

# Community Engagement

October 13 2012: 1:00-3:00 PM  
October 22 2012: 7:00-9:00 PM

Millburn Middle School  
640 Freedom Way



## Millburn District 24 Board of Education

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## Background

The Millburn Board of Education, and the Millburn Strategic Planning Committee are committed to engaging the community in discussions about issues pertaining to the education of our students. The Millburn School District continues to face financial struggles as State and Federal funds are cut and costs continue to rise. The loss of revenue has led to changes in programming, staffing, and class size in recent years, and there is no indication that State and Federal funding will increase in the foreseeable future. Therefore, the School Board may once again be faced with difficult decisions on reducing programs, increasing class sizes, or increasing fees. Before making any of these decisions, the Board is once again looking for additional feedback from the community.

The School Board, Administration, Staff, and Parents are working together to maintain Millburn's outstanding educational tradition far into the future.

## Introduction

The objectives of today's/tonight's community engagement process are to provide an update on the Strategic Planning process (Our future hopes) share information on the current financial status of the District (Our current reality), and gather feedback from the public on prioritizing our next steps.

There will be a brief update on the activities and accomplishments of the each Strategic Planning Committee. The Millburn Strategic Plan consists of four groups: the Student Learning Committee, the Facilities and Finance Committee, the Communications Committee, and the Culture and Climate Committee.

After a brief update on the Strategic Planning progress, information will be shared on the historical financial progression of the District. Information will be provided on the cuts that have already been made in programs, personnel, and non-program areas. The current financial status of the District will then be shared followed by projections for finances in the upcoming school years.

Finally, participants in the community engagement activity will have an opportunity to ask questions, or share thoughts in a large-group setting. Participants will also be asked to respond individually through poll questions and group discussion.

## The Millburn Plan

The School Board initiated the Millburn strategic planning process during the 2010-2011 school year. The School Board hired Linda Hanson as a consultant to lead the District in initiating the Millburn Strategic Plan. The Millburn community began providing feedback to the School Board through a comprehensive survey and a community engagement day in the spring of 2011.

The feedback provided by the community led to the formation of four committees. The four committees were named: Student Learning, Facilities and Finance, Communications, and Culture and Climate. The committees met throughout the 2011-2012 school year, and the School Board officially adopted the plan in February of 2012.

The entire Millburn Strategic Plan can be viewed at the following link:

[STRATEGIC PLAN](#)

### Communications Highlights

*Goal: Consistent two-way communication between school, its “publics”- parents, non-parent community members, staff, students and board of education.*

Objective 1: Increase visibility and awareness of schools to the broader community.

- **Reached out to the community to collect non-school residents’ email addresses.**
- **Posted information in public places for various events.**
- **“Board Highlights” are unofficial notes that are sent to the public after each BOE meeting.**

Objective 2: Develop strategies to maintain and enhance the District’s strong reputation and pride.

- **The Superintendent sent out financial information on a regular basis outlining the value of a Millburn education.**

Objective 3: Enhance and expand communication opportunities with parents.

- **Staff members were given additional training and time to improve classroom website development at the beginning of the 2012-2013 school year.**
- **The automated phone and email system is used to deliver messages on a weekly basis.**

## Culture and Climate Highlights

*Goal 1: To create a positive culture and climate that supports student learning where parents, students, and staff members are involved and feel valued.*

Objective 1: Increase recognition and appreciation of all school community members.

- **Official recognition of staff, student, and parent accomplishments are a part of nearly every School Board meeting.**
- **Reward systems were put into practice at the elementary and middle schools with daily raffles at the Middle School, and the Part Mart Cart at the Elementary School.**
- **The School Board and administration hosted a staff appreciation reception at the end of the school year.**

Objective 2: Utilize Parent Volunteers.

- **The volunteer programs at each school have been created and they continue to be enhanced.**

*Goal 2: To create an environment where all students and staff are safe and responsible for their own behavior.*

Objective 1: Present expected behaviors for various environments within the school day.

- **The second-steps curriculum has been adopted and implemented as a model for teaching social skills.**
- **Posters have been developed to remind students of appropriate behaviors in a variety of settings across the school.**

Objective 2: Provide opportunities for students to participate appropriately in school-wide decision-making (for example, create a student advisory board, provide seats on the handbook committee, etc.).

- **Students were given the opportunity to vote on the division of students at each grade level for lunch and recess at the Middle School.**
- **Students were asked to join the Communications Committee.**

*Goal 3: Create a spirit of serving other in the Millburn school community.*

Objective 3A: Create opportunities for students to work with other students within the structure of the school day.

- **Students in 5<sup>th</sup> grade have “book buddies” in 1<sup>st</sup> grade.**

Objective 3B: Plan for support during student transitions.

- **Students in several grade levels were asked to write notes to each other before they attended the new grade centers.**

### **Student Learning Highlights**

*Goal 1: Research and explore opportunities to develop the most skilled students and staff.*

Objective 1A: Millburn teachers and students will be provided access to current technology and instructional resources to reflect best educational practices within the classroom.

Objective 1B: The District will provide appropriate training and staff development.

- **Staff members have been given opportunities to participate in staff development activities with colleagues from area schools.**

*Goal 2: Improve student achievement with rigor and relevance with appropriate challenge and real world application.*

Objective 2A: Teachers will continue to monitor student achievement using assessment data and report findings to the appropriate population.

Objective 2B: Teachers will use collaborative time to modify curriculum and instruction to meet student needs.

Objective 2C: Teachers will create an educational environment with appropriate learning opportunities that reflect students’ right to learn.

Objective 2D: Research “real world applications”.

- **At least one teacher in every grade level in 1-5 has attended a “Common Core” workshop.**

*Goal 3: Research and explore additional class offerings for students embracing 21<sup>st</sup> century skills and “Core Curriculum”.*

Objective 3A: Millburn School District #24 will research the creation and offering of electives such as foreign language, subject acceleration, public speaking/drama, and Project Lead the Way.

- **These ideas have been researched and tabled since the District continues to reduce budget in non-core subject areas.**

Objective 3B: Research and develop further embedding of 21<sup>st</sup> Century Skills.

- **Staff members are involved in the implementing the “Common Core” learning standards that are designed to incorporate 21<sup>st</sup> Century Skills. Staff members have participated in a variety of staff development opportunities this year, and more opportunities will be offered. 50% of the Districts’ staff development time is devoted to the Common Core.**

## **Facilities and Finance Highlights**

*Goal 1: Maximize the utilization of facilities and faculty to enhance and/or maintain the quality student learning.*

Objective 1A: Based on a comprehensive investigation of both financial and non-financial costs associated with the building configurations, provide the School Board a recommendation supported by a complete list of pros and cons.

- **The committee spent three months investigating the pros and cons of a new configuration.**
- **The committee recommended transitioning the two K-8 buildings into grade level centers.**

Objective 1B: In an effort to maximize staff productivity, implement volunteer programs.

- **Formal volunteer programs were implemented in each building. 139 volunteers participated in the formal programs.**
- **Volunteers were utilized over the summer to paint classrooms.**

*Goal 2: In an effort to remain fiscally responsible, develop a process to ensure short and long term financial strategies are addressed.*

Objective 2A: Assist in the creation, documentation and communication of short and long-term financial goals.

- **The District has restructured the maintenance department, and it will be initiating a preventative maintenance plan.**

*Goal 3: Effectively document and communicate the budgetary process to all District stakeholders.*

Objective 3A: Provide a process for community involvement and prioritization in the budgetary process.

- **Community engagement events.**

Objective 3B: Explore opportunities to increase revenues while considering new sources where available.

- **The Education Foundation is working with the District to write grants for technology funding.**
- **The District houses 6 SEDOL classrooms that generates \$120,000 per year.**

Objective 3C: Investigate all cost cutting opportunities.

- **The District bid a 3-year bus lease vs. 1-year for a savings of \$68,000**
- **The District refinanced Bonds for a savings to taxpayers of \$54,000 per year for five years.**
- **The District reduced the curriculum director position for a savings of \$125,000 per year.**
- **The District adjusted bus routes resulting in the reduction of three bus drivers.**

Objective 4D: Work with the Board to assist in building trust within the community regarding fiscal responsibility.

- **Ongoing through community engagement opportunities.**

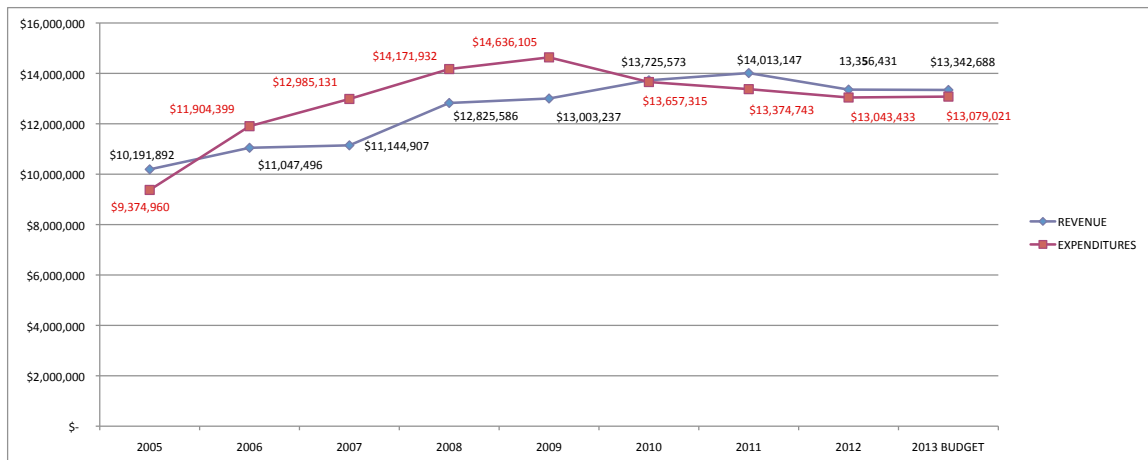


## Current Reality

Millburn continues to struggle financially despite significant cuts in programs, personnel, and supplies over the past four years.

## Historical Financial Picture

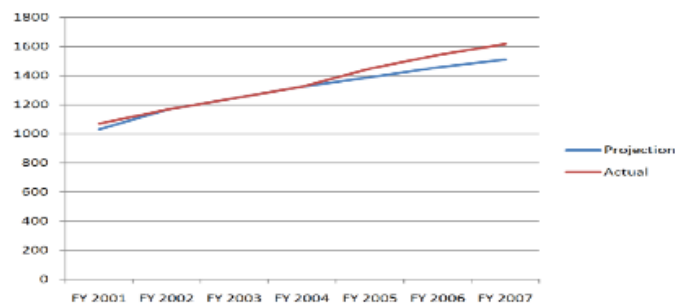
A quick review of the historical financial picture of the Millburn District is necessary to provide some background information. A majority of the presentation will focus on the current financial status, and the projected financial picture moving forward.



## 2001

The primary driver since the last referendum was growth. During October 2001, Donald E. Skidmore created enrollment projections for fiscal years 2001 to 2007. The projections showed unprecedented growth. The actuals showed growth even beyond the projections. Student enrollment projections showed growth of 71 students beyond projections.

Fiscal Year	2001 Projection	Actual	Actual - Projection
FY 2001	1030	1068	38
FY 2002	1166	1165	-1
FY 2003	1243	1245	2
FY 2004	1324	1322	-2
FY 2005	1389	1447	58
FY 2006	1456	1541	85
FY 2007	1508	1617	109



## Current Enrollment Projections:

District	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
K	175	139	131	128	110	102	102	102	102	102	102
1	195	183	157	166	134	123	114	114	114	114	114
2	192	201	183	159	171	145	127	118	118	118	118
3	185	193	207	186	172	177	150	131	122	122	122
4	185	182	196	206	189	171	177	150	131	122	122
5	180	189	179	194	206	185	170	176	149	131	121
6	165	188	195	182	195	200	188	172	179	151	132
7	190	164	194	200	180	196	202	189	174	180	153
8	155	189	167	195	184	178	193	199	187	171	178
Total	1622	1628	1609	1616	1541	1477	1423	1352	1276	1212	1162

## 2004

Our district passed a referendum by 381 votes to build Millburn West, now Middle School. In the same election our district passed an educational fund referendum of \$.53 / \$1,000. The money was projected to last 3-5 years.

## 2005

Millburn West opened.

## 2007

The long-term forecast called for growth. Old Mill Creek comprises the bulk of our district. There was talk of a 1,000 home development with associated impact fees to cover costs. Perhaps more building would soon follow. The board chose short term borrowing (TAWs) to stabilize class sizes as referendum money ran out. The enrollment had passed projections by 109 students contributing to the depleting funds.

## 2009

Our bank informed us that it would no longer lend TAWs unless the board balanced our district's budget. Within two months, our district had to cut \$1,300,000 per year.

Our district cut operating costs to non-sustainable levels – no changes in curriculum, no new text books, minimal software license upgrades, etc. Teachers and support staff were let go. Class sizes increased. We cut \$1,300,000.

## 2009-2010

The Consumer Price Index (CPI) fell to .1%, reducing our tax revenues, forcing further cutbacks.

Our district faces projected cuts of \$500,000 to \$800,000 for 2011-12 (FY 2012) school year.

Severe issues came to a head at the state level. Governor Quinn's budget proposed the following

- Reduction in GSA (General Student Aid) of \$450 per student. We are heavily

- dependent upon GSA and it is an additional reduction.
- The state uses ARRA funds in place of General State Aid.
- State aid payments are late by as much as 180 days. Some payments are not received in the year for which they were budgeted, causing us to have to borrow further to meet payroll.

### **20010-2011**

The State Legislator announced additional cuts in State Aid. The District investigates the reconfiguration of schools as a cost saving measure. The District used \$3.5 million in TAWs to meet the cash flow needs. The full amount was paid back in September.

- Expenditures were reduced by \$85,000.
- The state uses ARRA funds in place of General State Aid.
- The Consumer Price Index fell to .1% reducing the tax revenue in following years.
- Transportation funding is prorated at 74% resulting in a \$173,000 loss.
- Reading improvement grant eliminate resulting in a loss of \$48,711

### **2011-2012**

The State announces additional General State Aid cuts for FY 2013. Federal Funding is no longer available through the ARRA Act. The Federal Government projects additional decreases in funding. The District decides to reconfigure the schools and cut 10 certified staff and one administrator. The Board approved using \$3 million in TAWs to meet cash flow needs of the District. \$2.5 million was utilized and fully paid back by September. Reduced Expenditures by \$1 million

- Millburn receives additional ARRA funds - \$179,722
- State Regular Transportation Funding is pro-rated at 78% (Millburn loses \$163,500)
- General State Aid remains frozen at \$6119 and payments are paid at 95% of the district's entitlement (Millburn loses \$149,203)

### **2012-2013**

- Reduced Expenditures/Increased Revenue by \$1 million
- General State Aid remains frozen at \$6119 and payments are paid at 89% of the district's portion (Millburn loses \$285,682)

## Total Reductions Chart

REDUCTIONS FOR THE 2009-10 SCHOOL YEAR		
FTE REDUCTIONS	DESCRIPTION	AMOUNT
14.1	CERTIFIED STAFF @ \$50,000 EACH	\$705,000
1.5	LIBRARY CLERKS	\$34,000
2	CLERICAL OFFICE STAFF	\$27,000
0.2	NURSE	\$7,000
1	COMPUTER TECH	\$50,000
3	TEACHER AIDES	\$40,000
	REDUCE NUMBER OF BUS SHUTTLE ROUTES	\$75,000
	REDUCE EXTRA-DUTY POSITIONS	\$30,500
	INCREASE CLASS SIZES FOR SPECIALS	\$50,000
	REDUCE SCHOOL SUPPLY BUDGETS	\$87,000
	DEVELOP LOCAL SP ED PROGRAMS THUS REDUCING OUT-OF-DISTRICT TUITION COSTS	\$100,000
	ELIMINATE NEW TEXTBOOK ADOPTIONS	\$150,000
	REDUCE PAPER USAGE - INCREASED ELECTRONIC COMMUNICATION	\$8,000
21.8	TOTAL REDUCTIONS 2009-10	\$1,363,500
REDUCTIONS FOR THE 2010-11 SCHOOL YEAR		
1.7	CERTIFIED STAFF @ \$50,000 EACH	\$85,000
1.7	TOTAL REDUCTIONS 2010-11	\$85,000
REDUCTIONS FOR THE 2011-12 SCHOOL YEAR		
FTE REDUCTIONS	DESCRIPTION	AMOUNT
18.3	CERTIFIED STAFF @ \$55,000 EACH	\$1,006,500
	DISTRICT-WIDE SPORTS (INSTEAD OF A TEAM AT EACH SCHOOL)	\$42,300
18.3	TOTAL REDUCTIONS 2011-12	\$1,048,800
REDUCTIONS/REVENUE INCREASES FOR THE 2012-13 SCHOOL YEAR		
FTE REDUCTIONS	DESCRIPTION	AMOUNT
10.3	CERTIFIED STAFF @ \$60,000 EACH	\$618,000
3	REGULAR BUS DRIVERS	\$45,000
1	ADMINISTRATOR	\$125,000
	THREE YEAR BUS LEASE (2011-12 - 1 YR LEASE) & 2 LESS BUSES	\$68,544
	INCREASED STUDENT FEES (INCREASE RANGES FROM 25% TO 50%)	\$100,000
14.3	TOTAL REDUCTIONS 2012-13	\$956,544
FTE REDUCTIONS	DESCRIPTION	AMOUNT
54.4	TOTAL REDUCTIONS/REVENUE INCREASES FY10 THROUGH FY13	\$3,368,844

## State Financial Profile

Millburn has been on the State financial “watch” list since fiscal year 2007. Millburn had the lowest financial profile score in the State for fiscal year 2011. The following links will take you a page with more detail on every school district in the State.

[State Rank](#) and [Financial Profile Information](#)

The State of Illinois rates and monitors school districts’ financial performance. When a district is unable to maintain a balanced budget or borrows too much money, the district is placed on the financial watch list. If a district continues to spend more money than it takes in, the state steps in and takes over.

When the state takes over, the school district loses its local authority. Typically, the state retains a bare bones administrative staff, cuts all non-mandated programs and raises class sizes beginning with kindergarten at 29 students per teacher. The state may also impose taxes without a voter-approved referendum or may dissolve small districts, transferring students into larger neighboring districts. This is where we DON’T want to go.

## Balanced Budget

The Millburn BOE has approved a balanced budget for four consecutive years. The School Board adopted a balanced budget policy in 2010 ([BOE Policy 4:20](#)) However, the BOE has also had to make considerable reductions in staffing and programs in order to maintain balanced budgets. The recent cuts and corresponding consequences are highlighted in the upcoming sections.

## Comparison to other districts

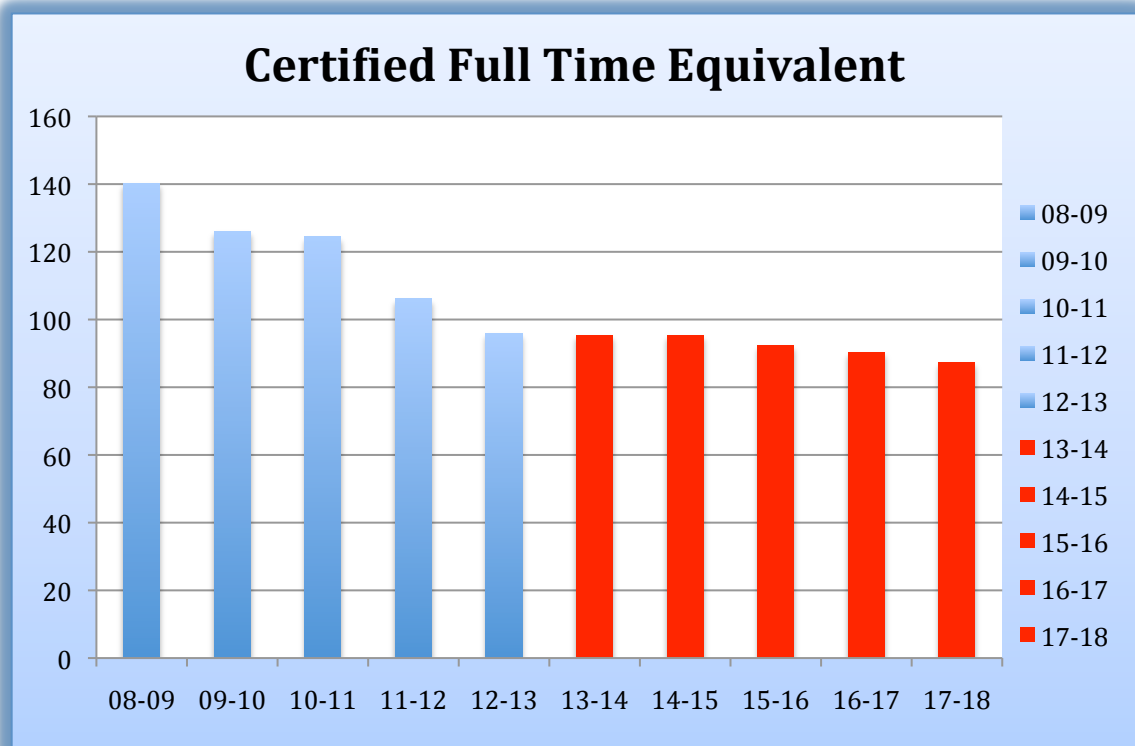
Millburn collects the second lowest revenue per student amongst all Lake County Elementary Schools.

Total Revenue Per ADA		Operating Expenditure per ADA	
Bannockburn	\$35,623	Rondout	\$25,359
Rondout	\$30,887	Bannockburn	\$18,961
Grass Lake	\$26,782	Lake Bluff	\$16,161
Lake Bluff	\$19,582	Aptakisic	\$15,471
North Shore	\$18,985	North Shore	\$15,241
Lincolnshire	\$18,611	Lincolnshire	\$14,721
Aptakisic	\$18,027	Grass Lake	\$14,721
Kildeer	\$17,431	Lake Forest	\$14,571
Lake Forest	\$17,146	Oak Grove	\$13,511
Deerfield	\$16,920	Deerfield	\$13,211
Oak Grove	\$16,115	Kildeer	\$12,951
Emmons	\$15,012	Emmons	\$12,691
Hawthorn	\$14,489	Hawthorn	\$12,161
Gurnee	\$14,291	Diamond Lake	\$11,911
Diamond Lake	\$13,867	Fox Lake	\$11,321
Libertyville	\$13,745	Gurnee	\$11,231
Fox Lake	\$13,639	Woodland	\$11,061
Fremont	\$13,580	Zion	\$10,981
Gavin	\$13,526	Fremont	\$10,941
Zion	\$13,361	Gavin	\$10,701
Mundelein	\$12,442	Grayslake	\$10,521
Grayslake	\$12,397	Libertyville	\$10,331
Big Hollow	\$12,285	Beach Park	\$10,111
Beach Park	\$12,215	Mundelein	\$10,051
Woodland	\$12,055	Winthrop Harbor	\$9,841
Antioch	\$11,702	<b>Millburn</b>	<b>\$9,761</b>
Winthrop Harbor	\$11,541	Antioch	\$9,281
<b>Millburn</b>	<b>\$10,668</b>	Big Hollow	\$8,961
Lake Villa	\$10,521	Lake Villa	\$8,781
	\$16,119	Average	\$12,601
	\$10,688	Millburn	\$9,761

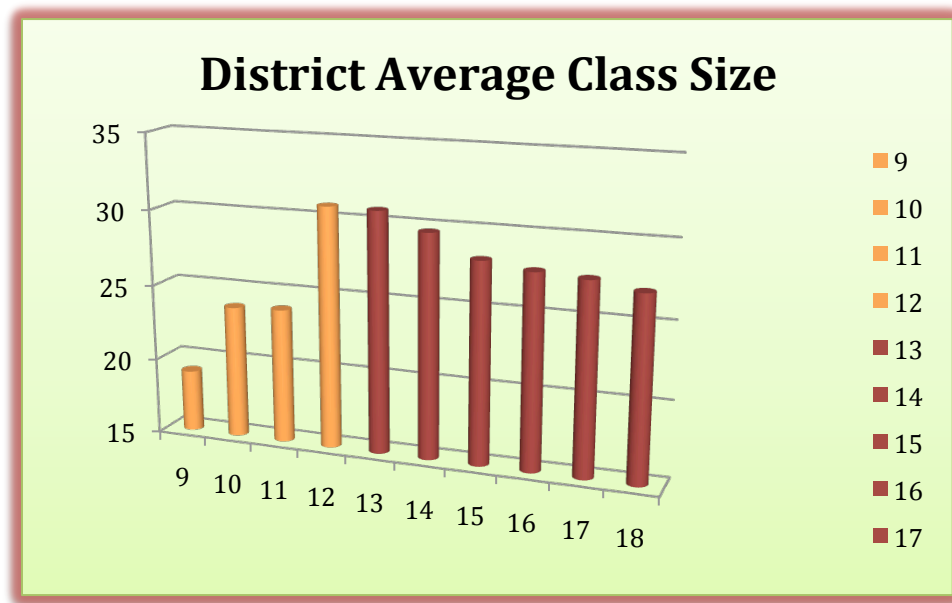
## Staff Reductions

The following graphs show the result of declining enrollment. The reduction in staff members reflects a slight decrease in teaching staff correlating with a declining enrollment. The class sizes slightly decrease over the next 5 years because of declining enrollment and how the section sizes are distributed.

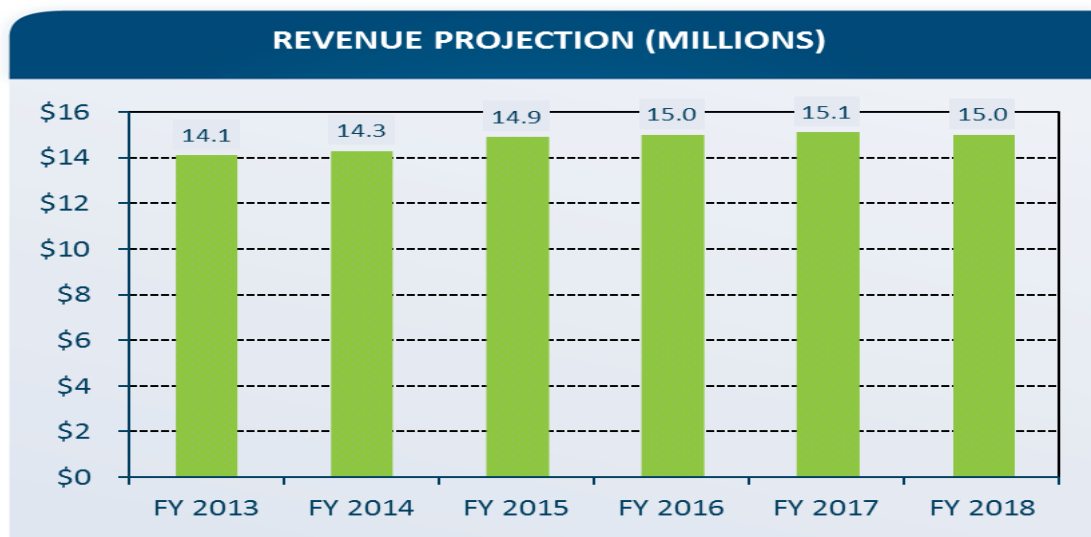
					2015/16				
K	102	20.40	5						
1	114	22.88	5						
2	118	23.59	5						
3	122	24.38	5					K-5 Enroll	
4	131	26.25	5					737	
5	149	24.87	6						
6	179	35.73	5					6-8 Enroll	
7	174	34.80	5					539	
8	187	37.30	5						
Totals	1276	27.74	46						
					2016/17				
K	102	20.40	5						
1	114	22.88	5						
2	118	23.59	5						
3	122	24.38	5					K-5 Enroll	
4	122	24.41	5					709	
5	131	26.11	5						
6	151	37.82	4					6-8 Enroll	
7	180	36.06	5					503	
8	171	34.30	5						
Totals	1212	27.54	44						
					2017/18				
K	102	20.40	5						
1	114	22.88	5						
2	118	23.59	5						
3	122	24.38	5					K-5 Enroll	
4	122	24.41	5					700	
5	121	24.28	5						
6	132	33.08	4					6-8 Enroll	
7	153	38.17	4					463	
8	178	35.53	5						
Totals	1162	27.03	43						
					2014/15				
K	102	20.40	5						
1	114	22.88	5						
2	118	23.59	5						
3	131	26.22	5					K-5 Enroll	
4	150	25.00	6					792	
5	176	29.37	6						
6	172	34.49	5					6-8 Enroll	
7	189	37.85	5					561	
8	199	33.15	6						
Totals	1352	28.17	48						
					2013/14				
K	102	20.40	5						
1	114	22.88	5						
2	127	25.37	5						
3	150	29.98	5					K-5 Enroll	
4	177	29.53	6					840	
5	170	28.35	6						
6	188	37.51	5					6-8 Enroll	
7	202	33.64	6					583	
8	193	38.63	5						
Totals	1423	29.64	48						



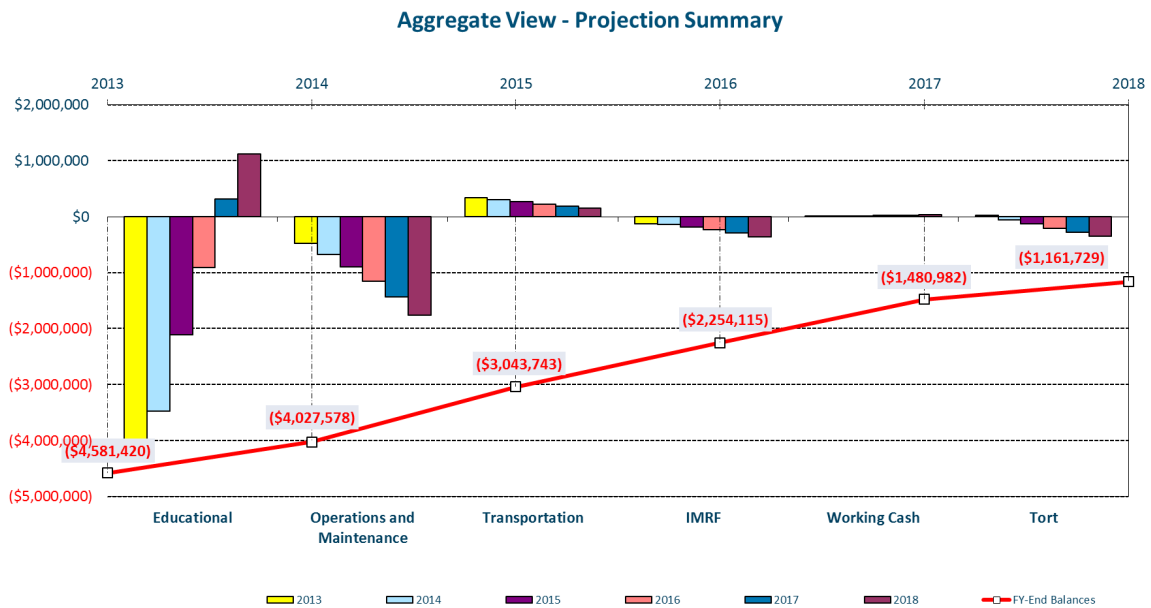
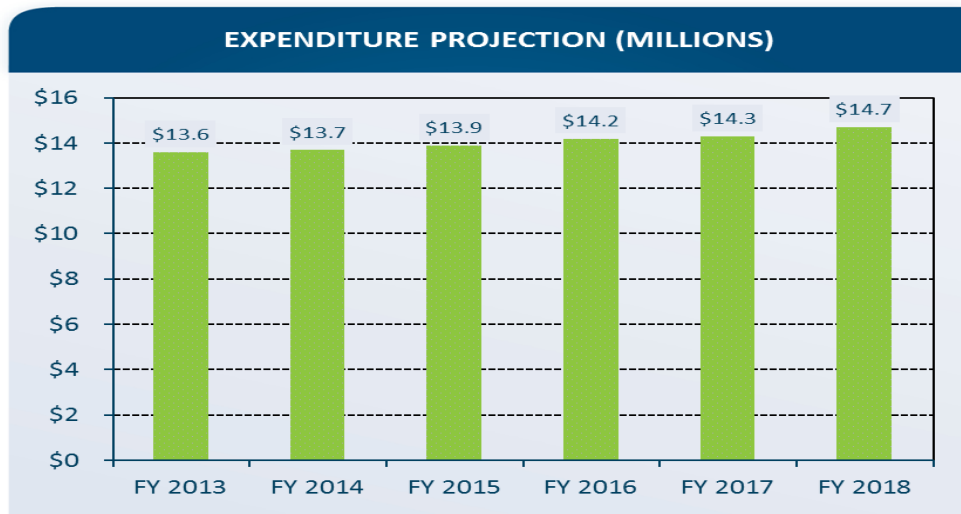
## Class Size Increases



## Future Projections







### Possible Influences on District Finances

There are many variables to consider when making future projections. Projections are updated quarterly in most private industries, and in some cases on a monthly basis. The variables that have the greatest impact on School funding are the following:

- Consumer Price Index
- Continued reduction in the housing market (EAV)
- Cost-shifting of retirement benefits to local school districts from the State

- Tax cap legislation
- Continued erosion of State funding
- Decrease in enrollment
- Increase in health care costs

## **The Gap in Summary**

The community desires a strong school district with a variety of academic choices and opportunities for a well-rounded education in a smaller group setting. Recent reductions in staffing have caused a loss of programming and an increase in fees to parents. District staff and parent volunteers have worked very hard to maintain a positive educational experience for our children. However, the rate of changes in curriculum and education reform is beginning to take its toll on our staff members. The District needs additional resources to continue to keep Millburn strong.

Millburn must invest in curriculum, staff training, and technology to continue providing a high quality education. Lowering class sizes to more desirable levels will also provide more opportunities for teacher and student interaction. State and Federal funds are unreliable. The Millburn Community must decide what the future educational experience will be for our children.

### **Future Scenario 1**

The District can continue to cut staff and programming to meet future increases in expenses and decreased revenues. The timing and severity of cuts will depend on State legislative decisions, the Consumer Price Index, and other unforeseen expenses.

The next significant cuts that are not related to a reduction in enrollment would likely result in the loss of music, art, technology, library education and possibly other services. This would mean that students would experience a shortened school day.

Reductions are due to loss of enrollment.

### **Future Scenario 2**

The District can ask the community for an increase in property taxes sufficient to maintain the current level of programming and staffing without the threat of further reductions for the foreseeable future.

### **Future Scenario 3**

The District can ask the community for an increase in property taxes sufficient to maintain the current level of programming and staffing without the threat of further reductions for the foreseeable future. And... perhaps enough increase in revenue to enhance our curricular offerings with Spanish, Project Lead the Way, or other programs.

### **What do YOU Think?**

Participants will have the opportunity to briefly share their thoughts and ask questions about anything related to District finances. If you are unable to participate in one of the engagement activities, you are invited to email the School Board with your comments at [boardofeducation@millburn24.net](mailto:boardofeducation@millburn24.net).