High School Facilities Study and Assessment

For

Madison Metropolitan School District



Memorial High School

January 14, 2019

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zimmerman
ARCHITECTURAL STUDIOS, INC.

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Introduction / Methodology

INTRODUCTION

The facility condition report and the athletic facility assessment reports completed in 2017 created a great framework for outlining areas of each building that required improvement. In conjunction with the reports, the Madison Metropolitan School District (MMSD) established a Strategic Framework. To accomplish the vision, any improvement to the buildings must align with the values: Excellence, Belonging, Racial Equality, Voice, Focus and Creativity.

The next step in developing a Long Range Master Plan, MMSD selected Zimmerman Architectural Studios to join the team and analyze James Madison Memorial High School. The study not only reviews what physical improvements (maintenance) are needed, but how the improvements will assist the District in preparing every child to graduate ready for college, career and community. The improvements need to seamlessly compliment and bolsters these values.

METHODOLOGY

To accomplish this task, our team executed a three phased approach.

1. The first phase was to review the physical condition of the building. How is the current building restricting MMSD to provide a quality learning environment? Mechanical, electrical, plumbing and all architectural elements have been reviewed at the facility. Life Safety codes continue to change and the safety and security of staff, students and community need to be addressed. The Team met with the following 2 groups from MMSD to gain input regarding the ongoing care and maintenance of the buildings:
    a. Building Services
    b. Building Trades

    Multiple site visits also occurred for onsite observation and analysis.
    Sections two and three identify the obstacles the existing build and site produce.

2. Simply improving the physical environment will not meet the stated goals and vision. The Strategic Framework must guide the improvements. To gain a better understanding of the educational direction, the Zimmerman team met with the following groups of District's Leadership Team and department heads:
    a. Central Office Leadership Team
    b. Instructional Team
    c. Technology Team
    d. Music and Arts
    e. Pathways
    f. Athletics

    Each group was asked what works, what doesn't work, what is absolutely needed, and what would be nice to have to assist them in providing a quality education.

    The Community is a large and integral part of any discussion on how the building can help bring the community together. Meeting with the following groups, we gained a better understanding of the dynamics of the MMSD/Community relationship.
    a. Athletics & Co-Curricular
    b. MSCR

    Sections four and five document our discussions.

3. Once all information was gathered, the team worked to develop a conceptual design to address the issues, concerns, ideas and thoughts presented during the meetings. The plan is developed in three categories:
    a. Maintenance basic must have
    b. Renewal = Maintenance plus additional items
    c. Aspire = Maintenance + Renewal plus additional items

    Estimated costs for each category are also provided.

Section One: Introductions and Acknowledgements

ZAS Team

- Doug Barnes, AIA, NCARB, Vice President | Principal
- Greg Strand, Educational Planner, Designer
- Riley McKenzie, Architectural Support
- Nico Teresi, Architectural Support
- Honey Szymanski, Marketing Coordinator
- Ceil Wudy, Administrative Assistant
- Diane Ziegler, Administrative Assistant

MMSD Team

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- Andrew Statz
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- Najjah Thompson
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- Thomas Rogness
- Jacob Tisue
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- Lisa Kyistad
- John E Harper

PRA Team – Portions of the FCI document integrated into this document were completed by PRA in 2017

Section Two: Facility Observations and Assessments

James Madison Memorial High School:

201 S Gammon Road, Madison WI 53717

SITE STATISTICS

Site = 69.48 Acres
Building Area = 365,868 sf;
Original Construction 1960
Additions 1967, 1970, 1988, 1992, 1998, & 2001

FCI COMPOSITE SUMMARY

Site Elements	C
Building Envelope	C
Life Safety	B
Accessibility	C
Interior Finishes	C
Specialty Areas/Needs	C
Mechanical Systems	D
Electrical Systems	C
Technology Systems	B
Aesthetics	C
Sustainability & Energy Efficiency	C
COMPOSITE GRADE	**C**



Facility Observations and Assessments

Leadership
Building Services
Building Trades

SITE ELEMENTS

Asphalt Paving: Memorial Way drive has asphalt surface deterioration in several areas. The staff parking on Memorial Drive floods.

Parking & Traffic Circulation: Congested; exiting issues during peak use.

Concrete Walks: Slab separation/heaving has occurred throughout site. Large cracks near front entry.

Courtyards: Pavement in courtyards present settlement problems.

Landscaping: Site's landscaping has been maintained.

Fencing: Adequate condition throughout site.

Steps: There is concrete spalling at stairs.

Railings: Railing is missing at greenhouse patio's ledge.

Sports Fields: Tennis courts were recently resurfaced. Softball field backstop is not to proper height. Bleacher Structure is deteriorating. Lighting poles are located within player's field.

Site Accessibility (Ramps, Handicap Parking, Van): Bleachers and press box not accessible.

Buses and Parent Drop-Off: Busses drop students off on Gammon, parents use the lane adjacent to the main entrance.

Fire Truck Access: Firetruck lane present around site.

Dumpsters: Enclosure present. Fence is in good condition.

Water: The site drains toward the building. Flooding occurs during large rain events.

BUILDING ENVELOPE

Brick: Brick is spalling in numerous locations. Several cracks in precast concrete throughout site.

Entry Doors: Most auxiliary doors are rusted and have corroded at bottom mullions. Main entry doors at fieldhouse have issues with operation. Framing is not strong enough for doors.

Windows: Single pane windows at library causes cooling issues. Broken glazing at fieldhouse above exterior side doors.

Louvers: Good condition with no major damage.

Miscellaneous Soffit Trim and Gravel Stops: Water damage at fieldhouse

Roof: Temporary roofing layer at upper gymnasium/pool has exceeded projected life expectancy.

Exterior Doors: Doors at fieldhouse are in poor condition with rust issues at base of frames.

LIFE SAFETY

Fire Alarm and Fire Detection: Pull stations are located throughout the facility.

Fire Protection, Sprinkler System: Located above auditorium on stage. Wet system base. Installed in 1990 and has exceeded projected life expectancy.

Egress: Long corridors need better signage.

ACCESSIBILITY FOR DISABLED

Elevator/Lift: Good to excellent condition, recently replaced. Pool lift in good condition.

Ramp: Corridor ramp is accessible. No extension on railing.

Toilet Rooms: Sinks are not accessible. Narrow noncompliant doors at upper floors. Unisex locker/changing room & pool shower rooms are not accessible.

Automatic Entrances: Adequate clearance. Push plate hardware.

Door Clearances: Many classroom entrances do not meet ADA requirements for proper space between latch and wall. Bathroom doors in upper level are not ADA accessible.

Door Hardware: Knob base hardware at courtyard and classrooms.

Casework: Most classroom casework heights noted as less than 34 inches.

Sink Access at Casework: Not accessible with front approach, or hardware at cooking and science classrooms.

Drinking Fountains: Not accessible on upper floors.

Staff Lounge: Staff toilet not ADA complaint.

Stairs: No railing extensions. Distance between stiles exceed the 4” maximum spacing. Slip covers are coming off on step portions. No lift assistance present at stairs. The 2”x8” handrail is not ADA compliant

Stage: Stage is accessible from stairs in the corridors. There is no same level entry to stage or back stage.

INTERIOR FINISHES

Flooring: VCT flooring in poor to adequate condition. Cracked tiles are present throughout facility.

Ceilings: Stained and cracked with some tiles are falling off throughout facility.

Walls: Paint is in adequate to good condition. Question if older paint has lead contained in it.

Casework: Original casework. Delamination, stains, and chips are present on finish

Doors: Adequate condition with minor marks at kick plates.

Marker Boards: Located in several classrooms. No severe damage present, a few small marks and scratches.

Corridor Lockers/Cubbies: Paint is in good condition.

Toilet Partitions: Partitions are floor mounted with rust forming at the floor level. Many partitions are scratched and damaged.

Shades: Shades are difficult to operate, or do not work at all. Finish is poor to adequate condition with visible stains. Shades have missing pull strings. Sheets are used as shades in some classrooms.

SPECIALTY AREAS/NEEDS

Secure Entrance: Locked from outside and visible from receptionist desk. Automatic hardware is controlled by receptionist. Knob based hardware is unfastened and breaks at courtyard entrances.

Classrooms Locks: Not present on interior portion of doors. Knob base hardware.

Security Cameras: No issues or concerns with system clarity.

Administration: Carpet is worn and in adequate condition. Ceiling tiles are stained at exhaust vents. Lights have yellow film on covers.

Mail Room/Staff Work: Ceiling is in poor condition with missing tiles. Delaminated casework with few missing hardware (handles).

Stage: Flooring is in good condition with typical wear and tear.

Gymnasium: Finishes in adequate to good condition. Locking hardware in fieldhouse is in poor condition for storage.

Gym Locker/Shower: Outdated with dented lockers. Flooring is in adequate condition. There is not enough space for all sport teams.

Staff Lounge: Flooring is worn. Ceiling tiles are stained at exhaust vents. Lights have yellow film on covers. Staff toilet not ADA complaint. Countertop surfaces are in adequate condition.

Nurse: Four (4) beds present in area. Full size refrigerator. Toilet rooms are not accessible. Flooring is in adequate condition. Lighting adequate for space. Overall finishes are in adequate condition. Ceiling is in poor condition.

Cafeteria: Finishes are in good condition. Typical wear and tear on surfaces. Server windows are not efficient for space. Current one hour lunch creates issues with seating for student body, not enough space for all students.

Kitchen: Cooler in café (self-serve). Dry food storage shelves are in adequate condition, and here is adequate storage for freezer and coolers. New ovens have been recently installed. Warmer carts adequate for space. 3-bay sink in main kitchen area. Garage disposal was noted as not working during assessment. General flooring is in good condition. Original tiles in storage room with few chips and cracks.

After School Program: Most of facility is used for after school programs.

Art Room: Finishes are worn and equipment is older.

Music: The carpet is worn. Lighting is dim for the space. Light covers have a film covering them. Wooden panels on wall are delaminating. No acoustical tiles are present in string instrument room. Insufficient storage.

Library/IMC: Bookshelves are in good condition with some delamination occurring.

Pool: Smaller space then needed. More area preferred around pool for stretching, storage, and observing.

Auditorium: T8 lighting is not efficient for space. Sound system is in adequate condition but there isn't a sound room.

Dance Studio: Door threshold issue with height accessibility. Flooring finish at central area of room show signs of typical wear and tear. Flooring has heaving issues.

Wood Shop: Dust collector needs to be upgraded. Not enough power. Lacking in storage space.

Engineer Tech Lab: Concrete floor is in adequate condition. Exposed ceiling. Bradley style sink with older hardware faucet. Space is inadequate in size for equipment.

Planetarium Room: Ventilation and overheating issues

MECHANICAL SYSTEMS

Boiler: 1965 Cleaver Brooks equipment and has exceeded projected life expectancy.

Air Handlers: Roof top system installed in 1998 and has exceeded projected life expectancy. Central packaged system installed in various years and has exceeded projected life expectancy. Coils recently replaced.

Tunnels: Mechanical tunnels prone to flooding; poor access for servicing & cramped full of utilities/piping

Power Roof Ventilator: Various installation dates and has exceeded projected life expectancy. Pool ventilator replaced recently.

Cabinet Unit heaters, Convectors and Baseboard Radiation: Cabinet unit heaters installed in various years and has exceeded projected life expectancy. Baseboard radiation installed in various years and has exceeded projected life expectancy. Library has heating issues (not enough heat). Four control units.

HVAC Pumps and Valves: Runs in good condition. Recently replaced.

Air Conditioning: Roof top system installed in 1998 and has exceeded projected life expectancy.

Temperature Controls: Various installation dates and has exceeded projected life expectancy. Electronic and pneumatic mix type system.

Fire Protection: Stage/backstage only portion of the entire facility to have a sprinkler system

Plumbing Fixtures: Various installation dates and has exceeded projected life expectancy. Approximately 75% original fixtures.

Water Heater: Domestic water heater installed recently. Gas fired system. Expansion hot water heating tank installed in 1965 and has exceeded projected life expectancy. Temperature control and air pressure drops periodically resulting in water being too hot.

Water Softener: Installed recently and has 4 years of useful life remaining.

Plumbing Pumps and Piping:

- Chilled water and condenser water circulation pump installed in 2000 and has 4 years of useful life remaining. Heating hot water and swimming pool circulation pump installed recently and has 4 years of useful life remaining.
- Chilled Piping installed in various years and most have exceeded projected life expectancy. Buried chilled water piping are original with constant maintenance and are failing.

Domestic Hot Water Piping: Pipes in main tunnel need replacement.

ELECTRICAL SYSTEMS

Switchgear: A-wing area installed recently and has 4 years of useful life remaining. Field house & cafeteria installed in 2011 and have 15 years of useful life remaining. Other areas installed in various years and most have exceeded their life expectancy. Located in cool area. Adequate in size.

Service: The Service Load is sufficient for the schools need. 480v and 208v requires special maintenance.

Panels: Various installation dates and have exceeded projected life expectancy.

Transformer: Adequate, S&C Electric Company system.

Generator: Installed in 1995 and has 4 years of useful life remaining.

Lighting: Various installation dates and multiple varieties of style create inadequate lighting. Most have exceeded projected life expectancy.

Power Outlets: Various installation dates and have exceeded projected life expectancy.

TECHNOLOGY SYSTEMS (Phone, Data, Communications)

PA System: Installed in 2006 and has 5 years of useful life remaining. Athletic & lecture rooms have been installed in various years and have exceeded their life expectancy.

Phone: Installed in 2001 and has exceeded projected life expectancy.

Data Outlet: Adequate amount for facility.

Wireless: Adequate coverage throughout facility.

AESTHETICS

Site: Overall site is in good condition. Landscaping has been maintained. Courtyard paving areas are in need of replacement due to large cracking and pavement separation.

Exterior Façade: Cracking occurring on façade throughout facility. Doors at fieldhouse are in poor condition.

Interior Spaces: Ceilings are in poor condition throughout facility. The window shade finishes are in poor condition with visible stains and tears. Most casework has minor delamination issues.

SUSTAINABILITY AND ENERGY EFFICIENCY

Windows: Most windows are double pane. Single pane windows at library causes cooling issues. Installed in various years and most have 5 years of useful life remaining.

Wall Types: The building was constructed in 1966, utilizing mostly original composition of CMU blocking.

Roof Type: Overall roof in adequate to good condition. Temporary roofing layer at upper gymnasium/pool has exceeded projected life expectancy.

Energy Efficiency of MEP Systems: Most equipment is original and life expectancy has been exceeded.

Section Three: Building Functionality

The following drawings display the campus and the building in their current conditions. Areas that will be addressed, along with notes identifying the deficiencies as indicated in the Long Range Master Plan, are identified on these drawings.

SITE DEFICIENCIES AND OBSERVATIONS

- Parking lot grades pitch toward the building(s).
- Site lighting should be improved.
- All athletic fields need upgrades (field turf, lighting, support buildings).
- Mansfield Stadium needs complete renovation/rebuilt.
- Baseball field grading is an issue with the outfield being lower in elevation than the infield.
- Dugouts need to be replaced.

BUILDING DEFICIENCIES AND OBSERVATIONS

- All building mechanicals need to be replaced.
- The piping in the tunnel should be replaced.
- The 480v and 208v electrical system should be replaced.
- The theater is old and outdated. The stage is not ADA compliant.
- Music classrooms are too small and lack proper instrument storage.
- The Science Classrooms are old, outdated and too small to accommodate a class of 30 students and a lab.
- All restrooms and locker rooms should be updated.
- Classroom finishes need to updated/upgraded.

EXISTING SITE - MEMORIAL HIGH SCHOOL



SITE PLAN

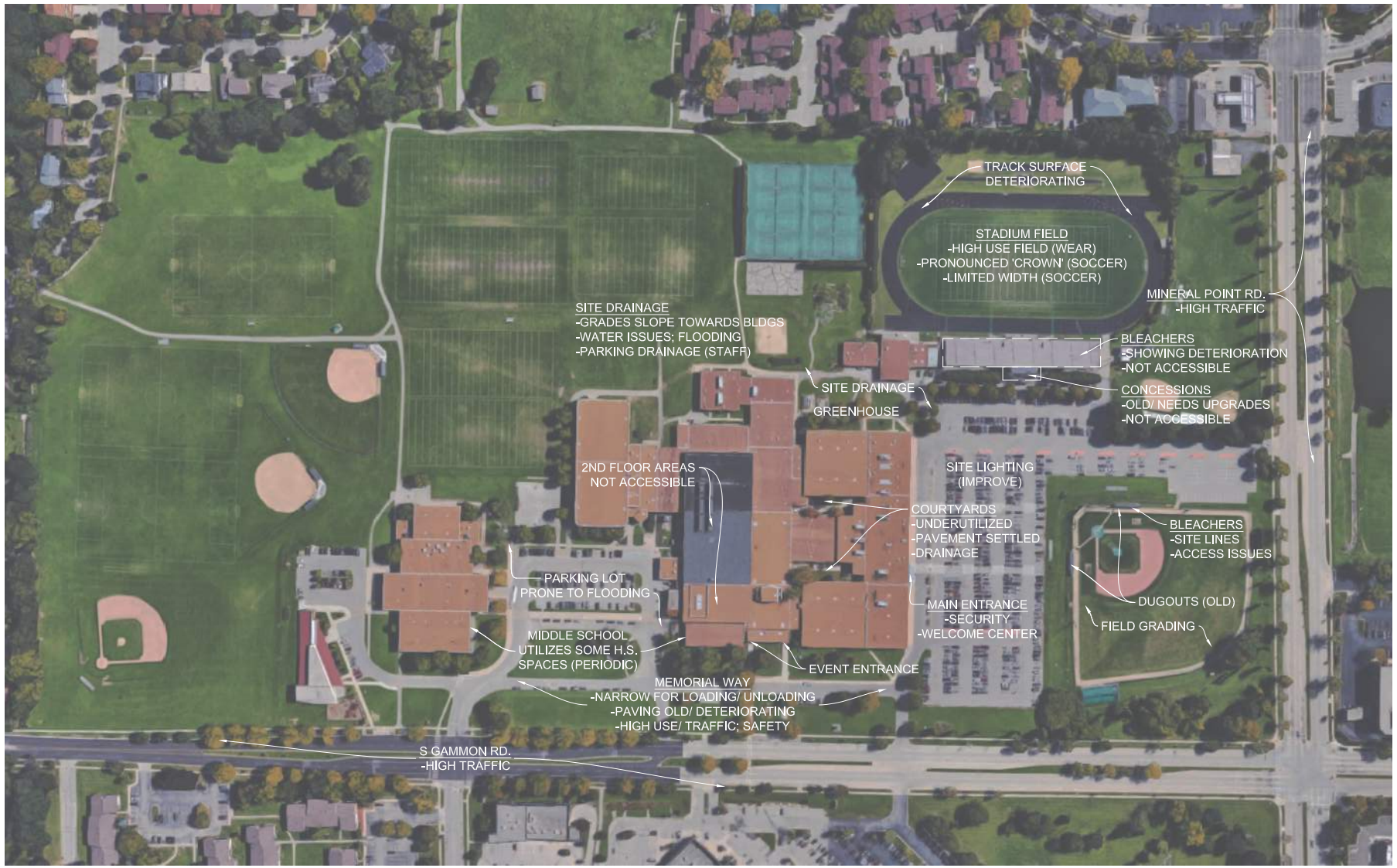
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James Madison Memorial High School

S. Gammon Rd., Madison, WI

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ISSUES & OBSERVATIONS



SITE PLAN

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ISSUES & OBSERVATIONS

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SITE OPPORTUNITIES



SITE PLAN

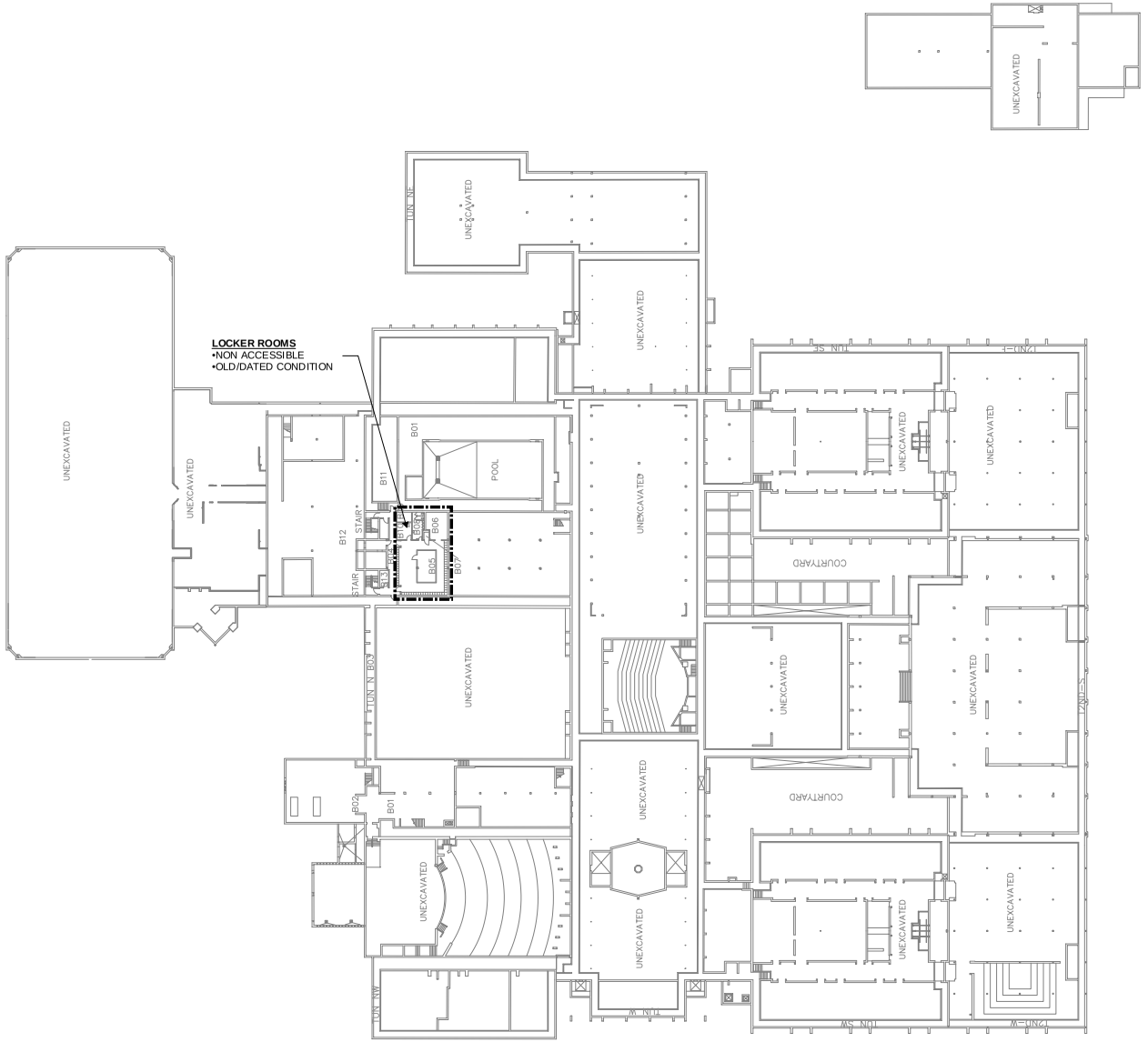
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SITE OPPORTUNITIES

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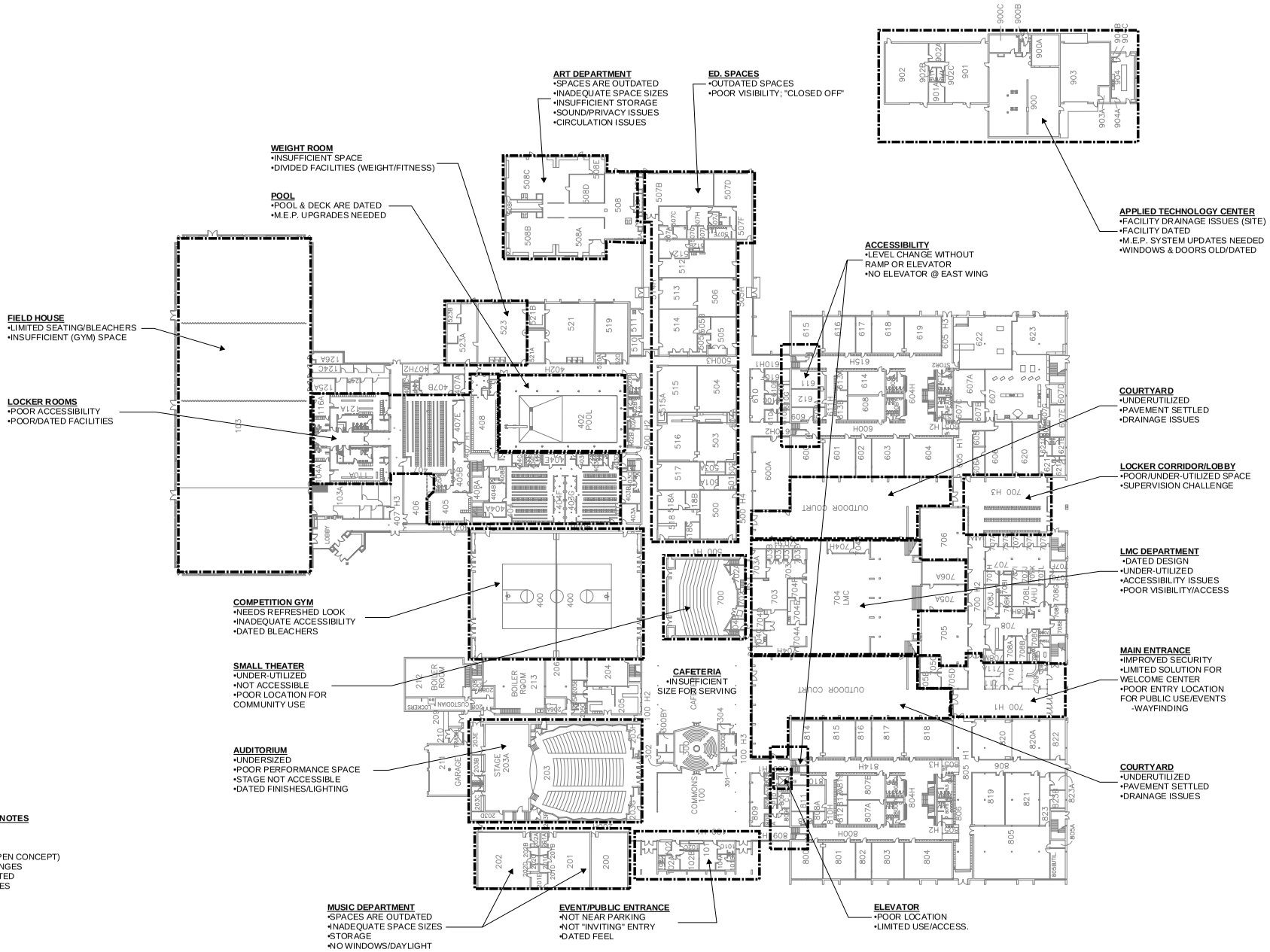
BASEMENT PLAN

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FIRST FLOOR GENERAL NOTES
- OLD/DATED FINISHES
- OLD/DATED LIGHTING
- OLD/DATED FURNITURE
- TEMPORARY WALLS (OPEN CONCEPT)
- ACCESSIBILITY CHALLENGES
- TOILET ROOMS OLD/DATED
  - ACCESSIBILITY ISSUES
  - ODOROUS (SMELL)

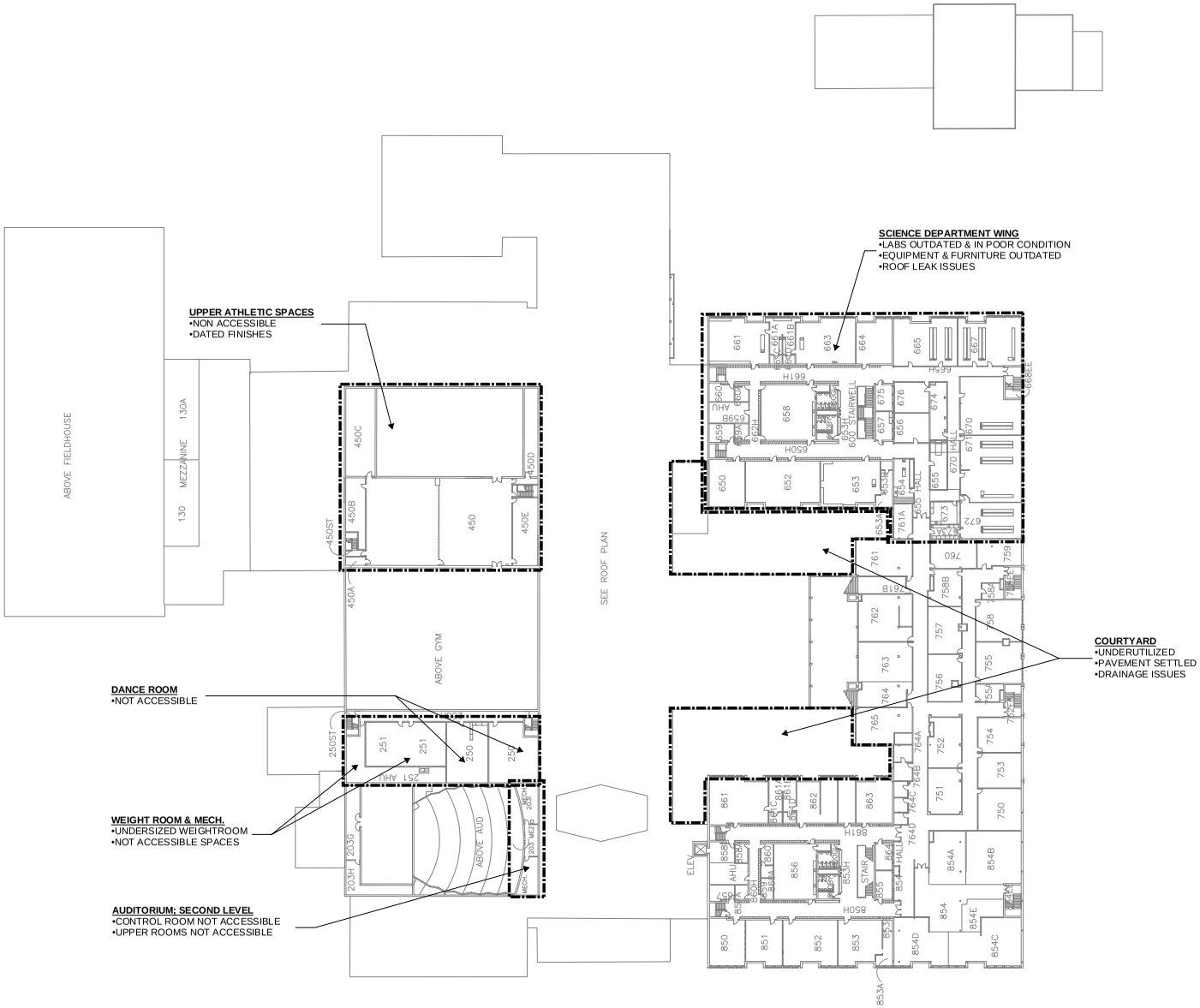
FIRST FLOOR PLAN

James Madison Memorial High School

S. Gammon Rd., Madison, WI

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UPPER ATHLETIC SPACES
•NON ACCESSIBLE
•DATED FINISHES

SCIENCE DEPARTMENT WING
•LABS OUTDATED & IN POOR CONDITION
•EQUIPMENT & FURNITURE OUTDATED
•ROOF LEAK ISSUES

COURTYARD
•UNDERUTILIZED
•PAVEMENT SETTLED
•DRAINAGE ISSUES

DANCE ROOM
•NOT ACCESSIBLE

WEIGHT ROOM & MECH.
•UNDERSIZED WEIGHTROOM
•NOT ACCESSIBLE SPACES

AUDITORIUM: SECOND LEVEL
•CONTROL ROOM NOT ACCESSIBLE
•UPPER ROOMS NOT ACCESSIBLE

SECOND FLOOR GENERAL NOTES
•OLD/DATED FINISHES
•OLD/DATED LIGHTING
•OLD/DATED FURNITURE
•TEMPORARY WALLS (OPEN CONCEPT)
•ACCESSIBILITY CHALLENGES
•TOILET ROOMS OLD/DATED
- ACCESSIBILITY ISSUES
- ODOROUS (SMELL)

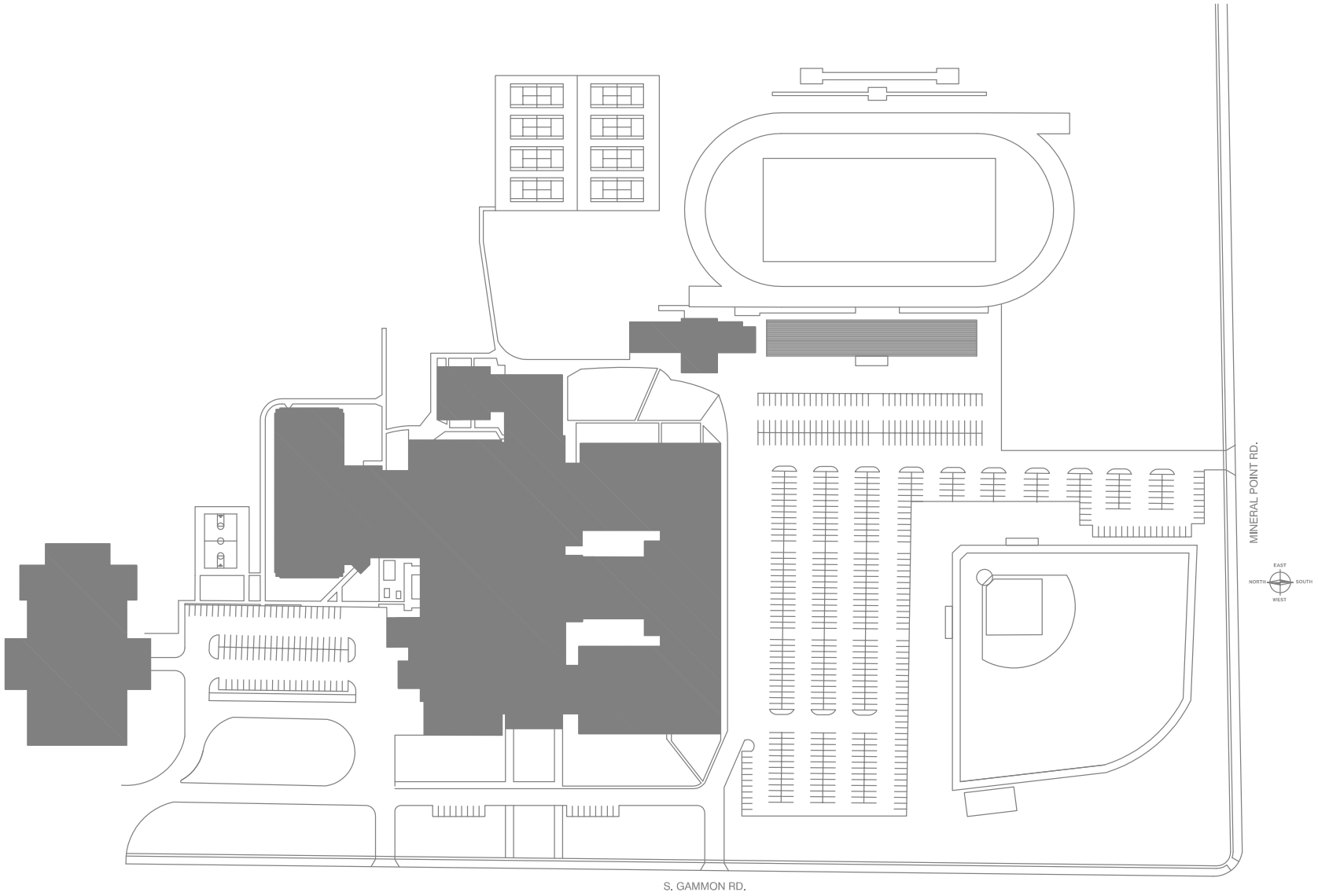
SECOND FLOOR PLAN

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Section Four: Educational Spaces

INSTRUCTIONAL TEAM

NOTED DEFICIENCIES:

- The wayfinding in the school needs to be improved. There are long narrow corridors, many that are not accessible.
- OTP/PT learning environments need to be improved.
- The welcome center is better than most, but still needs work.
- Virtual/on-line classrooms are in the future.
- Teacher collaboration space is needed.
- The LMC should be opened up.
- The building and furniture look and feel dated.

DESIGN CONSIDERATIONS

- While the main entrance and welcome center are located adjacent to the parking lot, the flow through the building is instantly confused by the maze of corridors. By enclosing the courtyard, the welcome center becomes the Hub of the school, attaching the offices, LMC and collaborative learning spaces.
- Learning environments for students with all disabilities (hearing, behavior, mental health, and therapeutic) and be created, with expanded day Schools options taken into account.
- All classrooms need to be updated, including the furniture that allows each classroom to have flexibility. Classrooms should be able to address the visual, auditory, kinesthetic, and verbal learning styles.
- Create flexible learning options including on-line, ITV (Interactive Television Classes) or a blend of the options.

TECHNOLOGY TEAM

NOTED DEFICIENCIES:

- Need flexible spaces for learning:
  - Groups; Individual study
  - Coffee Shop in Library
- More user friendly spaces are needed.
- Classrooms are too confined, at a minimum, more glass should be used. Bring learning to the corridors.
- The LMC is a good size, but it is dark, better lighting is needed
- The LMC needs to be more technology inclusive
- MMSD is moving to a 1 – 1 technology use with Chromebook
- More outlets – overall need access to power
- Secure work space(s) for technicians is needed

MUSIC AND ARTS

NOTED DEFICIENCIES:

- There is no internal connection from one end of the backstage to the other.
- Rigging is original and outdated.
- The Stage is not ADA Accessible.
- Need a ladder to gain access into the projection room.
- HVAC is loud in Auditorium, and is turned off for some performances.
- There is a lack of proper sized instrument storage spaces in Music classrooms.
- The Music Classrooms are too small for the number of students and their instruments.
- Practice rooms lack proper size and visual security.
- Art Classrooms lack proper ventilation. Sinks do not have proper clay traps.
- Art room(s) lack dedicated kiln room; adequate storage.
- There is no good space for student display of art.

DESIGN CONSIDERATIONS

- A new Theater / Fine Arts addition could be developed on the Southwest side of the building. The addition would create a performance style theater, with a true fly space, and an appropriate sized entry lobby.
- New music classrooms, practice rooms and instrument storage will also be included in the addition.
- The circulation in the Art classrooms will be resolved, with better ventilation and a separate kiln room.

PATHWAYS

NOTED DEFICIENCIES:

- Classroom spaces are small and old. Everything looks exactly what looked like 20, 30 40+ years ago. New furniture must be flexible.
- Learning is hidden and compartmentalized; the design needs to unveil learning to the rest of the building.
- Music and theater areas need to be redone/replaced.
- Circulation is a maze, and the long and narrow corridors are a security issue.
- Lunch room space(s) better utilized; open up.
- Student Achievement Center should be in the main lobby/open area.
- Science Labs & spaces very dated – poor condition.
- Science rooms & labs are undersized with support space lacking.
- Small theater not well utilized or located.
- The building needs to meet more of the student's educational needs.
- Virtual learning capabilities/spaces are needed.
- Music & Arts wing(s) lack square footage; ADA accessibility.
- The Study Hall is tucked in corner; a better location would place it more central to the space.
- Appropriate sized classrooms for current curriculum instruction.
- Improved accessibility and ADA compliance (entrances, casework, sinks, etc.).
- Library space dated; furniture & layout dated and the space functionality does not meet the current educational needs.
- Fine Arts wing lack room separation; Joint access through classroom space.
- Music rooms are cramped for space; lack storage & adequate practice space(s).
- Music rooms/spaces lack windows / daylighting.
- Acoustics in music rooms an issue with parallel walls.
- Theater space dated; old finishes; tired space; poor lighting & acoustics.
- Theater not conducive to performance space requirements (designed for assembly).
- Tech Ed spaces in need of updating; rethinking spaces for usage.

CONSIDERATIONS:

- The two proposed additions would solve many of the issues. Enclosing the courtyard will create a more active HUB, linking the welcome center, LMC, and the proposed fine arts addition.
- The Theater / Fine Arts addition will eliminate the overcrowded music spaces, and provide for a performance quality theater.
- The addition, along with the new courtyard learning HUB, will also provide for a better method of securing the rest of the building from after school and weekend activities.

Section Five: Athletic and Community Spaces

ATHLETICS AND CO-CURRICULAR

NOTED DEFICIENCIES:

- Athletic fields are worn due to heavy use.
- Locker rooms are in terrible condition.
- The weight room on the second floor is not ADA accessible.
- Weight rooms should be consolidated (2 into 1 larger space).
- The pool needs to be upgraded.
- The second floor corridor between the gym and the weight room is a safety concern.
- Fields need to have Turf to be competitive with neighboring Districts.
- Dug-outs are old, masonry is failing.
- The crown in the football field is difficult for soccer.
- Mansfield Stadium needs to be redone.
- Teams need to stop practice at 7:00 to allow MSCR time to practice.
- All fields should be irrigated.

DESIGN CONSIDERATIONS:

- To remain competitive in the Big 8 Conference, and retain the quality athletic talent Madison youth has developed, Mansfield Stadium and all athletic venues need to be replaced and/or completely renovated. With the existing stadium slowly deteriorating, a new stadium would include better bleachers that are ADA compliant, an enhanced press box, a wider track, an artificial athletic turf, larger locker rooms, and an improved lighting and sound system. The concession building will also be upgraded.
- The baseball field would be regraded where the outfield would not gradually slope away from the infield. The field would be athletic turf, and the dugouts would be replaced.
- The Weight Rooms will be consolidated.
- All locker rooms will be updated.

MSCR & COMMUNITY USE

NOTED DEFICIENCIES:

- Pool needs a facelift. Pool is hard to maintain when it is being used throughout the year.
- Better Security is needed. MSCR utilizes the building after 7:00 PM.
- Club sports and other organizations use the spaces, which only congest the utilization.
- High community use creates additional wear and tear on facilities; lack funds (Fund 180) to keep up with usage needs.
- The current MSCR Offices are in the Hoyt Building, not associated with any of the high schools where most of the activity occurs. Current office at Memorial is too small.
- Poor visitor/user wayfinding, long corridors are confusing and a security risk.
- The current dividers are old and failing.

DESIGN CONSIDERATIONS

- The enhanced Welcome center and enclosed courtyard will greatly improve the wayfinding for visitors, and will allow portions of the school to be secured.

Section Six: Design Recommendations and Options

CAPITAL MAINTENANCE

- Mechanical system upgrades (energy efficiency, climate control, reliability).
- Building envelope maintenance (masonry repairs, windows, roof membrane).
- Finishes (floors, ceilings, walls) need to be refreshed.
- Life safety (fire alarms, fire suppression, PAs).
- Update/refresh all restrooms, develop all-gender restroom facilities.
- Site work (landscaping plan, signage, asphalt repair, sidewalks and stairs, storm water control).

BUILDING FUNCTIONALITY

- Parking needs to be improved.
- Placement/consolidation of student support areas and Welcome Center.
- Consider support of Small Learning Communities, collaboration spaces.
- Better support of community partnerships and usage.
- Implement Security improvements.

EDUCATIONAL SPACES

- Update all Science Lab spaces.
- Redesign LMC for increased technology and the flexible use of space.
- Instructional spaces are not flexible (furniture and expandable spaces).
- Create new Art and Music spaces that are sized appropriately for the curriculum.
- Theater too small to meet the needs.
- All spaces must be accessible.

ATHLETIC & COMMUNITY

- Most fields are overused and worn; replace grass with Field Turf (as practical).
- Locker rooms need complete overhaul (accessibility, all-gender, Title 9).
- Insufficient practice spaces.
- Competition spaces need refresh and require accessibility upgrades.
- Mansfield Stadium needs to be replaced.
- The pool should be rebuilt/upgraded.

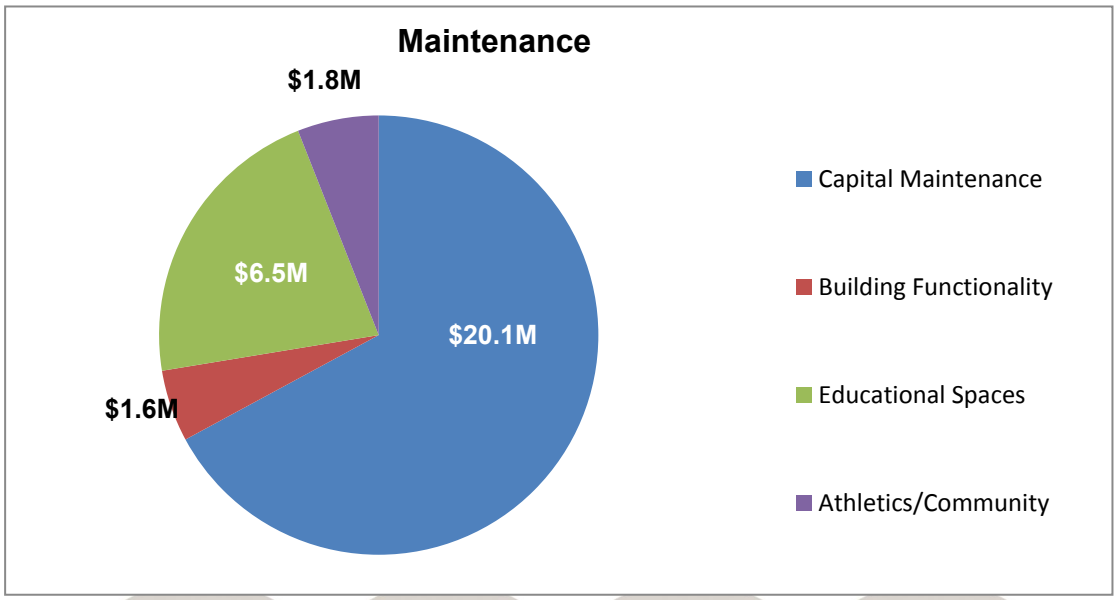
Maintenance Option

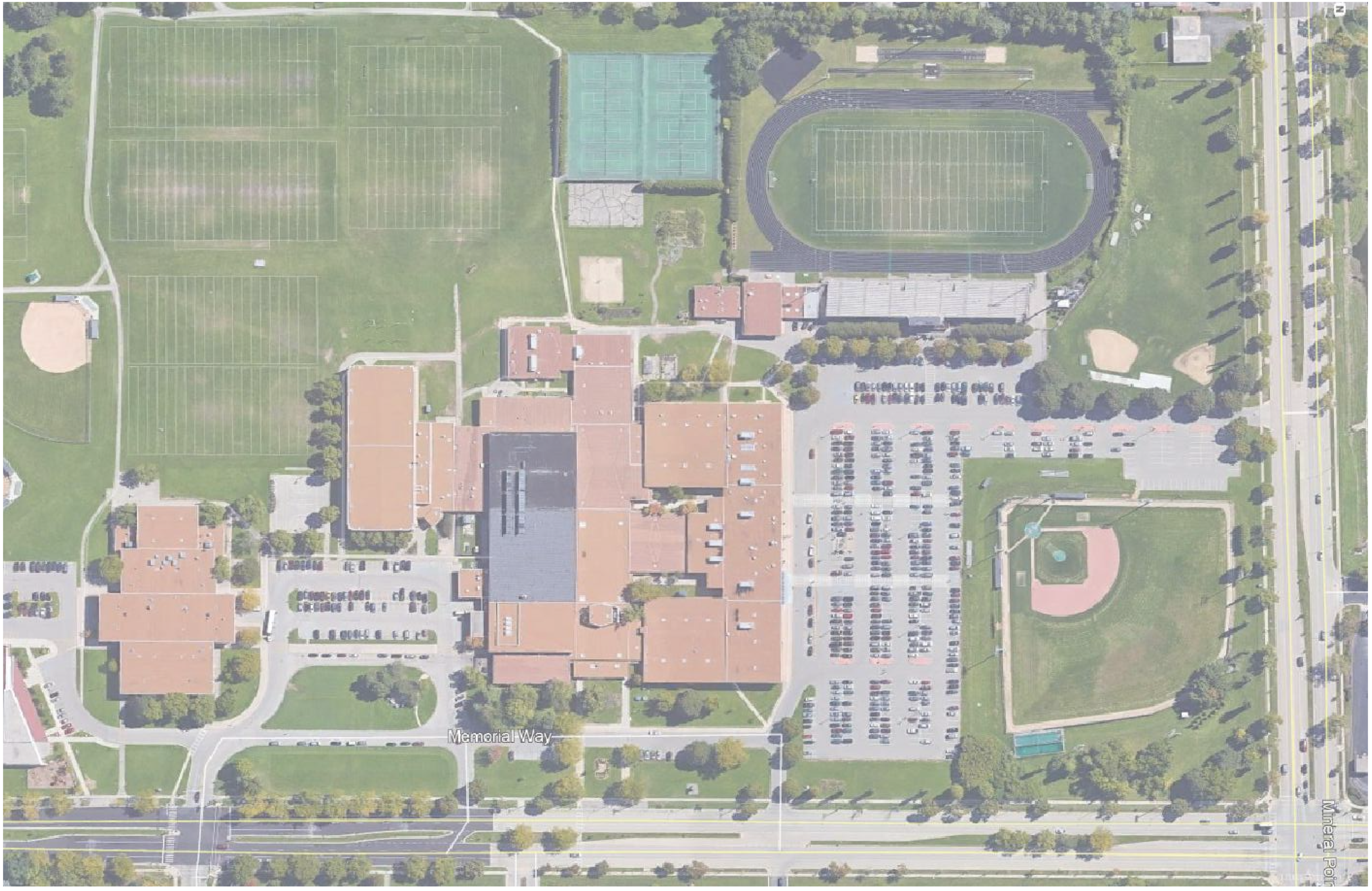
1. **Capital Maintenance**
   a. Roofs (replacement)
   b. Replace Exterior Doors
   c. Brick Repair/Tuckpointing
   d. Window Replacement
   e. Classroom Finish Upgrades
   f. Restroom Upgrades
   g. Locker Room Upgrades
   h. Interior Piping Replacement
   i. Conversion to Hot Water
   j. Remove 480v & 208v
   k. Replace Existing wiring
   l. Replace chillers, convert to DX & connect air handlers
   m. Replace air handlers
   n. Replace Existing roof top units
   o. Replace make-up tank for the pool
   p. Mechanical controls
   q. Replace domestic tank heater
   r. Separate cold & hot water coils/valves
   s. Convert existing piping to galvanized or copper
   t. Replace underfloor storm piping – A & B wings
   u. Replace Underground piping
   v. Add AC systems for recreation spaces
   w. Improve Site Drainage
   x. Hard Surface Repair

2. **Building Functionality**
   a. ADA Improvements
   b. Safety and Security Upgrades
   c. Commons/Kitchen Upgrades
   d. Signage and Branding

3. **Educational Spaces**
   a. Update Science rooms & Labs space (equipment, furnishings, utilities)
   b. Classroom Upgrades
   c. Music Room Renovation
   d. Fine Arts Upgrades
   e. Theater Renovation
   f. Furniture

4. **Athletics & Community Space**
   a. Bleacher Replacement
   b. Baseball Field Upgrades
   c. Track Replacement





SITE PLAN

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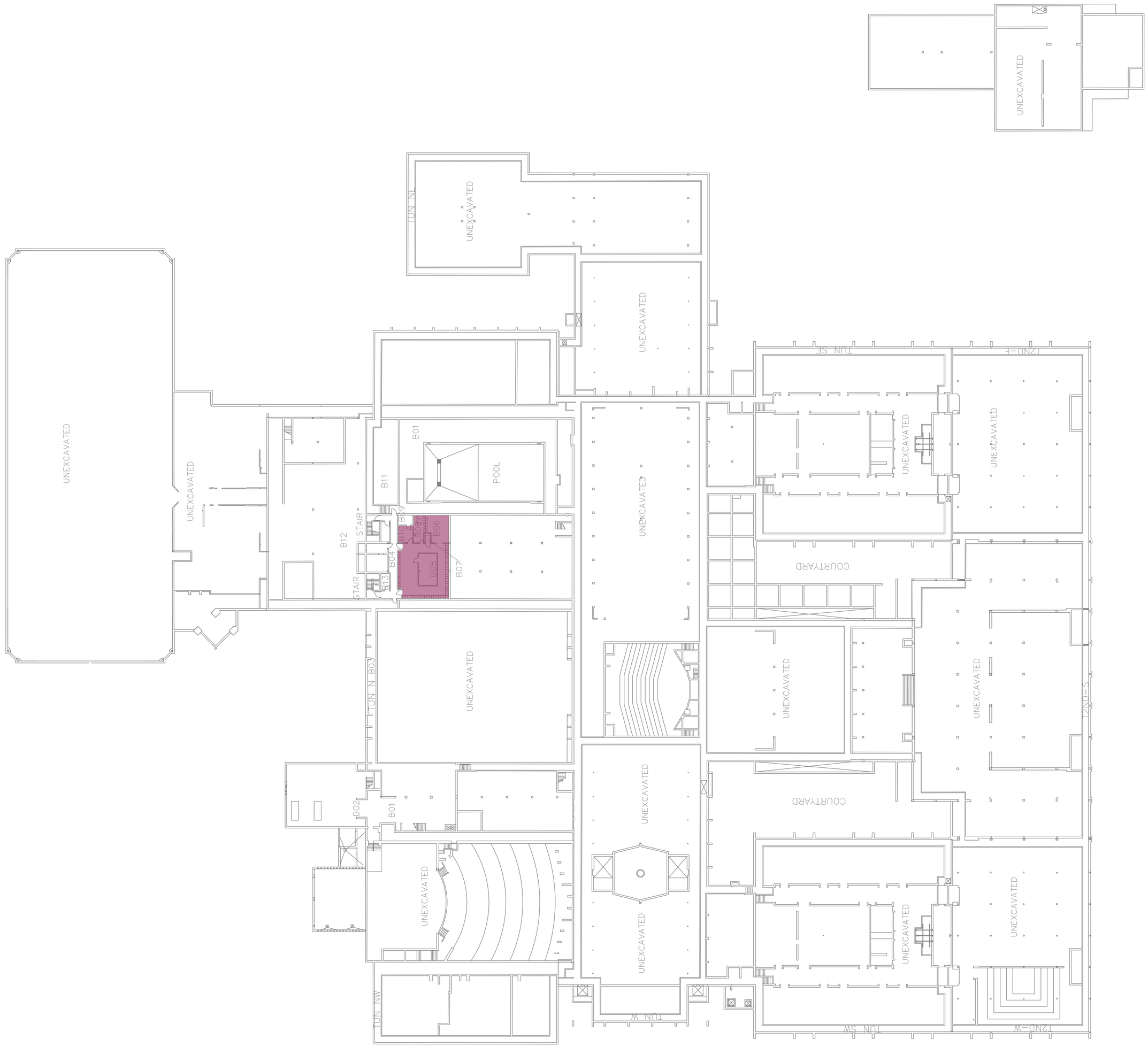
James Madison Memorial High School

S. Gammon Rd., Madison, WI

MAINTENANCE OPTION

= NEW ADDITION (PROPOSED)

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= EXISTING
= NEW ADDITION (PROPOSED)
= RENOVATION (per ADDITIONS)

= CAPITAL MAINTENANCE
= BUILDING FUNCTIONALITY
= EDUCATION SPACES
= ATHLETICS / COMMUNITY

MAINTENANCE OPTION

BASEMENT PLAN

James Madison Memorial High School

s. Gammon Rd., Madison, WI

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MAINTENANCE OPTION

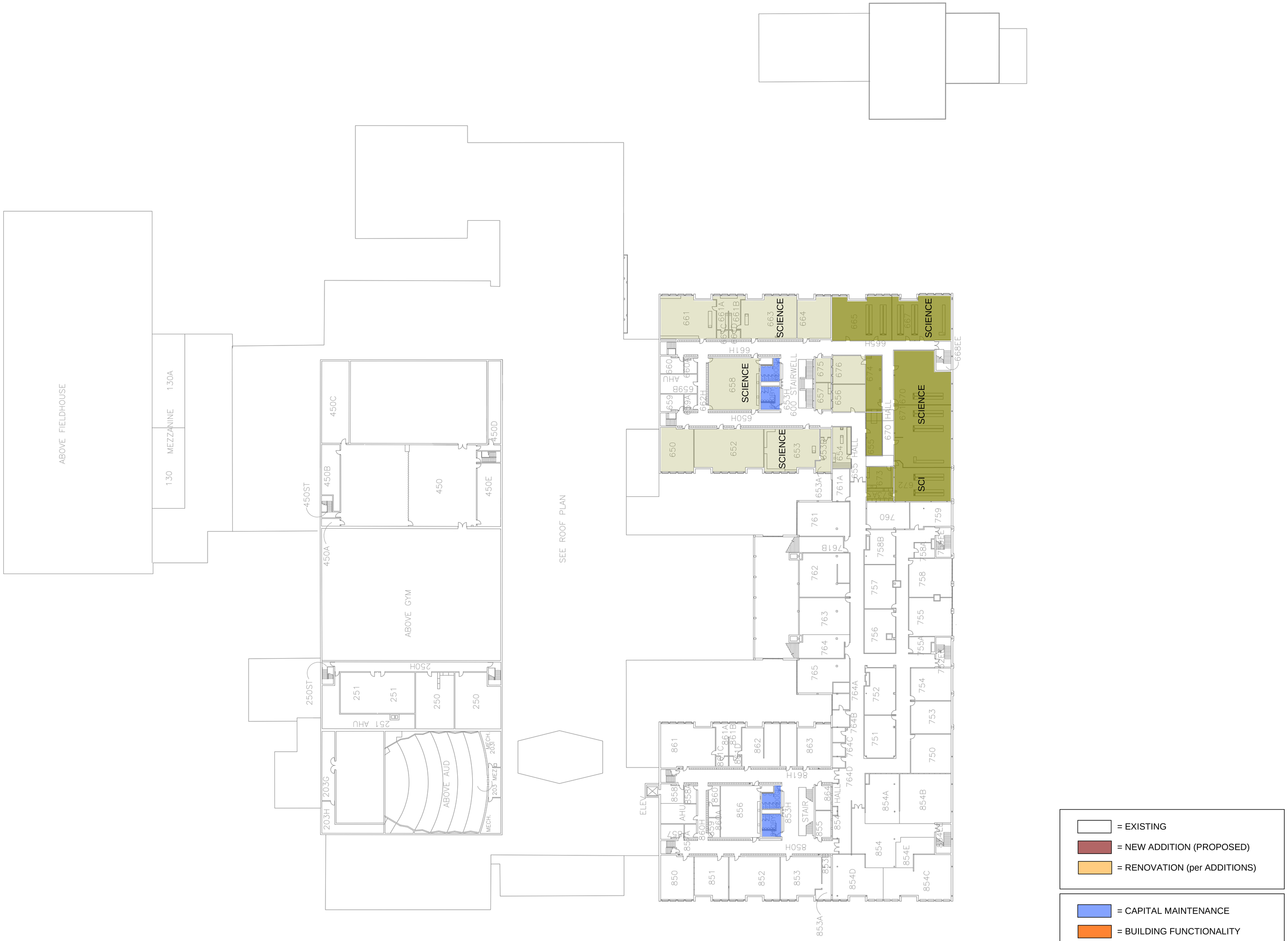
FIRST FLOOR PLAN

James Madison Memorial High School

S. Gammon Rd., Madison, WI

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MAINTENANCE OPTION

SECOND FLOOR PLAN

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Renewal Option

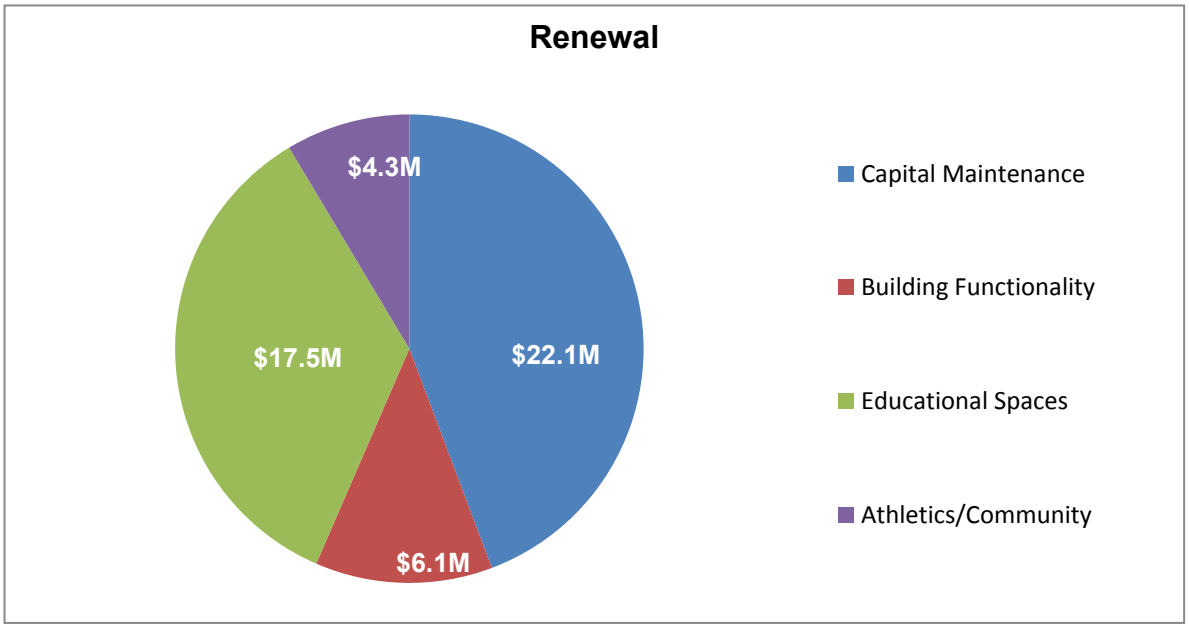
Everything in Maintenance +

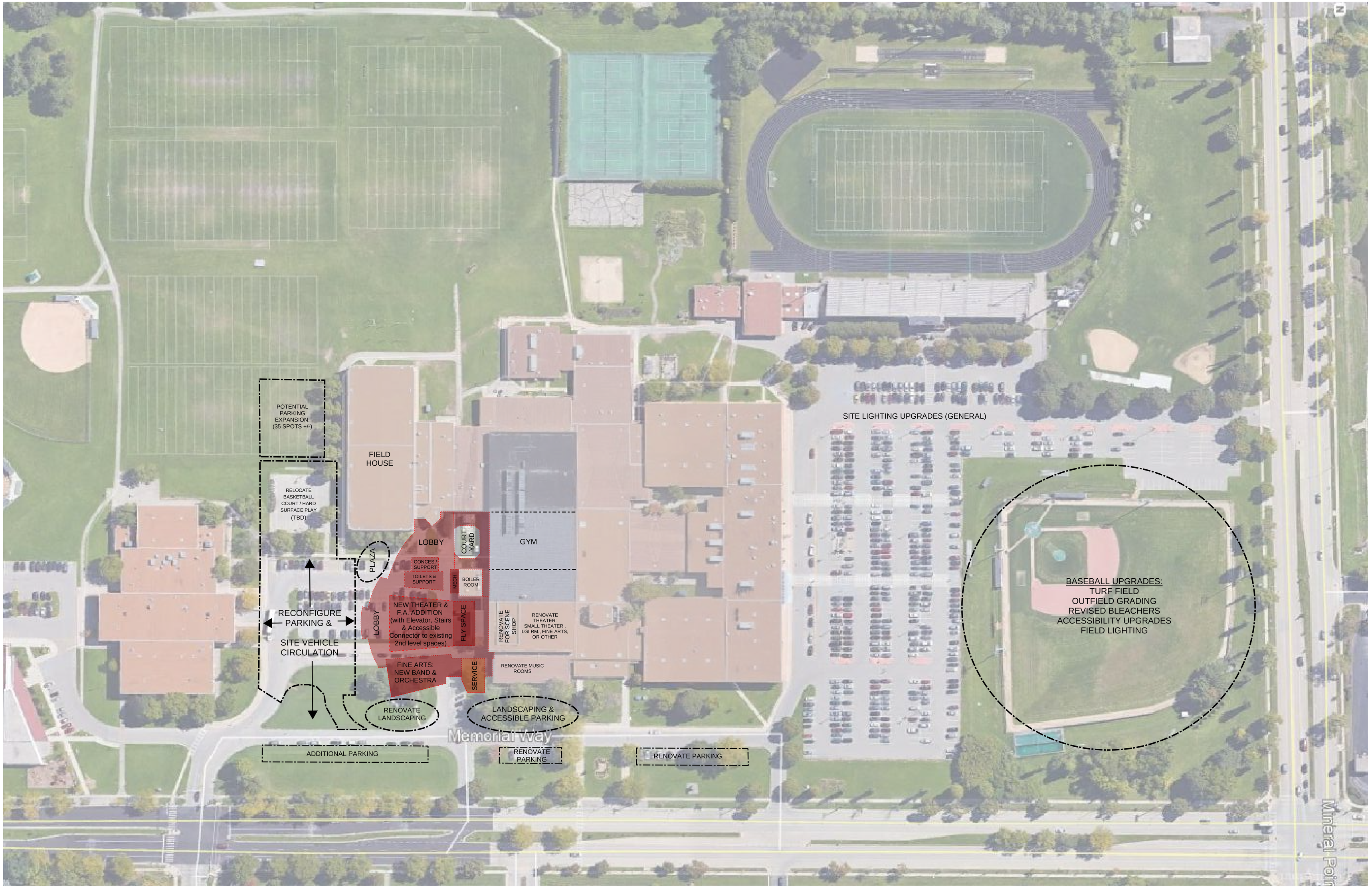
1. **Capital Maintenance**
   Replace Auto shop building mechanical systems

2. **Building Functionality**
   a. ADA Improvements
   b. Welcome Center Renovation
   c. Fire Suppression
   d. New Elevators
   e. Furniture

3. **Educational Spaces**
   a. New Theater
   b. Music Classroom Upgrades
   c. Fine Arts Classroom Upgrades
   d. Student Collaboration Spaces
   e. Renovate Small Theater into Flexible Instructional Space
   f. STEM/STEAM Classrooms
   g. Special Needs Classrooms

4. **Athletics & Community Space**
   a. Pool Upgrades
   b. Baseball Field Upgrades
   c. Field Turf





SITE PLAN

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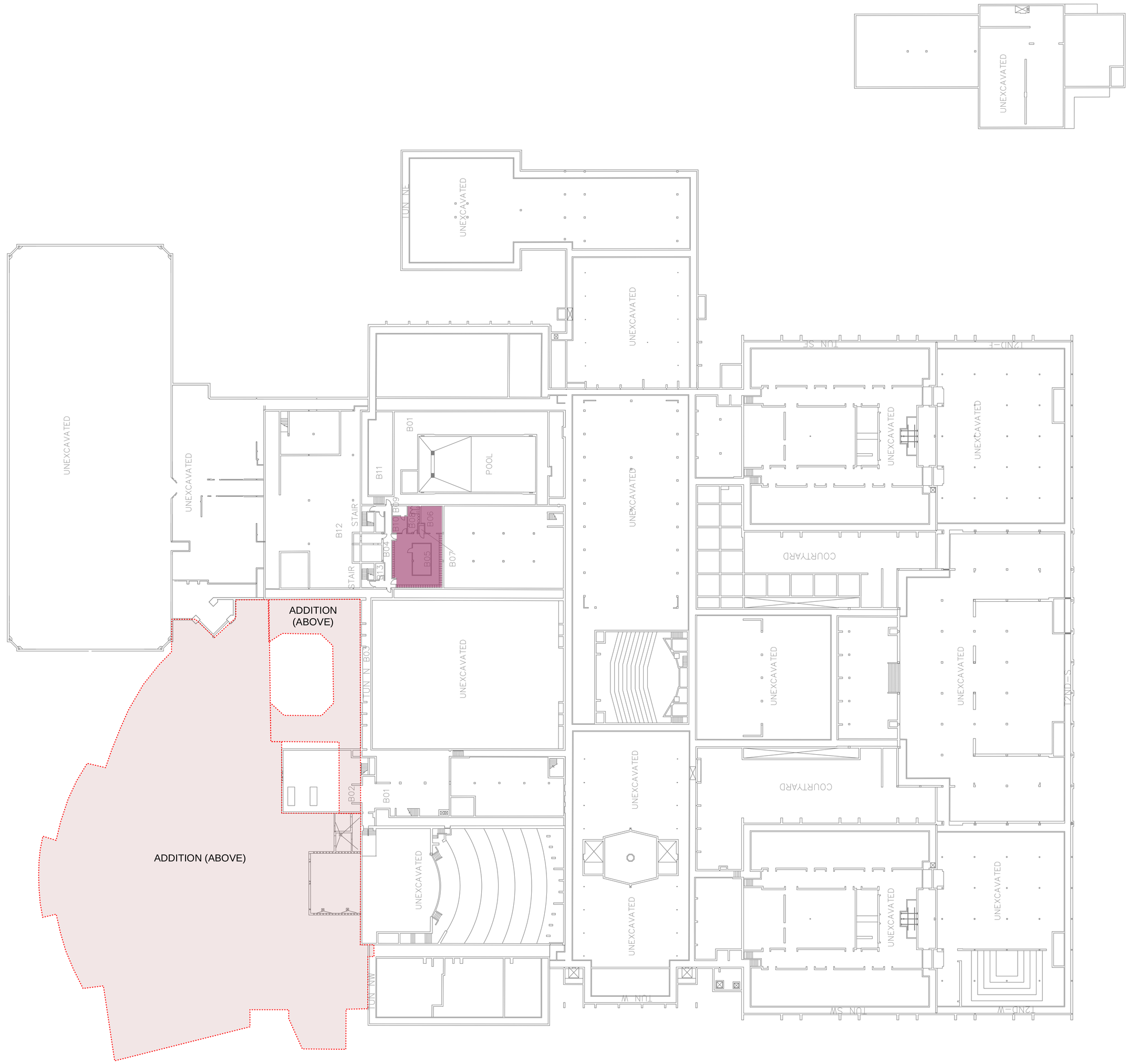
James Madison Memorial High School

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RENEWAL OPTION

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RENEWAL OPTION

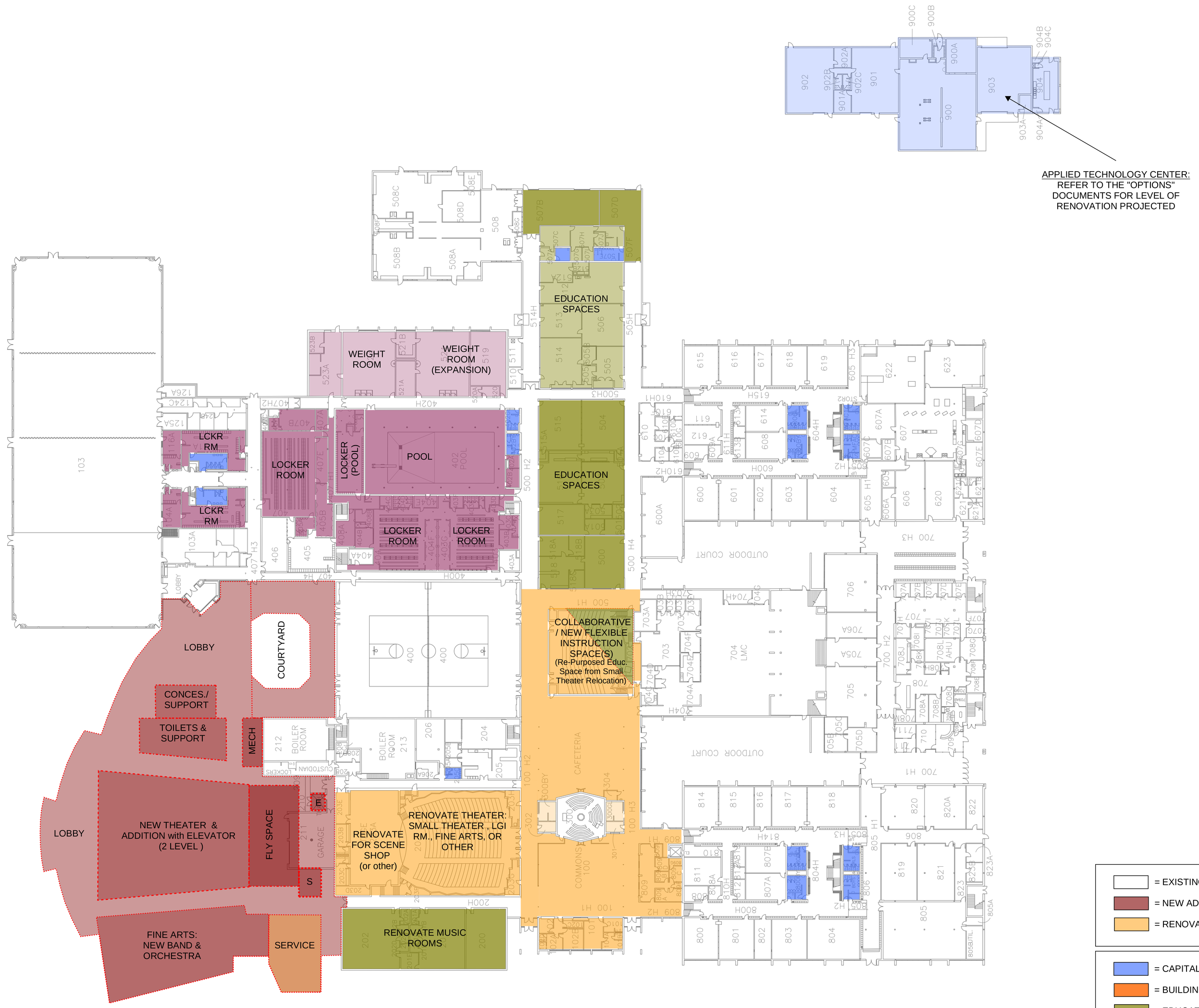
BASEMENT PLAN

James Madison Memorial High School

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RENEWAL OPTION

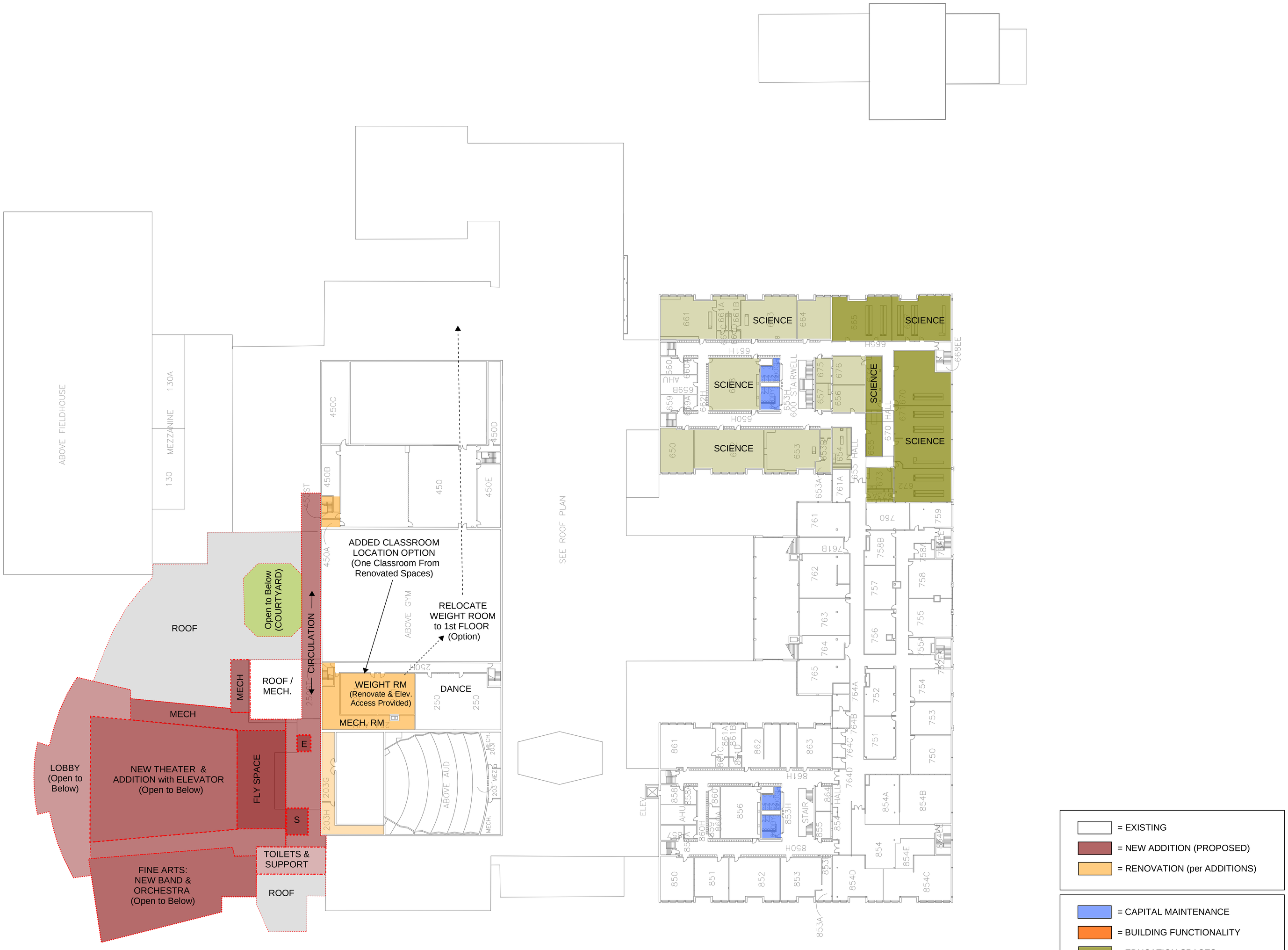
FIRST FLOOR PLAN

James Madison Memorial High School

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RENEWAL OPTION

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Aspire Option

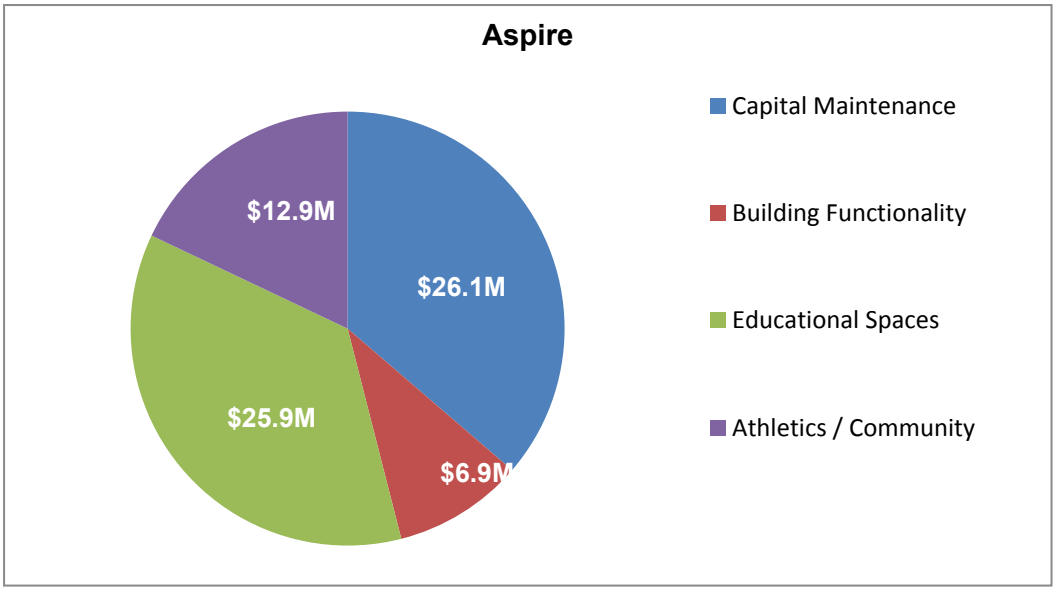
Everything in Maintenance +Renewal +

1. **Capital Maintenance**

2. **Building Functionality**
   a. Renovated Welcoming Center
   b. Office Consolidation
   c. Courtyard Improvements

3. **Educational Spaces**
   a. Classroom Addition
   b. Library / LMC Renovation
   c. Enclosed Courtyard for Collaboration spaces
   d. Fine Arts Renovations
   d. Technical Education Renovations
   e. Renovation of Existing 2nd Floor Weight Room to Flexible Instructional Spaces

4. **Athletics & Community Space**
   a. Rebuild Mansfield Stadium
      Artificial Turf
      New Bleachers
      New Press Box
      New Locker Rooms
      Track & Field
   b. Weight room Consolidation



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Aspire Option

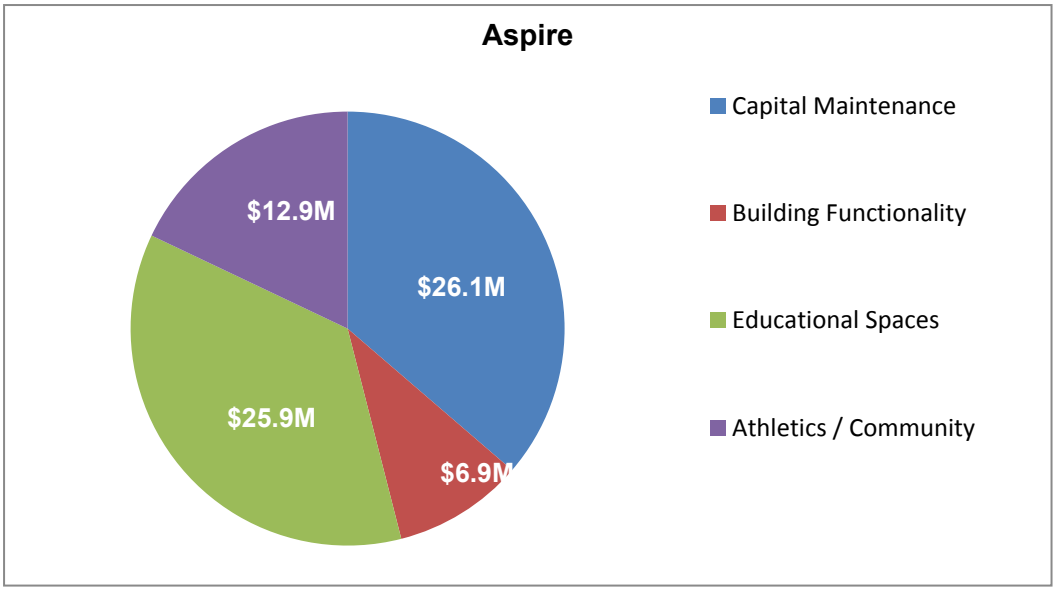
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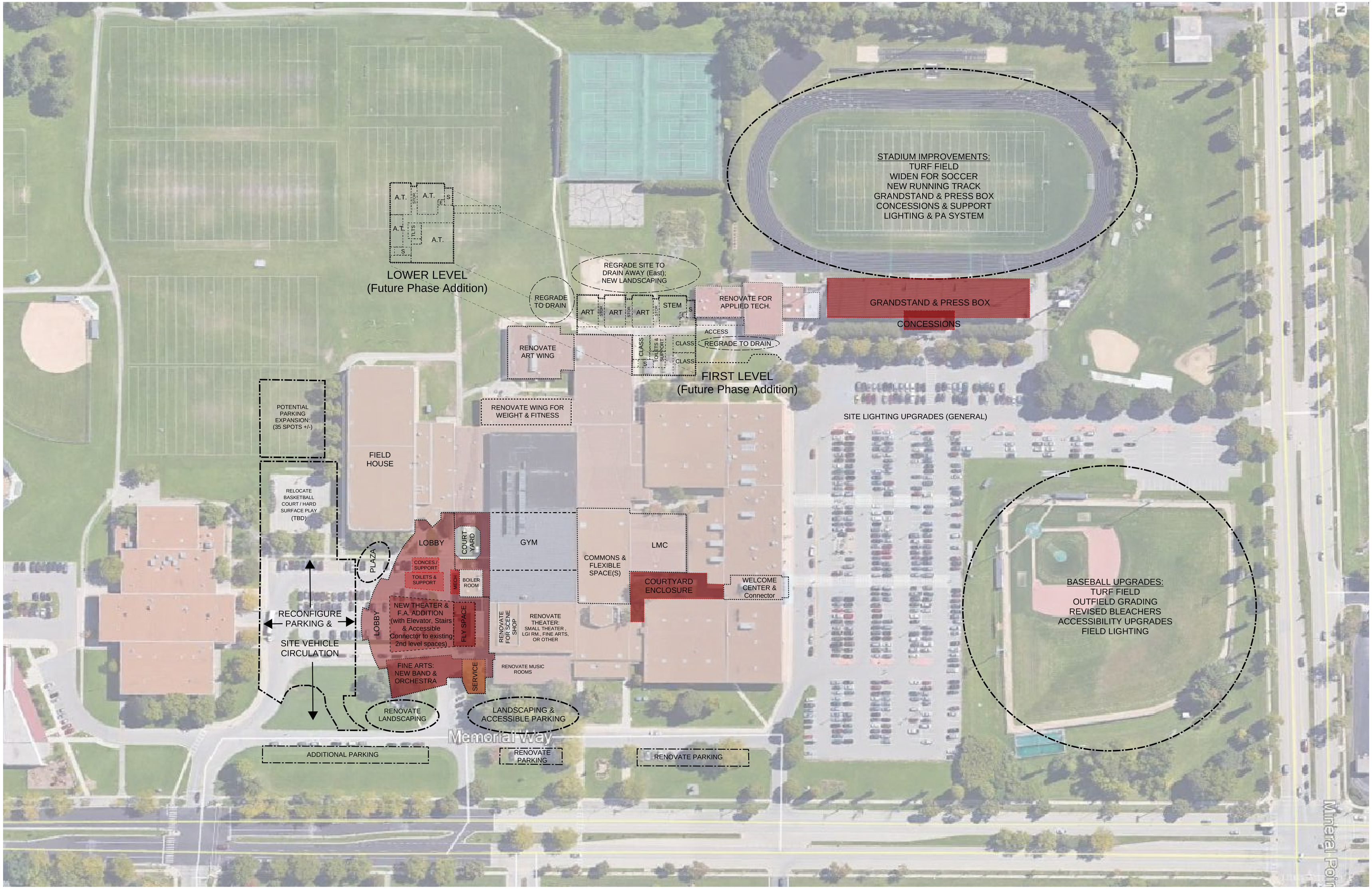
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      New Press Box
      New Locker Rooms
      Track & Field
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SITE PLAN

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James Madison Memorial High School

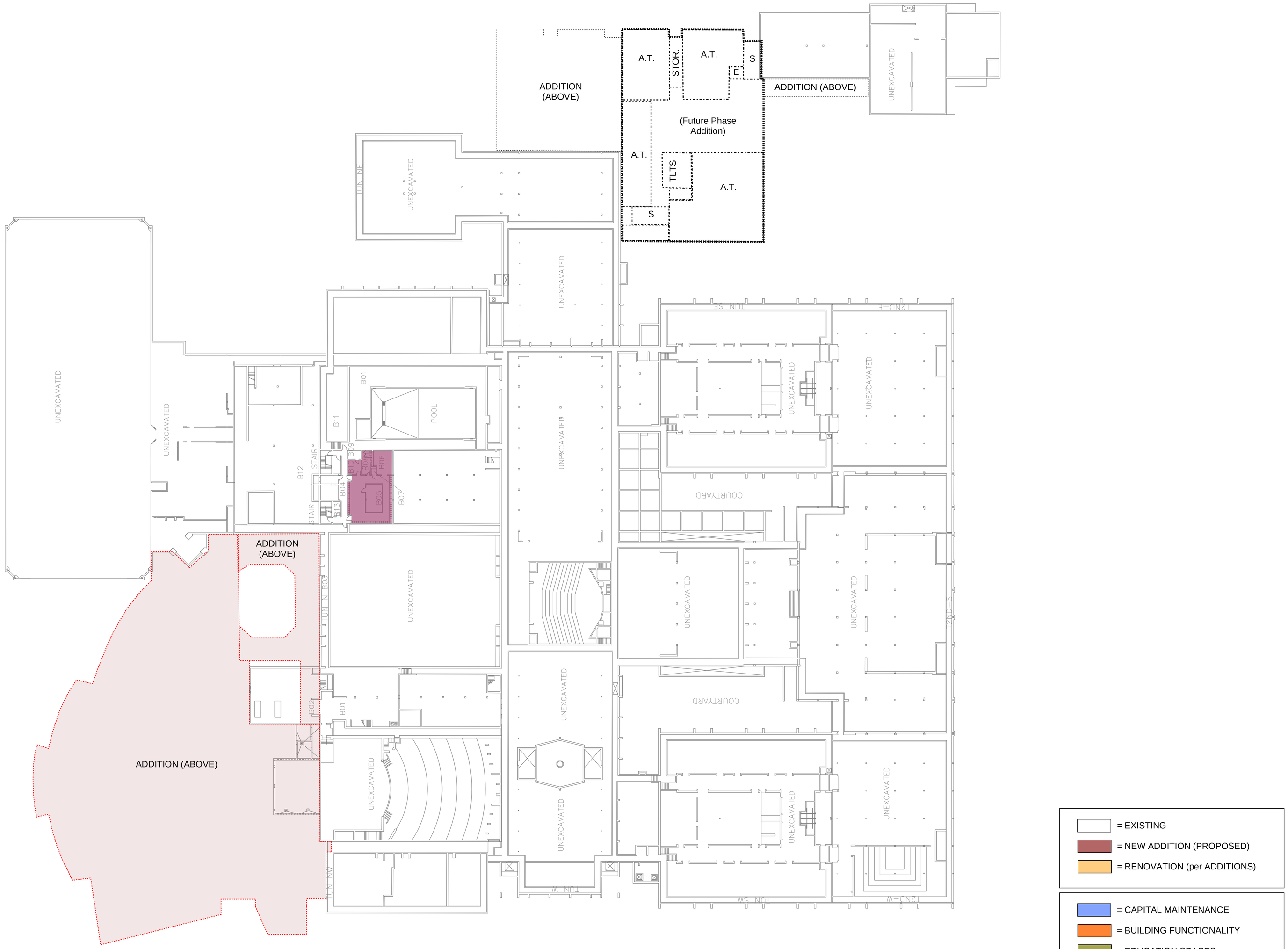
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ASPIRE OPTION

= NEW ADDITION (PROPOSED)

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= EXISTING
= NEW ADDITION (PROPOSED)
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= CAPITAL MAINTENANCE
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= EDUCATION SPACES
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ASPIRE OPTION

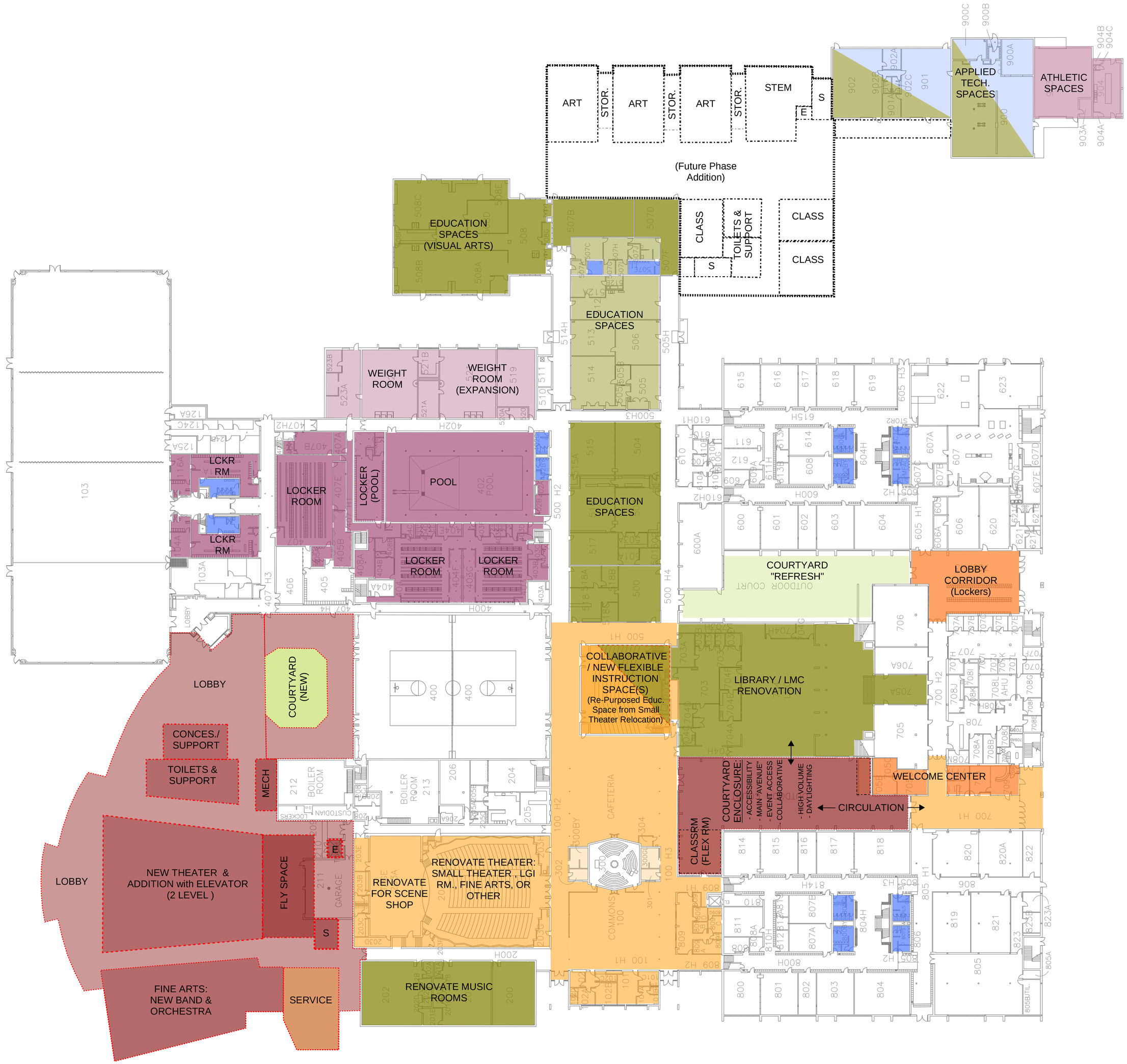
BASEMENT PLAN

James Madison Memorial High School

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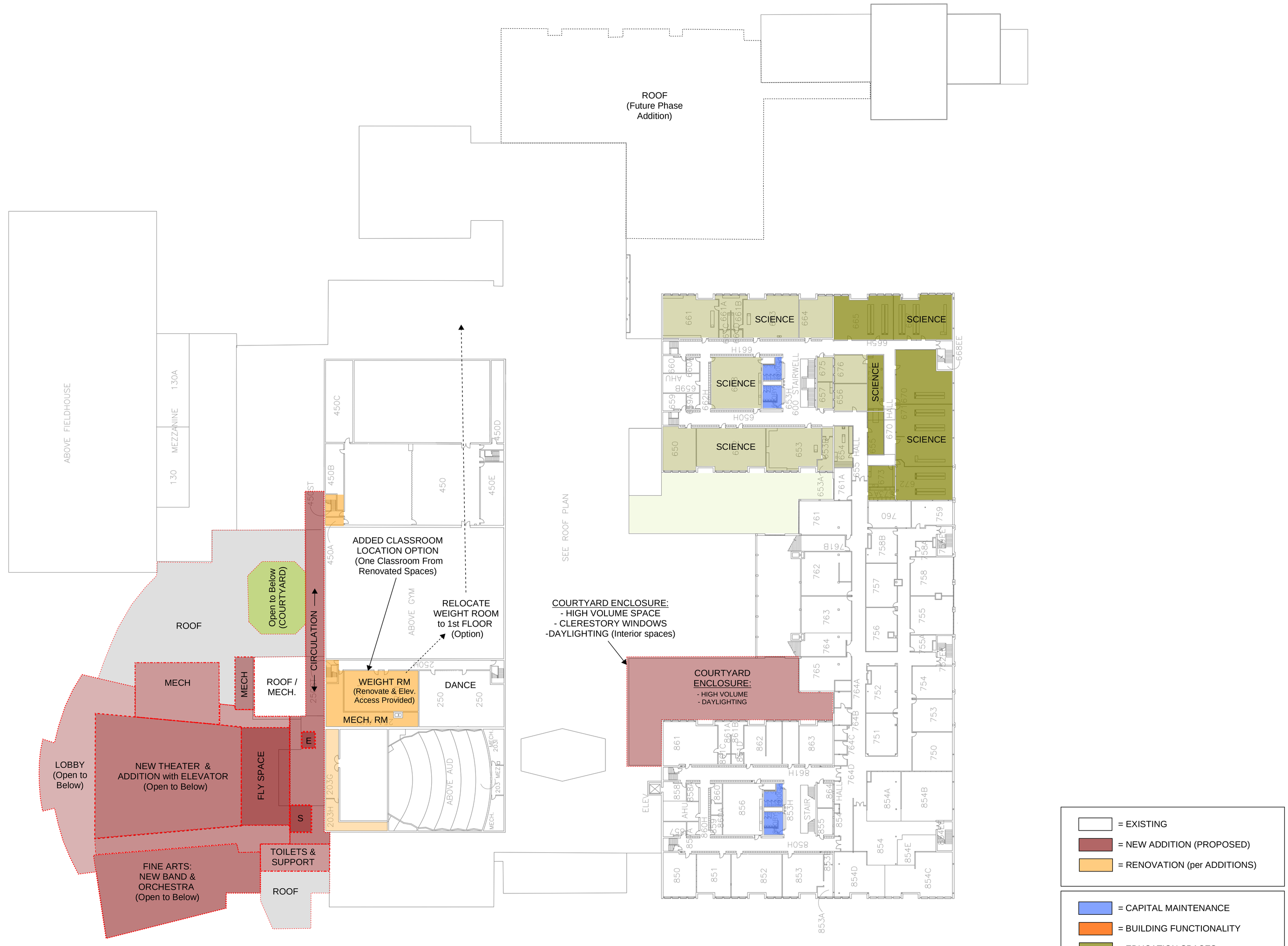
FIRST FLOOR PLAN

James Madison Memorial High School

S. Gammon Rd., Madison, WI

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ASPIRE OPTION

SECOND FLOOR PLAN

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Appendix A: Capital Improvement Cost Matrix

CAPITAL IMPROVEMENT MATRIX
ESTIMATE OF PROBABLE CONSTRUCTION COST

	Capital Maintenance (Facility Condition Index)																
	Site Improvements		Exterior Building Improvements				Interior Building Improvements										
SCHOOL	Parking	Lighting	Roof & Fascia Replacement	Window Replacement	Tuckpointing	Door Replacement	Restroom Upgrades	Locker Room Upgrades	Classroom Floors, Walls Ceilings	Door Replacement	Terminal Equipment & Controls (HVAC)	Central Plant (HVAC)	Plumbing	Electrical Devices and Lighting	Electrical Main Distribution	Category Sub Totals	SCHOOL
East High School																	**East High School**
Maintenance	$225,000	$50,000	$1,500,000	$800,000	$600,000	$180,000	$1,000,000	$2,000,000	$450,000	$100,000	$650,000	$3,100,000	$2,500,000	$3,200,000	$600,000	$16,955,000	Maintenance
Renewal	$300,000	$65,000	$2,100,000	$1,250,600	$750,000	$250,000	$1,400,000	$2,600,000	$1,000,000	$200,000	$850,000	$6,200,000	$5,000,000	$3,400,000	$750,000	$26,115,600	Renewal
Aspire	$300,000	$75,000	$2,700,000	$2,800,000	$1,000,000	$350,000	$1,800,000	$2,700,000	$1,500,000	$350,000	$1,050,000	$7,200,000	$6,500,000	$6,800,000	$850,000	$35,975,000	Aspire
LaFollette High School																	**LaFollette High School**
Maintenance	$330,000	$50,000	$1,400,000	$700,000	$100,000	$200,000	$800,000	$2,100,000	$650,000	$100,000	$500,000	$3,000,000	$2,000,000	$3,000,000	$600,000	$15,530,000	Maintenance
Renewal	$700,000	$55,000	$1,800,000	$1,000,000	$200,000	$250,000	$1,100,000	$2,300,000	$1,100,000	$200,000	$750,000	$5,000,000	$4,500,000	$4,250,000	$700,000	$23,905,000	Renewal
Aspire	$900,000	$60,000	$2,300,000	$1,400,000	$400,000	$350,000	$1,250,000	$2,650,000	$1,750,000	$350,000	$1,000,000	$6,500,000	$6,750,000	$6,500,000	$800,000	$32,960,000	Aspire
West High School																	**West High School**
Maintenance	$600,000	$85,000	$1,320,000	$500,000	$600,000	$170,000	$900,000	$900,000	$600,000	$140,000	$700,000	$3,200,000	$3,000,000	$3,500,000	$1,000,000	$17,215,000	Maintenance
Renewal	$600,000	$85,000	$2,000,000	$700,000	$800,000	$190,000	$1,100,000	$1,600,000	$1,000,000	$210,000	$850,000	$3,300,000	$3,500,000	$4,000,000	$1,000,000	$20,935,000	Renewal
Aspire	$1,500,000	$85,000	$2,580,000	$700,000	$1,000,000	$200,000	$1,300,000	$2,700,000	$1,000,000	$320,000	$1,000,000	$3,500,000	$4,000,000	$5,000,000	$1,200,000	$26,085,000	Aspire
Memorial High School																	**Memorial High School**
Maintenance	$510,000	$85,000	$1,500,000	$800,000	$700,000	$190,000	$700,000	$900,000	$800,000	$300,000	$600,000	$4,800,000	$3,300,000	$4,000,000	$1,000,000	$20,185,000	Maintenance
Renewal	$510,000	$90,000	$2,100,000	$800,000	$800,000	$190,000	$1,000,000	$1,100,000	$1,000,000	$400,000	$600,000	$4,800,000	$3,700,000	$4,000,000	$1,100,000	$22,190,000	Renewal
Aspire	$510,000	$95,000	$2,700,000	$800,000	$1,000,000	$190,000	$1,200,000	$1,300,000	$1,200,000	$500,000	$600,000	$5,200,000	$4,200,000	$5,500,000	$1,100,000	$26,095,000	Aspire

	Building Functionality																
SCHOOL	Renovated Welcome Center	Safety / Security	Office Consolidation	Courtyard Improvements	ADA Improvements	Fire Suppression	New Elevators	School Identity, Signage & Branding	Commons/ Kitchen							Category Sub Totals	SCHOOL
East High School																	**East High School**
Maintenance	$2,980,000	$170,000	$750,000		$300,000		$550,000	$250,000	$3,000,000							$8,000,000	Maintenance
Renewal	$2,980,000	$170,000	$750,000		$600,000	$1,800,000	$550,000	$250,000	$3,000,000							$10,100,000	Renewal
Aspire	$2,980,000	$170,000	$750,000		$900,000	$1,800,000	$550,000	$250,000	$3,000,000							$10,400,000	Aspire
LaFollette High School																	**LaFollette High School**
Maintenance	$2,300,000	$150,000	$350,000	$500,000	$300,000		$180,000	$250,000	$1,600,000							$5,630,000	Maintenance
Renewal	$2,300,000	$150,000	$350,000	$650,000	$600,000	$1,600,000	$180,000	$250,000	$1,600,000							$7,680,000	Renewal
Aspire	$2,300,000	$150,000	$350,000	$800,000	$900,000	$1,600,000	$180,000	$250,000	$1,600,000							$8,130,000	Aspire
West High School																	**West High School**
Maintenance	$2,500,000	$180,000	$700,000		$400,000		$500,000	$250,000	$1,200,000							$5,730,000	Maintenance
Renewal	$2,500,000	$180,000	$700,000	$1,000,000	$500,000	$1,500,000	$500,000	$250,000	$1,200,000							$8,330,000	Renewal
Aspire	$2,500,000	$180,000	$700,000	$1,000,000	$600,000	$1,500,000	$500,000	$250,000	$1,200,000							$8,430,000	Aspire
Memorial High School																	**Memorial High School**
Maintenance		$150,000			$500,000		$90,000	$250,000	$600,000							$1,590,000	Maintenance
Renewal	$2,100,000	$150,000	$300,000	$400,000	$500,000	$1,500,000	$180,000	$250,000	$750,000							$6,130,000	Renewal
Aspire	$2,100,000	$150,000	$300,000	$1,000,000	$600,000	$1,500,000	$180,000	$250,000	$900,000							$6,980,000	Aspire

CAPITAL IMPROVEMENT
ESTIMATE OF PROBABLE CONSTRUCTION COST

	Educational Spaces														
SCHOOL	New / Renovated LMC	Collaborative / Flexible Spaces	Classroom Addition	Classroom Upgrades	STEM/STEAM Classrooms	Science Lab Upgrades	Pathways / Innovation	Theater Upgrades	New Theater	Music Classroom Upgrades	Fine Arts Classrooms	Furniture		Category Sub Totals		**SCHOOL**
East High School																**East High School**
Maintenance	$150,000	$250,000		$2,600,000	$2,700,000	$450,000	$600,000			$360,000	$150,000	$500,000		$7,760,000		Maintenance
Renewal	$350,000	$500,000		$3,100,000	$3,000,000	$650,000	$800,000			$3,600,000	$360,000	$1,000,000		$13,360,000		Renewal
Aspire	$3,500,000	$750,000		$5,000,000	$3,700,000	$850,000	$1,000,000			$4,500,000	$420,000	$1,500,000		$21,220,000		Aspire
LaFollette High School																**LaFollette High School**
Maintenance		$750,000		$1,600,000	$600,000	$650,000	$500,000	$3,000,000			$150,000	$500,000		$7,750,000		Maintenance
Renewal	$1,000,000	$1,000,000		$2,500,000	$1,500,000	$850,000	$750,000	$3,000,000			$360,000	$1,000,000		$11,960,000		Renewal
Aspire	$2,500,000	$1,500,000		$3,800,000	$3,900,000	$1,050,000	$1,100,000	$3,000,000		$2,600,000	$420,000	$1,500,000		$21,370,000		Aspire
West High School																**West High School**
Maintenance			$2,500,000	$2,000,000		$900,000						$500,000		$5,900,000		Maintenance
Renewal	$750,000	$500,000	$2,500,000	$2,500,000	$1,750,000	$900,000	$1,750,000	$3,000,000		$1,500,000	$500,000	$1,000,000		$16,650,000		Renewal
Aspire	$1,200,000	$1,000,000	$2,500,000	$2,500,000	$2,000,000	$900,000	$1,750,000	$3,000,000		$1,500,000	$1,000,000	$1,500,000		$18,850,000		Aspire
Memorial High School																**Memorial High School**
Maintenance				$1,400,000		$700,000		$3,000,000		$400,000	$500,000	$500,000		$6,500,000		Maintenance
Renewal		$1,000,000		$1,700,000	$700,000	$800,000	$1,000,000		$8,000,000	$2,200,000	$1,100,000	$1,000,000		$17,500,000		Renewal
Aspire	$1,400,000	$1,000,000	$5,000,000	$1,700,000	$1,000,000	$800,000	$1,000,000		$8,000,000	$2,600,000	$1,900,000	$1,500,000		$25,900,000		Aspire

	Athletics / Community														
	Bleacher Replacement	Mansfield Stadium / Lussier	Field Turf	Track Improvement	Athletic Field Improvement	Pool Renovation	New Pool	Gym Expansion / Fieldhouse	Outdoor Equipment Storage	Weight Room / Fitness				Category Sub Totals	**GRAND TOTAL**	
East High School																**East High School**
Maintenance									$50,000					$50,000	**$32,765,000**	Maintenance
Renewal									$55,000	$1,750,000				$1,805,000	**$51,380,600**	Renewal
Aspire		$250,000	$700,000						$60,000	$1,750,000				$2,760,000	**$70,355,000**	Aspire
LaFollette High School																**LaFollette High School**
Maintenance	$300,000		$1,000,000		$250,000				$50,000	$850,000				$2,450,000	**$31,360,000**	Maintenance
Renewal	$300,000		$1,000,000		$300,000			$3,500,000	$55,000	$1,100,000				$6,255,000	**$49,800,000**	Renewal
Aspire	$300,000	$500,000	$1,000,000		$800,000			$3,500,000	$60,000	$1,400,000				$7,560,000	**$70,020,000**	Aspire
West High School																**West High School**
Maintenance	$400,000		$1,000,000											$1,400,000	**$30,245,000**	Maintenance
Renewal	$400,000		$1,400,000		$400,000	$1,500,000			$70,000	$800,000				$4,570,000	**$50,485,000**	Renewal
Aspire	$400,000	$3,100,000	$2,000,000		$800,000		$12,000,000		$70,000	$800,000				$19,170,000	**$72,535,000**	Aspire
Memorial High School																**Memorial High School**
Maintenance	$300,000			$1,000,000	$500,000									$1,800,000	**$30,075,000**	Maintenance
Renewal	$300,000		$1,000,000	$1,000,000	$500,000	$1,500,000								$4,300,000	**$50,120,000**	Renewal
Aspire	$300,000	$9,100,000	$1,000,000		$500,000	$1,500,000				$500,000				$12,900,000	**$71,875,000**	Aspire

May 8, 2019

Appendix B: High School Input

MEMORIAL HIGH STAFF FACILITIES SURVEY

Staff surveys of individual high school facilities were conducted by MMSD in March of 2019 (see attached appendix document dated May 1, 2019). Included were the following four (4) common questions* asked for staff response / input:

1. What excites you about your school's plans?
2. What is essential to the building's plan?
3. What is missing?
4. What is unique about your school that could be amplified through building renovations?

(*Note that an initial question 'Q1' was asked on survey, but not provided per MMSD report.)

Included here for a more general summary are the most common responses provided from the staff surveys, grouped for general category themes, and in descending order of response frequency.

Question 1 (Q2 on survey)**: What excites you about your school's plans?** (general themes; prioritized)

- Finishes upgraded/refreshed (floors, ceilings, walls, lighting) need to be refreshed. (16 responses).
- Update/refresh all restrooms, develop all-gender restroom facilities (11).
- Mechanical systems / HVAC (air quality, climate control, comfort, efficiency): (9).
- Building envelope maintenance (masonry repairs, windows, roof membrane); Flooding: (9).
- More educational space; flexible & collaboration space(s): (7)
- Welcome Center; Improved Safety & Security: (7)
- Education spaces updated; proper walls & spaces; (6)
- Accessibility of floors & spaces; Elevators: (6)
- Athletic Facilities; Locker rooms; Fitness; Fields: (4)
- Fine Arts improvements; Music; Theater upgrades: (4)
- Furniture & Equipment upgrades: (2)
- Pool upgrades: (2)
- Technology upgrades; I.T.; Electrical: (2)
- Science department upgrades: (1)
- Arts department upgrades: (1)
- Applied Technology / Trades upgrades: (1)
- Parking: (0)

Question 2 (Q3 on survey)**: What is essential to the building's plan?** (general themes; prioritized)

- Finishes upgraded/refreshed (floors, ceilings, walls, lighting) need to be refreshed. (14 responses).
- Mechanical systems / HVAC (air quality, climate control, comfort, efficiency): (11).
- More educational space; flexible & collaboration space(s): (10)
- Building envelope maintenance (masonry repairs, windows, roof membrane); Flooding: (9).
- Update/refresh all restrooms, develop all-gender restroom facilities (7).
- Welcome Center; Improved Safety & Security: (9)
- Athletic Facilities; Locker rooms; Fitness; Fields: (8)

- Fine Arts improvements; Music; Theater upgrades: (7)
- Education spaces updated; proper walls & spaces; (5)
- Furniture & Equipment upgrades: (5)
- Accessibility of floors & spaces; Elevators: (3)
- Technology upgrades; I.T.; Electrical: (3)
- Applied Technology / Trades upgrades: (2)
- Arts department upgrades: (1)
- Pool Upgrades: (0)
- Science department upgrades: (0)
- Parking: (0)

Question 3 (Q4 on survey)**: What is missing?** (summarized responses; **not** prioritized)

- Art Annex; additional space to studios. More functional layout.
- Additional safety features in the Metals Studio.
- Updating of all bathrooms + drinking fountains; updated heating & cooling systems
- Need 4 new high schools; sell the old ones. Build 4 new ones on the corners of the City.
- A design where every classroom is soundproof and has windows.
- A focus on ALL classrooms, not just certain departments.
- I would like the A-wing courtyard to be an outdoor space we can continue to use.
- Ventilation.
- More classroom space is noticeably absent. Teachers need their own classrooms.
- Stadium & baseball should be separate work stream as shared facility with West.
- Consider shared pool facility.
- Working blinds provided to all windows in the event of a school shooting.
- Making sure all classroom doors have functioning locks.
- Mold removal & prevention (for health and safety of teachers and students).
- It would be fun to have a "makerspace".
- Collaborative kitchen space.
- Windows in classrooms. Landscaping that can connect to teaching and learning.
- Updates to FCS area; rooms all connected with no separate entrances including areas for Pathways.
- A CNA course room with a childcare/healthcare room connected through a foods room.
- Ventilation in parts of the building and overall upkeep are HUGE.
- Replace most existing furniture; old, outdated, broken, & just not functional. Old file cabinets; ancient bulletin boards, etc.
- Teacher collaborative spaces.
- Square footage allocated to music learning spaces.
- More parking near new theater / Jefferson MS is needed.
- New Health Office merged with Student Services (work together).
- Student Services rooms/spaces with “real walls”; noise and privacy needs.
- A Skilled Trades pathway and facility for instruction.
- “Light & welcoming” fresh spaces are needed; old/damaged surfaces/materials replaced.
- Resolve seasonal flooding issues at Applied Technology building.
- Applied Technology spaces too limited; lack adequate lab space, working space, storage space(s). Building needs MEP upgrades/replacement; lighting, dust collection system, etc.
- Improve all building areas; not just public spaces.
- Maintain courtyard for A wing; windows/daylight.
- More cameras for blind spots; better door security (kids open for other kids).
- A “mondo” track surface; flexible use for multi-team & club use.

- Real walls (replace partitions & old temporary walls).
- Provisions for girls' sports.
- Motion activated lighting controls.
- Furniture.
- Artwork display areas.
- Common area(s) for students.

Question 4 (Q5 on survey)**: What is unique about you school that could be amplified through building renovations?** (summarized responses; **not** prioritized)

- Courtyards could have outdoor seating for students.
- Additional safety features in the Metals Studio
- Athletic fields; parking.
- We have an incredible community here. Open common spaces that can accommodate multiple types of groups/purposes would be awesome, as well as a more clear entrance and signage.
- A vibrant and innovative Art Department that needs a facility upgrade so that our spaces match our enthusiasm and capabilities.
- A school strong in most subject areas/departments, especially STEM. There should be functional areas to allow for advanced academics, learning, use of technology, flexible seating etc.
- We value academics, the arts, athletics etc. and above all our school community. Our current space is a dark, old, ugly, smelly, outdated bunker and does not reflect this at all.
- There is a lot of space around the school for expansion.
- The way students experience school is very different. The differences usually fall on race and class lines. All Memorial students should have a positive experience at school. Classroom spaces make way for strong relationships which promote positive school experience for all. Every teacher needs their own classroom.
- Feels/seems like a dated 60's building. Opening it up as much as possible would be good.
- Student services being all together allows for collaboration (but walls are thin - no confidentiality).
- Separation of performance and competition spaces from curricular spaces.
- Sadly, the building itself is pretty ugly (outside). How to make it look updated and modern (?).
- Wide variety of clubs that our school has; the history of excellence in theater, Music, and athletics.
- Our school has much to offer with respect to its Art and Photography classes. We should be showcasing the work of our Art students throughout our school. Frame it up!
- Our focus on community & relationships. More lunchroom/student commons space needed.
- Should have ample staff office & meeting places. More classrooms need so teachers don't have to share (time & ownership).
- Should have a large open space; could use for community – connection.
- Greenspace is an asset; preserve & create connections (Lussier Center).
- Theater & music programs very successful – update performance space(s).
- Planetarium is a community asset; feature better.
- Tech Ed could be better incorporated into the building (whole).
- Huge athletics support within community; should better incorporate into new plans.
- Music program is strong; needs better support/spaces.
- Green spaces, courtyards, and foyers/common spaces.
- Family appreciation for music education (as school); Media collaboration; music & arts driven school.

- New/updated Applied Technology center for expansion of trades “pathways” to match current standards; spark interest in from minority populations in STEM & Technology Education.
- Better wayfinding in facility (signage).
- Courtyards; athletic spaces.
- More space needed to expand class offerings.
- Courtyards that could be converted to greenhouses (grow plants / food).

STUDENT FOCUS GROUP

Friday, March 8, 2019.
A group of 23 students asked the following questions:

1. **What Are You Excited About?**
   - Expansion/renovation of the Band and Orchestra rooms
   - New Auditorium
   - Upgraded locker rooms
   - Better HVAC in the pool.
   - Upgraded classrooms and fine arts spaces.
   - A renovated theater like East HS recently completed.

2. **What is essential to the building plan?**
   - Improved and renovated restrooms.
   - Upgrades to the music wing.
   - Additional practice space in the band and orchestra rooms.
   - Improved HVAC.
   - New weight room.
   - Better access to technology.

3. **What is missing?**
   - Adding natural lighting into the building.
   - Renovation of the entire pool, not just the HVAC.
   - Field turf needs to installed on all fields.

4. **What is unique about your school that could be amplified through the building the renovation?**
   - The arts are extremely strong. The addition and renovations should allow us to display our talents appropriately.
   - The amount of outdoor space is unique compared to East and West. The building with the additions should help accentuate the environment.

SCHOOL BASED LEADERSHIP TEAM

Wednesday, March 6, 2019.
A group of 10 team leaders were asked the following questions:

1. **What Are You Excited About?**
   - Classroom upgrades.
   - Restroom upgrades.
   - New common collaborative spaces.
   - Better Science classrooms.
   - New auditorium.
   - New flexible furniture.

2. **What is essential to the building plan?**
   - Larger classrooms that as a result would provide for better flexibility of teaching arrangements.
   - Correct the flooding.
   - Improve the traffic layout in the parking lot.
   - New furniture.
   - Improved and renovated restrooms.
   - Upgrades to the music wing.
   - Modern science labs.
   - Updating technology.
   - More collaboration space.
   - Improved HVAC.

3. **What is missing?**
   - Plan should identify and create more collaborative spaces for students and faculty.
   - No mention of better natural light.
   - More emphasis needs to be placed on improving the classrooms already in place.
   - How will the addition impact the delivery of education? A good sequencing plan will be needed. Make sure faculty and administration are consulted.
   - Students with special needs must be addressed. Accessibility has to be corrected.

4. **What is unique about your school that could be amplified through the building the renovation?**
   - The quality of the fine arts.
   - The quality of the athletic department.

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