



FACILITIES COMMITTEE

Mike McDonough, Deputy Superintendent
Thursday, March 21, 2024, 3:00 PM, Central Office

HILLIARD CITY SCHOOL DISTRICT
OPERATIONS DEPARTMENT

Committee Members

Brian Perry, Board of Education
Zach Vorst, Board of Education
Mike McDonough, Deputy Superintendent
Mark Dudgeon, Chief Operating Officer
Rich Boettner, Chief Technology Officer

Derek Farwick, Accountant
Mark Tremayne, Director Innovation & Extended Learning
Matt Middleton, Principal Hilliard Darby High School
Cort Hamilton, Assistant Principal Hilliard Bradley High School
Matthew Sparks, Principal Beacon Elementary

MINUTES

1. Master Facilities Plan Update

Mike McDonough shared the Master Facilities summary that is included in the supporting documents for this meeting. Mike said the summary report walks through in generalities who was on the committee and the process we went through. I know that you all have either participated or heard us talk about this quite a bit. Over the last two years, we had eight steering committee meetings. We had several internal meetings with members of our cabinet team as well as a couple of representatives from the steering committee.

What I really liked, and I talk about this anytime I get the chance to talk about the master facilities process, what I really liked about the process that we did this time was keeping it, going out big, then bringing it in smaller and then bringing it in smaller and repeating that process. We tried to engage as many folks as we can. What I have quickly learned though, in the few presentations that I have had the opportunity to give to some other groups, is I always have to remind myself who the audience is, because not everybody was a part of those eight steering committee meetings and got to see all the data. Everybody is welcome to see the data. It is on the website. Not everybody took the time to look at all that data and certainly this is no fault of their own, they come to the table with what they see or what they experience through their kids or through their role as a teacher or whatever their role may be in the community. It is important for us to recognize that as we go in and present some of the things that came out of the master facilities plan because some people feel like their school, and rightfully so, their school is the most important thing and they may feel like maybe their school is not getting the things that they think it should get.

This talks through the data collection process, the structure of the community engagement, the two different surveys we went through. It does a good job of explaining what each of those surveys were and then it talks a little bit about how we got to the recommendations, basically highlighting two of the options. Remember, we had four options that went out to the community this past November. Two of those options came back with the highest support and ultimately the one with three sixth grade buildings had the highest support and talked a little bit about the rationale as to why we moved forward with that recommendation to the Board. Just going through some of the different data, whether it's the facility condition, the educational adequacy, enrollment information and then talking through the recommendation.

This is about thirteen pages long. I think it does a really good job of providing an overview of the process and then ultimately summarizing the recommendations and the timeline. We just wanted to

share with the group. It is in Canvas and it is on the website. I will email it to the Board. Ultimately, we wanted this agenda item on here in the event that there was any questions or comments or questions that maybe you have heard in the community or in your roles in the district around the master facilities process.

Ms. Arnold said I just have one quick question as we are looking at funding. The Ohio Facilities Commission, I know once upon a time we talked and we were like number 600 on the list of ever getting anything. Are we still pretty much at 600?

Mike McDonough said we are still pretty low and even the percentage that we would get. If you are not familiar with the Ohio Facilities Commission, you can, like Southwestern for example, they build a lot of their buildings with support of the OSFC. When you do that, you basically lose control of the design, that is one hindrance. You lose control of the design of the process, but also depending upon your district's status, there is only a certain percentage of money they give you. The last we checked, not only were we below 600, out of 600 some districts in the state of Ohio, we were higher than 600, not in a good way, but in a bad way. We also, percentage wise would only get about 12%. So, to lose complete control and only get 12% of the funding is probably not the direction we would want to go with that.

Ms. Arnold said that was a lot of the conversation around Columbus when they were doing their master facilities, was how much, what they needed to spec out within that parameter. Ok, thanks, just wanted to check if we were still at the bottom of that barrel.

Mr. Vorst said I have talked to you a bajillion times about this, but the rest of you guys, what do you think about the three 6th grades versus the 5-6 model? Thoughts? Input? Linna?

Rich Boettner said I have lived in this community for 25 years and we moved here for the school system. Our kids went all the way through the system and 6th grade was like the perfect transitional piece between what life is like for a child in elementary and what life is like for a child in secondary. All of my kids' friends had good experiences. It seems like kind of the given; the community seems to be thinking that, at least from my perspective.

Ms. Arnold said I thought one of the best comments we had during one of our sessions came from Jenn Fuller with Fanning Howey. She says when she is talking across the state, or I don't know how far they extend, but she said when they are out there talking to other districts about what kind of models they have, because she is a parent in the district, and when they hear about the fact that we had a standalone 6th grade, they would like to try that but they can't because they are constrained of their buildings. A lot of what we are talking about in the 6th versus 5-6 is that constraint of the buildings we have along with instructional models. But having that perspective from her, hearing from other districts where it, personally, do I like the 6th grade model, not necessarily but we are constrained by what we have and that's what we came out of this meeting with, so.

Mark Tremayne said I do think when you look at how you can invest in a single grade and the attention that they get as they get ready for a different transition is really, really powerful. The access in that one building, everybody has the same access. There is one IDC and one grade level. You can work systems and you get more access to the different opportunities in there. I do think the level of investment to focus on one single grade is huge.

Matt Sparks said I echo similarly what Rich said. I have been here 25 years too and both my boys went through that. Their growth in that year, just from a personal standpoint I saw, but then I also

have the unique experience that I taught 7th grade for 14 years and the maturity or at least the experience, maturity for 7th graders might be a stretch, the experience they had, I didn't feel like, we never felt like we were teaching them how to do middle school because they'd had that unique experience in a safe environment without super older kids. I know one of the aspects we lose is they don't get a chance to be leaders in 6th grade as much because there is nobody to lead because they are all the same. But they don't have the burden to be leaders either. To learn how to please four, five, or six teachers a day instead of two. That transition, I think is unique and I think from teaching 7th grade for so long helped me just really appreciate that I didn't have to, every kid knew what it was like to be in my classroom. Wait guys, we have 45 minutes together, we have 52 minutes together. We have got to get this done right now. They had already been practicing that for a year. I think that sets our middle schools up to be more successful because of that experience.

Mr. Vorst said thank you guys.

2. Locker Room Assessment

Mike McDonough shared the locker room assessment and said we had one of our maintenance coordinators go through every locker room in the district to do an evaluation based on, I think there are twelve or thirteen different items. I will let Mark talk about that.

Mark Dudgeon said we wanted to take an opportunity to get a global view on all of our locker rooms across the district. We only looked specifically at the middle schools and the high schools. We looked at 36 different locker rooms in six buildings you see there. We put a guide together across the top of all the furnishings, fixtures and equipment that is present in all of these spaces. Obviously, there are other things that are sprinkled throughout some of the locker rooms, but because they are not consistently present across all of the spaces, we didn't look at the anomaly things. Some of those things would be ADA, technology access and cameras. This is just the current state of affairs. Green represents that the condition is good and no attention is needed. Yellow is minimum attention is needed. Orange and reds are where we start to shine a light on the real glaring issues.

You look down through there and you see Davidson and Weaver are tired and have been abused. The other thing that really stood out to us is down at Memorial. When you go all the way down to the bottom, the partitions. Completely throughout the building, the partitions at Memorial. Some of that is combination. When we built Memorial, we went with a different partition type than what we have in our other buildings. We have realized that the partitions don't hold up to middle school aged children. The other thing, those partitions have been abused in the few short years that Memorial has been open. It elevated those to an orange level. After we gathered all of the data and captured it in a chart, we met collectively as an operations team and went category by category through this to come up with a plan on how we can move and change colors here and how we can leverage dollars to do it without going in and doing major renovations on all of the spaces because we just don't have the capital or the bandwidth to be able to do that. Just a quick run through on how we are going to attack this and move forward with next steps.

On our doors, the orange doors represent doors that need to be replaced. Those doors are \$1,700 a piece for the slab doors that are there. We have a few doors that are going to get replaced. Yellow represents doors where repairs are needed. That is doors and hardware. In some cases, it is a lock that needs tightened up, it's hardware that just needs changed out.

Partitions, we talked about partitions. We are going to go away from the plastic partitions that we have been using. We are going to go back to steel partitions. We can paint the steel partitions. They are a little more costly upfront, but in the long run, we can get a little more life out of them. We will

repair partitions first whenever possible, which is generally yellow. We will replace partitions that have the orange color.

Lighting, generally our lighting, if it is red, it is lighting that needs replaced and we will upgrade that to LED when we replace it. Otherwise, we are talking generally about busted lenses, diffusers that are in them that need replaced.

On ceilings, tiles and grid that can be repaired and, in some cases, we are going to remove ceiling tile and grid all together and just open it up all the way to the deck.

Toilets and urinals, these are aged out and will be set for replacement if it is orange or red.

Mirrors, in some cases we are just going to remove mirrors altogether. We don't need mirrors throughout all of our locker rooms. We have four locker rooms that don't have mirrors in certain areas so we are going to trim that direction.

Sinks and vanities, a lot of faucet replacements.

Dispensers, a lot of replacements.

Paint, if it is orange or red it needs a fresh coat of paint put on.

Flooring, we have all concrete floors throughout our locker rooms. The custodial team, we are going to set up their summer program when they do their summer tear downs. The locker room floors will get an application of degreaser put on them and then scrubbed with a stiff pad.

Cleanliness, it is subjective. When we went through the locker rooms, they were either clean or they weren't. Most of the cleanliness we found was just dirty clothes laying around, gym bags, athletic gear. Our custodians are instructed not to clean up dirty clothes. It is personal property.

Lockers are the most expensive furnishing in the locker rooms. Last year we did a locker room project at Davidson where we basically fixed up the lockers, tuned them up, then we had an outside company come in and powder coat them. We are going to wait and see how that works. See it through a couple of athletic seasons to see if that investment is a worthwhile investment or not.

The one locker room where we are going to do a full renovation is that Weaver 185. When you look across the line, the number of reds and oranges in 185, we believe we can justify a full renovation in that space so that is what we plan to do this summer.

We set kind of a timeline with the operations group to work on these things now through the end of summer. At the end of summer, we will come back and update the rubric and see how much progress we have made.

Ms. Arnold asked who uses Weaver's 185 that it is that tragic?

Mike McDonough answered gym classes, boys' athletic teams. Matt can attest to this. In our last Athletic Council, we presented this same document because this is going to need to be a collaborative effort because gym classes, we want to make sure the staff there just cycles through after each set of classes to see that they have done what they need to do in the locker rooms just to see if we can pinpoint where any issues are occurring so we can be proactive rather than getting to a

point where we have something like this.

Mark Dudgeon said we just filled a second shift maintenance position. The individual that we hired; his father used to work here. He is a Hilliard resident and he is going to focus and spend a lot of time just painting on second shift. We are always looking for ways to leverage the school calendar to be able to get as much work done as possible and not be reliant on breaks and closures. We are going to lean on him to get in these rooms where you see the oranges and reds in that paint category. He will be focusing a lot of time in the beginning just painting in these spaces.

We see the real benefit of spending the time to do something like this is, one, it gives us a planning tool to be able to look across the entire district and really it helps us balance equity and it gives us a tool to communicate with the administration and athletic directors as well, just to help shine a light on where some of the deficiencies are. Also, we can see where we are doing good and where spaces are being taken care of and we certainly don't want to dismiss that in this process.

Matt Middleton asked about the red for Darby, for the 18 Boys Basketball, that was just painted. Should that be red?

Mark Dudgeon said it is missing the cove base. The cove base didn't get put on so we marked it red. That's an easy one. We replace cove base and it is good to go.

Mike McDonough said I think one of the cool or good things that came out of this process is, our maintenance guys, they do a good job on their buildings but they only see their buildings. When you put this whole portfolio in front of the whole team, it opens some eyes and then the collaboration comes in. Well, I will make sure I take the lead on hardware or I will take the lead on partitions, that type of thing. It is good to get these types of resources on our team too, just to lean on the expertise amongst the people on our team.

Ms. Arnold asked are there no dispensers in the 18 at Darby? Why is it white?

Mark Dudgeon said I had that question right before I walked in here. It is supposed to be green. There are dispensers there. It was missed when we were populating it.

3. Playground Assessment

Mark Dudgeon said we took a similar approach to playgrounds. We did our playground assessment a little bit earlier in the year last summer, last fall. When I got to the district last March it was game on with playgrounds. It took us a little bit of time to get our sea legs under us, but then, we started looking around at playgrounds just to understand where were there disparities, where were there equity issues.

What was the process to playgrounds? Some playground facts there to lead off. There are seventeen in the district. Our mulch areas are over seven acres of mulch in our playgrounds, not including the asphalt. There are four or five different manufacturers present in the district. With that many different manufacturers it makes it extremely difficult to maintain equipment and makes it difficult to find parts for equipment.

The average age of all of our equipment is around fifteen years. We have several playgrounds that are twenty to twenty-five years old. Twenty years is the maximum end of useful life for playground equipment. That is getting less and less as quality of manufacturing goes down. We have five playgrounds that are in need of full replacement now; JW, Horizon, Beacon, Avery and Britton. Lead

times on new equipment are still around twelve to sixteen months. Obviously, our plan for replacement, pending the outcome of any future additional funding would be to replace one to two playgrounds each year thereafter.

We had a third party come in and assess the playgrounds for us, similar to what we talked about with the locker room assessment. It creates a road map for us. We did take this information into consideration as we were putting our master facilities plan together.

The lenses that we looked at, not as many lenses as we looked at the locker rooms but obviously ADA led us off on that. Are our playgrounds inclusive and what type of accessibility do we provide in those spaces?

Safety, we have and have had some equipment that needs to go or has gone. Cases like Beacon, we have removed slides and put barriers up so the children can't get to those areas.

Functionality, we wanted to look at the amount of equipment on a playground with regards to the number of students in the building, but also is the playground equipment suited for the type of children that are in the building? This becomes especially important where we have converted to a campus model. Some of our playground equipment at our K-2 schools maybe leans heavy towards stuff that would be more suited for 3-5 aged children.

Age is self-explanatory.

Footprint, we have crept our space in a lot of places. For example, the Darby Elementary playground that we cleaned up last summer. That playground was 25,000 square feet of mulch space, which is in excess of half an acre in size, which leads to mulch build up. We get into drainage issues, the perimeter barrier and then also the asphalt areas. Asphalt equals money when we are talking about maintaining stuff.

Shade was a simple yes or no. We either have shade or we don't. In today's standards you are required to have a percent of shade available. We did look at playgrounds like JW and Ridgewood where there are mature trees in proximity. That counts as shade so we don't have to have a physical shade structure.

Accessories, our accessories are gaga pits, basketball hoops, tetherball and other kind of accessories on the hard surface.

We have presented our playground information. We have talked to some of our PTOs to paint the picture about how expensive playgrounds are, but also to share with them the approach that we are taking on our playgrounds. We have partnered with two, a couple different PTOs now. We just finished a partnership project at Crossing where PTO provided a portion of the funding and then we kicked in project management and also removed the old mulch, put new mulch in and helped cost share a portion of that because we had to remove a lot of equipment because there were safety issues there. That is the approach that we will continue to take, helping PTOs come up with different options. We want to lead the charge on coming up with appropriate equipment for them and then also managing the projects for them.

We populated all of this into a similar rubric to what we had done with the locker rooms. Down the line category by category, you can see where we fall across the district.

When we looked at ADA, we looked at proximity, we looked at availability, either it was there or it wasn't. Most generally, with regards to our ADA accessories or the pieces that we have, at no one's fault, we have put our ADA pieces out to the side in a lot of our playgrounds, which doesn't promote the inclusivity. We have also made it, in some places, difficult for students with disabilities to get there, either through the mulch or the asphalt has degraded. That is why in a lot of these you see orange. It is the same type of scale as with locker rooms. Either no attention, minimum attention or critical. We have some playgrounds where we have done a really good job with the locations of our ADA equipment.

Looking at safety, there are either pieces that need removed or we have removed pieces that were unsafe but we have created other safety issues similar to Beacon where we have removed slides, but we put up barriers so they can't get there. We take that into consideration.

Functionality, like I talked about the amount of equipment in comparison to the number of children in the building and then the size of the equipment.

Life cycle, the five playgrounds that we talked about are all listed in red there, but then right behind them, we have four playgrounds that are going to be right there due for replacement or one could already, should be replaced now.

Asphalt, this is the play surfaces. I can say that the Horizon asphalt is marked red. We are repaving that Horizon playground this summer. Tharp is getting repaved, that building is getting repaved this summer also and we will catch the asphalt on that. Last year when we paved Hoffman Trails, we started doing the playgrounds at the same time and we will continue that going forward.

Accessories, the mulch areas there that you see, drainage and shade, you kind of see we are about 50/50 on shade across the district. The new equipment that we just put in at Crossing, we purchased equipment that has some kind of shade or ability to create shadows on the equipment.

That is kind of how we shape up and how we look on playgrounds.

Mike McDonough said a couple things to note, I think the number one question we will probably get regardless of the outcome in November if we are on the ballot. If we are successful in November, how do you plan to fold those schools that are getting replaced, and I think we very much want to be able to, if we replace equipment, I'll use Beacon as an example. Amazon has been gracious enough to come to the table, and remind me how much money?

Mark Tremayne said \$150,000. It was originally \$87,000.

Mike McDonough continued, so Amazon is going to give \$150,000 towards the Beacon playground while Beacon is scheduled to be replaced in phase one. We would take that, if we replace that now, we would take that equipment and carry it over to the new building. I think if it is an improvement in phase two or even an improvement in phase one where it may not happen for a while, I think then we start to prioritize things on here like ADA, safety, probably asphalt might be something that kind of goes by the wayside just because if we are going to replace a Ridgewood it doesn't make a whole lot of sense to invest a lot of money in the asphalt if we are going to tear it up in a couple years. We have already started to have some of that internal dialogue around how we can tackle this in conjunction with some of the replacement cycles as part of the master facilities planning process.

Ms. Arnold said I've got a couple of questions. With respect to mulch and ADA, what is the thought on the spongier like, I know it's a good surface, but how well does it hold up? Is it something we are considering at all?

Mark Dudgeon answered it is. We had kind of put pen to paper, especially for the master facilities planning purposes, we put pen to paper on what a future playground would look like. We haven't arrived at a final prototype, but what we have arrived at, just based on best practices with other districts is one, our footprints need to be much, much smaller than what they are now, giving us the opportunity then to do the safety surfacing just like we just did at the at the preschool addition. The life expectancy of that rubber safety surface is around 15 years now, but there are also means and methods to be able to cut and patch and replace and do things like that. Of some of the different playgrounds that we've looked at, it is a variety of they have either done all safety surfacing or they have done a combination of safety surfacing and mulch where they have put the rubber within the fall zones of the equipment and then the outer perimeters they have mulched. To maximize our dollars and to get as far as we can, that would probably be the direction we would trend, but we are definitely in in that camp with regards to the surface type.

Mike McDonough said we actually had Fanning Howey, they are big in Olentangy as well, and about two years ago they did all of their elementary playgrounds with that safety surface. Bruce is working on some numbers for us. I think it may price us out of being able to do all elementaries. It may price us out, so we may have to look at a hybrid approach. Maybe get some of that soft surface around where the ADA equipment is and that kind of thing and then do the mulch in the other spots.

Ms. Arnold said I think we saw that at Shale Meadows when we were there. Then you sort of answered my question, the next question, you don't have a final prototype. Do we have, like any one of our schools, is there a benchmark from any of ours that really, I mean other than pre-K, but that is for smaller?

Mike McDonough said the newest would be Brown, but you can see that they are lacking in shade. I don't know that we have a, looking through all seven of these areas, I don't know that we would have a model.

Mark Dudgeon said we kind of have it narrowed down, Kelley. There are a couple specific manufacturers that we like. We like Midstates and we like Snider. We like those manufacturers. There are different pieces sprinkled throughout the district that we like as well, that we think meets the mark on a K-5 suitable type, but to have one full complete playground, we don't really have that. We have bits and pieces.

Ms. Arnold said then thinking ahead, 6th grade. If we are going to three sixth grades, what do we think about, do 6th graders use playgrounds? Are they too cool for that at that point?

Mark Dudgeon said they are not too cool for swings. I'll tell you that because we put new swings in at Sharp and those suckers get used.

Mike McDonough said that is a great question though, because Station doesn't have a playground right now and they just go out on the asphalt and shoot hoops or play whatever you play on asphalt. I think it is really kind of the culture of the building. At the HUB you see lots of reds. We are planning to tear all of that stuff out.

Ms. Arnold said I am just wondering if we need to kind of think about that one a little bit in terms of,

is it something where we do need the swings, they seem to like it? When you go to some of the parks, there is that kind of athletic circuit or whatever or just space for gathering, just tables or what have you.

Mark Dudgeon said and that was on the Tharp piece, that was what they pointed out. The equipment is not suited now. The swings are brand new, but they made note that it is not suitable for the demographics of the kids in the building. As we build out prototypes, it is something that would have to be part of the process as well.

Ms. Arnold said I think my last one is just on that shade equation. Are we really, you mentioned within the Crossing piece where you've got options and kind of shading there. Are we thinking more of like canopy type shading? Are we looking at maybe a more of a whatever they put in at Hoffman Trails or like what is next door in the park?

Mark Dudgeon said the outdoor classroom?

Ms. Arnold said or are we looking at that more natural component of trying to put some trees in? Obviously, they take a while to grow.

Mark Dudgeon said we would probably look at, Crossing has a canopy adjacent to their playground. It is also similar to what we did at the pre-K, and that is probably the direction we would trend so long as we can incorporate it within whatever standard we come up with for our playgrounds, and how we would situate them, and how we would position it, and where we would position that.

Ms. Arnold said I would also suggest if we could look at some of that natural shading too, because when I look at something like Darby with the Grove. I mean, you guys obviously don't have play space, but that is such a nice spot for gathering and you've got shade, you've got pool. If we could start thinking about growing some trees for the 20-30 years down the road. When you talk about the life being 20 years, I was part of the spaghetti dinners that put Crossing's original in. So, this is a passion for me.

Mark Dudgeon said I'm sure you know we just did their playground project. We leveraged the calendar and took advantage of finally a break in the weather and we had to keep them off the playground for a couple of weeks. But it is done and they unleashed the beast this last Monday.

Ms. Arnold said yes, I heard.

Mark Dudgeon said they got rave reviews.

4. Summer Projects

Mark Dudgeon said I am not going to go through this one line by line, but definitely want to hit some high points as we go through here. One thing that you will see more prevalent on this rendition of capital projects is going into summer our project list is heavy with paint. We are heavy with flooring and we are heavy with getting, continuing to spend money on some of our athletic facilities around the district. Again, as we plan out our capital projects, we want to make sure that we are balancing equity throughout the entire district.

Our big paving project, like we are aware for this summer is Tharp. Our estimate on that has crept up just because of the amount of concrete work that needs be done out there. We are also, this summer, we are spending somewhere around \$300,000 on additional concrete improvements

around the district. This is broken sidewalks. This is places where we don't have sidewalks and we need some concrete. This is places like the entryway to Davidson, where their benches are in the mud when it rains. We want to concrete around those.

Sealing and striping, similar to what we did last year, just to continue to protect our investments. Davidson, we are going to pave the backstop areas at the baseball and softball fields and then here at Central Office, bus lot phase three. Our buses, if you are aware, out here our buses park straight in and straight out. We are going to move that to angled parking to make that safer for them.

Heritage chillers and mechanical stuff, that chiller will be wrapping up in April and then some additional mechanical projects for the summer time. Crossing, Darby Creek, Norwich and Horizon are going to get new cooling towers and then new heat pumps at Crossing and Norwich as well.

We are going to do a little bit of painting in the atrium at Weaver. We are painting phase one of office paint at Davidson to do just what we did at Darby. We are going to do that at Davidson to clean that office up.

Heritage Middle School is getting a whole lot of love this summer with new paint in the atrium area, new paint on first-floor hallways, new flooring in the atrium and new flooring in the first-floor hallways as well. We are cutting that project at the commons. We are going to carve the commons out at Heritage and Weaver to do projects in there next summer with new lighting, paint from floor to ceiling and new flooring in their commons next summer.

We have a big window repair project at Station. Bradley, phase one of the roof is going to start the day after school is out. We are cleaning up our exterior gates and steel bollards around the district and getting those painted. We have some playground demo work to do at Station and JW. We are going to be working on this building with some new paint and some extensive roof repairs.

Athletics, we have a variety of athletic projects. We have some track resurfacing, finishing up the restrooms and concession stands at Davidson, taking out the old tennis court at Heritage Middle School, cleaning up the gym floors at the middle schools on spring break, moving our weight room into the auxiliary gym at Darby in May, painting the auxiliary gym at Davidson, doing some gym coatings at the high schools and then we talked about the locker room assessment that we had done and that will drive some locker room improvements.

Rich, do you want to touch on the technology?

Rich Boettner said we have some servers and storage that need to be upgraded this year. Our backup site is one of our high schools and we do a lot of data pushes out there. It won't actually be that high, but I just don't have quotes yet so I don't know for sure where it is going to land. It should be somewhere in the low one hundreds.

Computer upgrades, this is a year for us to do a bunch of desktops and laptops at the elementary level. Unfortunately, with the way prices have gone in the last year, I am not going to have that much money left at the end of the budget to do as much as I wanted to do this year so we won't be able to buy quite that much as far as our needs go, but we will get a portion of that done.

Every year we try to replace some of our network so that we are always keeping our network up to date and running smoothly and efficiently. What is interesting, it might be, I don't know if this is interesting to you or not, but we evaluate cloud-based storage and server capacity versus on site, on

premise and you know our big backyard neighbor is Amazon and they have just a couple servers in this district right now and the cost to serve and store data at their sites is, for about 100 terabytes, it is going to cost like \$36,000 a year to store stuff and actually use and retrieve that.

Mr. McDonough asked how many word docs can I get for that?

Rich Boettner said quite a few but not as much video. We can buy and keep our server farm up to date. An example, that 100 terabytes of storage would cost me probably around \$80,000. So, in a matter of almost, just a hair over two years, I can buy the hardware, serve it, keep it, store it and take care of it for eight years at what it would cost for two years to do all that at Amazon. We keep our eye on that. I'm always checking pricing. Mark knows I'm always looking at prices and things, but right now it is still cheaper in the long run as long as we maintain our equipment. It's cheaper in the long run to have on premise storage for majority. Now, that being said, we have a very large Google Apps environment and a lot of people store data over our Google Apps and Google gives us a kind of a set of Free for Education storage, which we use heartily. We have about 120 terabytes of free storage from Google and anything over that we have to pay extra for. We are using about 80% of that storage so we are going to have to start putting some limits on our Google users coming up but we have some plans in place for that.

Mike McDonough said it is not necessarily, well, I guess it is kind of facilities related, but do you want to just share really quick about what you did last Friday?

Rich Boettner said oh, yes this is even more fun! Because of the recent rash of weather events and interestingly, we had a house damaged very severely about a mile from us. Twice a year I try to do what is called an incident response table top. It is basically practicing for something bad happening. Last Friday's incident was a tornado takes Central Office out. What do we do? Nothing's left. No servers, no storage, no computers, none of that. And again, I said we have a DR site out at Bradley, so we can physically, we keep all of our backups both in the cloud and out at Bradley. So, we could just call each other and drive over to Bradley and start bringing things back to life over there if we had to. It was a good exercise. We did find some holes in our plan that we need to tweak and make improvements on. You know, one of the big things is time is going to be our biggest challenge. We have 100 servers that we run in district so restoring all of that in the new environment, should this environment be completely lost, that is something that we would have to do. One of the things we are going to be doing, I want to bring to cabinet actually, is our list of our order. We would replace this first, we would do this second, we would do this third and this is how much time that will take to make sure that we can get back to operating as fast as possible. Dave Stewart was actually able to be there for a while, which was great. One, it is great to have Dave there and have his support, but it also ups the reality of life when your boss is sitting there and the team recognizes that. It was a great conversation and definitely some good steps to keep improving every time we do this stuff. Thanks for asking that.

Mark Dudgeon said one other thing that I want to talk about on projects. One project that you don't see on here that the Board had approved a pre-purchase on earlier. We went back to the drawing board on the Ridgewood HVAC project. As you recall, we pre-purchased our mechanical equipment for that project. We felt like, just pending so much at stake with regards to the master facilities plan. That project, we finished design of that project. Because we had pre-purchased the equipment, the equipment was already built for us. We are taking delivery of the rooftop units for Ridgewood here at Central Office. We are going to store them in our warehouse and then pending the outcome of the direction we decide to go with the master facilities plan, we will either commence that project a year from now or if we decide to refresh Ridgewood all together and tear it down and rebuild it,

then we will back ourselves into a new design at another building, using the equipment that we already have. I want to bring light to that because I know we had sent a resolution to the Board for the purchase of that equipment. Any project questions?

Mr. Vorst said you mentioned you will be putting some sidewalks into places where they aren't currently. Can you give us a couple examples of where?

Mark Dudgeon said one example is at Washington Elementary where you come out of the back door at Washington. Right now, the kids are taking the path of least resistance, which means when it rains, they are running through the mud so we are going to add a sidewalk section there. Also, over at Norwich the number of students riding bikes to school at Norwich has gone up and up and up in the last few years and they don't have enough bike rack storage, which is also true at Washington. We are going to pour a pad in a couple of places and make it so they have additional bike storage but also can get their bikes to the bike racks. That is a couple examples of that.

One number kind of staggering on concrete, at Davidson alone we have almost 10,000 square feet of concrete that is broken, busted or degraded to a point where it needs replaced, so that is a heck of a lot of concrete. Darby is trending close behind. We can't do all of that in one summer, but we want to make sure that we carve out some of our PI dollars each summer to be able to tackle some of that stuff.

Mr. Vorst said do you have a high degree of confidence that you can come in at or under budget with everything this summer?

Mark Dudgeon answered no and said the market is so volatile and really, we obviously want to get as much done as we can in the summer, but just painting, for example, we think that we have our contractors, the contractors that we trust and that we have relationships with, we have them maxed at what they can do. These painting projects that are here reflect kind of what the capacity is of three painting contractors. They have obviously booked other work as well. Just going through the master facilities planning process, you know prices of goods and materials is a constant moving target and we are going to swing and miss on some things and we are going to swing and come in under budget on some things.

Mike McDonough said I do think though, the way we have been able to time, even in years past, time getting out to the market has helped us, like with the Bradley roof, with the Tharp paving, getting that package out here soon, I think that will help us. Certainly, the longer we wait, the more issues you run into. Being on the front end of being out on the streets has been beneficial to us. It doesn't mean that the costs are where we want them, but it's just that you get a little bit more of a competitive process which does bring the cost down a little bit.

Mr. Vorst said time is on your side and then said Rich, do you, I ask you this every four to six months, are we at a good place with network security? Is that something you think we need to make more of a priority or are you happy with where we are at now?

Rich Boettner said I think we are doing really well. A lot of the plans, we have a lot of projects lined up for the spring and summer. One of the things that I want to get to and we will do it next year is upgrade our backup solution. We bought our backup solution about five years ago, and at that time, something called immutable was not a big deal. Immutable basically means once the backup is created, it cannot be changed. So, once it is there and stored, it cannot be modified in any way. What is happening in the cybersecurity world is the first thing they do is they infect your system and

then they mess up your backups. Then they steal your data and then they ransom and so one of the things you have got to do to make sure that you are protected is to make sure that your backups cannot be changed in any way. We have a good, it is called an air gap on that. We have good practices in place. There are the passwords that get into the backup system that are completely different, completely separated from everything else in our network. But we want to upgrade that system so that those cannot be modified in any way. That is the big heavy lift that we are going to have to do next year. I will say, I mean at some point there are probably other things that we are going to have to do, but we also have to balance. I always say this, security is on the opposite end of convenience. Users want convenience and they don't want anything that gets in the way of what is easiest for them. Security is completely opposite that so we are always moving that target a little closer, a little closer without upsetting the users so much that they start circumventing your security practices, like posting, your best example is posting a password on a monitor. Because you make them change their password so often, they can't remember it, so they just put it out there so that everyone can see it. We are constantly working on things.

5. Transportation Update – Fall '24 Planning

Mike McDonough said we just wanted to talk a little about some of the conversations and planning that we have been having with transportation. About the start of the new year, we started to schedule weekly meetings with our transportation department for a number of reasons. Obviously, we have had some challenges with some shortages. We brought together the principals and the transportation staff to overcome those in the short term with making sure that if we do have to release high school students a little early, we have a schedule where every student can see every teacher, regardless of where that is, whether it is at the Innovation Campus or in their home buildings.

There are conversations that we have been working with transportation on and some of these are age-old conversations. What is the realistic walk zone for students? Certainly, when you have a shortage of drivers, thinking about how you could reduce that walk zone or that walk radius is very challenging, but just so that everybody is aware, when we have that redistricting conversation, which we've been very transparent about that throughout this entire master facilities planning process, we need to do that. That is going to be one of the things that we factor into that conversation. Do we have the ability to take that that 2-mile walking radius, even if we take it down to 1.5 miles, do we have that ability through the redistricting process? Ideally, we would love to bring it down to maybe 1 mile or 1.25 miles, but just want everybody to know that is on the forefront of the conversations that we are having.

Probably one of the conversations that we are having that would be a disruption to the system, so to speak, is what would the potential impact of a three-tier system be? If you think about our current transportation structure and really, just looking at bell times, it is pretty clear to see that we are on a two-tier system right now with the way our middle schools and high schools are so close together in the start times that they have. I think high school starts at 7:40 and middle schools start at 7:50, so it is essentially in the same tier. We have challenged the transportation department to look at what a three-tier system would be. If you think about a true three-tier system, and I'm going to keep it pretty basic, but basically you could have a high school tier, a middle level tier and an elementary tier. It would reduce the number of routes that we would need because if I have enough time between those tiers, my high school driver can turn around and come get a middle school route. Right now, we have high school drivers and middle school drivers taking elementary routes, but not all of them can do that based upon the route that they have. What would that look like? Certainly, it would mean a change in start times. Probably heading into a potential levy, not a good idea to change start times, but it is something that that we are looking at and seeing what that

impact would be. Ideally not making somebody come to school at 7:00 AM either. What would that look like? Those are some of the conversations we have had.

Additionally, kind of in conjunction with the walk zone piece, do we have opportunities to maybe consolidate some stops and make some routes a little bit more efficient? We are constantly challenging transportation with that conversation. But keep in mind, once you begin a year, there is ORC that says once you begin a year with a certain service, you can't take that service back in the middle of the year. You can always add more services but can't take something back. So, on day one of school, if we are offering a stop in a certain neighborhood, we are going to offer that stop all year. We are constantly evaluating the number of students that we get at those stops. Do we have opportunities to make some more group stops and maybe change, based upon the demographics of a particular area and then all the while trying to balance car traffic coming into to some of our elementary buildings. Some of you are well aware that we have some elementary locations that are really challenging when they are releasing. We have parents that will line up an hour in advance so they can be first in line to pick up little John here or little Susie, so that creates traffic problems.

We are trying to be as proactive as possible and certainly as we come up with ideas, we will continue to bring those to this group, as well as to the Board in its entirety, to make any decisions. We just wanted to make sure that you guys are aware we are not just ignoring the transportation issues that that we have had. We are having weekly meetings and next Wednesday Dave is going to join the conversation with us to kind of talk about some of the things that we have been working through the last several months.

Ms. Arnold asked how many routes are not ours that we are sending out to private schools, etcetera?

Mike McDonough said I don't know the number off the top of my head, but if I if I was going to guess, it is roughly 30 I would say.

Mark Dudgeon said yes, it is low 30s.

Mike McDonough said I can get the exact number for you.

Ms. Arnold said no that just puts me in the ballpark. Thanks.

Mr. Vorst asked where are we at with hiring bus drivers?

Mike McDonough said we are continuing to hire. The other challenge we have is we have five drivers that we know are going to retire at the end of this year, so we have to balance that as well. We are constantly trying to get drivers in the system. Certainly, if a driver has all of the required information that they need, CDL, all the different trainings that they need, we are trying to fast track those as quickly as possible. I think we are probably hiring a couple of drivers a month right now. We are trying to get through them as fast as we can.

We do feel like if we went, ultimately went to a three-tier system, it would, ballpark would reduce the number of drivers or routes that we would need by we think around 10. It would certainly free up several drivers so in the event of a sickness that goes through transportation or anything like that, we would be in a much better spot. Keep in mind we have given transportation the authority to hire above and beyond what we need. For the building principals, we basically told them you could have ten building subs or ten full-time subs. We can never seem to get to that number

because as soon as we get someone in that sub role, a route opens up and by gosh, they are on a route.

The other thing that factors into that conversation too, which will be a key, I am sure, discussion point when we head into negotiations is are we competitive in the marketplace amongst the hourly rate? One of the big challenges we have in finding drivers is insurance. Right now, our drivers are guaranteed five hours a day. In our last negotiations, with five hours, if you were at the minimum of five hours a day, we gave you single insurance. To get family insurance, you need to be at 30 hours. I don't know what the exact number is, but we do have a subset of drivers that are below 30 but are guaranteed 25. Certainly, that is a very costly benefit to add to all drivers, but it was a compromise that we made in the last negotiations to offer single insurance to a full-time driver. That did help, but certainly people want, obviously, family insurance.

Matt Middleton asked what are other districts doing?

Mike McDonough said it is kind of all over the board. We are pretty competitive with our full-time driver pay. We are pretty competitive in terms of benefits. Where we might need to bump is our sub driver pay and we have had a lot of conversations around that as well. It is the same issue we have with substitute teachers. We have other districts that will throw an extra, \$25 to \$30 bucks a day on there just to attract, so they can fill them every day. We are all fighting the same fight.

Matt Middleton said it is the same thing for aides and tutors we lose to Dublin because of that same situation. Their hourly rate is higher and I'm not just saying Dublin. There are others that are higher. I would like to see, and I would be able to do it, the data on dropping and I know it has to do with drivers and everything else, but the data on those students that are chronically absent that live in that two mile to a mile radius. I think, you know, our big push on attendance and things. We look, I know a bunch from my school already, but I would like to see district wide, what does that look like from 1.1 beyond of students with that gap of...

Mr. Vorst said yeah, that is our push and we make it harder for kids to get to school.

Matt Middleton said I mean sometimes we are not seeing kids for three months because it's cold and they can't get to school and they have to walk and they are not walking or they are Ubering. I mean we have kids Ubering and Lyfts and so anyway.

Mike McDonough said that is a good data point. We will try to work with Molly to get something set up with that.

Mr. Vorst asked are there any other second and third order effects from having a three-tier system? I know you are just in the brainstorming phase of that, but do bus drivers like it?

Mike McDonough said we have not gotten to that point where drivers, I mean it would change, it would change the start times for, if not all three levels, at least two of the levels. Certainly, our start times are not contractually related. Where the contractual language comes in is the amount of time that the staff is required to be in the building before and after but certainly we would work, if we were going to make any of those big changes like that, we would work closely with both unions to make sure that everybody is on board and certainly make sure that the Board of Education is involved in that process because the community is going to come to you guys if they are not happy with any changes that we decide to move forward with. It would not be something that we would be in a closed room and then come to a meeting and say, hey, here are the new start times. It would

be a process that we would go through. Questions on transportation? We just wanted to provide some high-level kind of oversight on what we are doing there.

6. Future Meetings

Mike McDonough said typically we have a meeting sometime in June. You saw a whole list of projects and I guess my thought around this agenda item is twofold. One, in June, do we need to have a business meeting or could it just be a field trip? I think it would be really cool to see some of the before of everything and then maybe that first meeting in the fall, part of our meeting could at least be seeing the after effect. On a bigger scale, just thinking about the cadence of these meetings and how we want to structure them. I feel like we have had this conversation in the past. I just want to make sure that we are all headed the right way in terms of the future of this committee and the meetings associated with it. I will open it up to the group.

Ms. Arnold said I like the concept of field trips. The June meeting, you really can't update us on the projects other than, yes, we are starting them. I don't know what else you would have for us in June anyway, so a field trip sounds like...

Mike McDonough said we can certainly put together a tour.

Mark Dudgeon said we can put a route together.

Mike McDonough said just let us know when works for you guys. Principals, if you want to join us and directors, if you want to join us, you are welcome to.

Mr. Vorst said I think that sounds great. My only request is that I have had some changes with my work schedule, so I would really prefer if we could do things in the afternoon. If I miss the morning, I have to miss the whole day. However we can make that work, I would appreciate it.

Mike McDonough said if you let us know some dates, we will put something together and even if we have to do it on a couple of dates, we will be happy to because I think some of the things that we are going to do this summer are things that will have that wow factor to them that maybe some of the warm, safe, and dry projects we have done historically do not.

Mr. Vorst and Ms. Arnold checked their schedules and said June 13th and June 18th would work. Mr. Vorst requested to start at 2:00 or after. Mike and Mark will put something together.