

LRFMP Steering Committee Framework Proposal

Introduction

The proposed Milwaukee Public Schools (MPS) Long-Range Facilities Master Plan (LRFMP) Steering Committees are intended to bring together diverse stakeholder voices from across the city of Milwaukee and its communities to help guide the district's facility planning process. With members potentially including parents, students, staff, community members, and local leaders, these committees would be tasked with providing essential insights and input to support the district's commitment to equitable, strategic, and forward-thinking facility use and development. Through this collaborative process, the committees will review data, assess needs and challenges, and prioritize strategies that align with the district's goals for rightsizing the portfolio to provide high quality learning environments and robust educational opportunities for all students. The aim of the LRFMP Steering Committees is to ensure that MPS facility planning reflects the collective needs, values, and aspirations of the communities it serves. By engaging a diverse set of stakeholders, the steering committee framework is designed to foster a transparent, inclusive, and responsive approach to creating safe, sustainable, and adaptable schools for years to come.

Steering Committee Development Roadmap

The following roadmap outlines the proposed steps for developing and launching the LRFMP Steering Committees. Each phase is designed to establish a strong foundation of norms, expectations, and clear communication channels, ensuring that the committees are well-prepared to fulfill their roles effectively in guiding the district's facility planning process.

- 1. Finalize LRFMP Steering Committee Framework**
 - Define norms, expectations, and operating guidelines
 - Establish an overall timeline with summaries of meeting topics
 - Develop a communication plan and outline specific process goals
- 2. Appoint Citywide Steering Committee (CSCs)**
 - Host a kickoff meeting to review norms, expectations, the timeline, and meeting topics
- 3. Appoint Regional Steering Committees (RSCs)**
 - Host kickoff meetings to review norms, expectations, the timeline, and meeting topics
- 4. Initiate Steering Committee Process**
 - Begin regular meetings and engagement activities as outlined in the framework
- 5. Report on Outcomes and Findings**
 - Share insights and results from the steering committee process

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Regional Steering Committees

The Regional Steering Committees (RSCs) will dive deeper into the unique needs, opportunities, and challenges facing MPS schools within their respective areas of the district. By engaging a more localized set of stakeholders, the RSCs will provide crucial on-the-ground perspectives to help inform the overall district-wide view of the Citywide Steering Committee (CSC). Importantly, a small group of representatives from each RSC will also be members of the CSC, creating a direct linkage between the regional and district-wide inputs. This two-way flow of information is designed to ensure that the diverse contexts and priorities across MPS communities are meaningfully considered in the development of the Long-Range Facilities Master Plan (LRFMP). By capturing these local insights and elevating them to the citywide level, the steering committee process will help foster an LRFMP that effectively addresses the unique challenges and opportunities present in different parts of the district.

General Structure & Expectations

- Appointed after the Citywide Steering Committee (CSC) has been appointed
- Four Regional Steering Committees (RSCs) – Central, East, Northwest, Southwest
 - Alternative A: Five committees, adding high schools as fifth
 - Alternative B: Four committees, based on paired School Board Districts
- Recorded/livestreamed monthly meetings, in-person
 - Alternative A: hybrid approach, virtual during summer months
 - Alternative B: hybrid approach, virtual every other month

Composition

Committee Leaders / Facilitators

- (1) MPS Department of Facilities and Maintenance (DFMS) team member
- (2) Perkins Eastman team members
- (1) Prism/Rivera team members
- **4 TOTAL MEMBERS**

Committee Members

- (2-3) Parents, preferably including at least 1 District Advisory Council (DAC) member
- (2-3) Students, preferably in student organization leadership positions
- (2-3) School staff members, preferably including at least 1 MTEA building representative
- (2-3) Regional community organization members
- (2) School Board Directors
- (1) MPS Regional Superintendent
- (1) MPS Family and Community Engagement team member
- **12-16 TOTAL MEMBERS**

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Responsibilities / Scope

In Phase 1, RSCs/CSCs will establish a shared understanding of LRFMP goals, review data and stakeholder input, assess opportunities and challenges, and evaluate policy initiatives and barriers to inform strategic feedback. In Phase 2, they will shift to implementation, reviewing initiative plans, timelines, projected outcomes, and potential impacts of policies and/or policy initiatives.

Phase 1

- Review MPS Strategic Plan and LRFMP goals and guiding principles
- Review and align on steering committee norms, expectations and operating guidelines
- Review district and regional data and stakeholder input to date
- Review/provide feedback on proposed policy initiatives and any existing policy-based barriers
- Identify strengths and development areas of MPS schools in region
- Identify key needs, opportunities and challenges for MPS schools in region
- Review strategy candidate groups and identify any unique circumstances which might impact strategy candidate group assignment or prioritization within strategy candidate group
- Review/provide feedback on pros, cons and prioritization of strategy options within region
- Potential subject-specific guest speakers/committee participants:
 - Local public safety representatives
 - Local student organization representatives
 - Local business or civic organization representatives
 - Local community organization representatives
 - Local elected officials

Phase 2

- Review/provide feedback on proposed initiative cycles 1/2/3 strategy implementation timelines for planned initiatives within region
- Identify key needs, opportunities and challenges within each initiative implementation plan
- Review/provide feedback on proposed initiative evaluation plan(s) and metrics
- Review/provide feedback on projected impacts/outcomes of proposed policy initiatives
- Review/provide feedback on proposed approach to updating LRFMP timeline and future Initiative Cycles as district circumstances change

Citywide Steering Committee

The Citywide Steering Committee (CSC) will serve as the central coordinating stakeholder body guiding the development of the Long-Range Facilities Master Plan (LRFMP) with a district-wide perspective. By consolidating insights and priorities from the Regional Steering Committees (RSCs), the CSC will ensure a unified approach that addresses both local and district-wide needs. Bringing together key stakeholders with district- and city-wide leadership perspectives, the committee incorporates broader strategic insights and alignment with parallel city initiatives into the planning process. Importantly, the CSC's membership will include representatives from each of the RSCs, creating a direct connection between regional and citywide inputs. This integrated flow of information enables the CSC to fully consider the diverse contexts and

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priorities across MPS communities, combining local insights into a cohesive approach that balances unique challenges and opportunities to foster strategic, equitable planning for all MPS schools.

General Structure & Expectations

- Appointed before the Regional Steering Committees are appointed
- Single Citywide Steering Committee, made up of 27 members
 - Alternative A: Reduced member count with ~20 members
 - Alternative B: Increased member count with ~40 members
- In-person monthly meetings
 - Alternative A: hybrid monthly meetings, virtual during summer months
 - Alternative B: hybrid monthly meetings, virtual every other month

Composition

Committee Leaders / Facilitators

- (1-2) MPS DFMS team members
- (2) Perkins Eastman team members
- (1-2) Prism/Rivera team members
- **4-6 TOTAL MEMBERS**

Committee Members

- (4)* Parents, one from each RSC, preferably DAC members
- (4)* Students, one from each RSC, preferably in student organization leadership positions
- (4)* School staff members, one from each RSC
- (4)* Regional community organization members, one from each RSC
- (4)* MPS Regional Superintendents
- (1) MPS Regional Superintendent (high schools)
- (1) MPS Director of Family and Community Engagement
- (1) MTEA leadership
- (1) ASC leadership
- (1) At-large school board member
- (2) City of Milwaukee representatives (e.g., Growing MKE, Planning, Engagement)
- **TOTAL 27 MEMBERS**

**Also members of Regional Steering Committees (RSCs)*

Potential Additional Committee Members

- (1-3) Citywide community organization members
- (1-3) City/county agency representatives (e.g., Transportation, Public Safety, Housing)
- (1-3) Higher education and/or workforce development representatives

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- (1-3) Business and/or civic organization members
- (1-3) Education advocacy organization members

Responsibilities / Scope

In Phase 1, RSCs/CSCs will establish a shared understanding of LRFMP goals, review data and stakeholder input, assess opportunities and challenges, and evaluate policy initiatives and barriers to inform strategic feedback. In Phase 2, they will shift to implementation, reviewing initiative plans, timelines, projected outcomes, and potential impacts of policies and/or policy initiatives.

Phase 1

- Review MPS Strategic Plan and LRFMP goals and guiding principles
- Review and align on steering committee norms, expectations and operating guidelines
- Review district and regional data and stakeholder input to date
- Review/provide feedback on proposed policy initiatives and any existing policy-based barriers
- Identify strengths and development areas of MPS (review RSC regional input)
- Identify key needs, opportunities and challenges for MPS (review RSC regional input)
- Review/provide feedback on RSC regional input on strategy candidate groups and unique circumstances
- Review/provide feedback on proposed strategy candidate group reprioritizations and reassignments
- Review/provide feedback on RSC regional input on pros, cons and prioritization of strategy options
- Review/provide feedback on proposed district-wide prioritization of strategy options
- Potential subject-specific guest speakers/committee participants:
 - MPS departmental leadership representatives (e.g., SPED, ECE, Finance, Transportation, Enrollment, Curriculum, HR, Safety & Security, Government Relations, Equity & Inclusion, Food Services)
 - City/county agency representatives (e.g., Transportation, Public Safety, Housing)
 - Education advocacy organization representatives
 - Higher education and/or workforce development representatives
 - Citywide business or civic organization representatives
 - Citywide community organization representatives

Phase 2

- Review/provide feedback on proposed initiative cycles 1/2/3 strategy implementation timelines for planned initiatives (review RSC regional input)
- Identify key needs, opportunities and challenges within each initiative implementation plan (review RSC regional input)
- Review/provide feedback on proposed initiative evaluation plan(s) and metrics (review RSC regional input)
- Review/provide feedback on projected impacts/outcomes of proposed policy initiatives (review RSC regional input)
- Review/provide feedback on proposed approach to updating LRFMP timeline and future Initiative Cycles as district circumstances change (review RSC regional input)