



Long-Range Facilities Master Plan Recommendations

**Fanning Howey
&
HPM**

March 20, 2023



Process Overview

Phase I (Fall 2021)

- **Guiding Principles**

- Equitable platform for all students
- Must consider early childhood & Pre-K offerings
- Must have engaging programs, facility design, and spaces that support academic outcomes
- Concentration on geographic feeder patterns
- Clear educational pathways: programmatic and geographic
- Align leadership to match schools and community they serve
- Must consider transportation efficiency
- Equitable resources across district
- Preserve ability to maintain and protect enrollment

- **Actionable Items from Phase I**

- Support for renovations at Washington High School for a medical magnet
- Support for a new career center/hub at central location (TBD)
- Develop strategic feeder alignment from primary to secondary schools with community feedback and input





Process Input and Community Voice/ Community Meetings

Community Task Force

- 6+ Task Force meetings
- Provide community perspective and critically review process and data

Educational Summit Meetings

- 8+ meetings

Internal stakeholder work sessions including School Board meetings

- 14 + meetings

Principal Meetings

- 3+ meetings

Community Meetings

- 20+ meetings

Additional Public Input (Surveys)

- 4+ surveys





Referendum Dollars

With the successful June 2020 referendum, South Bend voters approved a **one-time capital investment of \$54 million** to:

- Update safety and security of our schools
- Re-align career education
- Right-size the District
- District secured General Obligation Bonds (GO) to complete outstanding deferred maintenance projects
*(8 year financial plan)

Summary of Spending – Capital Investment (*one-time expense*)

INVESTMENT	COST
Install Secure Entryways to all Schools	\$2 million
Installation of Security Cameras in all Secondary Schools	\$6 million
Fire System Upgrade	\$3.5 million
Revitalization and enhance existing school buildings (right-sizing the district), prioritized by efficiency study recommendations as a guide	\$34 million
Consolidation of Career & Technical Education Programs into a Career Innovation Center	\$8.5 million
TOTAL CAPITAL INVESTMENT	\$54 million



* **Source: South Bend Vote Yes Campaign**

Particulars	Amount
Total Capital Investments (Referendum)	\$ 54 million
Improvement Capital Expenditures (Ref.)	\$ 22 million
Improvement Capital Expenditures (GO Bonds)	\$ 11 million
Capital Expenditures	\$ 33 million
Amount/Capital Investments Remaining (Ref.)	\$32 million

Capital Project Example: secure entryways

Washington	COMPLETE	Hamilton	COMPLETE	Swanson	COMPLETE
Clay Intermediate	COMPLETE	Harrison	COMPLETE	Wilson	COMPLETE
Edison	COMPLETE	Kennedy	COMPLETE	Ed Center	COMPLETE
Jackson	COMPLETE	Lincoln	COMPLETE	Bendix	COMPLETE
Jefferson	COMPLETE	Madison	COMPLETE	Head Start @ Lafayette	COMPLETE
LaSalle	COMPLETE	Marquette	COMPLETE		
Marshall	COMPLETE	McKinley	COMPLETE		
Navarre	COMPLETE	Monroe	COMPLETE		
Coquillard	COMPLETE	Muessel	COMPLETE		
Darden	COMPLETE	Nuner	COMPLETE		

***92% of the secure entryways at schools are currently completed**



Historical and Projected Enrollment



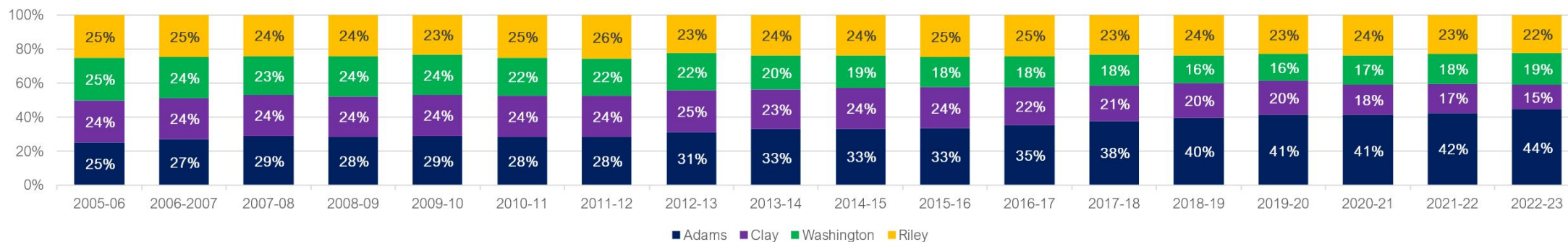


Historical Enrollment by High School

SBCSC: 9-12 Grade Enrollment Count By School



SBCSC: 9-12 Grade Percentage Enrollment By School

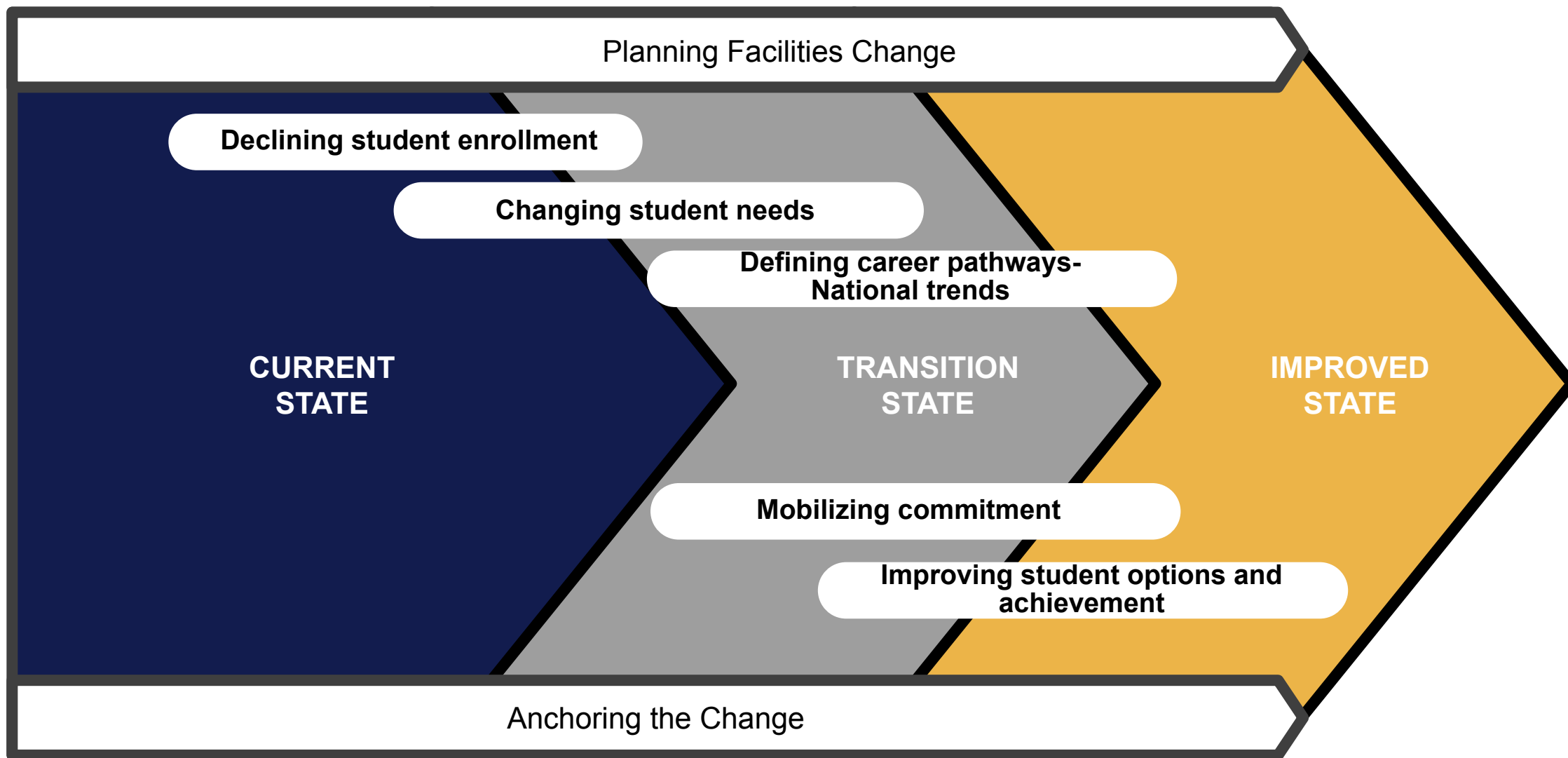


High school enrollment dropped 1,762 students over this time period. This removes around \$7,000 per student per year from the overall operating budget. That's a difference of over \$12M from 2005 to 2023.

*Please note: New Tech High School housed at Riley existed from 2011-12 to 2014-15. That enrollment is included in the Riley High School figures.



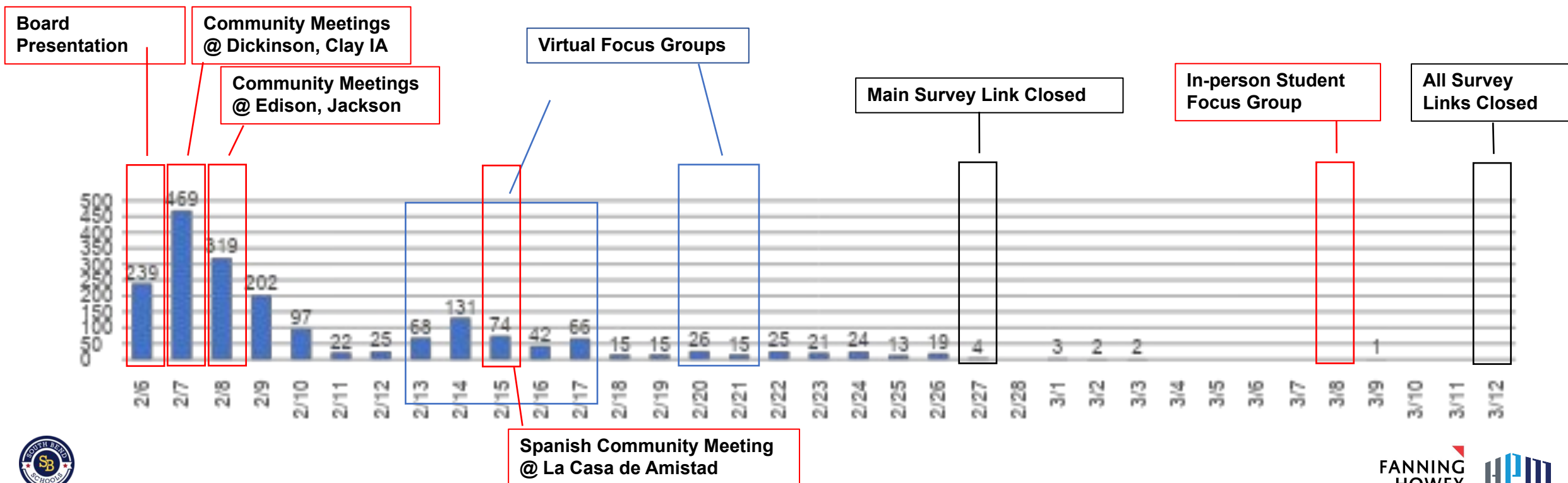
Current State of Right Sizing and Programmatic Alignment





Phase II Community Feedback: Responses and Timeline

- Survey was launched on February 6 after the Board presentation. Survey remained open an extra week for the general public and closed on February 26.
- Specific links to the survey for high school students and Spanish speakers remained open until March 12.
- A total of 1,950 responses were collected—a higher number of responses than collected in Phase I of the process. An additional 178 surveys were collected during the extended period after February 19.





Phase II Community Feedback: What did we learn?

- Total of 1,950 responses collected.
- Participants affiliated with Marquette, Kennedy, Swanson, and Marshall represented 42% of all respondents that identified a school affiliation (814/1,950).
- Participants affiliated with Clay High School represented 36% of all responses. Clay High School represents 14% of the districtwide high school enrollment.
- Community has expressed concern over preserving and expanding popular choice programs.
- In general, there is acknowledgement that major changes are necessary and there is support for reducing the number of high schools.
- Scenario C (Two high schools) was “rejected” based on community feedback.





Review: Scenario Summary

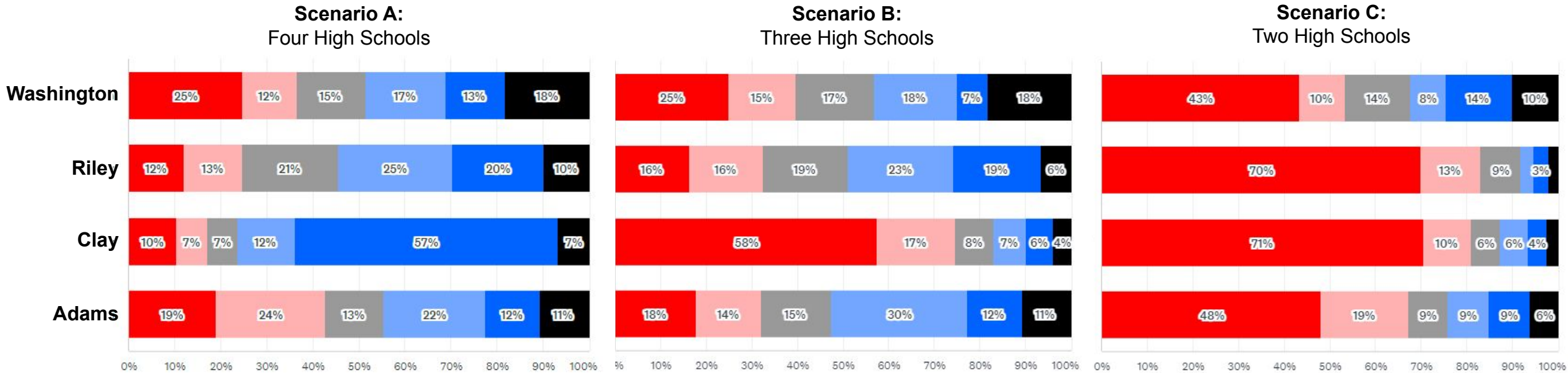
Factor	Scenario A Four High Schools	Scenario B Three High Schools	Scenario C Two High Schools
Resulting Utilization	77%	84%	87%
Overall Capital Costs	\$296.2M	\$260.9M	\$241.9M
Annual Operational Savings	\$584K	\$1.3M	\$2.1M
Additional Facilities Vacated	<ul style="list-style-type: none">• Muessel ES• Warren ES	<ul style="list-style-type: none">• Warren ES• Clay HS	<ul style="list-style-type: none">• Warren ES• Jackson MS• Clay HS
District-wide Choices	<ul style="list-style-type: none">• LaSalle• Kennedy @ LaSalle• Marquette• New ECC @ Kennedy	<ul style="list-style-type: none">• LaSalle• Kennedy @ LaSalle• Clay IA (K-8)• New ECC @ Kennedy• New ECC @ McKinley	<ul style="list-style-type: none">• LaSalle• Kennedy @ LaSalle• New ECC @ Kennedy• New ECC @ McKinley
Regional Choices	<ul style="list-style-type: none">• McKinley K-2, Edison 3-8• Clay IA (K-8)• New K-8 Program @ Dickinson• Marshall K-8	<ul style="list-style-type: none">• K-8 @ Darden (Swanson)• Marquette• Marshall K-8	<ul style="list-style-type: none">• Marquette• Clay IA (K-8)• Marshall K-8





Community Feedback: Results by High School

These charts show the raw responses split out by high school of affiliation.





Community Feedback: Raw Results

This chart shows the raw results for level of support for each of the scenarios.

This shows the disproportionate representation of participants that identified as being most affiliated with Clay High School (36% of all responses).

Scenario A:

Four high schools

27% opposed

50% support

Scenario B:

Three high schools

49% opposed

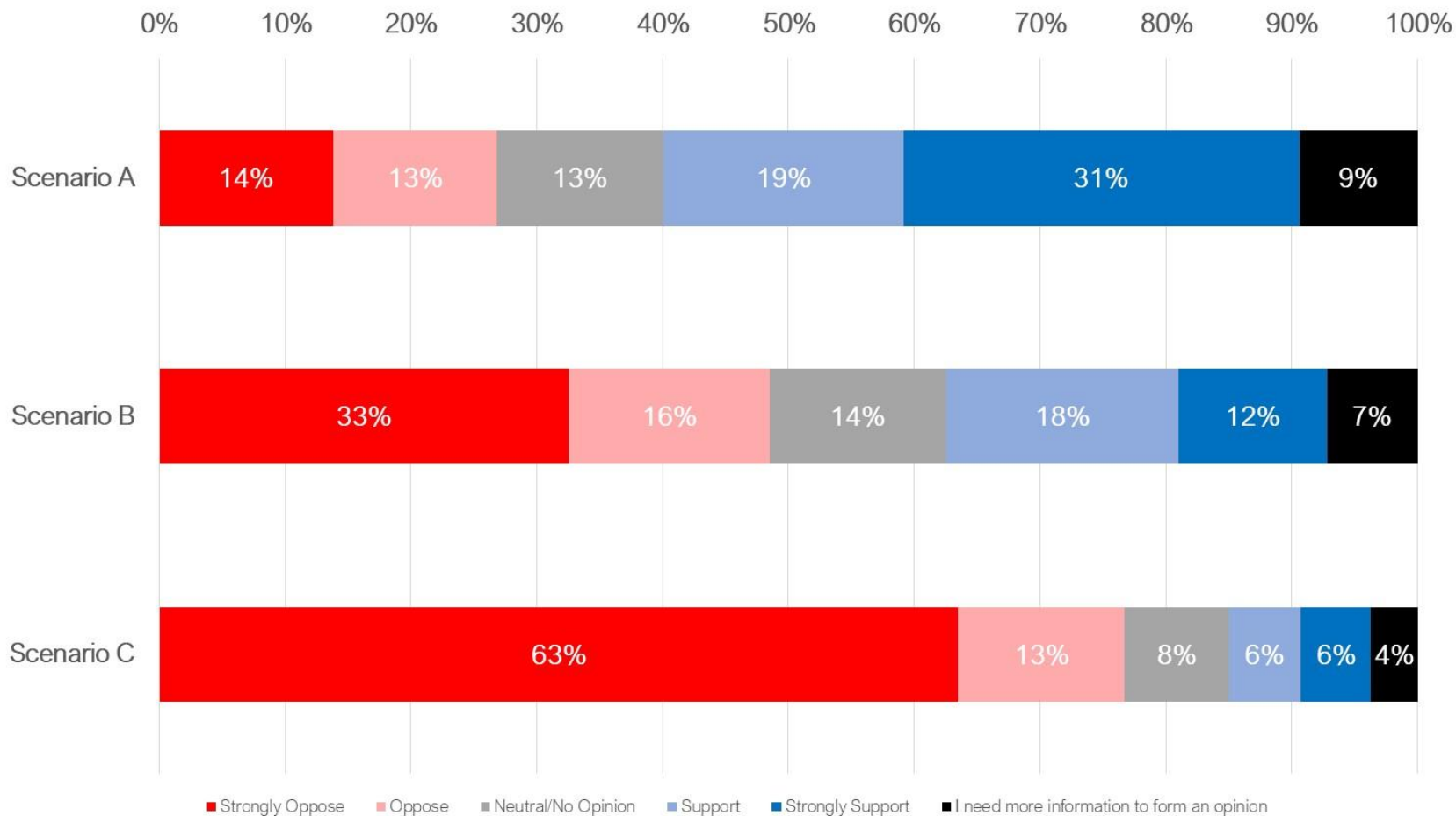
30% support

Scenario C:

Two high schools

76% opposed

12% support





Community Feedback: Normalized for High School Enrollment

This chart shows the raw results for level of support for each of the scenarios. This normalizes the data to reflect the current proportions of student enrollment (44% Adams, 15% Clay, 22% Riley, 19% Washington).

Scenario A:

Four high schools

34% opposed

40% support

Scenario B:

Three high schools

39% opposed

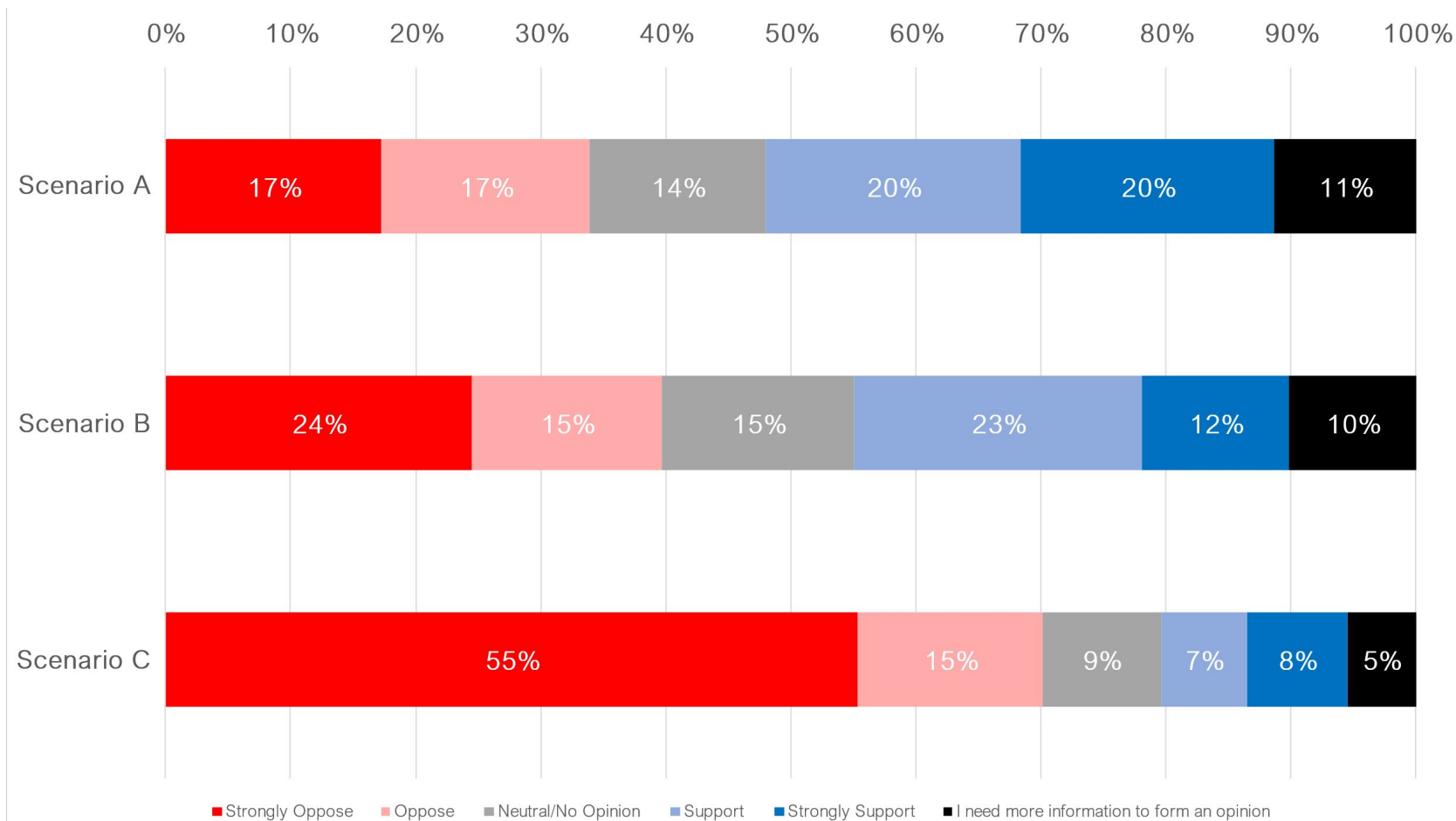
35% support

Scenario C:

Two high schools

70% opposed

15% support





Community Feedback: Equalized for Each High School

This chart shows the raw results for level of support for each of the scenarios. This equalizes the data to give each high school equal representation (25% Adams, 25% Clay, 25% Riley 25% Washington).

Scenario A:

Four high schools

31% opposed

44% support

Scenario B:

Three high schools

45% opposed

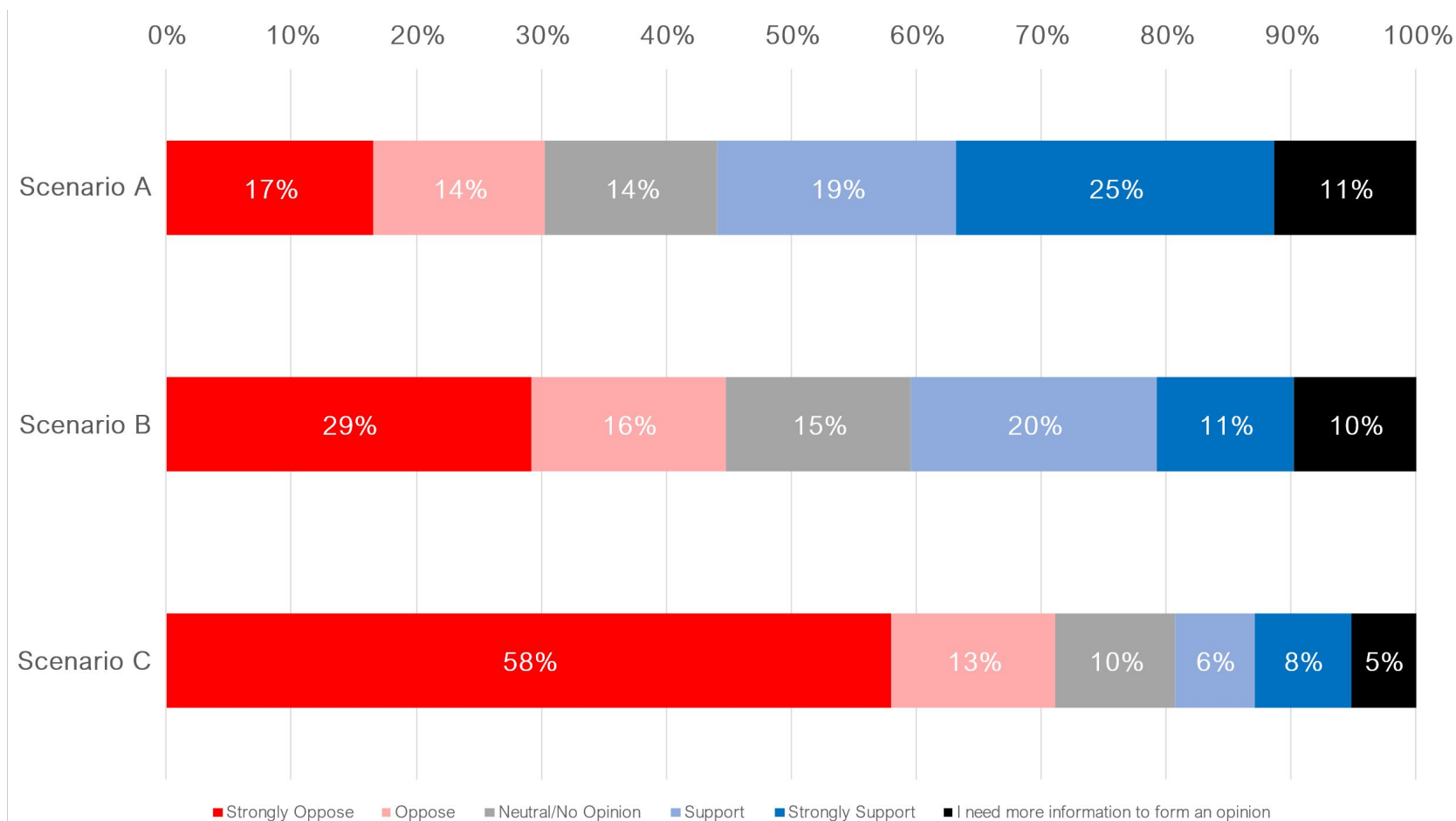
31% support

Scenario C:

Two high schools

71% opposed

14% support





Easy Actions: Closed Facilities

- **Closed Facilities Awaiting Disposition:**

- **Greene** – John Glenn Township has until 6/30/2024 to purchase. If they do not, raze the building.
- **Eggleston** – Advertise for 90 days, then raze the building.
- **Hay** – In negotiation with tenant to purchase building (appraisals complete; negotiating for final price—awaiting word back from Hebrew Day School).
- **Hamilton** – Currently used as storage. Offer land to City for park; Dollar Law eligible.
- **Old Marquette** – Raze the building, use area to enhance current Marquette program.
- **Perley** – Move Rise Up to a different location. Investigate option of adding Pre-K to the site and explore partners for reuse and income generation.
- **Studebaker**—(Dependent on Clay High School decision) Options: Raze and build adaptive playground, expand Riley campus.





Easy Actions: 90% Respondents Agree...

- **Recommendations:**

- Investing in Washington and enhancing the medical magnet.
- Moving toward aligned feeder patterns and regional choices for K-8s.
- Keeping Swanson Traditional School (no change from current).
- Keeping Darden Elementary School (no change from current).
- Marquette Montessori Academy remains a district-wide choice and expanding to Pre-K-8.
- Closing Warren Elementary School.
- Consolidating Dickinson with Navarre and converting Dickinson into a new K-8 program that feeds into Washington HS.
- Expanding Marshall to K-8 with continuity into Riley High School.
- Master planning of the LaSalle building and site to accommodate co-location of the Kennedy program.
- Reuse of the Kennedy building for a new K-8 alternative education program, Rise Up (grades 9-12 credit recovery program currently housed at Perley), SAMP, Virtual School offices, and investigate collaborative community partners.
- Assess and determine best solutions for 9-12 alternative education.





Your Voice: Community Feedback from Survey

Swanson should stay as is.

Could possibly support this option but would prefer Darden stay a regular elementary school.

I like the neighborhood feeder system. And, being in a building a long time promotes ownership.

I am happy that Marquette maintains as a districtwide Montessori option. To attract more families to the district, we need specialized options like Marquette!

Plan makes sense. Support Warren closing, even though I live in that area. 3 high schools best scenario

I like scenario A that has Navarre feeding Washington and Dickinson converting into K-8 regional feeder for Washington. That seems to make sense, and currently no one from Dickinson is going to Riley according to your current feeder pattern page of the presentation.

Bring 6th grade back to Marshall for this coming school year

I like that Kennedy and LaSalle will remain the choice schools and will be combined together.

Kennedy Elementary rooms are small and not conducive for an early childhood classroom.

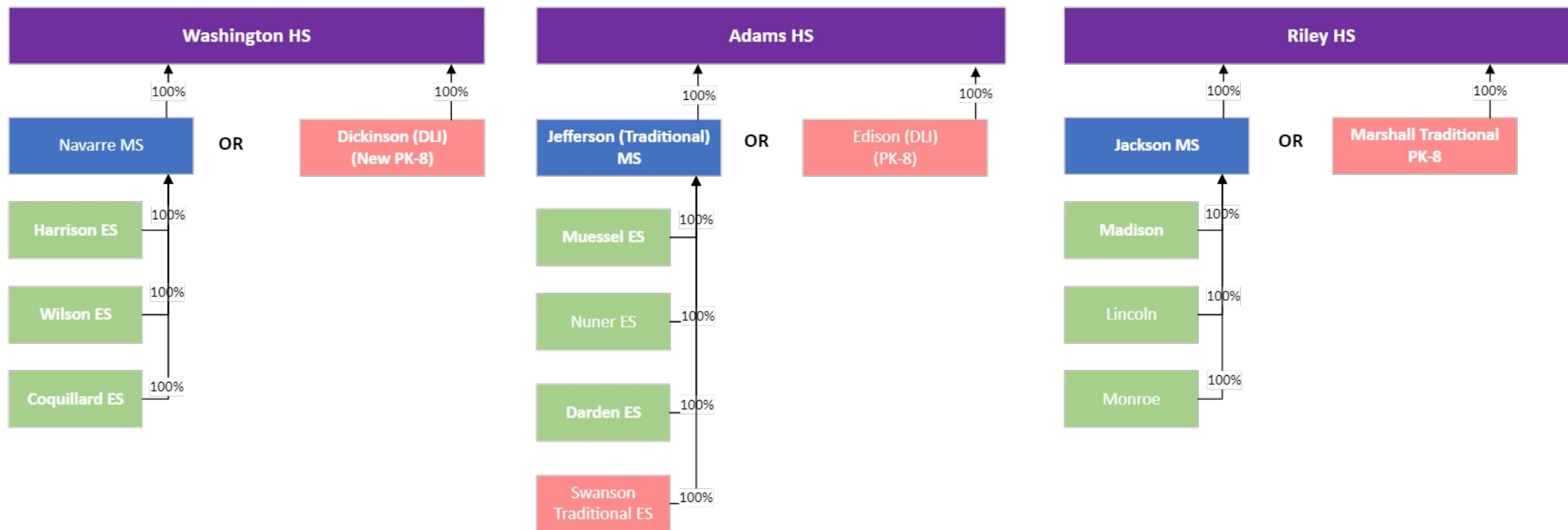
What we need are alternative schools to handle the behavior and emotional disruptions.

I like the clear feeder pattern; however, with low enrollment and cost it does not make sense to keep four high schools.

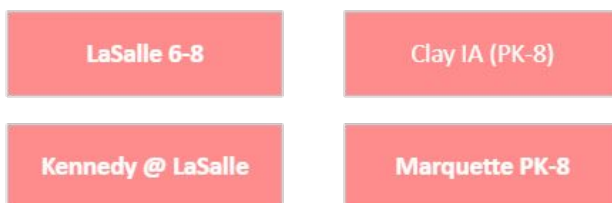




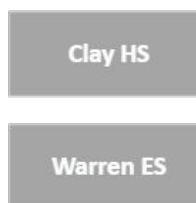
Recommendation



Districtwide Programs



Vacated Facilities



Early Childhood



Alternative Centers






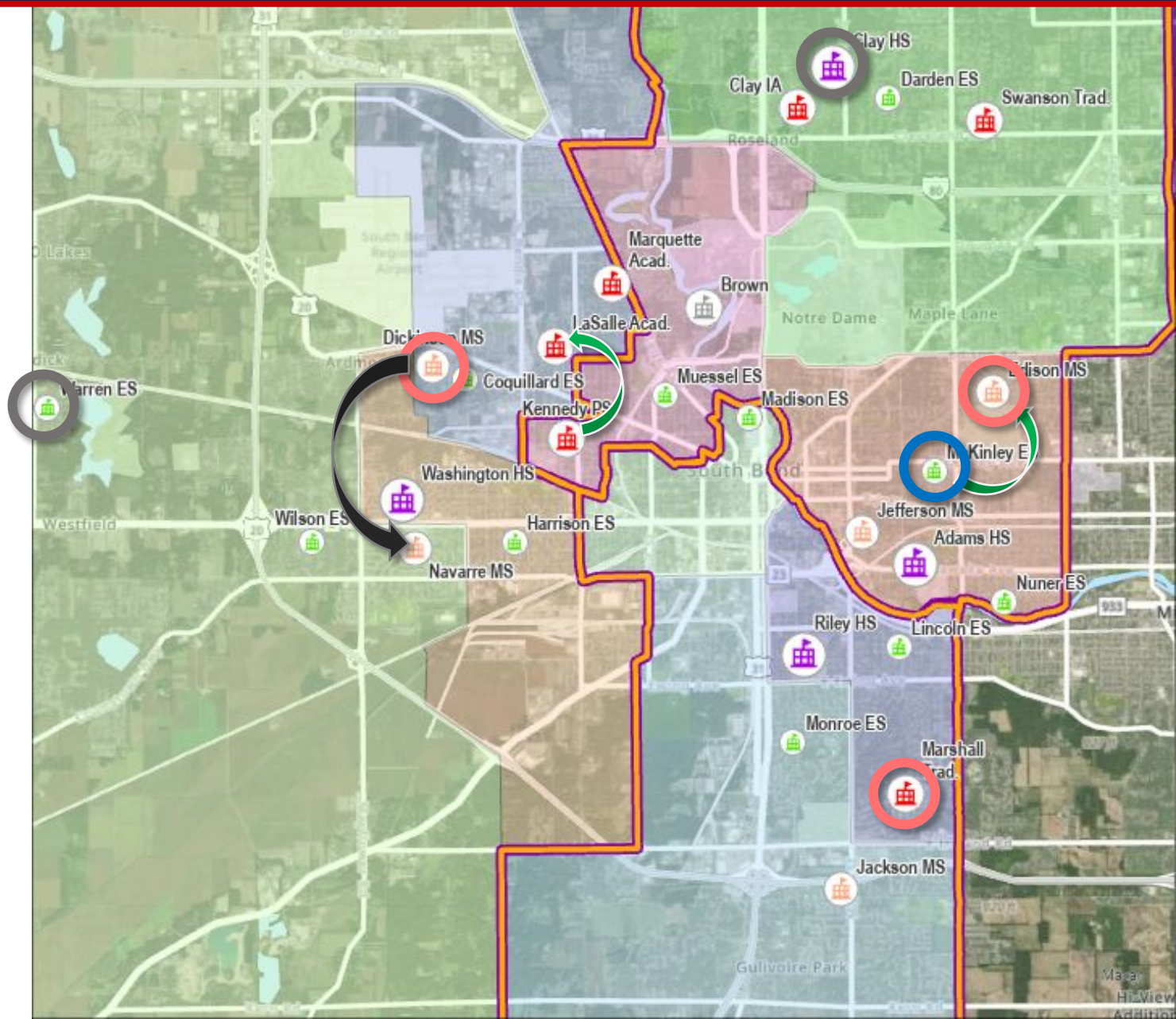


Recommendation

Components of the scenario:

- McKinley moves into Edison, Edison serves as a PreK-8 DLI magnet, McKinley converts to an early childhood center
- Fine Arts program at Clay High School moves to Riley High School
- Clay International Academy remains a district-wide program
- Warren consolidated into Wilson and Harrison
- Existing middle school program at Dickinson consolidated into Navarre. Dickinson becomes a new PreK-8 regional choice for the Washington feeder (DLI program at Harrison moves to Dickinson and expands to PreK-8).
- Marshall serves as the regional K-8 for the Riley feeder
- Kennedy program moves into LaSalle, Kennedy converts to an alternative education program (K-8 alternative and Rise Up)
- Brown converts to administration facility

-  Convert to regional K-8
-  Convert to early childhood center (ECC)
-  Vacated





Recommendation

Adams Feeder

School	Grades	Enrollment	Capacity	Sq. Ft.	Utilization	Condition Score	Action	Cost
Elementary								
Nuner	PK-5	911	498	89,772	183%	91.1	General Maintenance	\$ 2,019,870
Darden	PK-5	913	762	107,993	120%	82.8	Light Renovation	\$ 6,479,580
Muessel	PK-5	737	502	94,278	147%	88.9	Light Renovation	\$ 2,828,340
ES Subtotal	PK-5	2,561	1,762	292,043	145%	86.9		\$ 11,327,790
Middle								
Jefferson	6-8	1,112	620	108,490	179%	81.5	Light Renovation	\$ 7,594,300
High								
Adams	9-12	1,592	1,950	393,851	82%	80.8	Light Renovation	\$ 27,569,570
Regional Choice								
Swanson	PK-5	-	606	69,869		80.2	Medium Renovation	\$ 5,240,175
Edison (McKinley)	PK-8	-	650	185,180		74.8	Medium Renovation	\$ 18,518,000
ES Subtotal			1,256	255,049		77.5		\$ 23,758,175

Washington Feeder

School	Enrollment	Capacity	Sq. Ft.	Utilization	Condition Score	Action	Cost
Elementary							
Wilson	PK-5	695	458	76,782	152%	87.6	Light Renovation \$ 2,687,370
Coquillard	PK-5	744	429	73,806	173%	73.2	Medium Renovation \$ 8,118,660
Harrison	PK-5	923	634	120,263	146%	95.0	General Maintenance \$ 1,503,288
ES Subtotal	K-5	2,362	1,521	270,851	155%	66.0	\$ 12,309,318
Middle							
Navarre	6-8	1,076	680	140,681	158%	72.5	Medium Renovation \$ 16,178,775
High							
Washington	9-12	1,593	1,400	261,923	114%	78.4	Medium Renovation \$ 22,263,455
Regional K-8 Choice							
Dickinson	PK-8	-	780	147,797		65.2	Heavy Renovation \$ 22,169,550

Riley Feeder

School	Enrollment	Capacity	Sq. Ft.	Utilization	Condition Score	Action	Cost
Elementary							
Lincoln	PK-5	752	632	109,809	119%	94.7	General Maintenance \$ 1,372,613
Monroe	PK-5	799	608	103,578	131%	90.8	General Maintenance \$ 2,330,505
Madison	PK-5	563	590	87,803	95%	85.9	Light Renovation \$ 3,951,135
ES Subtotal	PK-5	2,114	1,830	301,190	116%	62.9	\$ 7,654,253
Middle							
Jackson	6-8	955	650	165,000	147%	72.3	Medium Renovation \$ 18,975,000
High							
Riley	9-12	1,255	2,000	348,064	63%	83.9	Light Renovation \$ 19,143,520
Regional K-8 Choice							
Marshall	PK-8	-	842	97,078		87.2	Light Renovation \$ 3,883,120

Districtwide Choice

School	Elementary	Capacity Middle	High	Sq. Ft.	Condition Score	Action	Cost
LaSalle (6-8), Kennedy (PK-5)	700	350	-	264,013	70.1	Heavy Renovation	\$ 33,001,625
Clay IA	387	193	-	151,141	67.9	Heavy Renovation	\$ 20,404,035
Marquette	357	179	-	79,506	96.9	General Maintenance	\$ 596,295

Repurposed Facilities

School	Capacity	Sq. Ft.	Condition Score	Action	Cost
Brown	928	163,642	61.8	Convert to Admin	\$ 4,000,000
Kennedy	521	85,829	83.7	Move Program to LaSalle, Create K-8 Alternative Program / Rise Up	\$ 4,720,595
McKinley	422	70,869	79.9	Convert to ECC	\$ 5,315,175

Vacated Facilities

School	Capacity	Sq. Ft.	Condition Score	Action	Cost Avoidance	Operational Savings
Warren	338	60,851	79.8	Vacate	\$ 4,563,825	\$ 233,966
Clay	1500	282,489	67.9	Vacate	\$ 38,136,015	\$ 1,091,945

Districtwide Totals

				Choice Seats			
Grade Level	Enrollment	Capacity	Utilization	Regional	Districtwide	Utilization w/Choice Capacity	
Elementary	7,037	5,113	138%	2,121	1,444	81%	
Middle	3,143	1,950	161%	757	722	92%	
High	4,440	5,350	83%	-	-	83%	
Total	14,620	12,413	118%	2,878	2,166	84%	

Total costs (excluding demo and vacated facilities): **\$260.9M**



Please note: enrollment and utilization figures reflect resident enrollment and are inclusive of students attending choice programs.



What do we do with Clay High School?

Consideration	Required Cost	Likely Outcomes
Keep Clay High School, mothball unused sections of the building, complete minimum viable repairs	Up to \$3.4M for 18 months	<ul style="list-style-type: none"> Students will continue to choose other schools resulting in low enrollment at Clay and an overall low enrollment at the high school level. 3 of 4 high schools vulnerable to the proposed 60% legislation.
Keep Clay open as grade 6-12 performing arts magnet school without attendance area	\$16.2M total minimum need over 5 years.	<ul style="list-style-type: none"> Students will continue to choose other schools (likely more so because they would have an Adams High School address) resulting in low enrollment at Clay and an overall low enrollment at the high school level. Even if Clay fills, 2 of the 4 high schools would very likely still be vulnerable to the proposed 60% legislation. Adding 6-8th grade seats impacts middle schools with 60% legislation. Supporting renovations (Edison, Dickinson, Marshall, Kennedy, etc.) would need to be delayed 3 or more years for funding to become available delaying Master Plan implementation.
Close Clay High School, move the fine arts program to Riley High School	Up to \$3.4M for 18 months	<ul style="list-style-type: none"> Clay High School would become dollar law eligible, but would result in higher enrollment at Riley and Washington protecting them from proposed 60% legislation. \$1.1M in annual operational savings that can enrich programs for all students. Supporting renovations in the plan can be completed to speed up implementation and improve outcomes.
Replace Clay as purpose-built “Black-Box” fine arts high school	\$54.2M	<ul style="list-style-type: none"> Cost prohibitive, the Corporation does not have the funding and the entire Master Plan would need to be re-evaluated (including career center).



The Trade-Offs of Keeping Clay



Close Clay High School, move fine arts program to Riley High School

Rank	Item	Cost	Cumulative Cost
1	Demolitions (Eggleston, Old Marquette, Green, Selective @ Brown)	\$ 3,000,000	\$ 3,000,000
2	Emergency Repairs at Clay HS (18 months)	\$ 3,400,000	\$ 6,400,000
3	Minor Renovations @ Riley to Support Fine Arts	\$ 1,500,000	\$ 7,900,000
4	Other Priority 1 Deferred Maintenance	\$ 5,600,000	\$ 13,500,000
5	Move Kennedy to LaSalle	\$ 5,000,000	\$ 18,500,000
6	Medical Renovations @ Washington	\$ 4,500,000	\$ 23,000,000
7	CTE Center	\$ 8,500,000	\$ 31,500,000
8	Edison Conversion to K-8	\$ 500,000	\$ 32,000,000
9	Dickinson Conversion to K-8	\$ 500,000	\$ 32,500,000
10	Move Management	\$ 1,500,000	\$ 34,000,000
11	McKinley Conversion to ECC	\$ 2,000,000	\$ 36,000,000
12	Convert Kennedy to Alternative	\$ 3,000,000	\$ 39,000,000

- \$1.1M in annual operational savings to enrich programs and improve outcomes

OR

Keep Clay as a fine arts magnet (grades 6-12)

Rank	Item	Cost	Cumulative Cost
1	Demolitions (Eggleston, Old Marquette, Green, Selective @ Brown)	\$ 3,000,000	\$ 3,000,000
2	Emergency Repairs + Warm, Safe, and Dry + Lighting and Ceiling (5 years)	\$ 16,170,000	\$ 19,170,000
3	Other Priority 1 Deferred Maintenance	\$ 5,600,000	\$ 24,770,000
4	Move Kennedy to LaSalle	\$ 5,000,000	\$ 29,770,000
5	Medical Renovations @ Washington	\$ 4,500,000	\$ 34,270,000
6	CTE Center	\$ 8,500,000	\$ 42,770,000
7	Edison Conversion to K-8	\$ 500,000	\$ 43,270,000
8	Dickinson Conversion to K-8	\$ 500,000	\$ 43,770,000
9	Move Management	\$ 1,500,000	\$ 45,270,000
10	McKinley Conversion to ECC	\$ 2,000,000	\$ 47,270,000
11	Convert Kennedy to Alternative	\$ 3,000,000	\$ 50,270,000

- No operational savings
- Supporting Renovation Projects would need to be delayed





Clay High School

Reasons to stay open:

- Keeps school in the neighborhood
- Community members committed to Clay High and have purchased homes in the area
- Laboratory for theater/fine arts/inclusion
- Historical significance of the building

Reasons to close:

- Requires immediate (within the next 18 months) capital costs (Building envelope, roof, HVAC) - **\$3.4M** minimum. Total 5-year need is **\$16.2M**
- None of these other considerations are going to reverse the enrollment decline. More students are attending Adams High School from within the Clay High boundary than attend Clay.
- Programmatically not viable. Programming cuts have to take place to align with the enrollment.
- It is likely that fewer seats would be made available to charters by closing Clay than leaving Clay open and keeping overall utilization at Clay, Washington, and Riley below 60%.

(1,500 vs. more than 2,400)





Recommendation - Timeline

Item	2022-23				2023-24				2024-25				2025-26				2026-27			
	F	W	SP	S	F	W	SP	S	F	W	SP	S	F	W	SP	S	F	W	SP	S
Facility Master Planning Process																				
Transportation Policy Update																				
Comprehensive Boundary Alignment																				
New Boundaries into Effect																				
Last 9th Grade at Clay HS																				
Rising 10th and 12th Grade at Clay Co-Locates @ Riley HS, Fine Arts Program moves too																				
Last Clay Class Graduates																				
Renovation for Washington High School																				
Career Center Construction																				
Transition Identified CTE Equipment into CTE Center																				
Renovation at Brown for Admin																				
Casady Costume Shop moves to Riley																				
LaSalle Renovation for Kennedy																				
Renovation at Kennedy for K-8 Alternative and Rise Up																				
Dickinson moves to Navarre																				
Renovate Dickinson for K-8																				
Edison moves to Jefferson																				
Renovate Edison for K-8																				
Renovate McKinley for ECC																				
Warren Closes																				

C Hard Construction
O Occupancy Target





Transition Strategies

- **Impacted students will be given priority during the school choice process**
- **Dedicated staff will be assigned to work with students to ensure a smooth transition**
- **Events will be organized to ensure students are welcomed at new facilities**
- **Transitions to Pre-K-8 will occur one grade at a time beginning in 2024-25 academic year**
- **Transportation policy review – Summer 2023**
 - *Will include items like non-magnet, out-of-zone enrollment transportation eligibility*
- **Boundary process – Fall 2023**
- **Building disposition processes (Clay High School, Warren Elementary) in 2024**



- **Accept facilities study as guiding document to continue district work**
- **Demolitions**
- **Washington medical magnet investments**
- **Clay High School decision**
- **Warren Elementary School closure**
- **CTE/Career center/hub resolution**
- **Assorted policy updates (TBD) transportation, boundaries**



THANK YOU



What Happens if we do Nothing?

- **Cost of doing nothing and investing in status quo:**
 - Feeder patterns and articulation will continue to be fragmented, resulting in continued decline in enrollment in neighborhood schools.
 - District would be required to invest more dollars into facility related issues that do not have a major impact on literacy and graduation rates. Many schools have systems that are end-of-life and require ongoing significant investment in infrastructure.
 - Based on proposed legislation, we may have to share space in facilities that we are occupying with charter operators (under 60% utilization).





South Bend Vote Yes Referendum & GO Bond Capital Investments Made– 4 Year Summary by Schools

School/Buildings/Locations	Capital Projects	2019	2020	2021	2022	Total Cost
Adams	Masonry Restoration, Chiller Compressor	-	-	1,176,483	135,104	1,311,587
Brown	Energy Upgrades, Carpet/Tile Replacement, Security Camera	-	-	186,000	929,688	1,115,688
Clay	Fire Alarm System, Roof Replacement, Energy Upgrade, Ceilings & Lighting	857,325	-	597,722	-	1,455,047
Coquillard	Interior Paint, Carpet/Tile, Restroom/Lounge, Whiteboards, Energy Upgrades	-	24,625	162,375	589,208	776,208
Darden	Roof, Rear Asphalt, Energy Upgrade, Restroom Remodel	258,818	-	-	846,188	1,105,006
Dickinson	Security Camera, Cooling Tower/Controls	252,416	151,781	-	250,000	654,197
Edison	Energy Management, Carpets	252,416	156,781	-	-	409,197
Harrison	Chiller, Countertops, Carpet	-	-	-	319,784	319,784
Jackson	Roof, Paving, Carpet/Tile, Secure Entrance, Energy Upgrade, Ceilings & Lighting	-	591,200	2,283,828	392,840	3,267,868
Jefferson	HVAC, Fire Alarm, Sidewalk	-	-	525,831	37,000	562,831
Kennedy	Fire Alarm, Carpet/Tile	-	-	187,167	103,740	290,907
Lafayette	Masonry Restoration	-	-	385,483	-	385,483
LaSalle	Masonry Restoration, Carpet/Tile, Secure Entrance	-	-	1,401,157	116,045	1,517,202
Lincoln	Playground, Sidewalk, Energy Management	-	160,781	174,332	26,525	361,638
Madison	Energy Upgrades	247,991	-	-	-	247,991
Marquette	Carpet/Tile	-	-	137,598	-	137,598
Marshall	HVAC, Classroom Renovation	1,129,300	-	10,000	-	1,139,300
McKinley	Energy Upgrades, Boilers	-	628,000	-	-	628,000
Monroe	Energy Upgrades	-	-	-	519,188	519,188
Muessel	Energy Upgrades, Carpet/Tile	247,991	-	150,000	-	397,991
Navarre	Fire Alarm, Roof, Carpet/Tile, Secure Entrance & Camera, Restroom, Whiteboards, Lockers	86,763	59,625	902,862	1,244,767	2,294,017
Nuner	Energy Upgrades	247,991	10,344	376,703	-	635,037
Riley	Energy Upgrades, Boilers, Mech System, Pool, Roof, Carpet/Tile, Masonry, Weight Room	375,788	628,000	3,010,701	-	4,014,489
Studebaker	Chillers, Energy Upgrades	-	4,876	-	519,188	524,064
Swanson	Carpet/Tile, Restroom	-	151,781	340,848	327,000	819,629
Washington	Roof, Mech System, Parking	110,974	299,100	1,081,594	-	1,491,668
Wilson	Fire Alarm, Secure Entrance, Window, Hallway, Restroom/Lounge	-	51,625	1,021,075	449,857	1,522,557
Others/Various	UVC, Roof, Masonry, Landscaping, Window, Paving, Safety & Security, Systems etc.	404,827	186,300	3,789,539	1,000,000	5,380,665
Totals		4,472,596	3,104,820	17,901,294	7,806,122	33,284,832



