

Okemos Public Schools

2022 Bond Proposal

Steering Committee

Recommendation

May 9, 2022

TowerPinkster

Architecture · Engineering · Interiors

 **CHRISTMAN**

BUILDING SINCE 1894

Our Opportunity



Agenda

- ❑ Key Drivers
- ❑ Approach
- ❑ Recommendation
- ❑ Discussion + Next Steps



Configuration Driver



The superintendent's approach in regards to grade configurations for planning the November 2022 bond will be to:

- maintain the K-4, 5-6, 7-8, 9-12 configuration model
- consider all district facilities and properties to implement that model (build, expand, renovate, repurpose, reopen)
- address current overcrowding and future enrollment growth
- allow flexibility should the district wish to pursue grade level reconfiguration in the future

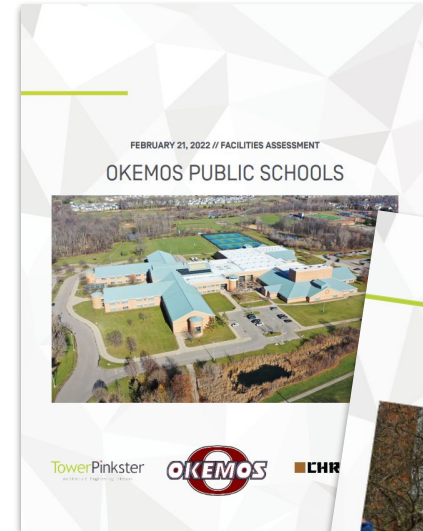
Key Drivers

Challenges

- **Aging Facilities** – Lack of future-ready technology, classrooms + furniture: average building age of 50.4 years
- **Pressing Warm, Safe + Dry Needs**
Average Facility Condition Index (FCI) of 84.6 (renovation versus replacement)
- **Significant Enrollment Pressures**
Over a decade of persistent growth, Not adequate space for current and future enrollment



SCAN ME



Key Drivers

No Significant Investments in “Red” High FCI Buildings

Facility	Existing Building Area (GSF)	Renovation Cost	Cost/GSF	# Items	Useful Life (yrs)	Cost per Year	Current Replacement Value (CRV)	Cost/GSF	Useful Life (yrs)	Cost per Year	Facility Condition Index (FCI)
Edgewood ECC	33,000	\$ 9,760,517	\$ 296	68	15	\$ 650,701	\$ 10,560,000	\$ 320	50	\$ 211,200	92%
Cornell Elementary	43,000	\$ 14,322,352	\$ 333	80	15	\$ 954,823	\$ 13,760,000	\$ 320	50	\$ 275,200	104%
Bennett Woods Elementary	60,800	\$ 10,404,391	\$ 171	71	15	\$ 693,626	\$ 19,456,000	\$ 320	50	\$ 389,120	53%
Hiawatha Elementary	62,000	\$ 11,685,587	\$ 188	75	15	\$ 779,039	\$ 19,840,000	\$ 320	50	\$ 396,800	59%
Wardcliff Elementary	33,000	\$ 12,672,912	\$ 384	65	15	\$ 844,861	\$ 10,560,000	\$ 320	50	\$ 211,200	120%
Central Montessori/District Admin.	68,400	\$ 18,257,287	\$ 267	59	15	\$ 1,217,152	\$ 21,888,000	\$ 320	50	\$ 437,760	83%
Kinawa Middle School (5-6)	154,000	\$ 41,242,872	\$ 268	110	15	\$ 2,749,525	\$ 50,050,000	\$ 325	50	\$ 1,001,000	82%
Chippewa Middle School (7-8)	196,000	\$ 58,909,697	\$ 301	123	15	\$ 3,927,313	\$ 63,700,000	\$ 325	50	\$ 1,274,000	92%
Okemos High School	320,000	\$ 44,299,036	\$ 138	107	15	\$ 2,953,269	\$ 107,200,000	\$ 335	50	\$ 2,144,000	41%
Okemos High School Athletic Complex		\$ 8,950,347	N/A	15	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Transportation Building	8,000	\$ 1,456,711	\$ 182	35	15	\$ 97,114	\$ 2,000,000	\$ 250	50	\$ 40,000	73%
Operations/Tech/Grounds Buildings	18,000	\$ 5,930,892	\$ 329	33	15	\$ 395,393	\$ 4,500,000	\$ 250	50	\$ 90,000	132%
Total		\$ 228,132,085					\$ 308,454,000				

FCI
(\$ Reno. /
\$ Replace)

Above 85%

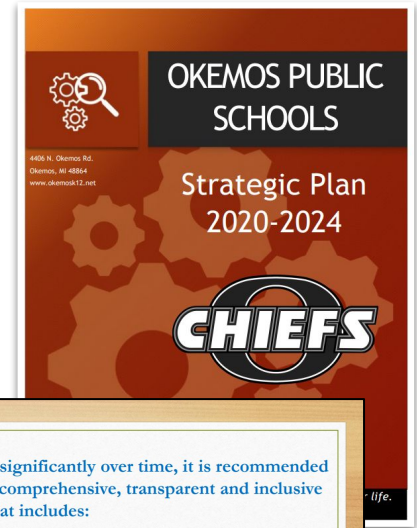
65% - 85%

Below 65%

Key Drivers

Opportunities

- **Zero Mill Increase** – Once in a generation opportunity to generate \$275 Million with no increase to the current, competitive tax rate + re-imagine our future
- **Alignment to 2020-2024 Strategic Plan, 2018 Board Priorities + Community Input**
78% of Okemos citizens surveyed
“Very’ or “Somewhat Likely” to support
- **Growing Enrollment** – Opportunity to match facility size to current + projected enrollment



Should enrollments continue to increase significantly over time, it is recommended that the district engage in a systematic, comprehensive, transparent and inclusive process that includes:

- Data collection – enrollment trends, neighborhood composition (children), other
- Review of research – educational programming and impacts
- Consider the following in the comprehensive analysis (not in priority order):
 - Grade level configurations
 - Build a new school - Powell Rd; Wardcliff property
 - Open Wardcliff
 - Repurpose Edgewood
 - Add additional classrooms to existing buildings
 - Make additional renovations to existing buildings
 - Other

Key Drivers

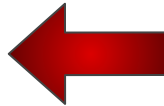
Enrollment Trends - Our Region



2020 - 21

Official Student Count All Grades | All Students/Staff

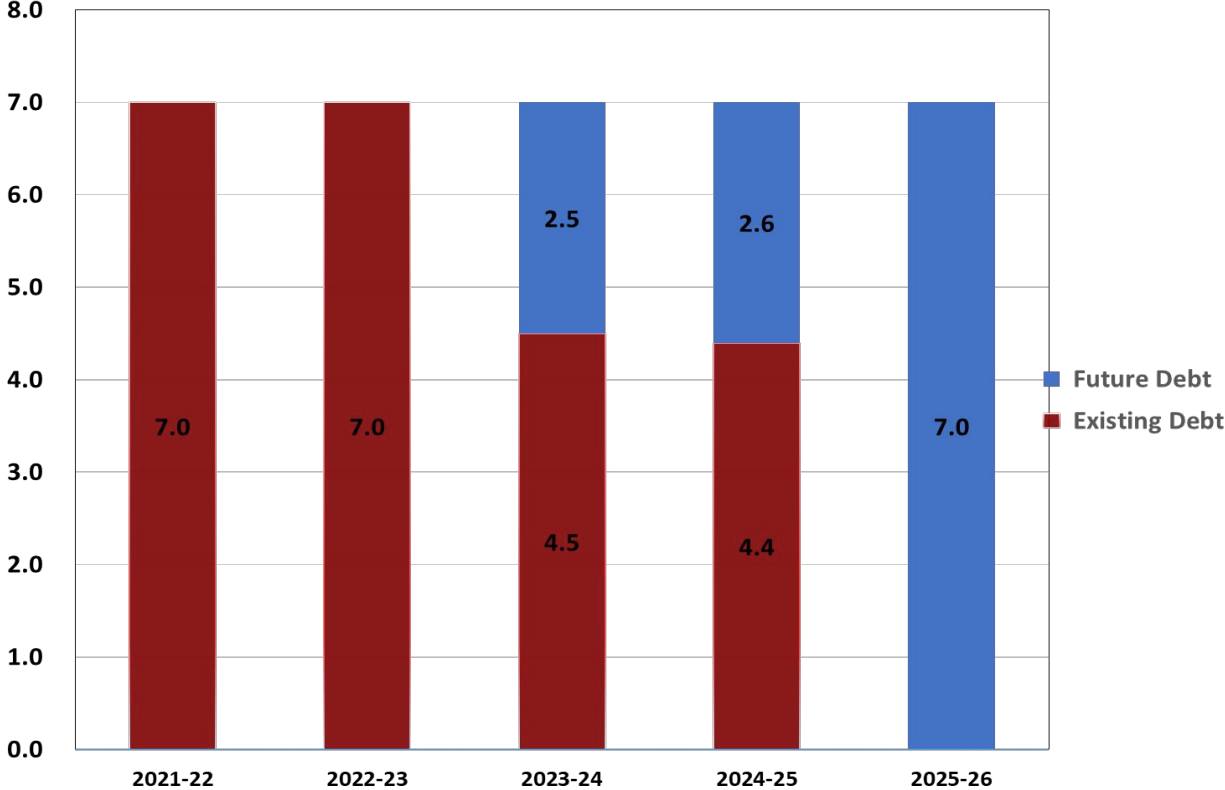
Snapshot **Trend**



Our Recommendation

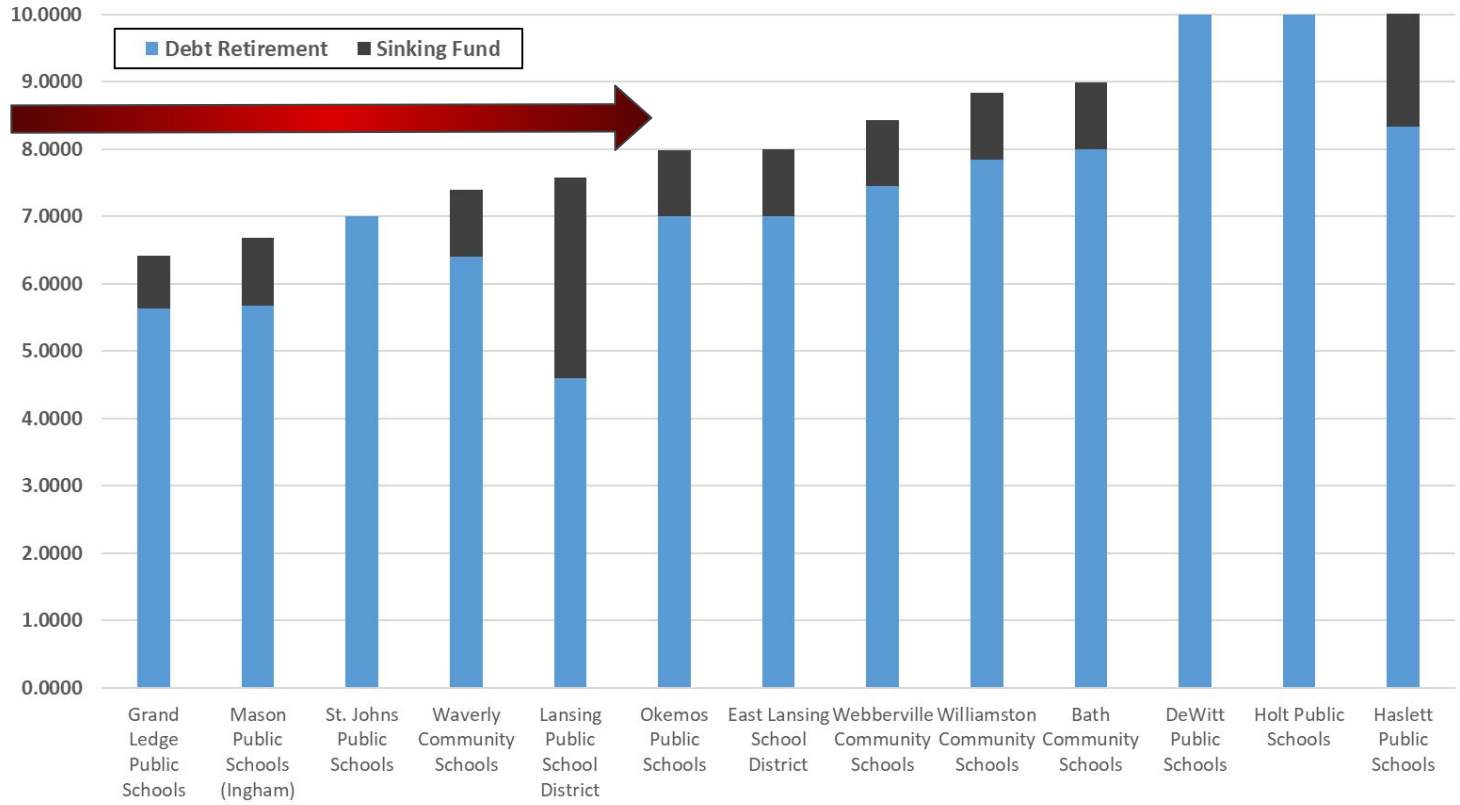


Maintain Current Millage Without Increase



Key Drivers

Millage Rate Comparison (2020-2021)

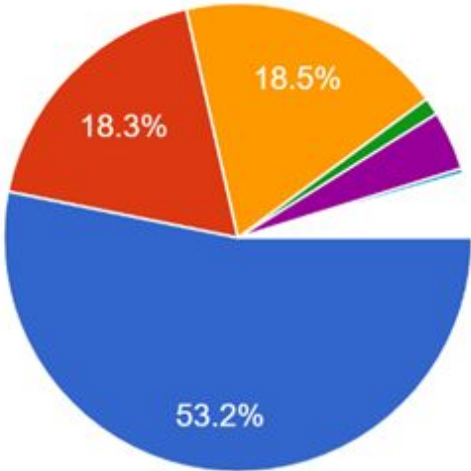


Facilities + Grounds Survey



How are you associated with Okemos Public Schools?

585 responses



- Parent / Guardian
- Okemos Public Schools Employee
- Student
- Alumni
- Community member (not classified as...)
- Parent and Alumni
- Parent/Alumni/Teacher
- I am all of these. Teacher, alum, paneer

▲ 1/4 ▼

We received responses from a broad range of inputs who have connections to OPS

What one word or phrase describes the current state of facilities and grounds of the Okemos PS?



Response	Frequency
Aging/Dated/Old/Tired/Run-Down/Neglected/Worn/Unkempt	310
Adequate/Good/Decent/Average/Fine/Mediocre/Functional	151
Terrible/Disgusting/Embarrassing/Deteriorating/Crumbling	93
Great/Excellent/Better than Average	21
Overcrowded/Non-Functional	11

What one word or phrase should describe the future reality of the facilities and grounds of the Okemos PS?



Response	Frequency
Safe/Clean/Distinguished/Spacious/High Quality	315
Welcoming/Excellent/Refreshing/State of the Art/Beautiful	157
Consistent/Well Maintained	93
Innovative/Sustainable/Modern/Progressive	60

Rank the following priorities:



Highest Priorities:

Health, Safety, and Security (Strategic Plan: **Facilities**)

Place these values in the highest regard for students and staff

Innovative Teaching (Strategic Plan: Instruction, SEL)

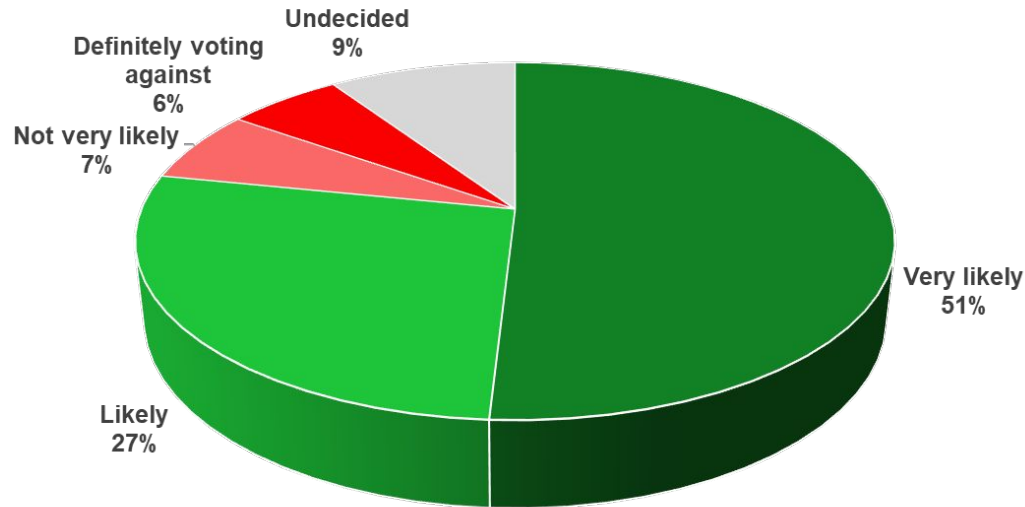
Challenge and engage our student is in new ways

Appearance (Strategic Plan: Facilities)

Be buildings and sites that Okemos can be proud of

Steering Committee
Perspective

Support for Zero Mill Increase Generating Up to \$275 Million



Q1: This November, Okemos Public Schools plans to ask voters to consider a revenue-neutral bond that is not expected to increase the current tax rate. These bonds, if approved by voters, would replace debt that will be paid off. These bonds would be dedicated to the placement and renovation of educational buildings, outdoor spaces, parking and drop off, safety and security measures, technology improvement and potentially busses. Estimates place this expected zero millage increase – which would be no expected change to the current tax rate – as able to generate up to \$275 million. How likely are you to vote in favor of the Okemos Public Schools bond proposal, are you very likely, likely, not very likely, or definitely voting against the proposal?

Source: Denno Research, March 2022 Citizen Survey
[Confidence Interval +/- 5%]

Agenda

- ✓ Key Drivers
- ✓ Approach
- ☐ Recommendation
- ☐ Discussion + Next Steps

Our Approach

Norms, Criteria + Guiding Principles



- **Norms + working agreement for development process**
 - Transparent, open, + inclusive – 46-member steering committee
 - Student-centered – decisions based on information + what is best for the greater good
- **New Building “Big Rock” Criteria**
 - Student Equity: Supports success of the whole student + for all students
 - Educational Environment Agility: Offers safe, future-ready learning
 - Sustainability: Enables environmental + fiscal responsibility (Age, Condition, FCI)
 - Site Desirability: Site layout, accessibility, size, flexibility, location + greenspace
- **Overarching Guiding Principles**



Our Approach

Guiding Principles + Criteria



Guiding Principles - February 9, 2022

- A. Support the implementation of the OPS vision, mission, values and equity plan.
- B. Ensure 21st-century student learning and achievement as well as equitable access and development of the whole child across all of our schools.
- C. Consider viable solutions for a 5,000 student district that allow us to maintain equitable building size, class size (number of students) and square footage per student.
- D. Maintain K-4, 5-6, 7-8, 9-12 configuration for delivery of rigorous and relevant programs to meet current and future demands and instructional resources for our diverse student population.
- E. Allow flexibility for future changes in enrollment, funding and government mandates.
- F. Promote decisions as a good steward of taxpayer dollars; ensure financial stability of the district and tax implications for the citizens of Okemos.
- G. Promote optimal utilization of school buildings/facilities for our children, families, staff and community.
- H. Maintain a commitment to listen to those who are willing to share their input and consistently and transparently share available information for data driven decisions.
- I. These guiding principles and this bond proposal will serve as the foundation of a long-term master plan for Okemos Public Schools.
- J. Provide facilities and grounds that are reflective of the high expectations of the community and are representative of the district's reputation.

These guiding principles and this bond proposal will serve as the foundation of a long-term master plan for Okemos Public Schools.

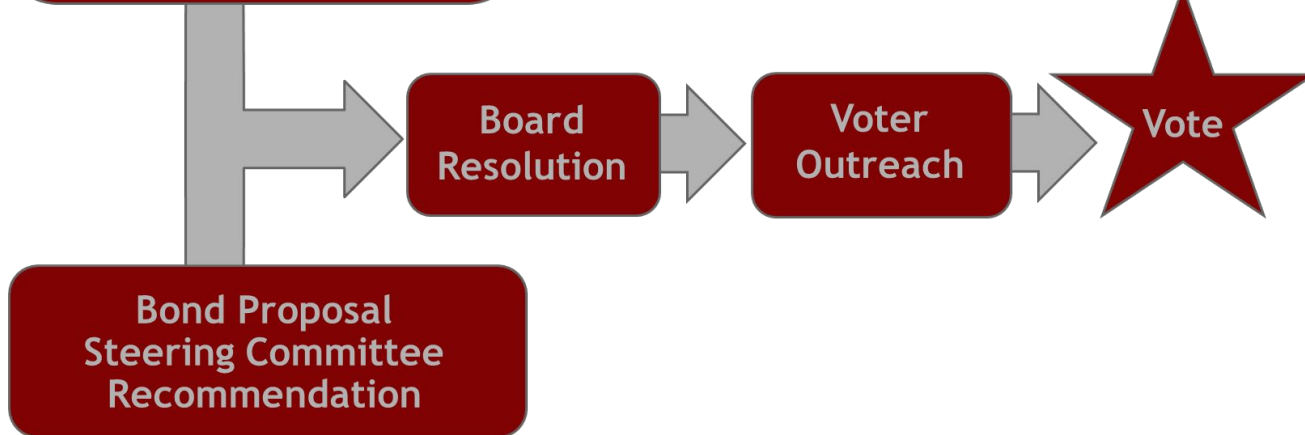
Our Approach



Key Inputs:
Big Picture Vision
Community Forums
Community Survey
Facilities Needs Assessment
Enrollment Projections
Budget & Cost Constraints

Extensive, Inclusive & Open Process:

- Due Diligence with Key Inputs
- Steering Committee Work
- Monthly Board Updates
- Ongoing School Website Updates



Agenda

- ✓ Key Drivers
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Bond Funds Uses



Allowable

- New school buildings
- Additions to existing school buildings
- Remodeling existing school buildings
- Energy conservation improvements
- Asbestos abatement
- Land purchases
- Site development and improvements
- Athletic and PE facilities and improvements
- Playground development and improvements
- Refunding debt
- Direct bond program costs/professional fees
- School bus purchases
- Loose furnishings and equipment
- Technology hardware and initial operating system/customized applications
- Communication devices

Unallowable

- Repairs, maintenance, or maintenance agreements
- Supplies, salaries, service contracts, lease payments, installment purchase contracts
- Automobiles, trucks, or vans
- Portable classrooms for temporary use
- Uniforms
- Textbooks
- Upgrades to computer operating system/application software
- Computer training, consulting, or maintenance contracts

Our Recommendation

Key Decisions Made through Lens of Guiding Principles + Criteria



- First phase of an “OPS Master Plan”
- Zero mill increase; budget of \$275 million
- Maintain 4 elementaries
- Large rocks - 3 key projects
- Medium and Small rocks
- Location of “New Cornell”



Steering Committee
Perspective

Our Recommendation

Selection of Key Projects

Primary Scope:

- Replacing Cornell, Kinawa + Chippewa **best aligns and maximizes impact** (including all 5-8 grade students)
- Cornell has high FCI and has no capacity
- Middle schools have high FCI
- Improve all facilities to a certain degree and focus on student impact areas
- Future “master plan” priorities identified



Sustainable/Environmental Schools

Goodwillie Environmental School & Others
Forest Hills Public Schools



Countryside Elementary School
Byron Center Public Schools



Sustainable/Environmental Elementary Ideas

Nature's Way Preschool
Kalamazoo Nature Center



Linden Grove Middle
Kalamazoo
Public Schools

Cornell Elementary

Identified as greatest need and
first large scale project
by steering committee



Informed by numerous listening sessions from our community which shared themes including:

- a lack of available classrooms, offices and student spaces in the building
- the building is too small and overcrowded
- concerns over the age and condition of the building
- concerns over the carline, bus line and parking

Facilities assessment concluded that building was not a good candidate for significant investment as it would cost more to renovate than to rebuild.

Chippewa

Identified as second greatest need by steering committee

Informed by numerous listening sessions from our community which shared themes including:

Facilities assessment concluded that financially the building was not a good candidate for significant investment.

Kinawa

Identified as next greatest need
by steering committee;
opportunity for third major project

Steering Committee
Perspective

Informed by numerous listening sessions from our community which shared themes including:

Facilities assessment concluded that financially the building was not a good candidate for significant investment.

Medium and Small Rocks

Identified as highest priority other needs by steering committee

- Addresses critical facility needs and minor upgrades across all schools
- Construction of secure vestibule entry corridors at each school
- Addition of school space at Hiawatha
- Furniture replacement across the district (75% replacement)
- Student 1:1 computer device replacement through 2028

Medium and Small Rocks

Identified as highest priority other needs by steering committee

Steering Committee
Perspective

- Addition of performing arts space at OHS
- Relocation and construction of a new OHS tennis, baseball and softball complex
- Meridian Senior Center relocation and furniture replacement
- OHS cafeteria and kitchen expansion/renovation
- District bus replacement
- Technology infrastructure upgrades
- Relocation of district administration, operations and technology departments

Recommendation: Financial Overview



ATED

• Replace	\$206,055,000
• Facility assessments pressing needs	\$26,390,000
• Additional projects	\$33,640,000
• Less: Sinking Fund/2019 bond furniture	(\$8,950,000)
	\$257,135,000

Location of “New Cornell”

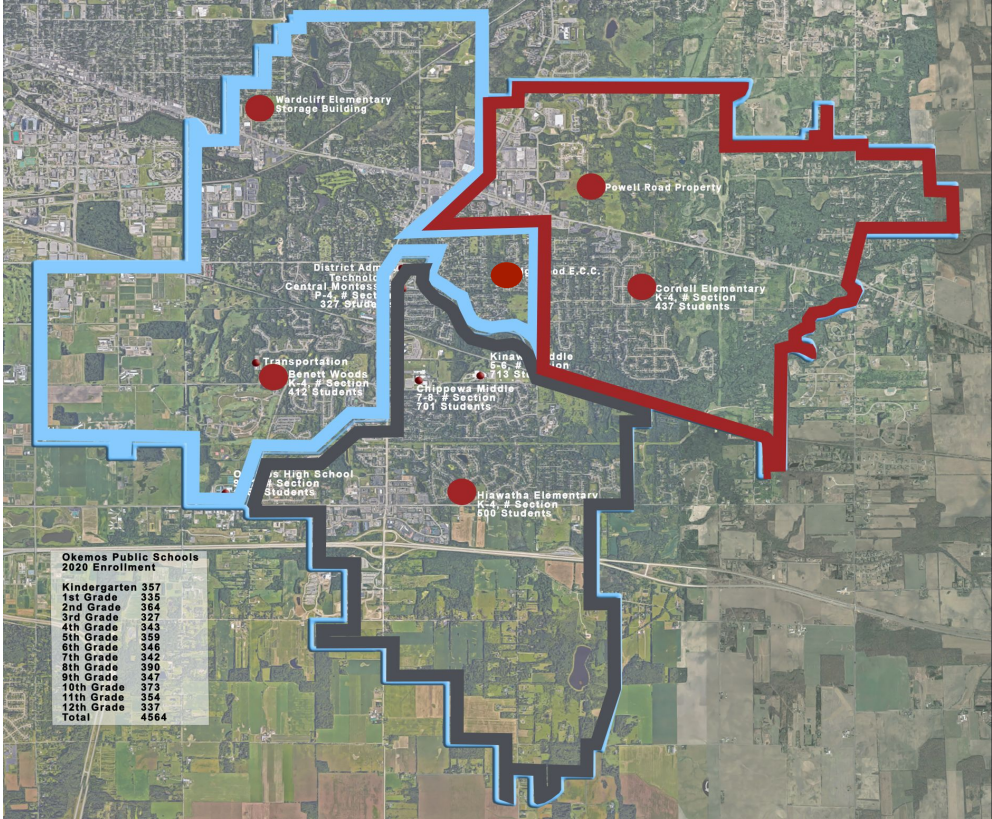
Current District Overview



Three “districting” areas

- Bennett Woods - light blue
- Hiawatha- grey
- Cornell- maroon

Locations of schools and district property



Location Assessment: “New Cornell”



	Cornell	Edgewood	Powell Road
Short-Term Redistricting	Most Limited	Some	Most Limited
Geographic Location	Evenly dispersed in district	Not evenly dispersed in district	Evenly dispersed in district
Maintains Greenspace	Yes, at Powell	Yes, at Powell	Yes, but developed at another site
Environmental Instruction Opportunities	Some	Focus on maintaining natural space w/site design	Focus on maintaining natural space w/site design
Transportation Impact (walkers, bussing)	Temporary during construction (2 years)	Yes	Yes
Financial Impact	\$9.9M of Escalation (later completion)	\$1-2M to relocate ECC 2 yrs or \$9.9M of Escalation (later completion)	\$3.5M off-site improvements
Ongoing Operations (Constructability)	Cornell staff/students to temporarily move to CMS (2 years)	Edgewood staff/children to temporarily separate & relocate 2 yrs, then permanently to another site with pressing needs upgrades	All district programs able to stay in buildings until move
Estimated Occupancy	Jan 2028	Aug 2025 or Jan 2028	Aug 2025

Note: Wardcliff and Central were also reviewed however, they were deemed to not be viable locations

Impact of Timelines on Project Scope*

	Cornell/Edgewood	Powell/Edgewood
New Cornell	Summer 2028	Summer 2025
New Chippewa	Summer 2026	Summer 2027
New Kinawa	Summer 2030	Summer 2029
All Projects Escalation for Extended Timeline	\$9.9m	\$0

* **Note:** Timelines are based on draws from bond sale, construction phasing, and student locations. Edgewood could align to either scenario dependent upon temporary relocation and separation of ECC programming.

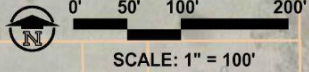
Additional Infrastructure Needs: Powell Rd



Included in \$3.5 million dollar cost are connections to:

- Sanitary
- Water
- Roadway Improvement

Powell Site - 25.00 acres (less wetland)



Steering Committee Recommendation:

Powell Road



- Timely- addresses most pressing need first
- Allows students to stay at Cornell and Edgewood during construction (2 yrs)
- Spaces OPS elementary schools geographically
- Cost effective - saves \$6.4 million dollars in escalation costs
- Maintains current districting

Steering Committee Recommendation: Future Cornell Use

Steering Committee
Perspective



- Retain Cornell as usable neighborhood space
- Commitment to demolition (if building is not repurposed*)
- Greenspace possibilities: playground, fields, natural area
- Building use possibilities: Future Senior Center, Early Childhood Center

* Commitment to all unused buildings, including Wardcliff

Future Master Planning



- Okemos Public Montessori (K-4)
- Bigger picture athletics + performing arts
- Senior Center/ECC/Wardcliff
- Return unused sites to active greenspace
- Consider other areas not prioritized for initial phase
- Future Wardcliff consideration

Agenda

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OPS BOND 2022 COMMUNITY UPDATE CORNELL Q&A

Thursday, May 12th | 6:00 - 7:30 PM

All Okemos community members are invited to an open discussion about the vision of Okemos school facilities and the future of Cornell Elementary.



Join us via Zoom! (<https://bit.ly/3FgtvqF>)



Next steps + timeline

MAY	2	<i>Update + Feedback</i>	School Board Workshop
	4	Finalize Recommendation	Steering Committee
	9	Present Recommendation to BOE	School Board
	12	Zoom Q&A: Community Update	Administration, Community
	16	Tentative BOE Work Session (if needed)	School Board Workshop
	23	BOE Vote on Recommendation Scope for Bond Application	School Board
JUNE-AUG	June 29	Michigan Department of Treasury Review	State of Michigan - Treasury
	July 11	BOE Regular Meeting to Approve Final Bond Application	School Board
	Aug 16	Call for Election - Deadline to Forward Language to Clerk	School Board
SEPT-NOV	Sept-Nov	Outreach Updates	School Board
	Sept-Nov	Community Outreach	Community
	November 8	Election Day	State of Michigan - Elections

Our Opportunity



Questions ?