

1. What is the timetable for construction? (i.e. Once you've put a shovel in the ground, how long will it take to complete the project? What time of year would you start construction?)

The results of the feasibility study will be released at the beginning of August. The results will determine the direction of the project. Following the results of the survey, Changing Our World will assist in creating the necessary materials for Lourdes Academy's capital campaign. This will take 2-3 months. We estimate the campaign would begin in October and would last approximately 9 months. The beginning of construction and duration of construction will be determined once the plans have been finalized.

2. With student parking on Josslyn Street, are there concerns about students crossing the street? Do you have approval for this parking lot? If not, how long will it take for you to get approval from the city?

Student safety is our utmost concern. Lourdes Academy will work closely with the City to determine the safest and most efficient traffic flow solution for parking and all other traffic concerns.

3. How much money is in our current building fund account and will the entire amount be used for this capital campaign? Please provide a breakdown of cost spent from this account during the past 10 years. (a few mentioned that you originally had \$2 million in the account)

The Lourdes Academy Construction Fund was established in 2012. Since that time, \$2,000,000 has been raised toward the construction project. \$1.5 million remains in the account. A breakdown of expenses from 2012-2017 is as follows:

- Architectural & Design Fees - \$319,130
- Engineering Fees - \$7,130
- Capital Campaign Consultant - \$103,500
- Printing and Materials - \$305
- City/State Fees - \$835
- Environmental Fees - \$425
- Legal Fees - \$1,980
- Asbestos Abatement - \$10,300
- Demolition of building on property - \$19,400
- Landscaping - \$10,300
- **Total: \$473,305**

4. What will the diocese do with the empty buildings? If they are sold, will the money come to this project?

The existing school building (Lourdes Academy Elementary School) is owned by St. Jude Parish. The former elementary building, the Cabrini site, is owned by Most Blessed Sacrament. Each parish will determine the future use of the buildings. If the buildings are sold, the proceeds from the sale would be retained by the parishes.

5. What are the demographics for all three schools? Please provide number of Catholic vs. non-Catholic students for all schools? Percentage of graduates who are Catholic parishioners? How many foreign exchange students are enrolled at Lourdes Academy? How many of the students are from local parishes?

On average, 84% of Lourdes students are Catholic. Of those, 77% attend a Catholic parish in our vicariate.

- 87% of elementary school students (PreK-4) are Catholic.
- 83% of middle school students (5-8) are Catholic.
- 78% of high school students are Catholic.

21 international students attended Lourdes during the 2018-19 school year.

6. How many students are here on the School Choice program? Will we break even with school choice?

During the 2019-20 school year, 148 students will receive vouchers through the Wisconsin Parental Choice Program (WPCP), which is approximately 24% of Lourdes Academy's total population. WPCP reimburses schools for 100% of the cost of a student's education, whereas regular tuition makes up only 60-65% of the cost of education. For students not part of the WPCP, the gap between tuition and the actual cost of education is filled by parish subsidies and third-source funding (contributions to Lourdes through donations, grants, etc.).

7. What are the current enrollment numbers (vs. capacity) for all three schools?

Projected enrollment for the 2019-20 school year is 615 students. While numbers fluctuate throughout the year and from year to year, elementary capacity is approximately 85-90%, middle school capacity is approximately 65%, and high school capacity is approximately 60%. (*Capacity numbers are calculated based on the potential number of students compared to existing staff.*)

8. Why would we add on to the high school if our current enrollment numbers are low?

We believe an addition to the high school and the subsequent remodeling of the current middle and high school is the best use of our space, addresses the needs of the entire Lourdes Academy system, and is fiscally responsible. We will be able to enhance the high school experience by providing additional space for young adults to learn and develop as leaders, gaining autonomy and independence as they progress through school. The space would contain a learning center designed to help students at the end of their high school career become more prepared for college and the workforce and would provide access to the most up-to-date technology to facilitate learning and parallel real world work environments. The proposed high school addition would not be large enough to accommodate the current elementary school population, let alone new students coming into the system.

9. Turnover in our leadership has prevented this project from moving forward. What assurance do we have that our leaders for this project will stay through the completion of the project?

While we cannot anticipate every life situation we may encounter, current school and system leaders are committed to staying at Lourdes through the duration of the capital campaign and building project to ensure its success and completion.

10. Will Religious Education leaders from all parishes be involved in this project?

Parish representatives will be involved in every step of this project. Specific individuals will be identified by the parishes as the project unfolds.

11. Will tuition increase with this project?

Tuition will not be affected by the addition and renovation project on the Lourdes Academy campus. Funds for this project will be raised by donations outside of tuition. Tuition is, however, impacted by the rising cost of expenses, including salaries, utilities, technology and teaching materials to name a few.

12. Will there be any “flex space” for increased growth?

Both the high school addition and the elementary school addition can be expanded to a second floor in the future to accommodate additional classrooms. Flex classrooms at the elementary school will also allow for additional classrooms in specific grade levels as needed.

13. Is there an order of priorities? If we can't raise the entire amount, what will we build first?

The first priority would be the addition of the high school wing and the elementary school office/common space, as well as the renovation of the existing classrooms to meet the needs of elementary and middle school students. Secondly, the exterior needs of the building will be addressed including the parking lot, roof, lighting, and signage. The current mortgage on the business office and storage units would be paid off to ensure the financial soundness of the system going forward. Finally, a new elementary school gym would be constructed.

14. Location and size of band area is a concern. Will you consider revising that area? Also, is it possible to increase the size of the Commons area?

The Band Room and Commons areas were not addressed in the initial renderings. Based on feedback, the need to expand these areas will be taken into consideration for future iterations.

15. What will the Diocese contribute to this project?

See attached *one by One Diocesan Campaign* document.

16. How will we sustain our newly remodeled/renovated buildings moving forward?

Lourdes Academy budgets annually for facilities improvements, although the need for improvements can exceed budget estimates. Lourdes Academy's long-term goal is to grow its endowment funds to the point that they can

support regular repairs and renovations. The Lourdes Academy Endowment Fund currently supports such expenses, and will continue to do so at a higher level as the fund grows.

17. Does Lourdes Academy have a strategic plan?

Yes, a comprehensive strategic plan was developed in 2018 with the support of the Meitler Group. The plan includes approximately 60 goals for improvement of the next 5 years under the following four categories: Mission & Catholic Identity, Academic Excellence, Operational Vitality (Enrollment Management, Facilities, Advancement, Financial/Business), and Governance & Leadership. Each year, the Board of Trustees and staff meet to determine the priorities from the plan that will be the focus for the upcoming year.

18. Please explain the elementary drop off area and traffic flow around the school. Will the younger students be “sheltered” from the older students (i.e. inappropriate behavior – language, dating, etc.)?

The high school parking lot will be completely separate from the main parking lot where parents will pick up and drop off their children. The current renderings allow for pick up and drop off on the north side of the building (parking lot side). All plans will need to be reviewed and approved by the City of Oshkosh for traffic flow and other logistics to ensure the safest scenario for students and parents.

While students will have separate spaces inside the building, including a separate cafeteria for the elementary school, Lourdes Academy will provide opportunities for positive interaction between older and younger students. This has been done with great success at other local Catholic schools and has proven to be an effective opportunity to develop leaders and role models, build culture, and create a family environment.

19. With the knowledge that 20% of Lourdes Academy students are on the School Choice Voucher program, will the Wisconsin legislature continue to support this program into the next few years?

A recent meeting with legislators indicated that the School Choice program will remain for the foreseeable future. Also, the recently passed 2019-21 operating budget for the State of Wisconsin does not have any changes to the School Choice program. Whether or not the voucher program will expand is unknown; however, no plans to cut the program have been announced.

20. What is the potential for further expansion should enrollment dictate the need? In other words, how easy will it be to add classrooms and/or flex space?

The elementary school wing will include flex space to accommodate a larger class as they move through the system. In addition, the new cafeteria/office space addition has the capacity to become two stories in the future should enrollment dictate the need.

21. Will you continue to use Titan stadium or will there be space to build a football/soccer field?

The initial renderings show what the campus *could* look like in 5-10 years. While, there is space to accommodate a football field, baseball diamond and softball diamond, there are a number of factors that determine how the space will actually be used. First, the plan must be approved by the City of Oshkosh. Factors such as traffic flow and water retention will play a role in how the space is ultimately used. Second, funding would need to be secured for the facilities. The athletic fields are *not* currently part of the proposed \$10 million capital campaign. Third, updating or creating athletic facilities may or may not affect Lourdes Academy’s use of Titan Stadium for athletic competition. (For example, Knights Field already exists on the Lourdes Academy campus, and is used for Junior Varsity and Middle School games and practices while Titan Stadium is used for Varsity events.)

22. Why did we come up short the first time?

There were a number of factors that contributed to the initial campaign not coming to fruition, including changes in leadership and donor support, and lack of continuity between the school and parishes. This current initiative is a true partnership between Lourdes Academy, the Catholic parishes and the Diocese of Green Bay. Parish and school leaders have met regularly to discuss and plan for their vision for the future and are committed to investing in transformational educational experiences for its young people and growing missionary disciples.

23. How many of our current teachers, for all three campuses, are active Catholics?

More than 75% of all Lourdes Academy staff is Catholic. The president, principals, dean of students, middle & high school religion teachers, campus minister and 2nd grade teachers are required to be Catholic.