High School Facilities Study and Assessment for

Madison Metropolitan School District

Madison, WI

PRA Project No. 180223-01 | January 9, 2019

Revised as of May 1, 2019

PLUNKETT RAYSICH ARCHITECTS, LLP

ROBERT M. LA FOLLETTE HIGH SCHOOL



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Robert M. LaFollette High School

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Section one

INTRODUCTIONS AND ACKNOWLEDGEMENTS

Robert M LaFollette High School

Plunkett Raysich Architects, LLP

PRA Project #180223-01

Introduction

In an effort to understand the existing high school building's educational programs, condition of facility and incorporating family and community use of the buildings, Madison Metropolitan School District (MMSD) has selected Plunkett Raysich Architects, LLP to analyze the facilities and provide recommendations to modernize facilities that meet the current aspirations of the District, for students, families and community. The District has completed work with establishing a Strategic Framework which outlines the District's vision of establishing core values and identifying goals to accomplish those values through the training and teaching of strategies to be implemented for the students of MMSD.

Methodology and Process

When evaluating a building to determine how to approach upgrading the facility our team reviewed and evaluated the condition of the existing facility. The analysis was completed by reviewing existing documents that MMSD has compiled to substantiate when a building, systems or materials were put in place, and physical observations by our architectural team. A recording method is provided that aligns with a Facility Condition Index (FCI) that summarizes the findings of multiple criteria items and provides a grading system that aligns with observed conditions.

Review of existing programs and use of spaces within the building is identified in graphical format for a representation of how areas and spaces are used currently within the building. A review of the district's student enrollment both current and in the near future, was considered to determine the number of students that are to be served within the building. To make recommendations of needed space, a review of the district's determination of student capacity within the building provides an understanding if there are over utilized, or just as important, if there are underutilized spaces that could be repurposed for modern learning spaces.

A series of interviews was conducted with key administrators and department heads who were determined to have the knowledge of the educational direction that that the district is striving to accomplish. The input received was aligning with the District's Strategic Framework.

The input was received from the following instructional areas:

- Instructional
- Technology
- Music and Arts
- Safety and Security
- Pathways
- Athletics and Co-Curricular
- MSCR and Community
- Building Services
- Building Trades

An eventful session to gain input from several aspects of MMSD administration was the meeting that was held with the Central Office Leadership Team (COLT). While attending the meeting, which was interactive, collaborative and exceptionally informative, it provided educational input on the desired direction of the school district and of how to achieve the District's Strategic Initiatives that allowed our team to envision how the spaces could be designed to accomplish the input that was provided.

Insight of the input received was documented to establish a summary of finding and guiding principles that were of the highest of importance to achieve for the high school facilities.

To provide design recommendations and options, the methodology described was considered to determine a proper direction of feasibility.

The common themes, that were mentioned by several groups while they were interviewed, are summarized, documented, and incorporated in the options that were developed.

Acknowledgements

The efforts of this study and assessment are with the appreciation of the MMSD staff:

- Chad Wiese, Executive Director of Building and Administrative Services
- Andrew Statz, Executive Director of Research, Accountability & Data Use

Appreciation to the MMSD staff that provided input and commentary:

Dr. Jennifer Cheatham	Rick Hopke	Lynda Chen
Kelly Ruppel	Jo Anderson	Jeff Knutson
John Harper	Mike McDonald	TJ McCray
Lisa Kyistad	David Kapp	Eric Benedict
Sylvia Romero-Johnson	Tom Kannal	Scott Furnholz
Alex Fralin	Alisa Brown	Stacy Smith-Buckley
Cindy Green	Najjah Thompson	TJ Rogness
Jen Wagner	Peter Kuzma	Kevin Porter
Karen Keppler	Mark Penisten	Devon Peterson
Joe Balles		Jeremy Schlitz
Bo McCready		

Our team of professionals at PRA that developed the contents of this study and assessment:

- Steven Kieckhafer AIA, Architect, Principal-in-Charge
- Diana Davis AIA, Architect
- Ken Turba AIA, Architect
- Carol Armstrong, Administrative Assistant
- Cheryl Ming, Administrative Assistant

Section Two

FACILITY OBSERVATIONS AND ASSESSMENTS

Purpose

As part of a long-range facility planning effort, Madison Metropolitan School District (MMSD) requires an understanding of current education facility conditions and the anticipated upgrades, if any, along with associated cost to provide adequate condition of facilities throughout the district.

This assessment will help address these fundamental questions and others facing the district:

- What is the condition of our current facilities?
- How much would it cost to upgrade our facilities?
- How much longer will a facility be effective?

Methodology

This report provides a "letter" grade associated to the condition of facility components within the school and administration facilities of MMSD. The outcome grade of various components is translated to an overall facility grade to allow the District to understand each facility's condition as it relates to all the school facilities throughout MMSD.

Once the overall grade is determined for each component, a cost figure based on condition is assigned to either correct the condition or upgrade each element of the facility's components. The facility component categories are:

- Site Elements
- Building Envelope
- Life Safety, Accessibility
- Interior Finishes
- Specialty Areas/Needs
- Mechanical Systems
- Electrical Systems
- Technology Systems
- Aesthetics, Sustainability
- Energy Efficiency

A baseline standard has been identified by utilizing the districts most recently constructed school facility, Paul J. Olson Elementary School, which was built in 2007 with good quality components and equipment that meets the districts expectations of standard. Some components of a facility that were examined could be identified as "does not meet code". This represents a component that would not meet today's current building code, but most likely met the building code at the time of building or alteration. It has been very customary that the MMSD facilities meet building codes.

A Facility Condition Index (FCI) was created several years ago by MMSD Building Services staff for the evaluation of major facility components within a facility. This report evaluates the FCI provided by MMSD and recalculates the current components for mechanical and electrical categories. The FCI grade developed by MMSD will be compared to the updated and expanded assessment of this report.

A determination of cost has been established to upgrade a facility from a Poor or Extremely Poor grade to an Adequate grade; then with additional determination to upgrade the facility even further to a Good grade. It is determined that a current facility would not be able to achieve an Excellent grade, due to the existing structure and components already put in use. To achieve an Excellent grade would require that the facility is replaced with a newly constructed building.

Process

Our team of experienced and qualified personnel toured each facility for an on-site visual inspection. Tours took place between October 24 through November 26, 2018. The custodial staff of each facility guided us through the facility while verbalizing elements that have been a chronic or recent problem or concern. On some occasions, the school's Principal was in attendance. In addition to the comments provided, our professionals documented observations of the facilities condition without prejudice or persuasion. Upon reviewing individual elements of the facility, a grade had been allocated to each component, which in the opinion of our trained professionals, was deemed a letter grade as follows:

Grade A - Excellent	No action needed
Grade B – Good	General wear is experienced
Grade C – Adequate	Standard as functions in need of correction
Grade D – Poor	Below standard, exceeding life cycle expectancy
Grade F – Extremely Poor	Should be replaced, is a hazard

Life cycle deficiencies pertain solely to the age of a particular building component. To determine deficiencies, the age of each component recorded in the survey was uniformly compared against typical life cycle expectancies to identify those which have exceeded their functional life, and are therefore, prone to failure. The life cycle expectancies used are based on generally accepted industry norms and an assumed low level of maintenance for most components.

Each letter grade within the established categories was assigned an estimated probable cost to upgrade the components within each category, to the next grade level. Upon calculation of the cost to upgrade one level, further consideration was made to upgrade the facility to the next grade level, which for the process of this assessment is from a grade of F and D to a C, then a grade of C to a B.

Execution

The assessment of the facilities grade determination and associated costs are compiled within this report to assist MMSD with long-range facility planning efforts as they relate to the utilization and determination to upgrade the district's existing educational school facilities.

ROBERT M. LA FOLLETTE HIGH SCHOOL

702 Pflaum Road, Madison WI 53716

GENERAL

Site Size: 56.71 Acres (same parcel as Sennett Middle School)

Building Area: 330,861 Sq. Ft.

Year Built: 1962 Additions: 1965, 1969 & 2003



SUMMARY GRADE

Site Elements	C
Building Envelope	C
Life Safety	C
Accessibility	C
Interior Finishes	D
Specialty Areas/Needs	C
Mechanical Systems	D
Electrical Systems	D
Technology Systems	C
Aesthetics	C
Sustainability and Energy Efficiency	D
TOTAL GRADE	**C**

SITE ELEMENTS

Asphalt Paving: Most areas are worn and noted to have many cracks and areas that are degrading.

Concrete Walks: West exit adjacent to the special education wing has settling issues.

Landscaping: Many trees are overgrown and taken down over the years. Some grassy areas are balding.

Fencing: Existing perimeter appears to be in good condition. Newer fencing was noted around the football field.

Steps: Concrete stairs and cantilevered landing leading from lower to upper level in outdoor courtyard near pit are cracking and degrading. Cantilevered portion is beginning to lean down. Also, concrete at loading dock adjacent to dumpsters are cracking apart.

Railings: Rusting and needs repainting.

Playground Equipment: Not applicable.

Sports Fields: Football and tennis look new. The baseball field on the north side of the site is rutting.

Site Accessibility (Ramps, Handicap Parking, Van): Adequate.

Buses and Parent Drop-Off: Congestion was noted at the beginning and end of school days.

Fire Truck Access: Most areas are accessible.

Dumpsters: Enclosure needed around dumpsters.

BUILDING ENVELOPE

Brick: Few areas were noted to need tuck-pointing. Brick at foundation is deteriorating.

Main Entry Doors: Works but does not look like a main entry.

Main Entry Columns and Entablature: Not applicable.

Windows: Existing are double aluminum windows with single pane glass. They are hard to slide open and they leak air. Needs new windows.

Louvers: Adequate condition.

Miscellaneous Soffit Trim and Gravel Stops: In good condition, problem areas noted on 2017 report have recently been addressed.

Roof: Areas of the roof were installed in varying years with oldest installation in 1991 and newer installed in 2007.

Exterior Doors: Original aluminum doors are very old and leaking air. In some cases the aluminum frame is deteriorating at the floor line. Need replacing of the exterior doors.

LIFE SAFETY

Fire Alarm and Fire Detection: Installed in 2003 and has seven (7) years of useful life remaining.

Fire Protection, Sprinkler System: Building does not have a sprinkler system.

Egress: Excellent condition.

Fire Extinguishers: Noted throughout building.

Classroom in Lower Level (Adjusted to Area Well): Not Applicable.

ACCESSIBILITY FOR DISABLED

Elevator/Lift: One (1) elevator with older finishes is located on the north side of the two (2) story area of the building.

Ramp: Ramps are located throughout. Handrails do not meet current graspability or extension requirements.

Toilet Rooms: In general, they do not meet accessibility requirements. There are a couple of accessible toilet rooms located near special education.

Automatic Entrances: Two (2) areas leading to interior courtyard are automatic.

Door Clearances: Majority have adequate clearances.

Door Hardware: Vast majority of the school has the knob type hardware.

Casework: Few areas are wheelchair accessible.

Sink Access at Casework: Few areas are wheelchair accessible.

Drinking Fountains: Combination of accessible and not.

Stairs: Hand and guardrails do not meet current code requirements.

Stage: Is accessible from the back only.

INTERIOR FINISHES

Flooring: In general the flooring is older and in many areas original tile. VCT and carpet are mostly dirty and cannot be cleaned. Many carpeted areas are older and stained.

Ceilings: Majority are spline ceilings. They are popping out of place in certain areas and several areas need replacement.

Walls: Most areas appear to have been painted recently.

Casework: Most casework is old and some were noted to be delaminated.

Doors: Most are old but in good condition. Areas such as the field house and gymnasium, doors were noted to be worn and damaged due to abuse.

Marker Boards: Existing chalkboards are being retrofitted as needed. Some smart boards were noted in classrooms.

Corridor Lockers/Cubbies: Lockers are dated but have been refinished. These are very narrow to fit backpacks.

Toilet Partitions: Dated and some are damaged.

Shades: Majority are worn and ripping.

SPECIALTY AREAS/NEEDS

Secure Entrance: Excellent condition.

Classroom Locks: Knob type hardware, and they do not lock from inside.

Security Cameras: Yes, noted to be located around the exterior of the building as well as the interior corridors.

Administration: In general, spaces are small, flooring and ceilings are newer, and window treatment is dated.

Mail Room: Mail cabinets are dated and have been retrofitted to allow for more mail slots.

Staff Work/Kitchen: Dated cabinetry, delaminating in some areas and original blinds.

Student Services: Good condition.

Auditorium: Finishes are dated and worn.

Stage: Handrails at stage stairs do not meet graspability requirements. Finishes are dated.

Gymnasium: Wood floor has some dead spots. Manual bleachers are difficult to open and close. Folding partition is older and has problems opening and closing. One door does not latch. Light levels are not adequate. Speakers are not audible over gym noise. Temperature is often either too hot or too cold.

Gym Locker/Shower: Boys and girls tile base is coming off in areas and the lockers are dated. Shower is not being used as intended. Toilet rooms do not meet ADA standards.

Varsity Locker Room: Toilet rooms do not meet ADA standards. Ventilation is inadequate and space is too small when visitors are utilizing the space.

Pool: Renovation of the pool area was completed in summer 2018.

Multipurpose Room: Room adjacent to pool is extremely hot.

Fieldhouse: Space is loud and divided by curtains. Difficult to hold classes due to excess noise. AHU unit in the ceiling is also very loud. Entry doors are beat up.

Fieldhouse Locker Rooms: Newer.

Sports Medicine: Space is too small and not enough space for population and exercise therapy.

Laundry Room: Two (2) out of three (3) washers and one out of two dryers are not functioning. Room is extremely hot.

Weight Room: Space is too small and gets extremely hot for use.

Wrestling: Light levels are not good. Large cracking was noted in the storage room.

Special Education: Center space in corridor is large and underutilized. Carpet is dated and stained. Quiet Zen room is adjacent to activity room, sound transfer is an issue.

Special Education Kitchen: Older cabinetry and does not fully meet accessibility requirements.

Classrooms: Spline ceiling and approximately half have original floor tile.

Science Labs: Dated cabinetry, spline ceiling is damaged and coming down in some areas. Approximately half of the rooms have original floor tile. Some newer cabinets were noted as well.

Staff Lounge: Large space being used for both lounge and meeting space.

Nurse: Space is older, toilet rooms have dated finishes and do not meet ADA standards.

Cafeteria: Spline ceiling.

Kitchen: Full kitchen in adequate condition.

Serving at Commons: Need enclosed serving area and vending machines.

Home Economics: Dated spline ceilings and cabinets; and original floor tile.

Art Room: Spline ceilings and dated cabinets.

Ceramics: Spline ceilings and dated cabinets. Two (2) kiln ovens and one does not read temperature properly. Rated curtain is used for enclosure.

Metals/Jewelry: Dated finishes and cabinetry. Sinks are older and full of calcium deposits.

Music/Choir & Strings: Dated cabinetry and original floor tile.

Wood Shop: Bradley sink is older and the remainder of the room is older but clean.

Auto Shop: Outdated and in need of modernization with aesthetics and equipment.

Lecture/Study Hall: Newer.

Library/IMC: New carpet and lighting was recently installed, existing wood paneling and circulation counter. CLC area in rear between stairs is not part of the IMC and should be separated with glass walls to maintain supervision. Storage area is not large enough and space floods on occasion due to pipes freezing. Need more electrical outlets.

Art Gallery & Museum: Good condition.

Outdoor Pit: Covered outdoor space that is not utilized.

MECHANICAL SYSTEMS

Boiler: Installed in various years, oldest is from 1963 and has exceeded projected life expectancy.

Air Handlers: Installed in various years, a few units have been replaced recently, while others are approximately 50 years old and has exceeded projected life expectancy.

Power Roof Ventilator: Installed in various years, oldest is from 1965 and has exceeded projected life expectancy.

Unit Ventilators: Installed in 1965 and has exceeded projected life expectancy.

Condensing Units: Installed in various years, oldest is from 1990 and has exceeded projected life expectancy. One (1) unit was installed in 2014 and has 12 years of useful life remaining.

Cabinet Unit heaters, Convectors and Baseboard Radiation: Installed in 1965 and has exceeded projected life expectancy.

HVAC Pumps and Valves: Installed between 1962-1966 and have exceeded projected life expectancy.

Air Conditioning: Installed in 1981 and 1994 and have exceeded projected life expectancy.

Temperature Controls: Installed in 1965 and has exceeded projected life expectancy.

Plumbing Fixtures: Installed in 1965 and has exceeded projected life expectancy.

Electronic Drinking Fountains: Installed in 1990 and has exceeded projected life expectancy.

Water Heater: Installed in 2002 and has exceeded projected life expectancy.

Tank Heater (Steam): Installed in 2010 and has 24 years of useful life remaining.

Water Softener: Installed in 1998 and has two (2) years of useful life remaining.

Plumbing Pumps and Piping: Installed in 1990 and has exceeded projected life expectancy.

Domestic Water Piping and Sanitary & Strom Waste: Installed in 1965 and has exceeded projected life expectancy.

Swimming Pool Pumps, Converters & Filters: Installed between 2000 and 2005; pumps have four (4) years of useful life remaining. Filters have exceeded projected life expectancy.

Washers/Dryers: New washer recently installed.

ELECTRICAL SYSTEMS

Switchgear: Multiple switchgear located throughout building. Some are newer and others have exceeded projected life expectancy.

Panels: Installed in 1965 and have exceeded projected life expectancy.

Power Distribution: Installed in 1965 and has exceeded projected life expectancy.

Generator: Installed in 2005 and has 14 years of useful life remaining.

Lighting: Various installation dates and the majority have exceeded projected life expectancy.

Power Outlets: Installed in 1965 and have exceeded projected life expectancy.

Elevator: Installed in 1965 and has exceeded projected life expectancy.

TECHNOLOGY SYSTEMS (Phone, Data, Communications)

Access Control System: Installed in 2014 and has eight (8) years of useful life remaining.

CCTV system: Installed in 2010 and has four (4) years of useful life remaining.

Clock System: Installed in 1965 and has exceeded projected life expectancy.

PA System: Not all areas can be heard and some are too loud. Gymnasium is newer, installed in 2012 but has auditory issues.

Phone: Newer system but having problems with hang ups and not being able to hear.

Data Outlet: Not applicable.

Intrusion Alarm: Installed in 1975 and has exceeded projected life expectancy.

Wireless: Yes.

AESTHETICS

Site: Generally looks good.

Exterior Façade: Generally looks good.

Interior Spaces: Corridors and classrooms are bright and airy. Other spaces tend to be dingy with lighting issues.

SUSTAINABILITY AND ENERGY EFFICIENCY

Windows: Older and leak air.

Exterior Doors: Older and leak air.

Wall Types: Original masonry with brick cladding from 1962.

Roof: Installation dates vary, older portions are from 1992 and newer from 2000 to 2008.

Energy Efficiency of MEP Systems: Adequate condition.

FORWARD LOOKING RECOMMENDATIONS

Adjacencies of Rooms: Athletic office is far from gym and locker areas. Changing room is far from nurse. Special education Zen and activity should not be adjacent.

Sizes of Rooms: Adequate with exceptions such as wrestling, administration, sports medicine, and varsity locker area.

Missing Spaces: Swim coach office and the building lacks a defined main entry.

Under-utilized Spaces: Special education open corridor space, open area on first floor science wing and outdoor pit.

OVERALL THEMES

The desire of the school district is to update the existing facility in a way that promotes school pride and gets incoming students excited to be a part of the school system. This will not only include facility updates but also updates to the learning environment itself. All renovation work shall be in line with pathways. Key areas of work include:

EDUCATIONAL FACILITY

The long term goal of the district is to move in the following direction:

- Infill of existing pit for more educational space.
- Upgrade of existing auditorium, spectator gym, culinary, tech and auto spaces.

- Interior space planning for library.
- Full update to floors, terrazzo/polished concrete in high traffic areas.

GROUNDS AND ATHLETICS

The current FCI does not have any projects that have a grade below C. The long term goal of the district is to move in the following direction:

- Install turf at Lussier field, rebuild track and expand infield for soccer.
- Install turf on practice fields
- Provide a permanent shed
- Upgrade softball field for competition
- Upgrade outdoor lighting and landscaping
- Provide a secondary exit out of parking lot
- Accessible path to tennis courts

HVAC

The current FCI has a long list of action items needed from an HVAC standpoint. The long term goal of the district is to move in the following direction:

- Eliminate steam boilers and all associated steam systems and equipment. Would like to transition to a hot water boiler system. It is planned to have all of the existing ceilings replaced, which makes this an appropriate time to make a large overhaul to the building.
- Replace all AHUs to utilize hot water system and get cooling to 100% of the building.
- Convert the temperature control system from EBI DDC to WebsAx.

PLUMBING

The current FCI has a long list of action items needed from a plumbing standpoint. The long term goal of the district is to move in the following direction:

- Full renovation of all restrooms and locker rooms to include but not limited to lavatories, water closets, and drinking fountains. This shall also include removal of all galvanized piping, which would be replaced with copper.
- Replacement of domestic tank heater.

ELECTRICAL

The current FCI has a long list of action items needed from an electrical standpoint. The long term goal of the district is to move in the following direction:

- Replacement of service due to outdated equipment, difficult to get replacement parts.

- Update generators to ensure entire building is being served from an emergency service standpoint.
- Majority of interior lighting is to be replaced
- Upgrade exterior lighting with LED fixtures.
- Revamp the fire alarm system.
- Update data and power service throughout building, adding more capacity/flexibility.
- Upgrade theater sound system and rigging.

CARPENTRY

The long term goal of the district is to move in the following direction:

- Upgrade cabinetry in science classrooms.

ENVIRONMENTAL

The long term goal of the district is to move in the following direction:

- Address abatement issues in accordance to district policy.
- If mechanical systems are updated, this will greatly improve the energy efficiency of MEP systems.

LIFE SAFETY

The long term vison of the district is to move in the following direction:

- Revamp the fire alarm system.
- Will not install sprinkler system unless there is a code triggered situation.

PAINT AND FINISHES

The current FCI has a long list of action items needed from a finish standpoint. The long term goal of the district is to move in the following direction:

- Remove paneling.
- Replace all ceilings.
- Replace aluminum framed, vinyl covered cardboard walls.
- Update paint colors and finishes throughout school.
- Update floors in high traffic areas to be more durable.

Section Three

BUILDING FUNCTIONALITY

EXISTING SITE PLAN

To provide an understanding of the property and extents of the site and building. A site plan identifies the attributes about the property and surrounding existing conditions.

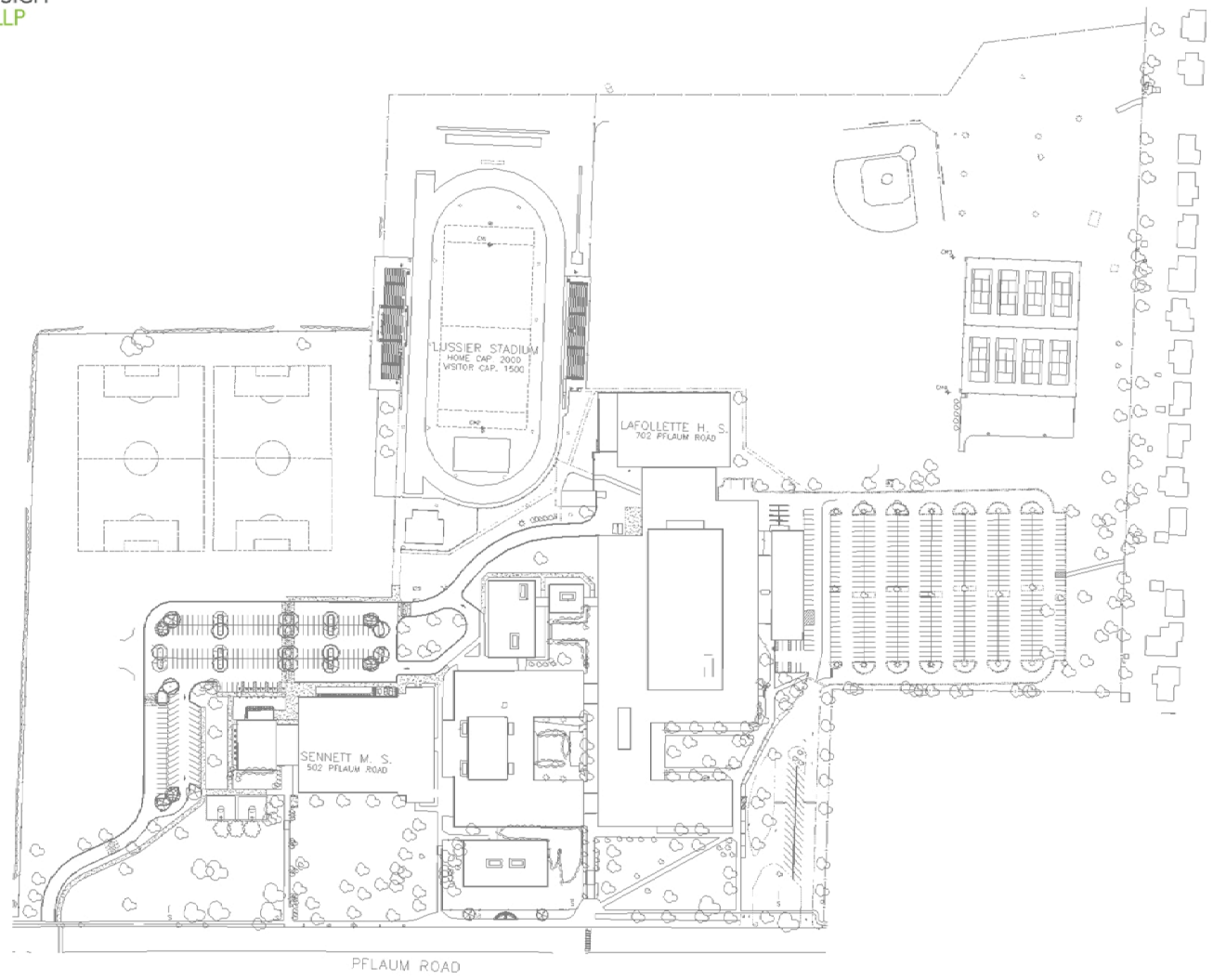
EXISTING BUILDING PLAN

Overall floor plans of the facility are provided for identification purposes to locate attributes within the building.

EXISTING EDUCATIONAL PROGRAM PLAN

To evaluate the educational use of the building, a plan that identifies the extent of educational use provides an understanding of how the building provides educational function of space. Understanding where academic and support spaces are located, allows the planning of the building to be used most effectively.

LA FOLLETTE HIGH SCHOOL - MADISON, WI



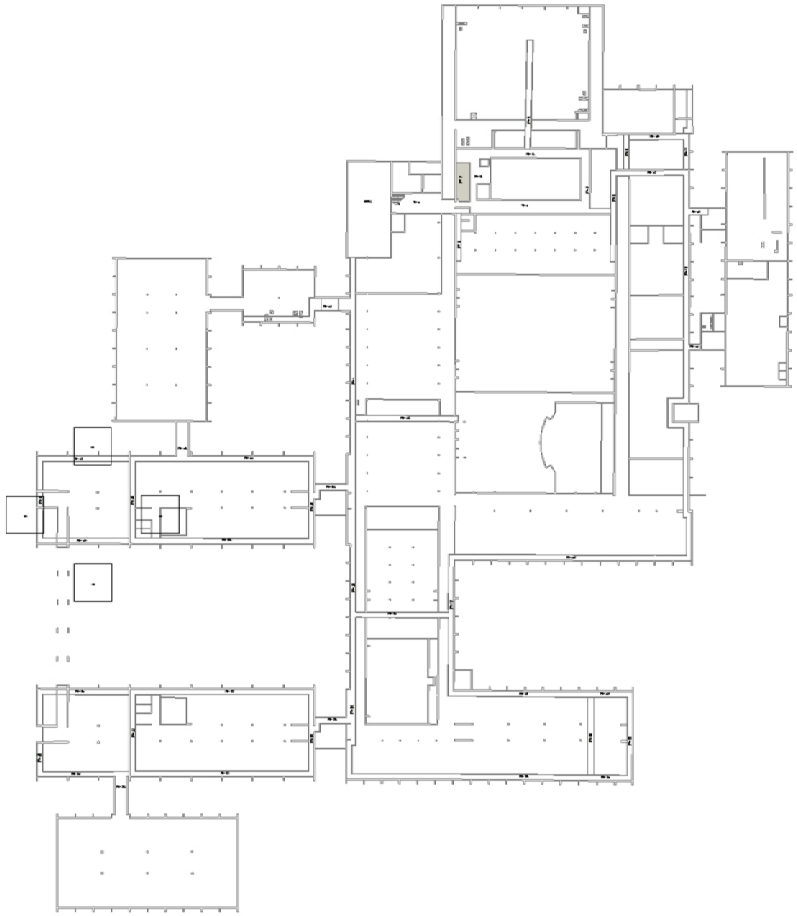
SITE PLAN

LA FOLLETTE HIGH SCHOOL - MADISON, WI



ADDITIONS BY YEAR

LA FOLLETTE HIGH SCHOOL - MADISON, WI



- OFFICE / ADMIN
- SERVICE / RESTROOMS
- PHYSICAL EDUCATION
- GENERAL CLASSROOMS
- SPECIAL EDUCATION
- ARTS
- IMC / LIBRARY
- STUDENT COMMONS / CAFETERIA
- OTHER SPECIALS

BASEMENT FLOOR PLAN

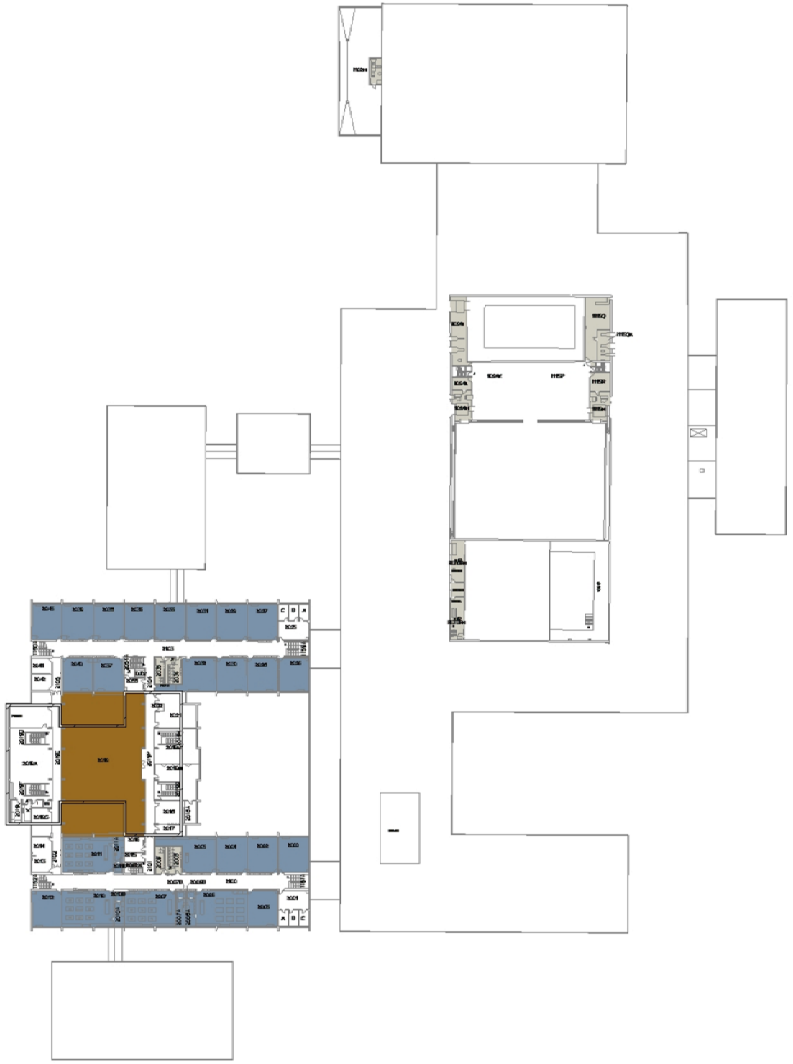
LA FOLLETTE HIGH SCHOOL - MADISON, WI



FIRST FLOOR PLAN

PLUNKETT RAYSICH
ARCHITECTS, LLP

LA FOLLETTE HIGH SCHOOL - MADISON, WI



- OFFICE / ADMIN
- SERVICE / RESTROOMS
- PHYSICAL EDUCATION
- GENERAL CLASSROOMS
- SPECIAL EDUCATION
- ARTS
- IMC / LIBRARY
- STUDENT COMMONS / CAFETERIA
- OTHER SPECIALS

SECOND FLOOR PLAN

Section Four

EDUCATIONAL SPACES

SUMMARY OF OVERALL THEMES

From the quality and valuable time to meet with a multitude of administrators and staff of MMSD, a summary of the overall themes that were heard and identified as deficiencies or areas in need of improvement are summarized for each group that participated in the interview sessions.

INSTRUCTIONAL & OPERATIONAL

Identified Deficiencies

The aesthetics of the building is tired and outdated. It is difficult to retrofit due to signs of age and is not easy to up-date. No movement through the facility. Hallways are narrow and confusing making it hard to navigate. Parking is difficult and the approach of the building is unwelcoming. Signage in different languages is needed to help navigate.

The facility is inaccessible for disabled kids to get to certain rooms/floors in the building. Facility is not responding to the diverse population. Doesn't have high school or district wide options or space for students with more mental health needs. Lack of storage throughout the facility.

The theater and arts departments are limited in space and need rejuvenation. The athletic spaces are in need of space and updating.

No space for dedicated professional collaborative learning space. Lagging in instructional quality of room spaces for science/STEAM. Student services have a variety of little offices separated.

The biggest complaint is the pit and that it needs to be removed.

Areas of Improvement

Student services and OT/PT is looking for predictable, adequate and designated spaces for the following areas such as speech/language services for clinicians, hearing impaired services, special education, mental health, and expanded therapeutic day school options. Create a student services hub by bringing all the services closer together as well as cluster all personnel in one area for health clinics. Student services to have a conventional office with collaborative space and smaller offices

Instructional quality of spaces for science/STEAM. Technology integration and virtual learning spaces. Integrated and targeted environments and dedicated classrooms for subjects.

Accessibility within schools for those with disability or mobility issues. Signage to be bilingual; phones for self-help options

HVAC and more comfortable spaces. Would like a beautiful and inviting environment along with green space to en-hance learning. Design with light and glass, and sustainable design.

Dedicated professional learning space for collaboration as well as dedicated meeting spaces.

Rejuvenated theaters and arts space as well as upgrade the athletic facilities to gain more interest from students.

TECHNOLOGY TEAM

Identified Deficiencies

The facility is stuck in the 1960's. Building is not welcoming and has an institutional and functional feel. Aesthetics are bad and don't offer anything interesting in the buildings. Welcome center is in a bad place. The hallways are bland and stark. Traffic flow on 2nd floor through building is restricted due to location of library. Bathrooms are in horrible condition. Pit is a problem and it needs to be removed.

Need more flexible spaces, rooms open for multiple types of teaching and to be more user friendly. Facility needs to have a secured space to work on repairing devices.

Spaces are too small at high school. It doesn't allow for movement and flexibility. It feels like a cell and area is too tight. Unable to see in rooms or in the halls. In need of more collaboration spaces of different sizes and functions.

The library needs TLC. Space is not inviting and needs a major overhaul on aesthetics. Auditorium needs improvement. In need of more space and updated technology.

Not enough outlets and existing ones are in awkward places.

Areas of Improvement

Flexible spaces for teachers. Rooms should be open for multiple types of teaching and user friendly. Need more collaboration spaces in different sizes and functions. Tables help to collaborate. Spaces to be flexible to cater to students and their individual learning techniques. Flexible seating in hallway to allow students to branch out.

Glass to be in multiple places for an open plan and learning environment. Library should be in center and make it the center point of the school. Library needs to be the technology hub and full library. Lighting, carpet, and furniture should be updated to make it a warmer and inviting place. Coffee shop would be welcomed to create flexible zones for either individual or collaborative learning.

Adding charging stations for the kids in convenient locations. Keep technology flexible to shift as well.

Offer space for blended learning; online classes and a place to go for these courses.

Auditorium and study hall space needs to be improved. Better and secure space for tech work space and well as repairing devices. Improve auditorium technology and presentation space.

MUSIC & ARTS

Identified Deficiencies

Storage is an issue for both the arts and theater departments. The sizes of spaces is not adequate and does not allow flexibility.

Ventilation and safe egress is a concern. Vents are loud and need to be turned off in order to hear students play. The fumes from the lawn mowers seep into the spaces via ventilation system.

Acoustics are terrible and the sound seems dead. Sound panels were painted over which made it detrimental to the sound quality.

The theater is too small and needs booth projection room to be expanded. Building code and accessibility concerns that it is not built to the size it is serving now. Space needs reimagining and to be built more like a theater.

Areas of Improvement

Instrument storage will allow the ability to keep them in good condition and available for student instruction. Storage is needed for art work and supplies. These needs being met will allow for better student experience and creativity.

Need large and small spaces to allow flexibility. Theater could use improvements with the booth and projection room as well as acoustics. Redesign of the space could help maximize efficiency.

SAFETY AND SECURITY

Identified Deficiencies

Student flow in the hallways is a challenge. There are many blind spots. Hallways need better lighting, cameras, mirrors, and security. The view at stairways is poor and the area has poor supervision.

Parking is an issue and might be a hinderance if there was an emergency. Need accessibility for those with mobility issues; elevators needed so that anyone can access the buildings.

Old structures are in need of improvement. Libraries need upgrading. Space is tight throughout the school. Common areas are a challenge; the ceilings make it feel small. Need additional pathways to help define space. Main office is too small to accommodate all necessary functions.

Safety is an issue in science labs and shops. Has huge exposure and needs to be cleaned up. Revamp the labs to make sure the equipment and use is being used properly.

Aesthetic of buildings needs work. Storage is needed, furniture is mismatched, and things seem to be randomly put together.

Need to improve main entry and welcome centers feel uninviting. Traffic flow needs to be safe. Branding and signage needs to be consistent. PA systems need to work both inside and outside. Need a security command center to allow a space big enough to have monitors.

Playground black top and parking lots need to be taken care of and managed properly.

Areas of Improvement

Aesthetics of buildings need upkeep and care. Should be mindful of design to match the other buildings. Meeting accessibility needs by adding elevators so that anyone can access buildings. Incorporate secure entrances in all buildings. Create a standard way of approaching where things are located such as main office, safe rooms, etc. Branding, signage, and directions should be consistent at entrance and throughout the building. Update the PA system to work both inside and outside. Need to update the main office and welcome centers to be more inviting.

Add a security command center to allow a space big enough to have monitors to view all cameras. Additional lighting, mirrors, and extra cameras in the hallways and stairways would make dark areas safer.

PATHWAYS

Identified Deficiencies

The school doesn't have flexibility and the classroom spaces are too small. There is a lot of outdoor spaces that are underutilized. Course offerings are limited due to current spaces. MSCR uses a lot of spaces and creates scheduling problems. Eliminate desks with kids sitting in rows. Tutor centers and lab spaces need to be retrofit where there is space.

Lighting and visual stimulation is extremely old and not vibrant. Wood paneling needs to be removed. The auditorium needs to be made more functional.

Athletic spaces and lunchroom spaces are old and need upgrading. Athletics doesn't seem to be fluid and integrated. Locker rooms are in disarray.

Culinary and lab spaces are inadequate, as well as the lighting in the tech and auto labs.

Move school store closer to credit union. Administration offices should be reconfigured and the commons need to be improved.

Areas of Improvement

Facility 100% drives the experience. Classroom flexibility to break into small groups. Creating spaces for hands on learning for things such as culinary classes, STEAM, and healthcare pathways. Adding a tutor center that allows individual work, closed doors for tutoring, access to additional computers and able to provide a variety of needs. Mobile labs would be ideal, as well as creating a coffee shop as a teaching space where students run it. Create maker spaces and other spaces to be flexible.

Updated visual and performing arts space is desired to be more functional. Athletic spaces need to be updated. Lighting needs in the tech and auto labs. Would like a clean, beautiful, and warm environment. Administration offices should be reconfigured. Create atrium out of the two cafeteria areas. Welcome center should be college/career center. Auditorium should be more functional.

Section Five

ATHLETIC AND COMMUNITY SPACES

ATHLETICS & CO-CURRICULAR

Identified Deficiencies

Practice field and court concerns regarding long field compaction and weed issues. To comply with Title 9, two (2) additional female spaces are needed to have equal coverage. There is lack of storage.

Areas of Improvement

Create more space for adult community use to give more flexibility and access for students in and out of season.

Practice/competition turf for long fields that are lit.

Locker room expansion.

Outdoor safe storage and lighting.

Fieldhouse divider and basket lift improvements.

Sound and storage upgrades indoors and in auxiliary space.

MSCR & COMMUNITY USE

Identified Deficiencies

Facilities are worn down due to overuse and no down time or funds to repair.

Security is lacking and needs gates so that kids can't roam the hallways. A lot of dark hallways and not enough cameras to cover all the dark areas.

Gym locker rooms are embarrassing

Conditions of MSCR operations headquarters are bad and in need of renovation of the windows, roof, flooring and boiler.

Driveway is not in good place. Can't take kids to back to drop off or pick up. Kids and adults have to enter in the front together, which could raise safety/security concerns.

Theater needs to be addressed. Weight room is in an old auto lab. No dedicated office space for MSCR staff.

LMC is small and in bad location. Not a good collaborative space. Auditorium needs to be updated.

Areas of Improvement

Better access to high quality spaces. Create open and collaborative spaces in the heavily used areas

Dedicated office space for MSCR. Update auditorium.

Section Six

DESIGN RECOMMENDATIONS AND OPTIONS

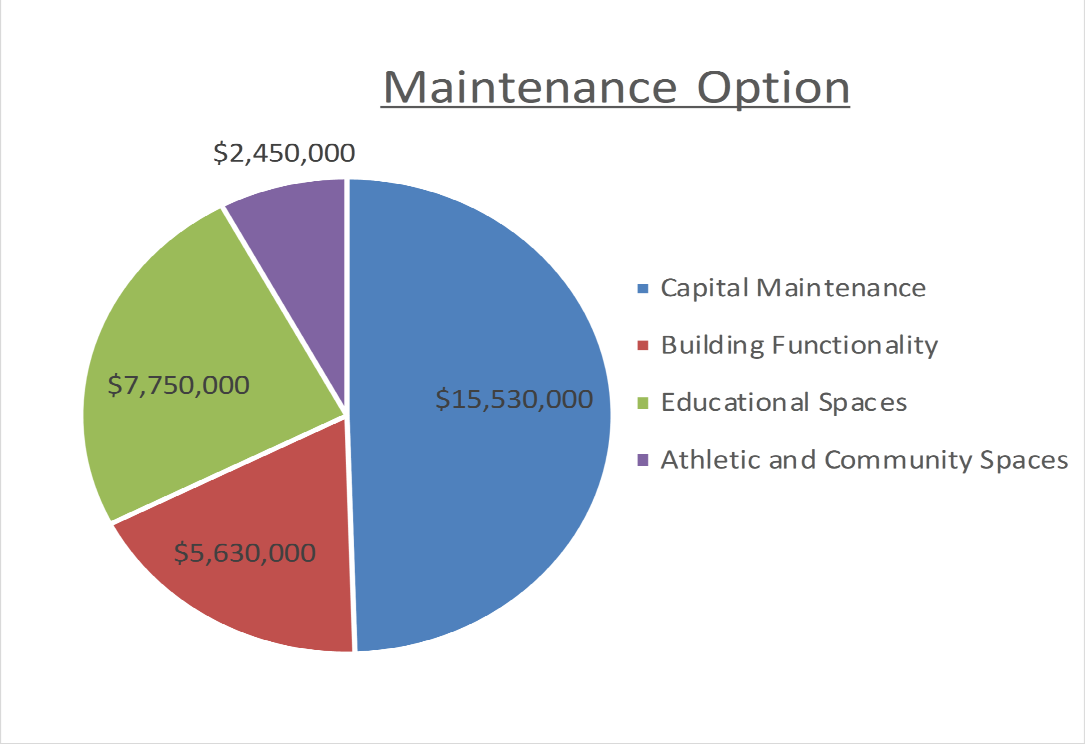
Common Themes to be incorporated in options for Robert M. LaFollette High School

- Welcome center
- Update the aging infrastructure
- Refresh the exterior and interior of the buildings aesthetics
- Fill in the pit with usable educational spaces
- Update athletic facilities and support spaces
    - ◊ Fitness center
    - ◊ Locker rooms
    - ◊ Equity of facilities
- Modernize the library spaces utilizing furniture
- Update fine arts facilities and support spaces
- Provide a district wellness facility
- Need for professional development center
- Incorporate integrated mental health services

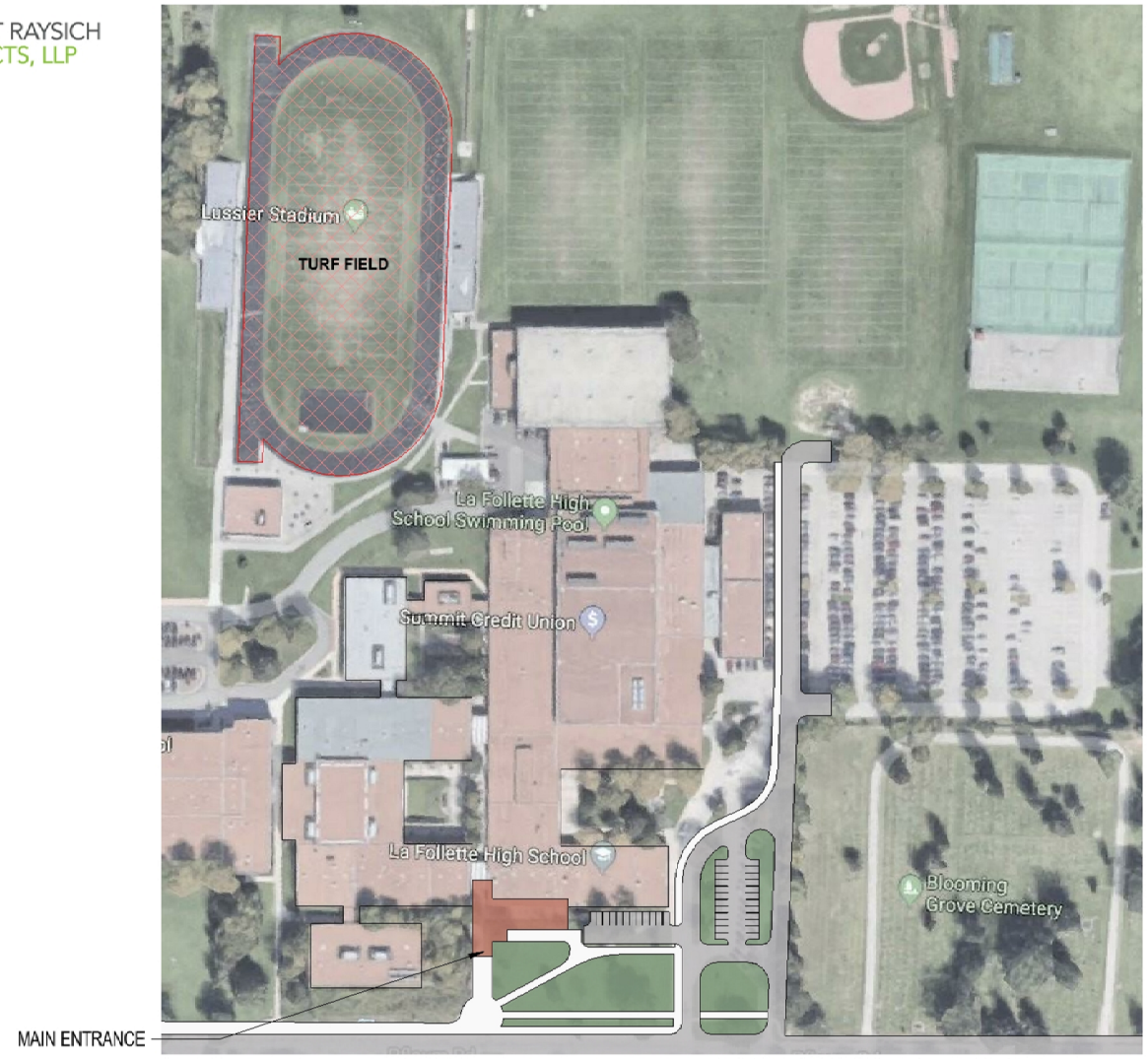
Based on the Common Themes identified above, a three design recommendation options have been created for evaluation of what would be possible based on the level of funding that is supported by the School Board and Community. These options are broken into the following categories:

- **Maintenance Option** - Consists of large scale maintenance projects to keep facilities running and some alterations to ensure basic health, safety, and welfare of students and staff.
- **Renewal Option** - Consists of the Maintenance Option AND revitalize most instructional and common spaces in-line with current 21st century educational standards.
- **Aspire Option** - Consists of the Maintenance Option, Renewal Option, AND innovation and expansion of what is currently established at each site.

1. **Capital Maintenance**
   - Address all FCI items graded as a D or F to include but not limited to the following:
   - Mechanical system overhaul, switch from a steam system to a hot water system, as well as incorporate AC.
   - Electrical system overhaul, upgrade service to building and generator system.
   - Plumbing system overhaul, upgrade restrooms, replace galvanized piping with copper.
2. **Building Functionality**
   - Main office entry shall include a modest addition to the current office space to create a new welcome center, as well as reinvigorate the main entrance to the building off of Pflaum Road.
   - Corridor, circulation and commons shall include renovation to the existing corridors and commons to address circulation flow.
   - Furniture
3. **Educational Spaces**
   - Classroom, collaboration and pathways spaces scope shall incorporate enclosing existing pit area for additional educational space.
   - STEAM lab and technical education will have minimal work to improve aesthetics and furniture upgrades.
   - Fine arts/arts entry shall include renovation of the auditorium.
   - Student services will be relocated to the Commons space to make this service more visible to the student population.
4. **Athletic and Community Spaces**
   - Gymnasium/athletic entry shall include renovation of existing spectator gym to include new finishes, upgraded bleachers, and acoustic wall panels.
   - Athletic facility upgrades and locker rooms shall include renovation of the existing team locker rooms.
   - Outdoor athletic facilities shall include new turf for Lussier Stadium.
5. **Design Recommendations**
   - Aesthetic upgrades
   - Landscaping
   - Branding and signage

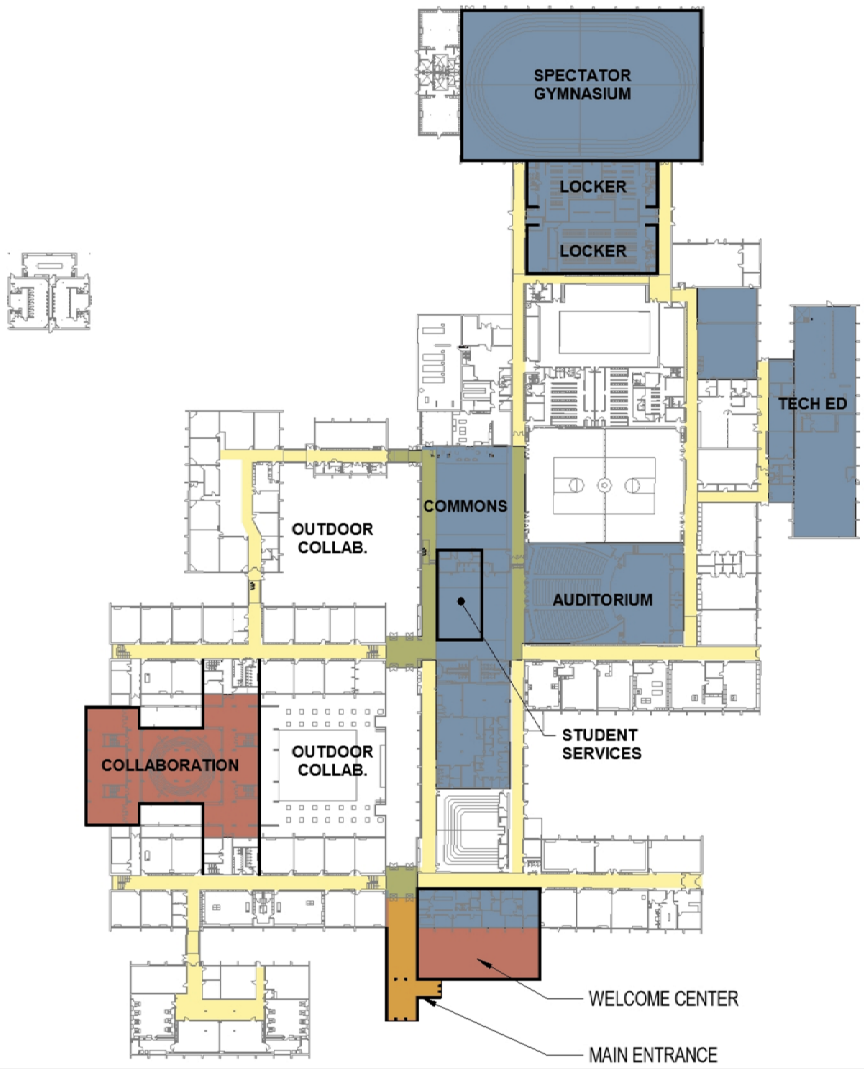


* SEE APPENDIX C ON PAGE 111 FOR FULL COST SUMMARY AMONGST ALL FOUR COMPREHENSIVE HIGH SCHOOLS.



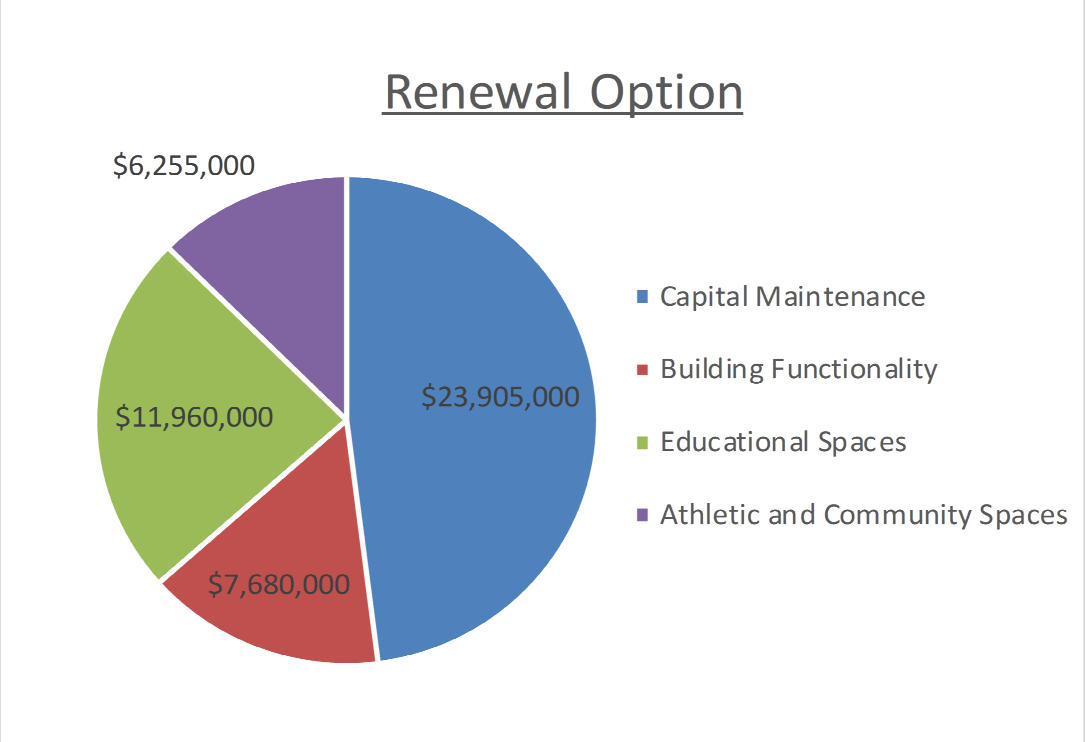
SITE PLAN - MAINTENANCE OPTION

LA FOLLETTE HIGH SCHOOL - MADISON, WI



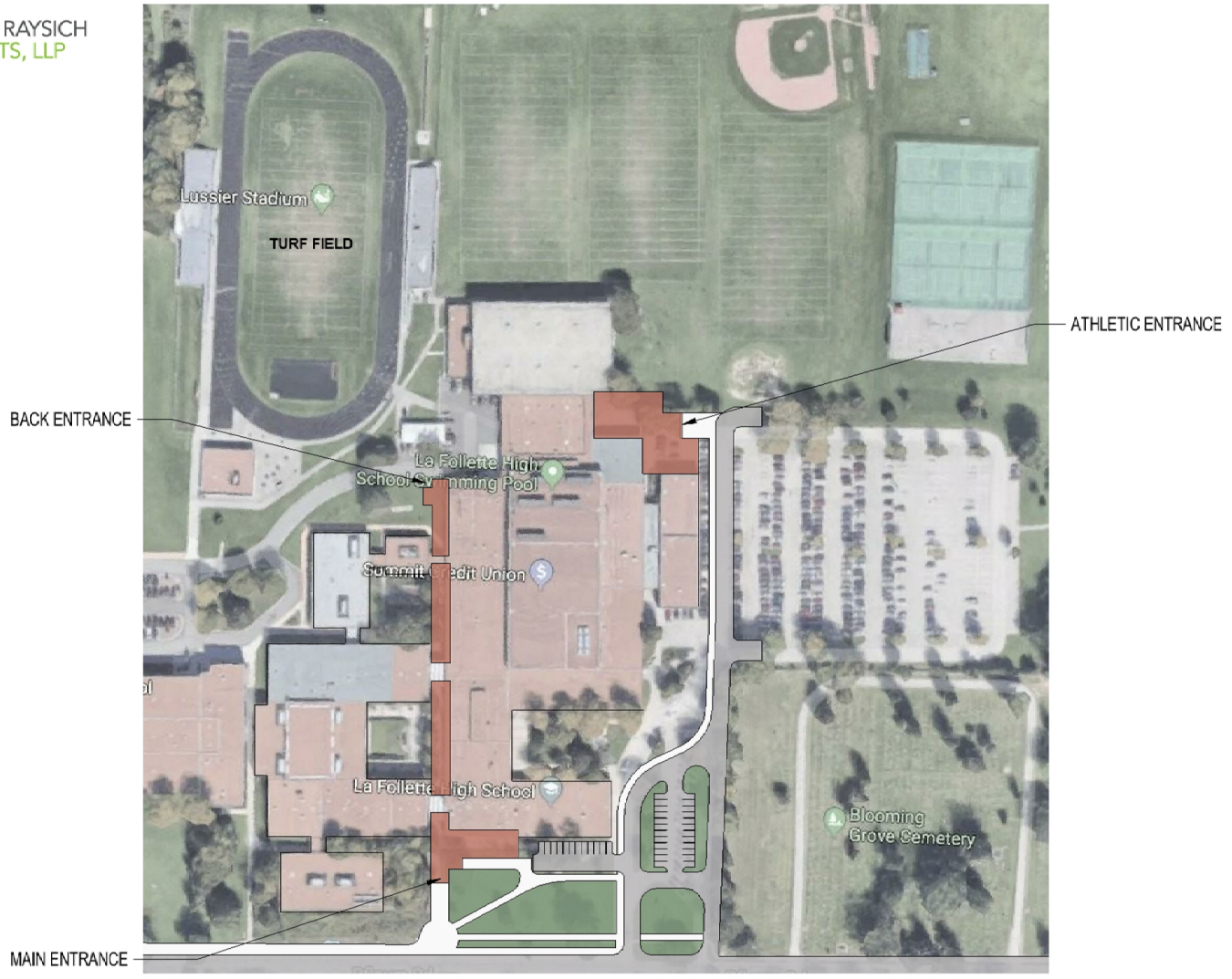
FLOOR PLAN - MAINTENANCE OPTION

1. **Capital Maintenance**
   - Everything in Maintenance Option plus:
   - FCI items graded as a C.
2. **Building Functionality**
   - Main office entry shall include an addition and renovation to the current office space to create a new welcome center, as well as reinvigorate the main entrance to the building off of Pflaum Road.
   - Corridor circulation and commons shall include an addition to the existing courtyards to create an enclosed corridor to help alleviate congestion at the commons area.
   - Furniture
3. **Educational Spaces**
   - Classroom, collaboration and pathways spaces scope shall incorporate enclosing existing pit area for additional educational space and classrooms.
   - STEAM lab and technical education will have minimal renovation work to improve aesthetics and furniture upgrades.
   - Fine arts/arts entry shall include renovation of the auditorium.
   - Student services will be relocated to the Commons space to make this service more visible to the student population.
4. **Athletic and Community Spaces**
   - Gymnasium/athletic entry shall include an addition adjacent to the fieldhouse, for a new entrance and lobby space, renovation to the fieldhouse to transform it into a new spectator gymnasium.
   - Athletic facility upgrades and locker rooms shall include renovation of the existing team and pool locker rooms, and provide an addition for the fitness center.
   - Outdoor athletic facilities shall include new turf for Lussier Stadium.
5. **Design Recommendations**
   - Aesthetic upgrades
   - Landscaping
   - Branding and signage



* SEE APPENDIX C ON PAGE 111 FOR FULL COST SUMMARY AMONGST ALL FOUR COMPREHENSIVE HIGH SCHOOLS.

LA FOLLETTE HIGH SCHOOL - MADISON, WI



SITE PLAN - RENEWAL OPTION

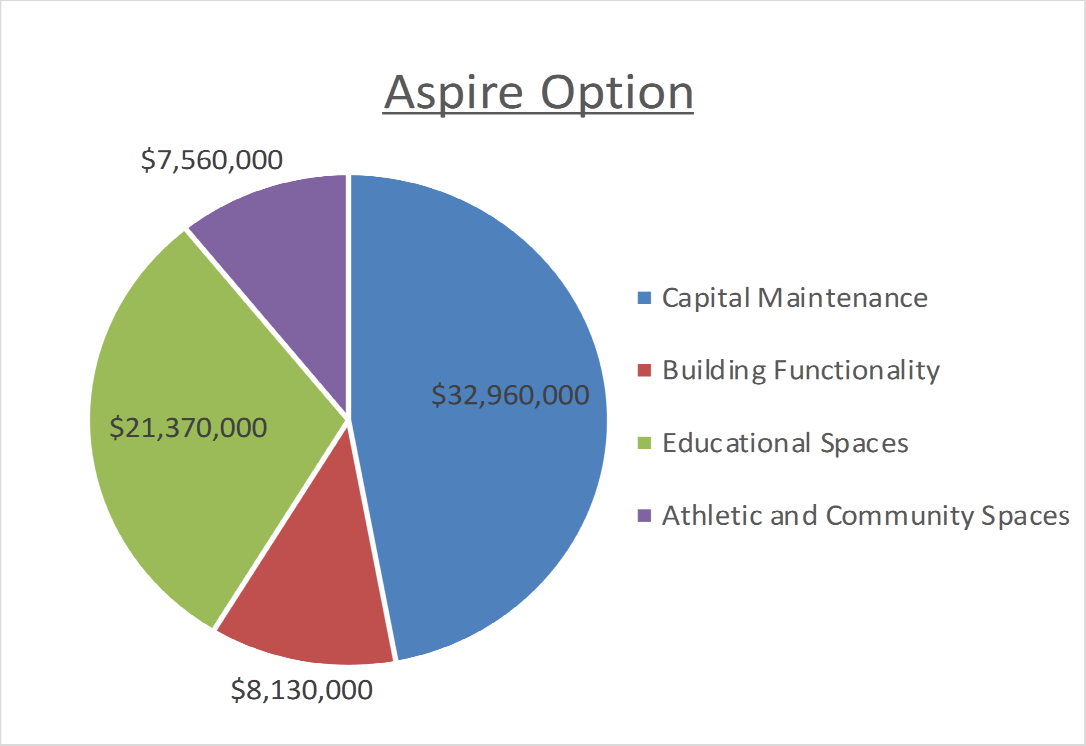
LA FOLLETTE HIGH SCHOOL - MADISON, WI



FLOOR PLAN - RENEWAL OPTION

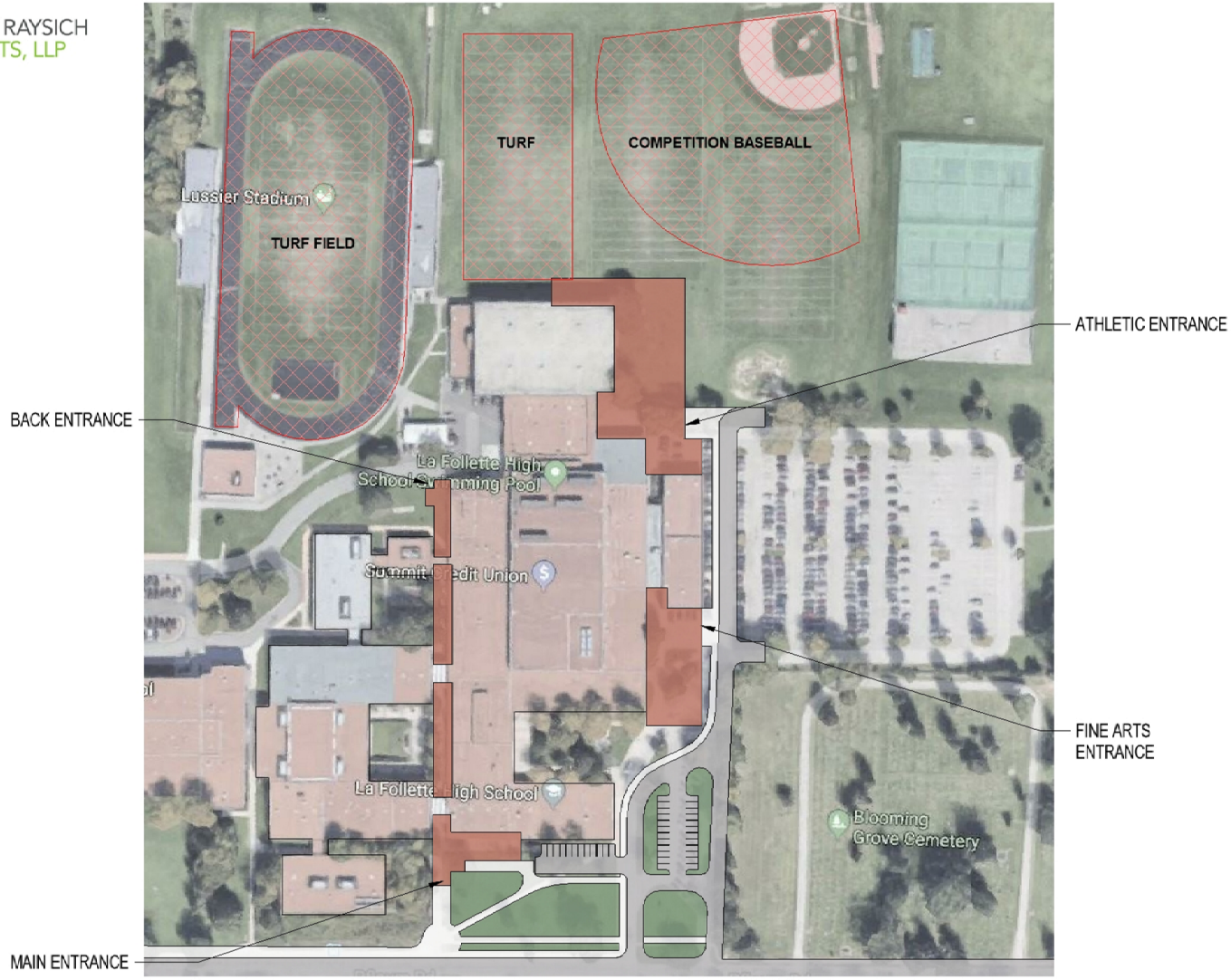
Everything in Maintenance and Renewal Option plus:

1. **Capital Maintenance**
   - Everything in Maintenance and Renewal Option plus:
   - FCI items graded as a B.
2. **Building Functionality**
   - Main office entry shall include an addition and renovation to the current office space to create a new welcome center, as well as reinvigorate the main entrance to the building off of Pflaum Road.
   - Corridor circulation and commons shall include an addition to the existing courtyards to create an enclosed corridor to help alleviate congestion at the commons area.
   - Furniture
3. **Educational Spaces**
   - Classroom, collaboration and pathways spaces scope shall incorporate enclosing existing pit area for additional educational space and classrooms.
   - STEAM lab and technical education shall include renovation of the existing gym for STEAM space, as well as renovation of existing fine arts for technical education.
   - Fine arts/arts entry shall include an addition for new band and orchestra rooms, renovation of the auditorium and other spaces to create support spaces to the auditorium as well as a new fine arts entrance.
   - Library and collaboration spaces shall include updating furniture for the library, creating a grand stair entrance from the "pit level" and creating collaboration.
   - Student services will be relocated to the Commons space to make this service more visible to the student population.
4. **Athletic and Community Spaces**
   - Gymnasium/athletic entry shall include an addition adjacent to the fieldhouse, which would include a new gym, new entrance and lobby.
   - Athletic facility upgrades and locker rooms shall include an addition for the fitness center and new locker rooms.
   - Outdoor athletic facilities shall include new turf for Lussier Stadium, turf practice fields, and competition baseball field.
5. **Design Recommendations**
   - Aesthetic upgrades
   - Landscaping
   - Branding and signage



* SEE APPENDIX C ON PAGE 111 FOR FULL COST SUMMARY AMONGST ALL FOUR COMPREHENSIVE HIGH SCHOOLS.

LA FOLLETTE HIGH SCHOOL - MADISON, WI



SITE PLAN - ASPIRE OPTION

LA FOLLETTE HIGH SCHOOL - MADISON, WI



FLOOR PLANS - ASPIRE OPTION

Section Seven

APPENDIX A

Meeting Summaries

PROJECT:	**MMSD**
PRA PROJECT NUMBER:	**180223-01**
DATE:	**10/26/2018**
SUBJECT:	**Review of Current FCI at La Follette**

ATTENDEES:	**NAME**	**ORGANIZATION**
	Chad W.	MMSD
	David K.	MMSD
	Alisa B.	MMSD
	Tom K.	MMSD
	Rick H.	MMSD
	Steve/Ken	PRA

1. **Intros**
2. **Chad sets stage and talks timelines**
3. **District wide input**
    - Dave Setup for renovation in-line with pathways
    - Elevated LMC: Chad is not a fan
    - The pit is not utilized at all. Infill opportunity
    - No HVAC currently
    - Auditorium is out of date - full gut and redo
    - Spec dates gym
        - ◊ Add 20% to previous plan/updates (bleachers and floor)
    - Culinary, tech and auto updates
    - Library has new carpet/lights/ceilings, etc.
    - Still need to look at interior space planning
        - ◊ Furniture, less stacks, makes space
    - Lassier field
        - ◊ Art turf install on practice fields, Sennet Side
            - Permanent shed
        - ◊ Track will need a full rebuild
        - ◊ Expand infield for soccer
        - ◊ Softball field upgrade for competition
        - ◊ Outdoor lighting upgrade
        - ◊ Landscaping
        - ◊ Secondary exit out of parking lot
        - ◊ Look at Retter report
        - ◊ Varsity competitions overview
        - ◊ Parking lots
    - Remove paneling, has untooled CMU behind it
    - Asbestos tile in classrooms, corridors are good

- In general, full update to floors, terrazzo/polished concrete, especially high traffic areas
- Restrooms need full updates
- Look at opened up (commons bathroom) public wash areas
    - ◊ Accessibility issues
- Concealed ceiling spline replacement
- Single pane windows
- Locker room guts
- Expansion concerns between A Wing & LMC
- Fire Alarm
- Elevator
- Theater sound system and rigging
- Service replacement
- PA system ties into new VOIP
- Cafeteria and commons not on emergency generator
- Demo steam boilers convert to hot water heat
- Replaces all steam systems with hot water compatibility
    - ◊ See handouts – Chiller?
- Remove moveable partitions
    - ◊ Still need flexibility?
- Accessible path to tennis courts
- Field wise: can do something similar to Memorial
- Brick at foundation is deteriorating
- Fascia/soffit connection
- Title 9 in locker rooms

PROJECT: **MMSD**
PRA PROJECT NUMBER: **180223-01**
DATE: **11/28/18**
SUBJECT: **Step 3: Instructional & Operational**

ATTENDEES:	**NAME**	**ORGANIZATION**
	John	MMSD
	Sylvia	MMSD
	Lisa	MMSD
	Chad	MMSD
	Doug/Greg	ZIMMERMAN
	Steve/Diana	PRA

1. **Intros**
2. **Chad sets stage and talks timelines**
3. **District wide input**
4. **Role of Facilities to support instruction**
    - Student services / OT PT
        - ◊ Continuous movement; always moving from one room to the next.
        - ◊ Predictable, adequate and designated space
        - ◊ Particularly for OT/PT
        - ◊ Speech/Language Services for clinicians
        - ◊ PT is more off campus
        - ◊ Hearing impaired services
        - ◊ Special education
            - ∗ Some have adequate space for resource room and work with several students; Not all like West and is pressed for space.
    - Expand therapeutic day school options
        - ◊ Small experiment with elementary and middle school with capacity of 5/10 kids.
        - ◊ Don't have a high school or district wide option for students with more mental health needs. Want to expand capacity to serve students with this need
    - Integrated health clinic (services) within high schools.
        - ◊ Physical health services
        - ◊ Mental health services daily
    - Increased opportunities/options for trades and apprenticeships is under provided in this area for kids with disabilities. Allow them to be able to thrive in a more hands on learning environment.
    - Other districts have High Schools that are dedicated to trades. Can we test this?
    - Trades academies
        - ◊ Pathways type programs
        - ◊ STEAM / engineering
        - ◊ Health care/beauty programs

- Continued improvement of accessibility within schools
    - ◊ Disabled kids not able to get to certain rooms/floors in building
    - ◊ West seems to be the most inaccessible
    - ◊ Eliminate the pit!
    - ◊ HVAC and more comfortable spaces
    - ◊ Aesthetics and some facilities are tired – need some improvement
    - ◊ Dedicated professional learning space collaboration space for learning
        - ⁎ Need space for about 120 on a regular basis
        - ⁎ Quarterly for 320 or so people
    - ◊ Olin could be potential space/possibly LaFollette as well for 120 need
    - ◊ Memorial could also be a potential space
- Instructional quality of our room spaces for science/STEAM
- Are we state of the art?
    - Feel as if we are lagging behind
- Not a need for smartboards in every room – trying to move toward 1 to 1
- Student services need to be a little less random
- Would like conventional office
- Large collaborative space and smaller offices
- Dedicated meeting spaces
- Cramped in the nursing area
- Student services hub – bring all the services closer together
- Health Clinics would be prudent to cluster all personnel in one area

5. How do you approach the building?

- Issues with current condition
    - ◊ Parents that don't speak English can't find building or parking
    - ◊ West – can't find parking/not accessible
    - ◊ Parking very difficult
    - ◊ Many of the schools feel unfriendly once inside
    - ◊ Phones not easy for those that speak different languages
    - ◊ Wayfinding through schools; confusing hallways and narrow
    - ◊ BRS (interpreters) need space/office
- Suggestions for improvement
    - ◊ Signage & bilingual – needed in different languages
    - ◊ Bilingual staff at front
    - ◊ Different ways to self-select help at front
    - ◊ Collaboration
    - ◊ ESL Students work in small groups first, then move to larger
    - ◊ Use language actively
    - ◊ Integrated and targeted environments

        - General environment needs to reflect needs of all students
    - Want a beautiful and inviting environment
    - Can there be dedicated classrooms for subjects – keep same subjects in same area
    - Technology integration
        - Important to keep up with this in languages
        - Important to communicate instructions to other sites
        - Can they share courses between different high schools?
    - Green space
    - Several trees increase ability to learn
    - Collaborative spaces with furniture
    - Rebranding school building and image
    - Kid's deserve beautiful spaces that encourages learning
    - More interest in athletics if they had nicer facilities; would create more pride
    - Traditional library is gone
    - Virtual learning spaces
    - Connection to middle school?
        - Some students take high school classes
    - Theatres and arts important to rejuvenate or add to space
    - Dual certified teachers - give them space to teach so they will stay
- Modern teaching and collaborative spaces (teachers deserve more)
- Smaller group and larger group space needs
- Struggling delivery of SE at facilities
    - Pressed for space
    - Micro school when traditional high school doesn't fit a students' need
    - Need dedicated space for that
    - Can't just be a classroom
    - Where do people put their stuff?
    - Safety of clutter in hallway or common areas
    - Provide audio and visual for students that can't be there for medical reasons
    - Dedicated space for SEA
    - Need space to access email and do their work
    - Offices – collaborative with technology

6. **What themes do you see at other districts?**
    - Technology for use of collaboration
    - What are the social skills the market is requiring and what spaces do we provide to support that?
    - Whole school dedicated to "Pathways"
    - Hard to compete with brand new schools because we have existing structures
    - Large open collaborative spaces with lots of light and glass
        - District office
        - More inviting

- ◊ Flow laid out nicely and securely
- ◊ All in one location

7. What do you love most and least about facilities?

- Positive
  - ◊ Pride In building and make the most of it
  - ◊ Sense of pride for community and building
  - ◊ Each school has unique personality
- Negative
  - ◊ Challenge to retrofit; signs of age and not easy to update
  - ◊ Bureaucratic institution.
  - ◊ Narrow hallways and wayfinding
  - ◊ Feels white middle class
  - ◊ Not responding to diverse population
  - ◊ Tired and outdated
  - ◊ Needs to be more welcoming to kids outside the normal

8. Think Big – What would you do?

- Pathways academy
  - ◊ Not to segregate the smarter or wealthy; open to all, just more focused
- Design with light and glass, and sustainable design
- Collaborative
- Can you get central office out of this building?
  - ◊ Put them at the schools, on the front line. Separation is a big deal
- Community building
- Learning and integrate early learning center that High School can be integrated into.
  - ◊ Share space and bring them together
- Perceived safety
- Compartmentalize schools for safety

PROJECT: **MMSD**
PRA PROJECT NUMBER: **180223-01**
DATE: **11/30/18**
SUBJECT: **Step 3: Technology Team**

ATTENDEES:	**NAME**	**ORGANIZATION**
	Lynda	MMSD
	Jeff	MMSD
	TJ	MMSD
	Eric	MMSD
	Scott	MMSD
	Stacey	MMSD
	Doug/Greg	ZIMMERMAN
	Steve/Diana	PRA

1. **Intros**
2. **Chad sets stage and talks timelines**
3. **District wide input**
4. **Positives and negatives with facilities:**
    - Stuck in 1960's
    - Not welcoming, looks too authoritative
    - Teachers need flexible spaces
        - ◊ Need rooms to be open for multiple types of teaching
        - ◊ Needs to be user friendly
    - High school should be like the 5th grade wing at Kromrey
    - Glass, multiple places, open plan and learning environment
    - Libraries need updating
        - ◊ Library should be in the center / make it the center point of the school
        - ◊ Coffee shop in library
        - ◊ Need to be the technology hub and full library
        - ◊ There is space, but not very inviting. Dull and just full of books.
        - ◊ Need major overhaul on aesthetics – lighting, carpet, furniture, etc.
    - Like the Oregon High School
        - ◊ Flows like airport
    - Bland, stark hallways
    - Feels like a cell – can't see in rooms, no one in the halls, hard for kids to feel like they belong
    - Modern day students are not adjusting to old school configuration
    - Need more collaboration spaces; different sizes and functions.
    - Can there be a choice of the type of space? Can we give the students the choice?
    - Getting rid of the desks. Right now the students are constrained to them.

- Flexible spaces allow students to choose where best they learn, and teachers as well
- Tables help to collaborate
- Flexible to cater to students and their individual learning techniques.
    - ◊ How best do they learn?
    - ◊ Kids go out in hallway if they need space
        - ∗ Can that hallway be intentional?
    - ◊ Spaces too small at high school. Doesn't allow for movement and flexibility
    - ◊ Address size of classrooms; over 30 kids to a classroom; too tight
    - ◊ Like Kromrey (flexible seating in hallway) and Waunakee Intermediate school - library
    - ◊ East is dark and uncomfortable
- Bathrooms everywhere are horrible – maybe a few at Memorial are ok
- Library to be central hub; importance given to space
- Large group spaces need to be improved such as auditoriums; study halls
- Better space for tech work space; no space for them to work on devices
- Need to have a secured space to work on repairing devices
- WIFI Important; Not enough outlets – awkward locations
- Incorporate charging stations
- Auditorium technology improvement; more presentation space
- Secure locations to work on repairing devices for the technicians
- Institutional and functional feel. Nothing interesting to the buildings, need to soften appearance
- Don't like factory model
- Libraries function differently now; More interactions in libraries rather than come to grab a book
- Maker spaces are desired
- Make space – can this be in library?

5. What have you seen in other Districts; Libraries specifically?

- Kenosha Library; common learning space
- Area where kids come to learn about what is happening in the building or community
    - ◊ Different areas in library to work collaboratively in groups/presentations
- Soft seating for students to work individually
- Self check-out
- Area for makerspace
- Different zones
- Racine and Sun Prairie – nice library
- Take out computer rows; create flexible zones
- Reconfigured shelving to allow for more flexible space
- Don't always want silence in all spaces - sound can be an issue
- Warmer color of furniture is welcoming
- Good set ups and displays for trainings are needed
- Library space could be set up well for training
- WIFI coverage and better tools for management; need good policies in place

- Flexible is the word; everything needs to be flexible
- Open concept
- Want new building
- Offer space for blended learning
- Online classes; where can students go for online course
- Furniture that can roll is nice, but can they fold and move out of the way?
- Don't forget what is outside your doors; work outside flexibility as well
- Let kids be able to branch out, go outside to work if they want to
- Jefferson has separate smaller rooms to get away to study
- Staff needs to change; teachers need to be ok sending students elsewhere to learn
- Can we get more natural light?
- Backbone infrastructure is still good
- We don't know what future technology and learning is; need to keep technology flexible to shift as well
- Spaces like MSC with built in capacity for easier meetings; currently underequipped
- Need technology consistent across all schools

6. **What do you like most & least?**
    - Love historic aspect of schools; Need to preserve and be proud
    - Skinny hallway at LaFollette is worst space in whole district
    - Parking lots are ok at all with exception of West. West is horrible with parking.
    - LaFollette – very utilitarian/functional look
    - Lighting is dark

PROJECT: **MMSD**
PRA PROJECT NUMBER: **180223-01**
DATE: **12/03/18**

SUBJECT: **Step 3: Music & Arts**

ATTENDEES:	**NAME**	**ORGANIZATION**
	Nasha T	MMSD
	Peter K	MMSD
	Mark P	MMSD
	Chad	MMSD
	Doug/Greg	ZIMMERMAN
	Steve/Diana	PRA

1. **Intros**
2. **Chad sets stage and talks timelines**
3. **District wide input**
4. **Role of Facilities and supporting instruction:**
    - Storage needs allow for better student experience and creativity
    - Music instrument storage
        - ◊ Keeps them in good condition and allows students to use them during instruction
    - Storage for art work and supplies
    - Work at East High School has been enlightening
    - West & Memorial
        - ◊ In bad condition
        - ◊ Pushing to do quality work despite facilities
        - ◊ Safety can be a concern
            - ∗ Need features added in so they are done safely
    - Ventilation and safe egress is a concern, especially at Memorial.
        - ◊ Unit vents are loud and need to be turned off to hear students play
        - ◊ Lawn mowers create fumes that seep in
    - Facilities are getting in the way of not allowing students to learn at the best capacity
    - Like Jefferson practice rooms
    - Size of spaces are not adequate
    - Acoustics are important; sound seems dead
    - Need large and small spaces to work
    - Space and needs not being met by facilities. Doesn't allow students to learn basic skills.
    - How could an improved facility help?
    - Already outside interest at East.
    - Significantly increases opportunities of what they can do; more possibilities
    - Can this be done at other schools?

- Opportunity to see more options; students have ability to take control of their learning and push boundaries
- More inviting to community partnerships

5. **Compared to other sites, what is needed to be done?**
    - Space and acoustics
    - Space that allows for flexibility—space is small
    - Storage space that doesn't take away from instructional spaces
    - MMSD spaces aren't only spaces communities can use so they are neglected easily.
6. **Community Feedback?**
    - East could not hear what was going on before. Great improvement now that allows students to do more.
    - LaFollette has awful sound; sound panels were painted over which made it detrimental to the sound quality
    - Sight lines and it feels like an auditorium
    - Aesthetics is important too
    - When these spaces were built, they were designed for different use; assemblies before, not theater
    - Students need to be able to use spaces that are designed for intent.
    - Garage doors at Memorial Art area allows for an open studio community art events.
    - Sinks, storage, and natural light is very important. Visually the spaces need natural light to do work.
7. **What do you like most or least?**
    - Like proximity to rest of school; like that it is attached to school
    - Don't like lack of space, acoustics and lack of attention
    - Need for storage in Arts
    - Safety is an issue
    - Hard to clean and no storage
    - **Memorial Theater**
        - ◊ Build new theater wing
        - ◊ Rigging and electrical biggest issues
        - ◊ Accessibility of stage; fly space
        - ◊ Light and ventilation
        - ◊ Storage
        - ◊ Scene shop
        - ◊ Control booth accessible
    - **West Theater**
        - ◊ Not a lot of work needed.
        - ◊ Get rid of windows
        - ◊ Curtains are old
    - **LaFollette Theater**
        - ◊ Space a lot like Memorial
        - ◊ Music classrooms may be relocated
        - ◊ Too small, lack of booth, projection room to be expanded

- ◊ Building code and accessibility concerns
- ◊ Fly space and rigging
- ◊ Maybe not built to size it is serving now
- ◊ Look at expanding—reimage space

- **LaFollette Arts**
  - ◊ Ventilation
  - ◊ Storage big concern
  - ◊ Potential to retrofit existing footprint to maximize efficiency
- **East Music**
  - ◊ Cut up space
  - ◊ Ventilation issues
  - ◊ Loud
  - ◊ Can't use space well
  - ◊ Small and no storage; could be used more efficiently
  - ◊ Clean up and fix infrastructure
- **East Art**
  - ◊ There is a warmth but need well designed storage system
  - ◊ Space needs efficient design

8. **Think Big – What would you do?**
   - Theater spaces and public spaces; can be flexible teaching spaces; allows community to interact with the arts
   - Accessibility and investing in theater spaces
   - Current safety concerns at theaters and other parts of school.

PROJECT:	**MMSD**
PRA PROJECT NUMBER:	**180223-01**
DATE:	**12/05/18**
SUBJECT:	**Step 3: Safety and Security**

ATTENDEES:	**NAME**	**ORGANIZATION**
	Joe	MMSD
	Karen	MMSD
	Chad	MMSD
	Greg/Steve	ZIMMERMAN
	Steve	PRA

1. **Intros**
2. **Chad sets stage and talks timelines**
3. **District wide input**
4. **Role of Facilities to support instruction**
    - **What do you like most and least?**
        - ◊ There have been many incremental changes
        - ◊ Lack of vision over the years
        - ◊ There was a need for a new high school many years ago
        - ◊ Capitol High program is doing well but the physical space is not conducive
        - ◊ Capitol High West crammed into a small space
        - ◊ Need bigger investment in the students
        - ◊ West High School needs to reduce the capacity to 1,500 from 2,200
        - ◊ Schools need to be balanced out
        - ◊ Students flow in the hallways is a challenge, light, camera, safety need better flow; too many blind spots
        - ◊ Managing visitors that come to the schools – needs to be more consistent district wide
            - ∗ Understand where they are going, why they are there
        - ◊ Parking issues at several buildings which would hinder us if there was an emergency
        - ◊ Old structures in need of improvement; remove barriers
        - ◊ Housekeeping: Science labs and Shops – huge exposure; need to be cleaned up. Safety is an issue
        - ◊ Woodshop at East is great example
        - ◊ Science labs
            - ∗ Lab equipment needs to be working properly
            - ∗ Comprehensive review of all labs to see what are in the labs and how we are teaching
        - ◊ After school, getting kids in or out as easy as possible
            - ∗ Systems are in place, need to make sure they are utilizing them
        - ◊ Aesthetics of buildings
            - ∗ Upkeep and care for uniqueness

- Buildings are beautiful
- Mindful of the design to match the other buildings
- Accessory project was great; continue that
- Meeting accessibility needs by adding elevators so that anyone can access our buildings

◊ Now have secure entrances, need to incorporate at all schools

◊ Need to create a standard way of approaching where things are located:

- Layout of buildings for main office and location of office
- Location of safe rooms; create a standard

◊ Storage is needed – set up some guidelines

◊ Signage should be consistent throughout the district; numbers on windows

◊ Look to Madison police for recommendations

◊ Mirrors in High School for hallway supervision - helps to monitor line of sight

◊ PA systems need to work both inside and outside

◊ Parking and traffic (West High School) parking needs to be provided accessibility; able to enter building

◊ Look at entrance of buildings and adding signage to direct people where to go

- Have accessibility for those with mobility issues

◊ Signage and branding is very important

◊ Traffic flow needs to be safe

◊ Make sure to honor the history of the buildings

◊ #1 focus is the main entry and welcome centers

◊ Kennedy, Lakeview have good welcome centers

◊ Lincoln Elementary has poor office location

◊ Shorewood, Emerson office locations are poor (60 to 100 ft into school and have to look for a little sign to see where location of office is)

◊ Need to upgrade main office and welcome centers

◊ West is not ideal; needs to be rethought

- Doesn't feel good to walk in and accessibility is terrible

◊ East welcome center needs rethought ; traffic flow of the building is terrible

◊ Create another Central High School

- Would be a great option to have a school centrally located so that it can pull kids from any of the schools.

◊ Branding; signage and directions needs to be consistent

◊ Doors – Need better placement and know what the requirements are

◊ Playgrounds

- Black top and parking lots need to be taken care of
- Signage and accessibility
- Equipment needs to be nice and clean

◊ Aesthetics need updating

Furniture is mismatched; needs a standard

- Libraries are poor, need upgrading
- Space is tight at all schools, but particularly at high schools
- Need a security command center in each building
  - Would allow a space big enough to have monitors to view all cameras
  - Would be best to be near office, principal office is best
- Look at playgrounds - needs to be managed properly
- Health offices need upgrading
  - How we storage for medications and how it is locked up
- Eliminating open campus lunch period due to security and logistical issues
- Metal detectors at schools?
  - No thought of good ideas
  - Wanding is current plan, but losing students was issue

- **Memorial**
  - Good welcome center
  - Flooding issues
  - City bus traffic is good
- **West**
  - Parking
  - Change welcome center
  - Accessibility is a disaster
    - Too many students
    - So much movement foot pattern
    - Cut up mess
    - Assaults happen in stairs
    - Food carts have kind of helped
    - Trash is outside
    - Kids must move cars to avoid tickets
- **LaFollette**
  - Commons area a challenge
  - Ceiling makes it bad
  - Interactions of students in the space
  - Need pathways
  - Need to define the space
  - The hot corner
  - The pit needs to be redone
  - Main office is too small
  - Look at location and flow
  - Turn room across from welcome to ISS space and security
  - View at stairways is poor

- ◊ area is poor supervision
- ◊ The cut through; use space differently
- ◊ Assistant Principal offices are (SS., how do we merge the students from other students
- ◊ Neighborhood hub with Principal (have Chad locate where)
- ◊ Need to create /centralize the main office of Double schools

- **East**
  - ◊ Welcome center
  - ◊ Main office location
  - ◊ Commons/forum
  - ◊ Congregation areas
  - ◊ Forum area is used as new student area
  - ◊ The mall area is a challenge; where kids that don't go to class hangout
  - ◊ Signage and more street signs to identify the main entry
  - ◊ Signage on all buildings to identify the school
  - ◊ Need electronic sign

PROJECT: **MMSD**
PRA PROJECT NUMBER: **180223-01**
DATE: **12/06/18**
SUBJECT: **Step 3: PATHWAYS**

ATTENDEES:	**NAME**	**ORGANIZATION**
	Alex	MMSD
	Cindy	MMSD
	Jen	MMSD
	Chad	MMSD
	Doug/Greg	ZIMMERMAN
	Steve/Ken	PRA

1. **Intros**
2. **Chad sets stage and talks timelines**
3. **District wide input**
4. **Role of Facilities to support instruction**
    - **What do you like most and least about our facilities?**
        - ◊ Like the location of East in a neighborhood
            - ∗ Transportation is much easier
            - ∗ Good for the kids to access the community as a second classroom
        - ◊ West and East are not designed to support collaboration between adults/kids and between students
        - ◊ Our schools don't have the flexibility they need
        - ◊ Community needs to be part of design process
        - ◊ Community members and organizations coming in and coming out leveraging space for applied learning. Kids in rows does not need to exist
        - ◊ Like the new library at Madison College is has the flexibility that is needed for both independent learning as well as collaborative learning
        - ◊ Aesthetic of modern aspects in the old buildings
        - ◊ Don't like the classroom spaces – too small
        - ◊ A lot of nooks and crannies/wasted spaces, open space that is underutilized
        - ◊ Spaces that allow safety and security issues
        - ◊ Lighting and visual stimulation is extremely old and not vibrant which can impact student learning
        - ◊ Tutor centers and lab spaces need to be retrofit where there is space
        - ◊ Athletic spaces are old and needs upgrading
        - ◊ Lunch room spaces are old and in need of upgrading – 21st century spaces
        - ◊ Memorial Theater – doesn't like the auditorium, seats are old and uncomfortable
        - ◊ Many of the auditoriums are the thriving space for arts, etc.
5. **How do we believe facilities can play in supporting instruction?**

- How a student feels when entering the facility drives their experience
- Students that have walked into Madison college have mentioned how warm and inviting , lighting and furniture are updated and they like the feel of the facility
- Facility 100% drive the experience
- Classroom flexibility to break into small groups
- Hands on learning is important –
    - ◊ Culinary classes
    - ◊ STEAM
    - ◊ Healthcare
- Tutoring center that allows individual work, closed doors for tutoring, access to additional computers, able to provide a variety of needs
    - Mobile labs
    - Visual and Preforming arts space – desired
        - ◊ Like the Verona HS – feels like going to a theater
    - Potentially look at altering schedules, not a typical 8am-3pm
        - ◊ Scaffolding schedules where kids start and end at different times of the day
    - Create a coffee shop as a teaching space – Students ran it
        - ◊ Teach English
        - ◊ Developed a skill
        - ◊ It was integrated
        - ◊ Invited collaboration
    - How to create space for multiple purposes
    - Create Maker spaces
    - Courses are limited due to current spaces
        - ◊ Make spaces less limiting
        - ◊ Needs to be more flexible
    - MSCR uses a lot of spaces and creates scheduling problems
    - Rethink the MSCR and community spaces
    - Athletics doesn't seem to be fluid and integrated
        - ◊ Locker rooms are disgusting and gross

5. Who could we learn from?

- Schaumburg 212/214
    - ◊ Same age as Madison buildings
    - ◊ In between classrooms and outside, one big collaborative space
    - ◊ Library is beautiful – coffee shop, maker space, great furniture, tutoring areas,
    - ◊ Atrium for lunch room or relax space - warm, inviting and calming
    - ◊ Larger space for labs; e.g. Healthcare, Culinary space
- Spark building
    - ◊ 8th floor

- ◊ Type of space that can be flexible enough to be a big open space, smaller groups, lunch, etc
- High Tech High, San Diego
- Reynoldsburg, OH – partnerships with Colleges
  - ◊ College classes in school
- Milwaukee has College/Career spaces in the High Schools
  - ◊ Both available for community along with the students
- Madison College spaces is very appealing
  - ◊ Have open spaces to work
  - ◊ Cafeteria
- Stevenson HS – Richard DeFoe school
  - ◊ 8 to 10 pods
  - ◊ Covered space
  - ◊ Planning space
  - ◊ CTE specific rooms attached to pods

6. What are we hearing from parents and staff?

- Spaces are old: *"This is exactly how the school looked like when I went here….nothing has changed"*
- Cleanliness
- If buildings aren't cared for, students don't care
- Many students are impacted
- Likes the West & East exterior
- Having glass is appealing – learning is visible; space feels different
- Memorial has redesigned the front space and put the monitors and took pride in the student pictures and art, shows pride – would like to have that feel throughout the school.
- ZIMMERMAN works on West & Memorial
  - ◊ NEED to build a new HS for West side to reduce West and Memorial

7. PRA working on East and LaFollette

- LaFollette
  - ◊ Remove wood paneling
  - ◊ Has a lot of nooks and crannies
  - ◊ Courtyard
  - ◊ Lots of empty space that needs to be utilized
  - ◊ Safety concern
  - ◊ Welcome center should be college/career center
  - ◊ Two cafeteria areas – possible to create atrium
  - ◊ Auditorium – make more functional
  - ◊ Rebuild underneath the Library
  - ◊ Athletics

- ◊ Culinary is bad
- ◊ Lab spaces are bad
- ◊ Lighting in the tech and auto labs are bad
- ◊ Student circulation
- ◊ School store closer to credit union—makes it more accessible to community
- ◊ Commons need to be redone
- ◊ Need a clean, beautiful, warm environment, lighting
- ◊ Administration offices should be reconfigured

- East
  - ◊ Pit area by the theater needs to be recreated to match the theater design
  - ◊ Entry doesn't feel like walking into a desired space
  - ◊ Any way to connect classes on the upper level – clean up the circulation around these areas
  - ◊ Culinary space is poor; would be a great pathway
  - ◊ Auto/metal/engineering – far too many spaces ; no line of sight places
  - ◊ CNA lab
  - ◊ Health sciences lab

8. What is a Game Changer?

- Collaboration of small communities
- Create spaces for more options of use
- Virtual learning spaces
- Aesthetics
- Standardized signage, language, etc.
- Automation of attendance through ID's

PROJECT:	**MMSD**
PRA PROJECT NUMBER:	**180223-01**
DATE:	**11/16/18**
SUBJECT:	**Step 3: Instructional – Athletics & Co-Curricular Meeting**

ATTENDEES:	**NAME**	**ORGANIZATION**
	Chad W	MMSD
	Andrew	MMSD
	TJ	MMSD
	Devon	MMSD
	Dave	MMSD
	Kevin	MMSD
	Doug/Greg	ZIMMERMAN
	Steve/Ken	PRA

1. **Intros**
2. **Chad sets stage and talks timelines**
3. **District wide input**
4. **How could (improved) facilities support your programs and community?**
    - Expanded opportunities for community connections, feeder programs
    - Sense of safety and community at large athletic or community events
    - Attract and retain students related to open enrollment
    - Provide access to training and strength equipment for all students
    - Create safer experiences for competitors and spectators
5. **How do you view your current facilities compared to your competition?**
    - Middle of the road for spectator venues (varsity)
6. **Are there themes you are seeing when you travel to other sites?**
    - Turf, highlighted strength facilities, advertising, community partnerships facilities, meeting spaces, storage availability
7. **Are you hearing comments related to your facility from your parents and athletes?**
    - Some, mostly related to outdoor long field spaces amplified by the difficult weather last spring/fall
    - Ability to reserve and properly treat (enclosed areas)
    - Do you foresee expansion of any WIAA sports that will require additional or improved facilities?
        - ◊ If we move in a maximum participation model (no-cut) we need more space in the fall, especially with the addition of club sports such as rugby, ultimate, lacrosse as school clubs
        - ◊ No anticipated WIAA adds, would be club or emerging sports, bowling, or adaptive sports.
    - Issues with relationship with MSCR and community usage?
        - ◊ More space; community usage has squeezed available time daily
        - ◊ Programs would like to expand to serve feeder programs and youth
        - ◊ Creating separate space for adult community use would give more flexibility and access for students in and out of season

8. **Site specific input**
    - Locker room capacity and condition – adequate winter and spring
    - Showers? (Qty, design)
        - ◊ Currently low use level, condition and quality is poor
    - How are they being used: Team room spaces, meeting spaces, secure storage
    - Title 9: Need two (2) additional female spaces to have equal coverage
9. **Practice field and court concerns?**
    - Long field compaction and weed issue
    - Stadium availability with wet weather
    - Usage?
        - ◊ Always used to dark and also need for offsite space for programming
    - Spaces that are over or underutilized?
        - ◊ Heavy use of all spaces
    - Equipment storage?
        - ◊ Could easily be doubled and used, much not secure with failing cage system
        - ◊ Outdoor storage and seasonal storage, currently added four (4) sheds in last three (3) years
    - Spectator and comp spaces?
        - ◊ Capacity is excellent
        - ◊ Safety and security
            - ∗ Lighting in entrances and outside spaces
        - ◊ Concessions
            - ∗ Inadequate inside, stadium could use 2nd position to avoid bottleneck at Mansfield
        - ◊ ADA considerations
            - ∗ Pool seating, baseball, softball, track pathway and surface, spectator gym seating space
10. **Biggest barrier at each site**
    - Memorial – irrigation, drainage
11. **Need to have at each site**
    - Turf practice/competition turf for long fields that is lit for increased use
    - Locker room expansion
    - Outdoor safe storage and lighting
    - Fieldhouse divider and basket lift improvements
    - Sound and storage upgrades indoors and in auxiliary space
12. **NICE to have at each site**
    - 2nd turf training space
    - New strength training space with indoor turf surface, access to aerobic machines and outdoor access
    - Wrestling room, cheer/dance space

PROJECT:	**MMSD**
PRA PROJECT NUMBER:	**180223-01**
DATE:	**12/10/18**
SUBJECT:	**Step 3: MSCR and Community Use**

ATTENDEES:	**NAME**	**ORGANIZATION**
	Jacob	MMSD
	Andrew	MMSD
	Chad	MMSD
	Kelly	MMSD
	Doug/Greg	ZIMMERMAN
	Steve/Diana	PRA

1. **Intros**
2. **Chad sets stage and talks timelines**
3. **District wide input**
4. **Role of Facilities to support instruction**
    - **What do you like most and least about our facilities?**
        - ◊ Like that the facilities are accessible by the community
        - ◊ Open and available to permit and use
        - ◊ Areas of the town are serviced well by the High Schools
        - ◊ Dislike the amount of use that gets problematic
        - ◊ MSCR is part of the school district
        - ◊ Don't like the amount of space; space gets limited
        - ◊ Because of high community use, the facilities get worn down fast with no funds to repair
        - ◊ Problem is that MSCR has their own funding. City can have an ability to increase funding easier than school district because state limitations on funding increases
        - ◊ State funding limitation
        - ◊ Most students can walk or bus, which makes the high school locations great and, in the neighborhoods
        - ◊ Like the value placed on schools
        - ◊ Downfall is security
            - ∗ No gates
            - ∗ Kids roaming the hallways; a lot of dark hallways
            - ∗ Not enough cameras to cover all the dark areas
            - ∗ Bad stuff happens in those areas
5. **How can facilities help improvements?**
    - Better access to high quality spaces
    - Heavily used space
        - ◊ Can this be open and collaborative spaces
        - ◊ Not in dark corner of schools

- Gym locker rooms and pools
    - ◊ Used heavily
- Facilities are so heavily used, it's hard to get facilities in there to make improvements. Only small window to make updates.
- Pools never have enough time to upgrade to improve value of program
- Pools are huge to Madison area
    - ◊ Swim Olympians come from our swim teams
    - ◊ Only pools available in the high schools
    - ◊ No city pools, so need the school swimming pools
- Dispute between spaces
    - ◊ Who gets to use the space? Where and When?
    - ◊ Have WIAA sports and then have club & MSCR
        - ∗ Who is more important?
        - ∗ This is a big challenge
- MSCR operations headquarters is in Hoyt - 25-30 staff
    - ◊ Conditions of building is bad – need renovating
        - ∗ Windows; roof, flooring, boiler
    - ◊ Art rooms, dance studios, adult fitness, pottery, West HS sports
    - ◊ Infrastructure of building is in decent condition
- Would love MSCR recreation center/complex
- Gym renovation at Hoyt would be ideal
- District is wondering if Hoyt is in the future
- Location of Hoyt is beautiful, but bad for neighborhood (neighbors hate the traffic from the use)
- Can Hoyt be used for West High School alternative uses?
- Driveway
    - ◊ Can't take kids to back – can't get taxi's or busses in the back
    - ◊ Makes them go through the front, but that mixes students and elderly
        - ∗ Can be a dangerous situation
    - ◊ Not effective or efficient use of space

6. What have you seen at other sites that could be implemented?

- Open spaces and new design model allows for flexible seating are key
- McFarland schools
    - ◊ IMMS open space, but designated areas for each space or group
    - ◊ High school updated spaces
- What are community members paying for when they participate?
    - ◊ Facilities are falling apart
- Locker rooms are embarrassing
- Title 9 review complaint that male locker rooms were updated, but not female
- Accessible and transgender locker rooms need to be addressed

- Loved Madison college atrium and open-air feel
- Lighting and energy efficiency
- LEED certification for a HS will go a long way

7. Big Ideas?

- Standalone sports complex – Indoor and outdoor spaces
    - ◊ Managed by school district and MSCR
    - ◊ There are no rec centers
    - ◊ They currently don't manage many spaces, so adding a rec center would be good
    - ◊ If would take MSCR away from schools, it will allow some alleviation from high school.
    - ◊ Less competition for space.
    - ◊ If MSCR had its own space, it would take adults out of schools at night
    - ◊ Allows them to do programs that they can't even imagine doing right now
- This would be a standard referendum
- Can we get this through the board?
    - ◊ It would pass in the community
- If adults are in the schools, should the students be?
- Can there be a health or sports related pathway associated with rec?
- If MSCR and MMSD staff wellness center
- If Sprecher site is not planned to be developed soon (10-15 years), could some money be invested in sports fields there?
- Leopold Elementary
    - ◊ Lots of land that is largely underutilized, and school is too big
    - ◊ Shut down half Leopold and move MSCR, and build on the space there
- One dedicated space
    - ◊ MSCR can grow, but also will allow MMSD to use space more.
    - ◊ Will help with facility rentals
- Location would need to be central with great parking

8. Specific School Issue?

- **Memorial**
    - Layout is goofy, long dark corners
    - No good entry; maze to get anywhere; confusing
    - Storage and access issues - office off of gym area
    - Pool will need a facelift
    - New gymnasium dividers - current ones are sharp and cuts people
    - Lighting
        - ◊ Some updated / some aren't
        - ◊ Not consistent and turns off

- **West**
    - Parking is an issue
    - Pool is in bad location
        - ◊ Bad access; confusing
        - ◊ Deck is small
        - ◊ Locker rooms are bad
    - Lack of track is a huge issue
    - Top 3rd floor – bad lighting
    - Strong club presence: Makes for big push for space
    - Field turf on geofield (could be an option for the track)
- **LaFollette**
    - Theater needs to be addressed
    - North end of the building zoned off for easier access for community use
    - Pool was just redone
    - Weight room is in an old auto lab
    - Layout is the best here
    - No dedicated office space for MSCR Staff.
        - ◊ Currently in LMC; no private space
    - LMC space is small and bad location
        - ◊ Not a good collaborative space
        - ◊ Can it be closer to entry and open?
    - Auditorium needs to be updated
- **East**
    - Auditorium is good
    - Student, staff and parents deserve new design; feels locked down
    - Stone walls with black cages on windows
    - Pit is where most of the dangerous fights happen
        - ◊ Bad space
        - ◊ Biggest challenge of the building
    - Locker rooms are not accessible and old, big, outdated and underutilized

Day in the Life Observation

March 4, 2019

Team members from Building Services, Research & Programming Evaluation Office (RPEO), and Plunkett Raysich Architects were on site for a full day of observation of how the school functions with it's current space. The observers were able to have impromptu conversations with both students and staff to explain the initial needs assessment and allow feedback to help refine the proposed project recommendations. Below is a summary of the team's findings.

Project Element: Morning Hangouts / Multiple Entrance Points

- Parent and Bus Drop-off
- Lackluster entrance—very subdued
- Drop-off seems congested; main office is in the middle of the building
- Breakfast set-up in vestibule on a cart
- Cold air is let in when lots of students arrive at once
- Principal or security stand at door to check everyone's ID as they walk in

Project Element: Flexible spaces / Collaboration / Pit

- No central area to congregate in the morning
- People are hanging out on steps, in hallways, or on the ground
- Some benches in hallways
- Very little café furniture is set up yet in the morning for students to sit on
- Leave tables up to deter kids from lingering; seems to be trouble spots

Project Element: Traffic flow

- Seems like there are lots of people flowing through commons in the morning time—get's a bit congested
- Seems congested on stairwells
- Kids do cut across LMC and the Pit

Project Element: Transitions (Stairs / Hallways)

- Stairwells are hard because they are so narrow
- Stairs and hallways get a bit congested as well
- Lots of students go under library outside
- A lot of cold air coming in
- Library hallway is narrow
- Only one door in and out of library causes congestion

Project Element — H-Wing (Health Pathways)

- Larger learning center transformed into classrooms
- Lack of natural light and color design; no glass in doors
- In an area where some of the most exciting things are happening, you can't see anything happening
- Very common—not exciting

Project Element: — CR Collaboration

- No life in these spaces
- No furniture, light, color, etc

Project Element — Visibility & Sound Classroom Doors

- Seems like most teachers with door closed
- Can hear instruction through grills on the door
- No or very little glass into classrooms
- Can't see anything
- Most teachers have paper over glass

Project Element — LMC

- Disconnected from rest of the school
- No space for quiet study
- No visibility to rooms on perimeter.
- Not used by many students
- Not an exciting environment
- Very sterile
- Seems to work well
- Nice, open and brights; many different spaces
- Quiet
- Fiction and Non-fiction all in one space

Project Element: — Auditorium

- Dated
- Steep slope causes no ADA accessible spaces lower in theatre

Project Element: — Arts/Tech Ed

- Art classes seem tucked back away from general circulation
- Any opportunity for display is unavailable; seems like a back hallway
- Automotive instructional area has no door
- Students have access to room unsupervised

Project Element: Special Education—In area K

- Office dislocated from instructional space
- Lots of unused dark space
- Can be repurposed to bring in light and desirable space
- Little activity in the areas
- Seems off on its own
- Many have bad connotation when people must go to Special Ed classes
- Don't seem to utilize these extra collaboration spaces as they should

Project Element: Gymnasium

- Seems as though the fieldhouse and gymnasium are adequately sized, but people we spoke to said otherwise
- Divider curtains used everyday

Project Element: Lunch

- Café, commons, hallways and gym are utilized
- Cafeteria has 2 (two) lines
- Long lunch line wrapping along tables
- Lack of table space and table options
- Doesn't seem overly loud in café, but more so in the commons
- Students hangout in hallways
- Very segregated lunch areas
- Students in open gym

Project Element: Student Services

- Not welcoming and no visibility into area, both inside and outside
- Off corridor as destination rather than something students wander upon

Project Element: Security

- All locks will be changed out
- Rolls of paper at windows to be rolled down if "code red"
- Looking at different safety protocols that are event specific for future
- Look at "I Love You Guys" foundation
- Gates A & B wing keeping students from slipping past security guards

Project Element: End of Day

- Many different areas where students hang out waiting for a ride
- Supervision needed all over
- Students exit to cars at many different locations

School Based Leadership Team Input Session

March 6, 2019

Team members from Building Services, Research & Programming Evaluation Office (RPEO), and Plunkett Raysich Architects were on site meet with members of the SBLT to explain the initial needs assessment and allow staff to provide feedback to help refine the proposed project recommendations. Below is a summary of the team's findings.

- Seemed to like the direction of the concepts with endorsement

Staff Drop-In Input Sessions

March 11, 2019

Team members from Building Services, Research & Programming Evaluation Office (RPEO), and Plunkett Raysich Architects were on site and held Office Hours to sit and meet with staff to explain the initial needs assessment and allow staff to provide feedback to help refine the proposed project recommendations. Below is a summary of the team's findings.

- Accessibility around building
- View the auditorium as a unique part of school that could be improved through updates.
- Excitement regarding the plan's upgrades to arts facilities
- Updates to the athletic facilities, including locker rooms and the "spec gym".
- Idea of expanding and connecting the gyms together and changes to the football field
- Renovations to the bathrooms are essential
    - Importance of creating gender neutral facilities
- Upgrades to air conditioning/heating and new ceiling tiles as critical pieces of the plan
- Essential changes to classroom and instructional space, including adding walls to some classrooms and renovations to science lab
- Excited about the plan for the building entrances, including creating an "expanded, truly welcoming Welcome Center"
- Idea of filling in the "pit" was well received
- Missing components discussed were teachers-only space, including a Mother's Room and collaboration spaces

Student Input Session

March 13, 2019

Team members from Building Services, Research & Programming Evaluation Office (RPEO), and Plunkett Raysich Architects were on site and held a meeting with a group of students to explain the initial needs assessment and allow students to provide feedback to help refine the proposed project recommendations. Below is a summary of the team's findings.

- Do not want to lose the painted wall mural; should be highlighted in the midst of building renovations
- View the auditorium as a unique part of school that could be improved through updates.
    - Stage needs to be fixed
    - Remove wooden chairs
    - Keep the same kind of look because it's a staple of the school
- Excitement regarding the plan's upgrades to arts facilities
- Updates to the athletic facilities, including locker rooms and the "spec gym".
- Idea of expanding and connecting the gyms together and changes to the football field
- Renovations to the bathrooms are essential
    - Importance of creating gender neutral facilities
- Heating/cooling systems are necessary
- Request for additional exits and entrances to improve the flow of the parking lot

APPENDIX B

Masterplan Summary Sheet

Introduction

The Madison Metropolitan School District's Long Range Facility team has been tasked to investigate the existing high school building's education programs, condition of facility and the opportunity of incorporating family and community use of the building.

The goal of this team is to provide recommendations to modernize facilities that meet the current aspirations of the District, for the students, families and community.

The entire process is continually filtered through the District's Strategic Framework, which outlines the vision of establishing core values and identifying goals to accomplish those values through the training and teaching of strategies to be implemented for the students of MMSD.

Process

The evaluation process begins with a close look at the age and condition of the existing building. Through site visits, interviews of the building services and trades teams, and review of the district's Facility Condition Index (FCI), we determine the feasibility of building projects that would enhance the student environment.

During the site visits, we are also observing how the existing physical space either serves or hinders the existing and future educational program needs. This review of educational space, in conjunction with an evaluation of current and future student enrollment allows the team to understand if there are over utilized spaces or underutilized spaces that could be repurposed for modern learning spaces.

Once an understanding of the existing conditions and use of the building had been evaluated, the team engaged with key administrators and department heads, who were determined to have the knowledge of the educational direction that the District is striving to accomplish.

From these input sessions common themes of deficiencies were established and include but are not limited to the following:

- No identifiable/accessible entrance
- Aging infrastructure
- Exterior and interior finishes of the building are dated and in need of repairs
- Athletic facilities and support spaces do not meet current needs, are under utilized and need extensive upgrades
- Library space is dated and requires modernization
- Office and student services not efficiently located for public/ community access.
- School is wide open for access during public events, which is a security concern.

This list of common themes was used to develop design recommendations. The team was tasked to develop three design recommendations based on three separate funding levels:

- Maintenance Option - $30 Million
- Renewal Option - $50 Million
- Aspire Option - $70 Million

The funding levels build on each other as money is added. For example, everything listed as part of the Maintenance Option is included in the Renewal Option, plus additional improvements identified. Each design option is color coded and shown on the adjacent plans.

A full report can be found on the district's website.

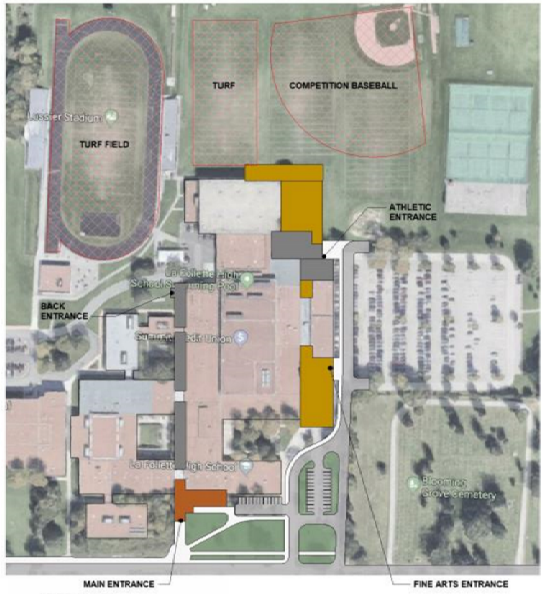
Design Recommendations and Options (Maintenance, Renewal, Aspire)

1. **Deferred Maintenance**
   The building services team monitors a list of maintenance activities, such as repairs or equipment replacement, and addresses these items as budget funding becomes available.
   - Address all FCI items graded as a D or F to include but not limited to the following:
   - Mechanical System overhaul, switch from a steam system to a hot water system, as well as incorporate AC.
   - Electrical system overhaul, upgrade service to building and generator system.
   - Plumbing system overhaul, upgrade restrooms, replace galvanized piping with copper.
   - FCI items graded as a C.
   - FCI items graded as a B.

2. **Building Functionality**
   Evaluation of the existing facility and how users interact in terms of wayfinding, gathering spaces and experience.
   - Main office entry shall include a modest addition to the current office space to create a new welcome center, as well as reinvigorate the main entrance to the building off of Pflaum Road.
   - Corridor, circulation and commons:
     - Shall include renovation to the existing corridors and commons to address circulation flow.
     - Shall include an addition to the existing courtyards to create an enclosed corridor to help alleviate congestion at the commons

3. **Educational Spaces**
   Evaluation of overall aesthetics and functionality of spaces for student use and collaboration opportunities to enhance the student's educational experience.
   - Classroom, collaboration and pathways spaces:
     - Shall incorporate enclosing existing pit area for additional educational space.
     - Shall incorporate enclosing existing pit area for additional classrooms.
   - STEAM lab and technical education:
     - Will have minimal renovation work to the existing space to improve aesthetics and furniture upgrades.
     - Renovation of the existing gym for creating additional STEAM space, as well as renovation of existing fine arts for additional technical education space.
   - Fine arts/arts entry:
     - Shall include renovation of the existing auditorium.
     - Shall include an addition for new band and orchestra rooms, renovation of the auditorium and other spaces to create support spaces to the auditorium as well as a new fine arts entrance.
   - Student services:
     - Shall include relocation of Student Services to the Commons space to make this service more visible to the student population.

4. **Athletic and Community Spaces**
   Evaluation of current athletic spaces for functionality from both the competition and community use perspective.
   - Gymnasium/athletic entry:
     - Shall include renovation of existing spectator gym to include new finishes, upgraded bleachers, and acoustic wall panels.
     - Shall include an addition adjacent to the fieldhouse, for a new entrance and lobby space, renovation to the existing fieldhouse to transform it into a new spectator gymnasium.
   - Athletic facility upgrades and locker rooms:
     - Shall include renovation of the existing team locker rooms.
     - Shall include renovation of the existing team and pool locker rooms, and provide an addition for the fitness center.
     - Shall include an addition for the fitness center and new locker rooms.
   - Outdoor athletic facilities:
     - Shall include new turf for Lussier Stadium.
     - Shall include new turf practice fields and competition baseball field.



SITE PLAN



SECOND FLOOR PLAN



FIRST FLOOR PLAN

MADISON METROPOLITAN SCHOOL DISTRICT

Robert M LaFollette High School

702 Pflaum Road

PLUNKETT RAYSICH ARCHITECTS, LLP

APPENDIX C

Cost Summary Sheets

CAPITAL IMPROVEMENT MATRIX

ESTIMATE OF PROBABLE CONSTRUCTION COST

	Capital Maintenance (Facility Condition Index)																
	Site Improvements		Exterior Building Improvements				Interior Building Improvements										
SCHOOL	Parking	Lighting	Roof & Fascia Replacement	Window Replacement	Tuckpointing	Door Replacement	Restroom Upgrades	Locker Room Upgrades	Classroom Floors, Walls Ceilings	Door Replacement	Terminal Equipment & Controls (HVAC)	Central Plant (HVAC)	Plumbing	Electrical Devices and Lighting	Electrical Main Distribution	Category Sub Totals	SCHOOL
East High School																	**East High School**
Maintenance	$225,000	$50,000	$1,500,000	$800,000	$600,000	$180,000	$1,000,000	$2,000,000	$450,000	$100,000	$650,000	$3,100,000	$2,500,000	$3,200,000	$600,000	$16,955,000	Maintenance
Renewal	$300,000	$65,000	$2,100,000	$1,250,600	$750,000	$250,000	$1,400,000	$2,600,000	$1,000,000	$200,000	$850,000	$6,200,000	$5,000,000	$3,400,000	$750,000	$26,115,600	Renewal
Aspire	$300,000	$75,000	$2,700,000	$2,800,000	$1,000,000	$350,000	$1,800,000	$2,700,000	$1,500,000	$350,000	$1,050,000	$7,200,000	$6,500,000	$6,800,000	$850,000	$35,975,000	Aspire
LaFollette High School																	**LaFollette High School**
Maintenance	$330,000	$50,000	$1,400,000	$700,000	$100,000	$200,000	$800,000	$2,100,000	$650,000	$100,000	$500,000	$3,000,000	$2,000,000	$3,000,000	$600,000	$15,530,000	Maintenance
Renewal	$700,000	$55,000	$1,800,000	$1,000,000	$200,000	$250,000	$1,100,000	$2,300,000	$1,100,000	$200,000	$750,000	$5,000,000	$4,500,000	$4,250,000	$700,000	$23,905,000	Renewal
Aspire	$900,000	$60,000	$2,300,000	$1,400,000	$400,000	$350,000	$1,250,000	$2,650,000	$1,750,000	$350,000	$1,000,000	$6,500,000	$6,750,000	$6,500,000	$800,000	$32,960,000	Aspire
West High School																	**West High School**
Maintenance	$600,000	$85,000	$1,320,000	$500,000	$600,000	$170,000	$900,000	$900,000	$600,000	$140,000	$700,000	$3,200,000	$3,000,000	$3,500,000	$1,000,000	$17,215,000	Maintenance
Renewal	$600,000	$85,000	$2,000,000	$700,000	$800,000	$190,000	$1,100,000	$1,600,000	$1,000,000	$210,000	$850,000	$3,300,000	$3,500,000	$4,000,000	$1,000,000	$20,935,000	Renewal
Aspire	$1,500,000	$85,000	$2,580,000	$700,000	$1,000,000	$200,000	$1,300,000	$2,700,000	$1,000,000	$320,000	$1,000,000	$3,500,000	$4,000,000	$5,000,000	$1,200,000	$26,085,000	Aspire
Memorial High School																	**Memorial High School**
Maintenance	$510,000	$85,000	$1,500,000	$800,000	$700,000	$190,000	$700,000	$900,000	$800,000	$300,000	$600,000	$4,800,000	$3,300,000	$4,000,000	$1,000,000	$20,185,000	Maintenance
Renewal	$510,000	$90,000	$2,100,000	$800,000	$800,000	$190,000	$1,000,000	$1,100,000	$1,000,000	$400,000	$600,000	$4,800,000	$3,700,000	$4,000,000	$1,100,000	$22,190,000	Renewal
Aspire	$510,000	$95,000	$2,700,000	$800,000	$1,000,000	$190,000	$1,200,000	$1,300,000	$1,200,000	$500,000	$600,000	$5,200,000	$4,200,000	$5,500,000	$1,100,000	$26,095,000	Aspire

	Building Functionality																
SCHOOL	Renovated Welcome Center	Safety / Security	Office Consolidation	Courtyard Improvements	ADA Improvements	Fire Suppression	New Elevators	School Identity, Signage & Branding	Commons/ Kitchen							Category Sub Totals	SCHOOL
East High School																	**East High School**
Maintenance	$2,980,000	$170,000	$750,000		$300,000		$550,000	$250,000	$3,000,000							$8,000,000	Maintenance
Renewal	$2,980,000	$170,000	$750,000		$600,000	$1,800,000	$550,000	$250,000	$3,000,000							$10,100,000	Renewal
Aspire	$2,980,000	$170,000	$750,000		$900,000	$1,800,000	$550,000	$250,000	$3,000,000							$10,400,000	Aspire
LaFollette High School																	**LaFollette High School**
Maintenance	$2,300,000	$150,000	$350,000	$500,000	$300,000		$180,000	$250,000	$1,600,000							$5,630,000	Maintenance
Renewal	$2,300,000	$150,000	$350,000	$650,000	$600,000	$1,600,000	$180,000	$250,000	$1,600,000							$7,680,000	Renewal
Aspire	$2,300,000	$150,000	$350,000	$800,000	$900,000	$1,600,000	$180,000	$250,000	$1,600,000							$8,130,000	Aspire
West High School																	**West High School**
Maintenance	$2,500,000	$180,000	$700,000		$400,000		$500,000	$250,000	$1,200,000							$5,730,000	Maintenance
Renewal	$2,500,000	$180,000	$700,000	$1,000,000	$500,000	$1,500,000	$500,000	$250,000	$1,200,000							$8,330,000	Renewal
Aspire	$2,500,000	$180,000	$700,000	$1,000,000	$600,000	$1,500,000	$500,000	$250,000	$1,200,000							$8,430,000	Aspire
Memorial High School																	**Memorial High School**
Maintenance		$150,000			$500,000		$90,000	$250,000	$600,000							$1,590,000	Maintenance
Renewal	$2,100,000	$150,000	$300,000	$400,000	$500,000	$1,500,000	$180,000	$250,000	$750,000							$6,130,000	Renewal
Aspire	$2,100,000	$150,000	$300,000	$1,000,000	$600,000	$1,500,000	$180,000	$250,000	$900,000							$6,980,000	Aspire

May 1, 2019

CAPITAL IMPROVEMENT

ESTIMATE OF PROBABLE CONSTRUCTION COST

Educational Spaces

SCHOOL	New / Renovated LMC	Collaborative / Flexible Spaces	Classroom Addition	Classroom Upgrades	STEM/STEAM Classrooms	Science Lab Upgrades	Pathways / Innovation	Theater Upgrades	New Theater	Music Classroom Upgrades	Fine Arts Classrooms	Furniture		Category Sub Totals		SCHOOL
East High School																**East High School**
Maintenance	$150,000	$250,000		$2,600,000	$2,700,000	$450,000	$600,000			$360,000	$150,000	$500,000		$7,760,000		Maintenance
Renewal	$350,000	$500,000		$3,100,000	$3,000,000	$650,000	$800,000			$3,600,000	$360,000	$1,000,000		$13,360,000		Renewal
Aspire	$3,500,000	$750,000		$5,000,000	$3,700,000	$850,000	$1,000,000			$4,500,000	$420,000	$1,500,000		$21,220,000		Aspire
LaFollette High School																**LaFollette High School**
Maintenance		**$750,000**		**$1,600,000**	**$600,000**	**$650,000**	**$500,000**	**$3,000,000**			**$150,000**	**$500,000**		**$7,750,000**		**Maintenance**
Renewal	**$1,000,000**	**$1,000,000**		**$2,500,000**	**$1,500,000**	**$850,000**	**$750,000**	**$3,000,000**			**$360,000**	**$1,000,000**		**$11,960,000**		**Renewal**
Aspire	**$2,500,000**	**$1,500,000**		**$3,800,000**	**$3,900,000**	**$1,050,000**	**$1,100,000**	**$3,000,000**		**$2,600,000**	**$420,000**	**$1,500,000**		**$21,370,000**		**Aspire**
West High School																**West High School**
Maintenance			$2,500,000	$2,000,000		$900,000						$500,000		$5,900,000		Maintenance
Renewal	$750,000	$500,000	$2,500,000	$2,500,000	$1,750,000	$900,000	$1,750,000	$3,000,000		$1,500,000	$500,000	$1,000,000		$16,650,000		Renewal
Aspire	$1,200,000	$1,000,000	$2,500,000	$2,500,000	$2,000,000	$900,000	$1,750,000	$3,000,000		$1,500,000	$1,000,000	$1,500,000		$18,850,000		Aspire
Memorial High School																**Memorial High School**
Maintenance				$1,400,000		$700,000		$3,000,000		$400,000	$500,000	$500,000		$6,500,000		Maintenance
Renewal		$1,000,000		$1,700,000	$700,000	$800,000	$1,000,000		$8,000,000	$2,200,000	$1,100,000	$1,000,000		$17,500,000		Renewal
Aspire	$1,400,000	$1,000,000	$5,000,000	$1,700,000	$1,000,000	$800,000	$1,000,000		$8,000,000	$2,600,000	$1,900,000	$1,500,000		$25,900,000		Aspire

Athletics / Community

	Bleacher Replacement	Mansfield Stadium / Lussier	Field Turf	Track Improvement	Athletic Field Improvement	Pool Renovation	New Pool	Gym Expansion / Fieldhouse	Outdoor Equipment Storage	Weight Room / Fitness				Category Sub Totals	GRAND TOTAL	
East High School																**East High School**
Maintenance									$50,000					$50,000	**$32,765,000**	Maintenance
Renewal									$55,000	$1,750,000				$1,805,000	**$51,380,600**	Renewal
Aspire		$250,000	$700,000						$60,000	$1,750,000				$2,760,000	**$70,355,000**	Aspire
LaFollette High School																**LaFollette High School**
Maintenance	**$300,000**		**$1,000,000**		**$250,000**				**$50,000**	**$850,000**				**$2,450,000**	**$31,360,000**	**Maintenance**
Renewal	**$300,000**		**$1,000,000**		**$300,000**			**$3,500,000**	**$55,000**	**$1,100,000**				**$6,255,000**	**$49,800,000**	**Renewal**
Aspire	**$300,000**	**$500,000**	**$1,000,000**		**$800,000**			**$3,500,000**	**$60,000**	**$1,400,000**				**$7,560,000**	**$70,020,000**	**Aspire**
West High School																**West High School**
Maintenance	$400,000		$1,000,000											$1,400,000	**$30,245,000**	Maintenance
Renewal	$400,000		$1,400,000		$400,000	$1,500,000			$70,000	$800,000				$4,570,000	**$50,485,000**	Renewal
Aspire	$400,000	$3,100,000	$2,000,000		$800,000		$12,000,000		$70,000	$800,000				$19,170,000	**$72,535,000**	Aspire
Memorial High School																**Memorial High School**
Maintenance	$300,000			$1,000,000	$500,000									$1,800,000	**$30,075,000**	Maintenance
Renewal	$300,000		$1,000,000	$1,000,000	$500,000	$1,500,000								$4,300,000	**$50,120,000**	Renewal
Aspire	$300,000	$9,100,000	$1,000,000		$500,000	$1,500,000				$500,000				$12,900,000	**$71,875,000**	Aspire

May 1, 2019