

Stevenson Carson School District

Board/Admin/Cabinet Goal Setting Session

Saturday, February 2, 2013

9 AM to 5 PM

Learning Targets:

- 1. We can articulate goals with needs prioritized related to the goals.*
- 2. Through collaborative decision making, the team will make decisions on short-term, mid-term, and long-term goals, building team camaraderie through a safe process allowing feedback from all stakeholders.*

Success Criteria:

- 1. We will have a prioritized set of goals with specific needs listed that can be shared with staff and community.*
- 2. We will be able to walk out of the session, feeling like our opinions were valued and appreciating the time we had as a team to work together, measured by our reflection activity at the end of the day.*

Minutes

Present:

Scott Pineo, Board Chair	Teena McDonald, Superintendent
Randy Krog, Board Director	Kathy Browning, CES Principal
Dan Mitchell, Board Director	Karen Douglass, SES Principal
Hope Peterson, Board Director	Brian Howe, CVA Principal/Transportation Director
Callae Van Pelt, Board Director	Kim Meche, WRMS/SHS Principal (via Skype)
Amanda Matz, Business Manager	Kristin Lawrence, Special Education Administrator
Craig McKee, Administrative Intern	Brian Morris, Administrative Intern
Chris Richards, Maintenance Supervisor	
Chris Youngren, Food Services Supervisor	
Maria Spencer, Recording Secretary	

- I. 8:30 – 9:00 AM Breakfast and Mingling
- II. 9:00 Welcome and Norms - Dr. McDonald welcomed Board members and staff. She explained how important today is to the District.

Kathy Browning reviewed the SCSD Norms:

- Respect confidentiality
- Listen attentively and respectfully
- Start and End on time

- Stay on the agenda
- Show respect to others
- Humor has its place
- Control your cell phone

III. 9:10 Teambuilding Activity – Karen Douglass led the participants in an activity creating snowflakes. All snowflakes were different; no one was right or wrong. She stated that in order to work together today, it is important to ask clarifying questions to make sure all are on the same page.

Ms. Douglass read an excerpt from Mike Staver’s “Leadership isn’t for Cowards,” explaining that being a leader is messing with other’s lives. All leaders at some point ask “what am I doing?” She said the business of education is building the lives of little ones and that communication today is important.

IV. 9:20 Budget Presentation – Amanda

Amanda Matz gave a short presentation on the budget. She stated that something to look at for next budget cycle is the assigned capital projects reserve of \$1 million. She is researching it, but it may have been intended for technology. She reported that the District is dipping into the fund balance a little bit for 12-13 (\$275,000). Ms. Matz explained that most districts have a fund balance reserve between 5-12%. A 10% fund balance reserve would be a little over \$1 million; a 5% reserve would be roughly \$550,000, based on expenditures for 12-13, if the District decides to keep a reserve. She clarified that a reserve is for unexpected issues that have to be dealt with immediately and cash flow. If everything stayed the same, the District would have a \$1.4 million operating deficit. The options to decrease the deficit are cutting costs, increasing the levy amount, and/or hoping the McCleary case brings more funding from the state.

V. 9:40 Overarching Board Goals – Scott

Scott Pineo explained that the Board’s job is to determine a vision for the SCSD educational program. The overarching goals aren’t well articulated. He said he is hoping today will bring forth a simple statement about what are the goals. He reported that currently, the goals are:

- Academic goals: Increase the on-time graduation rate to 95% by 2016.
 Using PLC’s to improve student performance
- Fiscal Responsibility: Establish capital reserve amount
 Technology reserve
 Use of FFF
- Facilities: Keep up to date, safe, usable
- Safety: Student
 Facilities

Mr. Pineo suggested adding “How is the District a benefit to the community?” as a goal. Brian Morris commented that the previous culture was that teachers didn’t feel accountable to community. But that that culture is changing. Karen Douglass stated that the District is good at community involvement, but needs to get better at community engagement. Dr. McDonald agreed that this needs to be a Board goal: to engage the community.

VI. 9:50 Break

VII. 10:00 Question and Answer Period – time to ask department heads and administrators about specific goals in the goal packets – Teena

Dr. McDonald reported on the Energy Efficiency Grant. She said that Scott had sat in the last meeting, and Chris has spent hours gathering information. OSPI has \$20 million to award in the second round. McKinstry offered to do the preliminary energy audits. Dr. McDonald reported that if the District matches the grant, it would move the District to the top of the list. She also suggested that if there are any capital projects that fit the energy efficiency criteria that are going to be funded anyway, now would be the time to do them, and the District can use those funds as the match.

Dr. McDonald explained that the District is revamping the ALE program and creating a homegrown model. Brian Howe needs answers so he can move forward. She stated she was hoping the Board can give some guidance to Mr. Howe. Brian said there were three questions he hoped the Board could answer: type, size and location? He reported that there is a contingency of parents from Clark County who are excited and willing to drive up the gorge to be a part of the program. He asked if the Board would like to open the program up to outside districts or keep it local. He explained that the location could make a difference as to what size program to have. The District Office limits growth, while at WREC there is potential for growth. He stated that financially, the larger the program, the more opportunity for our students. Dr. McDonald added that the advantages of opening up to other districts are more offerings for students, and utilizing more teachers with specialties. The plan is to utilize current District staff, so as not to have to reduce staff. Kristin Lawrence voiced concerns regarding special education students. Brian said that will be investigated once the type of program is decided upon. Karen Douglass questioned if there was enough space at WREC for Clark College, ALE & an early learning center? Dr. McDonald said there was. Craig McKee asked if it would cost the District financially if the program was housed at WREC, i.e. will there be a need for janitorial staff, etc. Brian Howe said it shouldn't cost the District. Dr. McDonald explained that they won't front fund staffing until students are enrolled. They will build as the program enrollment increases. Kristin stated continued concerns about the special education portion. Brian reported that there are many other districts that are doing it to look at as models. Kathy Browning asked what grade levels it would cover. Brian said it would be K-12.

A survey was conducted. Results were:

Type:

All inclusive - 15 Parent Partner - 0 At Risk - 2

Size:

Local - 8 Other Districts - 9

Location:

Admin - 1 WREC - 16

Dr. McDonald then had the audience weigh pros and cons of having the program open to outside districts.

Pros

Offerings

Possible trial run 1st & 2nd years, then look to open it up

Our kids deserve to have offerings that others have (especially at risk kids)

Diversity

Cons

Worry it won't benefit our kids
Concerns with special education

VIII.10:15 Brainstorming (Cover rules ahead – Karen) for any additional needs/goals

IX. 10:30 Activity – Categorizing and prioritizing Goals with Sticky Notes – Kristin

Short: Immediate

Mid: 2-3 years

Long: 4-5 years

Dr. McDonald stated that there were many things in short/mid-term goals for which the District does not receive funding. She explained that any goals that had movement will be discussed and do a pros and cons list.

Technology:

Laptop replacement: Brian Morris stated the Board made the decision that teachers have laptops, and laptops have the lowest lifespan (3 years is good). He would like to have a regular replacement schedule. If the District doesn't keep up with replacements, it would have to transition teachers to desktops, which limits productivity. Many teachers use their laptops at home. The technology department rarely has an older laptop on the shelf; they are replaced as they break.

Mount projectors in classrooms: This goal moved from mid-term to short-term. Brian Morris explained that at CES and SES the projectors are almost all mounted. This goal refers to finishing the middle/high school classrooms at \$1000-1500/mount for an outside company to mount it, and \$300-400/mount if District Maintenance does it.

Academics:

Dean of Students/Separate Athletic Director: Kim Meche stated that without the administrative intern support next year, she and Chris Pollard will be drowning next year if Chris' position retains the Athletic Director duties. She also said that the new ASB/Athletics secretary is overwhelmed and can't do it all in the new position.

Class size: K-2 18, 3-6 24, no splits. Dr. McDonald explained that the District is funded at 24.1 students/teacher for grades K-2 and 25 students/teacher for grades 3-6. Karen Douglass expressed that if a student leaves third grade reading, they are more likely to graduate. Dr. McDonald stated that class size is not the motivator for getting kids to read, it's teacher quality. But, from her years as a teacher, small class size is better. Dr. McDonald pointed out that staffing is over 80% of District expenditures.

Spring conferences: Ms. Meche stated that this is of value to middle & high school staff. She doesn't want it to go away. Dr. McDonald said that the State Board of Education has a bill in legislation that states a school day is six hours/day. This means that any time our District has conferences, the half day is not considered a school day. This could have a great impact. There are reports that there is a great uproar about it and she will keep a close eye on it.

Full day Kindergarten: This goal moved from short-term to mid-term. Dr. McDonald stated that funding is the issue. White Salmon has had full-day Kindergarten for six years without funding. Our District will be in the next group that receives funding for full-day kindergarten.

Math curriculum/core standards: This goal moved from short-term to mid-term. Dr. McDonald advised the Board to wait for more state recommendations.

Facilities:

Leaking water heater at SES: This goal moved from a short to long to mid-term goal. Dr. McDonald stated that this may fit into energy efficiency grant.

Football field deep aeration: This goal moved from a short to long to mid-term goal. Chris Richards stated the field is in horrible shape.

CES gym floor: Mr. Richards said there are divots, etc. and it is in bad shape.

CES/WR replace obsolete fire alarms: This goal moved from a short-term to long-term goal. Mr. Richards explained that these buildings have are of the same type & vintage as the high school. The cards are wearing out, but proposed replacing them with the old high school cards.

SHS Voc: This goal moved from a short-term to long-term goal. Mr. Richards explained that the shingles will need to be replaced, but have about eight years of life left.

SES: Blue Mondo Floor: Ms. Douglass stated the floor doesn't take a finish and asked if it was still under warranty. Mr. Richards will research.

Food Services:

CES Transport vehicle: Chris Youngren explained that the current transport vehicle is from 1983. The floor boards have rotted out and it is questionable for food transport. She and Brian Howe suggested a small engine type/electric vehicle. Dr. McDonald suggested looking into government surplus.

Update CES kitchen: Ms. Youngren explained the kitchen needs updates for ease of working and to maintain health standards. Updates include a triple sink, flat top, big enough pots to cook, along with dishwasher & ovens.

CES Ovens: Ms. Youngren reported that the current ovens are consistently being repaired. The old ovens from the high school could be moved in but won't go through the doors. The options are to either make them fit or buy new. The old high school ovens could be sold as surplus.

Transportation:

Engine for plow: This goal moved from short-term to mid-term. Brian Howe stated the engine would cost about \$600.

X. 11:30 Lunch

XI. 12:15 Reflection on morning activities – Brian H

XII. 12:30 Evaluation and Goal Statements for categorized areas – Work in Teams

XIII. 1:00 Share Out Information – Teams

XIV. 1:30 Using clickers, help prioritize needs in each goal area – Brian M and Teena

Dr. McDonald suggested to not do an all cuts budget in April when taxes are due and taxpayers are paying levy funds. She said the District risks upsetting public. The cuts the District has already made will be here for next year too, so the Board may not have to make drastic cuts for next year. Mr. Pineo stated that if there is a loss of the Federal Forest Funds, it makes dipping into the fund balance an issue. He would like to see a budget that uses the Federal Forest Funds to fund things that can be cut (deferrable, short term programs). It is hard on everyone to cut staff and then add staff back, etc. He would also like to treat the levy dollars like that. Dr. McDonald stated that some districts are using levy funds to cover 20-28% of their budget. That's why the McCleary case is happening. Randy Krog said that if the District doesn't have Federal Forest Funds next year or the next, big cuts will have to be made right at the same time as running the levy again. He stated that he definitely favors cutting into the budget some more, now. Mr. Pineo said that if this year the District is dipping into the fund balance by about \$275,000, he would like to cut that much, so the District is not dipping into fund balance at all (unless the Federal Forest Funds aren't there).

There was a discussion regarding budget and having a designated technology reserve (not necessarily capital projects). Dr. McDonald pointed out that technology was one of the most wanted items to be budgeted through levy funds. She suggested that reserves should be made on an as needed basis, reviewed each year. Dr. McDonald advised that if the Board is going to require additional cuts this year, they will need to be looking into that now, through attrition, it would be about 3.4 teachers. The District is being frugal, and costs are less than budgeted. She requested direction from the Board, and stated that it would be difficult to make the cuts, but will do it, if the Board so desires.

Dr. McDonald reported that Allen Burke, OSPI, said to plan for all-day Kindergarten, and suggested that if you're in the next tier, (this fall) tie it to levy dollars. The District would be taking a risk of additional cost that may not be reimbursed, but it will eventually be funded. She said offering full-day Kindergarten this fall would entail moving the preschool to WREC and re-configuring classrooms at SES. There would be much to do over the summer. She said the Board needs to decide what will be best for the District, and soon. Dr. McDonald also suggested that there is a way to make some combination classes, using existing staff, which would increase class sizes in other grades. The benefit of this is to not have to hire additional staff.

XV. 2:30 Discussion and Refinement of prioritized areas

Ms. Browning asked if there were any other things on the list that need to be discussed today as a group. Ms. Meche stated that AVID training will need to be discussed soon. Dr. McDonald said there are some REAP dollars that need to be spent. Last year about \$6,000 in grant funds didn't get spent. She does not want that to happen again. Ms. Meche explained that summer school is an important issue for the middle & high schools. Dr. McDonald stated that she and Amanda are looking into LAP, TITLE, and REAP funds.

Ms. Browning said that for her a priority is safety, such as re-keying, etc. Dr. McDonald reported that other superintendents are asking their Boards for a dollar amount for safety and the administrators are figuring out where to spend it. She suggested that perhaps they could ask the Board something like that now.

Scott Pineo inquired about the 2012 Jobs Now Act Energy Operational Cost Savings Grant. Dr. McDonald suggested that the dollar amount to replace the south windows at CES be used as match for the grant. If the District matches a quarter of the grant, it is almost guaranteed to get it. Mr.

Pineo stated that if the District is going to do these improvements/replacements in the near future, it behooves the District to do it now. If the District gets the grant and does the improvements, the District will see about \$20,000/year in energy bill savings. The Board unanimously approved going forward with a match of \$250,000-\$350,000.

XVI. 3:30 Review of Decision Making Chart Draft – Discuss any changes or approve

Dr. McDonald stated that these charts clarify roles for our District. She requested the Board and administrators review and get back to Maria with changes.

XVII. 4:00 Next Steps Discussion – How do we use the information we have

Dr. McDonald worked with the group to devise a to-do list:

1. Work with energy grant and capital to submit grant
2. Research full day Kindergarten - number of kids and parent interest by next meeting
3. Send Board and administrators a prioritized list of short term goals/needs before next Board meeting
4. At next Board meeting, the Board will give direction and/or action on:
 - a. Budget parameters – cuts or status quo
 - b. Full day kindergarten yes or no for the 2013-14 school year
 - c. Adopt decision making chart
 - d. Update and a decision on summer school

XVIII. 4:30 Reflections Activity – Kim

Ms. Meche asked all to write down three open ended phrases and complete them.

1. I am most anxious about...
2. Take away I have from today...
3. I would expect community members to be...

She then requested that each person read one of his/her statements. Kim Meche stated that community members, though not present, would be pleased with the work that was done today. Ms. Peterson said she is excited about the future. Mr. Krog stated he is concerned that the community may view the levy as a cure-all; it was not and there is still much work to do. Ms. Browning said she is most anxious about cuts when the levy is being paid for first time. Mr. Howe stated he was anxious about all the work there is to do and that the District must also make cuts. Mr. Pineo expressed that his take away was that there is a shared interest in maintenance and academics. Ms. Lawrence stated she has a better understanding of various aspects of the District. Mr. Krog said he is also anxious about where the District will be in six months with a new superintendent.

Dr. McDonald requested everyone add a quick sentence about today that may not have been covered.

Dan Mitchell said that wishes the whole community could see that all his encounters with District staff show that they are quality people.

Brian Howe thanked those present for their support for the ALE program.

Callae Van Pelt stated she has concerns about the ALE program, but is also excited at the prospect of a new program. She said that academics have always been important to her, but after today, she has an appreciation for everything else that goes into the District.

Kristin Lawrence expressed her appreciation for the clickers. That technology made the goal activity much easier.

Randy Krog stated that although it is difficult for everyone to make time to get together, he is amazed at what can be done. The Board has a limited way of seeing things, so he appreciates the reports from administrators, on the budget, etc. He said he learned more today than previously and it was very beneficial. He would like to have more workshops with everyone involved.

Chris Richards said he was impressed with everyone who presented. It is very valuable to see things from a different angle. He expressed that he was slightly concerned that so many of the items were facilities. He stated he couldn't make a good quality decision on education, and not everyone is qualified to do so with the maintenance goals. He expressed his hope that he will be able to have more discussion with the Board regarding issues that may need to change goal placement (short/mid/long).

Craig McKee expressed his appreciation that the Board listened and allowed staff to voice their opinions and speak freely.

Kathy Browning thanked everyone that made it happen.

Hope Peterson said that she thinks so much good comes out of this group working together to get the right things done. Her concern is that the District may repeat the same things, but a lot of good came out of the work session.

Amanda Matz stated that she is only seven months into this position, and gained so much knowledge from this meeting; she saw how everyone interacted, talking about the goals, etc.

Scott Pineo said the meeting was very productive. He wished it would have happened in August. He expressed his hope that the Board and staff remember back and have it again to continue fine tuning and focusing.

Brian Morris stated that he has worked with the Board and administration team over the years and it has been a great experience. He said that even if people don't agree on everything, he still feels he is listened to and feels valued.

Kim Meche said she appreciates all perspectives: K-12 administration, the different department heads and the Board. She thanked Karen for keeping her in the loop and Brian for setting up Skype.

Dr. McDonald stated that the participants reached the success criteria. She said that each time she has a meeting like this, she gets excited. Once people have a chance to see and experience everyone together, great things occur. There are things that have to do with student achievement that don't happen in the building, such as this meeting. She expressed that sometimes it's easy to get tunnel vision within your own department, so it is good to see other areas. She thinks the District has good direction.