

EXECUTIVE SUMMARY

This report summarizes the analysis of the Rochester City School District's facilities and presents options for the modernization of these facilities to ensure that a high quality educational environment is provided for all RCSD students.

The District formed the Facilities Master Plan Task force for the purpose of guiding the work of the consultant. This committee provided input into master plan goals, the educational program, enrollment projections, distribution of enrollment, grade level configurations, options to be considered and the criteria for evaluating the options.

It is the understanding of the Facilities Master Plan task force that the Final Draft of the Master Plan update will be presented to the broader community of stakeholders for review and comment. The task force developed the following statement to articulate this understanding:

"Within the current framework of the RCSD Board of Education policy concerning the three academic school zones and school registration protocol, the Facilities Master Plan Task Force will recommend possible school options in each zone based upon the current assessed status of school facilities located within each zone. These multiple recommendations will be brought to each community to engage an authentic process of matching the committee's recommended options with the desired identity and needs of each neighborhood or city region."

A Baseline option was developed in which the current portfolio of schools grows out and all modular classrooms are removed. This baseline was analyzed and the conclusions used to inform other options. Eight options for the overall grade level configuration and associated school capacity were initially investigated. Four of the eight initial options were developed and presented to the Superintendent's Leadership team on September 17, 2012 for review. One option (Option 1C) was selected by the Leadership team for further development. This option was modified based on the Leadership Team's comments and is now identified as **Option 1D**. Four alternatives were also developed that include selected replacement schools and program moves and are presented for consideration as part of this final draft.

In general, Option 1D maintains the current grade level configurations with few modifications. Principle features of this option are as follows:

- Buildings are used to an appropriate level of efficiency (an average of 90% of their maximum operating capacity)
- Building areas in the Northeast Zone that currently being used for swing space (at Franklin, Dr. Freddie Thomas Learning Center and School Building #6) are permanently developed to house Pre K-6 and Pre K-8 programs. This allows for the retirement of School Buildings #22, 25, 36 and 54. School #54 is leased. The other three buildings are among the oldest in the District.
- Marshall Campus is available for use as swing space after the students attending All-City High School matriculate. Marshall has sufficient space to accommodate the programs that are currently in leased space at 30 Hart Street, 175 Martin Street and 2 Austin Street.
- The grade levels assigned to each school facility are an appropriate fit for the existing building and site. This allows the facility modernization resources to be focused on the modernization of the existing facility rather than new additions required to accommodate grade level specific programs that do not exist today.
- Projects where the estimated cost of construction is disproportionately greater than the Maximum Cost Allowance will be phased to reduce the overall local share required.

This Master Plan evaluates the condition, capacity and appropriate uses of the District's school buildings. No evaluation has been made by the Facilities Modernization Task Force regarding the quality and efficacy of school programs. Any option that includes the discontinuation of the use of a particular building for school programs is in no way a recommendation to close the school program housed within the building. The Superintendent and Board of Education must consider whether a particular school program should be relocated, merged or closed.

The Superintendent's Leadership Team has asked that any program closures be strategically coordinated with the Facilities Modernization Program (FMP) implementation timeline. The timeline should be carefully planned to transition these students into high quality facilities while avoiding un-necessary disruption to the students and their families. Refer to the program impact timeline included at the end of this section.

The report establishes a preferred operating capacity for each school building based on the District's class size policies. The preferred operating capacity provides adequate flexibility without an unnecessary surplus of capacity. The Master Plan recognizes the need to reduce surplus facilities so that the District's limited resources can be focused on teaching and learning.

The preferred operating capacity for the District is 90% of the maximum operating capacity. This operating capacity must be balanced by grade level grouping (PreK, K, Grades 1 – 3, Grades 4 – 6, Grades 7 – 8, Grades 9 – 12 and Self-contained Special Education). In addition, the operating capacity must be distributed appropriately to provide sufficient seats for each zone.

The condition and appropriateness of each school building and site was evaluated. Due to the construction type, degree of infrastructure modernization and site limitations, the District should consider discontinuing the use of the following facilities for school programs: #10, 16, 22, 25, 36, 43, 44, and 54.

While modernizing these buildings is technically possible, the return on investment in terms of the overall outcome relative to cost is marginal. Options are presented that retire some or most of these buildings. The goal of discontinuing the use of facilities that are near the end of their useful life must be balanced against the cost of replacing those facilities with new space.

Option 1D includes the retirement of School Buildings #22, 25 and 36. It also allows for the lease at School Building #54 to be discontinued. Additional alternatives are proposed that would provide new replacement school buildings in the Northwest and South Zones that would provide the capacity needed to allow for the retirement of School Buildings #16, 43 and 44. Another alternative is proposed that would relocate the Walter S. Cooper School #10 into School Building #1. This would allow for the retirement of School Building #10.

The District currently leases a total of about 299,100 square feet of space at 30 Hart Street, 175 Martin Street and 2 Austin Street. Of the 299,100 square feet of leased space, approximately 88,100 square feet is used for swing space which will not be needed after the FMP is complete. This leaves 211,000 square feet of programs in these leased spaces. The District should evaluate the overall program locations and desired adjacencies in the final placement of the programs in leased spaces, but it appears that available space at the Marshall Campus is adequate to allow the District to relocate their programs out of the leased spaces at 30 Hart Street, 175 Martin Street and 2 Austin Street.

The financial implications of relocating programs out of leased space should be evaluated. Certain leased spaces have been specifically outfitted for these programs and have favorable lease terms. The cost of the capital

improvements that may be required to relocate certain programs to District owned facilities should be evaluated against the overall net cost of the lease when grant funding and lease aid are factored in.

OPTION 1D SUMMARY INCLUDING ALTERNATIVES

The options are described in detail in the body of the report. The operating capacity, building area, estimated cost and maximum cost allowance are summarized below:

OPTION 1D SUMMARY	Continue to use all School Buildings	Consolidate Five Schools	Option 1D with South Zone Replacement School	Option 1D with Northwest Zone Replacement School	Option 1D + Relocate School #10	Option 1D with S+NW Zone Replacement Schools + Relocate School #10
	BASELINE OPTION	OPTION 1D	ALTERNATIVE 1 OPTION 1D	ALTERNATIVE 2 OPTION 1D	ALTERNATIVE 3 OPTION 1D	ALTERNATIVE 4 OPTION 1D
Maximum Operating Capacity	36,449	34,570	34,495	35,116	34,162	34,633
Projected Enrollment	30,987	30,987	30,987	30,987	30,987	30,987
% Projected Enrollment / Maximum Operating Capacity	85.0%	89.6%	89.8%	88.2%	90.7%	89.5%
Existing Managed Building Area (Gross sf)	7,197,848	7,197,848	7,197,848	7,197,848	7,197,848	7,197,848
Remove Modular Classrooms (Gross sf)	(38,518)	(38,518)	(38,518)	(38,518)	(38,518)	(38,518)
Building Area to be closed or repurposed (Gross sf)	-	(459,526)	(611,441)	(537,206)	(507,649)	(737,244)
New Building and Addition Area (Gross sf)	105,234	76,870	216,870	216,870	70,815	350,815
Total Building Area (Gross sf)	7,264,564	6,776,674	6,764,759	6,838,994	6,722,496	6,772,901
Total Change in Building Area (Gross sf)	66,716	(421,174)	(433,089)	(358,854)	(475,352)	(424,947)
Estimated Project Cost (2012 \$)	\$ 864,410,234	\$ 747,304,650	\$ 771,899,950	\$ 787,862,250	\$ 734,266,380	\$ 799,419,280
Building Aid Allowance (2012 \$)	\$ 711,693,701	\$ 614,608,113	\$ 616,643,735	\$ 627,909,777	\$ 607,081,678	\$ 622,418,964
% Building Aid Allowance / Estimated Project Cost	82.3%	82.2%	79.9%	79.7%	82.7%	77.9%
Difference of Building Aid Allowance - Estimated Project Cost	\$ (152,716,533)	\$ (132,696,537)	\$ (155,256,215)	\$ (159,952,473)	\$ (127,184,702)	\$ (177,000,316)

The question of whether or not to include the construction of replacement schools will have a significant impact on the implementation planning and swing space planning. The decision to include replacement schools will also inform the near term capital project planning for those buildings that are candidates for retirement.

Option 1D includes modernization projects at Schools #10, 16, 43 and 44 as follows:

School Building	Grade Levels	Maximum Operating Capacity	Estimated Project Cost (2012 \$)	MCA (2012 \$)	Building Aid Allowance (2012 \$)	%
10 - Walter Cooper School (Former School #37)	PreK-6	408	13,038,270	7,526,435	7,526,435	57.7%
16 - John Walton Spencer School	PreK-6	594	15,323,120	10,827,346	10,827,346	70.7%
43 - Theodore Roosevelt School	PreK-6	393	16,382,400	8,585,112	8,585,112	52.4%
44 - Lincoln Park School	PreK-6	420	17,021,580	9,023,808	9,023,808	53.0%
		1,815	61,765,370	35,962,701	35,962,701	58.2%

The overall aidability of these four projects is not favorable, and the outcome will compromise the program goals due to the building and site deficiencies that will be technically infeasible to overcome. The cost and benefit of replacement schools for these buildings should be carefully evaluated. The decision whether or not to move

forward with replacement schools should be made early in the planning process to allow for the integration of this major factor into the financial and implementation plan.

Option 1D and all four alternatives are viable options. SWBR and Gilbane/SAVIN will continue to develop the phasing and financial plans to provide the District and Joint School Construction Board with the information needed to make an informed decision regarding which alternative to select and to advance the planning for the next phase of the Rochester Schools Modernization Program.

This master plan should be seen as a working document that should to be periodically updated to incorporate the ever evolving educational programs, enrollment changes and capital infrastructure requirements. The data and analysis included in this report should provide a solid foundation for future updates.



MASTER PLAN PROGRAM IMPACTS

Master Plan Program Impacts													
#	Buildings Affected	Zone	School Programs Affected	Year 1 (2012-2013)	Year 2 (2013-2014)	Year 3 (2014-2015)	Year 4 (2015-2016)	Year 5 (2016-2017)	Year 6 (2017-2018)	Year 7 (2018-2019)	Year 8 (2019-2020)	Year 9 (2020-2021)	Year 10 (2021-2022)
1	School # 1	S	# 1, # 10	Operates normally		Moves to School # 6 while building renovated	Walter Cooper PK-6 program from School # 10 moves into School # 1 building and programs are merged to operate long-term in School # 1 building						
2	School # 6	NE	# 25	Swing Space for School # 50	Swing Space for School # 28	Swing Space for School # 1	Phase 2 Renovation Project	Program from School # 25 moves into building in fall 2016 for permanent home					
3	School # 10	S	# 10	Operates normally as Walter Cooper PK-6 program			Option of moving program to School # 1 where building could be used for swing space for Phases 2-4 and then closed?					Building closed?	
4	School # 15	S	#15	Continues to operate as K-6 Children's School of Rochester while Monroe is renovated in Phase 1 during 2014-15			Phase 2 Renovation & Addition project moving into Swing Space in School # 10	Moves back into new building addition and Monroe building as Children's School of Rochester 2-strand, PK-8 program					
5	School # 16	S	# 16	Building Closed	Program housed at Freddie Thomas until replacement building is completed. If replacement building option is not possible, program would consider moving to Wilson for long term.			Program moves into replacement building in 2017 and merges with # 44 program. If replacement building option not possible consider move to Wilson for long term					
6	School # 22	NE	# 22	Continues to operate normally until program closed and building used for swing space. Program closing date dependent on how long # 16 stays at Freddie Thomas.		Possible need for building as swing space for # 4, # 19, and # 29 if # 16 stays at Freddie Thomas until 2017-18. If # 16 does not need to stay at Freddie Thomas # 22 program would not need to close until needed for swing space in 2018-19			Swing space for School # 39	Swing space for School # 46	Building closed		
7	School # 25	NE	# 25	Continues to operate normally until School # 6 building is available and renovated				# 25 program moves into School # 6 building as permanent home for PK-6 program. Existing # 25 building is used as Swing Space for Phase 3		Building closed			
8	School # 29	S	# 29	Needs to scale back program from K-8 to K-6 prior to moving back into renovated building in 2017			Building Renovated while in Thomas as swing space	Moves back into # 29 building as K-6 program					
9	School # 36	NE	# 36	Continues to operate normally until program closed at end of 2016-17 school year					Swing space for School # 43	Swing space for School # 30	Swing space for School # 52	Building closed	
10	School # 43	NW	# 43	Reduce number of strands. Continue to operate as K-6				Building renovated or replaced	Move back into renovated building or replacement building. If building replaced, program would be able to grow to PK-8 in new building. Existing building could be used as swing space and then closed.				
11	School # 44	S	# 44	Change from K-8 to K-6 program (timing of change coordinated with availability of 7-8 capacity)					Building renovated or replaced	Move back into renovated building or replacement building. If building replaced, program would be merged with # 16. Existing # 44 building could be used as swing space and then closed.			
12	School # 54	NW	# 54	Operates normally as K-6 in leased space and then moves into Thomas following its use as swing space							Moves into Thomas as permanent home. Program grows from K-6 to K-8		
13	Jefferson	NE	Jefferson	Swing space for School # 17	Swing space for School # 5	Swing space for School # 3	Swing space for School # 9	Swing space for Franklin (IAT)		Swing space for School # 41	Building renovated	Permanent home for RIA and new K-8	
14	Marshall	NW	Marshall	Temporary site of All City HS program		Swing space for Monroe Phase 1 program	Swing space for Monroe Phase 2	Swing space for Wilson Magnet	Swing space for Charlotte Phase 2	Swing space for East Ph. 3 program	Swing space for Wilson Magnet if exempted from 5 yr rule	Swing space for Wilson Magnet	
15	Freddie Thomas	NE	Freddie Thomas	Permanent home for Montessori and temporary home for School # 16		Swing space for School # 4	Swing space for School #19	Swing space for School # 29	Swing space for School # 2	Swing space for School # 44	Permanent home for Montessori and School # 54 moves in and expands to K-8		
16	Franklin	NE	Franklin	Permanent home for Vanguard & IAT programs and Swing space for School # 58 and School # 12				Major renovation program		Vanguard and IAT programs return to building. Building space available for new K-8 program			