

# **Community Facilities Advisory Committee**

## **Status Report**

***January 3, 2024***

# EXECUTIVE SUMMARY

## **INTRODUCTION**

In alignment with its ongoing commitment to adaptive and strategic district planning, the Hamilton School Board initiated the 2023 Community Facilities Advisory Committee (CFAC). This committee, assembling for its third consecutive year, was tasked with a comprehensive evaluation of the district's changing needs in light of community growth, enrollment projections, and facility requirements. Building upon the groundwork laid by the previous two years, the CFAC continued to refine and expand upon earlier suggestions and analyses. Specifically, the committee was charged with:

- review subdivision growth and projections;
- review current district enrollments and enrollment projections through 2026;
- review elementary attendance boundaries in light of enrollment projections;
- review current facilities -- analyze space utilization and physical condition of facilities and identify needs;
- 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 January 4, 2024.

This year's CFAC, comprised of approximately 50 participants, met on three occasions from October 25, 2023, through December 19, 2023. The Committee's composition included parent representation from each school and individuals representing communities, senior citizens, business, staff, administration, and the School Board. Guided by the Hamilton School District Strategic Plan, the CFAC focused on enhancing education through effective learning spaces, well-maintained facilities, and a robust infrastructure. This plan also emphasizes maximizing resources with long-term planning for future enrollment, facility needs, funding, and technology to support learning and productivity.

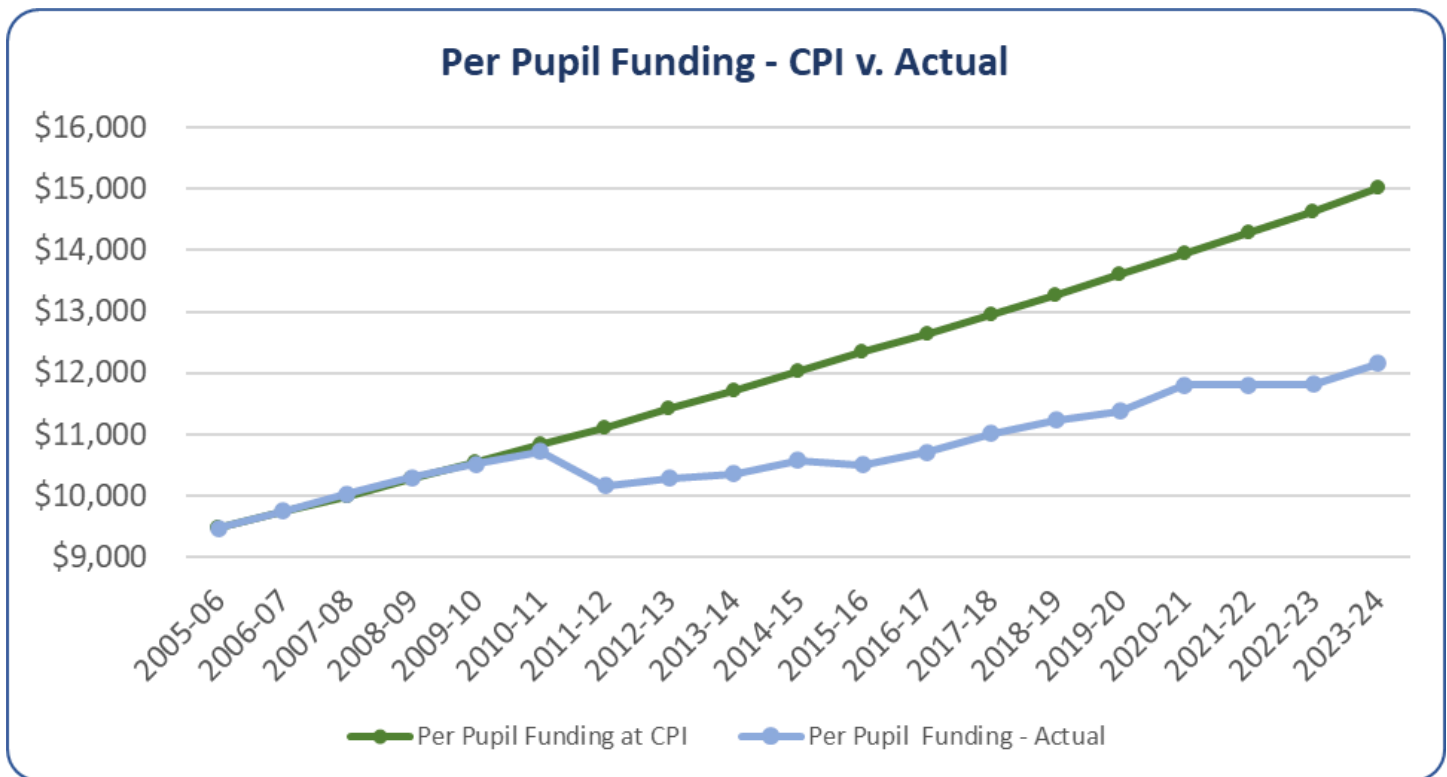
## **Review of state funding, community growth and enrollment, and facility needs:**

### ***State funding***

The Committee reviewed important information regarding state funding, revenue caps, and COVID relief funding. Notably, the state froze school districts' per pupil funding for the 2021-22 and 2022-23 school years, coinciding with the allocation of federal Elementary and Secondary School Emergency Education Relief (ESSER) funds due to COVID. However, ESSER funding distribution varied significantly among districts. Hamilton received a relatively minimal amount from these funds compared to others, exacerbating our financial challenges. This, coupled with increased inflation and a two-year funding freeze, has placed significant strain on the district's finances. The 2023-2025 state budget offers some relief with a \$325 per pupil revenue limit increase, but to keep pace with inflation, Hamilton would require a \$600 increase per pupil.

In understanding the broader context, Wisconsin's school funding formula impacts districts distinctly based on variables like student enrollment changes, district property valuations, and the percentage of students eligible for free and reduced lunch. These factors create a complex funding landscape, uniquely affecting each district.

Furthermore, the financial landscape has been notably altered since Act 10 in 2011. Prior to this, funding increases were tied to the Consumer Price Index (CPI). Post-Act 10, while CPI has risen by 38.7%, state funding per pupil has only increased by 13.31%. For Hamilton, this translates to a shortfall of \$3,221.85 per pupil or an overall impact of approximately \$16.26 million less than what would have been received had funding kept pace with CPI. This stark contrast underscores the need for a reassessment of funding strategies to ensure that districts like Hamilton can effectively meet the evolving needs of their students and communities.

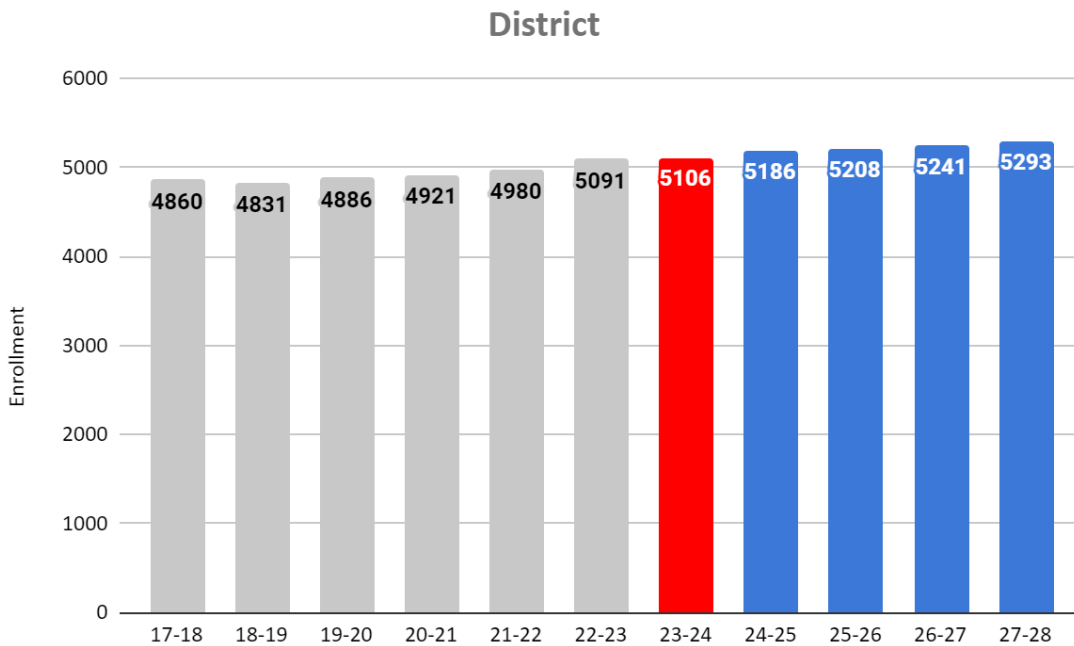


**Community Growth and Enrollment**

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 six years and projected growth for the next four years. The projected growth is based on current class sizes rolled forward each year plus the impact of new developments currently under construction or slated for construction within the district. In the next four years, enrollment in the Hamilton School District is projected to increase from 5,106 students to 5,293 – an increase of 187 students.

# Enrollment

Total Enrollment + Projected Future Growth



The Committee explored how the District has addressed growth in the last few years utilizing building additions that were entirely funded through the District budget. The following past 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
<b>Total non-referendum projects from 2012-2015</b>		<b>\$13.2 million</b>

Information was presented regarding projected subdivision growth based on data provided by the municipalities and if current space is available to handle the projected increase in enrollments.

- The District continues to see significant projected subdivision growth. The projected number of available units/lots in the municipalities by 2027 are as follows:

Municipality	Projected Total Units/Lots for 2023-29	Projected Available Units 2023-2029
Sussex	989	651
Menomonee Falls	855	755
Lannon	55	0
Lisbon	114	57
Pewaukee	69	0
<b>Total</b>	<b>1922</b>	<b>1279</b>

- Based on the projected subdivision growth, lots will be available specifically in the following elementary school boundary:

School Boundary	Projected Available Units 2023-2029
Lannon	410
Maple	499
Marcy	379
Woodside	175

### Facility Needs Assessment

- **Lannon Elementary School:** Currently facing limitations in accommodating additional enrollment, requiring strategic considerations for expansion or alternative solutions.
- **Hamilton High School Cafeteria:** Unchanged since 1962, the cafeteria is struggling to accommodate the growing student population. A renovation is vital to alleviate capacity concerns and enhance operational efficiency for both students and kitchen staff.
- **Templeton Middle School Cafeteria:** Similar to Hamilton High, Templeton is experiencing capacity issues due to enrollment growth and larger class sizes, necessitating an expansion or redesign of the cafeteria space.

- **Classroom Upgrades at Hamilton High School:** There's a pressing need for renovations to equip classrooms adequately for applied engineering, science, and art programs, fostering an environment conducive to modern educational demands.
- **Templeton Middle School IMC:** A renovation of the current Instructional Media Center (IMC) is required to align with current educational needs and technological advancements.
- **Traffic Design Overhaul:** Lannon, Marcy, and Maple Avenue Elementary Schools, along with Templeton Middle School (TMS) and Hamilton High School (HHS), would greatly benefit from new traffic designs to streamline pick-up and drop-off processes, enhancing safety and efficiency.
- **System Upgrades:** The district-wide need for updating aging HVAC, plumbing, electrical, fire alarm, and paging systems is critical. These upgrades are essential for ensuring safe, functional, and efficient operations across all facilities.

These identified needs reflect both immediate concerns and long-term strategic considerations for the district. Addressing them will not only resolve current operational challenges but also lay a robust foundation for future educational excellence and safety in the Hamilton School District.

**Summary of community growth and school utilization review:**

- There is the potential for significant residential growth in the next five years. Using conservative projections, the District will enroll approximately 200 new students in the next five years.
- School building classroom space at Lannon is being used to near capacity.

**Potential Options Previously Considered:**

*The 2022 CFAC reviewed a list of several potential facilities options to address projected growth and the need for updating high school and middle school cafeteria spaces. The Committee also reviewed information regarding the needs for a potential operational referendum. The Committee sought to find options that balanced educational quality and fiscal responsibilities. Options were sought to mitigate space constraints on Lannon Elementary School 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 elementary school on district owned property on Silver Spring.* The new school would alleviate space concerns at Lannon due to enrollment growth. Willow Springs Learning Center could be relocated to the current Lannon Elementary School to provide more space and better facilities for the District's 4k program. The proposed cost would be \$43.9 million for the new school and additional costs for minor renovations at the current Lannon Elementary School to accommodate the needs of 4K programming. The current Willow Springs building could be sold to offset some of the cost of the project.
2. *Lannon Elementary school expansion from 3 to 4 sections per grade level.* Due to concerns over the cost of a new elementary school. The Committee also discussed the potential of expanding the existing Lannon Elementary School. The new addition would alleviate space concerns at Lannon due to enrollment growth. The expansion would net six classrooms to accommodate increasing student enrollment, create a more secure building entry, add a special education bathroom for high need students, expand the front office to accommodate increasing staff, and add storage space. At the proposed cost of \$8.5 million, the expansion would alleviate space concerns at Lannon for the foreseeable future.

3. Renovate and expand the cafeteria and kitchen areas at the high school. The Committee reviewed two different options to alleviate space concerns regarding the High School Cafeteria.
  - a. Renovate the kitchen and expand the cafeteria into the current student parking lot. The proposed cost of the expansion and renovation is approximately \$9.8 million.
  - b. Renovate the kitchen and move the cafeteria into the current main gym, and construct a new gymnasium. The proposed cost of the renovation and new construction is approximately \$21.4 million
4. Renovate and expand the cafeteria and library spaces at Templeton Middle School. The proposed cost of the expansion and renovation is approximately \$3.6 million.
5. Renovation of Applied Engineering and Band Rooms Templeton Middle School. The proposed cost of the expansion and renovation is approximately \$2.95 million
6. Renovation of Art, Science and Applied Engineering Rooms at Hamilton High School. The proposed cost of the expansion and renovation is approximately \$4.34 million
7. Updating the high school athletic fields. Because this project currently received low support based on survey results, the committee recommends that the District create information on the benefits of updating the fields, but that the potential of creating a separate fundraising campaign separate from a potential referendum should be explored.
8. Operational referendum. The committee had strong support for seeking a \$6M and \$8M dollar operating cost. The additional money would be used to maintain services and offset the state budget freeze for the 2021-22 and 2022-23 school years.

Based on recommendations from the **2022 CFAC** which were created with input from results of the 2022 Community Survey, **the following options were considered by the 2023 CFAC and were reflective of the 2023 Community Survey that was sent to the community in November 2023.**

**1. Operational referendum**

The District is asking voters to consider a \$7.6 million operational referendum on a recurring (ongoing) basis. This funding would help:

- Maintain current programs/services, class sizes, and course offerings.
- Attract and retain staff.
- Pay for increasing operational costs.
- Fund building maintenance.

**2. Recommended Facility Plan**

School capacity remains the District’s biggest challenge. Some of our schools (such as Lannon Elementary) are nearing capacity. A recent study projects nearly 1,500 more housing units will soon be available within the district. The following plan was revised based on community feedback, including survey results from 2022. (Estimated cost: \$29.6 million)

- Renovate Lannon Elementary and add classrooms/academic support spaces.
- Reconfigure bus and parent drop-off/pick-up areas at Lannon, Maple Avenue, and Marcy elementaries to better separate vehicles and pedestrians and improve safety.
- Expand the high school cafeteria to serve the current enrollment (1,574). This area was built in 1962 to serve an enrollment of 740 students.
- Renovate and expand the middle school’s cafeteria to serve current enrollment (approximately 375 students per grade level). This area was built in 1969 when grades were 296 students.

- Update major building systems throughout the District (such as plumbing, HVAC components, electrical systems, fire alarms/sprinklers, and PA/intercom systems).
- Remodel areas, as needed, throughout the District to better comply with Americans with Disabilities Act (ADA) requirements.

### 3. **Additional Projects**

The facilities referendum could be expanded to pay for the projects below while construction crews are onsite.

- **High School Classrooms** (Estimated cost: \$2.41 million)  
Growing enrollment is creating classroom capacity challenges. Some art, science, and applied engineering classrooms do not have appropriate lab equipment. This project would remodel classrooms to accommodate increased enrollment and to share equipment/increase efficiency within departments.
- **Middle School Library** (Estimated cost: \$1.70 million)  
The school's library (across the hall from the cafeteria) was built in 1969 and lacks flexible learning spaces for small- and large-group instruction.  
While the cafeteria is being expanded, this project would:
  - Build an area for large-group instruction.
  - Create additional space for flexible learning areas and confidential meetings.
- **Middle School & High School Parking & Traffic Flow** (Estimated cost: \$2.85 million)  
Backups occur on roads around the site because of parking lot congestion. This creates safety concerns, especially for pedestrians.  
This project would:
  - Create a new middle school parent drop-off/pick-up configuration.
  - Add a parking lot with approximately 200 spots by relocating the baseball field.
  - Create ADA parking stalls near athletic fields.
  - Build a walkway to better separate vehicles and pedestrians.
  - Build an outlet road to reduce traffic congestion.
- **High School Locker Rooms & Gym** (Estimated cost: \$14.9 million)  
The gym has not been expanded since it was built in 1962 (spectator capacity of 1,360). Current locker rooms were built in 1970, and the lockers are too small.  
This project would:
  - Build a three-court gym with a capacity of 2,200.
  - Maintain the original 1962 competition gym.
  - Build new locker rooms and install showers with better privacy.
  - Expand access for youth programming.



**Financial implications:**

Potential financial implications to address future facility needs were discussed. The administration presented preliminary numbers regarding the costs of a referendum and potential cost to taxpayers.

**Operational Referendum Tax Impact**

If voters approve the \$7.6 million operational referendum, the property tax mill rate would increase by \$0.25 over the current level. It should be noted that Hamilton’s property tax mill rate continues to decline. It is currently the lowest rate in our district’s history. In addition, over the past three years, the District has pre-paid debt to help save interest expenses. Combined, these actions will help reduce the tax impact of any new spending.

**Recommended Facility Plan Tax Impact**

If voters approve a capital referendum to fund the recommended facility plan which was costed at \$29.6 million, the property tax mill rate would increase by an additional \$0.37.

**Tax Impact of Additional Projects**

The following cost estimates were also provided for the CFAC and were included in the Community Survey.

<b>POTENTIAL FACILITY REFERENDUM AMOUNTS</b>					
<b>Referendum amount</b>	\$29.6 million	\$35 million	\$40 million	\$45 million	\$51.5 million
<b>Estimated tax increase per \$100,000 of property value</b>	\$37 per year	\$43 per year	\$49 per year	\$56 per year	\$64 per year

**2023 Community Survey results:**

The District partnered with School Perceptions to complete a comprehensive Community Survey. Respondents could fill out the paper survey and return directly to School Perceptions or take the survey online with a one-time-use code. The survey was completed by 2,538 people which equates to a 21% response rate which is much higher than School Perceptions average of 17-17.5%. The margin of error of the survey is +/- 1.98%.

School Perceptions uses a weighted average to increase the accuracy of survey responses. Typically, 25% of the community has students currently enrolled in the school system while 75% of the community does not. Thus, School Perceptions multiplies the support by .25 for responses from parents and .75 by responses from non-parents. This methodology helps to improve the accuracy of the survey so that school districts can make better informed decisions. The Community Facility Advisory Committee also provided feedback on each of the options after the December 19, 2023 Committee meeting.

## Survey Results Fall 2023

	Community Survey Results Weighted Support for “Yes”
<b>\$7.6M operational referendum</b>	53.5%
<b>Recommended Facility Plan</b> (Lannon Elementary expansion, HS and TMS cafeterias, update major building systems, reconfigure bus and parent pick up and drop off at Lannon, Marcy and Maple, and Willow Springs Updates)	50.5%

There was not enough support to go beyond the \$29.6 million spending plan as evidenced by the following chart.

POTENTIAL FACILITY REFERENDUM AMOUNTS					
Referendum amount	\$29.6 million	\$35 million	\$40 million	\$45 million	\$51.5 million
Estimated tax increase per \$100,000 of property value	\$37 per year	\$43 per year	\$49 per year	\$56 per year	\$64 per year
2023 Community Survey Weighted Support	50.5%	46%	38%	27%	22%

Additional information regarding perception of the Hamilton School District by the Community.

- **How is the Hamilton School District doing in the following areas?** Great (4) Good (3) Fair (2) Poor (1)

Item	Staff	Parents	Non-parents/ Non-staff
Delivering a high quality education	3.64	3.50	3.33
Keeping the public informed	3.43	3.33	2.89
Managing funds appropriately	3.17	3.02	2.56
Building pride in the community	3.34	3.27	3.03

- **How is the Hamilton School District doing in the following areas? Great (4) Good (3) Fair (2) Poor (1)**

Item	Percent good or great	Average	Comparison Percentile
Delivering a high quality education	93%	3.47	98 <sup>th</sup>
Keeping the public informed	84%	3.21	99 <sup>th</sup>
Managing funds appropriately	70%	2.90	66 <sup>th</sup>
Building pride in the community	83%	3.21	83 <sup>rd</sup>

- On a scale of 0-10, how likely would you be to recommend the Hamilton School District to a friend or family member?

Rating	Response	Total of Above Responses
10 Extremely Likely	36%	
9	17%	53%
8	18%	71%
7	9%	80%
6	3%	83%
5 Neutral	11%	94%
4	1%	95%
3	1%	96%
2	1%	97%
1	1%	98%
0 Extremely Unlikely	2%	100%

**District Average 8.07**

**Comparison Average 7.09**

**Percentile Comparison 93<sup>rd</sup>**

## **Analysis of 2023 Community Survey results:**

The Survey results offer valuable insights into the community's perception of the Hamilton School District. Here's a summary with potential implications and considerations:

- **Positive Community Feedback:** The community's strong belief in the District's delivery of high-quality education, effective public communication, appropriate funds management, and its role in building community pride is highly encouraging. This positive feedback reflects the efficacy of the District's strategies and policies in these areas.
- **High Recommendation Rates:** The willingness of the community to overwhelmingly recommend the District to friends or family members is a testament to the confidence and satisfaction with the educational services provided. This aspect can be leveraged in future community engagement and marketing efforts.
- **Operational Referendum Support:** The survey indicates that there is a modest majority (53.5%) in favor of a \$7.6 million operational referendum. This level of support, while significant, suggests the need for careful planning and communication strategies to further educate and engage the community about the referendum's objectives and benefits.
- **Support for Base Plan Building Projects:** Notably, only the base plan building projects received over 50% support. This information is crucial for future planning, indicating that while there is some support for infrastructural development, the District may need to reassess or reprioritize certain projects based on community feedback.
- **Divergent Support Levels:** The survey reveals a disparity in support levels, with strong backing from parents and staff but less from the broader community. This discrepancy calls for targeted outreach and engagement strategies to address concerns or misconceptions in the wider community and to build broader support.

The survey results provide a nuanced understanding of the community's views and can guide the District in its future initiatives, policy-making, and community engagement efforts. It highlights areas of strength while also pointing out aspects where more focused efforts may be required to align community expectations with the District's objectives and projects

## **RESPONDING TO COMMUNITY FEEDBACK:**

Over the past three years, the Hamilton School District's Community Facilities Advisory Committee (CFAC) has conducted a strategic and comprehensive evaluation of the district's needs in response to ongoing demographic changes and community feedback. This involved a detailed analysis of subdivision growth, enrollment projections through 2026, and a thorough assessment of facility utilization and conditions. Key to this process was understanding the financial implications and gaining public support for potential initiatives.

The CFAC has continued to monitor the increasing enrollment trends and the rise in housing developments within the district's communities. These changes signify a continued growth in student population, necessitating responsive planning and resource allocation. In alignment with this, the district, guided by insights from the 2022 Community Survey, made significant adjustments to previous plans. Opting for a more cost-effective solution, the district shifted from the initial plan of building a new elementary school to adding to Lannon Elementary School, a decision estimated at approximately \$9 million, significantly lower than the \$43.9 million initially projected for a new school. This decision was part of a broader approach to reduce the capital request from \$72.9 million in 2022 to \$51.5 million in 2023 in the community surveys.

These actions underscore the district's dedication to responsive, community-engaged planning and fiscal responsibility. By aligning its strategies with community input and demographic realities, the district continues to commit to providing high-quality educational facilities while being mindful of the economic implications for the community.

## **Summary of CFAC Survey Findings and Committee Recommendations**

The Community Facility Advisory Committee (CFAC) undertook a comprehensive review of the district's needs and conducted a survey to gauge the committee's opinions on various referenda options. The survey, which excluded administrative participants, garnered 42 responses, providing valuable insights into community preferences regarding the district's future financial and infrastructure planning.

### **CFAC Survey Results:**

#### **Operational Referendum:**

- 85.7% of respondents voted in favor of proposing a \$7.6 million operational referendum to the community.
- 9.5% voted against going to referendum, suggesting over \$3 million in budget cuts.
- 4.8% preferred a smaller operational referendum.

#### **Capital Referendum:**

- 61.9% supported the full "Recommended Facility Plan," which includes the Lannon expansion, updates to the TMS and HHS cafeterias, major building system upgrades, and improvements at Willow, among others.
- 23.8% were in favor of a "reduced" base plan.
- 14.3% opposed going to a capital referendum.

#### **Additional Projects:**

- Additional HHS classrooms received 50% support.
- TMS library enhancements were favored by 9.52%.
- 26.19% voted for parking and traffic improvements at TMS and HHS.
- 19.05% supported upgrading HHS locker rooms and gym facilities.

### **Final CFAC Recommendations:**

Based on these survey results, the Committee recommends the following propositions for the April 2, 2024, election:

1. An operational referendum of \$7.6 million to sustain district operations.
2. A capital referendum totaling \$29.6 million for the Recommended Facility Plan, encompassing crucial infrastructure and facility upgrades across the district.

These recommendations align closely with the majority opinions expressed in the Community Survey. They reflect a strategic approach to addressing both immediate operational needs and long-term infrastructural improvements within the district.

The Committee's recommendations, derived from a thorough analysis of community feedback and current district requirements, are presented for the School Board's consideration. These proposals represent a

balanced approach to meeting the educational needs of our students while responsibly managing the financial resources entrusted to us by the community.