

# KOSCIUSZKO COMMUNITY CENTER

Community Needs Planning Study



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# TABLE OF CONTENTS

	<b>Executive Summary</b>	<b>1</b>
<b>1</b>	<b>Data Collection and Site Analysis</b>	<b>2</b>
	1.1 Context	3
	1.2 Purpose, and Intent	9
	1.3 Visioning and Guiding Principles	10
<b>2</b>	<b>Existing Facilities Assessment</b>	<b>12</b>
<b>3</b>	<b>Community Programs: Today and Tomorrow</b>	<b>18</b>
	3.1 Summary of Public Engagement Process	19
	3.1.1 Research Methods	19
	3.1.2 Stakeholder Engagement	19
	3.1.3 GARE Toolkit	19
	3.1.4 Stakeholders	19
	3.1.5 Public Engagement	25
	3.2 Public Engagement Synthesis	31
	3.3 Summary of Facility Benchmarking Process	39
	3.4 Space Needs Programming	50
<b>4</b>	<b>Community Needs Planning Study Recommendations</b>	<b>65</b>
	4.1 Programming Recommendations	66
	4.2 Conceptual Plans	67
	4.3 Facility Recommendations	70
	4.4 Detailed Preliminary Cost Estimate	81
	4.5 Implementation Schedule	83
<b>5</b>	<b>Appendices</b>	<b>84</b>

# EXECUTIVE SUMMARY

The Kosciuszko Community Center (KCC) is a two-floor, 58,000 gross square foot building built in 1981. This Community Center is located in the heart of the thriving Lincoln Village neighborhood on the south side of Milwaukee. The Center houses a fitness center/weight room, boxing ring, gym and community programming provided by third party partners. Previous studies found deferred and planned maintenance requirements for the Community Center to be estimated at more than \$10 million. Through extensive community engagement, benchmarking of successful community centers, and analysis of the existing building and surrounding area, this planning process has identified the space needs and building systems to create a relevant, sustainable, and engaging community center at this location. This Community Needs Planning Study will help to shape a space that will support the programs and activities that meet the needs of the surrounding community and align with projected recreation trends.

The recommendation in this Community Needs Planning Study is to fully renovate the existing building and systems and add two large additions to double the interior program space. The preliminary cost estimate is \$32.1 million for the phased, occupied construction.

- Phase 0 (2024 Construction) – Immediate life safety concerns at existing building and site
- Phase 1 (2024 Construction) – Existing Building Improvements, Site and Parking lot improvements
- Phase 2A (2025 Construction) – Wellness Program Spaces & Northwest Building Addition
- Phase 2B (2025 Construction) – Lifelong Learning Program Spaces & Northeast Building Addition

If the project were to be done in a single phase there would be cost savings for the construction, but the Community Center programs would need to be temporarily relocated or suspended. The fully implemented design increases the interior program space from 27,484 sf to 44,270 sf. This will provide the necessary indoor space for the sports programs the community needs as well as the support space for multi-generational education programs.

The consideration of funding sources is critical to the success of this Community Center. It is recommended that the facility continue to be owned by Milwaukee County and core programming continue to be offered by the Parks Department. These programs are to be enhanced with long-term tenant partners located in Kosciuszko Community Center to enhance the activity and education opportunities. Through the successful fundraising of donations and grants, and the support of future equitable partners close to the community, additional operations and program models must emerge.

This investment in Kosciuszko Community Center will focus resources directly into a community where the impact will resonate.



# SECTION 1



## DATA COLLECTION AND SITE ANALYSIS

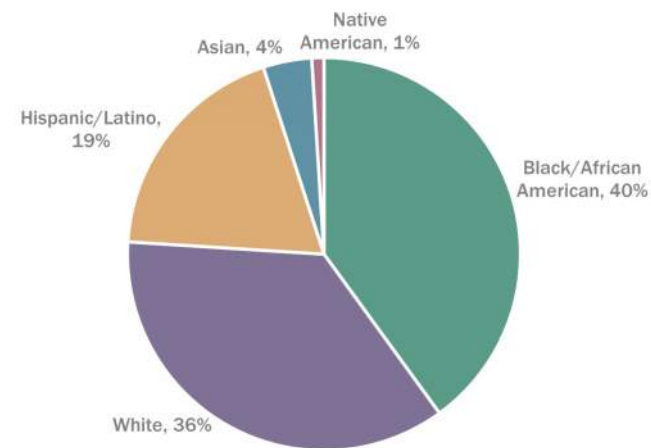
# 1 DATA COLLECTION & SITE ANALYSIS

## 1.1 CONTEXT

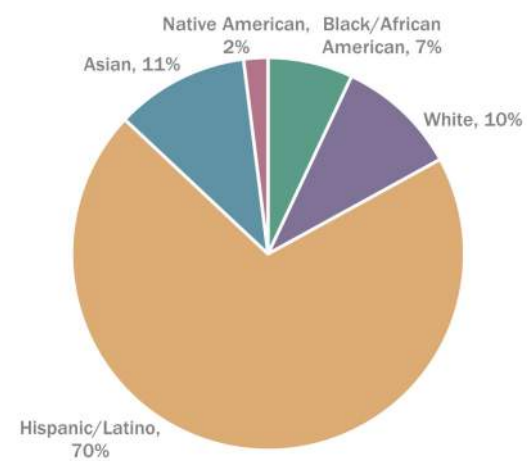
Lincoln Village is one of the 202 distinct neighborhoods in Milwaukee, Wisconsin. The neighborhood began in the 19th Century as a Polish community who notably contributed to the construction of the Basilica of St. Joseph which overlooks Kosciuszko (Kozy) Park. Named for General Thaddeus Kosciuszko (1746-1817), who fought in the American Revolutionary War, Kosciuszko Park has long been an integral part of the neighborhood. The park occupies 36 acres of land which includes a lagoon and Community Center. The Community Center and adjacent lagoon are situated on the east edge of the park.

Since the middle of the 20th century the neighborhood has shifted to have a strong latino community and is the most densely populated neighborhood in the City. The average population density of Milwaukee is approximately 6,000 people per square mile, in Lincoln Village it is 19,000 people per square mile. There are a mix of housing types and a strong commercial corridor. The demographics of the neighborhood also deviate from the City as a whole.

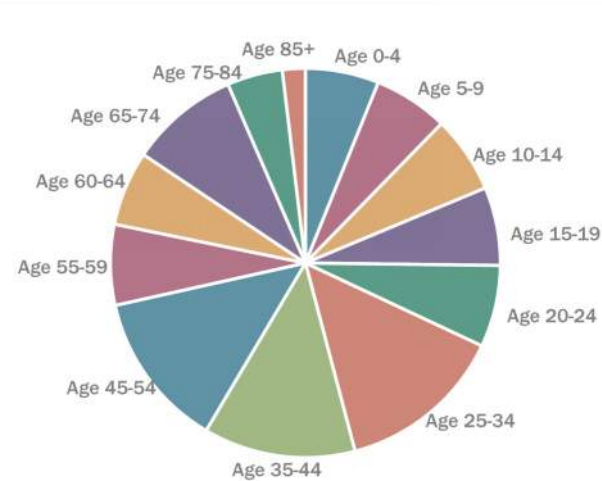
### CITY OF MILWAUKEE RACIAL DEMOGRAPHICS



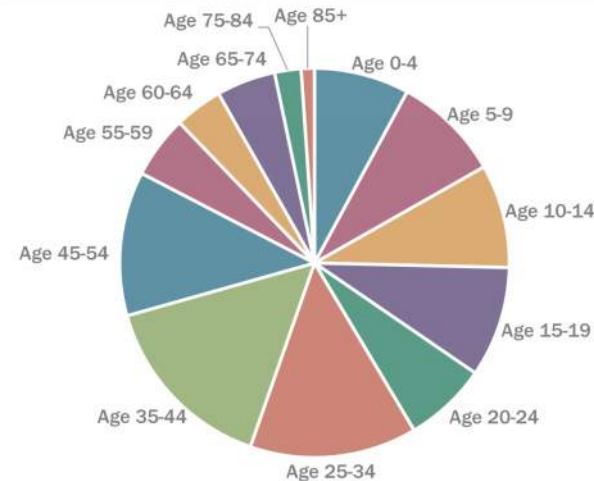
### LINCOLN VILLAGE RACIAL DEMOGRAPHICS



### CITY OF MILWAUKEE AGE DEMOGRAPHICS



### LINCOLN VILLAGE AGE DEMOGRAPHICS



Kosciuszko Park Pond and Saint Josephat Basilica



lincolnvillagebusinessassociation.org

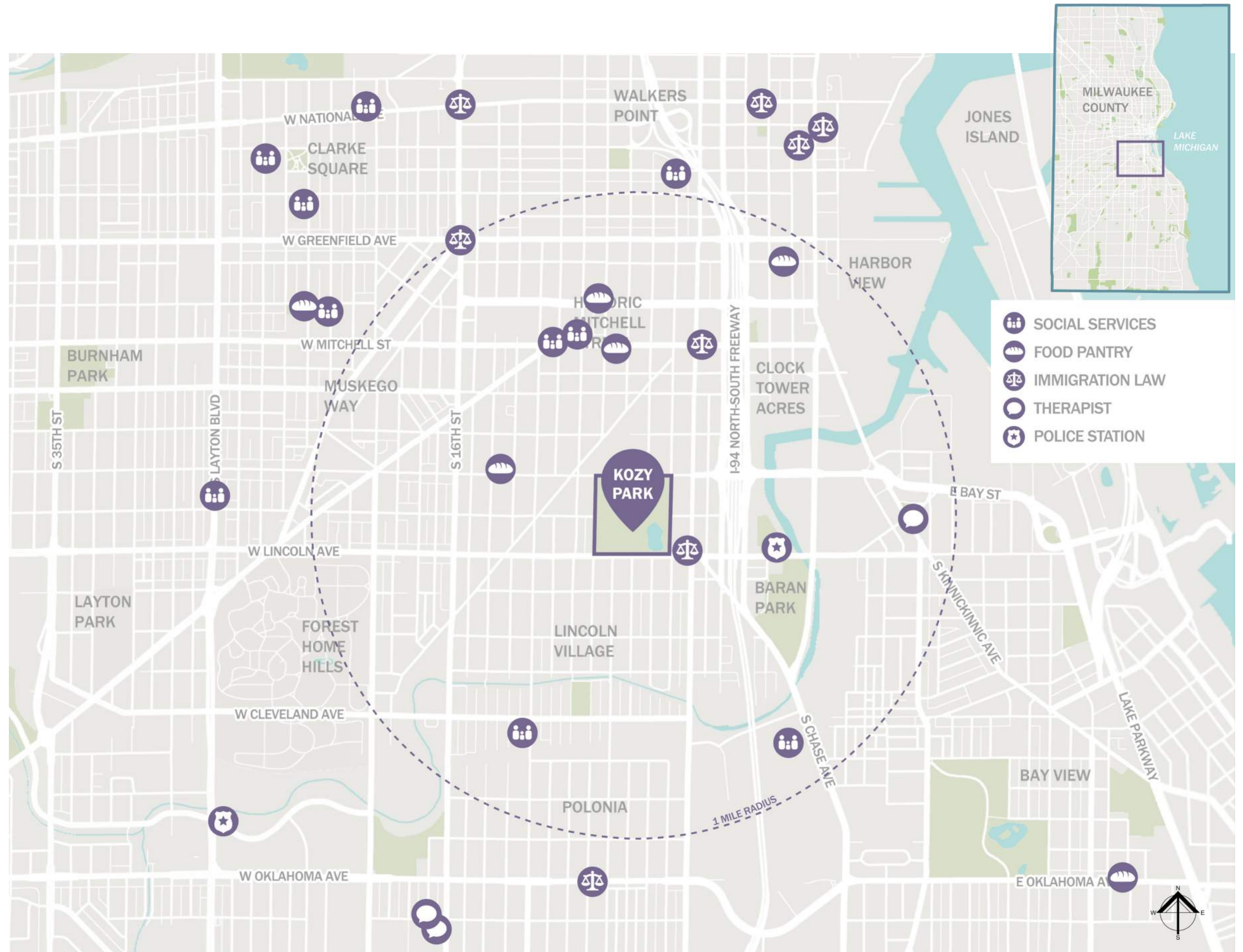


Fiesta Garibaldi on Lincoln Ave

**CONTEXT: SOCIAL SERVICES**

Nearest Social Services within a 1 mile radius of Kosciuszko Park and Community Center.

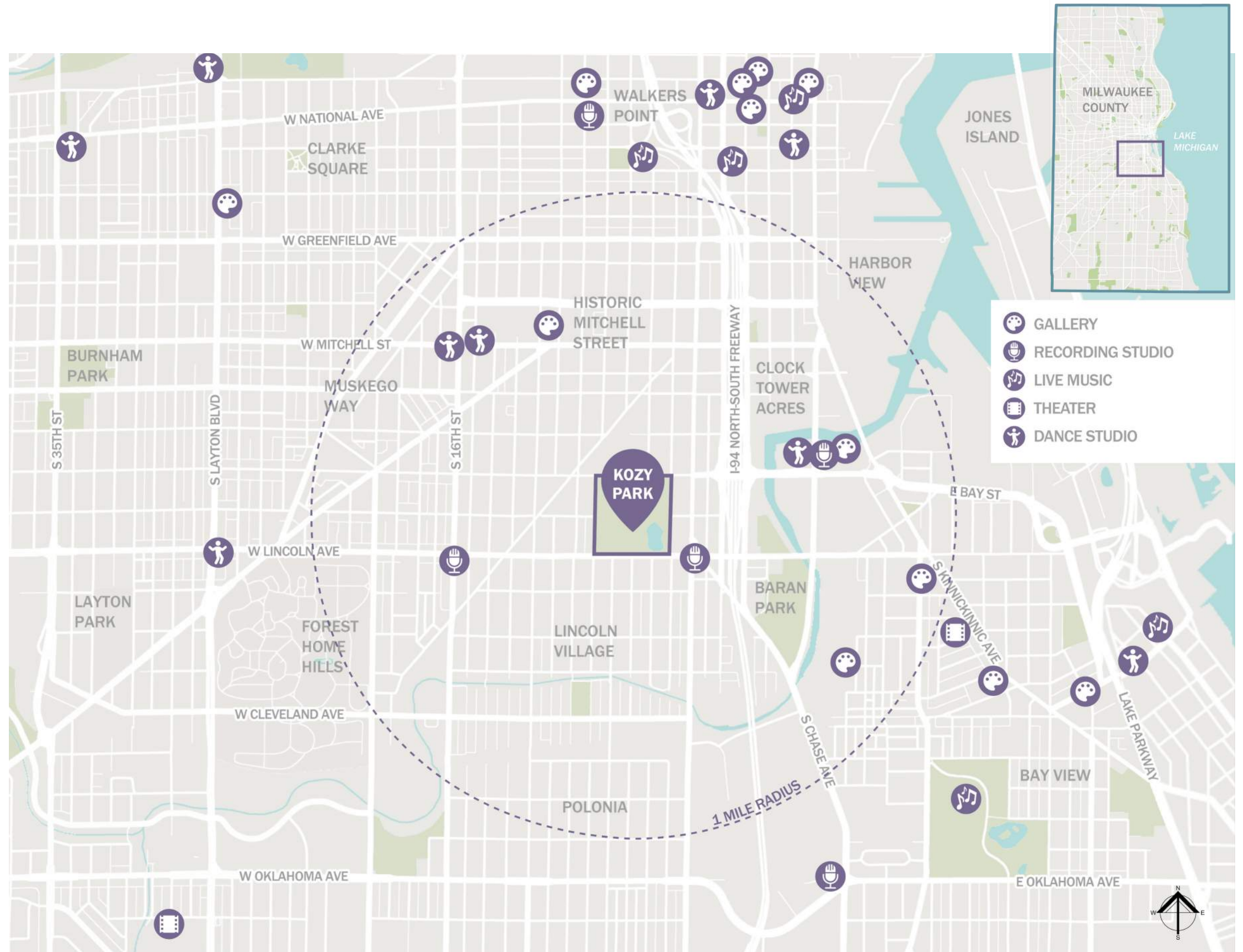
Note: The lack of Social Services in the Lincoln Village Neighborhood.



### CONTEXT: ARTS AND CULTURE

Nearest Arts and Culture Services within a 1 mile radius of Kosciuszko Park and Community Center.

Note: The lack of Arts and Cultural venues in the Lincoln Village neighborhood.



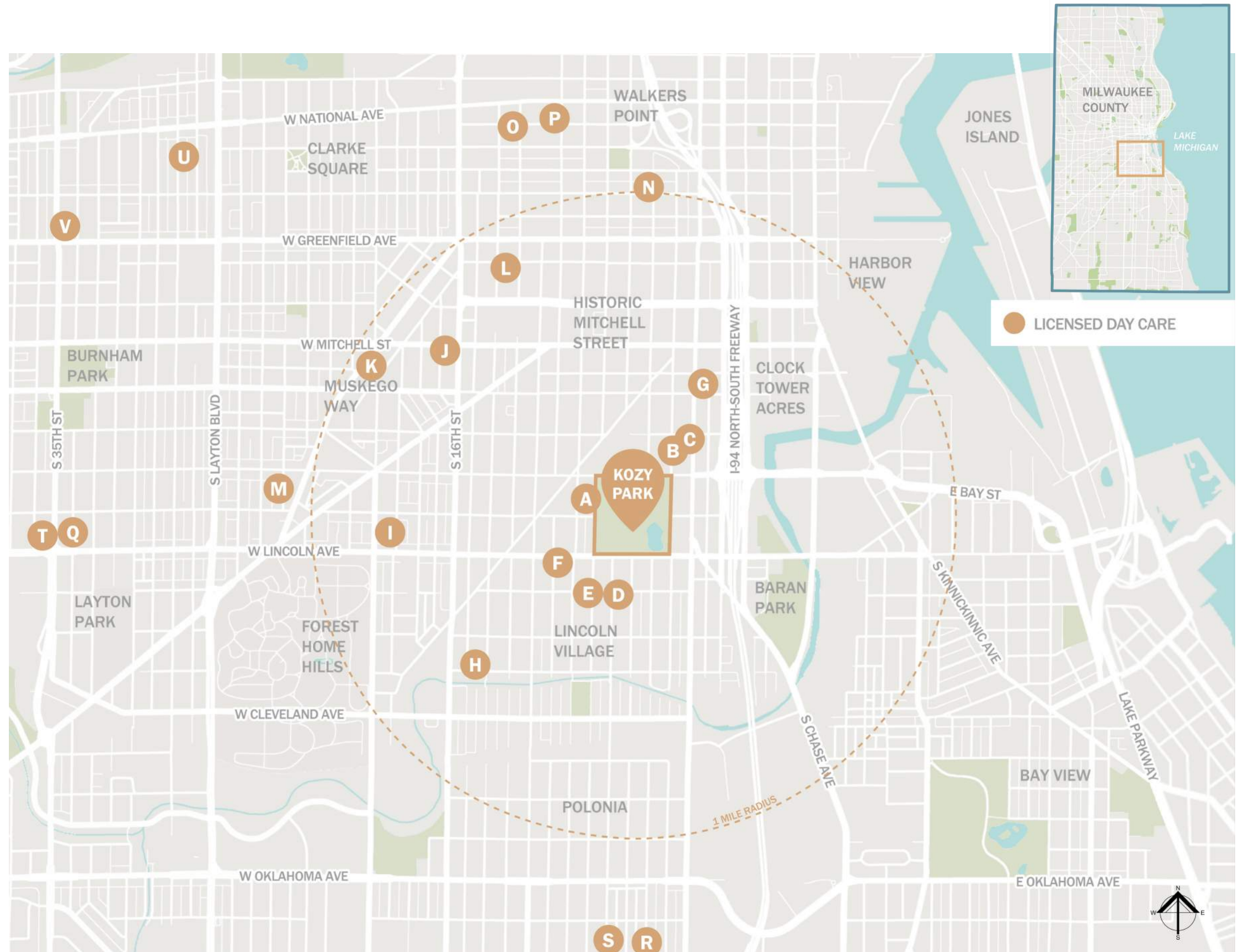


**CONTEXT: DAY CARE SERVICES**

Nearest Daycare Services within a 1 mile radius of Kosciuszko Park and Community Center.

Note: There are multiple day cares within walking distance to Kosciuszko Park

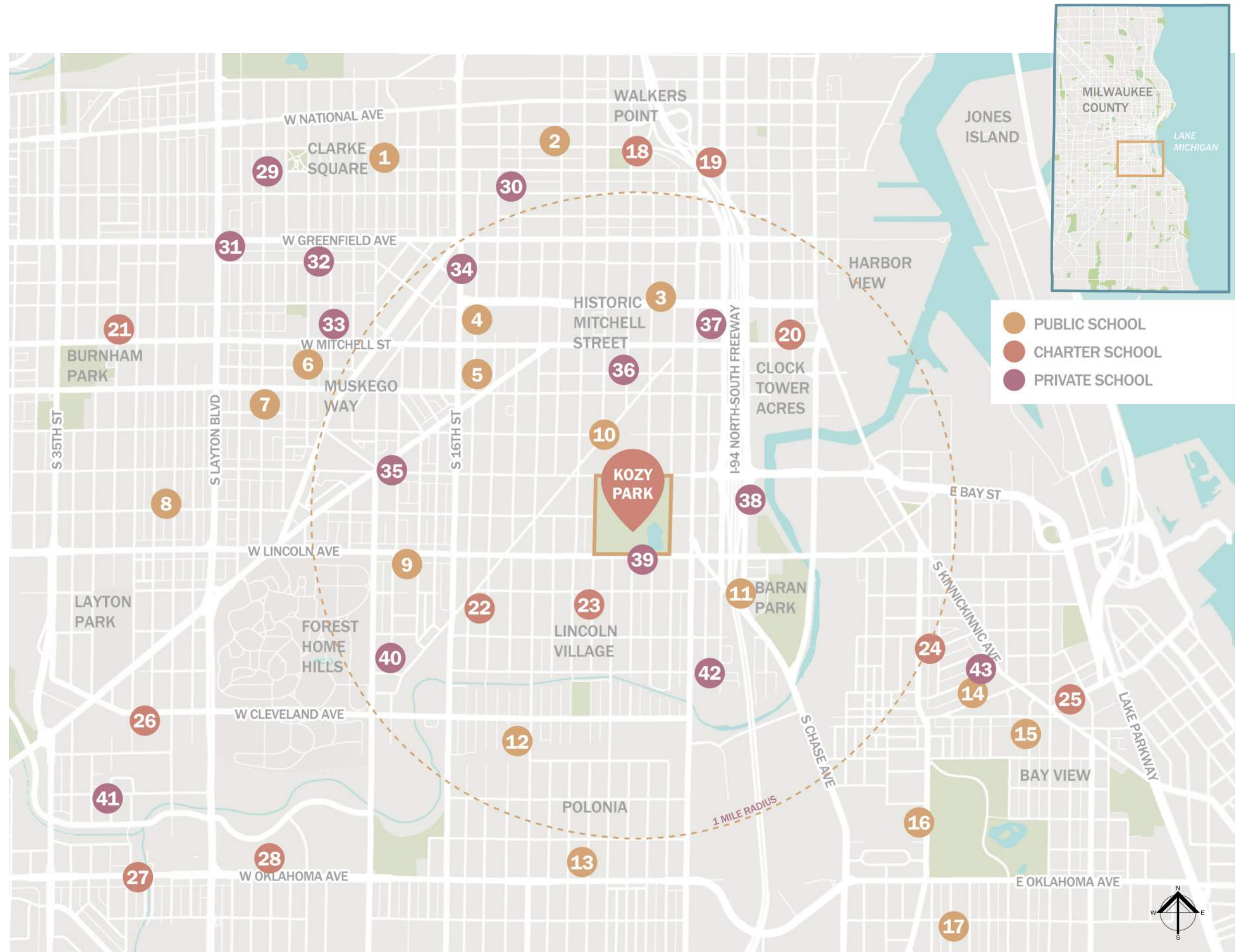
- A** Mundo Feliz Family Day Care
- B** Manitas Creativas Family Day Care
- C** World of Fantasy
- D** Marisela's Family Day Care
- E** Fionna's Family Child Care
- F** Camila's Childrens's Day Care
- G** Ivelisse Crespo Family Child Day Care
- H** Pasitos De Amor Child Care
- I** Little Lambs Family Day Care
- J** My Little Angeles Day Care Center
- K** De Colores Day Care Ceter
- L** Green Planet's Day Care LLC
- M** Jesse and Joey Family Child Care LLC
- N** Los Angelitos Family Day Care
- O** Mirna's Day Care
- P** Los Primeros Pasitos Daycare
- Q** Lolita's Day Care
- R** Raygoza Family Day Care
- S** Sweet Moments Child Care Center LLC
- T** Starlight Child Care LLC
- U** Precious Moment Child Care
- V** Mommies Child Care
- W** New Stars Family Child Care
- X** Los Parbulitos Daycare LLC
- Y** Yimma's Bright Beginnings DC LLC



## CONTEXT: SCHOOLS

Nearest Schools within a 1 mile radius of Kosciuszko Park and Community Center.

- 1 Longfellow Public School
- 2 Albert E. Kagel School
- 3 Allen Field Elementary School
- 4 South Division High School
- 5 Forest Home Avenue School
- 6 Alexander Mitchell Integrated Arts School
- 7 Rogers Street Academy
- 8 U.S. Grant School
- 9 Lincoln Avenue Elementary School
- 10 Hayes Bilingual School
- 11 Riley Elementary
- 12 Grandview High School
- 13 Zablocki Public School
- 14 Bay View Montessori - Upper Campus
- 15 Bay View High School
- 16 Milwaukee Parkside School
- 17 Humboldt Park Public School
- 18 Bruce Guadalupe Community School
- 19 Acosta Middle School
- 20 La Causa Charter School
- 21 Carmen High School of Science
- 22 Carmen Middle School of Science and Technology
- 23 Stellar Elementary
- 24 Downtown Montessori Academy
- 25 Atlas Preparatory Academy
- 26 Southside Community Prep
- 27 Veritas Highschool
- 28 Carmen High School of Science and Technology
- 29 Prince of Peace School
- 30 Notre Dame School of Milwaukee
- 31 Notre Dame School of Milwaukee
- 32 Christ St. Peter Lutheran School
- 33 Prince of Peace School
- 34 St. Martini Lutheran School
- 35 St. Adalbert School
- 36 St. Anthony School of Milwaukee
- 37 St. Anthony School of Milwaukee
- 38 St. Anthony School of Milwaukee
- 39 St. Josephat Parish School
- 40 Academy of Excellence High School
- 41 MSDA School
- 42 St. Augustine Preparatory Academy
- 43 St Lucas Lutheran School



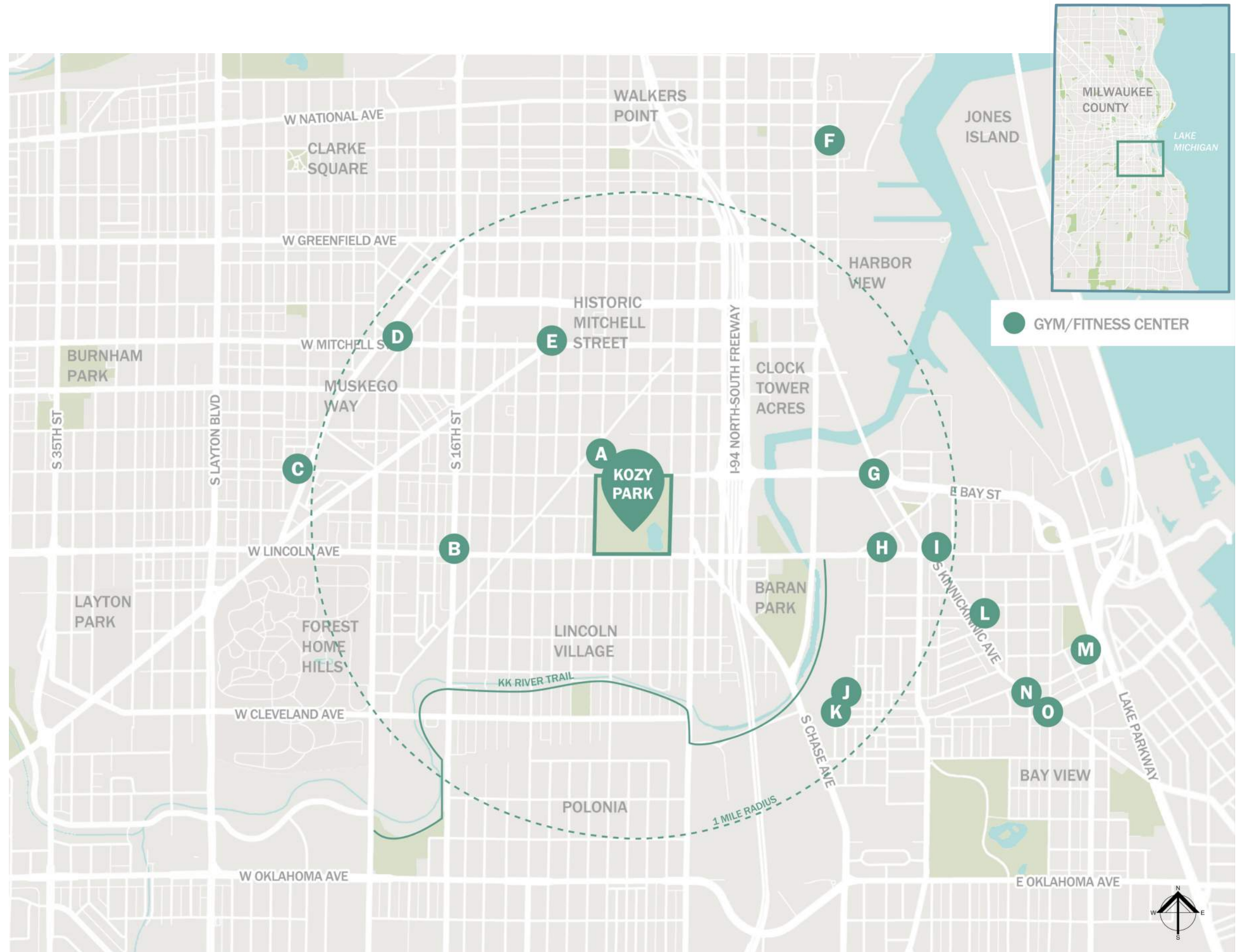
**CONTEXT: GYMS & FITNESS**

Nearest Sports and Recreation within a 1 mile radius of Kosciuszko Park and Community Center.

Note: There are not many gyms or fitness centers in the Historic Mitchell Street or Lincoln Village Neighborhoods.

Note: Milwaukee Public Schools South Stadium across the street to the north of Kosciuszko Park.

- A** MPS South Stadium
- B** Infinity Fitness Vive La Vida
- C** Party House Fitness LLC
- D** Vive La Fitness
- E** Club Vida y Energia
- F** CoMotion Fitness
- G** Bay View Fitness 24 Hours
- G** Barre District
- H** Midwest Power Gym
- I** Healium Restore Yoga MKE
- J** AMC Boxing Gym
- J** Safe and Strong Fitness
- J** The Fitness Asylum
- K** ZenZen Yoga Arts
- K** Cream City CrossFit Cooperative
- L** Snap Fitness Bay View
- M** Beulan Brinton Rec Center
- N** Brickyard Gym
- O** Shape Up Shoppe Fitness Club



## 1.2 PURPOSE & INTENT

### PURPOSE VS. INTENT

What is the difference between Purpose and Intent? Purpose is the **Why** and Intention is the **How**. Purpose an object to be reached; a target; an aim; a goal. Intention is a focus of attention on making something happen.

### PURPOSE

The current Community Center was built in 1981, deferred and planned maintenance requirements for the Community Center over the next 20 years are estimated at more than \$10 million. Further, it is expected that the uses of the facility are limited by the building's design and that additional services desired by the community could not take place in the building as currently designed. A planning process will help bring clarity to the future of the facility, help to better understand the desired uses and recreational trends, engage the public to clarify local needs, and provide guidelines for physical and functional design of the facility of the future that can better meet these needs in a sustainable manner.



Tadeusz Kosciuszko Statue: onmilwaukee.com

### INTENT

Milwaukee County engaged the Quorum Architects team to create a Community Needs Planning Study for the Community Center in May 2021. The approach to develop a Community Needs Planning Study was divided into four distinct tasks, to carefully build towards a proposed solution that was firmly grounded in the needs of the community and the analysis of the physical environment.

#### 1. Initial Data Collection and Analysis

- Examine the existing building and previous facility studies to be familiar with the current challenges and assets of the Community Center and adjacent outdoor space.
- Observe the current programming and use of the Community Center

#### 2. Public Engagement and Outreach

- Reach out to the community through multiple engagement opportunities and types of platforms.
  - In person information booths at community events
  - Bilingual information boards in the Community Center
  - Bilingual fliers and postcards distributed in the neighborhood
  - In person and virtual Community Open House sessions
  - Invitations to stakeholders for focused discussion of their specific goals and programs both current and in the future.

#### 3. Synthesis of Public Engagement Efforts

#### 4. Preparation of Community Needs Planning Study

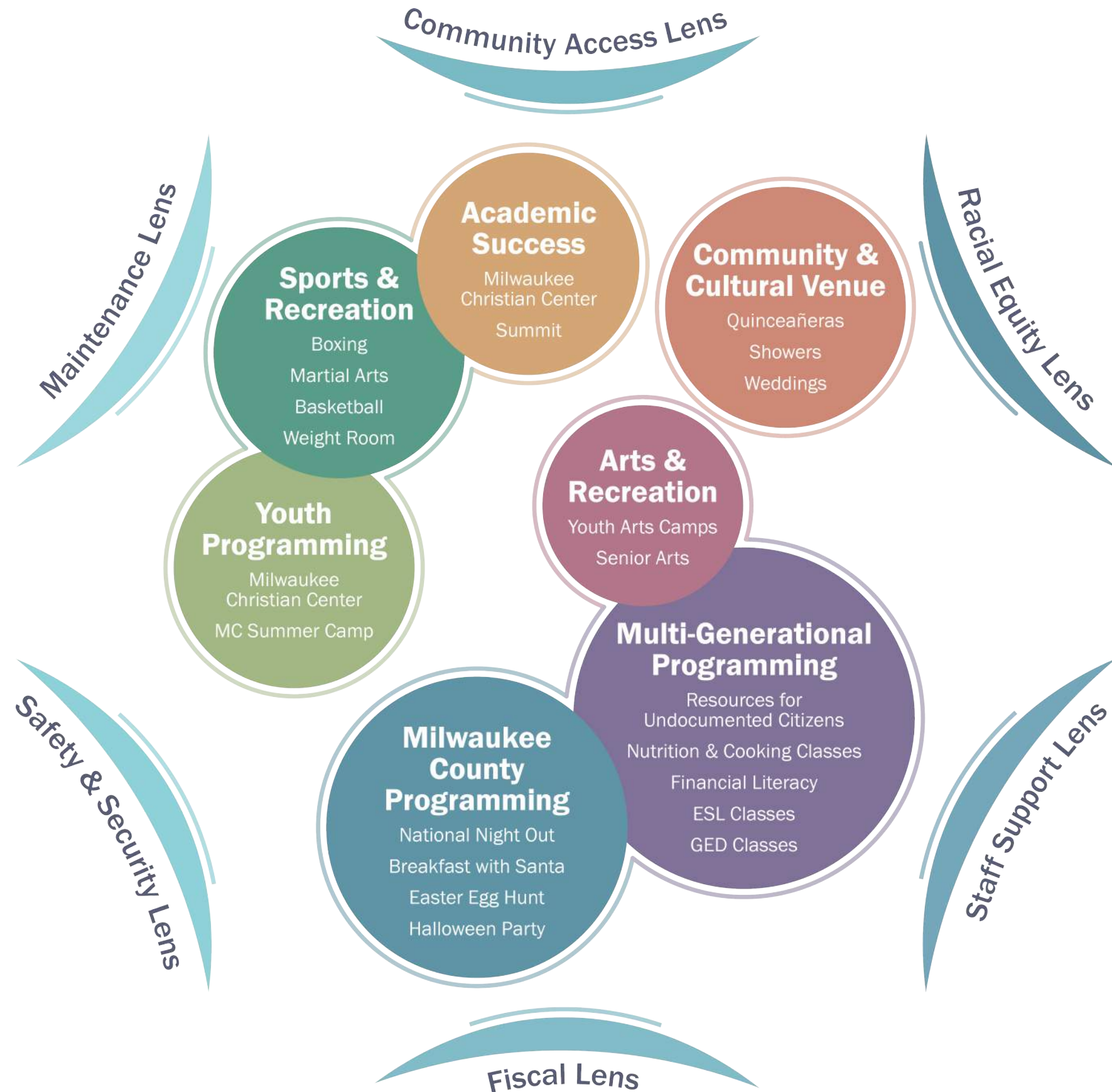


Kosciuszko Community Center

### 1.3 VISIONING & GUIDING PRINCIPLES

In addition to the Mission, Vision and Values for Milwaukee County and the Parks Department, the planning team developed a Guiding Lens to filter and direct conversations with the community, stakeholders and the eventual Community Needs Planning Study to ensure that a balanced and equitable solution is reached.

Throughout the process this graphic became the tool for the team to continually realign the focus, discussions, tools for communication and community engagement. The six lenses concentrate a point of view that the Community Needs Planning Study should be evaluated by. The bubbles in the center are the seven areas of programming that were determined to have the greatest relevance and impact to the community. If an idea did not fall into one of these bubbles, it was set aside. If an idea could not be seen as positive through each lens, it was set aside.



## MILWAUKEE COUNTY

The facility Community Needs Planning Study efforts will be guided in part by the Milwaukee County vision, mission, and values:

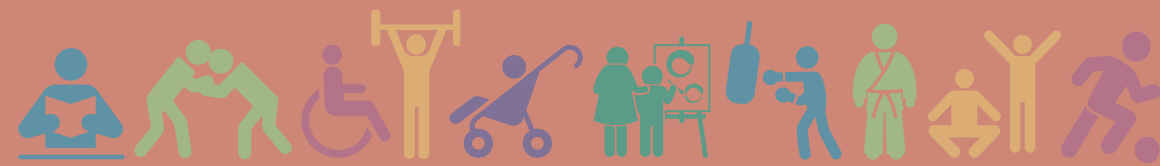


## MILWAUKEE PARKS

In addition to the County's vision, mission, and values, the facility Community Needs Planning Study efforts will be guided by Parks' vision, mission, and values as noted here:



# SECTION 2



## EXISTING FACILITIES ASSESSMENT

## 2 EXISTING FACILITY ASSESSMENT

### PARKING LOT/PAVING

The Community Center is served by an asphalt paved parking lot with two drive entrances from South 7th Street that they share with the adjacent Pelican Cove pool in the summer months. There is a looped asphalt drive that runs in front of the building that connects the two drive entrances. The drive is used by buses and automobiles for drop off purposes at the front entrance of the building. Two separate parking lot areas are located within the looped drive. Additional parking is provided off the southern leg of the drive. A total of 86 parking spaces are provided including four handicapped parking spaces located to the southeast of the building off the southern leg of the looped drive.

Four handicapped parking stalls are provided which meets the minimum number of handicapped spaces required per ADA guidelines for the overall number of spaces provided. Only two of the handicapped spaces are signed and the pavement markings for the handicapped spaces are worn and not very visible.

The asphalt pavement is in fair condition with some areas showing significant cracking. No records on the existing pavement structure were available for review. Existing curb and gutter is in generally fair condition with minor cracking observed in some areas.

### SIDEWALKS/PASSENGER LOADING ZONE

Concrete sidewalks run along the outside edge of the looped drive in front of the building. Additional sidewalks and asphalt paths are provided around the building. Sidewalks and paths are in generally fair condition with some areas of concrete sidewalk exhibiting significant cracking. Handicapped sidewalk ramps are provided at several locations including three at the handicapped parking spaces. The ramps do not appear to be compliant with current ADA standards and do not have proper detectable warning strips.

The passenger loading zone drive in front of the building is approximately 22 feet wide and currently accommodates two-way traffic. The passenger loading zone area in front of the building is curbed and does not provide an ADA compliant marked access aisle with connection to an accessible route.



Handicapped parking stalls – note lack of signage and markings; non-compliant handicapped ramps



Typical area of cracked asphalt pavement



Typical non-compliant handicap sidewalk ramp



Passenger loading zone



## GRADING/DRAINAGE/STORM WATER MANAGEMENT

Parking lot and drive grades generally slope from the west to east towards South 7th Street. Storm water runoff in the parking and drives is collected through a series of storm inlets and then discharged via underground storm sewer piping to the public storm sewer in South 7th Street. Parking lot and drive drainage generally appears adequate; however, a few areas of potential ponding were observed on-site. Site drainage is particularly a problem at the field west of the building. Site storm inlets and storm manholes on the site were inspected and were generally filled with debris and litter and needed cleaning. Storm sewer pipe sizes and condition could not be ascertained.

There is a large hill behind (northwest) of the building which drains towards the building. The runoff from the hill is picked up by a swale that wraps around the southwest face of the building into a 12" corrugated culvert that runs beneath the asphalt path south of the building and discharges to the pond to the south.

No on-site storm water management (detention, treatment) or green storm water infrastructure is provided.

## SEWER/WATER UTILITIES

Review of building foundation plumbing plans, underground utility mapping for the park provided by the County and utility system plans provided by the City of Milwaukee indicates that the building is serviced by a 6" private water service tapped from the 6" public water main in S. 7th Street. The service is shown entering the southeast corner of the building. A 4" water service is also shown on the park underground utility map provided entering the northeast corner of the building from the 8" public water main in Becher Street to the north. The utility mapping shows extensive irrigation piping throughout the park emanating from the Community Center building.

Plumbing and utility system plans provided indicate that the building is serviced by a 12" sanitary lateral existing the building northeast side. The lateral is connected to the combined sewer in S. 7th Street.



Area of localized ponding



Cracked sidewalk squares



Typical storm inlet in need of cleaning



Typical storm manhole in need of cleaning

## LANDSCAPE

The building and the site meet each other in a very abrupt way. The landscape is nondescript toward the parking lot and entrance with nothing that separates the parking from the building visually. This is of an entirely different character than the rest of the park, leaving much opportunity to improve the aesthetics of the parking area.

It's interesting that the lagoon is still so accessible on almost all edges, however the edges require much clearing and cleaning. Historically the lagoons edge was lawn with paths and large shade trees (especially on the west side). Clearing and cleaning the lagoon's edge would help to restore these original qualities. Seating is limited because much of the seating stairs are obscured by overgrown aquatic vegetation and the community center is surrounded by few to no benches.

The topographic change is dramatic in the park, especially over such a relatively small area. There are moments of both surprise and vantage while walking the hills.



Kosciuszko Park topography



Unkempt lagoon maintenance



Abrupt building and site relationship

## STRUCTURAL

The Community Center building was constructed in the early 1980's. Existing design drawings for this building were provided and reviewed to familiarize the team with the building. The original structural drawings, provided under a "Milwaukee County Department of Public Works, Architectural and Engineering Division" title block, are dated July 28, 1980.

The building is designed as a concrete structure supported by conventional, shallow spread foundations. The lower level is a combination of areas that include some full basement areas, crawl space, and unexcavated areas. The basement walls are cast-in-place (CIP) concrete. The concrete walls observed appeared to be in good condition. The floors and roof are indicated as precast concrete in the design drawings. The design drawings indicate the columns and beams (inverted T-beams at interior and other various spandrel and ledge beams) as CIP concrete. However, the existing structure observed appears to be all precast concrete above the basement walls and foundation level. This is likely a change that was made during the bidding/construction process. All of the interior primary structural precast frame appeared to be in good condition.

The lowest supported level, noted as ground floor, is composed of 10" precast hollowcore plank with 2" topping. Design drawings indicate a design live load of 75 psf.

The upper supported level, noted as first floor, is composed of 20" precast double tees with 2" topping. Design drawings indicate a design live load of 75 psf.

The roof framing is composed of 20" precast double tees (no topping) at all typical roof areas. Design drawings indicate a design snow load of 30psf and a future solar heating panel load of 14 psf. Over the Gym, the roof framing is composed of 32" precast double tees (no topping) with the same design snow load, however no future solar heating panel load accommodation.

The building is a complete precast structural frame, meaning that it also has precast columns and edge beams at the exterior walls. The precast frame was then infilled with Concrete Masonry Unit (CMU) block construction to provide a backup to the building cladding.

The exterior skin of the building is a combination of precast concrete panels and canopy members, solar and kalwall panels, and stone or brick. All of these cladding materials are backed up by the CMU construction.

Based on our review of the drawings, it does not appear that any major structural modifications have been made to the original building other than a 2016 mechanical addition.

The 2016 mechanical renovation is shown on existing drawings prepared by Pujara Wirth Torke, Inc., Engineers and Architects, dated December 2, 2016. This renovation consisted of the creation of an elevated steel structural platform for the support of mechanical equipment. The existing drawings indicate some localized reinforcement of some members directly supporting the steel posts of the structural platform.

## HVAC SYSTEM

The existing heating, ventilation, and air conditioning, (HVAC) was installed in 1980. The HVAC system consists of two (2) Trane horizontal draw thru variable air handling units (AHU). And a single Trane vertical draw thru constant air volume unit.

All three air handling units have a chilled water cooling coil, filter, and mixed air section with an air blender. Only the vertical draw thru AHU serving the gymnasium is provided with a heating coil section.

In 2018 the original roof-mounted air-cooled water chiller with R-22 refrigerant failed. The chilled water system was replaced by a 70 ton Trane packaged air-cooled water chiller with R-410A refrigerant located at the southwest of the building mounted on grade.

The HVAC system is capable of economizer mode provided by a single axial fan with silencer for relief air and airflow measuring station to AHU and relief fan to track outside air brought in by each AHU to control building over-pressurization and conserve energy consumption.

Perimeter spaces are served by variable air volume (VAV) fan inducted boxes with hot water heating coil. While interior spaces or limited exterior exposure are served with conventional variable air volume (VAV) with hot water reheat coil.

In the perimeter, areas air handling unit supply and fan inducted VAV return air and general return air are routed thru space provide by the Trombe wall system. The Trombe wall system as utilized in the HVAC system acted as the first stage of heating that excluded the need for a preheat coil section in each of the air handling units. All indications from Trades are that the Trombe wall system does not function and had not served its purpose for many years.

Air distribution systems are provided at the perimeter areas at floor-mounted air baseboards. Air distribution systems provided at the interior spaces are by ceiling-mounted slot diffusers. Air distribution in the Gymnasium are wall-mounted supply and return grilles. The Gymnasium was also provided with air silencers at supply and return air ductwork.

Hydronic heating serving the reheat coil in the air handling unit (Gymnasium) and variable air volume boxes are generated by two gas-fired boilers with 100% redundancy.

Automatic temperature controls are pneumatic.

## PLUMBING / FIRE PROTECTION SYSTEM

The plumbing system similar to the HVAC system above was installed in 1980. And to date no indication the system has been modified since the start-up of the building. The bathrooms and showers need to be reviewed whether they comply with current 2010 ADA standards vs 2004 standards.

The plumbing fixtures are original from the 1980 design with minor changes. The system needs to be analyzed with the current 2018 IECC codes.

The existing 6" domestic water service enters the southeast corner of the basement. The water service serves the plumbing and sprinkler system. The system is provided with a 3" water meter with by-pass valves. The domestic water system is installed with a booster pump due to low incoming pressure (34 psi) from the city.

Existing 6" sanitary waste exits the northeast corner of the basement.

The building is served by an interior roof drain but with no overflow system. The sanitary storm drain is collected in the 12" diameter conductor and exits the basement midpoint of the basement eastern wall.

The storm system is provided with a clearwater sump with a duplex pump and discharged connected to the storm sanitary piping.

The plumbing system is served by two (2) electric water heaters with a 1,500-gallon storage tank. The hot water is pumped into the storage tank and tempered and distributed with in-line hot water recirculation pumps.

Sprinkler system protection is provided in the basement and areas where structure are exposed and serving arts and crafts and shops.



Existing air handling unit in the basement



Replacement air-cooled water chiller installed in 2018 on the exterior



Plumbing Leak

## ELECTRICAL SYSTEM

The electrical system similar to the HVAC system above was installed in 1980. And to date there is no indication that the system has been modified since the start-up of the building.

The lighting fixtures are original from the 1980 design aside from maintenance and lamping changes. An analysis of the existing building lighting levels is required to confirm compliance with current lighting levels and energy efficiency based on the current 2018 IECC codes.

Interior lighting controls are conventional light switches and exterior lighting is via photovoltaic and timeclocks.

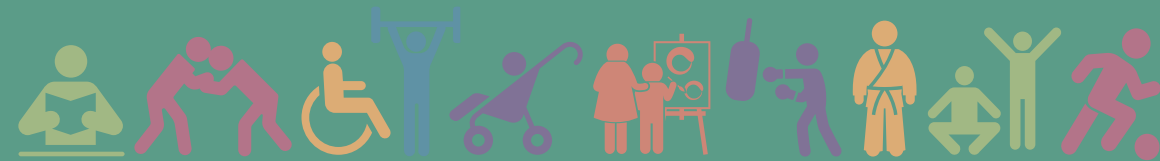
A We Energies utility transformer is located to the northeast building with the meter socket. The building served by the main switchboard is a 3P-1600 A switch with ground fault protection located northeast of the basement adjacent to the crawlspace. The switchboard and panelboards by cursory inspection are in good condition.

The building is equipped with a sound system for notification, a fire alarm system. Drawing records seem to indicate that lighting and fire alarm system were to be upgraded in 2016 and 2017 respectively.



Existing lighting original to the 1980 design

# SECTION 3



## COMMUNITY PROGRAMS: TODAY AND TOMORROW

# 3 COMMUNITY PROGRAMS: TODAY AND TOMORROW

## 3.1 SUMMARY OF PUBLIC ENGAGEMENT PROCESS

Public engagement was a priority for this Community Needs Planning Study report. To make sure that the greater public, nearby community, and private users voices were all heard, the team focused on an engagement plan that would meet people where they were. The overall approach is simple: “You are the expert of your facility”. The “you” in this instance is a diverse community of stakeholders each with a different lens to understand. The planning process began with listening to the various points of view and visions of what positive change the Kosciuszko Community Center can have.

### 3.1.1 RESEARCH METHODS

The team made multiple visits to the park to review, record and analyze the existing site conditions of the Community Center, site and other facilities within the park. The team became familiar with the activity within and surrounding the park to identify internal and external stakeholders to assist in the development of the Community Needs Planning Study. Great effort was made to engage stakeholders who represent the diverse, multi-cultural community and neighborhood. In addition, the following information was gathered:

- Existing Community Center and park uses, programs, customers, partners, and other key stakeholders.
- Other Kosciuszko Park facilities and facility uses, programs, customers, partners and other key stakeholders.
- Community Center financial performance data including historical operating and utility costs, pending capital requests and future capital needs and existing sources of revenue.

Based on the above information, the team defined the existing and potential service area and customer base for Kosciuszko Park. The team worked with Milwaukee County to prepare an inventory of similar facilities and functions within the potential service area.

### 3.1.2 STAKEHOLDER ENGAGEMENT

Community engaged design is important to make a project of this scope successful. Academic and professional studies that the team references shows that engagement is more integrated when the facilitators are seen to be more homogeneous to the stakeholders to whom the design team is soliciting feedback, especially when engaging communities of color, historically marginalized in similar earlier design processes. To that end, the team worked collaboratively with rising leaders among the Milwaukee Black Indigenous and People of Color (BIPOC) community with personal and professional backgrounds in athletics, the arts, and community youth mentorship.

### 3.1.3 GARE TOOLKIT

One resource that was used as a guide is the “GARE (Government Alliance on Race and Equity) Racial Equity Toolkit”.

The Racial Equity Tool is a simple set of questions:

1. Proposal: What is the policy, program, practice, or budget decision under consideration? What are the desired results and outcomes?
2. Data: What’s the data? What does the data tell us?
3. Community engagement: How have communities been engaged? Are there opportunities to expand engagement?
4. Analysis and strategies: Who will benefit from or be burdened by your proposal? What are your strategies for advancing racial equity or mitigating unintended consequences?
5. Implementation: What is your plan for implementation?
6. Accountability and communication: How will you ensure accountability, communicate, and evaluate results?

This toolkit allows us to:

- Proactively seeks to eliminate racial inequities and advance equity;
- Identifies clear goals, objectives and measurable outcomes;
- Engages community in decision-making processes;
- Identifies who will benefit or be burdened by a given decision, examines potential unintended consequences of a decision, and develops strategies to advance racial equity and mitigate unintended negative consequences; and,
- Develops mechanisms for successful implementation and evaluation of impact.

The team regularly checked back to these ideas to ensure the toolkit was followed.

### 3.1.4 STAKEHOLDERS

The stakeholders in this Community Needs Planning Study are defined as individuals and organizations actively involved in the Kosciuszko Community Center. These stakeholders were asked to meet with the design team for a focused discussion on their current use of the building, their plans for future use, and have an open conversation of how they felt the Community Center could have the most positive impact for the community. In the early phases of the project, the following were identified as KCC Stakeholders:

- Milwaukee County Staff**
- Milwaukee Christian Center**
- Literacy Services**
- Kosciuszko & King Community Centers**
- Safety & Security**

## MILWAUKEE COUNTY STAFF

<b>DATE:</b>	June 30, 2021	
<b>TIME:</b>	2:00pm-3:30pm	
<b>PLACE:</b>	Microsoft Teams (Virtual)	
<b>GUESTS:</b>	<p>Guy Smith Peter Nilles Jim Tarantino Sarah Toomsen Jodi Wendt Riley Garcia Peter Bratt Blake Prusak Mike Wrench Allyson Nemec Emily Neal Kate Edwards Brynn DeBrabant Linzy Hudson</p>	<p>Executive Director Milwaukee Co. Parks Milwaukee Co. Dir. Facilities Planning Milwaukee Co. Dir. Rec and Bus. Services Milwaukee Co. Parks Mgr. Png. &amp; Dev. Milwaukee Co. Rec. and Aquatics Kosciuszko Community Center Mgr. Dir. of Operations &amp; Skilled Trades Milwaukee Co. Skilled Trades Manager Milwaukee Co. Operations Quorum Architects, Inc. Quorum Architects, Inc. Quorum Architects, Inc. Quorum Architects, Inc. Quorum Architects, Inc.</p>



### GOALS

The primary goal was to get a clear understanding of the Milwaukee County employees' ideas for Kosciuszko - as it is operating now, and how they would like it to operate in the future. The Quorum team provided 'Four Big Questions' to help focus the conversation on feedback that would best inform building design choices. These questions are:

- What change do we want to effect?
- What external factors should be considered?
- What are the top-rated objectives?
- What options are off the table?

### METHODS

The guests were given the "Four Big Questions" ahead of the virtual meeting to consider in advance. A round table discussion allowed for participants to voice ideas and opinions and collaborate on the vision for the future Kosciuszko Community Center (KCC).

### RESULTS

Key priorities from the Milwaukee County Staff include:

- Reach more into the community to encourage local families to become involved.
- Increase advertising for events and programs at KCC to make a larger network aware of what is happening.
- The building should be more sustainable and efficient.
- Families that are not familiar with the Community Center should also feel welcome and invited to use the space.
- There are underutilized open spaces that could be used better. Trails would be better if marked for distances, create a looped trail. Western side of the park needs some activation. They would like to see the tennis courts better utilized, as they are in decent condition.
- To address the deferred maintenance and have a long term operating plan, deliberate efforts should be taken in what defines success of the Community Center. There should be additional adult programming. Get certified individuals to run programs/events.
- Doing nothing is not an option. Abandoning or demolishing the building are not options. The building doesn't even have to be the same footprint as it is now, but needs to be a hub for the Community regardless.
- The surrounding neighbors should be considered. Overall response from the community.

# MILWAUKEE CHRISTIAN CENTER

**DATE:** August 10, 2021

**TIME:** 3:00pm

**PLACE:** Kosciuszko Community Center Conference Room

**GUESTS:**

Peter Nilles	Milwaukee Co. Dir. Facilities Planning
Jodi Wendt	Milwaukee Co. Rec. and Aquatics
Riley Garcia	Kosciuszko Community Center Mgr.
Patrick Shranck	Milwaukee Christian Center
Karen W. Higgins	Milwaukee Christian Center
Brian Stewart	Milwaukee Christian Center
Jaya Sims	Milwaukee Christian Center
Oswaldo Del Aguila	Milwaukee Christian Center
Orlando Del Aguila	Milwaukee Christian Center
Fatima Sanabria	Milwaukee Christian Center
Allyson Nemec	Quorum Architects, Inc.
Emily Neal	Quorum Architects, Inc.
Kate Edwards	Quorum Architects, Inc.
Brynn DeBrabant	Quorum Architects, Inc.

## GOALS

Recognizing that Milwaukee Christian Center (MCC) is a valuable long-term partner at the Community Center, the primary goals of this meeting was to get a thorough understanding of current MCC programming and how the building accommodates that now, as well as how it might adjust to the goals they have for the next 5 years.

## METHODS

MCC program directors, coordinators and student employees were able to meet on site with representatives from the County, Kosciuszko Community Center, and the Quorum team. By including directors and students who have grown up in the MCC program, this meeting focused discussion on programming and needs from many points of view.

## RESULTS

MCC currently provides a wide variety of youth and young adult programs, including after-school, service work, and neighborhood clean ups. All programs seek to meet their mission to “...help young people develop the tools and confidence they need to make better decisions and avoid the pitfalls of negative or self-destructive behavior.” Overall, MCC was hopeful of being able to grow their program. Specific goals are to offer more multi-generational opportunities and real-world learning experiences such as design & build projects. The youth in attendance shared a list of desired programs and activities:

- Enhanced Community Garden
- Theatre/Entertainment Room with TV, Games, Couches
- Theatre (Black Box)
- Video Recording Studio with Green Screen
- Computer room/Coding
- Track (indoor or outdoor)
- Indoor Pool and Sauna
- Fitness/Agility (different from the weight room already there)
- Library
- Rock Climbing
- Field House for Soccer & Volleyball
- Martial Arts Room
- Nature Room with Live Animals (with back up generators for power outages/maintenance)
- Art Space for Painting & Drawing
- Cooking classes
- Shop Classes/Garage
- Maker-space
- Concessions stand
- Drop-in Childcare to allow caregivers the ability to take classes



[milwaukeeenns.org/2020/09/01/as-youth-agencies-make-plans-for-fall-they-look-to-lessons-learned-from-the-summer/](https://milwaukeeenns.org/2020/09/01/as-youth-agencies-make-plans-for-fall-they-look-to-lessons-learned-from-the-summer/)



# LITERACY SERVICES

**DATE:** August 17, 2021

**TIME:** 10:00am

**PLACE:** Microsoft Teams (Virtual)

**GUESTS:**

Peter Nilles	Milwaukee Co. Dir. Facilities Planning
Jodi Wendt	Milwaukee Co. Rec. and Aquatics
Riley Garcia	Kosciuszko Community Center Mgr.
Adriana Vasquez	Literacy Services
Susan Stanford	Literacy Services
Emily Neal	Quorum Architects, Inc.
Kate Edwards	Quorum Architects, Inc.
Brynn DeBrabant	Quorum Architects, Inc.



[literacyservices.org/ase/](http://literacyservices.org/ase/)

## GOALS

The primary objective for this meeting was for Literacy Services and the Kosciuszko Community Center (KCC) to become familiar with program offerings of each group, discuss common goals for the community, and determine whether Kosciuszko could be a potential home for Literacy Services' new south side location.

## METHODS

This meeting was entirely virtual on Microsoft Teams. Literacy Services was represented by program directors.

## RESULTS

Details were provided on all that Literacy Services has to offer to the community, primarily acting as an adult education organization with 3 main programs: Adult Basic Education (ABE), Adult Secondary Education (ASE), and English as a Second Language (ESL). ABE consists of Computer Basics, Reading, Prep for High School Equivalency Diploma, and Mentoring. ASE is a High School Equivalency Program, similar to the GED. ASE also offers assistance in acquiring a US-Accepted diploma if an individual already earned one from another country. ESL is a program for adults seeking to learn English (levels 1-6). The ESL program also offers assistance in citizenship preparations. All programs are taught 1 on 1 in classroom-based instruction and a virtual option is also available. Tutors are volunteer. The costs of ABE and ASE are \$25 per semester. ESL is \$60 per semester to cover the costs of testing. No fees have been charged during COVID-19.

Currently, Literacy Services is headquartered in downtown Milwaukee, with additional locations at South Division High School, Racine, and Waukesha. Operational hours are Mon-Thurs 8am-8pm. Literacy Services has found that evening hours are necessary as many of their students work during the day. On a regular day (pre-COVID), 40 students would be attending classes spread out multiple rooms. The Literacy Services representatives described their current office and classroom setups as generally shared spaces or a suite within a larger building, utilizing shared amenities. The space needs requirements for a new location are:

- (1) Classroom for instruction and storage of student's materials, including lockable space for Chromebooks. Capacity up to 20 students.
- Access to a large Multi-Purpose room for 1:1 groups spread out
- An office space.

Literacy Services has a need to open a South Side location as the former location recently closed. They are looking to not only bring their services to KCC, but also to connect individuals with other resources and connections that they have. Further discussions with the County will take place.

## KOSCIUSZKO & KING COMMUNITY CENTERS

**DATE:** September 7, 2021

**TIME:** 3:00pm-4:00pm

**PLACE:** Microsoft Teams (Virtual)

**GUESTS:**

Guy Smith	Executive Director Milwaukee Co. Parks
Peter Nilles	Milwaukee Co. Dir. Facilities Planning
Jim Tarantino	Milwaukee Co. Dir. Rec and Bus. Svcs.
Sarah Toomsen	Milwaukee Co. Parks Mgr. Png. & Dev.
Allyson Nemec	Quorum Architects, Inc.
Emily Neal	Quorum Architects, Inc.
Kate Edwards	Quorum Architects, Inc
Brynn DeBrabant	Quorum Architects, Inc.



localgymsandfitness.com/US/Milwaukee/138710902807527/The-Dr.-Martin-Luther-King-Community-Center

### GOALS

To have a discussion with the Milwaukee County Parks Director, Guy Smith, about how the two (King and Kosciuszko Community Centers) compare and contrast.

### METHODS

This meeting was entirely virtual on Microsoft Teams. Quorum prompted the discussion, then opened it up to open conversation.

### RESULTS

The current situation in both Kosciuszko (KCC) and King Community Center was recapped. Both Centers are woefully underfunded. There are five Senior Centers, while King and KCC are the only two Community Centers in the County.

Kosciuszko has 10 million dollars in deferred maintenance. Because the building needed A/C as soon as possible, the county opted for a temporary fix. That fix turned permanent for the facility because the current systems of the building have never worked as designed. KCC mostly serves the youth, with some adult programming in the weight rooms and gym. Summit and Milwaukee Christian Center are currently in the building. Summit catering towards girls at the KCC and boys at King.

In general, King Community Center has been focused on adult programming. Busiest time of the day is 10am-2pm in the gym for adult pick-up basketball. This Center is struggling because it's location, lack of partners, and surrounding neighborhood, but there are many schools in the area. In terms of events, Martin Luther King Jr. Day draws quite a bit of people into the Center, Back-to-School Festival, Food Giveaways on Thanksgiving... However, King Community Center has 20 acres of unprogrammed land/park that Guy would love to see activated.

Jim Tarantino mentioned that from a sustainability perspective, the two centers are both lacking. They are the typical "Concrete Dog" construction: outrageously heavy, cold, and expensive to run. Taking a more multigenerational approach will get more people into the buildings and activating the spaces. However, the staffing model is not sustainable either at the moment. There are only 3 full time staff: a manager, assistant manager, and office assistant.

Jim also discussed the concept of Upstream Investments within the system to improve the health of the County as a whole. Potentially partner with Department of Health and Human Services (DHHS) and the Department of Aging to create a relationship with health of citizens in all aspects, whether that is mentally, physically, or emotionally. Guy Smith would like to see completely redone fitness areas.

## SAFETY & SECURITY

**DATE:** September 14, 2021

**TIME:** 9:30pm-10:30pm

**PLACE:** Kosciuszko Community Center

**GUESTS:**

Jose Acevedo	Milwaukee Police Dept.
Lori Allard	Milwaukee Co. Parks Ranger
David Cabral	Milwaukee Co. Sheriffs Office
Nelson Diaz	Milwaukee Co. Sheriffs Office
Kristine Rodriguez	Milwaukee Co. Sheriffs Office
Araceli Arevalo	Safe & Sound
Riley Garcia	Kosciuszko Community Center Mgr.
Emily Neal	Quorum Architects, Inc.
Kate Edwards	Quorum Architects, Inc



### GOALS

The goal of this meeting was to discuss the current situation regarding safety and security in Kosciuszko Park, and what can be done in the future to make it a safer place for all. This meeting also had a discussion of potential partnerships among the Police Department, the Sheriff's Office, and Safe & Sound.

### METHODS

This meeting was masked and in-person at the Kosciuszko Community Center.

### RESULTS

The group engaged in a discussion regarding the current safety concerns and suggestions for improvements at Kosciuszko Community Center and the Park at large. There is a strong connection and support system among the Sheriff's Department, MPD, Park Rangers, and Safe & Sound. Each of these entities are collaborating to patrol the Park and engage with the community.

The discussion highlighted the following concerns:

- Kosciuszko Community Center (KCC) has no security camera system.
- Exterior building lighting at KCC and the overall Park is not bright enough, or in the best locations for deterring crime.
- The KCC building security system is original to the building and needs to be replaced.
- The area of highest drug and alcohol activity, squatting, prostitution, and loitering is the area around the Kosciuszko statue.
- Many of the illegal activities in the Park occur in the evenings and early morning hours

The group discussed what some of the desired programs and community interactions are at KCC. These are the highlights:

- Provide an office inside KCC for the Sheriffs Officers and MPD to use for a touchdown point.
- Provide on-site social services.
- Car seat installation check site
- "Barber Shop Monday" A pop-up shave & a haircut site.
- Space for community meetings
- Community youth org. and senior citizen space
- Connection to the Burmese and Somali refugee communities
- Araceli suggested that Mujeres Con Poder (Women with Power) as a connection to the area community and assistance with sharing the invitation to the Community Open House events.
- Kris R. suggested that Quorum reach out to St. Hyacinth Church to connect to the community. This is a church with high membership of the neighborhood community.
- The group suggested that food/box lunches be provided at the Community Open House. Pete's Fruit Market was mentioned as a good partner in previous events.

### 3.1.5 PUBLIC ENGAGEMENT

Public Engagement is an essential tool in the development of a Community Needs Planning Study for the Community Center. In the past, this engagement is most often approached by holding in person listening sessions and workshops within the community. However, at the design team received the notice to award in May 2021, approximately a year into the global COVID-19 pandemic, and the resulting public health concerns. The team worked with the County Team to coordinate and schedule the activities that could adhere to the CDC Guidelines and the Milwaukee County guidelines for meeting and public gatherings.

At the June 3, 2021 Project Kickoff Meeting it was determined that public engagement would take place in multiple formats and venue types to be as inclusive as possible; but also nimble to the changing public health crisis. This included the development of a bilingual online survey posted on Parks website. Bilingual information boards within the KCC and flyers at surrounding businesses. Individual stakeholder group sessions were held in-person, masked, socially distanced, onsite.

The team was deliberate in our approach to public engagement to solicit feedback that is inclusive in outreach and advances equitable development. We were specifically asking for feedback and ideas from both current members and users of the Community Center, and to people who do not use the space. Additional consideration was made in our tools for communication. To connect with all people, the team communicated in both Spanish and English, in digital format and in print, in person and in virtual meeting, at the site and in the community.

Once again we used the “GARE Racial Equity Toolkit” during these public engagements.

The larger community was heard through the following public events:

- National Night Out**
- Kosciusko Current Patrons & Members**
- Milwaukee Police Department, District 2 Open House**
- Kosciusko Community Center Open House**
- Kosciusko Community Center Virtual Open House**

The team lead and administered all public engagement sessions with coordination and support of Milwaukee County. The following pages summarize the information gained from the public engagement process.



Public Engagement Flyer



Public Engagement Postcard

# NATIONAL NIGHT OUT

**DATE:** August 3, 2021

**TIME:** 5:00pm-9:00pm

**PLACE:** Kosciuszko Park, Milwaukee, WI

**GUESTS:** Community Stakeholders, Area Residents, Milwaukee Police Department District 2, Kosciuszko Community Center Members and Staff, Ace Boxing Club, Clarke Square Association, Safe & Sound, Boys & Girls Club, Quorum Architects, Inc.

## GOALS

National Night Out is an annual, nation-wide community building campaign that promotes police community partnerships and neighborhood camaraderie to make our neighborhoods safer, more caring places to live. Quorum Architects felt this was an ideal forum to meet the community and hear community feedback.

## METHODS

A large 'Dream Board' was the center of the engagement. It proposed Kosciuszko Community Center as 'A Place to Play', 'A Place to Learn', and 'A Place to Belong', with prompting images to inspire ideas of what could happen here. Community members were encouraged to think big and consider ideas beyond traditional Center offerings. A photo booth with props and a hashtag enlivened the event with an interactive way for people to spread the word about the project to their friends, families, and community.

## RESULTS

The Quorum Architects team had many meaningful connections and conversations with the community in attendance. The ideas were captured on the "Dream Board". These ideas include:

- Cooking & Baking Classes
- Computer Coding
- Safety & Self-Defense Classes
- Dance and Ballet Classes
- Language Classes: Korean, Spanish, English
- Dog Training
- Theater, Singing & Acting
- Karate | Martial Arts
- Gymnastics
- Bike Riding | BMX
- Basketball
- Baseball & Softball
- Indoor & Outdoor Soccer
- Volleyball
- Football
- Ice Skating
- Outdoor Music Venue
- Food Trucks
- Guitar Class
- Pool / Swimming
- Community Events



## KOSCIUSZKO COMMUNITY CENTER CURRENT MEMBERS/ATHLETICS

**DATE:** September 9, 2021

**TIME:** 8:30am-10:00am and 2:30pm-3:30pm

**PLACE:** Kosciuszko Community Center

**GUESTS:** Damon Landrum Kosciuszko Community Center Asst. Mgr.  
Allyson Nemec Quorum Architects, Inc.  
Kate Edwards Quorum Architects, Inc.  
Brynn DeBrabant Quorum Architects, Inc.  
Abigail Ramirez Quorum Architects, inc.  
The Milwaukee Community



### GOALS

To capture the voices of the current adult members of Kosciuszko Community Center (KCC), as well as those current athletes who use KCC for physical activity.

### METHODS

As seen at National Night Out, the large 'Dream Board' returned as the center of the engagement. It proposed KCC as 'A Place to Play', 'A Place to Learn', and 'A Place to Belong', with prompting images to inspire ideas of the adult members and athletes. Individuals were encouraged to think big and consider ideas beyond traditional Community Center offerings.

### RESULTS

The Quorum team was able to catch a few current members and athletes coming to use the facility, as well as some neighbors who were walking through the park on foot. Quorum asked some questions as a discussion prompt about what they would like to see at this Community Center. It was quickly evident that KCC is not very busy once grade schools are back in session. One family stopped by the booth in the afternoon session and expressed their concern over the safety in the park (referencing the two deaths that had happened in the neighborhood recently), and the numerous gunshots they hear on the Southside. They also talked about the bullying they hear amongst some of the children at the Park. Some positive ideas they had included art and painting classes inspired by nature, poetry slam/Open Mic Gatherings, supportive classes (that teach about racism, stereotyping, and bullying and how to be a good person).

Other ideas that Adults would like to see at KCC include:

- Yoga Classes
- ZUMBA Classes
- Futsal/Foot Tennis
- Full Court Basketball
- Sand Volleyball
- Frolf Course
- Personal Training
- Outdoor Live Music
- Sledding
- Swimming
- Dog Training Classes
- Bike Trails
- Self Defense Classes
- Adult Workout Classes
- Archery Classes (Outdoor & Indoor)
- Childcare Drop-In (Similar to YMCA)
- Cross training Staff to able to provide more programs
- Walking Trail Markers
- New Equipment in Weight Room

# MILWAUKEE POLICE DEPARTMENT DISTRICT 2 OPEN HOUSE

**DATE:** September 26, 2021  
**TIME:** 11:00am-3:00pm  
**PLACE:** Milwaukee Police Station - District 2  
**GUESTS:** Milwaukee Community, Milwaukee Police Department District 2, Milwaukee Sheriff's Office, Kosciuszko Community Center, and Quorum Architects, Inc.



## GOALS

The big picture goal of participating in this event was similar to the goal of National Night Out: to meet community members and understand what they want from their local Community Center and Park.

## METHODS

The team was invited to join 25 other Community Organizations as part of a resource fair within the Milwaukee Police Department District 2 Open House. The Quorum Architects team set up an informational and interactive booth for this four hour event. The information was shared through conversation, bilingual information boards and flyers. Visitors were invited to learn more about the Kosciuszko Community Center Community Needs Planning Study process and to share their ideas on the "Dream Board".

## RESULTS

The visitors of the event provided positive feedback for improving the site and facilities at Kosciuszko Community Center. The ideas from the "Dream Board" included:

- Cooking classes: traditional flour tortilla making,
  - Chinese Food, Italian Food, healthy cooking, smoked meats
- Boxing
- Soccer
- Futbol
- Zumba
- Open Gym basketball
- Indoor Pool
- Roller skating in the gym
- Nature Hikes
- Seniors Technology Classes
  - How to use your smart phone, how to set up Netflix, navigating streaming services...
- Woodshop and furniture building
- French classes
- Painting classes
- First Aid
- Knitting class
- Nature scavenger Hunt
- Live music in the Park
- Sensory Room
- Computer Class
- Tech Charging Stations
- Birthday Party room rental
- English Enrichment classes, with multiple levels
- Co-working Business Incubator (similar to Riverwest "Ambition Center")

**PUBLIC ENGAGEMENT**

# KOSCIUSZKO COMMUNITY CENTER OPEN HOUSE

**DATE:** September 28, 2021

**TIME:** 5:30pm-7:30pm

**PLACE:** Kosciuszko Community Center

**GUESTS:** Milwaukee County Parks, Milwaukee County Supervisor Sylvia Ortiz-Velez, Milwaukee Christian Center, Community Stakeholders, Community Residents, Safe & Sound, and Quorum Architects, Inc.

**GOALS**

The goal of this event was to reach the broader Community that surrounds Kosciuszko Community Center (KCC) and to ask questions to interact with members of community. There was a focus group for Sports & Rec, Arts, Recreation & Enrichment Classes, Community & Cultural Venue, and Youth & Adult Academics. The team also made it a priority to gain feedback on racial equity, safety, and security with respect to KCC and the Park.

**METHODS**

Email invitations, bilingual flyers, word of mouth, and personal invitations at the prior Community Engagement events were shared to invite the community to the event. This event was in person, outdoors with masks. Groups rotated tables and topic focus every 20 minutes.



**RESULTS**

The team was able to have many meaningful connections and conversations with the community in attendance. The ideas were captured on their respective “Dream Board”. The team saw quite a bit of overlap in ideas at the different stations.

**At the Sports & Recreation Focus Table:**



- Big Open Gym and smaller safer spaces off of the main court
- Walking Club
- Free Play
- Need resources for instruction
- Soccer
- Homework help to keep good grades for Highschool sports
- Swim Lessons
- Zumba
- Gentle exercise classes for Adults/ Elderly
- BMX Club
- Volunteer program: high school students, or college age, help play with children and mentor them into being a valuable player. Gain highschool credit or community hours in the process.
- Pilates
- Yoga
- Gymnastics
- Have classes at differing levels throughout the week

**Youth & Adult Academics Focus Table:**



- Work together with Ace Boxing to teach youth how to defend themselves
- Basic car maintenance
- Professional Life Skills (Resume Help, Interview Prep, Financial Planning, Job Search)
- Cooking healthy food and nutrition
- Garden Basics
- Counseling and Therapy for both Adults and Youth
- Multicultural Center
- Partnering with Urban Ecology Center to bring more programming to the Center
- Tutoring for both Adults and Youth
- Presentation Practice Room / Study Room
- Independent Living Skills for Young Adults (How to fix simple home issues, basic tool how-to, lawn care basics)
- Basic Spanish for reading and writing for Adults and Children
- Basic English for reading and writing for Adults and Children
- Adult Book Club

**Community & Cultural Venue Focus Table:**



- History of Kosciuszko Park
- Computer Lab and Classes
- Concerts
- Boat Rental
- Holiday Events (Fireworks, Christmas Tree lighting)
- Rentable Space
- Lactation Room
- Multicultural Cooking Classes
- Cultural Holiday Celebrations



# KOSCIUSZKO COMMUNITY CENTER VIRTUAL OPEN HOUSE

**DATE:** September 30, 2021  
**TIME:** 4:00pm-6:00pm  
**PLACE:** Zoom (Virtual)  
**GUESTS:** Milwaukee County Parks, Milwaukee County Supervisor Sylvia Ortiz-Velez, Community Stakeholders, Community Residents, Safe & Sound, and Quorum Architects, Inc.

## GOALS

This virtual meeting will allow persons unable, or who prefer, to meet virtually to have the opportunity to discuss the opportunities at Kosciuszko Community Center.

## METHODS

Email invitations, bilingual flyers, word of mouth, and personal invitations at the prior Community Engagement events were shared to invite the community to the Zoom Call.

## RESULTS

The team was able to have a meaningful open conversation with the community in attendance. More of the community was represented at the In-Person Open House, however some notable ideas mentioned virtually included:

- Volleyball Court open to Adults and Teens with the ability to change the net height
- Skateboarding
- Remote Control Car Race
- Remote Control Car workshop / design-build
- Woodshop design-build of toy cars
- Swimming classes
- Movie Nights- projected onto the side of the building at dusk
- 4th of July Celebration including fireworks show
- Christmas Tree Lighting
- Live Music in the park
- Life Skills Classes including Home Ec, Financials, etc.
- "Topic Nights": for example, a mental health night that chats about anxieties and ways to overcome them

The ability to run adults classes and youth classes at the same time to accompany both demographics was also mentioned. The overlap of programming throughout the day will be important.



## 3.2 PUBLIC ENGAGEMENT SYNTHESIS

Community feedback was collected via in-person and virtual events. Quorum Architects and Milwaukee County coordinated listening sessions, online surveys, open houses, and attendance at community events. In addition to this, current members of the Community Center and the kids that attend the current programs were interviewed. At in-person events, 24"x36" bilingual information boards which outlined the purpose and vision of the project were provided. Participants wrote down and drew their ideas for how to improve Kosciuszko Community Center on a 4'x8' 'Dream Board'. Attendees were also provided access to the online survey.

The data gathered from these events, surveys, and community conversations was analyzed and compiled into easy-to-understand graphics on the following pages.

Kosciuszko Community Center had a robust programming schedule pre-COVID-19. For the purpose of this report, we will reference the "standard programming". These programs include:

ADULT PROGRAMMING	
Program	Season/Month
Open Gym Basketball	All year
Weight Lifting	All year
Boxing	All year
Morning walking in the gym	All year
Tai Chi	Fall/Spring
Karate	All year
Group Fitness classes	When requested (Winter/Spring)
Open Volleyball	When requested (Winter/Spring)

ADULT SPORTS LEAGUES	
League	Season
Men's Basketball	Spring & Fall

SPECIAL EVENTS	
Event	Month of Event
Open House	February
Easter Egg-Citement	March/April
Bench Press & Deadlift Competition	March
Youth Tri-Star Basketball Competition (Optimist Club)	March
Park Clean-up	Scheduled during Summer Months
National Night Out	August
Family Halloween Event	October
Breakfast with Santa	December

SUMMIT EDUCATION ASSOCIATION - YOUTH PROGRAMMING	
Program	Season
1 on 1 mentoring & tutoring - Girls	School year
1 on 1 mentoring & tutoring - Boys	School year
Summit Summer Olympics Program - Girls	Summer
Summit Summer Olympics Program - Boys	Summer
High School College Bound Program	School Year

YOUTH SPORTS LEAGUES - MILWAUKEE CHRISTIAN CENTER & PARKS PROGRAMMING	
Sport/League	Season
Teen Open Gym	Year Round
Youth Soccer	Fall & Winter
Girls Volleyball	Winter
Youth Basketball	Winter/Summer

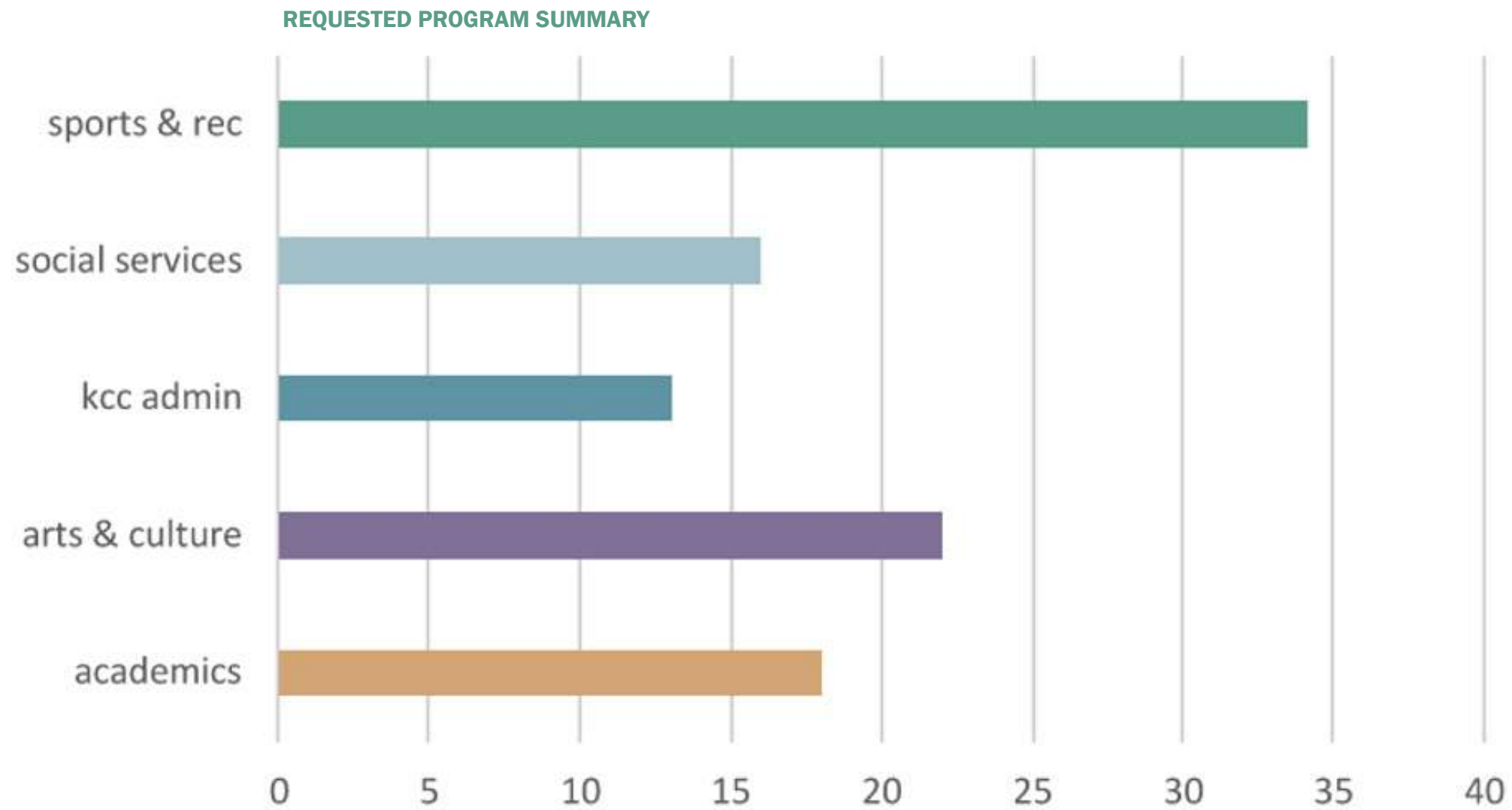
MILWAUKEE COUNTY PARKS - YOUTH PROGRAMMING	
Program	Season
Summer Camp - 5 & 6 year olds	Summer

YOUTH PROGRAMMING - MILWAUKEE CHRISTIAN CENTER	
Program	Season/Month
Homework Help	School Year
Adventure Club	Spring/Summer
Wood shop	Winter/Spring
Cultural Arts	Year round
Boxing	Year round
Job Readiness	Summer
Nutrition	Spring/Fall
Girl/Boy Scouts	When requested
Yoga/Fitness	Seasonal
Safe Nights/Violence Prevention Initiative	Seasonal
Game Room Activities	Year Round
Arts & Crafts	Seasonal
Library & literacy skills	School Year
Sport skill building	Seasonal
Family Movie Night	Seasonal
Family Nights	When requested/scheduled
Seasonal Camps (Winter, Summer, Spring Break)	Seasonal
Field Trips	When requested
Art Gallery Night	Spring

Compared to the current programming, the community asked for increased sports and recreation focused programs like providing full court basketball instead of half court, a soccer field and indoor soccer events, and updating the weight room equipment.

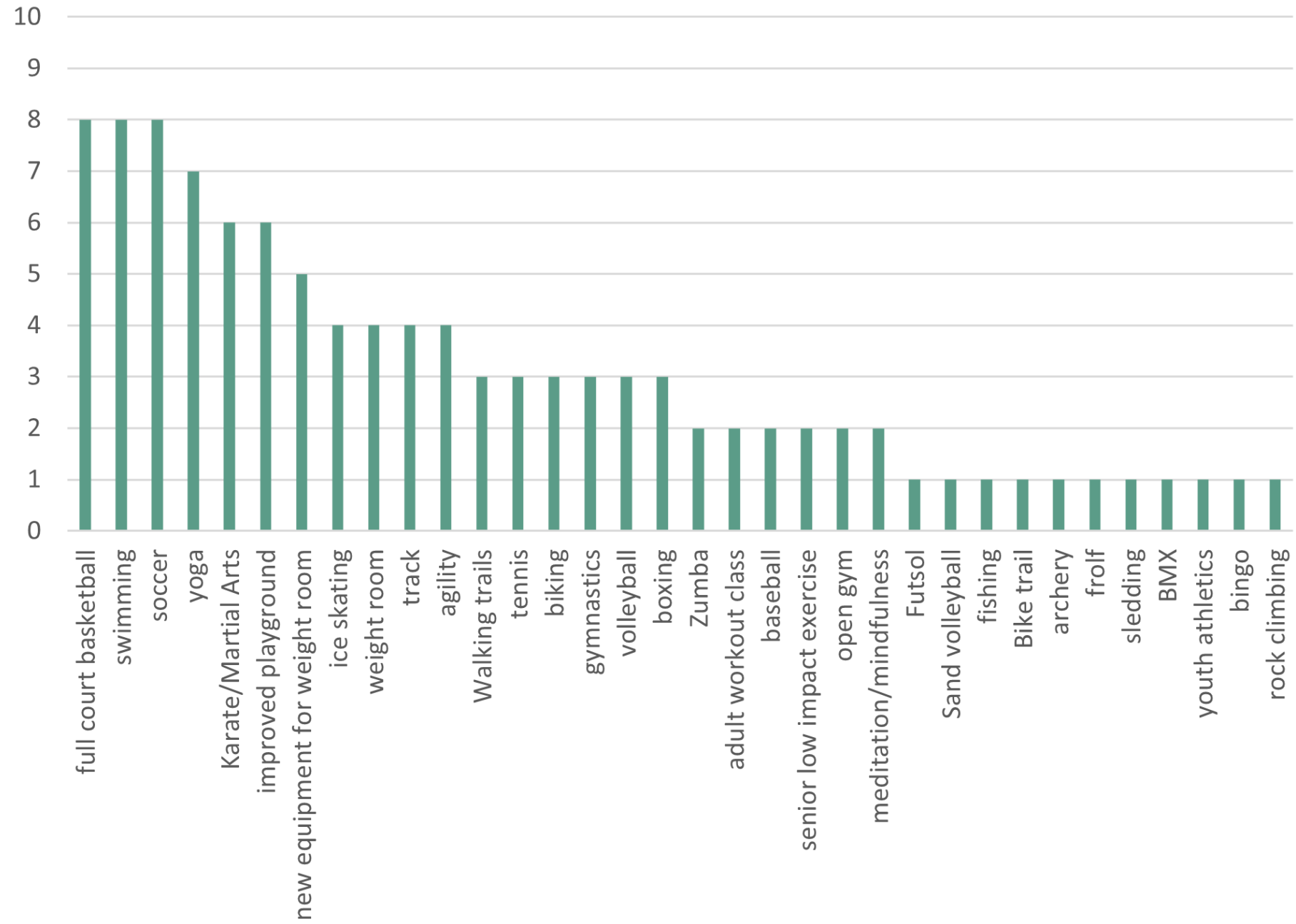
The arts and culture movement in Milwaukee County has grown significantly in the past few years, prompting multiple requests from the community to include more programming related to arts and culture. A common community request was for cooking classes that could focus on nutrition and healthy eating, cultural cooking classes, and cooking with youth. Another request was for art classes such as painting, knitting, ceramics, etc. Another was for English language classes due to the large immigrant population near the Community Center.

In addition to arts and culture, the community asked for more social services to be offered at the Community Center, and if not direct services, then information regarding the services that can be utilized within the community. Some of these social services include drop-in childcare for those using the facility (i.e. weight room, workout class, open gym), dog training/dog park was highly sought, self-defense classes, as well as mental health and immigration services.

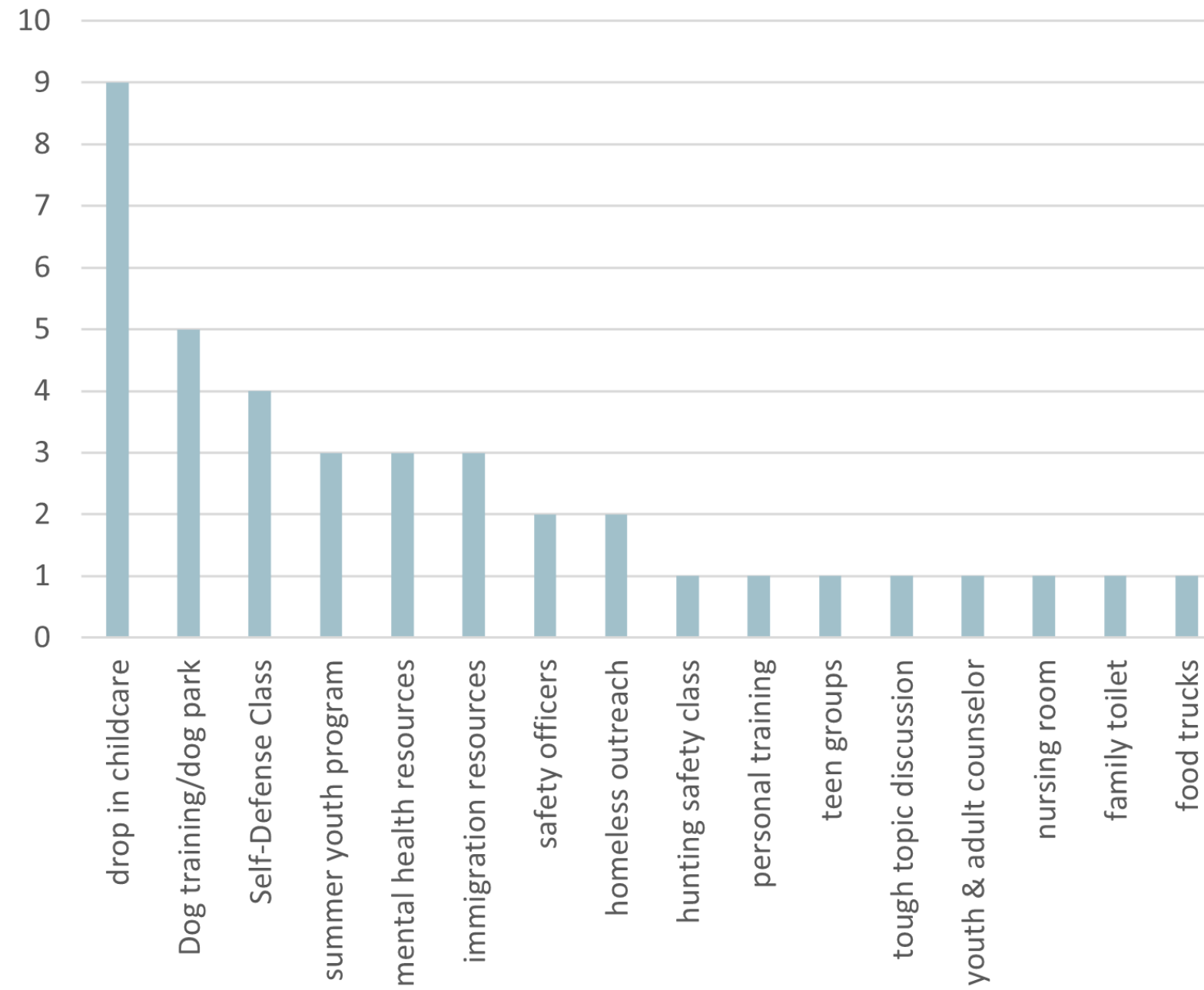




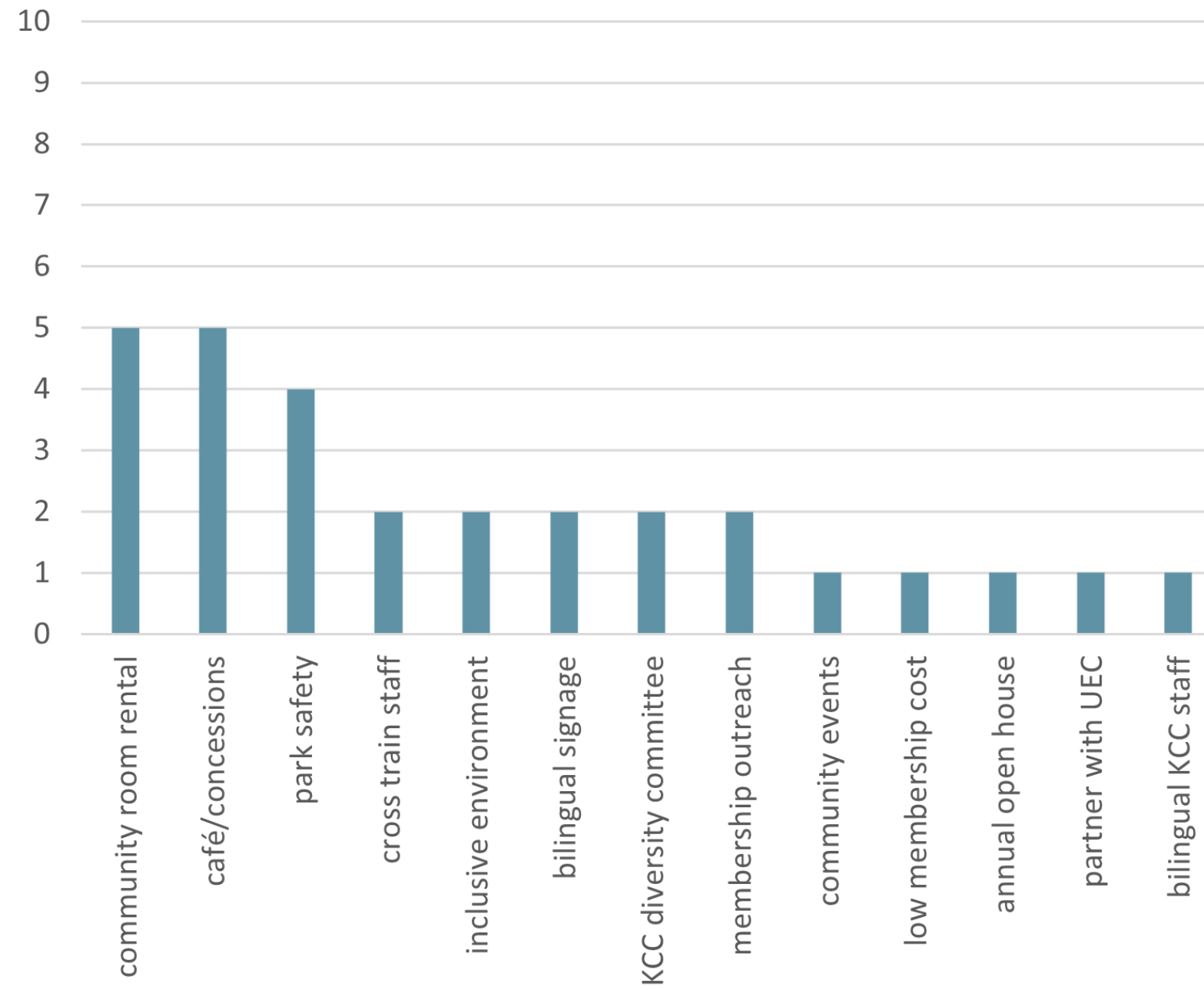
## SPORTS & RECREATION RESULTS



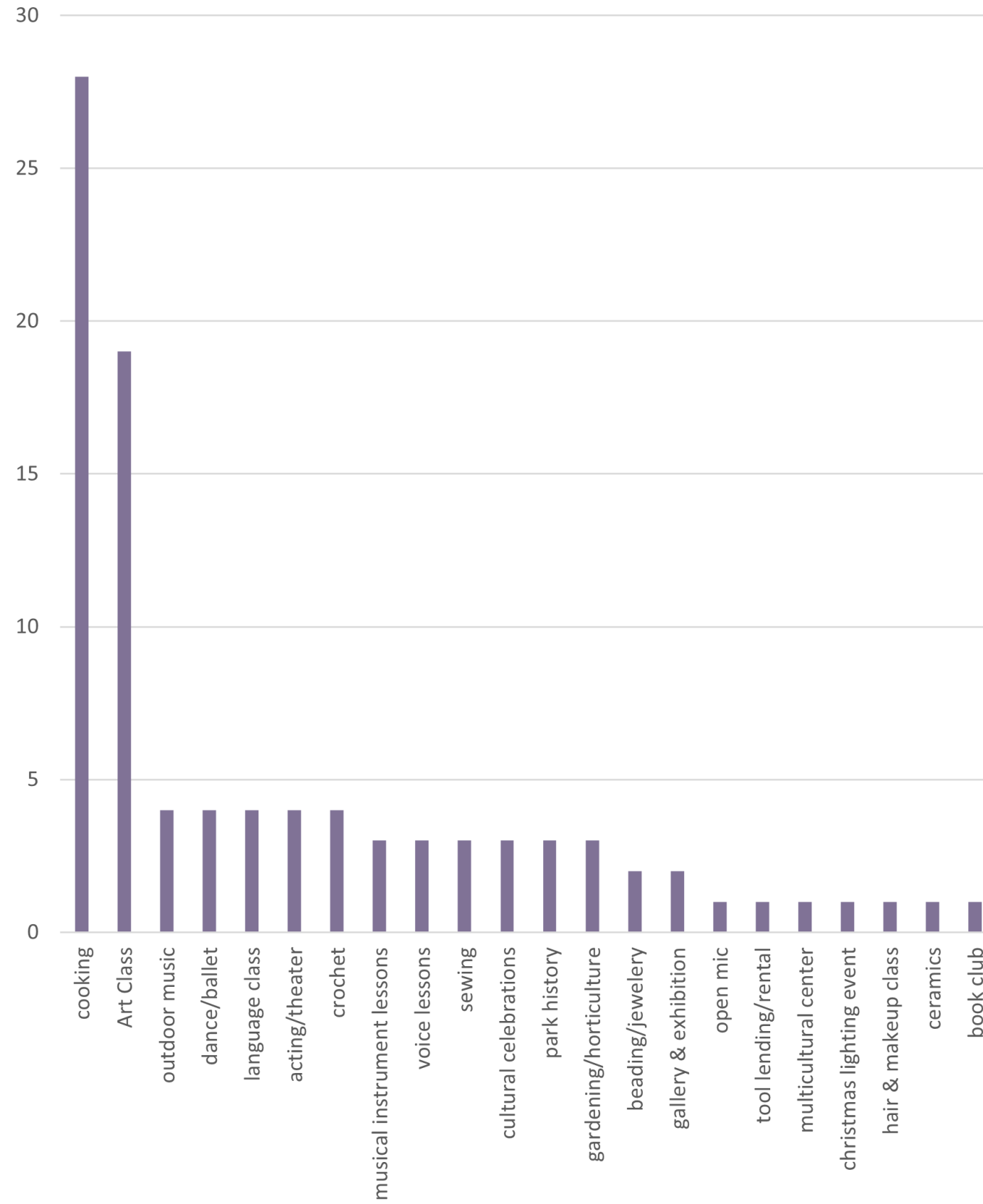
## SOCIAL SERVICES RESULTS



## KCC ADMINISTRATION RESULTS

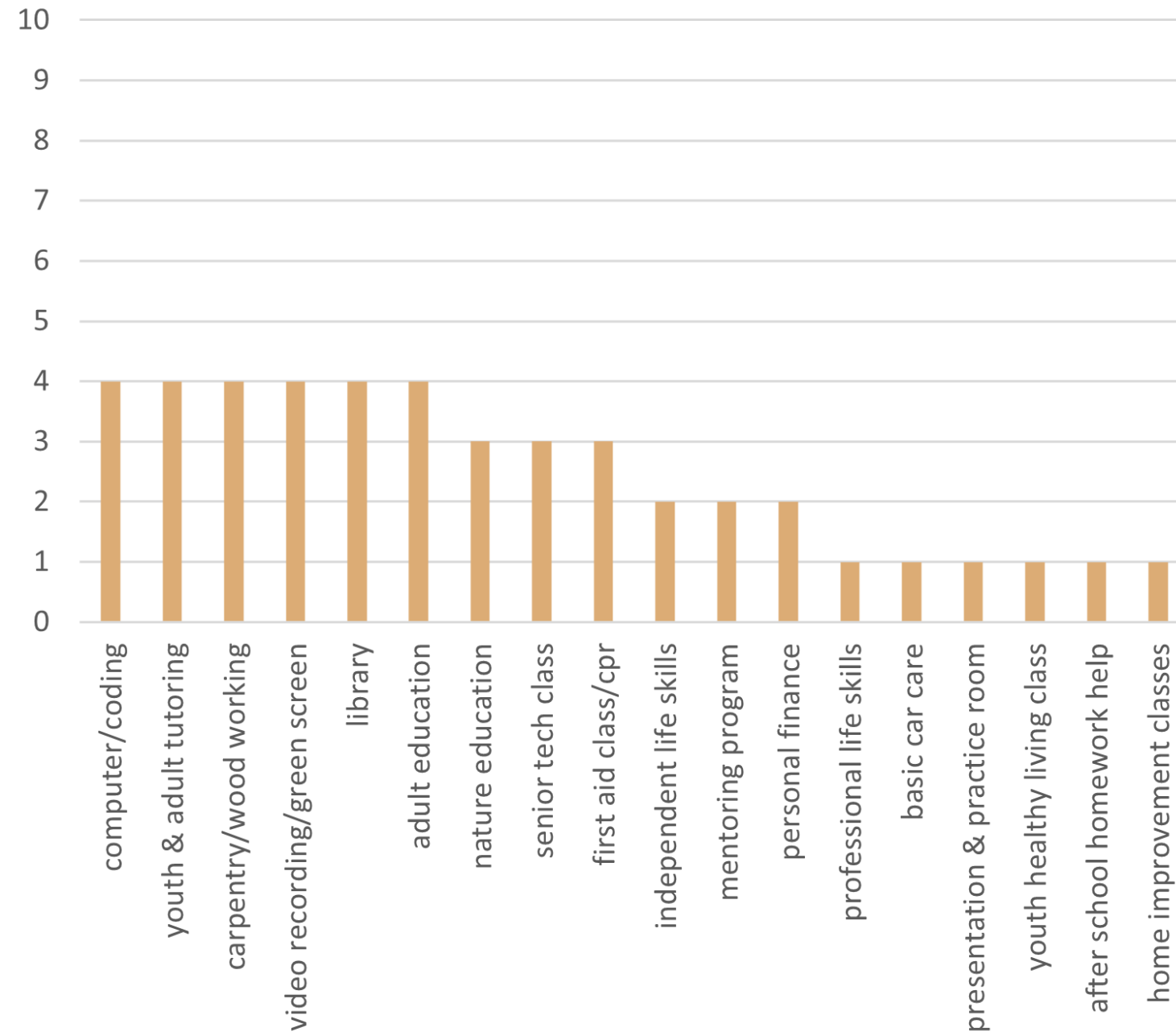


## ARTS, CULTURE & COMMUNITY RESULTS





## ACADEMIC RESULTS



### 3.3 SUMMARY OF BENCHMARKING PROCESS

A very important step in the design process is researching similar projects to find inspiration, to benchmark data, and to learn what already has been successfully done. By benchmarking against similar facilities, data is found that allows the opportunity to identify certain items in resource management, which may suggest there is scope to do things better or ways to improve efficiency.

In this specific instance, the similar facilities selected below were chosen based on a few criteria: Facility program area of focus (sports based), funding (public/private), and demographic data. The facility program area of focus will establish what size and type of spaces the building will be required to have. Kosciuszko Community Center currently has one gym that shared amongst all partners. The potential to have more room at one location opens many doors for programming and what the center can offer. The funding type is important to consider when choosing a similar facility to benchmark against because publicly funded (and/or owned) have very different practices than a privately funded/owned or non-profit funded/owned facilities. The opportunities that a facility may have is largely based on the funding type, so choosing facilities that are similar in those aspects can be more efficient in the process.

Finally, researching similar demographics to the City of Milwaukee is extremely important because a Community Center reflects the people that live in a specific area. A Community Center can be fluid with how the community changes over time and seeing what has been successful in the past is a great example to follow. The Kosciuszko Community Center is benchmarked against facilities that are located in cities and regions with a similar population size to Milwaukee.

The Kosciuszko Community Center (KCC) is unique when benchmarking programming, operations and funding against peer institutions locally and nationally. Most comparable community centers in other cities are owned either by the City or private organizations and the funding is, more often than not, provided through non-profit funding sources. In this case, KCC is owned by Milwaukee County and the programs are run by County Parks programming and their tenant partners. KCC currently manages to sustain community programming in a diverse, prospering neighborhood through Parks funding and the financial resources and programming of the tenant partners. Lack of adequate Parks funding continues to inhibit programming efforts throughout Milwaukee County as a whole. Through the successful fundraising of donations and grants, and the support of future equitable partners close to the community, additional operations and program models must emerge. Finding additional long-term partners will be extremely important and a great lesson to learn from the successful facilities benchmarked against KCC.

The following pages break down the details of the selected benchmarking facilities, including building type, programming, funding and why each facility was selected.



#### FACILITIES RESEARCHED

- 1 United Community Center, Milwaukee, WI
- 2 Warner Park Community Center, Madison, WI
- 3 Frogtown Community Center, St Paul, MN
- 4 SAY Detroit Play Center, Detroit, MI
- 4 Durfee Innovation Society, Detroit, MI
- 5 Hawthorne Community Center, Indianapolis, IN
- 6 Cleveland Heights Community Center, Cleveland, OH
- 7 Gloria J. Parks Community Center, Buffalo, NY
- 8 Damascus Community Center, Damascus, MD
- 9 Audrey Moore RECenter, Annandale, VA

# UNITED COMMUNITY CENTER

**LOCATION:** Milwaukee, WI

**YEAR:** 1972

**FUNDING:** Private, Non-Profit

**PARTNERS:** United Way, UWM, BGCS and Acosta Middle School, Latino Arts, City of Milwaukee

**TYPE:** Existing Building with Additions

### WHY THIS PRECEDENT WAS CHOSEN:

A Milwaukee native, the United Community Center is a great precedent to research because it serves the same communities as Kosciuszko Park. It is important to provide the resources relevant to a certain community, otherwise the people will not return. Although UCC is not a sports-based facility, it is a successful model that works with many partners and receives successful funding from those partners. In the future, UCC could be a great partnership/ sister facility to Kosciuszko Community Center.

### ABOUT:

The United Community Center mission is to provide programs to Hispanics and near south side residents of all ages in the areas of education, cultural arts, recreation, community development, and health and human services. Primarily is an education-based Center. UCC serves more than 18,000 people annually throughout their programs, and more than 20,000 visitors—including clients, community members, Latino Arts customers, and other business and community leaders who collaborate on, partner with, and support their mission.

In total, they have more than 310 full time staff, and 15 part time staff. They have been ranked top 25 of the "Hispanic Serving" non-profits in the country. Facilities include:

- Has a Department of Aging Meal Site
- Family Care Provider on site
- Boxing Club
- BGCS/Acosta Athletic Department: Basketball, Soccer, Volleyball, Football, Cross Country, Baseball
- Latino Arts
- Has a restaurant on site
- Collaboration with Carroll University nurses for their Student Health Center and the 16th St Community Health Center
- Collaboration with UWM: Operates 2 public charter school within its campus.
  - Bruce-Guadalupe Elementary School (K4 through 4th grade)
  - Bruce-Guadalupe Middle School (5th through 8th grade)
  - UCC Acosta Middle School (6th through 8th grade).
  - UCC also offers an early childhood education program for 3-year-olds to prepare them for academic success, as well as the new UCC Early Learning Academy, which offers childcare for children aged 6 weeks to 4 years old.



**CONTACT & SOURCE:**  
 (414) 384-3100  
[info@unitedcc.org](mailto:info@unitedcc.org)  
[www.unitedcc.org](http://www.unitedcc.org)

## WARNER PARK COMMUNITY RECREATION CENTER

**LOCATION:** Madison, WI

**YEAR:** 1999

**FUNDING:** Public, City-Owned

**PARTNERS:** North/Eastside Senior Coalition, NewBridge- North Madison, and Madison School Community Recreation (MSCR)

**TYPE:** New Construction

### WHY THIS PRECEDENT WAS CHOSEN:

This precedent is interesting to Kosciuszko Community Center because it is located within a sister city (Madison, WI). The City of Madison provides the facility while most of the classes are run by the Madison School & Community Recreation- a department of the Madison Metropolitan School District. Also, this location offers senior programming that is provided by the North/Eastside Senior Coalition through NewBridge. Multi-generational programming is consistent with the goals of Kosciuszko Community Center. The City of Madison also recently allowed people without homes to use the Warner Park Community Recreation Center.

### ABOUT:

The recreation center at the city of Madison's Warner Park has been a reliable facility for the city's north side since its construction in 1999. A gymnasium, exercise room, game room, craft rooms, and meeting/community rooms are used regularly throughout the year. There is also a coffee kiosk run by the city in the lobby, and senior nutritional programs also operate using the facility. Cultural and educational programs are also common. Facility includes:

- Arts & Crafts Fairs
- Drop-In Child Care
- Exercise Room
- Gym
- MSCR (Madison School and Community Recreation) Basketball Clinics, Adult and Senior Fitness, Youth Art, Adult Arts and Enrichment
- Personal Training
- Birthday Parties
- Game Room
- Mobile Computer Lab
- NewBridge Senior Programs and Nutrition Site
- Warner Family Fun Nights



### CONTACT & SOURCE:

(608) 245-3690

[www.cityofmadison.com/parks/wpcrc](http://www.cityofmadison.com/parks/wpcrc)

# FROGTOWN COMMUNITY CENTER

**LOCATION:** St. Paul, MN  
**YEAR:** 2019  
**FUNDING:** Public, City-Owned  
**PARTNERS:** Minnesota United FC, Minnesota Vikings  
**TYPE:** New Construction

**WHY THIS PRECEDENT WAS CHOSEN:**

The Frogtown Community Center is interesting because it is a very similar project to the Kosciuszko Community Center. It has gone through the same exact process of evaluation, and planning, and has been successfully built. The brand-new center received most of the funding as donations through the major sport teams that share the city. The Twin Cities are very diverse cities, so it is extremely important to understand how each community operates and what they value. A successful Community Center is only a reflection of a successful community.

**ABOUT:**

Through the Capital Improvement Budget (CIB) process, the City of Saint Paul Department of Parks and Recreation completed construction of a fresh new Frogtown Community Center to replace the aging 1970s Scheffer Recreation Center. The new facility will include community rooms, arts space, seniors space, teen room, kitchen, Rec Check after school space, full-size gym, fitness room, walking track, and parking, according to a community engagement process that included surveys, open house meetings, pop-up meetings, and a community advisory committee. An artificial grass multi-use field, a new play area, a new outdoor basketball court, and new Kato/Sepak Takraw courts will all be part of the Frogtown Community Center park. Facilities include:

- Gym (Large)
- Walking Track
- Fitness Center
- Dance Studio
- Catering Kitchen
- Teen Room
- Rec Check Room
- Large and Small Meeting Rooms
- Rentable Space
- Prayer Space
- Basketball Court
- Football Field
- Soccer Field
- Baseball Field
- Lacrosse Field
- Badminton/Sepak Takraw/Volleyball Court
- Playground



**CONTACT & SOURCE:**

Gina Stokes, Northwest Service Area Supervisor  
 (651) 266-5407  
[www.stpaul.gov/facilities/frogtown-community-center](http://www.stpaul.gov/facilities/frogtown-community-center)

## SAY DETROIT PLAY CENTER AT LIPKE PARK

**LOCATION:** Detroit, MI

**YEAR:** 2015

**FUNDING:** Private, Non-Profit

**PARTNERS:** Score 7 Charitable Fund, The Detroit Pistons Foundation, The Detroit Tigers Foundation

**TYPE:** New Construction

### WHY THIS PRECEDENT WAS CHOSEN:

The SAY Detroit Play Center is a great precedent that is sports-focused and utilizes large sports partners within the Detroit Area to provide funding and programs. This facility in particular focuses primarily on underserved youth, so the parent organization chose a location that is in the heart of a neighborhood where most users can walk. It provides a safe place after-school, weekend, and/or in the Summer. The SAY Detroit Play Center is a puzzle piece to a larger organization called SAY Detroit that “improves the lives of Detroit’s neediest citizens through shelter, food, medical care, volunteer efforts, and education.” Another important aspect of this precedent is how flexible they have been to serve their community. When COVID-19 hit the states, the facility, being sports-based, had no choice but to get creative in how they can be an asset and not just empty unused space within their community.

### ABOUT:

After-school students at the SAY Detroit Play Center at Lipke Park pledge to maintaining a 3.0 GPA while participating in first-rate academic, athletic, and arts activities in collaboration with Detroit’s major sports teams. SAY Play has been rejuvenating and strengthening one of Detroit’s most difficult and underrepresented areas since its inception in 2015. The building was once an abandoned City of Detroit recreation center until it was targeted by SAY Detroit to become a motivational learning center for Detroit youngsters with academics as its cornerstone. It is located on roughly 15 acres in the Osborn neighbourhood in northeast Detroit. Facilities include:

- Infant and Child Development
- Day Care
- Digital Learning and Tutoring Center
- Health Clinic
- Tutoring
- Career Readiness
- State-of-art football field and indoor practice facility by the Matthew Stafford’s Score 7 Foundation
- Fully-equipped baseball field (stands and scoreboards)
- Full-sized soccer & lacrosse field
- Robotics Room
- Recording Studio
- Library
- Detroit Pistons basketball court, dance studio, workout room
- Outdoor athletic fields, when not in use for programmed activities, will be available for use to the general public



### CONTACT & SOURCE:

Rick Kelley, Executive Director  
 (313) 826-0111  
[info@SAYDetroit.org](mailto:info@SAYDetroit.org)  
[saydetroit.org/play](http://saydetroit.org/play)

## DURFEE INNOVATION SOCIETY

**LOCATION:** Detroit, MI

**YEAR:** 2018

**FUNDING:** Private, Non-Profit

**PARTNERS:** Ballmer Group, Barton Malow, Development-Architecture Collaborative, Eastern Market, GM, RW Foundation, The LLOYD and Mabel Johnson Foundation, as well as all tenants of the building currently

**TYPE:** Existing Building Renovation

### WHY THIS PRECEDENT WAS CHOSEN:

This Community Center is a compilation of non-profit organizations that provide multiple different services to the community. This is relevant to research because it is a great model where an organization owns the building, and then rents out space to other organizations to populate the building. Also, Detroit being a very similar city to Milwaukee, this Community Center reflects the great people that make up the community that the Durfee Innovation Society is located.

### ABOUT:

The Durfee Innovation Society (DIS) is a multi-faceted community hub for children, students, and adults located in the center of Detroit. Parent organization, Life Remodeled, bought and renovated an old Middle School to be the home of the DIS. This facility has just recently reached full capacity offering services provided by multiple different organizations. It is home to 36 nonprofit and for-profit organizations who work to improve outcomes in education, workforce development, entrepreneurship and human services for Detroiters, specifically those in the Durfee-Central community.

- Rentals and Community Space
- Events
- Arcade
- Open Gym
- Pop-Up Youth Programming
- Laundromat
- Auditorium
- Literacy Program
- One-on-one mentoring
- Business education
- Lacrosse
- Financial Wellness
- After-School programs
- Job Training
- Restaurant in-house



### CONTACT & SOURCE:

Chris Lambert, Founder and CEO

(313) 437-1549

[info@liferemodeled.org](mailto:info@liferemodeled.org)

<https://liferemodeled.org/durfee-innovation-society/>

# HAWTHORNE COMMUNITY CENTER

**LOCATION:** Indianapolis, IN  
**YEAR:** 1979  
**FUNDING:** Private, Non-Profit  
**PARTNERS:** United Way  
**TYPE:** New Construction with Additions

**WHY THIS PRECEDENT WAS CHOSEN:**

Hawthorne Community Center is a good model that is successfully funded through donations, sponsorship, and grants from large partners of a community. This project also recently underwent a large renovation project consisting of overall building improvements and a small addition, completed in 2015. The Hawthorne Community Center consists of multigenerational programming for Youth, Adult, and Seniors, involving the whole family. The location of the Center is also very important in this instance because it sits directly in the middle of the Indianapolis neighborhood that it serves.

**ABOUT:**

For over 90 years, Hawthorne has been a part of the Indianapolis community. They offer early childhood and school-aged programs for children and youth, as well as social activities for elderly and financial stability options for people. They also have both paid professionals and volunteers at Hawthorne, and offer programs that are tailored to the changing needs of the community. Facilities include:

- School Age Childcare
- Non-School Age Childcare
- (All Day Preschool)
- Youth Basketball League
- Dance Classes
- Employment Services
- Re-Entry Services
- Youth Employment Services
- Financial Education & Coaching
- Emergency Income Support
- Food Pantry
- Hot, Home-Cooked Meal Served Daily
- Grocery Shopping & Field Trips
- Wellness Activities
- Trips & Special Events
- Exercise, Walks & Aerobics
- Bingo & Euchre
- Volunteer Opportunities



**CONTACT & SOURCE:**  
Caleb Sutton, Executive Director  
(317) 637-4312  
[www.hawthornecenter.org](http://www.hawthornecenter.org)



## CLEVELAND HEIGHTS COMMUNITY CENTER

**LOCATION:** Cleveland, OH

**YEAR:** 2002

**FUNDING:** Public, City-Owned

**PARTNERS:** Jump Start Sports, The City of Cleveland Office of Aging, Pavilion Skating Club

**TYPE:** New Construction

### WHY THIS PRECEDENT WAS CHOSEN:

This facility is interesting to Kosciuszko Community Center because it has its own Office on Aging within it, specializing in Senior (60 and up) programming. The Office on Aging offers help on with Legal Consultations, Medicare Consultations, Van transportation, Social Workers, Meals on Wheels, Application help for State and Federal programs. A goal of Kosciuszko Community Center is to provide multigenerational programming, so having a specific office that is targeted at serving the elderly is a great way to reach that goal! The Cleveland Heights Community Center also offers a large amount of sports focused spaces including a 4 lane mini track, 2 indoor basketball courts, and 2 ice rinks.

### ABOUT:

On the crossroads of Monticello and Mayfield Road, the Cleveland Heights Community Center is located at 1 Monticello Boulevard. It's a nice spot for ALL ages to unwind. There are numerous activities to keep everyone occupied, including a fitness facility, gaming area, basketball court, banquet hall, studio, and more. Previously, this location served as a temporary free COVID-19 immunization station. Facilities include:

- Two ice rinks
- A gym with 2 side-by-side courts
- A fitness center
- An indoor four lane track
- Senior activity center
- Meeting rooms and rental spaces
- Concession stand attached to ice rink
- All purpose pathway
- Grass recreation area
- A nearby nature trail



### CONTACT & SOURCE:

(216) 691-7373

[aspencer@clvhts.com](mailto:aspencer@clvhts.com)

[www.chparks.com/190/About-Us](http://www.chparks.com/190/About-Us)

# GLORIA J. PARKS COMMUNITY CENTER

**LOCATION:** Buffalo, NY

**YEAR:** 1992

**FUNDING:** Private, Non-Profit

**PARTNERS:** Child and Adolescent Treatment Services, the Buffalo School District, Every Person Influences Children, City of Buffalo Urban Renewal Agency through the Community Development Block Grant and HOME programs

**TYPE:** New Construction

## WHY THIS PRECEDENT WAS CHOSEN:

The City of Buffalo is similar in demographics to Milwaukee, despite being half the population size of Milwaukee. This is a great precedent because of how many successful partners the Center maintains. It is more of a Community Resource in comparison to a Sports based facility, however the Community Center's goal is to engage everyone, of all ages. The Center consists of Senior Programming, Youth Programming, Athletic Programming, Housing Programming, and Community Development. A valuable asset to the Community. This facility also offers lunches for Seniors and Youth provided through different partners.

## ABOUT:

The University District Community Development Association (UDCDA) is a full-service agency that operates out of the Gloria J. Parks Community Center, as well as its offices, where it spearheads community and housing development projects throughout Buffalo's Northeast. Residents, block clubs, community groups, educational institutions, and local government collaborate with the UDCDA to invest in the people and places that matter most to the community. Facilities include:

- Huge variety of Senior Programming
- Senior Lunch Program
- Basketball
- Flag Football
- Floor hockey
- Unicycling
- Table Tennis
- Open Gym
- Academic Enrichment
- Youth breakfast and lunch meals
- After school child care program
- Housing Department Resources



## CONTACT & SOURCE:

(716) 832-1010

[www.udcda.org/tag/gloria-j-parks/](http://www.udcda.org/tag/gloria-j-parks/)

## DAMASCUS COMMUNITY RECREATION CENTER

**LOCATION:** Damascus, MD

**YEAR:** 2016

**FUNDING:** Public, County

**PARTNERS:** N/A

**TYPE:** New Construction

### WHY THIS PRECEDENT WAS CHOSEN:

This precedent in particular is relevant to Kosciuszko Community Center because it is County owned and operated. It is more common for a Community Center to be owned by the City. This location also being very sports focused, with programs including Badminton, Volleyball, Basketball, Pickleball, Table Tennis, and including “little ones” programming. Damascus is a small community in between Washington D.C. and Baltimore, both very diverse and dense cities.

### ABOUT:

The Damascus Community Recreation Center sits within the 9.6 square-mile unincorporated Damascus community that includes nearly 4,000 homes. More than half include children under the age of 18. The 31,064 square-foot center offers activities for all ages, including sports, dances, fitness, music, art and other activities.

- Art Room
- Class Room
- Computer Lab
- Conference Room
- Fitness Room
- Game Room
- Gymnasium
- Lobby
- Social Hall
- Rentable Space
- Warming Kitchen
- Skateboarding



### CONTACT & SOURCE:

(240) 777-6930

[www.montgomerycountymd.gov/rec/facilities/recreationcenters/damascus](http://www.montgomerycountymd.gov/rec/facilities/recreationcenters/damascus)

# AUDREY MOORE RECENTER

**LOCATION:** Annandale, VA  
**YEAR:** 2016  
**FUNDING:** Public, County-Owned  
**PARTNERS:** N/A  
**TYPE:** New Construction

**WHY THIS PRECEDENT WAS CHOSEN:**

This precedent in particular is relevant to Kosciuszko Community Center (Kozy) because it is County owned and operated, similar to the Damascus Community Recreation Center. Audrey Moore is also undergoing a Capital Improvement Project, with a renovation and expansion under way. This location, south of Washington D.C., is sports-based, with programs including a huge outdoor Skate Park, Indoor Pool, and gym. These qualities are interesting because they have what Kozy does not, but it works for their community.

**ABOUT:**

The Audrey Moore RECenter in Wakefield Park is approximately 76,000 square feet and houses a 50-meter pool with a 3-meter diving platform and two 1-meter diving platforms. Off of the pool, there is also a changing room that leads to a spacious outdoor sundeck, a sauna and a shower. In addition to a variety of racket balls / wally balls and squash courts, the center has a large gym with 6 basketball hoops and a volleyball net. The center also includes a bicycle studio, dance room, pottery lab and kiln, arts and crafts room, three multipurpose activity rooms, and a senior center. Facilities include:

- Fitness Classes (Cycling, Yoga, Zumba, Kickboxing, Tai Chi)
- Water Aerobics
- Youth Swimming
- Diving
- Winter and Summer Camps
- Sewing
- Engineering Camps
- Basketball
- Pottery
- Fine Arts Classes
- Performance Arts
- Fencing
- Soccer
- Tennis
- Volleyball
- Wellness Classes
- Farmer’s Market
- Room Rentals



**CONTACT & SOURCE:**

703-321-7081  
[www.fairfaxcounty.gov/parks/recenter/audrey-moore](http://www.fairfaxcounty.gov/parks/recenter/audrey-moore)  
[FCPARECenters@fairfaxcounty.gov](mailto:FCPARECenters@fairfaxcounty.gov)

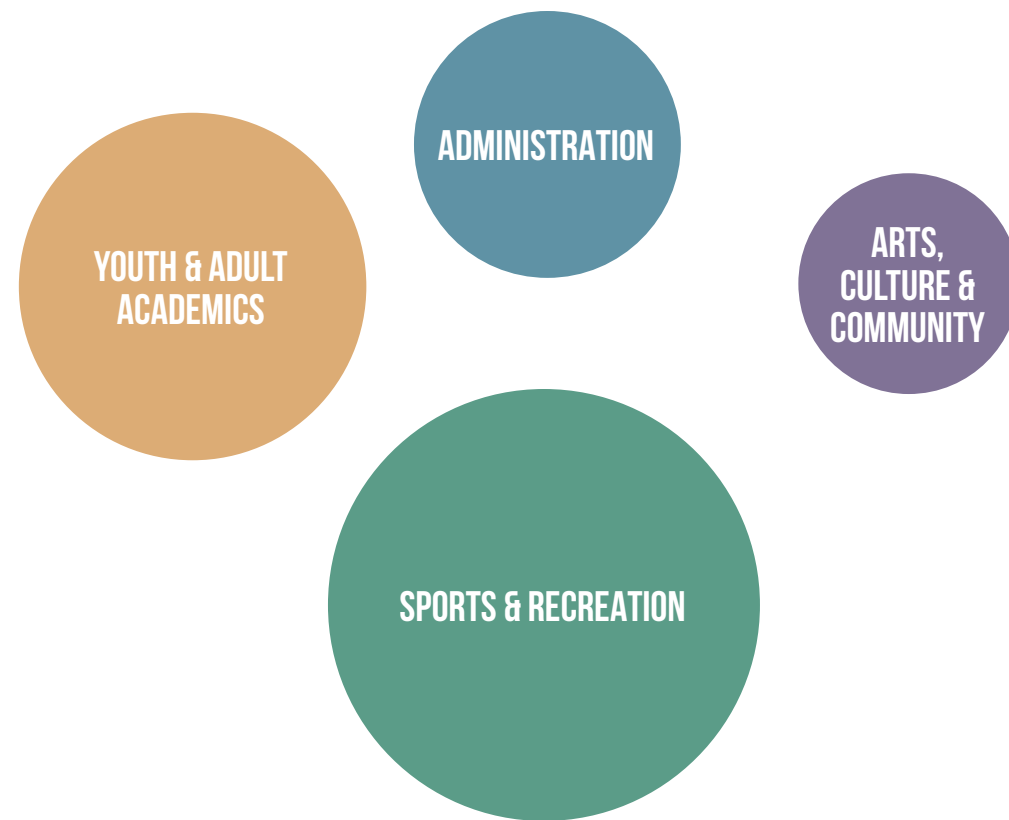
### 3.4 SPACE NEEDS PROGRAMMING

As part of the design process, each space was examined individually to verify the square footage and typical layout with Milwaukee County. In the table to the right, you will see that the Youth & Adult Academics spaces decreased. This is not to say that the programs would be offered less, but that our programming analysis made the case that there can be an increased number of shared spaces within the Community Center that all stakeholders can reserve. This helps to reduce the square footage that the stakeholders are independently responsible for, and creates a more collaborative space between all organizations. Based on the feedback from the community, Sports and Recreation had a significant increase in space requirements. The Arts, Culture and Community programs also grew significantly to provide shared, communal spaces for the organizations within the building as well as the broader Milwaukee community. Lastly, the administration spaces grew as this represents the shared conference rooms and right-sized administration space.

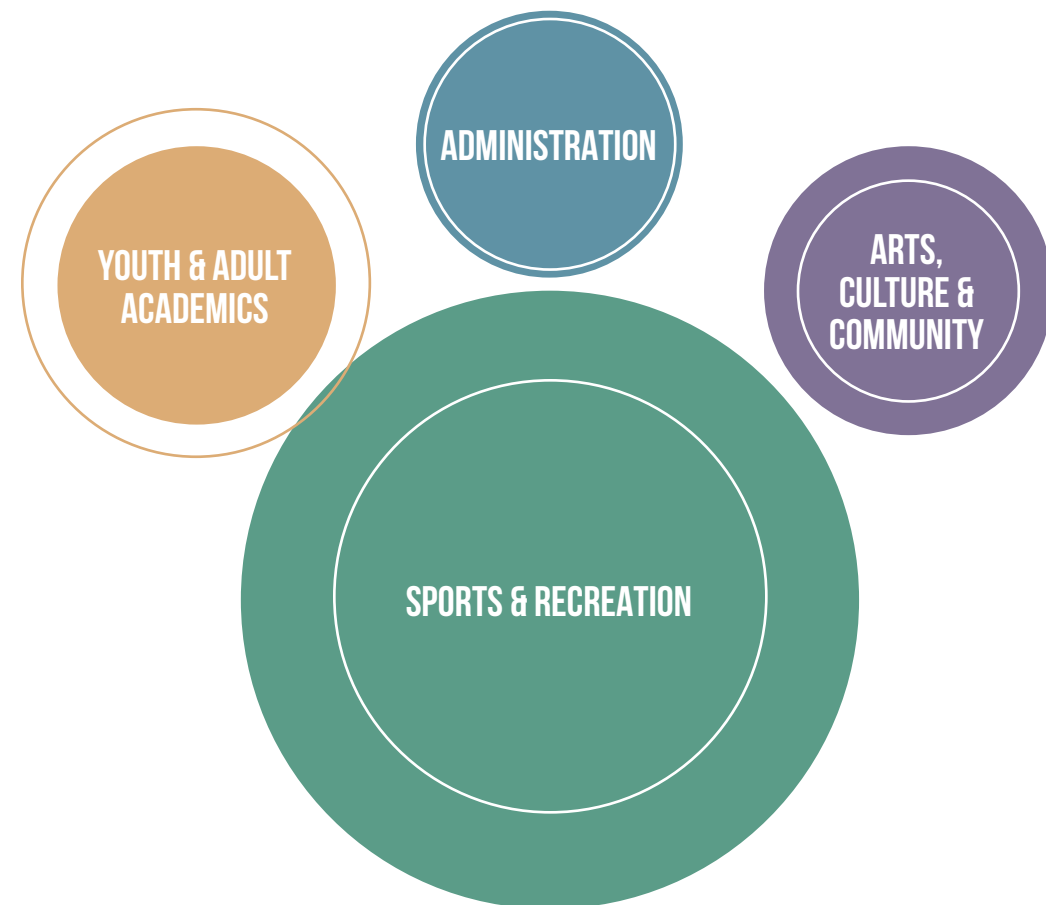
In this section, you will see each program space and stakeholder category in detail, along with precedent images that help to give an idea to the look and feel of the spaces.

	Existing Community Center Program Space	Requested Program Space
Youth & Adult Academics	7,856	5,332
Sports & Recreation	12,071	27,100
Arts, Culture and Community	2,687	6,830
KCC Administration	4,870	5,008
	<b>27,484</b>	<b>44,270</b>

#### EXISTING SPACE



#### REQUESTED SPACE



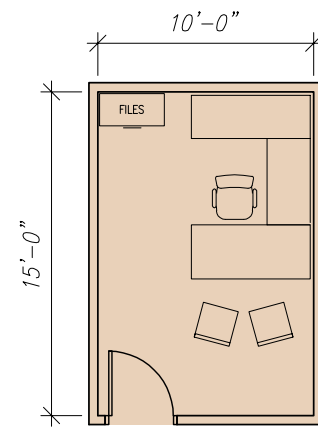
## EXISTING PROGRAM SPACE

Youth & Adult Academics	Amount	Square Footage	Total Square Footage
<b>MCC - Dedicated Space</b>			
Director Office	1	112	112
Office	1	251	
Arts & Crafts	1	893	893
Storage	1	132	132
Teen Recreation	1	1,298	1,298
Storage	1	59	59
Teen Center	1	1,234	1,234
<b>Subtotal Dedicated MCC Space</b>			<b>2,435</b>
<b>Summit - Dedicated Space</b>			
Offices	1	705	705
Office	1	147	147
Multipurpose 1	1	1,134	1,134
Multipurpose 2	1	1,641	1,641
Classroom 1	1	1,173	1,173
Classroom 2 (Reading Room)	1	621	621
<b>Subtotal Dedicated Summit Space</b>			<b>5,421</b>
<b>Total Academic Space</b>			<b>7,856</b>

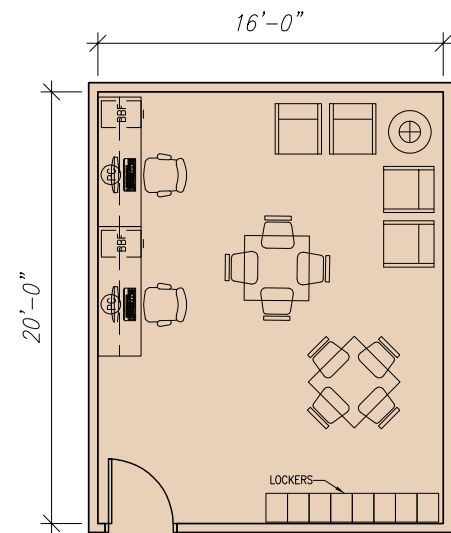
## REQUESTED PROGRAM SPACE

Youth & Adult Academics	Amount	Square Footage	Total Square Footage
<b>MCC - Dedicated Space</b>			
Director Office	1	150	150
Storage	1	200	200
Youth worker touchdown	1	320	320
<b>Subtotal Dedicated MCC Space</b>			<b>670</b>
<b>Summit - Dedicated Space</b>			
Director Office	1	150	150
Storage	1	200	200
Volunteer & Tutor touchdown	1	320	320
<b>Subtotal Dedicated Summit Space</b>			<b>670</b>
<b>Shared Learning Spaces</b>			
Active learning classroom suite			
Classroom	2	750	1,500
Office/Meeting	1	256	256
			<b>1,756</b>
Total Active learning classroom suite	2		
<b>Subtotal Active Learning Suites</b>			<b>3,512</b>
Practice Room/Tutoring Room	4	120	480
<b>Subtotal Shared Learning Space</b>			<b>480</b>
<b>Total Academic Space</b>			<b>5,332</b>

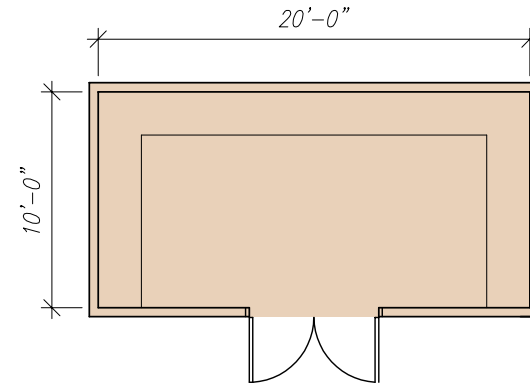
# YOUTH & ADULT ACADEMICS EXAMPLE ROOM DIAGRAMS



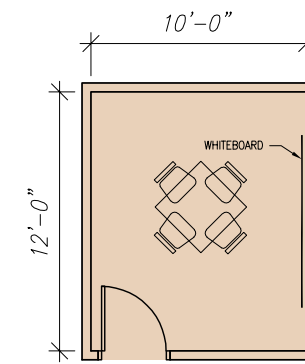
PRIVATE OFFICE  
150 SF



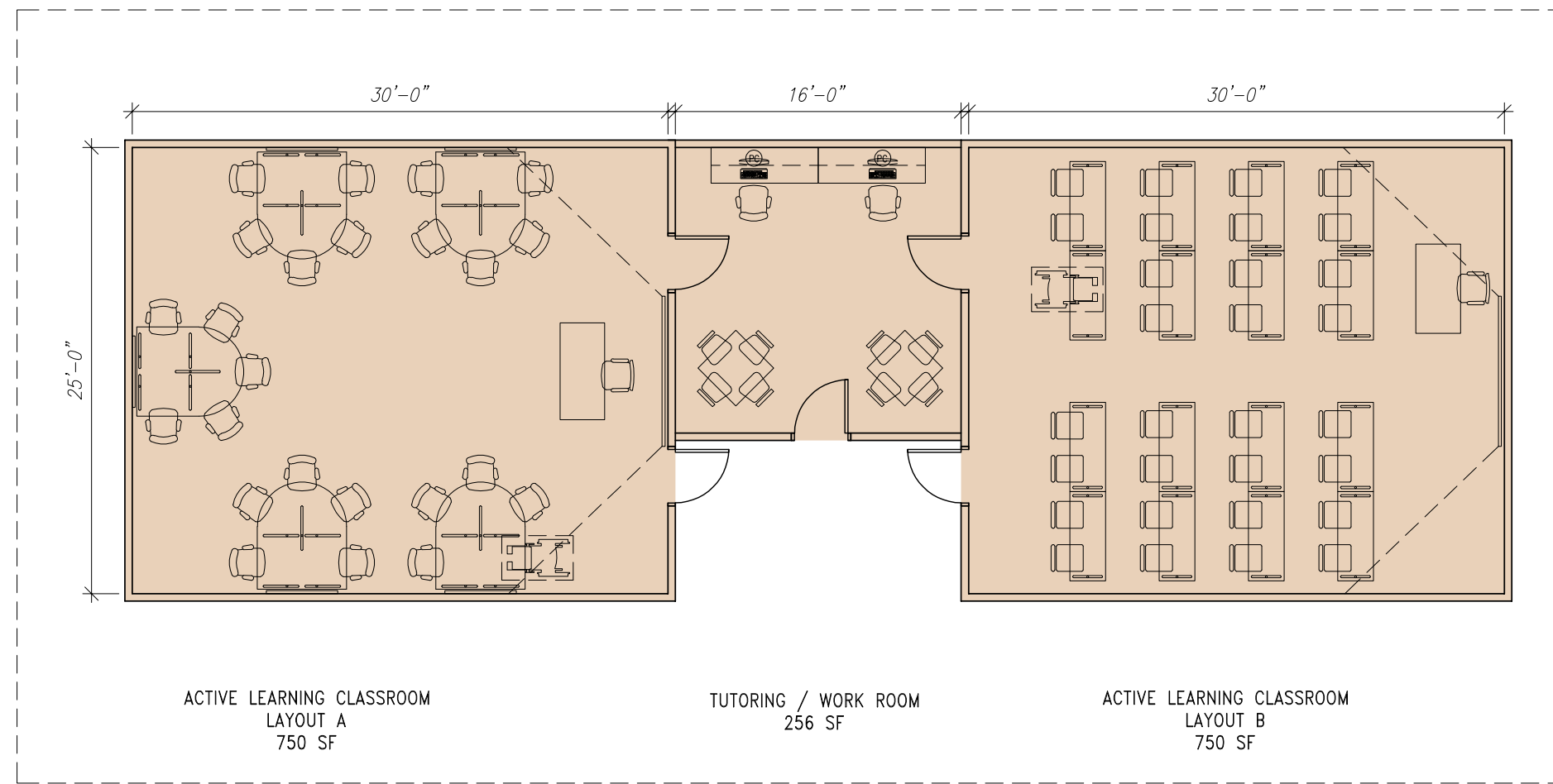
VOLUNTEER TOUCHDOWN  
320 SF



PROGRAM STORAGE  
200 SF



TUTORING / PRACTICE  
120 SF



ACTIVE LEARNING CLASSROOM  
LAYOUT A  
750 SF

TUTORING / WORK ROOM  
256 SF

ACTIVE LEARNING CLASSROOM  
LAYOUT B  
750 SF

ACTIVE LEARNING SUITE  
1,756 SF

## YOUTH & ADULT ACADEMICS PRECEDENT IMAGES





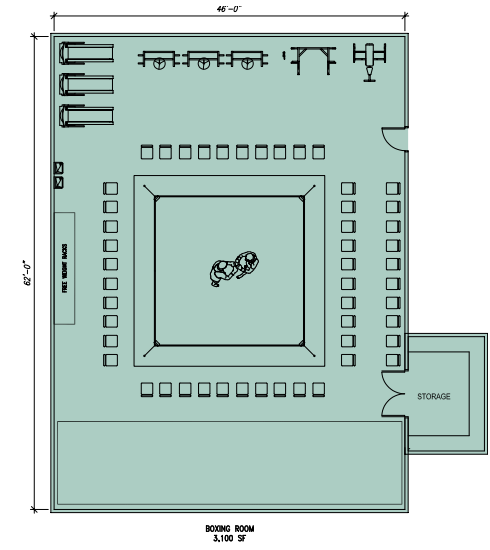
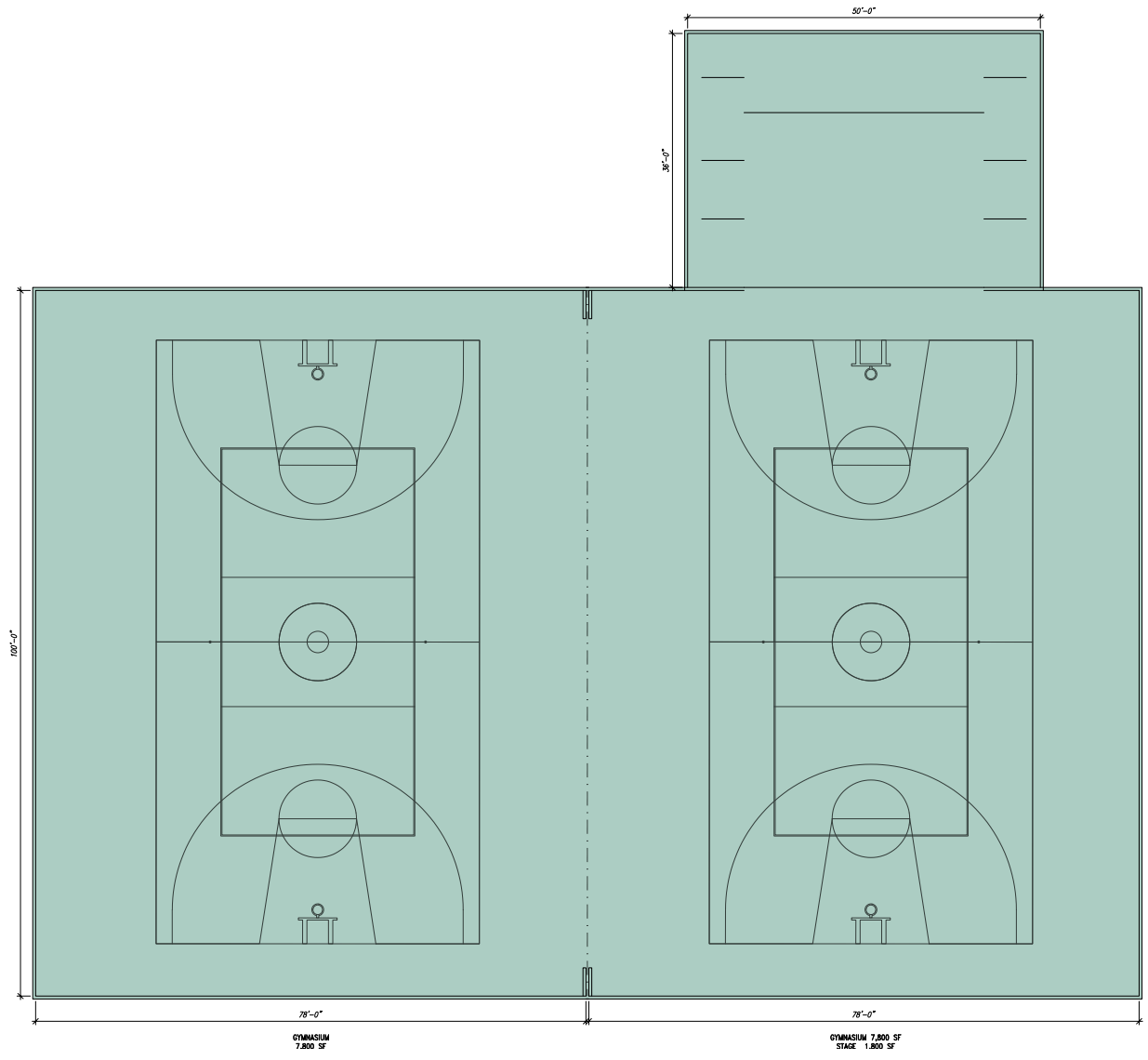
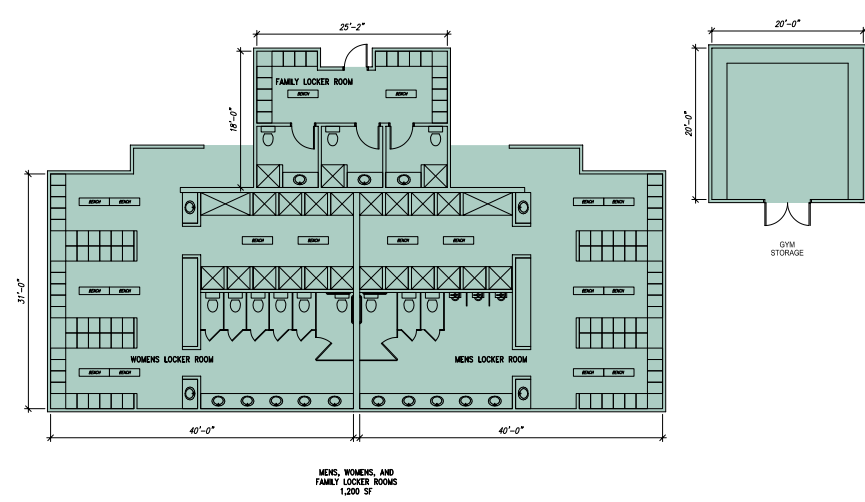
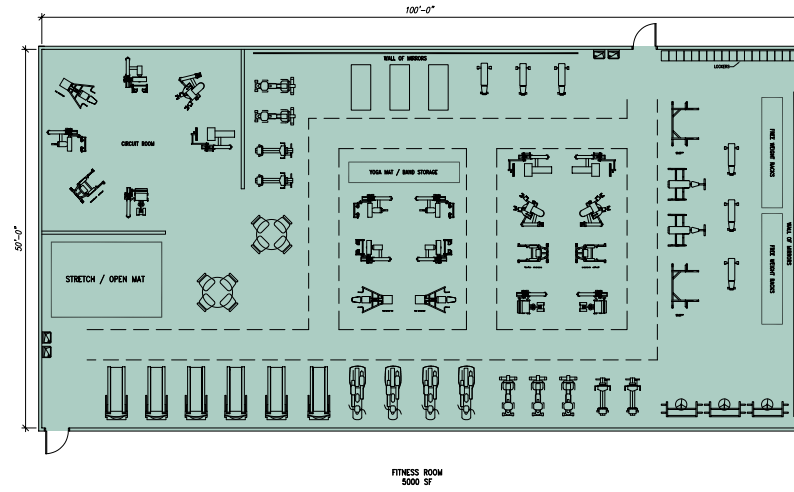
**EXISTING PROGRAM SPACE**

Sports & Recreation	Amount	Square Footage	Total Square Footage
<b>Indoor</b>			
Weight Room	1	2,897	2,897
Womens Weight Room	1	1,070	
Gymnasium	1	6,717	6,717
Gym Storage	1	89	89
Boxing Room	1	985	985
Mens Locker	1	794	794
Womens Locker	1	589	589
<b>Total Indoor Sports &amp; Recreation Space</b>			<b>12,071</b>

**REQUESTED PROGRAM SPACE**

Sports & Recreation	Amount	Square Footage	Total Square Footage
<b>Indoor</b>			
Fitness Room	1	5,000	5,000
Gymnasium	1	7,800	7,800
Gym Storage	1	400	400
Gymnasium/Theater	1	7,800	7,800
Stage	1	1,800	1,800
Boxing Room	1	3,100	3,100
Locker Rooms/Toilet Rooms	2	600	1,200
Swimming Lessons / Indoor Pool	1		0
<b>Total Indoor Sports &amp; Recreation Space</b>			<b>27,100</b>

# SPORTS & RECREATION EXAMPLE ROOM DIAGRAMS



**SPORTS &  
RECREATION  
PRECEDENT  
IMAGES**



### EXISTING PROGRAM SPACE

Arts, Culture & Community Support			
	Amount	Square Footage	Total Square Footage
<b>Arts &amp; Culture</b>			
Recreation Room (Summer Camp/Tai Chi)	1	2,006	2,006
Rec Storage	1	171	171
Kitchen First Floor	1	308	308
Kitchen Second Floor	1	202	202
Library	1	1,096	1,096
Office	1	127	127
Office	1	138	138
Parks Classroom	1	681	681
		<b>Subtotal Arts &amp; Culture Space</b>	<b>2,687</b>
<b>Total Arts &amp; Culture &amp; Community Square Feet:</b>			<b>2,687</b>

### REQUESTED PROGRAM SPACE

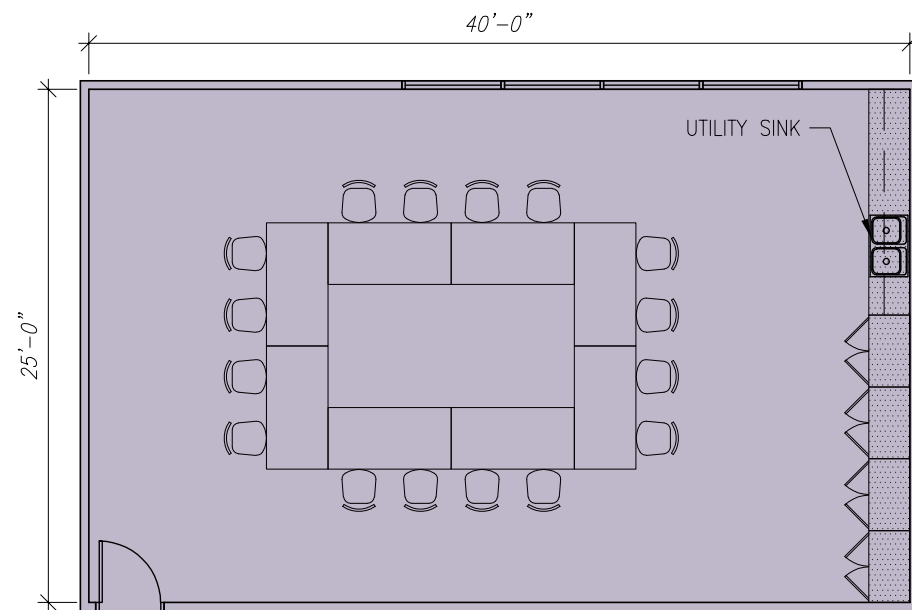
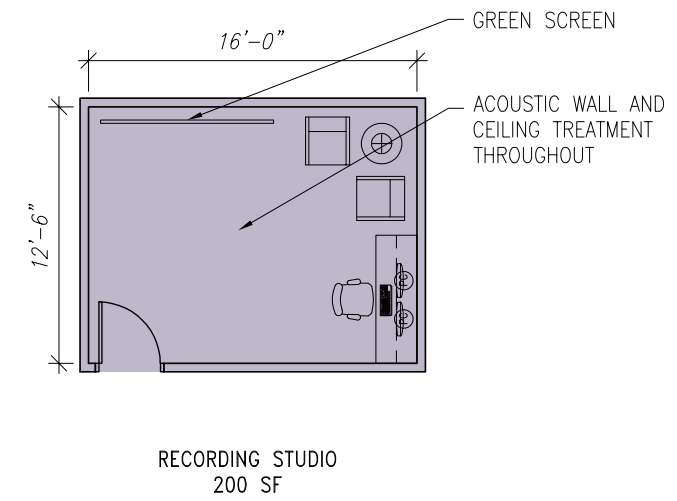
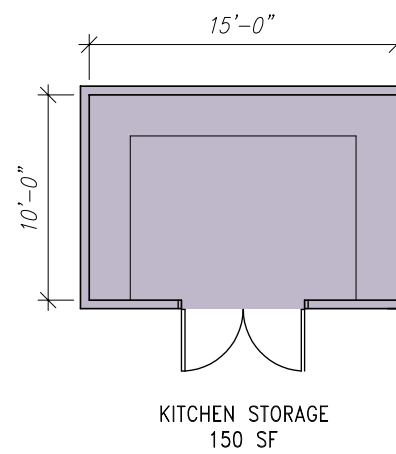
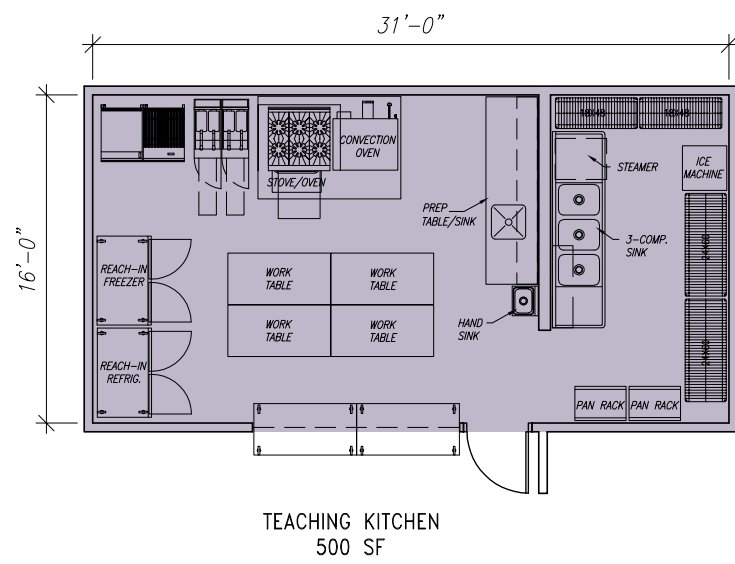
	Amount	Square Footage	Total Square Footage
<b>Social Services/Community Support</b>			
CART Program Office (navigator)	1	120	120
CART Clinician Room	1	120	120
Social Services Office	1	120	120
Food Pantry	1	1,000	1,000
Sensory Room	1	120	120
Group Wellness Room	1	650	650
Drop in child-care	1	650	650
3-6 y.o. programming	1	1,200	1,200
		<b>Subtotal Social Service Space</b>	<b>3,980</b>

### REQUESTED PROGRAM SPACE

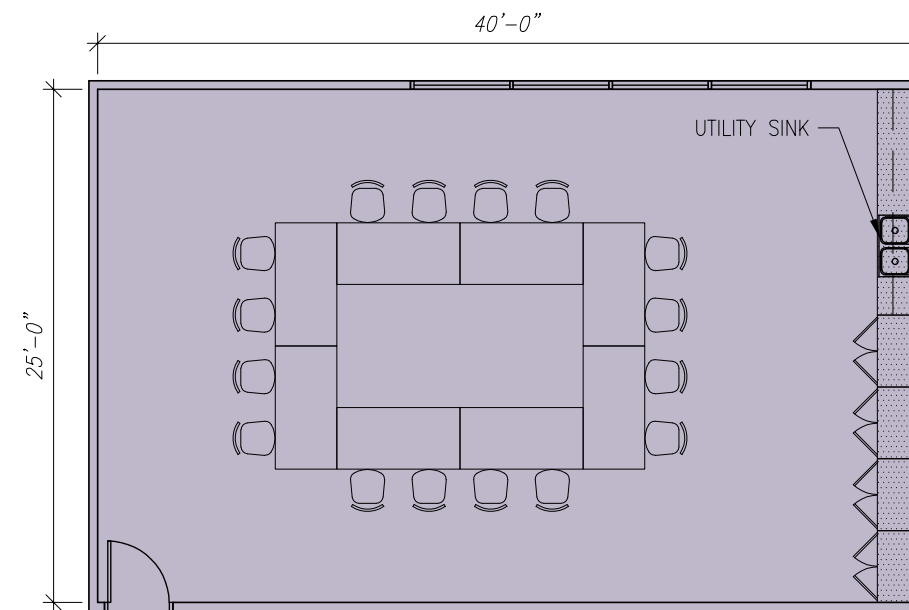
Arts, Culture & Community Support			
	Amount	Square Footage	Total Square Footage
<b>Arts &amp; Culture</b>			
Art room (painting, drawing, jeweler, ceramics, fiber, sewing)	1	1,000	1,000
Maker Space	1	1,000	1,000
Recording Studio (video/sound)	1	200	200
Gallery/Exhibit Walls	0	0	0
Teaching Kitchen	1	500	650
Kitchen Storage	1	150	
		<b>Subtotal Arts &amp; Culture Space</b>	<b>2,850</b>

There currently is no dedicated space to Social Services in the Community Center.

# ARTS, CULTURE & COMMUNITY EXAMPLE ROOM DIAGRAMS

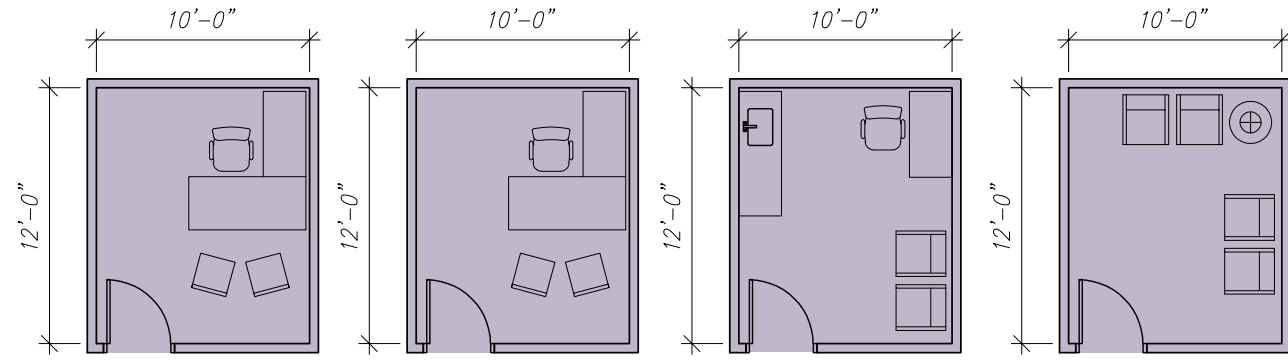


- SEALED CONCRETE FLOOR WITH DRAIN.
- (8) OVERHEAD, RETRACTABLE OUTLETS
- ROOM EXHAUST FAN TO EXTERIOR
- NESTING TABLES AND STACKABLE CHAIRS



- SEALED CONCRETE FLOOR WITH DRAIN.
- (8) OVERHEAD, RETRACTABLE OUTLETS
- ROOM EXHAUST FAN TO EXTERIOR
- NESTING TABLES AND STACKABLE CHAIRS

# SOCIAL SERVICES EXAMPLE ROOM DIAGRAMS

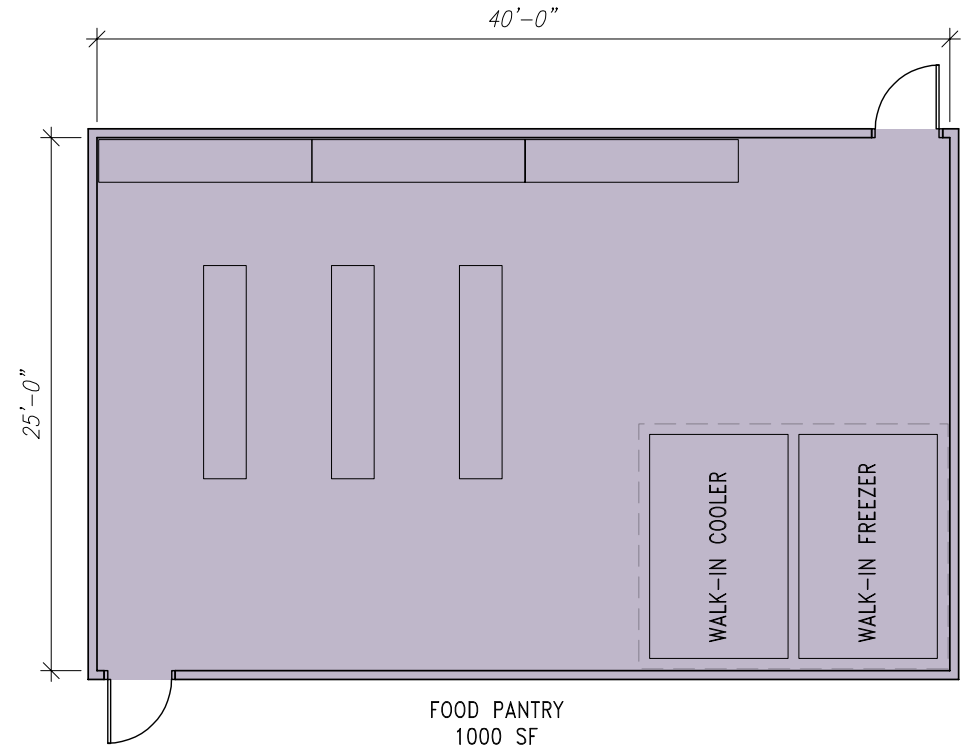


SOCIAL SERVICES OFFICE  
120 SF

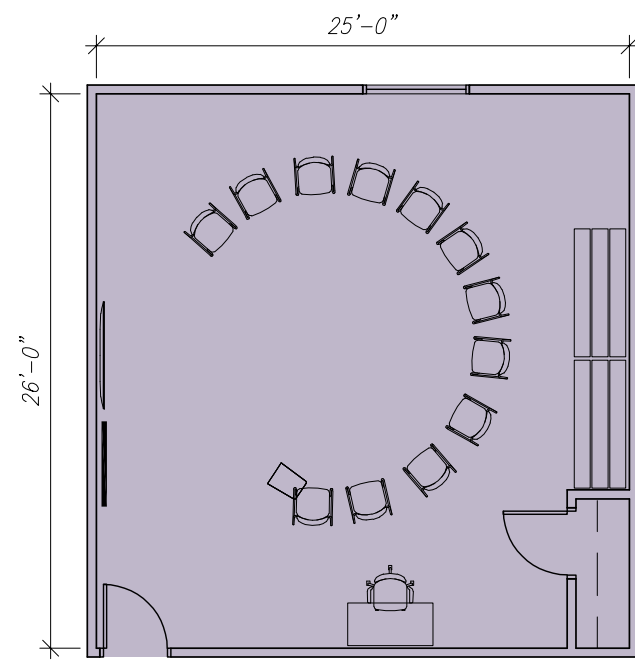
CART PROGRAM OFFICE  
120 SF

CART CLINICIANS ROOM  
- FIRST AID  
120 SF

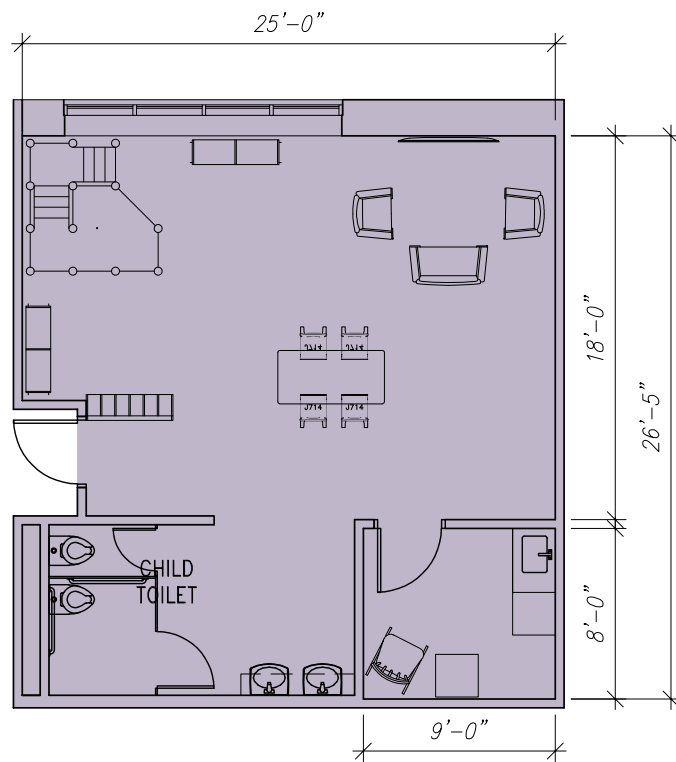
SENSORY ROOM  
120 SF



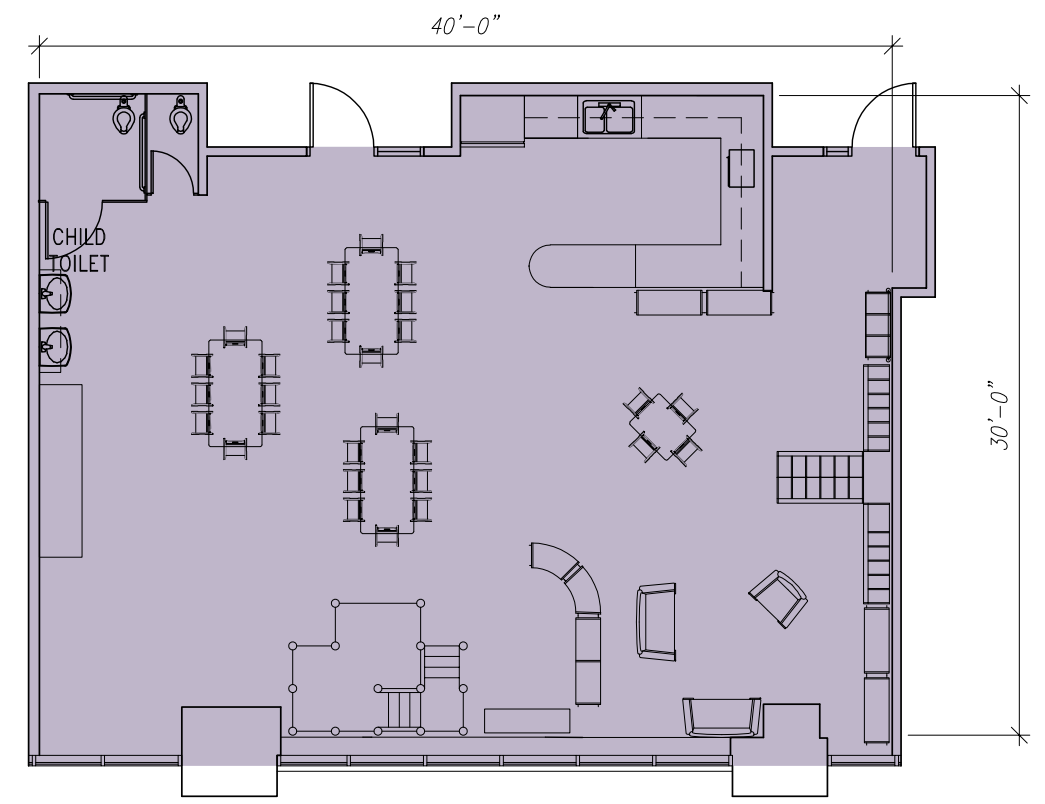
FOOD PANTRY  
1000 SF



GROUP WELLNESS ROOM  
650 SF



DROP-IN CHILDCARE  
663 SF



PRESCHOOL  
3-4 YRS  
1,200 SF

## ARTS, CULTURE & COMMUNITY PRECEDENT IMAGES



## SOCIAL SERVICES PRECEDENT IMAGES





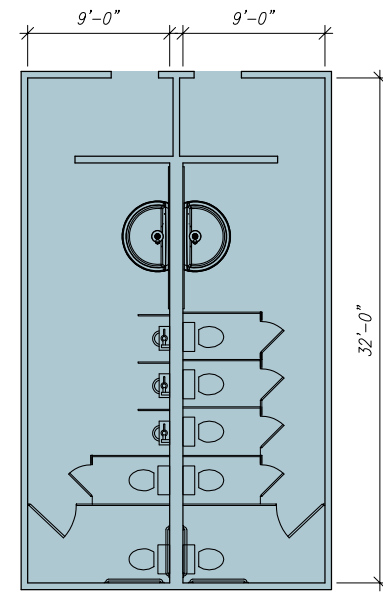
**EXISTING PROGRAM SPACE**

KCC Administration	Amount	Square Footage	Total Square Footage
<b>Reservable Conference Rooms</b>			
Homework Room (Shared w/ MCC)	1	285	285
Meeting Room 116	1	300	300
Meeting Room 107	1	774	774
<b>Admin</b>			
Admin Office	1	410	410
Riley Office	1	113	113
Office G121	1	120	120
Office 184 (break room)	1	184	184
<b>Other Support Spaces</b>			
Multi-Occupant Toilet Rooms	6	150	900
Receptionist	1	75	75
Lobby	1	886	886
First Aid	1	140	140
<b>Core Spaces</b>			
Storage	1	100	100
G117	1	172	172
G102F	1	51	51
G102B	1	39	39
G107A?	1	91	91
121	1	56	56
122	1	56	56
Vault?	1	118	118
<b>Total KCC Administration Space:</b>			<b>4,870</b>

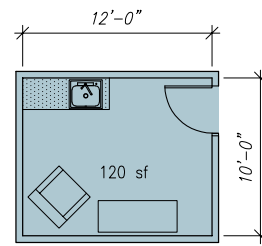
**REQUESTED PROGRAM SPACE**

KCC Administration	Amount	Square Footage	Total Square Footage
<b>Reservable Conference Rooms</b>			
6-Person Conference	1	150	150
20-Person Conference	1	600	600
<b>Admin</b>			
KCC Offices			
KCC Manager	1	150	150
KCC Asst. Manager	1	150	150
Future Hire	1	120	120
Future Hire	1	120	120
Safety Officer Touchdown Office	1	120	120
KCC Partner & volunteer Touchdown/ Breakroom	1	324	324
Copy/Print	1	100	100
Admin Storage	1	80	80
<b>Other Support Spaces</b>			
Family Toilet Room / Gender Neutral	1	64	64
Multi-Occupant Toilet Rooms	2	640	1,280
Lactation Room	1	120	120
Receptionist & Secure Vestibule	1	270	270
Lobby	1	200	200
<b>Core Spaces</b>			
Maintenance Room	1	100	100
Mechanical / Electrical	1	800	800
Indoor Park Storage	1	260	260
<b>Total KCC Administration Space:</b>			<b>5,008</b>

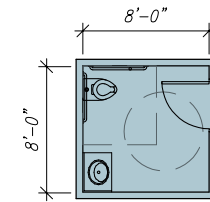
# KCC ADMINISTRATION EXAMPLE ROOM DIAGRAMS



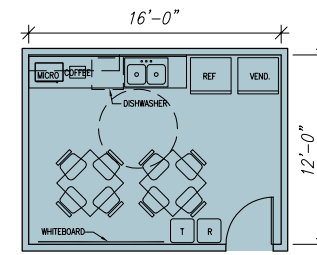
MULTI-OCCUPANT TOILET ROOM  
640 SF



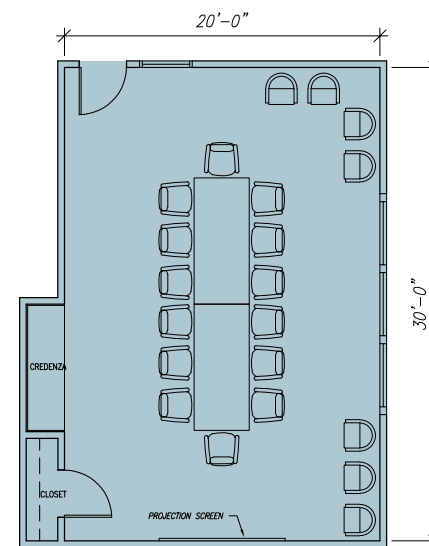
LACTATION ROOM / QUIET ROOM  
120 SF



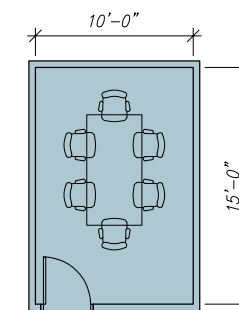
TOILET  
64 SF



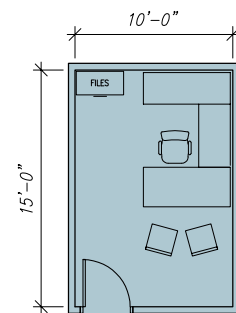
LOUNGE / BREAK ROOM  
SEATING FOR 10-12 PP  
324 SF



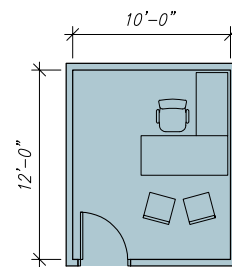
LARGE CONFERENCE ROOM  
600 SF



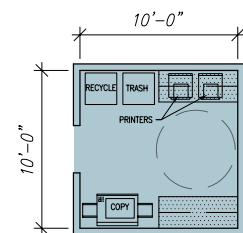
CONFERENCE ROOM  
150 SF



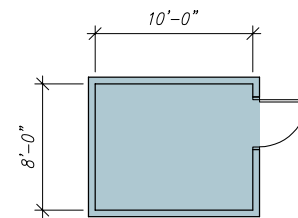
PRIVATE OFFICE  
150 SF



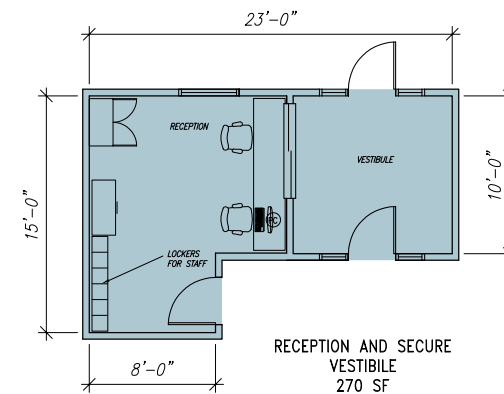
PRIVATE OFFICE  
120 SF



COPY/PRINT  
100 SF



STOR.  
80 SF

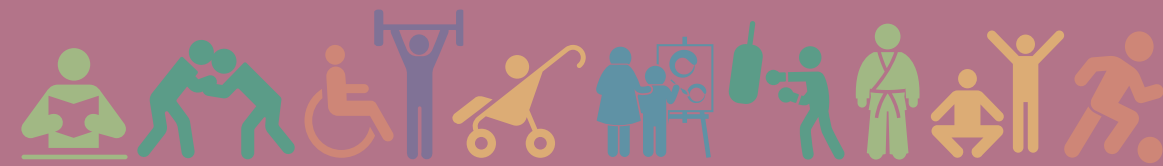


RECEPTION AND SECURE VESTIBULE  
270 SF

# KCC ADMINISTRATION PRECEDENT IMAGES



# SECTION 4



## COMMUNITY NEEDS PLANNING STUDY RECOMMENDATIONS

# 4 FACILITY MASTER PLAN AND RECOMMENDATIONS

## 4.1 PROGRAMMING RECOMMENDATIONS

After reviewing the responses from the community and key stakeholders during the public engagement process, the team then took the feedback and developed four (4) initial options which are included for reference in the appendix. In summary, these options are:

1. Existing building with minor renovations
2. Existing building with minor renovations and small addition
3. Existing building with major renovations and large addition
4. Demolish old building and build new

The team provided these options to Milwaukee County who internally reviewed and provided final feedback to explore further. The key points of their review was that Sports and Recreation was to be the primary program focus and the rest of the spaces should be flexible for educational, additional programming, or rental programs. Drop-in childcare in lieu of a full-fledged day care / preschool is to be provided for those that use the facility for sports events / recreation classes. The demonstration kitchen is also an important program space that should be included.

Milwaukee County also brought up the site drainage issues that occur to the South West of the building and the poor condition of the existing playground. Both of these items were to be included in the cost estimate for remediation.

The two options that Milwaukee County chose to move forward with initial planning studies for were:

1. Existing building with major renovations and additions (Combining all existing building options)
2. Demolish old building and build new

These options were further developed and presented to the Milwaukee County Parks, Energy and Environment Committee meeting. These two options are included for reference in the appendix.

The initial feedback from the Milwaukee County Parks, Energy and Environment Committee suggested that it would be prudent to pursue the option that renovates the existing building with major renovations and additions. The Kosciuszko Core Team evaluated the feedback and agreed this option should be explored further for this report. The scope of work for the final option includes the renovation of the entire building, replacement of major MEP equipment, addressing the structural concerns, and adding a small addition to the North West with a large addition to the North East. It also includes the new playground and remediation of the site drainage problem to the West of the building.

A priority for the renovation of the KCC was to make the spaces feel welcoming for people of all backgrounds and ages. Having recreational classes that allow youth and seniors to learn together will provide the intergenerational uses that were so highly sought after.



### PROGRAMMING

The final program included in the chosen option includes:

#### Youth & Adult Academics

- Two (2) classrooms
- MCC admin and support spaces
- Summit admin and support spaces
- Two (2) community learning rooms
- Two (2) Multipurpose rooms
- Community activity room
- Dance/Fitness classroom

#### Sports & Recreation

- Expanded weight room
- Expanded boxing/MMA spaces
- Gym renovation
- Renovated Mens/Womens locker rooms
- Family locker room

#### Arts, Culture and Community

- Two (2) Multipurpose rooms
- Teaching kitchen
- Drop-in childcare
- Mothers room
- Offices for security, sheriff/mpd programs
- CART clinic / first aid space

#### KCC Administration

- Multipurpose room
- Admin office spaces
- Reception
- Two (2) small conference rooms
- Large conference room

## 4.2 CONCEPT PLANS

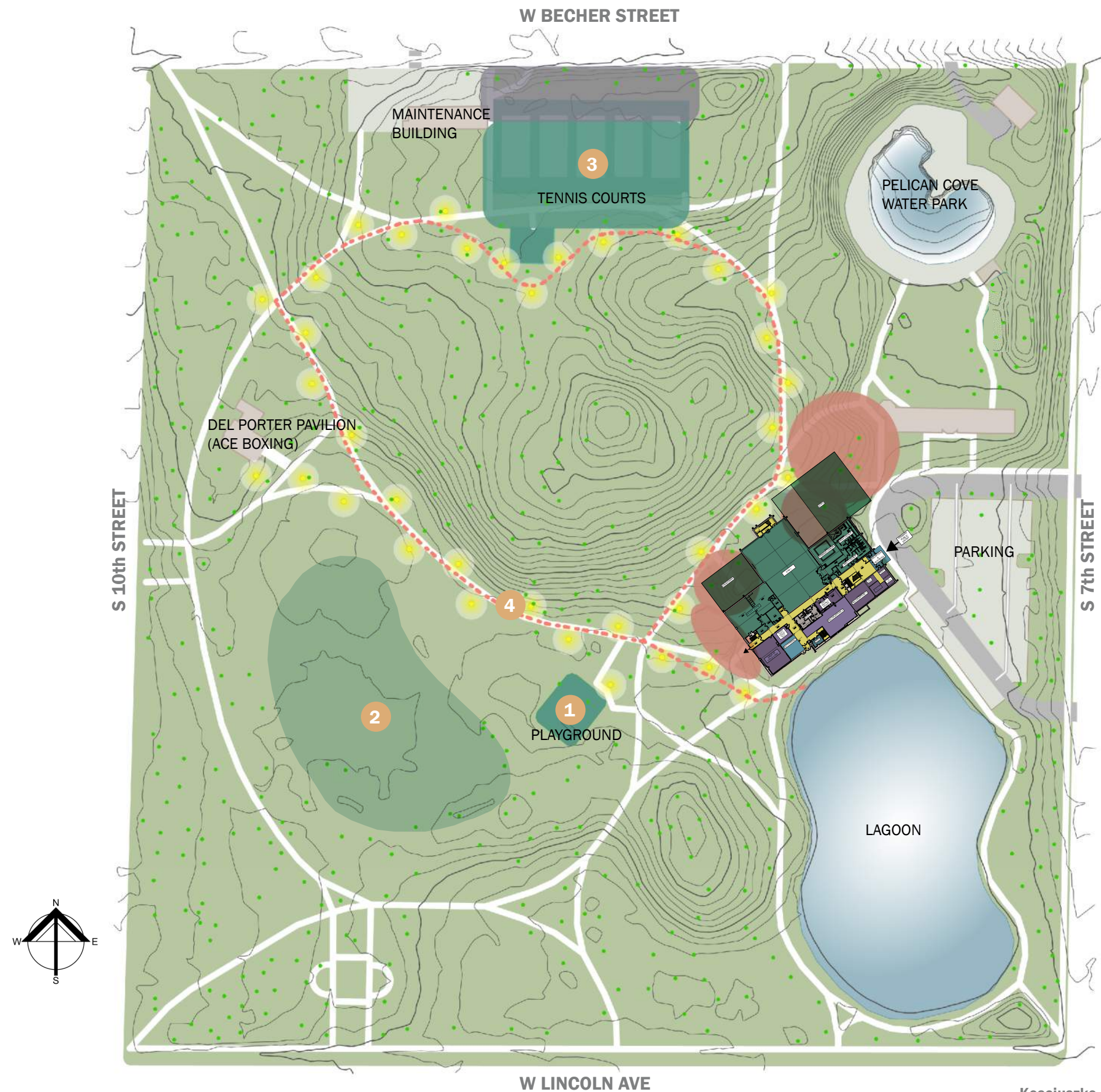
### KOSCIUSZKO PARK SITE PLAN

While the main goal of the Community Needs Planning Study was to look at the Kosciuszko Community Center building itself, it is impossible to isolate the building from the site. Both the building and the programming are intertwined with the context.








Kosciuszko Park is a 36.6-acre park, one of the largest in the Milwaukee Parks system. The building is situated within the east edge of the park, nestled into the topography. The two building additions will infill the current voids between the exiting building and the hill.

The site plan indicates areas of improvement, beyond the Community Center footprint, this can occur concurrent to this work or in the future.

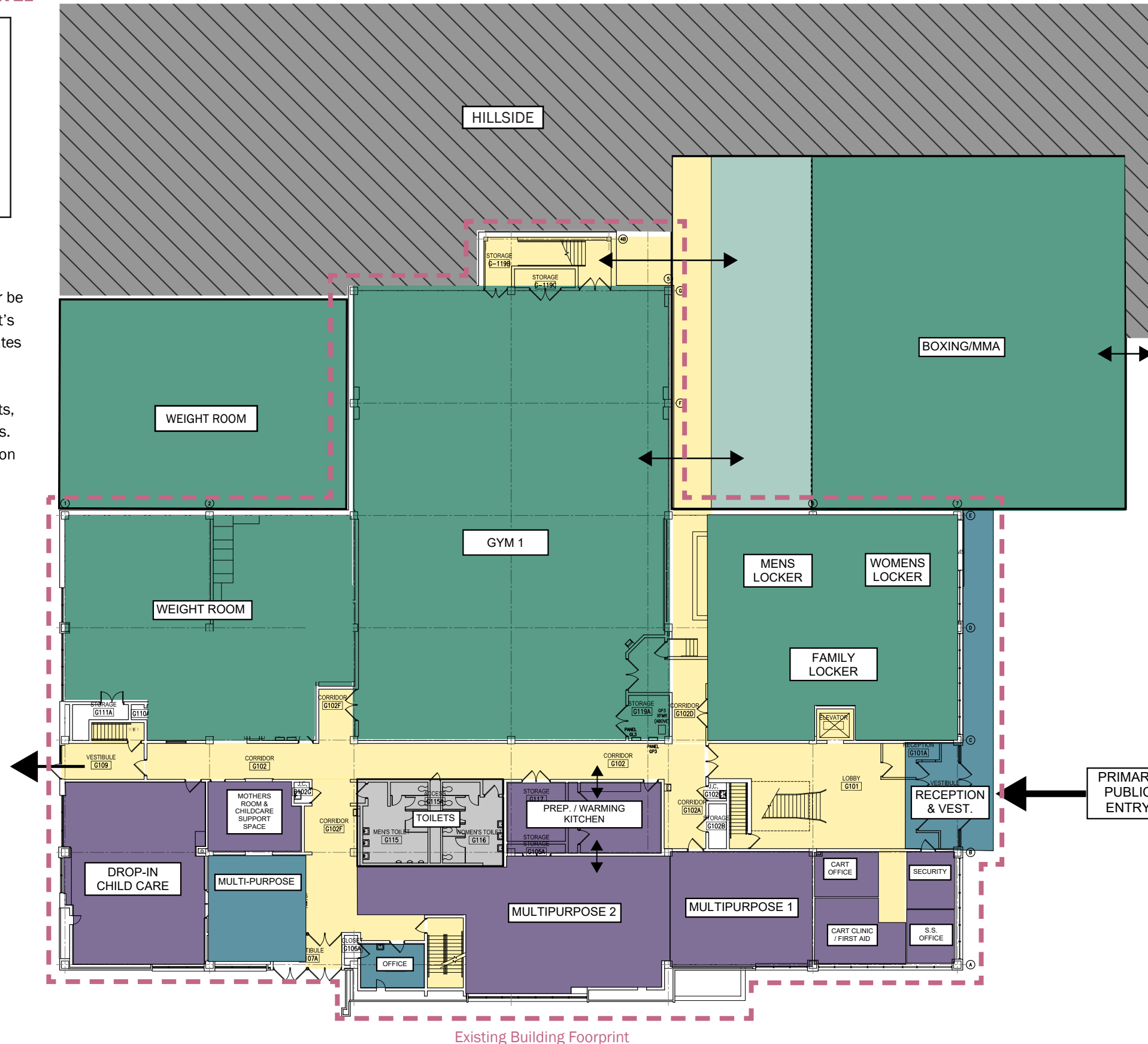
1. Renovation to the existing playground equipment and site
2. Repair and remediation to site drainage issues via landscape swales and boardwalks
3. Reprogram tennis courts - Community feedback, and use information indicates lack of interest and use of these tennis courts. Feedback from the community suggests that the space be reimagined for full outdoor basketball courts.
4. Illuminated 1-mile walking path. Feedback from the community stated that safety was an issue for walking through the park. One way to address this is to provide more site lighting to maintain visibility throughout the park.



**GROUND FLOOR: WELLNESS LEVEL**

	Circulation
	Youth & Adult Academics
	Sports & Recreation
	KCC Administration
	Arts, Culture, Community and Social Services
	Support
	Existing Building Footprint

In summary, this design option for Kosciuszko Community Center recommends that the ground level floor be programmed as the “Wellness Level”. It’s position at the main entry, accommodates the welcoming first impression and is accessible to all. This will include the program spaces and support for the Arts, Culture, Community and Social Services. These rooms are placed along the lagoon side of the building which allows views to the park and connection to the local landscape and helps ground visitors.










The north side of the “Wellness Level” are the Sports and Recreation focused spaces. The weight room will be double the current size and is now directly connected to the gymnasium. The new addition at the northwest corner will have a large opening to connect the weight room and gym, thereby making them more fluid and provide the opportunity for mixed trainings. The locker rooms remains in the same area of the building. It will be fully renovated and a new family locker room is provided. This will address response to the community requests for a more inclusive space for families to use. This is also a dressing space that can accommodate those who prefer full privacy, or a gender neutral space.

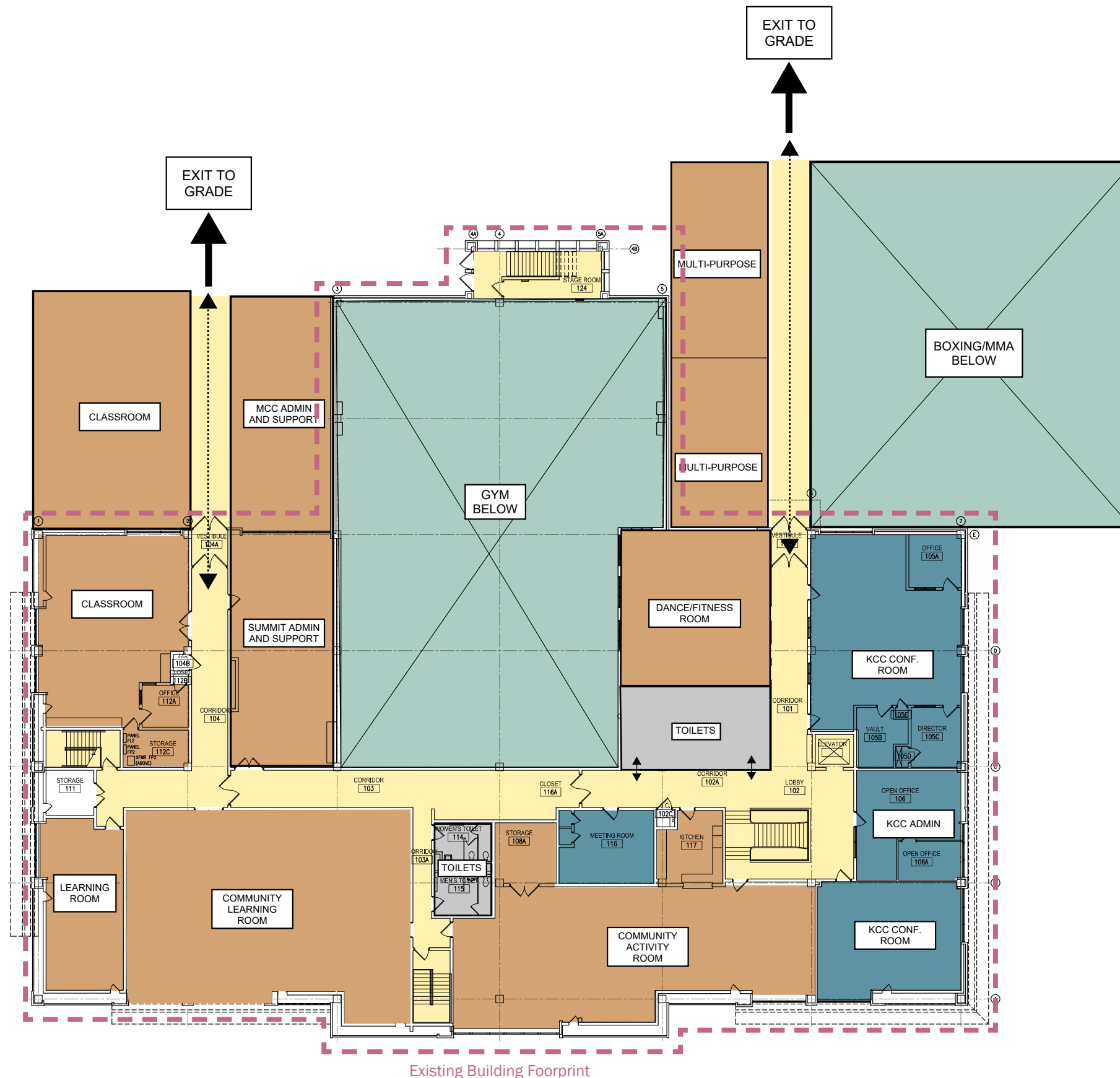
Boxing and Mixed Martial Arts have been an important component of the Kosciuszko Community Center that is met with great support from the community. When reviewing the existing Boxing/ MMA space, it was noted that there is not enough flexibility or space to allow additional types of trainings within. Therefore, this space has been expanded to be more usable in the redesign.

PRIMARY PUBLIC ENTRY

**FIRST FLOOR: LIFE LONG LEARNING LEVEL**

	Circulation
	Youth & Adult Academics
	Sports & Recreation
	KCC Administration
	Arts, Culture, Community and Social Services
	Support
	Existing Building Footprint

A unique feature of the Kosciusko Community Center is that it is built into a hill. This allows the existing building to have both the ground and first floor exit to grade. This provides a valuable asset for programming the upper level. This floor is the “Lifelong Learning Level” where the academic classrooms, community learning spaces and administration offices are located. The conference rooms are located on this level and are reservable by all stakeholders within the building, in addition, the community is able to rent these spaces for events. The academic spaces are located on an exit path which allows guests to utilize the outdoor spaces within the park as part of their programming, without the need to have large groups of students taking turns in the elevator or descending the interior stairs. The community learning and the community activity room are both located along the lagoon side of the building.



Again, connecting the greater community to the natural landscape of the park is important while they are attending programs indoors. There are two multipurpose rooms and a dance/fitness room that border the two-story gymnasium space. The intent would be to add glazing into these rooms to connect the different uses of the space and keep eyes on all the activity within the gymnasium.





## 4.3 FACILITY RECOMMENDATIONS

### SITE CIVIL CONSIDERATIONS

This design option requires major renovations to the existing Community Center building and building additions off the northwest corner of the building with a footprint of approximately 3,000 square feet and off the northeast corner of the building with a footprint of approximately 8,500 square feet. Based on review of existing conditions and proposed design solution, these are the following considerations and recommendations for site civil elements associated with implementation of the selected design option.

### PARKING LOT/PAVING

- Existing Parking Lot Pavements: The existing asphalt pavement is in fair condition with some areas showing significant cracking. We recommend that a geotechnical investigation of the parking lot be performed to determine existing pavement structure and suitability of underlying subgrade soils. Depending upon results of the geotechnical investigation, at a minimum we recommend that the existing asphalt parking lot pavements be restored by milling a minimum of 2" of the existing asphalt and overlaying with 2" of new asphalt. Areas of more severe degradation should be fully removed and replaced. Pavement markings and striping should be repainted after pavement rehabilitation or replacement.
- Localized areas of ponding were observed in the existing parking lot. These should be graded out as part of the pavement rehabilitation/replacement.
- There are currently two handicapped parking spaces that are not signed. Proper signage should be installed for these parking spaces.
- Existing curb and gutter is in generally fair condition with some areas showing significant cracking. We recommend that segments of curb and gutter that exhibit significant cracking be replaced.
- Consideration should also be given to paving portions of the parking lot (down gradient parking aisles) with permeable pavements to provide green infrastructure storm water management.

### SIDEWALKS/PASSENGER LOADING ZONE

- There are some areas of significant cracking on existing concrete sidewalks. We recommend that sidewalk segments that exhibit significant cracking be replaced.
- Existing ADA ramps from the parking lot do not appear to be compliant with current standards and do not have proper detectable warning strips. We recommend that the ADA ramps be replaced with compliant ramps and detectable warning strips.
- The existing passenger loading zone is curbed and does not provide an ADA compliant marked access aisle with connection to an accessible route. We recommend that the passenger loading zone be reconfigured to provide an ADA compliant marked access aisle and accessible route. This could be accomplished by making the drive in front of the community building a one-way drive, modifying the existing curb line and pavement striping.
- Construction of the building additions will require removal and rerouting of existing walkways in the building addition areas.

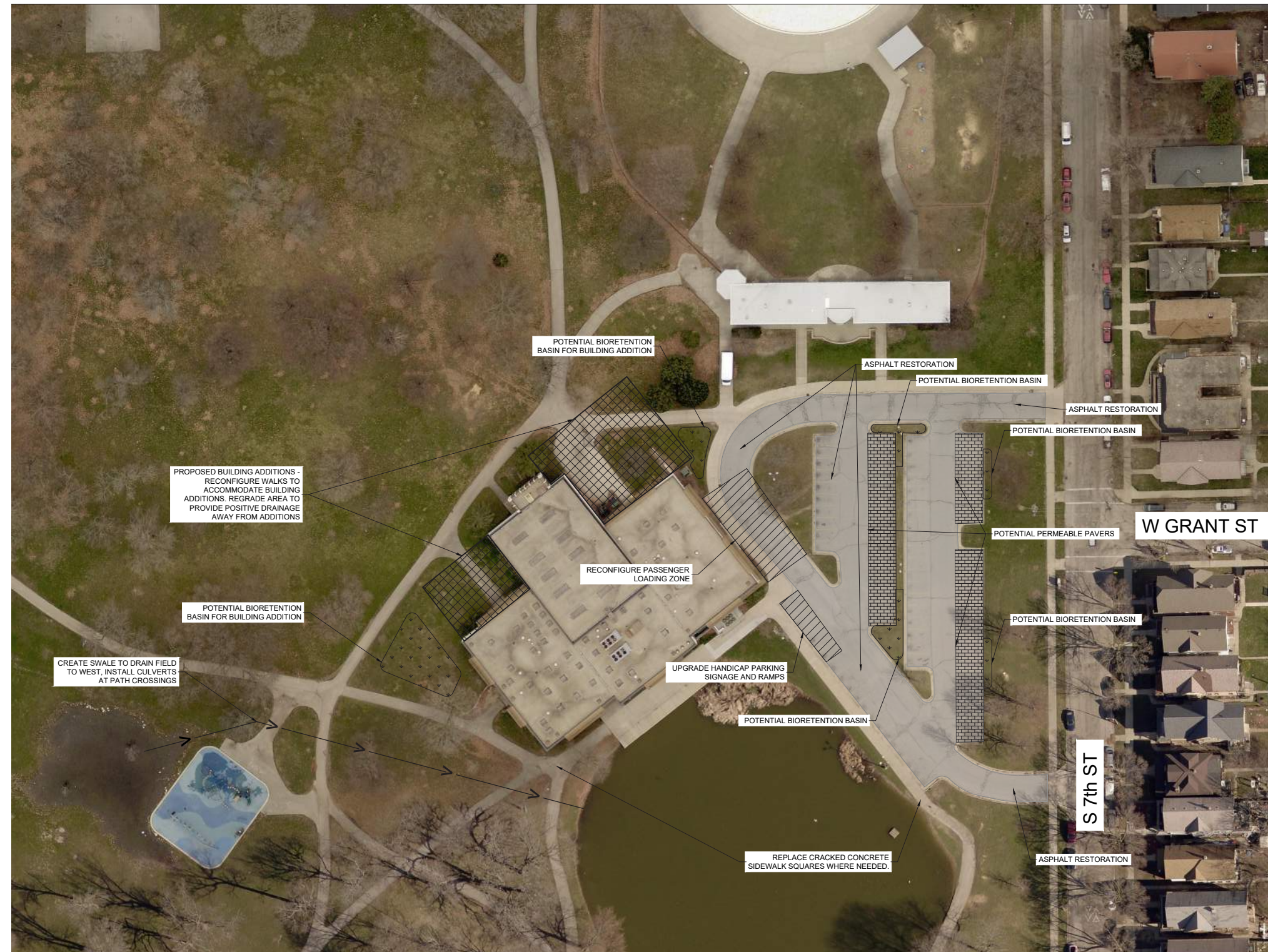
### UTILITIES







- The existing storm water collection and sewer system servicing the parking lot needs cleaning. The existing storm inlets, manholes and storm sewers should be jetted and cleaned and televised to determine if replacement is needed.
- The adequacy of the existing water services should be evaluated by the building plumbing and fire protection designers.
- We recommend that the existing sanitary sewer servicing the building be televised to determine condition and if replacement or rehabilitation is required.

### GRADING/DRAINAGE/STORM WATER MANAGEMENT

- Areas of ponding on the asphalt pavement should be graded out as part of pavement restoration activities recommended above.
- Storm inlets, manholes and sewers should be jetted and cleaned. Following cleaning, we recommend that the storm sewers be televised to determine condition of sewers and if replacement is needed.
- Opportunities exist for the implementation of storm water management and green infrastructure BMPs for management of storm water runoff from the existing parking lot. We recommend that implementation of porous pavements and bioretention basins/swales be evaluated as part of parking lot rehabilitation.
- It is not anticipated that the proposed building additions will disturb more than one acre of land. As such, WDNR and City of Milwaukee post-construction storm water management requirements do not apply. However, the building additions will create between 5,000 square feet and ½-acre of additional impervious surface, and as such, Milwaukee Metropolitan Sewerage District (MMSD) requirements for green infrastructure will apply. For projects that create between 5,000 square feet and ½-acre of additional impervious area, MMSD requires that green infrastructure be implemented with a storage volume equal to ½-inch multiplied by the additional impervious area. Green infrastructure includes, but is not limited to, rain gardens, green roofs, bioswales, permeable paving, cisterns and rain gardens. Green infrastructure to meet MMSD requirements should be evaluated and implemented as part of the building addition.
- The proposed building additions will be constructed into existing hills. Proper grading will be required to prevent runoff from being directed to the building.
- It is reported that the existing field to the west of the playground does not drain adequately. Consideration should be given to regrading the area and creating a landscaped swale to the existing pond to promote drainage of the field. Walkway crossings of the swale could be by culverts or boardwalks.

**SITE CIVIL CONSIDERATIONS**



- LEGEND:**
-  ASPHALT RESTORATION
  -  BIORETENTION BASIN
  -  PERMEABLE PAVERS
  -  BUILDING ADDITION
  -  PARKING LOT IMPROVEMENTS
  -  PROPOSED SWALE/ CULVERTS

## STRUCTURAL

Most of the observed existing structure is in good condition. It is not anticipated that structural modifications will be necessary for any proposed minor renovations. However, the following items should be addressed for their current condition and for future considerations:

1. Exterior Precast Canopies: The hairline cracking, visible corrosion, and water penetration/staining in the precast concrete canopy/sunshade structures on the exterior of the building do not indicate the need for immediate repair or removal, but should receive a close inspection by an engineer. An initial inspection, which is recommended in the next 8 months, shall be performed that will allow the engineer to get hands-on with all parts of these panels, which will require the use of a lift. Additionally, the close inspection will likely have some selective drilling (for use of a borescope) and other minor selective demolition to allow review of connections and conditions on the interior side of the panels. Subsequent to this review, a recommendation shall be made for ongoing review of these panels on a yearly or bi-annual basis to determine if additional deterioration has occurred and whether remediation is required at that time. The hairline nature of the cracks in the exposed aggregate panel and corrosion of the subsurface steel reinforcing make it difficult to apply a temporary fix or sealant to the problem. See photos on the following page (Photo 1 and 2).
2. Schedule a close inspection for summer/fall of 2022. Close inspection shall include lift access and may require minor repairs for selective demolition areas created for access and also may include minor site repairs for damage caused by site access for the lift. It is estimated that the cost of the close inspection, including the lift and the follow-up report is approximately \$12,000.
  - Report on the inspection shall include recommendations for the on-going review of these panels based on the observed conditions.
  - Any remediation or repairs that are recommended in this report will likely be performed under a separate contract from the initial review and report.
  - Based on the close review of these panels, it can be determined if the panels shall remain in service and if repointing of existing precast panel joints is required.
  - Based on the close review of these panels, it can be determined if the removal of overhanging precast panel horizontal projection(s) at the lower leading edge of the panel(s) by saw-cutting, similar to what was previously done at the ground floor, west side overhang.
3. As a follow-up to the initial close review, establish an ongoing review schedule with a structural engineer for reinspection and report of condition: The cost of the ongoing reviews is dependent on the scope of the recommended reviews, which will be determined after the close inspection. If the annual review can be performed without a lift and can be done based on visual observations from the ground, an allowance of \$2,000 / year could be anticipated. If the recommended close review recommends that ongoing reviews are a closer inspection similar to the initial one, the allowance should be closer to the fee for the initial close review.
  - Perform the recommended actions from the on-going reviews.
4. There appears to be a past or ongoing plumbing leak as shown on the following page (Photo 3). This photo was taken from the lower level (basement) of the underside of ground floor precast plank. As can be seen, the water penetration/leak has traveled a significant distance from the apparent source. This is a common condition in precast plank in which water travels the length of the cores and can transmit this water (and potential degradation) to other locations further from the source. It should be investigated and confirmed or ensured that there is no more active leaking and that if there is any standing or active water within the cores that it is given an opportunity to be removed. It appears that this is the plumbing from the mens bathroom towards the North corner of the building (G-123D on sheet A2 of the 1980 drawings).  
Removal and replacement of existing ceramic floor tile that has “popped” due to long-term differential movement or creep in the existing precast structure.
5. Design drawings indicate a design live load of 75 psf at both of the supported floors. Depending on proposed uses, design live loads required by the International Building Code shall be confirmed for any proposed use changes.
6. There are areas throughout the ground floor at which floor cracking is visible (Photo 4). None of the cracks observed are a structural concern. Most of them appear to be due to improper detailing which is not accommodating differential structural movements and deflections. Any new flooring considered shall be detailed in consideration of these building movements and deflections.
7. A 2 story addition is proposed at the northwest corner of the building (Phase 2A) as well as the northeast corner of the building (Phase 2B). These additions would be structurally independent of the existing structure. The framing system would likely consist of structural steel framing. Roof framing would be steel roof decking supported by steel bar joists and steel beams. The floor construction would consist of a composite floor system of concrete on metal deck supported by steel beams. Roof and floor systems would be supported by structural steel columns. It is anticipated that steel columns will be located in a grid that is approximately 25-30 ft in both directions. It is anticipated that this structural steel framework would provide backup to an exterior cladding system of non-load bearing cold formed metal framing.
8. The adjacent existing structure to the west of the proposed addition has unexcavated, slab on grade construction at the first floor. The adjacent existing structure to the south of the proposed addition has a combination of crawlspace below the first floor structure and unexcavated, slab on grade construction. It is anticipated that the proposed addition will not have a basement or crawlspace and will have first floor slab on grade construction. As such, all foundations for the proposed addition will need to bear at the same elevations as those of the existing adjacent building foundations. The existing building is supported on conventional, shallow foundations. It is anticipated that the new addition will also be supported on a similar system. This assumption shall be confirmed with a geotechnical investigation confirming this assumption and providing an allowable soil bearing pressure and any other pertinent geotechnical recommendations.



Photo 1: Precast Panel Cracking



Photo 2: Precast Panel Cracking



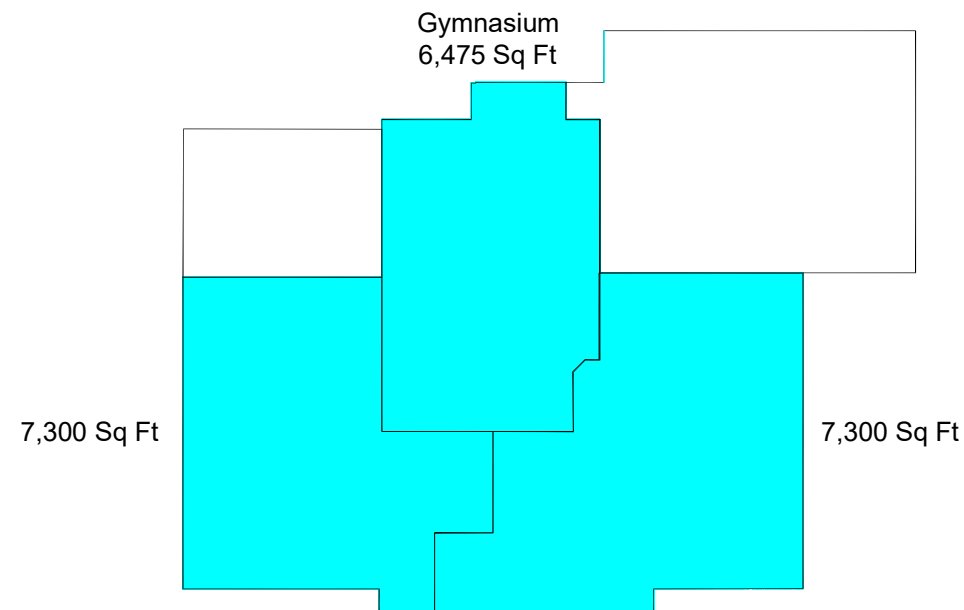
Photo 3: Precast Panel Cracking



Photo 4: Floor cracking in Ground Level Corridor

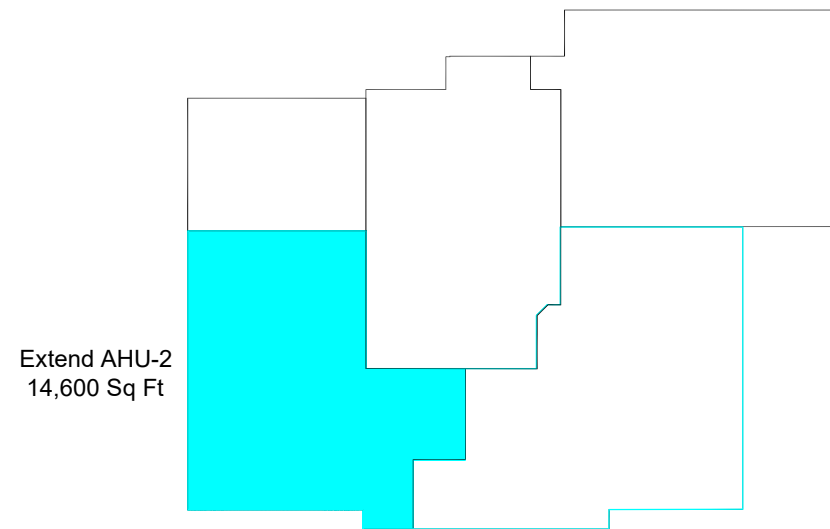
**MECHANICAL, ELECTRICAL, PLUMBING**

The diagram to the right indicates the different HVAC zones relating to the chart below.



**MEP PHASE 1**  
 Lower Level and Gymnasium Renovation  
 HVAC Equipment Replacement  
 Electrical Services, Lighting, Plumbing and  
 Fire Protection Upgrades

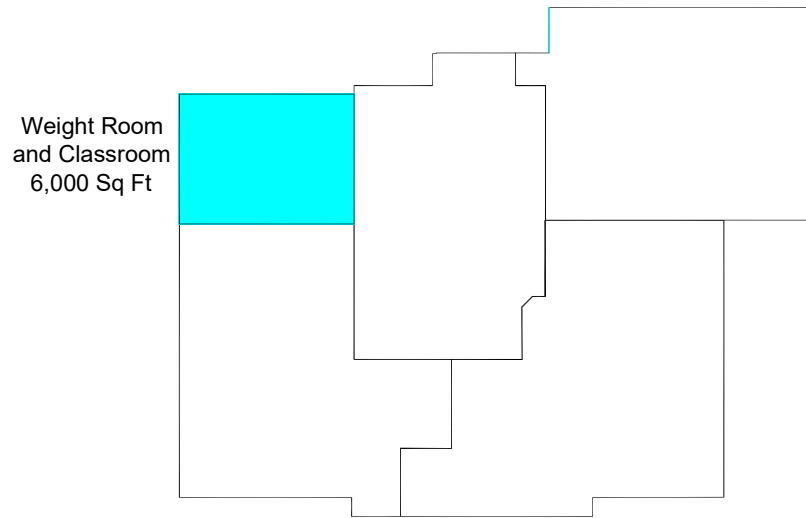
BASEMENT AND GYMNASIUM RENOVATION						
PHASE	WORK	DISCIPLINE	HVAC EQUIPMENT	DESCRIPTION	COMMENTS	
PHASE 1	Testing and Balancing	Mechanical	AHU-2, AHU-3, & RF-1 Air Handling Unit Reduced Airflow	Perform air balance to isolate the west side portion of the air handling unit and return/relief fan. Reduce VFD to match reduced airflow.	Shut-off air terminal units, terminal heating units.	
			Boiler Work Pumps 1 & 2	Perform water balance to isolate the west side portion of the heating hydronic system. Reduce VFD to match reduced water flow.	Verify boiler turn-down ratio matches the reduced flow.	
			Chiller Work Pumps 3 & 4	Perform water balance to isolate the west side portion of the cooling hydronic system. Reduce VFD to match reduced water flow.	Verify chiller turn-down ratio matches the reduced flow.	
		Mechanical	AHU-2, AHU-3, & RF-1 Air Handling Unit Reduced Airflow	Disconnect West main ductwork served by AHU-2 and AHU-3. Connect East main ductwork served by AHU-2 and connect to AHU-3. Demolish AHU-2 connection to the outside, return and relief air system.		
	Demolition	Basement Air Handling Units	AHU-1, AHU-2 & AHU-3	Demolish air handling Unit no. 1 and 2 in its entirety. Demolish all HVAC equipment serving West and East wing of the facility		
			Controls	Demolish Pneumatic controls cap pneumatic lines back to main and cap.		
	New Work	Mechanical	New West Air Handling Unit - AHU-2	If space allows select air handling unit to handle new northwest weight room and classroom addition and cap for future. Provide rough-in for duct bank to serve northwest addition		
			New East Air Handling Unit - AHU-1	If space allows select air handling unit to handle new northeast boxing and MMA addition and cap for future. Provide rough-in for duct bank to serve northeast addition		
			New Gymnasium Air Handling Unit AHU-3			
		Testing and Balancing	Air and water testing and balancing perform on new AHU-1, AHU-2 and AHU-3	Ramp up hydronic heating and cooling pumps to serve AHU-1, AHU-2 & AHU-3	Demand Control Ventilation	
			Start transitioning new heating and cooling plant and distribution equipment			
			New Heating Plant	3 Boilers	Three (3) high efficiency sealed combustion boiler	1,600 mBH each
			New Boiler Pumps	Pumps 1-3	3 pumps on variable frequency drives	115 GPM each
			New distribution pumps	Pumps 4 & 5	2 pumps on variable frequency drives	200 GPM each
			New Chiller Pumps	Pumps 6 & 7	2 pumps on variable frequency drives	300 GPM each
			Chiller System	CH-1	Existing 70 ton chiller	Keep in service thru Phase 3B
			New Chiller System	CH-1 and 2	2 Air cooled chiller	75 tons each
			Building Automation System	Controls	Transition to DDC Controls and slowly decommission Air Compressors and pneumatic systems.	Demand Control Ventilation
		Electrical	Electrical	Power to HVAC equipment		
			Power	Upgrade Power to building and new distribution panels		
		Fire Alarm	Upgrade Fire Alarm Head End			
		Security System	Security System			
		Lighting	Lighting Controls System			
	Fire Protection	Sprinkler Piping	Upgrade Fire Protection System - Complete coverage to the building			
	Commissioning	Start up and System Verification				



Extend AHU-2  
14,600 Sq Ft

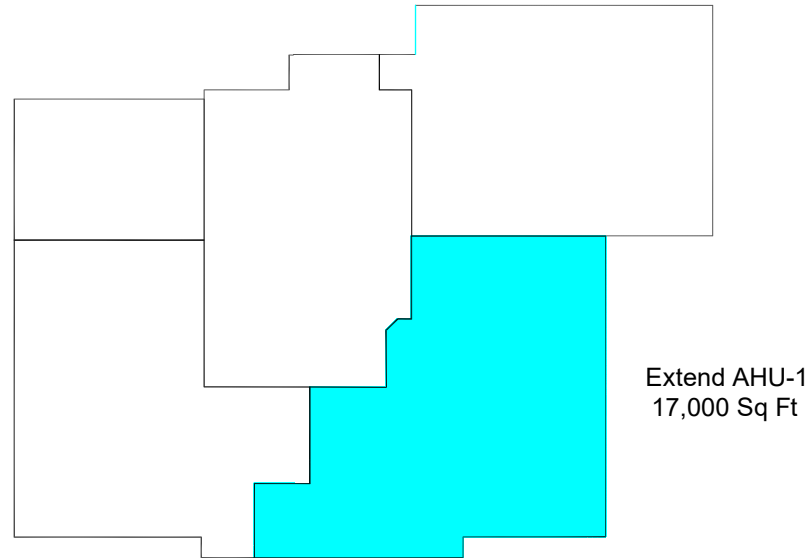
**MEP PHASE 2a**  
Wellness Level Construction  
Ground and First Floor

WEST RENOVATION WITHOUT NORTHWEST ADDITION						
PHASE	WORK	DISCIPLINE	HVAC EQUIPMENT	DESCRIPTION	COMMENTS	
PHASE 2a	Demolition		Ductwork	Demolish ductwork associated with AHU-1		
			Transfer Grilles	Demolish transfer grilles and return ductwork		
			Controls	Demolish Pneumatic controls cap pneumatic lines back to main and cap.		
	New Work	Mechanical	Extend AHU-2 supply to serve the ground level and first renovations	If space allows select air handling unit to handle new northwest weight room and classroom addition and cap for future. Provide rough-in for duct bank to serve northwest addition	<b>West side without Addition</b>	
	New AHU-2 to serve this area as well as extending hydronic heating and cooling from the building boiler and chiller systems.			Fan Powered Air Terminal Units with Reheat Coils	25 Perimeter Spaces	14,950 CFM, 42 Tons of Cooling and 750 Mbtuh of Heating
				Air Terminal Units with Reheat Coils	3 Interior Space	<b>With the northwest addition</b>
				Air Baseboards	Perimeter Spaces	21,000 CFM, 60 Tons of Cooling and 1050 Mbtuh of Heating
				General Exhaust	Restrooms and general exhaust	
				Transfer Grilles		
				Controls	Transition to DDC Controls and slowly decommission Air Compressors and pneumatic systems.	
			Electrical	Power to HVAC equipment		
			LED Lighting and Controls			
			Fire Alarm			
			Security			
		IT				
	Fire Protection	Sprinkler Piping				
	Commissioning	Start up and System Verification				



MEP PHASE 2b  
Northwest Corner 2- Story Addition

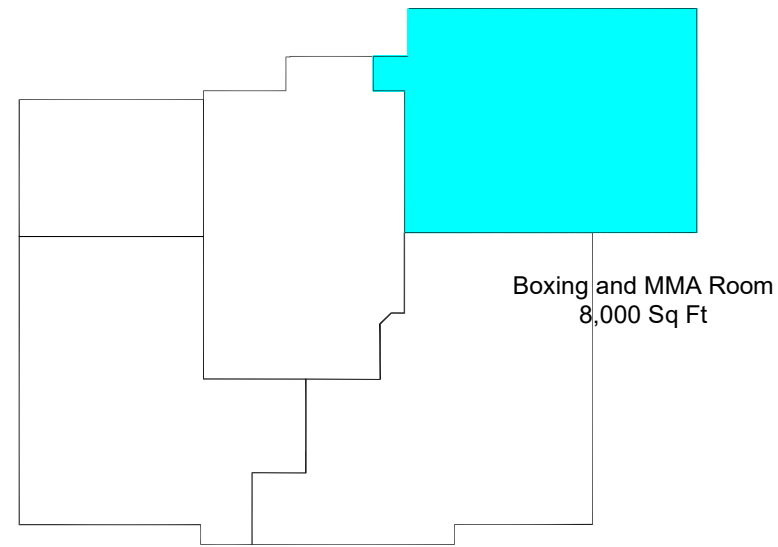
EASTSIDE RENOVATION WITHOUT NORTHEAST RENOVATION					
PHASE	WORK	DISCIPLINE	HVAC EQUIPMENT	DESCRIPTION	COMMENTS
PHASE 2b	Demolition		Air Terminal Units	Demolish air terminal units and associated controls.	
			Air Baseboards	Floor mounted air baseboard to remain. Contractor to refurbish all air boxes including replacing grilles and vanes and paint enclosures	
			General Exhaust	Demolish restroom exhaust in its entirety.	
			Transfer Grilles	Demolish transfer grilles and return ductwork	
			Controls	Demolish Pneumatic controls cap pneumatic lines back to main and cap.	
	New Work	Mechanical	New East air handling Unit- AHU-1	If space allows select air handling unit to handle new northeast boxing and MMA addition and cap for future. Provide rough-in for duct bank to serve northeast addition	<i>East side without Addition</i>
	New AHU-1 to serve this area as well as extending hydronic heating and cooling from the building boiler and chiller systems.		Fan Powered Air Terminal Units with Reheat Coils	24 Perimeter Spaces	17,000 CFM, 48 Tons of Cooling and 850Mbtuh of Heating
			Air Terminal Units with Reheat Coils	3 Interior Space	<i>With the northeast addition</i>
			Air Baseboards	Perimeter Spaces	25,000 CFM, 70 Tons of Cooling and 1,250 Mbtuh of Heating
			General Exhaust	Restrooms and general exhaust	
			Transfer Grilles		
		Testing and Balancing	Air and water testing and balancing perform on new AHU-3	Ramp up hydronic heating and cooling pumps to serve AHU-3, fan powered air terminal and air terminal units and terminal heating units.	
			Controls	Transition to DDC Controls and slowly decommission Air Compressors and pneumatic systems.	Demand Control Ventilation
		Electrical	Power to HVAC equipment		
			LED Lighting and Controls		
	Fire Alarm				
	Security				
		IT			
	Plumbing	Replace plumbing Fixtures	ADA Compliant, Water Saving and Green Energy Rated Fixtures		
	Fire Protection	Sprinkler Piping			
	Commissioning	Start up and System Verification			



**MEP PHASE 2c**  
Northwest Level Construction and Addition

NORTHWEST ADDITION					
PHASE	WORK	DISCIPLINE	HVAC EQUIPMENT	DESCRIPTION	COMMENTS
PHASE 2C	New Work	Mechanical	West air handling Unit- AHU-2	Extend ductwork to serve new classrooms and weight rooms addition	<b>West side Addition</b>
	Extend AHU-2 to serve this area as well as extending hydronic heating and cooling from the building boiler and chiller systems.		Fan Powered Air Terminal Units with Reheat Coils	3 Perimeter Spaces	6,000 CFM, 18 Tons of Cooling and 350 Mbtuh of Heating
			Air Terminal Units with Reheat Coils	2 Interior Space	
			Air Baseboards	Perimeter Spaces	
			General Exhaust	Restrooms and general exhaust	
			Transfer Grilles		
		Testing and Balancing	Air and water testing and balancing perform on new AHU-2	Ramp up hydronic heating and cooling pumps to serve AHU-2, fan powered air terminal and air terminal units and terminal heating units.	
			Controls	Transition to DDC Controls and slowly decommission Air Compressors and pneumatic systems.	Demand Control Ventilation
		Electrical	Power to HVAC equipment LED Lighting and Controls Fire Alarm Security IT		
		Plumbing	Replace plumbing Fixtures	ADA Compliant, Water Saving and Green Energy Rated Fixtures	
		Fire Protection	Sprinkler Piping		
		Commissioning	Start up and System Verification		
<b>Alternate:</b>	Change HVAC system serving this area to a VAV Rooftop Unit				

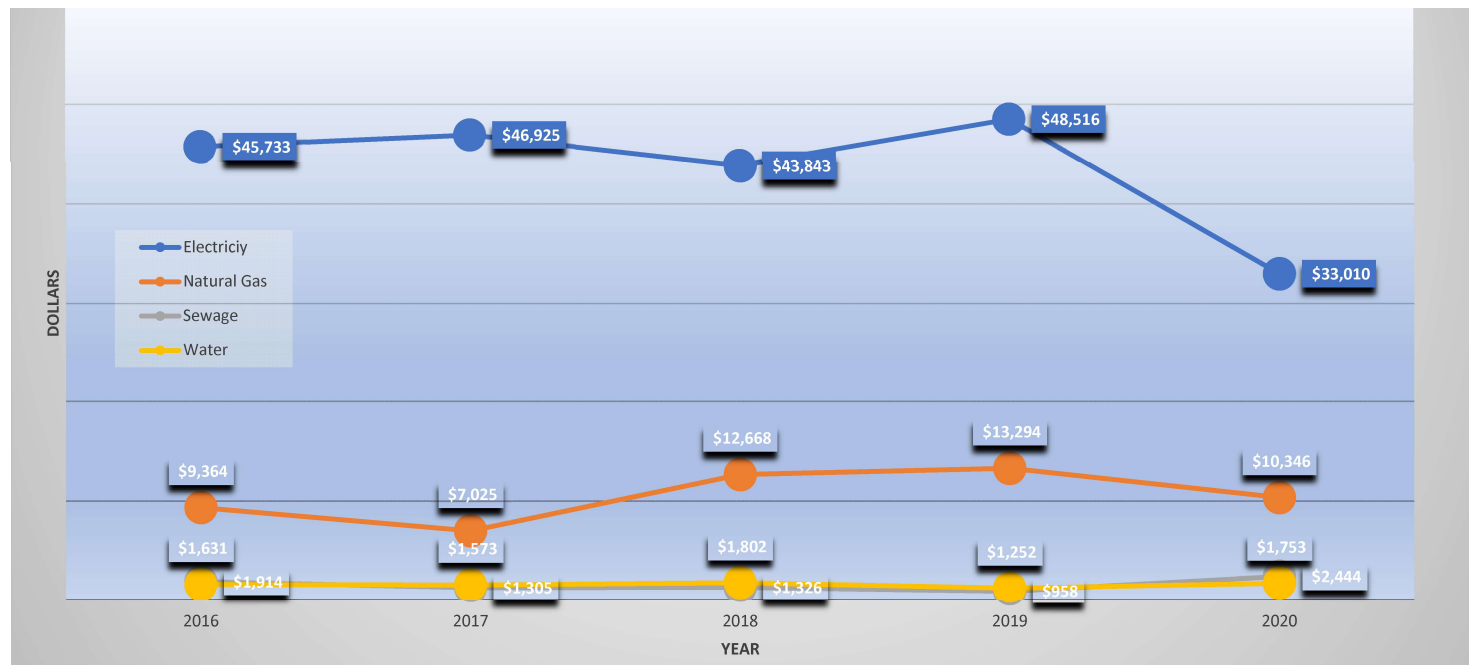




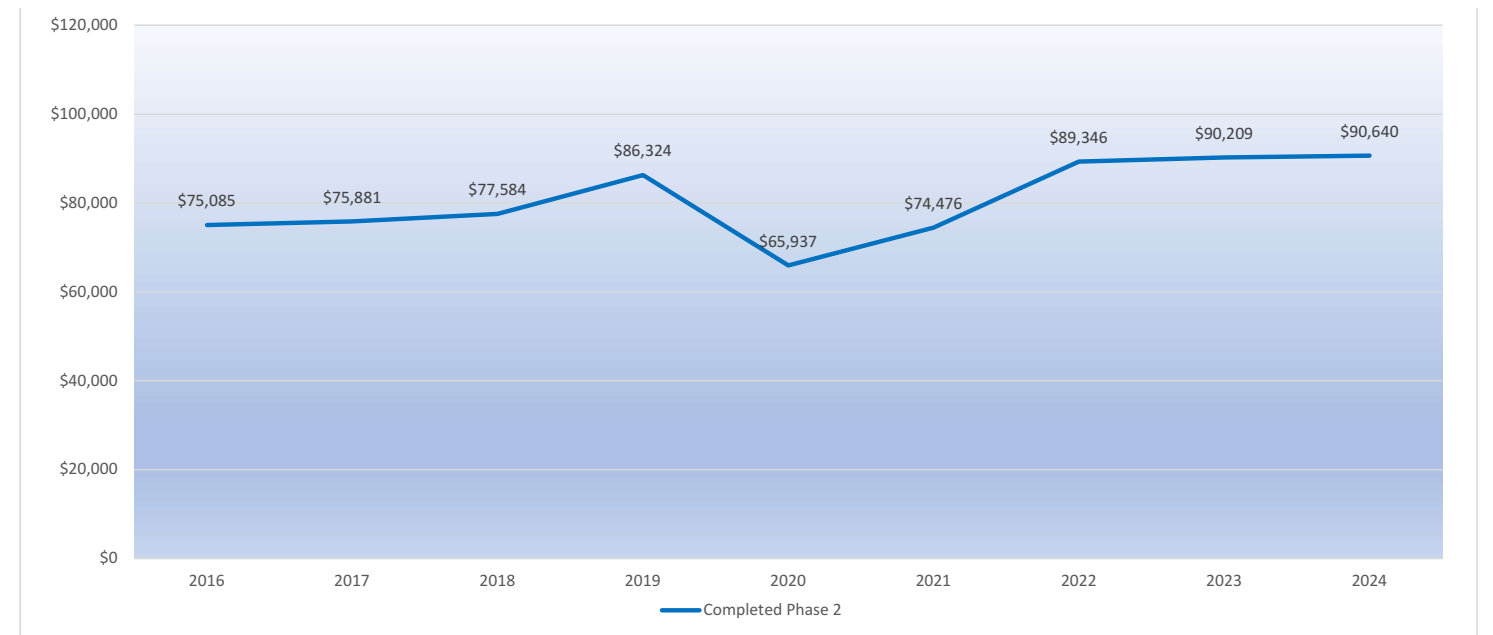
**MEP PHASE 2d**  
Northwest Level Construction and Addition

NORTHEAST ADDITION					
PHASE	WORK	DISCIPLINE	HVAC EQUIPMENT	DESCRIPTION	COMMENTS
PHASE 2d	New Work	Mechanical	East air handing Unit- AHU-1	Extend ductwork to serve new Boxing and MMA addition	<b>Northeast Addition</b>
	Extend AHU-1 to serve this area as well as extending hydronic heating and cooling from the building boiler and chiller systems.		Fan Powered Air Terminal Units with Reheat Coils	1 Perimeter Spaces	8,000 CFM, 22Tons of Cooling and 400 Mbtuh of Heating
			Air Terminal Units with Reheat Coils	2 Interior Space	
			General Exhaust	Restrooms and general exhaust	
			Transfer Grilles		
		Testing and Balancing	Air and water testing and balancing perform on new AHU-3	Ramp up hydronic heating and cooling pumps to serve AHU-3, fan powered air terminal and air terminal units and terminal heating units.	
			Controls	Transition to DDC Controls and slowly decommission Air Compressors and pneumatic systems.	Demand Control Ventilation
		Electrical	Power to HVAC equipment		
			LED Lighting and Controls		
			Fire Alarm		
	Security				
		IT			
	Plumbing	Replace plumbing Fixtures	ADA Compliant, Water Saving and Green Energy Rated Fixtures		
	Fire Protection	Sprinkler Piping			
	Commissioning	Start up and System Verification			
<b>Alternate:</b>	Change HVAC system serving this area to a VAV Rooftop Unit				

### KOSCIUSZKO COMMUNITY CENTER ANNUAL UTILITIES COSTS



### KOSCIUSZKO COMMUNITY CENTER PROJECTED ANNUAL UTILITIES COSTS



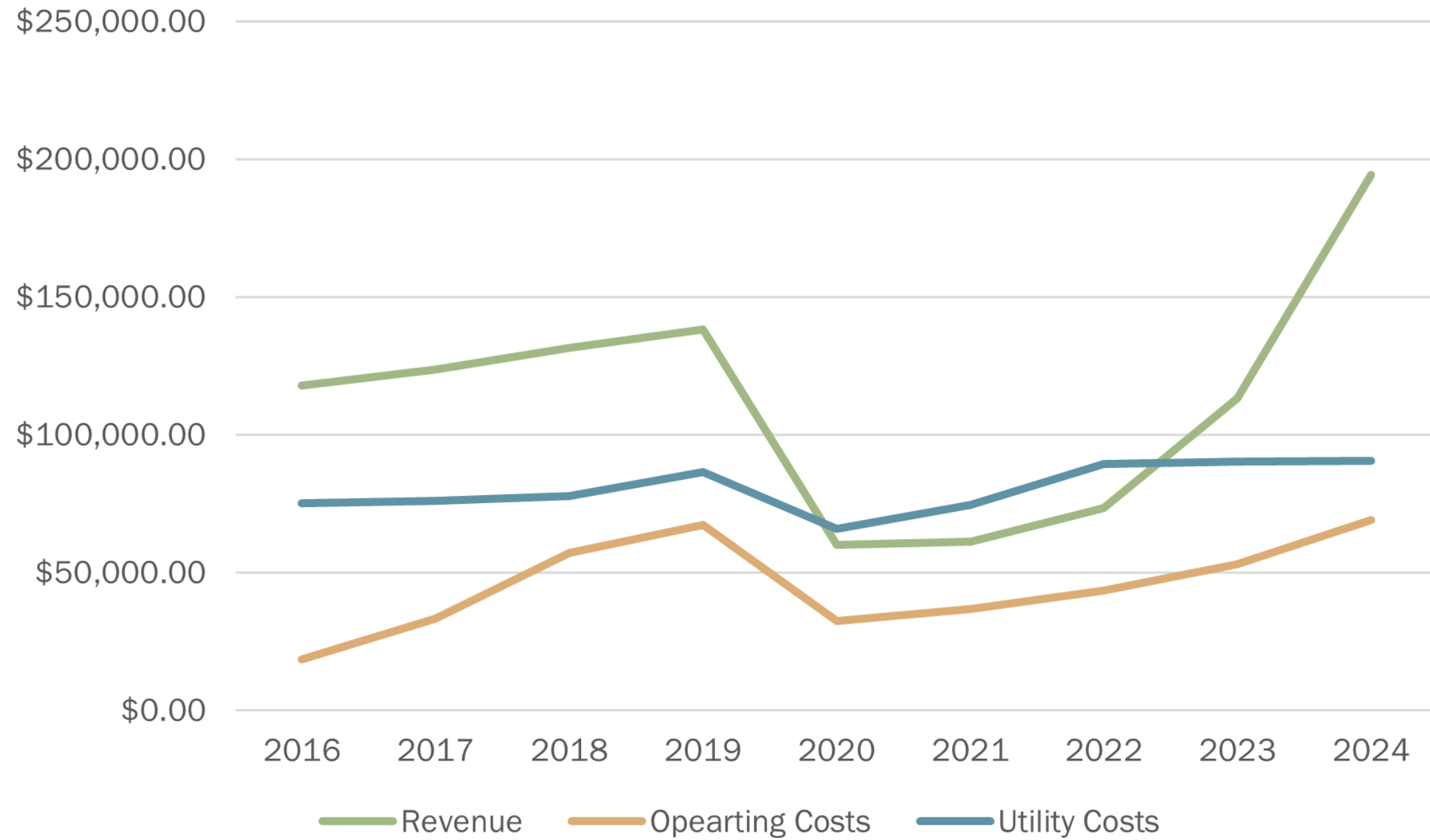
This graph imagines Phase 2 was in service in 2016 and projects the annual utility cost to year 2024

Estimated Annual Utility Costs for Phase 2

Year	2016	2017	2018	2019	2020	2021	2022	2023	2024
Estimated Annual Utility Cost	\$75,085	\$75,881	\$77,584	\$86,324	\$65,937	\$74,476	\$89,346	\$90,209	\$90,640
Gross Area									
53,670	Sq Ft								

Historical Annual Utility Costs for Kosciuszko Recreation Center					
	2016	2017	2018	2019	2020
6326 ELECTRICITY	\$ 45,733	\$ 46,925	\$ 43,843	\$ 48,516	\$ 33,010
6327 NATURAL GAS	\$ 9,364	\$ 7,025	\$ 12,668	\$ 13,294	\$ 10,346
6328 SEWAGE CHARGES	\$ 1,914	\$ 1,305	\$ 1,326	\$ 958	\$ 2,444
6329 TEL AND TEL OUTSIDE VEN	\$ 813	\$ 1,219	\$ 1,805	\$ 1,952	\$ 2,144
6331 WATER	\$ 1,631	\$ 1,573	\$ 1,802	\$ 1,252	\$ 1,753
6335 SNOW AND ICE FEE - MKE		\$ 2,282		\$ 2,420	\$ 2,485
6337 FIRE PROTECTION	\$ 240	\$ -	\$ 240	\$ 240	\$ 240
<b>Total</b>	<b>59,695.91</b>	<b>60,328.86</b>	<b>61,682.91</b>	<b>68,631.57</b>	<b>52,422.59</b>

**PROJECTED ANNUAL REVENUE, OPERATING AND UTILITY COSTS**



## 4.4 DETAILED PRELIMINARY COST ESTIMATE

MILWAUKEE COUNTY  
KOSCIUSZKO COMMUNITY CENTER  
Milwaukee, Wisconsin

### TOTAL PROJECT FORECAST SUMMARY

March 25, 2022

PROJECT FORECAST SUMMARY	GSF	Phase 0 2024 Construction Start		Phase 1 2024 Construction Start		Phase 2 2025 Construction Start		Responsibility	Comments
		Per GSF	Total	Per GSF	Total	Per GSF	Total		
<b>1.0 CONSTRUCTION</b>									
<b>Phase 0: Immediate Recommendations</b>									
1.01 Building Improvements	43,681	\$24.52	\$1,070,947					CONTRACTOR	
1.02 Sitework		\$4.81	\$209,957					CONTRACTOR	
<b>Phase 1: Short Term Recommendations</b>									
1.03 Building Improvements	43,681			\$142.36	\$6,218,390			CONTRACTOR	
1.04 Sitework				\$27.83	\$1,215,686			CONTRACTOR	
<b>Phase 2A: Medium Term - Wellness Level &amp; Northwest Addition</b>									
1.05 Northwest Building Addition - First Floor	3,261					\$285.49	\$930,977	CONTRACTOR	
1.06 Northwest Building Addition - Second Floor	3,261					\$292.69	\$954,478	CONTRACTOR	
1.07 Renovation - Weight Room	3,236					\$104.01	\$336,560	CONTRACTOR	
1.08 Renovation - Social Services Offices	990					\$104.01	\$102,965	CONTRACTOR	
1.09 Renovation - Multipurpose Rooms 1 & 2	3,177					\$104.01	\$330,424	CONTRACTOR	
1.10 Renovation - Prep / Warming Kitchen	574					\$150.67	\$86,484	CONTRACTOR	
1.11 Renovation - Childcare & Support Space	1,708					\$115.01	\$196,429	CONTRACTOR	
1.12 Renovation - 1st Floor Toilet Rooms	584					\$268.13	\$156,585	CONTRACTOR	
1.13 Common Area Refresh	12,005					\$72.60	\$871,508	CONTRACTOR	
<b>Phase 2B: Medium Term - Lifelong Learning &amp; Northeast Addition</b>									
1.14 Northeast & Reception Building Addition - First Floor	8,647					\$315.06	\$2,724,333	CONTRACTOR	
1.15 Northeast Building Addition - Second Floor	2,428					\$362.72	\$880,688	CONTRACTOR	
1.16 Renovation - 1st Floor Locker Rooms & Boxing	2,911					\$248.86	\$724,417	CONTRACTOR	
1.17 Renovation - KCC Administration	3,133					\$104.01	\$325,848	CONTRACTOR	
1.18 Renovation - Toilet Rooms	853					\$268.13	\$228,711	CONTRACTOR	
1.19 Classroom Finish Refresh	8,518					\$61.60	\$524,709	CONTRACTOR	
1.20 Common Area Refresh	5,992					\$61.60	\$369,107	CONTRACTOR	
<b>Phase 2: Sitework</b>									
1.21 Sitework						\$8.40	\$514,487	CONTRACTOR	
<b>Escalation &amp; Design / Estimating Contingencies</b>									
1.22 Escalation - 2022-2023	5.00%		\$64,045		\$371,704		\$512,935		
1.23 Escalation - 2023-2024	5.00%		\$67,247		\$390,289		\$538,582		
1.24 Escalation - 2024-2025	5.00%		\$0		\$0		\$565,511		
1.25 Design / Estimating Contingency	10.00%		\$141,220		\$819,607		\$1,187,574		
<b>Subtotal:</b>		\$35.56	\$1,553,416	\$206.40	\$9,015,675	\$213.18	\$13,063,311		
<b>2.0 FURNISHINGS, OPERATING SUPPLIES AND EQUIPMENT</b>									
2.01 All Furniture, Filing Cabinets, Furnishings			\$0		\$0		\$3,673,565	OWNER	
2.02 Janitorial & Kitchen Supplies & Equipment			\$0		\$0		Included in 2.01	OWNER	
2.03 Artwork			\$0		\$0		Included in 2.01	OWNER	
2.04 Network and Computers			\$0		\$0		\$2,099,180	OWNER	
2.05 Audio / Visual Equipment			\$0		\$0		Included in 2.04	OWNER	
2.06 Voice & Data			\$0		\$0		Included in 2.04	OWNER	
2.07 Security Equipment			\$0		\$0		Included in 2.04	OWNER	
2.08 Escalation - 2022-2023	5.00%		\$0		\$0		\$288,637		
2.09 Escalation - 2023-2024	5.00%		\$0		\$0		\$303,069		
2.10 Escalation - 2024-2025	5.00%		\$0		\$0		\$318,223		
2.11 Design / Estimating Contingency	10.00%		\$0		\$0		\$668,267		

**TOTAL PROJECT FORECAST SUMMARY**

March 25, 2022

		<b>Phase 0</b> 2024 Construction Start		<b>Phase 1</b> 2024 Construction Start		<b>Phase 2</b> 2025 Construction Start				
<b>PROJECT FORECAST SUMMARY</b>		GSF	Per GSF	Total	Per GSF	Total	Per GSF	Total	Responsibility	Comments
<b>3.0</b>	<b>DESIGN, CONSULTANT COSTS</b>									
3.01	Architectural & Structural Design Services			\$139,807		\$811,411		\$1,175,698	OWNER	
3.02	MEPFP Design Services			Included in 3.01		Included in 3.01		Included in 3.01	OWNER	
3.03	Civil Engineering Design Services			Included in 3.01		Included in 3.01		Included in 3.01	OWNER	
3.04	Surveying - Boundary, Topo, & ALTA			Included in 3.01		Included in 3.01		Included in 3.01	OWNER	
3.05	Landscaping Design Services			Included in 3.01		Included in 3.01		Included in 3.01	OWNER	
3.06	Geotechnical Services			\$7,500		\$0		\$7,500	OWNER	
3.07	Phase 1 ESA			\$0		\$0		\$0	OWNER	
3.08	Phase 2 ESA			\$0		\$0		\$0	OWNER	
3.09	Hazardous Materials Consultant - Asbestos Inspection			\$0		\$0		\$0	OWNER	
3.10	Hazardous Materials Consultant - Asbestos Design Directive			\$0		\$0		\$0	OWNER	
3.11	Hazardous Materials Consultant - Asbestos Oversight & Clearance Sampling			\$0		\$0		\$0	OWNER	
3.12	UST Removal & Assessment			\$0		\$0		\$0	OWNER	
3.13	Site Investigation Plan, Soil Management, Oversight & Remedial Action Plan			\$0		\$0		\$0	OWNER	
3.14	LEED Consultant			\$0		\$0		\$0	OWNER	
3.15	Consultant Reimbursable Charges			\$0		\$0		\$0	OWNER	
3.16	Escalation - 2022-2023	5.00%		\$7,365		\$40,571		\$59,160		
3.17	Escalation - 2023-2024	5.00%		\$0		\$42,599		\$62,118		
3.18	Escalation - 2024-2025	5.00%		\$0		\$0		\$65,224		
3.19	Design / Estimating Contingency	10.00%		\$15,467		\$89,458		\$136,970		
	<b>Subtotal:</b>		\$3.90	\$170,140	\$22.53	\$984,038	\$24.59	\$1,506,669		
<b>4.0</b>	<b>INSPECTIONS, TESTING AND PERMITS</b>									
4.01	Construction Material Testing			\$10,000		\$0		\$10,000	OWNER	
4.02	Sustainability Consultant			\$0		\$0		\$0	OWNER	
4.03	Commissioning Consultant			\$0		\$0		\$0	OWNER	
4.04	Plan Examination Fees			\$1,500		\$2,500		\$3,500	OWNER	
4.05	Building Permits			\$25,000		\$35,000		\$90,000	OWNER	
4.06	DNR Permits			\$0		\$0		\$0	OWNER	
4.07	DPW Permits			\$0		\$0		\$0	OWNER	
4.08	Utility Infrastructure, Connection & Impact Fees			\$0		\$0		\$0	OWNER	
4.09	- Water Service Relocation, Connection, & Tapping Fee			\$0		\$0		\$0	OWNER	
4.10	- Gas Service Infrastructure Fee Allowance			\$0		\$0		\$0	OWNER	
4.11	- Electrical Service Infrastructure & Temp Relocation Fee Allowance			\$0		\$0		\$0	OWNER	
4.12	- Storm & Sanitary Sewer Connection Fee Allowance			\$0		\$0		\$0	OWNER	
4.13	- Time Warner Cable, AT&T			\$0		\$0		\$0	OWNER	
4.14	Escalation - 2022-2023	5.00%		\$1,825		\$1,875		\$5,175		
4.15	Escalation - 2023-2024	5.00%		\$0		\$1,969		\$5,434		
4.16	Escalation - 2024-2025	5.00%		\$0		\$0		\$5,705		
4.17	Design / Estimating Contingency	10.00%		\$3,833		\$4,134		\$11,981		
	<b>Subtotal:</b>		\$0.97	\$42,158	\$1.04	\$45,478	\$2.15	\$131,796		
<b>5.0</b>	<b>OTHER PROJECT COSTS</b>									
5.01	Builder's Risk Insurance			\$0		\$0		\$0	OWNER	
5.02	Moving, Marketing, Legal, Financing, & Land Purchase			\$0		\$0		\$0	OWNER	
5.03	Owner Contingency			\$0		\$0		\$0	OWNER	
	<b>Subtotal:</b>		\$0.00	\$0	\$0.00	\$0	\$0.00	\$0		
<b>TOTAL PROJECT FORECAST</b>			\$40.42	\$1,765,714	\$229.97	\$10,045,192	\$359.88	\$22,052,717		

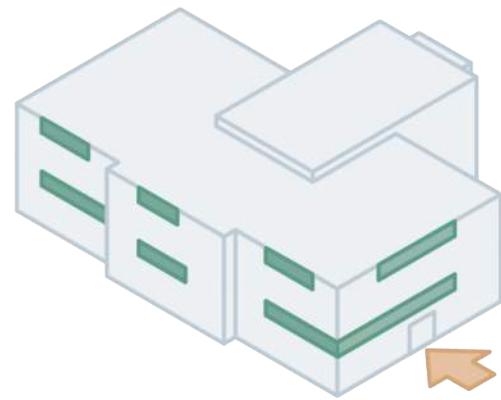
**NOTES & CLARIFICATIONS**

These estimates are provided as a rough order of magnitude of forecasted costs. The scope of work needs to be further defined to refine these numbers.

## 4.5 IMPLEMENTATION SCHEDULE

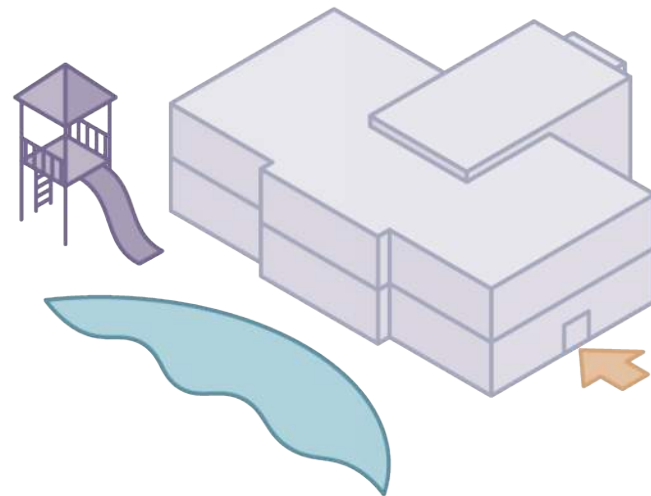
Due to the funding process for Milwaukee County, this project will require construction in phases. Phase Zero addresses the immediate recommendations that affect health and safety as well as deferred maintenance. There are also some exterior improvements that need to be addressed in this phase; this includes the replacement of the playground adjacent to the building and addresses the rainwater draining issues that currently pools in the field to the South West of the building.

### PHASE 0 2024



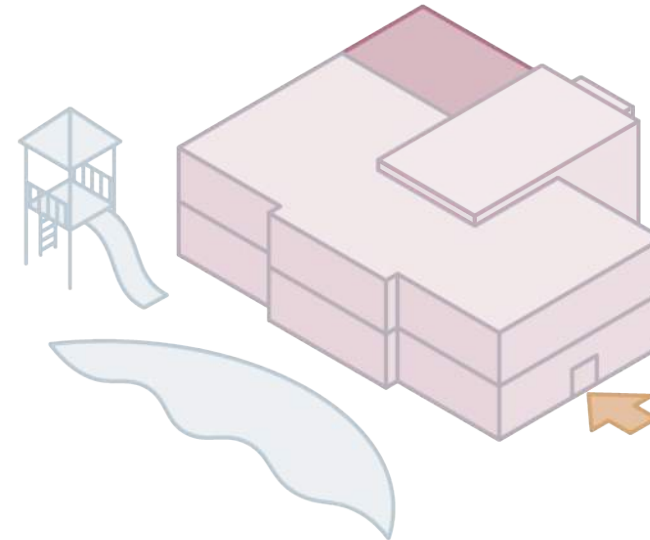
- Fix plumbing leaks
- Fix associated structural issues
- Replace precast panels on exterior

### PHASE 1 2024



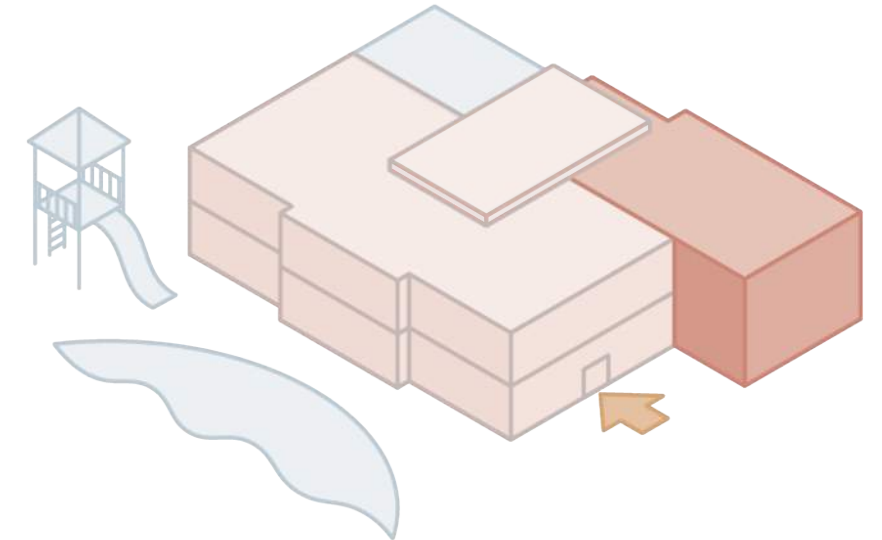
- Replace Storefront
- Reroofing
- New skylights
- Interior accessibility upgrades
- Finish updates to accommodate MEP upgrades
- Elevator upgrade
- Replacing plumbing fixtures
- HVAC equipment replacement on ground level
- Extending fire protection
- LED lighting upgrades
- Resurface parking lot
- Replacing sidewalks/curb & gutter
- Adding bio retention basins
- Site lighting
- Playground
- Field Drainage Corrections

### PHASE 2A 2025

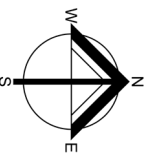


- Weight Room building addition
- Complete Renovation
- Interior walls to change to fit with new layout

### PHASE 2B 2025



- Boxing Gym building addition
- Complete Renovation
- Interior walls to change to fit with new layout



# SECTION 5



## APPENDICES

**APPENDIX TABLE OF CONTENTS**

<b>Other Preliminary Options 1-4</b>	<b>85</b>
<b>Survey Responses</b>	<b>101</b>
<b>Forecast Report- Provided by Milwaukee County</b>	<b>103</b>
<b>5 Year History-Provided by Milwaukee County</b>	<b>104</b>
<b>GARE Racial Equity Toolkit</b>	<b>105</b>
<b>County Sustainability Climate Action Report</b>	<b>112</b>
<b>Attendance Data</b>	<b>132</b>



## Option 1: Existing Building with Minor Renovations

- Site Analysis
- Built Environment Options:
  - A. Athletics and Recreation Focus
  - B. Arts and Academics Focus

## Option 2: Existing Building with Minor Renovations and Small Addition

- Site Analysis
- Built Environment Options:
  - A. Athletics and Recreation Focus
  - B. Arts and Academics Focus

## Option 3: Existing Building with Major Renovations and Large Addition

- Site Analysis
- Built Environment Accommodates Full Program

## Option 4: Demolish Old Building, Build New

- Site Analysis
- Built Environment Accommodates Full Program

# Prelim Option 1 Arts

Existing Building with Minor Renovations



2 GROUND FLOOR PLAN  
SIB 04-17-19

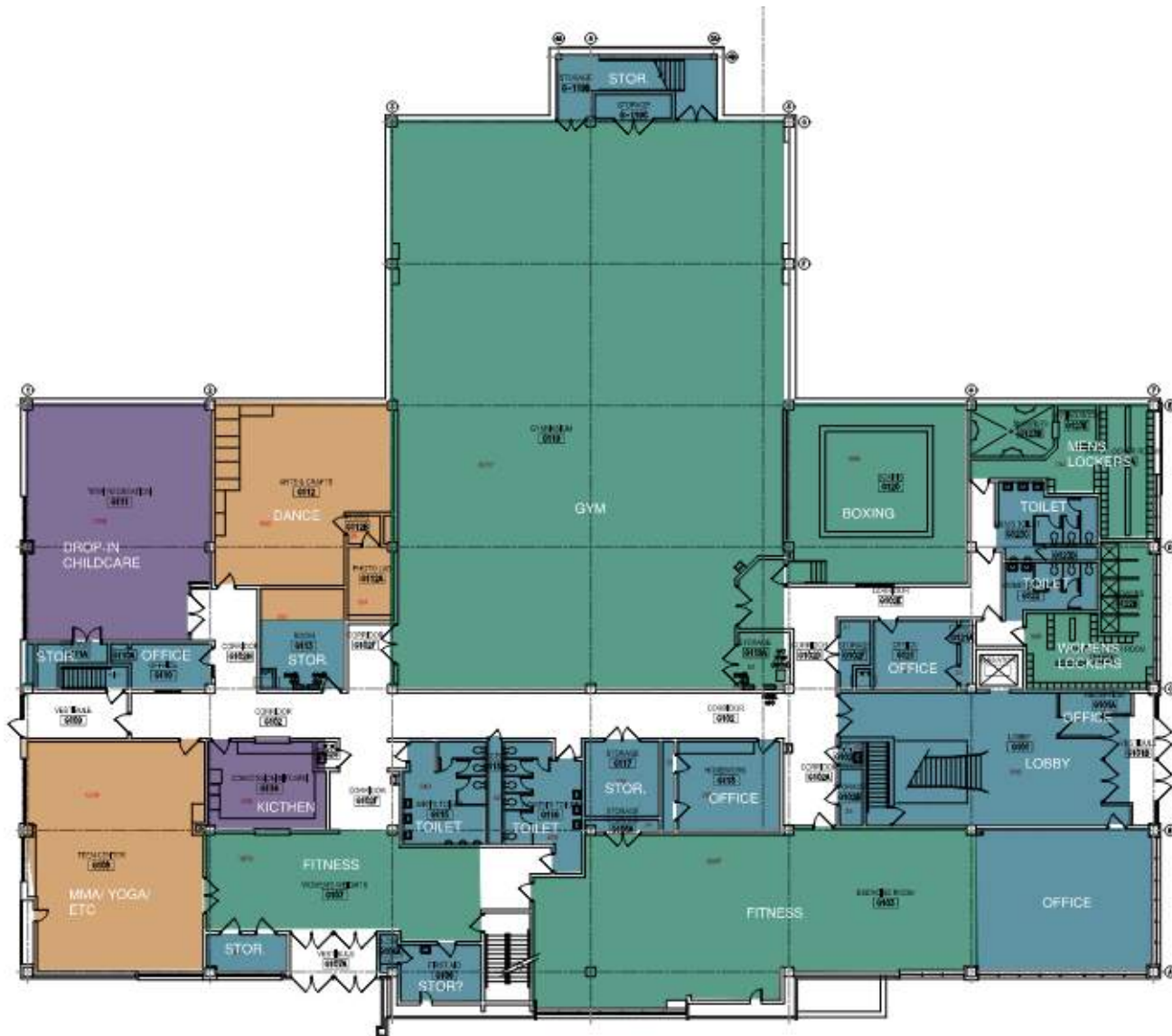


3 FIRST FLOOR PLAN  
SIB 04-17-19

- CLASSROOM
- SPORTS
- COMMUNITY
- ADMIN.

# Prelim Option 1 Sports

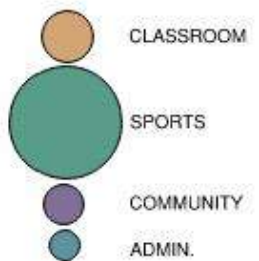
Existing Building with Minor Renovations



2 GROUND FLOOR PLAN



3 FIRST FLOOR PLAN



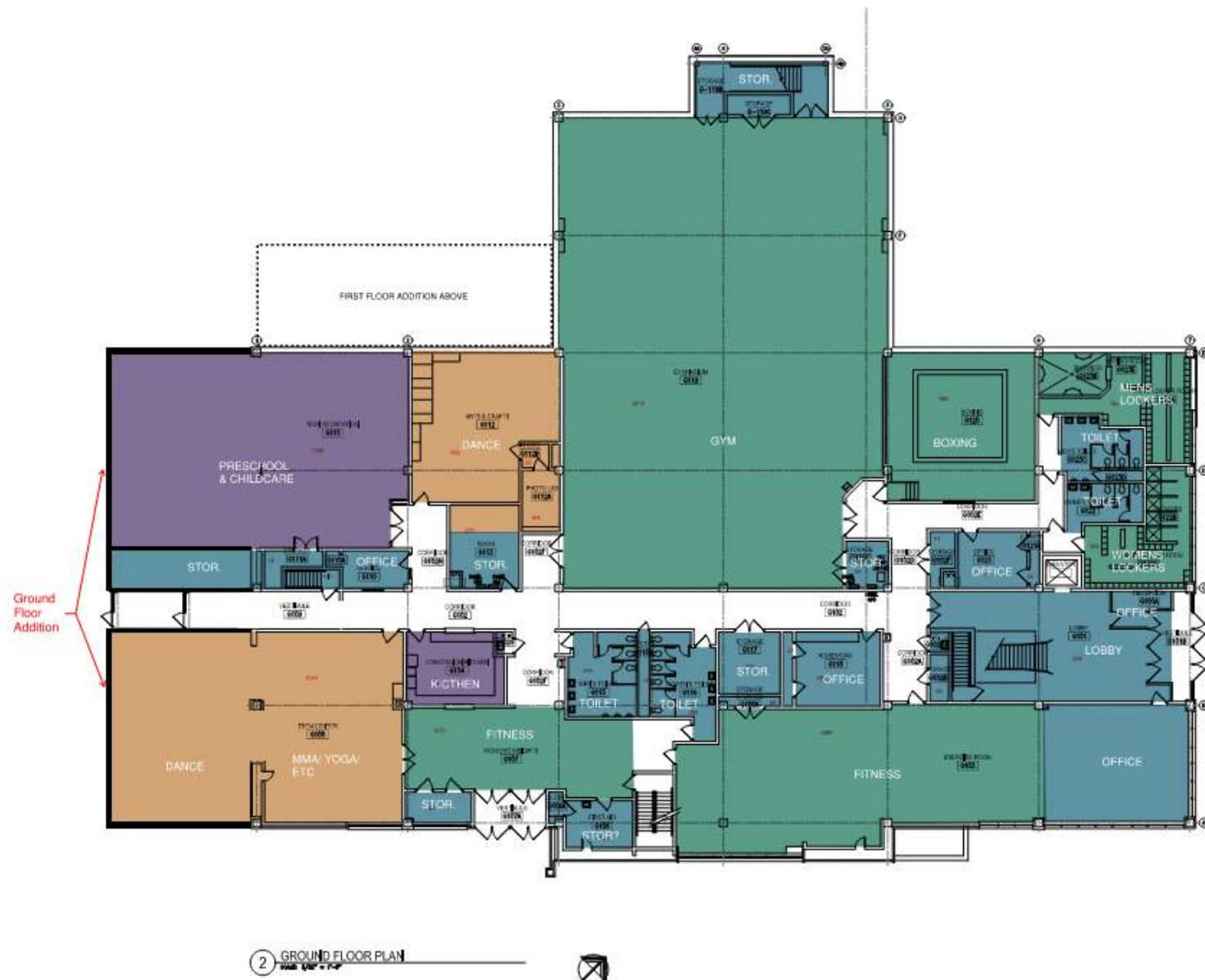
# Prelim Option 2 Arts

Existing Building with Minor Renovations and Small Addition



# Prelim Option 2 Sports

Existing Building with Minor Renovations and Small Addition



## Key Points:

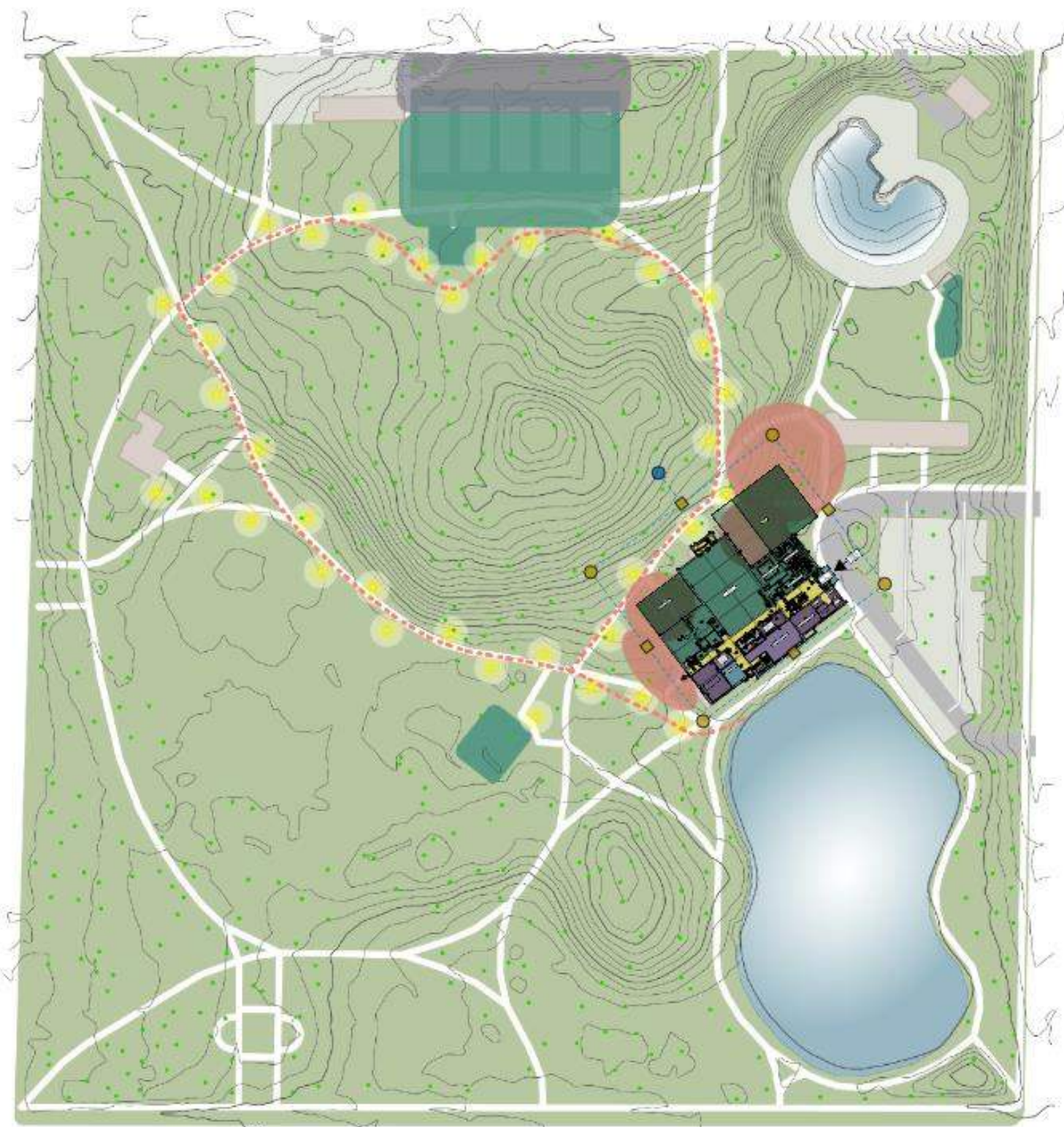
- Sports and Recreation to be the primary program focus
- All else in the building is flexible space for education, rental, storage, etc.
- Landlord and Renter model in terms of partners and staffing
- Drop-in Childcare is to move forward (instead of Day Care/Preschool)
- Kitchen is important, but be mindful of cost
- Address the playground in schemes to fix drainage problem
- An added Aquatic Center is ruled out in this study, but promote Pulaski Pool and reference future 2022 aquatic study

## Concluded to explore:

1. Phased Option 3: Existing Building with Major Renovations and Large Addition
  - Phases 1-3
  - Built environment accommodates full program
2. Option 4: Demolish Old Building, Build New
  - Non-Site Specific
  - Built environment accommodates full program

# Option 3 Ideal

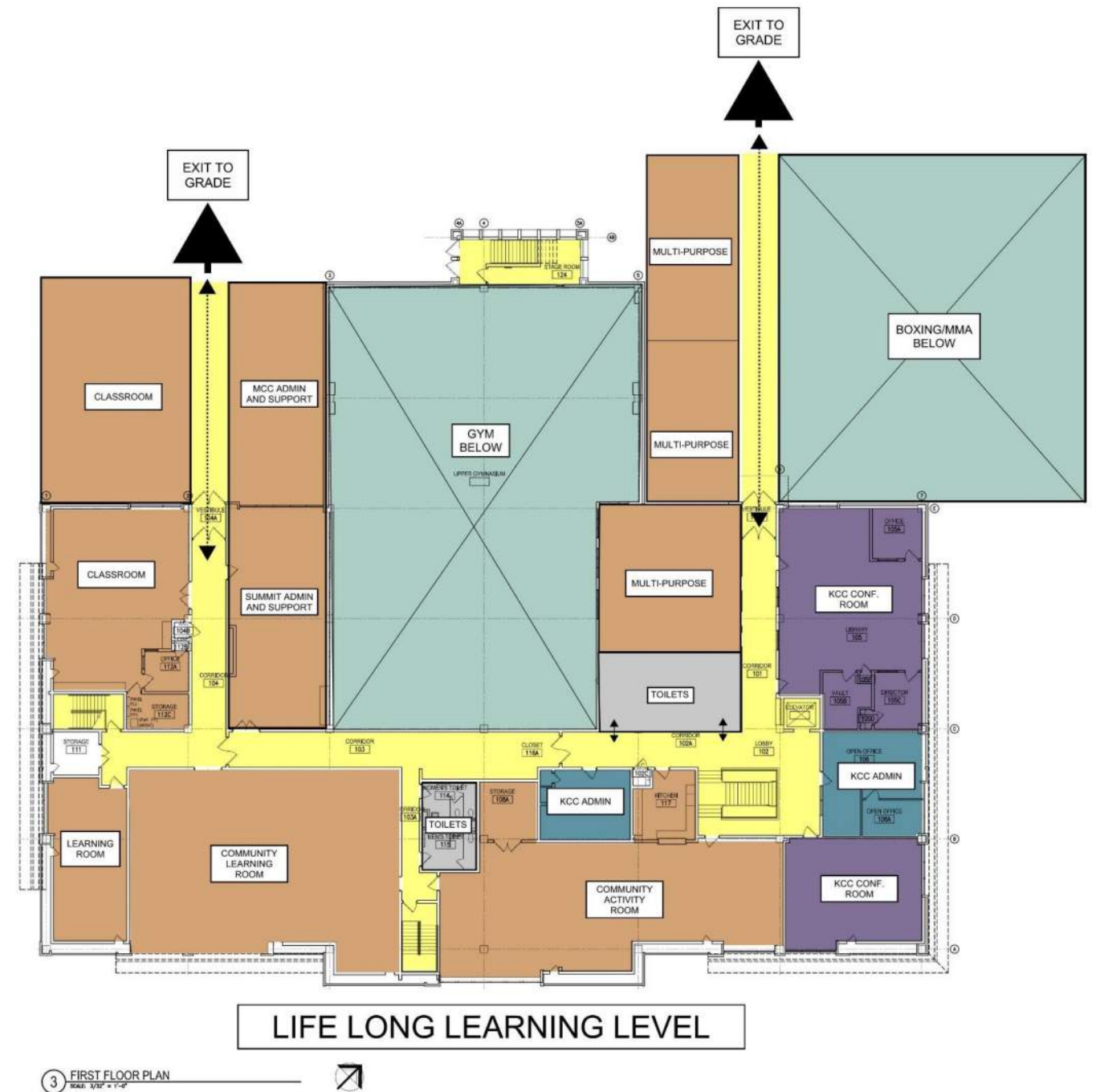
Existing Building with Major Renovations  
and Large Addition



Close up

# Option 3 Ideal

Existing Building with Major Renovations and Large Addition

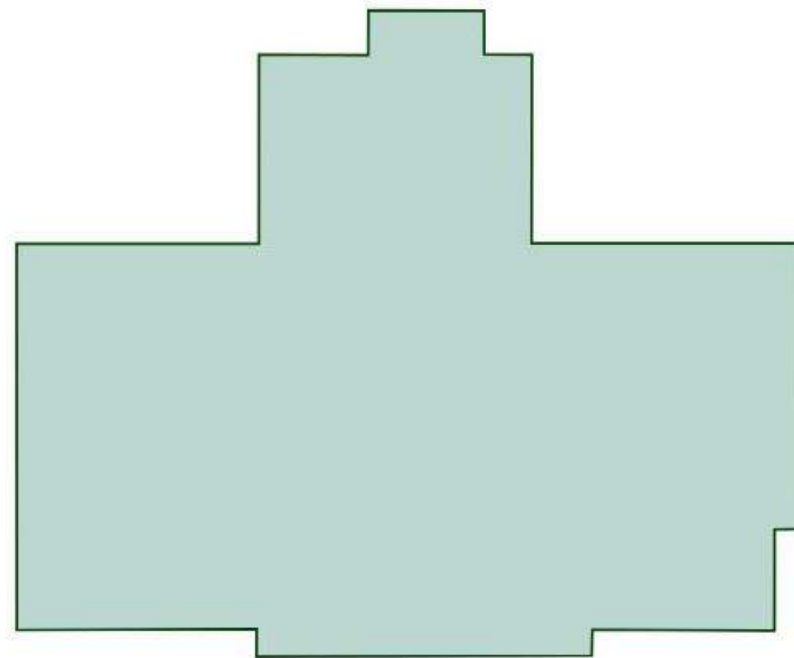




# Option 3 Phase Diagram

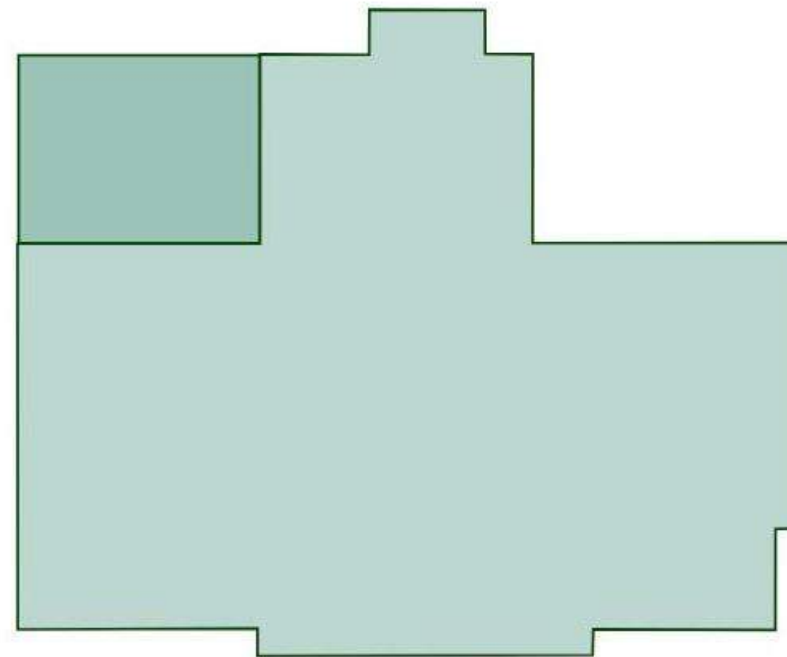
Existing Building with Major Renovations  
and Large Addition

## Phase 1



Major Renovation  
to existing building

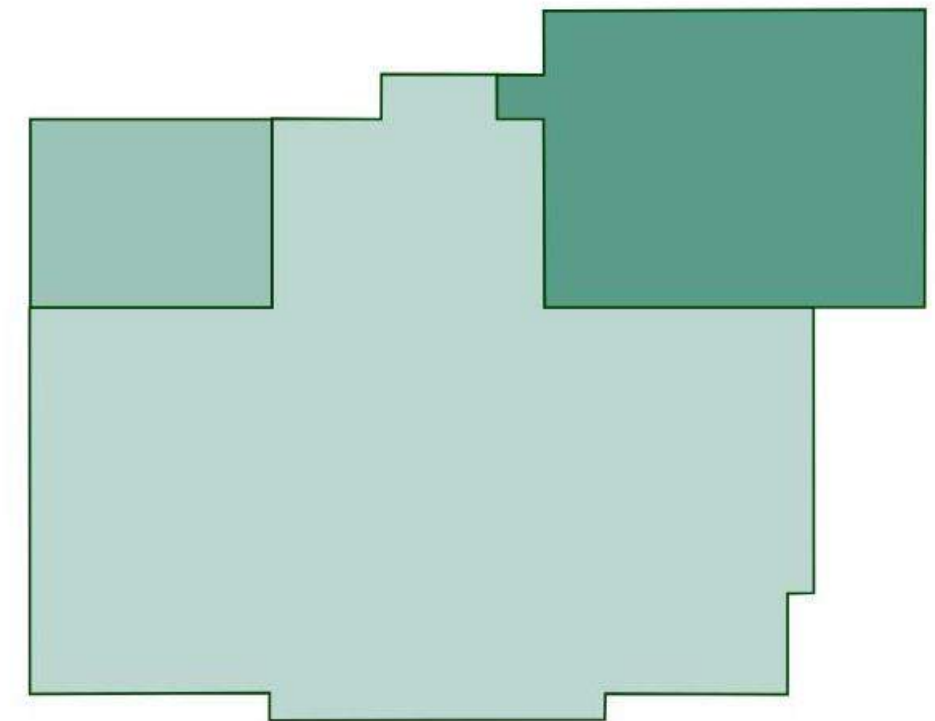
## Phase 2



Addition to North West

- Weight Room addition on Ground Floor
- Classroom addition on First Floor

## Phase 3



Addition to North East

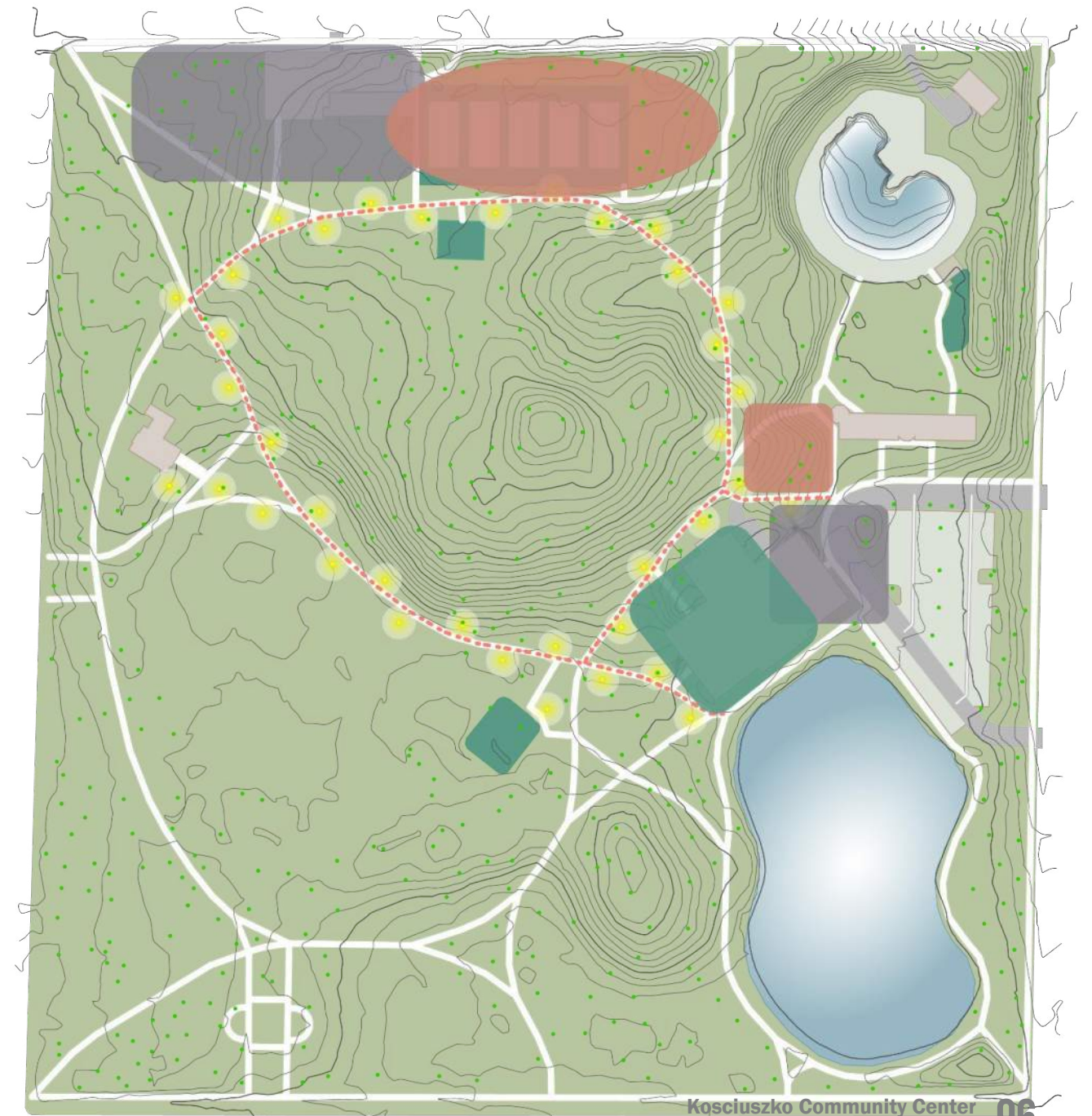
- Double height Boxing/MMA/Tai Chi gym

## New Building: Hillside



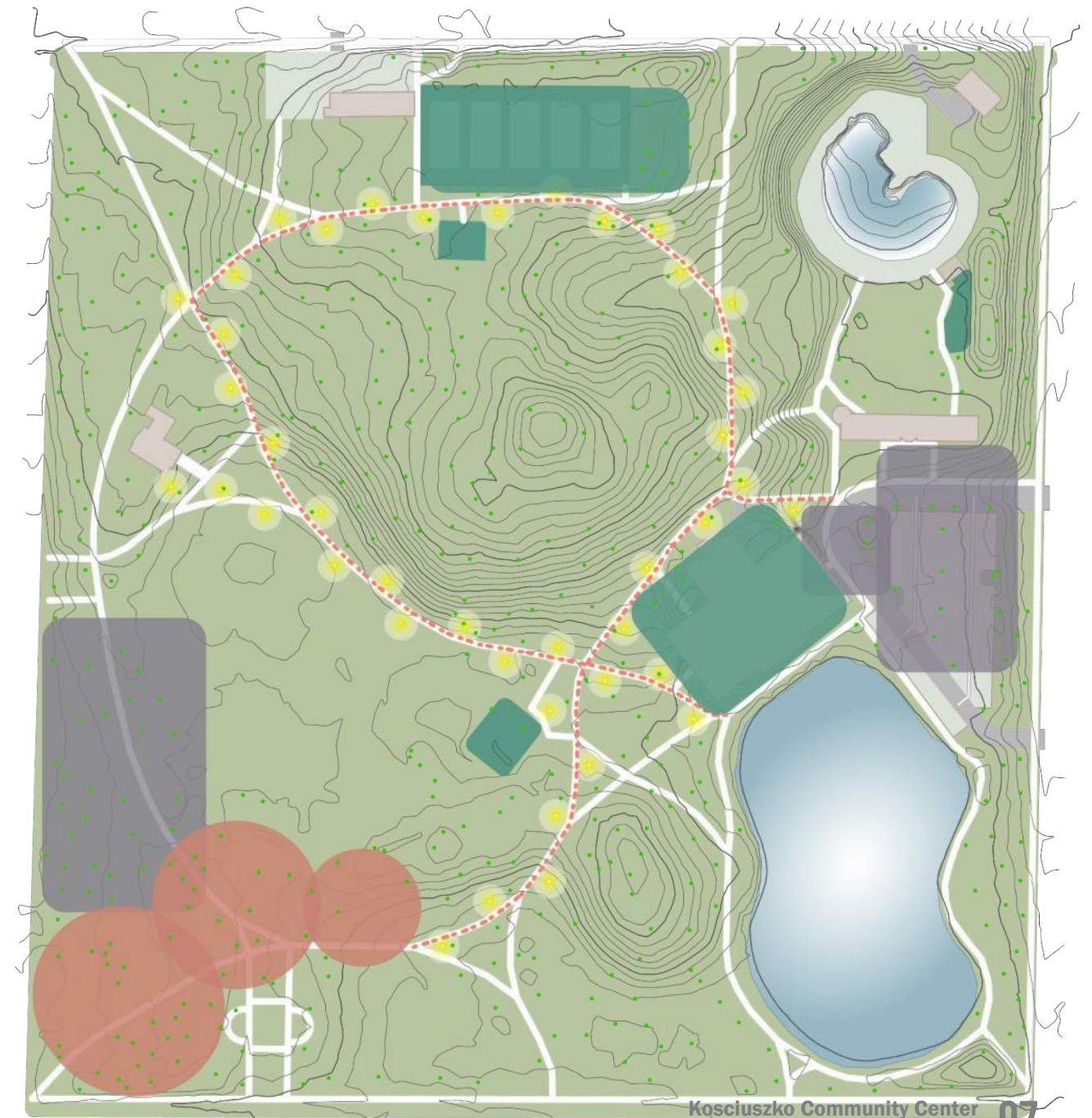
## New Building: Northside

- play surface | play field | field house
- building addition | new building
- new parking
- lighted walking path

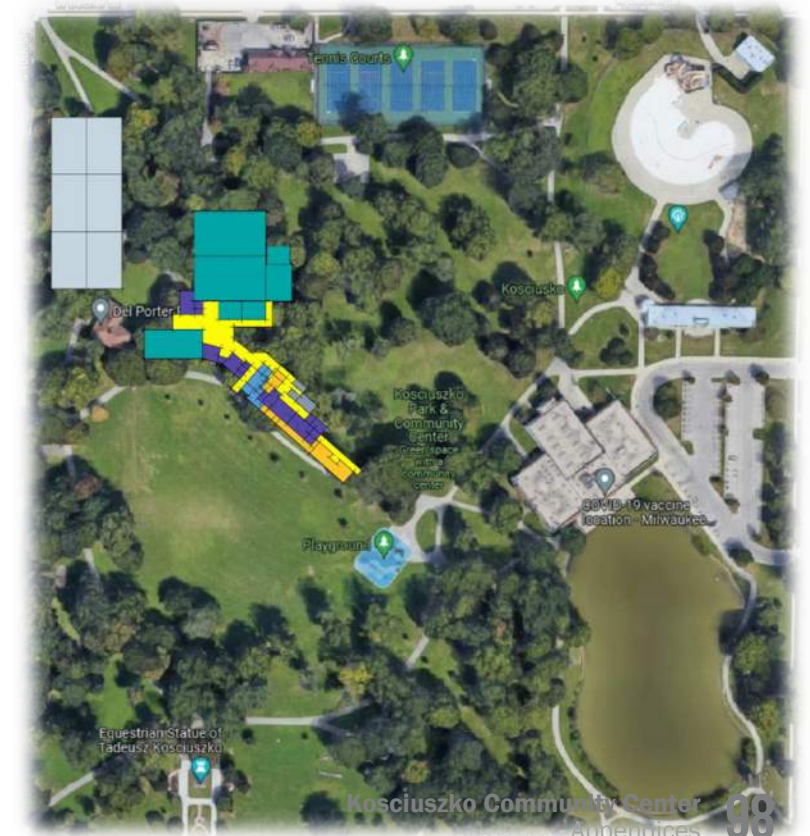
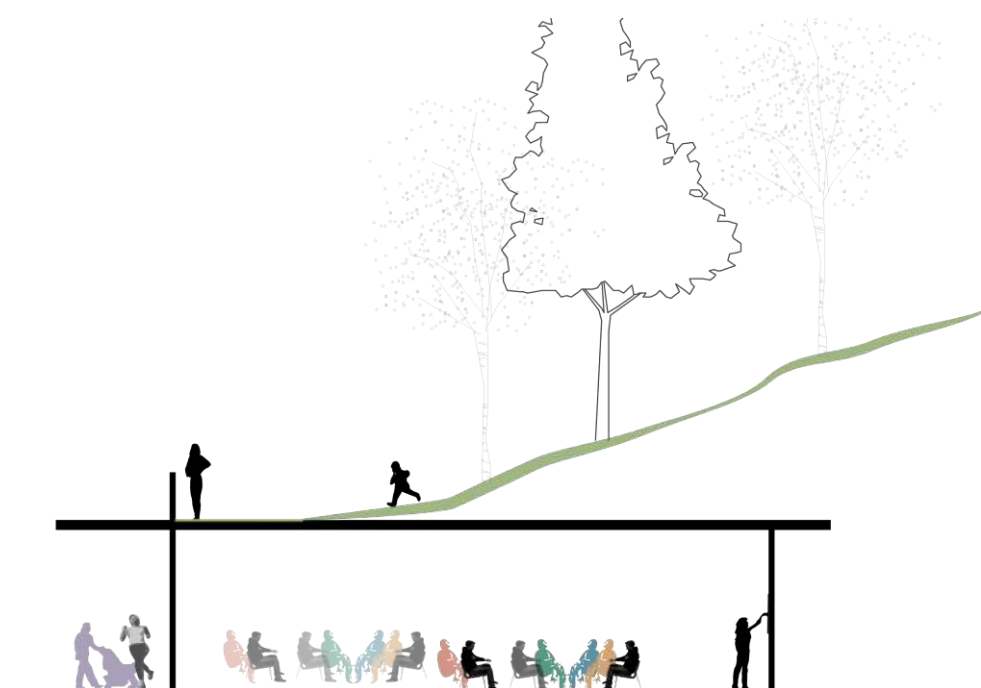
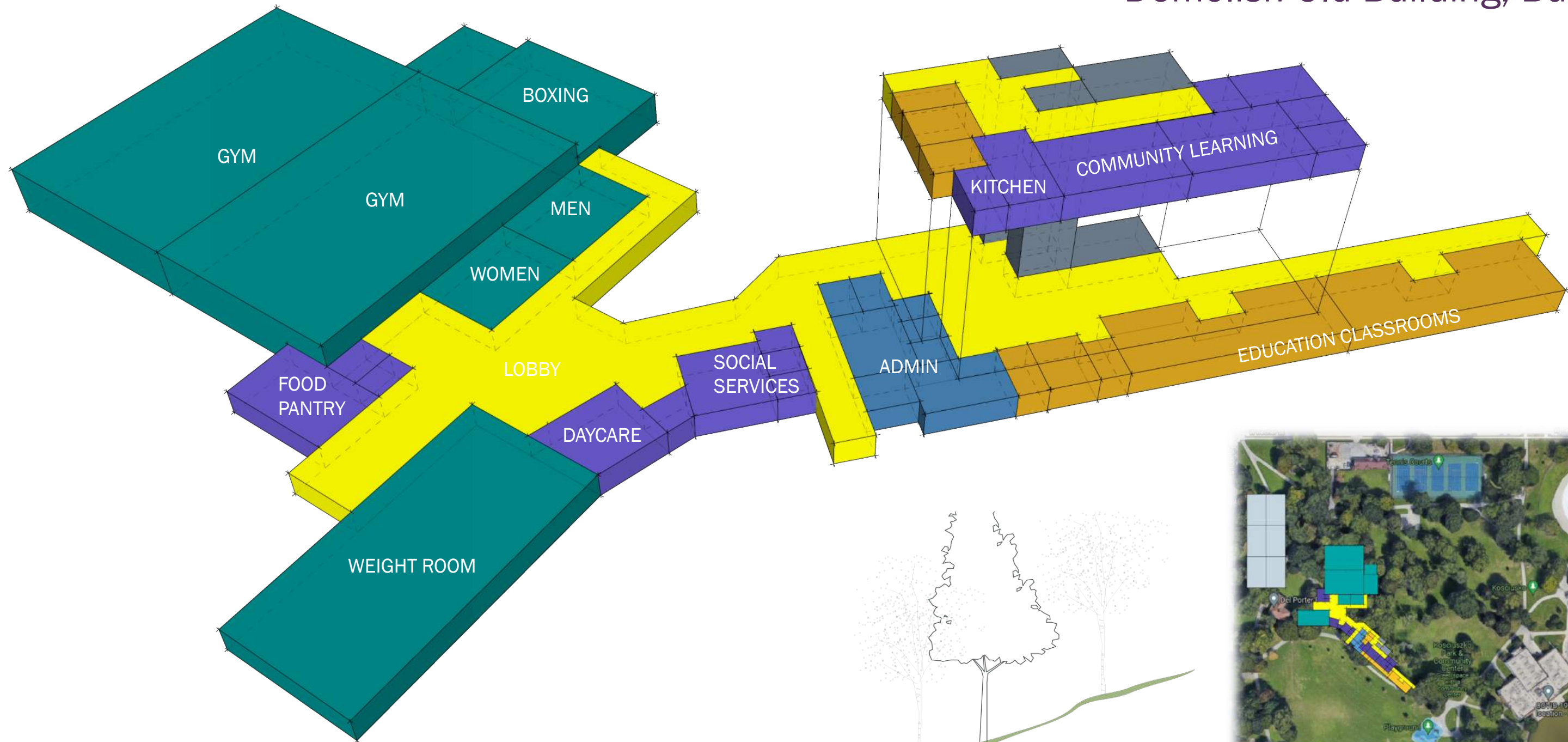


## New Building: Scorer

- play surface | play field | field house
- building addition | new building
- new parking
- lighted walking path



Demolish Old Building, Build New





## Task One : Initial Data Collection & Analysis

Kick Off Meeting - June 3

Data Collection & Site Analysis - June 18

## Task Two: Public Engagement and Outreach

Working session with County Parks - June 30

Prepare draft public engagement plan - July 16

Coordination and Schedule of Activities - July 23

Public Engagement Activities – August

## Task Three: Synthesis of Public Engagement Efforts

In progress

## Task Four: Preparation of Community Center Facility Master Plan

Prelim Conceptual Options Charette - Oct 15

Evaluation of Options - Nov 3

Selection and Presentation to Parks team - Nov 19

Development of Facility Master Plan - Dec 3

Milwaukee County Parks, Energy & Environmental Committee Meeting - Dec 7

## Open Conversation on County Intent



## Task One : Initial Data Collection & Analysis

Kick Off Meeting - June 3

Data Collection & Site Analysis - June 18

## Task Two: Public Engagement and Outreach

Working session with County Parks - June 30

Prepare draft public engagement plan - July 16

Coordination and Schedule of Activities - July 23

Public Engagement Activities – August

## Task Three: Synthesis of Public Engagement Efforts

In progress

## Task Four: Preparation of Community Center Facility Master Plan

Prelim Conceptual Options Charette - Oct 15

Evaluation of Options - Nov 3

Selection and Presentation to Parks team - Nov 19

Development of Facility Master Plan - Dec 3

Milwaukee County Parks, Energy & Environmental Committee Meeting - Dec 7

**Now– Nov 15 Refining Options**

**Nov 15-30 ROM Costs**

**Dec 1-7 Meet w/ constituents**

**Dec 7 – County Committee Meeting**

**Dec 8-Jan Refine based on County input / benchmark against similar facilities**

**Jan 2022 Finalize Report**



Preparation for December 7<sup>th</sup> County meeting  
January 2022 date?



Refinement of Options and Cost Estimation



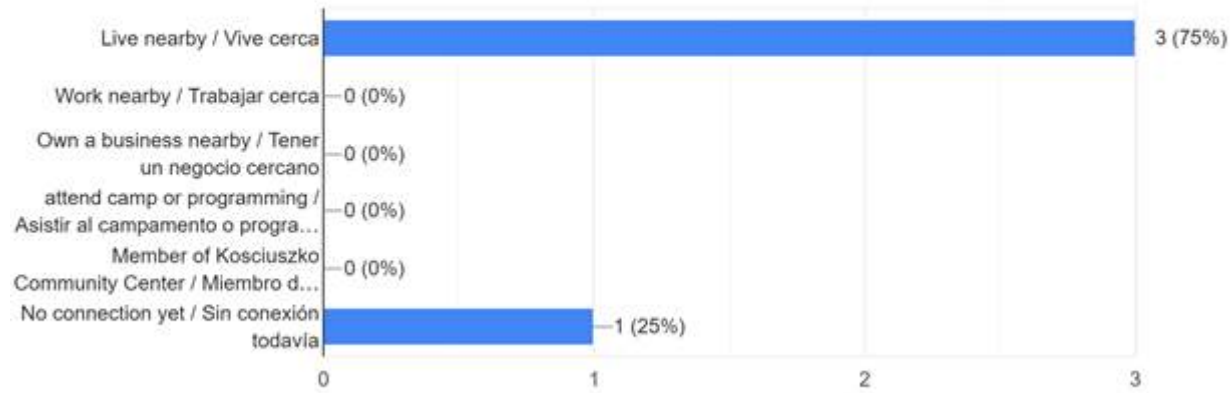
Ongoing Facilities Analysis and Comparison of Similar  
Community Centers



## SURVEY RESPONSES

What is your connection to Kosciuszko Community Center / Park? ¿Cuál es su conexión con kosciuszko centro comunitario / parque?

4 responses



What is your zip code? / ¿Cuál es su código postal?

4 responses

53204

53211

53215

53207

What is your age? / ¿Cuál es su edad?

4 responses

40

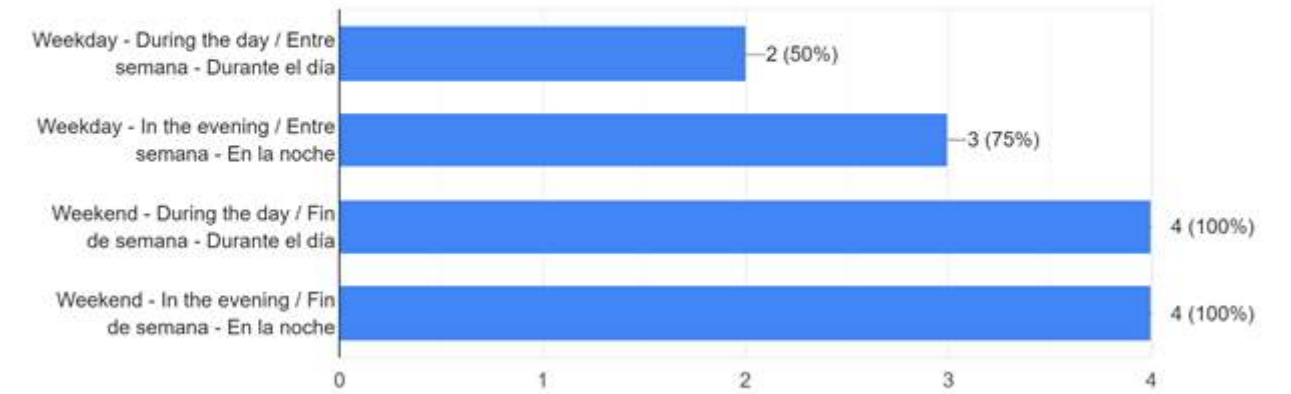
42

37

38

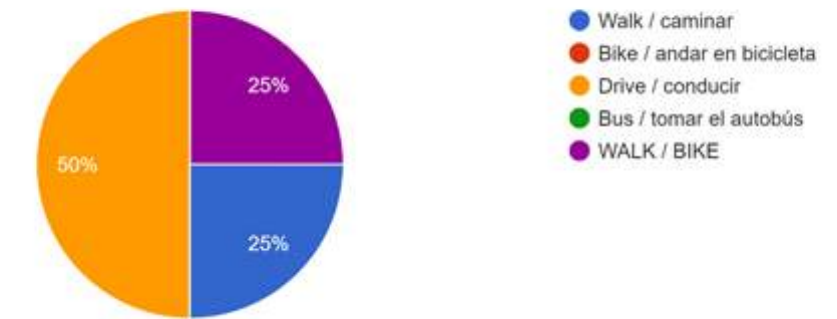
When do you or would you visit Kosciuszko Community Center / Park? ¿Cuándo o le visite kosciuszko centro comunitario / parque?

4 responses



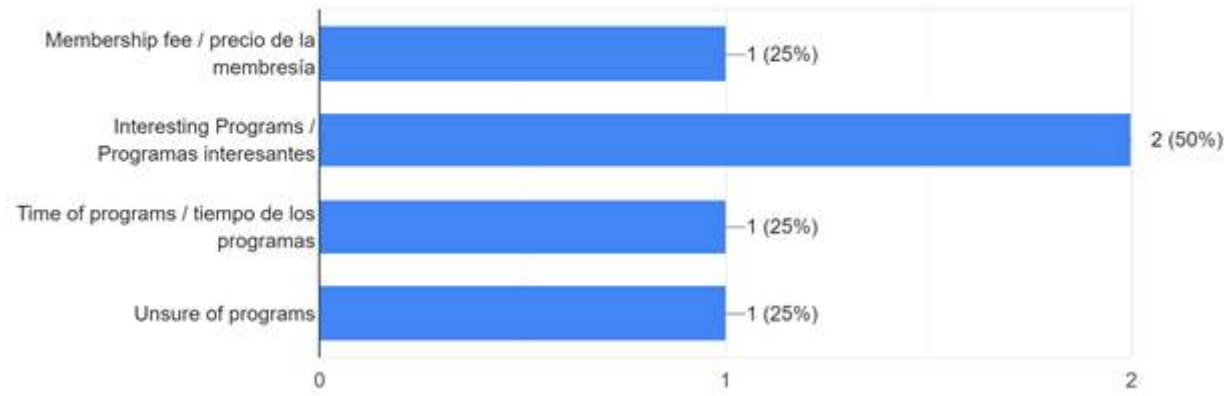
How do you travel here? / ¿Cómo viajas aquí?

4 responses



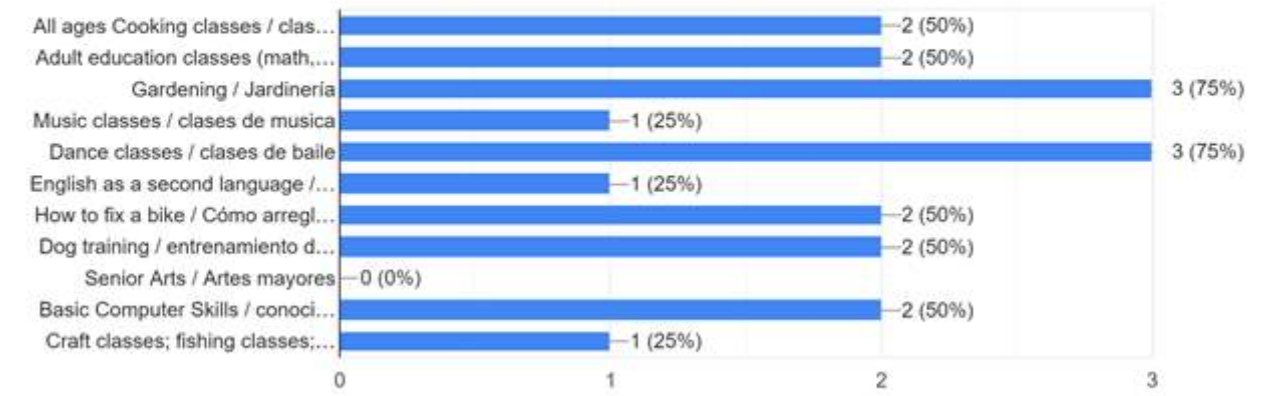
If you are not a member, what is stopping you from joining? Si aún no es miembro, ¿qué le impide afiliarse?

4 responses



What would you like to learn at Kosciuszko Community Center? ¿Qué le gustaría aprender en el Centro Comunitario Kosciuszko?

4 responses



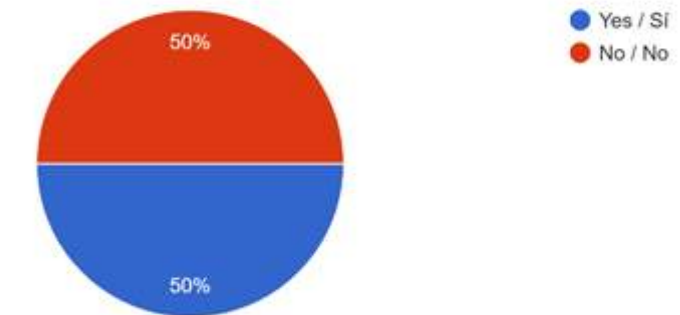
Would you be interested in other sports at Kosciuszko Community Center / Park? If so, which ones? ¿Estaría interesado en practicar otros deportes en el Centro Comunitario / Parque Kosciuszko? En caso afirmativo, ¿cuáles?

3 responses

- Futsal
- Yoga
- Kids sports

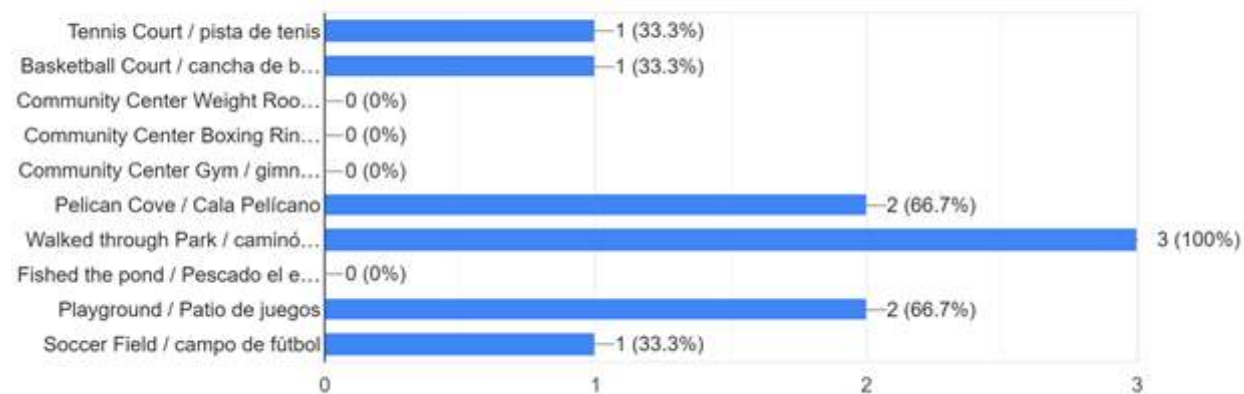
Did you know that you can rent space at the Community Center? (examples: quincenera, baby shower, community meeting, etc) / ¿Sabías que puedes alquilar espacio en el Centro Comunitario? (ejemplos: quincenera, baby shower, reunión comunitaria, etc.)

4 responses



Have you used any of the following? ¿Ha utilizado alguno de los siguientes?

3 responses



What else would help make the Community Center more useful to you? ¿Qué más ayudaría a que el Centro Comunitario fuera más útil para usted?

3 responses

- Events like; sports tournaments, art shows, a beer garden
- Poster or information outside with program offerings
- Awareness of programs



**Requirement  
By Name**

**Forecast Report**

**Department/Division:**

Parks, Recreation and Culture

**Site:**

Kosciuszko Park

**Asset:**

Community Center

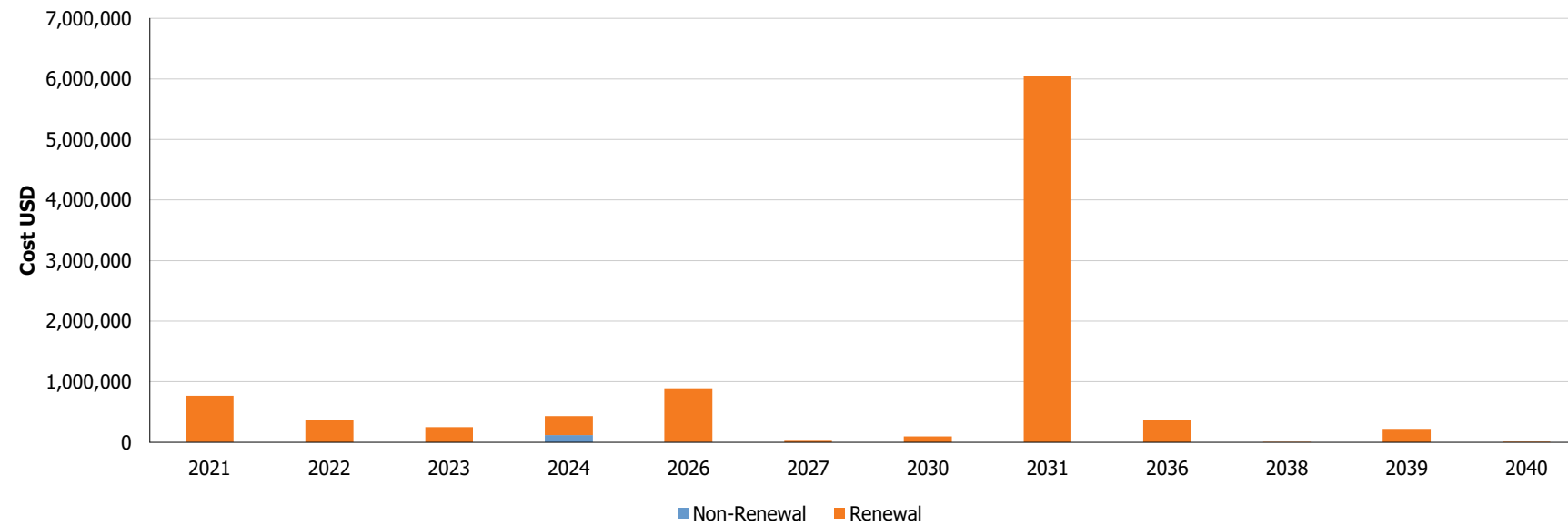
**Currency :** USD

**Period:** 20 years

**Inflation:** 1.50%

The current year is always the Period start date. If "Include past due **Action** Dates/Renewals" is selected, the cost of those past due **Requirements** is included in the current year cost.

**Summary of Funding Needed by Requirement Type and Year**



Year	Renewal Requirements	Non-Renewal Requirements	Total
2021	765,660	4,245	769,905
2022	374,676	0	374,676
2023	247,915	0	247,915
2024	312,866	122,313	435,179
2026	885,389	5,145	890,534
2027	27,214	0	27,214
2030	97,305	0	97,305
2031	6,051,674	0	6,051,674
2036	367,048	0	367,048
2038	2,820	0	2,820
2039	219,079	0	219,079
2040	7,891	0	7,891
<b>Total</b>	<b>9,359,537</b>	<b>131,703</b>	<b>9,491,240</b>

# 5 YEAR HISTORY

Parks Operating Fund  
Kosciuszko Sites  
5 Yr History of Commodities and Services Expenses  
Excluding Utilities  
2016-2020

Appropriation Unit 9000CS  
Object (Multiple Items)

Sum of Actual Expense	Column Labels					
Row Labels	2016	2017	2018	2019	2020	Grand Total
VF21 - Park	38,316	42,740	40,452	50,838	23,279	195,625
VR14 - Rec Center	18,409	33,130	56,968	67,271	32,326	208,104
VR51 - Pelican Cove	15,355	20,499	16,248	14,532	(4,139)	62,494
<b>Grand Total</b>	<b>72,080</b>	<b>96,368</b>	<b>113,667</b>	<b>132,641</b>	<b>51,465</b>	<b>466,223</b>

Kosciuszko Utility Costs  
5 Yr History 2016-2020

Appropriation Unit 9000CS

Sum of Actual Expense	Column Labels					
Row Labels	2016	2017	2018	2019	2020	Grand Total
<b>VF21 - Park</b>	<b>18,498</b>	<b>18,380</b>	<b>22,020</b>	<b>20,885</b>	<b>19,597</b>	<b>99,380</b>
6326 ELECTRICITY	5,366	6,117	7,298	7,609	6,971	33,360
6327 NATURAL GAS	4,766	5,206	4,208	4,552	2,987	21,719
6328 SEWAGE CHARGES	1,991	2,747	3,101	3,154	3,507	14,500
6329 TEL AND TEL OUTSIDE VEN	959	1,619	2,231	2,713	3,202	10,723
6331 WATER	985	410	486	437	431	2,749
6335 SNOW AND ICE FEE - MKE	4,431	2,282	4,695	2,420	2,500	16,328
<b>VR14 - Rec Center</b>	<b>59,696</b>	<b>60,329</b>	<b>61,683</b>	<b>68,632</b>	<b>52,423</b>	<b>302,762</b>
6326 ELECTRICITY	45,733	46,925	43,843	48,516	33,010	218,027
6327 NATURAL GAS	9,364	7,025	12,668	13,294	10,346	52,697
6328 SEWAGE CHARGES	1,914	1,305	1,326	958	2,444	7,946
6329 TEL AND TEL OUTSIDE VEN	813	1,219	1,805	1,952	2,144	7,933
6331 WATER	1,631	1,573	1,802	1,252	1,753	8,012
6335 SNOW AND ICE FEE - MKE		2,282		2,420	2,485	7,187
6337 FIRE PROTECTION	240	-	240	240	240	960
<b>VR51 - Pelican Cove</b>	<b>24,189</b>	<b>25,860</b>	<b>23,661</b>	<b>23,217</b>	<b>6,270</b>	<b>103,197</b>
6326 ELECTRICITY	16,732	15,092	15,977	16,166	4,389	68,355
6327 NATURAL GAS	2,222	484	269	563	267	3,806
6328 SEWAGE CHARGES	620	1,303	1,240	1,170		4,333
6329 TEL AND TEL OUTSIDE VEN	588	674	743	1,255	1,614	4,874
6331 WATER	4,027	8,308	5,431	4,063		21,829
<b>Grand Total</b>	<b>102,382</b>	<b>104,569</b>	<b>107,364</b>	<b>112,734</b>	<b>78,289</b>	<b>505,339</b>

Parks Operating Fund  
Kosciuszko Sites  
5 Yr History Revenue

Sum of Actual Revenue	Column Labels					
Row Labels	2016	2017	2018	2019	2020	Grand Total
<b>VF21 - Kosciuszko Park</b>	<b>(3,919)</b>	<b>(4,171)</b>	<b>(4,520)</b>	<b>(3,920)</b>	<b>(125)</b>	<b>(16,655)</b>
3906 TENNIS PERMITS	(1,656)	(1,135)	(1,874)	(572)		(5,237)
3916 PICNIC PERMITS	(805)	(885)	(1,188)	(1,023)		(3,902)
3919 SPECIAL PERMITS	(1,458)	(2,025)	(1,150)	(1,950)	-	(6,583)
4098 COMM ON PRIVATE OPER CON		(125)	(250)	(375)	(125)	(875)
4999 OTHER MISC REVENUE			(58)			(58)
<b>VR14 - Kosciuszko Recreation Commun Ctr</b>	<b>(117,784)</b>	<b>(123,480)</b>	<b>(131,561)</b>	<b>(138,051)</b>	<b>(59,955)</b>	<b>(570,831)</b>
3506 ID CARD FEES	(25,472)	(24,628)	(26,717)	(25,799)	(10,180)	(112,796)
3560 UTILITY RESALE & REIMBURSEMENTS	(4,880)	(5,452)	(5,531)	(6,610)	(5,087)	(27,560)
3599 OTHER SERVICE FEE CHARGES	(70)		(1,900)			(1,970)
3603 BUILDING SPACE RENTAL	(26,305)	(32,444)	(43,672)	(51,820)	(15,248)	(169,488)
3649 OTHER RENTAL INCOME	(36,600)	(36,800)	(36,800)	(37,383)	(25,800)	(173,383)
3899 SERVICES PROVIDED-OTHER				-		-
3908 SPORTS TEAM PERMITS	(3,504)	(3,054)	(1,191)	(829)		(8,578)
3949 OTHER RECREATIONAL REVEN	(19,139)	(17,621)	(14,680)	(14,572)	(3,506)	(69,518)
3990 TEAM SPORT SERVICES		(1,705)				(1,705)
4062 RESTAURANT CONCESSION	(325)					(325)
4098 COMM ON PRIVATE OPER CON	(1,482)	(1,759)	(1,190)	(924)	(157)	(5,512)
4906 SCRAP SALES				(191)		(191)
4983 INTEREST CHARGE (ROPT)	(31)		(110)	(38)		(180)
4985 CASH OVER/SHORT	24	(19)	230	116	22	373
<b>VR51 - Pelican Cove</b>	<b>(42,051)</b>	<b>(26,057)</b>	<b>(28,714)</b>	<b>(25,904)</b>		<b>(122,726)</b>
3605 LOCKER RENTAL	(492)	(303)	(187)	(189)		(1,171)
3649 OTHER RENTAL INCOME	-					-
3904 BATH HOUSES & POOLS	(29,627)	(19,016)	(22,375)	(23,207)		(94,225)
3915 INSTRUCTION FEES	(1,500)					(1,500)
4062 RESTAURANT CONCESSION	(10,490)	(6,712)	(6,236)			(23,438)
4098 COMM ON PRIVATE OPER CON				(2,500)		(2,500)
4985 CASH OVER/SHORT	57	(26)	84	(8)		108
<b>Grand Total</b>	<b>(163,754)</b>	<b>(153,708)</b>	<b>(164,795)</b>	<b>(167,875)</b>	<b>(60,080)</b>	<b>(710,211)</b>

In 2020, most facilities were closed down due to COVID restraints beginning in March and lasting throughout the remainder of the year.



LOCAL AND REGIONAL  
GOVERNMENT ALLIANCE ON  
**RACE & EQUITY**

This toolkit is published by the  
Government Alliance on Race and Equity,  
a national network of government working to  
achieve racial equity and advance opportunities for all.

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**RACIALEQUITYALLIANCE.ORG**

UPDATED DEC 2016

# Racial Equity Toolkit

## An Opportunity to Operationalize Equity



LOCAL AND REGIONAL  
GOVERNMENT ALLIANCE ON  
**RACE & EQUITY**

**RACIALEQUITYALLIANCE.ORG**

# ABOUT THE GOVERNMENT ALLIANCE ON RACE & EQUITY



The Government Alliance on Race and Equity (GARE) is a national network of government working to achieve racial equity and advance opportunities for all. Across the country, governmental jurisdictions are:

- making a commitment to achieving racial equity;
- focusing on the power and influence of their own institutions; and,
- working in partnership with others.

When this occurs, significant leverage and expansion opportunities emerge, setting the stage for the achievement of racial equity in our communities.

GARE provides a multi-layered approach for maximum impact by:

- supporting jurisdictions that are at the forefront of work to achieve racial equity. A few jurisdictions have already done substantive work and are poised to be a model for others. Supporting and providing best practices, tools and resources is helping to build and sustain current efforts and build a national movement for racial equity;
- developing a “pathway for entry” into racial equity work for new jurisdictions from across the country. Many jurisdictions lack the leadership and/or infrastructure to address issues of racial inequity. Using the learnings and resources from jurisdictions at the forefront will create pathways for the increased engagement of more jurisdictions; and,
- supporting and building local and regional collaborations that are broadly inclusive and focused on achieving racial equity. To eliminate racial inequities in our communities, developing a “collective impact” approach firmly grounded in inclusion and equity is necessary. Government can play a key role in collaborations for achieving racial equity, centering community, and leveraging institutional partnerships.

To find out more about GARE, visit [www.racialequityalliance.org](http://www.racialequityalliance.org).

## TOOLKIT

### Racial Equity Toolkit: An Opportunity to Operationalize Equity

Government Alliance on Race and Equity

## I. What is a Racial Equity Tool?

Racial equity tools are designed to integrate explicit consideration of racial equity in decisions, including policies, practices, programs, and budgets. It is both a product and a process. Use of a racial equity tool can help to develop strategies and actions that reduce racial inequities and improve success for all groups.

Too often, policies and programs are developed and implemented without thoughtful consideration of racial equity. When racial equity is not explicitly brought into operations and decision-making, racial inequities are likely to be perpetuated. Racial equity tools provide a structure for institutionalizing the consideration of racial equity.

A racial equity tool:

- proactively seeks to eliminate racial inequities and advance equity;
- identifies clear goals, objectives and measurable outcomes;
- engages community in decision-making processes;
- identifies who will benefit or be burdened by a given decision, examines potential unintended consequences of a decision, and develops strategies to advance racial equity and mitigate unintended negative consequences; and,
- develops mechanisms for successful implementation and evaluation of impact.

Use of a racial equity tool is an important step to operationalizing equity. However, it is not sufficient by itself. We must have a much broader vision of the transformation of government in order to advance racial equity. To transform government, we must normalize conversations about race, operationalize new behaviors and policies, and organize to achieve racial equity.

For more information on the work of government to advance racial equity, check out GARE's “Advancing Racial Equity and Transforming Government: A Resource Guide for Putting Ideas into Action” on our website. The Resource Guide provides a comprehensive and holistic approach to advancing racial equity within government. In addition, an overview of key racial equity definitions is contained in Appendix A.

## II. Why should government use this Racial Equity Tool?

From the inception of our country, government at the local, regional, state, and federal level has played a role in creating and maintaining racial inequity. A wide range of laws and policies were passed, including everything from who could vote, who could be a citizen, who could own property, who was property, where one could live, whose land was whose and more. With the Civil Rights movement, laws and policies were passed that helped to create positive changes, including making acts of discrimination illegal. However, despite progress in addressing explicit discrimination, racial inequities continue to be deep, pervasive, and persistent across the country. Racial inequities exist across all indicators for success, including in education, criminal justice, jobs, housing, public infrastructure, and health, regardless of region.

Many current inequities are sustained by historical legacies and structures and systems that repeat patterns of exclusion. Institutions and structures have continued to create and perpetuate inequities, despite the lack of explicit intention. Without intentional intervention, institutions and structures will continue to perpetuate racial inequities. Government has the ability to implement policy change at multiple levels and across multiple sectors to drive larger systemic change. Routine use of a racial equity tool explicitly integrates racial equity into governmental operations.

Local and regional governmental jurisdictions that are a part of the GARE are using a racial equity tool. Some, such as the city of Seattle in Washington, Multnomah County in Oregon, and

## TOOLKIT

### Racial Equity Toolkit: An Opportunity to Operationalize Equity

Government Alliance on Race and Equity

the city of Madison in Wisconsin have been doing so for many years:

- The Seattle Race and Social Justice Initiative (RSJI) is a citywide effort to end institutionalized racism and race-based disparities in City government. The Initiative was launched in 2004. RSJI includes training to all City employees, annual work plans, and change teams in every city department. RSJI first started using its Racial Equity Tool during the budget process in 2007. The following year, in recognition of the fact that the budget process was just the “tip of the iceberg,” use of the tool was expanded to be used in policy and program decisions. In 2009, Seattle City Council included the use of the Racial Equity Tool in budget, program and policy decisions, including review of existing programs and policies, in a resolution (Resolution 31164) affirming the City’s Race and Social Justice Initiative. In 2015, newly elected Mayor Ed Murray issued an Executive Order directing expanded use of the Racial Equity Tool, and requiring measurable outcomes and greater accountability.

See Appendix B for examples of how Seattle has used its Racial Equity Tool, including legislation that offers protections for women who are breastfeeding and use of criminal background checks in employment decisions.

Multnomah County’s Equity and Empowerment Lens is used to improve planning, decision-making, and resource allocation leading to more racially equitable policies and programs. At its core, it is a set of principles, reflective questions, and processes that focuses at the individual, institutional, and systemic levels by:

- deconstructing what is not working around racial equity;
- reconstructing and supporting what is working;
- shifting the way we make decisions and think about this work; and,
- healing and transforming our structures, our environments, and ourselves.

Numerous Multnomah County departments have made commitments to utilizing the Lens, including a health department administrative policy and within strategic plans of specific departments. Tools within the Lens are used both to provide analysis and to train employers and partners on how Multnomah County conducts equity analysis.

Madison, Wisconsin is implementing a racial equity tool, including both a short version and a more in-depth analysis. See Appendix D for a list of the types of projects on which the city of Madison has used their racial equity tool.

For jurisdictions that are considering implementation of a racial equity tool, these jurisdictions examples are powerful. Other great examples of racial equity tools are from the Annie E. Casey Foundation and Race Forward.

In recognition of the similar ways in which institutional and structural racism have evolved across the country, GARE has developed this Toolkit that captures the field of practice and commonalities across tools. We encourage jurisdictions to begin using our Racial Equity Tool. Based on experience, customization can take place if needed to ensure that it is most relevant to local conditions. Otherwise, there is too great of a likelihood that there will be a significant investment of time, and potentially money, in a lengthy process of customization without experience. It is through the implementation and the experience of learning that leaders and staff will gain experience with use of a tool. After a pilot project trying out this tool, jurisdictions will have a better understanding of how and why it might make sense to customize a tool.

For examples of completed racial equity analyses, check out Appendix B and Appendix D, which includes two examples from the city of Seattle, as well as a list of the topics on which the city of Madison has used their racial equity tool.

*Please note: In this Resource Guide, we include some data from reports that focused on whites and African Americans, but otherwise, provide data for all racial groups analyzed in the research. For consistency, we refer to African Americans and Latinos, although in some of the original research, these groups were referred to as Blacks and Hispanics.*

**TOOLKIT**

**Racial Equity Toolkit: An Opportunity to Operationalize Equity**

Government Alliance on Race and Equity

### III. Who should use a racial equity tool?

A racial equity tool can be used at multiple levels, and in fact, doing so, will increase effectiveness.

- **Government staff:** The routine use of a racial equity tool by staff provides the opportunity to integrate racial equity across the breadth, meaning all governmental functions, and depth, meaning across hierarchy. For example, policy analysts integrating racial equity into policy development and implementation, and budget analysts integrating racial equity into budget proposals at the earliest possible phase, increases the likelihood of impact. Employees are the ones who know their jobs best and will be best equipped to integrate racial equity into practice and routine operations.
- **Elected officials:** Elected officials have the opportunity to use a racial equity tool to set broad priorities, bringing consistency between values and practice. When our elected officials are integrating racial equity into their jobs, it will be reflected in the priorities of the jurisdiction, in direction provided to department directors, and in the questions asked of staff. By asking simple racial equity tool questions, such as “How does this decision help or hinder racial equity?” or “Who benefits from or is burdened by this decision?” on a routine basis, elected officials have the ability to put theory into action.
- **Community based organizations:** Community based organizations can ask questions of government about use of racial equity tool to ensure accountability. Elected officials and government staff should be easily able to describe the results of their use of a racial equity tool, and should make that information readily available to community members. In addition, community based organizations can use a similar or aligned racial equity tool within their own organizations to also advance racial equity.



Government staff



Elected officials



Community

### IV. When should you use a racial equity tool?

The earlier you use a racial equity tool, the better. When racial equity is left off the table and not addressed until the last minute, the use of a racial equity tool is less likely to be fruitful. Using a racial equity tool early means that individual decisions can be aligned with organizational racial equity goals and desired outcomes. Using a racial equity tool more than once means that equity is incorporated throughout all phases, from development to implementation and evaluation.

### V. The Racial Equity Tool

The Racial Equity Tool is a simple set of questions:

1. **Proposal:** What is the policy, program, practice or budget decision under consideration? What are the desired results and outcomes?
2. **Data:** What’s the data? What does the data tell us?
3. **Community engagement:** How have communities been engaged? Are there opportunities to expand engagement?
4. **Analysis and strategies:** Who will benefit from or be burdened by your proposal? What are your strategies for advancing racial equity or mitigating unintended consequences?
5. **Implementation:** What is your plan for implementation?

**TOOLKIT**

**Racial Equity Toolkit: An Opportunity to Operationalize Equity**

Government Alliance on Race and Equity

6. **Accountability and communication:** How will you ensure accountability, communicate, and evaluate results?

The following sections provide a description of the overall questions. Once you are ready to jump into action, please check out the worksheet that can be found in Appendix C.

## STEP #1

### What is your proposal and the desired results and outcomes?

While it might sound obvious, having a clear description of the policy, program, practice, or budget decision (for the sake of brevity, we refer to this as a “proposal” in the remainder of these steps) at hand is critical.

### We should also be vigilant in our focus on impact.

The terminology for results and outcomes is informed by our relationship with Results Based Accountability™. This approach to measurement clearly delineates between community conditions / population accountability and performance accountability / outcomes. These levels share a common systematic approach to measurement. This approach emphasizes the importance of beginning with a focus on the desired “end” condition.

- Results are at the community level are the end conditions we are aiming to impact. Community indicators are the means by which we can measure impact in the community. Community indicators should be disaggregated by race.
- Outcomes are at the jurisdiction, department, or program level. Appropriate performance measures allow monitoring of the success of implementation of actions that have a reasonable chance of influencing indicators and contributing to results. Performance measures respond to three different levels:
  - a. Quantity—how much did we do?
  - b. Quality—how well did we do it?
  - c. Is anyone better off?

We encourage you to be clear about the desired end conditions in the community and to emphasize those areas where you have the most direct influence. When you align community indicators, government strategies, and performance measures, you maximize the likelihood for impact. To ultimately impact community conditions, government must partner with other institutions and the community.

You should be able to answer the following questions:

1. Describe the policy, program, practice, or budget decision under consideration?
2. What are the intended results (in the community) and outcomes (within your organization)?
3. What does this proposal have an ability to impact?
  - Children and youth
  - Community engagement
  - Contracting equity
  - Criminal justice
  - Economic development
  - Education
  - Environment
  - Food access and affordability
  - Government practices
  - Health
  - Housing
  - Human services
  - Jobs
  - Planning and development
  - Transportation
  - Utilities
  - Workforce equity

## TOOLKIT

### Racial Equity Toolkit: An Opportunity to Operationalize Equity

Government Alliance on Race and Equity

## STEP #2

### What's the data? What does the data tell us?

Measurement matters. When organizations are committed to racial equity, it is not just an aspiration, but there is a clear understanding of racial inequities, and strategies and actions are developed and implemented that align between community conditions, strategies, and actions. Using data appropriately will allow you to assess whether you are achieving desired impacts.

Too often data might be available, but is not actually used to inform strategies and track results. The enormity of racial inequities can sometimes feel overwhelming. For us to have impact in the community, we must partner with others for cumulative impact. The work of government to advance racial equity is necessary, but not sufficient. Nevertheless, alignment and clarity will increase potential impact. We must use data at both levels; that is data that clearly states 1) community indicators and desired results, and 2) our specific program or policy outcomes and performance measures.

Performance measures allow monitoring of the success of implementation of actions that have a reasonable chance of influencing indicators and contributing to results. As indicated in Step 1, performance measures respond to three different levels:

**Quantity**—how much did we do?

**Quality**—how well did we do it?

**Is anyone better off?**

Although measuring whether anyone is actually better off as a result of a decision is highly desired, we also know there are inherent measurement challenges. You should assess and collect the best types of performance measures so that you are able to track your progress.

In analyzing data, you should think not only about quantitative data, but also qualitative data. Remember that sometimes missing data can speak to the fact that certain communities, issues or inequities have historically been overlooked. Sometimes data sets treat communities as a monolithic group without respect to subpopulations with differing socioeconomic and cultural experience. Using this data could perpetuate historic inequities. Using the knowledge and expertise of a diverse set of voices, along with quantitative data is necessary (see Step #3).

You should be able to answer the following questions about data:

1. Will the proposal have impacts in specific geographic areas (neighborhoods, areas, or regions)? What are the racial demographics of those living in the area?
2. What does population level data tell you about existing racial inequities? What does it tell you about root causes or factors influencing racial inequities?
3. What performance level data do you have available for your proposal? This should include data associated with existing programs or policies.
4. Are there data gaps? What additional data would be helpful in analyzing the proposal? If so, how can you obtain better data?

## Data Resources

### Federal

- **American FactFinder:** The US Census Bureau’s main site for online access to population, housing, economic and geographic data. <http://factfinder.census.gov>
- **US Census Quick Facts:** <http://quickfacts.census.gov/qfd/index.html>
- **Center for Disease Control (CDC)** <http://wonder.cdc.gov>

## TOOLKIT

### Racial Equity Toolkit: An Opportunity to Operationalize Equity

Government Alliance on Race and Equity



## State

- **American FactFinder** and the **US Census** website also have state data. <http://factfinder.census.gov>
- Other sources of data vary by state. Many states offer data through the Office of Financial Management. Other places to find data include specific departments and divisions.

## Local

- **American FactFinder** and the **US Census** website also have local data. <http://factfinder.census.gov>
- Many jurisdictions have lots of city and county data available. Other places to find data include specific departments and divisions, service providers, community partners, and research literature.

## STEP #3

### How have communities been engaged? Are there opportunities to expand engagement?

It is not enough to consult data or literature to assume how a proposal might impact a community. Involving communities impacted by a topic, engaging community throughout all phases of a project, and maintaining clear and transparent communication as the policy or program is implemented will help produce more racially equitable results.

It is especially critical to engage communities of color. Due to the historical reality of the role of government in creating and maintaining racial inequities, it is not surprising that communities of color do not always have much trust in government. In addition, there is a likelihood that other barriers exist, such as language, perception of being welcome, and lack of public transportation, or childcare. For communities with limited English language skills, appropriate language materials and translation must be provided.

Government sometimes has legal requirements on the holding of public meetings. These are often structured as public hearings, with a limited time for each person to speak and little opportunity for interaction. It is important to go beyond these minimum requirements by using community meetings, focus groups, and consultations with commissions, advisory boards, and community-based organizations. A few suggestions that are helpful:

- When you use smaller groups to feed into a larger process, be transparent about the recommendations and/or thoughts that come out of the small groups (e.g. Have a list of all the groups you met with and a summary of the recommendations from each. That way you have documentation of what came up in each one, and it is easier to demonstrate the process).
- When you use large group meetings, provide a mix of different ways for people to engage, such as the hand-held voting devices, written comments that you collect, small groups, etc. It is typical, both because of structure and process, for large group discussions to lead to the participation of fewer voices. Another approach is to use dyads where people “interview” each other, and then report on what their partner shared. Sometimes people are more comfortable sharing other people’s information.
- Use trusted advocates/outreach and engagement liaisons to collect information from communities that you know are typically underrepresented in public processes. Again, sharing and reporting that information in a transparent way allows you to share it with

### TOOLKIT Racial Equity Toolkit: An Opportunity to Operationalize Equity

Government  
Alliance on  
Race and Equity

others. For communities that have concerns about documentation status and interaction with government in general, this can be a particularly useful strategy.

Here are a few examples of good resources for community engagement:

- The City of Seattle Inclusive Outreach and Public Engagement Guide
- The City of Portland’s Public Engagement Guide

You should be able to answer the following questions about community engagement and involving stakeholders:

1. Who are the most affected community members who are concerned with or have experience related to this proposal? How have you involved these community members in the development of this proposal?
2. What has your engagement process told you about the burdens or benefits for different groups?
3. What has your engagement process told you about the factors that produce or perpetuate racial inequity related to this proposal?

## STEP #4

### Who benefits from or will be burdened by your proposal? What are your strategies for advancing racial equity or mitigating unintended consequences?

Based on your data and stakeholder input, you should step back and assess your proposal and think about complementary strategies that will help to advance racial equity.

Governmental decisions are often complex and nuanced with both intended and unintended impacts. For example, when cities and counties face the necessity of making budget cuts due to revenue shortfalls, the goal is to balance the budget and the unintended consequence is that people and communities suffer the consequences of cut programs. In a situation like this, it is important to explicitly consider the unintended consequences so that impacts can be mitigated to the maximum extent possible.

We often tend to view policies, programs, or practices in isolation. Because racial inequities are perpetuated through systems and structures, it is important to also think about complementary approaches that will provide additional leverage to maximize the impact on racial inequity in the community. Expanding your proposal to integrate policy and program strategies and broad partnerships will help to increase the likelihood of community impact. Here are some examples:

- Many excellent programs have been developed or are being supported through health programs and social services. Good programs and services should continue to be supported, however, programs will never be sufficient to ultimately achieve racial equity in the community. If you are working on a program, think about policy and practice changes that can decrease the need for programs.
- Many jurisdictions have passed “Ban-the-Box” legislation, putting limitations on the use of criminal background checks in employment and/or housing decisions. While this is a policy that is designed to increase the likelihood of success for people coming out of incarceration, it is not a singular solution to racial inequities in the criminal justice system. To advance racial equity in the criminal justice system, we need comprehensive strategies that build upon good programs, policies, and partnerships.

You should be able to answer the following questions about strategies to advance racial equity:

1. Given what you have learned from the data and stakeholder involvement, how will the

### TOOLKIT Racial Equity Toolkit: An Opportunity to Operationalize Equity

Government  
Alliance on  
Race and Equity

proposal increase or decrease racial equity? Who would benefit from or be burdened by your proposal?

2. What are potential unintended consequences? What are the ways in which your proposal could be modified to enhance positive impacts or reduce negative impacts?
3. Are there complementary strategies that you can implement? What are ways in which existing partnerships could be strengthened to maximize impact in the community? How will you partner with stakeholders for long-term positive change?
4. Are the impacts aligned with the your community outcomes defined in Step #1?

## STEP #5

### What is your plan for implementation?

Now that you know what the unintended consequences, benefits, and impacts of the proposal and have developed strategies to mitigate unintended consequences or expand impact, it is important to focus on thoughtful implementation.

You should be able to answer the following about implementation:

1. Describe your plan for implementation.
2. Is your plan:
  - realistic?
  - adequately funded?
  - adequately resourced with personnel?;
  - adequately resourced with mechanisms to ensure successful implementation and enforcement?
  - adequately resourced to ensure on-going data collection, public reporting, and community engagement?

If the answer to any of these questions is no, what resources or actions are needed?

## STEP #6

### How will you ensure accountability, communicate, and evaluate results?

Just as data was critical in analyzing potential impacts of the program or policy, data will be important in seeing whether the program or policy has worked. Developing mechanisms for collecting data and evaluating progress will help measure whether racial equity is being advanced.

Accountability entails putting processes, policies, and leadership in place to ensure that program plans, evaluation recommendations, and actions leading to the identification and elimination of root causes of inequities are actually implemented.

How you communicate about your racial equity proposal is also important for your success. Poor communication about race can trigger implicit bias or perpetuate stereotypes, often times unintentionally. Use a communications tool, such as the Center for Social Inclusion's [Talking About Race Right Toolkit](#) to develop messages and a communications strategy.

Racial equity tools should be used on an ongoing basis. Using a racial equity tool at different phases of a project will allow now opportunities for advancing racial equity to be identified and implemented. Evaluating results means that you will be able to make any adjustments to maximize impact.

You should be able to answer the following questions about accountability and implementation:

## TOOLKIT

### Racial Equity Toolkit: An Opportunity to Operationalize Equity

Government Alliance on Race and Equity

1. How will impacts be documented and evaluated? Are you achieving the anticipated outcomes? Are you having impact in the community?
2. What are your messages and communication strategies that are will help advance racial equity?
3. How will you continue to partner and deepen relationships with communities to make sure your work to advance racial equity is working and sustainable for the long haul?

## VI. What if you don't have enough time?

The reality of working in government is that there are often unanticipated priorities that are sometimes inserted on a fast track. While it is often tempting to say that there is insufficient time to do a full and complete application of a racial equity tool, it is important to acknowledge that even with a short time frame, asking a few questions relating to racial equity can have a meaningful impact. We suggest that the following questions should be answered for "quick turn around" decisions:

- What are the racial equity impacts of this particular decision?
- Who will benefit from or be burdened by the particular decision?
- Are there strategies to mitigate the unintended consequences?

## VII. How can you address barriers to successful implementation?

You may have heard the phrase, "the system is perfectly designed to get the outcomes it does." For us to get to racially equitable outcomes, we need to work at the institutional and structural levels. As a part of institutions and systems, it is often a challenge to re-design systems, let alone our own individual jobs. One of the biggest challenges is often a skills gap. Use of a racial equity tool requires skill and competency, so it will be important for jurisdictions to provide training, mentoring, and support for managers and staff who are using the tool. GARE has a training curriculum that supports this Toolkit, as well as a "train-the-trainer" program to increase the capacity of racial equity advocates using the Toolkit.

Other barriers to implementation that some jurisdictions have experienced include:

- a lack of support from leadership;
- a tool being used in isolation;
- a lack of support for implementing changes; and,
- perfection (which can be the enemy of good).

Strategies for addressing these barriers include:

- building the capacity of racial equity teams. Training is not just to cultivate skills for individual employees, but is also to build the skill of teams to create support for group implementation and to create a learning culture;
- systematizing the use of the Racial Equity Tool. If the Racial Equity Tool is integrated into routine operations, such as budget proposal forms or policy briefing forms, then management and staff will know that it is an important priority;
- recognizing complexity. In most cases, public policy decisions are complex, and there are numerous pros, cons and trade-offs to be considered. When the Racial Equity Tool is used on an iterative basis, complex nuances can be addressed over time; and,

## TOOLKIT

### Racial Equity Toolkit: An Opportunity to Operationalize Equity

Government Alliance on Race and Equity

- maintaining accountability. Build the expectation that managers and directors routinely use the Racial Equity Tool into job descriptions or performance agreements.

Institutionalizing use of a racial equity tool provides the opportunity to develop thoughtful, realistic strategies and timelines that advance racial equity and help to build long-term commitment and momentum.

### **VIII. How does use of a racial equity tool fit with other racial equity strategies?**

Using a racial equity tool is an important step to operationalizing equity. However, it is not sufficient by itself. We must have a much broader vision of the transformation of government in order to advance racial equity. To transform government, we must normalize conversations about race, operationalize new behaviors and policies, and organize to achieve racial equity.

GARE is seeing more and more jurisdictions that are making a commitment to achieving racial equity, by focusing on the power and influence of their own institutions, and working in partnership across sectors and with the community to maximize impact. We urge you to join with others on this work. If you are interested in using a racial equity tool and/or joining local and regional government from across the country to advance racial equity, please let us know.

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Office of Sustainability  
Facilities Management Division  
Department of Administrative Services



# Climate Action 2050

*Achieving Net Zero Carbon Emissions While  
Advancing Equity, Justice, & Community Resilience*

A Framework for Developing and Administering a  
Strategic Carbon Neutrality Plan for Milwaukee County

Originally Submitted: August 13, 2021  
Appendix IV Revised: September 7, 2021



## Preface

Each year on April 22, Earth Day marks the anniversary of the birth of the modern environmental movement in 1970. The event has its roots in Wisconsin, as it was the brainchild of our Senator Gaylord Nelson. Earth Day also marks a time when we can reflect upon the value of our natural world and resolve to protect it from threats such as global climate change.

On Earth Day 2021, the Milwaukee County Board of Supervisors adopted [File 21-389](#) committing the County to achieve carbon-neutral operations by 2050. The legislation recognizes that reducing or offsetting carbon emissions is critical to lessening the impacts of climate change. Time is of the essence with this matter - by mid-century, the number of extreme heat days in Wisconsin could triple, and extreme precipitation events will likely increase in frequency and magnitude<sup>1</sup>. In Milwaukee County and throughout our state, this could cause more flooding, reduce air and water quality, and increase stress on already vulnerable populations.

This report provides the initial framework for Milwaukee County to achieve carbon neutrality in its operations. It sets out to define the initiative's scope and scale and identifies potential strategies and challenges with this ambitious undertaking. We engaged a Steering Group to develop a set of Guiding Principles and align Climate Action 2050 to the County's Mission, Vision, and Strategic Plan. Finally, as requested in the carbon neutrality legislation, we suggest an approach and timeline for developing a detailed plan for County operations to get to net zero carbon emissions – our roadmap to 2050.

We sincerely hope this report will be useful in Milwaukee County's pursuit of achieving net zero emissions while advancing equity, justice, and community resilience.

Stuart Carron  
Gordie Bennett

Co-Chairs, Milwaukee County Sustainability Task Force

<sup>1</sup> Wisconsin Initiative on Climate Change Impacts. (2020). *Report to the Governor's Task Force on Climate Change: Strategies to Improve Wisconsin's Climate Resilience and Readiness*. Accessed 8/6/21 from <https://wicci.wisc.edu/wp-content/uploads/wicci-report-to-governors-task-force.pdf>

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## Call to Action

*Milwaukee County's vision is that by achieving racial equity, Milwaukee is the healthiest county in Wisconsin. To support this outcome, the County's efforts to achieve net zero carbon emissions by 2050 must advance equity, justice, and community resilience. Accordingly, we call for this 'Climate Action 2050' initiative to be:*

**BOLD:** Propose new ways of doing business that support the County's policy to reduce greenhouse gas emissions at least 50 percent by 2030 relative to 2005, and to achieve carbon-neutral operations by 2050.

**RELEVANT:** Reduce the County's carbon emissions while building operational and community resiliency to climate change.

**INCLUSIVE:** Engage County departments and community stakeholders and generate financial, equity, and health co-benefits for communities of color and other vulnerable populations.

**ACTIONABLE:** Identify cost-effective and sustainable solutions that can be implemented with limited resources and through impactful partnerships.

**TRANSPARENT:** Follow an open decision-making process, and set goals that can be measured, reported, independently verified, and evaluated.

– Milwaukee County Sustainability Task Force

July 15, 2021

## Table of Contents

Preface .....	ii
Acknowledgements.....	iii
Call to Action .....	iv
Acronyms.....	vii
<b>1. Introduction .....</b>	<b>8</b>
1.1. Framework Overview.....	8
a. Purpose & Scope.....	8
b. Organization.....	8
c. Key Definitions .....	9
d. Brand & Guiding Principles .....	9
a. Co-Benefits of Climate Action .....	10
1.2. Related Commitments & Plans .....	13
a. County Vision & Strategic Plan .....	13
b. City-County Climate & Equity Plan.....	13
c. Paris Climate Agreement.....	14
<b>2. Current &amp; Future Emissions .....</b>	<b>14</b>
2.1. Baseline Emissions.....	14
2.2. Business as Usual Forecast.....	17
<b>3. Potential Mitigation Strategies.....</b>	<b>18</b>
<b>4. Potential Challenges .....</b>	<b>22</b>
4.1. Challenges to Implementation .....	22
4.2. Lessons from Other Local Governments .....	23
<b>5. Next Steps / Recommendations.....</b>	<b>25</b>
<b>6. Conclusion .....</b>	<b>27</b>
<b>Appendices .....</b>	<b>28</b>
I. Carbon Neutrality Legislation .....	29
II. What’s in the Emissions Inventories.....	33

III. Anticipated Building Portfolio Changes.....	35
IV. Strategies Brainstormed by the Technical Group.....	36

## Figures

- [1. Guiding Principles for Climate Action 2050](#)
- [2. Total Emissions by Sector - Milwaukee County Operations](#)
- [3. BAU vs. Recommended Emissions - Milwaukee County Operations](#)
- [4. 2018 Milwaukee County Emissions Profile](#)
- [5. Emissions Mitigation Hierarchy](#)
- [6. Emissions After Strategies #1-7 - Milwaukee County Operations](#)
- [7. Sample Climate Action Project Timeline \(Excerpt\)](#)
- [8. Planning Tasks - Climate Action 2050](#)

## Tables

- [1. Emission Scopes Under the LGO Protocol](#)
- [2. 2005 vs 2018 Energy & Fuel Use - Milwaukee County Operations](#)
- [3. Sample Costs - Community Climate Action Plans](#)

## Acronyms

BAU = Business as Usual

BHD = Milwaukee County Behavioral Health Division

Btu = British Thermal Units

CNG = compressed natural gas

GHG = Greenhouse gas

ICLEI = International Council for Local Environmental Initiatives

kW/kWh = kilowatt/kilowatt-hour (1 thousand Watt-hours)

LED = light-emitting diode

LGO Protocol = Local Government Operations Protocol

MATC = Milwaukee Area Technical College

MCTS = Milwaukee County Transit System

MMSD = Milwaukee Metropolitan Sewerage District

MPG = miles per gallon

MTCDE = metric tons of carbon dioxide equivalent

MW/MWh = Megawatt/Megawatt-hour (1 million Watt-hours)

PV = photovoltaic

RECs = Renewable Energy Credits

RFP = Request for Proposals

TBD = to be determined

TGD = The Greening of Detroit

UWM = University of Wisconsin-Milwaukee

VMT = vehicle miles traveled

WDHS = Wisconsin Department of Health Services

WisconsinCCI = Wisconsin Initiative on Climate Change Impacts

## 1. Introduction

### 1.1. Framework Overview

#### a. Purpose & Scope

This report provides a framework for developing a plan for Milwaukee County to achieve carbon-neutral operations by 2050. It sets out the *Guiding Principles* for the carbon neutrality initiative, and defines the starting point, or baseline, from which the County can manage emissions from its future operations. High-level strategies for achieving carbon neutrality were developed and rated by a County team of technical experts and are presented here to help inform the development of the carbon neutrality plan.

This Framework focuses on Milwaukee County government operations rather than activities by external stakeholders or the broader community. The scope includes Milwaukee County Transit System (MCTS) operations, as transit vehicles, equipment, and garages are County property. However, activities occurring in other leased facilities (e.g., Milwaukee Public Museum, Milwaukee County Historical Society, Marcus Center for the Performing Arts) are outside of the County's control and thus excluded.

This report should not be considered 'the plan' for Milwaukee County to achieve carbon neutrality. To determine the best course of action, further research, analysis, stakeholder engagement, detailed planning and funding will need to be identified for each of the recommended strategies (this process will require additional time and effort which is discussed in detail in Section 5 of this report). As such, this Framework should be considered a 'plan to develop a plan'. Recommendations and lessons learned from other government organizations that have undertaken similar efforts are included in this report to help inform and guide next steps.

#### b. Organization

During May 2021, Milwaukee County Executive David Crowley established the Sustainability Task Force charged with drafting the Framework for achieving carbon-neutral County operations. The Task Force consists of a seven-member [Steering Group](#) and an 11-member [Technical Group](#). Both groups met remotely once every two weeks from June through July 2021, with all meetings open to the public. To support the Task Force's work, the Office of Sustainability hired the non-profit organization International Council for Local Environmental Initiatives (ICLEI) - Local Governments for Sustainability USA. In addition to providing technical support, ICLEI connected the Task Force with resources from other local governments that had launched carbon neutrality planning processes. This Framework reflects the important groundwork from this robust organization.

### c. Key Definitions

The following terms are used throughout this Framework:

- **Carbon emissions** and **greenhouse gas emissions** are used interchangeably and refer to the release of greenhouse gases into the atmosphere.
- **Carbon neutrality** is defined per the Climate Action 2050 enabling legislation (see [Appendix I](#)) as “the process of balancing carbon emissions with carbon removal or elimination until the net effect is zero”.
- **Carbon offsets** are metric tons of emissions avoid or reduced by an activity or set of activities outside of an organization’s boundaries. Offsets are bought and sold to address direct and indirect emissions associated with an organization’s operations<sup>2</sup>.
- **Climate change** refers to significant changes in the typical or average weather of a region over several decades or longer.
- **Equity**: The assurance that the culture, values, and opinions of individuals and groups are represented in the decision-making processes.
- **Greenhouse gases** are “any gas that absorbs infrared radiation in the atmosphere, including carbon dioxide, methane, nitrous oxide, ozone, chlorofluorocarbons, hydrochlorofluorocarbons, hydrofluorocarbons, perfluorocarbons, and sulfur hexafluoride<sup>3</sup>.” The principal human-caused greenhouse gases are carbon dioxide (CO<sub>2</sub>), methane (CH<sub>4</sub>), and nitrous oxide (N<sub>2</sub>O).
- **Resilience** is the ability “to anticipate, prepare for, respond to, and recover from significant multi-hazard threats with minimum damage to social well-being, the economy, and the environment<sup>3</sup>.”

### d. Brand & Guiding Principles

The Steering Committee of the Sustainability Task Force has branded Milwaukee County’s carbon neutrality initiative as ‘Climate Action 2050: Achieving Net Zero Carbon Emissions While Advancing Equity, Justice, & Community Resilience.’ This branding captures the horizon of the effort (2050) as well as the need for positive forward effort (‘Action’), while simultaneously recognizing that the context for this in Milwaukee County is our frontline vision of becoming a healthy community through racial equity.

<sup>2</sup> U.S. Environmental Protection Agency. (2018). *Offsets and RECs: What's the Difference?* Accessed 8/5/21 from <https://www.epa.gov/greenpower/offsets-and-recs-whats-difference>

<sup>3</sup> U.S. Environmental Protection Agency. (2017). *Glossary of Climate Change Terms*, Accessed 8/5/21 from [https://19january2017snapshot.epa.gov/climatechange/glossary-climate-change-terms\\_.html](https://19january2017snapshot.epa.gov/climatechange/glossary-climate-change-terms_.html)

Moreover, the Task Force has established the Guiding Principles for Climate Action 2050 as shown in Figure 1. These principles build off the current Milwaukee County Vision of “By Achieving Racial Equity, Milwaukee Will Be the Healthiest County in Wisconsin”, and directly align with the three Strategic Focus Areas of:

1. Create Intentional Inclusion
2. Bridge the Gap
3. Invest in Equity

The Task Force recommended this alignment because a large initiative such as climate action will take resources to implement, and this implementation must supplement and not compete with the current County Vision and strategy. Climate change and our response to address it can directly impact health and disparities in Milwaukee County, for instance:

- Average temperatures in Wisconsin are 2.1 °F higher today than in the 1950s<sup>4</sup>.
- With climate change, the state is expected to have three times as many days where temperature exceeds 90 °F by 2050<sup>4</sup>.
- Excessive heat is the leading weather-related cause of death in Wisconsin<sup>4</sup>.
- Inner-city Milwaukee, where communities of color are largely concentrated, has the highest heat vulnerability index in Wisconsin<sup>5</sup>.
- As a result, climate change may disproportionately impact the health of communities of color and addressing climate change may reduce this disparity.

The alignment of the Guiding Principles for Climate Action 2050 to the County Vision and plan will help build momentum and reinforce the importance of both, and frankly is the only appropriate response for Milwaukee County.

To further align the Climate Action 2050 initiative with Milwaukee County’s [vision](#), the Sustainability Task Force identified seven strategic objectives within the three Strategic Focus Areas for climate action planning related to health and racial equity priorities (see Figure 1). These objectives directly parallel strategic objectives in the current Milwaukee County focus areas.

### a. Co-Benefits of Climate Action

Climate co-benefits are beneficial outcomes from climate actions that are not directly related to mitigating emissions. Co-benefits can include cleaner air, the creation of green jobs, improved public health, and improved biodiversity due to the expansion of green space. Climate actions that promote co-benefits can bolster support from local stakeholders, increasing the likelihood that they will be approved by decision makers. In fact, city

<sup>4</sup> National Weather Service. (2021). *Extreme Heat - 2021 Severe Weather Awareness in Minnesota and Wisconsin*. Accessed 8/13/21 from <https://www.weather.gov/mpx/swawday5>

<sup>5</sup> Wisconsin Department of Health Services. (2016). *Milwaukee Heat Vulnerability Index*. Accessed 6/8/21 from <https://www.dhs.wisconsin.gov/publications/p0/p00882.pdf>



governments that cite the climate co-benefits reported 2.5 times more successful climate actions than those that did not<sup>6</sup>.

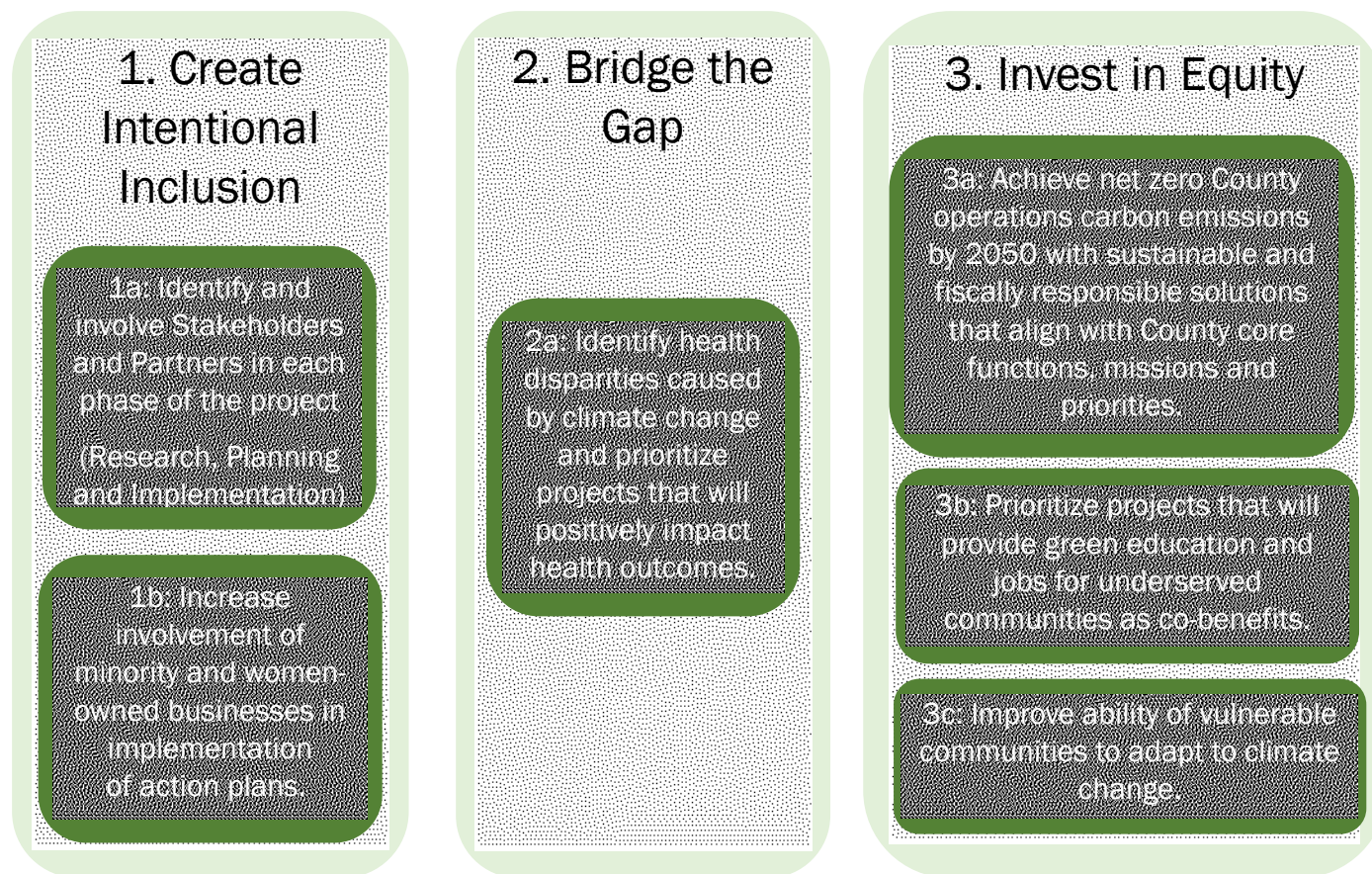
To align the Climate Action Framework with Milwaukee County’s vision and 10-year plan, the Technical Group chose to evaluate potential mitigation strategies against these co-benefits:

- **Community Engagement.** Engagement can build a stronger sense of ‘community’ for residents, and jobs with more security and benefits. Case studies show an important shift to more sustainable behaviors – supporting lifestyle change that not only reduces emissions but is also more sustainable in broader terms.
- **Community Business Development.** Planners can and should seek ways to source more solutions from within Milwaukee County, generating economic activity and keeping resources local.
- **Health.** Improved public health is the County vision, and climate action can contribute to it – for example, reduced chronic and acute respiratory diseases due to improved air quality, or increased life expectancy due to lower heat vulnerability.
- **Fiscal Sustainability.** Cost effective solutions should improve the County’s overall fiscal situation – good investments should lower operating costs.
- **Efficiency / Effectiveness.** Reduction of department operating costs will allow the County to deliver services more effectively.
- **Jobs.** Climate action initiatives can result in job creation if done intentionally, resulting in economic growth and equity, reduced food, fuel or rent poverty, and increased housing security.
- **Resiliency.** Mitigation (emissions reduction) actions can potentially address adaptation (making the County and residents better able to withstand changes in climate) challenges at the same time. Outcomes may include making the county more able to quickly recover from shocks such as floods, reduced risk of hazards, and increased preparedness of the County and its residents to respond to hazards.

These co-benefit categories align directly to the seven strategic objectives shown in Figure 1. Further discussion on the role of co-benefits in developing a sound climate action plan can be found below in Section 4 - *Potential Challenges*.

Figure 1. Guiding Principles for Climate Action 2050:

Achieving Net Zero Carbon Emissions While Advancing Equity, Justice, & Community Resilience



<sup>6</sup> Carbon Disclosure Project. (2020). *The Co-Benefits of Climate Action: Accelerating City-Level Ambition*. Accessed 8/13/21 from <https://www.cdp.net/en/research/global-reports/co-benefits-climate-action>.

## 1.2. Related Commitments & Plans

### a. County Vision & Strategic Plan

Adopted in 2020, Milwaukee County's Strategic Plan directs the County to reduce inequities by improving quality of life, life expectancy, and health disparities in communities of color. Unfortunately, climate change has contributed to disparities in health and quality of life. Case studies show that local governments that frame climate action in a more holistic 'one county' approach may be more effective for getting buy-in from stakeholders who are managing multiple priorities and may not consider climate action to be their primary focus. Opportunities for action can be maximized by integrating the County Vision and strategic plan directly into climate action planning. Thus, as stated above under Guiding Principles, this Climate Action 2050 Framework seeks to identify strategies that reduce or offset carbon emissions while advancing equity, justice, and community resilience.

### b. City-County Climate & Equity Plan

Established in 2019 by Milwaukee County and the City of Milwaukee, the City-County Task Force on Climate and Economic Equity was formed to "make recommendations on how to address the ongoing climate crisis, ensure Milwaukee meets the obligations set by scientists for necessary greenhouse gas reduction, and mitigate racial and economic inequity through 'green' jobs" (see [File 19-582](#)). The Task Force is developing a [climate and equity plan](#) for Milwaukee to achieve the following goals:

- Reduce community-wide net greenhouse gas emissions by at least 45% by the year 2030 and achieve net zero greenhouse gas emissions by 2050 or sooner.
- Reduce racial and income inequality by assuring that greenhouse gas reduction investments and policies will create the maximum number of permanent living wage green jobs for people who live in the most impoverished Milwaukee neighborhoods with limited economic opportunity.

The Climate Action 2050 initiative has a similar focus to Milwaukee's climate and equity plan: achieve carbon neutrality while advancing equity, justice, and community resilience. Moreover, Milwaukee County operations (in particular, transit services) directly impact community-wide emissions. Thus, in planning for carbon neutrality, Milwaukee County should strive to make its goals, policies, and actions consistent with those of Milwaukee. Together these efforts will create a comprehensive approach to addressing climate change and improving health-equity in Milwaukee County.

### c. Paris Climate Agreement

During 2017, the Milwaukee County Board of Supervisors established that that the County will support the principles and targets of the Paris Climate Agreement to keep global temperature increases below 2°C (3.8°F) (see [File No. 17-506](#)). In 2021, the U.S. government recommitted to the Agreement, pledging to reduce national emissions by at least 50% by 2030, relative to 2005. Thus, for the purpose of this document, Milwaukee County is assumed to have adopted the same emissions baseline year (2005) and interim emissions target.

## 2. Current & Future Emissions

This chapter summarizes Milwaukee County's contribution to global climate change by offering a detailed accounting of greenhouse gas (GHG) emissions from County operations. First, it presents an inventory of GHG emissions for the County's baseline year, 2005 (see [Paris Climate Agreement](#)). The chapter then provides a forecast of the County's 2030 and 2050 emissions under a 'business as usual' scenario. In conclusion, the chapter details how much the County will need to reduce or offset emissions to achieve net zero operations by 2050.

### 2.1. Baseline Emissions

As the old saying goes, "You can't manage what you don't measure." Accordingly, Milwaukee County must document its GHG emissions before it can effectively manage them. During spring 2021, the Office of Sustainability completed a GHG emissions inventory for County operations circa 2005. The Office had previously prepared inventories for calendar years 2016-18, and shared these with the County Board in 2020.

The 2005 and 2016-18 GHG emissions inventories follow the [Local Government Operations Protocol v1.1](#) (LGO Protocol)<sup>7</sup>. ICLEI's [ClearPath](#)<sup>TM</sup> tool<sup>8</sup> was used to LGO Protocol-compliant estimates of carbon dioxide (CO<sub>2</sub>), methane (CH<sub>4</sub>), and nitrous oxide (N<sub>2</sub>O) from the County's operations. Hundred-year global warming potential (GWP) values from the 5th IPCC Climate Assessment Report (AR5) were used to convert CH<sub>4</sub> and N<sub>2</sub>O to CO<sub>2</sub>-equivalent units.

All inventories account for emissions from sources for which County government has full operational authority, or has the ability introduce and implement operating policies. This includes

<sup>7</sup> First released in 2008, the Local Government Operations Protocol serves as the U.S. standard for quantifying and reporting emissions from local government operations.

<sup>8</sup> ClearPath was chosen because it is the leading online software platform for completing GHG inventories and forecasts for local government operations. Milwaukee County is a member of ICLEI, and over 500 cities, towns and counties have used ClearPath (Source: <https://icleiusa.org/>).

Milwaukee County Transit System (MCTS) operations, as transit vehicles, equipment, and garages are County property. However, emissions from the operations of other leased facilities (e.g., Milwaukee Public Museum, Milwaukee County Historical Society, Marcus Center for Performing Arts) are outside of the County’s control and thus excluded from the inventories.

As with previous inventories, the 2005 inventory covers Scope 1 and Scope 2 emissions. This includes emissions generated by Milwaukee Mitchell General Airport buildings and facilities, vehicles, and equipment, but excludes emissions from aviation travel. Scope 3 emissions are excluded from the inventory because they are optional under the LGO Protocol. Moreover, Scope 3 emissions are less directly impacted by Milwaukee County government’s policies and programs. Table 1 provides an overview of LGO Protocol scopes and emissions. [Appendix II](#) provides a list of all activity data used in the County’s inventories, with special notes for 2005.

*Table 1. Emission Scopes Under the LGO Protocol*

Scope	Description	Examples
1	Direct emissions from operating and maintaining facilities or equipment.	Fuel used by MCTS buses and other Milwaukee County fleet vehicles; fuel and refrigerants used by County-operated buildings
2	Indirect emissions associated with the consumption of purchased or acquired electricity, steam, heating, and cooling.	Purchased electricity and associated transmission and distribution losses; district steam (downtown and County Grounds); district cooling (County Grounds only).
3 (optional)	All other indirect or embodied emissions not covered in Scope 2.	Milwaukee County employee commuting, embodied emissions in good purchased by the County, and emissions associated with the County’s solid waste disposal.

During the baseline year (2005), Milwaukee County operations generated approximately 210,980 metric tons of carbon dioxide equivalent (MTCDE) - see Figure 2. This is roughly equivalent to the greenhouse gas emissions generated by 45,884 passenger vehicles driven for one year<sup>9</sup>.

Emissions from 2005 County operations were primarily due to three activities:

- Electricity use (41% of emissions)
- Diesel use by MCTS buses (27% of emissions)
- Natural gas for heating and running emergency generators (16% of emissions)

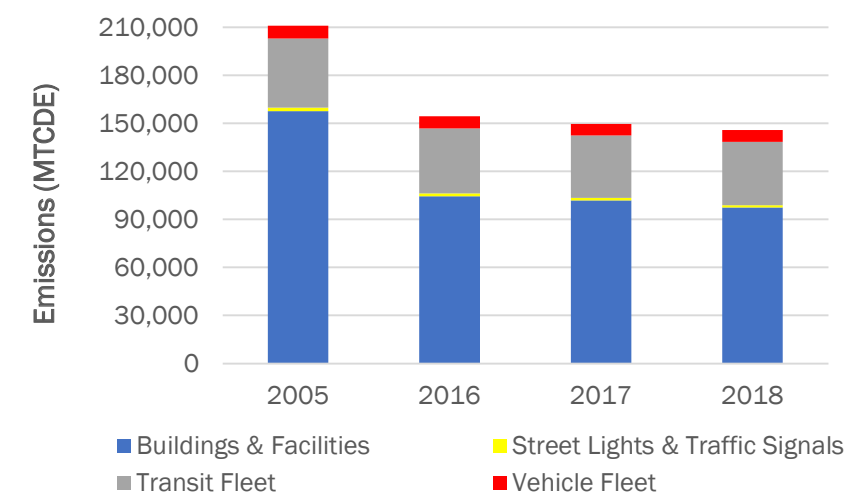
<sup>9</sup> U.S. Environmental Protection Agency. (2019). *Greenhouse Gas Equivalencies Calculator*. Accessed 2/24/20 from <https://www.epa.gov/energy/greenhouse-gas-equivalencies-calculator>

Other significant sources of 2005 emissions were Downtown district steam use (6% of emissions), fleet vehicle and equipment fuel use (4% of emissions), and County Grounds district steam use (3% of emissions). Streetlights and traffic signals, County Grounds district chilled water use, and fleet equipment fuel use comprised the remaining (3%) emissions.

Milwaukee County’s total operational emissions decreased by 65,166 MTCDE (almost 31 percent) between 2005 and 2018. During these years, the County’s building portfolio decreased by about 3.2 million square feet (21 percent). At the same time, the energy and fuel used for County operations decreased by 23 percent – see Table 2. Moreover, the carbon intensity of We Energies’ electricity supply (MTCDE per MWh) decreased by 22 percent<sup>10</sup>. Thus, three factors most likely decreased Milwaukee County emissions from 2005 to 2018:

- Decreased County building square feet
- Increased County energy and fuel efficiency
- Greener We Energies’ electricity supply

*Figure 2. Total Emissions by Sector - Milwaukee County Operations*



<sup>10</sup> WEC Energy Group. (2019). *Edison Electric Institute and American Gas Association ESG/Sustainability Reporting Template. 2016-18 GHG Emissions – Owned Generation + Purchased Power*. Accessed 1/31/20 from <https://www.wecenergygroup.com/csr/eei-aga-esg-sustainability-template.pdf>

WEC Energy Group. 2019. *2019 Corporate Responsibility Report*. Accessed 1/31/20 from <https://www.wecenergygroup.com/csr/cr2019/wec-corporate-responsibility-report-2019.pdf>

Table 2. 2005 vs 2018 Energy & Fuel Use - Milwaukee County Operations

Activity	2005 Use (Million Btu)	2018 Use (Million Btu)	% Change
Purchased Electricity	493,959	334,851	-32
MCTS Buses - Diesel Fuel Used	580,831	529,458	-9
Purchased District Steam - County Grounds	116,136	53,325	-54
Purchased District Steam - Downtown	142,469	115,805	-19
Purchased District Chilled Water	34,775	16,340	-53
<b>Total</b>	<b>1,368,170</b>	<b>1,049,779</b>	<b>-23</b>

## 2.2. Business as Usual Forecast

ICLEI staff prepared a 'Business as Usual' (BAU) forecast of Milwaukee County's operational GHG emissions using their ClearPath™ tool. The BAU forecast suggests what the County's operational emissions would be from present day to 2050 if it does not take additional actions. Building off the 2018 emissions inventory, the BAU forecast assumes the following:

- Milwaukee County's emissions targets are as follows:
  - By 2030, reduce or offset at least 50% of operational emissions vs. 2005
  - By 2050, achieve carbon-neutral operations (net zero emissions)
- The County's building portfolio and energy use will change as indicated in [Appendix III](#).
- Relative to 2005, We Energies' electricity supply will generate<sup>11</sup>:
  - 60% fewer emissions (MTCDE) per MWh by 2025;
  - 80% fewer emissions (MTCDE) per MWh by 2030; and,
  - No net emissions (i.e., be carbon neutral) by 2050.
- The carbon intensity (MTCDE per mile driven) of County passenger/light duty fleet vehicles will decrease by 1.8% every five years until 2050 due to projected increases in vehicle fuel efficiency<sup>12</sup>.

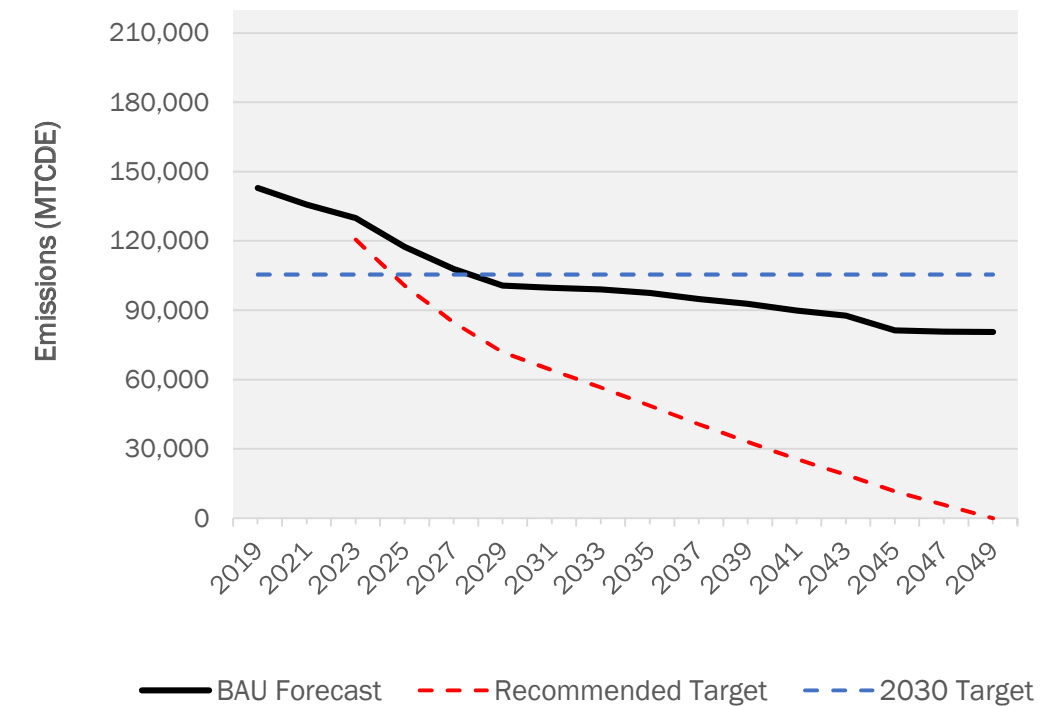
Under these assumptions and using 2018 emission factors, Milwaukee County's BAU emissions would be approximately 100,644 MTCDE by the start of 2030, a 52 percent decrease vs. 2005. In other words, the County is on track to exceed (have fewer emission than) its interim emissions target. By the start of 2050, however the County's emissions will still be around 80,611 MTCDE unless further action is taken. To achieve net zero carbon emissions by 2050, the County must

<sup>11</sup> WEC Energy Group. (2020). 2020 Corporate Responsibility Report. Accessed 8/4/21 from <https://www.wecenergygroup.com/csr/cr2020/wec-corporate-responsibility-report-2020.pdf#pagemode=bookmarks>

<sup>12</sup> Based on [research](#) by the Center for Climate and Energy Solutions (C2ES) regarding the emissions impacts of Corporate Average Fuel Economy (CAFE) standards for the years 2010-2050.

reduce or offset emissions by average of 3.6% per year (2,879 MTCDE) from 2022 through 2049 - see Figure 3.

Figure 3. BAU vs. Target Emissions - Milwaukee County Operations



## 3. Potential Mitigation Strategies

At biweekly meetings held during summer 2021, the Sustainability Task Force Technical Group brainstormed potential strategies for Milwaukee County to reduce or offset its operational emissions (see Figure 4). In doing so, the Technical Group considered a 'mitigation hierarchy' adapted from the [World Wildlife Foundation](#) (Figure 5), which prioritizes strategies that avoid or reduce emissions before considering renewable energy, building or vehicle electrification, or carbon offsets. Avoid and Reduce strategies tend to be easier and more cost effective to implement than strategies further up the hierarchy.

The Technical Group also categorized potential strategies by emissions sector impacted (Buildings & Facilities, Transit Fleet, Vehicle Fleet, and Street Lights & Traffic Signals). Then, the Technical Group scored each strategy against jobs, equity, and resiliency-related co-benefits. Where possible, ICLEI estimated the potential emissions impacts of the strategies using their [ClearPath™](#) tool.

Figure 4. 2018 Milwaukee County Emissions Profile

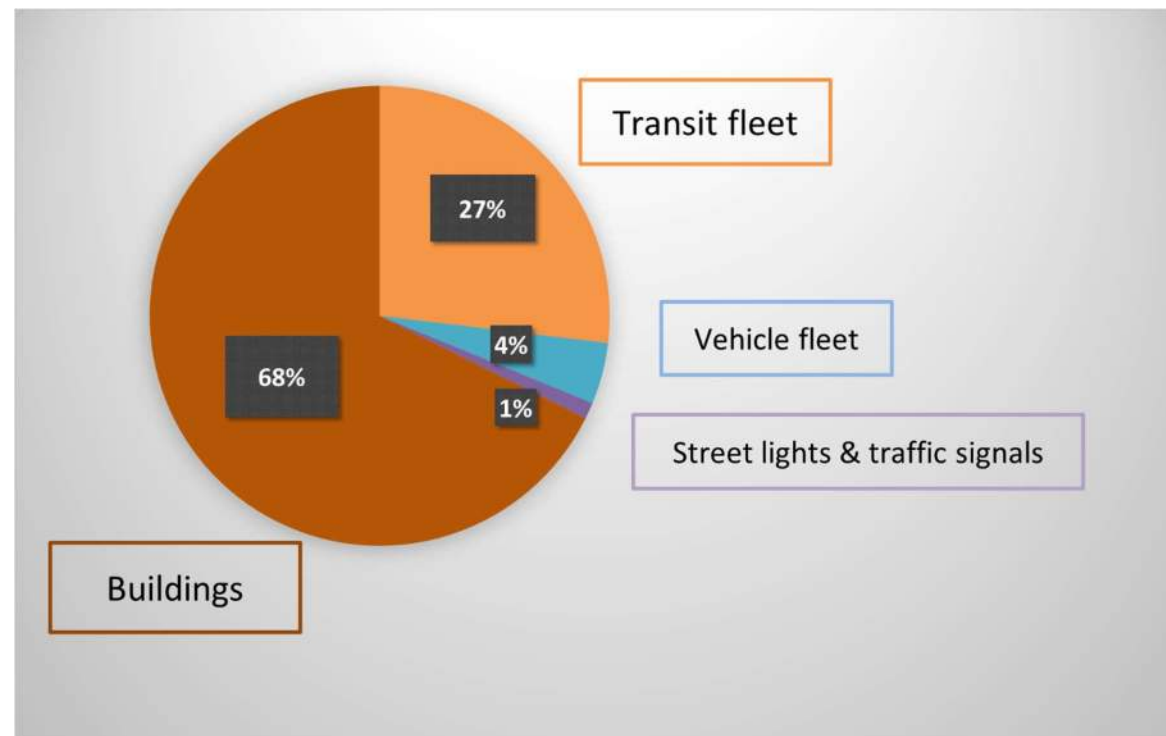
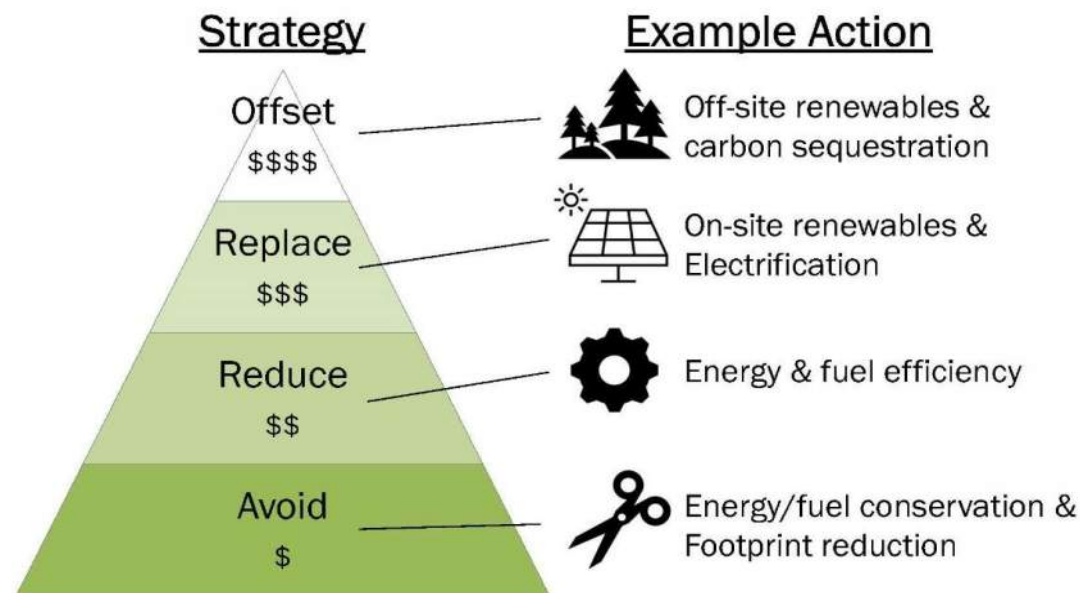


Figure 5. Emissions Mitigation Hierarchy



Adapted from: World Wildlife Fund (2020). Discussion Paper: Mitigation Hierarchies. Accessed 4/28/21 from <https://wwf.panda.org>.

Appendix IV lists the 35 strategies brainstormed by the Technical Group for the Climate Action 2050 initiative. Strategies #1-7, briefly described below, are specific enough that their emissions impacts could be modeled by ICLEI. The Technical Group qualitatively assessed the potential co-benefits of most of the strategies (see Appendix IV). However, the actual co-benefits will depend highly on how the strategy would be implemented. Further research, business case development, feasibility and risk analysis, and engagement with County stakeholders and partners is needed to refine the list of strategies.

**1. Replace 15 MCTS diesel buses with Battery Electric Buses, 2022-23.**

As part of pilot, this strategy is to replace 15 MCTS diesel buses with electric buses. The County Board has approved funding of the initial 11 buses, which will be put in service during 2022. The model assumes that bus replacements would be done on a one-for-one basis.

**2. After initial pilot of 15 buses (see strategy #1), electrify entire MCTS bus fleet by 2040.**

This Replace strategy is to fully electrify the MCTS bus fleet by replacing 30 diesel buses with electric buses every year from 2026-38 then 15 in 2039. The model assumes no growth in MCTS' bus fleet (currently about 420 vehicles) and that bus replacements would be done on a one-for-one basis. Under this scenario, 405 diesel buses would be replaced in addition to the 15 replacements under strategy #1.

**3. Reduce County building energy use 15% per decade 2020-50.**

This Reduce strategy is to improve the energy efficiency of County buildings through strategies TBD such as lighting and HVAC upgrades, operational data analytics, and building commissioning. In modeling this strategy, the model assumes that the County would reduce building energy use 15% relative to 2018 by 2030, then 30% and 45%, cumulatively, by 2040 and 2050, respectively.

**4. Make Senior Centers and Community Centers 'net zero' (energy self-sufficient) by 2050.**

This Reduce/Replace strategy is intended to Senior Centers and Community Centers can serve residents during emergencies by eliminating dependence on the grid. Net zero energy use could be attained by combining energy efficiency improvements with renewable energy, such as pairing ground-source heat pumps with solar PV and battery storage. The model assumes that 1/3 of the buildings would be net zero by 2030, 2/3 by 2040, and all buildings by 2050.

**5. Maximize participation with We Energies Solar Now program.**

This Offset strategy is to enter agreement(s) with We Energies to host an additional 1.71-MW We Energies solar PV or wind facility in exchange for lease payments and renewable energy credits (RECs), which offset indirect emissions. The model assumes that the 1.71-MW facility would provide approx. 2,271 renewable energy credits/RECs per year. Their model also assumes that the facility would be constructed during 2022 and 2023.

**6. Install 2-MW ground-mounted solar PV system.**

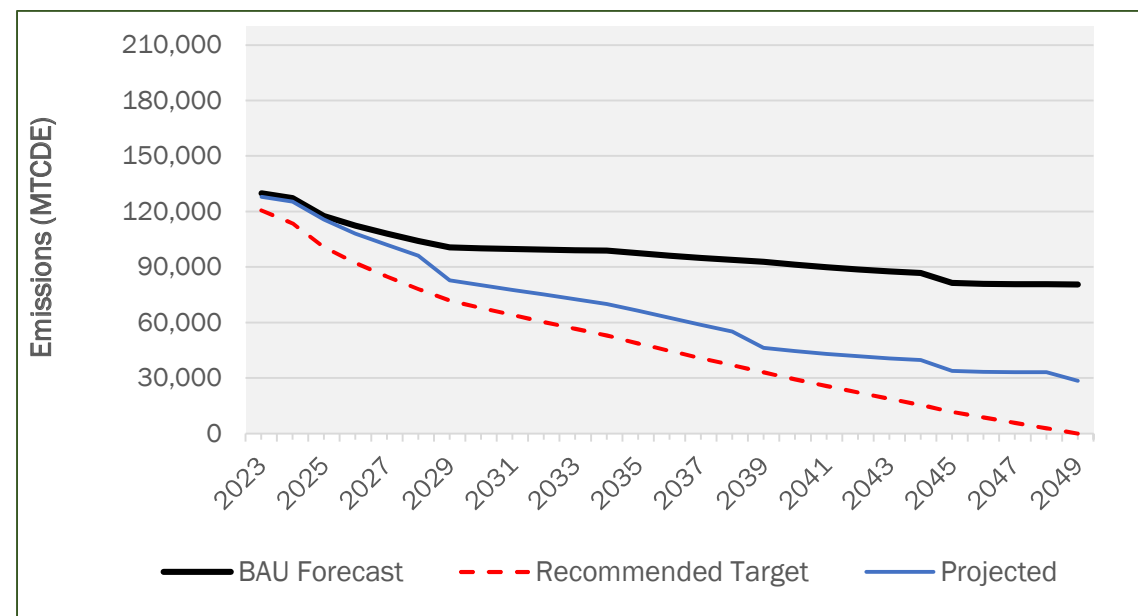
This Replace strategy is to own or host a utility-scale (2 MW, approximately 8 acres) solar PV system on County property TBD. The model assumes the PV system would provide approx. 2,656 MWh of renewable energy per year. Installation(s) would require review approval of the Wisconsin Public Service Commission. Hence, ICLEI assumed the 'go live' date for the installation(s) would be 2026.

**7. Install solar PV at Oakwood Golf Course under We Energies Solar Now program.**

This Replace strategy is being implemented - County Parks is entering 20-year agreement with We Energies for 540-kW solar PV installation at Oakwood Golf Course. The project will provide approx. 717 RECs per year. The model assumes the installation will 'go live' by the end of 2022.

Based on ICLEI's modeling, by implementing strategies #1-7 Milwaukee County could reduce its 2050 operational emissions from 80,611 MTCDE (under the Business as Usual scenario) to 28,498 MTCDE. The County's remaining emissions would be from two sectors: Vehicle Fleet (6,208 MTCDE) and Buildings & Facilities (22,290 MTCDE). Achieving net zero emissions will require additional fleet- and building-related strategies and/or purchasing carbon offsets. As of the first quarter of 2018, carbon offsets cost an average of \$3 per MTCDE<sup>13</sup>. The cost of offsetting emissions, however, could surge tenfold by 2030 as more organizations adopt net zero targets<sup>14</sup>, which makes continued emissions reduction actions all the more important.

Figure 6. Emissions After Strategies #1-7 - Milwaukee County Operations



<sup>13</sup> Hamrick, K., and M. Grant. (2018). *Voluntary Carbon Markets Insights: 2018 Outlook and First-Quarter Trends Ecosystem Marketplace*. Accessed 8/11/21 from <https://www.forest-trends.org/wp-content/uploads/2018/08/012018VoluntaryCarbon.pdf>

<sup>14</sup> <https://www.greenbiz.com/article/carbon-offset-prices-set-increase-tenfold-2030>

## 4. Potential Challenges

### 4.1. Challenges to Implementation

Every organization tackling climate change has a unique set of stakeholders, resources, and processes to consider. In Milwaukee County, key factors that will drive the Climate Action 2050 planning process will necessarily include leadership from the County Executive and County Board, the desire to align Climate Action with health and racial equity outcomes, a consistent and long-term source of funding for initiatives, support from all County departments, and engagement of all stakeholders.

The Sustainability Task Force Steering Group has taken a critical first step in identifying *Guiding Principles* that align with the current County 10-year Vision and Strategic Focus Areas. By doing so, climate action supports, rather than competes with, current County objectives and plans, and achieves necessary key leadership support. County departments will find it easier to get behind climate action when they see how it's not yet another objective and task at hand, but a way to align their operations with health and racial equity outcomes and achieve support for their annual plans.

Still, co-benefits may be a challenge to realize. For instance, positive health outcomes may depend less on what Milwaukee County does than how the entire world addresses climate change. Green jobs won't just happen because Milwaukee County is going to do a solar photovoltaic installation project. Realization of co-benefits will require *intentionality*. Development of the climate action plan for Milwaukee County will require careful, detailed and intentional evaluation of co-benefits for every potential strategy. In fact, it may be advisable to flip the evaluation on its head: instead of evaluating an emissions reduction strategy for co-benefits, perhaps the planning team should target specific strategic objectives and evaluate the emissions reduction possibility as the co-benefit.

### HOW INDIANAPOLIS REALIZES CO-BENEFITS

In *Thrive Indianapolis*<sup>43</sup>, the inaugural sustainability plan published in 2019, the city aims to reduce emissions to net zero by 2050 whilst also increasing community resilience and reducing social inequalities. To do this, they use a co-benefits approach which treats reduction in GHG emissions as just one of many beneficial outcomes of the actions they are implementing to achieve their overall goal to build a thriving, sustainable and resilient city.

For each of the actions in their plan they assess whether the action would reduce inequality, improve public health, create jobs, reduce greenhouse gas emissions, and increase the resilience of vulnerable populations. For example, one of the mitigation actions that the city is implementing aims to help communities overcome barriers to installing solar energy through education and support. This action is designed to reduce emissions, create jobs, reduce social inequality and increase resilience in socially vulnerable populations in the city all at the same time<sup>44</sup>.

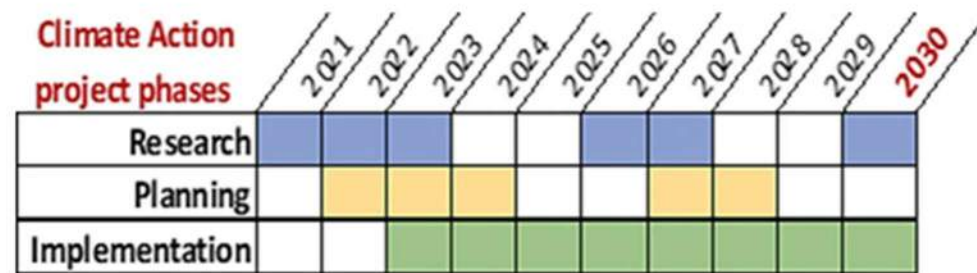
THE CO-BENEFITS OF CLIMATE ACTION  
GDP, 2020

<sup>43</sup> City of Indianapolis. *Thrive Indianapolis*. <https://solar1.squarespace.com/static/5b4ee440e3c159711ae75d31/45577ba442e6933919e3734/15536530412/6-2019CPBR20-1-ThriveIndianapolis>

<sup>44</sup> <https://www.thriveindy.org/2019/06/20/19CPBR20-1-ThriveIndianapolis>

It will also be key for leadership to recognize that there are multiple, long-term, and overlapping phases to our Climate Action 2050 Plan. These include research, planning and implementation. While this Framework includes some basic research and brainstorming of potential emissions reductions strategies, further research (and funding for such) will be required during project planning to validate the business case for each. Additionally, technology advances over the next 28 years will have to be continually tracked, and the plan reevaluated to make sure the latest science is incorporated into the plan. Finally, public engagement is part of basic research and will need to be periodically redeveloped and reinforced. Therefore, we should anticipate multiple iterations of research and planning over the course of the project, as illustrated in Figure 7.

Figure 7. Sample Climate Action Project Timeline (Excerpt)



It is the long-term nature of this project and its end goal that lends perhaps the biggest challenge. As the County’s elected officials change over the next 28 years, will they continue prioritize climate action over other competing interests? To be sustainable, the County climate action plan and its leaders must annually inspire confidence in elected officials, County employees and the public. It can do this only by engaging stakeholders, including public participation, demonstrating progress, advertising co-benefits, and advocating for support. The County’s annual budget process will be a key lever for advancing the project, but year-long strategizing and communications will be needed to make sure this project remains front of mind. Perhaps most importantly, the program benefits that support the County’s Vision and Strategy must be clearly articulated and regularly advertised. A transparent communications plan must be part of the overall plan for Climate Action 2050.

## 4.2. Lessons from Other Local Governments

There are both positive and negative lessons learned from other local governments. For one, a critical success factor will be to assure an inclusive process. The Greening of Detroit (TGD) provides a lesson in this area. In 2014 their plan to plant 5,000 city trees annually ran into local resistance. They had 50,000 volunteers (most of them white and not from Detroit), and only one community outreach person. Where, when and how trees were planted were being determined by the TGD organization, and residents were informed through door hangers and

community meetings, if they attended. This approach failed to engage residents at a meaningful level, and crucially failed to recognize the competing race-based historical narratives and distrust that residents had of city government. Failure to involve residents in environmental initiative decision-making is a classic mistake that can derail plans despite best intentions. Not all Milwaukee County climate action initiatives will require public input, but for those that do dialogue and inclusive decision-making will be critical.

Additional lessons from other cities and counties, and recommendations specific for Milwaukee County, include:

1. Good planning takes time – 18 to 24 months to a final plan is realistic, especially considering engagement goals – and dedicated resources.
2. Consider a County Executive appointee from the public or business sector who can serve as a principal advocate and champion of the Climate Action 2050 Plan.
3. Establish an advisory Task Force that can promote the research, engagement, and planning aspects of the program, and clearly delineate the County decision-makers up front.
4. Develop a system for early and frequent briefings and planning sessions with County department leaders with a goal of establishing not just departmental buy-in, but also detailed department action plans that empower department staff to move forward.
5. Maximize opportunities from taking climate action by integrating co-benefits in our planning.
6. Build on existing initiatives to leverage work already in process – an example is expansion of the battery electric bus fleet.
7. Engage an independent research consultant to provide ideas, validate plans, project emissions reduction, and lend credibility to the overall strategy.
8. Consider establishing a Climate Action 2050 trust fund, which could be the source of funds for research and planning activities, if not also implementation.
9. Annually research and apply for grants from Federal government and non-profit advocacy groups for financial support of the project. Also seek philanthropic support.
10. Integrate climate action into County standard processes. Example: Modify the Racial Equity Budget Tool to recognize the co-benefits of climate action initiatives to help promote budgetary support.
11. Consider funneling cost savings from energy reduction back into support for program.
12. Develop and deploy a comprehensive communications strategy.
13. Ensure success by tracking progress, reporting transparently, and reassessing continually.

Lastly, start on implementation early in the process. This is important for many reasons. Early action planning identifies barriers, which can then be addressed more quickly. Showing early progress builds support and counters skepticism about the seriousness of the climate plan. With big, aggressive goals, getting a quick start with pilot projects provides time to learn and manages expectations.

## 5. Next Steps / Recommendations

The next step in Climate Action 2050 is to fund, organize and initiate the research and detailed planning required to map out specific strategies that lead to an implementation plan. The various items that require research and planning are detailed in the illustration below.

Figure 8. Planning Tasks - Climate Action 2050

RESEARCH	PLANNING
Climate change impacts/vulnerability assessment in Milwaukee County	Program organizational structure
Resiliency/adaptation strategies for Milwaukee County	Identify partners
Grants available to support climate action	Communications plan
Other funding vehicles	Public engagement plan
Building efficiency strategies	Co-benefits planning
Renewable energy options	Continued modeling of strategies
Racial Equity Budget Tool	Early implementation initiative
Green jobs implementation options	Tracking and Reporting plan
	Budget development
	Near-term implementation plan

Research should be funded, organized and initiated immediately. Some research (grant sources, for instance) may be accomplished with County resources. Others, such as building efficiency (research into deep green retrofits and building electrification for example) will depend on external resources. Benchmarking what other local governments have accomplished will be important. Milwaukee County should convene a local coalition comprised of County department representatives, non-profits (such as Wisconsin Policy Forum, ICLEI, etc.), educational institutions

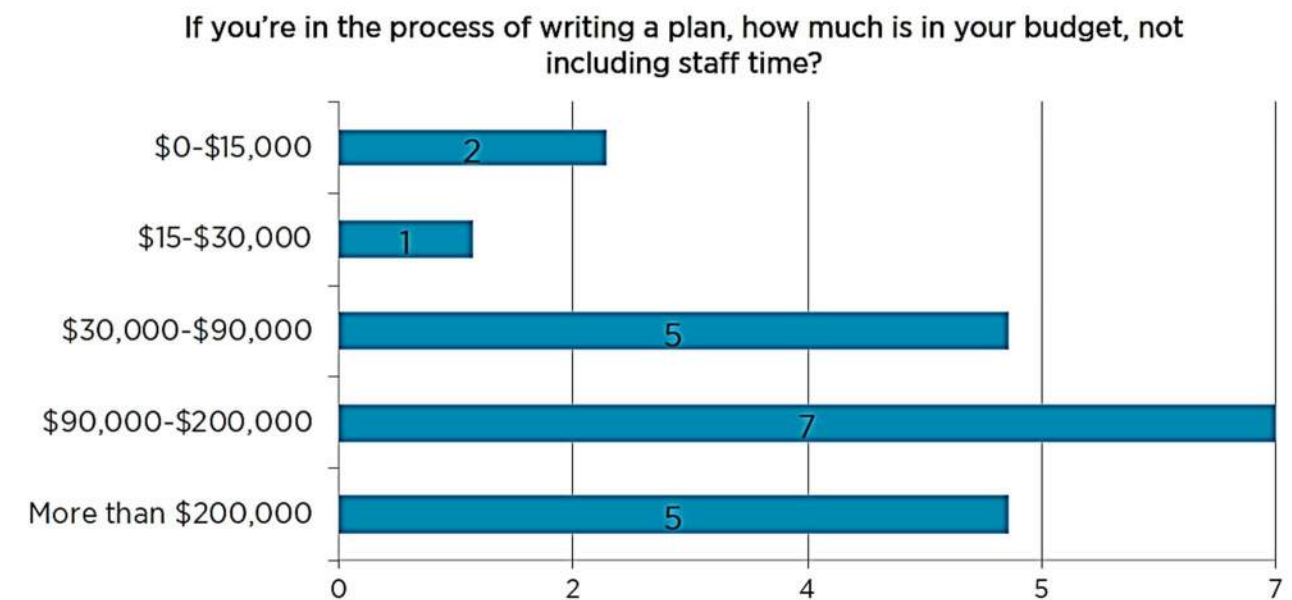
(UWM, MATC, etc.), businesses (Johnson Controls, etc.), municipal entities (City of Milwaukee, MMSD, etc.), local advocacy groups (such as Employ Milwaukee, various community and economic development agencies, , etc.) and philanthropies (Bader Philanthropies, etc.) to participate in this research.

Coalitions and engaged partners will also be important to the development of the Climate Action 2050 Plan. While the research will inform the Plan, the planning process itself will require a well-orchestrated, integrated and engaging approach. A formal engagement strategy to ensure stakeholders are effectively included up front in decision making will be critical. As noted earlier, some strategies will impact not just County operations but also the larger community. It is crucial to make the public aware, allow them to comment, and engage on all topics before finalizing any strategies. During engagement, the County can pursue various survey mechanisms to evaluate the impact on municipal staff and the community. Results of surveys alongside input from coalition partners could be used for a community-wide impact assessment.

As stated above, it should be expected that the time required to produce a comprehensive Climate Action 2050 Plan will take from 18 to 24 months.

The cost to develop the Climate Action 2050 Plan depends on the approach and partners Milwaukee County chooses for the project. The research items alone may involve cost. For most local governments external consulting support is needed and recommended to develop an action plan. External consultants can be used to help benchmark peers, identify technologies, develop strategies, model emissions reduction, set up tracking and reporting mechanisms, and assist in report writing. Table 3 suggests that *community-wide* climate action planning typically costs \$90,000-200,000<sup>15</sup>. The Office of Sustainability has not come across similar data for municipal operations plans.

Table 3. Sample Costs - Community Climate Action Plans



<sup>15</sup> Urban Sustainability Directors Network. (2019). *Climate Action Group Survey Report*. Obtained via email on 8/10/21.



After all impacts of mitigation and adaptation strategies have been evaluated, the County should assemble final strategies within an implementation plan. This portion of the Plan should include goals, timelines, resource requirements, responsible parties and monitoring frameworks. Upon assembly of the research, strategy, and implementation plans, the County should follow County procedures to formalize the overall Milwaukee County Climate Action 2050 Plan.

## 6. Conclusion

In this report, we have framed the challenge for Milwaukee County to achieve net zero carbon emissions for its operations by 2050. The scope of the initiative, the baseline and the current state are defined. Guidelines that align with County strategy have been developed. Strategies to achieve the objective have been identified, as well as potential pitfalls and recommendations for organizing the project to overcome obstacles based on lessons from other benchmark organizations. The costs and timing of the next step – detailed action planning - have been laid out for policymakers to consider. In sum, this Framework is the ‘plan to develop a plan’ that should serve as solid ground for County climate action progress.

Because the Milwaukee County Climate Action Plan will take a long-term approach, progress will need to be tracked over time and shared with internal stakeholders, policymakers, and the public at regular intervals to maintain positive momentum. Over time, as the County learns what works, the action plans will change. But once the interim goals are achieved, the process will continue until the 2050 goal and all its benefits are realized.

## Appendices

## I. Carbon Neutrality Legislation

1 By Supervisors Nicholson, Ortiz-Velez, Sumner, File No. 21-389  
2 Clancy, Shea, Wasserman, and Martin

### AN AMENDED RESOLUTION

3  
4  
5  
6 committing Milwaukee County to becoming carbon neutral by 2050 and requesting the  
7 Director of Sustainability, Department of Administrative Services, develop and  
8 administer a strategic plan to achieve carbon neutrality in Milwaukee County facilities  
9 and operations by 2050

10  
11  
12 WHEREAS, carbon neutrality is the process of balancing carbon emissions with  
13 carbon removal or elimination until the net effect is zero; and

14  
15 WHEREAS, carbon emissions are a result of extraction, refinery, transportation,  
16 and burning of fossil fuels, like coal, natural gas, and oil; and

17  
18 WHEREAS, normally, trees absorb carbon dioxide in the atmosphere, but the  
19 increased creation of carbon dioxide and destruction of forests for agriculture, new  
20 developments, and collection of lumber prevents this natural process from occurring  
21 and, as a result, excess carbon emissions absorb radiation and prevent heat from  
22 escaping the atmosphere, causing disrupted weather patterns, global warming, and  
23 climate change; and

24  
25 WHEREAS, reduction, elimination, or offsetting of carbon emissions is critical to  
26 preventing the continued effects of climate change on the planet; and

27  
28 WHEREAS, the Global Carbon Project outlines the process to become carbon  
29 neutral as:

- 30 1. Calculating carbon emissions and other greenhouse gas from activities
- 31 2. Reducing emissions wherever possible
- 32 3. Balancing the remainder by purchasing offsets

33  
34 ; and

35  
36 WHEREAS, reducing emissions includes limiting energy usage and emissions  
37 from transportation, buildings, and equipment, using electrical energy or low carbon  
38 energy sources, employing wind, nuclear, hydro, solar and geothermal power; and

39  
40 WHEREAS, offsetting emissions includes buying and planting trees, investing in  
41 carbon offset projects in underserved communities, or purchasing carbon offsets or  
42 carbon credits; and

43 WHEREAS, in the absence of broad federal climate policies, state and local

44 governments are leading the way in planning for carbon neutrality; and

45  
46 WHEREAS, eight states, Washington, D.C., and Puerto Rico have 100 percent  
47 clean energy goals, with more states considering similar plans, and it is estimated that  
48 renewable energy sources will generate nearly a third of the country's electricity by  
49 2050 based on these state commitments alone; and

50  
51 WHEREAS, Milwaukee County adopted File No. 17-506, committing to the  
52 principles and goals of the Paris Agreement for climate change awareness, which the  
53 United States provided notice of withdrawal in 2019 but later rejoined in February 2021,  
54 and requesting that the Department of Parks, Recreation, and Culture (DPRC) develop  
55 a plan for a comprehensive recycling system throughout all parks for approval by the  
56 County Board; and

57  
58 WHEREAS, created through File No. 19-582, Milwaukee County has examined  
59 its progress towards eliminating carbon emissions through the Milwaukee City-County  
60 Joint Taskforce on Climate and Economic Equity (the "taskforce"); and

61  
62 WHEREAS, the taskforce met to discuss and provide recommendations as to  
63 how Milwaukee can achieve net greenhouse gas emissions reductions by 45 percent of  
64 2010 levels by 2030, achieve net zero greenhouse gas emissions by 2050 or sooner,  
65 and how to mitigate racial and income inequality through "green" jobs; and

66  
67 WHEREAS, related to becoming carbon neutral, some of the taskforce's  
68 recommendations as found in File No. 20-496 included:

- 69
- 70 • Obtaining a community greenhouse gas inventory to measure progress
- 71 • Hiring a consultant or expanding sustainability staff to create a narrative
- 72 form of the greenhouse gas inventory to present to the public and
- 73 stakeholders
- 74 • Developing a Milwaukee Climate and Equity Action Plan for reducing
- 75 emissions
- 76 • Working with other Milwaukee County municipalities and the State of
- 77 Wisconsin to coordinate and implement mitigation efforts
- 78 • Assessing the short, medium and long-term funding needs to implement a
- 79 Climate and Equity Action Plan
- 80 • Analyzing the expected financial savings that could be achieved through
- 81 the adoption of a Climate and Equity Action Plan
- 82 • Aggregating economic data on the emerging green economy in Milwaukee
- 83 • Evaluating the potential of larger-scale structural interventions to leverage
- 84 a climate transition to dramatically improve regional economic equity

85  
86 ; and

87 WHEREAS, the Milwaukee County Transit System is in the process of acquiring  
88 hybrid-electric buses and electric buses for its fleet, which provides an opportunity to  
89 greatly decrease the greenhouse gas emissions produced by public transit, and the  
90 2021 Adopted Budget included a provision to study the transition of all County fleet  
91 vehicles to electric vehicles; and

92  
93 **WHEREAS, the Solar Now program allows local governments to partner**  
94 **with We Energies to install solar panels on roof tops or land parcels and, in**  
95 **return, receive lease payments, which Milwaukee County is interested in pursuing**  
96 **on a large-scale to offset the costs of implementing carbon neutrality measures**  
97 **throughout Milwaukee County; and**  
98

99 WHEREAS, Milwaukee County adopted File No. 19-397 declaring racism a  
100 public health crisis and File No. 20-174 codifying the County's commitment to becoming  
101 the healthiest county in Wisconsin through the elimination of racism; and  
102

103 WHEREAS, in 2018, the United States Global Change Research Program,  
104 commissioned through the Global Change Research Act of 1990, released the "Fourth  
105 National Climate Assessment" evaluating the impacts, risks, and adaptations in the United  
106 States to climate change and found that climate change has a disproportionate effect on  
107 communities of color because of a propensity to live in urban areas that suffer from poor  
108 air and water quality, inability to quickly or totally recover from climate events, amongst  
109 other concerns; and  
110

111 WHEREAS, improving the health of the environment is vital to improving human  
112 health in our goal to become the healthiest county in the state; and  
113

114 WHEREAS, to make progress towards becoming carbon neutral, Milwaukee  
115 County will need to work with its 19 municipalities and the public to provide education  
116 on the importance of understanding and reducing greenhouse gas emissions; and  
117

118 WHEREAS, it is imperative that all levels of government across the United States  
119 mobilize to avoid the worst effects of climate change; and  
120

121 WHEREAS, Milwaukee County is committed to fulfilling the recommendations  
122 provided by the taskforce to reduce carbon emissions and become carbon neutral, as  
123 well as mitigating racial and climate inequity through "green" jobs; and  
124

125 WHEREAS, the Committee on Parks, Energy, and Environment, at its meeting of  
126 April 13, 2021, recommended adoption of File No. 21-389 as amended (vote 5-0); now,  
127 therefore,  
128

129 BE IT RESOLVED, that it is the policy of Milwaukee County to become carbon  
130 neutral by 2050; and

131  
132 BE IT FURTHER RESOLVED, that the Milwaukee County Board of Supervisors  
133 hereby requests the Director of Sustainability, Environmental Services Division,  
134 Department of Administrative Services, in conjunction with the Economic Development  
135 Division and any other relevant entities, develop and administer a strategic plan to  
136 achieve carbon neutrality in Milwaukee County facilities and operations by 2050; and  
137

138 BE IT FURTHER RESOLVED, that the Milwaukee County Board of Supervisors  
139 hereby requests that the Director of Sustainability provide a report on Milwaukee  
140 County's current progress on reducing and eliminating its carbon emissions and a  
141 framework for developing and administering a strategic plan for becoming carbon  
142 neutral by 2050 no later than the September 2021 cycle; and  
143

144 BE IT FURTHER RESOLVED, that the framework shall include estimates on the  
145 costs of developing and implementing the strategic plan, the major avenues for reducing  
146 carbon emissions, an approximate timeline for the development of a plan, the entities  
147 involved in the development of the plan, and any additional, relevant information.  
148

149  
150 04/13/21  
151 s:\committees\2021\apr\pe&e\resolutions\21-389 carbon neutral nicholson.docx

## II. What's in the Emissions Inventories

Sector	Source	Activity	Notes - 2005 Inventory
Buildings & Facilities	Purchased Electricity	Electricity Used - Excl Street Lights & Traffic Signals (kWh)	
	Natural Gas	Gas Used (6)	
	Diesel Generators	Fuel Used (gallons)	Used earliest data available (2016)
	District Steam - Downtown	Steam Purchased (Btu)	Used earliest data available (2007)
	District Cooling - County Grounds	Cooling Demand (ton-hrs)	Have CW expenditures for 2005, assume 2016 rate (\$/ton-hr)
Steam Purchased (Btu)		Used earliest data available (2007)	
Transit Fleet	Buses	Diesel Used - Buses (gal)	
		Annual Miles Traveled - Buses (VMT)	
	Gas Vehicles & Heavy Equipt	Gas Used - Transit Vehicles & Heavy Equipt (gal)	
		Annual Miles Traveled - Transit Gas Vehicles & Heavy Equipt (VMT)	VMT estimated from fuel used and average MPG
	Diesel Vehicles & Heavy Equipt	Diesel Used - Transit Vehicles & Heavy Equipt (gal)	
Annual Miles Traveled - Transit Diesel Vehicles & Heavy Equipt (VMT)		VMT estimated from fuel used and average MPG	
Vehicle Fleet	Small Gas Equipt - Parks	Gas Used - Small Gas Equipt (gal)	Used earliest data available (2016)
	Small Diesel Equipt - Parks	Diesel Used - Small Gas Equipt (gal)	Includes small off-road equipment like mowers, golf carts, etc. Used earliest data available (2016)

Diesel Vehicles & Heavy Equipt	Diesel Used - Fleet Vehicles & Heavy Equipt (gal)	Used earliest data available (2014)
	Annual Miles Traveled - Fleet Diesel Vehicles & Heavy Equipt (VMT)	VMT estimated from fuel used and average MPG Used earliest data available (2014)
Gas Vehicles & Heavy Equipt	Gas Used - Fleet Vehicles & Heavy Equipt (gal)	Used earliest data available (2014)
	Annual Miles Traveled - Fleet Gas Vehicles & Heavy Equipt (VMT)	VMT estimated from fuel used and average MPG Used earliest data available (2014)
Addl Gas Vehicles - Airport	Gas Used - Airport Addl Vehicles (gal)	Includes off-site refueling of airport fleet vehicles Used earliest data available (2008)
	Annual Miles Traveled - Airport Addl Vehicles (VMT)	Includes off-site refueling of airport fleet vehicles. VMT estimated from fuel used and average MPG. Used earliest data available (2008)
CNG Buses - Airport	CNG Used - Airport CNG Buses (gal)	Used earliest data available (2008)
	Annual Miles Traveled - Airport CNG Buses (VMT)	VMT estimated from fuel used and average MPG. Used earliest data available (2008)
Street Lights & Traffic Signals	Street Lights & Traffic Signals	Electricity Used - Street Lights & Traffic Signals (kWh) Includes parking lot and tennis court lighting; separate general Used from street lights and traffic signals

### III. Anticipated Building Portfolio Changes

The 'business as usual' emissions forecast assumes that the following changes will occur to Milwaukee County's building portfolio. The energy impacts shown are based actual electricity, natural gas, and district steam use of these buildings.

Anticipated Change	By Year Ending	Building SF	Purchased Electricity (kWh/yr)	Natural Gas (therms/yr)	District Steam (1000 lbs/yr)	Chilled Water (ton-hours/yr)	Notes & Assumptions
Closure of D-16 Mental Health Center	2023	-425,400	-5,174,689	0	-50,135	-1,358,285	Served by County Grounds district steam and chilled water system. Assume BHD staff housed at D-16 will relocate to an existing County building (i.e., no additional space or energy use required).
Disposition of Fiebrantz Complex	2025	-94,818	-217,291	-54,053	0	0	County has issued RFP for disposing the property
Construction of new North Highway Garage	2025	47,792	166,968	28,289	0	0	Would coincide with demolition of old building
Demolition of old North Highway Garage	2025	-34,499	-101,426	-27,695	0	0	Would coincide with construction of new building
Acquisition of Public Museum	2026	464,887	5,608,826	25,434	33,849	0	Served by Downtown district steam system. Current tenants may vacate by 2026.
Cumulative Impacts:		-42,038	282,388	-28,025	-16,287	-1,358,285	

### IV. Strategies Brainstormed by the Technical Group

#	Strategy	Type	Emissions Sector	Emissions Reduced (MTCDE/yr)*	Co-Benefits (0 = 'no'; 1 = 'yes'; blank if unknown)							Total
					CE	CB	HT	FS	EE	JB	RE	
1	Replace 15 MCTS diesel buses with BEBs, 2022-23	Replace	Transit Fleet	525			1		1			2
2	After initial pilot of 15 buses (see strategy #1), electrify remaining MCTS bus fleet by 2040	Replace	Transit Fleet	28,264			1		1			2
3	Reduce building energy use 15% per decade 2020-50	Reduce	Buildings & Facilities	15,955			1	1	1			3
4	Make Senior Centers and Community Centers 'net zero' (energy self-sufficient) by 2050	Reduce/Replace	Buildings & Facilities	2,573			1		1		1	3
5	Maximize participation with We Energies Solar Now program	Offset	Buildings & Facilities	1,106	0		1	1	0		0	2
6	Install 2-MW ground-mounted solar PV system, location TBD.	Replace	Buildings & Facilities	937			1	1	1		0	3
7	Install solar PV at Oakwood Golf Course under We Energies Solar Now program	Offset	Buildings & Facilities	365	0		1	1	0		0	2

\* Maximum emissions reduced when strategy is fully implemented.

**Co-Benefits:** CE - Community Engagement; CB - Community Business Development; HT - Health; FS - Fiscal Responsibility; EE - Efficiency/Effectiveness; JB - Jobs; RE - Resiliency

#	Strategy	Type	Emissions Sector	Emissions Reduced (MTCDE/yr)*	Co-Benefits (0 = 'no'; 1 = 'yes'; blank if unknown)							Total
					CE	CB	HT	FS	EE	JB	RE	
8	Plant shade trees near Community Centers and neighborhoods to provide shade and reduce cooling demand	Avoid	Buildings & Facilities	1		1		0	1	1	4	
9	Continuing to telework (reduce occupancy)	Avoid	Buildings & Facilities		0		1	1			2	
10	Right-size fleet vehicles according to business needs	Avoid	Vehicle Fleet			1		1			2	
11	Reduce mower fuel use by converting turfgrass areas to native landscapes	Avoid	Vehicle Fleet	1			1				2	
12	Recapture expended energy to use for building cooling	Avoid	Buildings & Facilities	0			1	1			2	
13	Install green or 'cool' (reflective) roofs to reduce heating and cooling demand	Avoid	Buildings & Facilities					1			1	
14	Survey existing lighting levels, especially in unoccupied areas, and reduce lighting where possible (delamp)	Avoid	Buildings & Facilities									
15	Improve envelope of buildings (walls, windows, roof, and foundation)	Avoid	Buildings & Facilities									

\* Maximum emissions reduced when strategy is fully implemented.

Co-Benefits: CE - Community Engagement; CB - Community Business Development; HT - Health; FS - Fiscal Responsibility; EE - Efficiency/Effectiveness; JB - Jobs; RE - Resiliency

#	Strategy	Type	Emissions Sector	Emissions Reduced (MTCDE/yr)*	Co-Benefits (0 = 'no'; 1 = 'yes'; blank if unknown)							Total
					CE	CB	HT	FS	EE	JB	RE	
16	Adopt State of Wisconsin Sustainability Guidelines for Capital Projects for new construction and major renovation projects	Reduce	Buildings & Facilities	1			1	1			3	
17	Advocate for City to install smart traffic signal systems	Reduce	Transit Fleet	1		1		1			3	
18	Commission existing buildings/sites	Reduce	Buildings & Facilities				1	1			2	
19	Upgrade lighting to LEDs - buildings	Reduce	Buildings & Facilities				1	1			2	
20	Install energy- and water-efficient appliances	Reduce	Buildings & Facilities				1	1			2	
21	Launch Operational Data Analytics (ODA) program for all buildings	Reduce	Buildings & Facilities				1	1			2	
22	Increase speed of transit service	Reduce	Transit Fleet	1				1			2	
23	Upgrade lighting to LEDs - street lights and traffic signals	Reduce	Street Lights & Traffic Signals				1	1			2	

\* Maximum emissions reduced when strategy is fully implemented.

Co-Benefits: CE - Community Engagement; CB - Community Business Development; HT - Health; FS - Fiscal Responsibility; EE - Efficiency/Effectiveness; JB - Jobs; RE - Resiliency

Co-Benefits (0 = 'no'; 1 = 'yes'; blank if unknown)												
#	Strategy	Type	Emissions Sector	Emissions Reduced (MTCDE/yr)*	CE	CB	HT	FS	EE	JB	RE	Total
24	Add emissions controls to existing equipment that is not slated for replacement in the near future	Reduce	Vehicle Fleet				1		1			2
25	Conduct a business travel audit to assess employee travel patterns	Reduce	Vehicle Fleet					1	1			2
26	Incorporate water/energy standards into Zoo construction projects	Reduce	Buildings & Facilities						1			1
27	Add emissions controls to existing equipment that is not slated for replacement in the near future	Reduce	Buildings & Facilities				1					1
28	Replacing gravity-fed filtration systems and dump-and-fill pools with enclosed systems.	Reduce	Buildings & Facilities						1			1
30	Charge buses with solar energy	Replace	Transit Fleet				1	1	1			3
31	Switch from gas heating to heat pumps	Replace	Buildings & Facilities				1		1			2

\* Maximum emissions reduced when strategy is fully implemented.

**Co-Benefits:** CE - Community Engagement; CB - Community Business Development; HT - Health; FS - Fiscal Responsibility; EE - Efficiency/Effectiveness; JB - Jobs; RE - Resiliency

Page 4 of 5

Co-Benefits (0 = 'no'; 1 = 'yes'; blank if unknown)												
#	Strategy	Type	Emissions Sector	Emissions Reduced (MTCDE/yr)*	CE	CB	HT	FS	EE	JB	RE	Total
32	Install rooftop solar panels	Replace	Buildings & Facilities					1	1			2
33	Install solar water heating systems	Replace	Buildings & Facilities					1	1			2
34	Electrify fleet vehicles	Replace	Vehicle Fleet				1		1		0	2
35	Replace gas-powered handheld equipment (chainsaws, leaf blowers, mowers) with rechargeable electric tools, add solar charging stations for battery packs.	Replace	Vehicle Fleet				1		1			2

\* Maximum emissions reduced when strategy is fully implemented.

**Co-Benefits:** CE - Community Engagement; CB - Community Business Development; HT - Health; FS - Fiscal Responsibility; EE - Efficiency/Effectiveness; JB - Jobs; RE - Resiliency

Page 5 of 5

# ATTENDANCE DATA

Year 2017 Site Kosciuszko C. C.

Total Annual Attendance for Center	<b>84,638</b>	Sum of All daily attendance for the year	
Less: Walk ins (not members, not day passes)	32,500	Rentals, Special Events, Summit Mentoring Program, and Spectators for sports leagues.	
Equal: Total Member/Day Pass Attendance	52,138	Day Passes and Memberships Purchased including MCC programs (unduplicated)	
Count			
# of Day Passes	4895		
# of Memberships			
Adult	410		
Child	181		
Junior	163		
Family	16		
Add on Youth	5		
Add on Teen	2		
Total Memberships	<b>777</b>		
Replacement	121		
Walk Ins:			
# of Rentals (Includes 2 weekly open gym rentals)	91	estimated Attendance	15420
# of Special Events	6	estimated Attendance	2500
Other Walk Ins: Spectators (sports leagues)	6	estimated Attendance	3560
Summit Mentoring Program	N/A	estimated Attendance	11,020

Year 2018 Site Kosciuszko C. C.

Total Annual Attendance for Center	<b>69,341</b>	Sum of All daily attendance for the year	
Less: Walk ins (not members, not day passes)	29,220	Rentals, Special Events, Summit Mentoring Program, and Spectators for sports leagues.	
Equal: Total Member/Day Pass Attendance	44,161	Day Passes and Memberships Purchased including MCC programs (unduplicated)	
Count			
# of Day Passes	3012		
# of Memberships			
Adult	455		
Child	178		
Junior	100		
Family	55		
Add on Youth	3		
Add on Teen	2		
Total Memberships	<b>793</b>		
Replacement	118		
Walk Ins:			
# of Rentals (Includes 2 weekly open gym rentals & school gym rental)	134	estimated Attendance	14,195
# of Special Events	7	estimated Attendance	2200
Other Walk Ins: Spectators (sports leagues)	4	estimated Attendance	1625
Summit Mentoring Program		Estimated Attendance	11,200

Year 2019 Site Kosciuszko C. C.

Total Annual Attendance for Center	<b>62,240</b>	Sum of All daily attendance for the year	
Less: Walk ins (not members, not day passes)	28,710	Rentals, Special Events, Summit Mentoring Program, and Spectators for sports leagues.	
Equal: Total Member/Day Pass Attendance	33,530	Day Passes and Memberships Purchased including MCC programs (unduplicated)	
Count			
# of Day Passes	3517		
# of Memberships			
Adult	413		
Child	87		
Junior	128		
Family	140		
Add on Youth	1		
Add on Teen	3		
Total Memberships	<b>772</b>		
Replacement	124		
Walk Ins:			
# of Rentals (Includes 2 weekly open gym rentals & school gym rental)	281	estimated Attendance	17,315
# of Special Events (Tri-Star, Open House, Bench Press, Easter, Fishing, NNO, Family Night, BWS, Powerlifting Holiday Meet)	9	estimated Attendance	2560
Other Walk Ins: Spectators (MCC Volleyball, Teen basketball)	2	estimated Attendance	1335
Summit Mentoring Program		Estimated Attendance	7,500

Year 2020 (Covid 19 Building Closure) Site Kosciuszko C. C.

Total Annual Attendance for Center	<b>16,185</b>	Sum of All daily attendance for the year	
Less: Walk ins (not members, not day passes)	9,450	Rentals, Special Events, Summit Mentoring Program, and Spectators for sports leagues.	
Equal: Total Member/Day Pass Attendance	6,735	Day Passes and Memberships Purchased including MCC programs (unduplicated)	
Count			
# of Day Passes	<b>711</b>		
# of Memberships			
Adult	70		
Child	39		
Junior	15		
Family	8		
Add on Youth	0		
Add on Teen	0		
Total Memberships	<b>124</b>		
Replacement	34		
Walk Ins:			
# of Rentals (Includes 2 weekly open gym rentals & school gym rental)	92	estimated Attendance	8,100
# of Special Events (Tri-Star, Open House, Ice Fishing Clinic)	3	estimated Attendance	350
Other Walk Ins: Spectators (MCC Volleyball, Teen basketball)	0	estimated Attendance	0
Summit Mentoring Program		Estimated Attendance	1,000