FACILITY MASTER PLAN
BOARD STUDY SESSION
February 10, 2022
What the Facility Master Plan seeks to accomplish...

- **Provide a 20-year facilities vision and plan** within the constraints of funding. We have a ~$2.1 billion need with ~$700 million of one-time funding. This Plan identifies recommendations for full ~$2.1 billion in long-term investments and immediate work for ~$700 million.

- **Protect neighborhood schools and feeder patterns**: placing students in the best school building as possible with the review of Facility Condition Index, enrollment, local demographic studies, and school building utilization.

- **Continue to maximize use of our school buildings** (students v. seats), improve overall condition of schools through some new school buildings and renovations focused on HVAC, roofs, and masonry.

- **Invest in early education** to provide feeder patterns into K-12 schools.
Where we are and where we’re going with our facilities investments.

The District conducted a facility assessment which identified $1.5B in facility needs by 2023.

In 2019, the District reactivated schools Barton, Edmonson, Hamilton and Academy of Americas at Logan to address facility needs and enrollment changes. Through additional community engagement, the District reactivated White, moved CMA to Ludington, moved Pulaski, shifted King to an exam school, and made investments totaling $8.5M.

With the federal relief funds available to the District, we are now able to set a path forward to address many, but not all, of our needs.

With continued rising costs, our Facility Master Plan proposes the most immediate investment needs totaling $700M out of a $2.1 billion need.

We know that the work does not stop here. We know that there are more than $1.4B in investments we need to make to fully realize our vision.
Overview:
Total Districtwide Renovation Needs
PROPOSED INITIAL INVESTMENTS

DISTRICT
Our Immediate Commitments
An anchor $132M investment and a further, initial $700M in investments that will address the most immediate priorities and set a foundation to catalyze future facility investments across the District.

**Schools and Neighborhoods of Opportunity for Children and Families**
- 5 new buildings and 7 building reactivations across the District that dramatically improve facility quality and energy efficiency for students and staff.
- 5 new additions to existing buildings that create new, exemplary spaces.
- A PreK-to-career approach for our neighborhood schools, starting with expanded Pre-K facilities.
- Ensuring the health of students and families with at least one health center in every feeder pattern.

**Physical Spaces that Equip Students and Educators for Success**
- Upgraded technology infrastructure at all schools, including school-wide WIFI improvements.
- Upgrades to outdoor spaces in most schools, such as playgrounds, providing spaces for active learning and connection.

**Healthy, Safe and Sustainable Facility Design, Financing and Operations**
- Critical building renovations that ensure schools are upgraded and safe, focusing on upgrading heating and cooling systems, roofs and exterior enclosure. All schools slated for renovations will receive updated roofs and exterior enclosure improvements.
- Key investments with a focus on environmental and financial sustainability and lowering long-term maintenance costs, including LED lighting at all high schools slated for renovations.
- Ensuring safety of our school campuses by demolishing vacant buildings on previous active school campuses.
FACILITY MASTER PLAN
A DATA-INFORMED APPROACH

Process for Data Analysis

Needs Assessment
- Initial 2019 OHM data
- Updated 2021 data reflecting revised need and costs

Neighborhood Context
- Population trends (birth rates, women of child-bearing age, neighborhood pop growth)
- Demand for programs (population age range, % of children not served by DPSCD, student residence)
- Neighborhood investments (housing and economic development investments likely to grow population)

Site Identification
- Equity across neighborhoods
- Long-term sustainability and maintenance costs
- High-opportunity neighborhoods to increase enrollment and support population growth
- Economic development impact of school facilities

Investment Criteria

- School Building Utilization Rate and Enrollment
- Building Condition (Facility Condition Index)
- Enrollment and Utilization of Nearby Schools
- Demographic Balance of Investments
Our facility assessment is based on two key indicators:

- **Facility Condition**, which is a measure of the amount of repair needed to get the building up to minimum standards. The lower the number, the better the facility’s condition. For Facility Condition:
  - Good: 0-10
  - Fair: 11-30
  - Deficient: 31-60
  - Failing: 60+

- **Utilization**, which shows how much of the school building we’re using. The higher the number, the better, because that means we’re fully maximizing our spaces.

### Facility Condition

<table>
<thead>
<tr>
<th>Average District FCI:</th>
<th>40</th>
<th>Deficient</th>
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</thead>
</table>

#### Now

- If we make no investments: Average District FCI: 49 Poor
- If we make the initial $700M in investments: Average District FCI: 28 Fair
- If we make the full $2.1B in Facility Master Plan investments: Average District FCI: 0 Excellent

#### By 2027:

- If we make Facility Master Plan investments: Average District Utilization: 81%
The proposed $700M in initial investments under the Facility Master Plan will set a solid foundation for future investments and full implementation of the vision. However, we know that even after making these initial investments, there will be an ongoing need to maintain our facilities.

Under the current proposal, the operating cost to maintain our buildings would be **$123M per year**. This is based on an industry standard of annual operating costs of 4% of a building’s Replacement Value.

This is why ongoing advocacy is critical to ensure DPSGCD receives the necessary funds for facility maintenance and improvements.

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**INITIAL INVESTMENT**

**KEY INDICATORS**

<table>
<thead>
<tr>
<th>Low FCI</th>
<th>High FCI</th>
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</thead>
<tbody>
<tr>
<td><strong>Good</strong></td>
<td><strong>Failing</strong></td>
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<tr>
<td>0 – 10</td>
<td>61 – 100</td>
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<tr>
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<td><strong>Deficient</strong></td>
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<tr>
<td>11 – 30</td>
<td>31 – 60</td>
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<td><strong>Failing</strong></td>
</tr>
<tr>
<td>31 – 60</td>
<td>61 – 100</td>
</tr>
</tbody>
</table>

*Where we are currently*

- If we fund the full $2.1B in investments:
  - Estimated annual operating cost after full $2.1B in investments: $123M to maintain buildings at 0 FCI

- If we make the proposed $700M in investments:
  - Estimated annual operating cost after initial $700M in investments: $123M to maintain buildings at average 28 FCI

- If we make no new investments beyond current operating budget:
- If we make no investments in facilities at all:
The proposed, initial $700M in investments will significantly increase the number of DPSCD buildings in **Good** or **Fair** condition.

The remaining buildings still in **Failing** condition are to be addressed in a future phase of investments once additional funds are secured, ensuring that after all investments are made, all DPSCD buildings fall within the **Good** condition.
SUMMARY OF DISTRICT-WIDE RECOMMENDATIONS

Together, these strategies are expected to decrease the District's average FCI from 40 to 28 and increase average utilization from 71% to 81%.

Investment Considerations

- **REBUILD**: $281M
  - Rebuild 5 schools.

- **REACTIVATION**: $35M
  - Vacant or underutilized buildings that can be reactivated at low cost with a focus on Pre-K expansion
  - High-demand areas with insufficient District schools and seats

- **ADDITION**: $82M
  - New-build additions to existing buildings that need additional capacity or spaces due to overcrowding in the neighborhood or schools.
  - Alternative to completely new school buildings.

- **NEW & PHASED OUT PROGRAMS**: $296M
  - Opportunities to offer new programs or consolidate buildings with low utilization and high repair costs
  - Maximize utilization of buildings and offer students and families access to newly renovated or brand new-built facilities.

- **RENOVATION**: $11M
  - Buildings in need of repairs in roofing, heating, cooling, lighting or exterior enclosure
  - Focused on buildings likely to remain open in the long-term and/or will not require wall-to-wall renovations in a next phase
  - Lowering long-term maintenance and utilities costs.

- **DECOMMISSION**: $11M
  - Demolishing or selling vacant buildings that are not a part of 20-year facility plan
  - Positive impact on neighborhood stabilization
  - Decrease neighborhood blight by removing vacant buildings.
SUMMARY OF DISTRICT-WIDE RECOMMENDATIONS

ACTIVE BUILDINGS: KEY HIGHLIGHTS

**REBUILD**
- Original building not in repairable state.
- High-demand areas to attract new families.
  - Cody
  - Robeson / Marshall
  - Pershing
  - Carstens @ Golightly CTC
  - Phoenix

**REACTIVATION**
- Vacant or underutilized buildings that can be reactivated at low cost.
- High-demand areas where current capacity is insufficient.
  - Vetal K-8
  - Chrysler @ Bunche Prep
  - Chrysler (Pre-K)
  - Fleming (Pre-K)
  - Adult Ed West (Pre-K)
  - Hancock (Pre-K)
  - Northern High School

**ADDITION**
- New-build additions to existing building.
- Providing new spaces for low-cost at high-capacity schools.
  - Charles Wright
  - CMA
  - JR King
  - Western
  - Southeastern CTC

**NEW/PHASED OUT PROGRAMS**
- Opportunities to consolidate buildings with low utilization or are structurally unrepairable.
  - New Programs
    - CTC @ Southeastern
  - Phase Outs
    - Ann Arbor Trail
    - Sampson Webber
    - Carstens
    - Ann Arbor Trail
    - Clark
    - Blackwell
    - Greenfield Union Main
  - Program Moves
    - Davis Aerospace → City Airport
    - Davison → DIA
    - DIA → Davison Annex
    - Turning Point → West Side
    - Lions, WSA, Legacy → Douglass (Murray Wright)
    - Douglass, Virtual --> Northern

**DECOMMISSION**
- Demolishing or selling buildings that are structurally unrepairable.
  - Active Buildings
    - Thurgood Marshall
    - Sampson Webber
    - Carstens
    - Ann Arbor Trail
    - Clark
    - Blackwell
    - Greenfield Union Main
  - Surplus Buildings
    - Post
    - Biddle
    - Poe
    - Van Zile
    - Carrie/Law
    - Foch
There is an opportunity to reimagine the currently vacant Northern High School building as a district multi-purpose center and future Central Office that will integrate best practices in instructional technology and virtual learning.

**Permanent Location for Virtual School and IT Hub**
Creation of new spaces for Virtual School teachers to deliver instruction using the latest instructional technology to support student learning, advance outcomes, and provide students with after-school meeting areas. The building will also serve as the permanent IT Hub for device repairs and service.

**Central Location for Student STEAM Hub**
Dedicated space to provide students districtwide with opportunities for STEAM competitions, makerspace activities, and fabrication labs.

**Accessible Meeting Spaces for Board Meetings and Professional Development**
Community friendly centralized and permanent location for monthly School Board and Committee meetings. First floor will be modernized for Board Offices. First floor will also serve as Professional Development space, including School Board auditorium.

**Newly Renovated Space for Douglass Academy**
Renovation of space for students, families and staff at the Frederick Douglass Academy, including athletics and pool, to provide opportunity to increase enrollment for an eventual long-term location.

**New Print Shop Location**
Central location for District print shop services with opportunities.
Opportunity for a DPSCD Athletic Complex

DPSCD will explore public-private partnerships to build a state-of-art athletic complex in the city and possibly on an existing district-owned property. Process will start with a proposed contractor to work with the district to explore funding and partnership opportunities.

- Year-round indoor and outdoor facilities for football, basketball, volleyball, soccer, baseball, track and lacrosse
- Exclusive or priority to DPSCD students and teams for practice and competition
- Provides all student-athletes, regardless of gender and zip code, access to high quality fields
- Revenue generating opportunities through tournaments for the district
Proposed Changes
Recommendations for $700M in investments
Proposed Changes
New Builds, Reactivations, Additions, Phase Outs and Program Moves
Recommendations for Currently Vacant Buildings
Recommendations for Currently Leased Buildings & Land

Legend
- District Owned (Landlord)
- District Leased (Tenant)
- Continue as Tenant
- Sell
- Continue as Landlord
The Facility Master Plan proposes an initial investment to demolish all vacant buildings on active campuses, with a future phase of investments to demolish all vacant district-owned buildings citywide.

The following criteria were used to identify which buildings are slated for demolition, sale or hold under the first phase of investments:

- Building assessments conducted in 2019-2020 by Interboro Partners.
- Health and safety impacts for students and families on active school campuses.
- Enrollment and utilization of nearby schools.
- Demand for new spaces in the neighborhood.
- Level of investment needed to maintain or reactivate buildings.

### Active Buildings
- Thurgood Marshall
- Sampson Webber
- Carstens
- Ann Arbor Trail
- Clark
- Blackwell
- Greenfield Union main building
- Golightly CTC

### Surplus Buildings
- Post
- Biddle
- Poe
- Van Zile
- Carrie/Law
- Foch

### Sell or HOLD
- Sell buildings that can be repurposed profit from sales will go toward demolishing buildings on district properties that are unsold.
- Hold buildings that can be repurposed for other uses within DPSGD.

### Full Demolition
- All remaining buildings that are not demolished or sold as part of the first phase of investments, or are redeveloped under a future phase of investments.

### Recommendations for Vacant Buildings

#### Next Phase

- Active Buildings
  - Thurgood Marshall
  - Sampson Webber
  - Carstens
  - Ann Arbor Trail
  - Clark
  - Blackwell
  - Greenfield Union main building
  - Golightly CTC

- Surplus Buildings
  - Post
  - Biddle
  - Poe
  - Van Zile
  - Carrie/Law
  - Foch

#### Sell
- Larned
- Rutherford
- Robeson ELC
- Henderson Lower
- Jemison
- Courtis
- Lawton
- Old Pulaski
- Trix
- Yost
- Lodge
- McColl
- Cody/Ruddiman
- Brady
- Stewart

#### Hold
- Stark
- Von Steuben
- Old Westside
- Cooley
- Virtual School/Former CMA
- Murphy
- Lions
- Legacy
COMMUNITY ENGAGEMENT PROCESS

- 3 in-person, citywide community engagement meetings
- 4 virtual feeder pattern community engagement meetings
  - Cody, Mumford and Henry Ford areas
  - Osborn, Denby and Pershing areas
  - East English Village and Southeastern areas
  - Northwestern, Central, Western
- Separate In Person Engagement with Faculty and Staff at Proposed Phased Out Schools
- Separate engagement sessions with Principals, District and Schools Employees, and Parents
- Website launch of proposed changes and survey

www.detroitk12.org/fmp
SUMMARY OF PROPOSED CHANGES

CODY AREA
CODY
Current Context

KEY METRICS
- Current FCI: 44
- Current Utilization: 83%
- Investment Need: $96M
CODY
Feeder Pattern Recommended Investments

KEY METRICS

New FCI: 26
• Improved from 44

New Utilization: 86%
• Improved from 83%

Investment Total: $86M

KEY INVESTMENTS

REBUILD & REACTIVATION
New building at Cody High School as a model for sustainability and reactivated Vetal K-8

RENOVATION
Renovations at most schools focused on roofing, heating, cooling or exterior enclosure

PHASED OUT PROGRAMS
Phasing out programs from Ann Arbor Trail; families to be able to access renovated facilities at Dixon
SUMMARY OF PROPOSED CHANGES

FORD AREA
**FORD**

Current Context

**KEY METRICS**

Current FCI: 37

Current Utilization: 81%

Investment Need: $188M
**KEY METRICS**

- **New FCI:** 24  
  - Improved from 37

- **New Utilization:** 81%  
  - No change

- **Investment Total:** $93M

**KEY INVESTMENTS**

- **ADDITION**  
  - New addition at Charles Wright; new arts wing at J.R. King; new athletics at CMA

- **NEW PROGRAMS**  
  - Pre-K early education center at Adult Education West building

- **RENOVATION**  
  - Renovations at most schools focused on roofing, heating, cooling or exterior
SUMMARY OF PROPOSED CHANGES
MUMFORD AREA
MUMFORD
Current Context

KEY METRICS
Current FCI: 40
Current Utilization: 74%
Investment Need: $91M
MUMFORD
Feeder Pattern Recommended Investments

KEY METRICS

New FCI: 21
• Improved from 40

New Utilization: 78%
• Improved from 74%

Investment Total: $93M

KEY INVESTMENTS

REBUILD
New state-of-the-art building at Robeson/Malcom X

RENOVATION
Renovations at most schools focused on roofing, heating, cooling or exterior enclosure

PHASED OUT PROGRAMS
Phasing out programs from Thurgood Marshall to nearby renovated buildings.

REACTIVATION
Newly renovated and reactivated Hancock building as a Pre-K early education center.
SUMMARY OF PROPOSED CHANGES
PERSHING AREA
PERSHING
Current Context

KEY METRICS

Current FCI: 46
Current Utilization: 50%
Investment Need: $60M
PERSHING
Feeder Pattern Recommended Investments

KEY METRICS

New FCI: 19
• Improved from 46

New Utilization: 67%
• Improved from 50%

Investment Total: $88M

KEY INVESTMENTS

REBUILD
New state-of-the-art building at Pershing High School with additional CTE programs.

RENOVATION
Renovations at most schools focused on roofing, heating, cooling or exterior enclosure.

NEW + PHASED OUT PROGRAMS
• Expanded spaces for Davison @ DIA
• DIA to move to the Davison Annex site as a high school program
• Culinary Program at new Pershing
SUMMARY OF PROPOSED CHANGES
OSBORN AREA
OSBORN
Current Context

KEY METRICS

Current FCI: 42
Current Utilization: 56%
Investment Need: $94M
OSBORN Feeder Pattern Recommended Investments

**KEY METRICS**

- **New FCI:** 38
  - Improved from 42
- **New Utilization:** 56%
  - No change
- **Investment Total:** $9M

**KEY INVESTMENTS**

**REACTIVATION**
- New Pre-K early education center at Fleming

**RENOVATION**
- Renovations at most schools focused on roofing, heating, cooling or exterior enclosure

**PHASED OUT PROGRAMS**
- Turning Point transition to West Side Academy. CTE graphic design program to Osborn
SUMMARY OF PROPOSED CHANGES

DENBY AREA
DENBY
Current Context

KEY METRICS

Current FCI: 38
Current Utilization: 76%
Investment Need: $62M
DENBY
Feeder Pattern Recommended Investments

KEY METRICS

New FCI: 20
- Improved from 38

New Utilization: 76%
- No change

Investment Total: $30M

KEY INVESTMENTS

RENOVATION
Renovations at most schools focused on roofing, heating, cooling or exterior enclosure

RENOVATION
Sustainability-focused renovations, including air conditioning and LED lights
SUMMARY OF PROPOSED CHANGES
EAST ENGLISH VILLAGE AREA
EAST ENGLISH VILLAGE
Current Context

KEY METRICS

Current FCI: 31
Current Utilization: 59%
Investment Need: $46M
EAST ENGLISH VILLAGE
Feeder Pattern Recommended Investments

KEY METRICS

New FCI: 13
• Improved from 31

New Utilization: 66%
• Improved from 59%

Investment Total: $67M

KEY INVESTMENTS

REBUILD & REACTIVATION
New state-of-the-art building for Carstens at the Golightly site on Jefferson

RENOVATION
Renovations at most schools focused on roofing, heating, cooling or exterior enclosure

PHASED OUT PROGRAMS
Phasing out programs from Clark; families will be able access the brand-new facility at Carstens
SUMMARY OF PROPOSED CHANGES
SOUTHEASTERN AREA
SOUTHEASTERN
Current Context

KEY METRICS

Current FCI: 38
Current Utilization: 64%
Investment Need: $124M
**SOUTHEASTERN**
Feeder Pattern Recommended Investments

**KEY METRICS**

**New FCI: 22**
- Improved from 38

**New Utilization: 71%**
- Improved from 64%

**Investment Total: $28M**

**KEY INVESTMENTS**

**REACTIVATION**
New Pre-K early education center at Chrysler; expansion for Chrysler to K-8 space

**ADDITION**
Advanced manufacturing and CTC wing at Southeastern

**PHASED OUT PROGRAMS**
Phasing out programs from Catherine Blackwell and Lions
SUMMARY OF PROPOSED CHANGES
WESTERN AREA
WESTERN
Current Context

KEY METRICS
Current FCI: 29
Current Utilization: 108%
Investment Need: $99M
WESTERN
Feeder Pattern Recommended Investments

KEY METRICS

New FCI: 20
• Improved from 29

New Utilization: 95%
• Improved from 108%

Investment Total: $80M

KEY INVESTMENTS

REBUILD
New state-of-the-art PreK-8 building at Phoenix

RENOVATION
Renovations at most schools focused on roofing, heating, cooling or exterior enclosure

ADDITION
Expanded building at Western High School with innovative new spaces for students
SUMMARY OF PROPOSED CHANGES

CENTRAL AREA
CENTRAL
Current Context

KEY METRICS

Current FCI: 39
Current Utilization: 66%
Investment Need: $36M
CENTRAL
Feeder Pattern Recommended Investments

KEY METRICS

New FCI: 36
• Improved from 39

New Utilization: 66%
• No change

Investment Total: $5M

KEY INVESTMENTS

RENOVATION
Renovations at Central focused on roofing, heating, cooling or exterior enclosure.

REACTIVATION
Newly renovated and reactivated Hancock building as a Pre-K early education center.
SUMMARY OF PROPOSED CHANGES

DCP / NORTHWESTERN AREA
DCP / NORTHWESTERN
Current Context

KEY METRICS

Current FCI: 42
Current Utilization: 59%
Investment Need: $156M
DCP / NORTHWESTERN
Feeder Pattern Recommended Investments

KEY METRICS

New FCI: 33
• Improved from 42

New Utilization: 65%
• Improved from 59%

Investment Total: $25M

KEY INVESTMENTS

RENOVATIONS
Renovations at most schools focused on heating, cooling and roofing

COMBINING PROGRAMS
West Side, Legacy, & Lions consolidated programs at Douglass

NEW PROGRAMS
Expanded neighborhood access to Burton International Academy

PHASED OUT PROGRAMS
Phasing out programs from Sampson Webber to renovated buildings
HOW COMMUNITY CAN GET INVOLVED

1. Attend a community meeting
2. Fill out a survey at detroitk12.org/fmp
3. Read more about the Plan and provide feedback at one of our neighborhood partner sites
4. See updates on how feedback is shaping the final plan at detroitk12.org/fmp
5. Invite a DPSCD representative to speak at your block club, faith-based organization or community organization meeting
6. Help advocate for equitable school funding to fully realize our vision
WHAT YOU CAN DO
TO HELP US FULLY REALIZE OUR VISION

Advocate For Us

• Advocate for equitable funding from the State of Michigan to ensure DPSCD has access to the same amount of per-pupil funding as surrounding districts.
• Advocate for a new funding model for capital improvements that allow DPSCD to access funding for ongoing facility improvements.
• Advocate for DPSCD to be able to access additional one-time federal funds through the American Rescue Plan and the Infrastructure Investment and Jobs Act.

Engage With Us

• Share your feedback on our initial recommendations at an upcoming community meeting, through an online survey, or by inviting DPSCD staff to attend an existing community event.
• Visit us at www.detroitk12.org/fmp to learn more and to share your feedback with us.
### SUMMARY OF DISTRICT-WIDE RECOMMENDATIONS

#### FEEDER PATTERN RENOVATION COST SUMMARY - Cody

<table>
<thead>
<tr>
<th>School</th>
<th>Building Exterior</th>
<th>Building Interior</th>
<th>Heating</th>
<th>Cooling</th>
<th>Site</th>
<th>Systems</th>
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<tbody>
<tr>
<td></td>
<td>Full Need</td>
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## SUMMARY OF DISTRICT-WIDE RECOMMENDATIONS
### FEEDER PATTERN RENOVATION COST SUMMARY - Ford

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<th>Area</th>
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<th>Building Interior</th>
<th>Heating</th>
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**FEEDER PATTERN RENOVATION COST SUMMARY - EEV**

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## SUMMARY OF DISTRICT-WIDE RECOMMENDATIONS
### FEEDER PATTERN RENOVATION COST SUMMARY - Central

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<tr>
<th>Area</th>
<th>Building Exterior</th>
<th>Building Interior</th>
<th>Heating</th>
<th>Cooling</th>
<th>Site</th>
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### SUMMARY OF DISTRICT-WIDE RECOMMENDATIONS

**FEEDER PATTERN RENOVATION COST SUMMARY - Northwestern**

<table>
<thead>
<tr>
<th>Area</th>
<th>Building Exterior</th>
<th>Building Interior</th>
<th>Heating</th>
<th>Cooling</th>
<th>Site</th>
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<tbody>
<tr>
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<td>Full Need</td>
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**Total** $29.4M