

BOARD OF EDUCATION
COMMUNITY CONSOLIDATED SCHOOL DISTRICT 64

COMMITTEE-OF-THE-WHOLE:

DISCUSSION ON HEALTH INSURANCE

MONDAY, August 22, 2011
6:30 P.M. – 7:30 P.M.

RAYMOND HENDEE EDUCATIONAL SERVICE CENTER
164 SOUTH PROSPECT AVENUE

AGENDA

1. CALL TO ORDER AND ROLL CALL
2. DISCUSSION ON HEALTH INSURANCE
3. ADJOURNMENT

Refer to Appendix 1 of this Board packet for Committee-of-the-Whole: Health Insurance materials.

Meeting of the Board of Education Park Ridge-Niles School District 64

**Board of Education Agenda
Regular Board Meeting
Monday, August 22, 2011
Raymond Hendee Educational Service Center
164 South Prospect Avenue**

On some occasions the order of business may be adjusted as the meeting progresses to accommodate Board members' schedules, the length of session, breaks and other needs.

Monday, August 22, 2011

TIME

APPENDIX

- | | | |
|-----------|---|--|
| 6:30 p.m. | <ul style="list-style-type: none"> Meeting of the Board Convenes • Roll Call • Introductions • Opening Remarks from President of the Board
 • Board Adjourns to a Committee-of-the-Whole: Health Insurance | |
| 7:30 p.m. | <ul style="list-style-type: none"> • Board Adjourns from Committee-of-the-Whole and Resumes Board Meeting
 • Public Comments
 • Approval of 2011-2012 Health Insurance Plan A-1 -- Business Manager Action Item 11-08-7
 • Update on Architect Evaluation for Field and Carpenter Schools A-2 -- Superintendent and Fanning Howey
 • Presentation and Adoption of Board Goals for 2011-13 A-3 -- Board of Education President Action Item 11-08-8
 • Presentation and Adoption of Updates on Board of Education Operating Principles A-4 -- Board of Education President Action Item 11-08-9
 • Consent Agenda Action Item 11-08-10 A-5 -- Board President <ul style="list-style-type: none"> • Personnel Report • Bills • Approval of Financial Update for the Period Ending July 31, 2011 • Approval of Policy Issue 75, February 2011 • Approval of Intergovernmental Agreement Between the Governing Board of the Niles Township District for Special Education #807 and the Board of Education of Park Ridge CCSD64 for the Provision of Certain Special Education Services • Destruction Audio Closed Minutes (none) | |

- **Approval of Minutes** Action Item 11-08-11 A-6
 - Board President
 - Special Board Meeting Minutes.....August 8, 2011
 - Committee-of-the-Whole MinutesAugust 8, 2011

- **Other Items of Information** A-7
 - Superintendent
 - Upcoming Agenda
 - Memorandum of Information
 - Update on Summer Construction Projects
 - Update on Strategic Plan for 2011-12
 - Department of Student Learning Focus Areas
 - Minutes of Board Committees (none)
 - Other
 - Update on Institute Day & Opening Day of School

- **Adjournment**

Next Meeting: **Monday, September 12, 2011**
 6:00 p.m. Committee-of-the-Whole
 Emerson Middle School – Multipurpose Room
 8101 N. Cumberland Avenue
 Niles, IL 60714

September 12, 2011 – Emerson (Multipurpose Room)

- Committee-of-the-Whole – 6:00 p.m.
- Review 2011-12 Tentative Budget Prior to Board Adoption on September 26, 2011
 - Facility Master Plan: Roles, Goals and Controls Workshop

September 19, 2011

Closed Session – 6:30 p.m.

September 26, 2011 - Franklin

- Public Hearing on the Budget – 7:20 p.m.
 Regular Board Meeting – 7:30 p.m.
- Adoption of FY12 Budget • Sixth Day of Enrollment Report
 - Approval of August Financials
 - Update on Summer Construction Projects
 - Administrative Type 75 Compensation Reporting Act • IMRF Compensation Reporting
 - Approval of Lighting Replacement in District 64 Schools

October 24, 2011 - Washington

- Regular Board Meeting – 7:30 p.m.
- Approval of Bid for Snow Removal Equipment
 - Report on Levy • Student Achievement
 - Presentation – Township Treasurer
 - Approval of September Financials
 - Report on Educational Ends and MAP Results

November 14, 2011 - Carpenter

- Committee-of-the-Whole: Finance – 7:00 p.m.
 Regular Board Meeting – 7:30 p.m.
- Approval of October Financials
 - Resolution to Approve 2011 Proposed Tax Levy

December 12, 2011

Regular Board Meeting – 7:30 p.m.

- Approval of November Financials
- Adoption of Final 2011 Levy
- Strategic Plan Progress Report

January 23, 2012 - Jefferson

Regular Board Meeting – 7:30 p.m.

- Approval of December Financials

TBD

- Adopt Tentative Calendars for 2012-13 & 2013-14
- Acceptance of Roosevelt PTO Gift
- Discussion of Board Communication Strategies

In accordance with the Americans with Disabilities Act (ADA), the Board of Education of Community Consolidated School District 64 Park Ridge-Niles will provide access to public meetings to persons with disabilities who request special accommodations. Any persons requiring special accommodations should contact the Director of Facility Management at (847) 318-4313 to arrange assistance or obtain information on accessibility. It is recommended that you contact the District, 3 business days prior to a school board meeting, so we can make every effort to accommodate you or provide for any special needs.

To: Board of Education
From: Rebecca Allard, Business Manager
Date: August 22, 2011
Re: Approval of 2011-2012 Health Insurance Plan

The Insurance Committee met on Friday, August, 19 and will meet again on Monday, August 22, to formalize a recommendation to the Board of Education for the 2011-12 employee benefit insurance program.

The recommendation will be reviewed with the Board during the Committee of the Whole (COW) on Monday, August 22, 2011 starting at 6:30 PM at the Raymond Hendee ESC, 164 S. Prospect Avenue.

/mw

To: Board of Education

From: Phillip Bender, Superintendent
 Rebecca J. Allard, Business Manager
 Sandra Stringer, Assistant Superintendent – Human Resources

Date: August 8, 2011

Subject: 2011-12 Employee Health and Dental Insurance Plans

Every August, administration presents for Board approval a proposal for the annual renewal for the District employee benefit plan and associated costs. This year, administration is preparing two proposals for the Board’s consideration. Except for the cost both proposals have the same plan of benefits.

- The first proposal from Hub International is to continue with the current stand-alone program with Blue Cross Blue Shield.
- The second proposal is to participate in a self-insured school insurance cooperative, Northern Illinois Health Insurance Plan (NIHIP). The NIHIP guarantees the current plan of benefits.

The following summary provides an overview of the insurance providers by type of benefit:

Type of Benefit	2010-11 Providers of Employee Coverage’s	HUB International 2011-12 Providers of Employee Coverage’s	NIHIP 2011-12 Providers of Employee Coverage’s
PPO Medical	Blue Cross Blue Shield	Blue Cross Blue Shield	Blue Cross Blue Shield
PPO Mail-in Prescription Program	Prime Mail	Prime Mail	MEDCO
HMO Medical	HMO Illinois	HMO Illinois	HMO Illinois
Dental Insurance	UNICARE	Dearborn National	Dearborn National
Life Insurance	UNICARE	Sun Life	ING
Long Term Disability (LTD)	UNICARE	Sun Life	Sun Life
Voluntary LTD	UNICARE	Sun Life	Sun Life

Comparison of Proposals

Although this memorandum of information provides more detail regarding the NIHIP proposal than the HUB proposal, this should not be misinterpreted as preference given one plan over the other. The HUB proposal represents the current plan of employee benefits. This memorandum is intended to provide information on the alternative proposal.

As detailed on Attachment I, the combined medical and dental increase for the Hub International proposal is 8.8% greater than the current year costs. The NIHIP proposal is 6.9% greater than 2010-11. This translates into a difference of \$103,082 between the two proposals.

▪ Coverage

- Both proposals represent the current PPO plan of benefits.
- Health care reform requires all plans to have an open enrollment period. The NIHIP proposal will phase open enrollment in during 2011-12.
- Mail order prescriptions: The Hub International proposal continues the use of PrimeMail and the NIHIP proposal uses Medco. Blue Cross Blue Shield of Illinois coordinates with both programs.
- Dental: Under both proposals the District's dental provider will be changed to, Dearborn National. There is no change in the plan of benefits. The NIHIP proposal allows for the employee to purchase family dental insurance.

▪ Other considerations

- District 64 is required to fulfill a three-year commitment. Once the three-year commitment is achieved a notice of withdrawal must be submitted within 120 days of the annual renewal date.
- The collective bargaining process will dictate PPO plan changes; again the NIHIP proposal guarantees the current plan of benefits.

Background Information on Proposals

- Hub International has acted as District 64's insurance consultant for several years, and has partnered with our insurance committee to provide a comprehensive plan of employee benefits with the goal of reducing and or maintaining costs.
- Attachment II provides a thorough overview of NIHIP. In summary, NIHIP is a school district cooperative of 27 elementary and secondary districts in Lake, Kane, Cook and McHenry counties. It has been operating since December 1, 1983, and currently covers 5,718 school district employees under the health insurance program.

NIHP is member driven cooperative and is managed by a seven-member Executive Board of district administrators. The Executive Board hires an insurance consultant, Gallagher Benefit Services (GBS), to provide the professional management of the cooperative. The Executive Board meets monthly. The general NIHIP Board consists of one administrator from each member district and is required to meet at least two-times per year.

The underwriting/financial arrangements are detailed in the attachment. Several points to consider are:

- Reserve Account – NIHIP’s rate proposal is based on District 64 maintaining a reserve account to fund our “incurred but not yet reported” (IBNR) claim liability. **The NIHIP proposed PPO rates provide for the reserve fund; any funding remaining from this reserve are D64 funds not the carrier or the cooperatives.**
- The cooperative has a strong cash position and is very stable. In fact, NIHIP has had excess funds the past several years and is looking at the best way distribute the funds to the member districts. This opportunity does not exist with District 64’s current carrier.
- Lower Fixed Expenses – The fixed expenses of the cooperative purchasing are lower than what an individual district can obtain on their own.
- Common Plan Designs – NIHIP has common plan designs for PPOs and HMOs to select from. **District 64 is guaranteed the current plan of benefits until such time collective bargaining dictates a change.**

In terms of the actual plan being offered:

- NIHIP provides the Hope Health newsletter four times per year to member districts in addition to providing the Wellness Screening and Flu Shots at no cost to member districts.
- NIHIP retains Gallagher Benefit Services (GBS) to provide consulting services. GBS is available to assist the member districts with all employee communication, attend all insurance meetings and assist the Board during collective bargaining.

Because NIHIP requires a three-year commitment, it is also important to consider its track record of increases:

- Banding Formula – The increases for the NIHIP pool are based on a total amount of claims, fixed expenses and administrative expenses for the entire group. To determine each individual district renewal, a banding formula is applied. The banding formula can be plus or minus 10% above or below the average. The experience for each member district is capped at \$50,000 for any specific individual member. Both of these features help smooth out any experience swings to keep the increase closer to the average increase.
- NIHIP has experienced cooperative increases of 2006-07 (-1.8%); 2007-08 (0.8%); 2008-09 (3.8%); 2009-10 (0.9%); and 2010-11 (3.9%).
- NIHIP individual member districts have experienced rate increases ranging from a decrease of 2.2% to an increase of 21.7% (Attachment III). An individual district experiences an increase or decrease based on their experience.
- NIHIP also offers built-in networking opportunities. As there are 27 districts in the cooperative, District 64 would have knowledge of what benefit plans and rates the other districts have in force, and could compare issues with this peer group.
- In a fully insured environment, District 64’s experience currently is blended with other similar-sized groups to determine the portion of the needed annual rate increase. This process would be very similar within the cooperative, and in addition, District 64 would know the other districts in the group that our experience is being pooled with.

Evaluation of Proposals

There are advantages and disadvantages to any change. The advantage to accepting the Hub International proposal is that the anxiety with any change will be eliminated. The District also will be free to seek other proposals in the future. District 64 also would maintain total control of its program. The biggest issue for groups deciding if they want to participate within any insurance cooperative is loss of complete control. Each member district only has one vote on the general board.

The disadvantage to accepting the Hub International proposal is that District 64 will pay approximately \$103,000 more in health and dental insurance costs over the alternative. Given its long-standing relationship, District 64 gave Hub International the opportunity to match the NIHIP Blue Cross Blue Shield rates. Hub International was unable to further reduce the Blue Cross Blue Shield rates.

In addition to the cost savings, the advantages of accepting the NIHIP proposal are that District 64 will have access to lower life insurance rates (from \$0.13 per \$1,000 of insurance currently to \$0.063), saving an additional \$19,000 over the 2010-11 costs and approximately \$27,000 over the Hub International proposal for 2011-12.

Ultimately, if the Board approves District 64's participation in NIHIP, the annual savings will exceed \$125,000 for 2011-12 (medical/ dental insurance savings plus life insurance). The disadvantages to joining NIHIP are the three-year commitment and the loss of individual control by joining a cooperative.

District 64 Insurance Committee and Next Steps

The Park Ridge Education Association (PREA) collective bargaining agreement addresses the insurance committee in two areas of the contract.

ARTICLE XII "Professional Compensation and Benefits"

- I.9. Insurance Changes: The Board shall have the right to change insurance carriers or otherwise provide for coverage as long as the level of benefits is substantially the same or better. Before the Board changes insurance carriers or otherwise provides for coverage, the Association shall be given advance notice and an opportunity to present its views through its participation in the District Insurance Committee.*
- I.10. Health Insurance Committee: The Health Insurance Committee ("Committee") will be continued during the term of this Agreement for the purpose of reviewing avenues and options to contain or decrease the cost of current and future health insurance and to make recommendations concerning same. The Committee will continue to be comprised of, but not limited to, a teacher representative from each building. The chair of the Committee shall be a District administrator designated by the Superintendent who shall be responsible for scheduling meetings and preparing written information for each meeting. The Committee will meet as necessary but at least two times per year. The work of the Committee shall be collaborative in order to promote a wide range of views and opinions as insurance options are reviewed. It shall have access to necessary information in order to do this. The Committee chair will provide these materials to committee members; however, the chair will protect the confidentiality of the individual plan participants as required by applicable law. The Committee may meet with consultants as needed.*

The Insurance Committee will meet on Friday, August 19, 2011, at 2:30 p.m. to review the two proposals. Board members Collins and Zimmerman are members of the insurance committee and will participate in the discussion.

Administration will present a recommendation for Board discussion at the August 22 regular meeting, and request adoption of a health/dental plan. This cost information will then be updated in the final District 64 budget for 2011-12 scheduled for adoption on September 26.

Park Ridge - Niles Community Consolidated School District 64

Comparison of Medical / Dental Insurance Rates

	# of Staff Participating	2010-11 Monthly Rates	2010-11 Annual Cost	2011-12 Hub International Proposal			2011-12 NIHIP Proposal					
				2011-12 Proposed Monthly Rates	Annual Cost	\$ Increase	% Increase	2011-12 Proposed Monthly Rates	Annual Cost	\$ Increase	% Increase	
Medical PPO												
Employee	271	\$602.34	\$1,958,810	\$664.98	\$2,162,515	\$203,705	10.40%	\$656.07	\$2,133,540	\$174,730	8.92%	
Employee + 1	63	\$1,188.99	\$898,876	\$1,312.64	\$992,356	\$93,479	10.40%	\$1,295.04	\$979,050	\$80,174	8.92%	
Family	90	\$1,702.83	\$1,839,056	\$1,879.92	\$2,030,314	\$191,257	10.40%	\$1,854.72	\$2,003,098	\$164,041	8.92%	
Medical HMO												
Employee	20	\$427.43	\$102,583	\$427.43	\$102,583	\$0.00	0.00%	\$437.37	\$104,969	\$2,386	2.33%	
Employee + 1	4	\$843.76	\$40,500	\$843.76	\$40,500	\$0.00	0.00%	\$863.38	\$41,442	\$942	2.33%	
Family	24	\$1,208.37	\$348,011	\$1,208.38	\$348,013	\$2.88	0.00%	\$1,236.46	\$356,100	\$8,090	2.32%	
Medical Dental												
Employee	529	\$31.75	\$201,549	\$29.53	\$187,456	(\$14,093)	-6.99%	\$29.53	\$187,456	(\$14,093)	-6.99%	
Employee + 1	4	\$61.27	\$2,941	\$56.98	\$2,735	(\$206)	-7.00%	\$56.98	\$2,735	(\$206)	-7.00%	
Family	9	\$98.40	\$10,627	\$91.51	\$9,883	(\$744)	-7.00%	\$91.51	\$9,883	(\$744)	-7.00%	
			Net Cost	\$5,876,356	\$473,401	8.76%		\$5,818,274	\$415,320	7.69%		
			Consulting Expense	\$45,000	\$5,400	13.64%		\$0.00	(\$39,600)	-100.00%		
			Total Cost	\$5,921,356	\$478,801	8.80%		\$5,818,274	\$375,720	6.90%		

Savings attained if District switches to the Insurance Cooperative (NIHIP) \$103,082

Notes:
 NIHIP Dental will be with Dearborn with the same design and costs
 Additional savings will be achieved with life insurance and LTD
 Prescription program changes from Prime Mail to MEDCO

NIHIP Organizational Outline July 2011

I. General Description

NIHIP is a school district cooperative for both elementary and secondary school districts in the Lake, Kane, Cook and McHenry Counties. NIHIP began operations December 1, 1983. Basic Life, AD&D, Medical, and Dental coverage are available through NIHIP.

A. Geographic/Physical Characteristics

1. There are no geographic boundaries to limit potential members.
2. The Cooperative currently consists of 27 school districts.
3. Approximate number of covered employees in June 2011:

<u>Coverage</u>	<u>Employees</u>	<u>Dependents</u>	<u>% EES with Deps</u>
PPO	7,028	1,713	24.4%
HMO	2,129	960	45%
Total Health	5,718		
Dental	4,920	1877	38%
Life	8,933		

All 27 NIHIP members participate in the Basic Life, AD&D, and Medical programs. 16 NIHIP members currently participate in the dental program.

B. Governance

1. Each member assigns a school administrator designated by the District's Board of Education to sit on the NIHIP General Board of Directors.
2. A contract and bylaws which are administered through the General Board of Directors govern the operations of the cooperative.
3. The following two officer positions are one-year terms.
 - (a) Chairperson
 - (b) Secretary

4. Initially, new districts joining NIHIP must agree to remain members of NIHIP for at least a three-year period.

II. Underwriting/Financial Arrangements

A. New Member Underwriting

Initial funding rates are based upon plan design and prior claims experience.

B. Renewal Underwriting

Risk is spread among the membership by first determining the average percentage funding adjustment necessary to meet the Cooperative's maximum cash liabilities, claims and administrative expenses.

C. Individual Member District Annual Rate Adjustments

Once the average cooperative-wide funding adjustment has been determined, a banding formula is employed to further spread member risk based on the 24-month paid loss ratios of the individual districts. The loss ratios are based on claims not to exceed \$50,000 per specific individual. *(The specific claim cost between \$50,000 and \$160,000 are shared on a per head basis).* The banding formula of plus or minus 10% is then applied to the loss ratio to determine the final rate increase.

D. Excess Reinsurance

Specific stop loss insurance is purchased to protect the Cooperative from claims in excess of \$150,000 per person, per plan year. Aggregate insurance of 125% of expected claims is also purchased. The stop loss vendor is ING.

E. Internal Accounting of Member Surpluses and Deficits

Districts receive a monthly financial report which includes an accounting of all premium collection and plan costs. The report also reflects any terminal reserve accounts held by the Districts. Monthly reports are sent to each District identifying their claim versus premium position plan year to date.

F. Reserves

The Incurred But Not Reported (IBNR) claim liability is the individual district's responsibility. The District may set up an individual reserve account within NIHIP or separately outside of NIHIP. The aggregate stop-loss liability is funded by NIHIP. Any excess reserves can be allocated at the discretion of the Executive Committee.

III. Benefit Plan Design

A. Individual Member Plans

PPO Plan Options

NIHIP offers common PPO and High Deductible plans for Districts to choose from. The plans have varying deductibles, copays and out-of-pocket structures.

HMO Plans

NIHIP Districts have the option to choose between two HMO plans with varying copay amounts. Districts may also offer the smaller Blue Advantage network.

B. Cooperative Restrictions

Extra contractual claim payments must be authorized by the Executive Committee.

IV. Administration

A. Billing

1. Self-billed Format - Each member's rates reflect all aspects of the Cooperative's operating costs (claims, utilization review, PPO fees, claims administration fees, excess health insurance, etc.). Each district submits their monthly self-billed premium statement to the Cooperative Treasurer.
2. Invoicing of Administration and Reinsurance Expense - The Treasurer is billed for all financial obligations including claim payments, utilization review services, consulting services, reinsurance premiums, COBRA administration, wellness screenings, etc.

B. Claims Administration

Experience reporting is maintained on a client and plan-specific level.

C. Administration Staffing

The Cooperative employs Stevenson High School as its treasurer for record keeping, auditing, and investment purposes. Further, it retains the services of Ancel, Glink, Diamond, Cope & Bush, P.C. as its legal counsel.

Also retained by the Cooperative is Evoy, Kamschulte, Jacobs & Co. of Waukegan, Illinois, to annually audit the Cooperative's financial statements.

V. Managed Health Care

A. HMO Activity

Effective September 1, 1997, a common HMO plan was implemented with HMO Illinois. The HMO moved to a self-funded arrangement effective September 1, 2001. Effective September 1, 2004, a second HMO plan was added.

B. PPO Activity

All districts currently have employees participating in the NIHIP PPO plans. The PPO plans are available to all member districts. The PPO network is Blue Cross Blue Shield of Illinois.

C. Utilization Review Activity

As the plan administrative services provider, Blue Cross Blue Shield of Illinois provides utilization review, case management and hospital certification services.

D. Wellness Programs

All members have access to the Blue Care Connection and Blue Points programs through Blue Cross Blue Shield of Illinois. In addition all member employees receive the Hope Health newsletter four times per year. NIHIP offers a free wellness screening including blood draw and health risk assessment and flu shots to its PPO and HMO covered employees. Non-covered employees may participate at their own expense. Covered dependents wishing to participate in the screenings and flu shots have the option to submit the charges against their annual wellness benefit.

GBS also provides wellness consulting services to the Districts on a district specific basis.

VI. Flexible Benefits

Flexible Spending Plans, allowed under Section 125 of the IRS Code are available to interested school districts. NIHIP has a preferred pricing arrangement through Discovery Benefits and COBRAsource.

VII. COBRA Practices

Administrative services are provided through COBRAsource.

VIII. GBS Service to Individual Members

A. Consulting Services Provided to Each District

1. Plan Design/Cost Containment
2. Benefit Communications
3. Employee Meetings/Insurance Committee Meetings
4. Health Trends/Education
5. Individual District Advice/Consulting

Gallagher Benefit Services is compensated through a fee arrangement negotiated with NIHIP. There are no commissions in the medical, dental or life plans.

**HISTORICAL RATE ADJUSTMENTS¹
For PPO/Indemnity Medical Plans**

Plan Year	Average
7/1/87 to 6/30/88	0.0%
7/1/88 to 6/30/89	12.0%
7/1/89 to 6/30/90	55.0%
7/1/90 to 6/30/91	20.0%
7/1/91 to 6/30/92	19.4%
7/1/92 to 6/30/93	12.0%
7/1/93 to 6/30/94	14.0% ²
7/1/94 to 6/30/95	3.4%
7/1/95 to 6/30/96	3.3%
7/1/96 to 8/31/97	0.9% ³
9/1/97 to 8/31/98	0.0%
9/1/98 to 8/31/99	3.1% ⁴
9/1/99 to 8/31/00	14.6%
9/1/00 to 8/31/01	17.5%
9/1/01 to 8/31/02	38.6%
9/1/02 to 8/31/03	24.9%
9/1/03 to 8/31/04	23.8%
9/1/04 to 8/31/05	22.0%
9/1/05 to 8/31/06	9.9%
9/1/06 to 8/31/07	-1.8%
9/1/07 to 8/31/08	.8%
9/1/08 to 8/31/09	3.8%
9/1/09 to 8/31/10	.9%
9/1/09 to 8/31/10	3.9%

-
- 1 Rate adjustments reflect overall average increase prior to the application of the "banding formula" to determine individual district adjustments.
 - 2 Adjustment includes a 10% claim margin.
 - 3 Adjustment applies for 14 months (anniversary changed from 7/1 to 9/1).
 - 4 Average adjustment would have been 5.3% in the absence of a special reserve adjustment to modify increase.

LIST OF MEMBERS
(As of 7/1/11)

- Adlai Stevenson High School District 125
- Aptakisic-Tripp CCSD 102
- Big Hollow School District 38
- Barrington CUSD 220
- Burlington CCUSD 301
- Community High School District 128
- Fox River Grove School District 3
- Gavin School District 37
- Geneva CUSD 304
- Gurnee School District 56
- Hawthorn School District 73
- Johnsburg School District 12
- Kildeer CSSD 96
- Lake County Area Vocational System
- Lake Forest Elementary District 67
- Lake Forest High School District 115
- Libertyville Public School District 70
- Lincolnshire-Prairie View SD 103
- Mundelein School District 75
- New Trier High School District 203
- Nippersink School District 2
- Richmond-Burton High School District 157
- Ridgewood High School District 234
- Rondout School District 72
- Round Lake Area Schools 116
- SEDOM
- Wauconda CUSD118

NIHIP Rate Increases												
	Pool Average		Stevenson		CHSD 128		Geneva		Mundelein		New Trier	
	PPO	HMO	PPO	HMO	PPO	HMO	PPO	HMO	PPO	HMO	PPO	HMO
2008/2009	3.8%	10.3%	-0.2%	7.3%	4.8%	10.3%	n/a	n/a	3.8%	13.3%	3.8%	10.3%
2009/2010	0.9%	6.4%	0.9%	3.4%	0.9%	11.4%	3.9%	4.4%	-0.1%	11.4%	-1.1%	6.4%
2010/2011	11.7%	11.9%	10.7%	9.9%	11.7%	16.9%	12.7%	11.9%	7.7%	20.9%	8.7%	11.9%
2011/2012	3.9%	5.6%	-0.1%	1.6%	3.9%	3.6%	5.9%	5.6%	1.9%	8.6%	0.9%	5.6%

Plan Yr	PPO		HMO	
	Highest	Lowest	Highest	Lowest
2008/2009	8.8%	-2.2%	13.3%	7.3%
2009/2010	5.9%	-4.1%	11.4%	1.4%
2010/2011	21.7%	3.7%	21.9%	1.9%
2011/2012	12.9%	-3.1%	15.6%	-4.4%

Note: In 2008, the HMO banding formula was only 3% up or down from the average. That has been changed to 10% up or down from the average.



Rev: August 17, 2011

Dr. Philip Bender, Superintendent
Park Ridge-Niles Community Consolidated School District 64
164 South Prospect Avenue
Park Ridge, IL 60068

Re: Facility Master Plan
Park Ridge-Niles SD 64
Park Ridge, Illinois 60068
Project No. 211056.00

Dear Dr. Bender,

As part of the Facility Master Plan efforts engineering related walk-throughs of various Park Ridge-Niles Schools were conducted during July and August 2011. A summary of our recent evaluations is outlined in the context of this letter.

In July, an independent assessment of a stress crack at Theodore Roosevelt Elementary School was completed and an evaluation of our findings was sent to the District.

Additionally, in July, a review of the District's Specifications for a Lighting Upgrade Proposal was completed, with comments and recommendations sent to the District.

Currently, we are working on site redevelopment concepts with the District for George B. Carpenter Elementary School.

Furthermore, below is a review of our observations of the existing mechanical, plumbing, and electrical systems made simultaneously during these building visits:

Eugene Field Elementary School

Mechanical

- The central heating plant consists of two PowerMaster 80 HP PF-LG boilers. The capacity on each boiler is 3,344 Cubic feet/hour of natural gas, and power requirements are 208/1/60. The boilers were constructed in 1963, and provide low pressure steam. They are in fair condition, but have reached the end of their anticipated service life.
- The boilers supply steam to portions of the building directly. Other areas of the building are supplied with hot water that is heated by steam via tube-in-shell heat exchangers. The steam condensate return system is a Shipco ¾ HP system, which was re-built within the past 6 years. The system is in fair condition. Steam piping appears to be in fair condition. The heating hot water system has several sets of pumps, some of which are in need of re-building. The pumps for one zone need to run constantly due to sediment accumulation in the piping. Hot water supply and return piping is in fair condition. There is a radiant floor heating system in one area of the building that is currently shut down due to leaks in the piping.

ARCHITECTURE | ENGINEERING

32 Main Street | Suite C | Park Ridge, IL 60068

847.292.1039 | fax 847.292.1021 | www.fhal.com

- Building temperature controls are pneumatic, and appear to be in fair condition. Building relief is accomplished by both gravity- and controlled-relief louvers, hoods and dampers
- Space ventilation and heating/cooling for the building is accomplished by a combination of unit ventilators, self-contained fan coil units, and air handling units.
- There are several styles and vintages of unit ventilators installed throughout the building. In the 1995 addition, the units are heating only, with the newer units in good condition.
- The media center utilizes older self-contained, DX cooling, water heat unit ventilators, which are in good condition.
- The third floor classrooms have a combination of self-contained unit ventilators and self contained fan coil units; however, the east side is undersized. The remaining classrooms use heat-only unit ventilators. There are also some older Nesbitt unit ventilators in some classrooms.
- The auditorium and south wing are served by attic-mounted air handling units with steam heating coils only. These units do not provide any cooling and it is unknown if a sufficient amount of ventilation air is provided. There is no economizer cooling sequence available on these units. Both units are difficult to access and maintain.
- The MDF room has a window-mounted air conditioner.
- There is a heat-only ventilation air handling unit installed above the art room.
- Duct systems in general appear in good condition, but insulation is starting to deteriorate

Plumbing

- Domestic cold water enters the building near the 1995 addition, and is backfed to the original connection in the boiler room. There is a booster pump provided.
- Domestic water piping appears to be in fair condition, and is provided by an A.O. Smith Master Fit, BTR 197 gas-fired water heater. The water heater appears in good condition.
- Waste piping systems appear to be in fair condition. There are sump pumps provided for the lower level and elevator room. Sump pumps appear to be in fair to good condition.
- The 1995 section of the building has a sprinkler system.

Electrical

- The main electrical service is 120/208 3-phase service.
- The main switchgear is a Creiger Electric 1600A-rated switch gear. The building is supplied through a 1200A-rated switch.
- The original vault is backfed through the newer system.

- Panels are distributed throughout the building and are of various vintages. There is still a round fuse style panel in the lower level.
- Classrooms are typically provided with two outlets, with numerous additions for power and data through surface-mounted raceway (wiremold).
- The central clock/sound system is through a Rauland Telecenter 21 system, and includes a battery backup. The system appears to be in good condition.
- Lighting for classrooms is currently accomplished by T-12 lay-in grid fixtures. The District currently has a project underway to update lighting to T-8 fixtures. Much of the first floor corridor lighting is accomplished by suspended fluorescent fixtures, with lay-in grid fixtures on the second and third floors.
- Emergency lighting is battery operated. Exit lighting appears to be adequate.
- The Fire alarm panel is a Simplex Model 2001, with the main panel located in the boiler room. The panel is dated 4/19/1982, and has 15 zones with a wireless connection.
- Not all classrooms have strobes and toilet rooms do not have strobes.
- There are heat detectors located in the corridors.

George B. Carpenter Elementary School

Mechanical

- The central heating plant consists of two Pacific, 80 HP, Model 1210 boilers. The capacity on each boiler is 3,394 Cubic feet/hour of natural gas, and the power requirements are 208/1/60. The boilers were constructed in 1955, and provide low pressure steam. They are in fair condition, but have reached the end of their anticipated service life.
- The boilers supply steam to portions of the building directly. Other areas of the building are supplied with hot water that is heated by steam via tube-in-shell heat exchangers. The steam condensate return system is in fair condition. The boiler make-up appears in fair condition. Steam piping appears to be in fair condition. The heating hot water system has several sets of pumps, some of which have been re-built. The newer section of the building has inline pumps that are in good condition. Hot water supply and return piping is in fair condition.
- Building temperature controls are pneumatic. The pneumatic system appears to be in fair condition. Building relief is accomplished by both gravity- and controlled-relief hoods and dampers.
- Space ventilation and heating/cooling for the building is accomplished by a combination of unit ventilators, self-contained fan coil units, package rooftop units, and air handling units.
- In the new addition, the units are heating-only units, and appear to be in good condition.
- The media center utilizes a Mammoth rooftop package unit with DX cooling and gas heat. The unit is in good condition.

- The auditorium is served by a single air handling unit, located on the lower level, with steam heating coils only. The older classroom wing is served by attic-mounted air handling units with steam heating coils only. These units do not provide any cooling and it is unknown if a sufficient amount of ventilation air is provided. There is no economizer cooling sequence available on these units. All units are difficult to access and maintain.
- The new gymnasium utilizes a Reznor gas-fired, heating-only air handling unit. The unit appears to be in good condition.
- Duct systems in general appear to be in good condition, but insulation is starting to deteriorate.

Plumbing

- Domestic cold water enters the building in the boiler room. There is a booster pump provided. Domestic water piping appears to be in fair condition.
- Domestic hot water for the old section is provided by a Lochinvar CNR 199-100-DF9 gas-fired water heater, which appears to be in good condition.
- Domestic hot water for the new section is provided by a PVI Polyshield 40P-125-A-PG gas-fired water heater. The water heater appears in good condition.
- Waste piping systems appear to be in fair condition. There is a sump pump provided for the building. An additional sump pump is currently being installed for the auditorium area. Sump pumps appear to be in fair to good condition.
- Fixtures appear in good condition. Urinals are provided with automatic flush valves.
- The new section of the building has a sprinkler system.

Electrical

- The main electrical service is 120/208 3-phase service.
- The main switchgear is Square D 800A-rated switch gear. The building is supplied through a 800A-rated switch.
- Panels are distributed throughout the building and are of various vintages. The new addition is fed through a 400A sub-panel.
- Classrooms are typically provided with two outlets, with numerous additions for power and data through surface-mounted raceway (wire mold).
- The central clock/sound system is through a Rauland Telecenter 21 system, and includes a battery backup. The system appears to be in good condition.
- Lighting for classrooms is currently accomplished with T-12 lay-in grid fixtures. The District currently has a project underway to update lighting to T-8 fixtures. Corridor lighting is similar.
- Emergency lighting is battery operated. Exit lighting appears to be adequate.
- Lighting in the gym is accomplished with metal halide fixtures.

- The Fire alarm panel is a Simplex model 2001, with the main panel located in the boiler room.
- Not all classrooms have strobes and toilet rooms do not have strobes.
- There are heat detectors located in the corridors.

Jefferson School

Mechanical

- The central heating plant consists of Pacific Steel boilers. Nameplate data on the boilers is not legible; however, the boilers appear to be a 1950's vintage of approximately 70-80 HP size. Power requirements are 208/1/60. The boilers provide low pressure steam and are in fair condition, but have reached the end of their anticipated service life.
- The boilers supply steam to the entire building. The steam condensate return appears to be functioning. The system is in fair condition. Steam piping appears to be in fair condition.
- Space ventilation and heating/cooling for the building is accomplished by a combination of package rooftop units and air handling units, with unit ventilators in some spaces.
- The classrooms are served by attic-mounted air handling units with steam heating coils only. There is also perimeter radiant heat in each classroom. These units do not provide any cooling and it is unknown if a sufficient amount of ventilation air is provided. There is no economizer cooling sequence available on these units. All units are difficult to access and maintain.
- The gymnasium utilizes a package gas-fired, heating/cooling air handling unit. The unit appears to be in good condition.
- The gymnasium utilizes a fabric duct system.
- The duct systems in general appear in good condition, but insulation is starting to deteriorate.
- Building temperature controls are pneumatic. The pneumatic system appears to be in fair condition. Building relief is accomplished by gravity-relief hoods and dampers.

Plumbing

- Domestic cold water enters the building in the boiler room. Domestic water piping appears to be in fair condition.
- Domestic hot water for the building is provided by a State 6S650YRRT5 gas-fired water heater. The water heater appears in fair condition.
- Waste piping systems appear to be in fair condition.
- Fixtures appear to be in good condition. Urinals are stand-up style.
- The building does not have a sprinkler system.

Electrical

- The main electrical service is 120/208 3-phase service.
- The switchgear size is unknown, and the transformer room is locked by local utility. The transformer has been recently replaced due to damage.
- Panels are distributed throughout the building.
- Classrooms are typically provided with two outlets, with numerous additions for power and data through surface-mounted raceway (wire mold).
- The central clock/sound system is through a Rauland Telecenter 21 system, and includes a battery backup. The system appears to be in good condition.
- Lighting for classrooms is currently T-12 lay-in grid fixtures. The District currently has a project underway to update lighting to T-8 fixtures.
- Corridor lighting includes 8' tube fixtures.
- Emergency lighting is battery operated. Exit lighting appears to be adequate.
- Lighting in the gym is accomplished by metal halide fixtures.
- The fire alarm panel is a Notifier panel, with the main panel located in the boiler room.
- Not all classrooms have strobes and toilet rooms do not have strobes.
- There are heat detectors located in the corridors.

Emerson Middle School

Mechanical

- The central heating plant consists of four Patterson Kelly SN1500 direct vent units. The capacity on each boiler is 1,500MBH input of natural gas, output is 1,275MBH. The boilers were constructed in December 1997, and provide hot water. The boilers are in good condition.
- Cooling is provided by rooftop-mounted condensing units. There are four Carrier 38AH-084-600 BA units with reciprocating compressors and one McQuay ACP041. There have been numerous compressor failures on the Carrier units over the years. The units are in fair to good condition.
- Heating water is distributed throughout the building via base-mounted B&G pumps, in a parallel pumping arrangement. The pumps do not have Variable Frequency Drives. The pumps appear in good condition. Hydronic piping appears to be in good condition.
- Building temperature controls are a hybrid Siemens/Landis and Gyr, Direct Digital Control/pneumatic system. The system appears to be in good condition. The building management system front end computer is on an older DOS system, with no color or graphics. Building relief is by both gravity- and controlled-relief hoods and dampers. There have been problems in the past with snow ingestion into intake plenums.

- Space ventilation and heating/cooling for the building is accomplished by a Variable Air Volume system with air handling units located in the mechanical mezzanine. The air handling units are all equipped with Variable Frequency Drives, hot water coils for heating, and DX coils for cooling.
- Duct systems generally appear to be in good condition.
- It was reported that some classrooms do not receive enough heat during winter conditions.
- The MDF room has a standalone Liebert unit for cooling.
- The gym storage rooms do not have auxiliary heating. Heating for the storage rooms is pulled from the gym by exhaust fans. The gym is heating-only, but does include economizer and demand control ventilation.

Plumbing

- Domestic cold water enters the building in the boiler room. There is a booster pump provided.
- Domestic water piping appears to be in good condition.
- Domestic hot water for the building is provided by a PVI 54P250 and a PVI 27P250 gas-fired water heater. The water heater appears in good condition.
- Waste piping systems appear to be in good condition. A new backflow preventer has recently been installed.
- There have been problems in the past with gas pressure. The local utility is in the process of upgrading the gas meter regulator assembly to correct this issue.
- Fixtures appear to be in good condition. Urinals are provided with automatic flush valves.
- There are some issues with seams on the gutters leaking.
- The building has a sprinkler system with a fire pump and jockey pump. The system appears in good condition.
- The boiler room and science rooms are provided with emergency stops to shut off gas supply.
- The elevator is equipped with a sump pump.

Electrical

- The main electrical service is 480/277 3-phase service.
- The main switchgear is Siemens 2500A-rated switch gear. The building is supplied through a 2500A-rated switch.
- Transformers for 480-208/120 are located in the main electrical room and electrical closet. There is a need for additional ventilation for the electrical closet.

- Panel boards are installed throughout the building.
- There is an emergency generator that powers emergency lighting.
- The central clock/sound system is through a Rauland Telecenter 21 system, and includes a battery backup. The system appears in good condition.
- Lighting for classrooms is currently accomplished by T-8 lay-in grid fixtures with prismatic lenses. Lighting is all 277, and switched for two level lighting.
- Corridor lighting is provided by lay-in grid fixtures. The entryway and office areas use parabolic lenses.
- Emergency lighting is battery operated. Exit lighting appears to be adequate.
- Parking lot lights are controlled via a time clock.
- Lighting in the fitness room is metal halide.
- Washrooms and corridors are equipped with occupancy sensors.
- The Fire alarm panel is a Simplex model 4100, with the main panel located in the electrical room.
- All classrooms, corridors, auxiliary spaces and toilet rooms have strobes.
- There are heat detectors located in the corridors.
- The building entrance is equipped with a security system.

Fanning Howey recommendations for potential system upgrades will be forthcoming and within context of the complete Facility Master Plan. These recommendations will also be in concert with the facility goals established by the Board of Education at the *Roles, Goals, and Controls* workshop, scheduled to be conducted in September.

On behalf of the Fanning Howey team, I thank you for this opportunity and look forward to continuing to provide you and Park Ridge-Niles Community Consolidated School District 64 with the best possible service. If you need additional information, please do not hesitate to contact us.

Regards,

FANNING HOWEY



Keri L. VanSant, AIA, NCARB, LEED AP BD+C
Project Manager

klv/cdj/fb/trl



Presentation and Adoption of Board Goals for 2011-13

ACTION ITEM 11-08-8

I move that the Board of Education of Community Consolidated School District 64, Park Ridge – Niles, Illinois, adopt the Board Goals for 2011-13.

Moved by _____ Seconded by _____

AYES:

NAYS:

PRESENT:

ABSENT:

To: Board of Education
From: Philip Bender, Superintendent
Date: August 22, 2011
Subject: Requested Revisions to Board Goals 2011-13

As discussed at the August 8 special Board meeting, the Board goals with proposed measures for 2011-13 have been revised as directed. The updated draft is included as Attachment 1. As a reminder, the goals were initially developed at the Board Retreat July 29-30; the measures were introduced at the August 8 meeting.

Also as requested, a bulleted list of Facility Master Plan Timeline activities to be undertaken in Part I – 2011-12 and Part II – 2012-13 referenced in the measures for goal 2 has been developed. It is Attachment 2.

President Heyde's full report from August 8 forms Attachment 3 for your reference.

Park Ridge-Niles School District 64
Board of Education Goals with Proposed Measures
2011-13

August 22, 2011

Board Goals	Measures
<p>This Board will continue to support and monitor the successful implementation of the District Strategic Plan.</p> <p><i>[original wording]</i></p>	<ul style="list-style-type: none"> • The Board will monitor progress and budget on action plans scheduled for implementation each trimester during 2011-12 and 2012-13. • The Board will approve an annual schedule and provide resources to support implementation of action plans for 2012-13 and 2013-14.
<p>This Board will adopt a facilities master plan that includes a prioritized list of projects, and an anticipated timeline <u>for completion</u>, and <u>identified</u> means of funding.</p> <p><i>[revision as tentatively approved 8-8-11]</i></p>	<ul style="list-style-type: none"> • The Board will approve "Phase 1" of the facilities master plan by June 30, 2012. • The board will approve "Phase 2" of the facilities master plan by June 30, 2013. • The board will identify the magnitude and timing of financial resources to be committed to the facilities master plan.
<p>This Board will manage our costs to maintain the District's sound financial condition.</p> <p><i>[original wording]</i></p>	<ul style="list-style-type: none"> • The Board will adopt budgets for 2011-12 and 2012-13 so that the fund balance policy can be maintained through 2016-17 as forecast through the annual long-term financial projections, <u>barring unforeseen circumstances</u>. <i>[revision as tentatively approved 8-8-11]</i> • The Board will invite community input on financial issues through the Community Finance Committee and other means. • The Board will work with administration to provide financial information in varying formats to meet stakeholder needs.
<p>This Board will <u>enhance the transparency of its operations by reinvigorating</u> the exchange of information with stakeholders concerning Board and District activities.</p> <p><i>[combined revision 8-22-11]</i></p>	<ul style="list-style-type: none"> • The Board will increase ways to engage stakeholders about Board decision-making, District goals and educational programs by: <u>[insert examples after further discussion]</u>. <p>(Possible ways to engage stakeholders include: providing videotapes of meetings on the website; preparing email highlights of Board meetings; creating a new District 64 news blog; conducting "listening posts" at on-site school meetings; participating at PTO/A meetings each year; expanding materials on the Board meeting website; conducting a community survey; regularly communicating about Strategic Plan activities and facility master planning; and similar means.)</p>

Park Ridge-Niles School District 64 Facility Master Plan Timeline

The list of events/tasks and associated dates directly corresponds to the Facility Master Plan Timeline distributed July 11, 2011 to the Board of Education by the District's architects, Fanning/Howey Associates, Inc.

❖ = Community engagement opportunity/Board of Education (BOE) meeting

Facility Master Plan Part I – 2011-12

- 07/2011 – 08/2011 Physical Assessments (Carpenter, Field, Emerson, Jefferson) w/Specific Initial Tasks:
 - 07/2011 Assess Structural Crack at Roosevelt Elementary
 - 07/2011 Assess Roof at Franklin Elementary
 - 07/2011 Review District Specifications for Lighting Upgrade Proposal
 - 07/2011 – 08/2011 Evaluate Mechanical/Electrical/Plumbing (MEP) Systems at Carpenter and Field Elementary
 - 07/2011 – 08/2011 Prepare Carpenter Site Concept Sketches
- ❖ 08/22/2011 **Community Engagement Meeting 1** – Present MEP Physical Assessment Findings at BOE Meeting
- ❖ 09/12/2011 **Roles, Goals and Controls Workshop** BOE Committee-of-the-Whole Meeting Monday, August 12 at Emerson Middle School (multipurpose room) 6 p.m.
- 09/2011 Capacity Study:
 - 09/2011 Review 2009 Demographic Report by John Kasarda, Ph.D.; Research additional information as necessary for complete analysis
 - 09/2011 Identify/Categorize Teaching Stations by Size and Type
 - 09/2011 Generate Capacity Study Report
- ❖ 09/26/2011 **Determine Facility Priorities with BOE**
- 10/2011 Energy Benchmarking Analysis:
 - 10/2011 Review District 2010 Energy Usage and Supply Cost Analysis by Johnson Controls; Research Additional Information as Necessary for Complete Analysis
 - 10/2011 Prepare Summary of Findings to be included in Facility Master Plan
- ❖ 10/24/2011 **Review Capacity Study with BOE**
- ❖ 11/14/2011 **Review Energy Benchmarking Analysis/Summary with BOE**

- 10/2011 – 01/2012 Develop and Refine Options for Board-Approved Facility Project Priorities
- ❖ 01/23/2012 **Review Options for Facility Project Priorities with BOE**
- 01/2012 – 02/2012 Prepare First Draft of Part I of Facility Master Plan
- ❖ 03/12/2012 **Community Engagement Meeting 2** – Present Preliminary Options Based on Board-Approved Project Prioritization at BOE Meeting
- 03/2012 Incorporate Community and District Input Into Draft of Part I of Facility Master Plan
- 04/2012 – 05/2012 Prepare Final Draft of Part I of Facility Master Plan
- ❖ 05/21/2012 **Community Engagement Meeting 3** – Present Facility Master Plan, Part I to the Community at BOE Meeting

Facility Master Plan Part II* – 2012-13

- 07/2012 – 08/2012 Physical Assessments of Remaining Buildings (Franklin, Lincoln, Roosevelt, Washington, ESC)
- 08/2012 – 10/2012 Educational Adequacy Study:
 - 08/2012 – 09/2012 Prepare Templates from the Educational Specifications Created with District
 - 09/2012 Overlay Templates on Existing Building Floor Plans
 - 10/2012 Identify Opportunities and Constraints Throughout Each Building
 - 10/2012 Prepare Draft of the Educational Adequacy Study
- 09/2012 – 10/2012 Five-Year District-Wide Technology Plan:
 - 09/2012 Review and Incorporate Data from 2011 District Network Assessment by Peters & Associates
 - 09/2012 – 10/2012 Prepare Draft of Technology Plan
- 09/2012 – 10/2012 Energy Audit:
 - 09/2012 Incorporate Information from the Energy Benchmarking Analysis Conducted in Part I
 - 09/2012 – 10/2012 Develop Energy Conservation Measures (ECMs)
 - 10/2012 Prepare Draft of Energy Audit with Recommendations
- ❖ 10/2012 **Review Technology Plan with BOE**
- ❖ 10/2012 **Review Energy Audit with BOE**
- ❖ 10/2012 **Review Educational Adequacy Assessment with BOE**

- ❖ 10/2012 **Community Engagement Meeting 1** – Present Educational, Technology and Energy Assessment Findings at BOE Meeting
- ❖ 11/2012 **Determine Facility Priorities with BOE**
 - 11/2012 – 02/2013 Develop and Refine Options for Board-Approved Facility Project Priorities
- ❖ 12/2012 **Community Engagement Meeting 2** – Present Preliminary Options Based on Board-Approved Project Prioritization at BOE Meeting
- ❖ 02/2013 **Review Options for Facility Project Priorities with BOE**
 - 02/2013 – 03/2013 Prepare First Draft of Part II of Facility Master Plan
- ❖ 03/2013 **Community Engagement Meeting 3** – Present Draft of Facility Master Plan, Part II to the Community at BOE Meeting
 - 03/2013 Incorporate Community and District Input Into Draft of Part II of Facility Master Plan
 - 04/2013 – 05/2013 Prepare Final Draft of Part II of Facility Master Plan
 - 05/2013 – 06/2013 Prepare Full Facility Master Plan, Including Parts I and II
- ❖ 06/2013 **Present Full Facility Master Plan (Parts I and II) to BOE**

** The specific review dates for items in Part II will be determined as the Board of Education sets its schedule for 2012-13 meetings.*

8-22-11

MEMORANDUM

To: Board of Education
From: John Heyde
Date: August 8, 2011
Subject: Board Goals

As you know, during its July 29-30 retreat, the Board tentatively identified four board goals to guide the Board for the next two years. These goals addressed the following topics:

- Continued implementation of the District's strategic plan;
- Adoption of a facilities master plan;
- Managing the District's finances; and
- Reinvigorating communication / increasing transparency.

The complete text of the tentative board goals are set out in Attachment 1.

In addition, Board members supported identifying a set of more specific measures that would accompany the goals and allow the Board to determine, at the end of the 2011-13 time period, whether the Board goals have been met. Because time was not available during the retreat to develop these measures, Board members agreed to defer discussion of the measures until this evening's meeting, with the goal of voting to approve the Board goals and measures at the August 22, 2011 meeting.

Attachment 2 is a table listing a set of proposed measures for the Board goals for the Board's discussion at this evening's meeting. The proposed measures are the result of discussion among superintendent Phil Bender, public information coordinator Bernadette Tramm, and me last week. This discussion also included consideration of ideas that individual Board members had provided to me during the week last week.

As part of this discussion, Dr. Bender and Ms. Tramm also suggested some revisions to the text of the goals themselves. I have presented their suggested language revisions in Attachment 2 in "redline / strikeout" form, so that you can see the differences between the wording as originally conceived during the retreat and as proposed to be modified. In addition, I have included a "clean version" of their suggested revisions at the bottom of Attachment 1.

The major questions for discussion this evening are:

1. Are the proposed language revisions for the goals acceptable to the Board?
2. Do Board members have any other suggested revisions to the text of the goals?
3. Does the Board agree with the proposed measures?

In discussing the measures, it is not necessary that the Board have decided all of the actions it will want to take to further the Board goals. For example, in the area of communications / transparency, Board members and members of the public have suggested numerous ways the Board could increase the exchange of information with the public. We will dedicate space on the agenda over the next several Board meetings to discuss each of the Board goals in more detail. Those discussions will be the best time to propose specific measures to meet the Board goals.

Finally, as we discussed at the retreat, we plan to come up with a visual representation of the Board goals and how they relate to each other. We expect to propose such a “visual” over the next couple of weeks. In addition, once we adopt the Board goals, we will then consider and adopt superintendent goals for the 2011-12 year.

I look forward to discussing the board goals and proposed measures at this evening’s meeting.

J.M.H.

ATTACHMENT 1

TENTATIVE BOARD GOALS AS ARTICULATED AT BOARD RETREAT

1. This Board will continue to support and monitor the successful implementation of the District Strategic Plan.
2. This Board will adopt a facilities master plan that includes a prioritized list of projects and an anticipated timeline and means of funding.
3. This Board will manage our costs to maintain the District's sound financial condition.
4. This Board will reinvigorate the exchange of information with stakeholders concerning Board and District activities.

BOARD GOALS WITH PROPOSED LANGUAGE REVISIONS

1. This Board will continue to support the successful implementation of the District Strategic Plan.
2. This Board will adopt a facilities master plan that includes a prioritized list of projects, an anticipated timeline for completion, and identified means of funding.
3. This Board will adopt annual budgets that will maintain the District's sound financial condition through 2016-17.
4. This Board will enhance the transparency of its operations by expanding its outreach to all stakeholders.

ATTACHMENT 2

**Park Ridge-Niles School District 64
Board of Education Goals with Proposed Measures
2011-13**

August 8, 2011

Board Goals	Measures
<p>This Board will continue to support and monitor the successful implementation of the District Strategic Plan.</p>	<ul style="list-style-type: none"> • The Board will monitor progress and budget on action plans scheduled for implementation each trimester during 2011-12 and 2012-13. • The Board will approve an annual schedule and provide resources to support implementation of action plans for 2012-13 and 2013-14.
<p>This Board will adopt a facilities master plan that includes a prioritized list of projects, and an anticipated timeline <u>for completion</u>, and <u>identified</u> means of funding.</p>	<ul style="list-style-type: none"> • The Board will approve “Phase 1” of the facilities master plan by June 30, 2012. • The board will approve “Phase 2” of the facilities master plan by June 30, 2013. • The board will identify the magnitude and timing of financial resources to be committed to the facilities master plan.
<p>This Board will manage our costs to <u>adopt annual budgets that will maintain the District’s sound financial condition through 2016-17.</u></p>	<ul style="list-style-type: none"> • The Board will adopt budgets for 2011-12 and 2012-13 so that the fund balance policy can be maintained through 2016-17 as forecast through the annual long-term financial projections. • The Board will invite community input on financial issues through the Community Finance Committee and other means. • The Board will work with administration to provide financial information in varying formats to meet stakeholder needs.
<p>This Board will reinvigorate the exchange of information with <u>enhance the transparency of its operations by expanding its outreach to all stakeholders concerning Board and District activities.</u></p>	<ul style="list-style-type: none"> • The Board will increase ways to engage stakeholders about Board decision-making, District goals and educational programs by: [insert examples after further discussion]. <p>(Possible ways to engage stakeholders include: providing videotapes of meetings on the website; preparing email highlights of Board</p>

meetings; creating a new District 64 news blog; conducting “listening posts” at on-site school meetings; participating at PTO/A meetings each year; expanding materials on the Board meeting website; conducting a community survey; regularly communicating about Strategic Plan activities and facility master planning; and similar means.)

Presentation and Adoption of Updates on Board of Education Operating Principles

ACTION ITEM 11-08-9

I move that the Board of Education of Community Consolidated School District 64, Park Ridge – Niles, Illinois, adopt the Board of Education Operating Principles that were reaffirmed on July 30, 2011.

Moved by _____ Seconded by _____

AYES:

NAYS:

PRESENT:

ABSENT:

Park Ridge-Niles School District 64
Board of Education Operating Principles
Reaffirmed July 30, 2011

Operating Principle 1: Positive Relationships

We recognize it is essential to remain positive in working together.

- We will look for and recognize the positive contributions of each individual and shall refrain from speaking negatively about others.
- We will seek ways to turn obstacles into opportunities.
- We will maintain a sense of hope, optimism and humor in working together.

Operating Principle 2: Open Communication

We are committed to communication that promotes openness and understanding.

- We believe the most effective communication requires high levels of trust.
- We will establish and maintain open channels of formal and informal communication.
- We will be honest and direct with each other.
- Information required by statute to be discussed in closed session and so discussed will remain confidential.
- Information pertinent to Board business should be shared with all Board members in a timely manner.

Operating Principle 3: Quality Interaction

We are responsible for quality interaction with each other as team members. Conflict is a natural and inevitable feature of working together. The management of conflict is an opportunity to improve the quality of our interactions and relationships.

- We are each accountable to the team for our own actions.
- We will encourage and remain receptive to divergent views of other members.
- When conflict occurs, the focus will be on the issue, not the person.
- We will work to influence one another directly and in supportive ways.
- Should concerns about another team member arise, the person with the concern will share privately his/her views with the individual.

Operating Principle 4: Collaborative Decision-Making

The team is committed to using a collaborative decision-making process.

- We will define the objective, i.e., what is being decided.
- We will provide opportunity for input from persons affected by the decision.
- We will gather all pertinent facts concerning the situation.
- We will allow time for reflection throughout the process.
- We will organize and analyze the collected data.
- We will encourage the consideration of multiple solutions and their implications.
- We will encourage compromise and seek consensus.
- We will make a timely decision.
- We will provide a plan to implement the decision.
- We will communicate the decision to those affected.
- We will support the decision and its effective implementation.
- We will evaluate the decision in terms of its effectiveness.

Operating Principle 5: Handling Public Concerns

We – as a Board and as individual Board members – will handle public concerns of both individuals and groups in tactful, orderly and effective ways.

- We will listen to the concern, and, if appropriate, ask questions or summarize the concern to check and confirm understanding.
- We will ask if the issue has been discussed with the person immediately responsible or the immediate supervisor.
- We will express appreciation to the individual for presenting the concern.
- We will affirm the desire to reach a satisfactory solution through the appropriate channels.
- We will ask the person to report back on the progress or resolution of the concern when appropriate.
- We will outline the next step(s) that the Board or Board member will take and assure the person that someone will contact him or her to address the concern.
- We will inform the Superintendent of the concern when appropriate.

Operating Principle 6: Board and Committee Meetings

We choose to conduct our meetings in an open and orderly fashion and in a manner consistent with our operating principles.

- Board meeting agendas are developed cooperatively between the Board President, Vice President and Superintendent with input from other administrators and Board members as appropriate. (Committee meeting agendas are similarly developed between the committee members and the respective administrators.)
- Board and committee agendas and support materials/ documents (including minutes of past meetings) are distributed in advance to encourage informed discussion.
- Surprises at meetings from Board members and/or administrators are counterproductive.
- Any changes in the prepared agenda for Board meetings will be mutually determined by the Board President and Superintendent prior to the meeting. (All Board members and/or committee members shall have an opportunity to accept or reject those changes.)
- The Board values citizen input and will provide a forum for such input at each meeting.
- At the end of the discussion, the Board will summarize issues and articulate next steps as well as clarify understandings of the discussion.

Operating Principle 7: Continuous Improvement

We are committed to an ethic of continuous improvement.

- We will regularly examine our progress towards meeting established goals.
- We will biennially review, evaluate and establish new goals.

Operating Principle 8: Accountability

The Board recognizes that it is accountable to the community and other stakeholders.

- We will communicate the State of the District on an annual basis.
- We will conduct open, transparent and frequent communications with the community.
- We will encourage public engagement.

Meeting of the Board of Education Park Ridge-Niles School District 64

**Board of Education Agenda
Regular Board Meeting
Monday, September 26, 2011
Franklin Elementary School - LRC
2401 Manor Lane**

On some occasions the order of business may be adjusted as the meeting progresses to accommodate Board members' schedules, the length of session, breaks and other needs.

Monday, September 26, 2011

TIME			APPENDIX
7:20 p.m.	Meeting of the Board Convenes <ul style="list-style-type: none"> • Roll Call • Introductions • Opening Remarks from President of the Board 		
7:20 p.m.	<ul style="list-style-type: none"> • Board Convenes to Public Hearing on the Budget 		
7:30 p.m.	<ul style="list-style-type: none"> • Board Resumes Board Meeting • Public Comments • Adoption of FY12 Budget <ul style="list-style-type: none"> -- Business Manager / Superintendent • Sixth Day of Enrollment <ul style="list-style-type: none"> -- Business Manager • Discussion on Board Community Finance Committee (CFC) <ul style="list-style-type: none"> -- Board of Education President • Consent Agenda <ul style="list-style-type: none"> -- Board President <ul style="list-style-type: none"> • Personnel Report • Bills and Payroll • Approval of Lighting Replacement in District 64 Schools • Approval of Financial Update for the Period Ending August 31, 2011 • Destruction Audio Closed Minutes • Approval of Minutes <ul style="list-style-type: none"> -- Board President <ul style="list-style-type: none"> • Committee-of-the-Whole Meeting Minutes...August 22, 2011 • Regular Meeting Minutes.....August 22, 2011 • Committee-of-the-Whole Meeting Minutes...September 12, 2011 • Closed Session Meeting MinutesSeptember 19, 2011 	<p style="text-align: right; margin-right: 20px;">Action Item 11-09-1</p>	<p style="text-align: right; margin-right: 20px;">A-1</p> <p style="text-align: right; margin-right: 20px;">A-2</p> <p style="text-align: right; margin-right: 20px;">A-3</p> <p style="text-align: right; margin-right: 20px;">A-4</p> <p style="text-align: right; margin-right: 20px;">A-5</p>

- **Other Items of Information**

- Superintendent

- Upcoming Agenda
 - Memorandum of Information
 - Update on Summer Construction Projects
 - Administrative Type 75 compensation Reporting Act
 - IMRF Compensation Reporting
 - Minutes of Board Committees
 - Traffic Safety Meeting Minutes of August 16, 2011
 - Other (none)

- **Adjournment**

Next Meeting: **Monday, October 24, 2011**
 7:30 p.m. Regular Board Meeting
 Washington Elementary School
 1500 Stewart Avenue
 Park Ridge, IL 60068

October 24, 2011 - Washington

Regular Board Meeting – 7:30 p.m.

- Approval of Bid for Snow Removal Equipment
- Report on Levy • Student Achievement • Presentation – Township Treasurer
- Approval of September Financials • Report on Educational Ends and MAP Results

November 14, 2011 - Carpenter

Committee-of-the-Whole: Finance – 7:00 p.m.

Regular Board Meeting – 7:30 p.m.

- Approval of October Financials
- Resolution to Approve 2011 Proposed Tax Levy

December 12, 2011

Regular Board Meeting – 7:30 p.m.

- Approval of November Financials
- Adoption of Final 2011 Levy
- Strategic Plan Progress Report

January 23, 2012 - Jefferson

Regular Board Meeting – 7:30 p.m.

- Approval of December Financials

TBD

- Adopt Tentative Calendars for 2012-13 & 2013-14
- Acceptance of Roosevelt PTO Gift
- Discussion of Board Communication Strategies

In accordance with the Americans with Disabilities Act (ADA), the Board of Education of Community Consolidated School District 64 Park Ridge-Niles will provide access to public meetings to persons with disabilities who request special accommodations. Any persons requiring special accommodations should contact the Director of Facility Management at (847) 318-4313 to arrange assistance or obtain information on accessibility. It is recommended that you contact the District, 3 business days prior to a school board meeting, so we can make every effort to accommodate you or provide for any special needs.

TO: Members of the Board of Education
FROM: Scott Mackall, Director of Facility Management
DATE: August 22, 2011
RE: Site work update at Carpenter and Franklin School

Carpenter Construction Update

August 16, 2011

All waterproofing has been completed as of this update. Ruddick will back fill the foundation Wednesday and begin to grade the site for final landscaping and paving. The stairs for the outside exit from the auditorium will be poured on Friday. Other task to be completed this week will include: Closing of slab in auditorium, stage and pump room, ceramic tile reinstalled on auditorium walls, clean up in building, and the paving of paths and replacement of sidewalk slabs that were damaged during the project. Items to be completed after the start of school will include Landscaping of water garden, tile floor in auditorium and final clean up. The district is hoping to be able to turn over the Auditorium to Carpenter staff in early September.

The drainage system installed at the Carpenter site is performing as designed and redirecting the ground water to the pumping station. As you all know this has been a challenging summer for site work and water control work, with eight rain delays and four days with out power. The district and our contractors have been working hard to ensure that the disruptive work will be completed this week.

Franklin Construction Update

August 16, 2011

The paving of the parking lot and play area will begin Wednesday and will be completed on Friday August 19,2011. Items left to be completed after school starts are as follow:
Fencing around the paved play area, fencing on the west lot line, railing along sidewalk (temporary rail will be installed) parking lot lighting and landscaping.

The new playground and surface will be finished on Friday. The district has had the mulch for the existing playgrounds delivered and will be roped off for a day or two after school starts to get the mulch spread.

This has been a very challenging summer for outside site work as you all know. The district will work with the contractors to complete the work at both locations with very few disruptions to the students and staff. Thank you for understanding the challenges we have faced this summer. Despite all the "bumps in the road" both schools will open with only minor items to finish.

To: Board of Education

From: Philip Bender, Superintendent
Bernadette Tramm, Strategic Plan Internal Facilitator

Date: August 22, 2011

Subject: Update on Strategic Plan

District 64 is entering its second year of implementation activities on Strategic Plan "*Journey of Excellence*" with growing momentum generated by a successful first year and the keen interest in moving forward on action plans, including pilots in two strategy areas. District 64 expects to again involve almost 400 teachers and administrators in implementation activities this year.

A leadership group reporting to the Superintendent will manage the workflow for 2011-12. This includes: Director of Technology Terri Bresnahan/Strategy I; Lincoln Assistant Principal Tim Gleason/Strategy II; Roosevelt Principal Kevin Dwyer/Strategy III; Assistant Superintendent of Student Learning Diane Betts/Strategy IV; Washington Principal Kim Nasshan/Strategy V; and Public Information Coordinator Bernadette Tramm/Internal Facilitator.

Structure for Year 2

In 2011-12, all certified staff will again be involved in one of three strategy committees requiring significant teacher support. Most teacher committee assignments have been carried over into 2011-12, but some adjustments will be made. Within Strategy IV Student Learning, members of the science subgroup will be shifted to math because the common core standards are not yet available in science. In addition, grades K-5 classroom teachers will be solicited to move from Strategy I Technology to math, as extra support is needed in this subject group representing these grades. New teachers received an overview from Assistant Superintendent Diane Betts as part of their District 64 Orientation on August 15-16. New teachers will be incorporated onto the three committees to fill vacancies and according to their background experiences.

Strategic Plan activities also are a priority for all District 64 administrators and each plays a leadership role in one or more of the action plans. New administrators received an initial orientation in June and received assignments.

Year 2 Kickoff and Schedule

In keeping with the District's change protocol to support and prepare staff for changes as the "*Journey of Excellence*" moves forward, motivational speaker Mark Scharenbroich presented the keynote address at the teacher Institute Day on Friday, August 19. He engaged teachers and administrators to think about ways they can develop stronger connections; acknowledge and honor the contributions each brings to the journey; and, view the change process itself through the lens of the District's ongoing civil behavior initiative.

Also that day, all staff members received a “*Journey of Excellence*” lanyard and a two-sided overview of the activities planned for 2011-12. (Attachment 1) In addition, framed posters of the District’s mission have been installed at all District 64 buildings. (Attachment 2) We hope these items will be a reminder of our shared mission. The District’s mission also will be particularly spotlighted in a variety of other ways this year.

As in 2010-11, the work plan for the year ahead includes both Wednesday building meetings and two Institute Days. Based on the experience of the first year and the recommendation of the District’s Staff Development Committee, how the time will be used is being adjusted:

- Wednesday building meetings – approximately half the meeting time on these dates will be focused on Strategic Plan; teachers will remain at their buildings and will have an opportunity to develop understanding and engage in activities related to each strategy with their own school colleagues
 - September 14 – Strategy II Student Goals
 - December 7 – Strategy III Community Partnership
 - February 29 – Strategy I Technology
 - April 25 – Strategy IV Student Learning
- Institute Days – full-day work sessions at assigned locations; teachers will meet with their strategy committee to focus on year 2 activities
 - Tuesday, November 8
 - Friday, February 10

In coming weeks, administrators for each strategy group will meet to prepare work plans for their assigned building sessions and for Institute Day tasks.

Reports to the Board of Education will again be delivered through the year, including both updates and formal progress check-ins. In addition, opportunities also will be planned for the Board to learn more about the instructional coaching pilot in technology being undertaken at Lincoln, Franklin and Roosevelt schools this year, as well as other key activities in each strategy. Outreach and communication to parents and community members will again be an important component of 2011-12 Strategic Plan activities.

With these plans in place, we look forward to a second year of solid progress on our “*Journey of Excellence*” in 2011-12.

2011-12

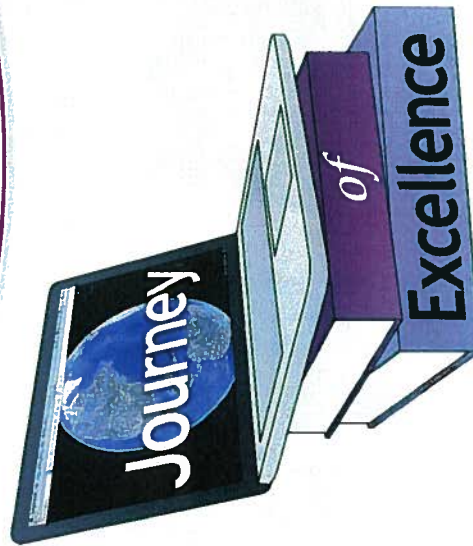
Key Dates

Year 2 Implementation

Wednesday Building Meetings

- September 14 – Strategy II Student Goals
- December 7 – Strategy III Community Partnership
- February 29 – Strategy I Technology
- April 25 – Strategy IV Student Learning

An opportunity for colleagues at each building to develop understanding and engage in activities related to each strategy



Mission

The mission of District 64, a vital partnership of staff, families and community, is to inspire all students to embrace learning, discover their strengths, and achieve personal excellence in order to thrive in and contribute to a rapidly changing world by providing a rich, rigorous and innovative curriculum integrating civil behavior and fostering resilience.

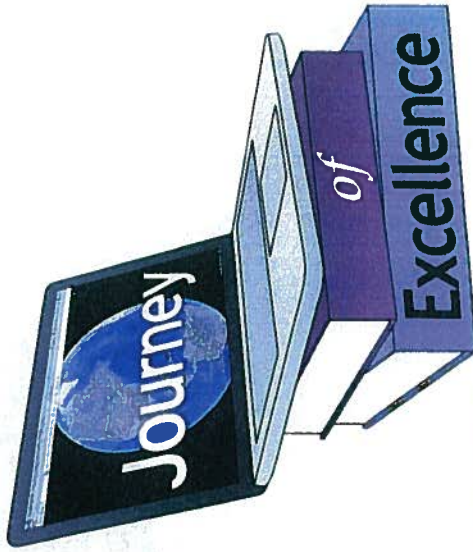
An opportunity for each strategy committee to come together for full day work sessions to focus on Year 2 activities

Institute Days

- Tuesday, November 8
- Friday, February 10

Strategy III – Partnership

- Outreach to community and staff about service learning
- Plan for pilot with volunteers in 2012-13
- Expand language translation services based on family survey



Strategy V – Change Protocol

- Use checklist to plan for changes initiated in all strategies

Strategy II – Student Goals

- For grade levels bands:
- Committee members pilot goal-setting with students in the areas of academics, civil behavior, talents & interests
 - Develop age-appropriate student goal-setting formats
 - Investigate tools to monitor goals
 - Determine how parent-teacher conferences incorporate student goal-setting

Strategy I – Technology

- Committee members begin to implement tech-rich activities for students and develop assessments based on scope & sequence and NETS
- Use staff survey data to guide professional growth opportunities
- Establish minimum tech usage guidelines based on NETS for teachers
- Implement and assess the tech coaching pilot at three schools: Lincoln, Franklin & Roosevelt
- TIC: reviews policies related to tech usage in the District for staff & students; recommends hardware/ software purchases for 2012-13
- Plan for infrastructure and tech support based on audit

Year 2 Implementation Activities

2011-12

Strategy IV – Student Learning

- “Unwrap” identified priority standards & develop common assessments for all core & encore areas in all grade levels
- Develop a timeline for implementation of priority standards & plan for staff development needs
- Survey staff on differentiation & determine staff development needs

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**Park Ridge - Niles
School District 64**

Strategic Plan

Adopted by the Board of Education May 10, 2010

To: District 64 Board of Education
From: Diane Betts, Assistant Superintendent for Student Learning
Date: August 22, 2011
Re: Department for Student Learning Focus Areas

RELATION OF REPORT TO:

State/Federal Mandates: No Child Left Behind, Reauthorization of IDEA, Illinois Learning Standards
Board Goal: Strategic Plan Parameters #6 and #8
Board Policy: 6:40 Instruction: Curriculum Development
Board Procedures: None
Budget Implications: Planned for in 2011-12 Budget

The attached document entitled *District 64 Department for Student Learning 2011-12 Focus Areas* outlines the four major curricular/instructional improvement goals that we have selected for the District this year. This document is developed on an annual basis to direct our work throughout the year and is shared with all instructional staff, the Board of Education, PTOs, etc.

The focus areas identified for 2011-12 (Response to Intervention, Literacy, Technology and Curriculum Review) are designed to address our District's mission and strategic plan as well as work toward our ongoing goal of improving achievement levels of the whole child. While the goals are ambitious and will require the collaborative work of many individuals throughout the District, we have been working for many years to develop important foundational steps that will help us to reach our goal of meeting the needs of the whole child. As further support for this effort, the Department for Student Learning will provide professional development and promote teacher attendance at workshops related to these goals.

Reports to the Board will be made as we progress through this work. In the interim, please do not hesitate to contact me if you have any questions regarding specific focus areas or planned activities.

DB:km

Attch: *District 64 Department for Student Learning 2011-12 Focus Areas*

DISTRICT 64
DEPARTMENT for STUDENT LEARNING
2011-12 FOCUS AREAS

Response to Intervention

- Continue to develop the collaboration and instructional skills of our problem solving teams (Grade Level, Middle School Core and IPST) so they feel equipped to address the needs of all students for academic and social/emotional success
- Provide training and begin to use the Inform Data Warehouse program to access and analyze data on student learning (Strategy IV)
- Continue to develop and use data analysis skills to determine areas of student learning that need improvement and to differentiate instruction to meet the needs of students at all levels of skill and performance (Strategy IV)
- Utilize flexible grouping and other means to provide differentiation and support for K-5 students in Math
- Utilize the K-5 Intervention Blocks to provide differentiation and support to students in Reading and Math
- Pilot formats and procedures for students to set personally challenging goals related to academics, civil behavior, talents, and interests (Strategy II)

Literacy

- Continue implementation of the District 64 Reading Framework and prescribed curriculum at both the elementary and middle school levels
- Continue to develop professional knowledge to incorporate reading and writing instruction in all middle school content areas and implement expectations regarding teaching the Great 8 Learning Strategies
- Continue to implement the *Being a Writer* program in grades 1-5 integrating an additional writing to a prompt genre into the program
- Develop a K-8 information literacy curriculum and determine benchmark research assignments

Technology

- Implement the Technology Coaching Pilot at Franklin, Roosevelt, and Lincoln and analyze the pilot to determine its effectiveness for the future. (Strategy I)
- Implement the technology scope and sequence and standards through integration with the curriculum. (Strategy I)
- Continue to develop and implement the minimum staff technology proficiency standards. (Strategy I)

Curriculum Review

- Develop the staff's understanding of the Common Core Standards in Language Arts and Math
- Initiate a Math Review Committee to examine how to teach to the new Common Core Math Standards
- Introduce staff to the new District 64 Priority Standards in all core and encore curricular areas (Strategy IV)
- Unwrap the new District 64 Priority Standards and develop common assessments aligned with these standards for each core and encore curricular area at each grade level (Strategy IV)
- Implement new instructional materials in the 7th-8th Grade Spanish program

The Department for Student Learning will provide professional development programs and promote teacher attendance at workshops related to these goals.