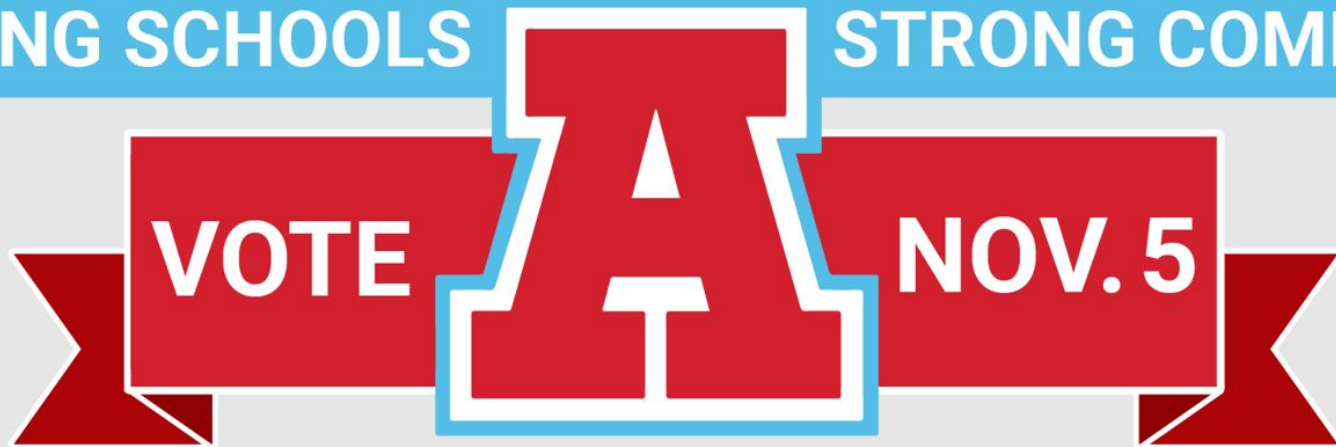


STRONG SCHOOLS

STRONG COMMUNITY



VOTE

NOV. 5

Arrowhead High School 2024 Referendum

Conrad D. Farner, Superintendent
Jeff Gross, Director of Business Services
Adam Kurth, AHS Principal

Why are we here?

- **Safety for Students & Staff** is the priority.
- **Time and failed referenda** have put our facilities at a tipping point (1955, 1969, 1999).
- **Wisconsin's school funding system requires referenda** to address significant capital & operating needs.

Why are we here?

- **Better learning** opportunities & outcomes.
- Taxpayers deserve the **most efficient use of tax dollars.**

Aging Facilities





**Deteriorating
Pavement is
evident in
every parking
lot.**

Aging Facilities



**Deteriorating
ceilings are
evident in gyms.**

**The
“mushroom”
photo**

Aging Facilities



Aging Facilities



Aging Facilities

Deteriorating
Physical
Education
Support Spaces



Deteriorating Pool

Aging Facilities





Aging & Failing Systems





By the way...

- **Football Stadium**
- **Scoreboard**
- **Hockey Rink**
- **2 Locker Rooms**

None of these were at taxpayer expense.
None of these impact safety or learning.



Challenges with a 2-Building Campus

- **Safety and Security**
 - travel between campuses
 - multiple access points - unmonitored
- **Communication**
 - emergency situations
 - collaborative work
- **Incredible inefficiencies in staff and equipment**
 - two main offices, two cafeterias, two libraries
 - duplicate equipment/spaces (tech ed, music, art)
 - estimated \$1 million in annual redundancies

Challenges with a 2-Building Campus

- **Scheduling/Learning**
 - 8 minute passing times
 - students/staff traveling between buildings
- **Behavior Modeling**
 - upperclassmen should be seen modeling appropriate social and academic behavior
- **Inconsistency**
 - disjointed connections
 - relationships with counselors & staff over 2 years

Why are we here?

WI School Funding Requires Referenda.

STRONG SCHOOLS

STRONG COMMUNITY


VOTE



NOV. 5

Arrowhead High School 2024 Referendum

Why are we here?

- In 1993, WI's Legislature instituted a limit on the revenue (state aid + property tax) a school district is provided each year (*The Revenue Limit*).
- The initial limit was arbitrarily  set at the amount each school district spent (*per student*) in 1992-93; it therefore varies widely across the state.
- The Revenue Limit was conveyed as a temporary property tax “fix,” and became permanent 2 years later.
- For 30+ years, the amount of funding public school districts are provided is limited/capped by this law.

MAXIMUM REVENUE LIMIT COMPARISON

Waukesha County School Districts (2023-24)

District	Max. Revenue per Student per year	Max. Revenue per Student times(x) 2,000 (Arrowhead) Students	ANNUAL Difference	Five-year Difference
Kettle Moraine	\$12,708	\$25,416,000	\$3,416,000	\$17,080,000
Elmbrook	\$12,532	\$25,064,000	\$3,064,000	\$15,320,000
New Berlin	\$11,984	\$23,968,000	\$1,968,000	\$9,840,000
Menomonee Falls	\$11,756	\$23,512,000	\$1,512,000	\$7,560,000
Hamilton	\$11,410	\$22,820,000	\$820,000	\$4,100,000
Pewaukee	\$11,130	\$22,260,000	\$260,000	\$1,300,000
Oconomowoc	\$11,037	\$22,074,000	\$74,000	\$370,000
Muskego	\$11,000	\$22,000,000	\$0	\$0
Waukesha	\$11,000	\$22,000,000	\$0	\$0
Mukwonago	\$11,000	\$22,000,000	\$0	\$0
Arrowhead UHS	\$11,000	\$22,000,000	\$0	\$0

MAXIMUM REVENUE LIMIT COMPARISON

Wisconsin Union High School (UHS) Districts (2023-24)

District	Max. Revenue per Student per year	Max. Revenue per Student times(x) 2,000 (Arrowhead) Students	ANNUAL Difference	Five-year Difference
Nicolet	\$16,162	\$32,324,000	\$10,324,000	\$51,620,000
Lakeland	\$15,260	\$30,520,000	\$8,520,000	\$42,600,000
Lake Geneva	\$13,781	\$27,562,000	\$5,562,000	\$27,810,000
Bigfoot	\$13,583	\$27,166,000	\$5,166,000	\$25,830,000
Waterford	\$13,554	\$27,108,000	\$5,108,000	\$25,540,000
Wilmot	\$12,594	\$25,188,000	\$3,188,000	\$15,940,000
Union Grove	\$12,157	\$24,314,000	\$2,314,000	\$11,570,000
Central/Westosha	\$11,868	\$23,736,000	\$1,736,000	\$8,680,000
Hartford	\$11,853	\$23,706,000	\$1,706,000	\$8,530,000
Arrowhead	\$11,000	\$22,000,000	\$0	\$0

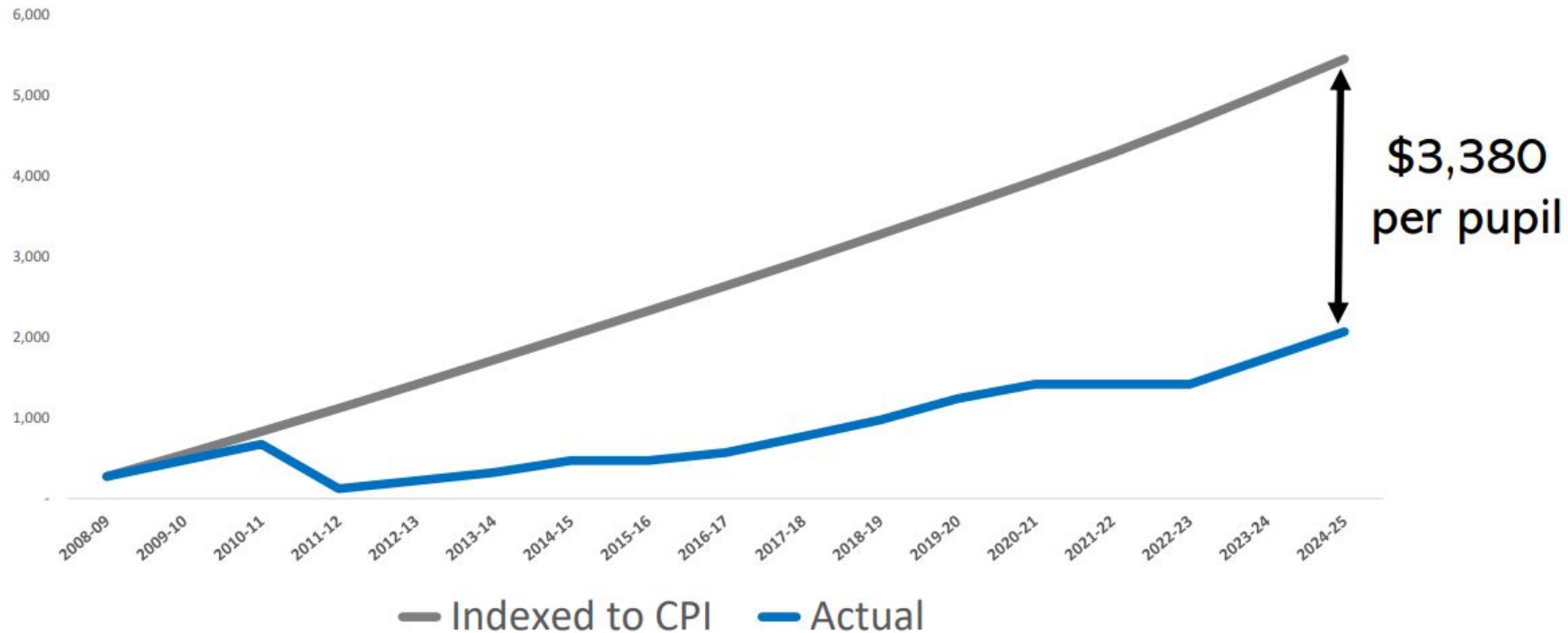


Why are we here?

In 2008, Wisconsin's Legislature **stopped adjusting school funding to keep up with inflation.**

The chart on the next slide shows the impact.

General school district revenues per pupil lag inflation by more than \$3,300 since 2009



Where does AHS rank on *spending* per student?

Arrowhead ranks 366 out of 420 districts at \$15,012 Total District Cost (TDC) per resident student. Arrowhead is \$2,170 below the State Average TDC per resident student of \$17,182 (*remember high schools cost more to operate*).

1	2022-23 School District Annual Report Data				Districts TDC > Arrowhead			365	87%
2	State Cost Per Member = \$17,182				Arrowhead			1	420
3				Districts TDC < Arrowhead			54	13%	
4	District	Total Current Ed. Cost per member	Transport. Cost per member	Facility Cost per member	Total Ed. Cost per member	Food & Comm. Serv. per member	Total District Cost per member	2022-23 RESIDENT ENROLLMENT	
366	Elmbrook	\$12,780	\$654	\$1,082	\$14,516	\$550	\$15,066	7,967	
367	Shawano	\$12,306	\$557	\$1,033	\$13,896	\$1,158	\$15,054	2,389	
368	Mondovi	\$12,299	\$573	\$1,411	\$14,283	\$745	\$15,028	965	
369	Durand	\$11,696	\$1,071	\$1,639	\$14,406	\$610	\$15,016	998	
370	Arrowhead UHS	\$13,194	\$598	\$749	\$14,542	\$469	\$15,012	1,975	
371	Oconomowoc Area	\$12,563	\$502	\$1,335	\$14,400	\$581	\$14,980	5,489	

Arrowhead *Spending* Compared to Other Union HS Districts

1	2022-23 School District Annual Report Data			Districts TDC > Arrowhead			365	87%
2	State Cost Per Member = \$17,182				Arrowhead		1	420
3				Districts TDC < Arrowhead			54	13%
4	District	Total Current Ed. Cost per member	Transport. Cost per member	Facility Cost per member	Total Ed. Cost per member	Food & Comm. Serv. per member	Total District Cost per member	2022-23 RESIDENT ENROLLMENT
5	Nicolet UHS	\$19,413	\$846	\$6,372	\$26,631	\$1,450	\$28,081	1,098
6	Lakeland UHS	\$21,004	\$1,552	\$2,566	\$25,121	\$820	\$25,941	722
7	Big Foot UHS	\$15,899	\$927	\$6,144	\$22,970	\$2,461	\$25,431	477
8	Wilmot UHS	\$16,359	\$558	\$4,285	\$21,202	\$745	\$21,947	959
9	Waterford UHS	\$16,692	\$520	\$2,448	\$19,661	\$963	\$20,625	978
10	Union Grove UHS	\$14,499	\$712	\$2,623	\$17,834	\$863	\$18,697	711
11	Lake Geneva-Genoa UHS	\$15,289	\$754	\$787	\$16,829	\$1,213	\$18,042	1,295
12	Central/Westosha UHS	\$13,073	\$541	\$2,430	\$16,044	\$686	\$16,729	1,143
13	Hartford UHS	\$13,822	\$676	\$870	\$15,367	\$817	\$16,185	1,465
14	Arrowhead UHS	\$13,194	\$598	\$749	\$14,542	\$469	\$15,012	1,975



**The links below are to state reports
on school district costs.**

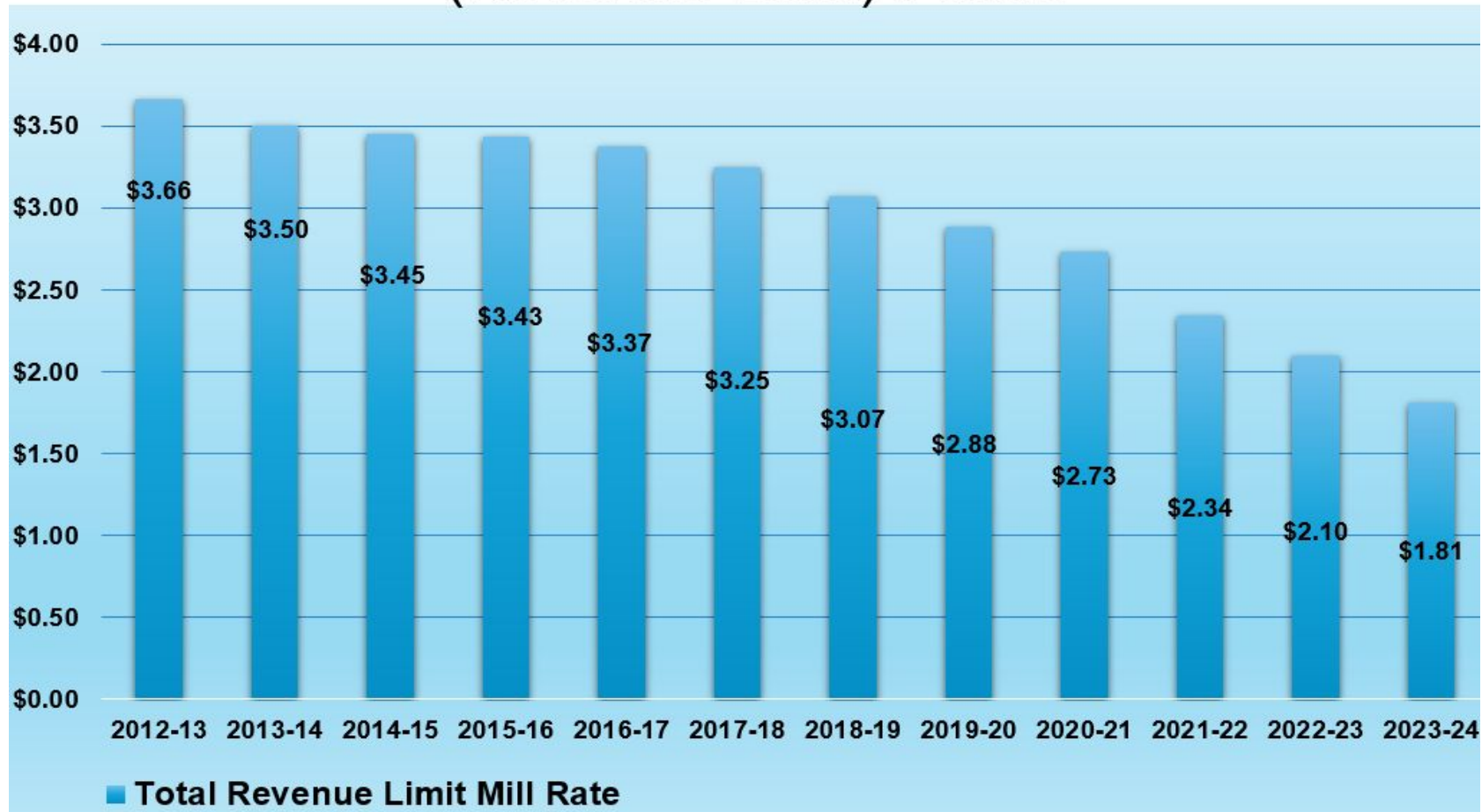
Arrowhead is one of the lowest spending districts in the state.

Total District Cost Per Member 2023-24

https://docs.google.com/spreadsheets/d/1CKwSRFBXTDbXNn6aH8F3kb_gK7DobeXGbB9SokJE6vvQ/edit?gid=1145061473#gid=1145061473

MILL (Tax) RATE ANALYSIS

(Revenue Limit) Funds





**Passed
referenda in
April, 2024 so
tax rates will
increase.**

**Referendum on
November 5
ballot**



2023-24	Combined TOTAL
	Gr. 4K-12
<u>Waukesha County Districts</u>	<u>Tax (Mill) Rate</u>
Kettle Moraine	7.22
Menomonee Falls	6.91
Hamilton	6.91
Pewaukee	6.85
Elmbrook	6.50
Mukwonago	6.20
Oconomowoc	6.09
Muskego	5.99
New Berlin	5.87
Waukesha	5.64
***Arrowhead HS + Average 4K-8	5.18



Arrowhead is one of the:

- lowest funded,
- lowest spending,
- lowest taxing,
- most cost-effective districts
in the state.

Why are we here?

***“State legislators have told school districts,
“If you need more funds, ask your taxpayers.”***

That is what districts across the state are doing.

- ***82.4% of districts have asked their communities to pass operational referendums since 2000***
 - ***(347 districts have asked 1,345 questions).***
- ***59% of districts in the past two years.***
- ***29% of districts have questions on Nov. 5.***

Why are we here?

WI Public school districts are depending on local referenda!

- ***194 districts have put forth at least 3 referenda.***
- ***42 districts have put forth 4 referenda.***
- ***35 districts have put forth 5 referenda.***
- ***30 districts have put forth 6 referenda.***
- ***18 districts have put forth 7 referenda.***

[Custom Referenda Reporting](#)

Why are we here?

WI Public school districts are depending on local referenda!

- ***14 districts have put forth 8 referenda.***
- ***8 districts have put forth 9 referenda.***
- ***7 districts have put forth 10 referenda.***
- ***3 districts have put forth 11 referenda.***
- ***2 districts have put forth 12 referenda.***

[Custom Referenda Reporting](#)

Why are we here?

WI Public school districts are depending on local referenda!

- ***2 districts have put forth 13 referenda.***
- ***1 district has put forth 15 referenda.***
- ***1 district has put forth 16 referenda.***
- ***1 district has put forth 20 referenda.***

*Southeast Wisconsin Referendums Passed Since 2000

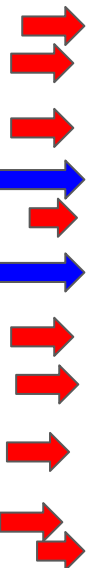
Source: Wisconsin Department of Public Instruction

District	Number Passed	Cumulative Funding Received to Date- Debt, Nonrecurring, & Recurring Referendums	Recurring Revenue Authority, to Date, (each year forever)	District	Number Passed	Cumulative Funding Received to Date- Debt, Nonrecurring, & Recurring Referendums	Recurring Revenue Authority, to Date, (each year forever)
Milwaukee	2	\$339,000,000	\$87,000,000 (since 2023)	South Milwaukee	3	\$61,605,000	\$9,625,000 (since 2023)
Waukesha	5	\$317,200,000	4,900,000 (since 2002)	Menomonee Falls	3	\$56,250,000	0
Racine	11	\$195,935,000	0	Brown Deer	5	\$55,960,000	0
Kenosha	6	\$162,053,000	\$2,427,000 (since 2010)	Greenfield	6	\$53,520,000	0
Oconomowoc	4	\$153,000,000	0	Port Wash-Sauk.	3	\$52,025,000	0
Muskego-Norway	5	\$148,685,700	\$1,156,700 (since 2003)	St Francis	3	\$47,100,000	0
Wauwatosa	1	\$124,900,000	0	Maple Dale-Indian Hills	4	\$32,290,000	0
Pewaukee	5	\$114,450,000	\$450,000 (since 2002)	Cudahy	6	\$28,360,000	0
Sussex Hamilton	6	\$111,100,000	\$1,500,000 (since 2019); \$7,600,000 (since 2024)	Hartland-Lakeside	3	\$23,009,000	\$598,000 (since 2001)
Nicolet UHS	4	\$110,950,000	0	Whitefish Bay	2	\$22,600,000	0
Kettle Moraine	4	\$96,667,000	\$485,000 (since 2001); \$7,000,000 (since 2020)	Whitnall	1	\$16,160,000	0
Shorewood	6	\$94,870,000	\$275,000 (since 2019)	Glendale-River Hills	4	\$15,790,000	0
Germantown	3	\$88,100,000	0	Northern Ozaukee	1	\$14,950,000	0
Cedarburg	4	\$81,800,000	0	Swallow	3	\$14,200,000	\$100,000 (since 2000)
Fox Point J2	6	\$81,655,000	0	West Allis	1	\$12,000,000	0
Elmbrook	2	\$80,090,000	0	Lake Country	1	\$9,500,000	
Franklin	3	\$76,300,000	0	Arrowhead UHS	1	\$8,500,000	0
Mukwonago	4	\$75,350,000	0	New Berlin	1	\$8,500,000	0
Mequon-Thiensville	2	\$73,900,000	0	Merton Community	2	\$7,060,000	0
Grafton	4	\$67,670,000	0	Stone Bank	1	\$2,500,000	0
Greendale	5	\$65,915,000	0	North Lake	1	\$2,260,000	0
All Arrowhead Area	12	\$67,029,000					

*These numbers are not adjusted for inflation; construction costs have increased significantly since the early 2000s.

147 passed.

Hamilton & Kettle Moraine passed recurring operational referendums so they have \$7 million or more in revenue forever.



Arrowhead's Facilities are falling behind.

Our closest competitors recently addressed operations and/or renovated buildings:

- Oconomowoc - 2023 & 2016
- Hamilton - *2024 & 2018
- Germantown - 2016
- Pewaukee - 2024 & 2018
- Kettle Moraine - *2020, 2014, 2001

* \$7M+/year Recurring Operational Referenda



Oconomowoc HS

Competing districts are passing referenda:

- Mukwonago - 2016
- Muskego - 2022 & 2016
- Cedarburg - 2019
- Nicolet - 2022
- Mequon-Thiensville - 2020

Arrowhead's Facilities are falling behind.



Kettle Moraine High School

Arrowhead Cafeteria vs. Cedarburg Multi-Purpose Space



Undersized AHS



New open multipurpose cafeteria

Arrowhead Theater vs. Verona Theater



Undersized Theater - AHS



Appropriately Sized Theater - Verona HS

AHS Classrooms vs. Cedarburg Learning Spaces



AHS Classrooms vs. Cedarburg Learning Spaces



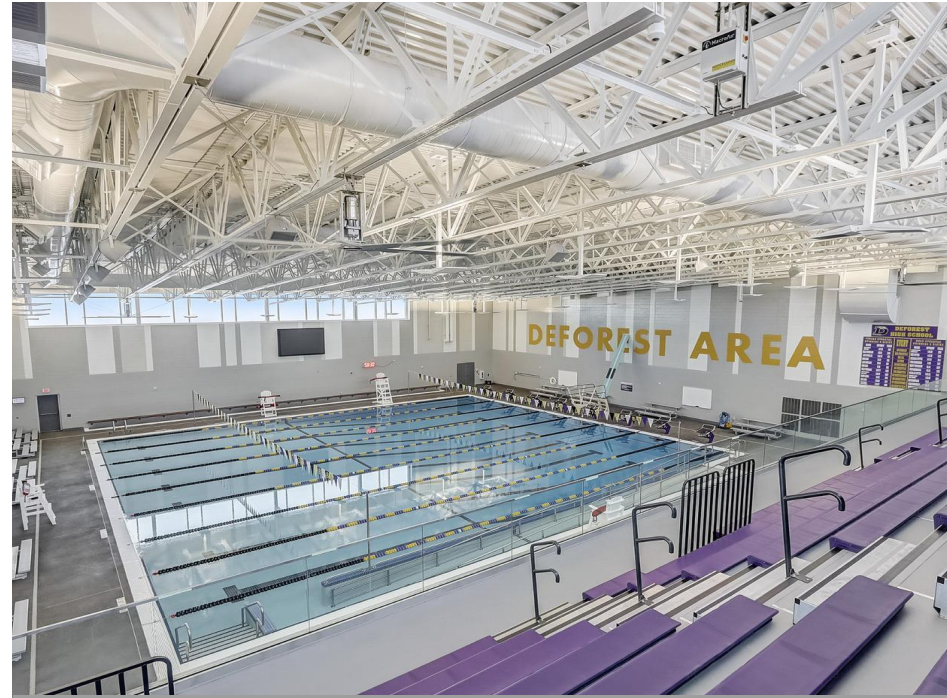
Cedarburg Learning Spaces



Arrowhead Pool vs. DeForest Pool



Undersized Pool - AHS



Appropriately-Sized Pool - DeForest HS

Arrowhead Space vs. Franklin Collaborative Space



Lack of Collaboration Space - AHS



Collaboration Space - Franklin HS

Natural Light Access - Arrowhead vs. Monona Grove

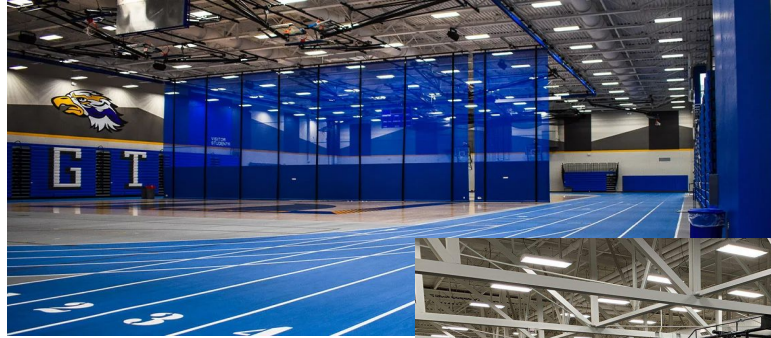


Lack of Natural Light & Limited Sight - AHS



Transparency and Light - Monona Grove

Gym Facilities - Arrowhead vs. So Many Others



Safe/Secure Entrances - Arrowhead vs. Others





Verona Comparison \$185 million in 2018

40% increase in construction costs = \$250 million + today
Construction costs only go up...





Will Arrowhead Compete?

According to the US News Ranking of High Schools, in 2015 Arrowhead ranked #4 in the state.

In 2022, Arrowhead ranked #15.

This is the wrong trend that correlates to our decreasing enrollment and deteriorating facilities.

Year	State
2015	4
2016	7
2017	8
2018	6
2019	12
2020	13
2021	13
2022	15

The Declining Enrollment Spiral



- When a school's facilities are not attractive, families enroll students elsewhere.
- Declining enrollment = cuts to programs & staff, difficulty attracting quality staff, less competitive extra-curricular programs.
- Those cuts mean even fewer students enroll which contributes to more reductions.
- When districts do not draw students, the spiral leads to far less attractive schools and decreasing property values.



Why are we here?

For over 3 decades, school administrators and school board members have asked state legislators to address school funding. Their response...

If you need more funds, ask your taxpayers.

So we surveyed the community...



How did we get here?

Eppstein Uhen Architects (EUA) was chosen through a competitive and public bid process. The Board solicited proposals from seven firms, interviewed two finalists, and selected EUA based on their multi-disciplinary expertise, K-12 planning and project experience, knowledge of our campus, and their fee proposal for both pre-referendum and post-referendum services.

VJS Construction was also selected through a competitive RFP process that included reviewing and scoring responses from five firms. Three of the five firms were interviewed, with VJS being selected as the construction manager to manage the project.

All trade work required to build the project will be competitively bid after the project design is complete. The \$261.2M is an estimate and a not-to-exceed number.

The construction will be divided into multiple phases, covering masonry, concrete, paint, drywall, mechanical, plumbing, electrical, casework, and flooring so local subcontractors can bid as interested throughout the entire project.



Community Survey Results

- ❑ The \$261.2 million proposal for an all new school, new pool and new auditorium garnered **43.2%** support.
- ❑ The \$214.5 million option for a new school without a new pool or new auditorium generated **44.1%** support.
- ❑ The \$172.2 million option to renovate and add on to one existing building generated **43.9%** support.

<https://www.arrowheadschoools.org/facilities/2024AHSCommunitySurveyReport.pdf>

Community Survey Results

	Parent Weight		Parent % No		Weighted Parent % No		Non-Parent Weight		Non-Parent % No		Weighted Non-Parent % No		Total Weighted No %
\$261.2 million	30%	x	23%	=	6.9%	+	70%	x	57%	=	39.9%	=	46.80%
\$214.5 million	30%	x	21%	=	6.3%	+	70%	x	55%	=	38.5%	=	44.80%
\$172.2 million	30%	x	22%	=	6.6%	+	70%	x	49%	=	34.3%	=	40.90%
	Parent Weight		Parent % Yes		Weighted Parent % Yes		Non-Parent Weight		Non-Parent % Yes		Weighted Non-Parent % Yes		Total Weighted Yes %
\$261.2 million	30%	x	67%	=	20.1%	+	70%	x	33%	=	23.1%	=	43.20%
\$214.5 million	30%	x	70%	=	21.0%	+	70%	x	33%	=	23.1%	=	44.10%
\$172.2 million	30%	x	67%	=	20.1%	+	70%	x	34%	=	23.8%	=	43.90%
					Total Weighted No %		Total Weighted Yes %		Total Weighted Yes & No		Undecided		Total %
	\$261.2 million				46.8%	+	43.2%	=	90.0%	+	10%	=	100%
	\$214.5 million				44.8%	+	44.1%	=	88.9%	+	11%	=	100%
	\$172.2 million				40.9%	+	43.9%	=	84.8%	+	15%	=	100%

Community Survey Results

- ☐ The community also indicated strong support for a new or renovated pool (**63.5%**).
- ☐ Support for a new auditorium was at **52.5%**.
- ☐ The community did **not** support investing \$153.2 million to renovate both current buildings (**37.1%**).

Referenda Questions

Question 1 - OPERATIONAL

- **\$1.9 Million for four years to support operational needs?**
= \$0.02 tax/mill rate or \$2 per \$100,000 property value

Question 2 - NEW CONSTRUCTION

- **\$261.2 million for a new facility?**
= \$1.91 tax/mill rate or \$191 per \$100,000 property value
(20 year max tax impact)

Rough Possible Layout

STRONG SCHOOLS

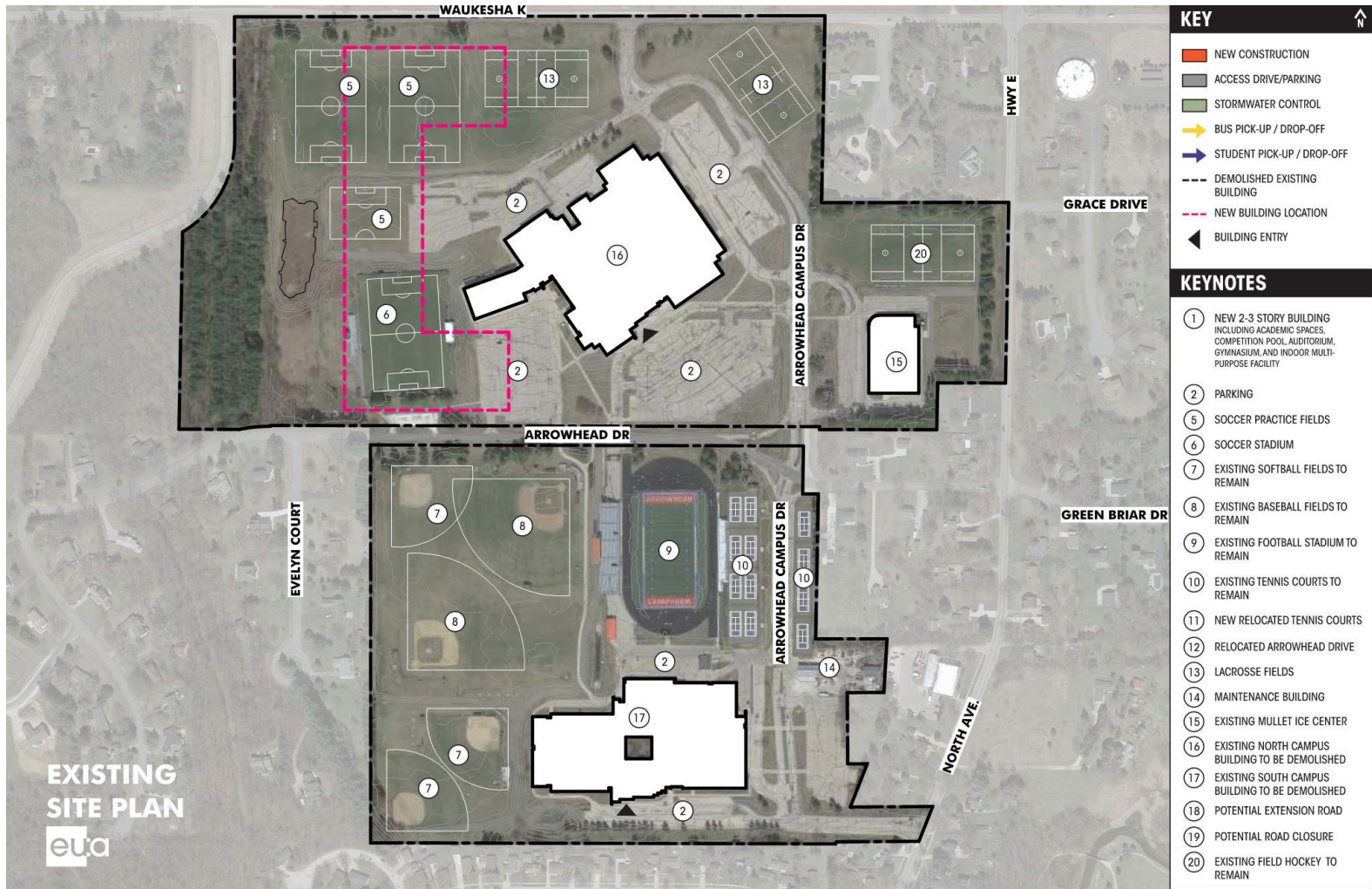
STRONG COMMUNITY

VOTE



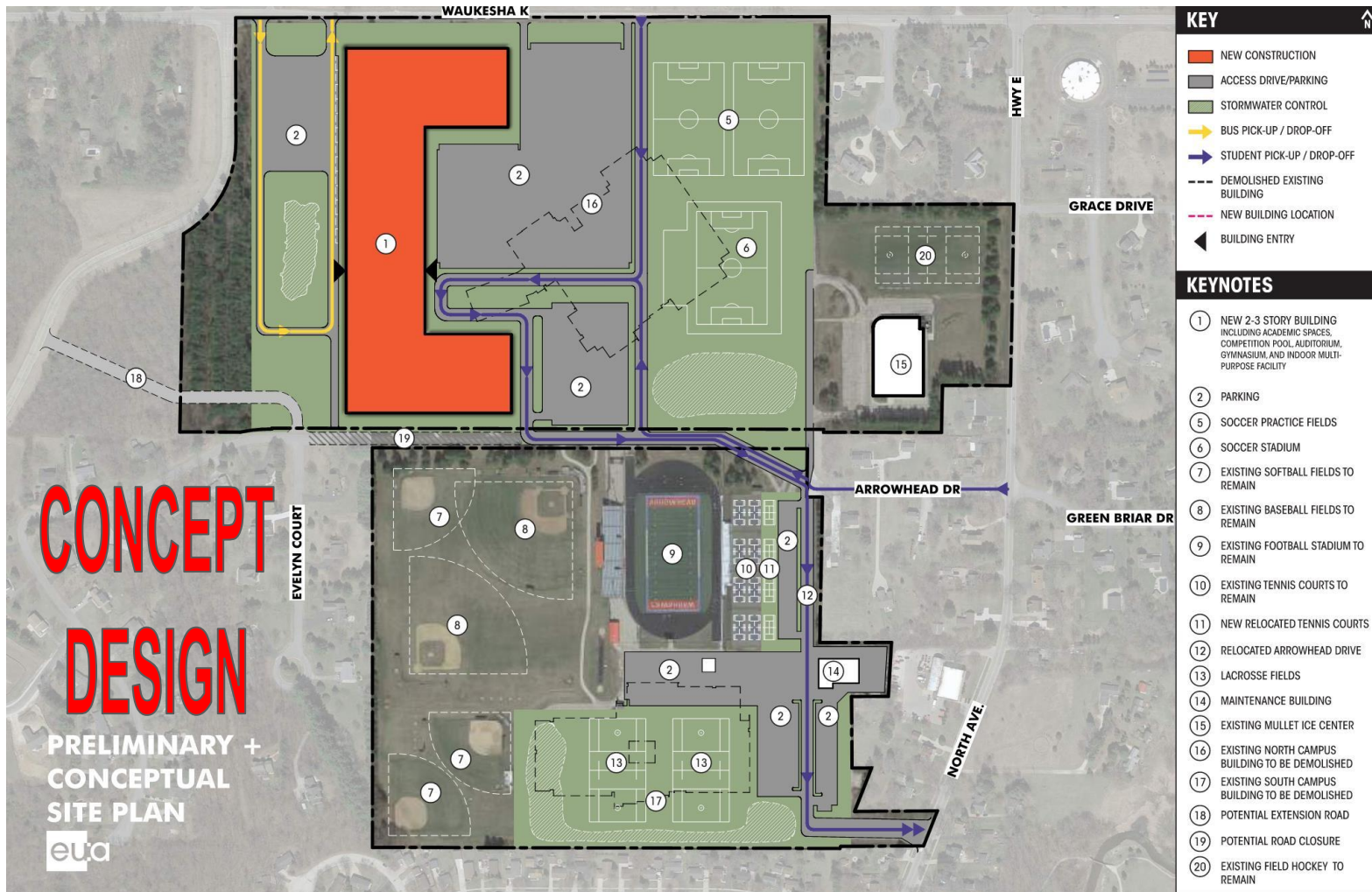
NOV. 5

Arrowhead High School 2024 Referendum



CONCEPT DESIGN

PRELIMINARY +
CONCEPTUAL
SITE PLAN



What is included?



- modern safety & security measures
- intentionally designed classrooms and learning spaces
- breakout learning spaces
- Modern and flexible STEAM space (Science, Technology Engineering, Art, Math)
- natural light to 90%+ learning spaces
- modernized instructional technology
- 1200+ seat multi-use Cafeteria/Commons/Study Hall
- 1000+ seat performing arts classroom/auditorium with pit and back of stage
- safer traffic flow
- fieldhouse for physical education with indoor track
- indoor multipurpose facility
- replicated, new, or improved outdoor athletic facilities
- competition pool with dive well
- designed to maximize community availability and use

Impact on LEARNING

Modernized spaces provide flexible grouping and active learning opportunities.

Access to natural light, modern/comfortable/versatile learning environments positively impact student culture and outcomes.

Versatile spaces help take learning from “sit and get” to active analysis, synthesis & application.



Advantages to a New Facility

- **Improved Security (#1 Goal)**
- **Better Learning Opportunities**
 - little disruption to instruction
- **Greater Community Access**
- **Best Return on the Investment**
 - greater operational efficiency
 - greater energy efficiency
 - never a more affordable time to build

What if my kids are already out of high school?

STRONG SCHOOLS

STRONG COMMUNITY

VOTE



NOV. 5

Arrowhead High School 2024 Referendum



Return on the Investment

Attendees at an early presentation asked if there was any data to support property values increasing due to having a new high school facility. The studies on the following slides are what we found. We make no claim that these studies apply directly to Arrowhead's circumstances, nor do we consider the studies as guaranteeing an increase in property values. These are the best examples of research we could find at the request of citizens.



Return on the Investment

“Housing prices, while exhibiting largely insignificant changes while construction is ongoing, increase by nearly **9%** during the period in which construction is slowing and buildings are becoming occupied.”

Impacts of New School Facility Construction: An Analysis of a State-Financed Capital Subsidy Program in Ohio

Michael Conlin, Michigan State University and Paul N. Thompson, Michigan State University

<https://ntanet.org/wp-content/uploads/proceedings/2015/021-conlin-differentia-l-impacts-local-tax-referenda.pdf>



Return on the Investment

“After the [bond] election, house prices gradually increase in districts that approve a bond measure, reaching a **7% higher** level 9 years post election...this indicates that household value increases in school capital spending more than the additional local taxes they are asked to contribute.”

Effectiveness and Efficiency of School Capital Investments Across the U.S.

Barbara Biasi, Yale School of Management; Julien Lafortune, Public Policy Institute of California; David Schonholzer, University of Stockholm

https://www.barbarabiasi.com/uploads/1/0/1/2/101280322/bilaschon_2023.pdf



Return on the Investment

“The estimated total effect of [school] construction – the sum of the score gains at each project phase – is **9.6%**”

The effect of school construction on test scores, school enrollment, and home prices.

Christopher A. Neilson, Yale University Department of Economics; Seth D. Zimmerman, Yale University Department of Economics

https://christopherneilson.github.io/work/documents/NZ_JPubE_2014.pdf



Return on the Investment

“Capitalization occurs somewhat gradually upon completion, with nearly all of the effect coming in the first two years after school completion, before stabilizing after three or more years. Three or more years after the new school construction, house prices in the new school attendance areas were **7% higher.**”

The Impact of School Facility Investments on Students and Homeowners: Evidence from Los Angeles

Julien Lafortune, Public Policy Institute of California; David Schönholzer; University of Stockholm

<https://www.aeaweb.org/content/file?id=14772>



Return on the Investment

“The estimates indicate that the TOT [treatment-on-treated] effect of bond approval in year t is to increase average prices by **2.8%–3.0%** that year, **3.6%–4.1%** in year $t + 1$, **4.2%–8.6%** in years $t + 2$ through $t + 5$, and **6.7%–10.1%** in $t + 6$.”

The value of school facility investments: evidence from a dynamic regression discontinuity design.

Stephanie Riegg Cellini; Fernando Ferreira; Jesse Rothstein.

<https://real-faculty.wharton.upenn.edu/wp-content/uploads/~fferreir/document/s/qjec.2010.125.1.pdf>



Takeaways

- **Arrowhead's facilities are aging and have fallen behind those of neighboring districts.**
- **The quality of the facilities impacts the identity of any high school...and the community.**



Summary

- **AHS buildings are deteriorating and require expensive maintenance.**
- **Safety, better learning & the best use of tax dollars are priorities.**
- **State funding is insufficient; referendum is the only option.**
- **Current facilities are behind area districts.**

What does the community want Arrowhead's identity to be?

STRONG SCHOOLS

STRONG COMMUNITY

VOTE



NOV. 5

Arrowhead High School 2024 Referendum