

# **BREAKING THE MOLD:** **Communicating Value, Not Cost in Building Programs**

*brought to you through the Communications PDC*



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# Introductions



**Rick Dewar, AIA (Moderator)**

National PK-12 Education Practice Leader  
Wight & Company



**Mark Staehlin**

Controller  
Community High School District 99



**Jill Browning, APR**

Director of Communications  
Community High School District 99



**Brad Paulsen, AIA**

Senior Vice President, PK-12 Education Practice  
Wight & Company



STRONGER TOGETHER. SMARTER TOGETHER.

# Communications strands need to be in place to secure a successful major capital program

## ☐ **Architect & Const. Manager**

- Facility planning concepts
- Cost estimates, budget, sequence

## ☐ **Financial Advisor**

- Develop bond issuance plan
- Calculate taxpayer impact

## ☐ **Polling/Referendum Advisor**

- Determine limits/hot buttons
- Messaging, benefits, etc.

## ☐ **Community Advocacy**

- Message development/delivery

Pre-REFERENDUM



Post-REFERENDUM

## ☐ **Architect & Const. Manager**

- Refine budget/priorities
- Bid packages/phasing strategy
- Risk assessment/market conditions

## ☐ **Employee Groups**

- Dig into details to maximize budget
- Assure staff “buy-in” on solutions

## ☐ **Community/Taxpayers Link**

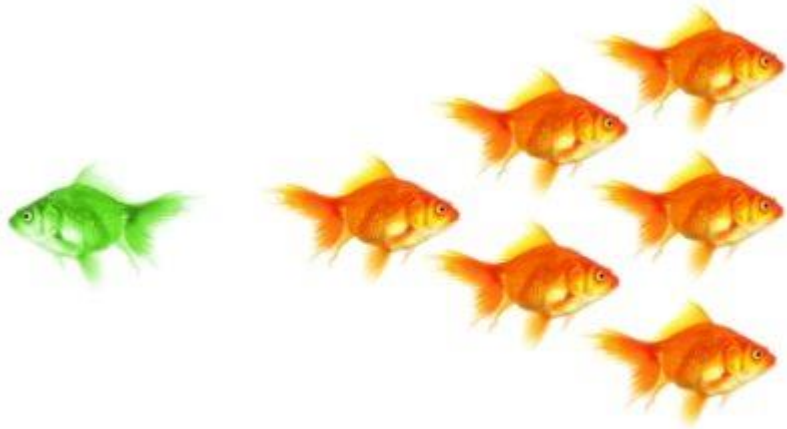
- Message development/delivery
- Monthly BOE meeting status
- Online updates



**a timely topic as many plan for future  
referenda and building programs**



what started as an idea to  
change perspective on  
building programs...



~~Saving Cost~~  
**Adding Value**

what started as an idea to  
change perspective on  
building programs... **evolved into a story about**

*bold decisions*

*learning from the past*

*delivering more*

*keeping promises*

*Changing mindset*

*risk management*

*thinking differently*

*project delivery*

*teamwork*

*building taxpayer trust*





what started as an idea to  
change perspective on  
building programs...evolved into a story about

# COMMUNICATIONS



# The story of



## Spring 2018 Building Referendum

- ✓ Budget guaranteed in 6 months
- ✓ Bond strategy saved \$37 M
- ✓ Completed 1 year early
- ✓ Absorbed \$19.6 M of MFP scope
- ✓ Basis for long-term community trust



STRONGER TOGETHER. SMARTER TOGETHER.

# Raise your hand if you would like to...



*achieve more of your facility master plan*

*deliver more value for your students*

*choose where to spend contingency funds*



# Raise your hand if you would like to...

*eliminate finger pointing*

*focus on your day job*

*build more community trust*



**and not see this guy...**







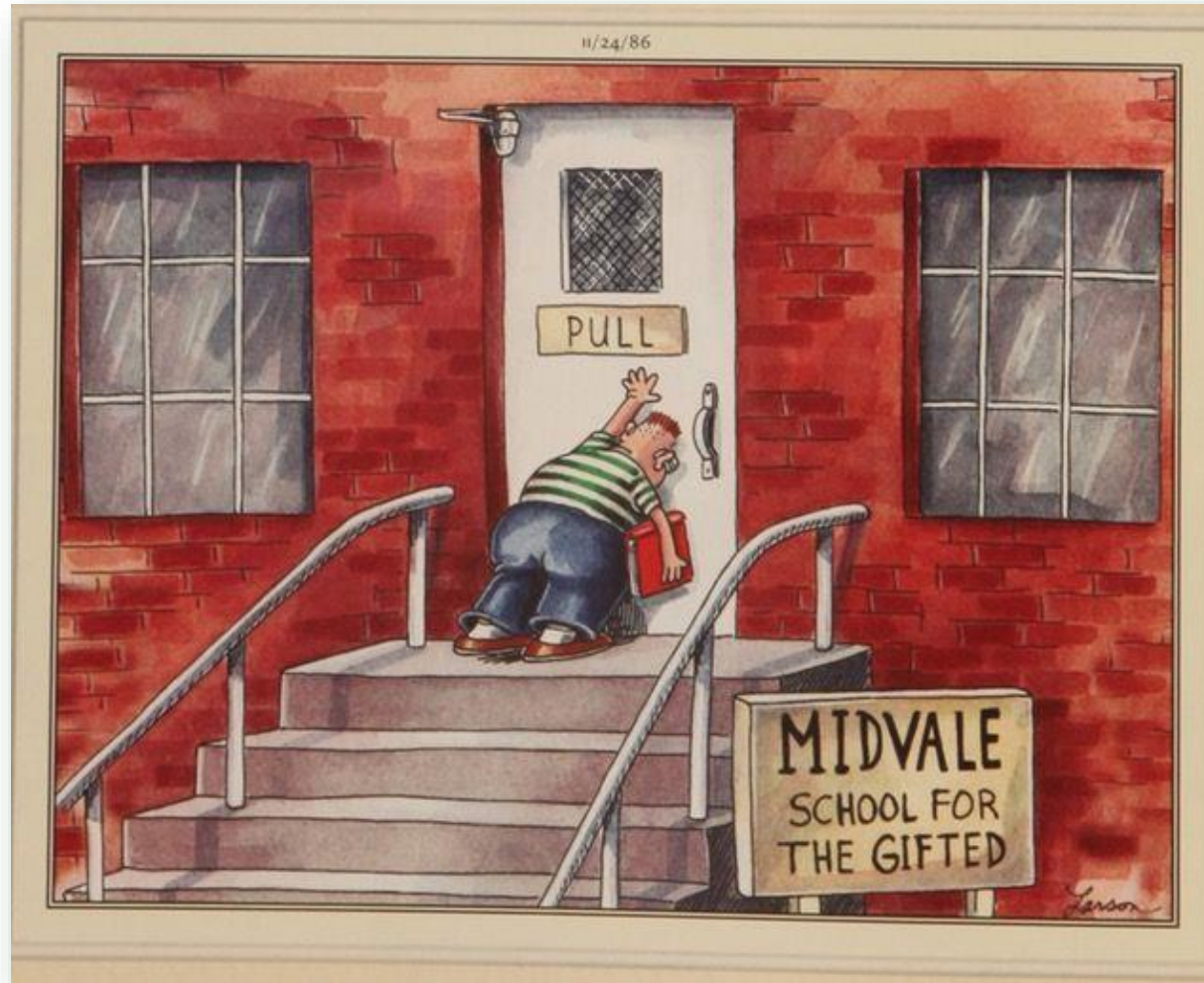
**Downers Grove South HS**  
Original 1964

**5,000**  
students  
**80,500**  
voters



**Downers Grove North HS**  
Original 1928

# Getting to Election Day



# Assembling Team

Pre-referendum  
Consulting



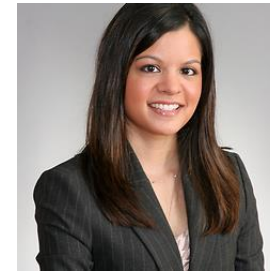
**Paul  
Hanley**

Bond  
Underwriter



**Elizabeth  
Hennessy**

Bond  
Counsel



**Anjali  
Vij**

Master Facility  
Planning



**Wight &  
Company**





# Developing options: Citizen's Task Force



- ☐ Evaluate Options
- ☐ Input on Priorities & Impacts
- ☐ Recommend What to Share & Test



# Research what to place on the ballot

- ☐ Voter analytics
- ☐ Mail survey
- ☐ Online survey
- ☐ Phone poll

**\$ 81M vs. \$ 136M**

Table 1-1  
Summary of Key Data  
BANNER 1

COMMUNITY HS SCHOOL DISTRICT 99 - BALLOT MEASURE FEASIBILITY STUDY / 17015 / NOVEMBER 4-7, 2017

PAGE 1

	PARTY IDENTIFICATION		TOWNSHIP		GENDER		AGE										GENDER/AGE					CHILDREN IN HH							
							MEN		WOMEN		18-44		45-54		55-64		65+		MEN 18-54		WOMEN 18-54		NO		TOTAL YES		K-6		MIDDLE /HS
	TOTAL	GOP	IND	DEM	DEM	DEM	18-44	45-54	55-64	65+	18-44	45-54	55-64	65+	18-44	45-54	55-64	65+	18-44	45-54	55-64	65+	18-44	45-54	55-64	65+	18-44	45-54	55-64
BASE-TOTAL SAMPLE	300	86	106	108	100	186	114	144	156	75	57	68	100	72	60	96	62	213	87	27	33	213	87	27	33	213	87	27	33
SAMPLE A INITIAL BALLOT MEASURE (D/S)	51	3	13	37	39	11	25	26	24	7	10	10	20	11	15	16	10	21	25	24	8	9	21	25	24	8	9	21	25
TOTAL YES	92	22	28	86	60	32	48	61	44	29	13	22	29	23	25	19	25	55	62	29	12	55	62	29	12	55	62	29	12
TOTAL NO	41	18	15	9	4	21	35	23	29	14	5	6	12	3	7	2	12	10	10	10	10	10	10	10	10	10	10	10	10
LEAN/UNDECIDED	17	4	9	2	11	6	8	10	12	9	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
SAMPLE A INFORMED BALLOT MEASURE (D/S)	48	6	3	59	39	34	48	65	46	30	13	12	20	12	16	3	7	11	15	42	5	4	11	15	42	5	4	11	15
TOTAL YES	84	23	24	93	65	34	48	65	46	30	13	12	20	12	16	3	7	11	15	42	5	4	11	15	42	5	4	11	15
TOTAL NO	46	18	23	5	8	2	3	4	10	2	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
LEAN/UNDECIDED	10	3	5	1	9	2	3	4	10	2	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
SAMPLE B INITIAL BALLOT MEASURE (D/S)	52	3	15	39	26	27	18	34	73	20	19	26	26	14	26	14	26	26	26	26	26	26	26	26	26	26	26	26	26
TOTAL YES	96	20	29	83	61	38	40	55	32	20	57	37	4	13	11	14	26	4	13	11	14	26	4	13	11	14	26	4	13
TOTAL NO	43	29	4	3	4	6	10	5	4	8	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
LEAN/UNDECIDED	11	7	4	3	4	6	10	5	4	8	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
SAMPLE B INFORMED BALLOT MEASURE (D/S)	58	7	12	37	33	41	43	57	32	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12
TOTAL YES	99	23	31	84	62	38	40	55	32	20	57	37	4	13	11	14	26	4	13	11	14	26	4	13	11	14	26	4	13
TOTAL NO	41	16	19	12	29	14	25	21	12	4	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12
LEAN/UNDECIDED	10	6	4	7	4	9	2	2	8	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4

PUBLIC OPINION STRATEGIES

# Spring 2018 Referendum

Shall the Board of Education of Community High School District Number 99, DuPage County, Illinois, **improve the sites of, build and equip additions to and alter, repair and equip existing buildings, build and equip outdoor facilities and enclosed structures**, said projects including but not limited to constructing security improvements, increasing accessibility under the Americans with Disabilities Act, **enclosing all or a portion of the outdoor courtyards to increase indoor learning spaces**, renovating classrooms, science labs, vocational labs and learning spaces and **completing the installation of air conditioning in all classrooms**, and **issue bonds of said School District to the amount of \$136,600,000 for the purpose of paying the costs thereof?**

## Basic Across Both Schools

- Safety & Security
- Accessibility
- Air Conditioning
- Modern Learning Spaces
- Learning Commons
- Parity Across Campuses

## South High School

- Outdoor PE space
- New Auditorium
- Establish Architectural Identity

## North High School

- New Gym
- Expanded Cafeteria
- Respect & Celebrate History



# Video “presentation”

## Funding: Three Directions to Consider

1. Complete the **entire scope** of the project and reinvest in our schools by issuing \$136.6M in bonds (\$65 increase per year for a \$300K home)

Bond issuance amounts include any portions needed for costs of issuance and include a reasonable cushion of between 0.5% and 1.0% for interest rate increases assuming we will use a staggered - multiple year (2019-2021) issuance.

Play (k)



4:41 / 8:01



#iasboAC22

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# Tax Impact Calculator



## Tax Increase if Master Facility Plan Approved

District 99 has stated that the annual increase of the Master Facility Plan on its portion of the property tax bill for a house with an average market value of \$300K will be \$65 per year. This is a net increase based on the fact that existing bonds are retiring in 2018. To calculate the estimated net increase on the District 99 portion of your property taxes, please enter the market value of your home.

Enter the market value of your home (do not use commas):

If the community approves the proposal, the estimated net annual increase on the District 99 portion of your property tax bill starting in 2019 will be:

\$64.86

**Average house = \$65/year**

## Tax Decrease if Master Facility Plan Not Approved

If existing bonds are retired and no new bonds are issued to improve our schools, the District 99 portion of property taxes for a house with an average market value of \$300K will decrease by \$132 annually.

If the community does NOT support the proposal, the estimated annual decrease on the District 99 portion of your property tax bill (based on market value entered above) starting in 2019 will be:

\$132.07

## Tax Impact Analysis if the Community Approves the Master Facility Plan

Based on the market value of the home entered above:

The District 99 portion of your property tax bill starting in 2019 that will go to support the cost of new bonds and interest if the community approves the Master Facility Plan:

\$196.93

As indicated above, the amount of your property taxes that you're currently paying for old bonds and interest that will retire:

\$132.07

As indicated above, the estimated annual net increase on your property taxes if the community approves the Master Facility Plan will be:

\$64.86

The estimated monthly net increase on your property taxes if the community approves the Master Facility Plan will be:

\$5.41

This is the total amount of bond and interest that will allow District 99 to make **all of the changes** contained in the Master Facility Plan.





**22,000**  
votes

**27+%**  
turnout

**Polling Indicated  
61% Support**



**Results  
62% Yes**



# 20 weeks to 1<sup>st</sup> day of school



## Accelerate Cold Air!

*"It cannot be cold enough on the 1<sup>st</sup> day of school."*



# Opportunity to Celebrate and Communicate Key Messages:

- ✓ **Thank you** for investing in our schools
- ✓ Projects will be delivered **on time** & **on budget** – we are fiscally responsible
- ✓ Construction will take place from **spring 2019 to fall 2021**
- ✓ This is an **important time in District 99's history**
- ✓ We are **delivering more than promised** – within the same budget





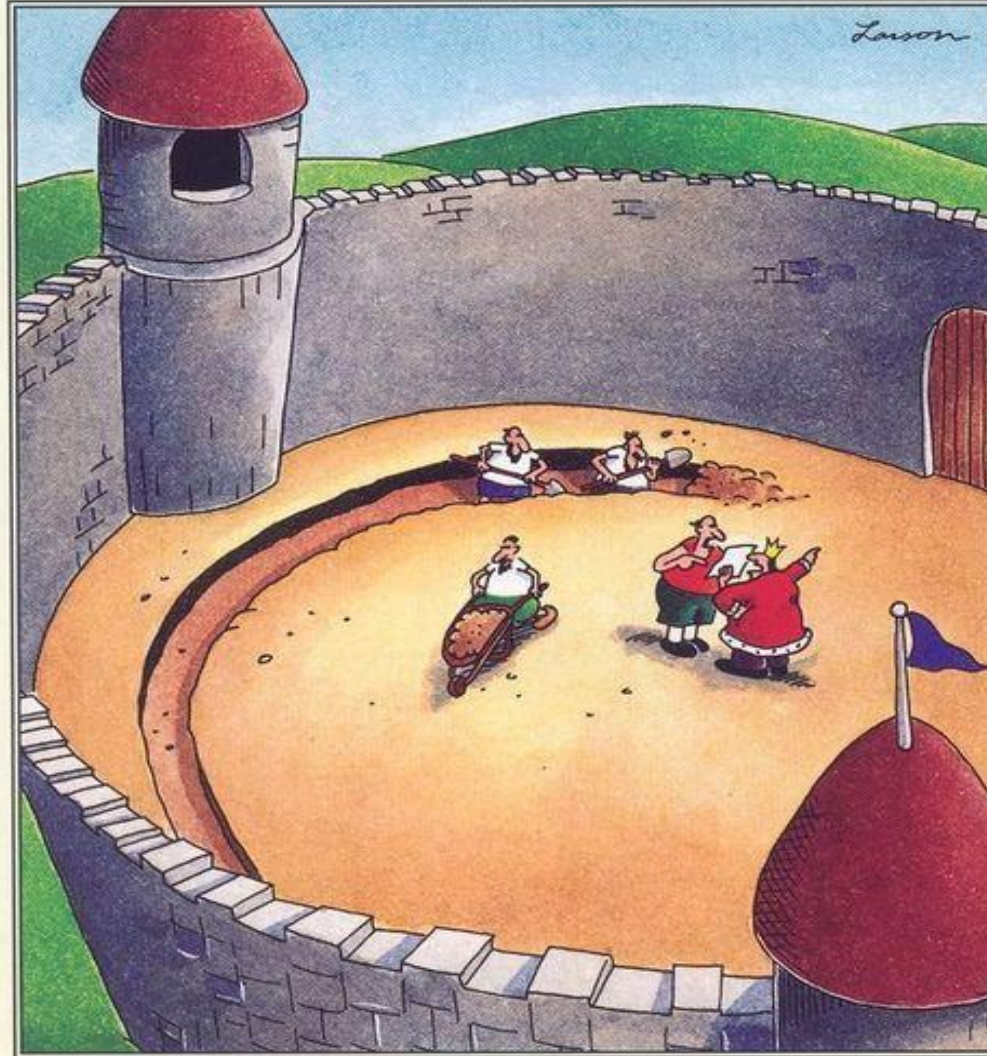
# Looking back, to not repeat the past





4/16/90

Larson



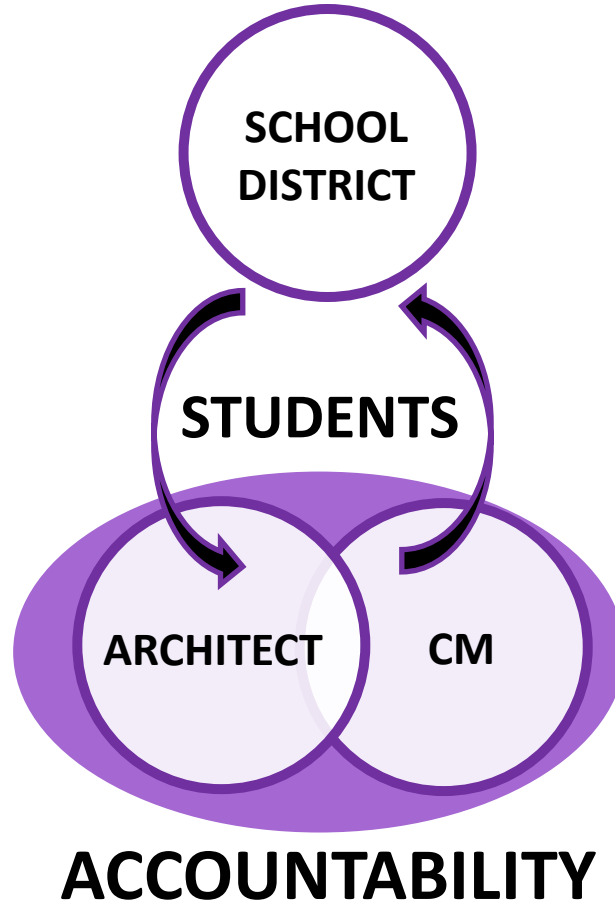
Suddenly, a heated exchange took place between the king and the moat contractor.

2022 ANNUAL  
CONFERENCE

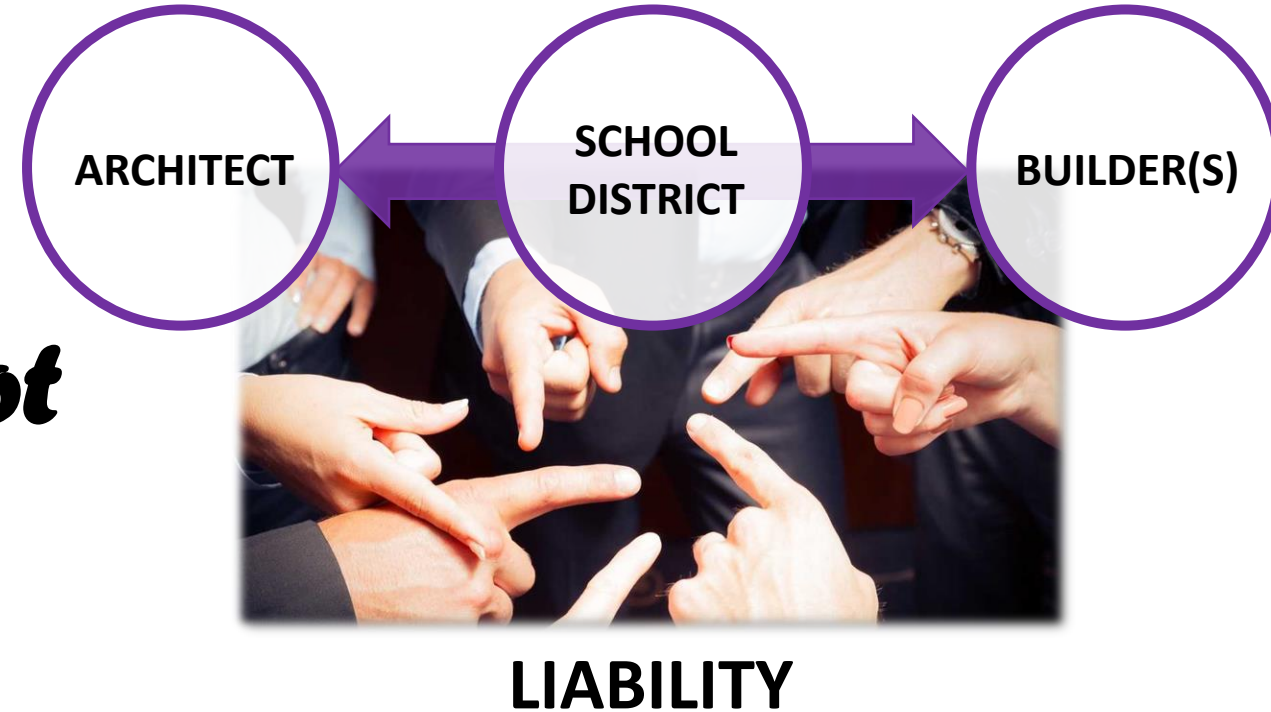
#iasboAC22

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# District experience needed to be better



*not*



# Team focus had to be different



**BUILDING**

***not***



**BLAMING**



# Finding value vs. cutting scope



**VALUE FOR STUDENTS**

*not*



**CUTTING SCOPE**

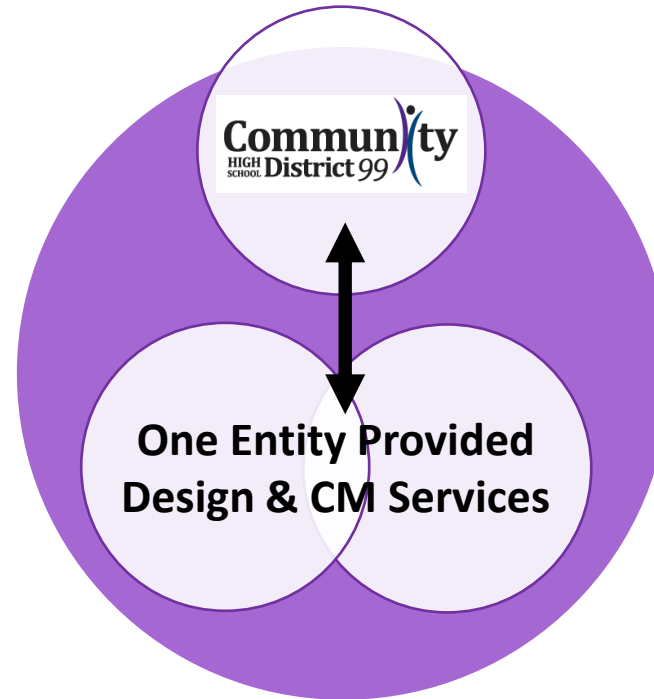
# Early budget certainty was highly valued



# How that was achieved



**Rethought  
Debt Strategy**



**One Team  
One Focus**



**Deep Staff Engagement  
During Design**



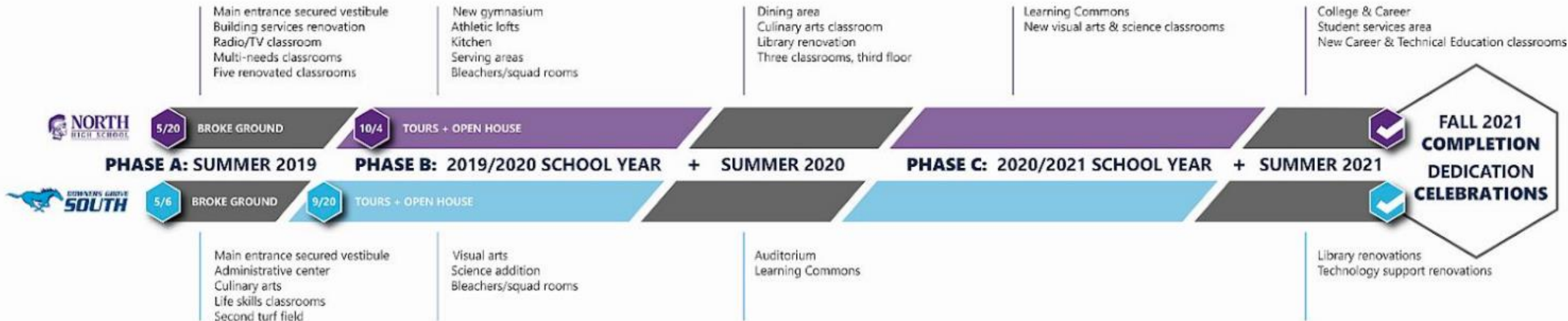
**Shared Success  
Along The Way**



# Communicating Progress and Results to your Community



## CONSTRUCTION: WHAT & WHEN?



# Communicating Progress and Results to your Community



## Facility Friday for September 28, 2018

Thank you for subscribing to Facility Friday, a weekly update that we will publish throughout the design and construction of the Master Facility Plan (MFP) at Downers Grove North High School and Downers Grove South High School. [Suggestions are welcome!](#)

Questions? Please email us and we will add your question--and our answer--here next week!



## Facility Friday for December 7, 2018

Thank you for subscribing to Facility Friday, a weekly update that we will publish throughout the design and construction of the Master Facility Plan (MFP) at Downers Grove North High School and Downers Grove South High School. [Suggestions are welcome!](#)



## Facility Friday for May 17, 2019

Thank you for subscribing to Facility Friday, a weekly update that we will publish throughout the design and construction of the Master Facility Plan (MFP) at Downers Grove North High School and Downers Grove South High School. [Suggestions are welcome!](#)

## Construction Has Begun!



## Facility Friday for May 15, 2020

Thank you for subscribing to Facility Friday, a weekly update that we will publish throughout the design and construction of the Master Facility Plan (MFP) at Downers Grove North High School and Downers Grove South High School. [Suggestions are welcome!](#)

## DGN Progress



Work has been completed to prepare for the installation of North High's home bleachers, which will begin on Monday. In addition, ductwork and insulation are underway in the gym, kitchen, multipurpose and gymnastics loft, and electrical and data will be installed in the coming weeks.



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# Communicating Progress and Results to your Community

**Master Facility Plan Update**

08:33 Helping address some of that in our community.

**Hank Thiele**

08:36 So we'll share some of those resources where they can find them on our website. We'll talk about master facility plan. If you haven't been back by the schools, yet it's pretty impressive to see the amount of work.

08:47 That's going on and you can really start to get an idea of what these common spaces will look like as well as some of the other things going on.

**Upgrade Culinary Lab Equipment**  
to allow Classroom, Lab, Demonstration Kitchen, and Common Space to serve 2 sections in one period (creates parity with South)

**Estimated Cost**  
**\$100,000 - \$110,000**

**1 1/2 LABS - Additional Equipment and Infrastructure**

- (4) Wall Ovens
- (1) Commercial Range With Oven
- (1) Combi Oven/Steamer/ Charboiler/Griddle
- (1) Worktable
- (3) Mobile Prep Stations
- (1) Dishwasher In Demo Kitchen
- Island Hood - Additional Equipment
- Additional Infrastructure - Additional Equipment
- Wall Ovens And Cooktops In Culinary Lab In Lieu Of Ranges

2019-11-11 CSD99 School Board Meeting  
114 views • Nov 13, 2019

COMMUNITY HIGH SCHOOL DISTRICT 99  
SUPERINTENDENT DR. THIELE HOSTS

**Lunchtime  
LIVE**

Live Zoom Webinar | Thursday, January 28 | noon



**South High**

07:32 We continue our meal distribution that is going on every Monday from noon till five at both North and South high if you go to cst 99 dot org slash meals.

07:43 You can get information of how to access that program and we're providing food for anybody any child under the age of 18 in the entire community that can access this program, and this is offset by the usda.

08:01 master facility plan continues to be underway.

08:05 This is a picture of the auditorium itself high the seats are starting to go into the balcony there.



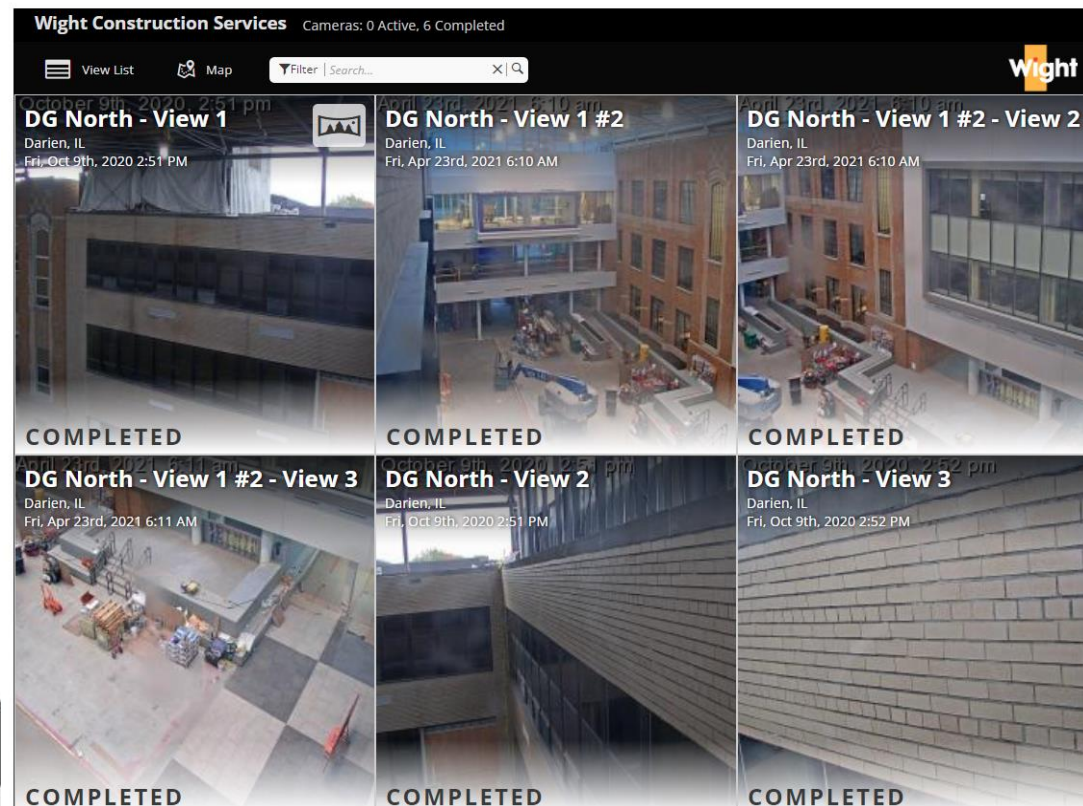
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# Communicating Progress and Results to your Community

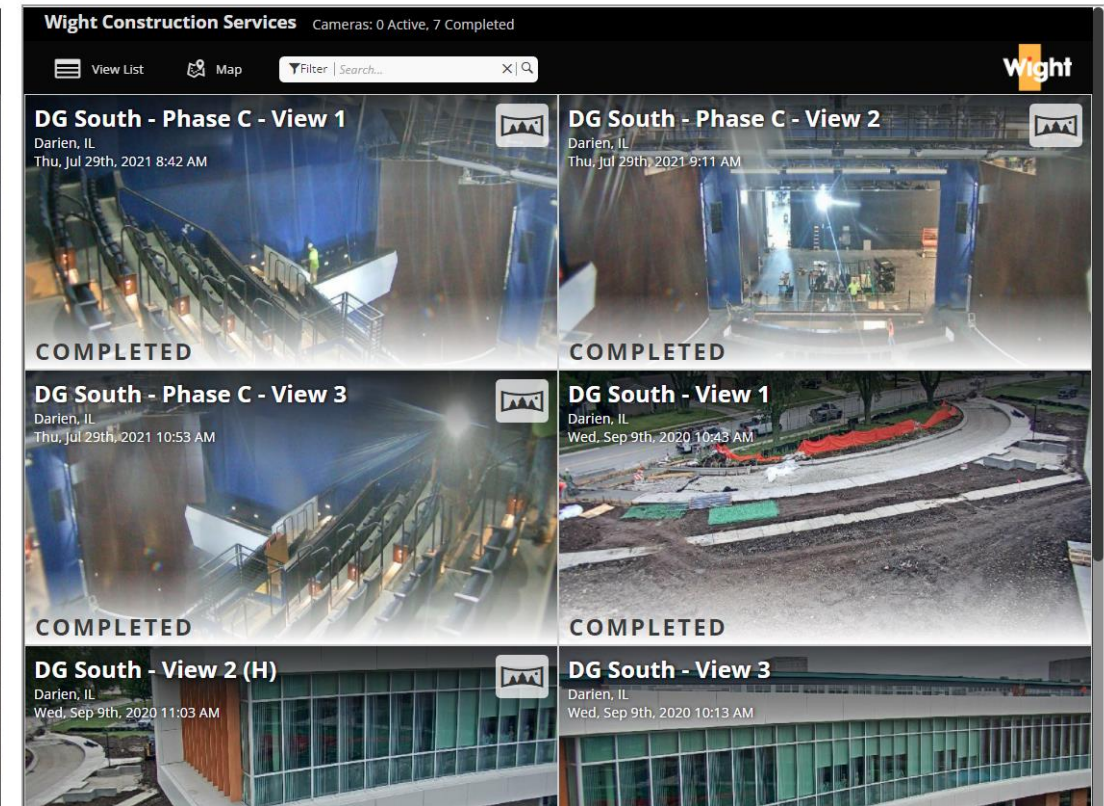
## North High MFP Construction Camera

See the construction of the Master Facility Plan in action below! Click on the images to see different angles of the construction underway on the northeast side of North High. After you select a camera view, click on "time lapse," which shows you the work done to date in 30 seconds!



## South High MFP Construction Camera

See the construction of the Master Facility Plan in action below! Click on the images to see different angles of the construction underway on the northeast side of South High. After you select a camera view, click on "time lapse," which shows you the work done to date in 30 seconds!



# Communicating Progress and Results to your Community

## Tax Impact

*Average house = \$65/year*

## Adjusted Bond Sale Strategy

*Saved \$37M in costs for taxpayers*





# Communicating Progress and Results to your Board of Education

Date  
6/10/2021

CHSD 99 MFP Implementation  
Financial Summary North & South

Contract Value

122,135,830

Remaining Contingency

486,338

Estimated at Completion

Remaining FF&E Allowance

190,716

Remaining Contractor Allowances

Phase A  
25,953

Phase B  
6,534

Phase C  
523,850

Site Improvements  
37,661

SOUTH

Description	Original Budget	Current Budget & Committed	Estimated at Completion
<b>Hard Costs</b>	<b>56,581,498</b>	<b>\$59,644,879</b>	<b>60,285,543</b>
<b>Phase A</b>	<b>10,999,676</b>	<b>\$8,160,441</b>	<b>8,160,441</b>
Committed	9,215,063	\$8,160,441	8,160,441
Unlet	1,784,613	\$0	0
<b>Phase B</b>	<b>10,770,300</b>	<b>\$9,515,163</b>	<b>9,514,096</b>
Committed	8,521,169	\$9,515,163	9,514,096
Unlet	2,249,131	\$0	0
<b>Phase C</b>	<b>31,063,104</b>	<b>\$36,358,790</b>	<b>36,931,228</b>
Committed	32,673,721	\$36,331,253	36,774,525
Unlet	-1,610,617	\$27,537	156,703
<b>Site Improvements</b>	<b>3,748,418</b>	<b>\$5,493,882</b>	<b>5,483,387</b>
Committed	4,929,880	\$5,493,882	5,483,387
Unlet	-1,181,462	\$0	0
<b>WCS/D99 Direct Purchases</b>	<b>0</b>	<b>\$116,601</b>	<b>196,391</b>
Contingency	3,430,630	\$367,249	-224,991
General Requirements	359,500	\$359,500	359,500
General Conditions	3,300,195	\$3,300,195	3,300,195
Preconstruction Fees	40,000	\$40,000	40,000
CM Fees	1,049,976	\$1,049,976	1,049,976
Insurance	625,000	\$625,000	625,000
FF&E Allowance	2,500,000	\$2,500,000	2,451,576
Owner Budget Costs	0	\$0	0
<b>Total</b>	<b>67,886,798</b>	<b>\$67,886,798</b>	<b>67,886,798</b>

Hard Costs ● Committed ● Unlet

\$59,617,342

NORTH

Description	Original Budget	Current Budget & Committed	Estimated at Completion
<b>Hard Costs</b>	<b>42,295,215</b>	<b>\$44,735,356</b>	<b>44,952,012</b>
<b>Phase A</b>	<b>7,393,856</b>	<b>\$6,742,559</b>	<b>6,702,559</b>
Committed	7,690,013	\$6,742,559	6,702,559
Unlet	-296,157	\$0	0
<b>Phase B</b>	<b>15,172,623</b>	<b>\$10,928,830</b>	<b>10,929,804</b>
Committed	9,602,813	\$10,928,830	10,929,804
Unlet	5,569,810	\$0	0
<b>Phase C</b>	<b>15,193,736</b>	<b>\$22,670,834</b>	<b>22,868,169</b>
Committed	19,557,684	\$22,670,834	22,868,169
Unlet	-4,363,948	\$0	0
<b>Site Improvements</b>	<b>4,535,000</b>	<b>\$4,270,602</b>	<b>4,294,548</b>
Committed	3,241,870	\$4,270,602	4,294,548
Unlet	1,293,130	\$0	0
<b>WCS/D99 Direct Purchases</b>	<b>0</b>	<b>\$122,531</b>	<b>156,932</b>
Contingency	4,357,559	\$1,975,679	711,329
General Requirements	359,500	\$359,500	359,500
General Conditions	3,342,696	\$3,342,696	3,342,696
Preconstruction Fees	40,000	\$40,000	40,000
CM Fees	816,660	\$816,660	816,660
Insurance	537,401	\$537,401	537,401
FF&E Allowance	2,500,000	\$2,441,739	2,089,433
Owner Budget Costs	0	\$0	1,400,000
<b>Total</b>	<b>54,249,032</b>	<b>\$54,249,032</b>	<b>54,249,032</b>

Hard Costs ● Committed ● Unlet

\$44,735,356

MFP IMPLEMENTATION

Description	Original Budget	Current Budget & Committed	Estimated at Completion
<b>Hard Costs</b>	<b>98,876,713</b>	<b>\$104,380,235</b>	<b>105,237,555</b>
<b>Phase A</b>	<b>18,393,532</b>	<b>\$14,903,000</b>	<b>14,863,000</b>
Committed	16,905,076	\$14,903,000	14,863,000
Unlet	1,488,456	\$0	0
<b>Phase B</b>	<b>25,942,923</b>	<b>\$20,443,994</b>	<b>20,443,900</b>
Committed	18,123,982	\$20,443,994	20,443,900
Unlet	7,818,941	\$0	0
<b>Phase C</b>	<b>46,256,840</b>	<b>\$59,029,624</b>	<b>59,799,397</b>
Committed	52,231,404	\$59,002,087	59,642,694
Unlet	-5,974,564	\$27,537	156,703
<b>Site Improvements</b>	<b>8,283,418</b>	<b>\$9,764,484</b>	<b>9,777,935</b>
Committed	8,171,750	\$9,764,484	9,777,935
Unlet	111,668	\$0	0
<b>WCS/D99 Direct Purchases</b>	<b>0</b>	<b>\$239,132</b>	<b>353,322</b>
Contingency	7,788,189	\$2,342,928	486,338
General Requirements	719,000	\$719,000	719,000
General Conditions	6,642,891	\$6,642,891	6,642,891
Preconstruction Fees	80,000	\$80,000	80,000
CM Fees	1,866,636	\$1,866,636	1,866,636
Insurance	1,162,401	\$1,162,401	1,162,401
FF&E Allowance	5,000,000	\$4,941,739	4,541,009
Owner Budget Costs	0	\$0	1,400,000
<b>Total</b>	<b>122,135,830</b>	<b>\$122,135,830</b>	<b>122,135,830</b>

Hard Costs ● Committed ● Unlet

\$104,352,697



# ***Communicating Progress and Results*** *internally within the District*



**Superintendent  
Dr. Hank Thiele**



**Phys. Plant & Ops  
Jim Kolodziej**



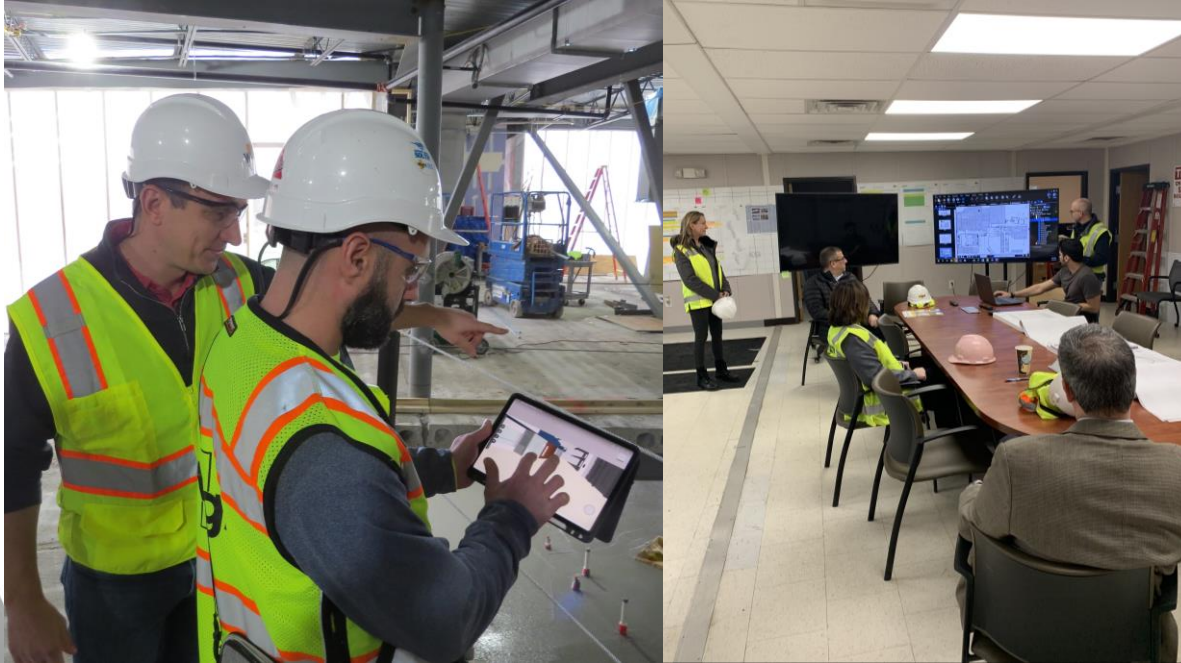
**Accounting  
Staff**



**Teachers &  
School Staff**



# *Communicating Progress and Results internally across the Team*



**Design & CM Team**



**Financial Team**

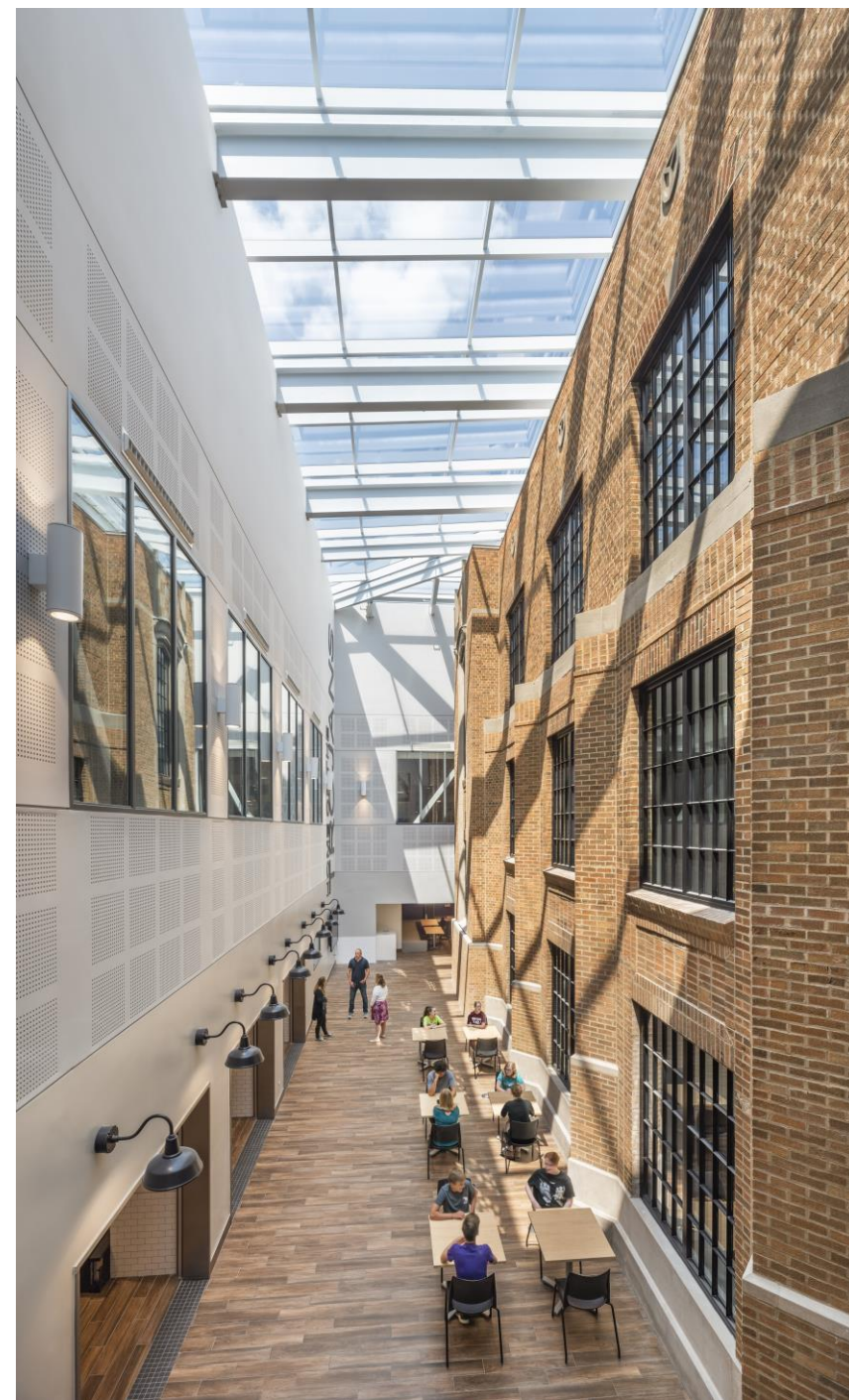
Bond Underwriter  
Bond Advisor  
Investment Partner  
(arbitrage management)





# Outcomes

Downers Grove North HS





# Outcomes

## Downers Grove North HS





# Outcomes

## Downers Grove South HS





# Outcomes

## Downers Grove South HS





# Results

- ✓ Referendum budget guaranteed within 6 months of election day
- ✓ Bond sale strategy saved \$37M in total bond costs
- ✓ Completed 1 year earlier than likely possible vs. traditional delivery
- ✓ Avoided cost escalation and extended general conditions costs
- ✓ Absorbed \$19.6 M of MFP improvements beyond expectations
- ✓ Avoided est. \$2.9 M fee/overhead mark-up on changes/added scope

***District needed to shape & control this message***



# Celebrate success often

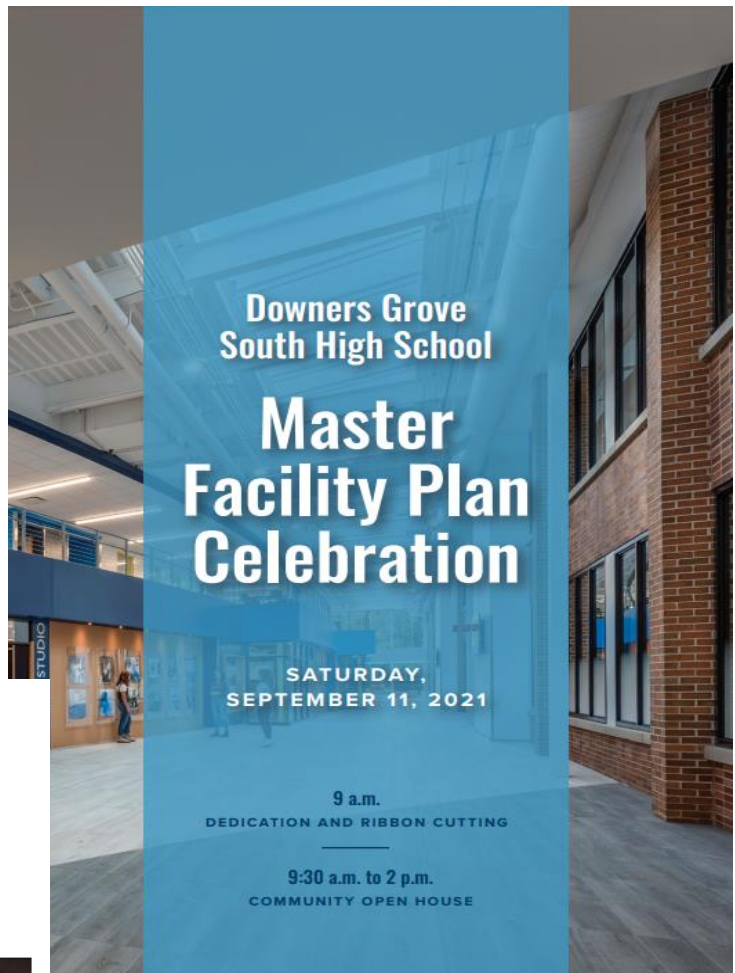
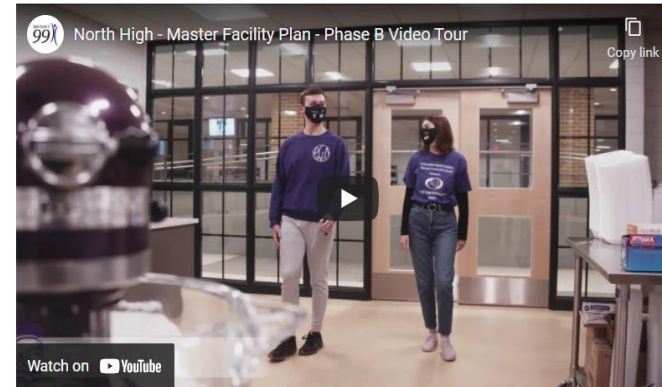


North High Construction Information



[Click here to see the North High construction camera!](#)

North High - Master Facility Plan - Phase B Video Tour



STRONGER TOGETHER. SMARTER TOGETHER.

# Key Messaging Themes

- ✓ Address more of MFP objectives than originally thought possible
- ✓ Still remaining within the established funding approved by voters
- ✓ Stayed true to the goals of the MFP
- ✓ Emphasis on delivering value...within framework of approved MFP
- ✓ Allowed District to meet BOE's goal to deliver more than promised
- ✓ Added projects held back from scope based on initial budget concerns



# Primary Lessons Learned

## *7 Key Takeaways*

- 1. Be comfortable making bold decisions**
- 2. Consistent transparent communications builds trust, results in success**
- 3. Integrate communications into (and across) your project team**
- 4. Find partners that focus on team, trust, and accountability**
- 5. Always strive to deliver more**
- 6. Anchor decisions around the benefits for students**
- 7. Connect messaging to what the community approved**





# Questions and Answers

*We thank you for your time!*



# Presenters:

## MODERATOR INFO:

**Rick Dewar, AIA (Moderator)**

Wight & Company  
rdewar@wightco.com

## PANELISTS INFO:

**Mark Staehlin**

Community High School District 99  
mstaehlin@csd99.org

**Jill Browning, APR**

Community High School District 99  
jbrowning@csd99.org

**Brad Paulsen, AIA**

Wight & Company  
bpaulsen@wightco.com

