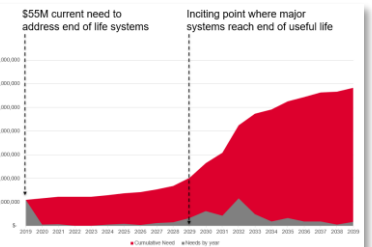
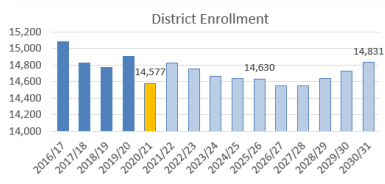
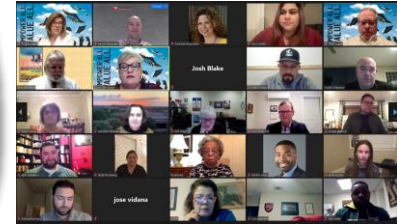
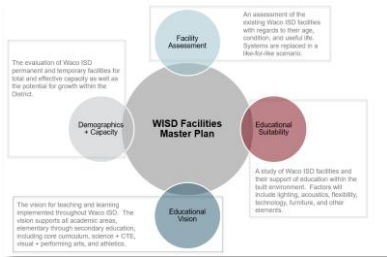




Waco Independent School District
June Board Meeting
06.10.2021

Waco ISD Facilities Master Plan





Leading to the Future

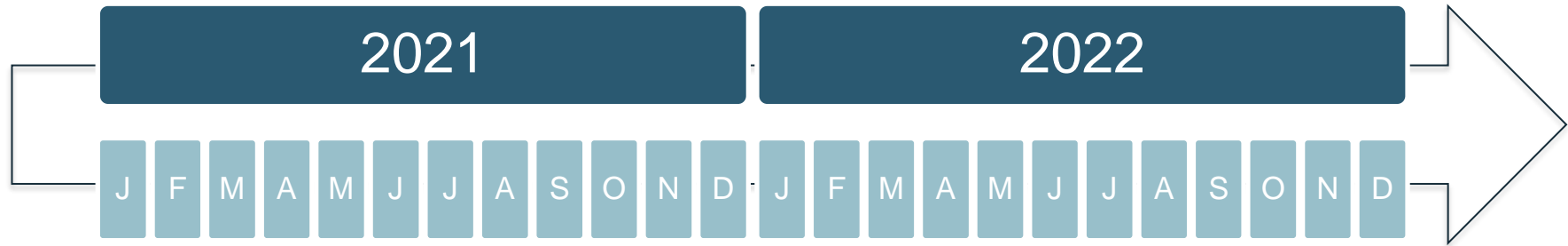
- 2 years
- Community Members, Board of Trustees, District Leadership, Administration, Campus Staff
- 40+ Meetings

WISD Facilities Master Plan Elements:

1. Demographics
2. Facilities Assessment
3. Educational Suitability
4. Educational Vision
5. District Vision + Goals
6. Guiding Principles
7. HS / MS / ES Strategies
8. Financial Capacity
9. Implementation

Facilities Master Plan: a 10 to 15-year strategy for Waco ISD for alignment of education vision and facilities while accommodating student enrollment and demographics as well as addressing on-going maintenance and operational needs.

Bond Planning: a 3 to 5-year single phase of the Facilities Master Plan addressing facilities, technology, land purchases, and/or transportation needs of the District



A November '21 Bond



B May '22 Bond



Facilities Master Plan Process



Facilities Long-Range Master Plan

Waco Independent School District

June 10, 2021



O'CONNELL ROBERTSON

Mission driven.





Board of Trustees (2020-2021)

- Angela Tekell, *President*
- Allen Sykes, *Vice President*
- Norman Manning, *Secretary*
- Cary DuPuy
- Stephanie Korteweg
- Robin Houston
- Jose Vidaña

Board of Trustees (2021-2022)

- Angela Tekell, *President*
- Stephanie Korteweg, *Vice President*
- Jose Vidaña, *Secretary*
- Allen Sykes
- Cary DuPuy
- Keith Guillory
- Jeremy Davis

Project Executive Committee Resources

Dr. Susan Kincannon - *Superintendent of Schools*

Kyle DeBeer - *Chief of Staff*

Deena Cornblum - *Asst. Superintendent of Curriculum & Instruction*

Sheryl Davis - *Assistant Superintendent of Finance*

Joshua Wucher - *Executive Director of Communications*

Jerry Allen - *Executive Director of Technology and Innovation*

Israel Carrera - *Executive Director of Operations*

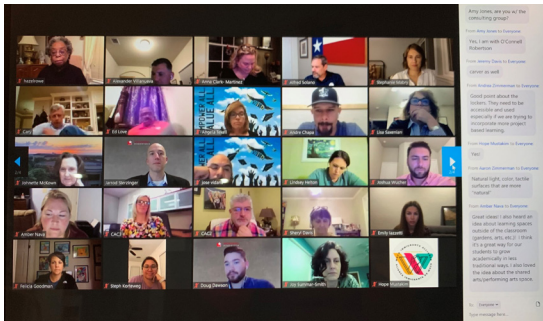
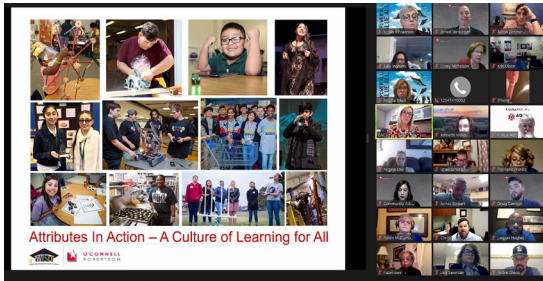
Kevin Hafer - *Assistant Director of Maintenance*

Alex Villanueva - *Asst. Director of Facilities & Preventative Maintenance*

Community Facility Committee Members

| | | | | |
|---------------------|------------------|------------------|---------------------|------------------|
| Laura Alford | Mary Collins | LaQuan Hughes | Donna McKethan | Hazel Rowe |
| Jessica Attas | Kris Collins | Emily Iazzetti | Johnnette McKown | Ashley Royal |
| John Bible | Samantha Craytor | Julie Ingham | Dillon Meek | Ilda Sabido |
| Josh Blake | Jeremy Davis | Gwen James | Hope Mustakim | Lisa Saxenian |
| Taylor Bledsoe | Malcolm Duncan | Marlon Jones | Amber Nava | Tonee Shelton |
| Josh Borderud | Rick Dunn | Jessica Juarez | Kris Olson | Alfred Solano |
| Gretchen Braunstein | Deidra Emerson | Ben Lacy | Lena Ortiz | Tom Stanton |
| Josh Caballero | Francene Francis | Twana Lee | Rachel Pate | James Stewart |
| Larry Carpenter | Felicia Goodman | Areli Lopez | Suzii Paynter March | Joy Summar-Smith |
| Issac Carrier | Keith Guillory | Ed Love | Clint Peters | Aaron Zimmerman |
| Vera Castillo | Rich Haskett | Angela Low | Sarah Pullen | |
| Andre Chapa | Lindsey Helton | Isabel Lozano | Lorraine Randazzo | |
| Dustin Chapman | Peaches Henry | Stephanie Mabry | Randy Riggs | |
| Anna Clark Martinez | Tiffany Hogue | Jennifer Manning | April Roberson | |
| Jackye Clayton | K. Paul Holt | Robin McDurham | Misty Rodriguez | |

ACKNOWLEDGEMENTS



Waco Independent School District (Waco ISD) was established in 1948, with the first free public schools in Waco dating back to 1882. Waco ISD now covers 61 square miles in McLennan County, with more than 2.6 million square feet of buildings and systems that were constructed between 1910 and 2012. The district includes 26 campuses, which provide teaching and learning environments for Waco's 15,000 students and 2,400 district staff.

In fall of 2019, the Waco ISD Board of Trustees selected O'Connell Robertson to create a Facilities Long-Range Master Plan to establish a framework for future improvements and possible bond programs. To provide background data for Waco ISD in setting goals for future facilities, the district engaged with additional consultants to perform detailed assessments and inform this Long-Range Master Plan:

1. *Demographics*, by *Templeton Demographics*, updated quarterly – provided an in-depth analysis of many aspects important to the district's development plan, including annual enrollment changes, including impact of COVID-19, local economic activity – unemployment, job growth/decline, Waco ISD housing market activity, including sales, and new developments, TEA transfer reports – into and out of Waco ISD, and within Waco ISD as well as birth rate analysis and 10-year enrollment forecast. O'Connell Robertson used the provided enrollment numbers for the past school year and compared against the number and size of classrooms on each campus. Each school was individually checked against these numbers to find current facilities capacity.
2. *Facility Assessment*, by *Dude Solutions/Alpha*, completed March 2020 – assessed, itemized, and assigned a value to each component of the Waco ISD facilities. They checked life span and replacement value of like for like parts. Their services included:
 - Facility Condition + Site/Infrastructure Assessment Report,
 - Equipment Inventory,
 - 20-Year Capital Renewal Forecast,
 - Preventive Maintenance Schedules,
 - Fully Populated Capital Planning Software and CMMS Systems.
3. *Educational Suitability Assessment*, by *Waco ISD* and *O'Connell Robertson*, completed September 2020 - studied district facility's ability to perform as an educational institution, which considered 11 defined areas at each school: exterior, general building, academics + academic support, college + career readiness, library/media center, security, technology, furniture/fixtures + equipment, environmental quality, controllability of systems, facility organization + use.

EXECUTIVE SUMMARY



4. Educational Vision, by Waco ISD and O'Connell Robertson, completed September 2020 - included meetings held with district leaders to discuss the education experience at the existing facilities and to share initial educational vision for the next five and ten years. These discussions have provided a target in aligning curriculum and instruction with programs and facilities.

Taken together, the assessments indicate that Waco ISD facilities face challenges in the years to come. The district's school buildings are aging, new educational philosophies are emerging, and the district's competitive environment is rapidly evolving, defined by shifting demographics, and emerging competition from nearby school districts and charter schools.

The Facility Conditions Assessment found that 43% of facilities need significant improvements while the Capacity Study showed that only 40% of schools are currently enrolled at their effective capacity. Assessments clearly showed that an investment in facility modernization is essential; current estimates indicate that the aging buildings immediately require more than \$55 million in maintenance and repairs with a 15 year need of \$500-550 million. For many facilities, the cost to repair rivals the cost of rebuilding. Meanwhile Waco ISD's newest schools support emerging approaches to learning, while most have outdated designs.

Declining and outdated facilities can hinder educational experiences: Students have trouble learning where building systems such as lighting, air quality, acoustics, furnishings, or technology fall short in serving their intended purpose. Current teaching methods require flexibility in the learning environment, something that was not anticipated in the previous generations of inflexible learning models, which many schools were originally designed around. Overcrowding of schools often means making use of portable classrooms that provide substandard learning environments, which then become permanent fixtures on campus even if originally intended as a temporary solution. Under enrolled campuses strain district resources as they require the same fixed costs per campus for a smaller number of students. In addressing failing facility conditions and updating district educational models, Waco ISD will provide opportunities for innovative and 21st Century learning, create a sense of pride for students, faculty and community members, and become a compelling educational resource to Waco ISD and neighboring communities.

O'Connell Robertson has been working with Waco ISD administrators and staff, the Board of Trustees, and the Community Advisory Committee to obtain feedback in determining the direction of the district as summarized on the following pages.

EXECUTIVE SUMMARY

The mission
of Waco ISD
is to provide
an educational
foundation
that empowers
and values all.

District Vision

The vision of Waco ISD is to grow students and staff to create a better future for all.



District Goals

- Engage families and the community at the district level to support student achievement and enhance district goals.
- Recruit, develop and retain highly qualified teachers and staff to increase the percentage of teachers with more than five years of experience and decrease the turnover rate.
- Ensure a guaranteed and viable curriculum, customized to the needs of the district.
- Develop and implement plans, systems and processes to support improved campus A-F ratings, focusing on removing labels and ensuring academic success for students.
- Coordinate the entire instructional program, including federal resources, to support increased student achievement for all student groups.
- Create and sustain safe and supportive learning environments.
- Evaluate, develop and/or refine district processes and systems.
- Build capacity for school leadership.
- Provide technology to support teaching and learning initiatives and district operations.
- Ensure well-maintained, quality teaching and learning spaces.

Defining Key Characteristics in the Facilities Long-Range Master Plan

To assist Waco ISD in goal setting for future facilities, the district completed multiple assessments to inform this Long-Range Master Plan. This work, with key findings + recommendations summarized below, helped to define the Community Advisory Committee adopted goals that pertain to the Facilities Long-Range Master Plan.

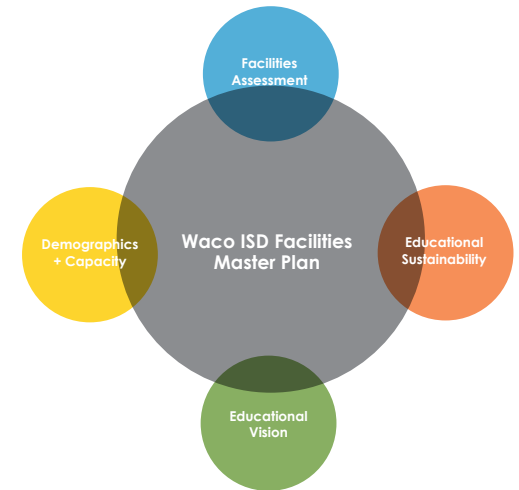
A Facilities Long-Range Master Plan defines a 10 to 15-year strategy for Waco ISD for alignment of educational vision and facilities, while accommodating student enrollment and demographics as well as addressing on-going maintenance and operational needs. The Waco ISD Board of Trustees will review the Facilities Master Plan and may identify the need for a Bond Program and Planning Process. This could be a 3 to 5-year single phase of the Facilities Long-Range Master Plan that may address facilities, technology, land purchases, and/or transportation needs of the district.

1. Demographics + Capacity: The evaluation of Waco ISD's permanent and temporary facilities considered both the total and effective capacity as well as the potential for growth within the district.

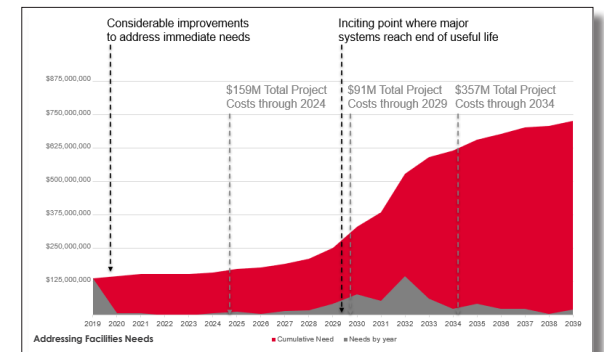
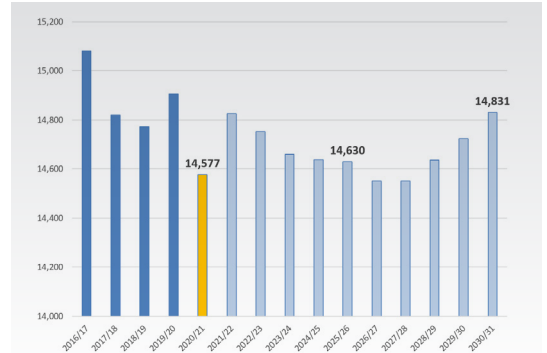
- » Waco ISD facilities are 66-75% utilized.
- » 1 campus is over permanent, effective capacity.
- » 86 portables (43 portable units) are currently used for classrooms, office, and storage.
- » Some core facilities (cafeterias) do not provide enough capacity in relation to the classroom capacity.

2. Facility Assessment: An assessment of the existing Waco ISD facilities with regards to their age, condition, and useful life was performed. Systems are replaced in a like-for-like scenario.

- » A pragmatic approach was implemented to comprehensively analyze the physical condition of Waco ISD building systems.
- » Immediate needs have been identified to maintain facilities in good working order.



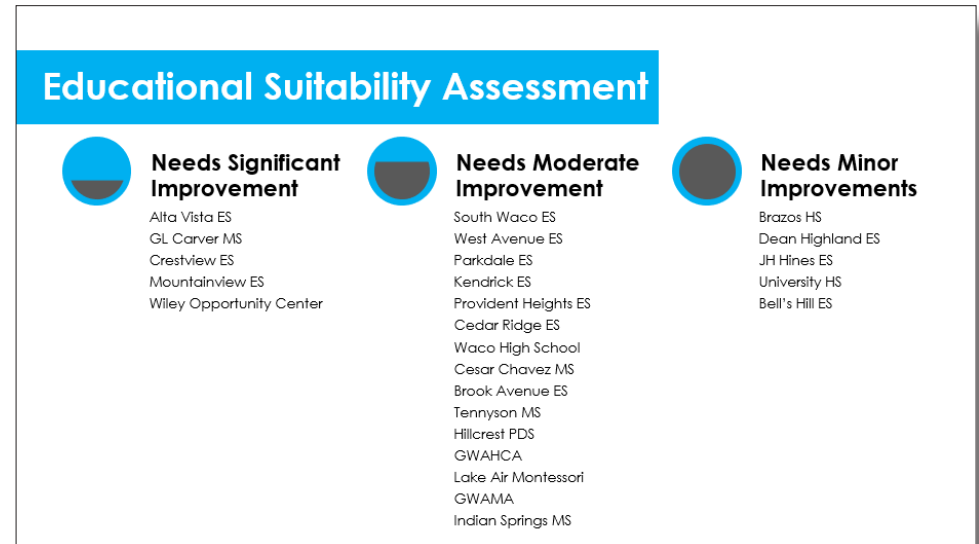
District Enrollment

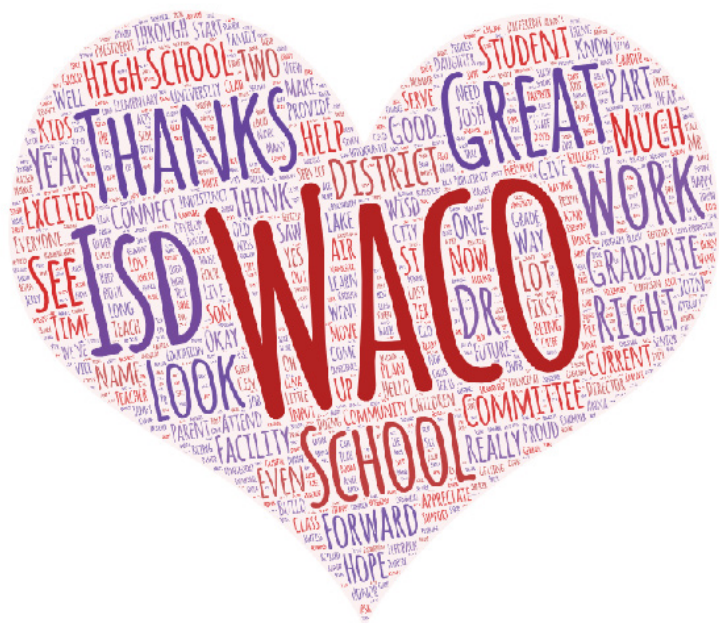
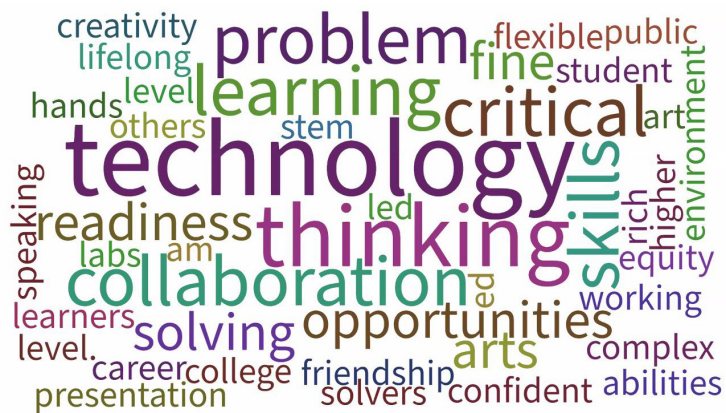


VISION & GOALS

3. **Education Suitability:** A study of Waco ISD facilities and their support of education within the built environment. Factors include lighting, acoustics, flexibility, technology, furniture, and other elements.
 - » Identified correlation between Age and Educational Suitability with some outliers.
 - » College + Career Readiness is largest categorical opportunity.
 - » Opportunities for Overall Facility Improvement include:
 - Project Based Learning
 - Student and Teacher Collaboration Areas
 - Pedestrian + Vehicular Access
 - Community Use of Facilities
 - Opportunities for Select Facility Improvement
 - Furniture, Fixtures, and Equipment
 - Security

4. **Educational Vision:** The vision for teaching and learning implemented throughout Waco ISD. The vision supports all academic areas, elementary through secondary education, including core curriculum, science + CTE, visual + performing arts, and athletics. Waco ISD's Vision for Life-Long Learners includes:
 - » The ability to collaborate with others and work with diverse teams in a variety of contexts.
 - » The ability to be self-directed and apply content knowledge in new and different ways.
 - » The ability to integrate critical thinking, problem solving, and information literacy skills.
 - » The appreciation of creativity and imagination.





If we could Dream – Highest Hopes

We asked Waco ISD stakeholders participating on the Community Facility Committee what outcomes they would like to achieve from the facility improvements process? The committee members responded:

- » Equitable access for students across the district
- » Become the place to be, a destination location
- » Inviting campuses for students and community
- » Up to date and well maintained schools inside and out
- » Innovative learning spaces and furniture
- » Facilities that facilitate quality instruction, improved teacher retention
- » No more portables
- » Facilities/technology/instructional resources that provide a premier educational experience for our stakeholders
- » Library and Media spaces that provide for breakout learning and training
- » Cost efficient improvements that provide for ease of maintenance
- » Student and staff centered outcomes
- » Spaces that instill pride for our students, staff and community
- » Facilities that will have an impact for the next 10 to 20 years
- » Improve the students and teachers performance
- » Implementing spaces for new education programs, such as 'maker spaces'
- » Develop learning environments and experiences that students, parents, and teachers are proud to participate in and call their own, "That's my school"
- » Spaces that communicate high expectations for teaching and learning
- » Where students go each day to learn communication, dedication, and excellence techniques
- » Align infrastructure (facilities, technology, etc.) with modern instructional methods and needs
- » Focus on return-on-investment projects for better economics and efficiencies
- » Develop a comprehensive list that documents all of Waco ISD's needs
- » Consolidate campuses to save on overhead costs
- » Facilitate public input and communication to support/advocate for bond support

DISCOVERY

Examples of 21st Century Learning Environments



Evaluation Process

In developing this Long-Range Plan for Waco ISD, O'Connell Robertson worked with district staff and community members to review and obtain feedback for potential projects to be considered by the Board in determining the direction for the district. This process was guided by three primary principles, outlined below, and then further evaluated through key information gathered to define the best opportunities for potential projects, outlined below:

Guiding Principle #1

Create facilities throughout Waco ISD in support of the district's vision for academic excellence:

- » Student pride and attraction
- » Teacher retention
- » Individualized + Personal Learning
- » 21st Century Learning
- » Welcoming + Sustainable Environments

The planning process asked and then defined Waco ISD expectations for facilities in meeting educational needs – both current and future.

These discussions were evaluated by considering the intersections of findings from the Facility Conditions and Educational Suitability Assessments. As shown in the details of the proposed projects, recommendations for this guiding principle may include renovations, additions, and/or replacements of existing facilities.

Also influencing this guiding principle is Waco ISD's Vision for **Life-Long Learners**:

- » The ability to collaborate with others and work with diverse teams in a variety of contexts: Students learn in various ways – Replacing outdated learning environments that are geared toward stationary, front-facing instruction with flexible learning spaces for students and teachers would provide the foundation necessary to educate students in multiple ways and increase mastery of content.
- » The ability to be self-directed and apply content knowledge in new and different ways: A tech-enabled facility that includes versatile learning spaces across the campus would provide opportunity for students to engage in robust learning experiences that are currently not available.

GUIDING PRINCIPLES

- » The ability to integrate critical thinking, problem solving, and information literacy skills:
Facilities that are equipped to support teaching and learning that prepare students to encounter more complex life and work experiences would provide opportunities for students to apply learning in more meaningful ways.
- » Appreciation of creativity and imagination:
Facilities that are designed to inspire would provide an effective foundation for teachers to cultivate and nurture students' creativity, imagination, and unique talents.

Guiding Principle #2

Ensure equity across primary and secondary campuses for academic and co-curricular programs:

- » Work for All Students
- » Support Athletics + PFA Spaces
- » CTE Support
- » Special Education Support
- » Provide centralized modern libraries
- » Technology Support

Historically, each school has been run largely autonomously within Waco ISD which has resulted in an inequity of facility conditions and programs that can be offered. The planning process evaluated the lowest-rated schools and compared other schools in the district to define improvements. Several Community Advisory Committee members had the opportunity to visit and tour existing campuses to see the differences that exist across the district – these were shared and discussed in a virtual meeting and ultimately helped to identify the campus-specific targeted projects. Potential projects detailed in the next section would bring renovated or replacement campuses up to district standard and be equivalent to other schools in Waco ISD.

Examples of 21st Century Learning Environments

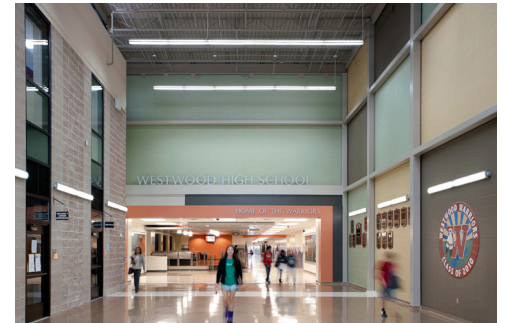


GUIDING PRINCIPLES

District-wide, technology improvements are needed across all campuses as bond funding becomes available. The overall goals for these improvements include:

- » Infrastructure: Continue to support top-notch private fiber lines on and between campuses
- » Disaster recovery system: Continue to support off-site facilities
- » Robust campus-wide Wi-Fi: Expand exterior services district-wide:
 - Current campuses: Waco HS, University HS, Cesar Chavez MS, Carver MS
 - Priority: provide service at all Middle School campuses, including Lake Air Montessori
 - Secondary priority: provide service at all Elementary School campuses
- » Instructional Technology: Provide infrastructure in all learning spaces to support Waco ISD's Minimum Technology Standards for In-Person instruction
- » Digital Learning Labs: Provide a minimum of one lab at each high school campus to support students remotely learning
- » Performing + Fine Arts: Provide support infrastructure for state-of-the-art technology systems in any renovations or new construction at high school campuses
- » Career + Technical Education: Provide equal systems at all high school campuses

Examples of 21st Century Learning Environments



GUIDING PRINCIPLES

Guiding Principle #3

Maintain and protect the community's investment in facilities while improving operational efficiency:

- » Address Facility Needs
- » Safe and healthy environments
- » Minimize operational costs while maximizing student opportunity

Waco ISD's 26 campuses include more than 2.6 million square feet of buildings and systems that were constructed between 1910 and 2012. The Facilities Conditions Assessment identified \$521M of improvements needed over the next 15 years. As Waco ISD addresses these physical improvements, there is also the need to balance future maintenance and operations expenses. In the potential projects detailed in the next section, the proposed solutions balance the concept of small community schools with the operational efficiency of larger campuses.

As identified in the Waco ISD capacity analysis, adequate permanent capacity exists within Waco ISD facilities to support the projected student enrollment. But there are many campuses in which their enrollment does not align with the facility capacity. To support this disparity, Waco ISD currently utilizes 45 portables – these contain 86 classroom-sized spaces that are being used in a variety of ways: for general classrooms, music + art, special education, offices, and storage.

- » Schools under effective capacity with portables include: Alta Vista ES, Cedar Ridge ES, Crestview ES, Parkdale ES, Lake Air Montessori, Mountainview ES, Provident Heights ES, South Waco ES, Hillcrest PDS Magnet, Cesar Chavez MS
- » Schools that are over the effective capacity with portables include: Hillcrest PDS Magnet, Kendrick ES, Tennyson MS

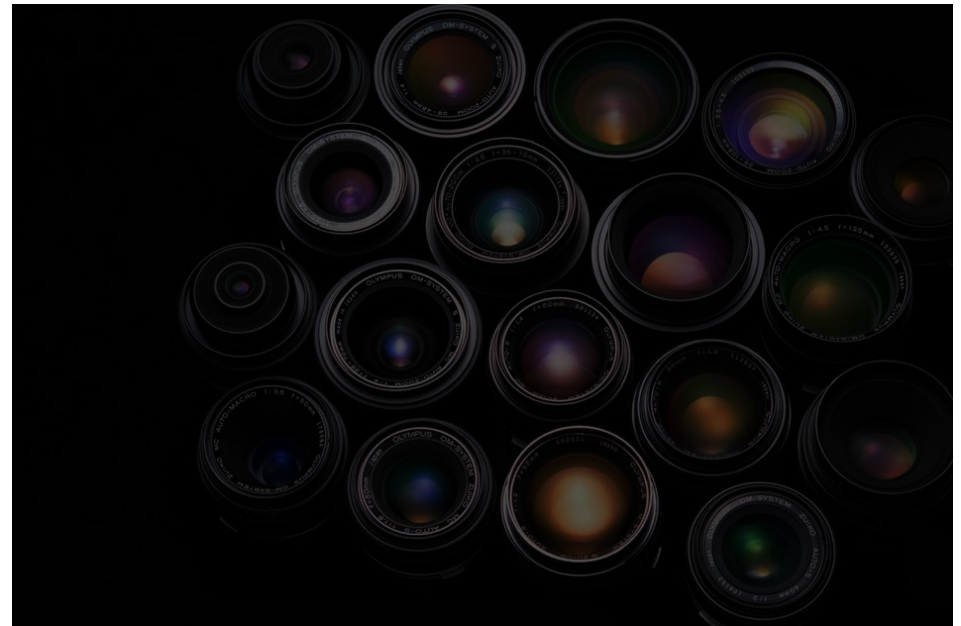
Examples of Modern Engineering Systems



Evaluations and Considerations

As the Community Advisory Committee considered the conditions of the existing facilities alongside the long-term educational visions for the district, the group evaluated various concepts and solutions at the high school, middle school, and elementary school levels. Each member considered and reviewed the concepts under the following lenses:

1. Impact to Curriculum + Instruction, Accountability – How will the proposed solution elevate the opportunities for students and teachers?
2. Ideal Campus Size/Community Learning Size – How do we find balance between number of students and opportunity for educational support?
3. Geographic Location/Campus Boundary/Neighborhoods – Does the location of the school have an impact on the community and students?
4. Historic Significance – Does the physical building have significance?
5. Feeder Patterns – How could the proposed solution affect the transition between elementary, middle, and high schools?
6. Enrollment + Capacity – Do the facilities have too much or too little capacity for now and into the future?
7. Facility Conditions Assessment + Educational Suitability of Existing Campuses – What is the condition of the building from a bricks and mortar and educational support focus?
8. Project Costs including construction + soft costs – What are the potential costs between the solutions?



FACILITIES MASTER PLAN IMPLEMENTATION

Potential Projects and Priorities

Through the Facility Master Plan process, the Community Advisory Committee used the eight lenses above to consider potential projects and priorities. The options presented evaluated maintaining the existing campuses as-is to comprehensive renovation and replacement projects. Along with the key facility characteristics, the Committee reviewed innovative 21st century schools. The following projects align with the Committee's assessment of highest priority and best opportunities for the future of Waco ISD:

97%
of CAC
supported

High School Grade Levels

Waco ISD maintains two comprehensive High Schools and four Alternative High Schools. The future for High Schools will need to provide enrollment capacity for 4,500 students and address on-going facility condition and system improvements of approximately \$150M to 160M. University High School supports the best opportunity for students, with Waco High School having the greatest challenges. The Community Advisory Committee identified a replacement campus as the best solution of the options presented.

81%
of CAC
supported

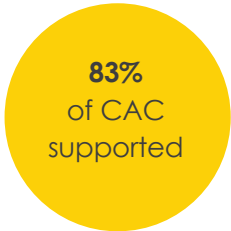
Middle School Grade Levels

Waco ISD Middle Schools exist on four campuses that range in age from 1952 to 2003, with a total of over 488,000 square feet. These four campuses provide a capacity of 3,720 students with an average 10 year enrollment of 2,800 students. To address the facility conditions at these campuses it will cost approximately \$95M to \$100M. Weighing the long-term impact and opportunities of the facilities, the group identified the best opportunities as a replacement facility for Tennyson and a new, consolidated Carver and Indian Spring campus.

Potential Projects - High School and Middle School



FACILITIES MASTER PLAN IMPLEMENTATION



Elementary School Grade Levels

Waco ISD Elementary Schools exist on 15 campuses that range in age from 1910 to 2011, with a total over 1,044,000 square feet. The Elementary schools provide support and allocations for students based on neighborhoods, magnet schools, and the Waco Transformation Zone. The Community Advisory Committee reviewed and evaluated the geographic location, impact on operational staff and educational support, and the 9,020 student capacity with the projected 7,700 student enrollment to navigate the plan for elementary campuses. To address complexity of these challenges, the following three goals were identified:

- » Address Schools with the highest need
- » Provide additional educational support staff and increase operational efficiencies
- » Align campuses and capacity to demographers projected 10-year needs over multiple bond programs

Using these goals along with the key district characteristics, the Community Advisory Committee agreed that the immediate need is to address Kendrick, South Waco, and Alta Vista elementary schools. The long term priority was to continue an implementation plan of the long-term vision goals across all of Waco ISD elementary school campuses. In these discussions and evaluations, 83% of the CAC agreed with the long term vision and immediate priorities.

Additional Potential Projects

Based on findings and recommendations from the various assessments completed in preparation of this long-range plan, there are additional district-wide projects that may need to be considered and added in future bonds. Considerations for projects included support of wrap-around services, furniture replacement, elimination of portables, career and technical education programs and spaces, prekindergarten, and athletics. Some of these are stand-alone projects, while others may be incorporated into targeted and planned projects.

| MINOR to MODERATE need | | MINOR to SIGNIFICANT need | |
|---|--|--|---|
| <ul style="list-style-type: none">• West Avenue• Provident Heights• Brook Avenue• Dean Highland• JH Hines• Bell's Hill• Lake Air Montessori | Maintain existing campuses through FCA + ESA needs | <ul style="list-style-type: none">• Crestview• Alta Vista• Parkdale• Cedar Ridge• Mountainview• South Waco• Kendrick• Hillcrest PDS | New and/or Renovated Elementary Schools over time |

FACILITIES MASTER PLAN IMPLEMENTATION

Priorities

The facilities master planning process allowed District and Campus Leadership as well as members of the Community Advisory Committee to evaluate key characteristics of the facilities, identify highest hopes, and evaluate potential projects. The feedback provided during these sessions identified the following priorities:

Immediate Priority Projects:

- » Waco High School
- » Middle School Replacement for Carver/Indian Spring
- » Middle School Replacement for Tennyson
- » Elementary Schools: South Waco, Kendrick, and Alta Vista

Long Term Priorities included:

- » Continued development of the best opportunities for Waco ISD students from pre-kindergarten to student choice at high school
- » Implementation plan of the long-term vision goals across the portfolio of Waco ISD elementary school campuses.

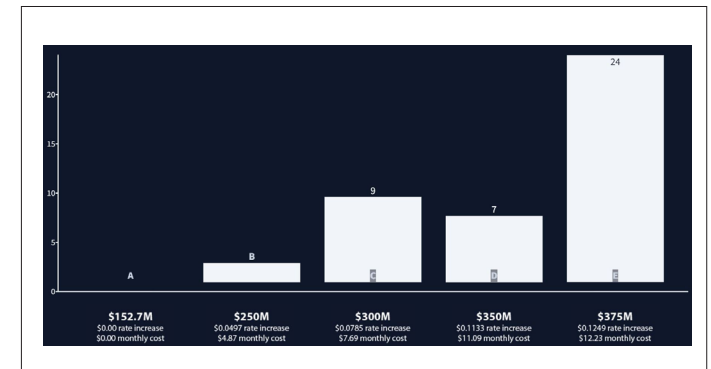
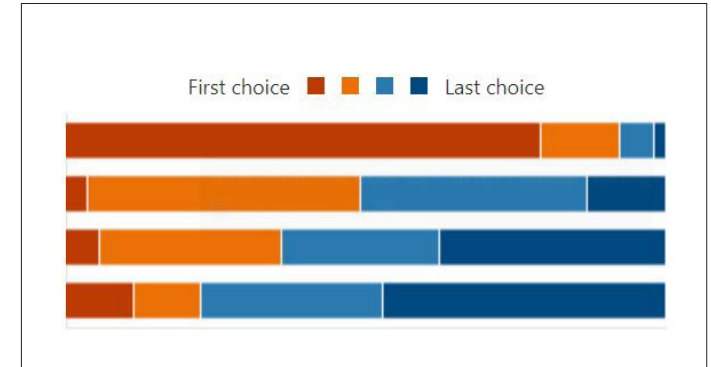
Continuous On-Going Priorities were:

- » District Wide Goals
- » Capital Improvement Projects from Facility Conditions Assessment

Implementation

Over the ten to fifteen year vision cast by the Facilities Master Plan, the district will need to evaluate the potential projects paired with the current bond capacity. For the immediate priority projects, the community advisory committee provided ranked the four projects from highest to lowest for Waco leadership consideration. Subsequent phases should validate and reconfirm the focus, goals, and potential projects moving forward.

The Community Advisory Committee evaluated the initial bonding capacity estimates of the district. RBC Capital markets identified various scenarios and their impact on the tax rate with the following three most supported: \$250M (\$0.646 increase), \$300M (\$0.0951 increase), and \$350M (\$0.1325). These elements will need to be considered by Waco ISD for future bond programs.

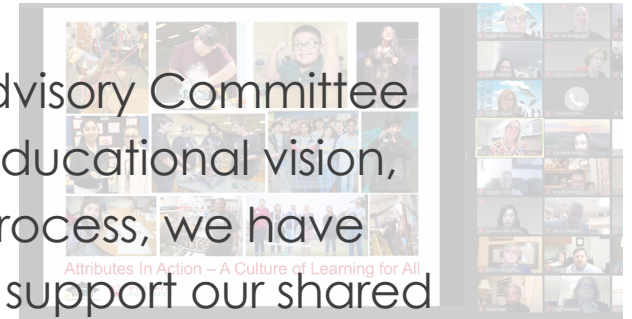


FACILITIES MASTER PLAN IMPLEMENTATION

Over the past five months, Waco ISD's Community Advisory Committee has carefully studied the District's facility conditions, educational vision, demographics and financial capacity. Through this process, we have concluded that facility improvements are needed to support our shared vision for academic excellence, work toward equity, and efforts to maintain and protect the community's investment.

The Facilities Long-Range Master Plan creates a long-term vision, and we understand that the District will need to balance potential projects, on-going needs within the district, and financial capacity while implementing it. Additionally, we know that it may require multiple bond elections to fund the entire 10- to 15-year plan.

With that in mind, the Community Advisory Committee recommends that the Board of Trustees consider calling for a bond election as soon as November 2021 to fund a first phase of facility needs at a cost of approximately \$300M to \$375M. We recommend the Board carefully consider bond proposition packaging to support the long-term educational vision, good stewardship of taxpayer dollars, and improvements for students at all grade levels.



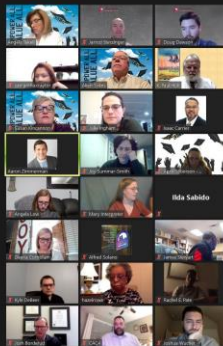
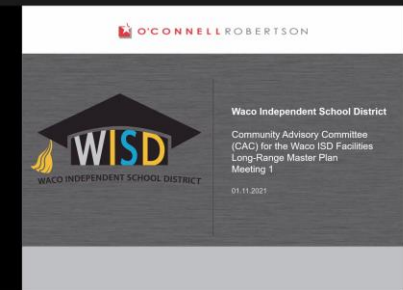
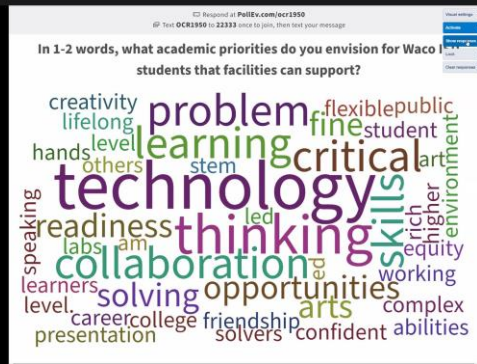
COMMITTEE RECOMMENDATIONS



Empower ALL
Value ALL



Thank you!!!



Thank you!!!



O'CONNELL
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November '20 or May '21 Bond Planning Efforts
Waco High School Design Process

Next Steps



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