



# School District of New Berlin

Budget Balancing Task Force



# Wisconsin Association of School Boards



Facilitator: Roger Price

[rprice@wasb.org](mailto:rprice@wasb.org)

## WASB Scope of Services

Assist Board in evaluating applications for the committee with the goal of balanced membership, providing facilitation of the task force sessions, assisting in preparation and presentation of materials, and generally guide discussion and debate in a respectful manner to assure full participation opportunities for all members.

# Agenda

6 p.m. Sept. 16, 2019

New Berlin West Learning Commons



# Agenda

SDNB Presentations

Long-Range Planning

Consolidation Audit

Brainstorming, Storming and Checking Perceptions??



# Review of Charge

The Task Force is charged with learning about school finance, receiving information about the SDNB's budget and current/future financial status and, ultimately, presenting budget recommendations to the School Board this fall.

# Long-Range Facility Planning

Budget Balancing Task Force - Sept. 16, 2019



## What is a Long-Range Plan (LRP)?

- “Living” document, comprised of district needs and wish-list items, updated regularly as projects are completed or delayed as a result of other priorities, lack of funding, etc.
- Outside professional assessments for roofing and pavement

# Long-Range Plan History

- Prior to creation, no such plan existed, making budgeting / planning difficult
- Plan adopted by Board in 2012-13
- All projects scheduled for 2012-13 were completed
- All projects except two scheduled for 2013-14 were completed
- Funding shortage started in 2014-15
  - 2014-15: 76 percent of projects completed
  - 2015-16: 57 percent of projects completed
  - 2016-17: 43 percent of projects completed
  - 2017-18: 0 projects funded
  - 2018-19: 0 projects funded
  - 2019-20: 0 projects funded



**Building Codes:**

DO = District Office  
 ELM = Elmwood Elementary  
 NBE = Eisenhower Middle / High  
 NBW = New Berlin West Middle / High  
 OL = Orchard Lane Elementary  
 PC = Poplar Creek Elementary  
 RR = Ronald Reagan Elementary

**Project Criteria Rating:**

1 = Unlikely negative impact in near term  
 2 = Possible negative impact in the near term  
 3 = Poses a marginal impact  
 4 = May pose a hindrance if not resolved in the near term  
 5 = Poses a current hindrance

**Funding Source Codes:**

50 = Food Service Fund  
 80 = Community Service Fund  
 CB = Capital Budget  
 ESCO = Energy Services Company  
 FB = Fund Balance  
 Grant  
 OB = Operating Budget

Project Number	Project (brief description)	Building Code	(1) Health & Safety	(2) Laws & Regulations Code Updates	(3) Outdated Instructional Facilities / Program Changes	(4) Energy Savings	(5) Other Than Core Mission Needs	(6) Capacity	(7) Security	(8) Infrastructure Renewal	Total Weight	(9) Primary Category	(10) Secondary Category	(11) Long Term Improvement	Original Estimate	Up Dated Estimate	Actual Cost	Funding Plan / Source	Target Year	Status	Date Completed
1001	Install walls within the janitor's closet to isolate electrical/IT	NBE	0	1	0	0	0	0	1	0	2	2	7	1	5,000				Unscheduled		
1005	Install Orange Safety Light in all large assembly areas, Band , and Choir rooms.	NBE	2	0	2	0	0	0	2	0	6	7	1	3	48,700				Unscheduled	Unavailable	
1018	New tennis courts to be considered	NBE	0	0	5	0	1	0	0	1	7	3	8	1	445,000				Unscheduled		
1067	Install Orange Safety Light in all large assembly areas, Band , and Choir rooms.	NBW	2	0	2	0	0	0	2	0	6	7	1	3	60,000				Unscheduled	Unavailable	
1068	Replace stairwell railings with code-compliant railings	NBW	1	1	0	0	0	0	0	1	3	1	2	1	20,000				Unscheduled		
1072	Replace Electrical service to main football field, track, softball and tennis	NBW	3	0	0	0	3	5	0	5	16	8	6	5	145,000	145,000			Unscheduled		
1073	Replace potable water lines to Football field, track, and softball. (Currently under sized)	NBW	3	0	0	0	5	5	0	5	18	8	6	5	75,000	75,000			Unscheduled		
1074	Build new restrooms by Football field to replace use of Port-A-Johns	NBW	5	3	0	0	5	5	0	5	23	8	6	5	800,000	280,000			Unscheduled		
1076	Finish Reconfigure classroom doors and hardware	NBW	0	0	1	0	0	0	0	1	2	2	3	1	50,000				Unscheduled		
1082	Install textured knobs in hazardous areas	NBW	1	1	1	0	0	0	0	1	4	2	2	1	10,000				Unscheduled	Unavailable	
1083	Repair bowing masonry wall	NBW	0	0	0	0	0	0	0	2	2	8	8	1	100,000				Unscheduled		
1084	Replace doors with FRP doors	NBW	0	0	0	3	0	0	0	4	7	8	7	1	400,000				Unscheduled		
1088	Replace windows	NBW	0	0	0	0	0	0	0	1	1	4	4	1	350,000				Unscheduled		
1110	Add space saver storage unit for text book storage (to be scheduled following LRP for use of rooms)	NBW	0	0	3	0	0	0	0	3	6	3	3	3	12,000				Unscheduled		
1256	Build new concession stand to replace the old concession stand by football field	NBW	5	5	0	0	5	5	0	5	5	8	5	5	1,000,000				Unscheduled		
1263	Enhance Stadium with Sports Turf to support Soccer and football.	NBW													1,800,000	800,000			Unscheduled		
1265	Build New JV Hardball Diamond to support both High Schools	NBW													750,000				Unscheduled		
1297	Remodel Court Yard for student use (pending commons conversion plan)	NBW	3	0	5	0	0	5	0	5	18	3	8	5	300,000				Unscheduled		
1302	Resurface Fieldhouse floor (Purlastic)	NBW	0	0	0	0	5	0	0	5	10	8	5	5	80,000	80,000		10	2024		
1306	Replace Rear Asphalt playground (Sec. A2)	OL	5	0	5	0	5	0	0	5	20	1	8	5	560,000	560,000		Paving	2020		
1307	Replace Front Parking lot	OL	1	0	0	0	5	0	0	2	8	8	1	5	500,000			Paving	2032		
1340	Desien Lactation Room	NBW	5	5	0	0	5	0	0	5	2	1	5	5	1,000				Unscheduled		

Snapshot of LRP ([link to entire LRP](#))

# Roofs and Asphalt



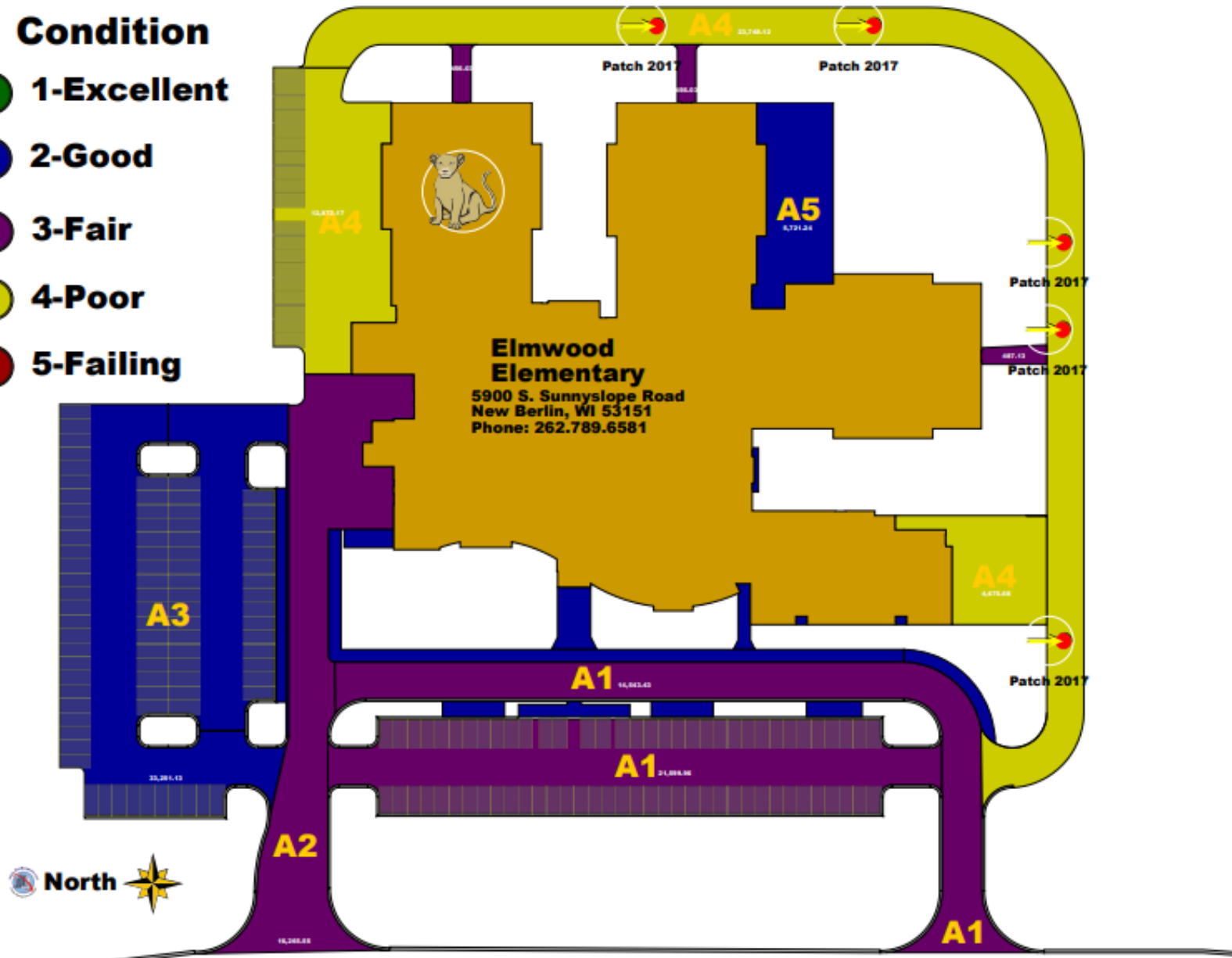
# Pavement Management Program 18 - 19



# 18 - 19 Elmwood Pavement Condition Plan

## Condition

- 1-Excellent
- 2-Good
- 3-Fair
- 4-Poor
- 5-Failing





Elmwood Elementary



### Pavement Management Program 18 - 19 School District of New Berlin



#### Elmwood - Asphalt

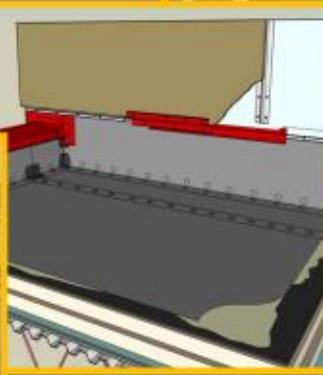
Site	Area	Size Sq Ft	Type	Install Date	Replace Date	Seal Coated	Crack Filled	Repairs Required	Condition	Replacement Cost	
Elmwood	A1	36,143	Asphalt	2002	2022	2016	2016	Yes	3 - Fair	\$ 433,716	
Elmwood	A2	16,266	Asphalt	2002	2022	2016	2016	No	3 - Fair	\$ 195,192	
Elmwood	A3	33,252	Asphalt	2015	2026	2016	2016	No	2 - Good	\$ 399,024	
Elmwood	A4	42,695	Asphalt	2002	2022	2016	2016	Yes	4 - Poor	\$ 512,340	
Elmwood	A5	5,721	Asphalt	2002	2026	2016	2016	No	2 - Good	\$ 68,652	
										\$ -	
Total Sq Ft		134,077								Total Asphalt	\$ 1,608,924

#### Elmwood - Concrete

Site	Area	Size Sq Ft	Type	Install Date	Replace Date	Scaling	Cracking	Repairs Required	Condition	Replacement Cost	
Elmwood	C1	850	Concrete	2002	2032	No	No	No	2 - Good	\$ 11,900	
Elmwood	C2	5,873	Concrete	2002	2032	No	No	No	2 - Good	\$ 82,222	
Elmwood	C3	1,754	Concrete	2002	2032	No	No	No	2 - Good	\$ 24,556	
Elmwood	C4	171	Concrete	2002	2032	No	No	No	2 - Good	\$ 2,394	
Elmwood	C5	4,935	Concrete	2002	2032	No	No	No	2 - Good	\$ 69,090	
Total Sq Ft		13,583								Total Concrete	\$ 190,162

Asphalt Cost - Managed & Engineered	Concrete - Managed & Engineered	<table border="1"> <thead> <tr> <th>Condition</th> <th>Type</th> </tr> </thead> <tbody> <tr> <td>1 - Excellent</td> <td>Asphalt</td> </tr> <tr> <td>2 - Good</td> <td>Concrete</td> </tr> <tr> <td>3 - Fair</td> <td></td> </tr> <tr> <td>4 - Poor</td> <td></td> </tr> <tr> <td>5 - Failing</td> <td></td> </tr> </tbody> </table>	Condition	Type	1 - Excellent	Asphalt	2 - Good	Concrete	3 - Fair		4 - Poor		5 - Failing	
Condition	Type													
1 - Excellent	Asphalt													
2 - Good	Concrete													
3 - Fair														
4 - Poor														
5 - Failing														
Typical Market Range \$9.-\$12. Sq Ft	Typical Market Range \$13.-\$15. Sq Ft													
This Program is Costed at \$12. Sq Ft	This Program is Costed at \$14. Sq Ft													
<p>Note: Engineering, subsurface issues, drainage, and stormwater management are all factors that can significantly affect costs.</p>														

# Roof Management Program 18 - 19



**Interstate Roof Systems Consultants Inc.**

**Dave Velcheck: President**

**Mobile: 414-416-0923**

**Office: 262-336-8270**

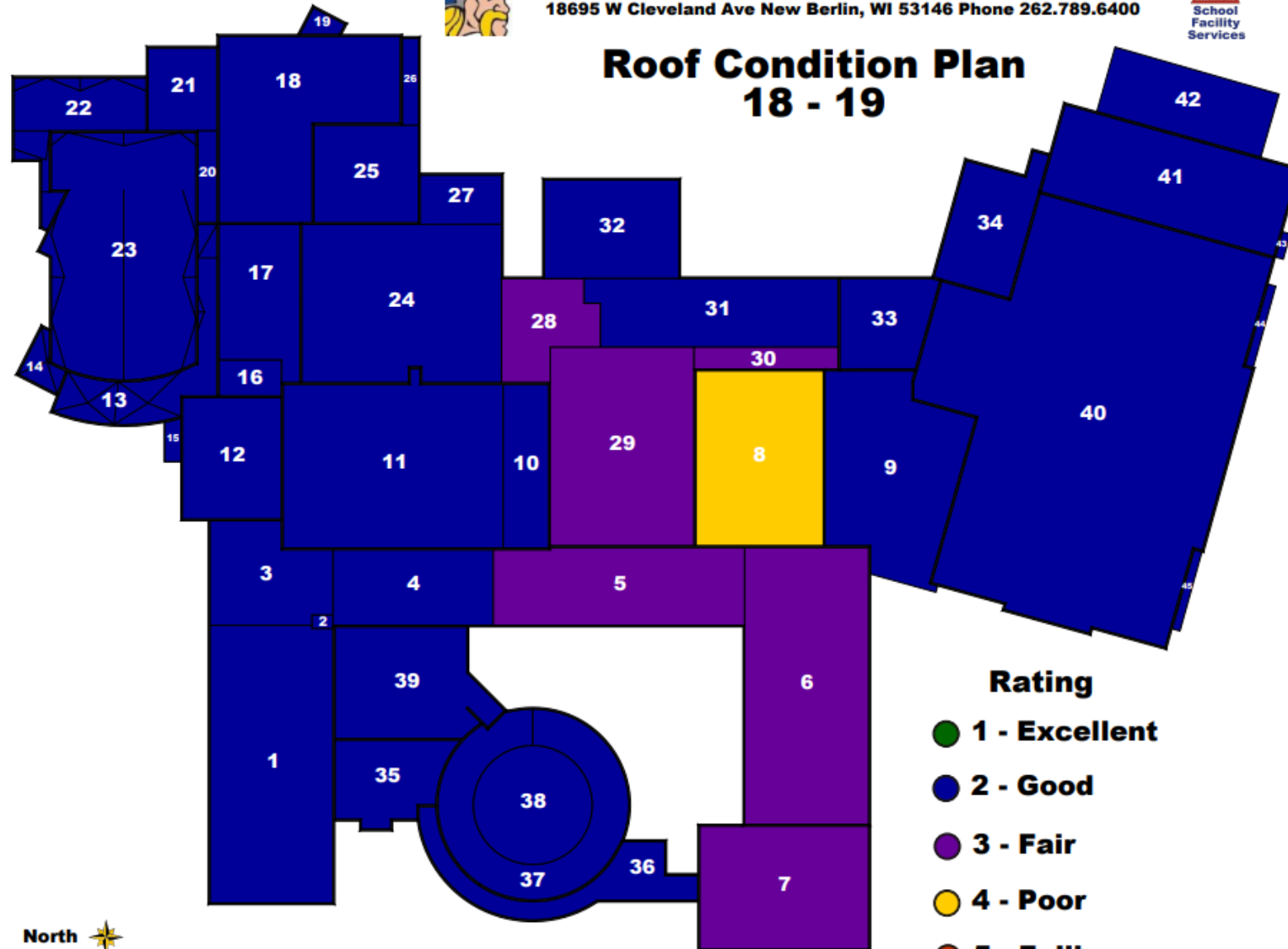
**Email: [dvelcheck@irscinc.com](mailto:dvelcheck@irscinc.com)**

# New Berlin West MS-HS

18695 W Cleveland Ave New Berlin, WI 53146 Phone 262.789.6400



## Roof Condition Plan 18 - 19



### Rating

- 1 - Excellent
- 2 - Good
- 3 - Fair
- 4 - Poor
- 5 - Failing

North   
2nd Floor  
77,314 SF

Total Roof Area  
250,926 SF



# Roof Management Program 18 - 19

## School District of New Berlin



New Berlin West

### West Roof Report Page 1

Building	Area	Size Sq Ft	Roof Type	Install Date	Replace Date	Condition	Replacement Cost
West	1	12,659	FA EPDM	2004	2034	2 - Good	\$ 341,793
West	2	111	FA EPDM	2004	2034	2 - Good	\$ 2,997
West	3	4,138	FA EPDM	2004	2034	2 - Good	\$ 111,726
West	4	4,489	FA EPDM	2004	2034	2 - Good	\$ 121,203
West	5	7,197	FA EPDM	1993	2023	3 - Fair	\$ 194,319
West	6	12,752	FA EPDM	1995	2025	3 - Fair	\$ 344,304
West	7	7,738	Ballasted EPDM	2003	2028	3 - Fair	\$ 77,380
West	8	8,287	Buit-Up	1990	2018	4 - Poor	\$ 82,870
West	9	8,933	Ballasted EPDM	2006	2031	2 - Good	\$ 89,330
West	10	2,757	FA EPDM	2004	2034	2 - Good	\$ 74,439
West	11	13,408	FA EPDM	2004	2034	2 - Good	\$ 362,016
West	12	4,449	FA EPDM	2004	2034	2 - Good	\$ 120,123
West	13	3,351	Ballasted EPDM	2006	2031	2 - Good	\$ 33,510
West	14	558	Ballasted EPDM	2006	2031	2 - Good	\$ 5,580
West	15	252	Ballasted EPDM	2006	2031	2 - Good	\$ 2,520
West	16	841	FA EPDM	2003	2033	2 - Good	\$ 22,707
West	17	4,244	FA EPDM	2003	2033	2 - Good	\$ 114,588
West	18	9,323	Ballasted EPDM	2006	2031	2 - Good	\$ 93,230
West	19	278	Ballasted EPDM	2006	2031	2 - Good	\$ 2,780
West	20	653	Ballasted EPDM	2006	2031	2 - Good	\$ 6,530
West	21	2,129	Ballasted EPDM	2006	2031	2 - Good	\$ 21,290
West	22	3,314	Ballasted EPDM	2006	2031	2 - Good	\$ 33,140
West	23	12,952	Ballasted EPDM	2006	2031	2 - Good	\$ 129,520
Total SQ FT Page 1		124,813				Total Page 1	\$ 2,387,895



# Pavement and Roof Plans

[Pavement Plan](#) - prepared by School Facility Services LLC

[Roof Management Plan](#) - prepared by School Facility Services LLC and Interstate Roof Systems Consultants Inc.

**What Would Have Been Addressed  
with 2019 Referendum?**



# Had Operational Referendum Passed

2019-20 (Amount toward debt: \$2,270,415)

## Long-range facility - \$375,085

- ADA, fire-rated doors, etc. (multiple locations)
- Baseball field drainage (Eisenhower and West)
- Temporary track repair (Eisenhower and West)

## Roofing - \$233,500

- New Berlin West

## Pavement - \$1,075,000

- Orchard Lane rear drive, parking and playground
- Elmwood rear drive

## Technology - \$231,000

- Wireless upgrade (year 1 of 2)
- Network switch replacements (year 2 of 2)
- Security camera replacements

## Equipment & Furniture Replacement - \$250,000\*

- Classroom furniture / equipment
- West physical education and athletics
- Eisenhower physical education and athletics

## Safety - \$415,000^

- Equipment / facility upgrades
- Staff training
- Staffing

## Curriculum & Instruction - \$150,000

- Resources for K-12 math, art and all business-related courses

\* allocations for equipment and furniture replacement based on historic trends and identified needs for athletics and classrooms such as makerspaces, Project Lead the Way updates, musical instruments, science classrooms, etc.

^ Detailed information about safety plans or needs will not be provided to the general public

# Had Operational Referendum Passed

2020-21 (Amount toward debt: \$3,182,326)

## Long-range facility - \$116,874

- Tuck pointing (Eisenhower)

## Roofing - \$155,000

- New Berlin West

## Pavement - \$500,000

- Poplar Creek west parking lot and playground

## Technology - \$230,800

- Wireless upgrade (year 2 of 2)
- Central computer and storage upgrade

## Equipment & Furniture Replacement - \$250,000\*

- Classroom furniture / equipment
- West physical education and athletics
- Eisenhower physical education and athletics

## Safety - \$415,000^

- Equipment / facility upgrades
- Staff training
- Staffing

## Curriculum & Instruction - \$150,000

- Resources for K-12 math

\* allocations for equipment and furniture replacement based on historic trends and identified needs for athletics and classrooms such as makerspaces, Project Lead the Way updates, musical instruments, science classrooms, etc.

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# Had Operational Referendum Passed

2021-22 (Amount toward debt: \$3,537,508)

## Long-range facility - \$12,589

- **Project Lead the Way (engineering) classroom update (West)**

## Roofing - \$0

- **Nothing allotted this year**

## Pavement - \$854,000

- **West parking lot**

## Technology - \$68,000

- **Central firewall replacement**

## Equipment & Furniture Replacement - \$0

- **No funding this year due to other needs**

## Safety - \$415,000^

- **Equipment / facility upgrades**
- **Staff training**
- **Staffing**

## Curriculum & Instruction - \$150,000

- **Resources for K-12 English Language Arts, hospitality, tourism, human services, world languages**

^ Detailed information about safety plans or needs will not be provided to the general public

# Had Operational Referendum Passed

2022-23 (Amount toward debt: \$3,732,920)

## Long-range facility - \$22,000

- **Project Lead the Way (engineering) classroom updates (West)**
- **Bathroom updates (West)**

## Roofing - \$36,080

- **Roof patching (Eisenhower and West)**

## Pavement - \$304,000

- **Poplar Creek east parking lot and playground**

## Technology - \$90,000

- **Network switch replacements (year 1 of 2)**

## Equipment & Furniture Replacement - \$250,000\*

- Classroom furniture / equipment
- West physical education and athletics
- Eisenhower physical education and athletics

## Safety - \$415,000^

- Equipment / facility upgrades
- Staff training
- Staffing

## Curriculum & Instruction - \$150,000

- Resources for K-12 social studies and physical education

\* allocations for equipment and furniture replacement based on historic trends and identified needs for athletics and classrooms such as makerspaces, Project Lead the Way updates, musical instruments, science classrooms, etc.

^ Detailed information about safety plans or needs will not be provided to the general public

# Had Operational Referendum Passed

2023-24 (Amount toward debt: \$3,736,990)

## Long-range facility - \$80,000

- Resurface field house floor (West)

## Roofing - \$158,010

- Eisenhower

## Pavement - \$0

- None allocated this year

## Technology - \$210,000

- Wireless upgrade (year 1 of 2)
- Network switch replacements (year 2 of 2)

## Equipment & Furniture Replacement - \$250,000\*

- Classroom furniture / equipment
- West physical education and athletics
- Eisenhower physical education and athletics

## Safety - \$415,000^

- Equipment / facility upgrades
- Staff training
- Staffing

## Curriculum & Instruction - \$150,000

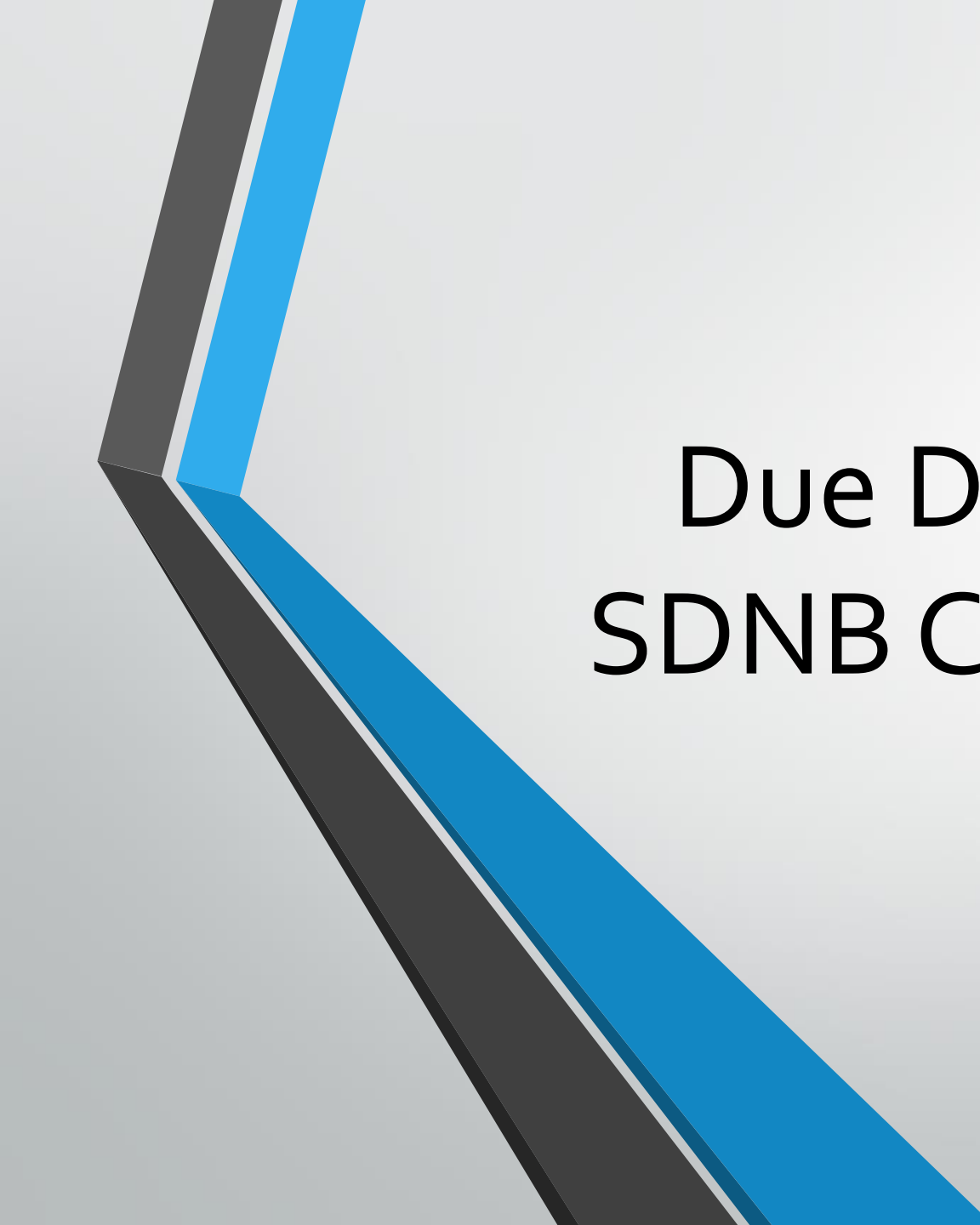
- Resources for K-12 science, printing and publishing

\* allocations for equipment and furniture replacement based on historic trends and identified needs for athletics and classrooms such as makerspaces, Project Lead the Way updates, musical instruments, science classrooms, etc.

^ Detailed information about safety plans or needs will not be provided to the general public

Questions?





# Due Diligence Validation of SDNB Consolidation Options

Prepared and Presented by Matt Gibson

Wednesday, Sept. 4, 2019

*(Abbreviated Version)*

# Consultant Scope of Work

- To validate district due diligence on each consolidation option, identify gaps and compile due diligence and validation into a report to SDNB Board of Education
- **Report not intended to promote or demote either consolidation option**
  - Meant to provide validated due diligence should either option be further considered to help address SDNB's financial challenges

# Consultant Scope of Work

- **Consolidation options**
  - Option 1 – Closing Orchard Lane and redistricting K-6 into Elmwood, Poplar Creek and Ronald Reagan
  - Option 2 – Closing Orchard Lane and redistricting and restructuring grades K-4 into Elmwood, Poplar Creek and Ronald Reagan, combined with restructuring all district grades 5-8 into Eisenhower (middle school) and all district grades 9-12 into West (high school)

# Due Diligence Validation

- **Quantitative Efficiency and Budget Savings** (are the budget savings projections realistic?)
  - Projected total budget savings from **Option 1 only**
    - \$1,438,852
      - Projected K-6 instructional staffing savings – \$768,750 (reduction of 10.25 full-time equivalent instructional staff)
      - Projected other personnel savings - \$617,389
      - Projected utilities savings (three-year average) - \$52,713
      - Projected pupil transportation savings – negligible change in costs

# Due Diligence Validation

- **Quantitative Efficiency and Budget Savings** (are the budget savings projections realistic?)
  - Projected staffing savings from **Option 2** implementation
    - 3.0 7<sup>th</sup>-8<sup>th</sup> grade staff – approximately \$225,000
    - 7.0 9<sup>th</sup>-11<sup>th</sup> grade staff – approximately \$525,000
    - Athletics - \$550,000

# Due Diligence Validation

- **Quantitative Efficiency and Budget Savings** (are the budget savings projections realistic?)
  - Pupil transportation additional costs
    - Initial estimate of \$225,000 increased by \$120,000 to \$345,000 (lower if bus routing efficiencies can be found)
    - Increase in athletics transportation - \$24,100
    - Loss in student parking revenue at Eisenhower - \$50,000
- **Projected total budget savings for Option 2 - \$2,319,752**

# Due Diligence Validation

- **Implementation Feasibility** (would options work AND provide savings?)
  - Validated at all three elementary schools for both options
  - Option 2 potentially validated at Eisenhower and West pending further (internal) due diligence on numbers of classrooms and their percentage utilization and (external) due diligence on increased traffic, particularly on Cleveland Ave.

# Due Diligence Validation

**Initial Qualitative Analysis** (could options continue to deliver New Berlin “excellence”?)

- Potential pluses and minuses attached to both options





Questions

# Combining of Co-Curriculars

# Combining of Co-Curriculars

- Approximately \$550,000 to \$625,000
  - Reduction of current co-curricular programs by half (including coaches, equipment)
  - Reduction of administration and administrative support
- Have combined programs already
  - Wrestling, boys volleyball, girls golf, boys swimming, SkillsUSA, robotics, BUILD, etc.
- Other implications
  - Title IX compliance
  - participation rates
- One-time costs (rebranding, etc.)



# Next Meeting

To Be Determined  
New Berlin West Learning Commons

Questions?

THANK YOU