



Elementary Facility Plan Citizen Task Force Outcomes from Meeting 9 – December 4, 2024

35 Task Force members in attendance

Planning/Facilitation consultants in attendance: Mark Roffers, Nick Johnson, MDRoffers Consulting

District staff in attendance: Cale Bushman, Interim Superintendent; Joshua Viegut, Assistant Superintendent of Operations; Julie Schell, Director of Elementary Education; Jon Euting, Assistant Superintendent of Academics; Tabatha Gundrum, Director of Human Services; Ryan Urmanski, Director of Buildings & Grounds; Ralph Williams, Director of Technology & Media Services.

Presentation: MDRoffers presented two potential option “bundles” and three potential “variations” to those bundles, based on Task Force 11/13 rankings and comments on the 10 elementary facility options evaluated at its October and November meetings. Each bundle was a collection of three or four individual school consolidation options, and each variation included potential substitutions or add-ons to the bundles. The presentation included data on how each bundle and variation compared to the five option evaluation criteria. The bundles and variations are summarized as follows:

- **Bundle 1:** Hewitt-Texas to Riverview (including east side 4K Academy); Hawthorn Hills to John Marshall/Franklin; Lincoln to G.D. Jones; Grant to Jefferson; Lincoln repurposed as west side 4K Academy
- **Bundle 1 + Variation A:** Bundle 1, except single 4K Academy at Hawthorn Hills instead of Lincoln and Riverview 4K Academies
- **Bundle 1 + Variation B:** Bundle 1, plus Rib Mountain to expanded South Mountain option
- **Bundle 2:** Hewitt-Texas to Riverview; Hawthorn Hills to John Marshall/Franklin; Grant to Jefferson/Lincoln
- **Bundle 2 + Variation A:** Bundle 2, plus single 4K Academy at Hawthorn Hills instead of G.D Jones, Jefferson, and Riverview 4K Academies
- **Bundle 2 + Variation B:** Bundle 2, plus Rib Mountain to expanded South Mountain option
- **Bundle 2 + Variation C:** Bundle 2, plus Rib Mountain to South Mountain/G.D. Jones option

Large Group Questions and Comments: During and following the presentation, the following questions and comments from Task Force members were offered in a large group setting:

- Member shared analysis of number of students in 2 mile radius of certain schools.
- How did you run a bus route analysis? For Hewitt-Texas there are some kids on the bus for 45 minutes already. (MDRoffers explained how the bus time estimates were calculated.)
- Did you determine a cost for each bus route? (Staff estimates that the cost of each bus route is \$40,000 per year.)
- Would staff at current schools move to the associated consolidated school? (Staff responded that it is premature to say. There will be a variety of factors to consider for reassignments.)
- How did you estimate the annual staffing reduction? (Staff explained the process used, which considered number of expected students and staff at each grade level, and was conservative)



Elementary Facility Plan Citizen Task Force Outcomes from Meeting 9 – December 4, 2024

assuming the passage of three years of normal attrition. Staff emphasized that moving of families and staff is not taken lightly, as this affects people’s lives.)

- Is there a certain level of enrollment to where the district would add a vice principal or other support staff at a school? (Staff responded that at present, there are only assistant principals at secondary schools. This could be considered at elementary based on enrollment and other needs, assisted by formula.)
- What is the plan with Red Granite if Hewitt-Texas students move to Riverview? (Staff responded that WSD would have to resolve Red Granite if this shift occurs; could be relocated to another building in the WSD.)
- How should school report card grades be used? (MDRoffers and staff explained the use of report card grades, and noted that scores are not based on and do not include the physical structure of the building, age of building, layout, or suitability for learning.)
- Would the district have to go to referendum for any of this? (Staff responded that any building addition advised and many of the identified deferred maintenance items would require a referendum. The Board will decide whether to pursue a referendum and for what.)
- Some variations would help even out the number of students across buildings.
- Would consolidated 4K Academies work for bussing? (Staff responded that bussing with two consolidated 4K Academies would work, but the bussing impacts on only one have not been evaluated.)
- I like the idea of a single 4K Academy, except I am concerned that some 4K students would be on a bus for a very long time.
- Is the estimated ~85% building utilization in each of the base bundles consistent with other district experiences? How about the 90-92% in variations A and B? (MDRoffers responded that around 85% provides for some flexibility for bubble classes and other unpredictable factors, while percentages in the 90s eliminate some of that flexibility.)
- How high could enrollment go at South Mountain without a classroom addition? Could the CAR program be shifted to another location? (MDRoffers explained that, if all Rib Mountain students shifted to South Mountain without a classroom addition, then South Mountain would operate above functional capacity. Staff noted that CARE could be shifted.)

Small Group Review of Bundles/Variations: Following the presentation, within small groups the Task Force identified pros and cons of each of the above facility option bundles and bundle/variation pairings, with the following table summarizing results. The final pages of this “outcomes” document includes the full pros and cons as written by each of the small groups.



Elementary Facility Plan Citizen Task Force Outcomes from Meeting 9 – December 4, 2024

Bundle or Variation	Pros	Cons
Bundle 1	<ul style="list-style-type: none"> • ~84% of building capacity filled • Balanced east-west school closures • 4K Academies on both sides • 1-to-1 school consolidations • Financial savings prioritized 	<ul style="list-style-type: none"> • 4K Academies further from some students/families than current • Unknown cost of adjusting Lincoln to serve as 4K Academy • More bus routes than current
Bundle 1 + Variation A	<ul style="list-style-type: none"> • Hawthorn is large enough to be a standalone 4K Academy • Hawthorne has air conditioning • Only on 4K Academy assures uniformity in experience • Efficient to have 4K all at one site 	<ul style="list-style-type: none"> • Single 4K location may not be ideal for some students/families • Disconnect between only-east-side 4K Academy and lower and decreasing enrollment on east side • Unknown cost of adjusting Hawthorn to serve as 4K Academy • Only one location may contribute to enrollment decrease
Bundle 1 + Variation B	<ul style="list-style-type: none"> • More cost savings compared to base Bundle 1 • Adds separate gym and cafeteria to South Mountain • Could be implemented now or later, based on actual enrollment change 	<ul style="list-style-type: none"> • ~90% of building capacity used does not leave much “wobble room” • Classroom addition to South Mountain may not be fiscally responsible • Closes a school in a growing area
Bundle 2	<p>Compared to Bundle 1:</p> <ul style="list-style-type: none"> • Fewer students impacted • Fewer additional bus routes needed • Less change for community 	<p>Compared to Bundle 1:</p> <ul style="list-style-type: none"> • Less savings – does it accomplish the fiscal criterion? • Shifts Grant students to two different schools instead of one
Bundle 2 + Variation A	<ul style="list-style-type: none"> • Similar to “Bundle 1 + Variation A” 	<ul style="list-style-type: none"> • Similar to “Bundle 1 + Variation A”
Bundle 2 + Variation B	<ul style="list-style-type: none"> • Similar to “Bundle 1 + Variation B” 	<ul style="list-style-type: none"> • Similar to “Bundle 1 + Variation B”
Bundle 2 + Variation C	<p>Compared to base Bundle 2:</p> <ul style="list-style-type: none"> • More cost savings • More schools closing may come closer to objective 	<ul style="list-style-type: none"> • Shifts Rib Mountain students to two different schools • Closes a school in a growing area • Hard to add more students to South Mountain unless a separate gym/cafeteria added at more cost

Large Discussion on Bundles/Variations: Following the small group discussions, Task Force members had the opportunity to share comments on the bundles/variations before the Task Force completed the voting exercise described below. The following are MDRoffers’ notes from this discussion:

- I think Bundle 1 works the best. I am not sure if the Task Force should rely on a successful referendum for its recommended option, for example by counting on a South Mountain expansion.



Elementary Facility Plan Citizen Task Force Outcomes from Meeting 9 – December 4, 2024

- Our district is too expansive to have one 4K Academy in a location that does not have good flow/accessibility (Variation A).
- Bundle 1 seemed like the better choice, but Bundle 2 gives something similar with a little less cost savings but impacting significantly fewer students.
- Bundle 2 impacts district employee lives less it seems.
- Given that majority of growth in District is on the west side, shifting students to an east side 4K academy (Variation A) does not make sense.
- Variation B should be a potential future step, rather than an add-on right now. (Others agreed.)
- There does not seem to be enough room in remaining west side schools to close Rib Mountain without doing a classroom expansion somewhere.
- Our group had a hard time seeing advantage with Bundle 2 with regard to cost savings, which is the primary criterion. Our group thought it was important to close 2 east side and 2 west side schools.
- If the district sold Longfellow, Hawthorn Hills could be administration/community partnership site to address other needs with pre- and post-school care.
- As a parent who picks up at Hawthorn Hills, it is not a logistical nightmare”
- Hawthorn Hills is not appropriate as the district’s sole 4K Academy (Variation A).
- Our group liked that Bundle 1 had groups of kids go as a whole to one separate school (e.g., all Grant students to Jefferson, all Lincoln students to GD Jones.)
- Could Hawthorn Hills be the east side 4K site instead of Riverview?
- Our group felt that, with the two 4K Academies in Bundle 1, parents should be given a choice of which one to attend. For example, Lincoln would be closer to John Marshall families than Riverview.
- Our group felt that a/c ought to be added at Franklin and John Marshall, but that those upgrades could be made over time.

Task Force Voting of Bundles/Variations: Task Force members then completed individual ballots including the seven unique bundle/variation pairings, with each placing a “#1” next to their most preferred bundle/variation and a “#2” next to their second most preferred bundle/variation (a handful did not offer a #2). The results of this voting are as follows:

Bundle/Variation	#1 Votes	#2 Votes
“Base” Bundle 1	25	5
Bundle 1 + Variation A	0	0
Bundle 1 + Variation B	2	6
“Base” Bundle 2	3	17
Bundle 2 + Variation A	0	0
Bundle 2 + Variation B	4	0
Bundle 2 + Variation C	0	2



Elementary Facility Plan Citizen Task Force Outcomes from Meeting 9 – December 4, 2024

71% of Task Force members voted “base” Bundle 1 as their most preferred bundle/variation, and an additional 14% voted Bundle 1 as their second most preferred bundle. 49% voted “base” Bundle 2 as their second most preferred bundle/variation (remembering that a handful did not identify a #2 at all), and an additional 9% voted Bundle 2 as their most preferred (#1) bundle.

Based on these results, MDROffers suggested to the Task Force that Bundle 1 be presented to the Board as the Task Force’s primary recommended bundle, with Bundle 2 also presented as an alternative. The Task Force agreed by consent.

Other Potential Task Force Recommendations: Members then were asked a series of questions related to potential other recommendations to the Board derived from the Task Force charge, raised by members as possibilities during earlier discussions and offered by members on-the-spot. The following are other recommendations to the School Board for which the majority of Task Force members agreed (by hand votes):

- Address as many of the 10-year deferred maintenance items in the CESA 10 Elementary Facilities Assessment as possible, both at recommended “receiver” schools and at other elementary schools that will remain following consolidation.
- Improve each “receiver” school in the selected bundle with air conditioning where not already present (Franklin, John Marshall).
- Undertake a separate process to finalize new elementary school attendance areas, once the Board selects an elementary facility bundle.
- Consider relocating its administrative functions currently at the Longfellow Administrative Center to one of its other remaining facilities, such as a high or middle school with excess capacity. (Task Force members also expressed interest in not limiting search to just high or middle school buildings.)
- Work with the City and others to maintain a park/playground at the Grant site to serve the surrounding neighborhood, even if that building is otherwise sold and repurposed.
- Observe enrollment changes over the next several years at both Rib Mountain and South Mountain, considering the potential for consolidation of these two schools at some point in the future.

The following is a list of potential additional recommendations for which the majority of Task Force members did not support recommending to the School Board (by hand vote):

- Consider repurposing the Hawthorn Hills building for other school district related needs serving children, including before and after school care.
- Phase facility consolidation options within the recommended bundles.



Elementary Facility Plan Citizen Task Force Outcomes from Meeting 9 – December 4, 2024

Complete Meeting Results: The following is an unedited list of small group written reports/notes.

Group A:

Bundle/Variation	Pros	Cons
Bundle 1	<ul style="list-style-type: none"> • 84% functional capacity • Accomplishes more with less disruptions • Schools mostly moving 1:1 • 4K academy is centrally located on west side • \$5 million more in staff reduction savings 	<ul style="list-style-type: none"> • Only 2 4K academies (if Board wants to keep 4)
Bundle 1 + Variation A	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Single 4K location is not idea
Bundle 1 + Variation B	<ul style="list-style-type: none"> • Additional cost savings in staff reductions • Potentially down the road (5-10 years) 	<ul style="list-style-type: none"> • Would the cost deter people from voting for a referendum? • Too close to 90% capacity
Bundle 2	<ul style="list-style-type: none"> • Less students impacted • Less additional bus routes 	<ul style="list-style-type: none"> • Less staff savings reduction • Doesn't fully accomplish the goal
Bundle 2 + Variation A	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Single 4K location is not idea
Bundle 2 + Variation B	<ul style="list-style-type: none"> • Additional cost savings in staff reductions • Potentially down the road (5-10 years) 	<ul style="list-style-type: none"> • Would the cost deter people from voting for a referendum? • Too close to 90% capacity
Bundle 2 + Variation C	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Splitting Rib Mountain to two different schools



Elementary Facility Plan Citizen Task Force Outcomes from Meeting 9 – December 4, 2024

Group B:

Bundle/Variation	Pros	Cons
Bundle 1	<ul style="list-style-type: none"> • Close 2 east, 2 west • Spread out evenly • 4K on west side and east side • Lincoln for 4K easily accessibility from highway 	<ul style="list-style-type: none"> • Costly • Lincoln upgraded to 4K cost unknown • More bus routes
Bundle 1 + Variation A	<ul style="list-style-type: none"> • Hawthorn has 4K rooms (some) and playground and AC 	<ul style="list-style-type: none"> • 4K all on east side where we have the lower population • Cost to make Hawthorn Hills upgraded for all 4K
Bundle 1 + Variation B	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Cost of adding classrooms and cafeteria counter intuitive • Increase bussing • We don't like this
Bundle 2	<ul style="list-style-type: none"> • Less student impact • Less bus routes than bundle 1 	<ul style="list-style-type: none"> • Grant has to get split • Keeping Lincoln and Jones open for K-5 when so close to each other • Separate space for cafeteria/gym
Bundle 2 + Variation A	<ul style="list-style-type: none"> • Hawthorn has 4K rooms (some) and playground and AC 	<ul style="list-style-type: none"> • 4K all on east side where we have the lower population • Cost to make Hawthorn Hills upgraded for all 4K
Bundle 2 + Variation B	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Cost of adding classrooms and cafeteria counter intuitive • Increase bussing • We don't like this
Bundle 2 + Variation C	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Add bus costs • Growth in Rib Mountain



Elementary Facility Plan Citizen Task Force Outcomes from Meeting 9 – December 4, 2024

Group C:

Bundle/Variation	Pros	Cons
Bundle 1	<ul style="list-style-type: none"> • 1:1 schools • 5/5 for this bundle 	<ul style="list-style-type: none"> •
Bundle 1 + Variation A	<ul style="list-style-type: none"> • Evens out schools, gives unity feel to east/west • 1/5 for this bundle variation 	<ul style="list-style-type: none"> •
Bundle 1 + Variation B	<ul style="list-style-type: none"> • 3/5 for this bundle/variation • 2 schools unnecessary for population 	<ul style="list-style-type: none"> • Probable referendum, may not be fiscally responsible
Bundle 2	<ul style="list-style-type: none"> • 4/5 for this bundle • Good 2nd option against Bundle 1 	<ul style="list-style-type: none"> • Not enough impact for the situation
Bundle 2 + Variation A	<ul style="list-style-type: none"> • Evens out schools, gives unity feel to east/west • 1/5 for this bundle variation 	<ul style="list-style-type: none"> •
Bundle 2 + Variation B	<ul style="list-style-type: none"> • 3/5 for this bundle/variation • 2 schools unnecessary for population 	<ul style="list-style-type: none"> • Probable referendum, may not be fiscally responsible
Bundle 2 + Variation C	<ul style="list-style-type: none"> • 3/5 for this bundle/variation 	<ul style="list-style-type: none"> •



Elementary Facility Plan Citizen Task Force Outcomes from Meeting 9 – December 4, 2024

Group D:

Bundle/Variation	Pros	Cons
Bundle 1	<ul style="list-style-type: none"> • Addresses all criteria well • Even • More people moving together and 1:1 consolidation • 4K in two buildings 	<ul style="list-style-type: none"> •
Bundle 1 + Variation A	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Do not like location of Hawthorn for 4K and distance
Bundle 1 + Variation B	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Capacity concerns • Harder to sell closures when doing an addition
Bundle 2	<ul style="list-style-type: none"> • Less drastic change 	<ul style="list-style-type: none"> • More splitting of students to different schools
Bundle 2 + Variation A	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Do not like location of Hawthorn for 4K and distance
Bundle 2 + Variation B	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Capacity concerns • Harder to sell closures when doing an addition
Bundle 2 + Variation C	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Hard to add more to South without a separate gym/cafeteria

Questions:

- Could you choose 4K between Lincoln and Riverview?
- Both bundles may be too conservative when done alone?
- Continue to re-evaluate in next few years
- Can Lincoln be a main 4K hub?
- Donate Grant to MC Parks



Elementary Facility Plan Citizen Task Force Outcomes from Meeting 9 – December 4, 2024

Group E:

Bundle/Variation	Pros	Cons
Bundle 1	<ul style="list-style-type: none"> • Equalization of change • Greatest potential for savings • Balance of open seats • Keeps larger groups of kids together • Receiving schools do not need separate gym/cafeteria • East and West side 4K academies • Enables Variation B as a future change • Potential Rib Mountain allocation to charter school (location), charter could move to South Mountain if Rib remains 	<ul style="list-style-type: none"> • May be more difficult to partner with wrap-around care (with only two locations)
Bundle 1 + Variation A	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Logistics for pick up and drop off at Hawthorn Hills
Bundle 1 + Variation B	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> •
Bundle 2	<ul style="list-style-type: none"> • Impacts fewer students/families • Enables Variation B as a future change 	<ul style="list-style-type: none"> • Not as fiscally responsible • Dividing kids into smaller groups
Bundle 2 + Variation A	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Logistics for pick up and drop off at Hawthorn Hills
Bundle 2 + Variation B	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> •
Bundle 2 + Variation C	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Splitting more kids = more community pushback



Elementary Facility Plan Citizen Task Force Outcomes from Meeting 9 – December 4, 2024

Group F:

Bundle/Variation	Pros	Cons
Bundle 1	<ul style="list-style-type: none"> • Closes more schools and provides a west and east side 4K 	<ul style="list-style-type: none"> •
Bundle 1 + Variation A	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Growth is on the west side, Hawthorn Hills is the eastern boundary, major inconvenience for families
Bundle 1 + Variation B	<ul style="list-style-type: none"> • Eliminates future need of separate gym/cafeteria (other improvements) • Close together 	<ul style="list-style-type: none"> • Families could opt to go to Marathon
Bundle 2	<ul style="list-style-type: none"> • This is probably more palatable to Wausau... closes schools, but it is a smaller change • Less staff reduction/makes it incremental 	<ul style="list-style-type: none"> • Not as fiscally aggressive
Bundle 2 + Variation A	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> •
Bundle 2 + Variation B	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> •
Bundle 2 + Variation C	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Having families have to cross Lake



Elementary Facility Plan Citizen Task Force Outcomes from Meeting 9 – December 4, 2024

Group G:

Bundle/Variation	Pros	Cons
Bundle 1	<ul style="list-style-type: none"> • 4K bundled, minimal impacts 	<ul style="list-style-type: none"> • Bussing
Bundle 1 + Variation A	<ul style="list-style-type: none"> • 4K bundled together 	<ul style="list-style-type: none"> • 4K bussing, potential decrease in 4K
Bundle 1 + Variation B	<ul style="list-style-type: none"> • Closure of schools and savings 	<ul style="list-style-type: none"> • Expenses, multi purpose room cost • 90-92% capacity • Closing a school in a growing area
Bundle 2	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> •
Bundle 2 + Variation A	<ul style="list-style-type: none"> • 4K Bundled 	<ul style="list-style-type: none"> • 4K bussing, potential decrease in 4K
Bundle 2 + Variation B	<ul style="list-style-type: none"> • 4 schools closing 	<ul style="list-style-type: none"> • Expenses, multi purpose room cost • 90-92% capacity • Closing a school in a growing area
Bundle 2 + Variation C	<ul style="list-style-type: none"> • 4 schools closing 	<ul style="list-style-type: none"> • River split • Multi purpose at South • Expense and bussing • Closing a school in a growing area



Elementary Facility Plan Citizen Task Force Outcomes from Meeting 9 – December 4, 2024

Group H:

Bundle/Variation	Pros	Cons
Bundle 1	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • More bus routes • 452 more students changing attendance area and more staff impacted
Bundle 1 + Variation A	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • 1 4K center only on the east side
Bundle 1 + Variation B	<ul style="list-style-type: none"> • Annual staff cost reduction of \$540K • \$9 million cost savings per year 	<ul style="list-style-type: none"> • Additional upfront cost for addition up to \$6 million at South
Bundle 2	<ul style="list-style-type: none"> • 11% more walkability within 1/2 mile of Lincoln • Only 500 students changing attendance areas vs 952 (at a cost of 0.6 million more) 	<ul style="list-style-type: none"> •
Bundle 2 + Variation A	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • 1 4K center only on the east side
Bundle 2 + Variation B	<ul style="list-style-type: none"> • Annual staff cost reduction of \$540K • \$9 million cost savings per year 	<ul style="list-style-type: none"> • Additional upfront cost for addition up to \$6 million at South
Bundle 2 + Variation C	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> •