



Fund 46 + Perfect Timing = 66% Passage Rate!

INTRODUCTIONS



TARA VILLALOBOS, Ph.D.
District Administrator
School District of Hartford Joint No. 1

RELEVANT ROLES

- District Administrator
 - ◆ 2023 - Present School District of Hartford Jt. No. 1
 - ◆ 2018 - 2023 Holy Hill Area School District
 - ◆ 2013 - 2018 Richfield Jt. School District

COMMUNITY LEADERSHIP

- Hartford Chamber of Commerce, Board of Directors
- Hartford Rotary Club, Member
- Hartford Booster Club, Member
- Women Leading Wisconsin, Founding Member
- Lions Club 2016 - 2023

KEY PROCESSES FOCUS

- Community Engagement
- Board Involvement & Development
- Communication & Transparency
- Teaching & Learning

INTRODUCTIONS

RELEVANT ROLES

- School Board Member
 - ◆ 2008-2019 School Dist. of Hartford Joint #1
- Director of Business Services
 - ◆ 2019-Present School Dist. of Hartford Joint #1
- Certified Public Accountant since 2003

COMMUNITY LEADERSHIP

- Hartford Rotary Club, Board Member and President Nominee
- Hartford Booster Club, Vice President

KEY PROCESSES FOCUS

- Financial Reporting
- Budgeting
- All Non-instructional District Operations



ADAM MAJERUS

Director of Business Services
School District of Hartford Joint No. 1

INTRODUCTIONS



DEVIN KACK

Partner + Architect

Plunkett Raysich Architects (PRA)

RELEVANT ROLES

- Partner + Architect + Project Designer
 - ◆ *2005-Present*

RECENT SCHOOL DISTRICT EXPERIENCE

- Beaver Dam Unified SD
- Burlington Area SD
- SD of Fort Atkinson
- Franklin Public Schools
- Hamilton SD
- Winneconne Community SD

KEY PROCESSES FOCUS

- Long-Range Facility Planning
- Vision, Design & Implementation
- Led/Assisted Referendum Planning, \$1.44B in Success

INTRODUCTIONS

RELEVANT ROLES

- PRA Director of Education Strategy
 - ◆ 2023-Present
- Swallow School District Superintendent
 - ◆ 2011-2023

COMMUNITY LEADERSHIP

- Hartland-Lake Country Rotary Past-President, Secretary & Member
- ProHealth Care Foundation Board of Directors & Finance & Operations Sub-Committee
- Kiwanis

KEY PROCESSES FOCUS

- Board Development
- Community Engagement
- Curriculum & Programmatic Review + Implementation
- Strategic Planning



MELISSA THOMPSON, Ph.D.
Director of Education Strategy
Plunkett Raysich Architects (PRA)

LEARNING TARGETS

- Understand debt and mill rate management;
- Describe Fund 46 and how it can be used as a part of the funding mechanisms for maintenance and improvements to school facilities;
- Implement various ways to teach Board members about school finance, including debt and mill rate management;
- Identify Key Processes and their positive impact on the District;
- Explain what a Long-Range Facilities Plan is and its value to any school district;
- Choose the best protocols to use with stakeholders to attain the desired outcome of community engagement efforts.

DISTRICT BACKGROUND

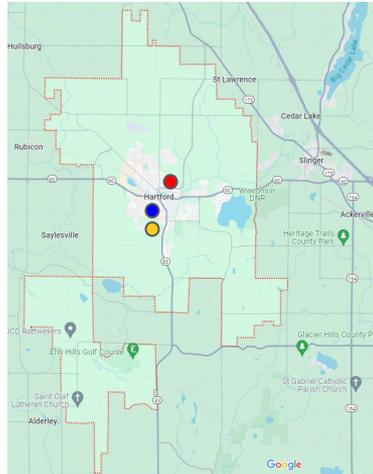
SCHOOL DISTRICT OF HARTFORD JT. No. 1

1,517 students

3 buildings

122 full-time staff

Educates EC - Grade 8



- Central MS
- Lincoln ES
- Rossman ES



District Municipalities:

City of Hartford

Towns of Addison,
Ashippun, Erin, Hartford,
Richfield, Rubicon

Counties of Washington
& Dodge

DISTRICT GOALS + PROCESS

- Update Capital Improvement Plan
 - Engage partners to assess facilities so that plan could be updated
 - **FUND 46**

- Maintain Fiscal Responsibility to Taxpayers
 - Maintain consistent mill rate if possible and funds needed
 - Manage debt and debt cycle
 - Consider whether referendum was needed to provide funding beyond District means for needed maintenance, repairs, and potential improvements identified to support teaching and learning
 - **DETERMINE PERFECT TIMING**

FISCAL RESPONSIBILITY: DEBT + MILL RATE MANAGEMENT



School District of Hartford Joint No. 1 Debt Schedule with Mill Rate - Pre-2024 Referendum

LEVY YEAR	YEAR DUE	SERVICE	EXISTING DEBT	MILL RATE	COMBINED FD 38 & 39
2023	2024	\$	1,262,115	\$	0.49
2024	2025	\$	1,181,244	\$	0.45
2025	2026	\$	816,801	\$	0.31
2026	2027	\$	794,526	\$	0.29
2027	2028	\$	539,025	\$	0.20
2028	2029	\$	523,400	\$	0.19
2029	2030	\$	508,400	\$	0.18
2030	2031	\$	30,450	\$	0.01
		\$	5,655,961		

Preliminary - Max No Impact 2024 Referendum

School District of Hartford Joint No. 1 Hypothetical Referendum Financing Plan Illustration

PRELIMINARY \$8,200,000 GENERAL OBLIGATION PROMISSORY NOTES Dated April 1, 2025 (First Interest: October 1, 2025)						STABILIZATION FUND (B)	COMBINED EEE & FUND 39 DEBT LEVY	COMBINED EEE & FUND 39 MILL RATE (C)
LEVY YEAR	YEAR DUE	EXISTING EEE & FUND 39 DEBT SERVICE (A)	PRINCIPAL (10/1/2025 & 4/1 Thereafter)	INTEREST (4/1 & 10/1) AVG= 4.75%	TOTAL			
2023	2024	\$965,699				\$176,449	Actual Levy \$1,144,148	\$0.44
2024	2025	\$119,649	\$135,000	\$194,750	\$329,750		\$1,149,399	\$0.44
2025	2026	\$799,174		\$383,088	\$383,088		\$1,182,261	\$0.44
2026	2027	\$539,025	\$285,000	\$376,319	\$661,319		\$1,200,344	\$0.44
2027	2028	\$523,400	\$230,000	\$361,713	\$651,713		\$1,215,113	\$0.44
2028	2029	\$508,400	\$380,000	\$344,850	\$724,850		\$1,233,250	\$0.44
2029	2030	\$30,450	\$845,000	\$315,796	\$1,160,796		\$1,191,206	\$0.42
2030	2031	\$920,000	\$920,000	\$273,838	\$1,193,838		\$1,193,838	\$0.42
2031	2032	\$960,000	\$960,000	\$239,188	\$1,199,188		\$1,189,188	\$0.41
2032	2033	\$1,010,000	\$1,010,000	\$182,400	\$1,192,400		\$1,192,400	\$0.40
2033	2034	\$1,060,000	\$1,060,000	\$133,238	\$1,193,238		\$1,193,238	\$0.40
2034	2035	\$1,110,000	\$1,110,000	\$81,700	\$1,191,700		\$1,191,700	\$0.39
2035	2036	\$1,165,000	\$1,165,000	\$27,669	\$1,192,669		\$1,192,669	\$0.39
		\$4,185,797	\$8,200,000	\$2,904,506	\$11,104,506	\$176,449	\$15,468,752	IMPACT= \$0.00 (D)

(A) After cash defeasance on June 26, 2024.
Fund 39 debt service is net of QECB subsidy which is reduced by 5.7% 2024-2026 (Sequestration).
EEE debt service per Resolution dated 9/6/2016; net of assumed annual Measured Utility Savings of \$9,302 (2023-24 Revenue Limit Worksheet).
(B) Represents a portion of the 2023-24 Fund 39 levy used towards the defeasance of existing debt service in June 2024.
(C) Mill rate based on the 2023 Equalized Valuation (TID-OUT) of \$2,552,104,591 with annual growth of 1.50% thereafter.
(D) Impact represents the estimated change in mill rate for referendum approved and EEE debt service (net of assumed annual measured utility savings of \$9,302) over the 2023-24 mill rate for referendum approved and EEE debt service (net of assumed annual measured utility savings of \$9,302) of \$0.44.

NOTES: Excludes state aid impact. If expenditures for debt payments are reduced in future years, the state aid revenue in subsequent years will also be reduced. Exact amount will be determined by payment reduction and aid reimbursement % at that time.
Planning estimates only. Significant changes in market conditions will require adjustments to current financing plan.
If interest rates move higher, the interest cost will be higher.

Prepared by Robert W. Baird & Co. Incorporated S:\Public Finance\school district\hartford j1 sd\debt service\2024\ds6 hartford j1 sd.xlsx /tjw 05/24/2024

SCHOOL FINANCE TERMS + FUNDS

Debt + Mill Rate Management

Fund 38: Non-referendum-approved Debt - This fund is used to account for transactions for the repayment of debt issues that were either: not authorized by school board resolution before August 12, 1993, or incurred without referendum approval after that date.

Fund 39: Referendum-approved Debt - This fund is used to account for transactions for the repayment of debt issues that were either authorized by school board resolution before August 12, 1993, or approved by referendum.

FUND 41: Capital Expansion Fund

Fund 41 - Capital Expansion Fund - Projects financed by tax levy per Wis. Stats. § 120.10(10m). State statute restricts the use of this fund for capital expenditures related to buildings and sites, not equipment. For the purpose of determining eligible expenditures from this fund, the DPI defines “capital expenditures related to buildings and sites” as being expenditures for acquiring and remodeling buildings and sites, and maintenance or repair expenditures that extend or enhance the service life of buildings and building components, sites and site components.

Districts would use this methodology when:

- The district wants to segregate revenues and costs for some capital and maintenance projects from the rest of the budget to show the public the district’s efforts to manage these costs.
- The district has not levied to the allowed maximum under the revenue limit and would like to, as the Fund 41 levy is combined with the General Fund (10) levy to determine compliance.
- It wants to manage how much of the costs will be considered in the Shared Costs portion of the Equalization Aid formula, as the amortized shared costs are determined by the number of years the district has levied into the fund.

FUND 46: Long-Term Capital Improvement Trust Fund

Fund 46 - Long Term Capital Improvement Trust Fund - A school board with an approved long-term capital improvement plan (minimum of 10 years) may establish a trust that is funded with a transfer from the general fund. The contribution from Fund 10 to Fund 46 is recorded as an expenditure for shared cost and equalization aid purposes. Future expenditures from Fund 46 are not part of shared costs. A school board is prohibited from removing money deposited into Fund 46 for a period of five years after the fund is created. After the initial five year wait period is over, funds may only be used for the purposes identified in the approved long-term capital improvement plan. Fund 46 assets may not be transferred to any other school district fund.

Benefits to using this fund/method:

- The School Board/Administration has decision-making authority, it does not require Annual Meeting/electorate approval.
- Contributions from Fund 10 to Fund 46 are considered “shared costs” in the year the contribution is made, which may be beneficial for the district’s state Equalization Aid calculation.
- If a district has an “adequate” General Fund (10) balance based on Board policy or administrative guidelines, funds can be transferred to Fund 46 to be used on future capital expenditures it will likely incur in the short to near term. If there are not excess funds available though, a district is not required to make a contribution.

PLEASE NOTE: Planned contributions can be made at the end of a fiscal year, after all other transactions have been recorded, even after June 30. **HOWEVER**, the cash deposit to a separate, designated Fund 46 bank/investment account **MUST** be posted by the financial institution on or before July 30th in order for the district to record the transaction as a June 30th accrual.

Debt + Mill Rate Management

School District of Hartford Joint No. 1
Debt Schedule with Mill Rate - Pre-2024 Referendum

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Debt + Mill Rate Management

Fund 46 Contributions for Building Project Scenarios

The logo for BAIRD is a blue parallelogram with the word "BAIRD" in white, uppercase letters.

Hartford Joint 1 School District

Fund 46 Contributions for Building Project Scenarios

June 2024

Current Balance Available in Fund 46, June 4, 2024	<u>\$ 11,696,630</u>
Facility Option - Repairs and certain ADA projects at all schools plus Certain Remodeling at Lincoln Elementary	
Costs as estimated by Miron Construction	\$ 15,350,757
Referendum Debt	8,200,000
Fund 46 Contribution	<u>7,150,757</u>
Total Funding	<u>\$ 15,350,757</u>

Debt + Mill Rate Management



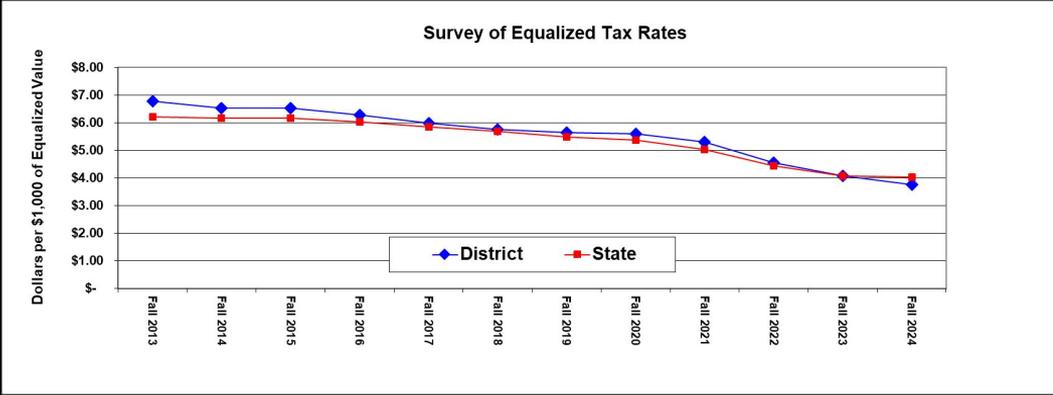
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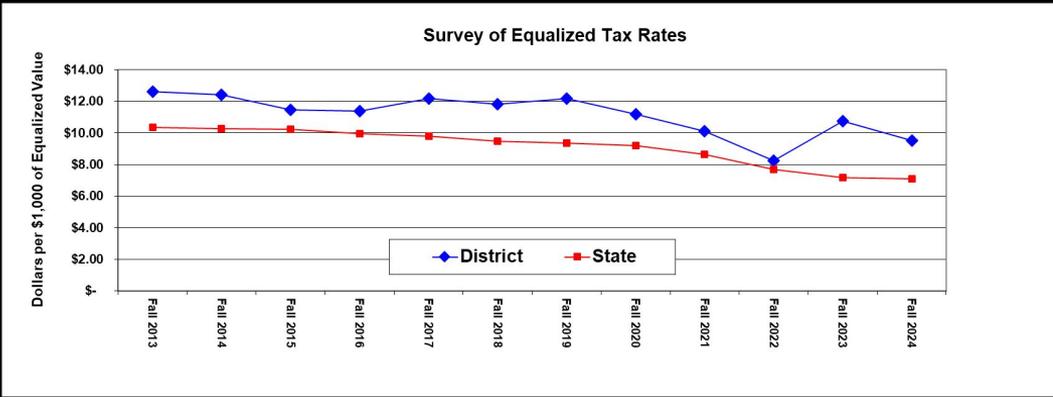
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Debt + Mill Rate Management

Hartford J1



District "X"



BOARD DEVELOPMENT

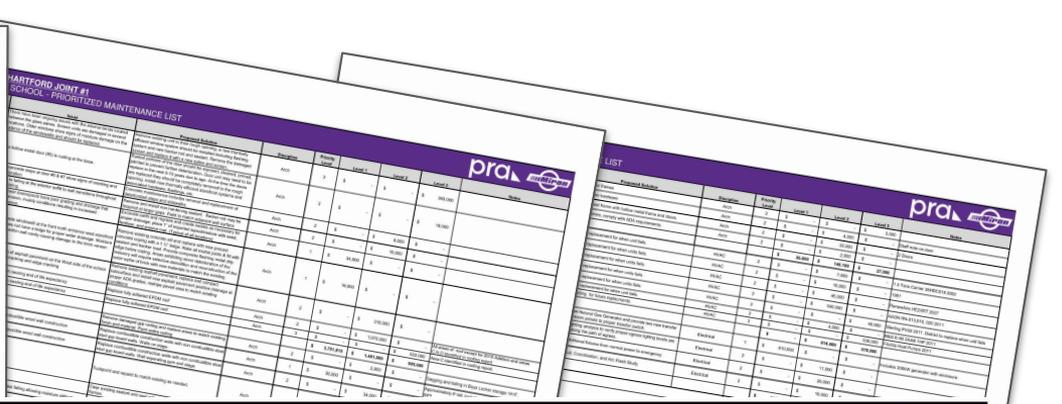
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DECISION MAKING

BOARD DEVELOPMENT: SCHOOL FACILITIES APRIL 2024

**SCHOOL DISTRICT OF HARTFORD JOINT #1
LINCOLN ELEMENTARY SCHOOL - PRIORITIZED MAINTENANCE LIST**

Category	No.	Building System	Issue	Proposed Solution	Discipline	Priority Level	Level 1	Level 2	Level 3	Notes
E-AD-1	Railing	The railing at door #6, #12, south wing entrance ramp do not meet ADA requirements.	Replace noncompliant railing with new railing and extensions to the required height and distance.	Arch	1	\$ 9,000	\$ -	\$ -		
E-AD-2	Railing	The railing is missing at door #5 exterior stairs.	Install ADA Compliant railing at missing location.	Arch	1	\$ 2,000	\$ -	\$ -		
AD-1	Circulation	Noncompliant ADA door hardware.	Replace all knobs with ADA compliant door hardware.	Arch	1	\$ 3,500	\$ -	\$ -		
AD-2	Circulation	ADA maneuvering clearances not provided at door.	Rebuild door entry to comply with ADA maneuvering clearances.	Arch	1	\$ 315,000	\$ -	\$ -	22 at South-West + original portion of West wing, 6 at multi user TLTs, 5 at single user TLTs.	
AD-3	Circulation	Code required handrail extensions are not provided.	Replace noncompliant railing with new railing and extensions to the required height and distance.	Arch	1	\$ 39,000	\$ -	\$ -	94' of ramp railing, 60' of stair railing.	
AD-4	Circulation	Contrasting visibility strips not provided at stair nosings	Install ADA compliant contrasting visibility strips on stair tread nosings.	Arch	1	\$ 800	\$ -	\$ -	At center corridor	
AD-5	Circulation	An ADA accessible route is not provided to connect the stage and other adjacent performance areas	Provide ADA compliant platform lift at stage area. Lift must be independently operable and must allow unassisted entry and exit. The clear floor space of platform to be 36" wide by 48" length minimum.	Arch	1	\$ 72,000	\$ -	\$ -	3'-6" Height Difference	
AD-6	Grab Bars	ADA compliant grab bars not provided	Install ADA compliant vertical grab bars with wood blocking support at stud wall locations.	Arch	1	\$ 6,500	\$ -	\$ -	13 toilets missing both vertical and horizontal grab bars.	



**SCHOOL DISTRICT OF HARTFORD JOINT #1
LINCOLN ELEMENTARY SCHOOL - PRIORITIZED MAINTENANCE LIST**

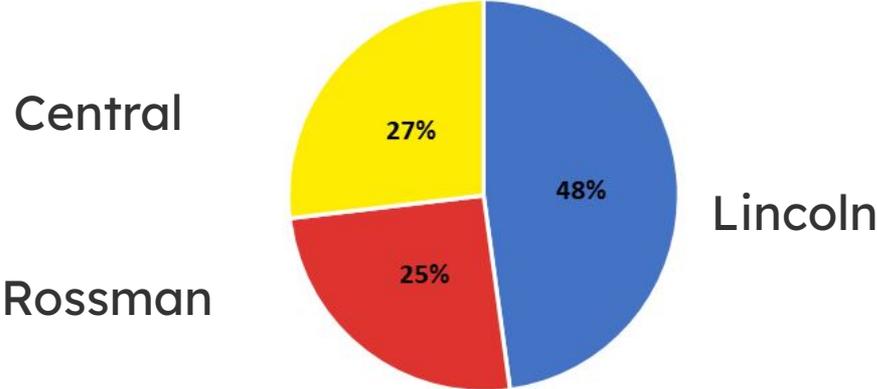


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WASDA SPRING CONFERENCE 2025
FUND 46 + TIMING = 66% PASS RATE



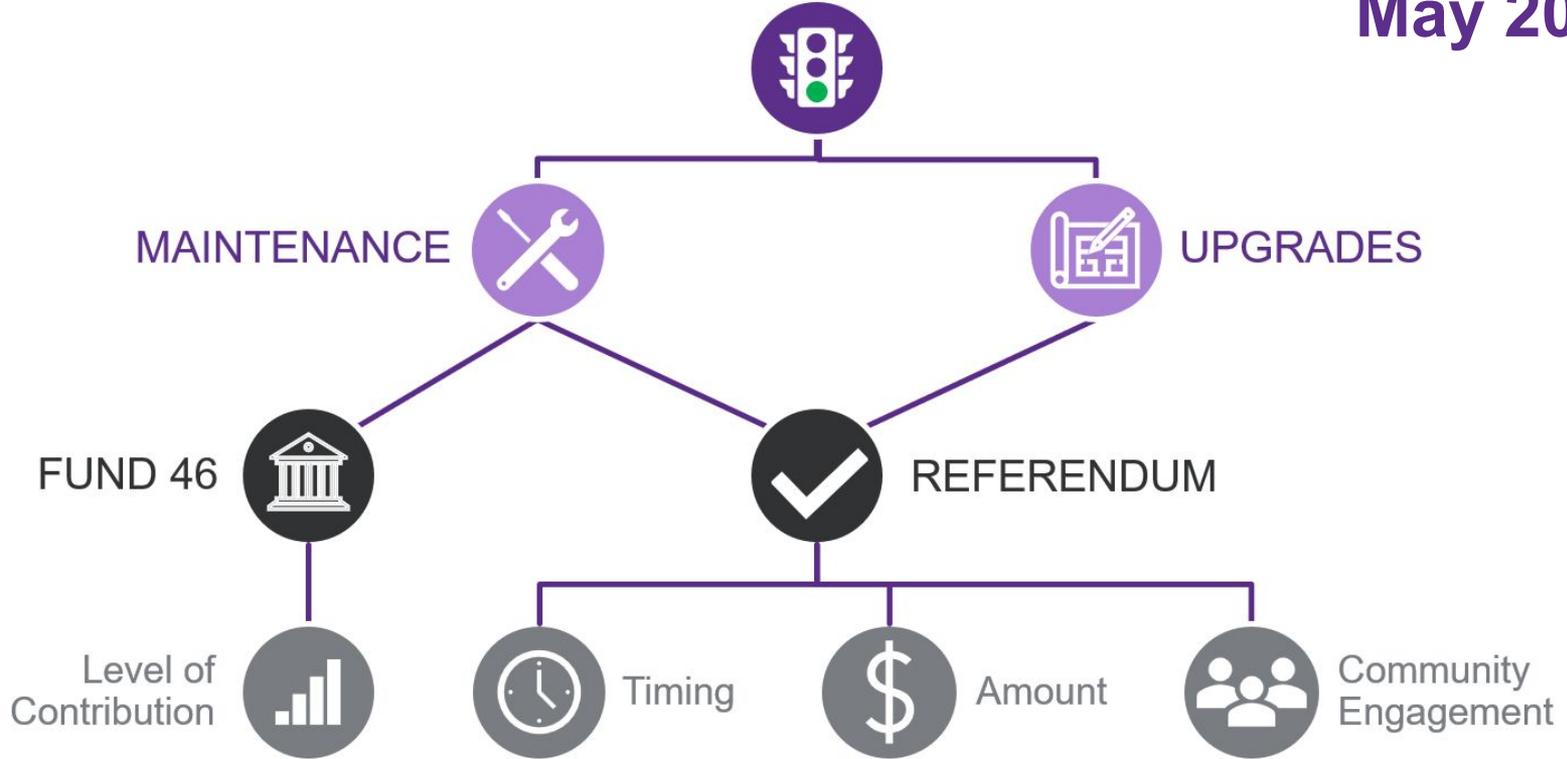
BOARD DEVELOPMENT: SCHOOL FACILITIES APRIL 2024



No.	School	ADA Level 1	ADA Level 2	Level 1	Level 2	Level 3	Total Cost
1	Lincoln Elementary School	\$578,600	\$0	\$4,397,818	\$2,203,100	\$1,502,000	\$8,681,518
2	Rossman Elementary School	\$203,250	\$446,500	\$800,000	\$1,029,900	\$2,040,000	\$4,519,650
3	Central Middle School	\$690,000	\$466,500	\$1,025,000	\$1,531,500	\$1,160,950	\$4,873,950
DISTRICT-WIDE MAINTENANCE TOTAL		\$1,471,850	\$913,000	\$6,222,818	\$4,764,500	\$4,702,950	\$18,075,118

BOARD DEVELOPMENT: FACILITIES + FINANCE = PLAN

May 2025



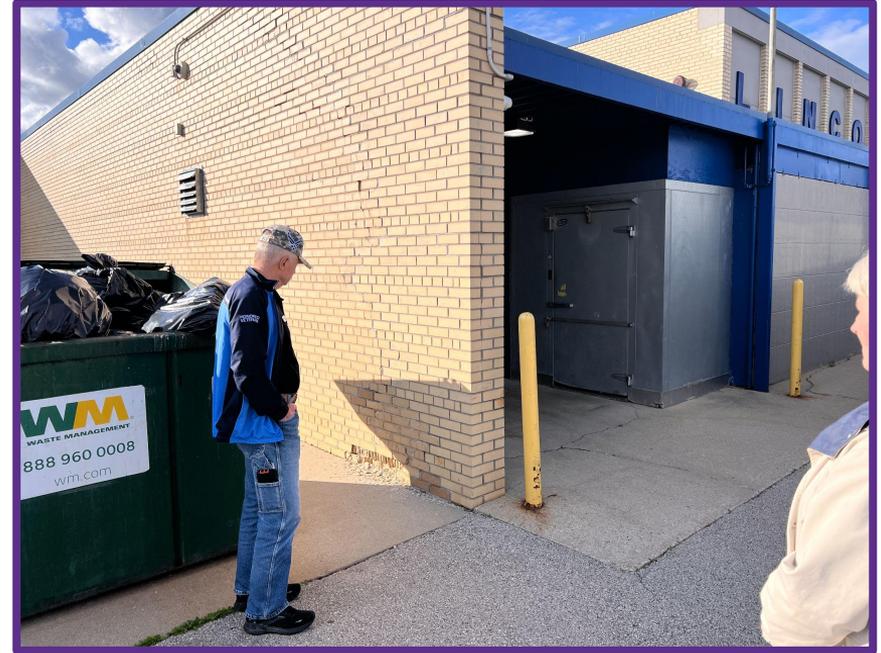
BOARD DEVELOPMENT: FACILITIES + FINANCE = PLAN

Lincoln ES - Options - Maintenance & Improved Building



BOARD DEVELOPMENT: FACILITIES + FINANCE = PLAN

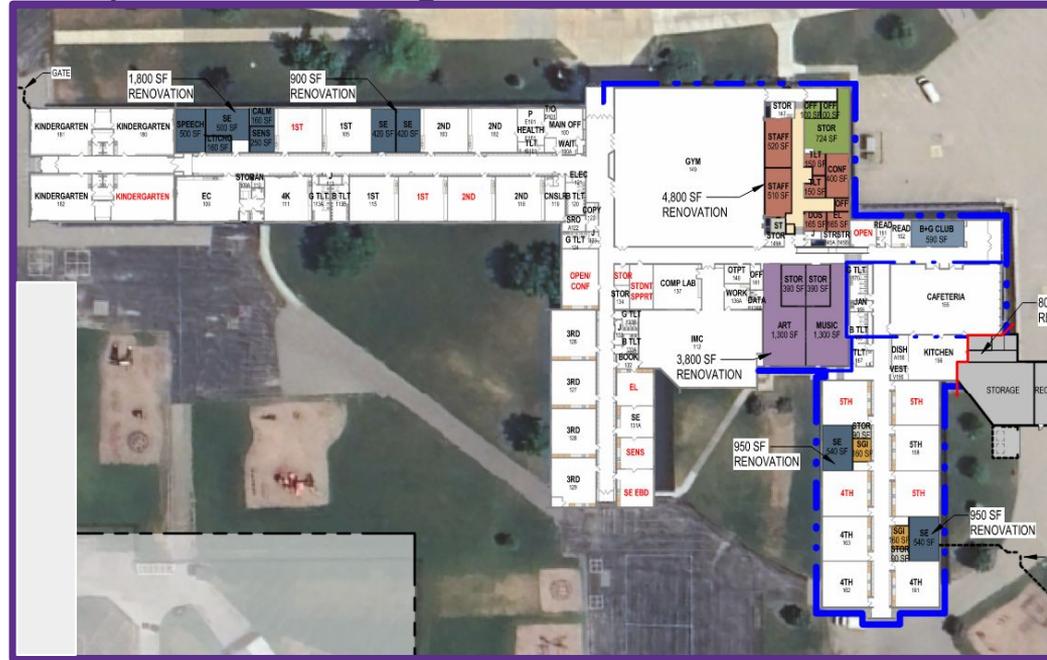
Lincoln ES - Options - Maintenance & Improved Building



BOARD DEVELOPMENT: FACILITIES + FINANCE = PLAN

Lincoln ES - Option B - Maintenance & Improved Building

1. Address maintenance categories ADA 1 & non-ADA 1
2. Remediate exterior brick, all areas of need
3. ADA requirements as needed
4. Site drainage remediation (Northeast & South)
 - a. See next slide for site plan
5. Dedicated and appropriately sized Special Education spaces for each grade level
6. Re-purpose and ADA compliant
 - a. Underutilized locker rooms for Art/Music
 - b. Current Art for gym offices/storage
7. Staff support to better assist students (Conf, EL & Dean of Student Office)
8. Locate Boys & Girls Club near east entrance
9. Cafeteria storage/receiving needs
10. Fencing for student safety



Plans are conceptual in nature and to verify size only. Design to occur at a later date.

COMMUNITY ENGAGEMENT

WHAT IS COMMUNITY ENGAGEMENT?

“While there are almost as many definitions out there as there are people trying to define it, in its simplest terms community engagement **seeks to better engage** the community **to achieve long-term and sustainable outcomes, processes, relationships, discourse, decision-making, or implementation.**

To be successful, it must encompass strategies and processes that are sensitive to the community-context in which it occurs.”

-Penn State University

WHY DOES IT MATTER?

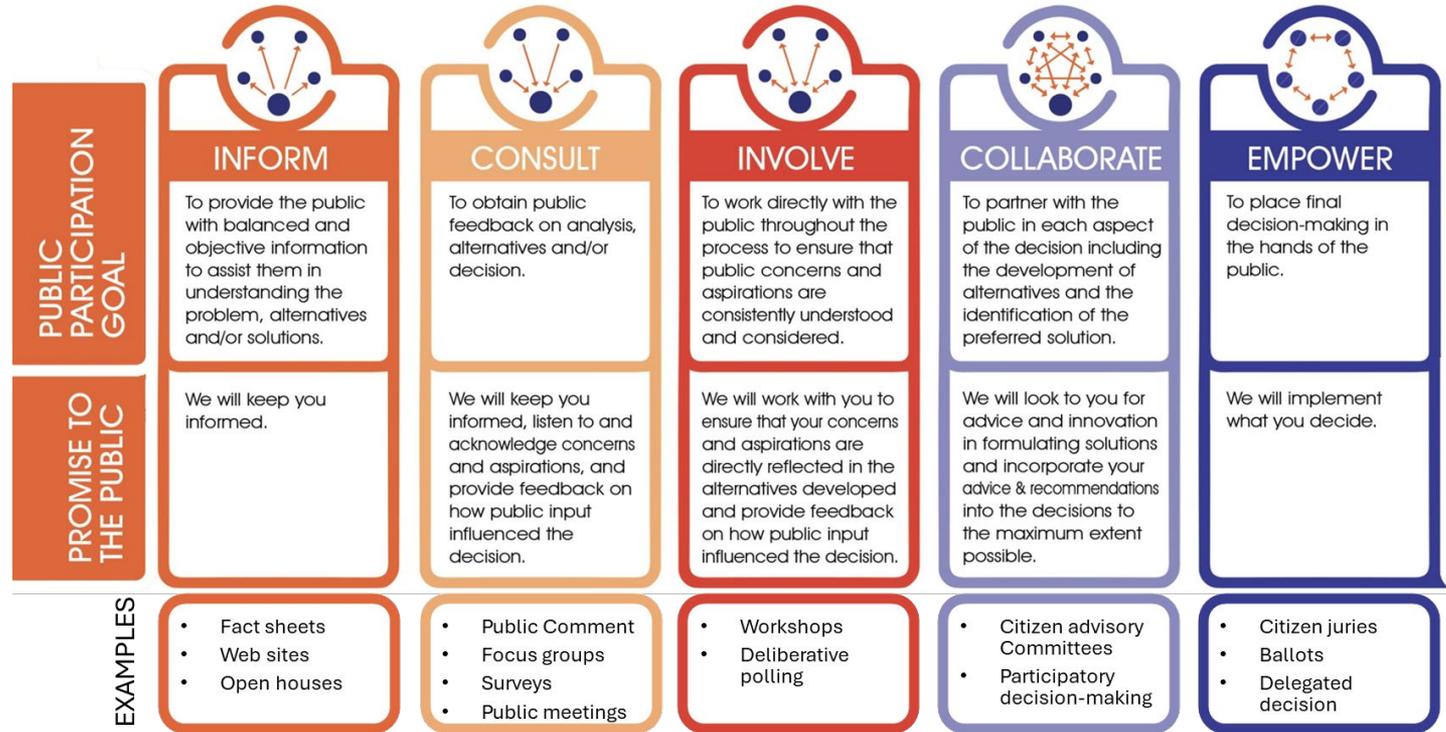
“Tell me, I forget. Show me, I remember. Involve me, I understand.”

-Chinese Proverb

Effective community engagement facilitates:

- ✓ A clear definition of the problem/opportunity
- ✓ A forum to share ideas and concerns
- ✓ Assistance in refining ideas and developing clear information for the larger community
- ✓ Clarity in decision-making process and criteria to be used
- ✓ A chance to find common ground, understand varying viewpoints and needs and incorporate feedback into solutions
- ✓ Rationale collectively understood for decision/solution

IAP2 SPECTRUM OF PUBLIC PARTICIPATION



COMMUNITY ENGAGEMENT: SHARING + FEEDBACK ON POTENTIAL SOLUTION

Community Information Sessions

- 5 Sessions - 6 PM @ Lincoln Elementary:
 - June 18
 - July 17
 - July 22
 - August 8
 - August 13
- 30 minute presentation, 30 minute Q&A, 30 minute tour
- Encourage friends, neighbors, colleagues to attend!



COMMUNITY ENGAGEMENT: SHARING SOLUTION ON BALLOT



REFERENDUM INFORMATION

WHAT'S ON THE BALLOT?

The official ballot language will appear as shown below. Remember to flip your ballot. This question will be on the back!

Shall the School District of Hartford Joint No. 1, City of Hartford, Towns of Addison, Ashippin, Erin, Hartford, and Rubicon, Washington and Dodge Counties, Wisconsin be authorized to issue pursuant to Chapter 67 of the Wisconsin Statutes, general obligation bonds in an amount not to exceed \$8,200,000 for the public purpose of paying the cost of a school facility improvement project consisting of: capital maintenance at Rossman Elementary School, Lincoln Elementary School and Central Middle School, including remodeling, building infrastructure and systems improvements; construction of a kitchen and related storage addition at Lincoln Elementary School; and acquisition of furnishings, fixtures and equipment?

Yes No

*****KRWSSLEUDM*****
Residential Customer

HJT1
ELEMENTARY & MIDDLE SCHOOL DISTRICT

WHAT ARE THE DISTRICT'S NEEDS?

- Capital Maintenance:** The District's capital maintenance needs include improving site drainage at multiple buildings, remodeling building infrastructure, upgrading systems, and adding generators.
- Accessibility:** All three school buildings have Americans with Disabilities Act (ADA) challenges that should be addressed to provide accessibility for all who use or visit our buildings.
- Lincoln Elementary:** A portion of the 1968 exterior wall section is beyond preventative maintenance repairs and now requires rebuilding.
- Specialized Spaces:** The plan includes renovating selected spaces at Lincoln Elementary to better accommodate Special Education, Art, Music, and Physical Education, as well as providing designated location for the Boys & Girls Club.

REFERENDUM INFORMATION

WHAT'S INCLUDED IN THE SOLUTION?

The November referendum will ask voters to authorize the issuance of up to \$8.2 million in general obligation bonds for a comprehensive school facility improvement plan that will:

- Address district-wide capital maintenance needs at Lincoln Elementary, Rossman Elementary, and Central Middle School to impact every PreK-8 student.
- Renovate selected spaces at Lincoln Elementary to better accommodate Special Education, Art, Music, Physical Education, the Boys & Girls Club, and to accommodate Americans with Disabilities Act (ADA) needs.
- Make updates to accommodate ADA needs at Central Middle School and Rossman Elementary School.
- Improve site drainage at all buildings.
- Renovate building infrastructure and systems improvements.
- Install generators at each school to continue to serve as Red Cross emergency sites for the community.

Each of these improvements will help maintain the quality of the buildings in our PreK-8th grade District. This referendum plan can be implemented without increasing the annual tax burden for debt repayment.

WHAT IS THE TAX IMPACT?

The referendum can be approved without increasing the annual tax burden for debt repayment. This is because the District paid off previous building debt early, and the Board of Education approved the use of the District's Fund 46 to cover more than 46% of the total project cost, reducing the financial burden on taxpayers.

Given the District's history of fiscal responsibility and the urgent facility maintenance needs, the Board of Education believes this is a good time to move forward with the proposed referendum projects.

46%

OF PROJECT COST CONTRIBUTED FROM DISTRICT'S FUND 46

PROJECT FUNDING

Referendum Amount	\$8,200,000
+ HJT1 Fund 46 Contribution	\$7,150,757
Total Project Cost	\$15,350,757

\$0

PER \$1,000 OF PROPERTY VALUE

For more details on the financial outlook and project funding, please visit the District website by scanning the QR code.



FOR MORE INFORMATION

VISIT www.hjt1.org | CALL 262.673.3155 | EMAIL referendum@hjt1.org | FOLLOW @HartfordJ1

THANK YOU, VOTERS!

HJT1

ELEMENTARY & MIDDLE SCHOOL DISTRICT

REFERENDUM

Approved!

Fund 46 + Perfect Timing + Community Engagement = 66% Passage Rate!

Community
Engagement

KEY PROCESSES

+

LONG-RANGE FACILITIES PLANNING

WHAT IS A KEY PROCESS?

Key processes are **defined** ways that your District handles mission-critical operations and high leverage decision-making.

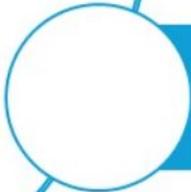
WHY DO KEY PROCESSES MATTER?



Trust is built with consistency.
- Lincoln Chafee



Trust is the glue of life. It's the most essential ingredient in effective communication. It's the foundational principle that holds all relationships.
- Stephen Covey



Trust takes years to build, seconds to break, and forever to repair.
- Many

KEY PROCESSES BEST PRACTICES

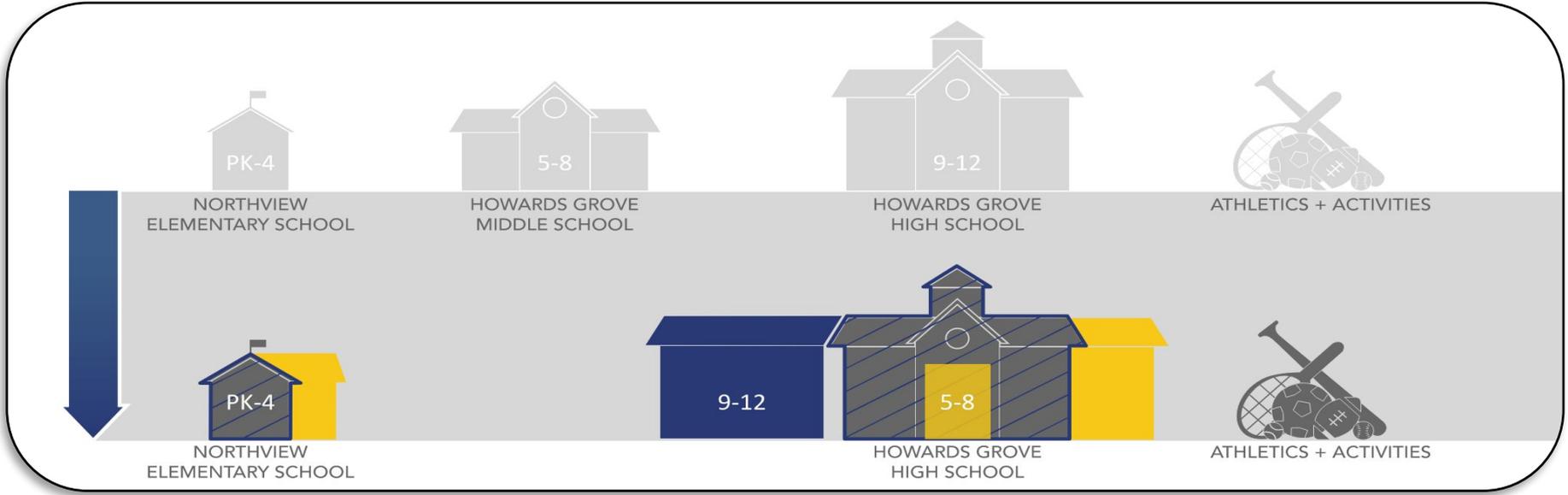
- **Collaboratively** created
- **Well-documented**
- **Publicized**
- **Understood** by users + those impacted
- **Evaluated** for Continuous Improvement

KEY PROCESS BENEFITS

- Establishes a **guaranteed + viable** manner of doing business
- Creates **clarity of goals** and **expectations for outcomes**
- Serves as the basis for **continuous improvement**
- Creates a **culture of transparency**
- Breeds **trust + positive public relations** among stakeholders

WHAT IS LONG-RANGE FACILITIES PLANNING?





WHAT IS LONG-RANGE FACILITIES PLANNING?

The process to develop a roadmap for the community to maximize fiscal responsibility, mitigating the impact of aged buildings and systems and delivering learning environments that support student growth and district goals.

The Plan serves as a foundation for planning capital investments well into the future.

WHAT IS A LONG-RANGE FACILITIES PLAN?

- The Plan lays out, usually in 10-30 year estimated time frames, foreseeable maintenance, renovations and/or new buildings, and possibly the desired acquisition or sale of property
- The School Board, administration and community work together once the Long-Range Plan has been approved to implement phases that meet the most pressing needs of the District.
- The Plan should be reviewed periodically to ensure it still fits the needs.
- Many Wisconsin Districts also utilize this Plan to fulfill Fund 46 requirements.

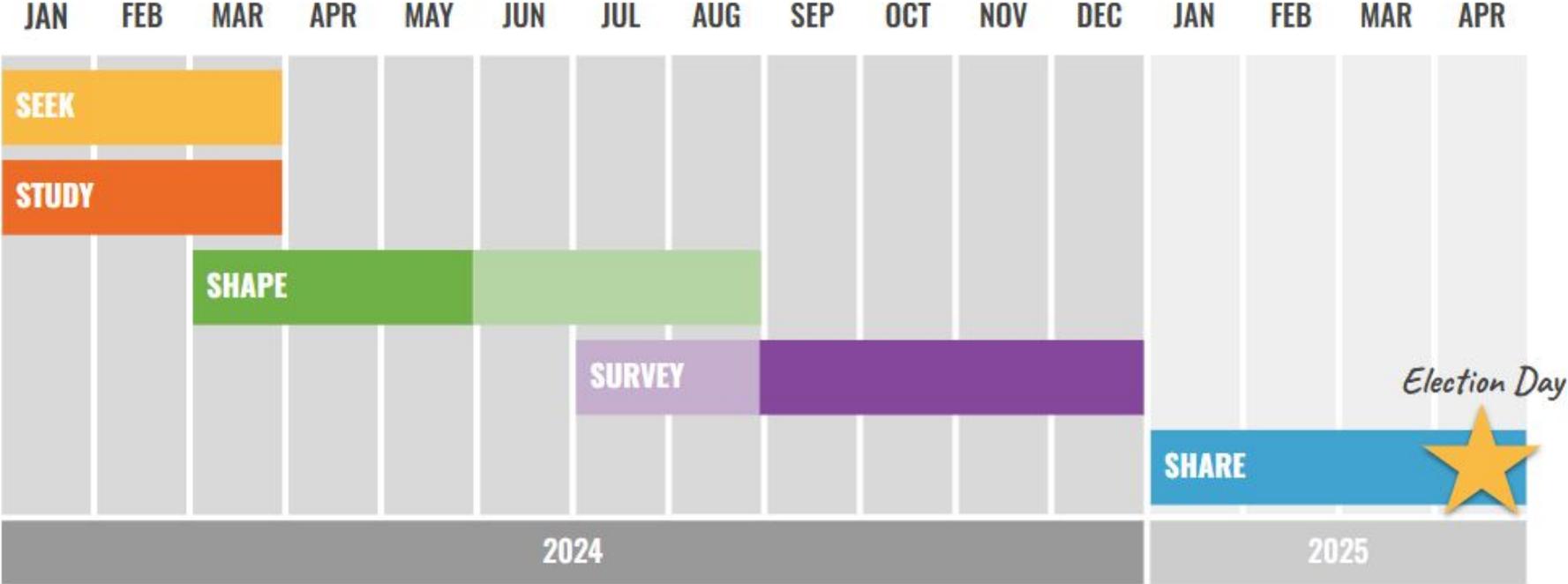
WHEN IS IT RIGHT FOR MY DISTRICT?

- When there are significant anticipated **changes in student enrollment**
- When there is **major development** planned in the District
- As a result of **Strategic Planning**
- To assess learning spaces for **desired future programming and services**
- When it has not been done for **10 years** or more
- To aid the District in **financial planning** and decision-making
- Others as situationally arise—**there is no wrong time**

WHAT STEPS DOES IT INCLUDE?



EXAMPLE: LONG-RANGE FACILITIES PLAN MINIMUM TIMELINE



ADDITIONAL RESOURCES



[Capital Expansion Fund 41](#)



[Summary of Capital Projects Funds FUND 41 FUND 46 FUND 49 Source of Revenue Expansion fund tax levy subject to Revenue Limit.](#)



[Watch the recent AWSA Webinar:
A School Leader's Guide to Long-Range Facilities Planning](#)

ADDITIONAL RESOURCES, Continued



[Long-Range Facilities Planning Overview](#)



[Key Considerations for the Development of a Request for Proposal for Long-Range Facilities Plan Development](#)



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Questions?

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