

PLEASE POST



SCHOOL DISTRICT OF SHOREWOOD
Shorewood, Wisconsin
September 24, 2025 AGENDA

SCHOOL BOARD MEETING
6:00 PM
Shorewood High School Library Media Center (LMC)
1701 East Capitol Drive
Shorewood, WI 53211

Please note that in observance of Rosh Hashanah, the School Board Meeting will be held on Wednesday, September 24.

Parking is available in the Shorewood High School lot; please enter through the Administration Building doors and take the stairs up to the second floor. *An elevator is accessible near the east stairs.*

Participants may also access the Annual Meeting on Zoom:

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Parameters for Public Comment

The Board welcomes public comments. Public comments are limited to three minutes per person. Per Wisconsin's open meeting law and guidance issued by Wisconsin's Attorney General, we cannot engage in substantive discussions or act on items not on the agenda; however, we will follow up with speakers after the meeting or add items to a future Board agenda for purposes of addressing the matter. Further, we do not permit discussion of pupils, current or former staff, or job candidates. The Board is also reachable by email at schoolboard@shorewood.k12.wi.us.

This meeting notice was posted on September 19, 2025.

I. 6 pm CALL TO ORDER

A. Adopt the Agenda (GC2)

B. Overarching Result for Shorewood School District (R1)

Our students are leaders who challenge themselves to grow and achieve academically, pursue their passions, navigate change, learn continuously and contribute to the common good.

C. Awards and Recognitions

II. 6:05 pm STUDENT ACHIEVEMENT AND RESULTS (R1)

Shorewood Intermediate School

III. 6:15 pm PUBLIC COMMENT #1 (GC3)

Initiate and maintain effective communication with the citizens and other important stakeholder groups as a means to engage them in the work of the Board and the District.

IV. 6:30 pm BOARD BUSINESS AND POSSIBLE BOARD ACTION

A. MDRoffers Consulting Presentation: Shorewood Community Change and Enrollment Projections Report 3

B. Approval of OE 3 (Treatment of District Constituents: Families/Caregivers, Students and Staff) Operational Expectations Monitoring Document 104

V. 7:45 pm BOARD CONSENT AGENDA (GC2)

A. Approval of Board Meeting Minutes September 9, 2025 Regular Board Meeting 109

B. Approval of Future Business Leaders of America (FBLA) Trip to Wisconsin Dells (November 10-11, 2025)

C. Approval of SHS Drama Trip to New York (February 19-23, 2026) 111

D. Approval of SHS Environmental Literature and Science Trip to Devil's Lake State Park (September 29-October 1, 2025) 113

VI. 7:50 pm SUPERINTENDENT'S REPORT 115

District Equity Update

VII. 8:00 pm SUPERINTENDENT'S CONSENT AGENDA

A. Approval of Monthly Financials 140

B. Approval of District Staffing Changes: Appointments, Resignations, Retirements and Leave of Absence Requests 143

VIII. 8:05 pm PUBLIC COMMENT #2 (GC3)

Initiate and maintain effective communication with the citizens and other important stakeholder groups as a means to engage them in the work of the Board and the District.

IX. 8:15 pm BOARD MEMBER REPORTS 144

WPEN Meeting

Village Bi-Board Meeting

X. 8:25 pm REVIEW OF 'TO DO' AND FUTURE AGENDA ITEMS

XI. 8:30 pm RECESS AND DEBRIEF

Community Change & Student Enrollment Projections

September 2025



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About MDRoffers Consulting

- Municipal, regional, and school district planning experts with 30+ years of experience
- Have projected enrollment for almost 50 Wisconsin school districts, using method that relies on analyzing housing trends, new housing construction, generational shifts, and demographic change

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Presentation Outline

- Recent Trends
- Projection Methodology Overview
- Enrollment Projections
- Key Findings and Potential Implications

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This presentation is a summary of MDRoffers Consulting's more detailed September 2025 report



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Recent Trends



Decreasing SSD Enrollment Over Past Decade

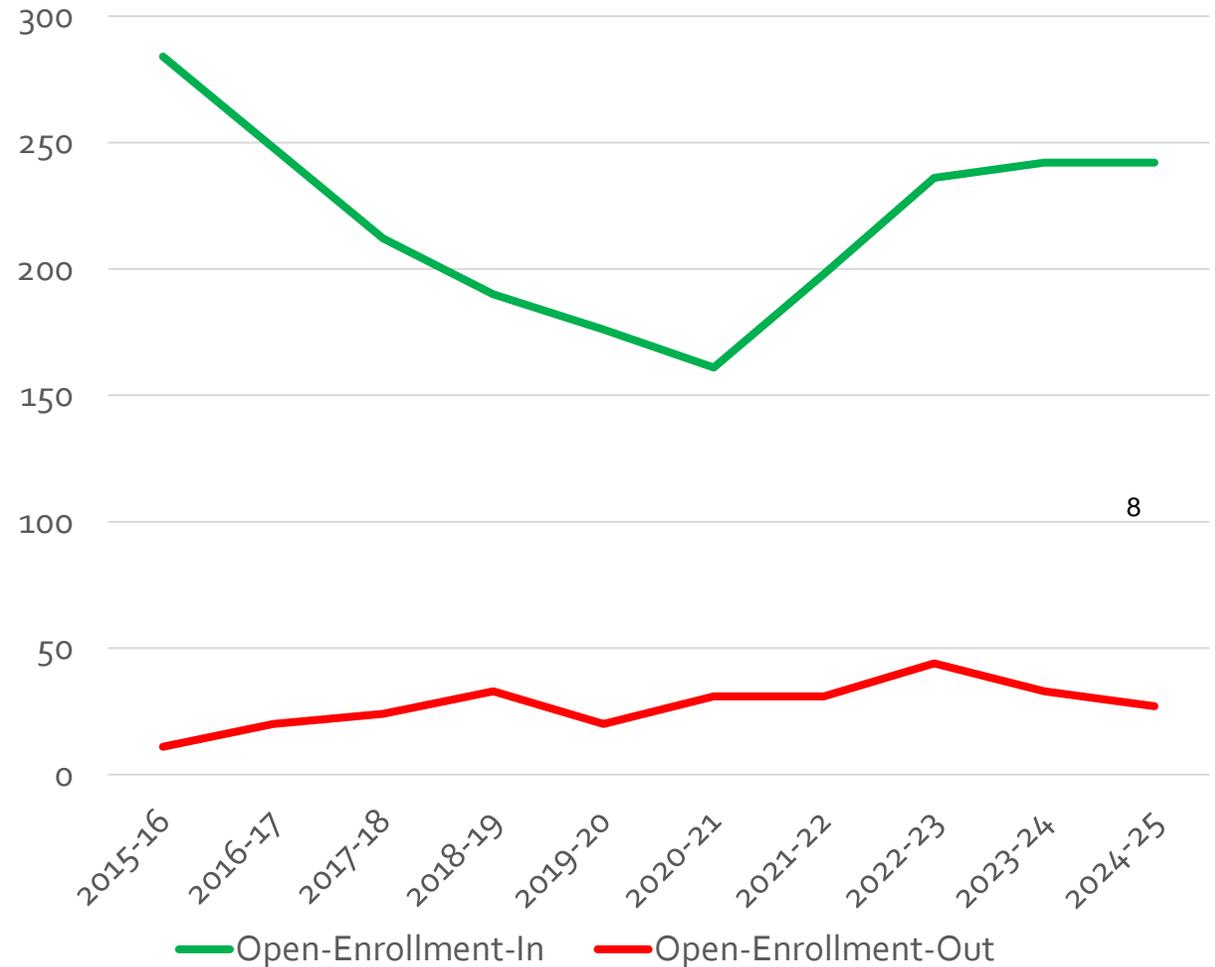
- Enrollment decreased by 225 students, or 11%, over the past decade, with decreases across all grade groups
- Total enrollment has remained stable since 2021, with decreasing SSD resident enrollment but increasing open-enrollment-in

Grade Group	2015-2016	2024-2025	10 Year Change
4K	113	76	-37
5K-6	1,024	918	-106
7-8	309	300	-9
9-12	684	611	-73
TOTAL 4K-12	2,130	1,905	-225



Open Enrollment Trends

- Overall, net gain of students from open-enrollment
- Open-enrollment-in of non-resident students decreased in the 2010s, but increased in the 2020s to help fill capacity
- Resident students open-enrolling-out has remained lower and more stable



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Decreasing Private School Enrollment

- Enrollment at 14 private schools operating in or near the SSD decreased by 842 students, or 15 percent, over past decade
- Decrease temporarily reversed during the pandemic
- Decrease resumed over the past two years

Private School	Grades	2014-15	2024-25	Change
Hillel Academy	4K-8	108	184	+76
Jewish Beginnings	4K	47	0	-47
Milwaukee Jewish Day School	4K-8	183	130	-53
St. Eugene School	4K-8	169	172	+3
Scholaris Gifted Academy	4K-8	21	0	-21
North Shore Montessori	5K-6	47	43	-4
St. Francis Children's Center	4K	35	0	-35
New World Montessori	4K-6	47	0	-47
St. John's Lutheran School	4K-8	117	97	-20
University School of Milwaukee	4K-12	1,133	1,030	-103
Eastbrook Academy	4K-12	389	393	+4
Messmer Catholic	4K-12	1,621	1,134	-487
Northwest Catholic School	4K-8	271	149	-122
Risen Savior	4K-8	240	362	+122
St. Robert School (only one in the SSD)	4K-8	313	266	-47
Dominican High School	9-12	300	306	+6
Holy Family School	4K-8	203	166	-37
Saint Monica School	4K-8	380	350	-30
TOTALS		5,624	4,782	-842



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Why? Fewer Children in Milwaukee County

- Recent enrollment decreases in the SSD, private schools, and also other North Shore school districts (Glendale-River Hills, Whitefish Bay) are due to declining birth rates
- Over the past decade:
 - Annual births in Milwaukee County decreased by 2,500+
 - Population aged 0-19 decreased by 24,000+
 - Total student enrollment (public and private) in Milwaukee County decreased by 13,762 students (8 percent)

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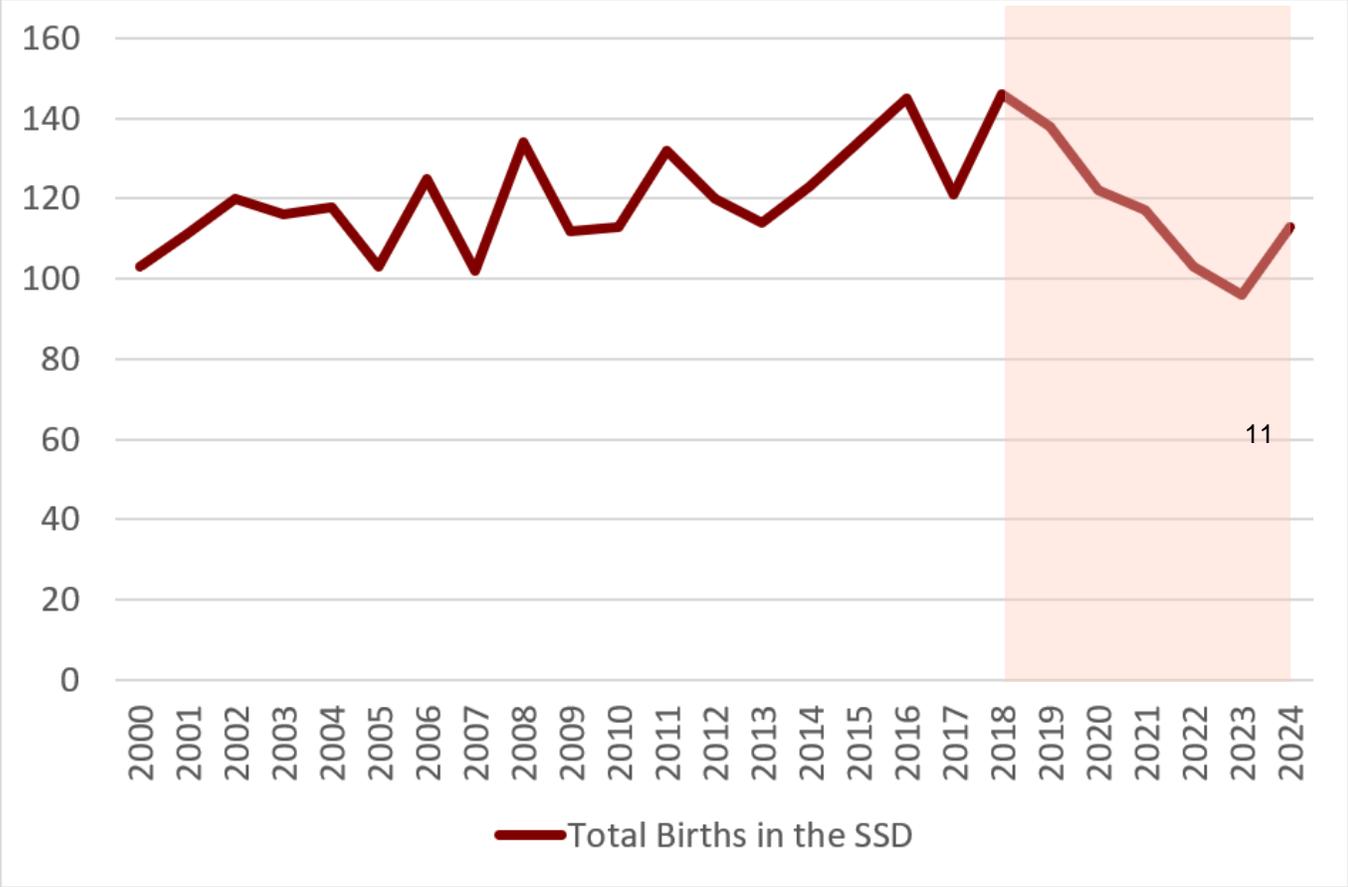


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In SSD, Recent Decrease in Births

- Generally increasing births from 2000 to mid-2010s
- Since 2018, births on a downward trajectory, from 146 births to 96 births in 2023
- Slight increase in 2024 to 113 births, but still below mid-2010s average



In SSD, Increasing Reproductive-Age Population

- Median age in SSD remained stable from 2010 to 2020 at 38.0 and 38.6 years old
- In contrast to increasing median age at County, State, national levels
- Population aged 25-44 (reproductive-aged) increased by 405 residents, or 11 percent
- Could bode well for stable or increasing births in coming years

Age Group	2010	2020	Change
0-4 (infants and toddlers)	618	873	+255
5-19 (School Age)	2,313	2,170	-143
20-24	1,275	731	-544
25-44 (Reproductive Age)	3,693	4,098	+405
45-64	3,312	3,322	+10
65+ (Seniors)	1,919	2,054	+135



Student Generation from Single-Unit Dwellings

- Most single-unit dwellings in the SSD were built in the 1950s and earlier
- Consultant analyzed multiple demographic and housing factors to determine factors most impactful for SSD student generation:
 - Average home square footage (> 2,500 sf)
 - Median household income (> \$100,000)
 - Percentage of home sales (> 15% sold in neighborhood over past five years)

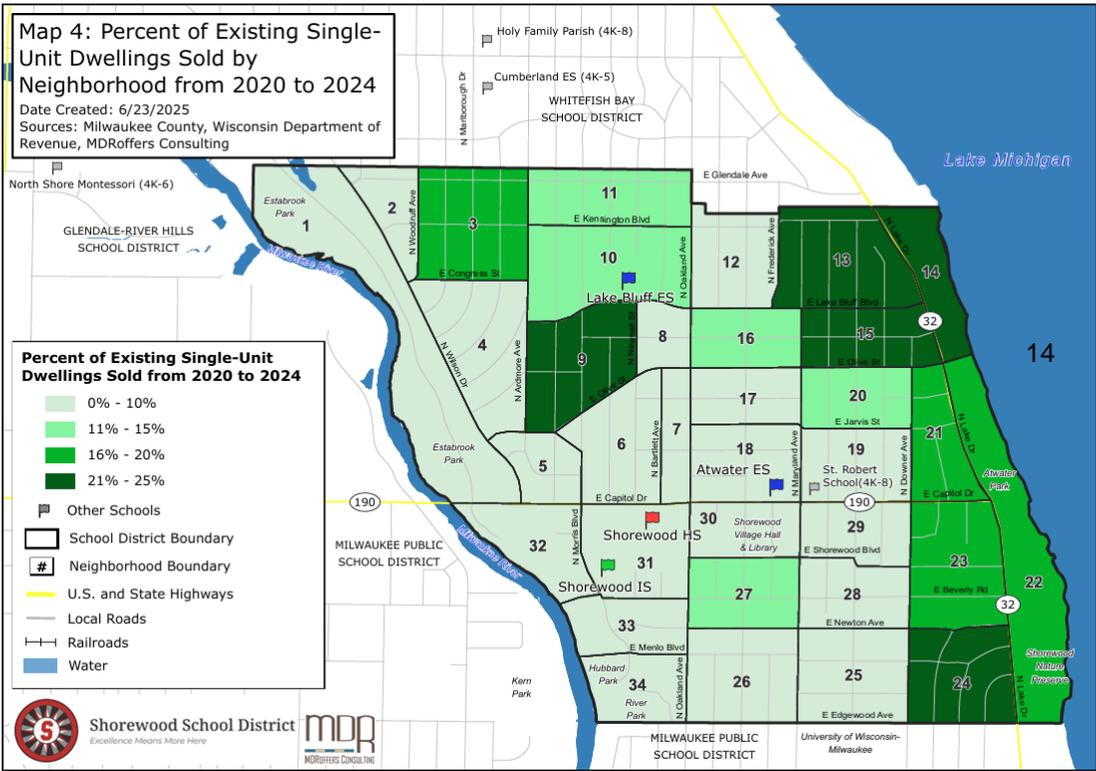


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Student Generation from Single-Unit Dwellings

- Greatest percentage of home sales in northeastern SSD, southeast corner, and near Lake Bluff Elementary
- Home sales decreased in Milwaukee County since 2022, mainly due to rising interest rates and home prices
- In contrast, home sales in the SSD remained healthy, and even increased from 2023 (82 home sales) to 2024 (112 home sales)



Student Generation from Single-Unit Dwellings

- Consultant performed two analyses to determine to what extent home sales are generating students
- Analysis #1: Compare student addresses to addresses of homes sold since 2020
 - 262 4K-12 students in 607 homes sold = 0.43 4K-12 student per home sale
- Analysis #2: Recent home sale survey
 - 45 4K-12 students in 87 completed surveys = 0.52 4K-12 student per home sale
- Suggests every two homes sold generate around one SSD student (higher than most other suburban Milwaukee school districts)

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Student Generation from Multi-Unit Dwellings

- Newer multi-unit housing generates average of **0.08** SSD 4K-12 students-per-unit
- Older multi-unit housing generates **0.05** SSD 4K-12 students-per-unit, lower than newer and most other districts because:
 - UW-Milwaukee proximity
 - Attractiveness of SSD to seniors
 - Higher costs of multiple-family housing in SSD
- Much of 25-34 population may not yet have children and renting at greater proportion



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How is Shorewood Unique?

- Shorewood had a recent increase in its reproductive age population, particularly in the population aged 25-34
- Rising interest rates and home prices do not seem to be impacting home sales, which remain high
- Home sales are generating numbers of students that are higher than found the consultant's recent work elsewhere (Whitefish Bay similar)

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Projection Methodology Overview

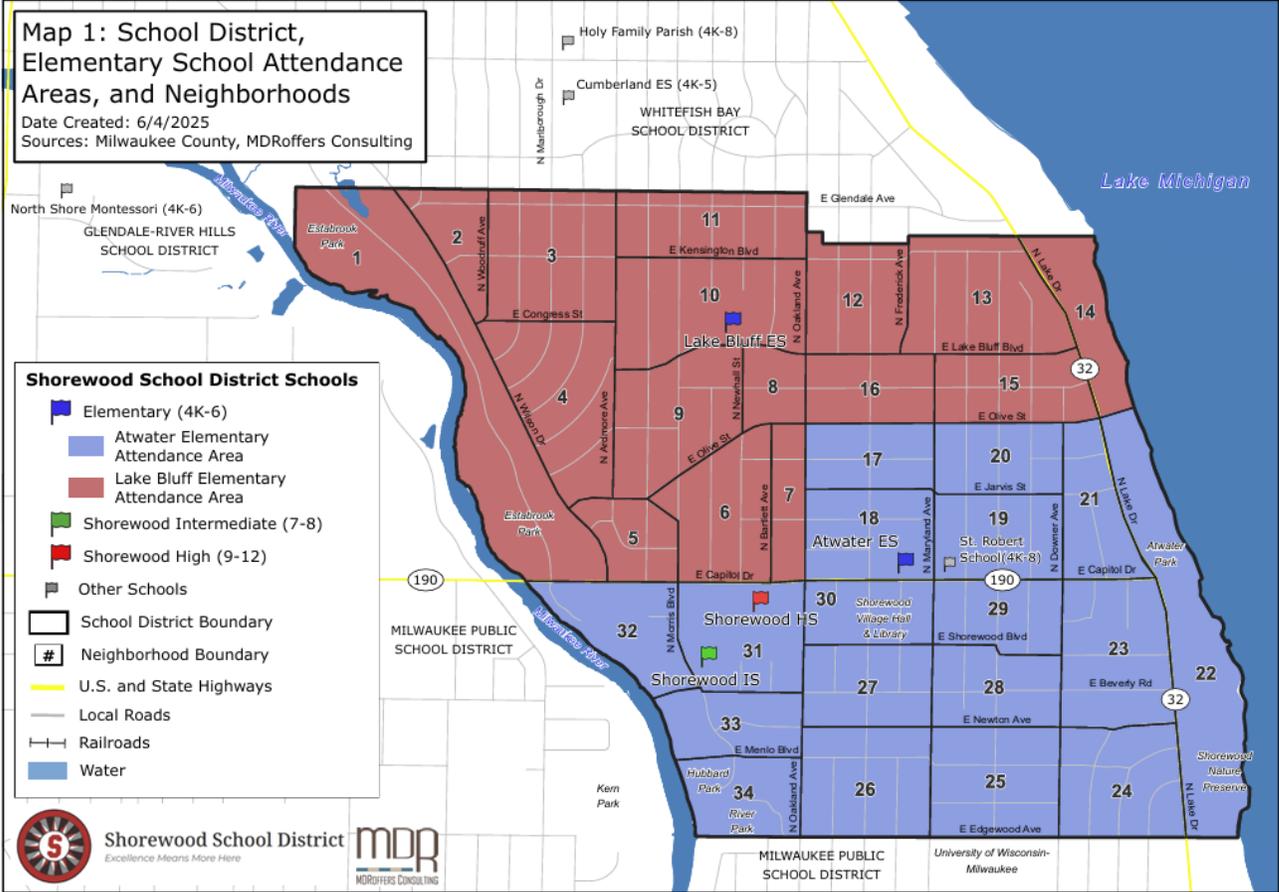


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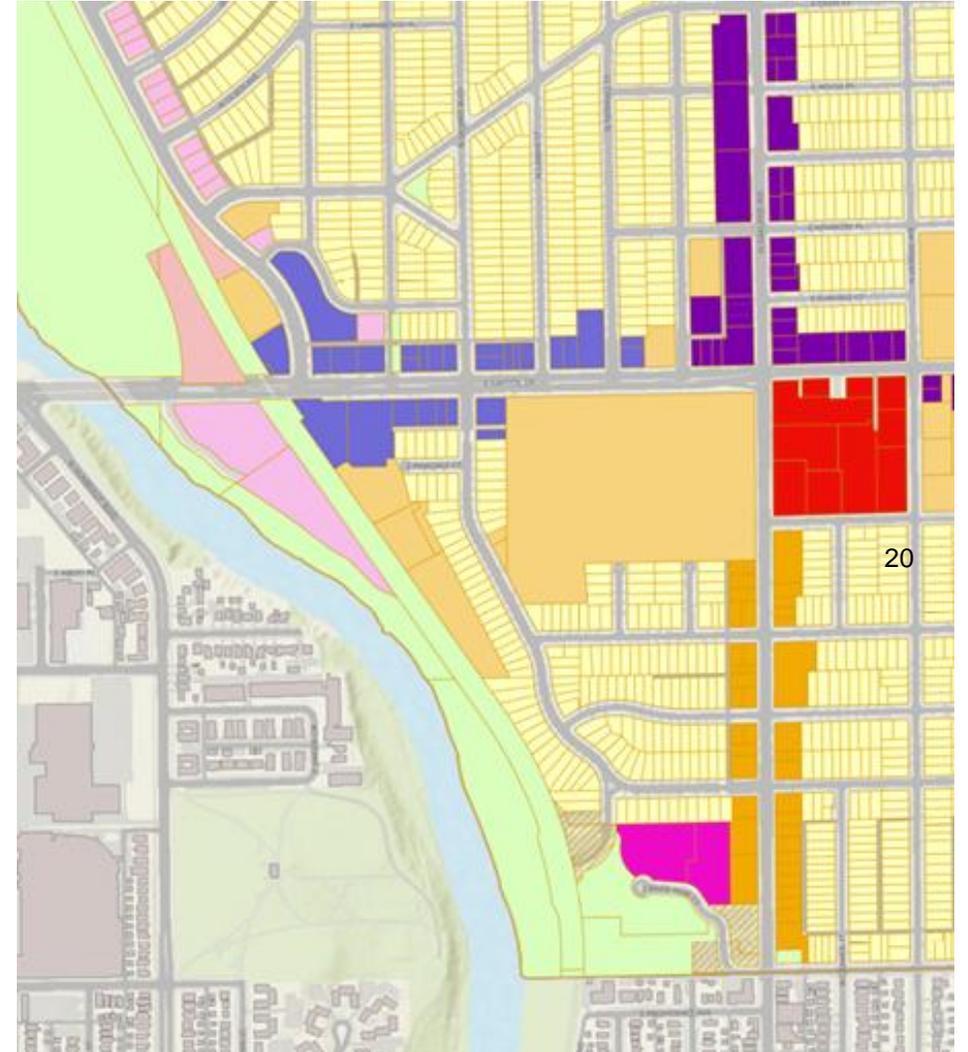
Methodology Overview

1. Divided SSD into 34 neighborhoods, based on elementary attendance areas, major roads and other barriers
2. Allocated housing units by neighborhood as of Spring 2025
3. Calculated current student-per-housing unit ratios for each grade group and each neighborhood using SSD-supplied 2024-25 student addresses



Methodology Overview

4. Analyzed demographics, existing housing characteristics, and future housing expectations for each neighborhood, using municipal plans →, recent and pending developments, discussions with local planners and real estate experts
5. Projected housing growth for 2027, 2030, 2035, and 2040 within each neighborhood
6. Analyzed major factors that impact student generation ratios in SSD



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Methodology Overview

7. Projected SSD student-per housing unit ratios for each neighborhood, year, and grade group
8. Multiplied projected housing units by student-per-housing unit ratios in each neighborhood to arrive at SSD resident student enrollment projections
9. Included open-enrollment-in students at a constant number as during the 2024-25 academic year



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Enrollment Projections



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Enrollment Projections – Total Enrollment (4K-12)

- Between Spring 2025 and 2040, we project a **decrease of 92 4K-12 students**—or 6 fewer 4K-12 students per year on average
- Modest decrease due to limited new housing development, decreasing household sizes, and declining birth rates
- Assumes private schooling, open-enrollment-out, and home schooling remaining at constant rates
- Assumes a constant number of open-enrollment-in students attending each school, based on the number of open-enrollment-in students attending in the 2024-25 academic year

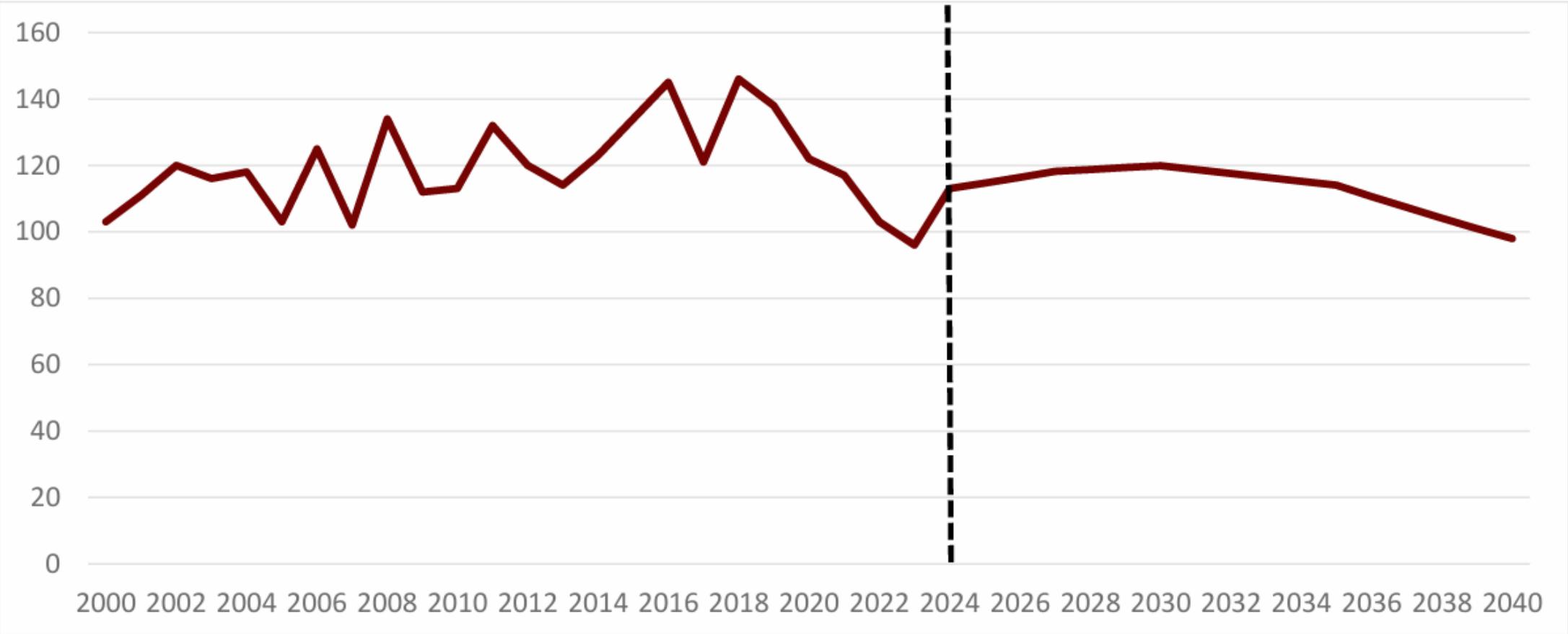
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Consultant's SSD Birth Projections



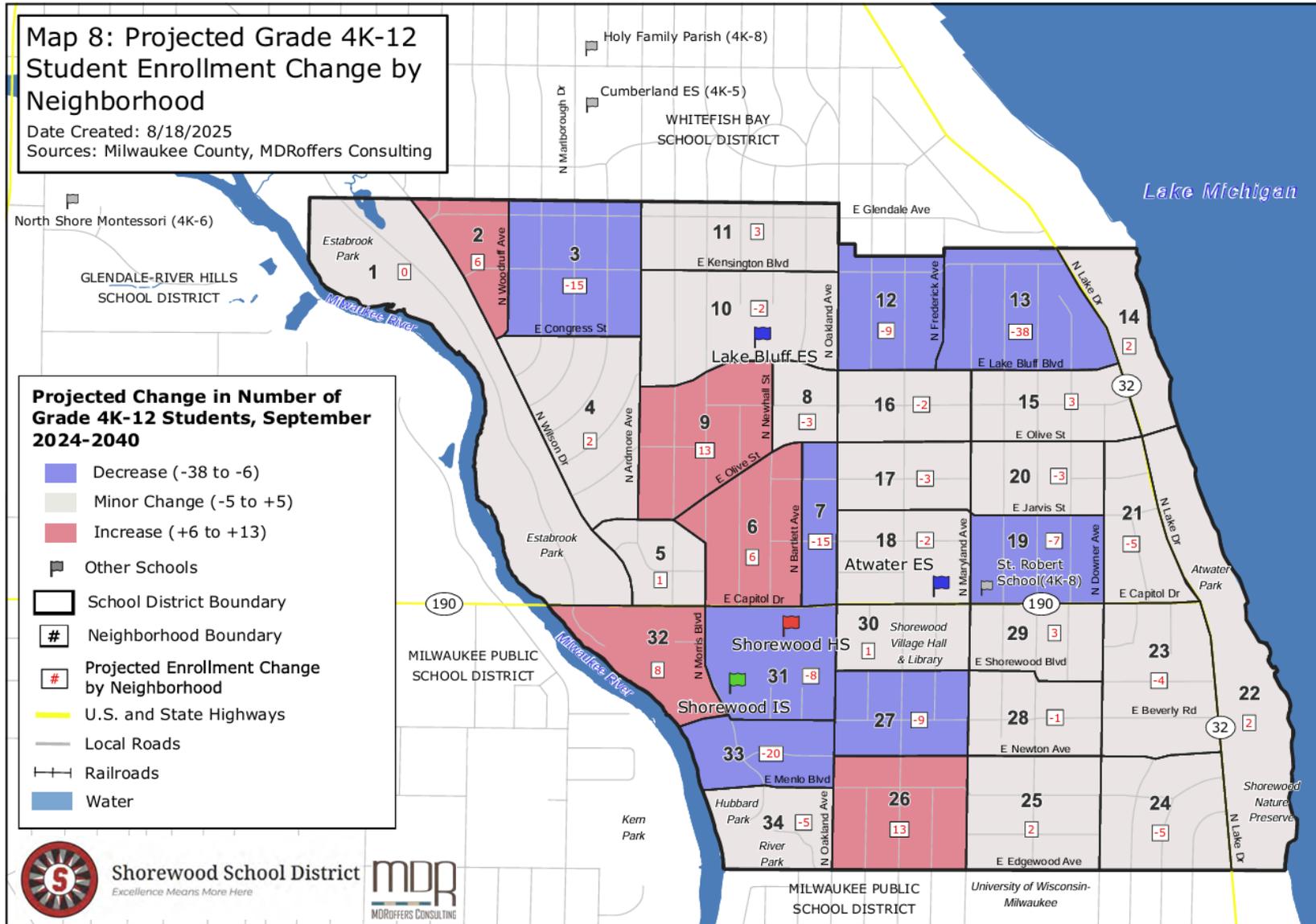
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Resident Enrollment Projection Distribution – Grades 4K-12



Enrollment Projections by Grade Group and School

- We project a decrease of **2 grade 4K-6 resident students** at SSD elementary schools, essentially remaining stable
- We project a decrease of **36 grade 7-8 resident students** at Shorewood Intermediate School, concentrated over the next few years due to large current class sizes then stable enrollment projected in 2030s
- We project a decrease of **54 grade 9-12 resident students** at Shorewood High School, decreasing through 2035 and remaining stable between 2035 and 2040

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Key Findings and Potential Implications

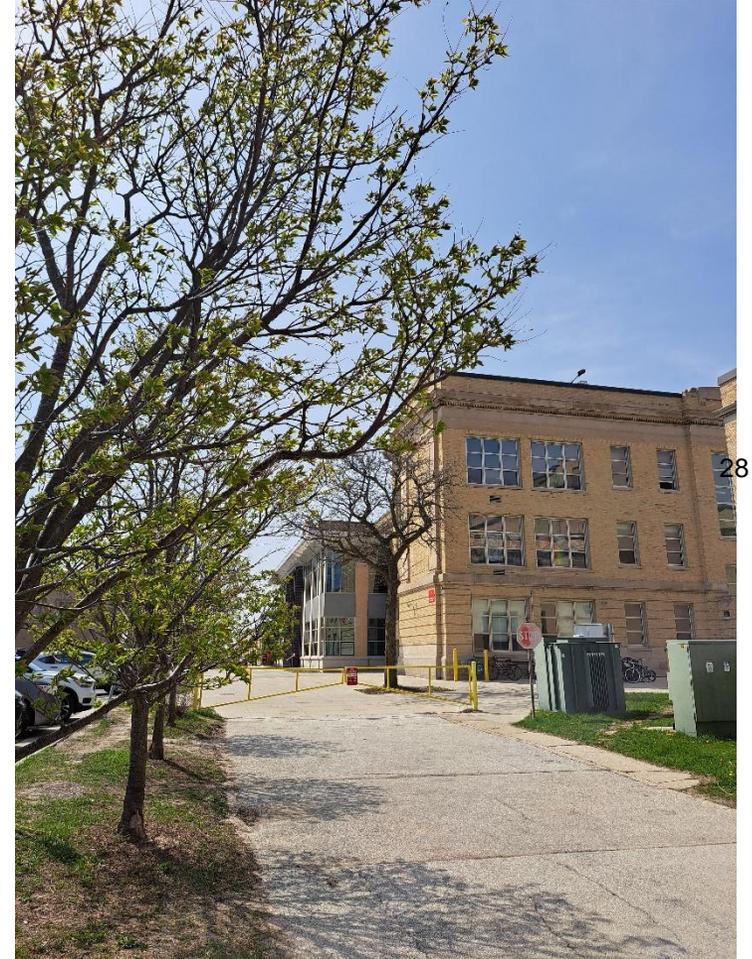


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A Word about Potential Building Capacity...

- Projected enrollment gains most of its significance when compared to school building capacity
- Administration shared “potential” capacity for each existing school building, assuming:
 - Current usage patterns
 - Current educational program offerings
 - No physical changes to current spaces (e.g., no expansion or contraction)
- Actual building capacity can be further evaluated against possible usage and program changes



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Enrollment Projections to Potential Building Capacity

School	September 2024 <u>Total</u> Enrollment ¹	MDRoffers' Projected <u>Total</u> Student Enrollment ²				<u>Total</u> Enrollment Change, 2024-2040	Potential Building Capacity ³
		2027	2030	2035	2040		
Atwater Elementary	466	462	460	464	464	-2	676
Lake Bluff Elementary	528	535	540	537	528	0	674
Grades 4K-6 Total	994	997	1,000	1,001	992	-2	1,350
Shorewood Intermediate (7-8)	300	274	258	262	264	-36	500
Shorewood High (9-12)	611	597	580	553	557	-54	775
Grades 4K-12 Grand Total	1,905	1,868	1,838	1,816	1,813	-92	2,625

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- 2040 projections suggest excess potential building capacity for:
 - ~350 students at the two elementary schools combined
 - ~250 students at the intermediate school
 - ~225 students at the high school
- Assumes no future changes to SSD schools (e.g., number, size) or grade groupings



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Potential Implications

- Future investments in SSD schools unlikely to be driven by building capacity shortfalls
- Other factors may be more significant drivers for investment decisions, such as:
 - Marginal building suitability for modern educational practices
 - Aging or challenging building structures, systems, and energy use
 - Safety, accessibility, and other functional and programmatic issues
 - Appropriateness of current grade groupings

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Potential Process to Explore School Configurations

- Form a citizen task force and provide it with a charge
- Task Force first gains foundational knowledge: charge/icebreaking, current building condition, SSD financial condition, school programming needs and opportunities, enrollment projections, etc.
- Board establishes parameters for the Task Force to use when considering different reconfiguration options (e.g., “minimize impacts on students”, “provide modern learning environments”, etc.)
- Task Force explores different reconfiguration options
- Recommendation to Board by spring in time for debate and possible November 2026 referendum planning

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Community Change & Student Enrollment Projections

September 2025



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Community Change & Projections Report



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September 8, 2025



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ACKNOWLEDGEMENTS

School Board

Nathan Hammons, President
Ellen Eckman, Vice President & Governance Officer
Mary Theisen, Treasurer
Abby Fowler, Clerk
Aaron Lippman

Administrative Support

Dr. Laurie Burgos, Superintendent
Heather Heaviland, Director of Business Services

Consultant

MDRoffers Consulting
www.mdoffers.com

Special thanks to Village of Shorewood staff and local real estate professionals for their contributions to this report.

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**Shorewood School District
Community Change & Projections Report**

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**Shorewood School District
Community Change & Projections Report**

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I. INTRODUCTION AND SUMMARY

A. PURPOSE AND OVERVIEW

The Shorewood School District (SSD) is a public school district, coterminous with the Village of Shorewood, along Milwaukee County's North Shore.

This Community Change & Projections Report will assist the SSD in understanding the impact of generational shifts, housing market turnover, anticipated residential development, and demographic change on future student enrollment, where in the SSD enrollment change may occur, and how enrollment projections compare with current school capacities. The SSD intends to use the results of this Report and other inputs in its facility planning efforts.

The process to complete this Community Change & Projections Report, and the projections within it, included:

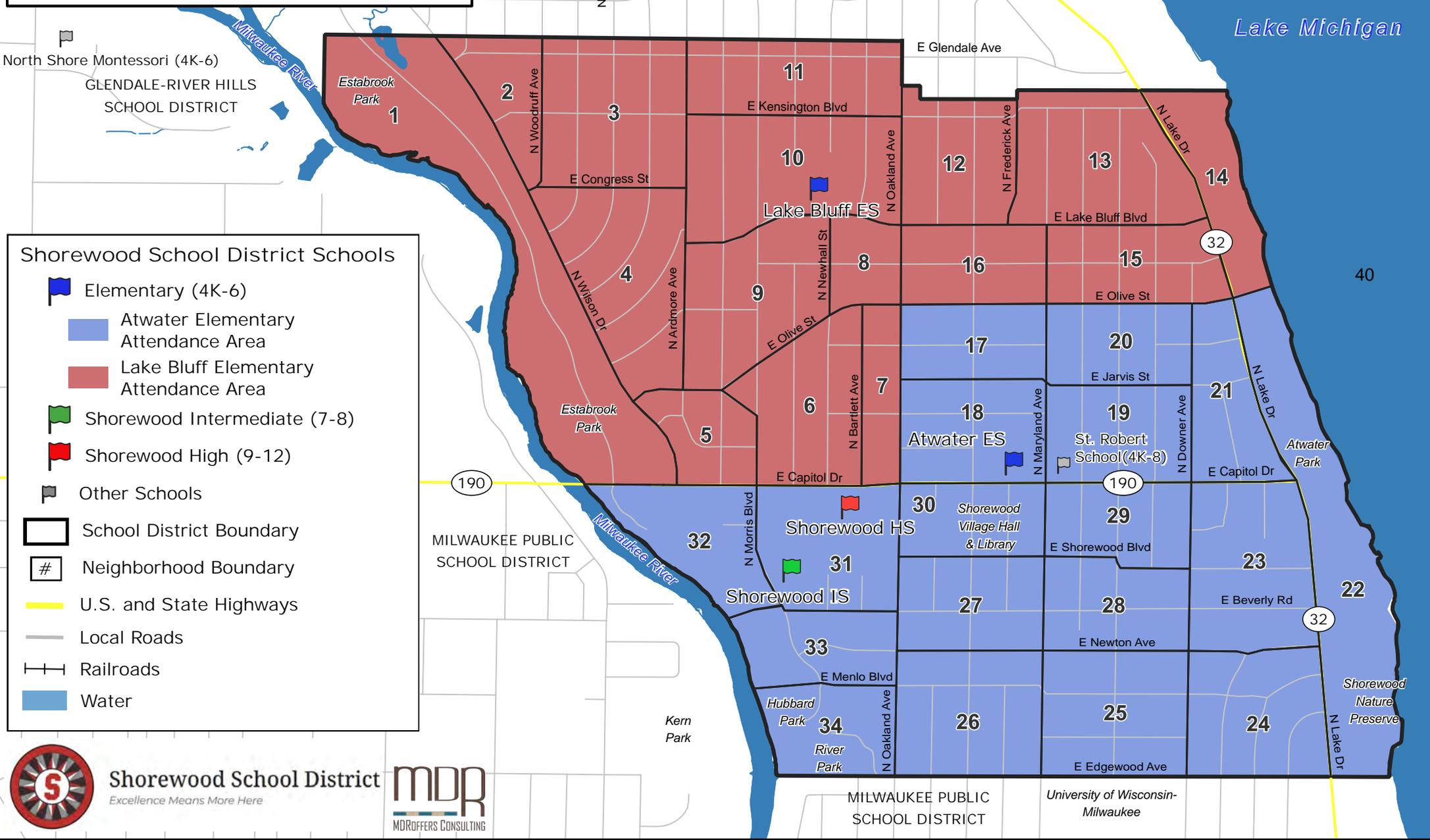
- Review of enrollment trends for different grade levels and geographic areas within the SSD.
- Assessment of demographic, housing market, economic, private schooling, and other trends affecting community change and enrollment.
- Detailed review of student-per-housing unit generation for different types of housing and different parts of the SSD.
- Review of municipal development plans and recent, pending, planned, and potential residential development proposals.
- Engagement with Village planning staff and real estate professionals to understand residential redevelopment potential and community dynamics.
- Projections of housing units and SSD student enrollment over four projection periods through 2040, divided by current grade groupings and "neighborhoods."
- Comparison of projected enrollment with the capacity of each existing SSD school.

Map 1 depicts District boundaries, SSD schools, current elementary school attendance areas, and the 34 different neighborhoods for which housing and enrollment projections were made.

Map 1: School District, Elementary School Attendance Areas, and Neighborhoods

Date Created: 6/4/2025

Sources: Milwaukee County, MDROffers Consulting



Shorewood School District Schools

-  Elementary (4K-6)
-  Atwater Elementary Attendance Area
-  Lake Bluff Elementary Attendance Area
-  Shorewood Intermediate (7-8)
-  Shorewood High (9-12)
-  Other Schools
-  School District Boundary
-  Neighborhood Boundary
-  U.S. and State Highways
-  Local Roads
-  Railroads
-  Water



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MILWAUKEE PUBLIC SCHOOL DISTRICT

University of Wisconsin-Milwaukee

Shorewood School District Community Change & Projections Report

B. ENROLLMENT TRENDS

1. As of September 2024, the SSD educated 1,905 grade 4K-12 students, including 76 students in four-year-old kindergarten (4K), 918 students in grades 5K-6, 300 students in grades 7-8, and 611 students in grades 9-12.
2. SSD enrollment decreased by 225 students, or 11 percent, over the past decade, across all four of its grade levels. Most of that decrease occurred between 2019-20 and 2020-21—the first full school year of the COVID-19 pandemic. Total enrollment has been stable since 2021-22, while resident enrollment has decreased somewhat since then.
3. About 80 percent of SSD’s enrollment decrease over the past decade resulted from fewer Shorewood-resident students, while 20 percent resulted from decreasing numbers of non-resident students open-enrolling-in to the SSD.
4. The number of Shorewood residents open-enrolling-out to other public school districts has generally been between 20 to 40 students each year over the past decade. Also, following the pandemic, home schooling has not increased.
5. The number of Shorewood residents attending private schools is not tracked. However, over the past decade, the combined enrollment at 14 private schools operating in or near the SSD decreased by about 15 percent. 41
6. Enrollment at the nearby Whitefish Bay and Glendale-River Hills public districts has also decreased over the past decade, though by not quite as much. Overall, there are fewer students in the area than there were 10 years ago.

C. DEMOGRAPHIC TRENDS

1. Since peaking at 146 births in 2018, births in the SSD have been on a downward trajectory. SSD births were below 100 for the first time in the past 20+ years in 2023, with 96 reported births. This is not unusual. Since the mid-2010s, births have decreased across Wisconsin, particularly in urban and rural areas.
2. Still, between 2010 and 2020, Shorewood’s median age remained stable at around 38 years old and its prime reproductive age population (aged 25-44) increased by 11 percent. This age group is within the nation’s largest generation—the Millennials. Shorewood’s 2010-2020 increase was concentrated in residents aged 25-34 years. This suggests potential for more Shorewood births in upcoming years.
3. Some Shorewood neighborhoods have high percentages of women of reproductive age (aged 25-44), while others have significant senior citizen populations and recent home sales. Combined, these indicate parts of Shorewood where future births and/or household turnover may increase—followed by concentrations of new students. Such neighborhoods are most common in western Shorewood.

Shorewood School District Community Change & Projections Report

D. HOUSING TRENDS AND ENROLLMENT IMPACTS

1. Since 2010, 480 new housing units were permitted in Shorewood—an average of about 32 units per year. Virtually all of these were in multi-unit developments (i.e., buildings with 3+ attached housing units in apartments, senior housing, condominiums, and townhomes) in developments along Oakland Avenue and Capitol Drive. Since 2020, the number of new units permitted has decreased substantially.
2. The consultant projects that the vast majority of future housing will come in the form of multi-unit housing through redevelopment near these same roads, but also from planned redevelopment of the Village’s current Public Works site.
3. Future student enrollment change for the SSD will be based much more so on who occupies existing homes in Shorewood than on new construction. Turnover of existing homes (i.e., new households) has a significant impact on SSD enrollment. Neighborhoods with more than 15 percent of their single-unit homes sold over the past five years generate students at a 90 percent greater rate than neighborhoods with fewer than 15 percent of their homes sold over the past five years.
4. Further, the consultant found, through a new homeowner survey and separate analysis, that each single-unit home sold over the last five years generates between 0.43 and 0.52 SSD student on average. This is compared to about 0.25 student-per-unit for all existing homes combined. In other words, about one new SSD student emerges from every two homes sold. In the consultant’s experience, this ratio is high and indicates a district that is appealing to families with children.
5. The results of the homeowner survey also suggest that around three-quarters of households buying homes in Shorewood moved from outside of the community, with out-of-state prior homes being the most common. This reinforces Shorewood’s reputation as a choice destination in the greater Milwaukee area.
6. Local realtors interviewed echoed the above results, confirming that the SSD is attractive to many young families by providing the vitality of urban living with a quality equal to highly-ranked suburban schools. They also report that housing turnover rates in Shorewood do not seem to have been affected by higher prices and interest rates. As evidence, the number of single-unit homes sold actually increased from 82 in 2023 to 112 in 2024, bucking County, State, and national trends.
7. Aside from concentrations of housing turnover, the consultant discovered that neighborhoods with larger homes and higher household incomes tend to generate more SSD students. Neighborhoods with a median household income greater than \$100,000 generate students at a rate 83 percent greater than neighborhoods with a median household income under \$100,000. Neighborhoods with an average home square footage of over 2,500 square feet generate students at a rate 71 percent greater than neighborhoods with an average home square footage of less than 2,500 square feet.

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E. HOUSING AND STUDENT ENROLLMENT PROJECTIONS SUMMARY

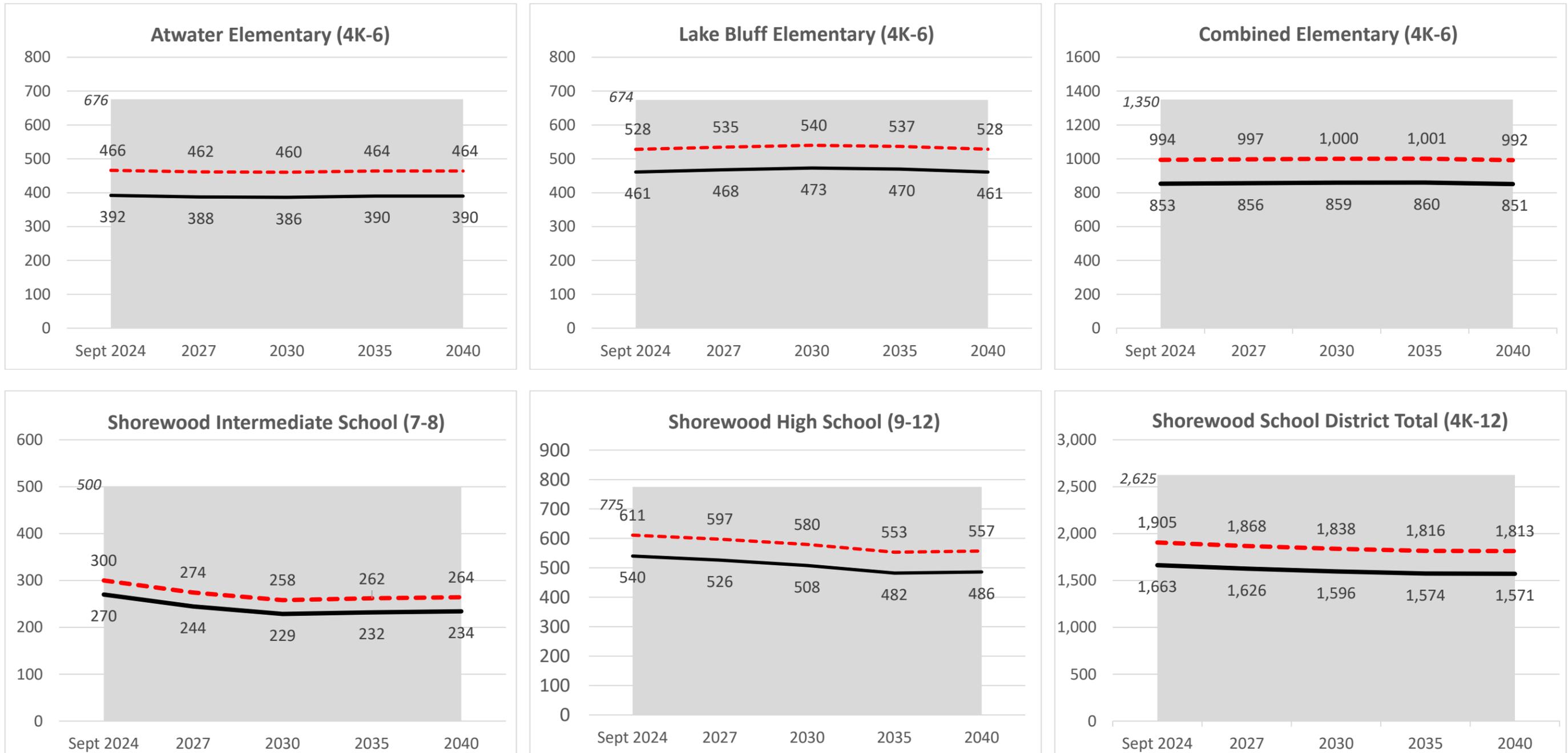
1. The consultant projects construction of almost 300 new housing units in the SSD by 2040. Virtually all of the new housing is expected to be some form of multi-unit housing (e.g., apartments, townhouses, condominiums, senior housing). Multi-unit housing typically generate significantly fewer students-per-housing unit than single-unit homes. Within Shorewood, it typically requires around 12 newer multi-unit housing units to generate one SSD student.
2. The consultant projects future multi-unit housing development to continue to occur in occasional, smaller mixed use redevelopment projects. A predicted exception is a planned redevelopment of the Village's current Public Works site, projected to supply around 100 new housing units.
3. Between September 2024 and 2040, the consultant projects a decrease of 92 grade 4K-12 resident students enrolled in SSD schools. This equates to an average enrollment decrease of about 6 SSD resident students per year. Projected 2040 SSD 4K-12 resident enrollment is 1,571 students.
4. The consultant projects a SSD resident enrollment decrease due to limited new housing development and decreasing household sizes and birth rates. The rate of enrollment decrease is moderated by the current larger Millennial population in the district, and could be moderated even more with accelerated housing turnover.
5. The consultant projects basically steady enrollment at SSD elementary schools through 2040.
6. By 2040, the consultant projects SSD resident enrollment to decrease at Shorewood Intermediate School (grades 7-8) by 36 students. This projected decrease should be concentrated over the next few years due to current larger intermediate school class sizes scheduled to be replaced with smaller classes in current elementary school class sizes.
7. The consultant projects SSD resident enrollment at Shorewood High School to decrease by 54 students through 2040, with a steady decrease through 2035. The consultant projects enrollment at Shorewood High to stabilize in the late-2030s, following stabilizing elementary and intermediate school enrollment in the 2020s and early-2030s.
8. Most neighborhoods expected to have the greatest enrollment *increases* through 2040 have either turned over to new households over the past few years or are projected to turn over to new households through the latter half of the 2020s and into the early-2030s. These neighborhoods are particularly focused in western Shorewood.
9. Neighborhoods expected to have the greatest enrollment *decreases* through 2040 often currently have large numbers of high school-aged students, fewer elementary-aged students, lower numbers of homes turning over to new families, and lower populations of women aged 25-44. These neighborhoods are focused in northern and southwestern parts of Shorewood.

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10. Assuming no changes in schools, policies, open-enrollment, attendance areas, or grade groupings—and as illustrated on the next pages—the consultant projects:
 - a. Total resident enrollment at both Atwater Elementary and Lake Bluff Elementary will be 210 to 290 students below the potential capacity of each school building by 2040.
 - b. Total resident enrollment at Shorewood Intermediate will remain below that building’s potential capacity, with projected enrollment 260 students below potential capacity by 2040.
 - c. Total resident enrollment at Shorewood High will remain below that building’s potential capacity, with projected enrollment about 300 students below potential capacity by 2040.
11. Projected enrollment-to-capacity is only one factor to consider in school facility planning. Among other factors that could drive future facility investments include building unsuitability for modern educational practices, aging or challenging buildings or building systems, energy use, accessibility issues, safety issues, and functional obsolescence. Actual building capacity will be further evaluated and may change depending on programming.

Figure 1: Projected Enrollment vs. Potential Building Capacity



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Potential Capacity
 Resident Enrollment
 Total Enrollment (incl. open-enrollment-in)

Note: These charts assume no changes in current attendance areas or open-enrollment-in of non-resident students. Actual building capacity will be further evaluated and may change depending on programming.

II. OVERVIEW OF SHOREWOOD AND NEARBY SCHOOLS

- The Shorewood School District (SSD) operates two elementary schools—Atwater and Lake Bluff—serving grades 4K-6, Shorewood Intermediate School serving grades 7-8, and Shorewood High School serving grades 9-12.
- As of September 2024, the SSD educated 1,905 grade 4K-12 students, including 76 students in four-year-old kindergarten (4K), 918 students in grades 5K-6, 300 students in grades 7-8, and 611 students in grades 9-12. All SSD buildings are currently operating below their potential building capacities.
- SSD enrollment decreased by 225 students, or 11 percent, over the past decade, across all four of its grade levels. Most of that decrease occurred between 2019-20 and 2020-21—the first full school year of the COVID-19 pandemic. Enrollment has been stable since the 2021-22 school year.
- About 80 percent of SSD’s enrollment decrease over the past decade resulted from fewer Shorewood-resident students, while 20 percent resulted from decreasing numbers of non-resident students open-enrolling-in to the SSD.
- The number of Shorewood residents open-enrolling-out to other public school districts has generally been between 20 to 40 students each year over the past decade. Also, following the pandemic, home schooling has not increased.
- The number of Shorewood residents attending private schools is not tracked. However, over the past decade, the combined enrollment at 14 private schools operating in or near the SSD decreased by about 15 percent.
- Enrollment at the nearby Whitefish Bay and Glendale-River Hills public districts has also decreased over the past decade, though by not quite as much. Overall, there are fewer students in the area than there were 10 years ago.

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A. SHOREWOOD SCHOOL DISTRICT (SSD) OVERVIEW

The SSD is a public school district located in the North Shore region of Milwaukee County, covering 1.59 square miles and coterminous with the Village of Shorewood. The SSD’s September 2024 enrollment was 1,905 4K-12 students. As listed in Figure 2, the SSD operates two elementary schools, one intermediate school, and one high school. In 2025, Niche ranked Shorewood

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High School as the #5 public high school in the State and #4 in the Milwaukee area. Niche also ranked the SSD as the second best school district in Milwaukee County, behind the adjacent Whitefish Bay School District.

Figure 2: SSD Building Overview

School	Grades Served	Neighborhood (see Map 1)	SSD Resident Enrollment	Total Enrollment	Potential Building Capacity
Atwater Elementary	4K-6	18	392	466	676
Lake Bluff Elementary	4K-6	10	461	528	674
Shorewood Intermediate	7-8	31	270	300	500
Shorewood High	9-12	31	540	611	775

Source: SSD

B. SSD ENROLLMENT TRENDS

As shown in Figures 3 and 4, the SSD had a 225 student, or 11 percent, decrease in total 4K-12 enrollment between the 2015-16 and 2024-25 school years. This decrease is greater than the 6 percent decrease in public school enrollment over the past decade across the State. The trend of decreasing enrollment is generally focused in urban school districts and inner-ring suburban districts, like the SSD, as well as in rural districts. However, since 2021-21, the SSD’s total enrollment has remained stable, while resident enrollment has decreased somewhat since then.

Total grade 4K-12 SSD enrollment decreases over the past decade occurred at each grade level, but were concentrated in the lower grades, with grade 4K enrollment decreasing by 37 students (-33 percent), grade 5K-6 enrollment decreasing by 106 students (-10 percent), grade 7-8 enrollment decreasing by 9 students (-3 percent), and grade 9-12 enrollment decreasing by 73 students (-11 percent).

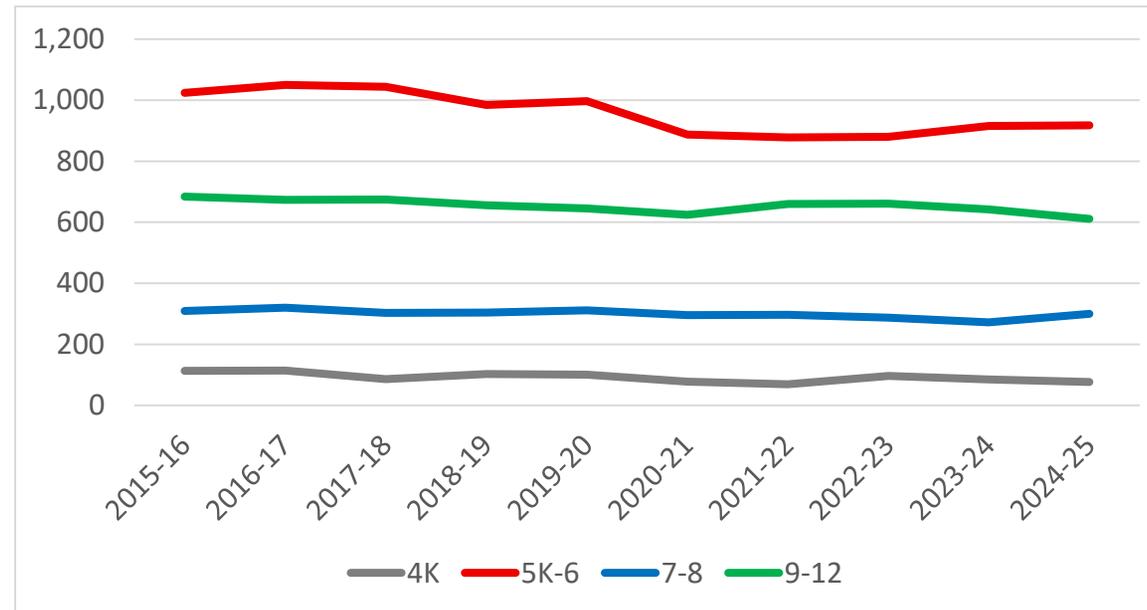
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Figure 3: SSD Total Enrollment by Grade Group, September 2015 to September 2024

Grade Group	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	10 Year Change
4K	113	114	86	103	101	78	69	96	85	76	-37
5K-6	1,024	1,050	1,044	984	997	887	878	880	915	918	-106
7-8	309	320	303	304	311	296	297	287	272	300	-9
9-12	684	673	674	656	645	624	660	661	642	611	-73
TOTAL 4K-12	2,130	2,157	2,107	2,047	2,054	1,885	1,904	1,924	1,914	1,905	-225

Source: SSD

Figure 4: SSD Total Enrollment by Grade Group, September 2015 to September 2024



Source: SSD

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C. OPEN ENROLLMENT TRENDS

As shown in Figures 5 and 6, open-enrollment-in of non-resident students to the SSD decreased through the 2010s, from 284 open-enrollment-in students in the 2015-16 academic year to 161 open-enrollment-in students in the 2020-21 academic year. Since 2020, the number of non-resident students open-enrolling-in increased to 242 students by the 2023-24 academic year, remaining stable in the 2024-25 academic year. These open-enrollment-in changes explain about 20 percent of the SSD enrollment decrease over the past decade.

Figure 5: SSD Enrollment by Student Residency, September 2015 to September 2024

Type of Student	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	10 Year Change
TOTAL 4K-12	2,130	2,157	2,107	2,047	2,054	1,885	1,904	1,924	1,914	1,905	-225
SSD Resident	1,846	1,909	1,895	1,857	1,878	1,724	1,706	1,688	1,672	1,663	-183
Open-Enrolled-In	284	248	212	190	176	161	198	236	242	242	-42

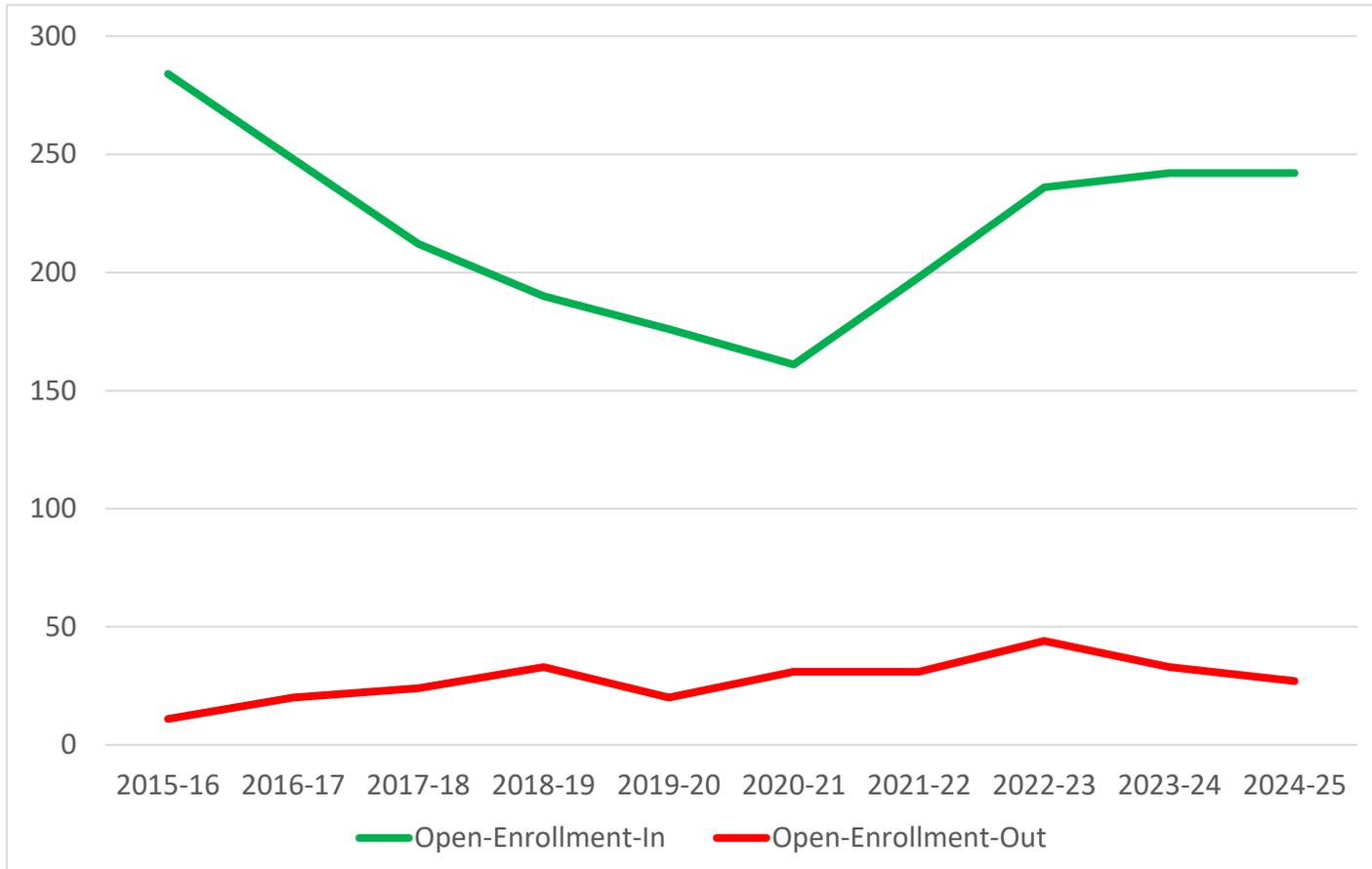
Source: SSD

As shown in Figure 6, the number of SSD residents open-enrolling-out to a school in another public school district has remained lower than the number of non-resident students open-enrolling-in to SSD schools. The number of non-resident students open-enrolling-out has been around 20 to 40 students each year over the past decade. This number peaked in the 2022-23 academic year, with 44 resident students open-enrolling-out, but decreased to 27 students in the 2024-25 academic year.

The consultant, later in this Report, provides enrollment projections through two separate assumptions. The first set of projections (see Figure 16) is for SSD resident students only, while the second set of projections (see Figure 17) assumes non-resident students open-enrolling-in to each school is constant from the 2024-25 academic year. In its enrollment projections, the consultant also assumed a constant rate of open-enrollment-out of SSD resident students as during the 2024-25 year.

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Figure 6: Open-Enrollment-In and -Out of the SSD, 2015-2024



Source: SSD

D. HOME SCHOOLING OF DISTRICT RESIDENTS

Throughout the 2010s, home school enrollment of SSD residents remained stable, with around 15 to 20 students each year choosing to be home schooled. In 2020, this figure increased significantly with the COVID-19 pandemic, to 75 students being home schooled. By 2021, this figure decreased to the historic average with a return to in-school education, and has remained basically constant with fewer than 20 SSD resident students each year choosing to be home schooled. The consultant assumed that the number of students being home schooled in the SSD would remain constant at the 2024 rate through 2040.

E. PRIVATE SCHOOL OPTIONS FOR DISTRICT RESIDENTS

There is one private school operating in the SSD—St. Robert School, serving grades 4K-8. Over the past decade, enrollment at St. Robert School decreased by 47 students, or 15 percent.

There are 13 other private schools operating near the SSD as of the 2024-25 academic year, shared in Figure 7. Combined enrollment at these 14 private schools operating in or near the SSD decreased by 842 students, or by 15 percent, over the past decade. This is greater than the SSD enrollment decrease over the past decade. The decrease was temporarily interrupted by the COVID-19 pandemic, when many private schools continued in-person education. By the mid-2020s, combined enrollment at these 14 private schools resumed its decrease.

This being said, private school enrollment at all private schools operating in Milwaukee County *increased* by 3,575 students (or 9 percent) over the past decade. The vast majority of this increase was due to private charter schools attracting Milwaukee Public School District (MPS) residents through the Milwaukee Parental Choice Program. Over the past decade, enrollment in MPS decreased by 10,150 students.

Total student enrollment in Milwaukee County decreased by 13,762 students (8 percent) over the past decade. This included decreases in the other North Shore districts, like Whitefish Bay and Glendale-River Hills. These decreases are attributed to broad demographic changes. Within Milwaukee County, from 2014 to 2024, the number of yearly births decreased by over 2,500 (per the State Department of Health Services) and the number of children aged 0-19 decreased by over 24,000 (per the Census Bureau).

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The consultant did not find any evidence that private schools are capturing a greater number or percentage of SSD residents. Private schools operating in and near the SSD are also experiencing decreasing enrollment due to broad demographic change. For these reasons, for its enrollment projections later in this Report, the consultant assumed that the rate of SSD resident students attending private schools would remain constant at the 2024 levels.

Figure 7: Enrollment for Private Schools in or near the SSD, 2014-25 to 2024-25

Private School	Grades	2014-15	2016-17	2018-19	2020-21	2022-23	2024-25	Change
Hillel Academy	4K-8	108	126	132	147	173	184	+76
Jewish Beginnings	4K	47	41	0	0	0	0	-47
Milwaukee Jewish Day School	4K-8	183	134	126	174	175	130	-53
St. Eugene School	4K-8	169	168	180	176	162	172	+3
Scholaris Gifted Academy	4K-8	21	0	0	0	0	0	-21
North Shore Montessori	5K-6	47	75	98	73	87	43	-4
St. Francis Children's Center	4K	35	30	25	26	27	0	-35
New World Montessori	4K-6	47	69	66	0	0	0	-47
St. John's Lutheran School	4K-8	117	93	72	101	124	97	-20
University School of Milwaukee	4K-12	1,133	1,126	1,113	1,107	1,069	1,030	-103
Eastbrook Academy	4K-12	389	383	342	362	400	393	+4
Messmer Catholic	4K-12	1,621	1,660	1,530	1,236	1,212	1,134	-487
Northwest Catholic School	4K-8	271	226	200	180	203	149	-122
Risen Savior	4K-8	240	240	234	272	329	362	+122
St. Robert School (only one in the SSD)	4K-8	313	287	280	290	308	266	-47
Dominican High School	9-12	300	353	333	320	324	306	+6
Holy Family School	4K-8	203	199	173	177	170	166	-37
Saint Monica School	4K-8	380	384	346	383	419	350	-30
TOTALS		5,624	5,594	5,250	5,024	5,182	4,782	-842

Source: Wisconsin Department of Public Instruction

III. DEMOGRAPHIC TRENDS AND EXPECTATIONS

- Since peaking at 146 births in 2018, births in the SSD have been on a downward trajectory. SSD births were below 100 for the first time in the past 20+ years in 2023, with 96 reported births. This is not unusual. Since the mid-2010s, births have decreased across Wisconsin, particularly in urban and rural areas.
- Still, between 2010 and 2020, Shorewood’s median age remained stable at around 38 years old and its prime reproductive age population (aged 25-44) increased by 11 percent. This age group is within the nation’s largest generation—the Millennials. Shorewood’s 2010-2020 increase was concentrated in residents aged 25-34 years. This suggests potential for more Shorewood births in upcoming years.
- Some Shorewood neighborhoods have high percentages of women of reproductive age (aged 25-44), while others have significant senior citizen populations and recent home sales. Combined, these indicate parts of Shorewood where future births and/or household turnover may increase—followed by concentrations of new students. Such neighborhoods are most common in western Shorewood.

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A. TRENDS IN BIRTHS AND YOUNG CHILD POPULATION

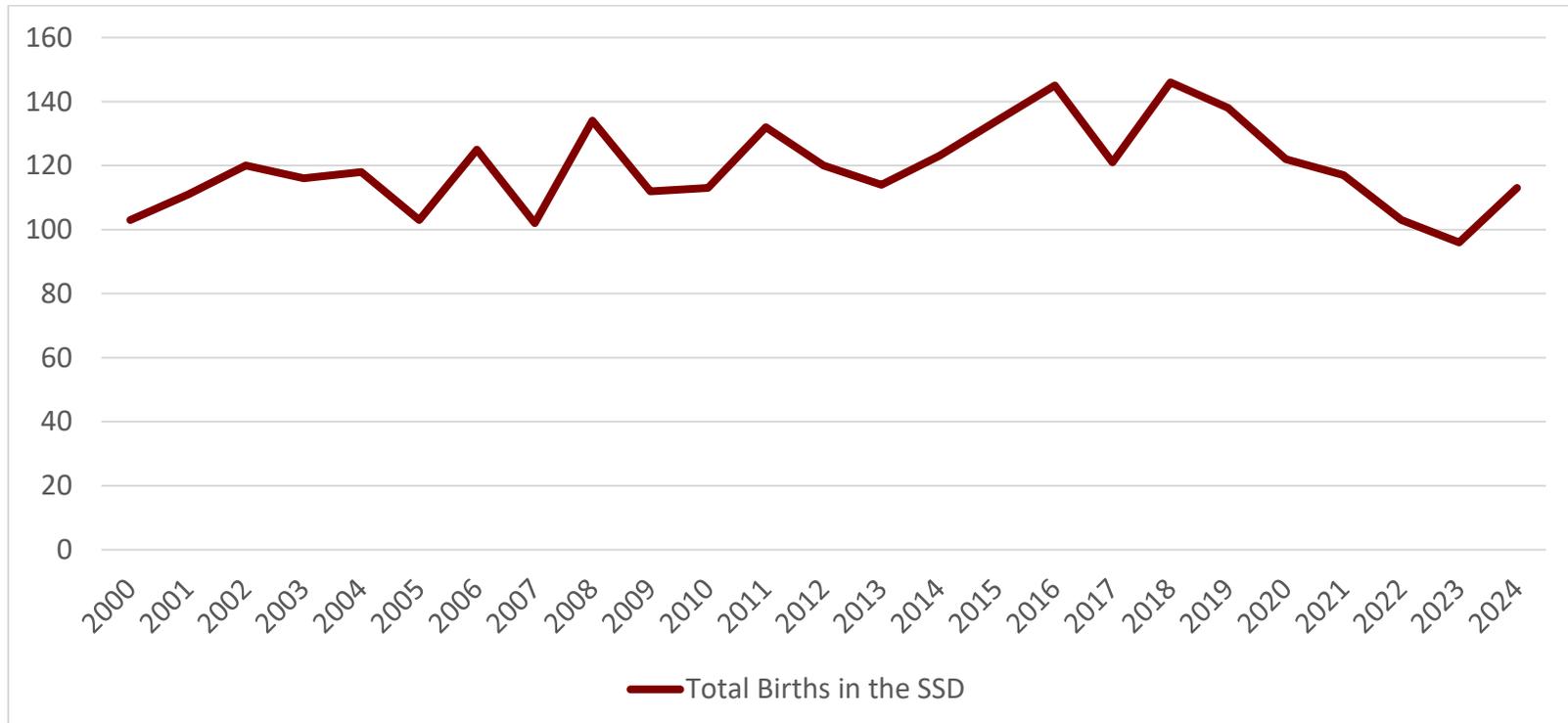
The number of children born in a school district affects future enrollment in that district’s schools. Figure 8 shows the number of births between 2000 and 2024 for Shorewood households. Generally, births increased through the 2000s and mid-2010s. Since a high of 146 births in 2018, Shorewood births have been on a downward trajectory. Births decreased below 100 births for the first time in the past 20+ years in 2023, with 96 reported births. Births increased to 113 in 2024, but this remains well below the mid-2010s average. This could result in future enrollment decreases in the SSD, unless there is significant in-migration of families from outside of the SSD whose children were born while they lived in other school districts.

The number of children aged 0-4 years is another indicator of future enrollment. Per the 2010 decennial US Census, there were 618 children aged 0-4 in the SSD. The 2020 US Census indicated that the 0-4 population *increased* by 41 percent to 873 children.

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This increase is likely due to the spike in births at the end of the 2010s (see Figure 8 below, specifically years 2016, 2018, and 2019). Over the same period, the number of school-aged children (age 5-19) in the SSD *decreased* by 6 percent, or 143 residents.

Figure 8: Births in the SSD, 2000-2024



Source: Wisconsin Department of Health Services

The consultant conducted a survey of buyers of recently sold homes in the SSD (see Appendix A, Step 6 for more survey information). Survey results showed 0.52 SSD grade 4K-12 students in each recently sold home, from among those respondents who completed a survey. Additionally, survey results showed several children aged 0-4, with recently sold homes having 0.47 children aged 0-4 per home sale. This indicates that many homes in the SSD are turning over to younger families who are just beginning to have children, but that these children are not yet school-aged.

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B. TRENDS IN REPRODUCTIVE AGED POPULATION

The average age in the SSD remained basically stable from 2010 to 2020, at 38.0 and 38.6 years old, respectively. This stands in contrast to increasing median ages at the County, State, and national levels. From 2010 to 2020, the median age in Milwaukee County increased from 33.7 years old to 35.0 years old and the median age in Wisconsin increased from 38.1 years old to 39.6 years old. This suggests that Shorewood has been able to successfully attract a new crop of younger residents.

As shown in Figures 9 and 10, the number of persons in the SSD between 25-44 years of age (i.e., those of prime reproductive age) increased from 2010 to 2020, from 3,693 residents to 4,098 residents or 11 percent. This age group makes up much of the Millennial generation. This increase was concentrated in younger residents of this age cohort, those 25-34 years of age. The population aged 35-44 remained stable. These residents aged 25-34 may be renters in the community, or first-time homeowners, who do not yet have children, or have young infants and toddlers. This could bode well for stabilizing, or even slightly increasing, births in the coming years.

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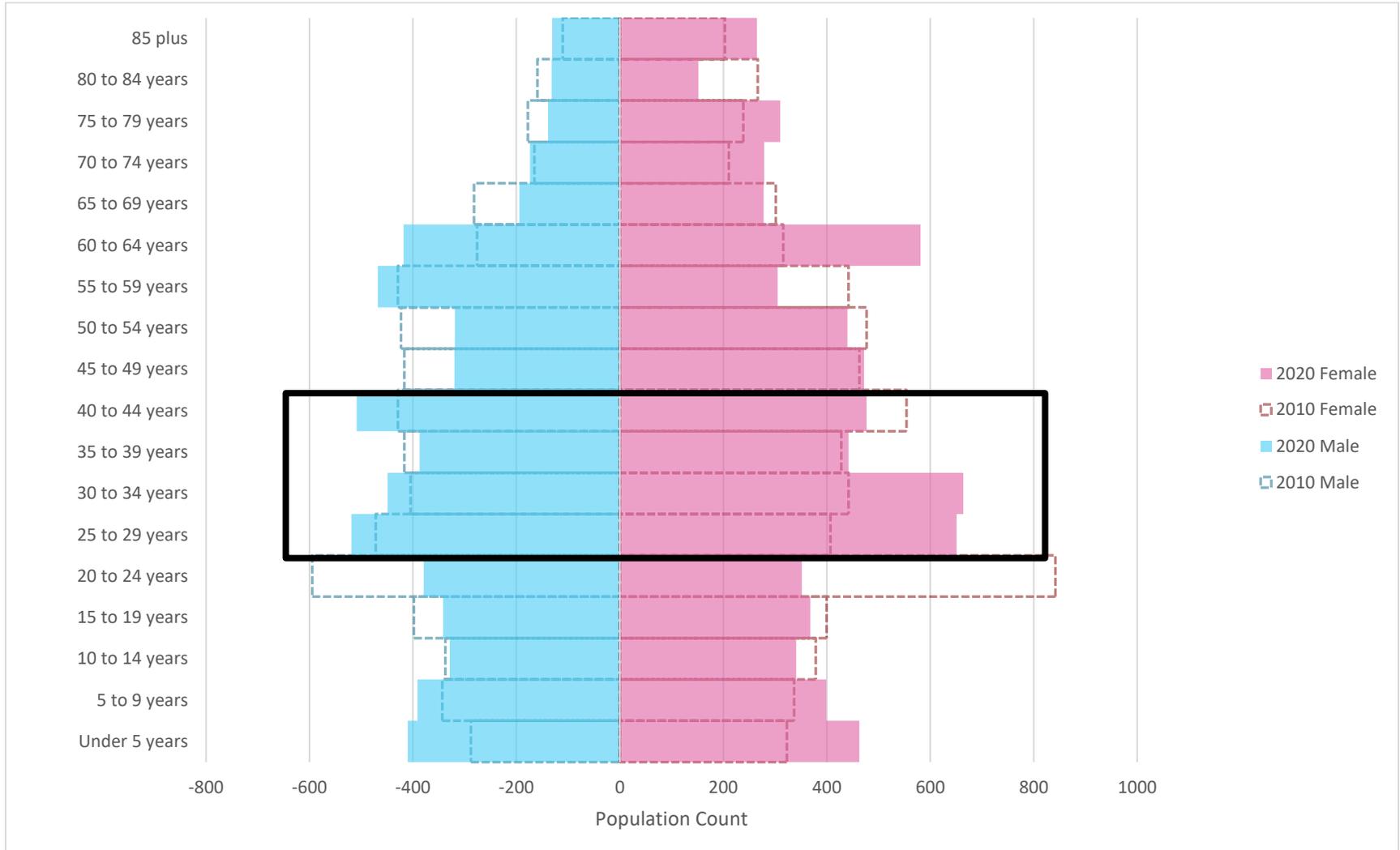
Figure 9: Population by Age Group in the SSD, 2010 and 2020

Age Group	2010	2020	Change
0-4 (infants and toddlers)	618	873	+255
5-19 (School Age)	2,313	2,170	-143
20-24	1,275	731	-544
25-44 (Reproductive Age)	3,693	4,098	+405
45-64	3,312	3,322	+10
65+ (Seniors)	1,919	2,054	+135

Source: US Census Bureau

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Figure 10: Population Pyramid by Sex in the SSD, 2010-2020



Source: US Census Bureau; the black rectangle represents the cohort of reproductive age (25-44), most of which belong to the Millennial generation.

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Map 2 shows women of reproductive age (aged 25-44) by Census block in the SSD as a percentage of the total population in that block. Areas with bolder colors have greater percentages of women of reproductive age. These are areas where the SSD might have more births, and therefore students, over the next decade. There are clusters of neighborhoods with high percentages of women of reproductive age in northwestern portions of the SSD, along N. Ardmore Avenue, E. Congress Street, and N. Wilson Drive. Conversely, many neighborhoods in the eastern and southern parts of the SSD, along N. Lake Drive, N. Downer Avenue, and E. Newton Avenue, have lower percentages of women of reproductive age. These are areas where the SSD may see stable or even decreasing enrollment over the next decade resulting from fewer women of reproductive age.

Map 3 shows seniors (aged 65+) by Census block in the SSD as a percentage of the total population. Areas with bolder colors have greater percentages of seniors. These are areas where the SSD may see increasing housing turnover from older, empty-nester residents to younger households, potentially with school-aged children, through 2040. Many of these areas are located in southwestern and southern parts of the SSD, in neighborhoods 25, 27, 28, 32, 33, and 34. In contrast, eastern and northern neighborhoods have lower populations of senior residents. Homes in these neighborhoods may have already had significant household turnover to younger families, as they often correlate with areas shown in Map 2 of women of reproductive age (aged 25-44).

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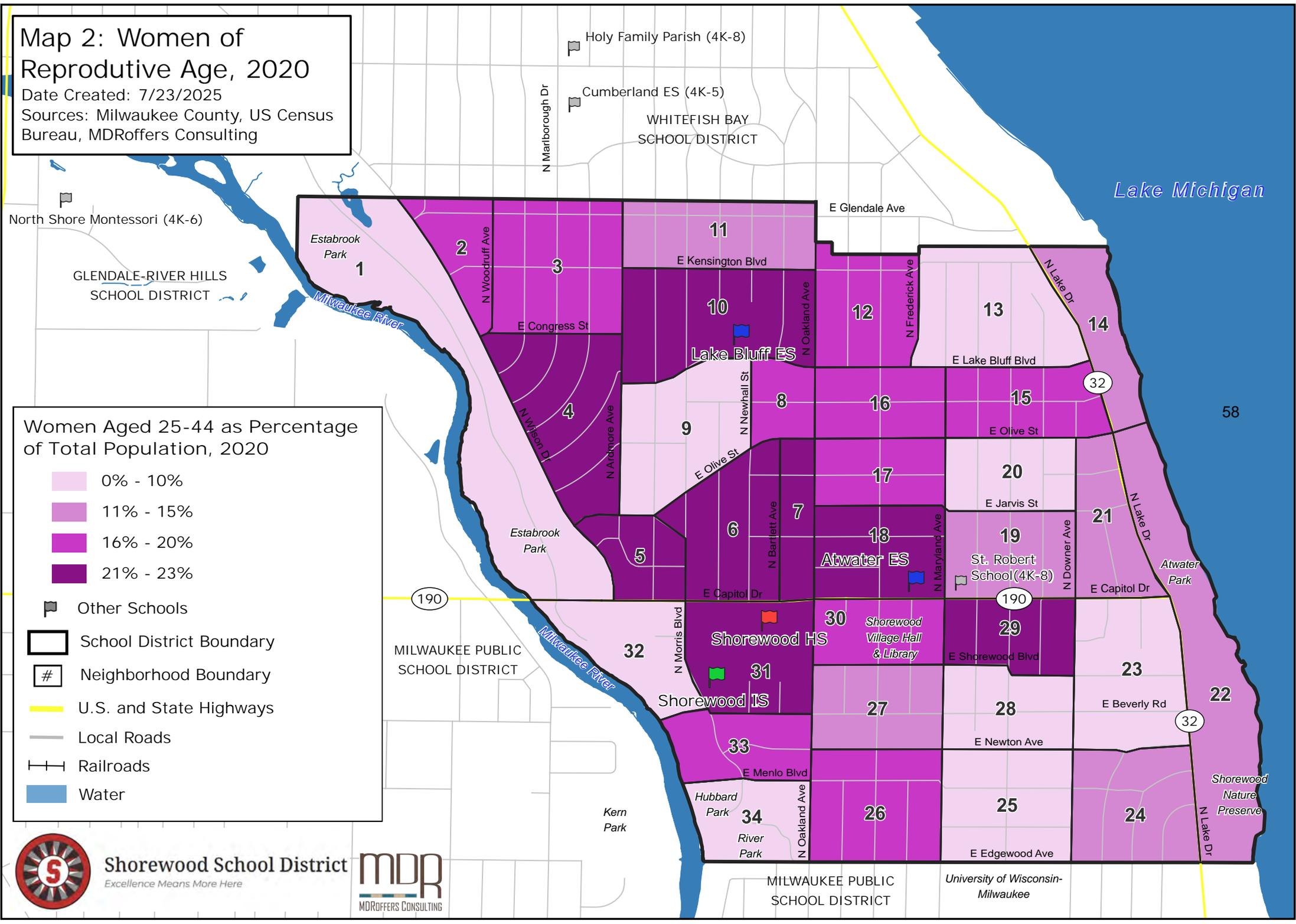
Map 2: Women of Reproductive Age, 2020

Date Created: 7/23/2025
 Sources: Milwaukee County, US Census Bureau, MDRoffers Consulting

Women Aged 25-44 as Percentage of Total Population, 2020

- 0% - 10%
- 11% - 15%
- 16% - 20%
- 21% - 23%

- Other Schools
- School District Boundary
- Neighborhood Boundary
- U.S. and State Highways
- Local Roads
- Railroads
- Water



Map 3: Senior Population, 2020

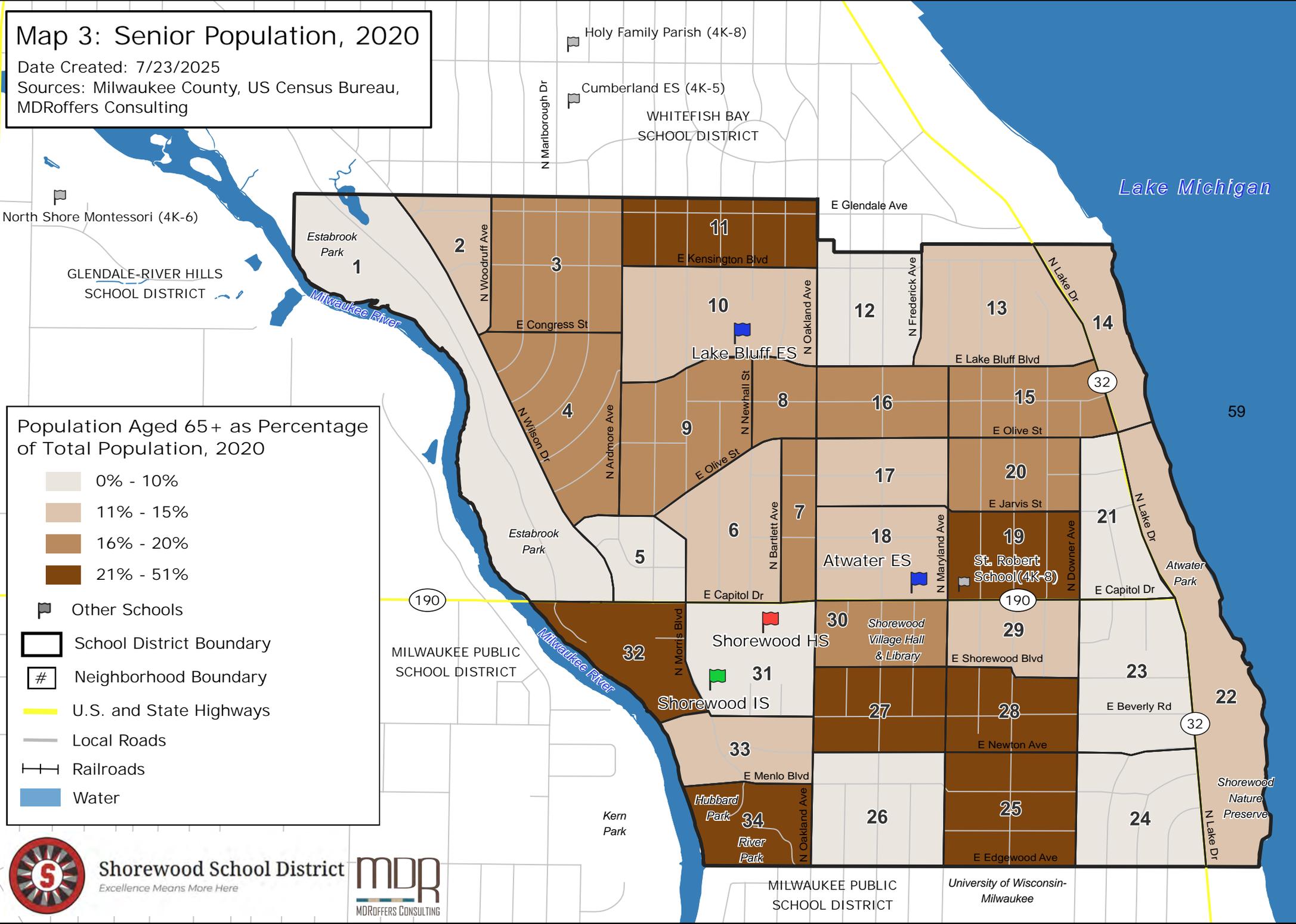
Date Created: 7/23/2025

Sources: Milwaukee County, US Census Bureau, MDRoffers Consulting

Population Aged 65+ as Percentage of Total Population, 2020

- 0% - 10%
- 11% - 15%
- 16% - 20%
- 21% - 51%

- Other Schools
- School District Boundary
- Neighborhood Boundary
- U.S. and State Highways
- Local Roads
- Railroads
- Water



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C. RACE AND ETHNICITY

The SSD is becoming more racially and ethnically diverse. As shown in Figure 11, from 2010 to 2020, Shorewood’s total population increased by almost 700 residents. Over that period, Shorewood’s White population decreased by 384 residents, its Black or African American population increased by 181 residents, its Hispanic or Latino population increased by 307 residents, its Asian population increased by 119 residents, and its population identifying as two or more races increased by 459 residents.

Figure 11: Population by Race and Ethnicity in the SSD, 2010 & 2020

Race or Ethnicity	2010	2020
White	11,299	10,915
Black or African American	382	563
American Indian	24	16
Asian	734	853
Native Hawaiian	2	1
Some other race	15	39
Hispanic or Latino	447	754
Two or more races	259	718
Totals	13,162	13,859

Source: US Census Bureau

According to the U.S. Department of Health and Human Services, compared to White women in Milwaukee County, Asian women in Milwaukee County have a 58 percent higher birth rate, Black or African American women have a 51 percent higher birth rate, and Latina women have a 46 percent higher birth rate. With growing populations, the consultant anticipates these differences could lead to some upward pressure on future SSD enrollment.

IV. HOUSING AND ECONOMIC TRENDS AND ENROLLMENT IMPACTS

- Since 2010, 480 new housing units were permitted in Shorewood. Virtually all of these were in multi-unit developments along Oakland Avenue and Capitol Drive. Since 2020, the number of new units permitted has decreased substantially.
- The consultant projects that the vast majority of future housing will come in the form of multi-unit developments through redevelopment near these same roads, but also from redevelopment of the Village's current Public Works site.
- Future student enrollment change for the SSD will be based much more so on who occupies existing homes in Shorewood than on new construction. Turnover of existing homes (i.e., new households) has a significant impact on SSD enrollment. Neighborhoods with more than 15 percent of their single-unit homes sold over the past five years generate students at a 90 percent greater rate than neighborhoods with fewer than 15 percent of their homes sold over the past five years.
- Further, the consultant found that each single-unit home sold over the last five years generates between 0.43 and 0.52 SSD student on average. This is compared to about 0.25 student-per-unit for all homes combined. In other words, about one new SSD student emerges from every two homes sold. In the consultant's experience, this ratio is high and indicates a district that is appealing to families with children.
- Around three-quarters of households buying homes in Shorewood appear to move from outside of the community, with out-of-state prior homes likely being the most common. This reinforces the Shorewood's reputation as a choice destination in the greater Milwaukee area.
- Local realtors interviewed echoed the above results, confirming that the SSD is attractive to many young families by providing the vitality of urban living with a quality equal to highly-ranked suburban schools. They also report that housing turnover rates in Shorewood do not seem to have been affected by higher prices and interest rates.
- Aside from concentrations of housing turnover, the consultant discovered that neighborhoods with larger homes and higher household incomes tend to generate more SSD students.

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A. RECENT RESIDENTIAL BUILDING CONSTRUCTION

Trends in residential construction are one indicator of future housing development, though this is a nominal factor affecting enrollment in the largely built out Shorewood community. Figure 12 lists housing starts since 2010 (based on building permits issued) within the Village of Shorewood. Since 2010, the Village issued permits for 480 housing units, for an average of 32 permits per year. The majority of these permits were issued in the 2010s, with only two smaller developments permitted in the 2020s so far (Atwater Apartments and Signature Apartments, providing 39 and 43 units respectively).

The majority of new units built since 2010 have been market-rate rental apartments, and mostly along Oakland Avenue and Capitol Drive. Lighthouse 4041 (permitted in 2012) includes 17 affordable rental units, Ravenna (permitted in 2011) provides owner-occupied condominiums, and Harbor Chase (permitted in 2014) and The Oaks of Shorewood (permitted in 2017) provide senior-restricted units.

Figure 12: Village of Shorewood Housing Units Permitted by Type, 2010-2024

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Unit Type	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	Total
Single	0	0	0	1	1	0	0	0	0	0	1	0	0	0	2	5
Duplex	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Multi	0	20	85	0	92	95	0	101	0	0	0	0	82	0	0	475
Totals	0	20	85	1	93	95	0	101	0	0	1	0	82	0	2	480

Sources: Village of Shorewood, U.S. Department of Housing and Urban Development

B. RELATIONSHIP BETWEEN NEW HOUSING AND ENROLLMENT

Understanding the rate of student generation from new housing construction is a factor in enrollment projections using the consultant’s method.

Typically, new single-unit dwellings generate the most students within the first 5 to 10 years of being built, as most new homes are often purchased by younger families with young school-aged children. The number of students then decreases as the neighborhood ages and the composition of the neighborhood changes from mostly families with children to a diverse combination of families with children of all ages, childless families, seniors, and empty nesters, like in many established, single-

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unit dwelling neighborhoods that are common in the SSD. Still, there have been and are expected to be very few new single-unit dwellings that do not replace older homes, so *new* single-unit dwellings will not be a significant factor on future enrollment in the SSD.

Nearly all recent and projected new housing in Shorewood comes in the form of multi-unit housing. The consultant found new multi-unit development in the SSD generates an average of 0.08 SSD 4K-12 students-per-newer multi-unit, as shown in Figure 13. Figure 13 shows student generation ratios across the six newer multi-unit developments in Shorewood (i.e., built since 2010). Excluded from this figure are the two senior-restricted housing developments that have been built since 2010, as there are no SSD students living in those senior-restricted units.

Figure 13: Student Generation Ratios in New Non-Senior Multi-Unit Housing in the SSD

Neighbor -hood	Multi-Unit Development	Number of Bedrooms per Unit	Housing Units	SSD Student-Per-Housing Unit Ratio			
				4K-6	7-8	9-12	Total
7	Lighthouse 4041 Apartments	1-3	85	0.07	0.01	0.06	0.14
7	Mosaic on Oakland	1-2	95	0.02	0.01	0.06	0.09
11	Ravenna	2	20	0.05	0.00	0.00	0.05
12	The Cornerstone Apartments	1-3	44	0.05	0.00	0.00	0.05
19	The Atwater Apartments	1-2	39	0.00	0.00	0.05	0.05
12	Signature Apartments	1-2	43	0.02	0.00	0.00	0.02
Totals¹			326	0.04	0.01	0.03	0.08

Source: MDRoffers Consulting

The consultant expects that future multi-unit housing in the SSD will likely generate an average student-per-housing unit ratios of around 0.05 students-per-unit, given that a significant number of projected multi-unit developments will either be market-rate rental apartments with 1- or 2-bedrooms, condominiums, or other housing attractive to young professionals without children, empty-nesters, and seniors.

C. EXISTING HOUSING IMPACT ON ENROLLMENT

It is more important in a community like Shorewood to understand the rate of student generation from existing housing, as the vast majority of the housing that will exist in the SSD in 2040 has already been built.

The consultant analyzed multiple demographic and housing factors to determine which factors were the most important in generating students for the SSD. The consultant’s analysis discovered that the percentage of homes sold, the average home square footage, and the median household income in a neighborhood had the greatest impact on the student generation rate. More specifically, the consultant discovered:

- Neighborhoods with more than 15 percent of their single-unit homes sold over the past five years generate students at a rate 90 percent greater than neighborhoods with fewer than 15 percent of their single-unit homes sold over the past five years.
- Neighborhoods with a median household income greater than \$100,000 generate students at a rate 83 percent greater than neighborhoods with a median household income under \$100,000.
- Neighborhoods with an average home square footage of over 2,500 square feet generate students at a rate 71 percent greater than neighborhoods with an average home square footage of less than 2,500 square feet.

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Generally, the consultant anticipates increasing to stable enrollment in neighborhoods with these attractive housing characteristics and demographics, and decreasing enrollment in neighborhoods without these characteristics and demographics. The consultant found that proximity to schools had little effect on student generation rates, likely because the SSD is geographically small and compact, with nearly the entire community located within a mile of a SSD school.

Overall, existing multi-unit housing in the SSD generates 0.05 SSD grade 4K-12 student-per-housing unit in the 2024-25 school year. This is a somewhat low ratio, potentially due to the following factors:

- Proximity to the University of Wisconsin-Milwaukee, particularly multi-unit housing along N. Wilson Drive, N. Oakland Avenue, and E. Capitol Drive. Some of the multi-unit housing in these locations may be attractive to UW-Milwaukee students.

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- Attractiveness of the SSD to seniors, empty-nesters, and older couples downsizing, particularly those who desire to remain in the SSD or those who desire an urban, walkable community with easy access to shops, services, and dining.
- Higher costs of multi-unit housing in the SSD, where average rents exceed those in other suburban Milwaukee communities such as Wauwatosa, resulting in fewer students generated.
- As shown in Figure 9, the increasing population aged 25-44 in the SSD from 2010 to 2020, many of whom may not (yet) have children and may be renting the multi-unit housing in the SSD at a greater proportion than other populations.

See Appendix A, Steps 3 and 6, and Appendix C for more information about how existing housing and demographic characteristics factor into the consultant’s projections, which are provided in detail in Section V of this Report.

D. EXISTING HOME SALE TRENDS

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Understanding where sales of existing homes are occurring can help a school district understand where future student enrollment change may occur—even where no, or very few, new homes are being built. As mentioned in the previous section, neighborhoods with greater percentages of single-unit home sales over the past five years generate greater numbers of students for the SSD. Part of the consultant’s methodology for projecting future enrollment includes assessing the likelihood, timing, and extent of turnover in existing neighborhoods in the SSD. This assessment is based on a variety of factors, including an analysis of neighborhood age, recent trends in student generation by neighborhood, and analysis of sales of existing homes.

Map 4 shows the percentage of single-unit dwellings in each neighborhood that were sold between 2020 to 2024. Neighborhoods with significant home sales are clustered in the northeastern part of the SSD, east of N. Frederick Avenue and north of E. Olive Street, and include neighborhoods 13, 14, and 15. Homes in these neighborhoods were mostly built in the 1920s through 1930s. Other neighborhoods with notable recent home sales include neighborhoods 9 and 24. Neighborhood 9, located just south of Lake Bluff Elementary School, is likely appealing to families with children due to proximity to Lake Bluff Elementary. Neighborhood 24, situated along the SSD’s southern border adjacent to UW–Milwaukee, may be experiencing higher home turnover due to its proximity to the university and housing demand from university employees.

The number of home sales has been decreasing in Milwaukee County since 2022, mainly due to rising interest rates. To combat increasing inflation including for housing prices, the federal government increased interest rates several times in 2022, 2023, and

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2024, making it more expensive to buy a home with a mortgage. As a result, per the Wisconsin Realtors Association, the number of homes sold in Milwaukee County decreased from an average of 11,400 per year in the late-2010s (before the pandemic) to an average of 9,600 per year in the mid-2020s.

However, this trend did not hold in the SSD. As evidence, the number of single-unit homes sales in the SSD was 114 home sales in 2022, 82 in 2023, and 112 in 2024. This is likely due to a combination of factors, including the attractiveness of the SSD for upper-income households, who may not be as impacted by interest rates, and may be purchasing homes in cash; the uniqueness of the SSD in providing an older, well-maintained housing stock in a walkable, urban community with highly-ranked schools; buyers becoming comfortable and used to high interest rates; and overall low inventory of single-unit homes for sale in SSD, which are often sold quickly. Local planners and real estate experts anticipate a healthy, and stable number of home sales each year in the SSD, even if high interest rates continue.

E. ENROLLMENT IMPACT OF HOME SALES

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The consultant performed two analyses to determine how recent home sales are generating students for the SSD. In the first, the consultant compared addresses of single-unit dwellings sold from 2020 to 2024 to addresses of SSD students in September 2024. This analysis showed 262 4K-12 students who lived in the 607 single-unit dwellings sold from 2020 to 2024. This first analysis suggests that each pre-existing single-unit home sale generates an average of 0.43 4K-12 students for the SSD.

The second analysis involved the consultant and SSD staff mailing a survey to the new owners of almost 600 single-unit dwellings sold in the SSD between 2020 and 2024. 87 surveys were returned, for a response rate of 15 percent. Survey results showed 45 4K-12 SSD students living in these 87 homes sold, for a student generation ratio of 0.52 4K-12 student per existing single-unit home sale.

Together, this data suggests that every two existing homes sold generates around one SSD student. In the consultant's recent work in other suburban Milwaukee school districts, the consultant calculated a ratio of 0.20 to 0.45 4K-12 student for each existing single-unit home sale, which makes these Shorewood results higher.

Additionally, survey results showed several children aged 0-4, with recently sold homes having 0.47 children aged 0-4 per home sale. This means that, per the survey results, home sales have almost as many children aged 0-4 as grade 4K-12 SSD students. Many of these children aged 0-4 are likely future SSD students.

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Survey results also show that 77 percent of survey respondents moved from outside of the SSD. In the consultant's experience, this figure is high. About 31 percent of survey respondents moved to the SSD from the Milwaukee Public School District, 2 percent from the Whitefish Bay School District, 8 percent from elsewhere in the Milwaukee area, 7 percent from elsewhere in Wisconsin, and 29 percent from outside of Wisconsin. The survey results reinforce the SSD's reputation as a choice destination in the greater Milwaukee area, not only for families within the region but also for new residents moving to the Milwaukee area from outside of Wisconsin.

Finally, survey respondents were asked why they chose to move to the SSD and provided a list of 16 potential reasons to select. The most common responses were "walkable community" (79 selections), "neighborhood quality" (66 selections), "nearby lake, parks, and recreational opportunities" (66 selections), and "proximity to Milwaukee" (63 selections). "Community atmosphere", "safe community", and "quality teaching" were also popular responses.

Local realtors interviewed echoed the results of the survey, stating that Shorewood is very attractive to young families as it provides the vitality of urban living but with the excellence and quality of highly-ranked suburban schools. These are advantageous qualities found in limited other places in the Milwaukee area.

See Appendix A, Step 6 for further information regarding the survey.

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Map 4: Percent of Existing Single-Unit Dwellings Sold by Neighborhood from 2020 to 2024

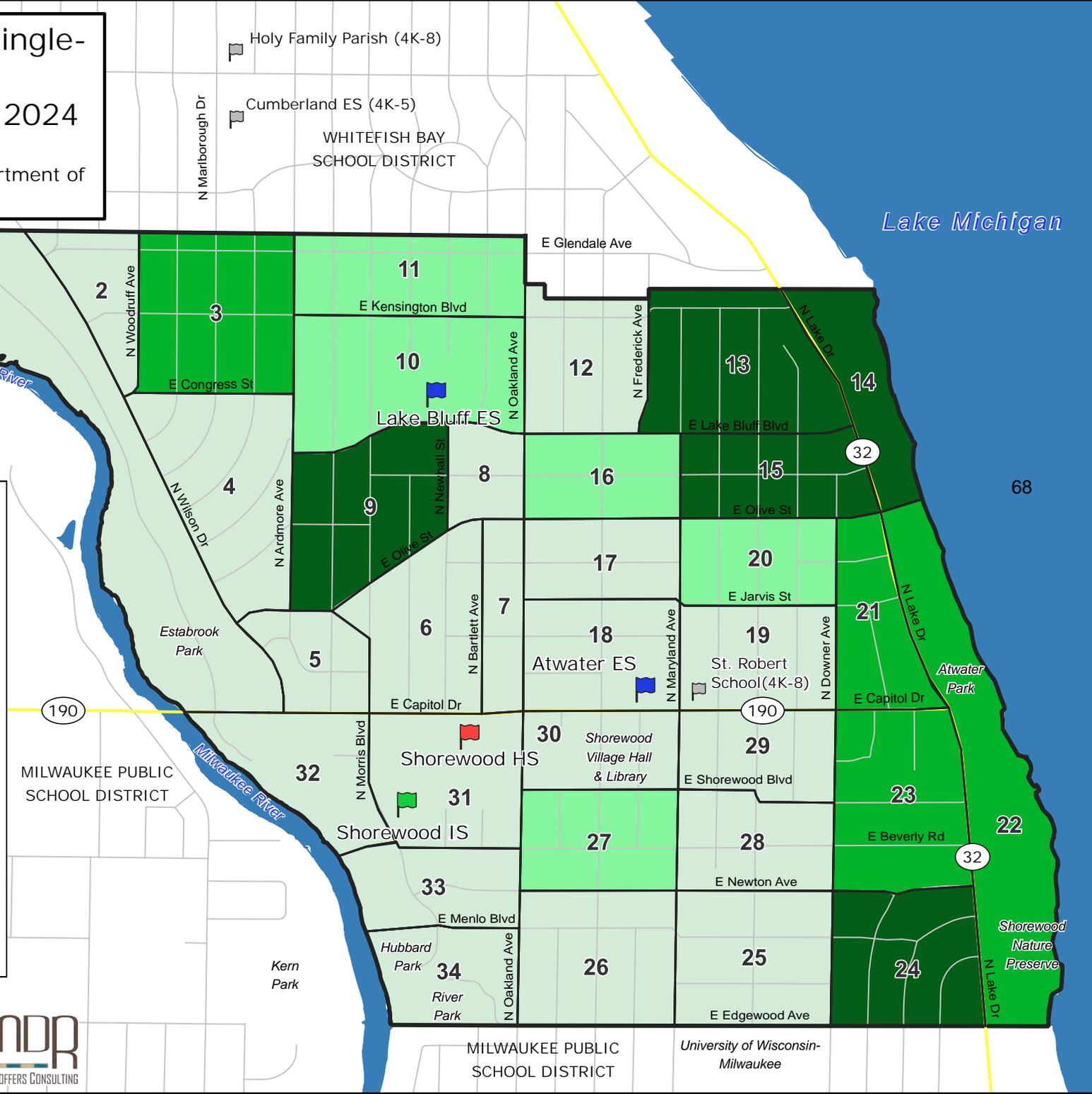
Date Created: 6/23/2025

Sources: Milwaukee County, Wisconsin Department of Revenue, MDROffers Consulting

Percent of Existing Single-Unit Dwellings Sold from 2020 to 2024

- 0% - 10%
- 11% - 15%
- 16% - 20%
- 21% - 25%

- Other Schools
- School District Boundary
- Neighborhood Boundary
- U.S. and State Highways
- Local Roads
- Railroads
- Water



MILWAUKEE PUBLIC SCHOOL DISTRICT University of Wisconsin-Milwaukee

F. OTHER HOUSING AND ECONOMIC TRENDS

The Milwaukee area housing market has long recovered from the housing crisis of the late-2000s and has been a robust “sellers” market through the 2010s and into the mid-2020s, due to low inventory and high demand, even with increasingly high interest rates. Builders in the Milwaukee area are responding to the robust housing market through new single-unit residential subdivisions and multi-unit developments, but not quickly enough to meet demand. For example, in 2020, only 1,100 single-unit lots were created in the seven county Greater Milwaukee Region, while 2,300 new single-unit dwellings were permitted. Meanwhile, multi-unit vacancy rates remain very low. Therefore, the Milwaukee area has a housing shortage, which has resulted in accelerated home prices and rents.

In responding to high housing demand, residential developers are increasingly interested in redeveloping underutilized properties in urbanized areas like the SSD. With available land for new construction becoming scarce, these developers are focusing on repurposing older buildings, vacant lots, and underutilized spaces to meet the rising demand for housing. This trend is driven by a combination of population growth, decreasing household sizes, shifting housing preferences, the aging of the Baby Boom generation, and the need for more efficient land use in established communities. In the SSD, recent residential redevelopment has taken place along major thoroughfares such as N. Oakland Avenue and E. Capitol Drive, focusing on underutilized parking lots, vacant buildings, older office buildings, and smaller and dated housing structures. The consultant anticipates continued redevelopment of several sites across the SSD through 2040 and beyond.

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Population (and student enrollment) growth in the SSD is driven in large part by job growth. The Village of Shorewood mostly serves as a bedroom community, with most residents working elsewhere. In fact, over 95 percent of workers living in the Village work outside of the Village, with 44 percent of Village workers working in the City of Milwaukee. Notable large employers in the region include Advocate Aurora Health, Froedtert, General Electric, Kohls, Northwestern Mutual, Quad, Rockwell Automation—and the SSD is within minutes of UW-Milwaukee and Downtown Milwaukee. The region’s extensive transportation network provides easy access from the SSD to other Milwaukee-area job concentrations. All this said, the Village does have numerous small businesses and employers, providing over 7,000 total jobs, mostly concentrated in businesses, retail, and professional services concentrated along N. Oakland Avenue and E. Capitol Drive. In total, nearby and regional employment—and the SSD’s access to it—is an asset that should support continued appeal for existing and new residents.

G. VILLAGE OF SHOREWOOD PLANS AND EXPECTATIONS

Local land use planning, growth management, economic development, and infrastructure investments (and limitations) are important to projecting future residential and enrollment growth. As part of the projection process, the consultant analyzed Village plans and residential developer plans. These plans provide insight to the new development and redevelopment goals and expectations of the Village of Shorewood, landowners, and residential developers. To best understand how the plans were being executed, the consultant also interviewed and obtained data from Village of Shorewood municipal staff.

The Village of Shorewood incorporated in 1900 as the Village of East Milwaukee. The Village developed rapidly from the 1900s to the 1920s, renaming itself as the Village of Shorewood in 1917, and becoming built out at its current limits by the 1940s. The Village continued to grow in population due to increasing numbers of births associated with the Baby Boom generation after World War II, reaching 16,199 residents in 1950. The population decreased with each additional census through 2010, when 13,162 residents lived in the Village. This population decrease was mostly due to decreasing household sizes and the aging of the Baby Boom generation. From the 2010 census to the 2020 census, the Village experienced an increase in population, increasing by 5 percent to 13,859 residents. This increase was due to increasing births in the 2010s (see Figure 8) and increasing housing construction in the Village in the 2010s (see Figure 12). As of the 2020 census, the Village of Shorewood is the densest city in Wisconsin, with over 8,000 residents per square mile, greater than nearby Whitefish Bay (6,650 residents per square mile) and Milwaukee (6,178 residents per square mile).

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In 2024, the Wisconsin Department of Administration (DOA) released updated population projections for municipalities across the state. For the Village of Shorewood, the DOA anticipates a gradual population decrease through 2050, forecasting 13,532 residents by 2030, 13,049 by 2040, and 12,539 by 2050. Shorewood is not alone in this trend, as the DOA projects similar population decreases for most municipalities in Wisconsin, primarily due to decreasing fertility rates and associated reductions in average household sizes.

The Village of Shorewood updated its Comprehensive Plan in 2021. The Village's Plan guides its development and redevelopment decisions. According to the Village's Plan, the Village desires to be a vibrant urban community with safe, friendly neighborhoods offering desirable housing options that attract diverse people of all ages and at all stages of life.

In 2020, the Village of Shorewood conducted a Comprehensive Housing Market Study and Needs Analysis. This study aimed to provide essential information for decision-makers and the community to better plan for the future, particularly concerning

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housing needs and affordability. This study provided several recommendations including adding housing supply through new multi-unit developments. The study also suggested easing zoning rules to allow for accessory dwelling units (ADUs), co-housing, and allow tri- and four-plexes in single-unit and duplex zoning districts.

The Village’s future land use map from its 2021 Comprehensive Plan is reproduced as Figure 14. Most of Village is planned for continued “Lower Density Residential” (yellow on map). Smaller areas along N. Wilson Drive, E. Edgewood Avenue, and N. Lake Drive (pink on map) are planned for “Medium Density Residential” uses, including of smaller multi-unit buildings. Mixed commercial/residential use areas are planned along N. Oakland Avenue and E. Capitol Drive. This includes an area designated as “Central Core Mixed Use” (red on map), encompassing the block southeast of the Oakland/Capitol intersection, in which commercial, office, institutional, and residential uses are intended to provide an “urban downtown” character. Other mixed-use areas include “Main Street Mixed Use” (purple), “Suburban Mixed Use” (dark blue), and “Residential Mixed Use” (dark orange). These areas allow for a mixture of commercial, office, institutional, and residential uses at slightly lower densities, along N. Oakland Avenue and the eastern half of E. Capitol Drive and a suburban character along the western half of E. Capitol Drive.

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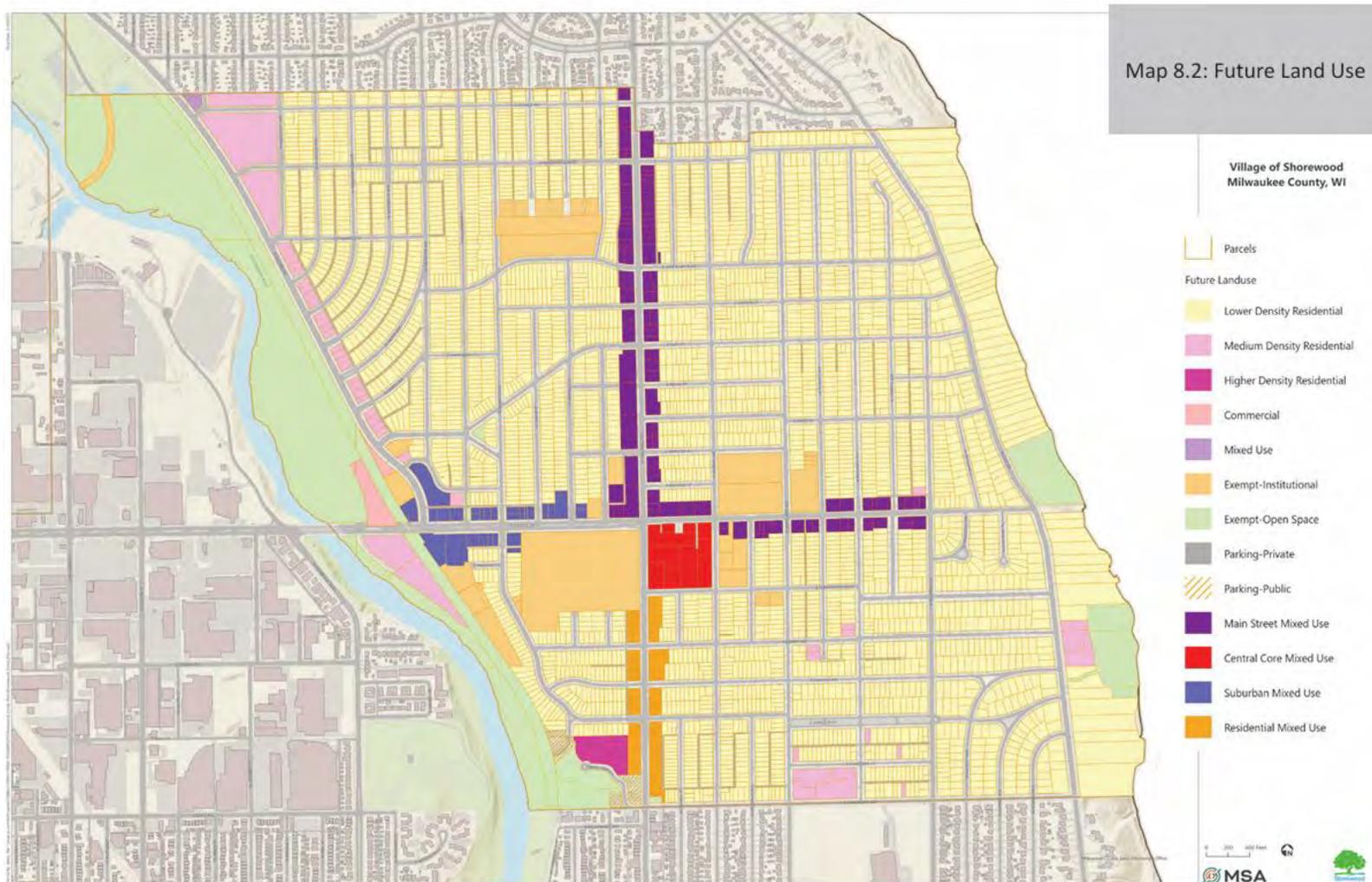
H. MILWAUKEE COUNTY PLANS AND EXPECTATIONS

In March 2023, Milwaukee County Executive David Crowley signed legislation to authorize \$10 million in affordable housing contracts in Milwaukee County. The projects are part of \$15 million in American Rescue Plan Act dollars allocated towards the expansion of affordable housing. This is a result of a 2022 report that showed a 40,000-unit shortage of housing units for lower-income families in Milwaukee County. As of early 2025, this legislation has resulted in the approval of 82 affordable units in South Milwaukee, 80 affordable units in Wauwatosa, 56 affordable units in Brown Deer, and a 17-unit affordable housing development in nearby Whitefish Bay (The Hampton) under construction at time of writing.

In June 2023, the 9-mile East-West Bus Rapid Transit (BRT) line opened in Milwaukee County, connecting Downtown Milwaukee to the Milwaukee Regional Medical Center in Wauwatosa. Ridership on the East-West BRT route almost doubled during its first year of service, from 2,800 rides per day in the summer of 2023 to almost 5,000 rides per day in 2024. The County has planned, but not yet approved, a North-South BRT route, proposed to extend from Bayshore Mall, west along W. Silver Spring Drive, and then south N. Teutonia Avenue to N. 27th Street, extending south to Franklin. This North-South BRT is located immediately west of the SSD boundary, and could be an attractive alternative transportation method for Shorewood residents. The proposed North-South BRT route is projected to begin operating in the early-2030s.

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Figure 14: Village of Shorewood Future Land Use Map, 2021 Comprehensive Plan



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Source: Village of Shorewood

V. HOUSING AND ENROLLMENT PROJECTIONS

- The consultant projects almost 300 new housing units in the Shorewood School District (SSD) through 2040, with nearly all of these being in multi-unit developments with low student generation.
- Between 2024 and 2040, the consultant projects a decrease of 92 grade 4K-12 resident students enrolled in SSD schools. This equates to an average enrollment decrease of about 6 resident students per year.
- The consultant projects a resident enrollment decrease due to modest new housing development, decreasing household sizes, and declining birth rates. However, the rate of decrease will be lower than that experienced over the past decade.
- By 2040, the consultant projects a decrease of 2 grade 4K-6 resident students at SSD elementary schools, a decrease of 36 resident students at Shorewood Intermediate School, and a decrease of 54 students at Shorewood High School.
- By 2040, assuming no changes in schools, policies, open-enrollment, or grade groupings, the consultant projects that total resident enrollment in the SSD will be:
 - About 500 students below the combined potential capacity of the two elementary school buildings, with both elementary schools having excess capacity for 210 to 290 additional students.
 - About 260 students below the intermediate school building's potential capacity.
 - About 300 students below the high school building's potential capacity.

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A. SECTION OVERVIEW

This section synthesizes information from earlier sections to result in the consultant's enrollment projections for the SSD through the year 2040. These projections are broken down into four time periods and into 34 different neighborhoods. Projection methodology is described in Appendix A. Each neighborhood's detailed projections are provided in Appendix B (for housing) and Appendix D (for enrollment).

B. HOUSING UNIT PROJECTIONS

The consultant projects construction of 292 new housing units in the SSD through 2040. This is an average of about 19 new housing units per year, which is lower than the average of about 32 new units per year since 2010. The consultant projects fewer new housing units due to the lack of new housing currently under construction, approved, or proposed, along with the fact that many of the easiest and best areas for redevelopment have already been redeveloped. Virtually all of the new housing projected through 2040 will be some form of multi-unit housing (e.g., rental apartments, townhouses, condominiums, senior housing), mostly occurring on redevelopment sites. Multi-unit developments typically generate significantly fewer students-per-housing unit than single-unit dwellings, as described earlier in this Report.

The consultant generally projects occasional, smaller redevelopment projects, generally providing 20 to 40 additional units each. An exception is a planned redevelopment of the Village’s current Public Works site, located in the southwestern part of the SSD, west of N. Morris Boulevard, which the consultant projects will provide over 100 new multi-unit dwellings. The consultant projects that most of the projected new housing units will be market-rate, renter-occupied apartments, but others will be owner-occupied condominiums, and one will likely provide below-market-rate housing in the northern part of the SSD. This development is expected to generate students at a slightly higher rate, but only includes 19 affordable units.

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The consultant’s projections anticipate ebbs and flows in the housing market. The consultant does not, however, project a major housing contraction such as what occurred during and after the 2007/2008 “Great Recession.” If there were such a major recession or housing crisis in the 2020s or early-2030s, fewer new housing units would likely be built in the SSD than the consultant projects.

Map 5 indicates projected housing unit growth by neighborhood between 2025 and 2040. The consultant expects new housing will be concentrated in two main areas. The first is along N. Oakland Avenue, north of E. Capitol Drive. This corridor contains several redevelopment opportunities, some of which are receiving interest from developers. The second is in the Village’s current Public Works site, located in the southwestern part of the SSD. Excluding the Public Works site, only 15 new housing units are projected in the southern half of the SSD, south of E. Capitol Drive.

The consultant projects that 25 of the 34 neighborhoods on Map 5 will have no new housing units built by 2040. These neighborhoods are entirely built out with few to no redevelopment opportunities.

The consultant’s complete housing unit growth projections by neighborhood, including rationale, are included as Appendix B.

Map 5: Projected Housing Unit Growth by Neighborhood, 2025-2040

Date Created: 8/11/2025

Sources: Milwaukee County, MDRoffers Consulting

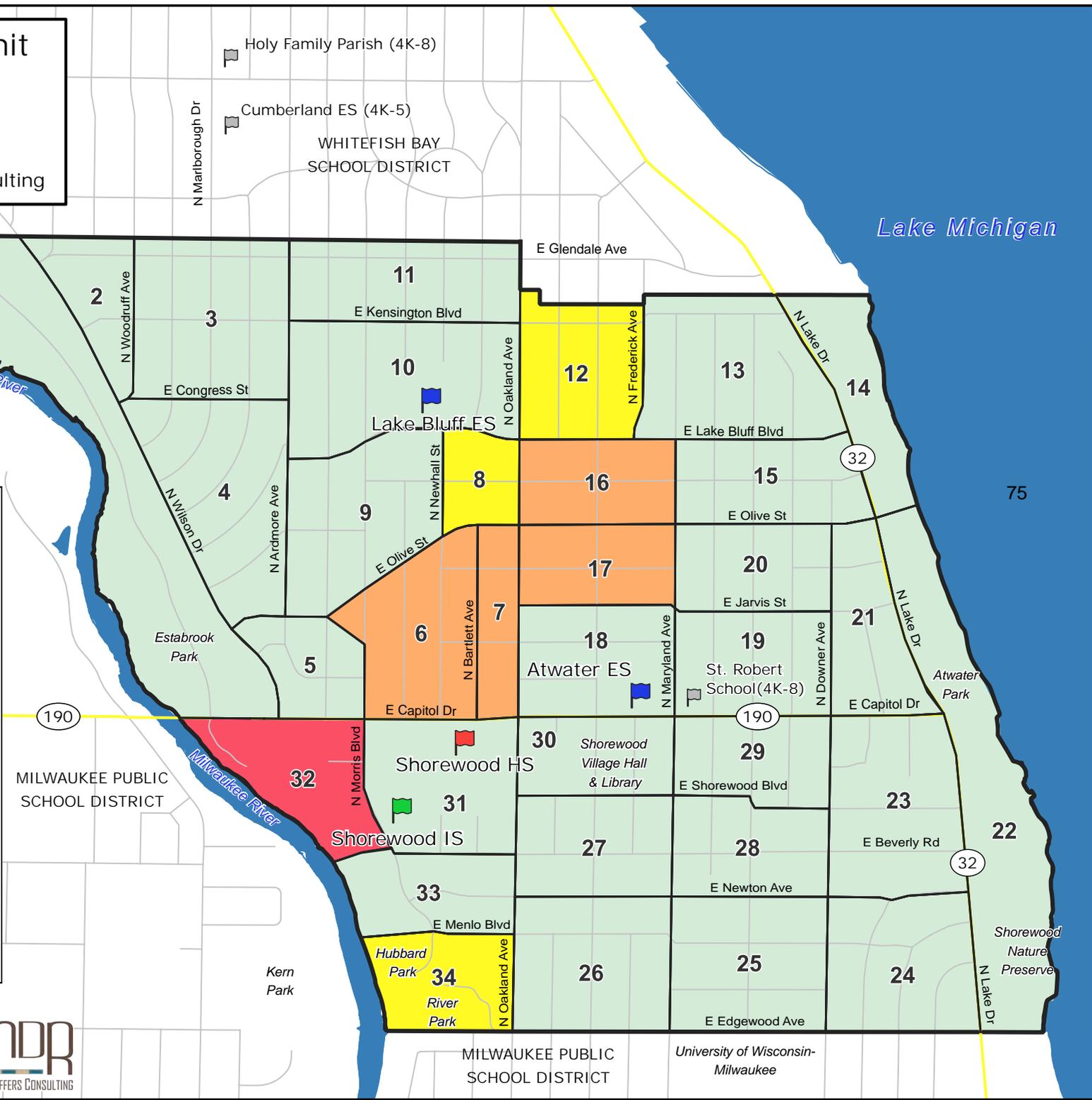
Projected Housing Unit Growth, 2025-2040

- 0 - 10 new housing units
- 11 - 25 new housing units
- 26 - 50 new housing units
- 51 - 110 new housing units

- Other Schools
- School District Boundary
- Neighborhood Boundary
- U.S. and State Highways
- Local Roads
- Railroads
- Water



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University of Wisconsin-Milwaukee

C. PROJECTED STUDENT-PER-HOUSING UNIT RATIOS

The consultant projected SSD resident student enrollment within each of the 34 neighborhoods by multiplying projected housing units by projected resident student-per-housing unit ratios in the 4K-6 (elementary), 7-8 (intermediate), and 9-12 (high) grade groups. Complete 4K-12 resident enrollment projections by neighborhood and grade group are included as Appendix D.

Projected resident student-per-housing unit ratios are a lynchpin for enrollment projections under the consultant’s methodology, particularly for a largely-developed district like the SSD. In preparing student-per-housing unit ratios, the consultant observed the following characteristics that together contribute to projected resident student enrollment changes in the SSD:

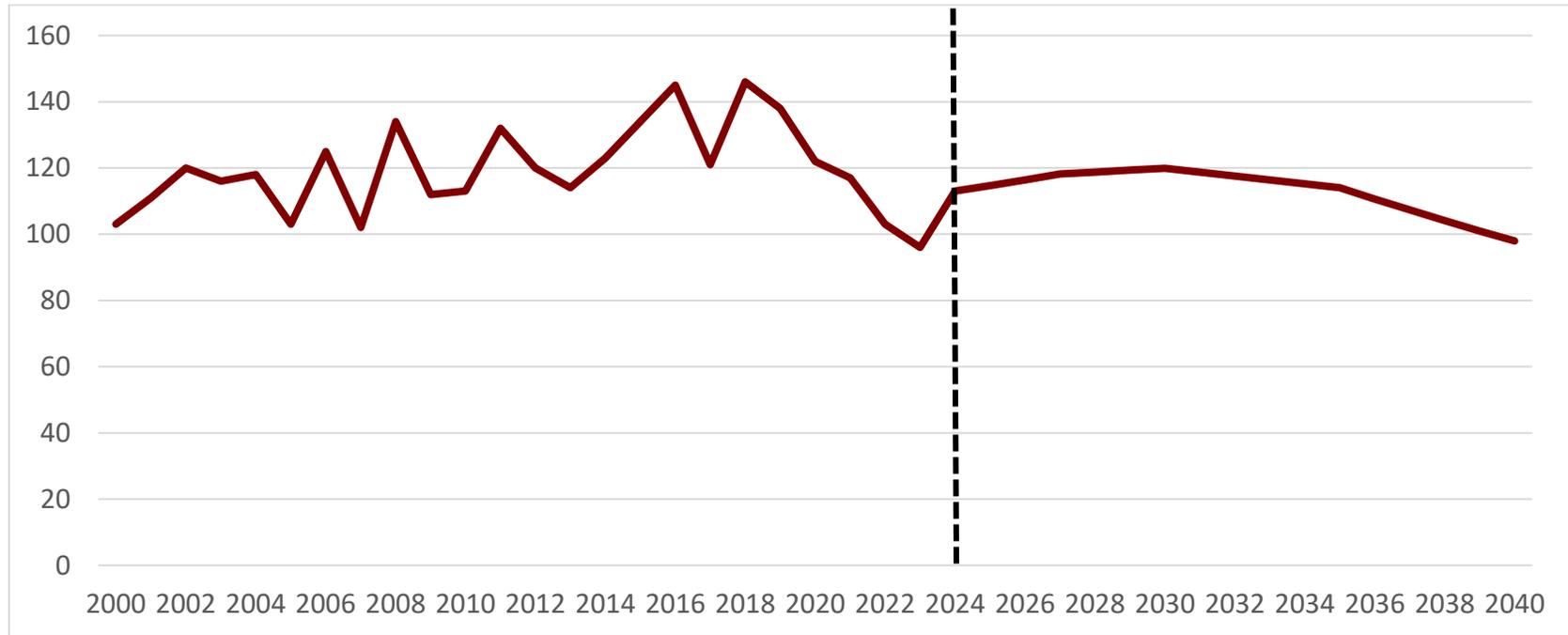
- Current elementary school, intermediate school, and high school enrollment by neighborhood.
- Women aged 25-44 as a percentage of the total population, which ranged from 8% to 23% among the neighborhoods (see also Map 2 earlier in this Report).
- Population aged 65+ as a percentage of the total population, which ranged from 6% to 51% among the neighborhoods (see also Map 3 earlier).
- Percentage of single-unit dwellings sold from 2020 to 2024, which ranged from 0% to 25% among the neighborhoods (see also Map 4 earlier).
- Average square footage of single-unit dwellings, based on information from the Village of Shorewood Assessor, which ranged from 1,678 square feet to 5,187 square feet among the neighborhoods (see Map 6 on a subsequent page).
- Median household income, which ranged from \$46,484 to \$250,000 among the neighborhoods.
- Average household size, which ranged from 1.19 persons per household to 3.00 persons per household among the neighborhoods.
- Projected decrease in the birth rate, and subsequent decrease in the number of births, projected through 2040 (see Figure 15 on the next page).

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See Appendix C for further explanation of how key demographic and housing characteristics differ by neighborhood and how they affected projected resident student enrollment changes for each neighborhood.

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Figure 15: Past and Projected Births in the SSD, 2000-2040



Sources: Wisconsin Department of Health Services and MDROffers Consulting

Note: data to the left of the hashed line shows annual historic birth data from the Wisconsin Department of Health Services. Data to the right of the line shows annual projected births created by MDROffers Consulting and factored into the enrollment projections.

Map 7 presents the consultant’s predictions of student-per-housing unit ratio change from existing housing units in each neighborhood from September 2024 to 2040. These predictions are derived from the consultant’s analysis and projection of enrollment, neighborhood demographics, housing type, home sale, housing quantity, home size, and other characteristics and trends in each neighborhood, including data shared earlier in this Report and in the appendices. Generally, the consultant expects neighborhoods in red to have increasing student-per-housing unit ratios from existing housing, with student generation ratios increasing by 10 percent or more, and neighborhoods in blue to have decreasing ratios, with student generation ratios decreasing by 10 percent or more. These are projected ratio changes and not projected enrollment changes or totals.

Map 6: Average Square Footage of Single-Unit Dwellings in Neighborhood

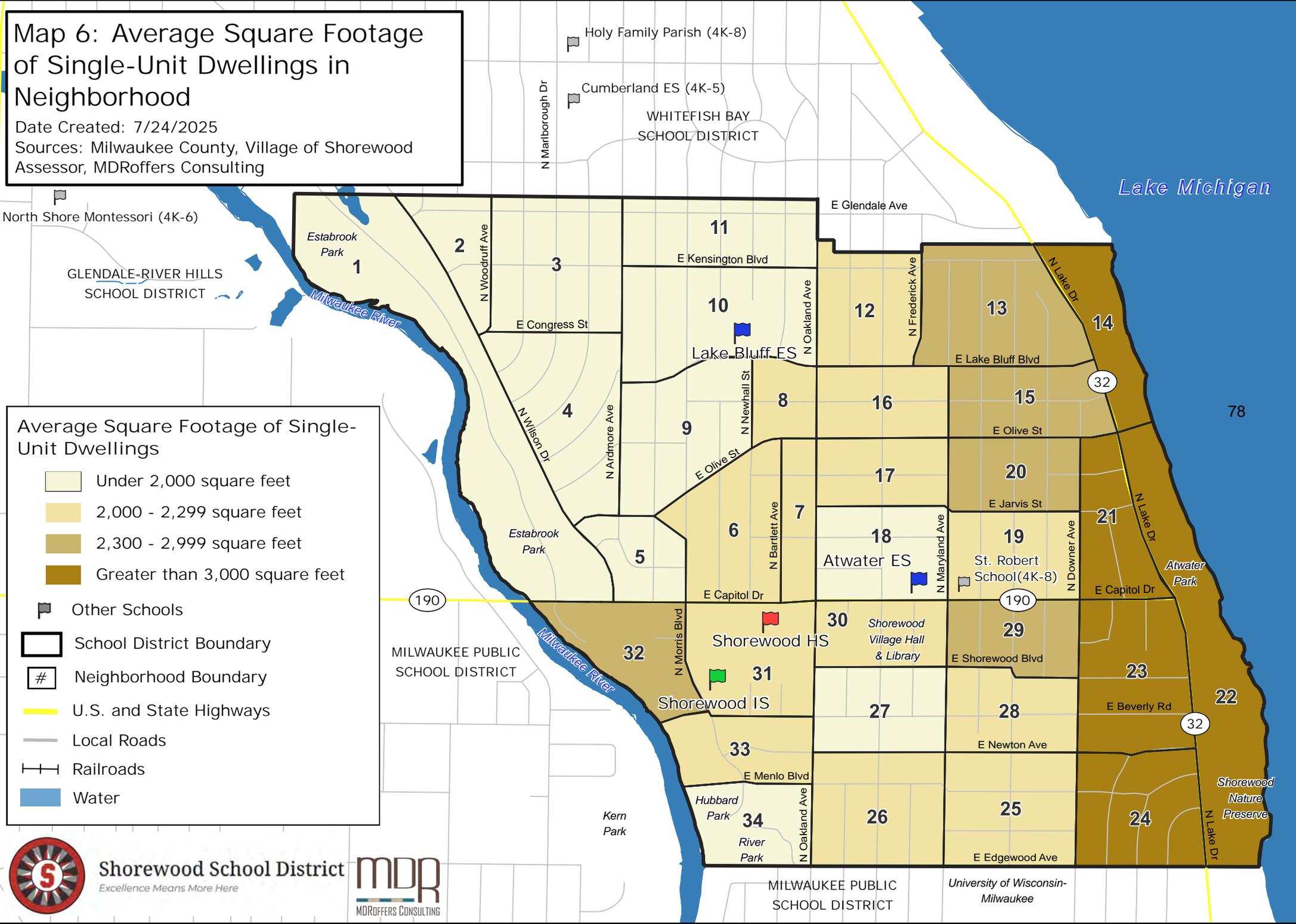
Date Created: 7/24/2025

Sources: Milwaukee County, Village of Shorewood Assessor, MDROffers Consulting

Average Square Footage of Single-Unit Dwellings

- Under 2,000 square feet
- 2,000 - 2,299 square feet
- 2,300 - 2,999 square feet
- Greater than 3,000 square feet

- Other Schools
- School District Boundary
- Neighborhood Boundary
- U.S. and State Highways
- Local Roads
- Railroads
- Water



Map 7: Projected Change in SSD Students per Existing Housing Unit

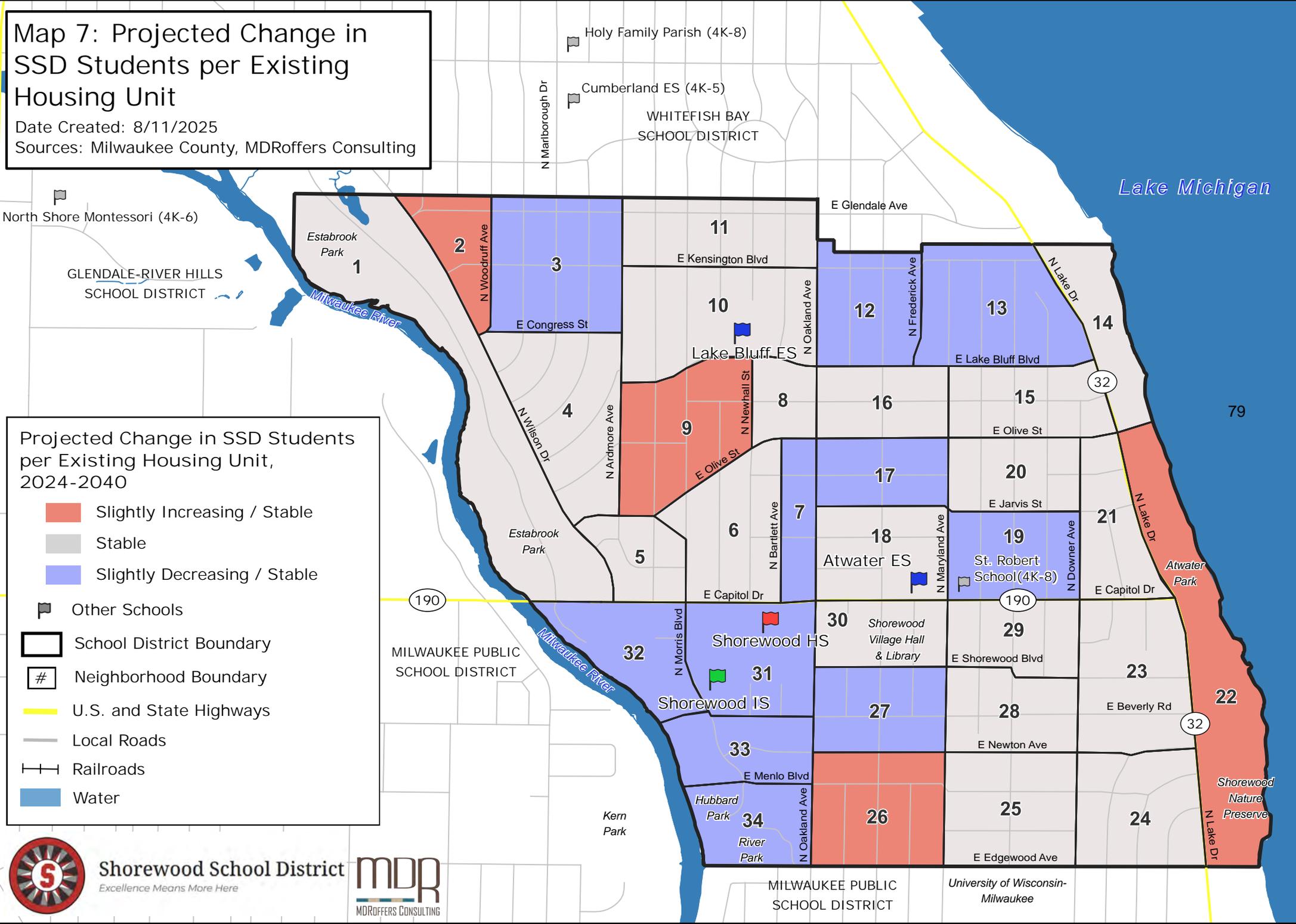
Date Created: 8/11/2025

Sources: Milwaukee County, MDROffers Consulting

Projected Change in SSD Students per Existing Housing Unit, 2024-2040

- Slightly Increasing / Stable
- Stable
- Slightly Decreasing / Stable

- Other Schools
- School District Boundary
- Neighborhood Boundary
- U.S. and State Highways
- Local Roads
- Railroads
- Water



D. STUDENT ENROLLMENT PROJECTIONS DETAIL

Figure 16 lists the consultant’s projected SSD resident enrollment changes by school through 2040, compared to potential (current) school capacities provided by SSD administration. The consultant’s projections assume that students in each elementary attendance area attend their geographically assigned elementary school. The consultant’s projection methodology is detailed in Appendix A.

Between September 2024 and 2040, the consultant projects a decrease of 92 grade 4K-12 resident students enrolled in SSD schools. This modest decrease is due generally to limited new housing development, decreasing household sizes, and declining birth rates. This equates to an average enrollment decrease of about 6 resident students per year.

The consultant projects a decrease of 2 grade 4K-6 resident students at SSD elementary schools. Resident enrollment at Atwater Elementary is projected to remain stable through 2040, only increasing or decreasing by a few students over each projection period. Resident enrollment at Lake Bluff Elementary is projected to increase through 2030, due to demographic and housing characteristics favorable to more students in its attendance area. This includes a greater number of recent home sales, greater median household income, and higher percentage of the population women aged 25-44. But then through the 2030s, enrollment at Lake Bluff Elementary is projected to slightly decrease. Assuming no changes in schools, policies, open-enrollment, or grade groupings, the consultant projects that total SSD resident elementary enrollment will be about 500 students below the combined capacity of the two elementary school buildings by 2040, with each school having excess capacity of over 200 students when factoring in only projected SSD resident students.

By 2040, the consultant projects SSD resident enrollment to decrease at Shorewood Intermediate School by 36 students, with the enrollment decrease concentrated over the next few years. This is due to large current intermediate school class sizes, particularly the grade 7 class, which is 30 students larger than the current grade 6 class size and 19 students larger than the current grade 5 class. The consultant then projects stabilizing intermediate school enrollment through the 2030s, given stable projected elementary school enrollment over the 2020s. By 2040, the consultant projects SSD resident enrollment at Shorewood Intermediate School to be about 260 students below the current building’s capacity.

The consultant projects SSD resident enrollment at Shorewood High School to decrease by 54 students through 2040, with a steady decrease of a handful of resident students each year through 2035. The consultant projects enrollment at Shorewood High to stabilize in the late-2030s, given stabilizing elementary and intermediate school enrollment in the 2020s and early-

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2030s. The consultant projects that high school resident enrollment will remain below its building capacity, with projected SSD resident enrollment about 300 students below potential capacity by 2040.

Figure 16: Projected SSD Resident Student Enrollment Compared to Capacity by School

School	September 2024 SSD <u>Resident</u> Enrollment ¹	MDRoffers' Projected SSD <u>Resident</u> Student Enrollment ²				SSD <u>Resident</u> Enrollment Change, 2024-2040	Potential Building Capacity ³
		2027	2030	2035	2040		
Atwater Elementary	392	388	386	390	390	-2	676
Lake Bluff Elementary	461	468	473	470	461	0	674
Grades 4K-6 Total	853	856	859	860	851	-2	1,350
Shorewood Intermediate (7-8)	270	244	229	232	234	-36	500
Shorewood High (9-12)	540	526	508	482	486	-54	775
Grades 4K-12 Grand Total	1,663	1,626	1,596	1,574	1,571	-92	2,625

Notes and Sources:

¹ From an export of SSD students in September 2024. Includes only SSD resident students, not open-enrollment-in students.

² Projections include projected SSD resident enrollees only, assuming no open-enrollment-in students (see instead Figure 17). The projections also do not include any Early Childhood students.

³ Building capacities provided by SSD administration. Actual building capacity will be further evaluated and may change depending on programming.

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Figure 17 shows the consultant’s projections from Figure 16 plus open-enrollment-in students, assuming the same number of non-resident students open-enrolling-in to each school as during the 2024-25 academic year. This includes 74 non-resident students at Atwater, 67 non-resident students at Lake Bluff, 30 non-resident students at Shorewood Intermediate, and 71 non-resident students at Shorewood High.

Figure 17: Projected Total (Resident + Open-Enrollment-In) Student Enrollment Compared to Capacity by School

School	September 2024 <u>Total</u> Enrollment ¹	MDRoffers’ Projected <u>Total</u> Student Enrollment ²				<u>Total</u> Enrollment Change, 2024-2040	Potential Building Capacity ³
		2027	2030	2035	2040		
Atwater Elementary	466	462	460	464	464	-2	676
Lake Bluff Elementary	528	535	540	537	528	0	674
Grades 4K-6 Total	994	997	1,000	1,001	992	-2	1,350
Shorewood Intermediate (7-8)	300	274	258	262	264	-36	500
Shorewood High (9-12)	611	597	580	553	557	-54	775
Grades 4K-12 Grand Total	1,905	1,868	1,838	1,816	1,813	-92	2,625

Notes and Sources:

- ¹ From an export of SSD students in September 2024. Includes SSD resident students and non-resident students open-enrolling-in to SSD schools.
- ² Projections include projected SSD resident enrollees plus the same number of non-resident students as open-enrolled-in to each school as during the 2024-25 academic year. The projections do not include any Early Childhood students.
- ³ Building capacities provided by SSD administration. Actual building capacity will be further evaluated and may change depending on programming.

E. STUDENT ENROLLMENT PROJECTIONS BY NEIGHBORHOOD

Map 8 indicates the consultant’s projected resident student enrollment change between the 2024-25 and 2040-41 school years for grades 4K-12 within each of the 34 neighborhoods. For Map 8, the consultant categorized and color-coded neighborhoods as being in one of three groups, described as follows:

- **Increase.** Projected resident enrollment *increase* between 6 and 13 students. Neighborhoods 2, 6, 9, 26, and 32 fall into this category. Most of these neighborhoods have favorable demographics, such as greater populations of women of

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reproductive age and recently increasing elementary school-aged populations, as well as high numbers of recent single-unit home sales. Together, these factors indicate that these neighborhoods recently turned over to a number of younger families. The consultant anticipates increasing enrollment in these neighborhoods as larger 4K and 5K-6 populations in these neighborhoods age through the SSD system. An exception is neighborhood 32, which does not have as favorable demographics, but is expected to have significant housing construction through 2040. Neighborhood 32 includes the Village's current Public Works site, which the consultant anticipates will redevelop with housing.

- **Minor Change.** Projected resident enrollment *decrease* of 5 students to an *increase* of 5 students. This category includes a number of neighborhoods throughout the SSD, particularly in established neighborhoods in the eastern part of the SSD, east of N. Oakland Avenue. Many of these neighborhoods have a mixture of demographic and housing characteristics as they relate to future enrollment change.
- **Decrease.** Projected resident enrollment *decrease* of 6 to 38 students. This includes several neighborhoods in the northern and southwestern part of the SSD, which have larger current cohorts of grade 7-8 (intermediate school-aged) and grade 9-12 (high school-aged) students, suggesting significant enrollment decreases over the next few years in particular. Many of these neighborhoods also have lower populations of women of reproductive age and lower numbers and percentages of recent single-unit home sales.

Maps 9, 10, and 11 indicate resident enrollment change by neighborhood for the 4K-6, 7-8, and 9-12 grade groups, respectively. Some of the neighborhoods on Map 9 shown with increasing elementary school (grade 4K-6) enrollment are projected to have decreasing high school (grade 9-12) enrollment shown in Map 11, and vice versa, given projected household turnover.

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Map 8: Projected Grade 4K-12 Student Enrollment Change by Neighborhood

Date Created: 8/18/2025

Sources: Milwaukee County, MDROffers Consulting

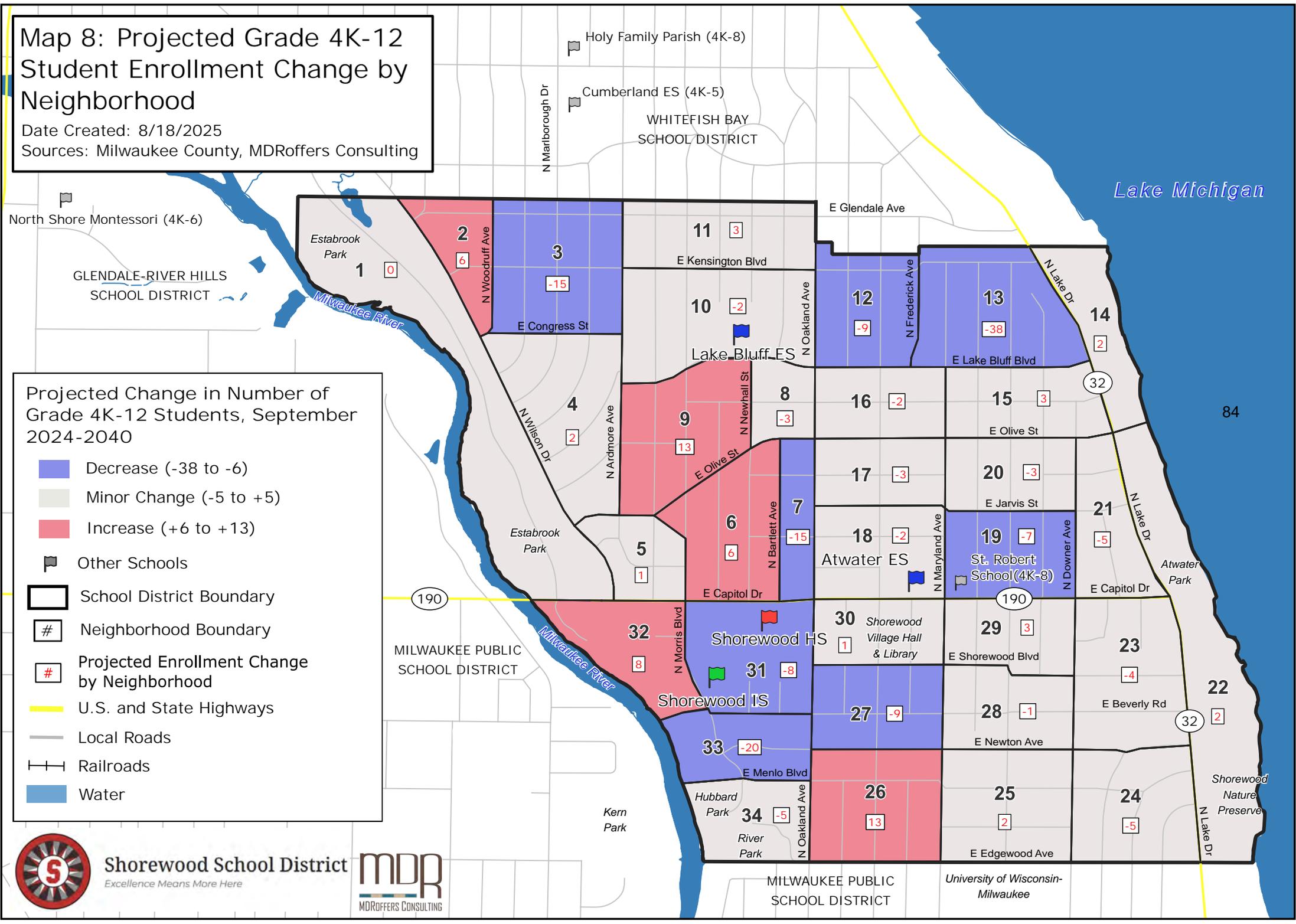
Projected Change in Number of Grade 4K-12 Students, September 2024-2040

- Decrease (-38 to -6)
- Minor Change (-5 to +5)
- Increase (+6 to +13)

- Other Schools
- School District Boundary
- Neighborhood Boundary
- Projected Enrollment Change by Neighborhood
- U.S. and State Highways
- Local Roads
- Railroads
- Water



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Map 9: Projected Grade 4K-6 Student Enrollment Change by Neighborhood

Date Created: 8/18/2025

Sources: Milwaukee County, MDROffers Consulting

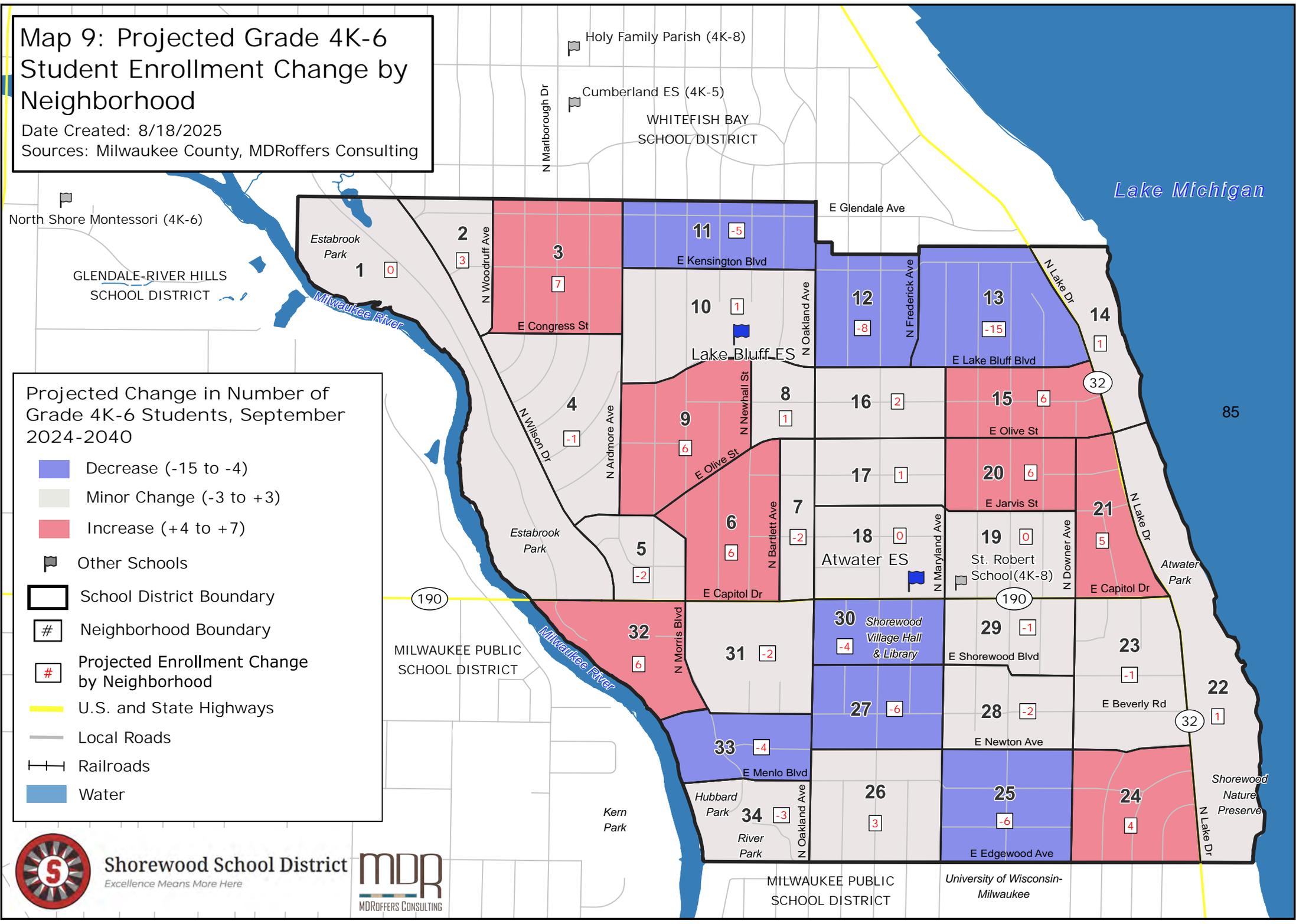
Projected Change in Number of Grade 4K-6 Students, September 2024-2040

- Decrease (-15 to -4)
- Minor Change (-3 to +3)
- Increase (+4 to +7)

- Other Schools
- School District Boundary
- Neighborhood Boundary
- Projected Enrollment Change by Neighborhood
- U.S. and State Highways
- Local Roads
- Railroads
- Water



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Map 10: Projected Grade 7-8 Student Enrollment Change by Neighborhood

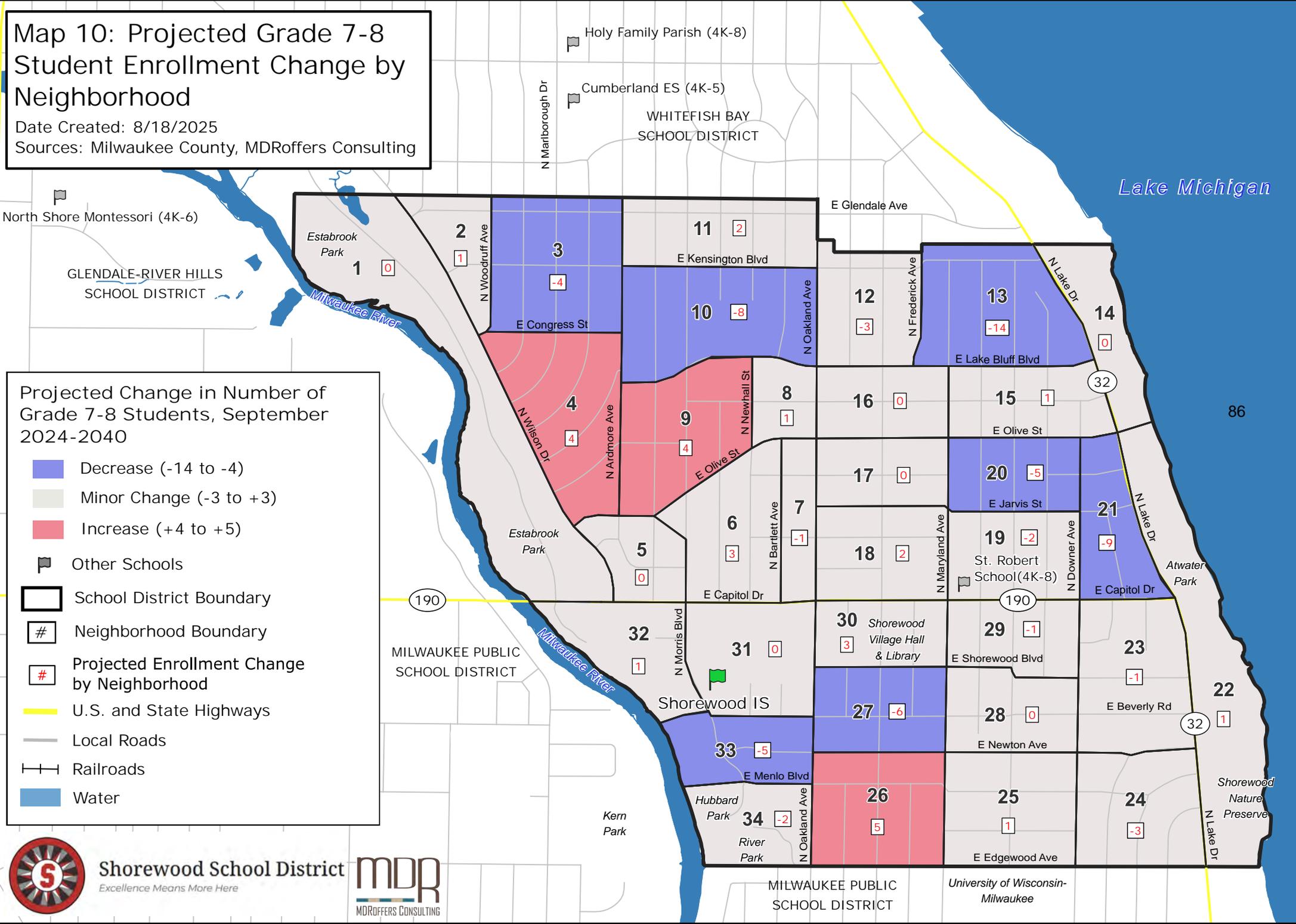
Date Created: 8/18/2025

Sources: Milwaukee County, MDROffers Consulting

Projected Change in Number of Grade 7-8 Students, September 2024-2040

- Decrease (-14 to -4)
- Minor Change (-3 to +3)
- Increase (+4 to +5)

- Other Schools
- School District Boundary
- Neighborhood Boundary
- Projected Enrollment Change by Neighborhood
- U.S. and State Highways
- Local Roads
- Railroads
- Water



Map 11: Projected Grade 9-12 Student Enrollment Change by Neighborhood

Date Created: 8/18/2025

Sources: Milwaukee County, MDRoffers Consulting

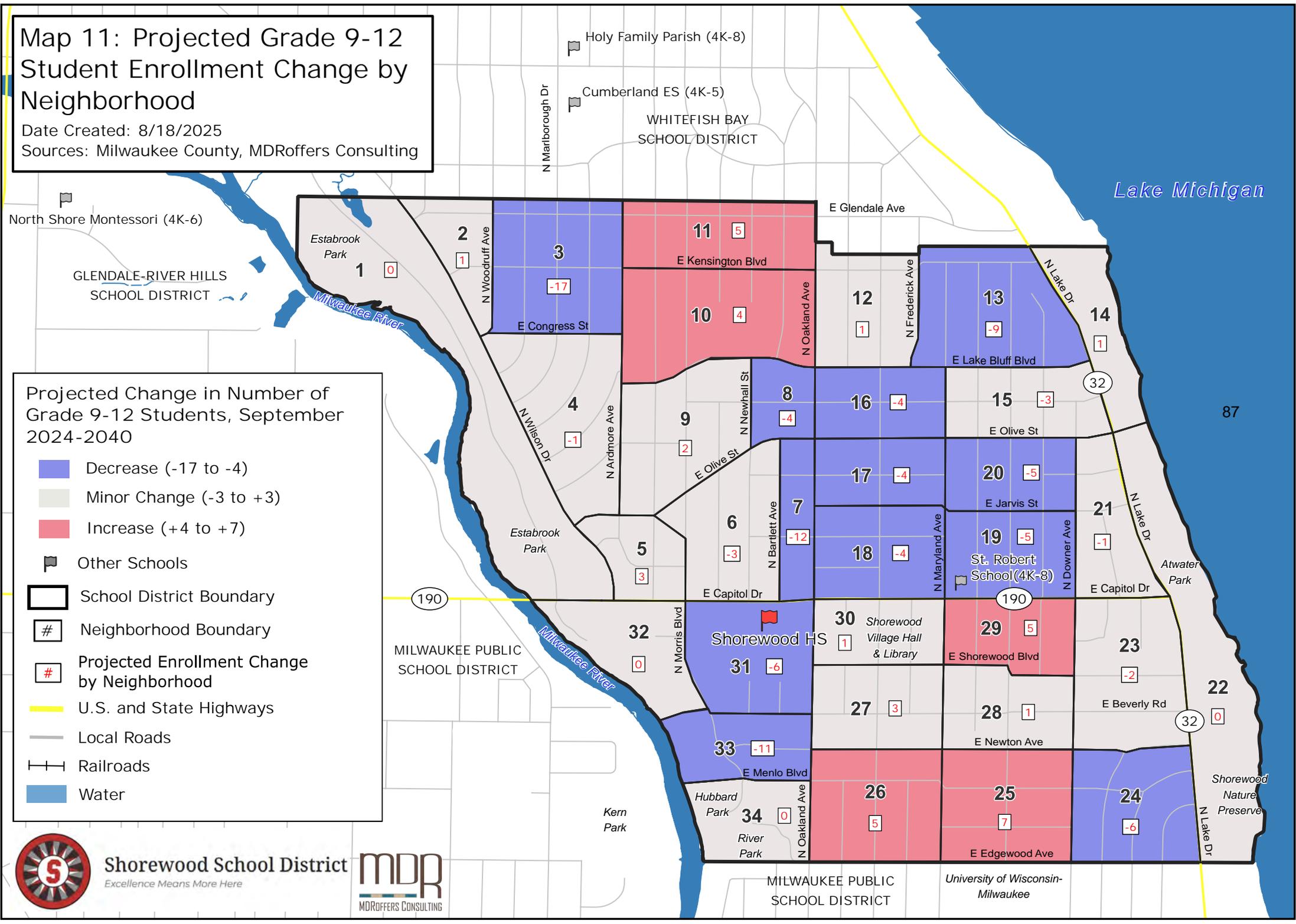
Projected Change in Number of Grade 9-12 Students, September 2024-2040

- Decrease (-17 to -4)
- Minor Change (-3 to +3)
- Increase (+4 to +7)

- Other Schools
- School District Boundary
- Neighborhood Boundary
- Projected Enrollment Change by Neighborhood
- U.S. and State Highways
- Local Roads
- Railroads
- Water



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APPENDIX A: PROJECTION METHODOLOGY

Appendix A includes the consultant’s housing and enrollment projection methodology used to create the projections presented in the body of this Community Change & Projections Report. The projection methodology is based upon a professional analysis of local and regional plans, the plans of private housing developers, emerging housing development, current and projected housing market conditions, and demographic and generational shifts. The methodology focuses on housing and demographic dynamics within older, emerging, and changing neighborhoods within the Shorewood School District (SSD). Different neighborhoods generate students at different rates and at different times in their evolution. The methodology relies on computations of expected ratios of students per housing unit in each neighborhood over time, and accounts for the SSD’s current policies affecting enrollment and building capacity. The methodology is described in the “Steps” that make up the remainder of this Appendix A.

STEP 1 – DIVIDE DISTRICT INTO NEIGHBORHOODS

The consultant divided the SSD into 34 different neighborhoods (see Map 1). These neighborhoods became the basis for data collection and analysis, and for housing and enrollment projections. This approach enables understanding of not only *how many* students the SSD may be educating, but also *where* future students may live. Neighborhood delineations were based on several factors, including SSD and school attendance area boundaries, commonly understood neighborhoods or “subdivisions,” major roads, and other geographic barriers.

STEP 2 – ALLOCATE 2025 HOUSING UNITS AND ENROLLMENT BY NEIGHBORHOOD

The consultant estimated the number of housing units as of June 2025 for each of the 34 neighborhoods. The consultant began with 2020 U.S. Census housing unit counts by U.S. Census Bureau designated blocks, assigning them to the appropriate neighborhoods. Next, the consultant updated neighborhood-by-neighborhood housing unit totals to 2025 based on building permit data and County parcel/air photo map interpretation. The SSD provided September 2024 resident student enrollment data. The consultant used geographic analysis software to place each SSD resident student within one of the 34 neighborhoods to the extent possible. Using the above data, the consultant estimated current student-per-housing unit ratios for each neighborhood within each of the 4K, 5K-3, 4-5, grade 6, 7-8, and 9-12 grade groups.

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STEP 3 – ANALYZE DEMOGRAPHIC DATA AND HOUSING CHARACTERISTICS FOR EACH NEIGHBORHOOD

The consultant reviewed and analyzed demographic data for each neighborhood (or overlapping geographic area), including data from the U.S. Census Bureau, Milwaukee County, and the Wisconsin Department of Health Services. This analysis included demographic data on race and ethnicity, gender, births, median age, and sex. This analysis also included housing characteristics such as the percentage of renters, owners, and type of housing unit (e.g., single-unit, duplex-unit, multi-unit) in the neighborhood, median age of housing in the neighborhood, and recent home sales. Additionally, using data provided by the Village Assessor, the consultant analyzed information about square footage of homes in the Village, and discovered that larger homes generate more school-aged children and students than smaller homes. These factors allowed the consultant to compare demographic and housing characteristics to student generation ratios in each neighborhood, resulting in a model outlining the demographic and housing criteria most closely correlated to student-per-housing unit ratios. This model was used to project student-per-housing unit ratios listed below in Step 7 with the results detailed in Appendix C.

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STEP 4 - ANALYZE VILLAGE AND DEVELOPER PLANS FOR EACH NEIGHBORHOOD

The consultant reviewed and analyzed Village of Shorewood comprehensive, land use, redevelopment, neighborhood development, and utility system plans and private developer plans as they affected each of the 34 neighborhoods. Preliminary and conceptual plans and possibilities were also assessed for longer-term projections. Interviews, data sharing, and past experience contributed to the consultant's understanding of housing market dynamics and future redevelopment opportunities in the SSD. See Section IV and Appendix B of this Report for details.

STEP 5 – COMPLETE HOUSING UNIT PROJECTIONS BY NEIGHBORHOOD

The consultant projected the number of additional housing units within each of the 34 different neighborhoods for four periods: June 2025-2027, 2028-2030, 2031-2035, and 2036-2040. These were added to 2025 housing unit estimates to arrive at total projected 2027, 2030, 2035, and 2040 housing units by neighborhood. These housing unit projections tracked projected redevelopment of neighborhoods in the SSD and accounted for new single-unit, multi-unit, and other anticipated residential developments. The Appendix B table includes a column with factors expected to influence new housing unit construction in each neighborhood. Housing unit projections were reviewed and finalized with Village staff.

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STEP 6 – ANALYZE FACTORS TO DETERMINE SSD STUDENT-PER-HOUSING UNIT RATIOS

As part of this Report, the consultant and SSD conducted a survey of households that bought homes in the SSD, based on 2020-2024 home sale records from the Wisconsin Department of Revenue. The primary intent of the survey was to better understand how recent home sales are generating students in the SSD. Survey results showed 0.52 SSD grade 4K-12 students living in recently sold homes, based on respondents who completed the survey. Survey results also showed several children aged 0-4, with recently sold homes having an average of 0.47 children aged 0-4 per home sale. This indicates that home sales in the SSD generate significant numbers of SSD students, and also a large number of children aged 0-4 years old, likely future SSD students.

Almost half, 45 percent, of survey respondents were aged 30-39 and an additional 33 percent were aged 40-49. That means that almost 80 percent of homes represented in the survey were sold to families with at least one parent aged 30-49—in other words, families with parents in reproductive ages. However, the majority of households aged 30-49 years old responding to the survey stated they did not have plans to continue growing their family (66 percent), while only 34 percent said they had plans to continue growing their family.

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To supplement, the consultant also compared September 2024 student address data to the addresses of single-unit dwellings sold from 2020 to 2024. This analysis showed 262 4K-12 students who lived in the 607 single-unit dwellings sold from 2020 to 2024, suggesting that each pre-existing single-unit home sale generates an average of 0.43 4K-12 student for the SSD. This ratio is slightly lower than the ratio discovered in the recent home sale survey, but is still high in the consultant's experience. In the consultant's recent work with other suburban Milwaukee school districts, the consultant calculated ratios of 0.20 to 0.45 4K-12 student for each existing single-unit home sale.

Most recently built and projected new housing in the SSD has been and is expected to take the form of multi-unit developments. Therefore, understanding the rate of student generation from multi-unit housing is also important. On average, existing multi-unit housing generates about 0.05 SSD students-per-unit. This is somewhat low in the consultant's experience. In contrast, in the nearby Cedarburg, Franklin, Germantown, Greendale, Muskego-Norway, Oconomowoc, Wauwatosa, West Allis-West Milwaukee, and Whitefish Bay districts, the average ratio from existing multi-unit housing ranged from 0.08 to 0.30 students-per-unit.

Student-per-housing unit ratios for five unique multi-unit housing developments in the SSD, provided in Figure A-1, show how student generation ratios differ across the SSD.

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Figure A-1: Student-Per-Housing Unit Ratios in Existing Multi-Unit Developments

Neighbor -hood	Multi-Unit Development	Number of Bedrooms	Housing Units	Student-Per-Housing Unit Ratio			
				4K-6	7-8	9-12	Total
34	Oakland Avenue Apartments	2 beds	44	0.14	0.09	0.07	0.30
7	Lighthorse 4041 Apartments	1-3 beds	85	0.07	0.01	0.06	0.14
19	The Atwater Apartments	1-2 beds	39	0.00	0.00	0.05	0.05
5	Ardmore Terrace Apartments	1 bed	61	0.02	0.00	0.01	0.03
34	River Park Apartments	1 bed	427	0.00	0.00	0.00	0.00
Totals ¹			2,431	0.02	0.01	0.02	0.05

Sources: MDRoffers Consulting; Milwaukee County GIS.

¹ The figures listed in the "Totals" row are for all of the existing multi-unit housing in the SSD, including but not limited to the five examples.

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The biggest factor in student generation from existing multi-unit housing appears to be size of the unit, with developments providing more 2- and 3-bedroom units generating more students than developments with more 1-bedroom units. Another important factor is multi-unit housing tenure, with owner-occupied units (i.e., condominiums) generating significantly fewer students than renter-occupied units (i.e., apartments). Unlike other school districts, there does not appear to be a difference in student generation rated based on the rent of the unit, with lower rent and higher rent developments generating students at similar rates. Additionally, unlike other school districts, there also does not appear to be a significant difference in student generation rate based on the age of the unit, with older and newer units generating generally similar (and low) numbers of students (0.05 to 0.08 student-per-unit).

The consultant generally used a ratio of 0.05 student-per-housing unit expected to be generated from new multi-unit housing in its projections, with the understanding that newer multi-unit housing will continue to generate low numbers of students for the SSD on a per-unit basis. The only exception is any new multi-unit housing designed to be affordable to low- to moderate-income households. These types of developments would likely generate higher student-per-housing unit ratios, projected at around 0.30 student-per-housing unit based on the consultant's experience.

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STEP 7 – PROJECT SSD STUDENT-PER-HOUSING UNIT RATIOS BY NEIGHBORHOOD

The consultant then projected the number of SSD students-per-housing unit by neighborhood for 2027, 2030, 2035, and 2040 within each of the 4K, 5K-3, 4-5, grade 6, 7-8, and 9-12 grade groups. These projections were based on demographic trends and projected demographic changes in the region, community, and neighborhood from Step 3, projected characteristics and size of existing and new housing in the neighborhood, projected mix of single-unit and multi-unit housing in each neighborhood, changes in student generation in each neighborhood, recent trends for birth rates and age 0-4 population, recent housing development and redevelopment, and anticipated progression of student cohorts through the sequential grade groups.

The consultant projected that housing units in several neighborhoods in the SSD will have fewer students-per-housing unit, particularly in neighborhoods with smaller home sizes, low numbers of recently sold homes, smaller percentages of women of reproductive age (aged 25-44), lower median household incomes, and low percentages of seniors. These neighborhoods are projected to have fewer students resulting from fewer births (given an older median age and/or lower percentage of women aged 25-44) or from fewer new families moving in (given lower numbers of recent home sales and lower projected home turnover from older generations and families to younger generations and families).

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The consultant projected stable or increasing student-per-housing unit ratios in some neighborhoods. Such neighborhoods had lower median ages, larger home sizes, significant recent home sale activity, larger percentages of women of reproductive age (aged 25-44), greater median household incomes, and demographics that indicate potential for new students such as higher current proportions of seniors that could indicate turnover of housing to younger families over the next 5 to 10 years. Some of these neighborhoods will experience increasing numbers of students as new students are generated from births (given a younger median age and/or greater percentages of women aged 25-44) or from new families moving in (given greater numbers of recent home sales and potential of home turnover from older generations to younger families).

See Appendix C and Map 7 for further information about projected SSD students-per-housing unit change by neighborhood.

STEP 8 – COMPLETE SSD RESIDENT ENROLLMENT PROJECTIONS BY NEIGHBORHOOD AND GRADE GROUP

The consultant multiplied the projected number of housing units in the neighborhood by the projected SSD student-to-housing unit ratio for each grade group in the years 2027, 2030, 2035, and 2040. The result was SSD resident student enrollment projections by grade group for each of the 34 neighborhoods for the 2027-28, 2030-31, 2035-36, and 2040-41 school years.

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The 2024 student-per-housing unit ratios for each neighborhood exclude those students residing in the SSD, but not attending SSD schools. These include students who open-enroll-out to other school districts, attend private schools, or are home-schooled. The consultant's 2027-28, 2030-31, 2035-36, and 2040-41 enrollment projections assume continued open-enrollment-out, private schooling, and home schooling of resident students through 2040 at rates similar to September 2024. The consultant did not find any information that would indicate that another assumption would be more valid.

In 2023, Governor Evers increased funding for State private choice and independent charter schools, but public school funding was similarly increased. This suggests that both public and private schools will be able to implement upgrades and improvements to serve current and future students. This assumption could end up being incorrect if there is additional political or law change at state and national levels related to public school funding, open enrollment, school choice, and vouchers. The SSD could also affect this assumption based on programming, school improvement, and other actions it may take over the next several years. This assumption will also be affected by choices of other schools and districts, including capacity issues that may emerge or be resolved there through new school construction, school expansion, or the closure or consolidation of schools.

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STEP 9 – ENHANCE PROJECTIONS TO INCLUDE OPEN-ENROLLMENT-IN STUDENTS

The results from Step 8 provided projected SSD resident enrollment for each school in the SSD for 2027, 2030, 2035, and 2040. The consultant then added students projected to open-enroll-in to SSD schools who reside outside of the SSD. The consultant assumed a constant number of open-enrollment-in students at each school in the SSD as occurred during the 2024-25 academic year.

APPENDIX B: HOUSING UNIT PROJECTIONS BY NEIGHBORHOOD, 2025-2040

Neighborhood (as depicted on Map 1)	Village Subdivisions & Neighborhoods	Existing Schools, Landmarks, and Description and Rationale for Housing Projections and Student Per Housing Unit Ratios	Total Housing Unit Estimates/Projections					Projected Housing Growth '25-'40
			June 2025	2027-28	2030-31	2035-36	2040-41	
1		Includes Estabrook Park. Neighborhood is entirely in parkland uses and does not currently include any housing units. The Village plans for lands in neighborhood 1 to remain in parkland and open space uses. The consultant does not project any new housing here through 2040.	-	-	-	-	-	-
2	Carl Miller's Subdivision No. 3	Neighborhood 2 contains Colonial Court Apartments (with a student generation ratio in 2024-25 of 0.07 students-per-unit) with a veterinary clinic in the northwestern corner. Neighborhood is planned by the Village for continued medium-density residential uses. The consultant does not anticipate any new housing here through 2040. Slightly increasing enrollment expected, due to high percentage of women aged 25-44 and affordability of multi-unit housing.	220	220	220	220	220	-
3	River Hill Gardens, Grand View Gardens, Cream City Park, Palo Alto	Neighborhood 3 is built out with a mixture of single-unit dwellings and duplexes. The consultant does not anticipate any new housing here through 2040. Overall, moderate percentage of single-unit dwellings were sold in neighborhood in past years, with 41 home sales comprising 16% of total single-unit dwellings in the neighborhood. The consultant projects slightly decreasing student-per-housing unit ratios, given smaller average home size, moderate median household income, and large current high school class sizes, which are twice as large as current elementary school class sizes.	259	259	259	259	259	-
4	Carl Miller's Subdivision No. 1, Palo Alto, Woodburn Forest	Neighborhood 4 contains a variety of residential uses, with smaller apartment buildings of 4 to 12 units along N. Wilson Drive in the western edge of the neighborhood, and mostly single-unit dwellings in the rest of the neighborhood. The Village plans for lands along N. Wilson Drive to remain in medium-density residential uses, with other lands planned for low-density residential uses. No new housing is anticipated in neighborhood 4. A low percentage of single-unit dwellings have been sold in the neighborhood over the past 5 years. The consultant projects overall stable enrollment in neighborhood 4. The neighborhood has a lower than average percentage of recent home sales and lower than average median household income, as well as smaller average home sizes, but that will be balanced by large percentage of women aged 25-44 and expectation for increasing births over the next several years.	331	331	331	331	331	-
5	Woodburn Forest, Shorewood Park, Ardmore Terrace	Neighborhood 5 contains a mixture of uses, with multi-unit housing along N. Wilson Drive and E. Capitol Drive, single-unit dwellings and duplexes along N. Woodburn Street and N. Ardmore Ave, and institutional uses in the northwest corner. The Village plans for the southwestern half of the neighborhood for "Suburban Mixed Use" while the rest is planned for low-density residential uses. While some areas of the Village along E. Capitol Drive have recently redeveloped, or been proposed for redevelopment, the consultant does not anticipate redevelopment occurring in neighborhood 5 through 2040. Lower numbers and percentages of homes have recently been sold. The consultant projects overall stable enrollment in neighborhood 5. The neighborhood has a lower than average percentage of home sales and lower median household income, as well as smaller average home sizes, but that will be balanced by large percentage of women aged 25-44 and expectation for increasing births over the next several years.	228	228	228	228	228	-

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Neighborhood (as depicted on Map 1)	Village Subdivisions & Neighborhoods	Existing Schools, Landmarks, and Description and Rationale for Housing Projections and Student Per Housing Unit Ratios	Total Housing Unit Estimates/Projections					Projected Housing Growth '25-'40
			June 2025	2027-28	2030-31	2035-36	2040-41	
6	Shorewood Park, Armory	The majority of neighborhood 6 is composed mostly of single-unit dwellings, except for the southern tier, along E. Capitol Drive, which contains mixed uses of commercial, retail, employment, and multi-unit residences and the eastern quarter which contains mostly duplexes. A lower percentage of homes in the neighborhood have recently turned over and sold over the past five years. The Village plans for most lands to remain in low density residential uses, except for "Suburban Mixed Use" along E. Capitol Drive. While no redevelopments have recently occurred or been proposed for lands in neighborhood 6, the consultant sees redevelopment potential along E. Capitol Drive before 2040. The consultant projects 30 multi-unit dwellings here between 2035 and 2040. Slightly increasing enrollment expected, partially due to new housing construction and high percentage of women of reproductive age in the neighborhood (25-44).	277	277	277	277	307	30
7	Armory	Neighborhood 7 is in a variety of different land uses, with duplex homes mostly on the east edge of N. Bartlett Ave and multi-unit, retail, commercial, medical, and institutional uses located elsewhere throughout the neighborhood. Includes Lighthorse 4041 Apartments and Mosaic on Main, two redevelopments in the mid-2010s which combined added ~180 new housing units to the neighborhood. Western parts of the neighborhood are planned by the Village to remain in low density residential uses, while the rest of the neighborhood is planned for "Main Street Mixed Use", in which buildings of up to four or five stories are permitted. In the southwest corner, the consultant believes there is redevelopment potential for additional housing units. The consultant projects this to redevelop between 2030 and 2035, with 30 multi-unit dwellings. The consultant projects decreasing enrollment, given that the current average high school class size is 3x larger than the current average elementary class size. Enrollment will decrease over the next few years as these high school students age and graduate. Enrollment will then remain mostly stable, due to high percentage of women aged 25-44 and to a lesser extent new housing construction in the early-2030s.	251	251	251	281	281	30
8	Miswald & Wilde's Subdivision No. 1, Henry Blink's Subdivision No. 1, Shorewood Gardens	Similar to other neighborhoods along N. Oakland Ave, lands in neighborhood 8 are in a mixture of uses. Generally, single-unit dwellings and duplexes dominate the neighborhood, except for multi-unit, retail, commercial, and employment uses along N. Oakland Avenue. Neighborhood is planned for continued low-density residential uses, except for lands along N. Oakland Avenue, which are planned for "Main Street Mixed Uses". The consultant projects a redevelopment here in the late-2030s, with ~20 multi-unit dwellings. Low number and low percentage of homes have sold over the past five years. Generally stable enrollment anticipated in neighborhood 8, given larger population of women aged 25-44, moderate household income, and moderate average home size.	138	138	138	138	158	20
9	Shorewood Gardens, Miswald & Wilde's Subdivision No. 1, Shorewood Park, Armory, Woodburn Forest, Shorewood Park, Shorewood Gardens	Neighborhood 9 is composed mostly of single-unit dwellings, with scattered duplex units. The Village plans for continued low-density residential uses in this neighborhood. No additional housing is projected here through 2040. Neighborhood 9 has one of the largest number and largest percentages of single-unit dwellings sold over the past 5 years, with 22% of homes sold over the past 5 years. This may be due to proximity to Lake Bluff Elementary. The consultant projects increasing enrollment in neighborhood 9. Neighborhood's large number of recent home sales has resulted in a larger average elementary class size compared to average intermediate school class size. Neighborhood also has a higher median household income. Proximity to Lake Bluff Elementary should continue to be attractive to new families.	234	234	234	234	234	-

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Neighborhood (as depicted on Map 1)	Village Subdivisions & Neighborhoods	Existing Schools, Landmarks, and Description and Rationale for Housing Projections and Student Per Housing Unit Ratios	Total Housing Unit Estimates/Projections					Projected Housing Growth '25-'40
			June 2025	2027-28	2030-31	2035-36	2040-41	
10	Auburndale, Shorewood Gardens, Palo Alto	Includes Lake Bluff Elementary. Neighborhood 10 contains mostly single-unit dwellings and scattered duplexes, except for lands along N. Oakland Avenue, which contain a mixture of uses, including several multi-unit residences. This includes The Metropolitan, which redeveloped in the mid-2000s. Most of neighborhood 10 is planned by the Village for continued low-density residential uses. Lands along N. Oakland Avenue are planned for "Main Street Mixed Use" which includes buildings up to four to five stories in height. The consultant does not plan for any redevelopment to add additional housing in this neighborhood through 2040. Moderate numbers of homes have been sold over the past five years in neighborhood 10. Generally stable enrollment is anticipated in neighborhood 10. High home sales and higher percentage of women aged 25-44 are balanced by smaller average home sizes and moderate household incomes.	298	298	298	298	298	-
11	Palo Alto	Neighborhood 11 is composed mostly of single-unit dwellings and scattered duplexes, except for the southeastern corner of the neighborhood, which contains multi-unit developments, including Ravenna (2013) and some retail and commercial uses. Parcels that front N. Oakland Avenue are planned for "Main Street Mixed Use" while all other areas in neighborhood 11 are planned for continued low-density residential uses. The consultant does not project any new housing in this neighborhood through 2040. Moderate amount of homes have been sold over the past five years in neighborhood 11, likely bolstered by proximity to Lake Bluff Elementary. Stable enrollment is anticipated in neighborhood 11, given moderate numbers of recent home sales which are balanced by smaller average home sizes and moderate household incomes.	232	232	232	232	232	-
12	C.F. Seefeld's Subdivision, John Harvey Myers & Harry B. Walker's Subdivision, Shorewood Heights	Lands in neighborhood 12 are in a variety of different uses, with a mixture of single-unit dwellings and duplexes along N. Cramer Street and east to N. Frederick Avenue, and mostly multi-unit uses, but also scattered retail and commercial uses, along N. Oakland Avenue. The Village plans for neighborhood 12 to remain in continued low-density residential uses, except for lands along N. Oakland Avenue, which are planned as "Main Street Mixed Use". Recent redevelopment in the neighborhood includes The Cornerstone Apartments, built in the early-2010s, and The Signature Apartments, built in 2024. These redevelopments generally replaced lower-density commercial uses along N. Oakland Avenue. In 2025, a 19-unit (8 1-bedroom, 7 2-bedroom, 4 3-bedroom units) affordable housing development was proposed along N. Oakland Avenue. The developer of this proposed development is currently developing another affordable housing project immediately north of the SSD in Whitefish Bay. This development may be attractive to families with children, given number of 2- and 3-bedroom units. The consultant projects approval and development of this project, with it fully occupied by 2027. Minimal other areas exist for redevelopment. Generally decreasing enrollment expected, due to lower percentage of homes sold and lower median household income than many other neighborhoods.	382	401	401	401	401	19
13	Lake Bluff, Lake Bluff #2, Shorewood Heights	Neighborhood 13 is composed entirely of single-unit dwellings. The Village plans for continued low-density residential uses in this neighborhood. The consultant does not project any new housing here through 2040. Neighborhood had one of the highest numbers and percentages of single-unit dwellings sales over the past five years in the SSD. Still, the consultant projects decreasing enrollment in neighborhood 13, due to low percentages of women aged 25-44 and current small elementary class sizes. Over the next 5 years, these small elementary class sizes will replace much larger intermediate and high school class sizes, resulting in most of the enrollment decrease occurring through 2030. After 2030, enrollment will remain stable, bolstered by recent home sales and expectation for continued home sales through the 2030s.	168	168	168	168	168	-

**Shorewood School District
Community Change & Projections Report**

Neighborhood (as depicted on Map 1)	Village Subdivisions & Neighborhoods	Existing Schools, Landmarks, and Description and Rationale for Housing Projections and Student Per Housing Unit Ratios	Total Housing Unit Estimates/Projections					Projected Housing Growth '25-'40
			June 2025	2027-28	2030-31	2035-36	2040-41	
14	Lake Avenue, Greenwood Terrace	This neighborhood contains larger-lot single-unit dwellings along the Lake Michigan shoreline. The consultant does not project any new housing here through 2040. While neighborhood contains a low number of homes, about 25% were sold over the past five years. There are currently no SSD students living in neighborhood 14. The consultant projects continued low enrollment in neighborhood 14.	20	20	20	20	20	-
15	Lake Avenue, Oakland Avenue Heights	Single-unit dwellings dominate in neighborhood 15, with scattered duplexes. Lower-density housing is planned by the Village to continue in this neighborhood for the foreseeable future. The consultant does not anticipate any new housing here through 2040. Neighborhood has one of the highest numbers and percentages of single-unit dwelling sales over the past five years. Neighborhood also has attractive demographics such as a higher median household income, larger home sizes, and higher percentage of women aged 25-44. The consultant projects slightly increasing enrollment in neighborhood 15.	128	128	128	128	128	-
16	Shorewood Heights, Oakland Avenue Heights	Neighborhood 16 contains mostly single-unit dwellings and scattered duplexes, except for the western edge of the neighborhood along N. Oakland Avenue, which contains a mixture of apartments, retail, and commercial uses. The Village plans majority of neighborhood 16 for continued low-density residential uses, except "Main Street Mixed Use" along N. Oakland Avenue. A 0.30 acre vacant parcel is located northeast of N. Oakland Avenue and N. Marion Street. This parcel has received interest from developers, and is for sale, but a high "for sale" price may be limiting the sale of this site. The consultant projects site to redevelop just after 2030 with 20 multi-unit dwellings. The consultant projects another redevelopment to occur in the neighborhood along N. Oakland Avenue between 2035 and 2040, providing 20 additional units. In neighborhood 16, a moderate percentage of single-unit dwellings were sold over the past five years. Stable enrollment projected, due to moderate recent home sales, moderate women aged 25-44, and lower than average household incomes and home sizes.	182	182	182	202	222	40
17	Oakland Avenue Heights, Oakwood	Neighborhood 17 is very similar to neighborhood 16 to the north, with predominately single-unit dwellings and scattered duplexes, except for multi-unit, retail, commercial uses along N. Oakland Avenue. Village plans for continued low-density residential uses, except "Main Street Mixed Use" along N. Oakland Avenue. A potential redevelopment site exists along N. Oakland Avenue, which the consultant projects will redevelop between 2035 and 2040 with 25-30 multi-unit dwellings. Lower number and percentage of single-unit dwelling sales occurred in neighborhood 17 since 2020 compared to many others. Therefore, the consultant projects slightly decreasing enrollment in neighborhood 17.	140	140	140	140	168	28
18	Oakwood	Includes Atwater Elementary. Southeastern quadrant of neighborhood 18 is in institutional uses while most other lands are in single-unit and duplex uses, except for areas along N. Oakland Avenue and E. Capitol Drive. Areas along these two major corridors are in a mixture of multi-unit, retail, commercial, employment uses. Lands are mostly planned for continued low-density residential uses, except for parcels located along N. Oakland Avenue and E. Capitol Drive, which are planned for "Main Street Mixed Use". There has been some recent redevelopment in the northwestern corner of neighborhood 18 but it has been non-residential. The consultant does not project any new housing here through 2040. Low percentage of single-unit dwellings sales in neighborhood. Stable enrollment anticipated, given high percentage of women aged 25-44, but lower recent home sales and smaller average home square footage.	204	204	204	204	204	-

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**Shorewood School District
Community Change & Projections Report**

Neighborhood (as depicted on Map 1)	Village Subdivisions & Neighborhoods	Existing Schools, Landmarks, and Description and Rationale for Housing Projections and Student Per Housing Unit Ratios	Total Housing Unit Estimates/Projections					Projected Housing Growth '25-'40
			June 2025	2027-28	2030-31	2035-36	2040-41	
19	College Heights, C.A. Maynard and Agnew's Subdivision No. 2, C.A. Maynard and Agnew's Continuation of Subdivision No. 2	Includes St. Robert School (4K-8). Institutional uses exist in the southwestern quadrant of neighborhood 19, with mostly multi-unit uses along the E. Capitol Drive corridor. Other lands in neighborhood 19 contain single-unit dwellings and scattered duplexes. The Village plans for lands along E. Capitol Drive for "Main Street Mixed Use". Recent redevelopment includes The Atwater Apartments, which opened in 2023 with 39 units. This development replaced an older commercial building and single-unit dwelling. Minimal other areas exist for redevelopment. Therefore, the consultant does not project any new housing here through 2040. There has been a lower percentage of single-unit dwellings sales in neighborhood. The consultant projects slightly decreasing enrollment, due to larger average high school class sizes compared to smaller average elementary school class sizes and lower percentages of women aged 25-44.	232	232	232	232	232	-
20	College Heights, C.A. Maynard and Agnew's Subdivision No. 2, C.A, Oakland Avenue Heights No. 2	Single-unit dwellings and scattered duplexes dominate in neighborhood 20 and are planned to continue by the Village. Therefore, the consultant does not project any new housing here through 2040. Modest number and percentage of single-unit dwelling sales in neighborhood. Generally stable enrollment expected in neighborhood, due to moderate amount of home turnover, moderate household size, and moderate household income of neighborhood.	136	136	136	136	136	-
21	Lake Avenue	Neighborhood 21 contains mostly single-unit dwellings, and acts somewhat as a transition from the large-lot single-unit dwellings along N. Lake Drive to the east and denser development, particularly along E. Capitol Drive, to the west. The Village plans for continued low-density residential uses in neighborhood 21. Therefore, no new housing is projected through 2040. Modest number and percentage of single-unit dwelling sales in neighborhood. Neighborhood 21 is similar to neighborhood 20, in which stable enrollment expected, due to moderate amount of home turnover, moderate household size, and moderate household income of neighborhood.	103	103	103	103	103	-
22	Lake Avenue	Includes Atwater Park and Shorewood Nature Preserve. The majority of neighborhood 22 is developed with large-lot, large lakeside homes. A small condominium development exists in the southern part of the neighborhood, near the intersection of E. Beverly Road and N. Lake Drive. The Village plans for similar land uses and densities as today. One vacant single-unit lot exists, consultant projects development by 2030. The consultant does not project any other new housing through 2040. While the neighborhood contains a low number of homes, about 17% were sold over the past five years. The consultant projects slightly increasing enrollment in neighborhood, given large household size and high median household income.	46	46	47	47	47	1
23	Trostel Tract, Lake Drive Heights, Emil R. Pentler & Son Subdivision, Garden Terrace No. 2, H.J. Mathews' Subdiv. No. 1	Neighborhood 23 is composed entirely of single-unit dwellings, and, similar to neighborhood 21, acts somewhat as a transition from the large-lot single-unit dwellings along N. Lake Drive to the east and denser development, particularly along E. Capitol Drive, to the west. The Village plans for continued low-density housing in neighborhood 23. The consultant does not project any new housing here through 2040. Neighborhood has had a high number and percentage of homes sold over the past five years. Slightly decreasing student-per-housing unit ratios expected, due to low recent home turnover.	140	140	140	140	140	-
24	Elmwood	Neighborhood 24 is composed entirely of single-unit dwellings. The Village plans for continued low-density residential uses in neighborhood 24. Neighborhood 24 has one of the highest percentage of single-unit dwelling sales in the SSD, with 24% of single-unit dwellings having been sold over the past five years. Stable enrollment expected in neighborhood, due to significant recent home sales and turnover, but low percentages of women aged 25-44.	104	104	104	104	104	-

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Neighborhood (as depicted on Map 1)	Village Subdivisions & Neighborhoods	Existing Schools, Landmarks, and Description and Rationale for Housing Projections and Student Per Housing Unit Ratios	Total Housing Unit Estimates/Projections					Projected Housing Growth '25-'40
			June 2025	2027-28	2030-31	2035-36	2040-41	
25	Menlo Park	The majority of neighborhood 25 is built out with single-unit dwellings, except for the southeastern quadrant, which contains a condominium development. Scattered duplex units are mostly concentrated in the southeastern quadrant. The Village plans for continued low- and medium-density residential uses here. Therefore, the consultant does not project any new housing here through 2040. A modest percentage of single-unit dwelling sales have occurred over the past five years. Stable student-per-housing unit ratios expected, given moderate home turnover, home square footage, and household income.	202	202	202	202	202	-
26	Mineral Spring Heights, Hill Crest	Neighborhood 26 is composed mostly of single-unit dwellings and scattered duplexes, except for multi-unit uses, retail, commercial uses along N. Oakland Avenue. Many of these buildings are older and contain retail/commercial uses on the first floor and residences on upper floors. Neighborhood 26 is planned for mostly residential uses, with low-density residential uses in eastern three quarters of neighborhood and residential mixed-uses along N. Oakland Avenue. The consultant does not project redevelopment before 2040. Only 10% of single-unit dwellings were sold over the past five years, but, given the size of neighborhood, this neighborhood witnessed one of the greatest number of home sales. Elementary class sizes are larger than intermediate or high school class sizes, likely due to recent home turnover and home sales. The consultant projects increasing enrollment in this neighborhood, due to recent home sales, larger elementary class sizes, and higher population of women aged 25-44.	315	315	315	315	315	-
27	Hill Crest, Merrill & Dupre's Subdivision	Neighborhood 27 is composed mostly of single-unit dwellings and scattered duplexes, except for multi-unit uses along N. Oakland Avenue. The Village plans for mostly residential uses, with low-density residential uses in eastern three quarters of neighborhood and residential mixed-uses along N. Oakland Avenue. No new housing is projected here through 2040. Modest number of single-unit dwelling sales in the neighborhood over the past five years. Slightly decreasing enrollment anticipated in neighborhood 27, due to smaller average home square footage and lower median household income.	228	228	228	228	228	-
28	Menlo Park Addition, John Harvey Myers Subdivision No. 1, Garden Terrace	Neighborhood 28 is composed entirely of single-unit dwellings, except for the northwestern quadrant, which contains more duplex units. The Village plans for continued low-density residential uses in neighborhood 28. No new housing is projected in this neighborhood. Generally, low numbers of recent single-unit dwelling sales. Stable enrollment expected, given moderate home square footage and household income in neighborhood, but lower home sales and women aged 25-44.	147	147	147	147	147	-
29	John Harvey Myers Subdivision No. 1, Garden Terrace	Single-unit dwellings and scattered duplexes in neighborhood 29, with commercial uses along E. Capitol Drive. Most land in neighborhood 29 is planned for continued low-density residential uses, except for parcels adjacent to E. Capitol Drive, which are planned for "Main Street Mixed Use". No new housing is projected in this neighborhood through 2040. Number of home sales in neighborhood over past 5 years is somewhat low. Increasing student-per-housing unit ratios are expected, given high percentage of women aged 25-44, higher median household income, and larger average home square footage.	196	196	196	196	196	-

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**Shorewood School District
Community Change & Projections Report**

Neighborhood (as depicted on Map 1)	Village Subdivisions & Neighborhoods	Existing Schools, Landmarks, and Description and Rationale for Housing Projections and Student Per Housing Unit Ratios	Total Housing Unit Estimates/Projections					Projected Housing Growth '25-'40
			June 2025	2027-28	2030-31	2035-36	2040-41	
30	Stanhope's Subdivision	Includes Shorewood Village Hall and Library. Neighborhood has varying land uses, with the eastern quarter in mostly single-unit dwelling and duplex uses, the central quarter in mostly institutional uses, and the western half in a mixture of multi-unit and office uses. In 2024, the Village Hall parking lot was considered for redevelopment, and a proposal was brought forth for 50-units for this 0.8 acre site. However, the site was removed from a redevelopment RFP to focus on other sites in the Village. The consultant does not anticipate this site redeveloping by 2040. Stable enrollment expected in neighborhood 30, given preponderance of multi-unit housing in neighborhood which generally produces stable rates of students.	541	541	541	541	541	-
31	High School Park, High School Park Addition, High School Terrace	Includes Shorewood Intermediate and Shorewood High. Majority of neighborhood 31 is in institutional use. Other lands are in predominately residential uses, with multi-unit along N. Oakland Avenue and single-unit and duplex homes elsewhere. The consultant does not project any new housing here through 2040. Overall enrollment is projected to decrease in neighborhood, as current high school class sizes are almost twice as large as current elementary school class sizes. Neighborhood 31 has a lower median household income and household size than many other neighborhoods.	118	118	118	118	118	-
32	High School Terrace	Neighborhood 32 contains a mixture of uses. Senior housing exists in the western part of the neighborhood, developed in the 2010s. Retail and commercial uses exist in the north along E. Capitol Drive. Duplex homes exist along N. Morris Boulevard. The Village of Shorewood owns 3.2 acres between homes along N. Morris Boulevard and the Oak Leaf Trail, which is used as the Village's Public Works site. As of the mid-2020s, the Village is investigating relocating the Public Works site, which may free up these lands for redevelopment. There have been a few concepts created to determine housing mix, density, and size for this site, which range from ~30 townhomes in a lower-density development to ~130 units in a higher-density development of two mid-rise buildings of 4 and 6 stories. The consultant anticipates the site developing around 2030, with ~110 multi-unit dwellings. Student-per-housing unit ratios are projected to decrease, due to lower household income, moderate average home square footage, and low percentage of women aged 25-44. However, total enrollment is expected to increase, given increase in total housing units in neighborhood.	258	258	313	368	368	110
33	High School Terrace, High School Park, High School Park Addition, Menlo Gardens	Lands in neighborhood 33 are mostly in residential uses, with multi-unit residences along N. Oakland Avenue and duplexes and scattered single-unit dwellings elsewhere. Western part of neighborhood 33 contains a portion of Hubbard Park. The Village plans for lands to remain in a mixture of residential uses. A vacant 0.13 acre parcel exists along N. Oakland Avenue, and is used as a parking lot for an adjacent funeral home. The consultant does not anticipate this redeveloping before 2040. Low numbers of single-unit dwellings have been sold over past five years in neighborhood. The consultant projects decreasing enrollment in neighborhood 33, given current large number of high school students, which comprise almost half of the total enrollment in neighborhood. Enrollment is expected to decrease over the next few years as this large high school cohort graduates.	200	200	200	200	200	-

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Neighborhood (as depicted on Map 1)	Village Subdivisions & Neighborhoods	Existing Schools, Landmarks, and Description and Rationale for Housing Projections and Student Per Housing Unit Ratios	Total Housing Unit Estimates/Projections					Projected Housing Growth '25-'40
			June 2025	2027-28	2030-31	2035-36	2040-41	
34	Ravinia Park	Includes Hubbard Park and River Park. A large multi-unit apartment complex takes up the majority of neighborhood 34, with some duplex homes and single-unit dwellings to the north along E. Menlo Boulevard and mixed-use and multi-unit buildings to the east along N. Oakland Avenue. Parkland is in the south and west part of the neighborhood. Public parking lots are in the southeastern corner of neighborhood. Lands are planned by the Village for a variety of residential uses at different densities. A Village-owned parking lot in the northeastern corner of the neighborhood was part of an RFP for redevelopment in 2024. The consultant projects this site to redevelop between 2027 and 2030, with 14 total units. No other redevelopment is anticipated in the neighborhood. Enrollment is projected to slightly decrease, given lower average home square footage, lower median household income, and low percentage of women aged 25-44.	520	520	534	534	534	14
TOTALS			7,178	7,197	7,267	7,372	7,470	292

Shorewood School District
Community Change & Projections Report

APPENDIX C: ANALYSIS OF STUDENT-PER-HOUSING UNIT EXPECTATIONS FROM EXISTING HOUSING, 2024-2040

Neigh.	September 2024 4K-12 Student Ratio	# Single-unit Home Sales, 2020-2024	% Single Family Home Sales, 2020-2024	Average Neighborhood Home Square Footage	Median Neighborhood Household Income	Women Aged 25-44 as % of Total Population	Residents Aged 65+ as % of Total Population	Average Persons per Household	2024-2040 Student-per-Housing Unit Ratio Expectation from Existing Housing (see also Map 7)
1	0.00	0	-	-	-	-	-	-	Stable
2	0.07	0	0%	-	\$96,176	19%	13%	1.57	Slightly increasing/stable
3	0.34	41	16%	1,945	\$96,176	17%	17%	2.51	Slightly decreasing/stable
4	0.22	28	8%	1,981	\$80,000	21%	17%	1.97	Stable
5	0.09	8	4%	1,948	\$73,672	23%	6%	1.56	Stable
6	0.28	20	7%	2,133	\$90,297	22%	14%	2.03	Slightly increasing/stable
7	0.14	0	0%	2,158	\$92,000	21%	16%	1.44	Slightly decreasing/stable
8	0.23	6	4%	2,100	\$90,991	20%	16%	1.93	Stable
9	0.40	51	22%	1,905	\$115,991	10%	18%	2.39	Slightly increasing/stable
10	0.33	40	13%	1,800	\$99,000	21%	11%	1.83	Stable
11	0.33	27	12%	1,924	\$99,000	11%	21%	2.24	Stable
12	0.19	16	4%	2,162	\$79,423	20%	8%	1.86	Slightly decreasing/stable
13	0.73	42	25%	2,841	\$165,000	9%	15%	2.86	Decreasing
14	0.00	5	25%	5,187	\$250,000	13%	12%	2.74	Stable
15	0.43	28	22%	2,640	\$175,000	17%	17%	2.95	Slightly increasing/stable
16	0.19	21	12%	2,113	\$90,991	17%	19%	1.98	Stable
17	0.20	11	8%	2,257	\$90,500	17%	12%	2.33	Slightly decreasing/stable
18	0.23	16	8%	1,885	\$90,297	21%	14%	1.89	Stable
19	0.20	17	7%	2,198	\$160,625	11%	21%	1.99	Slightly decreasing/stable
20	0.42	21	15%	2,358	\$101,560	10%	20%	2.37	Stable
21	0.52	16	16%	3,153	\$140,000	15%	8%	2.98	Stable
22	0.24	8	17%	4,040	\$250,000	13%	12%	0.52	Slightly increasing/stable
23	0.42	27	19%	3,134	\$145,000	10%	6%	2.89	Slightly decreasing/stable
24	0.36	25	24%	3,668	\$124,000	12%	10%	3.00	Stable
25	0.22	21	10%	2,292	\$124,000	8%	28%	2.15	Stable
26	0.17	32	10%	2,068	\$80,000	17%	9%	1.95	Slightly increasing/stable
27	0.21	25	11%	1,678	\$80,000	13%	23%	2.14	Slightly decreasing/stable
28	0.35	15	10%	2,282	\$129,583	10%	23%	2.34	Stable
29	0.37	13	7%	2,514	\$136,000	21%	11%	2.01	Slightly increasing/stable
30	0.10	13	2%	2,149	\$80,000	16%	19%	1.60	Stable
31	0.24	3	3%	2,125	\$46,484	22%	9%	1.75	Decreasing
32	0.04	4	2%	2,307	\$46,484	9%	51%	1.19	Decreasing
33	0.22	5	3%	2,129	\$46,484	16%	15%	1.66	Decreasing
34	0.04	0	0%	1,957	\$46,484	9%	51%	1.19	Slightly decreasing/stable

Shorewood School District
Community Change & Projections Report

APPENDIX D: RESIDENT ENROLLMENT PROJECTIONS BY NEIGHBORHOOD, 2024-2040

Neigh	Grades 4K-6					Grades 7-8					Grades 9-12					Grades 4K-12				
	2024 ¹	2027	2030	2035	2040	2024 ¹	2027	2030	2035	2040	2024 ¹	2027	2030	2035	2040	2024 ¹	2027	2030	2035	2040
1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2	9	11	12	12	12	2	2	3	3	3	5	3	4	6	7	16	17	19	22	22
3	33	38	39	40	40	15	9	10	10	11	39	27	21	21	22	87	74	70	71	72
4	41	47	45	43	40	7	10	13	12	11	26	16	21	26	25	74	73	79	81	76
5	14	15	13	12	12	3	3	5	3	3	4	4	7	8	7	21	23	24	24	22
6	41	42	43	44	47	8	13	11	11	11	28	19	24	23	25	77	74	79	79	83
7	12	12	11	11	10	4	4	4	3	3	18	10	9	7	7	34	26	23	22	19
8	16	15	15	15	17	4	3	4	4	5	12	13	8	8	8	32	30	28	27	29
9	52	56	58	59	58	11	12	14	15	15	30	24	26	31	32	93	93	98	105	106
10	49	55	55	54	50	23	11	15	15	15	27	36	29	32	31	99	102	99	101	96
11	47	50	48	46	42	10	11	13	13	12	19	21	22	26	25	76	82	83	84	79
12	41	40	40	37	33	12	15	10	10	9	19	26	28	21	21	72	81	78	68	63
13	63	41	44	46	48	27	22	11	12	13	33	55	43	23	25	123	118	98	81	85
14	0	1	1	1	1	0	0	0	0	0	0	0	0	1	1	0	1	1	2	2
15	27	29	31	32	33	8	9	7	8	9	20	15	17	16	17	55	53	56	57	59
16	16	16	17	18	18	5	4	4	4	5	14	11	9	10	10	35	31	30	32	33
17	12	14	13	12	13	4	2	4	4	4	12	8	6	8	8	28	25	24	24	25
18	24	25	24	24	24	5	7	8	7	7	17	12	14	14	13	46	44	46	45	44
19	22	20	22	23	22	8	5	4	6	6	17	17	12	11	13	47	42	38	40	41
20	23	31	29	29	29	13	3	9	8	8	22	20	13	17	17	58	54	51	54	54
21	22	19	22	25	27	16	9	5	7	7	15	25	20	13	14	53	52	46	44	48
22	7	5	6	7	8	1	3	1	2	2	3	3	5	3	4	11	11	12	12	14
23	30	33	32	30	29	9	7	9	9	8	19	18	17	19	18	58	58	58	58	55
24	14	11	13	15	18	8	8	3	4	5	15	14	14	8	9	37	32	29	27	32
25	30	27	26	25	24	6	11	8	7	7	8	12	19	16	15	44	50	53	48	45
26	32	39	39	37	35	5	7	10	11	10	16	9	14	21	21	53	55	63	69	67
27	27	26	23	22	21	12	7	8	6	6	10	19	16	15	13	49	52	47	43	40
28	29	26	26	27	27	8	8	7	8	8	15	18	17	15	16	52	52	50	50	51
29	41	36	35	39	40	13	13	10	10	12	19	25	26	22	24	73	74	71	71	76
30	33	34	33	31	29	5	10	9	9	8	17	12	18	19	19	55	56	61	59	56
31	13	11	11	11	11	3	3	3	3	3	12	9	7	6	6	28	24	21	20	20
32	6	9	11	12	12	2	0	2	3	3	3	3	2	3	3	11	12	14	18	19
33	17	15	14	13	13	9	5	5	4	4	18	17	12	9	8	44	38	31	26	24
34	10	6	7	7	7	4	5	2	2	2	4	6	8	4	4	18	18	17	13	13
Totals	853	855	859	860	851	270	244	229	233	234	540	526	509	482	486	1,663	1,626	1,596	1,574	1,571

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Note: ¹ 2024 totals in this figure are 2024-25 academic year resident student enrollment only, from an export of a student database, for all SSD resident students assigned to one of the 34 neighborhoods.



Shorewood
SCHOOL DISTRICT

**Operational Expectations Monitoring Document
OE-3 Treatment of District Families & Caregivers, Students and Staff**

Certification of the Superintendent: *With respect to Operational Expectation 3 (Treatment of District Families & Caregivers, Students and Staff), taken as a whole, the Superintendent certifies that the proceeding information is accurate and complete, and is:*

- In Compliance**
- In Compliance with Noted Exceptions**
- Not in Compliance**

Signed: Laurie Burgos, Superintendent

Date: September 24, 2025

Executive Summary

Following 2024 revisions to this and other Operational Expectations Monitoring Reports, OE 3 focuses on policy, administrative procedures, and the management of confidential information and complaints, specifically around concerns of discrimination and/or harassment involving District families, caregivers, students and staff.

Summary of Compliance

For the 2024-2025 school year, both OE 3 indicators outlined below are in compliance:

- **3.1** - Protect confidential information; and
- **3.2** - Effectively handle complaints.

Areas for Continuous Improvement

With the 2025-2030 Strategic Plan now in place, and establishment of a culture of growth and belonging and strong partnerships key strategic priorities, we note the following opportunities for continuous improvement:

- Ensure initiatives to increase pathways for families, caregivers, students and staff to engage with the District are aligned with OE 3 policy goals; and
- Augment annual, required staff training (FERPA, Title IX, Discrimination) with additional learning opportunities to build awareness and understanding about evolving compliance requirements and best practices.

Disposition of the Board: *With respect to Operational Expectation 3 (Treatment of District Families and Caregivers, Students and Staff), the Board:*

- Accepts the report as fully compliant**
- Accepts the report as compliant with noted exceptions**
- Finds the report to be noncompliant**

Summary Statement/Motion of the Board:

Signed: _____, **Board President** **Date:** _____

OE-3: Treatment of District Families & Caregivers, Students and Staff
 The Superintendent shall maintain a District culture that encourages the involvement of all District families and caregivers, students and staff, treating them with respect, dignity and courtesy. Oversight of the District will address District families and caregivers, students and staff with empathy and sincere consideration.

Superintendent Interpretation:

- **Staff** shall mean all persons who are employed in any capacity by the District.
- **A District culture** shall mean a manner of behaving and operating respectfully, with dignity and courtesy as evidenced by actions, protocols, practices, and procedures outlined in Board and District policies.

Board Comments:

OE 3.1 Protect confidential information.	<u>Superintendent</u>	<u>Board</u>
	Compliant	Compliant
	Compliant with Exceptions	Compliant with Exceptions
	Not Compliant	Not Compliant

Superintendent Interpretation:

- **Protect** shall mean processes and procedures to receive, disseminate, process, or store official records in the District, so that third parties are not able to determine the confidential identity of others.
- **Confidential** shall mean a category of information that is not made public (except as provided for by law) and is only communicated to authorized personnel (who require the information for legitimate professional purposes).

Board Indicator 1: There is no unauthorized release of confidential information in the District as evidenced by the lack of complaints resulting from such release.	<u>Superintendent</u>	<u>Board</u>
	Compliant	Compliant
	Not Compliant	Not Compliant

Evidence:
 The District handles a wide variety of student and staff information, and is charged with protecting its confidentiality in compliance with state and federal law, District Policies [8350](#) (Confidentiality), [8320](#) (Personnel Records), [8305](#) (Information Security), and others that address student and staff privacy.

In 2024-2025, there was no unauthorized release of confidential information and, therefore, no complaints.

Board Indicator 2: There is no favorable (Claimant wins over District) grievance or legal action taken against the District for unauthorized release of confidential information.	<u>Superintendent</u>	<u>Board</u>
	Compliant	Compliant
	Not Compliant	Not Compliant

Evidence:
 There were no unauthorized releases of confidential information in 2024-2025, and therefore, no legal action.

Board Comments:

OE-3.2 Effectively handle complaints.	<u>Superintendent</u>	<u>Board</u>
	Compliant	Compliant
	Compliant with Exceptions	Compliant with Exceptions
	Not Compliant	Not Compliant

Superintendent Interpretation:

- **Effectively handle** shall mean to abide by established procedures to address concerns as necessary and resolve such concerns with a defined course of action per [District Policy 9130](#) - Public Requests, Suggestions, or Complaints
- **Complaint** shall mean a concern for discrimination and/or harassment received by administration.

Board Indicator 1: Complaints not involving students are resolved without legal action or by the District being declared the prevailing party when formal hearings or litigation results.	<u>Superintendent</u>	<u>Board</u>
	Compliant	Compliant
	Not Compliant	Not Compliant

Evidence:
 District Policy [2260](#), [3122](#), [5517](#) and others outline the complaints process, and related investigative procedures, related to concerns about discrimination and/or harassment.

Policy [9130](#) (Public Requests, Suggestions, or Complaints), and administrative procedures provide direction and support to families, caregivers, students, and staff regarding submission of other complaints, including concerns regarding instructional materials.

There were no formal complaints not involving students that resulted in legal action during the 2024-2025 school year.

<p>Board Indicator 2: Complaints received from parents or caregivers involving schools (including students) are handled by the Student Services Office, per the requirements of the Department of Public Instruction’s Pupil Nondiscrimination and Education Equity report, which takes into account the nature of the complaint and is documented in the Office of Civil Rights Non-Discrimination Report.</p>	<p><u>Superintendent</u></p> <p>Compliant</p> <p>Not Compliant</p>	<p><u>Board</u></p> <p>Compliant</p> <p>Not Compliant</p>
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Evidence:
 Any formal complaints received were submitted to the District’s Title IX Coordinator and Compliance Officer (Special Education and Student Services), per the requirements of the Department of Public Instruction’s Pupil Nondiscrimination and Education Equity report.

A due process complaint filed against the District was dismissed.

Complaints were documented and will be filed as needed/required in the Office of Civil Rights Non-Discrimination Report, which is a lagging report; per requirements, the most recent Civil Rights Non-Discrimination Report filed was for the 2023-2024 school year.

Board Comments:

Revised and Approved October 8, 2024



SCHOOL DISTRICT OF SHOREWOOD
Board Meeting Minutes
Shorewood High School Library Media Center
August 12, 2025

Board Member Participation: Nathan Hammons, President
Ellen Eckman, Vice President & Governance Officer
Abby Fowler, Clerk

Milan Robinson, Student Representative
Aven Spahn, Student Representative

District Administrator Participation: Laurie Burgos, Superintendent
Janice Carter, Principal, Atwater Elementary School

I. 6:00 pm CALL TO ORDER

A. Motion to Adopt the Agenda

MOVED by Abby Fowler and SECONDED by Ellen Eckman AYE: 3 NAY: 0

B. Overarching Result for Shorewood School District

C. Awards & Recognition

Student Representative Introductions

II. 6:03 pm STUDENT ACHIEVEMENT AND RESULTS

Atwater Elementary School Kindergarten Faculty

III. 6:10 pm PUBLIC COMMENT #1 - no comments

IV. 6:12 pm SUPERINTENDENT'S REPORT

V. 6:19 pm SUPERINTENDENT'S CONSENT AGENDA

A. Approval of District Staffing Changes: Appointments, Resignations, Retirements and Leave of Absence Requests

MOVED by Ellen Eckman and SECONDED by Abby Fowler AYE: 3 NAY: 0

VI. 6:20 pm BOARD BUSINESS AND POSSIBLE BOARD ACTION

A. Approval of OE 7 (Communicating with Village Residents and Public Audiences) Operational Expectations Monitoring Document

Motion to Accept OE 7 as In Compliance with Removal of Indicator 7.2.3

MOVED by Ellen Eckman and SECONDED by Abby Fowler AYE: 3 NAY: 0

VII. 6:37 pm BOARD CONSENT AGENDA

A. Approval of Board Meeting Minutes

August 12, 2025 Closed Session

August 12, 2025 Regular Board Meeting

B. Approval of SHS Cross Country Team Trip to Terre Haute, Indiana (October 3-5, 2025)
MOVED by Abby Fowler and SECONDED by Ellen Eckman AYE: 3 NAY: 0

B. Approval of SHS Girls Tennis Team Trip (August 7-9, 2025)
MOVED by Ellen Eckman and SECONDED by Abby Fowler AYE: 5 NAY: 0

VIII. 6:38 pm PUBLIC COMMENT #2 - no comments

IX. 6:39 pm BOARD MEMBER REPORTS

WASB Region 15 Elections; Bi-Board agenda for September 17, 2025 meeting; SWSA updates

IX. 6:46 pm REVIEW OF TO DO AND FUTURE AGENDA ITEMS

MD Roffers Consulting Presentation, OE 3 (Treatment of District Constituents: Families and Caregivers, Students and Staff); and District Equity Update

XI. 6:48 pm RECESS AND DEBRIEF

TEACHER REQUEST FOR OVERNIGHT FIELD TRIP

Before submitting this form to your building principal, please review policy, guidelines and exhibits. Submit this form and supporting documentation to your School Principal for approval.

Name of District employee in charge: Adam Sheaffer

Destination: New York, NY

Date and time of departure: 2/19/25 (morning)

Date and time of return: 2/23/25 (Afternoon)

Name of class or co-curricular activity/student group:

Advanced Acting, Advanced Stagecraft, Tunespians

Number of Students attending the trip: Minimum: 18 Maximum: 28

Will students miss any instructional days/hours of school for this trip? YES NO

If yes, please explain:

All day 2/19, 2/20 & 2/23

Description of the educational expectations/correlation to the classroom curriculum:

Students will sample cutting edge theater and experience the cultural riches of NYC!

Describe your discipline plan:

There will be a chaperone for every four students, and rules, etc. are clearly communicated in writing and reinforced through the trip.

If your trip overlaps with a major religious holiday, how will you accommodate your student(s) who desire to observe the holiday?

N/A

What is your plan for health and safety emergencies?

I will work w/ district medical staff to prepare for any foreseeable issues. Parents will be notified in case of emergency.

Number of chaperones: 6 ^{parents} (8 total)

Estimated cost per chaperone: \$ 2998.00 (same as students)

Estimated cost per student before and after fundraising: N/A (an outside firm is planning trip. They have options for students to individually fundraise)

Before \$ _____ After \$ _____

Description of fundraising proposal for the trip:

TBD

Arrangements/provisions made for students in need of financial assistance:

This would be a question for admin, but

Is this an optional student travel experience? YES NO

I have complied with all the requirements listed above.

Signature of District employee: Adam Shaffer Date: 8/22/25

The overnight trip proposal and accompanying documentation has been reviewed and approved.

Signature of Principal: [Signature] Date: 8/25/25

The overnight trip proposal and accompanying documentation has been reviewed and approved.

Signature of Superintendent: _____ Date: _____

The overnight trip proposal and accompanying documentation has been reviewed and approved by the School Board.

Signature of School Board President: _____ Date: _____

REVIEWED: August 14, 2012

TEACHER REQUEST FOR OVERNIGHT FIELD TRIP

Before submitting this form to your building principal, please review policy, guidelines and exhibits. Submit this form and supporting documentation to your School Principal for approval.

Name of District employee in charge: Eric Mathews & Eric Gietzen

Destination: Devil's Lake State Park

Date and time of departure: 9/29/2025 ... 8:00am

Date and time of return: 10/1/2025 ... 3:30pm

Name of class or co-curricular activity/student group: Environmental Literature and Science

Number of Students attending the trip: 14

Will students miss any instructional days/hours of school for this trip? YES NO

If yes, please explain:

This field trip will take place on Monday-Wednesday

Description of the educational expectations/correlation to the classroom curriculum:

This field trip directly supports the place-based, experiential learning priorities of ELS.

Describe your discipline plan:

We will follow district discipline guidelines as outlined in the Staff/Student Handbooks.

If your trip overlaps with a major religious holiday, how will you accommodate your student(s) who desire to observe the holiday?

N/A

What is your plan for health and safety emergencies?

We will follow district health and safety guidelines as outlined in the Staff/Student Handbooks.

Number of chaperones: 2

Estimated cost per chaperone: \$ 0

Estimated cost per student before and after fundraising: N/A - Trip fees are part of the ELS course fee.

Description of fundraising proposal for the trip: N/A

Arrangements/provisions made for students in need of financial assistance:

Students in need of financial assistance can work with the office for access to the student travel fund.

Is this an optional student travel experience? YES NO

I have complied with all the requirements listed above.

Signature of District employee:  8/25/25

The overnight trip proposal and accompanying documentation has been reviewed and approved.

Signature of Principal:  Date: 8/26/25

The overnight trip proposal and accompanying documentation has been reviewed and approved.

Signature of Superintendent: _____ Date: _____

The overnight trip proposal and accompanying documentation has been reviewed and approved by the School Board.

Signature of School Board President: _____ Date: _____

REVIEWED: August 14, 2012



EXECUTIVE SUMMARY FOR THE SHOREWOOD SCHOOL BOARD

Topic: Superintendent's Report

Date: September 24, 2025

Prepared by: Laurie Burgos, Superintendent

Recommended action:

- Information only
- Presentation/discussion
- Discussion/action by School Board
- Presentation/action next meeting

Purpose:

To summarize and discuss current District education, administrative and operations priorities, and provide follow up on items from prior Board meetings.

Policy and Funding Updates

As discussed at prior meetings, delayed or rescinded federal funding for public education programs does not eliminate Shorewood's obligation to provide specific services. Following the September 9 meeting, the District was notified that federal Title III funds have been released, eliminating the need to allocate resources from the District's operating budget to support language instruction, family engagement, and professional learning for multilingual learners and immigrant students.

Other policy actions will impact public education in our state more broadly. These are fluid situations, and I will continue to outline the impacts on the District in my Superintendent's Report for Board and community members' information.

As an example, we learned on September 10 that Wisconsin is one of five states impacted by the federal government's decision to end certain grant funding, specifically the Wisconsin Deafblind Technical Assistance Project and the State Personnel Development Grant; more information about these programs can be viewed [here](#).

While there may be little or no direct financial impact for Shorewood, elimination of grant funds to support students with vision and hearing impairments throughout our state compromises special education services that all public school districts must provide. Similarly, the personnel development grant represents an important investment in the recruitment and retention of certified special education teachers - and a key strategy in addressing our state's critical teacher shortage in this field. While the DPI does not yet understand the financial impact of this decision, Shorewood will join other districts and public education advocates to contact legislators about restoration of these funds, and the DPI will appeal the decision.

On a related note, public school districts and the Southeastern Wisconsin Schools Alliance (SWSA) continue to lobby state representatives about moving forward with Assembly Bill 196/Senate Bill 170, which would help public schools address vacancies by hiring retirees receiving benefits from the Wisconsin Retirement System. Under current law, the School Choice Program is allowed to hire annuitants, while public schools face numerous restrictions and administrative burdens that would negatively impact both our districts and these employees.

District and School Updates

It is Homecoming Week for Shorewood High School. Our Boys Varsity Soccer team will host Saint Thomas More on Friday evening at 6:30 pm, and the Homecoming Dance follows on Saturday.

It's also Campus Safety Week across the District. Students and staff in all schools are participating in discussions about the [Standard Response Protocol](#) we use, and completing required fire, tornado/severe weather, evacuation, and hold drills. I also want to alert staff and families that school principals will be scheduling additional monthly drills to augment state requirements. This change is part of a District-wide safety initiative that will be ongoing this year. A comprehensive review of our safety policies and updates to our Emergency Management Plan will also be addressed as part of this effort, which was discussed at two community engagement sessions last spring. I will be providing updates to Board and community members at upcoming meetings.

Development of the 2026-2027 Instructional Calendar will begin soon, and we encourage staff members, District parents/guardians, and interested community members to be part of our planning discussions. Three sessions have been scheduled: Tuesday, October 21, Tuesday, November 4, and Thursday, November 13 (if needed). These sessions will begin at 5:30 pm SHS LMC North. All are welcome; please [RSVP here](#).

In addition to continuing our Math Leveling Up Initiative, which is now focused on curriculum for grades 9-12, the District will begin a year-long evaluation of the K-12 science curriculum soon. This will include a review of state standards, K-12 curriculum alignment, and current teaching and learning resources in the subject area. A committee of science faculty members and department leaders will make a recommendation on a K-6 curriculum adoption following this evaluation, and implementations are scheduled to begin next year.

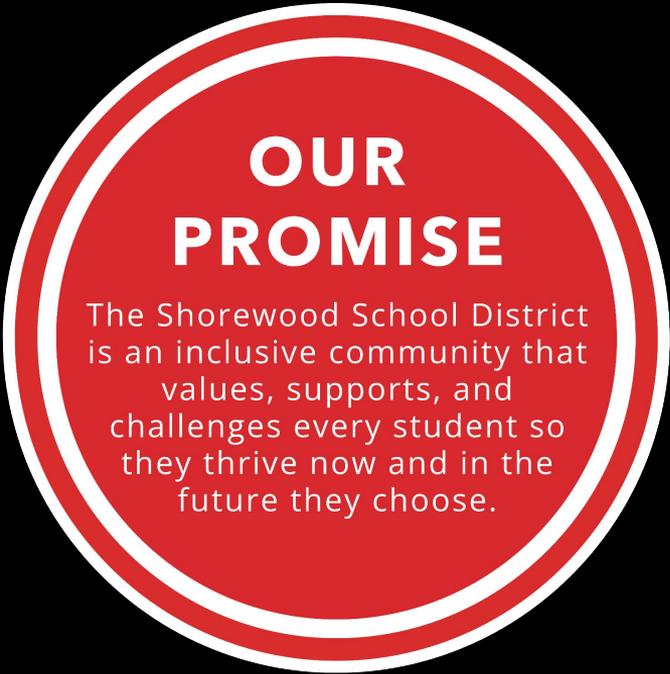
Fall Fastbridge screening (reading and math) and other assessments are underway for students in grades K-8, and teachers and specialists are also working on ACT 20 screening for students in grades 4K-3 and related reporting requirements. Conferences are just a few weeks away, and will be held October 14-17.

Finally, along with other public school districts, Shorewood will submit its September 19 enrollment data (the third Friday count) to the DPI later this month. This enrollment information will be used to determine funding from the state.

FALL 2025
EQUITY
UPDATE:
***POWER OF
WORDS,
POWER OF
PEOPLE***



Promise statement



OUR PROMISE

The Shorewood School District is an inclusive community that values, supports, and challenges every student so they thrive now and in the future they choose.

STUDENT EXPERIENCES



YOUTH RISING UP (YRU) SOCIAL JUSTICE SUMMIT MAY 2025



The United Justice Coalition (UJC) is a charitable organization that works across disciplines to raise awareness around key justice issues.

The UJC is committed to amplifying critical issues, leveraging support for on-the-ground advocacy with justice organizations, and advancing justice through programs and events.



Highlights from UJC Summit:

- Participated in conversations to learn more about social justice
- Walked away with powerful tools of action to be shared with the Shorewood Community
- Toured some of New York's historical landmarks and museums
- Potential to earn college credits in social justice through internships and organizations such as Roc Nation



Highlights from UJC Summit:

- **Attended a Broadway Show “The Lion King”**
- **Walked through Central Park and visited The Metropolitan Museum of Art**
- **Networked with other students and panelists to learn more about social justice**
- **Learned about alternative and innovative ways to support with mental health**



AFRICAN AMERICAN YOUTH INITIATIVE (AAYI) JULY 2025



Highlights from AAYI:

- **Eight SHS students and one rising freshman attended the AAYI Summer Institute**
- **AAYI is designed to uplift and empower African American youth toward academic excellence, personal growth, and long-term college and career success**
- **The program brought together over 100 students from southeastern Wisconsin**
- **Students participated in workshops, heard from motivational speakers, had team building activities, and received college readiness support**



Highlights from AAYI:

- **Associate Principal Amanda Jamerson and Instruction Technology Support Specialist Nelson Brown led a team of dynamic counselors**
- **AAYI aims to make a powerful impact allowing students to thrive in K-12 and beyond**
- **Shorewood students (Gracelyn Domino-Brown and Milan Robinson) had the opportunity to speak to district leaders and superintendents about their experiences**
- **The four day event is held annually at a local college campus**



- **Amanda Jamerson Associate Principal & SHS Equity Lead**
- **Shana Lucas Instructional Coordinator & SIS Equity Lead**
- **Jasper Brown Reading Specialist & SIS Equity Lead**
- **Sam Willoak 6th grade teacher & Lake Bluff Equity Lead**
- **Miriam Altman Music Teacher & Atwater Equity Lead**



ELEMENTARY SCHOOL LEVEL EXPERIENCES



ATWATER:

Together with my colleagues...

I CAN IMPLEMENT 'SPEAK UP AT
SCHOOL'

So that...

I CAN KNOW HOW TO RESPOND TO
EVERYDAY PREJUDICE, BIGOTRY, AND
STEREOTYPES

In order to...

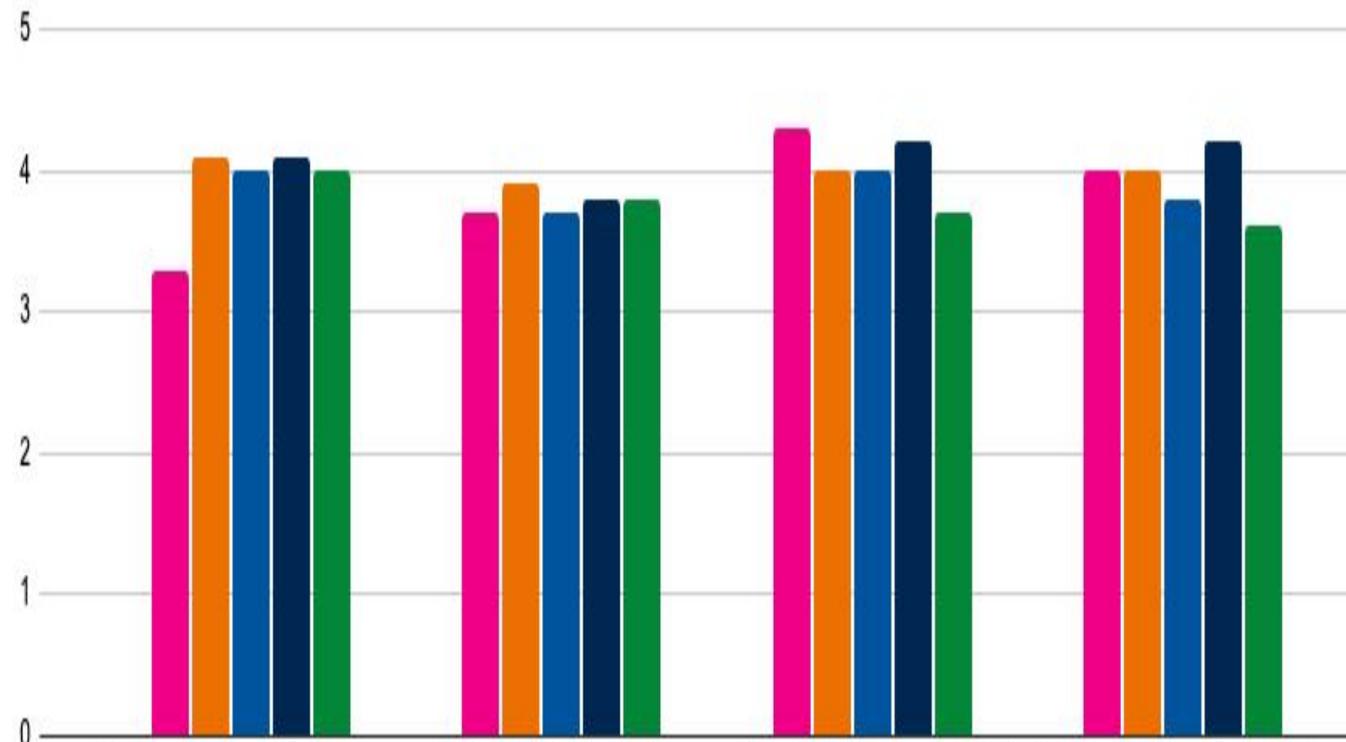
ESTABLISH A SAFE
ENVIRONMENT WHERE ALL
STUDENTS CAN LEARN



LAKE BLUFF:
STAFF
SURVEY
SURVEY



August October December January March



Efficacy: This month, I had an opportunity to make a difference.

Mastery: This month, I had opportunities to build my own knowledge and demonstrate my understanding of key ideas.

Belonging: This month, I felt I belonged here. I felt seen and heard.

Identity: This month, I felt like my culture, identity or ways of being, learning, and knowing were valued.

guarded
 curious
 unseen
 informed
 enlightened empowered
 heard
 132
 connected
 valued enthusiastic

SECONDARY SCHOOL LEVEL EXPERIENCES :



SIS: TEACHER TALK MOVES

Talk Moves

ADD ON

"I would like to add on to what _____ said."

REASONING

"I agree because _____."

"I disagree because _____."

"This is true because _____."

REPEATING

"I heard you say _____."

"Can you repeat what you said?"

REVOICING

"So, you are saying _____."

"What I think you said was _____."

"Did you mean _____?"

SAY MORE

"Can you say more about that?"

"Can you give us more examples?"

PRESS FOR REASONING

"Why do you think that?"

"What is your evidence?"

Source: King Middle School in Portland, Maine, developed these Talk Moves inspired by *Classroom Discussions: Using Math Talk to Help Students Learn, Grades 1-6*, Second Edition, written by Suzanne H. Chapin, Catherine O'Connor, and Nancy Canavan Anderson (Math Solutions, 2009). Via Edutopia.

How can we promote civil discourse to strengthen classroom communities?

Schmidt, Joe, Pickney, Nichelle (2022), *Civil Discourse: Classroom conversations for Stronger Communities*

Presents ways to help teachers become strong facilitators - not endorsers - of contentious conversations to promote community.

Four themes that arise when exploring civil discourse:

- Courage
- Understanding
- Belonging
- Empathy

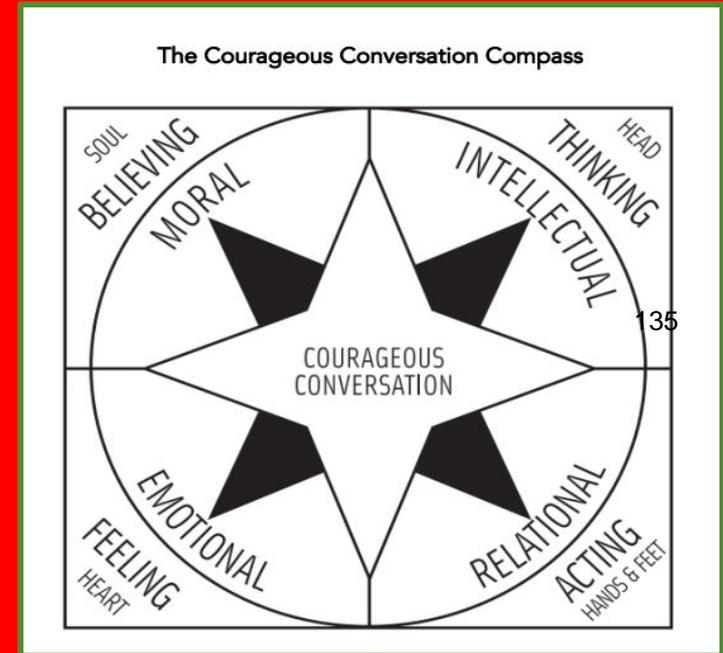
SHS: COURAGEOUS CONVERSATIONS

The Courageous Conversation Compass was developed to guide participants through courageous conversations. The compass identifies four primary ways that people deal with information, events, and issues: emotional, intellectual, moral and relational. Using the Compass during courageous conversations helps us identify our and others' starting points, with the goal of being able to move to the center of the compass for a more empathetic understanding of each other.

WHO: WHO DO YOU STAND WITH?

WHAT: WHAT HAVE YOU DONE TO STAND WITH THEM?

WHY: WHY DO YOU STAND WITH THEM?



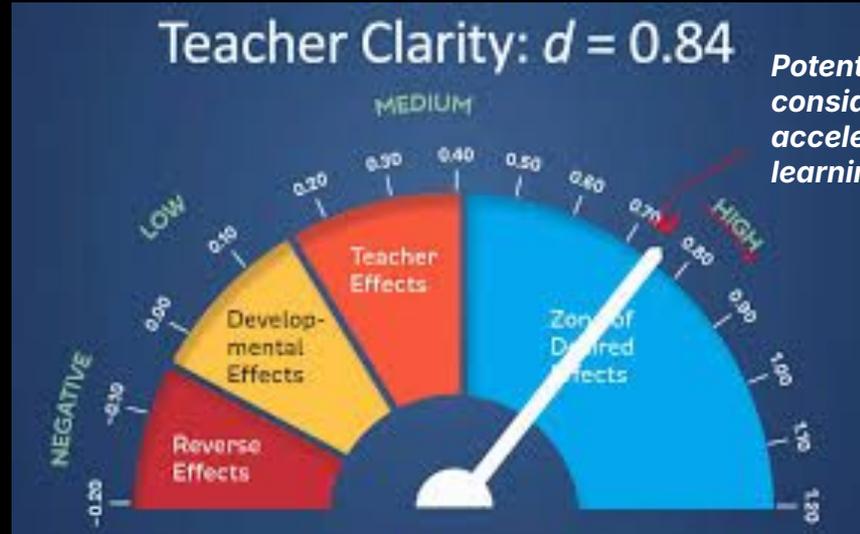
DISTRICT LEVEL EXPERIENCES



TEACHER CLARITY

“Teacher clarity is both a method and a mindset. It’s teaching that is organized, intentional, and based on transparent expectations. When educators are clear, students can better plan, predict, set goals, and judge their own progress.”

Hattie, Risher, Frey, Amarode (2024). The Illustrated Guide to Visible Learning

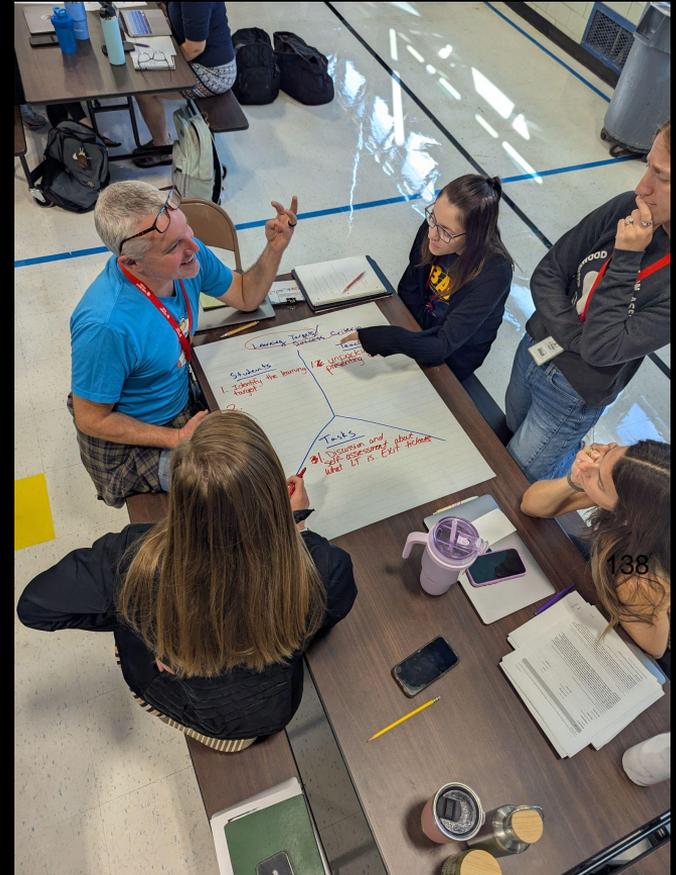


Potential to considerably accelerate student learning

SAIL AND ADULT LEARNING FRAMEWORK (ALF)

Core Components of Teacher Clarity:

- **Learning Targets** - concrete goals written in student-friendly language that clearly describe what students will learn and be able to do by the end of a class, unit, project, or course.
- **Success Criteria** - clearly defined, measurable, and student-friendly outcomes that indicate what students will say, do, make, or write to indicate they are making progress toward the learning target. Success criteria can be shared via rubrics, checklists, teacher modeling, or student exemplars.
- **Clarity of Explanation: Focused Instruction** - clearly explaining and modeling the learning activities, consistently supporting and reinforcing student engagement. The teacher gives clear instructions, explicitly provides instruction, shows how to do the activity if needed, and keeps students engaged.
- **Checks for Understanding (CFUs)** - assessing where students are in relation to the learning target during instruction. CFUs include a wide range of techniques - formal and informal, oral and written, verbal and nonverbal.
- **Guided Instruction** - releasing responsibility to students while providing instructional scaffolds to ensure that students are successful. The teacher uses prompts and cues to facilitate a cognitive lift on the part of learners. Students are provided with an opportunity to try what was modeled with support and feedback.



COLLABORATIVE TEAMS

The single biggest factor that influences student achievement is when educators believe their collective actions positively impact student achievement.



B₃ **E**₁ **L**₁ **I**₁ **E**₁ **V**₄ **E**₁

A row of seven white Scrabble tiles is mounted on a wooden plank. The tiles spell out the word "BELIEVE". Each letter is in a bold, black, sans-serif font. Below each letter is a small black number indicating its point value: B (3), E (1), L (1), I (1), E (1), V (4), and E (1). The background is a dark, slightly blurred outdoor scene with trees and a building.



**EXECUTIVE SUMMARY
FOR THE SHOREWOOD SCHOOL BOARD**

Topic: Monthly Financial Reports

Date: September 24, 2025

Prepared by: Heather Heaviland

Recommended action:

- Information only
- Presentation/discussion
- Discussion/action by board of education
- Presentation/action next meeting

Purpose: Financial reports are provided to the Board monthly to assist with monitoring of financial condition and compliance with the adopted budget.

July/August 2025 Statements

July and August 2025 financial statements reflect activities and financial changes for the first two months of the 2025-2026 fiscal year (FY26).

- Revenue and Expenses
 - Revenues and expenses in the District’s general operating funds (10/27) are in line with historical trends and expectations.
- Balance Sheet
 - Changes to the balance sheet are in line with expectations.

June 2025 Statements

June 2025 financial statements reflect activities and financial changes for the 2024-2025 fiscal year (FY25). While some modifications will be made as we finalize our year-end closeout, no material changes are expected.

- Revenue and Expenses
 - Revenues for our operating funds (10/27) exceeded expectations by 3.5% (\$1,165,086). Better than expected interest earnings, unbudgeted fee revenue (primarily for school trips), and release of prior year liabilities accounted for the

majority of the additional revenue. Lower than expected revenue for special education partially offset the increases.

- In alignment with our strategic priorities, revenue received from releasing funds from liability (\$345,172.74) was transferred to Fund 46 to build that account and reduce future reliance on operating revenue to fund capital projects.
- Expenses for our operating funds (10/27) were 2.7% below expectations (\$853,787). Savings were driven by 3 primary factors: vacancies in aid staffing, savings in health care compared to a conservative budget amount, and significantly fewer retirements than previous years.
 - Because both health care and retirement are expected to be significant in the future, the majority of savings were placed in a separate account for future health care and retirement expenses.
- Balance Sheet
 - Unassigned and undesignated ending fund balance totalled \$272,786.50 as of the end of the fiscal year. Designated funds for working capital (\$11,000,000), contingency (\$650,000), and emergencies (\$1,250,000) increased our total unassigned balance to \$13,172,786.50.
 - Assigned fund balance includes retirement funds (\$65,000) and health care (\$750,000).

Attachments:

- Cash Receipts 2025-06
- Budget Status 2025-06
- Check Register 2025-06
- Balance Sheet 2025-06
- Cash Receipts 2025-07
- Budget Status 2025-07
- Check Register 2025-07
- Balance Sheet 2025-07
- Cash Receipts 2025-08
- Budget Status 2025-08
- Check Register 2025-08
- Balance Sheet 2025-08

Additional Information

Understanding Account Numbers: Account numbers are shown on several of the monthly reports. A complete description of account codes and how they are used can be obtained from the Business Office or Department of Public Instruction / School Financial Services website. The following is provided to assist with reading the provided monthly reports.

Fund - the 1st two digits are a designation of an accounting entity. The accounting entity is assigned by the DPI to ensure compliance with various statutory requirements related to the type of financial transactions reported. The common funds are:

- 10 General Fund is for recording any transaction not required to be recorded in another fund. This fund accounts for about 75% of total financial transactions.
- 21 Special Revenue Trust Fund is used to record transactions financed with non-governmental donations or other receipts designated for a specific educational purpose. Examples include support from PTO's, booster clubs, SEED and so forth.
- 27 The Special Education Fund is considered a sub-fund to the General Fund and is used to segregate financial transactions related to extraordinary costs for meeting the needs of students identified as requiring an Individualized Education Plan.
- 38 & 39 These funds are used to record property taxes levied for the purpose of repayment of long-term debt and the corresponding transactions for the principal and interest payments.
- 41 & 49 Capital Projects funds track revenue specifically raised to pay the costs of a capital project and the expenses thereof. Revenues are typically a segregated property tax levy or borrowed amounts.
- 50 The fund is used to segregate financial transactions related to operating the school food service program. A deficit, if any, in this fund is covered with a transfer from the General Fund.
- 80 Financial transactions related to operating the Fitness Center , Recreation Programs or other community oriented activities are recorded in the Community Services Fund.

Type - accounts codes have the following account types:

- A Asset
- L Liability
- Q Equity
- E Expense
- R Revenue



**EXECUTIVE SUMMARY
FOR THE SHOREWOOD SCHOOL BOARD**

Topic: Staff Appointments

Date: September 9, 2025

Prepared by: Carrie Wettstein

Recommended action:

- Information only
- Presentation/discussion
- Discussion/action by committee
- Discussion/action by Board of Education
- Presentation/action next meeting

Recommendation(s): Approval

Purpose: Appointments

Background:

The District has made the following staff appointments:

Domitille Vuatrin, Shorewood Intermediate School French Teacher

WPEN (Wisconsin Public Education Network) Meeting Sept. 16, 2025

Meeting was labeled Go Public Transparency – and focus was on seeking transparency for the public in terms of charter and voucher schools and what tax payers are paying for the schools. Get information on the tax bill of the districts. WPEN has credited a toolkit to help districts work to get costs of voucher choice schools on local tax bills. A review of a successful district – Green Bay. Review of history of voucher/choice schools.

Approximately 60 participants. Some of the School Districts represented were Racine, Sun Prairie, Madison, Neenah, Adams/Friendship, Baraboo, Menomonie, Lake Mills, Mount Horeb, Door County, Eau Claire, Franklin, Green Bay

Presentation from Dr. Julie Mead, emerita Professor UW Madison Ed Leadership Department - summary of the history of choice schools.

Some highlights of Dr. Mead's presentation:

Voucher schools are private schools – State pays the tuition, no State or Fed laws apply

Voucher/choice schools under: MPCP, RPCP, Wisconsin Private Choice Program and Special Need Scholarship Program

Charter schools are public schools – “when it suits them” particularly when authorized by non-School Board agency.

Examples of expenditures by tax payers on Voucher/choice schools within the current 10% enrollment cap (which will be removed this year)

Green Bay - \$13 million

Madison - \$6 million

Watertown - \$4 million

Green Bay School District presentation on how to get the amount of money taxpayers are paying for voucher choice schools on the tax bill itself. Key points:

Passed a resolution in School Board - School Board took the lead on effort

Needed approval from Dept of Revenue to put info on Tax Bill

Issue was Transparency – not public vs private schools – tax payers deserve honest tax bill. Dept of Revenue has to approve the language

State Senator Chris Larsen provided an overview of legislation at the State to require more transparency for voucher/choice schools. He advocated that each district speak up – even if its only a small amount of money.

Accountability for Wisconsin's Voucher Schools (summary from State Senator Chris Larson)

[Senate Bill 314](#) - Reinstating caps on voucher enrollment

Wisconsin public school districts are spending approximately \$700 million per school year on private voucher schools participating in the parental choice programs. Under current law, the upcoming fiscal year will be the last one with enrollment caps on these programs, setting our state up for unknowable and reckless financial strain when the caps come off in 2026. This bill would reinstate the cap on voucher enrollment, offering predictable costs to taxpayers and preventing further expansion.

LRB-4709 - Providing transparency through open records

Just like our public schools, private schools using public funds need to be accountable to the communities they operate within. This legislation would prohibit a private school from participating in a voucher program unless the school agrees to be subject to Wisconsin's open records law.

LRB-4264 - Annual recertification for participation

Unlike any other government program (Medicaid, FoodShare, etc), parents who receive state funds for their child to attend a voucher school have their eligibility for the program checked only once. By subverting the original intent of the voucher program (providing services to low-income families), this "once in - always in" policy means even wealthy families can receive taxpayer money to send their children to private schools. This bill would require families to certify their eligibility for the voucher program on an annual basis.

WPEN will make its Tool Kit for transparency available to all and has offered to help any district that seeks to put the taxpayer cost of voucher schools on the local tax bill.

Bi-Board Meeting

September 17, 2025

Submitted by Ellen Eckman

Attending for the Village Board: Ann McKaig, Matt McGovern, and Kathy Strokebrand

Attending for the School Board: Ellen Eckman, Nathan Hammond, Abby Fowler, Mary Theisen and Laurie Burgas.

We began the meeting with a review of the items the School Board listed.

Superintendent Burgas reviewed the Roffers report, sharing the background and reasons for the study. She talked about the Financial Sustainability Taskforce and the need for the School Board to continue to investigate options and financial concerns. We also discussed the impact of the WI Legislature on school district financing. Nathan discussed the Strategic Plan and we provided a copy for each Trustee.

Ann McKaig led the discussion of Village of Shorewood issues. She began with information on the budget and explained that the tax levy increase will only be 3% this year as opposed to last year's 7% increase. This was due to handling Street Light repair thru a fee charge and removing that financing from the tax levy. The Village also added a wheel tax to help with roads, sewers and water mains. The lead service lateral removal is waiting for Federal and State to agree on definitions. Shorewood is proactive on the lead mandate and is participating in a legal case.

Ann talked about Housing Initiatives, in particular the extension of the TID#1 funds. They are moving forward with the next steps on the 19 unit building on North Oakland which means the sale of the land to the developer so that he can secure Wisconsin funding.

The Village is also looking at other ways to increase housing thru accessory dwelling units, and permitting bedrooms in basements. Ann reported the Traffic Calming efforts this summer provided some good information. Shorewood is part of a county wide effort to look at calming traffic.

The Bike Ped safety committee is looking at ways to connect more with the schools and the PTO's and students. The Village also reached out to Shorewood businesses about being "student friendly" especially with regard to students at lunch time.

We ended by agreeing to meet again next spring to continue sharing information and finding ways to work together.

