Millbrook Central School District study question:
Are there options for consolidation of school buildings and the reorganization of operations and activities within the Millbrook Central School District for the purpose of enhancing educational quality and reducing the District’s operating expenses?

RESULTS OF THE
PLANNING FOR THE FUTURE
WORKSHOP OF THE
MILLBROOK CENTRAL SCHOOL DISTRICT
BOARD OF EDUCATION

ON OCTOBER 30, 2017

Workshop facilitated and report prepared by:
SES Study Team, LLC

November 1, 2017

Custom tools and research to aid a school district in defining a vision and decision options for serving students in the future.”

c. 2017 SES Study Team, LLC
Millbrook Central School District study question:
*Are there options for consolidation of school buildings and the reorganization of operations and activities within the Millbrook Central School District for the purpose of enhancing educational quality and reducing the District’s operating expenses?*

A Customized Workshop Presented to the Board of Education of the Millbrook Central School District

October 30, 2017, 7:00 PM
Middle School Room 25

Workshop facilitators, the SES Study Team:
Paul M. Seversky
Douglas Exley

**WORKSHOP AGENDA**

1. Welcome and introduction to tonight’s workshop: President of the Millbrook Central School Board of Education, Mr. John Rudy

2. *What are the key questions/data/topics that our school community needs to answer/discuss about how best to organize and deliver the grade kindergarten through grade 12 program to enhance education quality and reduce the District’s operating expenses?*

**Outcomes:**
- A rank-ordered tool that the district can use to focus their continued discussions, analysis, and actions.
- A blueprint for the study and for other analysis and research by the leadership team.

**Particulars about the Study:**
- The study question:
  
  *Are there options for consolidation of school buildings and the reorganization of operations and activities within the Millbrook Central School District for the purpose of enhancing educational quality and reducing the District’s operating expenses?*

  ✓ Methodology for the study; a focus on possible options and their ‘opportunities and challenges’.
  ✓ Baseline tools: Enrollment/Demographic Study, Pupil Capacity Study
  ✓ The Feasibility Study as a tool for: school-community discussion, analysis, possible decision making.

  ✓ Public communication about the study, and the role of the Board and district leadership.

3. Closing Thoughts by President of the Board of Education, Mr. John Rudy
Philip D’Angelo, Superintendent

A result of the *Planning for the Future Work Session* is a tool that documents an outline of the priorities, values, questions, and objectives of the Board and administrative team as they proceed with long-range planning for the school district. A second result of the planning session is to inform the public about ‘what is on the minds’ of the Board of Education and the administrative team as they work on a key element of their roles—long-range planning. The planning tool developed this evening will be compiled and posted on the website of the district. Participation in the workshop is by the Board members, the Superintendent, and the administrative team members. Visitors to the workshop usually gain valuable insights as they listen and observe the Boards and the administrative team work together.

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On October 30, 2017, the Millbrook Central School District Board of Education worked together in a public workshop session to answer the following question:

*What are the key questions/data/topics that our school community needs to answer/discuss about how best to organize and deliver the grade kindergarten through grade 12 program to enhance education quality and reduce the District’s operating expenses?*

The purpose of the effort was to create a written tool by the Board that will guide the study commissioned by the Board. The goal of the study is to answer the following question:

*Are there options for consolidation of school buildings and the reorganization of operations and activities within the Millbrook Central School District for the purpose of enhancing educational quality and reducing the District’s operating expenses?*

The study will ‘hold up a mirror’ to many data sets about the district. The result is to identify a range of possible scenario options that the district and community may want to consider as they chart the future of the Millbrook Central School District.

The written tool developed at the workshop also is valuable to engage public discussion and staff discussion about the short range and long range future efforts of the school district.

All of the ‘answers’ to the workshop question provided by the Board of Education members are important. All are listed in this workshop-outcome report. The rank-ordering of the ‘answers’ by the Board is a preliminary scan. The scan suggests which of the items might be given priority collaborative attention by the study, district, and community in identifying viable scenario options that the Millbrook Central School District may or may not want to pursue.

Planning for a people-service organization is not a static effort. The ‘life’ of a school district serving the young people and community is dynamic. It often is influenced by variables over which the district and community have no direct control. Such variables include future pupil enrollments, State policy about school funding, and the local economy. This guide that lists the values expressed by the Board of Education will help focus the development of the study of options to deliver and implement the educational program in the future, and may help community discussion of a very important public policy planning decision faced by the Board of Education over the coming months.
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Background about the Commissioned Study

In the summer of 2017, the Board of Education published a Request for Proposals to address the following purpose and planning goal:

Conduct a detailed study of the District’s facilities and operations and desired educational program in order to generate a report recommending steps which can be taken by the District to minimize short-term and long-term operational costs and maximize educational achievement, which steps may include, but need not be limited to, consolidation and/or reorganization of the District’s activities and operations and the modification of the use of existing District facilities.

The Board of Education in October commissioned The SES Study Team, LLC to prepare the study.

The role of the Study Team is to “hold up a mirror” to data about the school district, organize the data without bias into useable planning tools for the school district and the community. SES, as ‘guest outsiders’, will identify (as guided by the data) possible ‘doable’ options, and suggest opportunities and challenges of various optional scenarios to implement/deliver the educational program. The role is accomplished with transparency of the data; with no bias toward particular possible options; and without advocacy of which option(s) should be implemented. The only stake the consultant has in what the Board ultimately implements or decides is: ‘Did the work of the study help the district make the best decision possible to serve Millbrook Central students in the future?’

The study will be prepared over the next five to six months. As each research tool for the study is prepared, it will be posted on the Millbrook School District website to encourage all stakeholders of the school district over the next five to six months to discuss and analyze pertinent data that are baseline tools to help school district planning.

This report of the results of the Planning for the Future Workshop with the Board of Education on October 30 is the first research tool of the study.

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What are the key questions/data/topics that our school community needs to answer/discuss about how best to organize and deliver the grade kindergarten through grade 12 program to enhance education quality and reduce the District’s operating expenses?

<table>
<thead>
<tr>
<th>Rank Order</th>
<th>Key Questions/Data/Topics Identified and Rank-Ordered by the Millbrook School District Board of Education on October 30, 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Making sure public is aware of the study outcomes.</td>
</tr>
<tr>
<td>2</td>
<td>Are there options that are ‘outside the box’ that will differentiate our program from others and attract more students to our district?</td>
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<tr>
<td>3</td>
<td>We are concerned with enhancing the importance, value and quality of education in our community for those served and to attract others to live here.</td>
</tr>
<tr>
<td>4</td>
<td>How do we modify our current facilities to deliver our vision to our students in the future?</td>
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<tr>
<td>5</td>
<td>Are there different staff configurations that can bring higher/better efficiencies to deliver instruction for all students?</td>
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<tr>
<td>6</td>
<td>What may be options that maximize the balance between the education programs offered with taxpayer capacity to fund?</td>
</tr>
<tr>
<td>7</td>
<td>A priority of considering options is a goal of any reduction in force through attrition.</td>
</tr>
<tr>
<td>8</td>
<td>Intangible values of the school district cannot be overlooked.</td>
</tr>
<tr>
<td>9</td>
<td>How are we using the facilities and grounds now looking at the current enrollment? Are there other large community decisions to be made that can impact the school district?</td>
</tr>
<tr>
<td>10</td>
<td>What do we want to achieve for our students in the future (what are the elements?) and how do those aspirations impact facilities, staff and students? How do we modify our physical environment to meet our vision for kids?</td>
</tr>
<tr>
<td>11</td>
<td>How might we reorganize grade level configurations to help us ‘do better for kids’?</td>
</tr>
<tr>
<td>12</td>
<td>What utilization of instructional space might be most efficient?</td>
</tr>
<tr>
<td>13</td>
<td>Data that may help us to understand that the resources we are spending is being used to continue to improve educational outcomes at Millbrook.</td>
</tr>
<tr>
<td>14</td>
<td>Overcoming inertia—getting started—do something.</td>
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<tr>
<td>15</td>
<td>Are there opportunities to share other programs with BOCES?</td>
</tr>
<tr>
<td>16</td>
<td>How do the options impact the potential for a pre-K program?</td>
</tr>
<tr>
<td>17</td>
<td>Are there spaces that can be rented to/from other groups?</td>
</tr>
<tr>
<td>18</td>
<td>Most recent Building Conditions Survey as a data consideration for possible options.</td>
</tr>
</tbody>
</table>