

Executive Summary:

The administration is planning \$25,000,000 worth of improvements for 2027, 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 2027 projects will be presented for approval at the February 9, 2026 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 2027, continuing through the Summer and the 2027-28 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.

2027 Capital Improvement Projects:

The following information will summarize the 2027 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

					Bittersweet	2027
	2027	District Initiative	Bittersweet	Service	Capital Maintenance Contingency	30,000
	2027					30,000
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					Elm Road	2027
	2027	District Initiative	Elm Road	Service	Capital Maintenance Contingency	30,000
	2027					30,000
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					Elsie Rogers	2027
	2027	District Initiative	Elsie Rogers	Service	Capital Maintenance Contingency	30,000
	2027					30,000
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					Horizon	2027
	2027	District Initiative	Horizon	Service	Capital Maintenance Contingency	30,000
	2027	District Initiative	Horizon	Service	Replace Music Operable Wall	60,000
	2027					90,000
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					Madison	2027
	2027	District Initiative	Madison	Service	Capital Maintenance Contingency	30,000
	2027	District Initiative	Madison	Service	LED Classroom Lighting	250,000
	2027					280,000
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					Mary Frank	2027
	2027	District Initiative	Mary Frank	Service	Capital Maintenance Contingency	30,000
	2027	District Initiative	Mary Frank	Service	Roof Replacement - Shingle	1,000,000
	2027					1,030,000
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					Meadow's Edge	2027
	2027	District Initiative	Meadow's Edge	Service	Capital Maintenance Contingency	30,000
	2027	District Initiative	Meadow's Edge	Service	Complete the Remaining Ceiling and Lighting Improvements	250,000
	2027	District Initiative	Meadow's Edge	Service	Complete the Remaining Painting	100,000
	2027					380,000
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					Moran	2027
	2027	District Initiative	Moran	Service	Capital Maintenance Contingency	30,000
	2027	Facilities / Maintenance	Moran	Safety	Playground / Outdoor Equipment Replacement	300,000
	2027					330,000
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					Northpoint	2027
	2027	District Initiative	Northpoint	Service	Capital Maintenance Contingency	30,000
	2027	District Initiative	Northpoint	Service	Classroom Improvements (LED Lights, Ceiling, Paint, and Flooring)	1,700,000
	2027	District Initiative	Northpoint	Service	Convert Old Computer Lab into Maker Space	150,000
	2027					2,880,000
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					Prairie Vista	2027
	2027	District Initiative	Prairie Vista	Service	Capital Maintenance Contingency	30,000
	2027					30,000
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					Walt Disney	2027
	2027	District Initiative	Moran	Service	Capital Maintenance Contingency	30,000
	2027					30,000

P-H-M Secondary Schools

				Grissom	2027
2027	District Initiative	Grissom	Service	Capital Maintenance Contingency	60,000
2027					
					60,000
				Schmucker	2027
2027	District Initiative	Grissom	Service	Capital Maintenance Contingency	60,000
2027					
					60,000
				Discovery	2027
2027	District Initiative	Discovery	Service	Capital Maintenance Contingency	60,000
2027	District Initiative	Discovery	Service	Interior Improvements (Paint, Ceiling, LED Lights, and Flooring)	4,500,000
2027	District Initiative	Discovery	Service	Exceptional Education and PLTW Improvements Interior (right size)	900,000
2027	District Initiative	Discovery	Service	Right Size Media Center and Introduce Science/STEM Labs	1,500,000
2027	Principal Identified Need	Discovery	Service	Main Office Configuration to Restrict Access for Patrons	120,000
2027	Principal Identified Need	Discovery	Service	Collaborative/Makerspace Furniture PLTW	100,000
2027	Principal Identified Need	Discovery	Service	Paint Lockers	75,000
2027	Principal Identified Need	Discovery	Service	Cafeteria Moveable Wall Replacement - Glass (Similar to Grissom)	25,000
2027				Replace Classroom Operable Walls with Permanent Walls	80,000
2027					
					7,420,000
				Penn	2027
2027	District Initiative	Penn	Annual	Capital Maintenance Contingency	125,000
2027	Principal Identified Need	Penn	Annual	25 classrooms: paint, carpet, ceiling tiles, shades	400,000
2027	Principal Identified Need	Penn	Annual	Hallway Paint	20,000
2027	Principal Identified Need	Penn	Annual	Fitness Center Equipment / Improvement	30,000
2027	Facilities / Maintenance	Penn	Service	LED Lighting Conversion	45,000
2027	Principal Identified Need	Penn	Service	Pool Railing Conversion to Glass (like CPA)	75,000
2027	Principal Identified Need	Penn	Refurbishment	Gym Dividers Vinyl Replacement	40,000
2027	Principal Identified Need	Penn	Service	Instrument Repair and Replacement Plan (all of PHM)	120,000
2027	Principal Identified Need	Penn	Service	Industrial Technology Machine / Tool Replacement	75,000
2027	Facilities / Maintenance	Penn	Refurbishment	Roofing Replacement	1,000,000
2027	Principal Identified Need	Penn	Service	STEM / Industrial Equipment	150,000
2027	Principal Identified Need	Penn	Service	Install A/C in the Robotics Lab	50,000
2027	Principal Identified Need	Penn	Service	Install A/C in the Wood Shop	50,000
2027	Facilities / Maintenance	Penn	Service	LED Sports Lighting - Soccer	250,000
2027	Facilities / Maintenance	Penn	Service	Fire Alarm Panel Improvements	1,600,000
2027					
2027					
2027					
					4,030,000

P-H-M District Projects

					Pennway	2027
2027	District Initiative	Pennway	Service	Capital Maintenance Contingency		1,000
2027						
						1,000
					Technology Center	2027
2027	District Initiative	Technology Center	Service	Capital Maintenance Contingency		20,000
2027						
						20,000
					Transportation	2027
2027	District Initiative	Transportation	Service	Capital Maintenance Contingency		20,000
2027						
						20,000
					ESC	2027
2027	District Initiative	ESC	Service	Capital Maintenance Contingency		5,000
2027	District Initiative	ESC	Service	Digitization of Records		150,000
2027						
2027						155,000
					SSC	2027
2027	Facilities / Maintenance	SSC	Safety	Shop Tool Replacement		15,000
2027	Facilities / Maintenance	Transportation	Service	Fencing Replacement		50,000
2027						
						65,000
					Penn Fieldhouse	2027
2027	District Initiative	Fieldhouse	Service	Capital Maintenance Contingency		30,000
2027						
						30,000
					Bank Building	2027
2027						
2027						
						0

P-H-M District Projects

				District	2027
2027	District Initiative	District	Annual	Professional Services	2,200,000
2027	District Initiative	District	Annual	Cost of Issuance	226,000
2027	District Initiative	District	Annual	Non-Bus Corporation Vehicle Replacement	200,000
2027	District Initiative	District	Annual	Masonry Inspection & Repair	750,000
2027	District Initiative	District	Annual	Technology Initiative - Equipment and Service Improvement	75,000
2027	Safety & Security	District	Annual	Security Window Film Upgrade	200,000
2027	District Initiative	District	Annual	Sport Lighting Service Work	30,000
2027	District Initiative	District	Annual	HS & MS Riding Cleaning Equipment	80,000
2027	District Initiative	District	Safety	AED Replacement Cycle	8,000
2027	District Initiative	District	Annual	Lawn Mowing / Snow Removal Equipment	50,000
2027	Safety & Security	District	Annual	Fire Extinguisher Replacement	20,000
2027	District Initiative	District	Safety	Improved School Interior / Exterior Signage	50,000
2027	Facilities / Maintenance	District	Safety	Playground / Outdoor Equipment Replacement & Repair	80,000
2027	Facilities / Maintenance	District	Annual	Emergency Power Modifications (added circuit)	25,000
2027	Safety & Security	District	Annual	Tree Trimming & Landscaping Improvements (CPTED)	175,000
2027	Technology	District	Annual	Upgrade Wireless Networking, UPS, Projectors, and Classroom Technology Replacement	700,000
2027	Facilities / Maintenance	District	Annual	Frequency Drives for Elementaries (Maintenance)	25,000
2027	Facilities / Maintenance	District	Annual	Asphalt repairs	40,000
2027	Facilities / Maintenance	District	Annual	Roof repairs	50,000
2027	Facilities / Maintenance	District	Annual	Custodial/Maintenance equipment	60,000
2027	Safety & Security	District	Annual	Radio Repairs & Equipment	75,000
2027	Safety & Security	District	Annual	Fire inspection deficiency corrections	30,000
2027	Safety & Security	District	Annual	District Camera Replacement	500,000
2027	Safety & Security	District	Safety	Security Technology Upgrades	75,000
2027	Facilities / Maintenance	District	Annual	Asphalt Replacement & Repair (PHS & SMS)	850,000
2027	Facilities / Maintenance	District	Annual	Mulch for light fill as needed	100,000
2027	Facilities / Maintenance	District	Service	Mechanical / Electrical Repair	100,000
2027	Facilities / Maintenance	District	Annual	Water Softener Replacement	25,000
2027	District Initiative	District	Service	Boiler Replacement Cycle	250,000
2027	Facilities / Maintenance	District	Service	Door and Window Re-sealing and Replacement	100,000
2027	District Initiative	District	Annual	Educational Furniture Replacement	150,000
2027	Facilities / Maintenance	District	Annual	Sidewalk Replacement	200,000
2027					
2027					
					7,499,000
					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, 2024	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, 2025	1
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, 2026	1
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, 2026	1
	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		22
	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
-  Schnucker Middle School
-  Schnucker Middle School
-  Educational Services Center
-  Transportation Department

