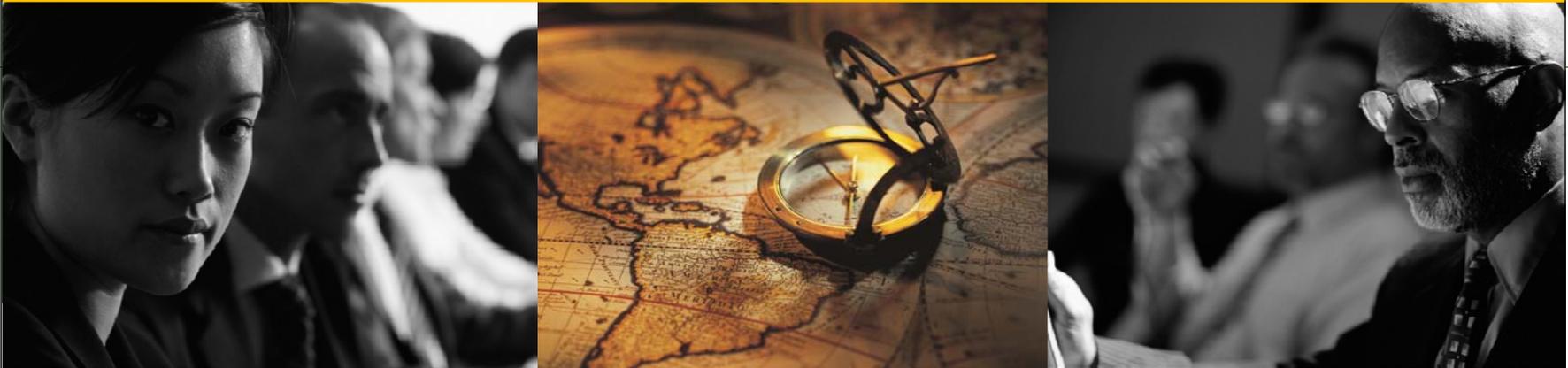


A Proposal to Conduct an Operational Review of Ipswich Public Schools, MA



Presented by:



Evergreen Solutions, LLC

October 23, 2014

Presentation Outline

- ✓ Introduction
- ✓ Critical Factors to Consider
- ✓ Evergreen's Experience
- ✓ Our Tools for Success
- ✓ Evergreen's Methodology
- ✓ Our Work Plan
- ✓ Our Team
- ✓ Our Time Line
- ✓ Why Evergreen Solutions?



Introduction to Evergreen

- ✓ **Highly-Experienced, Leading National Consultants In K-12 Education**
 - Worked in 41 States and over 150 School Districts
 - Assessed the Operations of School Districts in Many States
 - Conducted Performance Reviews in Large and Small School Districts
 - Coordinated with Community and Business Groups/Advisory Committees/Audit Committees
 - Contracted with Local Governments in States where K-12 Education is overseen by the City or County



Critical Factors to Consider

- ✓ Extensive Experience in Directing School District Operational/ Performance Reviews
- ✓ Cadre of Senior Staff
- ✓ Extensive Knowledge of Federal/State/Local Regulatory Processes
- ✓ Development and Maintenance of a Best Practices Database
- ✓ Guidelines Manual for Conducting the Operational Review



Evergreen's Experience

- ✓ Reviewing all Major Operations of School Districts
- ✓ Conducting Productivity Analysis of the District and its Operations
- ✓ Conducting Survey and Interview Research with Internal and External Stakeholders
- ✓ Conducting Comparative Analysis With Other School Districts
- ✓ Working with Clients to Develop Action Plans and Implementation Strategies



Selected Education Clients

Hamilton-Wenham Regional School District, Massachusetts
Needham Public Schools, Massachusetts
Manchester Public Schools, Connecticut
Portland Public Schools, Maine
Toledo Public Schools, Ohio
Dayton Public Schools, Ohio
Cleveland Metropolitan School District, Ohio
School District of Philadelphia, Pennsylvania
Los Angeles Unified School District, California
Albuquerque Public Schools, New Mexico
Richland School Districts One and Two, South Carolina
Rock Hill Schools, South Carolina
Horry County Schools, South Carolina
Atlanta Public Schools, Georgia
Hillsborough County Schools, Florida
Orange County Public Schools, Florida
Pinellas County Schools, Florida
Gadsden Independent School District, New Mexico
Texas Legislative Budget Board
Clinton, Little Axe, and Wewoka Public Schools, Oklahoma
Loudoun County Public Schools, Virginia
Martinsville and Covington City Public Schools, Virginia
Allegheny and Mecklenburg County Public Schools, Virginia
Lee, Davie, Burke, and Duplin County Public Schools, North Carolina
Halifax County Public Schools, North Carolina
Wayne and Beaufort County Public Schools, North Carolina
Monroe County School District, Florida



Our Tools for Success

- ✓ School District Operational Review Procedures
- ✓ Best Practices Database
- ✓ We Employ Multifaceted Data Collection
 - Clear and Comprehensive Data Request List
 - Website for Stakeholder Input
 - Tested Survey Instruments
 - Comparison Survey Results Database
 - School District Best Practices Database
 - Interview, Observation, and Focus Group Guides
 - Facilitated Public Hearings
 - Peer Benchmarking Resources



Evergreen's Methodology

- ✓ Very Detailed Work Plan Designed Specifically for Ipswich Public Schools
- ✓ Review Begins with an Analysis of School District Objectives, Previous Studies, and Work Already Accomplished (Note: We will not duplicate previous studies)
- ✓ Obtains Significant Input from Internal and External Stakeholders
- ✓ Assesses Organizational and Operational Performance Levels



Evergreen's Methodology (cont.)

- ✓ Contains Comparisons to Other Similar School Districts
- ✓ Our Technology for Conducting the Audit
 - Video and Teleconferencing
 - Online Workspace via Microsoft SharePoint
 - Software (Microsoft Office, Microsoft Access, SPSS Statistical Package, QuestionPro Survey Platform, Adobe Creative Suite)
- ✓ Includes Detailed Resource Utilization Analyses and Benchmarking



Evergreen's Methodology (cont.)

- ✓ Recognizes Externally Imposed Work Tasks and Procedures
- ✓ Identifies Best Practices
- ✓ Identifies Potential Savings and Costs
- ✓ Provides Detailed Implementation Plans with Cost Benefits, Strategies, and Timelines

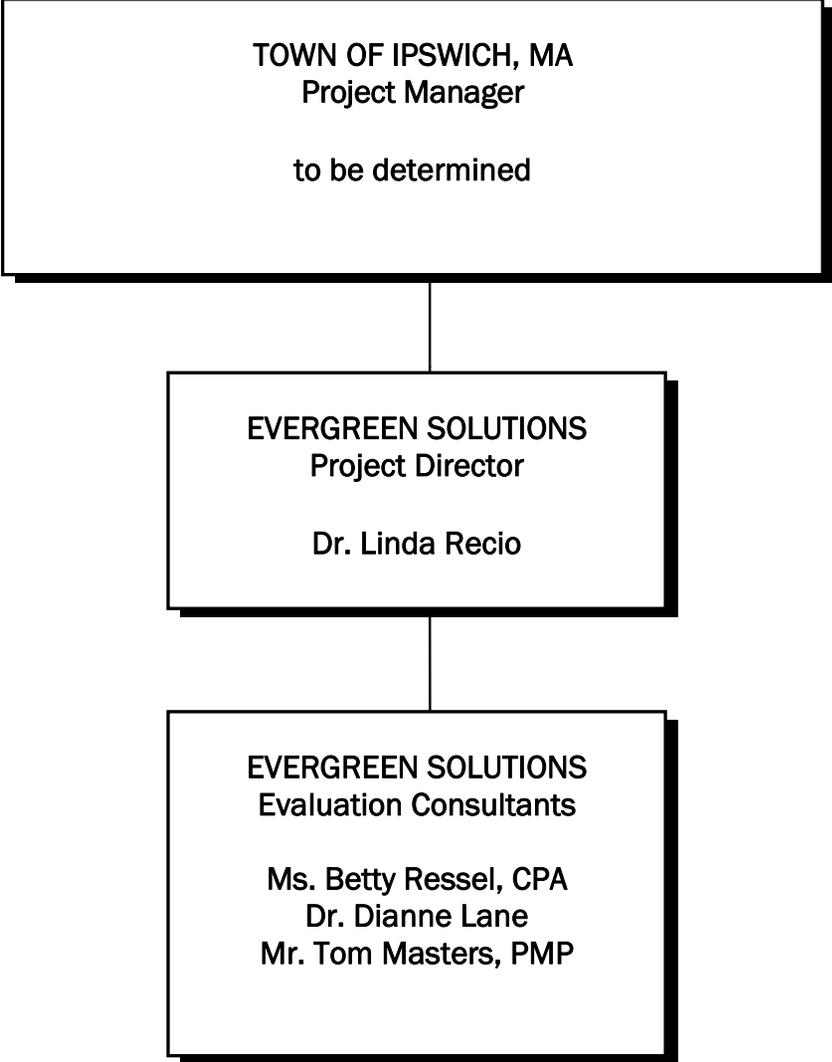


Our Work Plan

Phase I: Project Initiation	TASK 1: Initiate Project	TASK 2: Develop Preliminary Profile of Ipswich Public Schools	
Phase II: Diagnostic Review	TASK 3: Conduct Diagnostic Review of Operations	TASK 4: Conduct Surveys of Central Office Administrators, Principals, and Teachers	TASK 5: Conduct Benchmarking and Best Practices Review
Phase III: Comprehensive Operational Review	TASK 6: Review Salaries and Staffing	TASK 7: Review Curriculum Management	TASK 8: Review Information Technology
	TASK 9: Review Purchasing and Purchased Services	TASK 10: Review Transportation	TASK 11: Review Elementary Grade Configurations
	TASK 12: Review Outside Funding and Fee Funding	TASK 13: Review Professional Development	TASK 14: Review Collaboration
Phase IV: Project Reporting	TASK 15: Prepare Draft and Final Reports		



Our Team



Our Time Line

	2014		2015			
	NOV	DEC	JAN	FEB	MAR	APR
PHASE I - PROJECT INITIATION						
1.0 - Initiate Project						
2.0 - Develop Preliminary Profile of Ipswich Public Schools						
PHASE II - DIAGNOSTIC REVIEW						
3.0 - Conduct Diagnostic Review of Operations		*				
4.0 - Conduct Surveys of Central Office Administrators, Principals, and Teachers						
5.0 - Conduct Benchmarking and Best Practices Review						
PHASE III - COMPREHENSIVE OPERATIONAL REVIEW						
6.0 - Review Salaries and Staffing			*			
7.0 - Review Curriculum Management			*			
8.0 - Review Information Technology			*			
9.0 - Review Purchasing and Purchased Services			*			
10.0 - Review Transportation			*			
11.0 - Review Elementary Grade Configurations			*			
12.0 - Review Outside Funding and Fee Funding			*			
13.0 - Review Professional Development			*			
14.0 - Review Collaboration			*			
PHASE IV - PROJECT REPORTING						
15.0 - Prepare Draft and Final Reports					1	2*
						3*

*Denotes onsite activities

1: March 4, 2015 - Submission of Findings and Recommendations with Supporting Data

2: March 25, 2015 - Formal Meeting with Committee to Review March 4, 2015 Submission

3: April 10, 2015 - Final Report Due



Why Evergreen Solutions?

- ✓ Our Senior Team has Conducted Operational Reviews in many States and School Districts. Our Project Director has 30 Years of Experience in Conducting these Audits, with most other Team Members having over 20 Years of Experience
- ✓ Our Management Tools to Conduct such a Review are Extensive
- ✓ We Understand External Influences on School Districts that must be Factored into Making Recommendations
- ✓ We Customize Our Services for Every Client



Why Evergreen Solutions? (cont'd)

- ✓ Our Studies have been Implemented by School Districts throughout the Country
- ✓ Our Proven Track Record is Extensive and Impressive
- ✓ We Will Work With You to Conduct the Type of Objective Operational Review You are Looking For
- ✓ We Want You to be One of Our Satisfied Clients



Thank You!

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