



**FOREST HILLS PUBLIC SCHOOLS**

*All Learners Achieving Individual Potential*



## **TASK FORCE REPORT**

*Central Administration Building*

06/30/15







## PROCESS

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**The Problem:** FHPS has no capital improvement plan for its oldest building – the former Cascade Elementary School which now serves as the district’s administrative offices. The building is 64 years old and there are several deferred maintenance items associated with the facility. Over many years, district leaders made conscious decisions to invest capital dollars into buildings used by students and large numbers of community members and have not made any major repairs or infrastructure investments in the Administration Building. Without a capital infrastructure plan for the Administration Building, the risk grows each year that an emergency issue will arise with the building. Without any dedicated funds or plan, potential emergency repairs for the building run the risk of being paid for out of the General Fund of the district. The General Fund covers all of the instructional operating costs of the district. The Board of Education seeks to avoid this potential draw on the General Fund.

**The Charge of the Task Force:** The Administration Building Task Force is charged with the following:

- Understand the current infrastructure and programmatic deficiencies of the facility
- Develop an understanding of the related costs associated with renovating, adding on to an existing facility, or constructing a new building
- Based upon a cost/benefit analysis, recommend a course of action to the Board of Education to either address the deficiencies with the current building or begin to develop a plan to utilize another site
- If needed, inform the Board of other, related issues the Task Force identified during its analysis

### Additional Information

- No funding source currently exists to address any infrastructure issues with the building, to acquire new property, or to construct a new building
- The Administration Building property is not large enough to support a modern, comprehensive school building (e.g. a stand-alone K-4 elementary school)
- Proceeds from the sale of the current Administration Building property could be used to defray new costs
- Not all of the departments located at the current facility need to remain as part of the administrative offices; some additional departments may ideally be included in a new facility



**PROCESS**

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**Letter of Invitation to Serve on the Task Force**

Thank you for accepting our invitation to serve on the Administration Building Task Force. The purpose of this citizens' task force is to provide a general recommendation to the Board of Education with respect to the facility that houses the central administrative functions for the school district. The Board is seeking a recommendation, based upon unbiased data and cost effectiveness, of whether the district should plan to renovate the existing building, add-on to an existing district building, or build a new structure.

Professionals from GMB Architecture & Engineering will be available to serve as presenters and fact finders to the Task Force. Additionally, GMB staff will be available to provide documents and draft a report, based upon the direction and approval of the Task Force, to provide to the Board of Education. District employees will not serve on the Task Force and will not be involved in the development of the recommendation to the Board of Education.

The Task Force may elect to take whatever time it chooses to gather facts, analyze information, and arrive at a recommendation. However, it is the desire of the Board of Education to receive a recommendation prior to the end of the school year. Additionally, it is the opinion of the officials at GMB that the work of the Task Force will likely not be lengthy in terms of several meetings and a significant time commitment.

Based upon a review of the scheduling preferences of a majority of the Task Force members, the first meeting will take place on Tuesday, March 17 at 2:00 p.m.. This meeting will take place in Meeting Room 4 of the Administration Building located at 6590 Cascade Road.

On behalf of the Board of Education, I thank you for your service and discernment with respect to the important question. The work of the Task Force need not be long, but it will be vitally important to all of the members of our community.

With appreciation,

Dan Behm



## MISSION STATEMENT

### OUR GOAL IS THAT ALL LEARNERS ACHIEVE THEIR INDIVIDUAL POTENTIAL

The Forest Hills School District was founded in 1956 when residents in 13 neighboring, one-room schools consolidated into one district to build a high school for their children. Today, the District has grown to serve over 10,000 students within a district that encompasses 68 square miles—one of the largest school districts in the State of Michigan.

Every year, we welcome new students to the Forest Hills District. Yet small class sizes (our student to teacher ratio is 25:1), and moderately sized schools help the district to feel smaller and enable us to stay more connected.

The staff at Forest Hills Public Schools is committed to knowing every student’s interests and gifts, and to providing the educational opportunities that will maximize each one’s preparation for the future. In Forest Hills, our Board of Education leads the way in making every decision based on “what’s best for kids.”

Proof of our commitment to academic excellence can be found in the resources and programs available to students and their families.

### MISSION

In partnership with our community, Forest Hills Public Schools will provide all learners with opportunities to acquire the knowledge, skills, and experiences necessary to build meaningful and productive lives.

### GUIDING PRINCIPLES

We believe Forest Hills Public Schools is a learning organization, built upon integrity, and to this end:

We are committed to the principle of **Caring**.

We believe in:

- maintaining a family atmosphere
- supporting each other
- being warm, sincere and genuine
- accepting and including everyone
- confronting the tough issues
- keeping each other safe and secure

We are committed to the principle of **Collaboration**.

We believe in:

- solving problems together
- working toward win/win
- building partnerships
- sharing best practices
- volunteering
- being generous
- engaging parents as full partners

We are committed to the principle of

### **Open Communication**.

We believe in:

- listening
- sharing
- promoting trust
- building community through dialogue
- encouraging participation from all

We are committed to the principle of **Diversity and Inclusiveness**.

We believe in:

- helping students value their unique talents and gifts
- knowing, understanding and appreciating each other
- valuing individual differences
- celebrating our heritage
- healing racism
- embracing differences to enrich, strengthen and connect our community
- striving for equity
- considering all viewpoints to arrive at better decisions

We are committed to the principle of **High Expectations**.

We believe in:

- expecting all children to learn
- requiring all to give their best
- providing opportunities for all to contribute
- assuming parents want what’s best for their child
- maintaining high academic standards
- offering challenging opportunities
- helping students make healthy choices
- contributing to the development of good character

We are committed to the principle of **Learning**.

We believe in:

- learning for its own sake
- offering a range of educational opportunities
- providing diverse experiences
- individualizing learning programs
- accommodating multiple intelligences and learning styles
- preparing students for lifelong learning
- providing quality resources
- accessing the world beyond our classrooms

We are committed to the principle of **Respect**.

We believe in:

- fostering high regard for self and others
- modeling civility
- appreciating differences
- adhering to our code of conduct
- having zero tolerance for inappropriate behaviors

We are committed to the principle of **Trust**.

We believe in:

- being honest
- being consistent
- being loyal
- assuming others’ intentions are good
- keeping promises
- demonstrating good stewardship

## COMMITTEE CHARGE



### COMMITTEE MEMBERS

NAME	REGION	PHONE	E-MAIL
Tim Marcus	Eastern	C: (616) 558-3429	timm@copperrockconstruction.com
Candace Hinshaw	Central	H: (616) 949-5444	markandcandace64@gmail.com
Missy Bonner	Central	H: (616) 560-3208	missybonner@comcast.net
Tamera Laage	Central	H: (616) 682-9146 C: (616) 581-5244	tamla2003@aol.com
Paul Doyle	Northern	H: (616) 942-1004 C: (616) 292-8350	paul.doyle@verifyvalid.com
Steve Leitz (chair)	Northern	H: (616) 975-6584 C: (616) 901-0640	Sleitz1@yahoo.com
Kellie Olson-Custer	Eastern	H: (616) 447-0791 C: (616) 340-2088	kelliecuster@gmail.com
Maureen Salerno	Northern	H: (616) 855-2974	salernoclan@gmail.com
Maggie Lancaster	Eastern	H: (616) 676-1885	maggielanc@yahoo.com
Rick Armbruster	Eastern	H: (616) 301-0583 C: (616) 350-4100	Rick.armbruster@gmail.com

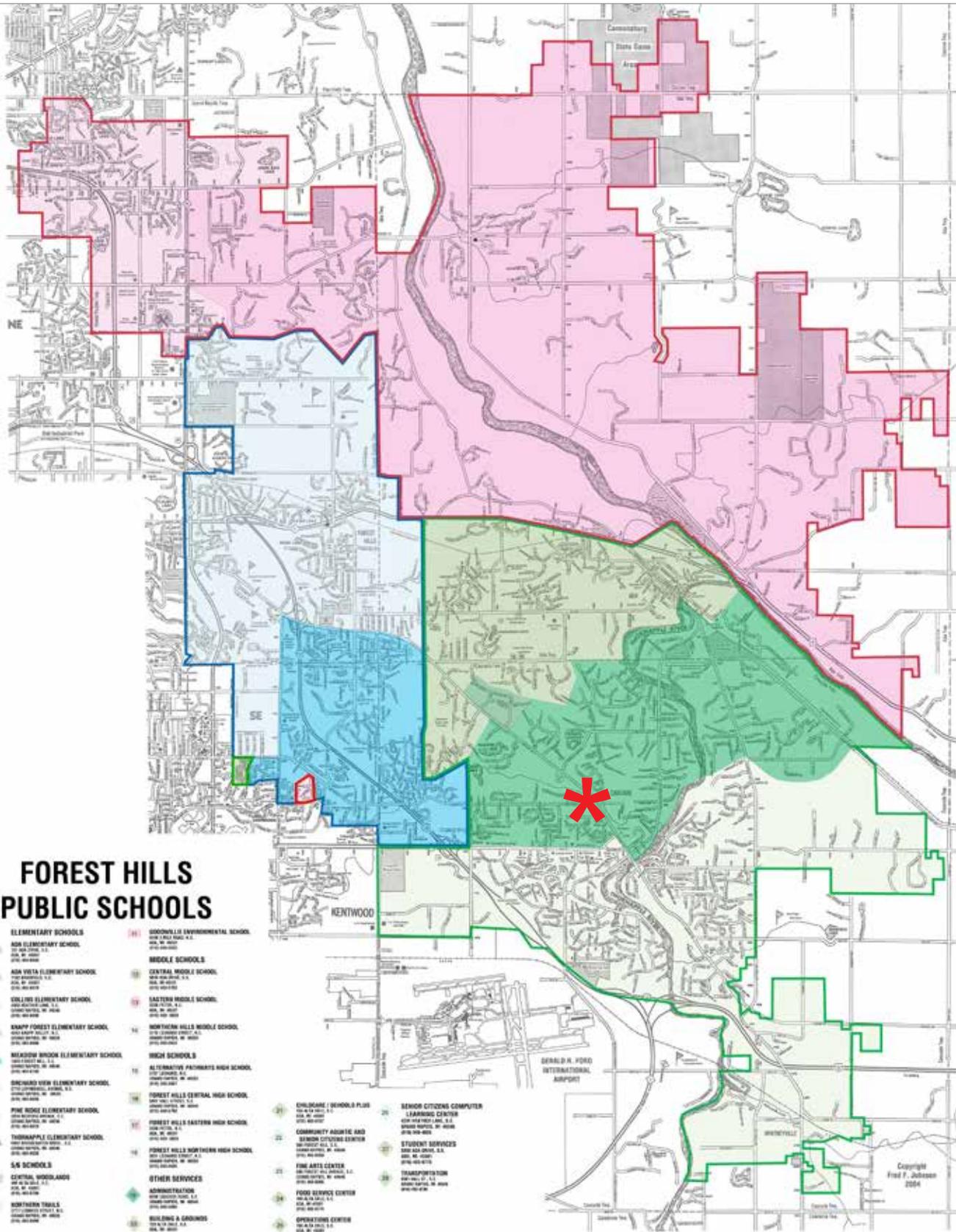
### GMB ARCHITECTURE + ENGINEERING

NAME	PHONE	E-MAIL
David Wilkins	O: (616) 796-0200 C: (616) 566-3825	davidw@gmb.com
Stephen Signor	O: (616) 796-0200 C: (616) 638-6538	stephens@gmb.com

### CLERICAL SUPPORT

NAME	PHONE	E-MAIL
Becky Wood	C: (616) 493-8804	rwood@fhps.net

DISTRICT MAP



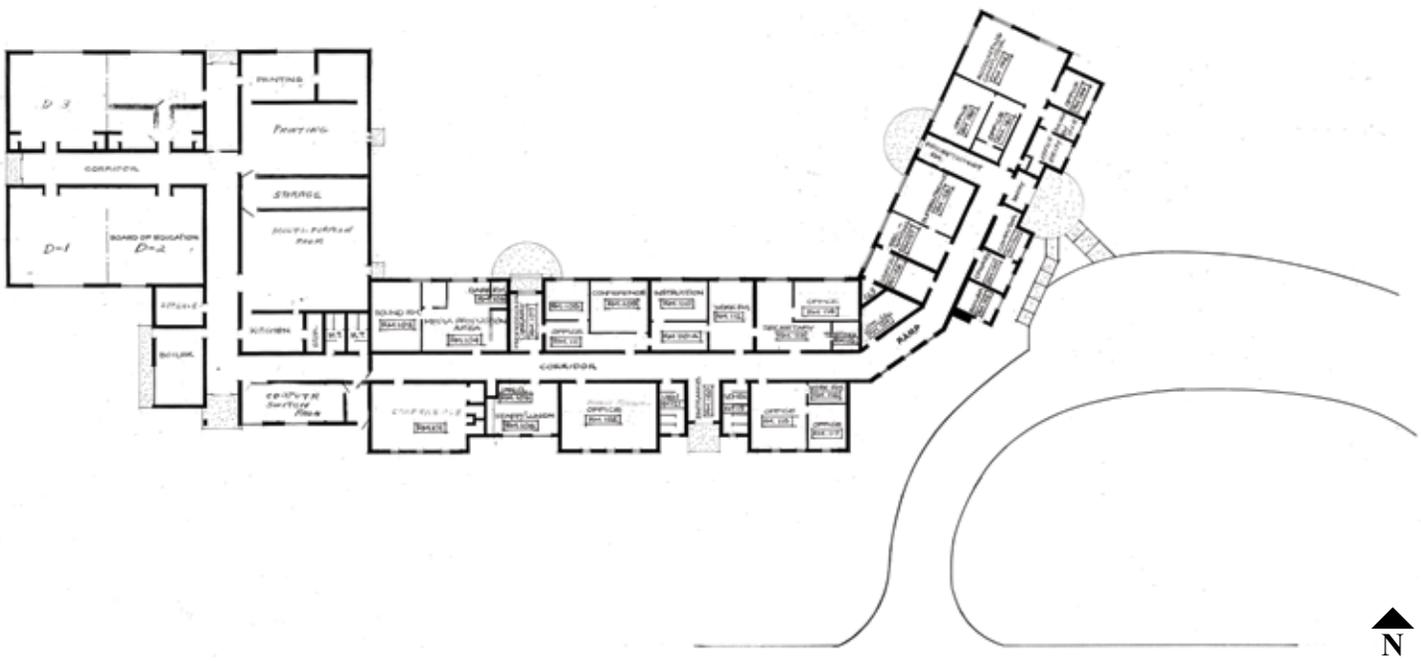
**FOREST HILLS PUBLIC SCHOOLS**

- |   |   |
|---|---|
| <b>ELEMENTARY SCHOOLS</b>   | 18 WOODVILLE ENVIRONMENTAL SCHOOL<br>1000 S. 10TH AVE. S.E.<br>WAS. ST. DISTRICT<br>2005-06-30    |
| 1 ASD ELEMENTARY SCHOOL<br>1000 S. 10TH AVE. S.E.<br>WAS. ST. DISTRICT<br>2005-06-30          | <b>MIDDLE SCHOOLS</b>   |
| 2 ASD VETA ELEMENTARY SCHOOL<br>1000 S. 10TH AVE. S.E.<br>WAS. ST. DISTRICT<br>2005-06-30     | 19 CENTRAL MIDDLE SCHOOL<br>1000 S. 10TH AVE. S.E.<br>WAS. ST. DISTRICT<br>2005-06-30             |
| 3 SOLING ELEMENTARY SCHOOL<br>1000 S. 10TH AVE. S.E.<br>WAS. ST. DISTRICT<br>2005-06-30       | 20 EASTERN MIDDLE SCHOOL<br>1000 S. 10TH AVE. S.E.<br>WAS. ST. DISTRICT<br>2005-06-30             |
| 4 SNAPP FOREST ELEMENTARY SCHOOL<br>1000 S. 10TH AVE. S.E.<br>WAS. ST. DISTRICT<br>2005-06-30 | 21 NORTHERN HILLS MIDDLE SCHOOL<br>1000 S. 10TH AVE. S.E.<br>WAS. ST. DISTRICT<br>2005-06-30      |
| 5 MEADOW BROOK ELEMENTARY SCHOOL<br>1000 S. 10TH AVE. S.E.<br>WAS. ST. DISTRICT<br>2005-06-30 | <b>HIGH SCHOOLS</b>   |
| 6 RICHARD VIEW ELEMENTARY SCHOOL<br>1000 S. 10TH AVE. S.E.<br>WAS. ST. DISTRICT<br>2005-06-30 | 22 ALTERNATIVE PATHWAYS HIGH SCHOOL<br>1000 S. 10TH AVE. S.E.<br>WAS. ST. DISTRICT<br>2005-06-30  |
| 7 PINE RIDGE ELEMENTARY SCHOOL<br>1000 S. 10TH AVE. S.E.<br>WAS. ST. DISTRICT<br>2005-06-30   | 23 FOREST HILLS CENTRAL HIGH SCHOOL<br>1000 S. 10TH AVE. S.E.<br>WAS. ST. DISTRICT<br>2005-06-30  |
| 8 THORNAPPLE ELEMENTARY SCHOOL<br>1000 S. 10TH AVE. S.E.<br>WAS. ST. DISTRICT<br>2005-06-30   | 24 FOREST HILLS EASTERN HIGH SCHOOL<br>1000 S. 10TH AVE. S.E.<br>WAS. ST. DISTRICT<br>2005-06-30  |
| <b>S/S SCHOOLS</b>  | 25 FOREST HILLS NORTHERN HIGH SCHOOL<br>1000 S. 10TH AVE. S.E.<br>WAS. ST. DISTRICT<br>2005-06-30 |
| 9 CENTRAL WOODLANDS<br>1000 S. 10TH AVE. S.E.<br>WAS. ST. DISTRICT<br>2005-06-30              | <b>OTHER SERVICES</b>   |
| 10 NORTHERN HILLS<br>1000 S. 10TH AVE. S.E.<br>WAS. ST. DISTRICT<br>2005-06-30                | 26 ADMINISTRATION<br>1000 S. 10TH AVE. S.E.<br>WAS. ST. DISTRICT<br>2005-06-30                    |
|   | 27 BUILDING & GROUNDS<br>1000 S. 10TH AVE. S.E.<br>WAS. ST. DISTRICT<br>2005-06-30                |

\* Current location of central administration

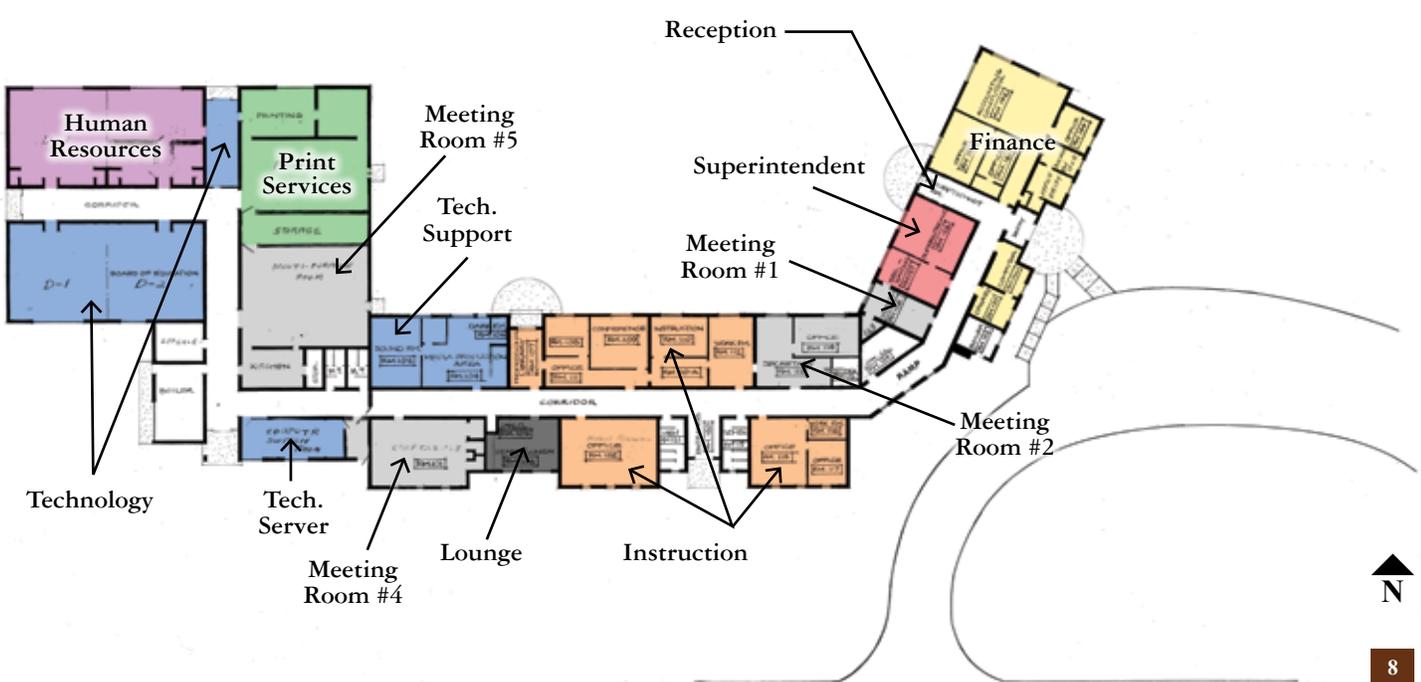
# EXISTING CONDITIONS

## EXISTING FLOOR PLAN



*\*Note: Some walls and rooms have been modified*

## BUILDING USE DIAGRAM





**BIRDS EYE VIEW**



**LOOKING NORTH**



**LOOKING EAST**



**LOOKING WEST**



**LOOKING SOUTH**

**STREET VIEW**



**South**



**Burton, Cascade**



**Burton looking East**

# ADMINISTRATION RESPONSIBILITIES DIAGRAM

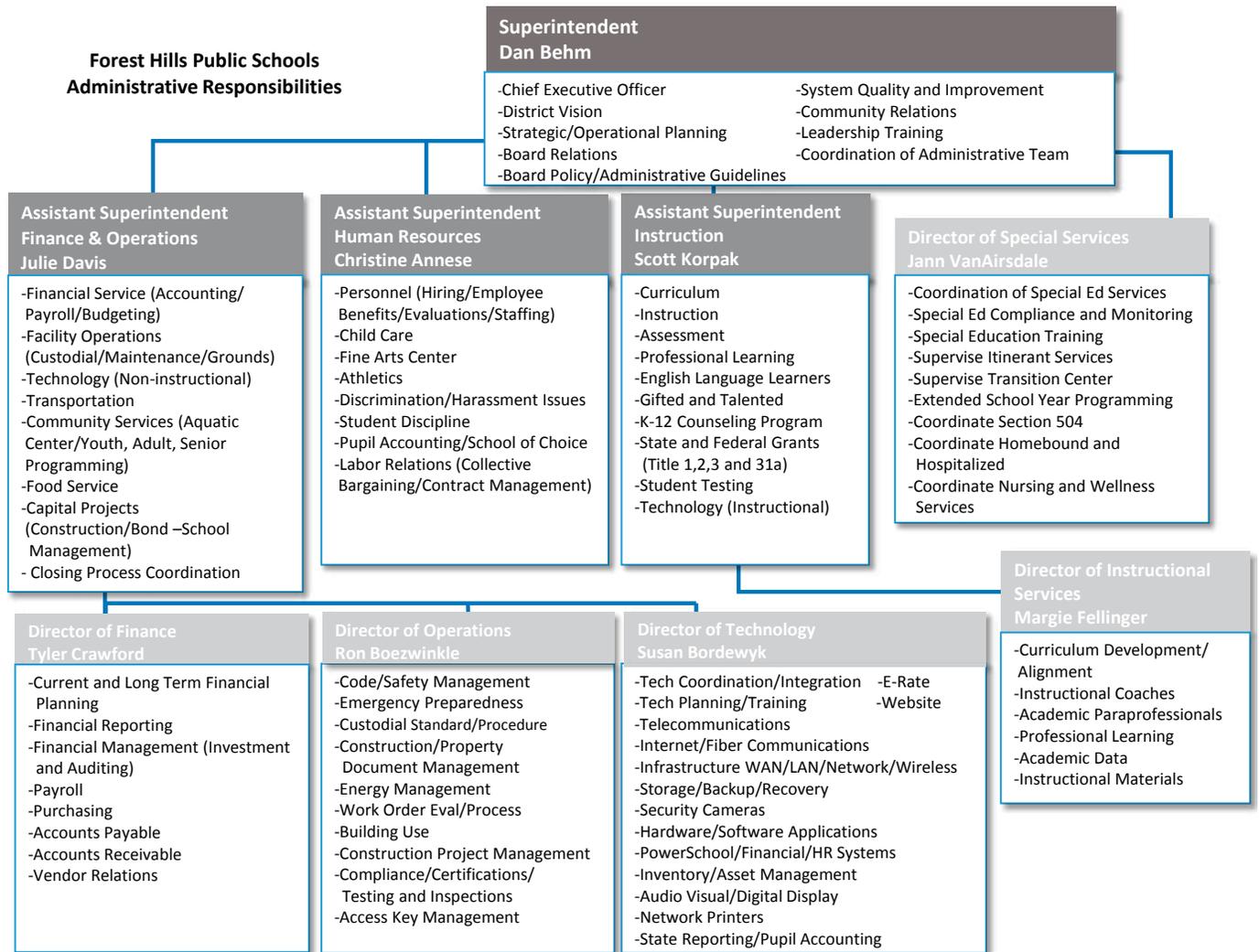


## DISTRICT DEPARTMENTS

The task force reviewed the district department responsibility diagram and analyzed the locations of departments across the district. Operations, Food Service, Child Care & Student services are currently located off site for the administrative building.

## District Departments

- Child Care
- Community Services
- Finance
- Food Service
- Human Resources
- Instruction
- Operations
- Student Services
- Superintendent
- Transportation
- Technology



# ADMINISTRATION RESPONSIBILITIES DIAGRAM



## STAFFING

### Current Administration Building

Superintendent's Office	Business Office	Payroll	Human Resources	Instruction	Instructional Coaches	Technology
Dan Behm Tricia Karnes Elizabeth Brink	Julie Davis Becky Wood Tyler Crawford Jodi Martinie Linda Pelletier Linda Scripsema Anna Schutter	Nancy Scholten Molly Porter	Christine Annese Katie Murawski Patti Baldwin Courtney Pinch Rachael Rivard	Scott Korpak Jill Tarpinian Margie Fellingner Elise Hamilton Sarah Whitford Christen Topolinski	Michelle Becker Colleen Buddy Melanie Hoeksema Sue Laurie Judy Walton Christina Mendoza Stephanie Irizarry Sara De Voogd	Susan Bordewyk Lori Cisler Denise Taugher Deb Schaalma Chris Alger Kenneth Aernouts Andrew Aldea Richard Hackler Jon Tilma Benjamin Hennip Craig McCallum  Cindy Straka
Printing	Reception Desk					
Paul Baragar	Jane Bunting Mary Sweeney					

Department:	FTE
Superintendent	3.0
Business/Payroll	9.0
Human Resources	5.0
Instruction	14.0
Technology	12.0
Printing	1.0
Reception	1.0
	45.0

### Child care (at operations)

Julie Jewell - Director  
Nancy Bailey - Coordinator  
Ann Biafore - Admin. Assistant

### Student Services (at transitions)

Jann Van Airsdale - Director of Student Services  
Fred Wisniewski - Director of Special Education  
Sarah Castro - Special Education Supervisor  
Annette Savage - Secretary  
Cheryl Bauer - Special Education Registry Secretary

### The following questions and answers were considered

#### QUESTION

#### ANSWER

Are there departments that should be with the administration building that aren't?

Yes, Student Services and Child Care (see below) should be considered.

If money were no object, would we want all of the departments together?

Not Necessarily – functions like Building and Grounds, Operations, and Food Service are in a good location for the District and the administrative staff should be close to their departments. Good communication exists with those departments.

Should student services be a part of the administration building?

Yes

Should child care be a part of the administration building?

This depends on the final location of the Administration Building. Those offices should be centrally located and they are an important first connection for the District with parents (face of the District). A close proximity to the HR and Finance departments is desirable.

Is there a desire for a Board room to come back?

No, The Board has not indicated that as a desire, the rotating meeting format has been good for connecting with the different schools.

Should there be extra room for growth?

Growth with the Administrative teams would not follow directly with the growth in enrollment and programs. Budgets remain tight as well as State funding, so it is the desire of the District to focus general fund dollars to the classroom.

Is the printing space adequate? Does Paul need more space?

Not necessarily, the space that printing uses now was not designed directly for this function, so new or renovated space could be designed more efficiently for their purposes. FYI – deliveries to the schools is handled by the Food Service department as they travel to each building.



The current administration building was originally constructed in 1951 as an elementary school. It has many upgrades and improvements needed to bring the facility up to current district and code standards. The district is reacting to the maintenance of existing systems and building components that will require replacement and upgrade at substantial cost. The building does not support the marketing and brand experience that the district prides itself on and the current visitor experience is poor and uninviting. The building layout is not conducive or functional for department collaboration and efficiency.

## The Task Force Considered 3 Options

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### OPTION 1

#### Renovate the existing facility

##### Site

- Traffic flow and visitor experience improvements
- Parking improvements – existing and new
- Re-landscape
- Sanitary sewer – municipal hook-up  
(current septic system replacement)
- Storm water and watershed improvements

##### Building

- Re-allocation of department and program spaces
- ADA/BF improvements – all doors/hardware and toilet rooms
- Architectural upgrades
  - Windows
  - Doors
  - Roofing including structural enhancement
  - Interior finishes
  - Exterior envelope – water/air infiltration and insulation
- Mechanical, plumbing, and temperature control replacement
- Electrical and technology upgrades/replacement
- Furniture replacement
- Note: Staff relocation will be required at additional cost

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### OPTION 2

#### Add on to an existing district facility

##### Site

- Existing utility connections
- Utilize existing parking and traffic flow
- New pedestrian connections and visitor parking
- Site development and landscaping

##### Building

- Department and program identification and layout
- New Architectural, Mechanical, Electrical, Plumbing, and Technology systems
- Connection to the existing building for shared spaces
- New furniture
- Office relocation costs

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### OPTION 3

#### New Building

##### Site

- Site development and landscaping
- Parking and roadways
- Road connections
- New utilities and hook-up
  - Water
  - Sewer
  - Storm

##### Building

- Department and program identification and layout
- New Architectural, Mechanical, Electrical, Plumbing, and Technology systems
- New furniture
- Office relocation costs



## PROS & CONS

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The Committee was separated into groups of 2-3 members to discuss the three options from the handout and then to present the pros and cons of each.

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### OPTION #1: RENOVATE THE EXISTING FACILITY

#### PROS

Least costly option. Simplicity, no change, can keep the land for other purposes.

#### CONS

Overall building not on sewer system. Water quality is questionable. Outdated building materials. Trying to fit the function of an office building into a building that never was its intended function. Office worker relocation during construction since renovation would take the building “down to its studs.”

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### OPTION #2: ADD ON TO AN EXISTING DISTRICT FACILITY

#### PROS

Known location (can say, “The Admin Building is at Knapp Forest.”) Take advantage of existing infrastructure. Admin employees can interact with students. No buying land. Middle of the road option.

#### CONS

Stuck with the current architecture. Potential compromise on the functionality. Disruptive to the current facility. Might create a perception of exclusivity if attached to a school. Lose the neutrality of the admin building.

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### OPTION #3: NEW BUILDING

#### PROS

It would go on a site we already own. Would be built to today’s energy efficient standards. Unrestricted design options. Technology ready. Be reflective of the districts mission, climate and culture (branding). New builds are more attractive to builders. We can pick a more geographically central location. Less downtime of services and transition. Cohesive admin team. New build allows for community input. It would bring the admin building up to par with the others in the district.

#### CONS

Cost perception. Someone will be unhappy no matter what. Change. Locations of vacant land we currently own are undesirable (size, distance from center of district). We shouldn’t be buying land.



## COST BASIS ANALYSIS

The task force was presented a cost analysis for the three options for the administration building discussed at the previous meetings.

**OPTION 1 - Renovate The Existing Building:** It was explained that this option would need some heavy renovation in approximately 53% of the building and some medium renovation in approximately 47% of the building with some additions for child care, student services, and other rooms for various uses. There would also need to be a new sanitary connection, a tap/connection fee allowance, a storm sewer upgrade, landscaping and parking renovations for an estimated grand total of \$5,451,250 (based on approximately 30,668 sq. ft.). It was pointed out that this does not account for all of the costs associated with relocating the employees in the administration building during the renovation. There would also be the cost of leasing office space for a year should they decide to renovate. This cost was estimated at approximately

\$500,000 for lease costs, office furniture, and technology infrastructure.

**OPTION 2 - Add On An Existing Building:** It was explained that the cost of a new building or adding on to an existing building would be about \$200 per square foot with 30,668 square feet figured into the equation. The utilities would be easily tapped in to, and the current parking would be sufficient. There is the site work, which is digging the hole and creating the building itself, and the landscaping, which could be comparable to the current administration building landscaping renovation depending on how big the building is. For example; the cost of adding on to the Fine Arts Center was also estimated as \$5,733,600. See the attached estimates.

**OPTION 3 - New, Stand Alone Building:** It was explained that the cost of a new building or adding on to an existing building would be about \$200 per square foot with 30,668 square feet

figured into the equation. In the case of adding on to the Fine Arts center the square footage of the building addition is reduced because we are projecting that the central administrative offices will be able to utilize existing conference space, thus this option shows an addition of 27,168 square feet. On an existing site, the utilities would be easily tapped in to, and the current parking would be sufficient. For the new building it is assumed that we will need to install new utilities from the street ROW to service the building and that new parking will be required. There is the site work for both options 2 and 3, which is digging the hole and creating the building itself and the landscaping, will be comparable to the current administration building landscaping renovation depending on how big the building becomes. The cost of option 2, adding on to the Fine Arts Center is estimated as \$5,733,600. The cost of option 3, a new building, is estimated as \$6,958,600. See the attached estimates for all 3 options.

**OPTION 1 - Renovate the existing building**  
Based on the existing 23268 sq. ft. and a 7400 sq. ft. addition

Type/description	Unit	Cost
<i>Building</i>		
Medium renovation	47% 125	\$ 1,364,125.00
Heavy renovation	53% 175	\$ 2,162,125.00
Building additions	200	\$ 1,480,000.00
<b>Building subtotal</b>		<b>\$ 5,006,250.00</b>
<i>Site</i>		
Sanitary, new connection	Allow.	\$ 20,000.00
Tap/connection fee allowance	Allow.	\$ 50,000.00
Storm sewer upgrade	Allow.	\$ 50,000.00
Landscaping	Allow.	\$ 75,000.00
Parking renovation	Allow.	\$ 250,000.00
<b>Site subtotal</b>		<b>\$ 445,000.00</b>
<b>Sub total</b>		<b>\$ 5,451,250.00</b>
Lease temporary location/Furnishings/Technology		\$ 500,000.00
<b>GRAND TOTAL</b>		<b>\$ 5,951,250.00</b>

**OPTION 2 - Add-on an existing building**  
Based on a 27168 sq. ft. addition

Type/description	Unit	Cost
<i>Building</i>		
Building additions	200	\$ 5,433,600.00
<i>Note: Conference space in the existing Building will be utilized by Central Administration</i>		
<i>Site</i>		
Utility	Allow.	\$ 25,000.00
Site work	Allow.	\$ 200,000.00
Landscaping	Allow.	\$ 75,000.00
<b>Site subtotal</b>		<b>\$ 300,000.00</b>
<i>Assumes parking is adequate for combined use and connection to existing utilities</i>		
<b>Sub total</b>		<b>\$ 5,733,600.00</b>
Lease temporary location/Furnishings/Technology		\$ -
<b>GRAND TOTAL</b>		<b>\$ 5,733,600.00</b>

**OPTION 3 - New, stand alone building**  
Based on a new 30668 sq. ft. building

Type/description	Unit	Cost
<i>Building</i>		
New Building	200	\$ 6,133,600.00
<i>Note: Green field site location</i>		
<i>Site</i>		
Utility	Allow.	\$ 200,000.00
Site work / Parking	Allow.	\$ 550,000.00
Landscaping	Allow.	\$ 75,000.00
<b>Site subtotal</b>		<b>\$ 825,000.00</b>
<i>Assumes utilities are new installation from street ROW and additional parking is required</i>		
<b>Sub total</b>		<b>\$ 6,958,600.00</b>
Lease temporary location/Furnishings/Technology		\$ -
<b>GRAND TOTAL</b>		<b>\$ 6,958,600.00</b>

# BUILDING LOCATION ANALYSIS



The task force analyzed the best location for the Central Administration building. They reviewed the current list of properties that the District owns, including vacant property. A mapping exercise process was used to determine what is considered the “centroid” of the district. The outcome of the exercise was that the feeling of “Forest Hills” is based on a location close to the intersection of Cascade Road and Forest Hill Avenue. The closest school owned property is the FAC/CAC site. This site has two access point from separate roadways. This site would be considered the hub of Forest Hills activities beyond the specific school buildings.

## LIST OF DISTRICT PROPERTIES

<i>Site</i>	Grade Configuration	Acreage	Date Originally Constructed	Additions	Square Feet
Ada Elementary	K-4	17.37	1968	1992, 2003, 2004, 2009	65,185
Ada Vista Elementary	K-4	9.00	1971	2003, 2004, 2009	61,454
Collins Elementary	K-4	13.40	1954	1991, 2004, 2009	62,020
Meadow Brook Elementary	K-4	34.21	1992	1996, 2004, 2010	88,930
Pine Ridge Elementary	K-4	26.20	1975	1991, 2002, 2004, 2010	61,750
Thornapple Elementary	K-4	10.12	1959	1996, 2002, 2004, 2008	57,047
Knapp Forest Elementary	K-6	11.00	2003	2004, 2010	96,654
Orchard View Elementary	K-6	12.97	1959	1991, 1996, 2002, 2004, 2008	66,518
Central Woodlands	5-6	67.98	1997	2004, 2009, 2010	85,678
Goodwillie Environmental	5-6	18.00	2000	2004, 2009	11,786
Northern Trails	5-6	36.10	1997	2004, 2009	85,678
Central Middle	7-8	40.00	1965	1990, 2002, 2004, 2009	137,584
Northern Hills Middle	7-8	34.62	1977	1990, 2002, 2004, 2008	115,025
Eastern High/Middle	7-12	115.00	2004	2005, 2010	338,750
Central High	9-12	74.12	1956	1990, 1995, 2003, 2004, 2009	264,833
Northern High	9-12	54.62	1972	1990, 1995, 2003, 2004, 2008, 2009	251,644
Alternative Pathways High	9-12		2000		4,941
Transitions			2005		3,500



## LIST OF DISTRICT PROPERTIES

<i>Site</i>	Grade Configuration	Acreage	Date Originally Constructed	Additions	Square Feet
Administration Building	N/A	10.02	1951		23,268
Community and Aquatic Center	N/A	18.69	1990	2009	37,900
Fine Arts Center	N/A	28.04	2004		61,850
Operations/Food Service	N/A	6.178	2000		12,438
Buildings and Grounds	N/A		1970	2010	12,528
Transportation	N/A		1999		12,000
A.C.E. Building	N/A	0.32	approx. 1865		950

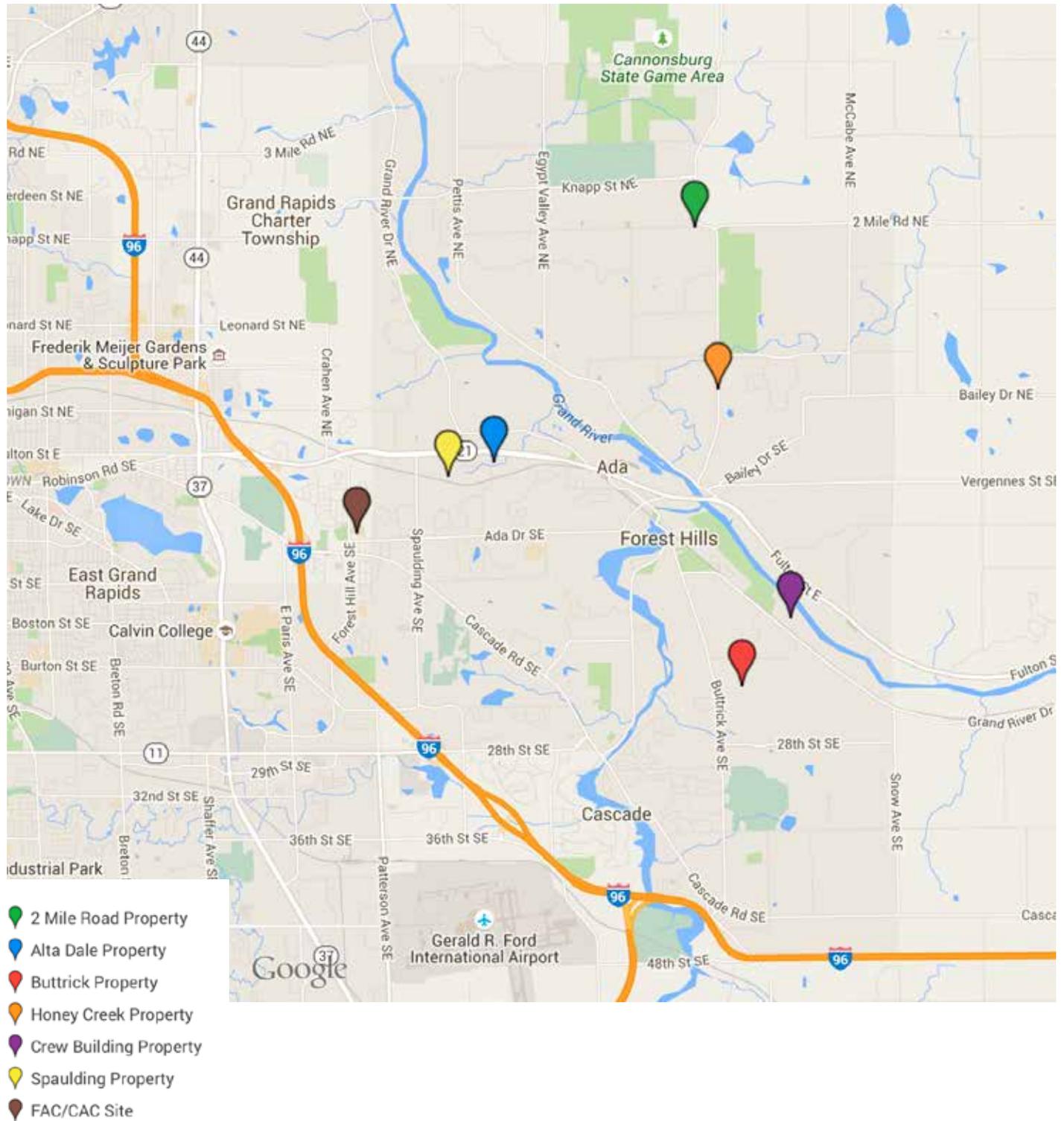
### OTHER PROPERTIES

2 Mile Road Property 8400 2 Mile Road SE	N/A	28.00			
Alta Dale Property 110-120 Alta Dale SE	N/A	2.77			
Buttrick Property 2280 Buttrick SE	N/A	59.00			
Fulton - Spaulding Property	N/A	7.34			
Honey Creek Property 520 Honey Creek NE	N/A	14.55			
Crew Building/Property	N/A	2.50			
		752.12			2,019,911
		637.96			

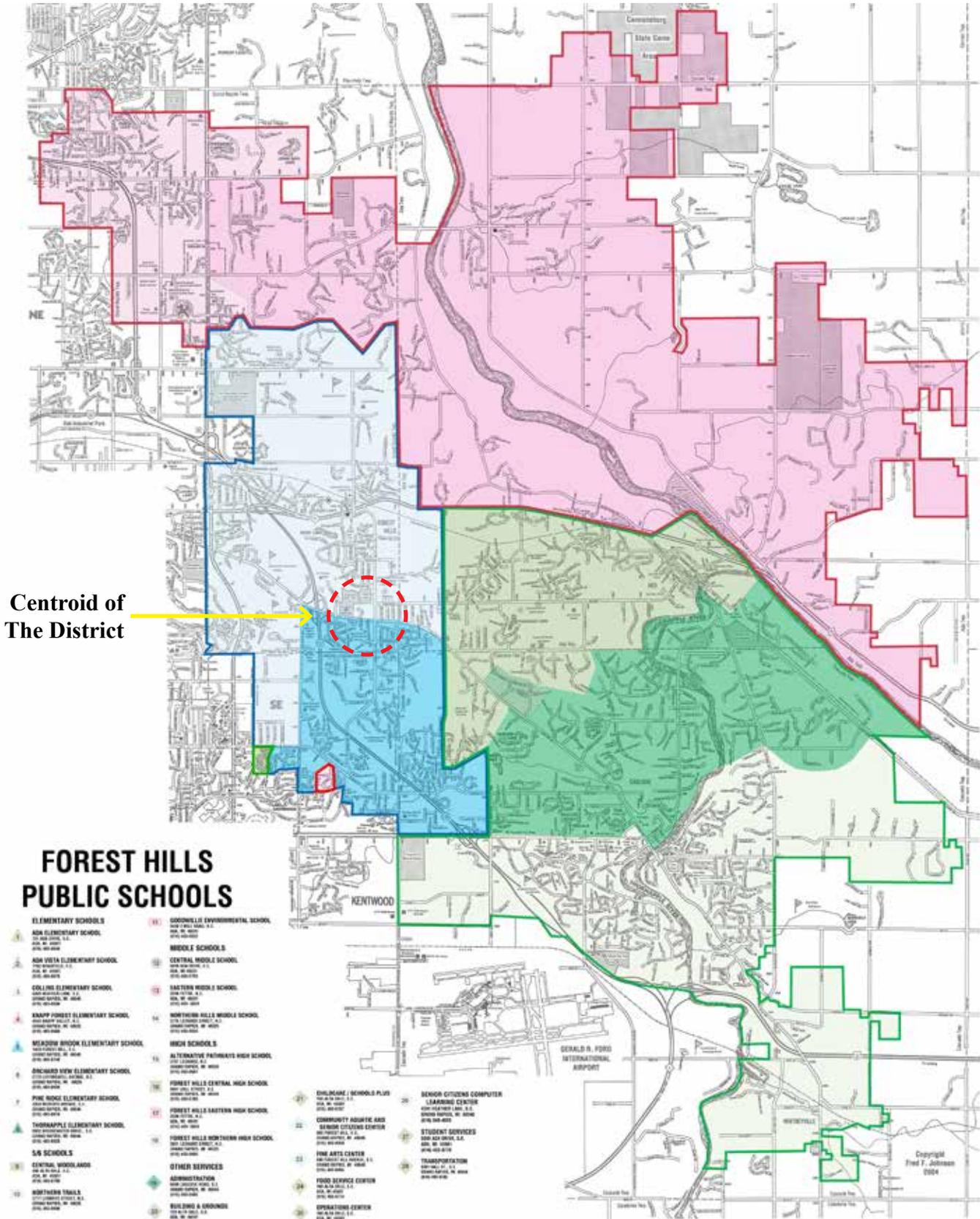
Source: District records.



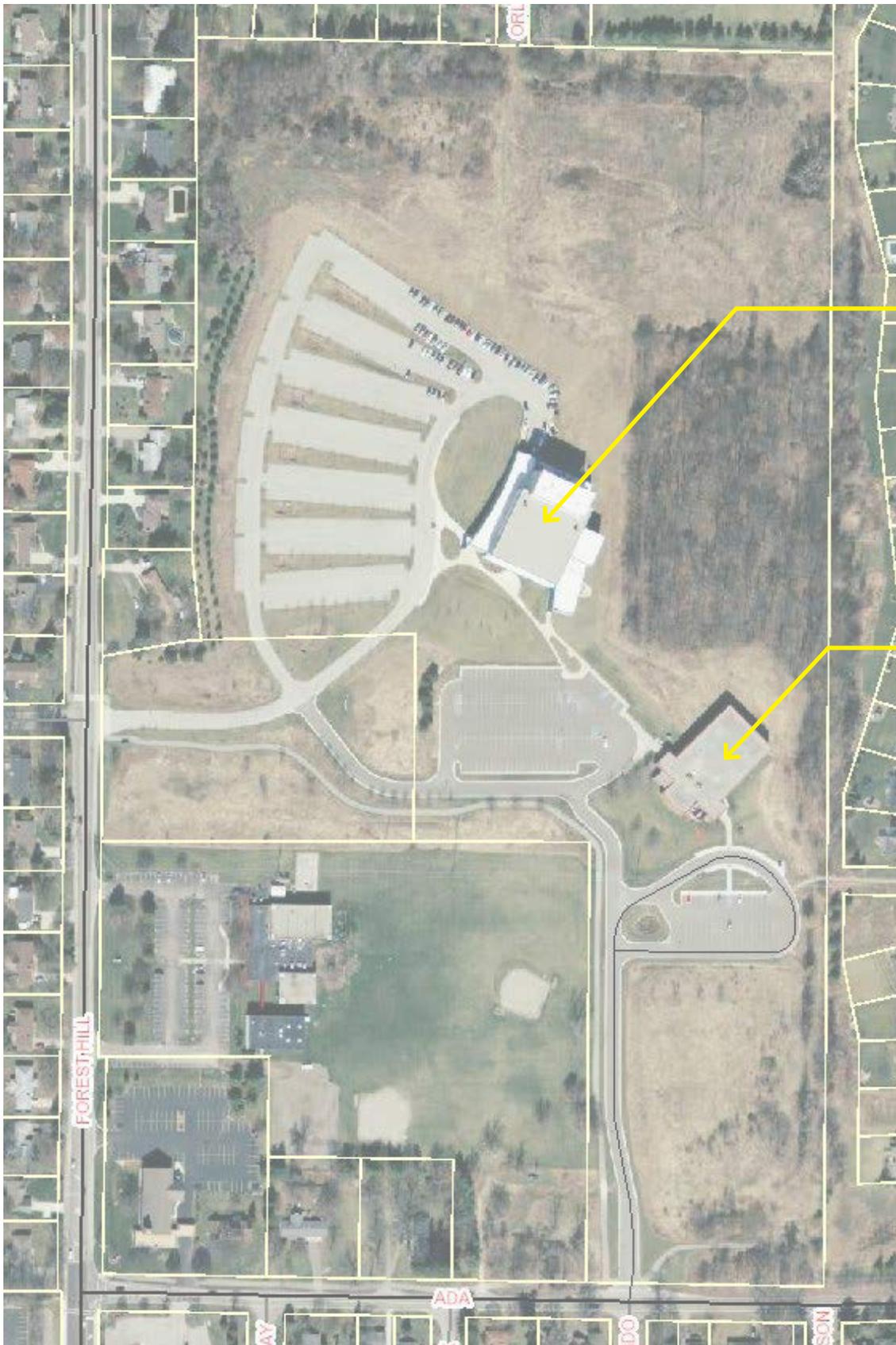
## OTHER PROPERTY MAP



## DISTRICT MAP



**FAC/CAC AERIAL**



**Fine Arts  
Center  
(FAC)**

**Community  
Aquatic  
Center (CAC)**



## FAC/CAC AERIAL - POTENTIAL BUILDING SITES







## Meeting Minutes #1 / March 17, 2015

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Meeting began at 2:05 p.m.

Attendance:

Dan Behm, Julie Davis (first 15 minutes only)  
David Wilkins, Rick Armbruster, Missy Bonner, Tamera Laage,  
Maggie Lancaster, Steve Leitz, Tim Marcus, Maureen Salerno

Not in Attendance:

Paul Doyle, Candace Hinshaw, Kellie Olson-Custer

1. Welcome and Introductions – Dan Behm

Dan welcomed the group and thanked everyone for taking the time to attend.

Dan explained that the purpose of the group is to help gain a direction for the future of the administration building. We need a plan so that if an emergency comes up with the building, we won't have to use the general fund. FHPS has no capital improvement plan for its oldest building. This is the first step of a multi-year process.

Dan appointed Steve Leitz as the chair to help keep things moving.

2. The Charge of the Task Force (see the attachment) – Dan Behm

- Understand the current infrastructure and programmatic deficiencies of the facility.
- Develop an understanding of the related costs associated with renovating, adding on to an existing facility, or constructing a new building.
- Based upon a cost/benefit analysis, recommend a course of action to the Board of Education to either address the deficiencies with the current building or begin to develop a plan to utilize another site
- If needed, inform the Board of other related issues the Task Force identified during its analysis.



## Meeting Minutes #1 / March 17, 2015

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### 3. Presentation – David Wilkins – GMB

David again discussed the purpose of the group and that there may be two meetings or six, whatever it takes. He explained and showed a map of the boundaries of Central, Eastern and Northern areas. David also explained all of the different departments in the District and their locations as well as the different administrative responsibilities.

The following questions were asked and will be answered by David at the next meeting:

- Are there departments that should be with the administration building that aren't?
- Why was the main server moved to Northern?
- If money were no object, would we want all of the departments together?
- Should student services be a part of the administration building?
- Should child care be a part of the administration building?
- What are the functions of childcare and schools plus?
- What are the numbers of employees in the different departments?
- Is the printing space adequate? Does Paul need more space?
- Are there parts of the administration building that have historical significance?
- Will historical societies object to tearing it down?
- When was the last time this school was used as a school?
- What are the annual operating costs?
- Is there a desire for a Board room to come back?
- Should there be extra room for growth?
- Was the FAC designed for additions?
- Should we add a student to the Task Force?

David showed an aerial view of the administration building and pointed out that the property has had some flooding issues. It uses a septic system. There is no loading dock. The windows are drafty. The pipes are old.

Tamera Laage mentioned that she has properties that she rents out in both Forest Hills and East Grand Rapids and she has had several people come to the administration building to find out about the school district. It gave them such a poor representation of the district that they felt they didn't want to be in Forest Hills and would rather look in East Grand Rapids.



## Meeting Minutes #1 / March 17, 2015

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### 4. Process – David Wilkins – GMB

David explained that there are (a minimum of) three scenarios:

- Renovate the existing building.
- Add on to an existing district building
- Build a new building

The question was asked if there was commercial space in the district that could be used. This could be a fourth scenario that could be explored further.

### 5. Next Steps – David Wilkins – GMB

David discussed and showed on a map some options of places to build new buildings, including the land that the administration building is currently on or near the Fine Arts Center and Aquatic Center, or add on to existing buildings such as the Fine Arts Center or Aquatic Center. He also mentioned that the current administration building could be completely renovated.

Tamera Laage mentioned that she felt something more centrally located, such as the area of the Fine Arts Center, would be best.

The presentation can be viewed with the following link:

[http://prezi.com/8wj\\_4-b4yzai/?utm\\_campaign=share&utm\\_medium=copy&rc=ex0share](http://prezi.com/8wj_4-b4yzai/?utm_campaign=share&utm_medium=copy&rc=ex0share)

For Task Force members that were not able to attend and would like to discuss anything related to the first meeting, they may call David's cell phone at 616-566-3825.

**Next meeting date is April 15<sup>th</sup> at 1:00 p.m. in Meeting Room 2 of the Administration Building.**

Meeting adjourned at 3:20 p.m.



## Meeting Minutes #2 / April 15, 2015

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Meeting began at 1:03 p.m.

### In Attendance:

David Wilkins, Steve Signor, Rick Armbuster, Maureen Salerno, Tim Marcus, Candace Hinshaw, Steve Leitz, Missy Bonner, Tamera Laage, Kellie Olson-Custer

### Not in Attendance:

Maggie Lancaster, Paul Doyle

### 1. Welcome – David Wilkins – GMB

David welcomed the group and thanked everyone for taking the time to attend. He asked if anything from the last meeting needed clarification. Two questions were raised:

- Reason for haste?  
The urgency is that as of right now there is no Plan B if an emergency comes up for the building.
- Are there potential sites for sale the district could look into?  
Candace notified the group that there was 6 acres for sale at Fulton and Crahen that are zoned for office.

### 2. Answers for Questions from Previous Meeting—David Wilkins—GMB

David asked the group to refer to a handout (attached) with answers to the questions from the previous meeting. Each answer was further explained with additional questions raised and notes below:

- When referring to Child Care is it all the sites or just the central office functions?  
Just the central office functions for Child Care (currently 3 staff).
- Should there be extra room for growth?  
Central office administrative teams would not grow in proportion to the district growth.  
The committee also suggested meeting rooms with flex space and moveable walls where a room can be two rooms or one large room.
- An attached list for the current Administrative Building (44 FTE) will be provided at the next meeting.
- Are there memorial trees on Administration land?



## Meeting Minutes #2 / April 15, 2015

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### 3. Mapping Exercise—David Wilkins—GMB

The committee was given a map of the district and asked to give their opinion on the “center” of Forest Hills Public Schools District. The map was also drawn out on a white board with the three high schools circled.

The first comment was that the “center” feels like Cascade Rd and Forest Hills Ave, very close to the Fine Arts Center. It was pointed out that the busyness of Cascade will be alleviated by the highway construction. There are two roadway access points from the FAC site, and the land isn’t located right on Cascade Rd. David put an aerial map of the FAC and CAC property on the projector discussing options to build north of the FAC or south of the CAC, utilizing parking lots that are already there. This would make it the “hub” of Forest Hills with the Admin building, FAC, and CAC all in close proximity.

To offset the cost of a new Administration building, it was suggested to sell the land at Burton and Cascade. Another future option of the land was to keep it, take down the building, and turn it into more fields for schools to use.

Other land that the district owns:

- 28 acres off 2<sup>nd</sup> near Goodwillie—thought to be too far away from the “center” of the district.
- About 2 acres next to Operations on Alta Dale—need more than 2 acres to build a 20,000 sq. ft. building with adequate parking.
- 59 acres off Buttrick—thought to be too far away from the “center” of the district.
- 7 acres on Fulton and Spaulding—too close to the sub station.
- 14 acres on Honeycreek—“Practically in Lowell”.

### 4. Small Group Discussion

The Committee was separated into groups of 2-3 members to discuss the three options from the handout and then to present the pros and cons of each.

- Option #1: Renovate the existing facility
  - Pros: Least costly option. Simplicity, no change, can keep the land for other purposes.
  - Cons: Overall building not on sewer system. Water quality is questionable. Outdated building materials. Trying to fit the function of an office building into a building that never was its intended function. Office worker relocation during construction since renovation would take the building “down to its studs”.
- Option #2: Add on to an existing district facility
  - Pros: Known location (can say, “The Admin Building is at Knapp Forest.”) Take advantage of existing infrastructure. Admin employees can interact with students. No buying land. Middle of the road option.
  - Cons: Stuck with the current architecture. Potential compromise on the functionality. Disruptive to the current facility. Might create a perception of exclusivity if attached to a school. Lose the neutrality of the admin building.



## Meeting Minutes #2 / April 15, 2015

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- Option #3: New Building
  - Pros: It would go on a site we already own. Would be built to today's energy efficient standards. Unrestricted design options. Technology ready. Be reflective of the districts mission, climate and culture (branding). New builds are more attractive to builders. We can pick a more geographically central location. Less downtime of services and transition. Cohesive admin team. New build allows for community input. It would bring the admin building up to par with the others in the district.
  - Cons: Cost perception. Someone will be unhappy no matter what. Change. Locations of vacant land we currently own are undesirable (size, distance from center of district). We shouldn't be buying land.

### 5. Next Steps – David Wilkins – GMB

David discussed the need for potentially one more meeting. The committee asked to see a cost comparison of the three options for the next meeting.

For Task Force members that were not able to attend and would like to discuss anything related to the first meeting, they may call David's cell phone at (616)566-3825.

**Next meeting date is Tuesday, May 12th at 1:00 p.m. in Meeting Room 2 of the Administration Building.**

Meeting adjourned at 3:05 p.m.



## Meeting Minutes #3 / May 12, 2015

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Meeting began at 1:04 p.m.

**In Attendance:**

David Wilkins, Rick Armbuster, Maureen Salerno, Tim Marcus, Candace Hinshaw, Steve Leitz, Missy Bonner, Tamera Laage, Kellie Olson-Custer

**Not in Attendance:**

Maggie Lancaster, Paul Doyle

1. Welcome – David Wilkins – GMB

David welcomed the group and thanked everyone for attending the meeting. He asked if anyone had any questions or comments on the minutes of the last meeting, which they did not.

2. Review of the FAC/Aquatic Center Site

David handed out photos of an aerial view of the Fine Arts Center/Community Aquatic Center campus. He also showed the photo on an overhead screen and circled areas for possible additions to existing buildings or new free standing buildings for a new administration building. There was also a lot of discussion again about the possibility of purchasing the old YMCA as a possible site for the administration building.

3. Cost Comparisons of the 3 options:

David presented handouts to the group with a cost analysis for the three options for the administration building discussed at the previous meetings.

Renovate Existing Facility: It was explained that this option would need some heavy renovation in approximately 53% of the building and some medium renovation in approximately 47% of the building with some additions for child care, student services, and other rooms for various uses. There would also need to be a new sanitary connection, a tap/connection fee allowance, a storm sewer upgrade, landscaping and parking renovations for an estimated grand total of \$5,451,250 (based on approximately 30,668 sq. ft.). It was pointed out that this does not account for all of the costs associated with relocating the employees in the administration building during the renovation. Tim Marcus suggested researching the cost of leasing office space for a year should they decide to renovate.



## Meeting Minutes #3 / May 12, 2015

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Add On or New Building: David explained that the cost of a new building or adding on to an existing building would be about \$200 per square foot with 30,668 square feet figured into the equation. The utilities would be easily tapped in to, and the current parking would be sufficient. There is the site work, which is digging the hole and creating the building itself, and the landscaping, which could be comparable to the current administration building landscaping renovation depending on how big the building is, for an estimated grand total of \$6,433,600. David also estimated the cost of adding on to the Fine Arts Center, as an example, as \$5,733,600.

### 4. Proposed Recommendation

David put together the proposed recommendation based on suggestions from the previous meetings. This was reviewed by the group with minimal changes made (see attached). The recommendation was unanimously agreed upon and is ready for presentation to Dan Behm and Julie Davis.

It was agreed that another meeting of the task force was not necessary unless requested by Dan Behm, Julie Davis or the Board of Education.

For Task Force members that were not able to attend and would like to discuss anything related to the first meeting, they may call David's cell phone at (616) 566-3825.

Meeting adjourned at 2:05 p.m.

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### RECOMMENDATION:

Based on the information provided and meetings with the Task Force, it is our recommendation that the District relocate the administrative offices of the district to the Fine Arts / Aquatic Center site. This site is currently owned by the district, it has the availability of land to build a new building (either attached to an existing building or freestanding), it has existing utilities and parking, and it is a central, neutral site.

The task force believes that the development of this central campus would be beneficial to the district in both its current form as well as with adjacent properties as they become available. We also believe that a new facility will give the district the ability to create a presence for the administrative offices that is appropriate for the mission and brand of the district. As the district looks at the program for the functions of the building, the Task Force recommends adding the Child Care administrative functions, the Student Services department, and consider the need for flexible multi-purpose space (classroom/meeting space/training space) to the new administrative building.

The current site of the administrative building could be sold to help off-set expense of the new building or the current building could be razed and the site be used as a location for athletic and recreational playfields and be retained by district.



## QUESTIONS

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The following questions were asked and will be answered by David at the next meeting:

**Are there departments that should be with the administration building that aren't?**

Yes, Student Services and Child Care (see below) should be considered.

**If money were no object, would we want all of the departments together?**

Not Necessarily – functions like Building and Grounds, Operations, and Food Service are in a good location for the District and the administrative staff should be close to their departments. Good communication exists with those departments.

**Should student services be a part of the administration building?**

Yes

**Should child care be a part of the administration building?**

This depends on the final location of the Administration Building. Those offices should be centrally located and they are an important first connection for the District with parents (face of the District). A close proximity to the HR and Finance departments is desirable.

**Is there a desire for a Board room to come back?**

No, The Board has not indicated that as a desire, the rotating meeting format has been good for connecting with the different schools.

**Should there be extra room for growth?**

Growth with the Administrative teams would not follow directly with the growth in enrollment and programs. Budgets remain tight as well as State funding, so it is the desire of the District to focus general fund dollars to the classroom.



## QUESTIONS

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### **Is the printing space adequate? Does Paul need more space?**

Not necessarily, the space that printing uses now was not designed directly for this function, so new or renovated space could be designed more efficiently for their purposes. FYI – deliveries to the schools is handled by the Food Service department as they travel to each building.

### **What are the functions of childcare and schools plus?**

Child Care programs

Tuition-based

Before/After School Program

Traditional Preschool Program

Spanish Immersion Preschool Program

Summer Day Camp Program (Meadowbrook)

Grant-funded

Great Start Readiness Program

Programs located at 7 Elementary schools and 2 5/6 Buildings

### **Why was the main server moved to Northern?**

Renovation upgrades were made to the existing Northern HS site for climate control (A/C stability) and back-up power capabilities (Generator). The main servers for the District were moved to the Northern site after an upgrade was completed. This location is better served by the fiber optic network of the District. The server room at the Administration building currently contains the main server for the Financial and HR departments (separated from the network). This room has climate control and a back-up power hook-up for a remote, temporary generator (not located on site).

### **What are the numbers of employees in the different departments?**

See the attached list for the current Administrative Building (44 FTE).

Child Care has 3 employees.

Student Services has 4 employees.

### **Are there parts of the administration building that have historical significance?**

The District is not aware of any historical significance of the building; there are many memories and recollections of the building by people through-out the District.

