



CAPITAL FACILITIES PLAN 2020

Adopted July 23, 2019

FEDERAL WAY PUBLIC SCHOOLS 2020 CAPITAL FACILITIES PLAN June 6, 2019

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INTRODUCTION

In response to the requirements of the State of Washington Growth Management Act (SHB) 2929 (1990) and ESHB 1025 (1991)), and under the School Impact Fee Ordinances of King County Code 21A, City of Federal Way Ordinance No. 95-249 effective December 21, 1995 as amended, City of Kent Ordinance No.4278 effective June 2018, and the City of Auburn Ordinance No. 5078 effective 1998, Federal Way Public Schools has updated its 2020 Capital Facilities Plan as of May 2019.

This plan is scheduled to be submitted for consideration to each of the jurisdictions located with the Federal Way Public Schools' service area: King County, the City of Kent, City of Federal Way and the City of Auburn and is incorporated in the Comprehensive Plans of each jurisdiction by reference. This plan is requested to be included in the Facilities Plan element of the Comprehensive Plans of each jurisdiction. To date, the City of Des Moines has not adopted a school impact fee ordinance. The City of Des Moines collects school impact fees as part of the SEPA process. Discussions with the City of Milton to adopt an ordinance for school impact fees for parcels located within the Federal Way School District's service area is in process.

The Growth Management Act requires the County to designate Urban Growth areas within which urban growth can be encouraged. The Growth Management Planning Council adopted and recommended to the King County Council four Urban Growth Area Line Maps with designations for urban centers. A designation was made within the Federal Way planning area, which encompasses Federal Way Public Schools boundaries. King County will encourage and actively support the development of Urban Centers to meet the region's need for housing, jobs, services, culture, and recreation. This Plan's estimated population growth is prepared with this underlying assumption.

This Capital Facilities Plan will be used as documentation for any jurisdiction, which requires its use to meet the needs of the Growth Management Act. This plan is not intended to be the sole planning tool for all of the District needs. The District may prepare interim plans consistent with Board policies or management need.

During the 2016-17 school year the District formed a 100 member Facilities Planning Committee consisting of parents, community members and staff. The Committee was tasked with developing a recommendation to the Superintendent regarding Phase 2 of the District's plan for school construction, remodeling, and/or modernization for voter consideration in November 2017. The voters passed this \$450M bond authorization with a 62% YES vote reflecting a commitment to invest in the modernization of our infrastructure. Through the committee's work a determination was made to rebuild Thomas Jefferson High School, Illahee Middle School, Totem Middle School, Lake Grove Elementary, Mirror Lake Elementary, Olympic View Elementary, Star Lake Elementary, and Wildwood Elementary. In addition to the school projects, the committee included a plan to modernize Memorial Stadium, which currently supports athletic activities for all schools. The rebuilding of the schools will create additional capacity for students at the elementary and high school levels.

INTRODUCTION, continued

The District continues to monitor factors that may have an impact on enrollment and capacity at our schools. In accordance with the McCleary decision, the State has provided funding to reduce K-3 class size to 17 and 4-12 class size to 25. Beginning in 2019-20 the legislature expects compliance with this funding adding pressure to the need for elementary capacity. In response to this need the district has acquired a commercial building to renovate into classrooms to provide permanent additional capacity.

We will also continue to study school boundaries as new housing and fluctuating populations impact specific schools. Some shifts in boundaries may be required in the coming years. At this time with more than 1,000 unhoused elementary students, boundary adjustments cannot resolve the need for additional capacity. The maps included in this Plan reflect the boundaries for the 2018-19 school year.

SECTION 1 - THE CAPITAL FACILITIES PLAN

The State Growth Management Act requires that several pieces of information be gathered to determine the facilities available and needed to meet the needs of a growing community.

This section provides information about current facilities, existing facility needs, and expected future facility requirements for Federal Way Public Schools. A Financial Plan that shows expected funding for any new construction, portables and modernization listed follows this.

INVENTORY OF EDUCATIONAL FACILITIES

ELEMENTARY SCHOOLS (K-5)

Adelaide	1635 SW 304 th St	Federal Way	98023
Brigadoon	3601 SW 336 th St	Federal Way	98023
Camelot	4041 S 298 th St	Auburn	98001
Enterprise	35101 5 th Ave SW	Federal Way	98023
Green Gables	32607 47 th Ave SW	Federal Way	98023
Lake Dolloff	4200 S 308 th St	Auburn	98001
Lake Grove	303 SW 308 th St	Federal Way	98023
Lakeland	35827 32 nd Ave S	Auburn	98001
Mark Twain	2450 S Star Lake Rd	Federal Way	98003
Meredith Hill	5830 S 300 th St	Auburn	98001
Mirror Lake	625 S 314 th St	Federal Way	98003
Nautilus (K-8)	1000 S 289 th St	Federal Way	98003
Olympic View	2626 SW 327th St	Federal Way	98023
Panther Lake	34424 1 st Ave S	Federal Way	98003
Rainier View	3015 S 368 th St	Federal Way	98003
Sherwood Forest	34600 12 th Ave SW	Federal Way	98023
Silver Lake	1310 SW 325 th Pl	Federal Way	98023
Star Lake	4014 S 270 th St	Kent	98032
Sunnycrest	24629 42 nd Ave S	Kent	98032
Twin Lakes	4400 SW 320th St	Federal Way	98023
Valhalla	27847 42 nd Ave S	Auburn	98001
Wildwood	2405 S 300 th St	Federal Way	98003
Woodmont (K-8)	26454 16 th Ave S	Des Moines	98198
MIDDLE SCHOOLS (6-8)			
Federal Way Public Academy (6-10)	34620 9 th Ave S	Federal Way	98003
Illahee	36001 1 st Ave S	Federal Way	98003
Kilo	4400 S 308th St	Auburn	98001
Lakota	1415 SW 314th St	Federal Way	98023
Sacajawea	1101 S Dash Point Rd	Federal Way	98003
Sequoyah	3450 S 360 th ST	Auburn	98001
Totem	26630 40 th Ave S	Kent	98032
TAF @ Saghalie (6-12)	33914 19 th Ave SW	Federal Way	98023
HIGH SCHOOLS (9-12)		2	
Decatur	2800 SW 320th St	Federal Way	98023
Federal Way	30611 16 th Ave S	Federal Way	98003
Thomas Jefferson	4248 S 288 th St	Auburn	98001
Todd Beamer	35999 16 th Ave S	Federal Way	98003
Career Academy at Truman	31455 28 th Ave S	Federal Way	98003
ADDITIONAL SCHOOLS		2	
Internet Academy (K-12)	31455 28 th Ave S	Federal Way	98003
Employment Transition Program (12+)	33250 21 st Ave SW	Federal Way	98023
Federal Way Open Doors	31455 28 th Ave S	Federal Way	98003
Former DeVry Property (K-5)	3600 S 344th Way,	Federal Way	98001

CURRENT INVENTORY NON-INSTRUCTIONAL FACILITIES

Developed Property

Central Kitchen Federal Way Memorial Field Educational Services Center Support Services Center	1214 S 332 nd 1300 S 308 th St 33330 8 th Ave S 1211 S 332 nd St	Federal Way Federal Way Federal Way Federal Way	98003 98003 98003 98003
Leased Property			
Early Learning Center at Uptown Square	1066 S 320 th St	Federal Way	98003

Undeveloped Property

	Site #	Location
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- SW 360th Street & 3rd Avenue SW 9.2 Acres 75
- S 351st Street & 52nd Avenue S 8.8 Acres 65
- E of 10th Avenue SW SW 334th & SW 335th Streets 10.04 Acres 60
- N of SW 320^{th} and east of 45^{th} PL SW 23.45 Acres 73
- S 344th Street & 46th Avenue S 17.47 Acres 71
- 1^{st} Way S and S 342^{nd} St Minimal acreage S 308^{th} St and 14^{th} Ave S .36 Acres 82

96

Notes:

Not all undeveloped properties are large enough to meet school construction requirements. Properties may be traded or sold depending on what locations are needed to house students in the District.

PHASE	EXISTING FACILITY FUTURE NEEDS		ANTICIPATED SOURCE OF FUNDS
On- going	Purchase and Relocate Portables	Interim Capacity	Anticipated source of funds is Impact Fees.
II	Thomas Jefferson High School	Replace Existing Building, Increase Capacity	Voter Approved Capital bond
II	Illahee Middle School	Replace Existing Building	Voter Approved Capital bond
II	Totem Middle School	Replace Existing Building	Voter Approved Capital bond
II	Lake Grove Elementary	Replace Existing Building, Increase Capacity	Voter Approved Capital bond
II	Mark Twain Elementary	Replace Existing Building, Increase Capacity	TBD, pending SCAP funding
II	Mirror Lake Elementary	Replace Existing Building, Increase Capacity	Voter Approved Capital bond
II	Olympic View K-8 School	Replace Existing Building, Increase Capacity	Voter Approved Capital bond
II	Star Lake Elementary	Replace Existing Building, Increase Capacity	Voter Approved Capital bond
II	Wildwood Elementary	Replace Existing Building, Increase Capacity	Voter Approved Capital bond
II	Memorial Stadium	Replace Existing Facility	Voter Approved Capital bond
тт	DeVry Property	Temp Swing School	SCAP and K-3 Class size
II		Increase Capacity	reduction funding
III	Decatur High School	Replace Existing Building, Increase Capacity	TBD
III	Kilo Middle School	Replace Existing Building	TBD
III	Sacajawea Middle School	Replace Existing Building	TBD
III	Adelaide Elementary	Replace Existing Building, Increase Capacity	TBD
III	Brigadoon Elementary	Replace Existing Building, Increase Capacity	TBD
III	Camelot Elementary	Replace Existing Building, Increase Capacity	TBD
III	Lake Dolloff Elementary	Replace Existing Building, Increase Capacity	TBD
III	Nautilus K-8 School	Replace Existing Building, Increase Capacity	TBD
III	Twin Lakes Elementary	Replace Existing Building, Increase Capacity	TBD
III	Woodmont K-8 School	Replace Existing Building, Increase Capacity	TBD

NEEDS FORECAST - EXISTING FACILITIES

As part of the multi-phase modernization and replacement plan, the District intends to increase capacity for elementary and high school students with expansion at the Thomas Jefferson, Lake Grove, Mirror Lake, Olympic View, Star Lake, and Wildwood sites. Only projects in Phase II with plans to increase capacity are included in the impact fee calculation for this plan.

NEEDS FORECAST - ADDITIONAL FACILITIES

NEW FACILITY LOCATION ANTICIPATED SOURCE OF FUNDS

No current plans for additional facilities.

FEDERAL WAY PUBLIC SCHOOLS 2020 CAPITAL FACILITIES PLAN

			Six Ye	ear Finan	ce Plan					
	Secured Fur	nding				Sou	rces			
6							Impact Fees (1)	(\$25,452)		
								Sale Funds (2)	(\$2,740,437)	
							Bond or	Levy Funds (3)	\$151,122,032	
					School	Construction A	Assistance Prog	ram (SCAP) (4)	\$3,463,273	
							TOTAL		\$151,819,416	Į
	Projected P	01/00110				Sou	1000			A
	Projected R	evenue				Sou		(2.2.1.2) (2)	#100 500 000	
					School	Construction A	Assistance Prog			
								e Reduction (6)	\$23,000,000	
								Bond Funds (7)	\$300,000,000	
								Fund Sales (8)	\$0	
							TOTAL	Impact Fees (9)	\$1,800,000	
							IOTAL		\$447,300,000	l
Actual and Planned E	Expenditures				Total Secured	Funding and Pr	ojected Revenu	e	\$599,119,416	
NEW SCHOOLS	Estimated and	Budget	2020	2021	2022	2023	2024	2026	Total	Total Cost
	Prior Years	2019-20	2020-21	2021-22	2022-23	2023-24	2024-2025	2025-2026	2019-2025	
MODERNIZATION AND EXPANSION										
Lake Grove Elementary (10)	\$6,400,000	\$26,300,000	\$6,900,000						\$33,200,000	\$39,600,000
Mirror Lake Elementary (10)	\$7,400,000	\$26,300,000	\$6,900,000						\$33,200,000	\$40,600,000
Star Lake Elementary (10)	\$2,000,000	\$3,600,000	\$9,200,000	\$25,300,000					\$38,100,000	\$40,100,000
Wildwood Elementary (10)	\$6,200,000	\$26,300,000	\$6,900,000						\$33,200,000	\$39,400,000
Olympic View K-8 School (10)					\$2,500,000	\$25,900,000	\$41,700,000		\$70,100,000	\$70,100,000
Thomas Jefferson High School (10)	\$1,200,000	\$4,400,000	\$40,000,000	\$92,000,000					\$136,400,000	\$137,600,000
Totem Middle School (10)	\$2,000,000	\$6,000,000	\$22,700,000	\$36,200,000					\$64,900,000	\$66,900,000
Illahee Middle School (10)					\$6,600,000	\$28,900,000	\$47,100,000		\$82,600,000	\$82,600,000
Former DeVry/ES 24 (11)	\$13,000,000	\$23,000,000							\$23,000,000	\$36,000,000
									\$0	\$0
									\$0	\$0
									\$0	\$0
SITE ACQUISITION										
Norman Center	\$1,885,000	\$240,000							\$240,000	\$2,125,000
(Employment Transtion Program) (12)										

Siv Voor Financo Plan

TOTAL NOTES:

Portables (13)

1. These fees are currently being held in a King County, City of Federal Way, City of Auburn, and City of Kent impact fee account, and will be available for use by the District for system improvements. This is year end balance on 12/31/18.

\$600.000

\$40.085.000 \$116.740.000 \$92.800.000 \$153.700.000

2. This is year end balance on 12/31/18.

TEMPORARY FACILITIES

3. This is the 12/31/18 balance of bond funds and capital levy funds. This figure includes interest earnings.

4. This represents the balance of SCAP funding from FWHS. Expected to be fully spent by the time of final close-out.

5. This is anticipated SCAP for the future projects authorized by the voters in 2017.

6. This is a secured K-3 Class size reduction grant.

7. In November 2017, the District passed a \$450M bond measure. The amount included in the finance plan is for projects that will create additional capacity. Only the costs associated with increasing capacity are included

\$200,000

\$200,000

\$200,000

\$9,300,000 \$55,000,000 \$89,000,000

\$200,000

\$200,000

\$1,800,000

\$200,000 \$516,740,000 \$556,825,000

\$1,800,000

in school impact fee calculations. See page 28

8. There are no projected sale of surplus properties.

9. These are projected fees based upon anticipated residential developments in the District, \$25,000 per month over the next 6 years.

10. Project budgets are updated as of April 2019 and reflective of actual Guaranteed Price Maximums and total project budgets for Lake Grove, Mirror Lake, Wildwood and DeVry

11. A former private university campus located in Federal Way was purchased this year to provide up to 43 additional permanent elementary classrooms. Prior to creating new permanent capcity this location will be used as a temporary housing. These costs are excluded from impact fee calculations.

9

12. Norman Center was purchased in 2010 to house the Employment Transition Program. The \$2.1 M purchase has been financed through a state approved LOCAL program through 2020.

\$200,000

Please note the costs for this added capacity have been removed from the fee calculation as of 2020.

13. These fees represent the cost of purchasing and installing new portables. The portable expenditure in future years may replace existing portables that are not functional.

These may not increase capacity and are not included in the capacity summary.

SECTION 2 - MAPS

Federal Way Public Schools has twenty-one elementary schools (grades K-5), two schools with a K-8 grade configuration, six middle school schools (grades 6-8), four high schools (grades 9-12) and four small secondary schools. The Federal Way Public Academy serves students in grades 6-10. The programs at Open Doors and Career Academy at Truman High School serves students in grades 9-12. In addition to these programs, TAF@Saghalie serves students in grades 6-12 who reside within the service area and the Employment and Transition Program (ETP) at the Norman Center serves 18-21 year old scholars.

The Growth Management Act requires that a jurisdiction evaluate if the public facility infrastructure is in place to handle new housing developments. In the case of most public facilities, new development has its major impact on the facilities immediately adjacent to that development. School districts are different. If the district does not have permanent facilities available, interim measures must be taken until new facilities can be built or until boundaries can be adjusted to match the population changes to the surrounding facilities.

It is important to realize that a single housing development does not require the construction of a complete school facility. School districts are required to project growth throughout the district and build or adjust boundaries based on growth throughout the district, not just around a single development.

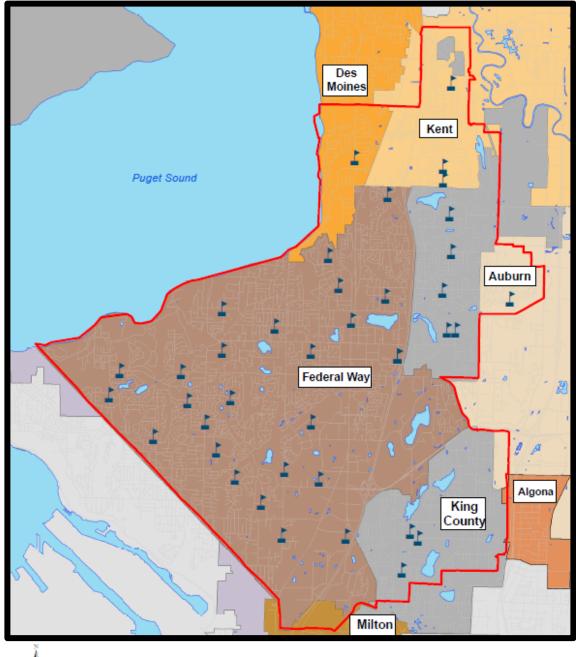
Adjusting boundaries requires careful consideration by the district and is not taken lightly. It is recognized that there is a potential impact on students who are required to change schools. Boundary adjustments impact the whole district, not just one school.

The final map included represents the city and county boundaries which overlap with the district's service areas.

- City of Algona
- City of Auburn
- City of Des Moines
- City of Federal Way
- City of Kent
- City of Milton
- Unincorporated King County

MAP – CITY AND COUNTY JURISDICTIONS







City and County Jurisdictions

SECTION 3 - SUPPORT DOCUMENTATION

Building Capacities - The Education Program

Portable Locations

Student Forecast – 2020 through 2026

BUILDING CAPACITIES

This Capital Facilities Plan establishes the District's "standard of service" in order to ascertain the District's current and future capacity. The Superintendent of Public Instruction establishes square footage guidelines for capacity, but these guidelines do not take into consideration the education program needs.

In general, the District's current target class size provides that the average class size for a standard classroom for grades K through 3 should be 17 students to comply with current legislation. In grades 4-5 the target is 25 students. For grades 6 to 12 the target class size is 26 students. Classrooms for students with Individualized Education Program (Special Education) needs are calculated at 12 seats per classroom.

Historically, the District has used the OSPI square footage calculation as a baseline for capacity calculation and made adjustments for specific program needs. The District will continue to use this calculation for determining capacity at our middle and high schools. However, for elementary schools capacity will be calculated based on the number of classroom spaces and the number of students assigned to each classroom.

Class Size	FWPS Historical	HB2661/SHB2776	Square Footage
Guidelines	"Standard of Service"	Enacted Law	Guideline
Kindergarten	18.9	17	25-28
Grades 1-2	18.9	17	25-28
Grade 3	18.9	17	28
Grades 4-5	25	25	28

For the purposes of determining student capacity at individual schools, the following list clarifies adjustments to classroom spaces and the OSPI calculation.

Special Education Resource Rooms:

Each middle school requires the use of a standard classroom(s) for special education students requiring instruction to address specific disabilities.

English as a Second Language Programs:

Each middle school and high school requires the use of a standard classroom for students learning English as a second language.

Middle School Computer Labs:

Each middle school has computer labs, except Totem Middle School. Wireless access has been installed at all secondary schools. If additional classroom space is needed, these computer labs may be converted to mobile carts.

BUILDING CAPACITIES, continued

High School Career Development and Learning Center (Resource) Room:

Each high school provides special education resource room and career development classrooms for students requiring instruction to address specific disabilities.

Preschool/ECEAP/Headstart:

Our district currently offers preschool programs for both special needs & typically developing students at 9 elementary schools. We also have ECEAP and Headstart program at 10 sites (4 elementary schools, 1 middle school, 2 high schools, and 2 commercial sites). These programs decrease capacity at those schools.

Alternative Learning Experience:

Federal Way offers students the opportunity to participate in an Alternative Learning Experience through our Internet Academy. These students have never been included in the capacity calculation of unhoused students.

1418 Youth Reengagement:

Federal Way offers students the opportunity to participate in 1418 Youth Reengagement Open Doors program. These students are housed at the Truman campus but are not currently included in the capacity calculation of unhoused students.

BUILDING CAPACITIES, continued

ELEMENTARY BUILDING PROGRAM CAPACITY

School Name	Headcount	¹ Preschool
Adelaide	353	15
Brigadoon	299	30
Camelot	277	30
Enterprise	345	15
Green Gables	401	
Lake Dolloff	400	
Lake Grove	353	
Lakeland	371	
Mark Twain	430	
Meredith Hill	375	30
Mirror Lake	262	
Nautilus (K-8)	466	
Olympic View	353	
Panther Lake	347	
Rainier View	405	30
Sherwood Forest	390	6
Silver Lake	400	
Star Lake	337	
Sunnycrest	405	
Twin Lakes	341	30
Valhalla	406	
Wildwood	372	30
Woodmont (K-8)	357	
TOTAL	8,445	216

Elementary Average 367

MIDDLE SCHOOL BUILDING PROGRAM CAPACITY

School Name	Headcount
Illahee	855
Kilo	779
Lakota	786
Sacajawea	694
Sequoyah	585
Totem	795
TAF @ Saghalie	598
Federal Way Public Academy	183
TOTAL	5,275
*Middle School Average	727

HIGH SCHOOL BUILDING PROGRAM CAPACITY

School Name	Headcount
Decatur	1243
Federal Way	1684
Thomas Jefferson	1224
Todd Beamer	1085
TAF @ Saghalie	155
Career Academy at Truman	159
Federal Way Public Academy	116
Employment Transition Program	48
TOTAL	5,714

² High School Average	1,309
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Notes:

¹Preschool enrollment reduces capacity for K-5 students. 15 preschool students in one classroom.

²Federal Way Public Academy, Career Academy at Truman High School, and Employment Transition Program are non-boundary schools. These schools are not used in the calculated averages.

PORTABLE LOCATIONS

The Washington State Constitution requires the State to provide each student a basic education. It is not an efficient use of District resources to build a school with a capacity for 500 students due to lack of space for 25 students when enrollment fluctuates throughout the year and from year to year.

Portables are used as interim measures to house students when increasing population impacts a school attendance area. Portables may also be required to house students when new or changing programs require additional capacity. They also provide housing for students until permanent facilities can be financed and constructed. When permanent facilities become available, the portable(s) is either used for other purposes such as storage or child care programs, or moved to another school for an interim classroom. Some portables may not be fit to move due to age or physical condition. In these cases, the District may choose to buy new portables and surplus these unfit portables.

With the launch of construction of new schools, a number of portables will be relocated, decommissioned, or sold. These numbers are not available at this time.

The following page provides a list of the location of the portable facilities, used for educational facilities by Federal Way Public Schools.

PORTABLES LOCATED AT ELEMENTARY SCHOOLS

	INSTRUCTIONAL	HON Instructional*
Adelaide	2	1
Brigadoon		1
Camelot		1
Enterprise	3	
Green Gables	1	
Lake Dolloff	2	
Lake Grove	1	1
Lakeland		
Mark Twain	3	
Meredith Hill	3	
Mirror Lake	8	2
Nautilus	3	
Olympic View	2	
Panther Lake	4	
Rainier View	5	
Sherwood Forest	4	
Silver Lake		4
Star Lake	2	2
Sunnycrest	6	
Twin Lakes		3
Valhalla	4	
Wildwood	4	
Woodmont	3	
TOTAL	60	15

PORTABLES LOCATED AT HIGH SCHOOLS

	INSTRUCTIONAL	HON Instructional
Decatur	8	1
Federal Way		
Thomas Jefferson	10	
Todd Beamer	8	
TOTAL	26	1

PORTABLES LOCATED AT SUPPORT FACILITIES

MOT	
TDC	9
Former TAFA	11
TOTAL	20

DISTRICT PORTABLES IN USE FOR ECEAP AND/OR HEADSTART

Sherwood Forest	2
Totem	2
Total	4

PORTABLES LOCATED AT MIDDLE SCHOOLS

	INSTRUCTIONAL	NON Instructional
Illahee	2	1
Kilo	1	б
Lakota		
Sacajawea	5	
Sequoyah	2	
Totem	4	
TAF@ Saghalie	4	
TOTAL	18	7

STUDENT FORECAST

Student enrollment projections are a basic component of budget development. Enrollment projections influence many of the financial estimates that go into budget preparation. The majority of staffing requirements are derived directly from the forecasted number of students. Allocations for instructional supplies and materials are also made on the basis of projected enrollment. Other expenditures and certain revenue projections are directly related to enrollment projections.

Enrollment projections are completed annually in the Business Services Department. Projections must be detailed at various levels, district total, school-building totals, grade level and program level to include vocational and special education students.

The basis of projections has been cohort survival analysis. Cohort survival is the analysis of a group that has a common statistical value (grade level) as it progresses through time. In a stable population the cohort would be 1.00 for all grades. This analysis uses historical information to develop averages and project the averages forward. This method does not trace individual students; it is concerned with aggregate numbers in each grade level. The district has used this method with varying years of history and weighted factors to study several projections. Because transfers in and out of the school system are common, student migration is factored into the analysis as it increases or decreases survival rates. Entry grades (kindergarten) are a unique problem in cohort analysis. The district collects information on birth rates within the district's census tracts, and treats these statistics as a cohort for kindergarten enrollment in the appropriate years.

The Federal Way School District is using various statistical methods for projecting student enrollments. The resultant forecasted enrollments are evaluated below.

The first method is a statistical cohort analysis that produces ten distinct forecasts. These are forecast of enrollment for one year. The projections vary depending on the number of years of historical information and how they are weighted.

A second method is a projection using an enrollment projection software package that allows the user to project independently at school or grade level and to aggregate these projections for the district level. The Enrollment MasterTM software provides statistical methods including trend line, standard grade progression (cohort) and combinations of these methods. This software produces a five-year projection of school enrollment.

In February 2018, the District contracted a demographer to develop projections for the Federal Way School District. The report was complete in March 2018. The model used to forecast next year's enrollment uses cohort survival rates to measure grade to grade growth, assumes market share losses to private schools (consistent with county-wide average), assumes growth from new housing or losses due to net losses from migration. This forecast was provided as a range of three projections. The long-range forecast provided with this report used a model with cohort survival rates and growth rates based on projected changes in the 5-19 age group for King County.

STUDENT FORECAST, continued

Most of the methods used for long range enrollment reporting assume that enrollment is a constant percent of something else (e.g. population) or that enrollment will mirror some projected trend for the school-age population over time. The report included 5 different calculations to provide a range of possible projections for the District to the year 2026. This model produces a projection that is between 21,500 and 25,000 when applied to the low, medium and high range modes. This provides a reasonable range for long-range planning and is consistent with estimates from various models.

Long-range projections that establish the need for facilities are a modification of the cohort survival method. The cohort method of analysis becomes less reliable the farther out the projections are made. The Federal Way School District long-range projections are studied annually. The study includes information from the jurisdictional demographers as they project future housing and population in the region. The long-range projections used by Federal Way Public Schools reflect a similar age trend in student populations as the projections published by the Office of Financial Management for the State of Washington.

Near term projections assume some growth from new housing, which is offset by current local economic conditions. The District tracks new development from five permitting jurisdictions. Long range planning assumes a student yield from proposed new housing consistent with historical growth patterns.

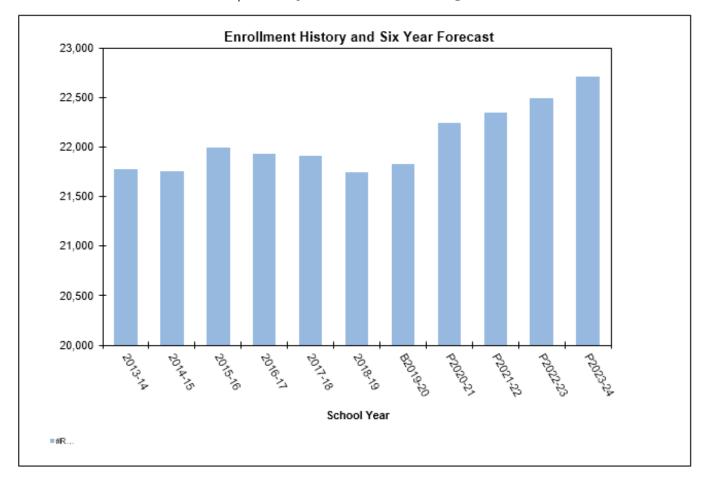
Growth Management requires jurisdictions to plan for a minimum of twenty years. The Federal Way School District is a partner in this planning with the various jurisdictions comprising the school district geography. These projections create a vision of the school district community in the future.

In school year 2018-19, King County as a whole experienced unusual enrollment patterns. We continue to monitor this closely.

STUDENT FORECAST, continued

October 1 Head Count Enrollment History and Projections

						Percent
Calendar Yr	School Year	Elementary	Middle School	High School	Total K -12	Change
2014	2013-14	10,131	4,848	6,799	21,778	
2015	2014-15	9,998	4,931	6,825	21,754	-0.1%
2016	2015-16	10,206	5,094	6,695	21,995	1.1%
2017	2016-17	10,424	5,033	6,476	21,933	-0.3%
2018	2017-18	10,418	5,159	6,338	21,915	-0.1%
2019	2018-19	10,233	5,124	6,386	21,743	-0.8%
2020	B2019-20	10,194	5,476	6,153	21,823	0.4%
2021	P2020-21	10,288	5,462	6,493	22,243	1.9%
2022	P2021-22	10,336	5,357	6,654	22,347	0.5%
2023	P2022-23	10,444	5,259	6,786	22,489	0.6%
2024	P2023-24	10,593	5,253	6,86 7	22,713	1.0%
2025	P2024-25	10,796	5,285	6,886	22,967	1.1%
2026	P2025-26	10,920	5,374	6,866	23,160	0.8%
		Elementary K-5	Middle School 6	-8 High School 9-12		



<u>SECTION 4 – KING COUNTY, CITY OF FEDERAL WAY, AND CITY OF KENT</u> <u>IMPACT FEE CALCULATIONS</u>

Capacity Summaries

Site & Construction Costs Allocations

Student Generation Rates

Impact Fee Calculations

Reference to Impact Fee Calculations

CAPACITY SUMMARIES

All Grades, Elementary, Middle School, and High Schools

The Capacity Summaries combine Building Capacity information, Portable Capacity information and the Student Forecast information. The result demonstrates the requirements for new or remodeled facilities and why there is a need for the District to use temporary facilities or interim measures.

The District has recently adjusted its capacity calculation method for Elementary schools to better show capacity needed to comply with the K-3 Class Size Reduction. This adjustment is also shown in the portable capacity calculation. In order to allow for flexibility in portable usage the District will use an average class size calculation of 21 for each Elementary portable and an average class size of 25 for each Middle and High School portable.

The information is organized with a page summarizing the entire District, and then evaluating capacity vs. number of students at elementary, middle school, and high school levels individually.

The notes at the bottom of each spreadsheet provide information about what facilities are in place each year.

CAPACITY SUMMARY - ALL GRADES

		Budget			Pro	ojected		
Calen	ıdar Year	2019	2020	2021	2022	2023	2024	2025
CAPACITY School	ol Year	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
BUILDING PROGRAM								
HEADCOUNT CAPACITY		19,434	19,434	20,005	20,242	20,380	21,077	21,077
Add Capacity		0	571	237	138	697	0	0
Adjusted Program Headcount Capacity		19,434	20,005	20,242	20,380	21,077	21,077	21,077
ENROLLMENT								
Basic Headcount Enrollment		21,823	22,243	22,347	22,489	22,713	22,967	23,160
Internet Academy Headcount Enrollment ¹		(239)	(239)	(239)	(239)	(239)	(239)	(239)
Basic FTE Enrollment without Internet Ac	ademy	21,584	22,004	22,108	22,250	22,474	22,728	22,921

SURPLUS OR (UNHOUSED)							
PROGRAM FTE CAPACITY	(2,150)	(1,999)	(1,866)	(1,870)	(1,397)	(1,651)	(1,844)

RELOCATABLE CAPACITY

Current Portable Capacity	2,360	2,360	2,129	1,879	1,737	1,695	1,645
Add/Subtract Portable Capacity	0	(231)	(250)	(142)	(42)	(50)	0
Adjusted Portable Capacity	2,360	2,129	1,879	1,737	1,695	1,645	1,645

SURPLUS OR (UNHOUSED) PROGRAM AND RELOCATABLE							
CAPACITY	210	130	13	(133)	298	(6)	(199)

NOTES:

1 Internet Academy students are included in projections but do not require full time use of school facilities.

CAPACITY SUMMARY - ELEMENTARY SCHOOLS

	Budget			Pro	ojected		
Calendar Year	2019	2020	2021	2022	2023	2024	2025
CAPACITY School Year	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
BUILDING PROGRAM							
HEAD COUNT CAPACITY	8,445	8,445	9,016	9,016	9,154	9,851	9,851
Add/Subtract capacity total	0	571	0	138	697	0	0
Add capacity at ¹ :							
Lake Grove		247					
Mirror Lake		196					
Star Laks				138			
Wildwood		128					
De Vry					69 7		
Olympic View K-8					0		
Adjusted Program Headcount Capacity	8,445	9,016	9,016	9,154	9,851	9,851	9,851
ENROLLMENT							
	10.104	10.000	10.226	10.444	10.502	10.704	10.000
Basic Headcount Enrollment	10,194	10,288	10,336	10,444	10,593	10,796	10,920
Internet Academy Headcount ²	(20)	(20)	(20)	(20)	(20)	(20)	(20)
Basic Headcount Enrollment without Internet Acad	10,174	10,268	10,316	10,424	10,573	10,776	10,900
SUPPLUS OF (INHOUSED)							

SURPLUS OR (UNHOUSED)							
PROGRAM CAPACITY	(1,729)	(1,252)	(1,300)	(1,270)	(722)	(925)	(1,049)

RELOCATABLE CAPACITY³

Current Portable Capacity	1,260	1,260	1,029	1,029	987	945	945
Add/Subtract portable capacity	0	(231)	0	(42)	(42)	0	0
Add portable capacity at:							
Lake Dolloff	42						
Subtract portable capacity at:							
Lake Grove		(21)					
Mirror Laks	(42)	(126)					
Star Lake				(42)			
Wildwood		(84)					
Olympic View K-8					(42)		
Adjusted Portable Capacity	1,260	1,029	1,029	987	945	945	945

SURPLUS OR (UNHOUSED)							
PROGRAM AND RELOCATABLE							
CAPACITY	(469)	(223)	(271)	(283)	223	20	(104)

NOTES:

- 1 Capacity increases are projected based on a design to accommodate 600 students -- as design is completed these may be adjusted in future iterations of this plan. Increased capacity is currently stated as the difference between current calculated capacity and the projected design.
- 2 Internet Academy students are included in projections but do not require full time use of school facilities.
- 3 Relocatable Capacity is based on the number of portables available and other administrative techniques which can be used to temporarily house students until permanent facilities are available. This is a calculated number only. The actual number of portables that will be used will be based on actual student population needs. The District may begin to pull portables from the instructional inventory. Age and condition of the portables will determine feasibility for continued instructional use.

CAPACITY SUMMARY - MIDDLE SCHOOLS

						jected		
	Calendar Year	2019	2020	2021	2022	2023	2024	2025
CAPACITY	School Year	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
BUILDING PROGRAM								
HEADCOUNT CAPACITY		5,275	5,275	5,275	5,275	5,275	5,275	5,275
Add/Subtract capacity		0	0	0	0	0	0	0
Add capacity at:								
Totem ¹					0			
Illahee							0	
Adjusted Program Headcount Capacity			5,275	5,275	5,275	5,275	5,275	5,275
ENROLLMENT								
Basic Headcount Enrollment		5,476	5,462	5,357	5,259	5,253	5,285	5,374
Internet Academy ²		(54)	(54)	(54)	(54)	(54)	(54)	(54)
Basic Enrollment without Internet Academy		5,422	5,408	5,303	5,205	5,199	5,231	5,320
SURPLUS OR (UNHOUSED)							
PROGRAM CAPACITY		(147)	(133)	(28)	70	76	44	(45)

RELOCATABLE CAPACITY³

Current Portable Capacity	450	450	450	450	350	350	300
Add/Subtract portable capacity	0	0	0	(100)	0	(50)	0
Totem Middle School				(100)			
Illahee Middle School						(50)	
Adjusted Portable Capacity	450	450	450	350	350	300	300

SURPLUS OR (UNHOUSED) PROGRAM AND RELOCATABLE							
CAPACITY	303	317	422	420	426	344	255

NOTES:

- 1 Totem and Illahee Middle Schools currently have capacity for 800 & 850 students respectively, so no new capacity is anticipated with the rebuild of this older buildings.
- 2 Internet Academy students are included in projections but do not require full time use of school facilities.
- 3 Relocatable Capacity is based on the number of portables available and other administrative techniques which can be used to temporarily house students until permanent facilities are available. This is a calculated number only. The actual number of portables that will be used will be based on actual student population needs. The District may begin to pull portables from the instructional inventory. Age and condition of the portables will determine feasibility for continued instructional use.

CAPACITY SUMMARY - HIGH SCHOOLS

[Budget			Pro	jected		
	Calendar Year	2019	2020	2021	2022	2023	2024	2025
CAPACITY	School Year	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
BUILDING PROGRAM								
HEADCOUNT CAPACITY		5,714	5,714	5,714	6,188	6,188	6,188	6,188
Add/Subtract capacity		0	0	237	0	0	0	0
Thomas Jefferson High School 4				237				
Adjusted Program Headcount Capacit	v	5,714	5,714	6,188	6,188	6,188	6,188	6,188

ENROLLMENT

Basic Headcount Enrollment	6,153	6,493	6,654	6,786	6,867	6,886	6,866
Internet Academy ¹	(165)	(165)	(165)	(165)	(165)	(165)	(165)
Basic Ed without Internet Academy	5,988	6,328	6,489	6,621	6,702	6,721	6,701

SURPLUS OR (UNHOUSED)							
PROGRAM CAPACITY	(274)	(614)	(301)	(433)	(514)	(533)	(513)

RELOCATABLE CAPACITY²

Current Portable Capacity	650	650	650	400	400	400	400
Add/Subtract portable capacity	0	0	(250)	0	0	0	0
Thomas Jefferson High School ⁴			(250)				
Adjusted Portable Capacity		650	400	400	400	400	400
SUDDI US OD (UNHOUSED)							
SURPLUS OR (UNHOUSED) PROGRAM AND RELOCATABLE							
CAPACITY ³	376	36	99	(33)	(114)	(133)	(113)

NOTES:

- 1. Internet Academy students are included in projections but do not require full time use of school facilities.
- 2 Relocatable Capacity is based on the number of portables available and other administrative techniques which can be used to temporarily house students until permanent facilities are available. This is a calculated number only. The actual number of portables that will be used will be based on actual student population needs. The District may begin to pull portables from the instructional inventory. Age and condition of the portables will determine feasibility for continued instructional use.
- 3. Capacity for unhoused students will be accommodated with traveling teachers and no planning time in some classrooms.
- 4 Current project timelines estimate the completion of Thomas Jefferson HS opening in the fall of 2022.

IMPACT FEE CALCULATIONS

Single and Multi-Family Residences

Each jurisdiction that imposes school impact fees requires that developers pay these fees to help cover a share of the impact of new housing developments on school facilities. To determine an equitable fee throughout unincorporated King County, a formula was established. This formula can be found in King County Code 21A and was substantially adopted by the City of Auburn, Federal Way and Kent. The formula requires the District to establish a "Student Generation Factor" which estimates how many students will be added to a school district by each new single or multi-family unit and to gather some standard construction costs, which are unique to that district.

Impact Fee Calculation

On page 30, the 2019 variables for the calculation of the Impact Fee for single family and multi-family units based on King County Code 21A and the Growth Management Act, generate the results below:

	Plan Year 2019	Plan Year 2020
Single Family Units	\$7,221	\$5,035
Multi-Family Units	\$19,454	\$20,768
Mixed-Use Residential ¹	\$9,727	\$10,384

Impact Fee Calculation - King County Code 21A

The Impact Fees have changed as a result of changes in several factors. The updates made to the variables in the Impact Fee calculation, generate a change in the Impact Fee between the 2019 Capital Facilities Plan and the 2020 Capital Facilities Plan. A summary of these changes can be found on page 32 and a year over year comparison of formula variables can be found on page 33.

¹ In accordance with the City of Federal Way Ordinance No. 95-249.

IMPACT FEE CALCULATIONS, continued

IMPACT FEE

School Site A	equisition Cost:			Student	Student		
	Facility	Cost /	Facility	Factor	Factor	Cost/	Cost/
	Acreage	Acre	Capacity	SFR	MFR	SFR	MFR
Elementary	11.97	\$384,077	697	0.1793	0.5853	\$1,183	\$3,861
Middle School				0.0897	0.2938	\$0	\$0
High School						\$0	\$0
ingh beneer			I		TOTAL	\$1,183	\$3,861
						<i>1</i> ,	00,000
School Const	ruction Cost:			Student	Student		
	% Perm Fac./	Facility	Facility	Factor	Factor	Cost/	Cost/
	Total Sq Ft	Cost	Capacity	SFR	MFR	SFR	MFR
Elementary	93.72%	\$40,566,283	709	0.1793		\$9,615	\$31,386
Middle School	95.41%			0.0897	0.2938	\$0	\$0
High School	96.79%	\$17,661,713	237	0.1386	0.3116	\$9,997	\$22,476
					TOTAL	\$19,612	\$53,861
Temporary Fa	cility Cost:			Student	Student		
remporary ra	% Temp Fac.	Facility	Facility	Factor	Factor	Cost/	Cost/
	Total Sq Ft	Cost	Capacity	SFR	MFR	SFR	MFR
Elementary	6.28%	COSL	Capacity	0.1793	0.5853	\$0	\$0
Middle School	4.59%			0.0897	0.2938	\$0	\$0
High School	3.21%			0.1386	0.3116	\$0	\$0
ingn school	5.2170			0.1560	TOTAL	\$0	\$0
					IOILL	50	30
State Matchin	ig Credit Calcul	ation:		Student	Student		
(Construction Cost	Sq. Ft.	State	Factor	Factor	Cost/	Cost/
	Allocation/Sq Ft	Student	Match	SFR.	MFR	SFR.	MFR
Elementary	\$232.10	90	65.59%	0.1793	0.5853	\$2,457	\$8,019
Middle School	\$232.10			0.0897	0.2938	\$0	\$0
High School	\$232.10	130	65.59%	0.1386	0.3116	\$2,743	\$6,167
					Total	\$5,200	\$14,186
Tax Payment	Credit Calculat	ion				SFR	MFR.
Average Assess	ed Value (April 2	019)				\$367,890	\$133,215
Capital Bond In	nterest Rate (April	2019)				4.09%	4.09%
Net Present Va	lue of Average Dv	elling				\$2,970,593	\$1,075,668
Years Amortize	ed	-				10	10
Property Tax I	levy Rate					\$1.86	\$1.86
Present Va	lue of Revenue	Stream				\$5,525	\$2,001
				1. 7	6 14 E 11	Mr. I.T.	
					Multi-Family Residences	Residential ¹	
	Mitigation Fee	C	-	Residences	Residences	Residential	
	Site Acquisition (\$ 1.183	\$ 3,861	\$ 3,861	
	Permanent Facili				\$ 53,861		
	Temporary Facil	-		\$ 19,012 \$ -	\$ 55,801	\$ 55,801	
	State Match Cred	-				\$ (14,186)	
	Tax Payment Cr					\$ (2,001)	
	Sub-Total	eun	-	\$ 10,070	\$ 41,535		
r	50% Local Share			\$ 5,035	\$ 20,768	\$ 20,768	1
	Calculated Imp			\$ 5,035	\$ 20,768	\$ 10,384	
·- ·	City of Kent Im	pact l'ee*		\$ 5,035	\$ 8,386]

¹In accordance with the City of Federal Way Ordinance No. 95-249

²In accordance with the City of Kent Ordinance No. 4278, unadjusted for 2019

REFERENCES TO IMPACT FEE CALCULATIONS

SCHOOL ACQUISITION COST

The district purchased the Norman Center to house the Employment Transition Program and to allow for the expansion of the ECEAP program. The purchase and use of this site increased our high school permanent capacity by 51 students. This cost is removed for 2020 because the last payment is due December 2019.

SCHOOL CONSTRUCTION COST

With voter approval of the \$450,000,000 bond package, design work is underway for six of the approved projects. Anticipated construction budgets (based on the Maximum Allowable Construction Cost or MACC) have been updated to reflect the current construction market, and capacity has been fine-tuned. In addition, a credit for the cost of new construction is incorporated to recognize the K-3 Class Size Reduction Grant obtained by Federal Way Public Schools. It is estimated this \$23 million grant will be reimbursed in six equal payments – a portion for each of the six schools serving K-3 students. The following table outlines the facility cost included in the impact fee calculation:

Elementary	Lake	Mirror			Elementary
Schools	Grove	Lake	Star Lake	Wildwood	TOTAL
Permanent	353	404	387	472	1616
Capacity	555	404	387	472	1010
New Capacity	600	600	525	600	2325
Increased					43.9%
Capacity as %					43.970
MACC	\$29,482,200	\$30,226,700	\$29,854,450	\$29,333,300	\$118,896,650
Proportionate					\$ 52,164,434
Share					\$ 52,104,454
K-3 Class Size					(\$ 11,598,151)
Credit					(\$ 11,398,131)
Net					
Proportionate					\$ 40,566,283
Share					

Two additional projects are within this horizon, but not yet included – Olympic View K-8 and Mark Twain Elementary. These costs will be incorporated into future Capital Facilities Plans. Current Middle School capacity calculations do not reflect unhoused students, so no costs associated with Illahee Middle School or Totem Middle School are included.

Consistent with the capacity calculations described earlier, the District uses the OSPI square footage calculation for determining capacity at our secondary schools. Based on this methodology, the following construction costs for Thomas Jefferson High School are allocated as the proportionate share:

Square Footage	Capacity at 130 sq. ft.
Current: 179,119	1378
Planned: 210,000	1615
Increased Capacity	237
Increase as %	17.24%
MACC	\$102,443,200
Proportionate Share	\$ 17,661,713

REFERENCES TO IMPACT FEE CALCULATIONS, continued

The District will use the above formulas created as a base for future Capital Facilities Plans during the life of the current bond authorization. The capacity of these schools may vary from year to year as programs are added or changed and construction cost may increase over time.

FACILITIES CAPACITY

Permanent Facility Capacity:

Changes to the Building Program Capacities calculation are found on page 15.

Capacity Summaries:

The changes in the Capacity Summary are a reflection of the changes in the capacities and student forecast. New schools and increased capacity at current buildings are shown as increases to capacity. Capacity Summaries are found on pages 22-26.

Student Generation Factor Analysis:

Federal Way Public Schools student generation factor was determined separately for single-family units and multi-family units. The factors used in the 2019 Capital Facilities Plan were derived using actual generation factors from single-family units and multi-family units that were constructed in the District in the last five (5) years and can be found on the next page

Temporary Facility Cost:

The list of portables reflects the movement of portables between facilities or new portables purchased. Portable Locations can be found on pages 16 and 17.

STUDENT GENERATION RATES

New Construction in Prior 5 Years

	Number of	Number of	Number of	Number of	Elementary	Middle School	High School	Total
	Single Family	Elementary	Middle School	High School	Student	Student	Student	Student
DEVELOPMENT	Dwellings	Students	Students	Students	Factor	Factor	Factor	Factor
18-Retreat Meadows	6	4	1	2	0.5714	0.1429	0.2857	1.0000
18-Wyncrest II	26	2	0	4	0.2857	0.0000	0.5714	0.8571
18-Soundview Manor	7	4	6	4	0.5714	0.8571	0.5714	1.9999
17-Eagle Manor	12	4	1	0	0.3333	0.0833	0.0000	0.4166
17-Lakehaven Estates	13	1	1	1	0.0769	0.0769	0.0769	0.2307
17-Hibbford Glen	15	2	0	4	0.1333	0.0000	0.2667	0.4000
17-Vista Pointe	105	15	6	8	0.1429	0.0571	0.0762	0.2762
16-Jefferson Place	11	4	0	0	0.3636	0.0000	0.0000	0.3636
16-Star Lake East	30	8	7	6	0.2667	0.2333	0.2000	0.7000
15-Swan Song	29	12	6	8	0.1053	0.0526	0.0702	0.2281
15-Wynstone East	114	10	5	14	0.0877	0.0439	0.1228	0.2544
Total	368	66	33	51				
Student Generation*					0.1793	0.0897	0.1386	0.4076

Multi-Family Student Generation - City of Federal Way

	Number of	Number of	Number of	Number of	Elementary	Middle School	High School	Total
	Multi Family	Elementary	Middle School	High School	Student	Student	Student	Student
DEVELOPMENT	Dwellings	Students	Students	Students	Factor	Factor	Factor	Factor
(17) Uptown Square	308	138	71	77	0.4481	0.2305	0.2500	0.9286
(17) Kitt's Corner	216	170	59	65	0.7870	0.2731	0.3009	1.3611
(16) Kandila Townhomes	27	4	8	1	0.1481	0.2963	0.0370	0.4815
(15) Park 16	293	182	110	120	0.6212	0.3754	0.4096	1.4061
Total	844	494	248	263				
Student Generation*					0.5853	0.2938	0.3116	1.1908

* Student Generation rate is based on totals.

IMPACT FEE CALCULATION CHANGES FROM 2019 TO 2020

Item	From/To	Comment			
Percent of Permanent Facilities	95.11% to 95.10%	Report #3 OSPI			
Percent Temporary Facilities	4.89% to 4.90%	Updated portable inventory			
Average Cost of Portable Classrooms	\$189,188 to \$189,941	Updated 5-yr rolling average of portables purchased and placed by 2018.			
Construction Cost Allocation	\$225.97 to \$232.10	Change effective July 2019			
State Match	65.15% to 65.59%	Change effective July 2018			
	\$327,803 to \$367,890 \$119,431 to \$133,215	Per Puget Sound Educational Service District (ESD 121)			
Capital Bond Interest Rate	3.85% to 4.09%	Market Rate			
Property Tax Levy Rate	\$1.20 to \$1.86	King County Treasury Division			
Middle School	.2244 to .1793 .1073 to .0897 .1390 to .1386	Updated Housing Inventory Note: Student generation factors for are single family units are based on new developments constructed and sold within the District over the last five (5) years prior to the date of the fee calculation.			
Multi-Family Elementary Middle School	.5865 to .5853 .2701 to .2938 .2808 to .3116	Student generation factors for are multi-family units are based on new developments constructed within the District over the last five (5) years prior to the date of the fee calculation.			
	\$7,221 to \$5,035 - \$19,454 to \$20,768	SFR based on the updated calculation MFR based on the updated calculation			
	\$7,221 to \$5,035 - \$8,386 to \$8,386	SFR based on the updated calculation MFR maximum per City of Kent Ordinance No. 4278			



In an environment of high expectations, high support, and no excuses, the staff of Federal Way Public Schools will continually learn, lead, utilize data, and collaborate to ensure our scholars have a voice, a dream, and a bright future.



THE EARLY YEARS

WHOLE CHILD

ACTIVE LEARNERS



This document is published by the Business Services Department of the Federal Way Public Schools. May 2019