



MEMORANDUM

TO: Greenfield-Central School Board of Trustees
FROM: Dr. Harold Olin
DATE: August 11, 2025
RE: School Restructuring Recommendations

School Restructuring Overview

Over the last two years, the Greenfield-Central administrative team has held frequent conversation with the board of school trustees about the student enrollment numbers for Greenfield-Central over the past three decades. In summary, the school corporation experienced a period of extreme growth that lasted 17 years (1994 to 2011) and saw an enrollment change from 3,230 to 4,611 students in that timeframe. To accommodate enrollment growth in this era, two new schools were constructed (J.B. Stephens Elementary in 2001 and Greenfield Central Junior High in 2010) and two schools received major additions and renovations to create additional instructional space (Maxwell Middle / Intermediate School and Greenfield-Central High School).

Greenfield-Central's enrollment peaked in the fall of 2011 at 4,611 students. In the 13 years since that pinnacle, the corporation's enrollment has subtly decreased most years. The most recent enrollment figure showed the fall 2024 average daily membership dropped to 4200 students. The last time Greenfield-Central had an enrollment at this level was 2004. Our initial review of the enrollment trend for the fall of 2025 suggests that we will have an ADM very similar to last year, though we will likely drop a few students from last year's membership.

As Dr. Snapp noted in his report last spring, "Greenfield-Central is not the first school corporation to experience stabilized enrollment after a period of extreme growth". Dr. Jerome McKibben shared a similar commentary when he addressed the board in the summer of 2024. Dr. McKibben has worked with hundreds of school corporations over the past 30 years, and he has seen this trend in many school corporations throughout the Midwest. McKibben's report for G-C completed in the spring of 2024 indicated that Greenfield-Central will likely see a "flat" enrollment pattern as he made projections into the next ten years. It should be noted that Dr. McKibben's forecast is not an anomaly. His projections seem to be consistent with the short-term projections we have received from the state of Indiana for Education Fund purposes.

II. B. 6.

In that similar timeline (February 2024), Greenfield-Central also contracted the services of Administrative Assistance to provide an objective perspective on ways that the corporation can be more efficient with Education Fund and Operations Fund expenditures while continuing to achieve high levels of student achievement through responsive programming. That team made a few recommendations for our consideration. The four that received the most traction from our team included the following themes: move fourth grade students back to the elementary school setting, combine the two intermediate schools into one school, consider re-purposing a school for preschool purposes, and assess the impact of closing a school.

With those possible solutions in mind, the corporation then contracted Dr. Jim Snapp with Higher Achievement in March of 2025 to help us fully consider the pros and cons of various restructuring concepts that had been identified. Dr. Snapp provided information related to a variety of scenarios, focusing most heavily on the following potential adjustments to our organizational structure:

- Utilizing Greenfield Intermediate School as the lone intermediate school
- Utilizing Maxwell Intermediate School as the lone intermediate school
- Considering Harris Elementary School as the primary preschool site
- Considering Weston Elementary School as the primary preschool site
- Considering the impact of adding 6th grade to the current junior high school and reverting back to K-5 elementary schools

The corporation's administrative team and members of the board of school trustees have reflected on all of the information we have collected on this matter over the past two school years. After considering the impact of each scenario, we have collectively drafted a recommendation to formally share with our school community to be clear about the vision we have for Greenfield-Central's future structure.

Recommended Restructuring Components

We believe the following changes would help us achieve the corporation goals related to on-going student achievement while also helping us achieve numerous operational efficiencies.

1. Combine the two intermediate schools into one intermediate school for the corporation. The Maxwell school site will best accommodate a single intermediate school.
2. Move the current elementary students at Weston to the Harris / Greenfield Intermediate School site, thus creating a larger Harris Elementary School.
3. Lastly, move all preschool classrooms (currently utilizing three sites in the corporation) into one facility. The Weston school site will best accommodate this move.

*Although the scenario that moves 6th grade students to the junior high school site has much merit and appeal to the leadership team and board, we believe the financial costs associated with completing such a project is too prohibitive for us to fully consider at this time.

Current Work Related to the Project

In the June 2025 school board meeting, the administrative team formally asked the board for permission to hire the team from Lancer & Associates to create architectural plans that would provide up-to-date cost estimates to complete the restructuring components listed above.

II. B. 6.

We have continued to work with Terry Lancer and his team of architects (primarily Misha and Haneen) to create detailed designs to accomplish these goals. The design process, which includes schematic design, design development, and construction documents, generally takes approximately six months to complete. We intend to share design updates with the board as work progresses in these areas that could lead to procurement and construction.

Summary

We believe we have a strong grasp on the impact that the aforementioned moves would have on our school corporation and community. Having all preschool students under one roof would allow us to better utilize our PreK staff to meet the needs of our youngest learners. It would also allow us to be more efficient with the number of staff necessary to meet those needs, thus keeping our costs down. Furthermore, moving the program to the Weston site would allow us to increase preschool enrollment in the future if the need continues to grow, since there will be additional classroom space available at that site.

Placing all 5th and 6th grade students in the same facility would allow us to create a more equitable educational experience for all of our students at that age. Through the efficiencies we would gain in such a move, it would also allow us to expand some curricular, co-curricular, and extracurricular experiences for our young adolescent students. We believe the positive benefits of this move far outweigh any of the negatives related to the transition.

In a similar vein, combining the elementary students from Harris and Weston into one larger facility would allow us to better meet the academic needs of students across the learning spectrum. Additionally, this move will allow us to capture many operational efficiencies related to staffing and general operational costs.

Next Steps

Within the last two weeks, we met with the design team from Lancer & Associates to outline more specific needs we would like to address at all three sites (Maxwell, Harris / Greenfield Intermediate, and Weston) to make this reorganization a reality for our students in Greenfield-Central. After addressing all of our input, the Lancer team anticipates the hard cost of renovation and new construction for these changes would be approximately \$6.2M. Furthermore, they believe this work could be completed at all of these school sites by the fall of 2027.

As we continue to work toward this end, we would like to formally enlist the support of our finance team (Stifel) and legal partners (Ice Miller and Dan Strahl) to further investigate the steps we would need to take to complete this project as we have outlined. The board passed a resolution in September 2024 that authorized the corporation to borrow \$19,050,000 for construction purposes. As you are well aware, Greenfield-Central did borrow \$5.5M last fall to complete the athletic facility upgrades to the high school's west property. Therefore, we still retain the authority to borrow the remaining funds (\$13.48M) identified in the original resolution. We do, however, need to ensure that all new construction requirements from the 2025 General Assembly are met before we proceed with a bond or lease agreement.

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Recommendation: That the board grants permission to the administrative team to work with Stifel and Ice Miller to further identify and outline the necessary steps to complete the restructuring project as outlined.



Grade and Building Reconfiguration Update

August 11, 2025



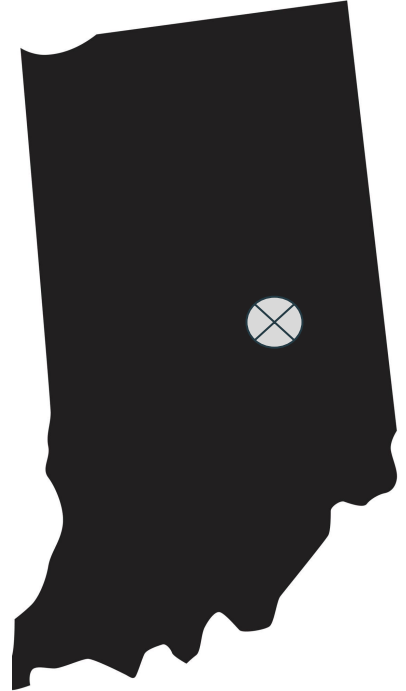
Where We Have Been

- Administrator Assistance Study, February 2024
- McKibben Demographic Projection, March 2024
- Work Session, January 2025
- Higher Achievement Study, March 2025
- Lancer Associates Facility Visioning, May 2025



Where We Are

- 4th Grade students moved back to our Elementary Schools
- Legislative Changes from the Indiana General Assembly
- Financial Position/Debt Capacity
 - Operation Funds pressure (which becomes an Education Fund pressure)
 - Biennium Budget concern (essentially flatlined for two years)
 - Current Authority to borrow ~\$13.5 Million



Where Do We Go from Here?

- Educationally Ideal

We have continued to focus on three primary questions as the foundation of our discussion.

1. How do we create more effective and efficient space for preschool students in our school corporation?
2. Is there a better way to serve our students, particularly as we look at students in grades 4-6?
3. Are there operational efficiencies that can be achieved while also meeting our educational goals identified in questions 1 and 2?

- Financially Prudent

- Buildings/ADM compared to peers
- The issues of borrowing money in today's environment



Where Do We Go from Here?

- Options - Recap of Higher Achievement & Lancer Studies
 - 4 tier vs 3 tier
 - Number of Schools
 - Location of Early Childhood Center
 - Re-purpose and/or Closure of a building



The Proposal - Facility Reconfiguration

- Next Steps
 - (3) K-4 schools, (1) 5-6 school, current JH and HS (4 Tier system)
 - Eden, Harris (with portion of GIS) and JB Stephens as elementary schools
 - Maxwell Intermediate as the consolidated 5-6 school
 - Convert Weston to Early Childhood Center, and continue to operate Green Meadows Childcare



The Proposal - Budget Financial Impact

	2025-27 Project
Est. Hard Construction*	\$6,200,000 (est)
Estimated Soft Const. & Cost of Issuance	\$1,550,000
Estimated Total Cost	\$7,750,000

*Estimated Hard Construction from Design Development phase. These numbers are being refined as we work with the architect and construction manager in the design process to generate construction documents. This includes renovation at Maxwell, Weston, and the Harris / Greenfield Intermediate sites.

The Proposal - Other Needed Projects

- **Parking Lots**
 - High School North Lot rework
 - Convert existing tennis courts to parking
- **HVAC needs**
 - JB Stephens Chiller
 - JH Chiller
 - Harris Boilers
 - Building Controls (Weston and GIS)
- **Roofs**
 - HS Fieldhouse
 - GIS/Harris
- **McClarnon Road extension**
- **Restroom Upgrades**
 - High School
 - Harris
- **Continued HS West Improvements**
 - Softball/Baseball



The Proposal - Timelines

- Design Phase
 - 6 months
 - July 2025 to December 2025
 - Board authorizes design work at the July board meeting
 - Legal steps during summer/fall of 2025
- Bidding
 - 1 month
 - As Early as January 2026
- Construction
 - Generally takes approximately 12-16 months
 - March 2026 to July 2027
- Completion of Construction
 - Fall 2027

