various options and confirm that groups will be in the same sessions so that additional discussion can take place

1. Are any of the range of options generated by the Expanded Education Innovation Teams not acceptable to advance as potential preferred alternatives?

- Although some of the “Out of the Box” options challenge our sense of where schools might be located,

they provide important concepts that may relate to the preferred alternatives that are ultimately selected

- *Options that include K-2/3-5 or K-8, 9th grade centers, etc, should be retained as evidence of the creative energy of each group, even if the guiding principles call for retaining K-5/6-8/9-12 configurations*

2. Should the Education Innovation Teams be asked during the APPLY phase to identify a single preferred alternative or reduce and rank the top two preferred options and provide a full list of other options presented?

- *Ranking the top two preferred alternatives provides the Steering Committee and the Board of Trustees with the greatest flexibility as the comprehensive list of preferred alternatives from each school are prioritized by the Steering Committee and Board of Trustees*

Discussion of the use of the Guiding Principles

- *The guiding principles will be used by the Expanded Education Innovation Teams to provide a deep and detailed assessment of the range of options*
- *Once the Steering Committee has refined the list from 30 to 10-15, the Board of Trustees should be asked for confirmation of the Guiding Principles before the groups wrap up the APPLY phase in late January*

- *Each Expanded Education Innovation Team needs to reach out to the teachers, staff, students and parents during the first three weeks of January to share insights into the process. The communication sub-committee is working on providing a template for this outreach effort*



EX 2.15 Subcommittee #4 Review of Daily Schedule and Daily Calendar

A subcommittee of the Steering Committee reviewed the daily calendar and annual calendar and developed proposed changes to impacts on teaching and learning, community and facilities. The subcommittee reviewed the work of the Education Innovation Teams from the ASSESS phase regarding the use of time and additional insights developed by an Education Innovation Team member from Hellgate High School.

What changes to the daily schedule might be considered?

The daily schedule could be modified to allow for an early start and early end of the school day for students, teachers and staff, and a later start and later end for others, resulting in a school day that begins at 7:00 am and ends at 5:00 pm.

The school day would be organized in to long blocks of time to allow for interdisciplinary teams of teachers and staff to work with students, interrupted by 30 minute breaks for Advisory interventions, enrichment and for high school students transportation time to other schools for other programs.

The 7:00 start to the school day provides an opportunity for students to begin the day with breakfast and physical activity, athletic practice, rehearsals for extracurricular activities or additional classwork.

The first break of the day would take place from 8:30-9:00 for Advisory interventions, enrichment, common planning time and for high school students transportation time to other schools for other programs. This time could also be used by parents to meet with teachers.

The late start to the day would begin at 9:00 am and conclude at 3 pm with a break for lunch. Student clubs would meet during the lunch break. Lunch may be served in multiple locations rather than single lunchrooms. The lunch break may be used to provide midday transportation time to other schools for other programs. Interdisciplinary teams of teachers and staff would divide the time as needed to provide time for presentations, 1:1 instruction, projects and independent work. Teams would coordinate the timing of assessments and assignments. The extended blocks of time allow for both interdisciplinary work and “deep dives” into specific areas of inquiry.

The last break of the day would take place from 3:00-3:30 or Advisory interventions, enrichment, common planning time and for high school students transportation time to other schools for other programs. This time could also be used by parents to meet with teachers.

MISSOULA COUNTY PUBLIC SCHOOLS
SMART SCHOOLS 2020 STRATEGIC FACILITIES PLAN
FINAL REPORT June 2, 2014

The last block of the day would run from 3:30-5:00 and provides an opportunity for students to end the day with after school programs and physical activity, athletic practice, rehearsals for extracurricular activities.

Thoughtfully planned exchanges of key information between teacher/staff teams and after school programs would share critical details about student needs. The teacher/staff team would post notes regarding homework, intervention or enrichment for immediate use by after school program providers. The program providers would then share their work and insights with the teacher/staff teams for use the following morning.

Students, teachers, staff and families would choose the length of school day that best fit their needs.

Bells would not be needed.

Transportation to and from school would remain the same with the exception of the transportation loops between high schools that may utilize contracted transportation or Mountain Line bus service.

What changes to the annual calendar might be considered?

The subcommittee focused on alterations to the annual calendar to achieve positive impacts on learning.

Much of the curriculum is divided into 6 week units of inquiry including pre-assessment, exploration and post assessment. Research demonstrates the value of year-round educational opportunities for low SES students, and specifically the significant “backslide” of students during long summer breaks.

Dividing the school year into 8 six-week units of inquiry with 2 two-week breaks (1 summer, 1 winter) allows students, teachers, staff and families to choose a minimum of 6 and maximum of 8 units during the school year. The two additional units could be used for intervention or enrichment.

- Students, teachers, staff and families would choose the best fit for their child including planned vacations. A choice made in one year may differ during another year.*
- Members of a teacher/staff team may also take extended breaks during the year while maintaining continuity of the team*
- At the high school level, units of inquiry may be 6 weeks or 12 weeks.*

- 1 FTE would be 6 Units. Teachers and staff would have opportunity to earn additional compensation for working additional units.*
- 1 high school credit would be earned for each unit, students could earn up to 8 credits a year*
- The extended year would benefit special education, Gifted & talented, Title I, World Language, Music*
- Credits may be earned through partnerships with community providers in addition to MCPS programs*
- An annual school calendar organized around the concept of six weeks “on” and six weeks “off” would effectively double the capacity of every building, but be extremely disruptive to students, teachers, staff and families, and would result in long breaks between school sessions*
- An annual calendar of six weeks “on” and two or three weeks “off” would reduce the opportunities additional intervention and enrichment.*

The following guiding principles emerged from the subcommittee work.

- *All MCPS schools would share a common daily schedule to provide time for transportation to other programs, internships, etc.*
- *Significant outreach would be needed to consider impacts on families and the community including impacts on after school programs, camps, student jobs, custodial vacations, major maintenance projects*
- *Year round school will require improvements to Heating, Ventilating and Air Conditioning (HVAC) systems and use of outdoor learning spaces.*
- *Team collaboration space is needed to optimize the use of facilities over an extended day and for student contact with all team members during advisory time.*



EX 2.16 Subcommittee #5 Review of School Siting Alternatives

A subcommittee of the Steering Committee reviewed the map of current school sites, attendance areas, undeveloped school properties, leased/other facilities, adjacent school districts, streets, rivers, railroads, trails and walking/bicycling distances in relation to Elementary, Middle and High School students.

The subcommittee also review the enrollment projections through 2023 for each attendance area and growth plans for each Urban Fringe Development Area (UFDA).

1. When considering pedestrian, vehicle and bus accessibility, are our schools currently in appropriate locations within MCPS attendance areas? If not, identify specific examples.

- The majority of schools are in appropriate areas with the exception of Jefferson, Cold Springs, Hawthorne, CS Porter and Big Sky.
- Jefferson is in close proximity to both Franklin and Russell and is difficult to access
- Cold Springs is in close proximity to Chief Charlo, is difficult to access and has a low number of students who can walk to school

- CS Porter is located on South Reserve Street, a 6 lane highway. The majority of students attending CS Porter cross South Reserve
- Big Sky High School is located in a portion of the city with very few students who can walk to school, resulting in a high percentage of students who are bused or driven to school

2. When considering pedestrian, vehicle and bus accessibility, are any of the MCPS undeveloped sites located in appropriate areas for future schools in MCPS attendance areas? Provide specific examples of either appropriate or inappropriate locations?

- The Linda Vista site, Vo-Ag Farm are located in appropriate areas, although the Linda Vista parcel lacks access, and the Vo-Ag Farm is best suited for a PK-20 program (such as Missoula College Culinary Arts, Food to Fork and Central Kitchen), rather than a school site
- The 55th/Whittaker, Duncan Drive, Hellgate Soccer Fields, River Bowl, Vo-Ag East and Vo-Ag Triangle and Casaloma/Homevale sites are not located in appropriate areas for schools.
- The Vo-Ag East and Vo-Ag Triangle may best be integrated into the Missoula County Soccer and Softball complex.

- *The Casaloma/Homevale site may best be used for commercial purposes or a mixed-use commercial/performing arts facility.*

Site Size

3. Do optimal schools sizes fit on existing school sites with adequate areas for outdoor activities?

- *The majority of school sites have adequate space for outdoor activities*
- *Hellgate High School has minimal outdoor space which is supplemented by Riverbowl and the Rattlesnake soccer fields*
- *Franklin, Hawthorne, Willard and Cold Springs are located on small sites*
- *CS Porter and Russell are partially constrained by current sites*

4. Do school sites leave adequate space for future expansion or replacement?

- *Sentinel, Lewis & Clark, Lowell, Vo-Ag Farm, Meadow Hill, Washington and Big Sky have adequate space for future expansion and replacement.*
- *Collaboration with the City of Missoula and Missoula County is needed for the placement of playgrounds, parks and open space associated with schools*

5. Are any schools or undeveloped site simply located in the “wrong” location?

- *Prescott (capacity: 186), Whittier (capacity: 196), Jefferson (capacity: 294) are located in the wrong location for future schools and have capacities well below the desired 400-500 student schools. The Jefferson school is difficult to access from South Avenue*
- *The Mount Jumbo school does not currently have adequate enrollment (120) to justify re-opening the facility (capacity: 332), but represents potential temporary swing space for other schools during major remodeling or replacement projects. The School should be retained for a future K-5 school*
- *Hawthorne is located in Missoula County with limited emergency services and no pedestrian routes to school along South Third.*
- *Big Sky High School is located in the city but the Vo-Ag center is located in Missoula County and requires nearly all students to be bused or driven to school*

6. Should any school sites be expanded by acquiring adjacent land?

- *The Dickinson site should be expanded through the acquisition of adjacent parcels in order to support a future middle school*

- *The Expanded Education Innovation Teams representing CS Porter, Cold Springs, Paxson each identified the acquisition of adjacent parcels*
- *The acquisition of the Missoula College campus adjacent to Sentinel high school is a priority*

The demographics of our community reveal a need for additional elementary school capacity in the next 5 years and middle and high school capacity in the next 10 years.

7. *Should the Missoula College, Jefferson, Dickinson & Mount Jumbo Schools be used to permanently provide additional enrollment capacity? If not, provide specific examples of why this would not be an effective utilization of existing facilities.*

- *Missoula College and Dickinson represent locations to meet enrollment capacity*
- *Jefferson represents potential temporary swing space for other schools during major remodeling or replacement projects.*
- *The Mount Jumbo school does not currently have adequate enrollment (120) to justify re-opening the facility (capacity: 332), but represents potential temporary swing space for other schools during major remodeling or replacement projects. The School should be retained for a future K-5 school*

- *The Missoula College campus might be redeveloped as a PK-20 campus in collaboration with Missoula College, Walla Walla College, District Administration, Adult Education, MAT shop, Sentinel High School, Washington Middle School, Lewis & Clark Elementary, Preschool and Head Start*

A number of school facilities are likely to need substantial renovation or replacement which may require the temporary displacement of students, teachers and staff while that work is completed.

8. *Should the Missoula College, Jefferson, Dickinson & Mount Jumbo Schools be used to provide temporary swing spaces while other schools are renovated or replaced? If not, provide specific examples of why this would not be an effective utilization of existing facilities. (for example spiting a middle school into three teams in three locations while a replacement middle school is developed).*

- *Missoula College, Jefferson, Dickinson & Mount Jumbo represent potential temporary swing space for other schools during major remodeling or replacement projects.*
- *Remodeling or replacement of Middle Schools may best be achieved through a construction of a new Middle*

School on the Dickinson site, which would allow Meadow Hill students to utilize the CS Porter school while remodeling or replacement takes place. Washington Middle School could be relocated to the Missoula College/Sentinel Campus, or re-constructed on the east half of the Washington Site

- *Major remodeling projects in each of the high schools might be phased over long periods of time, or achieved through expansion of the Hellgate and Sentinel school sites*

9. What alternative sites or facilities should be considered to meet temporary swing space or additional enrollment capacity?

- *Vann's Appliance on Brooks*
- *Westside Lanes*
- *Big Sky High School*
- *Sentinel High School*
- *CS Porter*
- *Al's Furniture*
- *SHEC*

Constructing a school in Urban Renewal District III (Brooks Street Corridor) could be funded with local tax increment financing of a 20-25 year bond (beginning in 2014 or 2015) rather than a community-wide general obligation bond.

10. Are there any viable sites for a school or other MCPS program in URD III?. If not, provide specific examples of why this would not be an effective location.

- *Performing Arts, Media Arts, Culinary Arts, Central Kitchen, Willard, Adult Education, PK-20 Campus could be located within the area between Stephens and Bancroft and Brooks and South*
- *Al's Furniture*
- *SHEC*
- *Jefferson School, if accessed from Central rather than South*

Review the list of all MCPS facilities and undeveloped sites.

11. What existing facilities and undeveloped sites should be sold, swapped or retained to meet short term and long term needs of the community?

- *CS Porter Middle School*
- *Prescott School*
- *Whittier School*

- *Duncan Drive, potentially relocate PEAS Farm to Vo-Ag Farm*
- *North portion of Rattlesnake Soccer Fields*
- *Entire Rattlesnake Soccer Field Site*
- *Sixth Avenue Administration Building, potential site for Willard or expanded Hellgate campus or performing arts complex*
- *South Avenue Business Building, consider long term lease of commercial property on South Avenue to create revenue stream for MCPS, may be associated with PK-20 campus*
- *Casaloma/Homevale, consider long term lease of commercial property to create revenue stream for MCPS, may be associated with PK-20 campus*
- *55th/Whitaker*
- *Jefferson School/Central Kitchen/Maintenance*

12. If swapping is desired, what sites should MCPS acquire as a result?

- *Acquire Coca-Cola facility on South Avenue adjacent to Dickinson school*
- *Acquire parcels north of Hellgate High School*
- *Acquire SHEC*
- *Swap MCPS site in Linda Vista for site on Lower Miller Creek Road*

- *Collaboration with the City of Missoula and Missoula County is needed for the placement of playgrounds, parks and open space associated with schools*

The following guiding principles emerged from the subcommittee work.

- *Align MCPS Facilities Strategic Plan with City of Missoula and Missoula County Growth Plans*
- *Coordinate MCPS Facilities Strategic Plan with the 11 K-8 Schools in our region*
- *Schools are geographically dispersed to maintain flexibility regarding changes in enrollment over time*
- *Schools are located to support walking and bicycling to school, maximizing the number of students within ¼- ½ mile of Elementary Schools, 1-2 miles of Middle Schools and 2-3 miles of High Schools*
- *Schools should be located in areas with diversified housing options (range of size, age and price) to support elementary schools of 350-450 students, middle schools of 500-750 students and high schools of 1200-2250 students*

EX 2.17 Revised Guiding Principles

The guiding principles have been revised to reflect the comments provided by the Education Innovation Teams and incorporate the work of the Steering Committee between the EXPLORE and APPLY workshops.

1. *Children and families are engaged in learning in early child and pre-kindergarten programs and continue to be key partners through graduation and beyond*
2. *Schools, community partners and businesses collaborate meet diverse neighborhood, community, parent and volunteer needs*
3. *Facility has an obvious main entrance with exterior visibility from reception area*
4. *The building and grounds are integrated as a unified learning environment*
5. *Administration and guidance are distributed within learning areas to mentor teachers and know students.*
6. *Spaces, schedules and furnishings are flexible with minimal economic impact and physical effort*
7. *Evidence of learning is readily visible throughout school, community and virtual world*
8. *Teachers and staff have control of schedule and space to collaborate as a team focused on developing meaningful relationships with students*
9. *Schools have flexible gathering spaces for instruction, technology, presentations as well as socializing.*
10. *Technology is distributed throughout buildings with portable and flexible equipment supported by robust wireless access in order to support critical thinking, communication, collaboration and creativity.*
11. *Facilities represent responsible and sustainable investment of community resources.*
12. *Schools are sized to support effective collaborative teams of 3-6 teachers/staff per grade level in elementary and middle school or in grade level houses, career pathways or academies in high schools*
13. *Schools are geographically dispersed to maintain flexibility regarding changes in enrollment over time*
14. *Schools are located to support walking and bicycling to school, maximizing the number of students within ¼- ½ mile of Elementary Schools, 1-2 miles of Middle Schools and 2-3 miles of High Schools*
15. *Buildings achieve carbon neutral impact, and integrate design, renovation, construction and operation of building into curriculum.*
16. *Students learn through projects, discussions, just in time lecturing, internships*
17. *Learning is integrated, interdisciplinary and applied across all content areas*



18. Menu includes fresh, locally grown food, multiple menu options, prepared and served by staff and learners, with breakfast and after school meals offered.
19. Maintain neighborhood PK-5 schools to the greatest extent possible
20. Middle schools should be balanced in size, with a focus on the transition from grade 5 to 6
21. K-5 students should attend middle school as a unit (not divided as currently happens to Cold Springs students)
22. High schools should focus on the 9th grade transition from both MCPS middle schools and the 11 outlying K-8 schools. The transition can be achieved through the formation of teacher teams who share the same students, linking elements of the curriculum, and creating spaces that grade-level teams share.
23. Change happens within the existing grade level structure, and does not preclude innovations such as co-locating middle schools at high schools, elementary schools on middle school or high school campuses, thematic learning centers or PK-20 campuses
24. All MCPS schools would share a common daily schedule to provide time for transportation to other programs, internships, etc.
25. Significant outreach would be needed to consider impacts on families and the community including

- impacts on after school programs, camps, student jobs, custodial vacations, major maintenance projects
26. Year round school will require improvements to Heating, Ventilating and Air Conditioning (HVAC) systems and use of outdoor learning spaces
27. Team collaboration space is needed to optimize the use of facilities over an extended day and for student contact with all team members during advisory time.
28. Align MCPS Facilities Strategic Plan with City of Missoula and Missoula County Growth Plans
29. Coordinate MCPS Facilities Strategic Plan with the 11 K-8 Schools in our region
30. Schools should be located in areas with diversified housing options (range of size, age and price) to support elementary schools of 350-450 students, middle schools of 500-750 students and high schools of 1200-2250 students



EX 2.18 Steering Committee Review

The Steering Committee reviewed the insights generated by each of the sub-committees.

Subcommittee #1 Review of Undeveloped Sites, Leased Facilities and District Administration Buildings

Potential Evaluation Criteria for Undeveloped Sites, Leased Facilities and Administrative Buildings

School use (present)

School expansion (future)

Cost of ownership, maintenance, liabilities (present)

Monetary Value (present & future)

Resale value (market, zoning)

Citizens objections on use (intrinsic value to community)

55th/WHITAKER

Agricultural lease, or use by vo-ag program

Trade/Sell

Appraisal needed

HOMEVALE/CASLOMA

Commercial

Student food/retail

Appraisal needed

DUNCAN DRIVE

PEAS Farm continued lease

Retain property for now, review lease terms

Appraisal of current and future value

RIVER BOWL

Hellgate High School Physical Education

RATTLESNAKE SOCCER

Community use

Appraisal needed

VOAG FARM/TRIANGLE

Student Use

Potential PEAS Farm location/collaboration

SIXTH AVENUE ADMINISTRATION

Age, Cost, Maintenance, Energy Use

Best value for a prime location

Appraisal needed

SOUTH AVENUE BUSINESS BUILDING

Central Location

Potential commercial use

Appraisal Needed



MISSOULA COUNTY PUBLIC SCHOOLS
SMART SCHOOLS 2020 STRATEGIC FACILITIES PLAN
FINAL REPORT June 2, 2014

MISSOULA COLLEGE

*1\$ transaction with University of Montana
PK-20, 7-12, etc*

MOUNT JUMBO

*School use
120 students bus to Rattlesnake
Capacity 332*

PRESCOTT

*Continued lease
Small size, site
Capacity of 186
Appraisal needed*

WHITTIER

*Continued use by head start
Playground, summer movies
Neighborhood park
Capacity of 196
Appraisal needed*

LINDA VISTA

*Challenging location
Trade for more appropriate site*

Subcommittee #2 Review of Grade Level Configurations

Explored the unintended consequences of K-8 configurations, including the educational impacts of small k-8's, the cost of operating small K-8's, and the importance of building relationships during important times of transition.

Focusing on the transition from grade 5 to grade 6 and from grade 8 to grade 9.

Retaining K-5, 6-8 & 9-12 configuration

Improve the Cold Springs split

Open to MS @ HS, ES @ MS, ES @ HS

Several of the 11 K-8 schools operate as separate Elementary and Middle Schools

The K-6 configuration reduces the critical middle school transition to only two years

The value our community places on neighborhood schools is evident in the high percentage of students who attend neighborhood elementary schools, a lower percentage who attend the related regional middle school and even lower percentage who attend the related regional high school.

Subcommittee #3 Review of EXPLORE Workshop Range of Options

7 options generated by the Expanded Education Innovation Teams

Graphic clarifications

Drop walk index

Retain K-8, K-2/3-5 options to honor work of Expanded Education Innovation Teams

Overlap between concepts

Allows us to see physically what is in place

Collaborate with city/county

APPLY phase will begin with a gallery walk and opportunity for Education Innovation Teams to connect

Subcommittee #4 Review of Daily Schedule and Daily Calendar

*Expand school day to 7-5 but with choice
Let go of short periods and engage longer blocks of time
Digital academy impacts
Annual calendar
Flexibility for families, summer impact/ opportunities to re-teach, connections/relationships
Community resources/partners
8 units of inquiry at 6 weeks each
2 units of 2 weeks each of common time off
Students, families, teachers and staff chose minimum of 6/year or maximum 8/year
Focus on one area or interdisciplinary work
Could have 12 week segments
Does not increase capacity of buildings
Does require improvements to HVAC
Professional development needed
An increase in teaching and staff hours could be achieved over time
How “opting in” or “opting out” of a program of change needs to be clarified
Exciting to be creative /flexible , and thinking about how time could be used to explore, create, collaborate*

Highly effective and productive corporations have demonstrated the value of expecting employees to devote 10-20 percent of their time to creative passions, with the understanding that the time benefits the growth of the individual and growth of the business. Comparable programs in schools have been developed as well.

*The time frame for aligning the 21st Century Educational vision with existing facilities is likely to be:
Developing pilot projects between 2013-15
Potential bond vote: Fall 2015
Design: 2016
Bid: January 2017
Construction: 2017-18*

This timeframe focused the steering committee on what can be done now and a need to focus on what students need in the 21st Century



Subcommittee #5 Review of School Siting Alternatives

Review of student location/school location

Future development/growth

¼ mile walk/ 1 mile bike

Potential to reduce bus transportation

*Physical impediments to walking/bicycling to school such as
Reserve Street, Clark Fork River, the Railroad, etc.*

City/County boundary

Clarify WGM/McKibben data and graphics

Other temporary places for school

*Schools are mostly in right location based on where students
live/attend*

*Some Expanded Education Innovation Teams identified
potential acquisition of adjacent parcels*

Need to coordinate with city parks

*Partnerships with city/county, K-8's, University of Montana,
Missoula College and Montana Department of Transportation*

*Considering the impacts of the 21st Century Initiatives on the
size and location of schools can be achieved by designing
future schools to be more flexible and less specific in meeting
needs of elementary or middle school students for example*



Closing Insights

MCPS should “aim the rocket where the moon will be when we get there.”

The steering committee will review the guiding principles during the week of December 9, 2013 in order to compress the list of 30 to 10-12 guiding principles focused on facilities.

Change in families impacts preparation for Pre-K.

Summaries will be shared with the Expanded Education Innovation Teams in order to support outreach during the first three weeks of January.

Meet with Board of Trustees

Flexible/adaptable

Steering Committee will meet in Mid-January

EX 2.19 Public Comment

Ross Best expressed concern about public participation and the sub-committee structure, actions taken by the steering committee, the potential utilization of a survey monkey to develop the guiding principles and engaging the public at the end of the meeting. In addition, concern was shared regarding the financial and social impact of the lease of Prescott school to the Missoula International School.

Jeanne Joselyn discussed the length of the meeting, the 151 students attending Missoula International School who live in

or out of the district. A return to K-8 schools, small schools and reduced busing is desired.

Josh Slotnick of Garden City Harvest shared that the PEAS Farm represents collaboration between Garden City Harvest, The University of Montana and Missoula County Public Schools

*The PEAS Farm has both local and global impacts
Include city and environmental science program in future discussions*

The labor force that supports the PEAS Farm lives in close proximity

The PEAS Farm is in a public setting

The soil and water are unique to the site

Julie Lennox of the Missoula International School expressed support for the inclusionary planning process focused on developing a common vision. Missoula International School is engaged in its own process. The deferred maintenance of the facility is significant.



EX 2.20 Final Guiding Principles

The following draft guiding principles emerged from the ASSESS & EXPLORE workshops as well as the work of the Steering Committee. Two additional guiding principles (#17 & #18) were added based upon past experience with other communities. The intent is for the Expanded Education Innovation Teams and the Steering Committee to utilize the guiding principles as a part of a deep review of the Range of Options developed during the EXPLORE workshops. It is desirable to utilize approximately one dozen guiding principles for the review of the range of options, while retaining others as important insights to be incorporated in the final report.

Please review the draft guiding principles, and alter the font color as follows:

Green: This guiding principle has significant impact on facilities and is critical to retain

Yellow: This guiding principle has minor impact on facilities and could be removed, but retained in the report

Red: This guiding principle has no impact on facilities and is not critical to retain, but included in the report

Please suggest combinations of guiding principles, or restate guiding principles for greater clarity

Cut and paste options to different categories if desired

Return your comments to nicks@ctagroup.com by 5 pm on Friday December 13, 2013

Please include your name on the file extension so that we will avoid over-writing any files

Facilities

1. Facility has an obvious main entrance with exterior visibility from reception area
2. The building and grounds are integrated as a unified learning environment
3. Administration and guidance are distributed within learning areas to mentor teachers and know students.
4. Spaces, schedules and furnishings are flexible with minimal economic impact and physical effort
5. Schools have flexible gathering spaces for instruction, technology, presentations as well as socializing.
6. Team collaboration space optimizes the use of facilities over an extended day and for student contact with all team members during advisory time.
7. Learning is integrated, interdisciplinary and applied across all content areas
8. Technology is distributed throughout buildings with portable and flexible equipment supported by robust wireless access in order to support critical thinking, communication, collaboration and creativity.
9. Schools are sized to support effective collaborative teams of 3-6 teachers/staff per grade level in elementary and middle school or in grade level houses, career pathways or academies in high schools
10. Schools are geographically dispersed to maintain flexibility regarding changes in enrollment over time
11. Schools are located to support walking and bicycling to school, maximizing the number of students within ¼- ½ mile of Elementary Schools, 1-2 miles of Middle Schools and 2-3 miles of High Schools
12. Schools should be located in areas with diversified housing options (range of size, age and price) to support elementary schools of 350-450 students, middle schools of 500-750 students and high schools of 1200-2250 students
13. Maintain neighborhood PK-5 schools to the greatest extent possible
14. Improvements to Heating, Ventilating and Air Conditioning (HVAC) systems and use of outdoor learning spaces support year round school in future, if desired
15. Buildings achieve carbon neutral impact, and integrate design, renovation, construction and operation of building into curriculum
16. Facilities represent responsible and sustainable investment of community resources
17. Option effectively addresses deferred maintenance and energy projects
18. Option represents biggest “bang for our buck”



Teaching, Learning, Administrative

19. Evidence of learning is readily visible throughout school, community and virtual world
20. Teachers and staff have control of schedule and space to collaborate as a team focused on developing meaningful relationships with students
21. Students learn through projects, discussions, just in time lecturing, internships
22. K-5 students should attend middle school as a unit (not divided as currently happens to Cold Springs students)
23. Middle schools should be balanced in size, with a focus on the transition from grade 5 to 6
24. High schools should focus on the 9th grade transition from both MCPS middle schools and the 11 outlying K-8 schools. The transition can be achieved through the formation of teacher teams who share the same students, linking elements of the curriculum, and creating spaces that grade-level teams share.
25. Change happens within the existing grade level structure, and does not preclude innovations such as co-locating middle schools at high schools, elementary schools on middle school or high school campuses, thematic learning centers or PK-20 campuses
26. All MCPS schools would share a common daily schedule to provide time for transportation to other programs, internships, etc.

27. Menu includes fresh, locally grown food, multiple menu options, prepared and served by staff and learners, with breakfast and after school meals offered

Community Partnerships

28. Children and families are engaged in learning in early child and pre-kindergarten programs and continue to be key partners through graduation and beyond
29. Schools, community partners and businesses collaborate meet diverse neighborhood, community, parent and volunteer needs
30. Align MCPS Facilities Strategic Plan with City of Missoula and Missoula County Growth Plans
31. Coordinate MCPS Facilities Strategic Plan with the 11 K-8 Schools in our region
32. Significant outreach would be needed to consider impacts on families and the community including impacts on after school programs, camps, student jobs, custodial vacations, major maintenance projects





APPLY

January 13-February 6, 2014



APPLY WORKSHOP EXECUTIVE SUMMARY

The insights gained from the prior two workshops were applied to the sites and facilities in Missoula and critiqued utilizing the guiding principles that emerged from each of the exercises during the ASSESS and EXPLORE phases, as well as the work of the Steering Committee.

AP 3.1 Final Guiding Principles

Guiding Principles have emerged from each of the exercises during the ASSESS and EXPLORE phases, as well as the work of the Steering Committee. The Guiding Principles were divided into three categories focused on Facilities, Teaching, Learning & Administrative and Community Partnerships. 13 Steering Committee Members provided feedback on the 32 guiding principles with suggestions regarding consolidation, re-statement and clarification. The 12 facility-related guiding principles will be used by the Expanded Education Innovation Teams and the Steering Committee to provide a deep review of each of the seven options for all 31 sites and facilities. The guiding principles focused on Teaching, Learning & Administrative and Community Partnerships will be included by reference in the final report.

Facilities

1. Facility has an obvious main entrance with exterior visibility from reception area, electronic locks and secure zone for receiving visitors
2. The building and grounds are integrated as a unified learning environment
3. Administration, guidance and other specialists are distributed throughout learning areas in order to mentor teachers and know students
4. Spaces, schedules and furnishings are flexible with minimal economic impact/physical effort and include flexible spaces for collaboration, projects, instruction, technology, presentations and socializing
5. Technology is distributed throughout buildings with portable and flexible equipment supported by robust wireless access in order to support critical thinking, communication, collaboration and creativity
6. Schools are sized to support effective collaborative teams of 3-5 teachers/staff per grade level in elementary and middle school or in grade level houses, career pathways or academies in high schools resulting in elementary schools of 350-450 students, middle schools of 500-750 students and high schools of 1200-2250 students
7. Schools are geographically dispersed to maintain neighborhood PK-5 schools to the greatest extent

- possible; provide flexibility in enrollment over time ; support walking/bicycling to school and maximize the number of students within ¼- 1 mile of schools*
8. High schools are organized to focus on the 9th grade transition from MCPS middle schools and the 11 outlying K-8 schools, supported by teacher /staff teams sharing the same students, linking elements of the curriculum, and identifying space for each Grade 9 team
 9. Deferred maintenance , accessibility and energy projects are addressed
 10. Buildings minimize environmental impact through use of existing buildings where feasible, high efficiency Heating, Ventilating and Air Conditioning (HVAC) and lighting systems, use of local/renewable energy sources and use of the school throughout the year
 11. Cost of operating and maintaining facilities is affordable and sustainable
 12. Option represents highest and best use of MCPS fiscal resources

Teaching, Learning, Administrative

13. *Evidence of learning is readily visible throughout school, community and virtual world*
14. *Teachers and staff have control of schedule and space to collaborate as a team focused on developing meaningful relationships with students*
15. *Students learn through projects, discussions, just in time lecturing, internships*
16. *K-5 students attend middle school as a unit*
17. *Middle schools are balanced in size, and organized to focus on the transition from grade 5 to 6*
18. *The existing grade level structure (K-5, 6-8, 9-12) is maintained, but , does not preclude innovations such as co-locating middle schools at high schools, elementary schools on middle school or high school campuses, thematic learning centers or PK-20 campuses*
19. *All MCPS schools share a common daily schedule to provide time for transportation to other programs, internships, etc.*
20. *Menu includes fresh, locally grown food, multiple menu options, prepared and served by dining staff and learners, with breakfast and after school meals offered*
21. *The design, renovation, construction and operation of buildings is integrated into curriculum*

Community Partnerships

22. *Children and families are engaged in learning in early child and pre-kindergarten programs and continue to be key partners through graduation and beyond*
23. *Schools, community partners and businesses collaborate meet diverse neighborhood, community, parent and volunteer needs*
24. *MCPS Facilities Strategic Plan is aligned with City of Missoula and Missoula County Growth and Transportation Plans and coordinated with the 11 K-8 Schools in our region*
25. *Community outreach addresses impacts on families and the community including impacts on after school programs, camps, student jobs, custodial vacations, major maintenance projects*



AP 3.2 Steering Committee Meeting January 13, 2014

Gallery Walk

After a gallery walk of the 7 options for all 32 sites and facilities, the Steering committee shared the following observations.

The ranking scale compares the total project cost to the replacement cost in the form of a ratio. The evaluation scale is as follows:

| | |
|----------|---------|
| 0-10% | GOOD |
| 11%-25% | FAIR |
| 26%-50% | POOR |
| 50%-100% | REPLACE |

The primary value of the evaluation scale is to serve as an early warning for significant renovation and expansion projects in existing buildings. When the cost of that project exceeds 50% of the replacement value of the facility, careful consideration should be given to proceeding with such a project. It is likely that some renovation and expansion projects will have a large level of support due to other factors in the Missoula community including the value placed on historic buildings.

The 20% contingency attached to each of the total project costs is typical for the level of detail at this point in time. For example, the probable costs do not include potential asbestos abatement associated with any of the projects. AS the scope of each project is more clearly defined, the contingency will be reduced.

Pre-kindergarten programs envisioned by Governor Bullock are anticipated in the concepts for new schools or renovations of existing schools. The potential for flexible adult education spaces in every facility are illustrated in some of the concepts for new schools or renovations of existing schools.

The Steering Committee will be asked to examine the preferred alternatives that emerge from the work of the Expanded Education Innovation teams and to address potential conflicts when considered from a district-wide vantage point.



Guiding Principles

The Steering Committee reviewed the proposed 12 guiding principles to be used by the Expanded Education Innovation Teams during the APPLY phase workshops.

The word “Fiscal” was added to #12.

Although guiding principles #13-25 will not be used to evaluate the range of options, the word “Transportation” was added to #24.

Ultimately the 12 guiding principles will be used to help identify the options that are highly effective in meeting the majority of the issues identified in the list of guiding principles. In most communities, the preferred alternatives will be ranked as “high effective” or moderately effective” by the teams reviewing the range of options. It is likely that even the preferred alternatives will have at least one team that believes that the option is “not effective” in achieving one of the guiding principles. When that situation arises, it is important to discuss that assessment in greater detail in order to determine if the “not effective” assessment represents a fatal flaw of the option, or something that could be addressed through design or other considerations.

When considered as a group, the guiding principles help to achieve an alignment between the 21st Century vision of

education in Missoula with the facilities developed to support that vision.

New ways of achieving flexibility will be necessary in order to avoid replicating old concepts subdividing flexible project spaces into individual classrooms, reinforcing the idea that of teachers work alone. The impact of learning in a 24/7 environment with digital access to the entire world will also reduce the need for conventional concepts of learning spaces.

Broadband Initiative

Marcie Allen of Bitterroot Economic Development (BRED) provided a brief overview of the investigation Magellan has begun regarding the broadband capacity and demands in the Missoula region. The work represents collaboration between many “anchor” organizations including city and county government, healthcare and other business interests. The focus of the study is to identify the technology infrastructure need to attract and retain business.

The long term technology needs of Missoula County Public Schools in support of online testing, virtual learning, on demand learning and much more will be defined through the MCPS technology plan. Access to affordable, next generation fiber optic in both schools and residences is expected to be important to the success of the initiative.



The MCPS technology plan will be coordinated with the Strategic Facilities Plan, and the cost of the technology upgrades are likely to be included in a General Obligation Bond. Resources available from Connect ED, ERate and other local, state and federal and private sources will be coordinated.

The report will be developed by the Spring of 2014. Early insights include the value of 1 GB of fiber optic connecting western Montana to Seattle. Missoula is a technology oriented community, resulting in a greater demand for technology infrastructure. A robust technology infrastructure typically blurs the geographic advantages found in larger communities on the west coast, resulting in “location independence” that allows businesses to locate, develop and expand in Missoula.

Community Input

Martha Newell asked that the revenues from the sale of properties or facilities be included in the summaries of each option. Those resources are identified where they apply.

Community Survey

Hatton Littman provided a brief update on the status of the community survey request from the Board of Trustees. The intent of the survey is to expand participation beyond the 225

expanded Education Innovation Team members and participants in the community listening sessions. The survey needs to be developed in a manner that captures useful data for use by the Steering Committee and the Board of Trustees. The survey can be used to measure the level of community interest in taking the next steps toward implementing the Strategic Facilities Plan educate. Comparable surveys developed for Mountain Line and Missoula Parks and Recreation cost approximately \$25,000. At this point in time, research assistance from the University of Montana or the Montana State University Small Government Center will be pursued.

It is likely that the survey would be introduced in several settings including community meetings, telephone surveys and on-line. Feedback on the top 2 options and the overall priorities of the Strategic Facilities Plan will be requested. The survey is likely to collect quantitative and qualitative data that can be acted upon.

The survey will be linked to the community meetings, editorials, etc.



Funding Alternatives

The APPLY phase workshops will focus on a deep critique and ranking of the top two options for each site and facility identified by each of the Expanded Education Innovation Teams and the Steering Committee.

The Steering Committee will review all of the top ranked options and prioritize each option. When the planning process began, it was assumed that the options would be categorized as 5, 10 or 15-year priorities.

After consultation with D.A. Davidson and Dorsey Whitney, CTA recommends that Missoula County Public Schools consider the following funding alternatives:

- 1. The existing Building Reserve addresses on-going deferred maintenance needs identified in the Building Reserve, as well as maintenance and equipment. The total funds available from the elementary building reserve, interest and block grants is \$1,908,058. The total funds available from the secondary building reserve and interest is \$792,080. The Elementary Reserves expire in 2014-15 and 2015-16. The Secondary Reserve expires in 2015-16.*
- 2. The technology levy passed in 2012 to addresses the on-going technology replacement. The annual sums collected are \$850,000 for Elementary and \$750,000 for Secondary. Current balances are \$789,676 Elementary and \$854,906 Secondary.*
- 3. The sale of the Roosevelt School resulted in \$1,250,000.*
- 4. The account associated with the lease of Prescott School is \$275,000. This sum will be partially reduced by the costs of the development of the Strategic Facilities Plan.*
- 5. The account associated with the lease of Mount Jumbo is \$350,000. This sum will be partially reduced by the costs of the development of the Strategic Facilities Plan.*
- 6. Quality Schools Project Grant applications from the Montana Department of Commerce between \$1,000,000-\$2,000,000 will be due in the summer of 2014. Successful projects will be identified by the Department of Commerce in November 2014, and funded during the legislative session in April 2015. Funds would be available July 1, 2015, and spent prior to June 30, 2017.*
- 7. The sale of facilities or sites identified by the Steering Committee and Board of Trustees may result in approximately \$2,000,000-\$5,000,000)*



8. *School facilities developed within Urban Renewal District III (Brooks Street Corridor, including Jefferson School, Casaloma/Homevale, and privately-owned parcels). This Tax Increment Finance District terminates in December 2015 unless a significant public project is identified prior to that time, in which case the project would be funded by a bond, sold by the Missoula Redevelopment Agency, and paid through the available tax increment in URD III. (Approximately \$5,000,000-\$10,000,000 may be available)*
9. *Low interest Intercap loans from the State of Montana can be used to implement the highest priority energy conservation measures identified in the 2009 Energy Audit and Facility Condition Inventory. Energy savings realized from each project are used to pay off the loan over 10-15 years (Approximately \$4,000,000-\$6,000,000). Intercap loans are paid from the general fund, which is not desirable.*
10. *Building reserves can be used to implement the highest priority energy conservation measures identified in the 2009 Energy Audit and Facility Condition Inventory. Energy savings realized from each project can be used to fund future energy projects. Operational savings are accounted for in the general fund, which is desirable.*
11. *The performance contracting process can be used to implement the highest priority energy conservation*

measures identified in the 2009 Energy Audit and Facility Condition Inventory. Energy savings realized from each project are used to pay the contract over a period of 10-15 years. Loans are paid from the general fund, which is not desirable.

Total resources from the sources noted above are likely to equal approximately \$15,000,000-\$20,000,000.

If the community is asked for significant financial support of facility renovation and replacement projects, voters will be asked to vote on either a General Obligation Bond, Building Reserve, or both.

Because of the elementary and high school configuration of the district, voters will be asked to vote on either K-8 project funding, 9-12 project funding, or both, depending upon the location of their property.

For the purpose of this summary, it is assumed that the total funds needed would be approximately \$150,000,000.



General Obligation Bond

1. *General obligation bonds are typically secured after a 60 day protest period followed by a 30 day sale and closing period.*
2. *Bonds can be invested in interest bearing accounts until the resources have been expended, provided that arbitrage earnings do not exceed the yield rate of the bond. General Obligations Bonds are typically spent within a 3-year period after the sale of the bond, although that timeframe is driven by federal tax rules, not by the laws of the State of Montana.*
3. *Billings Public Schools recently passed a single \$124,000,000 bond with two bond issues, \$80,000,000 in January 2014 and \$44,000,000 in January of 2016. The funds are likely to be expended prior to January of 2019 (6 years after the vote). Dorsey & Whitney recommends discussing the bond process with Billings Public Schools.*
4. *Bozeman Public Schools has passed a series of bonds in the past decade through a series of votes totaling more than \$100,000,000. It is possible that the community might support the first bond and not subsequent bonds.*
5. *Although 20 year bonds are typical (and the maximum), shorter durations have lower interest rates, but greater annual impacts.*
6. *Dorsey & Whitney recommends that the funds be spent in less than 10 years in order to address the clearly stated needs of the Bond Question in a timely manner and avoiding the impacts of inflation. Extending the work associated with the bond beyond ten years opens Missoula County Public Schools to potential challenges from taxpayers at the time of the bond election, or during the implementation phase. Completing the work within a 10 year time period provides MCPS and the community with more flexibility for meeting emerging needs in the future.*
7. *A single vote with three bond issues might take place in the Fall of 2015, with the first sale in December 2015, the second sale in 2018/19 and a third sale in 2021/22, with the final phase of the work completed in 2025 (10 years after the vote).*
8. *One benefit of the single vote/multiple sales is that the tax impacts take place over time, rather than a significant increase in a single year.*
9. *As property values in the community increase over the 20 year duration of the bond, the impacts on individual taxpayers decrease.*
10. *The three bond sales may not be equal in value. For example the first bond sale might be for \$75,000,000, followed by a sale of \$50,000,000 and concluded with a \$25,000,000 sale. Interest rates are likely to increase*

over time and would need to be calculated as a part of the taxpayer impact statement.

Building Reserve

1. *Building Reserves are typically utilized to meet deferred maintenance needs in 5 year increments, although the maximum is 20 years. Funds are collected and spent on an annual basis, resulting in significantly lower impacts on taxpayers, but require longer durations to accumulate adequate funds to complete significant projects.*
2. *For example, a \$150,000,000 Building Reserve with a 20-year duration would collect \$7,500,000/year. By comparison a \$150,000,000 General Obligation Bond with an interest rate of 4% and 20-year duration would result in \$11-12,000,000 annual payments.*
3. *Building reserves are considered to be an inefficient means of collecting funds to meet major facility projects, and as a result, are typically smaller amounts used to address on-going maintenance needs.*

Combined General Obligation Bond and Building Reserve

1. *A General Obligation Bond could be combined with a Building Reserve in order to address immediate long-term needs such as replacing facilities or meeting growing enrollment, while accumulating building*

reserves to meet on-going deferred maintenance (such as boiler and roof replacements) or secondary priority projects including major renovations or facility replacement.

2. *The combination of bonds and reserves might be packaged as a \$100,000,000 General Obligation Bond and \$50,000,000 Building Reserve, each with 20 year durations. It is likely that the \$100,000,000 would be spent within a 6-10 year period, while \$15-25,000,000 accumulates in the building reserve. Those funds would be spent on the next level of priority projects, while funds continue to accumulate to address the third-tier priorities.*
3. *It is possible that the community might support the passage of the bond, but not the building reserve, or vice-versa.*
4. *Combining bonds and reserves create benefits for taxpayers. For example, a \$100,000,000 General Obligation Bond and a \$50,000,000 Building Reserve with a 20-year duration would collect would result in a lower taxpayer impacts than a \$150,000,000 General Obligation Bond.*



Closing Thoughts

High School debt is approximately \$10,000,000, to be paid in full in 2018 and 2023. Illustrating the impact of existing debt dropping from the tax rolls will be important.

It is important for the community to understand that the funds secured through the passage of a General Obligation Bond or Building Reserve can only be used for the facility needs identified in the Bond or Levy questions, not for MCPS salaries.

Highly effective schools in top performing countries such as Finland and Japan expect teachers to hold master level degrees in advance of teaching, pair new teachers with master mentors, compensate teachers at high level, and regard teachers as professional on par with attorneys and physicians. The types of spaces created for teaching and learning in Finland and Japan include teacher collaboration spaces, highly flexible spaces and furnishings that allow for the rapid conversion of instructional space for many learning modalities, resulting in an efficient use of space.

AP 3.3 District Wide APPLY Workshop January 28, 2014

Education Innovation Teams from each school reviewed the range of options identified by the groups during the EXPLORE Workshops and illustrated by the planning team. Each team was asked to critique each of the options using the framework of “What works?, What could be better? and “What’s Missing?” The PREFERRED ALTERNATIVE is noted for each of the options identified by the combined work of the Education Innovation Teams and Expanded Education Innovation Teams.

See APPENDIX AP3.3A What Works? for detailed responses.

AP3.4 Regional APPLY Workshops January 29-February 4, 2014

The expanded Education Innovation Teams representing each school utilized the guiding principles developed and refined in the previous exercises to provide a deep critique of each of the options and identifying if the option represented an Effective (Green), Moderately Effective (Yellow) or Not Effective (Red) implementation of the guiding principle.

See attached Appendix AP4A for a summary of each site and facility. Where an average is shown for more than one table team response, a bias toward improvement was illustrated.

For example; red rather than yellow, or yellow rather than green, in order to capture the need to improve any of the options.

See APPENDIX AP3.4A Guiding Principle Matrix

During the review and critique process, the Education Innovation Teams were asked to consider selecting the best elements from several concepts and re-developing the alternative with the intent of addressing any “not effective” assessments for any of the guiding principles associated with the preferred alternatives.

After observing a short video regarding the story of the transformation of Forest Avenue Elementary School in Middletown Rhode Island, the teams reviewed the preferred alternatives for potential pilot projects. Pilot projects represent dramatic change achieved with limited resources in a short period of time (a summer) in order to demonstrate the type of change anticipated within a school and across the community.

Potential pilot projects included:

- *Relocate the entry to Hawthorne School to the South east Corner of the building to improve visibility and security*

- *Create a small learning community on the south end of the main floor of Lewis & Clark*
- *Reconfigure the entry to Paxson School to create a welcoming and secure point of arrival*
- *Create a small learning community within Hellgate High School to improve flexibility and utilization of space*

AP3.5 Community Listening Session February 4, 2014

The community was introduced to the work of the Steering Committee and Education Innovation Teams and invited to provide HOPES and CONCERNS during a gallery walk of the 7 options for all 32 sites and facilities.

MCPS Trades and Crafts employees were asked to share their observations regarding the issues they spend significant time addressing in each building. Their comments were recorded on separate sheets and included in Appendix AP5A Hopes & Concerns.

AP3.6 General Hopes & Concerns

After the gallery walk, community participants were asked to share any general Hopes & Concerns regarding the process or the range of options presented.

Hopes

*K-8 Configuration or middle school for Prescott School
Year round school embraced district wide
Security*

Concerns

*Voice for Prescott, Mount Jumbo, Whittier, etc
Lease to private schools
ADA Access
Process for selling sites or facilities*



AP3.7 Steering Committee Meeting February 6, 2014

The Steering Committee conducted the same two-part review of the remaining undeveloped sites, leased facilities and administrative buildings. The comments from the Steering Committee Review are included in [See APPENDIX AP 3.3A and APPENDIX AP 3.4A](#)

The Steering Committee was asked to share observations regarding the range of options for the undeveloped sites, leased facilities and administrative buildings.

Observations

*Not all one thing or another
Potential to link sale of Duncan drive to acquisition of Linda Vista
Potential to partner with developers through RFP process versus one time transaction
Majority of parcels and facilities are in Elementary District except for VO-AG and Hellgate Soccer
Interconnection of Administrative buildings
Deferred maintenance at Missoula College
Mount Jumbo @ 450 requires 320 students beyond neighborhood. It should be remodel/expanded first, then given magnet or learning theme focus to attract other students*

Schools can drive neighborhood demographics, rather than react

Location of Mount Jumbo is challenging

Early child should be available for all

A number of bonds are on the horizon

2014 Parks & Recreation

2019-20 Library

Need to poll and educate community

Seek outside funding

Make effort more prominent on web page

AP3.8 Preferred Alternatives

The planning team has modified the summary sheets for each of the one or two preferred alternatives for each school, undeveloped site, leased buildings and administrative facilities.

Potential pilot projects have been identified for a limited number of schools where the Education Innovation Team indicated a strong preference for retaining and remodeling the existing school.

[See APPENDIX AP3.8A Total Project Costs 2.17.2014](#)

[APPENDIX AP 3.8B Revised Preferred Alternatives 2.27.2014](#)

[APPENDIX AP 3.8C Total Project Costs 2.27.2014](#)



REPORT

February 6- May 14, 2014



REPORT

RE 1 Preferred Alternatives

On February 19, 2014, representatives from the Expanded Education Innovation Teams representing Region One schools provided brief overviews of preferred alternatives that emerged from the strategic planning process.

Chief Charlo- Option L: Light Touch

Facility is in good condition

Improve site circulation

Secure entry & waiting area

Barn doors to improve collaboration and flexibility

Technology upgrades

Deferred maintenance

Re-grade north play area to minimize ice build-up

Cold Springs- Option L: Light Touch

Light Touch is an interim solution

Facility has many challenges

Replacing Cold Springs might not be the first priority, but it does need to be replaced

Site circulation could exit to Country Club

Line of sight/entry improvements needed- central point of entry from both north and south

Briggs is a busy cross street and not appropriate for student pick-up/drop-off

Cold Springs- Option S: Start Over

A flat site on Maloney Ranch is preferred

Put school where kids are

Are we building enough capacity for future development in this part of our community?

Russell- Option E: Expand

The two annexes are older than the school and in poor condition

Security, safety and isolation concerns associate with two annexes

Classrooms in Annexes are significantly smaller than classrooms in main building

Main entry to school is not visible, and receptionist cannot see visitors until they are in building

Expanding school will separate dining and physical education

Adult education space is desired

Pre-kindergarten space is desired

More open space on the same site would benefit physical education, play space, science and garden

Russell- Option S: Start Over

Possible that the same school plan could be used on multiple sites

Meadow Hill Middle School- Option E: Expand

Existing entry is challenging

Parking is not safe or family friendly

Interior circulation has many bottle-necks

The annex is isolated and old and results in teams being split

Roof condition in gymnasium and elsewhere is poor

School was an elementary school, expanded under a Junior

High Model of education, and not compatible with Middle

Model of teachers working with teams of students

Existing gym is not appropriate for performance space

Lunchroom is too small

The building is at capacity with no additional capacity for anticipated growth

Access doors are not accessible

The location of life skills classroom is poor

Student involvement in the process could have been compressed

A brighter, welcoming school is desired

Meadow Hill Middle School- Option S: Start Over

A new facility might be able to be built on the existing site while occupying the existing building, but would result in

significant separation between pick-up/drop-off loop and the entry to the building.

Sentinel High School- Option C: Consolidate

Seven key items should be addressed, including deferred maintenance (boilers, roof), Accessibility, and resurfacing parking and the track

Technology needs are significant- servers, and the back-bone of a network

A STEM lab could be located in building 500- with space for Project Based Learning, Robotics

Consolidating 4 buildings will improve safety

Converting the music building into locker rooms and restrooms for use by students and the community during athletic events (soccer, softball and football) The University of Montana use of the softball fields will be temporary

Improving the Theater might be achieved using seats from Cinema Six



RE 2 Steering Committee Review

The Steering Committee began its review of the Preferred Alternatives on February 20, 2014

After a gallery walk of the preferred alternatives concluded with a review of potential conflicts between the preferred alternatives.

- *A few of the images need to be revised to illustrate how deferred maintenance, accessibility and energy conservation projects are 100% addressed in each of the preferred options*
 - *Remaining Deferred Maintenance, Energy & Accessibility projects should be \$0 for: Hawthorne E.1 Expand, Rattlesnake E.1 Expand, CS Porter E.1, VO-AG R.1 Realign, Relocate, Renovate,*
 - *Light touch images may need to come back, although the majority of the light touch options do not fulfill the guiding principles effectively*
 - *Upgrades to flexible/adaptable technology infrastructure are incorporated in each of the options*
 - *Safety & security options are included in all of the preferred alternatives*
 - *21st Century spaces for collaboration, flexibility need to be incorporated into all preferred alternatives*
- *How much of the budget for each option is dedicated to parking and vehicle circulation?*
 - *The AG Center option is focused on food production*
 - *The cost of the Willard/Adult Education/Fine Arts complex in the Holiday Village is a concern*
 - *The Holiday Village option needs input from the developer and city*
 - *Input from the Jefferson Early Child Center is needed. What would happen to Jefferson if programs were relocated?*
 - *Should the Seeley-Swan High School option be scaled back (an error was discovered in the spreadsheet resulting in accounting for deferred maintenance twice. The revised Total Project Cost is \$3,500,000)*
 - *The idea of creating Pre-Kindergarten programs in multiple locations will require a discussion with Head Start*
 - *Should Missoula County Stadium be improved? Improvements might include re-surfacing the track, a synthetic field that could be utilized more intensely*
 - *Partnering with the City of Missoula on improvements to soccer and softball fields is desired*
 - *Honor the work of the Expanded Education Innovation Teams*



- *Groups that identified a single option may be asked to develop a second option, representing a scaled back version of the primary option*
- *How will we proceed with options that are located on property not owned by MCPS? (such as City, County, University of Montana or private property)*
- *It would be helpful if Steering Committee members could attend the remaining Trustee presentations by the Expanded Education Innovation Teams on March 18 & 20.*
- *It would be helpful to have the key observations for each of the preferred alternatives condensed into a single document [See APPENDIX RE 1A Key Issues](#)*
- *Does making a significant investment in Hellgate High School warranted? Should the structure, energy use and life span of the building be researched first?*
- *The attendance area boundaries of MCPS may need to be studied*
- *Transportation between the High schools and AG Center is important. Transportation should be expanded to address parking, covered bike parking, etc.*
- *Current bus routes are less than 30 hours (combining morning and afternoon)*

- *What will happen to enrollment if Hellgate Elementary School becomes a K-12 district? Should Missoula operate two high schools?*
- *MCPS may have to offer fewer options at each high school*
- *Polling is needed to understand level of support for facility improvements in our community*

The Steering Committee focused on the Undeveloped Sites, Leased Facilities and Administrative Buildings and provided the following observations

- *Duncan Drive S.1 Start Over*
 - *Bullet points should be re-stated as Appraise & determine if it is worth selling the property*
 - *Reference the enrollment forecast as justification for no additional school sites in the Rattlesnake*
- *Linda Vista O.1 Out of the Box*
 - *Reference the enrollment forecast as justification for locating school in proximity to Linda Vista*
- *Casaloma E.1 Expand*
 - *MCPS has sole ownership of property, but an obligation to the University of Montana of \$162,000 which is being offset by on-going use as parking for Missoula College, and will be*

MISSOULA COUNTY PUBLIC SCHOOLS
SMART SCHOOLS 2020 STRATEGIC FACILITIES PLAN
FINAL REPORT June 2, 2014

- further reduced by the temporary use of Sentinel High School softball fields by the new University of Montana Softball team*
- *Central warehouse could be located elsewhere*
- *Contents of warehouse can be sold*
- *There is an opportunity to re-think approach to warehousing*
- *Casaloma O.1 Out of the Box*
 - *Consider a long-term lease of the property to a business that would build a building and provide long-term revenue stream for MCPS*
 - *The project cost should be reduced to \$25,000 to represent the extent of MCPS funds needed to lease the property*
- *Mount Jumbo E.1 Expand*
 - *Ideas for re-opening the school after use as swing space include a STEAM Middle School Academy or K-8 IB School*
- *Whittier Option R.1 Realign, Relocate, Renovate*
 - *It is time to talk to Head Start about collaborating on Pre-Kindergarten programs*



RE3 Survey Response

A community survey was posted on the MCPS website on Friday February 14, 2014. In less than one week, more than 700 responses had been collected.

- *The majority of respondents have school age children*
- *Nearly 50% of respondents have children enrolled in elementary schools.*
- *The majority of respondents are between the age of 41-55*
- *A significant majority of respondents are women*
- *A significant majority have been aware of the Strategic Planning Process for more than a month*
- *The MCPS website and school meetings were most commonly cited locations of information*
- *The Missoulian and school communications were the most common places to learn about the process*
- *Respondents are viewing supporting documents on the MCPS website and in school settings*
- *The highest ranked priorities are technology, safety & security and expanding enrollment*

RE4 Revised Project Costs

CTA has revised the format of the Total Project Costs to illustrate the Total Project Costs in 2014, 2017, 2020 & 2023. The impact of inflation is significant. 3% annual inflation results in 2014 costs expanding by more than 9% in 2017, more than 19% in 2020 and more than 30% in 2023.

In addition, CTA has refined the underlying assumptions of the Total Project Costs including reducing the cost of demolition, increasing the cost of new construction to reflect data from RSMEANS and decrease the contingency to 15% for renovation projects and 10% for new construction. The end result is total project costs that are lower than those previously stated.

RE5 Taxpayer Impacts

DA Davidson has provided a revised Taxpayer Impact Statement.

Elementary

The maximum bonding capacity of the Elementary (K-8) district is \$84,538,920. The bonding capacity is projected to rise prior to November 2015.

Maximum Bond

The maximum 20-Year impact of the maximum bond on a \$200,000 property is approximately \$3,060.

The maximum 1-Year impact of the maximum bond on a \$200,000 property is approximately \$153.

The maximum monthly impact of the maximum bond on a \$200,000 property is approximately \$13.

100\$/Year Bond

The maximum bond with a \$100/Year impact on a \$200,000 property is approximately \$55,000,000

The maximum 20-Year impact of the \$55,000,000 bond on a \$200,000 property is approximately \$1,991.

The maximum 1-Year impact of the \$55,000,000 bond on a \$200,000 property is approximately \$100.

The maximum monthly impact of the \$55,000,000 bond on a \$200,000 property is approximately \$8.

50\$/Year Bond

The maximum bond with a \$50/Year impact on a \$200,000 property is approximately \$27,500,000

The maximum 20-Year impact of the \$27,500,000 bond on a \$200,000 property is approximately \$995.

The maximum 1-Year impact of the \$27,500,000 bond on a \$200,000 property is approximately \$50.

The maximum monthly impact of the \$27,500,000 bond on a \$200,000 property is approximately \$4.



High School

The maximum bonding capacity of the High School (9-12) district is \$129,509,610. The bonding capacity will rise by at least \$2,000,000 prior to November 2015 due to two annual payments of \$1,000,000 on the current bond.

Maximum Bond

The maximum 20-Year impact of the maximum bond on a \$200,000 property is approximately \$2,911.

The maximum 1-Year impact of the maximum bond on a \$200,000 property is approximately \$146.

The maximum monthly impact of the maximum bond on a \$200,000 property is approximately \$12.

100\$/Year Bond

The maximum bond with a \$100/Year impact on a \$200,000 property is approximately \$89,000,000

The maximum 20-Year impact of the \$89,000,000 bond on a \$200,000 property is approximately \$2,000.

The maximum 1-Year impact of the \$89,000,000 bond on a \$200,000 property is approximately \$100.

The maximum monthly impact of the \$55,000,000 bond on a \$200,000 property is approximately \$8.

50\$/Year Bond

The maximum bond with a \$50/Year impact on a \$200,000 property is approximately \$44,500,000

The maximum 20-Year impact of the \$44,500,000 bond on a \$200,000 property is approximately \$1,000.

The maximum 1-Year impact of the \$44,500,000 bond on a \$200,000 property is approximately \$50.

The maximum monthly impact of the \$44,500,000 bond on a \$200,000 property is approximately \$4.

[*See APPENDIX RE 5A Estimated Mill Levy Impact Analysis*](#)



RE6 Steering Committee Prioritizing of Options

On March 17, 2014, the Steering Committee was asked to consider the guiding principles, enrollment projections, safety, technology and facility condition and to mark the priority of each of the options as follows:

- Green: High Priority 0-5 Years*
- Yellow: Moderate Priority 6-10 Years*
- Red: Low Priority 11-15 Years*
- Blue: rework of option is needed*

The highest priority items included:

- Lowell Elementary School Option S.1*
- Russell Elementary School Option E.1*
- Cold Springs Elementary School Option R.1*
- Franklin Elementary School S.1*
- Prescott School Option B.1*
- Administration Building Option C.1*
- Whittier School Option S.1*
- Missoula College Option C.1*
- 55th/Whitaker Option E.1 & S.1*
- Rattlesnake Elementary School Option E.1*

Moderate priority items included:

- Paxson Elementary School Option E.1*
- CS Porter Middle School Option R.1*
- Business Building Option C.1*
- Administration Building Option S.1*
- Cold Springs Elementary School Option L.1*
- Sentinel High School Option C.1*
- Lewis & Clark Elementary School Option E.1*
- Prescott School Option S.1*
- Hawthorne Elementary School Option E.1*
- Big Sky High School Option E.1*
- Washington Middle School C.1*
- Mount Jumbo School Option B.1*
- Whittier School L.1*
- Lowell Elementary School Option E.1*
- CS Porter Middle School Option E.1*
- Vo-Ag Option R.1*
- Casaloma Option O.1*
- Hellgate High School Option S.1*
- Seeley-Swan High School Option E.1*
- Chief Charlo Elementary School Option L.1*
- Mount Jumbo Option E.1*
- Duncan Drive Option S.1*
- Jefferson Option O.1*
- Business Building Option E.1*
- Meadow Hill Middle School Option E.1*



Low Priority items included:

Washington Middle School Option S.1
Meadow Hill Middle School Option S.1
Hellgate High School Soccer Option E.1
Willard Alternative Program Option S.1
Linda Vista Option O.1
Hawthorne Elementary School Option S.1
Willard Alternative Program Option R.1
Casaloma Option E.1
Russell Elementary School Option S.1
Hellgate High School Riverbowl Option B.1
Dickinson Life Long Learning Center Option L.1
Dickinson Life Long Learning Center Option O.1
Lewis & Clark Elementary School Option S.1
Franklin Elementary School Option E.1

The following option were identified as requiring additional development:

Lowell Elementary School Option S.1
Russell Elementary School Option E.1
Administration Building Option C.1
Whittier School Option S.1
Missoula College Option C.1
Business Building Option C.1
Sentinel High School Option C.1

Lewis & Clark Elementary School Option E.1
Prescott School Option S.1
Hawthorne Elementary School Option E.1
Big Sky High School Option E.1
Whittier School L.1
CS Porter Middle School Option E.1
Vo-Ag Option R.1
Casaloma Option O.1
Hellgate High School Option S.1
Duncan Drive Option S.1
Jefferson Option O.1
Meadow Hill Middle School Option E.1
Meadow Hill Middle School Option S.1
Willard Alternative Program Option S.1
Linda Vista Option O.1
Willard Alternative Program Option R.1
Hellgate High School Riverbowl Option B.1
Dickinson Life Long Learning Center Option L.1

[See APPENDIX RE 6A Steering Committee Priorities](#)



Observations regarding priorities:

The following high priority options represent potential revenue opportunities for MCPS:

*Prescott School Option B.1
Administration Building Option C.1
Whittier School Option S.1
55th/Whitaker Option E.1 & S.1*

If high priority options are addressed, the following options would not be pursued:

*Administration Building Option S.1
Cold Springs Elementary School Option L.1
Prescott School Option S.1
Mount Jumbo School Option B.1
Lowell Elementary School Option E.1
CS Porter Middle School Option E.1
Business Building Option E.1*

In order for high priority options to be addressed, Mount Jumbo will be need for temporary swing space. In order for CS Porter to be relocated to the Dickinson site, the Life Long Center would need to be relocated.

A number of options exceed the benchmarks for school size and should be revised.

*Rattlesnake Elementary School Option E.1
Sentinel High School Option C.1
Big Sky High School Option E.1
Washington Middle School C.1
Lowell Elementary School Option E.1
CS Porter Middle School Option E.1
Seeley-Swan High School Option E.1
Meadow Hill Middle School Option E.1
Franklin Elementary School Option E.1*

Members of the Steering Committee expressed an interest in selling properties and buildings before asking the community for financial support. The sale of properties should be sold in order to optimize revenue. Long term lease of sites may result in greater revenue. The parcel north of the Hellgate Soccer/Softball field s might be sold separately from the playfields.

Swapping and trading property might result in a more effective use of resources.

The Steering Committee may recommend either a trigger event or timeframe for the sale of sites or facilities. Improving facilities in the poorest condition should be addressed first.



MISSOULA COUNTY PUBLIC SCHOOLS
SMART SCHOOLS 2020 STRATEGIC FACILITIES PLAN
FINAL REPORT June 2, 2014

Each preferred alternative represents the plan for that facility, even if it is implemented in 6-10 years or 11-15 years. Technology, safety and facility transformation represent the three key issues.

Scaling back options will be necessary in order to include more medium priority items.

All facilities need to be improved to meet the needs of 21st Century education.

It may be necessary to reexamine the high school organization

The 90 day out clause on the Duncan Drive property should be reconsidered.

A 40 year lease might be considered

MCPS/City of Missoula collaboration on open space and playfields is needed.



RE7 Concept Refinements

CTA reviewed the extensive list of deferred maintenance, energy and accessibility projects (developed in 2009) with Pat McHugh and Burley McWilliams. The list of projects was divided into sub-categories of energy projects with paybacks less than 20 years, safety projects, accessibility projects and high priority deferred maintenance items such as heating, ventilation and roof replacements. As a result of that exercise, the \$65,000,000 estimate was reduced to \$39,000,000.

CTA is in the process of conducting follow up meetings with the Education Innovation Teams from the following schools in order to scale back the scope of the preferred alternatives while still improving safety, enhancing technology and creating 21st Century learning environments.

*Franklin Elementary School
Hawthorne Elementary School
Lewis & Clark Elementary School
Lowell Elementary School
Paxson Elementary School*

*CS Porter Middle School
Meadow Hill Middle School
Washington Middle School*

*Big Sky High School
Hellgate High School
Seeley-Swan High School
Sentinel High School
Willard Alternative Program*

The preliminary result of the follow up meetings includes minor and significant reductions in scope, resulting in lower project costs.

See APPENDIX RE 7A Total Project Costs 5.14.2014

RE8 Stakeholder Meetings

The Steering Committee identified a number of stakeholder groups that should be engaged in detailed discussions about common interests and opportunities for collaboration. Those groups include:

*Hellgate Elementary School District
University of Montana/Dickinson Life Long Learning Center
State of Montana
City of Missoula
Head Start*

The first three of those meetings have taken place.

Hellgate Elementary School District

Hellgate Elementary School District has initiated an intention to become an independent K-12 school district. This would result in a significant decline in enrollment in MCPS High Schools, with the greatest impact on Big Sky High School enrollment.

The MCPS Board of Trustees opposes the creation of a new K-12 district and seeks continued collaboration with all 11 K-8 districts who send students to Big Sky, Hellgate, Seeley-Swan and Sentinel High Schools and the Willard Alternative Program.

University of Montana/Dickinson Life Long Learning Center

Missoula College

The proposed Missoula College to be located on East Broadway is currently in the preliminary design phase, with a potential construction start during the spring of 2015 and completion in the summer of 2016.

The University of Montana intends to honor the previous commitment to convey the existing Missoula College facilities on South Avenue adjacent to Sentinel High School to Missoula County Public Schools for \$1.

Missoula College represents valuable swing space for MCPS and a potential future location for central administration and the Dickinson Life Long Learning Center.

It is possible that MCPS may need to utilize the existing Missoula College Facilities as early as the summer of 2016 or the spring of 2017 as the first renovation or replacement projects begin to displace students and staff.

The University of Montana will update the Facility Condition Inventory last developed in 2008. Burley McWilliams and the Trades & Crafts staff will be invited to tour the facility with University of Montana engineers during the FCI update.

It was noted that the Dickinson Life Long Learning Center (DLLLLC), School of Extended and Lifelong Learning (SELL) Osher Lifelong Learning Institute (MOLLI) and Missoula College offer similar programs in similar types of facilities. Current collaboration between each of the programs is likely to be expanded as limited fiscal resources and common educational goals create a greater need for collaboration.

The preferred alternative for the DLLLLC is to remain in the existing Dickinson school. If the DLLLLC were to be relocated, a permanent and visible location would be needed with adequate parking and proximity to public transit. The larger of the two Missoula College may represent an effective location for the DLLLLC.



Duncan Drive/PEAS Farm

The Duncan Drive/PEAS Farm represents and other form of collaboration between MCPS, the University of Montana and the City of Missoula. It is possible that the \$160,000 Homevale/Casaloma debt resolution may be partially resolved through the PEAS Farm lease compensation agreement as well as the Missoula College parking agreement currently under development.

Vo-AG Farm

A third opportunity for collaboration includes the temporary use of the pastures adjacent to the MCPS Vo-Ag farm. The parcel between the farm and the Vo-Ag triangle is slated to be incorporated into the long-range plans for recreational facilities on South Avenue. Additional pasture south of the Vo-Ag farm is available until the Archeology Department begins to explore the former Fort Missoula dump. The common interest in Farm to School provides potential connections between the PEAS Farm and the MCPS Vo-Ag program.

State of Montana

Early Child Initiatives

Governor Bullock has identified half-day Pre-K as an important part of local and state economic development, and is seeking both education and business partners as the Pre-K plan is developed for consideration by the Montana Legislature in January 2015.

Expansion of Pre-K may be delivered through a competitive block grant program with public and private partners determining the best approach for each community. Pre-K programs may be delivered in existing public or private facilities, or in new or expanded facilities. The State of Montana will connect interested community partners with data regarding the effectiveness of Pre-K programs in other states, the rate of participation, and other important details.

The potential facility impacts could be significant.

Student Teacher Ratios

No major changes to the student/teacher ratios are anticipated at this time. However, if the current student/teacher ratios of 1:28 for grades 3 & 4 and 1:30 for grades 5-12 were to be revised to 1:25, those 1,200 students in grades 3 & 4 would require an additional 5 teachers and

classrooms, and the 6,500 students in grades 5-12 would require an additional 43 additional teachers and classrooms. The current facility capacity and budget challenges would be significantly impacted by such a change.

Funding Formula

No major changes to the school funding formula are anticipated at this time. The basic entitlement and Average Number Belonging (ANB) is adjusted in advance of each legislative session.

Bonding Capacity

The bonding capacity of school districts across the State of Montana is currently capped at 50%. The 2013 legislature passed, and the governor vetoed a bill that would have allowed local communities to access 100% of the bonding capacity when proposing bonds and levies to local voters. It is likely that numerous schools will be seeking to again raise the bonding capacity during the 2015 legislative session. Raising the bonding capacity would for the K-8 district would give the Steering Committee and the Board of Trustees greater flexibility for meeting the needs of the elementary and middle school facilities.



Quality Schools Project Grants

The Strategic Facilities Planning process has been supported by a \$50,000 Quality Schools Planning Grant from the Montana Department of Commerce. The grant program is funded from revenue from state timber sales. Applications for the Quality Schools Project Grants will be due June 26, 2014.

The Steering Committee and Board of Trustees will be asked to identify the highest priority project, identify potential matching funds and solicit letters of support from students, staff and the community. The largest grant awarded was \$2,000,000. Grants between \$500,000 and \$1,000,000 are more common. Projects are ranked by Department of Commerce staff and forwarded to the governor for inclusion on the FY 2015-17 budget. The legislature has allocated as much as \$12,000,000 in each of the past three budget cycles. Funds could be spent as early as the spring and summer of 2015 and must be completely spent by June 30, 2017.

The statutory priorities are ranked 1-6:

- **Statutory Priority #1** - Projects that solve **urgent and serious public health or safety problems**, or that enable public school district to meet state or federal health or safety standards.
- **Statutory Priority #2** - Projects that address **deferred maintenance** by repairing or replacing existing building components that are inoperable or difficult to service or lack minimum integrity.
- **Statutory Priority #3** - Projects that enhance a public school district's ability to offer specific services related to the requirements of the **accreditation standards** provided for in Section 20-7-111, MCA.
- **Statutory Priority #4** - Projects that provide long-term, cost-effective benefits through **energy-efficient design**.
- **Statutory Priority #5** - Projects that incorporate long-term, cost-effective **benefits** to school facilities, including the **technology needs** of school facilities.
- **Statutory Priority #6** - Project that enhance **educational opportunities** for students.



CTA recommends four possible projects for consideration:

- 1. District-wide technology infrastructure improvements. Technology projects are given a #5 priority, which limits the number of points that can be earned. The technology projects would be focused on facilities that are likely to be retained as a result of the Strategic Facilities Plan. Total technology needs are projected to be \$5,000,000.*
- 2. District-wide security improvements focused on entry areas to each school, compartmentalizing areas of schools. Safety projects fall under priority #1. The security projects would be focused on facilities that are likely to be retained as a result of the Strategic Facilities Plan. Total Safety & Security needs are projected to be \$3,500,000.*
- 3. Targeted pilot projects in one elementary school, one middle school and one high school impacting 5-6 classrooms in order to demonstrate in a comprehensive manner how facilities can be modified with modest resources to support the educational goals of flexibility, collaboration, and learning through projects. The*

project would most likely fall under priority # 6, which limits the number of points that can be earned. The three pilot projects would be completed for approximately \$250,000 each.

- 4. District-wide deferred maintenance projects. These projects are priority #2, and viewed as important investments in existing facilities. The projects would be focused on facilities that are likely to be retained as a result of the Strategic Facilities Plan. Total Deferred Maintenance is \$25,000,000.*

CTA will review the potential grant applications with the Department of Commerce staff in advance of submitting the grant in order to determine which type of project is likely to be funded at the highest level.



K-12 Impacts on Big Sky High School

The MCPS Board of Trustees opposes the creation of a new K-12 district and seeks continued collaboration with all 11 K-8 districts who send students to Big Sky, Hellgate, Seeley-Swan and Sentinel High Schools and the Willard Alternative Program.

City of Missoula

This Meeting is scheduled for July 9, 2014.

Head Start

This Meeting is scheduled for July, 2014.

RE9 Communication Plan

Partners Creative has begun to develop materials that capture the key messages of the Strategic Facilities Plan and to present each message in a manner that can be understood by the general public. Materials will be provided to each of the Education Innovation teams to share in the schools as well as during community events such as the Farmers Market, Out to Lunch, Downtown Tonight, the Missoula County Fair and other venues each team identifies as an appropriate outreach forum.

The communications plan includes scientific polling of the community, currently scheduled for January 2015, after the conclusion of the busy election cycle and in close enough proximity to the November 2015 vote to yield meaningful feedback to the Board of Trustees regarding the bond amount.



RE10 Schedule

The major milestones for the project schedule include the following dates:

May 19, 2014: *Steering Committee review of priorities, preferred alternatives, projected costs and Quality Schools Project Grants options*

May 21, 2014: *F&O Committee review of Quality Schools Project Grant options*

June 4, 2014: *Board of Trustees update on Strategic Facilities Plan*

June 17, 2014: *Board of Trustees Meeting, receipt of priorities from Steering Committee*

June 13, 2014: *Communication Plan materials produced for Education Innovation Teams*

June 26, 2014: *Quality Schools Project Grant Application due*

July 9, 2014: *City of Missoula Stakeholder Meeting*

September-October 2014: *School tours with media*

November 3, 2014: *Quality Schools Project Grant shortlist*

November-December 2014: *Design of Quality Schools Project Grant bid documents.*

January 2015: *Community Polling*

January 2015: *Bidding of Quality Schools Project Grant, award pending confirmation of funding*

January-March 2015: *Montana Legislative Session*

April 2015: *Board of Trustees establishes bond scope and amount.*

April-November 2015: *Bond campaign*

June-August 2015: *Construction/Installation of Quality Schools Project Grant*

September-October 2015: *School tours with media*

November 3, 2015: *Bond Election*

RE11 Steering Committee Meeting May 19, 2014

The Steering Committee reviewed the priorities established during the March 17, 2014 Steering Committee meeting, and confirmed the following.

GENERAL

1. *School Size:*
 - 450-500 Student Elementary Schools
 - 650-750 Student Middle Schools
 - 1500-1800 Student High Schools
2. *All active school facilities will benefit from the investments made by the community in the form of the bond.*
3. *The three key features of the Smart Schools 2020 Strategic Facilities Plan are Safety, Technology, Agile Learning Environments*
4. *Deferred Maintenance is focused on replacing boilers, heat distribution, temperature controls, roof systems and accessibility. The result will be that all significant deferred maintenance will be addressed, reducing MCPS's exposure to meeting on-going maintenance needs through levies and emergency expenditures.*
5. *Safety & Security improvements include securing entry areas and subdividing schools into a series of security zones.*
6. *Technology infrastructure in each building is included.*
7. *Collaborate with City & County regarding Fort Missoula, Duncan Drive, infrastructure adjacent to school sites*
8. *Collaborate with University of Montana regarding Duncan Drive, Casaloma, Missoula College*
9. *Collaborate with State of Montana regarding Early Child, Bonding Capacity, School Funding, K-12 schools*

BOND TIMING

10. *A single bond election will have two bond questions, one for K-8 (Elementary & Middle School) and one for 9-12 (High School). A portion of the bonds would be sold after the election; a second sale would take place 3 years later and the remainder would be sold approximately 3 years after the second sale. Funds must be spent within a three year time frame of the sale. Staggering the sale of bonds reduces the impact on taxpayers.*
11. *High Priority items will be addressed between 2015-2019.*
12. *Medium Priority Items will be addressed between 2020-2023.*
13. *The Montana Legislature is likely to increase the bonding capacity to 100% or \$170,000,000 for elementary and \$260,000,000 for High School. Polling of the community will confirm the level of support for each bond.*

ELEMENTARY (K-8) BOND

14. *\$13,250,000 bond (\$2/Month, \$24/Year, \$480/20 Years)
Deferred Maintenance, Safety, Technology
Expansion of Lowell & Russell not included
Replacement of Franklin & Cold Springs not included
Capacity issues in remaining 5 elementary schools and 3 middle schools would not be included.*
15. *A \$56,000,000 bond (\$8/Month, \$100/Year, \$1,991/20 Years) for K-8 facilities would address high priority items identified by the Steering Committee including Deferred Maintenance, Safety, Technology in all buildings, resulting in expansion or replacement of Lowell, Franklin, Cold Springs and Russell. Capacity issues in the remaining 5 elementary schools and 3 middle schools would not be included.*
16. *A \$96,000,000 bond (\$15/Month, \$180/Year, \$3,600/20 Years) for K-8 facilities would address high and medium priority items including the Deferred Maintenance, Safety, Technology in all buildings, as well as capacity and future flexibility issues in all schools. In addition, investments made in Deferred Maintenance, Safety, Technology would be integrated into changes made to facilities to achieve agile learning environments*

17. *Additional reductions in scope would be needed in order to fall below the current \$85,000,000 bonding capacity (\$13/Month, \$156/Year, \$3,120/20 Years)*

HIGH SCHOOL (9-12) BOND

18. *A \$28,000,000 bond (\$4/Month, \$48/Year, \$960/20 Years) for 9-12 facilities would address high priority items identified by the Steering Committee including Deferred Maintenance, Safety and Technology in all buildings. Capacity issues are not included.*
19. *A \$66,000,000 (\$6/Month, \$72/Year, \$1,440/20 Years) bond for 9-12 facilities would address high priority items identified by the Steering Committee including Deferred Maintenance, Safety, Technology in all buildings as well as capacity and future flexibility issues in all schools. In addition, investments made in Deferred Maintenance, Safety and Technology would be integrated into changes made to facilities to achieve agile learning environments.*
20. *Additional reductions in scope would be needed in order to fall below the current target of \$50,000,000. (\$5/Month, \$60/Year, \$1,200/20 Years)*

QUALITY SCHOOLS PROJECT GRANT

21. *The Steering Committee was asked to consider three types of Quality School Project Grants including projects focused on safety, deferred maintenance and technology and determined that the most effective and visible project would be comprehensive demonstration projects that integrates all aspects of the Strategic Facilities Plan; safe schools with robust technology and flexible learning environments. The Steering Committee directed CTA to identify one elementary school, one middle school and one high school as sites for the demonstration projects, and to spread the demonstration projects among Region 1, Region 2 & Region 3 schools. The most effective demonstration projects achieve dramatic transformation with limited resources within the footprint of existing buildings.*

22. *CTA recommends that the demonstration projects be located in Lewis & Clark Elementary (Region 2), Meadow Hill Middle School (Region 1) and Big Sky High School (Region 3). The demonstration projects can be achieved in each of the schools without reducing the capacity of the buildings, represent the first phase of the Strategic Facilities Plan for each school and are aligned with the educational vision for each facility. With the exception of the “Light Touch” improvements*

to Chief Charlo, the Strategic Facilities Plan for the remaining elementary schools include significant expansion, remodeling or replacement, and as a result are not appropriate candidates for demonstration projects. Meadow Hill (Region 1), CS Porter (Region 3), Sentinel High School (Region 1) and Big Sky (Region 3) were considered for middle school and high school demonstration projects. The transformation of Building 500 on the Sentinel campus into a STEM center would be an effective demonstration project, but would require expansion of the facility and the relocation of the district warehouse. The educational programs and the modular nature of Big Sky School are an effective fit with a demonstration project. The complex and confusing circulation patterns within Meadow Hill create an opportunity to transform a portion of the facility to address safety, technology and educational flexibility.

23. *Lewis & Clark Elementary School is representative of 41% of school facilities in Missoula, built more than 60 years ago prior to the implementation of kindergarten, introduction of special education programs, integration of technology and consideration of the safety and security of students, teachers, staff and volunteers. The intent of the project is to demonstrate how a*

portion of a school can be transformed with limited resources to meet the needs of teachers and learners in a global century. The demonstration project would impact 5 classrooms on the main level of the school in order create a designated learning environment for a team of four collaborative teachers and 80 kindergarten students with full inclusion special education, a planning center, 1:1 and 1:6 support spaces, a breakout space for projects, presentations and technology connected to an outdoor learning environment used by all students in the school. The project will include flexible furnishings and casework, barn doors and overhead doors to maximize the flexibility of instructional spaces to meet a wide range of learning needs. Missoula County Public Schools anticipates asking the community to support a bond to address the comprehensive needs identified in the Strategic Facilities Plan. Completing the demonstration project during the summer of 2015 will allow students, teachers, parents and community members to understand the approach to transforming existing schools to provide safe schools with robust technology and flexible spaces to meet the needs of students and teachers in advance of that bond. The project represents the first phase of the Strategic Facilities Plan for Lewis & Clark Elementary School.

24. Meadow Hill Middle School is representative of the three middle schools in Missoula, each designed as grade 1-8 elementary schools and expanded in 1979 to become a junior high school and again in 1989 to support a team-focused middle school model of education. Due to the ad-hoc approach to meeting capacity needs, the building is ineffective in supporting a collaborative middle school model of education. The demonstration project would impact 3-4 classrooms in the 1989 addition in order create a designated learning environment for a team of three collaborative teachers and 90 students with full inclusion special education, a planning center, 1:1 and 1:6 support spaces, a breakout space for projects, presentations and technology connected to an outdoor learning environment used by all students in the school. The project will include flexible furnishings and casework, barn doors and overhead doors to maximize the flexibility of instructional spaces to meet a wide range of learning needs. Missoula County Public Schools anticipates asking the community to support a bond to address the comprehensive needs identified in the Strategic Facilities Plan. Completing the demonstration project during the summer of 2015 will allow students, teachers, parents and community members to



understand the approach to transforming existing schools to provide safe schools with robust technology and flexible spaces to meet the needs of students and teachers in advance of that bond. The project represents the first phase of the Strategic Facilities Plan for Meadow Hill Middle School

members to understand the approach to transforming existing schools to provide safe schools with robust technology and flexible spaces to meet the needs of students and teachers in advance of that bond. The project represents the first phase of the Strategic Facilities Plan for Big Sky School.

25. *Big Sky High School is the newest of Missoula's three urban high schools but achieves the majority of its capacity through the use of windowless classrooms. The demonstration project would impact 4 classrooms and the underutilized planning zone in order create a designated learning environment for a team of four collaborative teachers and 120 students with full inclusion special education, a planning center, 1:1 and 1:6 support spaces, a breakout space for projects, presentations and technology, all connected to daylight. The project will include flexible furnishings and casework, barn doors and overhead doors to maximize the flexibility of instructional spaces to meet a wide range of learning needs. Missoula County Public Schools anticipates asking the community to support a bond to address the comprehensive needs identified in the Strategic Facilities Plan. Completing the demonstration project during the summer of 2015 will allow students, teachers, parents and community*

**LEASED FACILITIES, UNDEVELOPED PROPERTIES,
ADMINISTRATION PRIORITIES**

32. HIGH PRIORITY

*Relocate Central Administration to Missoula College
Dickinson Life Long Learning Center Light Touch
Improvements*

*Issue Requests for Proposals (RFP's) for sale of
Whittier, 55th /Whittaker
Continue to Lease Prescott*

33. MEDIUM PRIORITY

*Construct new Performing Arts facility @ Sentinel
Renovate Business Building as district training and
technology center*

*Issues Requests for Proposals (RFP's) for lease of
Casaloma*

*Conclude lease of Mount Jumbo in order to create
swing space during construction projects*

Develop long term lease of Duncan Drive property

34. LOW PRIORITY

*Swap Linda Vista parcel adjacent to Marilyn Park for
suitable school site*

OTHER

*35. Continued collaboration with the City of Missoula and
Missoula County regarding the development of the Fort*

*Missoula Softball and Soccer Complex is desired to
avoid redundancy.*

*36. Developing targeted Career and Technical Education
(CTE) facilities in each High School rather than
duplicate CTE facilities in all three is desired.*

*See Appendix RE11A Final Preferred Alternatives
See Appendix RE11B Final Total Project Cost Summary
See Appendix RE11C Final Total Project Cost Detail
See Appendix RE11D Final Safety, Accessibility &
Deferred Maintenance Summary*



ELEMENTARY & MIDDLE SCHOOL PRIORITIES

26. HIGH PRIORITY

*Expand or replace Lowell, Russell, Franklin, Cold Springs
Address Deferred Maintenance, Security, Technology
issues in remaining 5 elementary school facilities and 3
middle schools.*

27. MEDIUM PRIORITY

*Chief Charlo Light Touch improvements
Lewis & Clark Expansion & Remodel
Paxson Expansion & Remodel
Hawthorne Expansion & Remodel
Rattlesnake Expansion & Remodel
Meadow Hill Expansion & Remodel
CS Porter Expansion & Remodel
Washington Expansion & Remodel*

28. LOW PRIORITY

None

HIGH SCHOOL PRIORITIES

29. HIGH PRIORITY

*Address Deferred Maintenance, Security, Technology
issues in all High School facilities*

30. MEDIUM PRIORITY

*Sentinel High School consolidation of Music,
Automotive and STEM center
Hellgate High School Expansion & Remodel
Big Sky High School Expansion & Remodel
Vo-Ag Farm Processing Kitchen
Seeley-Swan High School Music/Stage
Willard Alternative Program*

31. LOW PRIORITY

None



RE 12 Next Steps

The Board of Trustees will receive the recommendations of the Steering Committee on June 17, 2014. Over the next six months CTA, Partners Creative and Eclipse Engineers will complete additional services associated with the Smart Schools 2020 Strategic Facilities Plan including the educational facilities specification, community outreach and structural evaluation of a limited number of existing facilities. The Board of Trustees will utilize that same time period to conduct additional community meetings in advance of polling in January 2015. The Montana Legislature will meet between January and March 2015 and is likely to address a number of issues that will impact the size of a potential bond including the school funding formula, raising the bonding capacity of K-12 Schools, funding Quality Schools Project Grants, considering the creation of new K-12 School Districts and implementing Pre-Kindergarten programs. The Board of Trustees will establish the scope and cost of a bond in April 2015.



MISSOULA COUNTY PUBLIC SCHOOLS
SMART SCHOOLS 2020 STRATEGIC FACILITIES PLAN
FINAL REPORT June 2, 2014

RE13 Calendar

*Steering Committee Recommendations:
June 17, 2014*

*Quality Schools Project Grant Due
June 26, 2014*

*Community Outreach
June-August, 2014*

*Technology Grant Scope Clarification
August, 2014*

*Media Tours:
September/October 2014*

*Quality Schools Project Grant Short List:
November 1, 2014*

*Community Polling:
January 2015*

*Montana Legislative Session:
January-March 2015*

*Friends of Smart Schools 2020:
January-November 2015*

*Establish Smart Schools 2020 Bond Question:
April 2015*

*Quality Schools Project Grant addressing security, technology,
dynamic learning environments:
Summer 2015*

*Smart Schools 2020 Bond Vote:
November 3 2015*

