

OFFICE OF THE SUPERINTENDENT

Millburn Public Schools

INFORMATION ITEM

October 18, 2010

To: Board of Education Members

From: Ellen E. Mauer, PhD

Subject: Strategic Plan Presentation

Linda Hansen of School Exec Connect will be here tonight to talk about Strategic Planning and answer questions that the full Board of Education may have. Attached is the information from last time.

It was requested that references be checked. Those are also attached. We checked with Dr. Carol Klenow from Oakland and with Jacky Parker from Butler.

Finally, there is a letter from Fanning Howey, an architectural firm who does master facility planning. They talked to our sub-committee about the possibility of doing a master facility plan and energy audit to go along with our strategic plan. We can discuss whether or not the BOE would find this a valuable piece of information for the future planning.

# SCHOOL EXEC CONNECT

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TO: Dr. Ellen E. Mauer, Superintendent  
Millburn School District 24

FROM: Dr. Linda Hanson, President  
School Exec Connect

RE: Strategic Planning Proposal

DATE: May 20, 2010

## **Introduction**

Strategic Planning is an effective and efficient way to provide a three year road map for your District's future. Strategic Planning ideally should provide for the best way for the District to marshal its resources, time and talent to move the District towards the best outcomes possible.

The planning process recommended by School Exec Connect will be designed specifically for Millburn School District 24, taking into account its particular challenges and opportunities. The Strategic Planning process provides for wide community and staff involvement at the front end and monitoring the mutually decided upon goals to assure full implementation at the end of the formal process.

The Strategic Planning Process is recommended to take place over the 2010-2011 academic year with implementation beginning in fall 2011.

The asterisks reflect the stages where the facilitator is required. Other stages may be completed in-house, if desired. The pricing reflects both options.

## **The Process**

### **Stage 1: Pre-Planning \***

Stage 1 establishes a small committee to assure that the Strategic Planning process is specifically designed for your District. The pre-planning will include:

- Logistical decisions such as time, place, invitations, and scope
- Determining which data should be used to provide a baseline for planning
- District capacity
- Deciding on the five year timeline for the process
- Input to the creating the a staff and community survey
- Assessing (from the survey) which goals are those that should be examined in the Community Engagement Process

### **Stage 2: Engaging the Staff and Community\***

Stage 2 creates two opportunities for those who wish to give direct input to the process by: 1) completing an on-line survey that is designed specifically for your District, and/or 2) attending a Community Engagement Process over one and one-half days that will shape the future work of the District. Engaging the Staff and Community includes the following elements:

- Revisiting the current mission or creating a new mission or credo
- Reviewing latest work from futurists to have a view of the world our students will face
- Using data to establish the baseline of the areas to be studied (where we are)
- Determining the desired future of the District (where we want to be)
- Examining the gaps that exist between the “where we are” and “where we want to be”
- Reviewing the Goal Areas that will be the basis of improvement for the next three years taken from the survey
- Creating a clear vision of every Goal Area for clear, articulated planning
- Determining objectives that would achieve the goals

### **Stage 3: Implementing the Vision**

Stage 3 is the most difficult part of the Strategic Planning Process. This part of the plan is achieved through committee work. A committee is formed around each goal area. The work of the committees follows:

- Creating Action Plans that with objectives to achieve the goal
- Establishing metrics with each objective to determine it has been achieved
- Establishing a communication template for the progress of goal attainment in an open and transparent way

### **Stage 4: Board Approval**

The Board of Education will approve the Strategic Plan, thereby establishing the direction for the District for the coming four years.

### **Stage 5: Monitoring the Plan**

Monitoring the plan is the ongoing oversight that assures the continued forward momentum of the planning process. An Oversight Team is recommended to monitor the committees as well as help with the coordination of the various committees. The committee will determine the timeline for reporting results to the public.

### **Costs Associated with the Strategic Planning Process**

- The cost of facilitating Stages 1-5 of the Strategic Planning Process is \$6,000 plus expenses.
- The cost of facilitating Stages 1 and 2 only of the Strategic Planning Process is \$4,000 plus expenses.
- The costs of Stage 3 and 5 are \$1,000 each.
- Expenses are in addition and will not exceed \$250 and include materials, copying, transportation, etc.

## Millburn School District 24 Strategic Planning

<b>PLANNING THE PROCESS <i>(Planning Team)</i></b>	<b>ENGAGING THE COMMUNITY <i>(Staff and Community)</i></b>	<b>IMPLEMENTING THE VISION <i>(Action Committees)</i></b>	<b>MONITORING THE PLAN <i>(Monitoring Committee)</i></b>
<p><b>Plan a survey of the school and community</b></p> <p><b>Decide upon the timelines</b></p> <p><b>Choose what data will be reviewed</b></p> <p><b>Select broad goals for planning (from the survey)</b></p> <p><b>Determine the capacity of the District</b></p> <p><b>Appoint a Key Liaison from District</b></p> <p><b>Determine the Action Committee Chairs</b></p>	<p><b>Review/rewrite the Mission and Beliefs</b></p> <p><b>Describe the future world of our students</b></p> <p><b>Review District data (Where are we now?)</b></p> <p><b>Describe the goals selected from the survey</b></p> <p><b>Determine the vision of each goal</b></p> <p><b>Determine a number of objectives that would achieve the goals.</b></p>	<p><b>Choose the objectives that are necessary to attain the vision of each goal</b></p> <p><b>Determine the people, resources, timelines that are needed to achieve the objectives</b></p> <p><b>Determine how the goals will be assessed and progress will be measured</b></p> <p><b>Determine the process for monitoring the progress of each objective</b></p>	<p><b>Board Action to accept the plan</b></p> <p><b>Oversee the interaction of goal areas</b></p> <p><b>Determine how progress will be communicated</b></p> <p><b>Set Board dates for reporting the progress on goal areas</b></p> <p><b>Determine when and by whom the plan will be annually evaluated and renewed</b></p>

### **Reference Check #1**

Dr. Carol Klenow, Associate Superintendent for Oakland Schools  
Via telephone

**1-How many stages did you contract for in the strategic plan process?**

We contracted for all 5, but later I took over the reporting. (last stage)

**2-Were you satisfied with the process and the way in which Linda handled the facilitation?**

Yes, absolutely.

**3-Would you use her again for this process?**

Yes.

**4-Do you feel your strategic plan is making a difference in your district?**

Yes.

### **Additional comments:**

I am the associate superintendent in a regional educational agency responsible for 28 independent school districts in one county. We oversee 22,000 students. We searched for 3-4 months just interviewing different business and educational strategic plan facilitators. What we found was always missing was the community engagement portion. We turned to Linda because her firm was the only one we found that could handle that piece of it. Community engagement was crucial to us due to the number of independent school districts we were working with. The pre-planning went beautifully. All focus groups were run well for all districts. She did a great job with the executive summary and reporting. Everyone worked well with her and with her associates. Linda facilitated well, got us a new vision statement, values, credo, and a plan. The plan we ended up with helped us to guide our staff evaluations, our budget planning, and much more. They did some follow up with the action planning committees, but it was up to me to

see that it continued.

## **Reference Check #2**

Mrs. Jacky Parker, BOE President for Butler Schools, IL

Via email

**1-How many stages did you contract for in the strategic plan process?**

**2-Were you satisfied with the process and the way in which Linda handled the facilitation?**

**3-Would you use her again for this process?**

**4-Do you feel your strategic plan is making a difference in your district?**

Hi Ellen,

I will try to answer your questions as best as possible.

1. interview process - during this time, Linda explained the various options available to us, and also had discussions with us regarding a program that would suit our community's needs and our board and district makeup. She did a great job during this process.

2. survey - we generated an all stakeholder survey with her help. we could not have done it without her. she help us with this process from beginning to end. after the survey was completed, she culled, collected and summarized all the data. we requested unfiltered responses, and that is exactly what she gave us. again, Linda was great here.

3. survey post mortem - linda met with the board, administration and select school officers one sunday afternoon. with her help we were able to come up with 3 main initiatives that came directly out of the survey input. without her help, it would have been very difficult to do. she was able to guide us in an unbiased way to search for what the community was trying to tell us.

4. stakeholder retreat - the district hosted a community event to identify the concerns of the community and to formally establish the 3 strategic plan initiatives. Linda was our moderator in this even. she choreographed the event with much ease and also focused all the groups to work together with the data at hand. It was great to have a third party person to do this. Linda was again commended.

5. the 3 committees have been formally established (they report directly to the board of ed) and are currently working to come up with solutions under the 3 initiatives. Even though the initiatives have not been completed yet, we have already seen a lot of progress to date.

None of this could have been done without her help. We were especially please with the unfiltered data, nothing was held back (good or bad). I am thankful that the board selected her, she brouhgt a unique and honest perspective to the process.

regards,

Jacky Parker

# FANNING HOWEY

October 13, 2010

Dr. Ellen Mauer, Superintendent  
Millburn School District 24  
18550 Millburn Road  
Wadsworth, IL 60083

Re: PROPOSAL FOR PROFESSIONAL SERVICES TO PROVIDE DEMOGRAPHICS STUDY, PHYSICAL FACILITY ASSESSMENT, ENERGY AUDIT, AND PREPARE A MASTER FACILITY PLAN

Dear Dr. Mauer:

On behalf of Fanning Howey, I want to thank you for this opportunity to submit this proposal. As you know, every school district exists on two levels. There is the educational mission of the district - its philosophy, curriculum, and overall goals. Then there are the physical realities of the existing infrastructure and student enrollment. In the most effective districts, educational goals, capacity needs, and the educational facilities plans perfectly align. This is the vision for Millburn School District 24.

A thorough long-range plan for the future is a must. Fanning Howey's Solutions Group can provide your District access to a full complement of planning services. Data collection professionals, educational planners, community engagement facilitators, architect, engineers, and demographers all work together to develop comprehensive and well-coordinated plans that address every aspect of a successful plan.

Fanning Howey is ready to help you optimize existing educational space and align facilities with district goals and needs. We will bring the following key strengths to your project:

- **In-Depth Experience in Educational Planning and Analysis** - With nearly 50 years of experience as a national leader in educational planning and design, we can provide unparalleled credentials in this area utilizing in-house professionals. Our current and recent work includes similar projects for a range of clients from large urban districts including the District of Columbia Public Schools, Detroit Public Schools, and Providence Schools, to small rural districts. This variety of experience enables us to understand the particular issues facing your district and know how to resolve them as part of an overall team.
- **A Holistic Approach to Planning** - Our planning process considers current physical conditions, educational adequacy, and effective learning environments - including daylighting, thermal comfort, and indoor air quality. It is important to look at the big picture, as well as all of the small details, in order to develop the best solution for Millburn School District 24.
- **An Informed Approach to Community Engagement** - Our comprehensive approach to community engagement has been refined over the years. We can help you turn complex issues into clear, compelling messages.
- **Ability to Handle Projects of All Sizes and Complexity** - With nearly 250 professionals across all disciplines, Fanning Howey has the experience and manpower to handle any project, big or small. From a Feasibility Study in Grass Lake, to complete program management in Detroit, we know that all educational planning and design projects are important in ensuring students have effective and efficient learning environments.

ARCHITECTURE | ENGINEERING

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Dr. Ellen Mauer, Superintendent  
Millburn School District 24  
Wadsworth, IL  
October 13, 2010  
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In addition, our special consultant - nationally-recognized grant writer Hollie Ainbinder - will allow our team to provide you with full grant research and administrative services. We have helped several communities move forward with vital projects without the need for an immediate outlay of local funds, and can provide assistance through every step of the grant process.

What we would propose for your district is as follows:

- **Demographics** – A projection of the number of students expected to enroll in Millburn School District 24 over the next several years.
- **Facility Assessment** – An assessment of both schools from an educational and physical adequacy standpoint.
- **Energy Audit** – An audit of the energy usage in both buildings compared to Energy Star metrics. This will include energy modeling, evaluation of occupancy usage and a conservation assessment that will show Energy Conservation Measures (ECMs). ECMs include annual savings, initial costs, return on investment and simple payback in years.
- **Master Facility Plan** – The end result will be a master facility plan that aligns projected student enrollment with building capacity; identifies opportunities and constraints including energy conservation; and, suggests potential funding sources.

The master facility plan will function as a guide by providing sound data and analysis upon which the Board of Education and administration can base decisions regarding the future of Millburn School District 24.

We would be please to provide our Master Planning Services for the Millburn Central and Millburn West facilities for a fixed lump sum fee of \$10,000 per building.

We do not anticipate any reimbursable costs.

Please contact me if you have any questions regarding our Proposal or our services.

We look forward to the opportunity to work with the Millburn School District 24.

Sincerely,

FANNING HOWEY



Carl H. Baxmeyer  
Director, Solutions Group / Principal

chb/dmm