

# West Bend School District Private Task Force (WBSDPTF)

West Bend School District Board of Education  
Presentation

October 14, 2019

# Table of Contents

- ▶ Introduction
- ▶ Background
- ▶ Findings
- ▶ Results
- ▶ Conclusion

# Introduction

- ▶ Thank You
- ▶ Failed Referendum
- ▶ Presentation Fundamentals

# Background

## 1. School Tours

- ▶ Originally High Schools & Jackson
- ▶ Added Decorah & Fair Park

## 2. Information Requests

- ▶ Maintenance Budgets - Current, Past, Future
- ▶ Future District-Wide Capital Maintenance Plan
- ▶ Operational Costs ~ gas, electric, maintenance
- ▶ District 25 year plan
- ▶ April Referendum Information, Assumptions

## 3. Meetings

- ▶ Brainstorming, Data Analysis
- ▶ Debate, Compromise
- ▶ Agreement, Commitment

# Findings

## 1. General

- ▶ Presentation by Kraig Sadownikow

## 2. High School Priorities

- ▶ Presentation by Owen Robinson & Zimmerman Studios

## 3. Elementary/Facilities Deployment

- ▶ Presentation by Randy Stark & Zimmerman Studios

## 4. Operational Considerations

- ▶ Presentation by Ed Duquaine & Zimmerman St

# Findings *General (1 of 2)*

## 1. Utilize a Rolling 25 year Facilities & Maintenance Plan

- ▶ Annual Admin Presentation, Public Updating every 5 years
- ▶ Need current data to make today's decisions
- ▶ Commitment to following & Communicating the plan

## 2. Multiple Campuses at Geographically Diverse Locations

- ▶ Makes maintenance, supervision, operation inefficient
- ▶ WB does not have a Central Campus like many Districts

## 3. Internal & External Messaging

- ▶ Board, Administration, Educators must openly communicate for the benefit of the District
- ▶ Can't expect citizens to engage if District not aligned

# Findings *General (2 of 2)*

## 4. Facilities Are or Are About to Affect Education

- ▶ Marketing the District & City affected by facility conditions
  - ▶ Currently below the minimum standard we'd expect
- ▶ Facility condition demands Capital Investment
  - ▶ Over mid-term New Investment & Cost Avoidance can likely pay for improvements today

## 5. Capital Maintenance Budget Inadequate

- ▶ 1.4M square feet of building ~ \$1.5M Budget
- ▶ Likely under-funded by a multiple of 2 or 3
- ▶ Cannot consider new investment without solving problem of how to maintain what we have
- ▶ New construction is not a substitute for proper maintenance and necessary capital improvements

# Findings *High School Findings (1 of 7)*

## Priority A: Safety

- ▶ Single Main Entrance
- ▶ Improved Security

## Priority B: Efficient & Functional Assets

- ▶ Improve Energy Efficiency (LED, HVAC)
- ▶ Functional Locker/Shower Rooms

## Priority C: Modernization

- ▶ Library & Study Hall
- ▶ Consolidate Offices
- ▶ Classroom Upgrades & Additions

## Priority D: Collaboration

- ▶ Student Commons/Courtyard

## Priority E: Duplicate Community Services

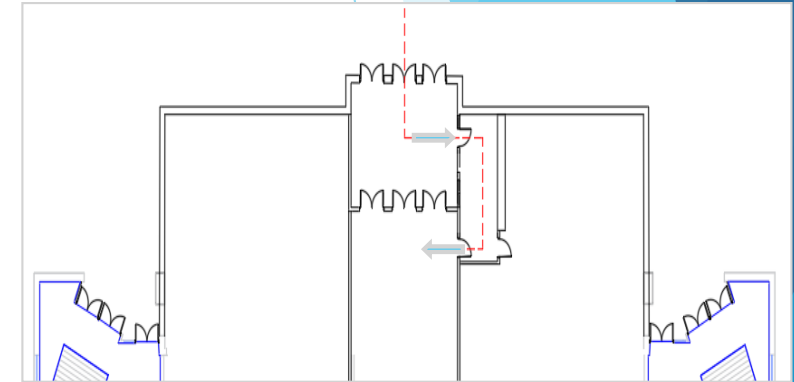
- ▶ Welding/Auto, etc.
- ▶ Engage Community Relationships ~ MPTC



# Findings *High School Findings (2 of 7)*

## Priority A: Safety

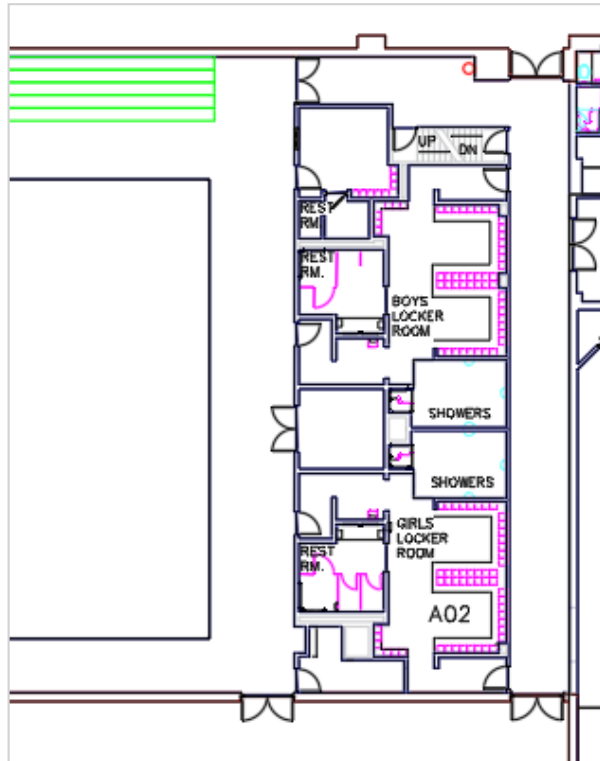
- ▶ Single Main Entrance - \$1,750,000
- ▶ Improved Security - \$600,000



# Findings *High School Findings (3 of 7)*

## Priority B: Efficient & Functional Assets

- ▶ Improve Energy Efficiency (LED, HVAC) - \$6,400,000
- ▶ Functional Locker/Shower Rooms - \$1,900,000



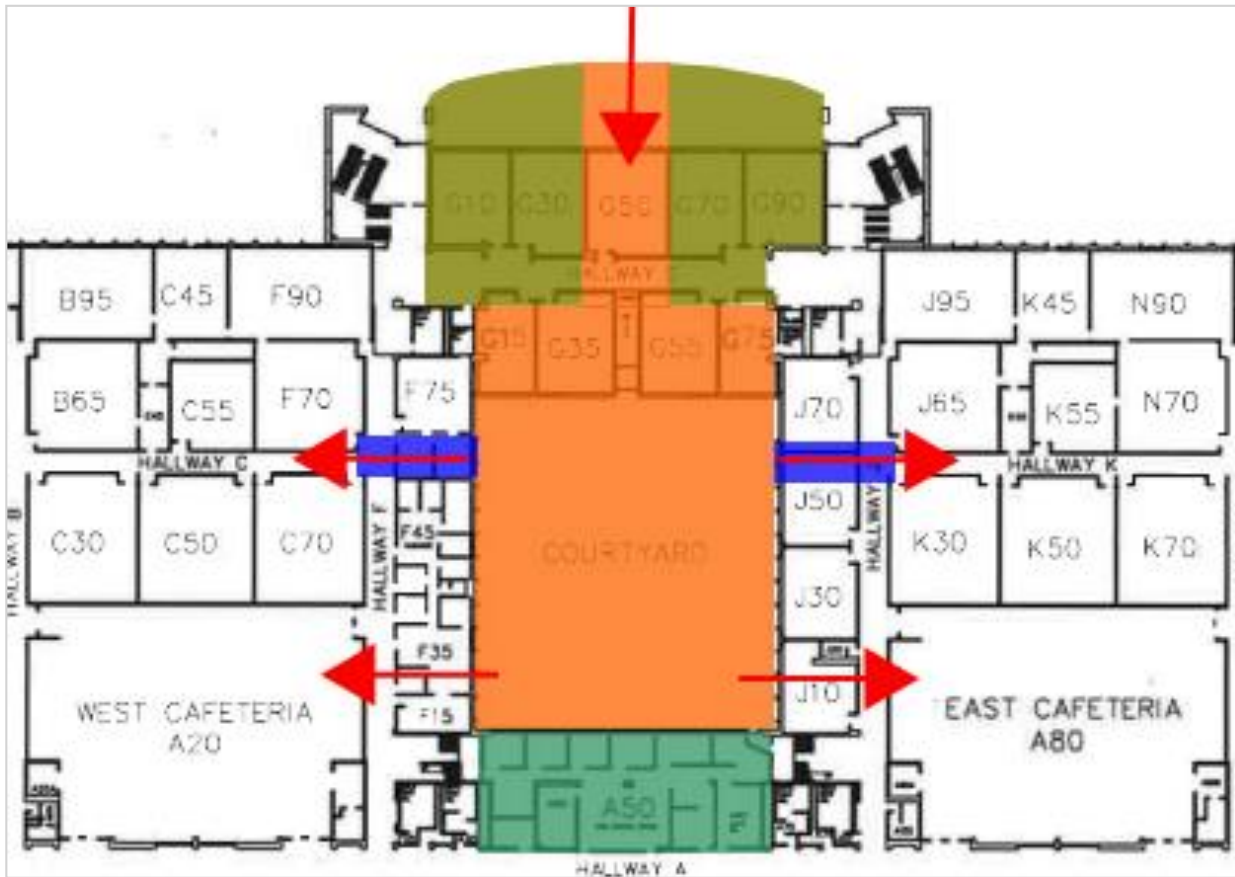




# Findings *High School Findings (5 of 7)*

## Priority D: Efficient & Functional Assets

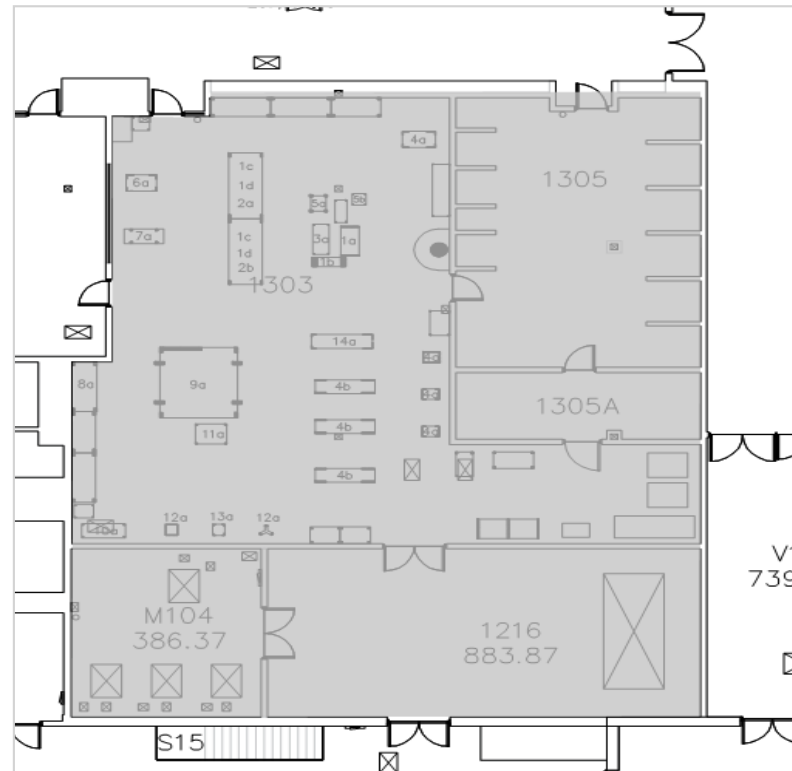
- ▶ Student Commons/Courtyard - \$3,600,000



# Findings *High School Findings (6 of 7)*

## Priority E: Duplicate Community Services

- ▶ Welding/Auto, etc. Engage Community and Leverage Relationships
- ▶ Task Force found strong interest in collaborating ~ MPTC
- ▶ Expansion of offering(s) possible in existing space once other sections moved off campus



# Findings *High School Findings (7 of 7)*

<b>Priority A: Safety</b>	▶ Single Main Entrance	\$1,750,000
	▶ Improved Security	\$600,000
<b>Priority B: Efficient &amp; Functional Assets</b>	▶ Improve Energy Efficiency (LED, HVAC)	\$6,400,000
	▶ Functional Locker/Shower Rooms	\$1,900,000
<b>Priority C: Modernization</b>	▶ Library & Study Hall	\$1,750,000
	▶ Consolidate Offices	\$1,200,000
	▶ Classroom Upgrades & Additions	\$4,100,000
<b>Priority D: Collaboration</b>	▶ Student Commons/Courtyard	\$3,600,000
<b>Priority E: Duplicate Community Services</b>	▶ Welding/Auto, etc.	
	▶ Engage Community Relationships ~ MPTC	\$0

**PRELIMINARY BUDGETARY TOTAL — High Schools: \$21,300,000\***

\* +/- 20% reasonable range of ultimate costs

# Findings *Elementary/Facilities Deployment (1 of 10)*

## Observations

- ▶ \*Elementary/Rolfs/Maintenance/District Office:
  - ▶ \$22,500,000 in next 10yrs ~ \$2,250,000/yr
  - ▶ Compared to \$1.5M Annual Budget
    - ▶ \$6.1M in Jackson alone
    - ▶ Minimum req'd to keep facilities open
- ▶ \*Elementary School enrollment is 79% of capacity
  - ▶ Projections point to fewer students
  - ▶ District, Region & State
  - ▶ \*Based on Pre-September '19 numbers
- ▶ \*81% of sqft is over 40 years old and 72% is over 50
  - ▶ Need to properly fund maintenance & capital improvements

# Findings *Elementary/Facilities Deployment (2 of 10)*

## Strategic Use Options:

Options	Advantages	Disadvantages
1. Do nothing	<ul style="list-style-type: none"><li>• No cost</li></ul>	<ul style="list-style-type: none"><li>• No cost options always have a cost. \$1.5M/year will be poured into obsolete buildings and should be increased to \$3M/year for many years to come.</li></ul>
2. Retain all buildings and make all necessary capital improvements at existing sites	<ul style="list-style-type: none"><li>• Addresses immediate capital improvement needs</li><li>• No school re-assignment disruption</li></ul>	<ul style="list-style-type: none"><li>• Does not address safety and other inherent issues at Jackson</li><li>• Overall inventory continues to age</li><li>• Capital funding models are inadequate maintain these buildings.</li><li>• Substantial investment in capital improvements remains necessary:</li></ul>



# Findings *Elementary/Facilities Deployment (3 of 10)*

## Strategic Use Options (*continued*):

Options	Advantages	Disadvantages
3. Replace Jackson at the recently proposed new site	<ul style="list-style-type: none"><li>• Eliminates \$7.5M of necessary capital improvements at the current Jackson school</li><li>• Creates a new school at Jackson that is optimally suitable for today's educational and enrollment needs</li><li>• Energy and operational costs are reduced</li><li>• No redistricting</li><li>• Minimal construction disruption</li></ul>	<ul style="list-style-type: none"><li>• Construction expense</li><li>• Only addresses Jackson</li><li>• No reduction in admin or operating costs</li><li>• Invests our hard to come by resources at the most remote location in the district</li></ul>

# Findings *Elementary/Facilities Deployment (4 of 10)*

Consensus Alternative	Advantages	Disadvantages
<p>4. Construct one new school (783 capacity) at a south side location and expand Green Tree. Include Maintenance &amp; District Offices at the new campus</p> <p>Close (sell) Jackson School, Jackson Land, Decorah, Fair Park, District Offices, Rolfs &amp; Maintenance.</p> <p>Redistribute students accordingly.</p>	<ul style="list-style-type: none"> <li>• Three ‘worst’ buildings out of the inventory along with Maintenance &amp; District Offices</li> <li>• Negates \$22.5M of capital improvement needs at Jackson Decorah, Fair Park, Maintenance, Rolfs &amp; District Offices over 10 years</li> <li>• Reduces staffing needs</li> <li>• Improves our overall inventory age</li> <li>• 21st Century Learning Environment</li> <li>• Attractive to families and staff</li> <li>• Conducive to enrollment fluctuations</li> <li>• District Offices &amp; Maintenance more efficient operations and supervision</li> </ul>	<ul style="list-style-type: none"> <li>• Potential increased bussing expense</li> <li>• School assignment disruption</li> <li>• Initial investment</li> </ul>

# Findings *Elementary/Facilities Deployment (5 of 10)*

Enrollment Projections: **\*\*9/2019 Actual Enrollment 1895\*\***

	ACTUAL	10-YEAR TREND ENROLLMENT PROJECTIONS								
	19-20	19-20	20-21	21-22	22-23	23-24	24-25	25-26	26-27	27-28
K	384	399	400	388	392	397	397	398	398	398
1st	382	405	400	400	389	392	397	397	398	398
2nd	378	409	406	400	401	390	393	398	398	399
3rd	367	385	409	405	400	400	389	392	397	398
4th	490	441	387	411	407	402	402	391	394	399
<b>Total</b>	<b>2001</b>	<b>2039</b>	<b>2002</b>	<b>2004</b>	<b>1989</b>	<b>1981</b>	<b>1978</b>	<b>1976</b>	<b>1985</b>	<b>1992</b>

Enrollment projections provided by Applied Population Laboratory, UW-Madison 2018

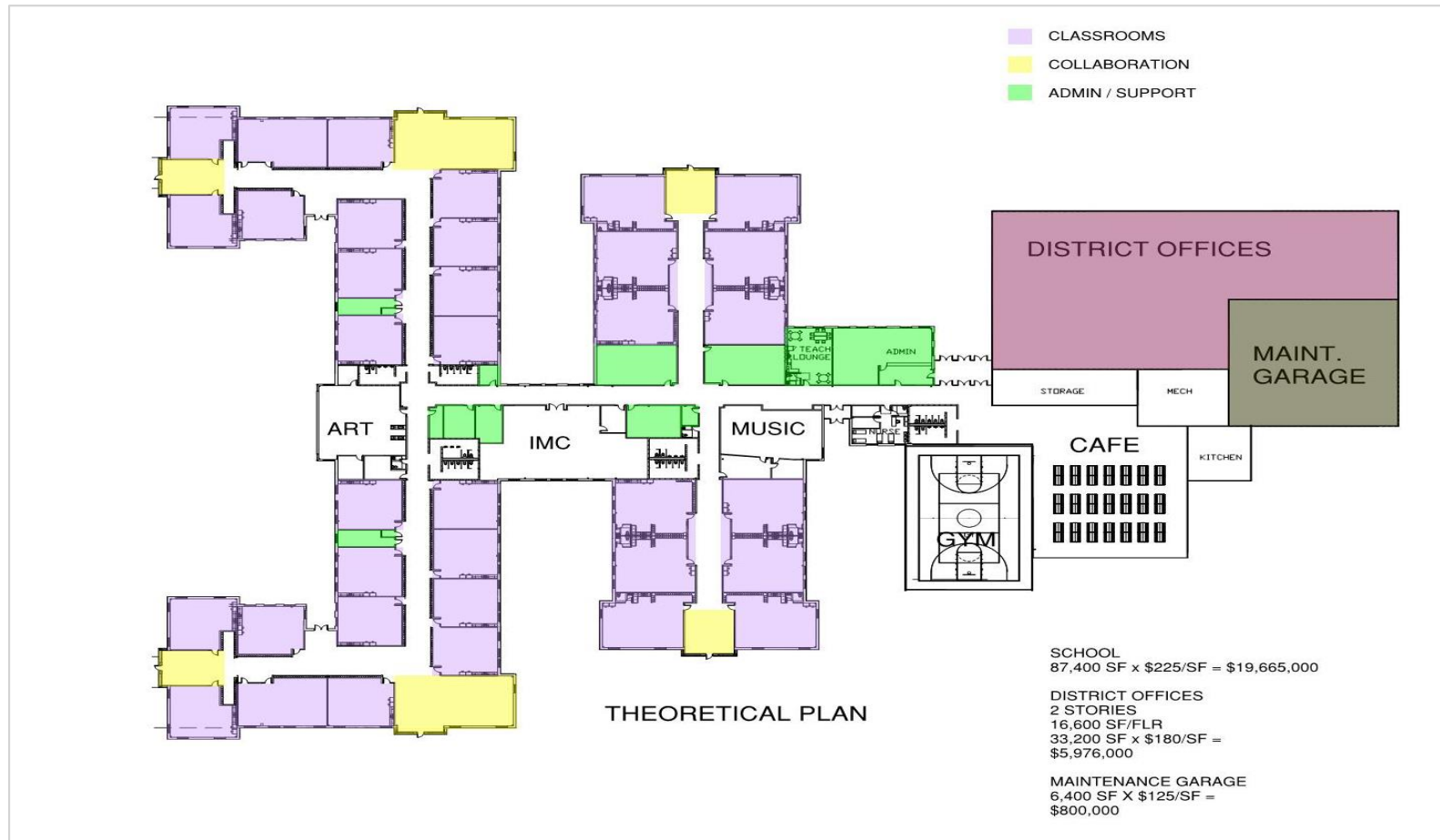
# Findings *Elementary/Facilities Deployment (6 of 10)*

Consensus ~ Elementary School Option: **\*\*9/2019 Actual Enrollment 1895\*\***

SUMMARY	CURRENT		SOUTH SIDE OPTION
	CAPACITY	ENROLL	POTENTIAL CAPACITY
JACKSON	510	384	0
DECORAH	385	382	0
FAIR PARK	520	378	0
GREEN TREE	620	367	735
McLANE	540	490	500
NEW ELEMENTARY			783
<b>TOTALS:</b>	<b>2575</b>	<b>2001</b>	<b>2018</b>

# Findings *Elementary/Facilities Deployment (7 of 10)*

## South Elementary School Floor Plan:



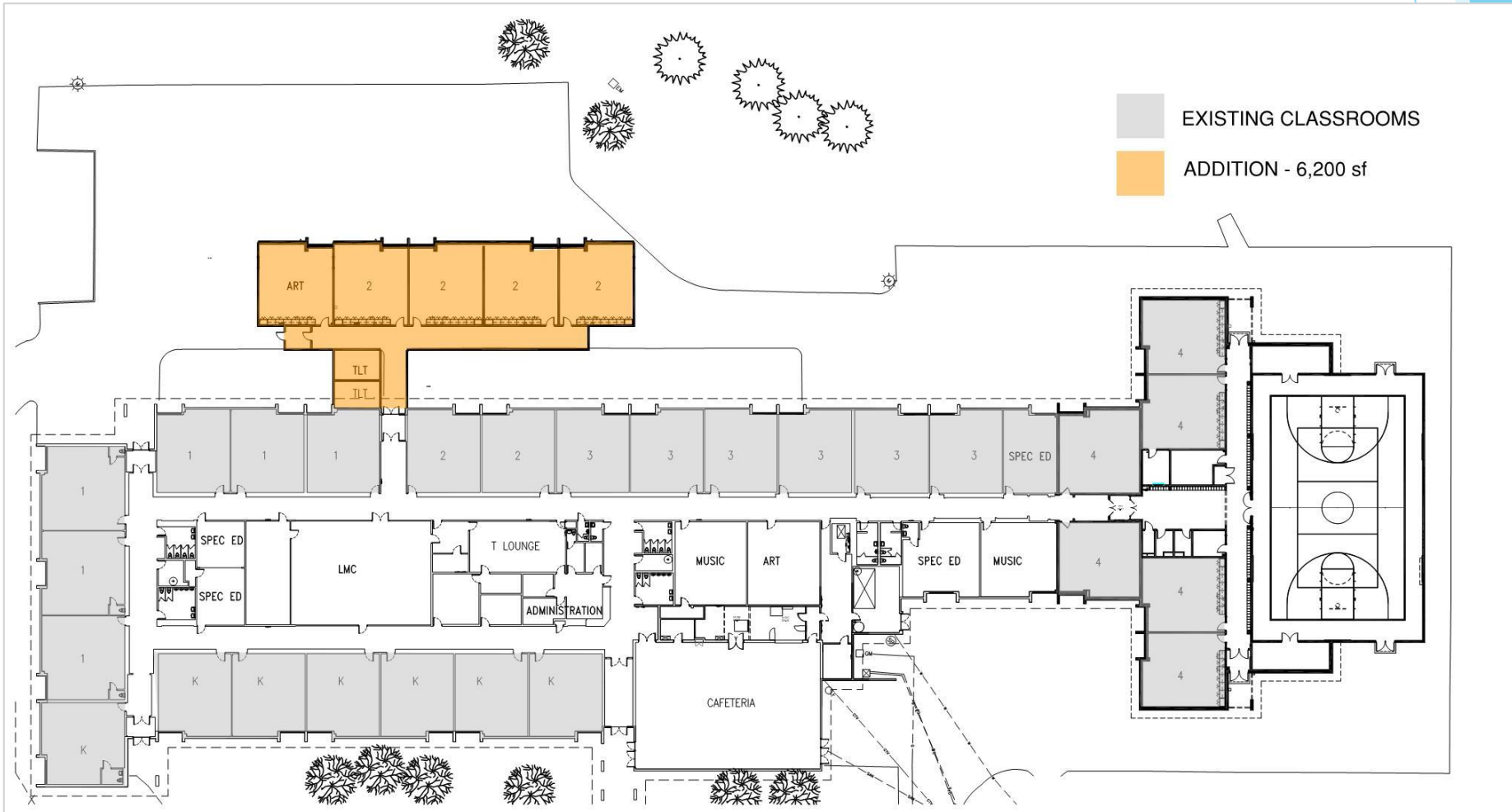
# Findings *Elementary/Facilities Deployment (8 of 10)*

## South Side Elementary Expansion Plan:



# Findings *Elementary/Facilities Deployment (9 of 10)*

## Green Tree Expansion Plan:



# Findings *Elementary/Facilities Deployment (10 of 10)*

1. New Southside Elementary School:	▶ 87,400 sq ft @ \$225 =	\$19,665,000
2. Southside Land:		\$500,000
3. Southside District Offices/Rolfs:	▶ 33,200 sq ft @ \$180 =	\$5,976,000
4. Southside Maintenance:	▶ 6,400 sq ft @ \$125 =	\$800,000
5. Green Tree:	▶ 6,000 sq ft @ \$225 =	\$1,350,000
6. Green Tree:	▶ Site Work =	\$300,000

**PRELIMINARY BUDGETARY TOTAL** — Elementary Campus/Schools: \$28,591,000\*

\* +/- 20% reasonable range of ultimate costs



# Findings *Operational Considerations (1 of 1)*

In Order to Find New Answers, **We Need New Questions**

Southside Staffing Efficiencies:	\$600,000 – \$750,000
Southside Energy Efficiency:	\$100,000 – \$200,000
LED District-wide:	\$175,000 – \$300,000
Sourcing Opportunities:	\$1,200,000 – \$1,390,000
<i>Maintenance, Custodial, Food Service, Grounds, IT</i>	

**\*Total Operational Considerations:**

**\$2,075,000 – \$2,640,000**

*\*Do not believe this totally captures all the benefits of fewer facilities, reduction in square footage & location consolidation*

# Results *(1 of 3)*

## Financial Investment

Elementary/Campus:           \$28,591,000

High Schools:                 \$21,300,000

TOTAL:                         \$49,891,000

- ▶ 20 year amortization @ 3 % = \$3,325,000/yr in P&I
- ▶ 20% Range: \$2,660,000 – \$3,990,000
- ▶ Operational Considerations: \$2,075,000 – \$2,640,000
- ▶ This Scenario: \$20,000 – \$1,915,000 in new P&I

# Results (2 of 3)

## Mid-Term Financial View – 10 YEARS:

New Construction:	\$49,891,000
Known Cost Avoidance:	\$22,500,000*
Sub Total:	\$27,391,000
Land/Build Sale 25% Under Low Range:	\$5,175,000**
New Net Debt:	\$22,216,000

- ▶ \$22,216,000 @ 20 years @ 3% = \$1,488,000
  - ▶ Total Operational Considerations = \$2,075,000 - \$2,640,000
- ▶ Potential New Maintenance Surplus of: \$587,000 – \$1,152,000

*\*Likely higher as the 10 year projections become reality*

*\*\* Given estimate of selling Jackson School, Jackson Land, Decorah, Fair Park, District Office, Rolfs and Maintenance: \$6.9–\$8.4 million. 25% reduction in low range sales prices used. New construction to be phased to coincide with logical cumulative sales.*

# Results *(3 of 3)*

## Findings Summary

### Retire & Sell

- ▶ Jackson Elementary
- ▶ Jackson Land
- ▶ Decorah
- ▶ Fair Park
- ▶ District Office
- ▶ Rolfs
- ▶ Maintenance

### Maximize

- ▶ Operational Efficiencies

### Build

- ▶ Addition to Green Tree
- ▶ Renovations to High Schools
- ▶ South Side Elementary School & Campus

### Commit To

- ▶ Increased Communication
- ▶ Rolling 25 Year Plan
- ▶ Plan to Adequately Maintain Assets

# Conclusion

- ▶ Challenges lie ahead
  - ▶ Further analysis by Board
  - ▶ Tough but necessary decision making
- ▶ Distribution of Report
  - ▶ Local/Regional Media Outlets
  - ▶ District Web-Site
  - ▶ Power Point is available upon request
- ▶ Thank You
  - ▶ Appreciate Vision of Board
  - ▶ Commitment to Support of Findings