

# DRAFT

MAY 19, 2022 // SUMMARY OF RECOMMENDATION

## OKEMOS PUBLIC SCHOOLS



**TowerPinkster**  
Architecture · Engineering · Interiors



**CHRISTMAN**  
BUILDING SINCE 1894



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**Note:** Historical documents pictured in this report include usage of the district's former logo. The new logo has been incorporated wherever possible.

**01**

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**EXECUTIVE  
SUMMARY**

# EXECUTIVE SUMMARY

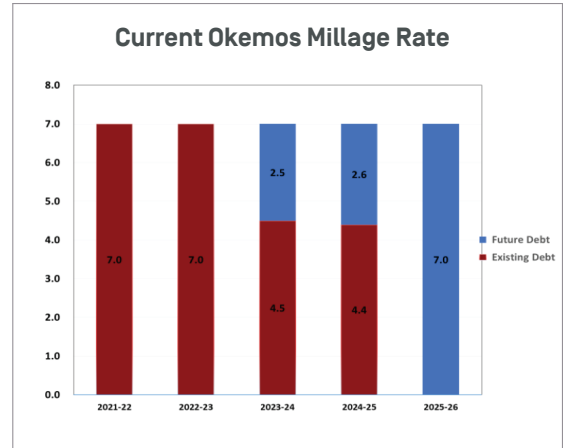
**A community steering committee has developed a comprehensive recommendation to address aging facilities, space and enrollment challenges and to re-envision our learning spaces for students and our community. The recommendation includes replacement of aging school buildings, meeting pressing facilities needs, creating adequate space for current and future enrollments, and commitments to master planning and crafting greenspace as we plan to meet our needs.**

## UNIQUE OPPORTUNITY

The Okemos Public Schools district has a significant opportunity to address aging building infrastructure, accommodate long-term enrollment increases, and re-imagine our future with a November 2022 bond proposal that continues the current millage rate.

While planning for the 2019 bond, it became clear that as enrollments continued to increase, a comprehensive process needed to be taken to review enrollment trends, neighborhood composition, and potential solutions to create a longer-term plan. Today, the district has a unique opportunity to generate significant funds for improvements, up to \$275 million, with no change to the current tax rate.

Reinvesting in the district is also aligned with the 2020-2024 Strategic Plan. Some 15% of respondents to the strategic plan survey indicated that “Aging Facilities” was one of the top 2-3 greatest challenges facing the district in the next 5 years. In response, the plan identified “Priority 10: Provide high quality and equitable facilities and learning environments for students, staff, and community.”



## PROCESS

Since the Fall of 2021, the district has been gathering input from the community, staff, administrators, and the Board of Education to ensure the 2022 bond program is representative of all voices within the Okemos community. This bond will be the first phase of a larger master planning effort to transform the district’s facilities and grounds so Okemos can provide high-quality learning environments for our students and staff in order to continue educating with excellence.

An initial Facilities and Grounds survey was created by the district’s Core Team, four Okemos administrators and six subject matter experts from the district’s architecture and construction partners, TowerPinkster and The Christman Company. This was sent to the community in November 2021 with the goal of understanding the community’s overall perception of facility conditions and needs. The survey received 583 responses and indicated that the community’s highest priorities for the future of facilities were health, safety, and security, innovative teaching, and overall appearance.

Simultaneously, an update to the district’s facilities assessment was conducted by the district’s architecture and construction partners. This report represented a “snapshot in time” in the life of Okemos facilities to determine the conditions and replacement value of each. Many of their findings confirmed ideas and needs presented in the Community Input phase and contributed to the Core Team’s recommendations for the Steering Committee.

The district hosted eight Listening Sessions to understand the desires of each building’s user groups and to capture the expertise of people who experience these spaces every day. Two community forums were also held to inform the public of the progress and to invite additional questions and/or feedback.

In late March 2022, a scientific study was also conducted to further understand the perceptions of citizens regarding a potential bond proposal. Information from this study showed that 78% would support a zero-mill increase bond proposal with the strongest support for classroom updates, improvements for state-of-the-art facilities, and increased safety measures.

This information was brought before the Steering Committee, a group of 40 Okemos community representatives, to build consensus around a final bond scope recommendation. The Committee established Guiding Principles and other “Big Rock” criteria (as found in the appendix) to ensure recommendations considered the short-term and long-term options that best fit the district’s needs. This framework guided the Committee as they synthesized data from the various surveys, forums, and assessments to help shape the bond scope recommendation.

## RECOMMENDATION

The steering committee's recommendation includes three proposed major projects:

- To build a new school for the Cornell community on Powell Road, and
- To build two new middle schools to replace Chippewa and Kinawa that share a state-of-the-art auditorium

The proposal also incorporates smaller scale projects that will have community wide impact, including:

- Addressing critical facility needs and minor upgrades across all schools
- Construction of secure vestibules at each school
- Addition of school space at Hiawatha
- Addition of performing arts space at OHS
- Furniture replacement across the district and senior center
- Funding for student device replacement through 2028, technology infrastructure upgrades
- OHS cafeteria and kitchen expansion/renovation
- A new tennis, baseball and softball complex, and athletics equipment replacement
- Meridian Senior Center relocation and furniture replacement
- Additional district bus replacement
- Relocation of district administration, operations and technology departments

The steering committee also affirmed that:

- The district should return unutilized sites, once determined, to greenspace (parks, playgrounds, sports fields, and/or natural areas)
- Needs identified outweighed those that could be met, and therefore, the district should identify and prioritize future projects for consideration in a master planning approach
- Evaluation of the Montessori at Central should be the next large scale project for consideration

On May 9, 2022, the Superintendent and representatives from the Committee will present their final bond recommendation to the Board of Education, which upon approval, will go before the State of Michigan's Treasury Department to be placed on the November 2022 ballot.

### Guiding Principles Established by the Steering Committee



#### Guiding Principles - February 9, 2022

- Support the implementation of the OPS vision, mission, values and equity plan.
- Ensure 21st-century student learning and achievement as well as equitable access and development of the whole child across all of our schools.
- 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.
- 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.
- Allow flexibility for future changes in enrollment, funding and government mandates.
- Promote decisions as a good steward of taxpayer dollars; ensure financial stability of the district and tax implications for the citizens of Okemos.
- Promote optimal utilization of school buildings/facilities for our children, families, staff and community.
- 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.
- These guiding principles and this bond proposal will serve as the foundation of a long-term master plan for Okemos Public Schools.
- 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.*

# 02 COMMUNITY INPUT



# COMMUNITY INPUT

To ensure that all staff members, community members, students, and other Okemos Public Schools stakeholders were heard and represented in the bond scoping process, the district presented multiple avenues for input. An initial community survey was released in November to understand the perception of the district’s ground and facilities. Eight Listening Sessions as well as two virtual Community Forums were also held to provide an additional format to solicit feedback. A citizen’s survey was also administered by a third party to ensure biases were not a factor.

## FACILITIES + GROUNDS SURVEY SUMMARY

In November 2021, the core team authored an Initial Facilities and Grounds Survey to understand the community’s perceived needs and insights to best serve them going forward. The surveys occurred October 25-November 5, 2021 and captured 585 responses across a broad range of people with connections to Okemos.

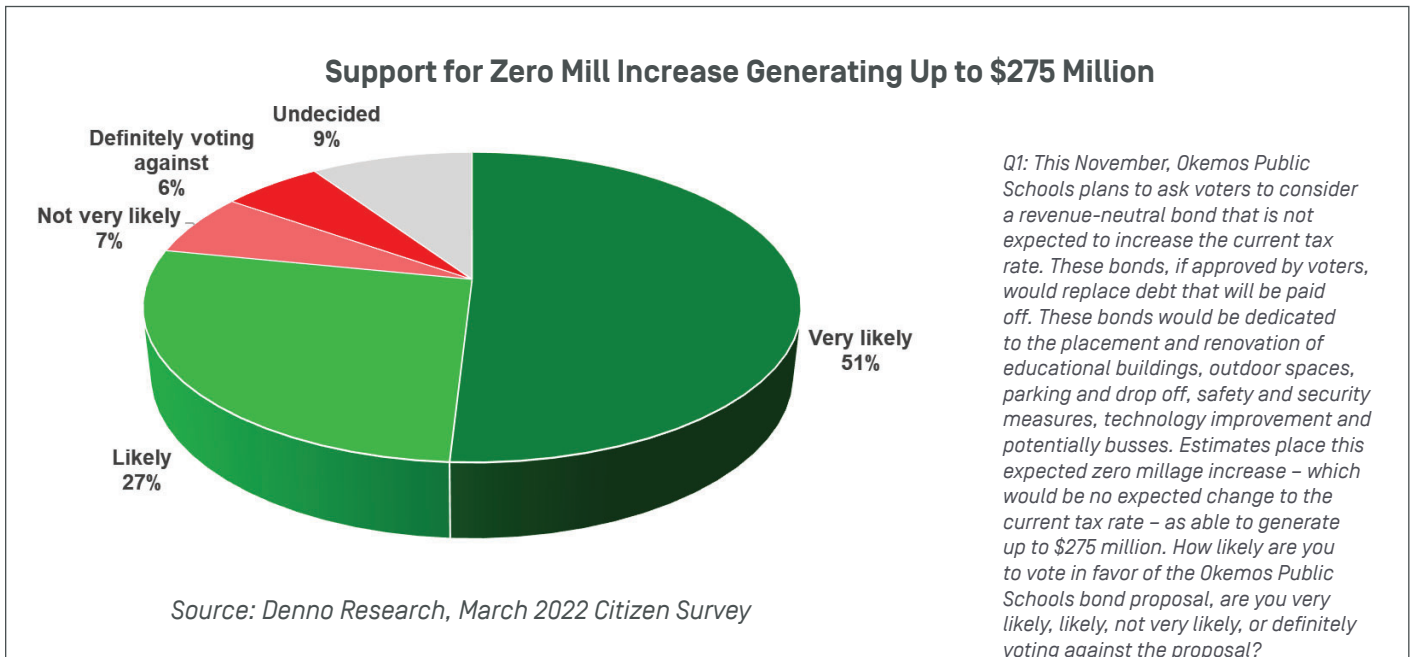
Many questions were short-answer to allow participants to describe in their own words things like the current state of facilities and grounds and their desired outcomes. Many respondents called the facilities “old, outdated, and aging”.

## GRADE CONFIGURATION SUMMARY

In December 2021, the core team also issued a summary regarding the current grade configuration in the district. Results show that the community preferred to keep the current configuration of four k-4th grade elementaries, one 5-6th grade building, one 7-8th grade building and the high school.

## STEERING COMMITTEE SUMMARY

A community steering committee of over 40 participants worked over the last five months to develop a comprehensive recommendation to address significant needs identified as a result of numerous community listening sessions and formal facilities assessments. Members of the committee included parents/caregivers from each school, teachers, administrators, staff members, business owners, senior citizens, OHS students and representatives from community education. The steering committee met two times per month, starting in January to develop the recommendation. The committee’s process and a list of participants are listed in section 3 of this report.



## LISTENING SESSION + COMMUNITY FORUM SUMMARY

Listening sessions were organized for specific stakeholder groups that use the district facilities. Over the course of two months, participants were invited via email to attend from across the community. In addition, employees and former employees with specific historic or programmatic knowledge were personally invited to sessions so their expertise could be captured.

Community forums were scheduled to allow any district resident to learn about the bond scoping process and share ideas for facilities, grounds, and programming improvements. Participants were invited via email and hosted in a virtual format due to COVID -19 restrictions.

The following are themes that emerged from the listening sessions and community forums. Some items voiced by the community were also identified in the district's facilities assessments.

### Elementary Schools

#### [Feedback consistent at each school]

- Need much more space
- Need to address traffic flow / car drop off

### Chippewa + Kinawa Middle Schools

- Need much more space
- Need to address traffic flow / car drop off
- Cafeteria not big enough

### Okemos High School

- Need larger fine arts spaces
- Athletic facilities desired including a new pool, better drainage/ facility locations, and tennis courts

### Central Office Building + Montessori

- Need much more space and need to address traffic flow / car drop off
- Need to address accessibility to Board Room / Offices

### Childcare + Senior Center

- Large gross motor skills areas
- Food / nutrition spaces are needed

### Non - Building Specific Themes

- New indoor athletic facility for multiple sports & bands
- Desire for sustainability and energy efficiency
- More outdoor connectivity + daylighting
- Secure vestibules are needed throughout
- Health and wellness focus
- Decisions should be made with a DEI lens to be accessible and inclusive for all

*\* A full summary of the Listening Session process and additional commentary can be found in Appendix .*

*\*\* A recording of Community Forum #2 can be found at [okemosk12.net/bond](http://okemosk12.net/bond).*

## CITIZEN SURVEY SUMMARY

With a focus on ensuring a clear understanding of the perceptions of citizens regarding a potential bond proposal, Okemos commissioned a third-party, independent survey in late March. The survey was conducted by Denno Research, a public opinion research firm located in East Lansing, Michigan. Denno drew a representative sample—a relatively small number of people who reflect the same properties and proportions like that of a larger population—of 275 individuals living in Okemos Public School District for a telephone survey. The surveys occurred between March 28-31, 2022 – 65.1% of completes (179) were conducted by cell phones.

The survey found very strong support of a zero mill increase bond [to maintain the current tax rate]. Some 78% of voters were supportive of a revenue-neutral bond that would not be expected to increase taxes. With just 12% opposed and only 9% unsure as to how they would vote.

In order to further test the potential bond proposal, voters were asked for feedback on specific areas of investment. The strongest support was for building more classrooms (70% more likely to support a bond), having state-of-the-art facilities (69%) and buildings with enhanced safety measures (69%) had the most positive response. On the other hand, there was much lower support for inclusion of an athletic complex or a pool/natatorium; just over half supported and a third opposed the millage after having heard each.

After all of these potential areas of investments were mentioned, respondents were asked again whether they would support a zero mill increase bond and support grew to 79%, with just 19% opposed.



# 03 FACILITIES ASSESSMENTS

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# FACILITIES ASSESSMENT

## PROCESS

This Facilities Assessment Study, developed through a combination of personnel interviews, Owner documents, facility walk-throughs, and building system analysis, was performed in the Fall of 2021 to accomplish the following objectives:

- Provide an inventory of the District's facilities in an clear and concise format, which can be easily updated and maintained by Okemos Public Schools personnel and allow for quick access to facilities information.
- Determine the general condition of the District facilities and provide the data in a concise format, allowing quick determination of the current replacement value and condition of each facility.
- Determine opinion of probable cost for each assessed building, campus site and an aggregate for all facilities in the District.

This report represents a "snapshot in time" in the life of the facilities. The district is engaged in on-going maintenance projects that could render some of the items listed in this report as obsolete in the near future.

Generally, the buildings were compared to similar buildings in other districts. Given the likely direction for the school district to pursue a bond to implement major improvements, only the highest priority items were included in this report.

The goal was to provide this information as a "springboard" for further discussions as to the best approach for incorporating improvements to school district facilities.

**\*The full Facilities Assessment, as well as a Pressing Needs Summary, can be found in the Appendix.**

## RATINGS

The intent was to first determine the physical condition of the facilities as currently used before exploring program improvements with a separate study. This approach was used to evaluate conditions of building features like mechanical systems, electrical fixtures, and other finishes. Conditions were assigned to one of the following categories:

- **Poor** - item is nearing the end of it's useful life, current need, should be replaced in the next 3-5 years.  
*Examples: Replace flooring to improve maintenance. Upgrade mechanical/electrical systems for energy efficiency*
- **Fair** - Item meets current use, showing signs of age and should be replaced in the next 10 years.  
*Examples: Lighting is LED, but contains retrofit bulbs in existing light fixtures*
- **Good** - Item meets current and future needs, no recommendation for improvement for the next 10 years.  
*Examples: Terrazzo flooring has limited or no cracking and has been maintained.*

## FACILITY CONDITION INDEX (FCI)

An additional method of comparison known as a Facility Condition Index (FCI) was applied to compare the estimated renovation costs and the estimated replacement costs. For this comparison metric as it relates to this specific facility assessment, it was generally accepted that facilities with an FCI of over 65% are not the best candidates for significant capital investment and should be considered for retirement from the active inventory. Facilities with a lower FCI (often relatively younger facilities) are better candidates for capital investments like renovations.

## FINDINGS

Buildings that had a high FCI were prioritized for replacement within the next 3-5 years. This included Edgewood Early Childhood Education [92%], Cornell Elementary [104%], Wardcliff Elementary [120%], Chippewa Middle School [120%], and the Operations/Technology/Grounds/Buildings facility [132%]. It is important to note that Wardcliff Elementary had already been offline for two school years.

Three facilities fell in the medium FCI range including Central Montessori/District Administration [83%], Kinawa Middle School [82%], and the Transportation Building [73%]. According to the FCI criteria, these buildings were not considered the best candidates for significant investments as they fall on the high end of the medium category.

Lastly, the schools with the lowest FCI scores, Bennett Woods Elementary [53%], Hiawatha Elementary [59%], and Okemos High School [41%], were recommended for renovations.



# 04 STEERING COMMITTEE WORKSHOPS

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# STEERING COMMITTEE



The steering committee was established to help shape and confirm a bond scope that was representative of all people in the Okemos community. Beginning in early 2022, the committee developed guiding principles and big rock criteria that were utilized to form recommendations for the final bond scope.

The selection of committee members was intentional to ensure all neighborhoods, school buildings, and community voices were part of the conversation. [A full list of

Starting in January 2022, meetings were held bi-weekly to allow time for the committee and the core team to synthesize various data gathered throughout the community input, facilities assessment, and surveying phase.

In addition to the guiding principles established in their first meeting, the committee was asked to consider the Board Approved Recommendation from November 2018 and the following drivers from the superintendent as they moved forward with their process:

- 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

## APPROACH

The committee was asked to prioritize projects for their final recommendation using a “big rock” philosophy. This approach symbolizes the potential bond budget as a fixed amount, or jar, to keep project values, or rocks, within a maximum bond range. By filling the jar with big rocks first, the committee could ensure there was still room for project of small and medium value. Projects of big rock scale were considered substantial investments such as a building replacement or significant renovation. The new building big rock criteria that were developed by the committee and applied to potential projects include:

- **Student Equity:** Supports Success of the Whole Student and For All Students
- **Educational Environment Agility:** Offers Safe, Future-Ready Learning
- **Sustainability:** Enables Environmental and Fiscal Responsibility (i.e., Age, Condition, FCI)
- **Site Desirability:** Site Layout, Accessibility, Size Flexibility, Location and Greenspace



## District Facilities Summary

SITE	EDGEWOOD	CORNELL	BENNETT WOODS	HIAWATHA	WARDCLIFF	CENTRAL / DISTRICT ADMIN	KINAWA 5-6	CHIPPEWA 7-8	HIGH SCHOOL	ATHLETICS	BUS GARAGE	OPERATIONS
USE	Childcare / Pre-School	K-4	K-4	K-4	Closed / Community Functions	PK-4	5-6	7-8	9-12	District Athletics	Bus Service / Transportation	Operations / Technology / Maintenance
BUILT YEAR	1963	1955	1993	1988	1955	1948	1965	1958	1994	1995	1993	1975
ADD / RENOS YEAR	1966 / 1978 / 1988	1958 / 1977 / 1988	2019	N/A	1967 / 1987 / 2012	1963 / 1988	1967 / 1994 / 1996 / 2006	1963 / 1966 / 1977 / 1995	2015	N/A	N/A	N/A
BUILDING SF	33,000	43,000	60,800	62,000	33,000	68,400	154,000	196,000	320,000	9,600	8,000	3 buildings at 6,000 each
SITE AREA	12 Acres	10 Acres	45 Acres	19 Acres	20 Acres	28 Acres	72 Acres	78 Acres	96 Acres	23 Acres	15 Acres	
ENROLLMENT	65	437	469	471	N/A	345	644	712	1457	N/A	N/A	N/A
SF / STUDENT	507.69	98.40	129.64	131.63	N/A	145.09*	239.13	275.28	219.63	N/A	N/A	N/A
RECOMMENDED SF / STUDENT	200	200	200	200	200	200	230	230	260	N/A	N/A	N/A

\*Calculation based on school building's square footage only.

## Facilities Condition Index by Building

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)	FCI (\$ Reno. / \$ Replace)
Edgewood ECC	33,000	\$ 9,760,517	\$ 296	68	15	\$ 650,701	\$ 10,560,000	\$ 320	50	\$ 211,200	92%	Above 85%
Cornell Elementary	43,000	\$ 14,322,352	\$ 333	80	15	\$ 954,823	\$ 13,760,000	\$ 320	50	\$ 275,200	104%	65% - 85%
Bennett Woods Elementary	60,800	\$ 10,404,391	\$ 171	71	15	\$ 693,626	\$ 19,456,000	\$ 320	50	\$ 389,120	53%	Below 65%
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					

### APPROACH (continued)

In their analysis, it became clear to the committee that the elementaries were at capacity, and most had a high FCI, meaning they were not good candidates for reinvestment. For this reason, it was determined that a new K-4 elementary was non-negotiable. This became the first big tock in the jar. Due to it's high FCI and current 95 sf/student space ratio, Cornell Elementary was selected as the best candidate for replacement.

A replacement for Cornell Elementary was worked into multiple bond scenarios brought forth by the core team, which the committee had the opportunity to review and deliberate over. Seeing as both Kinawa 5-6 School and Chippewa 7-8 School had high FCI's, a scenario that included the replacement of Cornell and the two middle schools was adopted. This recommendation best aligned with the Big Rock criteria and maximized impact as all students in the district 5-8th grade would be affected.

The committee also had the opportunity to create various combinations of small and medium projects while remaining within the maximum bond cost as budgeted by the district's financial partners. The Committee identified projects that touch all school buildings and identified future "master plan" priorities.

The location for the new K-4 building was deliberated upon greatly by the committee. The existing Cornell, Edgewood, Wardcliff, and Central sites were all vetted and test-fitted. However, in the end, there was strong consensus with 5-1 groups voting in favor of the Powell Road site.

### Elementary Size Poll March 23, 2022

1. Elementary Size: Do you feel you have a good understanding of how and why the district would approach our planning for future elementary enrollment of around 2000? (Single Choice) \*

34/34 (100%) answered

Yes (34/34) 100%

No (0/34) 0%

2. Elementary Size: How much do you support this approach? (Single Choice) \*

34/34 (100%) answered

Strongly support (25/34) 74%

Support (8/34) 24%

Neutral (1/34) 3%

Do not support (0/34) 0%

Strongly do not support (0/34) 0%

## STEERING COMMITTEE REPRESENTATIVES

**Sue Williams**, Administrative Assistant,  
Okemos Public Schools

**Danielle Jenkins**, Parent,  
Bennett Woods Elementary

**Evie Leiby**, Parent,  
Central Montessori

**DeeLane Camling**, Teacher,  
Community Education

**Carolina Giraldo**, Childcare/Staff Member,  
Community Education

**Karen Shapiro**, Parent,  
Chippewa Middle School

**Chad Crandell**, Parent,  
Chippewa Middle School

**Mark Tomczak**, Teacher, PE/Athletics/Electives,  
Chippewa Middle School

**Joel Conn**, Community/Business,  
Okemos Citizen at Large

**Nick Biggee**, Community/Business,  
Okemos Citizen at Large

**Joanna Purkiss**, Parent,  
Cornell Elementary

**Michelle Ciabotti**, Parent,  
Okemos Public Schools

**Emily Swirski**, District,  
Food Service Director

**Jody Noble**, Principal,  
Okemos High School

**Lauren Schefke**, Principal,  
Elementary

**Andy Phelps**, Board of Education,  
Okemos Public Schools

**Katie Cavanaugh**, Board of Education,  
Okemos Public Schools

**Kim Burchman**, Community Education Coordinator,  
Okemos Public Schools

**Tom Isom**, Director of Technology,  
Okemos Public Schools

**Corrinne Karpinski**, Director of Transportation,  
Okemos Public Schools

**Heather Pricco**, Special Education,  
Okemos Public Schools

**Tempie Brown**, Director of Athletics,  
Okemos Public Schools

**Lara Slee**, Director of DEI,  
Okemos Public Schools

**Mark Stice**, Band Director, Fine Arts  
Okemos Public Schools

**Lauren Kushion**, Parent,  
Okemos Public Schools

**Mallory Voris**, Parent  
Edgewood Early Education Center

**Kendra Hixson**, Teacher,  
Cornell Elementary

**Jasmine Blythe**, Strings/Orchestra Teacher, Fine Arts,  
Okemos Public Schools

**Kayla Bryd-Daniels**, Parent,  
Hiawatha Elementary

**Ursula Morris**, Teacher,  
Kinawa 5-6 School

**Sarah Allen**, Parent,  
Kinawa 5-6 School

**Marsha Morehead**, Teacher.  
Central Montessori Elementary

**Tom Hopper**, Teacher,  
Chippewa 7-8 School

**Lori Mazzulo**, Teacher,  
Chippewa 7-8 School

**Noelle Burak**, Parent,  
Okemos High School

**Young Mi Choi-DeYoung**, Parent,  
Okemos High School

**Kim Floyd**, Teacher,  
Okemos High School

**Ed Besonen**, Police/Emergency Manager,  
Meridian Township

**Cherie Wisdom**, Meridian Senior Center,  
Okemos Citizens at Large

**Gordon Melms**, Meridian Senior Center,  
Okemos Citizen at Large

**Abby Showerman**, Special Populations Teacher,  
Okemos Public Schools

**Amulya Gundlapally**, Student,  
Okemos High School

**Nupur Shah**, Student,  
Okemos High School

**Liane Matson**, Parent,  
Wardcliff Neighborhood



**05** BUILDING BY  
BUILDING BOND  
RECOMMENDATION

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# BUILDING BY BUILDING BOND RECOMMENDATION

The recommendation presented to the superintendent and the Board of Education on May 9, 2022 was developed and supported by the steering committee. The final recommendation was based on the steering committee deliberation over all of the aforementioned information, surveys, community input, financial considerations, and a desire to maximize the student benefit.

## BIG ROCKS AS DEEMED BY THE STEERING COMMITTEE:

### 1. Cornell Elementary

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.

### 2. Chippewa 7-8 Middle School

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

- Fine arts wing in poor condition
- Need additional space [group rooms, offices, restrooms, cafeteria, etc]
- Replace ceiling, casework, flooring
- Roofing, HVAC, lighting, noise, concrete heaving & accessibility concerns

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

### 3. Kinawa 5-6 Middle School

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

- Many classrooms without windows
- Pool needs to be filled in
- Need additional space [group rooms, offices, restrooms, cafeteria, auditorium]

Address traffic flow & car drop off lines

- Replace playgrounds, ceiling, flooring
- Accessibility challenges with level changes

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



**SELECTION OF CORNELL ELEMENTARY BY POWELL ROAD:**

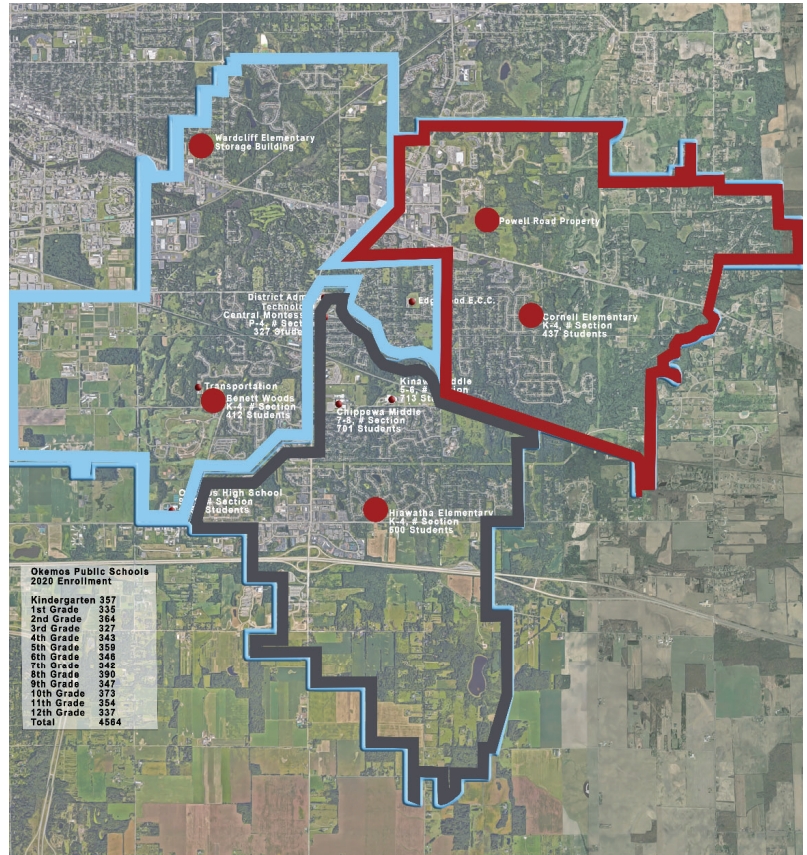
**Location of Cornell: Powell Road**

- 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

**Future Cornell Use**

- 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



**PROPOSED NOVEMBER 2022 PROJECTS:**

**New Kindergarten-4th Grade Elementary to replace Cornell Elementary**

This project will consist of a new 95,000sf two story building and associated site construction to include dedicated parent drop off loops, bus loop and outdoor playgrounds for lower and upper grades. Additional site amenities include outdoor learning space, fields and natural pathways through the site. Indoor and outdoor furniture will be included, as well as new playground equipment. Improvements to Powell Road and utility connections will be included.

**New 7th-8th Building to replace Chippewa Middle School**

This project will consist of a new 244,000sf two story building addition to the future Kinawa Building. The Chippewa and Kinawa programs will share an Auditorium between the two, connected buildings. This project will also include associated site construction for dedicated parent drop off loops, bus loop and an outdoor age-appropriate playground. Additional site amenities include outdoor learning space, fields and natural pathways through the site. Indoor and outdoor furniture will be included, as well as new playground equipment. The athletic stadium and track need improvements and will also be replaced in an orientation to fit better with the new fire lane drive and other site work.

**New 5th-6th Grade Building to replace Kinawa Middle School**

This project will consist of renovating the northern 60,000sf athletic wing of current Chippewa and a new 134,000sf two story building addition. The Kinawa and Chippewa programs will share an Auditorium between the two, connected buildings. This project will also include associated site construction for dedicated parent drop off loops, bus loop and an outdoor age-appropriate playground. Additional site amenities include outdoor learning space, fields and natural pathways through the site. Indoor and outdoor furniture will be included, as well as new playground equipment.

### **Bennett Woods Elementary**

Address building pressing needs improvements which include interior finish upgrades, select casework replacement / repair, renovation of existing toilet rooms not yet updated. Remove the dumpster screen wall and repair sidewalks. Select roof repairs, new exterior doors and select windows and enclosure repairs. Improve interior lighting & controls and replace building controls, water heater and fire alarm systems. Improve interior signage. Provide new kitchen equipment. Construct secure vestibule entry sequence. Provide new student instructional classroom and common area furniture. Provide furniture for sensory rooms, itinerant staff and SEL spaces.

### **Hiawatha Elementary**

Construct new building addition to provide additional classroom and student breakout learning spaces. Construct secure vestibule entry sequence. Address building pressing needs improvements which include interior finish upgrades, select casework replacement / repair, renovation of existing toilet rooms not yet updated. Improve interior signage. Select roof repairs, new exterior doors and select windows and enclosure repairs. Replace and improve interior lighting, building controls, water heater and electrical items. Provide new kitchen equipment. Provide new student instructional classroom and common area furniture. Provide furniture for sensory rooms, itinerant staff and SEL spaces.

### **Central Montessori Elementary**

Construct secure vestibule entry sequence. Address building pressing needs improvements which include interior finish upgrades, locker and interior door replacement, renovation of staff toilet rooms. Select roof repairs, new exterior doors and select windows and enclosure repairs. Replace and improve interior lighting, storm and sanitary drainage systems. Provide new kitchen equipment. Provide new student instructional classroom and common area furniture. Provide furniture for sensory rooms, itinerant staff and SEL spaces.

### **Okemos High School**

Construct secure vestibule entry sequence. Address building pressing needs improvements which include interior finish upgrades, casework replacement, renovation of existing toilet rooms not yet updated. Select roof repairs, new exterior doors and select enclosure repairs. Replace and improve interior lighting. Repair and Replace pool finishes and HVAC/ Humidity control systems. Select mechanical repairs & improvements. Construct new 5,000sf Performing Arts addition. Construct new 4,000 sf cafeteria and associated 2,000sf kitchen renovation with new kitchen equipment. Provide new student instructional classroom and common area furniture. Provide furniture for sensory rooms, itinerant staff and SEL spaces.

### **Okemos High School Athletics**

Address pressing needs improvements which include updating scoreboards, replacing select site paving and providing barrier free access. Remove the ticket booth and repair the entrance canopy. Update toilet rooms. Replace portable bleachers. Construct 12 new tennis courts at Chippewa site (for HS Tennis Program) adjacent to recently constructed courts. Construct new Baseball/Softball quad with pressbox, concessions and locker/toilet room building at Chippewa site. Provide new select furniture and athletic equipment.

### **Edgewood Early Childhood Center**

Address building pressing needs improvements which include interior finish upgrades, casework replacement, renovation of existing toilet rooms not yet updated. New roof, exterior doors and select windows and enclosure repairs. Replace and improve interior lighting, building controls, water heater and exhaust systems. Provide new kitchen equipment. Construct secure vestibule entry sequence. Provide new student instructional classroom and common area furniture. Provide furniture for sensory rooms, itinerant staff and SEL spaces.

### **Meridian Senior Center**

Relocate Senior Center to existing Kinawa or Cornell buildings. Address select improvements which include interior finish upgrades, casework replacement, renovation of existing toilet rooms not yet updated, and enclosure improvement at new location. Provide new furniture and equipment.

### **Administration and District Operations + Technology**

Relocate these functions to the existing Kinawa building. Provide select improvements for new functions which would include roof repair, exterior door and entry improvements, finish upgrades, signage improvements, and select HVAC, lighting, power, and building controls upgrades. Provide a combination of new and repurposed furniture from elsewhere in the district.

## District Student Transportation

Address building pressing needs improvements which include select roof repairs, new exterior doors and overhead doors. Replace and improve interior lighting at the office area and address HVAC and plumbing items. Address existing Fuel Tank compliance issues with new purchase and removal. Provide a combination of new and repurposed furniture from elsewhere in the district. Provide funding for 17 new busses.

## Technology

Provide for 2023 and 2028 student device replacements district wide. Provide new technology infrastructure and upgrades district wide.

## STEERING COMMITTEE OF RECOMMENDATION FINANCIAL OVERVIEW

Proposed Projects	Base Recommendation
<b>Big Rocks</b>	
New Kindergarten-4th Grade Elementary to replace Cornell Elementary	\$39,200,000
New 7th-8th Building to replace Chippewa Middle School	\$97,600,300
New 5th-6th Grade Building to replace Kinawa Middle School	\$69,244,000
<b>Building Additions</b>	
Hiawatha Expansion	\$1,925,000
High School Performing Arts	\$2,725,000
High School Cafeteria/Kitchen Expansion	\$4,520,000
<b>Additional Projects</b>	
Facility Assessment Pressing Needs and Minor Enhancements	\$26,390,000
Technology, includes two replacements of student/staff devices	\$18,400,000
High School Athletics, field replacement & equipment	\$9,420,000
Furniture at 75%; including Senior Center	\$5,402,700
Relocate Senior Center, Operations/Technology and Administration	\$3,825,000
Edgewood pressing needs + minor enhancements or relocate/renovate	\$2,885,000
Transportation, Buses & Above Ground Fuel Tanks	\$2,765,000
Wardcliff Demolition	\$333,000
[Less sinking fund, prior bond]	[\$9,635,000]
<b>TOTAL SCOPE OF BOND</b>	<b>\$275,000,000</b>

# 06 MASTER PLAN RECOMMENDATION

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# MASTER PLAN RECOMMENDATION

As determined by the core team and steering committee, this bond is the first phase of a large master planning effort to transform the district's facilities and grounds moving into the future as needs identified in the listening sessions and facilities assessment were greater than could be addressed in one bond.

The following considerations should drive future planning and decision making by the district administration and Board of Education:

## **New Building for Okemos Public Montessori K-4**

The district should evaluate the K-4 Montessori program and placement of the program, looking at potential opportunities for expansion and district provided transportation.

## **Repurpose Wardcliff Elementary Site**

The district will consider Wardcliff during evaluation of Montessori and Early Childhood programs and their respective locations, and should commit to returning the space to green space if the building will not be utilized.

## **Early Childhood Center**

The district should evaluate the program and placement of the center, looking at potential sites at existing spaces in the district.

## **Senior Center**

The district should work with the township to evaluate the program and placement of the center, looking at potential sites at existing spaces in the district.

## **Commitment to Green Space**

The district should commit to returning unused sites, once determined, to active greenspace (parks, fields, playgrounds, natural areas) for the community.

## **Other Areas Not Prioritized in Initial Phase**

The district should prioritize other areas identified in the facility and listening assessments for additional phases of master planning, including: bigger picture athletics (pool, indoor practice areas), performing arts (black box theater) playgrounds, and additional facility needs identified in the plan.

# 07 APPENDIX



# APPENDIX

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## A. Glossary

**Core team** - Key administration staff that will spearhead efforts to improve and responsibly care for district facilities and grounds. This team was made of four Okemos administrators and six subject matter experts from the district's architecture and construction partners, TowerPinkster and The Christman Company.

**Steering committee** - A group of parents, students, employees and community members that provided valuable feedback to ensure all Okemos community voices are represented in the final bond scope.

**Facility conditions index (FCI)** - The estimated renovation cost divided by the estimated replacement cost and shown as a percent value.

**"Big rocks" philosophy** - This approach symbolizes the potential bond budget as a fixed amount, or jar, to keep project values, or rocks, within a maximum bond range. By filling the jar with Big Rocks first, the Committee could ensure there was still room for project of small and medium value. Projects of Big Rock scale were considered substantial investments such as a building replacement or significant renovation.

## B. Core Team

**John Hood**, Superintendent, Okemos Public Schools

**Liz Lentz**, Executive Director of Finance, Okemos Public Schools

**Stacy Bailey**, Assistant Superintendent of Instruction, Okemos Public Schools

**Mark Fargo**, Director of Operations, Okemos Public Schools

**Amy Scoby**, Senior Vice President, The Christman Company

**Rob Crowe**, Project Executive, The Christman Company

**Jason Novotny**, Director of Design, TowerPinkster

**Matt Slagle**, Director of K-12 Education, TowerPinkster

**Ed Talaga**, Senior Project Manager, TowerPinkster

**McKenna Bland**, Bond Campaign Specialist, TowerPinkster

## C. Key Figures

## D. Listening Sessions Summary

## E. Facilities Assessment

## F. Pressing Needs Summary

## H. Summary of OPS Survey of Cornell Families

# Configuration Milestone

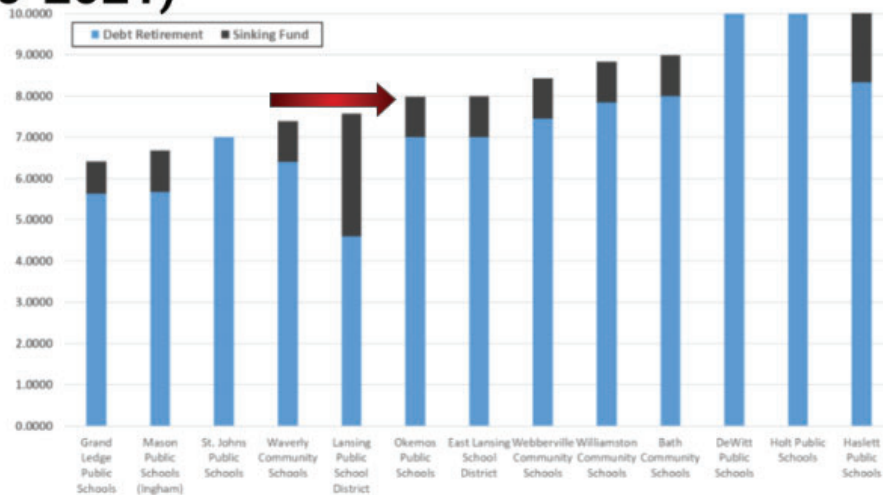


**The superintendent's approach in regards to grade configurations for planning the November 2022 bond will be to:**

- 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

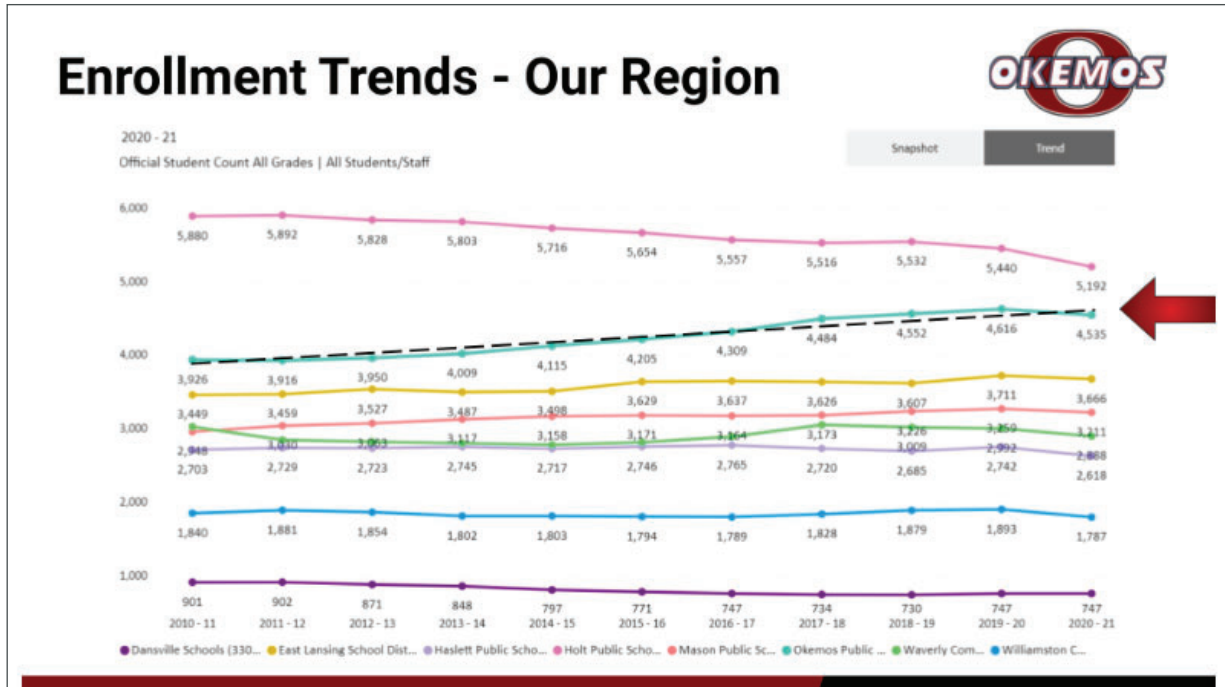
TowerPinkster **CHRISTMAN**

# Millage Rate Comparison (2020-2021)





C. Key Figures



## Key Milestones + Deliverables Elementaries - 4 Vs. 5 Buildings



Note: Impact of special education support staff, food service, mail/delivery, transportation administration, additional behavioral supports not included but may be impacted. Wages include benefits and retirement.

Area of Expense	Annual Amount
Principal	\$180,000
Administrative Asst + Clerk	96,000
LMC Specialist	45,000
Specials (Art, Music, PE)	115,000
Custodian + Night Cleaning	175,000
MTSS Coordinator	102,000
Counselor/SSW	120,000
Utilities	70,000
<b>Minimal Additional Costs (Annually)</b>	<b>\$903,000</b>

C. Key Figures

# Recommendation

## Financial Overview



New Buildings, includes furniture and athletic fields	
Cornell	\$35,700,000
Powell Road Site / Road / Infrastructure	3,500,000
Chippewa	98,525,000
Kinawa	69,900,000
Building Additions	
Hiawatha Expansion	1,925,000
High School Performing Arts	2,725,000
High School Cafeteria/Kitchen Expansion	4,520,000
Facility Assessment Pressing Needs and Minor Enhancements	26,390,000
Edgewood Pressing Needs/Minor Enhancement or Relocate	2,885,000
Technology	18,400,000
Athletics, field/court replacement & equipment	9,420,000
Furniture at 75%; including Senior Center	5,402,712
Relocate Senior Center, Operations/Technology and Administration	3,825,000
Transportation, Buses & Above Ground Fuel Tanks	2,765,000
(Less, Sinking Fund & 2019 Bond Furniture)	(8,950,000)
	<b>\$276,932,712</b>

# INTRODUCTION + SUMMARY

## PROCESS

In an effort to make sure that all staff members, community members, students, and other Okemos Public Schools stakeholders are heard, the following Listening Sessions were held:

### **Listening Session #1**

December 9, 2021, 3:00 via Zoom

### **Listening Session #2**

December 9, 2021, 4:10 via Zoom

### **Listening Session #3**

December 14, 2021, 9:30-11:00 am (Admin Building)

### **Listening Session #4**

December 14, 2021, 1:30-2:30 pm (Okemos Community Education / Edgewood)

### **Listening Session #5**

December 14, 2021, 3:15-4:00 pm (Meridian Senior Center)

### **Listening Session #6**

January 12, 2022, 6:00-7:00 pm (Zoom)

### **Listening Session #7**

January 13, 2022, 7:00-8:00 pm (Zoom)

### **Listening Session #8**

February 8, 2022, 3:00-4:00 pm (Okemos High School)

At the conclusion of each of these meetings, all attendees were invited to email ideas/lists with Building or Department name to: [mbland@towerpinkster.com](mailto:mbland@towerpinkster.com)

Additionally, representatives from TowerPinkster, The Christman Company, and Okemos Public Schools toured school facilities to engage underrepresented staff in the Listening Sessions.

The feedback shared during these sessions is summarized in this document.



# INTRODUCTION + SUMMARY

## SUMMARY

Participants were invited to attend from across the community,. In addition, employees and former employees with specific historic or programmatic knowledge were personally invited to sessions so their expertise could be captured.

The following are themes that emerged from the Listening Sessions. Some items voiced by the community were also identified in the district's Facilities Assessments. These projects have been identified with an asterisk [\*].

### Elementary Schools [Feedback consistent at each school]

- Need Much More Space [Elementaries Are Over Capacity]
- Need Small Group Rooms, Itinerant Offices, Bathrooms
- Need New Student Furniture
- Address Traffic Flow + Car Drop Off Lines [Safety + Capacity]\*
- Replace Playgrounds, Casework, Carpet, Ceiling Tiles, HVAC, Lighting\*
- Desire Permanent Walls Between Classrooms for Acoustics\*

### Chippewa + Kinawa Middle Schools

- Need New Student Furniture
- Cafeteria Not Big Enough
- Many Classrooms Without Windows
- Pool Needs to be Filled In
- Need Small Group Rooms, Itinerant
- Offices, Bathrooms
- Address Traffic Flow + Car Drop\*
- Off Lines [Safety + Capacity]\*
- Replace Playgrounds, Casework, Carpet, Ceiling Tiles, HVAC, Lighting\*
- Concrete Heaving, Accessibility Concerns\*

### Okemos High School

- Need New Student Furniture
- Need Additional Pool Space [More Lanes + Diving]
- Need Larger Fine Arts Spaces [More Capacity for Band, Orchestra, Choir]
- Need Additional Athletic Spaces [Kids Practicing Until 10:00pm]
- Athletic Fields Need Drainage + Restrooms\*
- Tennis Court Needs to be Redone\*



# INTRODUCTION + SUMMARY

## Central Office Building + Montessori

- Need New Student Furniture
- Need Much More Space (Elementaries are Over Capacity)
- Need Small Group Rooms, Itinerant Offices, Bathrooms
- Address Traffic Flow + Car Drop Off Lines (Safety + Capacity)\*
- Replace Playgrounds, Casework, Carpet, Ceiling Tiles, HVAC, Lighting\*
- Need to Address Accessibility to Board Room And Multi-Level Offices\*

## Childcare + Senior Center

- Large Gross Motor Skills Areas
- Food / Nutrition spaces are needed
- Direct outdoor access for safety and activities
- Safe, Easy access and proximate parking

## Athletics

- New Indoor Athletic Facility for Multiple Sports & Band
- New Pool Facility
- New Baseball and Softball Fields
- Replace Tennis Courts
- Replace Soccer and Football Bleachers, Press Box and Storage
- Move/Upgrade Field Events

## Performing Arts

- New Indoor Athletic Facility for Multiple Sports & Band
- Storage space needed for all Performing Arts
- HS auditorium is not right-sized for number of students

## Non - Building Specific Themes

- New Indoor Athletic Facility for Multiple Sports & Band
- Sustainability and Incorporate Energy Efficiency - Be a Leader
- Outdoor Connectivity + Daylighting
- Secure Vestibules throughout
- Health and Wellness
- DEI - Accessible and Inclusive for all



# EXECUTIVE SUMMARY

## PROCESS

This Facilities Assessment Study, developed through a combination of personnel interviews, Owner documents, facility walk-throughs and building system analysis, was performed to accomplish the following objectives:

- Provide an inventory of the District’s facilities in an clear and concise format, which can be easily updated and maintained by Okemos Public Schools personnel and allow for quick access to facilities information.
- Determine the general condition of the District facilities and provide the data in a concise format, allowing quick determination of the current replacement value and condition of each facility.
- Determine opinion of probable cost for each assessed building, campus site and an aggregate for all facilities in the District.

This report represents a “snapshot in time” in the life of the facilities. The district is engaged in on-going maintenance projects that could render some of the items listed in this report as obsolete in the near future.

Generally, the buildings were compared to similar buildings in other districts. Given the likely direction for the school district to pursue a bond to implement major improvements, only the highest priority items were included in this report.

It is our goal to provide this information as a “springboard” for further discussions as to the best approach for incorporating improvements to school district facilities.

The following individuals met on (7) different days between November 2, 2021 and January 28, 2022 to tour and discuss the current conditions of all buildings within the district. Attendees included:

Mark Fargo	Director of Operations, OPS	Jeremy Borten	The Christman Co.
Christine Parkhurst	Food Service Director, OPS	Courtney Payne	JRA Food Service Design
Ron Curtis	District Maintenance, OPS	Edward Talaga	TowerPinkster
John Curtis	District Maintenance, OPS	Brandon List	TowerPinkster
Scott Cockrell	Theatre Technician, OPS	Brian Johnson	TowerPinkster
Tom Isom	Director of Media and Technology, OPS	Meghan Boyer	TowerPinkster
Rob Crowe	The Christman Co.	Lyal Ward	TowerPinkster
Diane Major	The Christman Co.	Lentz Becraft	TowerPinkster
Sean Jagels	The Christman Co.	Chris Bennett	TowerPinkster
Ian O’Brien	The Christman Co.		

The building site visits (in order of appearance) included Bennett Woods Elementary, Chippewa 7-8 School, Kinawa 5-6 School, Hiawatha Elementary, Edgewood Early Childhood Center, Cornell Elementary, Okemos High School, Bus Transportation, Wardcliff Elementary, Central Montessori Elementary, Administration Building, the District Operations/Technology/Grounds, and the Athletic Complex.

## RATINGS

While no attempt was made to assess program improvements, some deferred maintenance improvements could be considered program improvements. The intent is to first determine the physical condition of the facilities as currently used before exploring program improvements with a separate study. Our approach was to prioritize the list with the following categories:

- **Poor** - item is nearing the end of it’s useful life, current need, should be replaced in the next 3-5 years.  
*Examples:* Replace flooring to improve maintenance. Upgrade mechanical/electrical systems for energy efficiency
- **Fair** - Item meets current use, showing signs of age and should be replaced in the next 10 years.  
*Examples:* Lighting is LED, but contains retrofit bulbs in existing light fixtures
- **Good** - Item meets current and future needs, no recommendation for improvement for the next 10 years.  
*Examples:* Terrazzo flooring has limited or no cracking and has been maintained.

# EXECUTIVE SUMMARY

## GLOSSARY

### Deferred Maintenance Backlog (DMB)

Deferred Maintenance is defined as maintenance work that has been deferred on a planned or unplanned basis to a future budget cycle or postponed until funds are available.

### Facility Statistics

Basic building information- building use types (classroom, library, and administration), year built, building area in square feet, and number of floors.

### Observation Highlights

This is a summary of field observations, highlighting major repair/replacement items supported by images. For a more complete list of field observations, see the individual building data sheets in the appendix.

### Renovation Costs

a cost estimation to perform renovations that would bring the facility up to an overall "good" rating but do not include any enhancements or expansions to the facilities.

### Current Replacement Value (CRV)

The CRV is the cost to construct a typical replacement building in today's dollars. However, for the purpose of this report, we have escalated the value to 2025 dollars. The figure is based on the square footage of the current structure and the estimated current construction cost for that type of structure. By the nature of the calculations and square foot construction costs, the current replacement value has a  $\pm 20\%$  margin of error and will increase annually due to inflation.

### Facilities Condition Index (FCI)

The estimated renovation cost divided by the estimated replacement cost and shown as a percent value.

### Useful Life

The estimated duration of utility placed on a variety of assets including building, grounds, equipment, technology, and furniture.



# EXECUTIVE SUMMARY

## DISTRICT INFORMATION

The suburban K-12 Okemos Public Schools is situated in the south-central portion of Michigan's Lower Peninsula near Lansing, the state capital and shares a common border with Michigan State University. The area holds significant community strengths such as economic and cultural diversity and many leaders in the fields of education, government, law, medicine, and the sciences. These individuals and other community residents expect excellence in education and collaborate to accomplish this goal. Okemos is well known for a tradition of educational excellence with strong parent and community support.

The district currently serves over 4,500 students who attend three K-4 elementary schools, a public Montessori school (Pre-primary – 4th grade), a 5-6th grade building, a 7-8th grade building which both feature Montessori programs, and one high school. The district has grown over 500 students since 2012 and is nearing full capacity.

In addition to the student occupied buildings, district facilities include: an Early Childhood Center which delivers diverse offerings for preschool aged children; Central Administration building; Operations and Media and Technology building; Transportation facilities; athletic facilities, one currently closed elementary school, and a vacant property on Powell Road. Total square footage of the 12 buildings is approximately 1,000,000 square feet with over 400 acres of property maintained by the district.

Niche.com produces annual graded report cards for each school and district, ranking nearly 100,000 schools and districts across the country based on analysis of academic and student life data from the U.S. Department of Education along with test scores, and college data. Niche consistently ranks Okemos in the top ten of all public school systems in Michigan. In 2019 it noted Okemos as the best place to teach in the Lansing area and ranked Okemos as the #1 place to live in the State of Michigan.

In addition to excellent educational programs, the district has an active community education program which delivers diverse offerings for preschool aged children through senior citizens. A critical part of community education services is a broad-based childcare program. The childcare staff members provide a range of preschool programs and before and after school programs for elementary and middle school students.

A remarkable dimension of the district continues to be a deeply embedded culture of collaboration among educators, parents, and community stakeholders. The final recommendation honors the ideas brought forward by these stakeholders through surveys, student forums, community forums, listening sessions and committees which included board members, administrators, parents/guardians, teachers, staff, and community members.

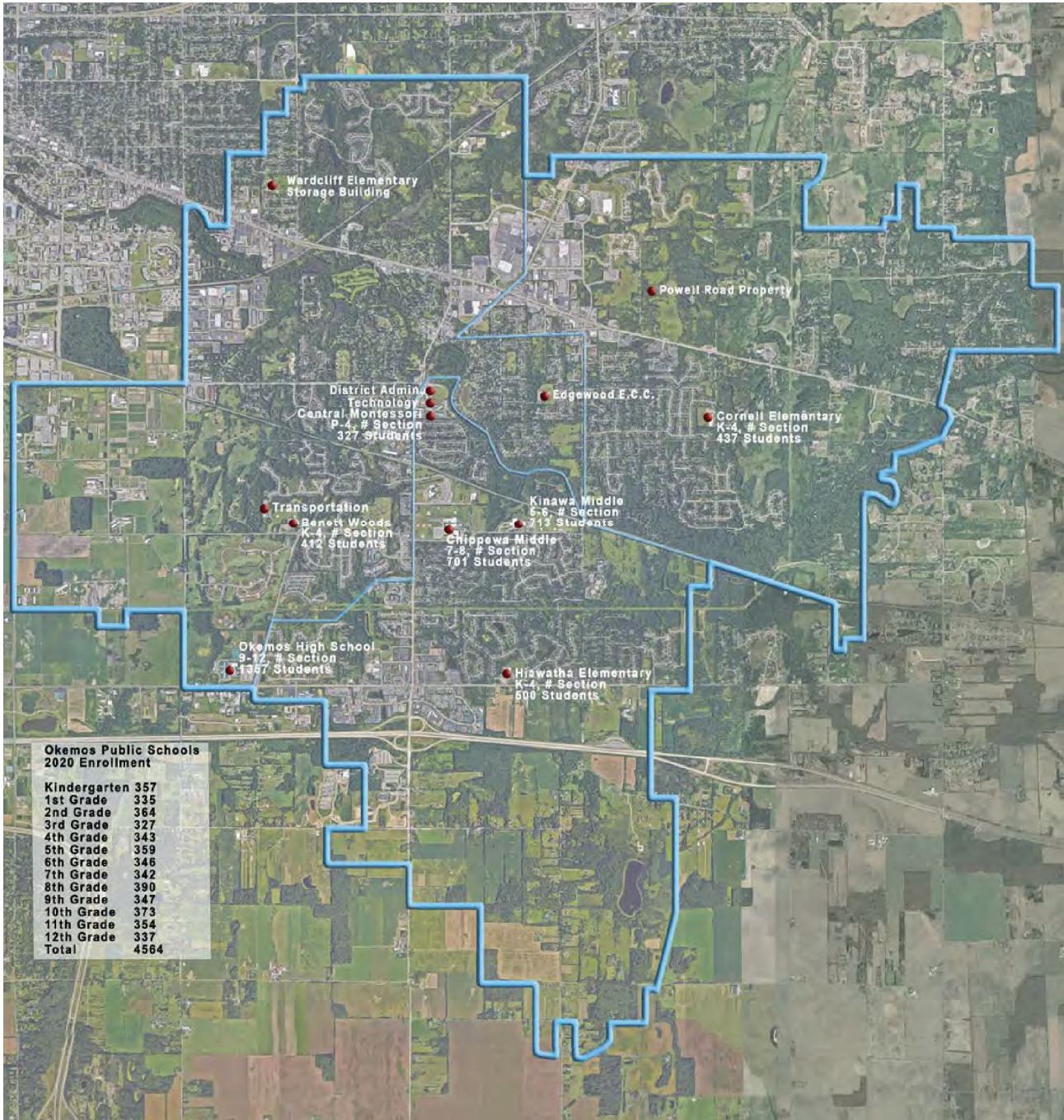
We welcome you to be a part of our continued excellence and growth.



# EXECUTIVE SUMMARY



## DISTRICT MAP



# EXECUTIVE SUMMARY

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## COST SUMMARY

The cost modeling component of this assessment is summarized in the table below. There are essentially three main components of the table. Each facility is listed individually and includes a cost estimation to perform renovations that would bring the facility up to an overall “good” rating but do not include any enhancements or expansions to the facilities, a cost estimation to replace the facility with a comparable sized new facility, and a few comparisons of the previous two cost data points. All costs were modeled at an escalated rate for performance during the year 2025. This escalation assumption accounts for the fact that if any capital improvements are performed as a result of pending decisions, the work will occur at some time in the future that is yet to be determined.

A comparison can be made between the estimated renovation costs and the estimated replacement costs in two ways. The first way is to compare the estimated costs over the anticipated extension of the useful life of the facility. For example, if an existing facility was renovated it is assumed that the useful life is extended approximately 15 years and if a facility is replaced it is assumed that the new useful life is approximately 50 years. The estimated cost of the renovations applied over the 15-year period and the estimated cost of the replacement applied over the 50-year period can be compared with the respective “cost per year” values.

Another method of comparison between the estimated renovation costs and the estimated replacement costs is known as a Facility Condition Index (FCI) which is essentially the estimated renovation cost divided by the estimated replacement cost and shown as a percent value. For this comparison metric as it relates to this specific facility assessment, it is generally accepted that facilities with an FCI of over 65% are not the best candidates for significant capital investment and should be considered for retirement from the active inventory. Facilities with a lower FCI (often relatively younger facilities) are better candidates for capital investments like renovations.

## OKEMOS PUBLIC SCHOOLS PRESSING NEEDS AND MINOR ENHANCEMENTS

### I. EDGEWOOD ECC

#### SITE

- Drainage – Roof drains at overhangs drain to grade, provide storm water connection
- Sidewalks – Selective replacement of sidewalks in poor condition
- Playgrounds – Selective replacement of the playground equipment (20+ years old),
- Basketball Court – Replace asphalt pavement
- Gas House – Remove and replace structure
- Exterior Lighting – Add building mounted fixtures at perimeter of building

#### ARCHITECTURAL

- Roof – Remove and replace roof membrane and roof drains
- Exterior Windows – Selective replacement throughout building
- Accessibility – Replace wood ramps at classroom egress doors
- Facia/Soffits – Replace porcelain fascia panels and soffits
- Exterior Doors – Replace all exterior doors
- Vestibule entrance – no secure vestibule at main entrance.
- Structure – Remove and replace Cafeteria storage room addition due to mildew/mold growth.
- Foodservice – Kitchen equipment upgrades and improvements.

#### INTERIORS

- Ceilings – Replace the sagging and stained ceiling tiles and grid throughout building.
- Walls – Repaint walls throughout building,
- Flooring – Replace flooring throughout building
- Doors – Replace doors and interior hollow metal storefront systems throughout the building
- Casework at Building Entrances – Replace.
- Interior Signage – Improve room signage and wayfinding signage throughout the building
- Classroom Casework – Replace throughout the building
- Toilet Rooms – Classroom toilets do not meet barrier free requirements, replace

#### MECHANICAL

- Ventilation – Replace all exhaust fans except those installed with the remodeled group restrooms.
- Building Management System/Controls – Replace pneumatics and upgrade graphics.
- Domestic Water Piping – Repair leaks in storm sewer

## F. Pressing Needs Summary

# TowerPinkster

22

Okemos Public Schools // Pressing Needs and Minor Enhancements

- Water Heaters – Replace the 350 MBH unit, it is at the end of life.
- Plumbing Fixtures – Replace all plumbing fixtures except for those installed with the recently remodeled group toilet rooms.

### **.ECTRICAL**

- Lighting Control System – Toggle switches, replace with updated system
- Lighting – Upgrade light fixtures throughout building.
- Exit Signs – Replace exit signs throughout the building.

### **CORNELL ELEMENTARY**

### **TE**

- Asphalt Parking/Drives – Replace pavement at the drive entrance and south parking lot.
- Bus Loop- Improve the bus loop and parent drop-off circulation (If the building use remains a school, not needed for daycare)
- Playgrounds – Replace the playground equipment.
- Signage – Replace the monument sign (poor condition).

### **RCHITECTURAL**

- Roof – Remove and replace roof membrane and roof drains
- Exterior Windows – Selective replacement of the older windows (original building)
- Fascia/Soffits – Holes in EIFS fascia and soffit, replace.
- Masonry – Brick needs to be patched and tuckpointed, especially on lower portions of the building near sidewalks.
- Building Structure – Investigate and repair the cracks in the west wall of the north classroom wing.
- Caulk Joints – Selective replacement of exterior caulk joints.
- Vestibule entrance – no secure vestibule at main entrance.
- Main entrance – Upgrade, no prominent main entrance, hard to find, not inviting, and too small.
- Foodservice – Kitchen equipment upgrades and improvements.

### **TERIORS**

- Ceilings – Replace the sagging and stained ceiling tiles and grid throughout building.
- Walls – Repaint walls throughout building,
- Flooring – Replace flooring throughout building
- Doors – Replace doors and interior hollow metal storefront systems throughout the building
- Classroom Casework – Replace
- Classroom Toilet Room – Remodel with new finishes and fixtures.

## F. Pressing Needs Summary



22

Okemos Public Schools // Pressing Needs and Minor Enhancements

- Gym Equipment – Provide wall padding (If the building use remains a school, not needed for daycare)
- Office – Main office and support spaces to be remodeled
- Interior Signage – Improve room signage and wayfinding signage throughout the school.
- Delivery Space – Need to add large entry for deliver/receiving/unloading. No covered protection currently.

### **MECHANICAL**

- Building Management System/Controls – Replace, served by Trane BMS with Partial pneumatics.
- Plumbing Fixtures – Replace all plumbing fixtures except for those installed with the recently remodeled group toilet rooms.

### **ELECTRICAL**

- Lighting Control System – Toggle switches, replace with updated system
- Lighting – Upgrade light fixtures throughout building.
- Exit Signs – Replace exit signs throughout the building.

### **BENNETT WOODS**

### **OUTSIDE**

- Sidewalks - Replace concrete at main entrance
- Signage – Main entrance sign is in poor condition, replace.
- Dumpster Location – The existing screen wall at the service entrance is failing and should be removed. Replace with a landscape screen.

### **ARCHITECTURAL**

- Roofing – Repair the flashing at the glass pass through and reseal/reinstall the brick.
- Defined Entry – Need to define the main entrance better with additional signage at a minimum.
- Vestibule Entries – Rework the main entrance to provide a secure vestibule.
- Foodservice – Kitchen equipment upgrades and improvements.

### **INTERIOR**

- Ceilings – Selective replacement of the sagging and stained ceiling tiles and grid.
- Walls – Repaint walls at corridors and classrooms
- Interior Signage – Improve room signage and wayfinding signage throughout the school.
- Flooring – Replace carpet throughout building
- Casework – Selective countertop repair and replacement
- Art Room – Replace VCT Floor Finish & refinish adjacent toilet room

## F. Pressing Needs Summary

# TowerPinkster

5.2.2022

Okemos Public Schools // Pressing Needs and Minor Enhancements

4

- Toilet Rooms – Update the remaining original toilet room finishes

### MECHANICAL

- Heating Pumps & Piping – Pumps are near the end of life, add isolation valves to split system up for maintenance
- Mechanical System Improvements
- Building Management System Controls – Control system at end of life, replace.
- Domestic Water Piping – Dielectric fittings and valves are failing, replace.
- Water Heaters – Near end of service life, replace.

### ELECTRICAL

- Lighting Control System – Toggle Switches, needs to be updated
- Fire Alarm – Failing, needs to be replaced.

## IV. HIAWATHA ELEMENTARY

### SITE

- Dumpster Location – Add dumpster enclosure

### ARCHITECTURAL

- Roofing – Address leaks at Teacher's Lounge and main entrance canopy.
- Brick – Investigation needed at window head and sill. Some brick is spalling at sloped sills
- Caulk Joints – Replace caulk joints at exterior of building.
- Exterior Doors – Repair / replace door hardware
- Vestibule Entries – Rework the main entrance / Office to provide a secure vestibule.
- Building Entrances – Replace hollow metal storefront system at vestibules.
- Foodservice – Kitchen equipment upgrades and improvements.

### INTERIORS

- Ceilings – Replace the sagging and stained ceiling tiles and grid throughout building.
- Walls – Repaint walls throughout building. Patch and repair panelized walls in corridor.
- Flooring – Replace flooring throughout building
- Doors – Replace interior doors
- Interior Signage – Improve room signage and wayfinding signage throughout the school.
- Casework – Selective cabinet & countertop repair and replacement throughout.
- Toilet Rooms: Remodel the Classroom, Staff, and Kindergarten toilet rooms.
- Service Entrance – Improve receiving area. It conflicts with staff parking, no loading dock.

### MECHANICAL

## F. Pressing Needs Summary

# TowerPinkster

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- Building Management System/Controls – Replace, need better HVAC control in Office

### ELECTRICAL

- Lighting – Upgrade light fixtures throughout building.
- Primary/Secondary Service – investigate, replace
- Panels – Panels are original to the building and in poor condition, replace

### V. CENTRAL MONTESSORI

#### SITE

- Accessibility – There is no barrier free parking near the accessible entrance. Provide wayfinding signage at parking lot.

#### ARCHITECTURAL

- Fascia/Soffits – Repair wood fascia and soffits at the school building
- Brick/CMU – Repair and clean
- Exterior Doors – Inspect doors, selective replacement as necessary
- Vestibule Entries – Rework the main entrance / Office to provide a secure vestibule.
- Access to lower level – Improve drainage at bottom of steps [2 locations].
- Foodservice – Kitchen equipment upgrades and improvements.

#### INTERIORS

- Flooring – Replace flooring throughout building
- Ceilings – Selective replacement of the older ceiling tiles and grid in the school
- Walls – Repaint walls throughout building. Patch and repair plaster walls in cafeteria.
- Lockers – Replace the school lockers.
- Doors – replace doors throughout
- Toilet Rooms - Update staff toilet rooms
- Gym Lights – Recent fixture updates – confirm completion
- Gym Equipment – Add wall padding beneath baskets
- Gym Walls/Ceilings – Repaint walls and ceiling
- Classroom North of Gym - Confirm emergency egress from the classroom [second level] and update, as necessary. Replace 9x9 floor tile hazardous materials.

#### MECHANICAL

- Floor Drains – Inspect sanitary lines and repair, as necessary.
- Domestic Water Piping – Storm and domestic piping is nearing end of life. Sanitary piping backs up a couple times a year.

**ELECTRICAL**

- Lighting – Upgrade light fixtures throughout building.

**VI. DISTRICT ADMINISTRATION****SITE**

- Accessibility – There is no barrier free parking near the accessible entrance. Provide wayfinding signage at parking lot.

**ARCHITECTURAL**

- Brick/CMU – Repair and clean
- Exterior Doors – Inspect doors, selective replacement as necessary

**INTERIORS**

- Flooring – Replace flooring throughout building
- Ceilings – Full replacement in Administration.
- Walls – Repaint walls throughout building. Patch and repair plaster walls.
- Boardroom – Update finishes and casework

**MECHANICAL**

- Domestic Water Piping – Storm and domestic piping is nearing end of life. Sanitary piping backs up a couple times a year.
- Building management System / Controls – Upgrade Pneumatics

**ELECTRICAL****VII. KINAWA 5-6****SITE**

- Sidewalks – heaving and cracked near the pine trees, replace.
- Signage – Replace the monument sign (poor condition.)
- Dumpster Location – Add a dumpster enclosure.
- Retaining Walls – Remove the retaining wall on the south side of the building and regrade.

**ARCHITECTURAL**

- Roof – Replace roof membrane
- Exterior Windows – Need to be replaced.



## F. Pressing Needs Summary



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- Fascia/Soffits – Remove or update throughout exterior
- Building Entrances – No secure vestibule. Entrance is not visible from the office.
- Vestibule Entries – Replace hollow metal frames and glass.
- Hazardous Materials – Hazardous materials present in flooring and above ceiling piping insulation. May also be present in mechanical rooms with older piping insulation.

### INTERIOR

- Corridor Lights – Replace corridor lighting.
- Corridor Ceilings – Replace the sagging and stained ceiling tiles and grid throughout building.
- Corridor Walls – Selective replacement of panelized wall system
- Corridor Doors – Replace doors.
- Interior Storefront – Replace old hollow metal system with aluminum storefront.
- Interior Signage – Improve room signage and wayfinding signage throughout the building.
- Cafeteria Flooring – Replace flooring.
- Cafeteria Walls – HM frames at interior perimeter to be replaced.
- Cafeteria Ceiling – Replace ceilings
- Cafeteria Doors – Remove and replace wood doors, wire glass and HM frames.
- Office Flooring – Replace
- Office Ceilings – Replace the sagging and stained ceiling tiles and grid throughout.
- Office Lighting – Replace / Upgrade
- Media Center Flooring – Replace carpet and 9x9 tiles
- Media Center Lighting – Replace / Upgrade
- Media Center Office Space – Replace hazardous floor tiles
- Media Center Ventilation – Add A/C to server room.
- Media Center Doors – Remove and replace wood doors, wire glass and HM frames.
- Media Center Ceilings – Replace the sagging and stained ceiling tiles and grid throughout.
- Hazardous Materials – Abate with partial demolition

### MECHANICAL

- Ventilation – Replace exhaust system, original to building
- Building Management System/Controls – Replace, pneumatics throughout.
- Domestic Water Piping – Valves outside of group room are bad.
- Storm Water - Some leaks from roof drains. Basement floods from under door. floor drain in kitchen does not work.

### ELECTRICAL

- Primary/Secondary Service – Upgrade or replace
- Lighting Control System – Toggle Switches, need to be replaced.
- Panels – Panels are original to the building and degraded, replace
- Panel Clearance – Remove storage items in front of panels.

## F. Pressing Needs Summary



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- Exit Signs – Replace exit signs throughout the building.

### **VIII. OKEMOS HIGH SCHOOL**

#### **SITE**

- Drainage – Repair low spot south of the building along the sidewalk ( outside the Auditorium green room and scene shop and drainage issues on South façade by door 1 parking lot and access drive
- Service Entrance – Improve Loading dock stairs and sidewalk, provide better turn around, replace pavement
- Signage – Signage is poor (wayfinding and entrance) and needs to be improved

#### **ARCHITECTURAL**

- Roofing – Ice dams at teacher's entrance to be investigated and improved.
- Exterior Doors – Poor condition, replace doors and selective replacement of frames
- Vestibule Entries – Rework the main entrance / Office to provide a secure vestibule. Improve limited visibility to door from office.

#### **INTERIOR**

- Flooring – Replace carpet and VCT throughout building. Change Science room flooring and common corridor flooring (carpet) to polished concrete or another hard surface.
- Walls – Repaint walls
- Doors – Need to add removable mullions to select doors
- Toilet Rooms – Cosmetic finish and fixture updates to all toilet rooms
- Pool – Replace tile, drinking fountains, and handrails/guard rails

#### **MECHANICAL**

- Heating Pumps & Piping – Provide additional isolation valves throughout building
- Cooling Source and Condition – Replace the Trane chiller if redundancy is required.
- AHU's and RTU's – Replace or repair electric reheat in science wing
- Ventilation – Replace or repair science wing exhaust hoods.
- Pool Equipment – Pool is served by 18,000cfm Poolpak and a 500 MBH boiler, equipment needs to be replaced

#### **ELECTRICAL**

- Lighting – Replace lighting throughout, Provide dimmers and 2-level lighting in the classrooms. Upgrade emergency egress fixtures, as necessary.
- Fire Alarm Panels – Upgrade fire alarm to include voice activation and smoke detectors.

**IX. HIGH SCHOOL ATHLETIC COMPLEX**

- Ticket Booth – Structure failing, remove
- Entrance – Clean and refinish the exposed structural steel at the entrance canopy, replace cracked concrete
- Toilet Rooms– Update public and locker room toilet rooms with new finishes, plumbing fixtures, and lighting
- Barrier Free Access – Provide barrier free access to all remote fields.
- Fencing – Most of the black vinyl coated fencing needs to be replaced
- Scoreboard – Upgrade scoreboards & signage at fields
- Pavement – Repair / replace asphalt at bleachers
- Bleachers – replace portable bleachers
- Football press box – Improve access and provide finish updates
- Foodservice – Concessions equipment upgrades and improvements.

**X. TRANSPORTATION BUILDING****SITE**

- Sidewalks – Provide barrier free access to the building

**ARCHITECTURAL**

- Prefabricated Metal Building – Signs of rust at base of building. Provide a new masonry base at the exterior of the building
- Exterior Doors – Replace hollow metal doors and frames
- Garage Doors – Repair or replace overhead doors.

**INTERIORS**

- Flooring – Replace flooring throughout building.
- Ceilings – Replace ceilings in the office area
- Lockers – Replace lockers in the break room
- Toilet rooms – Update finishes, fixtures, and lighting
- Shop Flooring – Need to install new trench drains and floor drains. Issues with slope to drain in main garage/wash bay
- Waste Oil Tank – Replace the waste oil tank

**MECHANICAL**

- Address all HVAC & Plumbing issues

**ELECTRICAL**

F. Pressing Needs Summary



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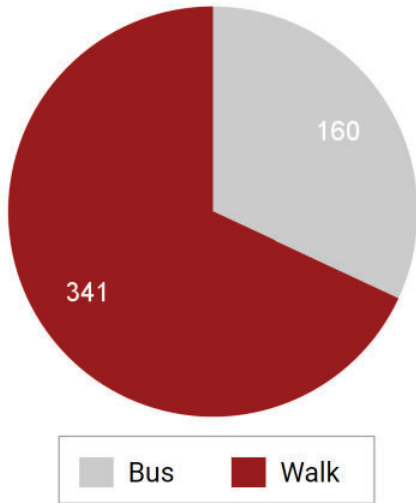
- Interior Lighting – Replace lighting in office area

# SUMMARY OF OPS SURVEY OF CORNELL FAMILIES

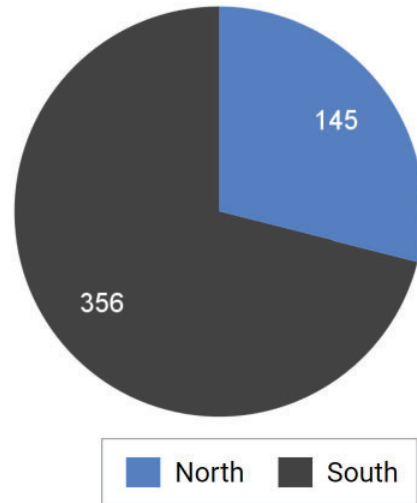
Following the Steering Committee’s initial recommendation, the district conducted a survey of the Cornell community to gauge opinions of the Cornell replacement and its proposed location. The data was synthesized based off how many students currently bus versus walk to Cornell and how many students live north and south of Grand River Avenue, as many community members expressed concern about crossing this road to get to the Powell Road site. Overall, families closest to Cornell [those who could walk to the site and live south of Grand River] were not supportive of the Powell Road site for a new building. Most respondents seemed supportive of a new building regardless of their current mode of transportation and location in regards to Grand River.

The following is a summary of the surveys findings:

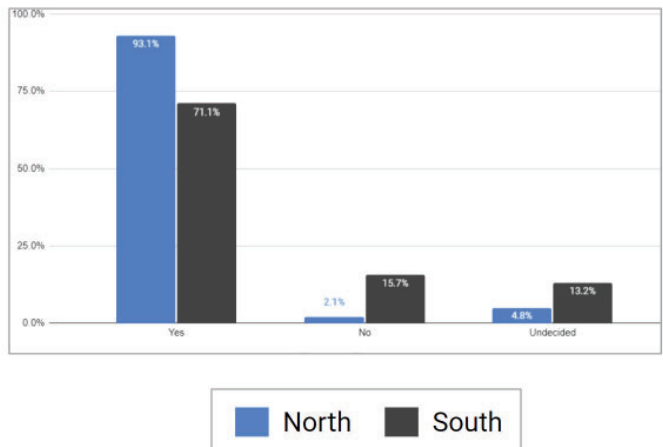
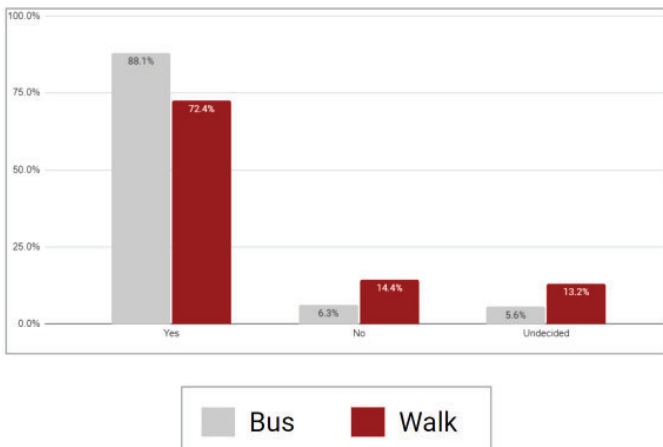
**Respondents who could bus or walk to the current Cornell Elementary based on address:**



**Respondents who currently live north or south of Grand River Avenue based on address:**

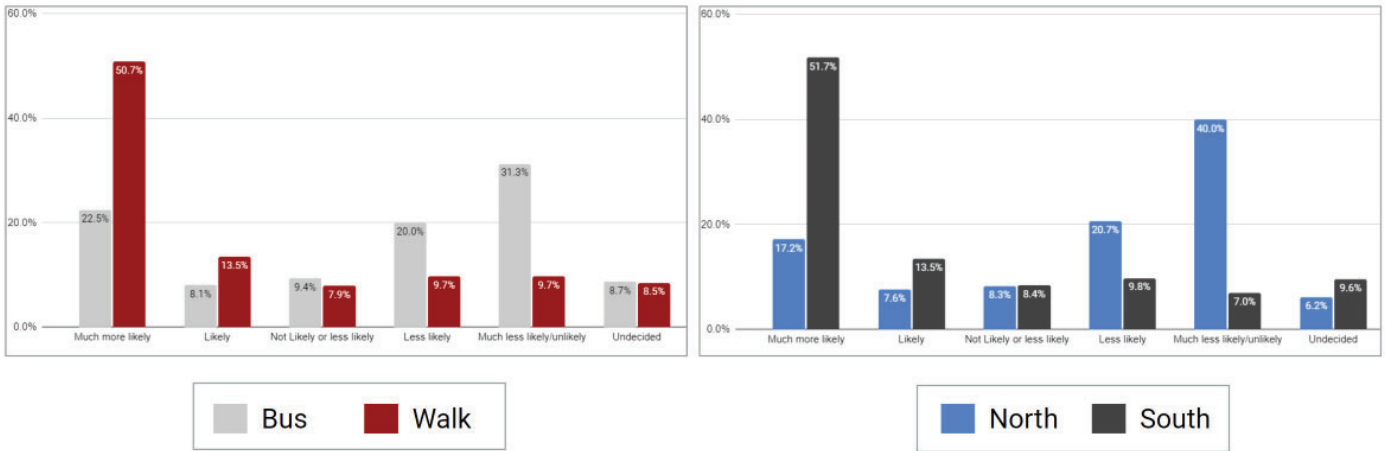


**New Cornell Build: If the bond proposal goes forward, one of the buildings determined to be in need of replacement is Cornell Elementary. Recognizing it costs more to renovate Cornell than to replace it, do you support the notion of building a new state of the art, right-sized building for the Cornell community? (Note that this question is not regarding the location of the new building, but rather whether or not the new building is needed.)**

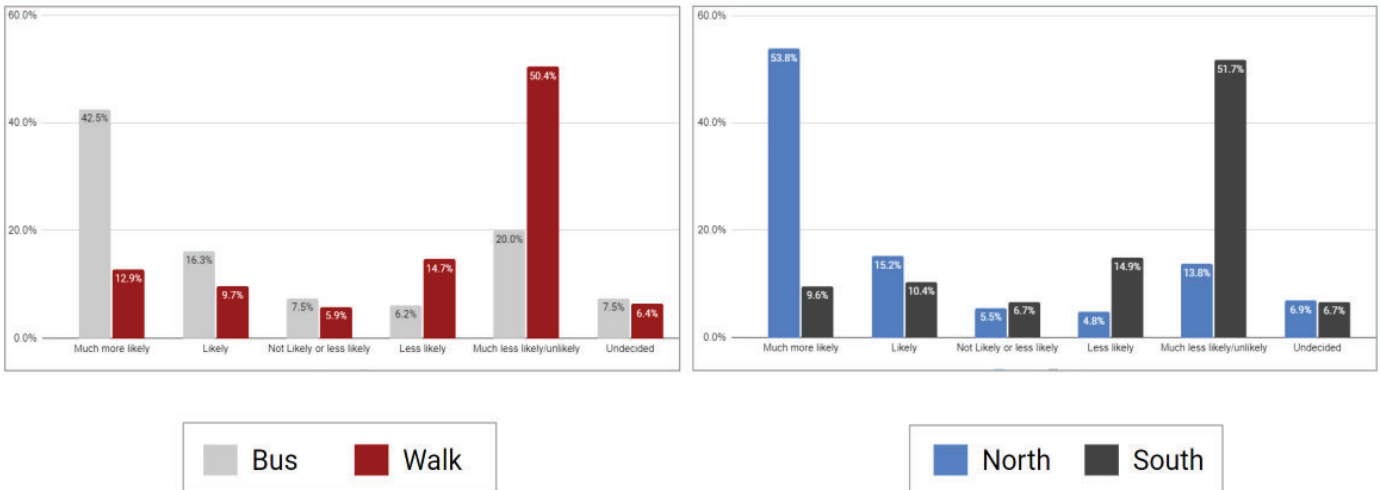


### H. Summary of OPS Survey of Cornell Families

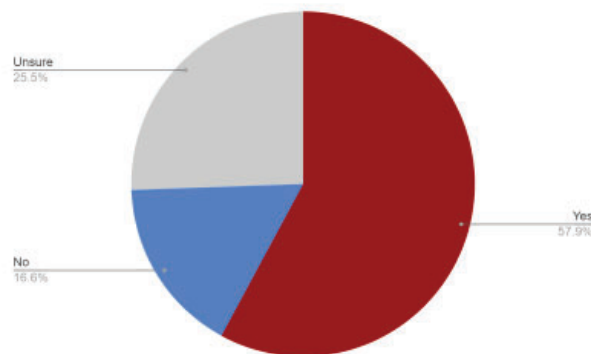
**Location of New Cornell Build: Are you more likely or less likely to support a bond that includes Cornell elementary remaining at the current Cornell site, recognizing it means Cornell students would be offsite at Chippewa for two years while it is being constructed, knowing transportation would be impacted for the two years of construction, and that this would add two years to the overall bond timeline and cost an estimated \$9.9 million in escalation costs due to the later timing of construction projects?**



**Location of New Cornell Build: Are you more likely or less likely to support a bond that includes rebuilding Cornell elementary at Powell Road, recognizing it means Cornell students would remain at Cornell for two years while it is being constructed, that when the new building opens new bus routes and transportation impacts will be in place including bussing students south of Grand River and that it will cost an estimated \$3.5 million to prepare the site for construction?**

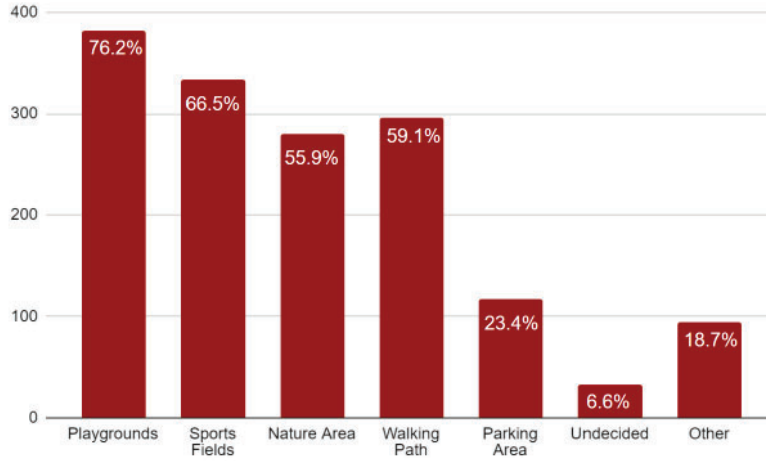


**The steering committee recommended that any unused buildings, once determined that they are no longer needed, be demolished and returned to greenspace. Do you support this approach for Cornell and other unused buildings?**



### H. Summary of OPS Survey of Cornell Families

*If Cornell was rebuilt at another location and the current Cornell site was no longer needed for an elementary school, what amenities would you like to have on the current Cornell site? Please check all that apply.*



*If Cornell was rebuilt at another location and the current Cornell site was no longer needed for an elementary school, would you support it being the location of an expanded Meridian Senior Center and/or Early Childhood Center? Please check all that apply.*

