

7.0 RECOMMENDATIONS

This section presents the recommendations and conclusions based on the data presented in previous chapters of this master plan report. This chapter is divided into the following three sections:

- ◆ The process of developing the master plan, the options considered, a summary of total needs and associated budget estimates, and the prioritization process.
- ◆ The ten-year master plan recommendations for school facility improvements, additions, and new construction.
- ◆ Supporting recommendations that are important as the district implements the master plan.

PROCESS AND PRIORITIZATION

The process of prioritization involved the development of a needs summary based on the data obtained, development of optional scenarios for meeting the needs, budget estimates and assigned “cut points” for determining priority levels.

The first step in determining priorities is to develop a “combined score” based on the facility assessment scores provided earlier in this report. Based on facility committee discussion and MGT recommendations the following weighting was assigned to each of the individual scores in order to calculate the combined score:

- ◆ Facility Condition and Suitability weighted at 35% each
- ◆ Site and Technology Readiness weighted at 15% each

Exhibits 7-1 through **7-4** on the following pages provide the facility score matrix with the combined score included based on the weighting above.

EXHIBIT 7-1
RAPID CITY AREA SCHOOL DISTRICT
ELEMENTARY SCHOOL MATRIX

SCHOOL NAME	ACREAGE	CONDITION SCORE	EDUCATIONAL SUITABILITY SCORE	TECH READINESS SCORE	GROUNDS SCORE	COMBINED SCORE	ENROLLMENT		CAPACITY	UTILIZATION	
							CURRENT (2015)	PROJECTED (2025)		CURRENT (2015)	PROJECTED (2025)
Blackhawk	11	84.25	81.62	92.27	67.82	82.07	458	554	387	118%	143%
Canyon Lake ES\Kibben Kuster	13	78.83	66.56	71.13	76.97	73.10	363	440	302	120%	146%
Corral Drive ES	6	83.80	84.46	91.20	82.56	84.96	484	531	446	109%	119%
General Beadle ES	9	90.00	85.72	92.27	85.34	88.14	490	610	540	91%	113%
Grandview ES	10	72.06	74.59	84.40	73.02	74.94	464	491	513	90%	96%
Horace Mann ES	9	74.60	60.07	75.60	78.20	70.20	322	395	392	82%	101%
Knollwood ES	10	83.45	67.91	72.27	76.98	75.36	484	572	549	88%	104%
Meadowbrook ES	12	73.48	64.12	72.27	72.29	69.85	538	614	603	89%	102%
Pinedale ES	10	82.07	67.29	68.93	87.74	75.78	435	482	446	98%	108%
Rapid Valley ES	15	84.28	80.07	88.93	88.82	84.19	563	616	567	99%	109%
Robbinsdale ES	8	66.54	62.48	77.87	69.55	67.27	477	583	509	94%	115%
South Canyon ES	6	72.46	63.39	62.27	85.18	69.66	264	292	315	84%	93%
South Park ES	8	80.10	62.95	65.67	79.42	71.83	353	394	374	95%	106%
Valley View ES	66	82.22	82.02	90.00	78.87	82.81	653	736	617	106%	119%
Wilson ES	1	72.96	55.00	74.53	83.82	68.54	372	435	392	95%	111%
Total/Average	194	78.74	70.55	78.64	79.10	75.91	6,720	7,745	6,948	97%	111%

Source: MGT of America, Inc., 2016.

EXHIBIT 7-2
RAPID CITY AREA SCHOOL DISTRICT
MIDDLE SCHOOL MATRIX

SCHOOL NAME	ACREAGE	CONDITION SCORE	EDUCATIONAL SUITABILITY SCORE	TECH READINESS SCORE	GROUNDS SCORE	COMBINED SCORE	ENROLLMENT		CAPACITY	UTILIZATION	
							CURRENT (2015)	PROJECTED (2025)		CURRENT (2015)	PROJECTED (2025)
East MS	0	85.85	84.71	90.00	81.56	85.43	653	838	881	74%	95%
North MS	35	68.87	71.95	86.67	60.14	71.31	522	570	763	68%	75%
South MS	18	59.82	65.44	57.87	78.18	64.25	664	679	708	94%	96%
Southwest MS	21	84.15	76.97	80.00	81.57	80.63	686	846	710	97%	119%
West MS	27	67.43	66.28	55.67	80.37	67.20	670	683	664	101%	103%
Total/Average	101	73.22	73.07	74.04	76.36	73.76	3,195	3,617	3,726	86%	97%

Source: MGT of America, Inc., 2016.

EXHIBIT 7-3
RAPID CITY AREA SCHOOL DISTRICT
HIGH SCHOOL MATRIX

SCHOOL NAME	ACREAGE	CONDITION SCORE	EDUCATIONAL SUITABILITY SCORE	TECH READINESS SCORE	GROUNDS SCORE	COMBINED SCORE	ENROLLMENT		CAPACITY	UTILIZATION	
							CURRENT (2015)	PROJECTED (2025)		CURRENT (2015)	PROJECTED (2025)
Central HS	18	83.65	80.97	72.27	81.80	80.73	1,902	1,913	2,048	93%	93%
Rapid City HS	7	84.57	79.72	84.60	96.03	84.60	386	564	757	51%	74%
Stevens HS	90	83.21	70.27	70.07	79.65	76.17	1,537	1,699	1,617	95%	105%
Total/Average	115	83.81	76.99	75.64	85.82	80.50	3,825	4,176	4,423	86%	94%

Source: MGT of America, Inc., 2016.

EXHIBIT 7-4
RAPID CITY AREA SCHOOL DISTRICT
OTHER SCHOOLS MATRIX

SCHOOL NAME	ACREAGE	CONDITION SCORE	EDUCATIONAL SUITABILITY SCORE	TECH READINESS SCORE	GROUNDS SCORE	COMBINED SCORE
Jefferson Building Special Services	1	89.40	85.33	80.00	87.39	86.27
Lincoln IT Center*	3	78.81	N/A	N/A	74.35	N/A
Total/Average	4	84.10	85.33	80.00	80.87	86.27

* Suitability and technology readiness were not included at Lincoln because no PK – 12 programs are housed.

Source: MGT of America, Inc., 2016.

The next step in developing priorities is to determine appropriate “cut points”. Again, after committee discussion the following cut points were developed for determining phase 1 and phase 2 priorities in terms of both combined score and projected utilization. **Exhibit 7-5** provides these cut points:

EXHIBIT 7-5
COMBINED SCORE AND UTILIZATION PRIORITIZATION CUT POINTS

	COMBINED SCORE	PROJECTED UTILIZATION
PRIORITY 1	<70	>110%
PRIORITY 2	<75	>100%

Based on the cut points shown above, **Exhibits 7-6** through **7-9** on the following pages show the matrices with the priorities color coded.

EXHIBIT 7-6
RAPID CITY AREA SCHOOL DISTRICT
ELEMENTARY SCHOOL MATRIX WITH PRIORITIES

SCHOOL NAME	ACREAGE	CONDITION SCORE	EDUCATIONAL SUITABILITY SCORE	TECH READINESS SCORE	GROUNDS SCORE	COMBINED SCORE	ENROLLMENT		CAPACITY	UTILIZATION	
							CURRENT (2015)	PROJECTED (2025)		CURRENT (2015)	PROJECTED (2025)
Blackhawk	11	84.25	81.62	92.27	67.82	82.07	458	554	387	118%	143%
Canyon Lake ES\Kibben Kuster	13	78.83	66.56	71.13	76.97	73.10	363	440	302	120%	146%
Corral Drive ES	6	83.80	84.46	91.20	82.56	84.96	484	531	446	109%	119%
General Beadle ES	9	90.00	85.72	92.27	85.34	88.14	490	610	540	91%	113%
Grandview ES	10	72.06	74.59	84.40	73.02	74.94	464	491	513	90%	96%
Horace Mann ES	9	74.60	60.07	75.60	78.20	70.20	322	395	392	82%	101%
Knollwood ES	10	83.45	67.91	72.27	76.98	75.36	484	572	549	88%	104%
Meadowbrook ES	12	73.48	64.12	72.27	72.29	69.85	538	614	603	89%	102%
Pinedale ES	10	82.07	67.29	68.93	87.74	75.78	435	482	446	98%	108%
Rapid Valley ES	15	84.28	80.07	88.93	88.82	84.19	563	616	567	99%	109%
Robbinsdale ES	8	66.54	62.48	77.87	69.55	67.27	477	583	509	94%	115%
South Canyon ES	6	72.46	63.39	62.27	85.18	69.66	264	292	315	84%	93%
South Park ES	8	80.10	62.95	65.67	79.42	71.83	353	394	374	95%	106%
Valley View ES	66*	82.22	82.02	90.00	78.87	82.81	653	736	617	106%	119%
Wilson ES	1	72.96	55.00	74.53	83.82	68.54	372	435	392	95%	111%
Total/Average	194	78.74	70.55	78.64	79.10	75.91	6,720	7,745	6,948	97%	111%

Source: MGT of America, Inc., 2016.

EXHIBIT 7-7
RAPID CITY AREA SCHOOL DISTRICT
MIDDLE SCHOOL MATRIX WITH PRIORITIES

SCHOOL NAME	ACREAGE	CONDITION SCORE	EDUCATIONAL SUITABILITY SCORE	TECH READINESS SCORE	GROUNDS SCORE	COMBINED SCORE	ENROLLMENT		CAPACITY	UTILIZATION	
							CURRENT (2015)	PROJECTED (2025)		CURRENT (2015)	PROJECTED (2025)
East MS	66*	85.85	84.71	90.00	81.56	85.43	653	838	881	74%	95%
North MS	35	68.87	71.95	86.67	60.14	71.31	522	570	763	68%	75%
South MS	18	59.82	65.44	57.87	78.18	64.25	664	679	708	94%	96%
Southwest MS	21	84.15	76.97	80.00	81.57	80.63	686	846	710	97%	119%
West MS	27	67.43	66.28	55.67	80.37	67.20	670	683	664	101%	103%
Total/Average	101	73.22	73.07	74.04	76.36	73.76	3,195	3,617	3,726	86%	97%

Source: MGT of America, Inc., 2016.

EXHIBIT 7-8
RAPID CITY AREA SCHOOL DISTRICT
HIGH SCHOOL MATRIX WITH PRIORITIES

SCHOOL NAME	ACREAGE	CONDITION SCORE	EDUCATIONAL SUITABILITY SCORE	TECH READINESS SCORE	GROUNDS SCORE	COMBINED SCORE	ENROLLMENT		CAPACITY	UTILIZATION	
							CURRENT (2015)	PROJECTED (2025)		CURRENT (2015)	PROJECTED (2025)
Central HS	18	83.65	80.97	72.27	81.80	80.73	1,902	1,913	2,048	93%	93%
Rapid City HS	7	84.57	79.72	84.60	96.03	84.60	386	564	757	51%	74%
Stevens HS	90	83.21	70.27	70.07	79.65	76.17	1,537	1,699	1,617	95%	105%
Total/Average	115	83.81	76.99	75.64	85.82	80.50	3,825	4,176	4,423	86%	94%

Source: MGT of America, Inc., 2016.

EXHIBIT 7-9
RAPID CITY AREA SCHOOL DISTRICT
OTHER SCHOOLS MATRIX WITH PRIORITIES

SCHOOL NAME	ACREAGE	CONDITION SCORE	EDUCATIONAL SUITABILITY SCORE	TECH READINESS SCORE	GROUNDS SCORE	COMBINED SCORE
Jefferson Building Special Services	1	89.40	85.33	80.00	87.39	86.27
Lincoln IT Center	3	78.81	N/A	N/A	74.35	N/A
Total/Average	4	84.10	85.33	80.00	80.87	86.27

Source: MGT of America, Inc., 2016.

As can be concluded from the above exhibits, the community engagement process, and the educational program review, the highest priority needs identified are:

- ◆ Condition at Robbinsdale, Wilson, South Canyon and Meadowbrook Elementary Schools
- ◆ Condition at South and West Middle Schools
- ◆ Projected utilization at Canyon Lake/Kibbon Custer, Black Hawk, Corral Drive, Robbinsdale, and General Beadle Elementary Schools
- ◆ Projected utilization at Southwest Middle School
- ◆ Suitability issues at Stevens High School
- ◆ Safety and security upgrades
- ◆ Improved facility utilization

OPTIONS CONSIDERED

The third step in the prioritization process was to hold facility committee discussions regarding different options for meeting the needs over the ten-year period and the associated budget implications. The first options reviewed were for elementary schools and were based on the number of schools needed to meet the educational program needs while most efficiently utilizing district resources. **Exhibits 7-10 and 7-11** provide a summary of the two options considered (13 school option and 12 school option) along with the budget estimate for each.

EXHIBIT 7-10
RAPID CITY AREA SCHOOLS
ELEMENTARY OPTION 1

Facilities Master Plan Draft Recommendations ES Option 1	
13 School Model	
Project	Budget Estimate
Black Hawk ES - Addition to increase capacity to 600	\$ 9,299,400
Corral Drive ES - Addition to increase capacity to 600	\$ 6,745,300
Grandview ES - Addition to increase capacity to 600	\$ 3,798,300
Grandview ES - Renovation	\$ 4,777,600
Horace Mann ES - Replace with ES @ 600 student capacity	\$ 26,195,400
Knollwood ES - Addition to increase capacity to 600	\$ 2,226,600
Knollwood ES - Renovation	\$ 3,498,200
Meadowbrook ES - Replace with ES @ 600 student capacity	\$ 26,195,400
South Park ES - Replace with ES @ 600 student capacity	\$ 26,195,400
New ES @ 600 at West MS Site	\$ 26,195,400
New ES @ 600 in North Rapid City	\$ 26,195,400
Grand Total	\$ 161,322,400

Source: MGT of America, Inc., 2016.

EXHIBIT 7-11
RAPID CITY AREA SCHOOLS
ELEMENTARY OPTION 2

Facilities Master Plan Draft Recommendations ES Option 2	
12 School Model	
Project	Budget Estimate
Black Hawk ES - Addition to increase capacity to 600	\$ 9,299,400
Corral Drive ES - Replace with ES @ 650 student capacity	\$ 28,378,400
Grandview ES - Addition to increase capacity to 650	\$ 5,981,300
Grandview ES - Renovation	\$ 4,777,600
Knollwood ES - Addition to increase capacity to 650	\$ 4,409,600
Knollwood ES - Renovation	\$ 3,498,200
Meadowbrook ES - Replace with ES @ 650 student capacity	\$ 28,378,400
South Park ES - Replace with ES @ 650 student capacity	\$ 28,378,400
General Beadle - Addition to increase capacity to 650	\$ 4,802,500
Rapid Valley - Addition to increase capacity to 650	\$ 3,623,700
New ES @ 650 at West MS Site	\$ 28,378,400
New ES @ 650 in North Rapid City	\$ 28,378,400
Grand Total	\$ 178,284,300

Source: MGT of America, Inc., 2016.

To arrive at the 13 school model the following occurs:

- ◆ New schools / additions are planned for an enrollment of 600 students.
- ◆ Four existing schools close (Robbinsdale, Wilson, South Canyon, and Canyon Lake/Kibbon Custer)
- ◆ Two new schools are added, one at the West Middle School site and one in North Rapid City

To arrive at the 12 school model the following occurs:

- ◆ With the exception of Black Hawk, new schools / additions are planned for an enrollment of 650 students. Black Hawk capacity remains at 600 because this provides space for the projected enrollment and Black Hawk is not a candidate for boundary changes.
- ◆ Five existing schools close (Robbinsdale, Wilson, South Canyon, Canyon Lake/Kibbon Custer, and Horace Mann)
- ◆ Two new schools are added, one at the West Middle School site and one in North Rapid City

Exhibit 7-12 below provides a summary of the school configuration and capacities at the completion of each option.

EXHIBIT 7-12
RAPID CITY AREA SCHOOL DISTRICT
ELEMENTARY OPTION SUMMARY

SCHOOL	OPTION 1 CAPACITY	OPTION 2 CAPACITY
Black Hawk ES	600	600
Corral Drive ES	600	650
General Beadle ES	540	650
Grandview ES	600	650
Horace Mann ES	600	0
Knollwood ES	600	650
Meadowbrook ES	600	650
Pinedale ES	446	446
Rapid Valley ES	567	650
South Park ES	600	650
Valley View ES	617	617
New ES - West	600	650
New ES - North	600	650
Total	7,570*	7,513*

*These capacities should be reviewed in the latter years of the plan to ensure they align with enrollment projections.

Source: MGT of America, Inc., 2016.

Middle school options included reviewing the needs and associated costs of remaining with the current five middle schools and reducing the number to four. **Exhibits 7-13** and **7-14** provide a summary of these two options along with the budget estimate for each.

EXHIBIT 7-13
RAPID CITY AREA SCHOOL DISTRICT
MIDDLE SCHOOL OPTIONS

Middle School Options

Option 1 (5 Middle Schools)

- ▶ Replace West MS @ 750 student capacity
- ▶ Replace South MS @ 750 student capacity
- ▶ Renovate North MS
- ▶ Boundary Adjustment (Southwest / West)

Option 2 (4 Middle Schools)

- ▶ Increase Capacity at Southwest and North MS to 950 students
- ▶ Replace South MS @ 950 student capacity
- ▶ Renovate North MS

Source: MGT of America, Inc., 2016.

EXHIBIT 7-14
RAPID CITY AREA SCHOOL DISTRICT
MIDDLE SCHOOL BUDGET ESTIMATES

Facilities Master Plan Draft Recommendations MS Option 1	
5 MS Model	
Project	Budget Estimate*
West MS - Replace with MS @ 750 student capacity	\$ 38,896,200
South MS - Replace with MS @ 750 student capacity	\$ 38,896,200
North MS - Renovation	\$ 14,955,000
Grand Total	\$ 92,747,400

Facilities Master Plan Draft Recommendations MS Option 2	
4 MS Model	
Project	Budget Estimate*
Southwest MS - Increase capacity to 950 students	\$ 12,426,000
North MS - Increase capacity to 950 students	\$ 9,687,700
South MS - Replace with MS @ 950 student capacity	\$ 49,268,500
North MS - Renovation	\$ 14,955,000
Grand Total	\$ 86,337,200

Source: MGT of America, Inc., 2016.

Since high school needs centered on the educational suitability issues at Stevens, there is no need to review multiple options. The needs at Stevens will be addressed in the Master Plan Recommendations.

When considering all options, the change in grade level re-alignment to K-6 elementary schools and 7-8 middle schools and the possibility of implementing year round schools were reviewed. The grade level re-alignment option was not found to be feasible based on the existing facilities, community input, and educational program. Implementation of a year round model could provide a means of reducing the capital need but would need to be reviewed in depth regarding its effect on current programs, the type of scheduling system to be utilized, and the degree of acceptance in Rapid City. It is important to note that year round programs that reduce the capital need do not extend the number of school days. Instead the intent is to schedule students and staff so that vacation periods are staggered and facilities are utilized year round

TEN-YEAR FACILITY MASTER PLAN

Based on the data, program implications, community engagement, committee discussions and the efficient use of resources it is recommended that the District implement the 13 elementary school model, five middle school model, suitability improvements at Stevens High School and district-wide safety and security improvements. **Exhibits 7-15** and **7-16** show the recommendations by phase with budget estimates. **Exhibit 7-15** provides the budget estimates in current dollars and **Exhibit 7-16** includes 5% annual interest for phases 2 and 3. The phasing is based on the following factors:

- ◆ Prioritization of highest need
- ◆ Adequate capacity to house students prior to new construction or consolidations
- ◆ Distribution of funding necessary over the ten-year period

EXHIBIT 7-15
RAPID CITY AREA SCHOOLS
10-YEAR FACILITY MASTER PLAN RECOMMENDATIONS

Phase 1: Years 1 – 3	Budget Estimate
New South Park Elementary School	\$26,195,400
New North Elementary School	\$26,195,400
New West Middle School	\$38,896,200
Stevens High School - Improvements	\$16,088,000
Phase 1 Total	\$107,375,000
Phase 2: Years 4-6	
New South Middle School	\$38,896,200
New West Elementary School	\$26,195,400
Corral Drive Elementary – Addition / Site Improvements	\$6,745,300
Black Hawk Elementary - Addition / Site Improvements	\$9,299,400
Grandview Elementary – Renovation and Addition	\$4,777,600
Phase 2 Total	\$85,913,900
Phase 3: Years 7-10	
New Horace Mann Elementary School	\$26,195,400
New Meadowbrook Elementary School	\$26,195,400
North Middle School - Renovation	\$14,955,000
Knollwood Elementary - Renovation and Addition	\$5,724,800
Remaining Safety and Security Upgrades	\$1,950,000
Phase 3 Total	\$75,020,600
Total 10 Year Budget	\$268,309,500

Source: MGT of America, Inc., 2016.

EXHIBIT 7-16
RAPID CITY AREA SCHOOLS
10-YEAR FACILITY MASTER PLAN RECOMMENDATIONS WITH INFLATION

Phase 1: Years 1 – 3	0% Compound Interest
New South Park Elementary School	\$26,195,400
New North Elementary School	\$26,195,400
New West Middle School	\$38,896,200
Stevens High School - Improvements	\$16,088,000
Phase 1 Total	\$107,375,000
Phase 2: Years 4-6	5% Compound Interest
New South Middle School	\$49,642,500
New West Elementary School	\$33,432,700
Corral Drive Elementary – Addition / Site Improvements	\$8,608,900
Black Hawk Elementary - Addition / Site Improvements	\$11,868,700
Grandview Elementary – Renovation and Addition	\$6,097,600
Phase 2 Total	\$109,650,400
Phase 3: Years 7-10	5% Compound Interest
New Horace Mann Elementary School	\$40,637,700
New Meadowbrook Elementary School	\$40,637,700
North Middle School - Renovation	\$23,200,100
Knollwood Elementary - Renovation and Addition	\$8,881,000
Remaining Safety and Security Upgrades	\$3,025,100
Phase 3 Total	\$116,381,600
Total 10 Year Budget	\$333,407,000

Source: MGT of America, Inc., 2016.

SUPPORTING RECOMMENDATIONS

The following recommendations are intended to provide guidance with the implementation of the ten-year master plan.

RECOMMENDATION 1:

REGULARLY REVIEW ATTENDANCE BOUNDARIES

A key component of the ten-year facilities master plan is the efficient use of existing facilities. One important element in accomplishing this objective is the need to review attendance boundaries on a regular basis. Care needs to be taken in order to balance the need to utilize facilities more efficiently with meeting the needs of students, but policies can and should be developed to address both concerns. These policies often include allowing students to remain at a particular school once enrolled, not requiring a change when safety concerns exist, etc. As the master plan is implemented schools with appropriate capacity will become available in locations where students are likely to reside making this process much simpler.

RECOMMENDATION 2:

CONTINUE TO UPDATE LONG-TERM ENROLLMENT PROJECTIONS ON A REGULAR BASIS

Long-term enrollment projections should continue to be updated as the master plan is implemented. In addition to the current level of growth that is occurring in Rapid City, improvements to facility conditions, new facilities, and program changes will likely lead to increased demographic changes. A sound projection basis has been provided in this report. The updates should be relatively simple and, therefore, require much less effort than was undertaken for this study. MGT recommends continuing to update the data no less than once every three years.

RECOMMENDATION 3:

EXAMINE DISTRICT ADMINISTRATION FACILITY ALTERNATIVES

The possibility exists for the School District to re-locate from the current District office location shared with City departments. This possibility should be thoroughly examined in order to determine the pros and cons of each option both in terms of administrative efficiencies and long term cost savings. The possibility of combining district functions at one site, thereby decreasing the need for multiple locations, could be to the District's advantage both operationally and financially.

Possible locations include:

- ◆ Utilizing unused space at Rapid City High School
- ◆ Jefferson Facility
- ◆ Canyon Lake / Kibbon Custer Complex

While implementation of the master plan will also provide unused space at Robbinsdale, Wilson and South Canyon, the location, square footage, and facility condition at these locations do not lend themselves as viable possibilities for District functions and may be of more value to sell. This is also true for Lincoln and the maintenance storage building if those functions can be associated with the re-located district administrative facility.

RECOMMENDATION 4:
COMMUNICATE THE PLAN

Funding of the long-term master plan will likely require approval of additional funding sources by district voters. As with all school district initiatives, it will be critical to develop a communications plan to inform the public of the need, the plan for addressing the need, and the advantages brought to the community.