

PROJECT: Manitou Springs SD Bond Development

PROJECT NO: 2025-016.00

DATE: 02/12/2025

ATTENDANCE: Doug Abernethy, Ken Gregg, Ericka Everett, Ben Hearn, Esteban Galindo

SUBJECT:

Bond Development Mtg #2, Bondopoly Activity

Introductions

Team introduced themselves to the room.

Elementary School Capacity Plans

Ute Pass Elementary School and Manitou Elementary School Existing Capacity Plans were reviewed for the first time with the group. 26 Kids per classroom is high for the district. Adjust plans to a lower number. 174 Enrollment may be too low. Schools appear to be near capacity, but the school district feels they are O.K. at this time. School district is not looking to shrink or grow enrollment past a capacity of 200 in Ute Pass building but would like the "stay the same". In Manitou Elementary, the school district says they "have enough room" for current enrollment.

High School Master Plan Options

Recap of the deferred maintenance items for the High School that were identified in the 2020 Master Plan. Option C.1, Option E, and Option F proposed options for the High School were reviewed with the group.

Potential Tax Increase with Bond

Brief overview of the bonding capacity of Manitou Springs School District. Both 20-year and 25-year bonds were reviewed with the group compared with the projected annual tax increase to a \$537,000 home value, average price of a home in the school district.

Recap: Potential Bond Scenarios

Recap of the previous bond scenarios reviewed with the group. Scenarios C.1, E, and F. Format for delivering information was not easily digested previously. The school district felt they needed further visual aid to understand the scenarios. Segway into explaining to the group that they will now engage in Bondopoly Activity and put together two scenarios themselves in small groups, Scenario G, and H.

Bondopoly Activity

Attendees in the room split into 4 groups to play Bondopoly Activity. Team reviewed the rules with the room and then split up to oversee a group. The team helped with questions and calculations.

Group 1: Mustangs

Mustangs' goal was to spread the bond value between each project in an even manner while prioritizing the High School. This was represented in a 2-bond approach for Scenario G where the first bond covered all schools and the second bond went towards High Priority Deferred

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Maintenance for Manitou Springs Elementary, and the second construction phases for Manitou Middle School, and Manitou High School. In total Ute Pass Elementary received \$2.3 million, Manitou Springs Elementary received \$6.1 million, Manitou Middle School received \$35.4 million however, a best grant would be applied to the first phase bringing down the total cost of the Middle School Renovation to \$25.2 million. Mustangs chose Option C.1 for Manitou High School totaling \$72 million prior to a Best Grant applied to the Second Construction Phase during the second bond bringing the total High School renovation cost to \$54.2 million. \$3 million was allocated for the athletic fields.

Scenario H saw a 3-bond approach with the first bond targeting all schools, the second bond targeting Moderate Renovations at Ute Pass Elementary, High Priority Deferred Maintenance at Manitou Springs Elementary, and the Second Construction Phase of Option F for Manitou High School. Interestingly, for the Moderate Renovations at Ute Pass, the cost was changed from \$12 million to \$4 million and upgrades to the mechanical and electrical system were questioned. The third bond addressed Major Renovations at Manitou Springs Elementary and the full renovation of Manitou Middle School. In total, across the three bonds, Ute Pass Elementary received \$6.3 million, Manitou Springs Elementary received \$20.5 million, Manitou Middle School received \$39.8 million prior to a third bond Best Grant bringing the total down to \$26.6 million, Manitou High School option F received \$50.4 million prior to a Best Grant for the first phase of construction in the first bond and a second Best Grant for the second phase of construction in the second bond. After the application of both Best Grants, the High School total comes down to \$31.2 million. As in Scenario G, \$3 million was allocated for the athletic fields.

While the different schools had different needs that came with varying ranges of price tags, for Mustangs, Scenario H saw a more similar monetary distribution between projects as was their identified goal. Scenario G, however, may have seen a more similar scope of work between projects by focusing on smaller renovations and maintenance, while allowing for larger differences in budgets between projects. As with most other groups that selected Major Renovations for Manitou Springs Elementary, Mustangs added auditorium/theatre renovations to their card.

Group 2: Two

Two aimed at "dreaming big," prioritizing Manitou High School in Scenario G and Manitou Middle School in Scenario H while also aiming to complete necessary renovations and updates to all projects. This prioritization is evident in their selection of High School Option E in both Scenarios. It should be noted that Two exceeded their bond capacity on their first bond in both Scenarios, even with the application of Best Grants, however, they remained under the total bonding capacity of \$130 million.

Scenario G utilized a 2-bond approach with a first bond focusing on Ute Pass Elementary, Manitou Springs Elementary, Manitou High School, and Sports Fields. A Second bond featured Moderate Renovations at Ute Pass Elementary, as well as Combined Construction Phases 1 + 2 for Manitou Middle School, and Construction Phase 2 of Option E for Manitou High School. Across the two bonds, a total of \$12.6 million was allocated for Ute Pass Elementary and \$14.4 million was allocated for Manitou Springs Elementary. For Manitou Middle School, \$34.8 million was allocated during the second bond prior to Best Grant application. With the Best Grant, this number decreased to \$21.6 million. Notably, Two elected to specify the use of capital funds towards Manitou Middle School in the first bond. For Manitou High School, Two was the only group to not use Option C.1 in either Scenario, and the only group to use Option E. \$83.4 million was allocated for the High School. A Best Grant was applied to the first construction phase during the first bond bringing the total project value for the High School to \$57.4 million. \$8.9 million was allocated for the Sports Fields.

Scenario H also utilized a 2-bond approach. Scenario H was nearly identical to Scenario G, yet was responding to the perception that addressing renovations at all locations was costly. In Scenario H, Moderate Renovations at Ute Pass Elementary were moved from the second bond to the first and New Playground & Site Improvements were abandoned totaling \$12 million towards the Ute Pass Elementary. The \$14.4 million Major Renovations at Manitou Springs Elementary were kept in the first bond. The Combined Phase 1 + 2 Manitou Middle School Project was also moved from the second bond to the first and maintained its best grant totaling \$21.6 million. The scope of work for Manitou High school's Option E was also reversed such that the scope for Construction Phase 2 was carried out in the first bond, and Construction Phase 1 was carried out in the second bond. Seemingly, this would allow the Best Grant to be applied to the more expensive first Construction Phase during the second bond, without interfering with the ability to receive the Best Grant for Manitou Middle School during the first bond. Manitou High School's Option E value remained at \$57.4 million. \$8.9 million was allocated for the Sports Fields.

Two also added the auditorium/theatre renovations to the \$14.4 million Manitou Springs Elementary Major Renovation.

Group 3: Math Rules!

Math Rules! focused on garnering community support. They aimed to balance necessary renovations with "shiny" work that would be visible to the community and raise awareness and support for additional projects while also targeting projects that could benefit the larger community. Math Rules!' priority was ADA compliance and previously identified high priority maintenance and renovations. Math Rules! also wanted to make sure that the Middle School received attention.

Scenario G utilized a 2-bond approach where nearly every project received attention in each bond. The first bond consisted of High Priority Deferred Maintenance for Ute Pass Elementary, Select High Priority Deferred Maintenance for Manitou Springs Elementary, Construction Phase 1 of Manitou Middle School, Construction Phase 1 Manitou High School Option C.1, and replacing the track surface and the Main Field with turf. This bond came out to \$57.3 million without the Best Grant, and \$35.5 million after it was applied. The second bond covered a New Playground and Site Improvements for Ute Pass Elementary, Major Renovations at Manitou Elementary, Construction Phase 2 at Manitou Middle School, and Construction Phase 2 of Manitou High School Option C.1. The second bond was valued at \$71.4 million without the Best Grant, and \$44.3 million with the Best Grant. Per project, without considering savings from the Best Grant, \$2.3 million were allocated for Ute Pass Elementary, \$17.6 million for Manitou Springs Elementary, \$34.6 million for Manitou Springs Middle School, \$72 million for Manitou High School, and \$2.2 million for the Sports Fields.

Scenario H utilized a 3-bond approach aimed to save money by carrying out only high priority maintenance in the first bond. However, to save money in the first bond, costs for other desired projects that got pushed into future bonds began to grow. The first bond consisted of High Priority Deferred Maintenance for Ute Pass Elementary, High Priority Deferred Maintenance for Manitou Elementary, Select High Priority Deferred Maintenance for Manitou Middle School, High Priority Deferred Maintenance for Manitou High School, and replacing the track surface and the Main Field with turf. This bond totaled \$26.7 million without the Best Grant, and \$16.5 million once it was applied. The second bond covered a New Playground and Site Improvements for Ute Pass Elementary, Major Renovations at Manitou Elementary, Combined Construction Phases 1 + 2 at Manitou Middle School, and Construction Phase 1 of Manitou High School Option C.1. The second bond was valued at \$75 million without the Best Grant, and \$46.5 million with the Best Grant. The third grant covered Construction Phase 2 of Option C.1 for Manitou High School and was valued at \$46.8 million without the Best Grant and \$29 million with the Best Grant. Without considering savings from the Best Grant, Scenario H allocated \$2.3 million for Ute Pass Elementary, \$17.3 million

for Manitou Springs Elementary, \$39.8 million for Manitou Middle School, \$86.9 million for Manitou High School, and \$2.2 million for Sports Fields.

Math Rules! also added the auditorium/theatre renovations to the \$14.4 million Manitou Elementary Major Renovation. Additionally, they were one of two groups to choose to apply Best Grants to entire bonds rather than by project. It was noted that this approach may elicit unexpected costs and requirements placed by Best, but would help to lower overall costs and open doors to more expensive projects. However, Best Grants would not be applicable to work on the Sports Fields.

Group 4: Bleeds Green & Gold

Bleeds Green & Gold (BGG) also focused on making the first bond tangible to the community in hopes to garner support moving forward. They chose as well to prioritize the Sports Fields and target projects with the goal of recruiting/retaining and accessibility.

Similarly to Math Rules! BGG decided to apply the Best Grant to entire phases. However, since Best Grants are not guaranteed, they chose to apply the Grants only to the first bonds in both Scenarios.

Scenario G utilized a 2-bond approach where the first bond targeted all projects, and the second bond completed Construction Phases 2 for Manitou Middle School and Manitou High School Option C.1. The first bond included High Priority Deferred Maintenance and a New Playground and Site Improvements for Ute Pass Elementary, Selective Renovation and Select High Priority Deferred Maintenance for Manitou Springs Elementary, Construction Phase 1 for Manitou Middle School, Construction Phase 1 for Manitou High School Option C.1, and Replacing the Track Surface, and All Fields with Artificial Turf for the Sports Fields. The value of the first bond came out to \$71.3 million without the Best Grant, and \$44.2 million with the Best Grant. The second bond covering the second Construction Phases for Manitou Middle School and Manitou High School Option C.1 totaled \$56.4 million. Without accounting for savings from the Best Grant, Scenario G allotted, \$2.3 million to Ute Pass Elementary, \$9.7 million to Manitou Springs Elementary, \$34.8 million to Manitou Middle School, \$72 million to Manitou High School, and \$8.9 million to Sports Fields.

Scenario H also utilized a 2-bond approach where the first bond targeted all projects, and the second bond targeted the completion of Construction Phase 2 for Manitou High School Option C.1. The first bond included High Priority Deferred Maintenance and a New Playground and Site Improvements for Ute Pass Elementary, Major Renovation for Manitou Springs Elementary, Combined Construction Phases 1 + 2 for Manitou Middle School, Construction Phase 1 for Manitou High School Option C.1, and Replacing the Track Surface, and All Fields with Artificial Turf for the Sports Fields. The value of the first bond came out to \$85.6 million without the Best Grant, and \$53.1 million with the Best Grant. The second bond covering the second Construction Phase for Manitou High School Option C.1 totaled \$46.8 million. Without accounting for savings from the Best Grant, Scenario G allotted, \$2.3 million to Ute Pass Elementary, \$14.4 million to Manitou Springs Elementary, \$34.8 million to Manitou Middle School, \$72 million to Manitou High School, and \$8.9 million to Sports Fields.

Activity Wrap-up and Discussion

Each group presented their findings to the room.

General Comments

-Visiting stands at football field are not ADA.

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- Verification of budget and scope for field renovations is needed to confirm if the retaining wall necessary to convert soccer field to regulation size is currently included.
- Ute Pass Elementary instructional environments need finish updates.
- Manitou Springs Elementary needs a new or renovated Theatre/Auditorium (~\$3 million)
- Manitou Springs Elementary's bottom floor may experience frequent flooding. This will need verification.

General Summary

Of the common trends that were identified, the most and least common projects per school are listed below

-Ute Pass Elementary

- Most Selected: \$600K New Playground & Site Improvement (x5)
- Least Selected: \$12M Moderate Renovations (x3)

-Manitou Elementary

- Most Selected: \$14.4M Major Renovation (x6)
- Least Selected: \$6.5M Selective Renovation (x1)

-Middle School

- Most Selected: 34.8M Combined Phases 1 + 2 (x5)
- Least Selected: \$5M Select High Priority Deferred Maintenance (x2)

-High School

- Most Selected: \$22.5M Option C.1 Main Gymnasium Phase 1 (x5)
- Most Selected: \$46.8M Option C.1 Commons, Kitchen, Library (x5)
- Least Selected: \$72M Option C.1 Combined Phases 1+2 (x0)
- Least Selected: \$400K Select High Priority Deferred Maintenance (x0)

-Sports Fields

- Most Selected: \$8.9M Artificial Turf on all Fields, Replace Track Surface (x4)
- Most Selected: \$2.2M Artificial Turf on Main Field, Replace Track Surface (x4)
- Least Selected: 840K High Priority Deferred Maintenance (x2)

Attachments:

CC: Attendees

REPORTED BY:



Signature

Esteban Galindo-Carvajal

Printed Name



MEETING ATTENDANCE

Project: Manitou Springs SD Bond Development

Project Number: 2025-016.00

MTG #1 - 1.29.25	MTG #2 - 2.12.25						NAME	REPRESENTING	PHONE	EMAIL ADDRESS
/							Kolleen Johnson	Manitou Sprgs		KJohnson@mssd14.org
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X							Cameron Jones	MSSD 14	719-351-1312	cajones@mssd14.org
X							Aimee Conrad	D14 Staff	719-685-2043	aconrad@mssd14.org
X							Mary Carol Cowart	MSSD staff & resident	678-591-7500	mccowart@mssd14.org
X							Eric McMartin	Staff	719-306-5908	emcmartin@mssd14.org
X							TIM Bresnahan	Manitou resident/parent	719-261-5141	tbresna@gmail.com
X							Sarah McAfee	MSSD		
X							Suzi Thompson	"		
X							Sean Dorsey	"		
X							Mike Talbot	"		
X							Jill Bishop	MSSD BOE		
X							Connie Johnson	MSSD BOE		
X							Maggie Santos	MSSD BOE		
X							Stu Seck	MSSD		
X							Brandon DeMatto	MSSD		
X							Stuart Cross	MSSD		
X							Matt Milar	Community Member		



Manitou Springs SD Bond Meeting

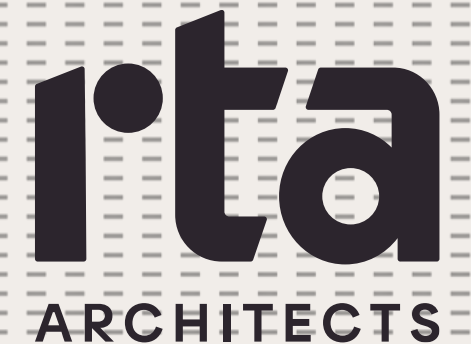
February 12, 2025



Meeting Agenda

February 12, 2025

1. Introductions
2. Elementary School Capacity Plans
3. High School Master Plan Options
4. Potential Bond Scenarios
5. “Bondopoly” Activity
6. Activity Wrap-up and Discussion



Building Capacity



Building Capacity - Ute Pass Elementary School



CLASSROOM CAPACITY					
CLASSROOM	AREA	PROGRAM CAPACITY	CDE SF/PUPIL	CDE CAPACITY	FUNCTIONAL CAPACITY
Instructional Areas					
CLASSROOM	857 SF	26	32	27	26
GRADE 1	816 SF	26	32	25	26
GRADE 2/3	809 SF	26	32	25	26
GRADE 2/3	808 SF	26	32	25	26
GRADE 4/5	822 SF	26	30	27	26
GRADE 4/5	805 SF	26	30	27	26
KINDERGARTEN	822 SF	22	38	22	22
Instructional Areas: 7	5739 SF	178		179	178
Special Education					
SPEC. ED.	592 SF	8	37	16	0
Special Education: 1	592 SF	8		16	0
UNASSIGNED					
PRE-K	742 SF	18			18
UNASSIGNED: 1	742 SF	18		0	18
	7072 SF	204		195	196
=204			=196		

89%

CURRENT ENROLLMENT/
FUNCTIONAL CAPACITY

PK-5 : 174 Enrolled

Building Capacity - Manitou Elementary School

85%

CURRENT ENROLLMENT/
FUNCTIONAL CAPACITY

PK-5 : 331 Enrolled

EDUCATIONAL DEPARTMENT LEGEND

- ADMINISTRATION
- INSTRUCTIONAL AREAS
- ARTS / CTE
- SCIENCE
- BREAKOUT SPACE
- DINING / COMMONS
- LIBRARY INFORMATION CENTER
- PE / ATHLETICS
- SPECIAL EDUCATION
- SUPPORT / INTERVENTION
- PRE-K

CLASSROOM CAPACITY					
CLASSROOM	AREA	PROGRAM CAPACITY	CDE SF/PUPIL	CDE CAPACITY	FUNCTIONAL CAPACITY
Instructional Areas:					
CHAPTER 1 READING	566 SF	26	28	20	26
COMPUTER	655 SF	26	30	22	0
GRADE 1	576 SF	26	32	18	26
GRADE 1	616 SF	26	32	19	26
GRADE 1	614 SF	26	32	18	26
GRADE 2	622 SF	26	32	18	26
GRADE 2	666 SF	26	32	19	26
GRADE 3	665 SF	26	32	20	26
GRADE 3	580 SF	26	32	18	26
GRADE 4	575 SF	26	30	19	26
GRADE 4	648 SF	26	30	22	26
GRADE 5	286 SF	26	30	23	26
GRADE 5	570 SF	26	30	19	26
KINDERGARTEN	1084 SF	22	38	25	22
OPTIC	450 SF	26	30	15	26
OPTIC	668 SF	26	30	22	26
Instructional Areas: 16	70132 SF	412		323	386
Science					
SCIENCE	580 SF	26	38	15	0
Science 1	580 SF	26		15	0
Special Education					
SPECIAL ED.	614 SF	12	37	17	0
SPECIAL ED.	622 SF	12	37	17	0
Special Education: 2	1236 SF	24		33	0
	11908 SF	462		372	386

=462

=386



High School Options



Recap: Building Conditions – 2020 Master Plan



Code Compliance

Correct accessibility issues on site and in the facility including:

- ADA parking spots and route to entry,
- toilet rooms, locker rooms,
- non-compliant ramps, hand and guardrails.
- correct access basement and second floor.

Exterior

Correct site drainage and water infiltration at building.

Reroofing needed in near future.

Exterior door replacement.

Refinish running track surface.

Interior

Replace interior finishes and casework.

Replace bleachers in aux gym.

Replace mechanical piping, ventilation units and plumbing systems including plumbing.

Replace / upgrade lighting to LED and potential electrical service upgrade.

Provide fire sprinklers and voice evacuation fire alarm.

High School Option C.1 – New Athletics and Performing Arts

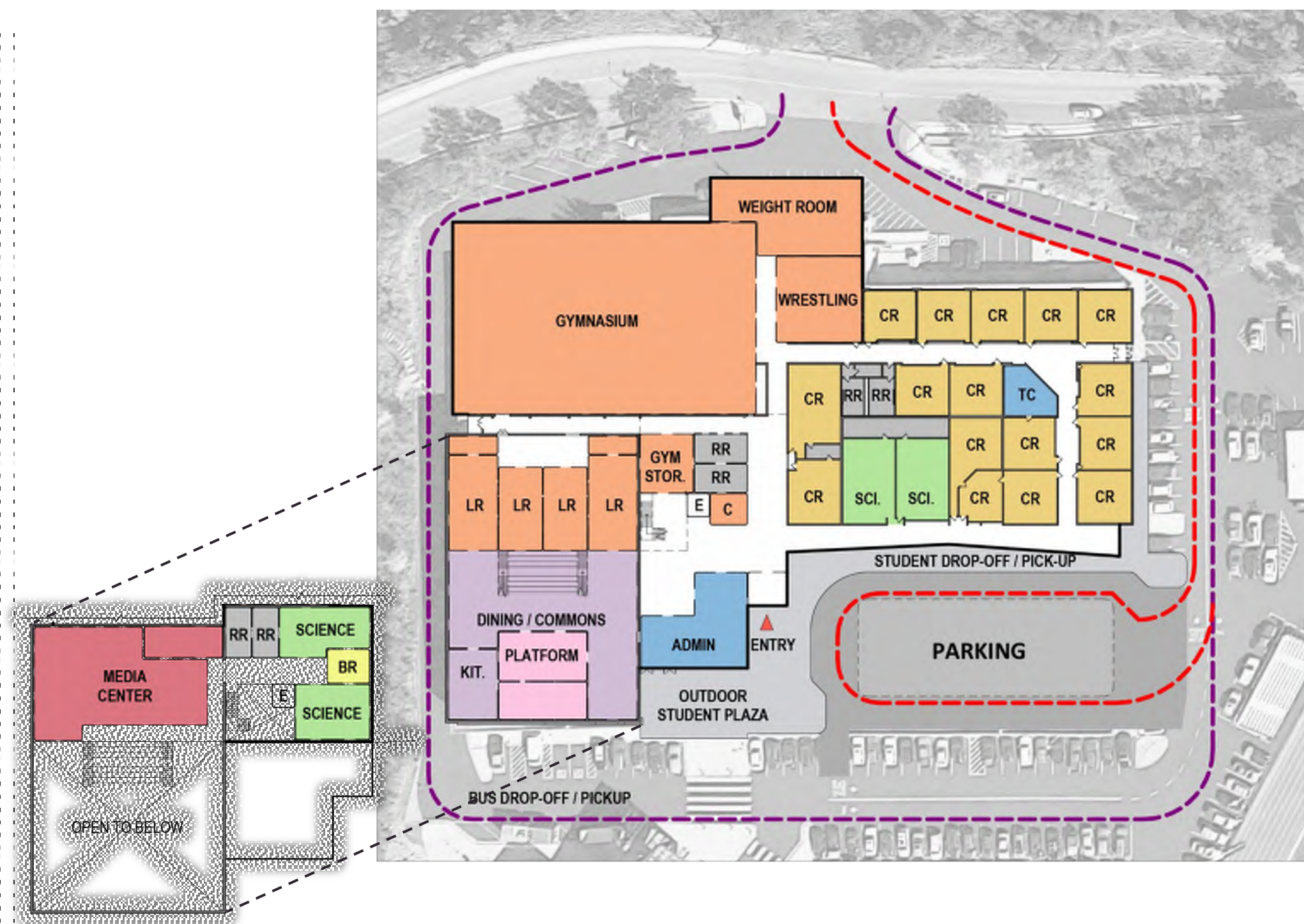
\$72 M Total Project Cost
3 Phases, 2 Bonds

Pros:

1. Maintains existing core spaces.
2. Improved site circulation/parking lot
3. New cafetorium space that supports performance arts at the HS campus.

Cons:

1. 3 Phases of construction, 2 Bonds
2. Exposure to unknown cost increases
3. Longer duration of construction, higher cost



High School Option E – Optimized Site

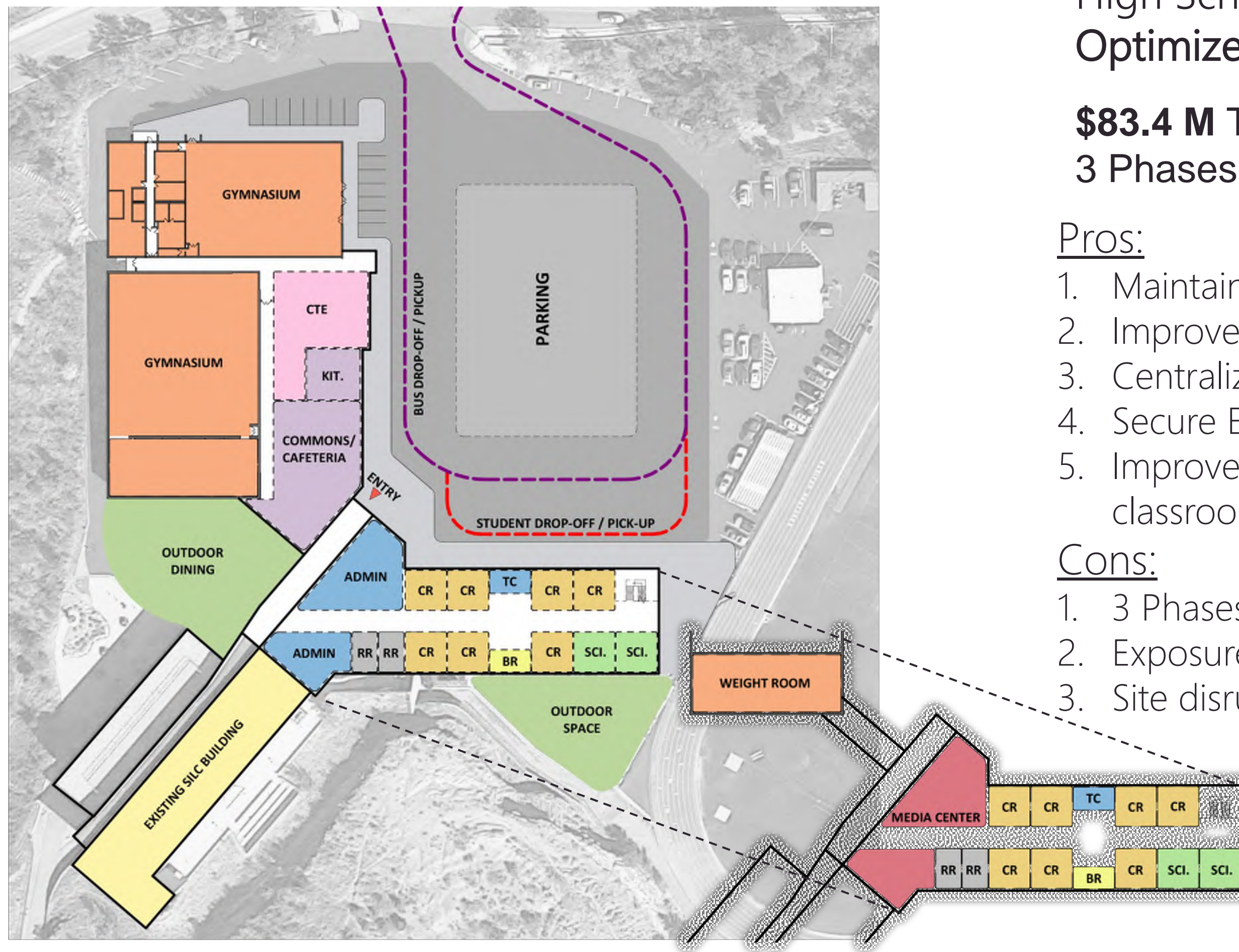
\$83.4 M Total Project Cost
3 Phases, 2 Bonds

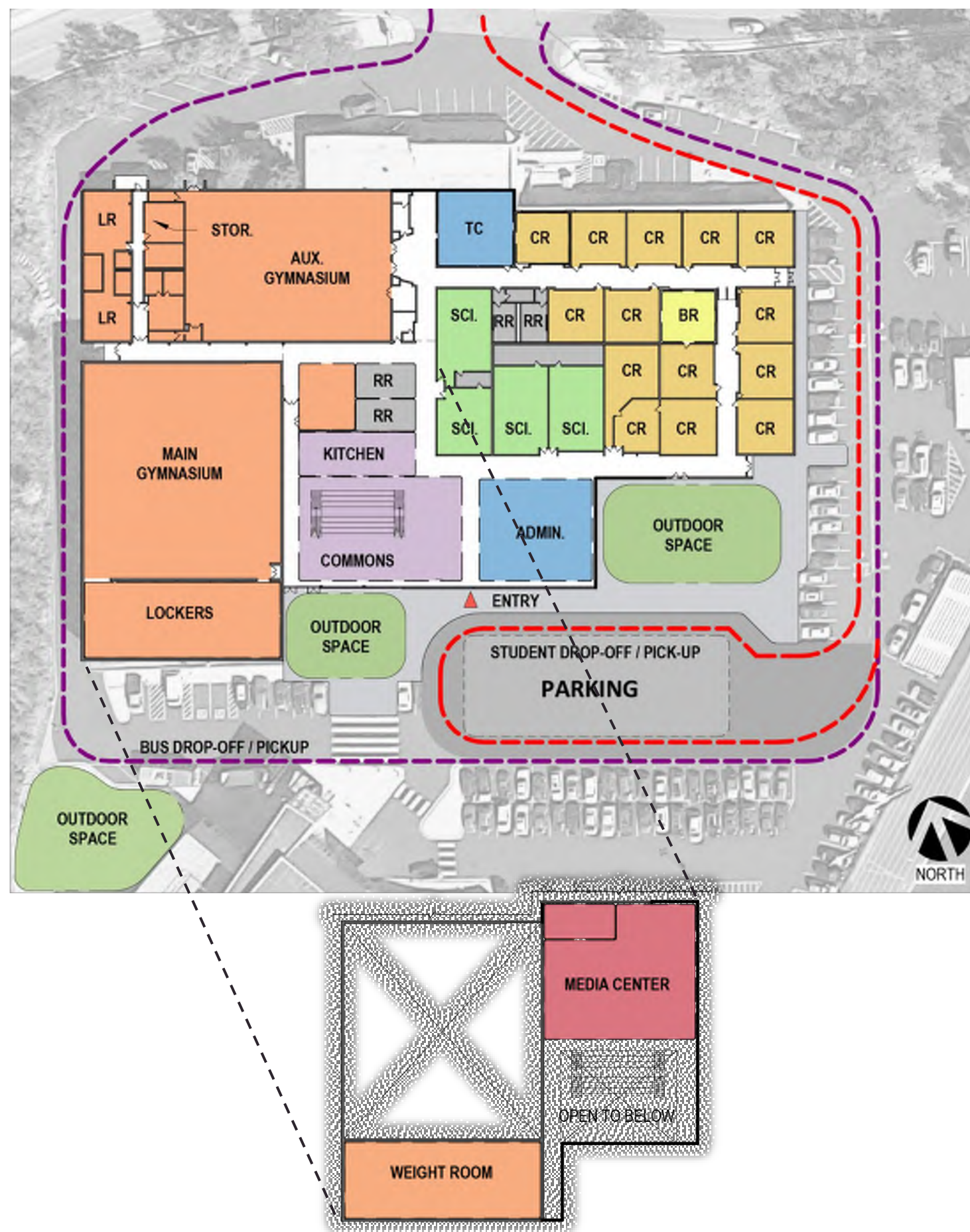
Pros:

1. Maintains existing athletic spaces
2. Improved site circulation and parking
3. Centralized commons/cafeteria space
4. Secure Entry near administration
5. Improved 21st century learning classrooms

Cons:

1. 3 Phases of construction, 2 Bonds
2. Exposure to unknown cost increases
3. Site disruption during first phase





High School Option F – Measured Approach

\$50.4 M Total Project Cost
2 Phases, 2 Bonds

Pros:

1. Maintains existing athletic spaces
2. Improved site circulation and parking
3. Larger centralized commons/cafeteria space
4. Secure Entry near administration
5. Less Expensive. Increased Renovation

Cons:

1. 3 Phases of construction, 2 Bonds
2. Exposure to unknown cost increases
3. Renovation of Existing Spaces



Potential Tax Increase with Bond

Manitou Springs School District 14				
2025 Collection Gross Assessed Value	186,758,870			
2025 Collection Net Assessed Value	184,371,010			
Outstanding GO Debt	0			
Debt Capacity (20%)	37,351,774			
Residential Assessment Rate	7.05%			
Home Value	100,000			
Coupon	5.00%			
Amortization (years)	20			
Par Amount	20,000,000	37,350,000	65,000,000	132,035,000
Annual Payment	1,604,852	2,997,061	5,215,768	10,594,830
Required Mill Levy	8.70	16.26	28.29	57.46
Annual Cost to Residential	61.37	114.60	199.44	405.13
Monthly	5.11	9.55	16.62	33.76
* Preliminary, subject to change. Annual payments are based on estimates and assumed to be level.				

Manitou Springs School District 14				
2025 Collection Gross Assessed Value	186,758,870			
2025 Collection Net Assessed Value	184,371,010			
Outstanding GO Debt	0			
Debt Capacity (20%)	37,351,774			
Residential Assessment Rate	7.05%			
Home Value	100,000			
Coupon	5.00%			
Amortization (years)	25			
Par Amount	20,000,000	37,350,000	65,000,000	132,035,000
Annual Payment	1,419,049	2,650,074	4,611,910	9,368,208
Required Mill Levy	7.70	14.37	25.01	50.81
Annual Cost to Residential	54.26	101.33	176.35	358.22
Monthly	4.52	8.44	14.70	29.85
* Preliminary, subject to change. Annual payments are based on estimates and assumed to be level.				

20 Years
\$537,000 House Value
\$65 Million Bond

=\$1,070.99
Annual Tax Increase

25 Years
\$537,000 House Value
\$65 Million Bond

=\$947.00
Annual Tax Increase

Bond Activity





Recap: Bond Scenarios

	SCENARIO C.1			SCENARIO E			SCENARIO F		
	(Phase 1)	(Phase 2)	(Phase 3)	(Phase 1)	(Phase 2)	(Phase 3)	(Phase 1)	(Phase 2)	(Phase 3)
Sports Fields	High Priority Deferred Maintenance & ADA Upgrades		Replace All Fields with Artificial Turf and Replace Track Surface	High Priority Deferred Maintenance & ADA Upgrades		Replace All Fields with Artificial Turf and Replace Track Surface	High Priority Deferred Maintenance & ADA Upgrades		Replace All Fields with Artificial Turf and Replace Track Surface
	\$657,654		\$1,300,000	\$657,654		\$8,000,000	\$657,654		\$8,000,000
Ute Pass Elementary *2020 Master Plan Scope	New Playground & Site Improvements **Potential GOCO Grant for Playground** (playground cost not included)	High Priority Deferred Maintenance	Moderate Renovations to Meet Educational Programming Needs	New Playground & Site Improvements **Potential GOCO Grant for Playground** (playground cost not included)	High Priority Deferred Maintenance	Major Renovations to meet Educational Programming Requirements	New Playground & Site Improvements **Potential GOCO Grant for Playground** (playground cost not included)	High Priority Deferred Maintenance	Major Renovations to meet Educational Programming Requirements
	\$476,339	\$1,365,921	\$10,000,000	\$476,339	\$1,365,921	\$8,000,000	\$476,339	\$1,365,921	\$8,000,000
Manitou Springs Elementary School *2020 Master Plan Scope	Select High Priority Deferred Maintenance	High Priority Deferred Maintenance	Moderate Renovation to Meet Educational Programming Needs, Kitchen Remodel, and new elevator.	Select High Priority Deferred Maintenance	Minor Renovation to Meet Educational Programming Needs, Kitchen Remodel, and new elevator.	Major Renovation to Meet Educational Programming Needs, Kitchen Remodel, and new elevator.	Select High Priority Deferred Maintenance	Minor Renovation to Meet Educational Programming Needs, Kitchen Remodel, and new elevator.	Major Renovation to Meet Educational Programming Needs, Kitchen Remodel, and new elevator.
	\$2,766,935	\$2,366,141	\$12,000,000	\$2,766,935	\$5,366,141	\$12,000,000	\$2,766,935	\$5,366,141	\$12,000,000
Manitou Middle School	Phase 1 Renovation & Addition	Phase 2 Renovation		Select High Priority Deferred Maintenance	Major Renovation & Addition		Select High Priority Deferred Maintenance	Major Renovation & Addition	
	\$39,815,242	\$6,000,000		\$4,000,000	\$39,815,242		\$4,000,000	\$39,815,242	
Manitou High School	Phase 1 Renovation & Addition Main Gym	Phase 2 Renovation Commons / Kitchen / Library		Phase 1 Classroom, Commons/Cafeteria Addition	Phase 2 Renovation to Gym Locker Room		Phase 1 Administration, Commons/Cafeteria Addition	Phase 2 Renovation to Classrooms, Gym Locker Room	
	\$18,700,000	\$1,786,290		\$56,828,200	\$12,828,551		\$25,674,559	\$19,863,210	
SILC Building	Consolidate Programming for temporary Middle School Students	Deferred Maintenance & Moderate Renovation for Relocation of HS CTE Programming		Consolidate Programming for temporary Middle School Students	Deferred Maintenance & Moderate Renovation for Relocation of HS CTE Programming		Consolidate Programming for temporary Middle School Students	Deferred Maintenance & Moderate Renovation for Relocation of HS CTE Programming	
	\$300,000	\$4,745,876		\$300,000	\$4,745,876		\$300,000	\$4,745,876	
Bus Barn	Complete High Priority Deferred Maintenance and ADA Upgrades			Complete High Priority Deferred Maintenance and ADA Upgrades			Complete High Priority Deferred Maintenance and ADA Upgrades		
	\$8,819			\$8,819			\$8,819		
Relative Cost Ranking	\$43,786,979	\$60,264,028	\$29,369,884	\$65,039,997	\$52,879,531	\$26,000,000	\$43,686,296	\$60,216,196	\$26,000,000

Bond Activity Instructions

As a group, create two scenarios (G and H), located at the bottom of the board, split between three bonds that best serve your school district’s needs.

Do not exceed **65 Million Dollars** per bond. Use your BEST Grant Coupon if needed.

You don’t have to use every card, nor fill in every blank on the board.

What are your group’s priorities?

Example Playing Card

Option

Cost

Description

E

PROJECT

HIGH SCHOOL

\$56.9 M

Classroom, Commons, Cafeteria

Phase 1 Addition

Pros

Maintains existing fitness spaces.

Improved site circulation and parking.

Larger, centralized commons space.

21st century learning classrooms.

Cons

3 Phases of construction, 2 bonds.

Exposure to unknown cost increases

Longer duration of construction.

1 of 2

Bond Order;

-place in order

-requires both cards

OR

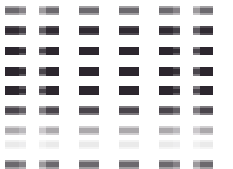
Combined Bond Order;

-only one card



Specialty Symbol;
-one or the other, but not both cards





BEST Grant Information

District Match: 62%

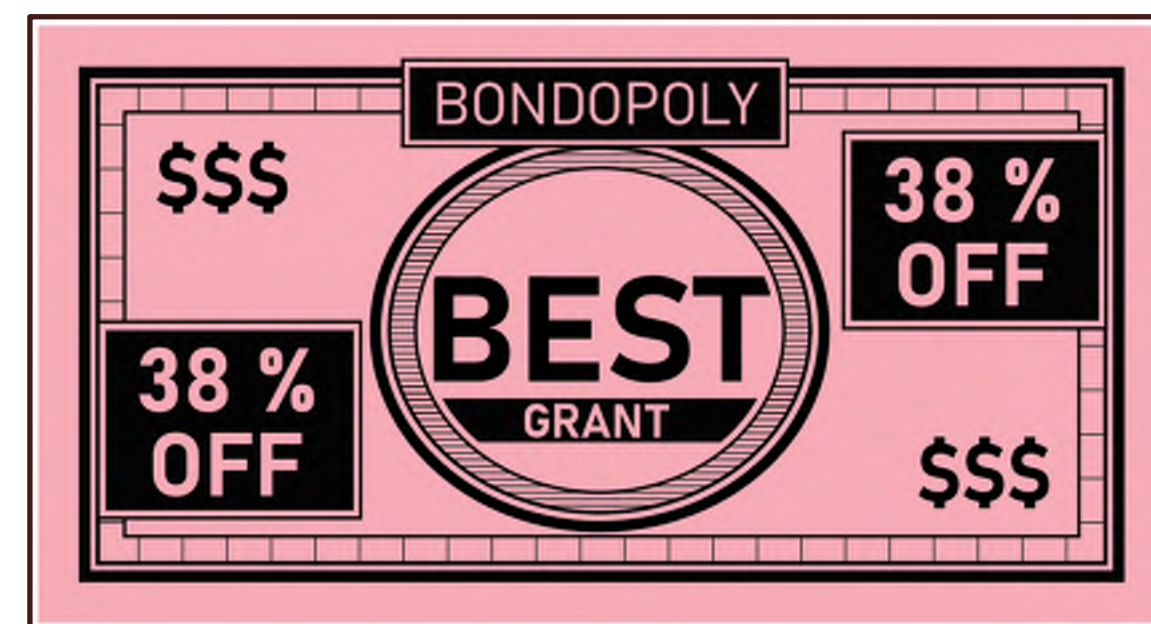
With this BEST Grant coupon, you can help pay for **one project** or an **overall phase** using state-raised funds.

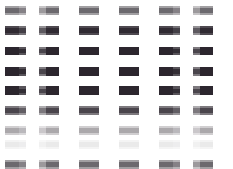
For this activity, think of it as a **38%** discount so you don't blow the budget on one of your projects or phases.

Which project needs the dollar's the most?

Which project has the best chance of receiving a BEST Grant?

BEST Grant Coupon





Bond Activity Instructions

As a group, create two scenarios (G and H), located at the bottom of the board, split between three bonds that best serve your school district’s needs.

Do not exceed **65 Million Dollars** per bond. Use your BEST Grant Coupon if needed.

You don’t have to use every card, nor fill in every blank on the board.

What are your group’s priorities?

Example Playing Card

Option →

Cost →

Description →

E

PROJECT

HIGH SCHOOL

\$56.9 M

Classroom, Commons, Cafeteria

Phase 1 Addition

Pros

Maintains existing fitness spaces.
Improved site circulation and parking.
Larger, centralized commons space.
21st century learning classrooms.

Cons

3 Phases of construction, 2 bonds.
Exposure to unknown cost increases
Longer duration of construction.

1 of 2

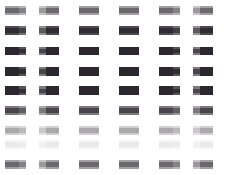
← *Bond Order;*
-place in order
-requires both cards

OR

Combined Bond Order; ★
-only one card



Specialty Symbol;
-one or the other, but not both cards



Bond Activity Complete



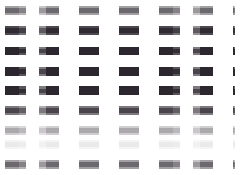
TIMES UP!

- Gather your group
- Make any final decisions
- Sum up each phases total

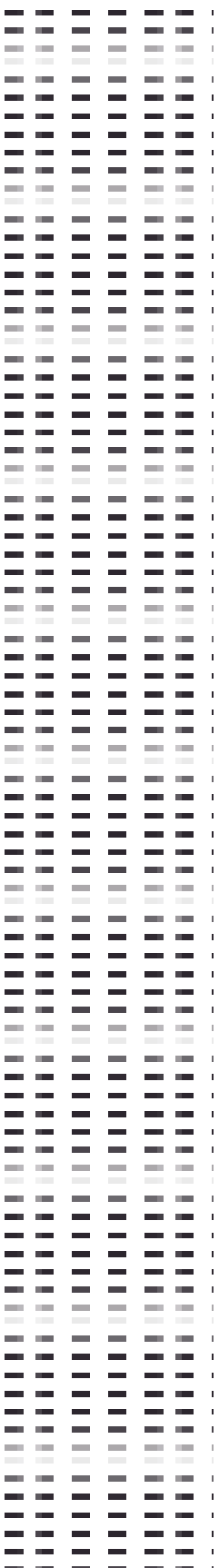
What did we learn?

What was the highest priority? What was the lowest?

What did we use the BEST Grant Coupon on?



rta



Let us answer any questions you
may have.

Thank you

GROUP:

Mustangs

RINGS SCHOOL DISTRICT

rta
ARCHITECTS

UTE PASS ELEM.

MANITOU ELEM.

MIDDLE SCHOOL

HIGH SCHOOL

SPORTS FIELDS

COUPON

TOTAL

PROJECT
UTE PASS ELEM.
\$600 KPROJECT
UTE PASS ELEM.
\$1.7 M
High Priority
Deferred Maintenance
Replace remaining Floor Finishes.
Replace casework
New Paint throughout
Replace interior doors and windows
Upgrade Fire Alarm system to include
voice announcementPROJECT
MANITOU ELEM.
\$3.2 M
Select High Priority
Deferred Maintenance
Replace all remaining HVAC systems,
add cooling & DDC controls
Provide fire sprinkler system in non-
sprinklered portions
Upgrade Fire Alarm system to include
voice announcement
AUDITORIUM III & IVPROJECT
MANITOU ELEM.
\$2.9 M
High Priority
Deferred Maintenance
Reconfigure 1922, 1955 and basement
restrooms.
Upgrade electrical power and lighting
systems
Upgrade plumbing systems
(Domestic Water, Waste, and Gas)PROJECT
MIDDLE SCHOOL
\$25.2 M
Renovation + Addition
Phase 1
Renovation + Addition
1 of 2PROJECT
MIDDLE SCHOOL
\$9.6 M
Renovation + Addition
Phase 2
Renovation
2 of 2
Pres
Maintains existing core spaces.
Improved site circulation/parking lot.
New cafeteria space that supports
performance arts at HS.
Cons
3 Phases of construction, 2 bonds.
Exposure to unknown cost increases.
Longer duration of construction.C.1 PROJECT
HIGH SCHOOL
\$25.2 M
Main Gymnasium
Phase 1
Renovation and Addition
1 of 2
Pres
Maintains existing core spaces.
Improved site circulation and parking
New cafeteria space that supports
performance arts at HS.
Cons
3 Phases of construction, 2 bonds.
Exposure to unknown cost increases.
Longer duration of construction.C.1 PROJECT
HIGH SCHOOL
\$46.8 M
Commons, Kitchen, Library
Phase 2
Renovation
2 of 2
Pres
Maintains existing core spaces.
Improved site circulation/parking lot.
New cafeteria space that supports
performance arts at HS.
Cons
3 Phases of construction, 2 bonds.
Exposure to unknown cost increases.
Longer duration of construction.PROJECT
SPORTS FIELDS
\$2.2 MPROJECT
SPORTS FIELDS
\$840 K
High Priority Deferred
Maintenance
ADA UpgradesPROJECT
UTE PASS ELEM.
\$600 KPROJECT
UTE PASS ELEM.
\$1.7 M
High Priority
Deferred Maintenance
Replace remaining Floor Finishes.
Replace casework
New Paint throughout
Replace interior doors and windows
Upgrade Fire Alarm system to include
voice announcementPROJECT
MANITOU ELEM.
\$3.2 M
Select High Priority
Deferred Maintenance
Replace all remaining HVAC systems,
add cooling & DDC controls
Provide fire sprinkler system in non-
sprinklered portions
Upgrade Fire Alarm system to include
voice announcementPROJECT
MIDDLE SCHOOL
\$5 M
Select High Priority
Deferred Maintenance
Upgrade Mechanical System
Replace Roof
New Exterior Doors and
WindowsF PROJECT
HIGH SCHOOL
\$25.2 M
Administration, Commons, Cafeteria
Phase 1
Addition
Pres
Maintains existing core spaces.
Improved site circulation/parking lot.
New cafeteria space that supports
performance arts at HS.
Cons
3 Phases of construction, 2 bonds.
Exposure to unknown cost increases.
Longer duration of construction.PROJECT
SPORTS FIELDS
\$2.2 MPROJECT
SPORTS FIELDS
\$840 K
High Priority Deferred
Maintenance
ADA UpgradesPROJECT
UTE PASS ELEM.
4 1/2 M
Moderate Renovations
Improve Educational Environment
New Paint
New Carpet
New Lighting
Upgrade Mechanical System?
Upgrade Electrical System?PROJECT
MANITOU ELEM.
\$2.9 M
High Priority
Deferred Maintenance
Reconfigure 1922, 1955 and basement
restrooms.
Upgrade electrical power and lighting
systems
Upgrade plumbing systems
(Domestic Water, Waste, and Gas)PROJECT
MANITOU ELEM.
\$14.4 M
Major Renovation
Full Kitchen Renovation
New Elevator
New Finishes throughout
Improved Educational SpacesPROJECT
MIDDLE SCHOOL
\$34.8 M
Combined Phases 1 + 2
All work in 1 Bond
Renovation and AdditionF PROJECT
HIGH SCHOOL
\$25.2 M
Classrooms, Gym, Locker Room
Phase 2
Renovation
Pres
Maintains existing core spaces.
Improved site circulation/parking lot.
New cafeteria space that supports
performance arts at HS.
Cons
3 Phases of construction, 2 bonds.
Exposure to unknown cost increases.
Longer duration of construction.

= \$ 49.3 M

= \$ 41.5 M

= \$

= \$ 29.1 M

= \$ 27.5 M

= \$ 36 M

BOND 1

BOND 2

BOND 3

BOND 1

BOND 2

BOND 3

SCENARIO G

SCENARIO H



BONDOPOLY

Activity Discussion Sheet
Scenario G

Group: Mustang 5
Manitou Springs School District

What did you learn?

More needs than money
Spread the \$ between schools
HS is priority!

What was the highest priority? What was the lowest?

HS Priority! / Prioritizing ADA, Deferred Maintenance
MSES Major reno. is lowest priority → UPES as well

What did you use the BEST Grant Coupon on?

HS C1 (6)
HS F (H)
MS Phase 1+2 (H)
MS Phase 1 (6)

What questions do you have for us?

What would playing card like given our scenarios?

GROUP: Two

MANITOU SPRINGS SCHOOL DISTRICT

UTE PASS ELEM.

MANITOU ELEM.

MIDDLE SCHOOL

HIGH SCHOOL

SPORTS FIELDS

COUPON

TOTAL

PROJECT
UTE PASS ELEM.

\$600 K

New Play Ground & Site Improvements

GRANT POTENTIAL

PROJECT
UTE PASS ELEM.

\$12 M

Moderate Renovations

Improve Educational Environment
New Paint
New Carpet
New Lighting
Upgrade Mechanical System
Upgrade Electrical System

PROJECT
UTE PASS ELEM.

\$12 M

Moderate Renovations

Improve Educational Environment
New Paint
New Carpet
New Lighting
Upgrade Mechanical System
Upgrade Electrical System

PROJECT
MANITOU ELEM.

\$14.4 M

Major Renovation

THEATRE UPGRADE
Full Kitchen Renovation
New Elevator
New Finishes throughout
Improved Educational Spaces

PROJECT
MANITOU ELEM.

\$14.4 M

Major Renovation

Full Kitchen Renovation
New Elevator
New Finishes throughout
Improved Educational Spaces

PROJECT
MIDDLE SCHOOL

\$34.8 M

Combined Phases 1 + 2
Work in 1 Band
Renovation and Addition

BEST
38% OFF
\$\$\$

PROJECT
MIDDLE SCHOOL

\$34.8 M

Combined Phases 1 + 2
All work in 1 Band
Renovation and Addition

BEST
38% OFF
\$\$\$

PROJECT
HIGH SCHOOL

\$68.3 M

Classroom, Commons, Cafeteria
Phase 1 Addition
1 of 2
Pros
Maintains existing fitness spaces.
Improved site circulation and parking.
Larger, centralized commons space.
21st century learning classrooms.

Cons
3 Phases of construction, 2 bonds.
Exposure to unknown cost increases.
Longer duration of construction.

PROJECT
HIGH SCHOOL

\$15.1 M

Gym, Locker Room
Phase 2 Renovation
2 of 2

Pros
Maintains existing fitness spaces.
Improved site circulation and parking.
Larger, centralized commons space.
21st century learning classrooms.

Cons
3 Phases of construction, 2 bonds.
Exposure to unknown cost increases.
Longer duration of construction.

PROJECT
HIGH SCHOOL

\$15.1 M

Gym, Locker Room
Phase 2 Renovation
2 of 2

Pros
Maintains existing fitness spaces.
Improved site circulation and parking.
Larger, centralized commons space.
21st century learning classrooms.

Cons
3 Phases of construction, 2 bonds.
Exposure to unknown cost increases.
Longer duration of construction.

PROJECT
HIGH SCHOOL

\$68.3 M

Classroom, Commons, Cafeteria
Phase 1 Addition
1 of 2
Pros
Maintains existing fitness spaces.
Improved site circulation and parking.
Larger, centralized commons space.
21st century learning classrooms.

Cons
3 Phases of construction, 2 bonds.
Exposure to unknown cost increases.
Longer duration of construction.

PROJECT
SPORTS FIELDS

\$8.9 M

Replace All Fields with Artificial Turf

Replace Track Surface

PROJECT
SPORTS FIELDS

\$8.9 M

Replace All Fields with Artificial Turf

Replace Track Surface

= \$66.2

= \$61.9

(see considering empty)

= \$

= \$71.9

= \$42.3

= \$

BOND 1

BOND 2

BOND 3

BOND 1

BOND 2

BOND 3

SCENARIO G

SCENARIO H



BONDOPOLY

Activity Discussion Sheet
Scenario G



Group: ERICKA

Manitou Springs School District

What did you learn?

- spreading community interest & support across schools & arts/athletics
- there is a way to prioritize our dreams

What was the highest priority? What was the lowest?

Highest = HS
lowest = MS

What did you use the BEST Grant Coupon on?

High School E 1 of 2

What questions do you have for us?

Can we make this happen?



BONDOPOLY

Activity Discussion Sheet
Scenario H

Group: Everman

Manitou Springs School District

What did you learn?

- spreading love across buildings → more costly
-

What was the highest priority? What was the lowest?

Highest = MS

Lowest = HS → round 2

What did you use the BEST Grant Coupon on?

① Middle School

② High School phase 1 of 2

What questions do you have for us?

How do we get people behind this?

Which school did people really use to decide on
→ district?

UTE PASS ELEM.

MANITOU ELEM.

MIDDLE SCHOOL

HIGH SCHOOL

SPORTS FIELDS

COUPON

TOTAL

PROJECT
UTE PASS ELEM.
\$1.7 M
High Priority
Deferred Maintenance
Replace remaining Floor Finishes.
Replace casework.
New Paint throughout
Replace interior doors and windows
Upgrade Fire Alarm system to include
voice announcement

PROJECT
UTE PASS ELEM.
\$600 K
New Play Ground & Site
Improvements
GRANT POTENTIAL

PROJECT
UTE PASS ELEM.
\$1.7 M
High Priority
Deferred Maintenance
Replace remaining Floor Finishes.
Replace casework.
New Paint throughout
Replace interior doors and windows
Upgrade Fire Alarm system to include
voice announcement

PROJECT
UTE PASS ELEM.
\$600 K
New Play Ground & Site
Improvements
GRANT POTENTIAL

PROJECT
MANITOU ELEM.
\$3.2 M
Select High Priority
Deferred Maintenance
Replace all remaining HVAC systems;
add cooling & DDC controls
Provide fire sprinkler system in non-
sprinklered portions
Upgrade Fire Alarm system to include
voice announcement

PROJECT
MANITOU ELEM.
\$14.4 M
Major Renovation
Full Kitchen Renovation
New Elevator
New Finishes throughout
Improved Educational Spaces
EXPERIMENTAL THEATRE

PROJECT
MANITOU ELEM.
\$2.9 M
High Priority
Deferred Maintenance
Reconfigure 1922, 1955 and basement
restrooms.
Upgrade electrical power and lighting
systems
Upgrade plumbing systems
(Domestic Water, Waste, and Gas)

PROJECT
MANITOU ELEM.
\$14.4 M
Major Renovation
Full Kitchen Renovation
New Elevator
New Finishes throughout
Improved Educational Spaces

PROJECT
MIDDLE SCHOOL
\$25.2 M
Renovation + Addition
Phase 1
Renovation + Addition
1 of 2
Pros
Maintains existing core spaces.
Improved site circulation/parking lot.
New cafeteria space that supports
performance arts at HS.
Cons
3 Phases of construction, 2 bonds.
Exposure to unknown cost increases.
Longer duration of construction.

PROJECT
MIDDLE SCHOOL
\$9.6 M
Renovation + Addition
Phase 2
Renovation
2 of 2
Pros
Maintains existing core spaces.
Improved site circulation/parking lot.
New cafeteria space that supports
performance arts at HS.
Cons
3 Phases of construction, 2 bonds.
Exposure to unknown cost increases.
Longer duration of construction.

PROJECT
MIDDLE SCHOOL
\$5 M
Select High Priority
Deferred Maintenance
Upgrade Mechanical System
Replace Roof
New Exterior Doors and
Windows

PROJECT
MIDDLE SCHOOL
\$34.8 M
Combined Phases 1 + 2
All work in 1 Bond
Renovation and Addition
Improved main entry / public presence.
Consolidated MS programming together.
Improved outdoor spaces / connection.
Community space / improved
opportunities for engagement.

C.1 PROJECT
HIGH SCHOOL
\$25.2 M
Main Gymnasium
Phase 1
Renovation and Addition
1 of 2
Pros
Maintains existing core spaces.
Improved site circulation and parking.
New cafeteria space that supports
performance arts at HS.
Cons
3 Phases of construction, 2 bonds.
Exposure to unknown cost increases.
Longer duration of construction.

C.1 PROJECT
HIGH SCHOOL
\$46.8 M
Commons, Kitchen, Library
Phase 2
Renovation
2 of 2
Pros
Maintains existing core spaces.
Improved site circulation and parking.
New cafeteria space that supports
performance arts at HS.
Cons
3 Phases of construction, 2 bonds.
Exposure to unknown cost increases.
Longer duration of construction.

PROJECT
HIGH SCHOOL
\$14.9 M
High Priority
Deferred Maintenance
Improve Educational Environment
Renovate Restrooms
ADA Upgrades
Replace Plumbing, Mechanical,
Electrical

C.1 PROJECT
HIGH SCHOOL
\$25.2 M
Main Gymnasium
Phase 1
Renovation and Addition
1 of 2
Pros
Maintains existing core spaces.
Improved site circulation and parking.
New cafeteria space that supports
performance arts at HS.
Cons
3 Phases of construction, 2 bonds.
Exposure to unknown cost increases.
Longer duration of construction.

C.1 PROJECT
HIGH SCHOOL
\$46.8 M
Commons, Kitchen, Library
Phase 2
Renovation
2 of 2
Pros
Maintains existing core spaces.
Improved site circulation and parking.
New cafeteria space that supports
performance arts at HS.
Cons
3 Phases of construction, 2 bonds.
Exposure to unknown cost increases.
Longer duration of construction.

PROJECT
SPORTS FIELDS
\$2.2 M
Replace Main Field with
Artificial Turf
Replace
Track Surface

PROJECT
SPORTS FIELDS
\$2.2 M
Replace Main Field with
Artificial Turf
Replace
Track Surface

\$\$\$ BONDOPOLY 38% OFF BEST 38% OFF \$\$\$

\$\$\$ BONDOPOLY 38% OFF BEST 38% OFF \$\$\$

\$\$\$ BONDOPOLY 38% OFF BEST 38% OFF \$\$\$

\$\$\$ BONDOPOLY 38% OFF BEST 38% OFF \$\$\$

\$\$\$ BONDOPOLY 38% OFF BEST 38% OFF \$\$\$

= \$ 35.5M
(57.3M)

= \$ 44.2M
(21.4M)

= \$

= \$ 16.5M
(26.7M)

= \$ 46.5M
(75M)

= \$ 46.8M
(29M)

BOND 1

BOND 2

BOND 3

BOND 1

BOND 2

BOND 3

SCENARIO G

SCENARIO H



BONDOPOLY

Activity Discussion Sheet
Scenario H

Group: Math Rules!

Manitou Springs School District

What did you learn?

About balance → needs & shiny things

Advantages to community → sports fields, multi-purpose locations

Soccer field not regulation-size; upgrade would fix that!

What was the highest priority? What was the lowest?

High → APA Compliance & deferred maintenance, renovation of HS & MS, & upgraded sports facilities

Low →

What did you use the BEST Grant Coupon on?

All 4 bldgs.

What questions do you have for us?

UTE PASS ELEM.

MANITOU ELEM.

MIDDLE SCHOOL

HIGH SCHOOL

SPORTS FIELDS

COUPON

TOTAL

PROJECT
UTE PASS ELEM.

\$1.7 M

High Priority

GRANT POTENTIAL
New Play Ground & Site Improvements
\$600 K

PROJECT
UTE PASS ELEM.

PROJECT
UTE PASS ELEM.

\$1.7 M

GRANT POTENTIAL
New Play Ground & Site Improvements
\$600 K

PROJECT
UTE PASS ELEM.

PROJECT
MANITOU ELEM.

\$6.5 M

Upgrade Fire Alarm system to include voice announcement
Provide fire sprinkler system in non-sprinklered portions
Add cooling & DDC controls
Replace all remaining HVAC systems
Select High Priority Deferred Maintenance

PROJECT
MANITOU ELEM.

PROJECT
MANITOU ELEM.

\$14.4 M

Major Renovation

Full Kitchen Renovation
New Elevator
New Finishes throughout
Improved Educational Spaces

PROJECT
MIDDLE SCHOOL

\$25.2 M

Renovation + Addition

Phase 1
Renovation + Addition

1 of 2

Pros:
Maintains existing core spaces.
Improved site circulation/parking lot.
New cafeteria space that supports performance arts at HS.

Cons:
3 Phases of construction, 2 bonds.
Exposure to unknown cost increases.
Longer duration of construction.

PROJECT
MIDDLE SCHOOL

\$9.6 M

Renovation + Addition

Phase 2
Renovation

2 of 2

Pros:
Maintains existing core spaces.
Improved site circulation/parking lot.
New cafeteria space that supports performance arts at HS.

Cons:
3 Phases of construction, 2 bonds.
Exposure to unknown cost increases.
Longer duration of construction.

PROJECT
MIDDLE SCHOOL

\$34.8 M

Combined Phases 1 + 2

All work in 1 Bond
Renovation and Addition

★

Improved main entry / public presence.
Consolidated MS programming together.
Improved outdoor spaces / connection.
Community space / improved opportunities for engagement.

C.1 PROJECT
HIGH SCHOOL

\$25.2 M

Main Gymnasium

Phase 1
Renovation and Addition

1 of 2

Pros:
Maintains existing core spaces.
Improved site circulation and parking.
New cafeteria space that supports performance arts at HS.

Cons:
3 Phases of construction, 2 bonds.
Exposure to unknown cost increases.
Longer duration of construction.

C.1 PROJECT
HIGH SCHOOL

\$46.8 M

Commons, Kitchen, Library

Phase 2
Renovation

2 of 2

Pros:
Maintains existing core spaces.
Improved site circulation and parking.
New cafeteria space that supports performance arts at HS.

Cons:
3 Phases of construction, 2 bonds.
Exposure to unknown cost increases.
Longer duration of construction.

C.1 PROJECT
HIGH SCHOOL

\$25.2 M

Main Gymnasium

Phase 1
Renovation and Addition

1 of 2

Pros:
Maintains existing core spaces.
Improved site circulation and parking.
New cafeteria space that supports performance arts at HS.

Cons:
3 Phases of construction, 2 bonds.
Exposure to unknown cost increases.
Longer duration of construction.

C.1 PROJECT
HIGH SCHOOL

\$46.8 M

Commons, Kitchen, Library

Phase 2
Renovation

2 of 2

Pros:
Maintains existing core spaces.
Improved site circulation and parking.
New cafeteria space that supports performance arts at HS.

Cons:
3 Phases of construction, 2 bonds.
Exposure to unknown cost increases.
Longer duration of construction.

PROJECT
SPORTS FIELDS

\$8.9 M

Replace All Fields with Artificial Turf

Replace Track Surface

PROJECT
SPORTS FIELDS

\$8.9 M

Replace All Fields with Artificial Turf

Replace Track Surface

BOND POLY 38% OFF
BEST
38% OFF

BOND POLY 38% OFF
BEST
38% OFF

Total: 71.3
Best: 27
= \$ 245

Total: 85.6
Best: 32.5
= \$ 531

BOND 1

BOND 2

BOND 3

BOND 1

BOND 2

BOND 3

SCENARIO G

SCENARIO H



BONDOPOLY

Activity Discussion Sheet
Scenario G

Group: Bleeds Green & Gold

Manitou Springs School District

What did you learn?

- Without the best we are on the struggle bus
- We need to talk about monthly costs vs. total number
- We need to do a great job in Phase I to show good faith to the community
- There is hope to piece together what we need

Highest { What was the highest priority? What was the lowest?

- ADA/Safety
- Retain + Recruitment projects
- Elementary Schools

What did you use the BEST Grant Coupon on?

- ADA
- Safety + Security
- Fire mitigation
- Roofs
- HVAC

What questions do you have for us?

How do we best focus on the monthly impact vs. the big number