



Hamilton School District

**Community Facilities Advisory Committee
Final Report**

November 7, 2017

EXECUTIVE SUMMARY

INTRODUCTION

The Hamilton School Board convened a 2017 Community Facilities Advisory Committee (CFAC) for the purpose of studying community growth, enrollment projections and facility needs, and developing recommendations for consideration by the Board of Education. Specifically, the committee was charged to:

- review subdivision growth and projections;
- review current district enrollments and enrollment projections through 2022;
- review elementary attendance boundaries in light of enrollment projections;
- review current facilities -- analyze space utilization and physical condition of facilities and identify needs;
- review grade level configurations and research the cost and implications of adjustment;
- review implications of financial impact on school district in addressing facility needs;
- identify preferred options to address identified facility needs;
- analyze and illustrate potential public support for recommendations to be presented for Board review; and
- present a report to the Board of Education no later than March 20, 2017.

A committee of approximately 50 participants met on four occasions from January 26 through March 2, 2017, to accomplish the charge. Committee composition included parent representation from each school and individuals representing communities, senior citizens, business, staff, administration and School Board.

The committee was presented with the district's facilities planning goals of:

- recommending the best educational configuration for students;
- creating space for future growth at all levels;
- creating learning spaces with multi-purpose uses; and
- meeting community expectations of being a high achieving, fiscally responsible district.

The committee studied and analyzed community growth, enrollment projections, and facility needs. The committee also reviewed survey data that gauged awareness and sentiment regarding potential facility options to address increasing enrollments and program needs. The financial implications were also discussed and taken into consideration.

REVIEW OF MARCH CFAC STATUS REPORT

In March of 2017 the committee made the following recommendation to the School Board:

- The committee narrowed the list of potential building projects to pursue. The proposed project at the middle school was eliminated from consideration by the committee because it did not address projected enrollment growth or programming needs.
- The committee also recommended that the district create a plan to educate parents and the community regarding the priorities and needs of the district. The plan would thoroughly communicate the future facility needs of the district by disseminating the information which was discussed by the committee concerning district growth, current space utilization of school buildings, rationale for building a school

with a grade 5-6 configuration, benefits of updating applied engineering classrooms, and the financial impacts of a referendum.

- Additionally, the committee recommended that once the plan to educate the community regarding facility needs has been completed, the district would conduct another survey with the community and parents to determine the level of support for a potential referendum. The CFAC March Status Report has been attached for reference.

IMPLEMENTATION OF RECOMMENDATIONS FROM MARCH 2017 CFAC STATUS REPORT

Starting in spring of 2017, the district conducted an informational outreach to educate the community regarding the future facility needs of the district by disseminating the information which was discussed by the committee concerning district growth, current space utilization of school buildings, rationale for building a school with a grade 5-6 configuration, benefits of updating applied engineering classrooms, and the financial impacts of a referendum.

- “Hamilton Grows” informational flyer was developed and mailed to all district residents and emailed to all parents and staff. The flyer contained information on enrollment, classroom space utilization, the options considered, potential costs and tax impact, information regarding the applied engineering renovation, high school expansion, intermediate school benefits, costs of delays and district historical achievement and financial data.
- A website, www.hamiltongrows.com, was developed to include more detailed information that supports the “Hamilton Grows” informational flyer. The website is updated on a regular basis.
- A presentation was prepared and utilized during informational sessions held by the District Administrator with various internal and external stakeholder groups including:
 - May 1 – HHS Band Boosters
 - May 4 – Board of Education Special Meeting with Village/Town/County Officials meeting
 - May 8 – Hamilton High School Athletic Booster Club meeting
 - May 9 – Dixon Hollow Senior Living Community presentation
 - May 9 – Sussex VOWS meeting
 - May 10 – Hamilton High School Robotics Booster Club meeting
 - May 15 – Friends of the Pauline Haass Library meeting
 - May 15 – Hamilton High School Chorus Booster Club meeting
 - May 15 – Hamilton High School Drama Booster Club meeting
 - May 17 – Sussex Area Chamber of Commerce meeting
 - May 17 – Hamilton Education Foundation board meeting
 - May 18 – Menomonee Falls Chamber of Commerce meeting
 - May 21 – Sussex Community Day Booth
 - May 23 – Community Informational Meeting hosted at Hamilton High School
 - July 17 – Sussex Senior Civic Center lunch presentation
- Hamilton’s “Education Issues” was sent to all district residents in July. Additional information regarding a potential referendum was highlighted.
- Presentations at School Board meetings highlighted components of the CFAC report including enrollment projections, high school space needs, advantages of a grade 5-6 intermediate school, and financial impact of facilities under consideration. Reports from the meetings were published in newspapers, the district’s employee intranet and on Facebook.
- The district developed a vision document for Applied Engineering to better communicate the current status, purpose and potential renovation for the department. This included meeting with community business partners multiple times to obtain feedback and input regarding the plan.

- Hamilton’s “Education Issues” was sent to all district residents in September. Again, additional information regarding a potential referendum was highlighted.
- Hamilton hosted a business breakfast to get final input and recommendations from business partner members in September 19, 2017.
- A stratified random telephone survey of community members (September) and online surveys for employee and parents (October) were administered to gauge the support for a potential referendum.

SUMMARY OF OCTOBER 30, 2017, CFAC MEETING

The Community Facility Advisory Committee (CFAC) reconvened on Monday, October 30, 2017. The committee reviewed information regarding updated enrollment and space utilization, new survey results regarding potential facility planning options, updated conceptual drawings and cost information regarding potential projects and operating costs. The group then finalized a recommendation to submit to the School Board regarding which projects to proceed with and a recommendation for when to hold a potential referendum.

The Community Facility Advisory Committee reviewed the following information:

Enrollment

- Enrollment has increased by 144 students from previous year (4716 to 4860) which is an overall increase of 3.1%. The projected increase was 74 students.
 - Elementary schools enrollment increased by 83 total students.
 - Middle school enrollment increased by 47 total students.
 - High School enrollment increased by 14 total students.

Space Utilization

- There is extremely limited room for growth with one or less rooms currently available in all school buildings based on current programming and room utilization. Willow Springs, Maple Avenue and Woodside have one classroom at each building that is currently not being utilized. All other buildings are utilizing all of the classroom space available.

Survey Results

- Two additional surveys were administered. A scientifically random sample phone survey controlled for community representation was administered to 300 registered voters from September 26-30, 2017. Also, 1,213 parent surveys were completed in an online survey in October. The results were compared to the initial surveys which were administered in February.
- Prior to information being presented, respondents were asked if they supported a potential referendum.
 - The community survey support for the referendum increased from 42.7% in February to 45.7% in October.
 - The parent survey support for the referendum increased from 53.7% in February to 64.4% in October.
- After information was presented in the form of the survey, respondents were asked if they supported a potential referendum.
 - The community survey support for a potential referendum increased from 52% in February to 57.7% in October.
 - The parent survey support for a potential referendum increased from 57% in February to 73.1% in October.
- Survey participants were asked if they would support a referendum with a tax impact of \$125 per \$100,000 of property value.

- The community survey support for a potential referendum increased from 48.3% in February to 52% in October.
- The parent survey support for a potential referendum increased from 63.5% in February to 70% in October.
- Survey participants were asked if they would support a referendum with a tax impact of \$150 per \$100,000 of property value.
 - The community survey support for the referendum increased from 41.3% to 41.7% in October.
 - The parent survey support for the referendum increased from 39.9% to 50.1% in October.
- The community was asked what programs or projects would generate more support for a referendum (October results). It is important to note that the district's greatest need is an Intermediate School yet it had the lowest support level within the community.
 1. Career Preparation 74.3%
 2. Science and Math Application 72.3%
 3. Vocational and Technical Labs 71.3%
 4. College Prep Programs 66.3%
 5. More HS classrooms 66.3%
 6. More curriculum choices 64.3%
 7. Intermediate School 57.3%

Facility Options

- The district is investigating the following building projects to address classroom space concerns within the district:
- *Intermediate School for Grades 5-6: Cost \$42.9 million*
 - Addresses highest priority space needs in the district
 - Would alleviate capacity issues at all four elementary schools and at the middle school (grades 5K – 8)
 - Most efficient and cost effective way to address the space needs
 - Educational, social and emotional benefits for students
- *Operating Cost: Cost \$1.5 million (reoccurring)*
 - Would cover utilities, custodians, paraprofessionals, administration, guidance counselors, psychologist, social worker, office staff, health room, etc.
 - Unable to open a new school without this funding
 - Unlike other school districts, this is not to address neglected facilities
- *Applied Engineering Update: Cost \$3.6 million + \$1.3 million of equipment*
 - 32% of high school students take a class offered in the Applied Engineering Department – the project would benefit nearly 500 students every year
 - Area businesses are in need of skilled and quality employees in the applied engineering field.
 - Renovating classrooms allows for the expansion of curriculum offerings to create more applicable and rigorous course offerings such as computer integrated manufacturing, fabrication and design, and robotic programming
- *High School Expansion: Cost \$9.6 million*
 - Alleviates high school capacity issues for the foreseeable future
 - Educational benefit for students

Cost Implications

The following list details the cost of a potential referendum and the impact on the taxpayer:

- The average tax impact of building projects totaling \$57.4 million is a projected increase of \$98 per \$100,000 of equalized property value. The average mil rate impact of operational costs totally \$1.5 million is a projected increase of \$39 per \$100,000 of property value.
- The total impact would be a projected increase of \$137 per \$100,000 of equalized property value if all of the building projects and operating cost were approved. Original estimates were thought to be \$147 per \$100,000 of property value. This estimate has now been decreased by a total of \$10 per \$100,000 of equalized property value due to the increase in the property value of the district.
- The mil rate decreased \$0.37 for the 2017-18 or \$37 per \$100,000 of equalized property value.
- Total net increase of a referendum from 2016-17 mil rate would be \$1.00 or \$100 per 100,000 of property value. Since the 2012-13 school year, the mil rate has decreased from \$10.40 to \$8.55 per \$1000 of property value. This represents a decrease of \$1.85 per \$1000 of equalized property value, or a savings of \$185 for every \$100,000 of property value owned.

RECOMMENDATIONS

The Community Facilities Advisory Committee finalized three recommendations for School Board consideration:

1. Move forward with a referendum totaling \$57.4 million dollars in building projects to construct a new intermediate school for grades 5-6, renovate the Applied Engineering program classrooms and update equipment at Hamilton High School, and expand the high school to increase classroom space.
2. Consider a February 2018 referendum.
3. Consider developing a two-question referendum.
 - The first question would include all three building projects; intermediate school, Applied Engineering renovation, and the construction for additional classroom space.
 - The second question would include an annual \$1.5 million in operating cost for the new intermediate school.



Facilities Advisory Committee

**Status Report
March 20, 2017**

EXECUTIVE SUMMARY

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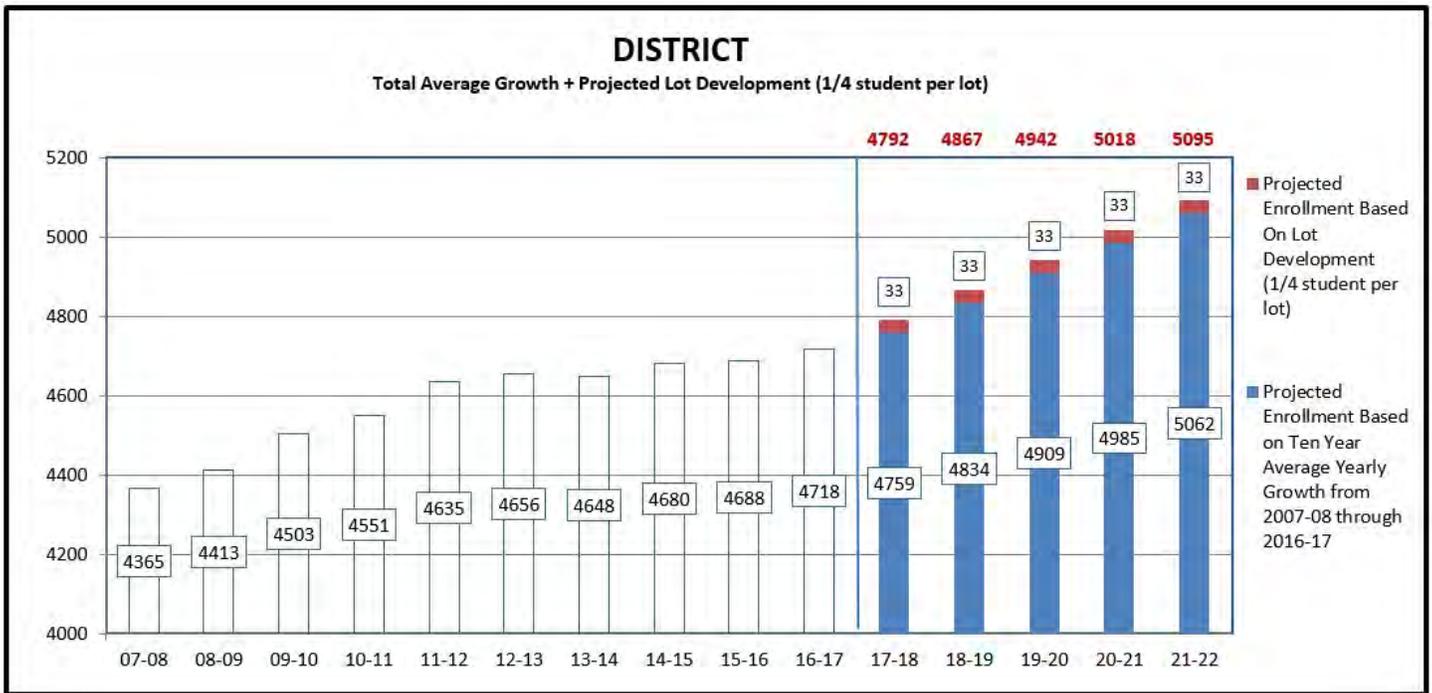
A committee of approximately 50 participants met on four occasions from January 26 through March 2, 2017, to accomplish the charge. Committee composition included parent representation from each school and individuals representing communities, senior citizens, business, staff, administration and School Board.

The committee was presented with the district's facilities planning goals of:

- recommending the best educational configuration for students;
- creating space for future growth at all levels;
- creating learning spaces with multi-purpose uses; and
- meeting community expectations of being a high achieving, fiscally sensible district.

Review of growth, enrollment, and facility needs:

The committee studied and analyzed community growth, enrollment projections and facility needs. An overview of subdivisions being developed throughout communities within the district and the impact that will have on enrollment at each school was presented. The following is a chart depicting the enrollment trend over the last 10 years and projected growth for the next five years. The district is projected to grow by more than 70 students per year. The blue bars represent the projected growth based on average yearly growth, while the red bars show the impact of new developments currently under construction or slated for construction within the district. In the next five years, enrollment in the Hamilton School District is projected to increase from 4,718 students to 5,095 – an increase of 377 students.



(The district's projected enrollment increase of 33 students per year due to new construction was confirmation by Springsted, an outside consultant.)

The committee learned how the district has addressed growth in last few years with building additions that were entirely funded through district budget. The following projects addressed classroom space at Woodside Elementary, Marcy Elementary and Hamilton High without going to referendum.

Year	Project	Cost
2012	Woodside Elementary School addition-12,987 square feet	\$2 million
2012	Marcy Elementary School addition-9,762 square feet	\$2 million
2014	Hamilton Athletic Center	\$4.8 million
2015	Hamilton High School classroom addition-20,000 square feet	\$4.4 million
Total non-referendum projects from 2012-2015		\$13.2 million

Principals presented information regarding how their schools utilize space and if current space was available to handle the projected increase in enrollments. They noted that some classroom spaces which might have housed a class in the past are now being used to provide services such as interventions, small group learning, student book groups, etc.

- Willow Springs Learning Center currently has space to add sections.
- There is limited room for growth at Marcy Elementary, Woodside Elementary.
- Hamilton High Schools also has limited space for growth. Even though a 10-classroom addition was added to the high school in 2014, there are three teachers who do not have a designated classroom because all classroom space is being utilized. Enrollment is projected to increase by over 100 students at the high school in the next 5 years.
- During the 2017-18 school year, Lannon Elementary School is projected to add multiple new sections. This will reduce their ability to add additional sections beyond next year.
- Maple Avenue Elementary School has space for additional sections, but it is also projected to be the elementary school in the district to see the most significant growth in enrollments.

- Templeton Middle School also has limited space for additional sections and is projected to be at the highest enrollment level over all by the 2019-20 school year. This trend is anticipated to continue for the next five years.

Summary of community growth and school utilization review:

- There is potential for significant residential growth in the next five years. Using conservative projections, the district will see more than 350 new students in the next five years.
- School building classroom space is being used to near capacity.
- Overall, enrollment increases of 70+ students per year could be expected over the next several years causing space issues within all grade levels at all buildings.

In addition to studying the need for additional classroom space, the committee also toured the high school applied engineering area which has not been updated since the school opened in 1962.

Potential facilities options:

The committee reviewed a list of 13 potential facilities options to address projected growth and the need for updating high school programming. The committee sought to find options that balanced educational quality and fiscal responsibilities. Options were sought to mitigate space constraints on all elementary schools in the district in the most fiscally sound manner while continuing to offer the best educational opportunities for students. The configurations deemed most feasible were:

1. Build a new school for all students in grades 5-6. Space would be created at the elementary and middle schools by relocating grade 5 students from all four elementary schools and grade 6 from Templeton Middle School to a new school building. At the proposed cost of \$42.9 million with district storage relocated or \$42 million with district storage remaining at Hamilton High School;
2. Create two middle schools for grades 5-8 by building a new middle school and redesigning Templeton - by relocating grade 5 students from all four elementary schools which would create space at all four elementary schools. At the proposed cost of \$42.9 million for the new school and additional costs for the Templeton redesign project;
3. Redesign Hamilton High School applied engineering and technology space including classrooms, district storage, plus an addition on the front of the school. See below; and
4. Redesign the north annex of Templeton Middle. At the proposed cost of \$3.6 million.

The committee reviewed the following options to address the need to update the applied engineering and technology program and handle additional enrollment at the high school.

1. Remodel existing applied engineering classrooms. The proposed cost for the building and all furnishings was projected at \$2.4 million for the renovation and \$1.3 million for equipment for applied engineering instructional purposes.
2. Remodel and expand existing applied engineering classrooms. The proposed cost for the building and all furnishings was projected at \$3.6 million and \$1.3 million for equipment for applied engineering instructional purposes.

3. Build additional classroom space at Hamilton High creating 10 more classrooms by adding a two-story addition to the front (east) side of the building. (The district would have the option to complete a second

story addition of 10 classrooms at a later date with an additional cost.) The proposed cost for the building and all furnishings was projected at \$10 million.

4. Build additional classroom space at Hamilton High creating 10 more classrooms by adding a two-story addition to the front (east) side of the building and add new space that could be utilized as a new library and larger learning spaces for multiple uses. (The district would have the option to complete a second story addition of 10 classrooms at a later date with an additional cost.) The proposed cost for the building and all furnishings was projected at \$12 million.
5. Based on feedback from the committee, a third option which would be more fiscally viable was developed that added classrooms but eliminated the new library and larger learning spaces for multiple uses. This option is a single-story addition and includes up to 20 additional classrooms. This option would also eliminate the need for future expansion of classroom space at the high school. The proposed cost for the building and all furnishings was projected at \$9.6 million.

Financial implications:

Potential financial implications to address future facility needs were discussed. Michel Clark of Robert W. Baird & Company presented preliminary numbers regarding the costs of a referendum and potential cost to taxpayers. The impact of \$58 million in general obligations bonds would be \$1.05 per \$1000 in valuation (mill rate). Operational costs for the grades 5-6 school would be approximately \$1.5 million with an impact of \$0.44 per \$1000 in valuation (mill rate). This assumes a 1 percent valuation growth in community and accounts for interest rate increases over the next 12 months.

There are implications to delaying the construction projects as well. Along with the limited space concerns, the costs of future construction projects are expected to increase by a 5 percent per year due to inflation costs. Delaying the building of a new grades 5-6 school for one year, for could result in additional costs of \$2.1 million for the same building. In addition, interest rates are projected to increase so delays would necessitate another borrowing cost estimate. Both of these factors would negatively impact the tax levy.

Survey results:

Committee members learned about results of surveys conducted to gauge awareness and sentiment regarding potential facility options to address increasing enrollments and program needs. A stratified random telephone survey of community members and online surveys for employee and parents were administered.

The community telephone survey indicated:

- Initial support for the referendum, before detailed information has been presented, is 43 percent; informed support is 52 percent.
- Support for a new school for grades 5 and 6 is moderate.
- High school expansion and renovations received greater support at this point than building an intermediate school for grades 5 and 6.
- Tax impacts are higher than community members are currently willing accept based on their current understanding of potential facility needs.

The parent online survey shows:

- Initial support for the referendum is 53 percent and increases to 57 percent after details are provided.
- The tax impact of \$125 per \$100,000 of property value is favored, but not \$150, \$175 or \$200 per \$100,000.

- Support for the high school renovation and expansion, operational and maintenance costs, and a grades 5-6 building is evident with the high school proposal having greatest support.

The employee online survey indicated:

- The opinions of individuals employed in the district are aligned with the priority of facilities needs and are overwhelmingly in favor of the options to address them. The district's priority is to find a solution to the space concerns at the elementary schools based on projected increased enrollment.

RECOMMENDATIONS

The committee met to review all of the information previously presented and utilized the survey information to help inform their decisions. The committee decided to narrow the list of projects options. The proposed project at the middle school was eliminated from consideration by the Facilities Advisory Committee because it did not address projected enrollment growth or programming needs. The Committee is also recommending that the district create a plan to educate parents and the community regarding the priorities and needs of the district. The plan would thoroughly communicate the future facility needs of the district by disseminating the information which was discussed by the Committee concerning district growth, current space utilization of school buildings, rationale for building a school with a 5-6 grade configuration, benefits of updating applied engineering classrooms, and the financial impacts of a referendum. Additionally, the Committee is recommending that once the plan to educate the community regarding facility needs has been completed, the district would conduct another survey with the community and parents to determine the level of support for a potential referendum.

The Facilities Advisory Committee's goal was to ensure that the Hamilton School District continues to be a high-achieving, fiscally responsible district. The building projects that the Committee is recommending for *potential* consideration, pending community support, are the following:

- A new intermediate school for grades 5-6
 - Estimated cost: \$42.9 million
 - Rationale: A new intermediate school would alleviate capacity issues at all four elementary schools as well as Templeton Middle School. Elementary schools are either at or nearing capacity and the building of one intermediate school would address the space needs of the district from kindergarten through grade 8. Fiscally, this is the most cost-effective and efficient way to address classroom space needs. Educationally, the new school would offer new programming choices currently not available to grade 5 students. Socially, the intermediate school would keep students of more similar ages together. While it would add a transition for students, it is one that keeps them with their neighborhood school classmates while adding similar-age students from other schools in an environment that focuses on the needs of students in grades 5 and 6. Students will have opportunities at an earlier age to build relationships with classmates districtwide who will be with them as they progress to middle and high school. Building a middle school for grades 5-8 would keep the students geographically separated into two groups until grade 9.
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- Operating costs for the new intermediate school
 - Estimated cost: \$1.5 million annually
 - Rationale: Operating costs would cover the areas including, but not limited to: utilities, custodians, paraprofessionals, administration, guidance counselors, psychologist, social worker, office staff, health room, etc. The district would not be able to open the new school without this funding.

- High school expansion
 - Estimated cost: \$9.6 million
 - Rationale: The expansion would alleviate capacity issues at the high school for the foreseeable future. The district could delay this project; however with increasing enrollment the district is anticipating the need to address space concerns at the high school within the next five years. If this project is delayed, the cost will increase by approximately 5 percent each year or about \$500,000 per year for every year it is delayed. If the project is delayed, it would necessitate another referendum in the future.
- Renovation of applied engineering classrooms
 - Estimated cost: \$3.6 million + \$1.3 million in equipment
 - Rationale: The applied engineering classrooms have not been updated since the 1962. Currently 32 percent of high school students take a class offered by the Applied Engineering Department. Area businesses are in great need of skilled and quality employees relating to the applied engineering field. This project would benefit and create new opportunities for approximately 500 Hamilton High School students *every* year
- In addition to addressing capacity issues, the high school expansion and renovation projects would provide suitable classrooms and learning space that would enhance rigorous academic offerings including applied mathematics and science, career training, vocational and technical classes, more curriculum choices and individualized learning opportunities.

Once the level of support for a potential referendum by the community and parents has been determined based on the results from the information outreach and a second community survey, the final recommendation of the Facilities Advisory Committee will be presented for Board approval at a future meeting.