A photograph of several young children sitting in a classroom, looking towards the right. The child in the foreground is a boy with short brown hair, wearing a dark blue shirt with a white American flag design and a purple sash. He is holding a small American flag. Other children are visible in the background, some wearing green shirts. The image has a blue and white wavy graphic overlay on the right side.

Long-Range Planning Committee Meeting Materials

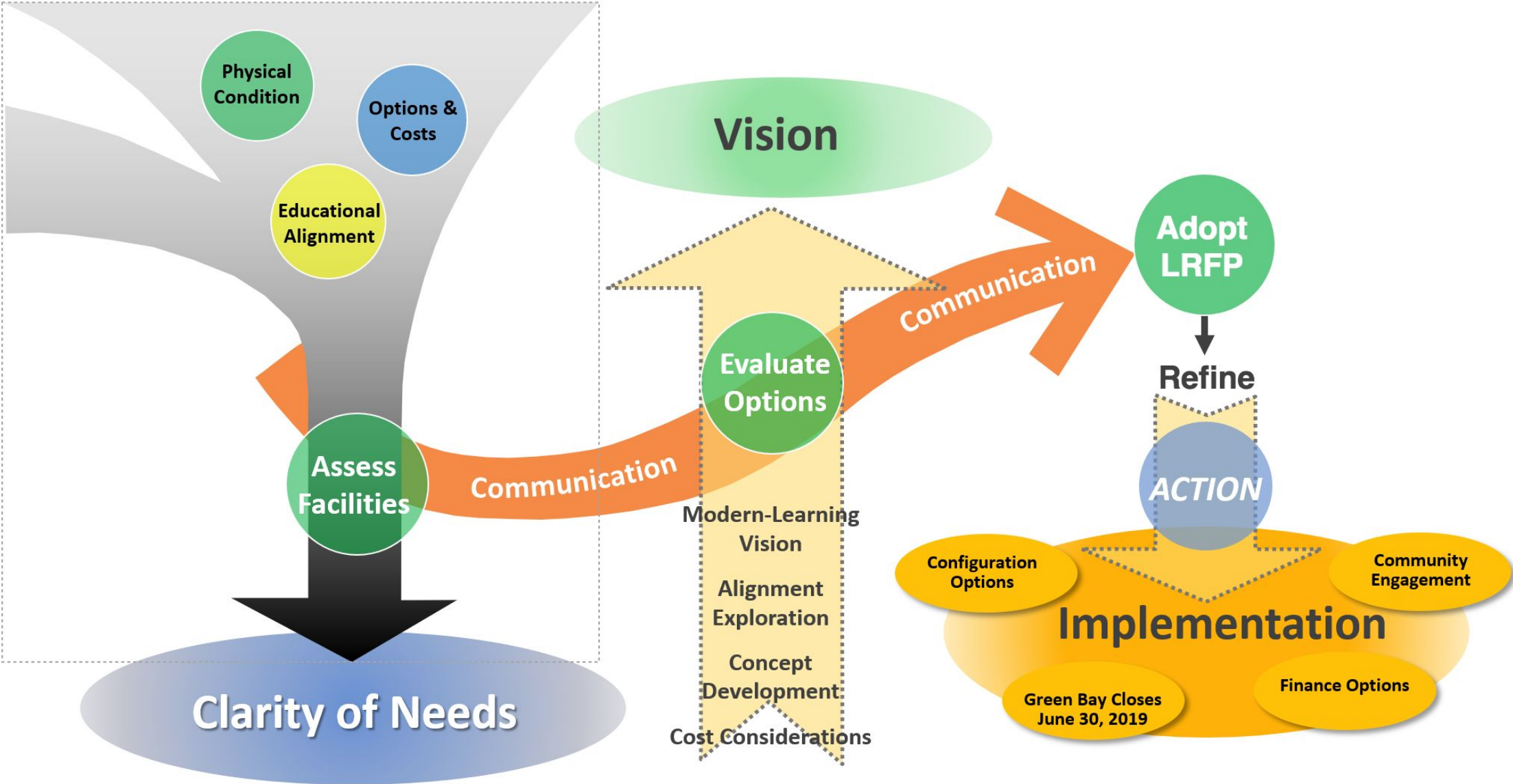
September 12, 2018



NORTH SHORE
—SCHOOL DISTRICT 112—

Inspire...Innovate...Engage

Long-Range Facility Planning Process



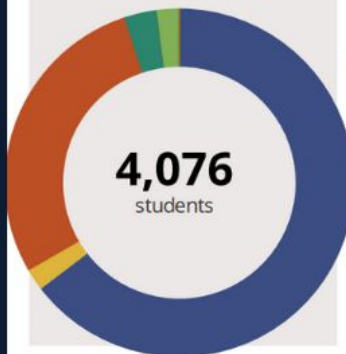
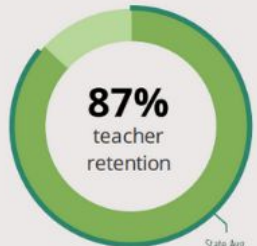
Agenda

- **5:30-5:45 - Our Why**
- **5:45-6:15 - Community Engagement Feedback**
- **6:15-6:45 - Budget & Finance 101**
- **6:45-7:30 - Activity & Feedback From LRPC**

ILLINOIS AT-A- GLANCE REPORT CARD

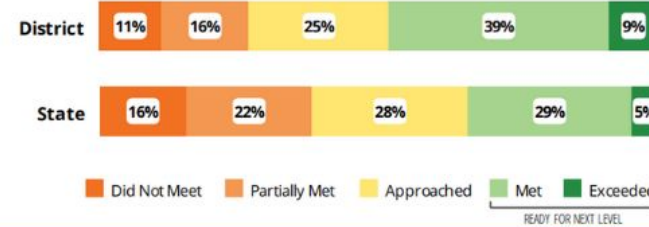
2016-2017

FAST FACTS



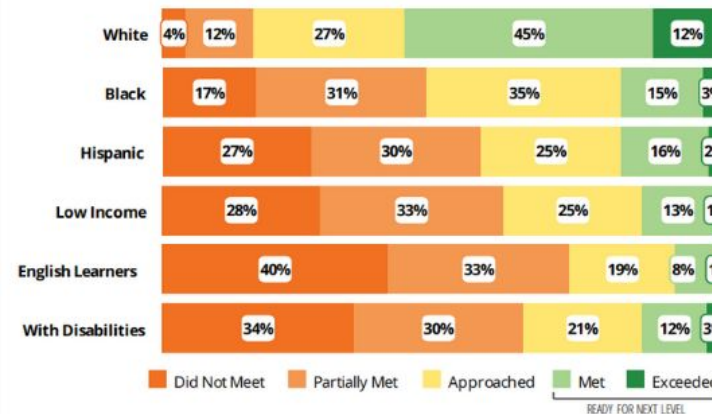
Academic Success

All Illinois students in grades 3-8 take the PARCC assessment each year. High school students take the SAT in Math and English Language Arts.



Success by Student Group

This display shows PARCC performance levels for each student group. No data is shown for groups with fewer than 10 students.



Student Characteristics

White	64%	Low Income	26%
Black	2%	English Learners	17%
Hispanic	28%	With Disabilities	15%
Asian	3%	Homeless	0%
American Indian	0%		
Two or More Races	2%		
Pacific Islander	0%		

District Finance

Instructional Spending per Pupil includes only the activities directly dealing with the teaching of students or the interaction between teachers and students.



Operational Spending per Pupil includes all costs for overall operations in this district, including Instructional Spending, but excluding summer school, adult education, capital expenditures, and long-term debt payments.



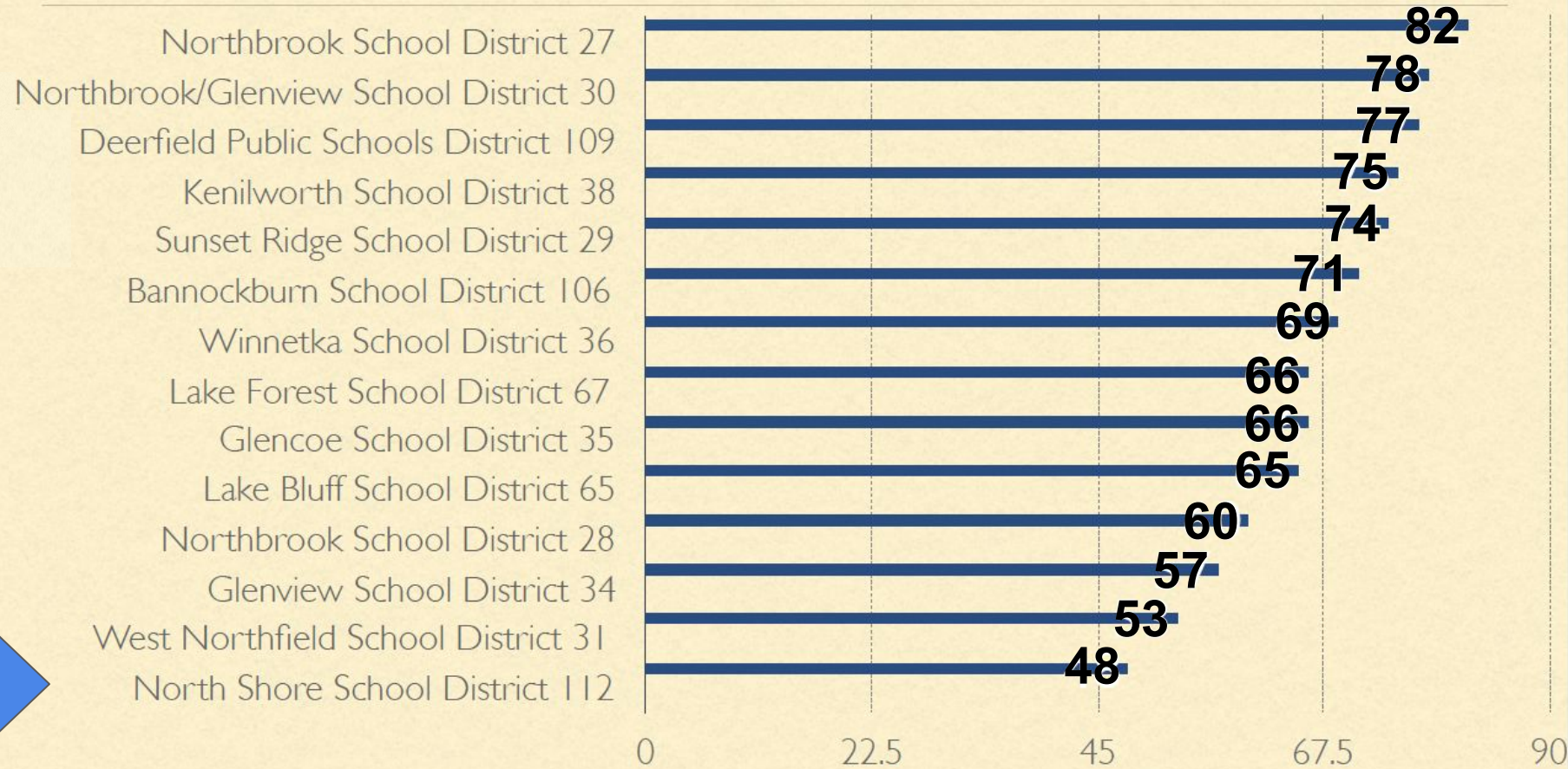
Achievement Gap

Achievement gaps display the differences in academic performance between student groups. The display below shows the gap in readiness for the next level between low income (LI) students and non-low income (non-LI) students on the PARCC assessment for both English Language Arts (ELA) and Math.



	District	State	District	State
Non-Low Income	64%	53%	56%	46%
Low Income	18%	23%	10%	18%
Gap	-46	-30	-46	-29

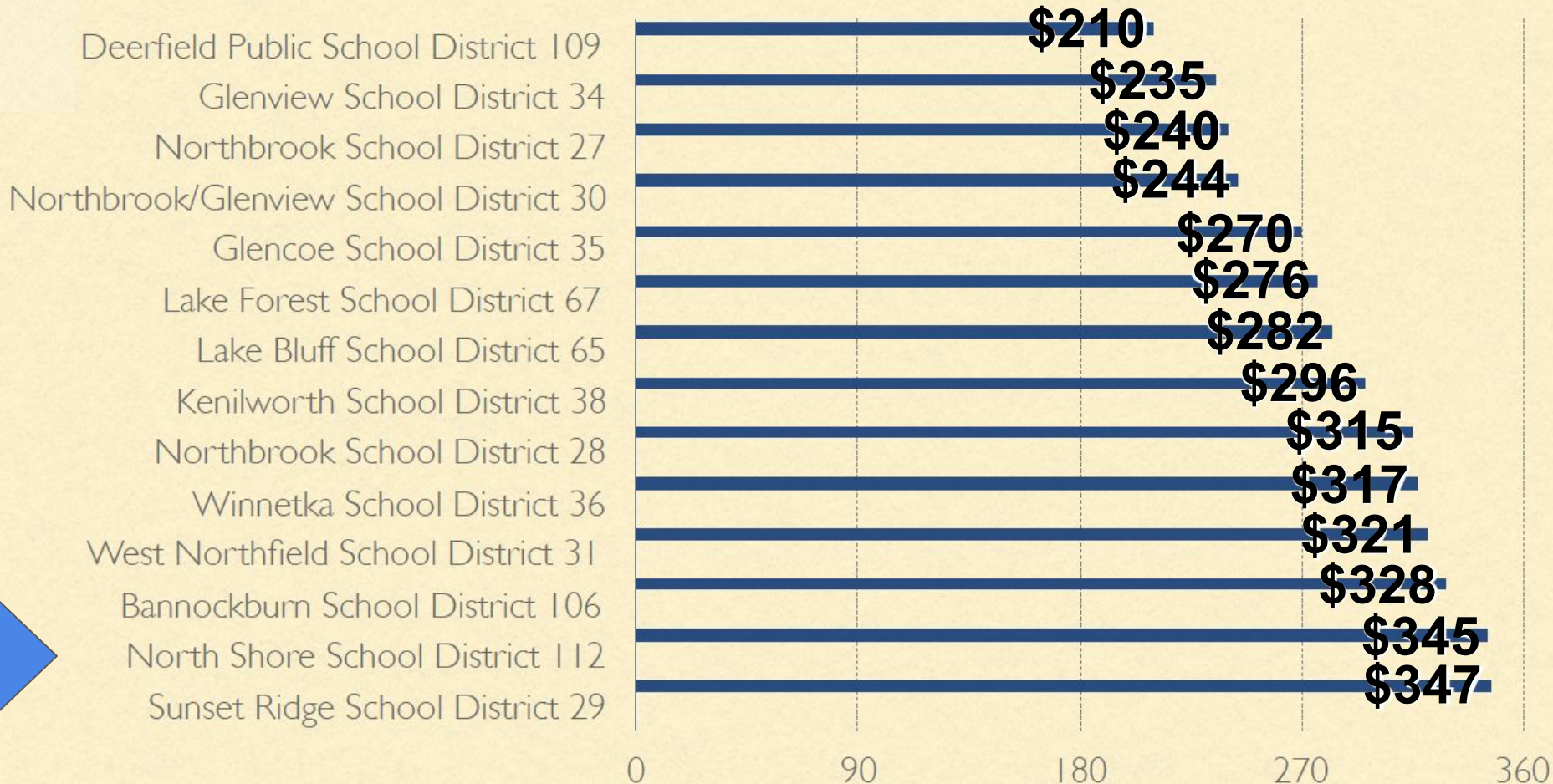
ACHIEVEMENT



VALUE

What are we getting for our investment?

Expenditure *divided by* Student Achievement



Our "WHY"?: Quality of Education

Illinois Balanced Accountability Measures

Continuous Improvement

Culture & Climate

Shared Leadership

Governance Management & Operations

Educator & Employee Quality

Family & Community Engagement

Student Learning & Development

Yr. 1

(9 SCHOOLS)

YEAR 1 (2019-20) - 9 SCHOOL MODEL

- 2019-20 -Pre-school moves to the Red Oak campus
- Administration including the Operations & Facilities at Indian Trail moves to the Lincoln School property
- Begin the middle school renovations and improvement projects at both Northwood Jr. High and Edgewood Middle School
- **Phased in Boundary Recommendations**
All changes to be phased in over 6 years:
 - **SW students** - north of Berkeley Rd. move to WT/NW starting with the Kindergarten class of the 19-20 school year.
 - **All Military children** - move to WT, with the exception of those in Dual Language program, starting with Kindergarten class of the 19-20 school year

Yr. 3

(9 SCHOOLS)

YEAR 3 (2021-22) - 9 SCHOOL MODEL

- Continue upgrades & improvements, including air quality improvements at WT and IT
- By the end of 2021-22 (year 3) complete educational and facilities upgrades and improvements at NW, EW, WT, IT (Pre-K RO and LI for Admin started in year 1)
- Plan major upgrades and improvements at RO and RA to incorporate SW and BR populations and traffic flow

Yr. 7

(7 SCHOOLS)

YEAR 7 (2025-26) - 7 SCHOOL MODEL

- Incorporate a seven school model over seven years
- Integration of SW into RO for the neighborhood school on the south west side of town with a renovated Red Oak
- Integration of BR into RA for the neighborhood school on the southeast side of town with a renovated & new Ravinia
- With revised Boundaries (in place since year 1 for incoming kindergarten students, the K-5 school in the Southwest would become RO (RO+SW) and the K-5 school in the Southeast would become RA (RA+BR)
- Middle School matriculation - NW (WT, OT,) / EW (IT, RO*, RA*)

The Goal:
Return on Investment
Quality of Education

5:45 - 6:15

Community Engagement Feedback

FAKO

Thought Exchange

FAKO:

The bottom line is there is minimal to marginal support for raising taxes to keep some schools open, even the localized school, and this helps drive the practical understanding of the financial impacts of consolidation.

FAKO:

When assessing opinion of reasons why the residents moved to or stayed in the community in relation to the schools, a range of **quality, reputation and academic topics** were the most prominently mentioned.

FAKO:

Nearly six out of ten (**56%**) feel **consolidation** would benefit the students and community and only one-third hold an opposing view.

There is significant agreement that **consolidation** would benefit the District's finances, with three-fourths holding this view and similar opinions among households with and without students in the schools.

This reaffirms their practical understanding of the benefits of **consolidation**.

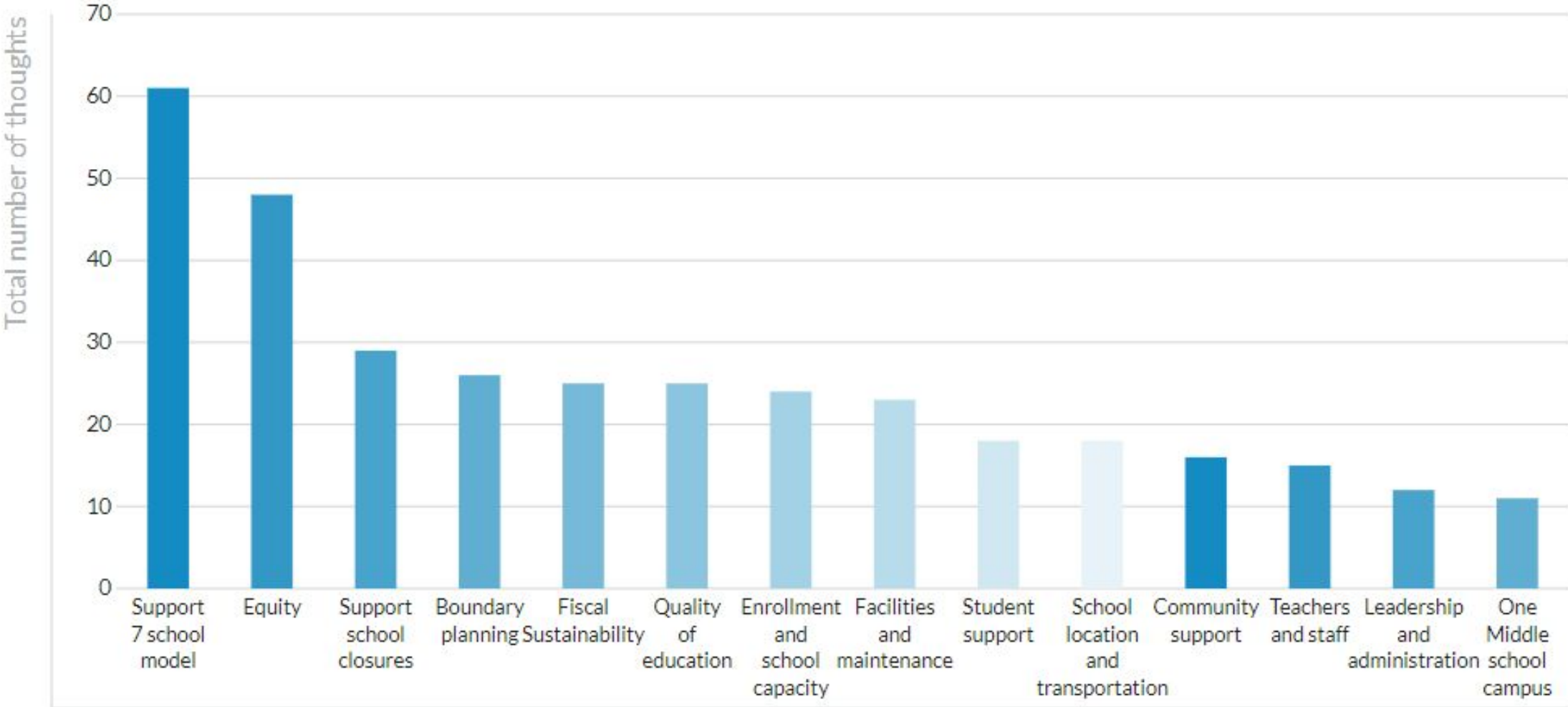
Residents clearly see the value benefits of **consolidation from both a quality and practical perspective.**

TOP THOUGHTS



- Improving the quality of education for all students.
- Providing equal services to students.
- The students best interests need to come first.
- Happy to see educational needs as the driver of the process.
- It's long past time to reconfigure the district.

Thought Exchange Round 2 - Thematic Breakdown



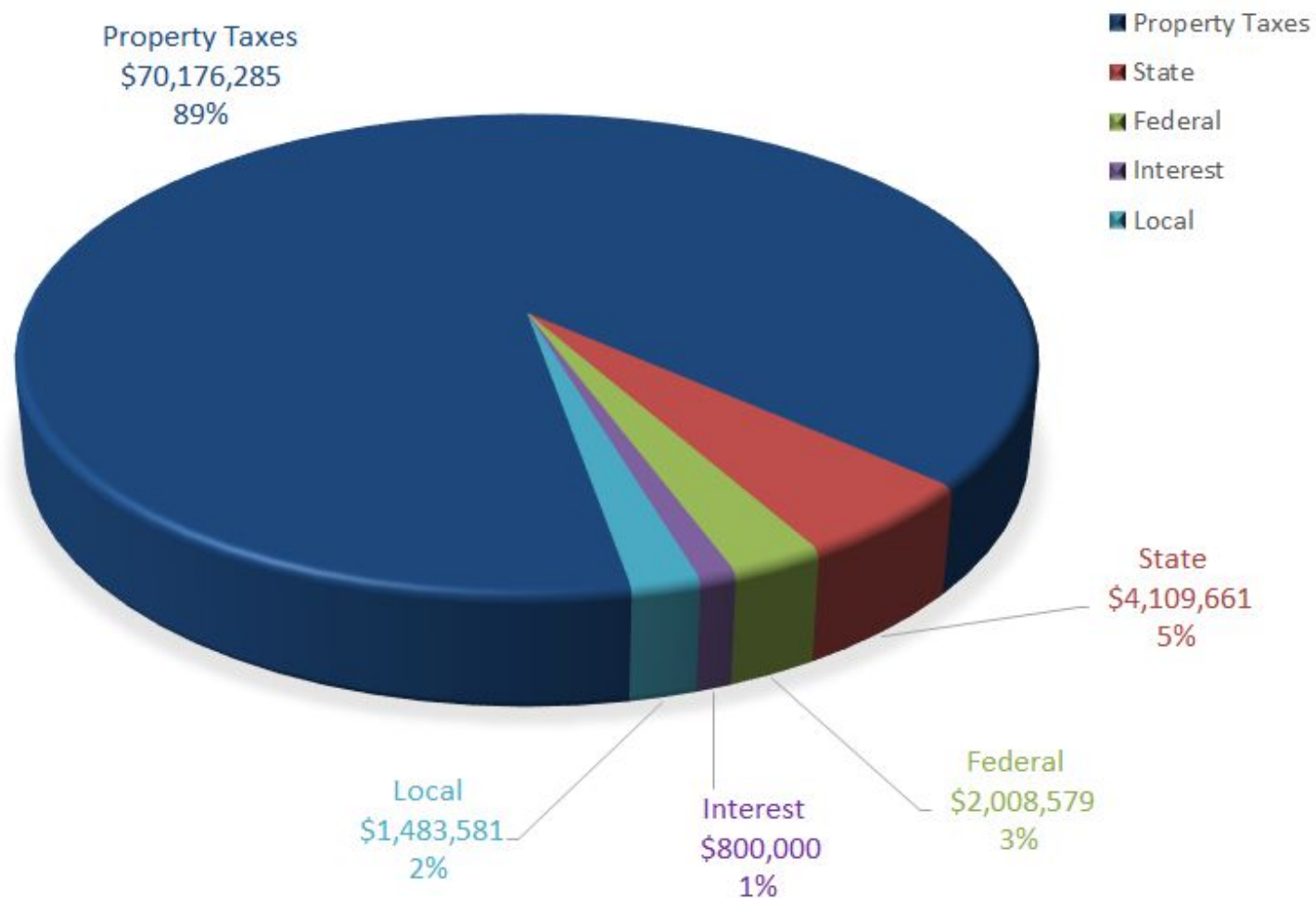
6:15 - 6:45
Budget & Finance 101

- **School Finance 101**: How the district gets its money and where does it go?
- **Fund Balance/Reserves**: How much does the district have to spend on improving educational outcomes for all students as part of the Long Range Capital Plan?
- What are the financial implications of the next steps that Dr. Lubelfeld is proposing?

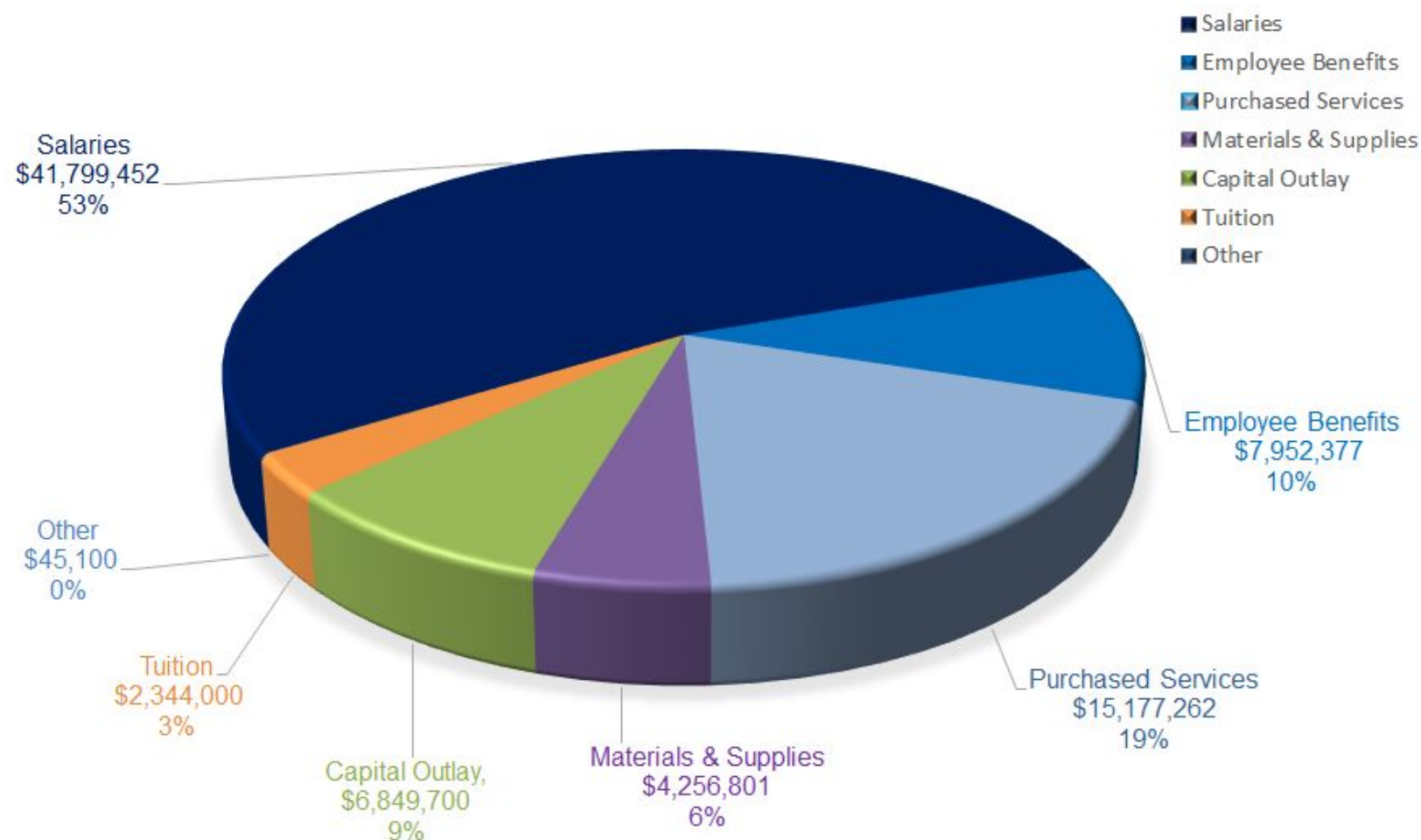
FY 2019 Budget: All Funds

Funds	Revenues	Expenditures
10 - Education	61,008,784	58,355,741
20 - Operations & Maintenance	12,773,836	10,774,002
40 - Transportation	3,022,721	3,515,826
70 - Working Cash	123,887	-
50 - SS/IMRF	1,648,878	1,779,123
60 - Capital	-	4,000,000
Total	\$ 78,578,106	\$ 78,424,692

FY 2019 Budget: Revenues



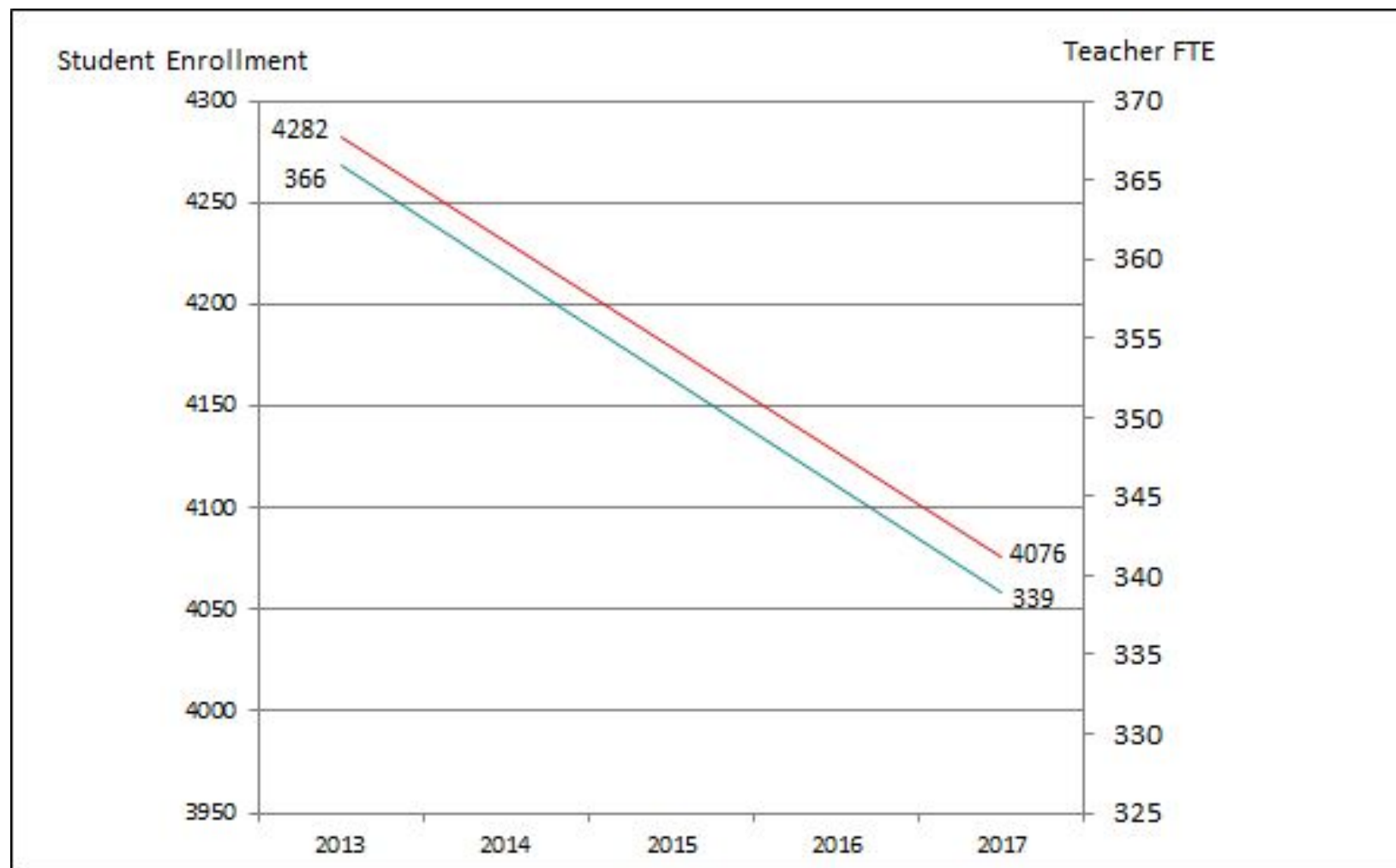
FY 2019 Budget: Expenditures



**53% salaries,
10% employee benefits
19% purchased services:
(purchased services also includes First
Student transportation, GCA custodial &
janitorial)**

****North Shore School District 112 expends
more than 80% of all dollars on people**

Aligning Resources to Enrollment



Source: Illinois Report Card 2016-2017

Fund Balance: The District's Reserves



- The district's Fund Balance (**financial reserves, savings account**) is the total accumulated amount of the revenues over expenditures, over time. It is also a **measurement of the district's capacity to deficit spend.**
- The past seven years of **austerity, savings, and cuts**, has led to our current reality.
- 5 Year Financial Projections - **Dr. Lubelfeld's proposal: 75% of reserves with additional infusion from Alt Rev Bonds.**

Funding Recommendation

- **\$83,000,000**
 - \$33,000,000 Fund Balance - Maintain 25%
 - \$50,000,000 **Non Referendum** Alt Rev Bonds
 - Renovating and upgrading 7 schools **starting with both middle schools**
 - Early learning center (relocate & expand)
 - Administration building (relocate)
 - Completion 6-year period

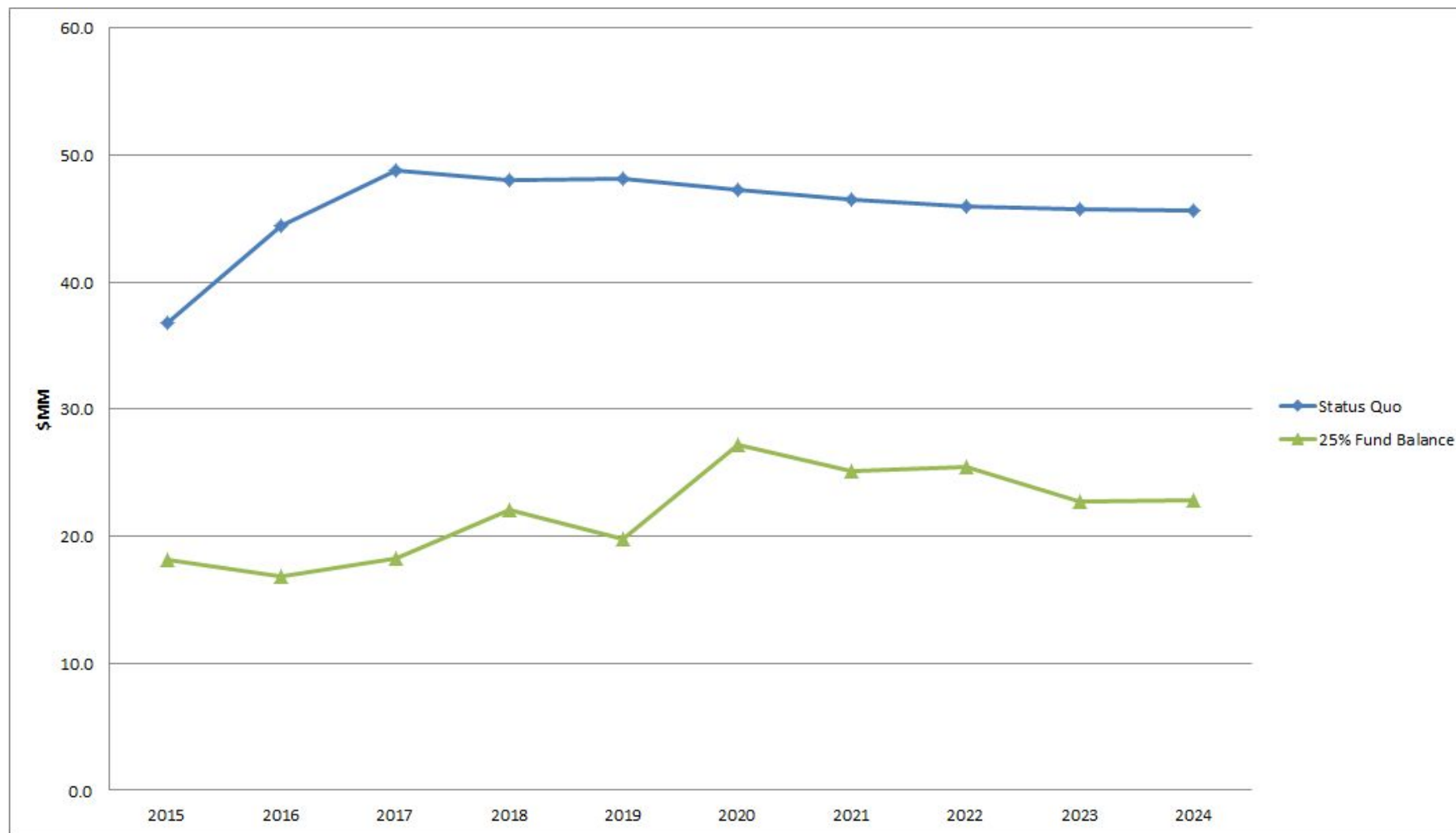
Funding Options - No Referendum

- **Alternative Revenue Bonds (ARBs)**
 - Local Government Debt Reform Act Section 15
 - **A direct referendum is not required**
 - A payment source must be identified and pledged as the primary security for the repayment of the Bonds
 - The maximum length of maturity is 40 years, the recommendation is 20 years

Funding Options - No Referendum

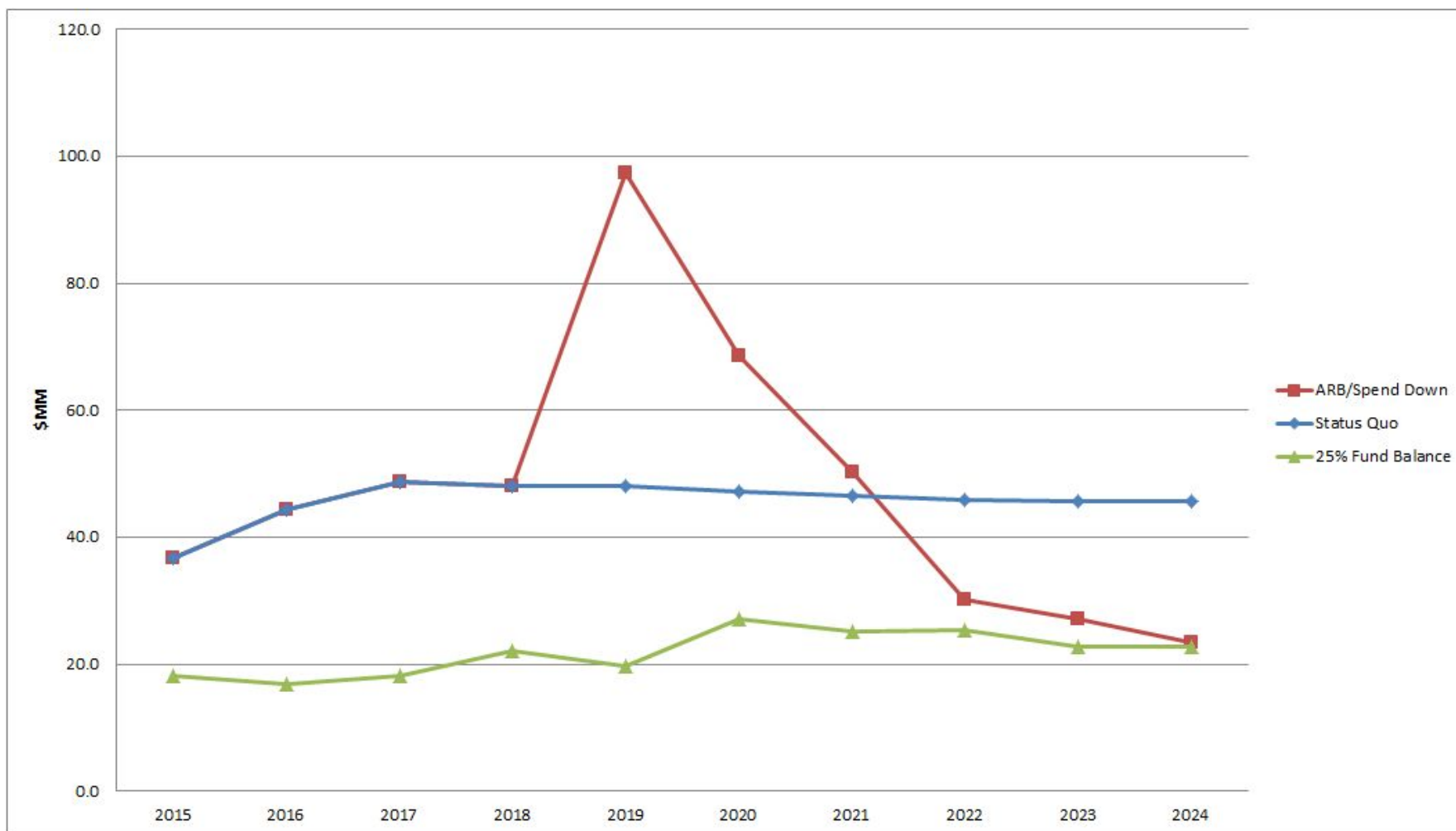
- Must abate debt service levy annually to the extent the pledged revenue source is sufficient
- Bond Issue Notification Act (BINA) Hearing required
- Subject to a 30-day petition period
 - Petitioners: greater of (a) 7.5% of registered voters or (b) 15% of registered voters or 200, whichever is less
- Alternate revenue bonds generally trade at the same yields as general obligation bonds
- As long as the district abates property taxes against the payment of debt service, they do not count against the debt limit

5 Year Projections - Scenarios



- **Status Quo:** Maintain Current 9 Schools - upgrades over time spending \$6MM/year after 2020
- **25% Fund balance:** Minimum required reserves per Board policy

5 Year Projections - Scenarios



- **ARB/Spend Down:** Issue \$50MM ARB, spend \$33MM fund balance on 7 schools with improvements & upgrades
- **Status Quo:** Maintain Current 9 Schools - upgrades over time spending \$6MM/year after 2020
- **25% Fund balance:** Minimum required reserves per Board policy

6:45 - 7:30

**Revised Long Range Plans &
Gather Feedback**

Yr. 1

(9 SCHOOLS)

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The Goal:
Return on Investment
Quality of Education



ACTIVITY

REVIEW PLAN COMPONENTS (30 MINUTES)

SMALL GROUP REPORTING (30 MINUTES)

CONSIDERATIONS YEAR 1 - YEAR 3 - YEAR 7



- WHAT MUST THE SUPERINTENDENT BE MINDFUL OF?
- WHAT ARE THE CRITICAL FACTORS TO ENSURE SUCCESS?
- WHAT IS THE #1 CONCERN YOU HAVE?



Physical Condition Assessment

SCORE	CONDITION
1	Poor
2	Fair
3	Good
4	Excellent

	SITE				BUILDING				ARCHITECTURE				MECHANICAL				ELECTRICAL				PLUMBING			
	ASPHALT/CONCRETE RESTORATION	SITE DRAINAGE/STORM WATER COLLECTION	ACCESSIBILITY IMPROVEMENTS	LANDSCAPE RESTORATION	EXTERIOR WALLS	EXTERIOR SEALANT/FLASHING	WINDOW/DOOR DEFECTS	ROOFING DEFECTS	FLOORING	CEILING	CASEWORK	DOORS/HARDWARE	MAJOR EQUIPMENT	CLASSROOM HVAC	EXHAUST SYSTEMS	COOLING COVERAGE	ELECTRICAL SERVICE	LIGHTING/POWER	FIRE ALARM	INTERCOM/PA /CLOCK	MAJOR EQUIPMENT	DISTRIBUTION PIPES	FIXTURES	FIRE PROTECTION COVERAGE
Braeside ES	2	1	3	2	4	3	4	3	4	3	4	4	3	1	1	1	3	3	2	4	3	1	3	2
Indian Trail ES	1	2	2	4	1	1	2	2	4	3	2	3	2	1	1	1	4	2	2	2	3	1	3	2
Oak Terrace ES	4	4	2	3	3	4	4	2	4	4	3	4	3	3	4	4	3	3	2	2	3	3	4	2
Ravinia ES	2	3	4	3	1	2	3	2	3	3	2	3	2	2	1	1	4	2	2	2	3	1	3	2
Red Oak ES	1	3	2	3	3	3	2	2	4	4	3	4	3	2	1	1	3	3	2	2	3	1	3	1
Sherwood ES	1	2	3	3	2	2	2	2	4	4	2	3	2	1	1	1	3	3	2	4	3	1	3	2
Wayne Thomas ES	1	4	2	2	2	3	4	2	3	3	2	3	2	1	1	1	3	3	2	4	3	1	3	2
Edgewood MS	2	4	2	3	1	1	2	3	4	4	2	2	2	1	1	1	3	3	2	4	3	1	3	1
Northwood MS	2	1	2	3	2	2	2	3	4	4	3	2	1	1	1	1	4	3	2	4	3	1	3	2

Learning Environment Quality

Indoor Environmental Comfort Evaluation



Acoustics



CO2



Humidity



Day Lighting



Temperature



Electric Lighting

Wight

LONG-RANGE
PLANNING

NEXT STEPS...

Long Range Planning Committee meetings:

September 24, 2018, 5:30 p.m. - 7:30 p.m.

- Refine recommendations, look at and review assets and the potential sale, re-use, dissolution

October 4, 2018, 5:30pm - 7:30 p.m.

- Recommended advice to the Superintendent

School Board Meetings:

Oct. 2, Finance Committee 6:00 p.m.

Oct. 9, Facilities Committee 6:00 p.m.

Oct. 23, Regular Board of Education Meeting 7:00 p.m.
Recommendations presented as Information

Nov. 27, Recommendations presented for action

Winter 2019 - construction begins!