

RECOMMENDATIONS: Long-Range Facility Master Planning

MILWAUKEE PUBLIC SCHOOLS
MARCH 2018





MPS Vision... Schools will be safe, welcoming, well-maintained, and accessible community centers meeting the needs of all.

MPS Core Beliefs...

- **Students come first.**
- **Wherever students are learning is the most important place in the district.**
- **Increased operational and financial efficiencies are consistently pursued to support learning opportunities for our students.**

This is your opportunity

- Reinvest in students
 - Create 21st Century learning spaces
 - Provide equitable access
 - Focus on THEIR future
- Partner and engage with every sector
 - Private
 - Non-profit
 - Neighborhood groups
 - City/County officials



Opportunity now, but there's trouble coming...

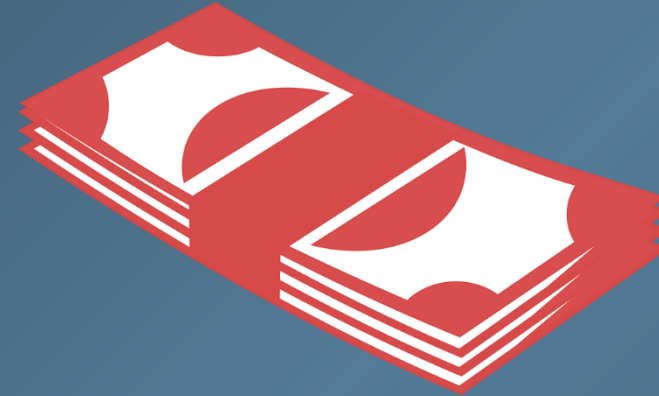
Too many schools...

...Too few students



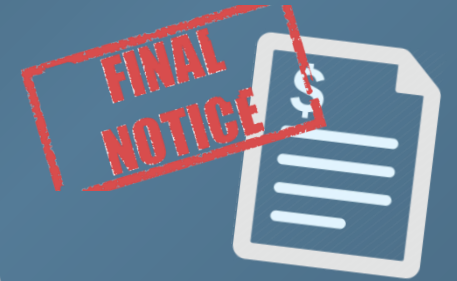
Opportunity now, but there's trouble coming...

Too many schools + too few students = Too high costs



Opportunity now, but there's trouble coming...

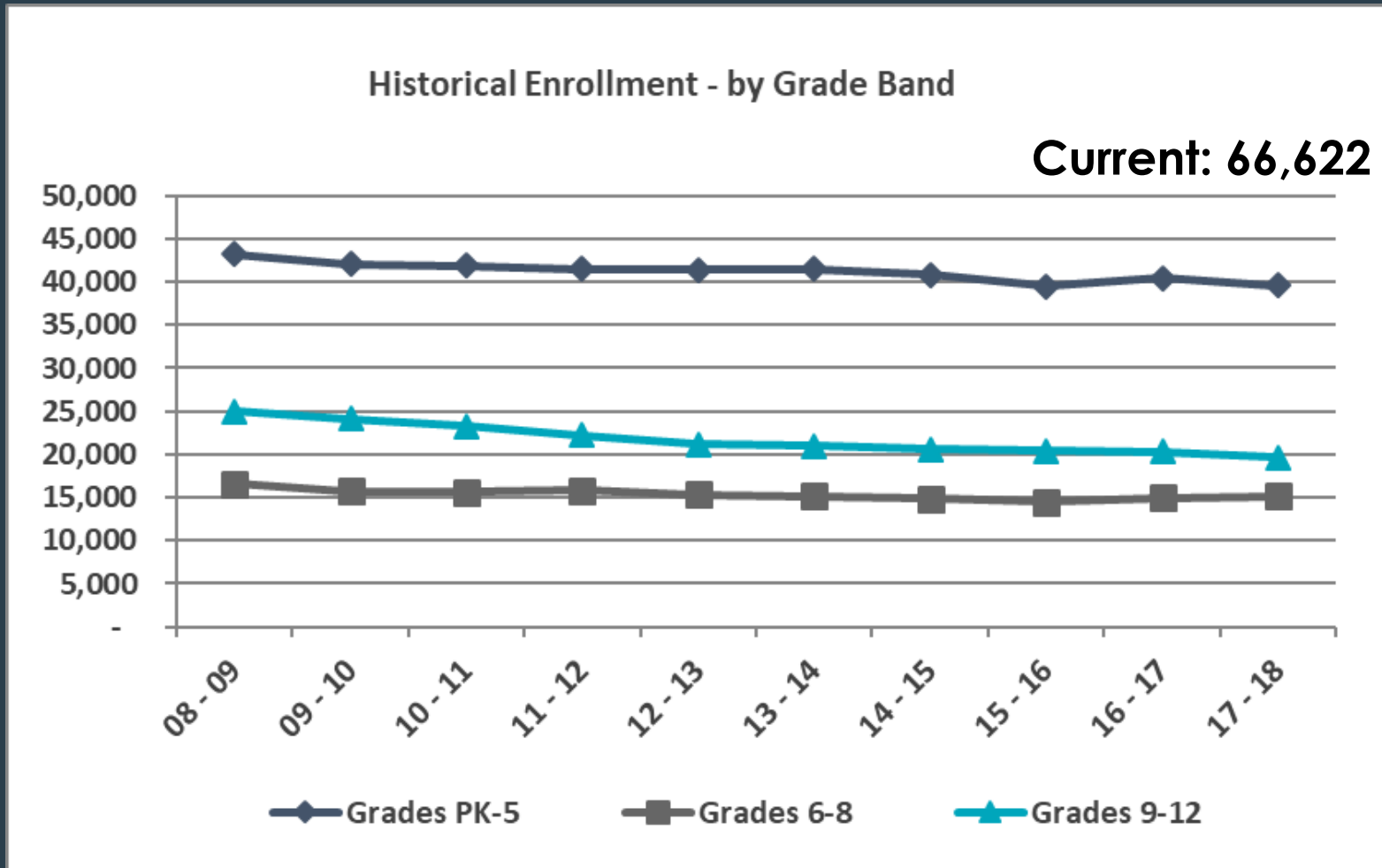
Too many schools + too few students + too high costs
= Too few resources to support quality programs for all





Data Findings

Historical PK12 Enrollment and Projection



Projected 2027-28
59,969

Regional Comparison – enrollment v capacity

Region	2017 HS3-12 Enrollment	MPS Capacity	MPS 2017 Efficiency Rating
Central	13,957	20,027	70%
East	16,770	18,857	89%
Northwest	14,631	20,533	71%
Southwest	21,264	18,657	114%
DISTRICT TOTAL	66,622	78,074	85%
Partnership / Charter Schools	8,899	1,586	includes non-MPS buildings
Total	75,521	79,660	95%

\$6,132,500 / year

Comparisons to other large, urban districts

District	# Students*	# Schools	Square Footage in District	# Ss/School	#SF/Ss
Baltimore City	83,666	175	17,908,736	478	214
Austin, TX	83,648	121	13,000,000	691	155
Guilford, NC	73,151	132	12,600,000	554	172
Anne Arundel, MD	80,387	122	13,841,871	659	172
Atlanta, GA	95,641	107	13,704,922	894	143
Fresno, CA	73,460	107	6,999,489	687	95
Philadelphia, PA	134,044	217	25,700,000	617	191
Cleveland, OH	39,410	89	8,567,508	442	217
Cincinnati, OH	34,227	63	6,160,726	543	179
Milwaukee	75,749*	142	15,837,060	533	209
Source: National Center for Educational Statistics. 2015-16 facility data.					

What are other urban districts doing?



	2000 Original Plan	2018 As Revised
START of PLAN	80	
Target	66	54
New replacement schools	35	37
Schools renovated	31	16
Schools Decommissioned	14	26

Cincinnati

“Need to house all students but excess space will drain operational funds.”

- CPS plan adjusted enrollment twice from 42,165 to 38,500 and likely to reduce to 31,550.
- Projects based on projections.
- Original plan closed 14 schools, now 26 closed.

What are other urban districts doing?



Cleveland

Big changes since 2002:

- 70,000 students with 120 schools
- 39,000 students now with 89 schools
- 50 NEW replacement schools and still replacing 1-6 per year
- Funding – state matching and local bonds with total \$1.2B spending

Project Goals

- Gather and report data:
 - Facility functionality and condition
 - Capacity and utilization
 - Facility operating costs
 - Community Input and Feedback
 - Educational trends and impact
- Develop priorities
- Create possible scenarios and budgets
- Develop short- and long-range recommendations for planning





Site Assessments

4 Components

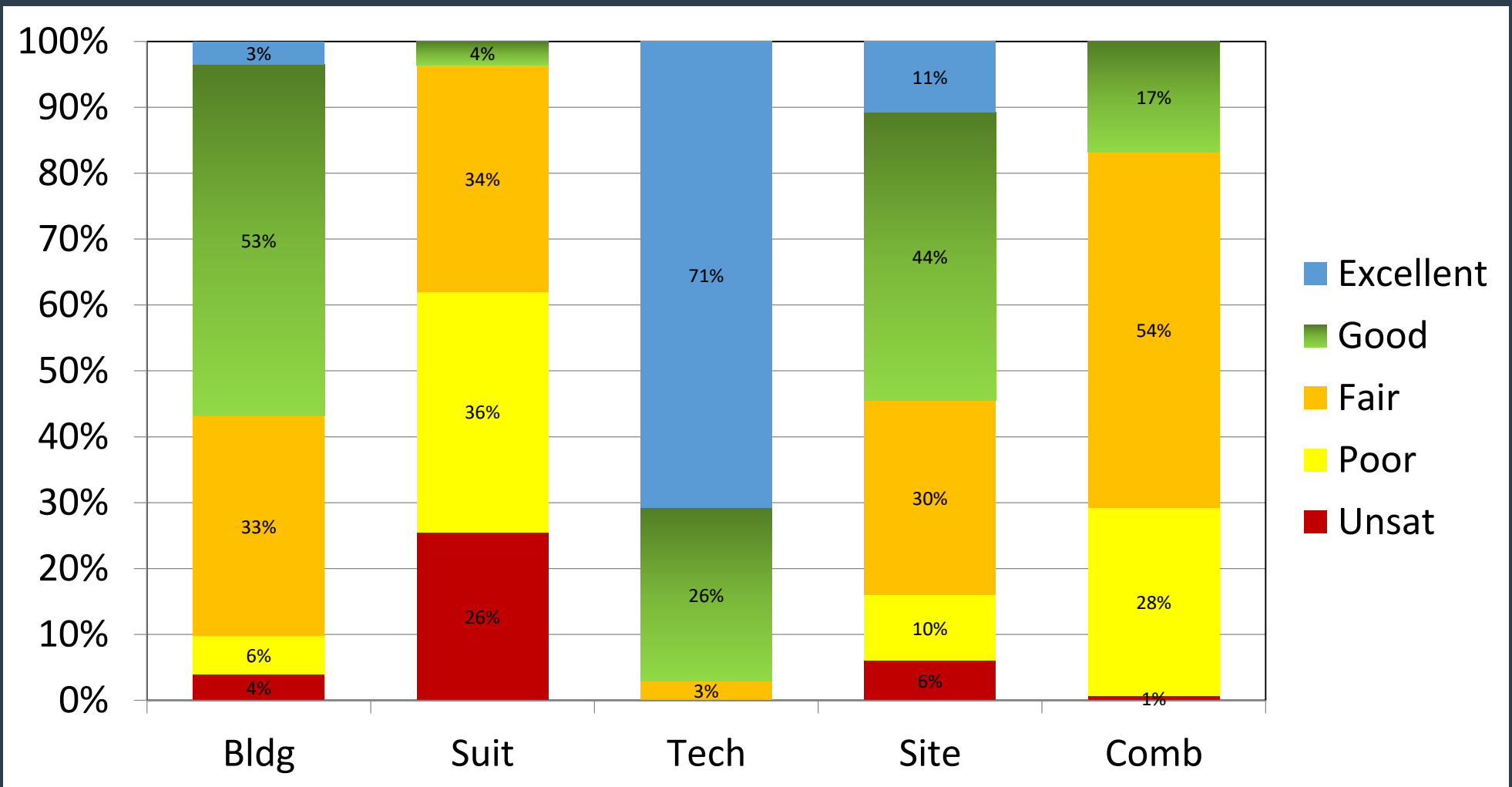
- Building Condition
- Site Condition
- Educational Suitability
- Technology Readiness

Weighting and Key for Scores

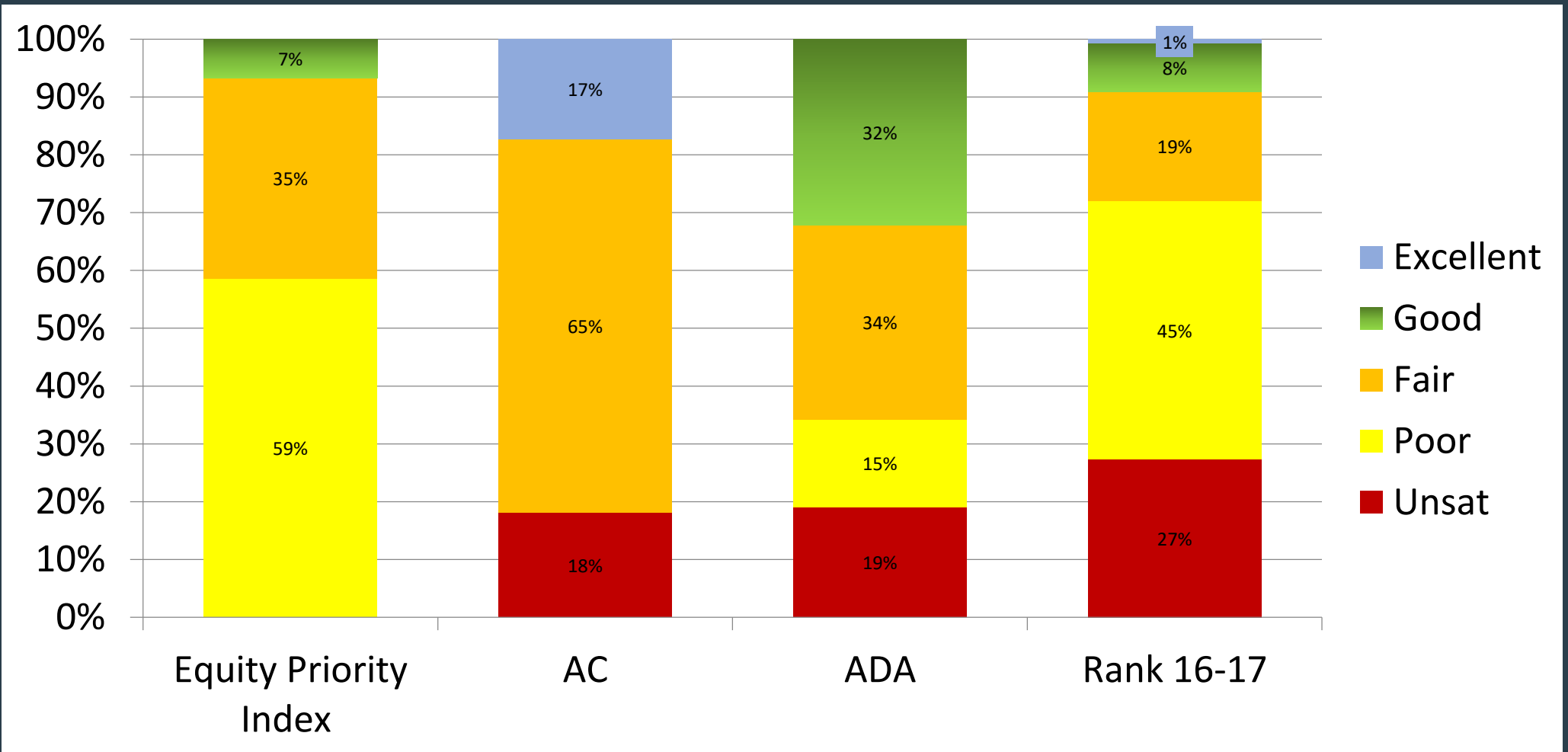
Combined Score Weights	Assessment
30%	Building Condition
45%	Educational Suitability
5%	Technology Readiness
20%	Site Condition
100%	

Color-Coded SCORES	DESCRIPTION
> 90%	Excellent/Like New
80 - 90	Good
70 - 79	Fair
60 - 69	Poor
< 60	Unsatisfactory

Percent of Schools by Assessment Rating



Percent of Schools by Additional Attributes



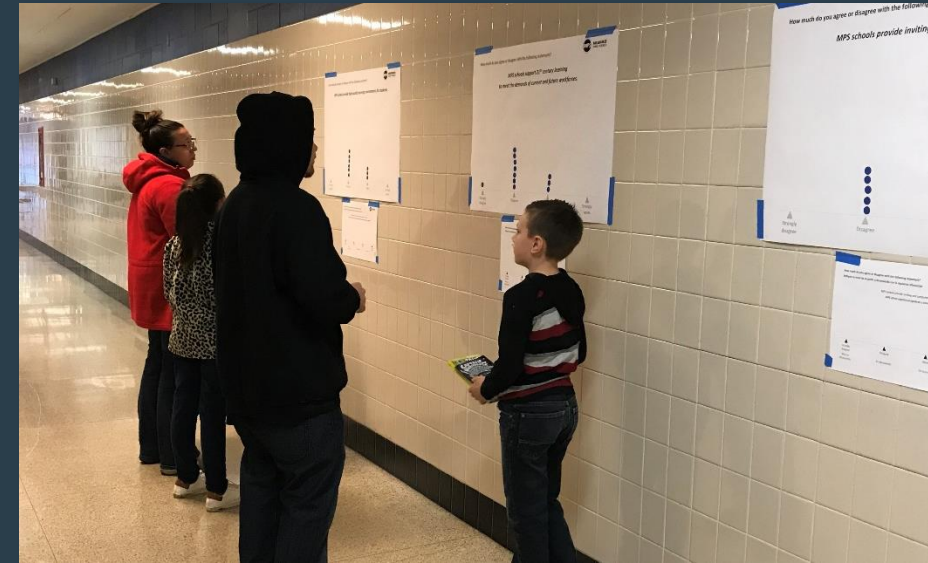


Community Input and Feedback

- **8 large scale meetings** - low turnout despite major effort
 - held in each board region
 - 200 participants
- **Online survey** – amazing response
 - 8,000+ respondents
 - Nearly 4,000 students
- **Other groups** – Midnight basketball, volleyball tournament

Community Themes

- Improve building **CONDITION**
 - Modernization & Air conditioning
 - ADA access
- There is a need for **EQUITY**
 - Among schools
 - Across all the regions
- Parents and students want **QUALITY PROGRAMS** in each region
 - Montessori
 - International Baccalaureate
 - Bi-lingual
- Focus on CTE programs that connect to jobs



Putting together the puzzle that is MPS





Findings

Findings

- Significant support for successful educational programs – IB, Montessori, bilingual, CTE-focus.
- Programs are not provided equitably across the district.
- More capacity than needed, with regional differences.
- Some persistently “hard to staff” schools.
- Schools are not equally able to provide 21st Century learning environments:
 - Technology readiness average score is “Excellent.”
 - Building Condition score average is “Fair.”
 - Site Condition score average is “Fair.”
 - Educational suitability average score is “Poor.”
- **Estimated cost** - improve all facilities to Combined Score of 85 \$969,508,700.



Cost of upgrading **all** schools to **85**

Building Condition	\$543,664,885
Educational Suitability	\$304,909,932
Technology Readiness	\$ 1,570,403
Site Condition	<u>\$119,352,898</u>
TOTAL	\$969,508,700



Recommendations

1. **Provide equitable access to identified educational programs in all 4 regions.** Considerations for equitable program distribution include the following:
 - Locate to support cross-regional access to choice opportunities.
 - Create feeder patterns for specialty programs
 - Ensure each region has at least one of each identified program – K-8 and middle school, Montessori, bilingual, and IB, including the MYP
 - As examples:
 - Northwest: **Vincent HS, Madison HS** and **Morse MS**
 - Central: **North HS** and maybe a second Montessori program site
 - East: **Bayview HS** with **Parkside** as their arts-focus feeder
 - Southwest: **Greenfield**



Recommendations

2. **Build new facilities / major renovation/reinvention in each region, as needed, to address condition and educational suitability of schools.**
 - As examples:
 - Central: **Douglas School**
 - East: **Riverside HS** and **Gaenslen School**
 - Northwest: **95th Street School** or **Parkview School**
 - Southwest: new **bi-lingual middle school**

Recommendations

3. Renovate facilities in all regions to improve instruction and to raise combined scores to a **minimum of 85**.

- **Priority 1**: Schools with a Combined Score <70 and/or Utilization >120%

- Some have no AC
- Some have Poor or Unsatisfactory ADA access
- **Timeframe: 3-5 years**

○ As examples:	Priority 1	\$424,140,100
• Central:	14 schools	\$123,102,500
• East:	16 schools	\$119,788,300
• Northwest:	11 schools	\$ 58,934,400
• Southwest:	20 schools	\$122,314,900

Recommendations

3. Renovate facilities in all regions to improve instruction and to raise combined scores to a **minimum of 85**.

- **Priority 2:** Schools with a Combined Score <75 and/or Utilization >100%

- Timeframe: **5-15 years**

○ As examples:	Priority 2	\$258,327,200
• Central:	11 schools	\$ 82,895,000
• East:	9 schools	\$ 55,315,900
• Northwest:	14 schools	\$ 82,909,100
• Southwest:	4 schools	\$ 37,207,200

Recommendations

4. Repurpose schools to reduce capacity across the district and allow for reallocation of funds to support instruction.

- Criteria for school selections:
 - Low Combined Score and/or Educational Suitability Score,
 - High operational and/or energy costs,
 - Distribution of schools aligned with distribution of students
 - Equity Index and neighborhood considerations/dynamics
 - Strategic land use planning
 - Lack of ADA access, air conditioning
- As examples:
 - East region – Repurpose 4 schools
 - Central region – Repurpose 8 schools
 - Northwest region – Repurpose 8 schools
 - Southwest region – Add 4 schools

Work with Offices of Academics and Innovation to find district uses for space and enhance the educational opportunities for all children.



Supporting Recommendations

1. Continue to review Regional Development strategies to support success.
2. Review and revise Administrative policies 5.01 and 7.05
3. Review and adopt Facility Standards, including capacity guidelines.
4. Monitor and adjust **Priority 1 and 2 schools** based on annual enrollment review.
5. Identify and install partners in buildings:
 - Partners in support of students – medical, dental, mental health
 - Partners in support of community – social services, housing, child care, commerce
 - Partners in support of both students and the community/neighborhood – job training, alternative schedules day/night use
6. Monitor and adjust Repurpose/Close list based on annual enrollment review.
7. Review continued use of administrative and support spaces based on costs and need.
8. Continue to connect and communicate with your community.



Financing Options

- Do Nothing
- Explore funding options
 - Cost savings – reducing empty seats, repurposing / reusing space
 - Milwaukee – Garfield School apartments, Centro del Nino, Wisconsin Ave.
 - Kansas City, MO – Office of Repurposing: Sale of district office building
 - St. Louis – condominiums, office buildings, programs moved
 - New funding sources
 - Local bonds
 - Public/Private/Partnerships (P3) and QZAB (expired) - but P3 funding viable option
 - SPLOST funding - Atlanta/DeKalb
 - State matching support - Ohio (Cincinnati/Cleveland)

This is your opportunity

- Expand successful programs across all regions
- Operate EFFECTIVELY and EFFICIENTLY with realigned resources
- Connect with the city to rebuild neighborhoods
- Leverage to connect with business partners: As examples -
 - Rockwell Automation with Bradley Tech
 - Harley Davidson with Bradley Tech and Washington Schl. Of Tech.
 - Johnson Controls with Obama SCTE
 - Aurora Health with North HS
 - Kohl's with Bayview HS
 - Quad Graphics with MKE School of the Arts





So, WHAT'S Next?

- Define your programs – K-8/MS, H3/K3, K-12, etc.
- Ensure great regional opportunities – Put programs into regions
- Create great NEW/REVITALIZED spaces
- Ensure SAFE/VITAL spaces for ALL
- Take a stand for quality, not just location
- CELEBRATE successes



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Thank You!
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