

JANUARY 12, 2026

District-wide Educational Facility Utilization Study

Marshall Public Schools

*These materials were developed under a grant awarded
by the Michigan Department of Education*

Introductions



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— Agenda

Plante Moran Realpoint Overview

Components of Study

Enrollment Projections

Conclusions & Recommendations

Q&A



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Plante Moran Realpoint is an affiliate of Plante Moran, one of the nation's largest certified public accounting and business advisory firms. Our relationship with Plante Moran unlocks the collective power of the firm and all its affiliates, not just an individual team or office.

Audit

Cyber Security

Employee Benefits

IT

Real Estate/Construction

Strategy & Operations

Talent Development

Transactions & Corporate Finance

Tax

Wealth Management

nearly

4,000

total staff

100+

Years serving clients

25

locations in the Midwest, Rocky Mountain Region, & internationally

27

years on FORTUNE Magazine's list of "100 Best Companies to Work For"



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140+

multidisciplinary staff with broad backgrounds, experience, and skills, specializing in real estate and construction

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Engineers

Financial Analysts

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As Plante Moran has grown over the past 100 years, our “We Care” mission has remained constant and consistent — supporting our Michigan clients, local communities, and staff.



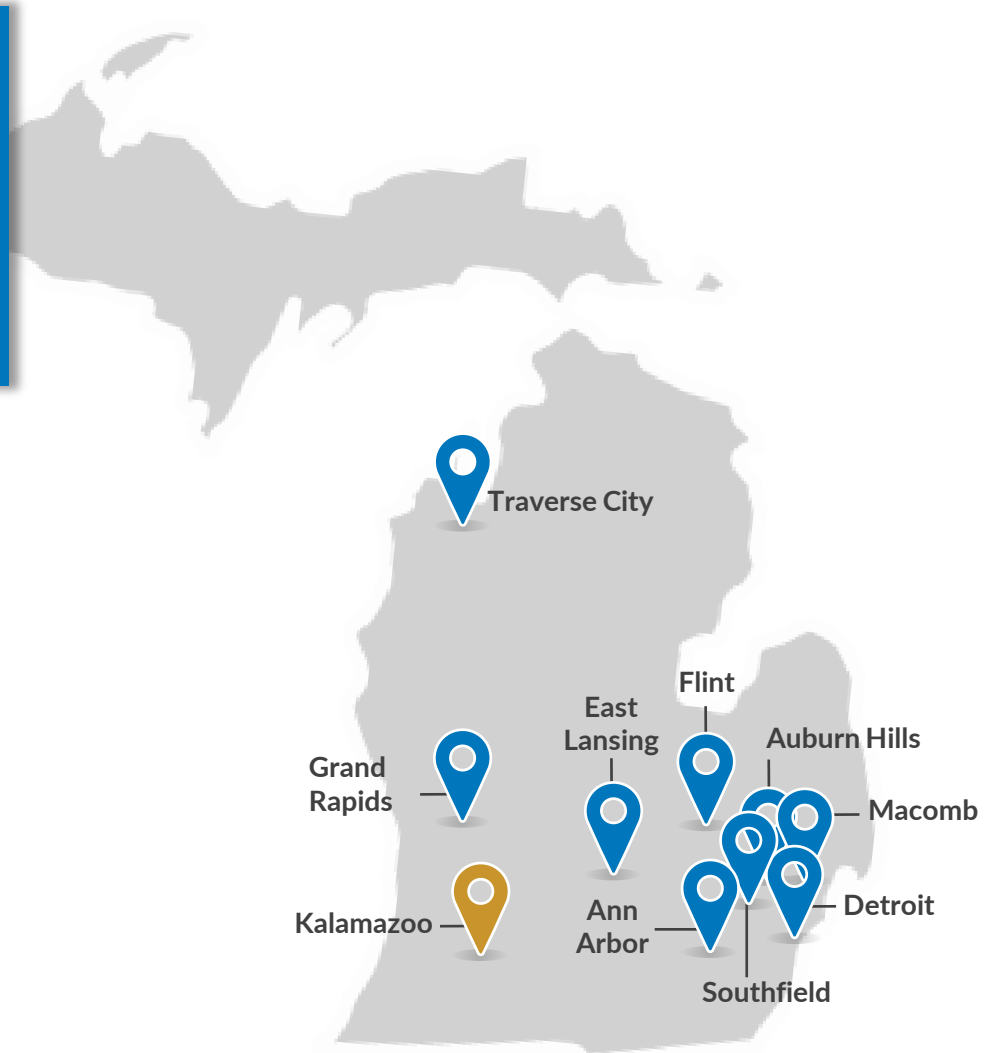
**10 OFFICES IN MICHIGAN,
WITH 2 IN WEST MICHIGAN**



**100+ PLANTE MORAN STAFF
WORK IN OUR KALAMAZOO
OFFICE**



**LOCATED 30 MINUTES FROM
MARSHALL PUBLIC SCHOOLS**



We know Michigan Schools

Statewide Leadership in K12 Facility Assessments

Plante Moran Realpoint (PMR) has led the coordination and execution of facility condition assessments for every K–12 school district in Michigan.

+2,000 facilities
270,000,000 SF

In addition, PMR has provided additional services, including owner's representation, to districts across Michigan, giving us unparalleled experience in addressing K-12 program challenges.



Components of Study

Capital Needs Assessment

Review of District Facility Conditions

Evaluation of Building Systems – Envelope, MEP, Etc.

Prioritization – Short Term & Mid Term Needs

All Academic Buildings were reviewed and evaluated

Marshall Public Schools academic buildings are overall well maintained but are aging with most buildings multiple decades old with systems requiring updates

Capital Needs Summary

SUMMARY OF COSTS BY PRIORITIZATION FACILITY ASSESSMENT

Bldg #	Name of School Facility	Priority I	Priority II	Complete Cost with Escalation	Cost / SF
1	Gordon Elementary	\$7,475,270	\$1,987,964	\$9,463,234	\$242
2	Harrington Elementary	\$15,289,849	\$754,760	\$16,044,609	\$364
3	Hughes Elementary	\$6,351,755	\$0	\$6,351,755	\$153
4	Walters Elementary	\$6,089,390	\$752,600	\$6,841,990	\$104
5	Marshall Middle School	\$9,384,585	\$8,411,763	\$17,796,349	\$99
6	Marshall High School	\$12,306,497	\$3,999,035	\$16,305,532	\$67
7	Marshall Opportunity High School	\$12,811,523	\$4,566,163	\$17,377,686	\$129
8	Crowell GSRP Elementary	\$5,831,097	\$1,389,090	\$7,220,187	\$216
TOTAL BUILDINGS BUDGET		\$75,539,966	\$21,861,375	\$97,401,341	

Facility capital needs across the district approach and likely exceed \$100MM.
Highest level of needed improvements is at Harrington Elementary

Components of Study

Recent Funding Efforts

2021 Bond Proposal - \$45.5MM - 43% Yes, 57% No

May 2024 Bond Proposal – \$90MM - 43% Yes, 57% No

November 2024 Bond Proposal

- Proposal 1 - \$53MM (Academics) – 44% Yes, 56% No
- Proposal 2 - \$37MM (Athletics) – 42% Yes, 58% No

MCCU Stadium Upgrades Project demonstrated community support for the District

Components of Study

Building Utilization Rates

Gordon Elementary	86%	Marshall Middle School	81%
Hughes Elementary	89%	Marshall High School	87%
Walters Elementary	64%		
Harrinton Elementary	54%		

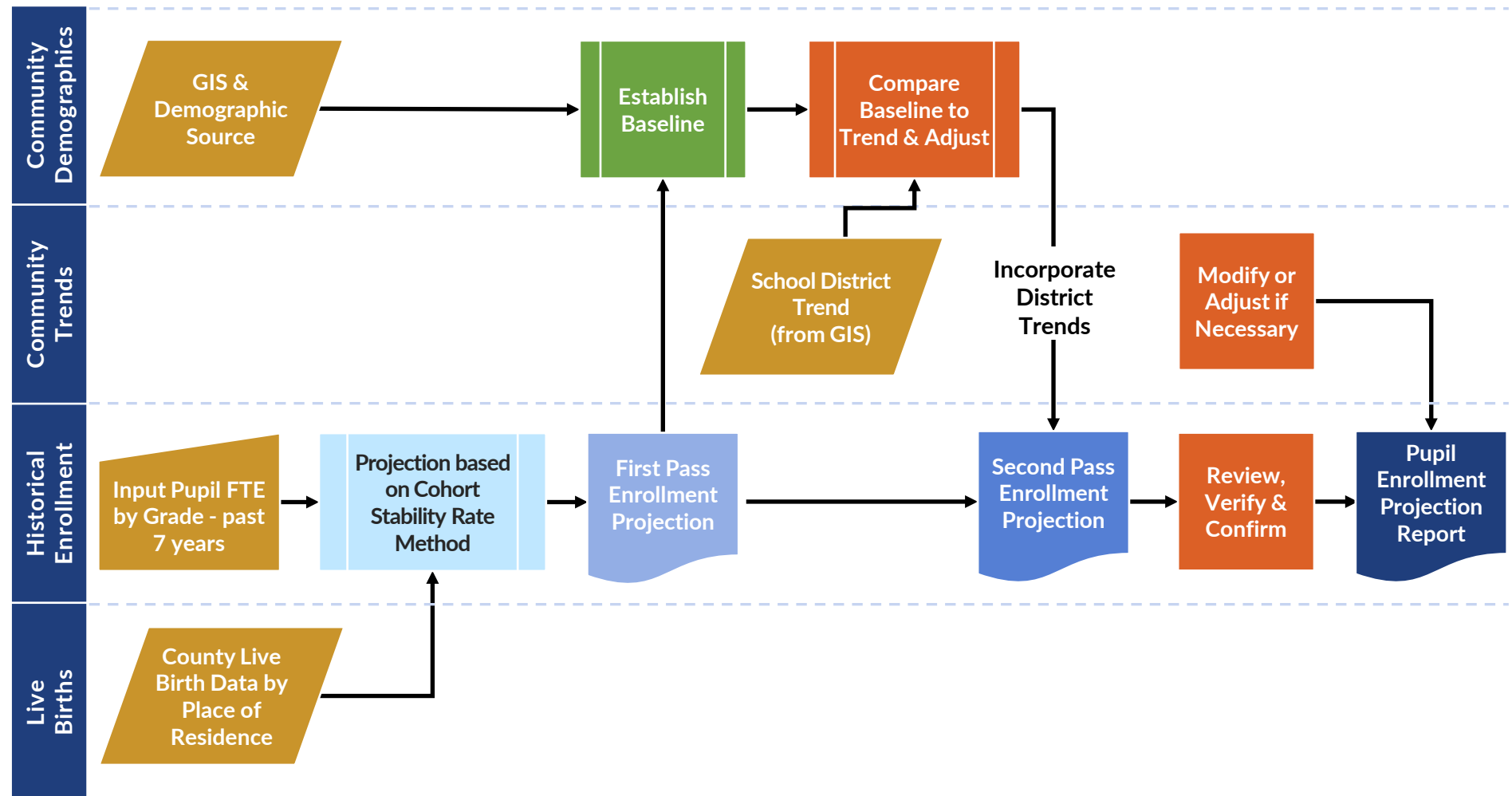
Verified actual # of teaching stations, existing use of teaching stations, and applied head count per teacher contract agreements.

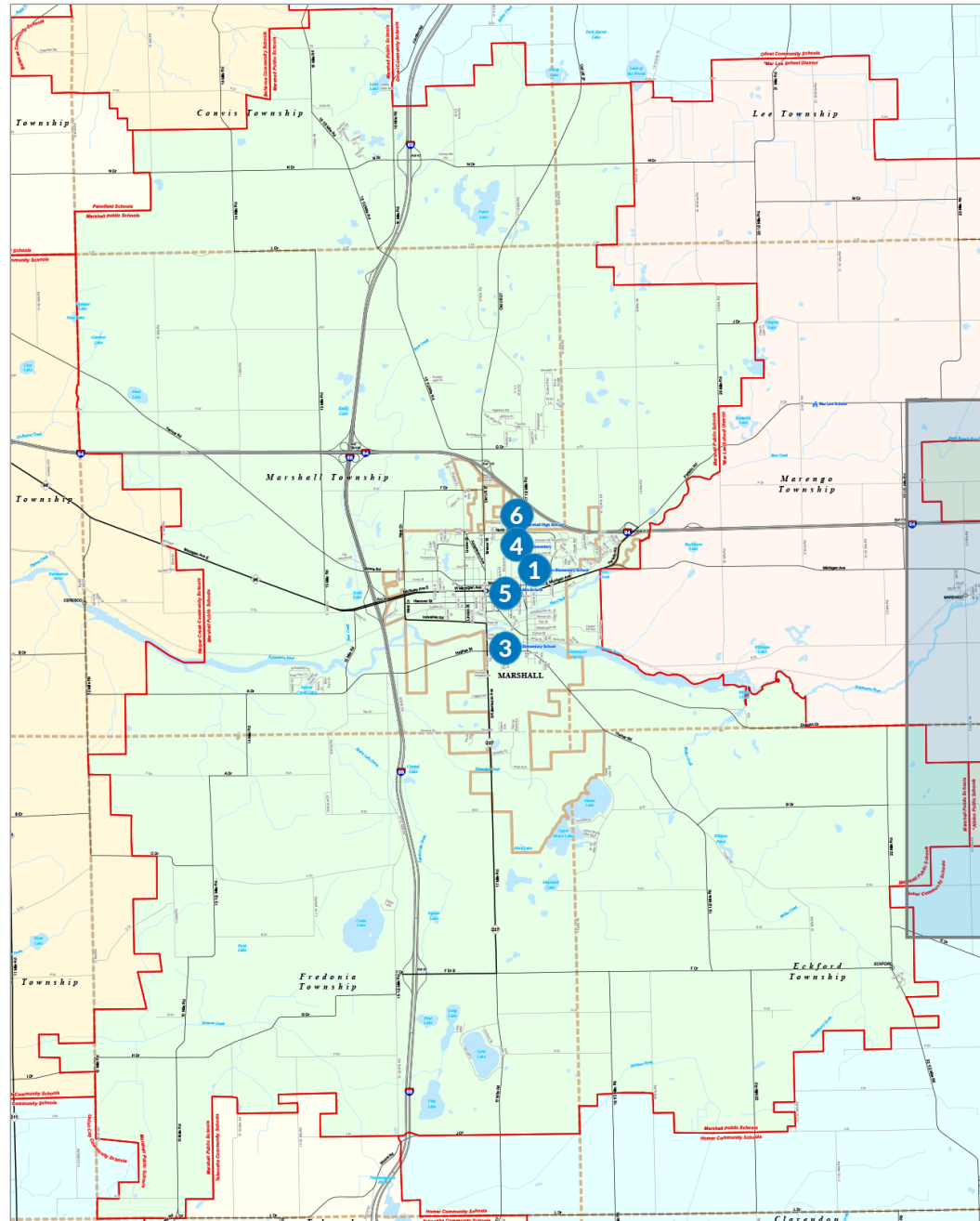
Components of Study

Pupil Enrollment Projections

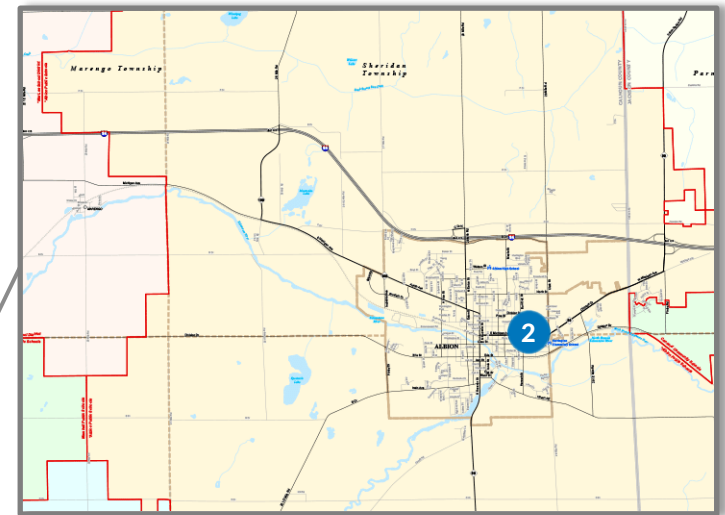
Pupil Enrollment Projections

Methodology





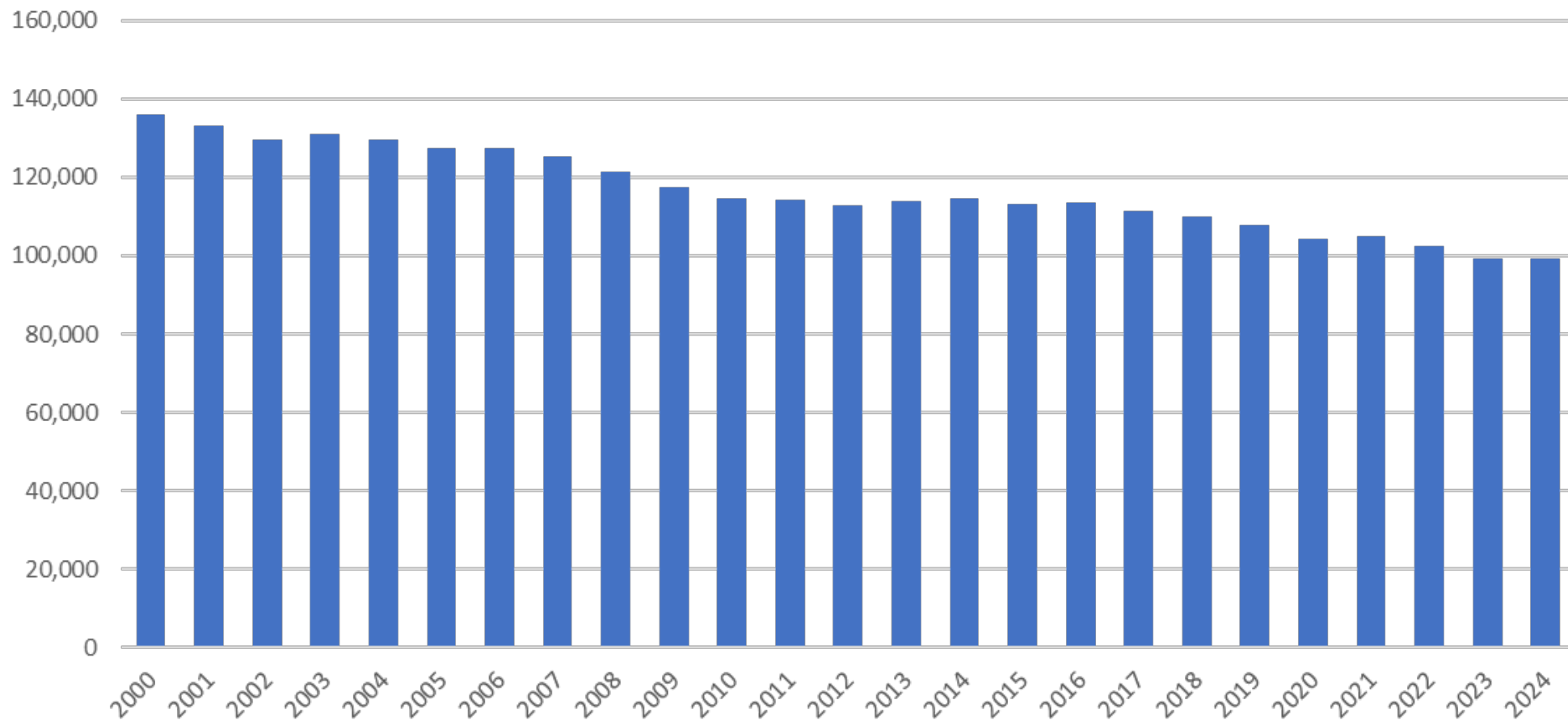
Marshall Public Schools Overall District Map



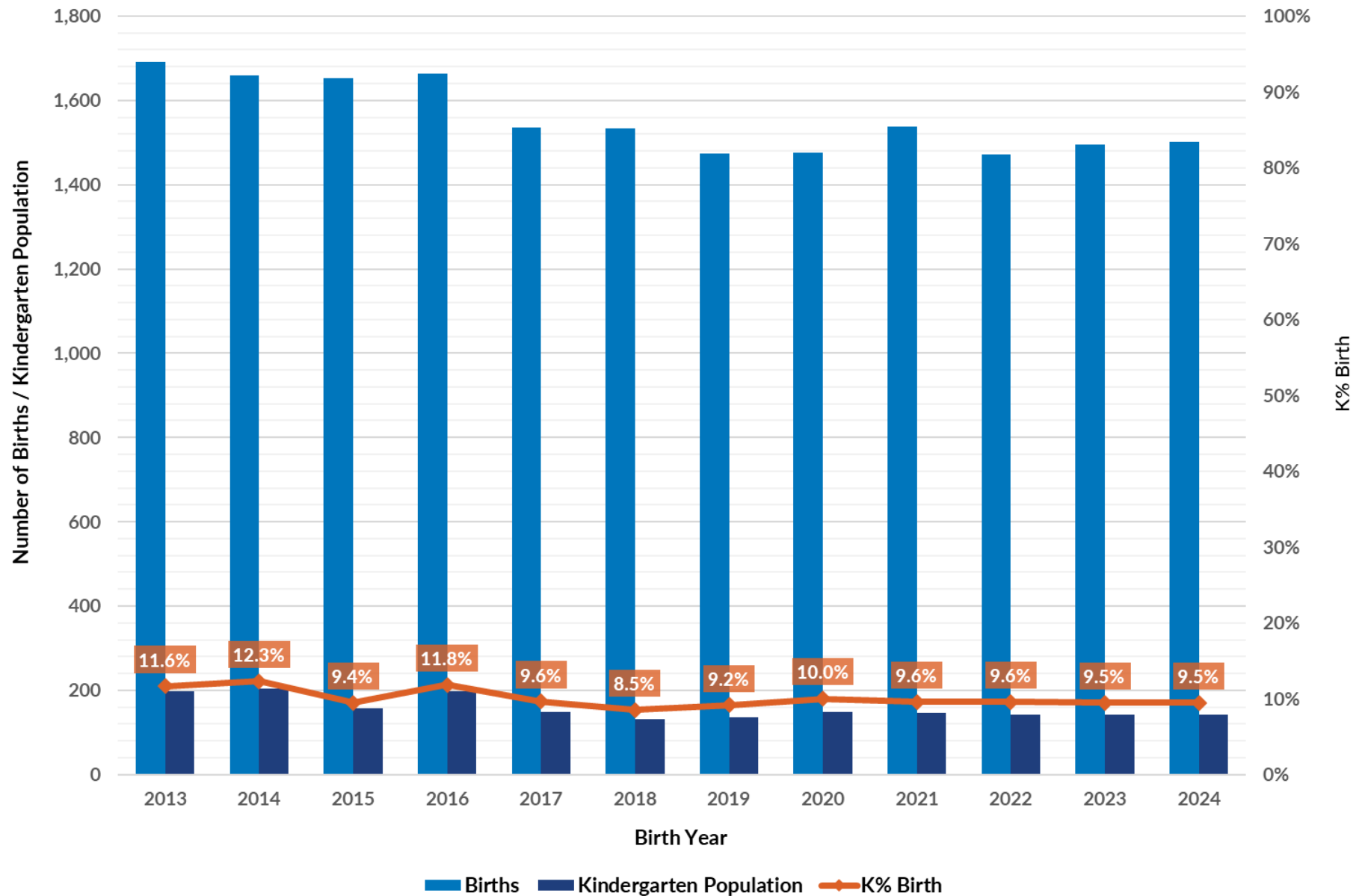
LEGEND

1. Gordon Elementary
2. Harrington Elementary *(in nearby Albion)*
3. Hughes Elementary
4. Walters Elementary
5. Marshall Middle School
6. Marshall High School

Michigan – Historical Live Births



Calhoun County – Historical Live Births & Projections



Districtwide - Projections: All Pupils – Method 2

Enrollment Projection - Cohort Survival Method*

	Historical Data							Projected Data				
Grade:	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Kindergarten	197	204	156	197	148	131	135	148	147	141	142	142
1st Grade	155	157	141	131	158	144	133	134	147	146	140	141
Cohort Stability Rate (1)	-	79.70%	69.10%	84.00%	80.20%	97.30%	101.50%	99.50%	99.50%	99.50%	99.50%	99.50%
2nd Grade	154	143	149	135	132	139	133	120	121	133	132	127
Cohort Stability Rate (2)	-	92.30%	94.90%	95.70%	100.80%	88.00%	92.40%	90.20%	90.20%	90.20%	90.20%	90.20%
3rd Grade	167	155	145	147	132	121	134	125	113	114	125	124
Cohort Stability Rate (3)	-	100.60%	101.40%	98.70%	97.80%	91.70%	96.40%	94.10%	94.10%	94.10%	94.10%	94.10%
4th Grade	147	152	135	150	140	132	132	140	131	118	119	131
Cohort Stability Rate (4)	-	91.00%	87.10%	103.40%	95.20%	100.00%	109.10%	104.60%	104.60%	104.60%	104.60%	104.60%
5th Grade	183	151	152	128	154	148	123	131	140	130	118	119
Cohort Stability Rate (5)	-	102.70%	100.00%	94.80%	102.70%	105.70%	93.20%	99.50%	99.50%	99.50%	99.50%	99.50%
6th Grade	163	168	146	157	150	156	154	126	135	143	134	121
Cohort Stability Rate (6)	-	91.80%	96.70%	103.30%	117.20%	101.30%	104.10%	102.70%	102.70%	102.70%	102.70%	102.70%
7th Grade	163	166	171	144	164	150	154	153	126	134	143	133
Cohort Stability Rate (7)	-	101.80%	101.80%	98.60%	104.50%	100.00%	98.70%	99.40%	99.40%	99.40%	99.40%	99.40%
8th Grade	131	163	173	178	144	160	154	154	153	126	134	143
Cohort Stability Rate (8)	-	100.00%	104.20%	104.10%	100.00%	97.60%	102.70%	100.20%	100.20%	100.20%	100.20%	100.20%
9th Grade	197	152	184	189	187	167	185	178	179	178	146	156
Cohort Stability Rate (9)	-	116.00%	112.90%	109.20%	105.10%	116.00%	115.60%	115.90%	115.90%	115.90%	115.90%	115.90%
10th Grade	174	189	146	167	172	177	154	173	167	167	166	136
Cohort Stability Rate (10)	-	95.90%	96.10%	90.80%	91.00%	94.70%	92.20%	93.50%	93.50%	93.50%	93.50%	93.50%
11th Grade	180	169	187	126	151	167	163	146	164	158	158	157
Cohort Stability Rate (11)	-	97.10%	98.90%	86.30%	90.40%	97.10%	92.10%	94.70%	94.70%	94.70%	94.70%	94.70%
12th Grade	196	186	175	183	132	158	176	171	153	172	166	166
Cohort Stability Rate (12)	-	103.30%	103.60%	97.90%	104.80%	104.60%	105.40%	105.10%	105.10%	105.10%	105.10%	105.10%
K-12 TOTAL:	2,207	2,155	2,060	2,032	1,964	1,950	1,930	1,899	1,876	1,860	1,823	1,796
SE	378	415	425	419	428	426	451	425	419	416	407	401
MVHS	0	0	0	0	0	0	0	0	0	0	0	0
Y5	0	0	0	0	42	48	38	42	41	41	40	39
MYCA	126	129	100	113	117	113	121	114	113	112	110	108
MOHS	99	111	92	110	142	113	109	118	117	116	114	112
TOTAL ENROLLMENT:	2,810	2,810	2,677	2,674	2,693	2,650	2,649	2,598	2,566	2,545	2,494	2,456

*Adjusted to Community Demographic Trends

Please note that the number of births for 2023 and 2024 have been projected.

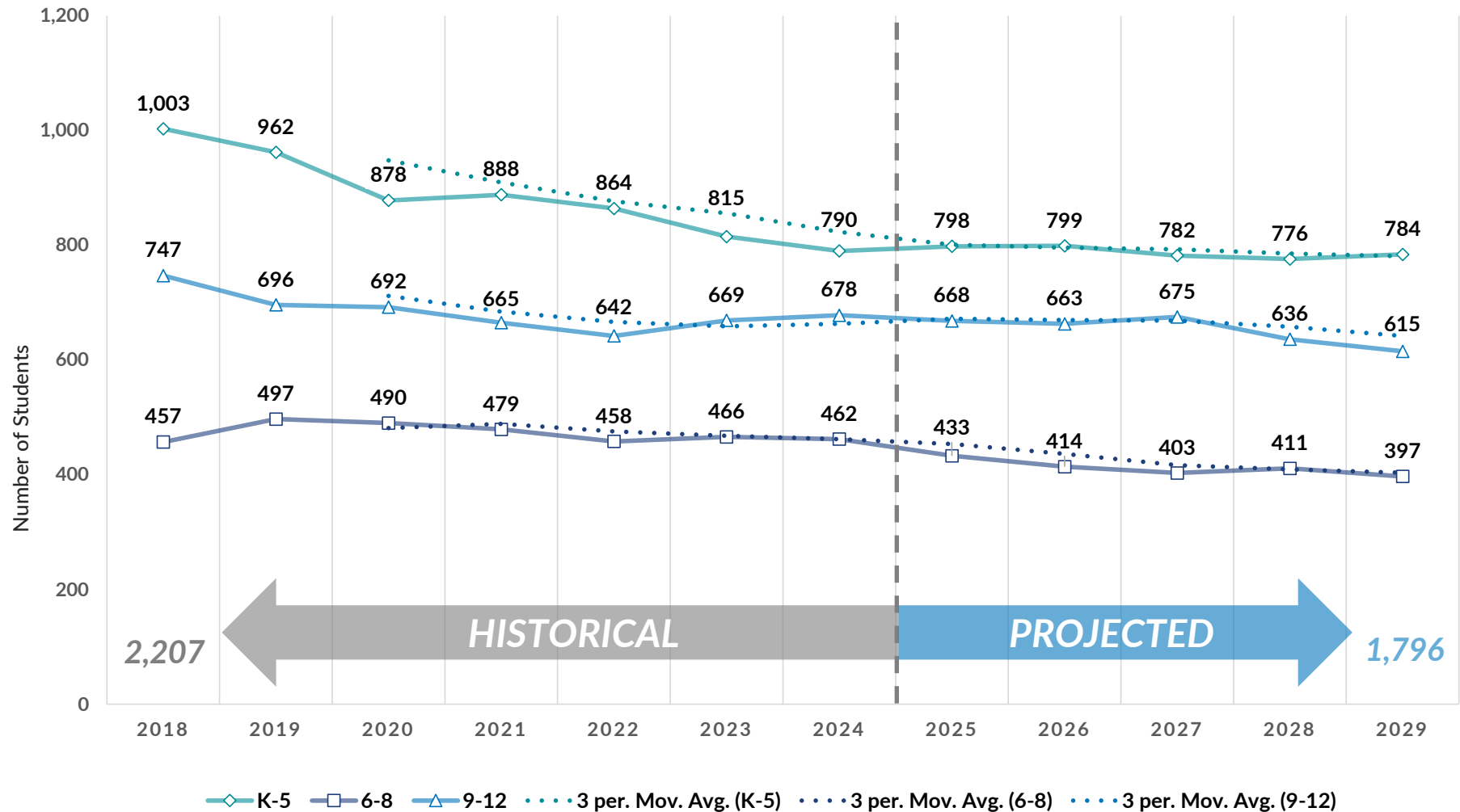
Districtwide - Projections: All Pupils

Grade Pattern Compilation

Grade Pattern:	Historical Data							Projected Data				
	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
K	197	204	156	197	148	131	135	148	147	141	142	142
K-1	352	361	297	328	306	275	268	282	294	287	282	283
K-2	506	504	446	463	438	414	401	402	415	420	414	410
K-3	673	659	591	610	570	535	535	527	528	534	539	534
K-4	820	811	726	760	710	667	667	667	659	652	658	665
K-5	1,003	962	878	888	864	815	790	798	799	782	776	784
K-6	1,166	1,130	1,024	1,045	1,014	971	944	924	934	925	910	905
1-2	309	300	290	266	290	283	266	254	268	279	272	268
1-3	476	455	435	413	422	404	400	379	381	393	397	392
1-4	623	607	570	563	562	536	532	519	512	511	516	523
1-5	806	758	722	691	716	684	655	650	652	641	634	642
1-6	969	926	868	848	866	840	809	776	787	784	768	763
2-3	321	298	294	282	264	260	267	245	234	247	257	251
2-4	468	450	429	432	404	392	399	385	365	365	376	382
2-5	651	601	581	560	558	540	522	516	505	495	494	501
2-6	814	769	727	717	708	696	676	642	640	638	628	622
3-4	314	307	280	297	272	253	266	265	244	232	244	255
3-5	497	458	432	425	426	401	389	396	384	362	362	374
3-6	660	626	578	582	576	557	543	522	519	505	496	495
4-5	330	303	287	278	294	280	255	271	271	248	237	250
4-6	493	471	433	435	444	436	409	397	406	391	371	371
5-6	346	319	298	285	304	304	277	257	275	273	252	240
5-7	509	485	469	429	468	454	431	410	401	407	395	373
5-8	640	648	642	607	612	614	585	564	554	533	529	516
6-7	326	334	317	301	314	306	308	279	261	277	277	254
6-8	457	497	490	479	458	466	462	433	414	403	411	397
7-8	294	329	344	322	308	310	308	307	279	260	277	276
7-9	491	481	528	511	495	477	493	485	458	438	423	432
7-10	665	670	674	678	667	654	647	658	625	605	589	568
7-11	845	839	861	804	818	821	810	804	789	763	747	725
7-12	1,041	1,025	1,036	987	950	979	986	975	942	935	913	891
8-9	328	315	357	367	331	327	339	332	332	304	280	299
8-10	502	504	503	534	503	504	493	505	499	471	446	435
8-11	682	673	690	660	654	671	656	651	663	629	604	592
8-12	878	859	865	843	786	829	832	822	816	801	770	758
9-10	371	341	330	356	359	344	339	351	346	345	312	292
9-11	551	510	517	482	510	511	502	497	510	503	470	449
9-12	747	696	692	665	642	669	678	668	663	675	636	615
10-12	550	544	508	476	455	502	493	490	484	497	490	459

Districtwide - Projections: All Pupils

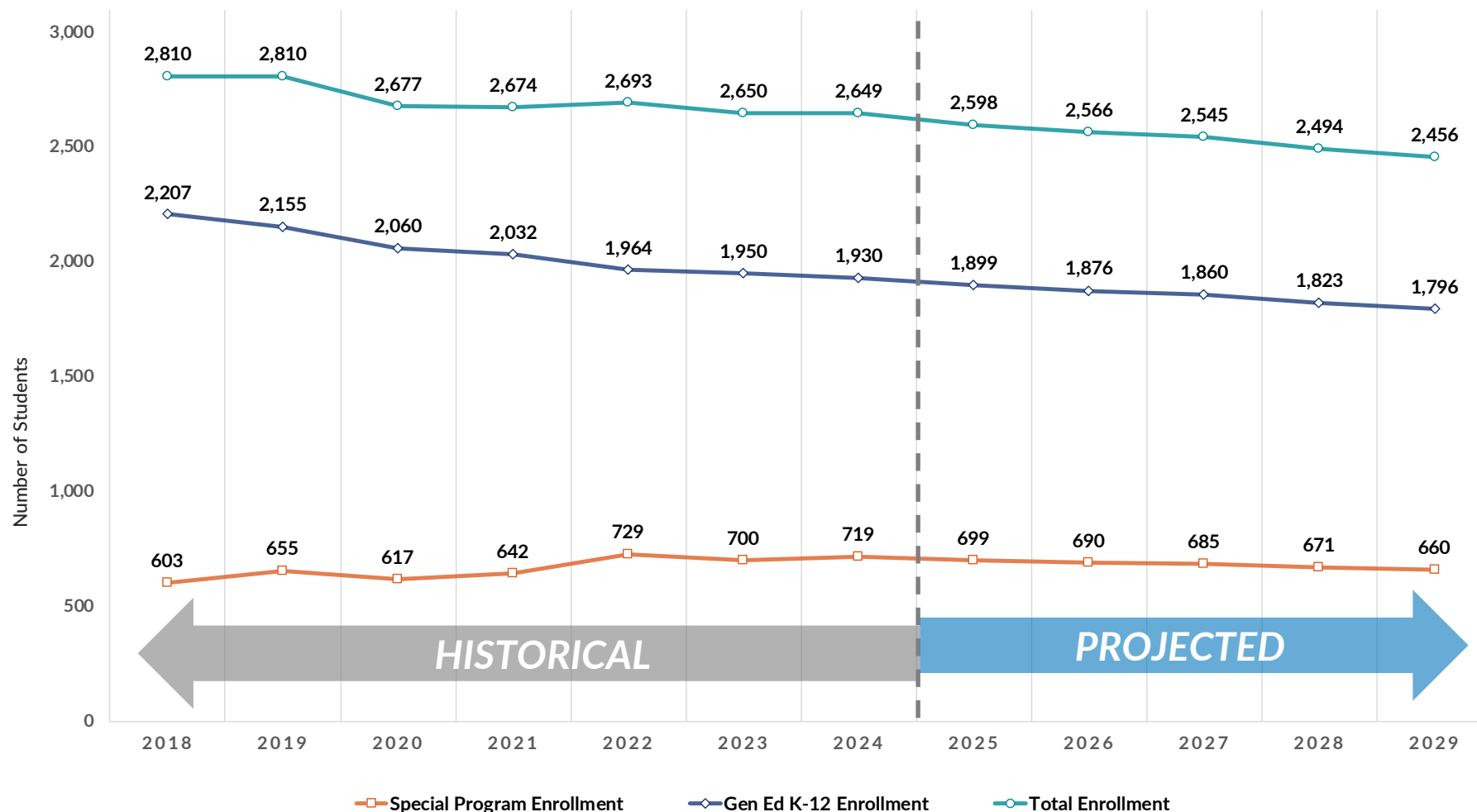
Grade Pattern Compilation



Please note that there may be a slight difference in totals due to rounding.

Districtwide - Projections: General Education & Special Program Enrollment

General Education & Special Program Enrollment



Please note that there may be a slight difference in totals due to rounding.

Ancillary Analyses & Sensitivities

- The Marshall School district has gone through significant changes with regards to the communities it covers and their students over the last 10 years.
- In May 2016, Albion residents voted to annex their district into Marshall due to struggling performance and declining enrollment, now their middle and high school students get bussed into Marshall.
- It is believed that a significant number of students, particularly K-5 and those in the annexed Albion portion of the district, are leaving the district using school of choice (SOC).
- The district is considering adding a new K-5 building in the Albion portion of the district to bring these SOC kids back to the district.
- The table below summarizes the additional questions that the district has about their students, and the analyses and sensitivities presented within this section to answer them:

Question	Analysis	Answer
Which districts are resident students leaving for?	Student Mobility Analysis 2015-2024	Mar Lee, Olivet (neighboring Albion), and Gull Lake (virtual program) experienced the biggest gain in Marshall students 2015-2024.
What enrollment impact could a new K-5 building have if it attracts these kids back?	Enrollment Projection Sensitivities: • Student Mobility • Kindergarten Capture	Impact in 2029 student enrollment: • +129 Students (SOC) • +31 Students (K% Capture)
What enrollment impact will the new housing developments in the district have?	Enrollment Projection Sensitivities: • Future Residential Developments Impact	Impact in 2029 student enrollment: • +30-124 public K-12 enrolled students living in MPS

Combined, the enrollment sensitivities presented in this appendix estimate that MPS could increase its projected 2029 enrollment by anywhere from <+30 to +284 students.

Student Mobility Analysis 2015-2024

- Since Albion was annexed in 2016, Marshall has seen a slight increase in the number of students that are leaving the district, however it appears to be mainly former Albion students leaving the district.
 - In 2015, 255 Marshall students and 829 Albion students were leaving their respective districts for other public districts (1,300 total). As of the 2024-2025 school year that number is now 1,337.
- Olivet and Gull Lake Community Schools have seen the largest increase in students from Marshall since the Albion annexation in 2016 –
 - <2% of their total enrollment was from Marshall or Albion prior to 2016 but as of 2024-2025 more than 3% of their enrollment is from students living in Marshall. Brighton and Berrien appear to have picked up more of your students, both have robust and well-known virtual programs.

Districtwide Enrollment Projections – Student Mobility Sensitivity

- Based on this analysis, the district could expect to see total K-12 enrollment decline by only 2.4% from 2024 to 2029 if the district is able to capture resident students at the same rate that Marshall and Albion captured them separately in 2015, compared to the projected 7% decline using the method 2 approach detailed earlier in this report.
 - This would result in a difference of ~129 kids in 2029 total enrollment.

Future Residential Developments Impact

Future Residential Development - Enrollment Sensitivity	
Variable	Marshall Public Schools
Kids per Housing Unit (Public School - K-12)	0.31
Housing Units Under Development - Housing Study (Feb 2025)	394
Estimated Additional Public School K-12 Enrollment	124
Building Permits (since 2021)	95
Estimated Additional Public School K-12 Enrollment	30

There are 0.31 public K-12 students per housing unit in MPS, this is slightly higher than the statewide average of 0.29 public K-12 students per housing unit.

This ratio is applied to the number of residential housing units in the pipeline from two different sources – local planning office interviews and stakeholder interviews from the housing studies for Marshall & Albion completed in 2025 and building permit data obtained from the census up to January 2025.

This yielded an estimated enrollment impact for MPS of 30-124 additional public school K-12 enrolled students (however this number does not take into account that those students could choose to attend school outside their home district through school of choice).

Districtwide – Projections based on Fall 2024 vs Fall 2025 Data

The tables on this slide compare two sets of projections for the district – projections based on Fall 2024 data and projections based on Fall 2025 data, to see how the additional year of data impacts the forward-looking projections by year.

The largest difference between the two sets of projects are in the furthest out years projected as expected. However, due to how stable enrollment has been at the district over the last 4 years, the difference is minimal.

Overall, the projections using Fall 2025 data are slightly more optimistic but are within 5% of the projections prepared using Fall 2024 data.

Fall 2024 Projections vs Fall 2025 Projections (K-12)

Year	2024	2025	Difference	%
2025	1,899	1,917	-18	-1%
2026	1,876	1,905	-29	-2%
2027	1,860	1,907	-47	-3%
2028	1,823	1,874	-51	-3%
2029	1,796	1,863	-67	-4%
2030	-	1,849	-	-

Fall 2024 Projections vs Fall 2025 Projections (All)

Year	2024	2025	Difference	%
2025	2,598	2,570	28	1%
2026	2,566	2,572	-6	0%
2027	2,545	2,528	17	1%
2028	2,494	2,513	-19	-1%
2029	2,456	2,495	-39	-2%
2030			-	-

Conclusions & Recommendations

- Marshall Public Schools does have a high level of community support
- The District will see an increase in families due to the Ford facility
 - Size of increase will be dependent on extent of new housing developed
- Harrington Elementary hinders the district's capture of Albion scholars
- A new elementary building in Albion would reset community perspective
 - Combined with closure of Crowell will lower occupancy costs
- The divide that exists between the Albion and Marshall regions continues, impacting the ability to pass a capital bond
 - The District should pursue alternative funding options for capital program upgrades – either for Harrington, or District-wide, or both

Discussion