



**Board of Education - Committee of the Whole Meeting
District Office
1936 Green Bay Rd.
Highland Park, IL 60035**

Tuesday, April 12, 2022 7:00 PM

Agenda

Mission Statement

The mission of North Shore School District 112, a community partnership committed to a world-class education, is to nurture every child to become an inspired learner, a well-rounded individual and contributing member of a global community by striving for excellence within an environment that fosters innovation, respect, engagement and intellectual inquiry

LIVE STREAMING - To watch the live stream or the recorded Board Meeting, please visit our Vimeo page by clicking here.

1. Call to Order/Roll Call (7:00 p.m.)
2. Pledge of Allegiance
3. Approval of Agenda
4. ECRA Presentation - Data on Dual Language/English Language Learners
5. Discussion - Long Range Facilities Planning
6. Public Comments - *The Board welcomes comments and questions and gives them serious consideration. Comments are limited to 3 minutes for each speaker and will become part of the public record.*
7. Other
8. Adjournment



Dual Language and EL Program Review

April 12, 2022

Dr. Michael Lubelfeld, Dr. Kevin Ryan, Dr. Leah Kimmelman, District 112

Dr. Eleni Speron, ECRA Group

Presentation Overview

- Recommendation for Dual Language kindergarten placement
- Deep dive of enrollment trends by specific student characteristics
- NSSD112 data analysis in partnership with ECRA Group
- Next steps and recommendations



OUR BIG THREE

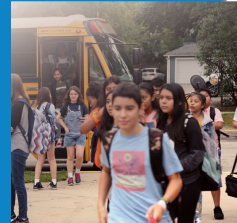
CLOSING ACHIEVEMENT GAPS

We are proud of our teachers, parents, and students working hand-in-hand with us to make sure each student in our district achieves at their very best.



PORTRAIT OF A GRADUATE

The Portrait of a Graduate is an aspirational list of skills that the district should equip students with prior to them leaving our schools.

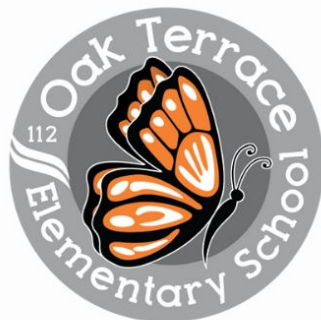


FACILITIES UPGRADES & MODERNIZATION

NSSD112 has funded a \$75 million middle school modernization plan and is in pursuit of Phase II to upgrade the elementary schools in a fiscally responsible manner.



Our Dual Language Schools



Why Dual Language?

“Developing proficiency in more than one language enhances career opportunities, promotes cross-cultural understanding, and improves communication skills.”

Tochon, 2009; Rumbaut, 2014

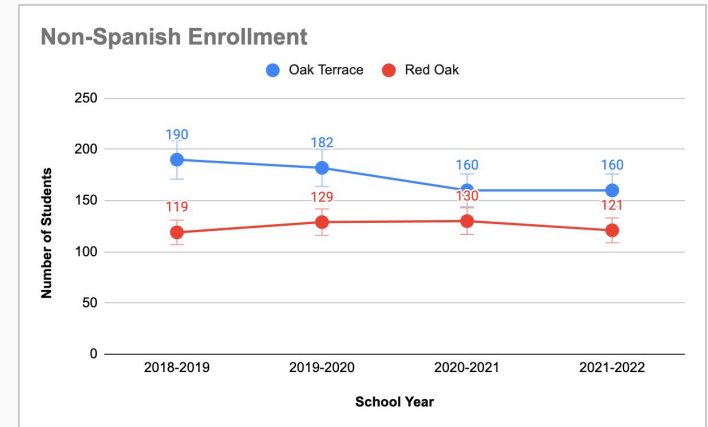
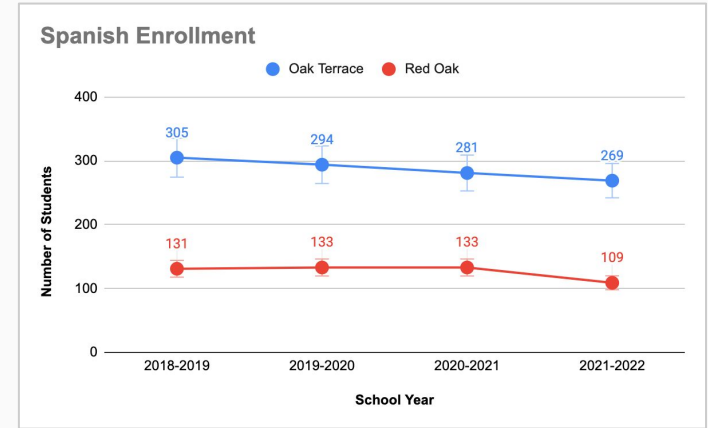
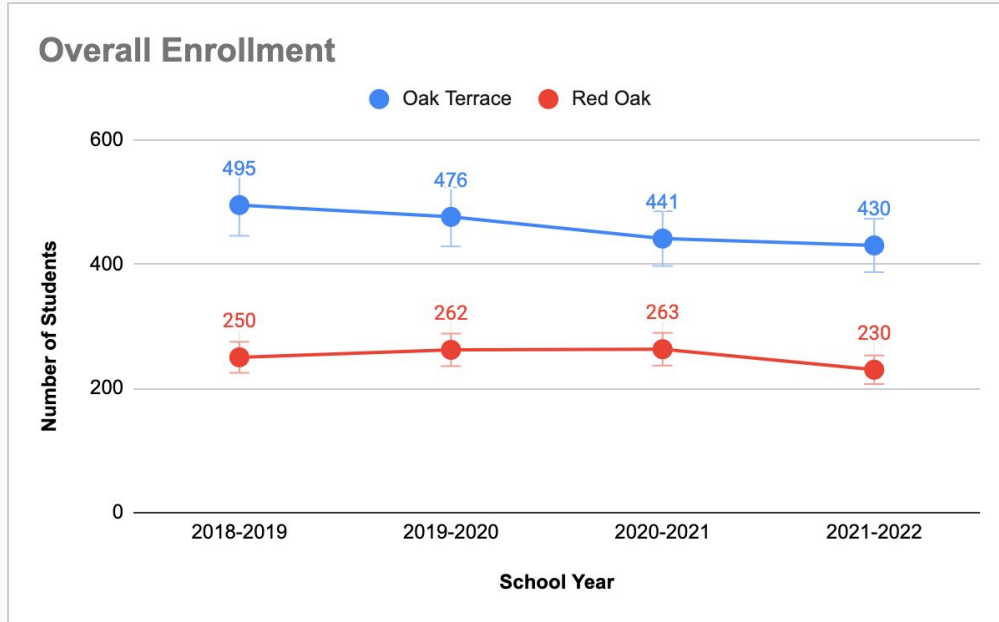
Kindergarten 2022-2023 Recommendation

Next Year: At least **four sections** of Dual Language kindergarten

- Two sections at Red Oak Elementary School
- Two sections at Oak Terrace Elementary School

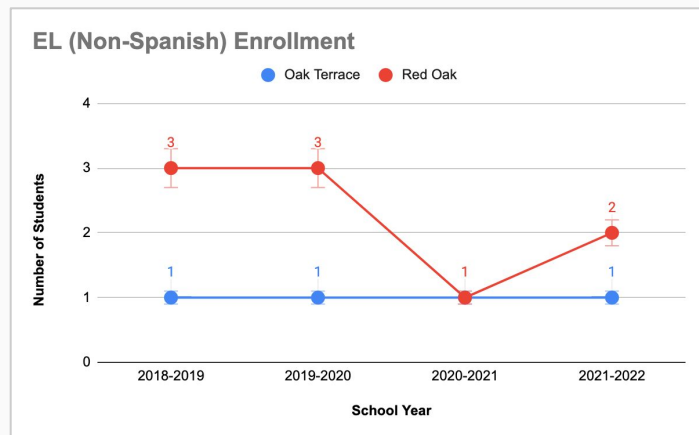
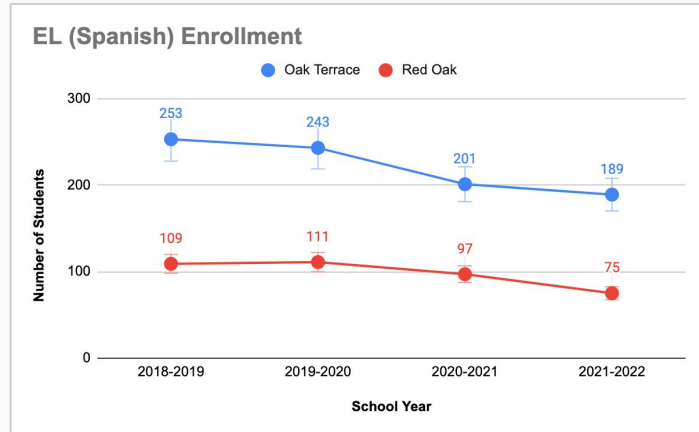
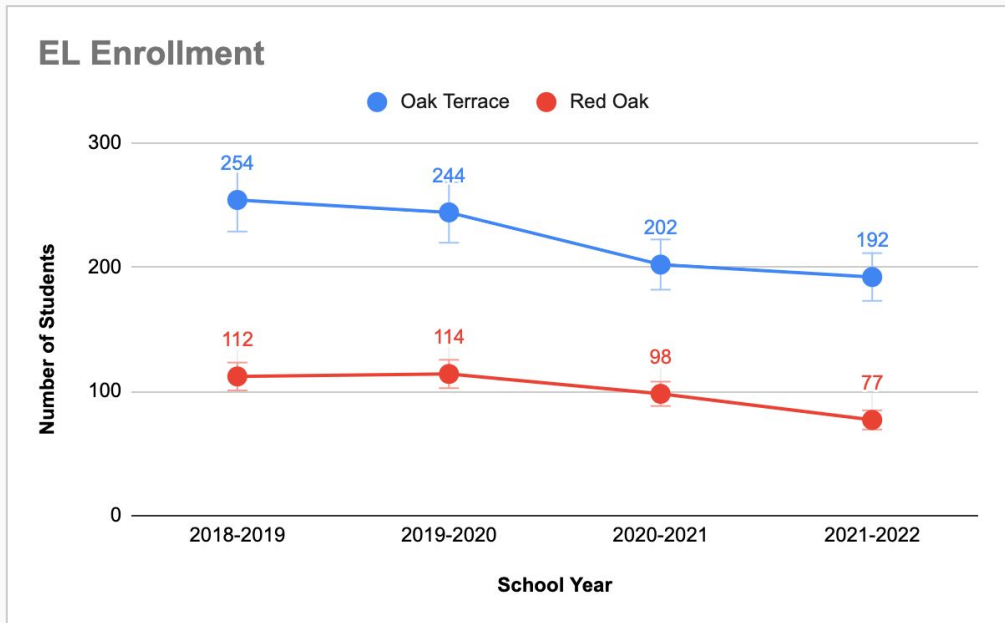


Enrollment Trends at Oak Terrace and Red Oak Elementary Schools



***End of Year Enrollment
2021-2022 as of 2/10/2022**

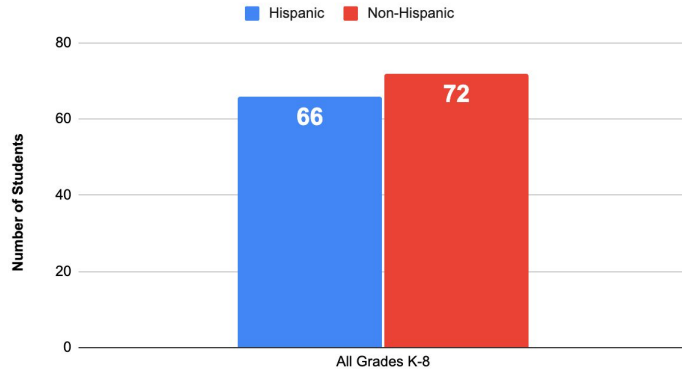
Enrollment Trends at Oak Terrace and Red Oak Elementary Schools



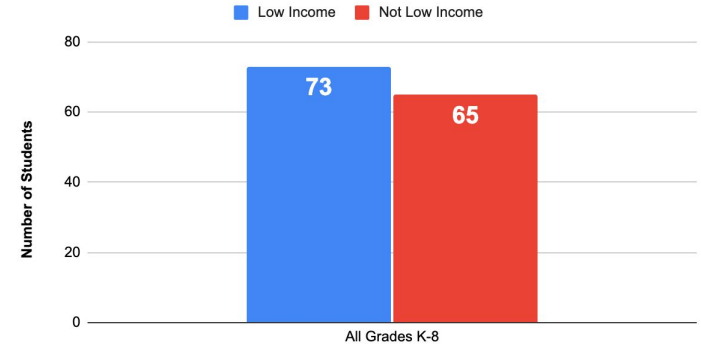
*End of Year Enrollment
2021-2022 as of 2/10/2022

Non-Dual Language EL Student Characteristics

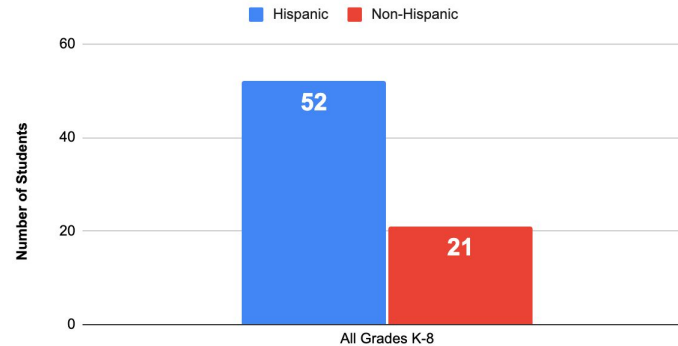
Students Designated as EL (Hispanic vs Non-Hispanic)



Students Designated as EL (Low Income vs Not Low Income)



Students Designated as EL and Low Income (Hispanic vs Non-Hispanic)



Dual Language vs District Student Characteristics

D112 Dual Language Program vs District Winter 2021-2022 Students Designated as EL, Hispanic, and Low Income		
	Dual Language	District
All Grades K-8	349 (35%)	401 (11%)

Purpose of Data Analysis

- Examine academic growth and proficiency for students participating in the Dual Language program
- Examine academic growth and proficiency for students in the Dual Language program based on EL and former EL status



ECRA Data Analysis

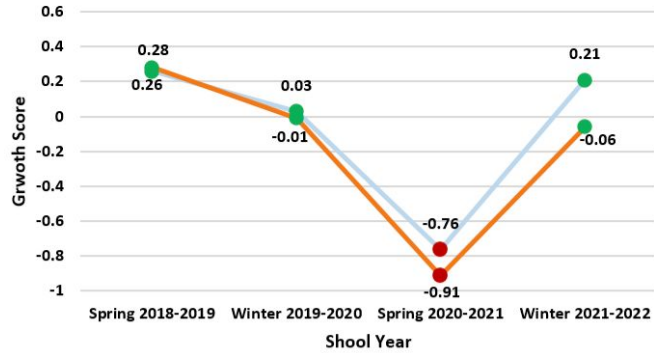
To close opportunity gaps, students need to grow at a rate that is higher than expected.

- **Red:** students have unsatisfactory growth - *growth index is -0.60 or below*
- **Yellow:** students have lower than expected growth - *growth index is -0.30 to -0.59*
- **Green:** students have expected growth - *growth index is -0.29 to +0.29*
- **Blue:** students have higher than expected growth - *growth index is +0.30 or above*

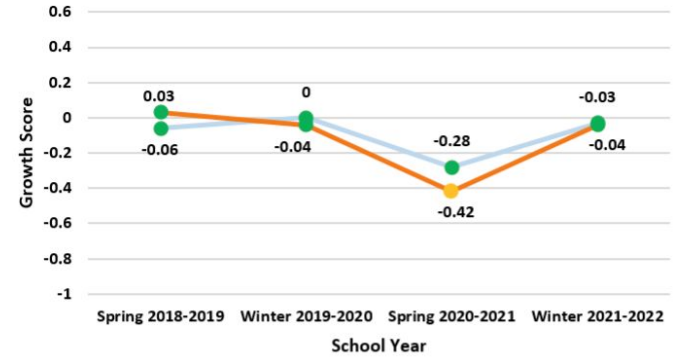
Student Growth by Dual Language Enrollment

2018-2019 through 2021-2022

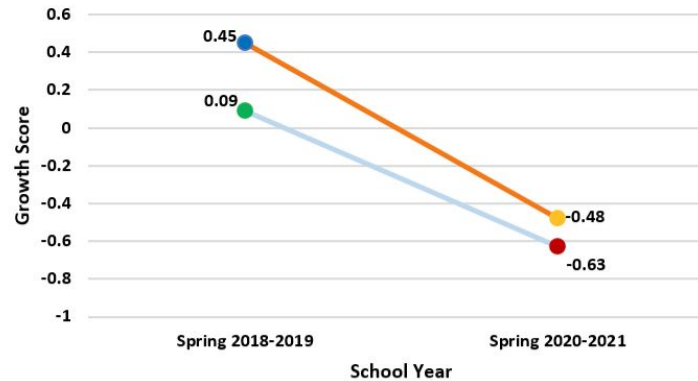
Mathematics Growth by Dual Language



Reading Growth by Dual Language



ELA Growth by Dual Language



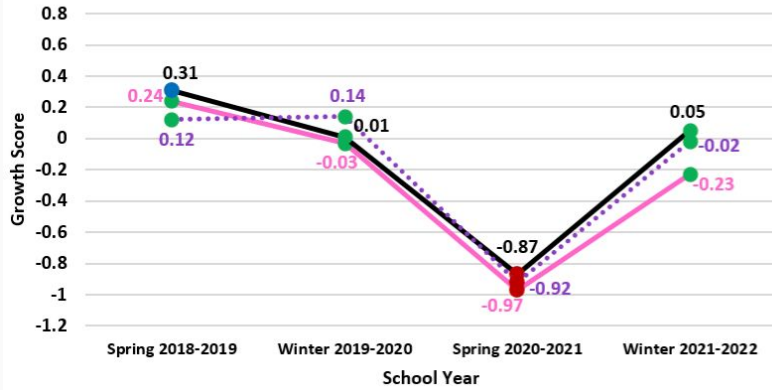
— Dual Language
— Not Dual Language



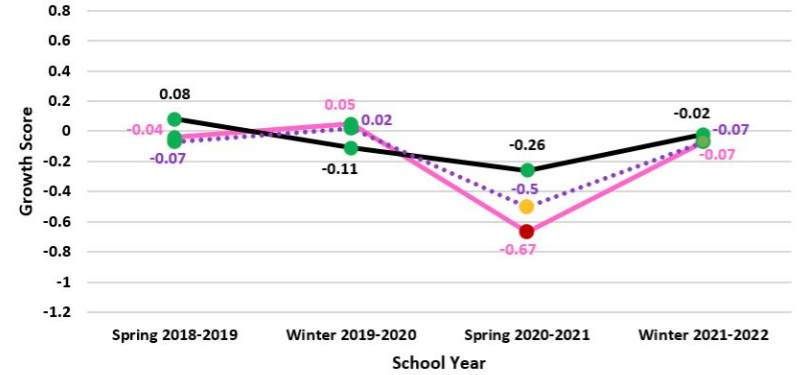
Student Growth in Dual Language Program Based on EL Status

2018-2019 through 2021-2022

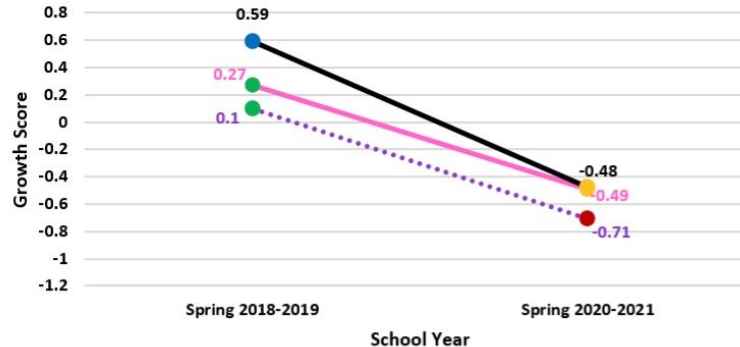
Mathematics Dual Language EL vs Not EL Growth



Reading Dual Language EL vs Not EL Growth



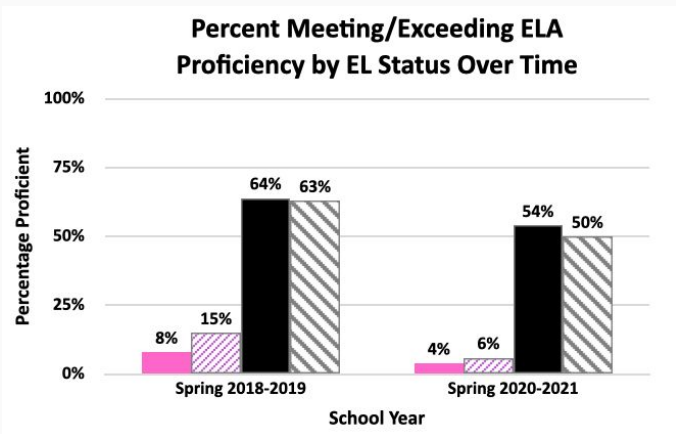
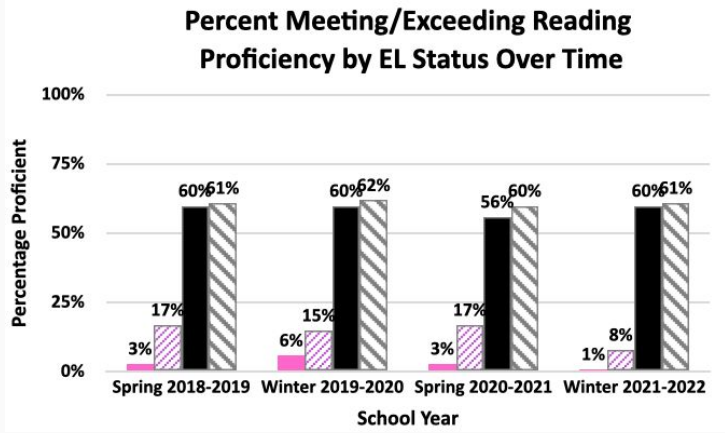
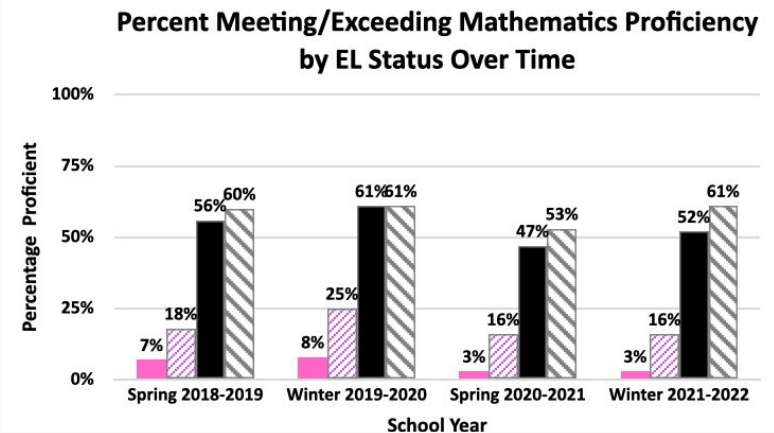
ELA Dual Language EL vs Not EL Growth



- Dual Language- EL
- Dual Language- Not EL
- Not Dual Language- EL

Student Proficiency in Dual Language Program Based on EL Status

2018-2019 through 2021-2022



- Dual Language- EL
- ▨ Not Dual Language- EL
- Dual Language- Not EL
- ▨ Not Dual Language- Not EL

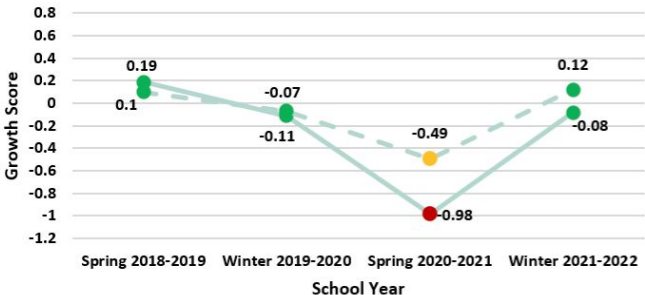
Number of Former EL Students

Program Type	School Year			
	2018-2019	2019-2020	2020-2021	2021-2022
Elementary Dual Language	16	73	53	44
Elementary Non-Dual Language	23	38	31	36
Middle Dual Language	70	72	95	79
Middle Non-Dual Language	28	38	35	26
<i>District Total</i>	137	221	214	185

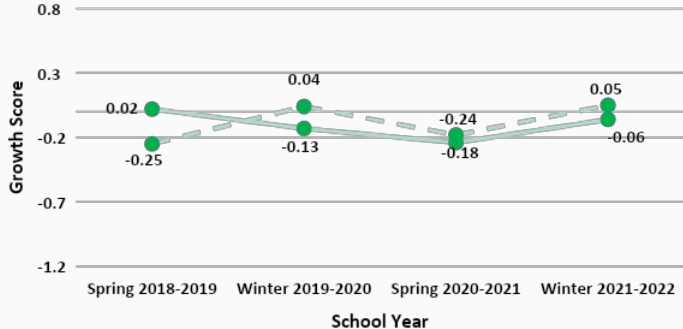
Student Growth in Dual Language Program Based on Former EL Status

2018-2019 through 2021-2022

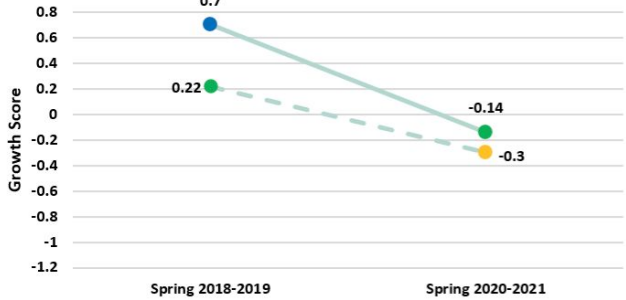
Mathematics Dual Language Former EL vs Not Dual Language Former EL Growth Over Time



Reading Dual Language Former EL vs Not Dual Language Former EL growth Over Time

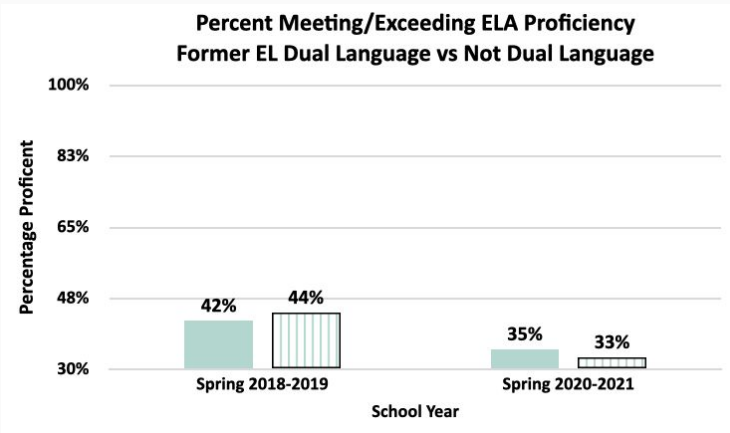
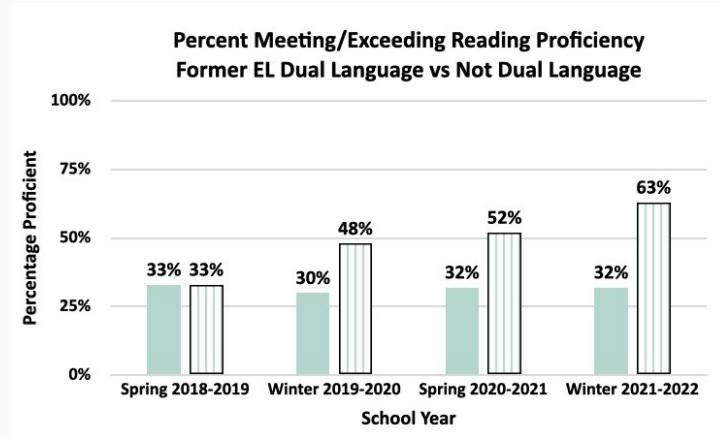
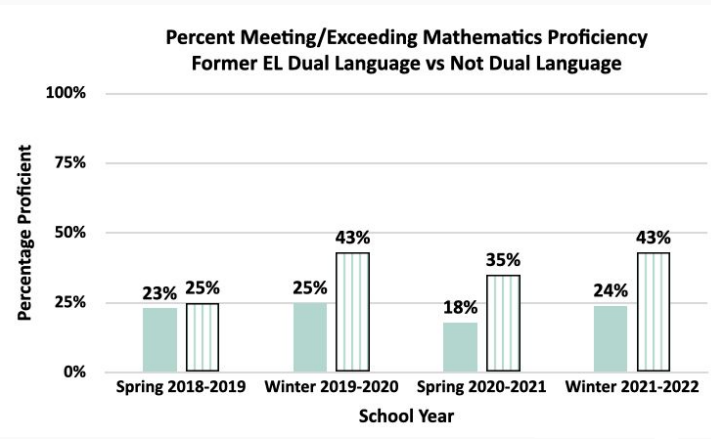


ELA Dual Language Former EL vs Not Dual Language Former EL Growth Over Time



— Dual Language- Former EL
 - - - Not Dual Language- Former EL

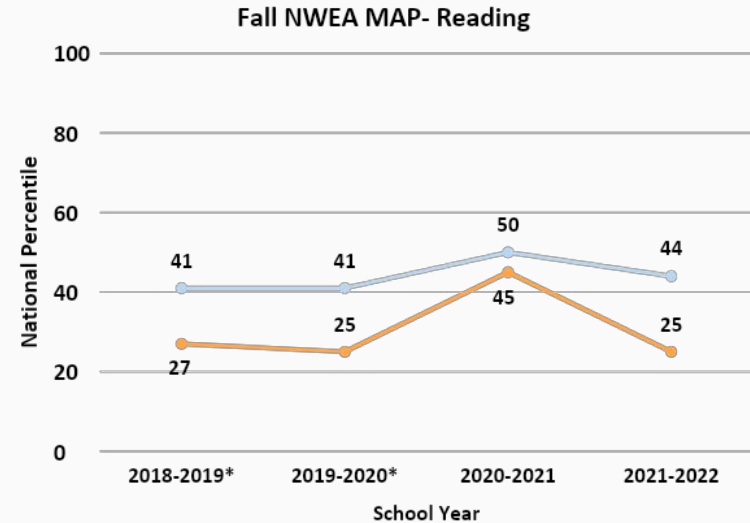
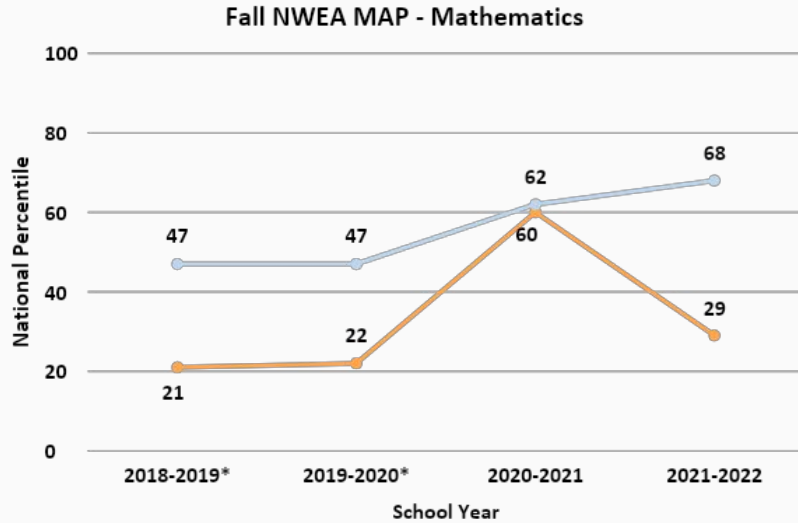
Student Proficiency in Dual Language Program Based on Former EL Status 2018-2019 through 2021-2022



■ Dual Language- Former EL
 Not Dual Language- Former EL

Dual Language Program - EL Student Performance

NWEA MAP National Performance – Fall Kindergarten



— Not Dual Language
— Dual Language

* NWEA MAP 2015 National Norms were used for years prior to 2020-2021

Summary of Data

- Overall, students in Dual Language **grew** at similar rates to other students regardless of EL designation.
- **Students Not in Dual Language** have higher **proficiency** rates than students in Dual Language regardless of EL status.
- **Former EL Students** who are not in Dual Language had higher **proficiency** rates than their peers in Dual Language.
- **Kindergarten National Performance:** EL students in Dual Language start at a lower performance level than their EL peers who are not in the Dual Language.

Teaching and Learning Recommendations

- Continuation of District Initiatives to change the narrative:
 - Implementation of the Instructional Framework
 - Partnership with Marzano Resources on coaching for principals to give effective feedback on the Instructional Framework
 - Professional learning on literacy instruction through LETRS (K-3, SPED, ESL, and Reading Development)
 - Use of the DM Breakthrough Teams model following the 10-week period
 - Strengthening the MTSS system including math and reading interventions
- Add an additional two coaching FTE for our elementary dual language buildings in 2022-2023 (two at Oak Terrace and two at Red Oak)
 - Increases coaching FTE from 8 to 10 district-wide
- Ongoing improvements to Tier I instruction to see results including having high expectations for all learners

Kindergarten Recommendation

- Four Sections of Dual Language kindergarten
 - Today, enrollment is at four sections of 22 students each.
 - We have room for incoming Spanish language students and from lottery
 - Current wait list of English proficient students is at 14
 - Sections may increase from 22 up to 24
 - Two sections at Red Oak School
 - Two sections at Oak Terrace School
- Each section of 22 students will have 0.5FTE Paraprofessional
 - If sections exceed 22 students, D112 will increase in paraprofessional to 1.0FTE



Questions?



Comments?

Overview of 2022 Funding Proposal



Welcome!

Dr. Michael Lubefeld
Superintendent, District 112



Tonight's Agenda

- Why are we here?
- Introduction to District 112
- Planning efforts and facility challenges identified
- Overview of multiphase approach to facility improvements
- Proposed solutions and anticipated benefits
- The bottom line (tax impact)
- Q&A
- Next steps

Why are we here?



NORTH SHORE
—SCHOOL DISTRICT 112—

Inspire...Innovate...Engage

Snapshot of District 112



Key Facts

STUDENTS

➤ 3,800 students

- White - 65%
- Hispanic - 27%
- Asian - 3%
- Black - 2%
- Multiracial - 4%

- Low income - 22%
- With IEPs - 15%
- English Learners - 16%

Source: 2020-21 State Report Card

STAFF

➤ 550 total staff

- White - 83.1%
- Black - 0.3%
- Hispanic - 11.8%
- Asian - 1.8%
- Two or More - 0.9%
- Unknown - 2%

SCHOOLS

➤ 10 schools

- Early Childhood Center - 1
- Elementary Schools – 7
- Middle Schools – 2

- 635,000+ sq ft of Facilities Maintained

COMMUNITIES SERVED

- *Highland Park* ➤ *Highwood* ➤ *Ft. Sheridan*

Points of Pride

- National Blue Ribbon Schools (Indian Trail 2020 and Braeside 2021)
- Northwood modernized and reopened with LEED Silver certification
- Leading in uncertain times (COVID-19)
- Investments in math interventionists, tutoring, instructional coaches, literacy training
- Gold Medallion National School Public Relations Award for COVID-19 communication

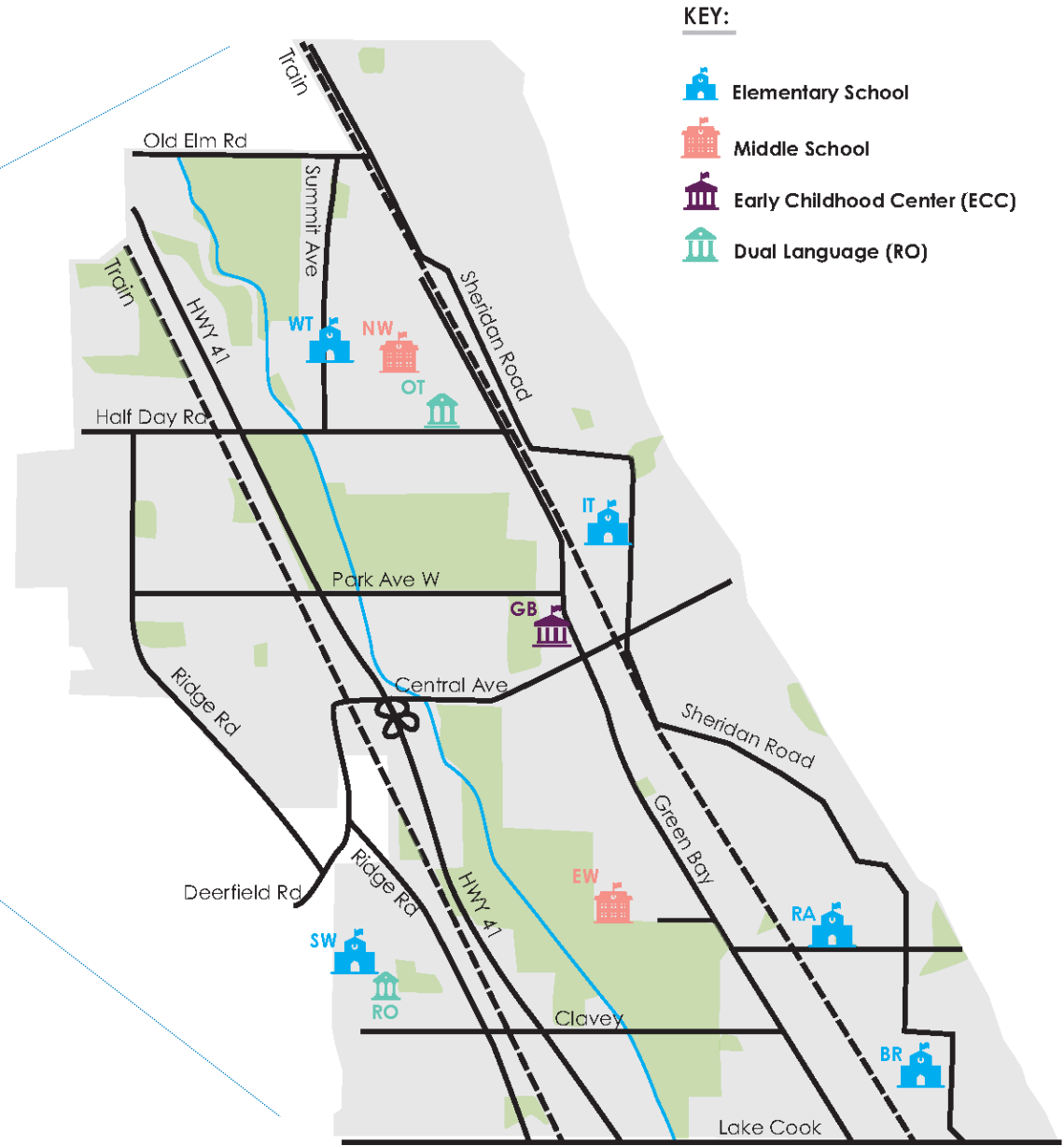
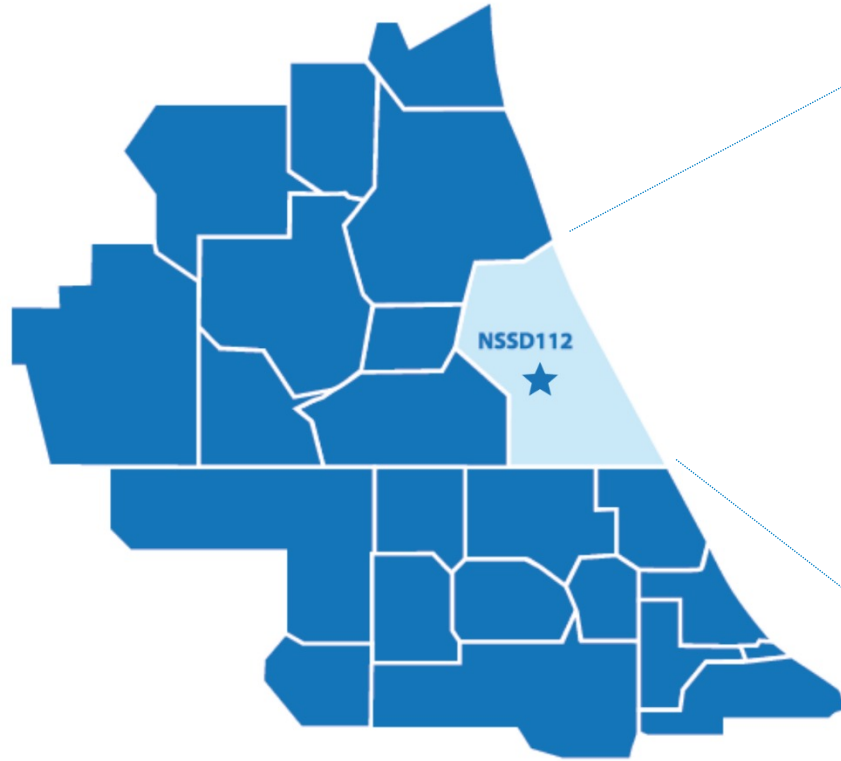


Points of Pride (cont.)





- Illinois School Personnel Administrator of the Year (Dr. Schroeder)
- With improvements to Edgewood completed in Spring 2023, both middle schools will be fully modernized and LEED Silver
- Received the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting since 1998.



District Boundaries



KEY:

-  Elementary School
-  Middle School
-  Early Childhood Center (ECC)
-  Dual Language (RO)

D112 Schools

Early Childhood



Green Bay ECS



Braeside ES



Indian Trail ES



Oak Terrace ES



Ravinia ES



Wayne Thomas ES



Red Oak ES



Sherwood ES

Middle Schools



Edgewood MS



Northwood MS

NSSD 112

Fiscal Highlights

- NSSD 112 has...
 - ✓ a **balanced budget** and a 6-year history of operating fund surpluses.
 - ✓ a **“AAA” bond rating** assigned by S&P Global, affirmed in 2019.
 - ✓ **strong cash reserves** in the amount of \$53.1 MM (59.6% of operating revenue) as of June 30, 2021.

NSSD 112

Fiscal Highlights

- NSSD 112 has...
 - ✓ reduced staffing by 93 employees over the past 10 years in accordance with NSSD 112's enrollment decline (net reduction 2012-2021).
 - ✓ reduced the number of operating schools from 12 to 10.
 - ✓ addressed the Phase 1 Long-Range Plan (middle school construction and Oak Terrace improvements) without a dedicated tax increase.

Operating Expense Per Pupil (OEPP) 2019-2020 School Year

Bannockburn SD 106	\$33,060	Lake Bluff SD 65	\$20,813
Kenilworth SD 38	\$27,401	Lake Forest SD 67	\$20,287
Sunset Ridge SD 29	\$27,384	Northbrook/Glenview SD 30	\$19,899
Winnetka SD 36	\$22,926	West Northfield SD 31	\$18,884
Glencoe SD 35	\$22,037	North Shore SD 112	\$18,793
Northbrook SD 28	\$21,756	Deerfield SD 109	\$17,186
Northbrook SD 27	\$21,257	Glenview SD 34	\$15,905

Debt Service Extension Base?

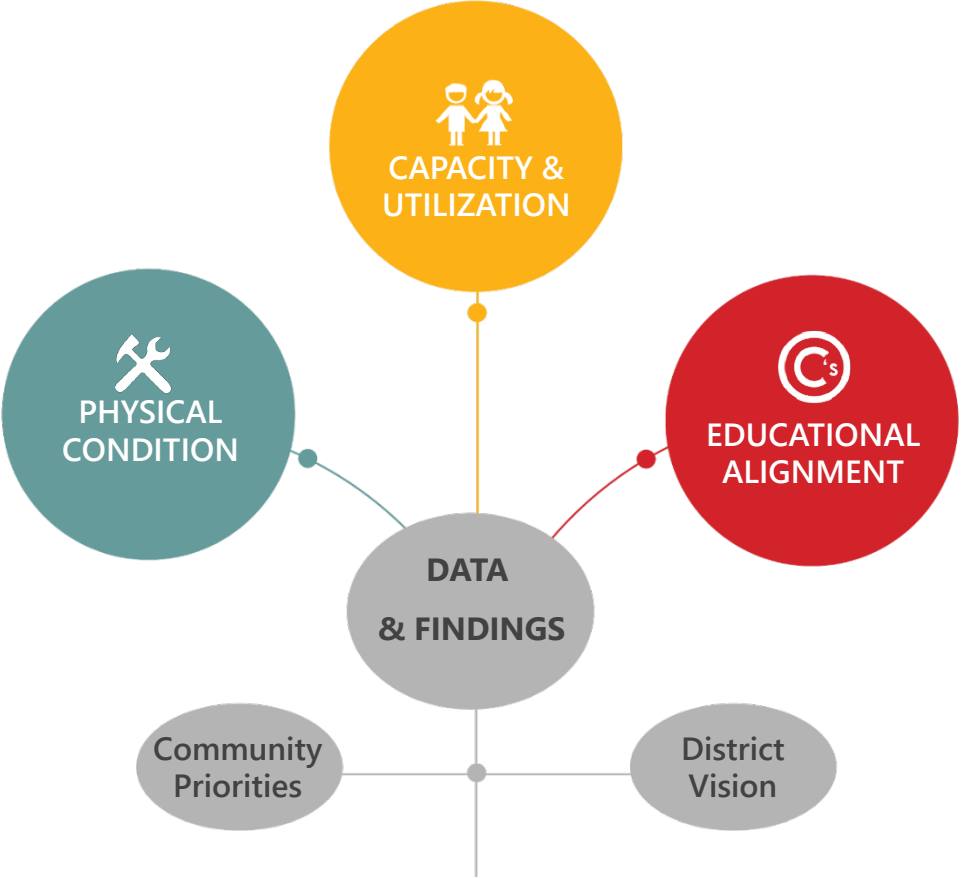
TrueNorth (*formerly NSSED*) Elementary Districts

Bannockburn SD 106	No	Lake Bluff SD 65	Yes
Kenilworth SD 38	Yes	Lake Forest SD 67	Yes
Sunset Ridge SD 29	Yes	Northbrook/Glenview SD 30	Yes
Winnetka SD 36	Yes	West Northfield SD 31	Yes
Glencoe SD 35	Yes	North Shore SD 112	No
Northbrook SD 28	No	Deerfield SD 109	Yes
Northbrook SD 27	No	Glenview SD 34	Yes

Planning Efforts



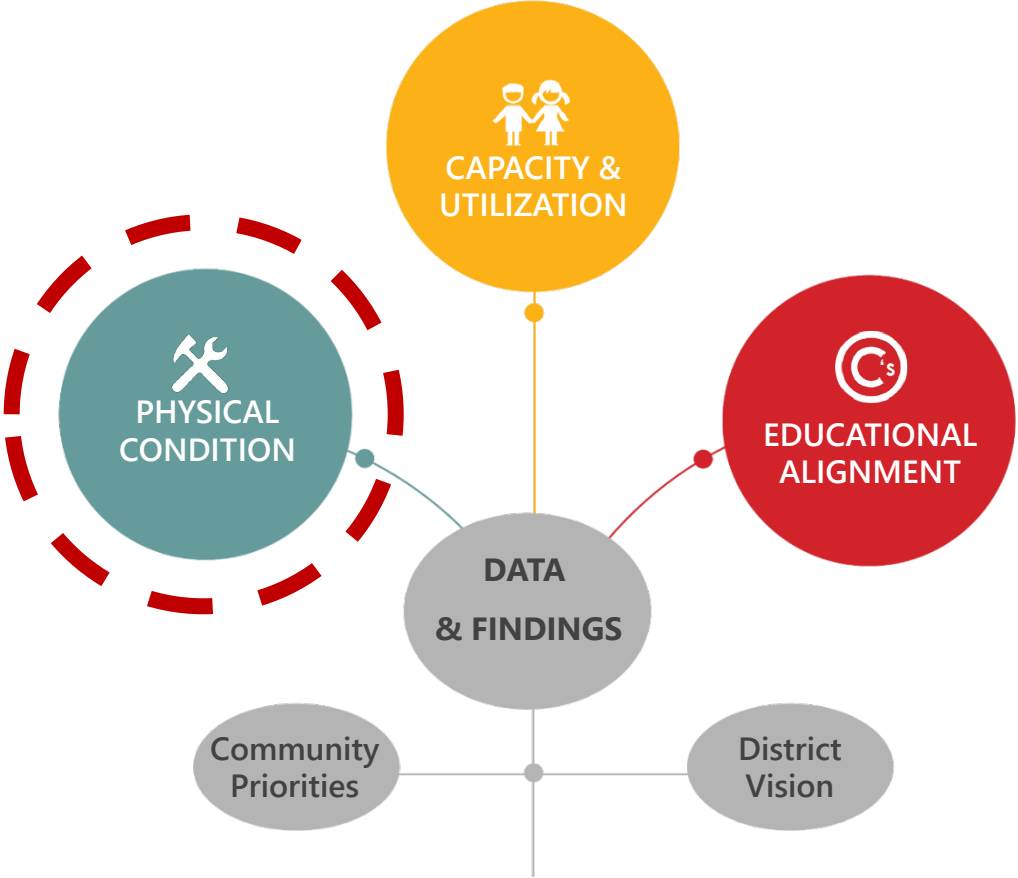
Important First Step: Understand District 112's Needs



LONG-RANGE FACILITY PLAN

Evaluated building needs in a comprehensive manner.

Important First Step: Understand District 112's Needs



LONG-RANGE FACILITY PLAN

Assessed physical condition and life safety elements of existing buildings.

22 to 109 Years Old (Average Age of 70)



Braeside ES
Built 1929
93 Years Old



Edgewood MS
Built 1951
71 Years Old



Green Bay ECS
Built 1929
93 Years Old



Indian Trail ES
Built 1955
67 Years Old



Northwood MS
Built 1959
63 Years Old



Oak Terrace ES
Built 2000
22 Years Old



Ravinia ES
Built 1913
109 Years Old



Red Oak ES
Built 1958
64 Years Old



Sherwood ES
Built 1961
61 Years Old

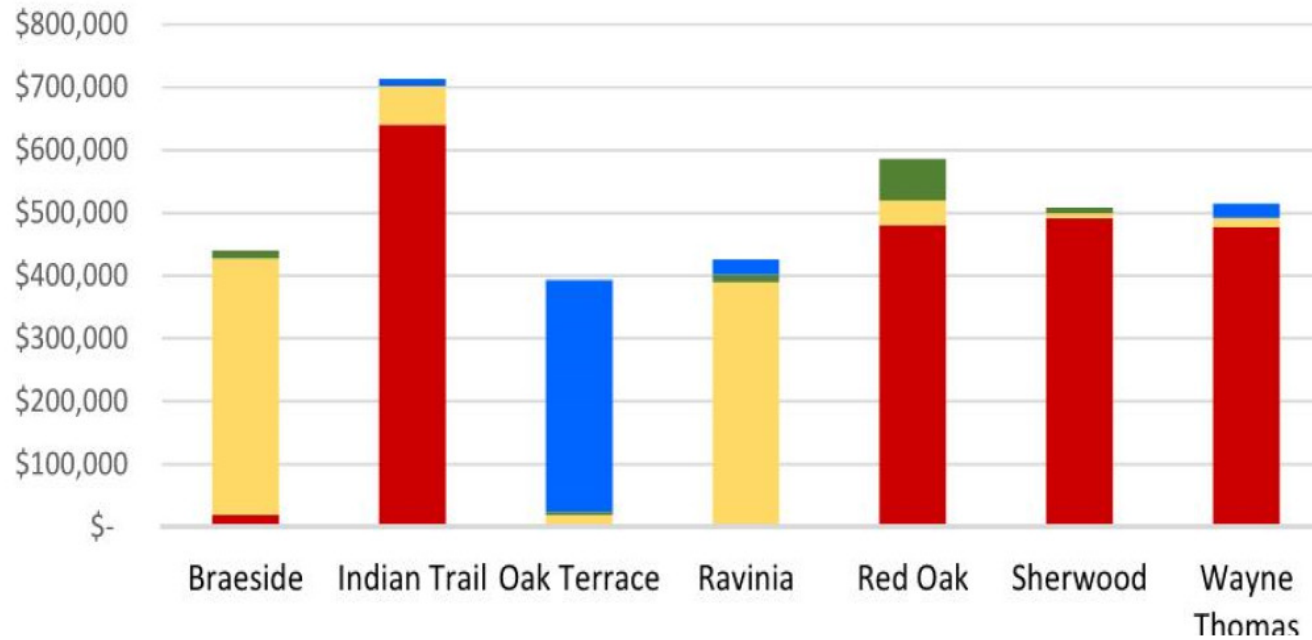


Wayne Thomas ES
Built 1957
65 Years Old

Age impacts
facility
configuration.

Sitework

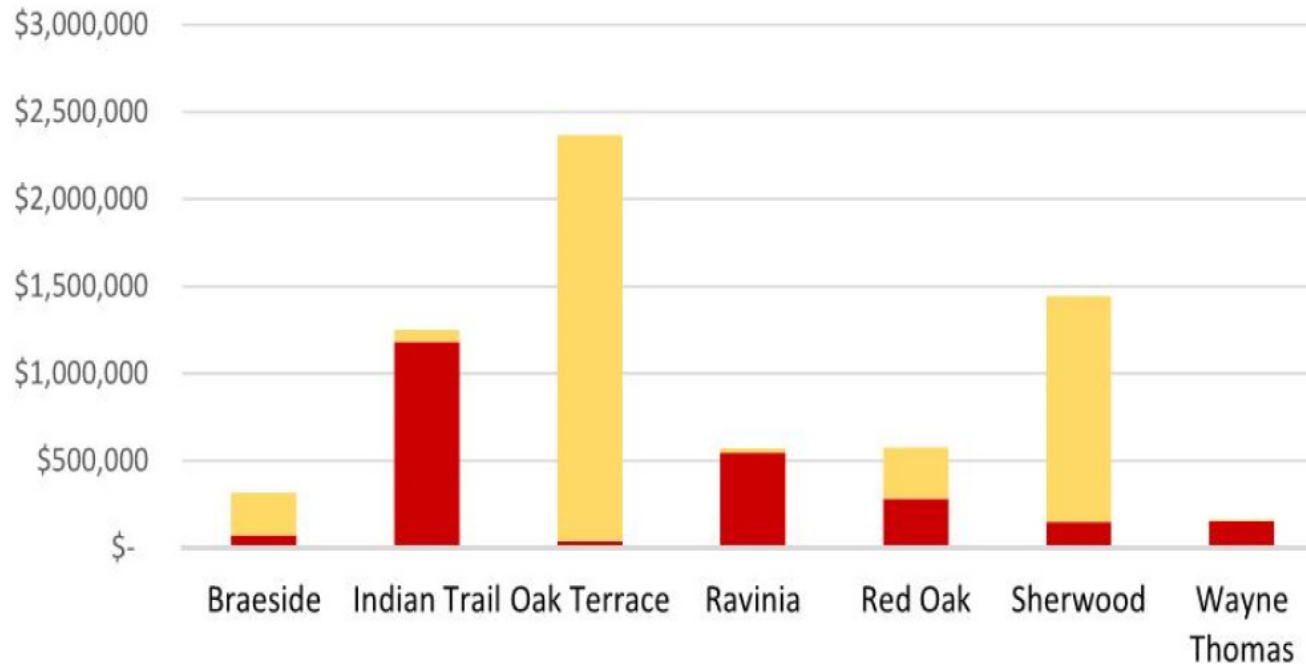
- Asphalt Parking/Roadway
- Accessibility/Sidewalks
- Play Areas/Fields
- Drainage/Stormwater



■ 1 | Poor | 1-2 Years (Begin Planning)
 ■ 2 | Fair | 2-4 Years (OK for Now)
 ■ 3 | Good | 5-10 Years (Monitor)
 ■ 4 | Excellent | 10+ Years (As Needed)

Building Envelope

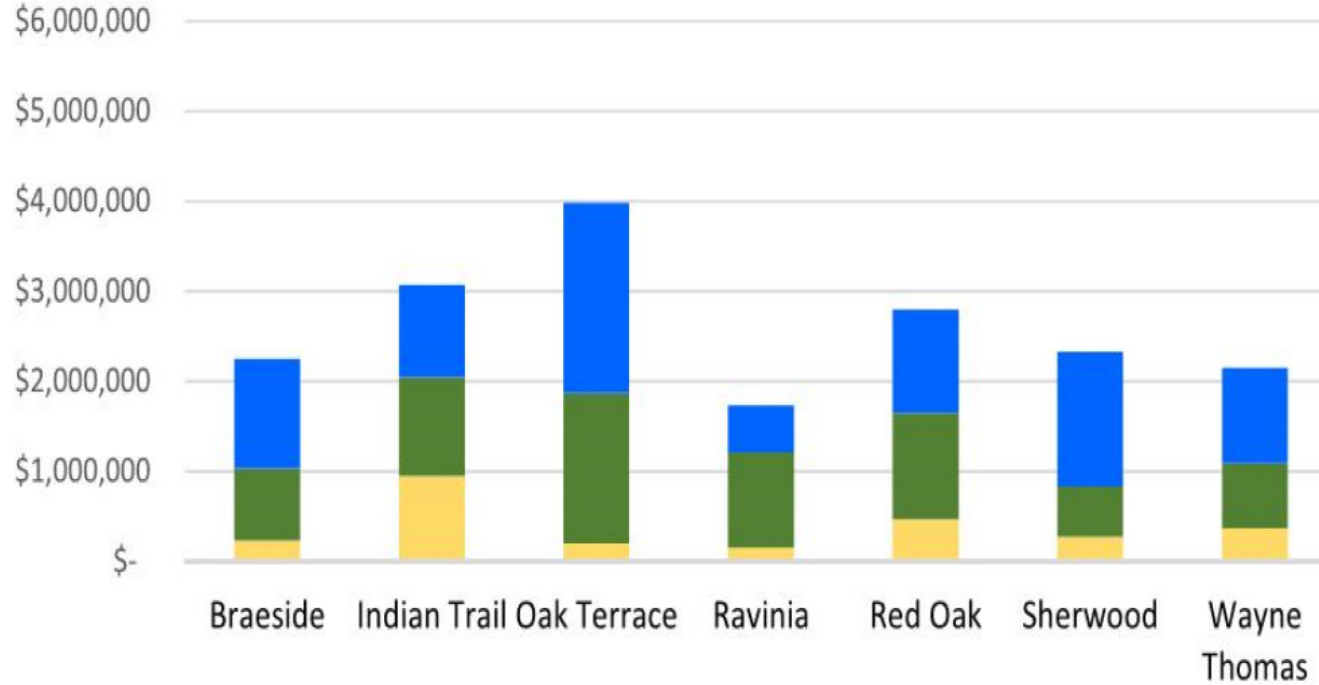
- Roofing
- Masonry/Stone
- Sealants/Trim
- Window/Doors



■ 1 | Poor | 1-2 Years (Begin Planning)
 ■ 2 | Fair | 2-4 Years (OK for Now)
 ■ 3 | Good | 5-10 Years (Monitor)
 ■ 4 | Excellent | 10+ Years (As Needed)

Building Interiors

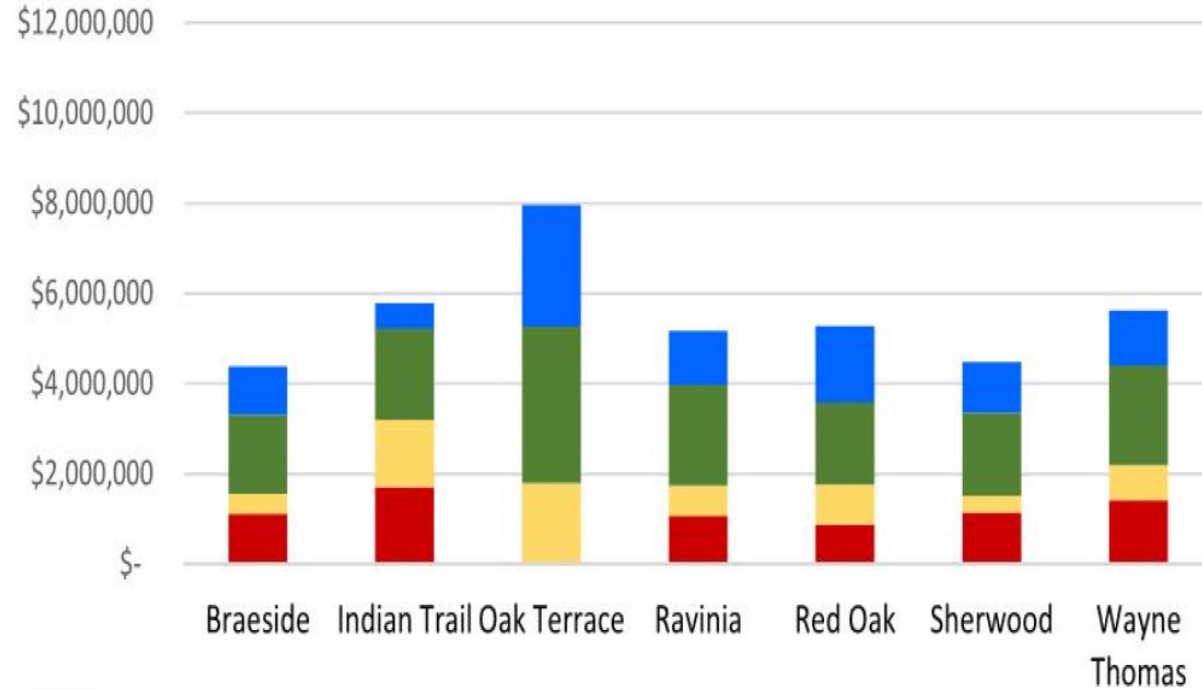
- Flooring
- Walls/Ceilings
- Casework/Lockers
- Doors/Hardware



■ 1 | Poor | 1-2 Years (Begin Planning)
 ■ 2 | Fair | 2-4 Years (OK for Now)
 ■ 3 | Good | 5-10 Years (Monitor)
 ■ 4 | Excellent | 10+ Years (As Needed)

MEP/FP Systems

- Mechanical
- Lighting/Power
- Plumbing/Piping
- Fire Alarm/Intercom/Clocks



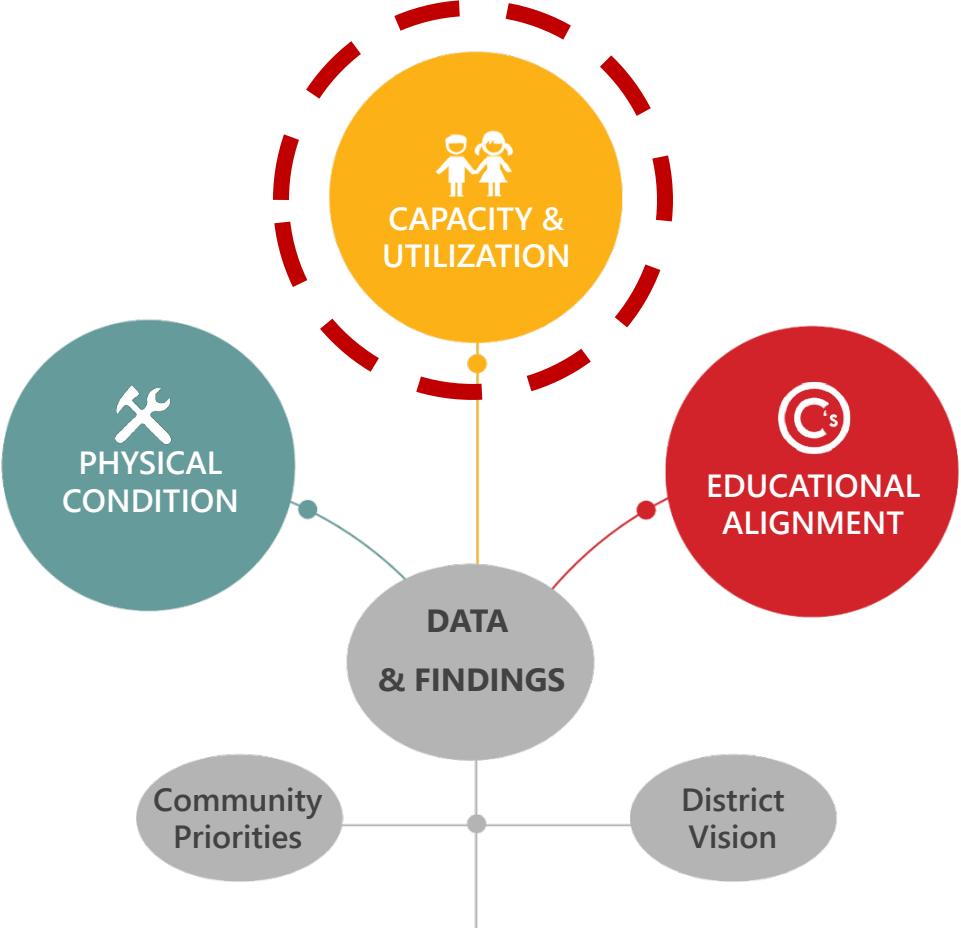
■ 1 | Poor | 1-2 Years (Begin Planning)
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 ■ 4 | Excellent | 10+ Years (As Needed)

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	4	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	4	3	1	3	2
Oak Terrace ES	4	4	2	3	3	4	4	2	4	4	3	4	3	3	4	4	3	2	4	4	3	3	4	4
Ravinia ES	2	3	4	3	1	2	3	2	3	3	2	3	2	1	1	1	4	2	2	4	3	1	3	2
Red Oak ES	1	3	2	3	3	3	2	2	4	4	3	4	3	1	1	1	3	2	2	4	3	1	1	1
Sherwood ES	1	2	3	3	2	2	2	2	4	2	2	2	2	1	1	1	3	2	2	4	3	1	3	2
Wayne Thomas ES	1	4	2	2	2	3	4	2	3	2	2	2	2	1	1	1	3	2	2	4	3	1	3	2

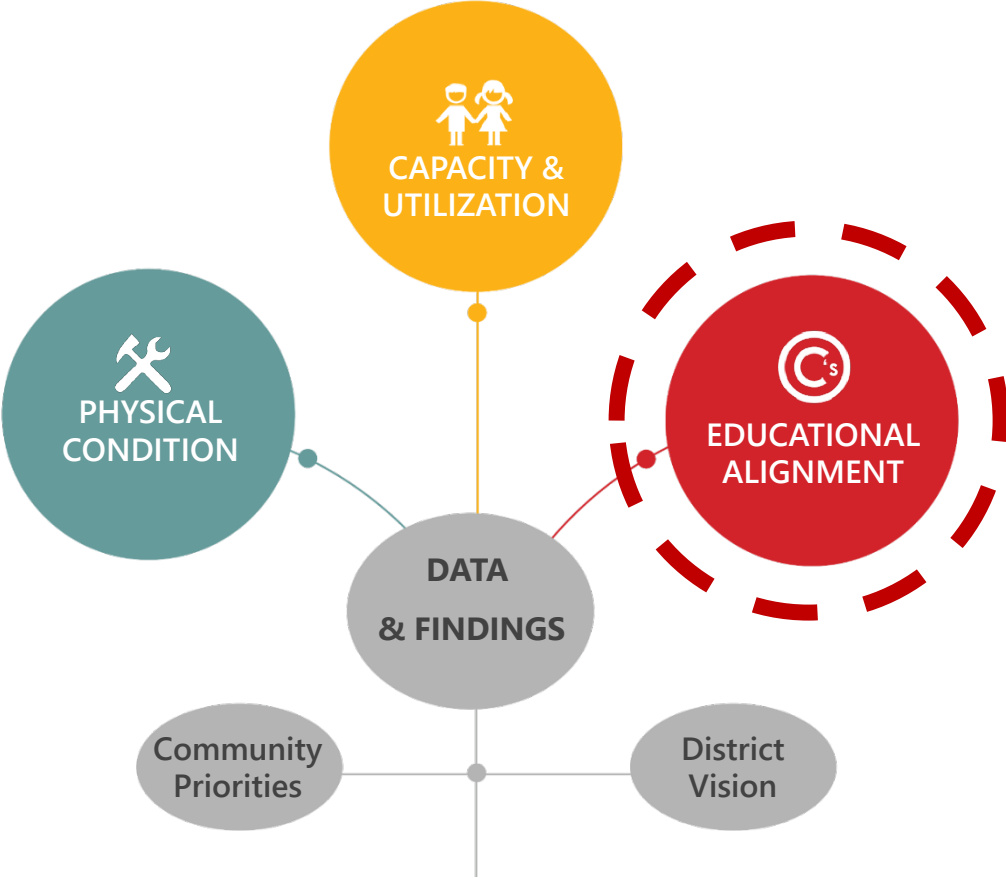
Important First Step: Understand District 112's Needs



LONG-RANGE FACILITY PLAN

Evaluated capacity at each building districtwide.

Important First Step: Understand District 112's Needs



LONG-RANGE FACILITY PLAN

Observed and measured the effectiveness of existing buildings and sites to support modern and forward-thinking teaching and learning environments.

Assessment of Core Learning Spaces

	CORE LEARNING SPACES				LIBRARY				ART				MUSIC				DINING				GYMNASIUM				STUDENT SUPPORT				
	PHYSICAL QUALITIES	HEALTH AND COMFORT	FURNITURE AND EQUIPMENT	TECHNOLOGY	PHYSICAL QUALITIES	HEALTH AND COMFORT	FURNITURE AND EQUIPMENT	TECHNOLOGY	PHYSICAL QUALITIES	HEALTH AND COMFORT	FURNITURE AND EQUIPMENT	TECHNOLOGY	PHYSICAL QUALITIES	HEALTH AND COMFORT	FURNITURE AND EQUIPMENT	TECHNOLOGY	PHYSICAL QUALITIES	HEALTH AND COMFORT	FURNITURE AND EQUIPMENT	TECHNOLOGY	PHYSICAL QUALITIES	HEALTH AND COMFORT	FURNITURE AND EQUIPMENT	TECHNOLOGY	PHYSICAL QUALITIES	HEALTH AND COMFORT	FURNITURE AND EQUIPMENT	TECHNOLOGY	
Braeside ES	Workable	Workable	Poor	Workable	Workable	Good	Poor	Workable	Workable	Workable	Poor	Workable	Workable	Workable	Workable	Workable	Workable	Workable	Workable	Workable	Workable	Workable	Workable	Workable	Workable	Workable	Workable	Workable	Workable
Indian Trail ES	Workable	Workable	Workable	Workable	Workable	Good	Workable	Workable	Workable	Workable	Workable	Workable	Workable	Workable	Workable	Workable	Workable	Workable	Workable	Workable	Workable	Workable	Workable	Workable	Workable	Workable	Workable	Workable	Workable
Oak Terrace ES	Workable	Good	Poor	Good	Poor	Good	Poor	Good	Poor	Poor	Poor	Workable	Workable	Workable	Workable	Workable	Workable	Workable	Workable	Good	Workable	Workable	Poor	Good	Workable	Workable	Poor	Good	Workable
Ravinia ES	Workable	Workable	Workable	Poor	Workable	Good	Poor	Workable	Poor	Poor	Poor	Workable	Poor	Workable	Good	Poor	Workable	Workable	Workable	Workable	Workable	Workable	Workable	Workable	Workable	Workable	Workable	Workable	Workable
Red Oak ES	Workable	Workable	Poor	Workable	Poor	Good	Poor	Workable	Poor	Poor	Poor	Workable	Workable	Workable	Good	Workable	Workable	Poor	Workable	Workable	Workable	Poor	Workable	Workable	Workable	Workable	Workable	Workable	Workable
Sherwood ES	Workable	Workable	Poor	Workable	Workable	Good	Poor	Workable	Workable	Workable	Poor	Workable	Workable	Workable	Good	Workable	Poor	Poor	Workable	Workable	Workable	Workable	Workable	Workable	Workable	Workable	Workable	Workable	Workable
Wayne Thomas ES	Workable	Workable	Poor	Good	Workable	Good	Poor	Workable	Workable	Workable	Poor	Workable	Workable	Good	Workable	Workable	Poor	Workable	Workable	Workable	Workable	Workable	Workable	Workable	Good	Good	Poor	Workable	

Multiphase Approach



Citizen Task Force

Phase 1



Middle School Renovations (Northwood and Edgewood)

Oak Terrace Upgrades

- Air Quality Enhancement (including air conditioning)
- Security Improvements
- Roof Replacement
- New Chillers
- Retaining Wall
- Health & Life Safety

Funded with District funds and alternative revenue bonds
(not requiring a dedicated tax increase)



Northwood MS – Opened March 2021





Edgewood MS to Open Spring 2023



Phase 1

Middle School Renovations

Oak Terrace Upgrades

- Air Quality Enhancement (including air conditioning)
- Security Improvements
- Roof Replacement
- New Chillers
- Retaining Wall
- Health & Life Safety

Funded with District funds and alternative revenue bonds (not requiring a dedicated tax increase)



Phase 2



Repairs/Renovations to Five Elementary Schools:

- Braeside
- Indian Trail
- Ravinia
- Sherwood
- Wayne Thomas

Funded with District funds, possible sale of properties and voter-approved referendum



PROPOSED IMPROVEMENTS TO DISTRICT 112 ELEMENTARY SCHOOLS

	Year Built	Braeside	Indian Trail	Ravinia	Sherwood	Wayne Thomas
	1929	1955	1913	1961	1957	
✓ Accessibility						
Door and Hardware Replacement		●	●	●	●	●
Restroom Renovations & Accessibility Improvements		●	●	●	●	●
New Elevator(s)		●	●	●	●	●
✓ Safety & Security						
Systems (Access Control, Security Cameras, Other)		●	●	●	●	●
Vestibule Improvements, Line of Site, Admin Office Configuration		●	●	●	●	●
Vehicular & Pedestrian Circulation				●	●	
Fire Protection System (Sprinklers)		●	●	●	●	●
✓ Indoor Learning Environment						
HVAC Upgrades		●	●	●	●	●
LED Lighting		●	●	●	●	●
Ceilings & Flooring		●	●	●	●	●
Cabinetry		●	●	●	●	●
Furniture		●	●	●	●	●
✓ Infrastructure/Technology						
Electrical Upgrades		●	●	●	●	●
Technology/Low Voltage System Upgrades		●	●	●	●	●

PROPOSED IMPROVEMENTS TO DISTRICT 112 ELEMENTARY SCHOOLS

	Year Built	1929	1955	1913	1961	1957
Accessibility						
Door and Hardware Replacement		●	●	●	●	●
Restroom Renovations & Accessibility Improvements		●	●	●	●	●
New Elevator(s)		●	●	●	●	●
Safety & Security						
Systems (Access Control, Security Cameras, Other)		●	●	●	●	●
Vestibule Improvements, Line of Site, Admin Office Configuration		●	●	●	●	●
Vehicular & Pedestrian Circulation				●	●	
Fire Protection System (Sprinklers)		●	●	●	●	●
Indoor Learning Environment						
HVAC Upgrades		●	●	●	●	●
LED Lighting		●	●	●	●	●
Ceilings & Flooring		●	●	●	●	●
Cabinetry		●	●	●	●	●
Furniture		●	●	●	●	●
Infrastructure/Technology						
Electrical Upgrades		●	●	●	●	●
Technology/Low Voltage System Upgrades		●	●	●	●	●
Exterior Envelope						
Full Roofing Replacement						
Partial Roofing Replacement						
Exterior Wall Repairs						
Full Window Replacement						
Partial Window Replacement						
Site Improvements						
Parking Lot Improvements						
Concrete Sidewalk Improvements						
Renovations & Additions						
Add and/or Reconfigure Classrooms						
Add and/or Reconfigure Space for Special Education Programming						
Space for Student Support Services						
Add and/or Reconfigure Space for Food Service						
New Gymnasium						
Align Floor to Address Accessibility						
New Central Kitchen to Serve Entire District						

PROPOSED IMPROVEMENTS TO DISTRICT 112 ELEMENTARY SCHOOLS

	Year Built	Braeside	Indian Trail	Ravinia	Sherwood	Wayne Thomas
✓ Exterior Envelope						
Full Roofing Replacement		●				
Partial Roofing Replacement			●		●	●
Exterior Wall Repairs		●	●	●	●	●
Full Window Replacement			●			
Partial Window Replacement					●	●
✓ Site Improvements						
Parking Lot Improvements		●	●	●	●	●
Concrete Sidewalk Improvements		●	●	●	●	●
✓ Renovations & Additions						
Add and/or Reconfigure Classrooms		●	●	●	●	●
Add and/or Reconfigure Space for Special Education Programming		●	●	●	●	●
Space for Student Support Services		●	●	●	●	●
Add and/or Reconfigure Space for Food Service		●	●	●	●	●
New Gymnasium					●	
Align Floor to Address Accessibility				●		
New Central Kitchen to Serve Entire District			●			

PROPOSED IMPROVEMENTS TO DISTRICT 112 ELEMENTARY SCHOOLS

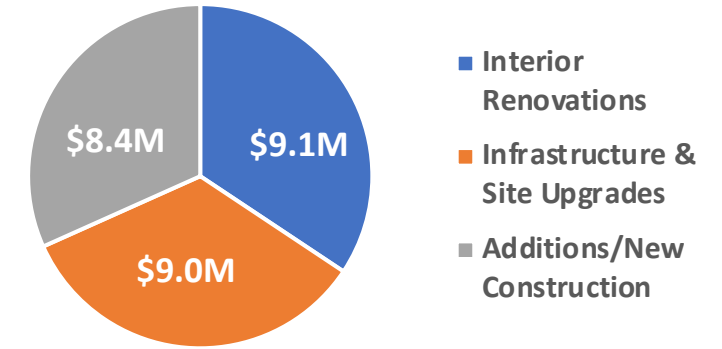
	Year Built	1929	1955	1913	1961	1957
Accessibility						
Door and Hardware Replacement						
Restroom Renovations & Accessibility Improvements						
New Elevator(s)						
Safety & Security						
Systems (Access Control, Security Cameras, Other)						
Ventilation Improvements, Line of Site, Admin Office Configuration						
Vehicle & Pedestrian Circulation						
Fire Protection System (Sprinklers)						
Indoor Learning Environment						
HVAC Upgrades						
LED Lighting						
Ceilings & Flooring						
Cabinetry						
Furniture						
Infrastructure/Technology						
Electrical Upgrades						
Technology/Low Voltage System Upgrades						
Exterior Envelope						
Full Roofing Replacement						
Partial Roofing Replacement						
Exterior Wall Repairs						
Full Window Replacement						
Partial Window Replacement						
Site Improvements						
Parking Lot Improvements						
Concrete Sidewalk Improvements						
Renovations & Additions						
Add and/or Reconfigure Classrooms						
Add and/or Reconfigure Space for Special Education Programming						
Space for Student Support Services						
Add and/or Reconfigure Space for Food Service						
New Gymnasium						
Align Floor to Address Accessibility						
New Central Kitchen to Serve Entire District						





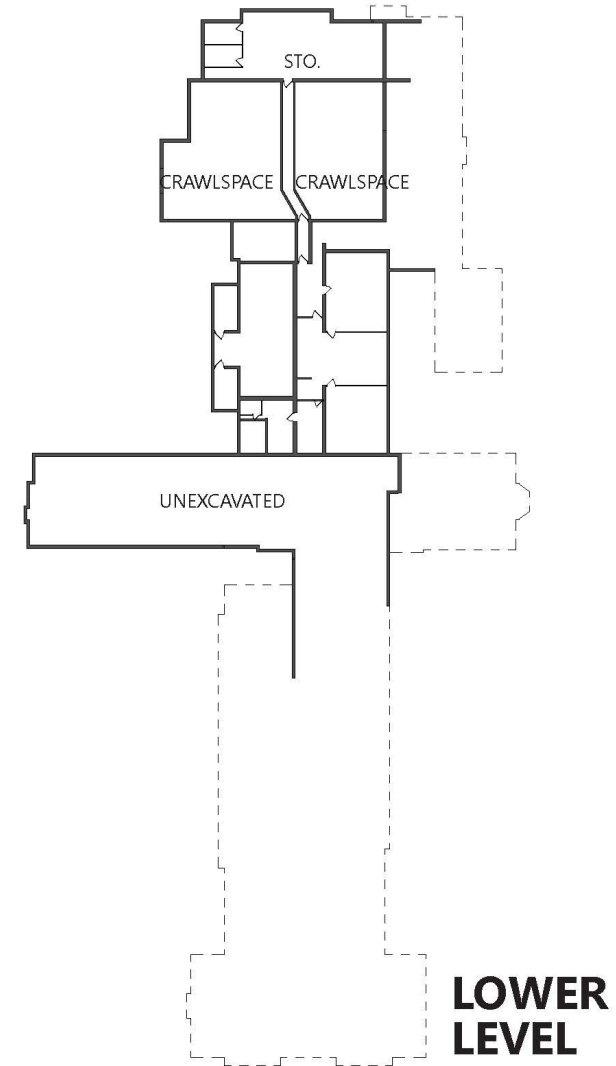
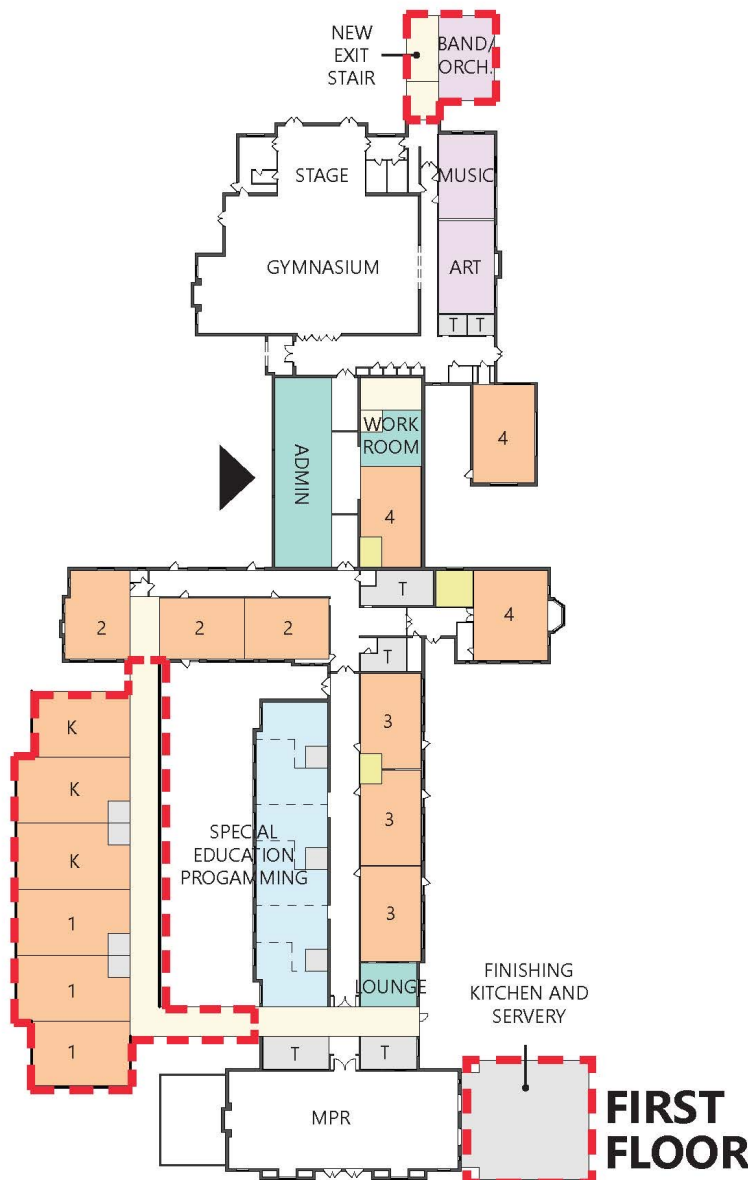
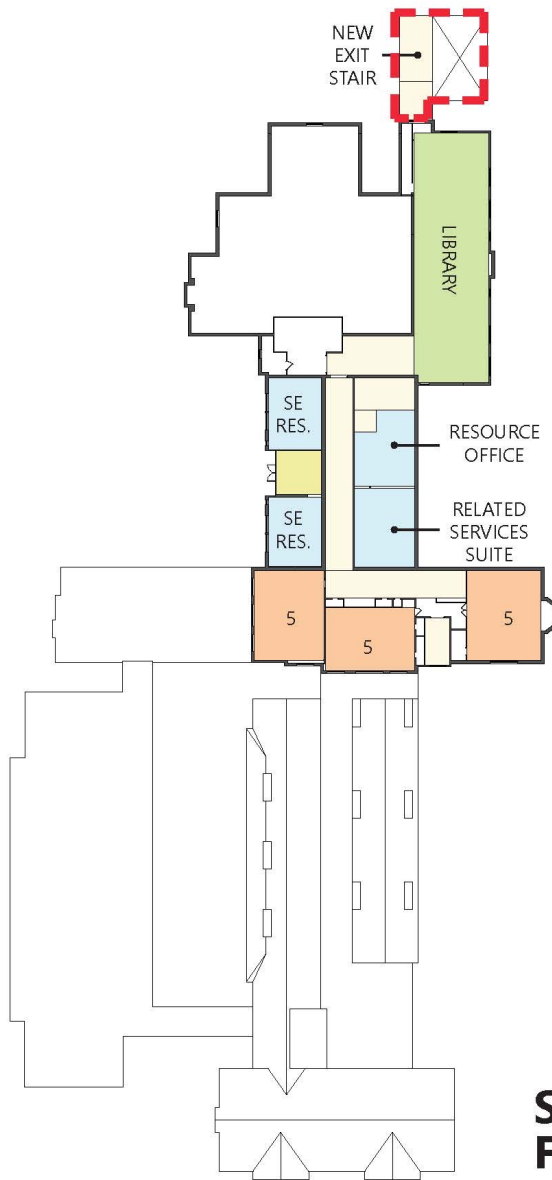
RAVINIA

Plan A: \$26.5M (2023-2025)



- Improve secure entry vestibule
- Add security cameras and access control
- Add/update fire protection (sprinkler) system
- Update technology infrastructure
- Install new elevator
- Align floor levels to improve accessibility
- Update HVAC (air quality, air flow, temperature control)
- Renovate restrooms
- Update lighting, ceilings, flooring, furniture and storage
- Add classrooms/other additions for 3-section capacity
- Maintain the historical character
- Add space for student support services, general special education programs and districtwide specialized special education programs
- Add/renovate space for food service
- Improve parking lot/sidewalks
- Enhance vehicular & pedestrian circulation

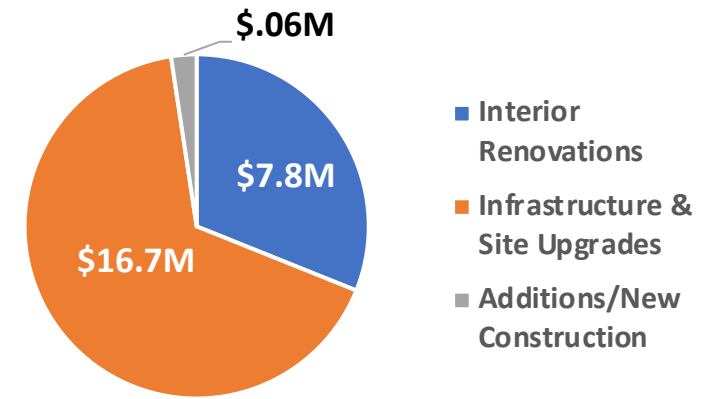
RAVINIA





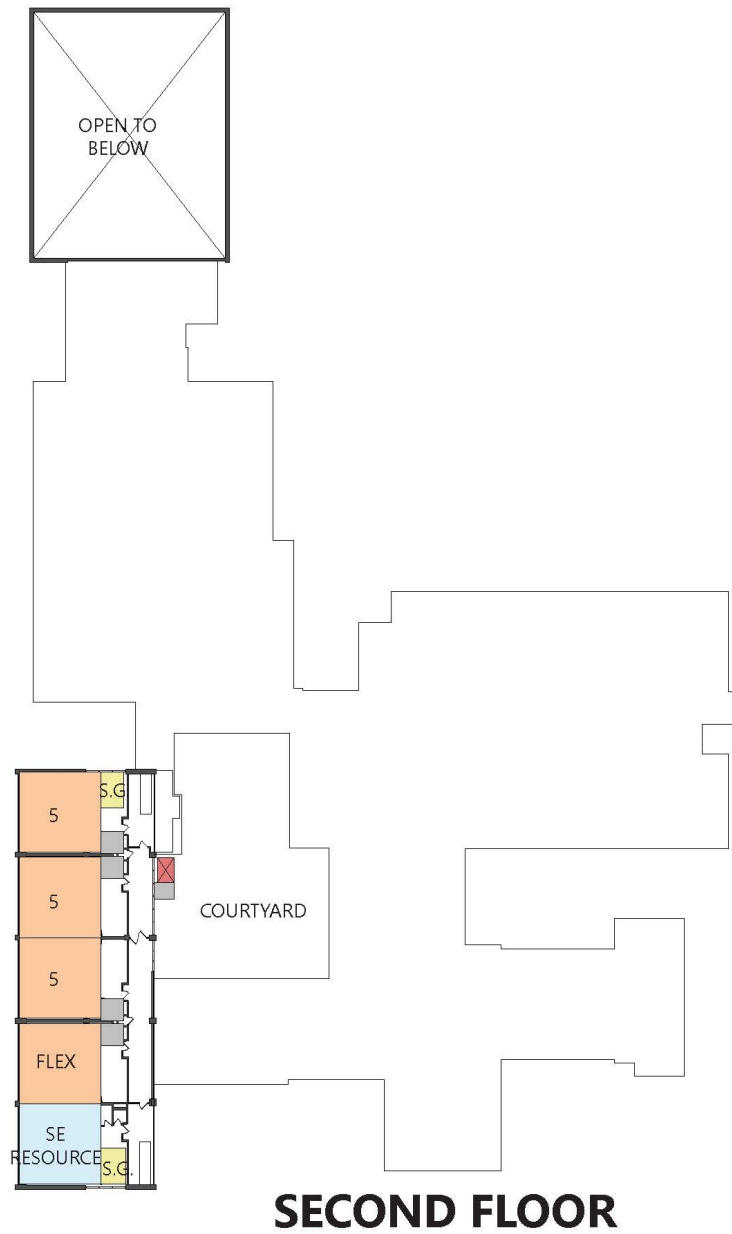
INDIAN TRAIL

Plan A: \$25.1M
+ \$4.2M Central Kitchen
(2023-2025)



- Improve secure entry vestibule
- Add security cameras/ access control
- Add/update fire protection (sprinkler) system
- Install new elevators
- Replace roofing (partial)
- Replace windows
- Update technology infrastructure
- Update HVAC (air quality, air flow, temperature control)
- Renovate restrooms
- Update lighting, ceilings, flooring, furniture and storage
- Add classrooms/other additions
- Add space for student support services and special education
- Improve parking lot/sidewalks
- Renovate space for food service
- Serve as location for new District central kitchen

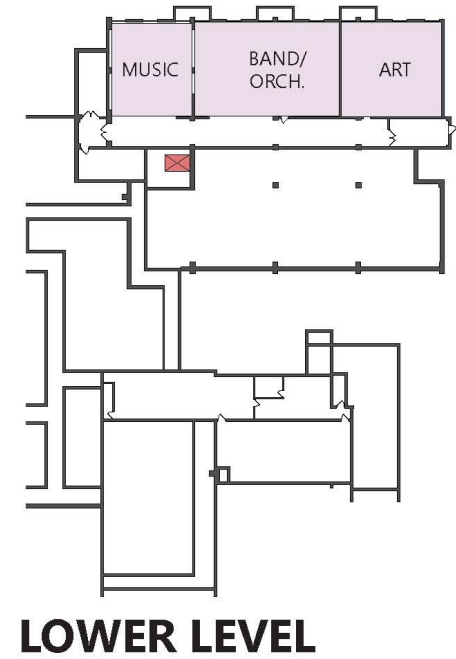
INDIAN TRAIL



SECOND FLOOR



FIRST FLOOR



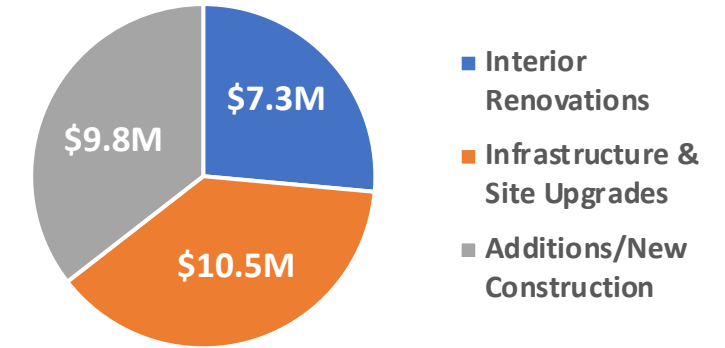
LOWER LEVEL



SHERWOOD

Plan A: \$27.6M

(Addition: 2023-2025)
(Renovation: 2025-2026)



- Improve secure entry vestibule
- Add security cameras/ access control
- Add/update fire protection (sprinkler) system
- Replace roofing (partial)
- Replace windows (partial)
- Update technology infrastructure

- Update HVAC (air quality, air flow, temperature control)
- Renovate restrooms
- Add classrooms/other additions for 4-section capacity
- Add space for student support services and special education
- Update lighting, ceilings, flooring, furniture & storage

- Add new addition for gymnasium, specials and classrooms
- Renovate space for food service
- Improve parking lot/sidewalks
- Upgrade site to improve vehicular and pedestrian circulation

SHERWOOD

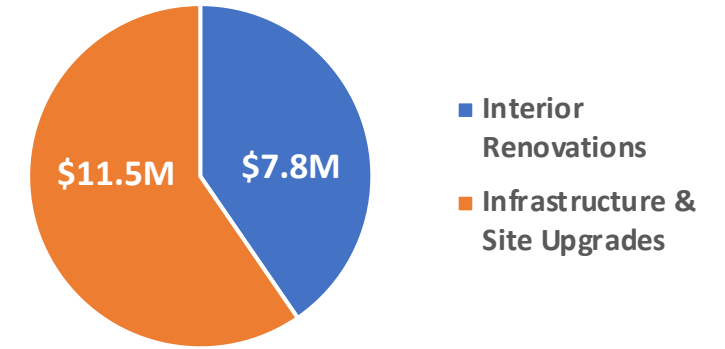


RENOVATIONS



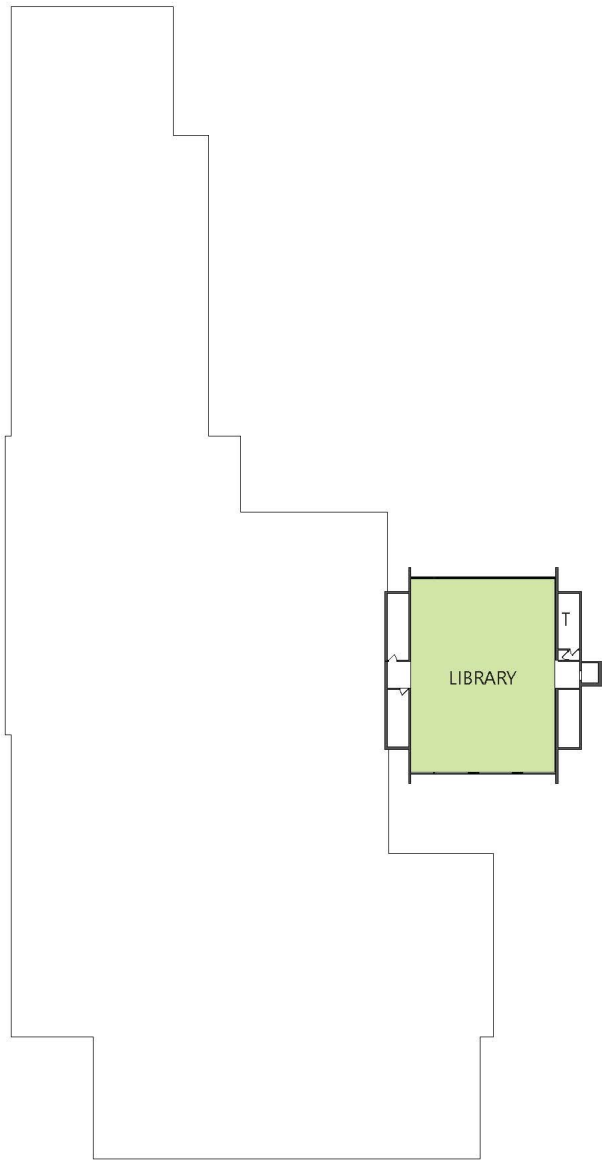
WAYNE THOMAS

Plan A: \$19.3M
(2025-2026)

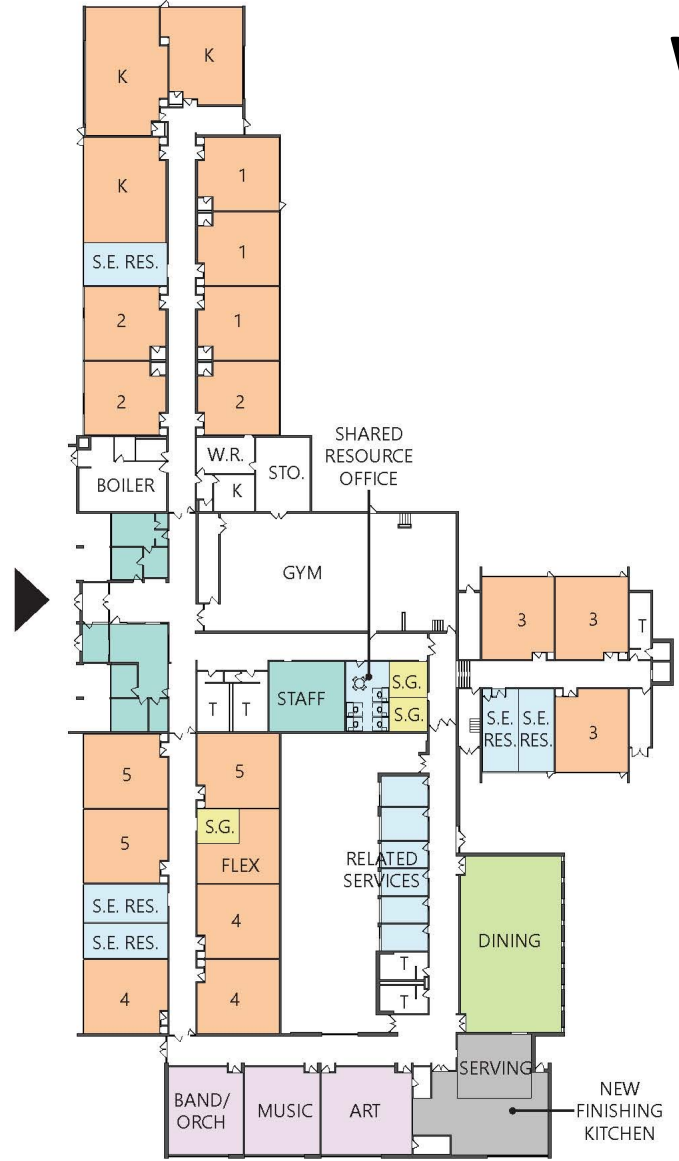


- Improve secure entry vestibule
- Add security cameras/ access control
- Add/update fire protection (sprinkler) system
- Add new elevator
- Replace roofing (partial)
- Replace windows (partial)
- Update technology infrastructure
- Update HVAC (air quality, air flow, temperature control)
- Renovate restrooms
- Update lighting, ceilings, flooring, furniture and storage
- Add classrooms/other additions
- Add space for student support services and special education
- Renovate space for food service
- Improve parking lot/sidewalks

WAYNE THOMAS



SECOND FLOOR

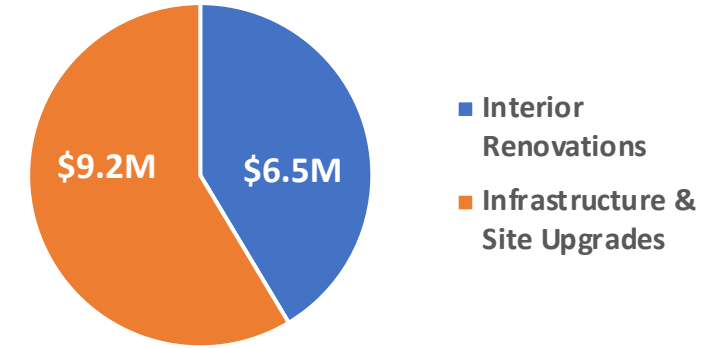


FIRST FLOOR



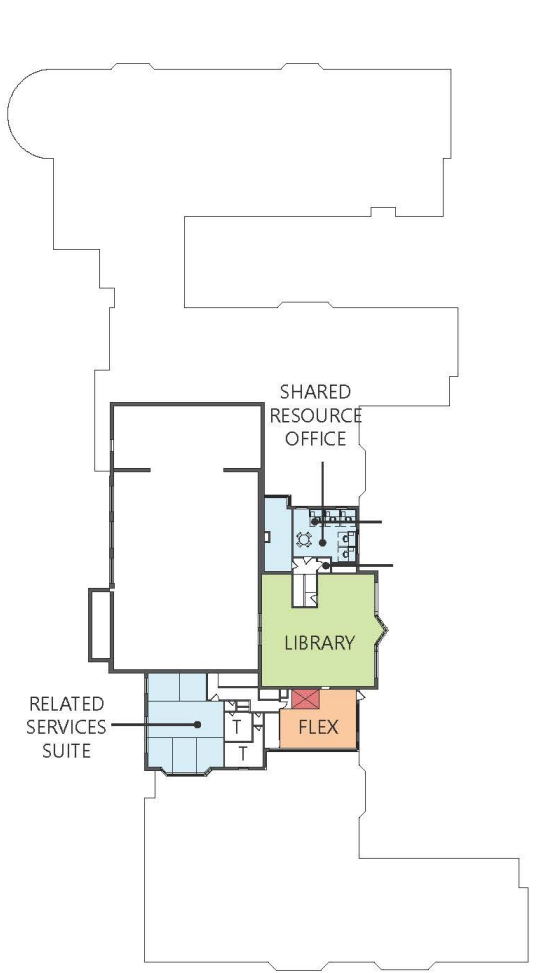
BRAESIDE

Plan A: \$15.8M (2025-2026)

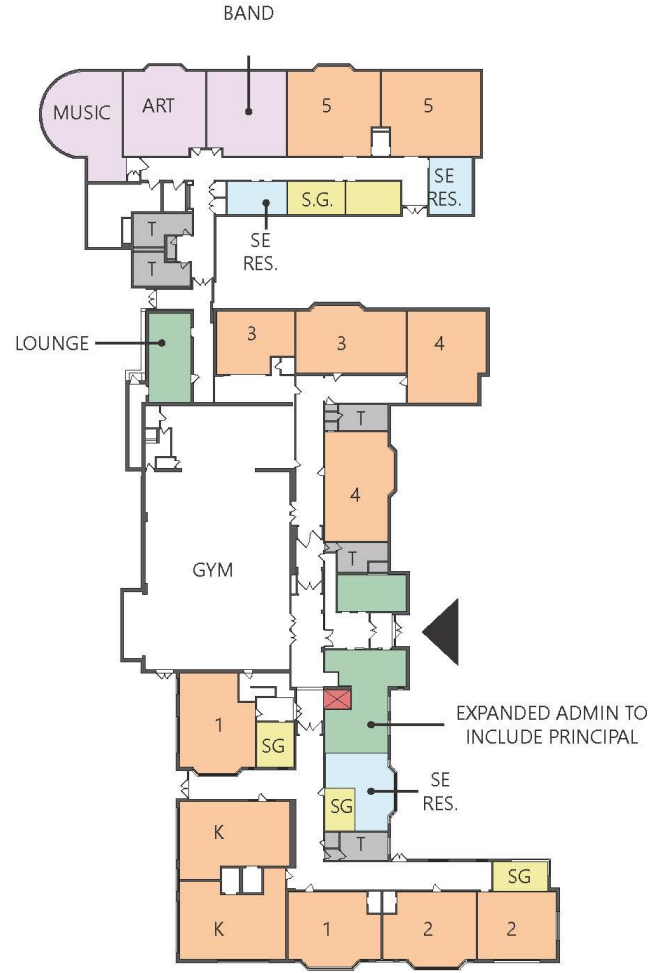


- Improve secure entry vestibule
- Add security cameras/access control
- Add/update fire protection (sprinkler) system
- Install elevator
- Replace roofing
- Update technology infrastructure
- Update HVAC (air quality, air flow, temperature control)
- Renovate restrooms
- Update lighting, ceilings, flooring, furniture and storage
- Maintain the historical character
- Add classrooms/other additions
- Add space for student support services and special education
- Renovate space for food service
- Improve parking lot/sidewalks

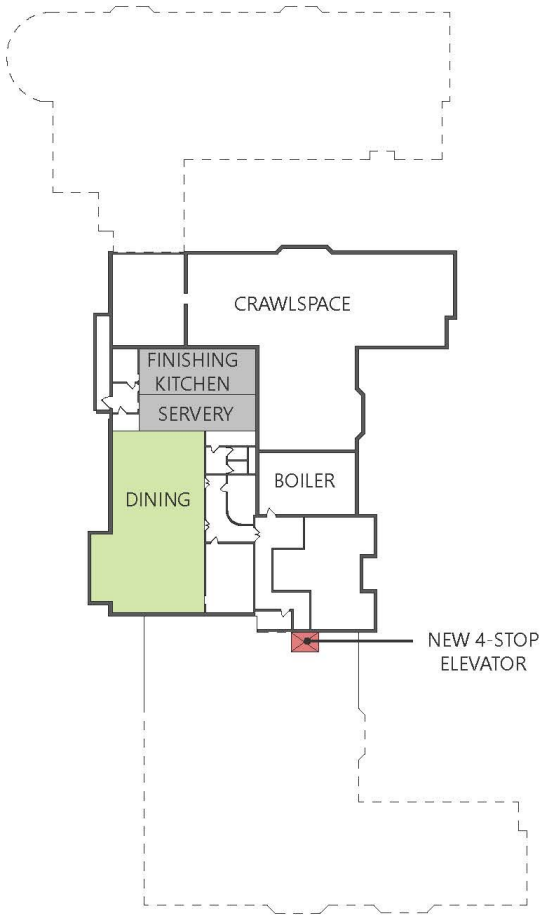
BRAESIDE



SECOND FLOOR



FIRST FLOOR



LOWER LEVEL

Anticipated Benefits



Improving safety and security



Extending the useful life of existing facilities



Improving indoor air quality, air flow and comfort level



Creating modern classrooms & leveraging instructional technology



Reducing overcrowding at certain schools



Attracting & retaining quality teachers/staff



Improving accessibility for students, staff and visitors



Reducing costly and disruptive emergency repairs



Enhancing energy efficiency



Promoting collaboration and hands-on learning



Creating spaces to better deliver support services



Protecting local property values

The Bottom Line



BUILDING - DESCRIPTION	RENOVATIONS TO EXISTING INTERIORS	ADDITIONS - NEW CONSTRUCTION	BUILDING INFRASTRUCTURE UPGRADES & SITE IMPROVEMENTS	
Ravinia - Renovation & Expansion	9.1	9.0	8.4	
Indian Trail - Renovation	7.8	0.6	16.7	
New Central Kitchen - Indian Trail Campus	4.2	N/A	N/A	
Sherwood - Renovation & Expansion	7.3	9.8	10.5	
Wayne Thomas - Renovation	7.8	N/A	11.5	
Braeside - Renovation	6.5	N/A	9.2	
TOTAL PROJECT COST - OPTION A	\$118.4M =	\$42.7M	+ \$19.4M	+ \$56.3M

Combination of Referendum & District Funds

Project Cost	\$118.4M
- District Funds	(\$5.0M)
- Potential Property Sales of Park assets –Based upon public input, we will recommend against the use of park land sales to the Board as fund raising for Phase 2.	(\$5.0M)
- We will investigate the reduction of costs or the use of additional District Funds for Phase 2 (updated 4/4/2022)	
Referendum	\$108.4M

Estimated Annual Tax Impact

Fair Market Value	Est. Tax Impact
\$250,000	\$236
\$300,000	\$286
\$500,000	\$489
\$750,000	\$743
\$1,000,000	\$997
Rate Increase	0.30

Phase 1

Middle School Renovations
Oak Terrace Upgrades

- Air Quality Enhancement (including air conditioning)
- Security Improvements
- Roof Replacement
- New Chillers
- Retaining Wall
- Health & Life Safety

Funded with District funds and alternative revenue bonds (not requiring a dedicated tax increase)



Phase 2

Repairs/Renovations to Five Elementary Schools:

- Braeside
- Indian Trail
- Ravinia
- Sherwood
- Wayne Thomas

Funded with District funds, possible sale of properties and voter-approved referendum



Phase 3



Address unmet facility needs, including:

- Red Oak
- Early Childhood Education (ECE)*
- Administration & Operations

Funded with District funds and sale of properties (**will not require a dedicated tax increase**)

***Exploring earlier ECE options**



Property/Assets for Potential Sale



Citizen Task Force

Land Assets - Updated

District 112 is evaluating the feasibility of sale or usage of the following schools it owns:

Green Bay - current location of administration, early childhood center

Lincoln – current location of operations, maintenance, transportation

Elm Place – current location of Edgewood School, used as “swing site” (temporary school) during construction

District 112 was evaluating the feasibility of sale or usage of the following properties it owns:

West Ridge (3-acre parcel), Kennedy (3-acre parcel), Olson Park (9-acre parcel) (as of 4/4/2022 the Superintendent is no longer recommending the potential sales of park properties as part of Phase 2)

We have been and we are continuing to seek public Input PRIOR to any decisions

No decisions have been made

Thoughts? Questions?



Next Steps

- Mail Survey – Mails April 8, 2022
- Citizen Task Force Reconvenes Early May to Review Public Opinion Research
- Adoption of Ballot Resolution, if Pursued – August 2022



Thank you!





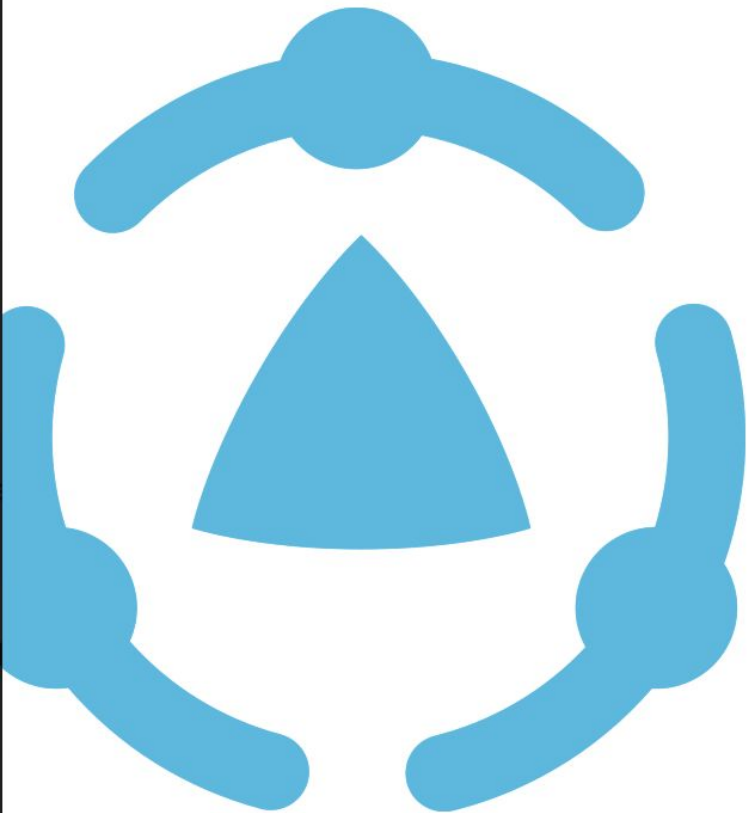
Reflections

Superintendent Strategy Summit

April 12, 2022

Dr. Michael Lubelfeld

Agenda Item 7 at Committee of the Whole



From Chaos to Transformation

2022 Superintendents' Strategy Summit

April 7, 2022





- Founder & CEO of **District Management Group**
- Professor at **Harvard Business School** since 2011
Created and teaches the second-year MBA elective course *Transforming Education through Social Entrepreneurship*, which explores ways in which entrepreneurs are pursuing innovative changes to transform education and achieve higher performance
- Co-Chair of **Harvard's Public Education Leadership Project (PELP)**
A joint initiative between the Harvard Graduate School of Education and the Harvard Business School that works to strengthen leadership competencies of the largest urban school districts in the U.S.
- Senior Advisor at **McKinsey & Company**



District
Management
Group



HARVARD
BUSINESS SCHOOL

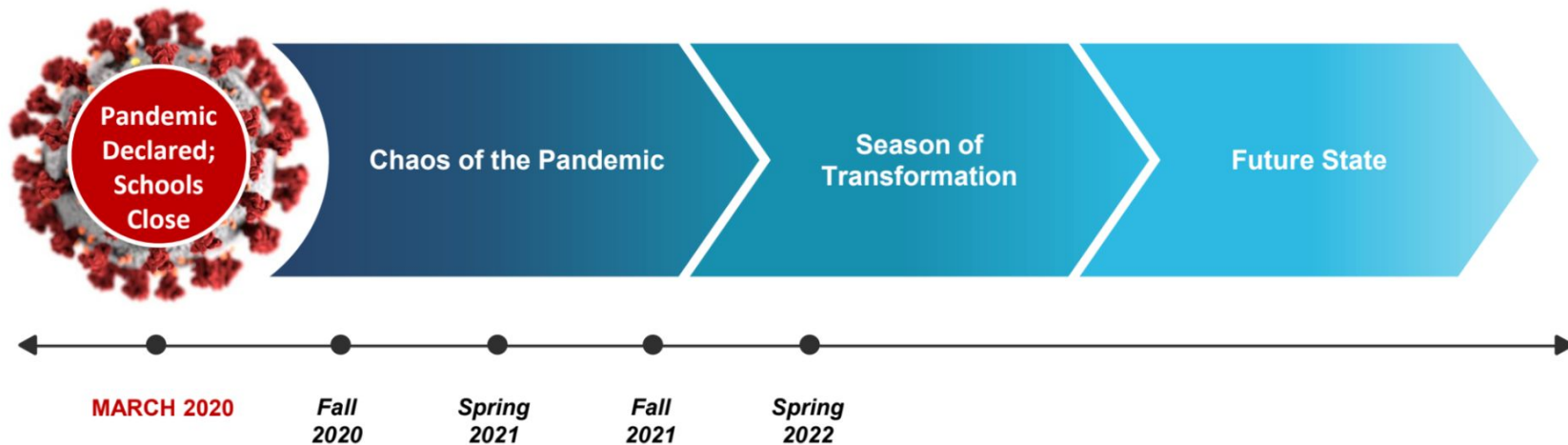


Public Education Leadership Project
AT HARVARD UNIVERSITY

**McKinsey
& Company**



At this moment, we are moving from the chaos of the pandemic into a season of transformation.



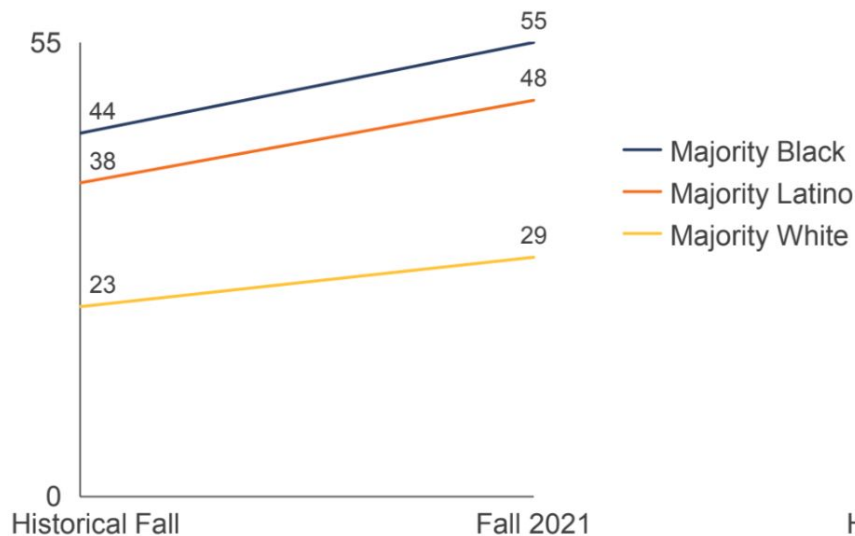
We selected five major dimensions of chaos or existing challenges that have become more complex in the past two years.



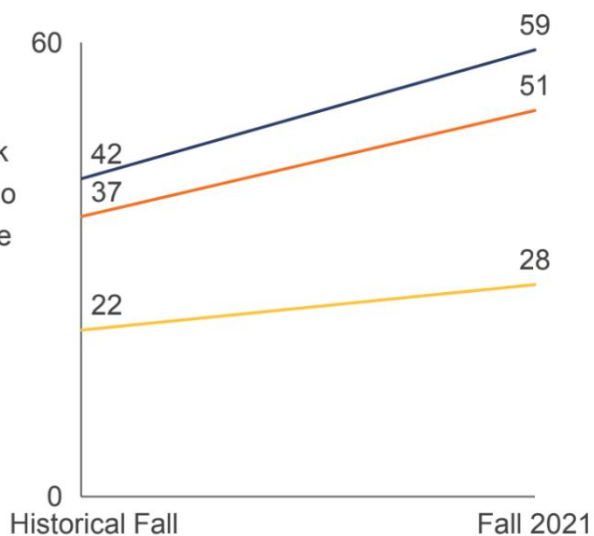
Inequities in student outcomes by race and ethnicity have grown due to the learning conditions during COVID.

Academic

Percent of Students Entering the Year 2+ Years Behind Grade Level in Reading, by School Demographics



Percent of Students Entering the Year 2+ Years Behind Grade Level in Math, by School Demographics



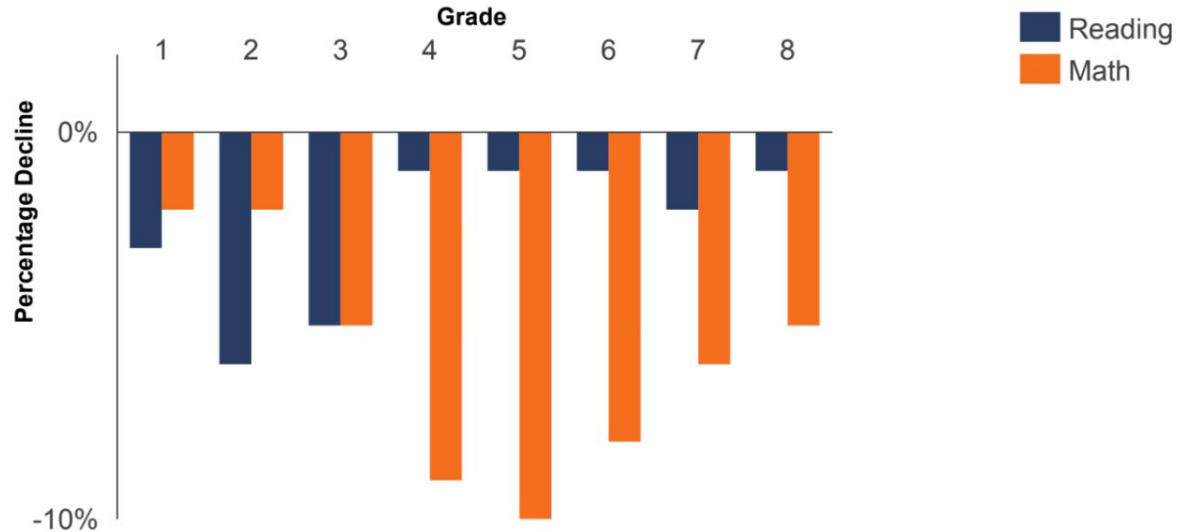
Historical Fall
the averages for
Fall 2017, 2018,
and 2019.

Source: *Understanding Student Learning, Insights from Fall 2021*, Curriculum Associates (November 2021)

Gaps in essential learning for students are significant and continue to grow.

Academic

Decline in the Percentage of Students on or Above Grade Level in Fall 2021 compared to Historical Fall Averages (2017-2019)



Source: *Understanding Student Learning, Insights from Fall 2021*, Curriculum Associates (November 2021)



Students who are not reading on grade level by 3rd grade are four times more likely to drop out of school before graduation.

Impact of 3rd Grade Reading on High School Drop Out Rates

On grade level in
3rd grade

vs.

Not on grade level
in 3rd grade

vs.

Not on grade level
AND in poverty

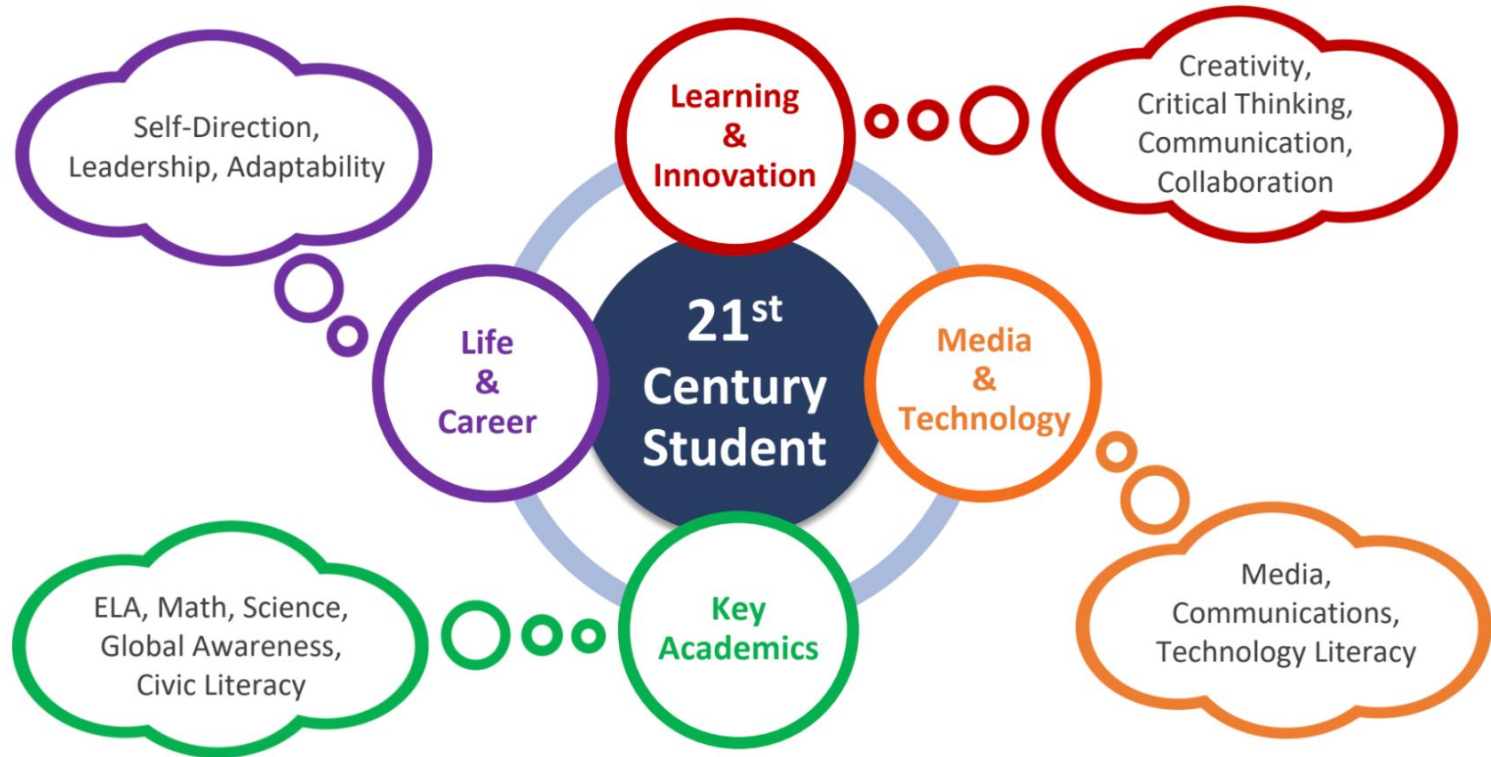


4x more likely to drop out

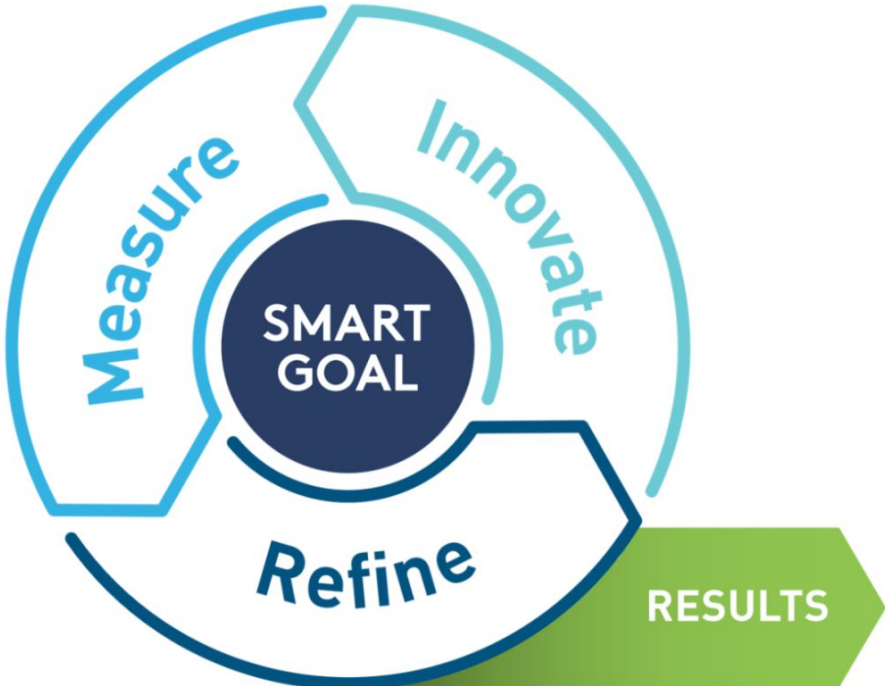
13x more likely to drop out

Source: 2015 NAEP

New Standards for the New Millennium

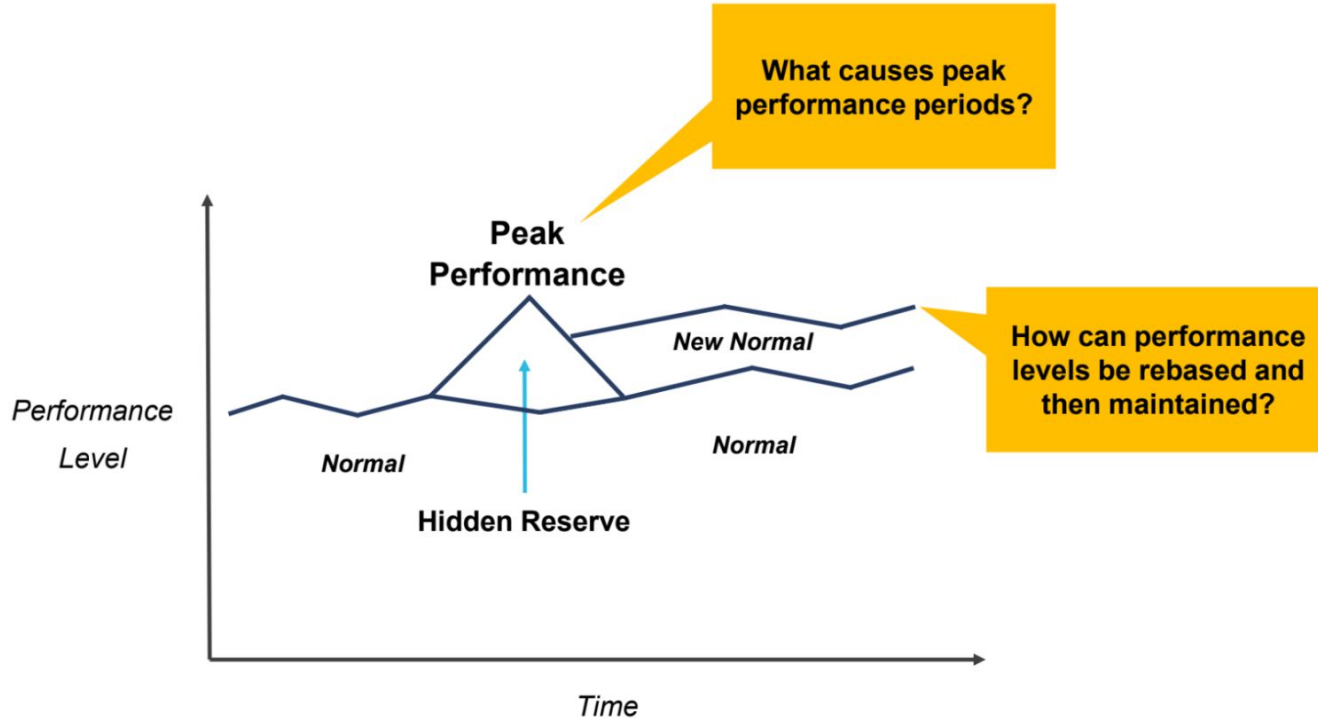


DMGroup's Rapid Learning Cycle



The Breakthrough Results Approach provides a structure to systematically allow organizations to consistently perform at peak levels

Tapping into the Hidden Reserve



Source: The Breakthrough Strategy, Robert H. Schaffer.

With the Breakthrough Results Approach, performance is driven by taking action and learning quickly from successes and failures.

Learn By Doing

1 NEW APPROACH



Questions?



Comments?