

COEUR D'ALENE PUBLIC SCHOOLS

2022-2032

LONG RANGE FACILITIES PLAN

APPENDIX



Appendix A

Regional Housing and Growth Issues Partnership

Regional Housing & Growth Issues Partnership

Volunteer Subcommittees

Learn more about the roles and progress of these subcommittees and how you can help by visiting our website, www.rhgiip.com

Open Space

David Callahan, Kootenai County
Wes Hanson, Citizen
Nick Snyder, Kootenai County

Schools

Scott Maben, Coeur d'Alene School District
Jeff Voeller, Coeur d'Alene School District
Brian Wallace, Lakeland School District
TBD, North Idaho College
Jerry Keane, Post Falls School District
Anna Wilson, Post Falls School District

Funding-Revenue-Trust Fund

TBD

Builder/Developer Outreach

Kiki Miller, Coeur d'Alene City Council
TBD

HomeShare Project

Tom Lucas, ElderHelp
TBD, C.A.P.
TBD, Area Agency on Aging
Anna Hammons, CDAIDE

Rentals

Marie Nail, Realtor
TBD, CDA 2030
TBD

Resident-Owned Communities

Kerri Thoreson, Post Falls City Council

Public Safety/Health Care Worker Housing

TBD

Land Acquisition

Maggie Lyons, PAHA

Community Outreach

Lindsay Allen, Coeur d'Alene
Association of REALTORS

Working Group

City of Coeur d'Alene:
Council Member Kiki Miller
Hilary Anderson, Community Planning Director
Sean Holm, Senior Planner

City of Hayden:
Brett Boyer, City Administrator
Donna Phillips, Community Development Director
Zach Trevino, Senior Planner
Ed DePriest, City Council

City of Post Falls:
Robert Seale, Community Development Director
Jon Manley, Planning Manager

City of Rathdrum:
Council Member Steven Adams
Leon Duce, City Administrator
Meagan Hayes, City Planner/Planning & Zoning Admin
James Agidius, Enforcement/Assistant Planner

Habitat for Humanity of North Idaho:
James Casper

IHFA:
Cory Phelps
Jack Hawkins

Kootenai County:
Chris Filios, County Commissioner
David Callahan, Community Development Director

Kootenai Metropolitan Planning Organization (KMPO):
Glenn Miles, Executive Director
Ali Marienau, Senior Transportation Planner

Panhandle Affordable Housing Alliance:
Maggie Lyons

Rand Wichman Planning, LLC:
Rand Wichman, Municipal-Contracted Planner

United Way of North Idaho/ALICE Task Force:
Mark Tucker

Welch Comer Engineers:
Melissa Cleveland

Advisory Group

Area Agency on Aging - TBD
Aquifer Protection Board - Necia Maiani
Avista - Jamie Howard
Cd'A Press Growth Management Advisory Group -
Mike Patrick, Clint Schroeder
CDA 2030 - Lindsey Beacham, JJ O'Dell
Coeur d'Alene Area Economic Development Corporation -
Loren Whitten-Kaboth
CDAIDE - Rebecca Smith
Civic Engagement Alliance - Nash Mahuron
Coeur d'Alene Association of REALTORS (CAR) - Ali Taylor
Coeur d'Alene Regional Chamber - Linda Coppess
Coeur d'Alene School District - Jeff Voeller, Scott Maben
Coeur d'Alene Tribe - Tyrel Stevenson, Jim Kackman
ElderHelp of North Idaho - TBD
Hayden Chamber - TBD
Hayden Lake Watershed Association - Barb Neal
Heritage Health - Pam Houser, Mike Baker, Nancy Jones
Human Rights Education Institute (HREI) - Jeanette Laster
Ignite CDA - Mic Armon
Kootenai County Open Space Committee - Wes Hanson
Kootenai Electric - TBD
Kootenai Environmental Alliance - Shelley Austin
Kootenai Farm Bureau - Linda Ryder
Kootenai Health - Jeremy Evans, Kim Webb, Danny Klocko
Kootenai-Shoshone Soil & Water Conservation District - TBD
Lakeland School District - Dr. Becky Meyer
Lakeshore Property Owners Association - Greg Delavan
NAACP - Christine Harding, Dr. David O. Porter, Jan Studer
North Idaho Building Contractors Association - Mike Moore
North Idaho College - Teresa Borrenpohl, Alex Harris,
Trustee Christie Wood, Rayelle Anderson
North West Property Owners Alliance - Jeff Tyler
Northwest Specialty Hospital - Barb Patton
Panhandle Affordable Housing Alliance - Maggie Lyons
Panhandle Area Council - Nancy Mabille
Panhandle Health District - Erik Ketner
Post Falls School District - Anna Wilson
Rathdrum Chamber - Ashley Moore
Regional Chambers Joint Government Committee - Len Crosby
Reg. 1 Behavioral Health Board Housing Subcommittee -
Donna Brundage
Responsible Growth North Idaho (FB Group) - TBD
St. Vincent de Paul - Larry Riley
US Department of Housing & Urban Development (HUD) -
Brian Dale
We the People of CDA (FB group) - David Lyons

Community Outreach

Kiki Miller, Coeur d'Alene City Council
Maggie Lyons, Panhandle Affordable Housing Alliance
Gynii Gilliam, CdAEDC
David Callahan, Kootenai County
Taryn Hecker, Taryn Hecker Media

Updated 3/28/22

Appendix B

SD271 Bond & Levy Review



Coeur d'Alene School District No. 271 Bond & Levy Review

Eric Heringer

MANAGING DIRECTOR

Tel: +1 208-344-8561

Email: eric.heringer@psc.com

Section 2

Background and Historical Data

Roles and Responsibilities of Financing Team



Municipal Advisor

- Fiduciary role and helps protect client's financial interest
- Advices on long-range planning including structure, timing, term levy elections and method of sale
- When applicable can help evaluate method of sale and selection of additional team members

Bond Counsel

- Oversees legal process for bond issuance and levy elections
- Prepares legal documents relating to bond issuance, elections, post-issuance compliance, etc.
- Delivers bond opinion for benefit of bondholders

Underwriter

- Compliments Municipal Advisor on long-range planning including structure, timing, term levy elections and method of sale
- Makes an offer to purchase the issuer's bonds at rates set via bond sale process
- Market experts

Supplemental M&O Levy Basics

Approval Require: Simple Majority

Maximum Term: 2 years

Limit on Amount: None

Cash Flow: Property Tax Collections (end of January/end of July)

Use of Funds: Flexible – typically operational expenditures

Other: Ability to request **permanent supplemental M&O levy** if seven (7) consecutive years with supplemental levy at 20% or greater of general fund revenue.

- Simple majority required
- Authorizes specific dollar amount (not rate)

Bond Levy Basics

Approval Require: 2/3rds super-majority

Maximum Term: 30 years

Limit on Amount: 5% of Full Market Value

Cash Flow: Sell Bonds and receive money up front and then levy property taxes to repay

Use of Funds: Capital Projects – new buildings, repair, remodel, additions, equipment, etc.

State Programs: Bond Levy Subsidy
Idaho School Bond Guaranty

Plant Facility Levy Basics

Approval Require: Depends – 55% / 60% / 66.67%

Maximum Term: 10 years

Limit on Amount: See voter approval requirements (next slide)

Cash Flow: Property Tax Collections (end of January/end of July)

Use of Funds: Capital Projects – Repair, replace, remodel, additions, equipment, acquire land. Can use for new facility if cash flow works

State Programs: None currently

Ability to finance: Can use for lease/purchase under certain circumstances

Overview of Voted Levies

	Bond	Plant Levy	Supplemental M&O Levy
Voter Threshold	66 2/3rds	66 2/3rds 60% 55%	50%+1 (simple majority)
General Purpose	Capital Projects	Capital Projects, (typically repair/replace)	General Fund Expenditures
Funding/ Repayment Source	Property Taxes	Property Taxes	Property Taxes
Cash Flow	Borrow money up front, repay debt over time	Tied to property tax cycle. Funds received every 6 months	Tied to property tax cycle. Funds received every 6 months
Term	Up to 30 years	Up to 10 years	Up to two years

SD 271 Election History

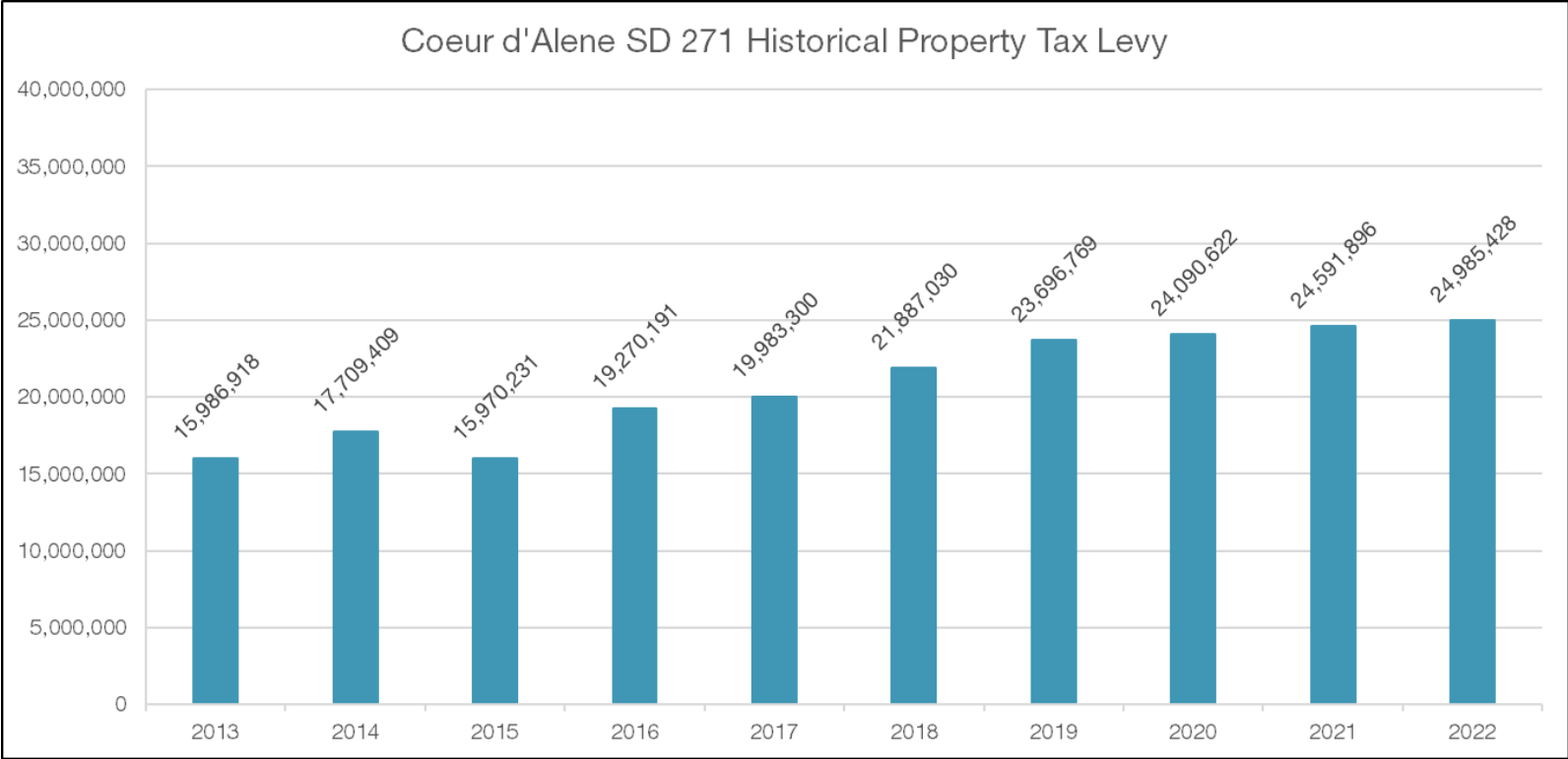
Date of Election	Election Type	% Approval	Pass/Fail	Amount	Term/Duration
3/8/2011	Supplemental M&O	64.40%	Pass	\$7,828,687	2 years
3/8/2011	Supplemental M&O	85.69%	Pass	\$5,038,075	2 years
8/28/2012	Bond	71.64%	Pass	\$32,700,000	13 years
3/12/2013	Supplemental M&O	66.18%	Pass	\$14,266,762	2 years
3/10/2015	Supplemental M&O	72.83%	Pass	\$15,000,000	2 years
3/14/2017	Supplemental M&O	79.00%	Pass	\$16,000,000	2 years
3/14/2017	Bond	77.33%	Pass	\$35,500,000	15 years
3/12/2019	Supplemental M&O	69.62%	Pass	\$20,000,000	2 years
3/9/2021	Supplemental M&O	59.95%	Pass	\$20,000,000	2 years

SD 271 Existing Levies

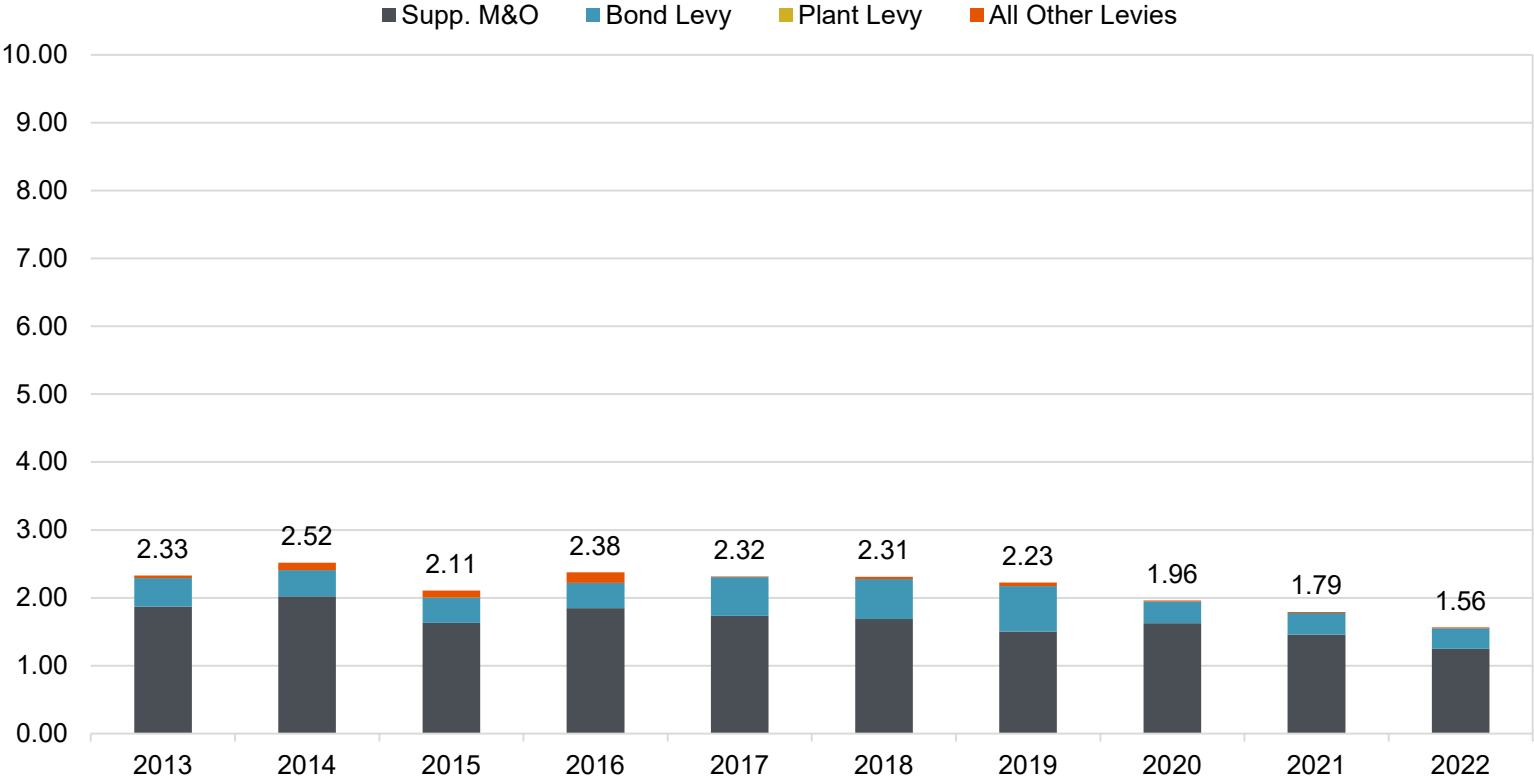
The District has the following property tax levies in FY 2022

Levy Type	FY 2022 Amount	Expiration
Supplemental Levy	\$20,000,000	FY 2023
Plant Levy	N/A	N/A
Bond Levy	\$4,810,000	FY 2031
Tort Levy	\$175,428	N/A
Emergency Levy	N/A	N/A
TOTAL	\$24,985,428	

SD 271 Historical Levy Amounts



SD 271 Historical Levy Rates



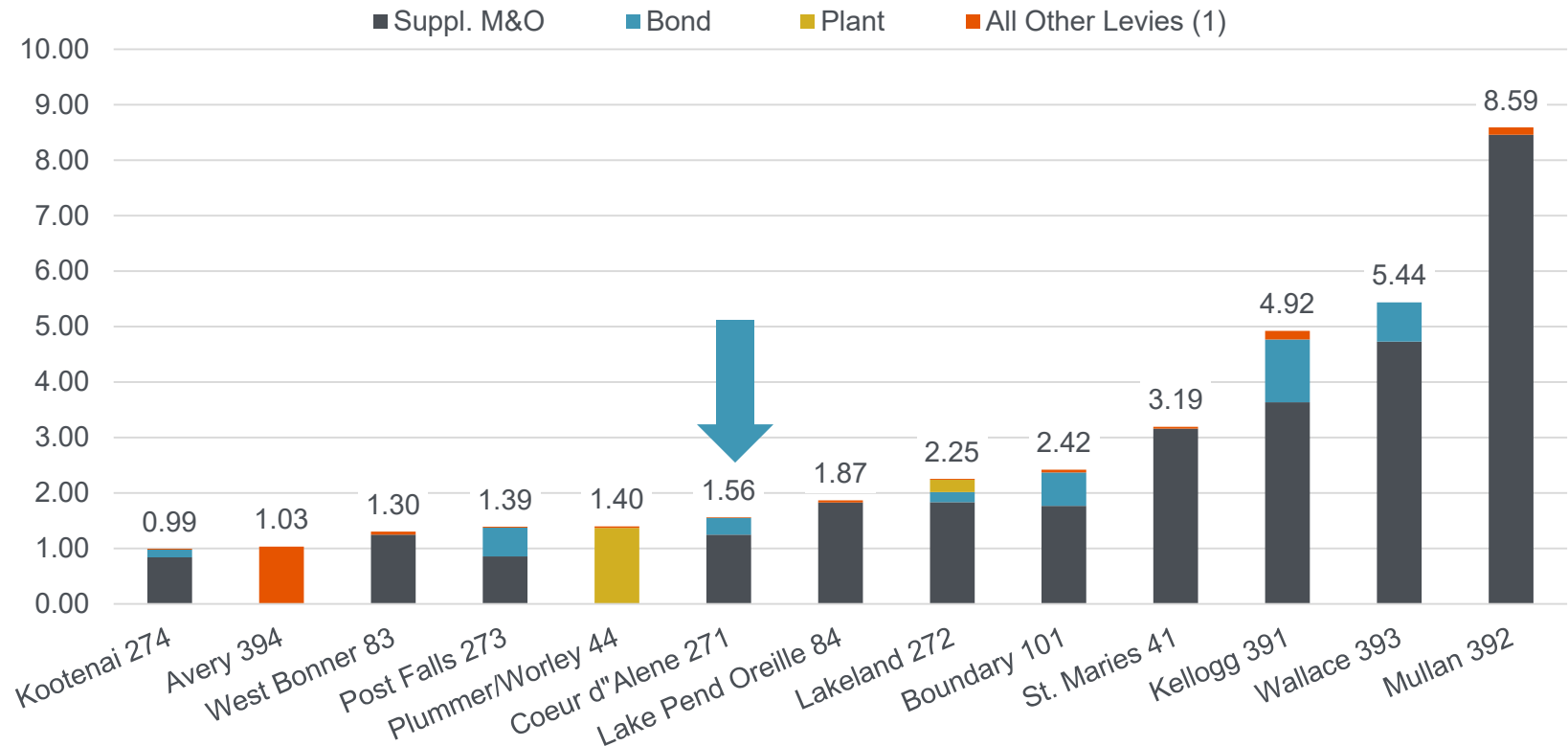
Market Value Growth

The District's recent market value growth continues to exceed the 20-year compound growth rate of 7.66%.

Fiscal Year	Net Taxable Value	% Growth	URA Taxable Value
2022	14,837,066,214	16.43%	1,151,944,191
2021	12,743,043,249	11.49%	998,588,225
2020	11,430,053,071	15.29%	867,872,570
2019	9,914,094,033	12.06%	734,848,401
2018	8,846,787,181	9.60%	631,437,149
2017	8,072,188,418	8.09%	567,849,670
2016	7,468,005,468	5.95%	632,586,324
2015	7,048,488,443	7.73%	563,998,874
2014	6,542,589,962	2.49%	525,872,396
2013	6,383,368,405	---	491,249,422

Comparison of Region 1 School Tax Rates (FY 2022)

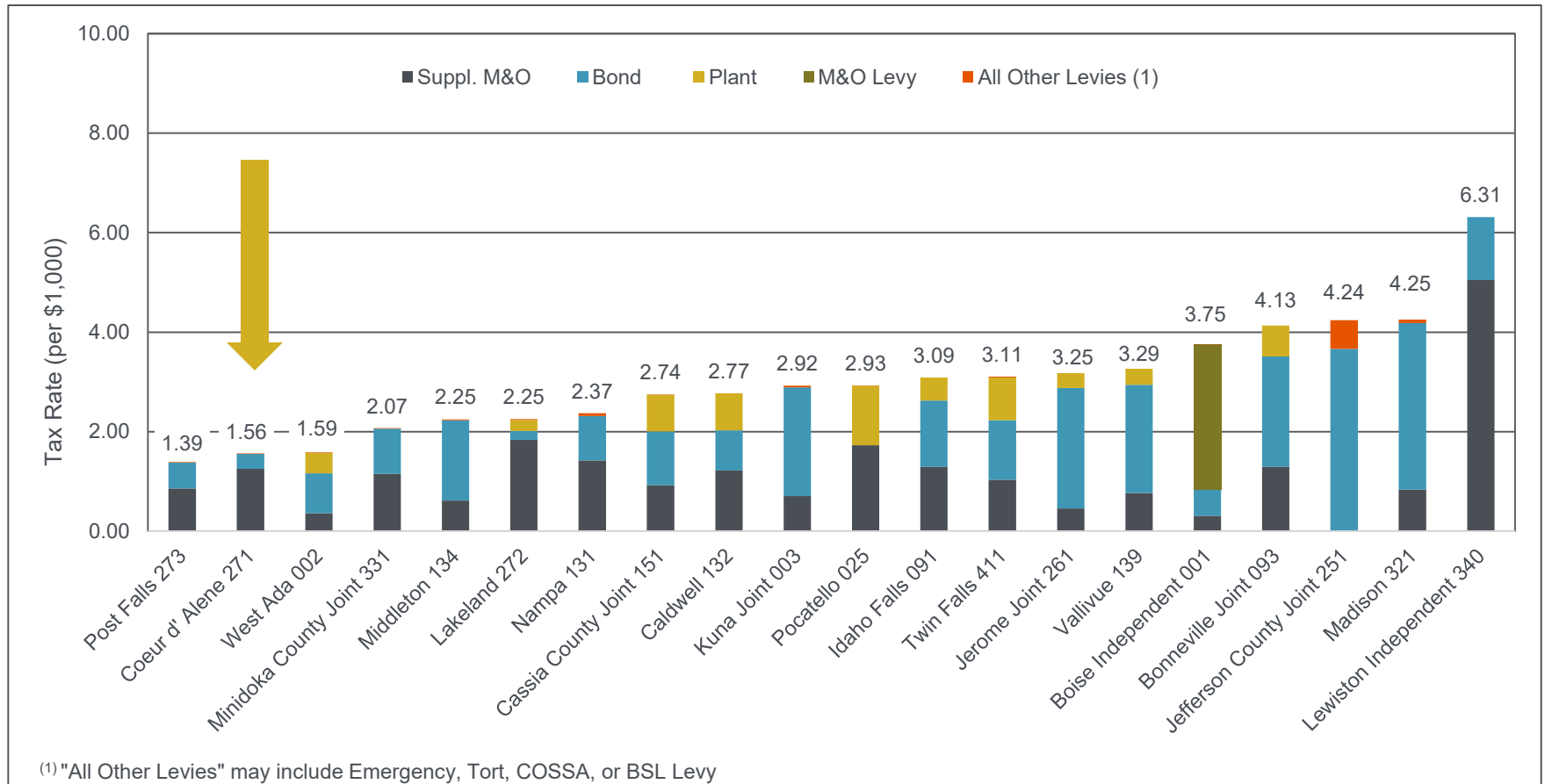
The State-wide average total property tax rate for combined school levies was \$2.46 per \$1,000 in tax year 2021 (FY 2022).



(1) "All Other Levies" may include Emergency, Tort, COSSA, or BSL Levy

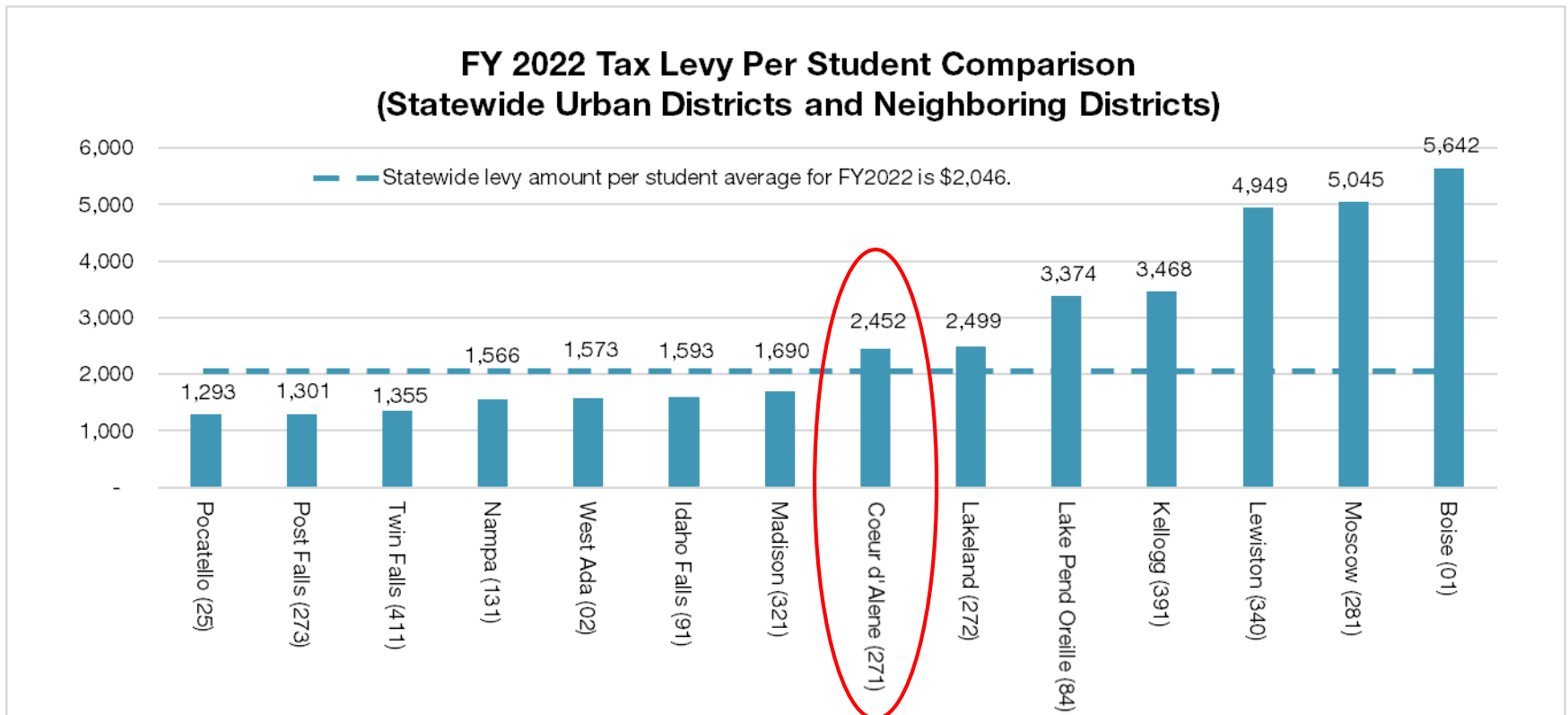
Comparative Levy Rates (20 largest districts – tax year 2021)

The State-wide average total property tax rate for combined school levies was \$2.46 per \$1,000 in tax year 2021 (FY 2022)



Comparison of School Levy Per Student

The following chart compares the total school property tax levy per student for FY 2022 for both neighboring school districts and other large, urban school districts statewide. Data shown is total school property tax levy divided by enrollment.



Impact on Median Home Value

The following calculations illustrate the change in the school property tax bill on the median home value in Coeur d'Alene (compares current tax year 2021 to prior two year).

	Tax Year 2019	Tax Year 2020	Tax Year 2021	Percent Change 2019- 2021
Home Value ⁽¹⁾	\$ 324,000	\$ 357,000	\$ 425,000	31.17%
Less: Homeowner's Exemption ⁽²⁾	<u>(100,000)</u>	<u>(100,000)</u>	<u>(125,000)</u>	
Equals: Taxable Value	224,000	257,000	300,000	33.93%
Multiplied by: Tax Rate	<u>0.00196</u>	<u>0.00179</u>	<u>0.00156</u>	-20.41%
Equals: Tax Bill on Median Home Value	\$439	\$460	\$468	6.60%

(1) Source: Zillow.com. Estimate of typical home value in Coeur d'Alene Metro area as of January 1 of the Tax Year shown.

(2) The Idaho home owners exemption provides a property tax exemption of 50% of the value of a home up to a maximum exemption of \$125,000 (\$100k max prior to 2021) for a primary residence.

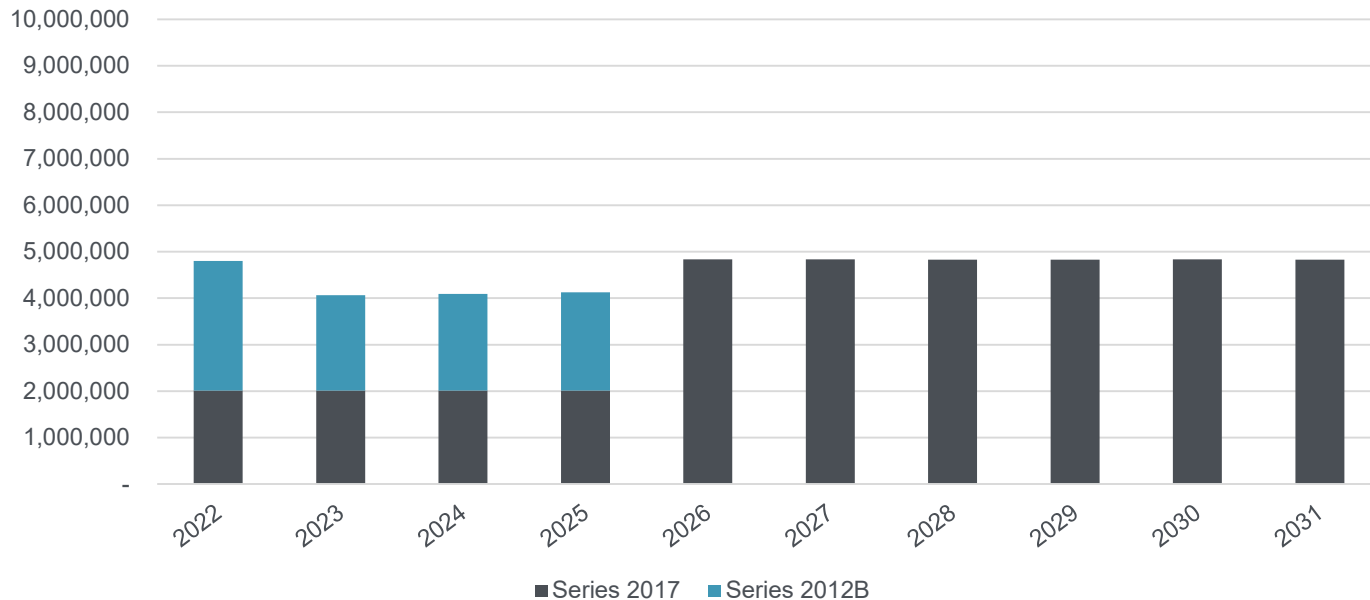
Section 2

Review Bond Structure

Debt Summary

Bond Issue	Credit Enhancement	Amount Outstanding	Coupons	Final Payment	Call Feature
Series 2012B	ISBG/CEP	8,190,000	2.00-5.00%	September 15, 2025	September 15, 2022
Series 2017	ISBG	29,715,000	3.00-5.00%	September 15, 2031	March 15, 2027
Total Debt Outstanding (12/31/2021)		37,905,000			

Coeur d'Alene School District No. 271 Outstanding Debt



Annual Bond Levy Calculation

Idaho Code 33-802A. Computation of bond and bond interest levies. When the board of trustees of any school district determines and makes a levy allowed by section 33-802, Idaho Code, and incorporates such levy as a part of the school district’s budget to service all maturing bond and bond interest payments for the ensuing fiscal year, it shall take into consideration any state bond levy equalization funds provided pursuant to section 33-906, Idaho Code, and any balances remaining or that may remain in its bond interest and redemption fund after meeting its bond and bond interest obligations for its current fiscal year. The levy so made for the ensuing fiscal year shall be an amount which, together with any state bond levy equalization funds provided pursuant to section 33-906, Idaho Code, and the balance in its bond interest and redemption fund remaining after meeting its current fiscal year bond and bond interest obligations, shall satisfy all maturing bond and bond interest payments for at least the ensuing twelve (12) months, and not to exceed the ensuing twenty-one (21) months counted from July 1 of the current calendar year.

The Calculation of the District’s maximum bond levy for FY 2023 is shown in the chart to the right.

The District’s FY 2022 Bond Levy was \$4,810,000.

21 month Levy Estimate		
July 1, 2022 - December 31, 2022	\$	4,062,325
January 1, 2023 to June 30, 2023		666,400
July 1, 2023 to March 30, 2024		3,994,550
Total due (21 Months)	\$	8,723,275
Less:		
Estimated Cash Balance in bond fund on 9/1/22		(3,259,637)
Estimated BLEP received on 9/1/22		(127,355)
Levy Amount allowed by 33-802A	\$	5,336,283

Bond Defeasance History

The District has utilized a defeasance to stabilize tax rates and pay down bonds to save interest cost:

Defeasance Date	Bond Series	Cash Contribution	Interest Cost Savings
March 2018	2012	\$2,495,445	\$355,254

Bond Levy Recommendation (2022)

- The District has approximately \$3.2 million of excess fund balance in its bond funds.
- The District could utilize \$2.03 million to redeem (pay-off) the 2025 maturity of the Series 2012 Bonds on the 9/15/2022 call date.
- **The early redemption of the 2025 maturity would save the District taxpayers approximately \$243,000 of interest cost**

School Bond Levy Equalization Program (Subsidy)

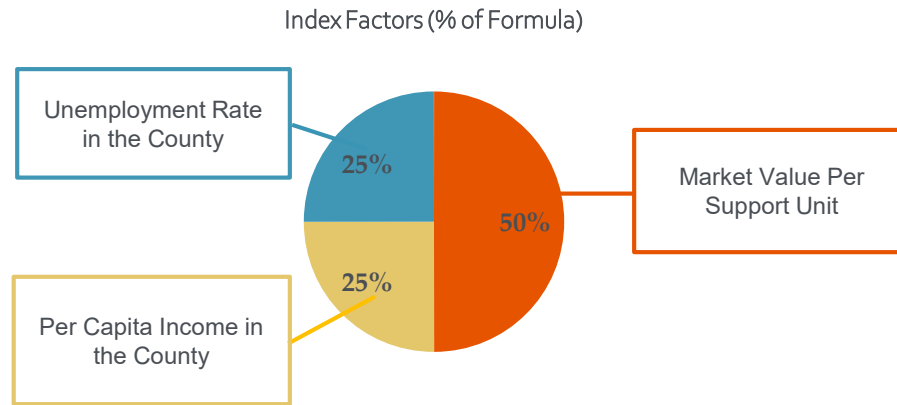
The District has received ~\$1.0 million from the School Bond Levy Equalization Program since 2013.

Fiscal Year	Index Factor	% of P&I	Amount Received
2022	1.3958	Minimum (1)	\$ 127,355
2021	1.3398	Minimum (1)	\$ 127,355
2020	1.3494	Minimum (1)	\$ 119,042
2019	1.3428	Minimum (1)	\$ 218,723
2018	1.3250	Minimum (1)	\$ 66,293
2017	1.2959	Minimum (1)	\$ 66,293
2016	1.3036	Minimum (1)	\$ 66,293
2015	1.3044	Minimum (1)	\$ 66,293
2014	1.3102	Minimum (1)	\$ 132,586
2013	1.3489	Minimum (1)	\$ -

(1) Minimum subsidy payments are equal to 10% of average annual interest cost

School Bond Levy Equalization Program (Subsidy)

Idaho School Bond Levy Equalization subsidy is a direct payment to the District based on an index that is derived from the following factors:



Index Factor	Subsidy
1.50 or greater	No subsidy
1.00 to 1.50	Minimum 10% of Interest Cost
Below 1.00	Portion of Principal and Interest paid

The subsidy has been in place since 2002 and the Idaho Legislature has continued to fund this program even in difficult economic times.

Section 3

Future Levy Planning

Debt Capacity

Section 33-1103, Idaho Code limits bonded indebtedness for Idaho School Districts to 5% of the Full Market Value. Based on data from the Idaho Tax Commission and the District, the mathematical calculation of legal debt capacity for the Post Falls School District No. 271 is as follows:

Debt Capacity Calculation	
September Full Value* - 2021 (FY 2022)	17,506,780,246
Plus Urban Renewal Value	<u>1,151,944,191</u>
	18,658,724,437
	5.00%
Total Debt Capacity	<u>932,936,222</u>
Less: Principal Outstanding	(37,905,000)
Plus: Adjustments-Principal Due 2022	<u>3,325,000</u>
Remaining Debt Capacity	898,356,222

Plant Levy Calculations (SD 271)

Voter Approval

55%	If combined bond and plant < 0.2% (0.002) of taxable market value
60%	If combined bond and plant > 0.2% (0.002) but < 0.3% (0.003) of taxable market value
66.67%	If combined bond and plant > 0.3% (0.003) of taxable market value but levy may not exceed 0.4% (0.004)

Voter Approval	55%	60%	66 2/3%
Taxable Market Value	\$ 15,989,010,405	\$ 15,989,010,405	\$ 15,989,010,405
Maximum Levy Rate	<u>0.002⁽¹⁾</u>	<u>0.003⁽¹⁾</u>	<u>0.004⁽²⁾</u>
Maximum Annual Tax Collection	\$ 31,978,021	\$ 47,967,031	\$ 63,956,042
Less: 2023 Bond Levy ⁽³⁾	(4,810,000)	(4,810,000)	
Max Plant Levy Amount	\$ 27,168,021	\$ 43,157,031	\$ 63,956,042

Generic Levy Calculations

Levy Amount	Taxable Market Value*	Estimated Tax Per \$1,000	Estimated Tax Per \$100,000	Estimated Tax Per \$1 million
\$ 1,000,000	\$ 15,989,010,405	\$ 0.06	\$ 6.3	\$ 63
\$ 5,000,000	\$ 15,989,010,405	\$ 0.31	\$ 31.3	\$ 313
\$ 10,000,000	\$ 15,989,010,405	\$ 0.63	\$ 62.5	\$ 625

*Taxable Market Values shown include the value of Urban Renewal Agencies

Plant Levy

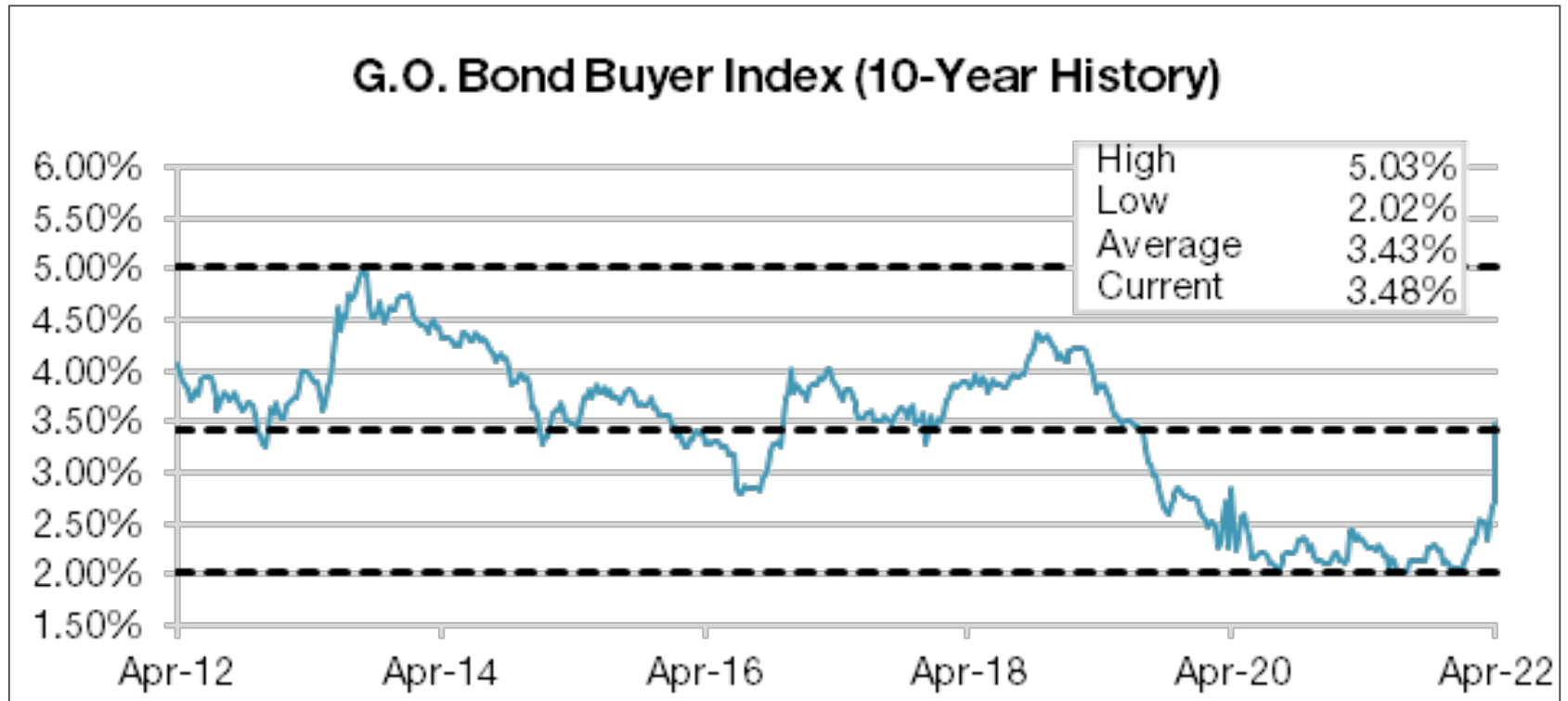
- 55% approval requirement if annual amount is less than \$27.1 million.
- \$10 million annual levy would support a lease/purchase financing of approximately \$81 million (10 years at 4% interest)

Bond Levy

- 2/3rds approval requirement
- \$10 million annual levy would support a general obligation bond of approximately \$136 million (20 years at 4.0% interest)

Interest Rate Update

Municipal Bond interest rates have increased significantly (and rapidly) since January 1, 2022.



Appendix C
CDA Refreshed Needs Analysis



Executive Summary: Capital Needs Analysis

Coeur d'Alene Public Schools

May 16, 2022

Executive Review Presentation

- Introduction
- Approach
- Capital Planning Overview (Refresh)
- Comparative Analysis
- Capital Creation Strategies
- Next Steps



Introductions



About Ameresco Asset Sustainability Group

AASG is a leading Asset Management advisory and software services division of Ameresco, Inc., providing comprehensive asset sustainability solutions to our customers

Founded in 2005



Advisory & Support

ASG works with customers to provide strategic frameworks and thought leadership, enabling enhanced decision making and promoting sustainable action. Our trusted analysts & subject matter experts are often retained long beyond our initial engagement to provide continued support and value-add services for our Clients

Software Solutions

AssetPlanner® is a powerful multi-module software solution which organizes complex and disparate information into a single data warehouse for analysis and reporting



40 Dedicated professionals



3.2 Billion+ SF in building gross floor area managed within AssetPlanner®



35 States and Provinces currently served by AssetPlanner®



1.2 Million+ Maintenance activities actioned and tracked per year



55,000+ Active software users



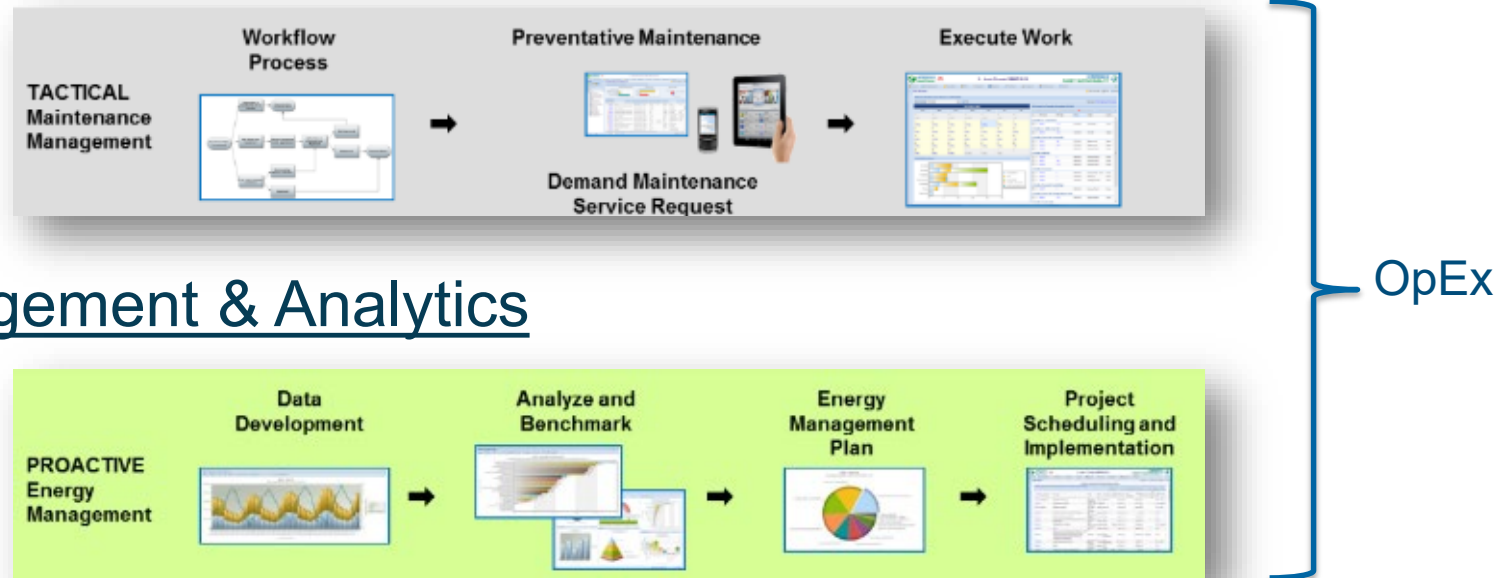
20,000 GWh of energy consumption measured through AssetPlanner®

Enterprise Asset Management Solution

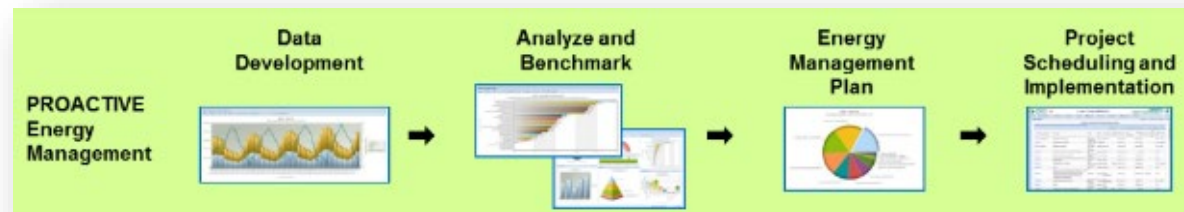
Capital Planning & Financial Dashboards



Operations & Maintenance Optimization



Energy Management & Analytics



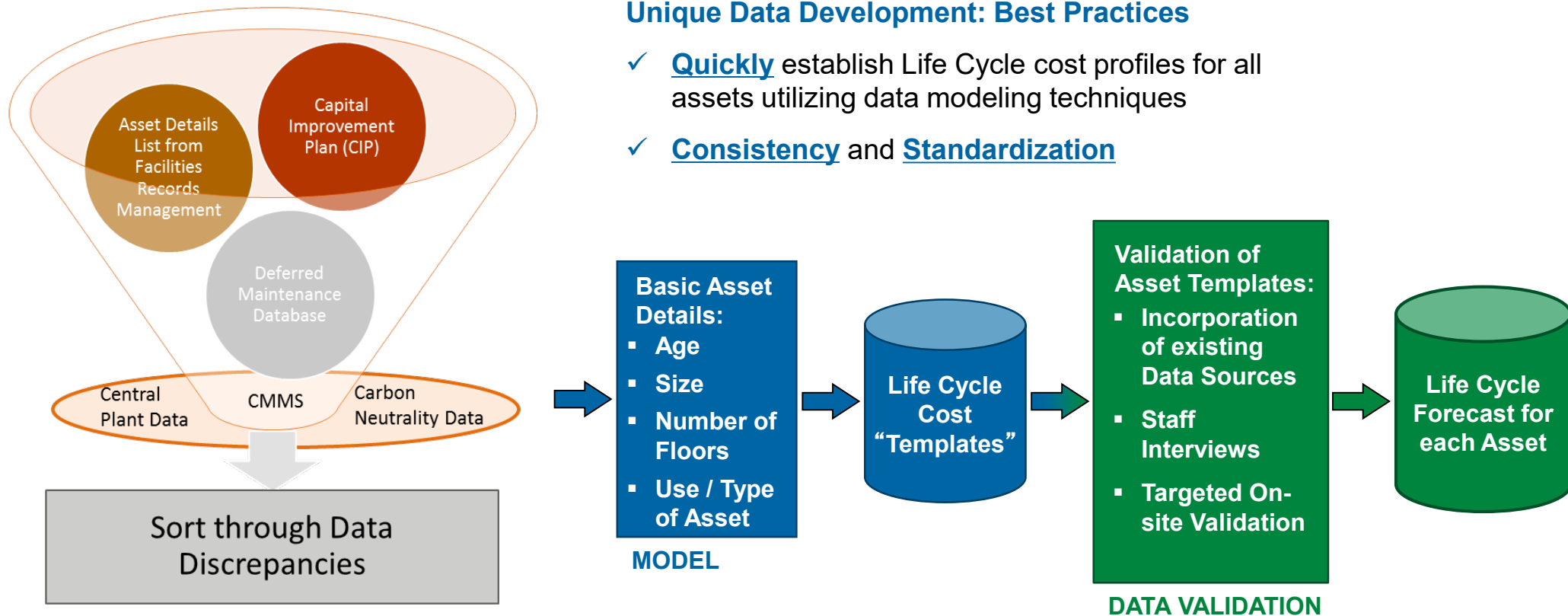


Approach



ASG's unique data development approach

- A **balanced and repeatable** process to develop consistent and standardized lifecycle forecasts for capital assets





Capital Planning Overview

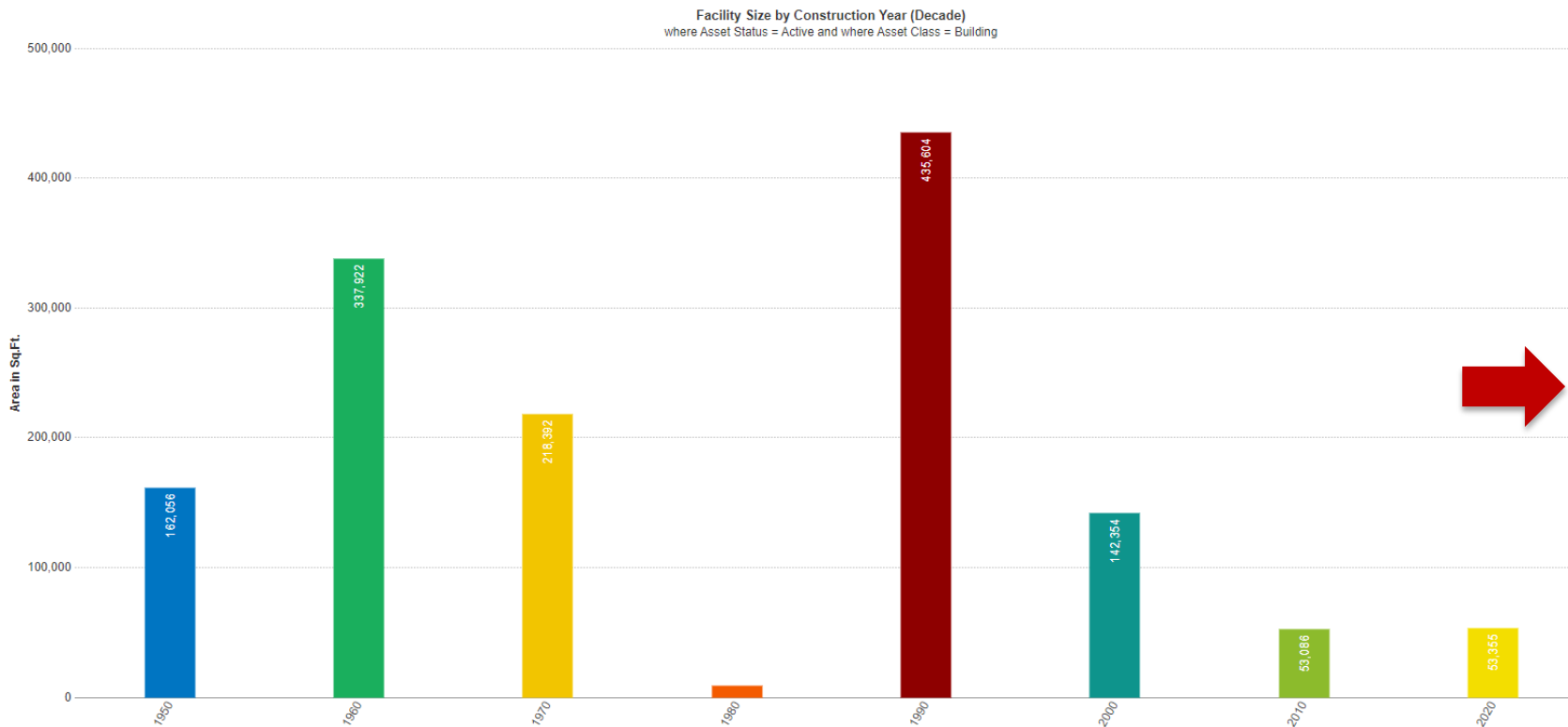


Facilities Age Profile

Buildings are more expensive to maintain as they age, and the risk of failure increases as building systems near their “end of life”.

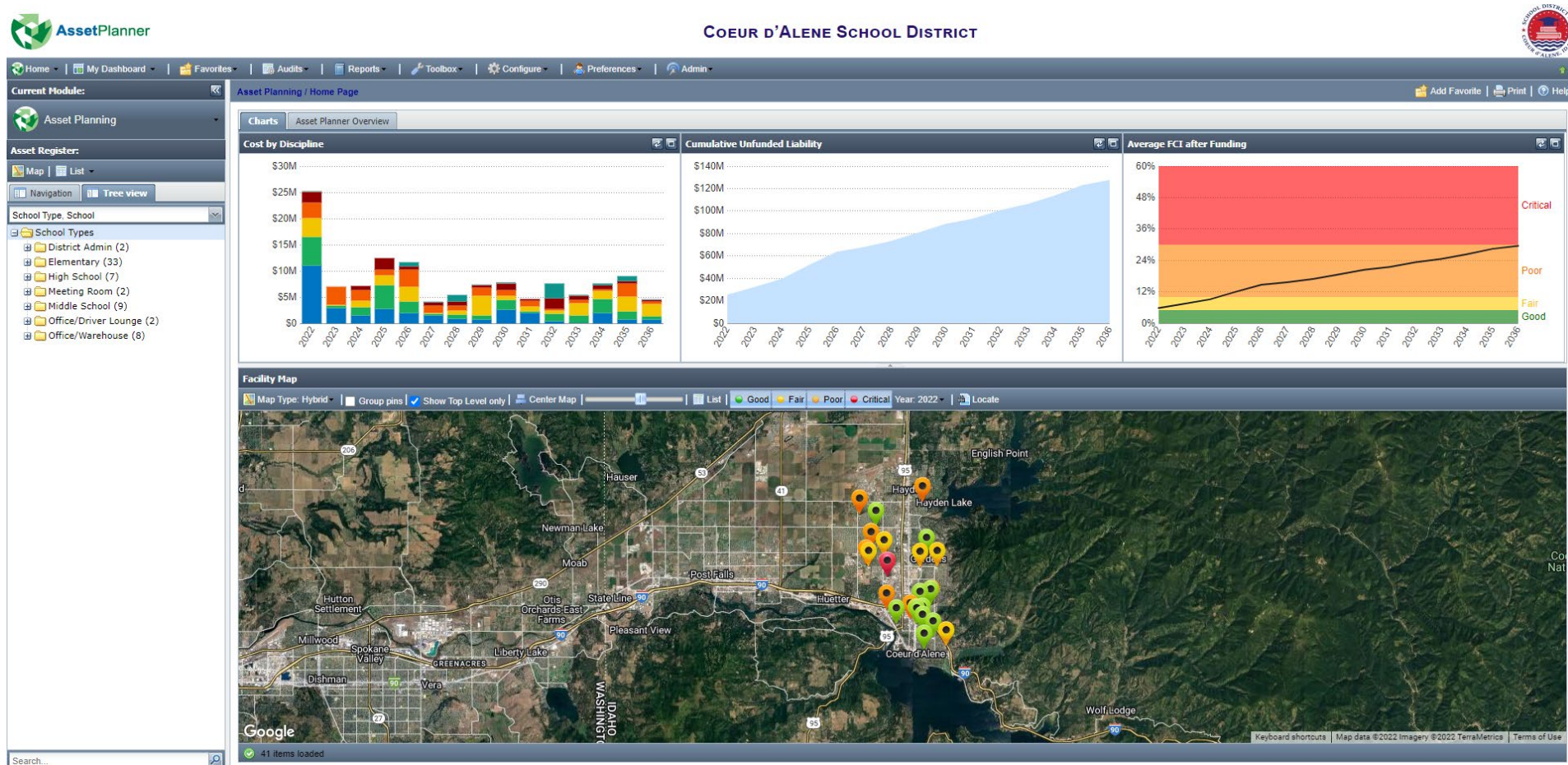
1/3rd of the portfolio is approx. 30 years old with many large ticket items coming due.

See notes for details



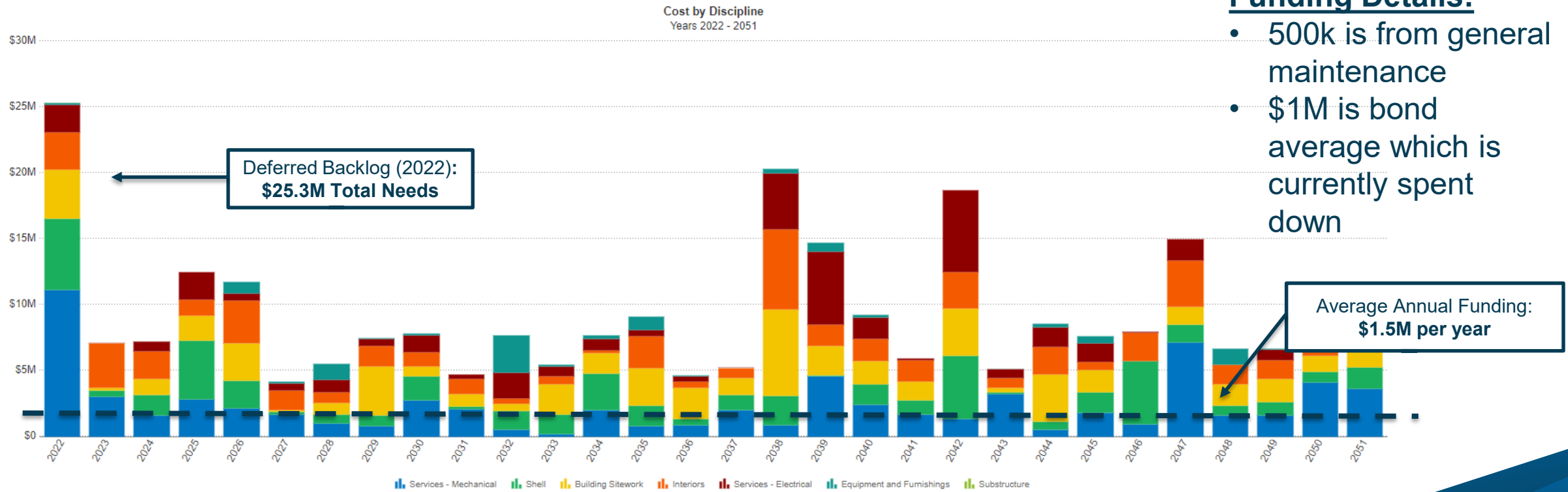
Description	All buildings
Number of buildings (qty)	41
Gross area (SF) of buildings	1,412,009
Average age of buildings (years)	33 (c. 1989)
Current replacement value (\$M)	~\$346M

Executive Dashboard



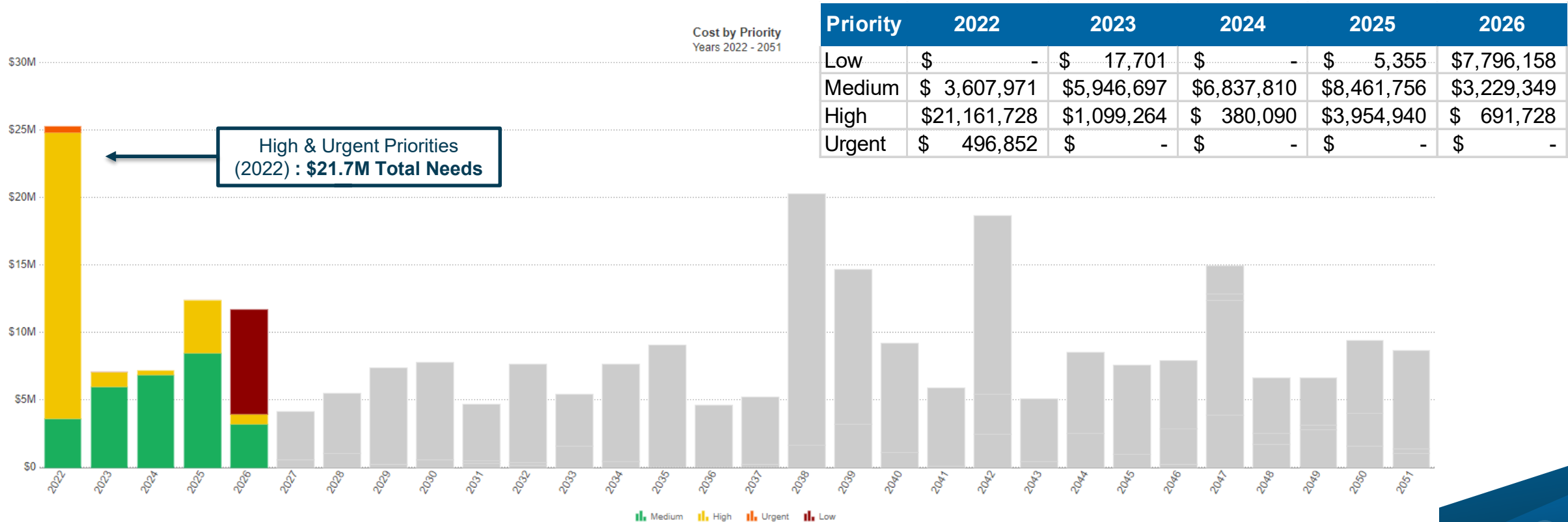
Capital Needs by Discipline

Life cycle forecasts have been established for the major building elements for each asset. This determines the capital renewal budget requirements over time.



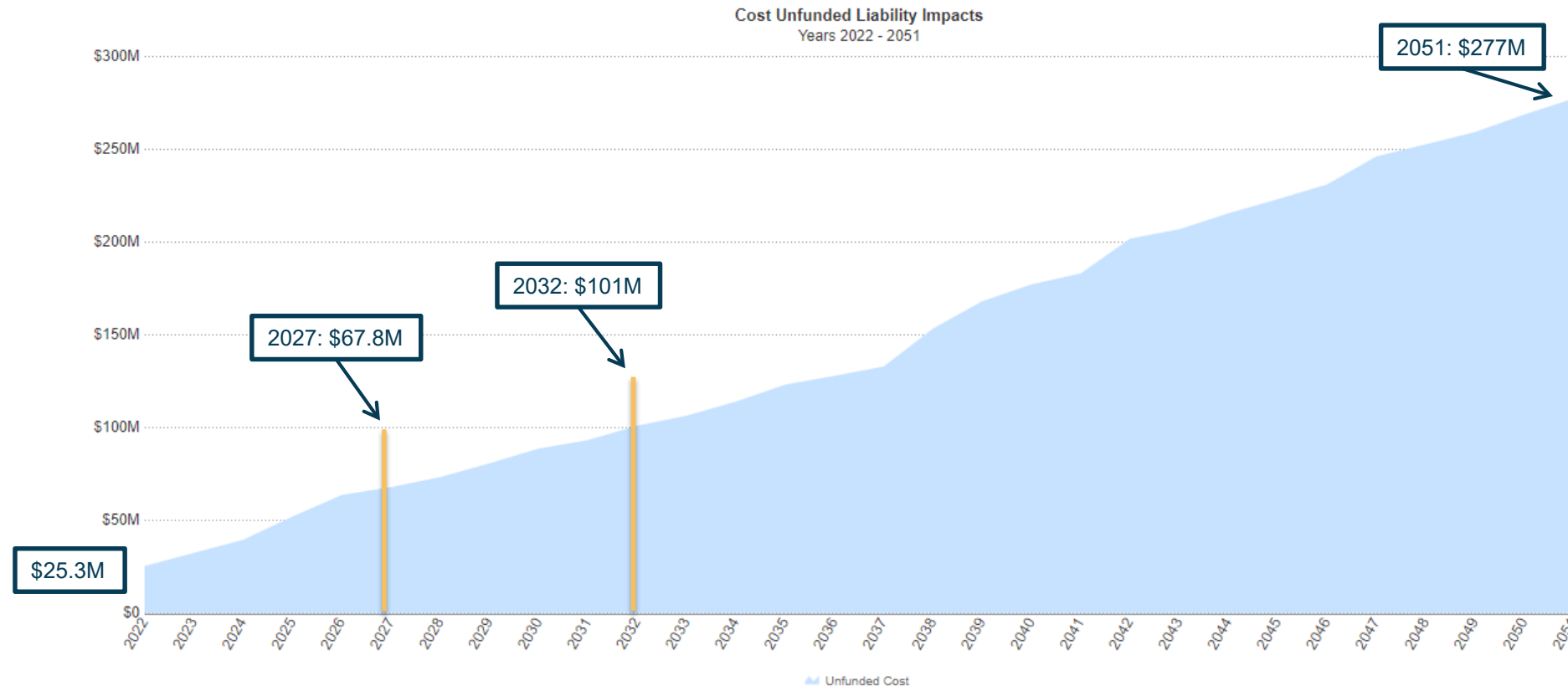
Capital Needs by Priority

Life cycle forecasts have been established for the major building elements for each asset. This determines the capital renewal budget requirements over time.



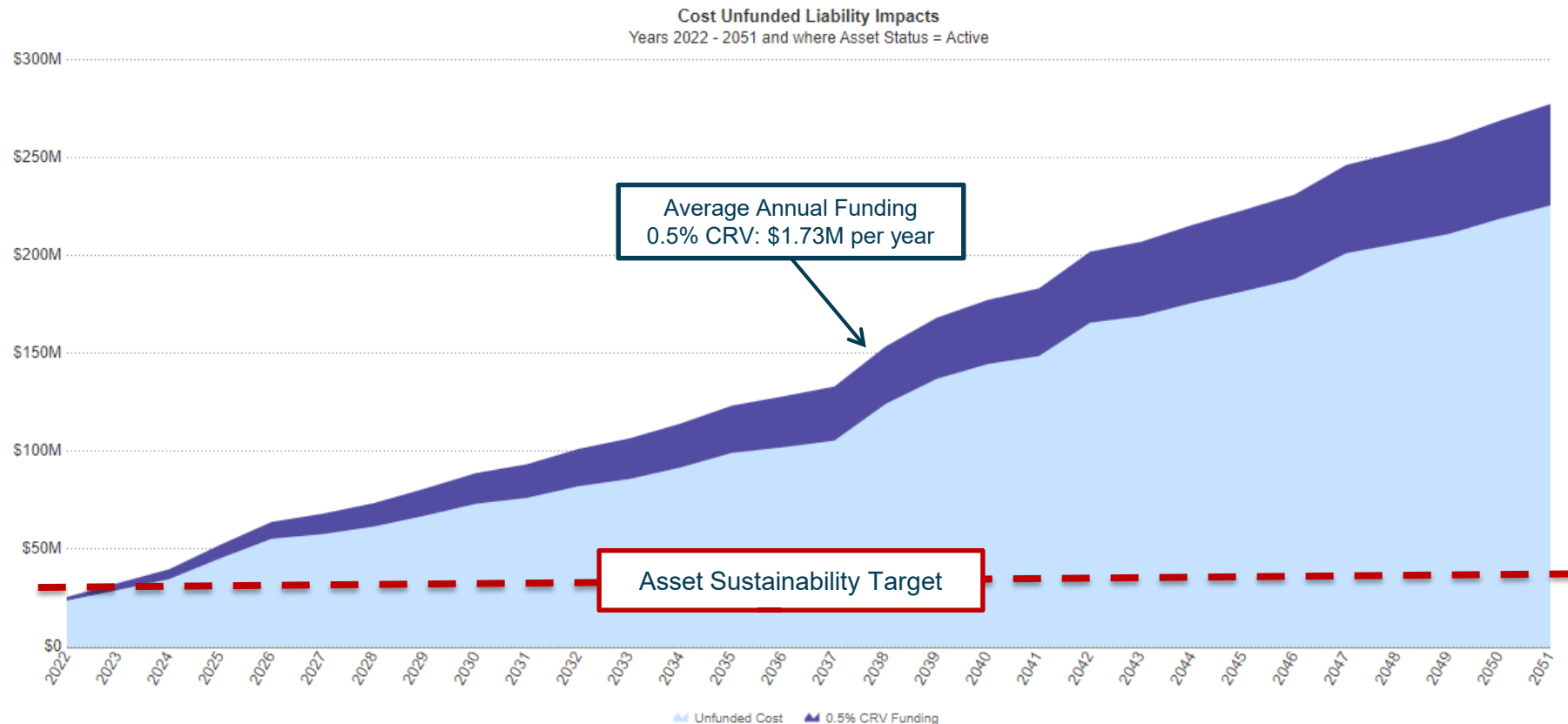
Projected Total Liability

The total liability represents the cumulative renewal needs of the portfolio based on the findings and results obtained from the life cycle renewal cost analysis.



Projected Unfunded Liability

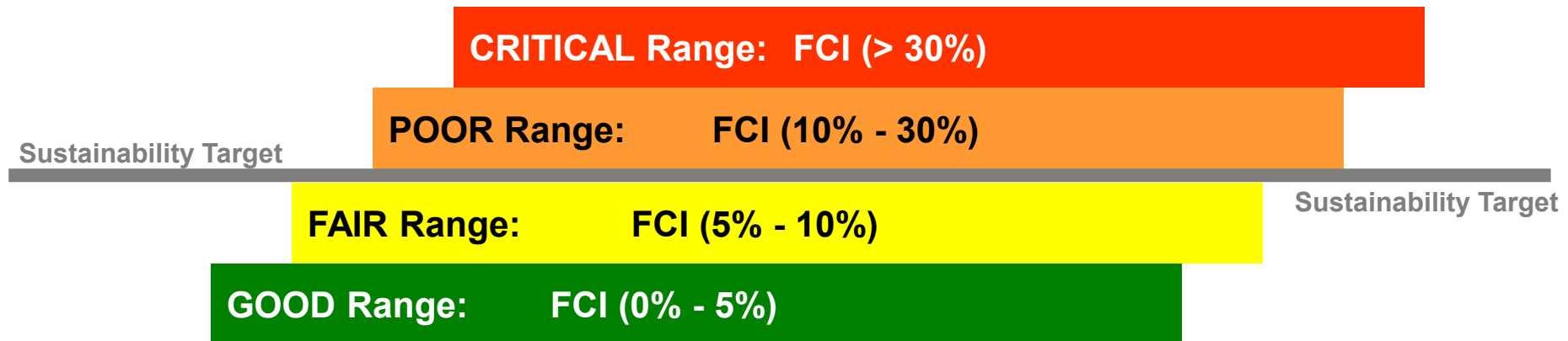
Cumulative lifecycle renewal costs (top line) and the *annual capital funding allocation* (purple area) of **\$1.73M per year**



Facility Condition Index (FCI)

Industry standard index used to track condition performance of buildings quantify risk. The FCI provides a consistent measurement of condition for a single building, group of building, or portfolio of buildings.

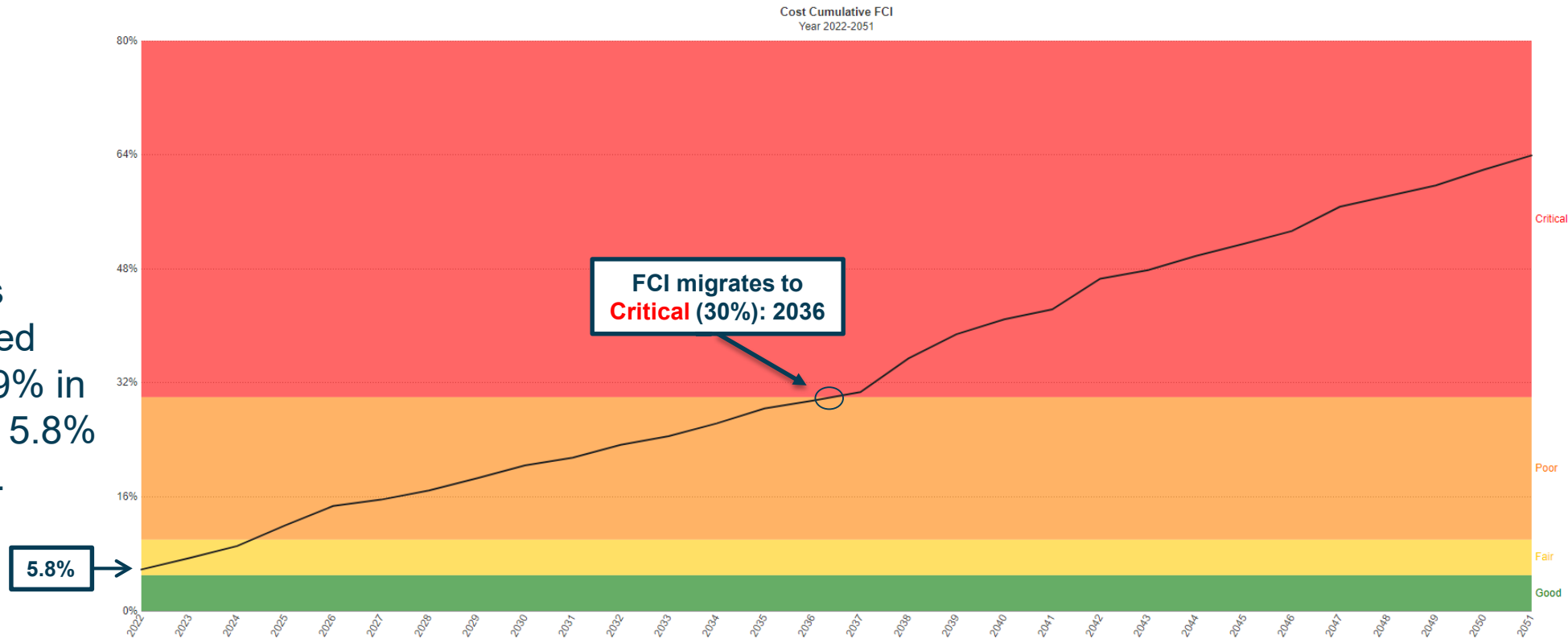
$$\text{FCI} = \frac{\text{Renewal and Repair Costs}}{\text{Replacement Cost}}$$



Facility Condition Index – Unfunded

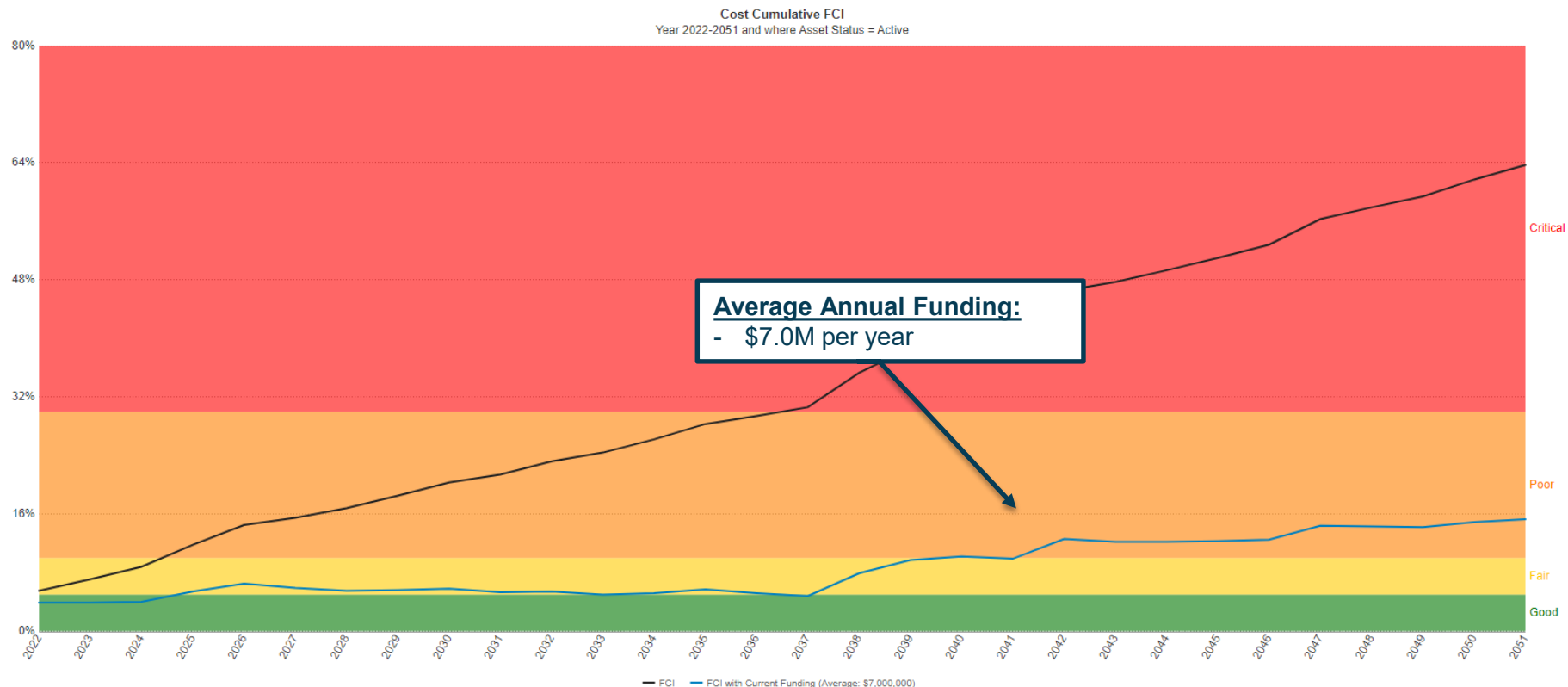
The portfolio has a **2022 FCI of 5.8%**, placing the facilities in the **Fair** range. However, without proper funding, the FCI would migrate to **Critical** by **2036**.

FCI has increased from 3.9% in 2020 to 5.8% in 2022.



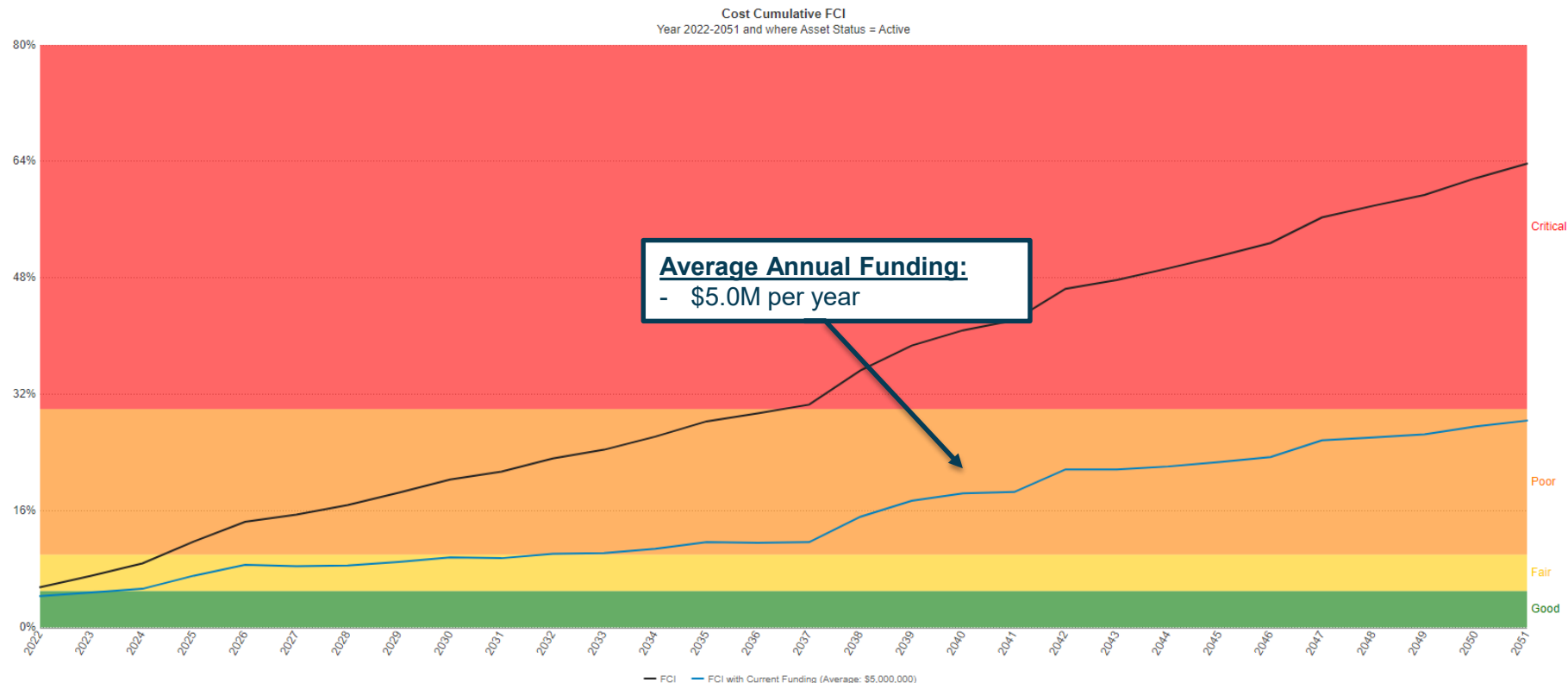
Facility Condition Index – Funding Scenario #1

Overlaying a funding scenario of \$7M in capital funding delays the migration of “Portfolio” FCI to the **Critical** range for the foreseeable future.



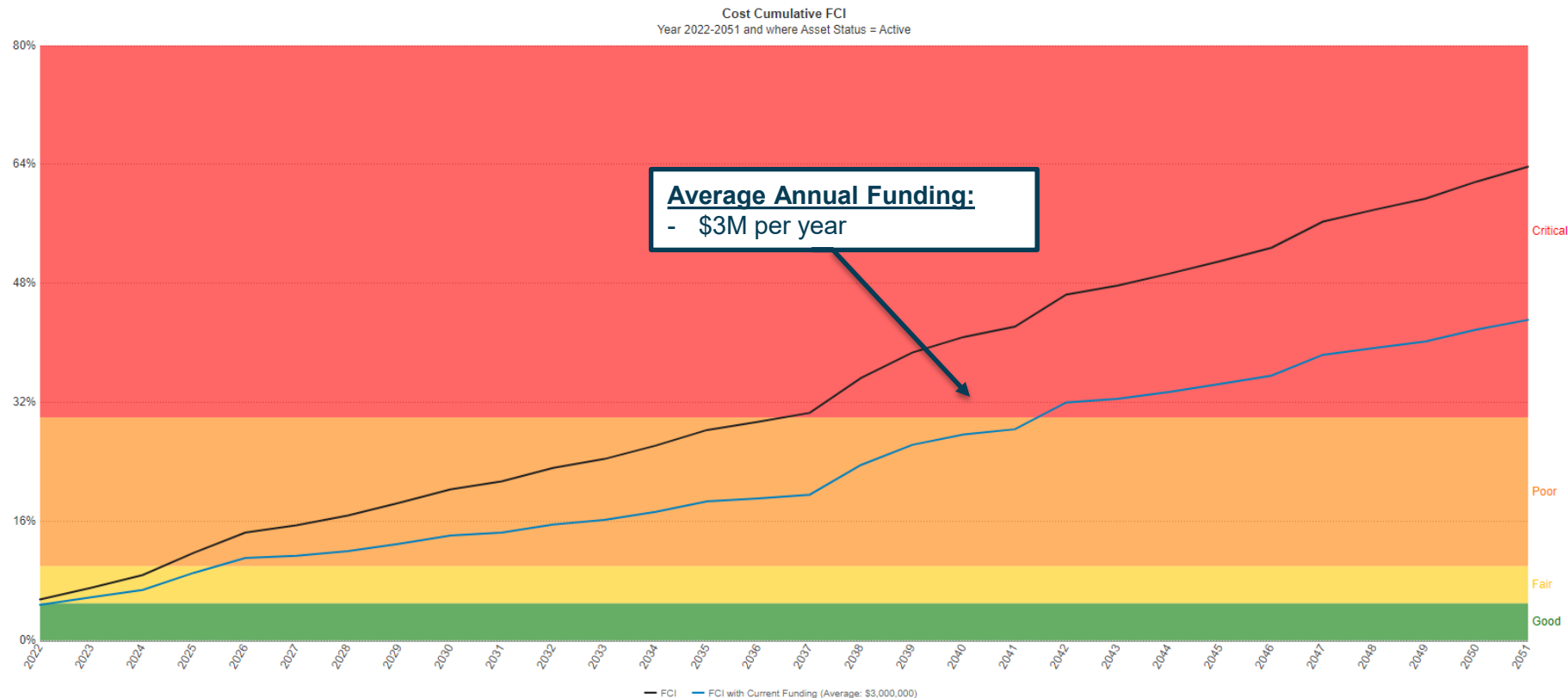
Facility Condition Index – Funding Scenario #2

Overlaying a funding scenario of \$5M in capital funding delays the migration of “Portfolio” FCI to the **Critical** range for the foreseeable future.



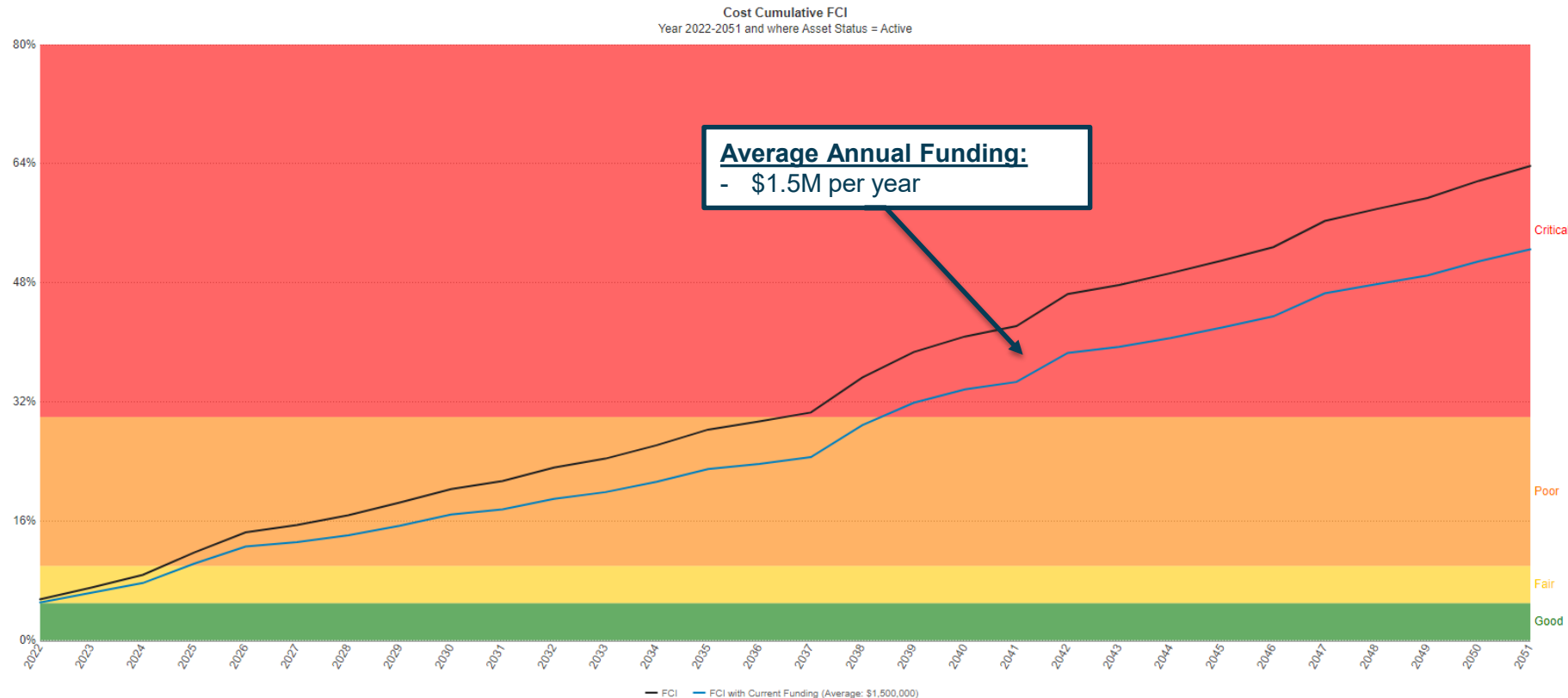
Facility Condition Index – Funding Scenario #3

Overlaying a funding scenario of \$3M in capital funding delays the migration of “Portfolio” FCI to the **Critical** range until 2041. Additional funding may be required in the short term.



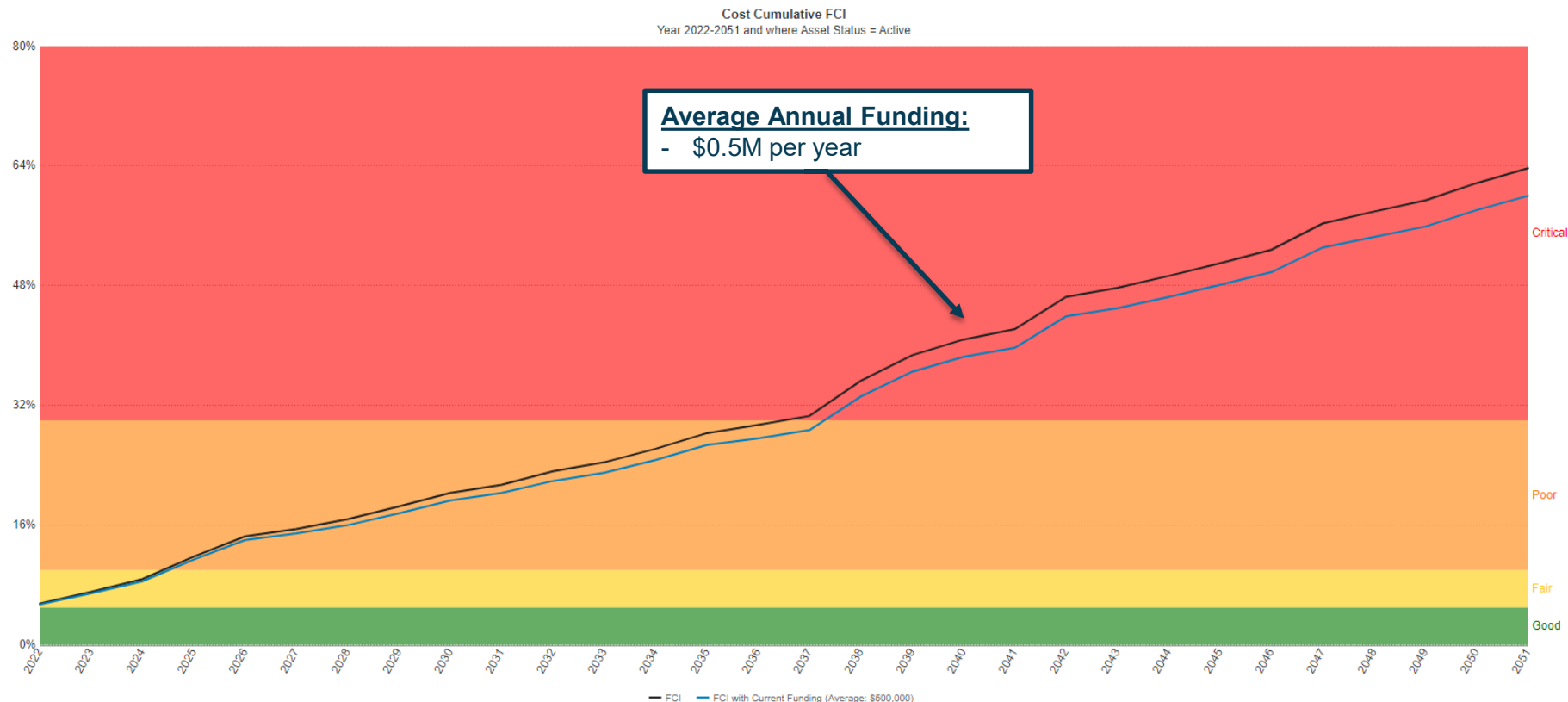
Facility Condition Index – Funding Scenario #4

Overlaying a funding scenario of \$1.5M in capital funding delays the migration of “Portfolio” FCI to the **Critical** range until 2038. Additional funding may be required in the short term.



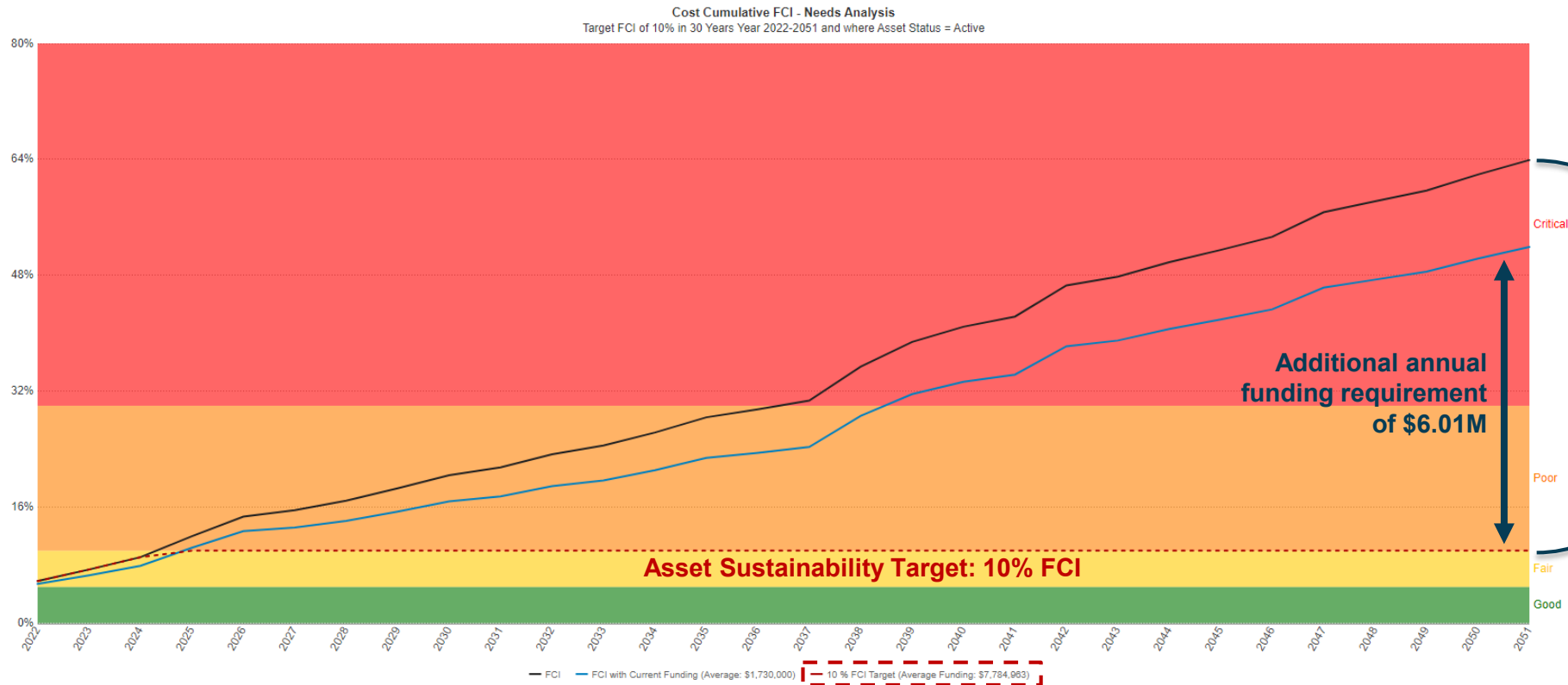
Facility Condition Index – Funding Scenario #5

Overlaying a funding scenario of \$0.5M in capital funding delays the migration of “Portfolio” FCI to the **Critical** range until 2037. Additional funding may be required in the short term.



Asset Sustainability Target – 10% FCI

To achieve an Asset Sustainability Target of 10% FCI by 2051, the current portfolio will require **\$180M** in Capital Renewal funding, or **\$6.01M** annually.



Annual capital funding required has increased from \$4M in 2020 to \$6M in 2022.

\$6.01M/year
or
\$180M Total

Summary of Findings

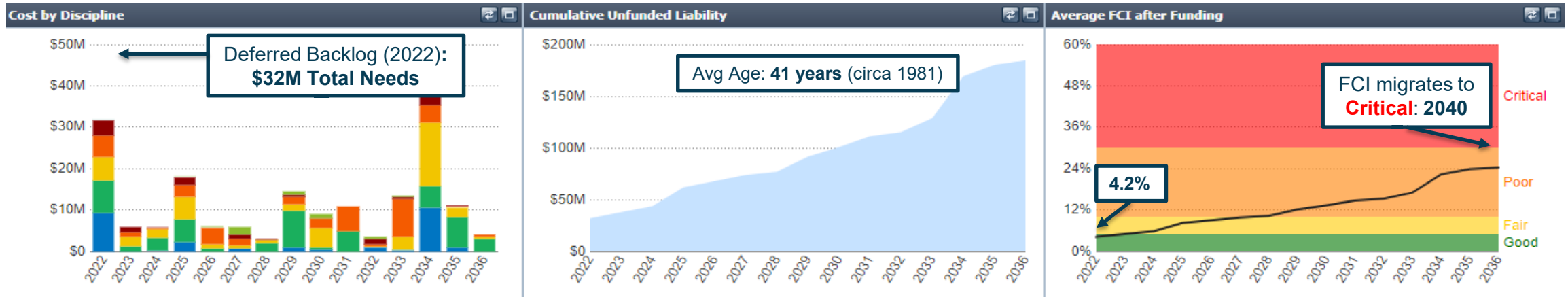
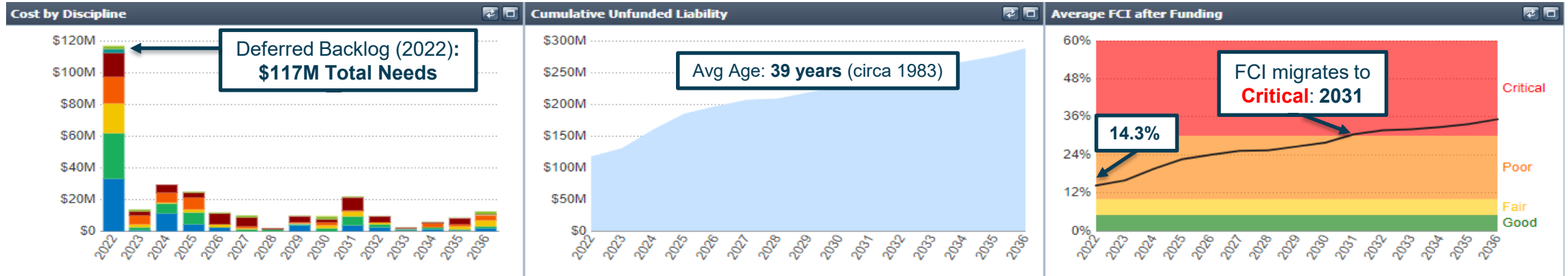
- Presented an Executive Summary to key stakeholders with a **call to action** in order to preserve and maintain the “***Quality of Teaching and Learning***” through improved Financial Stewardship and Enhanced Decision Making
- Key Findings:
 - Aging infrastructure challenge with increasing needs and inadequate funding
 - Deferred maintenance backlog of **\$25.3 million** growing to **\$101 million by 2032**
 - Portfolio FCI of **5.8%** (“**Fair**”) migrating to “**Critical**” by **2036**
 - Portfolio requires **\$6.01 Million per year** of Capital to maintain Asset Sustainability



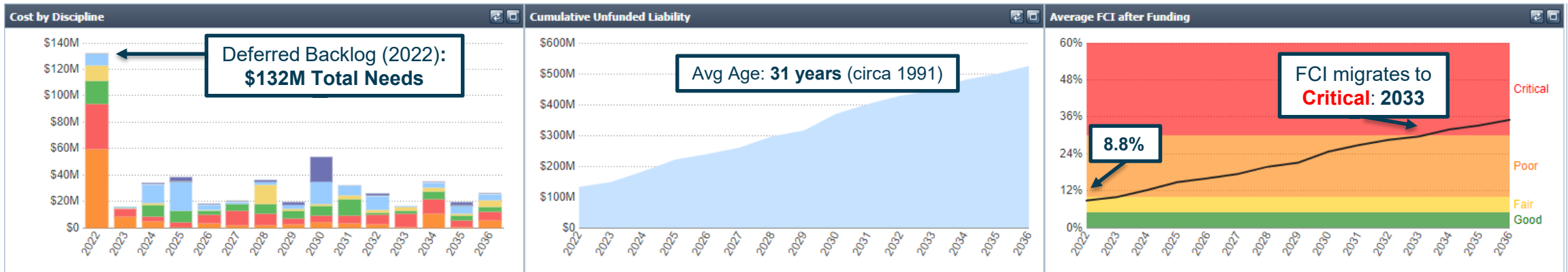
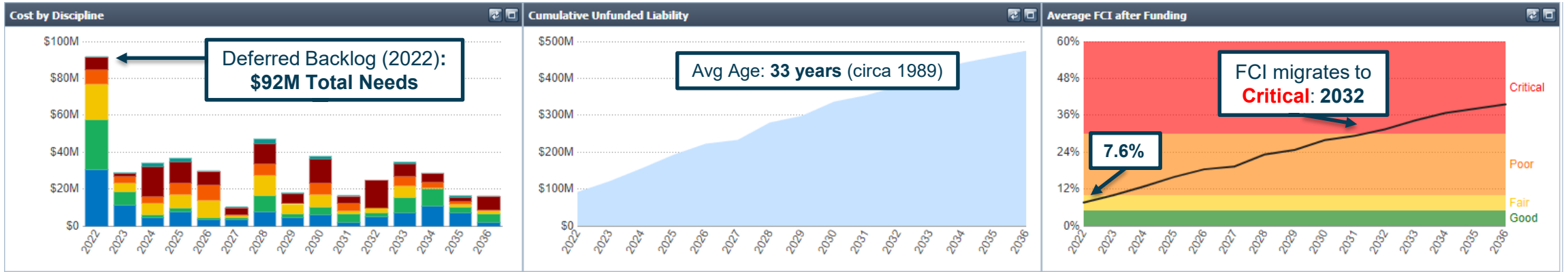
Comparative Analysis



Representative K-12 Databases (#1 and #2)



Representative K-12 Databases (#3 and #4)



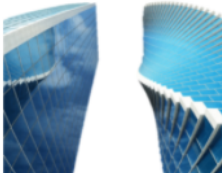
AssetPlanner™ Summary: K-12

Industry:

Corporate Statistics

12,554

Facilities



356.9M

Sq. Ft. Managed



20,215

Users



Capital Planning

\$7.1B

Current Needs (2022)

\$18.1B

Ten Year 2022-2032



189,965

Capital Needs Managed to date



18.9% 2022 FCI

42.9% 2032 FCI



Appendix D

Population and Labor Market

Coeur d'Alene School District 271

LONG-RANGE PLANNING COMMITTEE

NOVEMBER 29, 2021



Factors that affect Enrollment

- **Demographics**
- **Jobs (quantity and quality)**
- Location and Affordability
- Competition
- Reputation (faculty, staff, leadership)

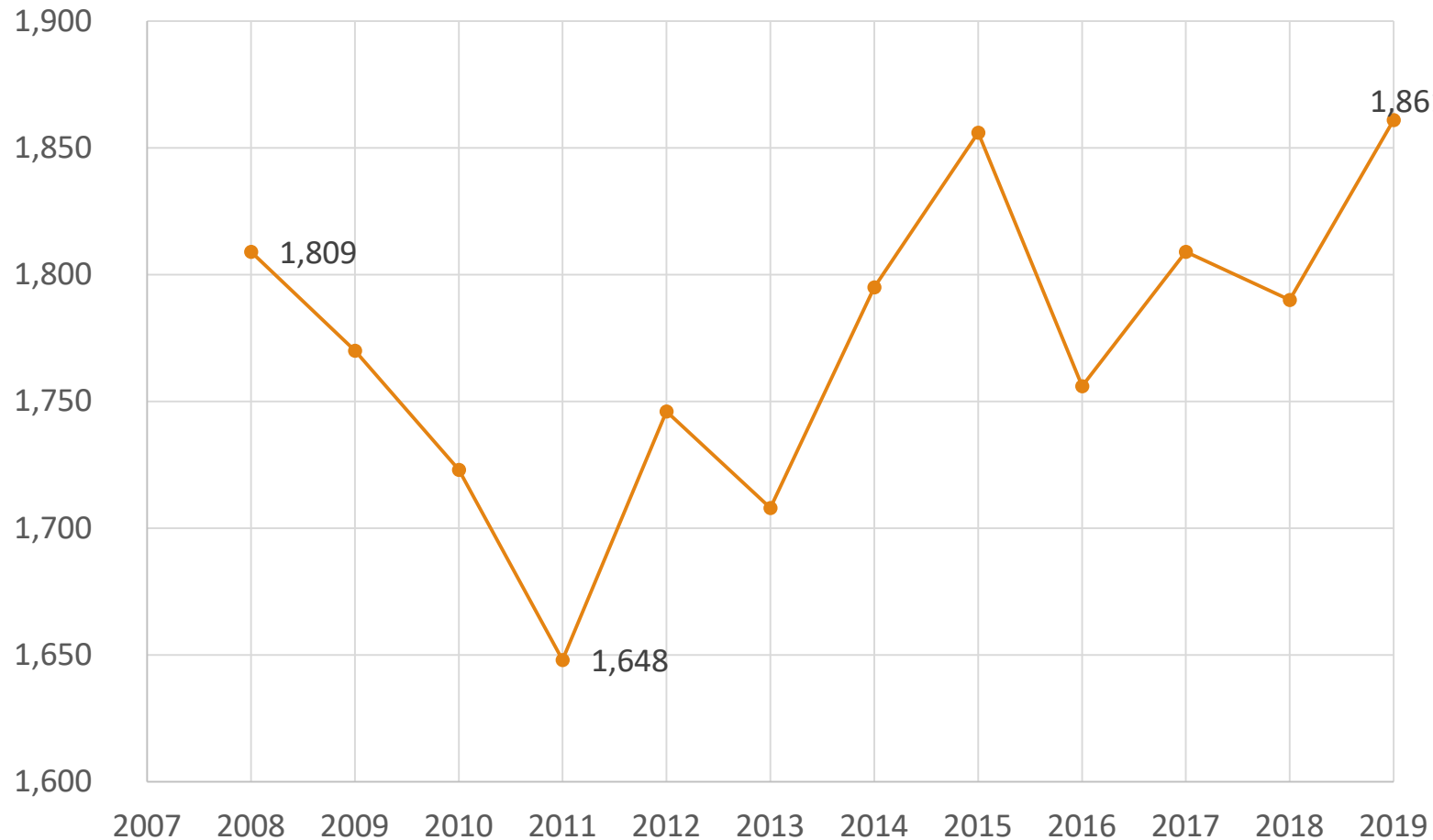
CdA School District Enrollment

Grade Level	2013-14	2018-19	2023-24	Numeric Change (2013-2018)	Projected Change (2018-2023)
K-5	4,788	5,157	5,428	369	271
6-8	2,344	2,387	2,529	43	142
9-12	3,048	3,190	3,398	142	208
K-12	10,180	10,734	11,355	554	621

9%

Projected K-12 Enrollment Growth
(2018-2023)

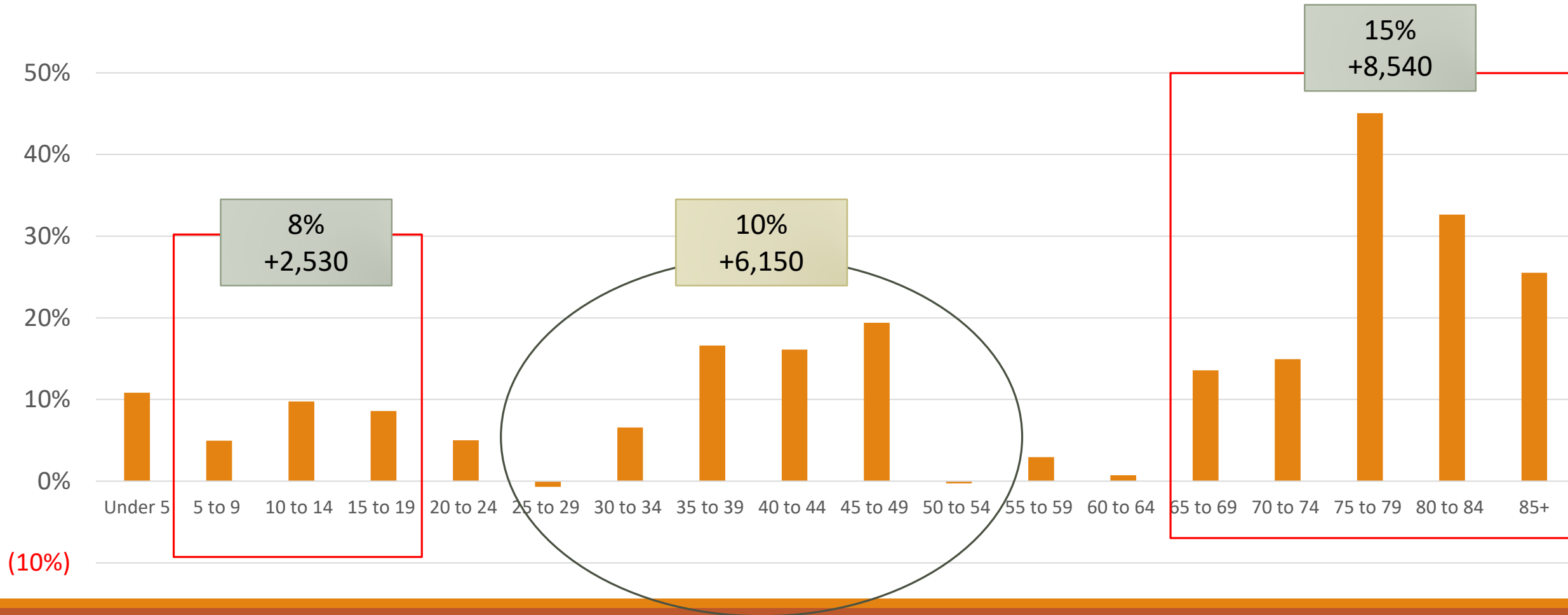
Births, Kootenai County



*FLO Analytics Forecast: 1,863
(Nov 2019)*

As births rise,
K-5 enrollment
rises.

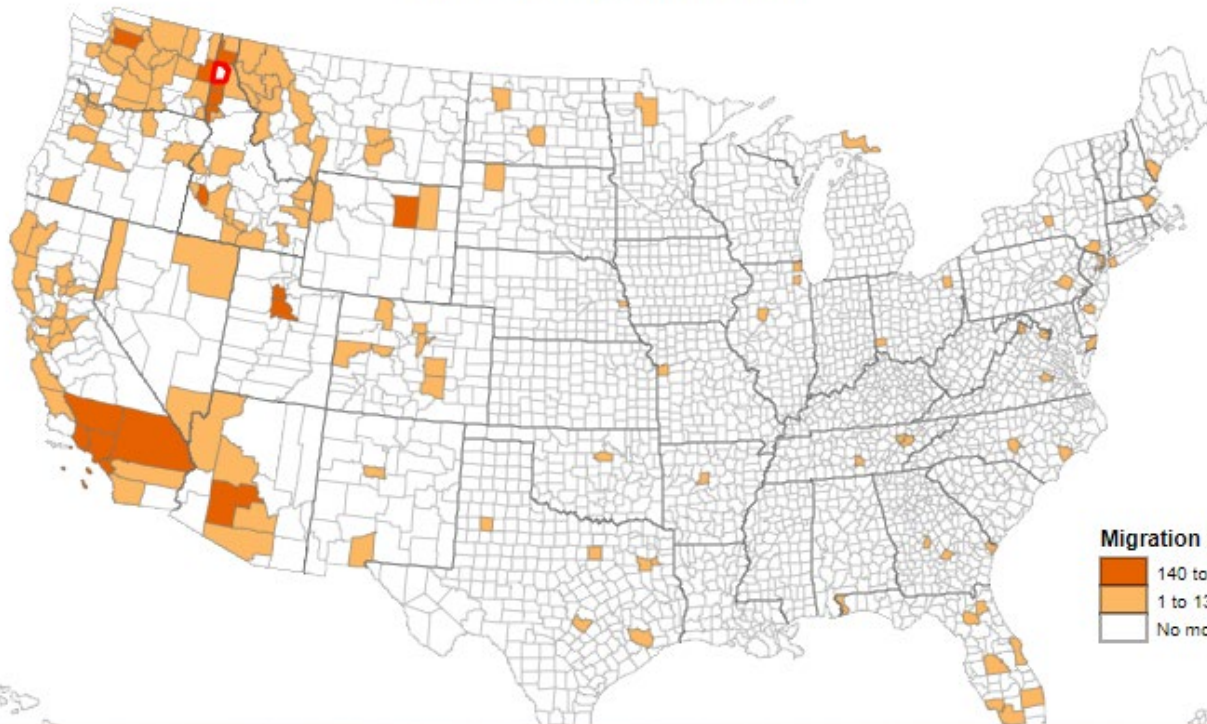
Population Growth by Age Group



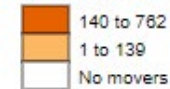
Migration



Total Inbound Migration Flows
for Kootenai County, Idaho



Migration by County



4.8% 2017

4.2% 2018

3.6% 2019



Moved from a different state to
Kootenai County



\$475K

Median
Home Price

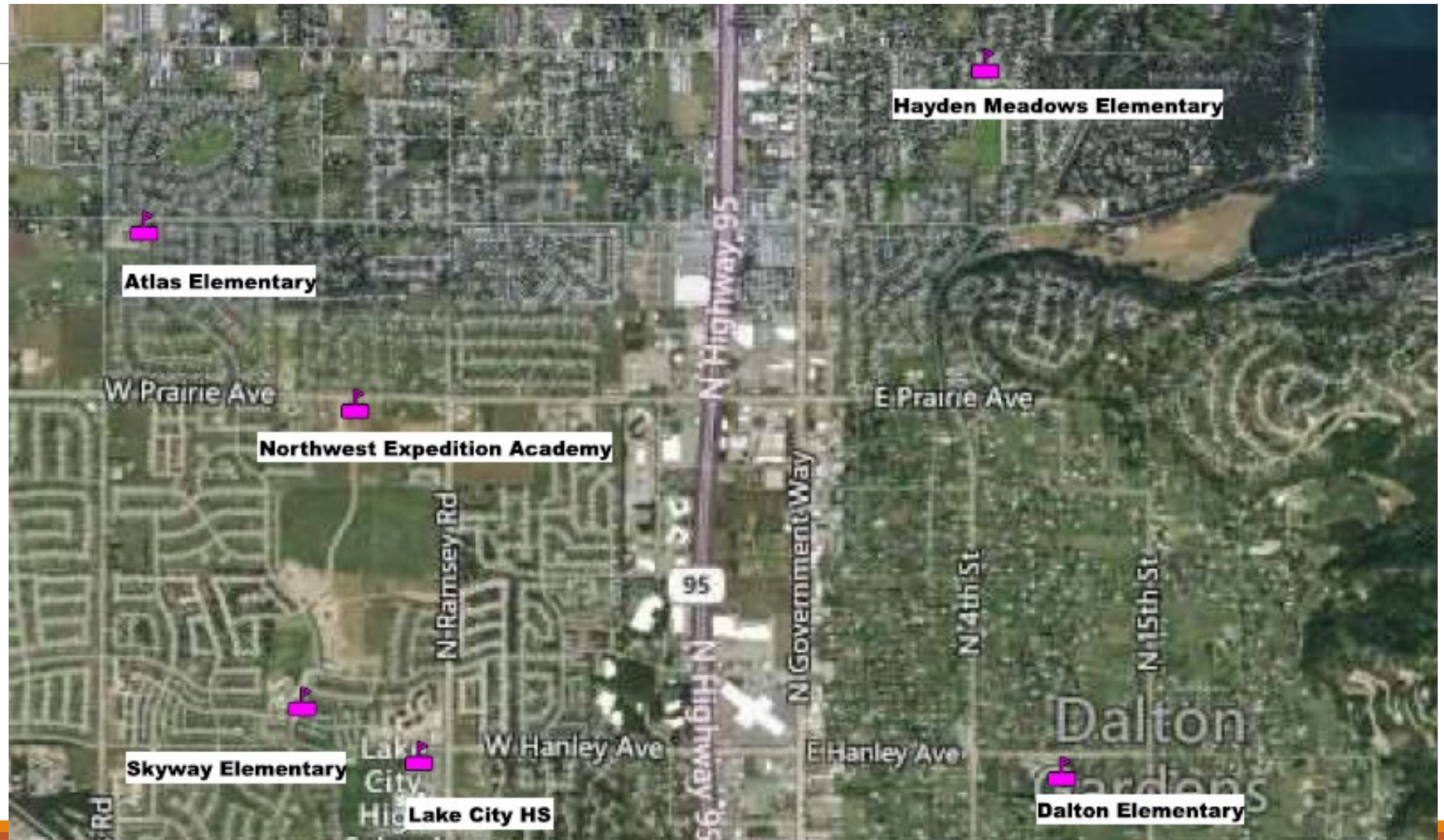
+36%

Growth

Oct 2021

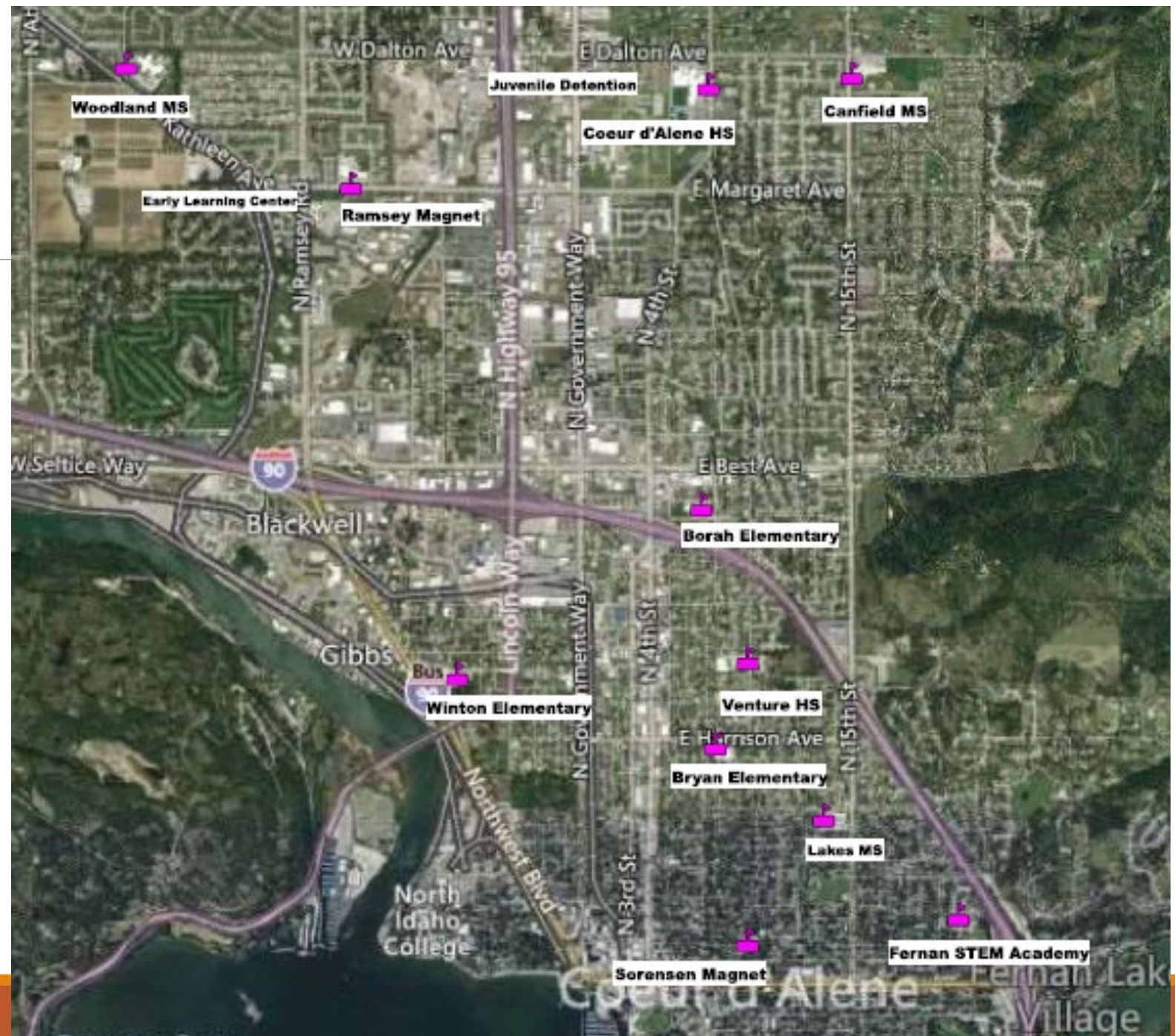
District 271 School Locations

(north of Dalton)



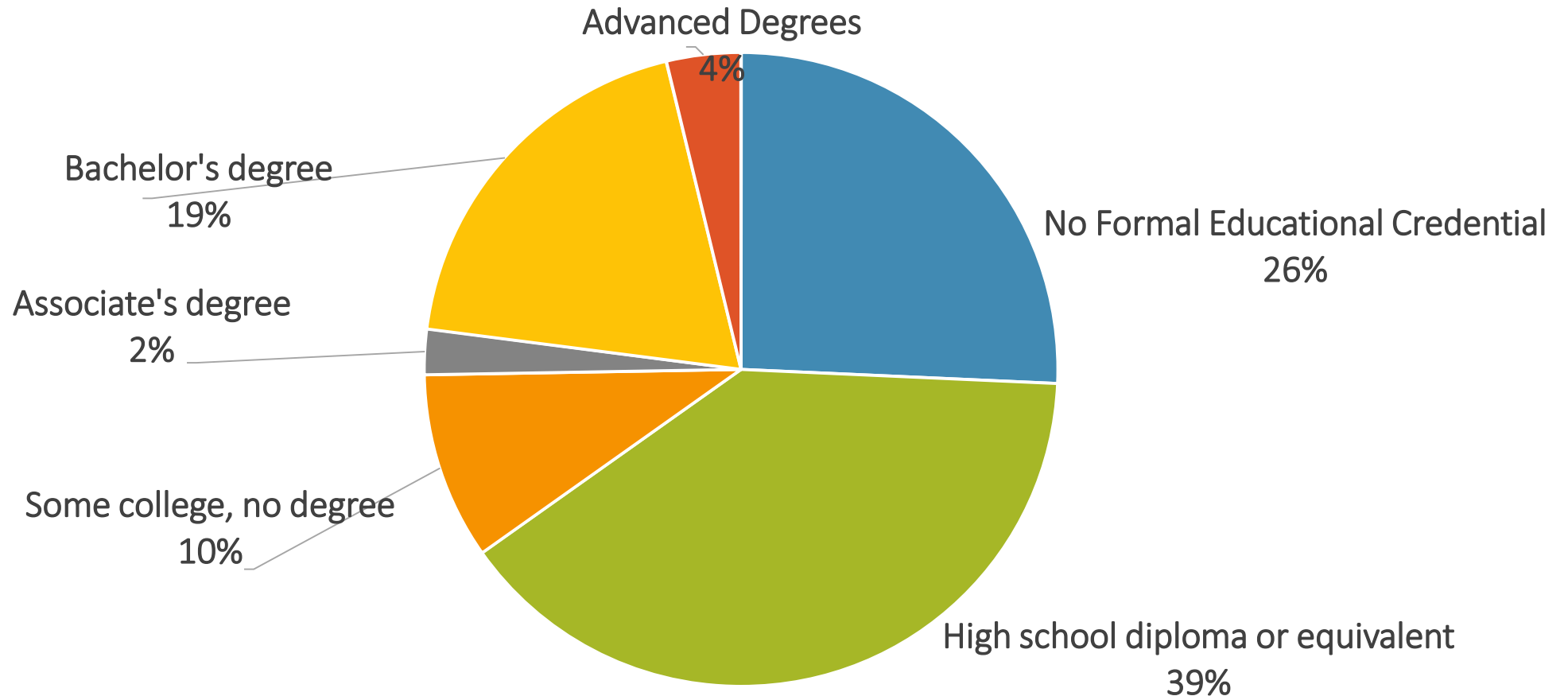
District 271 School Locations

(south of Dalton)



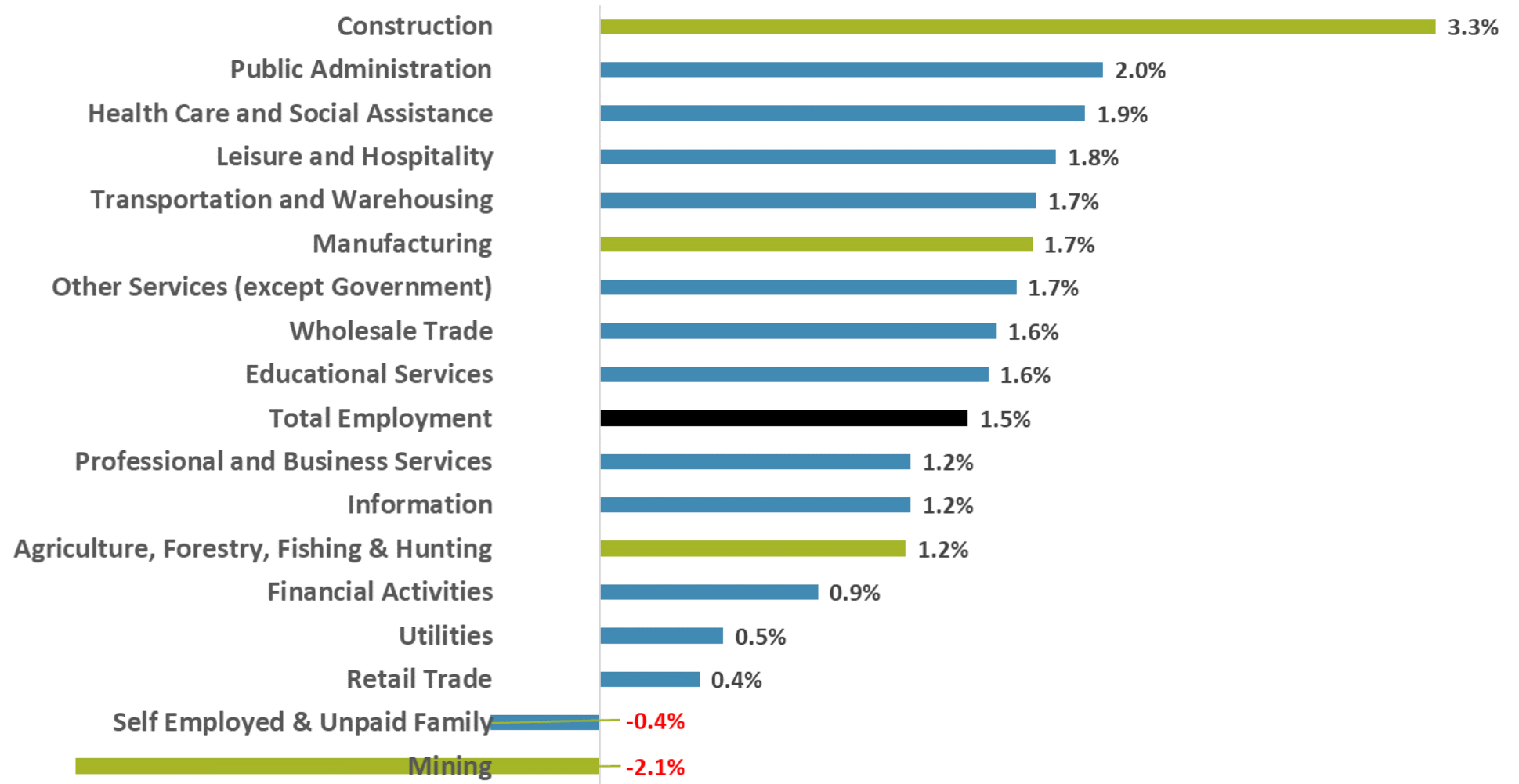
Workforce Share by Education

Projected 2030 Educational Requirements for Idaho



Projected Industry Annual Growth Rates

■ Service Industries ■ Goods Industries



Conclusions

Labor Force Shortage Exacerbated by COVID-19

- Early retirements, deaths and smaller families are impacting the backfill of Baby Boomers exiting the labor force. Continued growth globally with exports, in service sectors supporting the aging population and in localized pockets of high growth require workers.
- Long-term employment stunts individuals' prospects long-term.
- Women especially faced challenges evidenced by decades of falling participation rates but especially during the pandemic. Reasons?
 - Childcare access, lack of pre-k, childcare affordability, use of aging family members, sectors with losses due to COVID-19 are dominated by female workforce.
 - Projections indicate less educational attainment going forward. Much of this is driven by recovery from the pandemic for movies, restaurants, hotels and drinking establishments. The hot construction market also is contributing to less educational requirements as it carries out large-scale hiring in Idaho.

Strong demand for all workers including front-line, entry level jobs

- Labor shortages are severe
- Wages are rapidly rising, especially for blue-collar and manual services workers.

Elephants in the room: *Housing affordability and lack of workforce, particularly construction.*

Recommendations are to streamline hiring process without losing quality control.

Thank you

ALIVIA METTS

THE METTS GROUP

ametts@themettsgroup.com



Appendix E
Economic Issues in 2022

Economic Issues in 2022



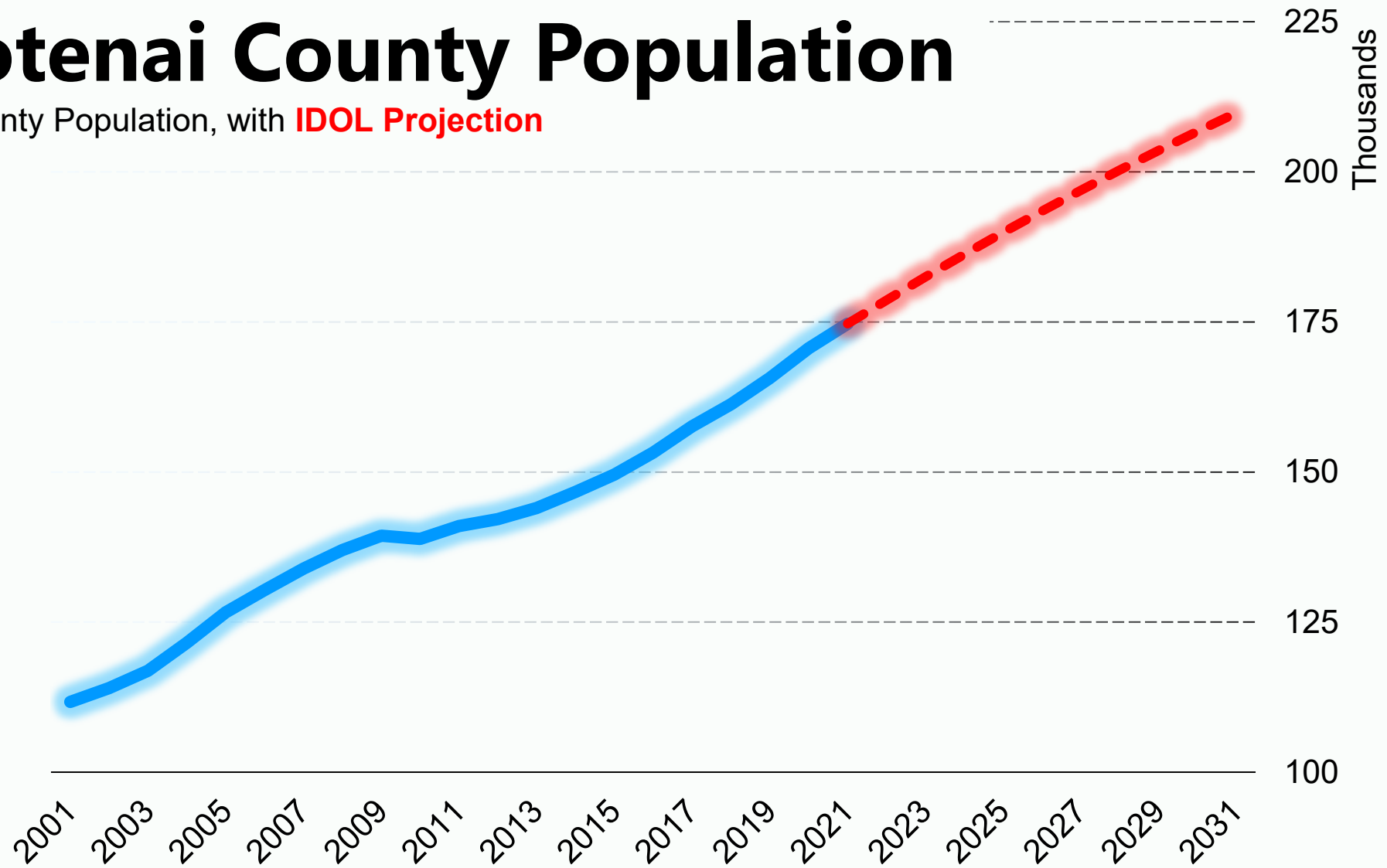
Topics for Today

Is our current economic friction caused by the pandemic, or by deeper, structural issues?

- Demographics
- Labor Supply

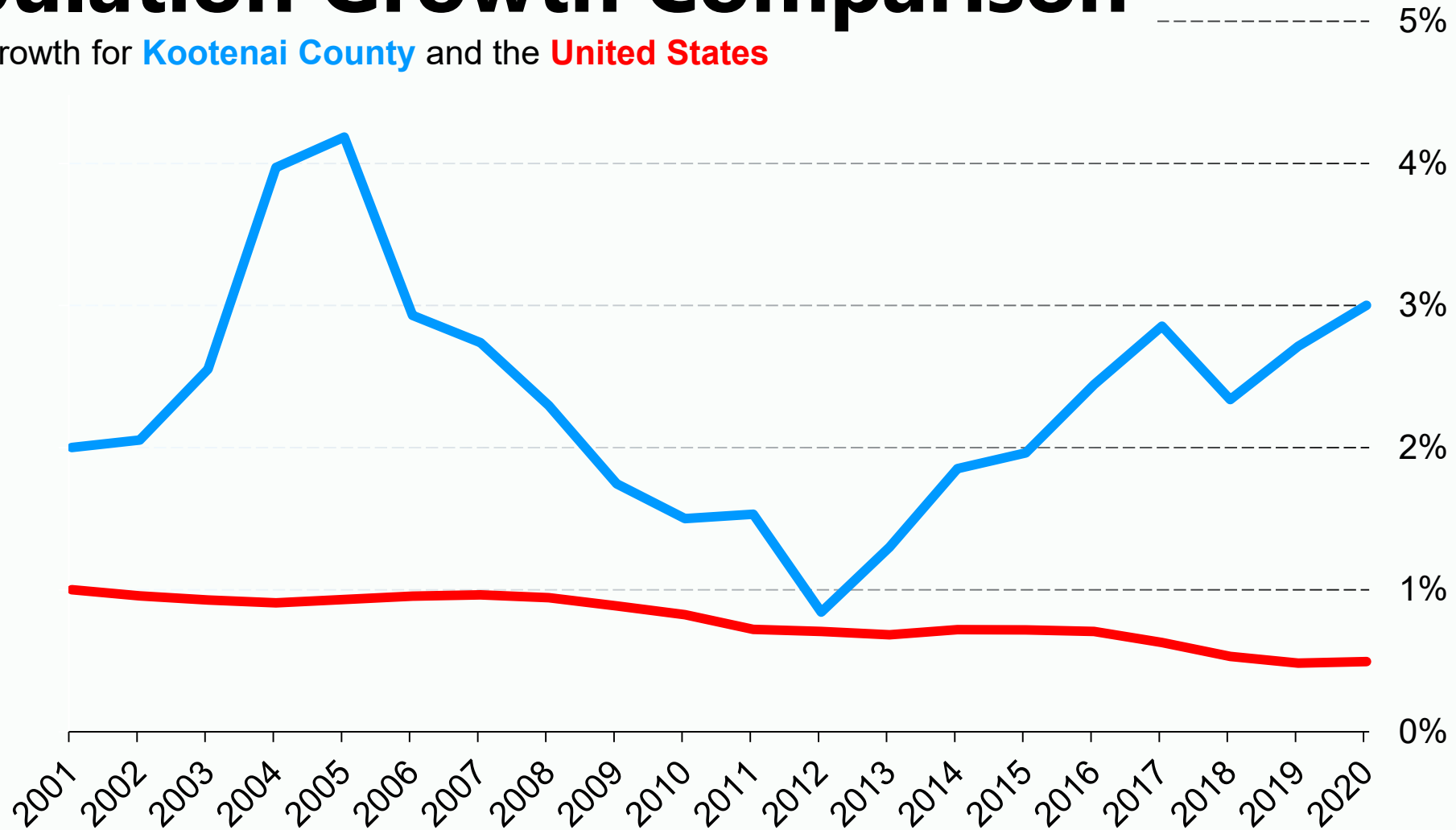
Kootenai County Population

Total County Population, with **IDOL Projection**



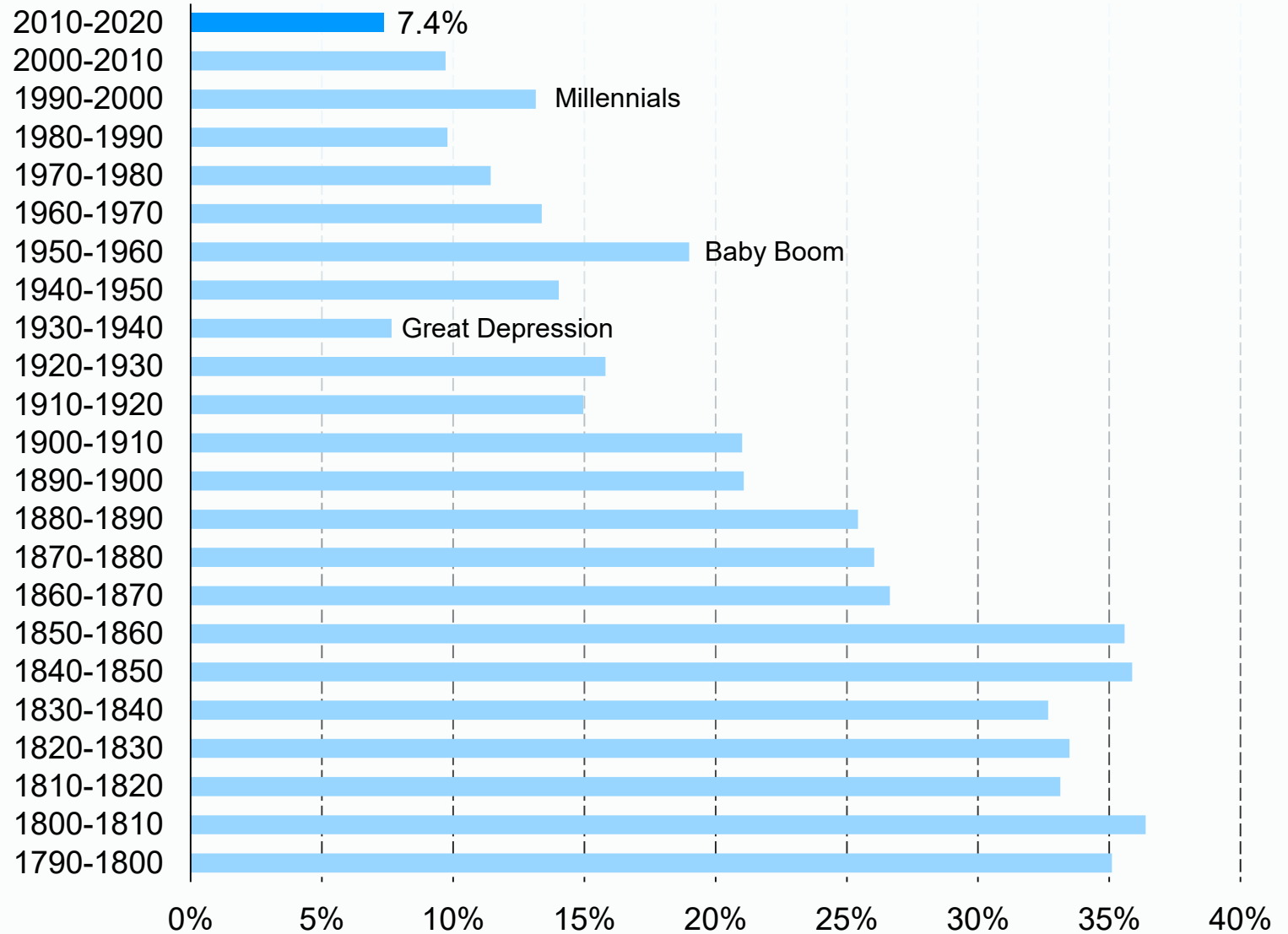
Population Growth Comparison

Annual Growth for **Kootenai County** and the **United States**



Population Growth by Decade

Total United States
Inter-Census Growth

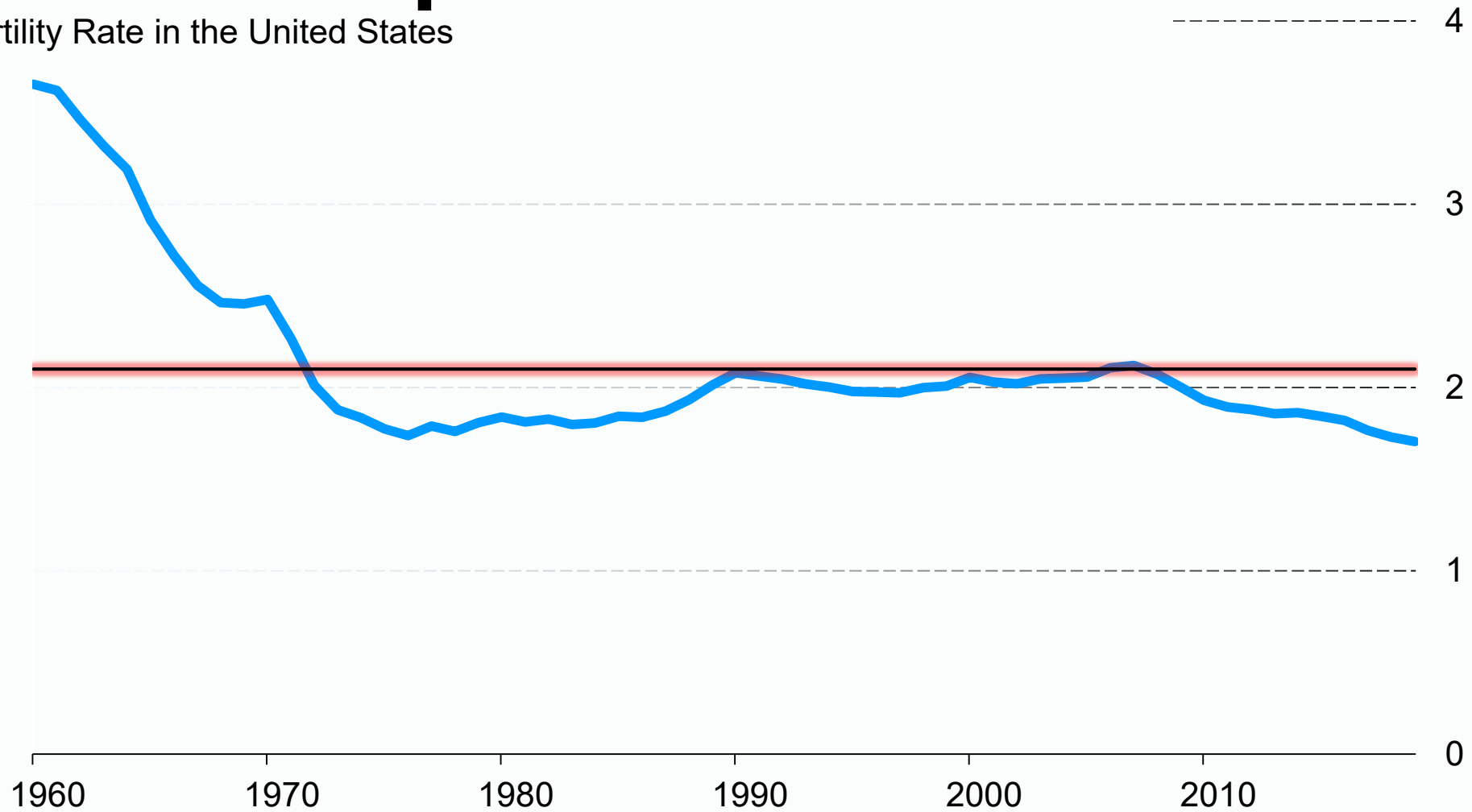


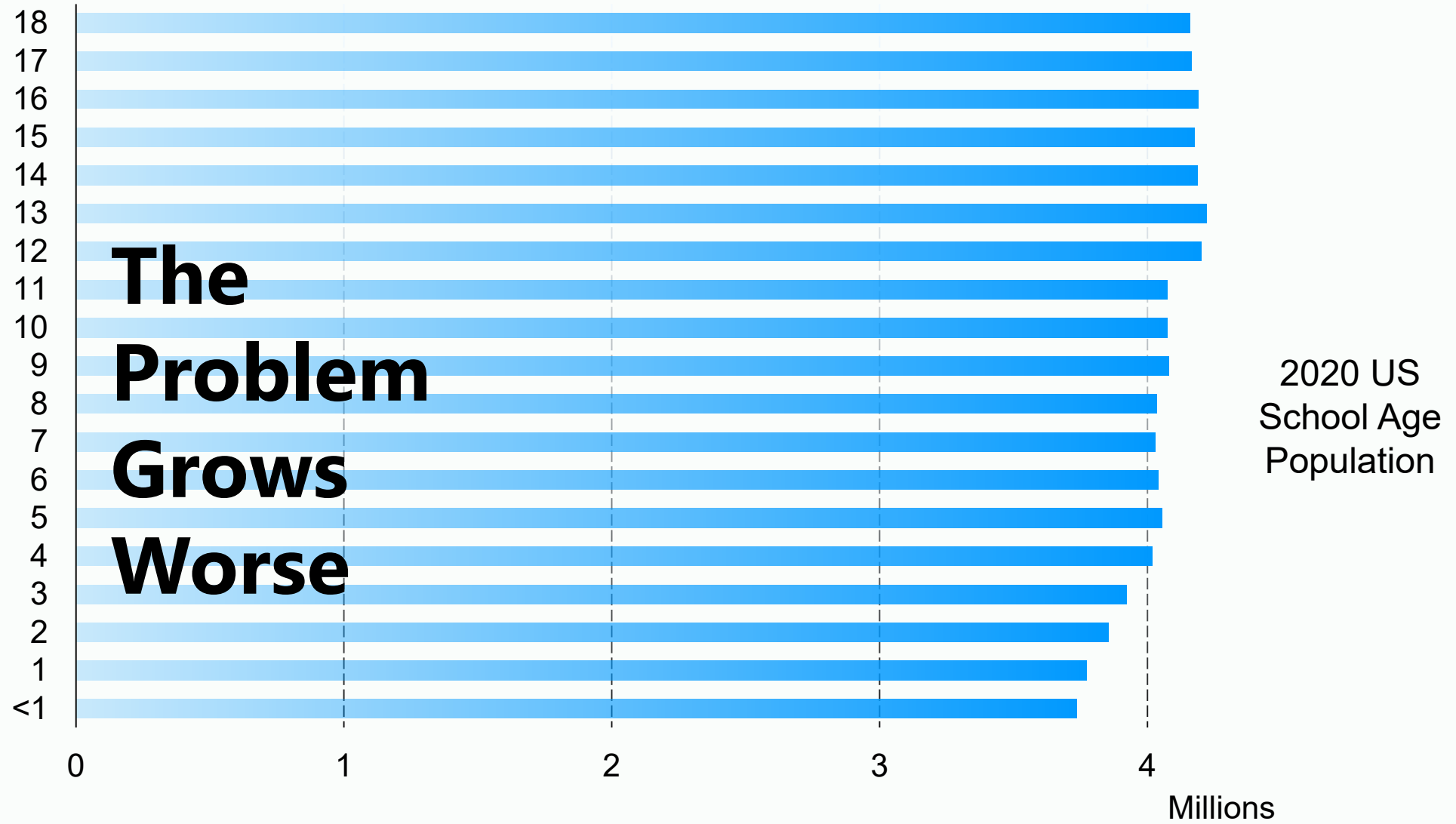
There are only three ways for the population to grow

- Natural Increase
- International Immigration
- Domestic Shift

Life Below Replacement

Total Fertility Rate in the United States

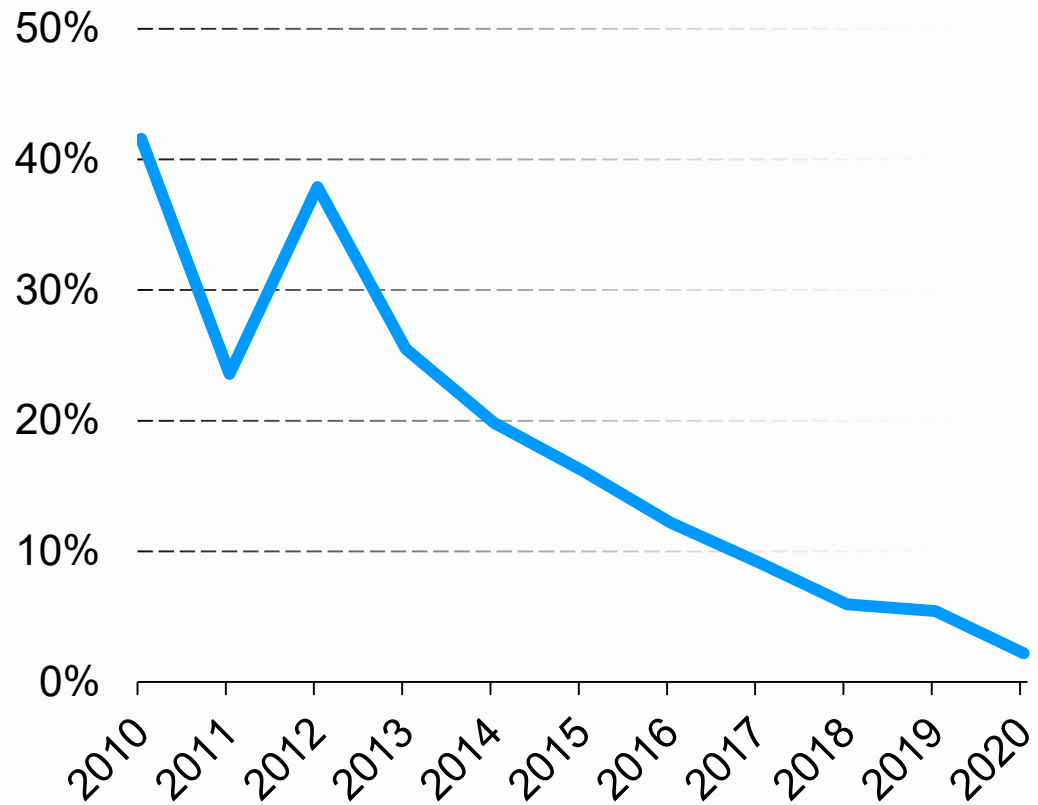




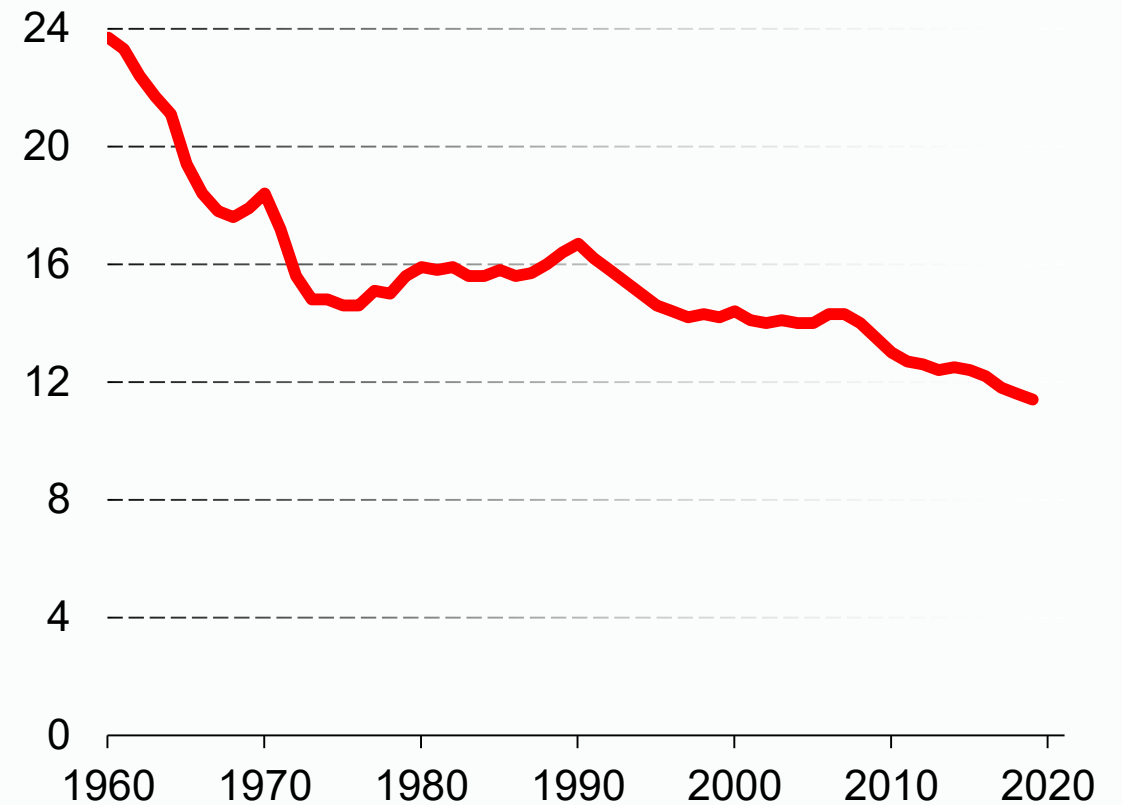
Birth Rate Decline Continues

Aspects of Population Growth in Kootenai County

Share of Growth from Natural Growth

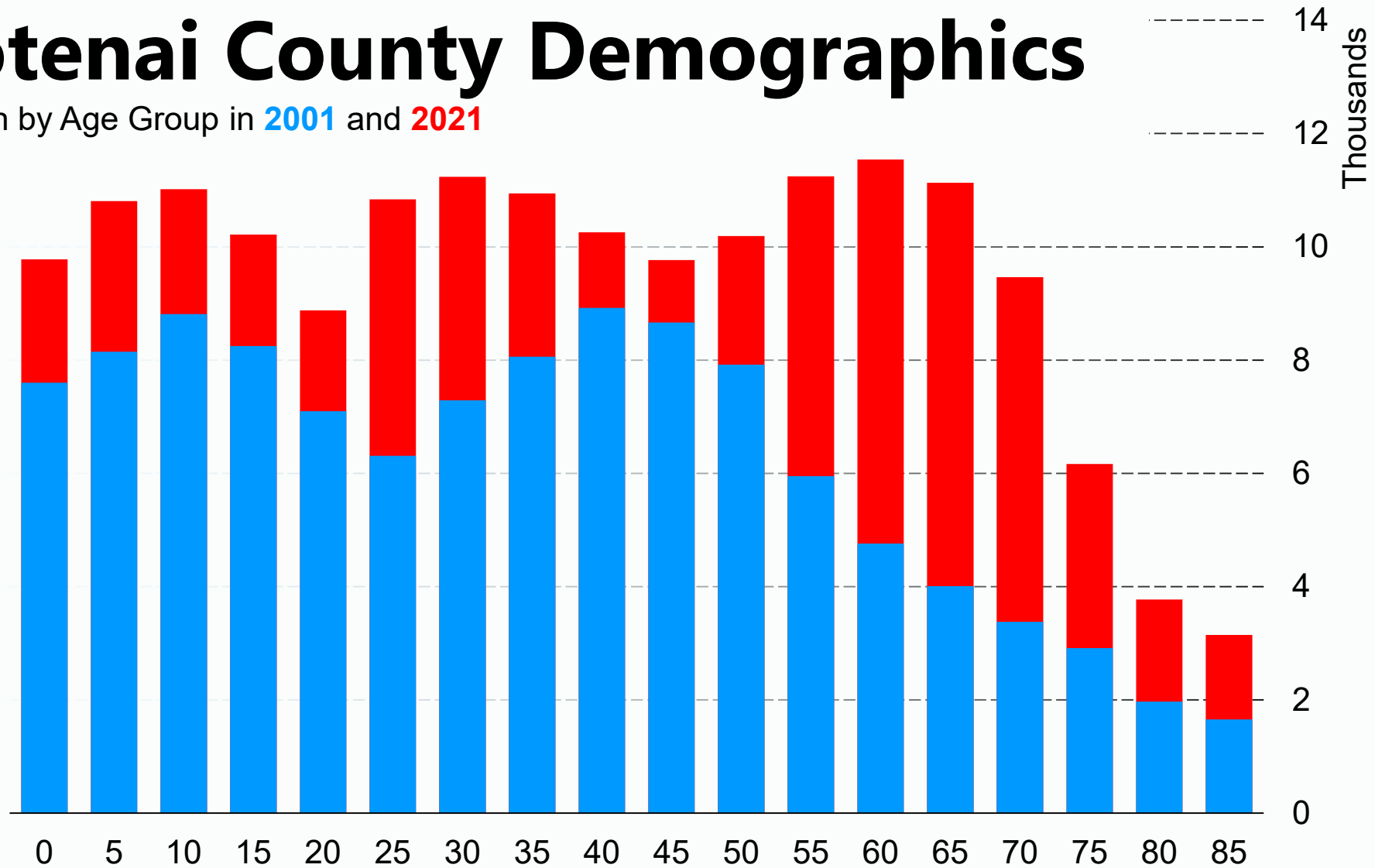


Total Births per 1,000 Population



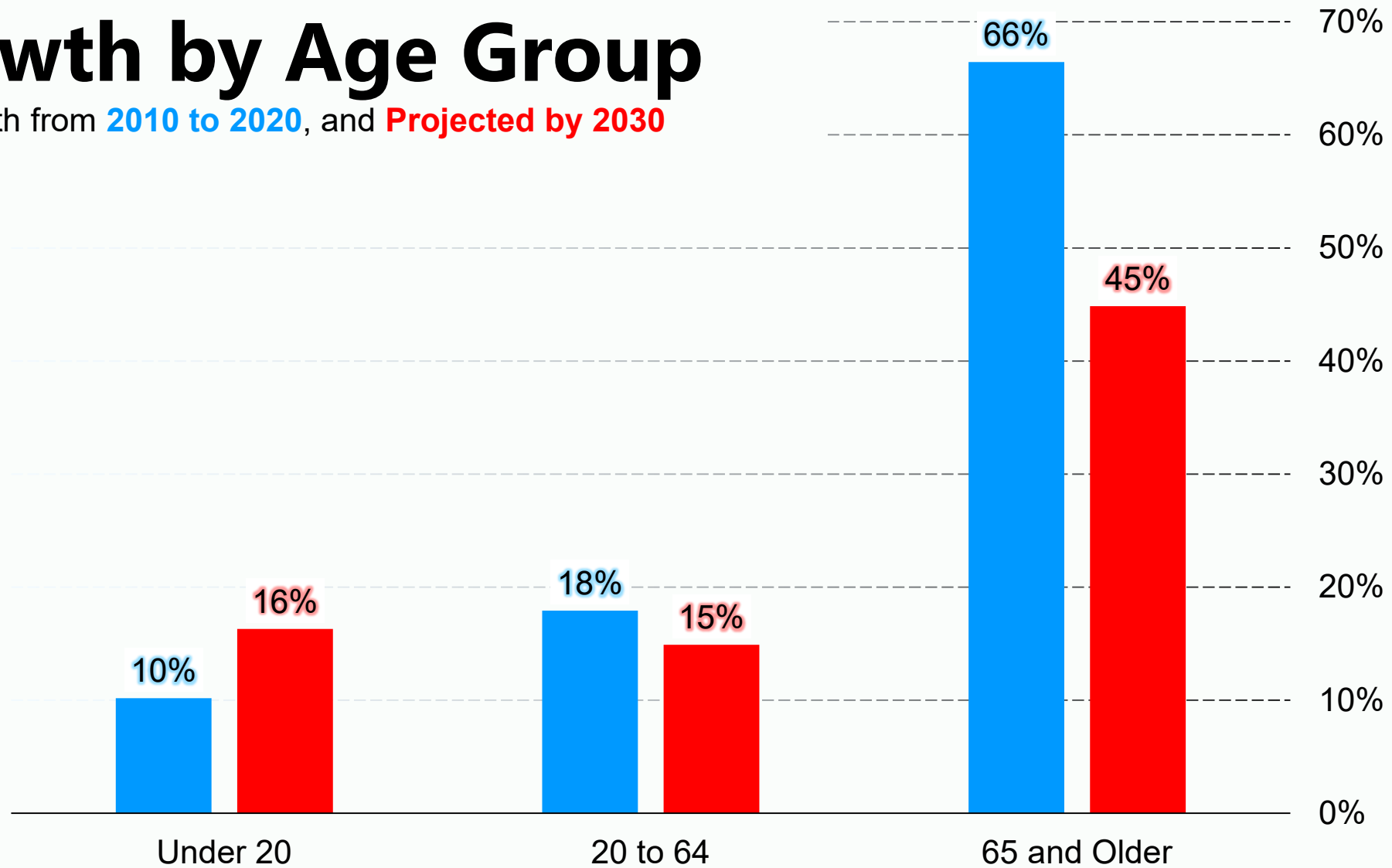
Kootenai County Demographics

Population by Age Group in 2001 and 2021



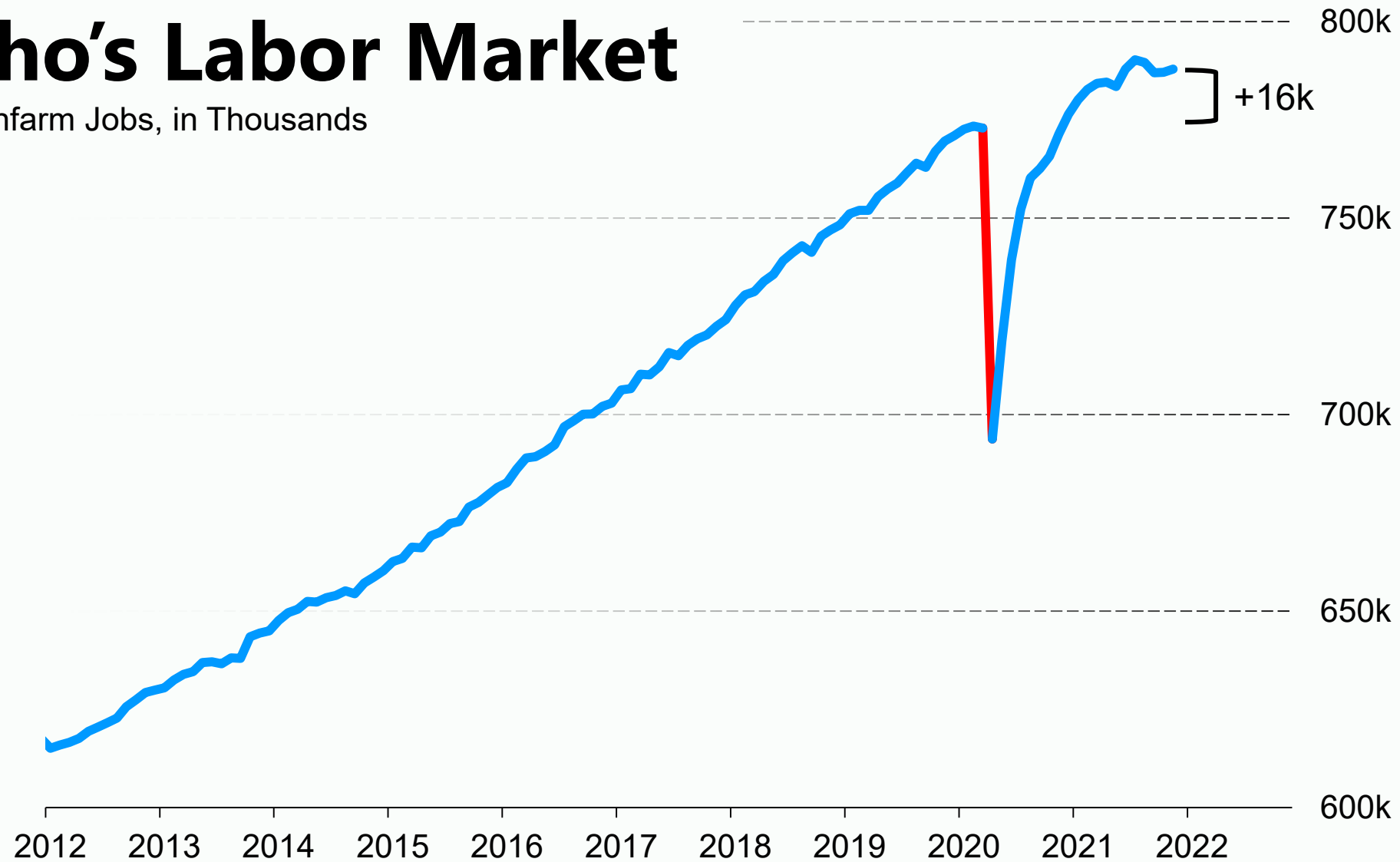
Growth by Age Group

Net Growth from 2010 to 2020, and Projected by 2030



Idaho's Labor Market

Total Nonfarm Jobs, in Thousands



What is wrong with our labor supply? Where are all the workers?

- Skill Level Mismatch
- Very Low Population Growth
- Lots of Retirements
- Disabilities of Despair
- Accumulated Savings
- Choosy Job Seekers

Skill Level Mismatch?

Educational Attainment in Idaho vs. Projected Labor Market Demands

28% have a Bachelor's Degree or higher

36% have an Associate's Degree or similar

36% have a high school diploma or less

23%

12%

65%

100%

90%

80%

70%

60%

50%

40%

30%

20%

10%

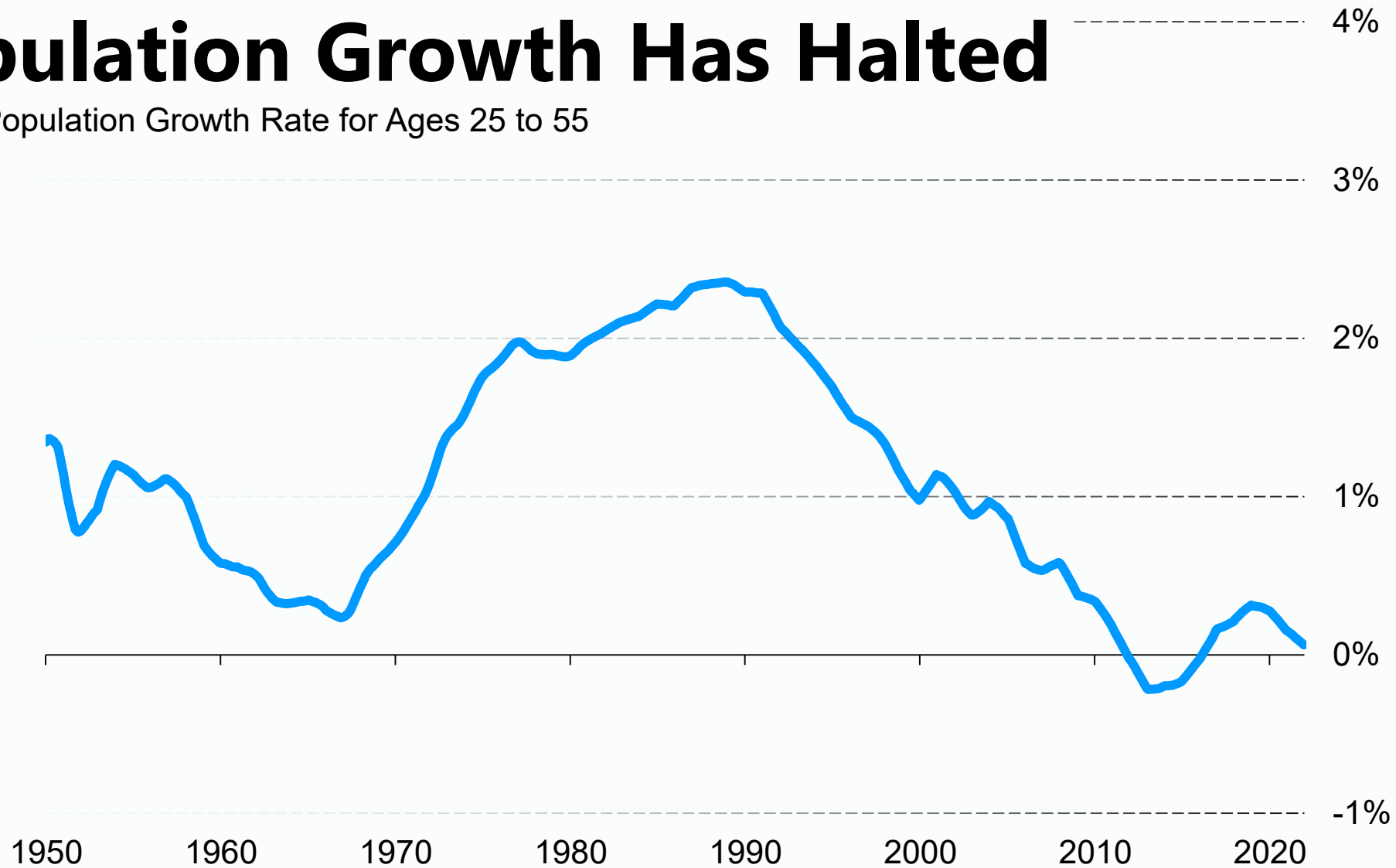
0%

Population

Projected Jobs

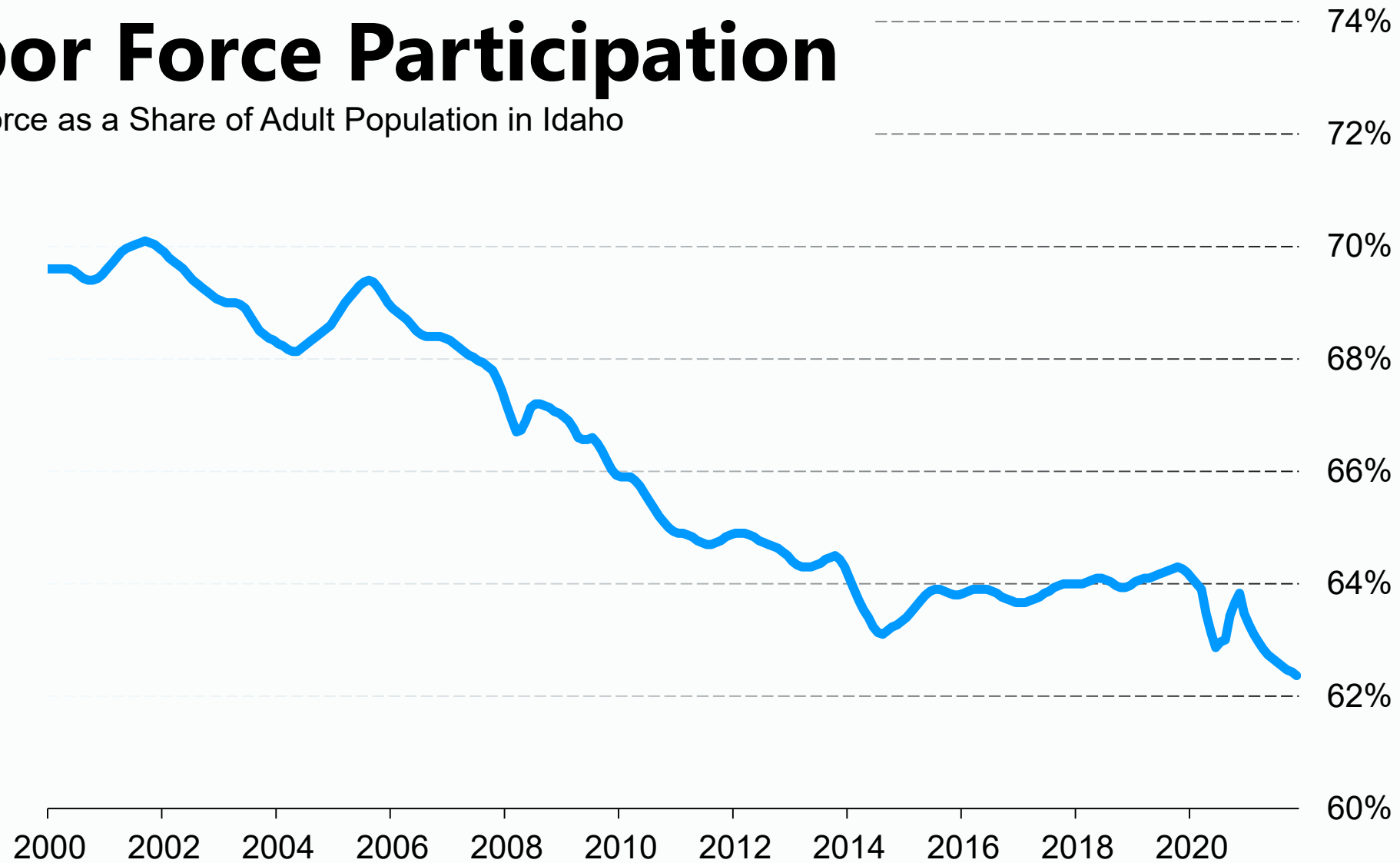
Population Growth Has Halted

Annual Population Growth Rate for Ages 25 to 55



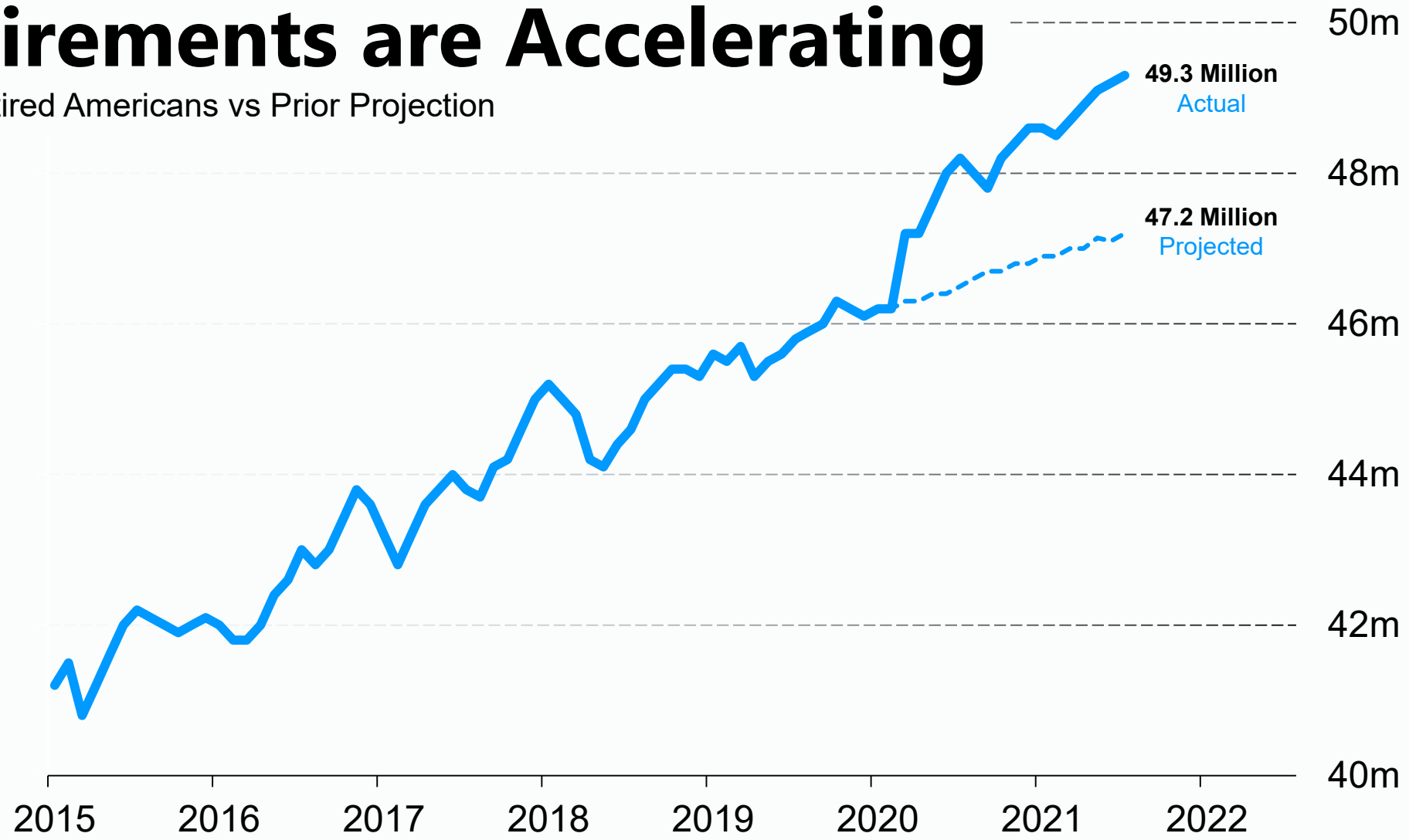
Labor Force Participation

Labor Force as a Share of Adult Population in Idaho



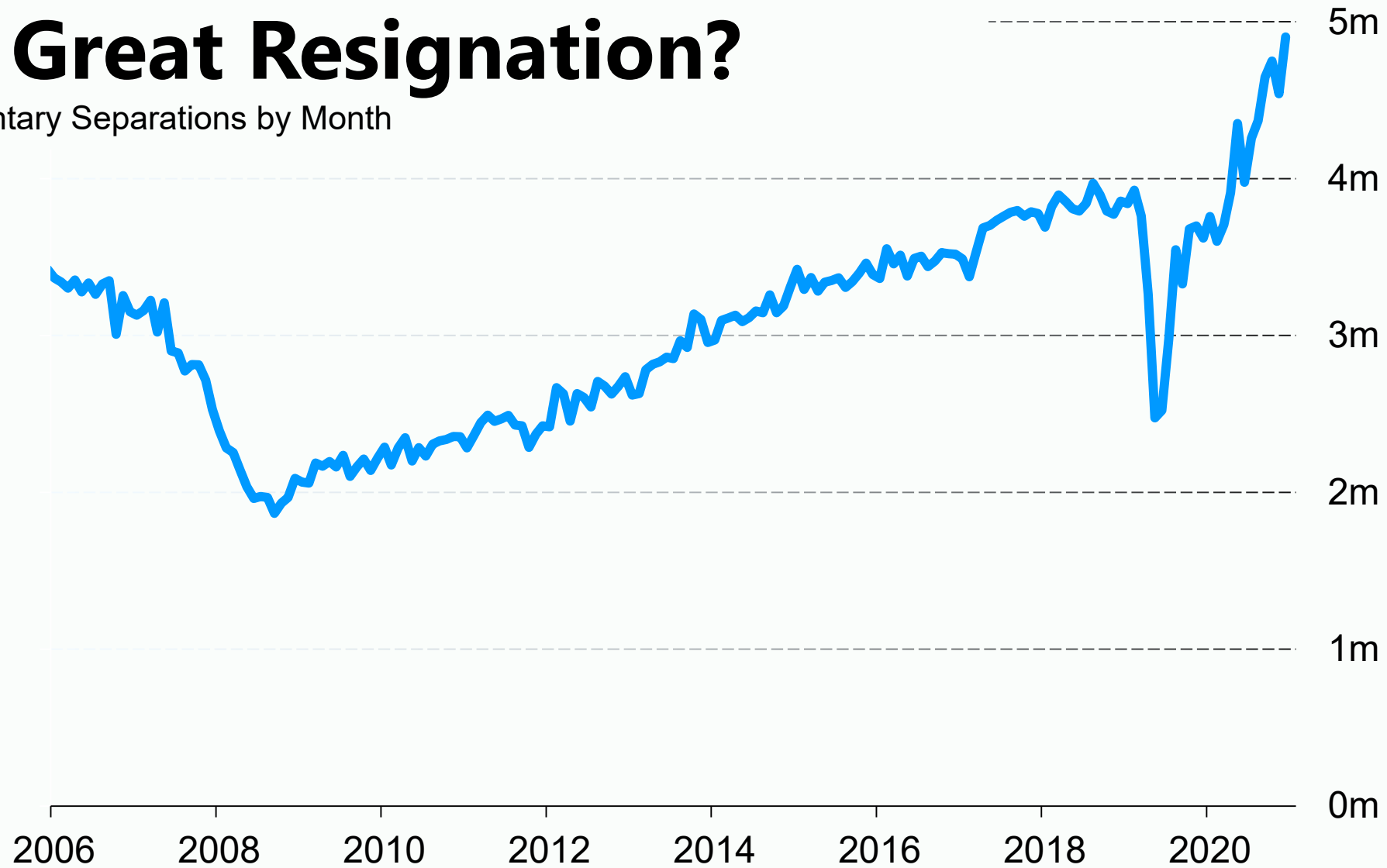
Retirements are Accelerating

Total Retired Americans vs Prior Projection



The Great Resignation?

Total Voluntary Separations by Month



Conclusion

Five Key Takeaways

- Natural Growth is Gone
- Idaho Wins on Distribution
- Economics Lacks Traction
- Labor Markets are Tight
- COVID and “Masking”

For more information on Idaho's workforce,
please visit [LMI.IDAHO.GOV](https://lmi.idaho.gov)

Questions?

Sam Wolkenhauer
Samuel.Wolkenhauer@labor.idaho.gov
(208) 457-8789 ext. 4451

Appendix F

Educational Programs

Educational Programs in District 271

Special Education: Serving over 1,100 students, the Special Education Department seeks to improve the performance of students with disabilities by ensuring equal access to the general education curriculum and differentiated instruction within their Least Restrictive Environment. The department strives to provide an education where every student, regardless of disability, has the opportunity to grow and learn in a safe and secure environment in which individual needs are assessed and nurtured.

Coeur d'Alene Early Learning Center: In 2019, the District's developmental preschool program relocated from school-based classrooms to a leased building at 4800 N. Ramsey Road. Formerly known as the Harding Preschool, the center offers early childhood special education services for ages 3-5, in partnership with Head Start and Idaho Educational Services for the Deaf and the Blind. Services include speech and language therapy, occupational therapy, physical therapy, and hearing impaired and vision specialists.

Resource Program: The Elementary and Secondary Resource Program incorporates a variety of evidence-based teaching strategies and curricula options to facilitate academic instruction for students who have been identified for services by an Individualized Education Program team. Typically, resource students are included in general education classrooms and receive special education support in the classroom or in a special education resource classroom for part of the day.

Extended Resource Programs: The Extended Resource Program is designed to meet the needs of students on the autism spectrum or students with developmental delays with social, emotional, and/or communication needs. It is designed to be a temporary, skill-building placement. Extended Resource Room incorporates a variety of evidence-based teaching strategies and curricula to facilitate instruction for students who are experiencing a significant delay in academic progress. These are located at Ramsey Magnet School of Science, Skyway Elementary School and Woodland Middle School.

Life Skills Programs: Life Skills incorporates a variety of evidence-based teaching strategies and curricula to support students in developing functional academic, social, and independent living skills. These students typically require continuous care throughout the day provided by special education staff. These are located at Northwest Expedition Academy, Fernan STEM Academy, Canfield Middle School, Coeur d'Alene High School and Lake City High School.

Therapeutic Support Classrooms: These classrooms are designed to meet the needs of students in grades 1-12 whose primary concern is emotional behavioral

disorder. Students are referred by the IEP team when their social and behavioral needs are unable to be met within their current educational environment (as measured in part by the frequency, intensity, and duration of the behavior). A Therapeutic Support Classroom is designed to be a temporary, skill-building placement. These are located at Winton Elementary School, Lakes Middle School and Venture High School.

Project SEARCH: This is a one-year high school transition program that provides education and training to young adults with intellectual and developmental disabilities. The primary goal is to secure competitive employment outcomes for each student. Coeur d'Alene Public Schools operates the program in collaboration with Kootenai Health and the Idaho Division of Vocational Rehabilitation.

Secondary Transition Education Program: STEP is a program for students with disabilities ages 18-21. STEP is primarily designed for individuals with intellectual, developmental, and multiple disabilities. Students who access STEP have completed their high school program and require additional time to work on key skills such as independence, education, and employment.

Kindergarten: Our district provides full-day kindergarten at all elementary schools.

Magnet Schools: The District has two elementary schools that are magnet schools with specialized courses or curriculum: Ramsey Magnet School of Science, and Sorensen Magnet School of the Arts and Humanities. "Magnet" refers to how the school draws students from across the normally defined boundaries that feed into other schools in the district.

STEM and Expedition Learning: Two other elementary schools have a specialized learning focus. Fernan STEM Academy emphasizes science, technology, engineering and math. Northwest Expedition Academy (NExA) NExA is a project-based learning and expeditionary school with students engaged in hand-on learning inside and outside the classroom.

Venture High School: This is a fully accredited alternative high school designed to help struggling students become academically and socially successful. Venture provides an avenue of hope and support for young people who have lost confidence in their own ability to succeed academically. Students can participate in four career technical programs that promote job-related skills. A four-day school week and extended learning day allows students to make up missing credits, participate in internships, and take part in dual-enrollment opportunities. Many graduates have earned certificates that give them a jump start on post-secondary opportunities.

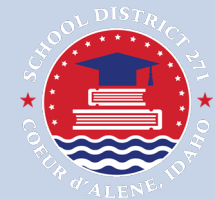
Kootenai Technical Education Campus: KTEC is a tuition-free career and technical education school in Rathdrum. It offers comprehensive, industry-aligned programs preparing students for employment, apprenticeships, and advanced education and training. It is open to juniors and seniors in the Coeur d'Alene, Post Falls and Lakeland school districts.

Online School: The District plans to launch an online school option for families beginning in the 2022-23 school year. Coeur d'Alene Virtual Academy, which will feature a blend of online and in-person learning experiences, will initially serve students in grades 2 through 10. Enrollment opened in April 2022, and staff selection is in progress. As CDVA grows, it could help to alleviate crowding at some schools in the District.

Appendix G
2021-22 Enrollment Projection (Middle Cities)

LRPC Middle Cities Report

2-28-2022



Jeff Voeller-Director of Operations



Middle Cities
EDUCATION ASSOCIATION

826 Municipal Way
Lansing, MI 48917
Ph: 517.492.1380 Fax: 517.492.1368
www.middlecities.org

Enrollment Projection Interpretation Guide

Coeur d'Alene Schools

21/22 Enrollment Projection

Enrollment Projection Interpretation Guide

Middle Cities has attempted to make our enrollment projection report as easy to understand as possible. However, being primarily a **statistical report**, it does require a certain amount of analysis. This guide is designed to assist you in interpreting your report. The enrollment projection report is explained page by page to help you understand the meaning and significance of each table.

The program uses **three variations** of the **Cohort Survival Method** to project enrollments. This method analyzes the survival ratios for your students and then projects those ratios into the future. The survival ratio compares the number of students in a particular grade during the current year with the number of students in the next lower grade the previous year. For example, if there are 100 first graders in 2012-13 and 113 second graders in 2013-14 then the survival ratio for that 2nd grade class is 113%. The manner in which each of the projection methods uses the survival ratios is described below.

Your projections are based upon enrollment numbers for mainstreamed K-12 students only. Special education students are normally not included in the projections because of the unpredictable nature of their progress through each grade.

Coeur d'Alene Schools - 21/22

Table 1 - **Historic & Current Enrollment**

Survival Rate shown in italics

	16/17	17/18	18/19	19/20	20/21	21/22
K	712	752	735	787	622	681
		<i>43.07%</i>	<i>43.03%</i>	<i>43.84%</i>	<i>33.51%</i>	<i>38.78%</i>
1	867	806	831	819	731	766
		<i>113.20%</i>	<i>110.51%</i>	<i>111.43%</i>	<i>92.88%</i>	<i>123.15%</i>
2	872	872	844	825	769	759
		<i>100.58%</i>	<i>104.71%</i>	<i>99.28%</i>	<i>93.89%</i>	<i>103.83%</i>
3	896	902	878	835	742	792
		<i>103.44%</i>	<i>100.69%</i>	<i>98.93%</i>	<i>89.94%</i>	<i>102.99%</i>
4	893	916	939	861	780	784
		<i>102.23%</i>	<i>104.10%</i>	<i>98.06%</i>	<i>93.41%</i>	<i>105.66%</i>
5	874	916	930	931	822	787
		<i>102.58%</i>	<i>101.53%</i>	<i>99.15%</i>	<i>95.47%</i>	<i>100.90%</i>
6	744	782	802	814	725	747
		<i>89.47%</i>	<i>87.55%</i>	<i>87.53%</i>	<i>77.87%</i>	<i>90.88%</i>
7	786	780	790	835	769	748
		<i>104.84%</i>	<i>101.02%</i>	<i>104.11%</i>	<i>94.47%</i>	<i>103.17%</i>
8	835	769	795	814	849	788
		<i>97.84%</i>	<i>101.92%</i>	<i>103.04%</i>	<i>101.68%</i>	<i>102.47%</i>
9	852	865	844	852	833	929
		<i>103.59%</i>	<i>109.75%</i>	<i>107.17%</i>	<i>102.33%</i>	<i>109.42%</i>
10	821	814	830	817	830	849
		<i>95.54%</i>	<i>95.95%</i>	<i>96.80%</i>	<i>97.42%</i>	<i>101.92%</i>
11	781	780	793	775	736	812
		<i>95.01%</i>	<i>97.42%</i>	<i>93.37%</i>	<i>90.09%</i>	<i>97.83%</i>
12	603	697	723	718	642	725
		<i>89.24%</i>	<i>92.69%</i>	<i>90.54%</i>	<i>82.84%</i>	<i>98.51%</i>

K-5	5,114	5,164	5,157	5,058	4,466	4,569
6-8	2,365	2,331	2,387	2,463	2,343	2,283
9-12	3,057	3,156	3,190	3,162	3,041	3,315
K-12	10,536	10,651	10,734	10,683	9,850	10,167

PROJECTION METHOD 1

Projection Method 1 uses the survival ratios for the past five years to arrive at a mean value to use in projecting how many students in a given year will become students in the next grade the subsequent year. This method is the most accurate for school districts that have not experienced major enrollment impacts on their district in recent years.

Coeur d'Alene Schools - 21/22

Table 2 - Projected Enrollment Five Years

Method 1

	22/23	23/24	24/25	25/26	26/27
K	732 40.45%	701 40.45%	753 40.45%	741 40.45%	752 40.45%
1	751 110.23%	807 110.23%	773 110.23%	830 110.23%	817 110.23%
2	770 100.46%	754 100.46%	811 100.46%	777 100.46%	834 100.46%
3	753 99.20%	764 99.20%	748 99.20%	804 99.20%	771 99.20%
4	797 100.69%	758 100.69%	769 100.69%	753 100.69%	810 100.69%
5	783 99.92%	796 99.92%	757 99.92%	768 99.92%	752 99.92%
6	682 86.66%	679 86.66%	690 86.66%	656 86.66%	666 86.66%
7	758 101.52%	692 101.52%	689 101.52%	701 101.52%	666 101.52%
8	758 101.39%	769 101.39%	702 101.39%	699 101.39%	711 101.39%
9	839 106.45%	807 106.45%	819 106.45%	747 106.45%	744 106.45%
10	906 97.53%	818 97.53%	787 97.53%	799 97.53%	729 97.53%
11	804 94.74%	858 94.74%	775 94.74%	746 94.74%	757 94.74%
12	737 90.76%	730 90.76%	779 90.76%	703 90.76%	677 90.76%

K-5	4,586	4,580	4,611	4,673	4,736
6-8	2,198	2,140	2,081	2,056	2,043
9-12	3,286	3,213	3,160	2,995	2,907
K-12	10,070	9,933	9,852	9,724	9,686

PROJECTION METHOD 2

Projection Method 2 uses the survival ratio for the current year only. This method may be most accurate for your school if it has recently experienced a significant change in its enrollment trends. For example, the closing or opening of a private or charter school in the previous year will affect your enrollment the current year, and in years to come. Under these and similar circumstances, Method 2 may have the best predictive power.

Coeur d'Alene Schools - 21/22

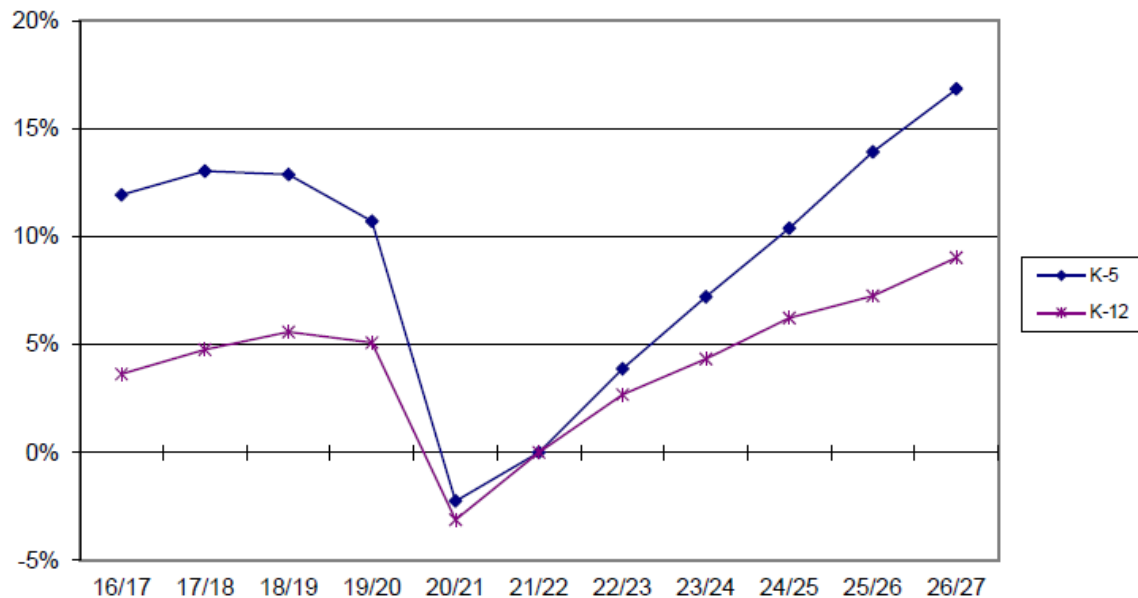
Table 5 - Projected Enrollment Five Years

Method 2

	22/23	23/24	24/25	25/26	26/27
K	702 38.78%	672 38.78%	722 38.78%	710 38.78%	721 38.78%
1	839 123.15%	865 123.15%	828 123.15%	889 123.15%	874 123.15%
2	795 103.83%	871 103.83%	898 103.83%	860 103.83%	923 103.83%
3	782 102.99%	819 102.99%	897 102.99%	925 102.99%	886 102.99%
4	837 105.66%	826 105.66%	865 105.66%	948 105.66%	977 105.66%
5	791 100.90%	845 100.90%	833 100.90%	873 100.90%	957 100.90%
6	715 90.88%	719 90.88%	768 90.88%	757 90.88%	793 90.88%
7	771 103.17%	738 103.17%	742 103.17%	792 103.17%	781 103.17%
8	766 102.47%	790 102.47%	756 102.47%	760 102.47%	812 102.47%
9	862 109.42%	838 109.42%	864 109.42%	827 109.42%	832 109.42%
10	947 101.92%	879 101.92%	854 101.92%	881 101.92%	843 101.92%
11	831 97.83%	926 97.83%	860 97.83%	835 97.83%	862 97.83%
12	800 98.51%	819 98.51%	912 98.51%	847 98.51%	823 98.51%

K-5	4,746	4,898	5,043	5,205	5,338
6-8	2,252	2,247	2,266	2,309	2,386
9-12	3,440	3,462	3,490	3,390	3,360
K-12	10,438	10,607	10,799	10,904	11,084

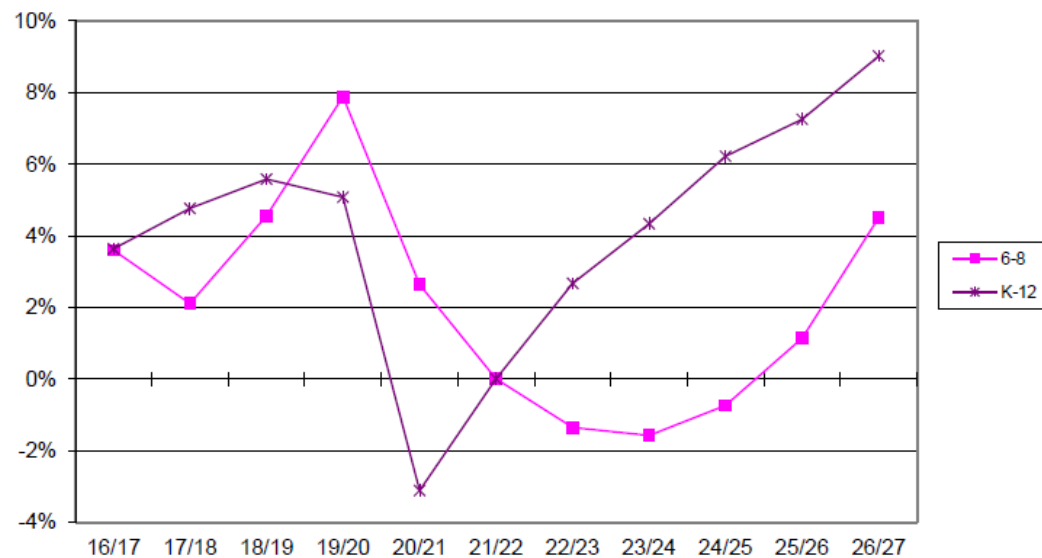
Percentage Difference from Current Enrollment (K-5 vs K-12)
Method 2



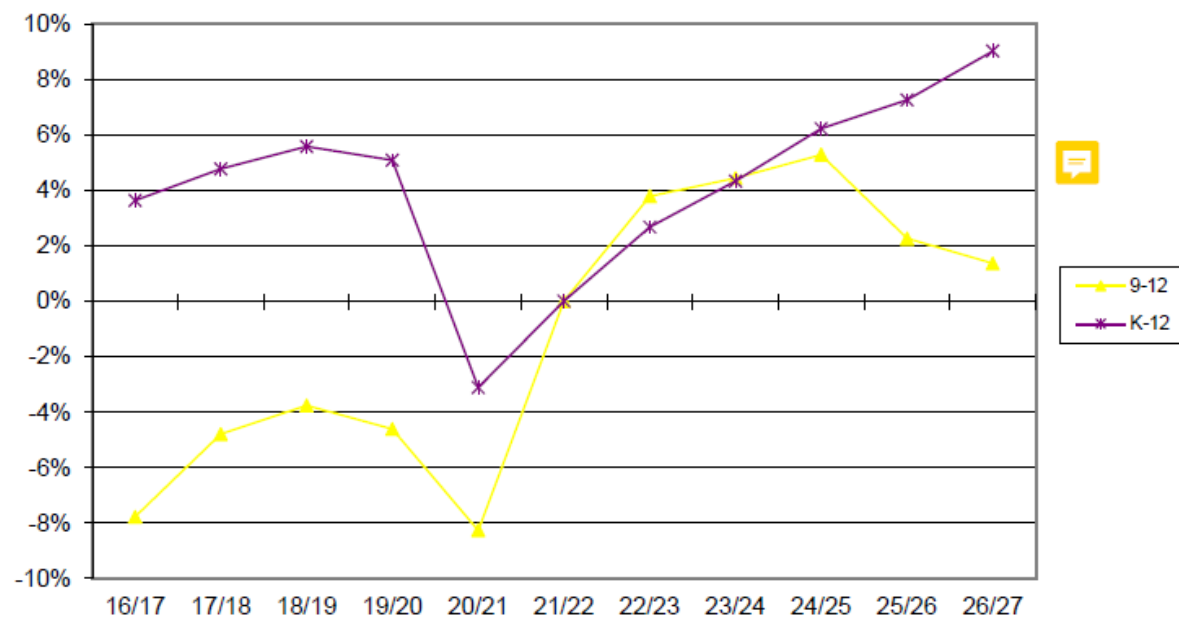
Coeur d'Alene Schools - 21/22

Percentage Difference from Current Enrollment (6-8 vs K-12)

Method 2



Percentage Difference from Current Enrollment (9-12 vs K-12)
Method 2



PROJECTION METHOD 3

The third method to project enrollments takes the average ratio calculated by Method 1 and combines it with the one year ratio calculated by Method 2. The resulting ratio emphasizes current trends in your enrollment while tempering it with the trends of the past. Method 3 may best suit districts that have had fluctuations in their enrollment due to temporary occurrences, but do not expect those occurrences to overwhelmingly impact future enrollment. As with the other methods, the accuracy table (Table 11) may indicate which method works best for your particular situation.

Coeur d'Alene Schools - 21/22

Table 8 - Projected Enrollment Five Years

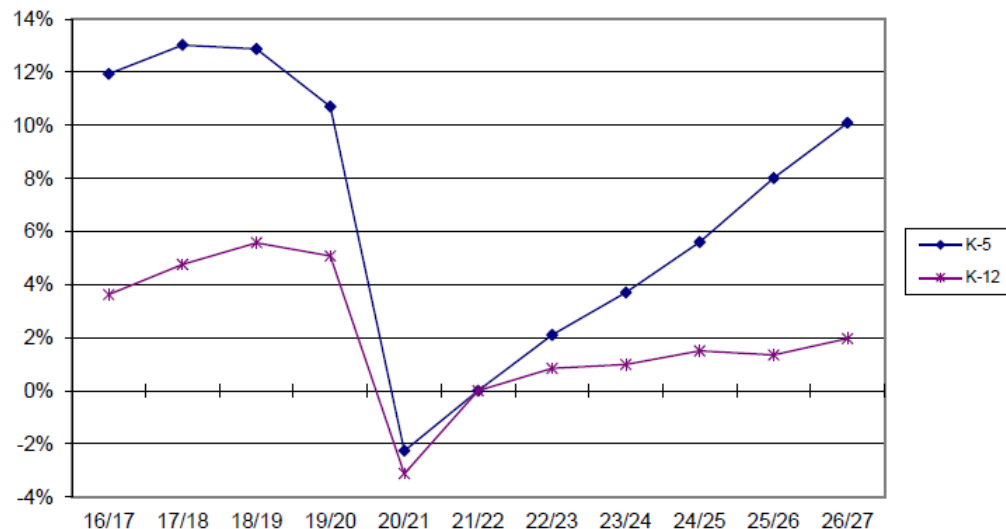
Method 3

	22/23	23/24	24/25	25/26	26/27
K	717 39.61%	687 39.61%	737 39.61%	726 39.61%	736 39.61%
1	795 116.69%	837 116.69%	802 116.69%	860 116.69%	847 116.69%
2	782 102.14%	812 102.14%	855 102.14%	819 102.14%	878 102.14%
3	767 101.09%	791 101.09%	821 101.09%	864 101.09%	828 101.09%
4	817 103.18%	791 103.18%	816 103.18%	847 103.18%	891 103.18%
5	787 100.41%	820 100.41%	794 100.41%	819 100.41%	850 100.41%
6	699 88.77%	699 88.77%	728 88.77%	705 88.77%	727 88.77%
7	765 102.35%	715 102.35%	715 102.35%	745 102.35%	722 102.35%
8	762 101.93%	780 101.93%	729 101.93%	729 101.93%	759 101.93%
9	851 107.94%	822 107.94%	842 107.94%	787 107.94%	787 107.94%
10	926 99.72%	849 99.72%	820 99.72%	840 99.72%	785 99.72%
11	817 96.29%	892 96.29%	817 96.29%	790 96.29%	809 96.29%
12	768 94.64%	773 94.64%	844 94.64%	773 94.64%	748 94.64%

K-5	4,665	4,738	4,825	4,935	5,030
6-8	2,226	2,194	2,172	2,179	2,208
9-12	3,362	3,336	3,323	3,190	3,129
K-12	10,253	10,268	10,320	10,304	10,367

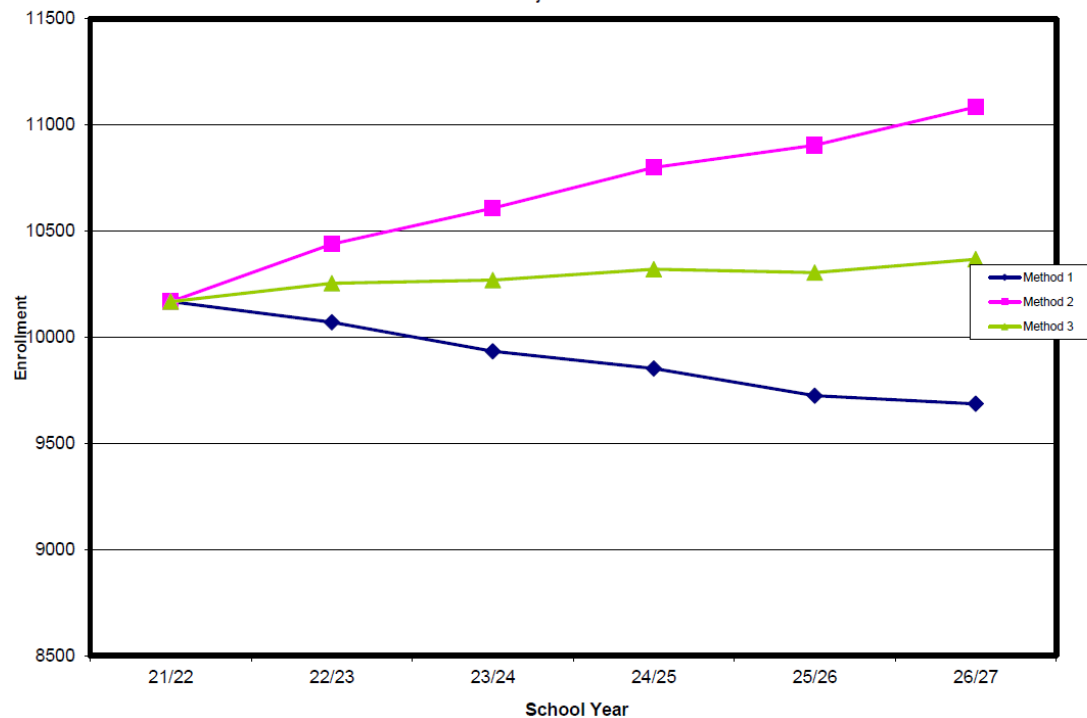
Percentage Difference from Current Enrollment (K-5 vs K-12)

Method 3



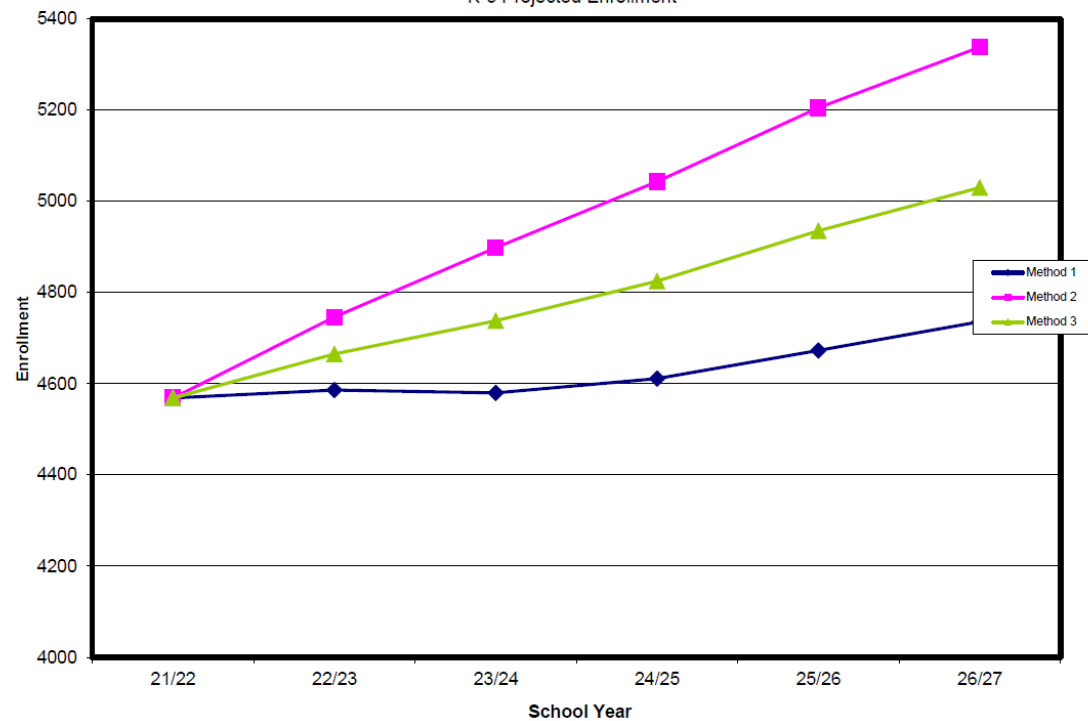
Coeur d'Alene Schools - 21/22

K-12 Projected Enrollment



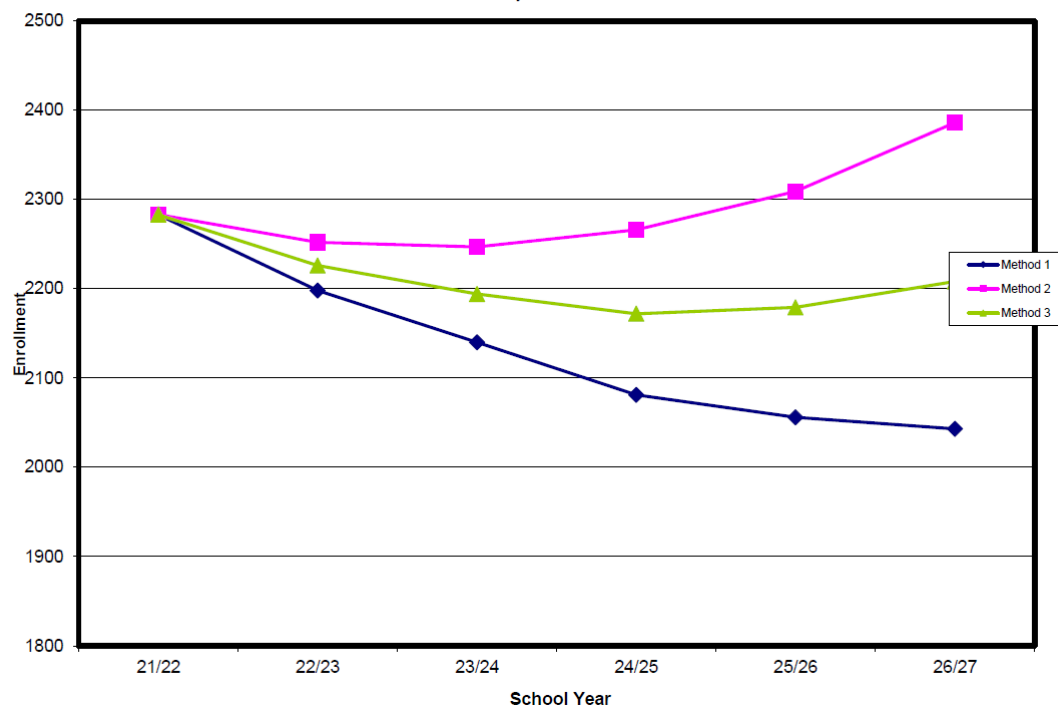
Coeur d'Alene Schools - 21/22

K-5 Projected Enrollment



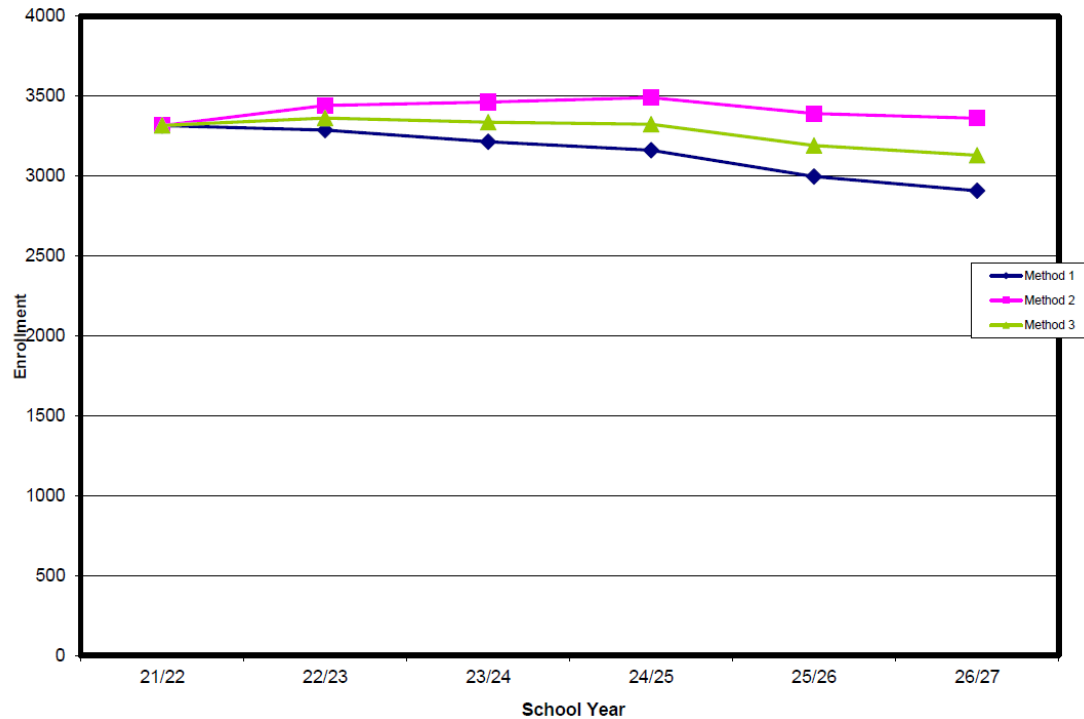
Coeur d'Alene Schools - 21/22

6-8 Projected Enrollment



Coeur d'Alene Schools - 21/22

9-12 Projected Enrollment



Appendix H

2019 Enrollment Forecast (FLO Analytics)

2019 Enrollment Forecast

Boundary Review with FLO Analytics

In 2019 the Coeur d’Alene School District entered into a contract with FLO Analytics, based in Portland, Oregon, to facilitate the 2019-20 Boundary Review process to adjust school attendance zones, including a zone for the newest elementary school (Northwest Expedition Academy) opening on Prairie Avenue in September 2020.

FLO worked with the District to produce the enrollment projections that follow, which were used to assist a Boundary Review Committee with its work.

Birth to Kindergarten

Shown below are 2009-2017 data on live births to mothers residing in Kootenai County, as well as Kindergarten enrollment for the 2014-2019 school years. The metric “K % of Births” is calculated by dividing each Kindergarten class by the live birth total five years earlier (e.g., 2019 K class divided by 2014 births). 2018-2024 births, which inform Kindergarten classes beginning with the 2023 school year, were projected based on a review of the historic birth data, forecasted population of females of child-bearing age throughout the county, and county and state trends in fertility. Forecasts of future Kindergarten class sizes were then developed by employing forecasts of trends in “K % of Births.”

Birth Year																
										Forecasts						
										2018	2019	2020	2021	2022	2023	2024
County Births	1,770	1,723	1,648	1,746	1,708	1,795	1,856	1,756	1,809	1,843	1,863	1,887	1,905	1,931	1,957	1,984

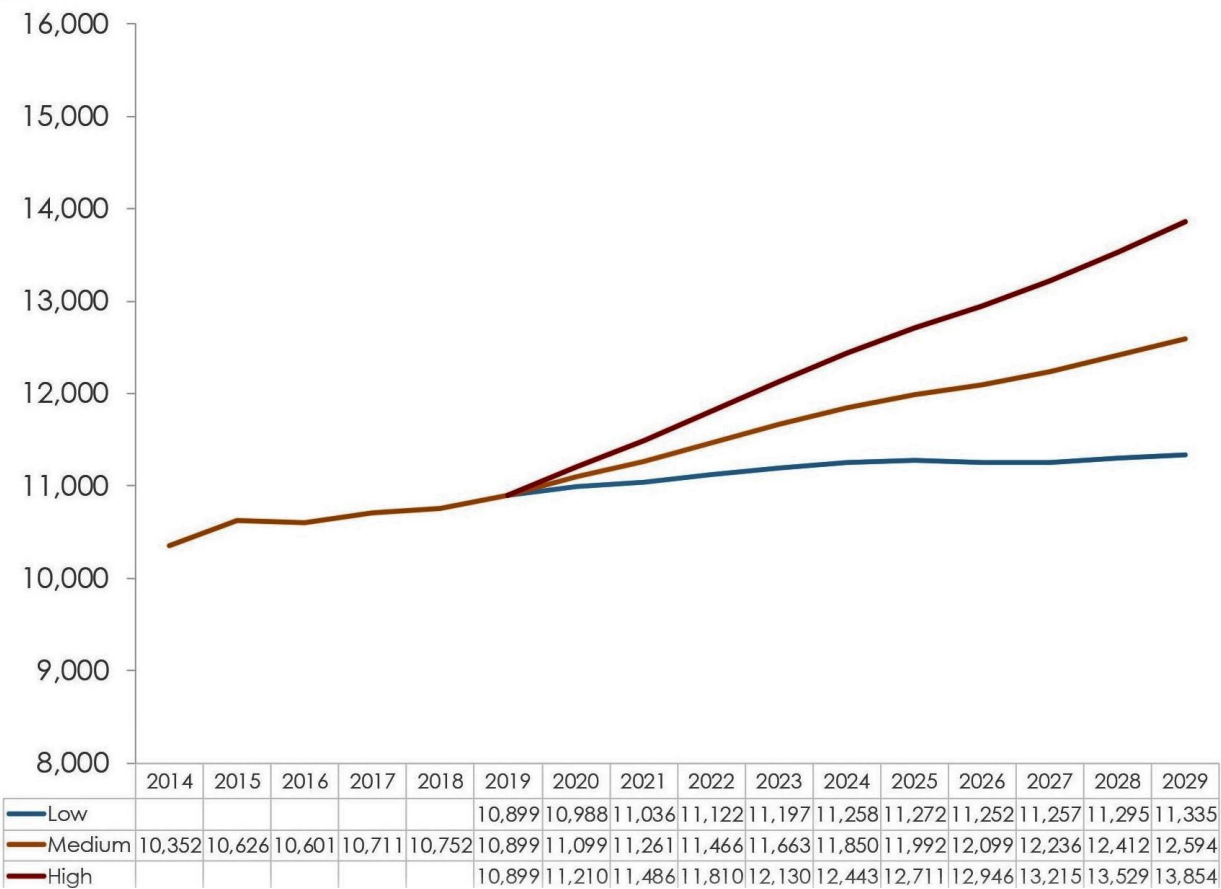
Current District Status of Full-Day K Offering																
							Forecasts									
							2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
K Year	2014	2015	2016	2017	2018	2019										
K Total	731	777	721	744	732	775	797	754	777	791	800	810	818	829	840	852
K % of Births	41.3%	45.1%	43.8%	42.6%	42.9%	43.2%	42.9%	42.9%	42.9%	42.9%	42.9%	42.9%	42.9%	42.9%	42.9%	42.9%

District-wide Full-Day K Offering																
							Forecasts									
							2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
K Year	2014	2015	2016	2017	2018	2019										
K Total	731	777	721	744	732	775	844	799	823	839	848	859	867	879	891	903
K % of Births	41.3%	45.1%	43.8%	42.6%	42.9%	43.2%	45.5%	45.5%	45.5%	45.5%	45.5%	45.5%	45.5%	45.5%	45.5%	45.5%

compiled by FLO Analytics, Dec. 3, 2019

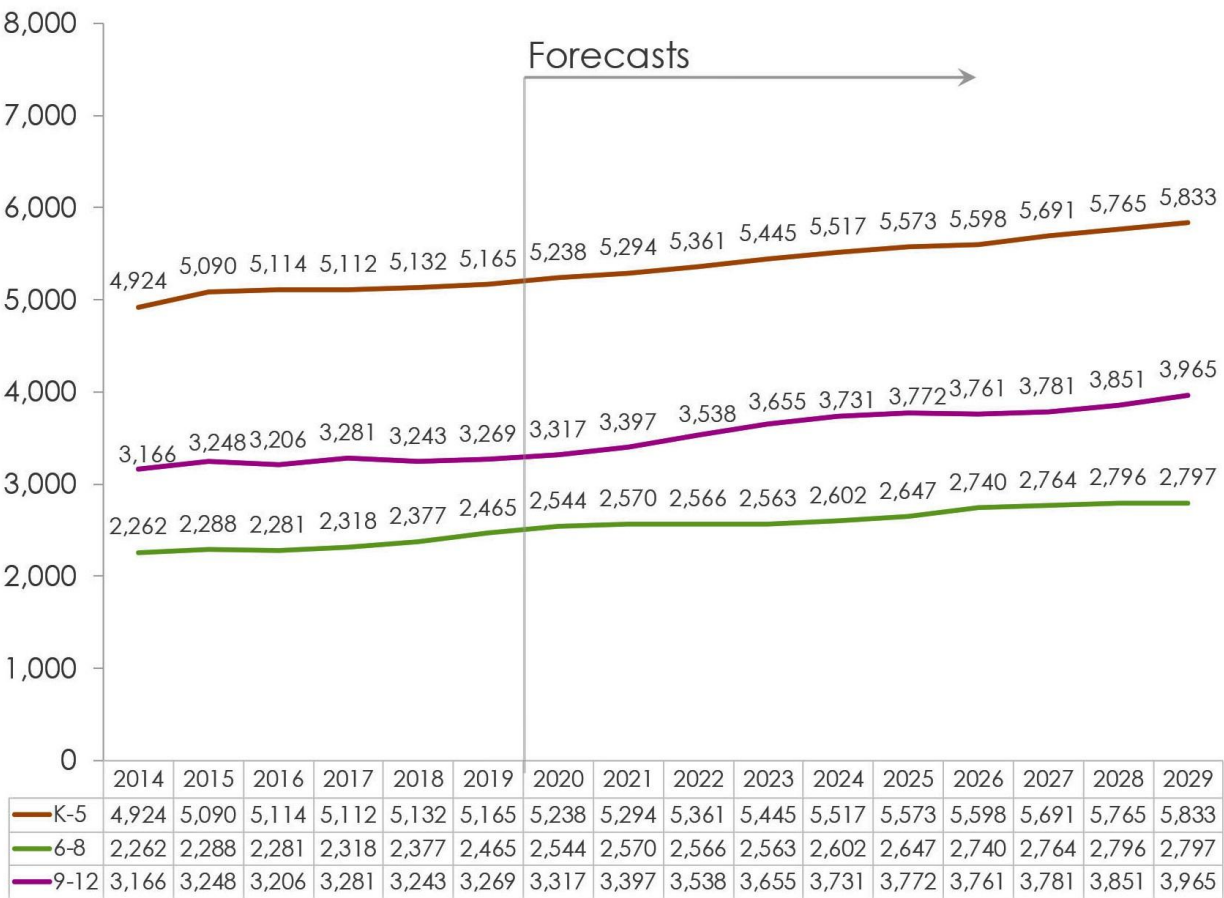
District-wide Forecasts, 2019-2029

This graph depicts three forecast scenarios (low, medium, high) developed by FLO. The District used the **medium forecast model** in its 2019-20 boundary review work. This scenario shows District enrollment increasing by 1,695 students between 2019 and 2029, for growth of 15.5%.



Grade group Forecasts, 2019-2029

Using the medium forecast model, FLO presented the 10-year enrollment forecast (2019-2029) for elementary, middle and high school groups. This shows the Grades K-5 population forecast to increase by 668 students (12.9%); the Grades 6-8 population forecast to increase by 332 students (13.4%); and the Grades 9-12 population forecast to increase by 696 students (21.3%).



Forecast by Grade Level, 2019-2029

The District’s K-12 enrollment is projected to increase 15.5 percent from 2019 to 2029. This table shows forecasted increases by grade level, 2020-2029. This data excludes students who reside outside District boundaries. Out-of-district students totaled 245 in 2019 and are forecast to decrease to 113 by 2029.

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
K	784	741	764	779	787	798	805	817	828	839
1	858	884	837	863	880	888	900	908	921	933
2	865	898	929	880	908	925	934	946	955	968
3	873	894	927	961	911	940	958	967	979	988
4	887	893	917	948	986	935	965	984	993	1006
5	895	905	910	936	965	1006	955	986	1006	1015
6	816	800	810	812	837	861	900	855	883	901
7	854	855	838	850	850	875	899	944	897	927
8	836	877	880	863	876	872	899	924	973	926
9	871	913	959	965	946	963	952	984	1011	1069
10	839	861	904	952	959	936	953	943	976	1003
11	769	797	818	859	906	911	889	906	896	930
12	702	687	714	731	768	809	814	795	811	802
K-5	5162	5217	5283	5366	5437	5492	5517	5608	5682	5748
6-8	2506	2532	2528	2525	2563	2608	2699	2723	2754	2755
9-12	3182	3258	3394	3507	3579	3618	3608	3627	3694	3803
K-12	10850	11007	11205	11397	11579	11718	11824	11958	12130	12306

Compiled by FLO Analytics, Dec. 3, 2019
SOURCES: Idaho State Department of Education October 2019 Enrollment; Idaho State Department of Labor Forecasts; Idaho State Department of Health and Welfare Births; US Census (2010) and American Community Survey (2017); EsriDemographics

- The student residence count in the previous Winton Elementary School boundary was over double the capacity of the school.
 - Boundary was reduced in size but will see additional growth in 5-10 years due to anticipated residential development.
 - Consider another adjustment in 5-8 years, moving a portion of the zone north of Interstate-90 to a future new school zone.
- The Residential Development Study completed by FLO Analytics (see Residential Development Map on page 49) clearly identifies the majority of the growth in the District along the west edge of the District, east of Huetter Road.
 - Over 500 acres of vacant land is projected to be mostly single-family homes.
 - These developments will provide an estimated 1,000-plus students.
 - This area is identified as the highest need for new school sites.
 - The projected growth will have the greatest impact on Skyway and Atlas elementary schools, Woodland Middle School and Lake City High School over the next 5-10 years.

Enrollment patterns: Residence Attendance Matrix

The following three tables show the student population residing in attendance zones in the 2019-20 school year, and the schools those students attend (zoned school, magnet schools and transfer schools). Of note, more than half of the students residing in the Winton zone attended other schools, primarily Ramsey Magnet School. Tables have been adjusted to reflect school attendance zone revisions approved in March 2020.

Elementary Schools

Oct. 2019 School of Attendance 2020-21 Attendance Area	Residence Count	Atlas ES	Borah ES	Bryan ES	Dalton ES	Fernan STEM	Hayden Meadows ES	NW Expedition Academy	Skyway ES	Winton ES	Ramsey Magnet School	Sorensen Magnet School	Transfer Out Student Total	Transfer Out Rate
Atlas ES	610	384	1	1	14	2	10	9	121	2	62	4	226	37.0%
Borah ES	458	2	302	14	27	32	3	1	4	5	48	20	156	34.1%
Bryan ES	542	1	5	346	24	24	0	8	2	12	25	95	196	36.2%
Dalton ES	377	5	1	1	321	5	8	4	4	4	10	14	56	14.9%
Fernan STEM	463	0	10	26	4	298	1	0	1	6	15	102	165	35.6%
Hayden Meadows ES	581	5	2	1	24	2	436	89	7	3	10	2	145	25.0%
NW Expedition Academy	577	151	5	1	17	10	14	162	14	47	152	4	415	71.9%
Skyway ES	986	28	2	6	6	14	8	1	478	80	337	26	508	51.5%
Winton ES	496	3	10	3	7	23	3	1	7	340	58	41	156	31.5%
K-5 Subtotals	5,090	579	338	399	444	410	483	275	638	499	717	308	--	--
Out of District	75	13	2	3	0	10	7	6	6	4	19	5	--	--
K-5 Totals	5,165	592	340	402	444	420	490	281	644	503	736	313	--	--
Transfer In Student Total	2,098	208	38	56	123	122	54	119	166	163	736	313	--	--
Transfer In Rate	40.6%	35.1%	11.2%	13.9%	27.7%	29.0%	11.0%	42.3%	25.8%	32.4%	100.0%	100.0%	--	--

All values based on the 10/15/2019 Student Information System.
Residence counts are based on 2020-21 attendance area boundaries.

Middle Schools

<div>Oct. 2019 School of Attendance</div> <div>2020-21 Attendance Area</div>	Residence Count	Canfield MS	Lakes MS	Woodland MS	CDA Juvenile Detention Center	Transfer Out Student Total	Transfer Out Rate
Canfield MS	753	727	13	13	0	26	3.5%
Lakes MS	756	48	664	44	0	92	12.2%
Woodland MS	919	67	28	824	0	95	10.3%
6-8 Subtotals	2,428	842	705	881	0	--	--
Out of District	38	16	11	10	1	--	--
6-8 Totals	2,466	858	716	891	1	--	--
Transfer In Student Total	251	131	52	67	1	--	--
Transfer In Rate	10.2%	15.3%	7.3%	7.5%	100.0%	--	--

All values based on the 10/15/2019 Student Information System.
Residence counts are based on 2020-21 attendance area boundaries.

High Schools

<div>Oct. 2019 School of Attendance</div> <div>2020-21 Attendance Area</div>	Residence Count	Coeur d' Alene HS	Lake City HS	Venture HS	CDA Juvenile Detention Center	Transfer Out Student Total	Transfer Out Rate
Coeur d'Alene HS	1,551	1,074	375	98	4	477	30.8%
Lake City HS	1,585	299	1,223	61	2	362	22.8%
9-12 Subtotals	3,136	1,373	1,598	159	6	--	--
Out of District	133	63	48	8	14	--	--
9-12 Totals	3,269	1,436	1,646	167	20	--	--
Transfer In Student Total	972	362	423	167	20	--	--
Transfer In Rate	29.7%	25.2%	25.7%	100.0%	100.0%	--	--

All values based on the 10/15/2019 Student Information System.
Residence counts are based on 2020-21 attendance area boundaries.

Enrollment and Capacity Forecast: Elementary Attendance Areas

This table shows how elementary schools serving student populations in the north and west areas of the District are overcapacity and will experience the greatest potential enrollment growth in 5 to 10 years, consistent with projected new residential development patterns in those areas of the District. In contrast, schools serving the east and south areas of the District are expected to remain at or below capacity in the next 5 to 10 years. These figures reflect attendance zone boundary adjustments approved by the Board of Trustees in March 2020 for Skyway, Atlas, Hayden Meadows, Winton, NExA and Dalton schools. The attendance zones for Bryan, Borah and Fernan schools will be further reviewed during the 2020-21 school year.

School	Capacity, without portables	2019		2024		2029	
		Enroll-ment ¹	Percent capacity	Enroll-ment ²	Percent capacity	Enroll-ment ²	Percent capacity
Skyway	494	644	130%	759	154%	952	193%
Atlas	494	595	120%	563	114%	635	129%
H. Meadows	491	494	99%	562	114%	606	123%
Winton	468	508	109%	546	117%	520	111%
Bryan	416	406	97%	417	100%	411	99%
NExA ³	546	NA		484	89%	520	95%
Borah	390	348	89%	353	91%	347	89%
Dalton	442	438	99%	369	84%	375	85%
Fernan	442	426	86%	361	82%	357	81%
Ramsey	572	738	129%	NA		NA	
Sorensen	312	314	100%	NA		NA	

¹October 2019 enrollment ²Based on Projected Resident Count in Attendance Zone

³ NExA - 2019 not reported as school was in former location

Color Key
Nearing capacity
Over capacity

Enrollment and Capacity Forecast: Secondary Attendance Areas

This table shows how middle schools are over capacity currently, and how Woodland and Lakes are expected to see student populations grow dramatically in the next 5 to 10 years, consistent with projected new residential development patterns. Likewise, Lake City High School's projected enrollment will increase significantly in 5-10 years as new residential developments are completed on the west side of the District.

These figures reflect attendance zone boundary adjustments for the two high schools, approved by the Board of Trustees in March 2020.

NO CHANGE IN MIDDLE SCHOOL BOUNDARIES: The attendance zones for the three middle schools were left as is. The Boundary Review Committee determined that due to current high enrollment in all three schools any adjustment in boundaries would only shuffle students between schools and not alleviate crowding, and that a new middle school is needed to provide capacity relief in the existing middle schools.

School	Capacity, without portables	2019		2024		2029	
		Enroll-ment ¹	Percent capacity	Enroll-ment ²	Percent capacity	Enroll-ment ²	Percent capacity
Canfield	852	863	101%	657	77%	647	76%
Lakes	692	712	102%	926	134%	976	141%
Woodland	740	907	122%	979	132%	1132	153%
Grades 6-8	2284	2482	109%	2572	113%	2755	121%
CHS	1560	1450	92%	1551	99%	1539	99%
LCHS	1590	1668	105%	1863	117%	2099	132%
Grades 9-12 ³	3150	3118	99%	3414	108%	3638	115%
Venture	255	175	72%	NA		NA	

¹October 2019 enrollment

²Based on Projected Resident Count in Attendance Zone

³CHS and LCHS only

Color Key
Nearing capacity
Over capacity

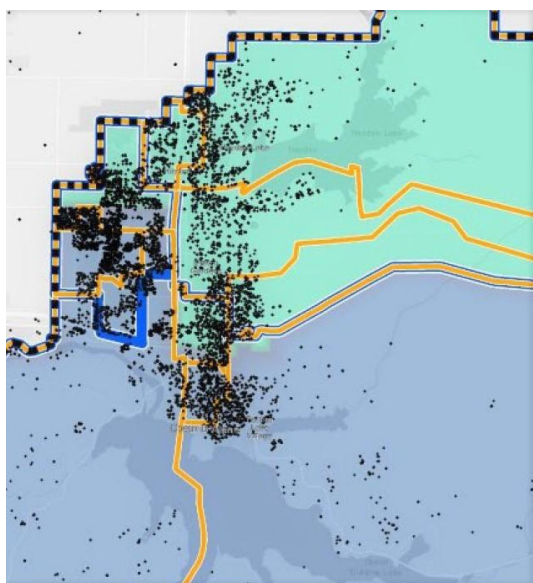
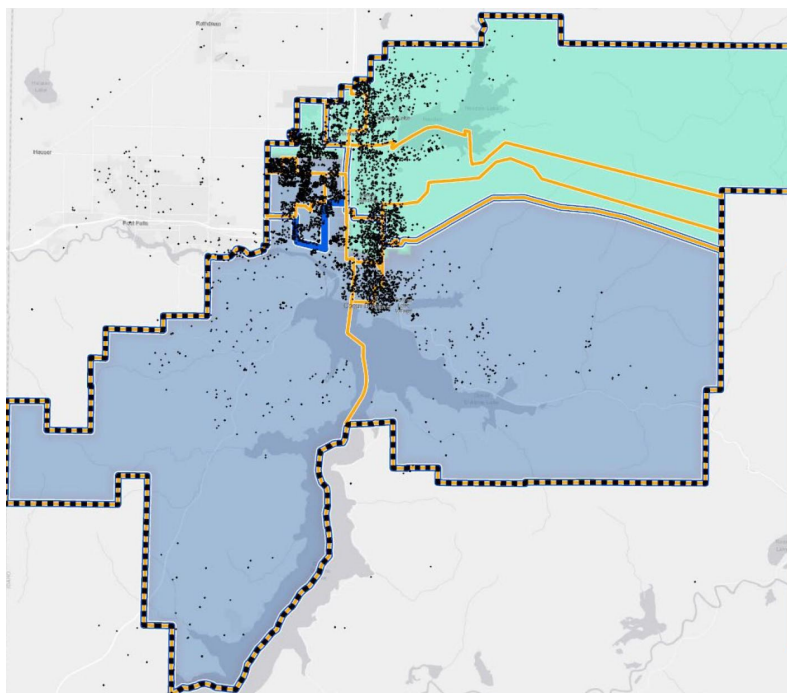
Appendix H

Residential Growth & Siting Analysis

Residential Growth and Siting Analysis

FLO Analytics worked with the District to produce the residential growth and land availability analysis on the following pages.

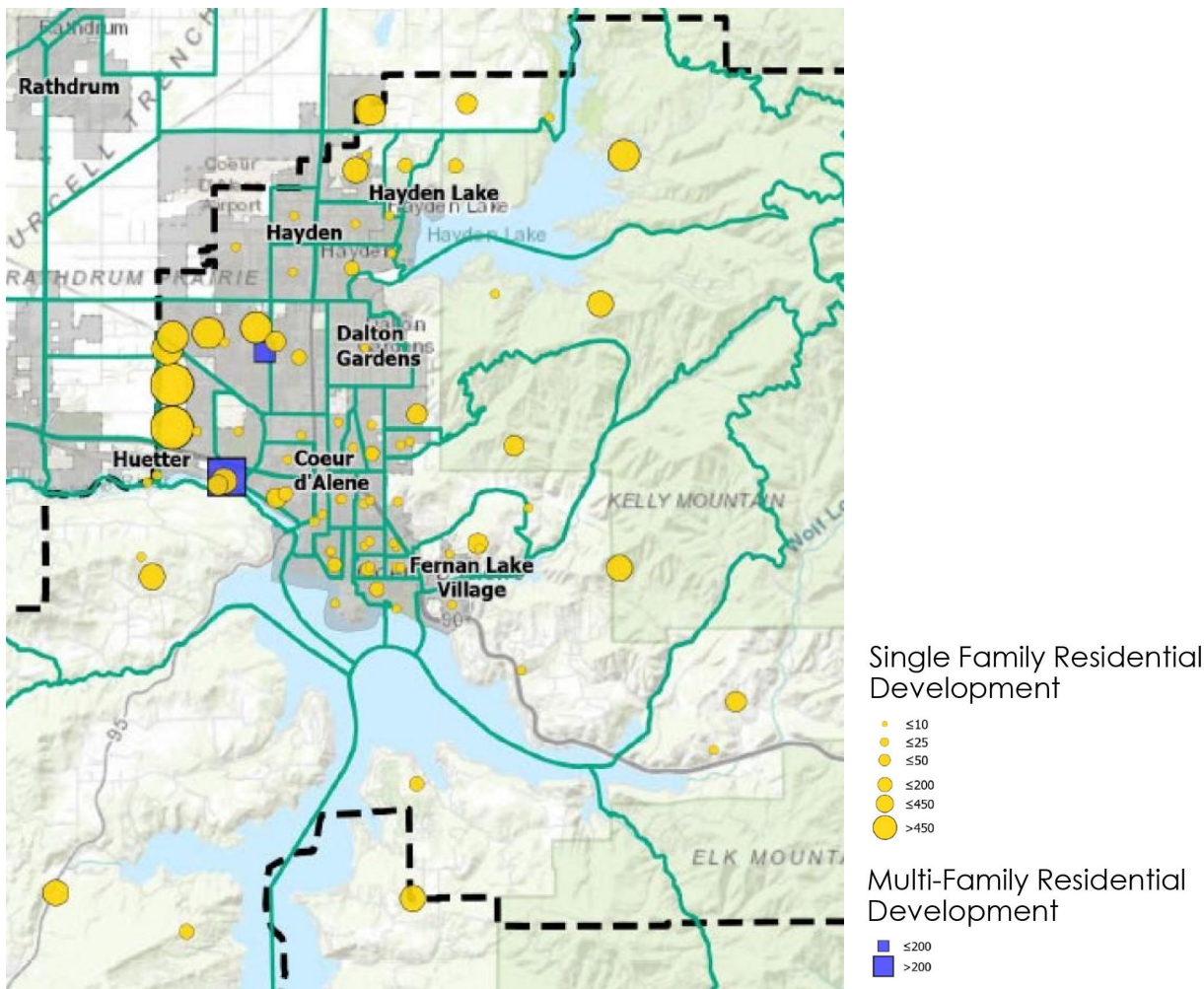
Student Density



Maps as shown here reflect former school zone boundaries, prior to 2020 updates.

Residential Development

This map shows expected residential development (single family, multifamily) in the school district based on city and county data collected and analyzed in the fall of 2019. Substantial residential growth will occur on the western edge of the District (immediately north of the “Huetter” label). To adequately accommodate the large number of school-aged children expected to reside in this area as large housing developments are completed, the District views the area as a high priority in identifying potential sites for new schools.



Siting Analysis (Land Availability)

Building sites for future schools are available primarily on the west side of the District, where appropriate-sized parcels remain available and where most future residential growth is expected to occur. The following siting analysis was prepared by FLO Analytics in the fall of 2019.

Results of Analysis

Excluding sites within one-quarter of a mile of the District boundary:

- Elementary School: 36 candidate sites, comprised of 94 parcels
- Middle School: 19 candidate sites, comprised of 68 parcels
- High School: 8 candidate sites, comprised of 44 parcels

Including sites within one-quarter of a mile of the District boundary:

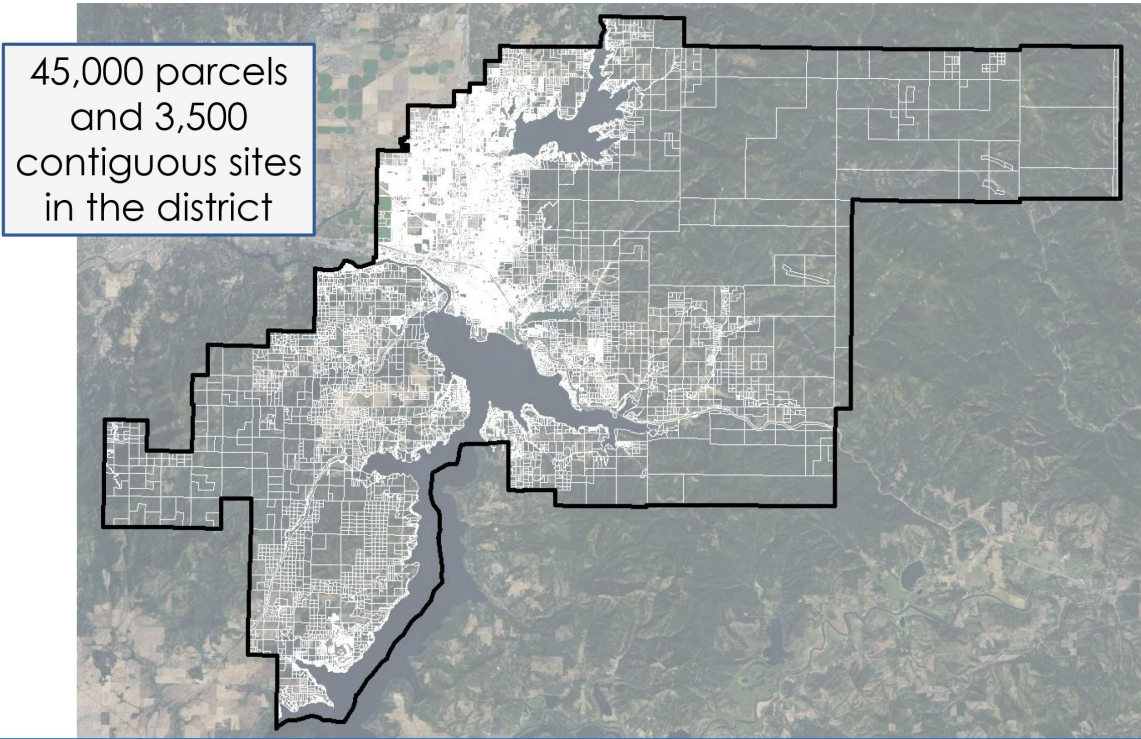
- Elementary School: 40 candidate sites, comprised of 100 parcels
- Middle School: 22 candidate sites, comprised of 73 parcels
- High School: 11 candidate sites, comprised of 49 parcels

Analysis Criteria

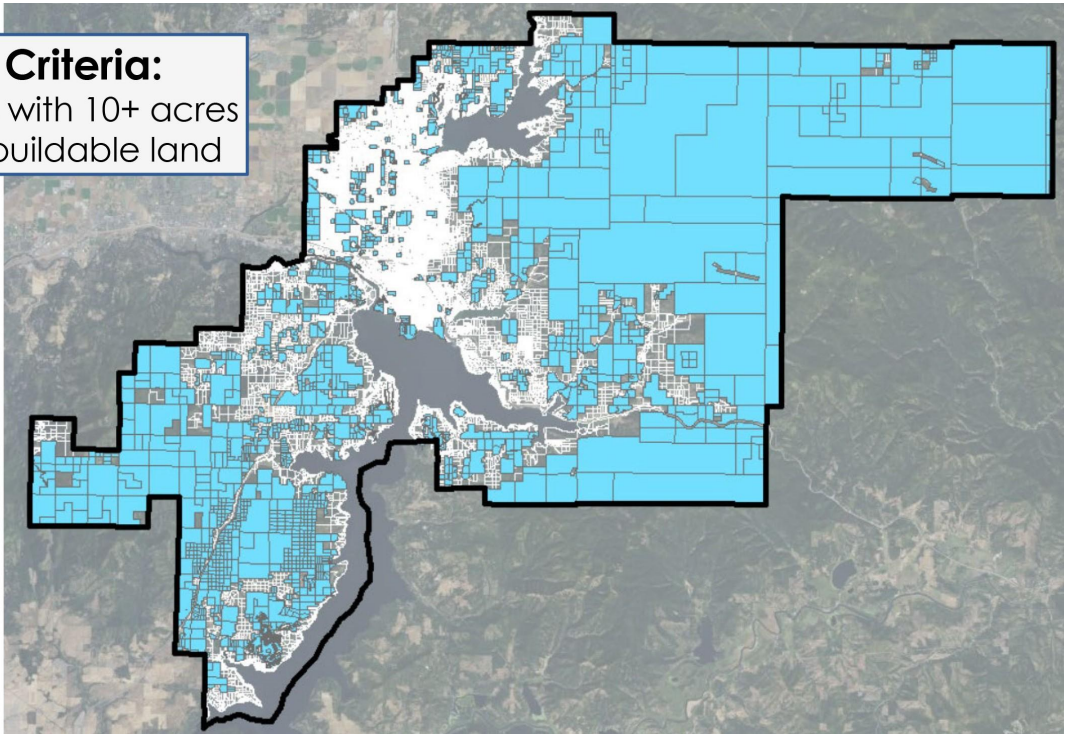
- Available minimum acreage on the site must not be located within a regulatory floodplain or wetland, nor on land with a slope exceeding 10%
- Located within city limits or area of city impact (ACI)
- Located 0.25 miles or more from a major highway or railroad
- Located outside airport zone
- Located within the district boundary but not closer than 0.25 mile to the edge (we reviewed scenarios with and without this criteria)
- The utilization of a site (improvement to land value ratio) must be < 50%, indicating vacancy or low cost to repurpose
- Site perimeter-to-area ratio (i.e. "squareness") must be < 2%
- Site evaluated for slated development, existing use (e.g. golf course, cemetery, etc.), or district preference/ownership
- Site zoning must allow for a school as a permitted use or conditional use
- Sites must meet the minimum size criteria:
 - 10 acres for elementary school
 - 20 acres for middle school
 - 40 acres for high school

A. Siting Analysis

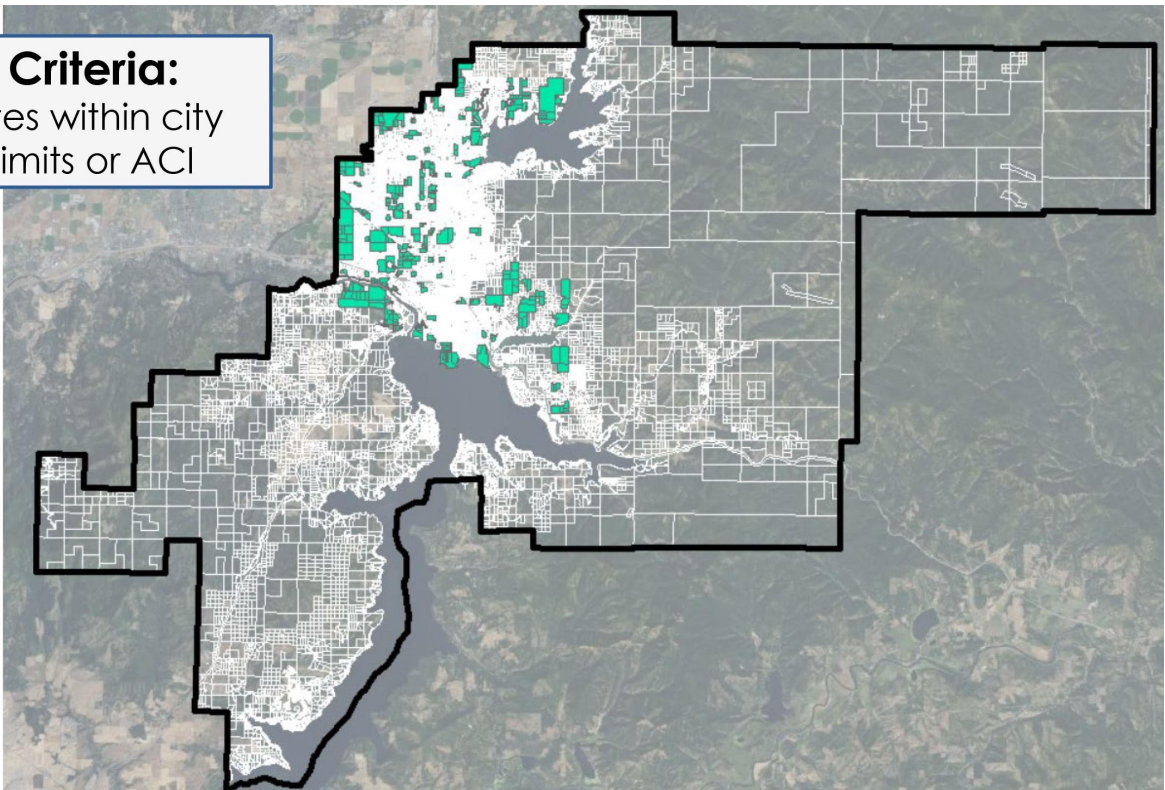
The following maps show the siting analysis with criteria that FLO Analytics produced in Fall 2019, resulting in the conclusions on pages 78-79.



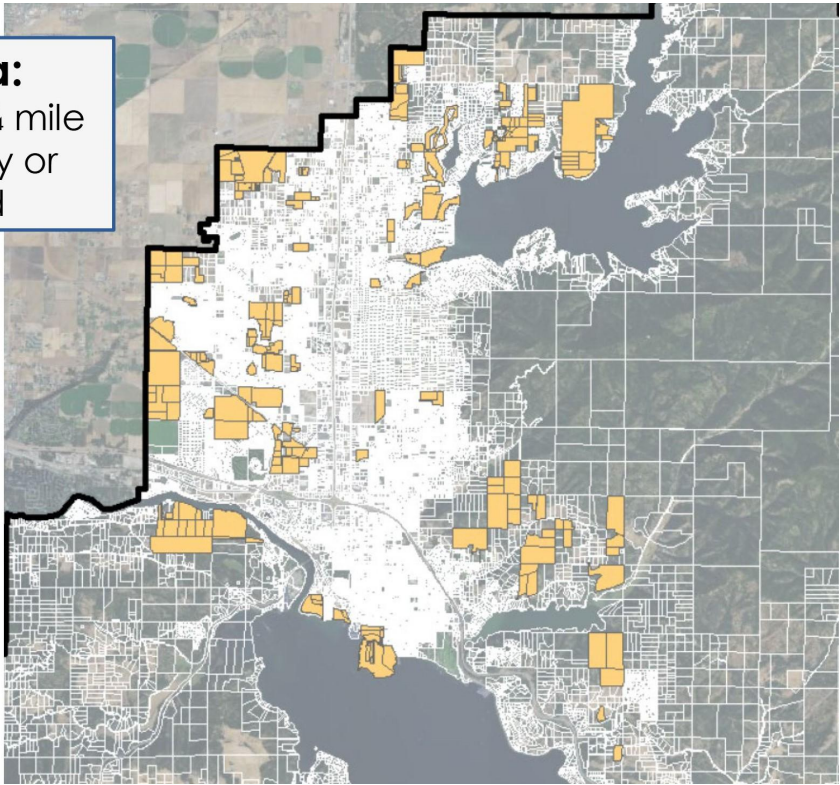
Criteria:
Sites with 10+ acres
of buildable land



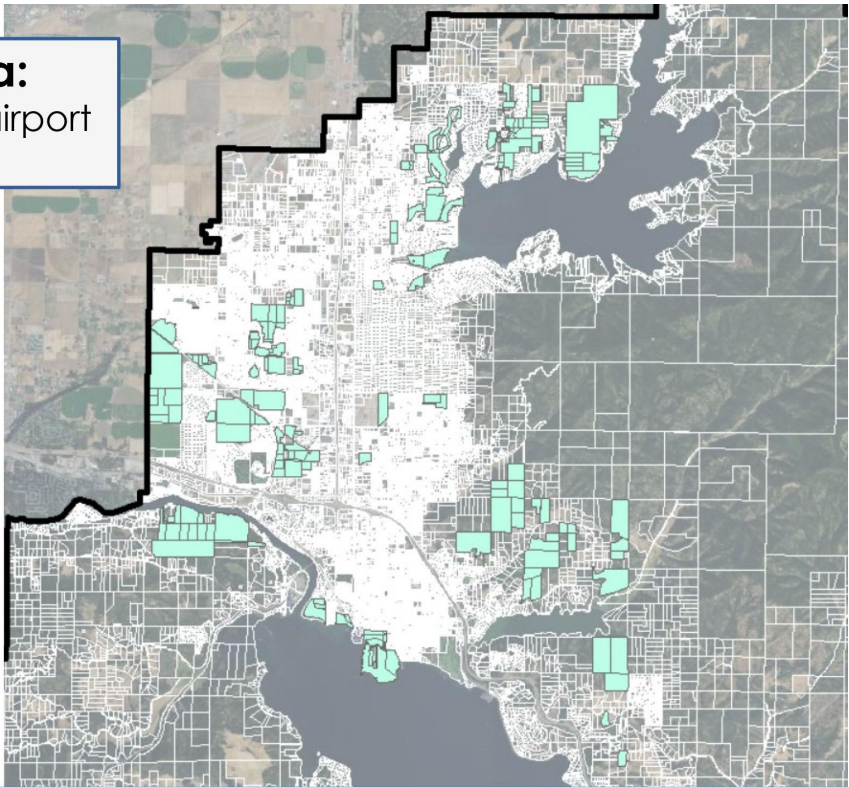
Criteria:
Sites within city
limits or ACI



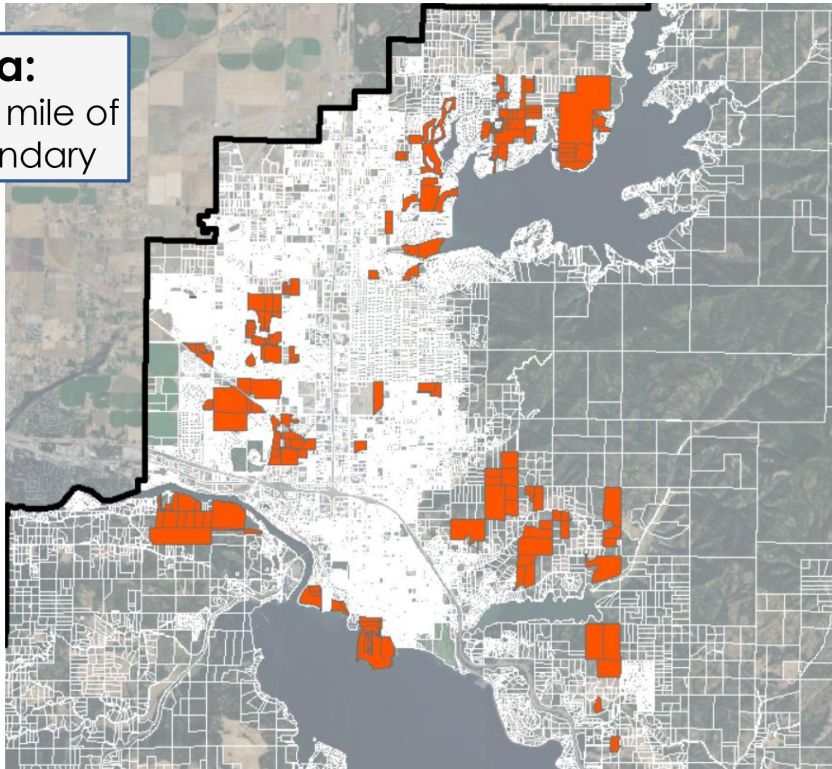
Criteria:
Not within ¼ mile
of highway or
railroad



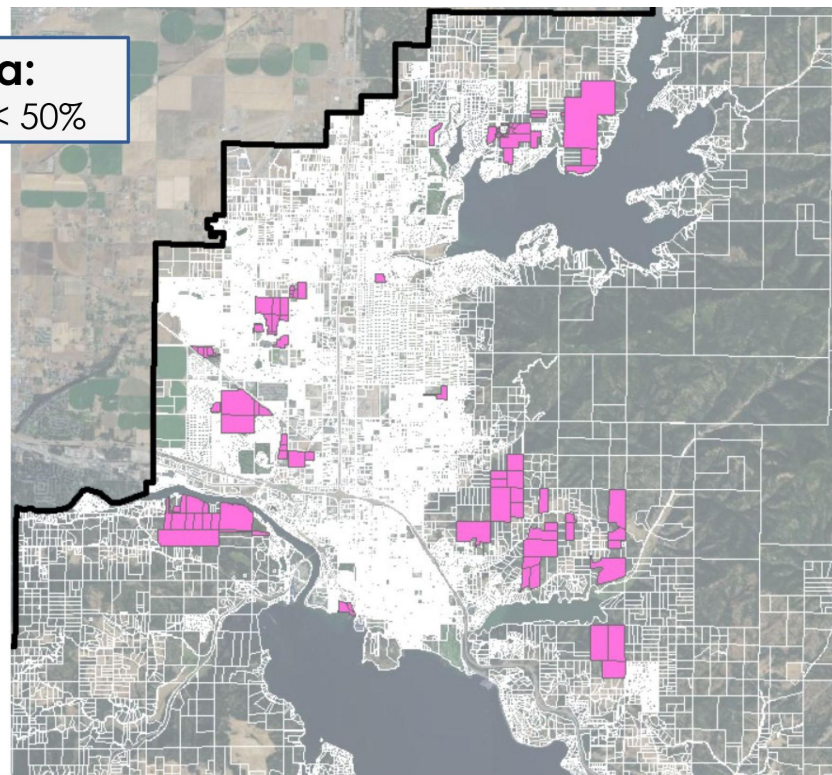
Criteria:
Not within airport
zone



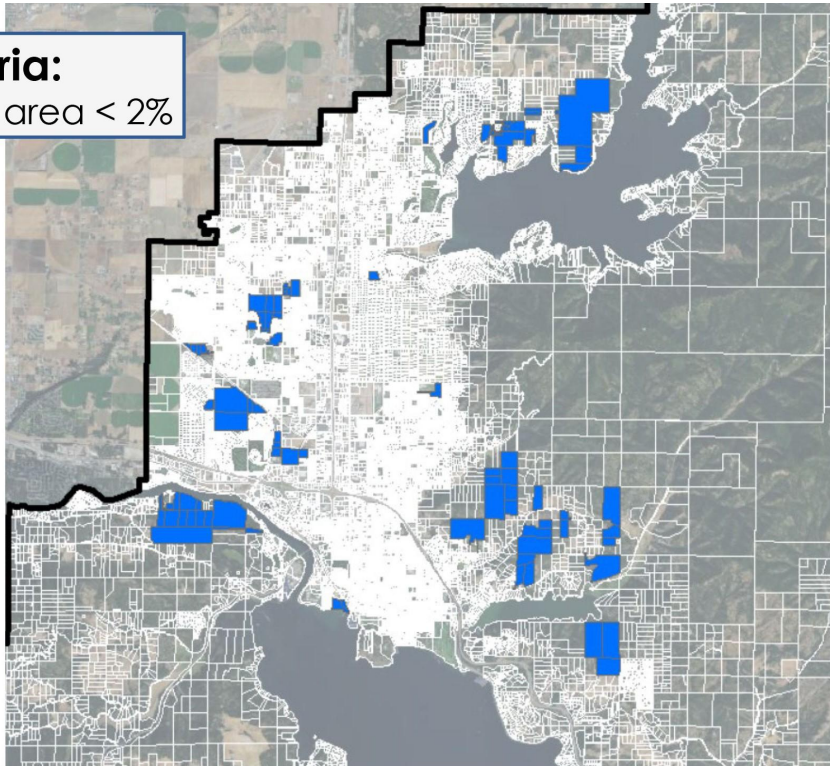
Criteria:
Not within ¼ mile of
district boundary



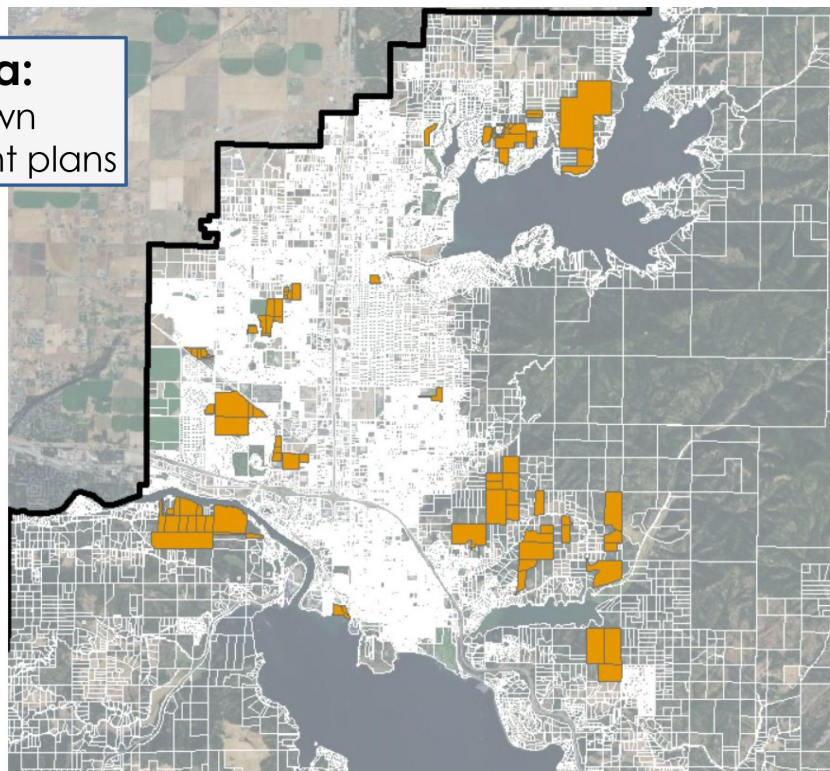
Criteria:
Utilization < 50%



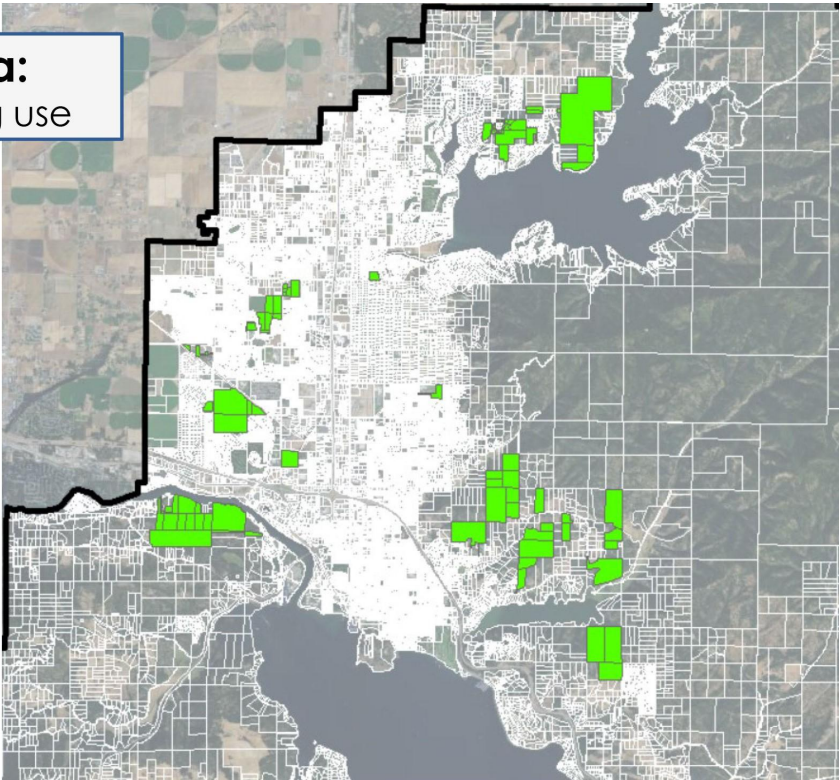
Criteria:
Perimeter to area < 2%



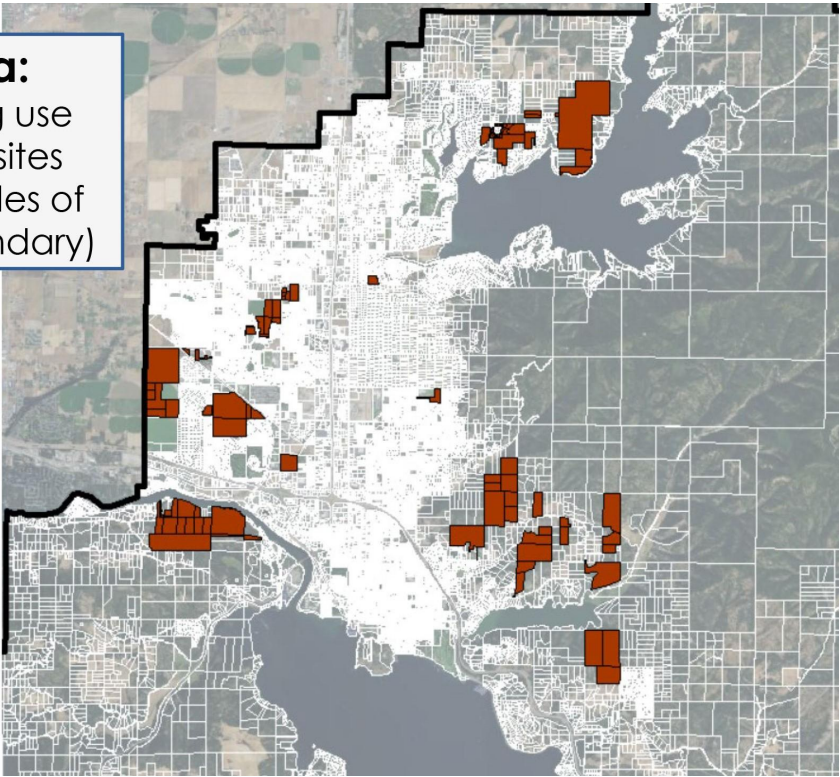
Criteria:
No known
development plans



Criteria:
No existing use



Criteria:
No existing use
(includes sites within ¼ miles of district boundary)



Appendix I
2021 Recommendations to Board of Trustees

Recommendations: 2021

Recommendations

To adequately meet the District's immediate and emerging facility needs, the Long Range Planning Committee submits the following recommendations to be implemented in phases over 10 years.

Immediate: Continue the plan in place to finalize and secure a 10-acre parcel and a 20-acre parcel on the west side of the District in the Lakeside Capital/Coeur Terre Development property. This will require the completion of the sale of the Hayden Lake School site. These two properties will secure immediate needs for land and set the District up for the implementation of Phase 1.

Phase 1: In this first phase of the 10-year plan, the District will focus on addressing the need for a new middle school, a new elementary school, and a new developmental preschool (Early Learning Center); addressing critical deferred maintenance needs; and providing a permanent home for the K-12 magnet school scheduled to open in September 2021.

The projects recommended in Phase 1 remain priorities even as enrollment projections remain fluid following a decline in overall enrollment of approximately 9 percent during the COVID-19 pandemic. The precise timing of the following projects will depend largely on enrollment recovery for the 2021-22 school year. Enrollment projections may also need to be adjusted in light of the ongoing housing boom in the District.

- **New middle school:** All three of the district's middle schools remain at or over capacity, and Woodland Middle School continues to rely on portable classrooms. Growth pressure on grades 6-8 can be expected to continue over the next few years. The incoming 6th grade class for 2021-22 has 100 more students than the current class. The District's highest priority will continue to be a new middle school to ease crowding and accommodate anticipated growth at these grade levels. Opening a fourth middle school will allow the District to modify middle school attendance zones, designate two middle schools to feed into each comprehensive high school, and reduce reliance on portable classrooms.
- **New elementary school:** Elementary enrollment fell by 670 students between April 2020 and May 2021. As of May 12, 2021, projections for elementary enrollment for September 2021 remained about 600 students below the pre-pandemic level. At this time it's difficult to know how soon our elementary schools will see enrollment recover and surpass the numbers from 2019-20. Additionally, opening our new K-12 magnet school in September 2021 will have some impact on enrollment in the other 11 elementary schools. Prior to the pandemic, the District identified a new elementary school as a high priority in the next few years to accommodate anticipated residential

development and growth, particularly on the west and north ends of the District. It would be prudent to continue to plan for a new elementary school to serve the fast-growing neighborhoods on the west and north ends of the District. Opening a new elementary school would ease capacity pressure in some of our existing schools, and would keep classroom sizes in line with District goals. It would further allow the District to decommission portable classrooms at the elementary level. Portables continue to be in use at Atlas, Skyway, Hayden Meadows and Ramsey schools. In a normal year, we have several hundred elementary students using these portable classrooms.

- **New developmental preschool:** In 2019 the district moved all of its developmental preschool classrooms to one location, the Early Learning Center. This is a leased building at Ramsey Road and Kathleen Avenue. Already the preschool program is poised to outgrow this facility. The preschool families and staff would benefit from being in a larger, District-owned facility.

- **Deferred maintenance:** The District has a growing list of deferred maintenance projects. The immediate priority continues to be addressing the most critical deferred maintenance needs in our facilities. Long term, we can establish a reliable, ongoing funding source to anticipate and responsibly address deferred maintenance needs.

- **K-12 Magnet School facility:** The District is considering leasing space in the short term for the September 2021 opening of the new K-12 magnet school approved by the Board of Trustees in March 2021. The District should provide a permanent home for the new K-12 magnet school, preferably on property the District already owns.

Phase 2: In the second phase of the 10-year plan, the District will propose a School Plant Facilities Levy (SPFL) to establish a multi-year source of funding for deferred maintenance and safety projects across the District.

Phase 3: In the third phase of the 10-year plan, the District will seek funding for:

- Construction of another new elementary school in response to projected growth in the District.
- Expand high school capacity, either through additions to one or more existing high schools or construction of a new high school.