

**Milwaukee Public Schools**

# **Long-Range Facilities Master Plan**

**November 2011**



## Acknowledgments

The facilities master planning team would like to extend our appreciation to the Milwaukee Public Schools Board of School Directors for its commitment to the Long-Range Facilities Master Plan (LRFMP) process.

Director Michael Bonds	District 3 Board President
Director Peter Blewett	District 6 Board Vice President
Director Mark Sain	District 1
Director Jeff Spence	District 2
Director Annie Woodward	District 4
Director Larry Miller	District 5
Director David Voeltner	District 7
Director Meagan Holman	District 8
Director Terry Falk	Member at Large

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Dr. Gregory E. Thornton	Superintendent of Schools
Michelle J. Nate	Chief Operations Officer
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### **Advisory Committee**

Representatives from the organizations and groups listed below were invited to serve on the Long-Range Facilities Master Plan Advisory Committee. The Advisory Committee's role included examining the project approach, reviewing and providing feedback on documents utilized for community engagement, and acting as ambassadors to the community at large. Over the course of the planning process the Advisory Committee worked with the consultant and district personnel to provide valuable input and feedback. Their participation is greatly appreciated.

- Associated General Contractors of Greater Milwaukee
- Boys & Girls Club of Greater Milwaukee
- Children's Hospital and Health System
- City of Milwaukee
- Discovery World at Pier Wisconsin
- Froedtert Hospital / Froedtert Health System
- GE HealthCare
- Greater Milwaukee Committee
- Greater Milwaukee Foundation
- Helen Bader Foundation
- Hispanic Chamber of Commerce of Wisconsin
- Hmong Wisconsin Chamber of Commerce
- Metropolitan Milwaukee Association of Commerce
- MICAH
- Milwaukee Branch / NAACP
- Milwaukee City PTA
- Milwaukee College Preparatory School – an MPS non-instrumentality charter school organization
- Milwaukee Public Schools
- Milwaukee Public Schools Parent Representatives
- Milwaukee Teachers' Education Association
- Milwaukee Urban League
- Silver Spring Neighborhood Center

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### **Relationship of Documents**

The Milwaukee Public Schools Long-Range Master Plan report consists of three components. These are the Executive Summary, Long-Range Facility Master Plan Report, and Appendices. The Executive Summary provides a high level look at the master planning process, the current portfolio of MPS facilities, and recommendations for each region regarding the 10 year master plan. The Long-Range Master Plan itself is a more extensive document, which includes narrative of MPS history and laws which affect the district, and provides detailed analysis of MPS facilities, school capacity, and the reasoning behind the various recommendations. The appendix section includes large graphs, charts, and additional items too large to include in the master plan document itself.

## Introduction

Milwaukee Public Schools (MPS) was incorporated as a public school district in February 1846. MPS is the 33rd largest school district in the nation with students from diverse racial, ethnic and cultural backgrounds. MPS' reported enrollment for the 2011-12 school year is 80,098.

Milwaukee Public Schools (MPS) owns and maintains 17.7 million square feet of building area. In May 2011 MPS began compiling data to support the development of a Long-Range Facility Master Plan (LRFMP). The data includes information that resides within existing MPS data systems as well as newly collected data. All of the collected data is housed in an assessment database.

The master planning process is comprised of two phases. The initial phase, which focused on development of base data, addressed the need for MPS to submit that information to the Wisconsin Department of Public Instruction. The second phase focuses on refining facility analysis (such as building capacities) and development of specific facility recommendations to be implemented over the next 10 years.

The broad objectives of the assessment and master planning process include:

- Assess educational adequacy for all instructional spaces;
- Identify cost to address building condition and educational adequacy deficiencies;
- Provide data necessary to maintain all facilities in a safe and secure manner;
- Understand the long-term renewal requirements for the district's existing facility portfolio;
- Align planning with the evolving standard of care and annual budget process; and
- Utilize the data gathered to provide recommendations relative to the facility portfolio.

This report contains the following sections:

**Community Engagement** provides an overview and analysis of the public meetings held to inform the planning process.

**MPS History** provides background information about the district and events that have taken place over the last several years.

**Emerging Programs and Policies** describes educational programs offered by MPS as well as those offered by charter and other school operators.

**Planning Considerations** addresses some issues that impact the planning process.

**Project Process and Schedule** describes how the overall project was planned and executed.

**Facility Portfolio Overview** gives overall analysis of existing MPS sites and buildings.

**Facility Condition Analysis** shows the overall renovation needs of the existing MPS facilities.

**Educational Adequacy** discusses the results of the educational adequacy assessment. The assessment identified facility improvements necessary to support current teaching programs.

**Capacity Analysis and Facility Utilization** provides the process for determining building capacity and provides the results of the capacity analysis.

**Facility Recommendations** documents specific facility actions recommended over the next ten years.

**Glossary** provides explanations to clarify terms used in this report.



# Community Engagement

## Overview

Critical to a facility master plan is the process used to develop it. The plan should be the convergence of the condition of existing facilities, the desired educational program, the demography of the District and a vision for the future. The facility planning process is an opportunity for a community to come together to determine how educational facilities can be an impetus for change and improvement. It requires the collaboration of educators, administrators, policy makers, community members and facility experts.

The City of Milwaukee is a community structured with many diverse neighborhoods, groups, and organizations, whose distinct relationships to each other make the issue of school facilities an important factor within the community. In preparation of the Long-Range Facilities Master Plan, a strategic approach to community engagement was developed in conjunction with the District to promote public awareness. The two primary goals were to engage and educate the community about the plan.

The list below illustrates the process and timeline developed for MPS community outreach.

- |   |                                 |                       |
|---|---------------------------------|-----------------------|
| 1 | Futures Conference              | June 2011             |
| 2 | LRFMP Website Development       | July 2011             |
| 3 | Advisory Committee Meetings [5] | July – September 2011 |
| 4 | Community Dialogues [5]         | September 2011        |

The following narrative describes the opportunities for community input into the Long-Range Facilities Master Plan.

## Futures Conference

A Futures Conference was held on June 28, 2011 at the Sarah Scott facility and was open to the public. The Futures Conference was structured to share information with the community and gain maximum input, and build consensus on the future direction of MPS. Superintendent, Dr. Gregory Thorton gave an opening address encouraging those present to think outside the box when imagining the future of MPS. A presentation on educational trends by Dr. William DeJong of DeJONG-RICHTER followed. Dr. DeJong cited many examples of the changing face of education from technology to building arrangements. Attendees then responded to critical questions individually and in small groups. An overview of the small groups' responses to the questions was presented as part of closing remarks.

Questions included rating the physical condition of each type of school and specific school spaces such as general classrooms, science labs, media centers, cafeterias, and gymnasiums. The majority of respondents rated safe

and secure buildings as the most important factor in planning optimal learning environments and that academic performance was most important when developing a long-range facilities master plan. Additional open-ended questions provided topics for discussion on what skills would be necessary for students in 2030, describing the learning environment in 2030, and what would be the five largest influences impacting public education over the next 25 years.

The meeting was attended by community members, parents, teachers, MPS Board members, and District personnel. Questionnaire results are provided in the appendix of this report.

### **Advisory Committee**

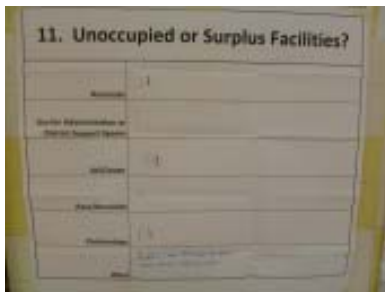
The purpose of a Long-Range Facility Master Plan Advisory Committee was to assist in gathering and providing meaningful feedback throughout the planning process. The Advisory Committee reviewed data and project approach as well as served as ambassadors to the community. The Advisory Committee was made up of 30-35 people.

The JACOBS Team facilitated all committee and larger community meetings and provided necessary materials and handouts. The Advisory Committee met five times in total throughout the Summer and Fall of 2011. The committee developed communication strategies, employed by the JACOBS team and the District, to garner community input and participation in the process. The committee provided the initial issues on which the community dialogue questionnaire was developed. They also played a key role in deciding the locations to house the community dialogue meetings in order to provide access to as many community stakeholders as possible. A final work session was held to review the community dialogue results and identify common themes and challenges facing MPS along with potential solutions.

Information pertaining to the facilities master planning process was available to the public on a project website created specifically for Milwaukee Public Schools. Individuals could access the site via a link on the MPS District website. Here, community members could participate in online questionnaires, review Advisory Committee meeting documents, watch videos of previous presentations, and be kept up to date with project happenings.

### **Community Dialogues**

There were five community dialogues, held in different geographical locations, throughout MPS. The community dialogues were structured similar in nature to the Futures Conference. The difference being that the information given and discussed was focused on specific goals for MPS to achieve in the future. After opening remarks and presentation, attendees responded to questions individually and in small groups. Once a consensus



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was reached within the respective groups, their answers were recorded on large wall charts in order to gauge the opinions of the entire group. The results on the wall charts were briefly summarized and the evening ended with concluding remarks. The following chart indicates the number of individual and group questionnaires submitted by each location.

Day / Date	Location	Individual	Group
Mon. Sept. 19	<b>South Division HS</b>	34	9
Mon. Sept. 19	<b>Morse-Marshall HS</b>	34	8
Tue. Sept. 20	<b>Riverside University HS</b>	43	11
Wed. Sept. 21	<b>Washington HS IT</b>	18	3
Wed. Sept. 21	<b>Sholes Campus (Reagan HS)</b>	352	50
Total Questionnaires Received		<b>481</b>	<b>81</b>

A summary of common themes and preferences based on a majority of the results is provided below. Detailed questionnaire results are provided in the appendix of this report.

- Smaller Class Sizes.
- Elementary School Size 200-600 students.
- Middle School Size 400-600 students.
- High School Size 800-1,000 students.
- More Program Offerings for students.
- Preference for PK-5, 6-8, 9-12 and PK-8, 9-12 grade configurations.
- Move to more uniformity or perhaps better balance of grade configurations.
- Support for comprehensive, traditional schools.
- Age of building is not important, all things being equal.
- 21-30 minutes maximum time for a bus ride to or from school.
- Elementary students should walk a maximum of ½-1 mile to school.
- Secondary students should walk a maximum of 1- 1½ mile(s) to school.
- Vacant facilities should be used in partnership with the community or higher education, or sold/leased.
- Academic performance is most important when making facility decisions.
- College preparatory, career technical, before/after school, and early childhood programs should be offered at the regional level in MPS.
- Support for developing feeder patterns within each region.

### **Online Questionnaires**

To ensure the entire community had an opportunity to provide input, an electronic version of the community dialogue questionnaire was posted on the District's website so individuals could complete the survey electronically. All versions of the questionnaire were translated into Spanish and Hmong to guarantee maximum outreach.

## MPS History

Milwaukee Public Schools (MPS) was incorporated as a public school district in February 1846. MPS is the 33rd largest school district in the nation with students from diverse racial, ethnic and cultural backgrounds. MPS' reported enrollment for the 2011-12 school year is 80,098 and the racial profile is 85.9% non-white. Data indicates the following enrollment percentages: American Indian (.8%), African American (56.2%), Hispanic (23.6%), Asian (5.3%) and White (14.1%). There are about 20% students identified with special education needs and about 10% of students have limited English proficiency. About 82% of all students qualify for free or reduced lunch, which is an indicator of the number of children living in poverty. Individually, 42% of the District's schools have free or reduced lunch rates of 90% or more and nearly 83% of all school sites have free or reduced lunch rates of 80% or more.

The District's physical plant is comprised of 139 school buildings and 31 support, vacant and recreational centers totaling over 17.7 million square feet. The average age of school buildings is 66 years old with 45.2% of schools built prior to 1940, including 31 that are 100 years old or older.

The District is governed by the Milwaukee Board of School Directors, which consists of nine members: including one member elected at-large and eight members elected from geographic districts as determined by the Milwaukee Board of School Directors. The regular term of each member is four years and until their successor has been elected and qualified. Legally, school boards are agents of the state created by the legislature and selected by the electors of the local school district to represent and act for the state in providing the District with educational programs and facilities. The Milwaukee Board of School Directors is the policy-making body for the school system serving within the framework provided by law, the will of the local citizenry, and the ethics of the education profession.

### Enrollment

School-age children living in Milwaukee attend the following types of schools.

- 1 MPS traditional neighborhood and city-wide public schools.
- 2 MPS Charter schools, instrumentality (operated by MPS) and non-instrumentality (operated by independent, nonprofit organizations).
- 3 Selective MPS schools or those with admissions requirements.
- 4 Other MPS schools
  - Early childhood centers
  - Partnership schools
- 5 Independent charter schools, authorized by the University of Wisconsin-Milwaukee (UWM) or the City of Milwaukee's Common Council (the City).
- 6 Private schools, many of which participate in the Milwaukee

Parental Choice Program (MPCP), the first school voucher program in the country allowing low income students to attend private schools.

- 7 Suburban schools under Open Enrollment and Chapter 220 integration program.

Chapter 220, the Voluntary Student Transfer Program, aims to racially integrate schools. Minority students including African Americans, Asian, Hispanic, and Native Americans may attend any of 22 suburban school districts depending upon where they live in Milwaukee and whether seats are available in the suburban district they wish to attend.

Public School Open Enrollment is a statewide program that allows students to attend public schools in districts other than their own if seats are available. No transportation is provided unless the child has an Individualized Education Program (IEP) that specifies that transportation must be provided.

When projecting future enrollments, any of the following factors can cause a significant change in student forecasts.

- Charter or Private school opening or closure
- Changes/additions in program offerings
- School closure and consolidations
- Preschool programs
- Legislative edicts
- Boundary adjustments
- New school openings
- Change in grade configuration
- Interest rates/unemployment shifts
- Zoning changes
- Unplanned new housing activity
- Planned, but not built, housing

Certain factors can be gauged and planned more accurately than others. For instance, it may be relatively straightforward to gather housing data from local builders regarding the total number of lots in a planned subdivision and calculate the potential student yield. However, planning for changes in the unemployment rate, and how this may boost or reduce public school enrollment, proves more difficult.

For the purposes of long-range facility planning, the focus is on students housed within MPS school facilities and how those facilities support the educational delivery system. However, it is important to also take into consideration those students leaving the district for various reasons including Open Enrollment and Chapter 220 participation. The recent legislation which significantly expanded the voucher program accessibility could significantly affect projection numbers, but it is difficult to quantify the impact with confidence at this time.

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a standard throughout the educational planning industry, which ages a “cohort” or group of students through the system from year to year. Adjustments are made at the time projections are developed and throughout the year as programmatic changes occur due to district policy, state legislation, and/or any of the factors indicated above. Similar to most other urban districts, Milwaukee Public Schools has experienced an enrollment decline since September 2004 and projects this trend is likely to continue in the next five years. The September 2011 MPS Sites enrollment of 80,098 is projected to decline at a relatively consistent rate, culminating in an enrollment of 74,113 in September 2016 – a decrease of almost 6,000 students in the next five years. This trend could be slowed or reversed by district strategies to significantly improve student achievement and bring high quality schools into the Milwaukee Public Schools.

**Regional Historical Enrollment**

The table below indicates historical enrollment trends by geographic region.

**Historic Enrollment**

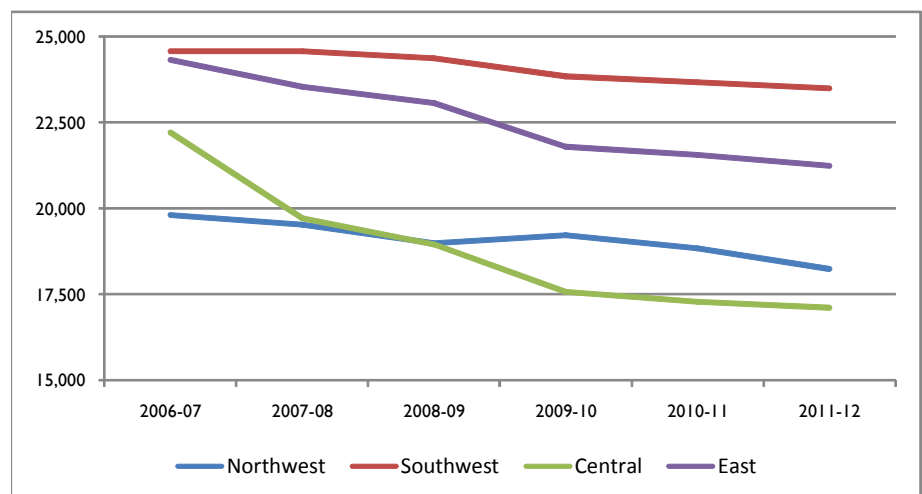
Region	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12
Northwest	19,821	19,533	18,982	19,222	18,848	18,241
Southwest	24,571	24,573	24,364	23,850	23,674	23,490
Central	22,206	19,713	18,961	17,570	17,284	17,117
East	24,327	23,541	23,062	21,802	21,566	21,250
<b>Grand Total</b>	<b>90,925</b>	<b>87,360</b>	<b>85,369</b>	<b>82,444</b>	<b>81,372</b>	<b>80,098</b>

**Note on Regions**

In 2011 MPS instituted a regional administration model that divided the district into four geographic regions:

- Northwest
- Southwest
- Central
- East

Each region is led by a Regional Executive Specialist (RES) who oversees 30-40 schools. In addition to the 4 geographic regions, the Metro region was also created to oversee 12 high schools throughout MPS. For the purpose of this master plan and report the Metro region schools have been shown in the geographic region in which they are located.



**Special Education Enrollment**

Special education enrollment has a direct impact on MPS facility planning. These students spend time in three educational settings in MPS schools:

**General Population Classrooms**

It is a goal of MPS to place special education students in the general population classrooms when possible.

**Multi-Categorical (MC) classrooms**

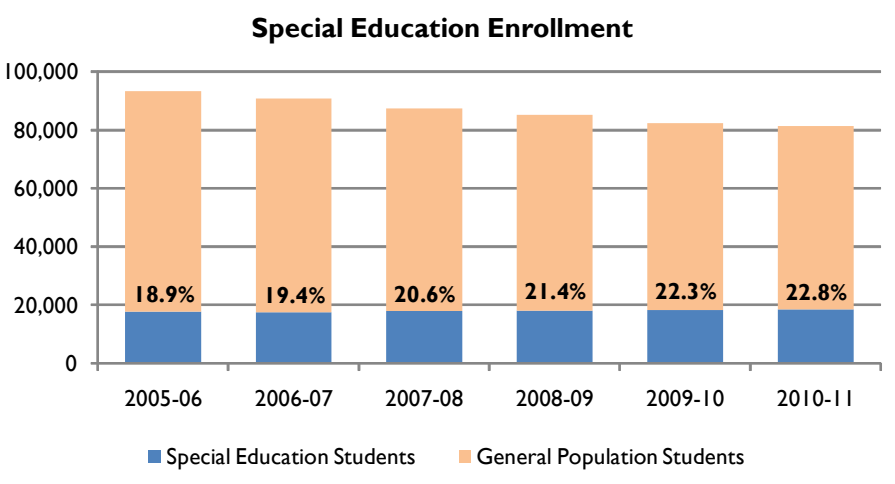
Much of the special education population is considered multi-categorical. These students split time between general population settings and MC settings. The split of time depends on the specific needs of the student. The MC “classrooms” are not necessarily classrooms but rather settings where teachers can work with small groups of students. In many cases two MC teachers will share one standard size classroom and work with their groups separately.

**Most Restrictive Placement (MRP) classrooms**

These are rooms dedicated to special education students, generally in smaller numbers of about ten per classroom. In most cases, students in MRP rooms spend most or all of the day in that classroom.

On average about 20% of MPS students are special education students with 4% being in MRP spaces and 16% being in MC spaces.

Actual special education enrollment serviced during a school year compared to the September official enrollment is shown below. Over the past five years the special education enrollment has grown by about 900 students. However, over the same period the overall enrollment has dropped by about 12,000 students; meaning that the percentage of special needs students has grown from about 19% to 23%. As the percentage of special needs students grows, so too will the demand for MRP and MC spaces. Increasing the number of these spaces has the effect of decreasing the capacity of existing schools.





Over the course of the past several years MPS has instituted educational program changes. Some of these changes impact facilities. Below is a discussion of some of these changes.

### **Small High Schools**

The inception of the Milwaukee High School Redesign originated on the national level. In the last couple of decades, chronic low performance in high schools (especially urban schools) has drawn the attention of state and federal governments as well as independent philanthropic organizations. Increased national desire for high school reform has led to numerous funding initiatives, of which arguably the most prominent is the Bill and Melinda Gates Foundation's attempt to establish 1,500 smaller high schools across the United States. Milwaukee was chosen as one of the sites for this initiative, and with \$17 million in funding from the Bill and Melinda Gates Foundation Milwaukee Public Schools launched the *Blueprint for Milwaukee's New Vision High Schools* in November 2003.

The *Blueprint* endorsed the creation of up to 30 new, smaller high schools, typically with enrollment totaling fewer than 400 students. Additionally, it called for dividing seven existing large high schools into "multiplex" sites which would house multiple smaller schools with a common theme. Both of these items were to take place over a period of several years. Progress moved quickly, and by the fall of 2005 17 new small high schools had been established in MPS, and three large comprehensive high schools had at least begun the conversion process. Additional funding was secured in 2005 to continue the initiative through small learning communities in large high schools.

Of course, the end goal of the reform process was not simply to create smaller high schools throughout the district, but to improve the education and environment of Milwaukee high school students while preparing them for the job market or post-secondary education. Specifically, some of the stated goals of the project were to:

- Increase Retention Rates for first-time 9<sup>th</sup> graders
- Increase Graduation Rates
- Increase Attendance
- Reduce the Suspension/Student Discipline Rate, and
- Raise Post-Secondary Enrollment Rates

In 2007 a study was carried out by a research team from the Value-Added Research Center, a part of the Wisconsin Center for Education Research located at the University of Wisconsin.

Two broad conclusions were reached, the first being that there is little evidence from either descriptive or inferential data to support a conclusion that MPS high schools demonstrated improved student

outcomes. Second, no clear benefit of superior outcomes over time was found for any of the high school types, including the new small schools created in the High School Redesign initiative. Rather, the greatest variations were seen between student results within individual schools, suggesting inconsistency of educational quality at the individual school level as opposed to by school type.

## **Emergence of Open Enrollment, Choice and Charter Programs**

### **Inter-District Open Enrollment**

In the state of Wisconsin Inter-district Open Enrollment has been available to public school students since the 1998-1999 school year. Early on in the program a school board was allowed to limit the percentage of its resident students attending in another district; however that restriction was gradually increased and then fully done away with in 2006-2007. Both full-time and part-time (for a specific program) open enrollment is allowed.

In order to attend school in another district a student's parents may submit an application to the desired district, and if approved, the student will be able to attend as a nonresident student. The nonresident district can reject the application on a number of grounds. Lack of class space in the desired program or grade can lead to rejection, and recent expulsion or other significant behavioral issues are allowed to be taken into account. Additionally, special needs students can be prohibited from transfer due to the lack of necessary facilities or programs, or also if the transfer would place an undue financial burden on the actual resident district.

Financially, the resident district still receives revenue limit authority and general aid as if the pupil were still enrolled in the district. However, a specific amount of state aid is transferred from the resident district to the nonresident district, set by the Department of Public Instruction.

Over the decade the program has been in place, participation has increased steadily. In 2009-2010, 31,916 total students in the state of Wisconsin participated in the open enrollment program. Demographically, the state audit found that minority participation in the program occurs at a lower rate than their percentage of the total population, while whites participate more often. Additionally, the audit indicated that transfers generally went to districts with a higher average household income than their resident district.

### **Milwaukee Parental Choice Program (MPCP)**

The Milwaukee Parental Choice Program was created in 1989 with the passage of Act 336 and went into effect in the 1990-1991 school year. The basic effect of this program is that state funds are used to pay for low-income families to attend private schools, at no cost to the families. It

should be noted that the program is limited to students and families residing in the City of Milwaukee and participation in the program is limited to K-12 students. In order to be eligible for the program, family income cannot exceed 300% of the current federal poverty level for first time entrants. Initial income eligibility ensures participation in the program for future years.

The Milwaukee Parental Choice Program got off to a fairly slow start, due primarily to legal challenges. Almost immediately lawsuits were filed by several groups in Milwaukee including teachers and the Milwaukee NAACP. The parties involved desired the law to be declared unconstitutional. Court rulings went both ways, eventually culminating in the Wisconsin Supreme Court deciding the law was not unconstitutional, overturning an earlier opinion from the Court of Appeals. Despite this, program participation was limited initially, as originally religious schools were prohibited from participating in the program. Eventually the program was expanded, adding the ability for religious schools to participate. This too was challenged legally, but upheld by the Wisconsin Supreme Court in 1998.

Once religious schools were allowed to participate, pupil and school participation in the program increased greatly. School participation increased 60 schools in 1998, and pupil enrollment increased from 1,497 to 5,761. The program has continued to see steady increases in the decade since this decision, and currently in 2011-12 there are 107 schools and 22,400 full-time equivalent students participating.

Evaluation of the choice program has been conducted at various time periods, including both general analysis of student performance and the impact the program has on Milwaukee Public Schools. The initial reports in 1995 cited that the program had little impact on MPS funds, but this was before the program expanded with the inclusion of religious schools. In 2011-12, the net aid reduction to MPS as a result of the program is estimated to be \$49.6 million dollars.

With regards to school performance, the School Choice Demonstration Project, which is a national body of researchers developing school choice program evaluations, found few significant differences between reading and math gains between MPS and Choice Schools. This report was issued in April 2010, featuring samples of student scores over a two year period. Additionally, pupil attrition is cited as a concern for the program: of the initial sample of 2,727 pupils in the study, only about 40% were still enrolled in Choice Schools after the third year. Overall it appears that Choice Schools and MPS educational scores are more or less on equal ground.

### **Charter Schools**

Charter schools came into being as a school reform strategy in the early 1990s. The Wisconsin legislature first created the charter school program in 1993. Initially there were severe restrictions and a limit of 20 schools statewide; however these items were removed two years later in 1995.

Creation of charter school programs focused on four primary objectives:

- Encouraging development and implementation of innovation in teaching and flexibility from regulation;
- Improving the educational system by increasing competition for students among schools;
- Increasing accountability; and
- Offering additional learning options to families.

Charter schools are generally created when a contract is signed with a local school board to run a charter school program. This process can be initiated by the district, or originate from a written petition to the board by either 10% of the district's teachers, or 50% at a given school.

It is important to note the difference between charter schools and Choice Schools. Charter schools cannot charge any sort of tuition, and additionally cannot be either religiously affiliated or converted from an affiliated school. Also, charter schools must be included in a school districts' annual performance report. Other restrictions regarding educational programming and funding also apply.

In 2002-03, a new type of charter school was permitted to be established, known as a Virtual Charter school. These schools offer an online elementary school curriculum, utilizing the state open enrollment program in order to enroll students from other school districts.

Milwaukee Public Schools, the University of Wisconsin Milwaukee, and the City of Milwaukee currently authorize charter schools within the city of Milwaukee.

Since the legislation allowing charter schools, a total of 301 schools have been created, albeit 95 have since closed due to various issues such as funding or low enrollment. According to the report from the Wisconsin Legislative Fiscal Bureau total Wisconsin enrollment for charter schools in 2010-11 was 37,173 full-time equivalent students in 206 charter schools.

### **MPS Neighborhood Schools Plan**

The Wisconsin legislature passed the Neighborhood Schools Initiative (NSI) in October 1999. It authorized MPS to borrow state funds to reduce busing and create more neighborhood school options for parents and children. In August 2000, the Milwaukee Board of School Directors approved the Neighborhood Schools Plan (NSP). The goals of the Neighborhood Schools Plan were to improve parents' choices of

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neighborhood schools their children could attend and create desirable schools in every neighborhood. The guiding principles of the of the plan included creating community-rich neighborhood schools, providing full-day four-year-old and five-year-old kindergarten programs, providing before-and after-school programs, increasing K-8 programs, increasing accessibility to bilingual programs and programs for English language learners, serving students with special needs, replicating successful programs for neighborhood schools, partnering with community agencies, and revising transportation and enrollment policies.

Implementation of the plan resulted in the addition of 5,747 new seats. Construction of 24 significant facility renovations or additions (Auer, Burbank, Clarke, Doerfler, 53<sup>rd</sup> St., Grant, Grantosa, Greenfield, Hi-Mount, King, Jr., Kluge, LaFollette, Lancaster, Lincoln Avenue, Longfellow, McNair, Mitchell, Sherman, 65<sup>th</sup> St., Starms Discovery, 35<sup>th</sup> St., Thurston Woods, Urban Waldorf, and Westside Academy) was completed. Three new buildings were built (Bethune, Browning, and Rogers). Science rooms were developed in six K-8 schools (81<sup>st</sup> St., Holmes, Hopkins, Humboldt Park, Keefe, and Lee). In addition, several community partnerships were forged which included facility renovations or construction.

### **K-8 Expansions**

Prior to the implementation of the Neighborhood Schools Plan, Milwaukee Public Schools had eleven K-8 schools (Bruce Guadalupe – non-instrumentality charter that subsequently left MPS, Burdick, Cass, Fernwood, Gaenslen, Greenfield, Hartford, MacDowell, Maryland, Story, and Vieau). Under the Neighborhood Schools Plan, 29 K-8 programs were added (Auer, Bethune, Burbank, Clarke, Doerfler, 81<sup>st</sup> St., 53<sup>rd</sup> St., Grant, Grantosa, Hi-Mount, Holmes, Hopkins Lloyd, Humboldt Park, Keefe, King, Jr., LaFollette, Lancaster, Lee – subsequently closed, Longfellow, McNair – subsequently converted to grades 6-8 King Middle, Mitchell, Rogers, Sherman, 65<sup>th</sup> St., Starms Discovery, 35<sup>th</sup> St. - renamed Obama and relocated, Thurston Woods, Urban Waldorf/27<sup>th</sup> St. – subsequently converted to grades 9-12 Groppi, and Westside Academy). An additional 29 K-8 programs were added based on school community requests and district initiatives outside of the Neighborhood Schools Plan (Alcott, BEAM, Carson, Carver, Clement, Congress, Cooper, Craig, Curtin, Daniels, Fairview, Franklin, Green Bay – subsequently closed, Hmong American Peace Academy, IDEAL, LaCausa, Manitoba, Metcalfe, MACL, Milwaukee College Prep. - Lloyd St. Campus, Milwaukee Sign Language, Morgandale, River Trail, Thoreau, Tippecanoe, Townsend, Trowbridge, Victory, and Wheatley – subsequently closed). In the 2011-12 school year, MPS has 63 K-8 schools.

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**Facility Changes over Past Ten Years**

Over the past several ten MPS has closed and consolidated schools in response to declining enrollment. The chart below shows school buildings closed since the summer of 2004. Over those years a total of 31 school buildings have been closed. Of those 31:

- 2 (Garfield, Jackie Robinson) have been sold
- 5 Are being leased
- 6 Have reopened with different programs
- 18 Remain vacant.

Site	Closed	Re-Opened	Status	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
<b>North 76th St</b>	2004	2006	Leased	Green	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue
<b>South 88th St</b>	2004	.	Vacant	Green	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey
<b>Garfield</b>	2005	Sold	Sold	Green	Green	Grey	Grey	Grey	Grey	Grey	Grey	Black	Black
<b>Robinson MS</b>	2005	Sold	Sold	Green	Green	Black	Black	Black	Black	Black	Black	Black	Black
<b>37th St</b>	2005		Vacant	Green	Green	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey
<b>Philipp</b>	2006		Vacant	Green	Green	Green	Grey	Grey	Grey	Grey	Grey	Grey	Grey
<b>Happy Hill</b>	2006		Vacant	Green	Green	Green	Grey	Grey	Grey	Grey	Grey	Grey	Grey
<b>Juneau HS</b>	2006	2009	Open	Green	Green	Green	Grey	Grey	Grey	Green	Green	Green	Green
<b>Vel Phillips (Douglas MS)</b>	2006	2009	Open	Green	Green	Green	Grey	Grey	Grey	Green	Green	Green	Green
<b>Webster</b>	2006	2012	Open	Green	Green	Green	Grey	Grey	Grey	Grey	Grey	Blue	Blue
<b>El Centro del Nino</b>	2006		Vacant	Green	Green	Green	Grey	Grey	Grey	Grey	Grey	Grey	Grey
<b>Coggs (Old Fifth Street)</b>	2007		Vacant	Green	Green	Green	Green	Grey	Grey	Grey	Grey	Grey	Grey
<b>Douglass Elementary</b>	2007		Vacant	Green	Green	Green	Green	Grey	Grey	Grey	Grey	Grey	Grey
<b>Edison</b>	2007		Vacant	Green	Green	Green	Green	Grey	Grey	Grey	Grey	Grey	Grey
<b>Malcolm X</b>	2007		Vacant	Green	Green	Green	Green	Grey	Grey	Grey	Grey	Grey	Grey
<b>38th St</b>	2007	2011	Leased	Green	Green	Green	Green	Grey	Grey	Grey	Grey	Blue	Blue
<b>Wisconsin Avenue</b>	2007		Vacant	Green	Green	Green	Green	Grey	Grey	Grey	Grey	Grey	Grey
<b>Carleton</b>	2009		Vacant	Green	Green	Green	Green	Green	Green	Grey	Grey	Grey	Grey
<b>Lee</b>	2009		Vacant	Green	Green	Green	Green	Green	Green	Grey	Grey	Grey	Grey
<b>Milw Education Center</b>	2009		Vacant	Green	Green	Green	Green	Green	Green	Grey	Grey	Grey	Grey
<b>Sarah Scott</b>	2009	2010	Open	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
<b>Fletcher</b>	2010		Vacant	Green	Green	Green	Green	Green	Green	Green	Grey	Grey	Grey
<b>Fritsche</b>	2010	2011	Open	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
<b>Morse</b>	2010	2010	Leased	Green	Green	Green	Green	Green	Green	Green	Blue	Blue	Blue
<b>James Groppi</b>	2010	2011	Open	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
<b>Dover</b>	2011		Vacant	Green	Green	Green	Green	Green	Green	Green	Green	Grey	Grey
<b>Tippecanoe</b>	2011	2011	Leased	Green	Green	Green	Green	Green	Green	Green	Green	Blue	Blue
<b>Milwaukee School of Entrepreneurship</b>	2011		Vacant	Green	Green	Green	Green	Green	Green	Green	Green	Grey	Grey
<b>Lloyd Street</b>	2011	2011	Leased	Green	Green	Green	Green	Green	Green	Green	Green	Blue	Blue
<b>Green Bay Ave</b>	2011		Vacant	Green	Green	Green	Green	Green	Green	Green	Green	Grey	Grey
<b>Wheatley</b>	2011		Vacant	Green	Green	Green	Green	Green	Green	Green	Green	Grey	Grey

*In addition, St. Thomas Aquinas, a facility on the Westside II Campus, is also vacant.*

## Emerging Programs and Policies

### Regional Alignment

The MPS Office of School Administration developed a Regional System of Support and Accountability for the 2011-12 school year. The five regions include Northwest, Southwest, Central, East, and Metro. Each region is lead by a Regional Executive Specialist and allows the District to focus administratively on five smaller regions to promote accountability, provide essential services to all areas of the District, and to better manage the District as a whole.

For the purposes of facility planning, it is helpful to develop planning areas for problem solving and data management. It is difficult to review 139 schools at a glance; however analyzing smaller pieces can be better managed and then reviewed as a whole. As a result, the planning team has built upon the Regional System of Support and Accountability and included all schools (traditional, partnership, contracted programs, instrumentality and non-instrumentality charter schools, and contracted early childhood schools) into four geographic regions. These four regions are Northwest, Central, East, and Southwest. Please note that the Metro Region schools have been incorporated into the four geographical regions.

### Standard of Care

Milwaukee Public Schools is engaged in a process of developing a standard of care that reflects a model of equity and excellence in educational programming city-wide. (Charter schools are exempt from the standard of care.) The standard of care is based on the following ten guiding principles and values:

1. The Administration should lead strategic program development based on best practices, data, and community input.
2. Planning should take a city-wide approach that promotes high-quality school choices across neighborhoods and increasingly by regions.
3. School/student population size should be driven by grade-band specific, common standards for school size.
4. Schools should have space to support a universal, K-8 standard of care.
5. Schools should be designed and managed to promote teaching and learning.
6. Schools should have dedicated professional service space, particularly to ensure student and family privacy (e.g., dedicated counselor, social worker, or psychologist offices).
7. Schools should be welcoming and accessible spaces for parents, families, and community members.
8. Classroom spaces should be designed to allow for meals and

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snacks in classrooms, safely and efficiently.

9. Schools and classrooms should ensure equitable access for students with disabilities.
10. Design, construction and operation of school facilities should be sustainable and environmentally friendly without sacrificing quality or facilitation of quality teaching and learning.



## Planning Considerations

Long-range facility planning, by nature, incorporates operational considerations that affect facilities. Many operational considerations such as classroom sizes and other educational specifications are established as standards or board policy. In developing this facilities master plan assumptions had to be made regarding operational considerations. These assumptions were required in order to provide a basis for individual facility recommendations. These assumptions should be carefully monitored. If, in the future, policies or direction are established by MPS that aren't consistent with these assumptions then the facility recommendations will need to be reevaluated.

### Availability of Funding

This master plan does not consider availability of funding for the facility recommendations. Many of the recommendations require capital funding to be realized. Once sources of funding are identified, the recommendations will need to be reevaluated.

### School Sizes (based on grade configuration)

The topic of school size is important to facility planning because existing school facilities may not be within target size ranges. When this happens facility recommendations are provided to expand, rebuild or realign facilities to meet target school sizes. Working with district administrators, particularly the Regional Executive Specialists, the following school sizes were established for the purposes of the master plan:

<i>Grade Configuration</i>	<i>Low</i>	<i>High</i>
K-5 Elementary School	400	600
K-8 Elementary School	600	800
6-8 Middle School	650	850
High School	700	1,400

Maps on pages 50-51 illustrate the current size of MPS buildings.

School size is a subject school districts must address during the master planning process. Since facility portfolios are built over a long period of time, the planning considerations used over that period may vary greatly, particularly the size of schools. During the planning process the community is often asked their opinion of the desired size of schools. Below are some examples of school sizes used for planning purposes in other school districts. In all cases the sizes were determined through the community engagement process.

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District	K-5 ES	K-8 ES	MS	HS
Austin ISD	<b>300-500</b>		<b>600-800</b>	<b>1,500-2,000</b>
Jeffco (Colorado)	<b>350-500</b>		<b>600-800</b>	<b>1,200-1,600</b>
Pittsburgh	<b>300-500</b>	<b>450-600</b>	<b>450-600</b>	<b>600-1,200</b>
Philadelphia	<b>400-600</b>	<b>450-800</b>	<b>450-800</b>	<b>1,000-1,200</b>

Below is an analysis of current average school size for selected school districts. The sizes are based on latest available actual enrollments.

School District	K-5 ES	K-8 ES	MS	HS
Austin ISD	609	N/A	850	1,393
Baltimore City Public Schools	359	462	308	566
Cincinnati Public Schools	522	473	N/A	649
Cleveland Municipal School District	255	410	N/A	1,036
Fort Worth ISD	567	N/A	662	1,244
Houston ISD	650	652	799	1,375
JeffCo Public Schools	429	606	568	1,413
Philadelphia Public Schools	554	532	558	832
Portland Public Schools	416	428	442	1,163
Saint Paul Public Schools	459	N/A	591	1,500
U-46 School District (Elgin, IL)	532	N/A	764	2,353
<b>Milwaukee Public Schools</b>	<b>402</b>	<b>505</b>	<b>694</b>	<b>1,117</b>

### **School Level Enrollment Projections**

It is standard practice to use school level enrollment projections for long-range facility master planning. These projections are typically for each school and project the enrollment five to ten years into the future. By using this type of projection the facility recommendations are based on the future anticipated enrollment at individual schools. The MPS school enrollment approach allows parents to select from all schools in MPS on an annual basis. This approach makes enrollment projections difficult since new programs are implemented nearly every year. Instead of using school-based enrollment projections the master plan is based on projected enrollments for the geographic regions.

### **Non-Feeder Pattern Approach to School Assignment**

Most school districts in the U.S. use feeder patterns for basic student assignment to schools; although virtually all have some sort of intra-district transfer policy. MPS does not use geographic feeder patterns but rather an application process allowing all students the opportunity to apply to any school in the district. During the community dialogue process members of the public expressed desire to have both wide choice of schools and traditional feeder patterns.

The use of feeder patterns usually results in more predictable and stable enrollment patterns and allows for reliable school specific enrollment projections for at least five years into the future. Under the current MPS enrollment process, enrollments at individual schools can vary more year-to-year and establishing projections into the future for individual schools is not feasible. The lack of school specific future enrollment projections makes balancing capacity more art than science and relies on presumed future enrollments.

Maps on pages 52-55 show the inbound and outbound migration of students in MPS. Inbound students are those who attend the school but do not live in the attendance area. Outbound students are those who attend a school outside of the boundary they live in. The maps illustrate that a high rate of MPS students attend a school outside the boundary they live within.

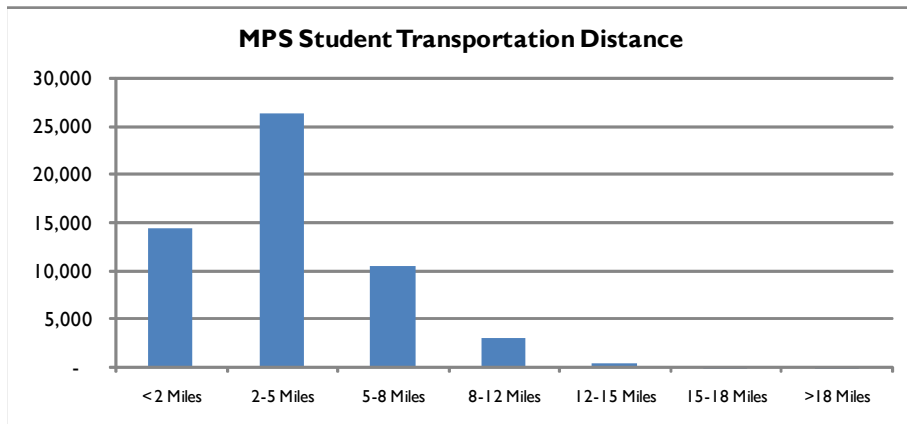
MPS does have a few “Feeder” schools but these are programmatic feeder schools, not geographic feeder schools.

### Student Transportation

MPS provides transportation to approximately 55,000 students. In most cases, students are provided transportation within district guidelines to the school in which they are enrolled regardless of where the school is located within MPS. Transportation distance ranges from under two miles to over 18 miles. School facility planning typically addresses the cost of transportation when evaluating facility options, particularly those that involve closure or consolidation of schools.

Geographic feeder patterns decrease the number of students transported by assigning students to neighborhood schools. The chart below indicates the number of students currently transported by MPS, by distance. The chart shows that over 40,000 students are being transported to schools within 5 miles of their residence; many of which would be within walking distance if MPS used geographic feeder patterns.

Distance	Regular	Special Education	Milwaukee County Transit System	Total Students
< 2 Miles	12,372	1,899	102	<b>14,373</b>
2-5 Miles	20,909	1,841	3,452	<b>26,202</b>
5-8 Miles	8,425	669	1,448	<b>10,542</b>
8-12 Miles	2,361	165	638	<b>3,164</b>
12-15 Miles	302	16	159	<b>477</b>
15-18 Miles	26	2	38	<b>66</b>
>18 Miles	5	1	-	<b>6</b>
<b>Total</b>	<b>44,400</b>	<b>4,593</b>	<b>5,837</b>	<b>54,830</b>



In addition to the 54,830 students transported during the 2010-11 school year to Milwaukee Public Schools, 1,583 Milwaukee resident students were transported to suburban schools and 6,183 Milwaukee resident students were transported to private schools at MPS expense, as required by State of Wisconsin statutes.

## Project Process and Schedule

Milwaukee Public Schools retained The JACOBS team to develop the long-range facility master plan. Their primary emphasis is to guide the overall process which includes gathering and organizing data, and facilitating the community engagement process. In addition, JACOBS facilitated an advisory committee composed of community representatives and MPS staff. This committee examined the project approach, acted as ambassadors to the community at large and provided important feedback on the development of the plan. The JACOBS team analyzed the technical data and the outcomes of the community engagement effort to assist MPS in the development of a comprehensive long-range facility master plan.

30-May	31-May <i>Educational Adequacy Surveys</i>	1-Jun <i>Educational Adequacy Surveys</i>	2-Jun <i>Educational Adequacy Surveys</i>	3-Jun <i>Educational Adequacy Surveys</i>	4-Jun	5-Jun
6-Jun <i>Educational Adequacy Surveys</i>	7-Jun <i>Educational Adequacy Surveys</i>	8-Jun <i>Educational Adequacy Surveys</i>	9-Jun <i>Educational Adequacy Surveys</i>	10-Jun <i>Educational Adequacy Surveys</i>	11-Jun	12-Jun
13-Jun <i>Educational Adequacy Surveys</i>	14-Jun <i>Educational Adequacy Surveys</i>	15-Jun <i>Educational Adequacy Surveys</i>	16-Jun <i>Educational Adequacy Surveys</i>	17-Jun <i>Educational Adequacy Surveys</i>	18-Jun	19-Jun
20-Jun <i>Educational Adequacy Surveys</i>	21-Jun <i>Educational Adequacy Surveys</i>	22-Jun <i>Educational Adequacy Surveys</i>	23-Jun <i>Educational Adequacy Surveys</i>	24-Jun <i>Educational Adequacy Surveys</i>	25-Jun	26-Jun
27-Jun	28-Jun <i>Futures Conference</i>	29-Jun	30-Jun <i>Board Meeting</i>	1-Jul <i>Phase I Due to DPI</i>	2-Jul	3-Jul
4-Jul	5-Jul	6-Jul	7-Jul	8-Jul	9-Jul	10-Jul
11-Jul	12-Jul <i>Advisory Committee</i>	13-Jul	14-Jul	15-Jul	16-Jul	17-Jul
18-Jul	19-Jul <i>Educational Adequacy Standards</i>	20-Jul <i>Educational Adequacy Standards</i>	21-Jul <i>Educational Adequacy Standards</i>	22-Jul	23-Jul	24-Jul

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25-Jul	26-Jul <b>Advisory Committee</b>	27-Jul	28-Jul <b>Board Meeting</b>	29-Jul	30-Jul	31-Jul
1-Aug	2-Aug	3-Aug	4-Aug	5-Aug	6-Aug	7-Aug
8-Aug	9-Aug	10-Aug	11-Aug	12-Aug	13-Aug	14-Aug
15-Aug	16-Aug <b>Advisory Committee</b>	17-Aug	18-Aug	19-Aug	20-Aug <b>Board Meeting</b>	21-Aug
22-Aug	23-Aug	24-Aug	25-Aug <b>RES Mtg. am</b>	26-Aug	27-Aug	28-Aug
<b>Preliminary Planning Meetings</b>						
29-Aug	30-Aug	31-Aug	1-Sep	2-Sep	3-Sep	4-Sep
5-Sep	6-Sep	7-Sep	8-Sep	9-Sep	10-Sep	11-Sep
12-Sep	13-Sep <b>Advisory Committee</b>	14-Sep	15-Sep	16-Sep	17-Sep	18-Sep
19-Sep	20-Sep	21-Sep	22-Sep	23-Sep	24-Sep	25-Sep
<b>Options Planning Meetings</b>						
<b>Community Dialogues</b>						
26-Sep	27-Sep	28-Sep	29-Sep	30-Sep	1-Oct	2-Oct
3-Oct <b>Advisory Committee</b>	4-Oct	5-Oct	6-Oct	7-Oct <b>1st Draft LRFMP</b>	8-Oct	9-Oct

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10-Oct	11-Oct	12-Oct	13-Oct	14-Oct	15-Oct	16-Oct
LRMP Review						
17-Oct	18-Oct	19-Oct	20-Oct	21-Oct	22-Oct	23-Oct
LRMP Review		<b>2nd Draft LRMP</b>	LRMP Review			
24-Oct	25-Oct	26-Oct	27-Oct	28-Oct	29-Oct	30-Oct
			<b>Board Meeting</b>			
LRMP Review						
31-Oct	1-Nov	2-Nov	3-Nov	4-Nov	5-Nov	6-Nov
				<b>Final LRMP to Supt Office</b>		
LRMP Review						
7-Nov	8-Nov	9-Nov	10-Nov	11-Nov	12-Nov	13-Nov
14-Nov	<b>F&amp;P Committee</b>	16-Nov	<b>Board Meeting</b>	18-Nov	19-Nov	20-Nov
21-Nov	22-Nov	23-Nov	24-Nov	25-Nov	26-Nov	27-Nov
28-Nov	29-Nov	30-Nov	1-Dec	2-Dec	3-Dec	4-Dec

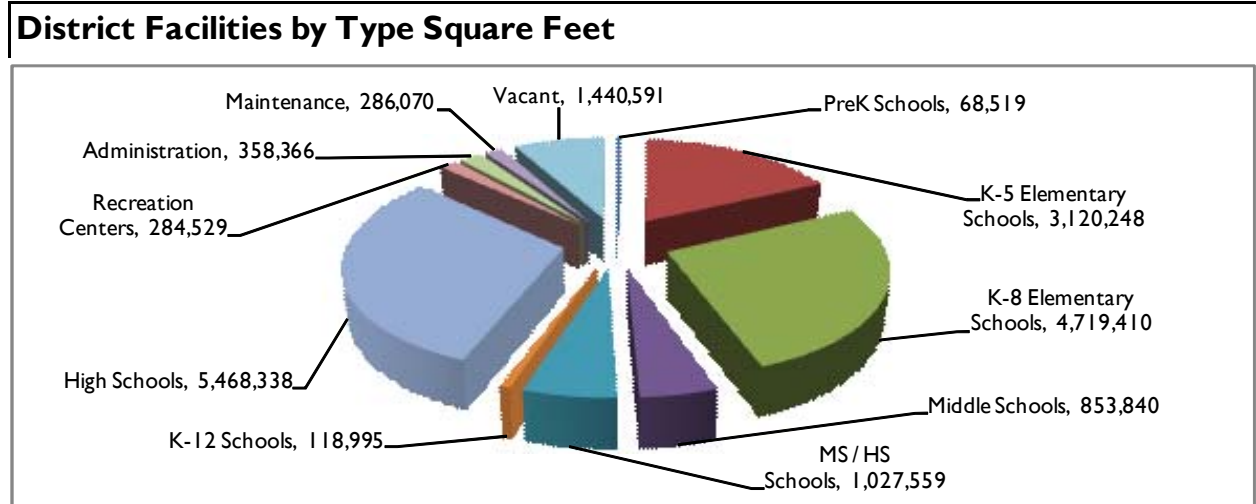
## Facility Portfolio Overview

Milwaukee Public Schools currently manages approximately 17.7 million square feet of facilities on 170 sites comprising 1,457 acres of real estate. Combined, these facilities supported in 2011 a total enrollment of approximately 80,000 students. The inventory includes 19 high schools, 6 middle schools, 59 K-8 elementary schools, 46 K-5 elementary schools, 2 Pre-K centers, 5 MS/HS educational campuses, and 2 K-12 schools. For multiplex facilities the building type is determined by the largest school at the particular facility. Other facilities include administrative, support, recreational and vacant MPS facilities. The following summary of facilities by campus type identifies the total count and area of permanent space.

### Note on Sites

MPS owns a total of 216 sites, 46 of which are recreational sites with little or no permanent building space. All data in this report refer to the remaining 170 sites.

<b>District Facilities by Type</b>			
School/Facility Type		Campuses	Sq Ft
<b>PreK Schools</b>	Pre-K	2	68,519
<b>K-5 Elementary Schools</b>	K-5 ES	46	3,120,248
<b>K-8 Elementary Schools</b>	K-8 ES	59	4,719,410
<b>Middle Schools</b>	MS	6	853,840
<b>MS / HS Schools</b>	MS/HS	5	1,027,559
<b>K-12 Schools</b>	K-12	2	118,995
<b>High Schools</b>	HS	19	5,468,338
<b>Recreation Centers</b>	Rec Center	3	284,529
<b>Administration</b>	Admin	3	358,366
<b>Maintenance</b>	Maint	6	286,070
<b>Vacant</b>	Vacant	19	1,440,591
<b>Total</b>		<b>170</b>	<b>17,746,465</b>





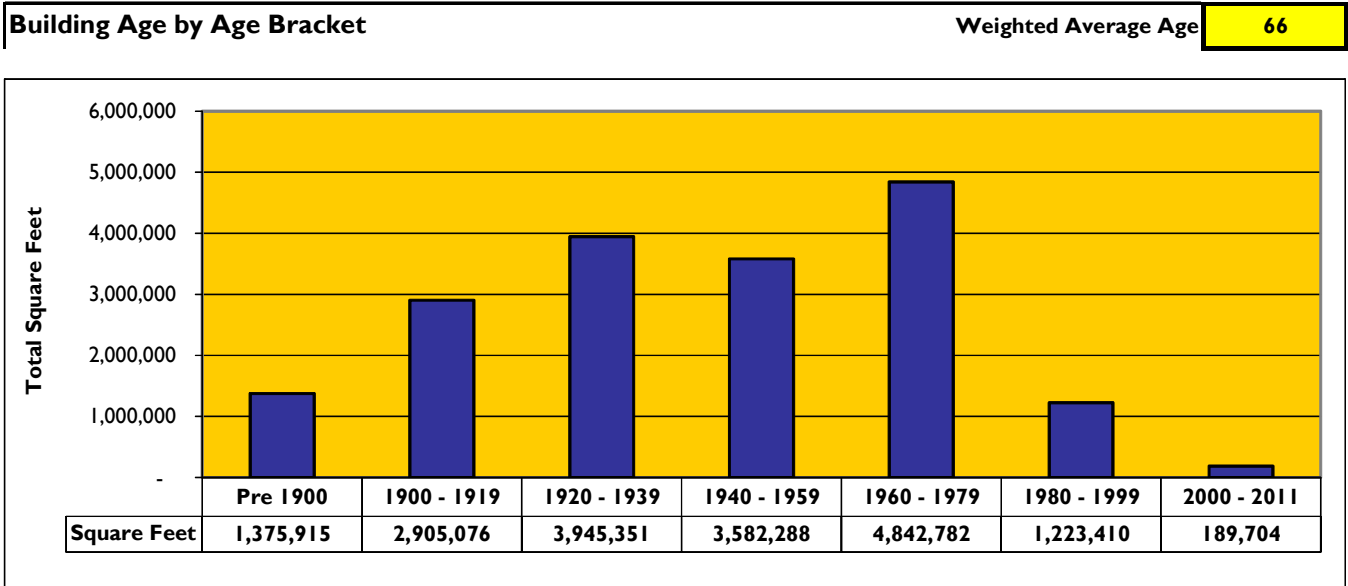
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**Building Age**

Of the 17.7 million square feet of permanent building space, 7.9% of the district’s portfolio was constructed within the last 30 years.

Approximately 45.2% of the district portfolio was built prior to 1940, with the remaining 47.9% constructed between 1940 and 1980. The overall average age of MPS facilities, weighted by the size of the buildings is 66 years.

The following chart depicts MPS construction over time. The year of construction is based on the oldest year of construction on individual campuses. For instance, some schools received additions as part of the Neighborhood School Initiative in the early 2000s but are shown with the original construction for the purpose of this chart.



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**Square Feet Per Student**

At Milwaukee Public Schools, there are 170 facilities with a total of 17.7 million square feet of permanent building space. There are approximately 139 instructional facilities with 15.4 million square feet that house the 77,000 students that attend MPS schools located in MPS facilities. The total square footage includes instructional spaces as well as gymnasiums, media centers, cafeterias, administrative offices, and other building support spaces. The following chart indicates the breakdown of students, permanent square footage, and square feet per student for each type of school.

For reference, according to the *15th Annual School Construction Report* by School Planning & Management magazine, the national median enrollment and square feet per student for elementary schools was 700 students with 125 sqft/student; middle schools was 900 students with 142 sqft/student; and high schools was 1,600 students with 156 sqft/student.

<b>Square Feet per Student</b>					
School Type	Type	# of Schools	# of Students*	Permanent SqFt	Sq Ft/ Student
<b>PreK Schools</b>	Pre-K	2	613	68,519	112
<b>K-5 Elementary Schools</b>	K-5 ES	46	18,189	3,120,248	172
<b>K-8 Elementary Schools</b>	K-8 ES	59	30,030	4,719,410	157
<b>Middle Schools</b>	MS	6	3,384	853,840	252
<b>MS / HS Schools</b>	MS/HS	5	5,033	1,027,559	204
<b>K-12 Schools</b>	K-12	2	923	118,995	129
<b>High Schools</b>	HS	19	18,702	5,468,338	292
<b>Recreation Centers</b>	Rec Center	3		284,529	
<b>Administration</b>	Admin	3		358,366	
<b>Maintenance</b>	Maint	6		286,070	
<b>Vacant</b>	Vacant	19		1,440,591	
<b>Total</b>		<b>170</b>	<b>76,874</b>	<b>17,746,465</b>	

\*Does not include MPS students attending partnership and non-instrumentality charter schools not housed in MPS facilities.

## Facility Condition Analysis

The facility condition data for Milwaukee Public Schools show a total need of about \$1.26 billion over the next ten years. The needs can be grouped into four broad areas:

- \$411 million for major maintenance replacements.
- \$663 million for mechanical, electrical and plumbing (M/E/P) system modernizations.
- \$38 million for ADA improvements.
- \$153 million for educational adequacy improvements.

The impact of Year 1 recommendations (vacating of 5 elementary school buildings) is a reduction of about \$22 million for a net total of \$1.24 billion.

The Department of Facilities and Maintenance Services (DFMS) staff developed and maintains the major maintenance replacement data. The data covers 35 categories of building systems and components. For each system or component the age and condition are analyzed to predict the year in which they will need to be replaced. Analysis of this data represents specific capital improvement needs over time.

M/E/P upgrades cover improvements to electrical, plumbing and mechanical (heating, ventilation, and air conditioning) systems that are needed (in addition to major maintenance) in facilities that will continue in use for the long-term. For each of these systems the age of the facility was used to determine the level of need. For mechanical systems the presence of air conditioning at the facility was also used to determine the level of need.

ADA costs are based on historic experience of MPS renovations to make school facilities ADA accessible. The costs have been applied to facilities that are not ADA accessible.

### Existing School Improvement Priority Levels

Major maintenance and M/E/P upgrade requirements were prioritized according to five priority levels:

- **Priority 1: Current needs as well as years 1 and 2**  
Conditions where the building equipment or systems are in need of replacement currently or within the next two years.
- **Priority 2: Years 3 and 4**  
Conditions where the building equipment or systems are in need of replacement in years three or four of a capital improvement plan.
- **Priority 3: Years 5 and 6**  
Conditions where the building equipment or systems are in need of replacement in years five or six of a capital improvement plan.

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■ **Priority 4: Years 7 and 8**

Conditions where the building equipment or systems are in need of replacement in years seven or eight of a capital improvement plan.

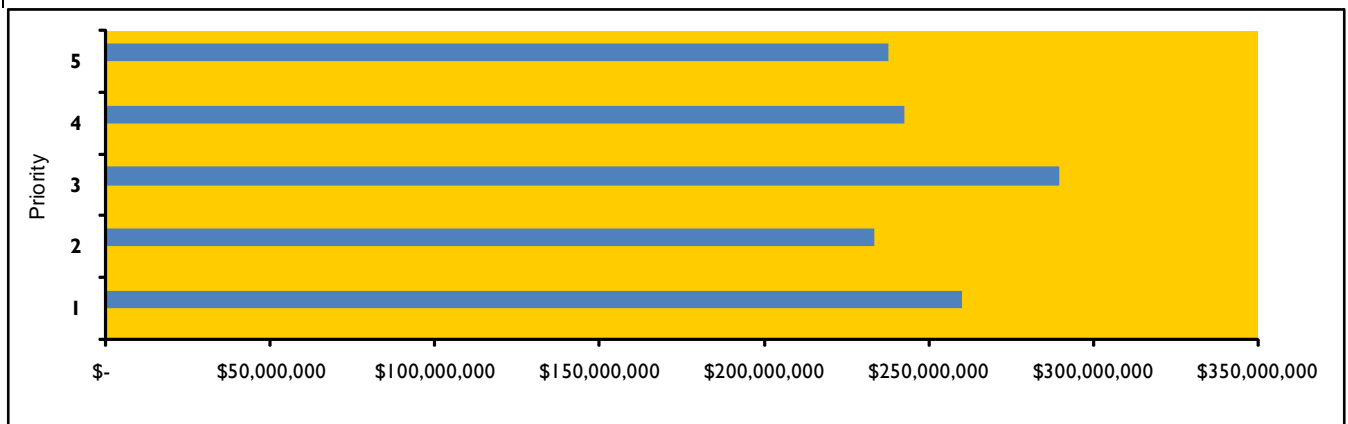
■ **Priority 5: Years 9 and 10**

Conditions where the building equipment or systems are in need of replacement in years nine or ten of a capital improvement plan.

**Districtwide Crosstab by Priority by Category**

Deficiency Category	Facility Condition Assessment Priority					Total
	Priority 1	Priority 2	Priority 3	Priority 4	Priority 5	
Deferred Maintenance	\$ 126,377,600	\$ 59,334,000	\$ 47,729,300	\$ 43,698,000	\$ 36,300,900	\$ 313,439,800
Code Compliance	\$ -	\$ -	\$ -	\$ -	\$ 4,287,937	\$ 4,287,937
ADA Compliance	\$ -	\$ -	\$ 37,670,960	\$ -	\$ -	\$ 37,670,960
Modernization	\$ 132,506,523	\$ 132,596,348	\$ 132,596,348	\$ 132,596,348	\$ 132,596,348	\$ 662,891,914
Capital Renewal	\$ -	\$ -	\$ 45,339,847	\$ -	\$ -	\$ 45,339,847
Functional Deficiency	\$ -	\$ 22,616,167	\$ 17,644,317	\$ 7,521,839	\$ -	\$ 47,782,323
Educational Adequacy	\$ 1,181,845	\$ 19,148,851	\$ 8,782,270	\$ 58,869,109	\$ 64,626,706	\$ 152,608,781
<b>Total</b>	<b>\$ 260,065,969</b>	<b>\$ 233,695,365</b>	<b>\$ 289,763,042</b>	<b>\$ 242,685,295</b>	<b>\$ 237,811,891</b>	<b>\$ 1,264,021,561</b>

**Total Cost by Priority**



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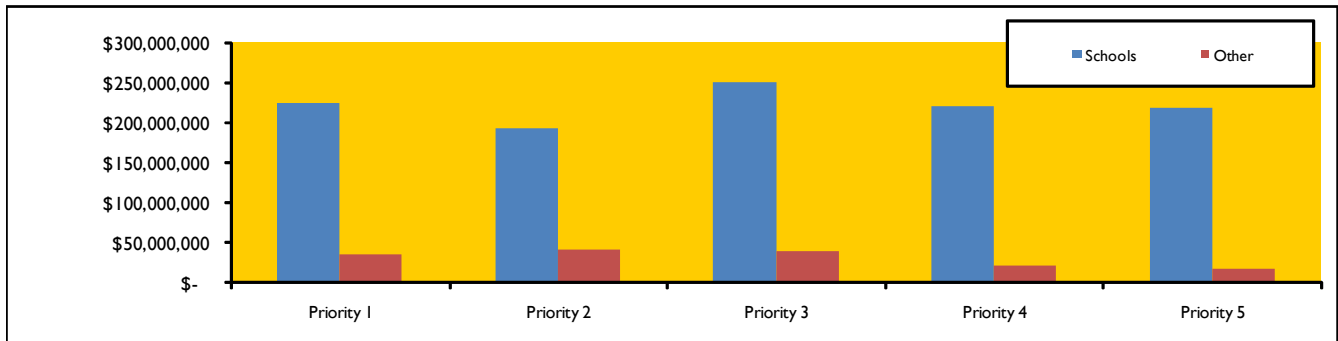
**Soft Costs and Replacement Cost Models**

For planning and budgeting purposes, facility assessments customarily add a soft cost multiple onto estimated capital needs. This soft cost multiple accounts for costs that school districts incur when contracting for renovation and construction services. The soft costs typically include items such as contractor overhead and markup, material escalation, professional fees, district administrative costs including testing, permitting, legal and advertising fees, as well as contingencies and inflation to the midpoint of construction. All stated costs in this report include a soft cost multiple for planning and budgeting purposes. These are estimates, and costs will vary at the time of construction.

**Facility Wide Renovation Cost by Priority**

Type	Priority 1	Priority 2	Priority 3	Priority 4	Priority 5	Total
<b>Schools</b>						
PreK Centers	\$ 972,441	\$ 995,494	\$ 1,894,249	\$ 1,480,824	\$ 1,274,123	\$ 6,617,130
K-5 Elementary Schools	\$ 46,380,245	\$ 43,933,334	\$ 67,728,272	\$ 54,620,559	\$ 47,787,892	\$ 260,450,302
K-8 Elementary Schools	\$ 76,091,295	\$ 62,060,321	\$ 92,864,482	\$ 75,348,980	\$ 76,561,694	\$ 382,926,772
Middle Schools	\$ 13,585,697	\$ 11,798,373	\$ 12,170,760	\$ 11,521,838	\$ 14,432,225	\$ 63,508,893
Middle / High Schools	\$ 15,314,632	\$ 13,075,802	\$ 11,795,601	\$ 13,158,109	\$ 15,031,029	\$ 68,375,174
K-12 Schools	\$ 2,604,667	\$ 1,528,884	\$ 2,299,166	\$ 1,570,239	\$ 1,751,418	\$ 9,754,375
High Schools	\$ 69,408,834	\$ 59,181,681	\$ 61,205,256	\$ 62,863,489	\$ 62,352,651	\$ 315,011,909
<b>Total Schools</b>	<b>\$ 224,357,810</b>	<b>\$ 192,573,889</b>	<b>\$ 249,957,786</b>	<b>\$ 220,564,037</b>	<b>\$ 219,191,032</b>	<b>\$ 1,106,644,555</b>
<b>Other District Facilities</b>						
Recreation Centers	\$ 3,118,937	\$ 4,384,944	\$ 3,637,911	\$ 2,279,737	\$ 1,918,037	\$ 15,339,564
Administration	\$ 2,040,213	\$ 2,342,167	\$ 3,105,186	\$ 1,926,013	\$ 1,519,713	\$ 10,933,293
Maintenance	\$ 10,292,711	\$ 3,462,811	\$ 5,059,811	\$ 2,720,811	\$ 1,791,211	\$ 23,327,357
Vacant	\$ 13,679,982	\$ 29,126,439	\$ 26,202,132	\$ 14,161,982	\$ 12,222,382	\$ 95,392,917
Stadia	\$ 1,239,073	\$ 197,173	\$ 151,073	\$ 151,073	\$ 151,073	\$ 1,889,464
Recreation Sites	\$ 5,337,242	\$ 1,607,942	\$ 1,649,142	\$ 881,642	\$ 1,018,442	\$ 10,494,412
<b>Total Other Facilities</b>	<b>\$ 35,708,158</b>	<b>\$ 41,121,476</b>	<b>\$ 39,805,256</b>	<b>\$ 22,121,258</b>	<b>\$ 18,620,858</b>	<b>\$ 157,377,007</b>
<b>Grand Total</b>	<b>\$ 260,065,969</b>	<b>\$ 233,695,365</b>	<b>\$ 289,763,042</b>	<b>\$ 242,685,295</b>	<b>\$ 237,811,891</b>	<b>\$ 1,264,021,561</b>

**Campus Wide Renovation Cost by Priority**



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Building systems are divided into 10 industry-standard building systems, with multiple subsystems and subsystem types. The 10 systems include:

- Site
- Roofing
- Exterior
- Structure
- Other
- Interior
- Mechanical
- Plumbing
- Electrical
- Technology
- Fire and Safety
- Conveyances
- Specialties

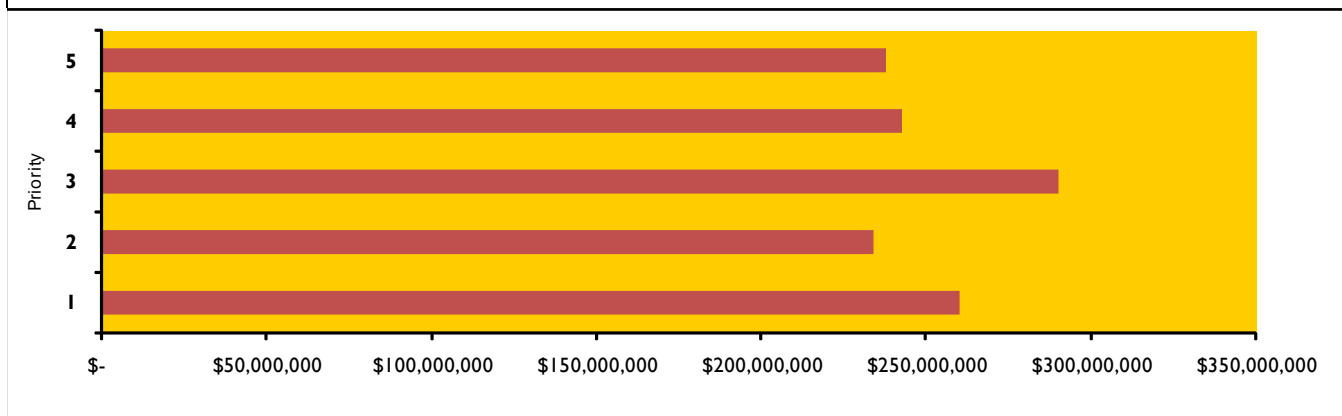
**Facility Condition Index**

The Facility Condition Index (FCI) is a widely used indicator that provides a relative scale of the overall condition of a given facility or group of

**Districtwide Crosstab by Priority by System**

Building System	Facility Condition Assessment Priority					Total
	Priority 1	Priority 2	Priority 3	Priority 4	Priority 5	
Site	\$ 29,473,600	\$ 16,473,996	\$ 12,898,483	\$ 18,596,447	\$ 37,018,892	\$ 114,461,418
Roofing	\$ 26,615,400	\$ 6,419,800	\$ 10,352,100	\$ 6,143,900	\$ 6,434,900	\$ 55,966,100
Exterior	\$ 13,467,800	\$ 5,303,100	\$ 4,116,900	\$ 4,468,500	\$ 3,887,400	\$ 31,243,700
Structure	\$ 2,251,000	\$ 1,384,100	\$ 1,691,100	\$ 2,381,400	\$ 1,279,000	\$ 8,986,600
Interior	\$ 4,304,300	\$ 4,053,200	\$ 40,224,460	\$ 3,305,000	\$ 8,665,697	\$ 60,552,657
Mechanical	\$ 94,411,385	\$ 82,575,479	\$ 75,458,385	\$ 76,127,053	\$ 73,226,785	\$ 401,799,087
Plumbing	\$ 26,608,225	\$ 24,396,825	\$ 23,335,925	\$ 64,203,574	\$ 30,686,553	\$ 169,231,101
Electrical	\$ 50,344,413	\$ 57,962,019	\$ 48,570,538	\$ 53,106,097	\$ 49,535,422	\$ 259,518,489
Technology	\$ -	\$ 22,616,167	\$ 65,256,894	\$ -	\$ 8,203,217	\$ 96,076,277
Fire and Safety	\$ 1,181,845	\$ 2,223,539	\$ 4,627,658	\$ -	\$ 6,460,108	\$ 14,493,149
Conveyances	\$ 684,700	\$ 5,448,541	\$ 383,100	\$ 464,800	\$ -	\$ 6,981,141
Specialties	\$ 3,566,600	\$ 3,562,500	\$ 1,382,000	\$ 13,888,524	\$ 12,413,918	\$ 34,813,542
Other	\$ 7,156,700	\$ 1,276,100	\$ 1,465,500	\$ -	\$ -	\$ 9,898,300
<b>Total</b>	<b>\$ 260,065,969</b>	<b>\$ 233,695,365</b>	<b>\$ 289,763,042</b>	<b>\$ 242,685,295</b>	<b>\$ 237,811,891</b>	<b>\$ 1,264,021,561</b>

**Total Cost by Priority**



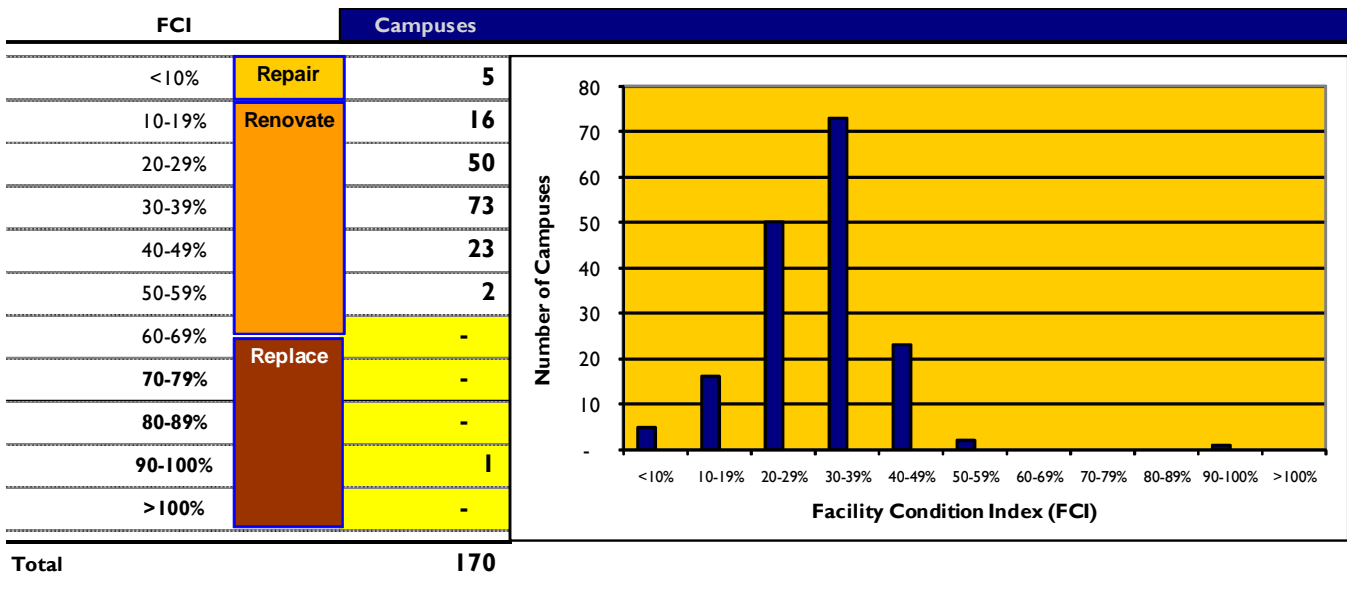
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facilities within a facility portfolio. The index is derived by dividing the total repair cost, including educational adequacy and site-related repairs, by the total replacement cost for the set of facilities. Based on previous district experience and consultation with district staff, the following scale was implemented:

, Less than 5%	Best
, 6% to 10%	Good
, 11% to 20%	Average
, 21% to 30%	Below Average
, 31% to 50%	Poor
, 51% to 65%	Very Poor
, Greater than 65%	Replacement Candidate

At Milwaukee Public Schools, the total capital improvement need over the next ten years is \$1.26 billion, while the overall estimated portfolio replacement value is estimated to be \$4.34 billion. Given these figures, the district wide FCI is 29.0% and is considered, for the most part, to reflect district-wide facilities in below average condition for a large urban district. By way of comparison, comparable assessments at other districts have ranged from 19 percent at Houston Independent School District following a ten-year bond program and \$1.5 billion in spending, to 21 percent FCI at Miami-Dade County Public Schools, to 39 percent at Portland Public Schools, to a high of 80 percent at Cleveland Municipal School District, where 92 of their 120 schools met the state’s threshold for complete replacement.

**District Wide Facility Condition Index (FCI) by Campus**



# Educational Adequacy

**Educational adequacy**, defined as the degree to which a school's facilities can adequately support the instructional mission and methods, is an essential yet often overlooked element in many districts' attempts to prepare aging facilities for a Twenty First-Century educational paradigm.

## The Eight Categories of Educational Adequacy

To comprehensively assess educational adequacy, it is first necessary to understand the components that affect the instructional or teaching program. These components can generally be formulated into standards or guidelines and bridge the gap between the architectural standards from which schools are built and the district's educational standards. There may be numerous criteria that contribute to educational adequacy; however, they fall into eight major categories:

- 1 **Capacity:** Ability of core facilities to meet needs of the student population. It is critical to consider programs at a particular campus and the impact these programs have on classroom inventory and student teaching stations.
- 2 **Support for Programs:** Provision of special spaces or classrooms that support specific curriculum offerings such as music, sports, science, and technology programs.
- 3 **Technology:** Presence of infrastructure, data distribution/storage, and equipment within classroom and laboratory settings. This will also include local area network cabling, video distribution systems, electrical outlets, and projection or video display screens.
- 4 **Supervision and Security:** Extent to which physical configurations help or hinder building operation and include both passive and active security.
- 5 **Instructional Support:** Presence of necessary fixtures and equipment within teaching spaces including teacher storage, student storage, writing and tack surfaces, sinks, demonstration tables, and fixed audio/video equipment.
- 6 **Physical Characteristics:** Primarily size and shape of individual teaching spaces.
- 7 **Learning Environment:** Degree to which learning areas are comfortable, well-lit, odor-free, controllable, and quiet.
- 8 **Relationship of Spaces:** Proximity of instructional spaces to support areas like libraries, restrooms, and student dining and recreational areas.

These eight categories set the stage for data collection and subsequent data-generated computer analysis. At any school, there are certain things that can be resolved or upgraded, and there are specific things that cannot realistically be resolved without spending more than the replacement value of a structure. For instance, electrical outlets can be added, flooring



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materials can be changed, and data ports can be installed. However, it is generally cost prohibitive to reconfigure a building's layout, or expand a classroom to house five extra students. Therefore, the eight categories are used to identify items that can be repaired or upgraded, and components that impact a building's learning environment and should be considered when making decisions that will affect the long-term utilization of a particular facility.

The following chart compares the costs associated with the eight educational adequacy categories among the priorities by school types. The total educational adequacy costs are \$152.6 million.

**Districtwide Crosstab by Educational Adequacy by Priority**

Educational Adequacy	Facility Condition Assessment Priority					Total
	Priority 1	Priority 2	Priority 3	Priority 4	Priority 5	
Capacity	\$ -	\$ -	\$ -	\$ -	\$ 3,943,554	\$ 3,943,554
Support for Programs	\$ -	\$ 1,575,711	\$ 1,678,702	\$ 840,509	\$ 13,718,483	\$ 17,813,404
Technology	\$ -	\$ -	\$ 2,272,730	\$ -	\$ 3,996,569	\$ 6,269,298
Security and Supervision	\$ 1,181,845	\$ 11,556,764	\$ 4,830,838	\$ 2,594,459	\$ 16,332,453	\$ 36,496,359
Instructional Aids	\$ -	\$ 1,115,435	\$ -	\$ 51,061,482	\$ 18,844,945	\$ 71,021,862
Learning Environment	\$ -	\$ -	\$ -	\$ 4,372,659	\$ 3,277,256	\$ 7,649,915
Physical Characteristics	\$ -	\$ 4,900,941	\$ -	\$ -	\$ -	\$ 4,900,941
Relationship of Spaces	\$ -	\$ -	\$ -	\$ -	\$ 4,513,446	\$ 4,513,446
<b>Subtotal</b>	<b>\$ 1,181,845</b>	<b>\$ 19,148,851</b>	<b>\$ 8,782,270</b>	<b>\$ 58,869,109</b>	<b>\$ 64,626,706</b>	<b>\$ 152,608,781</b>

**Educational Adequacy Crosstab**

Building System	Educational Adequacy							Total
	Pre-K	K-5 ES	K-8 ES	MS	MS/HS	K-12	HS	
Capacity	\$ -	\$ 303,614	\$ 191,038	\$ 327,492	\$ 1,241,742	\$ -	\$ 1,879,670	\$ 3,943,554
Support for Programs	\$ -	\$ 3,301,513	\$ 8,094,392	\$ 1,604,858	\$ 781,442	\$ -	\$ 4,031,200	\$ 17,813,404
Technology	\$ 44,175	\$ 1,782,729	\$ 1,807,887	\$ 187,503	\$ 462,888	\$ 32,114	\$ 1,952,002	\$ 6,269,298
Security and Supervision	\$ 156,025	\$ 6,743,229	\$ 14,348,901	\$ 2,184,244	\$ 2,651,255	\$ 514,260	\$ 9,898,446	\$ 36,496,359
Instructional Aids	\$ 146,684	\$ 18,844,053	\$ 23,699,529	\$ 3,718,458	\$ 4,265,957	\$ 560,156	\$ 19,787,025	\$ 71,021,862
Physical Characteristics	\$ -	\$ 1,394,577	\$ 2,111,788	\$ 517,986	\$ 119,535	\$ 39,845	\$ 717,211	\$ 4,900,941
Learning Environment	\$ 29,400	\$ 1,443,050	\$ 1,759,570	\$ 494,981	\$ 1,295,333	\$ 100,247	\$ 2,527,333	\$ 7,649,915
Relationship of Spaces	\$ 66,253	\$ 1,231,114	\$ 2,184,576	\$ 178,791	\$ 195,864	\$ 33,464	\$ 623,385	\$ 4,513,446
<b>Total</b>	<b>\$ 442,537</b>	<b>\$ 35,043,878</b>	<b>\$ 54,197,681</b>	<b>\$ 9,214,313</b>	<b>\$ 11,014,015</b>	<b>\$ 1,280,086</b>	<b>\$ 41,416,271</b>	<b>\$ 152,608,781</b>

Analysis of the past several years shows educational adequacy improvements typically run between 20-25 percent of the total need. At Milwaukee, the educational adequacy cost is 12.1% of the total identified need. It is critical to consider not only the building condition but also the educational adequacy in any assessment. It is no longer enough to provide a sound building; schools must also be educationally effective learning environments. The educational adequacy assessment process parallels the building condition assessment process.

To establish guidelines, a draft set of guidelines based on Milwaukee Public Schools existing standards and educational specifications were developed. MPS staff then reviewed draft standards and in consultation with the JACOBS team made recommendations. The committee was comprised of principals from elementary schools, middle schools, high schools, and other grade configuration schools, as well as leaders and directors from curriculum, technology, special education, technical education programs, music, art, athletics, school safety, finance, and facilities and maintenance. Once standards were established, the JACOBS Team then refined assessment procedures and developed collection tools.

### **Educational Adequacy Assessment**

With standards established and collection tools developed, the team conducted the educational adequacy assessments. After checking in at the main office, the surveyor conducted a brief interview with the principal and building engineer of the school. The interview included questions about the general layout of the school pertaining to safety and security, bus and parent drop-off areas, and other operational-based information. After the initial principal and building engineer interview, the surveyor set out to complete the remainder of the educational adequacy assessment by gathering information pertaining to the site and exterior of the school facility, number/type of playgrounds, number/type of play fields/athletic fields, and general characteristics of all buildings and structures. The assessor then finished the educational adequacy assessment by surveying all classrooms, any instructional spaces, and the core areas (cafeteria, library, auditorium, and gymnasiums).

# Capacity Analysis and Facility Utilization

The capacity of a school reflects how many students the school's physical facility can effectively serve. There are various methodologies that exist to calculate capacity. It is not uncommon to review an existing building only to find that the capacity which once had been assigned to a building is greater than what can be reasonably accommodated today. That is primarily due to a change in how programs are delivered.

During the past thirty years, the programs in a public school system and the manner in which they are delivered have changed significantly. Repeated arguments are heard that "This school was able to accommodate 600 students thirty years ago and now you are saying it can only accommodate 400 students today. How can this be?" Persons making these statements often do not realize that when the building was originally constructed, the average class size was 30 or more students, the music program was being held on the stage, the teacher provided art on a cart, there were no computer labs, the Kindergarten program was half day and severely handicapped special education students were in separate facilities and not attending general population public schools. Add to this the fact that many states have legislation for class sizes of 20 or fewer for the early elementary grades, schools are expanding preschool services, and there are many more at-risk student programs.

In educational facility planning, there are multiple approaches to calculating the capacity of school facilities.

Design Capacity is typically defined as the capacity of the facility when it was designed. Clearly MPS has many old school facilities; about half were built before World War II. MPS programs are significantly different today so design capacity is not being used for this master planning process.

Program Capacity evaluates school facilities by calculating the capacity of the school facility based on how that facility is currently being used. The benefit of this approach is that it provides insight into the utilization of the building based on how it is currently being used. However, there are downsides. First, two buildings that look the same might have different program capacities due to different programs being offered at the schools. This is confusing to people not familiar with school capacities in general as well as those unfamiliar with the nuances of the different programs. Second, since programs may change every year, the program capacity may change as well, causing a lack of continuity.

The methodology used for the purposes of this master plan is termed Building Capacity. This approach evaluates each facility using the same formula although the formula for elementary schools is different than that for secondary schools.

### **Elementary School Approach**

The following is the method for calculating building capacity for both K-5 and K-8 elementary schools:

#### **Step 1 - Count of classrooms**

All classroom type spaces are counted. This includes rooms that were originally classrooms that are being used for other purposes, unless that room was permanently reconfigured into another use. This count of classrooms includes music rooms, science rooms, computer labs and other dedicated teaching rooms that are classroom type spaces. The total does not include the library, gym, multipurpose or smaller teaching spaces.

#### **Step 2 - Deduct special rooms**

MPS elementary schools should have dedicated spaces for special instruction. For each school, rooms for art, music and computer lab are deducted from the classroom count. In addition, in K-8 elementary schools a room is also deducted to provide a dedicated space for hands-on or project based learning. Lastly, in some schools the library is either too small or not present. For these schools an additional room has been deducted.

#### **Step 3 - Deduct special education spaces**

Currently MPS has about 20% of all students in some sort of special education classification. 4% of that total are students that are instructed in “most restrictive placement” rooms (MRP). 16% of the students are considered “Multi-Categorical” students, meaning that they spend part of their day in general population classrooms and part of their day in smaller special needs spaces (resource rooms).

To accommodate special needs populations in the capacity analysis it is assumed that 4% of the school capacity needs to be dedicated to MRP rooms, which hold on average ten students. The number of rooms necessary for MRP students is determined by multiplying school capacity by 4% and then dividing by ten students.

To accommodate Multi-Categorical needs at the schools, the capacity is multiplied by 16% and then divided by 16 students to determine the number of teaching spaces required. This total is reduced by the number of existing resource rooms. The resulting need is then divided by 2 since each standard classroom can house two MC teachers.

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**Step 4 - Multiply by standard classroom size**

The remaining number of classrooms is then multiplied by the classroom size of 27 students, to calculate the capacity of general population classrooms.

**Step 5 - Add capacity of MRP rooms**

Since MRP rooms house the same students all day, they represent capacity that contributes to the building capacity, albeit a reduced capacity due to smaller classes. This amount (number of MRP rooms multiplied by ten students per room) is added to the capacity of the general population rooms to yield the total building capacity.

**Example K-5/K-8 ES Building Capacity Analysis**

**1 Total Classrooms Available** 23

**2 Less Rooms Needed for Special Classes**

Library	(1)
Music Room	(1)
Art Room	(1)
Computer Lab	(1)

	<i>Pct. Of Enr</i>	<i># of Students</i>	<i>CR Size</i>	
<b>3 Special Ed - MRP</b>	4%	17	10	(2)

	<i>Pct. Of Enr</i>	<i># of Students</i>	<i>CR Size</i>	<i>Instructional Settings per Regular Classroom</i>	
<b>3 Special Ed - MC Resource</b>	16%	68	16	2	(2)

Remaining Classrooms	15
<b>4 Average Students per Classroom</b>	27.0
<b>General Classroom Capacity</b>	<b>405</b>
<b>5 MRP Room Capacity</b>	<b>20</b>
<b>Total Capacity</b>	<b>425</b>

## **Secondary School Approach**

The following is the method for calculating building capacity for secondary schools:

### **Step 1 - Count of classrooms**

All classroom type spaces are counted. This includes rooms that were originally classrooms that are being used for other purposes, unless that room was permanently reconfigured into another use. This count of classrooms includes music rooms, science rooms, computer labs and other dedicated teaching rooms that are classroom type spaces. The total does not include the library, gym, multipurpose or smaller teaching spaces.

### **Step 2 - Deduct special education spaces**

Currently MPS has about 20% of all students in some sort of special education classification. 4% of that total are students that are instructed in “most restrictive placement” rooms (MRP). 16% of the students are considered “Multi-Categorical” students, meaning that they spend part of their day in general population classrooms and part of their day in smaller special needs spaces (resource rooms).

To accommodate special needs populations in the capacity analysis it is assumed that 4% of the school capacity needs to be dedicated to MRP rooms, which hold on average ten students. The number of rooms necessary for MRP students is determined by multiplying school capacity by 4% and then dividing by ten students.

To accommodate Multi-Categorical needs at the schools, the capacity is multiplied by 16% and then divided by 18 students to determine the number of teaching spaces required. This total is reduced by the number of existing resource rooms. The resulting need is then divided by 2 since each standard classroom can house two MC teachers.

### **Step 3 - Multiply by standard classroom size**

The remaining number of classrooms is then multiplied by the classroom size of 27 students, to calculate the capacity of general population classrooms.

### **Step 4 - Apply efficiency factor**

The efficiency factor (75%) has the effect of reducing the building capacity to account for the inability to perfectly schedule every teaching space. Additionally, it accounts for some classes that are smaller than the standard class size (27 students).

### **Step 5 - Add capacity of MRP rooms**

Since MRP rooms house the same students all day, they represent capacity that contributes to the building capacity, albeit a reduced

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capacity due to smaller classes. This amount (number of MRP rooms multiplied by ten students per room) is added to the capacity of the general population rooms to yield the total building capacity.

**Example Secondary School Building Capacity Analysis**

<b>1</b>	<b>Total Classrooms Available</b>					<b>98</b>
<b>Less Rooms Needed for Special Classes</b>						
<b>2</b>	<b>Special Ed - MRP</b>	<i>Pct. Of Enr</i>	<i># of Students</i>	<i>CR Size</i>		
		4%	70	10	(7)	
<b>2</b>	<b>Special Ed - MC Resource</b>	<i>Pct. Of Enr</i>	<i># of Students</i>	<i>CR Size</i>	<i>Instructional Settings per Regular Classroom</i>	
		16%	280	18	2	(8)
	Remaining Classrooms					83
<b>3</b>	Average Students per Classroom					27
<b>4</b>	Efficiency Factor					75%
	<b>General Classroom Capacity</b>					<b>1,681</b>
<b>5</b>	<b>MRP Room Capacity</b>					<b>70</b>
	<b>Total Capacity</b>					<b>1,751</b>

The charts beginning on page 58 show the building capacity analysis for each school, organized by the geographic regions. The maps on pages 50-57 illustrate findings of the capacity analysis.

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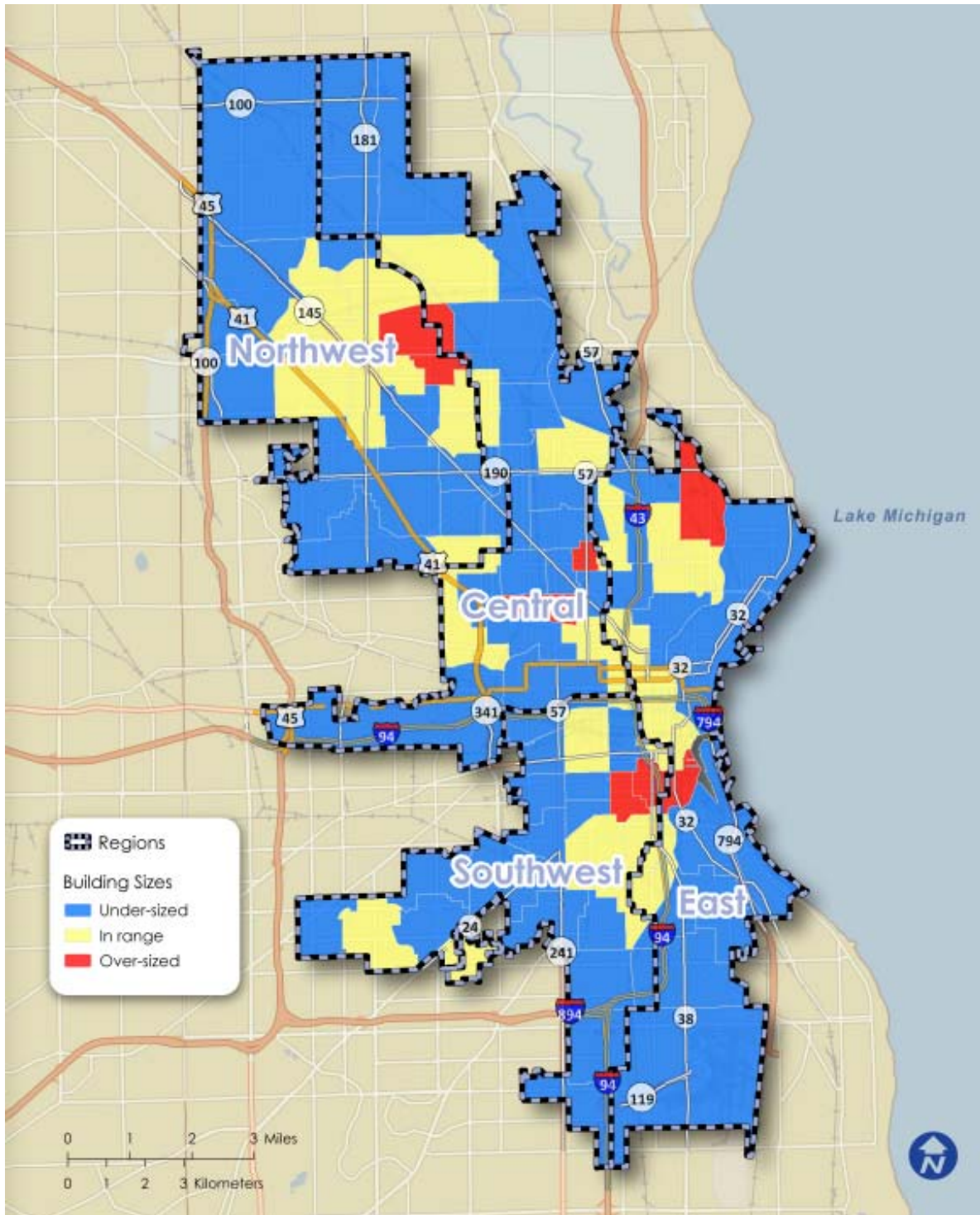
**Summary of Capacity Analysis**

The chart below shows the capacity of MPS facilities by region, by facility type. The overall utilization of MPS facilities is 73%. However, if the vacant facilities are not considered the utilization rises to 81%.

	<b>Building Capacity</b>			
	Total Building Capacity	2011 Enrollment	Surplus / (Deficit)	Utilization
<b>Northwest</b>				
Early Childhood	290	262	28	90%
K-5 Elementary Schools	6,956	4,813	2,143	69%
K-8 Elementary Schools	7,317	5,899	1,418	81%
High Schools	3,269	2,442	827	75%
Other Various Grade Arrangements	4,190	3,302	888	79%
Multiplexes	1,012	603	409	60%
MPS Facilities Leased to Others	905	843	62	93%
Other Facilities	189	-	189	
<b>Northwest Total</b>	<b>24,128</b>	<b>18,164</b>	<b>5,964</b>	<b>75%</b>
<b>Southwest</b>				
K-5 Elementary Schools	4,797	5,086	(289)	106%
K-8 Elementary Schools	7,280	8,684	(1,404)	119%
6-8 Middle Schools	931	749	182	80%
High Schools	4,827	4,186	641	87%
Other Various Grade Arrangements	662	774	(112)	117%
Multiplexes	3,962	3,458	504	87%
Other Facilities	334	-	334	
<b>Southwest Total</b>	<b>22,793</b>	<b>22,937</b>	<b>(144)</b>	<b>101%</b>
<b>Central</b>				
Early Childhood	455	351	104	77%
K-5 Elementary Schools	5,249	3,564	1,685	68%
K-8 Elementary Schools	7,995	6,018	1,977	75%
6-8 Middle Schools	567	416	151	73%
High Schools	4,554	3,755	799	82%
Multiplexes	3,648	1,545	2,103	42%
MPS Facilities Leased to Others	506	247	259	49%
Other Facilities	6,388	4	6,384	0%
<b>Central Total</b>	<b>29,362</b>	<b>15,900</b>	<b>13,462</b>	<b>54%</b>
<b>East</b>				
K-5 Elementary Schools	4,001	3,440	561	86%
K-8 Elementary Schools	9,459	7,674	1,785	81%
6-8 Middle Schools	2,045	1,612	433	79%
High Schools	3,856	3,018	838	78%
Other Various Grade Arrangements	1,751	1,731	20	99%
Multiplexes	3,380	1,808	1,572	53%
MPS Facilities Leased to Others	625	590	35	94%
Other Facilities	3,933	-	3,933	
<b>East Total</b>	<b>29,050</b>	<b>19,873</b>	<b>9,177</b>	<b>68%</b>
<b>District Total (Excluding Vacant Buildings)</b>	<b>94,489</b>	<b>76,874</b>	<b>17,619</b>	<b>81%</b>
<b>District Total</b>	<b>105,333</b>	<b>76,874</b>	<b>28,459</b>	<b>73%</b>

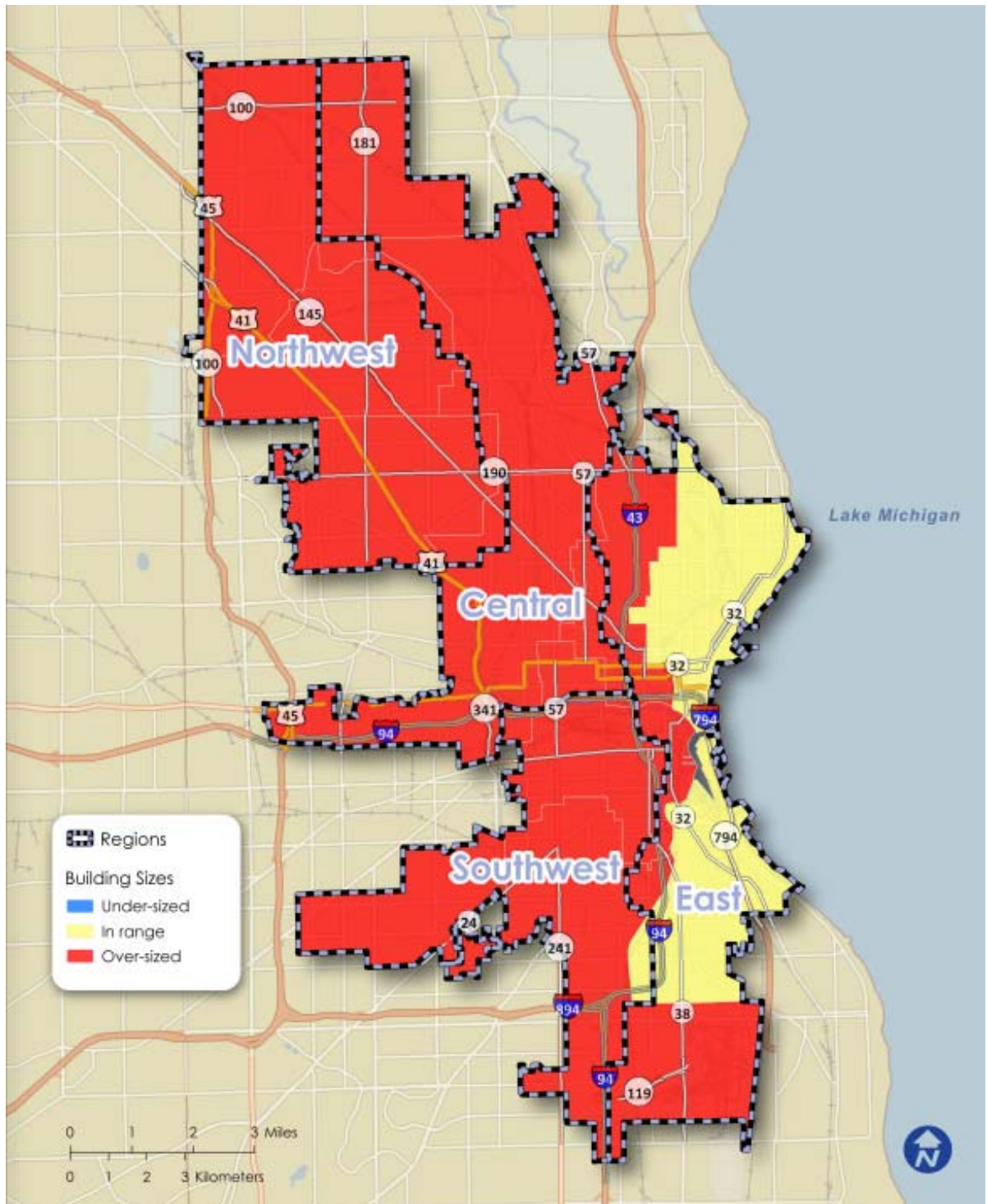
### Size of Elementary School Buildings

The map below shows the size (in terms of building capacity) of the MPS elementary schools (both K-5 and K-8). The areas in blue indicate that the buildings are smaller than the desired size of elementary schools. The yellow indicates buildings within the desired range and red indicates schools that are larger than the desired size.



### Size of High School Buildings

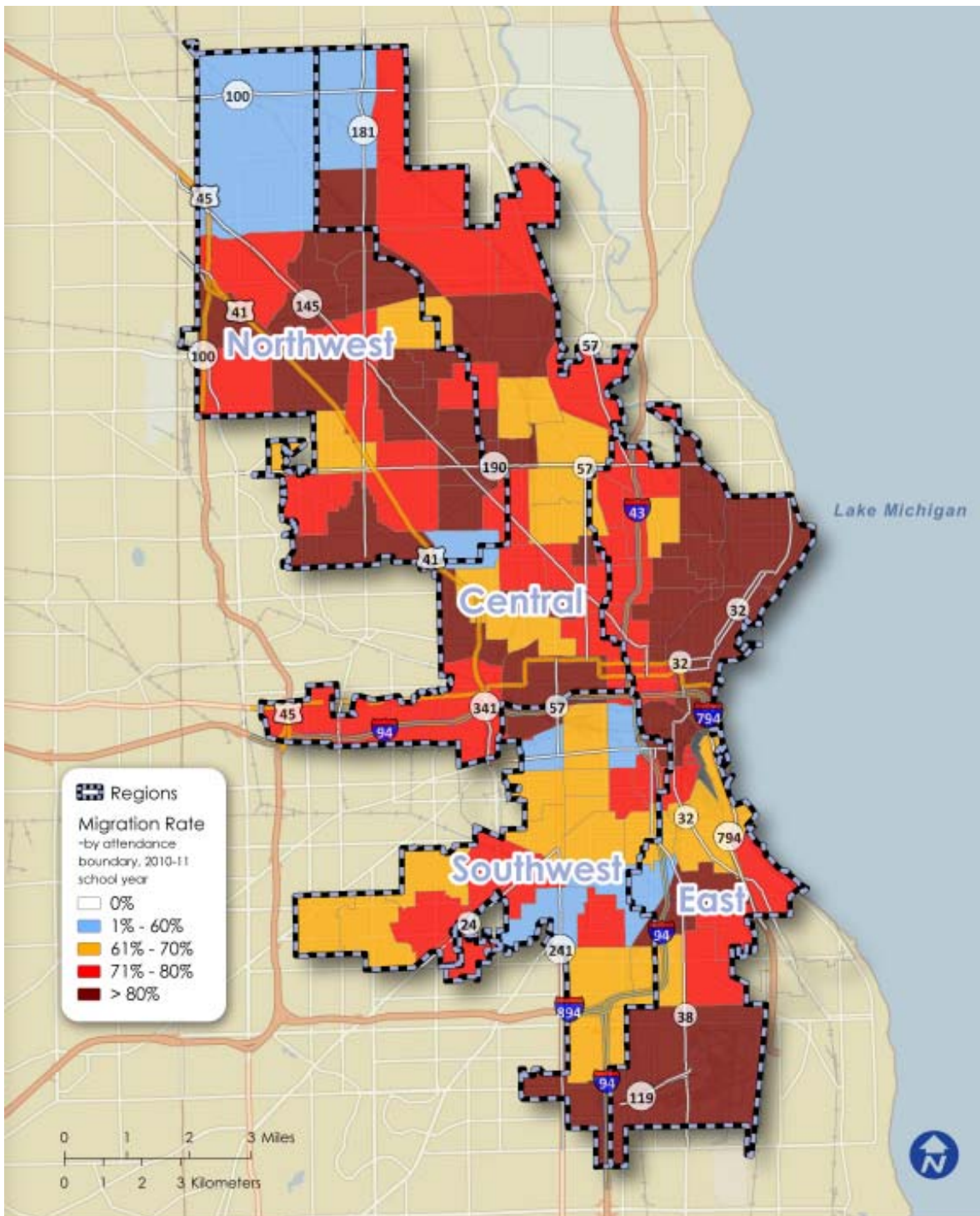
The map below shows the size (in terms of building capacity) of the MPS high school buildings. The map indicates that most of the school buildings have a capacity larger than the desired size; while there are a few in yellow that fall within the desired range.





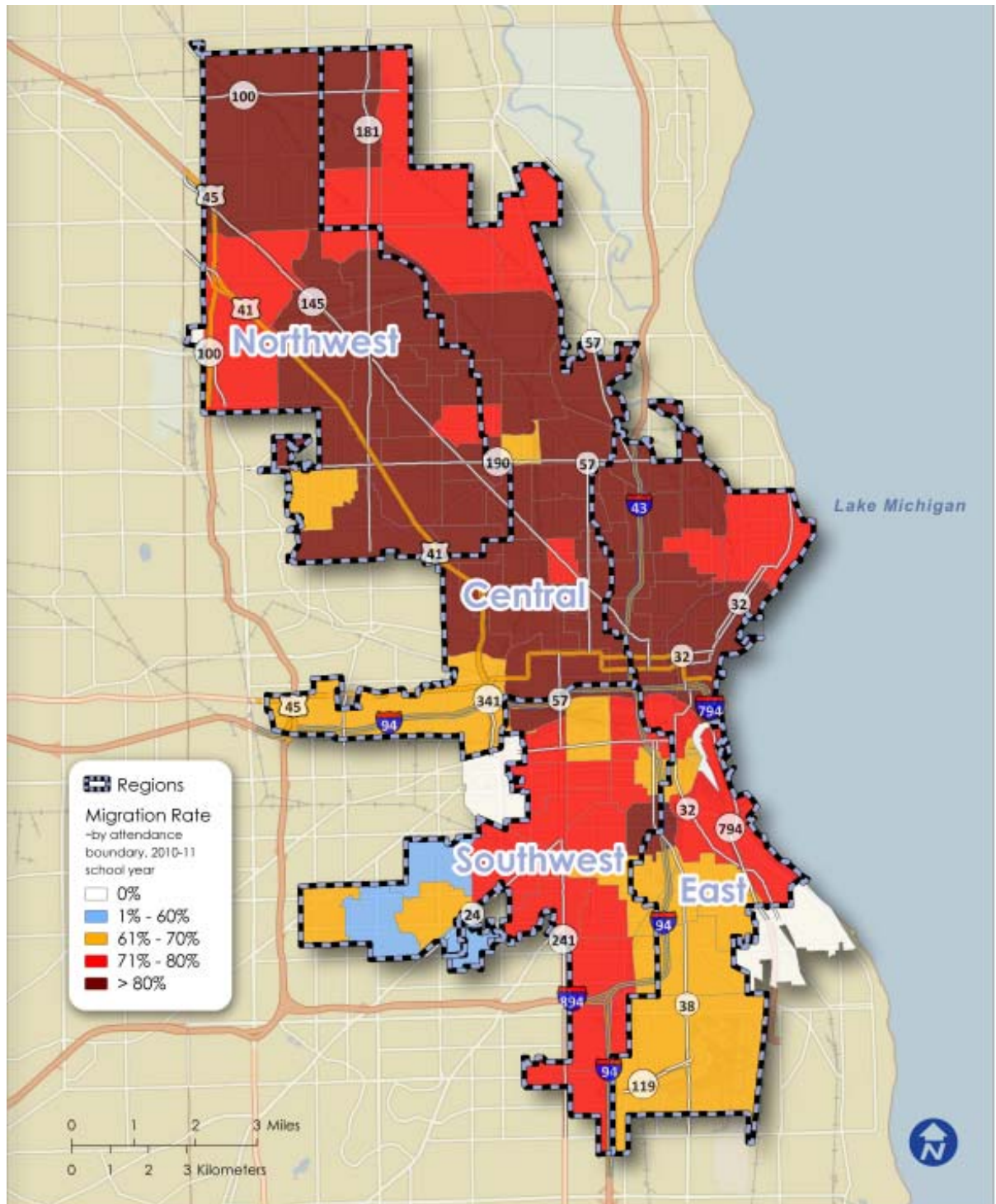
### **Inbound Migration of Elementary School Buildings**

The map below illustrates the amount of inbound migration for MPS elementary schools (both K-5 and K-8), measured in the percentage of students coming from other attendance areas. The schools in blue have less than 60% inbound migration. This map illustrates that a large majority of MPS elementary schools draw over 60% of their students from other areas.



### Outbound Migration of Elementary School Buildings

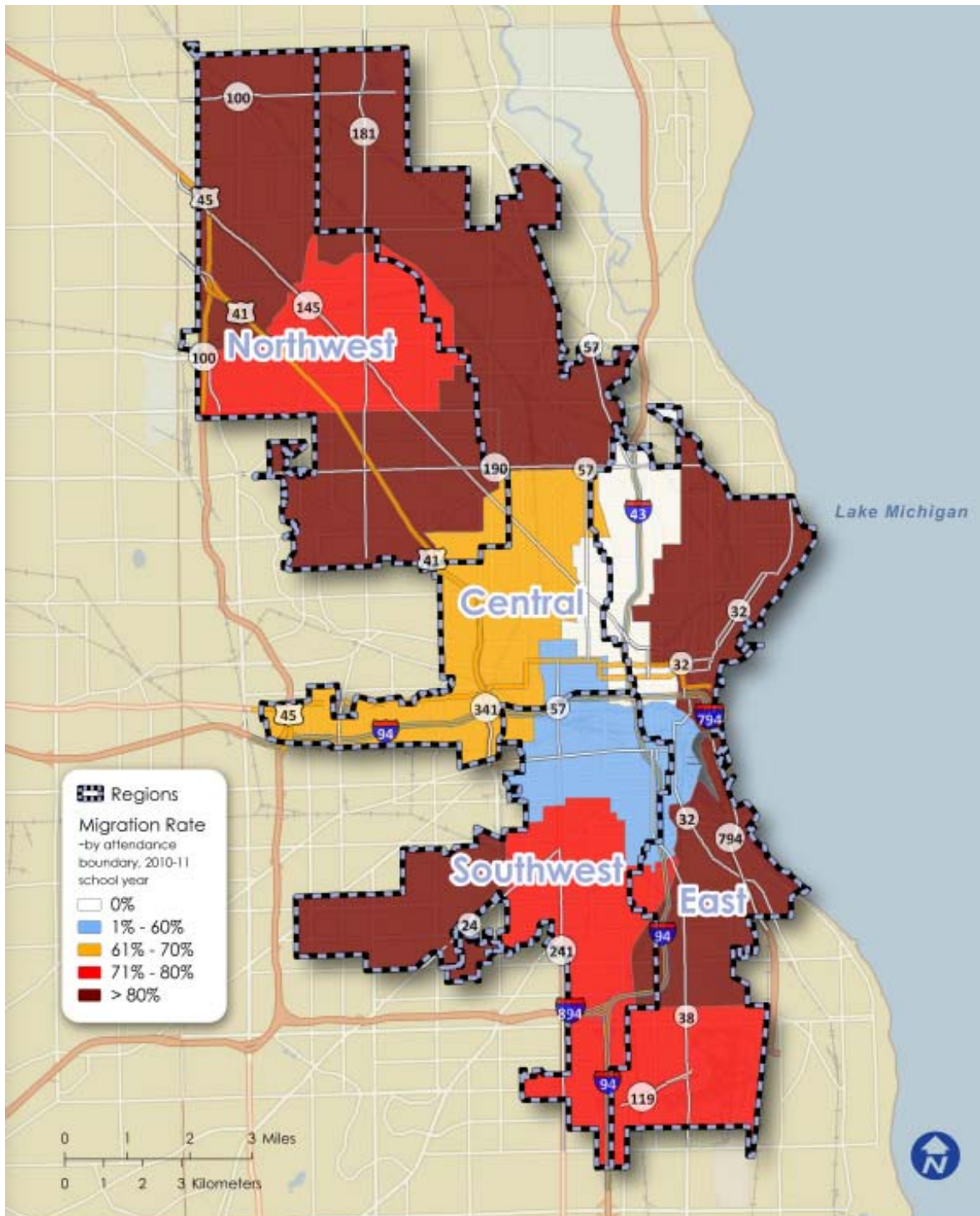
The map below illustrates the amount of outbound migration for MPS elementary schools (both K-5 and K-8), measured in the percentage of students going to other attendance areas. The schools in blue have less than 60% outbound migration. This map shows nearly all of MPS elementary boundaries have more than 60% of students attending another school.





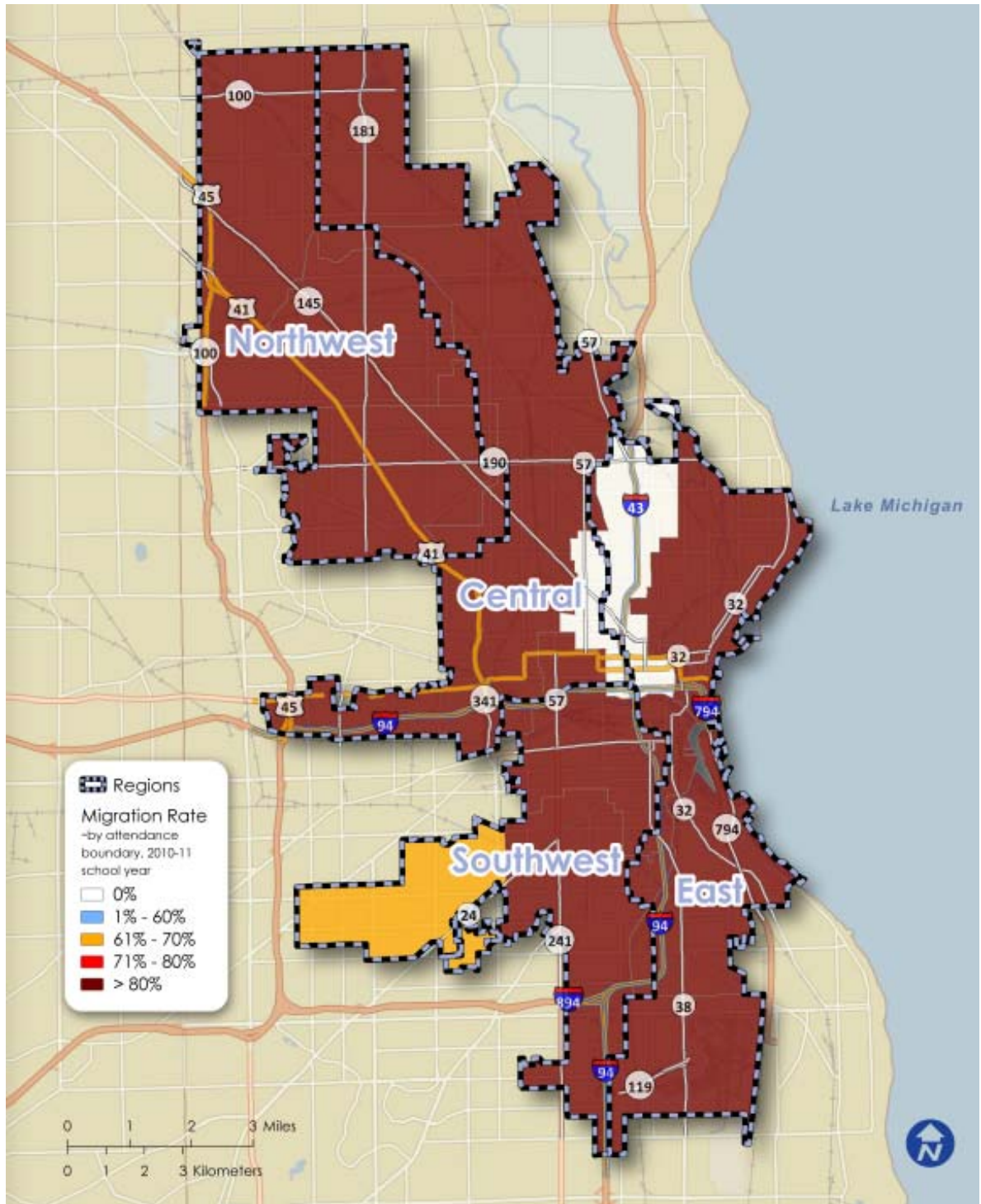
### Inbound Migration of High School Buildings

The map below illustrates the amount of inbound migration for MPS high schools, measured in the percentage of students coming from other attendance areas. The schools in blue have less than 60% inbound migration. This map illustrates that all but one MPS high school draws over 60% of their students from other areas.



### Outbound Migration of High School Buildings

The map below illustrates the amount of outbound migration for MPS high schools, measured in the percentage of students going to other attendance areas. The schools in white have no outbound migration. This map shows nearly all high school boundaries have more than 60% of students attending another school.



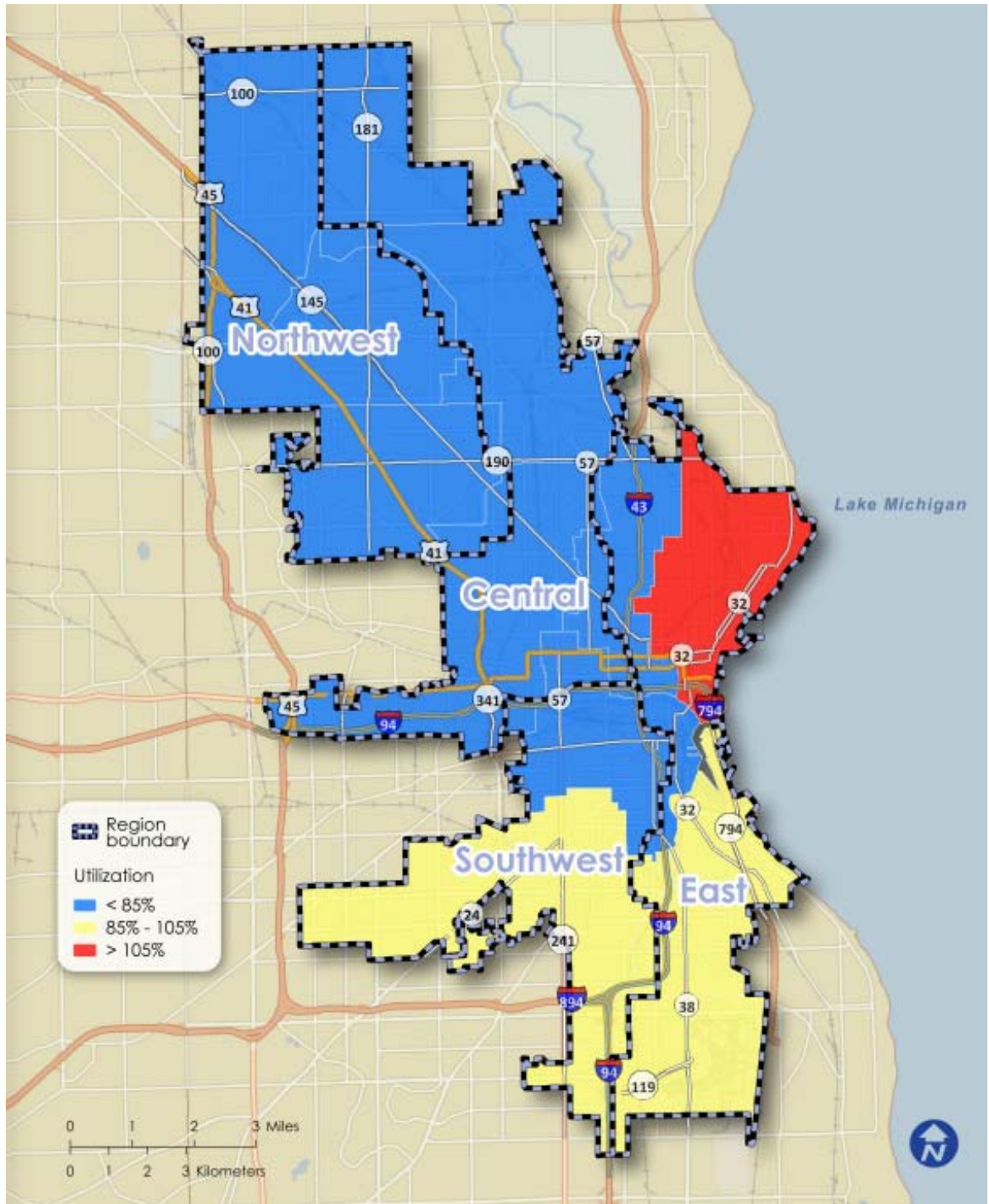






### Utilization of High Schools

The map below indicates the overall utilization of high school buildings. Schools in the south part of MPS, shaded yellow, are in the desired utilization range. The blue areas in the Central and Northwest indicate underutilization while the red area indicates overutilization.



Milwaukee Public Schools  
**Long-Range Facilities Master Plan**

**Northwest Region Capacity**

ESIS	FM	Campus Name	Grades Served	Type	SAGE Program?	Building Capacity								Remaining Rooms	Student Seats Per Classroom
						Total Classroom Spaces	Art Room	Computer Lab	Music	Library	Proj Based Lrn Lab	MRP Rooms	MC Rooms		
328	328	68th Street ECC	EC-K5	Pre-K		9	-	-	-	-	-	1	1	7	40

*Note: The average classroom size for this school reflects that many of the students attend only half of the day.*

**K-5 Elementary Schools**

289	289	95th Street ES	K4-5	K-5 ES		15	1	1	1	-	-	1	1	10	27
123	123	Browning ES	K4-5	K-5 ES	Yes	39	1	1	1	1	-	3	-	32	27
093	093	Bruce ES	K4-5	K-5 ES	Yes	25	1	1	1	-	-	2	1	19	27
094	094	Bryant ES	K4-5	K-5 ES	Yes	25	1	1	1	-	-	2	2	18	27
150	150	Emerson ES	K4-5	K-5 ES	Yes	17	1	1	1	-	-	1	1	12	27
152	152	Engleburg ES	K4-5	K-5 ES	Yes	24	1	1	1	-	-	2	-	19	27
192	192	Goodrich ES	K4-5	K-5 ES		17	1	1	1	-	-	1	1	12	27
205	205	Hampton ES	K4-5	K-5 ES	Yes	24	1	1	1	-	-	2	-	19	27
237	237	Kilbourn ES	EC-5	K-5 ES		23	1	1	1	-	-	2	-	18	27
337	337	Kluge ES	EC-5	K-5 ES	Yes	34	1	1	1	-	-	3	-	28	27
267	267	Maple Tree ES	EC-5	K-5 ES	Yes	20	1	1	1	-	-	2	1	14	27
146	146	Milwaukee German Immersion ES	K4-5	K-5 ES		27	1	1	1	-	-	2	3	19	27
301	301	Parkview ES	K4-5	K-5 ES	Yes	20	1	1	1	-	-	2	1	14	27
344	344	Stuart ES	K4-5	K-5 ES	Yes	18	1	1	1	-	-	1	-	14	27

**K-8 Elementary Schools**

170	170	53rd Street ES	K4-8	K-8 ES	Yes	28	1	1	1	-	1	2	1	21	27
331	331	65th Street ES	K4-8	K-8 ES	Yes	28	1	1	1	-	1	2	-	22	27
143	143	81st Street ES	K4-8	K-8 ES	Yes	18	1	1	1	-	1	1	1	12	27
108	309	Carson Academy ES	EC-8	K-8 ES	Yes	28	1	1	1	-	1	2	2	20	27
116	116	Congress ES	EC-8	K-8 ES	Yes	38	1	1	1	-	1	3	4	27	27
501	119	Craig Montessori ES	EC-8	K-8 ES		22	1	1	1	-	1	2	1	15	27
196	196	Grantosa Drive ES	K4-8	K-8 ES	Yes	37	1	1	1	-	1	3	1	29	27
241	241	Lancaster ES	K4-8	K-8 ES	Yes	29	1	1	1	-	1	2	2	21	27
226	226	Milw Sign Language ES	K4-8	K-8 ES	Yes	35	1	1	1	-	1	3	-	28	27
194	194	River Trail ES	K4-8	K-8 ES	Yes	27	1	1	1	-	1	2	-	21	27
319	319	Sherman ES	EC-8	K-8 ES	Yes	38	1	1	1	-	1	3	1	30	27
365	365	Townsend Street ES	K4-8	K-8 ES	Yes	22	1	1	1	-	1	2	1	15	27

**High Schools**

069	022	James Madison Academic Campus HS	9-12	HS		96						7	6	83	27
033	033	Vincent HS	9-12	HS		82						6	4	72	27

**Other Various Grade Arrangements**

071	071	Milwaukee School of Languages MS	6-12	MS/HS		60						4	3	53	27
052	008	Morse Marshall	6-11	MS/HS		110						8	8	94	27
086	053	Northwest Secondary School	6-12	MS/HS		58						4	2	52	27

## Milwaukee Public Schools Long-Range Facilities Master Plan

Building Capacity							Compare to Previous			Program Capacity					
Capacity of Efficiency Factor	Remaining Rooms	Add Back MRP	Total Building Capacity	2011 Enrollment	Surplus / (Deficit)	Utilization	Building Capacity	Previous Capacity	Difference	Capacity Rooms	Number of Seats	Efficiency Factor	Program Capacity	SAGE 18	SAGE 30
100%	280	10	290	262	28	90%	290	240	50	8	175	100%	175		
<b>Subtotal</b>			<b>290</b>	<b>262</b>	<b>28</b>	<b>90%</b>	<b>290</b>	<b>240</b>	<b>50</b>	<b>8</b>	<b>175</b>		<b>175</b>		
100%	270	10	280	360	(80)	129%	280	408	(128)	15	401	100%	401		
100%	864	30	894	258	636	29%	894	610	284	36	864	100%	864	666	930
100%	513	20	533	307	226	58%	533	536	(3)	24	532	100%	532	395	551
100%	486	20	506	277	229	55%	506	608	(102)	22	592	100%	592	475	631
100%	324	10	334	221	113	66%	334	328	6	16	376	100%	376	286	406
100%	513	20	533	426	107	80%	533	542	(9)	24	593	100%	593	448	628
100%	324	10	334	317	17	95%	334	445	(111)	16	386	100%	386		
100%	513	20	533	345	188	65%	533	577	(44)	23	550	100%	550	406	598
100%	486	20	506	277	229	55%	506	412	94	20	455	100%	455		
100%	756	30	786	394	392	50%	786	600	186	27	593	100%	593	458	638
100%	378	20	398	322	76	81%	398	528	(130)	19	505	100%	505	396	528
100%	513	20	533	615	(82)	115%	533	501	32	27	586	100%	586		
100%	378	20	398	374	24	94%	398	448	(50)	19	455	100%	455	356	488
100%	378	10	388	320	68	82%	388	344	44	16	349	100%	349	277	373
<b>Subtotal</b>			<b>6,956</b>	<b>4,813</b>	<b>2,143</b>	<b>69%</b>	<b>6,956</b>	<b>6,887</b>	<b>69</b>	<b>304</b>	<b>7,237</b>		<b>7,237</b>		
100%	567	20	587	416	171	71%	587	608	(21)	28	592	100%	592	466	634
100%	594	20	614	360	254	59%	614	604	10	26	536	100%	536	463	547
100%	324	10	334	318	16	95%	334	466	(132)	18	432	100%	432	315	471
100%	540	20	560	486	74	87%	560	618	(58)	28	601	100%	601	537	609
100%	729	30	759	855	(96)	113%	759	840	(81)	36	878	100%	878	740	884
100%	405	20	425	552	(127)	130%	425	519	(94)	21	567	100%	567		
100%	783	30	813	611	202	75%	813	734	79	36	748	100%	748	602	770
100%	567	20	587	383	204	65%	587	722	(135)	29	619	100%	619	502	658
100%	756	30	786	532	254	68%	786	723	63	34	777	100%	777	651	819
100%	567	20	587	552	35	94%	587	634	(47)	27	673	100%	673	519	711
100%	810	30	840	485	355	58%	840	842	(2)	32	643	100%	643	516	672
100%	405	20	425	349	76	82%	425	540	(115)	21	509	100%	509	401	545
<b>Subtotal</b>			<b>7,317</b>	<b>5,899</b>	<b>1,418</b>	<b>81%</b>	<b>7,317</b>	<b>7,850</b>	<b>(533)</b>	<b>336</b>	<b>7,575</b>		<b>7,575</b>		
75%	1,681	70	1,751	1,155	596	66%	1,751	2,000	(249)	80	2,197	75%	1,648		
75%	1,458	60	1,518	1,287	231	85%	1,518	2,000	(482)	78	2,152	75%	1,614		
<b>Subtotal</b>			<b>3,269</b>	<b>2,442</b>	<b>827</b>	<b>75%</b>	<b>3,269</b>	<b>4,000</b>	<b>(731)</b>	<b>158</b>	<b>4,349</b>		<b>3,262</b>		
75%	1,073	40	1,113	1,124	(11)	101%	1,113	1,100	13	59	1,499	75%	1,124		
75%	1,904	80	1,984	1,244	740	63%	1,984	1,600	384	104	2,835	75%	2,126		
75%	1,053	40	1,093	934	159	85%	1,093	960	133	57	1,587	75%	1,190		
<b>Subtotal</b>			<b>4,190</b>	<b>3,302</b>	<b>888</b>	<b>79%</b>	<b>4,190</b>	<b>3,660</b>	<b>530</b>	<b>220</b>	<b>5,921</b>		<b>4,440</b>		

Milwaukee Public Schools  
**Long-Range Facilities Master Plan**

**Northwest Region Capacity (Continued)**

ESIS	FM	Campus Name	Grades Served	Type	SAGE Program?	Building Capacity								Remaining Rooms	Student Seats Per Classroom
						Total Classroom Spaces	Art Room	Computer Lab	Music	Library	Proj Based Lrn Lab	MRP Rooms	MC Rooms		
<b>Multiplexes</b>															
045		Burroughs Campus (MP)	6-12			56						4	4	48	27
020		<i>Burroughs MS</i>	<i>6-8</i>		<i>MS</i>										
023		<i>Milw Sch of Entrepreneurship</i>	<i>11-12</i>		<i>HS</i>										
<b>MPS Facilities Leased to Others</b>															
052		Former Morse (HAPA - IPA)	K4-12	K-12		46				-	-	3	4	36	27
676		<i>HAPA-Hmong Amer Peace Acad ES (Morse)</i>	<i>K4-8</i>	<i>K-8 ES</i>											
696		<i>International Peace Academy</i>	<i>9-12</i>		<i>HS</i>										
<b>Other Facilities</b>															
197		Fletcher	None	Vacant		9					-	-	-	5	27
023		Vacant (Fmr Milw Sch of Entrepreneurship)	None	Vacant		6					-	-	-	2	27
463		Hampton Service Center													
092		N. 76th Street													
412		Special Services Center													
<b>Other Schools / Programs (Not in MPS Facilities)</b>															
427		Banner Prep													

Milwaukee Public Schools  
**Long-Range Facilities Master Plan**

Building Capacity							Compare to Previous			Program Capacity					
Capacity of Efficiency Factor	Remaining Rooms	Add Back MRP	Total Building Capacity	2011 Enrollment	Surplus / (Deficit)	Utilization	Building Capacity	Previous Capacity	Difference	Capacity Rooms	Number of Seats	Efficiency Factor	Program Capacity	SAGE 18	SAGE 30
75%	972	40	1,012	603	409	60%	1,012	960	52	45	1,211	75%	908		
				412											
				191											
		<b>Subtotal</b>	<b>1,012</b>	<b>603</b>	<b>409</b>	<b>60%</b>	<b>1,012</b>	<b>960</b>	<b>52</b>	<b>45</b>	<b>1,211</b>		<b>908</b>		
90%	875	30	905	843	62	93%	905	960	(55)	45	1,163	75%	872		
				684											
				159											
		<b>Subtotal</b>	<b>905</b>	<b>843</b>	<b>62</b>	<b>93%</b>	<b>905</b>	<b>960</b>	<b>(55)</b>	<b>45</b>	<b>1,163</b>		<b>872</b>		
100%	135	-	135	-	135		135	662	(527)	9	243	100%	243		
100%	54	-	54	-	54		54	150	(96)	6	162	100%	162		
		<b>Subtotal</b>	<b>189</b>	<b>-</b>	<b>189</b>		<b>189</b>	<b>812</b>	<b>(623)</b>	<b>15</b>	<b>405</b>		<b>405</b>		

Milwaukee Public Schools  
**Long-Range Facilities Master Plan**

**Southwest Region Capacity**

ESIS	FM	Campus Name	Grades Served	Type	SAGE Program?	Building Capacity									Remaining Rooms	Student Seats Per Classroom
						Total Classroom Spaces	Art Room	Computer Lab	Music	Library	Proj Based Lrn Lab	MRP Rooms	MC Rooms			
<b>K-5 Elementary Schools</b>																
316	316	Acad of Accelerated Learning ES	K4-5	K-5 ES		25				-	-	2	2	18	27	
073	073	Allen-Field ES	K4-5	K-5 ES	Yes	34				-	-	3	2	26	27	
173	173	Forest Home ES	EC-5	K-5 ES	Yes	40					-	3	3	30	27	
214	214	Hayes Bilingual ES	K4-5	K-5 ES	Yes	15				-	-	1	1	10	27	
334	334	Honey Creek ES	K4-5	K-5 ES		17				-	-	1	1	12	27	
232	232	Kagel ES	EC-5	K-5 ES		17				-	-	1	-	13	27	
250	250	Lincoln Avenue ES	EC-5	K-5 ES	Yes	28				-	-	2	2	21	27	
257	257	Lowell ES	EC-5	K-5 ES	Yes	11				-	-	1	-	7	27	
167	167	Milwaukee Spanish Immersion ES	EC-5	K-5 ES		25				-	-	2	2	18	27	
397	397	Whitman ES	K4-6	K-5 ES		23				-	-	2	2	16	27	
<b>K-8 Elementary Schools</b>																
075	075	Alcott ES	K4-8	K-8 ES		15						1	1	8	27	
117	117	Cooper ES	K4-8	K-8 ES		21				-		1	2	14	27	
122	122	Curtin ES	K4-8	K-8 ES		15				-		1	-	10	27	
125	125	Doerfler ES	K4-8	K-8 ES	Yes	30				-		2	1	23	27	
155	155	Fairview ES	K4-8	K-8 ES		27				-		2	2	19	27	
193	193	Grant ES	K4-8	K-8 ES	Yes	31				-		2	2	23	27	
202	202	Greenfield Bilingual ES	K4-8	K-8 ES	Yes	25				-		2	1	18	27	
256	256	Longfellow ES	EC-8	K-8 ES	Yes	35				-		3	-	28	27	
265	265	Manitoba ES	K4-8	K-8 ES		28				-		2	-	22	27	
274	274	Mitchell ES	EC-8	K-8 ES	Yes	31				-		2	3	22	27	
277	277	Morgandale ES	K4-8	K-8 ES		23				-		2	2	15	27	
177	318	Rogers Street Academy ES	K4-8	K-8 ES	Yes	28				-		2	2	20	27	
387	387	Victory ES	K4-8	K-8 ES	Yes	24						2	2	15	27	
390	390	Vieau ES	K4-8	K-8 ES		30				-		2	1	23	27	
<b>6-8 Middle Schools</b>																
085	044	Wedgewood Park MS	6-8	MS		48						4	-	44	27	
<b>High Schools</b>																
018	018	Hamilton HS	9-12	HS		95						7	7	81	27	
026	026	Pulaski HS	9-12	HS		85						6	6	73	27	
032	032	South Division HS	9-12	HS		88						6	7	75	27	
<b>Other Various Grade Arrangements</b>																
399	399	WI Consvr Lifelong Learning ES	K4-12	K-12	Yes	34				-	-	3	2	26	27	

## Milwaukee Public Schools Long-Range Facilities Master Plan

Building Capacity							Compare to Previous			Program Capacity					
Capacity of Efficiency Factor	Remaining Rooms	Add Back MRP	Total Building Capacity	2011 Enrollment	Surplus / (Deficit)	Utilization	Building Capacity	Previous Capacity	Difference	Capacity Rooms	Number of Seats	Efficiency Factor	Program Capacity	SAGE 18	SAGE 30
100%	486	20	506	625	(119)	124%	506	561	(55)	25	573	100%	573		
100%	702	30	732	773	(41)	106%	732	1,009	(277)	34	777	100%	777	624	828
100%	810	30	840	851	(11)	101%	840	811	29	39	960	100%	960	733	1,009
100%	270	10	280	346	(66)	124%	280	373	(93)	15	378	100%	378	288	408
100%	324	10	334	383	(49)	115%	334	323	11	17	430	100%	430		
100%	351	10	361	389	(28)	108%	361	370	(9)	17	430	100%	430		
100%	567	20	587	626	(39)	107%	587	673	(86)	28	696	100%	696	543	747
100%	189	10	199	240	(41)	121%	199	316	(117)	11	295	100%	295	223	319
100%	486	20	506	562	(56)	111%	506	495	11	25	589	100%	589		
100%	432	20	452	291	161	64%	452	485	(33)	23	520	100%	520		
<b>Subtotal</b>		<b>4,797</b>	<b>5,086</b>	<b>(289)</b>	<b>106%</b>	<b>4,797</b>	<b>5,416</b>	<b>(619)</b>	<b>234</b>	<b>5,648</b>	<b>5,648</b>				
100%	216	10	226	367	(141)	162%	226	398	(172)	15	405	100%	405		
100%	378	10	388	423	(35)	109%	388	395	(7)	20	465	100%	465		
100%	270	10	280	389	(109)	139%	280	376	(96)	15	376	100%	376		
100%	621	20	641	799	(158)	125%	641	795	(154)	30	727	100%	727	592	772
100%	513	20	533	647	(114)	121%	533	503	30	26	590	100%	590		
100%	621	20	641	727	(86)	113%	641	794	(153)	30	723	100%	723	606	762
100%	486	20	506	625	(119)	124%	506	560	(54)	24	563	100%	563	500	584
100%	756	30	786	912	(126)	116%	786	859	(73)	33	816	100%	816	708	852
100%	594	20	614	531	83	86%	614	496	118	27	588	100%	588		
100%	594	20	614	734	(120)	120%	614	764	(150)	31	725	100%	725	624	732
100%	405	20	425	587	(162)	138%	425	613	(188)	23	558	100%	558		
100%	540	20	560	655	(95)	117%	560	560	-	28	615	100%	615	524	632
100%	405	20	425	559	(134)	132%	425	674	(249)	24	625	100%	625	544	652
100%	621	20	641	729	(88)	114%	641	669	(28)	29	750	100%	750		
<b>Subtotal</b>		<b>7,280</b>	<b>8,684</b>	<b>(1,404)</b>	<b>119%</b>	<b>7,280</b>	<b>8,456</b>	<b>(1,176)</b>	<b>355</b>	<b>8,526</b>	<b>8,526</b>				
75%	891	40	931	749	182	80%	931	900	31	45	1,180	75%	885		
<b>Subtotal</b>		<b>931</b>	<b>749</b>	<b>182</b>	<b>80%</b>	<b>931</b>	<b>900</b>	<b>31</b>	<b>885</b>						
75%	1,640	70	1,710	1,674	36	98%	1,710	2,000	(290)	93	2,652	75%	1,989		
75%	1,478	60	1,538	1,356	182	88%	1,538	2,000	(462)	83	2,328	75%	1,746		
75%	1,519	60	1,579	1,156	423	73%	1,579	1,600	(21)	86	2,415	75%	1,811		
<b>Subtotal</b>		<b>4,827</b>	<b>4,186</b>	<b>641</b>	<b>87%</b>	<b>4,827</b>	<b>5,600</b>	<b>(773)</b>	<b>262</b>	<b>7,395</b>	<b>5,546</b>				
90%	632	30	662	774	(112)	117%	662	678	(16)	34	839	90%	755	674	782
<b>Subtotal</b>		<b>662</b>	<b>774</b>	<b>(112)</b>	<b>117%</b>	<b>662</b>	<b>678</b>	<b>(16)</b>	<b>34</b>	<b>839</b>	<b>755</b>				

Milwaukee Public Schools  
**Long-Range Facilities Master Plan**

**Southwest Region Capacity (Continued)**

ESIS	FM	Campus Name	Grades Served	Type	SAGE Program?	Building Capacity								Remaining Rooms	Student Seats Per Classroom
						Total Classroom Spaces	Art Room	Computer Lab	Music	Library	Proj Based Lrn Lab	MRP Rooms	MC Rooms		
<b>Multiplexes</b>															
041		Audubon Campus (MP)	6-12			47						3	1	43	27
090		Audubon HS	9-12	HS											
041		Audubon MS	6-8	MS											
050		Kosciuszko Campus (MP)	EC-12			38	1	1	1	-	-	3	3	29	27
050		Kosciuszko Montessori ES	EC-5	K-8 ES											
034		ALAS-AdvLang&Acad Studies HS	9-12	HS											
060		Sholes Campus (MP)	K4-12			58						5	4	49	27
007		Reagan HS	9-12	HS											
224		IDEAL ES	K4-8	K-8 ES											
065		Walker Campus (MP)	EC-12			49						4	2	43	27
678		Carmen HS	9-12	HS											
076		ALBA ES	EC-5	K-5 ES											
079		SUPAR HS	9-12	HS											

**Other Facilities**

062		88th Street	None	Vacant		19	1	1	1	1	-	1	2	12	27
787		Fifty-Five Plus Senior Center Rec (Oasis)	None	Rec Center											

**Other Schools / Programs (Not in MPS Facilities)**

430	Grandview High
497	La Causa Early Childhood
405	Lad Lake Synergy
422	Centro Hispano HS
664	Milwaukee Excel Charter School
429	Project Excel



Milwaukee Public Schools  
**Long-Range Facilities Master Plan**

Building Capacity							Compare to Previous			Program Capacity					
Capacity of Efficiency Factor	Remaining Rooms	Add Back MRP	Total Building Capacity	2011 Enrollment	Surplus / (Deficit)	Utilization	Building Capacity	Previous Capacity	Difference	Capacity Rooms	Number of Seats	Efficiency Factor	Program Capacity	SAGE 18	SAGE 30
75%	871	30	901	898	3	100%	901	960	(59)	45	1,059	75%	794		
				284											
				614											
90%	705	30	735	471	264	64%	735	720	15	35	803	75%	602		
				220											
				251											
90%	1,191	50	1,241	1,383	(142)	111%	1,241	1,258	(17)	54	1,593	75%	1,195		
				1,166											
				217											
90%	1,045	40	1,085	706	379	65%	1,085	840	245	46	1,134	75%	851		
				236											
				356											
				114											
		<b>Subtotal</b>	<b>3,962</b>	<b>3,458</b>	<b>504</b>	<b>87%</b>	<b>3,962</b>	<b>3,778</b>	<b>184</b>	<b>180</b>	<b>4,589</b>		<b>3,442</b>		
100%	324	10	334	-	334		334	398	(64)	19	513	100%	513		
				-											
		<b>Subtotal</b>	<b>334</b>	<b>-</b>	<b>334</b>		<b>334</b>	<b>398</b>	<b>(64)</b>	<b>19</b>	<b>513</b>		<b>513</b>		

Milwaukee Public Schools  
**Long-Range Facilities Master Plan**

**Central Region Capacity**

ESIS	FM	Campus Name	Grades Served	Type	SAGE Program?	Building Capacity								Remaining Rooms	Student Seats Per Classroom
						Total Classroom Spaces	Art Room	Computer Lab	Music	Library	Proj Based Lrn Lab	MRP Rooms	MC Rooms		
149	149	Starms ECC	EC-K5	Pre-K	Yes	19	-	-	-	-	-	2	2	15	29

*Note: The average classroom size for this school reflects that many of the students attend only half of the day.*

**K-5 Elementary Schools**

188	188	Barbee Montessori	EC-5	K-5 ES	Yes	25				-	-	2	2	18	27
081	081	Barton ES	K4-6	K-5 ES	Yes	25				-	-	2	1	19	27
089	089	Brown Street Academy	K4-5	K-5 ES	Yes	33				-	-	3	1	26	27
114	114	Clemens ES	K4-5	K-5 ES	Yes	21				-	-	2	2	14	27
211	211	Hawley Environmental ES	K4-5	K-5 ES		15				-	-	1	1	10	27
212	212	Hawthorne ES	K4-5	K-5 ES	Yes	19				-	-	1	2	13	27
377	377	Jackson ES *	EC-5	K-5 ES	Yes	35				-	-	3	1	28	27
140	140	Milwaukee French Immersion School **	K4-5	K-5 ES		38				-	-	3	4	28	27
283	283	Neeskara ES	K4-5	K-5 ES	Yes	24				-	-	2	-	19	27
325	325	Silver Spring ES	EC-5	K-5 ES	Yes	16				-	-	1	-	12	27

*\* Note: Jackson ES also houses CMDC.*

*\*\* Note: Milwaukee French Immersion School also houses TEAM and Problem Solving programs.*

**K-8 Elementary Schools**

077	077	Auer Avenue ES	EC-8	K-8 ES		30				-		2	-	24	27
356	269	Bethune Academy	K4-8	K-8 ES		26				-		2	1	19	27
095	095	Burbank ES	K4-8	K-8 ES	Yes	24				-		2	-	18	27
110	110	Clarke Street ES	K4-8	K-8 ES	Yes	30				-		2	1	23	27
179	179	Franklin ES	K4-8	K-8 ES	Yes	34				-		3	-	27	27
217	217	Hi-Mount ES	K4-8	K-8 ES	Yes	28				-		2	2	20	27
261	261	MacDowell Montessori ES	EC-8	K-8 ES		23				-		2	-	17	27
525	270	Metcalfe ES	K4-8	K-8 ES	Yes	28				-		2	3	19	27
312	312	Starms Discovery ES	1-8	K-8 ES	Yes	32				-		3	-	25	27
343	343	Story ES	K4-8	K-8 ES	Yes	22				-		2	-	16	27
360	360	Thoreau ES	K4-8	K-8 ES	Yes	30				-		2	-	24	27
154	154	Thurston Woods ES	EC-8	K-8 ES	Yes	25				-		2	-	19	27
370	353	Westside Academy ES	EC-3	K-8 ES	Yes	24				-		2	-	18	27
370	370	Westside Academy II	4-8	K-8 ES		23				-		2	1	16	27

**6-8 Middle Schools**

020	380	King Middle Yrs. (McNair)	6-7	MS		31						2	2	27	27
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**High Schools**

019	383	Groppi HS	9-12	HS		29						3	2	24	27
020	020	King International	9-12	HS		68						5	6	57	27
038	038	Milw HS of the Arts	9-12	HS		51						3	3	45	27
039	035	Washington HS IT	9-12	HS		89						7	-	82	27

## Milwaukee Public Schools Long-Range Facilities Master Plan

Building Capacity							Compare to Previous			Program Capacity					
Capacity of Efficiency Factor	Remaining Rooms	Add Back MRP	Total Building Capacity	2011 Enrollment	Surplus / (Deficit)	Utilization	Building Capacity	Previous Capacity	Difference	Capacity Rooms	Number of Seats	Efficiency Factor	Program Capacity	SAGE 18	SAGE 30
100%	435	20	455	351	104	77%	455	323	132	16	372	100%	372	253	385
<b>Subtotal</b>			<b>455</b>	<b>351</b>	<b>104</b>	<b>77%</b>	<b>455</b>	<b>323</b>	<b>132</b>	<b>16</b>	<b>372</b>		<b>372</b>		
100%	486	20	506	287	219	57%	506	519	(13)	25	581	100%	581	428	632
100%	513	20	533	391	142	73%	533	554	(21)	24	563	100%	563	437	605
100%	702	30	732	320	412	44%	732	614	118	31	619	100%	619	475	667
100%	378	20	398	394	4	99%	398	447	(49)	21	467	100%	467	359	503
100%	270	10	280	333	(53)	119%	280	332	(52)	15	401	100%	401		
100%	351	10	361	324	37	90%	361	415	(54)	18	442	100%	442	334	478
100%	756	30	786	314	472	40%	786	730	56	25	551	100%	551	459	555
100%	756	30	786	428	358	54%	786	609	177	29	615	100%	615		
100%	513	20	533	423	110	79%	533	447	86	23	536	100%	536	410	578
100%	324	10	334	350	(16)	105%	334	337	(3)	16	432	100%	432	315	471
<b>Subtotal</b>			<b>5,249</b>	<b>3,564</b>	<b>1,685</b>	<b>68%</b>	<b>5,249</b>	<b>5,004</b>	<b>245</b>	<b>227</b>	<b>5,207</b>		<b>5,207</b>		
100%	648	20	668	333	335	50%	668	610	58	25	569	100%	569		
100%	513	20	533	501	32	94%	533	525	8	26	615	100%	615		
100%	486	20	506	603	(97)	119%	506	617	(111)	24	590	100%	590	500	620
100%	621	20	641	399	242	62%	641	699	(58)	29	673	100%	673	556	712
100%	729	30	759	320	439	42%	759	680	79	29	567	100%	567	486	594
100%	540	20	560	393	167	70%	560	701	(141)	25	486	100%	486	387	519
100%	459	20	479	522	(43)	109%	479	707	(228)	20	513	100%	513		
100%	513	20	533	331	202	62%	533	559	(26)	28	590	100%	590	482	626
100%	675	30	705	442	263	63%	705	700	5	26	567	100%	567	477	597
100%	432	20	452	452	-	100%	452	618	(166)	22	536	100%	536	473	557
100%	648	20	668	574	94	86%	668	832	(164)	30	702	100%	702	558	750
100%	513	20	533	463	70	87%	533	599	(66)	25	562	100%	562	516	564
100%	486	20	506	311	195	61%	506	560	(54)	20	426	100%	426	318	462
100%	432	20	452	374	78	83%	452	480	(28)	22	405	100%	405		
<b>Subtotal</b>			<b>7,995</b>	<b>6,018</b>	<b>1,977</b>	<b>75%</b>	<b>7,995</b>	<b>8,887</b>	<b>(892)</b>	<b>351</b>	<b>7,801</b>		<b>7,801</b>		
75%	547	20	567	416	151	73%	567	620	(53)	30	806	75%	605		
<b>Subtotal</b>			<b>567</b>	<b>416</b>	<b>151</b>	<b>73%</b>	<b>567</b>	<b>620</b>	<b>(53)</b>	<b>30</b>	<b>806</b>		<b>605</b>		
100%	648	30	678	470	208	69%	678	768	(90)	29	831	100%	831		
75%	1,154	50	1,204	1,511	(307)	125%	1,204	1,200	4	66	1,902	75%	1,427		
75%	911	30	941	931	10	99%	941	1,000	(59)	49	1,335	75%	1,001		
75%	1,661	70	1,731	843	888	49%	1,731	1,600	131	78	1,831	75%	1,373		
<b>Subtotal</b>			<b>4,554</b>	<b>3,755</b>	<b>799</b>	<b>82%</b>	<b>4,554</b>	<b>4,568</b>	<b>(14)</b>	<b>222</b>	<b>5,899</b>		<b>4,632</b>		

**Milwaukee Public Schools  
Long-Range Facilities Master Plan**

**Central Region Capacity (Continued)**

ESIS	FM	Campus Name	Grades Served	Type	SAGE Program?	Building Capacity								Remaining Rooms	Student Seats Per Classroom
						Total Classroom Spaces	Art Room	Computer Lab	Music	Library	Proj Based Lrn Lab	MRP Rooms	MC Rooms		
<b>Multiplexes</b>															
051		Grand Avenue (MP)	K4-12			38						3	4	31	27
082		Milw Acad of Chinese Lang ES	K4-8	K-8 ES	Yes										
009		Professional Learning Inst HS	9-12	HS											
003		Juneau Campus (MP)	7-12			52						4	2	46	27
004		Community HS	9-12	HS											
064		Montessori MS/HS	7-12	MS/HS											
016		MCTTM - Custer (MP)	K4-12			88						7	6	75	27
097		School of Career & Tech Ed	9-12	HS											
350		Obama K-8	K4-8	K-8 ES	Yes										

**MPS Facilities Leased to Others**

661	347	38th Street (MCP - 38th)	K4-4	K-5 ES		26						2	-	24	27
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**Other Facilities**

402	350	35th Street (TIE)	7-9	MS		29				-	-	2	2	22	27
356		37th Street	None	Vacant		25				-	-	1	2	18	27
101		Carleton	None	Vacant		20				-	-	2	-	14	27
127		Douglass	None	Vacant		13				-	-	1	-	9	27
047		Edison	None	Vacant		47				-	-	3	3	38	27
206		Happy Hill	None	Vacant		21				-	-	2	-	15	27
304		Philipp	None	Vacant		17				-	-	1	-	13	27
061		Sarah Scott (Prof Dev)	None	Admin		52				-	-	3	4	42	27
962		St. Thomas Aquinas (Church)	None	Vacant		-				-	-	-	-	(4)	27
066		Webster	None	Rec Center		63				-	-	5	-	55	27
374		Wheatley	None	Vacant		34				-	-	3	3	25	27
401		Wisconsin Avenue	None	Vacant		26						2	-	24	27

464		20th Street Storage													
501		Administration Bldg.													
459		Building Operations													

**Other Schools / Programs (Not in MPS Facilities)**

418		ASSATA													
421		CYD - Career Youth Dvlp													
665		Kathryn T. Daniels Univ Prep													
493		Next Door Charter													
450		NOVA													
437		Satori Middle													
446		Southeastern													
490		St. Charles Behav													
475		St. Charles Intensive Day Treat													
435		St. Charles Youth and Family Sp Ed													
088		Transition High													
099		Transformation Learning Community													

## Milwaukee Public Schools Long-Range Facilities Master Plan

Building Capacity							Compare to Previous			Program Capacity					
Capacity of Efficiency Factor	Remaining Rooms	Add Back MRP	Total Building Capacity	2011 Enrollment	Surplus / (Deficit)	Utilization	Building Capacity	Previous Capacity	Difference	Capacity Rooms	Number of Seats	Efficiency Factor	Program Capacity	SAGE 18	SAGE 30
90%	753	30	783	441	342	56%	783	720	63	35	882	100%	882		
				354											
				87											
75%	932	40	972	553	419	57%	972	810	162	50	1,203	75%	902		
				228											
				325											
90%	1,823	70	1,893	551	1,342	29%	1,893	2,000	(107)	88	2,369	75%	1,777		
				276											
				275											
		<b>Subtotal</b>	<b>3,648</b>	<b>1,545</b>	<b>2,103</b>	<b>42%</b>	<b>3,648</b>	<b>3,530</b>	<b>118</b>	<b>173</b>	<b>4,454</b>		<b>3,561</b>		
75%	486	20	506	247	259	49%	506	-	506	26	675	75%	506		
		<b>Subtotal</b>	<b>506</b>	<b>247</b>	<b>259</b>	<b>49%</b>	<b>506</b>	<b>-</b>	<b>506</b>	<b>26</b>	<b>675</b>		<b>506</b>		
75%	446	20	466	4	462	1%	466	402	64	29	685	100%	685		
75%	365	10	375	-	375		375	-	375	25	675	75%	506		
100%	378	20	398	-	398		398	523	(125)	20	540	100%	540		
100%	243	10	253	-	253		253	-	253	13	351	100%	351		
75%	770	30	800	-	800		800	-	800	47	1,315	75%	986		
100%	405	20	425	-	425		425	-	425	21	567	100%	567		
100%	351	10	361	-	361		361	-	361	17	459	100%	459		
75%	851	30	881	-	881		881	720	161	52	1,427	75%	1,070		
100%	(108)	-	(108)	-	(108)		(108)	-	(108)	-	-	100%	-		
75%	1,114	50	1,164	-	1,164		1,164	-	1,164	63	1,747	75%	1,310		
100%	675	30	705	-	705		705	674	31	33	864	100%	864		
100%	648	20	668	-	668		668	-	668	26	702	100%	702		
		<b>Subtotal</b>	<b>6,388</b>	<b>4</b>	<b>6,384</b>	<b>0%</b>	<b>6,388</b>	<b>2,319</b>	<b>4,069</b>	<b>346</b>	<b>9,332</b>		<b>8,040</b>		

Milwaukee Public Schools  
**Long-Range Facilities Master Plan**

**East Region Capacity**

ESIS	FM	Campus Name	Grades Served	Type	SAGE Program?	Building Capacity									Remaining Rooms	Student Seats Per Classroom
						Total Classroom Spaces	Art Room	Computer Lab	Music	Library	Proj Based Lrn Lab	MRP Rooms	MC Rooms			
<b>K-5 Elementary Schools</b>																
148	148	Elm Creative Arts ES	K4-5	K-5 ES		30				-	-	2	3	22	27	
182	182	Fratney ES	K4-5	K-5 ES	Yes	28				-	-	2	-	23	27	
191	191	Garland ES	K4-5	K-5 ES		14				-	-	1	1	9	27	
307	307	Pierce ES	K4-5	K-5 ES		27				-	-	2	3	19	27	
313	313	Riley ES	K4-5	K-5 ES		29				-	-	2	2	22	27	
107	322	Siefert ES	EC-5	K-5 ES	Yes	31				-	-	2	3	23	27	
398	398	Whittier ES	K4-5	K-5 ES		9				-	-	1	-	5	27	
295	295	Zablocki ES	K4-5	K-5 ES	Yes	28				-	-	2	3	20	27	
<b>K-8 Elementary Schools</b>																
098	098	Burdick ES	K4-8	K-8 ES		27				-		2		20	27	
102	298	Carver Academy ES	K4-8	K-8 ES		33				-		3	-	26	27	
104	104	Cass Street ES	K4-8	K-8 ES	Yes	30				-		2	2	22	27	
113	113	Clement Avenue ES	K4-8	K-8 ES		24						2	2	15	27	
158	158	Fernwood Montessori ES	EC-8	K-8 ES		24				-		2	-	18	27	
185	185	Gaenslen ES	K4-8	K-8 ES	Yes	47				-		4	5	34	27	
208	208	Hartford Avenue ES	K4-8	K-8 ES		28				-		2	-	22	27	
218	218	Holmes ES	EC-8	K-8 ES		36				-		3		28	27	
220	220	Hopkins Lloyd Comm	K4-8	K-8 ES	Yes	34				-		3		26	27	
223	223	Humboldt Park ES	K4-8	K-8 ES		24				-		2	-	18	27	
235	235	Keefe Avenue ES	EC-8	K-8 ES	Yes	35				-		3		27	27	
083	083	King Jr ES	EC-8	K-8 ES	Yes	38				-		3	-	31	27	
238	238	LaFollette ES	K4-8	K-8 ES	Yes	27				-		2		20	27	
268	268	Maryland Avenue ES	EC-8	K-8 ES		14				-		1	-	9	27	
176	176	Meir ES	3-8	K-8 ES		15				-		1		9	27	
368	368	Trowbridge Street ES	K4-8	K-8 ES		18				-		1		12	27	
<b>6-8 Middle Schools</b>																
006	006	Lincoln MS	6-8	MS		54						4	-	50	27	
059	059	Roosevelt MS	6-8	MS		53						4	2	47	27	
<b>High Schools</b>																
014	014	Bradley Technology HS	9-12	HS		52						4	4	44	27	
029	029	Riverside HS	9-12	HS		75						5	6	64	27	
025	024	North Division HS	9-12	HS		86						6	5	75	27	
<b>Other Various Grade Arrangements</b>																
042	028	Alliance HS	6-12	MS/HS		12						1	-	11	27	
012	012	Bay View MS/HS	6-12	MS/HS		84						6	6	72	27	

## Milwaukee Public Schools Long-Range Facilities Master Plan

Building Capacity							Compare to Previous			Program Capacity					
Capacity of Efficiency Factor	Remaining Rooms	Add Back MRP	Total Building Capacity	2011 Enrollment	Surplus / (Deficit)	Utilization	Building Capacity	Previous Capacity	Difference	Capacity Rooms	Number of Seats	Efficiency Factor	Program Capacity	SAGE	
														18	30
100%	594	20	614	575	39	94%	614	586	28	30	668	100%	668		
100%	621	20	641	448	193	70%	641	480	161	28	706	100%	706	525	753
100%	243	10	253	297	(44)	117%	253	332	(79)	14	349	100%	349		
100%	513	20	533	481	52	90%	533	635	(102)	27	568	100%	568		
100%	594	20	614	554	60	90%	614	634	(20)	29	685	100%	685		
100%	621	20	641	327	314	51%	641	588	53	31	727	100%	727	529	793
100%	135	10	145	213	(68)	147%	145	182	(37)	8	189	100%	189		
100%	540	20	560	545	15	97%	560	629	(69)	28	653	100%	653	527	695
<b>Subtotal</b>			<b>4,001</b>	<b>3,440</b>	<b>561</b>	<b>86%</b>	<b>4,001</b>	<b>4,066</b>	<b>(65)</b>	<b>195</b>	<b>4,545</b>		<b>4,545</b>		
100%	540	20	560	656	(96)	117%	560	520	40	27	617	100%	617		
100%	702	30	732	547	185	75%	732	600	132	32	644	100%	644		
100%	594	20	614	341	273	56%	614	618	(4)	27	619	100%	619	457	673
100%	405	20	425	455	(30)	107%	425	486	(61)	24	549	100%	549		
100%	486	20	506	591	(85)	117%	506	509	(3)	22	540	100%	540		
100%	918	40	958	666	292	70%	958	663	295	47	951	100%	951	804	960
100%	594	20	614	677	(63)	110%	614	630	(16)	28	671	100%	671		
100%	756	30	786	412	374	52%	786	799	(13)	31	691	100%	691		
100%	702	30	732	431	301	59%	732	799	(67)	22	407	100%	407	352	412
100%	486	20	506	584	(78)	115%	506	544	(38)	24	538	100%	538		
100%	729	30	759	385	374	51%	759	664	95	33	664	100%	664	572	668
100%	837	30	867	556	311	64%	867	746	121	23	467	100%	467	422	482
100%	540	20	560	256	304	46%	560	664	(104)	25	536	100%	536	391	571
100%	243	10	253	373	(120)	147%	253	365	(112)	13	324	100%	324		
100%	243	10	253	471	(218)	186%	253	400	(147)	15	378	100%	378		
100%	324	10	334	273	61	82%	334	342	(8)	17	376	100%	376		
<b>Subtotal</b>			<b>9,459</b>	<b>7,674</b>	<b>1,785</b>	<b>81%</b>	<b>9,459</b>	<b>9,349</b>	<b>110</b>	<b>410</b>	<b>8,972</b>		<b>8,972</b>		
75%	1,013	40	1,053	872	181	83%	1,053	720	333	52	1,360	75%	1,020		
75%	952	40	992	740	252	75%	992	720	272	53	1,250	75%	938		
<b>Subtotal</b>			<b>2,045</b>	<b>1,612</b>	<b>433</b>	<b>79%</b>	<b>2,045</b>	<b>1,440</b>	<b>605</b>	<b>105</b>	<b>2,610</b>		<b>1,958</b>		
75%	891	40	931	1,099	(168)	118%	931	1,600	(669)	51	1,425	75%	1,069		
75%	1,296	50	1,346	1,590	(244)	118%	1,346	1,600	(254)	75	2,266	75%	1,700		
75%	1,519	60	1,579	329	1,250	21%	1,579	1,600	(21)	81	2,268	75%	1,701		
<b>Subtotal</b>			<b>3,856</b>	<b>3,018</b>	<b>838</b>	<b>78%</b>	<b>3,856</b>	<b>4,800</b>	<b>(944)</b>	<b>207</b>	<b>5,959</b>		<b>4,470</b>		
75%	223	10	233	165	68	71%	233	220	13	12	372	75%	279		
75%	1,458	60	1,518	1,566	(48)	103%	1,518	2,000	(482)	84	2,091	75%	1,568		
<b>Subtotal</b>			<b>1,751</b>	<b>1,731</b>	<b>20</b>	<b>99%</b>	<b>1,751</b>	<b>2,220</b>	<b>(469)</b>	<b>96</b>	<b>2,463</b>		<b>1,847</b>		

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**East Region Capacity (Continued)**

ESIS	FM	Campus Name	Grades Served	Type	SAGE Program?	Building Capacity								Remaining Rooms	Student Seats Per Classroom
						Total Classroom Spaces	Art Room	Computer Lab	Music	Library	Proj Based Lrn Lab	MRP Rooms	MC Rooms		
<b>Multiplexes</b>															
046		8th Street (MP)	9-12			16						1	-	15	27
027		<i>New Sch for Comm Serv</i>	<i>11-12</i>	<i>HS</i>											
458		<i>Project Stay HS</i>	<i>9-12</i>	<i>HS</i>											
049		Fritsche Campus (MP)	EC-8			68	1	1	1	-	-	6	3	56	27
131		<i>Dover Street ES</i>	<i>K4-5</i>	<i>K-5 ES</i>											
362		<i>Tippecanoe ES</i>	<i>K4-8</i>	<i>K-8 ES</i>											
055		Vel Phillips (MP)	K4-12			65						6	-	59	27
068		<i>WORK Institute HS</i>	<i>9-12</i>	<i>HS</i>											
660		<i>BEAM</i>	<i>K4-8</i>	<i>K-8 ES</i>	<i>Yes</i>										

**MPS Facilities Leased to Others**

667	253	Lloyd Street (MCP - Lloyd St.)	K4-8	K-5 ES		28	1	1	1	-	-	2	2	21	27
643	362	Tippecanoe (WINGS)	1-12	K-12	Yes	11	1	1	1	-	-	1	-	7	27

**Other Facilities**

131		Dover Street ES	None	Vacant		23	1	1	1	-	-	2	2	16	27
486		El Centro Del Nino	None	Vacant		2	1	1	1	1	-	-	-	(2)	27
199		Green Bay Avenue ES	None	Vacant		23	1	1	1	-	-	2	-	18	27
244		Lee School	None	Vacant		27	1	1	1	1	-	2	2	19	27
048		Malcolm X Academy	None	Vacant		57						4	4	49	27
067		Milwaukee Education Center	None	Vacant		65						5	-	60	27
164		North 5Th Street	None	Vacant		12	1	1	1	1	-	1	-	7	27
722		Beulah Brinton Rec													
453		7th St. Storage Bldg. And Garage													
461		Delaware Service Center													
451		Facilities And Maintenance Services													

**Other Schools / Programs (Not in MPS Facilities)**

462	Guadalupe Head Start
672	La Causa Charter School
423	Lad Lake Ultra
426	MATC Emerging Scholars
641	Milwaukee Community Cyber Hi
411	Milw Co Youth Ed Center
432	Shalom High
640	Wisconsin Career Academy



## Milwaukee Public Schools Long-Range Facilities Master Plan

Building Capacity							Compare to Previous			Program Capacity					
Capacity of Efficiency Factor	Remaining Rooms	Add Back MRP	Total Building Capacity	2011 Enrollment	Surplus / (Deficit)	Utilization	Building Capacity	Previous Capacity	Difference	Capacity Rooms	Number of Seats	Efficiency Factor	Program Capacity	SAGE 18	SAGE 30
75%	304	10	314	416	(102)	132%	314	350	(36)	14	361	75%	271		
				155											
				261											
100%	1,512	60	1,572	598	974	38%	1,572	960	612	68	1,843	100%	1,843		
				255											
				343											
90%	1,434	60	1,494	794	700	53%	1,494	900	594	55	1,566	75%	1,175		
				188											
				606											
<b>Subtotal</b>		<b>3,380</b>	<b>1,808</b>	<b>1,572</b>	<b>53%</b>	<b>3,380</b>	<b>2,210</b>	<b>1,170</b>	<b>137</b>	<b>3,770</b>	<b>3,289</b>				
75%	425	20	445	441	4	99%	445	675	(230)	28	702	100%	702		
90%	170	10	180	149	31	83%	180	236	(56)	11	270	100%	270	216	288
<b>Subtotal</b>		<b>625</b>	<b>590</b>	<b>35</b>	<b>94%</b>	<b>625</b>	<b>911</b>	<b>(286)</b>	<b>39</b>	<b>972</b>	<b>972</b>				
100%	432	20	452	-	452		452	624	(172)	23	563	100%	563		
100%	(54)	-	(54)	-	(54)		(54)	-	(54)	2	50	100%	50		
100%	486	20	506	-	506		506	662	(156)	20	484	100%	484		
100%	513	20	533	-	533		533	654	(121)	27	729	75%	547		
75%	992	40	1,032	-	1,032		1,032	-	1,032	57	1,562	75%	1,172		
75%	1,215	50	1,265	-	1,265		1,265	720	545	65	1,801	75%	1,351		
100%	189	10	199	-	199		199	-	199	12	324	100%	324		
<b>Subtotal</b>		<b>3,933</b>	<b>-</b>	<b>3,933</b>			<b>3,933</b>	<b>2,660</b>	<b>1,273</b>	<b>206</b>	<b>5,513</b>	<b>4,491</b>			

## Facility Recommendations

This section describes Year 1 facility recommendations that emerged through the master planning process.

The recommendations are organized by geographic region. Administrative facilities, athletic facilities and recreational sites are included after the four geographic school regions.

The recommendations for each region contain a summary of recommendations, a description of specific recommendations and the planning data used in the master planning process.

### Year 1 Facility Options

<b>Northwest</b>		Capacity Impact
1	Close 68th Street	(290)
2	Close 65th Street	(614)
3	Close Burroughs MS Program	-
<b>Subtotal</b>		<b>(904)</b>
<b>Southwest</b>		Capacity Impact
1	Relocate WCLL to Sarah Scott	662
2	Relocate Garland to WCLL, Establish Garland as K-8 ES	(409)
3	Close Kosciuszko Montessori program	207
4	Relocate Hayes Bilingual program to Kosciuszko and expand to K-8 program.	(180)
<b>Subtotal</b>		<b>280</b>
<b>Central</b>		Capacity Impact
1	Relocate MacDowell Montessori to Juneau Campus as K-12 Montessori School	(479)
<b>Subtotal</b>		<b>(479)</b>
<b>East</b>		Capacity Impact
1	Close and Repurpose LaFollette ES as Non-School Facility	(560)
2	Close Carver Academy	(732)
3	Repurpose Carver Academy as Montessori Grades 4-8	732
4	Repurpose Maryland Avenue as Montessori K3-3 that Feeds Carver Academy	-
5	Establish 6-12 campus at Milwaukee Education Center (Grades 6-8 Year 1)	1,265
6	Establish Montessori program at Garland	-
<b>Subtotal</b>		<b>705</b>

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The elementary school options for years 2-10 indicate the need to open 2 schools in the Southwest Region while closing schools in the other regions. It may be possible to balance these needs through realigning the regional boundaries.

**Years 2-10 Facility Options**

<b>Elementary School Target</b>	<b>Northwest</b>	<b>Southwest</b>	<b>Central</b>	<b>East</b>	<b>Total</b>
<b>2011-12 Building Capacity</b>	<b>15,468</b>	<b>13,474</b>	<b>14,482</b>	<b>15,212</b>	<b>58,636</b>
Existing Capacity at 90% Utilization	13,921	12,127	13,034	13,691	52,772
2011-12 Enrollment	11,817	15,015	10,374	11,861	49,067
2011-12 Excess Building Capacity	2,104	(2,888)	2,660	1,830	3,705
<b>Year 1 Proposed Facility Options</b>	<b>(904)</b>	<b>280</b>	<b>(479)</b>	<b>(560)</b>	<b>(1,663)</b>
<b>2012-13 Proposed Adjusted Building Capacity</b>	<b>14,564</b>	<b>13,754</b>	<b>14,003</b>	<b>14,652</b>	<b>56,973</b>
Proposed Capacity at 90% Utilization	13,108	12,379	12,603	13,187	51,276
2016-17 Projected Enrollment	11,000	13,500	10,000	12,500	47,000
<b>2016-17 Projected Excess Building Capacity</b>	<b>2,108</b>	<b>(1,121)</b>	<b>2,603</b>	<b>687</b>	<b>4,276</b>
					<b>Close 10 &amp;</b>
	<i>Close 4</i>	<i>Open 2</i>	<i>Close 5</i>	<i>Close 1</i>	<i>Open 2</i>
	<i>Elementary</i>	<i>Elementary</i>	<i>Elementary</i>	<i>Elementary</i>	<i>Elementary</i>
	<i>Schools</i>	<i>Schools</i>	<i>Schools</i>	<i>School</i>	<i>Schools</i>
<b>Years 2-10 Elementary School Options</b>					
 <b>Secondary School Target</b>					
<b>2011-12 Building Capacity</b>	<b>8,471</b>	<b>8,985</b>	<b>8,492</b>	<b>9,905</b>	<b>35,853</b>
Existing Capacity at 90% Utilization	7,624	8,087	7,643	8,915	32,268
2011-12 Enrollment	6,347	7,922	5,522	8,012	27,803
2011-12 Excess Building Capacity	1,277	165	2,121	903	4,465
<b>Year 1 Proposed Facility Options</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,265</b>	<b>1,265</b>
<b>2012-13 Proposed Adjusted Building Capacity</b>	<b>8,471</b>	<b>8,985</b>	<b>8,492</b>	<b>11,170</b>	<b>37,118</b>
Proposed Capacity at 90% Utilization	7,624	8,087	7,643	10,053	33,406
2016-17 Projected Enrollment	5,800	7,100	5,200	6,500	24,600
<b>2016-17 Projected Excess Building Capacity</b>	<b>1,824</b>	<b>987</b>	<b>2,443</b>	<b>3,553</b>	<b>8,806</b>
	<i>Close 1 - 2</i>	<i>Close 1</i>	<i>Close 2 - 3</i>	<i>Close 2 - 3</i>	<i>Close 6 - 9</i>
	<i>Secondary</i>	<i>Secondary</i>	<i>Secondary</i>	<i>Secondary</i>	<i>Secondary</i>
	<i>Schools</i>	<i>School</i>	<i>Schools</i>	<i>Schools</i>	<i>Schools</i>
<b>Years 2-10 Secondary School Options</b>					

Some of the facility options are dependent upon other options. If one of the options is not realized then the dependent option cannot take place.

The related options are:

- WCLL must relocate to Sarah Scott in order for Garland to relocate to WCLL.
- Garland must relocate to WCLL in order for a Montessori program to open at Garland.
- Kosciuszko Montessori program must be closed in order for Hayes to relocate to Kosciuszko.
- Carver must be closed in order for Maryland Avenue / Carver to be redeveloped into a Montessori program.
- Additional space must be identified to house MPS professional development if Sarah Scott is to be repurposed for the WCLL program.

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**Summary of Year I Estimated Cost**

The chart below shows estimated costs and savings associated with Year I facility recommendations. Estimated Cost to Close, Estimated Moving Cost and Estimated Cost for Building Modifications are anticipated to be one time costs. Annual Estimated Operation Savings/(Costs) and Estimated Transportation Savings/(Costs) are anticipated to recur each year.

**Year I Options Estimated Cost Summary**

Year I LRFMP Option	Annual Estimated Operation Savings/(Costs)	Estimated Cost to Close	Estimated Moving Cost	Estimated Cost for Building Modifications	Estimated Transportation Savings/(Costs)
<b>Northwest</b>					
Close 68th Street	\$ 109,094	\$ 48,000	\$ -	\$ -	\$ 252,623
Close 65th Street	\$ 178,065	\$ 48,000	\$ -	\$ -	\$ (67,921)
Close Burroughs MS Program	\$ -	\$ 48,000	\$ -	\$ -	\$ (62,843)
<b>Southwest</b>					
Relocate WCLL to Sarah Scott	\$ -	\$ -	\$ 52,000	\$ 1,700,000	\$ 70,926
Relocate Garland to WCLL, Establish Garland as K-8 ES	\$ -	\$ -	\$ 52,000	\$ 31,000	\$ (57,130)
Close Kosciuszko Montessori program	\$ -	\$ -	\$ -	\$ -	\$ -
Close Hayes Bilingual	\$ 153,133	\$ -	\$ -	\$ -	\$ -
Relocate Hayes Bilingual program to Kosciuszko and expand to K-8 program.	\$ -	\$ -	\$ 66,000	\$ 21,000	\$ (29,835)
<b>Central</b>					
Close MacDowell Building	\$ 224,928	\$ 48,000	\$ -	\$ -	\$ -
Relocate MacDowell Montessori to Juneau as K-12	\$ -	\$ -	\$ 84,000	\$ 750,000	\$ (105,455)
Relocate Professional Development	\$ -	\$ -	\$ 140,000	\$ 200,000	\$ -
<b>East</b>					
Close and Repurpose LaFollette ES as Non-School Facility	\$ 221,360	\$ 48,000	\$ -	\$ -	\$ (59,669)
Close Carver Academy	\$ -	\$ -	\$ -	\$ -	\$ -
Repurpose Carver Academy as Montessori Grades 4-8	\$ -	\$ -	\$ 66,000	\$ 31,000	\$ -
Repurpose Maryland Avenue as Montessori K3-3 that Feeds Carver Academy	\$ -	\$ -	\$ -	\$ -	\$ -
Establish 6-12 campus at Milwaukee Education Center (Grades 6-8 Year I)	\$ (441,500)	\$ -	\$ 22,000	\$ 1,603,000	\$ -
Establish Montessori program at Garland	\$ -	\$ -	\$ 53,000	\$ 51,000	\$ (15,757)
<b>Total</b>	<b>\$ 445,080</b>	<b>\$ 240,000</b>	<b>\$ 535,000</b>	<b>\$ 4,387,000</b>	<b>\$ (75,061)</b>

Note: This chart does not include instructional materials costs for new programs or expansions.

Note: The Milwaukee Education Center figures reflect full implementation which is not expected to occur until 2016.

**Northwest Region Facility Options**

<b>Year 1 Facility Options</b>	Capacity Impact
1 Close 68th Street	(290)
2 Close 65th Street	(614)
3 Close Burroughs MS Program	
	(904)

**Years 2 through 10 Elementary School Target**

<b>2011-12 Building Capacity</b>	<b>15,468</b>
Existing Capacity at 90% Utilization	13,921
2011-12 Enrollment	11,817
2011-12 Excess Building Capacity	2,104
<b>Year 1 Proposed Facility Options</b>	<b>(904)</b>
<b>2012-13 Proposed Adjusted Building Capacity</b>	<b>14,564</b>
Proposed Capacity at 90% Utilization	13,108
2016-17 Projected Enrollment	11,000
<b>2016-17 Projected Excess Building Capacity</b>	<b>2,108</b>
<b>Years 2-10 Elementary School Options</b>	<b>Close 4 Elementary Schools</b>

**Years 2 through 10 Secondary School Target**

<b>2011-12 Building Capacity</b>	<b>8,471</b>
Existing Capacity at 90% Utilization	7,624
2011-12 Enrollment	6,347
2011-12 Excess Building Capacity	1,277
<b>Year 1 Proposed Facility Options</b>	<b>-</b>
<b>2012-13 Proposed Adjusted Building Capacity</b>	<b>8,471</b>
2012-13 Proposed Adjusted Building Capacity at 90% Utilization	7,624
2016-17 Projected Enrollment	5,800
<b>2016-17 Projected Excess Building Capacity</b>	<b>1,824</b>
<b>Years 2-10 Secondary School Options</b>	<b>Close 1 - 2 Secondary Schools</b>

Capacity of Existing Vacant Schools 189

Below are Year 1 facility recommendations for the Northwest Region. The region presently has 2,104 excess seats in the elementary schools. Through these Year 1 recommendations 904 excess seats are removed through closures / consolidations. It is anticipated that the overall enrollment will continue to decline, generating additional excess seats in years 2-10. It is anticipated that four additional elementary schools will need to be closed / consolidated. At the secondary level there are currently 1,277 excess seats. It is anticipated that enrollment will continue to decline, resulting in 1,824 excess seats in years 2-10, requiring the closure of one or two secondary schools.

#### **Close 68th Street**

68th Street houses the early childhood (K3) program for this part of Milwaukee. The program is not funded by the state for general population students although K3 students with special needs still receive funding. Without funding for general population students and no clear feeder pattern there is no need to keep this facility open.

#### **Close 65th Street**

As a K-8 school 65th Street is underenrolled with just 360 students. Closing 65th and relocating those students to surrounding schools would help build the enrollment of those schools to a more sustainable level. The facility itself has been described as “dark and dreary”. It is possible that the facility could be used to house administrative functions. MPS probably cannot dispose of the facility or site because of improvements made as part of the NSI program.

#### **Close Burroughs Middle School Program**

Burroughs Middle School has a current enrollment of about 400 students, which is smaller than desirable. The capacity of the Burroughs MS building is over 1,000 students, which is larger than desirable for a middle school. Closing the program allows the 6-8 students to enroll in other programs, either K-8 or secondary at Northwest Secondary School or Morse-Marshall. Keep the Burroughs facility open to continue to house the Milwaukee School of Entrepreneurship and repurpose the additional space in the future.

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**Northwest Region Planning Data**

ESIS	FM	Campus Name	Grades Served	Year Built	A/C	NSI	Wait List
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Total Need	Replace Value	FCI
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**Early Childhood**

328	328	68th Street ECC	EC-K5	1917	None		
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\$ 2,231,767	\$ 5,482,431	41%
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Note: The building capacity is adjusted to reflect the large number of students that attend for half of the school day.

**Subtotal** **2,231,767** **5,482,431**

**K-5 Elementary Schools**

289	289	95th Street ES	K4-5	1953	Limited		Yes
092	123	Browning ES	K4-5	2003	Complete		
093	093	Bruce ES	K4-5	1961	Limited		
094	094	Bryant ES	K4-5	1962	None		
150	150	Emerson ES	K4-5	1959	None		
152	152	Engleburg ES	K4-5	1960	Limited		
192	192	Goodrich ES	K4-5	1972	None		
205	205	Hampton ES	K4-5	1939	Limited		
237	237	Kilbourn ES	EC-5	1961	None		
337	337	Kluge ES	EC-5	1953	None	Yes	
267	267	Maple Tree ES	EC-5	1955	Limited		
146	146	Milwaukee German Immersion ES	K4-5	1956	Limited		Yes
301	301	Parkview ES	K4-5	1956	None		
344	344	Stuart ES	K4-5	1967	None		

\$ 4,225,824	\$ 12,080,855	35%
\$ 1,106,778	\$ 15,959,817	7%
\$ 4,543,086	\$ 13,841,420	33%
\$ 4,756,496	\$ 13,318,275	36%
\$ 3,033,428	\$ 9,221,292	33%
\$ 4,528,109	\$ 16,765,022	27%
\$ 4,863,802	\$ 17,348,510	28%
\$ 7,782,573	\$ 20,196,252	34%
\$ 4,009,240	\$ 12,229,129	33%
\$ 9,519,854	\$ 29,979,850	32%
\$ 3,968,272	\$ 12,856,952	31%
\$ 4,562,638	\$ 16,916,990	27%
\$ 3,744,723	\$ 8,472,780	44%
\$ 3,912,731	\$ 8,802,579	44%

**Subtotal** **64,557,554** **207,989,723**

**K-8 Elementary Schools**

170	170	53rd Street ES	K4-8	1952	None	Yes	
331	331	65th Street ES	K4-8	1956	None	Yes	
143	143	81st Street ES	K4-8	1950	None		
108	309	Carson Academy ES	EC-8	1970	None		
116	116	Congress ES	EC-8	1960	Complete		Yes
501	119	Craig Montessori ES	EC-8	1930	Limited		Yes
196	196	Grantosa Drive ES	K4-8	1956	None	Yes	
241	241	Lancaster ES	K4-8	1956	None	Yes	
226	226	Milw Sign Language ES	K4-8	1959	Limited		
194	194	River Trail ES	K4-8	1973	Complete		
319	319	Sherman ES	EC-8	1925	Limited	Yes	
365	365	Townsend Street ES	K4-8	1928	None		

\$ 5,290,247	\$ 17,168,960	31%
\$ 4,713,537	\$ 13,488,139	35%
\$ 6,476,675	\$ 14,194,606	42%
\$ 5,375,067	\$ 17,086,962	31%
\$ 2,837,698	\$ 15,511,753	18%
\$ 4,256,057	\$ 15,124,169	28%
\$ 7,380,380	\$ 19,586,316	38%
\$ 4,947,440	\$ 14,743,233	34%
\$ 5,318,372	\$ 21,577,426	25%
\$ 4,354,365	\$ 14,627,253	30%
\$ 9,405,020	\$ 27,696,780	34%
\$ 7,847,961	\$ 17,569,104	41%

**Subtotal** **68,202,820** **208,374,701**

**High Schools**

069	022	James Madison Academic Campus HS	9-12	1966	Limited		
033	033	Vincent HS	9-12	1979	Complete		

\$ 19,234,594	\$ 73,779,920	26%
\$ 16,184,869	\$ 105,205,408	15%

**Subtotal** **35,419,464** **178,985,328**

**Other Various Grade Arrangements**

071	071	Milwaukee School of Languages MS	6-12	1956	None		Yes
052	008	Morse Marshall	6-11	1961	Limited		Yes (9)
086	053	Northwest Secondary School	6-12	1959	None		

\$ 11,189,974	\$ 38,209,996	29%
\$ 21,298,460	\$ 87,470,760	24%
\$ 11,129,080	\$ 43,401,688	26%

**Subtotal** **43,617,514** **169,082,444**



Milwaukee Public Schools  
**Long-Range Facilities Master Plan**

CRs / Labs	% of CRs < 75% Std. (see note)	Sq Ft.	2011 Enrollment	Below Std. Size	Total Building Capacity	Below Std. Size	Surplus / (Deficit)	Utilization	SF / Student
9	22%	22,259	262		290		28	90%	85
		<b>22,259</b>	<b>262</b>		<b>290</b>		<b>28</b>	<b>90%</b>	<b>85</b>
15		49,049	360	Y	280	Y	(80)	129%	136
39	59%	65,500	258	Y	894		636	29%	254
25		56,197	307	Y	533		226	58%	183
25		54,073	277	Y	506		229	55%	195
17	6%	37,439	221	Y	334	Y	113	66%	169
24		68,067	426		533		107	80%	160
17		70,436	317	Y	334	Y	17	95%	222
24	13%	81,998	345	Y	533		188	65%	238
23		49,651	277	Y	506		229	55%	179
34		121,720	394	Y	786		392	50%	309
20		52,200	322	Y	398	Y	76	81%	162
27	4%	68,684	615		533		(82)	115%	112
20		34,400	374	Y	398	Y	24	94%	92
18	6%	35,739	320	Y	388	Y	68	82%	112
		<b>845,153</b>	<b>4,813</b>		<b>6,956</b>		<b>2,143</b>	<b>69%</b>	<b>176</b>
28	4%	69,724	416	Y	587	Y	171	71%	168
28	4%	54,776	360	Y	614		254	59%	152
18		57,645	318	Y	334	Y	16	95%	181
28	4%	69,391	486	Y	560	Y	74	87%	143
38	8%	62,994	855		759		(96)	113%	74
22		61,420	552	Y	425	Y	(127)	130%	111
37	3%	79,541	611		813		202	75%	130
29	3%	59,873	383	Y	587	Y	204	65%	156
35	23%	87,627	532	Y	786		254	68%	165
27	22%	59,402	552	Y	587	Y	35	94%	108
38	5%	112,478	485	Y	840		355	58%	232
22	5%	71,349	349	Y	425	Y	76	82%	204
		<b>846,220</b>	<b>5,899</b>		<b>7,317</b>		<b>1,418</b>	<b>81%</b>	<b>143</b>
96	2%	302,797	1,155		1,751		596	66%	262
82	4%	431,769	1,287		1,518		231	85%	335
		<b>734,566</b>	<b>2,442</b>		<b>3,269</b>		<b>827</b>	<b>75%</b>	<b>301</b>
60	8%	156,816	1,124		1,113		(11)	101%	140
110	7%	358,985	1,244		1,984		740	63%	289
58	2%	178,123	934		1,093		159	85%	191
		<b>693,924</b>	<b>3,302</b>		<b>4,190</b>		<b>888</b>	<b>79%</b>	<b>210</b>

Milwaukee Public Schools  
**Long-Range Facilities Master Plan**

**Northwest Region Planning Data (Continued)**

ESIS	FM	Campus Name	Grades Served	Year Built	A/C	NSI	Wait List	Total Need	Replace Value	FCI
<b>Multiplexes</b>										
045		Burroughs Campus (MP)	6-12	1967	None			\$ 13,449,970	\$ 45,779,792	29%
020		<i>Burroughs MS</i>	<i>6-8</i>							
023		<i>Milw Sch of Entrepreneurship</i>	<i>11-12</i>							
<b>Subtotal</b>								<b>13,449,970</b>	<b>45,779,792</b>	
<b>MPS Facilities Leased to Others</b>										
052		Former Morse (HAPA - IPA)	K4-12	1963	Limited			\$ 13,175,252	\$ 40,723,708	28%
676		<i>HAPA-Hmong Amer Peace Acad ES (Morse)</i>	<i>K4-8</i>							
696		<i>International Peace Academy</i>	<i>9-12</i>							
<b>Subtotal</b>								<b>13,175,252</b>	<b>40,723,708</b>	
<b>Other Facilities</b>										
197		Fletcher	None	1973	Complete			\$ 3,019,679	\$ 14,963,817	16%
023		Vacant (Fmr Milw Sch of Entrepreneurship)	None	1965	Limited			\$ 585,485	\$ 2,594,750	23%
463		Hampton Service Center						\$ 399,534	\$ 1,225,498	27%
092		N. 76th Street						\$ 5,060,898	\$ 11,001,807	42%
412		Special Services Center						\$ 918,834	\$ 8,351,104	11%
<b>Subtotal</b>								<b>9,984,429</b>	<b>38,136,975</b>	
<b>Other Schools / Programs (Not in MPS Facilities)</b>										
427		Banner Prep								

Milwaukee Public Schools  
**Long-Range Facilities Master Plan**

CRs / Labs	% of CRs < 75% Std. (see note)	Sq Ft.	2011 Enrollment	Below Std. Size	Total Building Capacity	Below Std. Size	Surplus / (Deficit)	Utilization	SF / Student
56	2%	185,914	603		1,012		409	60%	308
			412						
			191						
		<b>185,914</b>	<b>603</b>		<b>1,012</b>		<b>409</b>	<b>60%</b>	<b>308</b>
46		165,381	843		905		62	93%	196
			684						
			159						
		<b>165,381</b>	<b>843</b>		<b>905</b>		<b>62</b>	<b>93%</b>	<b>196</b>
9		60,754	-		135		135		
6		10,649	-		54		54		
		6,640							
		44,668							
		45,248							
		<b>167,959</b>	<b>-</b>		<b>189</b>		<b>189</b>		

Milwaukee Public Schools  
**Long-Range Facilities Master Plan**

**Southwest Region Facility Options**

<b>Year 1 Facility Options</b>	Capacity Impact
1 Relocate WCLL to Sarah Scott	662
2 Relocate Garland to WCLL, Establish Garland as K-8 ES	(409)
3 Close Kosciuszko Montessori program	207
4 Relocate Hayes Bilingual program to Kosciuszko and expand to K-8 program.	(180)
<i>Note: Garland ES is in East Region</i>	280

**Years 2 through 10 Elementary School Target**

<b>2011-12 Building Capacity</b>	<b>13,474</b>
Existing Capacity at 90% Utilization	12,127
2011-12 Enrollment	15,015
2011-12 Excess Building Capacity	(2,888)
<b>Year 1 Proposed Facility Options</b>	<b>280</b>
<b>2012-13 Proposed Adjusted Building Capacity</b>	<b>13,754</b>
2012-13 Proposed Adjusted Building Capacity at 90% Utilization	12,379
2016-17 Projected Enrollment	13,500
<b>2016-17 Projected Excess Building Capacity</b>	<b>(1,121)</b>
<b>Years 2-10 Elementary School Options</b>	<b>Open 2 Elementary Schools</b>

**Years 2 through 10 Secondary School Target**

<b>2011-12 Building Capacity</b>	<b>8,985</b>
Existing Capacity at 90% Utilization	8,087
2011-12 Enrollment	7,922
2011-12 Excess Building Capacity	165
<b>Year 1 Proposed Facility Options</b>	<b>-</b>
<b>2012-13 Proposed Adjusted Building Capacity</b>	<b>8,985</b>
2012-13 Proposed Adjusted Building Capacity at 90% Utilization	8,087
2016-17 Projected Enrollment	7,100
<b>2016-17 Projected Excess Building Capacity</b>	<b>987</b>
<b>Years 2-10 Secondary School Options</b>	<b>Close 1 Secondary School</b>

Capacity of Existing Vacant Schools	334
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Below are Year 1 facility recommendations for the Southwest Region. The region presently has a deficit of 2,888 seats in the elementary schools. Through these Year 1 recommendations 280 seats are added. It is anticipated that the elementary enrollment will decline to about 13,500 students. However, to support this enrollment, two additional elementary schools will be needed in years 2-10. At the secondary level the region currently has 165 excess seats of capacity. The enrollment is anticipated to decline to about 7,100 students in years 2-10 resulting in an excess secondary capacity of 987 seats, requiring the closure of one secondary school.

**Move WCLL to Sarah Scott**

The Wisconsin Conservatory of Lifelong Learning is a district-wide PreK-12 program and does not have an attendance boundary. The facility is too small to house the current enrollment of 751 students. The higher capacity and central location of Sarah Scott makes this facility a good candidate for the WCLL program.

**Relocate Garland to WCLL, Establish Garland as K-8 ES**

The current Garland site is a successful K-5 elementary school, however it lacks the space and necessary facilities for MS level students to expand to a K-8. Moving the school to the WCLL site will solve both issues and allow the school to expand into a K-8 program.

**Close Kosciuszko Montessori Program**

There is currently a Montessori program at Kosciuszko campus. This program is significantly under-enrolled, resulting in significant underutilization of the facility.

**Relocate Hayes Bilingual to Kosciuszko Site and Expand to K-8**

Hayes is currently oversubscribed and undersized. Due to site constraints at Hayes, an addition to accommodate enrollment is not feasible. Moving the Hayes program to Kosciuszko will alleviate the current crowding and expand the program to K-8.

Milwaukee Public Schools  
Long-Range Facilities Master Plan

Southwest Region Planning Data

ESIS	FM	Campus Name	Grades Served	Year Built	A/C	NSI	Wait List	Total Need	Replace Value	FCI
<b>K-5 Elementary Schools</b>										
316	316	Acad of Accelerated Learning ES	K4-5	1957	Limited			\$ 3,687,982	\$ 12,614,591	29%
073	073	Allen-Field ES	K4-5	1968	None			\$ 5,544,858	\$ 20,319,896	27%
173	173	Forest Home ES	EC-5	1907	Limited			\$ 10,263,717	\$ 22,425,036	42%
214	214	Hayes Bilingual ES	K4-5	1906	None			\$ 5,101,983	\$ 10,688,511	48%
334	334	Honey Creek ES	K4-5	1954	Limited		Yes	\$ 4,110,215	\$ 10,884,567	38%
232	232	Kagel ES	EC-5	1891	None			\$ 5,852,919	\$ 12,935,522	41%
250	250	Lincoln Avenue ES	EC-5	1917	None	Yes		\$ 8,453,647	\$ 20,039,604	38%
257	257	Lowell ES	EC-5	1960	Limited		Yes	\$ 3,026,522	\$ 6,942,508	44%
167	167	Milwaukee Spanish Immersion ES	EC-5	1954	None		Yes	\$ 5,654,756	\$ 16,468,967	34%
397	397	Whitman ES	K4-6	1959	None			\$ 3,817,569	\$ 10,900,577	35%
<b>Subtotal</b>								<b>55,514,168</b>	<b>144,219,779</b>	
<b>K-8 Elementary Schools</b>										
075	075	Alcott ES	K4-8	1966	None			\$ 3,908,506	\$ 8,892,529	44%
117	117	Cooper ES	K4-8	1965	None		Yes	\$ 3,642,425	\$ 11,923,272	31%
122	122	Curtin ES	K4-8	1954	Limited			\$ 3,716,951	\$ 12,225,165	30%
125	125	Doerfler ES	K4-8	1910	None	Yes		\$ 8,374,382	\$ 20,074,860	38%
155	155	Fairview ES	K4-8	1955	Limited		Yes	\$ 6,307,608	\$ 16,998,808	37%
193	193	Grant ES	K4-8	1913	None	Yes		\$ 8,930,625	\$ 22,769,236	39%
202	202	Greenfield Bilingual ES	K4-8	1922	None	Yes	Yes	\$ 6,911,944	\$ 17,123,652	36%
256	256	Longfellow ES	EC-8	1886	None	Yes		\$ 8,796,502	\$ 24,582,808	36%
265	265	Manitoba ES	K4-8	1940	None			\$ 6,794,737	\$ 16,818,312	40%
274	274	Mitchell ES	EC-8	1894	Limited	Yes	Yes	\$ 8,435,146	\$ 22,963,522	33%
277	277	Morgandale ES	K4-8	1932	Limited		Yes	\$ 7,883,492	\$ 20,696,620	34%
177	318	Rogers Street Academy ES	K4-8	2005	Complete	Yes		\$ 1,742,436	\$ 13,382,255	13%
387	387	Victory ES	K4-8	1961	Complete			\$ 3,424,312	\$ 13,759,743	25%
390	390	Vieau ES	K4-8	1894	Limited			\$ 8,169,552	\$ 20,791,176	35%
<b>Subtotal</b>								<b>87,038,615</b>	<b>243,001,958</b>	
<b>6-8 Middle Schools</b>										
085	044	Wedgewood Park MS	6-8	1959	None			\$ 10,054,515	\$ 34,129,108	29%
<b>Subtotal</b>								<b>10,054,515</b>	<b>34,129,108</b>	
<b>High Schools</b>										
018	018	Hamilton HS	9-12	1966	Complete		Yes	\$ 14,356,809	\$ 92,730,920	15%
026	026	Pulaski HS	9-12	1938	Limited			\$ 32,311,142	\$ 120,978,096	27%
032	032	South Division HS	9-12	1977	Complete			\$ 14,021,691	\$ 95,366,368	15%
<b>Subtotal</b>								<b>60,689,642</b>	<b>309,075,384</b>	
<b>Other Various Grade Arrangements</b>										
399	399	WI Consvr Lifelong Learning ES	K4-12	1959	Limited		Yes (9)	\$ 6,070,071	\$ 20,010,344	30%
<b>Subtotal</b>								<b>6,070,071</b>	<b>20,010,344</b>	

Milwaukee Public Schools  
**Long-Range Facilities Master Plan**

CRs / Labs	% of CRs < 75% Std. (see note)	Sq Ft.	2011 Enrollment	Below Std. Size	Total Building Capacity	Below Std. Size	Surplus / (Deficit)	Utilization	SF / Student
25	4%	51,216	625		506		(119)	124%	82
34	6%	82,500	773		732		(41)	106%	107
40	33%	91,047	851		840		(11)	101%	107
15		43,396	346	Y	280	Y	(66)	124%	125
17	6%	44,192	383	Y	334	Y	(49)	115%	115
17	6%	52,519	389	Y	361	Y	(28)	108%	135
28	7%	81,362	626		587		(39)	107%	130
11		28,187	240	Y	199	Y	(41)	121%	117
25		66,865	562		506		(56)	111%	119
23	4%	44,257	291	Y	452		161	64%	152
		<b>585,541</b>	<b>5,086</b>		<b>4,797</b>		<b>(289)</b>	<b>106%</b>	<b>115</b>
15		36,113	367	Y	226	Y	(141)	162%	98
21	5%	48,421	423	Y	388	Y	(35)	109%	114
15		49,647	389	Y	280	Y	(109)	139%	128
30	7%	81,525	799		641		(158)	125%	102
27	4%	69,033	647		533	Y	(114)	121%	107
31		92,467	727		641		(86)	113%	127
25	16%	69,540	625		506	Y	(119)	124%	111
35	3%	99,832	912		786		(126)	116%	109
28	11%	68,300	531	Y	614		83	86%	129
31	3%	93,256	734		614		(120)	120%	127
23	4%	84,050	587	Y	425	Y	(162)	138%	143
28	14%	54,346	655		560	Y	(95)	117%	83
24		55,879	559	Y	425	Y	(134)	132%	100
30	10%	84,434	729		641		(88)	114%	116
		<b>986,843</b>	<b>8,684</b>		<b>7,280</b>		<b>(1,404)</b>	<b>119%</b>	<b>114</b>
48	4%	138,600	749		931		182	80%	185
		<b>138,600</b>	<b>749</b>		<b>931</b>		<b>182</b>	<b>80%</b>	<b>185</b>
95	3%	380,573	1,674		1,710		36	98%	227
85	13%	496,501	1,356		1,538		182	88%	366
88	6%	391,389	1,156		1,579		423	73%	339
		<b>1,268,463</b>	<b>4,186</b>		<b>4,827</b>		<b>641</b>	<b>87%</b>	<b>303</b>
34		81,263	774		662		(112)	117%	105
		<b>81,263</b>	<b>774</b>		<b>662</b>		<b>(112)</b>	<b>117%</b>	<b>105</b>

Milwaukee Public Schools  
**Long-Range Facilities Master Plan**

**Southwest Region Planning Data (Continued)**

ESIS	FM	Campus Name	Grades Served	Year Built	A/C	NSI	Wait List	Total Need	Replace Value	FCI
<b>Multiplexes</b>										
041		Audubon Campus (MP)	6-12	1959	None		Yes	\$ 11,194,394	\$ 41,151,964	27%
090		Audubon HS	9-12							
041		Audubon MS	6-8							
050		Kosciuszko Campus (MP)	EC-12	1927	Limited		Yes	\$ 9,154,326	\$ 31,356,430	29%
050		Kosciuszko Montessori ES	EC-5							
034		ALAS-AdvLang&Acad Studies HS	9-12							
060		Sholes Campus (MP)	K4-12	1964	Limited			\$ 13,912,567	\$ 44,580,032	31%
007		Reagan HS	9-12				Yes			
224		IDEAL ES	K4-8							
065		Walker Campus (MP)	EC-12	1912	None			\$ 17,990,896	\$ 48,909,652	37%
678		Carmen HS	9-12							
076		ALBA ES	EC-5				Yes			
079		SUPAR HS	9-12							
<b>Subtotal</b>								<b>52,252,182</b>	<b>165,998,078</b>	
<b>Other Facilities</b>										
062		88th Street	None	1957	None			\$ 3,202,732	\$ 8,922,774	36%
787		Fifty-Five Plus Senior Center Rec (Oasis)	None	1981	Limited			\$ 767,556	\$ 3,066,425	20%
<b>Subtotal</b>								<b>3,970,288</b>	<b>11,989,199</b>	
<b>Other Schools / Programs (Not in MPS Facilities)</b>										
430		Grandview High								
497		La Causa Early Childhood								
405		Lad Lake Synergy								
422		Centro Hispano HS								
664		Milwaukee Excel Charter School								
429		Project Excel								



Milwaukee Public Schools  
**Long-Range Facilities Master Plan**

CRs / Labs	% of CRs < 75% Std. (see note)	Sq Ft.	2011 Enrollment	Below Std. Size	Total Building Capacity	Below Std. Size	Surplus / (Deficit)	Utilization	SF / Student
47		168,890	898		901		3	100%	188
			284						
			614						
38	8%	127,309	471		735		264	64%	270
			220						
			251						
58	3%	182,959	1,383		1,241		(142)	111%	132
			1,166						
			217						
49	6%	200,728	706		1,085		379	65%	284
			236						
			356						
			114						
		<b>679,886</b>	<b>3,458</b>		<b>3,962</b>		<b>504</b>	<b>87%</b>	<b>197</b>
19		36,227	-		334		334		
		16,030	-		-		-		
		<b>52,257</b>	<b>-</b>		<b>334</b>		<b>334</b>		

Milwaukee Public Schools  
**Long-Range Facilities Master Plan**

**Central Region Facility Options**

<b>Year 1 Facility Options</b>	<b>Capacity Impact</b>
I Relocate MacDowell Montessori to Juneau Campus as K-12	(479)
	(479)

**Years 2 through 10 Elementary School Target**

<b>2011-12 Building Capacity</b>	<b>14,482</b>
Existing Capacity at 90% Utilization	13,034
2011-12 Enrollment	10,374
2011-12 Excess Building Capacity	2,660
<b>Year 1 Proposed Facility Options</b>	<b>(479)</b>
<b>2012-13 Proposed Adjusted Building Capacity</b>	<b>14,003</b>
2012-13 Proposed Adjusted Building Capacity at 90% Utilization	12,603
2016-17 Projected Enrollment	10,000
<b>2016-17 Projected Excess Building Capacity</b>	<b>2,603</b>
<b>Years 2-10 Elementary School Options</b>	<b>Close 5 Elementary Schools</b>

**Years 2 through 10 Secondary School Target**

<b>2011-12 Building Capacity</b>	<b>8,492</b>
Existing Capacity at 90% Utilization	7,643
2011-12 Enrollment	5,522
2011-12 Excess Building Capacity	2,121
<b>Year 1 Proposed Facility Options</b>	<b>-</b>
<b>2012-13 Proposed Adjusted Building Capacity</b>	<b>8,492</b>
2012-13 Proposed Adjusted Building Capacity at 90% Utilization	7,643
2016-17 Projected Enrollment	5,200
<b>2016-17 Projected Excess Building Capacity</b>	<b>2,443</b>
<b>Years 2-10 Secondary School Options</b>	<b>Close 2 - 3 Secondary Schools</b>

Capacity of Existing Vacant Schools	6,388
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Below are Year 1 facility recommendations for the Central Region. The region presently has 2,660 excess seats in the elementary schools. Through the relocation of MacDowell to Juneau and the closure of the MacDowell building the elementary school capacity will decrease by 479 seats. It is anticipated that in 2016-17 there will be 2,603 excess elementary seats, requiring the need to close an additional five elementary schools. At the secondary level there are currently 2,121 excess seats of capacity. Secondary enrollment is expected to decline to 5,200 students in years 2-10 resulting in excess capacity of 2,443 seats. This excess capacity requires the closure of two or three secondary schools in years 2-10.

**Relocate MacDowell Montessori to Juneau Campus as a K-12 Montessori school**

The current MacDowell Montessori site is not adequate to house a K-12 campus. Moving the school to the underutilized Juneau Campus will provide more space and high school type facilities for the upper grade level students. This option may require the relocation of Community High School, which is currently housed at the Juneau campus.

Milwaukee Public Schools  
**Long-Range Facilities Master Plan**

**Central Region Planning Data**

ESIS	FM	Campus Name	Grades Served	Year Built	A/C	NSI	Wait List	Total Need	Replace Value	FCI
<b>Early Childhood</b>										
149	149	Starms ECC	EC-K5	1893	Limited			\$ 4,385,363	\$ 11,393,919	38%
<i>Note: The building capacity is adjusted to reflect the large number of students that attend for half of the school day.</i>										
<b>Subtotal</b>								<b>4,385,363</b>	<b>11,393,919</b>	
<b>K-5 Elementary Schools</b>										
188	188	Barbee Montessori	EC-5	1931	None			\$ 7,649,007	\$ 19,679,510	35%
081	081	Barton ES	K4-6	1962	None			\$ 4,572,411	\$ 12,473,953	37%
089	089	Brown Street Academy	K4-5	1882	Limited			\$ 9,186,940	\$ 27,219,792	34%
114	114	Clemens ES	K4-5	1959	None			\$ 4,951,159	\$ 11,387,023	43%
211	211	Hawley Environmental ES	K4-5	1905	None		Yes	\$ 4,559,792	\$ 9,863,646	46%
212	212	Hawthorne ES	K4-5	1965	Limited			\$ 3,965,872	\$ 9,334,837	42%
377	377	Jackson ES *	EC-5	1978	Complete			\$ 5,540,936	\$ 19,141,342	25%
140	140	Milwaukee French Immersion School **	K4-5	1932	Limited			\$ 14,914,496	\$ 48,677,564	27%
283	283	Neeskara ES	K4-5	1926	Limited			\$ 6,875,333	\$ 18,541,596	37%
325	325	Silver Spring ES	EC-5	1971	None			\$ 2,433,322	\$ 11,614,606	21%
<i>* Note: Jacoson ES also houses CMDC.</i>										
<i>** Note: Milwaukee French Immersion School also houses TEAM and Problem Solving programs.</i>										
<b>Subtotal</b>								<b>64,649,269</b>	<b>187,933,869</b>	
<b>K-8 Elementary Schools</b>										
077	077	Auer Avenue ES	EC-8	1903	None	Yes		\$ 7,936,792	\$ 16,931,091	43%
356	269	Bethune Academy	K4-8	2005	Complete	Yes		\$ 956,666	\$ 17,206,148	6%
095	095	Burbank ES	K4-8	1930	Limited	Yes		\$ 6,931,049	\$ 24,546,610	28%
110	110	Clarke Street ES	K4-8	1902	None	Yes		\$ 8,366,164	\$ 20,569,313	37%
179	179	Franklin ES	K4-8	1923	None			\$ 9,508,599	\$ 25,690,402	33%
217	217	Hi-Mount ES	K4-8	1914	None	Yes		\$ 9,371,597	\$ 27,325,694	34%
261	261	MacDowell Montessori ES	EC-8	1967	None			\$ 5,393,447	\$ 19,841,668	27%
525	270	Metcalfe ES	K4-8	2000	Complete			\$ 1,141,363	\$ 17,199,248	7%
312	312	Starms Discovery ES	1-8	1991	Complete	Yes	Yes	\$ 3,680,663	\$ 18,112,558	20%
343	343	Story ES	K4-8	1935	Limited			\$ 4,017,479	\$ 14,937,025	27%
360	360	Thoreau ES	K4-8	1971	Limited			\$ 5,967,485	\$ 20,606,250	29%
154	154	Thurston Woods ES	EC-8	1954	None	Yes		\$ 6,852,558	\$ 26,052,395	26%
370	353	Westside Academy ES	EC-3	1895	None			\$ 6,759,739	\$ 17,959,150	38%
370	370	Westside Academy II	4-8	1926	None	Yes		\$ 4,223,684	\$ 11,497,028	37%
<b>Subtotal</b>								<b>81,107,283</b>	<b>278,474,580</b>	
<b>6-8 Middle Schools</b>										
020	380	King Middle Yrs. (McNair)	6-7	1953	None	Yes	Yes	\$ 4,776,831	\$ 15,826,119	30%
<b>Subtotal</b>								<b>4,776,831</b>	<b>15,826,119</b>	
<b>High Schools</b>										
019	383	Groppi HS	9-12	1893	Complete	Yes		\$ 4,096,625	\$ 13,360,879	31%
020	020	King International	9-12	1933	Limited		Yes	\$ 16,253,809	\$ 68,038,041	24%
038	038	Milw HS of the Arts	9-12	1958	None		Yes	\$ 16,272,904	\$ 69,592,840	23%
039	039	Washington HS IT	9-12	1916	Limited			\$ 34,656,909	\$ 109,728,248	32%
<b>Subtotal</b>								<b>71,280,247</b>	<b>260,720,008</b>	

Milwaukee Public Schools  
**Long-Range Facilities Master Plan**

CRs / Labs	% of CRs < 75% Std. (see note)	Sq Ft.	2011 Enrollment	Below Std. Size	Total Building Capacity	Below Std. Size	Surplus / (Deficit)	Utilization	SF / Student
19	11%	46,260	351		455		104	77%	132
		<b>46,260</b>	<b>351</b>		<b>455</b>		<b>104</b>	<b>77%</b>	<b>132</b>
25	4%	79,900	287	Y	506		219	57%	278
25	4%	50,645	391	Y	533		142	73%	130
33		110,514	320	Y	732		412	44%	345
21		46,232	394	Y	398	Y	4	99%	117
15	20%	40,047	333	Y	280	Y	(53)	119%	120
19		37,900	324	Y	361	Y	37	90%	117
35	17%	77,715	314	Y	786		472	40%	248
38		197,682	428		786		358	54%	462
24	25%	75,280	423		533		110	79%	178
16		47,156	350	Y	334	Y	(16)	105%	135
		<b>763,071</b>	<b>3,564</b>		<b>5,249</b>		<b>1,685</b>	<b>68%</b>	<b>214</b>
30	30%	68,758	333	Y	668		335	50%	206
26	4%	69,858	501	Y	533	Y	32	94%	139
24	8%	99,685	603		506	Y	(97)	119%	165
30	3%	83,533	399	Y	641		242	62%	209
34	3%	104,330	320	Y	759		439	42%	326
28		110,971	393	Y	560	Y	167	70%	282
23		80,578	522	Y	479	Y	(43)	109%	154
28	7%	69,847	331	Y	533	Y	202	62%	211
32		73,556	442	Y	705		263	63%	166
22	9%	60,660	452	Y	452	Y	-	100%	134
30	7%	83,683	574	Y	668		94	86%	146
25		105,796	463	Y	533	Y	70	87%	229
24	8%	72,933	311	Y	506	Y	195	61%	235
23	4%	46,690	374	Y	452	Y	78	83%	125
		<b>1,130,878</b>	<b>6,018</b>		<b>7,995</b>		<b>1,977</b>	<b>75%</b>	<b>188</b>
31	3%	64,255	416	Y	567	Y	151	73%	154
		<b>64,255</b>	<b>416</b>		<b>567</b>		<b>151</b>	<b>73%</b>	<b>154</b>
29		72,392	470	Y	678	Y	208	69%	154
68	4%	279,232	1,511		1,204		(307)	125%	185
51		285,613	931		941		10	99%	307
89	8%	450,331	843		1,731		888	49%	534
		<b>1,087,568</b>	<b>3,755</b>		<b>4,554</b>		<b>799</b>	<b>82%</b>	<b>290</b>

Milwaukee Public Schools  
**Long-Range Facilities Master Plan**

**Central Region Planning Data (Continued)**

ESIS	FM	Campus Name	Grades Served	Year Built	A/C	NSI	Wait List	Total Need	Replace Value	FCI
<b>Multiplexes</b>										
051		Grand Avenue (MP)	K4-12	1991	Complete			\$ 4,661,806	\$ 25,119,860	19%
082		Milw Acad of Chinese Lang ES	K4-8							
009		Professional Learning Inst HS	9-12							
003		Juneau Campus (MP)	7-12	1933	Limited			\$ 15,936,404	\$ 54,923,701	29%
004		Community HS	9-12							
064		Montessori MS/HS	7-12							
016		MCTTM - Custer (MP)	K4-12	1955	None			\$ 22,978,714	\$ 74,576,208	31%
097		School of Career & Tech Ed	9-12							
350		Obama K-8	K4-8							
<b>Subtotal</b>								<b>43,576,924</b>	<b>154,619,769</b>	

<b>MPS Facilities Leased to Others</b>										
661	347	38th Street (MCP - 38th)	K4-4	1911	None			\$ 10,699,046	\$ 25,588,782	38%
<b>Subtotal</b>								<b>10,699,046</b>	<b>25,588,782</b>	

<b>Other Facilities</b>										
402	350	35th Street (TIE)	7-9	1906	Limited	Yes		\$ 5,233,763	\$ 16,878,642	31%
356		37th Street	None	1903	None			\$ 4,853,796	\$ 15,403,653	27%
101		Carleton	None	1950	Limited			\$ 5,477,224	\$ 9,835,358	50%
127		Douglass	None	1954	None			\$ 3,681,071	\$ 11,110,672	33%
047		Edison	None	1924	None			\$ 10,258,308	\$ 37,095,000	28%
206		Happy Hill	None	1958	Limited			\$ 4,189,841	\$ 13,275,665	32%
304		Philipp	None	1932	None			\$ 5,516,788	\$ 13,103,254	38%
061		Sarah Scott (Prof Dev)	None	1991	Complete			\$ 4,047,526	\$ 32,918,968	12%
962		St. Thomas Aquinas (Church)	None	1900	None			\$ 2,528,332	\$ 6,451,136	39%
066		Webster	None	1972	None			\$ 13,404,209	\$ 59,111,508	23%
374		Wheatley	None	1902	None			\$ 8,202,772	\$ 20,744,026	35%
401		Wisconsin Avenue	None	1919	Complete			\$ 5,516,967	\$ 22,807,542	20%
464		20th Street Storage						\$ 359,453	\$ 1,737,475	15%
501		Administration Building						\$ 5,966,933	\$ 33,122,586	18%
459		39th Street Building						\$ 3,606,648	\$ 3,482,703	98%
<b>Subtotal</b>								<b>82,843,631</b>	<b>297,078,187</b>	

<b>Other Schools / Programs (Not in MPS Facilities)</b>										
418		ASSATA								
421		CYD - Career Youth Dvlp								
665		Kathryn T. Daniels Univ Prep								
493		Next Door Charter								
450		NOVA								
437		Satori Middle								
446		Southeastern								
490		St Charles Behav								
475		St Charles Intensive Day Treat								
435		St Charles Youth and Family Sp Ed								
088		Transition High								
099		Transformation Learning Community								

Milwaukee Public Schools  
**Long-Range Facilities Master Plan**

CRs / Labs	% of CRs < 75% Std. (see note)	Sq Ft.	2011 Enrollment	Below Std. Size	Total Building Capacity	Below Std. Size	Surplus / (Deficit)	Utilization	SF / Student
38	5%	102,013	441		783		342	56%	231
				354					
				87					
52	4%	225,410	553		972		419	57%	408
				228					
				325					
88	9%	306,065	551		1,893		1,342	29%	555
				276					
				275					
		<b>633,488</b>	<b>1,545</b>		<b>3,648</b>		<b>2,103</b>	<b>42%</b>	<b>410</b>
26		103,892	247		506		259	49%	421
		<b>103,892</b>	<b>247</b>		<b>506</b>		<b>259</b>	<b>49%</b>	<b>421</b>
29	7%	68,545	4		466		462	1%	17,136
25		62,555	-		375		375		
20		53,290	-		398		398		
13	<b>23%</b>	45,110	-		<b>253</b>		253		
47	13%	152,240	-		800		800		
21		53,900	-		425		425		
17	12%	53,200	-		361		361		
52	8%	133,653	-		881		881		
		26,192	-		(108)		(108)		
63		242,597	-		1,164		1,164		
34		84,222	-		705		705		
26	4%	92,600	-		668		668		
		9,414							
		179,465							
		18,870							
		<b>1,275,853</b>	<b>4</b>		<b>6,388</b>		<b>6,384</b>	<b>0%</b>	<b>318,963</b>

Milwaukee Public Schools  
**Long-Range Facilities Master Plan**

**East Region Facility Options**

<b>Year 1 Facility Options</b>	<b>Capacity Impact</b>
1 Close and Repurpose LaFollette ES as Non-School Facility	(560)
2 Close Carver Academy	(732)
3 Repurpose Carver Academy as Montessori Grades 4-8	732
4 Repurpose Maryland Avenue as Montessori K3-3 that Feeds Carver Academy	-
5 Establish 6-12 campus at Milwaukee Education Center (Grades 6-8 Year 1)	1,265
6 Establish Montessori program at Garland	-

*Note: SW region options include moving Garland ES to WCLL* 705

**Years 2 through 10 Elementary School Target**

<b>2011-12 Building Capacity</b>	<b>15,212</b>
Existing Capacity at 90% Utilization	13,691
2011-12 Enrollment	11,861
2011-12 Excess Building Capacity	1,830
<b>Year 1 Proposed Facility Options</b>	<b>(560)</b>
<b>2012-13 Proposed Adjusted Building Capacity</b>	<b>14,652</b>
2012-13 Proposed Adjusted Building Capacity at 90% Utilization	13,187
2016-17 Projected Enrollment	12,500
<b>2016-17 Projected Excess Building Capacity</b>	<b>687</b>

**Years 2-10 Elementary School Options** **Close 1 Elementary School**

**Years 2 through 10 Secondary School Target**

<b>2011-12 Building Capacity</b>	<b>9,905</b>
Existing Capacity at 90% Utilization	8,915
2011-12 Enrollment	8,012
2011-12 Excess Building Capacity	903
<b>Year 1 Proposed Facility Options</b>	<b>1,265</b>
<b>2012-13 Proposed Adjusted Building Capacity</b>	<b>11,170</b>
2012-13 Proposed Adjusted Building Capacity at 90% Utilization	10,053
2016-17 Projected Enrollment	6,500
<b>2016-17 Projected Excess Building Capacity</b>	<b>3,553</b>

**Years 2-10 Secondary School Options** **Close 2 - 3 Secondary Schools**

Capacity of Existing Vacant Schools 3,933



Below are Year 1 facility recommendations for the East Region. The region presently has 1,830 excess seats in the elementary schools. Through these Year 1 recommendations 560 excess seats are removed through closure. It is anticipated that in 2016-17 there will be 687 excess elementary seats, requiring the need to close or consolidate another elementary school. At the secondary level there are currently 903 excess seats. Proposed options add 1,265 seats. It is anticipated that in years 2-10 there will be 3,553 excess seats of capacity, requiring the closure of two or three secondary schools unless the projected enrollment decline is reversed by expanding the availability of high-demand educational programs reflected in the Year 1 recommendations for the East Region.

**Close and Repurpose LaFollette ES for community use.**

LaFollette ES is underutilized and located adjacent to other underutilized buildings. The surrounding community faces many challenges and could potentially benefit from a community hub or partnership such as daycare for infants to three-year olds.

**Close Carver**

Carver is currently significantly underenrolled. Other nearby schools have excess capacity. Given the geographical proximity, there is no need to keep Carver operating.

**Repurpose Carver for Montessori Grades 4-8.**

There is demand in the East region for more Montessori programs. The utilization of Maryland Avenue and Carver for Montessori programming provides capacity to expand the Montessori program. It is anticipated that grades 4-8 would be housed at Carver. This action includes the potential to grow the two campus Montessori program to K3 through grade 12 in future years.

**Repurpose Maryland Avenue to Montessori K3-3 Grade Levels.**

Maryland Avenue is over capacity and maintains a wait list for entry. By using both Maryland Avenue with Carver for the Montessori programming, the enrollment demand can be addressed.

**Establish 6-12 campus at MEC, extension of existing Meir program**

Golda Meir ES is a high achieving 3-8 gifted program currently operating over capacity by more than 200 students. Expanding the program and moving grades into the closed MEC would build on an already successful program and increase capacity enough to properly house the current and anticipated enrollment. Year 1 should include grades 6-8 with one grade level added each subsequent year.

**Establish Montessori program at Garland**

There is a demand for more Montessori programs. Consider assigning Garland to the Southwest Region.

Milwaukee Public Schools  
**Long-Range Facilities Master Plan**

**East Region Planning Data**

ESIS	FM	Campus Name	Grades Served	Year Built	A/C	NSI	Wait List	Total Need	Replace Value	FCI
<b>K-5 Elementary Schools</b>										
148	148	Elm Creative Arts ES	K4-5	1991	Complete		Yes	\$ 3,163,595	\$ 21,870,858	14%
182	182	Fratney ES	K4-5	1903	Complete		Yes	\$ 4,543,816	\$ 20,403,146	22%
191	191	Garland ES	K4-5	1967	Complete			\$ 1,961,439	\$ 7,869,341	25%
307	307	Pierce ES	K4-5	1957	Limited			\$ 4,364,229	\$ 15,274,404	29%
313	313	Riley ES	K4-5	1916	None			\$ 8,305,735	\$ 20,763,238	36%
107	322	Siefert ES	EC-5	1903	Limited			\$ 7,429,392	\$ 19,030,506	35%
398	398	Whittier ES	K4-5	1959	None			\$ 1,912,636	\$ 4,604,858	42%
295	295	Zablocki ES	K4-5	1914	None			\$ 10,216,719	\$ 22,265,678	42%
<b>Subtotal</b>								<b>41,897,560</b>	<b>132,082,029</b>	
<b>K-8 Elementary Schools</b>										
098	098	Burdick ES	K4-8	1925	None			\$ 6,734,553	\$ 18,000,272	33%
102	298	Carver Academy ES	K4-8	1958	Limited			\$ 4,455,163	\$ 18,437,844	24%
104	104	Cass Street ES	K4-8	1905	None			\$ 9,814,187	\$ 24,821,170	35%
113	113	Clement Avenue ES	K4-8	1953	Complete			\$ 4,438,894	\$ 14,590,317	30%
158	158	Fernwood Montessori ES	EC-8	1927	None		Yes	\$ 7,936,868	\$ 19,005,432	38%
185	185	Gaenslen ES	K4-8	1988	Complete			\$ 7,865,556	\$ 56,127,116	14%
208	208	Hartford Avenue ES	K4-8	1916	None		Yes	\$ 9,338,090	\$ 21,102,918	40%
218	218	Holmes ES	EC-8	1966	None			\$ 5,451,165	\$ 20,662,392	26%
220	220	Hopkins Lloyd Comm	K4-8	1894	None			\$ 10,455,231	\$ 21,451,104	45%
223	223	Humboldt Park ES	K4-8	1929	Limited			\$ 8,549,781	\$ 19,132,984	41%
235	235	Keefe Avenue ES	EC-8	1917	None			\$ 11,880,793	\$ 24,451,806	45%
083	083	King Jr ES	EC-8	1894	Limited	Yes		\$ 8,074,528	\$ 22,829,566	35%
238	238	LaFollette ES	K4-8	1898	None	Yes		\$ 7,574,786	\$ 18,019,972	38%
268	268	Maryland Avenue ES	EC-8	1887	None		Yes	\$ 6,761,750	\$ 11,658,316	54%
176	176	Meir ES	3-8	1890	None		Yes	\$ 4,667,252	\$ 11,828,223	39%
368	368	Trowbridge Street ES	K4-8	1894	Limited			\$ 5,588,074	\$ 12,957,980	39%
<b>Subtotal</b>								<b>119,586,670</b>	<b>335,077,412</b>	
<b>6-8 Middle Schools</b>										
006	006	Lincoln MS	6-8	1928	None		Yes	\$ 15,674,336	\$ 54,457,352	29%
059	059	Roosevelt MS	6-8	1926	Limited		Yes	\$ 14,319,478	\$ 43,183,908	33%
<b>Subtotal</b>								<b>29,993,814</b>	<b>97,641,260</b>	
<b>High Schools</b>										
014	014	Bradley Technology HS	9-12	2000	Complete			\$ 3,848,736	\$ 67,594,088	6%
029	029	Riverside HS	9-12	1912	Limited		Yes	\$ 28,525,081	\$ 87,552,880	33%
025	024	North Division HS	9-12	1978	Complete			\$ 15,221,089	\$ 96,204,072	16%
<b>Subtotal</b>								<b>47,594,906</b>	<b>251,351,040</b>	
<b>Other Various Grade Arrangements</b>										
042	028	Alliance HS	6-12	1925	None			\$ 3,533,819	\$ 9,408,727	38%
012	012	Bay View MS/HS	6-12	1923	Limited			\$ 21,223,841	\$ 71,986,088	29%
<b>Subtotal</b>								<b>24,757,660</b>	<b>81,394,815</b>	

Milwaukee Public Schools  
**Long-Range Facilities Master Plan**

CRs / Labs	% of CRs < 75% Std. (see note)	Sq Ft.	2011 Enrollment	Below Std. Size	Total Building Capacity	Below Std. Size	Surplus / (Deficit)	Utilization	SF / Student
30		88,797	575		614		39	94%	154
28	29%	82,838	448		641		193	70%	185
14	7%	31,950	297	Y	253	Y	(44)	117%	108
27	7%	62,015	481		533		52	90%	129
29	14%	84,300	554		614		60	90%	152
31		77,265	327	Y	641		314	51%	236
9	11%	18,696	213	Y	145	Y	(68)	147%	88
28		90,400	545		560		15	97%	166
		<b>536,261</b>	<b>3,440</b>		<b>4,001</b>		<b>561</b>	<b>86%</b>	<b>156</b>
27		73,100	656		560	Y	(96)	117%	111
33	6%	74,877	547	Y	732		185	75%	137
30	3%	100,800	341	Y	614		273	56%	296
24		59,252	455	Y	425	Y	(30)	107%	130
24	4%	77,182	591	Y	506	Y	(85)	117%	131
47	2%	227,935	666		958		292	70%	342
28	7%	85,700	677		614		(63)	110%	127
36	3%	83,911	412	Y	786		374	52%	204
34	3%	87,114	431	Y	732		301	59%	202
24		77,700	584	Y	506	Y	(78)	115%	133
35		99,300	385	Y	759		374	51%	258
38	3%	92,712	556	Y	867		311	64%	167
27		73,180	256	Y	560	Y	304	46%	286
14		47,345	373	Y	253	Y	(120)	147%	127
15		48,035	471	Y	253	Y	(218)	186%	102
18		52,623	273	Y	334	Y	61	82%	193
		<b>1,360,766</b>	<b>7,674</b>		<b>9,459</b>		<b>1,785</b>	<b>81%</b>	<b>177</b>
54	6%	221,154	872		1,053		181	83%	254
53		175,372	740		992		252	75%	237
		<b>396,526</b>	<b>1,612</b>		<b>2,045</b>		<b>433</b>	<b>79%</b>	<b>246</b>
52	2%	277,410	1,099		931		(168)	118%	252
75	5%	359,322	1,590		1,346		(244)	118%	226
86	6%	394,827	329	Y	1,579		1,250	21%	1,200
		<b>1,031,559</b>	<b>3,018</b>		<b>3,856</b>		<b>838</b>	<b>78%</b>	<b>342</b>
12	33%	38,200	165		233		68	71%	232
84	31%	295,435	1,566		1,518		(48)	103%	189
		<b>333,635</b>	<b>1,731</b>		<b>1,751</b>		<b>(20)</b>	<b>99%</b>	<b>193</b>

**Milwaukee Public Schools  
Long-Range Facilities Master Plan**

**East Region Planning Data (Continued)**

ESIS	FM	Campus Name	Grades Served	Year Built	A/C	NSI	Wait List	Total Need	Replace Value	FCI
<b>Multiplexes</b>										
046		8th Street (MP)	9-12	1884	Limited			\$ 4,269,409	\$ 10,679,676	36%
027		New Sch for Comm Serv	11-12							
458		Project Stay HS	9-12							
049		Fritsche Campus (MP)	EC-8	1963	Limited			\$ 11,505,107	\$ 42,380,424	27%
131		Dover Street ES	K4-5							
362		Tippecanoe ES	K4-8				Yes			
055		Vel Phillips (MP)	K4-12	1968	None			\$ 13,745,267	\$ 53,191,268	26%
068		WORK Institute HS	9-12							
660		BEAM	K4-8							
<b>Subtotal</b>								<b>29,519,783</b>	<b>106,251,368</b>	
<b>MPS Facilities Leased to Others</b>										
667	253	Lloyd Street (MCP - Lloyd St.)	K4-8	1910	None			\$ 6,566,700	\$ 17,131,026	38%
643	362	Tippecanoe (WINGS)	1-12	1936	None		Yes	\$ 3,684,304	\$ 9,291,194	36%
<b>Subtotal</b>								<b>10,251,004</b>	<b>26,422,220</b>	
<b>Other Facilities</b>										
131		Dover Street ES	None	1890	None			\$ 5,689,759	\$ 16,410,840	31%
486		El Centro Del Nino	None	1925	Limited			\$ 373,112	\$ 1,965,488	19%
199		Green Bay Avenue ES	None	1917	Limited			\$ 7,924,139	\$ 19,108,360	37%
244		Lee School	None	1892	Limited			\$ 6,592,013	\$ 19,210,058	30%
048		Malcolm X Academy	None	1961	None			\$ 9,011,601	\$ 41,653,416	22%
067		Milwaukee Education Center	None	1992	Complete			\$ 3,328,500	\$ 56,817,925	6%
164		North 5Th Street	None	1888	None			\$ 5,440,798	\$ 18,546,030	25%
722		Beulah Brinton Rec	None	1980	N/A			\$ 1,167,800	\$ 4,954,868	24%
453		7th St. Storage Bldg. And Garage						\$ 10,599,863	\$ 21,352,086	44%
461		Delaware Service Center						\$ 751,988	\$ 2,608,982	23%
451		Facilities And Maintenance Services						\$ 7,609,872	\$ 22,391,174	34%
<b>Subtotal</b>								<b>58,489,443</b>	<b>225,019,226</b>	
<b>Other Schools / Programs (Not in MPS Facilities)</b>										
462		Guadalupe Head Start								
672		La Causa Charter School								
423		Lad Lake Ultra								
426		MATC Emerging Scholars								
641		Milwaukee Community Cyber Hi								
411		Milw Co Youth Ed Center								
432		Shalom High								
640		Wisconsin Career Academy								

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CRs / Labs	% of CRs < 75% Std. (see note)	Sq Ft.	2011 Enrollment	Below Std. Size	Total Building Capacity	Below Std. Size	Surplus / (Deficit)	Utilization	SF / Student
16		43,830	416		314		(102)	132%	105
				155					
				261					
68	4%	172,109	598		1,572		974	38%	288
				255					
				343					
65	5%	218,300	794		1,494		700	53%	275
				188					
				606					
		<b>434,239</b>	<b>1,808</b>		<b>3,380</b>		<b>1,572</b>	<b>53%</b>	<b>240</b>
28	4%	69,553	441		445		4	99%	158
11		37,732	149		180		31	83%	253
		<b>107,285</b>	<b>590</b>		<b>625</b>		<b>35</b>	<b>94%</b>	<b>182</b>
23		66,629	-		452		452		
2		7,980	-		(54)		(54)		
23		77,600	-		506		506		
27		78,013	-		533		533		
57	5%	170,948	-		1,032		1,032		
65	3%	233,184	-		1,265		1,265		
12	42%	75,298	-		199		199		
		25,902	-		-		-		
		115,690							
		14,136							
		121,320							
		<b>986,700</b>	<b>-</b>		<b>3,933</b>		<b>3,933</b>		

## Non-School Facilities

This section contains recommendations for non-school facilities owned and operated by MPS. In general, the administration and support facilities function for their purposes although some additional administration space is needed. All of the facilities that remain in use long-term will require renovations.

Physical education, athletic and recreational facilities need renovations. In some cases these facilities need upgrades to address programs and uses that have emerged since the facilities were originally constructed.

### Administration Facilities

#### Administration Building

The administration building houses the central administration for MPS. The facility supports the basic needs of the administration, although it may be slightly undersized. The building also may not have enough storage space to accommodate all MPS needs, some of which are legal requirements to retain records.

#### 39th Street Building

This building houses safety and the small engine repair shop. There may be room in other support facilities that could house these functions. MPS could relocate those functions and sell this facility if other space is identified.

#### Delaware Service Center

The Delaware Service Center is used by maintenance and houses grounds equipment and supplies. This facility has a high utilization and there is no other suitable location for this operation.

#### Facilities and Maintenance Services

The Facilities and Maintenance Services facility houses the Department of Facilities and Maintenance Services. The building has excess capacity that could be used to house other district administration functions, textbook management or document storage. Limited parking is a concern.

#### Hampton Service Center

The Hampton Service Center is used by maintenance and houses grounds equipment and supplies. This facility has high utilization and there is no other suitable location for this operation.

#### Sarah Scott

Sarah Scott was initially constructed as a middle school and has operated as an individual school, multiplex and most recently as a professional development center. One option is to reopen this location as a school, possibly the relocated Wisconsin Conservatory of Lifelong Learning. If

WCLL is relocated to this facility, another location for professional development will be required. If Sarah Scott remains the MPS primary professional development center then the existing playground will need to be redeveloped into parking to support the needs of the facility. The cost of developing the parking is approximately \$750,000.

#### **20th Street Storage**

This facility is a storage facility for MPS supporting recreation activities.

#### **7th Street Storage Building and Garage**

This facility supports district maintenance functions in addition to housing and servicing the district fleet and large equipment used for snow removal. There is also storage space dedicated to technology, music, and recreation.

#### **Special Services Building (Wausau)**

Special Services houses special education, professional development, technology training and help desk functions for MPS. The facility is too small for the functions it houses and is also parking constrained. 65th Street ES is located across the street. If 65th Street is closed then it is recommended that the functions at Special Services expand into that facility. If 65th Street is not available, then MPS needs to identify additional space for these functions.

### **Physical Education, Athletic and Recreational Facilities**

The six MPS stadiums need upgrades to support current athletic programs. Of the six sites, three (Custer, South and Pulaski) are identified as the primary varsity football sites for MPS. Bradley Tech currently has a synthetic play surface. It is recommended that synthetic play surfaces be installed at the other locations. Synthetic surfaces decrease injuries and allow more continuous use of the fields that would otherwise not be possible due to degradation and/or wet weather. Other improvements include additions, renovations and upgrades to seating, concessions, restrooms, score boards, lights, fieldhouses and pressboxes.

Other PE / Athletic / Recreation needs include:

- Addition of high school style gyms at three schools.
- Gym floor upgrades to wood floors at five schools.
- Adequacy upgrades to high school gyms at 11 locations.
- Development of a district-wide soccer complex.
- Lighting upgrades at recreational sites to support softball and baseball at night.



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**MPS Stadium Needs**

		Main FB	Main FB	Main FB		
	Vincent	Custer	South Stadium	Pulaski	Hamilton	Bradley Tech
<b>Synthetic Field</b>	Add	Add	Add	Add	Add	
	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ -
<b>Seating</b>	Both Sides		Both Sides		I Side	I Side
	\$ 850,000	\$ -	\$ 2,500,000	\$ -	\$ 400,000	\$ 400,000
<b>Concessions</b>	Small	Add	Add	Replace	Small	Small
	\$ 50,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 50,000	\$ 50,000
<b>Restrooms</b>	Small	Upgrade	Add	Add	Small	Small
	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
<b>Scoreboard</b>	Add		Add			Add
	\$ 25,000	\$ -	\$ 25,000	\$ -	\$ -	\$ 25,000
<b>Lights</b>	Add					Add
	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000
<b>Team and Officials Room</b>	Add	Upgrade	Add	Add		Add
	\$ 1,000,000	\$ 300,000	\$ 1,000,000	\$ 1,000,000	\$ -	\$ 1,000,000
<b>Pressbox</b>	Add	Upgrade	Add			Add
	\$ 100,000	\$ 50,000	\$ 100,000	\$ -	\$ -	\$ 100,000
<b>Total</b>	\$ 3,775,000	\$ 2,000,000	\$ 5,275,000	\$ 2,650,000	\$ 2,000,000	\$ 1,925,000
<b>Total Stadium Needs</b>						\$ 17,625,000

**Other PE / Athletic Needs**

**Add High School Gyms**

Milwaukee School of Languages	15,000 SF	\$ 200 /SF	\$ 3,000,000
Northwest Secondary School	15,000 SF	\$ 200 /SF	\$ 3,000,000
Reagan	15,000 SF	\$ 200 /SF	\$ 3,000,000

**Gym Floor Replacements**

Beulah Brinton	9,263 SF	\$ 15 /SF	\$ 152,840
Washington HS IT	10,864 SF	\$ 15 /SF	\$ 179,256
North Division HS	31,261 SF	\$ 22 /SF	\$ 756,516
South Division HS	30,435 SF	\$ 22 /SF	\$ 736,527
Vincent HS	31,554 SF	\$ 22 /SF	\$ 763,607

**Gym Adequacy**

Scoreboards with Controls	\$ 14,400	
Backboards	\$ 30,000	
Volleyball Standards	\$ 6,000	
Electricity @ Floor	\$ 4,200	
Sound Systems	\$ 12,000	
Separation Curtains	\$ 27,000	
Bleachers	\$ 194,400	
Wall Padding	\$ 14,400	
Area on Wall for Projection	\$ 3,000	
<b>Total Per Gym</b>	\$ 305,400	11 \$ 3,359,400

<b>Soccer Complex (50 Acre)</b>		TBD
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<b>Lights at Recreation Sites</b>	\$ 200,000	12 \$ 2,400,000
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**Total Physical Education, Athletic and Recreation Needs**

**\$ 34,973,146**

## Disposition of Vacant Facilities

Over the past few decades, urban school districts in the US have experienced declining enrollment to the point where school buildings have been vacated. Upon vacating these school buildings district administrations and boards have been challenged with determining the best long-term future for these buildings. As shown on page 22, MPS has closed 31 buildings over the past several years. The status of these buildings is:

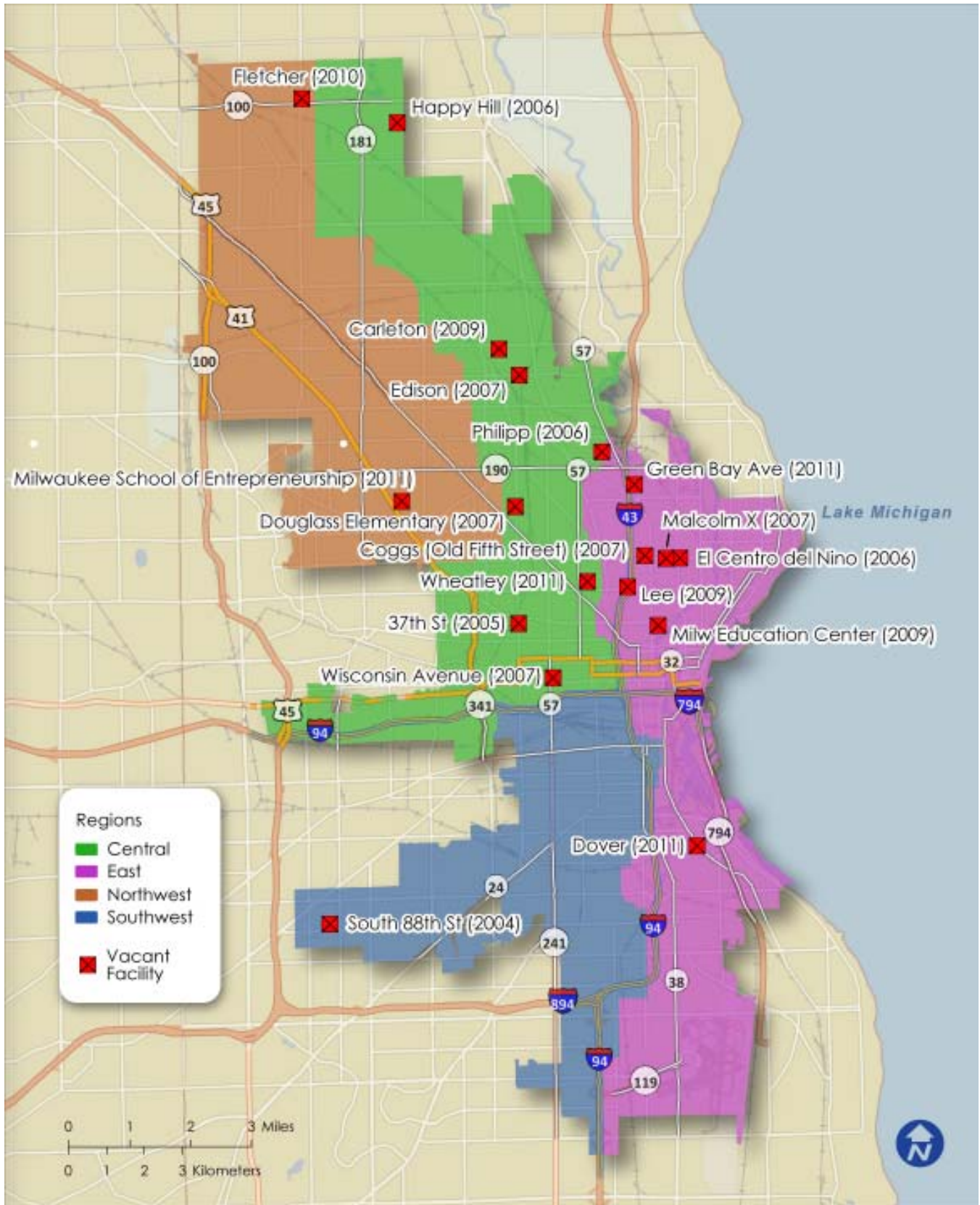
- 2 (Garfield, Jackie Robinson) have been sold
- 5 Are being leased
- 6 Have reopened with different programs
- 18 Remain vacant.

A map of currently vacant facilities is shown on page 107.

The facility options discussed earlier in this report identify the potential to vacate up to 22 more facilities over the next 10 years. MPS will be challenged to determine the best future for all of these facilities. Options include:

- Some properties may be of strategic value and/or provide flexibility valuable to MPS. Throughout discussions related to facility options three buildings were identified that fit this profile; South 88th Street (former French Immersion), Webster and Milwaukee Education Center.
- While school districts may dispose of facilities, most choose to keep some in inventory so that if demand increases then the schools can be reopened. Districts typically maintain a geographically disperse group of these facilities.
- MPS may have need for administrative or other support facilities. While not purpose built for these functions, schools have periodically been converted into administration sites. Depending on which facility options are adopted, MPS will have some need for additional administration space in the next few years.
- Many MPS school facilities are located in neighborhoods and as such make good candidates for use by other community organizations. By making excess facilities available to other organizations, MPS can keep the facilities in the portfolio in the event that future demand necessitates reopening schools in those neighborhoods.
- MPS currently leases several former school buildings to non-instrumentality charter schools. This practice may expand depending on the need for these types of buildings.
- There may be a market to sell some of the vacant facilities.
- In some cases it might be desirable to demolish the structures and re-purpose properties for recreational purposes. This option keeps the property in the MPS portfolio as a potential location for future school buildings in the event that demand for schools in those locations arises in the future.

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## Summary Conclusion

The MPS Long-Range Facilities Master Plan has been developed to serve as a guide for facilities planning, capital improvements, transportation adjustments, budgeting, financing and school closures /consolidations / relocations.

The plan identifies facility recommendations that will better align MPS facilities with MPS educational programs. These recommendations require near-term capital and implementation costs. However, the recommendations also generate operating costs savings that will continue into the future.

The plan is based on many assumptions and is intended to be a living document. As assumptions change in the future, the plan will require updating.

# Glossary

The following is a list of definitions of known abbreviations and terms used throughout the Long-Range Facility Master Plan Report.

## **ADA**

Americans with Disabilities Act; addresses modifications of facilities to ensure access for persons with disabilities.

## **Building**

A structure that houses children or equipment on a school site or campus.

## **Building Capacity**

The number of students the facility can accommodate based on a generic, formula-driven program that is the same across MPS; assuming current school type (ECC, K5 ES, K8 ES, MS, HS, Other).

## **Campus**

A campus is a site where one or more schools/buildings is/are located. For example, an elementary school can share a site with a middle school; therefore, it is considered a campus.

## **Capital Improvement**

The addition or restoration of a permanent structure or some aspect of a property that will either enhance the property's overall value or increase its useful life.

## **Closure**

A school that is no longer open to students.

## **Cohort**

A specific group of students established for monitoring purposes, particularly over time.

## **Consolidation**

When a school is closed, its student enrollment and a component of its faculty will be combined with another school at another facility.

## **Core Spaces**

Large areas within a building that are utilized by most students throughout the school day, i.e., cafeteria, gymnasium, library.

## **Educational Adequacy**

An assessment of a facility to evaluate how well the campus is equipped to deliver the instructional program. For example, does the facility have the standard types of technology within the classroom that a teacher requires for the current curriculum? Is there the proper amount of white board space in the classroom? Is there the correct number of lab stations in a

science room and do they have the proper equipment?

**Educational Specifications**

Document that describes the current standards for program areas, equipment needs, technology needs, square footage, and special considerations for a new school.

**Enrollment**

The number of students attending a school.

**Facility Condition Assessment**

An evaluation of a school facility that identifies current building and building system deficiencies.

**Facility Condition Index (FCI)**

An indicator of a facilities condition obtained by dividing the repair costs by the replacement cost of the same building.

**Geographic Feeder Pattern**

The geographical area from which students are assigned a school to attend.

**GIS**

Geographic Information System; an automated system for referencing geocoded data, e.g., a database of addresses for students enrolled in a school system.

**HVAC**

Heating, Ventilation, and Air Conditioning.

**In Migration**

Students attending a school that live outside of that school's attendance area.

**M&O Expenses**

Maintenance and Operations; school funding that pays for day-to-day administrative and operational costs.

**Open Enrollment**

A policy or practice that allows students to attend other schools outside their school district of residence.

**Operating Cost**

Costs associated with operating a school facility including administration, custodial and maintenance supplies and staffing, and food service.

**Out Migration**

Students leaving their attendance areas to attend another school in the district.

**Over-enrolled**

A school enrollment that is greater than 105% of permanent capacity.

**Overutilized**

A school enrollment that is greater than 105% of permanent capacity.

**Permanent Capacity**

The number of students a school can accommodate within its permanent building(s). See capacity analysis for additional information.

**Portable/Temporary Building**

A building designed and built to be movable rather than as a permanent structure. A typical portable building contains two classrooms.

**School Choice**

Refers to a policy or practice that allows parents and students to attend schools outside their assigned attendance area for specific program offerings or for reasons permitted in the District's transfer policy.

**Soft Costs**

Generally refers to a collection of costs added to the construction costs and may include items like professional fees, construction testing and permitting, contingencies, or administrative costs.

**Site**

Geographical location of a school's building[s].

**Teaching Space**

A room or designated area where classes or instruction are held.

**Title I** Funding provided by the federal government for schools with high percentages of students who qualify for free and reduced lunch. The funding must supplement existing funding provided by the school district for curriculum, instruction, and related services.

**Underenrolled**

A school enrollment that is less than 85% of permanent capacity.

**Underutilized**

A school enrollment that is less than 85% of permanent capacity.

**Utilization Factor** The enrollment of a school divided by its permanent capacity, also known as percent of permanent capacity.



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