



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.

2018-2020



Facilities Assessment and Community Engagement: Understanding Our Need



2020



Initial Anchor Investments: Building Our Foundation



2021-2022



The Facility Master Plan: Setting a Path Forward



The Future



Future Investments: Fully Realizing Our Vision

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

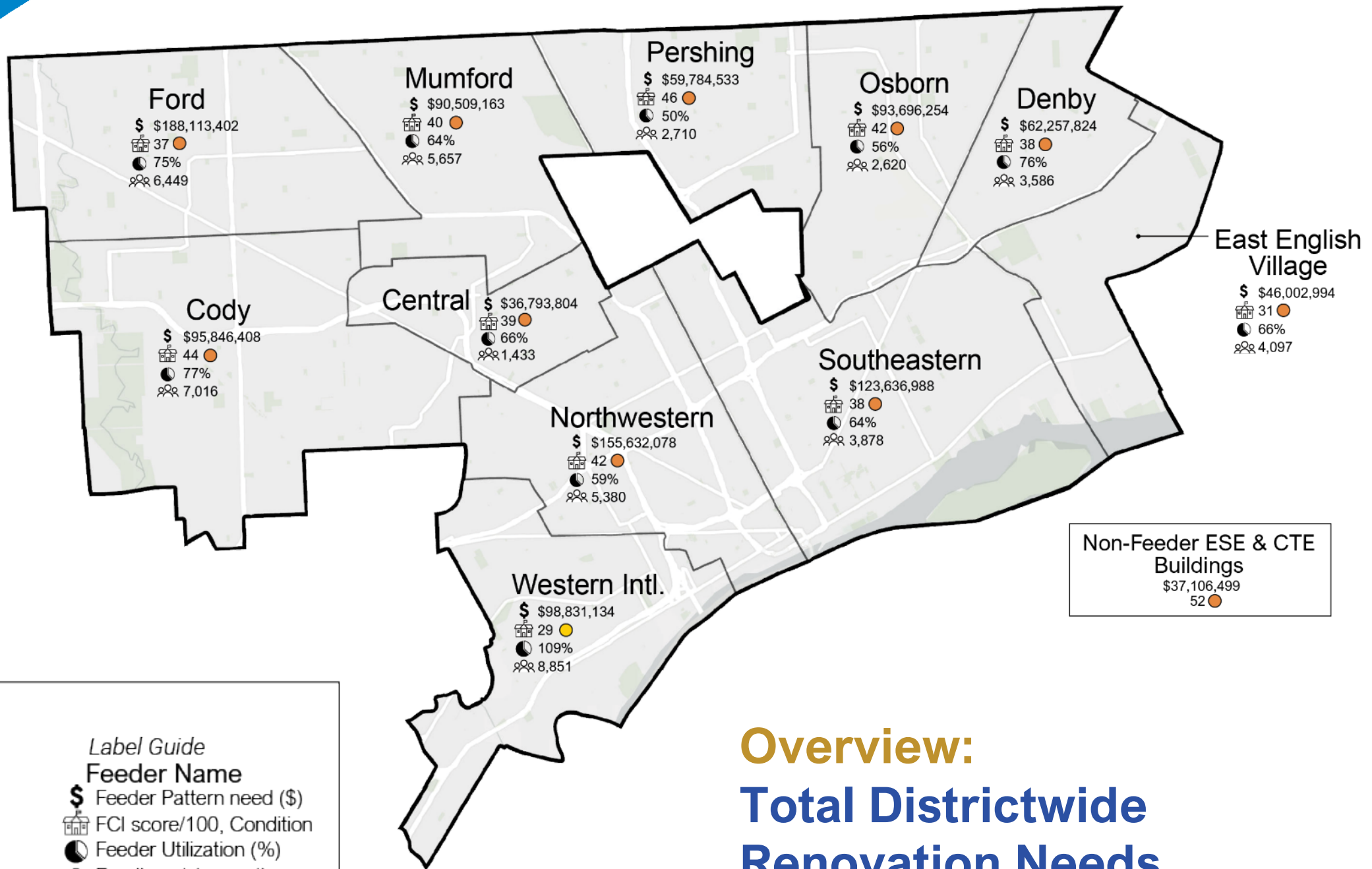
In 2019, the District reactivated schools Barton, Edmonson, Hamilton and Academy of Americas at Logan to address facility needs and enrollment changes. Through additional community engagement, the District reactivated White, moved CMA to Ludington, moved Pulaski, shifted King to an exam school, and made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

Through our Fund Balance and the creation of a Capital Fund, we have **committed to over \$132M in anchor investments** to make the first set of improvements to our facilities.

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.



Legend

Condition

- Good 1-10
- Fair 11-30
- Deficient 31-60
- Failing 61-100

Label Guide

Feeder Name

- \$ Feeder Pattern need (\$)
- FCI score/100, Condition
- Feeder Utilization (%)
- Enrollment (current)

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:

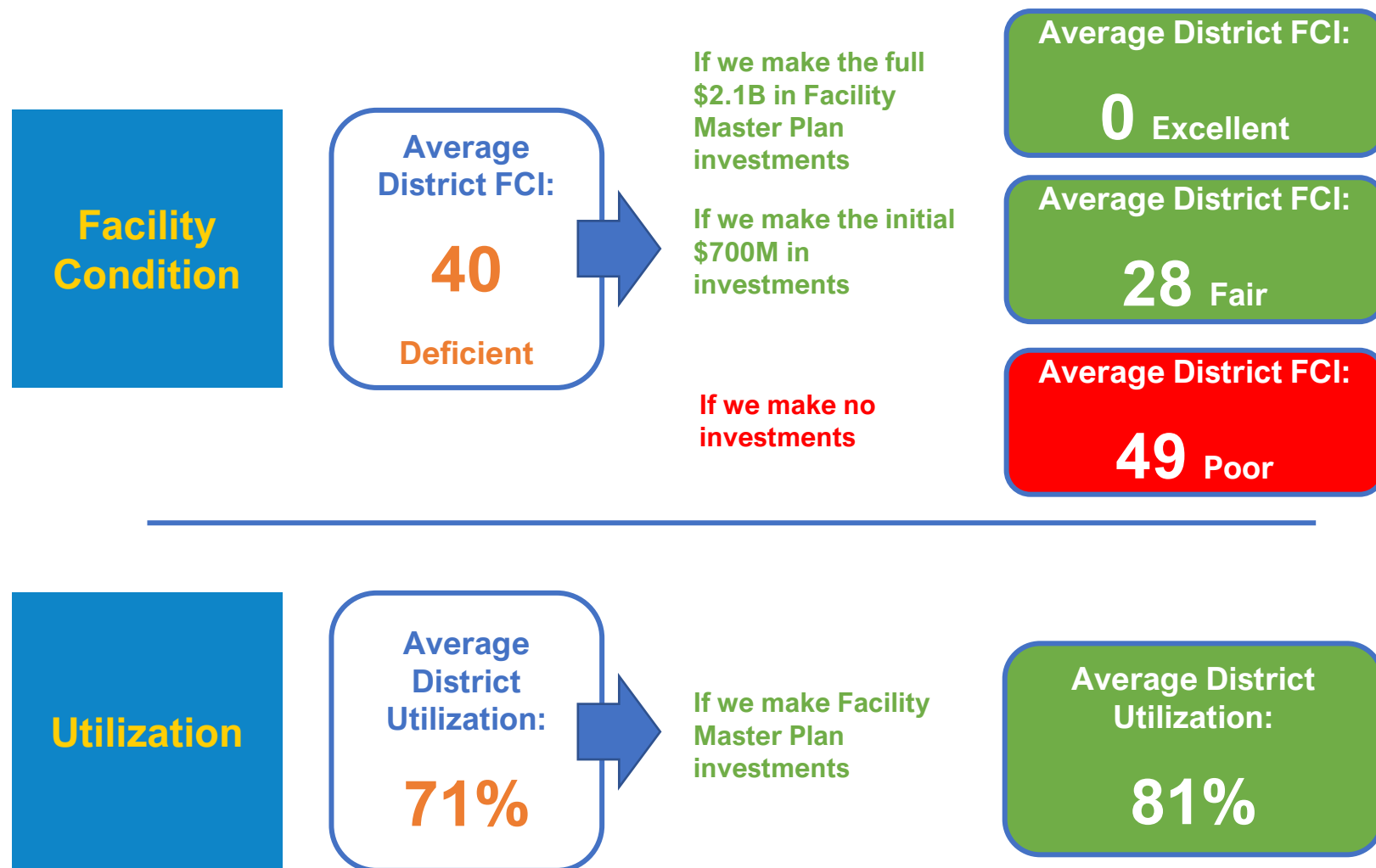
- **Facility Condition**, which is a measure of the amount of repair needed to get the building up to minimum standards. The lower the number, the better the facility's condition. For Facility Condition:
 - **Good:** 0-10
 - **Fair:** 11-30
 - **Deficient:** 31-60
 - **Failing:** 60+
- **Utilization**,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

KEY INDICATORS

Now

By 2027:





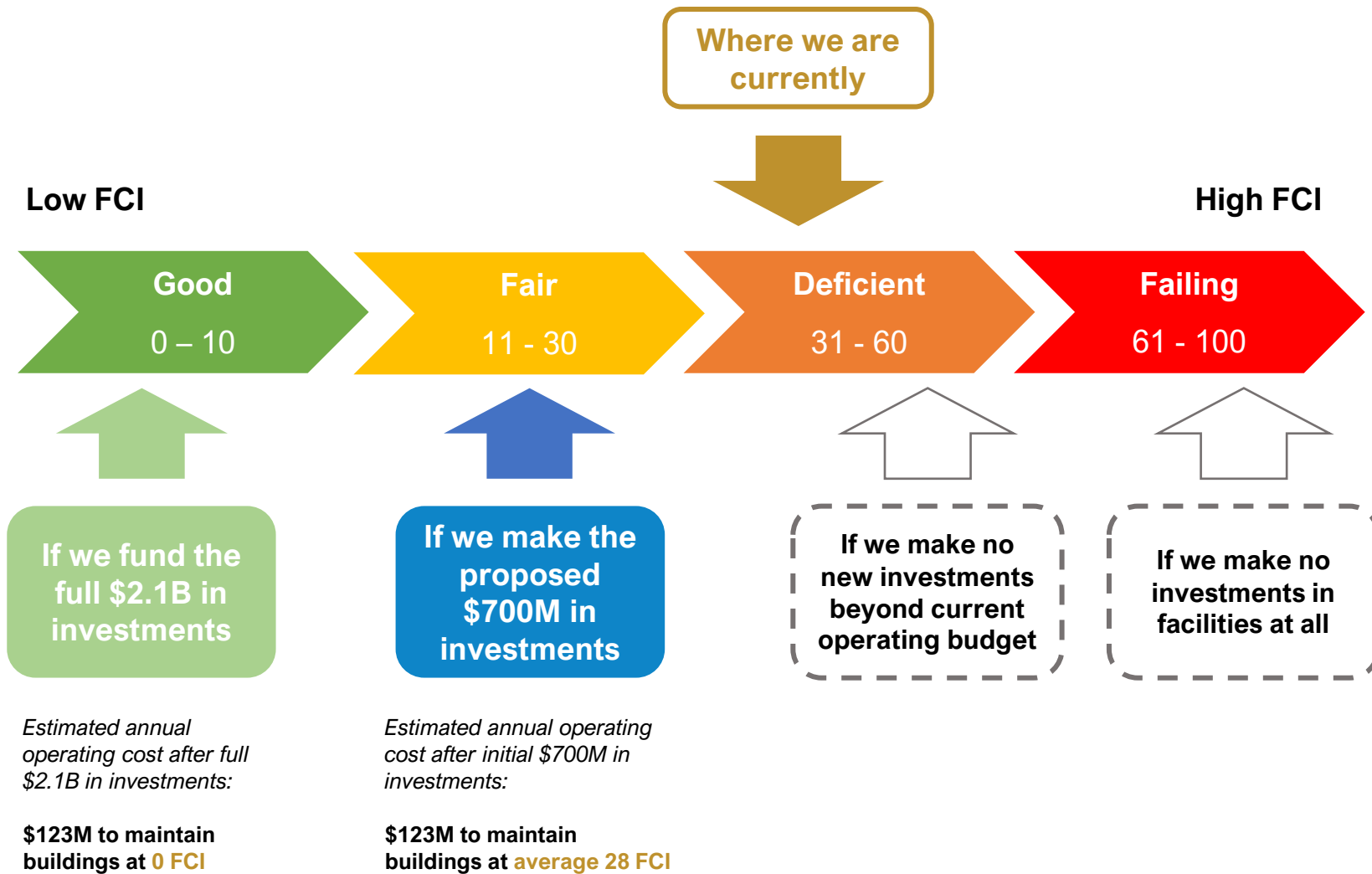
The proposed \$700M in initial investments under the Facility Master Plan will set a solid foundation for future investments and full implementation of the vision. However, we know that even after making these initial investments, there will be an ongoing need to maintain our facilities.

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 DPSCD receives the necessary funds for facility maintenance and improvements.

INITIAL INVESTMENT

KEY INDICATORS





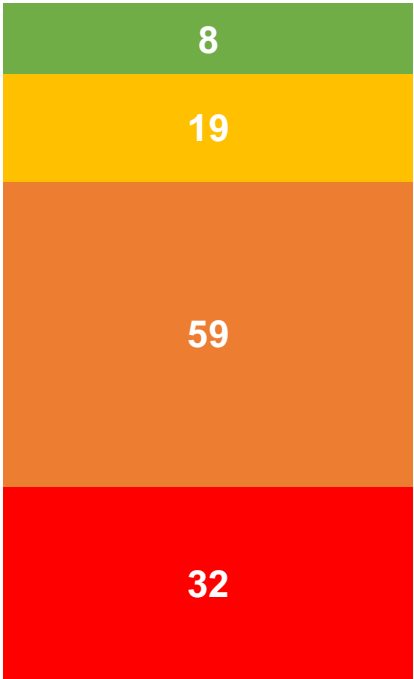
The proposed, initial \$700M in investments will significantly increase the number of DPSCD buildings in **Good** or **Fair** condition.

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.

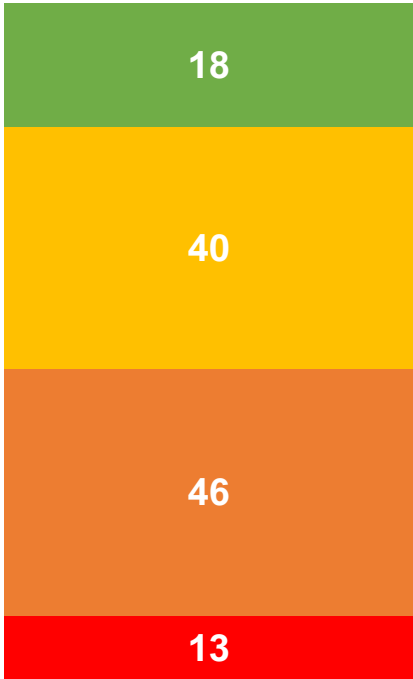
INITIAL INVESTMENT

KEY INDICATORS

Before Investment



After Initial \$700M Investment



Low FCI

High FCI



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%**.



REBUILD: \$281M
Rebuild 5 schools.



REACTIVATION:
\$35M



ADDITION: \$82M



**NEW & PHASED
OUT PROGRAMS**



RENOVATION:
\$296M



DECOMMISSION
\$11M

Investment Considerations

- Original building not in repairable state
- High-demand areas to attract new families
- Neighborhoods underserved by DPSCD schools
- Establish new standard for school buildings in the District
- 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
- 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.
- 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.
- 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.
- 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
- Clark
- Catherine Blackwell
- Thurgood Marshall

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



First Phase of New Central Office Location and District Multi-Purpose Center at Former Northern High School Building

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.



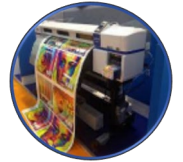
Accessible Meeting Spaces for Board Meetings and Professional Development

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

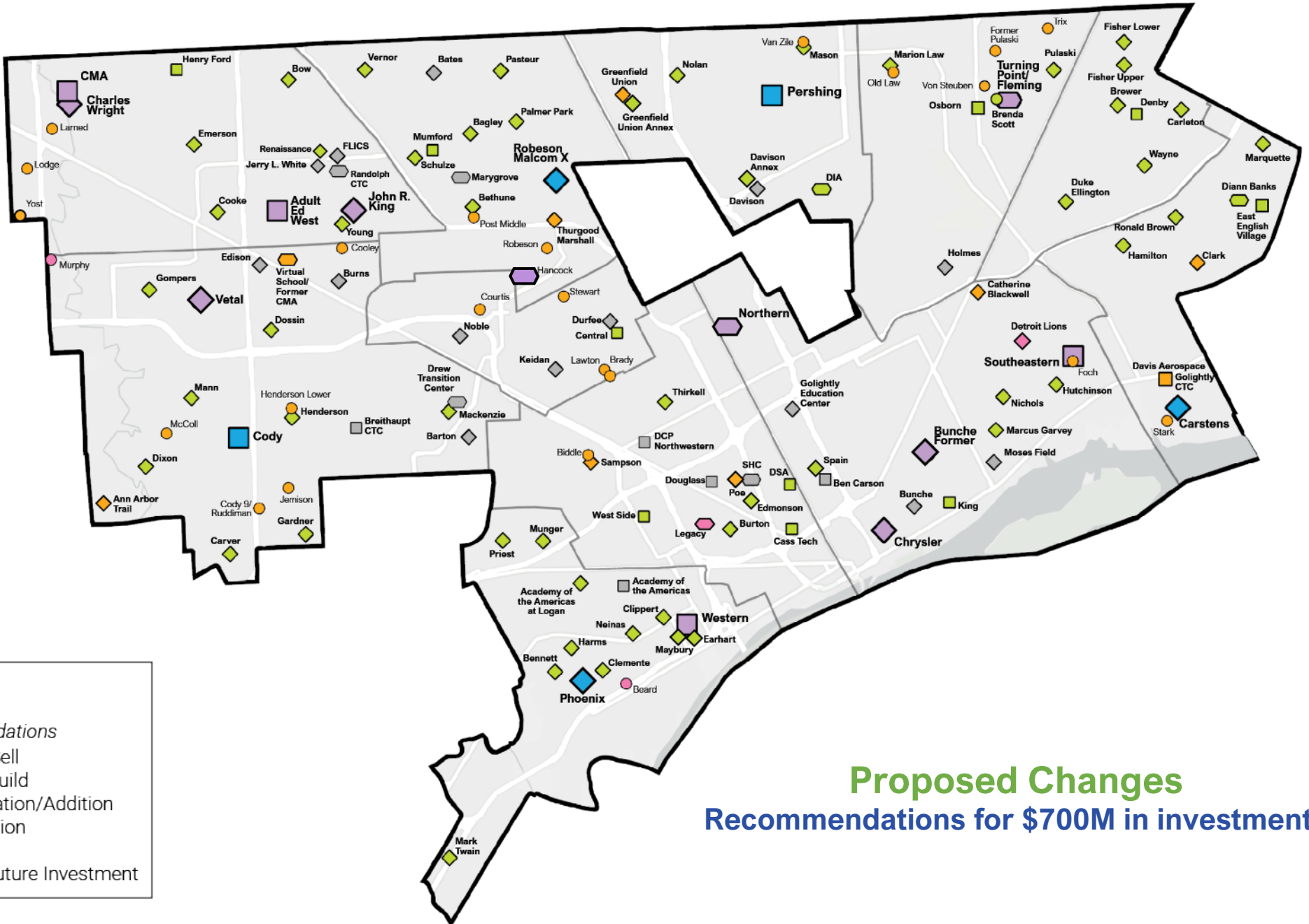


DPSCD will explore public-private partnerships to build a state-of-art athletic complex in the city and possibly on an existing district-owned property. Process will start with a proposed contractor to work with the district to explore funding and partnership opportunities.



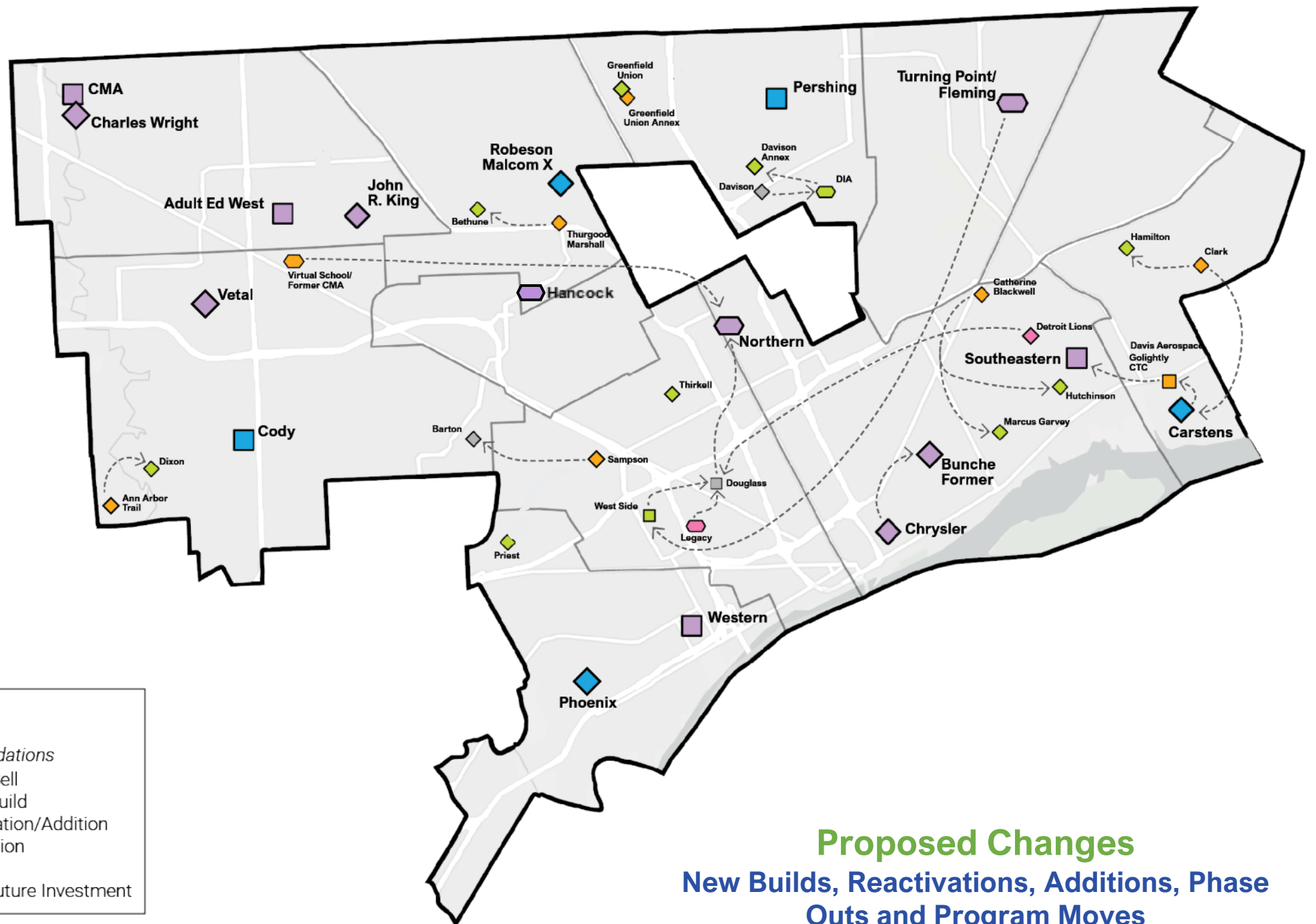
- **Year-round indoor and outdoor facilities for football, basketball, volleyball, soccer, baseball, track and lacrosse**
- **Exclusive or priority to DPSCD students and teams for practice and competition**
- **Provides all student-athletes, regardless of gender and zip code, access to high quality fields**
- **Revenue generating opportunities through tournaments for the district**





<i>School Type</i>	<i>Recommendations</i>
◆ Elementary/Middle	● Demo/Sell
□ High School	● Full Rebuild
⬡ Other	● Reactivation/Addition
○ Vacant	● Renovation
	● Hold
	● None/Future Investment

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Legend

School Type

- ◆ Elementary/Middle
- High School
- ◇ Other
- Vacant

Recommendations

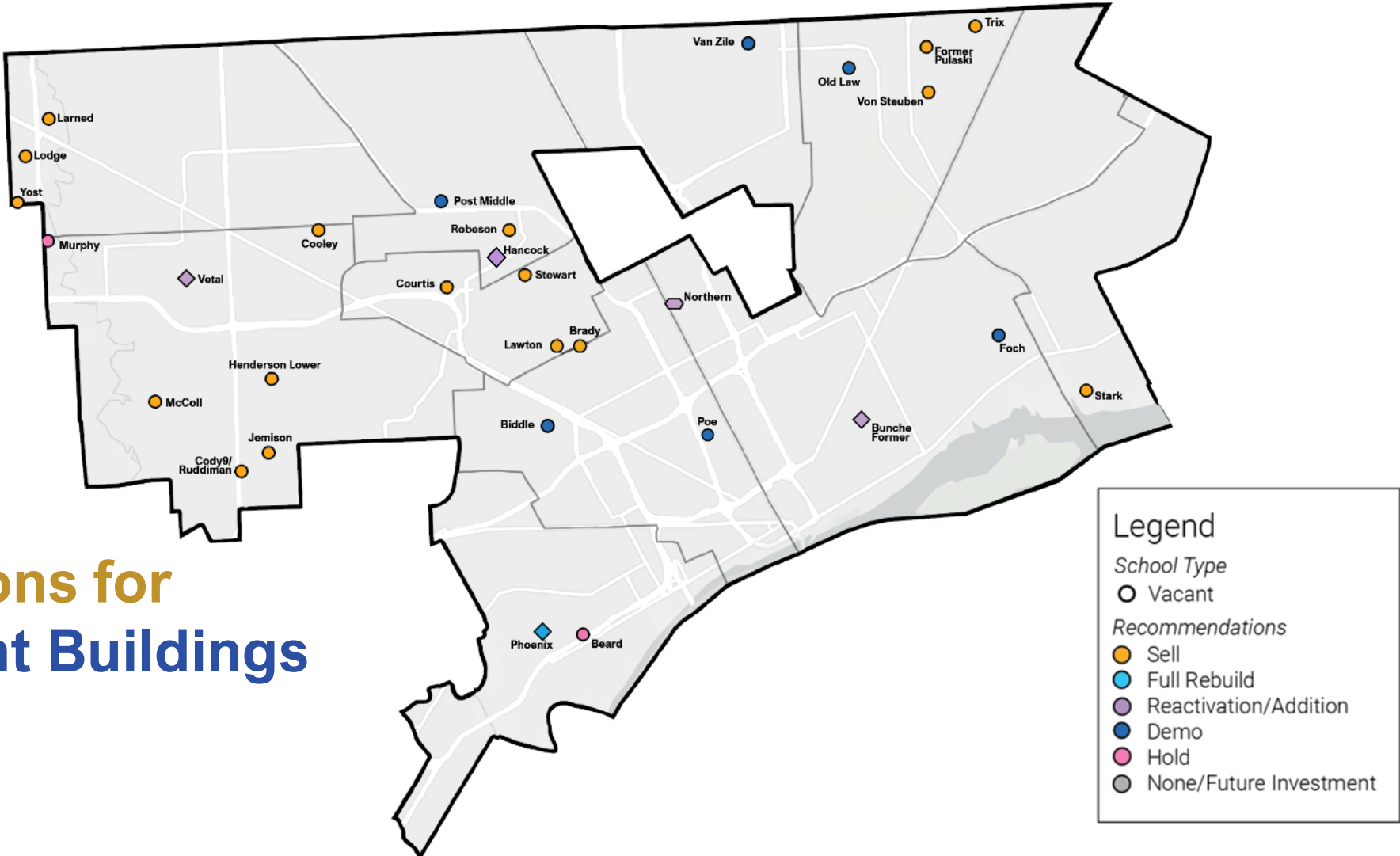
- Demo/Sell
- Full Rebuild
- Reactivation/Addition
- Renovation
- Hold
- None/Future Investment

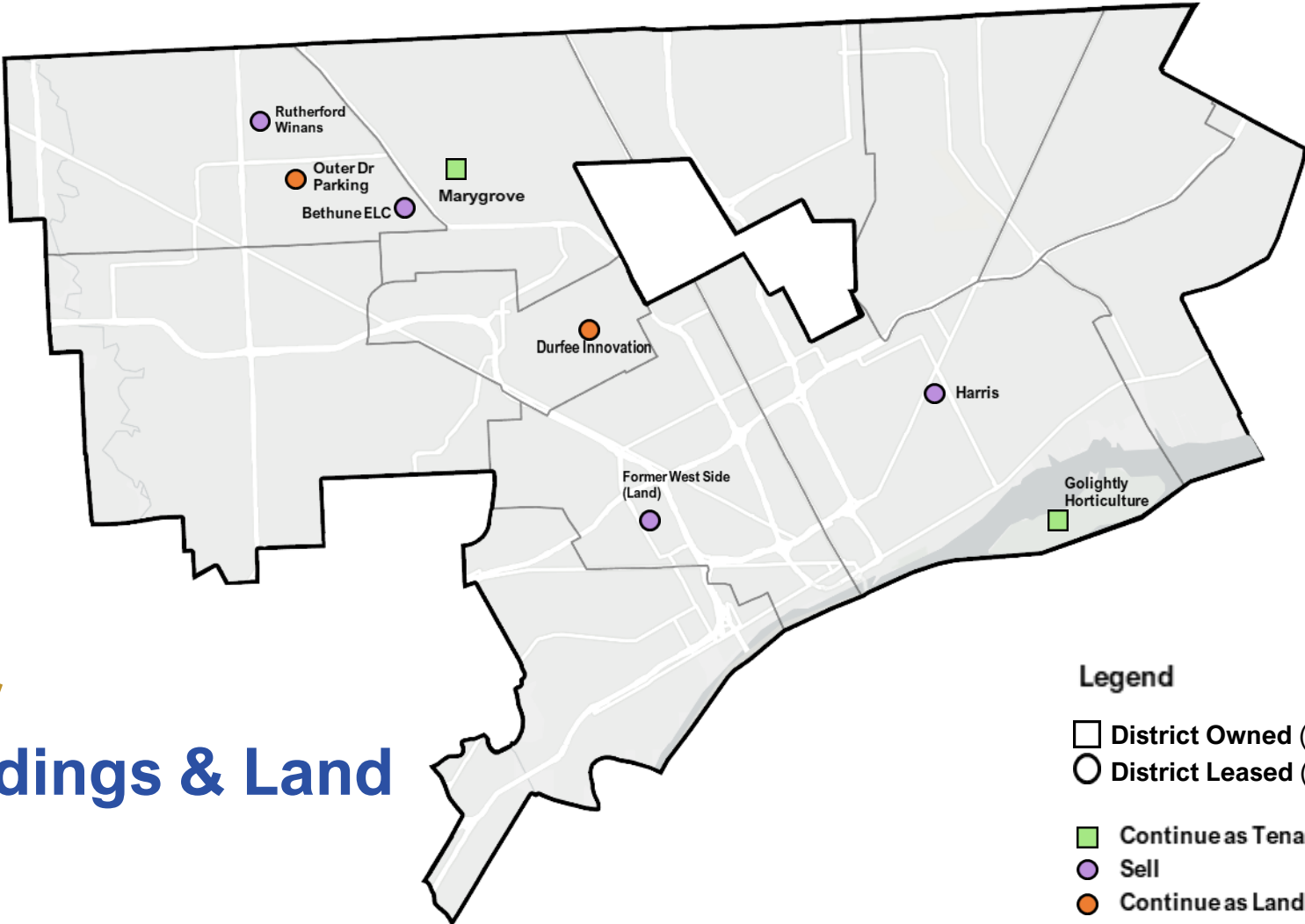
Proposed Changes
New Builds, Reactivations, Additions, Phase Outs and Program Moves



RECOMMENDATIONS VACANT BUILDINGS

Recommendations for Currently Vacant Buildings





Recommendations for
Currently Leased Buildings & Land

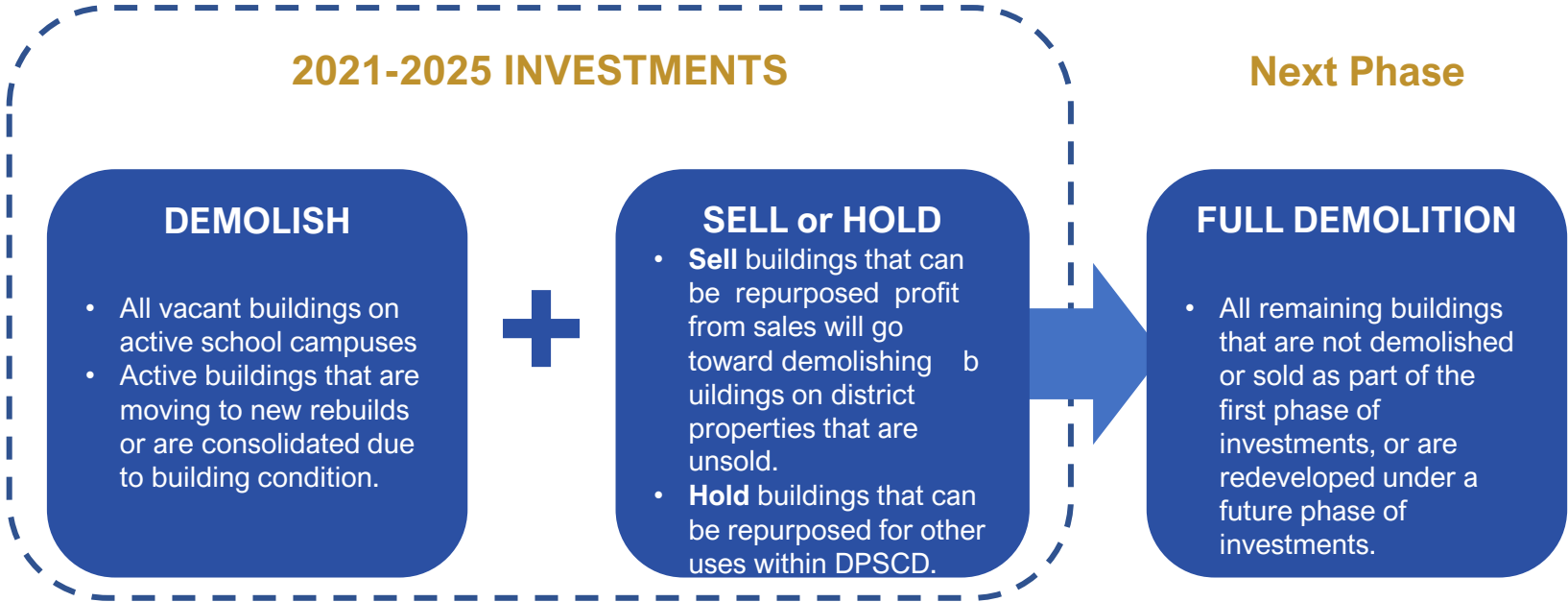


The Facility Master Plan proposes an initial investment to demolish all vacant buildings on active campuses, with a future phase of investments to demolish all vacant district-owned buildings citywide.

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.

RECOMMENDATIONS FOR VACANT 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

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

- Stark
- Von Steuben
- Old Westside
- Cooley
- Virtual School/Former CMA

Hold

- 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

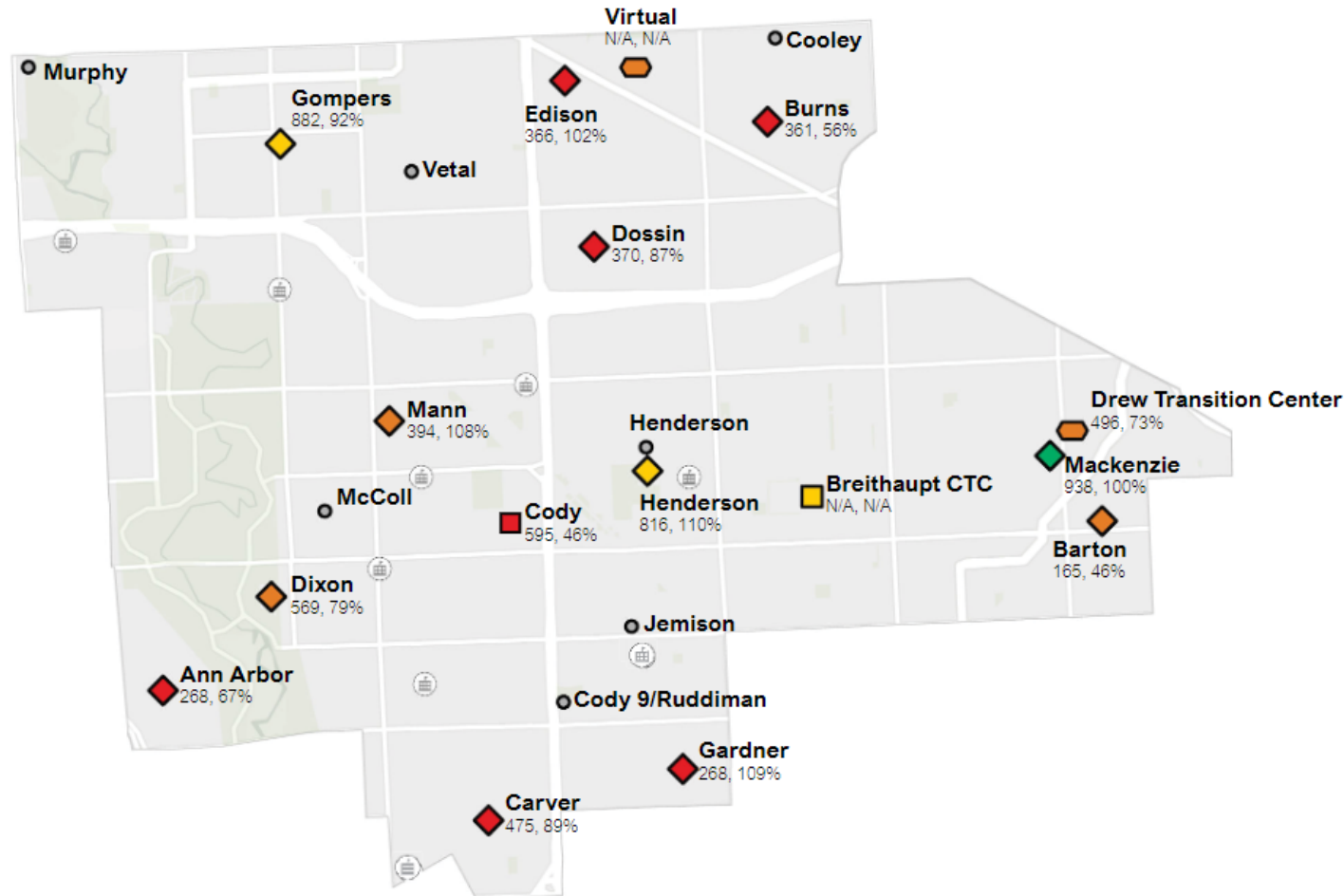
www.detroitk12.org/fmp



SUMMARY OF PROPOSED CHANGES CODY AREA

CODY

Current Context



KEY METRICS

Current FCI: 44

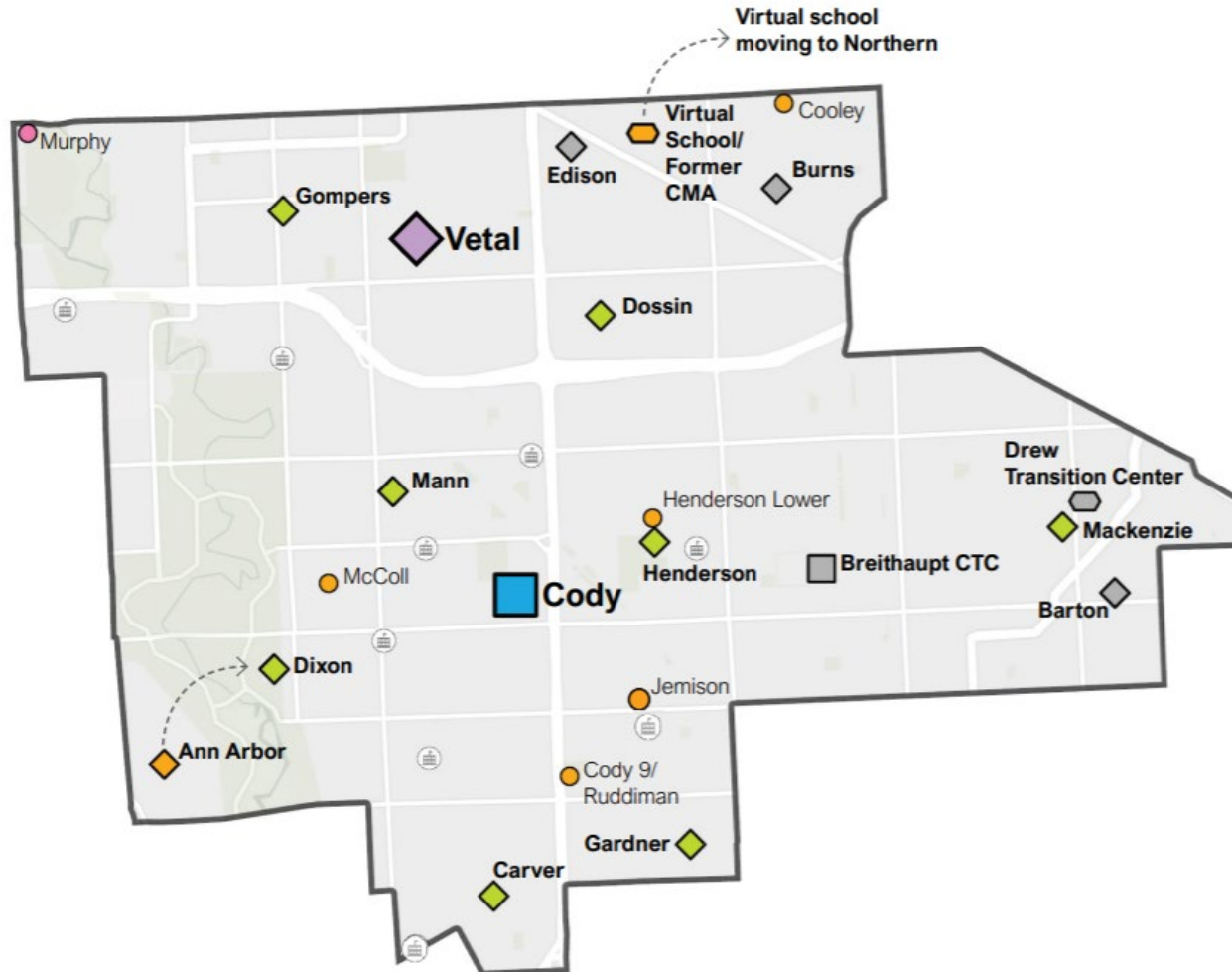
Current Utilization: 83%

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 Vet al 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

Legend

School Type

- ◆ Elementary/Middle
- High School
- Other
- Vacant
- ⊞ Charter and Private

Condition

- Good
- Fair
- Deficient
- Failing
- N/A

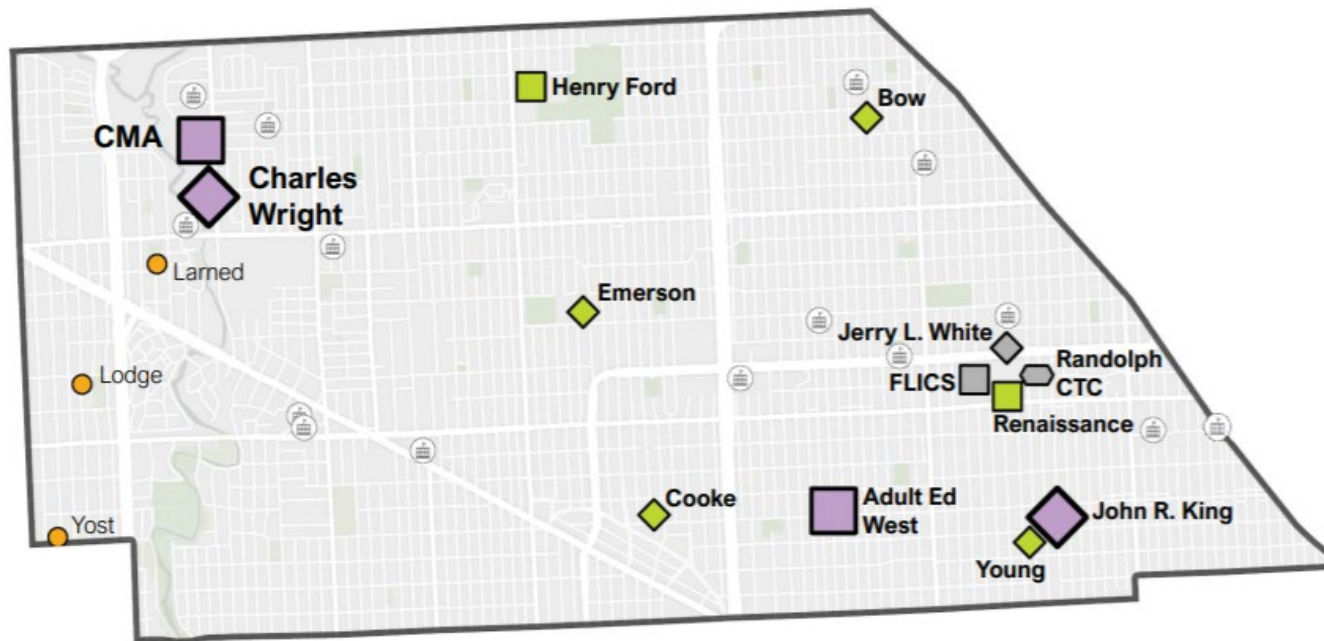
Label Guide

School Name
2019-20 Enrollment, Utilization



FORD

Feeder Pattern Recommended Investments



Legend

School Type

- ◆ Elementary/Middle
- High School
- Other
- Vacant
- ⌂ Charter and private

Recommendations

- Demo/Sell
- Full Rebuild
- Reactivation/Addition
- Renovation
- Hold
- None/Future Investment
- student redistribution path

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



Legend

School Type

- ◆ Elementary/Middle
- High School
- Other
- Vacant
- ⊞ Charter and Private

Condition

- Good
- Fair
- Deficient
- Failing
- N/A

Label Guide

School Name
2019-20 Enrollment, Utilization

KEY METRICS

Current FCI: 40

Current Utilization: 74%

Investment Need: \$91M



MUMFORD

Feeder Pattern Recommended Investments



Legend

School Type

- ◆ Elementary/Middle
- High School
- ⬡ Other
- Vacant
- Ⓢ Charter and private

Recommendations

- Demo/Sell
- Full Rebuild
- Reactivation/Addition
- Renovation
- Hold
- None/Future Investment

--- student redistribution path

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.

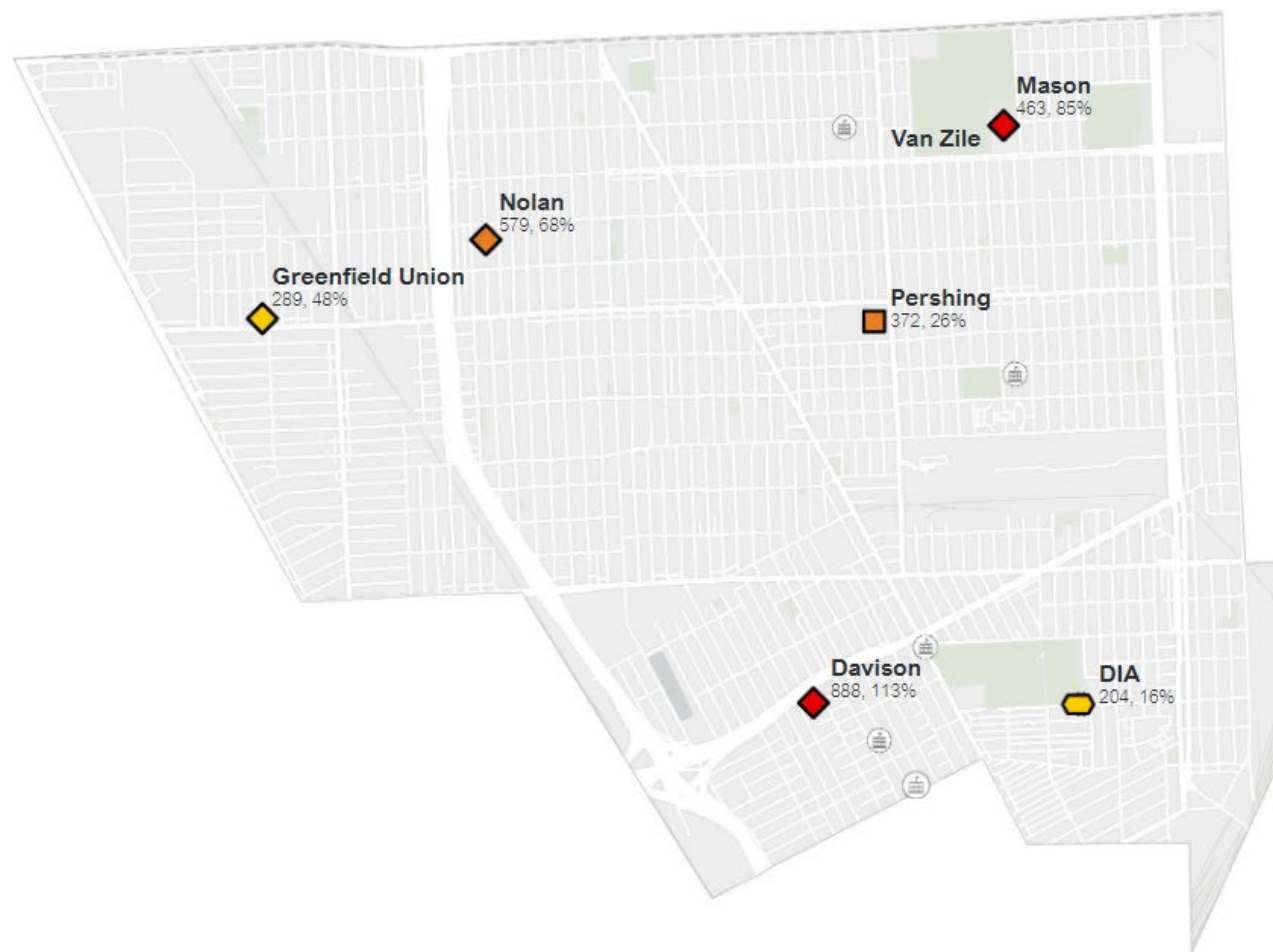


SUMMARY OF PROPOSED CHANGES PERSHING AREA



PERSHING

Current Context



Legend

School Type

- ◆ Elementary/Middle
- High School
- ⬡ Other
- Vacant
- ⌚ Charter and Private

Condition

- Good
- Fair
- Deficient
- Failing
- N/A

Label Guide

School Name
2019-20 Enrollment, Utilization

KEY METRICS

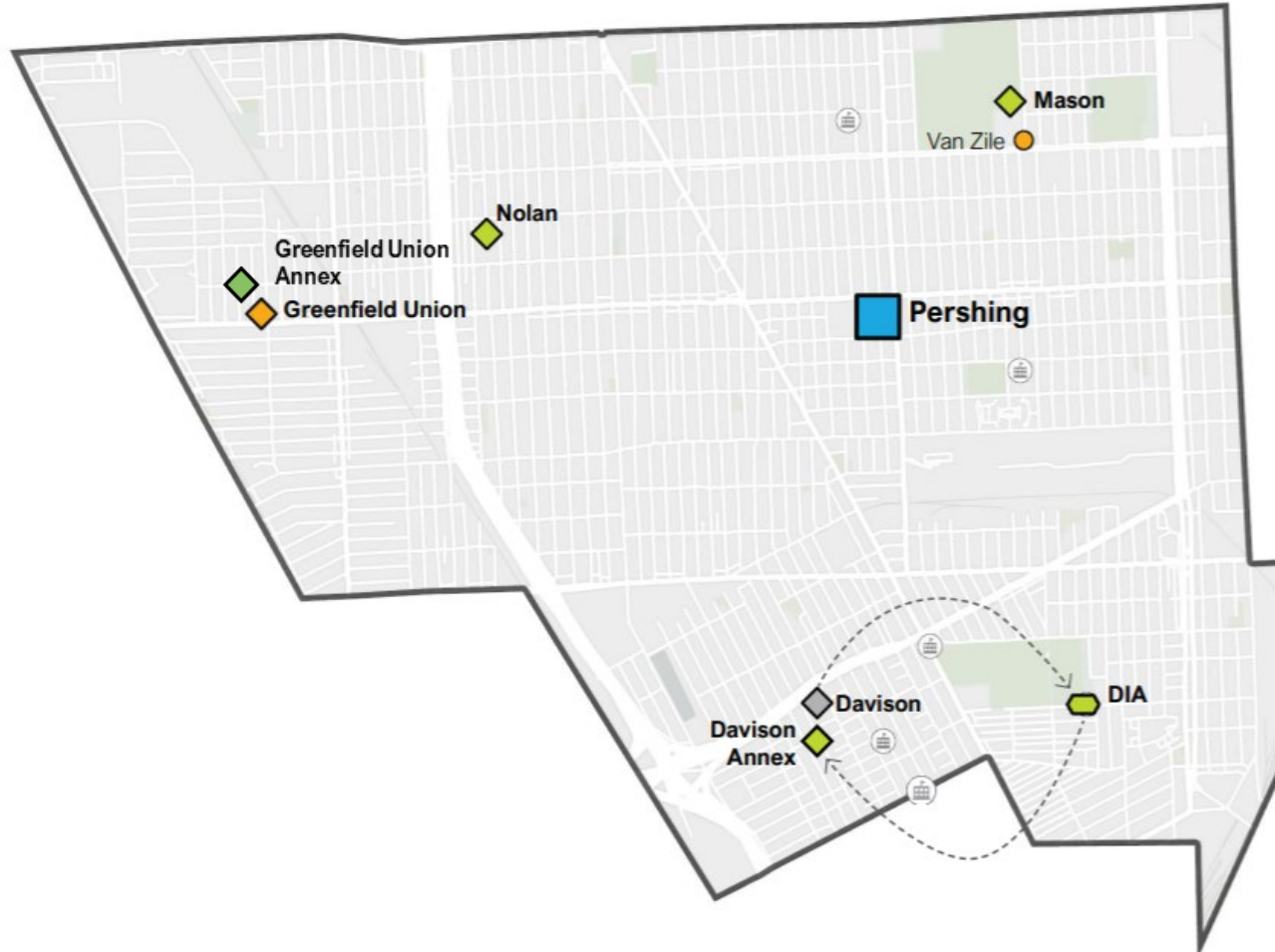
Current FCI: 46

Current Utilization: 50%

Investment Need: \$60M

PERSHING

Feeder Pattern Recommended Investments



Legend

School Type

- ◆ Elementary/Middle
- High School
- Other
- Vacant
- Ⓢ Charter and private

Recommendations

- Demo/Sell
- Full Rebuild
- Reactivation/Addition
- Renovation
- Hold
- None/Future Investment

--- student redistribution path

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

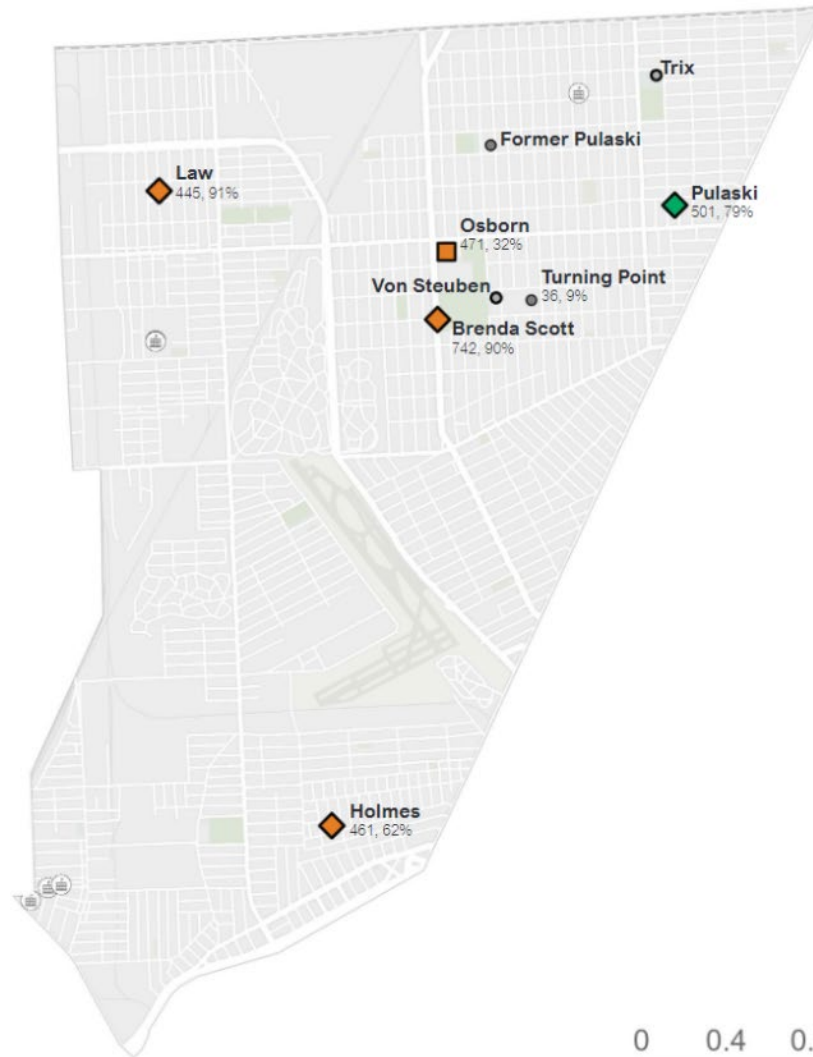
- Expanded spaces for Davison @ DIA
- DIA to move to the Davison Annex site as a high school program
- Culinary Program at new Pershing



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

Legend

School Type

- ◆ Elementary/Middle
- High School
- ⬡ Other
- Vacant
- ⚙ Charter and Private

Condition

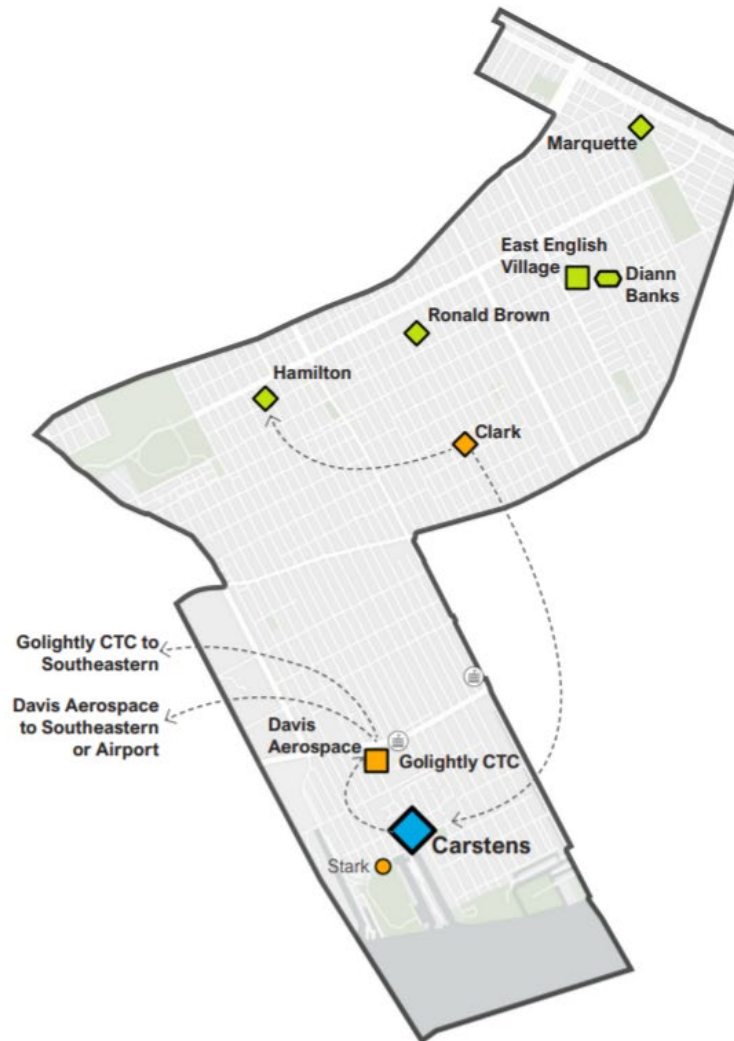
- Good
- Fair
- Deficient
- Failing
- N/A

Label Guide

School Name
2019-20 Enrollment, Utilization

EAST ENGLISH VILLAGE

Feeder Pattern Recommended Investments



Legend

School Type

- ◆ Elementary/Middle
- High School
- ⬡ Other
- Vacant
- Ⓜ Charter and private

Recommendations

- Demo/Sell
- Full Rebuild
- Reactivation/Addition
- Renovation
- Hold
- None/Future Investment

--- student redistribution path

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

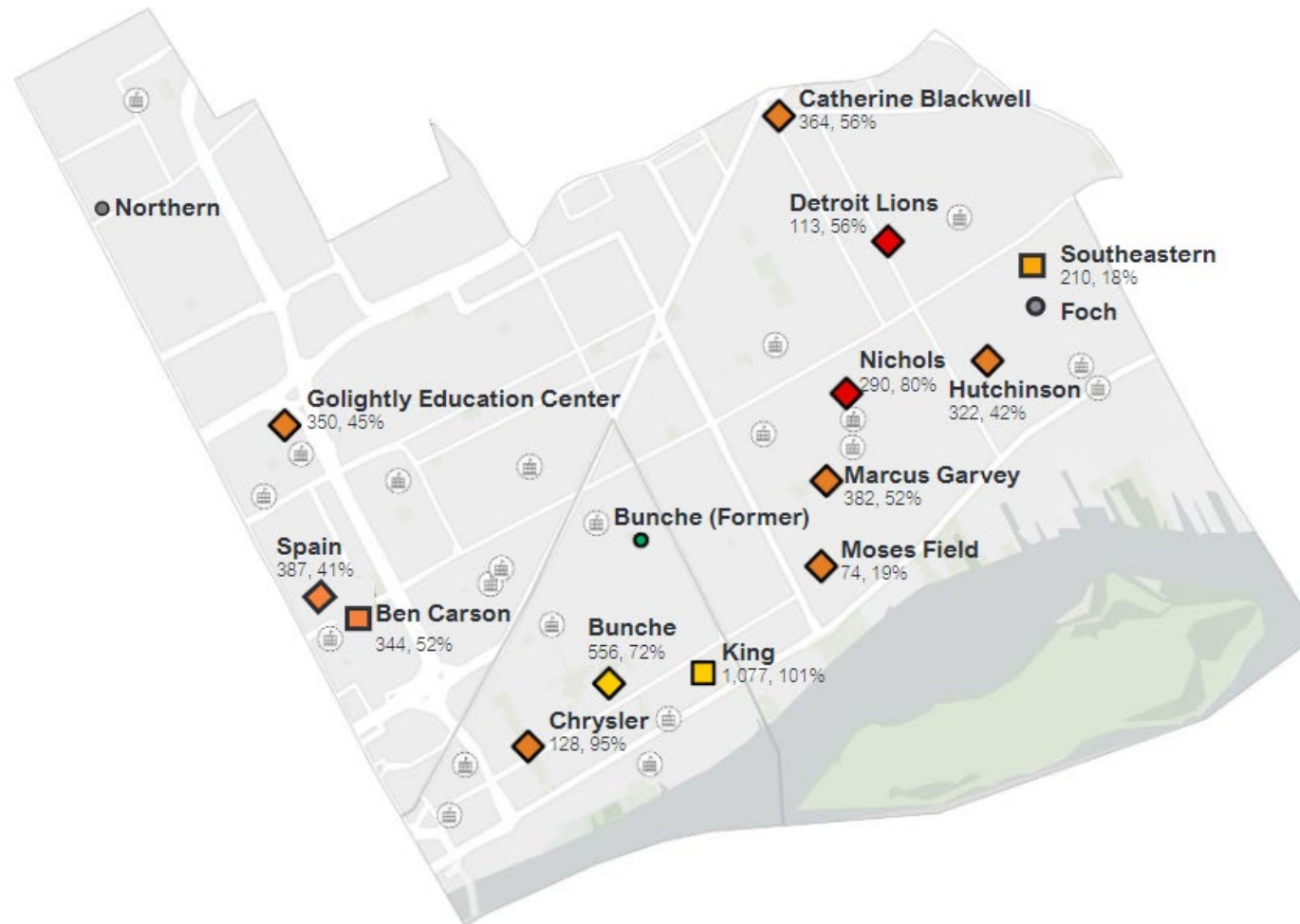
Phasing out programs from Clark; families will be able access the brand-new facility at Carstens



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

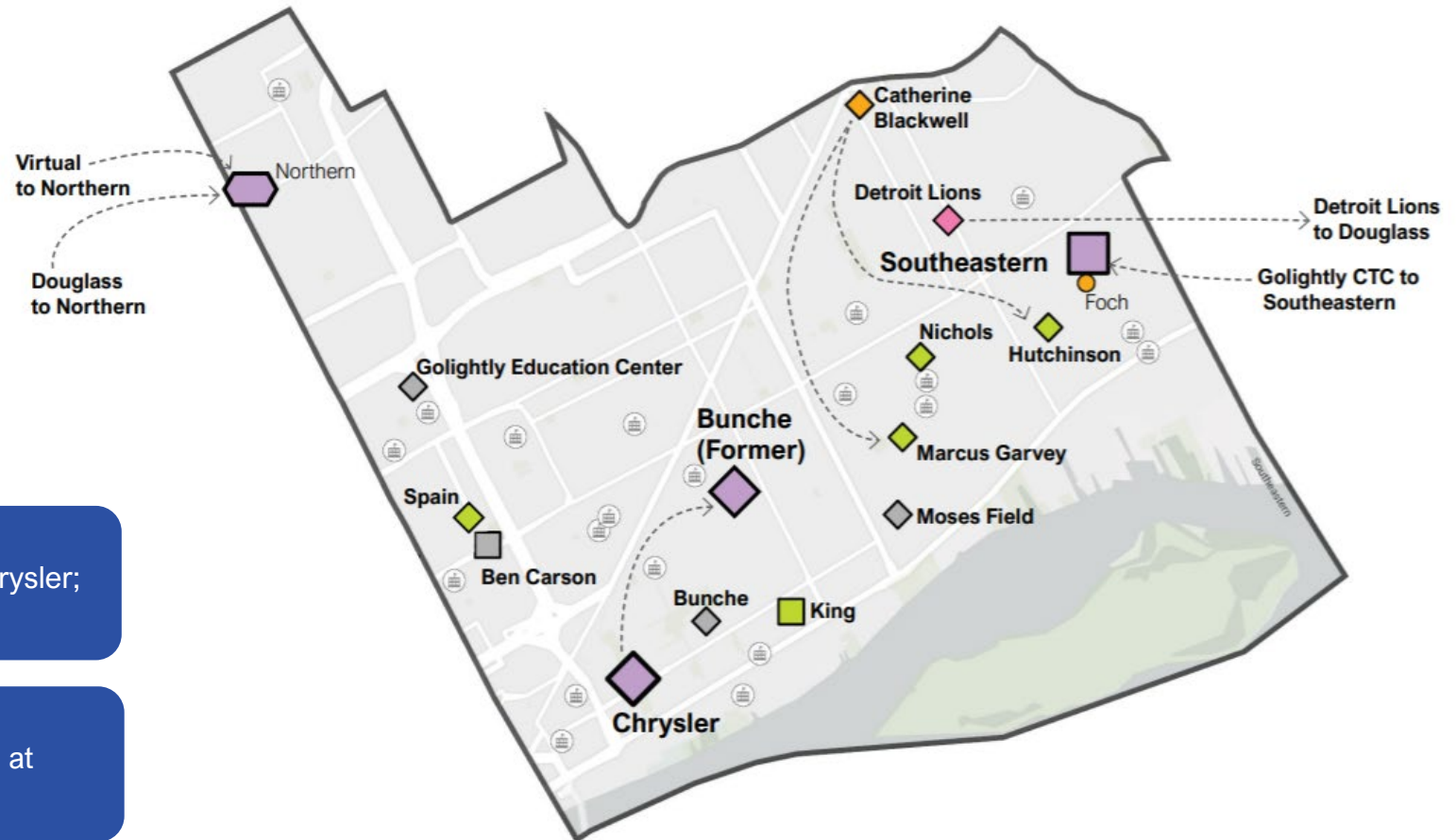
New Pre-K early education center at Chrysler; expansion for Chrysler to K-8 space

ADDITION

Advanced manufacturing and CTC wing at Southeastern

PHASED OUT PROGRAMS

Phasing out programs from Catherine Blackwell and Lions



Legend

School Type

- ◇ Elementary/Middle
- High School
- Other
- Vacant
- ⊙ Charter and private

Recommendations

- Demo/Sell
- Full Rebuild
- Reactivation/Addition
- Renovation
- Hold
- None/Future Investment

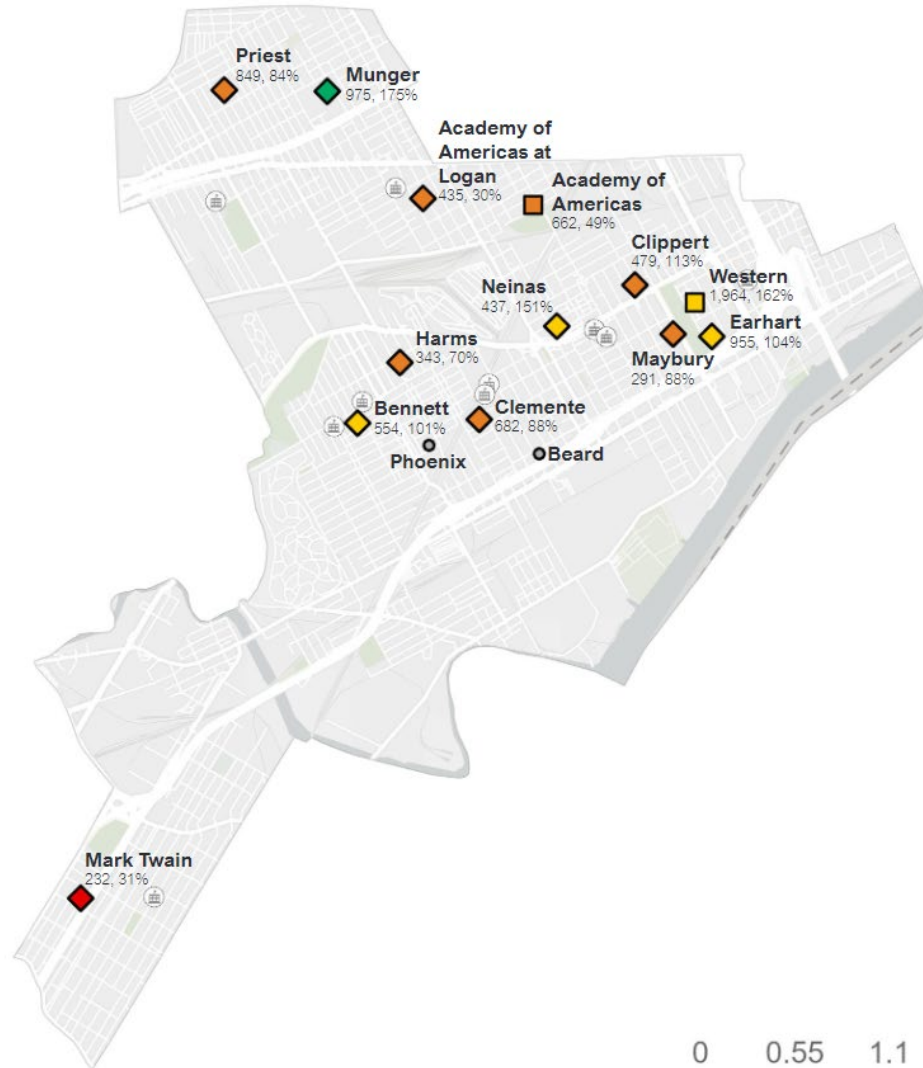
--- student redistribution path



SUMMARY OF PROPOSED CHANGES WESTERN AREA

WESTERN

Current Context



KEY METRICS

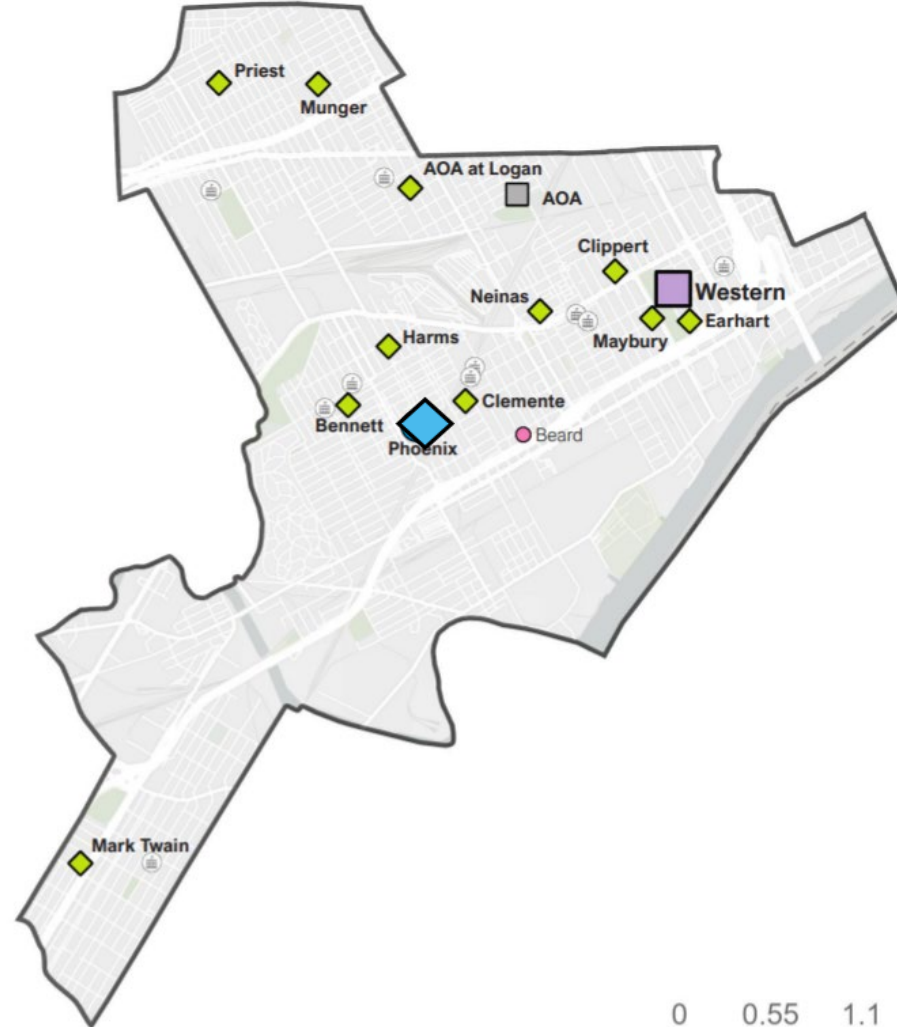
Current FCI: 29

Current Utilization: 108%

Investment Need: \$99M

WESTERN

Feeder Pattern Recommended Investments



Legend

School Type

- ◇ Elementary/Middle
- High School
- Other
- Vacant
- Ⓜ Charter and private

Recommendations

- Demo/Sell
- Full Rebuild
- Reactivation/Addition
- Renovation
- Hold
- None/Future Investment

--- student redistribution path

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

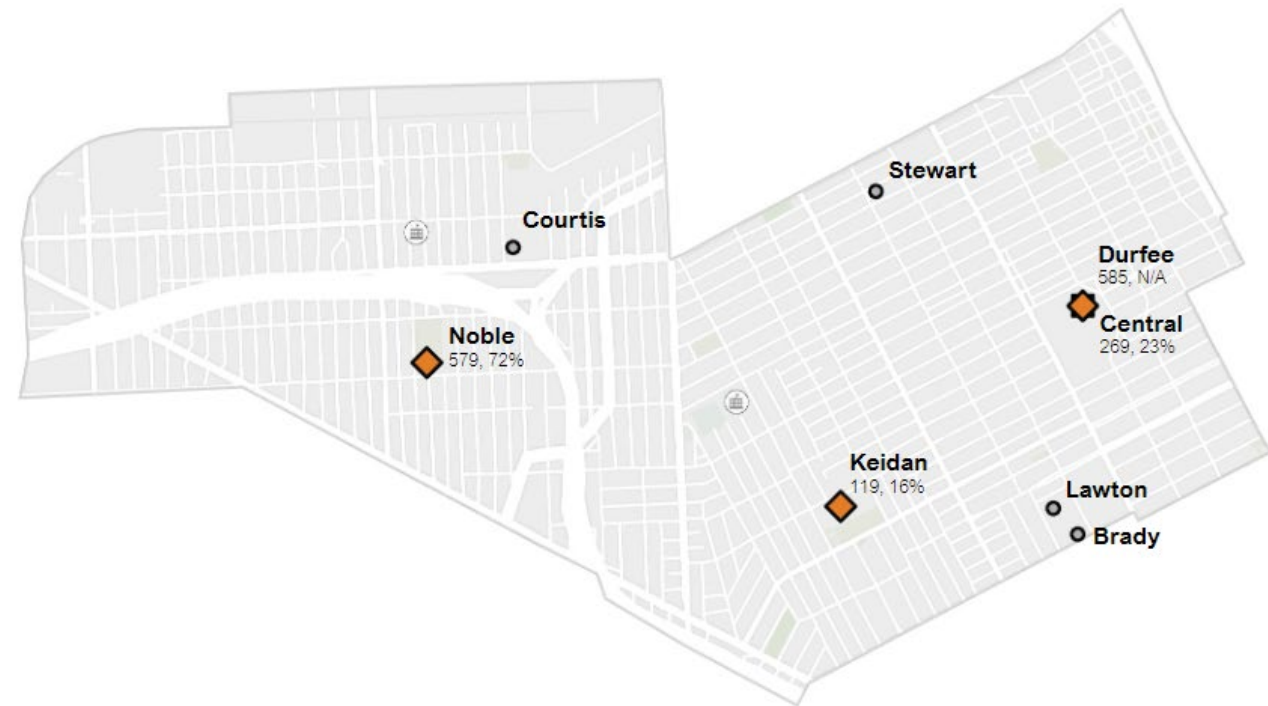
Current Context

KEY METRICS

Current FCI: 39

Current Utilization: 66%

Investment Need: \$36M



Legend

School Type

- ◆ Elementary/Middle
- High School
- ⬡ Other
- Vacant
- ⊞ Charter and Private

Condition

- Good
- Fair
- Deficient
- Failing
- N/A

Label Guide

School Name
2019-20 Enrollment, Utilization

CENTRAL

Feeder Pattern Recommended Investments



Legend

School Type

- ◆ Elementary/Middle
- High School
- Other
- Vacant
- Ⓢ Charter and private

Recommendations

- Demo/Sell
- Full Rebuild
- Reactivation/Addition
- Renovation
- Hold
- None/Future Investment

--- student redistribution path

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



Legend

School Type

- ◆ Elementary/Middle
- High School
- Other
- Vacant
- ⦿ Charter and Private

Condition

- Good
- Fair
- Deficient
- Failing
- N/A

Label Guide

School Name
2019-20 Enrollment, Utilization

KEY METRICS

Current FCI: 42

Current Utilization: 59%

Investment Need: \$156M

DCP / NORTHWESTERN

Feeder Pattern Recommended Investments



Legend

School Type

- ◆ Elementary/Middle
- High School
- Other
- Vacant
- ⦿ Charter and private

Recommendations

- Demo/Sell
- Full Rebuild
- Reactivation/Addition
- Renovation
- Hold
- None/Future Investment
- student redistribution path

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



NEXT STEPS **HONORING** **COMMUNITY VOICE**



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.



APPENDIX



SUMMARY OF DISTRICT-WIDE RECOMMENDATIONS

FEEDER PATTERN RENOVATION COST SUMMARY - Cody

School	Building Exterior		Building Interior		Heating		Cooling		Site		Systems	
	Full Need	Initial Investment	Full Need	Initial Investment	Full Need	Initial Investment	Full Need	Initial Investment	Full Need	Initial Investment	Full Need	Initial Investment
Barton	\$.10M	\$.00M	\$ 1.04M	-	\$ 1.66M	-	\$.49M	-	\$.96M	-	\$ 1.40M	-
Burns	\$ 1.30M	\$.00M	\$ 1.76M	-	\$ 3.64M	-	\$ 1.64M	-	\$ 1.64M	-	\$ 1.49M	-
Carver	\$.71M	\$.71M	\$ 2.54M	-	\$ 4.91M	-	\$ 1.68M	\$ 1.68M	\$.17M	-	\$ 2.43M	-
Mackenzie	\$.08M	\$.08M	\$ 2.47M	\$ 1.77M	\$.00M	-	\$.00M	-	\$ 1.05M	-	\$.04M	-
Dixon	\$ 1.93M	\$ 1.93M	\$ 4.41M	-	\$ 2.79M	\$ 2.79M	\$ 2.33M	\$ 2.33M	\$.14M	-	\$ 2.08M	-
Dossin	\$.65M	\$.65M	\$ 1.29M	-	\$ 3.52M	-	\$ 1.26M	\$ 1.26M	\$.91M	-	\$ 1.82M	-
Edison	\$.52M	\$.00M	\$ 2.86M	-	\$ 2.48M	-	\$ 1.11M	-	\$ 2.02M	-	\$ 1.66M	-
Henderson	\$.00M	\$.00M	\$ 4.61M	-	\$ 1.13M	\$ 1.13M	\$.00M	-	\$.53M	-	\$ 1.62M	-
Former CMA	\$.69M	\$.00M	\$ 3.60M	-	\$ 3.35M	-	\$.99M	-	\$.87M	-	\$ 2.22M	-
Gardner	\$.05M	\$.05M	\$ 1.88M	-	\$ 1.52M	\$ 1.52M	\$.82M	\$.82M	\$ 1.23M	-	\$.74M	-
Gompers	\$.08M	\$.08M	\$ 2.99M	-	\$.00M	-	\$.00M	-	\$.03M	-	\$.06M	-
Breithaupt	\$.23M	\$.00M	\$ 2.80M	-	\$ 9.36M	-	\$.00M	-	\$ 1.02M	-	\$.84M	-
Mann	\$.59M	\$.59M	\$ 2.52M	-	\$.38M	\$.38M	\$.00M	-	\$.87M	-	\$ 1.22M	-
Total	\$6.9M	\$4M	\$34.8M	\$1.8M	\$34.7M	\$5.8M	\$10.3M	\$6.1M	\$41.7M	-	\$17.6M	-



SUMMARY OF DISTRICT-WIDE RECOMMENDATIONS

FEEDER PATTERN RENOVATION COST SUMMARY - Ford

Area	Building Exterior		Building Interior		Heating		Cooling		Site		Systems	
	Full Need	Initial Investment	Full Need	Initial Investment	Full Need	Initial Investment	Full Need	Initial Investment	Full Need	Initial Investment	Full Need	Initial Investment
AEW	\$.44M	\$.44M	\$ 1.95M	-	\$ 2.36M	\$ 2.36M	\$.00M	-	\$.06M	-	\$ 1.33M	-
Bow	\$ 6.74M	\$ 6.74M	\$ 1.79M	-	\$.13M	-	\$.44M	-	\$.75M	-	\$ 1.49M	-
Charles Wright	\$.08M	\$.08M	\$ 3.37M	\$ 1.51M	\$ 3.80M	\$ 3.80M	\$.00M	-	\$.07M	\$.01M	\$.87M	-
Cooke	\$.07M	\$.07M	\$ 1.35M	-	\$.73M	\$.73M	\$ 1.13M	\$ 1.13M	\$ 1.52M	-	\$.88M	-
Emerson	\$ 2.53M	\$ 2.53M	\$ 4.67M	-	\$ 2.34M	\$ 2.34M	\$ 2.03M	-	\$ 1.94M	-	\$ 2.38M	-
Ford	\$.32M	\$.32M	\$ 17.02M	\$ 4.29M	\$ 10.27M	\$ 10.27M	\$ 9.76M	\$ 9.76M	\$ 1.80M	\$.12M	\$ 5.66M	-
FLICS	\$ 3.78M	-	\$ 8.56M	-	\$ 6.60M	-	\$.13M	-	\$.12M	-	\$ 3.83M	-
JR King	\$.00M	-	\$ 9.89M	-	\$ 1.57M	\$ 1.57M	\$ 2.35M	\$ 2.35M	\$ 3.17M	-	\$ 3.58M	-
CMA @ Ludington	\$.81M	\$.81M	\$ 4.31M	\$ 1.52M	\$ 4.39M	\$ 4.39M	\$ 1.20M	-	\$ 1.20M	-	\$ 3.01M	-
Randolph	\$ 3.40M	-	\$ 4.12M	-	\$ 2.86M	-	\$.00M	-	\$.71M	-	\$ 3.43M	-
Renaissance	\$.67M	\$.67M	\$ 2.10M	\$ 1.08M	\$ 2.21M	\$ 2.21M	\$.00M	-	\$.67M	-	\$.10M	-
Coleman Young	\$ 1.57M	-	\$ 2.80M	-	\$ 1.60M	-	\$.00M	-	\$.43M	-	\$ 2.44M	-
Total	\$20.4M	\$11.7M	\$61.9M	\$8.7M	\$38.9M	\$27.7M	\$17M	\$13.2M	\$19.3M	\$134K	\$29M	-



SUMMARY OF DISTRICT-WIDE RECOMMENDATIONS

FEEDER PATTERN RENOVATION COST SUMMARY - Mumford

Area	Building Exterior		Building Interior		Heating		Cooling		Site		Systems	
	Full Need	Initial Investment	Full Need	Initial Investment	Full Need	Initial Investment	Full Need	Initial Investment	Full Need	Initial Investment	Full Need	Initial Investment
Bagley	\$ 2.43M	\$ 2.43M	\$ 3.56M	-	\$ 3.65M	-	\$ 1.63M	-	\$.72M	-	\$ 2.34M	-
Bates	\$ 2.70M	-	\$ 5.90M	-	\$.00M	-	\$.00M	-	\$.49M	-	\$ 2.11M	-
Bethune -	\$ 2.85M	\$ 2.85M	\$ 8.50M	-	\$ 1.40M	-	\$.00M	-	\$ 3.75M	\$.31M	\$ 3.66M	-
Mumford	\$.21M	\$.21M	\$ 7.00M	\$ 1.08M	\$.13M	\$.13M	\$.00M	-	\$.02M	-	\$.00M	-
Palmer Park	\$ 1.83M	\$ 1.70M	\$ 6.77M	-	\$ 15.36M	\$ 15.36M	\$ 5.77M	\$ 5.77M	\$.43M	\$.24M	\$ 2.16M	-
Pasteur	\$.64M	\$.64M	\$ 1.59M	-	\$ 2.61M	\$ 2.61M	\$ 1.42M	-	\$ 1.05M	-	\$ 2.04M	-
Schulze	\$.11M	\$.11M	\$ 3.06M	-	\$.90M	\$.90M	\$ 2.38M	\$ 2.38M	\$.32M	\$.02M	\$.87M	-
Vernor	\$.52M	\$.52M	\$ 1.12M	-	\$ 3.26M	\$ 3.26M	\$ 1.12M	\$ 1.12M	\$ 1.17M	-	\$.97M	-
Total	\$11.3M	\$8.4M	\$37.5M	\$1M	\$27.3M	\$22.3M	\$12.3M	\$9.3M	\$14.8M	\$573K	\$14.1M	-



SUMMARY OF DISTRICT-WIDE RECOMMENDATIONS

FEEDER PATTERN RENOVATION COST SUMMARY - Pershing

Area	Building Exterior		Building Interior		Heating		Cooling		Site		Systems	
	Full Need	Initial Investment	Full Need	Initial Investment	Full Need	Initial Investment	Full Need	Initial Investment	Full Need	Initial Investment	Full Need	Initial Investment
Davison	\$ 1.88M	-	\$ 2.53M	-	\$ 5.16M	-	\$.00M	-	\$ 2.14M	-	\$ 1.98M	-
Davison Annex	\$.59M	\$.59M	\$ 1.54M	-	\$ 1.04M	-	\$ 1.11M	-	\$.25M	-	\$.59M	-
DIA @ White	\$ 1.11M	-	\$ 1.98M	-	\$ 2.29M	-	\$.00M	-	\$.31M	-	\$ 1.34M	-
Greenfield Union	\$.44M	\$.44M	\$.84M	-	\$ 1.18M	-	\$.39M	-	\$.06M	-	\$.09M	-
Mason	\$ 1.91M	\$ 1.91M	\$ 5.60M	-	\$ 2.88M	\$ 2.88M	\$ 2.46M	\$ 2.46M	\$.77M	-	\$ 2.66M	-
Nolan	\$ 3.07M	\$ 3.07M	\$ 5.01M	-	\$ 6.13M	\$ 6.13M	\$ 2.81M	-	\$ 1.90M	-	\$ 2.24M	-
Total	\$9M	\$6M	\$17.5M	-	\$18.7M	\$9M	\$6.8M	\$2.5M	\$35.7M	-	\$8.9M	-



SUMMARY OF DISTRICT-WIDE RECOMMENDATIONS

FEEDER PATTERN RENOVATION COST SUMMARY - Osborn

Area	Building Exterior		Building Interior		Heating		Cooling		Site		Systems	
	Full Need	Initial Investment	Full Need	Initial Investment	Full Need	Initial Investment	Full Need	Initial Investment	Full Need	Initial Investment	Full Need	Initial Investment
Turning Point / Fleming	\$ 1.22M	\$ 1.22M	\$ 3.35M	-	\$ 3.51M	\$.00M	\$.00M	-	\$.40M	-	\$ 2.25M	-
Pulaski @ AE East	\$.06M	\$.06M	\$ 1.91M	-	\$.42M	\$.42M	\$.00M	-	\$.08M	\$.02M	\$.20M	-
Brenda Scott	\$ 3.84M	\$ 3.84M	\$ 6.68M	-	\$ 1.32M	\$ 1.32M	\$.00M	-	\$ 2.69M	-	\$ 1.36M	-
Holmes, A.L	\$ 2.03M	-	\$ 3.92M	-	\$ 2.91M	\$.00M	\$ 2.56M	-	\$ 1.13M	-	\$ 1.81M	-
Law	\$ 1.05M	\$.90M	\$ 5.22M	-	\$ 1.12M	\$ 1.12M	\$.00M	-	\$.20M	\$.09M	\$ 1.16M	-
Osborn	\$ 5.46M	-	\$ 10.88M	-	\$ 9.19M	\$.00M	\$ 5.05M	-	\$ 26.11M	-	\$ 5.63M	-
Total	\$13.7M	\$6M	\$32M	-	\$18.5M	\$2.9M	\$7.6M	-	\$37.4M	\$121K	\$12.4M	-



SUMMARY OF DISTRICT-WIDE RECOMMENDATIONS

FEEDER PATTERN RENOVATION COST SUMMARY - Denby

Area	Building Exterior		Building Interior		Heating		Cooling		Site		Systems	
	Full Need	Initial Investment	Full Need	Initial Investment	Full Need	Initial Investment	Full Need	Initial Investment	Full Need	Initial Investment	Full Need	Initial Investment
Beckham	\$ 1.26M	\$ 1.26M	\$ 4.02M	\$ 1.36M	\$.72M	\$.72M	\$ 2.02M	\$ 2.02M	\$.11M	\$.02M	\$.73M	-
Brewer	\$.91M	\$.91M	\$ 1.88M	-	\$ 2.93M	\$ 2.93M	\$ 1.31M	\$ 1.31M	\$ 1.61M	-	\$ 1.89M	-
Carleton	\$.95M	\$.95M	\$ 1.55M	-	\$ 3.84M	\$ 3.84M	\$ 1.30M	\$ 1.30M	\$.77M	-	\$ 1.88M	-
Denby	\$.19M	\$.19M	\$ 7.98M	\$ 2.39M	\$.29M	\$.29M	\$ 5.38M	\$ 5.38M	\$ 4.59M	\$.33M	\$.73M	-
Fisher Lower	\$.08M	\$.08M	\$ 3.37M	\$ 1.51M	\$ 2.52M	\$ 2.52M	\$.00M	-	\$.52M	\$.03M	\$.87M	-
Fisher Upper	\$.05M	\$.05M	\$ 6.86M	\$ 2.34M	\$ 1.32M	\$ 1.32M	\$.00M	-	\$ 1.21M	\$.03M	\$ 1.46M	-
Wayne	\$.42M	\$.42M	\$ 2.84M	-	\$ 3.31M	\$ 3.31M	\$ 1.13M	\$ 1.13M	\$.93M	-	\$ 1.63M	-
Total	\$3.9M	\$3.9M	\$28.5M	\$7.6M	\$14.9M	\$14.9M	\$11.1M	\$11.1M	\$16.5M	\$416K	\$9.2M	-



SUMMARY OF DISTRICT-WIDE RECOMMENDATIONS

FEEDER PATTERN RENOVATION COST SUMMARY - EEV

Area	Building Exterior		Building Interior		Heating		Cooling		Site		Systems	
	Full Need	Initial Investment	Full Need	Initial Investment	Full Need	Initial Investment	Full Need	Initial Investment	Full Need	Initial Investment	Full Need	Initial Investment
Beckham	\$ 1.26M	\$ 1.26M	\$ 4.02M	\$ 1.36M	\$.72M	\$.72M	\$ 2.02M	\$ 2.02M	\$.11M	\$.02M	\$.73M	-
Brewer	\$.91M	\$.91M	\$ 1.88M	-	\$ 2.93M	\$ 2.93M	\$ 1.31M	\$ 1.31M	\$ 1.61M	-	\$ 1.89M	-
Carleton	\$.95M	\$.95M	\$ 1.55M	-	\$ 3.84M	\$ 3.84M	\$ 1.30M	\$ 1.30M	\$.77M	-	\$ 1.88M	-
Denby	\$.19M	\$.19M	\$ 7.98M	\$ 2.39M	\$.29M	\$.29M	\$ 5.38M	\$ 5.38M	\$ 4.59M	\$.33M	\$.73M	-
Fisher Lower	\$.08M	\$.08M	\$ 3.37M	\$ 1.51M	\$ 2.52M	\$ 2.52M	\$.00M	-	\$.52M	\$.03M	\$.87M	-
Fisher Upper	\$.05M	\$.05M	\$ 6.86M	\$ 2.34M	\$ 1.32M	\$ 1.32M	\$.00M	-	\$ 1.21M	\$.03M	\$ 1.46M	-
Wayne	\$.42M	\$.42M	\$ 2.84M	-	\$ 3.31M	\$ 3.31M	\$ 1.13M	\$ 1.13M	\$.93M	-	\$ 1.63M	-
Total	\$3.9M	\$3.9M	\$28.5M	\$7.6M	\$14.9M	\$14.9M	\$11.1M	\$11.1M	\$16.5M	\$416K	\$9.2M	-



SUMMARY OF DISTRICT-WIDE RECOMMENDATIONS

FEEDER PATTERN RENOVATION COST SUMMARY - Southeastern

Area	Building Exterior		Building Interior		Heating		Cooling		Site		Systems	
	Full Need	Initial Investment	Full Need	Initial Investment	Full Need	Initial Investment	Full Need	Initial Investment	Full Need	Initial Investment	Full Need	Initial Investment
Hutchinson	\$ 2.68M	\$ 2.68M	\$ 3.48M	-	\$.87M	\$.87M	\$ 2.50M	\$ 2.50M	\$.26M	\$.19M	\$.07M	-
Ben Carson	\$.61M	-	\$ 4.20M	-	\$ 2.02M	-	\$ 1.11M	-	\$.25M	-	\$ 1.87M	-
Bunche	\$.10M	-	\$ 4.20M	-	\$.00M	-	\$ 2.84M	-	\$ 1.94M	-	\$.70M	-
Chrysler	\$.42M	-	\$.92M	-	\$ 1.07M	-	\$.00M	-	\$.31M	-	\$.74M	-
Old Northern	\$.00M	-	\$.00M	-	\$.00M	-	\$.00M	-	\$.00M	-	\$.00M	-
Golightly Education Center	\$ 1.69M	\$ 1.69M	\$ 2.56M	-	\$ 1.71M	-	\$.00M	-	\$.62M	-	\$ 1.60M	-
Golightly Annex	\$.04M	\$.04M	\$ 1.54M	-	\$ 1.22M	-	\$.77M	-	\$.45M	-	\$.41M	-
King	\$.27M	\$.27M	\$ 7.04M	\$ 1.08M	\$.00M	-	\$.00M	-	\$.03M	-	\$.22M	-
Garvey	\$.26M	-	\$ 7.00M	-	\$ 1.00M	-	\$ 2.99M	-	\$ 1.02M	-	\$ 1.80M	-
Nichols	\$.68M	\$.63M	\$ 4.00M	\$ 1.08M	\$ 5.73M	-	\$ 1.30M	\$ 1.30M	\$ 2.83M	\$ 2.50M	\$ 2.39M	-
SE	\$ 8.77M	\$.30M	\$ 16.90M	-	\$ 5.27M	-	\$.00M	-	\$ 5.23M	-	\$ 2.14M	-
Spain	\$ 2.47M	\$ 2.47M	\$ 3.86M	-	\$ 4.31M	-	\$ 3.60M	\$ 3.60M	\$ 2.09M	-	\$ 2.64M	-
Total	\$18M	\$8.1M	\$55.7M	\$2.2M	\$23.2M	\$874K	\$15.1M	\$7.4M	\$21.9M	\$2.7M	\$14.6M	-



SUMMARY OF DISTRICT-WIDE RECOMMENDATIONS

FEEDER PATTERN RENOVATION COST SUMMARY - Western

Area	Building Exterior		Building Interior		Heating		Cooling		Site		Systems	
	Full Need	Initial Investment	Full Need	Initial Investment	Full Need	Initial Investment	Full Need	Initial Investment	Full Need	Initial Investment	Full Need	Initial Investment
AOA	\$ 1.93M	-	\$ 4.35M	-	\$ 4.16M	-	\$ 2.45M	-	\$.59M	-	\$.82M	-
AOA Logan	\$ 1.09M	\$ 1.09M	\$ 1.46M	-	\$.52M	-	\$.00M	-	\$ 1.35M	-	\$ 1.25M	-
Bennett	\$.16M	\$.16M	\$ 2.59M	-	\$.00M	-	\$.00M	-	\$.97M	-	\$.74M	-
Clemente,	\$ 1.10M	\$ 1.10M	\$ 2.09M	-	\$ 2.49M	\$ 2.49M	\$ 1.13M	-	\$.34M	-	\$.85M	-
Clippert	\$.44M	\$.37M	\$ 1.52M	-	\$.44M	\$.44M	\$.00M	-	\$ 1.19M	-	\$.60M	-
Earhart	\$.09M	\$.09M	\$ 3.12M	-	\$ 1.41M	\$ 1.41M	\$.00M	-	\$.02M	\$.01M	\$.08M	-
Harms	\$.36M	\$.36M	\$ 2.13M	-	\$.52M	\$.52M	\$.00M	-	\$.77M	-	\$ 1.97M	-
Mark Twain	\$ 2.25M	\$ 2.25M	\$ 2.68M	\$ 1.60M	\$ 4.03M	-	\$.75M	-	\$.59M	\$.59M	\$ 2.17M	\$ 2.17M
Maybury	\$.50M	\$.50M	\$ 2.40M	-	\$ 2.11M	\$ 2.11M	\$.00M	-	\$ 1.32M	-	\$ 1.18M	-
Munger	\$.10M	\$.10M	\$ 3.93M	-	\$.00M	-	\$.00M	-	\$.53M	\$.02M	\$.08M	-
Neinas	\$.51M	\$.51M	\$ 2.68M	-	\$.57M	\$.57M	\$.00M	-	\$.69M	-	\$ 1.58M	-
Priest	\$ 2.09M	\$ 2.04M	\$ 5.19M	-	\$ 2.58M	-	\$ 1.01M	\$ 1.01M	\$ 1.11M	\$.11M	\$ 1.97M	-
Western	\$.52M	\$.52M	\$ 9.30M	\$ 1.08M	\$ 2.85M	\$ 2.85M	\$.00M	-	\$.77M	-	\$ 4.37M	-
Total	\$11.1M	\$9M	\$43.4M	\$2.6M	\$21.9M	\$10.3M	\$5.3M	\$1.1M	\$17M	\$740K	\$17.7M	\$2.1M



SUMMARY OF DISTRICT-WIDE RECOMMENDATIONS

FEEDER PATTERN RENOVATION COST SUMMARY - Central

Area	Building Exterior		Building Interior		Heating		Cooling		Site		Systems	
	Full Need	Initial Investment	Full Need	Initial Investment	Full Need	Initial Investment	Full Need	Initial Investment	Full Need	Initial Investment	Full Need	Initial Investment
Central	\$ 3.86M	\$ 3.86M	\$ 6.77M	\$ 1.80M	\$ 5.63M	-	\$.00M	-	\$ 1.36M	\$.30M	\$ 2.36M	-
Noble	\$ 3.03M	-	\$ 7.09M	-	\$ 8.10M	-	\$ 3.59M	-	\$.52M	-	\$ 3.09M	-
Total	\$6.9M	\$3.9M	\$13.9M	\$1.8M	\$13.7M	-	\$3.6M	-	\$8.7M	\$299K	\$5.5M	-



SUMMARY OF DISTRICT-WIDE RECOMMENDATIONS

FEEDER PATTERN RENOVATION COST SUMMARY - Northwestern

Area	Building Exterior		Building Interior		Heating		Cooling		Site		Systems	
	Full Need	Initial Investment	Full Need	Initial Investment	Full Need	Initial Investment	Full Need	Initial Investment	Full Need	Initial Investment	Full Need	Initial Investment
Burton	\$ 1.71M	\$ 1.71M	\$ 5.86M	-	\$.96M	\$.96M	\$.00M	-	\$.73M	-	\$ 1.84M	-
Cass	\$.00M	-	\$ 17.31M	\$ 5.75M	\$ 3.37M	\$ 3.37M	\$.00M	-	\$.11M	\$.10M	\$ 3.92M	-
DCP	\$ 10.60M	-	\$ 18.12M	-	\$ 18.79M	-	\$ 9.52M	-	\$ 3.19M	-	\$ 10.62M	-
DSA	\$ 2.75M	\$ 2.75M	\$ 9.35M	-	\$ 2.72M	\$ 2.72M	\$.00M	-	\$.02M	\$.01M	\$ 2.81M	-
Douglass	\$ 6.53M	-	\$ 11.84M	-	\$ 5.32M	-	\$.12M	-	\$ 1.18M	-	\$ 3.89M	-
Edmonson	\$.52M	\$.47M	\$ 2.26M	-	\$ 3.10M	\$ 3.10M	\$.56M	\$.56M	\$ 1.46M	-	\$ 1.60M	-
Legacy	\$.42M	-	\$ 1.74M	-	\$ 3.04M	-	\$ 1.11M	-	\$.82M	-	\$ 1.63M	-
Thirkell	\$ 1.26M	\$ 1.26M	\$ 3.77M	-	\$ 5.02M	\$ 5.02M	\$ 1.72M	\$ 1.72M	\$ 1.39M	-	\$ 2.48M	-
Westside	\$.55M	-	\$ 3.21M	\$2.1M	\$ 1.79M	-	\$.00M	-	\$.09M	-	\$.57M	-
Total	\$24.3M	\$6.2M	\$23.5M	\$6.8M	\$44.1M	\$15.2M	\$13M	\$2.3M	\$15.8M	\$118K	\$29.4M	-