



Billy Shellenbarger

*Superintendent Candidate
Bloomfield Hills Schools*





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Bloomfield Hills Schools

90 Day Plan & Financial Forecasting

VISION:

Bloomfield Hills Schools will empower every student to achieve their goals through a system that is inclusive and equitable for all.

MISSION:

Bloomfield Hills Schools prepares all students to be lifelong learners and engaged citizens in a safe and supportive environment that is equitable and inclusive. Led by high expectations, Bloomfield Hills Schools students discover and pursue their unique potential.

I believe the tone is set at the top and WE bring the necessary energy to drive that. As the new Superintendent of Bloomfield Hills Schools, I would be acutely aware of the pivotal role the first 90 days play in 'hitting the ground running.' While the days that follow are undeniably crucial, it is these initial days that truly set the tone and direction for the year and beyond from a leadership perspective.

During these 90 days, my leadership lens will focus on the pillars of *listening, learning, and understanding*. I will identify our district's needs and areas of growth. Equally vital is acknowledging and celebrating our district's strengths and expressing gratitude for our exceptional work. Striking a balance between these aspects is critical to increasing morale and achieving our goals.

With a boldness that values a team approach and your collaboration, we will together foster a collaborative spirit and mindset. Your perspectives and experiences are crucial to our success in the first 90 days and beyond.

As we embark on this all-important first step together, I want to assure you that our *listening, learning, and understanding* process will be thorough and comprehensive. This time will be rooted in the focus seven areas outlined below, but there will be much work beyond these areas as well. Each focus area includes action steps I will take in the first 90 days to increase clarity and address our collective needs.

Culture & Relationships

Academic Excellence (Portrait of a Learner)

Leadership Team

Safety/Security & Operations (Bond)

Equity and Inclusion

Community Engagement

Mental Health & Wellness

Culture & Relationships

High morale and trusting relationships are pillars of any successful endeavor—this is where I will begin. They are the foundation of our work ahead of us and will continue to be. A positive culture is not an initiative; it is a way of life. I will meet with stakeholders, listen to their stories, share my enthusiasm, and start to pave a path forward together. This is where high-trust relationships begin—with intentional listening and honest dialogue. There will be a spirit of let's roll up our sleeves and work together.

ACTION STEPS

- *Connect with Board President and Trustees both collectively and individually and begin work to develop new strategic plan*
- *High focus on daily visibility and presence in and out of district (go where people are!)*
- *Begin collaboration with BHS Cabinet members and all Central Office Staff, to establish expectations regarding finances, communication plans, facilities/operations, human resources, teaching and learning*
- *Facilitate meetings with staff and parent groups to connect people to our district vision*
- *Introduce the 'Sit w/ the Supe' Coffee Chat, a platform designed to engage parents/guardians in open discussions.*
- *Engage the BHS Building Leadership Team—we will be a dynamic team.*
- *Deepen relationships with Uniserv Director and District Labor Leaders/Teams.*



Academic Excellence (Portrait of a Learner)

As we continue to build on the tremendous history of academic success and excellence at BHS. It is important we understand where our strengths are and what areas we will focus on related to needed resources and supports to take steps to further student success.

ACTION STEPS:

- *Begin leadership discussions with Assistant Superintendent of Learning Services and Team*
- *Begin collaboration with Elementary/Secondary Ed. Directors to understand our offerings, opportunities, achievement and gaps*
- *Facilitate meetings with each BHS Building Principals individually to understand our offerings, opportunities, achievement and gaps (systems)*
- *Attend, participate and collaborate in August professional development with teaching staff*
- *Begin DAILY building and classroom visits*



Leadership Team

Central Administration and Building Level Administrators and their strong leadership play a monumental role in the success of the district. Building and empowering a team that embodies our vision of excellence through unifying our district and leading boldly will drive our success.

ACTIONS STEPS

- *Build connections with all building Principals and Directors*
- *Schedule Cabinet Meetings to begin our collaborative work*
 - *Schedule school year weekly Cabinet Meetings per building*
- *Begin work with individual Building Leadership Teams*
- *Plan team building with BHS Leadership Team to kick off the year*
- *Collaborate with Assistant Superintendent of Human Resources to ensure all positions are filled and/or have a plan to do so*
- *Plan and schedule annual leadership coaching/professional development for district leadership*



Safety/Security & Operations (Bond)

At BHS, we must ensure all of our buildings are as safe as they can be and we have to remain diligent and proactive to do so. My experience in that space is extensive and I will always prioritize the safety of our school district. With my significant involvement in our five year bond project, that experience will bring immediate attention and value to the work being done in BHS for our students and staff.

ACTION STEPS

- *Partner with Assistant Superintendent of Finance/Operations along with Construction Team and attend OAC Meetings*
- *Build connections with Operations and Physical Plant Leadership*
- *Meet with Safety/Security Team and SRO's*
- *Learn and understand district safety protocols*
- *Physical building walks to understand our building security*
- *Connect with municipal law enforcement to discuss our school safety plans and partnership*



Equity & Inclusion

Equity and inclusion work is a journey intended to bring together students, parents and staff. Students deserve a say in their school's climate and as leaders, we must cultivate a safe environment rich with student voice. Each and every student in our district has a unique and valuable path that we will honor and support.

ACTIONS STEPS

- *Collaborate with building leadership to start planning for Student Advisory Councils and Student Listening Sessions*
- *Work with Director of Special Services and BHS, South Hills and North Hills Principals to discuss our involvement in Unified Sports*
- *Partner with building leadership, along with Equity and Inclusion Teams, to discuss listening and learning opportunities for our students in each building and where their safe spaces are*
- *Embed myself in discussions with Learning Services Team to understand subgroup learning gaps in district and engage planning to intervene for growth*
- *Meet with key community leaders, including those from local service organizations, businesses, and faith-based organization*



Community Engagement

Being active and embedded in our community is a strong aspect of my leadership style and is a very important piece of the Superintendency at BHS. I understand the impact a strong public school district has on the community it serves and bridging our community with our school district is imperative. I will take strong steps to connect with our stakeholders and invest in the partnership between the school district and our community.

ACTION STEPS

- *Schedule and hold monthly “Sit w/ the Supe” coffee chats for stakeholder input and informal discussion*
- *Partner with municipal leaders to find collaborative opportunities*
- *Attend and be highly visible at school and community events*
- *Plan intentional collaboration with PTO groups*



Mental Health & Wellness

When we support our students and staff mental health, we are doing our best to show them we care and they are important as human beings. That is a vital part of a district culture and ensures people feel valued. I will start strong in modeling gratitude, kindness, positive energy and support of the life balance for our entire district.

ACTION STEPS

- *Engage with Director of Special Services to discuss mental health staff and supports*
- *Connect with mental health staff members and discuss supports and resources for students as well as our threat assessment process*
- *Meet with SEL Teams to understand SEL curriculum*
- *Implement “after hours” communication initiative*
- *Collaborate with Teaching and Learning Team regarding PD around mental health*



Bloomfield Hills Schools
Financial Outlook & Forecasting



Finance - Areas of Success

➤ **Bond 2020 (\$200 million)**

- *Execution of Right Sizing Plan*
 - *Building moves*
- *Utilizing bond funds vs. general fund for district upgrades (maintenance garage rent)*
- *Energy/Operational savings*

➤ **Sinking Fund (\$3.4 million - 3 years)**

- *E.g., Roofing needs*

➤ **Fund Equity**

- *Five year snapshot of strength - well done!*
- *\$21,612,727 - 19% (6/30/23)*
 - *6/23 - Rev. \$114,161,970 vs. exp. \$111,730,601*
- *Mid year 2024 budget amendment - \$1,883,808 operating deficit*

Finance - Areas of Success (cont.)

➤ Current per pupil foundation allowance

- *\$13,443*
- *State/local/hold harmless*

➤ Proposed state budget increases (foundation allowance)

- *2.5% proposed for 2024 - \$13,443 to \$13,779 (Governor)*
- *5087 students x \$336 - \$1,709,232 increase*

➤ Childcare Expansion

- *Additional space and facility upgrades/increased pipeline - new revenue stream*

➤ Grant funding use

- *E.g., 31aa - Mental Health/School Safety \$300 million in 2025 budget proposal*

Finance - Areas to Consider

- **Student enrollment trends (MI School Data)**
 - *472 - 2019 vs 2024 = \$6.3 million & 84 - 2022 vs. 2023 = \$1.13 million*
 - *Pupil accounting analysis (including birth rate)*
- **Operating deficit 2023/2024**
 - *Mid year 2023/24 budget amendment (1.7%)*
- **Grant Funding**
 - *Legacy costs remaining/moving to general fund*
- **Staffing/personnel**
 - *93% of expenditures*
- **Labor Agreements**
- **Changes in political landscape (state budget)**

BHS Six Year Enrollment Trend



Finances - Actions to Consider

Direct

- *Systems*
- *Continued sinking fund use*
- *Staffing/personnel (organic attrition)*
- *Retirement incentives*
- *Continued grant work*
- *Operational upgrades/savings*
- *Plan for bond interest income*
- *Budget balancing review (scrub)*
- *Service contract review*
- *Programming audit*
- *Central Office collaboration*
- *Childcare (enrollment)*
- *Marketing plan*
- *Shared time*

Indirect

- *Enrollment*
- *State budget*
- *Political landscape (state budget)*
- *Oakland County Enhancement Millage?*
- *Grant opportunities*

Thank you!

