

FACILITIES for TOMORROW



HILLIARD CITY SCHOOLS MASTER FACILITIES PLAN

Hilliard City Schools  
**Master Facilities Plan**  
Recommendations  
Final Report

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## Acknowledgements

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## Purpose

The purpose of the Hilliard City School District is to enable students to become productive citizens in an ever-changing world by providing them with quality work. To develop all students' potential, the Hilliard City School District will strive to provide them with quality work in a safe and caring environment. Partnerships between home, school, and community are essential to student success. To that end, the purpose of embarking upon this planning process is to develop a roadmap to help guide the District through its capital improvements that will not only address aging facilities with condition and adequacy needs and enrollment and feeder imbalances, but position the District with the appropriate capacity for future enrollment.

## Process

The Master Facilities Plan (MFP) is the product of a data-driven process that guides capital planning decisions over the next 5-10 years. The process takes into account community and stakeholder feedback which results in transparent decisions about educational programs, facility use, and capital investment. The process is designed specifically to balance quantitative facilities and enrollment data with the qualitative feedback received from the community. The following pages describe the details of the Hilliard City Schools Master Facilities Plan.

### Data Collection, Development, and Analysis

#### Enrollment

Historic and projected enrollment reports created by Cooperative Strategies were used as a guide for understanding future enrollment trends and the potential impact on facilities.

#### Facility Condition

To accurately gauge the physical condition of each of the District's facilities, a facility condition index developed by the District's comprehensive facilities database provider Ameresco was utilized. This database exists to help quantify, manage and effectively communicate aging infrastructure needs to financial stakeholders. The database provides district-wide information on costs by discipline and total liabilities which determines a facility condition index (FCI) that represents as a ratio the cost of renovation compared to the cost of replacement.

#### Educational Adequacy

An assessment of educational spaces was conducted by Hoar Program Management (HPM) during the summer of 2023 to determine how well each space type by grade level met the educational standards of the District. Various elements such as flooring, plumbing, furniture, and storage casework, depending on the space type, were compared to standards contained within the Ohio School Design Manual (OSDM), from discussions with HCS staff, and from HPM best practices. OSDM standards were used to calculate "ideal" square footage and replacement cost.

## Process (cont'd)

### Data Collection, Development, and Analysis (cont'd)

#### Capacity

Through HPM's assessment and data gathering, capacity was also calculated for each of the District's elementary, 6th grade, middle and high school buildings. Capacity values take into account spaces for specialized instruction such as music, art, and science which do not hold capacity at elementary grade levels.

Floor plans of high schools were digitized into a geographic information system and illustrated using each school's master schedule to show by period and each room, relative utilization throughout the school day.

#### Housing Development

Housing analysis reports developed by Cooperative Strategies were used to understand the impact of residential development on enrollment throughout the District. Though there is significant housing construction within the District, historic data shows that enrollment has not kept up with housing development in terms of the relative growth that would be expected.

However, the correlation between these two factors should be monitored closely.

### Community Engagement

#### MFP Steering Committee

The steering committee was formed to represent a diverse cross-section of the community. Members included students, parents, teachers, school organizations, professionals, and civic organizations throughout Hilliard City Schools. The group of over 50 community members met throughout the process in a series of 8 meetings to review data, community feedback, help develop options, and provide guidance for the final plan recommendations.

#### Community Questionnaires

To seek feedback from stakeholders, two online questionnaires were publicized to the community through various techniques employed by the District. These online questionnaires have been instrumental in receiving feedback and offering opportunities for questions from a broader range of citizens that may not have been able to attend in-person presentations. Each questionnaire was accompanied by a video presentation to provide explanations of the content and purpose of those questionnaires.

#### Questionnaire #1 - Educational Framework

The purpose of the first questionnaire was to gather feedback regarding principle planning elements of the Master Facilities Plan. Elements such as school size, future programming, adequacy and condition of a facility, and choices of replacement versus renovation, were presented and responses were used to help guide the District when considering long term educational goals and served as a framework in making facility planning decisions. A total of 845 respondents participated in the survey and all schools in the District were represented in the results.



## Process (cont'd)

### Community Questionnaires (cont'd)

#### *Questionnaire #2 - MFP Options*

The purpose of the second questionnaire was to gather feedback regarding four options that were developed for the Master Facilities Plan. The options presented various potential operational scenarios for the community to consider which included changes to the facility portfolio, renovations to aging facilities, and variations in grade configuration. A total of 1,021 respondents participated in the survey and all schools in the District were represented in the results. Additionally, the survey was provided in Spanish with three responses and in Arabic with no responses.

### Educational Framework

Through information gathered from community feedback and the vast collection of facility and enrollment data, a set of planning guidelines was established to aid in the development of facility options. The guidelines below formed the framework for the direction of options discussions.

- Address aging facilities with regard to condition and adequacy
- Address enrollment imbalances (especially at 6th grade)
- Address feeder pattern misalignments
- Address housing development and potential impacts
- Provide equity and facility flexibility
- Provide for special education and ADA

### Options Development

Options were developed over a two-day worksession with internal leadership, steering committee members, and the consultants. The options focused on the priority needs of the District which endeavored to address as comprehensively as possible the points that make up the Educational Framework. Four options were developed which presented variations in the operational structure of the district which included changes to the facility portfolio and to the grade configuration of the district. Three of the options varied the number of 6th grade centers while one option changed the grade configuration from K-5, 6th to K-4, 5-6.

Each option presented plans for renovations of buildings across the district with additional plans for select buildings to be repurposed into different grade level buildings. A redistricting process was included in each option and will be necessary to balance enrollments across the district regardless of which actions are approved or not approved.

## Process (cont'd)

### Recommendations Development

Recommendations were developed over a two-day period with the HCS Leadership Team. Based on community and stakeholder feedback, two options were selected for further consideration and discussion. Those scenarios were to build a third 6th grade center or convert the grade configuration to K-4, 5-6 and create three 5-6 centers. Through consideration of all the data, feedback received, and the financial capacity of the school district, it was determined that a third 6th grade center was the best choice for Hilliard City Schools. The recommendations are the result of a process spanning two years, a comprehensive library of data comprised of student demographics, facility condition, educational adequacy, enrollment projections, and housing development, eight stakeholder meetings, two public questionnaires with nearly 2,000 respondents, and numerous meetings between staff and consultants.

#### Option A - Implement Third 6th Grade Center

**Option Highlights** \$\$\$\$\$

- Begin district-wide redistricting and feeder alignment process
- Build New ES within Bradley feeder area
- Move Brown students into New ES
- Renovate Brown or Horizon to become third 6th grade center
- Renovate Hub and Britton ES building with adaptations to become 6th grade centers
- Move Avery and Britton campus to renovated Tharp ES
- Permanently relocate HUB to Avery or to ILC with additions
- Replace Beacon with higher capacity building
- Implement new boundaries and feeders

**Proposed Feeder Pattern**

**Benefits**

- Modernizes remaining facilities
- Opportunity to creatively utilize space at Station
- Removes portion of deferred maintenance schedule and replaces aging facilities with four new schools
- Balances MS and HS utilization with feeder adjustments (ex Beacon to Darby, Crossing to Bradley)
- Aligns feeders through every grade level
- Ridgewood gets utilization relief from new larger Beacon
- Addresses the needs of the elementary schools
- 6th grade tracks with middle and high school
- Each high school feeder area is impacted by improvements

**Other Actions**

- Acquire land for New ES within Bradley feeder area
- Invest in remaining ES, MS, and HS condition improvements
- Invest in remaining ES, MS, and HS adequacy improvements
- Repurpose or deconstruct Station building once use as swing space is complete
- Replace Ridgewood ES and JW Reason ES
- Retain Avery in portfolio as swing space

**Community Level of Support and Feedback Summary** 👍👍👍👍👍

**Challenges**

- Requires multiple bond phases
- Requires redistricting process
- Acquisition of land
- Kids are siloed within single feeder path
- One year at a building is not enough time to build a sense of community
- Lower enrollments at three 6th grade centers disperse and reduce program resources
- Repurposing an older building to house 6th grade
- where needs exist
- Locating appropriate space for Arrow program
- Deconstructs elementary campus model at Britton/Norwich

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#### Option D - Implement Three 5-6 Buildings / Grade Configuration Change to K-4, 5-6

**Option Highlights** \$\$\$\$\$

- Grade levels change from K-5 / 6th to K-4 / 5-6
- Begin district-wide redistricting and feeder alignment process
- Build New 5-6 building in Bradley HS area
- Build New 5-6 on JW Reason site to house grades 5-6
- Renovate Tharp with additions to house grades 5-6
- Implement new boundaries and feeders
- No changes to ILC or Hub program locations

**Proposed Feeder Pattern**

**Benefits**

- Modernizes remaining facilities
- Opportunity to creatively utilize space at Station
- Removes portion of deferred maintenance schedule and replaces aging facilities with four new schools
- Aligns feeders through every grade level
- Lower utilization at elementary provides space for adequacy improvements and addresses need for additional capacity
- Potential to improve traffic patterns
- More time to build relationships and sense of community, fostering more parent involvement
- Provides more time for 5th grade students to learn how to adapt to middle school
- Narrows the age gap at elementary which benefits both buildings and busses

**Other Actions**

- Acquire land for New 5-6 within Bradley feeder area
- Invest in remaining ES, MS, and HS condition improvements
- Invest in remaining ES, MS, and HS adequacy improvements
- Repurpose or deconstruct Station building once use as swing space is complete
- Replace Beacon ES and Ridgewood ES
- Repurpose Avery building once use as swing space is complete

**Community Level of Support and Feedback Summary** 👍👍👍👍👍

**Challenges**

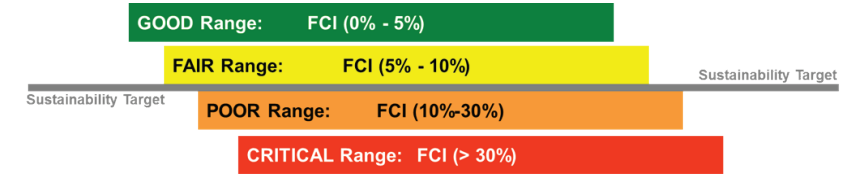
- Requires multiple bond phases
- Requires redistricting process potentially with multi-phased changes
- Acquisition of land
- Kids are siloed within single feeder path
- Requires significant construction to create 5-6 building infrastructure
- Grades 5-6 configuration require three 900 capacity buildings
- Adjusting to a significant grade configuration change in the district
- Deconstructs both pairs of elementary campus models

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## Data

### Facility Condition

Hilliard City Schools adopted a comprehensive facilities database through Ameresco to help quantify, manage and effectively communicate aging infrastructure needs to financial stakeholders. This database helped establish predictive life cycle profiles for major building components and systems. Through the information in this database, an industry standard measurement called Facility Condition Index (FCI) for each building was calculated to help predict the overall risk associated with capital renewal. The FCI only describes the physical condition of a building but provides a like-for-like comparison between buildings. Basically, the FCI is a ratio between the known costs of renovating a building vs the cost of replacement. The table below shows the FCI for each building and how they change over time if maintenance goes unfunded.



Name	Size (Sq.Ft.)	Current Replacement Value (inc soft \$)	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Hilliard Memorial Middle School	139,985	\$ 40,801,295	0.00%	0.02%	0.02%	0.02%	0.41%	0.41%	0.51%	0.51%	0.51%	0.84%
Hilliard Bradley High School	309,163	\$ 90,509,867	0.46%	0.47%	0.47%	1.48%	1.48%	5.00%	5.61%	8.85%	8.85%	16.56%
Washington Elementary	60,247	\$ 19,154,223	1.26%	1.26%	1.34%	6.60%	6.77%	10.82%	10.82%	19.33%	25.40%	25.40%
Hilliard City School District Preschool	29,240	\$ 9,590,887	3.15%	7.02%	9.55%	9.55%	10.08%	11.26%	11.26%	11.28%	11.94%	11.94%
Hoffman Trails Elementary	60,247	\$ 19,154,223	3.78%	11.68%	17.55%	17.63%	18.76%	20.81%	20.81%	22.13%	22.15%	22.45%
Alton Darby Elementary	60,247	\$ 18,348,436	4.15%	12.04%	18.35%	18.43%	19.56%	21.93%	21.93%	23.30%	23.30%	28.78%
Innovative Learning Hub	56,000	\$ 18,418,383	4.26%	9.52%	12.20%	13.47%	13.47%	18.19%	18.19%	18.22%	19.22%	22.95%
Hilliard Tharp Sixth Grade School	78,898	\$ 24,028,664	5.77%	14.67%	20.03%	21.41%	23.21%	23.67%	23.67%	25.20%	25.20%	25.20%
McVey Innovative Learning Center	30,292	\$ 9,963,029	6.43%	6.89%	9.65%	11.12%	12.53%	12.53%	13.52%	13.52%	15.30%	17.08%
Hilliard Bradley High School - Stadium	13,438	\$ 2,678,001	8.15%	8.15%	9.16%	9.16%	9.29%	10.00%	10.00%	21.23%	21.23%	22.32%
Hilliard Darby High School	233,700	\$ 68,417,489	8.17%	9.24%	10.22%	17.23%	17.69%	17.78%	17.81%	17.93%	20.77%	22.82%
Hilliard Weaver Middle School	122,088	\$ 35,584,873	8.51%	9.01%	9.01%	11.31%	12.84%	13.90%	22.56%	22.56%	24.98%	24.98%
Brown Elementary	47,527	\$ 15,589,128	9.74%	12.19%	12.19%	14.37%	14.37%	14.37%	14.39%	16.22%	16.26%	16.26%
Hilliard Horizon Elementary	58,500	\$ 18,598,802	10.14%	10.65%	13.82%	16.11%	16.41%	16.41%	16.41%	19.40%	20.35%	20.37%
Hilliard Central Office	82,000	\$ 19,817,248	10.61%	10.71%	10.71%	23.36%	27.06%	27.06%	28.95%	28.96%	30.40%	35.74%
Hilliard Davidson High School	229,977	\$ 67,327,551	10.96%	12.02%	12.02%	15.47%	15.47%	15.73%	15.76%	16.26%	19.31%	19.31%
Scioto Darby Elementary	54,431	\$ 17,305,152	11.08%	11.16%	11.16%	13.36%	13.37%	15.27%	15.27%	15.27%	15.32%	15.58%
Hilliard Darby High School - Stadium	13,500	\$ 2,690,356	11.52%	23.00%	23.00%	29.57%	29.67%	29.71%	29.71%	30.03%	31.18%	33.56%
Ridgewood Elementary	45,020	\$ 14,766,818	12.42%	13.51%	14.08%	18.39%	18.41%	18.41%	18.41%	19.49%	19.80%	29.10%
Norwich Elementary	59,600	\$ 18,948,523	12.76%	13.26%	13.76%	15.15%	18.31%	18.41%	18.41%	18.41%	18.46%	18.92%
Avery Elementary	45,176	\$ 14,817,986	14.65%	18.04%	18.14%	20.34%	23.89%	23.89%	24.30%	24.30%	24.66%	24.78%
Hilliard Crossing Elementary	59,600	\$ 18,948,523	14.79%	15.61%	15.61%	16.82%	21.11%	23.94%	24.53%	25.33%	25.38%	25.57%
J.W. Reason Elementary	43,706	\$ 14,335,818	14.93%	19.95%	19.95%	21.08%	21.18%	21.18%	25.80%	26.86%	27.76%	29.21%
Britton Elementary	57,376	\$ 18,241,451	15.61%	15.61%	15.61%	18.27%	18.27%	18.27%	18.27%	18.27%	20.43%	23.41%
Darby Creek Elementary	58,500	\$ 18,598,802	15.73%	16.23%	20.63%	23.59%	26.11%	26.11%	26.42%	26.42%	26.42%	28.71%
Beacon Elementary	46,578	\$ 15,277,850	16.04%	16.36%	16.94%	18.06%	21.22%	25.49%	25.49%	26.55%	26.60%	28.49%
Hilliard Heritage Middle School	117,600	\$ 34,276,760	16.61%	16.83%	19.26%	24.52%	24.52%	25.22%	25.38%	26.44%	28.69%	28.69%
Hilliard Station Sixth Grade School	126,703	\$ 36,930,003	16.63%	16.63%	16.72%	18.78%	22.37%	22.37%	22.48%	26.70%	26.70%	30.11%
Hilliard Davidson High School - Stadium	10,401	\$ 2,072,770	27.84%	28.34%	28.34%	32.05%	32.05%	32.84%	32.84%	32.84%	33.14%	33.14%
Hilliard Transportation Facility	7,300	\$ 1,650,141	29.08%	32.02%	32.13%	34.16%	34.48%	34.48%	35.43%	38.67%	39.86%	98.74%
<b>Totals:</b>	<b>2,357,040</b>	<b>\$ 706,843,052</b>	<b>8.73%</b>	<b>10.26%</b>	<b>11.37%</b>	<b>14.19%</b>	<b>15.20%</b>	<b>16.38%</b>	<b>17.11%</b>	<b>18.47%</b>	<b>19.66%</b>	<b>22.05%</b>



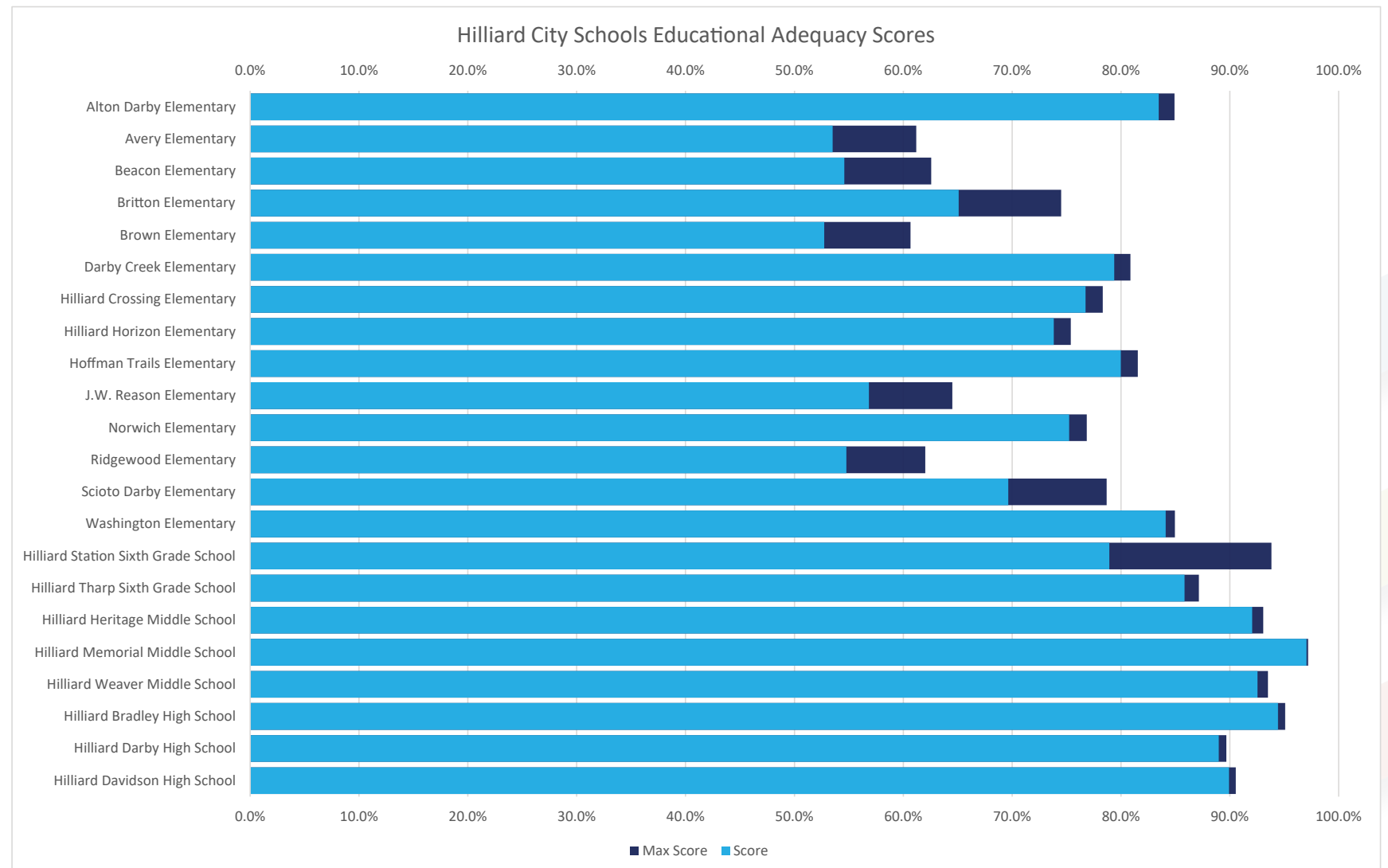
## Data (cont'd)

### Educational Adequacy

Scoring - Assessors from Hoar Program Management (HPM) walked HCS buildings to inventory room number and space type, measure for square footage, and assess the existence of specific elements within each space type and at the building/campus level. The specific elements included things such as flooring, plumbing, furniture, and storage casework, among many other items, depending on the space type. This data was then compared to standards contained within the Ohio School Design Manual (OSDM), and from discussions with HCS staff, and HPM best practices. OSDM standards were used to calculate “ideal” square footage and replacement cost. All deficiencies found within a building (missing square footage, missing elements) could be costed and subtracted from the replacement cost. This cost is then divided by the replacement cost to calculate a percentage of the total, which represents the educational adequacy score (EAS) of the building.

Maximum Score - The deficiencies identified when calculating the educational adequacy score can be broken into constructable and non-constructable categories. Constructable deficiencies are those that can be corrected with reasonable construction and include installing whiteboards or updating furniture. Non-constructable deficiencies are those that can't be corrected with reasonable construction and include adding square footage to spaces that are undersized or creating program spaces that are missing from the building. Correcting the deficiencies that are constructable allows a maximum educational adequacy score to be calculated.

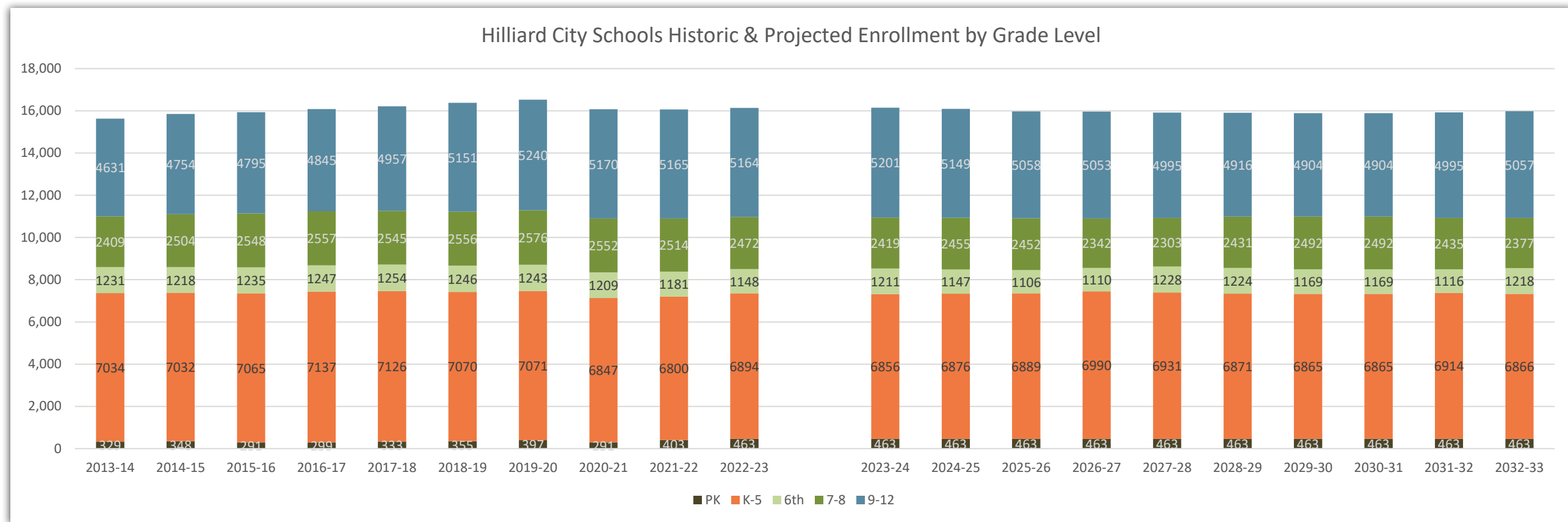
Campus	Score	Max Score
Alton Darby Elementary	83.5%	84.9%
Avery Elementary	53.5%	61.2%
Beacon Elementary	54.6%	62.6%
Britton Elementary	65.1%	74.5%
Brown Elementary	52.7%	60.7%
Darby Creek Elementary	79.4%	80.9%
Hilliard Crossing Elementary	76.7%	78.3%
Hilliard Horizon Elementary	73.8%	75.4%
Hoffman Trails Elementary	80.0%	81.6%
J.W. Reason Elementary	56.8%	64.5%
Norwich Elementary	75.3%	76.9%
Ridgewood Elementary	54.8%	62.0%
Scioto Darby Elementary	69.7%	78.7%
Washington Elementary	84.1%	85.0%
Hilliard Station Sixth Grade School	78.9%	93.8%
Hilliard Tharp Sixth Grade School	85.8%	87.2%
Hilliard Heritage Middle School	92.1%	93.1%
Hilliard Memorial Middle School	97.0%	97.2%
Hilliard Weaver Middle School	92.5%	93.5%
Hilliard Bradley High School	94.4%	95.1%
Hilliard Darby High School	89.0%	89.7%
Hilliard Davidson High School	89.9%	90.5%



## Data (cont'd)

### Enrollment

Enrollment projections, developed by Cooperative Strategies, were utilized as a tool in the planning process to help illustrate the potential path of future enrollment. Over the past 10 years, district-wide enrollment has increased by approximately 600 students. However, in the next ten years between the 2023-24 and 2032-33 school years, enrollment is anticipated to decrease by nearly 200 students.



## Data (cont'd)

### Capacity

Through the HPM assessment, rooms were also measured for square footage and usage to determine classroom area and each building's capacity. Capacity calculations account for specialty spaces set aside such as music, art, life skills, resource, and science rooms at the elementary level. At each grade level, other factors such as class size and scheduling factors are used to determine the total capacity for a building.

School	Calculated Capacity	2022-23 Enrollment	Utilization
Alton Darby	608	523	86.0%
Avery	508	433	85.2%
Beacon	508	483	95.1%
Britton	533	461	86.5%
Brown	508	450	88.6%
Darby Creek	608	527	86.7%
Hilliard Crossing	608	532	87.5%
Hilliard Horizon	608	577	94.9%
Hoffman Trails	608	459	75.5%
JW Reason	533	491	92.1%
Norwich	608	446	73.4%
Ridgewood	533	597	112.0%
Scioto Darby	533	386	72.4%
Washington	608	459	75.5%
<b>ES Sub-total</b>	<b>7,912</b>	<b>6,824</b>	<b>86.2%</b>
Station 6th	740	752	101.6%
Tharp 6th	642	506	78.8%
<b>6th Sub-total</b>	<b>1,382</b>	<b>1,258</b>	<b>91.0%</b>
Heritage MS	752	803	106.8%
Memorial MS	947	810	85.5%
Weaver MS	752	877	116.6%
<b>MS Sub-total</b>	<b>2,451</b>	<b>2,490</b>	<b>101.6%</b>
Bradley HS	1,454	1,618	111.3%
Darby HS	1,298	1,536	118.3%
Davidson HS	1,356	1,838	135.5%
<b>HS Sub-total</b>	<b>4,108</b>	<b>4,992</b>	<b>121.5%</b>
<b>District-wide Total</b>	<b>15,853</b>	<b>15,564</b>	<b>98.2%</b>

### Housing

There is significant housing construction within the southwestern portion of Hilliard City Schools. Understanding the impact of new housing on enrollment is crucial to a master facilities plan in terms of recognizing the specific areas where growth may potentially occur. Another important piece of information used in the planning process is a housing study developed by Cooperative Strategies.

Development Name	Housing Type	# of Units	Max Enrollment	Mature Enrollment
Alton Place	Apartment	283	73	73
Kaufman Development	Apartment	218	56	56
Mill Run Apartments	Apartment	235	60	60
Sugar Farms Luxury Multi-Family	Apartment	220	57	57
Trabue Road Apartments	Apartment	205	53	53
TruePoint Development	Apartment	367	94	94
Quarry Trails	Apartment	559	144	144
Avondale Woods	Condominium	282	67	67
Kaufman Development	Condominium	139	33	33
Quarry Trails	Condominium	280	67	67
The Retreat at Sugar Farms	Condominium	121	29	29
Alton Place	Single-Family	162	164	59
Amlin Crossing	Single-Family	190	192	69
Avondale Woods	Single-Family	78	79	28
Carr Farms	Single-Family	227	229	82
Heritage Estates	Single-Family	6	6	2
Hill Farm	Single-Family	229	231	83
Norwich Square	Single-Family	8	8	3
Renner Park	Single-Family	110	111	40
Renner South	Single-Family	37	37	13
Sugar Farms	Single-Family	414	418	150
Tarlton Meadows	Single-Family	278	281	101
The Prairies at Weber Walker Farm	Single-Family	11	11	4
Weber Walker Farm	Single-Family	9	9	3
Amlin Crossing	Townhome	235	56	56
Carr Farms	Townhome	16	4	4
Quarry Trails	Townhome	56	13	13
Renner South	Townhome	196	47	47
Upper Vue Flats Phase 2	Apartment	254	65	65
<b>Total</b>		<b>5,425</b>	<b>2,694</b>	<b>1,555</b>

## Recommendations

The following recommendations are the product of a process spanning two years of analysis, engagement, and planning in a collaborative effort between Hilliard City Schools and the community. Initially, this effort set out to create a roadmap that would address facility condition and utilization across the district. However, as the planning progressed, it was apparent the educational spaces in HCS were showing signs of inadequacy. Those spaces were no longer fully capable of providing the functionality needed for not only today's educational standards but the flexibility required for the future. As a result, the recommendations for Hilliard City Schools addresses not only the physical limitations of existing facilities and their utilization but the programmatic constraints of spaces built in another era.

### *Phase I*

The first phase will set the stage for a third 6th grade center by focusing on creating new elementary spaces and conversion of space for 6th grade. The intended tasks for phase one are listed below at an estimated cost of \$142 million.

- A. Replace and build new elementary schools (3)
- B. Beacon addition for expansion of PS into a second location
- C. Renovate Britton, Brown, and Hub (Hub moves to Tharp) to become 6th grade centers
- D. Renovate high school stadiums
- E. Darby HS weight room
- F. Renovate various auxiliary spaces (ES playgrounds, visitor entry security, MS fields, ADA, fine arts)
- G. Begin boundary planning process

### *Phase II*

The second phase will focus on creating new elementary space and the renovation of middle and high schools. The intended tasks for phase two are listed below at an estimated cost of \$144 million.

- A. Replace one elementary school
- B. High school renovations
- C. Middle school renovations

### *Phase III*

The third and final phase will focus on updating elementary spaces through condition and adequacy renovations. The intended tasks for phase three are listed below at an estimated cost of \$60 million.

- A. Elementary school facility condition renovations
- B. Elementary school educational adequacy renovations

