

Executive Summary:

The administration is planning \$25,000,000 worth of improvements for 2026, with improvements being planned at most PHM facilities. A team of administrators, including Director of Facilities Jason Messner and Chief Operating Officer Dr. Sean Galiher, utilized information from the 2023 Facility Assessment, Principal and Administrator meetings, and feedback from other stakeholders to create the scope of recommended work. This list was reviewed and prioritized based on criteria such as safety and security, learning environment, replacement cycles, and the district's goal of maintaining and improving the overall appearance and function of each educational facility to create optimal learning opportunities.

Professional service agreements for the slate of 2026 projects were presented and approved at the May 19, 2025 school board meeting. These recommended partnerships play a pivotal role in the strategic planning and execution of capital improvements. These agreements establish a structured framework with professionals such as architects, engineers, and project managers to perform facility upgrades and necessary maintenance, ultimately enhancing the overall learning environment for students and optimizing the allocation of resources.

To finance these improvements, the administration will request authorization to secure bond funding in accordance with the district's plan to maintain a stable debt and operations levy. Work is anticipated to begin in Spring of 2026, continuing through the Summer and the 2026-27 school year. Due to the volume of projects and the current competitive labor market, the district will proactively schedule work to occur during both occupied and unoccupied periods. Extending the construction window allows the district to maximize pricing efficiency and ensure high-quality service.

Data-Informed Decision-Making

P-H-M utilizes data-informed decision-making to guide choices that improve student success, using numerous data sources to prioritize projects and determine annual plans. These sources include Conditional Facility Assessments (2016 and 2023), OSHA reports, maintenance work orders, school incident reports, stakeholder accident reports, Workers' Compensation reports, and Gibson Insurance Risk Assessments.

Facility condition considerations that inform improvements cover a wide range of areas. Structural integrity assessments look at roofs, load-bearing walls, floors, and foundations. Electrical considerations include main power supply, distribution systems, fixtures, fiber lines, generators, and security. Mechanical assessments cover plumbing, HVAC (chillers, hot water, refrigeration, piping), fire sprinkler systems, water service, sewage systems, and pools. The building envelope is evaluated for energy efficiency, exterior walls, roofs, glazing, and entrances. Exterior landscape factors include parking lots, walkways, lighting, and athletic fields. Space planning considerations involve instructional spaces (lighting, furniture, storage, technology), administrative offices, restrooms, ADA accessibility, social gathering spaces, and traffic patterns.



Finally, Crime Prevention through Environmental Design (CPTED) is used to assess landscape concepts, identified deficiencies, and playground areas.

To provide transparency to school stakeholders about recommended building improvements, the administration labels each project by location and type. Each project has an estimated budget, though actual costs are competitively quoted or bid at the time of the planned improvement and may vary based on market conditions.

Projects are categorized by the location of the request and are adjusted annually based on ongoing needs. This category includes Safety & Security needs based on feedback from safety personnel and reports; District Initiatives identified strategically to address short and long-term needs; Principal Identified Needs gathered through collaboration with school communities; and Facilities and Maintenance projects. Additional feedback driven from the P-H-M Operations Team, including maintenance and custodial staff, informs the service items, refurbishment and safety initiatives that will help maintain a safe school environment.

Optimal Learning Environments:

P-H-M aims to maintain and create optimal learning environments for students to self-actualize as they prepare for college and career readiness. This includes:












1. Overall Quality
 - a. quality school facilities have a lasting impact on educational experiences and the creative activities in which students and teachers engage.
2. Improved Classroom Learning Environment
 - a. flexibility, openness, easy access to resources, and adaptable spaces, while remaining clean and fresh to keep students motivated and focused.
3. 21st Century Focused
 - a. schools must continuously review their curriculum, approaches to learning, and facilities to ensure they are equipped to respond to these changes and teach students the necessary skill sets to thrive in tomorrow's society.

2026 Capital Improvement Projects:

The following information will summarize the 2026 projects by location and categories. Historical context is also provided to show additional data on capital improvement projects across the Penn-Harris-Madison School District.

P-H-M Elementary Schools

2025-26 School Year (Summer 2026)

					Bittersweet	
	2026	District Initiative	Bittersweet	Service	PHM Science and Space Exploration Learning Center	\$1,500,000
	2026	District Initiative	Bittersweet	Service	City Connection Fee (Bittersweet, ESC, & SSC)	\$650,000
						\$2,150,000
					Elm Road	
	2026	District Initiative	Elm Road	Service	Exterior Restroom Improvement + Connection to City Sewer	\$1,000,000
						\$1,000,000
					Elsie Rogers	
	2026					\$0
					Horizon	
	2026					\$0
					Madison	
	2026	Facilities / Maintenance	Madison	Service	Fire Alarm Replacement / Upgrade	\$90,000
						\$90,000
					Mary Frank	
	2026					\$0
					Meadow's Edge	
	2026	Facilities / Maintenance	Meadow's Edge	Refurbishment	Resurface Playground Hard Surfaces	\$100,000
						\$100,000
					Moran	
	2026					\$0
					Northpoint	
	2026	Facilities / Maintenance	Northpoint	Refurbishment	Asphalt Milling and Resurfacing	\$320,000
						\$320,000
					Prairie Vista	
	2026	Facilities / Maintenance	Prairie Vista	Refurbishment	Interior Improvements (LED, Paint, Carpet, etc)	\$1,700,000
	2026	Facilities / Maintenance	Prairie Vista	Service	Restroom Countertop Replacement - Solid Surfaces	\$50,000
	2026	Facilities / Maintenance	Prairie Vista	Service	PVC - Valve Work	\$150,000
						\$1,900,000
					Walt Disney	
	2026	Principal Identified Need	Walt Disney	Service	Student Bathroom Painting and Floors	\$150,000
	2026	Principal Identified Need	Walt Disney	Service	Staff Restroom Floor Replacement	\$20,000
	2026	Facilities / Maintenance	Walt Disney	Service	Major Mechanical Upgrade - 2 pipe / 4 pipe Replacement	\$1,315,000
	2026	Principal Identified Need	Walt Disney	Service	Stage Curtain Replacement	\$30,000
	2026	District Initiative	Walt Disney	Refurbishment	Classroom Technology	\$250,000
						\$1,765,000

P-H-M Secondary Schools

					Grissom	2026
2026	Facilities / Maintenance	Grissom	Safety	Provide Handrail for West Steps		15,000
						15,000

					Schmucker	2026
2026	District Initiative	Schmucker	Refurbishment	Interior Classroom Improvements (LED, Paint, Carpet, etc)		2,500,000
2026	Principal Identified Need	Schmucker	Refurbishment	Classroom Moveable Wall Replacement / Repair		100,000
2026	Principal Identified Need	Schmucker	Service	Add East Bleachers in Fieldhouse		200,000
2026	Principal Identified Need	Schmucker	Refurbishment	Restroom Hand Dryers Installation		60,000
2026	Principal Identified Need	Schmucker	Safety	Intercom System Improvements		260,000
2026	Facilities / Maintenance	Schmucker	Service	Replace Air Handling Units and Roof Top Equipment		1,000,000
2026	Principal Identified Need	Schmucker	Service	Cafeteria Stage Lighting and Controls (LED)		100,000
2026	Principal Identified Need	Schmucker	Service	Cafeteria Stage Curtain Replacement		25,000
2026	Principal Identified Need	Schmucker	Service	Walk Off Carpet in the Activity Hallway		25,000
						4,270,000

					Discovery	2026
2026						0

					Penn	2026
2026	Principal Identified Need	Penn	Refurbishment	Concession Equipment Replacement		25,000
2026	Principal Identified Need	Penn	Refurbishment	STEM / Industrial Equipment		100,000
2026	Facilities / Maintenance	Penn	Refurbishment	Roof Replacements		1,000,000
2026	Facilities / Maintenance	Penn	Service	Boiler Replacement		1,000,000
2026	Principal Identified Need	Penn	Service	Band Room Addition		1,000,000
2026	District Initiative	Penn	Refurbishment	Interior Remodel		1,000,000
2026	Principal Identified Need	Penn	Service	Instrument Repair and Replacement Plan (all of PHM)		120,000
2026	Principal Identified Need	Penn	Refurbishment	North Side of Tennis Courts - resurface		40,000
2026	District Initiative	Penn	Service	Long Jump (3 more?) & Pole Vault Expansion Space (double-sided)		350,000
2026	Facilities / Maintenance	Penn	Refurbishment	Media Center Skylight Replacement		175,000
2026	Principal Identified Need	Penn	Service	Fitness Center Shred Mills		60,000
2026	Facilities / Maintenance	Penn	Refurbishment	Green House - Glass Reglazing		\$175,000
2026	District Initiative	Penn	Safety	Pedestrian Safety Improvements (Campus)		400,000
						5,445,000

					Pennway	2026
2026						0

P-H-M District Projects

				District	2026
2026	District Initiative	District	Annual	Professional Services	1,800,000
2026	District Initiative	District	Annual	Cost of Issuance	225,000
2026	District Initiative	District	Annual	Non-Bus Corporation Vehicle Replacement	200,000
2026	District Initiative	District	Annual	Masonry Inspection & Repair	500,000
2026	District Initiative	District	Annual	Technology Initiative - Equipment and Service Improvement	75,000
2026	District Initiative	District	Annual	Sport Lighting Service Work	5,000
2026	District Initiative	District	Annual	Custodial Cleaning Equipment	135,000
2026	District Initiative	District	Safety	AED Replacement Cycle	15,000
2026	District Initiative	District	Annual	Lawn Mowing /Snow Removal Equipment	50,000
2026	Technology	District	Annual	Upgrade Wireless Networking, Projectors, and Classroom Technolgy Replacement	500,000
2026	Safety & Security	District	Annual	Handheld Radio Repairs & Equipment	150,000
2026	Safety & Security	District	Annual	District Camera Replacement & Technology Improvements	150,000
2026	Safety & Security	District	Annual	Fire Extinguisher Replacement & Inspection Deficiency Corrections	50,000
2026	Safety & Security	District	Annual	Security Window Film Upgrades (Elementary Focus)	200,000
2026	Safety & Security	District	Annual	Tree Trimming & Landscaping Improvements (CPTED)	40,000
2026	Facilities / Maintenance	District	Annual	Playground Mulch for light fill as needed	30,000
2026	Facilities / Maintenance	District	Safety	Playground / Outdoor Equipment Replacement & Repair (MEE & WD)	700,000
2026	Facilities / Maintenance	District	Annual	Roof repairs	50,000
2026	Facilities / Maintenance	District	Annual	Asphalt and Sidewalk Replacement & Repairs	375,000
2026	Facilities / Maintenance	District	Service	Mechanical / Electrical Repair	50,000
2026	Facilities / Maintenance	District	Annual	Water Softener Replacement	20,000
2026	District Initiative	District	Service	Boiler Replacement Cycle	150,000
2026	Facilities / Maintenance	District	Service	Door and Window Resealing and Replacement	50,000
2026	District Initiative	District	Annual	Educational Furniture Replacement	125,000
2026	District Initiative	District	Safety	Improved School Interior / Exterior Signage	50,000
2026	District Initiative	District	Service	District Technology Office Building Remodel and SMS Remodel	\$1,400,000
					7,095,000
Total					25,000,000

P-H-M Facilities Snapshot

ELEMENTARY SCHOOLS	Square Footage	Year Built	Year Renovated	Years Since Renovation
Bittersweet	63,000	1980	None	46
Elm Road	63,440	1953	1987	39
Elsie Rogers	55,774	1954	1968, 1982	44
Horizon	91,884	1995	1995	31
Madison	41,630	1939	1986	40
Mary Frank	61,900	1958	1982, 2023	3
Meadow's Edge	57,224	1998	1998, 2023	3
Moran	58,684	1951	1982, 2002, 2023	3
Northpoint	91,844	1998	1998	28
Prairie Vista	66,268	1989	1989	37
Walt Disney	63,332	1972	1992	34
	Average = 65,000	Average = 1971	Average = 1994	
MIDDLE SCHOOLS	Square Footage	Year Built	Year Renovated	Years Since Renovation
Discovery	165,406	1996	1996, 2023	30
Grissom	157,418	1968	2000	26
Schmucker	179,016	1968	2000	26
	Average = 167,000	Average = 1977	Average = 2000	
HIGH SCHOOL	Square Footage	Year Built	Year Renovated	Years Since Renovation
Penn	581,621	1958	1964, 1974, 1990, 1996, & 2010	16
SUPPORT CENTERS	Square Footage	Year Built	Year Renovated	Years Since Renovation
ESC	12,000	1975	None	47
Bank Building	2,000	1985	1997	28
Transportation	19,923	1999	1999	26
SSC	24,100	1975	1999, 2020	6
Pennway	6,642	Unknown	2016	10
Kingsmen Athletic Center	15,000	2018	2018	8
	Total Square Footage	Average Year Built		Overall Average Years Since Major Renovation
	1,863,106	1974		25
	Total Acreage			
	477			

District Boundaries & Map

The corporation encompasses approximately 135 square miles with the northern boundary along the Michigan state line, the eastern boundary along the Elkhart County line, the southern boundary along the Marshall County line, and the western boundary along the Harris, Penn. and Madison Township lines outside the Mishawaka city limits

-  Bittersweet Elementary School
-  Elm Road Elementary School
-  Elsie Rogers Elementary School
-  Horizon Elementary School
-  Madison Elementary School
-  Mary Frank Elementary School
-  Meadows Edge Elementary School
-  Moran Elementary School
-  Moran Elementary School
-  Prairie Vista Elementary School
-  Walt Disney Elementary School
-  Discovery Middle School
-  Grissom Middle School
-  Schmucker Middle School
-  Schmucker Middle School
-  Educational Services Center
-  Transportation Department

