



FutureThink

Formerly DeJONG-HEALY

QUALIFICATIONS
& SERVICES
2013

OVERVIEW

FutureThink, formerly **DeJONG-HEALY**, a woman-owned and EDGE-certified business, has been in operation since May 2006. Ms. Tracy Healy is the President and Owner.

Our mission is to empower the people and communities with whom we work—enhancing the educational experience through planning.

Services

FutureThink focuses on providing planning services to PreK-12 school districts across the country, including:

- ▶ Enrollment Projections
- ▶ Capacity Analysis
- ▶ Facility Planning
- ▶ Educational Specifications
- ▶ Use of Geographic Information Systems in Planning

It is our goal to provide high quality service—ensuring that our clients have the tools necessary to make informed decisions to improve the learning environments in their districts.

We have worked with over 1,000 school districts across the United States. We continually strive to balance innovation with cost while providing effective and efficient services. We provide our clients with expertise, guidance, direction, and best practices.

Projections for over 450 districts entering Ohio School Facilities Commission programs have been completed. OSFC was created in 1997 to administer the state's comprehensive public school construction program and assists districts in the planning, design, renovation, and construction of schools. **FutureThink** is the sole provider of enrollment projections for OSFC.

In working with the State of Arkansas, we projected enrollment regularly for approximately 245 districts as Arkansas continues to develop and refine a statewide educational facility planning process. District enrollments range from approximately 240 to 25,000 students.

In addition, **FutureThink** is an approved Enrollment Projection Provider for the State of Michigan.

ENROLLMENT PROJECTIONS

When projecting future enrollments, it is vital to track historical enrollment, number of births, amount of new housing activity, and changes in household composition. Obviously, certain factors can be gauged and planned for better than others.

For instance, it may be relatively straightforward to gather housing data from local builders regarding the total number of lots in a planned subdivision and calculate the potential student yield. However, planning for changes in the unemployment rate, and how these may either boost or reduce public school enrollment, proves more difficult. In any case, it is essential to gather a wide variety of information in preparation for producing enrollment projections.

In addition, any of the following factors could cause a significant change in projected student enrollments:

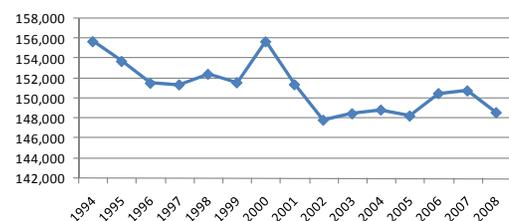
- ▶ Boundary adjustments
- ▶ New school openings
- ▶ Changes/additions in program offerings
- ▶ Change in grade configuration
- ▶ Interest rates/unemployment shifts
- ▶ Magnet/Charter/Private school opening or closure
- ▶ Zoning changes
- ▶ Unplanned new housing activity
- ▶ Planned, but not built, housing

FutureThink uses a custom-designed model to project enrollment ten years into the future in a variety of arrangements, including: district-wide, by school, and by planning area. Additionally, a range of projections can be provided, which take into consideration a number of variables, such as: inflation and interest rates, new housing development, and changes in birth patterns.

FutureThink collects, reviews, and analyzes demographic data from the school district; state, county, city, and township agencies; and the US Census; including:

- ▶ Last 10 years of enrollment
- ▶ Non-public school enrollment
- ▶ Birth data
- ▶ Migration patterns
- ▶ Population trends
- ▶ Building permits over last 10 years
- ▶ Subdivision activity
- ▶ Previous enrollment studies completed

Ohio Live Birth Counts



FutureThink will utilize and assess the information listed above to develop the following:

- ▶ Historical enrollment trend and grade-to-grade survival ratios
- ▶ Demographic profile of the District
- ▶ Student yield based on new housing, as applicable
- ▶ Ten-year enrollment projections by grade

ENROLLMENT PROJECTION CLIENTS

Ohio School Facilities Commission

To date, projections for over 450 districts have been completed, including the six major urban districts. There are 613 school districts in Ohio, and enrollments range from less than 100 to approximately 50,000 students. **FutureThink** has worked with the Ohio School Facilities Commission team to develop ten-year enrollment projections for school districts entering one of its many programs since 1998 and is the sole provider of projections for this state agency.

State of Arkansas, Division of Public School Academic Facilities

In working with the State of Arkansas, **FutureThink** projected enrollment regularly for approximately 245 districts as Arkansas continues to refine its statewide educational facility planning process. District enrollments range from approximately 240 to 25,000 students.

- ▶ Northwest Arctic Borough School District, AK (while with DeJONG)
- ▶ School City of Hammond, IN (while with DeJONG)
- ▶ Chelmsford Public Schools, MA
- ▶ Reading Public Schools, MA
- ▶ Baltimore Public Schools, MD
- ▶ Queen Anne's County Public Schools, MD
- ▶ Libby School District, MT
- ▶ Northwood Schools, NH
- ▶ Newark Public Schools, NJ
- ▶ Buffalo Public Schools, NY (while with DeJONG)
- ▶ Avon Local Schools, OH
- ▶ Avon Lake City Schools, OH
- ▶ Brecksville-Broadview Heights City Schools, OH
- ▶ Chagrin Falls Exempted Village Schools, OH (while with DeJONG)
- ▶ Cleveland Heights-University Heights Schools, OH
- ▶ Crestview Local Schools, OH
- ▶ Edgewood City Schools, OH
- ▶ Franklin City Schools, OH
- ▶ Granville Schools, OH
- ▶ Indian Hill Exempted Village Schools, OH (while with DeJONG)
- ▶ Louisville City Schools, OH (while with DeJONG)
- ▶ Liberty-Union-Thurston Local Schools, OH (while with DeJONG)
- ▶ New Albany-Plain Local Schools, OH
- ▶ Nardon Hills, City Schools, OH (while with DeJONG)
- ▶ North Royalton City Schools, OH
- ▶ Oakwood City Schools, OH
- ▶ Olentangy Local Schools, OH
- ▶ River Valley Local Schools, OH (while with DeJONG)
- ▶ Rocky River City Schools, OH
- ▶ South-Western City Schools, OH (while with DeJONG)

Enrollment Projections [continued]

- ▶ Sylvania City Schools, OH
- ▶ Twinsburg City Schools, OH (while with DeJONG)
- ▶ Westlake City Schools, OH
- ▶ Wooster City Schools, OH
- ▶ Worthington City Schools, OH
- ▶ School District of Cheltenham Township, PA
- ▶ Coatesville Local Schools, PA
- ▶ Conestoga Valley Local Schools, PA
- ▶ Lower Merion Township Schools, PA
- ▶ Penn Manor Schools, PA
- ▶ Peters Township Local Schools, PA (while with DeJONG)
- ▶ School District of Philadelphia, PA
- ▶ Phoenixville Area Schools, PA
- ▶ Pottsgrove Schools, PA
- ▶ Campbell County Public Schools, VA
- ▶ Chesterfield County Public Schools, VA
- ▶ Manassas City Public Schools, VA
- ▶ Montgomery County Public Schools, VA
- ▶ Williamsburg-James City County Public Schools, VA
- ▶ Marshall County Schools, WV (while with DeJONG)

Enrollment Projection Training

- ▶ Broward County Public Schools, FL (while with DeJONG)
- ▶ Duval County Public Schools, FL (while with DeJONG)
- ▶ New Mexico Public School Facilities Authority, NM
- ▶ South-Western City Schools, OH (while with DeJONG)
- ▶ Chesterfield County Public Schools, VA (while with DeJONG)



FACILITY PLANNING

A facility plan outlines long-term goals and objectives which impact the quality of education, guiding administrators and Board members toward an improved vision and future of the community as a whole. Facility plans identify which school buildings to keep, modernize, replace, reconfigure or repurpose, and in what order. Associated costs and timelines are also included. It is critical to involve the community in creating the facility plan, gaining input regarding priorities while building a broad base of support. The following process is recommended in creating a facility plan.

Steering Committee Formation

A Steering Committee guides the development and implementation of the facility planning process. The Committee should represent a broad-cross section of the community, including school and non-school members. Student representation is strongly encouraged. Typically, there are 5 scheduled committee meetings throughout the process.

Database Development

FutureThink develops, gathers, reviews, and summarizes data, creating a profile of the District. This profile includes the development of a geographic information system, ten-year enrollment projections, demographics, capacity analysis of facilities, program and service data, and financial information.

Community Dialogue #1

The primary focus of the first dialogue is to establish the educational framework for developing facility options. This dialogue addresses educational issues as well as community issues which will impact the options and final plan. Participants will fill out individual and group questionnaires regarding these issues and discuss them in small groups. All questionnaires will be collected and tallied.

Facility Options

Based on the data collected and input from the community dialogue, facility options are developed and reviewed by the administration and Steering Committee. These options identify the future plans for each building in the District.

Community Dialogue #2

The purpose of the second community dialogue is to present the facility options and gather input regarding them. Participants will be asked to rank each of the options and again discuss their responses in a small group setting.

Final Report

A final report is completed and presented to the Board of Education for review. It contains recommendations, an action plan, timeline, and estimated costs for each facility in the District along with the District Profile and the results of the community dialogues.

FACILITY PLANNING CLIENTS

- ▶ Canal Winchester Local Schools, OH (while with DeJONG)
- ▶ Granville Schools, OH (while with DeJONG)
- ▶ Hilliard City Schools, OH (while with DeJONG)
- ▶ Kent City Schools, OH (while with DeJONG)
- ▶ Lebanon City Schools, OH (while with DeJONG)
- ▶ Mason City Schools, OH (while with DeJONG)
- ▶ Switzerland of Ohio Local Schools, OH
- ▶ Kanawha County Schools, WV (while with DeJONG)
- ▶ Marshall County Schools, WV (while with DeJONG)
- ▶ Monroe County Schools, WV (while with DeJONG)
- ▶ Ohio County Schools, WV (while with DeJONG)
- ▶ Pocahontas County Schools, WV (while with DeJONG)
- ▶ Randolph County Schools, WV (while with DeJONG)



EDUCATIONAL SPECIFICATIONS

Educational specifications describe the current and future educational activities a school facility should accommodate and provide a written communication from the school district to the design professional. Ed specs convey briefly and clearly the goals, activities, users, spatial relationships, equipment and technology needs as well as any special considerations.

The following process is an effective way to develop ed specs efficiently and thoroughly building common ground with the administrators, teachers, parents, students, and community members who will use the facility.

Committee Formation

A committee, composed of teachers, students, administrators, support staff, parents, and community members is formed to assist in the development of the ed specs. They shall attend the orientation and visioning session, planning lab #1 and planning lab #2. They are also expected to “report back” to their appropriate constituents and gain additional input.

Orientation & Visioning Session

The initial meeting of the Ed Spec Committee will provide an overview of the planning process, the timeline, and expectations. Additionally, a trends presentation will be given and participants will work in groups to consider and discuss how education will change in the future and the impact on program delivery, staff, students, and community.

Planning Labs #1 & #2

Planning Lab #1 is an intensive, two-day work session examining future trends and determining program direction. Participants will discuss program and space needs, generating a draft report. Planning Lab #2 is also a two-day work session to edit and refine the draft program of requirements. Both labs incorporate large and small group work. Participants will resolve space requirements and begin to conceptualize the facility as a whole.

Final Report

A final report is completed and presented to the Board of Education for review. It contains the results of the orientation and visioning session, a compilation of space, program descriptions and illustrations, and spatial relationship diagrams for the entire facility.

Schematic Design Review

Once the architect develops a schematic design, **FutureThink** will review it to ensure the educational vision identified in the planning labs has been incorporated into the facility.

EDUCATIONAL SPECIFICATIONS CLIENTS

- ▶ San Diego City Unified Schools, CA (while with DeJONG)
 - Cesar Chavez Elementary School
 - Hoover/Crawford Elementary School
 - Dr. Jack Kimbrough Elementary School
 - New Elementary School
 - Hoover/Crawford Middle School
 - New Middle School
- ▶ Las Cruces Public Schools, NM - New High School
- ▶ Eastport/South Manor Central Unified H.S. District, NY - New High School (while with DeJONG)
- ▶ Aurora City Schools, OH - High School Renovation & Addition (while with DeJONG)
- ▶ Avon Lake Public Schools, OH - High School Renovation & Addition (while with DeJONG)
- ▶ Catholic Diocese of Columbus, OH - New High School (while with DeJONG)
- ▶ Granville Schools, OH (while with DeJONG)
 - Granville Elementary School Renovation
 - New Intermediate School
 - Granville Middle School Renovation
 - New Middle School
 - Granville High School Renovation & Addition
- ▶ Hamilton Local Schools, OH - New Elementary School (while with DeJONG)
- ▶ Ohio School for the Deaf (while with DeJONG)
- ▶ Ohio State School for the Blind (while with DeJONG)
- ▶ Wellington School, OH - K-12 School Renovation & New Construction (while with DeJONG)



GEOGRAPHIC INFORMATION SYSTEM [GIS]

FutureThink can create a Geographic Information System [GIS] to organize data regarding schools, students, development patterns, and student attendance boundaries. GIS communicates information graphically regarding locations of schools, where students live, and other layers of data to assist in the decision-making process.

An extensive data collection process will include:

- ▶ Collecting data from the District, city, township, county and federal sources, including student databases, attendance boundaries, geographic layers, ortho-photography, historical housing development, street centerlines, water, and other identified factors as available.
- ▶ Converting current student databases into GIS format by a process called geocoding. This process will “address match” all students in the District.
- ▶ Arranging data and ensuring it is in a compatible and like coordinate system, so information is accurately portrayed in the area.
- ▶ Appending other relevant information to databases for ease of analysis in future planning stages.

Enrollment for each school can be analyzed to depict:

- ▶ Students who live and attend in boundary.
- ▶ Students who live in but attend out of boundary.
- ▶ Students who live out but attend in boundary.

Population and housing demographics from the US Census and local sources can be analyzed to determine trends in different areas of the district. Analysis of these trends will assist the decision-making process regarding future facilities and locations of programs.

Additionally, student attributes, such as free/reduced lunch, ethnicity, special needs, and native language, can be analyzed in relation to the distribution of students among schools.

Maps can be produced to illustrate any number of data sets, including:

- ▶ Current attendance boundaries.
- ▶ Where students live in relation to the boundaries.
- ▶ Distribution of students with identified attributes in relation to the boundaries.

GIS CLIENTS

- ▶ Ohio School Facilities Commission
- ▶ Olentangy Local Schools, OH (while with DeJONG)
- ▶ Worthington City Schools, OH
- ▶ Newark Public Schools, NJ
- ▶ Penn Manor Schools, PA



REFERENCES

Ohio School Facilities Commission

30 West Spring Street, 4th Floor
Columbus, OH 43215
614-466-6290
Contact: Stephen Roka, Planning Manager
Email: Steve.Roka@offc.ohio.gov

New Albany-Plain Local Schools

55 North High Street
New Albany, OH 43504
Phone: 614-855-2040
Contact: Mr. Ken Stark, Operations Director
kstark@new-albany.k12.oh.us

Williamsburg-James City County Public Schools

P.O. Box 8783
Williamsburg, VA 24073
757-603-6494
Contact: Mr. Scott Burckbuchler, Assistant Superintendent for Finance & Operations
Email: burckbuchlers@wjcc.k12.va.us



EDUCATION & EXPERIENCE

Tracy Healy, REFP

Tracy Healy is the current president of **FutureThink**. Previously, she served as a vice president at DeJONG and was one of its founding members. Tracy continues to focus on demographics and facility planning projects.

With a master's degree in English, experience in city and regional planning, and time spent teaching in the classroom, Tracy is well-equipped to meet the needs of clients. She combines nearly 20 years of experience with her desire to enhance learning environments for students around the world.

One major area of focus for Tracy is in projecting student enrollment for school districts involved with the Ohio School Facilities Commission. To date, projections for over 450 districts have been completed, including the six major urban districts: Columbus, Cleveland, Cincinnati, Akron, Toledo, and Dayton. Tracy has worked with the Ohio School Facilities Commission team to develop ten-year enrollment projections for school districts entering one of its many programs since 1998.

Tracy is involved with CEFPI, the Council of Educational Facility Planners, International. She served on the Leadership Team for the Midwest/Great Lakes Region for several years. She has received several awards from CEFPI, including a Distinguished Service Award.

Tracy has also worked as a Senior Planner for the City of Columbus Planning Office.

Education/Certifications

The Ohio State University, Bachelor of Arts, English

The Ohio State University, Master of Arts, English: Rhetoric & Composition

Recognized Educational Facility Planner, Council of Educational Facility Planners, International

Notable Educational Planning Experience

▶ Olentangy Local Schools, Ohio

Tracy has worked with Olentangy Local Schools, one of the fastest growing districts in the state of Ohio, since 1998. During that time, enrollment has increased from just under 5,000 students to over 17,000—an increase of over 240 percent. Each year, ten-year enrollment projections for the District are updated. In addition, Tracy has developed a build-out scenario as well as projections by housing subdivision for the elementary and middle school grades. She has also assisted in ongoing redistricting activities.

▶ Ohio School Facilities Commission

In addition to projecting enrollment, Tracy has also provided a variety of educational planning services to OSFC. A sampling of these services includes: High School Visioning Process for Austintown Local Schools, 21st Century Learning Environments Planning Process, Survey of OSFC Districts regarding Community Use of Facilities, Switzerland of Ohio Local School District Community Engagement Process, and Educational Specifications for Ohio Schools for the Deaf & Blind.

Other Projects (not listed previously)

- ▶ Amherst Elementary School District, MA – Review of Redistricting Plan
- ▶ Cascade Township Library, MI – Strategic Plan (while with DeJONG)
- ▶ Austintown Local Schools, OH – High School Visioning
- ▶ Buckeye Association of School Administrators, OH – Consulting Services
- ▶ Granville Schools, OH – Strategic Plan (while with DeJONG)
- ▶ Hilliard City Schools, OH – Strategic Plan (while with DeJONG)
- ▶ Liberty Union-Thurston Local Schools, OH – Capacity Analysis (while with DeJONG)
- ▶ Our Lady of Peace School, OH – Preschool Visioning
- ▶ Mechanicsburg City Schools, OH – Strategic Plan (while with DeJONG)
- ▶ Medina City Schools, OH – Technology Plan (while with DeJONG)
- ▶ Marshall County Schools, WV – Capacity Analysis (while with DeJONG)

Publications & Recognitions

- ▶ “The Impact of the Housing Market on School Facility Planning,” *CEFPI Educational Facility Planner*, Volume 41, Issue 4, Summer 2007
- ▶ “Balancing Innovation & Cost in Facility Planning,” *School Planning & Management*, June 2006
- ▶ “The State of School Buildings,” *American School Board Journal*, October 2005
- ▶ “Statewide Facility Assessments: Leaving No School Behind,” *School Business Affairs*, July/August 2005
- ▶ “Building Bridges of Communication: The Columbus Public Schools & the City of Columbus,” *CEFPI Educational Facility Planner*
- ▶ “High Schools: The Next Generation,” *CEFPI Educational Facility Planner*
- ▶ *School Planning & Management*, Education Design Showcase Judge, 2006-present

