



*Lake Mills Area*

SCHOOL DISTRICT

# Collaborative Advisory Team (CAT)


February 21, 2024



OUR STUDENTS. OUR COMMUNITY.



# Agenda

- CAT Charge & Review of Work
  - Preliminary Options & Cost Estimates - *EUA & Findorff*
  - Hypothetical New Debt Tax Impact - *Baird*
  - Questions
  - Process Information & Gather Initial Response
  - Next Steps
- 

# Guiding Principles for Long-Range Planning



## 2023 Guiding Principles for Long-Range Facilities Planning

*Preparing all today's students for tomorrow's opportunities*

*We believe that passion results when students are engaged in their learning. Learning must be innovative, personalized, and student-centered. We believe reaching educational goals is the mutual responsibility of the student, the parent/guardian, the school, and the community. We will strive to create and maintain school environments that adapt to current teaching methods and meet long-term student and community needs. We believe in the importance of arts, athletics, and other activities to the education process. We will foster meaningful dialogue, connections, and partnerships with families and community stakeholders to nurture a culture that values diversity, mental health, varied career pathways, and inclusivity.*

School facility decisions and plans must:

- Align with the pillars of the LMASD Strategic Plan
  - Fostering student engagement and learning
  - Developing and retaining effective leadership and staff
  - Connecting school and the community
  - Aligning resources with needs
- Enhance educational opportunities and maximize resources to advance student achievement
- Provide a safe, healthy, green, welcoming, and clean environment.
- Ensure buildings align with the community's values, needs, and priorities.

When planning for the long-term needs of the district, we believe facility decision-making should consider:

- equitable access for ALL stakeholders
- population assumptions and demographic changes
- economic development and residential growth
- traffic considerations, transportation routes, and costs
- condition/limitations of current facilities
- financial impact on the community
- local, state, and federal regulations
- impact of decisions on local municipalities and development
- importance of communication with stakeholders
- flexibility and adaptability for an ever-changing future
- collaboration and connectedness
- effective utilization of technology
- environmental responsibility and energy efficiency
- equitable distribution and access of resources throughout the district
- long-term facility and financial viability for stakeholders to come

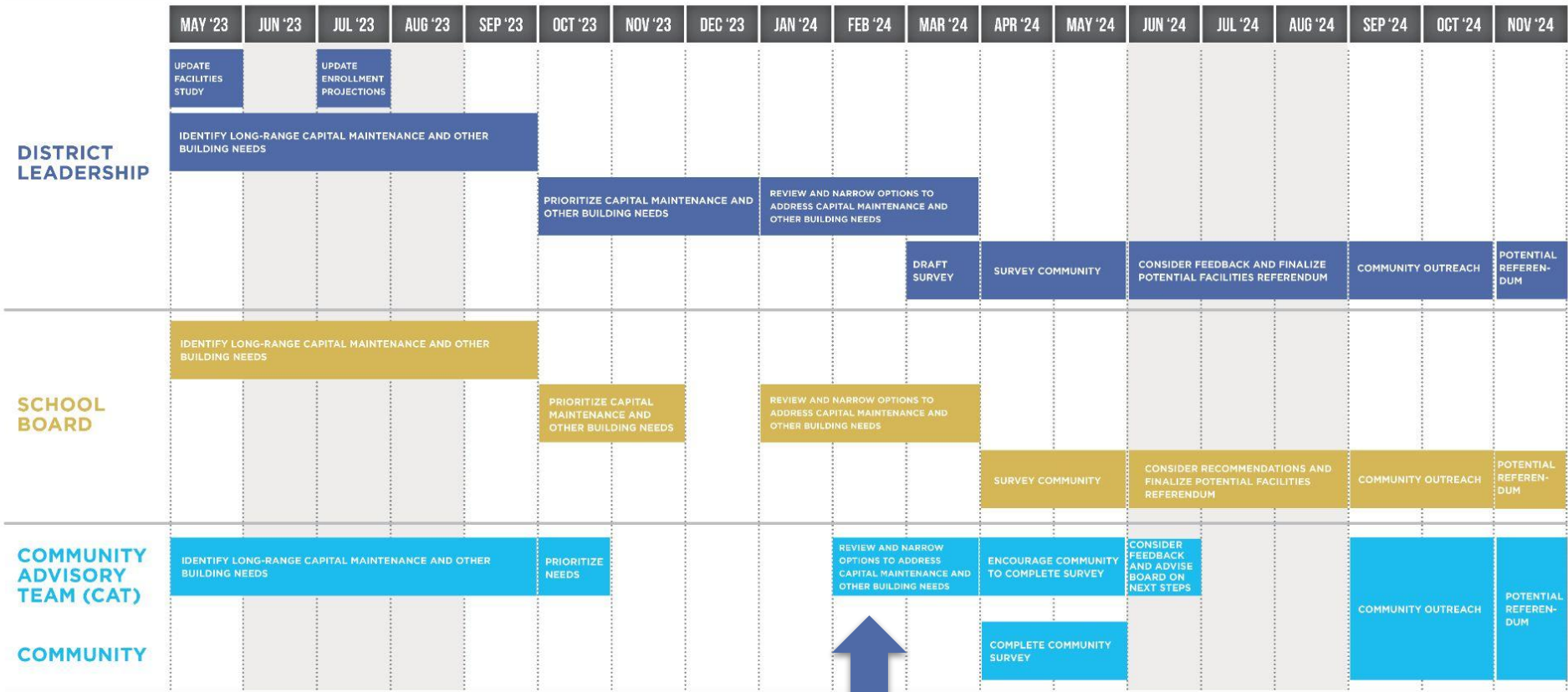
# 2023 Guiding Principles for Long-Range Facilities Planning

*Preparing all today's students for tomorrow's opportunities*

School facility decisions and plans must:

- Align with the pillars of the LMASD Strategic Plan
  - Fostering student engagement and learning
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# LONG-RANGE FACILITY PLANNING TIMELINE



WE ARE HERE

# PRELIMINARY OPTION DEVELOPMENT & COSTS

EUA & FINDORFF



# CAT Prioritization - November 2023

- Capital maintenance items
- Bus Barn
- 4K Early Learning classroom space
- HS cafeteria / kitchen
- Lack of ADA parking at HS

Basic Building Needs: Safety/Systems/ Large Capital Maintenance	High	Medium	Low	X	Physical Education & Athletics Needs: School/Community Use	High	Medium	Low	X
Bus Barn (maintenance items to include garage doors, phone system/internet, cameras, and location as a safety concern)	14	11	7	2	Recreation Department: Club 55 location Recreation Office location	6	10	14	4

Basic Building Needs: Safety/Systems/ Large Capital Maintenance	High	Medium	Low	X	Instructional Space Needs	High	Medium	Low	X	Physical Education & Athletics Needs: School/Community Use	High	Medium	Low	X	Site Needs	High	Medium	Low	X
Replace lighting with LED for energy efficiency	19	9	7	0	Provide 4K and Early Childhood classroom space (designed to support youngest learners) to address current capacity	15	7	11	2	Maximize green space on the northeast corner	4	3	22	6	Improve separation of buses and playground	8	10	10	7
Continue to update door access/security	15	7	11	2	Reclaim spaces currently used for other programs and services (i.e. green room used for storage)	11	10	7	7					Restripe north parking lot for 4K	2	8	18	7	
														Site is undersized for student enrollment	5	8	16	6	

Basic Building Needs: Safety/Systems/ Large Capital Maintenance	High	Medium	Low	X
Remaining ADA compliant hardware and door replacement	15	15	4	1
Intercom system/fire system	26	5	3	1
Security camera upgrade/keyless entry mechanisms	24	7	2	2
Auditorium lighting and sound system	12	14	6	2
Generator/electrical panel updates	25	5	1	3
Elevator replacement	10	7	15	3
Separation of main office areas at building entrance	6	10	16	3

Instructional Space Needs	High	Medium	Low	X
Crowded and outdated commons/cafeteria/kitchen/multi-purpose areas	12	9	12	2
Crowded and outdated band/orchestra rooms	20	7	7	1
Small classrooms with limited flexibility, collaboration, and transparency	6	11	16	2
Outdated special education and physical therapy rooms	19	11	4	1
Outdated furniture in many areas	2	11	19	3

Physical Education & Athletics Needs: School/Community Use	High	Medium	Low	X
Gym capacity (upper and lower)	9	6	17	3
Locker rooms	6	12	11	6
Original shower rooms used for storage	5	12	14	4
Tennis court repair/replacement	1	15	19	0

Site Needs	High	Medium	Low	X
Traffic congestion leaving the site onto Main Street	5	9	17	4
Lack of ADA parking adjacent to athletic field/track and tennis court bathrooms	10	12	12	1
Storage	6	9	14	6

Basic Building Needs: Safety/Systems/ Large Capital Maintenance	High	Medium	Low	X
Replace lighting with LED for energy efficiency	19	8	4	4
Carpet & ceiling tile replacement	8	11	13	3
Intercom/fire alarm	17	9	6	3
Upgrade security cameras, card readers, generator	23	9	1	2
Exterior updating: stair railings, exterior doors on the lower level	8	11	13	3
Heat pumps/HVAC	10	11	3	11

Instructional Space Needs	High	Medium	Low	X
Repurpose Family and Consumer Education (FACE) classroom: 5th grade science lab for general classroom use	2	2	23	8
Provide more flexible collaborative and conference space	6	11	15	3
Provide more privacy for health room	12	10	10	3
Provide more transparency and connections between classrooms	3	10	14	8
Flexible furniture	1	10	19	5

Physical Education & Athletics Needs: School/Community Use	High	Medium	Low	X
Tennis courts repair	8	11	12	4
Need hard surface play area	10	11	10	4
Drainage issues impact	14	11	7	3
Baseball varsity scoreboard	4	9	19	3

Site Needs	High	Medium	Low	X
Improve parking & traffic circulation for drop off & pick up	9	11	11	4
MS Tennis court retaining wall Varsity Baseball diamond and retaining wall	19	8	6	2
Playgrounds/ greenspace access & visibility	15	9	9	3
Drainage issues	11	12	8	4
Site is undersized for student enrollment	7	5	15	8

# Preliminary Budget Estimate

## Pre-referendum budgets are...

- Based on a conceptual scope
- Based on estimated square footage
- Consistent with costs on similar projects
- Inclusive of inflation projections
- Assuming bidding starts in 2026
- Comprehensive total project costs (materials, installation, fees, bond, contingencies, etc.)

## Budgets are not...

- Detailed or final construction estimates
- Based on a defined scope of work / final designs
- Final bids
- Inclusive of operational costs




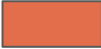


# Prioritized Capital Maintenance Needs Include

High Priority / Safety	<ul style="list-style-type: none"><li>● Upgrade LED lighting (ES/MS/HS)</li><li>● Upgrade CCTV, fire alarm, and access controls (ES/MS/HS)</li><li>● Replace domestic water piping (HS)</li><li>● Upgrade HVAC/controls (MS/HS)</li><li>● Replace selective flooring (HS)</li><li>● Replace bleachers and elevator (HS)</li><li>● Upgrade electrical panelboards, generators, and devices (MS/HS)</li></ul>	\$14.7M
Medium Priority	<ul style="list-style-type: none"><li>● Minor exterior repairs (ES)</li><li>● Replace selective flooring and ceiling (MS/HS)</li><li>● Replace dust collector (HS)</li><li>● Replace tennis court base and finish (HS)</li></ul>	\$4.5M
Low Priority	<ul style="list-style-type: none"><li>● Replace selective sidewalk and asphalt (ES/MS/HS)</li><li>● Replace selective casework (HS)</li><li>● Replace plumbing fixtures (HS)</li></ul>	\$2.3M
HS Auditorium	<ul style="list-style-type: none"><li>● Upgrade stage lighting, sound, and controls</li></ul>	\$2M
TOTAL		\$23.5M

# Option Development Components

- Prioritized Capital Maintenance items
- Diagrammatic Site and Floor plans
- Square footage, level of renovation, and general description of intent will inform pricing estimates

<b>Level 1 Renovation</b>		Potential upgrades to flooring, ceilings, lighting, paint, or other interior finishes
<b>Level 2 Renovation</b>		Potential work including movement of non-structural walls, casework, doors, as well as other work included in level 1 renovation
<b>Level 3 Renovation</b>		Potential significant work including minor structural or slab alterations, spaces with intensive plumbing, mechanical, or electrical requirements, as well as other work included in level 2 renovation
<b>New Construction</b>		

## Elementary Options & Costs Include:

- Options to accommodate early learners
- Capacity concerns - classroom reassignment and/or potential addition
- Capital improvements (lighting, door security)

# Elementary School

## - 4K Addition

- (2) new 4K classrooms (total of (3) 4K classrooms, (1) Early Childhood classroom)
- Connector
- Potential to add (2) additional 4K rooms in future

BUDGET: \$3.4M - \$3.8M  
(2 added classrooms)

BUDGET: \$5.3M - \$5.8M  
(4 added classrooms)



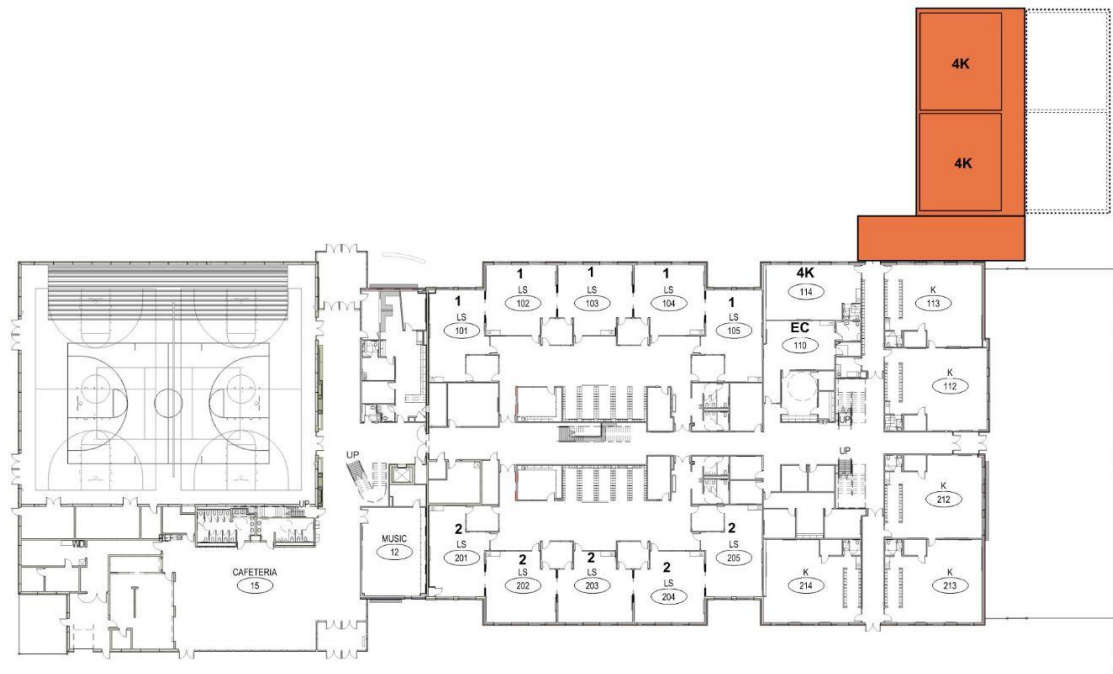
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(4 added classrooms)



# Elementary School

## - New 4K Building

- New Early Childhood building
- (4) new 4K/EC classrooms and support space

BUDGET: \$11.8M - \$13M

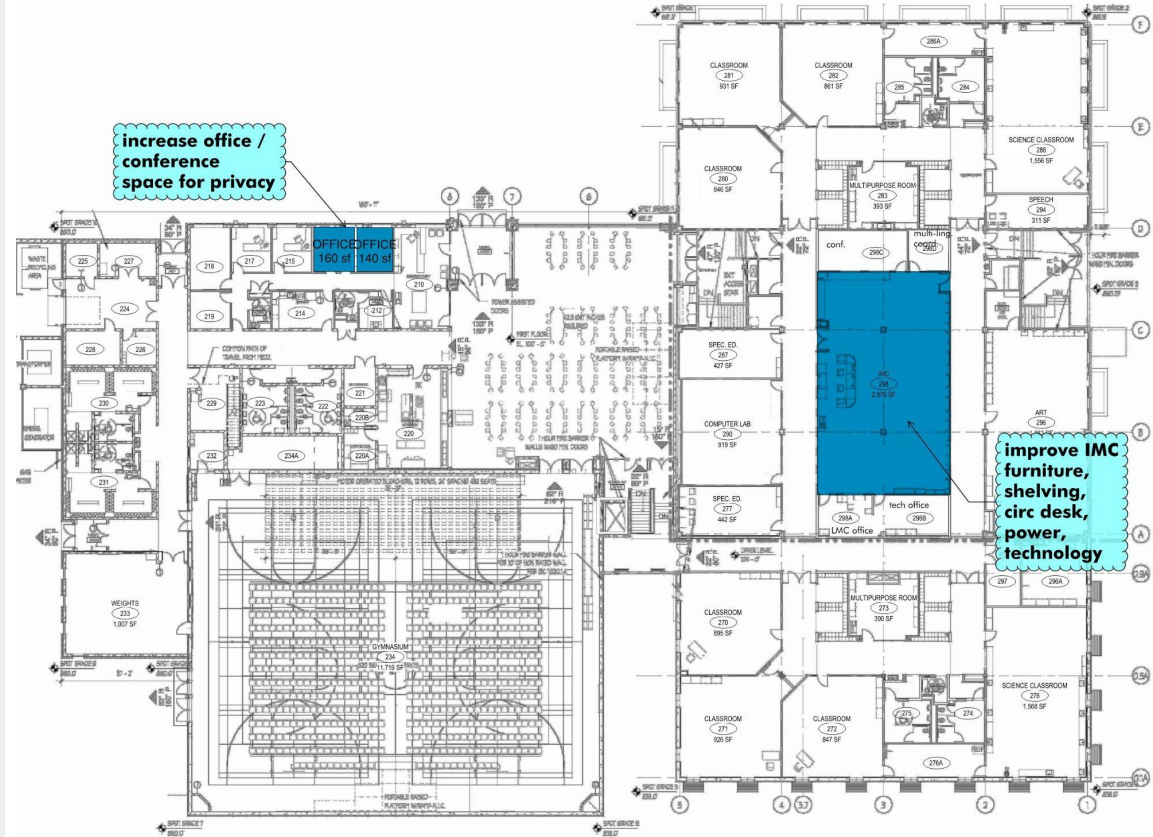


## Middle School Options & Costs Include:

- Potential improvements to main office, nurse privacy, conference, and STEM space
- Site improvements (retaining walls, playgrounds, relocating baseball field to High School, green space, drainage, parking and traffic circulation)
- Capital improvements (security cameras, card readers, generator, lighting, intercom / fire alarm, HVAC, interior finishes)

# Middle School - Renovations

- Office renovation / flex space for nurse privacy
- Library improvements



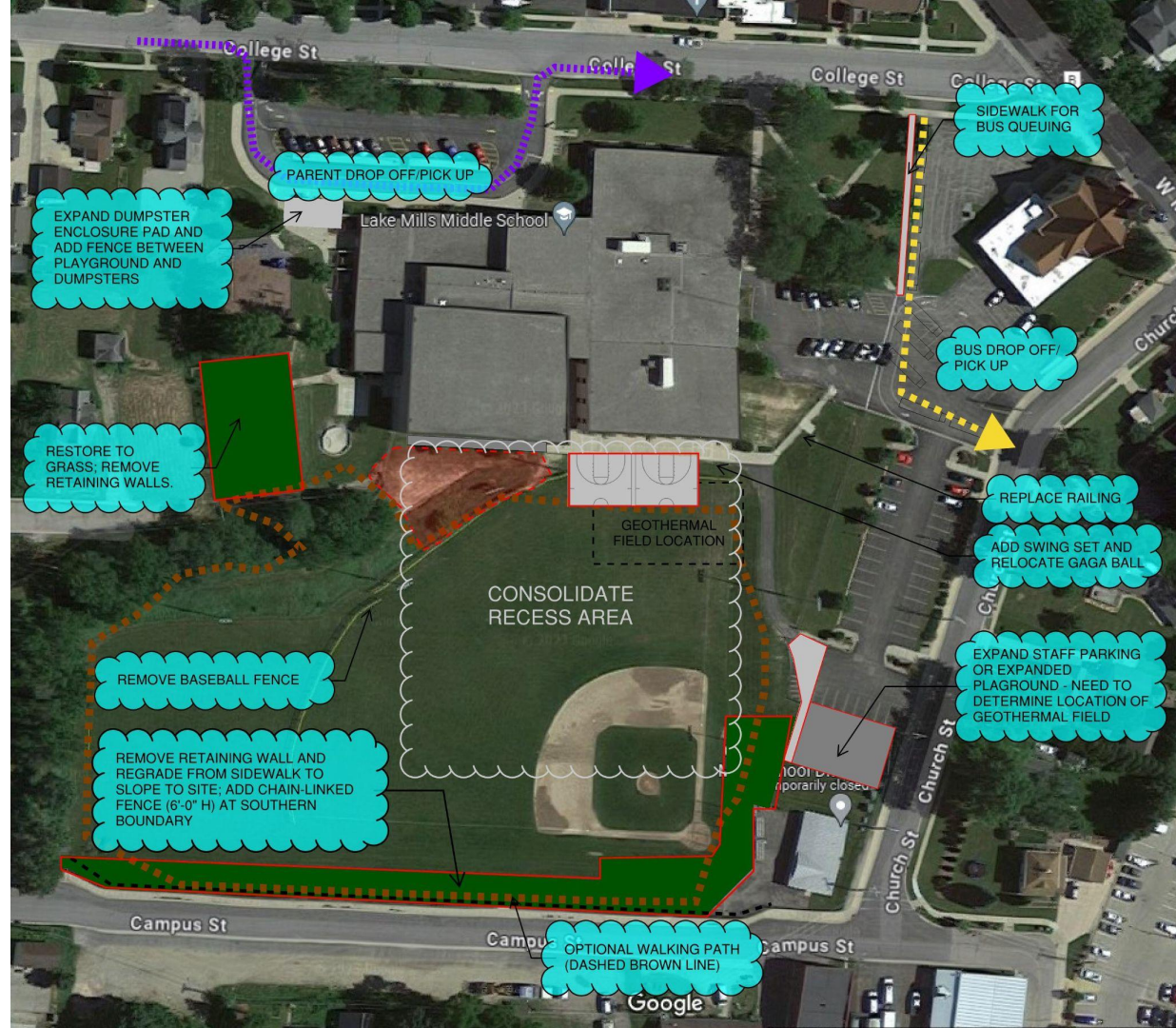
BUDGET: \$0.5M - \$0.6M



# Middle School - Site Improvements

- Separate vehicle and bus traffic
- Consolidate playground area
- Remove retaining wall at baseball and regrade slope to street
- \*Baseball field relocation costs included in HS budgets

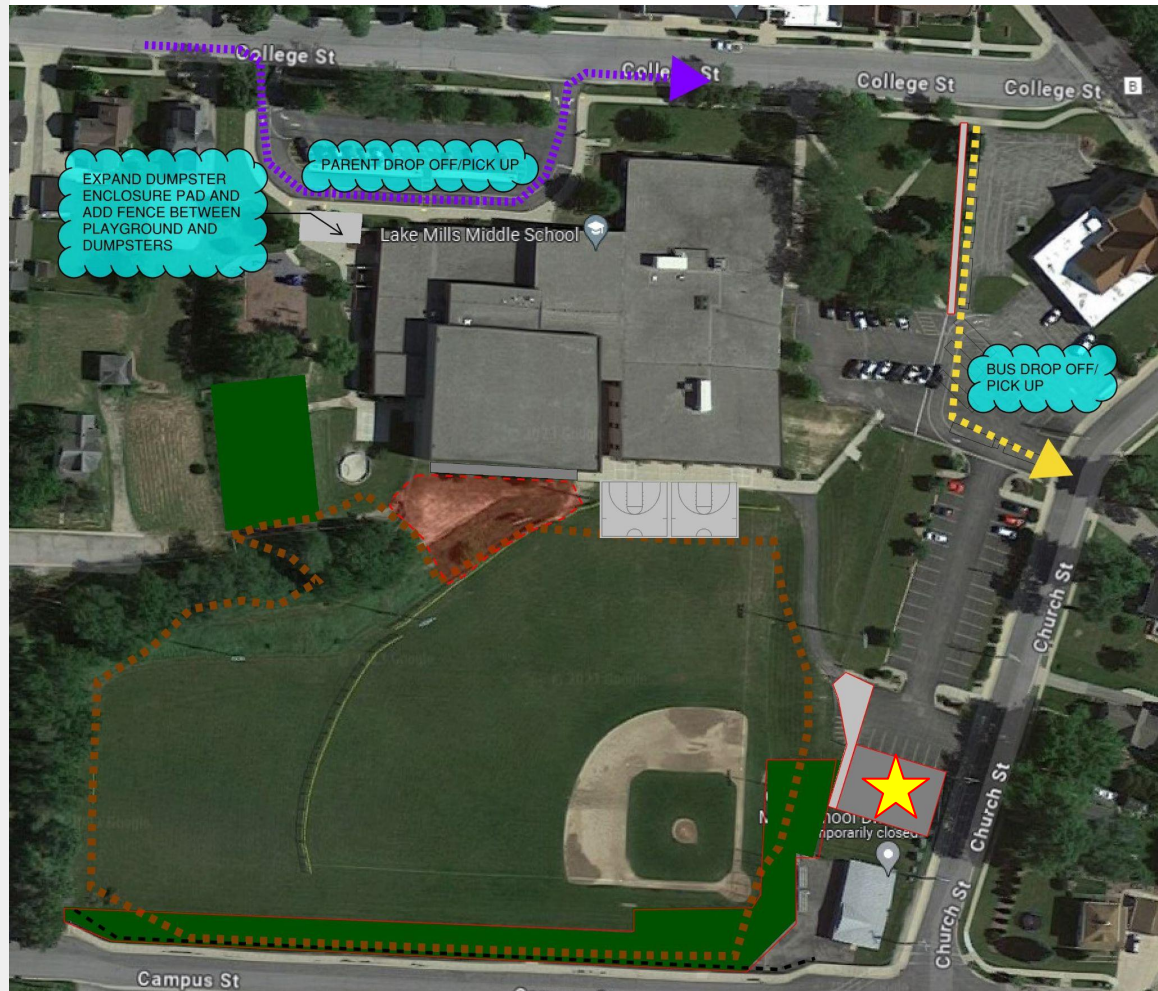
BUDGET: \$1.6M - \$1.7M



# Middle School - Site Improvements

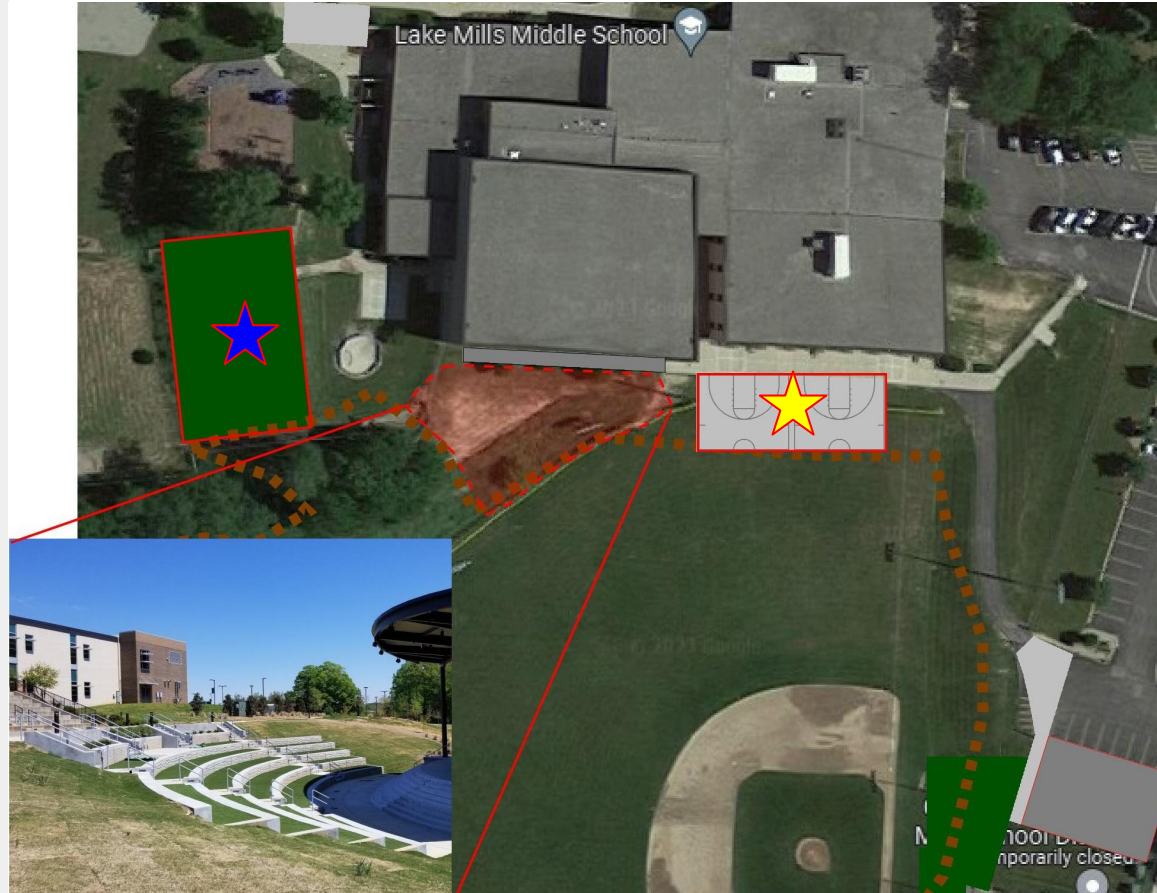
- Separate vehicle and bus traffic
- Add sidewalks along bus queuing line
- Extend staff parking to offset bus pickup
- Expand dumpster enclosure and separate from playground equipment

BUDGET: \$1.6M - \$1.7M



# Middle School - Site Improvements

- Consolidate playground area
- Re-grade / terrace hill between playgrounds
- New basketball courts / playground space
- Remove existing tennis courts - replace with grass or alternate location for basketball courts



TERRACING EXAMPLE

BUDGET: \$1.6M - \$1.7M

# Middle School - Site Improvements

- Remove retaining wall at baseball
- Regrade slope up to street
- New fence along Campus St.

EXISTING RETAINING WALL CONDITION



BUDGET: \$1.6M - \$1.7M

## High School Options & Costs include:

- Improve special ed spaces
- Improve music spaces
- Potential expansion of undersized cafeteria / commons and kitchen space
- Lower gym use/repurpose/increase overall gym space
- Building entrance security / segmentation for community use
- Site improvements (baseball field, ADA parking at fields, potential relocation of bus barn)
- Capital improvements (security cameras, card readers, generator, electrical, auditorium lighting and sound, intercom / fire alarm, elevator)





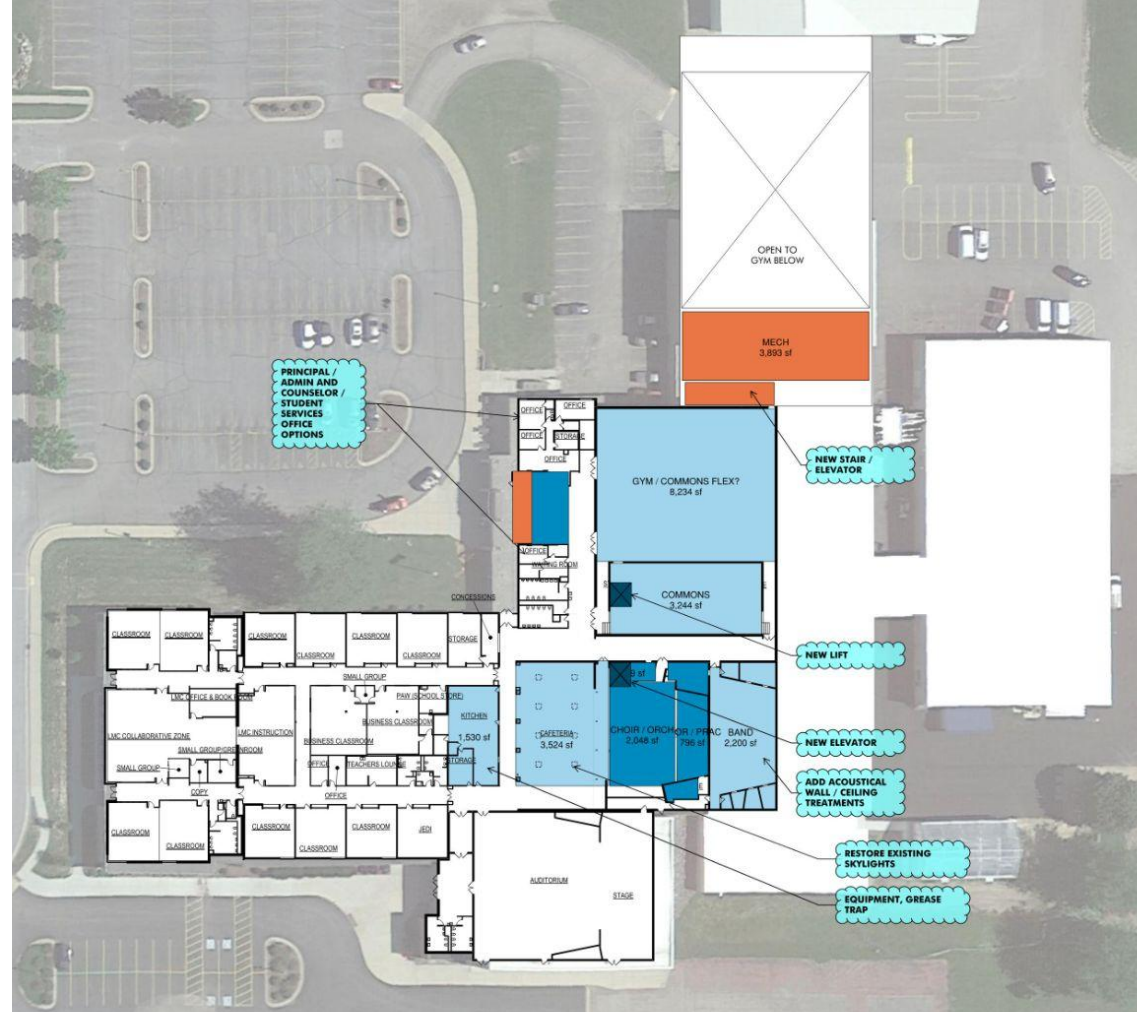




# High School - Option 2

- Improve music - solid walls around ensemble and practice rooms
- Replace kitchen equipment, grease trap
- Light renovation to cafeteria
- Improve main entrance
- **Light renovation to upper gym**

BUDGET: \$20M - \$22M

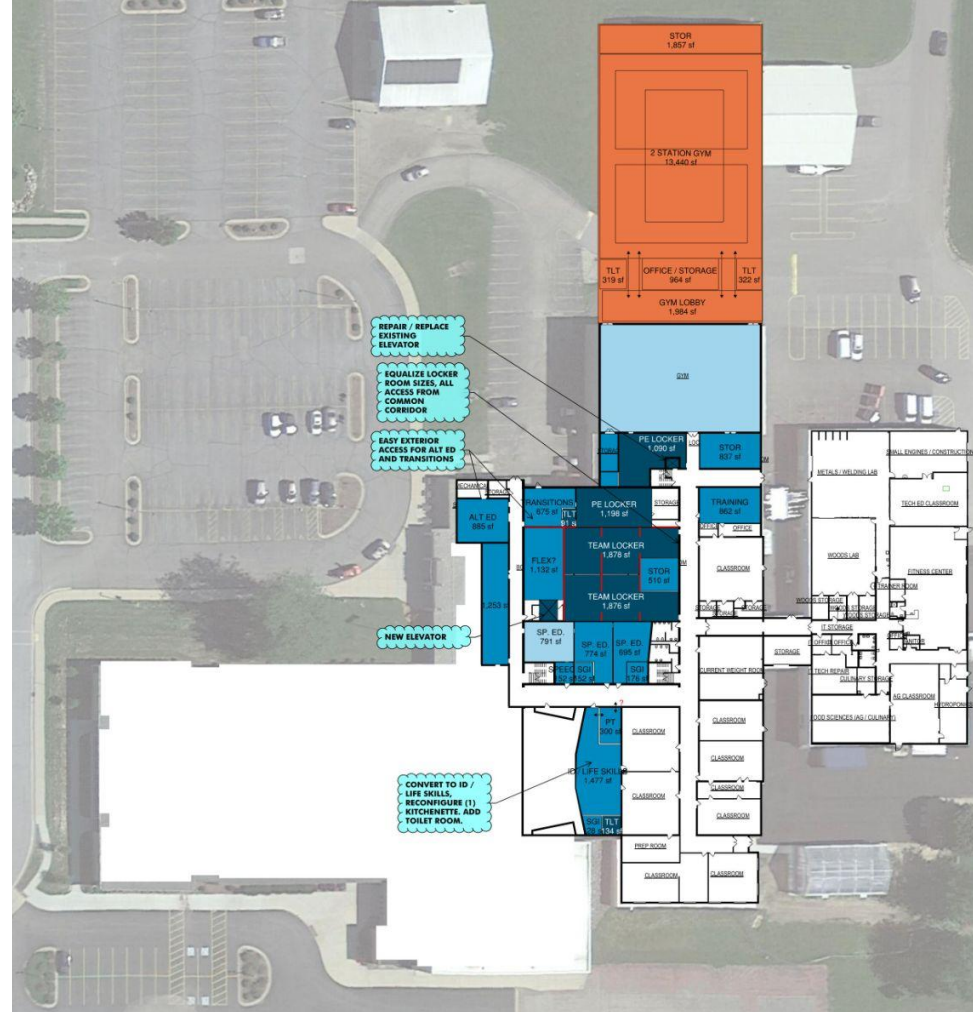


FIRST FLOOR OPTION 2

# High School - Option 3

- Renovate LL Special Ed
- Improve finishes throughout, add small group spaces
- Locate Alt Ed and Transitions programs near exterior door - requires locker room reconfiguration
- Kitchenette and toilet room in ID / Life skills space, Transitions space
- New elevators
- **Light renovation to lower gym**
- **Add new (2) station gym and lobby**
- **Demo and relocate bus barn (priced separately)**

BUDGET: \$22.3M - \$24.6M

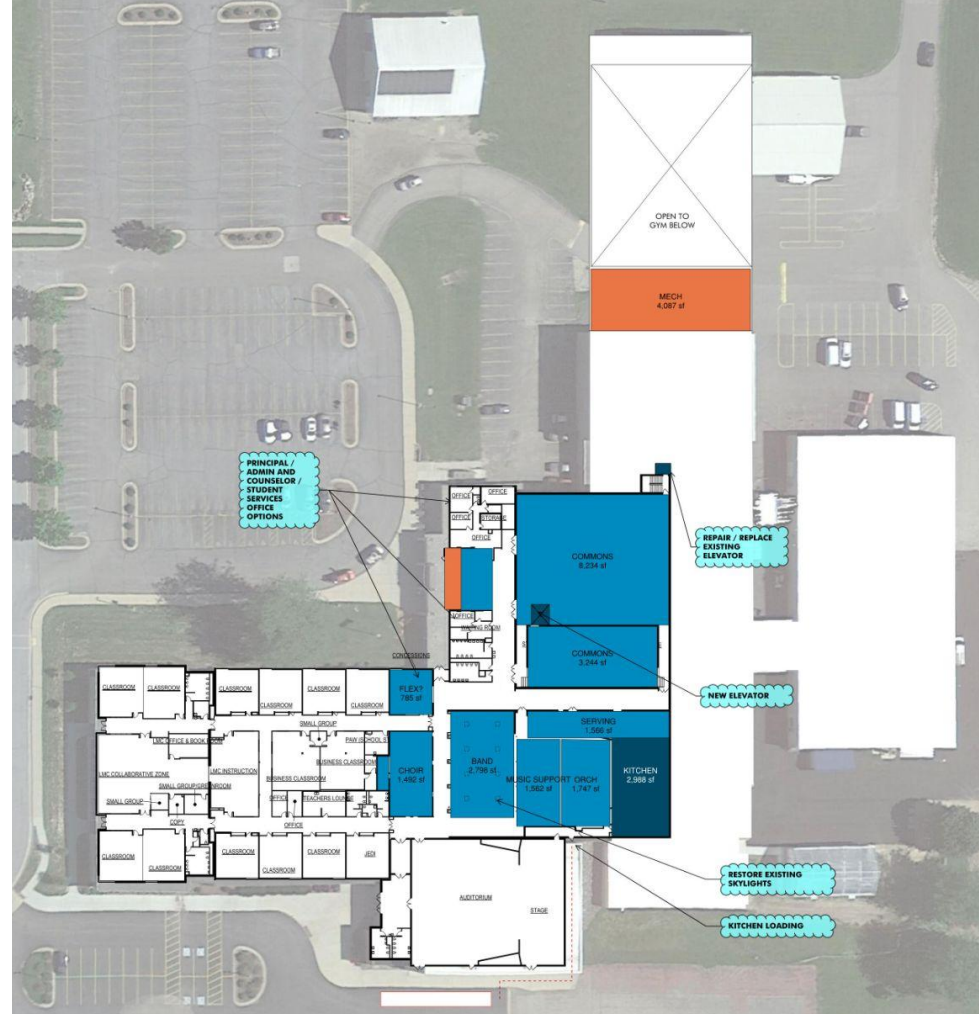


LOWER LEVEL OPTION 3

# High School - Option 3

- Improve main entrance
- **Convert upper gym to new cafeteria**
- **Relocate kitchen to existing band room**
- **Improve and expand music rooms and practice spaces into existing kitchen and cafeteria**

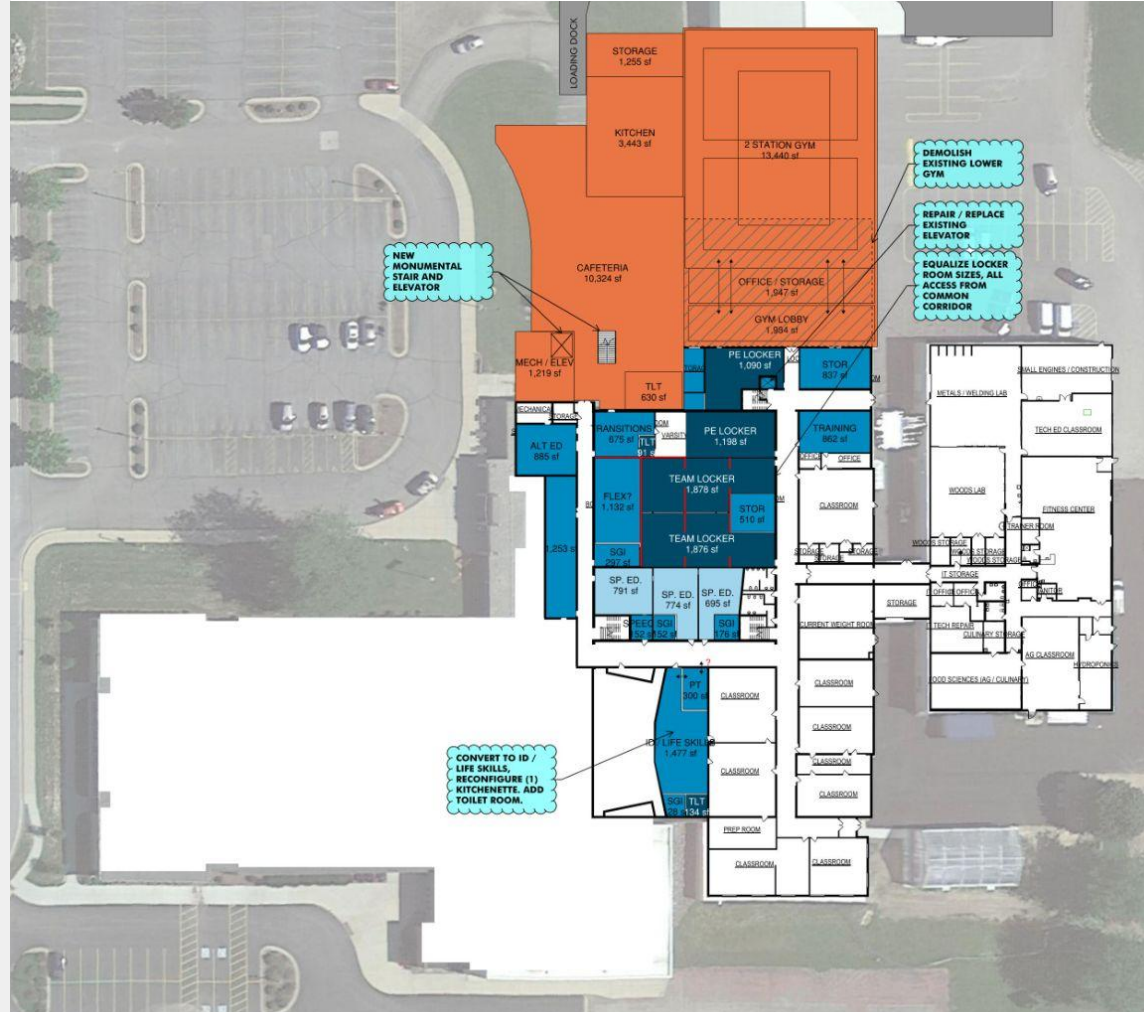
BUDGET: \$22.3M - \$24.6M



FIRST FLOOR OPTION 3

# High School - Option 4

- Renovate LL Special Ed
- Improve finishes throughout, add small group spaces
- Locate Alt Ed and Transitions programs near exterior door - requires locker room reconfiguration
- Kitchenette and toilet room in ID / Life skills space, Transitions space
- New elevators
- **Demo lower gym**
- **Add new (2) station gym and lobby, new kitchen, loading area, new cafeteria**
- **Demo and relocate bus barn (priced separately)**

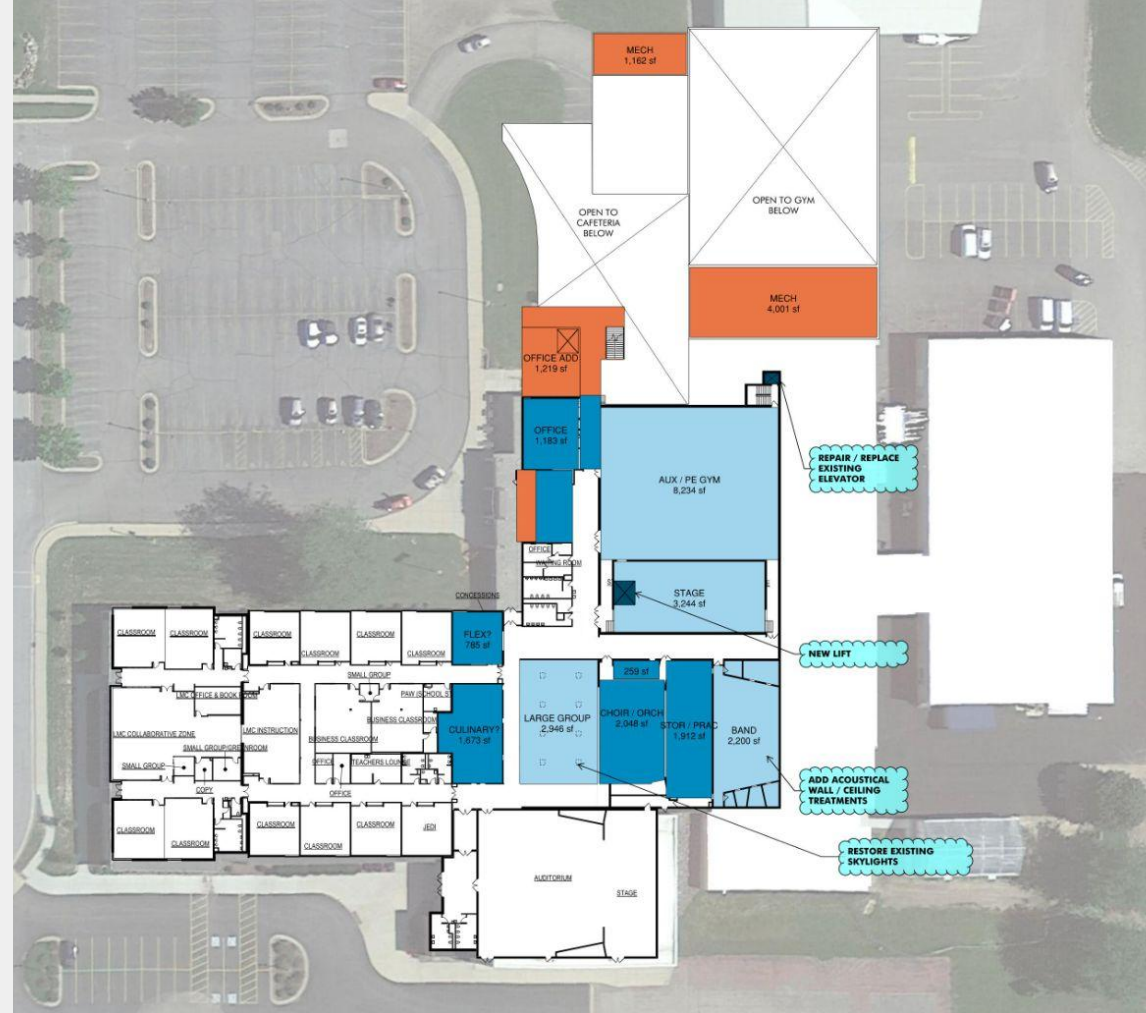


BUDGET: \$29.4M - \$32.4M

LOWER LEVEL OPTION 4

# High School - Option 4

- Improve main entrance
- **Light renovation to upper gym**
- **Improve and expand music rooms and practice spaces into existing kitchen and cafeteria**



BUDGET: \$29.4M - \$32.4M

FIRST FLOOR OPTION 4

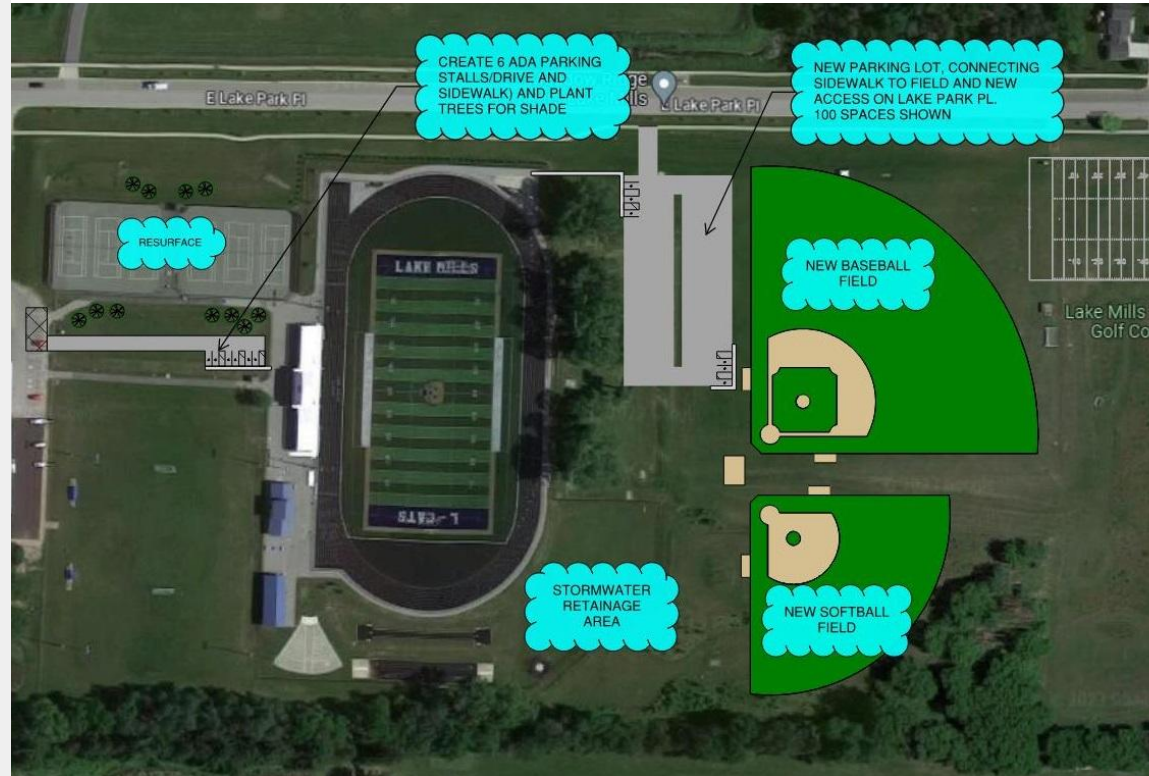
# High School Site/Athletics Plan



BUDGET: \$6M - \$6.7M

# High School - Athletics

- New baseball (relocated from MS) and softball diamonds with concessions / restrooms
- New football practice field
- Additional parking
- Resurface tennis
- Additional ADA parking
- Stormwater management
- Turf infill at baseball and softball



HIGH SCHOOL SITE ATHLETICS

BUDGET: \$6M - \$6.7M

# Bus Barn

- New Bus Barn
- Site work including utility extensions, stormwater ponds, site grading etc. (assumed gravel drive areas, no asphalt).
- Three (3) separate buildings to avoid firewalls:
  - Two (2) uninsulated bus storage buildings.
  - One (1) insulated multi-use building (insulated shop, driver room, bathrooms, wash bay)
- Land purchase allowance included

BUDGET: \$1.3M - \$1.4M





# Preliminary Budget Summary

Capital Maintenance	High Priority / Safety ★	\$14.7M
	Medium Priority	\$4.5M
	Low Priority	\$2.3M
	HS Auditorium	\$2M
Elementary School	4K Addition (2 Classrooms)	\$3.4M - \$3.8M
	4K Addition (4 Classrooms)	\$5.3M - \$5.8M
	New 4K Building	\$11.8M - \$13M
Middle School	Renovations	\$0.5M - \$0.6M
	Site	\$1.6M - \$1.7M
High School	Option #1	\$7.7M - \$8.5M
	Option #2	\$20M - \$22M
	Option #3	\$22.3M - \$24.6M
	Option #4	\$29.4M - \$32.4M
	Site and Athletics	\$6M - \$6.7M
Bus Barn	New Bus Barn ★	\$1.4M

QUESTIONS?



A stylized, light blue tree graphic with a thick trunk and several branches bearing leaf-like shapes, positioned on the right side of the slide.

HYPOTHETICAL NEW DEBT TAX  
IMPACT  
BY BAIRD

Three horizontal, wavy blue lines of varying shades, located at the bottom of the slide.

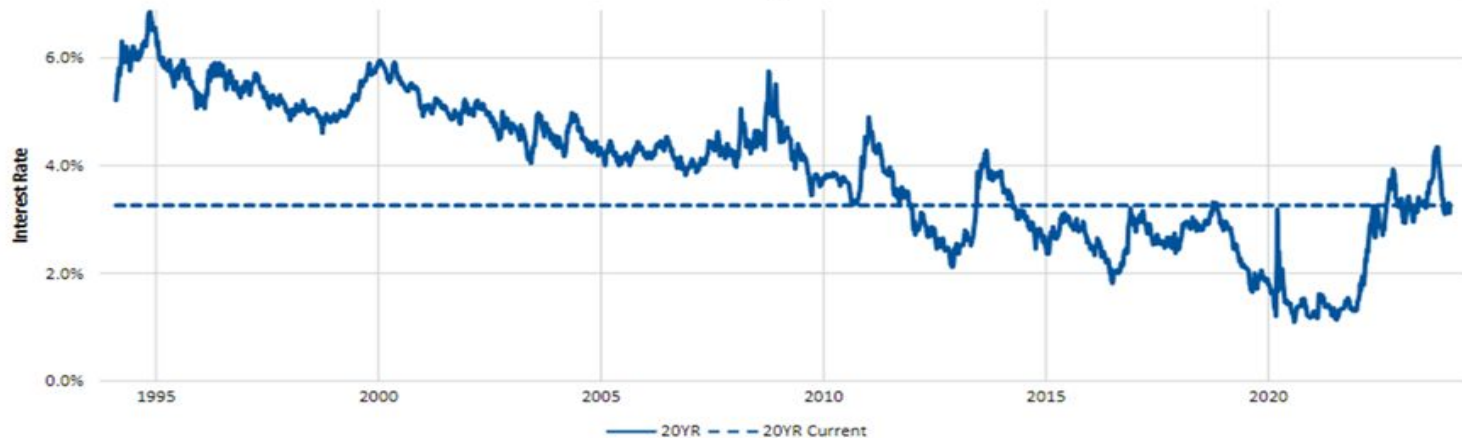
# Referendum Debt Planning Considerations

- **Prior referendum authorizations are being paid off at very low interest cost**
  - 2008 Middle School Remodel – Final Year 2028
  - 2012 Elementary School – Final Year 2033
  - 2018 High School Remodel – Final Year 2039
- **New hypothetical debt payments are planned around remaining payments**
  - Board has been paying debt off to prepare for future facility investments
  - Planned reductions in future payments provide capacity for new payments
    - This is why an estimated \$46 million can be repaid within the existing Mill Rate for debt payments

# Referendum Debt Planning Considerations

- **Long-term municipal borrowing interest rate remain near historical lows**
  - The February 2024 estimate for a 20-year tax-exempt Wisconsin school borrowing is 4.00%
  - Planning estimates used for your discussion tonight are 5.25-5.50%
    - If rates remain low until a new borrowing is finalized, taxpayers could avoid significant interest cost
- **The hypothetical new borrowing in the financing plan will be implemented over 3 years**
  - 20-year repayment for each borrowing
  - 22-year total repayment period for the referendum authorization

# Municipal Interest Rate Trend (National Aaa Rated Index, Past 30-Years)



# Hypothetical Tax Impact Summary – Mill Rate for Debt

## SUMMARY OF HYPOTHETICAL REFERENDUM TAX IMPACTS

	PRELIMINARY				
	2 PHASE BORROWING		3 PHASE BORROWING		
FACILITIES REFERENDUM AMOUNT	\$46,000,000	\$50,000,000	\$60,000,000	\$70,000,000	\$80,000,000
<b>ESTIMATED MAX MILL RATE IMPACT</b> (Over 2023-24)* (Per \$1,000 valuation)	\$0.00	\$0.12	\$0.52	\$0.96	\$1.40
<b>TAX IMPACT ON PROPERTY WITH FAIR MARKET VALUE OF:</b>					
<b>\$100,000 Property</b>					
Maximum Impact	\$0.00	\$12.00	\$52.00	\$96.00	\$140.00
Monthly Impact	\$0.00	\$1.00	\$4.33	\$8.00	\$11.67
<b>\$200,000 Property</b>					
Maximum Impact	\$0.00	\$24.00	\$104.00	\$192.00	\$280.00
Monthly Impact	\$0.00	\$2.00	\$8.67	\$16.00	\$23.33
<b>\$300,000 Property</b>					
Maximum Impact	\$0.00	\$36.00	\$156.00	\$288.00	\$420.00
Monthly Impact	\$0.00	\$3.00	\$13.00	\$24.00	\$35.00



### Assumptions:

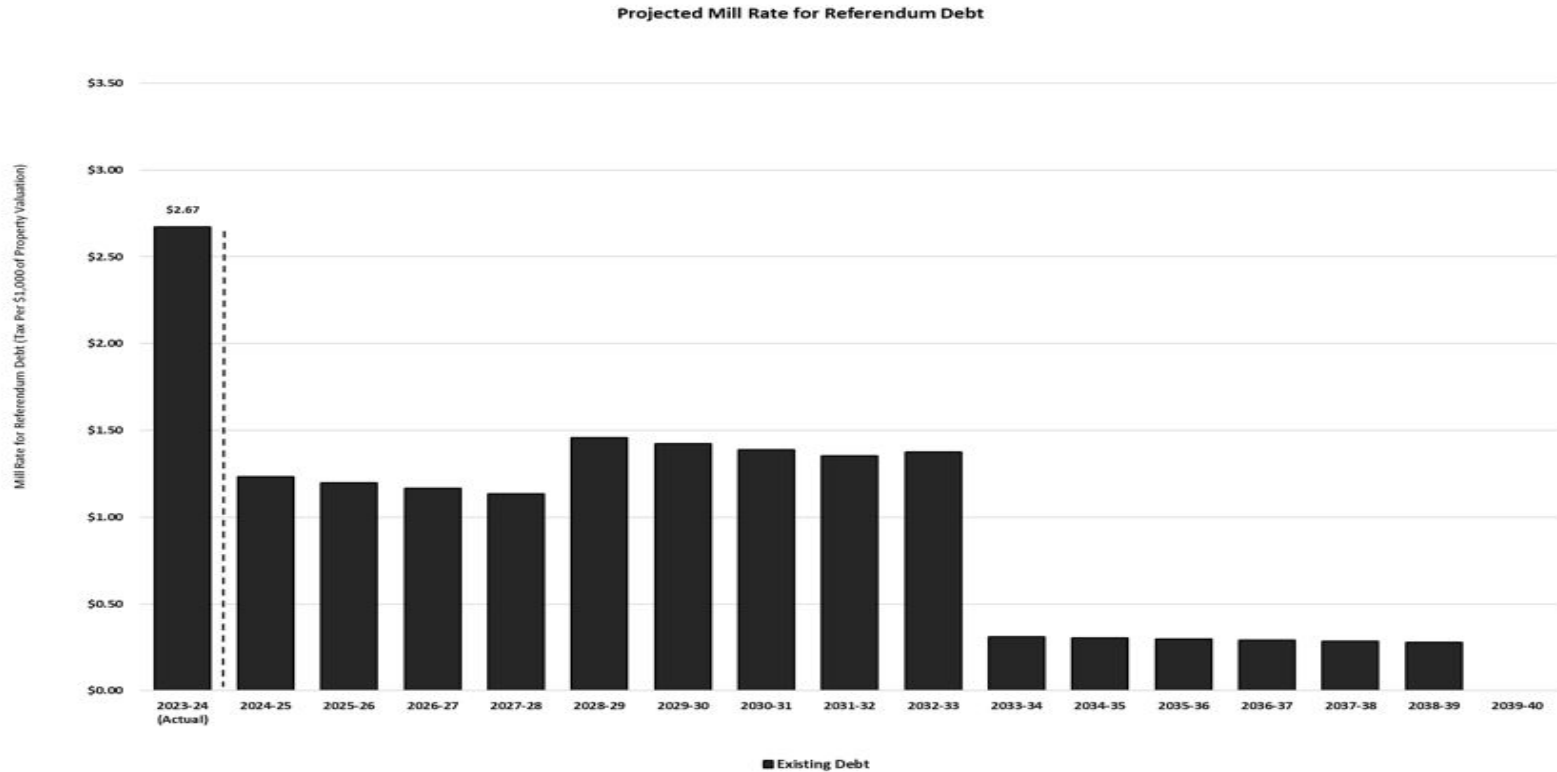
Hypothetical facilities referendum debt assumes multi-phase 20 year borrowing plan at planning interest rates ranging from 5.25%-5.50%.

Mill rate based on the 2023 Equalized Valuation (TID-OUT) of \$1,648,453,605 with annual growth of 2.50% thereafter.

Tertiary Aid (2023-24 Oct. 15 Cert.): -10.93%.

\* Impact represents the hypothetical change in mill rate for referendum approved debt service over the 2023-24 mill rate for debt service of \$2.67. Without a successful referendum, the mill rate for referendum approved debt service could remain flat or drop.

# Mill Rate for Existing Debt

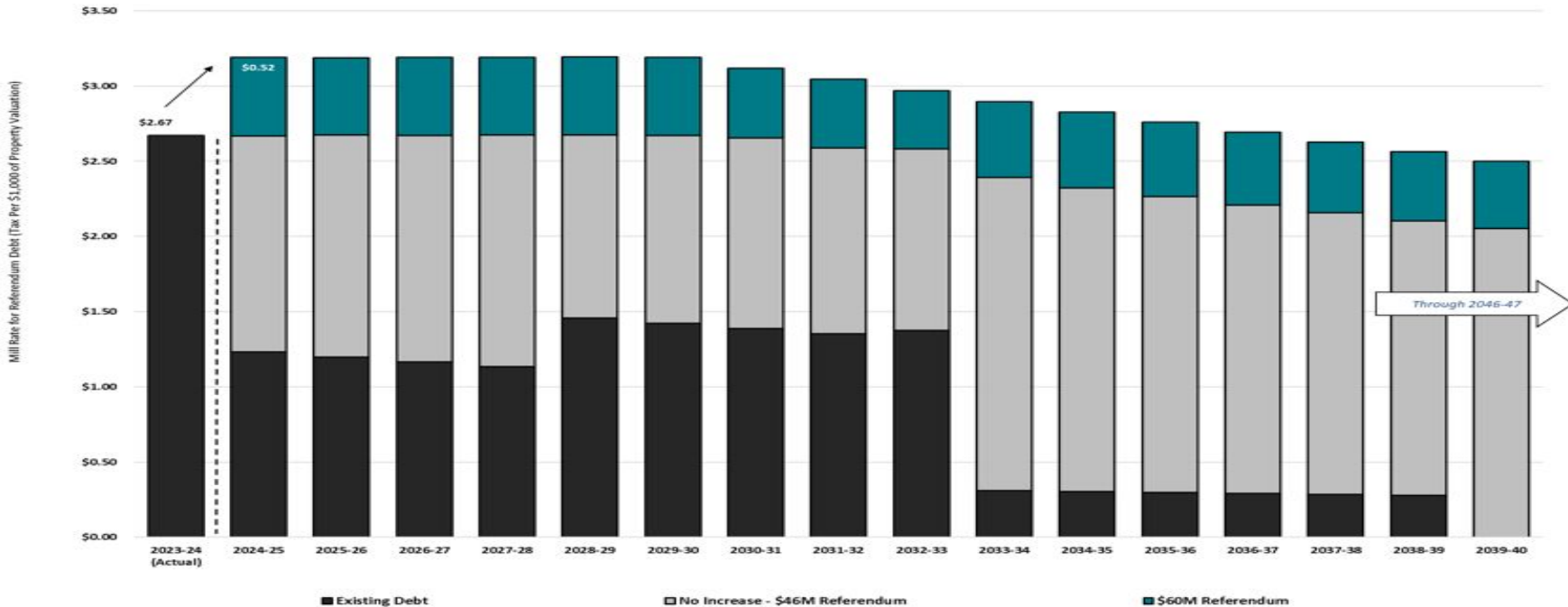


Mill rate based on 2023 Equalized Valuation (TID-DUT) of \$1,648,453,605 with annual growth of 2.50% thereafter.  
 Hypothetical facilities referendum debt assumes multi-phase 20 year borrowing plan at planning interest rates ranging from 3.25%-5.50%.  
 Note: Planning estimates only. Significant changes in market conditions will require adjustments to current financing plan. Rates subject to change.



# Mill Rate for Existing Debt plus Hypothetical New Debt

Projected Mill Rate for Referendum Debt



Mill rate based on 2023 Equalized Valuation (TID-OUT) of \$1,648,453,605 with annual growth of 2.50% thereafter.  
 Hypothetical facilities referendum debt assumes multi-phase 20 year borrowing plan at planning interest rates ranging from 5.25%-5.50%.  
 Note: Planning estimates only. Significant changes in market conditions will require adjustments to current financing plan. Rates subject to change.

# DISCUSSION & INITIAL THOUGHTS



QUESTIONS?



# Instructions

Go to

[www.menti.com](https://www.menti.com)

Enter the code

**5336 8779**



Or use QR code

# NEXT STEPS



# Prioritizing Project Components



## Lake Mills Area School District

2/19/2024

Option	Cost		IN	OUT
<b>CM - Safety/High Priority</b>	<b>\$14,700,000</b>	<input type="checkbox"/>	01	
<b>CM - Medium Priority</b>	<b>\$4,500,000</b>	<input type="checkbox"/>	02	
<b>CM - Low Priority</b>	<b>\$2,300,000</b>	<input type="checkbox"/>	03	
<b>CM - HS Aud</b>	<b>\$2,000,000</b>	<input type="checkbox"/>	04	
<b>ES - (2) room 4K Addition</b>	<b>\$3,800,000</b>	<input type="checkbox"/>	05	
<b>ES - (4) room 4K Addition</b>	<b>\$5,800,000</b>	<input type="checkbox"/>	06	
<b>ES - New 4K Building</b>	<b>\$13,000,000</b>	<input type="checkbox"/>	07	
<b>MS Reno</b>	<b>\$600,000</b>	<input type="checkbox"/>	08	
<b>MS Site</b>	<b>\$1,700,000</b>	<input type="checkbox"/>	09	
<b>HS - Option 1</b>	<b>\$8,500,000</b>	<input type="checkbox"/>	010	
<b>HS - Option 2</b>	<b>\$22,000,000</b>	<input type="checkbox"/>	011	
<b>HS - Option 3</b>	<b>\$24,600,000</b>	<input type="checkbox"/>	012	
<b>HS - Option 4</b>	<b>\$32,400,000</b>	<input type="checkbox"/>	013	
<b>HS Site Athletics</b>	<b>\$6,700,000</b>	<input type="checkbox"/>	014	
<b>Bus Barn</b>	<b>\$1,400,000</b>	<input type="checkbox"/>	015	
		<input type="checkbox"/>	016	
		<input type="checkbox"/>	017	
		<input type="checkbox"/>	018	
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<b>Accepted Options</b>	<b>\$0</b>	<b>0%</b>		
<b>Tax Neutral</b>	<b>\$46,000,000</b>			



# Next Steps

March 13, 2024

CAT Meeting (*if needed*)

Late March - April 2024

Finalize/Mail Community Survey

May 2024

Survey Closes, Results Compiled

June 2024

Board & CAT Update - Review Survey Results

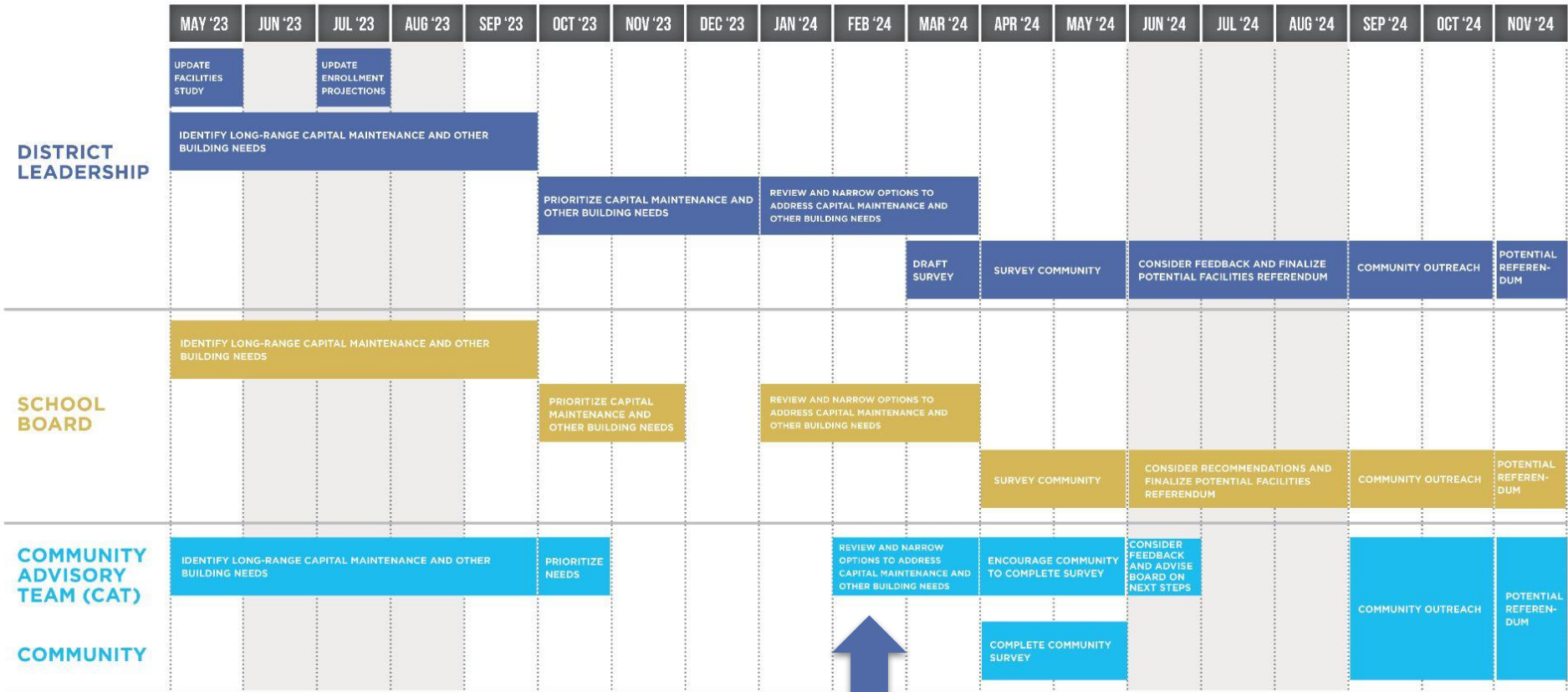
Summer 2024

Board Mtg - CAT Report to Board of Education

August 2024

Board Action on Referendum Question

# LONG-RANGE FACILITY PLANNING TIMELINE



WE ARE HERE



Thank you!

## QUESTIONS & FEEDBACK

[facilities@lakemills.k12.wi.us](mailto:facilities@lakemills.k12.wi.us)

*or* contact Tonya Olson, LMASD District Administrator