

**Madrone Trail Proposal for the West
Side School Site**

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Executive Summary

In our original search for a facility in 2007, we had identified the West Side facility as a potential location for Madrone Trail Public Charter School. This proposal is to reaffirm our interest in this facility and reopen a discussion about a potential agreement for use of the campus.

This document provides the Medford School District with

- ✓ The objective of the proposal
- ✓ A statement of needs
- ✓ A situation analysis
- ✓ Proposed terms of the agreement
- ✓ A mutually beneficial partnership between the Medford School District 549C and the Madrone Trail Public Charter School with respect to the utilization of West Side

This preliminary proposal was drafted with the input from the Board of Directors of Madrone Trail, the School Director, Mme Corinne Brion, and the Site Committee, an administrative committee constituted of parents and faculty. This final version incorporates feedback and input from Dr. Phil Long, Superintendent of the Medford School District and members of his cabinet.

The proposal demonstrates how this partnership will help both organizations focus on their common educational mission and addresses important criteria for the business decision making process, mainly the variable costs of maintaining the West Side school and the opportunity cost of Madrone Trail occupying it. Furthermore, it is Madrone Trail's responsibility to prove prudence in the management of our finances to our sponsor, the Medford School District. In this aim, our focus is on balancing our budget while maximizing our resources allocation toward classroom direct and support expenses to protect the quality of our program. As we are still in our capacity-building phase and given the sudden sharp decrease in funding affected by the economic downturn, reduced rate of state school fund revenue (80% per our contract), the relocation and its transitional issues and our small size, the offer made in this proposal represents a good faith effort by Madrone Trail to make a fair contribution into this partnership, short of financially overextending ourselves.

We hope the information presented here will help guide the negotiation process and encourage a focus on the students who will be the ultimate beneficiaries of the resolution. In order to uphold our shared mission in education, our hope is that the children's interests and needs will remain at the heart of this collaborative decision by the Medford School District Board and the Madrone Trail Public Charter School Board. The aim is to maximize the return on investment of the school district's assets and that of our resources to help guide this priceless opportunity for an alternative choice of a Waldorf-inspired education for

children in the Rogue Valley that the Medford School District entrusted us. We urge the Medford School District's support for this proposal to resolve one of the most crucial foundations for the academic success of our students – a permanent school facility and home.

Objective of the Proposal

This proposal is intended to reopen the discussion and negotiation for establishing the West Side School facility, located on Ross Lane in Central Point, as the new home for Madrone Trail Public Charter School.

Our objective is to develop a mutually beneficial utilization of the West Side School facility that will allow the Medford School District to achieve the most efficient use of its assets and Madrone Trail Public Charter School to allocate its limited resources prudently to resolve its requirement for a new facility. This proposal is designed to ultimately assist both organizations in arriving at a collaborative solution that will help successfully accomplish both organizations' shared mission of providing the children of our community with a safe and productive educational environment.

Audience

The primary audience of this proposal includes the decision makers, evaluators and developers of the proposal from both sides who represent the Medford School District, including Medford School District board members, Dr. Phil Long, Superintendent of the Medford School District and his cabinet, as well as the board of Madrone Trail Public Charter School, Mme Corinne Brion, the School Director and the Madrone Trail Site Committee.

In addition, this document will also be available for review by other stakeholders of the school community to provide them with important information about the future site of the school. The stakeholders include faculty members and parents of the school whose commitment is essential to the proposed site and to this eventual growth in partnership between Medford School District and Madrone Trail Public Charter School. The stakeholders' understanding of the underpinnings of the proposal will help solidify their support of the school's relocation to this site and their commitment in sustaining the partnership.

Approach

This document primarily contains input from stakeholders from Madrone Trail Public Charter School, information from the school district Facility Management department, county information on the West Side property, direct information from Modern Building Systems and a direct survey with charter schools in Oregon. Historical information was researched in the Mail Tribune archives. Feedback and suggestions from the Medford School District are also incorporated.

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Statement of Needs

Madrone Trail Public Charter School currently faces significant challenges in locating a facility that can ensure our long-term stability and accommodate the needs of our school as it continues to grow. Our needs include:

- ✓ A facility the size of which can be scalable to allow further expansion as we progressively add grade levels as part of our systematic growth strategy
- ✓ Sizeable green spaces for gardening, farming, play and other outdoor activities to address our pedagogical requirements
- ✓ Madrone Trail will outgrow our existing facility by the end of this academic year (June 2009). The school needs to resolve the relocation of our facility immediately.

Why the difficulties?

- ✓ Zoning requirements for schools prohibit the location of elementary school facilities in commercial or industrial areas. These regulations make it impossible for Madrone Trail to consider most commercial properties within the Medford School District boundary and severely restrict our options.
- ✓ We have found that it is prohibitively costly and impractical to retrofit a residential building to meet school building codes. In addition, these types of modification would not likely meet our long-term growth needs or the approval of the property owners, especially on a short-term lease agreement.
- ✓ Madrone Trail would consider the option to purchase land and build a facility, but the time, effort and costs required to design a capital campaign and engage the school in a project of this magnitude are prohibitive, particularly under the current economic landscape.
- ✓ Financing the cost of the facility entirely by lending institutions is also impractical, as it will take the school at least a few years to build up a sufficient credit track record.
- ✓ Our initial charter agreement term of 3 years also presents too limited of a horizon to be considered viable by most lenders.
- ✓ Lenders who specialize in this market tend to primarily consider charter schools that are already at full capacity in order to determine final facility and financing requirements. Our gradual growth strategy does not position us favorably in this regard at this point in our growth stage.

Situation Analysis

Our situation analysis includes the following sections to provide decision makers and stakeholders with relevant background information about our proposal:

- ✓ Status of our current site
- ✓ Alternative options
- ✓ West Side School
 - ✓ History and status of the West Side School
 - ✓ Evaluation of West Side facility
- ✓ Overview of the school finances
- ✓ Community perspective on this potential partnership.

Status of Our Current Site

Madrone Trail is currently located at 129 N. Oakdale Street, in the center of downtown Medford. Our current lease was termed for 2 years ending in July 2009 with an option to renew the lease. The capacity of the facility, a 3,666 sqft building, reaches its maximum this academic year with four classes, K-3rd grade. We are required to look for other alternatives to accommodate our projected growth next year.

Beside the issue of inadequate space, the location of the current facility is less than ideal for Madrone Trail. The perceived security and safety issues of the location and the lack of green spaces needed to properly implement the Waldorf curriculum are compromising our educational mission. According to parents' feedback, these issues are also important factors in enrollment decisions that may jeopardize our long-term growth if not resolved.

Alternative Options

Given our current limited resources and the restrictions on zoning and building requirements for schools, looking for a large facility to accommodate the entire school in one location remains a serious challenge. Our current alternatives are

1. Locating a farm for lease-to-purchase and renovate it as we grow.

2. Finding additional separate facilities to accommodate a new grade each year as we grow with the results of having geographically dispersed campuses within the Medford School District boundary.

The first option, leasing a farm property, will be difficult to realize, as farms are usually for sale and not for lease. Furthermore, it is uncertain whether the school will be successful in requesting a variance in zoning to allow for a school on the premise and such a variance application would further delay the process. In addition, the capital required to convert a farm building with a rugged utilitarian structure designed for agriculture into a comfortable school facility for children would probably exceed our financial resources at this time.

The second option, dispersing the school into multiple facilities, has serious drawbacks and is not considered acceptable by a significant number of parents, especially those with multiple children in our school. Furthermore, this option would also increase our overhead expenses exponentially in terms of rent, support and oversight by administrative staff and facility maintenance expenses to support multiple campuses that are geographically dispersed.

West Side School

History and Status of West Side School

- ✓ The West Side School was built in the early 1900's in Central Point and ceased to be used as a school in the 1980's.
- ✓ Subsequently, the Navy Reserve Center leased the property from the Medford School District at \$44,000/year for about 14 years (Mail Tribune Sept 98)
- ✓ In an effort to keep the Santo Community Center to serve the West Medford community, the City of Medford entered into an agreement with the Navy and offered to continue the lease of the West Side School in 1998 for 10 years with the City of Medford paying a rent of \$44,000/year to the Medford School District on behalf of the Navy. (Mail Tribune 98)
- ✓ The Medford School District was to spend \$250,000 to upgrade the building at the request of the Navy (Mail Tribune 99) as part of the above arrangement
- ✓ The Navy Reserve Center vacated the building in October 2006 following a federal downsizing plan.
- ✓ The West Side School underwent extensive upgrade last year (costing about \$350,000), including lease and installation of three modular units, in order to house

students from Jackson Elementary School temporarily until Jackson Elementary School's renovation is complete.

- ✓ The West Side facility is projected to be available in January 2010 following the relocation of Jackson school students back to the newly renovated Jackson Elementary School.

Evaluation of the West Side Facility

From our preliminary visits to the site, the West Side facility seems to offer all the essential elements that Madrone Trail is looking for in a school facility:

- ✓ Green spaces with mature landscape
- ✓ Spacious classrooms
- ✓ Rural setting
- ✓ Room to expand with new grades each year
- ✓ Location within the Medford School District boundary
- ✓ Central to most communities in the Rogue Valley

Based on our visits, review of the County building permit file and information provided by Mark Button, the Facility Manager of Medford School District, the School District seems to have already addressed most major issues to meet school building codes during the renovation in the summer of 2006, prior to relocating students from Jackson Elementary School. A few minor issues remain to be addressed:

1. Some existing floors (i.e. linoleum) that were not upgraded might need to be replaced eventually.

2. Existing windows are single pane and will eventually need to be replaced with more energy efficient windows as our budget allows.
3. The number of parking spaces required for a school of our size needs to be addressed as we grow.

In addition, Madrone Trail projects the following requirements pertaining specifically to our use of the facility that will need to be fulfilled, some in the immediate future and others eventually, if the proposal is approved:

1. Enhancements for our use: Madrone Trail will need to enhance the existing facility with some new paint, decoration and grounds improvement to support the Waldorf curriculum.
2. Expansion Plan: Madrone Trail will eventually outgrow the existing buildings at the West Side facility and will need to plan for expansion via portables or additional buildings. It is estimated that the current buildings will accommodate at the most seven or eight classes; this estimate will be verified during the relocation planning process. To support the ultimate expansion plan and as a lower cost alternative to adding new buildings to the campus, Madrone Trail may consider purchasing one or two portables that are currently on site and being leased by the Medford School District.
3. Purchase of the Facility: Madrone Trail may consider purchasing this facility at some point prior to adding new buildings to the campus, unless leasing or purchasing portables is a viable option.

Overall, the West Side facility, which was originally designed and built as a school, has great potential and meets the immediate needs of Madrone. The few outstanding improvements needed should be well within our projected budgetary and fund-raising capabilities to address as we grow.

In the long term, the West Side's scalable size and rural environment beautifully address the school's systematic growth strategy and the pedagogical requirements of Waldorf education. In conclusion, the West Side school is our most appropriate and preferred alternative at this time.

Madrone Trail Finances

Background information on Madrone Trail finances is important to give some perspective regarding the long-term sustainability of our proposal and its reasonableness. Please see Appendix A for an overview of our school's financial structure and general financial status.

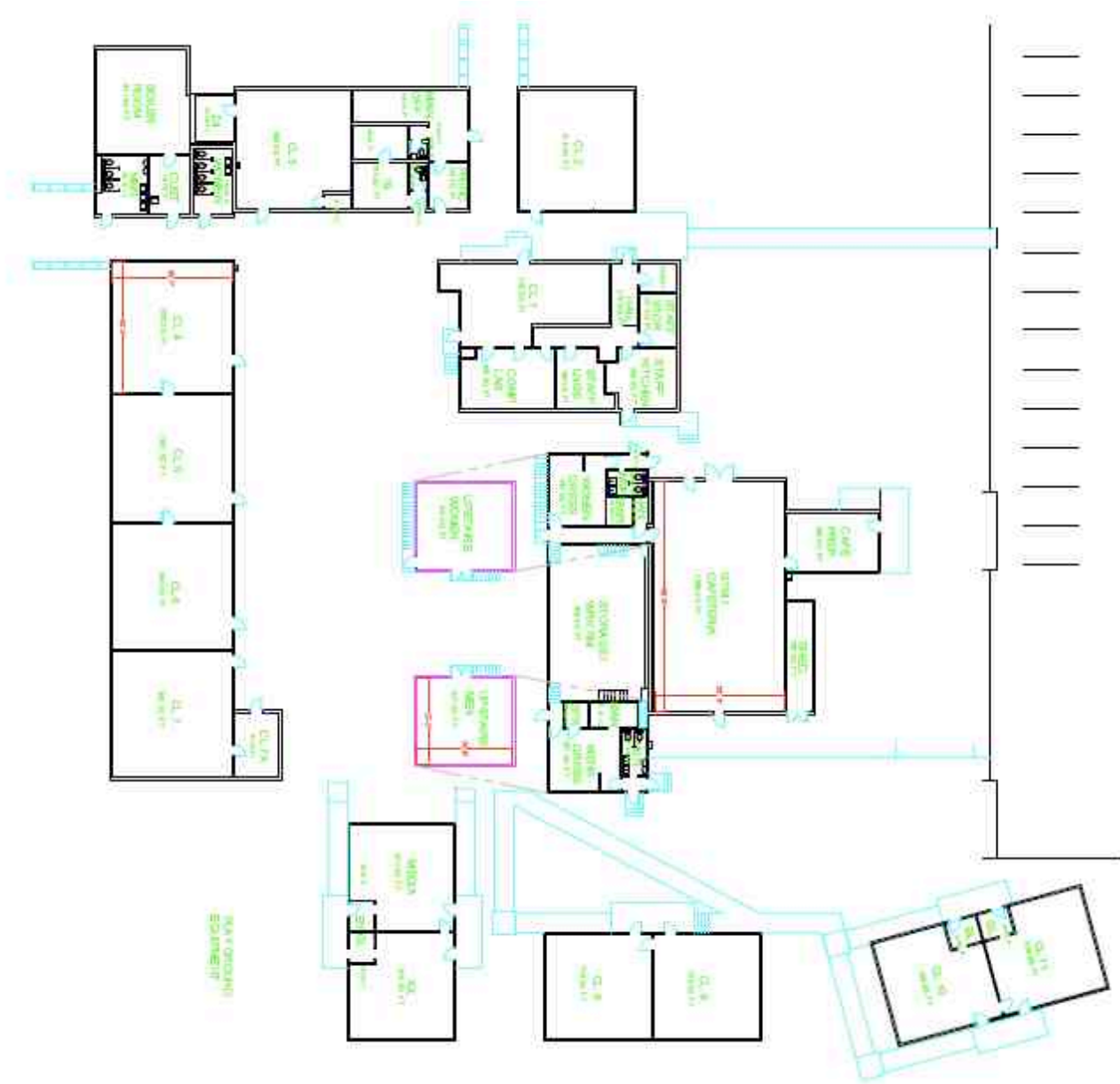
The focus of our discussion primarily revolves around our management of overhead expenses and direct expenses of delivering academic services. Our financial goal is to support the school's ability to maintain the best educational offering possible, given our limited resources and the costs to maintain the level of accountability required of us as a public entity.

Community's Perspective on this Potential Partnership

The Madrone Trail school community is very interested in the option of leasing the West Side School facility from the school district. Our community members would view this opportunity as representing a significant gesture of support by the Medford School District and a confirmation of the District's commitment to Madrone Trail, the first educational alternative granted to the parents in the Rogue Valley.

To the school community, which is still new to the charter school concept, Madrone Trail is considered primarily a public school, and there is an expectation among parents for a strong and tangible support from the school district, as sponsor. This potential arrangement will be a significant step toward meeting this expectation. According to a survey conducted by Charter School Development Center, the most successful charter schools in Oregon are those that either receive a higher rate than the minimum allowed ADMw per charter schools legislation or a facility from their sponsor or both (higher ADM and facility).

In addition, the community's confidence in the school's facility and location plays an important role in parents' decision to enroll their children at a charter school. Our school has been able to demonstrate an outstandingly high average rate of enrollment (approximately 80% during the first two years) compared to other start-up charter schools in the state (less than 50% during the beginning years). Relocating to a facility that will accommodate our long-term growth and vision and is in a safer neighborhood will certainly project an image of stability that parents will appreciate. The relocation of the school to the West Side site will definitely be a major factor attracting additional parents and helping boost enrollment to our maximum capacity.

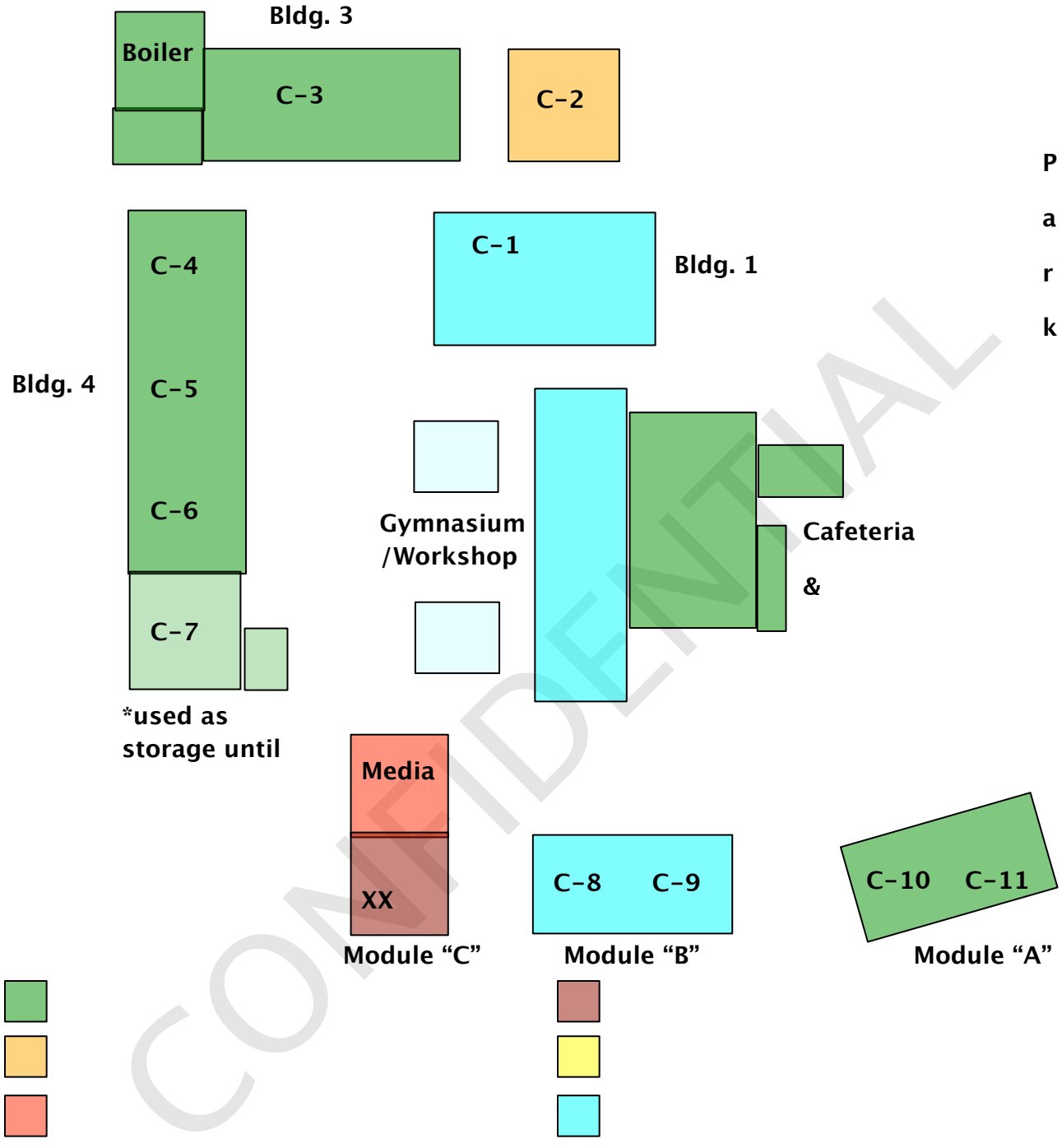


School Year '09-10
 School Year '10-11
 School Year '11-12
 or '14

School Year '12-13
 School Year '13-14
 to be determined as needed in '12, '13

Figure 1. West Side Facility – Site Map with proposed use of buildings in sequential school years.

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Proposed Terms of the Agreement

Proposed space to be used in sequential years:

Due to Madrone Trail's systematic growth strategy, wherein a new subsequent grade is added each year (up to Grade 8), we will not initially need to use the full Westside facility, but will utilize additional available space as the school grows (see Figure 1 – Site Map).

School Year (SY) '09-10 – Beginning in February 2010, we are interested in using the following facilities (see Appendix B for details of rooms and square footage):

Building 3 – including Classroom 3 and administration rooms.

Building 4 – including Classrooms 4, 5 and 6 , as well as rooms 7/&7A, which will be used as storage until Aug 2013 since the district warehouse cannot accommodate our assets.

Module “A” – including classrooms 10-11 and restrooms

Cafeteria – including kitchen and shed.

Total space = 9,410 sqft of classroom and office space + 1,174 sqft of storage space + 641 sqft for boiler room.

School Year '10-11 (Aug-July) – In addition to the above space, we propose to add

Building 2 – which includes only Classroom 2 and stands alone.

Total space = 10,320 sqft of classroom and office space + 1,174 sqft of storage space+ 641 sqft for boiler room.

School Year '11-12 – In addition to the above space, we propose to add

Module “C” (in part) – half of unit currently the “Media” room and corresponding bathroom.

Total space = 11,042 sqft of classroom and office space + 1,174 sqft of storage space + 641 sqft for boiler room.

School Year '12-13 – In addition to the above space, we propose to add the other half of the modular unit.

Module “C” (in part) – second half of unit currently the “Media” room.

Total space = 11,764 sqft of classroom and office space + 1,174 sqft of storage space + 641 sqft for boiler room.

School Year '13-14 – We would convert the use of Classroom 7 and adjacent small room CL7a from storage space to classroom space.

Total space = 12,938 sqft of classroom and office space + 641 sqft for boiler room.

In addition, depending on our needs for additional support spaces and the school district's needs for these areas, we may need to utilize other portions of the remaining facility – as follows:

- a) Building 1, with Classroom 1 and offices/special use rooms (likely the third year; 2,025 sqft).
- b) Remaining space in the Gymnasium building: Storage Work room (old stage), upstairs rooms that are currently used for office and light storage, bathrooms, dressing rooms, shower rooms, etc. (likely the fifth year; 2,923 sqft).
- c) Module “B” (as need arises; 1,456 sqft).

The entire facility will be approximately 19,342 sqft + 641 sqft for boiler room, based on data from the plan provided by the Medford School District Facility Management Office.

Modular units:

The three existing modular units add substantial value to the West Side facility and represented a capital investment to the Medford School District when they were leased and physically installed (including necessary structural improvements to grounds/bldg. site) to meet the facility needs for interim housing of Jackson Elementary during renovation of the principal Jackson Elementary School site. The three modular units (currently leased by Medford School District from Modern Building Systems until Jackson students vacate the West Side facility), especially the two with bathrooms will also be critical to Madrone Trail as part of our scalable expansion plan. If these modular units are removed, it will be prohibitively costly for Madrone Trail to add them back in later on; Madrone Trail will unlikely to be in the position to initiate a capital campaign when we still are in the capacity building phase. For this reason, Madrone Trail respectfully requests that the Medford School District considers the purchase of these buildings. In the interim, the units that are not immediately occupied by Madrone Trail may be rented out by the District to other appropriate tenants or serve as storage space for the District itself, thus providing additional value to the District. In addition, the modular buildings increase the long-term real estate value and desirability of the facility for the Medford School District and/or potential buyers.

The current purchase value of each unit is estimated at \$45,000 (quote by Modern Building Systems, 6/2/09), and the estimated cost of removal would be \$17,460/unit (from Facility Management Dept. MSD). Therefore, the equivalent net value of each unit is currently \$27,540 to the Medford School District if the buildings are left on site, rather than being removed. According to Modern Building Systems, there is a life expectancy of 30 years on this type of buildings. Therefore, the annual cost for purchasing and keeping the units on site is approximately \$1,000/unit (net value \$27,540 / 30 years).

Madrone Trail proposes to pay \$1,000/unit/year to Medford School District when we start occupying a particular modular unit. Therefore, during the time frame of this agreement, Madrone Trail will be paying \$5,000 for five years of leasing Module "A" (classrooms 10, and 11 and restrooms) and \$3,000 for three years of leasing Module "C" (Media room and restrooms). Depending on whether we decide to utilize the third modular the fifth year, the total payment will be \$8,000–\$9,000, or approximately 10% of the net cost to the Medford School District to keep these units ($\$27,540 \times 3 = \$82,620$). In future agreements, the full annual net cost of the three units would be covered. This option allows Madrone Trail to participate in the sharing of the costs of these buildings and the Medford School District will be able to preserve the capital investment that was put into these buildings with the initial installation and structural improvements to ground areas surrounding these units.

Initial Duration of the Agreement: Five years from the academic year that Madrone Trail relocates to the site with an option to renew. The timeframe of this agreement is expected to start in Jan/Feb 2010 (or when the facility is available should the construction schedule be pushed out to a later date in 2010) and continue through July 2014.

Start Date: January–February 2010, or when the facility becomes available. The objective is to try to move in as quickly as possible following the relocation of Jackson Elementary school from the premise.

End Date: The end date will be a date determined in January of 2014 between the Medford School District and Madrone Trail, if no communication about Madrone Trail's intent to renew the agreement is received before January 1st of the last year of the agreement.

Renewal Date: Madrone Trail will communicate in writing to the Medford School District its intent to renew this agreement no later than December 31st of the year preceding the last year of the agreement.

Termination of the agreement before July 2014:

Cancellation Option: Madrone Trail shall have the option to cancel the agreement upon non-renewal or termination of the charter. The end date will be a date arranged between the Medford School District and Madrone Trail following the communication of the non-renewal or termination of the charter agreement. Madrone Trail shall not incur any additional liabilities beyond the liabilities incurred up to the end date of the agreement.

Termination Option: Madrone Trail shall have the option to terminate the agreement any time during the duration of the agreement with

- a) A minimum of 180 days advance written notice prior to its proposed effective date of the termination of the agreement to the Medford School District before relocating to a different facility.

- b) A minimum of 60 days advance written notice prior to the proposed effective date of the termination to the Medford School District, if the termination is for other causes such as dissolution or closure of Madrone Trail for financial insolvency or other reasons.

Amendment: Either party, the Medford School District or Madrone Trail shall have the ability to request changes or amendments to this agreement to reflect any changes in legislation affecting charter schools.

Tenant's Responsibilities:

In exchange for the proposed use of the facilities, Madrone Trail shall be responsible for

- ✓ **Property insurance** for the entire facility at the start of the agreement period for the duration of the agreement at the level required by the Medford School District Board, per the charter agreement.
- ✓ **Ground maintenance of the area surrounding the buildings and HVAC maintenance** (any other mechanical maintenance needs to be disclosed as soon as possible during the negotiation process).
- ✓ **Janitorial duties** to keep a sanitary and healthy environment for students.
- ✓ **All utilities** associated with the site located at the address of 3070 Ross Lane, Central Point. The different utilities with associated estimated costs are described in the following table.
- ✓ **A reserved fund for repairs** of \$12,000/year, in addition to the regularly scheduled maintenance above – This amount or the balance thereof will roll-over to the following year if not used up. Hopefully, this fund will accumulate over the years and will provide Madrone Trail with adequate resources to maintain the facility independently without having to resort to any assistance from the Medford School District until we exhaust this fund. At the termination of the agreement, any balance from this fund will remain with Madrone Trail. Part of the old floor that was not replaced and all single-pane windows will be repaired on as needed basis within the budget of the above mentioned reserve fund, unless other resources, such as grant awards for this purpose become available to Madrone Trail.
- ✓ **All cosmetic enhancements** related to curriculum: Painting of classrooms (inside and out) and ground enhancement such as plants, flower and vegetable beds, etc. The finance of these enhancements will be separate from the reserved fund for repairs.

Table 1. West Side Facility Maintenance Costs (Occupied) – Associated costs of utilities and maintenance expenses (except for an estimate for janitorial services) are based on the current costs provided by the school district facility management plus a 3% increase for each subsequent year. The estimate for facility and liability insurance was provided by Protectors Insurance and includes a projected 10% average annual increase on the cost of insurance as advised by Protectors Insurance. * School Year 2009–10 will begin on-site in January/February 2010 and run through August 2010.

| | SCHOOL YEAR | | | | |
|---|--------------------|-----------------|-----------------|-----------------|-----------------|
| | SY '09–10* | SY '10–11 | SY '11–12 | SY '12–13 | SY '13–14 |
| | K – 4th | K – 5th | K – 6th | K – 7th | K – 8th |
| Property Insurance | \$9,000 | \$9,810 | \$10,693 | \$11,655 | \$12,704 |
| Ground Maintenance | \$6,000 | \$6,180 | \$6,365 | \$6,556 | \$6,753 |
| Janitorial | \$20,000 | \$20,600 | \$21,218 | \$21,855 | \$22,510 |
| Utilities | \$24,000 | \$24,720 | \$25,462 | \$26,225 | \$27,012 |
| HVAC | \$3,600 | \$3,708 | \$3,819 | \$3,934 | \$4,052 |
| Alarm & Fire | \$900 | \$927 | \$955 | \$983 | \$1,013 |
| Phone lines for Alarm & Fire | \$1,200 | \$1,236 | \$1,273 | \$1,311 | \$1,351 |
| Fiber Connection | \$2,400 | \$2,472 | \$2,546 | \$2,623 | \$2,701 |
| Data & Voice Lines | \$1,500 | \$1,545 | \$1,591 | \$1,639 | \$1,688 |
| Maintenance Reserve | \$12,000 | \$12,000 | \$12,000 | \$12,000 | \$12,000 |
| Total Facility Overhead Cost (Occupied): | \$80,600 | \$83,198 | \$85,922 | \$88,781 | \$91,784 |

Tenant's Rights:

Madrone Trail shall have the ability to:

- ✓ Occupy the proposed rental space and the proposed storage space.
- ✓ Madrone Trail and Medford School District shall discuss within the agreement period use of the areas indicated as uncertain under Proposed Space to be Used when the needs for additional spaces arise, which is projected to start around the third year of the agreement period.
- ✓ Have use of the field and track on the property for school events.
- ✓ Perform cosmetic enhancements such as painting on classroom walls inside and out and have a garden for fruits and vegetables.
- ✓ Modify compartmented space in modules as needed.
- ✓ Add portables as necessary on the premises.
- ✓ Add sheds to store playground, gardening or farming equipment.
- ✓ Replace or refurbish non-structural components, such as the part of the old floor covering that was not upgraded or the single-pane windows, as needed or as our budget permits.
- ✓ Convert the current cafeteria back to a stage as our budget permits if this can be done according to county codes.
- ✓ Share certain common areas of the school and/or the outdoor with other non-profit groups within the community to enrich our offering, i.e., the YMCA or Kid's Unlimited or third parties for an after-care program, RVSC to maintain the ground for a soccer field, other groups to offer seminars and workshops that are related or complimentary to the Waldorf curriculum as part of parents and/or teachers' education and enrichment.
- ✓ Sublet or find additional tenants for unoccupied parts of the facility to defray the utilities/maintenance costs of the facility.
- ✓ Raise some farm animals at the site as part of the Waldorf curriculum.
- ✓ Perform an independent inspection and a real estate appraisal at our cost prior to purchasing the building.

A Win-Win Partnership between the Medford School District 549C and the Madrone Trail Public Charter School

The value gained from this collaboration between the Medford School District and the Madrone Trail Public Charter School will provide substantial benefits for both parties.

Financial Benefits to Medford School District 549C

This agreement provides several financial benefits to Medford School District:

1) Coverage of Variable Costs of holding this surplus asset: If the West Side facility is left vacant, the school district will incur an estimated annual expense of \$30,000-\$40,000/year in property insurance, ground and mechanical maintenance, minimum utilities, and security to prevent vandalism (see Table 2).

Table 2 – West Side Facility Basic Maintenance and Upkeep Costs when vacant

| EXPENSES | SCHOOL YEAR | | | | |
|---|-----------------|-----------------|-----------------|-----------------|-----------------|
| | SY '09-10* | SY '10-11 | SY '11-12 | SY '12-13 | SY '13-14 |
| Insurance | \$9,000 | \$9,810 | \$10,693 | \$11,655 | \$12,704 |
| Utilities | \$10,000 | \$10,300 | \$10,609 | \$10,927 | \$11,255 |
| Ground Maintenance | \$6,000 | \$6,180 | \$6,365 | \$6,556 | \$6,753 |
| HVAC | \$3,600 | \$3,708 | \$3,819 | \$3,934 | \$4,052 |
| Alarm & Fire | \$900 | \$927 | \$955 | \$983 | \$1,013 |
| Phone lines for Alarm & Fire | \$1,200 | \$1,236 | \$1,273 | \$1,311 | \$1,351 |
| Fiber Connection | \$2,400 | \$2,472 | \$2,546 | \$2,623 | \$2,701 |
| Total Facility Overhead Cost (Vacant): | \$33,100 | \$34,633 | \$36,260 | \$37,989 | \$39,829 |

The above projection is based on the results of our research of the minimum utility costs when the facility was vacant following the departure of the Navy, with a

projected 3% increase from year to year for most expenses. The estimate for facility and liability insurance was provided by Protectors Insurance and includes a projected 10% average yearly increase on the cost of insurance as advised by Protectors Insurance.

2) **Supporting Existing Income Stream from Madrone Trail:** With Madrone Trail occupying the West Side facility, the Medford School District will have provided a mission-critical resource to a thriving and revenue generating school, thus ensuring revenue from its charter contract with Madrone Trail. The following table illustrates the potential revenue for the Medford School District.

Table 3. Annual Revenue and Financial Benefits to Medford School District resulting from use of the

West Side Facility.

| | YEAR | | | | |
|--|-----------------|-----------------|------------------|--------------|--------------|
| | SY '09-10 | SY '10-11 | SY '11-12 | SY '12-13 | SY '13-14 |
| Revenue to Medford School District: | | | | | |
| Out-of-district students (10% x .3(ADMw) x \$5,589) | \$14,923 | \$18,276 | \$21,629 | \$24,983 | \$28,336 |
| In-district students (20% x .7(ADMw) x \$5,589) | \$34,819 | \$42,644 | \$50,469 | \$58,293 | \$66,118 |
| Revenue from Madrone Trail: | \$49,742 | \$60,920 | \$72,098 | \$83,276 | \$94,454 |
| Vacant Facility Overhead Cost Savings | \$33,100 | \$34,633 | \$36,261 | \$37,990 | \$39,829 |
| Total Benefits to MSD: | \$82,842 | \$95,553 | \$108,359 | 6 | 3 |

The above projection is based on

- a) 06-07 State School Fund funding level due to the expected decrease in state funding, and

- b) The current percentage of state school fund revenue the Medford School District receives from the sponsorship of Madrone Trail per the current charter agreement.
- c) Calculation of Vacant Facility Maintenance Cost, incurred if Madrone Trail does not move in and take over responsibility for facility maintenance, is detailed above in Table 2.

A significant part of the current source of ADM revenue is derived from families at Madrone Trail who were at some point previous home schoolers or are in the process of contemplating homeschooling, private schoolers and families from out of district. The unique character of the Madrone Trail Charter School has attracted them into or maintains them at the Medford School District system.

Due to lack of other alternative facility options, the West Side facility is critical to the long-term viability of Madrone Trail Public Charter School. A sub-optimal alternative school site would not ensure our continued success and thus, would put at risk any potential income stream to the Medford School District that Madrone Trail represents). Also, this income stream contribution is a net amount of any operating expenses related to our school that can go directly to the school district's overhead expenses or reserve funds.

3) **Liquidity of Reserve Funds used for self-insurance of the site:** It is our understanding that the Medford School District is self-insured except for major losses. Insurance coverage for the entire facility that Madrone Trail will provide (even when we don't propose to occupy the entire facility at the start of the agreement period) will eliminate the need to have reserve funds to cover for losses of the site. The reserve funds earmarked for this use will become available to address other needs or the current budget crisis.

4) **No Additional Renovation Required to accommodate new Tenant** – Property management costs for West Side are further minimized with the terms offered by Madrone Trail, as compared to other potential tenants who might request additional renovation upfront to accommodate their use and/or ongoing regular maintenance. For example, the school district had to spend \$250,000 in 1997–1998 to renovate the West Side school as part of the renewal of the lease with the City of Medford on behalf of the Navy (Medford Tribune 1999).

5) **Preservation of Capital Investment on the Modular Units:** As Madrone Trail will be needing these units, and with the arrangement as proposed above, Madrone Trail will be contributing its fair share toward additional costs to purchase the buildings and Medford School District will be able to preserve its capital investment in the installation and the ground work to add these units. In addition, there could be additional income to Medford School District from rental of spaces that are not occupied by Madrone Trail. The addition of these units will enhance the use, desirability and long-term value of the property.

6) Opportunity Cost of Madrone Trail occupying this site. At this time of economic troubles and depressed real estate market, the potential for Medford School District to obtain substantial revenue from the West Side facility is greatly reduced due to a number of factors (see below). Utilization of the facility to further the specific educational needs of Madrone Trail and the general mission of the Medford School District is a win-win solution that couldn't have come at a better time to benefit the District when other options are especially unfavorable.

External Limiting Factors:

- ✓ There is currently low demand for commercial properties due to the economic downturn, which has caused a significant number of commercial entities to go out of business or to consolidate their operations.
- ✓ The large inventory of existing commercial real estate properties in the Rogue Valley that remain vacant on the market reduce demand and compete with the Westside facility.
- ✓ Immediate sale of the property in the currently depressed real estate market would probably not be an optimal decision at this time.

Internal Limiting Factors:

- ✓ West Side's current county use permit is specifically for use as a public or charter school. Any prospective tenant, unless a school, would have to obtain a new permit for a different use.
- ✓ West Side's current water right (Medford Water Commission) limits the use of the facility to a public agency.
- ✓ The current facility layout is designed and accommodates for typical elementary school configuration. Commercial entities would probably need to reconfigure the space to fit their needs, adding to their move-in costs.

Benefits to Madrone Trail Public Charter School

- ✓ The West Side facility will provide a new home for Madrone Trail, the size of which is scalable to accommodate our systematic growth.
- ✓ The site has all features needed to support the pedagogical requirements of our educational approach.
- ✓ Since the site was built for a school, meeting school codes will not be an issue.
- ✓ Establishing long-term stability for the school means students will have a chance to reap the maximum benefits of our education program.
- ✓ **This agreement will allow Madrone Trail to build capacity while maintaining its quality level by allocating more of its limited resources to the delivery of academic services.**

Table 4. Projected Non-Facility Overhead Expenses for Madrone Trail Public Charter School

| | SCHOOL YEAR | | | | |
|-----------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| | SY '09-10 K - 4th | SY '10-11 K - 5th | SY '11-12 K - 6th | SY '12-13 K - 7th | SY '13-14 K - 8th |
| <u>06-07 ADM</u> | <u>\$5,589</u> | <u>\$5,589</u> | <u>\$5,589</u> | <u>\$5,589</u> | <u>\$5,589</u> |
| <u>Madrone ADMw</u> | <u>89</u> | <u>109</u> | <u>129</u> | <u>149</u> | <u>169</u> |
| SSF Revenue: | <u>\$497,421</u> | <u>\$609,201</u> | <u>\$720,981</u> | <u>\$832,761</u> | <u>\$944,541</u> |
| <u>Admin Staff Payroll</u> | <u>\$87,000</u> | <u>\$89,610</u> | <u>\$105,000</u> | <u>\$108,150</u> | <u>\$111,395</u> |
| <u>Professional Services</u> | <u>\$15,000</u> | <u>\$15,750</u> | <u>\$16,538</u> | <u>\$17,364</u> | <u>\$18,233</u> |
| <u>Office & Bldg supplies</u> | <u>\$12,000</u> | <u>\$14,000</u> | <u>\$16,000</u> | <u>\$18,000</u> | <u>\$20,000</u> |
| <u>7% Contingency</u> | <u>\$34,819</u> | <u>\$42,644</u> | <u>\$50,469</u> | <u>\$58,293</u> | <u>\$66,118</u> |
| Non-Facility Overhead | <u>\$148,819</u> | <u>\$162,004</u> | <u>\$188,007</u> | <u>\$201,807</u> | <u>\$215,746</u> |

Our overhead expenses are very lean considering the overhead responsibilities that we have and the fact that we are semi-autonomous in the administration of our program. We receive no central support services from the Medford school district for the management of our program. Our administrative staff payroll currently covers approximately 1.5 FTE including an administrator, an administrative assistant and some business management assistance with a 3% increase for each following year. For the school year 2011-2012, we project additional part-time staff hours to support the growth of the school; therefore, a substantial increase higher than the regular 3% annual increase. Professional services costs include expenses for the municipal audit and bookkeeping and accounting services by external CPA firms. These expenses have a projected increase of 5% annually. Our office & building supplies have a conservative projected increase of \$2,000 for each additional grade each year until we reach our full size (K-8th). We are required to maintain a 5% contingency fund by charter contract. However, due to our small size, any volatility in our enrollment figure can have an effect on our financial viability; therefore, we maintain a 7% reserve.

In addition, the next academic year 2009-2010, the relocation of the school to a new site will have potential effects on the operations of the school. The school will be potentially facing other significant expenses during this transition year including moving expenses, remodeling costs of the existing facility to return it to its original configuration in addition to eventual loss of existing students due to the commute required to the new site.

Table 5. Madrone Trail Public Charter School Years 2009–2014.

Resources Allocation – Overhead Expenses vs. Classroom Direct and Support Expenses

| YEAR | SCHOOL | | | | | |
|--|--------------|--------------|--------------|--------------|--------------|-------|
| | SY '09–10 | % SSF | SY '10–11 | % SSF | SY '11–12 | % SSF |
| | SY '12–13 | % SSF | SY '13–14 | % SSF | | |
| | K – 4th Rev. | K – 5th Rev. | K – 6th Rev. | K – 7th Rev. | K – 8th Rev. | |
| 06–07 ADM | \$5,589 | | \$5,589 | | \$5,589 | |
| | \$5,589 | | \$5,589 | | | |
| Madrone ADMw | 89 | | 109 | | | |
| | 129 | 149 | 169 | | | |
| SSF Revenue: | \$497,421 | | \$609,201 | | \$720,981 | |
| | \$832,761 | | \$944,541 | | | |
| EXPENSES: | | | | | | |
| Overhead | \$80,600 | 16% | \$83,198 | 14% | \$85,923 | 12% |
| | | | | | \$88,782 | 11% |
| | | | | | \$91,785 | 10% |
| - West Side Site | | | | | | |
| Overhead | \$148,819 | 30% | \$162,004 | 27% | \$188,007 | 26% |
| | | | | | \$201,807 | |
| | | | | | \$215,746 | 23% |
| - Other | | | | | | |
| Sponsoring/Resident Districts | \$99,484 | 20% | \$121,840 | 20% | \$144,196 | 20% |
| | \$144,196 | 20% | \$166,552 | 20% | \$188,908 | 20% |
| Total Overhead | \$328,903 | 66% | \$367,042 | 60% | \$418,126 | 58% |
| | | | \$457,141 | 55% | \$496,439 | 53% |
| Classroom Direct/Support Expenses | \$168,518 | 34% | \$242,159 | 34% | \$302,855 | 40% |
| | \$302,855 | 42% | \$375,620 | 45% | \$448,102 | 47% |

The data in this table are based on the following:

- ✓ Our projected revenue is based on 06–07 funding level of \$5,589.
- ✓ Facility overhead expenses comes from Table 1.
- ✓ Other overhead expenses come from Table 4.

- ✓ Medford School District, as sponsoring district, keeps 20% of SSF revenue by current charter contract.
- ✓ Classroom direct and support expenses are the available revenue after deductions of overhead expenses and district support expenses from total ADM-based SSF Revenue.

The data in this table demonstrate that as we build our capacity over time, with given level of expenses for facility and other overheads, even with the SSF ADM amount held constant at \$5,589, the 06–07 funding level, we will be able to substantially increase our allocation of resources to classroom support from 34% in the first year to 47%. Currently, these expenses are being heavily subsidized by our fundraising efforts and the federal grant funds for academic supplies and professional development of staff. (All grant funds will be used up in next year or two).

From a focus-on-the-mission perspective

This partnership offers:

- ✓ Opportunity to make long-term rewarding investments in the education of an additional group of 222 future citizens. This will remain a priceless endeavor.
- ✓ Opportunity to enhance parity in funding for charter school students without negatively affecting Medford School District’s budget
- ✓ Opportunity to demonstrate earnest and concrete support to the first charter school in Medford providing a unique choice in educational alternatives that the School District Board has agreed to offer to children in this area
- ✓ Opportunity to support the local community’s desire in maintaining a school at the West Side site
- ✓ Generation of goodwill within the community
- ✓ Opportunity for some home school students of middle-school age at a later point to attend Madrone Trail. The school will go up to 8th grade and will be situated in a strategic location for student populations in remote areas who do not want to go as far as Medford

- ✓ Opportunity to return support to underserved taxpayers with children attending Madrone Trail and who contribute to facility bonds, which allow the District to build new facilities and renovate old ones.

Funding parity is an important aspect of charter schools operations, as there needs to be a balance between resources allocation and accountability. The following table (Table 6) attempts to compare Madrone Trail resources allocation for 2009–2010 against available corresponding data for the District and the state for the academic year of 06–07 in the areas of facility support, central support and classroom direct and support expenses. It is clear that from the state school fund alone, our allocation of resources toward the classroom direct and support expenses are significantly lower at 34% as compared to that of the district at 76.25% and that of the state at 77.02%. Madrone Trail strives to enhance the resources allocated to the classroom via our fundraising efforts and the federal grant funds currently received that will expire in the next year or two.

Madrone Trail is held accountable for an academic performance that is at least at the average level of the Medford school district's academic performance with a much lower level of funding. With the current budget crisis, the funding will further diminish. The provision of a facility is an area that as Madrone Trail's sponsor, the Medford school district is currently in the position to help as the West Side facility becomes a surplus asset next year. As demonstrated above, this agreement will not affect the Medford School District budget negatively while enhancing the success and viability of Madrone Trail as one of the public schools and a desirable choice of education alternative sponsored by the Medford School District.

Some school districts within the state of Oregon have led the way in offering facilities to their charter schools. This strategy was implemented to ensure that their charter schools will have adequate resources to perform at their very best potential and has resulted in successful charter schools. Ten charter schools from 34 respondents to our survey indicated that they receive facilities from their school districts.

Table 6. Funding Parity.

Medford School District and state data are extracted from the report card by Oregon Department of Education for 06-07 academic year.

| Madrone Trail State School Fund | | | | Medford School District and State General Fund | | | |
|--|-----------|----------|------------------------|---|-------------------------|---------------|-------------------------|
| Allocation 2009-2010 | | | | Allocation 2006-07 (per ADMw) | | | |
| | 2009-10 | Per ADMw | % of Total SSF Revenue | District 2006-07 | % of Total General Fund | State 2006-07 | % of Total General Fund |
| | K - 4th | | | | | | |
| 06-07 ADM | \$5,589 | | | | | | |
| Madrone ADMw | 89 | | | | | | |
| Total SSF Revenue: \$497,421 | | | | | | | |
| Classroom Direct/Support | \$168,518 | \$1,066 | 34% | \$5,013 | 76% | \$5,506 | 77% |
| Facility Overhead | \$80,600 | \$906 | 16% | \$1,151 | 18% | \$1,296 | 18% |
| Other Overhead Expenses | \$148,819 | \$1,672 | 30% | | | | |
| Sponsoring District & Resident District Contract | \$99,484 | \$1,118 | 20% | | | | |
| Total Central Support | \$248,303 | \$2,790 | 50% | \$410 | 6% | \$347 | 5% |

Conclusion

Our research strongly indicates that the West Side School site is mission-critical to our endeavor. We hope for a favorable consideration of this proposal to help us successfully realize this unique opportunity granted to us by the Medford School District Board to provide a Waldorf-inspired educational alternative in the Rogue Valley. The proposed solution ensures substantial benefits to the Medford School District's operations and budget while also providing adequate resources for Madrone Trail to perform at its highest potential.

We hope that in the last four years, from the planning stage of the charter school in 2005 to today, Madrone Trail's leadership team has demonstrated to the school district board the worthiness of our cause and our tenacity in pursuing it. Today we are no longer just a paper entity. We are a successful school, which is up and successfully running in the relatively short period of time following the actual signing of the charter agreement. **The following are highlights of our achievements:**

- ✓ Creation of a high quality charter school proposal, as rated by the OSBA attorneys who have reviewed all other charter proposals in the state
- ✓ Reception of unequivocal support by the entire audience at the public hearing in November 2006, demonstrating a strong desire in the local community for our offering. Several constituents of the Medford school district stated that they appreciate having in the community the sort of well-rounded contributing youth that the Waldorf educational approach produces
- ✓ A successful short implementation cycle from concept to functioning school
- ✓ Outstanding high enrollment for a new charter school of approximately 80% during the first two years
- ✓ A high rate of satisfaction by students/parents with the curriculum
- ✓ Outreach has provided great publicity for school and District with business and local communities.
- ✓ Enhancement of the District's offering and public image by introduction of highly valued choice in educational alternatives
- ✓ Excellent fundraising ability
- ✓ Proven ability for independent governance
- ✓ Proven ability for problem solving of start-up difficulties during the opening year and conflict resolution with constituents and staff

✓ Established track record as a desirable tenant with our current building owner

Overall, Madrone Trail provides a substantial, positive contribution to its own school community and to the broader school district. Madrone Trail's proven potential shows it to be worthy of this collaborative investment.

The big winners out of this potential alliance will be Madrone Trail students who were mostly underserved until this opportunity was offered to them and who, in their turn, will become positive long-term contributors to the local community. We hope the Medford School District will join Madrone Trail in helping prepare these students for the world of tomorrow.

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Appendix A – Madrone Trail Finances

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As laid out in our charter agreement, the school implements a systematic growth strategy that adds a grade each year until the school reaches 8th grade. Given this strategy and the fact that we are only in our second year of operation (K–3rd grades), we are currently still in the initial capacity building phase in which we need to work diligently to minimize overhead expenses, as they are being supported by only a few classes of students.

We define the Capacity Building Phase as the phase starting from the beginning year of the school (2007–2008) until the school reaches 8th grade (2013–2014), at which time Madrone Trail's presence will be well established in the Rogue Valley. We fully expect the school to successfully reach its maximum capacity (every class filled to the predefined class size), ideally with an average waiting list of 5 students/class.

Overview of School Financial Structure and General Financial Status:

Revenues:

State School Fund: Madrone receives the minimum funding rate of 80% of ADMw or close to \$5,000 (2008 ADM rate) (the balance 20% of ADMw funding stays with the Medford school district). Funding for Kindergarten students is at .5 ADMw.

Federal Grant: The school won an incentive grant from the federal government of over \$479,000 for a period of 2–3 years to cover start-up expenses, equipment, supplies, facility renovation and professional development of faculty, staff and board members.

For the current and last academic years, Madrone Trail has spent approximately \$26,000 for facility upgrade to meet school codes and \$16,000 for the playground equipment, accessories and installation (transferable to the new site).

Within this academic year and the next one, the school administration will continue its plan to spend the balance of the federal grant funds toward furniture, equipment, supplies and professional development of staff. We estimate the school will soon be equipped with all needed furniture for all the projected grades K–8th.

Other Sources of Revenues: During the first year of operation 2007–2008, the school community's fundraising efforts resulted in an astonishing accomplishment of bringing in about \$70,000 of additional revenues to the school, and during 2008–2009, even with the dismal economy, the school raised \$31,000.

Madrone Trail takes pride in this outstanding accomplishment for these first two years for a school with less than 100 students. The school hopes to repeat its fundraising success. However, given the current economic conditions, reaching the same goal in the next few years will be a challenge.

Expenses:

Overhead Expenses: The most significant challenge facing the school during the current capacity building phase is to make sure that overhead expenses are adequate for the administration of the school and at the same time streamlined, as they are presently carried by only a few grades.

Currently, the school has a very lean operation with respect to administrative services, which is covered by the 1.5 FTE, including the School Director and an Administrative Assistant. Compared to traditional public schools, our independent governance means that the school itself is responsible for many services that for other public schools are centralized in the school district business offices (e.g. accounting, payroll, purchasing, human resources management, facility management, etc.). Professional administrative services for Madrone Trail, such as accounting, auditing and payroll, are currently outsourced and reduce available funds for other direct educational expenses.

Furthermore, as Madrone Trail is a public charter school – a school of choice rather than a neighborhood public school – the school itself is responsible for performing outreach activities, information sessions and all tasks associated with the marketing of the school to target the appropriate student population.

In addition, facility rental and other expenses including insurance, dues and fees, taxes and licenses, utilities and facility maintenance are also part of our current basic overhead expenses. Facility rental alone currently represents approximately 25% of the total basic overhead costs and around 13% of total revenues from State School Funds. Facility leasing is not a cost faced by most public schools, as suitable facilities are provided to all traditional public schools by the school district.

Direct Expenses: These expenses support the delivery of academic services and include payroll and benefits expenses for faculty, classroom supplies and professional development for faculty. Professional development includes summer training, winter seminar, mentoring services, tuition assistance toward state credential requirements. Part of the mentoring services are provided free of charge as a courtesy from some Waldorf experts. Professional development costs are currently supported primarily by the federal grant.

Appendix B

Madrone Trail Proposed Utilization of the West Side Facility

2009 - 2014

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Madrone Trail Proposed Utilization of the West Side Facility

| Space | Sqft | Bldg Sqft | Jan/Feb 2010 July K - 4th | Aug 2010 July K - 5th | Aug 2011 July K - 6th | Aug 2012 July K - 7th | Aug 2013 July K - 8th |
|-----------------------------|-------|--------------|---------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
| CL7 | 983 | | * | * | * | * | X |
| CL7a | 191 | | * | * | * | * | X |
| CL6 | 984 | | X | X | X | X | X |
| CL5 | 1,001 | | X | X | X | X | X |
| CL4 | 1,020 | | X | X | X | X | X |
| Building Sqftage | | 4,179 | | | | | |
| CL3 | 905 | | X | X | X | X | X |
| CL3a (24) | 120 | | X | X | X | X | X |
| CL3b | 27 | | X | X | X | X | X |
| Men | 196 | | X | X | X | X | X |
| Women | 172 | | X | X | X | X | X |
| Cust | 158 | | X | X | X | X | X |
| Main Off | 345 | | X | X | X | X | X |
| Princ | 123 | | X | X | X | X | X |
| 19 | 168 | | X | X | X | X | X |
| 19a | 126 | | X | X | X | X | X |
| bath1 | 50 | | X | X | X | X | X |
| bath2 | 37 | | X | X | X | X | X |
| Building Sqftage | | 2,427 | | | | | |
| Building Sqftage | | | | | | | |
| CL2 | 910 | 910 | | X | X | X | X |
| CL8 | 728 | | | | | | ? |
| CL9 | 728 | | | | | | ? |
| Building Sqftage | | 1,456 | | | | | |
| CL10 | 666 | | X | X | X | X | X |
| CL11 | 666 | | X | X | X | X | X |

Madrone Trail Proposed Utilization of the West Side Facility

| Space | Sqft | Bldg Sqft | Jan/Feb 2010 July K - 4th | Aug 2010 July K - 5th | Aug 2011 July K - 6th | Aug 2012 July K - 7th | Aug 2013 July K - 8th |
|-----------------------------|-------|--------------|---------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
| bath1 | 54 | | x | x | x | x | x |
| bath2 | 54 | | x | x | x | x | x |
| Building Sqftage | | 1,440 | | | | | |
| Media | 674 | | | | x | x | x |
| XX | 674 | | | | | x | x |
| bath1 | 48 | | | | x | x | x |
| bath2 | 48 | | | | | x | x |
| Building Sqftage | | 1,444 | | | | | |
| CL1 | 742 | | | | ? | ? | ? |
| Comp Lab | 359 | | | | ? | ? | ? |
| Kitchen | 258 | | | | ? | ? | ? |
| Lounge | 196 | | | | ? | ? | ? |
| Storage | 131 | | | | ? | ? | ? |
| Storage a | 69 | | | | ? | ? | ? |
| Hall | 270 | | | | ? | ? | ? |
| Building Sqftage | | 2,025 | | | | | |
| Gym | 1,990 | | x | x | x | x | x |
| Café Prep | 359 | | x | x | x | x | x |
| Shed | 189 | | x | x | x | x | x |
| Wom Dress | 263 | | | | | | ? |
| Wom Entry | 34 | | | | | | ? |
| Wom WC | 58 | | | | | | ? |
| Janitorial | 25 | | | | | | ? |
| Shower | 47 | | | | | | ? |
| Wom Upstairs | 547 | | | | | | ? |
| Storage | 929 | | | | | | ? |
| Men's | 77 | | | | | | ? |

Madrone Trail Proposed Utilization of the West Side Facility

| Space | Sqft | Bldg Sqft | Jan/Feb 2010 July 2010 K - 4th | Aug 2010 July K - 5th | Aug 2011 July K - 6th | Aug 2012 July K - 7th | Aug 2013 July K - 8th |
|--|------|--------------|---|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
| * = Proposed Storage Space SQFT | | | 1,174 | 1,174 | 1,174 | 1,174 | 0 |
| ? = Prospectiv e Rental Space SQFT | | | | | 2,025 | 2,025 | 6,404 |
| Total Possible Rental Space SQFT | | | 9,410 | 10,320 | 13,067 | 13,789 | 19,342 |

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