



Lee's Summit
R-7 Schools

Comprehensive Facilities Master Plan Executive Summary 2024



The Lee's Summit R-7 (LSR7) School District Comprehensive Facilities Master Plan (CFMP) Executive Summary | June 5, 2024

Continuation of Work

The ongoing Comprehensive Facilities Master Plan (CFMP) process at Lee's Summit R-7 (LSR7) builds upon prior bond cycles, notably the 2011/2012 and 2018/2019 initiatives. It establishes a cohesive, long-term framework guiding the district's mission to furnish all LSR7 students with forward-looking learning environments and facilities that adhere to the standards outlined in the latest CFMP iteration.

Moving forward, the district will need to consider the continuous cycle in the next five years and beyond. That includes creating a plan that proactively considers the district's needs in 2028/2029 and today's actions that will shape that future.

Engagement Synopsis

The Lee's Summit R-7 School District convened a District-Level Committee on the Comprehensive Facilities Master Plan and organized a series of Building-Level Working Groups from August 2023 to March 2024. The District-Level Committee's primary aim was to develop recommendations for the 2025 Bond Cycle, informed by the Building-Level Working Groups and community feedback. This is a living document meant to compile CFMP findings at every step of the process.

The goals of the committee were as follows:

1. Update the 2018-2019 CFMP to outline the following:
 - Capital major improvements and renovations (Bond projects)
 - Capital maintenance and repairs
 - Capital equipment purchases (\$1,000+, Repair not Replace, Life Expectancy of More than a Year) that will be completed in the updated CFMP.
2. Review the four-phase bond cycle, including what capital projects will be completed, what capital purchases will be made, and when they will be completed.
3. Develop recommendations that consider the district's current needs, projected growth, and the resources needed to complete the projects and/or purchases identified.

Charge

Through this process, the District-Level Committee and Building-Level Working Groups worked through the wants and needs of each building, district-wide considerations, and community input regarding the CFMP. In the final meetings, both groups were asked to choose between Option A or Option B to determine their priorities.

<p>A</p> <p>Would you rather complete more projects with less scope?</p>	<p>B</p> <p>Would you rather complete fewer projects with more scope?</p>
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The district committee voted 20% for Option A and 80% for Option B, while the building-level groups voted 30% for Option A and 70% for Option B. The results indicated that both groups had similar sentiments about the district's approach to bond projects. While every bond project should be a priority, the resounding call was to ensure that the scope of the chosen projects is not compromised and that all projects are approached comprehensively and completed in full.

In addition to this exercise, the district committee participated in a 'pennies' activity to further understand their CFMP priorities. Each committee member was asked to take 100 pennies and allocate them across three categories: major renovations and additions, maintenance and repairs, and equipment. The committee allocated 52% to major renovations and additions, 29% to maintenance and repairs, and 20% to equipment.

The district committee developed the following charge to reflect the feedback, values, and needs for consideration in this CFMP during their final meeting in February 2024:

“Steward innovative, future-ready learning solutions for all LSR7 schools while maintaining character and creating parity within existing assets to provide students and staff with safe, secure, and equitable learning environments that lead to student success.”

Equity meets each campus's unique and individual needs, and parity achieves the district's standard for learning environments, infrastructure, and equipment. The ultimate goal of

the CFMP process is to offer all students the same opportunity to learn no matter where they live in the district.

Priority Areas

The following priority areas were developed by determining themes within the building-level working groups:



ADA Accessibility:

The need to provide equitable and reliable access to building facilities for all students was discussed across all work groups and within community surveys. For some buildings, this is recurring work that needs to be periodically updated, while for others, it may involve significant updates to current building configurations.

Safety and Security:

As safety and security best practices continue to evolve and new standards are set, the district will need to adapt and improve building security. Doing so through this bond is integral to ensuring that students, staff, and parents feel secure and comfortable in their learning environments. For staff and students, feeling safe is critical to impactful learning and student achievements.

Future-Ready Learning:

During this process, both the district committee and building-level groups were able to tour Mason Elementary and Lee Summit High School. These tours, along with the district's Portrait of a Graduate and Learning Spaces documents, helped inform this priority area. The two buildings highlight designs meant to serve students' needs in new and innovative

ways, and the lessons learned in these buildings will also inform how these standards are implemented in the future.

Infrastructure Upgrades:

All district buildings need ongoing and continuous infrastructure upgrades. Many of the upgrades help maintain the district's assets and are preventative. To provide the best educational environment for staff and students, the district assesses and plans all projects to meet the standard of safe, warm, and dry. This assessment and planning process aids in prioritizing needs and establishing parity at all district facilities.

Programmatic Improvements:

Lastly, the unique, individual needs of each building were important to consider as part of these larger projects. Developing ways to incorporate specific needs is essential to achieving equity across buildings and remaining attentive to what staff and parents shared during this process. This also includes the need for upgraded equipment, specialty equipment (music, athletics, etc.), and classroom equipment (furniture, electronics, etc.).

Community Engagement

The District-Level Committee comprised 52 invited members and 33 members who attended 3 or more meetings, representing a wide range of stakeholders across the district. The members applied for membership and were selected by LSR7 to reflect the public education system. The team consisted of representative membership from the three high school feeder schools, district and building staff, parents, and additional community members.

The Committee met for the first time on September 19, 2023, at the Stansberry Leadership Center. It met six times, approximately once a month, through February 2024 to discuss CFMP needs, identify community survey themes, and develop draft recommendations. A full list of District-Level Committee members can be found on the LSR7 CFMP Committee [website](#).

Facilitators from LINK Strategic Partners and LSR7 Facilities staff members led each committee meeting. Meeting materials, such as the agenda and slide deck, are available in the larger work product and outlined in the work product table of contents.

Other community engagement initiatives helped to inform the Committee's discussions and recommendations:

1. Four building-level working group meetings were held across all nine campuses under consideration for major renovation under the new CFMP. The nine buildings being considered are Pleasant Lea Elementary (PLE), Westview Elementary (WVE), Greenwood Elementary (GWE), Hazel Grove Elementary (HGE), Lee's Summit Elementary (LSE), Pleasant Lea Middle School (PLMS), Lee's Summit North (LSN), Miller Park Center (MPC), and the Missouri Innovation Campus (MIC). These meetings developed a set of priority areas and a prioritized list of wants and needs. The building-level working groups also disseminated surveys within their building communities to receive additional feedback on each community's interests. The building-level working groups were selected similarly to the CFMP Committee through an open call to their building communities and specific invitations from principals. Each building-level working group consisted of building staff, principals, and parents.
2. The CFMP Committee also sent a district-wide survey to the wider community and received thousands of comments and responses. Committee members reviewed each piece of feedback and identified five major themes. These themes were also in line with the priority areas at each building and are listed in the priority areas section above.
3. Community Stakeholder Calls: The district met individually with a small group of local community leaders and stakeholders to discuss the district's approach to the CFMP process and to gather input on how to best engage with the community.
4. Building Community Surveys: In the middle of the building-level engagement, the building groups helped develop staff and community surveys for their specific campus to collect feedback on the needs of their school. The staff surveys were more detailed and spoke to the specific structural and programmatic needs that staff outside of the building group may be more aware of, while the community-wide surveys focused on understanding the general needs of the local community, as many parents may not be familiar with the day-to-day functioning of specific facilities.

Committee members worked incredibly hard, listened respectfully to each other, passionately discussed tough but important topics, and proudly represented their communities and the district. During this process, the CFMP Committee brought a depth of diverse ideas and impassioned perspectives. This included working diligently to propel the

process forward by having well-informed, intentional, and in-depth discussions around the needs of each building and the larger district. While consensus was not always absolute, the CFMP Committee collectively stands behind the integrity of the thorough discussions that shaped the process and final product.

District Committee Meetings

Meeting 1: September 2023

At the first meeting of the CFMP District Committee, the Committee reviewed the charter, learned about the structure of this phase of the CFMP, and was presented with data on demographics and schools in LSR7.

Meeting 2: October 2023

In the second meeting, the Committee took a tour of Lee's Summit High School, which is a recently renovated building. They then reviewed the engagement timeline and received an update on the first building-level meetings. Lastly, the Committee reviewed over 3,000 survey responses from the LSR7 community and sorted them into four categories: major renovation, repairs and maintenance, capital equipment, and other.

Meeting 3: November 2023

For the next meeting, the Committee took a tour of Mason Elementary School, another newly renovated building that has set the district standard. The group then learned about the district's bonding capacity, heard about themes that emerged from the survey review in the previous meeting, and conducted a board update exercise.

Meeting 4: December 2023

The Committee kicked off this meeting with a tour of Lee's Summit Elementary School, one of the buildings in consideration for the bond. Representatives from each Building-Level Working Group attended the meeting and presented the priorities and campus theme their building developed.

Meeting 5: January 2024

The Committee started the meeting with a tour of Greenwood Elementary School, another building being considered for the bond. The district team then shared cost ranges for maintenance/repair, district purchases, and major renovations and improvements. Lastly, the Committee learned about a few options for a Pre-K expansion that the board is considering.

Meeting 6: February 2024

At the concluding session, the Committee conducted a comprehensive review of the CFMP Decision Making Process; revisited past, present, and future CFMP requirements; and formulated a unified directive to present to the Citizens' Advisory Council. During this meeting, the committee used the 'option' activity and 'pennies' exercise to understand their shared priorities, resulting in the following allocations: 52% to major renovations and additions, 29% to maintenance and repairs, and 20% to equipment. The district also received information about the amount of available funds and a preliminary breakdown of renovations and improvements, repairs and maintenance, and equipment costs.

Building-Level Work Group Meetings

The level of engagement and passion within the building work groups was instrumental in identifying each building's wants and needs and in gaining buy-in from each community at a very early stage in the process.

Meeting 1: September 2023

In the first meetings with each Building-Level Working Group, the focus was to develop a shared understanding of what the process would entail and to learn about the initial wants and needs of the building groups. During this meeting, each group took a tour of their building, led by the building principals, to get acclimated to what the building needed. For many, especially parents, this was the first time they could see certain parts of the building, generating robust discussion among the groups. Feedback on wants and needs for each building was collected via a sticky note exercise with meeting participants.

Meeting 2: October 2023

When preparing for the second meeting, all the sticky note feedback was consolidated into a single list of initial priorities for each building group. Using that initial list, each group participated in a matrix activity where they could chart each want and need based on their perception of the urgency and impact. Following this exercise, building groups discussed preparations for the building surveys, during which survey respondents would conduct a similar matrix activity and answer additional questions.

Meeting 3: November 2023

Based on the data collected in October, the building groups were able to draw insights into the urgency and anticipated impact of each priority. At most buildings, the data showed a positive correlation in the distribution, meaning that most respondents agreed on how to rank each priority. This shared understanding helped the building-level groups build out their priorities and organize them by priority areas, which were also ranked from highest to lowest priority.

During this meeting, the building groups also reviewed the staff and community survey results. Through this review, each building found a high level of similarity in their prioritization, further affirming the identified wants and needs.

Meeting 4: January 2024

The district-level committee reviewed each building's list of priorities and then used those priorities to develop cost ranges for each potential project. In the final meeting, the building groups saw these cost ranges and discussed the path forward. The initial cost ranges included all the identified wants and needs and the LSR7 Facilities team planned to meet with the building principals to refine the cost ranges further.

Cost Estimate Development Process

The process of developing cost estimates for the bond projects kicked off in parallel with the district and building-level recruitment. It began with a request for qualifications (RFQ) in August 2023, through which architects were selected for interviews with the district and building representatives in September. The Board then approved this, and several firms were selected for consideration on future projects stemming from the CFMP process. In addition, the Facilities team is working with architectural firms, incite Design Studio and

Multistudio, on starting the design phase for Greenwood Elementary School (GWE) and the Missouri Innovation Campus/Summit Tech Academy (MIC/STA), to be 'shovel ready' for work to begin summer of 2025, should the bond referendum be successful.

Beginning in October, the selected architects began to attend and participate in several district and building meetings. This created an opportunity for district and building groups to have a valuable source of information when discussing building needs. After the December building meeting, cost estimators and the architects were given the rest of the month to use renovated areas and space programs to determine renovation and additional square footage. At this point in the process, the focus was to determine the budget using five budget categories: light, medium, and heavy renovations; new additions; and site costs.

In the first week of January, this information was sent to Construction Management Resources (CMR), a third-party construction cost estimator, to prepare the first iteration of the cost estimates for the January district committee meeting. Since then, the district team has continued to refine the estimates by bringing in an additional estimator and working closely with building representatives.

The decision between renovating a building versus building a new structure was frequently discussed throughout the process. Many building and district representatives understood that while cost is a major factor, ultimately, it would come down to whether or not a renovation can execute the level of improvements needed for each building.

At this point in the process, the overall cost range was \$395.6M to \$453M, including major renovations and improvements, maintenance and repairs, and equipment. The estimated available bond revenue is \$200M-\$250M (pending voter approval in Spring 2025), in addition to \$65M in general capital revenue, for an overall available revenue of \$265M-\$315M over the next five years, 2025-2029. This initial cost range was created as a "conservative" estimate that assumes some level of volatility in the marketplace and is subject to change, depending on inflation and the projects that are selected to move forward.

CFMP District Committee and Building Group Feedback

District Committee Feedback:

Following the last district committee meeting, 18 committee members completed a survey seeking feedback on the CFMP process and their role in the district committee. A majority of the respondents reported feeling pleased with the overall CFMP process, and that they felt their voices were heard. When asked if, based on their experience, they would participate in the committee again, 94% of respondents said yes. While the bulk of the feedback was positive, it will remain important for the district to engage the community through the district committee and additional engagement methods in the future.

Building Group Feedback:

The building group structure and process were completely new to the CFMP process. They were added to gain the input of building staff, parents, and community members much earlier in the process than is typical. In this inaugural iteration, 73 building group members from all 9 groups responded to the survey. A majority of the respondents were pleased with the overall CFMP process and felt their voices were heard. When asked if they would participate again in a building group, 89% of respondents said yes. The building group process will continue to be improved but has served as a good model for the district to increase meaningful community-level engagement.

LSR7 Stakeholder Audit

At the beginning and the end of the CFMP process, the district reached out to a select number of local community leaders with experience across city leadership, education, and private business. Each stakeholder provided valuable input and direction on the LSR7 community and their reflections on the current CFMP process. Some of their recommendations include creating opportunities for students to learn about the trades, engaging in substantial and purposeful communications, and utilizing a long-term lens to understand fiscal and population-driven needs.

CFMP Process Support

The 2023/2024 CFMP process has involved 165+ people across the district and building-level groups, with active participation from building principals, the architectural firms, LSR7's bond broker, LINK Strategic Partners, and LSR7 Facilities staff.

Throughout this process, but especially in the building-level groups, each building principal's active and robust participation was instrumental in providing context, developing priorities, and unifying each building community. Working closely with the building principals throughout each stage and every milestone has benefited this process tremendously.

The following is a list of all the people who have been involved with this bond process so far, organized by role and group in alphabetical order:

Architects

1. Dake Wells
2. incite Design Studio
3. Multistudio

Bond Broker: Stifel

Building Work Groups

Greenwood Elementary	Hazel Grove	Lee Summit Elementary
Abigail Cheney, Parent	Ashley Ray, Staff	Alaina Smith, Staff
Alyssa LaVelle, Parent	Beth Abrams, Staff	Betsy Michaelis, Staff
Amy Grego, Parent	Debra Jenkins, Staff	Brandon Nichols, Parent
Anthony Grego, Staff & Parent	Erin Leeper, Staff	Dave Eames, Other
Ashley Barton, Staff	Gail Morton, Staff	Drew Carey, Staff
Cally Regan, Staff	Jodi Fischer, Staff	James Light, Staff
Chris Windsor, Parent	Michelle L Lisle, Staff	Jennifer Rokos, Staff
Christie Burford, Parent	Roland Denson, Staff	jesse barron, Parent

Jenny Angotti, Staff Melissa VanHousen, Staff Monica Pickett, Parent Shannon Leslie, Parent Stephanie Cornelius, Staff Zachary Pross, Staff & Parent		Josh Bass, Staff Justin Lee, Staff Kelly Eames, Other Michael McGrew, Parent Monte Helm, Parent Sarah Houston, Staff Valerie Salazar, Parent
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Lee Summit North	Miller Park	MIC
Brandon Simpson, Parent Carry Dooley, Parent Chris Gerding, Staff Cole Reeves, Staff Gina Breece, Parent Grant Fischer, Staff Jackson Reed, Student James Light, Parent Jared Hook, Staff Kara Paulding, Parent Mick Cronk, Staff Nick Erker, Staff Perri LaTerza, Staff Rebecca Steele, Staff Sara K Witteman, Staff Sarah Graff, Staff Terry Durnell, Staff Tracy Wrisinger, Staff	Amy Mangels, Parent Christina Taylor, Staff Doug Salanski, Staff Gary Pfister, Parent Janice L Motta, Staff Jennifer Mead, Staff Jennifer Monnig, Staff Jennifer Nading, Parent Kristin Rackers, Staff Lyndie Dean, Staff Samantha Gailey, Staff Stephanie Howell, Staff	Carolyn McKnight, KU Faculty & Parent Gordon Maxey, Business Partner Ivette Salgado, Staff Jennifer Abts, Staff Jeremy Bonnesen, Staff Kristen L Pierson, Staff Rick Smetana, UCM Administration Ron Green, Business Partner Ryan Crider, MCC Faculty Scott Lankford, UCM Faculty & Parent Sheri Gonzales, Parent Steve Foote, Staff & Parent

William Palmer, Staff		
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Pleasant Lea Elementary	Pleasant Lea Middle	Westview Elementary
Ashley Lund, Parent	Allison Hoffman, Staff	Aisha O'Malley, Parent
Charlotte Horn, Parent	Amy Bachtel, Parent	Amber Hudson, Parent
Craig Peterson, Parent	Autumn Leach, Staff	Amber Yount, Parent
Cristen Stricklin, Parent	Carrie Hardin, Alumni	Brandon Yount, Parent
Diana Houle, Staff	Chris Cunningham, Staff	James George, Parent
Jessica Christian, Staff	Courtney Williams, Staff	Lilly Root, Staff
Kristen Torres, Staff	Jacki Snyder, Parent	Lilly Wieland, Other
Michael Honeycutt, Parent	Jennifer Montgomery, Staff	Mallori Palermo, Staff
Nick Adkins, Parent	Justin J Stine, Parent	Mark Dunning, Community Member
Raven Heninger, Parent	Katrina A McLeod, Staff	Max Morgan, Parent
Sean Hendrix, Parent	Lindsey Adamczyk, Staff	Megan Ryken, Parent
Stephanie Smith, Parent	Lindsey Henry-Moss, Parent	Missy Johnson, Staff
	Rachel Benson, Staff	Nicole Madsen, Staff
	Travis Kenney, Parent	Wendy Reeve, Staff
	Travis Payne, Staff	

District Committee

1. Amy Krinke - Employee
2. Antonio Block - Parent
3. Blake Little - Parent & Employee
4. Carry Dooley - Parent
5. Chad Tamborini - Parent
6. Donna Gordon - Community Member
7. Elaine Bluml - CAC Chair & Community Member
8. Erika Elbert - Parent & Employee

9. Genevieve Boehm - Parent & Employee
10. Jared Hook - Employee
11. Jason Koivuniemi-Berg - Parent & Employee
12. Jenni Edwards - Parent
13. Jennifer Dorssom - Parent
14. Justin Wylam - Parent
15. Kari Harrison - Parent & Employee
16. Kayla Taylor - Parent
17. Kevin Whaley - Parent & Employee
18. Kristi Marshall - Parent
19. Laurel Hogue - Vice Provost - UCM Lee's Summit & Parent
20. Laurie Nelson - Employee
21. Lecretia Jones - Parent
22. Lindsey Rowe - Parent
23. Lisa Parker - Parent
24. Liz Hartenstein - Employee
25. Lorna Puls - Parent
26. Matthew Hoffman - Parent
27. Matthew Simmons - Parent
28. Michael VanBuskirk - Vice Chairman of Newmark Zimmer & Parent
29. Michelle Goodman - Parent & Employee
30. Missy Haskamp - Parent & Employee
31. Stephenie Bertz - Employee
32. Susan Byrne - Parent & Employee
33. Tyler Cesonis - Parent & Employee

LINK Strategic Partners

1. Corey Barenrbugge
2. Heaven Abraha
3. Jasmine Nash

LSR7 Building Principals

1. Jeremy Bonnesen - Missouri Innovation Campus
2. David Boulden - Westview Elementary
3. Tim Collins - Lee's Summit North
4. Rachel Johnson - Greenwood Elementary School
5. Brian Linqvist - Pleasant Lea Middle School

6. Leslie Mott - Pleasant Lea Elementary School
7. Tracy Sanders - Lee's Summit Elementary School
8. Kelly Twenter - Miller Park
9. Amy Westacott - Hazel Grove Elementary School

LSR7 Administration and Facilities Staff

1. Kent Andersen, Assistant Director of Design and Construction
2. Kyle Gorrell, Director of Facilities
3. Brad Kiehl, Assistant Director of Design and Construction
4. Hannah Pruett, Administrative Assistant
5. Dr. Steve Shelton, Associate Superintendent of Operations

Next Steps

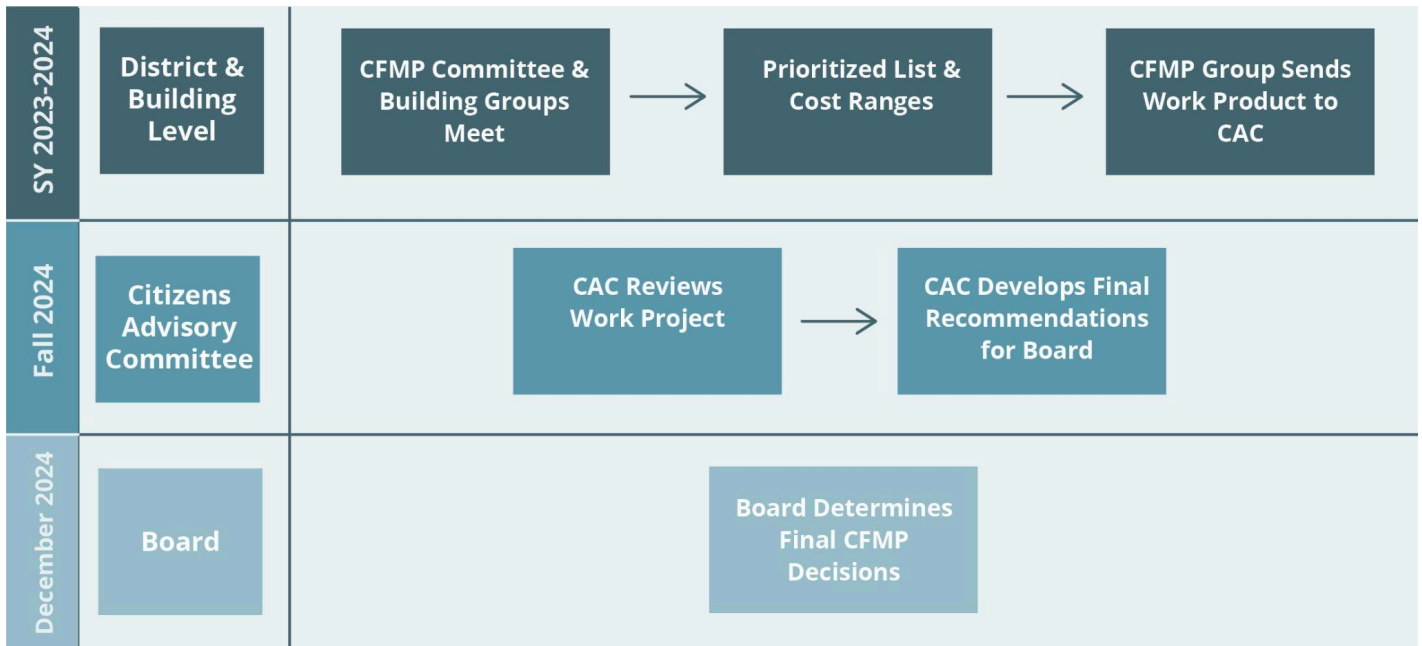
The following documents, presentations, and analyses are a result of these Committee members' collaboration, passion, and dedication. This work product was presented to the District-Level Committee and will be sent to the Citizens' Advisory Committee (CAC) for consideration as they develop their recommendations for the Board of Education.

The LSR7 Facilities team is currently working with building principals to refine the priorities and final cost to present to the CAC. In addition, the Facilities team is working with architectural firms incite Design Studio and Multistudio, on starting the design phase for Greenwood Elementary School (GWE) and the Missouri Innovation Campus/Summit Tech Academy (MIC/STA), to be 'shovel ready' for work to begin summer of 2025, should the bond referendum be successful. The process of selecting final contracts will need to be approved by the Board, as the Request For Proposal (RFP) was completed, and the scope of work is much more defined.

Once the final work product is complete, the CAC will be focused on reviewing it, potentially deploying additional engagement with the community, and ultimately determining its final recommendations to the Board. When the Board receives those final recommendations, it will be the Board's responsibility to review all the materials and decide what will be approved to go to the ballot.

The April 2025 ballot language that will be presented to LSR7 voters will describe the nature of the bond request and contain categorical details on the proposed projects and district-wide improvements.

CFMP Process



Glossary of Terms

ADA	Americans with Disabilities Act
CAC	Citizens' Advisory Committee
CFMP	Comprehensive Facilities Master Plan
CMR	Construction Management Resources
GWE	Greenwood Elementary School
HGE	Hazel Grove Elementary
LSE	Lee's Summit Elementary
LSN	Lee's Summit North
LSR7	Lee's Summit R-7 School District
MPC	Miller Park Center

(MIC/STA)	Missouri Innovation Campus/Summit Tech Academy
PLE	Pleasant Lea Elementary
PLMS	Pleasant Lea Middle School
RFP	Request for Proposal
RFQ	Request for Qualifications
WVE	Westview Elementary

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