

REQUEST FOR PROPOSALS

**Brunswick School Department
46 Federal St.
Brunswick, ME 04011
(207) 319-1900**

Intent

The Brunswick School Board is developing a multi-year (5 to 10) strategic plan. The intent is to establish objectives and strategies that will guide the Board in its annual work and provide the foundation for the annual operating plans for the Brunswick School Department (BSD). The Board is committed to the principle that every student shall have opportunities to maximize their intellectual, social, emotional, and physical development.

The Board seeks to create a plan based upon a shared community vision, developed with multi-stakeholder input, that reflects the mission and vision of the Board (see attached) and the realities of the District's current and future operational environments.

The Board seeks an individual or organization to work with the Strategic Planning Workgroup (Workgroup) on:

- SWOE (strengths, weaknesses, opportunities, environment) analysis
- Stakeholder focus groups
- Thematic analysis of stakeholder input
- Conversion of themes to objectives and strategies

The Board anticipates this work will occur between June 2015 and January 2016.

Scope of Services

Working with the Workgroup, the successful respondent will:

- Review and revise SWOE summary for use in stakeholder focus groups
- Identify stakeholder groups that generate a meaningful representative sample of the Brunswick community
- Develop and support the implementation of stakeholder outreach efforts

- Create protocol for semi-structured focus groups with community stakeholders
- Facilitate all stakeholder focus group discussions
- Collect and organize data from stakeholder focus groups
- Analyze focus group data to identify common themes and key outliers within and between the groups
- Present initial findings to the Workgroup
- Facilitate discussion with the Workgroup to convert identified themes into actionable and measurable objectives and strategies

Expected Qualifications

The successful respondent will demonstrate experience in strategic planning, community stakeholder engagement, facilitation of stakeholder input sessions, and analysis of qualitative data. In addition, demonstrated experience working with educational entities (e.g. school boards, school districts) is preferred.

The successful respondent must be able to function as a neutral facilitator to:

- ensure active participation across all stakeholder groups
- create and maintain an environment that fosters the free expression of ideas
- encourage participants to think broadly and envision a range of possibilities, and
- effectively manage balance between:
 - differing educational values,
 - deeply held traditions and a desire for innovation,
 - a desire for broad participation while balancing an aggressive timetable for completion, and
 - perception, by some, of potential threats to careers/positions/programs.

Submission Instructions

Respondents will provide an Intent to Respond via email, one (1) PDF response via email, and one (1) paper copy via mail.

The Intent to Respond shall be received by 4:00 PM, April 17, 2015. Please send the Intent to Respond to Superintendent Paul Perzanoski, at pperzanoski@brunswick.k12.me.us.

The PDF response shall be received by 4:00 PM, May 11, 2015. Please send the PDF response to Superintendent Paul Perzanoski, at pperzanoski@brunswick.k12.me.us.

The paper copy of the response shall be received by 4:00 PM May 13, 2015.

Respondent Questions

All questions should be submitted via email to the address above by April 22, 2015. Answers/responses to inquiries will be distributed to all respondents via email by May 1, 2015.

Evaluation

Following the proposal due date, the Workgroup will evaluate all proposals and select up to three (3) respondents for interviews. Onsite interviews are preferred but video/telephonic interviews may be possible. Following interviews, the School Board will select the preferred vendor and the Superintendent will begin contract negotiations.

The following general evaluation criteria will be used:

- Proposed methods of delivering the scope of work
- Proposed cost
- Experience and background of proposed team
- Interview

All proposals in response to this RFP may be rejected and the BSD may decide to request amended proposals, solicit additional proposals, or cancel the RFP without selecting a vendor.

Appendix A Philosophy and Vision

FILE: AD

PHILOSOPHY/VISION OF THE BRUNSWICK PUBLIC SCHOOLS

The Brunswick School Board envisions that all students are part of a community of lifelong learners who are able to contribute positively to society. We provide a comprehensive and rigorous academic program so that all students attain their full potential and make significant contributions to their communities. We strive to ensure that all students will acquire and apply the skills necessary to communicate effectively, to think critically and creatively, and to become responsible citizens of our democratic and global society.

To achieve our vision, the Brunswick School Board focuses on educating students as individuals within a community of lifelong learners. We recognize the worth and dignity of every student in order to provide for maximum intellectual, physical, social and emotional development. In order to reach their full potential, all students will demonstrate proficiency in basic skills, exercise responsible and creative decision making, explore ideas, embrace the aesthetics of life, and be responsible, productive citizens.

This requires a collaborative effort by the community, families of students, the Board, the administration, the faculty, the staff, and the students.

Adopted: 1/19/82

Revised: 9/10/14

Appendix B

Brunswick School Department Overview

The BSD serves 2,345 students and has an operating budget of \$35.76M. Recent impacts to both the Town and the School District include but are not limited to the closure of the Brunswick Naval Air Station and the subsequent redevelopment efforts, state funding cuts, and the shifting of tuition students to other districts related to school consolidation efforts. Over that past 10 years the K-12 student population has declined by 900 students.

Our Schools and Additional Facilities

Coffin Elementary School originally opened in 1955. The school now serves 379 students primarily K-1 (some 2nd graders are served in a multiage program). Currently there are 20 regular classrooms and has over 60 faculty and staff.

Harriet Beecher Stowe Elementary School opened for the 2011/2012 school year. Originally planned to serve grades 3-5, the school serves 697 students grades 2-5. HBS represents a transition from the previous model of neighborhood elementary schools to a common school serving all the students within the grade range. Currently HBS has 31 classrooms and has over 100 faculty and staff.

Brunswick Junior High School, built in 1959 (with additions/renovation in '66, '76, and '83) serves as a middle school for 476 students in grades 6-8. BJHS employs a team teaching, student-centered model as a means of preparing students for the transition to high school. Currently BJHS has 34 classrooms and has over 90 faculty and staff.

Brunswick High School, built in 1996 serves 795 students in grades 9-12. Currently BHS has 34 classrooms and has over 90 faculty and staff.

Maine Region Ten Technical High School has been serving the community since 1973. Students from Brunswick, Freeport, and MSAD 75 (Bowdoinham, Harpswell, and Topsham) all attend "Tech 10." The school, located on a 5 acre campus, provides career and technical education to over 300 students (90 of which come from Brunswick).

Hawthorne is a mixed use facility. Formerly a K-5 Elementary School that opened in 1895, Hawthorne now houses an alternative 9-12 program, before and after school programs, and the BSD administrative offices.

Jordan Acres (not an active facility), built in 1972 using the open concept model, was closed for the 2011/2012 school year due to safety and cost savings concerns. The school has not been reopened. At this point the cost to rehabilitate the building exceeds the value of the investment.

Appendix C

Town of Brunswick Overview

Settled in 1628 and incorporated in 1739, Brunswick is a historic and picturesque New England town that serves as a gateway to midcoast and Downeast Maine. A balanced mix of retail, professional and arts-related businesses, along with light to medium industry and traditional farming, foresting and commercial fishing – can all be found in Brunswick. Downtown Brunswick's broad Maine Street combines village flavor and city flair. Dotted with specialty shops, open spaces and fabulous restaurants to satisfy every mood and palate, Brunswick's pedestrian-friendly downtown attracts shoppers, strollers and foodies alike.

Brunswick is a college town offering rich and diverse arts and cultural resources, centered around noted Bowdoin College's museums, theater and concert hall. Bowdoin College was ranked sixth among liberal arts colleges by U.S. News & World Report in 2010. Established in 1794, Bowdoin was the first college in the State of Maine, and remains an important influence in Brunswick's continued development. Other colleges include Southern New Hampshire University and Southern Maine Community College.

Bordered by the Androscoggin River and Atlantic Ocean with its 67 miles of coastline, Brunswick is a coastal community, offering residents and visitors an array of recreational opportunities. With convenient access to I-295 and Route 1, Brunswick serves as a gateway to Midcoast and Downeast Maine, is located 25 miles north of Portland, Maine's largest city, and just 30 miles from the Portland International Jetport (PWM). Brunswick's strategic location will be enhanced significantly beginning November 2012, when the Amtrak Downeaster arrives, connecting Brunswick to Boston with passenger rail service.

Brunswick is home to world class businesses, including LL Bean (manufacturing), Bath Iron Works (design/engineering) and Owens Corning (composite fabrics). With its proximity to boat builders and other marine trades along the Maine coast, advanced technology training resources and innovative businesses, Brunswick has positioned itself as the epicenter of the state's emerging composites manufacturing cluster. Home to Mid Coast Hospital and Parkview Adventist Hospital, as well as eleven banks downtown, Brunswick is a service center for neighboring communities.

Brunswick's strategic location is made even more attractive with the redevelopment of the Brunswick Naval Air Station, now known as Brunswick Landing. As Maine's premier technology business park, Brunswick Landing features 3,300 acres of prime real estate, over 2 million square feet of commercial and industrial space, a world-class aviation complex, and on-site educational institutions. Additionally, in-fill sites are available in the Brunswick Industrial Park and Brunswick Commerce Center to further broaden an organization's presence in Brunswick.

Brunswick at a Glance / Vital Statistics

- Population: 20,278 (2010 Census)
- Land Area: 49.7 square miles
- Median Household Income: \$50,117 (2010 Census)
- Average Household Size: 2.9
- Labor Force (Brunswick Labor Market Area/Micropolitan Statistical Area): 34,866 (July 2011, not seasonally-adjusted) Source: Maine Dept. of Labor, Center for Workforce Research & Information
- Total Employment (Brunswick LMA/MSA): 32,529 (July 2011, not seasonally-adjusted); Source: MDOL, CWRI
- Educational Attainment: (Age 25+, 2010 Census): High School Graduate – 28%, Bachelors or Higher – 34%

Major Private Employers:

- Bath Iron Works
- Bowdoin College
- LL Bean
- Mid Coast Hospital
- Parkview Adventist Medical Center

Key Industrial/Commercial Properties:

- Cooper Wiring Devices (185,000+ sf industrial/commercial building)
- Brunswick Landing (industrial/commercial buildings and lots)
- Brunswick Industrial Park (industrial/commercial lots)
- Brunswick Commerce Center (light industrial/commercial lots)

Local Development Resources:

The Town of Brunswick Economic and Community Development is adept at facilitating projects through customized financial packages utilizing a variety of sources. Staff have experience working with MCOG and Brunswick Development Corporation gap financing programs, Finance Authority of Maine loan insurance, leveraged financing programs and Industrial Development Bonds, as well as Tax Increment Financing and Community Development Block Grant funds for credit enhancement and public infrastructure purposes.

Source: <http://www.brunswickme.org/welcome/community-profile>

Appendix D
School Board Goals for 2014
Adopted 2/12/2014

(Current goals for 2015 are being reviewed by School Board)

I. Student Achievement

- **Improve academic achievement for all students**

Ongoing: The Board will support the BSD in the implementation and execution of initiatives

Ongoing: The Board will engage with administration to increase awareness of district initiatives

- **Close the achievement gap for struggling students**

Ongoing: The Board will support the BSD in its effort to provide remediation to students functioning below the proficiency level as measured by state and local assessments

Ongoing: The Board will review data with Administration to evaluate the effectiveness of programs and initiatives used within the district

- **Maintain positive educational environment that promotes the social and emotional development of all students**

Ongoing: The Board will support the BSD in its efforts to provide a positive school climate through the promotion and development of physically and emotionally safe learning environments

II. Fiscal Management

- **Develop and adopt 2014-2015 budget**

By May 1: The Board will develop and adopt a budget that reflects the goals of the Board, supports the operational plan of the BSD and maximizes cost efficiency for the taxpayers

- **Provide oversight**

Ongoing: The Board will review data with Administration to evaluate the cost efficiency of programs and initiatives used within the district, including State and Federal mandates

III. Strategic Planning

- **Develop bonding plan for facilities**

By June: The Board will endorse and communicate a bonding plan to address current and future facilities issues, including the dissemination of information to the community on educational specifications and long term financing

Ongoing: The Board will encourage and support community engagement and communication through public forums, informational meetings and community conversations

- **Create long range plan for BSD**

By December: The Board and Administration will revisit the mission and vision statements and will develop a five and ten year plan for the direction of BSD

Ongoing: The Board will encourage and support community engagement and communication through public forums, informational meetings and community conversations

IV. Review and Reflection

- **Review progress towards goals**

June and December: The Board will review mid-year and annual progress on the 2014 goals

- **Conduct Board self-assessment**

By August: The Board will conduct a self-assessment