

Date: **November 27, 2018,**
Regular Board of Education Meeting
To: Board of Education
From: Michael Lubelfeld Ed.D. Superintendent of Schools
Re: Final Long Range Plan Recommendation-Phase I 2019-2022 (11/20/18 9:30am)

Executive Summary

District 112 is fortunate to have a highly involved, invested, and knowledgeable community. Members of our community have participated in discussions around facility management and planning for over 8 years, beginning with the initial SFAC committee, through Reconfiguration 2.0 and with our current long-range planning committee. Through the efforts of multiple, highly involved community members, the Board of Education and District 112 Administration has received significant feedback and information.

As a public school district, our number one priority is to ensure that students achieve academically, socially, and emotionally. To achieve this goal, we have been focusing on our motto: *Inspire...Innovate...Engage*. This year's intense focus on providing a guaranteed and viable curriculum, for all students in all schools every day, is the result of best practices for all students.

This *Long Range Plan Phase I Final Recommendation* is focused on equitable access to educational opportunities for all students in modernized learning facilities designed to support academic and social-emotional learning and growth. This is the first set of steps designed to improve education in North Shore School District 112 (NSSD112). This first Phase comes as a result of much work in the past and in the present, in support of our future.

Long Range Planning Phase I - Middle School Reconstruction & Modernization

- Long Range Planning Committee (LRPC) Meetings July 28, September 12 & 24, & October 4, 2018
- Thought Exchange I - July 3-July 15, 2018
- Thought Exchange II - August 8-August 22, 2018
- FAKO Telephone Polling - August 7 – 11, 2018
- Board meetings with informational updates:
 - Regular Meetings July 17, August 21, September 25, October 2, October 23
 - Finance Committee October 2, 2018
 - Facilities Committee October 9, 2018
 - Joint Facilities & Finance Committee October 30, 2018(live broadcast & video archive)

- Plan proposal & approval - October/November 2018
- Funding- March, 2019 (2018-19 school year)

I submit the following *Final Phase I* recommendations for the improvement of the school district's facilities and learning environments. The revised, updated, *Final Long Range Plan Phase I* calls for the following:

- Northwood and Edgewood Middle School construction projects *with a total combined cost not to exceed \$75 Million*
- Use up to \$20 Million from fund balance (savings account)
- Proceed with sale of \$55 Million Alternate Revenue Bonds
- Authorize the superintendent to form a citizen advisory committee for construction projects.

The quote from Theodore Roosevelt “*Do what you can, with what you have, where you are*” captures the spirit of the opportunities we have in North Shore School District 112 at this time. We have the responsibility and great opportunity to do what we can (make changes to improve educational outcomes, facilities, and equity *one step at a time*), with what we have (accumulated fund balance savings as well as a limited bond issue paid for out of operation funds) where we are (in 2018 with 10 schools in operation for 3,852 students grades PK-8). *This first phase can be done without a tax increase to residents.* We are quite proud that this first phase moves us ‘light years’ ahead of where we are; we are mindful that learning from past history, we cannot repair in one fell swoop that which has been broken over time.

By keeping boundaries and feeder patterns as - is, the enrollment numbers at Edgewood and Northwood over the next several years will be:

Current Year: 2018-19	NW	EW
Total	516	791

2019-20	NW	EW
Total	523	768

2020-21	NW	EW
Total	522	753

2021-22	NW	EW
Total	508	708

Subsequent planning efforts, “Phase II”, will require additional infusion of money into the District. These can be realized via tax rate increase requests, bond issuance requests, or a combination thereof. Subsequent planning will also need to look into and explore *other priorities as defined*. The leadership team is looking forward to maximizing our impact and efforts to complete and refine Phase I prior to embarking upon any subsequent phases.

Our Long Range Planning Process, documented and archived at the [Long Range Plan Web Page](#) shows a rich, dynamic process where extensive and expansive community engagement, information review and analysis, historic and political and sociological impact study and review, and financial analysis yield a plan that will provide dramatic and profound impacts on the learning environments for the greatest number of students immediately within financial resources accessible and on hand with no tax increase in Phase I.

The challenges that exist in our school district did not arrive in “one day”, nor will the solutions that continue to vex us be resolved quickly. Nonetheless, we’re thrilled to be able to proffer a plan that can take existing resources with no tax increase and make dramatic improvements to the school district.

Even after spending around \$75 million on both middle schools, the financial realities and needs will exist in terms of the district needing more than \$70 million in remaining facility needs in the K-5 and PK school sites. With phase I, we are dedicated to creating the best middle school experience possible for our students by impacting the two facilities that will serve all of our students.

After we successfully improve both middle schools, we’ll begin to craft plans for the other needs we still have in the District. We will update the Board Strategic Timeline by spring 2019. Right now we want to make significant investments into the middle school facilities where all children in the school district will attend prior to completion of their elementary school careers.

As you know, this Phase I recommendation reflects the facilities and finance needs. In addition to the major facility and finance investments, the administration is also going to adhere to its commitment of continuous improvement and student success by focusing on personnel services, finance, student services, technology, teaching and learning as well as overall leadership.

Personnel and staffing decision-making that best reflects the needs of the students as well as the impact on finances. Teaching and learning decision-making that best matches the needs of the students and teachers with latest research on effective practices for equitable education including the introduction of coaches over time.

Finance and Facilities decision-making with a keen eye on the remaining assets and needs. Student services planning that looks back to a past audit of service delivery, and develops action plans for students and staff in concert with the department teaching and learning, as well as NSSD and with guidance from a recent audit of services. Technology services decision making

that takes into account two internal audits to be conducted as well as new emphasis on integration of technology services and teaching and learning.

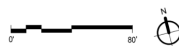
While we've focused so much energy into aspects of the Phase I plan, and we are excited for the chance to move those aspects forward, we remain laser focused on continuous improvement in every department on behalf of our students, staff, and community.

We anticipate that we will complete these "phase I" major renovations and work by the end of fall 2022. Plans are in concept phase right now for the temporary relocation of students at Northwood and Edgewood during the respective construction timelines at each school.

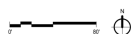
A Brief Look at what we'll get for an investment in our future of up to \$75,000,000

- Sharing a brief look at initial planning drawings representing conceptual design ideas with the potential investment of \$75,000,000. Detailed development of these concepts will begin with input from student, staff, and administration immediately following Board approval of recommendations.



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FIRST FLOOR PLAN



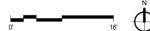
EDGEWOOD MS | 160418 | 60

SECOND FLOOR PLAN



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THIRD FLOOR PLAN



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Some concepts under development and consideration (subject to input from students, staff, & administration, include (but are not limited to): Rebuilding, adding, renovation, upgrades of

many classrooms, enhancement of existing and creation of new auditorium spaces, relocated, upgraded, updated, socially inviting dining space, STEAM/Makerspace upgrades, general paint, light, HVAC, piping, safety, physical site upgrades, ADA considerations and modernization...and more!)

The timing of construction would be as follows:

NORTHWOOD:

- Bid by end of May 2019.
- Move out Northwood Summer 2019.
- Start Construction September 2019.
- Relocate students at NW to Elm Place School
- Completion January 2021

EDGEWOOD:

- Bid by end of Oct. 2020.
- Start additions Spring 2021.
- Move Out Summer 2021.
- Relocate students TBD
- Full renovation and upper floor additions through summer 2022.
- Need to review overall schedule to determine if work can be completed for August 2022 occupancy or winter break 2022.
- Review dollars, funding, school needs in the 2022-2023 school year (Planning Year)
- Re-prioritize needs and appropriations for 2023 and beyond

Recommendations:

Approve the *Final Phase I* recommendations as presented (1-4)

1. Roll call vote to approve Northwood and Edgewood Middle School construction projects *with a total combined cost not to exceed \$75 Million*
2. Roll call vote to approve using up to \$20 Million from fund balance
3. Roll call vote to proceed with issuance process for \$55 Million Alternate Revenue Bonds
4. Roll call vote to authorize the superintendent to form a citizen advisory committee for construction projects