



# Arrowhead Long-Range Facilities Planning

## Community Update

### In Conjunction with Arrowhead PTO

January 29, 2024  
South Campus Library

- **Long-range facilities planning process**
- **Facilities assessment findings**
  - Building conditions
  - Educational adequacy
  - Capacity/utilization
- **Cost estimates**
  - Assumptions
  - Capital maintenance costs
- **Your feedback**
- **Next steps**



# Long-Range Facilities Planning Process

## Points of Pride

- 1,196 - Number of **AP Classes taken** by AHS students in 2022-23
- 99% - Four-year **graduation rate**
- 73% - 2023 graduates with a **GPA of 3 or higher**
- 10,000+ - AHS students' **community service** hours in 2022-23
- **Award winning** athletics, theater and other co-curriculars
- Among US News “Top High Schools in the Nation”
- Committed staff
- Engaged parents & community

# Long-Range Facilities Planning Context

**AHS facilities are lagging.**  
Area schools recently addressed maintenance and/or renovated high schools

- Oconomowoc - 2023 & 2016
- Hamilton - 2018
- Germantown - 2016
- Cedarburg - 2019
- Pewaukee - 2024? & 2018



Oconomowoc East Campus

# Long-Range Facilities Planning Context

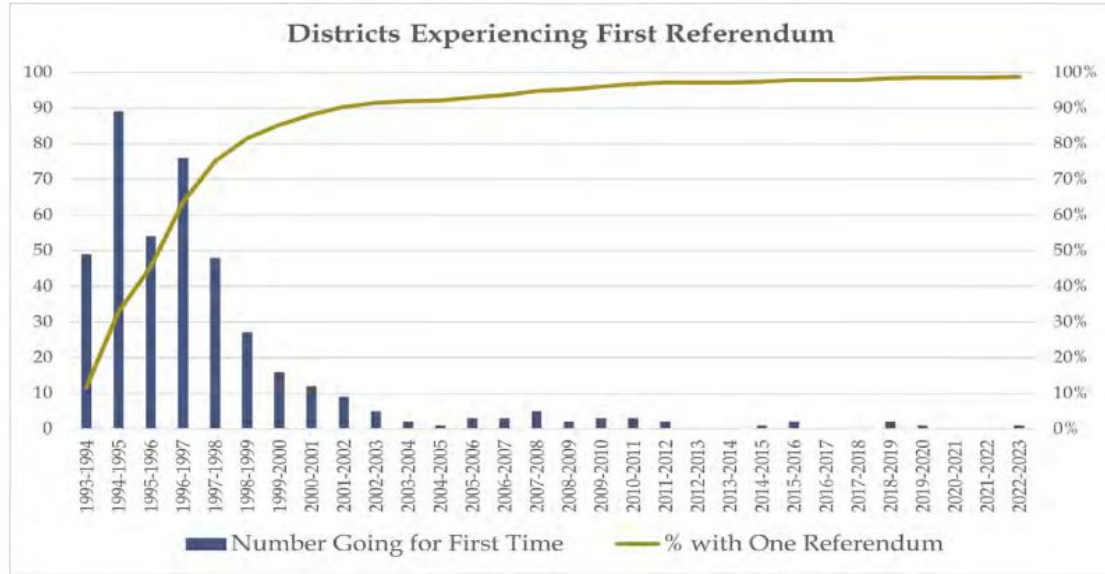
## Continued

- Kettle Moraine - 2014
- Mukwonago - 2016
- Muskego - 2022 & 2016



**Kettle Moraine High School**

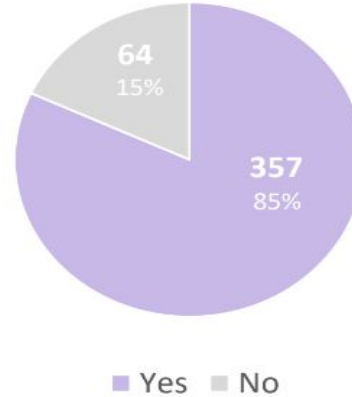
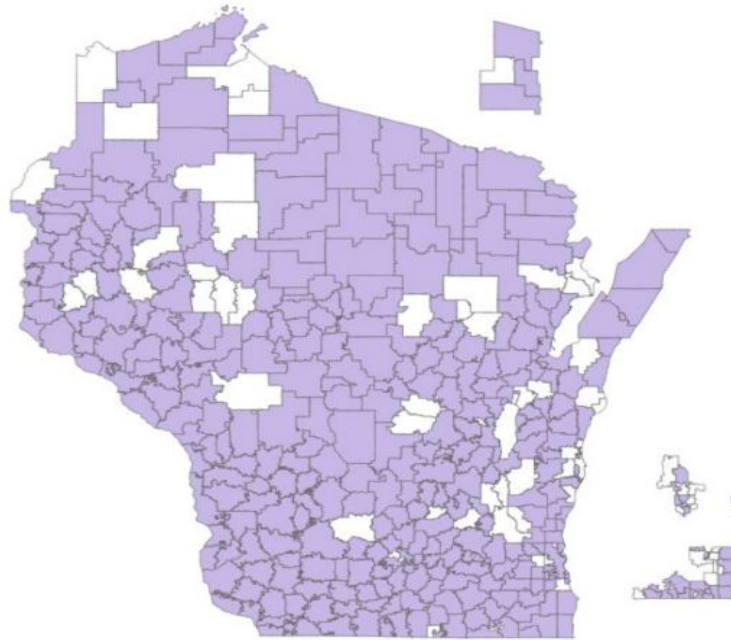
# Long-Range Facilities Planning Context



**Takeaway: Nearly every school district in Wisconsin has experienced at least one referendum.**

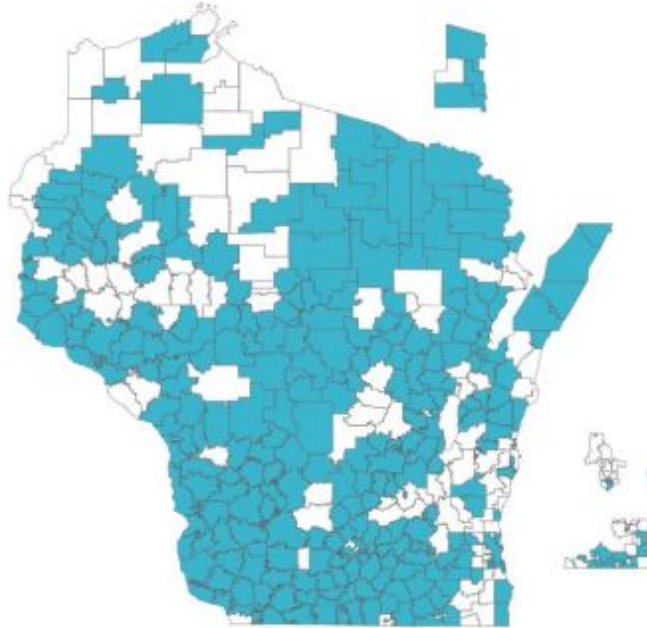
# Long-Range Facilities Planning Context

Districts who have asked an Operational Referendum Question (since 1992)





# Long-Range Facilities Planning Context



**Districts who have passed an  
Operational Referendum  
Question since 1992**

# Long-Range Facilities Planning Context

## Arrowhead High School

South Campus originally constructed in **1955**.

North Campus originally constructed in **1969**.

Multiple renovations and additions to both buildings following South's original construction **nearly 70 years ago**.

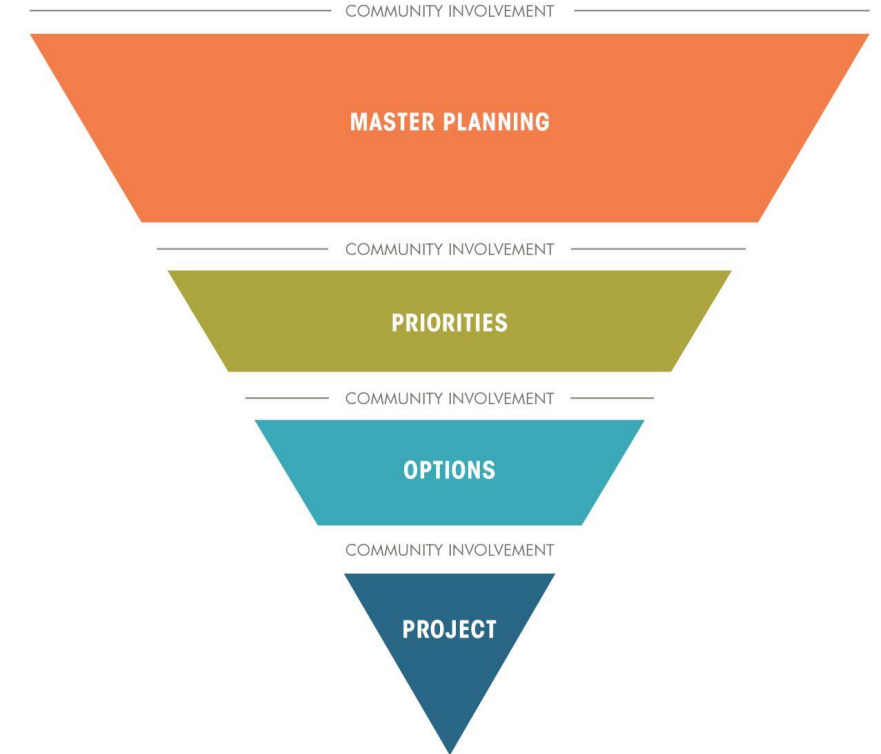
- Last major AHS facilities investment was **nearly 25 years ago** in 1999.
  - Classroom additions
  - Asbestos abatement
  - Security improvements
  - Theater updates

# Long-Range Facilities Planning Process

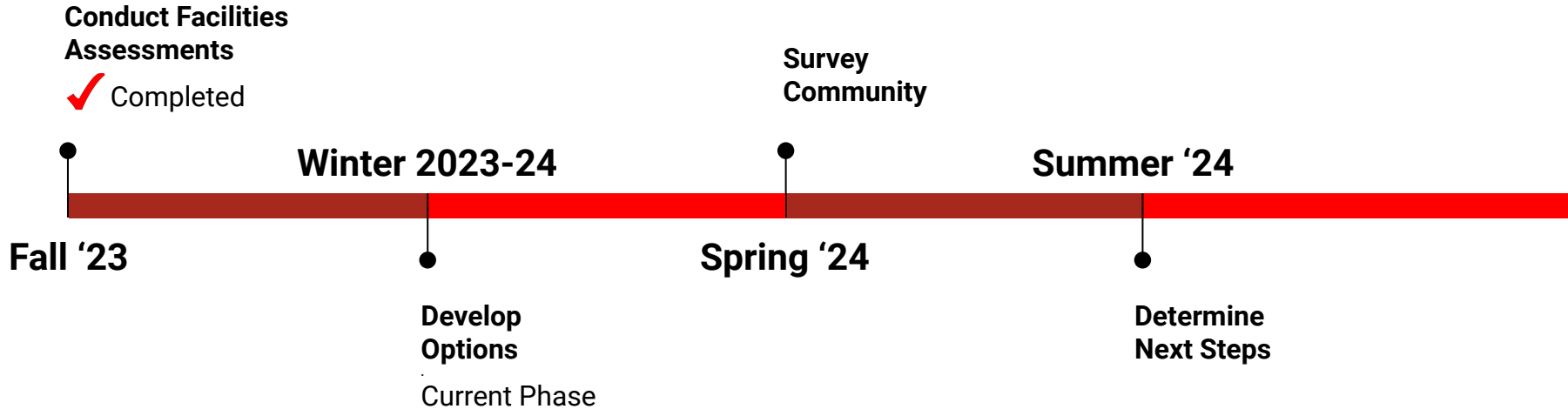
The School Board initiated a long-range facilities planning process.

- Establish baseline conditions
- Identify priorities
- Establish/refine options
- Establish long-range plan and potential projects

Community engagement throughout!



# Long-Range Facilities Planning Process



# Facilities Assessment

## Facilities assessment completed 12/24

- Comprehensive, non-invasive review based on comprehensive walk-thru of each building, interviews with department leads and previous studies.
  - **Safety & Security**
  - **Building Conditions**
    - Mechanical, electrical, plumbing systems; exterior envelope; interior finishes; etc.
  - **Educational Adequacy**
    - Alignment of physical space and educational delivery
  - **Capacity & Utilization**
    - Availability and usage of space

# Facilities Assessment: Safety & Security

## Key Findings: Safety & Security

AHS could benefit from enhanced **safety and security**.

- Lack of secure entries
- Inability to segment space
- Poor vehicle traffic flow & queuing
- Limited transparency



# Facilities Assessment: Building Conditions

## Key Findings: Building Conditions

- Many building systems are **at or near their useful life**.
- Corroded piping and other mechanical concerns jeopardize the long-term life of the **pool**.
- **Americans with Disabilities Act (ADA)** deficiencies exist throughout campus.
- The **maintenance facility** has structural deficiencies



Aging Electrical Equipment



# Facilities Assessment: Building Conditions



Deteriorating Galvanized Pipes

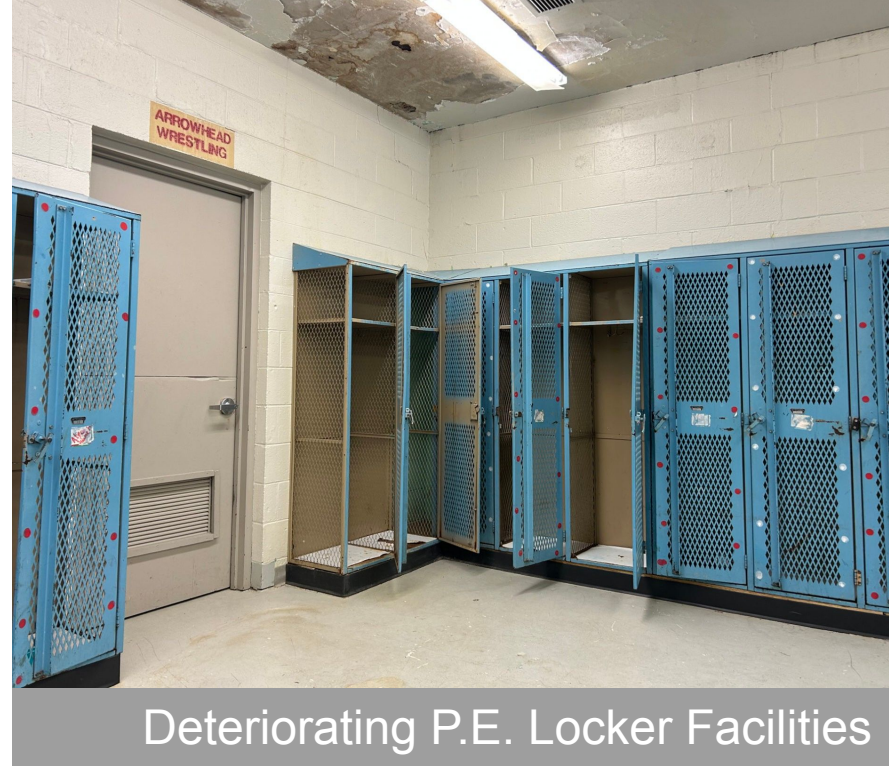


Aging Pool Equipment

# Facilities Assessment: Building Conditions



Aging Mechanical Equipment



Deteriorating P.E. Locker Facilities

# Facilities Assessment: Educational Adequacy

## Educational Adequacy - What and Why?



“Design Parameters within the built environment can be attributed to account for 16% of student performance...”

HEAD (HOLISTIC EVIDENCE AND DESIGN) 2013 STUDY RESULTS

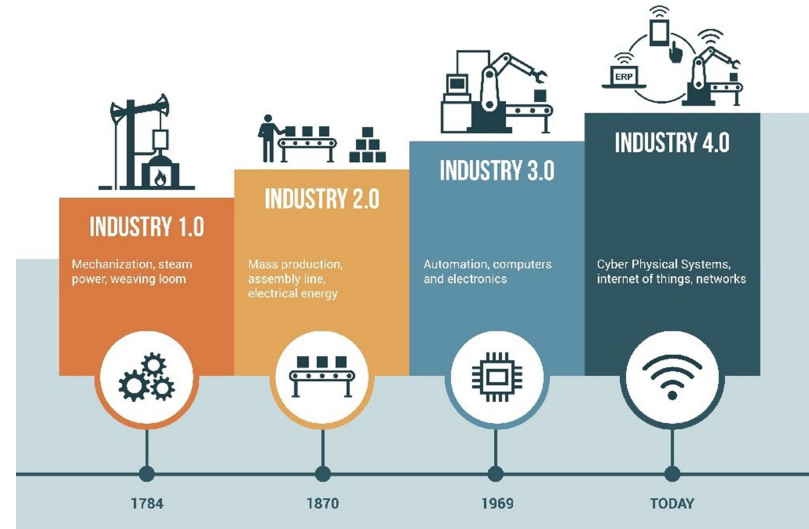
“Overall, our findings suggest that classroom characteristics associated with daylighting do significantly impact the performance of the schoolchildren and may account for more than 20% of the variation between performance test scores. The window-to-floor area ratio in classroom appears to have the largest effect, indicating that larger window areas are advantageous.”

INTERNATIONAL JOURNAL OF ENVIRONMENTAL RESEARCH AND PUBLIC HEALTH (2021)

# Facilities Assessment: Educational Adequacy

## Educational Adequacy - What and Why?

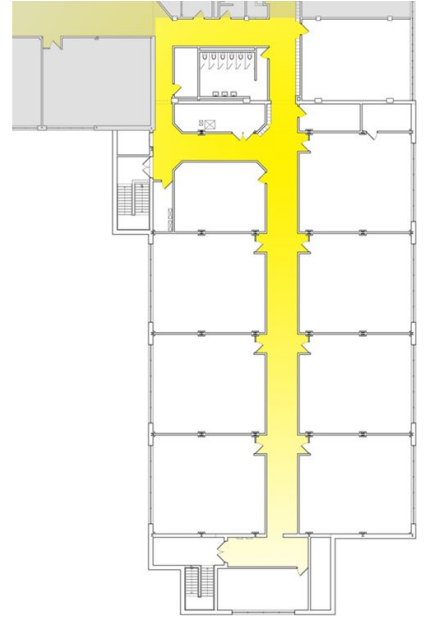
- Society and economy have evolved substantially. Many school facilities have not.
- Our schools are now preparing student for careers that were unimaginable when AHS was constructed.
- School facilities need to evolve to better support collaboration, creativity, innovation, communication, problem solving and critical thinking skills.



# Facilities Assessment: Educational Adequacy

## Educational Adequacy - What and Why?

**Cells and Bells**  
**Catholic Memorial: Before**



**Learning Community**  
**Catholic Memorial: After**



## Educational Adequacy Categories

1. **Site:** Size, Traffic Flow, Parking, Athletic Fields, Outdoor Learning, Bike Access
2. **Safety:** Perimeter Security, Entry, Compartmentalization, Supervision/Transparency, Corridors, Restroom/Locker Rooms
3. **Core Learning Spaces**
4. **Specialty Learning Spaces**
5. **Intervention / Resource Spaces**
6. **Breakout / Collaboration Spaces**
7. **Common Areas**
8. **Office / Administrative Areas**



- Size & Proportion
- Appropriate Adjacencies
- Technology & Equipment
- Daylighting & Views
- Power / Lighting / Plumbing
- Storage
- Furniture
- Finishes

# Facilities Assessment: Educational Adequacy

## Key Findings: Educational Adequacy

AHS lacks many characteristics of a updated, modern learning environment.

- AHS lacks flexible **collaboration space**.
- AHS could benefit from additional **daylighting** and **transparency** between spaces.
- AHS has **undersized core/specialty areas** (e.g., pool, gym, auditorium, cafeteria).
- Many AHS classrooms are **undersized** and lack **flexible furniture**.

# Facilities Assessment: Educational Adequacy



Collaboration Space - Franklin HS



Lack of Collaboration Space - AHS



# Facilities Assessment: Educational Adequacy



Transparency and Light - Monona Grove



Lack of Natural Light & Limited Sight - AHS

# Facilities Assessment: Educational Adequacy



Appropriately-Sized Classrooms - Catholic Memorial



Undersized Classrooms - AHS

# Facilities Assessment: Educational Adequacy



Flexible Furniture - Oconomowoc East Campus



Outdated Furniture - AHS

# Facilities Assessment: Educational Adequacy

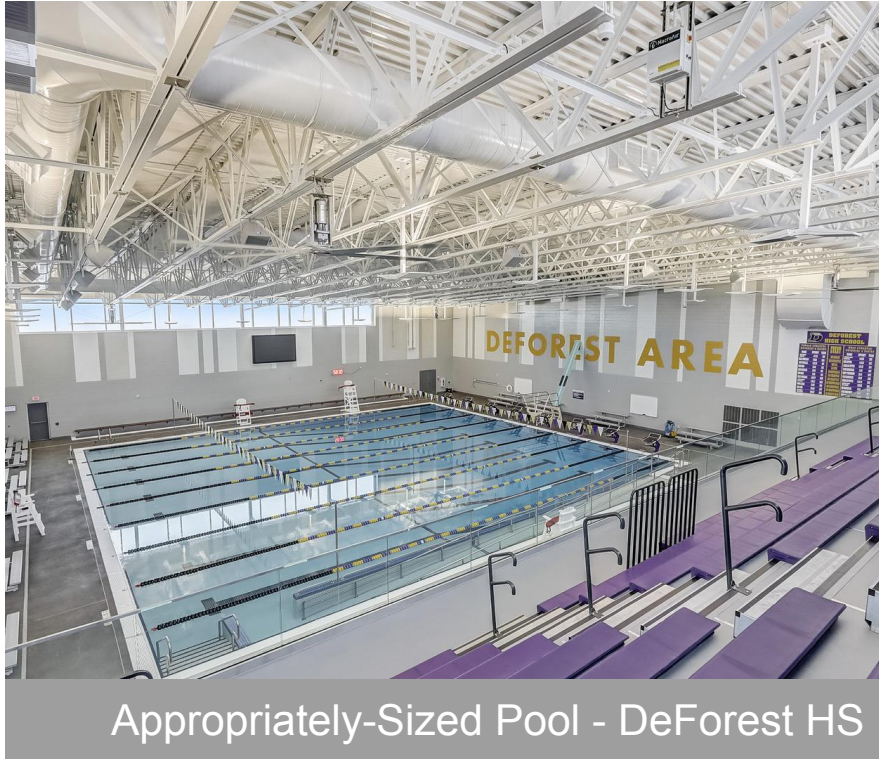


Appropriately-Sized Theater - Verona HS



Undersized Theater - AHS

# Facilities Assessment: Educational Adequacy



## Key Findings: Capacity and Utilization

- North and South buildings are not at capacity, but core learning spaces are inadequate and inflexible.
- The theater, gyms, pool and cafeterias **are undersized** for current student enrollment.
- North and South campuses have **duplicate specialty classrooms** (e.g., music, career & technical education) leading to **inefficiencies**.
- Schools are **heavily utilized** during non-school hours:
  - In general, buildings are used from 6 AM through 10:30 PM.
  - Heavy utilization of gyms forces inappropriate use of other spaces (e.g., corridors for track).

# Input for the Board: Priorities

## Your Priorities

- 10 deficiencies/concerns.
- Using QR code form, rank items from highest priority to lowest.
- Data will be summarized and provided to School Board.



# Input for the Board: Priorities

**INEFFICACY OF TWO BUILDINGS**



**POOR PICK-UP / DROP-OFF**



**LACK OF SECURE ENTRIES + OVERALL BUILDING SAFETY**



**UNSAFE + UNDERSIZED SPECIAL ED SPACES**



**LACK OF NATURAL LIGHT**



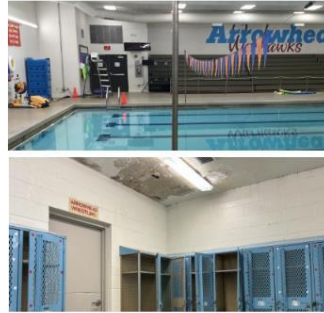
**UNDERSIZED CLASSROOM**



**LACK OF BREAKOUT / COLLABORATION SPACES**



**UNDERSIZED CAFETERIA, POOL & GYM**



**UNDERSIZED AUDITORIUM & FINE ARTS SPACES**



**OUTDATED FURNITURE**





# Poll Results

# Cost Estimates (Building Conditions Only)

## Key Points to Remember

Estimates are the accumulated cost of a **10-year capital maintenance plan** to remedy building conditions deficiencies.

- Not all building systems are in **immediate** need of repair or replacement.

Cost estimates only cover **existing capital infrastructure** in need of repair or replacement.

- Estimates **do not include** cost of renovations or construction.

# Cost Estimates: Assumptions

Costs Estimates ARE/DO:	Cost Estimates ARE NOT/DO NOT:
<ul style="list-style-type: none"> <li>● Include an escalation estimate (inflation)</li> </ul>	<ul style="list-style-type: none"> <li>● Final estimates</li> </ul>
<ul style="list-style-type: none"> <li>● Informed by recent K-12 projects, consultation with subcontractors, and comprehensive database of project costs</li> </ul>	<ul style="list-style-type: none"> <li>● Final bids</li> </ul>
<ul style="list-style-type: none"> <li>● Include estimates for all project costs</li> </ul>	<ul style="list-style-type: none"> <li>● Based on final scope of work</li> </ul>
<ul style="list-style-type: none"> <li>● Include a contingency to account for unforeseen circumstances</li> </ul>	<ul style="list-style-type: none"> <li>● Include ongoing operational expenses</li> </ul>

# Cost Estimates: 10-Year Capital Maintenance Plan

- **\$53.0 million 10-year** cumulative capital maintenance need.
- \$27.2 million during **years 1-3**.
- \$26.4 million 10-year cumulative need at **North** campus.
- \$17.6 million 10-year cumulative need at **South** campus.
- Largest category:
  - \$22.9 million for mechanical, plumbing electrical, pool, kitchen

<b>Total for North, South, Site/Athletic Facilities, Maintenance/Equip.</b>	
Year 1 (2025-2026)	\$ 16,250,591
Year 2 (2026-2027)	\$ 3,243,780
Year 3 (2027-2028)	\$ 7,671,584
Year 4 (2028-2029)	\$ 2,968,814
Year 5 (2029-2030)	\$ 8,865,682
Year 6 (2030-2031)	\$ 3,915,696
Year 7 (2031-2032)	\$ 1,746,624
Year 8 (2032-2033)	\$ 4,054,314
Year 9 (2033-2034)	\$ 1,945,510
Year 10 (2034-2035)	\$ 2,288,130
<b>Total</b>	<b>\$ 52,950,725</b>

# Cost Estimates: 10-Year Capital Maintenance Plan

North Campus	Building Finishes	Building Envelope	Building Furnishings	Building Systems	Security /Safety	Total
Total for years 1-10	\$ 3,365,393	\$ 5,955,093	\$ 1,534,927	\$ 15,291,513	\$ 326,229	\$ 26,473,155

South Campus	Building Finishes	Building Envelope	Building Furnishings	Building Systems	Security/Safety	Total
Total for years 1-10	\$ 3,425,218	\$ 4,672,153	\$ 1,653,134	\$ 7,576,131	\$ 309,517	\$ 17,636,153

Site & Athletic Facilities	Paving	Fencing	Site Structures	Site Lighting	Athletics	Total
Total for years 1-10	\$ 3,747,629	\$ 291,107	\$ 299,682	\$ 31,505	\$ 3,879,199	\$ 8,249,122

Maintenance Vehicles/Equip.	Total
Total for years 1-10	\$ 592,295

# Cost Estimates: 10-Year Capital Maintenance Plan

## Definitions:

- **Building Finishes** (paint, ceilings, flooring, casework, window treatments)
- **Building Envelope** (exterior walls, glazing and roofing)
- **Building Furnishings** (desks, chairs, tables)
- **Building Systems** (pool, kitchen equipment, HVAC, electrical/tech systems, plumbing)
- **Security/ Safety** (door replacement, cameras, secure entry, keys/locks, glass (shatterproof film, etc.)
- **Maintenance Vehicles/Equipment** (lifts, tractors, lawn equipment, forklift, golf carts, etc.)
- **Site** (paving, fencing, site lighting, toilet & concessions building)
- **Athletics** (athletic fields, tennis courts, dugouts, soccer locker room, press boxes, bleachers, track)

# Cost Estimates: 10-Year Capital Maintenance Plan

<b>Total for North &amp; South Campus</b>		
Year 1 (2025-2026)	\$	13,971,526
Year 2 (2026-2027)	\$	3,127,951
Year 3 (2027-2028)	\$	7,479,055
Year 4 (2028-2029)	\$	2,730,897
Year 5 (2029-2030)	\$	7,679,732
Year 6 (2030-2031)	\$	1,998,958
Year 7 (2031-2032)	\$	1,624,611
Year 8 (2032-2033)	\$	1,853,852
Year 9 (2033-2034)	\$	1,632,024
Year 10 (2034-2035)	\$	2,010,702
<b>Total for years 1-10</b>	<b>\$</b>	<b>44,109,308</b>

<b>Total for North, South, Site/Athletic Facilities, Maintenance/Equip.</b>		
Year 1 (2025-2026)	\$	16,250,591
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Year 9 (2033-2034)	\$	1,945,510
Year 10 (2034-2035)	\$	2,288,130
<b>Total for years 1-10</b>	<b>\$</b>	<b>52,950,725</b>



# Feedback for the School Board

# Input for the Board: Context

**The School Board has begun discussing next steps.**

Options being discussed vary from doing nothing to constructing a new school.

Options have **not yet been costed**.

- Cost estimates in February.
- The School Board wants your feedback on planning concepts.

Your input will help the Board narrow in on the most feasible options.

Additional input sessions will be held after costs have been estimated.

# Facilities Options: Seven Conceptual Ideas



NO WORK	MAINTAIN	RENOVATE		COMBINE		BUILD NEW
BIG IDEA 1	BIG IDEA 2	BIG IDEA 3	BIG IDEA 4	BIG IDEA 5	BIG IDEA 6	BIG IDEA 7
DO NOTHING	ADDRESS CAPITAL MAINTENANCE ONLY	RENOVATE EACH CAMPUS TO ADDRESS SOME CONCERNS	RENOVATE SPACES TO COMPLETELY ELIMINATE ALL DUPLICATION OF SPACES	TAKE SOUTH OFFLINE, RENOVATION OF CURRENT NORTH BUILDING + NEW ADDITION	TAKE NORTH OFFLINE, RENOVATION OF CURRENT SOUTH BUILDING + NEW ADDITION	BUILD A NEW SCHOOL (1-BUILDING CAMPUS)

# Facilities Options: Seven Conceptual Ideas

KEY ISSUES	NO WORK	MAINTAIN	RENOVATE		COMBINE		BUILD NEW
	BIG IDEA 1	BIG IDEA 2	BIG IDEA 3	BIG IDEA 4	BIG IDEA 5	BIG IDEA 6	BIG IDEA 7
	DO NOTHING	ADDRESS CAPITAL MAINTENANCE ONLY	RENOVATE EACH CAMPUS TO ADDRESS SOME CONCERNS	RENOVATE ALL SPACES TO COMPLETELY ELIMINATE ALL DUPLICATION OF SPACES	TAKE SOUTH OFFLINE, RENOVATION OF CURRENT NORTH BUILDING + NEW ADDITION	TAKE NORTH OFFLINE, RENOVATION OF CURRENT SOUTH BUILDING + NEW ADDITION	BUILD A NEW SCHOOL (1-BUILDING CAMPUS)
LACK OF SECURE ENTRIES / OVERALL BUILDING SAFETY	NO	NO	YES	YES	YES	YES	YES
INEFFICIENCY OF TWO SEPARATE BUILDINGS	NO	NO	NO	MAYBE OR PARTIALLY	YES	YES	YES
UNDERSIZED CLASSROOMS	NO	NO	MAYBE OR PARTIALLY	YES	YES	YES	YES
UNSAFE SPECIAL ED SPACES	NO	NO	YES	YES	YES	YES	YES
UNDERSIZED SPECIAL ED SPACES	NO	NO	YES	YES	YES	YES	YES
PICKUP/DROPOFF CONCERNS	NO	NO	MAYBE OR PARTIALLY	MAYBE OR PARTIALLY	MAYBE OR PARTIALLY	MAYBE OR PARTIALLY	YES
LACK OF BREAKOUT / COLLABORATION SPACES	NO	NO	MAYBE OR PARTIALLY	YES	YES	YES	YES
UNDERSIZED CAFETERIA, POOL, GYM, FITNESS + PE SUPPORT SPACES	NO	NO	MAYBE OR PARTIALLY	MAYBE OR PARTIALLY	MAYBE OR PARTIALLY	MAYBE OR PARTIALLY	YES
LACK OF NATURAL LIGHT	NO	NO	MAYBE OR PARTIALLY	MAYBE OR PARTIALLY	MAYBE OR PARTIALLY	MAYBE OR PARTIALLY	YES
UNDERSIZED AUDITORIUM + FINE ARTS SPACES	NO	NO	MAYBE OR PARTIALLY	MAYBE OR PARTIALLY	MAYBE OR PARTIALLY	YES	YES
OUTDATED FURNITURE	NO	YES	YES	YES	YES	YES	YES
INSUFFICIENT LARGE MEETING SPACES	NO	NO	MAYBE OR PARTIALLY	YES	YES	YES	YES
LACK OF PRIVACY FOR STUDENTS & PARENTS FOR NURSING/COUNSELING	NO	NO	YES	YES	YES	YES	YES

## Small Group Conversation

- Please take the next 15 minutes to discuss the three questions at your tables.
- Designate one person to take notes on large pad.
- Report out on a couple key points.
- Summary notes to be shared with School Board.

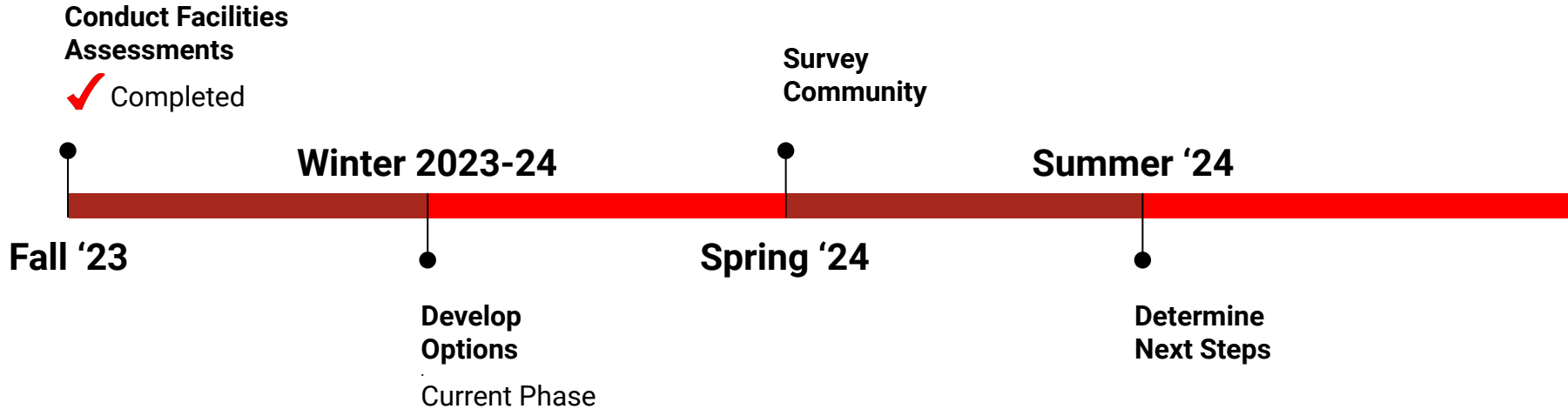


# Your Input

1. AHS could **retain its two-building organization** and engage in capital maintenance, remodeling and additions to address deficiencies.
2. Arrowhead has enough land to support a single-building school. AHS could **expand and remodel one building**, turning AHS into a **single-building school**.
3. AHS could **construct a new school** on the current site of AHS.

What is your reaction to these ideas? What is your advice to the school board members?

# Long-Range Facilities Planning Process



# Wisconsin Public School Funding

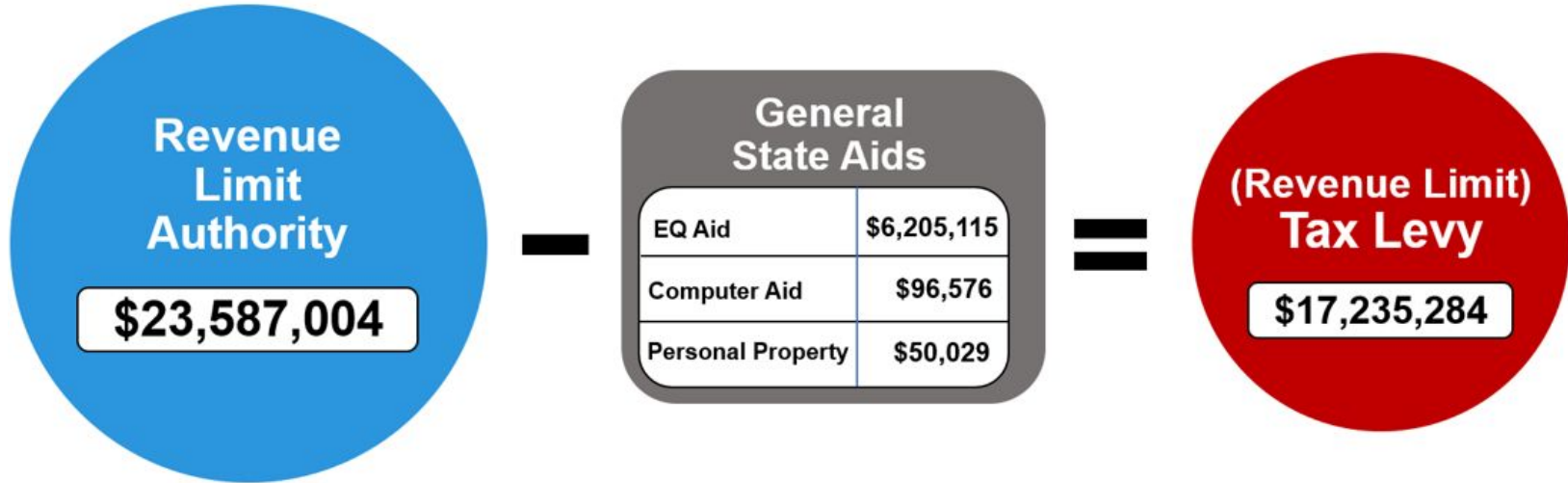
## Why we are here!





# WISCONSIN'S BASIC SCHOOL FUNDING FORMULA

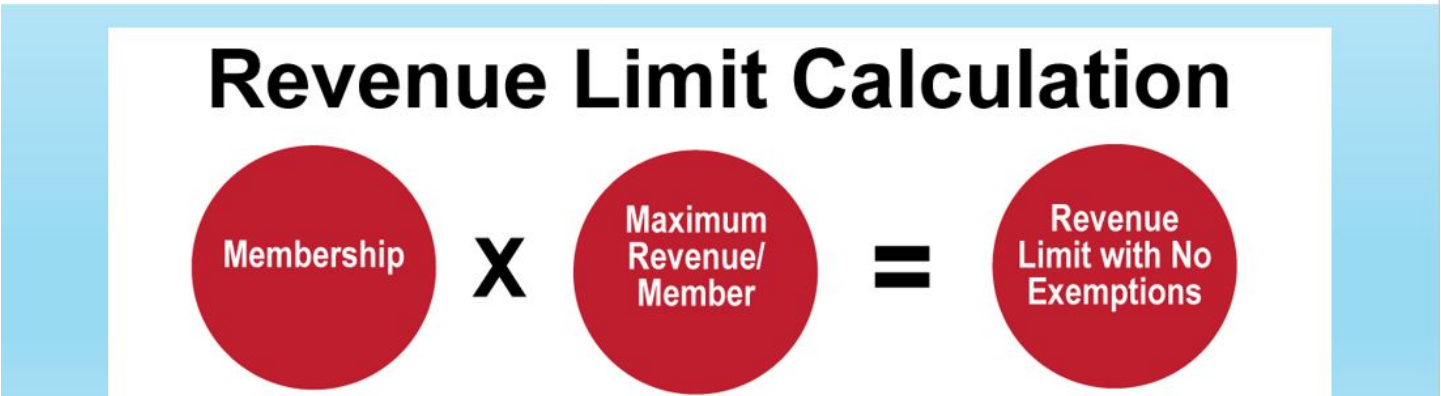
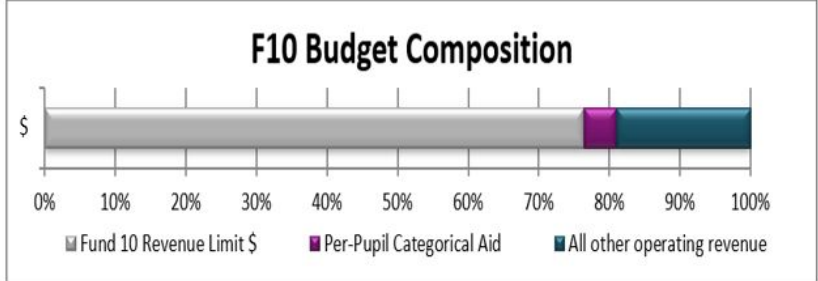
*(Using Arrowhead's 2023-2024 Budget Figures)*



# REVENUE LIMIT... and why it is important?

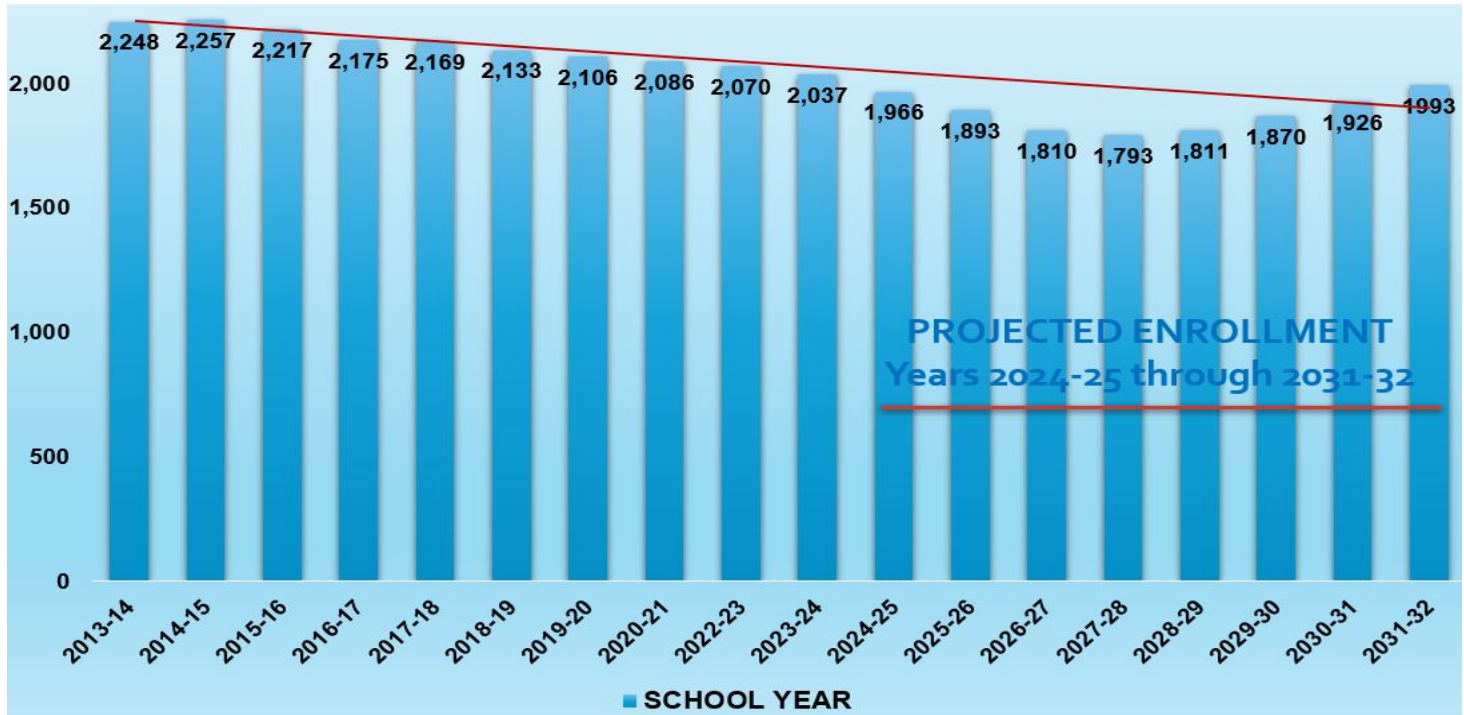
The revenue limit + per-pupil categorical aid comprises approximately 81% of the school district's 2023 - 2024 general fund operating revenue.

2023 - 2024 Fund 10 Budget	\$	%
Fund 10 Revenue Limit \$	\$23,169,914	76.4%
Per-Pupil Categorical Aid	\$1,408,440	4.6%
All other operating revenue	\$5,732,413	18.9%
<b>Total</b>	<b>\$30,310,767</b>	<b>100.0%</b>



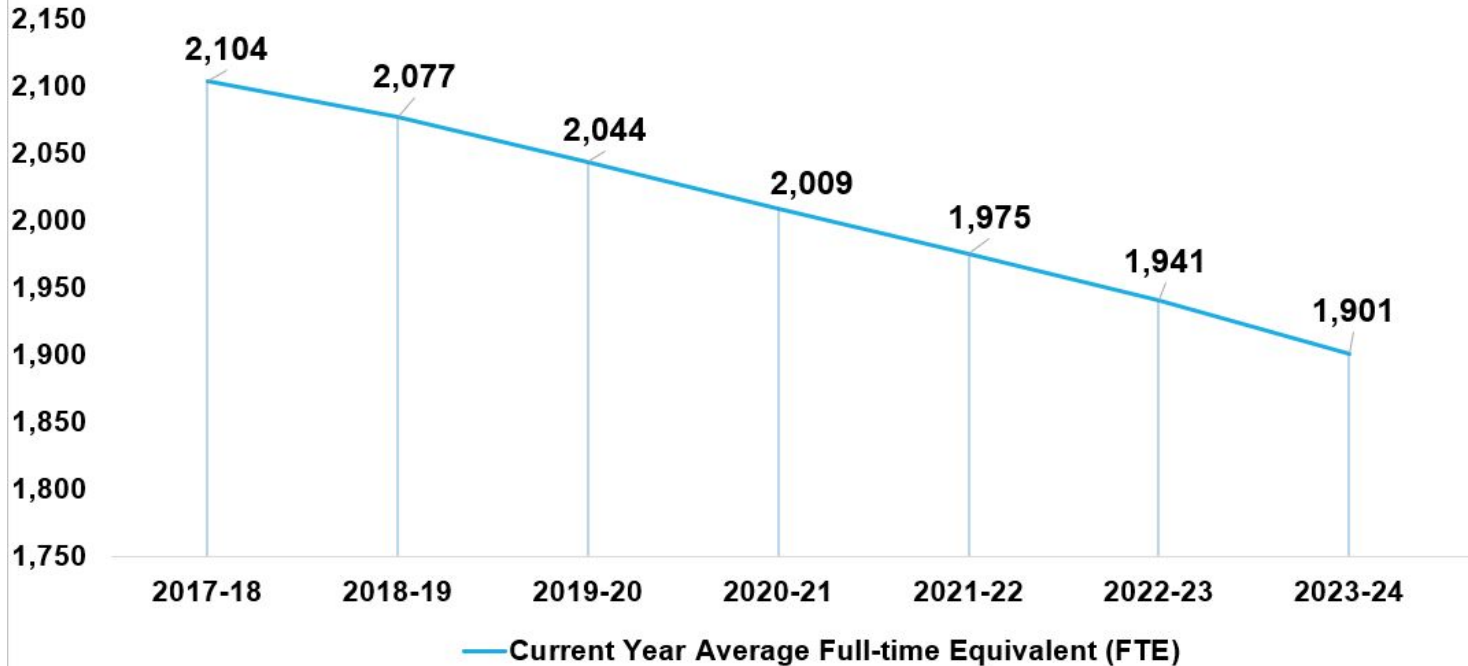


# SEPTEMBER (HEAD COUNT) PAST, CURRENT, AND PROJECTED ENROLLMENT



# REVENUE LIMIT MEMBERSHIP

## Full-time Equivalent (FTE) Resident Students





## Revenue Limit Calculation

$$\text{Membership} \times \text{Maximum Revenue/Member} = \text{Revenue Limit with No Exemptions}$$

# History of WI State Revenue Limit Adjustments to Base Revenue

Year	Per Pupil Revenue Limit Adjustment	Year	Per Pupil Revenue Limit Adjustment
1993-94	\$190.00 or CPI, whichever was greater	2007-08	\$264.12
1994-95	\$194.37 or CPI, whichever was greater	2008-09	\$274.68
1995-96	\$200.00	2009-10	\$200.00
1996-97	\$206.00	2010-11	\$200.00
1997-98	\$206.00	2011-12*	-\$528.81
1998-99	\$208.88	2012-13	\$50.00
1999-00	\$212.43	2013-14	\$75.00
2000-01	\$220.29	2014-15	\$75.00
2001-02	\$226.68	2015-16	\$0.00
2002-03	\$230.08	2016-17	\$0.00
2003-04	\$236.98	2017-18	\$0.00
2004-05	\$241.01	2018-19	\$0.00
2005-06	\$248.48	2019-20	\$175.00
2006-07	\$256.93	2020-21	\$179.00
		2021-22	\$0.00
		2022-23	\$0.00

# MAXIMUM REVENUE *(taxing authority)* COMPARISON

## Waukesha County School Districts (2022-23)

District	Max. Revenue per Student per year	Max. Revenue per Student times(x) 2,000 (Arrowhead) Students	ANNUAL Difference	Five-year Difference
Elmbrook	\$12,027	\$24,054,000	\$2,954,000	\$14,770,000
Kettle Moraine	\$11,723	\$23,446,000	\$2,346,000	\$11,730,000
New Berlin	\$11,659	\$23,318,000	\$2,218,000	\$11,090,000
Menomonee Falls	\$11,431	\$22,862,000	\$1,762,000	\$8,810,000
Hamilton	\$11,078	\$22,156,000	\$1,056,000	\$5,280,000
Pewaukee	\$10,805	\$21,610,000	\$510,000	\$2,550,000
Oconomowoc	\$10,665	\$21,330,000	\$230,000	\$1,150,000
<b>Arrowhead UHS</b>	<b>\$10,550</b>	<b>\$21,100,000</b>	<b>\$0</b>	<b>\$0</b>
Muskego	\$10,440	\$20,880,000	(\$220,000)	(\$1,100,000)
Waukesha	\$10,207	\$20,414,000	(\$686,000)	(\$3,430,000)
Mukwonago	\$10,016	\$20,032,000	(\$1,068,000)	(\$5,340,000)

# MAXIMUM REVENUE *(taxing authority)* COMPARISON

## Union High School Districts (2022-23)

### Maximum Revenue Per Student & Mill Rate (Taxing authority) Union High School Districts (2022-23)

Nicolet	\$15,811	\$5.20	Wilmot	\$12,150	\$4.79
Lakeland	\$14,769	\$1.55	Union Grove	\$11,832	\$3.08
Lake Geneva	\$13,255	\$3.12	Hartford	\$11,528	\$2.25
<u>Big Foot</u>	\$13,255	\$2.60	<u>Cntrl/Wstsha</u>	\$11,461	\$2.88
Waterford	\$13,131	\$4.15	<b>Arrowhead</b>	<b>\$10,550</b>	<b>\$2.10</b>

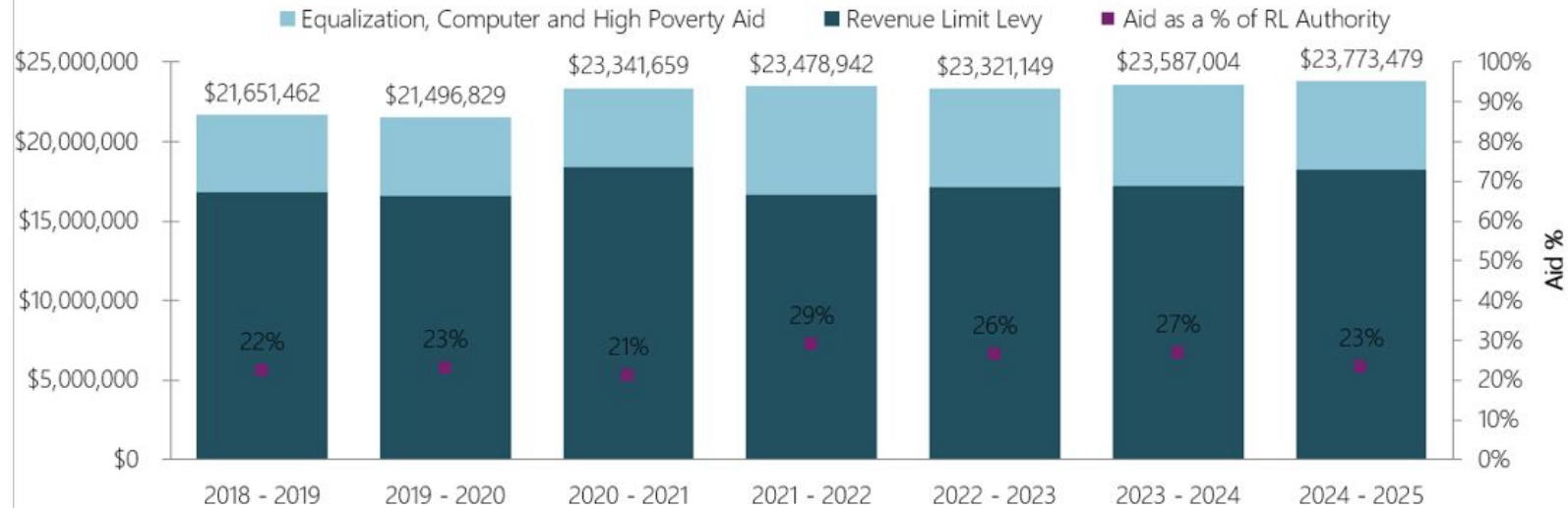
### Mill Rate Averages (2022-23)

Arrowhead	= \$2.10	WI Average	= \$7.68
UHS Average	= \$3.17	AHS & Avg. K-8 (\$3.68)	= \$5.78



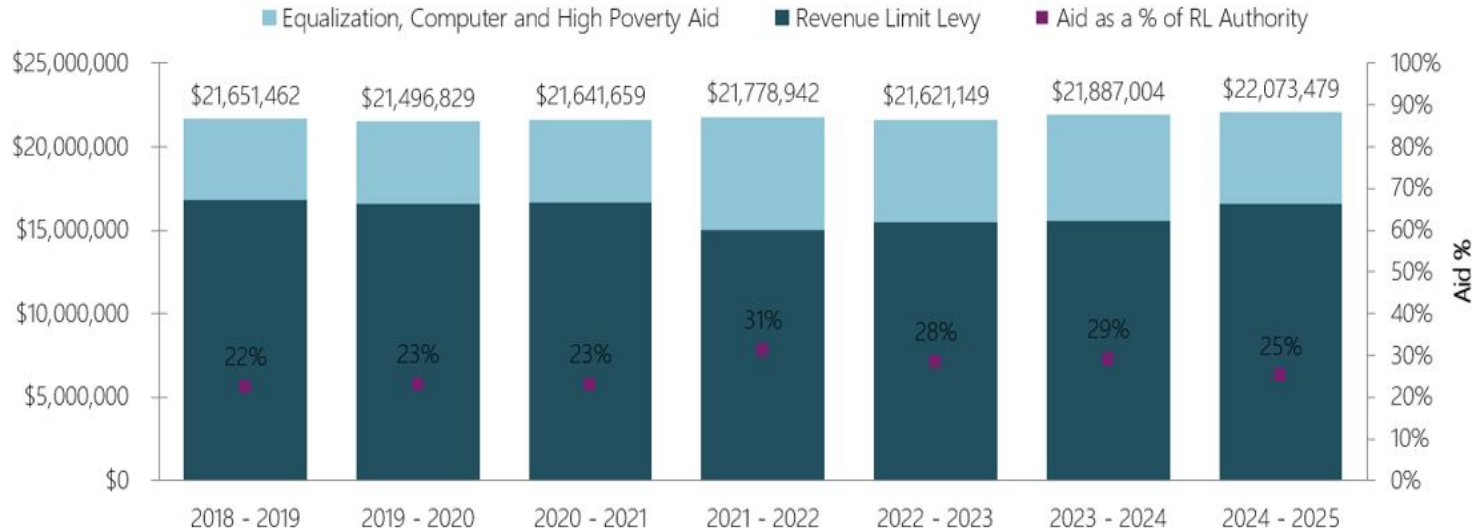
# ARROWHEAD'S REVENUE LIMIT HISTORY (with 2020 Referendum)

Revenue Limit Aid/Levy Distribution

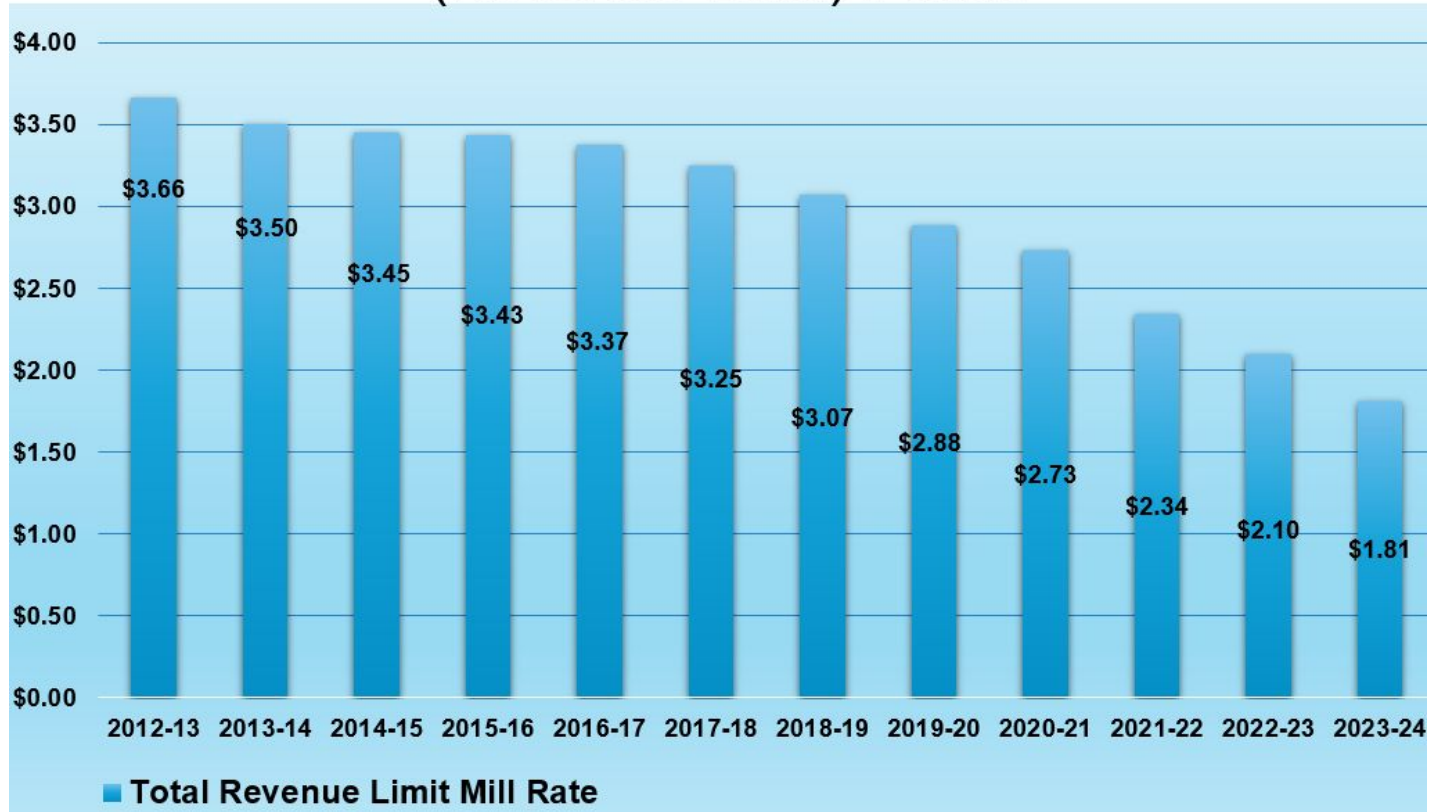


# ARROWHEAD'S REVENUE LIMIT HISTORY (without 2020 Referendum)

Revenue Limit Aid/Levy Distribution



# MILL (Tax) RATE ANALYSIS (Revenue Limit) Funds



# Next Steps

## Options & Costs: Community Input Meetings

**February 20 - 6-8 PM**

**February 29 - 6-8 PM**

*(same/repeat information at these meetings)*

# Thank You!