



Futures Committee Homework

September 22, 2022

Homework Items:

- 1) Review Finance Presentation (pages 3-18) (Parking Lot questions found on pages 47 and 48)
- 2) Review the results from the **DRAFT** Belief Statements activity (page 2)
 - How can we combine these thoughts into 1-2 FINALIZED Belief Statements?
 - How can the Belief Statement be SMART (specific, measurable, achievable, relevant, timely)?

TASK: Prepare one statement to bring to Meeting #3 after reviewing responses from the committee.

***RSP Example:** The District is responsible for managing a fiscally proactive and secure budget that establishes competitive wages and supports the educational outcomes for all LPS students for the next ten years.*

***RSP Example:** The District must provide equitable opportunities for all student success, while prioritizing competitive staff salaries and a secure budget prepared for the upcoming decade.*

S	Specific Is the goal specific and focused?
M	Measurable What evidence and data will be used to track success?
A	Achievable Can we realistically achieve the goal within the timeframe?
R	Relevant Does the goal align with the values and long-term objectives?
T	Timely Is the timeframe realistic? What is the end-date?

- 3) Review the District Strategic Plan
LINK: <https://www.usd497.org/Page/11861>
- 4) Review Meeting 2 Presentation with Poll Everywhere Responses (pages 19-46)

Meeting #2 DRAFT Belief Statements
District is responsible for fiscal accountability to the community. The district must be proactive and nonreactionary in its fiscal management.
The district is responsible for proactive fiscal management. The district must be
The district is responsible for providing equitable opportunities for all students to succeed by financially backing factors that will improve educated outcomes.
A budget that ensures competitive salaries for quality staff.
Words for finance belief statement: discipline, purposeful, strategic, no fat in budget.
The district must be able to define & describe what will bring about sound financial
The district must create a budget that supports the best educational outcomes.
The district must be creative in its ability to attract & retain both students and teachers.
The district is responsible for providing equitable pay while maintaining positive cash
The district must be innovative and work with the community to meet their financial priorities.
The district is responsible for prioritizing a budget that achieves highest educational outcomes.

Reference pages 39-41 in this document for directions on how to create Belief Statements.



USD 497 Finance

Futures Committee - Finance

September 21, 2022

Fund Accounting

Kansas municipalities use fund accounting. USD 497 currently has 26 funds that are used for different purposes.

- General fund and Local Option Budget for general operating costs
- 18 Special Purpose Funds include At-Risk K-12, Food Service, Capital Outlay and Special Education
- Bond and Interest fund to pay principal and interest
- Reserve funds for workers comp and health care premiums
- Capital projects paid from bond proceeds
- Donation fund

Fiscal year is July 1 - June 30.

Funding Sources

State Aid is received in General Fund, Local Option Budget and select Special Purpose funds.

We no longer receive state aid in Capital Outlay and Bond & Interest.

State Aid Amounts

The state followed the provisions of the Cannon court case for the last 5 years. 2022/23 is the last year under this formula. Beginning in 2023/24 the funding formula is suppose to starting using an average of the Consumer Price Index for the Midwest Region. This will be determined by legislature in the spring.



Other Funding Sources

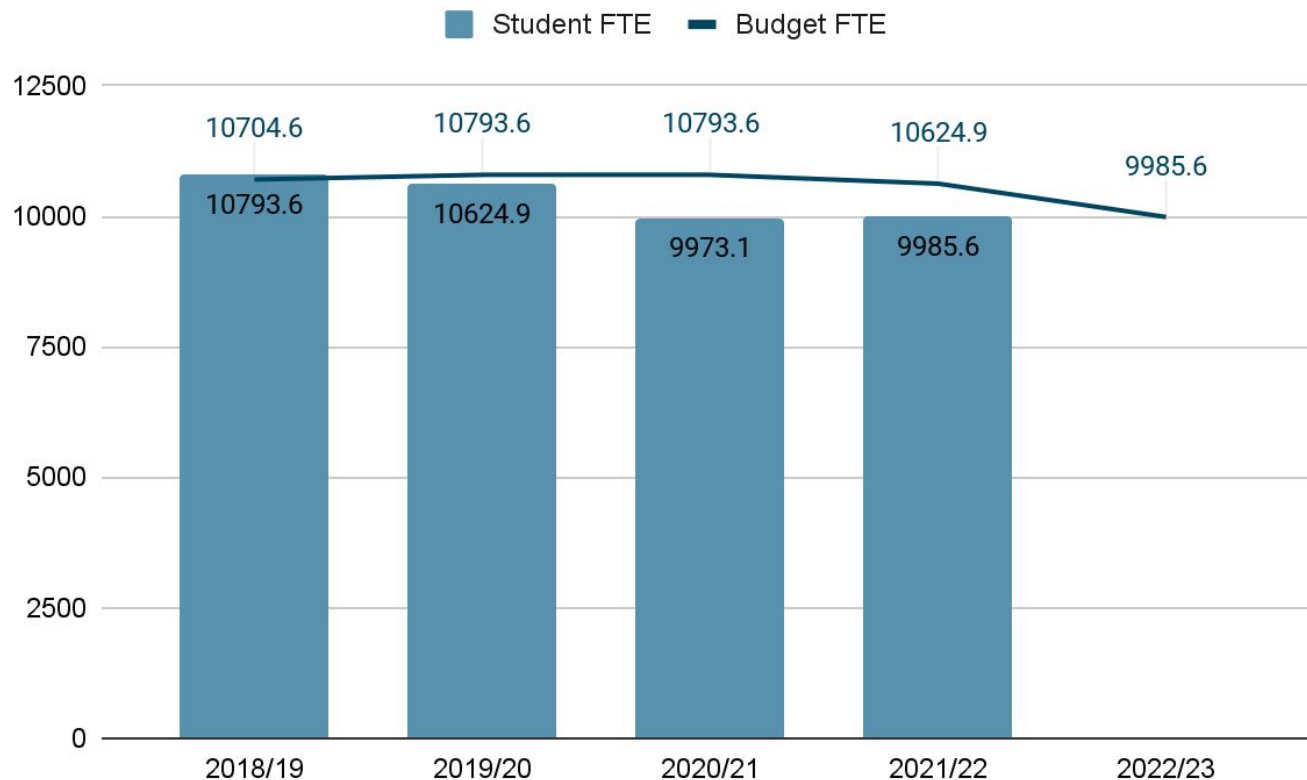
Federal Aid is received in Food Service, Title funds, ESSER. ESSER funds are to be used for COVID related expenses such as learning loss and social emotional concerns.

Taxes are levied in General fund, Local Option Budget, Adult Ed, Capital Outlay, Cost of Living and Bond & Interest.

Fees are assessed to students that do not qualify for free or reduced meals. Fees range from Instructional Resource fees that pay for curriculum to activity fees for sports that help offset coaching salaries.



Student Count FTE



General Fund Budget Formula

Larger of past two years September 20th K-12 enrollment FTE

- + Current year Preschool Aged At-Risk (3 & 4 year olds) x .5 FTE
- + Current year Weightings on September 20th (finalized via KSDE audit)
- + Current year Special Education (finalized in June)
- X Base Aid for Student Excellence (BASE) of \$4,846 for 2022/23
- + Virtual state aid uses different funding formula
- = General Fund Budget



Weightings

Low & high enrollment weighting based on the size of the district - large district receive least amount of weighting

Bilingual weighting based on students attend bilingual education - higher of hours or headcount

Career Tech Ed weighting based on contact hours of students attend approved career tech courses

At-Risk weighting determined by number of students qualifying for free meals

High density At-Risk based on individual school At-Risk percentages

Transportation weighting for students residing 2.5 miles or more from attendance center

Cost of living weighting can be utilized for districts using 31% LOB or more

Fort Hays State Math & Science Academy if we have student(s) attending



Virtual enrollment

Virtual enrollment is funded at a different rate than on-site student enrollment.

Virtual enrollment is paid as follows:

Full time Virtual enrollment = \$5,600 per FTE

Part time Virtual enrollment = \$2,800 per FTE

Virtual credits for students age 19 or under that dropped out, and students 20 or older, are funded at \$709 per credit hour.



Local Option Budget (LOB)

The Local Option Budget is based on a percentage of the General fund.

Maximum authorized is 33% originally passed in 2015 election

LOB budget calculation:

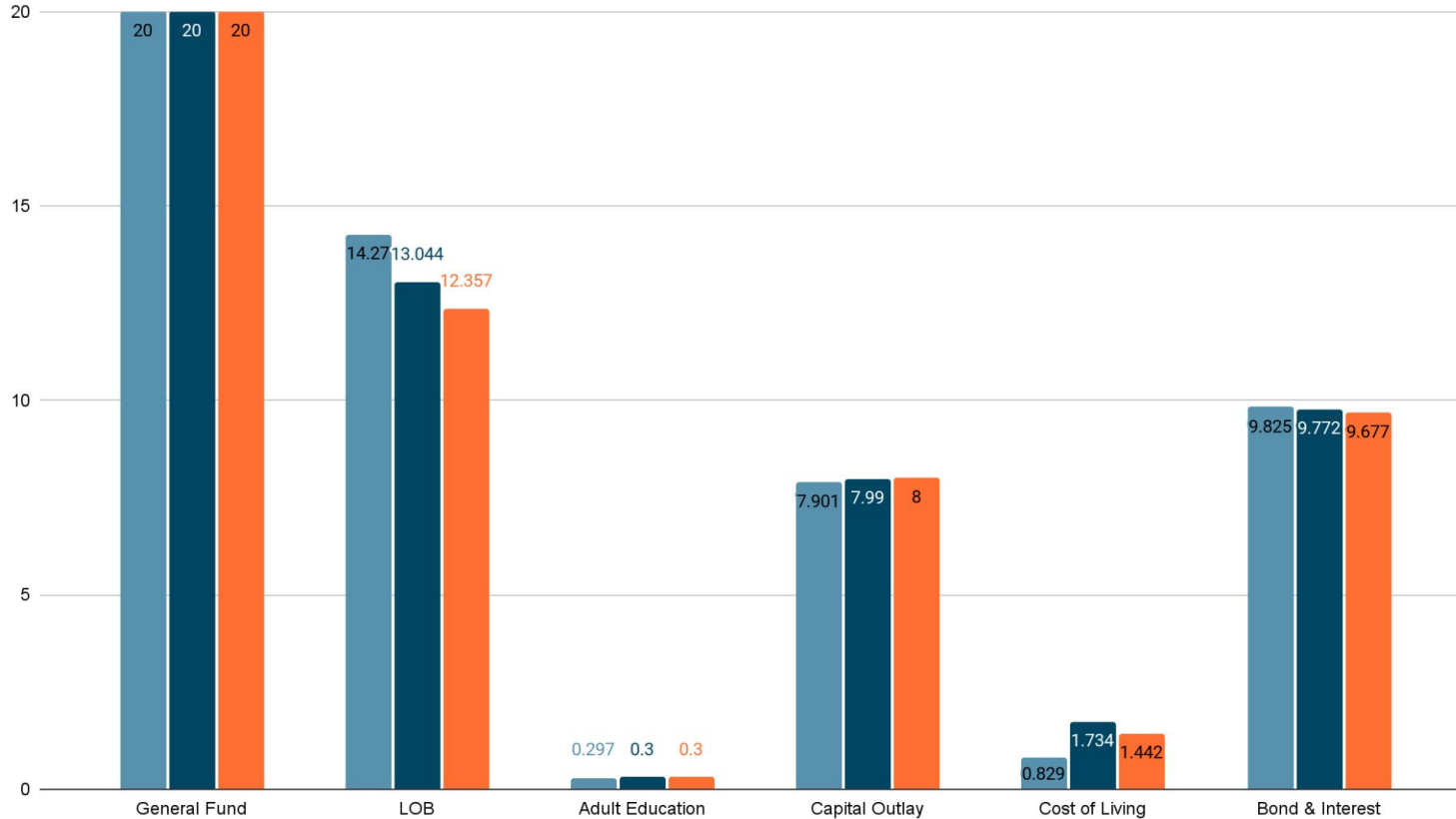
Excludes Virtual enrollment & Fort Hays State Math & Science Academy weighting

Includes Special Education weighting, the higher of 2008/09 or current year.

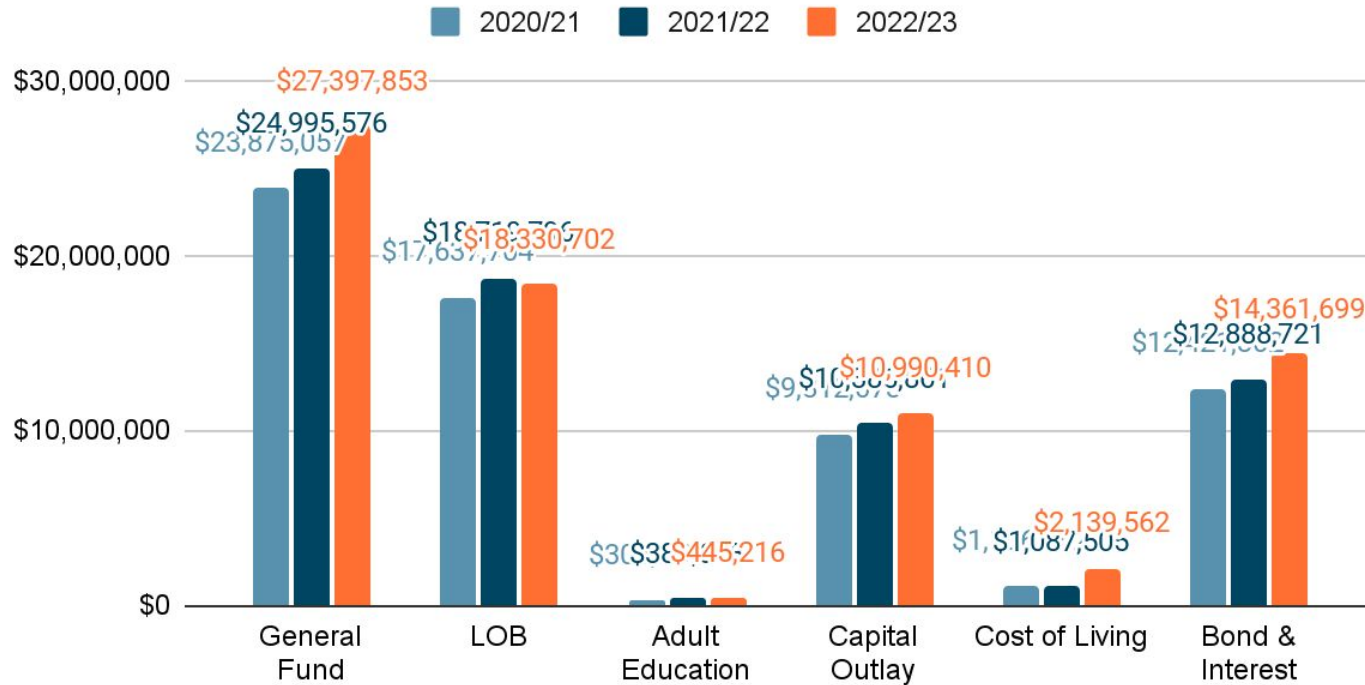


Mill Levies

2020/21 2021/22 2022/23



Taxes Levied



Bond and Interest

Principal balance due	\$165,505,000
Interest balance due	<u>\$55,471,406</u>
Total Principal and Interest due is	<u>\$207,502,063</u>

To be paid through September 1, 2037.

Maximum authority of 14 % of assessed valuation is \$207.7M can be exceeded through proper procedure. Currently utilizing 11% of assessed valuation with 42.2M available.

State of Kansas is limiting new bond issues for school districts so they don't exceed the amount of GO Bonds retired in the prior year.



State of the Budget

In preparation of the 2022/23 budget USD 497 realized an enrollment loss of 640 students and declining weightings due to the enrollment loss.

Budget Reductions of \$6,413,503

Covered projected shortfall of \$4,270,000

Transferred \$200,000 to Contingency fund per Board

Provided \$ 1,724,849 to the salary pool

Covered increased insurance benefits of \$218,654



Cash Balance Reserves

	June 30, 2022	LT Goal	Amount to Fund	
Health Care and Work Comp Rsrv	\$1,505,731	\$2,297,142	\$791,411	Minimum 1 month Medical /Dental/Vision premium and minimum for WC
Special Educ	\$2,700,000	\$3,970,624	\$1,270,624	*Minimum of 15% Special Education expenditures
Contingency	\$1,117,347	\$4,803,775	\$3,686,428	*Minimum of 6% General Fund
At-Risk K-12	\$0	\$100,000	\$100,000	
Bilingual Educ	\$0	\$100,000	\$100,000	
Vocational Educ	\$0	\$100,000	\$100,000	
Virtual Education	\$0	\$100,000	\$100,000	
	\$5,323,078	\$11,471,541	\$6,148,463	* As recommended by Moody's



Cash Balance Reserves Cont.

Moody's Investors Service downgraded USD 497 in 2020 to an Aa3 rating. Concerns noted were consecutive years of operating deficits and decreasing cash reserves.

In the spring of 2022 we had another Moody's review during which cash balances were reviewed again. Moody's focuses on Contingency Reserve, Special Education, Capital Outlay and Bond & Interest. Moody's recommended minimum balance for Capital Outlay of \$8M.



Questions





Planning for the Future

Committee Meeting #2

September 21, 2022



Meeting Goals

5:30 to 5:45 | PART 1: Setting the Scene

- Housekeeping Items (Process, Equity Policy, Meeting Ground Rules)
- Board Objective for Committee
- Re-Cap of Meeting 1
- Activity 1

5:45 to 6:45 | PART 2: Task at Hand

- LPS Finance Review
- District Led Finance Q/A
- Discussion and Activity 2

6:45 to 7:00 | PART 3: Next Steps

- Process Update
- Housekeeping Items

Part 1:

Getting to know one another

- ☐ Housekeeping Items
- ☐ Process Update
- ☐ Board Objectives
- ☐ Recap of Meeting #1

RSP Information

RSP Team:

Robert Schwarz, AICP, CEFP,

Military, County, City, and School District Planner
University of Kansas – Master of Urban Planning (MUP)

Ginna Wallace, Planner

University of Kansas – Master of Urban Planning (MUP)

SIMPLE FACTS ABOUT RSP



- Founded in 2003
- Professional educational planning firm
- Expertise in multiple disciplines (GIS, Planning, Facilitation)
- 20+ years of planning experience, 80+ years of education experience, 20+ years of GIS experience
- Projection accuracy of 97% or greater

Company was started with the desire and commitment to assist school districts in long-range planning. RSP has served over **130** clients in:

- | | |
|-------------|----------------|
| • Arkansas | • Nebraska |
| • Colorado | • North Dakota |
| • Iowa | • Oklahoma |
| • Illinois | • South Dakota |
| • Kansas | • Tennessee |
| • Minnesota | • Wisconsin |
| • Missouri | |

RSP Facility Master Plan Projects:

Cedar Rapids Community Schools
Clear Creek Amana Community Schools
Hutchinson Public Schools

RSP Collaboration with USD 497:

Enrollment Analysis: 2011/12 through 2019/20

Our Partners:



FMP Process Details

3 Board of Education Meetings

8 Committee Meetings

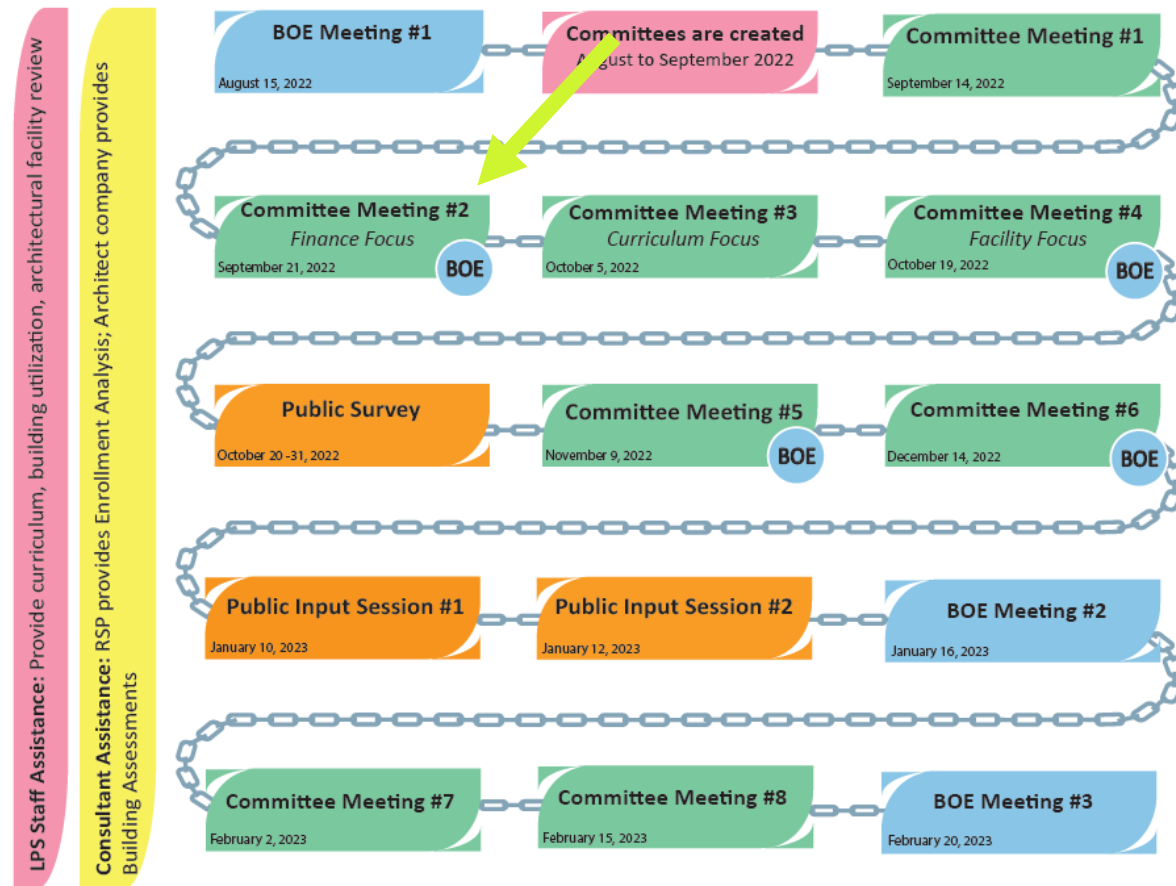
- September 14th
- September 21st
- October 5th
- October 19th
- November 9th
- December 14th
- February 2nd
- February 15th

3 Public Input Opportunities

Begins: **August 2022**

Completed: **February 2023**

Facility Master Plan Process - Board of Education Approval



Ground Rules



FACILITATOR WILL LEAD

Facilitator will lead meeting and provide opportunities for discussion

STAY OPEN MINDED



BE AN ACTIVE LISTENER

Provide complete thoughts, have no personal agenda

BE TIMELY

Make your points concisely, allow others a chance



COME PREPARED

Come prepared for the discussion

REMAIN THOUGHTFUL AND RESPECTFUL



REMAIN ENGAGED

Actively participate during the meeting

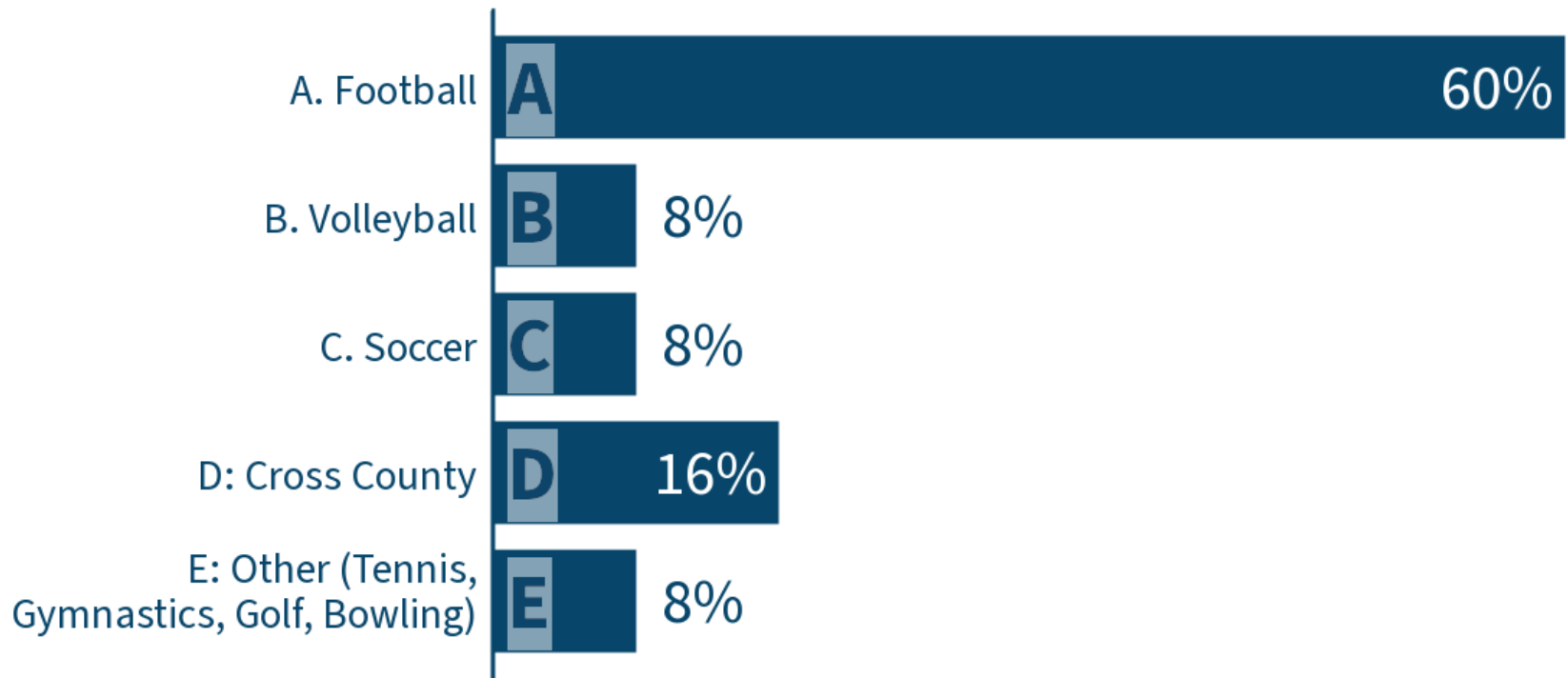
USE PARKING LOT

Place to save questions for future discussion



Let's get everyone in Poll Everywhere!

What is your favorite fall High School sport to watch?



Reasons for Study

Challenges to Overcome:



Budget



**Demographic
Shifts**



**Enrollment
Decrease**



**Building Utilization
Inefficiency**

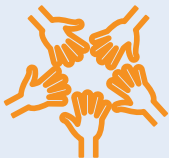
Avenues to Achieve Success:



1. Data Driven Analysis and Outcome



2. Examine solutions that will continue to improve the student academic experience

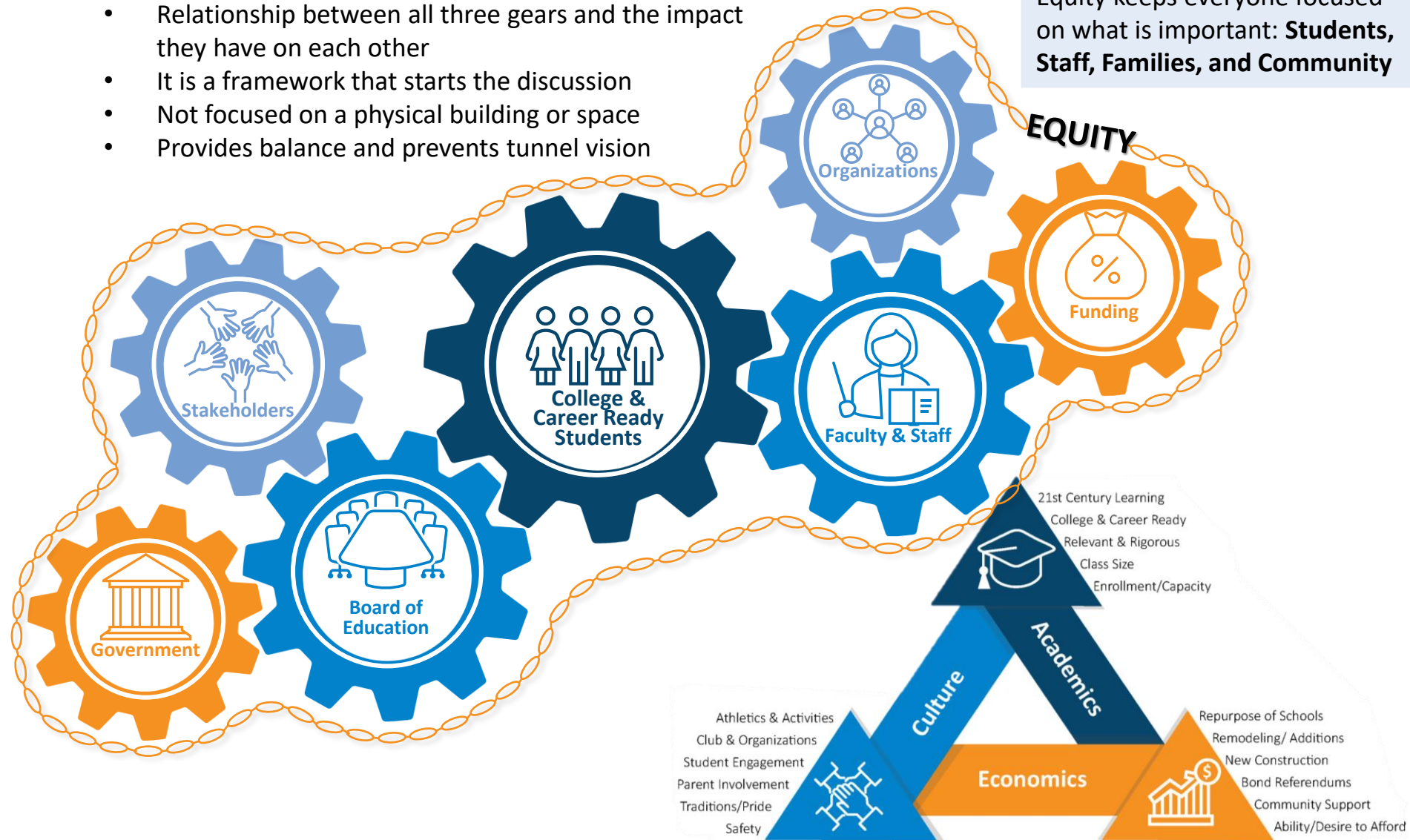


3. Create a Committee that can explore all solutions

A Process with the Lens of Success

- Equity is wrapped around this entire process
- Relationship between all three gears and the impact they have on each other
- It is a framework that starts the discussion
- Not focused on a physical building or space
- Provides balance and prevents tunnel vision

Equity keeps everyone focused on what is important: **Students, Staff, Families, and Community**





How can we help Lawrence Public Schools achieve...



Financial Responsibility

- Save dollars where possible
- Prioritize future budget spending



Neighborhood Schools

- North/South divide
- Attend closest school
- Transportation



Ideal School Size

- 2 sections
- 3 sections
- 4 sections



Student Success Measures

- Special Programming
- Potential for Daycare



Boundary Realignment

- Utilization drives changes
- Geographic Divide



Preferred Building Utilization

- Instructional/Structural
- Capacity under 95%
- Capacity over 80%

LPS Mission and Vision

Vision

The school board, administration, teachers and staff build positive relationships, seek multiple perspectives, set high expectations and hold each other accountable for ensuring that through equitable access to rigorous, culturally relevant and seamlessly aligned curriculum and effective, research-based instruction, all students achieve at high levels, graduate on time and are well prepared for their future.

Mission

Lawrence USD 497 is a learning community committed to ensuring educational equity and excellence so that students of all races and backgrounds achieve at high levels and graduate prepared for success in college, careers and life in a diverse and rapidly changing world.



Strategic Plan Overview

1 COHESIVE CURRICULUM



- Identify what students should know and be able to do PreK-12+
- Use instructional resources that honor and preserve students' diverse cultural backgrounds

2 STUDENT-CENTERED LEARNING



- Meet students' unique academic, social, emotional, and behavioral needs
- Decrease barriers to college and career readiness PreK-12+

3 SAFE & SUPPORTIVE SCHOOLS



- Encourage positive student behaviors and reduce behaviors that interfere with learning
- Provide safe and welcoming schools that engage every student

4 EFFECTIVE EMPLOYEES



- Create positive and supportive work environments for all employees
- Attract high-quality candidates for all employee groups

5 DATA-INFORMED DECISIONS



- Use data to inform all instructional decisions
- Develop systems that support student-focused, data-based decision-making

<https://www.usd497.org/Page/11861>

Meeting #1 Recap

The Futures Planning Committee met for the 1st time on September 14th, 2022:

- ✓ Introduction to *Facility Master Plan*
 - RSP and District Staff Introduction
 - Committee Introductions
 - Discuss Ground Rules of Meetings and Process
- ✓ Set the Scene
 - Lens of Success
 - Academics, Culture, and Economics (ACE)
 - Equity Presentation
- ✓ Reason for Process
 - Discuss scope of work, LPS Mission Statements, and *drafted* “Goals and Objectives”
 - Activity: Answer discussion questions
- ✓ Next Steps

Meeting #2 Homework

1. Futures of Learning Video: https://www.youtube.com/watch?v=xoSJ3_dZcm8
2. BOE Meeting September 12, 2022, Video: <https://www.youtube.com/watch?v=MydJi57u4l4>
3. District Finance Video: <https://www.youtube.com/watch?v=JVhq860e2qs>
4. Responses from Committee Meeting 1: See handouts

Futures Planning Goal and Objectives

**Work in
progress!**



GOAL: Analyze the data to develop a prioritized recommendation based on the values of the community of how to best set our limited resources to achieve the mission and vision of Lawrence Public Schools.

Note: This is a DRAFT based on the 09/12/22 BOE Meeting. Committee will provide feedback.

Targeted **OBJECTIVES** of Committee:

- ✓ Analyze funding capabilities
- ✓ Explore potential impacts of student projections
- ✓ Evaluate the physical condition of buildings
- ✓ Identify how best to use current and future assets
- ✓ Achieve budgetary goals to recruit/retain LPS staff

PARAMETERS:

- ☐ Practice responsible stewardship of all district resources to ensure the potential solution is fiscally viable and focused on future student learning opportunities
- ☐ Maintain academic goals outlined in the Lawrence Public Schools Strategic Plan
- ☐ Follow the Lawrence Public Schools Equity, Engagement, and Belonging policy
- ☐ Committee to operate as a *Superintendent Advisory Committee*

Final decision to be made by the Board of Education – Superintendent will present the committee's recommendation after this process is complete.

Activity 1

Discuss the Homework Materials for Meeting #2 at your table!

1. What did you learn by watching the videos?

Tables report out

2. Were there any general themes in the responses to the four brainstorming questions from Meeting #1?

Table discussion and report out

Categorize responses by: Finance, Curriculum, and Facility

3. How can the resources provided in the Homework Packet guide this Committee in creating Belief Statements?

Deeper thoughts – put comments on parking lot

Part 2:

Task at Hand

- ☐ Lawrence Finance Review
- ☐ Q/A with District Administration
- ☐ Discussion – discuss Finance Priorities
- ☐ Activity 2 – *draft Finance Belief Statements*

Finance Priority 1

PRIORITY 1 – Achieve Competitive Wages for Staff

- ☐ GOAL: Certified staff to be competitive with districts in our area (Administration could receive the same increase as certified)
- ☐ GOAL: Classified staff to be \$15 an hour base pay.
- ☐ COST: Need approximately \$9M allocated.
- ☐ TIME RANGE: 1 to 2 years

Finance Priority 2

PRIORITY 2 – Allocate Funds for Annual Cost Increases

- ☐ GOAL: Allocate funds for Property and liability insurance premiums, health insurance premiums and utilities to increase up to \$1M annually.
- ☐ COST: Need approximately \$1M allocated yearly
- ☐ TIME RANGE: 1 year (deadline May 2023)

Finance Priority 3

PRIORITY 3 – Increase District Cash Balances

- ❑ **GOAL:** Cash balances for Contingency Funds, Health and Work Comp Reserve, Special Education, At-Risk K-12, Bilingual Education, Vocational Education, and Virtual Education should be increased
- ❑ **COST:** Need approximately \$6.2M allocated
 - Breakdown of Total:
 - \$3.7M to Contingency
 - \$800,000 to Health and Work Comp Reserves
 - \$1.3M to Special Education
 - \$100,000 to each of the following: At-Risk K-12, Bilingual Education, Vocational Education and Virtual Education.
- ❑ **TIME RANGE:** 10 years

Finance Priorities Summary

District Finance Priorities Summary	Total Cost	Time Range
Priority 1 – Achieve Competitive Wages for Staff	Approx. \$9M	1-2 years
Priority 2 – Allocate Funds for Annual Cost Increases	Approx. \$1M	1 year
Priority 3 – Increase District Cash Balances	Approx. \$6.2M	10 years

Committee to create 2 Finance Belief Statements:

- *Summarize the priorities*
- *Establish measurable targets/goals*
- *Articulate the vision of the committee*

Introduction to Belief Statements

DEFINITION: A list of statements that express the views, characteristics, parameters, and reasoning of this process. The statements outline the vision and create attainable metrics to measure our success.

THE END RESULT: After the first three committee meetings, we will have **3 to 6 TOTAL Belief Statements**

- 1 to 2 Finance focused (*goal of meeting 2*)
- 1 to 2 Curriculum focused (*goal of meeting 3*)
- 1 to 2 Facility focused (*goal of meeting 4*)

Helpful tips for drafting belief statements: Belief statements should be...

- 1. Short:** When you write a belief statement it should be short and no more than one sentence in length.
- 2. Meaningful & Specific:** The belief statement should be meaningful and targeted.
- 3. Quantifiable:** It is helpful if there is measurement included in the belief statement.
- 4. Concrete:** Your statements need to be clear and precise. They should explain exactly what you mean and want.
- 5. Realistic:** Beliefs need to be realistic, something you know you can attain.
- 6. Timely:** Create your belief statements using a reasonable time frame so you can acknowledge receiving the benefit of your goal.
- 7. Present Tense:** Eliminate any reference in your belief statements that indicates future or past tense. This includes words such as can, want, will (future tense) and did, had, wanted (past tense).
- 8. Positive:** Your statement must be written in positive terms. Refrain from using sentences that include “not”, “no”, “un-” or double negatives.

Source: <https://subconsciouschange.com/11-steps-creating-empowering-beliefs/>

Discussion: Finance Belief Statements

GOALS:

1. To recognize the financial realities of the district
2. To individually and as a group brainstorm potential belief statements
3. As a committee, come to a consensus on the Finance Belief Statements to guide this process

DISCUSSION: Each group will discuss what you learned from the Lawrence Financial Review

Guiding questions:

1. What other thoughts have not been addressed by the district to this point? For example, are there internal/external factors we have not considered?
2. What would you suggest doing to address these considerations/thoughts you identified?
3. Reflecting upon your previous responses, what value(s) would you want to be sure our financial decisions reflect about the District's facilities? About the LPS community?



Activity 2: Finance Belief Statements

ACTIVITY: Draft Finance Belief Statements

Example: The district must prepare for a sustainable financial future.

Use the following prompts to draft belief statements:

- **The district is responsible for** _____.
- **The district must be** _____.

Make sure your goals are **SMART**:



S

Specific Is the goal specific and focused?



M

Measurable What evidence and data will be used to track success?



A

Achievable Can we realistically achieve the goal within the timeframe?



R

Relevant Does the goal align with the values and long-term objectives?



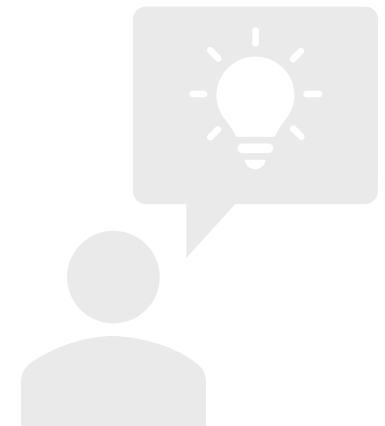
T

Timely Is the timeframe realistic? What is the end-date?

**Try to combine all
THREE Finance Priorities
into ONE committee
Belief Statement!**

Finance Priorities:

1. Achieve Competitive Wages for Staff
2. Allocate Funds for Annual Cost Increases
3. Increase District Cash Balances



Note: Belief statements are not limited to these prompts – use these examples as jumping off point to craft your own examples.

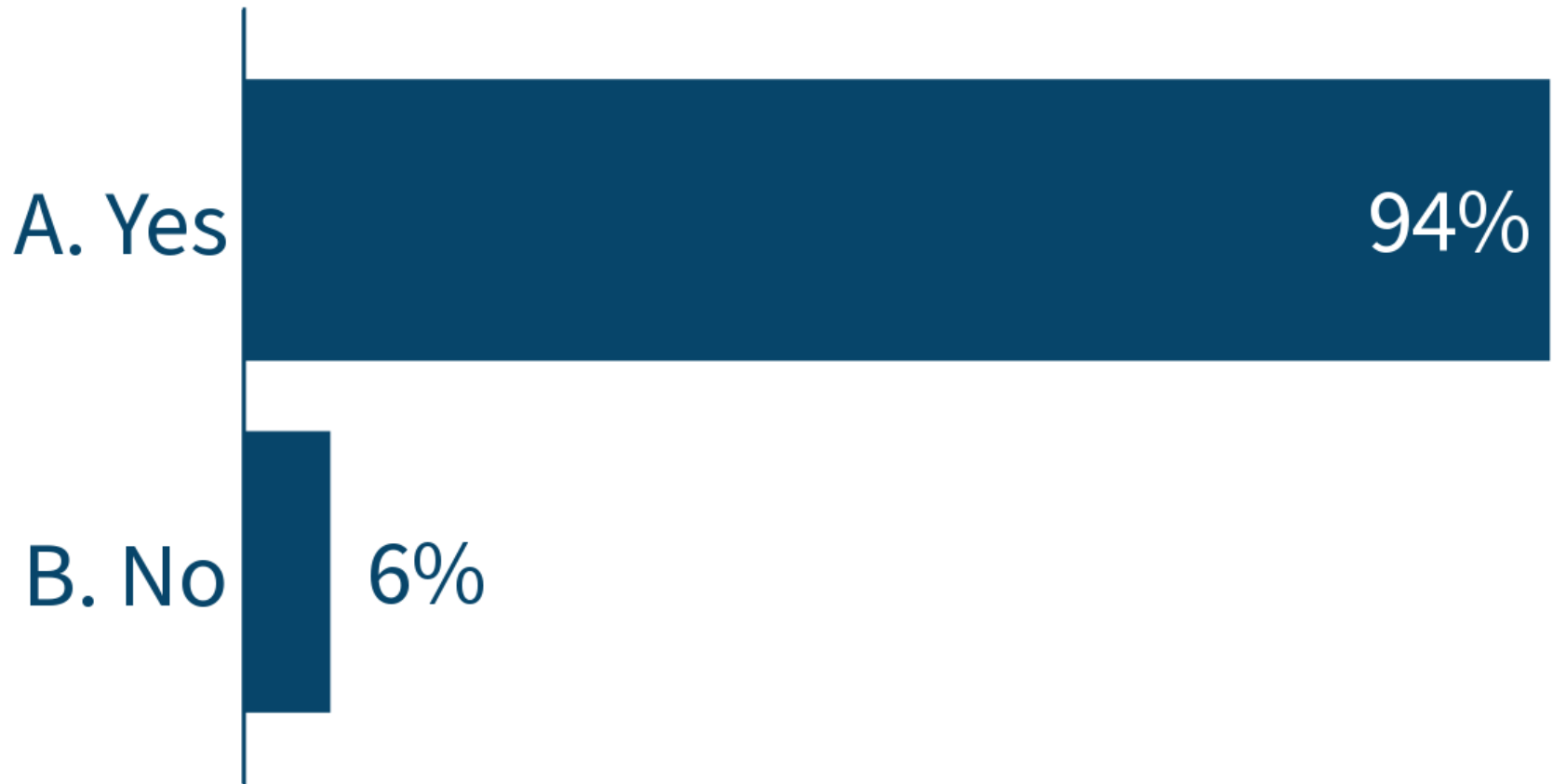
I support Finance Priority 1: Achieve Competitive Wages for Staff

A. Yes

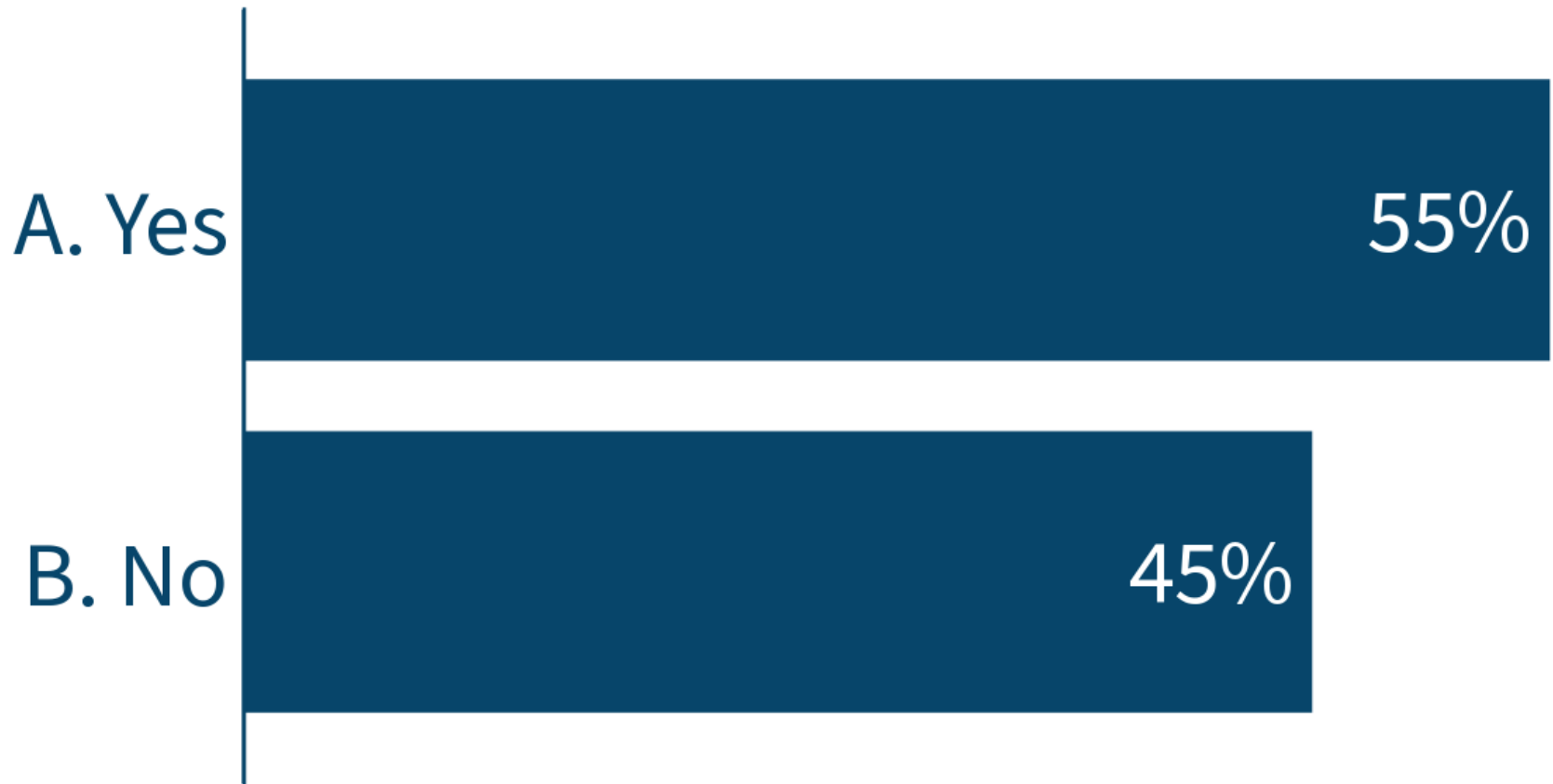
100%

B. No

I support Finance Priority 2: Allocate Funds for Annual Cost Increases



I support Finance Priority 3: Increase District Cash Balances



Part 3:

Next Steps

- ☐ Process Update
- ☐ Housekeeping Items

Next Steps

Thank you for attending Lawrence Facility Master Plan Committee Meeting #2!

The next 2 meetings will be TARGETED INFORMATIONAL MEETINGS:

- Meeting #3 (Oct. 5th): Curriculum Focus
- Meeting #4 (Oct. 19th): Facility Focus



Committee Meeting #3

October 5, 2022; Curriculum Focus



Homework

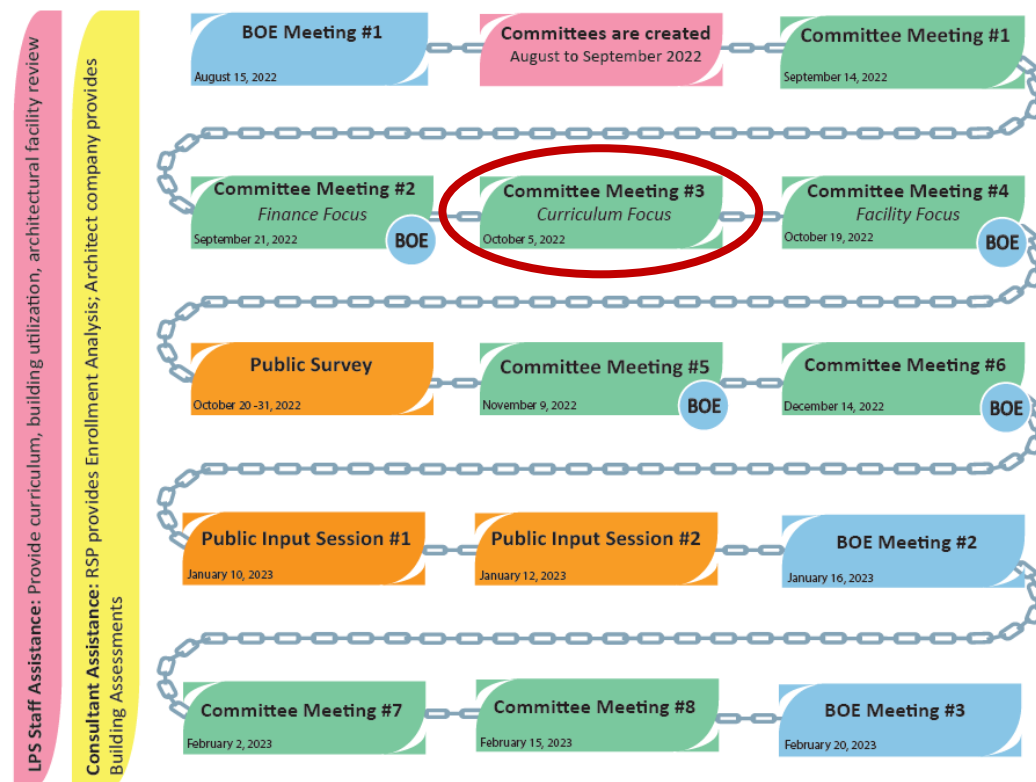
Stay tuned for a Homework Packet that will help prepare you for meeting #3 discussion on Curriculum!



Communication

Connect the community to inform them of the process, invite them to public input sessions, and prepare for the possible changes.

Facility Master Plan Process - Board of Education Approval



Finance Parking Lot Questions	Responsible Party
Why is there additional funding goal of \$100,00 for virtual ED?	<i>District - Finance</i>
Why is Admin increase tied to certified staff?	<i>District - Finance</i>
How can staff retention be addressed in innovative ways in addition to salary increases?	<i>District - Finance</i>
Can we please get a copy of the presentation? Yes, please!!	<i>District - Finance</i>
Contingency Fund: What is this generally used for?	<i>District - Finance</i>
How much was the cont. fund declined in past decade? On what?	<i>District - Finance</i>
IS the ESDC also being evaluated as part of facility review?	<i>District - Finance</i>
In the data on facilities would like to know how much outstanding bond debt is tied to that facility & when it was spent?	<i>District - Finance</i>
Would love to see district explore solar panels on schools. Change cap. Outlay operating cost-community savings would support	<i>District - Finance</i>
Finance- Slide 18- Please clarify- is \$9 M cost allocation for both certified & classified or just classified?	<i>District - Finance</i>
What is our spend in the general fund by function? VS - instruction salaries -staff salaries -looking for more than the published budget.	<i>District - Finance</i>
Is there a pool for admin pay? How is that max amount determined? Is it tied to enrollment?	<i>District - Finance</i>
What renewable energy sources are being explored to counteract utility increase & instability?	<i>District - Finance</i>
Why would .9 FTE virtual only get .9 x 2800. Who would actually get the full \$2,800?	<i>District - Finance</i>
What will be the top 3-5 factors that could rebuild the General Fund from 2024 onward?	<i>District - Finance</i>
Can you provide/show budgets v actuals for past years? How far into the future does the district forecast budgets?	<i>District - Finance</i>
Why doesn't board adjust mill levies that it can adjust to keep up with CPI annually?	<i>District - Finance</i>
Would it help to talk about which weighings 497 doesn't get (growth, etc.)?	<i>District - Finance</i>
Is there a growth weighing? Districts that are growing get extra funding.	<i>District - Finance</i>
Did the school board start ratcheting down the budget in 21' knowing that in 22' the district would have use much lower student count?	<i>District - Finance</i>
What are the % of funding by source? How much is general fund?	<i>District - Finance</i>
How are you/district calculating a competitive wage for certified staff? % compared to surrounding districts or something else?	<i>District - Finance</i>
Fin Priority one. Admin receive the same increase as certified in the area. 1% of 45,000 (450) is not the same as 1% of 120,000 (1200)	<i>District - Finance</i>
Capital outlay mill levy & bond interest mill levy - aren't these for the same thing since most bond issues are for buildings?	<i>District - Finance</i>
What happens to state per student aid/funding that goes to students attending non-USD 497 schools?	<i>District - Finance</i>
What happens after 9/20 is an at risk student or SPED student transfers in OR changes schools?	<i>District - Finance</i>
How is student FTE determined? Full-time=1.0 Part-time anything under 1.0	<i>District - Finance</i>
What are the specific costs of each school, program, etc?	<i>District - Finance</i>
Is the goal to come up with \$6 million to cover shortfall?	<i>District - Finance</i>

General Parking Lot Questions	Responsible Party
How are we determining cause of enrollment loss/lack of re-enrollment? How will this be addressed for growth? <i>RSP RESPONSE: The 2022/23 Enrollment Analysis will review all of this data to extrapolate the impact COVID had on past and future enrollment.</i>	<i>RSP</i>
Why are engagement opportunities limited to brief interactions? Why not given time for well-considered answers for belief statements for example?	<i>District</i>
Can we do 5-7? <i>RSP Response: Future meetings are 5:30 to 7:30.</i>	<i>RSP</i>
Why is there not a virtual participation option? It is an unnecessary barrier that presents sustained and meaningful engagement.	<i>Distict</i>

What are the general themes we can pull out of Meeting 1 Question Activity?
Critical Values: -access -valuing staff -innovation/courage to try new things
Preserve and Protect: -Staff rention -Protecting students/marginalized & right to quality education.
10-yrs: Prepare students for the future (SEL/ soft skills)
Protect students, protect/support teachers & staff, protect quality education, and invest in curriculum & staff.
Produce kids that are prepared to succeed with appropriate skills both intellectually and socially.
Protect HQ teachers- Preserve the educaion of our kids -We need open and clear communication. We need
Soft skills
Staffing
Good humans before good students!
Access equity opportunity
Access
Protect
Retain/Recruit
Getting kids what they need; overall tone of protection and emotional tie to success.
Leadership at all levels of the district.
Equity throughout our district define equity
In 10 years our hopes are for access, equity and success for our kids. Engaging classrooms and innovative
Maintain critical values to be innovative district. Supportive staff.
Students relationships students; Preserve and protect.
Teachers deserve more than better pay.
Provide opportunity/options for students, families, staff
Take care of staff
Community and belonging
Strategy and long term planning