



**Falls
Schools**
COMPREHENSIVE
FACILITY PLAN
2015



Table of Contents

Page 1	Mission, strategic planning, and district scorecard
Page 2	Points of pride
Page 3	Comprehensive facility planning
Page 5	Our village & our schools: Our past
Page 7	Our village & our schools: Our present
Page 12	Our village & our schools: Our future
Page 15	2016 Referendum planning process
Page 16	APPENDIX Cover
APPENDIX – Page 1	Referendum scenarios and property tax impact



In partnership with family and community, the School District of Menomonee Falls provides the best personalized and comprehensive education so our students will be prepared for, and positively contribute to, a profoundly different future.

Working Document: School District of Menomonee Falls Comprehensive Long-range Facility Plan

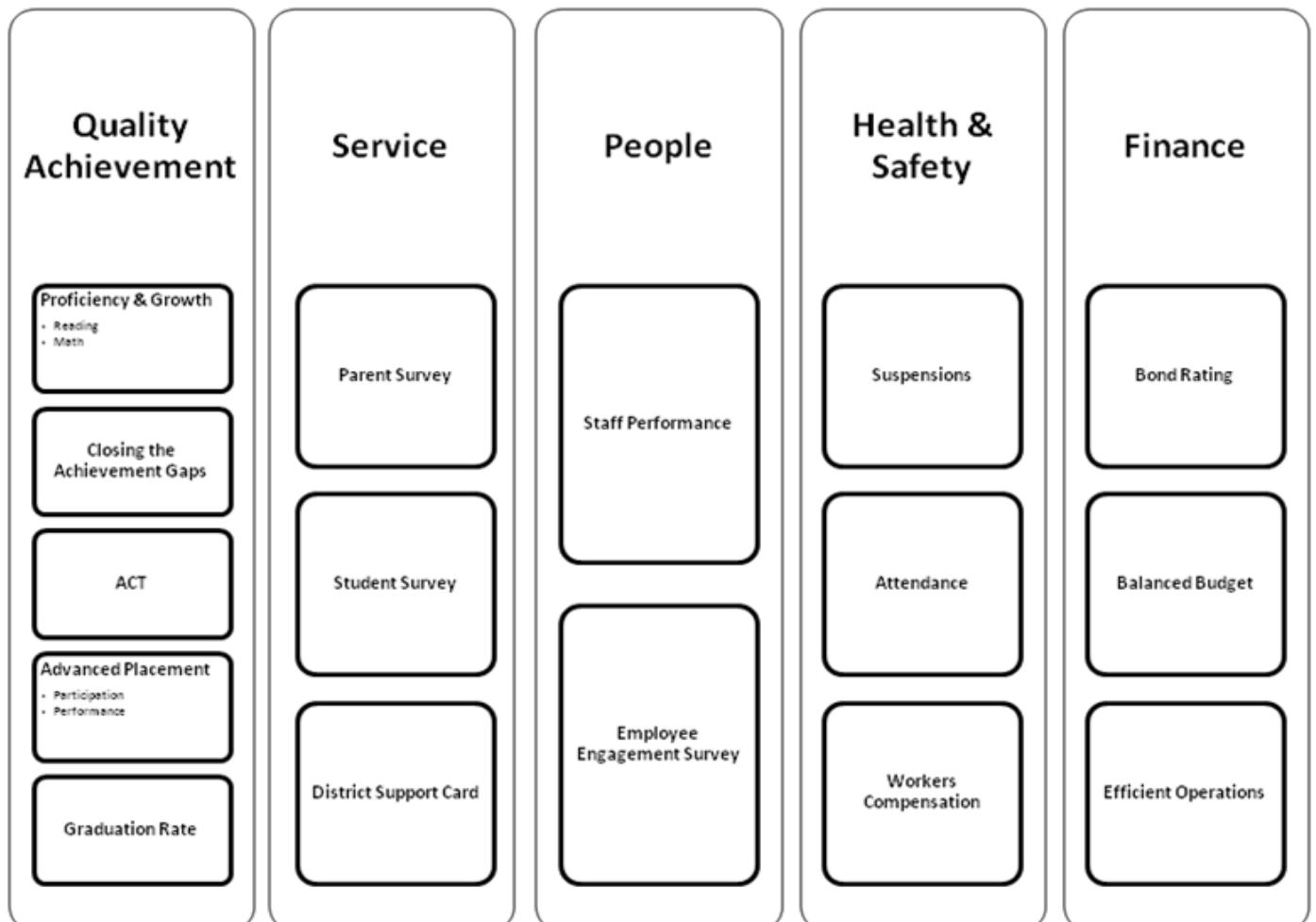
Mission of the School District of Menomonee Falls

In partnership with family and community, the School District of Menomonee Falls provides the best personalized and comprehensive education so our students will be prepared for, and positively contribute to, a profoundly different future.

The Strategic Planning Process

The School Board serving the School District of Menomonee Falls has been committed to producing strong results and using the community’s resources wisely. This is being accomplished by building sound integrated improvement processes for the entire school system. The Board aligned the **18 month Budget Planning Process** with the **Student Instructional Program Review Process**. Every 45 days, the board reviews progress toward the **Annual Strategic Improvement Goals** and the scorecards established to monitor progress.

District Scorecard



Points of Pride for the School District of Menomonee Falls

- District Exceeds State Performance Expectations
- Leader in continuous improvement to the classroom and student level.
- ACT Awarded MF High School with the Red Quill Award and strong alignment with college readiness
- Strong technology access is changing the context for learning
- 40+ College Level Courses
- Highest % of Enrollment in Dual College Courses (WCTC)
- School climate and satisfaction are strong
- 1500+ Registered Volunteers are Committed to our Schools
- Scholarship Foundation has awarded \$1 million + in scholarships
- 50+ co-curricular and athletic offerings
- Strong Fiscal Management Aa2 Bond Rating
- Reduction in Utility Usage & Over \$6.4 Million Dollars in Energy Cost Avoidance
- Self-funded Health Insurance Shift & Reduced Costs
- 59% (\$15.0 Million) Reduction in OPEB Liability

Comprehensive Facility Planning

The School District of Menomonee Falls will sustain a comprehensive facility plan that will proactively meet the needs of student learning while delivering quality and long-term value to the community. The comprehensive long-range plan will outline the detailed needs of each facility owned by the district in 1 year, 5 year and 6 year & beyond increments.

Long-range Facility Planning

The School Board understands the importance of safeguarding the community's investment in our schools infrastructure. The Board must also ensure the classroom and school facilities can meet the changing technology and programming demands for students to be academically successful and prepared for increased college and career expectations. The **Long-Range Facility Plan** is an important component of the overall District continuous improvement efforts.

The **Comprehensive Long-range Facility Plan** was initiated by the Board in Fall of 2012. Teams of building engineers took nine (9) months to thoroughly examine the infrastructure of our four (4) elementary schools, North Middle School, MF High School, Community Education and Recreation, Thomas Jefferson, and Hiawatha buildings. Their analysis examined all of the major building systems (heating, air handling, water, plumbing, electrical, lighting, etc...) as well as the overall building infrastructure and condition of the grounds and pavement (roofs, flooring, walls, etc...).

From June of 2013 through January of 2015, the School Board worked with the findings to examine appropriate alternatives and to establish an initial order of priority to maintain and update the schools for the future. This process has created the baseline of information summarized within this report.

The Annual Facility and Maintenance Operating Budget

The annual operational budget for facility maintenance is both important and challenging. Based on the maintenance items identified in the Comprehensive Long-range Facility Study, the dollars needed to fully maintain our six (6) existing schools, and our facilities for Community Education, do not match the dollars available under the annual school district revenue limits established by state statute. The dollars allocated annually must ensure adequate maintenance and safety at each school building and site. Yet, these priorities weigh against the dollars available to meet the instructional needs for our students.

The school buildings all range in age between 45 and 65 years old. The Board has increased the annual investment in the school infrastructure to address the demands of the aging buildings. The annual investment and dollars available cannot adequately keep pace with the facility needs without significantly impacting the dollars available for student instruction and programming.

Prior to the 2004-05 school year, the budget allocation in school building and site maintenance totaled less than \$350,000 per year. The Board increased this annual investment to \$750,000 over a period of eight (8) years, with annual increases of \$50,000 beginning in the 2005-06 school year. Of the current

\$750,000 annual investment, \$100,000 of that remains dedicated to the ten (10) year (interest-free) debt repayment for the district's four (4) year-old-kindergarten classroom renovations at Ben Franklin.

The chart below displays a summary of Capital Investments made within the district's annual operating budget. Since 2004-2005, the district has invested almost \$9 Million in building and site improvements utilizing a combination of operating budget allocations, dedicated fund balance, and a one time (interest free) loan.

Capital Investments (funded within Operating Budget)		
Fiscal Year	Major Projects	Capital Investment
2004-2005	Roofing Replacements (SL, HS)	\$519,000
2005-2006	Exterior Door Replacements (BF, SL, HS)	\$473,000
2006-2007	Sewer Repairs/Repaving (BF, RS, SL, VV, TJ, NJH, HS, Hiawatha); Elevator (SL)	\$494,000
2007-2008	Pavement (VV); Bell/Paging System Replacement, Restroom & Main Office Renovations (RS); Exterior Door Replacements (TJ, Hiawatha)	\$442,000
2008-2009	Pavement (Schumann Stadium); Main Office Renovation, HVAC Upgrades (BF)	\$768,000
2009-2010	Pavement (HS); HVAC Upgrades (BF, RS); Classroom Reconfiguration/Renovation (NMS)	\$603,000
2010-2011	4K Center Renovation (BF); Secured Lobby/Card Access (VV, NMS); Exterior Door Replacements (RS); Gym A/C Upgrade (HS); District Office Renovation (Village Hall)	\$2,034,000
2011-2012	Fire Alarm Upgrade, Library Renovation (BF); Classroom Renovations (SL, NMS); Secure Locker Room Access (HS)	\$758,000
2012-2013	Pavement (RS); Lighting Updates (NMS); Fire Alarm Panel Upgrade (NMS), Safety Updates, Bell/Paging System Replacement (HS)	\$613,000
2013-2014	Secured Lobby/Card Access (SL); Require Maintenance Track/Tennis Courts (HS); Security Camera Install (All District Buildings)	\$750,000
2014-2015	Pavement, Gym Floor/Bleacher Replacement, Flooring/Ceiling Tile/Lighting Upgrades (BF); Fire Detection Upgrade (NMS)	\$1,500,000
	Total Capital Investment	\$8,954,000

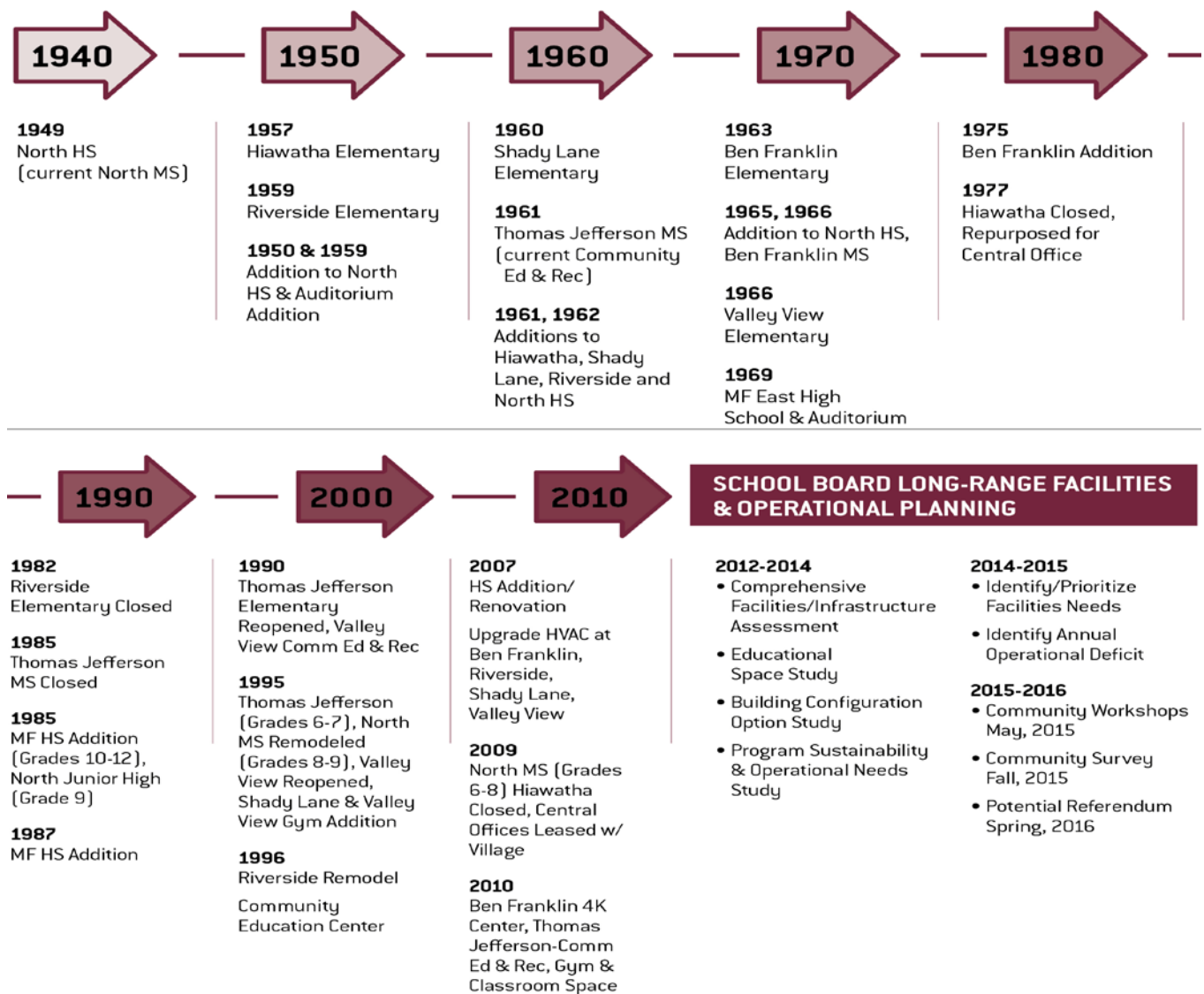
Our Village & Our Schools: Past, Present, & Future

Our Past

The Village of Menomonee Falls has a proud tradition of success, and a unique history. During the 1950's and 60's, Menomonee Falls was the fastest growing community in Wisconsin. Our district had fourteen (14) schools and over 7,000 students. Requirements for well water and construction in the Village changed the rate of growth in the late 1960's to early 70's. Housing expansion slowed, requiring parents and community members to work together in making the right decisions for the future of our schools and community. The oldest school buildings and school properties were sold during the late 1970's, while the remaining schools were updated for the times.

The timeline below provides the history of our schools, additions for enrollment, and outlines the decisions made for our schools over the past 60 years. All six (6) of our current schools were built between 1949 and 1969.

MENOMONEE FALLS FACILITIES TIMELINE



Previous Referendum Planning & Projects:

The residents of the School District of Menomonee Falls have approved capital maintenance dollars over the years by passing a referendum on outlined projects.

The following chart displays previous voter approved referenda and the projects completed as a result. Since 1994, the voters in the School District of Menomonee Falls have approved over \$38 Million in projects to maintain the quality of our schools. The principal balance on the remaining debt repayment schedule is about \$19.6 Million.

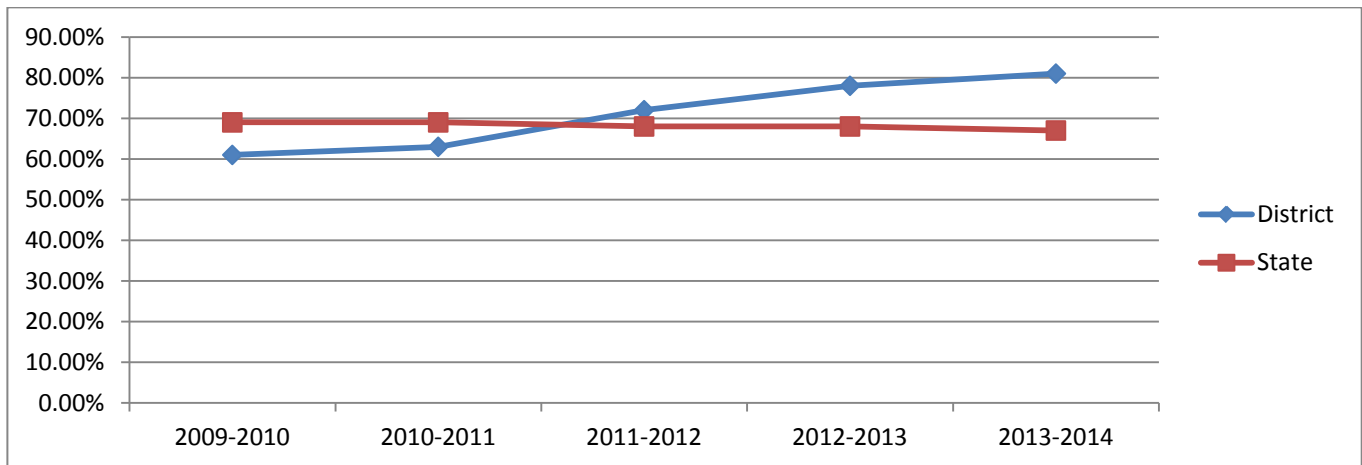
School District of Menomonee Falls			
Capital Referendum History			
<u>Date</u>	<u>Purpose</u>	<u>Amount</u>	<u>Debt Status</u>
September 13, 1994	Additions/Remodeling to various District buildings	\$4,600,000	Paid Off
April 6, 1999	Remodeling, repair, and improvement projects at North Junior High School	\$10,250,000	Paid Off
November 7, 2006	Expansion/renovation to accommodate 9th grade at Menomonee Falls High School	\$18,650,000	Final payment April, 2027
November 7, 2006	HVAC projects at BF, RS, SL, and VV	\$4,900,000	Final payment April, 2027
	Total Referendum Approved Amount	\$38,400,000	\$19.6M Remaining Principal Balance as of 05/01/2015

Our Present

Menomonee Falls has remained a strong economic center for the state. Our Village is the third largest manufacturing community in Wisconsin. Our employment growth is projected to continue at a rate well above the state average. Our student population has declined over the last 10 years, yet it is projected to remain stable into our future.

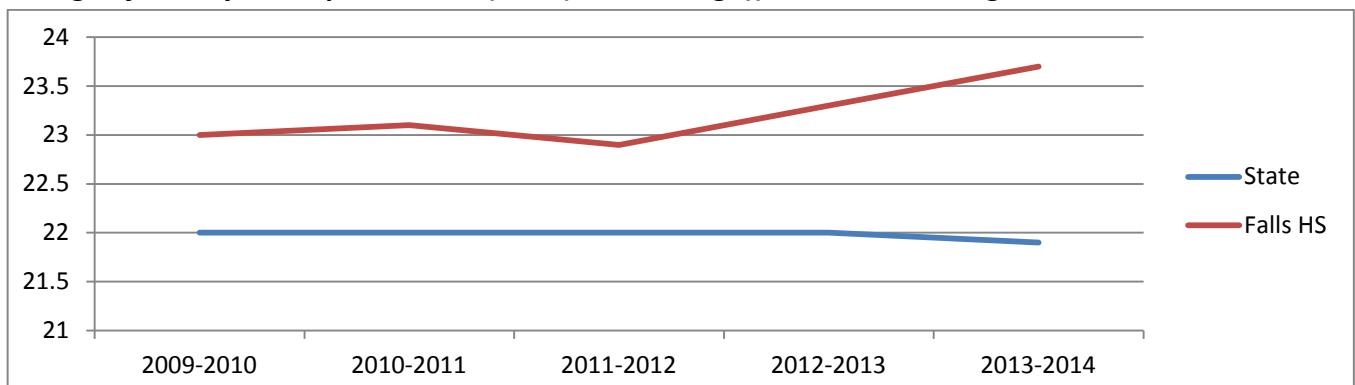
Student performance is at record high levels. We perform among the best in Wisconsin. Our strong parent and community support helps us demonstrate this success. Our parents and community also hold high expectations for outcomes and access to opportunities.

Our district ranks among the top twelve percent (12%) in Wisconsin Advanced Placement (AP) results. Eighty-one percent (81%) of our students, taking three-hundred sixty-two (362) AP exams (100 more than our previous high), scored a three (3) or better on those exams (earning them college credit while in high school).



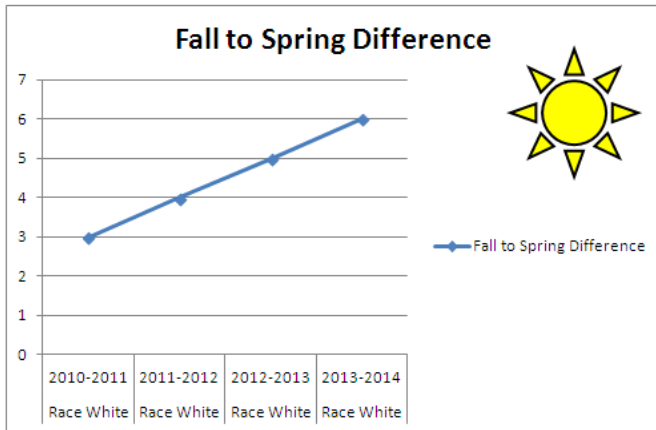
Our parents select our schools because they value class sizes that afford individual support, strong college and career preparation, music and arts programs that showcase student success, and robust athletic and co-curricular opportunities that build skills beyond the classroom.

Our district ACT scores have never been higher. With seventy-four percent (74% (a record high participation rate)) of our students taking the ACT college entrance exam, our students scored an average of twenty-three point seven (23.7 (a record high)) on the ACT college entrance exam.

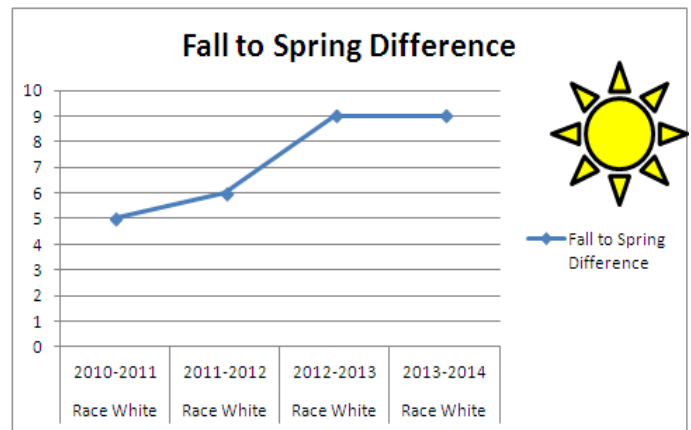


Our district's Measurement of Academic Progress (MAP) scores continue to grow in both reading (charts on the left) and math (charts on the right), while closing the achievement gap between African-American and White students.

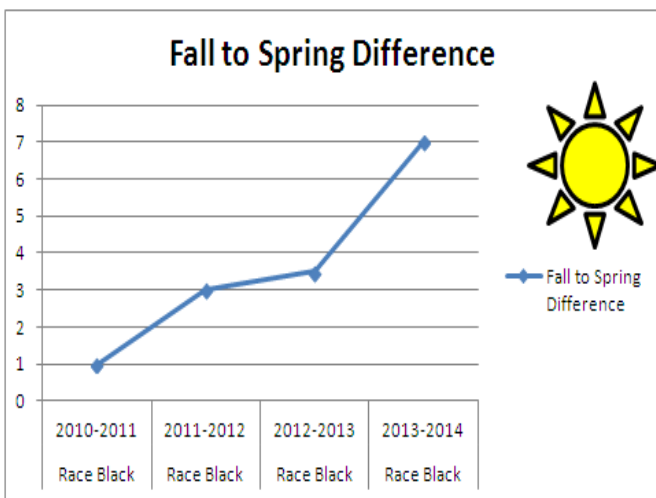
Overall District Reading Growth MAP Testing



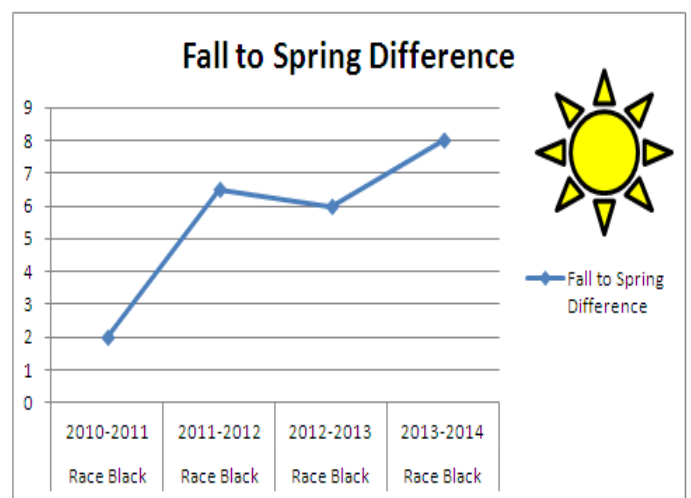
Overall District Math Progress Map



Overall Map Reading Progress African American



Overall District Math Progress Map African American



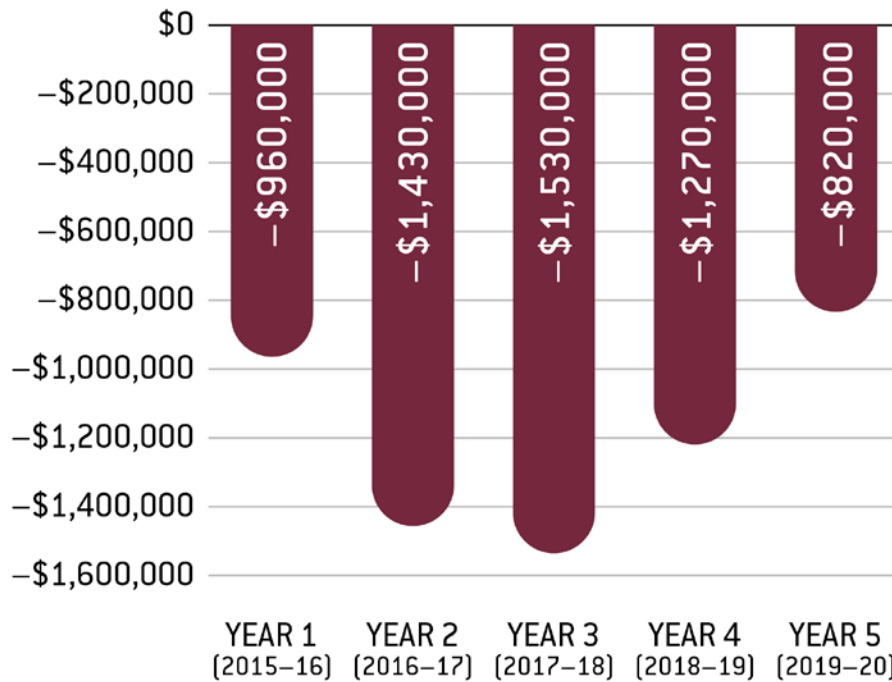
Our school facilities have served our community well. Yet, the demands for the future require us to plan together to establish ongoing priorities and needed program updates.

Funding decisions have always been necessary and challenging. The state funding parameters have dropped our state aid by almost 50% in the last 7 years. Our business growth is an asset for our community as a whole, yet it also values our land among the highest in the state. Measured by property value per student, we are among the highest in the state. This limits our access to state aid support, shifting more to our local property taxes. In addition, state budget allocations overall have not kept pace with the rate of inflation. Expectations for performance have doubled while state support has been reduced by 50%.

The average annual operating budget for our district is \$47 million. For planning purposes, we develop annual budget projections based on key expenditure and revenue assumptions.

Achieving a balanced budget, within the State mandated Revenue Limit, will require additional budget reductions of approximately \$1 million - \$1.5 million annually over the next five (5) years.

ANTICIPATED BUDGET SHORTFALL



With these budget challenges, we have increased student and district performance while improving the efficiency of our operations. We apply the quality tools of LEAN Six Sigma and the employment tools allowed by Act 10. The results have been extensive. We have...

- **shifted to a high deductible self-insured health care plan saving nearly \$5 million dollars**
- **reduced our retirement liability (future costs) by 59% (\$15 million dollars)**
- **reduced energy demands by over \$6 million dollars**

We have reduced staffing costs administratively and across every division while improving the satisfaction of the students and families we serve. We are committed to results and being responsible stewards of the community's investment.

The decisions ahead will require the input of our parents and our full community. The desired outcomes, programming opportunities, and facility needs must be weighed against the required investment of available dollars.

The chart on the following page provides a detailed layout of budget reductions and savings achieved over the past four (4) years by utilizing and applying the quality tools of LEAN Six Sigma and the employment tools allowed by Act 10. Since the 2011-2012 school year, the district has reduced/saved over \$9.3 Million in annual operating costs.

School District of Menomonee Falls Historical Budget Reductions/Savings

<u>2014-15 Budget Reductions</u>	<u>Full-Time Equivalent (FTE)</u>	<u>Cost</u>
Reduction of teaching staff	(2.40)	\$ (168,000)
Reduction of Educational Assistants	(15) daily hours	(57,000)
Reduction of Custodial Maintenance Labor & Equipment Costs		(130,000)
Health insurance savings - renewal (4.4%) less than projected (based on positive experience)		(300,000)
Reduction of substitute employee hours		(15,000)
Subtotal 2014-15 Budget Reductions/Savings		(670,000)
<u>2013-14 Budget Reductions</u>	<u>Full-Time Equivalent (FTE)</u>	<u>Cost</u>
Reduction of teaching staff (HS added 6th assignment)	(4.80)	(336,000)
Pupil transportation contract (Re-Bid) savings		(250,000)
Division budget reduction (supplies, equipment, service contracts)		(250,000)
Retirement/Resignation (wage/benefit) savings		(230,000)
Health insurance savings - plan design (3%)		(200,000)
Reduction of overtime hours		(10,000)
Increase Special Ed categorical aid revenue (via Adaptive Phy.Ed. Staffing)		(25,000)
Increase Open Enrollment revenue (to remain at 10% non-resident student population)		(135,000)
Use of final portion of Federal Education Jobs Dollars (one time revenue)		(400,000)
Subtotal 2013-14 Budget Reductions/Savings		(1,836,000)
<u>2012-13 Budget Reductions</u>	<u>Full-Time Equivalent (FTE)</u>	<u>Cost</u>
Reduction of teaching staff	(5.50)	(385,000)
Health insurance savings - plan design (5%)		(300,000)
Health insurance savings - increased employee contribution (from 8% to 11.5%)		(230,000)
Custodial/Maintenance staff restructuring (replaced FT staff with PT staff)		(150,000)
Reduction of (Out of district placements) Special Education Tuition		(85,000)
Reduction of Educational Assistants	(14) daily hours	(53,000)
Reduction of District Office Administrative Assistant	(0.50)	(25,000)
Discretionary additional retiree contribution to OPEB Trust (one year budget reduction)		(200,000)
Capital Improvement Budget (one year budget reduction)		(325,000)
Subtotal 2012-13 Budget Reductions/Savings		(1,753,000)
<u>2011-12 Budget Reductions</u>	<u>Full-Time Equivalent (FTE)</u>	<u>Cost</u>
Reduction in Utilities/Operational Supply Budgets		(200,000)
Reduction of Educational Assistants	(46) daily hours	(175,000)
Reduction of Building Administrators (NMS (1.00), HS (0.25), BF (0.50))	(1.75)	(170,000)
Elimination of payments to (NMS) teaching staff for Flex/Homeroom		(100,000)
Elimination of payments to teaching staff for supervision duties		(90,000)
Reduction of substitute staff		(70,000)
Reduction of High School Yearbook/Newspaper course (replaced as a Co-curricular)		(30,000)
Reduction in Athletic/Activities Budget		(20,000)
Increased employee contributions to Wisconsin Retirement System (WRS)		(1,500,000)
Health insurance savings - change in carrier		(900,000)
Health insurance savings - increased employee contribution (from 5% to 8%)		(300,000)
Reduction of teaching staff	(15.00)	(1,050,000)
Use a portion of Federal Education Jobs Dollars (one time revenue)		(470,000)
Subtotal 2011-12 Budget Reductions/Savings		(5,075,000)
Grand Total Budget Reductions/Savings (2011-2015)		\$ (9,334,000)

The chart below provides background information on each of our existing school facilities and properties owned by the district. We currently serve just over 4,000 students with four (4) elementary schools, one (1) middle school, and one (1) high school. Our community Education and Recreation program utilizes the Community Center (attached to Riverside Elementary), portions of Thomas Jefferson, and our six (6) active school buildings and sites to serve about thirteen-thousand (13,000) Menomonee Falls residents.

School District of Menomonee Falls Existing Schools and Sites					
Schools, Year Built, Additions	Year Built	Additions / Remodel	Existing site size (a)	Current Enrollment (Sept. 2014)	Existing building size
Ben Franklin Elementary	1963	1966, 1975, 2010	14 acres	709	140,264 sq. ft.
Riverside Elementary	1959	1962, 1996	6 acres	381	46,383 sq. ft.
Shady Lane Elementary	1960	1962, 1995	7.6 acres	393	67,000 sq. ft.
Valley View Elementary	1966	1997	11.6 acres	376	49,800 sq. ft.
North Middle School	1949	1950, 1959, 1962, 1965, 1995	12.8 acres	869	258,000 sq. ft.
Menomonee Falls High School	1969	1985, 2007	39.6 acres	1,376	335,000 sq. ft.
Total			91.6 Acres	4,104	1,016,931 sq. ft.
Other Facilities and Sites	Year Built	Additions / Remodel	Existing site size (a)	Current Participants (Sept. 2014)	Existing building size
Community Center	1996		3 acres	13,000	29,284 sq. ft.
Thomas Jefferson Building	1961		14.5 acres	-	119,784 sq. ft.
Maintenance Shop (MacArthur Property)	1968	1998	1.13 acres	-	5,600 sq. ft.
Hiawatha	1957	1961	3.2 acres	-	33,180 sq. ft.
Claas Property			24 acres	-	-
Mill Road Property			80 acres	-	-
Total			125.83 Acres	-	38,780 sq. ft.
Combined Total (Schools & Sites)					
			217.43 Acres	-	1,055,011 sq. ft.
<i>(a) Site area based on GIS mapping data and includes building, parking and outdoor activity areas.</i>					

Our Future

The business demands for the workforce continue to accelerate. The market forces and challenges we face as a nation represent the problem solving and technological skills our students must be able to demonstrate. The expectations for student performance have doubled in the last five years. The technology and problem solving skills of the future require our schools to update our programming.

The facilities we built 60 years ago need to be maintained to be responsible stewards, and updated to support the programming needs and technology demands going forward. While well designed and maintained, our school facilities (designed 60 years ago) cannot support the shift in programming and technology demands our students face in the future.

60 Years Ago...	As Our Community Grew...	Demands for the Future...
Core Academic Programming School Lunch started late 40's Traditional Career Education Foreign Language Limited Limited Access to the Arts No Technology No Computers No Special Education Services Limited Athletics	Offerings for Over 7,000 Students Expectations for Science grew Expanded Arts & Music Expanded Foreign Language First Computers Special Education Access Expanded Athletics (male and female) Expanded Co-curricular	All Students Demonstrate Competency for College & Career Ready Prepared for High Demand Markets: Health Care Academy Business, Finance, Entrepreneur Academy STEM Academy (Biomedical, Engineering, Computer Science, Technology) Global Education Scholars Co-curricular Programming Aligned to Career Pathways, Robotics, Shadowing & Community Projects Music and Arts Programs Expanding Personal Finance Technology to Problem Solve & Individualize Instruction to Achieve the Increased Performance Demands for All Students

Determining Next Steps TOGETHER...

It is time for our Village citizens and parents to come together to plan for the future. We need to examine the expectations for our students. **Together**, we will determine the program areas needing updates and the maintenance needs required to remain responsible stewards. **Together**, we want to reaffirm the values of our families and our community as we continue to prepare our students well. **Together**, we will sustain the long tradition of excellence the Village of Menomonee Falls values.

The chart below provides information related to our examination of Facility Maintenance/Upgrades and Operating Budget Priorities (2015 – 2020).

FACILITIES MAINTENANCE & UPGRADES		OPERATING EXPENSES
CAPITAL MAINTENANCE & MODERN LEARNING SPACES <i>Preliminary Cost Range: \$23M–\$25M</i>	ARTS & ATHLETIC FACILITIES <i>Preliminary Cost Range: \$17M–\$19M</i>	ANNUAL OPERATING EXPENSES <i>Preliminary Cost Range: \$1M–\$1.5M Annually (5 Yrs)</i>
<ul style="list-style-type: none"> • Modernize HS/MS Science, Technology, Engineering and Math (STEM) classrooms and labs – \$2.7M • Add HS student support and small group learning space – \$200K • Upgrade technology infrastructure (fiber) district-wide – \$835K • Upgrade Shady Lane Entrance & Parent Parking – \$745K • Demolish Thomas Jefferson & Hiawatha – \$2.0M • Repair/replace inefficient or failing infrastructure: water mains, roofs, boilers, asphalt, windows, and Upgrade restrooms to comply with Americans with Disability Act (ADA) – \$16.0M 	<ul style="list-style-type: none"> • Update North MS Auditorium: seating, lighting, AV, mechanical and lobby – \$2.0M • Add accessible (ADA compliant) entrance to North MS Auditorium & relocate the music rooms – \$1.5M • Update MFHS Auditorium: seating, lighting, AV and mechanical – \$1.2M • Expand HS South Gym facilities: field house, locker rooms, weight room, mechanical – \$11.5M • Relocate HS Athletic Training Room – \$120K • Add restrooms and upgrade concessions at SDMF stadium – \$450K 	<ul style="list-style-type: none"> • Protect class size to support student learning and individual progress in all areas of learning • Protect current elective programs in the Arts, Business, Career Preparation, Music, Technology and World Language • Protect current Guidance, Health, Media, Physical Education and Technology instruction with highly qualified, trained teachers • \$1M–1.5M Annually (5 Yrs)

**See APPENDIX for potential referendum scenarios and potential property tax impact.*

Detailed Maintenance Needs Analysis

Future Needs by School by Year (2015-2020)

Facility Engineers completed a detailed analysis of needs for each school facility and site. The team identified the following projects as the highest needs in the years 2015-2020. The total dollars required to update these areas exceeds the (\$750,000) annual operating dollars available.

The following chart indicates the capital maintenance needs identified by building and by project type. Capital Maintenance projects totaling just over \$16 Million have been identified as necessary updates recommended for completion within the next five (5) years.

School District of Menomonee Falls Five (5) Year Capital Maintenance Needs (2015-2020)			
Summary by <u>BUILDING</u>		Summary by <u>PROJECT TYPE</u>	
<u>Building Name</u>	<u>Building Total</u>	<u>Project Type</u>	<u>Project Total</u>
Ben Franklin Elementary	\$ 1,512,884	Architectural	\$ 1,957,804
Riverside Elementary	1,436,908	Asphalt & Concrete Repair	1,002,000
Shady Lane Elementary	1,826,196	Electrical	1,562,300
Valley View Elementary	419,136	Exterior Wall Repair	767,780
North Middle School	6,003,294	HVAC	8,043,824
MF High School	3,271,334	Plumbing	1,537,864
Community Center	1,112,604	Roofs	710,784
District (*ELC Loan Repayment)	<u>500,000</u>	District (*ELC Loan Repayment)	<u>500,000</u>
District Total	\$ 16,082,356	District Total	\$ 16,082,356

**ELC refers to the Early Learning (4K) Center in Ben Franklin Elementary School. A ten (10) year (zero interest) loan was used to pay for this renovation in 2010-2011 (five (5) loan payments remain).*

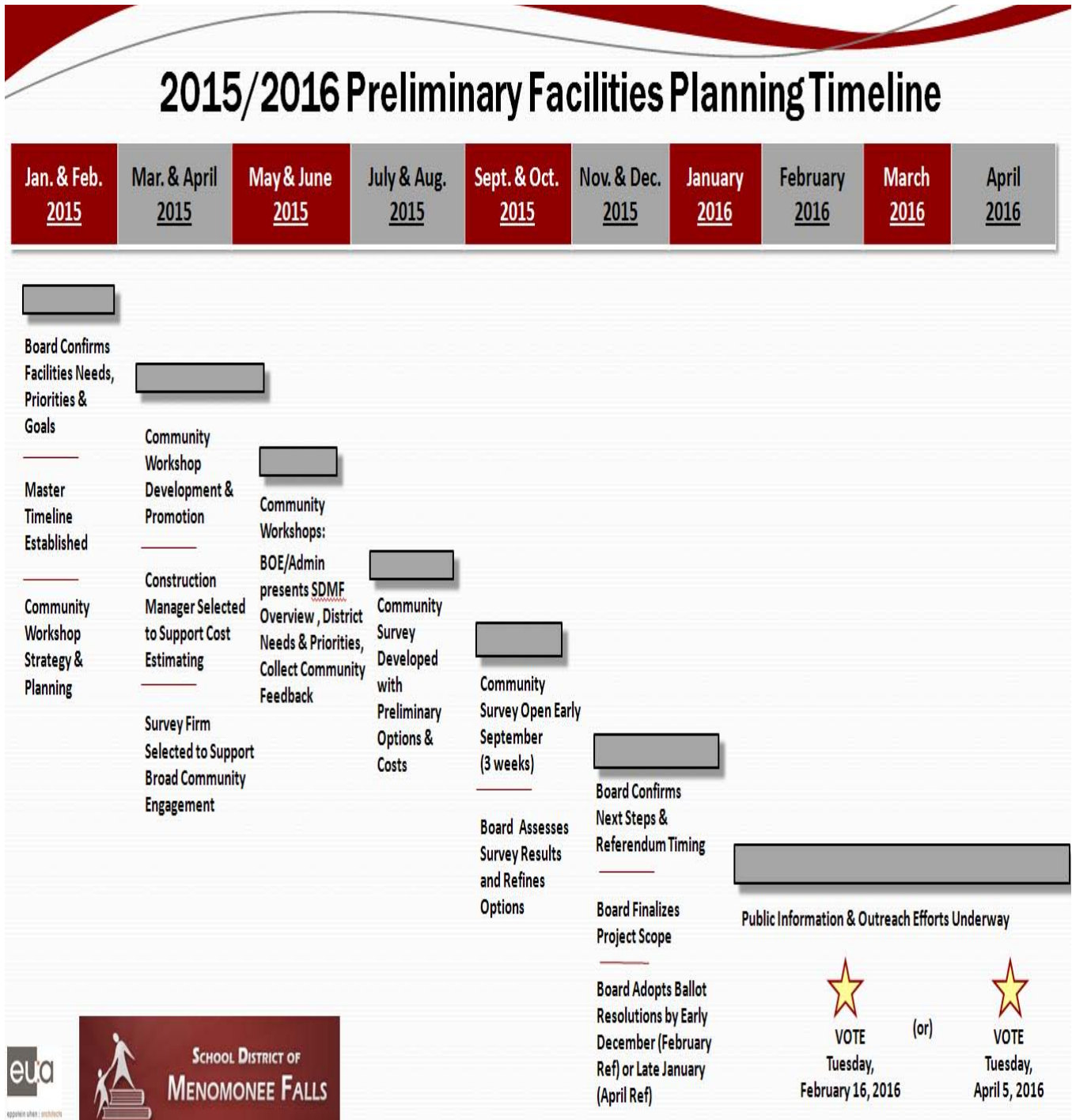
Facility Maintenance Priorities for 2020 and Beyond

The Facility Engineers also outlined the facility maintenance needs that will need to be planned for beyond the 2019-2020 school year. The Capital Maintenance projected needs of the future, based on the current condition of our facilities and the typical repair and replacement life cycles of the equipment and infrastructure, total another \$13 Million in projects recommended for completion between the years 2020 and 2025.

2016 Referendum Planning Process

The Board of the School District of Menomonee Falls will be seeking input from the residents of the district. The Board will be working with all stakeholders to examine the urgent needs and to confirm the priorities and expectations of our facilities to meet the demands of appropriate programming for our students.

The timeline below outlines the feedback and stakeholder input process for a potential 2016 facility and operational referendum.



APPENDIX

School District of Menomonee Falls

EXAMPLE REFERENDUM SCENARIOS - POTENTIAL SCHOOL TAX IMPACT

	FACILITIES MAINTENANCE & UPGRADES			OPERATING EXPENSES	COMBINED TOTAL
	CAPITAL MAINTENANCE & MODERN LEARNING SPACES	ARTS & ATHLETIC FACILITIES	TOTAL FACILITIES MAINTENANCE & UPGRADES	ANNUAL OPERATING EXPENSES	ALL NEEDS (ASSUMING HIGH END OF RANGES)
NEED PRIORITIZATION					
PRELIMINARY COST RANGE	\$23,000,000- \$25,000,000	\$17,000,000- \$19,000,000	\$40,000,000- \$44,000,000	\$1,250,000	\$44 MIL + \$1.25 MIL
LENGTH OF BORROWING / EXPENSE	20 Years	20 Years	20 Years	5 Years	20 YRS / 5 YRS
TAXPAYER IMPACT (Per \$1,000 of Property Value)					
MILL RATE IMPACT (Over Existing Level)	\$0.25	\$0.19	\$0.44	\$0.35	\$0.79
PROPERTY TAX IMPACT					
\$100,000 Home Annual	\$25.00	\$19.00	\$44.00	\$35.00	\$79.00
\$250,000 Home Annual	\$62.50	\$47.50	\$110.00	\$87.50	\$197.50

EXAMPLE MILL RATE PROJECTION	Pre-Referendum		Post-Referendum (Projection)				
	Actual 2014-2015 Mill Rate	Estimated 2015-2016 Mill Rate	Estimated 2016-2017 Mill Rate	Estimated 2017-2018 Mill Rate	Estimated 2018-2019 Mill Rate	Estimated 2019-2020 Mill Rate	Estimated 2020-2021 Mill Rate
Mill Rate (based on current 5-yr. budget forecast)	\$11.53	\$11.51	\$11.20	\$10.99	\$10.85	\$10.82	\$10.82
Capital Maintenance & Modern Learning Spaces	-	-	\$0.25	\$0.25	\$0.25	\$0.25	\$0.25
Arts & Athletic Facilities	-	-	\$0.19	\$0.19	\$0.19	\$0.19	\$0.19
Operating Expenses	-	-	\$0.35	\$0.70	\$1.05	\$1.40	\$1.75
	<u>\$11.53</u>	<u>\$11.51</u>	<u>\$11.99</u>	<u>\$12.13</u>	<u>\$12.34</u>	<u>\$12.66</u>	<u>\$13.01</u>

EXAMPLE PROPERTY TAX PROJECTION	Pre-Referendum		Post-Referendum (Projection)					
	Annual (without Referendum)	Annual (with BOTH)	Annual (without Referendum)	Annual (with BOTH)	Annual (without Referendum)	Annual (with BOTH)	Annual (without Referendum)	Annual (with BOTH)
\$250,000 Home								
Annual (without Referendum)		\$2,878	\$2,800	\$2,748	\$2,713	\$2,705	\$2,705	\$2,705
(Facilities ONLY)		\$2,878	\$2,910	\$2,858	\$2,823	\$2,815	\$2,815	\$2,815
(Operating ONLY)		\$2,878	\$2,888	\$2,923	\$2,975	\$3,055	\$3,143	\$3,143
Annual (with BOTH)		<u>\$2,878</u>	<u>\$2,998</u>	<u>\$3,033</u>	<u>\$3,085</u>	<u>\$3,165</u>	<u>\$3,253</u>	<u>\$3,253</u>
\$250,000 Home			\$120	\$35	\$53	\$80	\$88	\$88
(Annual Difference)			\$10	\$3	\$4	\$7	\$7	\$7
(Monthly Difference)			4.2%	1.2%	1.7%	2.6%	2.8%	2.8%

Key Assumptions:
 Property Valuation Growth: 2%
 State Aid Reimbursement: No impact due to district's "Hold Harmless" status.

Note: For Facilities Maintenance & Upgrades amounts, the high end of the preliminary cost range was used to calculate mill rate impact.