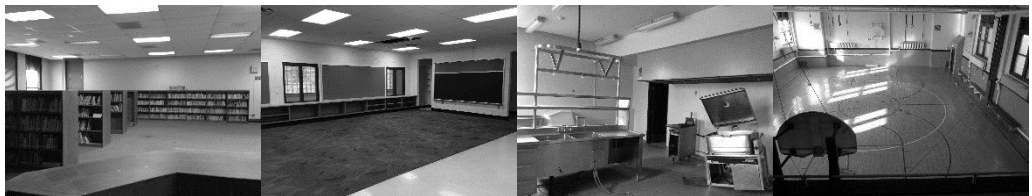


# REUSE STRATEGY AND ACTION PLAN

## LADD SCHOOL SITE

3640 Benton Blvd, Kansas City, Missouri 64130



# CREDITS AND ACKNOWLEDGEMENTS

## **Board of Directors**

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## TABLE OF CONTENTS

1.0 BACKGROUND INFORMATION	2
2.0 REUSE ASSESSMENT	3
3.0 REUSE RECOMMENDATION & ACTION PLAN	3

### APPENDIX A: SITE PROFILE

### APPENDIX B: TECHNICAL ASSESSMENT

- Reuse Summary
- Site Assessment
- Market Assessment

### APPENDIX C: COMMUNITY FEEDBACK

- Site Tour
- Phase II Meeting

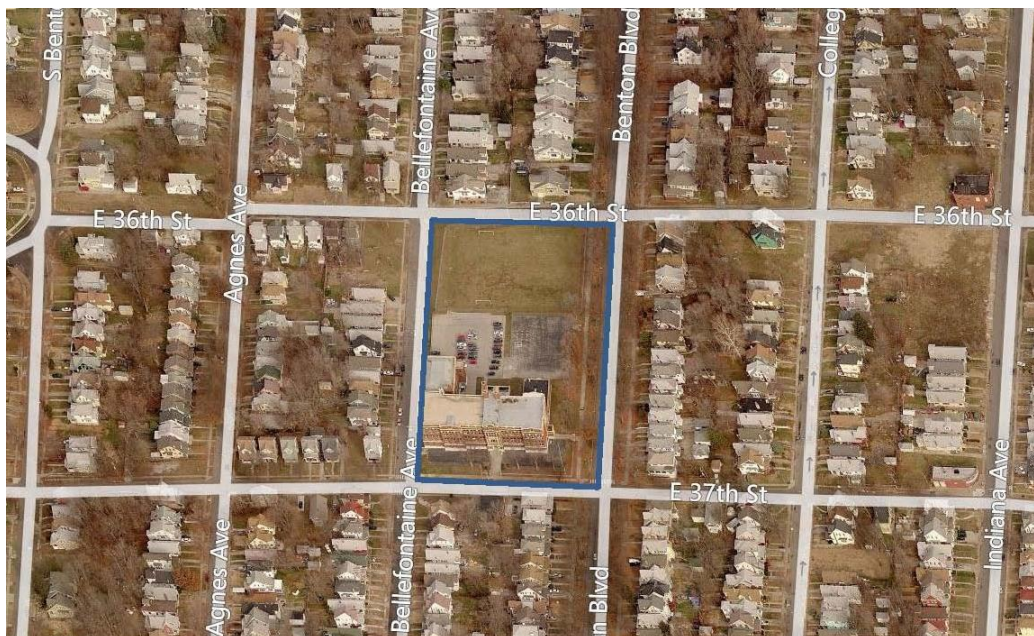
### APPENDIX D: REPURPOSING GUIDELINES

The following serves as a guide for the reuse/redevelopment of the Ladd school site. The reuse recommendations/information found herein are supported by the building and market assessments that have been conducted for the site (see Appendix B), reflect the feedback and priorities of the Kansas City Public Schools (KCPS) community (see Appendix C), and are consistent with the Board adopted Repurposing Guidelines (see Appendix D). This repurposing strategy also includes an action plan to effectively move the site toward productive reuse that both supports the goals of the KCPS and benefits the district's neighborhoods and residents. The document has been designed to both assist the KCPS administration and policy-makers in the solicitation and evaluation of reuse proposals for the site, while also serving as a valuable resource for entities interested in acquisition/reuse of the site.

## 1.0 BACKGROUND INFORMATION

Ladd, closed in 2010, served as a kindergarten through eighth grade elementary and has a capacity to serve more than 433 students. Originally constructed in 1912 with renovations in 1922 and 1986, Ladd is a classic example of a Progressive Era School that was constructed in multiple phases. The building appears to be eligible for listing in the National Register and thereby eligible for historic tax credits that could be used to finance the reuse/redevelopment of the structure.

Ladd is the largest elementary school in the district's repurposing portfolio at 85,910 ft<sup>2</sup> on 3 floors, complete with 19 classrooms, auditorium, gymnasium, cafeteria, and an elevator. The 3.6-acre site in the Oak Park neighborhood is zoned R-2.5 with single family homes bordering the site on all sides. Located on the historic, tree-lined Benton Boulevard, the site is in an area that has experienced significant declines in population and an aging population. The site offers an acre of open space on the north side of the facility that could serve the surrounding neighborhoods (i.e. community garden, recreational) or opportunities for additional development. For additional information about the building, floor plans, land use, etc, see Appendix A – Site Profile.



## 2.0 REUSE ASSESSMENT

Ladd's condition, size, and layout provide a variety of opportunities for reuse. The reuse assessment and community feedback for Ladd are outlined below:

**Multi-family residential:** Ladd is in good condition and its size and layout are readily adaptable for multi-family housing (31+/- units) or community center/services. Classrooms are readily adaptable to apartment units. Community members that attended public meetings were supportive of a senior housing facility, but were concerned about other forms of affordable/subsidized housing since the area has a considerable number of vacant homes/lots. The local coalition of neighborhood associations has been working to identify suitable housing for unaccompanied youth that attend nearby high schools, and Ladd has been viewed by many community members as a viable alternative.

**Mixed Use:** Based on the location of the auditorium, gymnasium and 1986 addition of classrooms and the ability to separate those elements from the remainder of the building, Ladd is a good candidate for a combined use of residential and community center/services. Local stakeholders have indicated that a development that included community service organizations, senior services and/or a community resource center was very desirable. The site offers an acre of open space on the north side of the facility that could serve the surrounding neighborhoods (i.e. community garden, recreational).

**Retail/Commercial:** The existing building exterior and interior design limit the visibility required for good retail use but could work as an office occupancy or business incubator. There is only partial air conditioning, which will limit many reuses under a short-term lease scenario. The facility is not within walking distance of any significant commercial areas. Local stakeholders were generally not interested in any type of retail or commercial development. Participants did indicate; however, that a commercial or retail use that catered to/provided services to seniors would be appropriate for the site.



### REUSE POTENTIAL RATING


#### Med/High

- Multi-family residential
- Mixed Use
  - Residential + services/offices
  - Multi-purpose (community center/services/offices)

#### Low

- Retail/commercial uses

#### Complimentary Uses

- Community use of grounds
    - Recreation
    - Community garden
- 

## 3.0 REUSE RECOMMENDATION & ACTION PLAN

Based on the technical assessment, feedback from the community and interest expressed in the building/site, the strongest reuse potential for the Ladd school site is as a residential and/or multipurpose facility. This could take the shape of housing, nonprofit use + office space, and/or other community uses of the building. The building could support a single entity or multiple tenants with shared or complimentary programming/missions.

As outlined in the reuse assessment and the feedback received from the Ladd Site Tour and Phase II meetings, several acceptable and viable reuse options exist for the Ladd school site. As such, KCPS listed

Ladd with Block Real Estate Services in November 2012 in order to allow all interested parties an opportunity to present their formal interest/offers for the site. Responses to the RFI were due January 31, 2013.

The district received and short-listed two proposals for the site. In evaluating the proposals, the KCPS review committee used the following criteria:

- Overall Project Feasibility (Financeable and Sustainable)
- Respondent Team's Qualifications/Track Record in completing similar projects and/or financial and organizational capacity to complete the project
- Consistency with community goals/reuse priorities as identified during the repurposing process
- Benefits to the district.

After evaluating the proposals, the review committee invited the two short-listed teams to make presentations to community stakeholders on June 25, 2013 at the Brush Creek Community Center, 3801 Brush Creek Blvd, Kansas City, MO.

#### **Step 1: Secure Additional Information about Each Project Proposal**

A residential project to serve unaccompanied youth with complimentary community services and a senior affordable housing project with complementary community uses were presented at the June 25<sup>th</sup> public meeting. Both proposals would support community needs that had been previously identified by local stakeholders, however, community members expressed a need to have more details about each project before feeling comfortable with an endorsement of either project. District staff advised the neighborhood that it did not yet have enough information to make a final assessment of both projects. As such, the district has requested supplemental information be provided by the two proposal teams in order to better assess the feasibility of their projects.

#### **Step 2: Follow-up Public Presentations**

KCPS should host a second public meeting in conjunction with the Oak Park Neighborhood Association for the two proposal teams to present project updates to community stakeholders. Community feedback should be factored into the district's final decision-making.

#### **Step 3: Negotiate Sales Agreement with Performance Criteria:**

If a short-listed project is in line with community goals/priorities and can effectively address these concerns as well as meet the District's other requirements (qualifications/track record, project feasibility, benefits to the district), the KCPS should enter into a sales agreement that is contingent upon performance criteria. Criteria will be finalized after the district evaluates the additional submittal and receives community feedback on the proposal, however, it may include: securing necessary financing and entitlements (rezoning, etc.), demonstrate that project adequately addresses community concerns, and that the community is consulted during any necessary site plan development.

#### **Step 4: Secure Necessary Approvals**

Once a sales agreement is negotiated, it shall be presented to the KCPS Board and the Board of the Building Corporation for approval. Any additional bond insurer/trustee approvals shall also be coordinated in a timely manner.



**Step 5: Monitor Progress in Securing Financing/Entitlements**

As any sales contract for Ladd would likely include some KCPS contingencies/post-closing requirements to ensure performance/project viability, the District shall monitor the status of necessary city/agency approvals, if applicable, and to ensure that the project secures sufficient financing.

**Additional Recommended Actions**

- **Community coordination:** KCPS should provide regular updates to local stakeholders so that they are apprised of progress and opportunities to provide feedback.
- **Contingency planning:** If KCPS is unable to reach an agreement with an interested party, or that party is unable to secure the necessary entitlements/financing prior to closing on the sale, the district should assess the contributing factors, and then determine how to best proceed with identifying an alternative for the Ladd site.

## APPENDIX A: SITE PROFILE



# Ladd

3640 Benton Boulevard

Kansas City, Missouri 64109

## Historical Brief

**Architect:**

Charles A. Smith

**Architectural Style:**

Jacobethan/Classical

**Year Built:**

1912-1922-1986

**Designation:**

Eligible

## Site Overview

**Acreage:**

3.6 acres

**Square Footage:**

85,910 square feet

**Number of Floors:**

3 floors

**Neighborhood:**

East Area Community  
Coalition

**Zoning:**

R-2.5

**Deed Restrictions:**

TBD



## Site Details

Closed in 2010

19 classrooms/ 433 seat capacity

Partial A/C

2 low pressure steam boilers

Aluminum windows with  
plexiglass

Auditorium

Gymnasium

Cafeteria

Elevator

## Cost Management

**Utility Costs (as an Open Facility):**

\$7,300/month

## Draft Reuse Assessment

**Condition Rating:** 4 out of 5



**Historic Rating:** 4 out of 5



**Reuse Potential Rating:**

**Med/High**

- Multi-family residential
- Mixed use
  - Residential + services/office
  - Multi-purpose (community center/services/office)

**Low**

- Retail/commercial uses

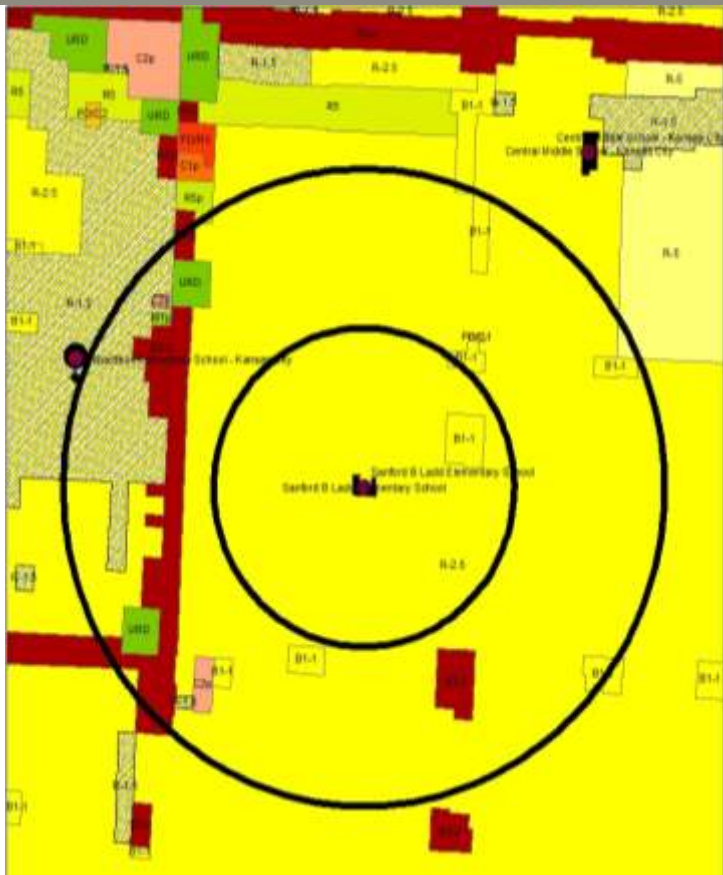
**Complimentary Uses**

- Community use of grounds
  - Recreation
  - Community garden



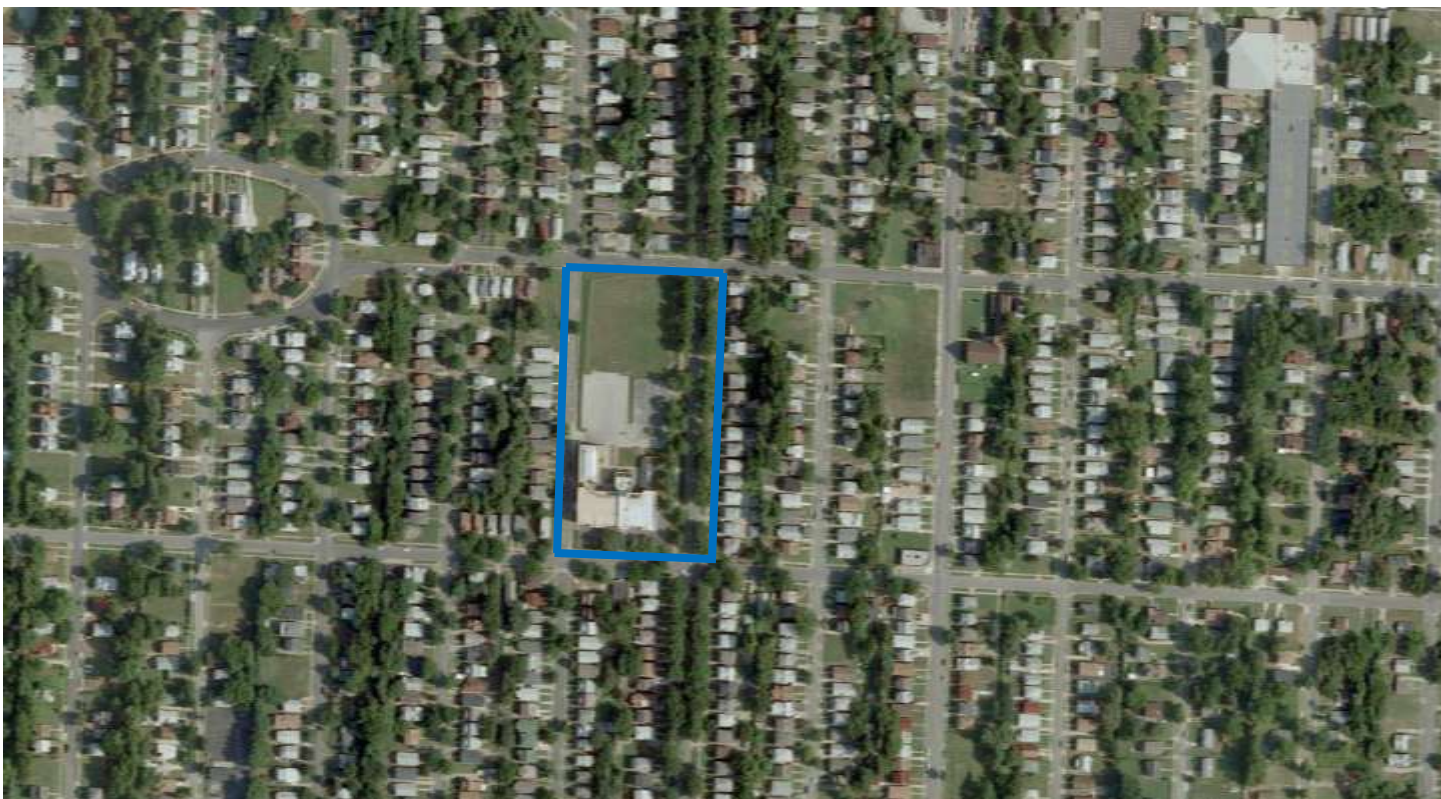


Current Land Use Map



Zoning Map

Aerial View: Ladd

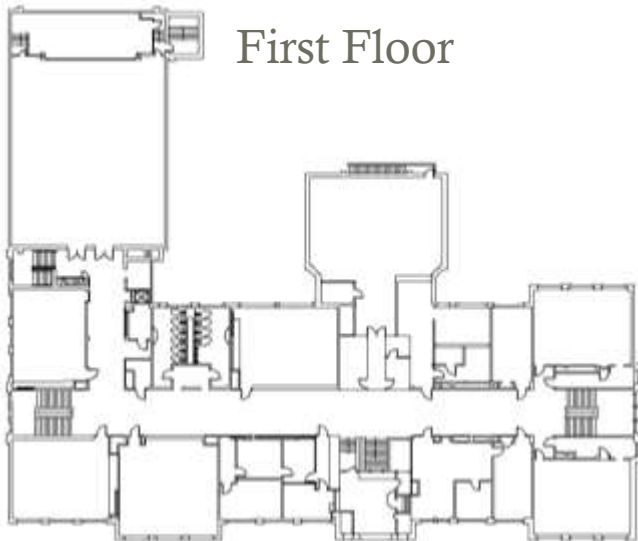


# Floor Plans:

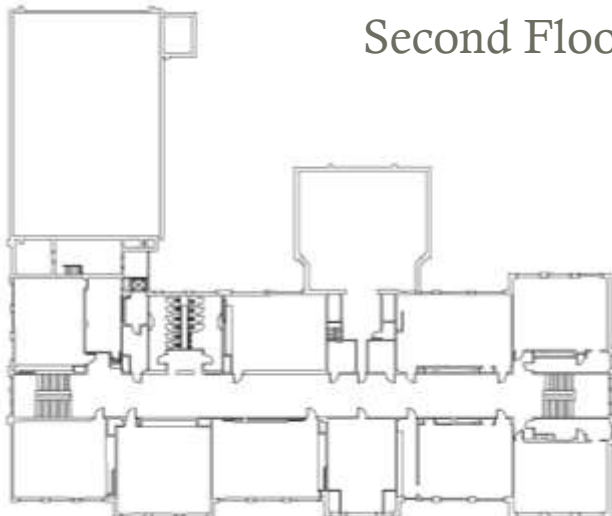
Ground Floor



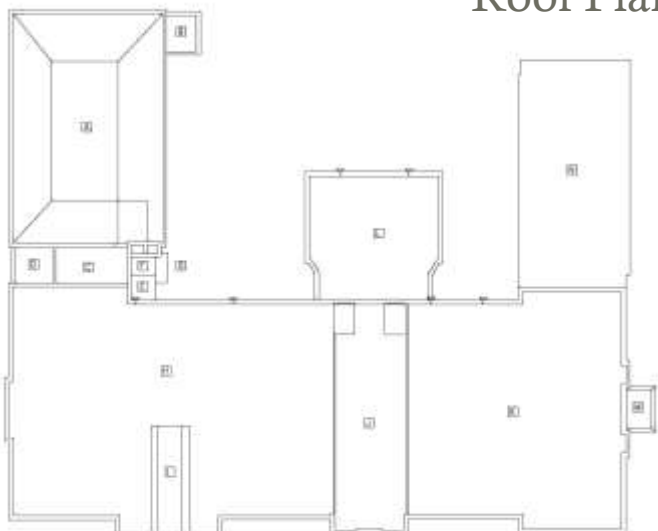
First Floor



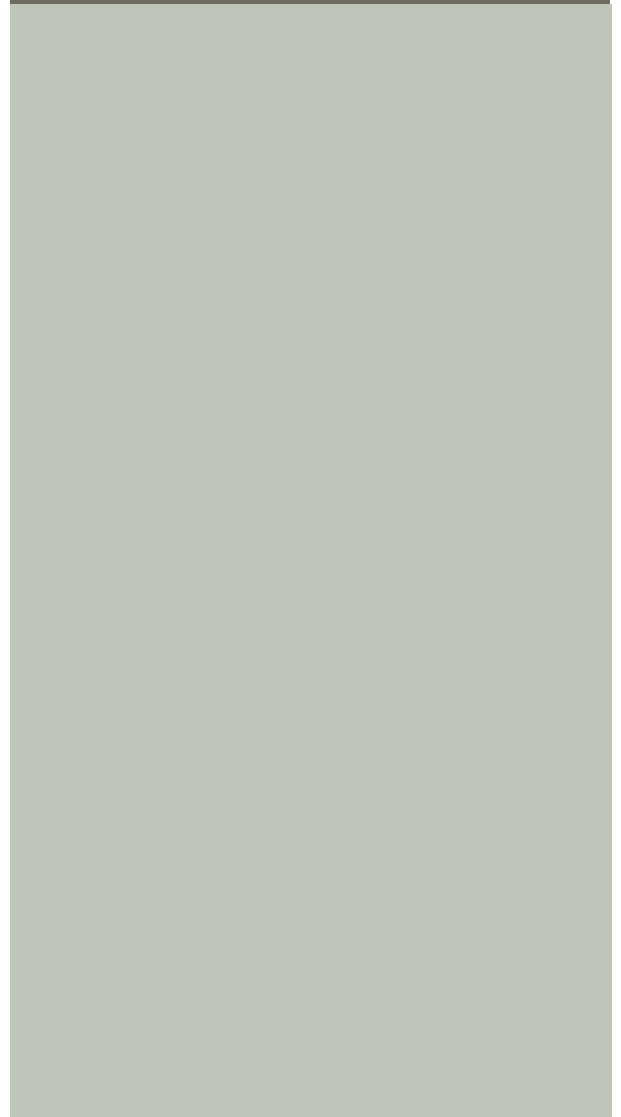
Second Floor



Roof Plan



## Final Recommendations & Community Priorities







Interior Photograph



Interior Photograph



Interior Photograph

## APPENDIX B: TECHNICAL ASSESSMENT

Reuse Summary

Site Assessment

Market Assessment

# Ladd

3640 Benton Boulevard

Kansas City, Missouri 64109

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Coalition

**Zoning:**

R-2.5

**Deed Restrictions:**

TBD



## Site Details

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Partial A/C

2 low pressure steam boilers

Aluminum windows with  
plexiglass

Auditorium

Gymnasium

Cafeteria

Elevator

## Cost Management

**Utility Costs (as an Open Facility):**

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## Draft Reuse Assessment

**Condition Rating:** 4 out of 5



**Historic Rating:** 4 out of 5



**Reuse Potential Rating:**

**Med/High**

- Multi-family residential
- Mixed use
  - Residential + services/office
  - Multi-purpose (community center/services/office)

**Low**

- Retail/commercial uses

**Complimentary Uses**

- Community use of grounds
  - Recreation
  - Community garden

# Ladd

3640 Benton Boulevard

Kansas City, Missouri 64109

## REUSE ASSESSMENT

	SITE ASSESSMENT	MARKET ASSESSMENT	COMMUNITY FEEDBACK	OVERALL APPROPRIATENESS	DISPOSITION ALTERNATIVES (L)EASE / (S)ALE
<b>EDUCATION</b>	5	2			L or S
Elementary	5	2			
Middle/High	3	1			
Day Care/ Early Childhood	3	3			
<b>RESIDENTIAL</b>	5	3	4	4	S
Market Rate					
Affordable		3	2		
Senior		3	4		
Mixed-Income					
New Construction					
<b>COMMERCIAL</b>	3	1	4	2	L or S
Office	3				
Retail	1				
<b>COMMUNITY USE</b>	4	3	5	4	L or S
Community Center					
Open Space					
Community Garden					
<b>MIXED USE</b>	4	3	4	4	L or S
Residential + Community services/office					
Multi-tenant					
<b>DEMOLISH</b>	1	1	1	1	S



**BUILDING/SITE ASSESSMENT:** Building is in very good condition and its size and layout are readily adaptable for multi-family housing (31+/- units) or community center/services. Based on the location of the auditorium and gymnasium and the ability to separate those elements from the remainder of the building this facility is a good candidate for a combined use of residential and community center/services. The existing building exterior and interior design limit the visibility required for good retail use but could work as an office occupancy or business incubator. There is only partial air conditioning, which will limit many reuses under a short-term lease scenario. While the building is partially sprinklered, any use other than office or education will typically require installation of a fire sprinkler system (a community center may not require this depending on overall square footage and location of exits).

**HISTORIC ASSESSMENT:** Building is an excellent example of an early 20<sup>th</sup> century Progressive Era school. The original building layout, finishes and features are substantially unaltered. The most notable change has been the replacement of windows, which fill the historic openings. Building appears eligible for listing in the National Register.

**MARKET ASSESSMENT:** Located on the historic, tree-lined Benton Boulevard, the site is surrounded by single-family residences in an area that has experienced significant declines in population and has higher than average 65+ population. The facility is not within walking distance of any significant commercial areas. The site offers an acre of open space on the north side of the facility that could serve the surrounding neighborhoods (i.e. community garden, recreational).

**LAND-USE AND ZONING ASSESSMENT:** Land-use surrounding Ladd is primarily single-family residential. The current R-2.5 zoning classification supports a variety of potential reuses, including education and daycare (up to 20 children), community center, and certain residential uses. Commercial reuses would require rezoning unless the building receives national or local historic designation. Higher density residential reuse would require a zoning modification.

**COMMUNITY FEEDBACK (Site visit 31 May 2011):** Attendees identified many reuses that could benefit the neighborhood including: center that supported youth services, life skills/job training, shops, and offices. They were also supportive of a senior housing facility, but were concerned about other forms of affordable/subsidized housing since the area has a considerable number of vacant homes/lots.



# Ladd

3640 Benton Boulevard

Kansas City, Missouri 64109

## GENERAL NOTES

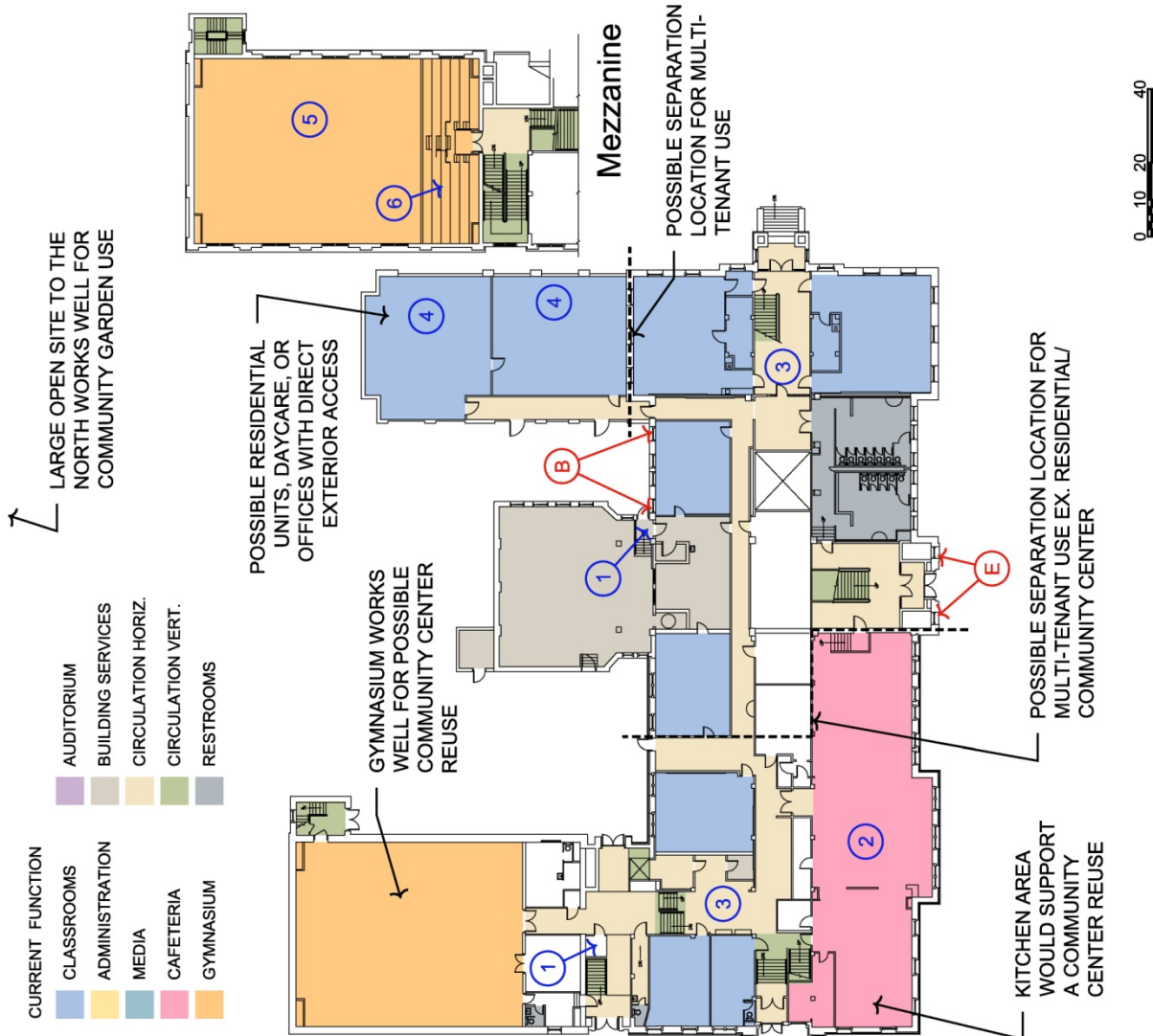
- Large open site area directly north of building
- Typical classroom size is 780 SF. This size of classroom converts well into a single bedroom apartment or combine well into two bedroom apartments
- Number of existing exits allows building to be divided into separate uses
- Large operable windows allow natural light and ventilation
- Easy access to parking
- Large assembly room in good condition and could possibly be separated for independent use

## KEY NOTES

1. Boiler Room Access
2. Modern finishes
3. This level has least ornate finishes
4. Recent addition to building
5. Concrete and steel structure exposed; recent reinforcements
6. Beadboard bleachers
7. Typical Classroom includes:
  - a. Glazed wood door with operable transom
  - b. Wood chair rail and baseboard
  - c. Laminate storage cabinet and counter
8. Glazed wall
9. Raised stage
10. Auditorium includes:
  - a. Sloped floor
  - b. Fixed seating
  - c. Beamed ceiling with pendant light fixtures
11. Decorative figure head brackets under ceiling beams in corridor

## CONDITION NOTES

- A. Movement at stone coping at roof
- B. Damaged/rusted window lintels
- C. Concrete chimney caps damaged
- D. Organic growth in mortar joints at roof parapet
- E. Damage stone masonry at entry



Ground Floor Plan



# Ladd

3640 Benton Boulevard

Kansas City, Missouri 64109

## GENERAL NOTES

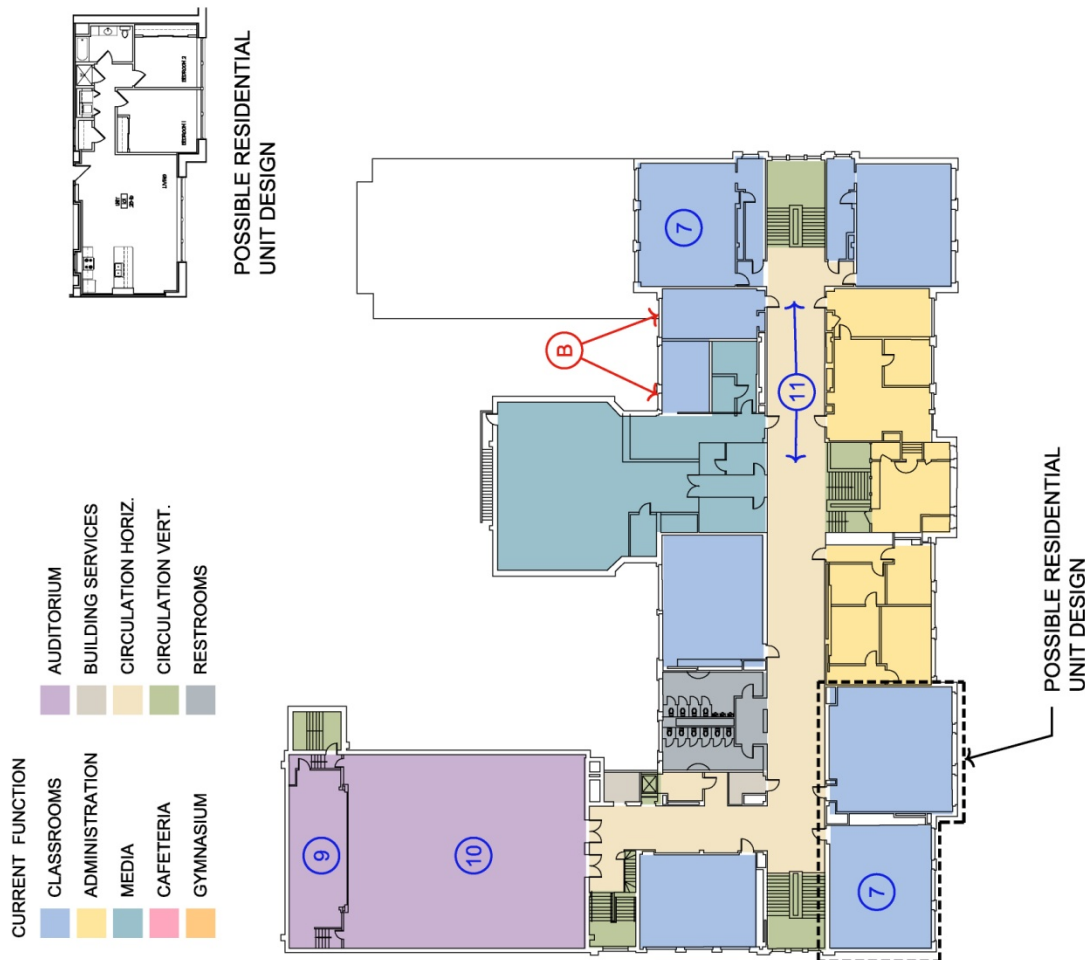
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- 

## KEY NOTES

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0 10 20 40

## First Floor Plan

# Ladd

3640 Benton Boulevard

Kansas City, Missouri 64109

## GENERAL NOTES

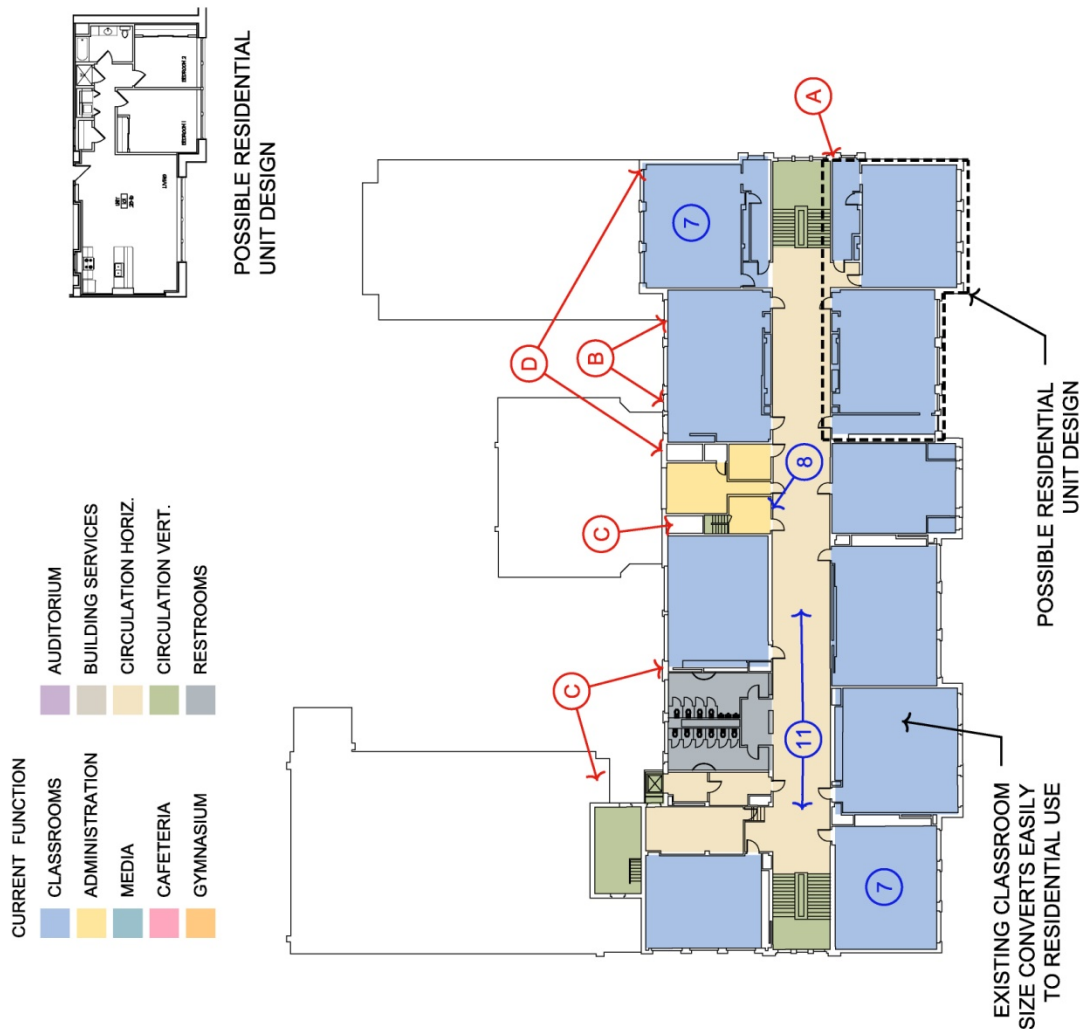
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## KEY NOTES

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Second Floor Plan



# Ladd

3640 Benton Boulevard

Kansas City, Missouri 64109

## PHOTOGRAPHS



Main entrance



Building Interior Stair



Building Interior Corridor



Building Interior Auditorium



Building Interior Gymnasium



Building Interior Classroom

# Ladd

3640 Benton Blvd.

Kansas City, Missouri 64128

## PHYSICAL BUILDING ASSESSMENT

### ASSESSMENT METHODOLOGY:

Rosin Preservation and SWD conducted a site visit to the building on May 31, 2011. The site visit examined the school site, the exterior, and all interior floors of the building. The roof was not accessible for review, and mechanical and electrical systems were not reviewed. No invasive or destructive review techniques were employed.

The team also reviewed written information provided by the owner. These documents included:

- 2006 Building Dialogue dated 11/9/2006 - dialogue was incomplete; building conditions remain similar to those noted in the 2006.
- CADD floor plans - basically accurate; missing some windows, doors, etc.
- Kansas City Historic Inventory Form (dated 3/89)



### CONDITION RATING: \*\*\*\*

The building is structurally sound. The exterior envelop in good condition with remaining usable life in the envelop components. The interior finishes are also in good condition with some typical wear from use. The mechanical and electrical systems appear to be sufficient and in good condition for immediate building use. The exterior site requires only typical maintenance and repairs.

### HISTORIC RATING: \*\*\*\*

The building retains a high percentage of its historic fabric, including wood trim, built-in cabinets, and an ornately detailed auditorium. It also contains one of the most unique historic features – a series of female heads that anchor beams in the east half of the 1st floor corridor. Modifications have only weakened the historic integrity of the building slightly. These changes (including construction of an addition and replacement of original windows) do not impact its ability to communicate its original functional property type, its architectural style or its period of construction. It appears eligible for listing in the National Register of Historic Places.

**PHYSICAL OBSTACLES TO REUSE:** None

### DESCRIPTION OF EXISTING BUILDING ELEMENTS/FEATURES AND VISIBLE ISSUES

#### Building Structure

- Foundation: Concrete and stone, generally in good condition
- Floor Framing: Undetermined. Assumed to be concrete, generally in good condition.
- Roof Framing: Combination of steel and concrete generally in good condition.

*Note: No items were noted for further in-depth review by structural consultant.*

#### Exterior Envelope

# Ladd

3640 Benton Blvd.

Kansas City, Missouri 64128

- Exterior Wall Construction: Brick masonry construction at the original building and a combination of brick masonry and EFIS at the building addition. Masonry and EFIS are generally in good condition. Some areas require minor repointing of mortar joints. Parapets on the north elevation were noted with organic growth in the mortar joints.
- Exterior Windows: Non-historic aluminum windows are configured as 1/1 hung sashes topped by a fixed transom sash. The steel window lintels are corroding in some locations and vegetative growth is evident. They retain wood trim on the interior. Historic wood sashes with Gothic muntin patterns are extant in the stairwells.
- Exterior Trim: Robust cream-colored terra cotta trim and patterned brick work includes vertical and horizontal bands as well as geometric medallions that break-up the tapestry brick walls surfaces. The trim expresses Tudor Revival/Jacobethan design, although some elements (particularly at the front entrances) have a distinctly Prairie School or Craftsman style. The terra cotta is generally in good condition.
- Exterior Entrances: Aluminum-framed glazed doors, generally in good condition. Interior wood vestibules include pairs of multi-light doors with transoms and sidelights. The vestibules also have yellow brick walls and mosaic tile floors.
- Roof: Flat roof with a shaped parapet. Terra cotta coping. The roof was not accessible during the visit, but some sections of membrane roofing were visible through upper story windows. The condition is unknown. Movement of the terra cotta coping was noted on the east elevation and concrete flue caps were noted with damage.

## Building Interior

- Corridors: Painted plaster walls with integral concrete base and wood chair rail. VCT flooring. Some plaster ceilings are exposed. Many of these retain historic picture rail moldings. Remaining corridors have non-historic dropped grid ceilings with acoustical tiles. Materials are generally in good condition.
- Classroom Entries: Classroom doors are original; two-panels with upper glazing; operable transoms; wood frames; generally in good condition.
- Classrooms: Plaster walls; carpeted floor with wood base and some wood chair rail. Dropped acoustical ceiling grids are held back from the exterior (window) wall. Non-historic metal framed chalk boards. Plastic laminate cabinets and sink counters fill recessed openings that were original coat rooms. Some classrooms also retain historic wood cabinets with glazed upper doors.
- Trim: Varnished oak woodwork throughout building includes chair rails, window and door casings, baseboards in class rooms, and classroom cabinets. Some cabinets have stippled or leaded glass doors. Materials are generally in good condition with evidence of normal use and wear.
- Stairwells/Egress: Wide concrete stairs have wood caps topped with non-original metal picket railings. Curved newels and end walls. Materials are generally in good to fair condition with normal evidence of use and wear.
- Restrooms: All modern finishes and fixtures. Restrooms have been created from original classroom spaces. Finishes and fixtures are generally in good condition with normal evidence of use and wear.

## Conveying System

- The building has an elevator. It was not operational for review during the site visit.
- The building has a chairlift located at the stage in the auditorium. It was not operational for review during the site visit.

## Fire Protection Systems

- Fire alarm appears to be a simple manual system with horns, strobes, smoke detectors and pulls located in corridors.
- Fire sprinkler system is provided in the corridors. Piping is exposed in plaster ceiling areas.



# Ladd

3640 Benton Blvd.

Kansas City, Missouri 64128

## **Mechanical / Electrical Systems** (Information from the 2006 Building Dialog)

- Two low pressure boilers provide steam for heating throughout the building. To large fan units provide recirculated air to all the classrooms and other areas. The fan units have steam coils and provide hot air in the winter in most of the areas including classrooms. This is the sole source of heat in most of the areas, including the classrooms except for rooms 103 and 107. The gymnasium, auditorium, library and classrooms 103 and 107 have steam fin tube radiators on the perimeter walls for heating.
- Partial air-conditioning is also provided for offices, nurse area and caring common area by DX cooling with split units. These AHU's do not have heat capabilities. Computer room is served by an independent split system with heat capability. There is a roof top unit with gas heat serving the two kindergarten classroom. A separate roof top unit without heating capability serves the library.
- Electrical system is a 1200A 208Y/120V.
- Large louvered air intake vents are evident on front elevation, integrated into the design of the main entrance. These were part of the original heating/venting system.

## **Site**

- Retaining Walls: Cast in place concrete along southeast side of the site and at area wells. Generally noted in good condition with a few minor areas of damage. Stone retaining wing walls at exterior stairs are generally in good condition with some areas noted that require repointing and the replacement of some damaged stones.
- Sidewalks: Concrete, generally in good condition. One stair on the west side was noted with damage. City-owned sidewalks surrounding the site generally in fair condition.
- Parking Lots: Asphalt is in fair condition. Plant removal, some crack repair, resealing, and striping recommended.
- Playground: Asphalt is in fair condition. Plant removal, some crack repair, resealing, and striping recommended.
- Playground Equipment: There is no playground equipment on site.
- Lawn and Landscaping: Fair condition, with a significant amount of weeds in the lawn areas. There is no decorative landscaping.
- Fencing: Chain link fencing is in fair condition.
- Exterior railings: Typical steel pipe, fair condition with some damaged areas. Repainting recommended.

## **Key Public Spaces**

- Auditorium: Raised stage with wood floor; historic school house pendant lights hang from beamed ceiling; sloped concrete floor has attached wood seats.
- Gymnasium: Plaster walls with wood chair rail; steel and concrete structural beams exposed at ceiling. Recent structural reinforcement is evident. Mezzanine bleachers are bead board.
- Office: Up a short flight of stairs above central stairs; multi-light windows facing corridor. Large space has few remaining partitions. Finishes similar to classrooms.
- Teacher's Lounge: Glazed wall at corridor, above library. Large open room has finishes similar to classrooms. Single-user bathroom with marble corner sink.
- Cafeteria: Long space at front of building. Modern finishes.
- Library: North of corridor opposite main stairs and office on first floor. Finishes similar to classrooms.

## **Other Special/Distinct Features**

- Gothic windows in east and west stairwells.
- Separate, long narrow coat rooms next to some classrooms; these have modern finishes.
- Figurehead brackets anchor ceiling beams in east end of first floor corridor.

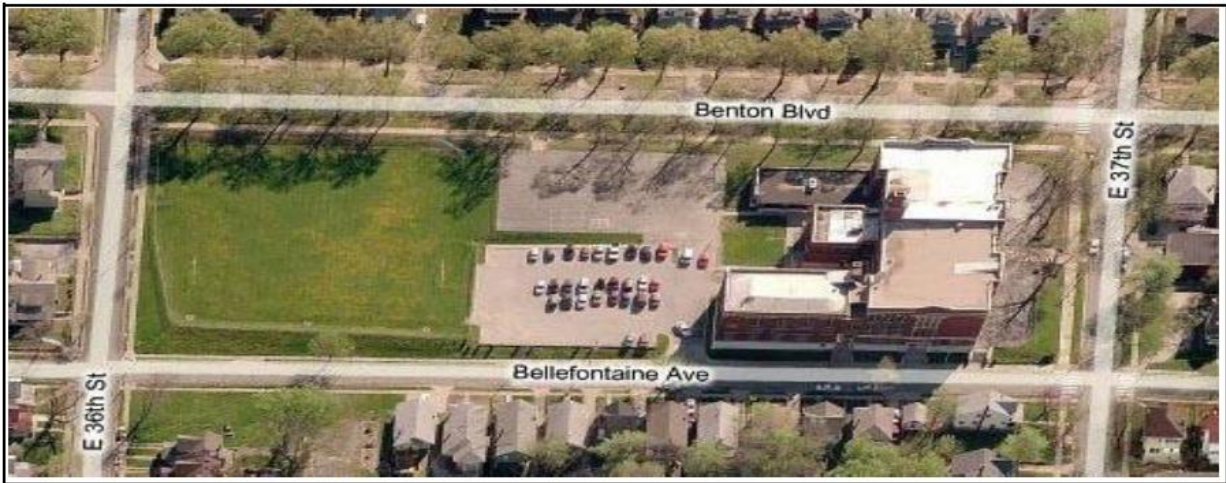


**Kansas City Public Schools  
Repurposing Initiative - Market Assessment**



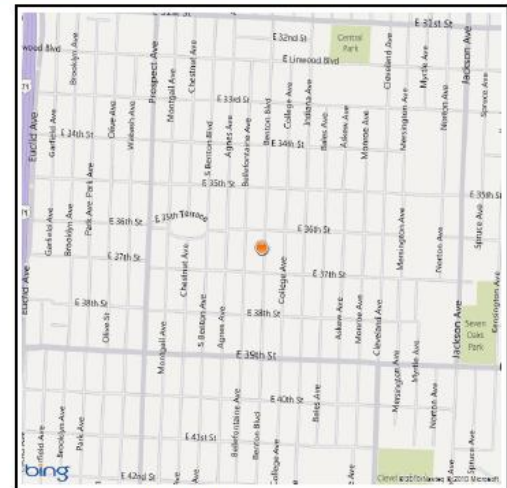
**School: Ladd**  
**Address: 3640 Benton Blvd.**

Market Potential: ☆☆☆  
Market Reuses: Community Garden, Education



Proximity to Parks: 0.5 miles (Central Park)  
Proximity to Comm. Ctrs: 0.23 mile (Palestine)  
Proximity to Major Arterial: Immediate (Benton)  
Nearest School: 0.60 miles (Central HS)  
Proximity to Bus Route & Route: 0.91 mile (Indiana)  
Proximity to Bus Stop: 1.0 mile  
Located in a Food Desert? No  
High Need Zip Code-Education: Yes

<u>1.0 mile Stats (2010)</u>		<u>District Wide</u>
Population:	14,557	197,361
Pop. Growth (00-10):	-23%	-9%
Pop. <18 yrs:	3,462	45,231
% Pop. <18 yrs old:	26%	25%
% 65+:	16%	11%
Households (1.5 mile):	8,586	89,759
Median Income (*):	\$23,001	\$28,118



Facility Location

\*American Community Survey 05-09

Comments:

Located on the historic tree-lined Benton Boulevard, the site is surrounded by single-family residences in an area that has experienced significant declines in population and has higher than average 65+ population. The facility is not within walking distance of any significant commercial areas. The site offers an acre of open space on the north side of the facility and serves the surrounding community as a centralized recreational space.

## APPENDIX C: COMMUNITY FEEDBACK

Site Tour

Phase II Meeting

## Ladd

Tuesday, May 31, 2011

5:30 – 7:30pm

10+ attendees

### **BREAKOUT SESSION (FB, DC)**

#### Site Significance

- Mrs. Obama talked about this area as a food desert.
- Children attended this school
- Community members attended Ladd
- Building used to be overflowing, full of life

#### Strengths

- In excellent condition: move in ready
- Access to transportation
- Still considered a center place/gathering spot
- Grounds are used by the community (t-ball practice in session during the site tour) – this helps ward off illicit activity
- Building is big and has versatility
- Size and set up of rooms are good: large rooms

#### Challenges

- Concerned about building being vacant, Attracts illegal activities and vandalism
- Seen signs of people in the building
- Illicit activity taking place
- Adult men parking in parking lot during the evenings (area that is not easily seen from the street) – concerns about drug activity

#### Solutions to Challenges

- Encourage use of grounds, playground (supervised)
- Block area off/make in-accessible
- Surveillance camera located in key spots
- Bars or mesh screen over doors and windows

#### Community Needs

- Jobs
- Community facility
- Education
- Facility to serve the heart of the community

- Salons, services, goods
- Food desert (have to go to Blue Parkway now)
- Entertainment/Recreation
- To create places/services that will make people want to live in the area

#### Reuse Options (that could address community needs)

- Mentoring related to housing rehabilitation
- Shopping center
- Community center
- Community center/shopping center
- Technical school/Life skills education
- Women and children education center
- Meeting rooms
- Coffee shop
- Boys and Girls club/ YMCA for youth
- Senior housing (like D.A. Holmes)
  - Concerned about affordable/subsidized housing being built when plenty of vacant houses in neighborhood
  - Multi family housing a possibility
- Senior services (like Palestine Sr. Center)
- Grocery Store
- Urban agriculture
- Distribution center for angel food network
- Food Processing retail incubator
- Housing resource center
- One stop shop social service center

## Ladd Phase II Meeting

Tuesday, August 9, 2011  
Mohart Multi-Purpose Center  
5:30-7:30pm  
3 attendees

The following is a summary of the discussion/feedback from the Phase II meeting for the Ladd school site:

### **RECAP OF SITE TOUR FEEDBACK**

During the site tour, the district received great feedback about community needs and reuses that could address community needs. Key things that the district has noted from the site tour discussion:

- *Even though the school is closed, it is still considered a community gathering spot*
- *Building is in good condition, its size and layout make it versatile, all of which are assets*
- *Illicit activities taking place on site which need to be addressed*
- *Strong support for reuses that benefit the neighborhood: multi-purpose center that provides youth services, life skills/job training, shops, and offices. Also support for senior housing, but concern about other forms of affordable/subsidized housing since the area has a considerable # of vacant homes/lots.*

Participants confirmed that this was a good summary of the site tour feedback.

### **REUSE FEEDBACK**

Based on the technical assessment and feedback from the site tour, several types of reuse have been identified as viable options for Ladd, including:

- Mixed Use
  - Combination of Residential + Other Uses
  - Multi-purpose Center (Services + Office + Community Center)
- Multi-family Residential

#### **Community feedback for Multi-purpose Center:**

- The participants indicated that a multi-purpose center that combined technical training with social services would best fit the needs of the community.
- A development that included community service organizations, senior services and/or a community resource center was very desirable. Services open to the community such as a job/vocational training center, life skills, tutoring, education/training, barber/beauty shop, branch office for Medicare/Medicaid resources were also discussed.

#### **Community feedback for Multi-family Residential:**

- Of the different types of residential use, participants were only supportive of senior housing because they were concerned that other residential projects might attract violence/additional drug use in the area.

- In addition, participants were not supportive of subsidized housing as there is already ample affordable housing in the area and they didn't want an additional concentration of subsidized units.

The technical assessment indicated that Ladd is not a strong candidate for retail use due to its location and layout (lack of exterior and interior visibility). The following summarizes the discussion during the Phase II meeting:

Community feedback on **Retail Use:**

- Participants wanted some assurance that they could limit/deter undesirable activities in the reuse of the building. They were generally not interested in any use involving the exchange of money because this might draw an undesirable element/clientele to the area; the exchange of goods or services brings along the chance of negative activity taking place on the property. As such, they did not believe a grocery store would be a good fit for the site.
- Participants did indicate; however, that a commercial or retail use that catered to/provided services to seniors would be appropriate for the site.

The district has received a few inquiries about the site from start-up charter schools. The following summarizes the discussing about educational reuse during the Phase II meeting:

Community feedback on **Educational Use:**

- Several participants did not feel the neighborhood needed an elementary school in the area.
- Participants were not in favor of reuse of the site by a start-up charter school because there is no guarantee of success with a start-up charter school. The charter would have to be an established school, however, this is not a high priority for the neighborhood.
- Participants were supportive of a pre-school use or services/training/life skills for women. Both of these uses were attractive because they target a specific audience. The life-skills training for women would bring a technical training facility to the area for women specifically. The pre-school could be partnered with the like-skills training center.

Note: Training bubbled up to the top often in the discussion. A known, reputable organization would be preferred to provide training services.

### **SOLICITATION PROCESS**

The district has a few options available to it when it disposes of surplus property:

- Choose to sell or lease
- Use one of three methods to sell/lease (as required by state statute):
  - Market a property through a broker
  - Formal bidding process (award to highest bidder)
  - Negotiate directly with a community group/governmental agency

During the meeting, participants were asked to provide their feedback on the solicitation process. The following summarizes their feedback/comments.

Community feedback on the **Solicitation Process:**

- Participant feedback on sale versus lease was mixed. They indicated that a sale would be the more stable option; however, a lease would allow the site to remain a community asset and allow for community use
- Participants did not have a clear preference for any of the three methods for the sale/lease of the site. They did express a concern that a broker may have no vested interest in what the community wants
- Participants stressed that regardless of the process used, community needs input. Constance Norton, the President of the Oak Park Neighborhood Association should be the main point of contact

**INTERIM REUSES/ACTIONS**

In the event the district doesn't receive viable proposals for Ladd, or if it takes several years, the district solicited feedback from the community on interim actions/activities.

Community feedback on **Interim Uses:**

- Participants indicated that they were pleased that the fields are currently used by several little league teams, and that this was an appropriate use of the grounds.
- In addition, a walking trail on the site would be the most desirable new interim use.
- A community garden would also be acceptable; the Oak Park Neighborhood Association currently has a garden initiative. This may be a possible location for that effort.
- In addition, the following interim uses were mentioned:
  - Community meeting space
  - Farmers market
  - Community events

**DEMOLITION**

For every site, the district is gathering community feedback on the possible demolition of the building.

Community feedback on **Demolition:**

- There was consensus in the group that they were not supportive of demolition of the building, even if a viable proposal comes in that is consistent with community feedback.
- In the event, the building remains vacant for several years, the participants indicated that they are still not supportive of demolition, but after exhausting all options, the district should come back to the community to discuss demolition and other alternatives.



## APPENDIX D: REPURPOSING GUIDELINES

**Policy Category: *Appendix C***  
**Policy Name: Repurposing Guidelines**

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1. Repurposing will not impair or impede the District's ability to achieve Global Ends Policy 1.0.
2. Repurposing will promote the financial strength and integrity of the District.
3. Repurposing will promote the well being of the community and neighborhoods surrounding District facilities.
4. Repurposing will be comprehensive. Reuse strategies will be developed for individual sites, however those reuse strategies must be consistent with the reuse solutions for all the District's surplus facilities.
5. Repurposing reuses will be driven by a comprehensive community engagement process however final decisions will be determined by the Board as guided by this policy.
6. The Board, guided by applicable Missouri statutes, may consider proposals from educational service providers on a case-by-case basis, provided:
  - a. Preference will first be given to schools sponsored by the KCMSD.
  - b. The educational service provider has a proven academic track record and an effective educational program that compliments District schools and programs.
    - i. For the purposes of these guidelines, "proven academic track record" is preferably defined as making progress at a pace similar to or exceeding the KCMSD towards "deep understanding" as measured through authentic assessment school-wide.
    - ii. For the purposes of these guidelines, "proven academic track record" may be defined as exceeding the KCMSD average MAP performance in both Mathematics and Communication Arts as a whole as well as for at least 80% of applicable subgroups in at least two of the preceding three academic years and exceeding the KCMSD average for such End-of-Course Exams as may be required by DESE.
    - iii. For education service providers without a "proven academic track record" the Board may consider proposals only if the education service provider's sponsoring organization commits to annual academic growth requirements.
  - c. Preference, in the form of more favorable lease terms, will be given to providers that seek buildings in high-needs geographies (The Paseo to I-435, 63<sup>rd</sup> St. to Independence Ave.) and programs that target specific high-needs populations; guidelines 6bi-iii remain applicable.

- d. The Board will not approve any proposal from an education service provider without soliciting and strongly considering the Superintendent's opinion and guidance.
- 7. The District will maintain ownership of some closed school sites based on strategic considerations, including but not limited to future enrollment growth. The District will consider lease proposals for these sites.
  - a. The District will consider both lease and sale proposals for properties it identifies as surplus and not needed for strategic purposes.
  - b. All proposals will be evaluated based on alignment with District goals and impact on District finances as well as the technical and financial capacity of the proposing entity.
  - c. Lease/sale agreements will include claw backs and/or other necessary provisions to mitigate risk to the District and ensure performance, including academic performance where applicable.

Revision Dates: March 9, 2011- Adopted

May 18, 2011