

# FIRCREST SCHOOL

## *Campus Master Plan Phase III—June 30, 2017*

The Fircrest School Campus is an approximately 90-acre State-owned property in Shoreline, Washington. The property is home to the Fircrest School which provides support to approximately 200 individuals with intellectual disabilities in a residential setting. The school programs include (i) long term nursing care for individuals with intellectual disabilities, (ii) intermediate care for individuals with an intellectual disability and (iii) an adult training program (ATP) for individuals with intellectual disabilities on campus. The campus includes several program and accessory operational buildings to support the Fircrest School function; several other buildings are located on the property that service a larger population such as the church, ATP building, and DSHS laboratories. The campus has a large number of mature trees and several forested areas.

### PAT N - Nursing Program

The Fircrest School Residential Habilitation Center (aka PAT N) in Shoreline provides housing facilities for individuals with intellectual disabilities. The Fircrest School campus has six buildings totaling 83,200sf that provide long term nursing care for patients with developmental disabilities. Each building has the capacity for 16 residents. The buildings are sometimes referred to as the “Y” Buildings. Five of the buildings are used at any given time with one building being left vacant and available should one of the occupied buildings become unavailable. Opportunities exist to improve efficiency in delivering care to these patients by consolidating the program into one building. The PAT ‘N’ operations that currently occur in the “Y” Buildings could be greatly improved upon with some facility improvements. Currently, there is a list of deferred maintenance items that need to occur in the near future. The administration can choose to make the capital improvements or pursue other options. There are three possible options to continue to operate long term nursing care for the residents at Fircrest School:

#### **Recommendations/Considerations:**

- **Option #1:** The renovation of the existing “Y” Buildings is the most expensive option. Regardless of the cost, this option is less desirable because of the separation of the buildings and requirement to transport residents to other buildings on campus for services.
- **Option #2:** The renovation of Building #66 is the least expensive option. It has the advantages of providing a single building and it uses an existing building on campus that is currently vacant. The building has additional square footage that cannot be used for client rooms and day rooms because of limited exterior wall exposure to provide the number of beds and day rooms required to replace the “Y” Building capacity. In order to provide the required 90 beds to replace the “Y” Buildings, an additional 10,200 SF of space needs to be added on the first floor.
- **Option #3:** The construction of a new building on one level satisfies all of the needs for the replacement of the “Y” Buildings. It provides a single building that can house all of the staff and functions required for the long term care of the clients. If cost were not an issue this would be the preferred option. The operation of a single building may result in a reduction in staffing costs, pending a more detailed review of staffing needs.

### PAT A - Residential

The Fircrest School campus also has 10 buildings that function as Intermediate Care Facilities for Individuals with Intellectual Disabilities (ICF/ID) (aka PAT A). These facilities are commonly referred to as ‘the cottages’. These facilities have 24-hour supervision, and medical/nursing services for Medicaid eligible clients who are in need of the active treatment services. They also provide individualized habilitative services that support and enhance individual skills and strengths for patients with intellectual disabilities. The facilities have a total of 160 beds, but currently house 133 patients with intellectual disabilities, which are considered full capacity. The ten buildings have essentially the same floor plan with some variations in the bedroom configurations.

**Recommendations:** It is recommended to keep the existing cottages. In doing so, it is recommended that DSHS address the deferred maintenance, upgrade the HVAC and utility elements. In addition, it is recommended that DSHS construct one new cottage to temporarily house patients whose cottages are being remodeled so as not to disrupt the level of care being provided and/or inconvenience patients and their families by relocating them to another facility. In addition, a benefit of constructing a new cottage is that the capacity of the program can be expanded once all of the renovations are completed.

### ATP - Adult Training Program

The ATP Building provides Adult Training Programs for individuals with intellectual disabilities on campus. The 52,633 SF wood frame building was built in 1942 as a part of the original construction as a Navy hospital. A little over half of the building space is devoted to Adult Training Programs. Non-ATP office functions occupy the residual space. The

existing 52,633 sf ATP Building is inadequate to serve the needs of the Adult Training Program. The Adult Training Program currently occupies 19,982 square feet in the existing building. The square footage is very inefficient because of the way the usage is spread out in the building in mostly small spaces. The existing building also exhibits inefficiencies as they relate to service programming and heating/cooling.

**Recommendations:** The age, condition and configuration of the existing ATP Building make it unsuitable to serve the current and future needs of the Adult Training Program as well as the non-ATP related functions currently residing in the building. To properly serve the Adult Training Program's current and future needs it is recommended Building #66 be remodeled to provide a new space for the ATP functions. A savings of over \$2.5 million and the use of an existing vacant building located centrally on campus makes this option the best choice.

#### **Potential Facility Improvements for non-ATP related functions:**

The non-ATP functions take up 17,430 square feet in the existing buildings. With the exception of Human Resources, all of the functions have a relationship with services provided on the Fircrest School campus. Rather than construct a new building on campus, Building #65, the current administration building, has a vacant first floor with 18,356 square feet of available space. The building would require remodeling, but it would be the more cost-feasible solution to provide space for these non-ATP functions.

**Recommendations:** The ten (10) non-ATP functions can be relocated to a remodeled first floor of the existing Building.

#### **Commissary Potential Facility Improvements**

The existing Commissary Building is a 75-year old building that is inefficient for the function it serves on campus due to its layout. Many of the support buildings on campus for maintenance store material and equipment that should be in the Commissary Building for inventory control, however as the space is broken up into a number of spaces it does not function well for a warehouse and results in a lot of wasted space. To reuse the Commissary building, it would require bringing the building up to current building code standards for wind, seismic, and possibly snow loads.

**Recommendation:** It is recommended that structural improvements occur to bring the Commissary building up to current building codes.

#### **Support Services Potential Facility Improvements**

The following is an evaluation of the potential future for the support buildings on the Fircrest School Campus:

- **Steam Plant (Building #28):** For the short-term the Steam Plant will need to remain in operation to serve the buildings on the campus. There is a potential to remove some campus buildings from the centralized steam system with their own HVAC systems. The building and boilers will continue to need maintenance and repair. There is also the possibility to provide a combined heat and power (CHP) system for the campus. The potential for a CHP system is discussed in the Energy Program developed by Washington State University (WSU) included in the appendix of this *Master Plan*.
- **Laundry Building (Building #31):** The Laundry building needs to remain to provide laundry services for the residential facilities on campus. The amount of service provided may be reduced if the "Y" buildings are replaced and laundry services become a part of any new or replaced facilities. The building and equipment will need continued maintenance and repair.
- **Kitchen (Building #39):** The Kitchen building is in good condition and is anticipated to continue to operate as it currently does. It is unlikely the Kitchen will increase the number of meals it serves to Fircrest School clients. The building and equipment will need ongoing maintenance and repair.
- **Chapel (Building #64):** The Chapel needs a new roof in addition to normal maintenance. If the Chapel is placed on the National Historical Register it will have to remain in use without significant changes.
- **Administration Building (Building #65):** The Administration Building will continue to serve its administrative function, but as with the other support buildings on campus will need normal routine maintenance and repair. It has been recommended by this *Master Plan* that the vacant/underutilized first floor be remodeled to house the non-ATP functions currently located in the ATP Building that is recommended to be demolished.
- **Activities Building (Building #67):** Fircrest School may continue to use the Activities Building; however State budgetary considerations have forced the swimming pool to be closed. The City of Shoreline would like to have the facility available to the public. It is hopeful that the Activities Building can be made available to Fircrest School and the public through a joint partnership between DSHS and the City or another State agency in the future. Further planning is recommended to determine the long-term use for the Activities Building.

#### **Maintenance & Storage Potential Improvements**

The maintenance & storage buildings include the Plant Mechanics Shop, Carpentry & Plumbing Shop, Plant Operations, Paint Shop and Warehouse. These buildings were a part of the original construction in 1942 and have been retrofitted to

serve their existing uses. The buildings are not in good condition and do not effectively serve the functions they house. Prior to this study, the Fircrest School administration decided to consolidate the storage functions of these buildings into the Commissary function on campus. Given the age, condition, and layout of the existing buildings, an option to upgrade the current facilities was not explored.

**Recommendation:** It is recommended that the material receiving and storage operations be transferred to the Commissary building. In the long-term, the maintenance functions should be consolidated into a single new building on campus. The five buildings currently total 32,700 SF of space. Since much of the storage will be moved to the Commissary building, it is estimated that a new 15,000 SF building could house all of the five functions of the support services on campus.

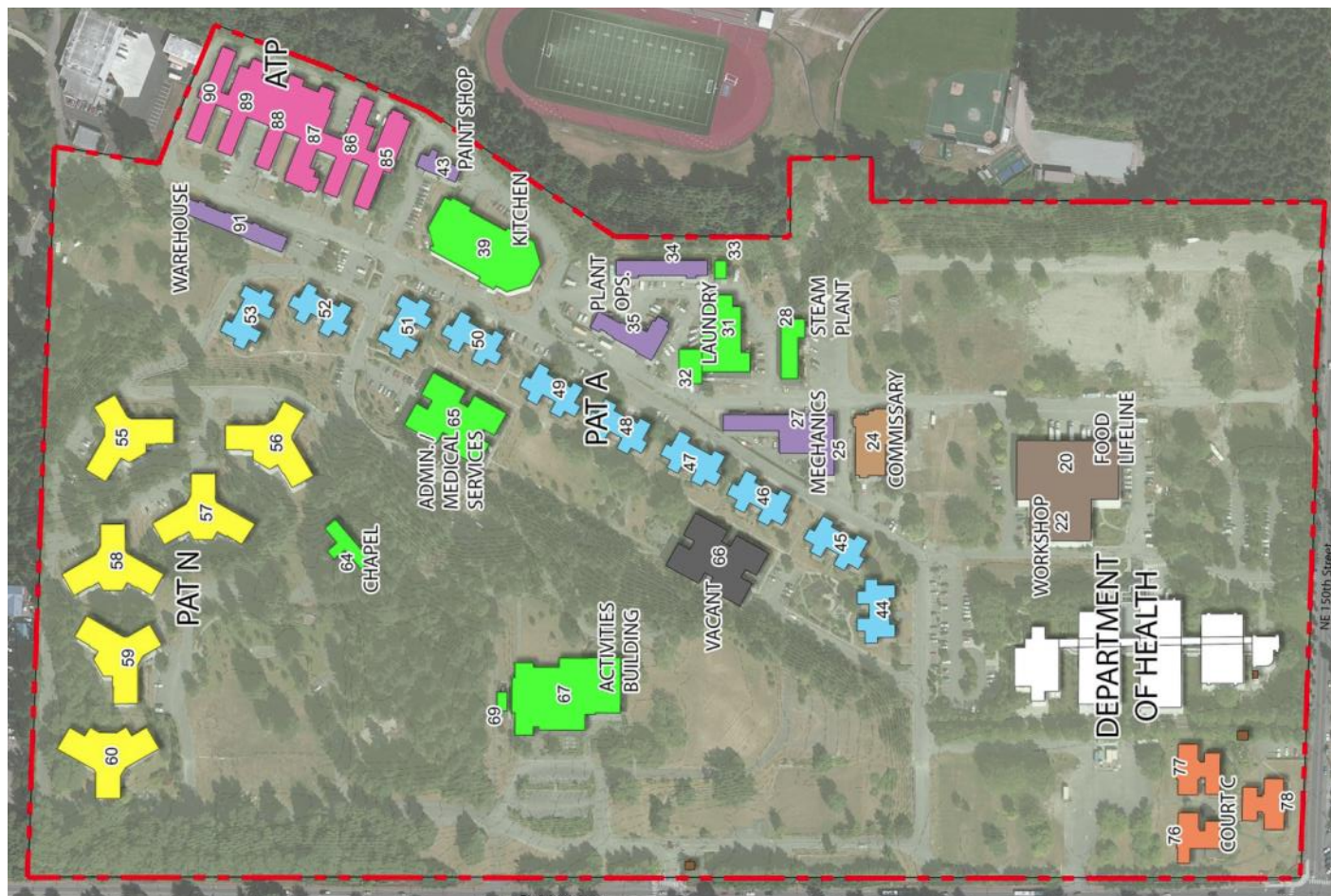
**Food Lifeline Warehouse Potential Improvements**

The Food Lifeline Warehouse is no longer being used by Food Lifeline. It is the intent of DSHS to use the building for two State facilities. The warehouse function will be split roughly in 60/40 for warehouse space for the Facilities Maintenance Surplus Services for DSHS and the two-story office space in the building will be occupied by the State Department of Health which currently has their lab and office facilities on the Fircrest School site. The remodeling will include the demolition of the existing freezer and cooler in the building. Since the building conversion has already been decided, other no other options were explored for the building.

**Recommendation:** It is recommended that the Facilities Maintenance Surplus Services use the Food Lifeline Warehouse until another tenant is found.

**MASTER PLAN ALTERNATIVES**

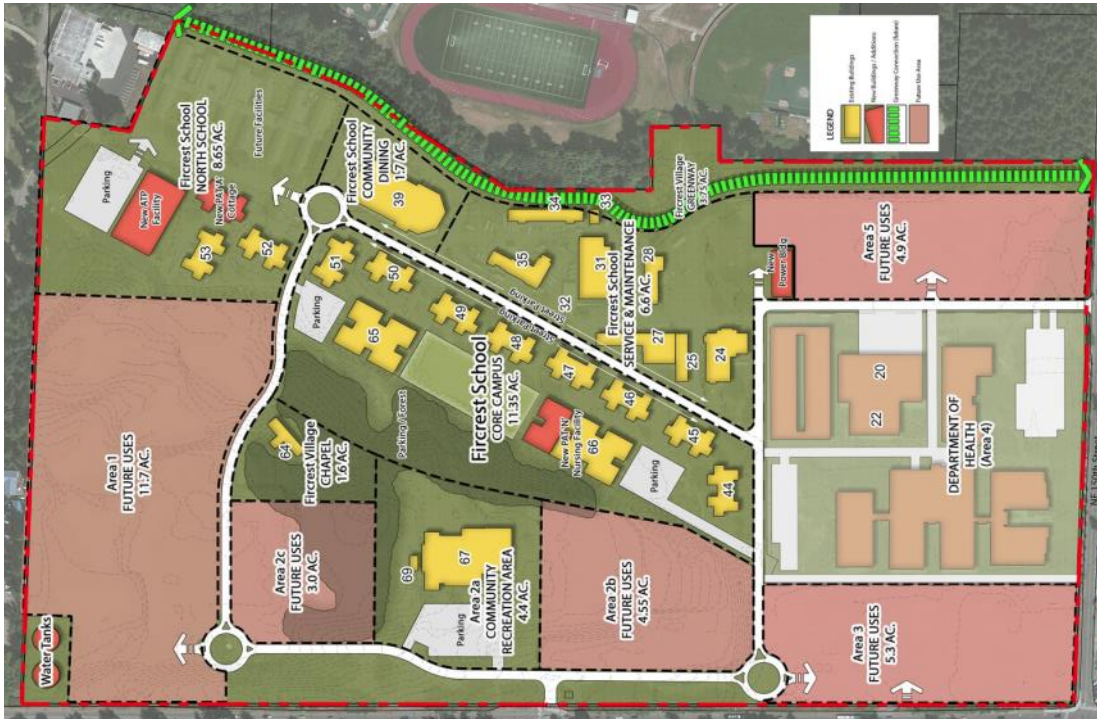
The Fircrest School patient programs can be improved according to two distinct master plan alternatives. Generally speaking, the two alternatives are centered on what program is moved to the vacant Building #66. Both alternatives will consolidate the Fircrest School operations making way for excess property and future uses. These alternatives also assume that the existing ‘Y’ Buildings and ATP building are closed and eventually demolished.



Fircrest—Current Layout

**Alternative A-1**

The first alternative plans for PAT 'N' to be relocated to Building #66. The ATP operations will be moved to a new building in the northeast portion of the campus. The non-ATP functions (in the current ATP building) are planned to be located to the ground floor of Building #65. A new cottage will be constructed for the PAT 'A' program.



**Alternative A-2**

Alternative 2 plans for the ATP to be relocated to Building #66. The non-ATP functions (in the current ATP building) are planned to be located to the ground floor of Building #65. The PAT 'N' program will be moved to a new building in the northeast portion of campus. A new cottage will be constructed for the PAT 'A' program.



Read the entire report: [https://www.dshs.wa.gov/sites/default/files/FSA/capital/MasterPlan/FircrestSchool/2017-06-30-Fircrest-Master%20Plan\\_2160192.pdf](https://www.dshs.wa.gov/sites/default/files/FSA/capital/MasterPlan/FircrestSchool/2017-06-30-Fircrest-Master%20Plan_2160192.pdf)