



CORRECTING THE NARRATIVE BY LOOKING AT THE FACTS

The Real Story of Douglass.

What the Resilient Schools proposal gets wrong — and why the Board should amend the proposal to exclude Douglass Elementary on September 22.

Our rural community is more than just a building.

What was promised to the City of Boulder on March 26th.

Our Shared Values



The Boulder Valley community honors its history and legacy of planning for a livable community surrounded by open space and rural lands while striving together to create and preserve a truly special place that is sustainable, resilient, equitable and inclusive – now and for future generations. *(Boulder Valley Comprehensive Plan 2020 Mid-Term Update)*



This IS Douglass



BVSD stands as a leader in academic excellence with outstanding educators, exemplary schools, and programs that support all students in achieving their potential. We strive to create spaces where all students feel valued and included in their learning environment.

We are the community on their values slide.

"The Boulder Valley community honors its history and legacy of planning for a livable community surrounded by open space and rural lands ... striving together to create and preserve a truly special place."

— BVSD's own Shared Values slide, quoting the Boulder Valley Comprehensive Plan (March 2026 council deck, slide 3, verbatim)

- We are the families who live in that open space and on those rural lands. Douglass, established 1952 at 840 75th Street, has anchored this farming community for 74 years — our subdivisions grew up around the school, not the other way around.
- **Our houses are far apart by design. No one goes home to a dense street — our kids find their community at school. There is no other gathering infrastructure out here.**
- There is no school "just down the street" — the proposal itself proves it, splitting our children three ways into three different towns.
- **Coal Creek, Eisenhower, and Heatherwood kids already share a community — the same grocery stores, gyms, churches. Ours is a different community, with one shared center: Douglass.**



THE POINT Removing the neighborhood school from this community is not a school change — it is the loss of the community's one shared room.

The neighborhoods that grew up around Douglass. (1 of 2)



Paul Nor Estates

135 homes, Rural Residential, 0.69–3-acre lots. Formed its own resident-governed water district in 1965 — which still supplies Douglass Elementary and the fire department. Every home within a half-mile walk of school; kids walk to class in the farm ditches.



Fairview Estates

~45 homes, Estate Residential, 0.7–2 acres against protected open space where cattle calve each spring. Seven young families arrived in five years — 15–20% turnover toward Douglass. One family's driveway is the neighborhood bus stop.



Willow Creek

~35 homes on 1+ acres, two horses allowed on each. The neighborhood association owns 17 acres of shared pasture backing onto county open space. Its babies, preschoolers and kindergartners are all headed to Douglass.

THE POINT These are not scattered houses — they are organized communities, some older than their own plats, all oriented around one school.

The neighborhoods that grew up around Douglass. (2 of 2)



Little Farms (95th & Phillips)

Working farms on 5–10-acre parcels — chickens, turkeys, lamb, cattle, llamas, alpacas, hay. Zoned to Douglass. Families here shop at farms, not stores, and get stuck behind tractors on the way to school.



Spanish Hills

Families who left walkable South Boulder for space and trails, by choice. The Marshall Fire took half the neighborhood; empty lots are refilling with young families — future Douglass growth. Every Halloween the whole neighborhood trick-or-treats by caravan.



Ridglea Hills & Crestmoor

0.32–1.6-acre lots bordered by Baseline Reservoir, Sombrero Marsh (a Critical Wildlife Habitat) and the Dry Creek corridor — with 256 acres of farmland between the neighborhood and the school.

THE POINT None of these neighborhoods has a main street, a rec center, or a town hall. All of them have Douglass.

The county guarantees this community stays exactly as it is.

- The county's own publication ("Keeping Animals in Boulder County," form P/29) grants Rural Residential and Estate Residential parcels two animal units per acre BY RIGHT — the horses, goats, chickens and llamas in our neighborhoods are a zoning entitlement, not a novelty.
- The Boulder County Comprehensive Plan is built around channeling growth INTO municipalities so land like ours stays rural, with significant agricultural land mapped for preservation.
- Since 2003, the county and nine municipalities — Boulder included — have bound this pattern by treaty: the "Super IGA" and its regional agreements fix growth boundaries so cities grow inward, not outward into our zone.
- Conservation easements and transfers of development rights permanently sever future density from much of this land — roughly 40% of the county's protected open space is privately owned and restricted forever.
- **So the assumption hiding in the proposal — that our families are interchangeable with a denser neighborhood near another school — is not just wrong. Under county law, a denser version of this community can never exist.**



THE POINT Boulder built fifty years of law to keep this landscape rural. Its school district should not treat the result as a defect.

What a school means where there is no town center.

“They have learned to love the quiet. To notice the seasons changing, to spend hours outside, to care for animals ... In many ways, it feels like a little piece of the old days. Kids playing outside until the sun goes down. Neighbors looking out for one another. ... a deep love of nature, a sense of belonging, and the feeling that home can be a sanctuary.”

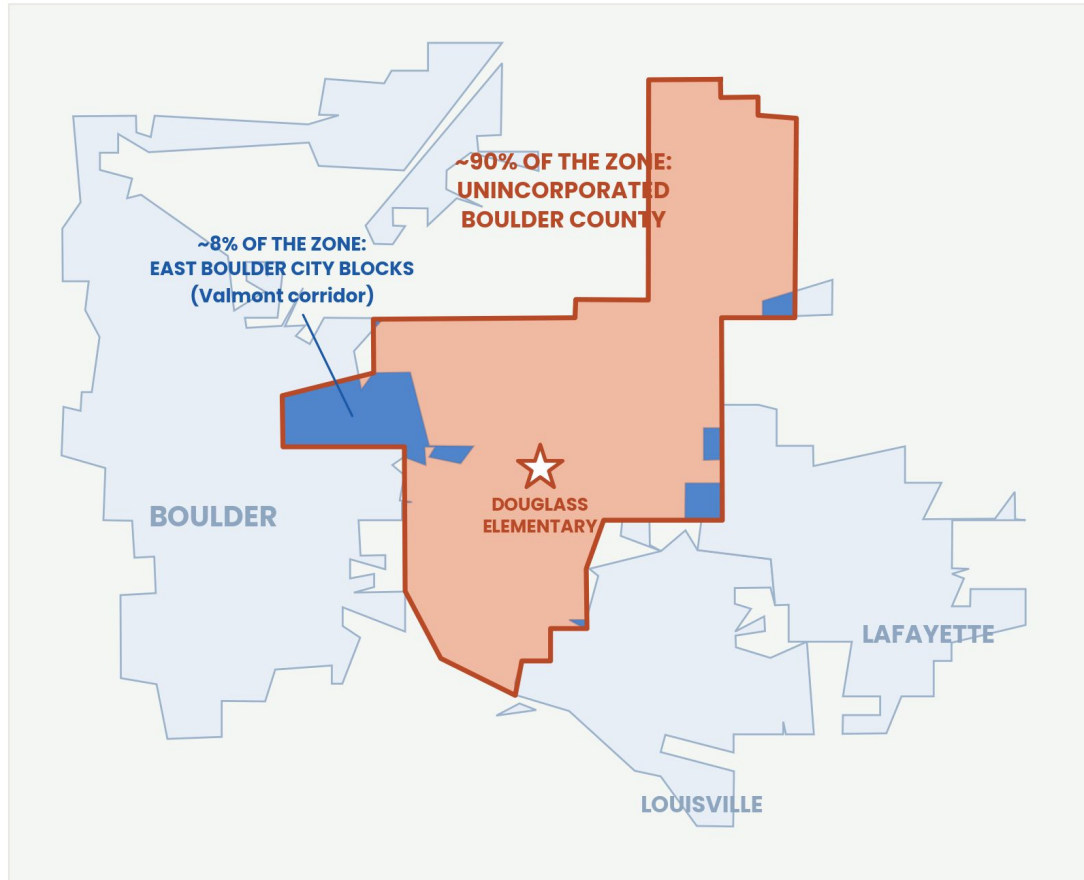
— Lani, Park Lake neighborhood, mom of two at Douglass



- A Paul Nor high-schooler still comes back to the Douglass playground to meet the friends she made in elementary school. In a neighborhood with no town center, the school is the gathering place — long after the elementary years end.
- In Spanish Hills, the Marshall Fire took half the neighborhood. One Douglass family’s house survived — but two years surrounded by empty lots drove them away. Community out here is not an amenity; it is survival.
- **Families here chose hawks, foxes and open sky over coffee shops and sidewalks — knowingly, happily. The one piece of shared civic life they did not give up was the school.**

THE POINT Losing Douglass is not changing schools — it is removing the one shared room from a community that has no other.

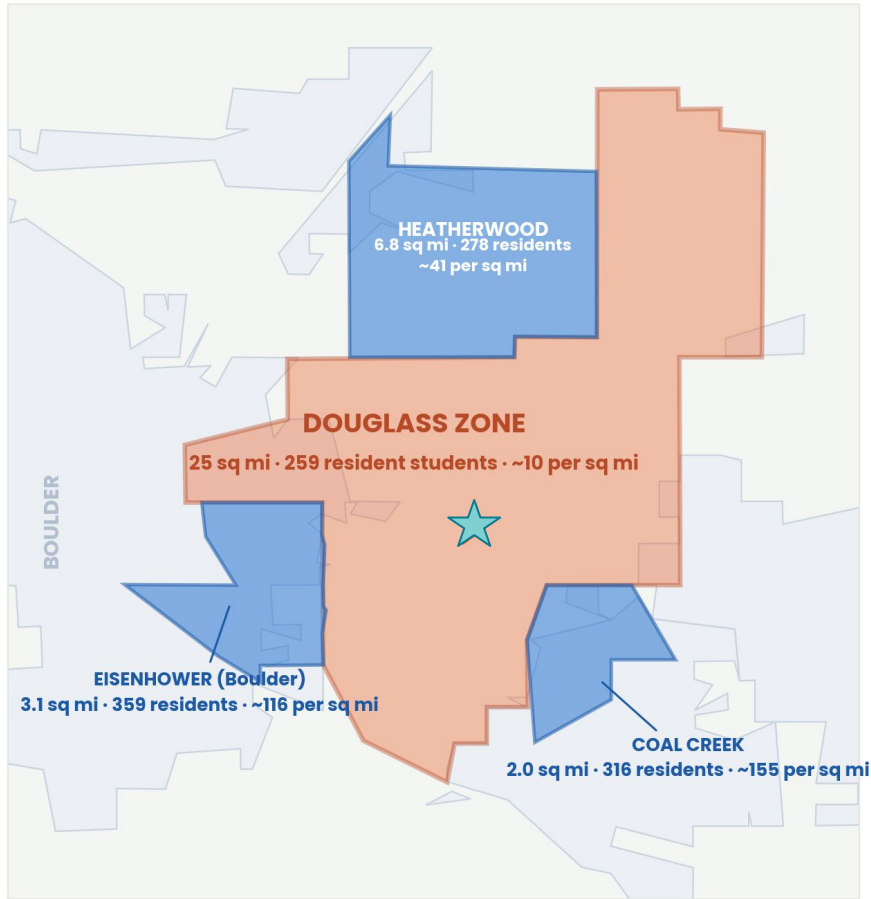
Douglass IS a neighborhood school — its neighborhood is just bigger than a city grid.



- Douglass's neighborhood is real — it is just shaped like Boulder County: 25 square miles of homes, farms and open space between Boulder, Lafayette and Louisville.
- **Part of that neighborhood is Boulder itself: the east Boulder blocks along the Valmont corridor are zoned to Douglass — it is their assigned neighborhood school.**
- Most of the neighborhood is unincorporated, so it has no city hall, no library, no rec center of its own. The school is all of those at once — that is what “neighborhood school” means out here.
- **And because no city council speaks for 90% of this zone, Boulder's voice is the closest thing to municipal representation these families have.**

THE POINT When the board hears from Boulder, it hears from constituents inside this zone — not from a neighboring city.

A county zone, graded on a city curve.



- The proposal's stated rationale: Douglass's attendance area is “large and less densely populated than other, non-mountain attendance areas.”
- Its receiving zones are compact city neighborhoods of 2–7 square miles. Eisenhower — the Boulder receiving school — is 3.1 square miles at ~116 resident students per square mile.
- **Douglass's zone holds nearly as many resident students as Heatherwood's — 259 vs 278 — spread across 3.6 times the land.**
- County land can never win a density contest against a city grid. That is geography, not a school in decline with 285 students, gaining more families than it loses, three years running.

City of
Boulder

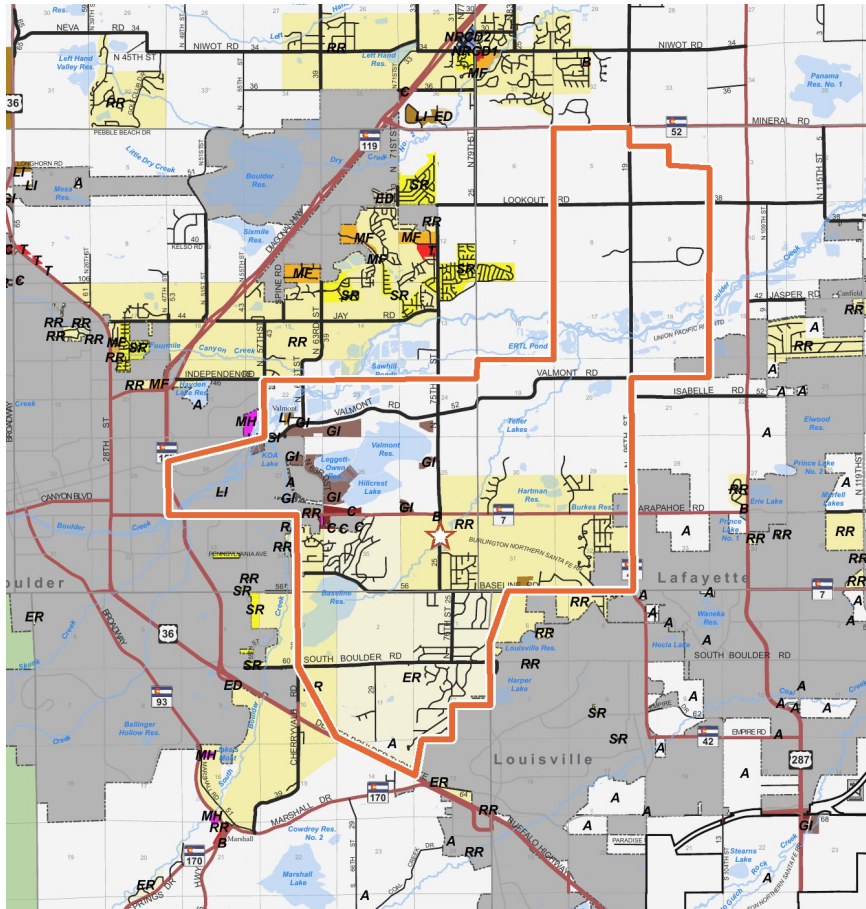
OUR POPULATION

Unincorporated
Boulder County

City of
Lafayette

THE POINT The one metric used against Douglass is the one metric its geography makes unwinnable — against zones that share nothing with it.

The county zoned this land to stay rural. On purpose.



MAP KEY — Boulder County's official zoning map, Douglass boundary overlaid by exact map coordinates

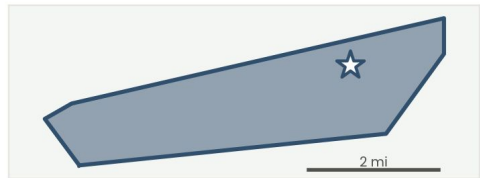
	Agricultural (county)		Rural / Estate Residential
	Suburban Residential		Municipalities (cities)
	Douglass attendance zone (our overlay)		

- Nearly everything inside the Douglass zone is land the county intends to keep rural — permanently.
- So this zone can never pass a “resident density” test against city neighborhoods — not this year, not any year. The verdict was written into the land-use code before the analysis began.
- Low density here is deliberate county planning — open space, agricultural preservation — policy Boulder has championed for fifty years. Douglass families should not lose their school for living inside it.

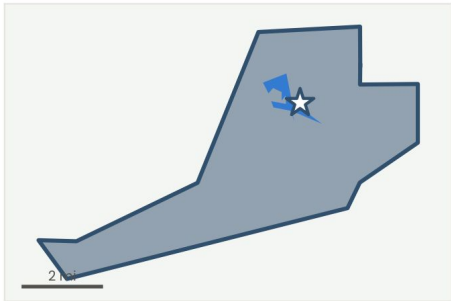
THE POINT “Less densely populated” is not a finding about this school. It is a description of land-use policy the region is proud of.

BVSD already has a standard for sparse zones. It just wasn't applied here.

Gold Hill
7 sq mi • 100% unincorporated • 11 students • OPEN



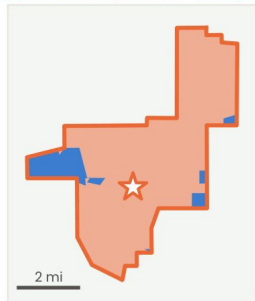
Jamestown
25 sq mi • ~98% unincorporated • 17 students • OPEN



Nederland
244 sq mi • ~99% unincorporated • 166 students • OPEN



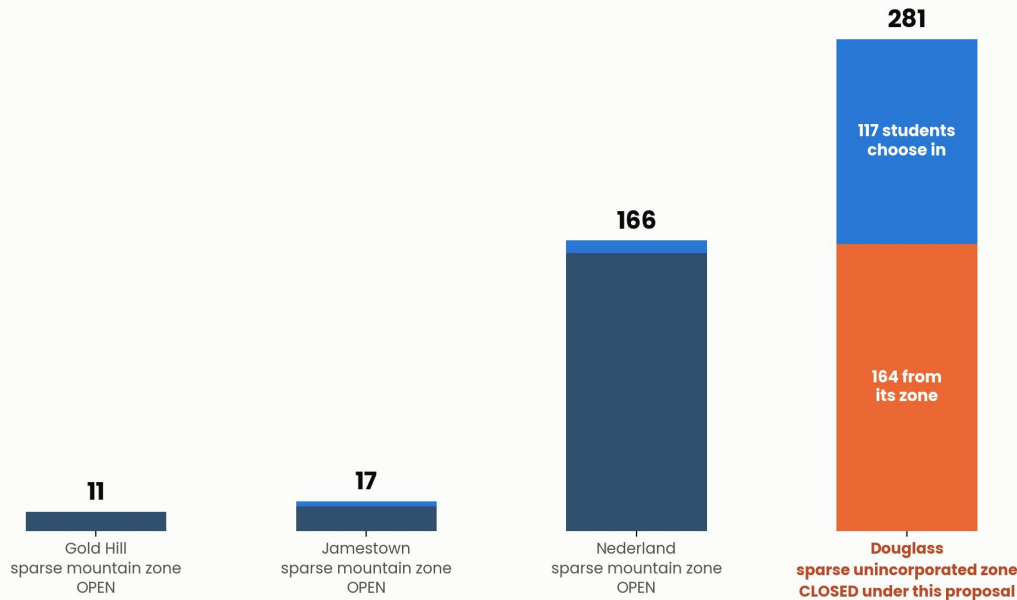
Douglass
25 sq mi • ~90% unincorporated • 281 students • CLOSED



“Resident density” has never been the rule — until Douglass

BVSD already operates schools whose zones can never fill a building with residents alone — and keeps them open, rightly. Douglass serves a sparse, unincorporated zone too. It’s the only one that fills itself.

2025-26 enrollment: students from the school’s own zone (dark) + students choosing in (blue)

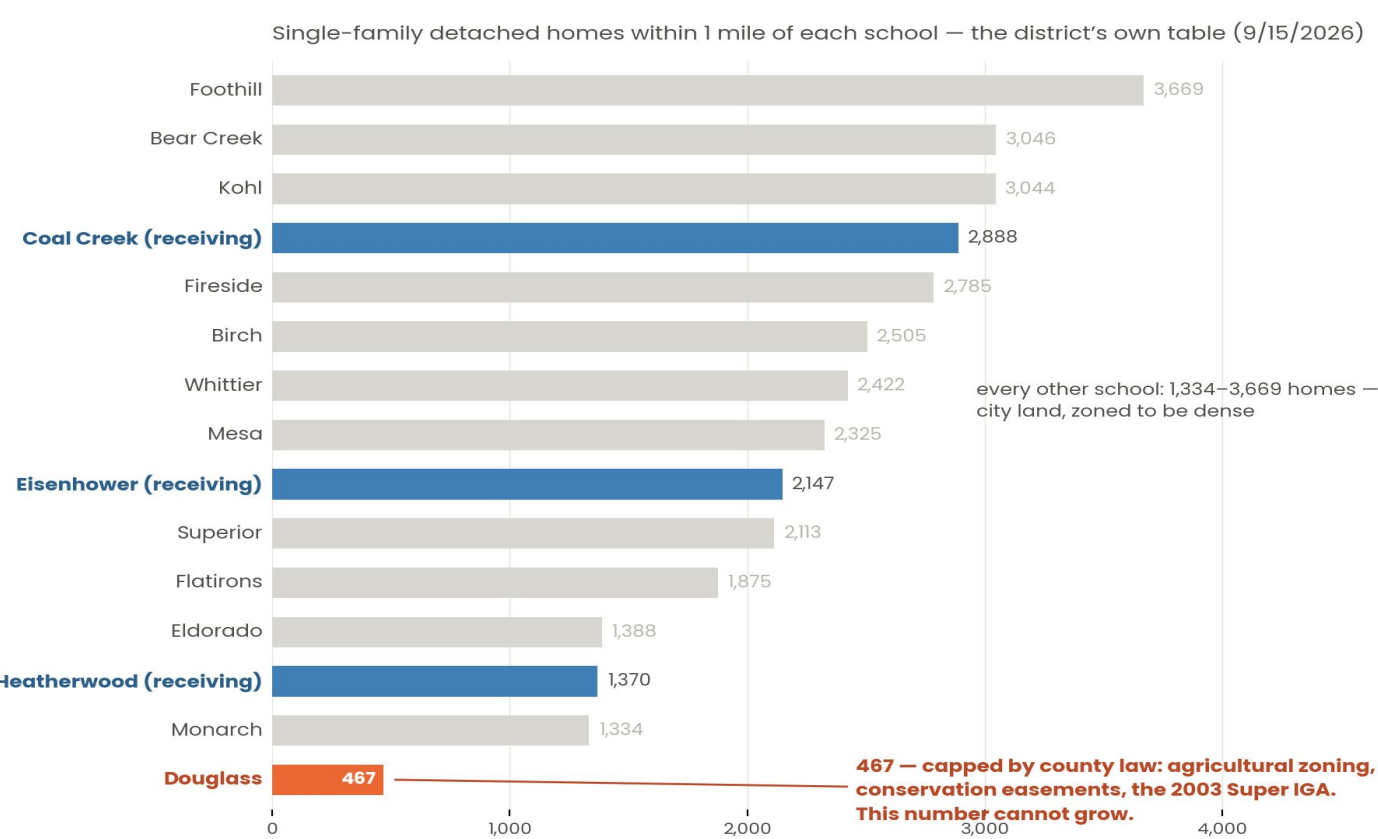


Source: BVSD 2025-26 School Profile Report & Enrollment Pattern Matrix — funded headcount; zone attendance from matrix (Douglass: 164 own-zone + 117 open-enrolled, placed, or out-of-district = 281). Mountain schools shown per profile report. This is not an argument to close mountain schools — it is proof that resident density alone has never been BVSD’s standard. Compiled by Douglass parents · savedouglass.com

Panels drawn at different scales — see each mile bar. Blue = incorporated town/city land inside the zone.

THE POINT The rationale for closing Douglass had to say “non-mountain areas” — because including its true peers would have ended the comparison.

The 1-mile test measures zoning law, not school demand — and Douglass’s zoning is frozen by design.



AGRICULTURAL BY LAW

The Douglass zone is ~90% unincorporated Boulder County, zoned Agricultural — large-lot parcels, livestock by right (County Code P/29). Low density here is a legal ceiling, not a phase.

PROTECTED FOREVER

Roughly 40% of the zone sits under conservation easements and open space that can never be developed — the homes-within-a-mile number is permanent.

THE CITIES AGREED

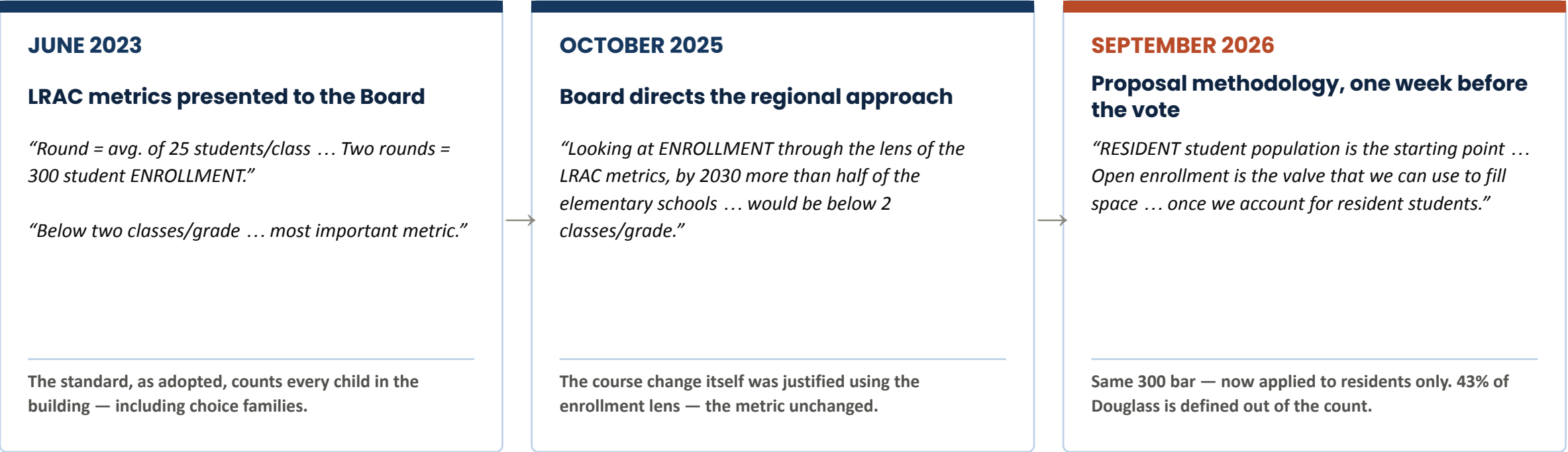
Under the 2003 Super IGA, Boulder County and its cities committed that this land stays rural — growth goes inside city limits, not here.

City schools sit in land built to hold thousands of homes within a mile. Douglass sits in land every government in this county promised to keep open. **The district’s table grades both on the same curve — except the mountain zones, which it exempts for exactly this geography.**

THE POINT Douglass can never pass a density test — not from decline, but by law. A metric the community is legally barred from moving is not a measure of the school; it is a penalty for the county’s own conservation promise.

Sources: homes and students within 1 mile — BVSD Board Work Session “Resident Students” slide (9/15/2026), quoted as published (Douglass: 47 elementary students, 467 single-family detached homes). Zoning: Boulder County Zoning Map (county GIS, 2026); County Code P/29; 2003 “Super IGA”; easement share per east Boulder County land-use records. Mountain exemption: Resilient Schools Proposal (8/25/2026) p.4; rationale slide 47 (“non-mountain”). · savedouglass.com

The standard was written in enrollment. It is being applied to residents.



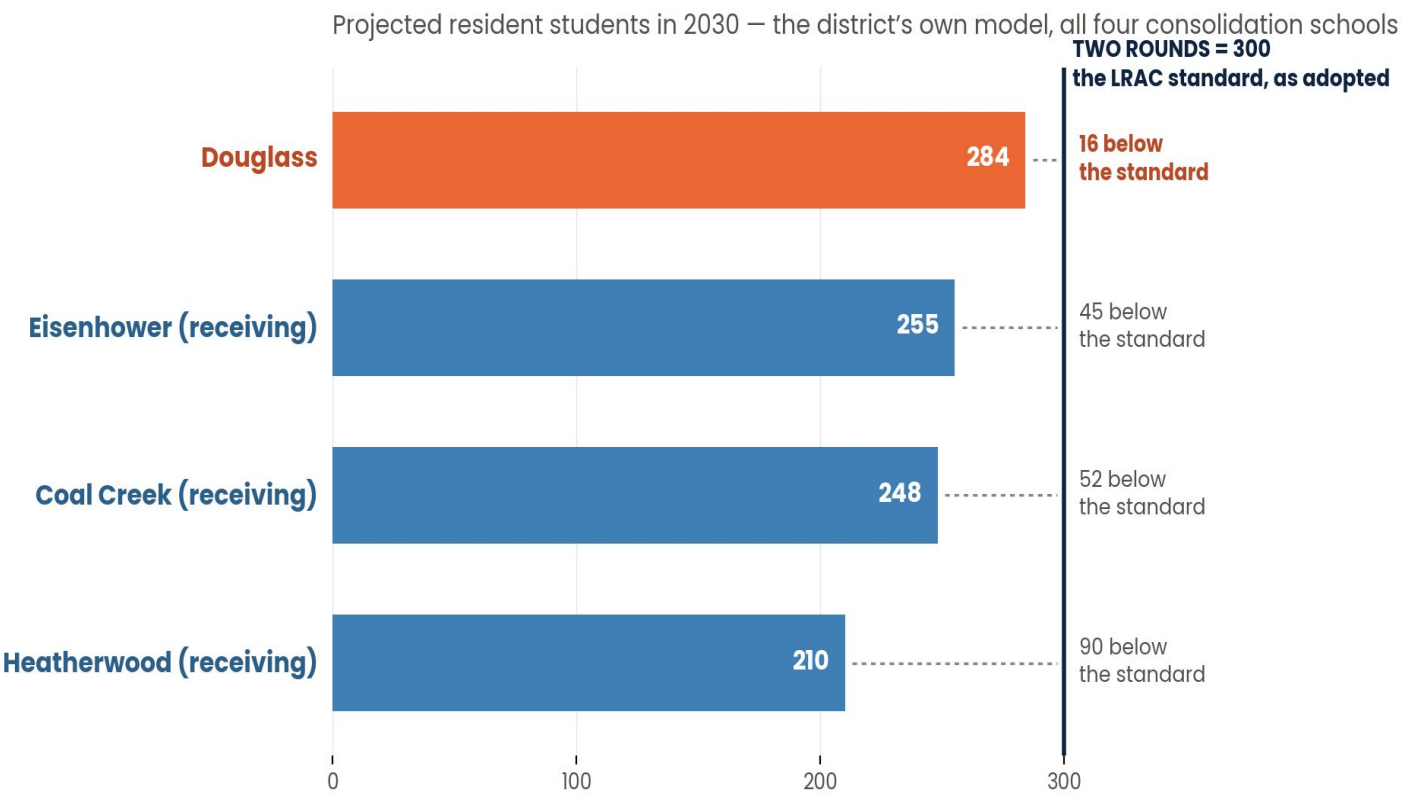
Also on the June 2023 LRAC slide: *“Decision-making should be in the context of looking at geographic areas ...”* — geography was part of the standard from the start.

Douglass enrolls ~281 students K–5 — essentially AT the two-round standard as LRAC wrote it. Only the resident-only rereading makes it “among the lowest in Boulder.”

THE QUESTION When did the Board vote to change the denominator of what its own slide calls the “most important metric”?

Sources, quoted verbatim: BVSD Board of Education Work Session, Resilient Schools Proposal (9/15/2026) — “LRAC Metrics” slide (definition box and timeline: LRAC metrics presented to Board, June 2023), “Regional Approach: October 2025 Worksession” slide, and “Our Methodology” slide. Emphasis (CAPS) added. · savedouglass.com

Under the resident lens, all four consolidation schools miss the 300 bar — and Douglass misses it by the least.



- As written (enrollment): Douglass enrolls ~281 K–5 — essentially at the two-round standard. No redefinition, no deficiency.
- As applied (residents): the district’s own 2030 projections put Douglass 16 students below the bar — versus 45 at Eisenhower, 52 at Coal Creek, and 90 at Heatherwood.
- The receiving schools reach two rounds only one way — the proposal’s own rationale: “Closing Douglass increases the resident students for the receiving elementary schools.”
- And the rationale’s own qualifier — Douglass is less dense “than other, NON-MOUNTAIN attendance areas” — concedes that geography warrants different treatment. It just draws the line one school too high.

THE POINT Closing Douglass requires switching rulers mid-argument. Under either ruler — enrollment or resident — the metric does not condemn this school first.

Sources: 2030 projected resident students digitized from BVSD Resilient Schools Proposal (8/25/2026), slides 45 (Boulder) & 32 (Coal Creek) marker positions (±1–2%; Douglass capacity cross-checks at 418). Two-round standard (300) and quotes: BVSD Board Work Session slides, 9/15/2026; closure rationale, proposal slide 47. · savedouglass.com

UNINCORPORATED BOULDER COUNTY

One school. One shared room. Seventy-four years of community.



If you would never bus Nederland or Gold Hill into a city school over density, you cannot take the main neighborhood school out of unincorporated Boulder County either.

savedouglass.com

The plan for Douglass was built without Douglass's communities in the room.

Not
Lafayette.


23

families from Lafayette participated in engagement sessions, compared to 196 families from Boulder and 107 from Louisville.

6.8%

Lafayette family survey response rate

[\(Community Engagement update - slide 39\)](#)

No data on IEP/ILC family participation, if any.

click to read what the district would have learned if these populations were represented in the conversation.

- Douglass's attendance boundary and 48.5% of its choice population reside in Lafayette — yet the entire plan for Douglass is built without their input.
- Walkability was a mid-level priority, even for the people who attended — yet the entire case to close Douglass is built around it.

ASK THE DISTRICT Where is the community engagement data for IEP/ILC families and why wasn't Douglass a part of the delayed Lafayette conversation?

Half of Douglass’s families live in Lafayette — the conversation it was left out of.



The proposal groups Douglass with the “East Boulder corridor.” But part of its resident zone lives in Lafayette, and the largest share of its choice families come from Lafayette.

Louisville is its own puzzle (Coal Creek).
Central Boulder is its own puzzle (Eisenhower, High Peaks, BCSIS, K-8).
Douglass belongs in the Lafayette conversation.

During the engagement sessions, Lafayette families told the district they will go further for the right school — only 13.5% said neighborhood proximity was important. Further, only 12.3% called school model like focus schools a must-have.

This supports redrawing Lafayette boundaries to relieve overcrowding and expanding transportation to Douglass, not replacing it with a focus school.

[Community Engagement update slides](#)

48%

of Douglass resident students live in Lafayette

51%

of Douglass choice students live in Lafayette

55%

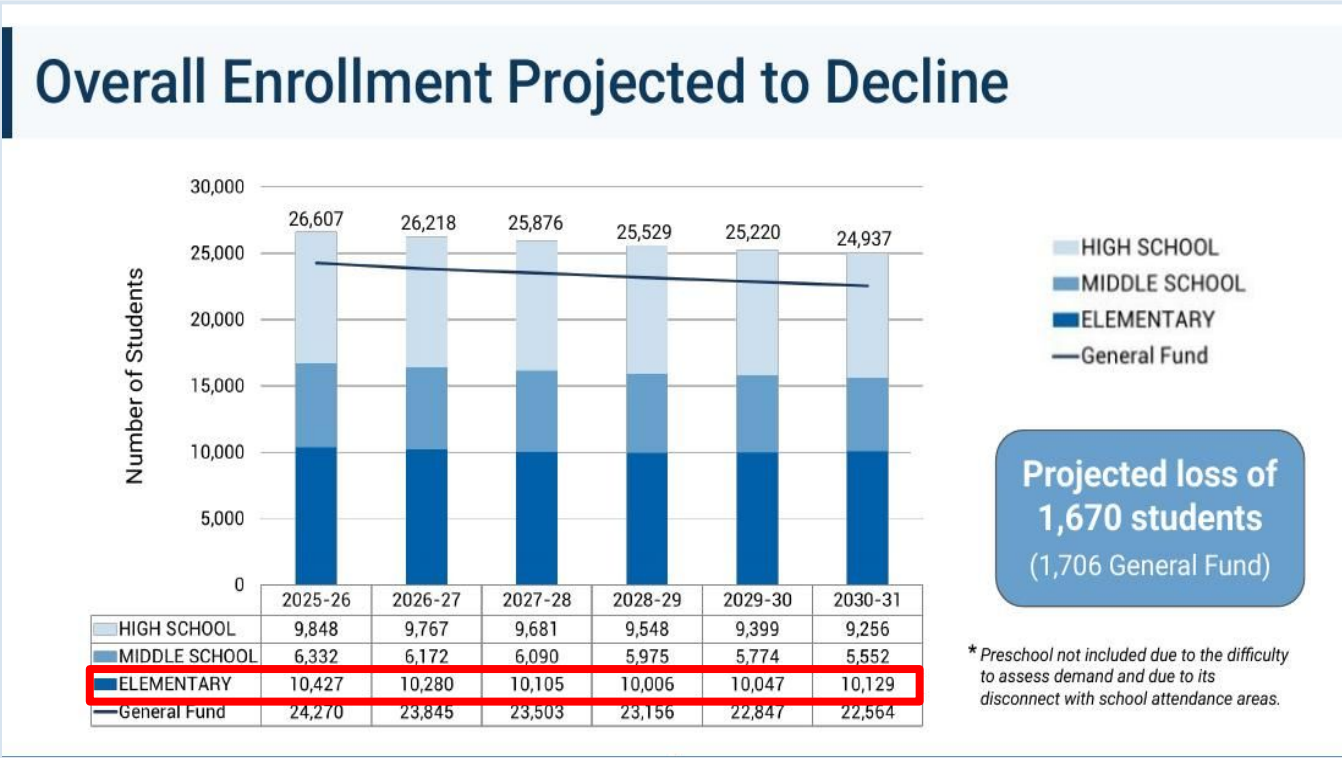
resident retention at Lafayette Elementary (with 39 students choosing Douglass)

35%

resident retention at Sanchez (with 11 students choosing Douglass)

ASK THE DISTRICT What research placed Douglass in the Boulder portion of this proposal instead of the future Lafayette discussion?

Their own numbers: elementary is the smallest decline — and it recovers.



- The district’s own table: **elementary loses 298 students by 2030-31** — versus 780 in middle school and 592 in high school.
- Elementary even **RECOVERS** in their projection: 10,006 in 2028-29 rising to 10,129 by 2030-31.
- Yet every slide that follows — and the plan that emerged in August — targets elementary schools only.
- If the decline is concentrated in middle and high school, why does the disruption land on 6-year-olds?

THE POINT The pressing need the plan answers is the one place their own chart says the problem is smallest — and healing.

The research is clear: closing schools rarely saves money

EDUCATION WEEK

Closing a School? Don't Expect to Save Money, a New Study Warns



June 11, 2026

edweek.org/leadership/closing-a-school-dont-expect-to-save-money-a-new-study-warns/2026/06

STANFORD GRADUATE SCHOOL OF EDUCATION

Closing schools may not improve districts' financial standing, Stanford study finds



September 4, 2026

ed.stanford.edu/news/closing-schools-may-not-improve-districts-financial-standing

SCHOTT FOUNDATION

Debunking the Myths of School Closures



Infographic report

schottfoundation.org/resource/debunking-the-myths-of-school-closures

Stanford's statewide analysis found savings from closures were offset almost dollar-for-dollar by revenue lost as families left — with no measurable improvement in district finances.

ASK THE DISTRICT The proposal projects \$3.5–4M in annual savings through 2030 but costs \$12.5–15M in support. Where is the net benefit?

In February 2026, BVSD hired two school-closure consultants

ERS Consulting

- National Education Policy Center: the ERS model relies on narrow, oversimplified fiscal assumptions while [ignoring peer-reviewed research](#) on the social and emotional value of neighborhood schools.
- Its financial modeling tends to [overestimate long-term savings and downplay hidden costs](#) — vacant-building upkeep, longer transportation, receiving-school renovations.

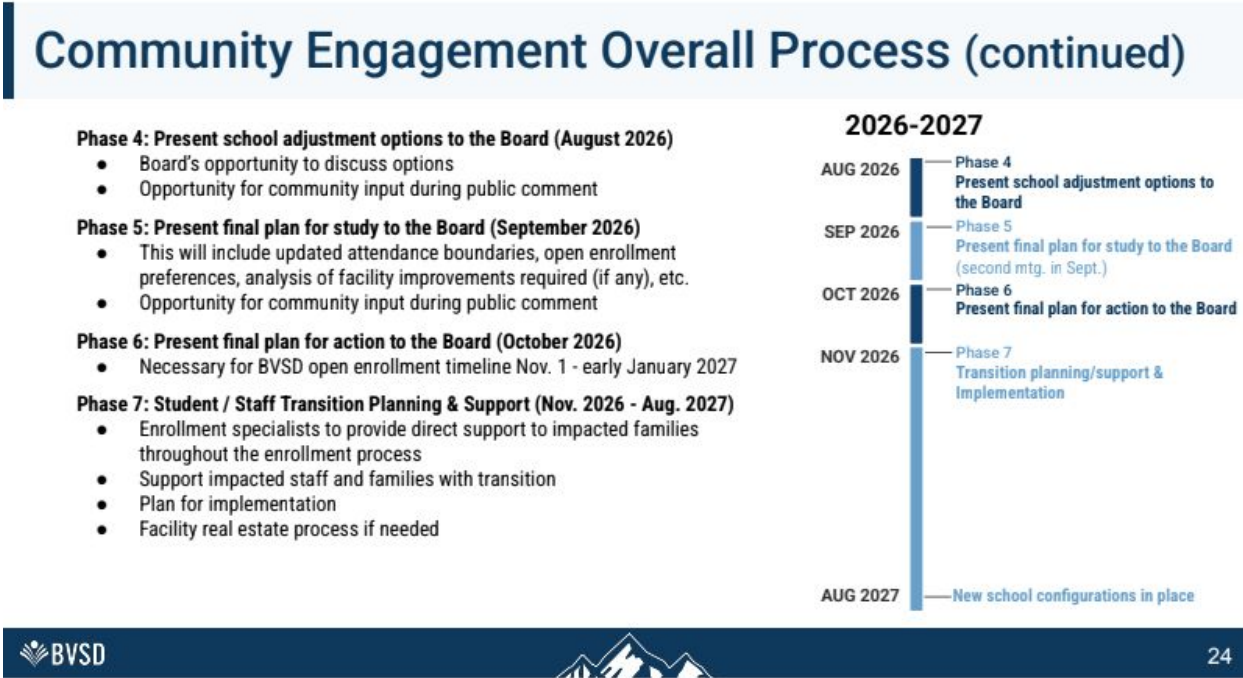
Planfully Consulting

- Describes its work as supporting districts “through school closures, consolidations, and boundary changes.”
- Focus areas: operations, finance, facilities, and community engagement.
- No mention of children — anywhere.

BVSD has already stated in the proposal’s working session that funding is not guaranteed for buses, expanded after school programs, or cafeteria/bus space at Whittier for receiving students. Those are the “hidden costs” that erase projected savings.

ASK THE DISTRICT If closure was the destination before engagement began, can engagement sessions be used to justify this proposal?

The timeline presented in March was abandoned.



Schools succeed. Budgets balance. So why the rush?

DAILY CAMERA

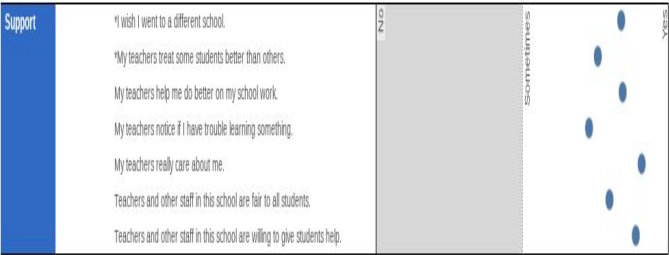
Boulder Valley earn top marks in state’s accountability ratings



September 1, 2026
dailycamera.com/2026/09/01/boulder-valley-st-vrain-valley-ratings-state-accountability

BVSD CLIMATE SURVEY

Most students report being happy with their school environments



public.tableau.com/app/profile/bvsvd/viz/ClimateSurvey

“If we did nothing, we would still balance our budgets.”
— Superintendent Rob Anderson

<https://boulderreportinglab.org/2026/03/10/too-many-schools-too-few-students-bvsvd-begins-planning-possible-closures/>

Student achievement is at an all-time high, students are happy, and the superintendent has said publicly that there is no financial urgency. A permanent decision about children's schools deserves the time it takes to get it right.

ASK THE DISTRICT If the district can balance its budget by doing nothing, what justifies a decision this permanent, **this fast?**

Douglass is stable. Its receiving schools are not.

6th

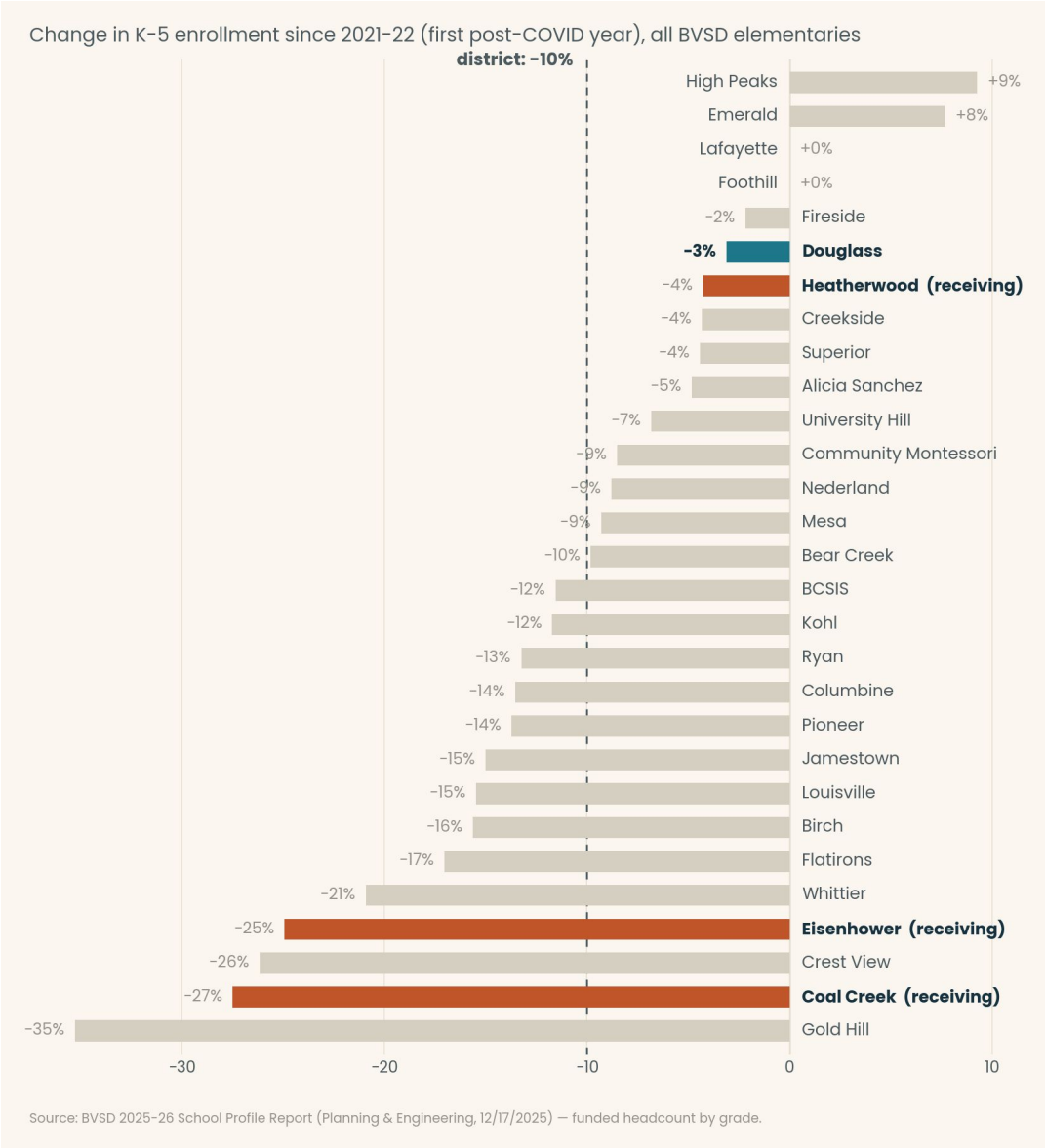
most stable of 29 BVSD K-5 elementary schools

Enrollment is down 10% district wide since 2021-2022.

Enrollment at Douglass is down only 3% over same period.

-25% / -27%

Eisenhower and Coal Creek — two of the steepest enrollment declines in the district



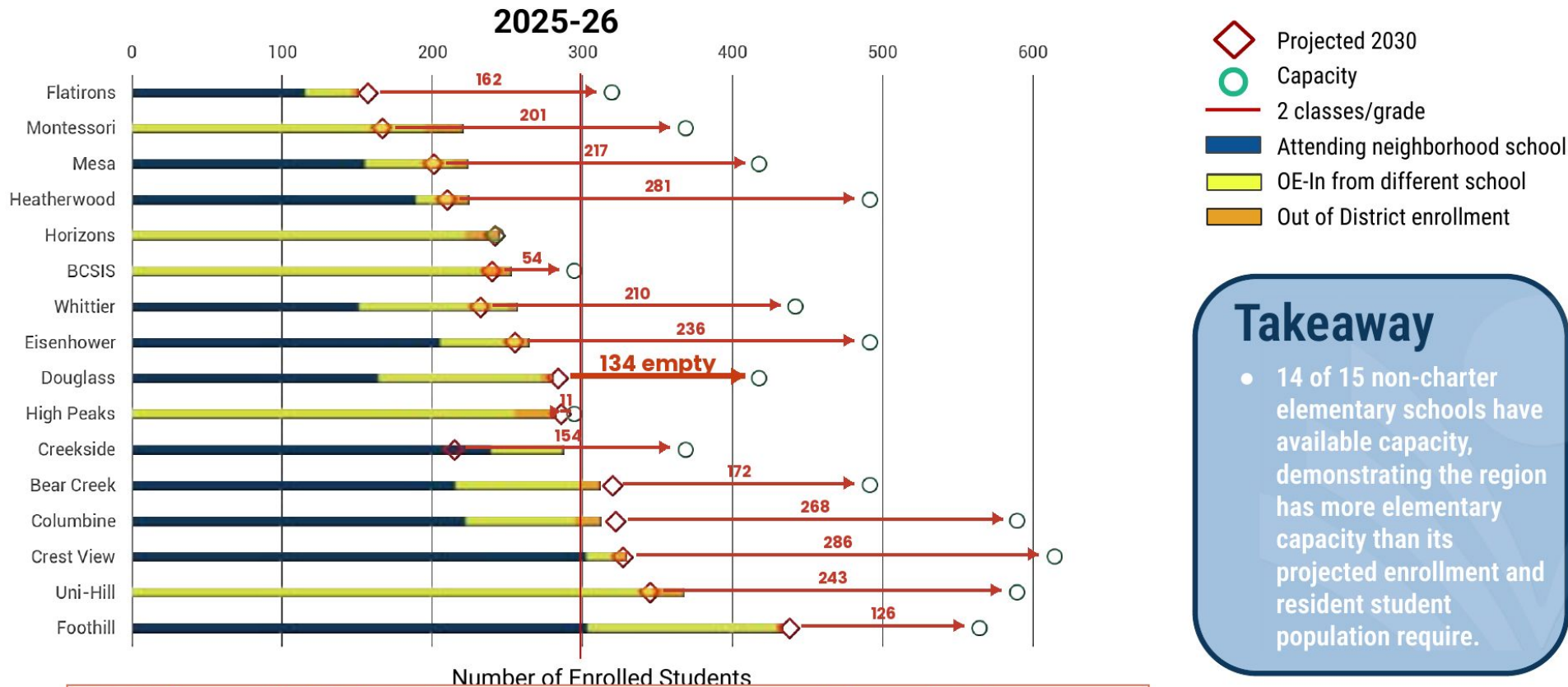
Douglass students end up in worse learning environments.



Draw the line from every 2030 enrollemnt projection diamond to its capacity circle.
Douglass's is one of the shortest.

Resilient Schools Proposal | Boulder

School Enrollment Composition



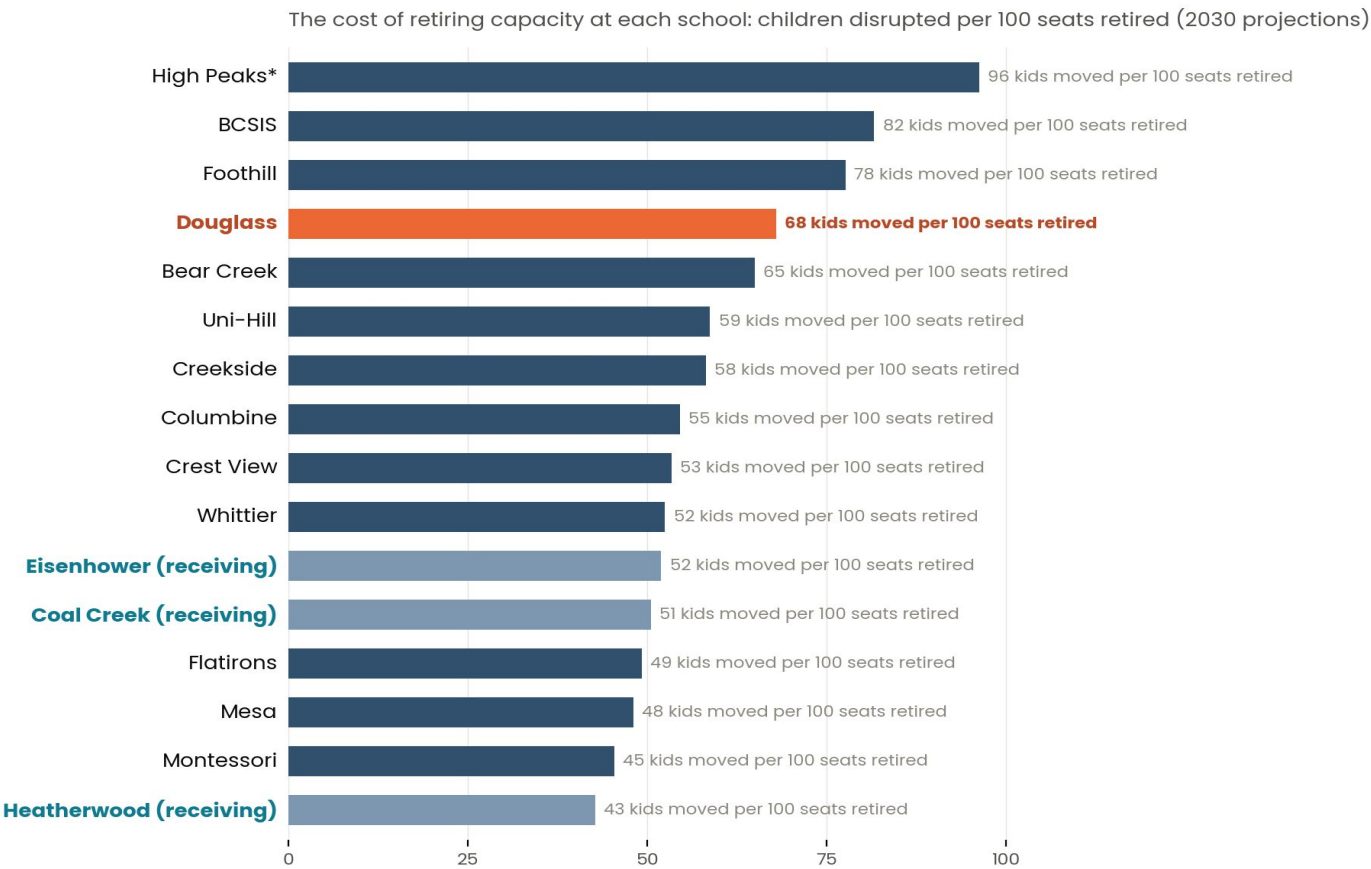
Takeaway

- 14 of 15 non-charter elementary schools have available capacity, demonstrating the region has more elementary capacity than its projected enrollment and resident student population require.

RED LINES (our annotation): the distance from each school's projected-2030 diamond to its capacity circle, using BVSD's own markers. Douglass has one of the shortest lines on the district's own chart.

YES, THE BOARD MUST ACT — SO READ THE SAME CHART AS A PRICE LIST

Any closure reduces projected underutilized seats.
Douglass is the highest student disruption per seat reduction of this section.

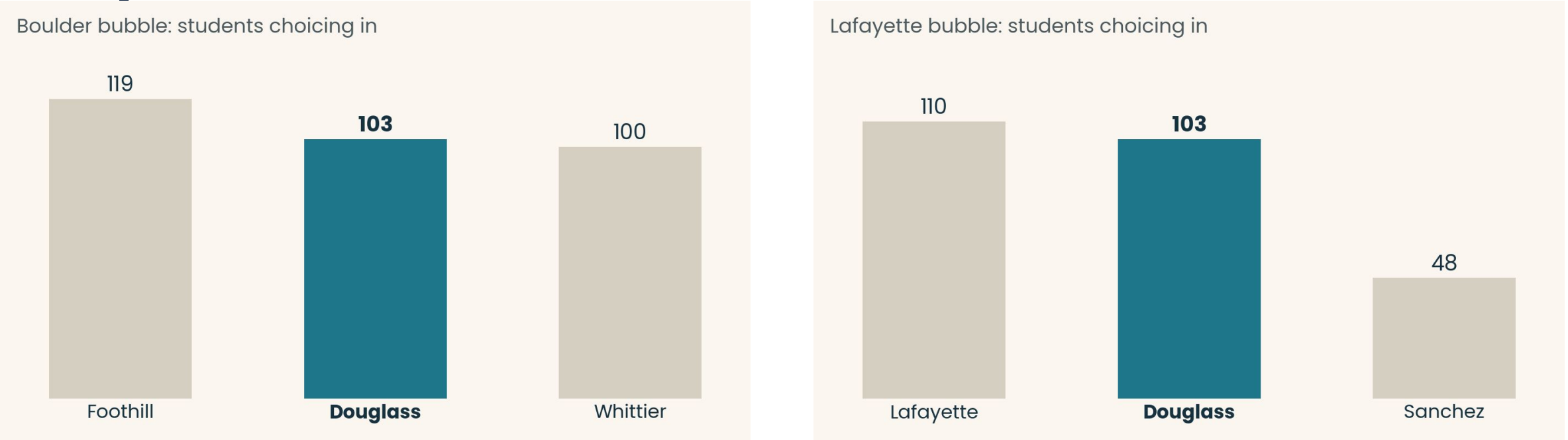


- We agree with the district's premise: 2030's map is what happens if nothing is done, and something must be done.
- But every consolidation retires seats by moving children — so each school's utilization is literally the price of closing it: children disrupted per seat retired.
- Closing Douglass moves 68 children per 100 seats retired — the most expensive plausible closure in the region. The receiving schools cluster at 43–52.
- The same capacity relief is available at nearly half the disruption — and the proposal's slide 56 lists rejected alternatives with no published criteria or scores.

THE POINT Act — but act where the empty seats are. By the district’s own projections, that is not Douglass.

Source: BVSD Resilient Schools Proposal (8/25/2026), slides 45 & 32, marker positions digitized from the district’s own charts (±1–2%). *High Peaks shown in its current building. “Children disrupted per 100 seats retired” = projected 2030 enrollment ÷ capacity. · savedouglass.com

The 2nd most choiced-into school — in both Boulder and Lafayette



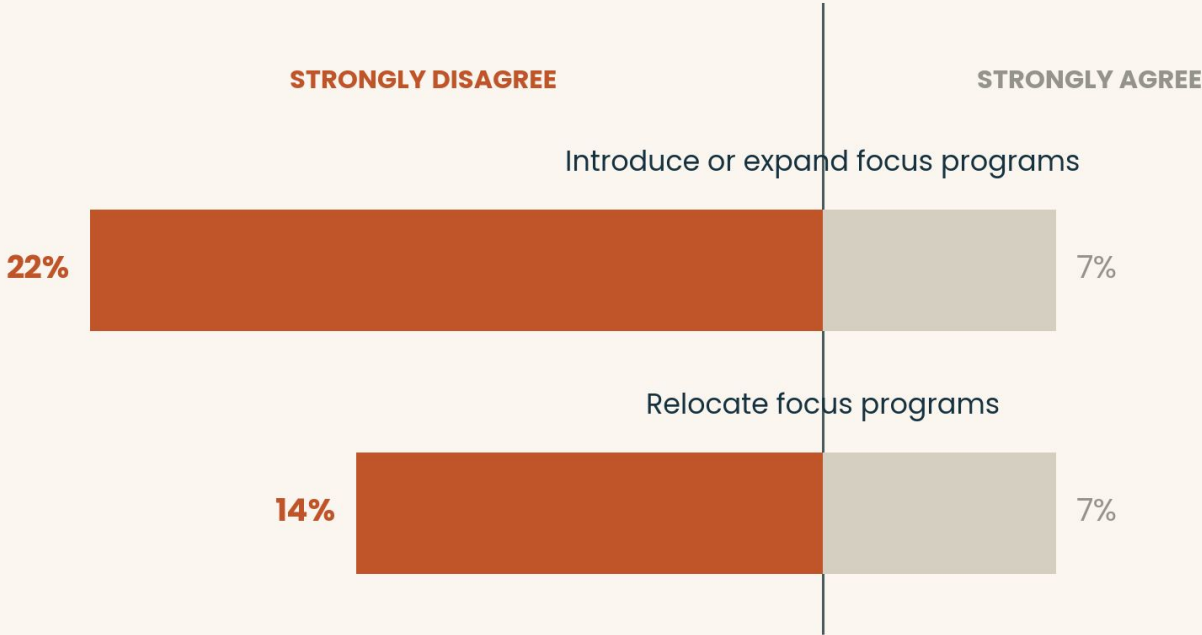
103 families chose Douglass over their assigned school. Residents of Boulder and Lafayette are a part of Douglass’s neighborhood boundary, and the point stands in both directions: Douglass is a school people go out of their way to attend, and its popularity continues to grow through choice enrollment.

[data from BVSD enrollment matrix](#)

The district's own survey says families don't want this.

[Community Engagement update slides](#)

Family survey responses on focus schools (proposal slide 43), % of respondents



12%

of families list focus-school programs as a must-have — 2nd to last of all priorities (slide 49)

Last

“Varied School Models” ranks as the least valued key theme in the engagement analysis (slide 24)

If East County access mattered, the plan would include East County schools. It excludes them.

ASK THE DISTRICT Is this really about East County access — or about expanding one pre-existing school community at Douglass's expense?

One program. One facility. Different impact plans.



- We keep hearing “programs were separated from facilities.” Yet High Peaks students are given preferential treatment to stay in their program, while Douglass students get no option to stay in their facility.
- Every other displaced student is assigned back to a neighborhood school and told to enter Open Enrollment “with priority.”
- Every High Peaks seat next year should be lotteried equitably — to current High Peaks students, current Douglass students, and the East County students this move is supposedly for.

The Adams 12 treatment

Their proposal closes a neighborhood middle school to make room for a new focus/charter program, but every student in that building is given the priority to enroll in the new program.

ASK THE DISTRICT Why are low enrolled focus schools not impacted by closures?

ASK THE DISTRICT Why are the seats at High Peaks not open equitably to every child in BVSD?

Does the proposal meet its own goals?

Measured against the initiative's four defining objectives.

Scorecard: 0 for 4

FAIL

Maintain and improve learning outcomes for *all* students

Two of the three receiving schools have underperformed Douglass on state academic data. Two continue to be less stable than Douglass currently.

FAIL

Distribute students so *all* schools have the right level of students/resources to maintain high-quality learning experiences

No class-size guarantee. No guaranteed full-time specialists at any impacted school. No study of the impact on students.

FAIL

Stabilize overall enrollment by *retaining* current students and *attracting* new students to the district

An admittedly incomplete plan pushes families to consider paths outside BVSD. No clear metrics for closure mean any school is vulnerable. “Middle schools are next” mean the same children will face this again.

FAIL

Maximize *all* efficiencies to address ongoing fiscal challenges

Projected savings of \$3–4M per year through 2030 against \$12–15M in support costs.

What if families don't follow the plan?

Enrollment is hard to predict. The proposal contains no analysis of what happens if [impacted families and teachers simply leave](#).

Families leave BVSD

for private, charter, or home options — because they don't want a district that values utilization data over achievement and choice data, and that has signaled more changes are coming.

School communities turn on each other to avoid being next

Without clear, durable criteria for which schools close, every community fights to make sure it isn't next.

Great teachers leave

High-quality educators go where the job security is.
.

Families move away from Boulder

When the only options for educational stability are homeschooling or private schools, people may relocate to find stable public education options.

ASK THE DISTRICT What analysis projects outcomes if people don't follow the proposed movements? [What happened the last time?](#)

Public trust is waning.

These questions deserve answers before a vote.

What criteria?

What specific, durable criteria determine which schools close — and why were these particular schools selected under them?

What analysis?

What supports dissolving the one growing school into three schools with less stability, growth, achievement, or utilization?

Why now?

Why the rushed timeline when there is no financial crisis?

Who benefits?

Does the administration propose plans that avoid schools with active board-member connections in order to ease passage?

Who is listening?

Community requests to provide feedback have been declined. Board members meeting with residents spend more time defending the proposal than questioning it. We want to work together to find the RIGHT proposal.

Who governs?

Is the Board governing the district — or acting as its agent?

Every question above should be answered with published data — before the vote, not after it.

BEFORE SEPTEMBER 22

What can Lafayette and Boulder voices do?

Say it publicly

School stability is housing and economic policy. Families will not put down roots — in Boulder or anywhere in the east county — where a strong school can be dissolved on a few weeks' notice.

Raise it with BVSD leadership

One question does the work: what written standard exempts every other sparse, unincorporated zone from the density test applied to Douglass? No such standard has been published.

Stand with east Boulder

The Valmont-corridor families inside this zone are Boulder constituents, and Eisenhower — Boulder's receiving school — absorbs the disruption. This vote lands inside your city either way.

The ask of the board: amend the proposal to exclude Douglass Elementary until it is judged by the district's own standard for sparse, unincorporated zones and they're ready to have the Lafayette discussion.

Do the right thing. There's a better path to progress.



**Amend the proposal to
exclude Douglass
Elementary on
September 22**

The facts do not justify a rushed closure of
Douglass Elementary.



**Revisit the
assumptions and data.**

Consider Unincorporated Boulder County and
Lafayette as the main metrics for Douglass's
data. Use LRAC's long-standing data as a tool
for citywide decisions.



**Use Douglass's growth,
achievement, and
stability to boost future
access for all East
County students.**

Our children are more than just data points. Our community is more than just a building.