

An aerial photograph of the Wilson School District campus. The main building is a large, white, multi-story structure with a dark roof and numerous windows. It is surrounded by parking lots, some of which are filled with cars. To the right of the main building is a large, green, rectangular field, likely a sports field. In the background, there are more buildings, trees with autumn foliage, and a residential area. The sky is clear and blue.

WILSON SCHOOL DISTRICT

DISTRICT-WIDE FEASIBILITY
STUDY OPTION UPDATE
NOVEMBER 9, 2020

- 1. Opening Comments**
- 2. Stakeholder Themes**
- 3. Enrollment Projection Update**
- 4. REVIEW OF PROPOSED PHASE 1 WORK:**
 - New Elementary School**
 - High School Additions & Renovations**
 - Athletic Fields**
- 5. REVIEW OF PROPOSED PHASE 2 WORK:**
 - Southern Middle School**
- 6. Finances**
- 7. Board Table Discussions**
- 8. Facilities Committee Recommendation**

AGENDA

Stakeholder Themes/ Information Gathering

- Held optional building-level meetings at every school
- Conducted two town hall meetings
- Middle School and High School focus groups (elementary was cancelled due to the closing of schools)
- Conducted a community-wide ThoughtExchange

Stakeholder Themes/ Information Gathering

Community's top priorities are smaller class sizes and safety, as identified in the ThoughtExchange [Word Cloud](#). Here are some top rated [Thoughts](#).

Community Themes discussed:

- Equity among students (West is perceived as the “better” school)
- Desire to see students come together earlier
- Fear of losing the walkability for students-- especially at Southern
- Ability to accommodate extracurriculars with a much larger student population
- Concern about transportation-- cost and time on a bus

Stakeholder Themes/ Information Gathering

Staff Themes discussed:

- See value in bringing classes together sooner
- See value in creating equity for student experiences
- Concern (among affected grade levels) about certification and what/ where they would teach
- Concern about walkability of school for students (particularly Southern)
- Concern about losing the community feel of the schools

Student Themes discussed:

- Don't feel like they come together as a class until sophomore year
- Programs like athletics/ ISTEM/ joint events, etc. help with transition
- West is perceived as the "better" school
- Students want to come together sooner than 9th grade
- Concern raised about not being able to walk/ bike to school

Enrollment Update

Based on the average of DecisionInsite's conservative and moderate projections, the Wilson School District was anticipated to have 6525 students enrolled this school year.

Actual enrollments reported to PDE indicated 6253 students are attending Wilson School District this school year; 272 fewer than predicted. Of those 272 students:

95% were from grades K-5, 10% were from grades 6-8, and -5% were from grades 9-12 (High school enrollment grew by 14 students.)

64% of the of the difference of total district enrollment came from kindergarten and first grade. Those two grades represented 67% of the difference between the actual and anticipated enrollment in grades K-5. This is significant as it is likely a high percentage of those students will enter the system.

Enrollment Update

The breakdown projected v. actual reported is as follows:

Grade	Kindergarten	First Grade	Second Grade	Third Grade	Fourth Grade	Fifth Grade	Sixth Grade	Seventh Grade	Eighth Grade	Ninth Grade	Tenth Grade	Eleventh Grade	Twelfth Grade	Total
Actual	370	468	453	447	459	480	502	505	510	525	512	476	546	6253
Moderate	526	510	501	496	483	472	511	536	516	533	549	509	487	6629
Conservative	495	491	484	482	470	460	498	522	505	520	531	490	472	6420
Line of Best Fit	511	501	493	489	477	466	505	529	511	527	540	500	480	6525
Difference	141	33	40	42	18	-14	3	24	1	2	28	24	-67	272
% Difference Than Anticipated	27.52%	6.49%	8.02%	8.59%	3.67%	-3.00%	0.50%	4.54%	0.10%	0.28%	5.19%	4.70%	-13.87%	
% Difference within Grade Band	54.67%	12.65%	15.37%	16.34%	6.81%	-5.45%	9.26%	88.89%	1.85%	-10.71%	-200.00%	-167.86%	475.00%	
% Difference in District	51.65%	11.95%	14.52%	15.44%	6.43%	-5.15%	0.92%	8.82%	0.18%	0.55%	10.29%	8.64%	-24.45%	
Grade Band % of District						95%			10%				-5%	

- Based on trends in the housing market and current building projects, DecisionInsite is recommending enrollment projections utilized for planning capacity not be adjusted due to the Pandemic.
- Based on CRA's analysis of actual enrollments we concur with DecisionInsite's recommendation not to adjust planned capacity with the understanding that the kindergarten, first, and second grade classes in 2021/22 may present as both larger and smaller "bubbles" of enrollment.

PHASE 1 WORK:

projected Enrollment 2024/25

FACILITY	GRADE CONFIG.	CURRENT CAPACITY	CURRENT ENROLL.	CURRENT UTILIZATION	PROJECTED ENROLL.	REVISED UTILIZATION
Cornwall Terrace E.S.	K-5	600	517	86.0%	659	110.0%
Green Valley E.S.	K-5	600	559	93.0%	590	98.0%
Shiloh Hills E.S.	K-5	600	560	93.0%	563	94.0%
Spring Ridge E.S.	K-5	625	512	82.0%	670	107.0%
Whitfield E.S.	K-5	600	596	99.0%	751	125.0%
Southern M.S.	6th-8th	961	762	79.0%	765	79.0%
West M.S.	6th-8th	1,295	729	56.0%	774	59.0%
High School	9th-12th	2,270	1,992	88.0%	2149	95.0%
District Admin Building	-	-	-	-	-	-
Total District		7,551	6,227	84.5%	6921	95.9%

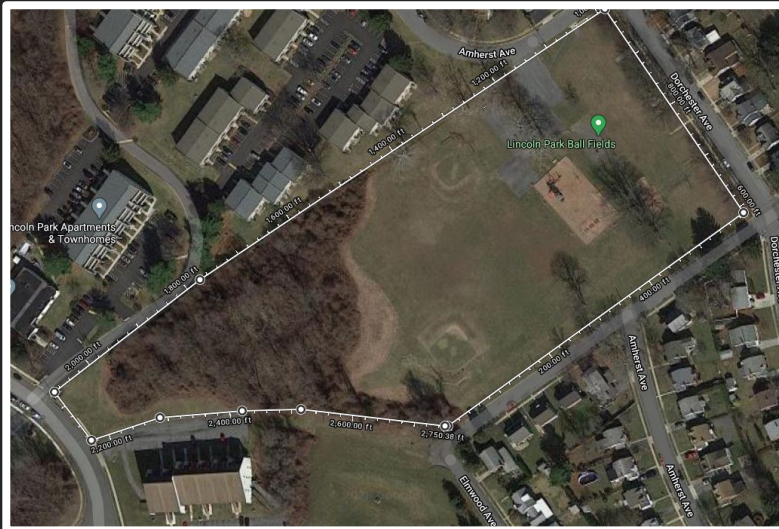
***Numbers based on the average of the moderate and conservative enrollment projections for 2024/25 provided by DecisionInsite.**

PHASE 1 WORK:

NEW ELEMENTARY SCHOOL

Cost: \$26,440,000 to \$26,940,000

- 700 Student Capacity Max (conceptual; pending township input)
- K-4 or K-5 building; District to determine



PHASE 1 WORK:

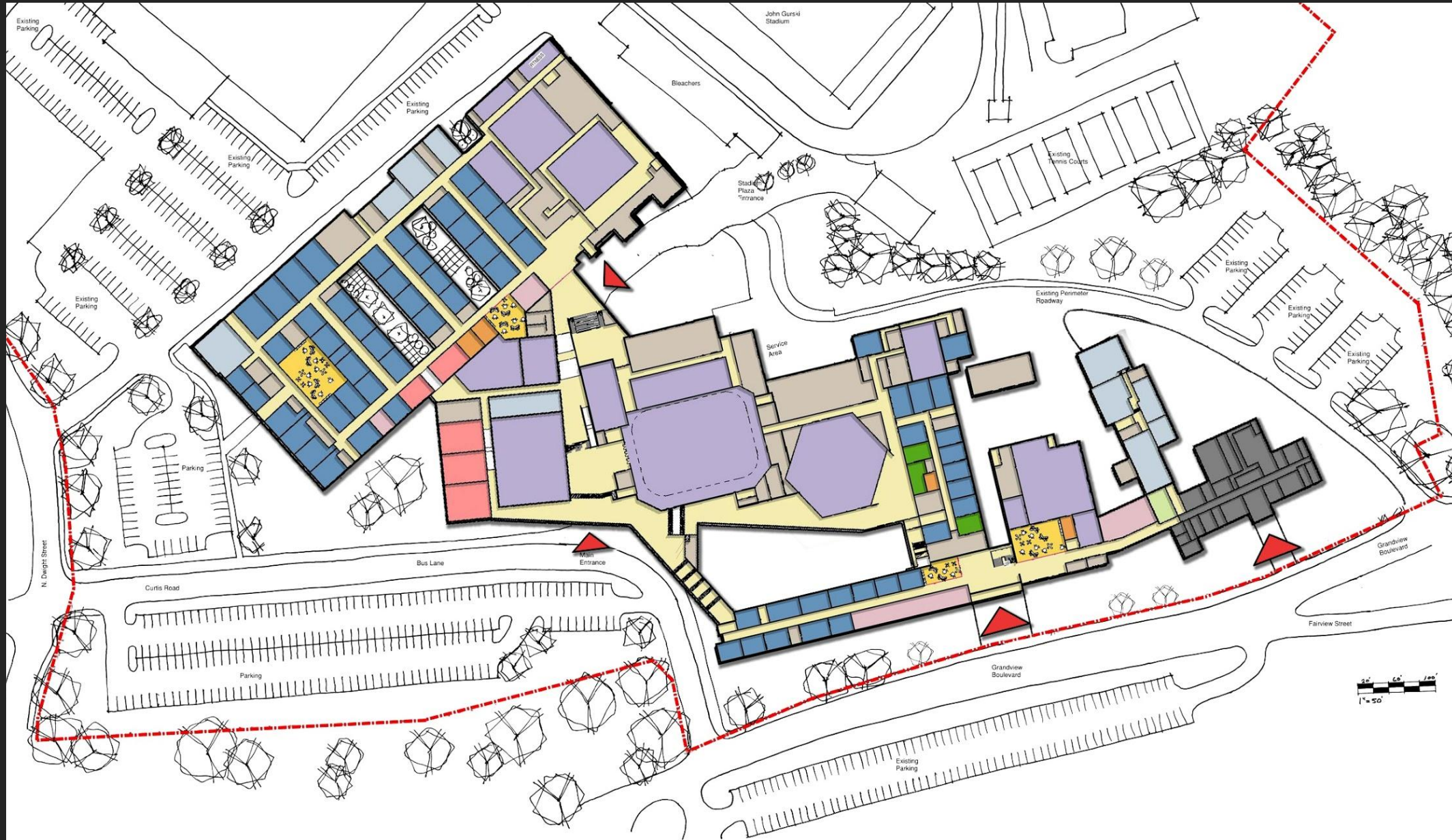
WILSON HIGH SCHOOL ADDITIONS & RENOVATIONS:

Cost: \$33,335,000 to \$33,835,000

1. Construct building additions (88,500 SF) consisting of performing arts spaces, kitchen, High School administration & associated corridors/commons/storage.
2. Exterior window, lighting & HVAC replacement in Lower House.
3. New food service equipment
4. Convert existing guidance area to learning space.
5. Convert existing High School administration to library support spaces
6. Convert existing health suite to learning space.
7. Convert existing auditorium/stage to cafeteria.
8. Convert existing classrooms to kitchen/food service
9. Convert existing music rooms to F&CS
10. Convert existing administration in lower building to music support spaces.
11. Convert existing kitchen/cafeteria in lower building to classrooms.

PHASE 1 WORK:

WILSON HIGH SCHOOL / DISTRICT ADMIN OFFICE – SITE PLAN



PHASE 1 WORK:

WILSON HIGH SCHOOL / MASSING CONCEPT



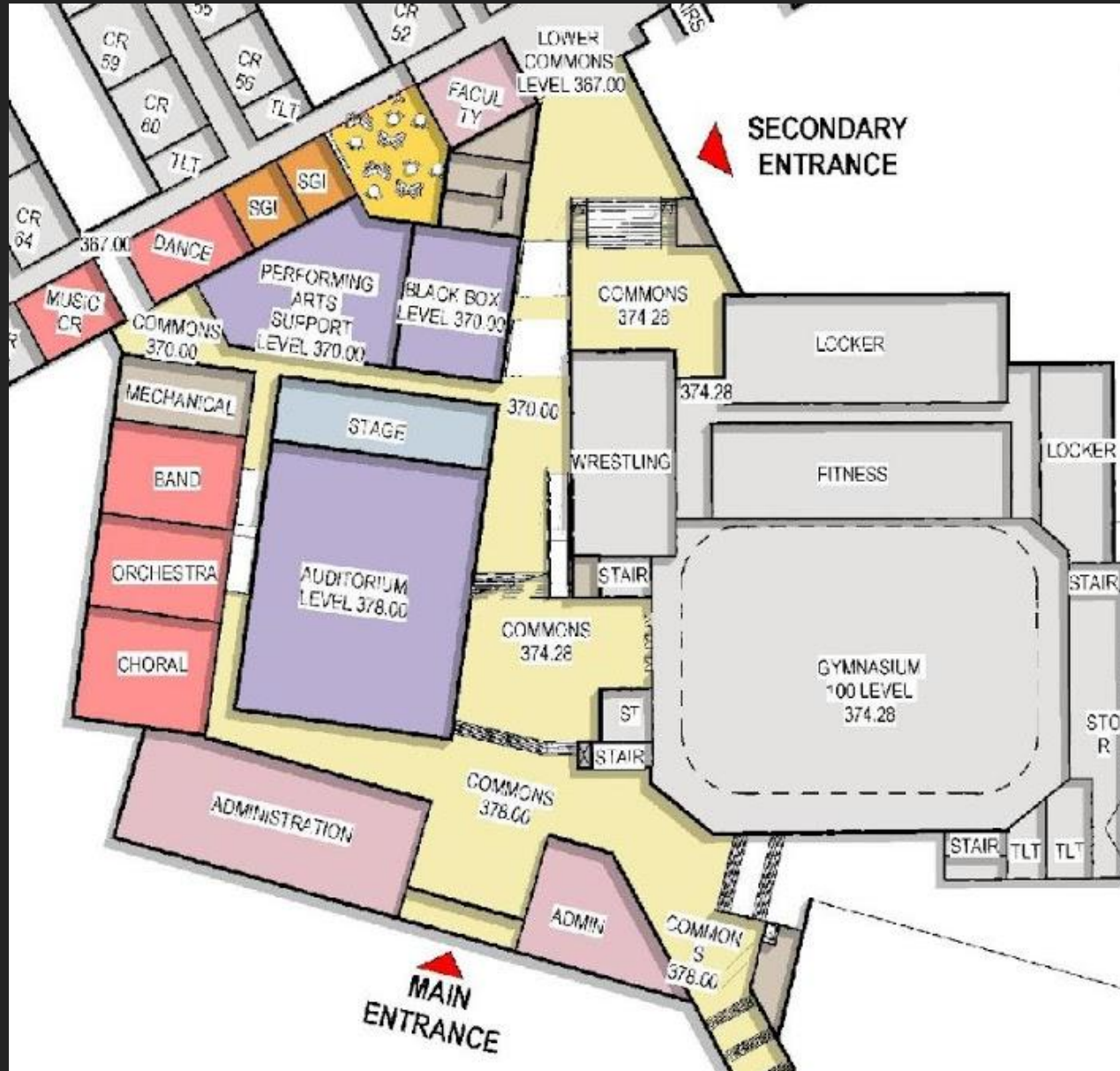
PHASE 1 WORK:

WILSON HIGH SCHOOL / DAO – LOWER HOUSE FLOOR PLAN



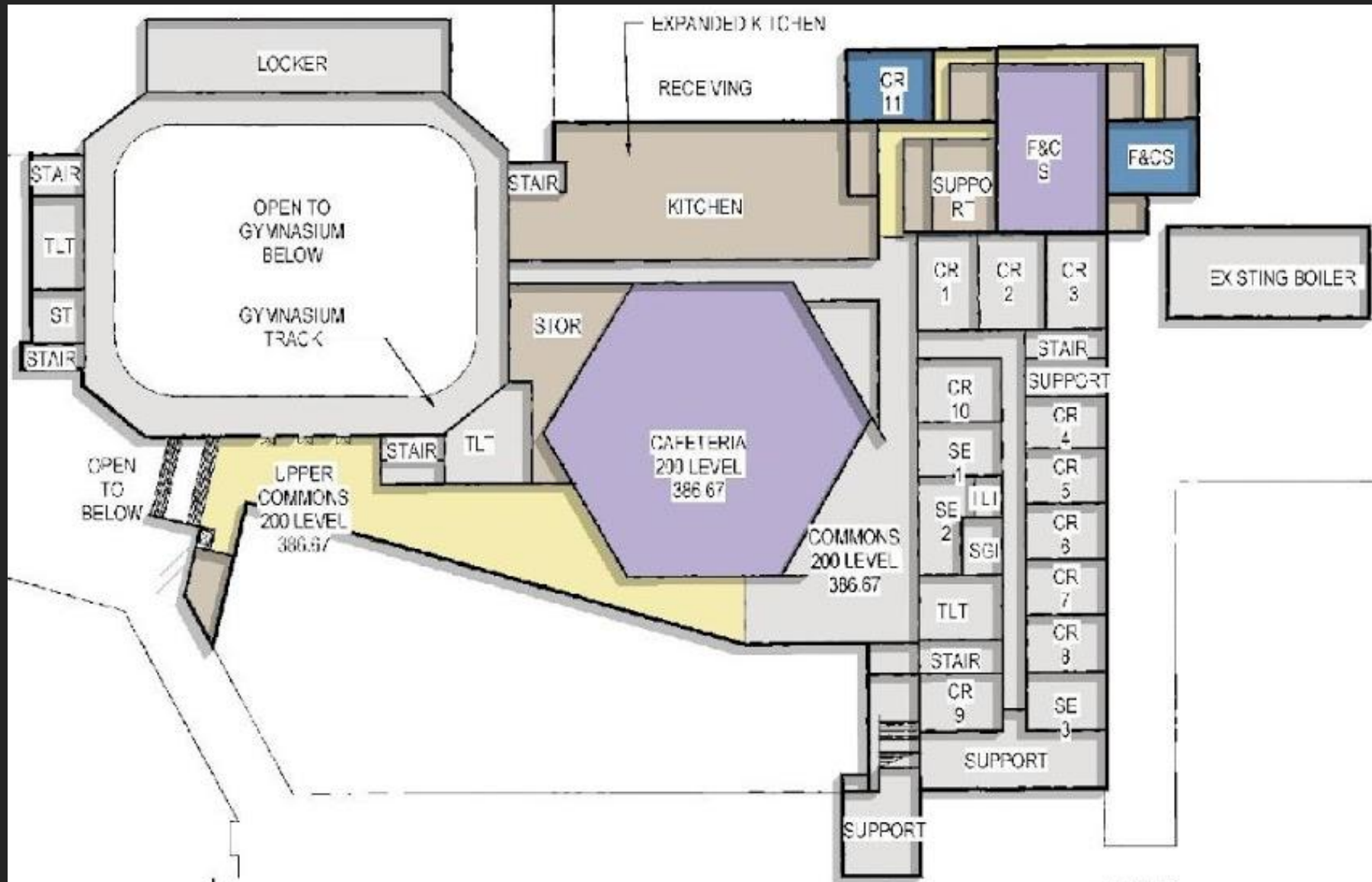
PHASE 1 WORK:

WILSON HIGH SCHOOL - 100 LEVEL FLOOR PLAN



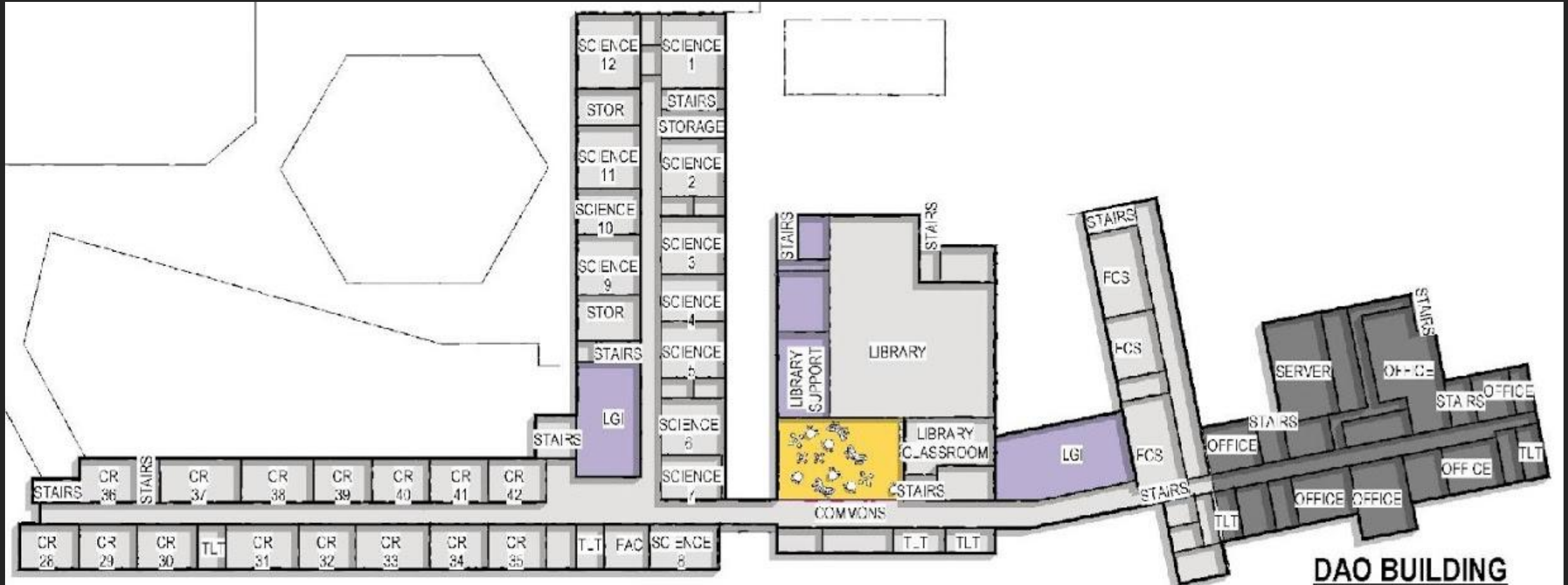
PHASE 1 WORK:

WILSON HIGH SCHOOL / DAO - 200 LEVEL FLOOR PLAN



PHASE 1 WORK:

WILSON HIGH SCHOOL / DAO – 400 LEVEL FLOOR PLAN



PHASE 1 WORK:

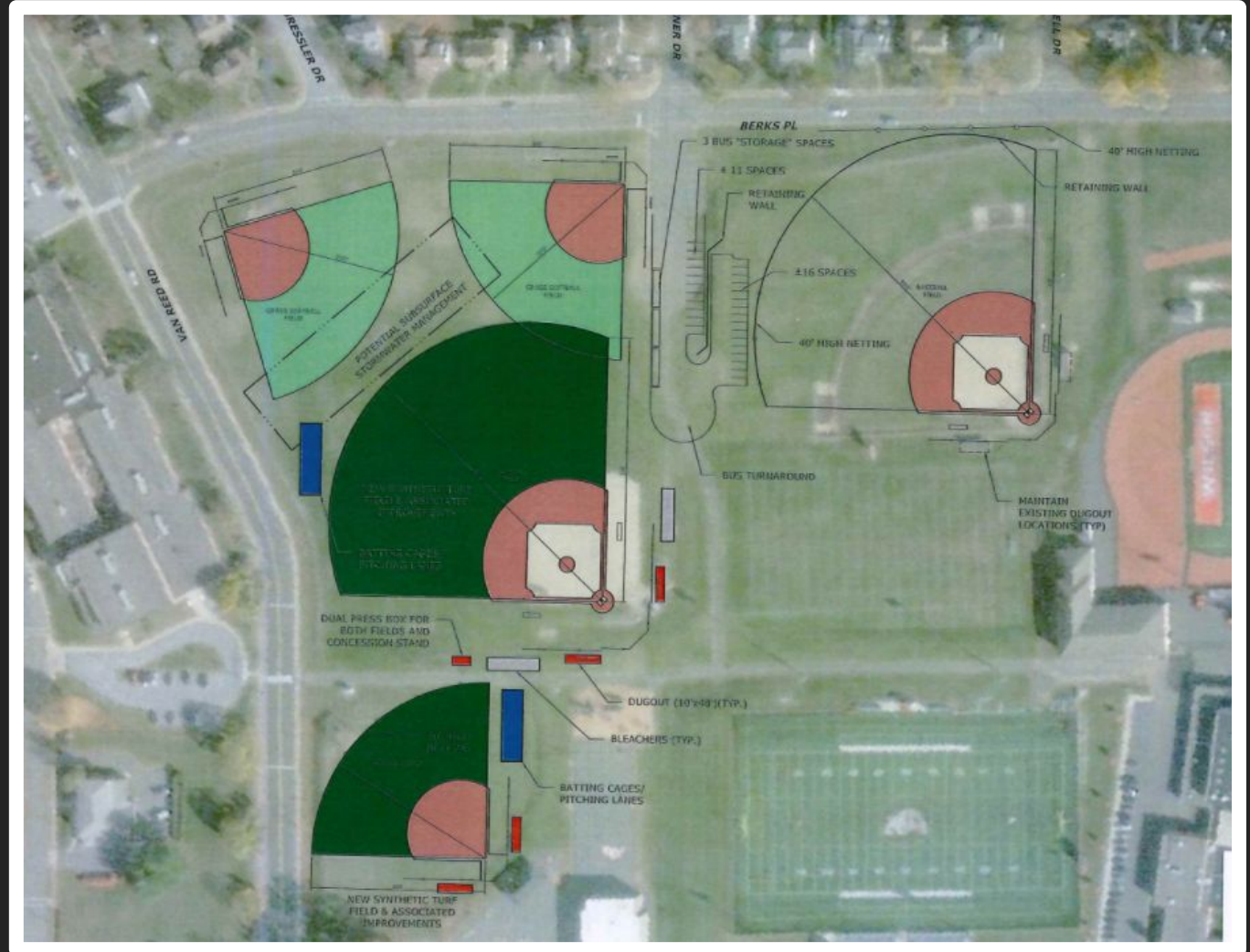
ATHLETIC FIELDS RENOVATIONS

Cost: \$5,500,000

- 1 turf softball field
- 1 turf baseball field
- Bleachers & dugouts
- Concession & Pressbox
- Batting cages & bullpens
- Field & site lighting

Parking lot and restrooms not included in phase one budget

Contingent on stormwater management



PHASE 1 ESTIMATED TOTAL PROJECT COSTS:

- 1. New Elementary School..... \$26,440,000 to \$26,940,000
- 2. High School Add/Reno..... \$33,335,000 to \$33,835,000
- 3. Athletic Fields Reno..... \$5,500,000

TOTAL: \$65,275,000 to \$66,275,000

PHASE 2 WORK:

SOUTHERN MIDDLE SCHOOL

- Maintain existing building size & grade configuration.
- Extensive renovations to bring building up to current facility & educational standards.



PHASE 2 WORK:

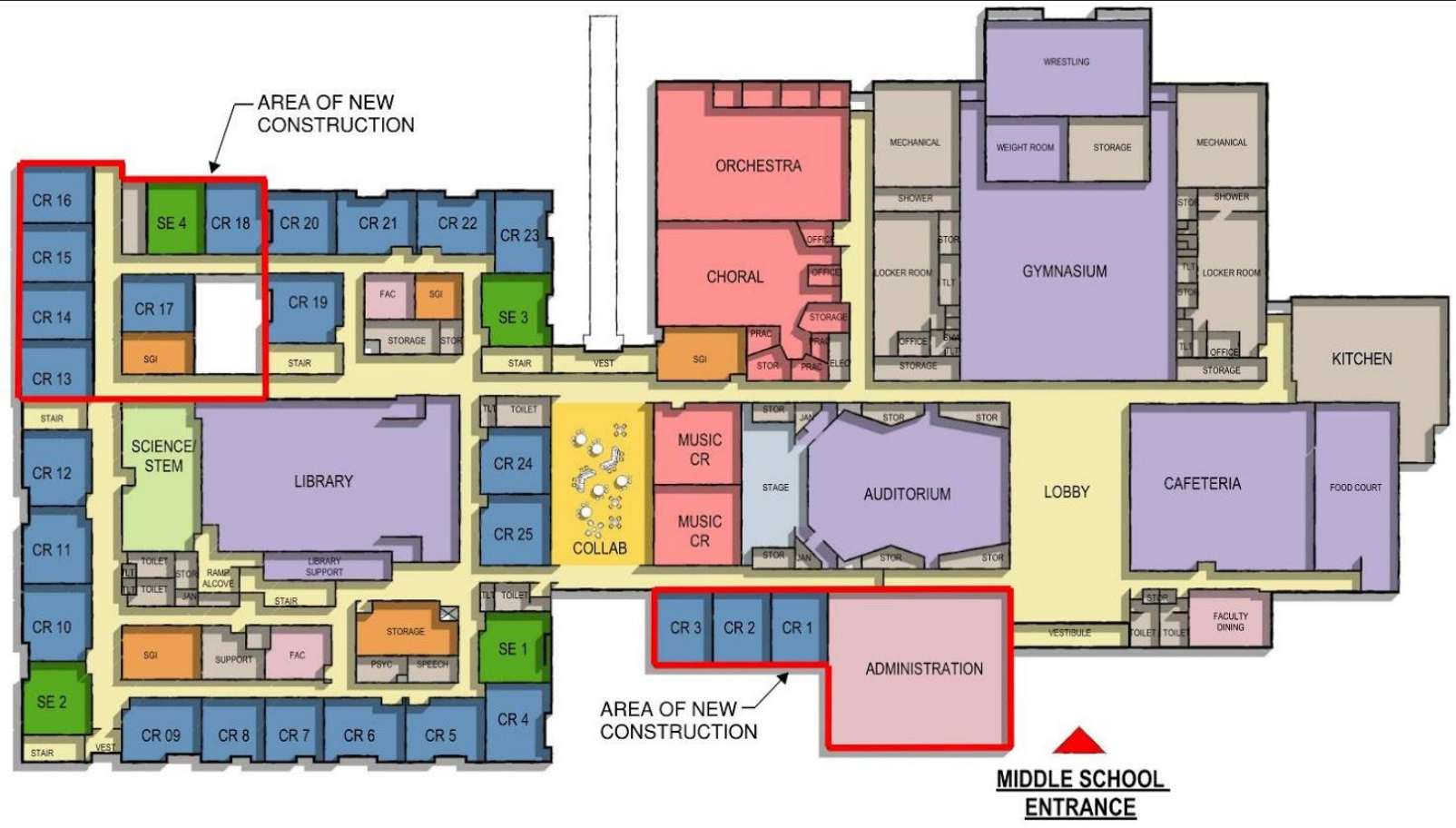
SOUTHERN MIDDLE SCHOOL – OPTION “B”

- Convert to a 5-6 facility.
- Building to receive 2-story classroom addition.
- Extensive renovations to bring building up to current facility & educational standards.

***Under this option all the elementary schools, including the proposed Phase 1 new elementary school, would be K-4 facilities. Based on enrollment projections, no additional elementary grade seats would need to be accounted for.**

PHASE 2 WORK:

SOUTHERN MIDDLE SCHOOL – OPTION “B”



FIRST FLOOR



SECOND FLOOR

PHASE 2 WORK:

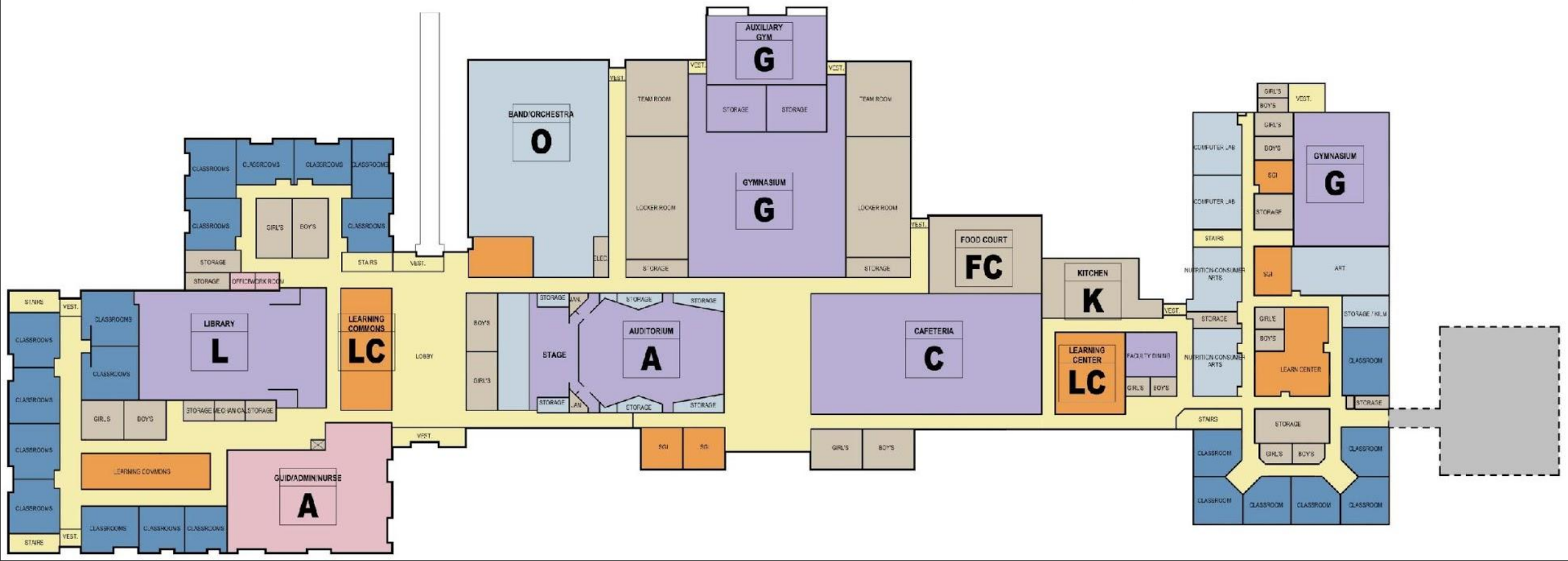
SOUTHERN MIDDLE SCHOOL – OPTION “C”

- Unifies Southern and Cornwall Terrace into a 5-6 facility.
- Extensive renovations to bring both buildings up to current facility & educational standards.

***Under this option all the elementary schools, including the proposed Phase 1 new elementary school, would be K-4 facilities. Based on enrollment projections, 150 additional elementary grade seats (6 classrooms) would need to be accounted for.**

PHASE 2 WORK:

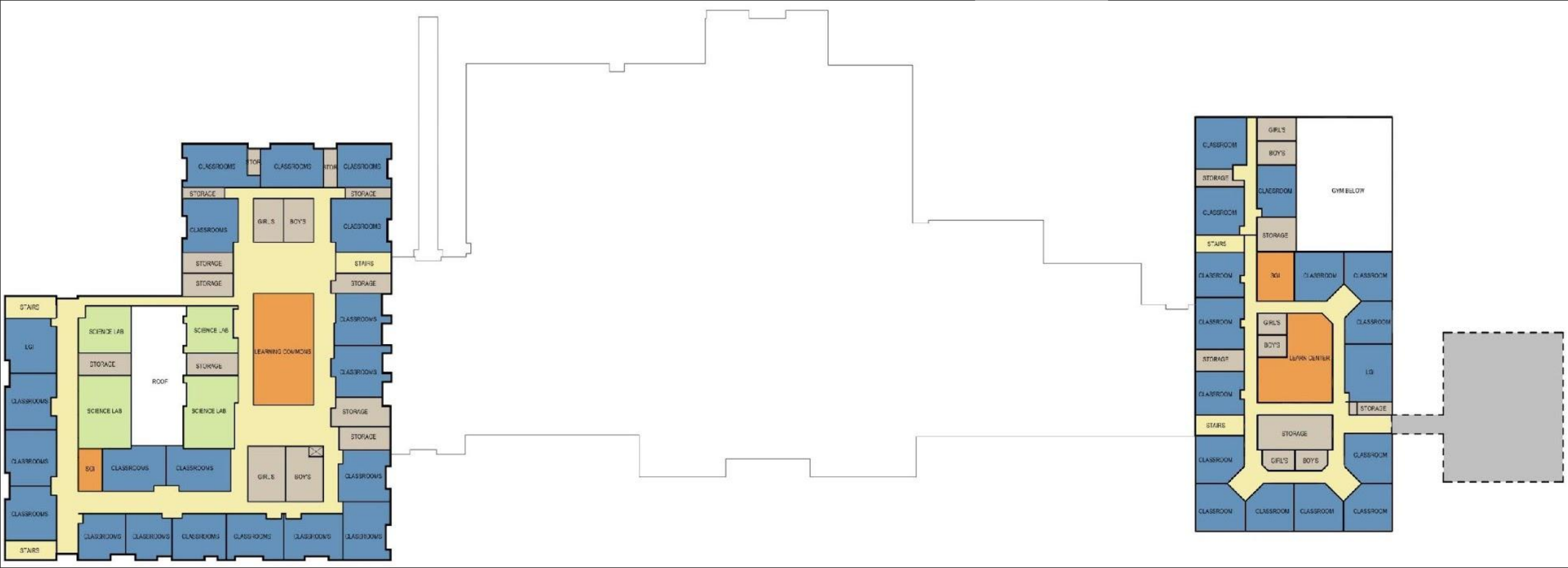
SOUTHERN MIDDLE SCHOOL – OPTION “C”



FIRST FLOOR

PHASE 2 WORK:

SOUTHERN MIDDLE SCHOOL – OPTION “C”



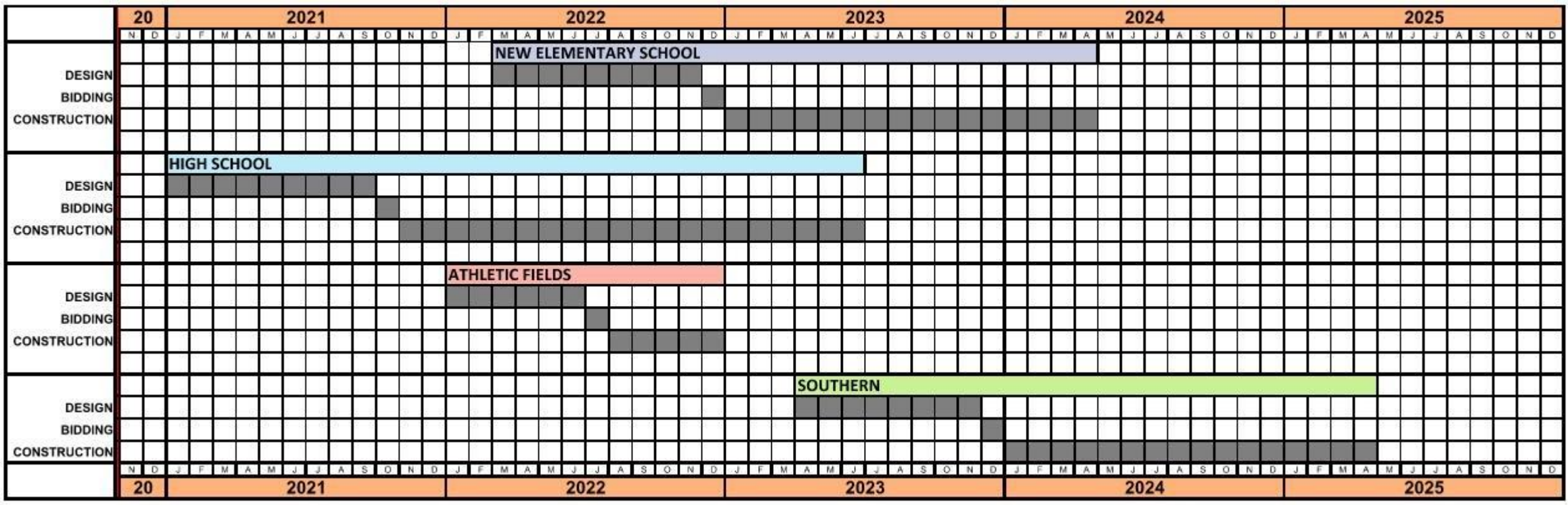
SECOND FLOOR

PHASE 2 ESTIMATED TOTAL PROJECT COSTS:

SOUTHERN MIDDLE SCHOOL

1. Southern Middle School... \$16,770,300 to \$17,270,300
 2. Additional (16) Classrooms..... \$6,000,000 to \$8,000,000
- TOTAL: \$22,770,300 to \$25,270,300

PROPOSED TIMELINE



ESTIMATED PROJECT COSTS SUMMARY

Phase 1 Estimated Low/High Average:	\$66,000,000
Phase 2 Estimated Low/High Average:	<u>\$24,000,000</u>
Total Estimated Low/High Average:	\$90,000,000

ESTIMATED ADDITIONAL CAPITAL COSTS

ADDITIONAL BUSES NEEDED:	
6 - 72 PAX (\$105,700/ea)	\$ 634,200
1 - 30 PAX Lift Bus	\$ 102,346
2 - 30 PAX Bus (\$91,956/ea)	\$ 183,912
TOTAL ADDITIONAL BUSES	\$ 920,458
ADDT'L BUS LOT PAVING FOR INCREASED FLEET	\$ 60,000
TOTAL ADDITIONAL CAPITAL COSTS OTHER THAN CONSTRUCTION	\$ 980,458
**This slide has been updated since the 11/9/20 presentation.	

PROJECT COST FINANCING OPTIONS

	Existing Debt After 2020-21 Refunding \$10.9MM Run Rate (In \$ Millions)	Include New Issues \$66MM in 2021 & \$24MM in 2023 \$10.9MM Run Rate (In \$ Millions)	Include New Issues \$66MM in 2021 & \$24MM in 2023 \$10.5MM Run Rate (In \$ Millions)	Include New Issues \$66MM in 2021 & \$24MM in 2023 \$8.5MM Run Rate (In \$ Millions)
Total Debt Service	\$ 72.7	\$ 202.8	\$ 206.8	\$ 242.2
Less: Debt Principal	\$ (65.0)	\$ (155.0)	\$ (155.0)	\$ (155.0)
Interest	\$ 7.7	\$ 47.8	\$ 51.8	\$ 87.2
Interest Rate Range**	.88%-4.39%	2.19%-2.62%	2.25%-2.65%	2.59%-2.99%
Additional Interest Expense if Lower Run Rate			\$ 4.0	\$ 39.4
Year Debt Paid Off	2028	2040	2041	2050
Additional Years		12	13	22
**Estimated based on current markets; 25bps contingency				

ASSUMPTIONS IN MILLAGE PHASE-IN SCENARIOS

NEW ELEMENTARY SCHOOL

- New elementary school completed in Summer 2024
- Southern or Cornwall Terrace students occupy new elementary school in 2024-25 while Southern construction continues
- Year 2025-26 new elementary school occupied by elementary students based on redistricting
- Four sections of each grade K-5 in opening year 2025-26
- Average increase in annual operating costs approximately 3%
- Real estate annual assessment growth approximately 1.0%

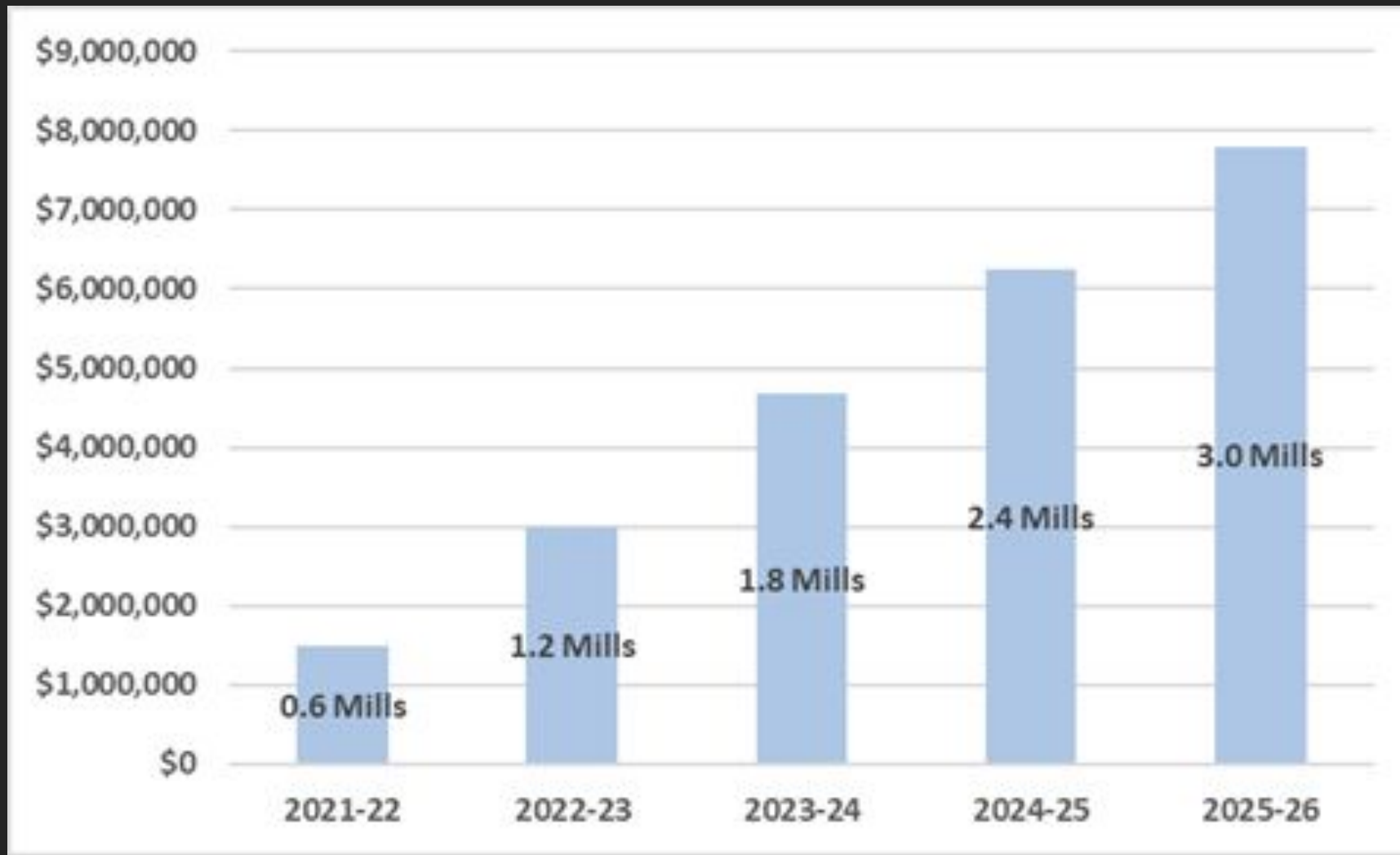
ESTIMATED ANNUAL OPERATING COSTS - NEW ELEMENTARY SCHOOL

	PROJECTED COSTS 2025-26	PROJECTED REQUIRED ANNUAL MILLAGE EQUIVALENT 2025-26*
TOTAL PERSONNEL - SALARIES & BENEFITS	\$ 7,500,000	2.88
TOTAL NON-PERSONNEL OPERATING COSTS	\$ 300,000	0.12
GRAND TOTAL ESTIMATED ANNUAL COSTS	\$ 7,800,000	3.00
*Based on projected value of a net mill of \$2.6MM		

MILLAGE PHASE-IN SCENARIOS TO FUND ANNUAL OPERATING COSTS - NEW ELEMENTARY SCHOOL - 0.60 MILLS FOR 5 YEARS

	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
	2021-22	2022-23	2023-24	2024-25	2025-26
Annual Cumulative Additional Millage Commitment .60 mills	0.60	1.20	1.80	2.40	3.00
Annual Cumulative \$ Equivalent	\$1,500,000	\$3,000,000	\$4,680,000	\$6,240,000	\$7,800,000
Act 1 Adjusted Index Estimated Projections	.97	0.65	0.81	0.92	1.01
Portion of Millage Committed to Operating Costs of New Elementary School	0.60	0.60	0.60	0.60	0.60
Portion of Millage Remaining to Cover Existing Increased Costs	0.37	0.05	0.21	0.32	0.41
\$ Equivalent Remaining to Cover Existing Increased Costs	\$925,000	\$133,800	\$542,417	\$827,186	\$1,057,550

MILLAGE PHASE-IN SCENARIOS TO FUND ANNUAL OPERATING COSTS - NEW ELEMENTARY SCHOOL - 0.60 MILLS FOR 5 YEARS



MILLAGE PHASE-IN SCENARIOS TO FUND ANNUAL OPERATING COSTS - NEW ELEMENTARY SCHOOL - 0.42 MILLS FOR 5 YEARS + ANNUAL DEBT SERVICE RESTRUCTURE

		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
		2021-22	2022-23	2023-24	2024-25	2025-26
Annual Cumulative Additional Millage Commitment .42 mills		0.42	0.84	1.26	1.67	2.08
Annual Cumulative \$ Equivalent		\$1,050,000	\$2,100,000	\$3,276,000	\$4,342,000	\$5,408,000
Millage Relieved if Debt Run Rate Restructured to \$8.5MM Run Rate		0.96	0.96	0.92	0.92	0.92
\$ Equivalent		\$2,400,000	\$2,400,000	\$2,400,000	\$2,400,000	\$2,400,000
Total Annual Cumulative Additional Millage Commitment .42 mills + Debt Restructure		1.38	1.80	2.18	2.59	3.00
Annual Cumulative \$ Equivalent		\$3,450,000	\$4,500,000	\$5,676,000	\$6,742,000	\$7,808,000
Act 1 Adjusted Index Projections		.97	0.65	0.81	0.92	1.01
Portion of Millage Committed to Operating Costs of New Elementary School		0.42	0.42	0.42	0.41	0.41
Portion of Millage Remaining to Cover Existing Increased Costs		0.55	0.23	0.39	0.51	0.60
\$ Equivalent Remaining to Cover Existing Increased Costs		\$1,375,000	\$583,800	\$971,555	\$1,270,371	\$1,491,875

MILLAGE PHASE-IN SCENARIOS TO FUND ANNUAL OPERATING COSTS - NEW ELEMENTARY SCHOOL - 0.42 MILLS FOR 5 YEARS + ANNUAL DEBT SERVICE RESTRUCTURE



HISTORICAL MILLAGE

	20-21	19-20	18-19	17-18	16-17	15-16	14-15	13-14	12-13	11-12	10-11	09-10	08-09	07-08
Millage	26.26	26.26	25.67	25.29	24.95	24.60	24.25	24.00	23.66	23.31	21.95	20.75	19.55	18.55
Millage Increase over Prior Year	0.00	0.59	0.38	0.34	0.35	0.35	0.25	0.34	0.35	1.36	1.2	1.2	1.0	0.96
% Increase over Prior Year	0.0%	2.3%	1.5%	1.4%	1.4%	1.4%	1.0%	1.4%	1.5%	6.2%	5.8%	6.1%	5.4%	5.5%
Adjusted Act 1 Cap in %	3.2%	2.8%	2.9%	3.1%	2.9%	2.3%	2.5%	2.0%	2.00%	1.60%	2.90%	4.10%	4.40%	3.40%
Adjusted Act 1 Cap in Mills*	0.84	0.71	0.73	0.77	0.71	0.56	0.60	0.47	0.47	0.35	0.60	0.80	0.82	0.60
Exceptions Included in Millage	-	-	-	-	-	-	-	-	-	1.01	0.60	0.40	0.18	0.36

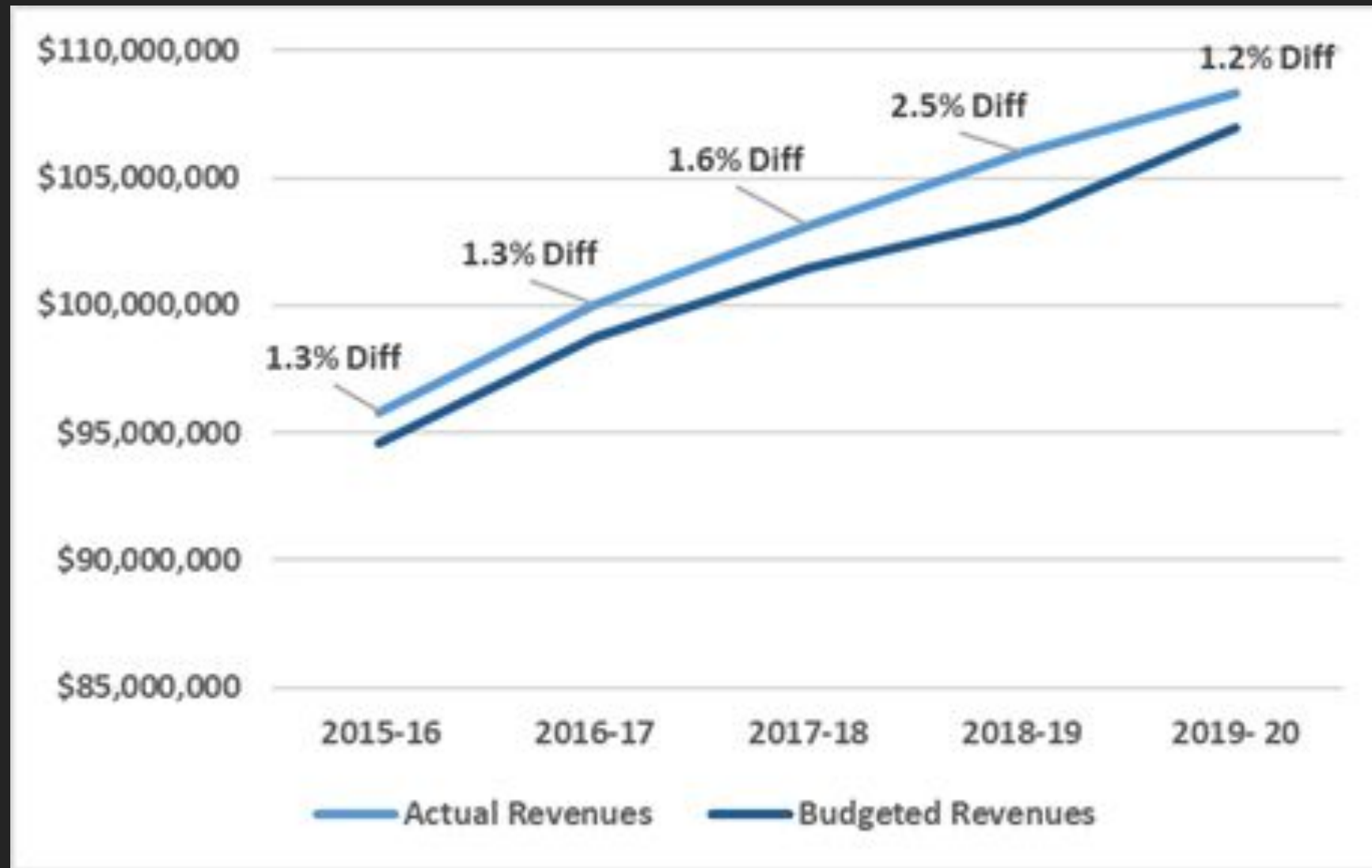
**BUDGETED FUND BALANCE PRELIMINARY PROJECTIONS
AT ESTIMATED ADJUSTED INDEX + EXCEPTIONS IN 2021-22
ASSUMING A 3-YEAR REVENUE RECOVERY
BEFORE NEW ELEMENTARY STAFFING PHASE-IN**

WILSON SCHOOL DISTRICT	(Budgeted)	(Projected)	(Projected)	(Projected)	(Projected)	(Projected)
FUND BALANCE PROJECTIONS	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
Millage Increase	0.00	1.40	0.66	0.82	0.93	1.02
Millage	26.26	27.66	28.32	29.14	30.07	31.09
Total Revenues	\$ 111,000,000	\$ 110,400,000	\$ 114,600,000	\$ 119,400,000	\$ 123,500,000	\$ 127,800,000
Total Expenditures	\$ 115,100,000	\$ 117,500,000	\$ 119,700,000	\$ 122,100,000	\$ 124,600,000	\$ 127,300,000
Excess (Deficit)	\$ (4,100,000)	\$ (7,100,000)	\$ (5,100,000)	\$ (2,700,000)	\$ (1,100,000)	\$ 500,000
Assume Contingency Not Used	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
Projected Revenues over (under) Expenditure	\$ (3,100,000)	\$ (6,100,000)	\$ (4,100,000)	\$ (1,700,000)	\$ (100,000)	\$ 1,500,000
Unassigned FB End of the Year	\$ 6,861,850	\$ 5,622,277	\$ 3,957,277	\$ 3,847,277	\$ 5,382,277	\$ 6,417,277
As a % of Next Year's Budgeted Exp. (not less than 3% and not more than 8%)	5.8%	4.7%	3.2%	3.1%	4.2%	4.9%
Assigned FB End of the Year	\$ 1,000,000	\$ 2,229,573	\$ 2,700,000	\$ 1,100,000	\$ (500,000)	\$ -
Nonspendable FB End of the Year	\$ 51,561	\$ 71,561	\$ 46,561	\$ 66,561	\$ 41,561	\$ 16,561
Committed PSERS FB End of the Year	\$ 8,970,427	\$ 2,870,427	\$ -	\$ -	\$ -	\$ -
Restricted FB End of the Year	\$ 94,101	\$ 84,101	\$ 74,101	\$ 64,101	\$ 54,101	\$ 44,101
Total General Fund Balances						
Beginning of the Year	\$ 20,077,939	\$ 16,977,939	\$ 10,877,939	\$ 6,777,939	\$ 5,077,939	\$ 4,977,939
Additions(Reductions)	\$ (3,100,000)	\$ (6,100,000)	\$ (4,100,000)	\$ (1,700,000)	\$ (100,000)	\$ 1,500,000
End of the Year	\$ 16,977,939	\$ 10,877,939	\$ 6,777,939	\$ 5,077,939	\$ 4,977,939	\$ 6,477,939
Capital Reserve FB End of the Year	\$ 7,618,008	\$ 4,694,244	\$ 4,173,143	\$ 2,539,133	\$ (0)	\$ (0)

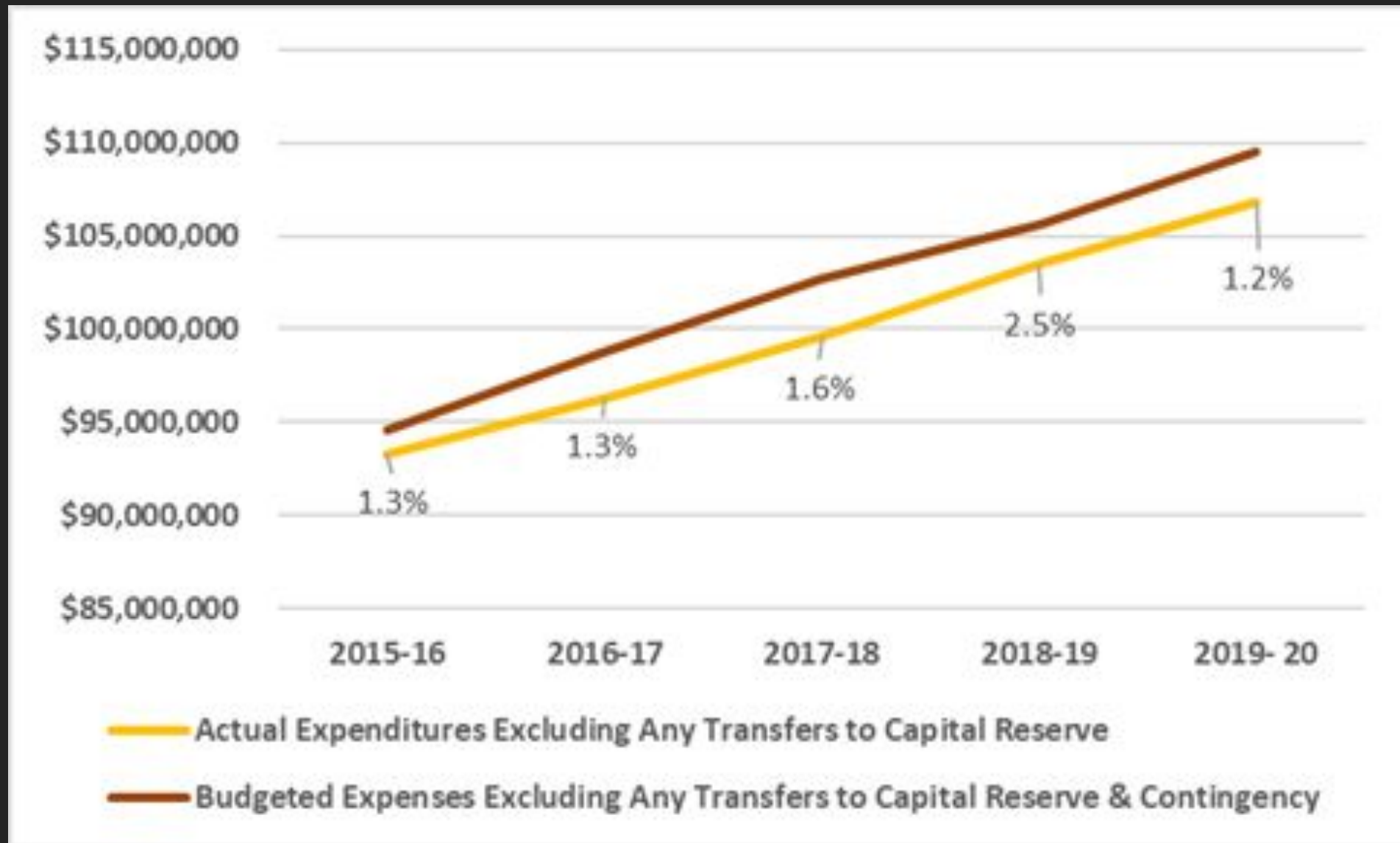
**BUDGETED FUND BALANCE PRELIMINARY PROJECTIONS
AT ESTIMATED ADJUSTED INDEX + EXCEPTIONS IN 2021-22
ASSUMING A 3-YEAR REVENUE RECOVERY
INCLUDING NEW ELEMENTARY STAFFING PHASE-IN AT 0.42 MILLS
+ DEBT RESTRUCTURE TO \$8.5MM RUN RATE**

WILSON SCHOOL DISTRICT	(Budgeted)	(Projected)	(Projected)	(Projected)	(Projected)	(Projected)
FUND BALANCE PROJECTIONS	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
Millage Increase	0.00	1.40	0.66	0.82	0.93	1.02
Millage	26.26	27.66	28.32	29.14	30.07	31.09
Total Revenues	\$ 111,000,000	\$ 110,400,000	\$ 114,600,000	\$ 119,400,000	\$ 123,500,000	\$ 127,800,000
Total Expenditures	\$ 115,100,000	\$ 118,550,000	\$ 121,800,000	\$ 125,376,000	\$ 128,942,000	\$ 132,708,000
Excess (Deficit)	\$ (4,100,000)	\$ (8,150,000)	\$ (7,200,000)	\$ (5,976,000)	\$ (5,442,000)	\$ (4,908,000)
Assume Contingency Not Used	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
Projected Revenues over (under) Expenditures	\$ (3,100,000)	\$ (7,150,000)	\$ (6,200,000)	\$ (4,976,000)	\$ (4,442,000)	\$ (3,908,000)
Unassigned FB End of the Year	\$ 5,811,850	\$ 2,472,277	\$ (2,468,723)	\$ (6,920,723)	\$ (10,793,723)	\$ (9,758,723)
As a % of Next Year's Budgeted Exp. (not less than 3% and not more than 8%)	4.9%	2.0%	-2.0%	-5.4%	-8.1%	-7.2%
Assigned FB End of the Year	\$ 2,050,000	\$ 4,329,573	\$ 5,976,000	\$ 5,442,000	\$ 4,908,000	\$ -
Nonspendable FB End of the Year	\$ 51,561	\$ 71,561	\$ 46,561	\$ 66,561	\$ 41,561	\$ 16,561
Committed PSERS FB End of the Year	\$ 8,970,427	\$ 2,870,427	\$ -	\$ -	\$ -	\$ -
Restricted FB End of the Year	\$ 94,101	\$ 84,101	\$ 74,101	\$ 64,101	\$ 54,101	\$ 44,101
Total General Fund Balances						
Beginning of the Year	\$ 20,077,939	\$ 16,977,939	\$ 9,827,939	\$ 3,627,939	\$ (1,348,061)	\$ (5,790,061)
Additions(Reductions)	\$ (3,100,000)	\$ (7,150,000)	\$ (6,200,000)	\$ (4,976,000)	\$ (4,442,000)	\$ (3,908,000)
End of the Year	\$ 16,977,939	\$ 9,827,939	\$ 3,627,939	\$ (1,348,061)	\$ (5,790,061)	\$ (9,698,061)
Capital Reserve FB End of the Year	\$ 7,618,008	\$ 4,694,244	\$ 4,173,143	\$ 2,539,133	\$ (0)	\$ (0)

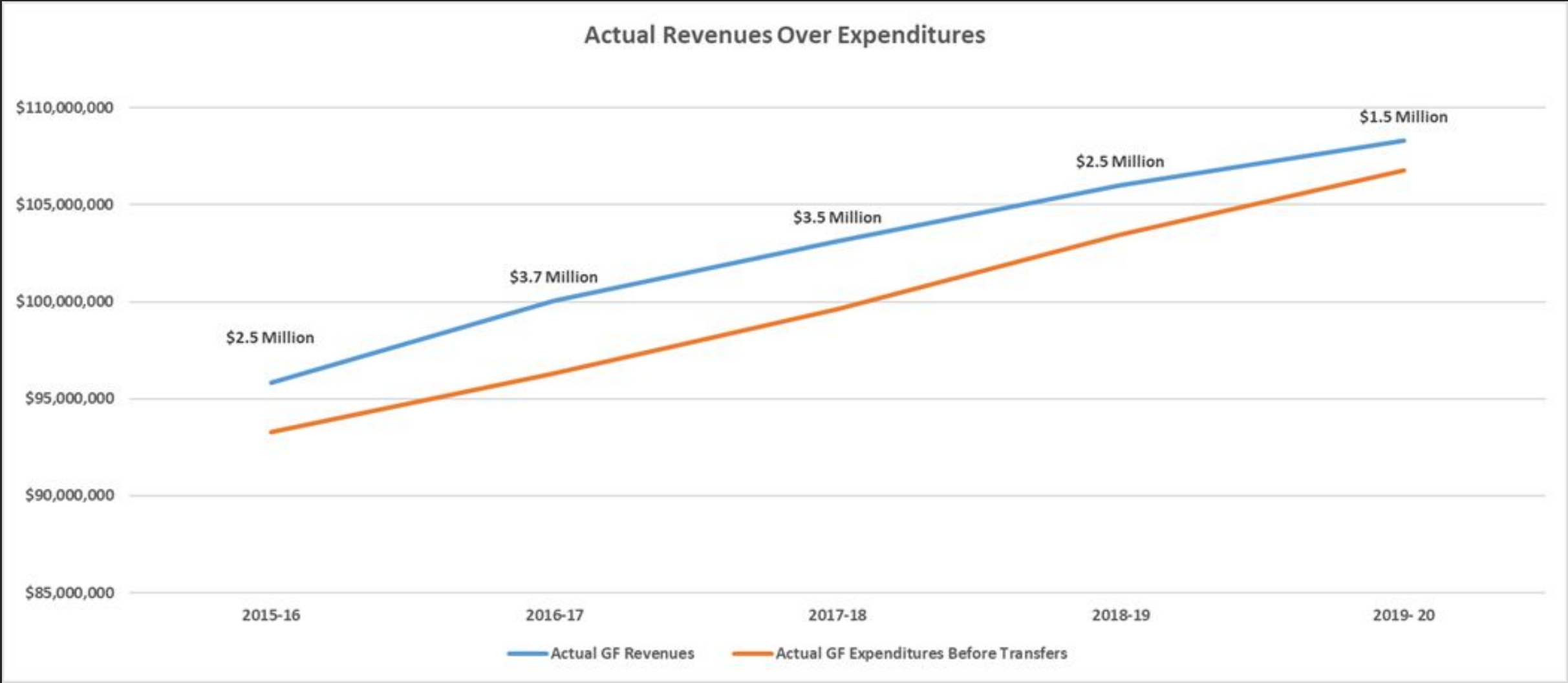
GENERAL FUND ACTUAL HISTORICAL REVENUES VS. BUDGET



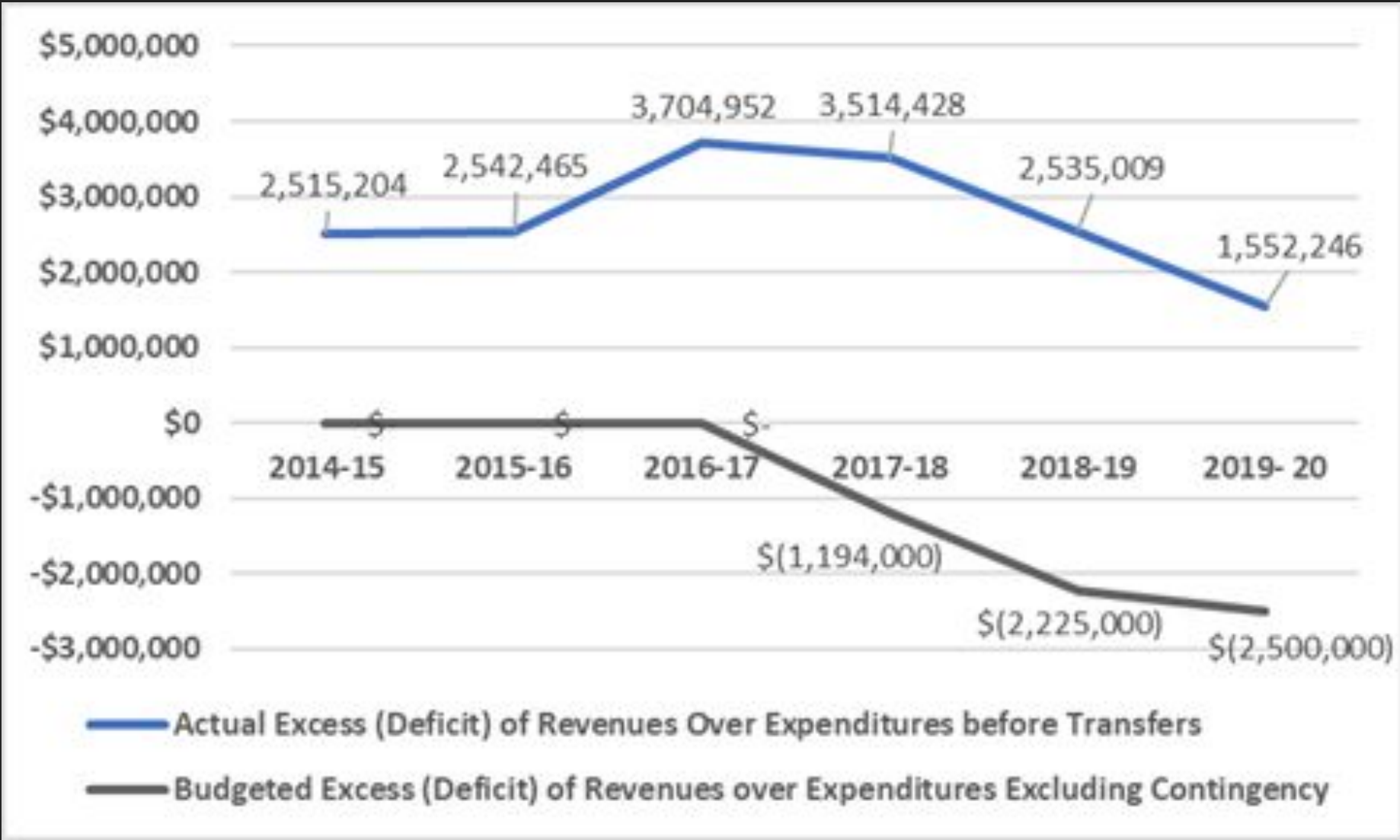
GENERAL FUND ACTUAL HISTORICAL EXPENDITURES VS. BUDGET



GENERAL FUND ACTUAL HISTORICAL RESULTS



GENERAL FUND ACTUAL HISTORICAL RESULTS VS. BUDGET



FINANCIAL PROJECTION TAKEAWAYS

- Commitment to tax millage increases at Act 1 Index and possibly above for next 5 years for phase-in of staffing if moving forward with new elementary school
- Commitment to examination of staffing operating efficiencies/redundancy each year for next 5 years



Questions

1. Tonight's presentation provided a 2-phase approach. What are pros and cons of this phased approach?
2. What is your willingness to commit to increasing our tax millage and reviewing current and future operating costs to achieve the goals of these projects, including lower class size at the elementary level and creating safety, security and equity at the secondary level?



Facilities Committee Recommendation



WILSON
SCHOOL DISTRICT



Crabtree, Rohrbaugh & Associates
www.cra-architects.com