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# Board Work Session

October 28, 2025

# Agenda

1. 10-Year Facility Maintenance Plan & Facility Improvement Plan
2. Facility Profiles
3. Burleigh and Swanson Facility Comparative Analysis
4. Burleigh Tour
5. Enrollment Projections Impact on Facility Planning

# 10-Year Projected Facility Expenditures

## Maintenance - \$57M

Category	Description	% of 10-Yr Plan
Building	Tuckpointing, windows, doors, lighting, floors, generators	34%
Hardscape	Preventive maintenance	17%
Roofs	Preventive maintenance	15%
HVAC	Repair/replacement of heating & cooling	13%
Athletics	Maintaining athletic spaces such as turf, fields, gyms, tracks, pools	13%
Security & Safety	Radios, alarms, cameras, video software	8%
Technology Infrastructure	Network equipment, Servers	2%

## Improvements - \$36M

Category	Description	% of 10-Yr Plan
Classroom	Improvements to support programming, increased access, furniture replacement	28%
Large Learning	Libraries, Cafeterias, Multi-Purpose Rooms, Black Box	27%
Athletics	Upgrades to Fitness Facilities, Locker Rooms	23%
Building	Facility Renovation	19%
Site Improvements	Playgrounds	3%

## **\$71 Million in Projected Funding Commitments (2025-2035)**

**\$18.2M** - Funds 46 & 49 Assigned Balance as of June 2025

**\$3.1M** Other Sources Over 10 Years:

- Additional Fund 46 Transfer
- Investment Interest

## **Annual Contributions**

**\$2.8M/year** - Annual Operating Budget for Facility Maintenance (F10)

**\$2.3M/year** - Annual Budget Contribution to Fund Balance (F46)

## Facility Goal Board Work Sessions

**August 26** - Tour of Tonawanda & PPMS; Finance Opportunity

**September 9** - Tour of Swanson; 20-Year Plan Components

**September 30** - Tour of Wisconsin Hills; Middle School Schedule & Programming

**October 28** - Approval of Architect; Tour of Burleigh; Enrollment Projects; Facility Maintenance & Facility Improvement Plans

**November 11** - Approval of Construction Manager

**November 18** - Tour of Fairview South; LAUNCH

**December 10** - Study of Scenarios

**January 2026 - April 2026** - Anticipate 4-5 more Work Session

## Elmbrook Schools 20-Year Facility Plan Development

	2025					2026					
	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Engage School Board Members											
Conduct facilities assessments & share information with BOE											
Project capital maintenance needs and costs											
Analyze enrollment projections and population trends											
Hire Architect											
Hire Construction Manager											
Develop long-term facilities planning scenarios											
Cost long-term facilities planning scenarios											
Community information sessions (facilities needs / planning process)											
Establish financial benchmarks											
Community Engagement on Planning Scenarios & Financial Benchmarks											
Community Survey on Planning Scenarios & Financial Benchmarks											
Review community survey results											
Refine and finalize long-term facilities plan											
Refine financial estimates											
Cost final facilities plan											
Confirm final financial plan											
Develop communications and engagement plan											
Implement communications and engagement plan											

# Pilgrim Park Middle

Opened as a junior high school (grades 7-9) in 1958. Remodeled five times. In 1984 the name changed to Elmbrook Middle School serving grades 7-8. Grade configuration changed in 1997 and was renamed back to Pilgrim Park Middle when Wisconsin Hills opened as 2nd middle school.

Total Capacity	1,146 Students
Recent Facility Investments	2019: \$312K in redesign of library learning spaces. 2022: \$190K for Bathroom Remodel, \$365K for Backup Generator
Current Assigned Tracts	All Burleigh and Tonawanda, Dixon 140, 141, 142, 143, 147 and 146*
Physical Sq Ft	166,724 SF
Acreage	44.90 Acres

## 2025-2035 Projected Expenditures

### Facility Maintenance (\$10M)

- Gym Floor
- Roof
- Chiller & Boilers
- Building Improvements
- Fire Alarm System
- Hardscape
- Ceilings/Lighting
- Canopy

### Facility Improvements (\$5.1M)

- Music, FACE, Art Tech Ed Room Updates
- Lockers
- Locker Rooms
- Cafeteria
- Athletics - Tennis Courts
- Classroom Furniture

### Other Priorities from Maintenance, Adequacy, & Security Assessments

- 2 or 3 Section Gymnasium
- Facility Refresh
- Fitness Center
- Elective Wing Renovations
- ADA Compliance

# Wisconsin Hills Middle

Opened in 1969 as a junior high school (grades 7-9). Reopened as a K-6 elementary school in 1984. Repurposed again in 1997 when it became a Grades 6-8 middle school.

Total Capacity	1,155 Students
Recent Facility Investments	<p>2018: \$4.8M was invested in HVAC</p> <p>2019: \$235K for library renovation</p> <p>2022: \$115K For Gym Bleacher Upgrade, \$243K for Bus Driveway</p>
Current Assigned Tracts	All Brk El and Swanson, Dixon 113, 115, 144, 146* (Students can choose PPMS/BEHS without transport)
Physical Sq Ft	169,454 SF
Acreage	20.00 Acres

## 2025-2035 Projected Expenditures

### Facility Maintenance (\$5.6M)

- Building Improvements
- Boilers
- Roof
- Hardscape - Athletics & Parking

### Facility Improvements (\$1.8M)

- Music Rooms
- Cafeteria
- Multi-Purpose Rooms
- Office
- Art
- Locker Rooms
- Classroom Furniture

### Other Priorities from Maintenance, Adequacy, & Security Assessments

- Elective Wing Renovations

# Tonawanda Elementary

Opened in 1969 as an elementary school. Only school with a pod-based school design layout.

Total Capacity	617 Students, 26 Classrooms
Recent Facility Investments	2020: Completed \$7.3M gym addition & HVAC upgrade 2022: \$518K for Roof Updates
Current Assigned Tracts	145, 148, 184, 200, 201, 203, 204
Physical Sq Ft	62,534 SF
Acreage	10.9 Acres

## 2025-2035 Projected Expenditures

### Facility Maintenance (\$2.0M)

- Building Improvements
- Lighting
- Hardscape
- Entrance & Canopy
- Fire Alarm System

### Facility Improvements (\$.8M)

- Playground
- Art & Music
- Classroom Furniture

### Other Priorities from Maintenance, Adequacy, & Security Assessments

- Classroom Design
- Security Enhancements
- Learning Support Spaces
- Storage
- Music
- Multi-Purpose Spaces

# Swanson Elementary

Opened in 1960 as Cottage West Elementary. Closed in 1984 due to declining enrollment and leased for retail and private school space. Re-opened in 1997 as K-5 elementary school.

Total Capacity	995 Students and 42 Classrooms
Recent Facility Investments	<p>2015: \$3.9M to replace and upgrade HVAC system.</p> <p>2016: \$2.4M for a new cafeteria/gymnasium due to enrollment growth.</p>
Current Assigned Tracts	130, 131, 132, 180, 181, 182, 183
Physical Sq Ft	116,280 SF
Acreage	35 Acres

## 2025-2035 Projected Expenditures

### Facility Maintenance (\$4.3M)

- Gym Bleachers
- Building Improvements
- Roof
- Boilers
- Hardscape
- Lighting/Ceiling
- Fire Alarm System

### Facility Improvements (\$2.7M)

- Library
- Music Room
- Playground
- Classroom Furniture

### Other Priorities from Maintenance, Adequacy, & Security Assessments

- Learning Support Spaces
- Multi-purpose Rooms
- Early Learning (4K, 5K) Spaces
- Increased Storage
- Office redesign

# Burleigh Elementary

Opened in 1965 as a Junior High (Grades 7-9). In 1984, it was changed to an elementary school.

Total Capacity	1,115 Students, 47 Classrooms
Recent Facility Investments	2017: HVAC Upgraded for \$4.2M 2022: \$105K for Gym Bleacher Updates, \$357K to replace Tennis Courts 2024: \$1.1M Roof & Hardscape
Current Assigned Tracts	112, 120, 123, 124, 150, 151, 152, 153, 154, 155, 161
Physical Sq Ft	158,320 SF
Acreage	49.10 Acres

## 2025-2035 Projected Expenditures

### Facility Maintenance (\$2.0M)

- Building Improvements
- Hardscape
- Roof
- Canopy
- Ceiling/Lighting

### Facility Improvements (\$2.0M)

- Gym Floor
- Music - ADA
- Art
- Playground
- Cafeteria
- Classroom Furniture

### Other Priorities from Maintenance, Adequacy, & Security Assessments

- None

# Large Elementary School Comparison

	<b>Burleigh</b>	<b>Swanson</b>
2025-26 Enrollment	923	785
2026-31 Projected Enrollment	951 - 979	806 - 823
# of Classrooms	47	42
Capacity	1115	995
<b>Building Sq Footage</b>	<b>158,320</b>	<b>116,280</b>
Large Learning Spaces	(4) Discovery, Viking, Library, Aux Gym	(2) Library, Multi-Purpose Gym
Cafeteria	Dedicated Space	Multi-purpose Gym

# \$22M Funding Gap Doesn't Include Significant Needs

## Projected Funds Available for Facility Investment (\$71M)

- All Funding Sources: \$71M

## Projected Expenditures (\$93M)

- Facility Maintenance - \$57M
- Facility Improvements - \$36M

## Expenditures **Not Included** in Projected Expenditures

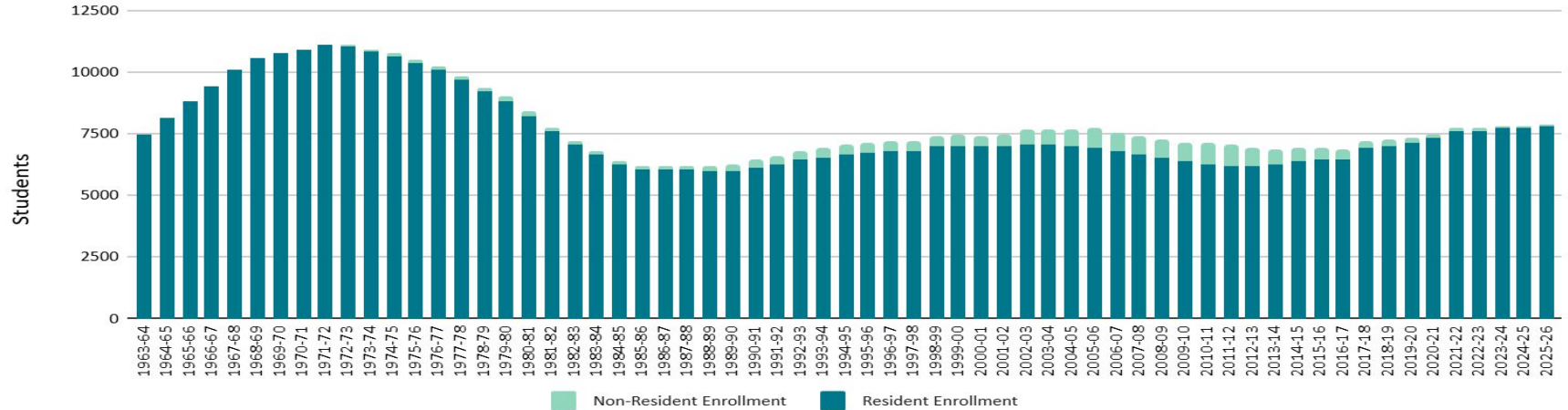
- PPMS Gym, Elective Programming Changes, Facility Refresh, ADA Compliance
- Tonawanda Classroom Design, Security Enhancements, Learning Support Spaces, Storage
- Swanson Learning Support Spaces, Early Learning Spaces, Multipurpose Rooms, Storage
- Wisconsin Hills Elective Programming Changes
- LAUNCH Location



# How do Enrollment Projections Impact Facility Plans?

# Background on Enrollment Projections

- The District has been projecting enrollment for at least 40 years
- During enrollment decline (1972 - 2012), projections were used to close schools and shift enrollments
- Projections have always been done by District staff; but 3rd party companies have also been used (most recently 2009 and 2015)



# Information that Informs our Projections

## Primary Drivers

- Birth Information
- Birth to 4K Ratio; Birth to 5K Ratio
- Grade Progression Ratio (GPR)
- Historical Trends

## Secondary Drivers

- Market Share
- Housing Market

	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
Actual Resident Enrollment	7608	7716	7709	7760
Projected Enrollment	7632	7640	7759	7683
Projection Accuracy	<b>100.3%</b>	<b>99.0%</b>	<b>100.7%</b>	<b>99.0%</b>

# Elementary Enrollment Projection Summary

School	Capacity	2024-25 Enrollment	2025-26 Enrollment	2026-27 (Projected)	2027-28 (Projected)	2028-29 (Projected)	2029-30 (Projected)	2030-31 (Projected)
Brook El	734	641	637	634	634	622	617	602
<b>Burleigh</b>	1,115	907	923	<b>969</b>	<b>951</b>	<b>956</b>	<b>968</b>	<b>979</b>
Dixon	734	654	632	629	600	553	527	509
<b>Swanson</b>	995	778	785	<b>823</b>	<b>806</b>	<b>810</b>	<b>812</b>	<b>814</b>
Tonawanda	569	528	518	494	482	462	451	462
<b>Totals</b>	4,027	3,508	3,495	<b>3,549</b>	<b>3,473</b>	<b>3,403</b>	<b>3,375</b>	<b>3,366</b>



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# Secondary Enrollment Projection Summary

School	Capacity	2024-25 Enrollment	2025-26 Enrollment	2026-27 (Projected)	2027-28 (Projected)	2028-29 (Projected)	2029-30 (Projected)	2030-31 (Projected)
PPMS	1,146	897	915	914	986	1,003	995	923
WHMS	1,155	810	854	852	813	805	810	824
Central	1,612	1,185	1,164	1,161	1,182	1,151	1,177	1,158
East	1,612	1,387	1,433	1,394	1,382	1,434	1,436	<b>1,495</b>
<b>Totals</b>	<b>5,529</b>	<b>4,279</b>	<b>4,366</b>	<b>4,321</b>	<b>4,363</b>	<b>4,393</b>	<b>4,418</b>	<b>4,400</b>



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# 2026-2031 Enrollment Projection Summary

High School Enrollment Difference  
Extends to 337 Students

	Central	East
2026-27	1,161	1,394
2027-28	1,182	1,382
2028-29	1,151	1,434
2029-30	1,177	1,436
2030-31	1,158	1,495

Burleigh & Swanson Remain Large  
Elementary Schools

	Burleigh	Swanson
2026-27	969	823
2027-28	951	806
2028-29	956	810
2029-30	968	812
2030-31	979	814

Total Enrollment  
Stabilizes Around  
7,800 Students

District	Enroll
2026-27	7,830
2027-28	7,847
2028-29	7,797
2029-30	7,780
2030-31	7,762



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# Enrollment Projection Impact on Facility Planning

PPMS	Enroll
2026-27	914
2027-28	986
2028-29	1,003
2029-30	995
2030-31	923

WHMS	Enroll
2026-27	852
2027-28	813
2028-29	805
2029-30	810
2030-31	824

Tonawanda	Enroll
2026-27	494
2027-28	482
2028-29	462
2029-30	451
2030-31	462

Swanson	Enroll
2026-27	823
2027-28	806
2028-29	810
2029-30	812
2030-31	814

- 2 or 3 Section Gymnasium
- Facility Refresh
- Fitness Center
- Elective Wing Renovations
- ADA Compliance

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- Classroom Design
- Security Enhancements
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- Storage
- Music
- Multi-Purpose Spaces

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