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Overview:

The K-12 Facilities Use/Site Long Range Planning Study Committee was established to research and explore facility/site capacity and utilization in regards to our student population for 2018-19 and beyond. Short and long-term recommendations were to be developed and presented in the form of a recommendation to the superintendent and to present to the board for consideration and decision with respect to identified needs, options and associated costs.

Committee Membership:

In November, 2017 the superintendent of schools formed the committee of staff, parents and community members. The committee was voluntary and consisted of representation from each school, leadership council and central office administration. Committee members included:

Directors:		Administration:	
		John Hood	Assistant Superintendent
		Cheri Meier	Assistant Superintendent
Steve Lathrop	Director of Operations	Sue Hallman	Principal, OPM at Central
Todd Sharp	Director of Transportation	Steve Stierley	Principal, Kinawa
Elizabeth Lentz	Director of Finance	Ira Childress	Athletic Director, OHS
Teachers:		Parents/Guardians:	
Lisa Hall	Central OPM	Matthew Beck	Beginnergarten/Hiawatha
Julie Bellinger	Hiawatha	Beth Brauer-Delaney	Bennett Woods/OKC
Ursula Morris	Kinawa 5-6	Jim Pignataro	Cornell/CMS
Kara Dokter	Chippewa 7-8	Scott Hutsell	Okemos High School
Lisa Crites	OHS		
		Community Member:	
Support Staff:		Peter Trezise	
Celeste Boboltz	Cornell		

Facilitated By: Superintendent Alena Zachery-Ross and Director of Operations Steve Lathrop

Our Current Reality:

Our community is currently experiencing new residential development throughout the district. In addition, older neighborhoods are seeing revitalization as younger families are bringing school aged children to our schools. Although our buildings have been well maintained, our last addition in our elementary buildings was over 60 years ago, with the exception of our newest elementary, Bennett Woods that was built in 1993 and Hiawatha that was built in 1988. Kinawa and Chippewa have had

limited renovation in the early 90s and most recently the G-wing addition has increased available space at Chippewa Middle School.

Currently, we have been able to accommodate the added student population and with current enrollment and projected kindergarten enrollment for 2018-19, we believe will be able to maintain our current programming/configuration with an anticipated minor modification at Cornell. After analyzing enrollment and projection numbers, we developed short term options that we believe will accommodate our anticipated growth over the next 2-3 years. We have also included long-term (3-5 years) options to consider if the enrollment increase trend continues in our community.

Committee Meetings and Process:

November 30, 2017

- Defined committee's purpose
- Defined current reality: building utilization and current enrollment per building
- Reviewed 20 year enrollment trends
- Identified specific areas of growth and future housing development projects
- Established norms and meeting calendar schedule
- Brainstormed about continuum of long-term elementary options

December 12, 2017

- Provided answers to current reality and enrollment questions
- Reviewed updated data
- Established criteria and guiding principles
- Began defining long-term options for elementary buildings

January 17, 2018

- Updated projection enrollments and factors utilized to determine the projections
- Reviewed and revised long-term options
- Captured the challenges and benefits about the long-term options against guiding principles and criteria
- Developed comprehensive lists of short-term options
- Group dialogue about short-term options

February 05, 2018

- Common learning: Presentation to the committee about a minimal redistricting option that was planned last year
- Review of long-term options with added advocacy and rationale for the options
- Individual and group rank order of long-term options
- Captured the challenges and benefits of the short-term options
- Began to develop the committee's long-term priorities and options for Superintendent/Board consideration

February 21, 2018

- Common learning: Ira Childress, Okemos High School Athletic Director, presented on the needs of the athletic department that met the criteria of our scope of work. It was followed by a presentation by Joel Schut, Okemos High School Orchestra Teacher, regarding the Okemos High School Fine Arts department's needs.
- Reviewed ranked long-term options list and ranked individual support with the committee's recommendations

- Add on to Kinawa and reconfigure
- Combination of Options approach: Add on to an existing building (BW or HIA)
- Build a new building
- Reopen Edgewood
- Review of short-term options with added advocacy and rationale for the options
- Individual and group rank order of short-term options
- Individuals, and then entire committee, ranked the short-term options
- Finalized priorities and options for Superintendent/Board consideration
- Finalized recommendation to the superintendent
- Determined presenters for the March 12th Board of Education meeting

GUIDING PRINCIPLES AND CRITERIA:

The committee determined guiding principles and criteria that were utilized to vet recommendations for both short and long-term options.

Guiding Principles

- A. Support the implementation of the OPS vision, mission, and values.
- B. Ensure student learning and achievement and the development of the whole child for the 21st Century across all of our schools.
- C. Provide excellent curriculum, relevant programs to meet current and future demands, and instructional resources for our diverse student population.
- D. Consider all possible options/solutions with courage and accountability to implement.
- E. Promote the financial stability of the district. Consider impact on our systems (world language, curriculum, etc.). Tax implications.

Criteria

- F. Promote a positive environment for learning and teaching with conscious effort to achieve equitable class size.
- G. Consider the impact of decisions on the child, family, staff, and community, (fewest number of transitions possible).
- H. Equity for students.
- I. Allow flexibility to respond to future changes in enrollment, funding, and state/federal mandates.
- J. Provide solutions for short-term (1-4 years); long-term (5-10 years), recognizing the uncertainty of future enrollment and funding.
- K. Use reliable and multiple sources of data to drive decisions that are educationally sound.
- L. Promote optimal utilization of district buildings/facilities by the district and community.
- M. Equal opportunity/programming for all buildings.

N. Maximize value for the dollar.

COMMITTEE RECOMMENDATION

The recommendation going forth to the Superintendent and the Board of Education on March 12, 2018 was developed and supported by the K-12 Facilities Long Range Planning Study Committee. The final recommendation was based on an analysis of a variety of options and consideration of various perspectives.

The recommendation includes the following components (in order, most strongly supported to least):

Short-term Options

1. Remodel/Repurpose
2. Minimal Redistricting
3. Portables
4. Increase Class Size To Contractual Maximum

1. **Remodel/Repurpose-** The option to remodel and/or repurpose spaces in specific elementary schools where there are currently no additional classrooms was considered as the first choice by the committee. This option allows for the district to utilize current buildings at capacity. There are minimal costs associated and this option is highly adaptive.

Being able to be adaptive is important due to several factors.

- Current enrollment trends indicate that we have ample classrooms to “roll up” our student population with the exception of adding one classroom at Cornell.
- We are unable to forecast the grade levels of students who might enter new to our district next year.
- This option allows us to respond quickly to specific needs.

There are limitations to this option as each space that we may consider remodeling/repurposing is utilized currently. In addition, there are limited options in choosing a place to relocate those faculty members who need space to service students.

2. **Minimal Redistricting -** The committee considered the option to minimally redistrict as it was used successfully in previous years as a result of overcrowding in a particular building and grade. This option allows administration to evaluate enrollment to date and pending enrollment. If it is determined that the current building is unable to accommodate current students residing within the school boundary, administration may look at a particular area/neighborhood to redistrict to another building who can accommodate the students. In the past, we’ve been able to alter bus routes to accomplish this option with no added cost. Although this option provides relief and flexibility, there are also limitations to this option. Some may include:

- limited classroom space available in all elementaries.
- possible limited space on bus routes due to full buses during the 17-18 school year.
- due to projections being within class limits, no prior notification will be provided to parents over the summer who may be affected if this option is necessary mid-year.
- students and families may be relocated to another building where they have not previously attended.

3. **Portables -** Purchasing portables was a favorable option due to the fact that there would be limited disruption to the schools and families while offering a quick remedy to the need to increase capacity. This option allows students to remain in the same school on a short-term basis and allows for

flexibility in the location of where it will be placed. Although this option offers a great deal of flexibility, there are several factors that caused the committee to rate it lower.

These factors include:

- Time - It is expected that it would take 6-9 months preparation to have a portable delivered. Also, the necessary permits take time to obtain.
- Portables are expensive and due to their short-term need, the committee wondered if this option would be fiscally responsible.
- Although there will be flexibility with this option, the grade levels that would utilize the space would be limited due to the fact that there would be no restroom facilities in the portable, there is a possibility of being exposed to the elements (rain, snow) and this may cause additional safety concerns as it adds additional access and is secluded.

4. **Increase class size to contractual maximums** – In reviewing our current enrollment numbers, it was apparent to the committee that we are within contractual class size limits to date. As we project for enrollment for 2018-19 and 19-20, there is indication of increased enrollment; however, we are unable to determine at this time the grade levels the students entering will be placed in. It is the committee’s recommendation to be prudent in our approach and fiscally responsible by first, maximizing our current classroom spaces before expending funds and disrupting families as much as possible given we are anticipating providing a long-term resolution to the building capacity needs. While utilizing our current class sizes to contractual maximums is fiscally responsible, we understand that larger class sizes may impact climate and culture. Some limitations include:
- Increased needs for paraprofessionals

Cost Estimates of Short-term Options

Short-term Options	
Remodel/ Repurpose	<ul style="list-style-type: none"> ● Minor construction or wall removal (less than \$5,000.00)
Minimal Redistricting	<ul style="list-style-type: none"> ● Transportation costs for new route
Portables	<ul style="list-style-type: none"> ● \$150,000 each (includes all costs)

Long-term Options (3-5 years to accomplish)

1. Add on to Kinawa and reconfigure grade distribution
2. Combination of options approach: Add on to existing buildings and reconfigure grades
3. Add additional rooms to our existing buildings (BW & HIA)
4. Build a new school building
5. Reopen Edgewood

1. **Add on to Kinawa and reconfigure grade distribution-** Adding on to Kinawa and reconfiguring grades was considered the most optimal choice. This option benefits the most students in the Okemos community and is cost effective. The committee’s recommendation of creating K-3 elementary buildings, a 4-5 Kinawa and 6-8 Chippewa would relieve current capacity needs at the elementary and allows for additional room for growth at Kinawa. The option also allows the district to keep our programs and specials close to current class size and allows for team teaching and collaboration. As our

district continues to remain focused on equity, it also affords multiple opportunities to update buildings as we progress in the 21st century environment. Although this option provides impact to many, there are limitations:

- Additional classrooms are limited to Kinawa.
- Kinawa was built as a large middle school, creating a large upper elementary causes challenges for scheduling, supervision and building culture.
- Reconfiguring grades to include 4th grade at the Kinawa location will require installation and/or upgrades to the playground area.
- Consideration would be necessary regarding the Montessori programming.

2. Combination of options approach: Add to existing buildings and reconfigure grades

The committee felt it necessary to provide an option that would benefit all students in the Okemos community and truly create equity among our buildings. Utilizing each of our existing school buildings to their full potential, every building would receive upgrades according to their individual developmental and curricular needs. Twenty-first century learning environments would be created to provide opportunities for flexible learning spaces and to encourage collaborative teaching models. The major limitations to this option would be the costs associated with the types of upgrades chosen for each location.

3. Add additional rooms to our existing elementary buildings (BW & HIA) - Adding additional rooms at the elementary level allows for additional space in our current elementary buildings. This option maximizes value for the dollar as it remedies the need for space without adding additional administrative and support staff. Choosing this option provides the administration time to monitor the enrollment trend and determine if additional steps are needed. It also takes less time to build in comparison to a new building and would provide a remedy the capacity problems much quicker.

The challenge with this option is that it is limited to Bennett Woods and Hiawatha due to limited building space at our remaining buildings, also it does not account for additional growth at Kinawa and Chippewa Middle School.

4. Build a new school building - The opportunity to build a new school building was favorably considered by the committee due to the opportunity to meet the classroom capacity needs of the growing community while providing a facility that would be designed for today's learners. It would be an opportunity to create flexible learning spaces, built in security options, designated parking and bus lane spaces and more.

Although there were many reasons why a new facility would appear to be the best option, the committee reviewed their guiding principles and believe to be fiscally responsive and responsive to the immediate need to provide additional classroom space throughout the district, this option would be next to last. The high cost of building new at this time would require a larger bond and would require more time. It is anticipated that the earliest that classrooms would be available for occupancy would be fall of 2022.

Furthermore, there would be additional costs associated with our general fund due to the need for additional administration, clerical, and custodial employees, etc. to fully staff an additional building. Also, there would be a loss of athletic fields if the building were to be built on Kinawa Drive. Lastly, an addition of a new building would require widespread redistricting and it would be a challenge to decide who would be chosen to attend this new building as this option would only allow those students who are able to attend this particular building to experience the positive impact of the bond.

5. Reopen Edgewood- This option was considered as a highly regarded item in the committee's initial meetings due to the fact that this item utilizes an existing building in the district, the cost to update it

would be much less than building a new building, and Edgewood is located in a community that is growing in student population. This option would also eliminate a bus route as there are a number of current students who reside within walking distance.

As the conversations further developed, the committee voted this as a last choice due to a multitude of reasons.

- Although the cost may be less than the approach of building a new building, there are significant updates that will be necessary to reopen the building and provide a 21st Century learning environment.
- The current structure has limited opportunity to reconfigure and enlarge.
- Our entire Okemos community utilizes and values the Community Education services. The committee is concerned about what appropriate locations might be available as an alternate location if Edgewood is repurposed to become an elementary school. The current location is central to the community and proposed alternates during our conversation were not optimal.

Summary of Cost Estimates

Long-term Options	
1. Add on to Kinawa and reconfigure	\$3,500,000
2. Combination approach	\$4,000,000
3. Add on to existing elementary	\$3,000,000
4. Build a new school building	\$7.5 M Cornell size (3 unit) \$9.5 M Bennett size (4 unit) \$11 M HIA size (5-unit)
5. Reopen Edgewood	\$3,000,000
<i>Additional Program Considerations</i>	
● Fine Arts	\$3,300,000
● Athletics	\$800,000
● Senior Center	\$100,000
● Community Education	\$200,000

Costs are estimates and should be considered "budgets" for categories. While examples of purchases for each item is listed, depending on actual costs and bids, amounts will need to be adjusted.

Next Steps:

1. Board makes final decision(s)
 - Determine if further exploration is needed in specific area(s)
 - Prioritize short term options as further conversations are necessary this year with administration for possible immediate implementation for 18-19
 - Determine what long term options you would like to move forward for discussion/input from public for final consideration
 - Adhere to the associated timelines for any ballot initiatives

APPENDIX

A = Future Enrollment Projections

B = Anticipated Development/Construction Projects/Current and Recent Residential Construction

C = Other Considerations

D= Athletic Department Requests – Past & Proposed Projects

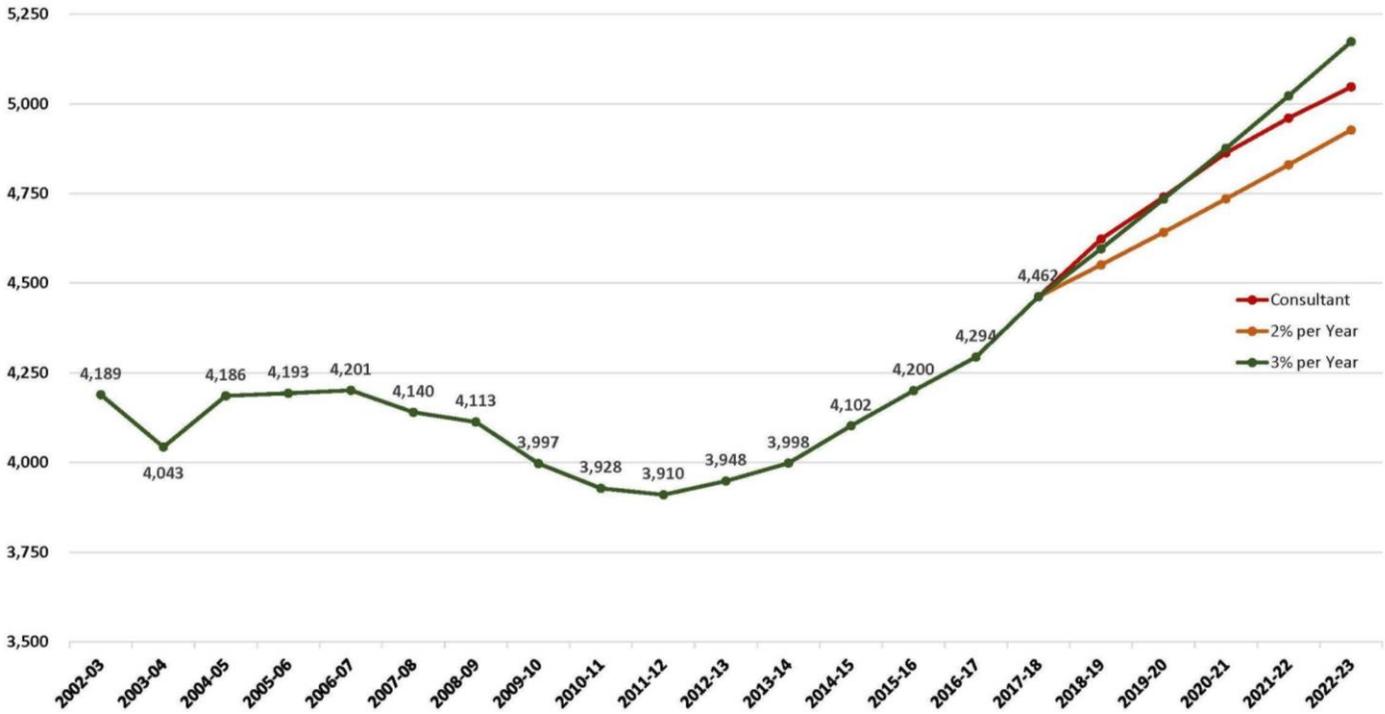
E = Fine Arts Department Requests – Proposed Projects

F = Reminder/Information: Building and Site Sinking Fund & Bonds

Appendix A

Future Enrollment Projections

Okemos Public Schools
History of Enrollments
with 3 Projections



2018-2019 Enrollments (roll up numbers only – with SOC)

<i>Thresholds:</i>		<i>16 or 17</i>	<i>20 or 21</i>	<i>20 or 21</i>	<i>22 or 23</i>	<i>24 or 25</i>	<i># of</i>
<i>Class size limits:</i>		<i>20/25</i>	<i>25</i>	<i>25</i>	<i>27</i>	<i>29</i>	<i>Sections</i>
<i>Thresholds:</i>		<i>16 or 17</i>	<i>20 or 21</i>	<i>20 or 21</i>	<i>22 or 23</i>	<i>24 or 25</i>	
		K	1	2	3	4	
BW			25	24	25	24	
			24	24	25	24	17 + 1
			20	24	24	23	
			20			23	
<i>Basic (CI)</i>	5						
TOTALS:	5	0	89	72	74	94	334
Cornell			25	20	21	26	
			25	20	21	26	
			24	20	22	26	19
			20	19	22	25	
TOTALS:		0	94	79	86	103	362
Hiawatha			22	25	24	24	
			24	25	28	25	
			24	25	24	25	20
			25	24	25	26	
TOTALS:		0	95	99	101	100	395
Montessori	3 yr*	4 yr	K	1st - 2nd	3rd-4th		Totals
Section 1		3	6				9
2		3	6				9
3		3	6				9
4		3	7	65 + 58	60 + 59		10
5				30	29		59
6				31	30		61
7				31	30		61
8				31	30		61
9							
10							
						Pre K-4	279
						K-4	267
Totals		12	25	123	119		
District: Begindergarten			20				20
District: PPI	10						10
District: K-4 Basic	7						7
	5th	6th	7	8			
Kinawa	279	273					
Montessori (5-6)	58	56					666
Chippewa			333	308			
Montessori (7-8)			50	40			731
OHS	9	10	11	12			
	352	357	335	350			1394
						TOTAL	
						K-12	4198

2017-2018 Enrollments (roll up numbers only – with SOC)

Thresholds:		16 or 17	20 or 21	20 or 21	22 or 23	24 or 25	
Class size limits:		20/25	25	25	27	29	
Thresholds:		16 or 17	20 or 21	20 or 21	22 or 23	24 or 25	
		K	1	2	3	4	
BW		25	24	25	24	28	
		24	24	25	24	27	17 + 1
		20	24	24	23	27	
		20			23		
Basic (CI)	5						
TOTALS:	5	89	72	74	94	82	416
Cornell		25	20	22	26	25	
		25	20	22	26	26	
		24	20	22	26	26	19
		20	19	22	26		
TOTALS:		94	79	88	104	77	442
Hiawatha		22	25	24	24	28	
		24	25	28	25	28	
		24	25	24	25	28	20
		25	24	25	26	27	
TOTALS:		95	99	101	100	111	506
Montessori	3 yr*	4 yr	K	1st - 2nd	3rd-4th		Totals
Section 1	3	6	16				25
2	3	6	16				25
3	3	6	16				27
4	3	7	17	58+62			27
5				30			30
6				30			30
7				30			30
8				30	59 +58		30
9					29		29
10					29		29
11					29		29
12					29		29
						Pre K-4	340
Totals	13	26	65	120	116	K-4	301
District: Begindergarten			20				20
District: PPI	10						10
District: K-4 Basic	7						7
	5th	6th	7	8			
Kinawa	273	333					
Montessori (5-6)	56	50					712
Chippewa			308	301			
Montessori (7-8)			40	51			700
	9	10	11	12			
OHS	357	335	350	340			1382
						TOTAL K-12	4496

Appendix B

Anticipated Development/ Construction Projects



Current and Recent Residential Construction Within Okemos School District

Recent residential construction (completed) (182)

Meadows – 120 homes, 41 students

Sanctuary – 50 homes, 19 students

Preserve – 100 homes, 28 students

College Fields – 175 homes, 21 students

Champion Woods – 80 homes, 21 students

Georgetown – 100 homes, 26 students

Central Park Estates – 75 homes, 26 students

Current residential construction (possible 30 plus students within 2 yrs.)

Georgetown – 50 sites, 15 possible students

N. College Fields – 57 sites, 8 possible students

Elevation Apts. – 350 units, 10 possible students

Possible future residential construction (possible 70 to 150 students)

West of Bennett – 150 to 200 sites

Powell road – 50 to 200 sites

Existing residential neighborhoods

Bennett -	332	413	
	<u>13/14</u>	<u>17/18</u>	
Keystone	17	25	
Sunwind	32	26	
Tacoma Hills	30	50	+20
Wardcliff	29	36	
Cornell -	308	436	
	<u>13/14</u>	<u>17/18</u>	
Cornell Woods	33	36	
Forest Hills	45	43	
Shoals	35	56	+21
Hiawatha -	298	500	
	<u>13/14</u>	<u>17/18</u>	
Briarwood	61	92	+31
Hia./Spring Lakes	26	40	
Riverwood	18	31	

Capacity

OHS - 1800 (72)
CMS - 1000 (40)
KMS - 1000 (40)
BW - 450 (18)
CE - 425 (17)
CO - 475 (19)
HI - 600 (24)

ED - 300 (12)
WD - 300 (12)

Appendix C

Athletic Department Requests – Past & Proposed Projects

Level 1 = Needs (Must have, critical)	Level 2 = Wants (Nice to have, but not critical)	Level 3 = If possible. . .
OHS Swimming Pool renovation (to be able to hold official league meets and meet pool use/space demands) \$500,000	Add restrooms at baseball and softball fields (currently only portable) \$100,000	
Addition of parking lot/driveway to access baseball field and make handicap accessible \$100,000	Add team changing area/room at soccer fields \$50,000	
Upgrade field event areas at the track (to be able to host league/regional meets) \$50,000		

Appendix D

Fine Arts Department Requests – Proposed Projects

(Rating done by Fine Arts Department)

Level 1 = Needs (Must have, critical)	Level 3 = If possible. . .
1 Band Room 2500	1 Black Box Theater
1 Multipurpose Rehearsal Space the Size Of Current Band/Orch/Choir Room 2500'	Key Card System Programmable To Allow Students Access to Rehearsal Spaces
1 Orchestra Room 2500'	Piano Lab
3 Large Ensemble Rehearsal Rooms (Minimum 25x25) 625' x 3=1875	Water Filter Station in Choir Room
1 Choir Room 1500'	
Percussion Rehearsal and Storage Room 1000'	
Large Brass Storage Room 1000'	
Cello/Bass Storage Space Connected To Orchestra Room 1000'	
10-15 Practice Rooms (Minimum 10x10), Clear Doors for Student Monitoring 1500'	
New and Additional Instrument Lockers \$600 each	
Uniform Storage Room 1000'	

A. Total 17500' = **\$3.3m**

B. Multipurpose Rehearsal 2500'

Ensemble Rehearsal 2000'

Storage 1500'

= 6000' = **\$1.1m**

C. Practice 1500' = **\$300k**

* Please note that although the recommendation by the fine arts department includes items listed above, the committee's recommendation limits costs to \$3,300,00 due to other proposed sinking fund projects that is inclusive of storage and other building constraints that limits granting several requests listed.

Appendix E

Other Considerations/Reminders

This list represents items that were included on brainstormed lists during committee meetings. The additional requests from the athletic and fine arts department was presented to the committee for consideration. It is recommended that the community decide on what options, if any, should be added to the facility recommendation.

The committee also acknowledges that consideration should be made to the Senior Center and Community Education building (Edgewood) if district wide updates are planned.

Appendix F

Building & Site Sinking Fund/Sinking Fund History 2000 – 2017

Okemos Public Schools: 960,000 sq. ft.
405 acres
10 separate sites; 10 major buildings

Sinking Fund will expire in December of 2021. This has brought in approximately \$1 million annually for the last 18 years. This money can only be used for capital improvements and has been expended on the following projects:

Asphalt:

Renovated parking lots at all buildings except Okemos High School (started last year with Student lot) and Wardcliff.

Athletic Fields:

Upgraded one practice field and football/soccer stadium fields. Awarded 2009 Michigan Field of the Year by MISTMA. Improved turf and drainage to provide safer and better surface for activity.

Carpet:

Majority completed at all elementaries and Kinawa. Partially done at OHS and Chippewa.

Exterior Doors:

Majority done at all buildings.

Flooring:

Installed synthetic floors in gyms at Cornell, Edgewood, Wardcliff and OHS.

HVAC (Energy):

Updated heating/cooling equipment, pumps and controls, at all buildings. Updated interior lighting at all buildings. Energy Management System at all buildings (some partial). This has resulted in big energy savings.

*In late 90's, OPS was consuming:

10m kwh of electricity annually
80k mcf of natural gas annually

Last year 2016/17, OPS consumed:

6.0m kwh of electricity
40k mcf of natural gas

This has resulted in an annual energy cost savings of \$560,000.

Playgrounds:

Two new structures installed at each elementary building. Structures are safer and all are in compliance.

Renovations:

Chippewa and OHS locker rooms, Chippewa Fine Arts lobby/halls, Chippewa hall enclosure, OHS weight room, Chippewa G-wing (Phase I-III)

Roofs:

All flat roofs (15 year warranties) are done.

Tracks/Tennis

Coated tennis courts at Chippewa and OHS (twice), Chippewa track re-coat, OHS track re-coat.

Windows:

Windows at Cornell, Wardcliff & Chippewa replaced with energy efficient models.

Future Sinking Fund Projects - (Proposed Schedule)

Summer 2018 (\$1,100,000)

Chippewa – G-building, Phase 4 (multi-purpose room, locker rooms, storage). \$950,000

OHS – Asphalt replace, visitor lot & drives. \$100,000

Summer 2019 (\$1,100,000)

Chippewa – Gym Floor, Fine Arts, Main Office, Sr. Center, and Science room renovations. \$500,000

OHS – Asphalt replace, staff lot & drives. \$100,000

OHS – Press box renovation \$50,000

Transportation – Asphalt replace, south lot & drive. \$200,000

OPS – Carpet, various buildings. \$100,000

OPS – Playground structures. \$100,000

Summer 2020 (\$1,100,000)

Chippewa – Concessions/press box

Cornell – Asphalt bus loop

OPS – Carpet

OPS – Playground structures

OPS - Restrooms

OPS – Roof recoat

OPS – Storage various areas

Transportation – Bus canopy

Summer 2021 (\$1,200,000)

OHS – Tennis courts

Chippewa – Athletic fields

Kinawa – Locker rooms/pool area

OPS – Asphalt

OPS – Carpet

OPS – Playground structures

OPS - Restrooms

OPS – Roof recoat