

PLEASE POST



SCHOOL DISTRICT OF SHOREWOOD
Shorewood, Wisconsin
March 1, 2022 AGENDA

SCHOOL BOARD MEETING
7:00 PM
Shorewood High School Library Media Center (LMC)
1701 East Capitol Drive
Shorewood, WI 53211

THE FEBRUARY 22 BOARD MEETING HAS BEEN POSTPONED; THE RESCHEDULED MEETING WILL BE HELD ON MARCH 1.

The meeting scheduled for March 8 will be held on March 15.

Community members may attend the School Board meeting in person. Parking is available in the Shorewood High School lot; please enter through the new Administration Building doors and take the west stairs up to the second floor. An elevator can be accessed from the hall adjacent to the east stairs, if needed.

Due to active health and safety concerns associated with the ongoing COVID-19 pandemic, attendees can use the alternative method of access that the District is providing on Zoom:

Join Zoom:

<https://us02web.zoom.us/j/81599627722>

Meeting ID: 815 9962 7722

One tap mobile

+16468769923,,81599627722# US (New York)

+13017158592,,81599627722# US (Washington DC)

Dial by your location

+1 646 876 9923 US (New York)

+1 301 715 8592 US (Washington DC)

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+1 253 215 8782 US (Tacoma)

+1 346 248 7799 US (Houston)

Meeting ID: 815 9962 7722

Find your local number: <https://us02web.zoom.us/j/kdeePLnyIh>

The Shorewood School District does not discriminate on the basis of sex, race, color, national origin, religion, age, sexual orientation, creed, ancestry, pregnancy, marital or parental status, gender identity or expression, veteran status, physical, mental, emotional or learning disability, or any other legally protected status in its educational programs, activities, or employment with the District. The District also provides equal access to the Boy Scouts and other designated youth groups. The following designee handles inquiries regarding non-discrimination policies: Director of Human Resources, Title IX Coordinator and Compliance Officer, 1701 E. Capitol Drive, Shorewood, WI 53211, 414-961-2854, humanresources@shorewood.k12.wi.us.

I. 7 pm CALL TO ORDER

A. Adopt the Agenda (GC2)

B. Overarching Result for Shorewood School District (R1)

Our students are leaders who challenge themselves to grow and achieve academically, pursue their passions, navigate change, learn continuously and contribute to the common good.

C. Awards and Recognitions

II. 7:05 pm STUDENT ACHIEVEMENT AND RESULTS (R1)

SIS Student Leadership Retreat Mike Joynt, Principal

III. 7:15 pm PUBLIC COMMENTS #1 (GC3)

Initiate and maintain effective communication with the citizens and other important stakeholder groups as a means to engage them in the work of the Board and the District.

IV. 7:30 pm BOARD BUSINESS AND POSSIBLE BOARD ACTION

A. District COVID-19 Protocol Update 3

B. Approval of Operational Expectations Monitoring Report OE 6 (Communicating with the Board) 6

C. Review of Operational Expectations Monitoring Report Revisions 21
OE 4 (Personnel Management)
OE 5 (Financial Management)

D. Board Governance 52

E. I Love My Public School Board Resolution 58

V. 8:20 pm BOARD CONSENT AGENDA (GC2)

A. Approval of Board Meeting Minutes 61

VI. 8:25 pm PUBLIC COMMENT #2 (GC3)

Initiate and maintain effective communication with the citizens and other important stakeholder groups as a means to engage them in the work of the Board and the District.

VII. 8:40 pm BOARD MEMBER REPORTS

VIII. 8:50 pm SUPERINTENDENT'S REPORT 63

IX. 9:00 pm SUPERINTENDENT'S CONSENT AGENDA

A. Approval of January 2022 Monthly Financial Reports 68

B. Approval of Staffing Changes: Appointments, Retirements, Resignations and Leave of Absence Requests 76

X. 9:05 pm PUBLIC COMMENT #3 (GC3)

Initiate and maintain effective communication with the citizens and other important stakeholder groups as a means to engage them in the work of the Board and the District.

XI. 9:20 pm REVIEW OF 'TO DO' ITEMS

XII. 9:25 pm FUTURE AGENDA ITEMS

XIII. 9:30 pm RECESS AND DEBRIEF



SHOREWOOD SCHOOL BOARD

Topic: COVID-19 Protocol Changes

Date: March 1, 2022

Prepared by: JoAnn Sternke

Board Action:

- Information only
- Presentation/discussion
- Discussion/action by board of education
- Presentation/action next meeting

Purpose

To share District COVID-19 protocols, reflecting updated guidance from our public health partners. Protocol revisions will take effect over the next three weeks, beginning with a change in masking guidelines on Monday, March 7, 2022. District staff and families received the charts below and additional information through Infinite Campus earlier today.

Background

The District has consistently followed CDC and local public health guidance throughout the pandemic. New CDC [guidance](#) published on February 25 is based on the impact of COVID-19 on health and healthcare systems at the county level, measured as low, medium or high. The CDC now only recommends universal school masking in communities at the high level. Milwaukee County's COVID-19 level is currently at medium. This new guidance, combined with a review of our COVID-19 data, has contributed to our decision to amend our COVID-19 protocol moving forward.

Given this, masks will be recommended, but optional in all Schools and District facilities - with the exception of our youngest learners - effective Monday, March 7, 2022. Masks will continue to be required for 4K students and children ages 2-5 enrolled in other District programming.

The District's masking guidelines will apply to each school, individually, based on the total building population of students and adults. This information will be added to our COVID-19 Dashboard and we will continue to report positive cases in schools on Tuesdays and Fridays with

information available at 12 pm on these days. If the positivity rate goes above the identified threshold of 3% in a school, masks will be required the following day; families will be notified through Infinite Campus that masks will need to be worn for two calendar weeks. Masks will remain available at all building entrances and in classrooms, as needed. School-specific issues - including elementary lunchroom and recess protocols - will be modified in future phases based on positivity rates and school needs.

Our letter to parents and caregivers also underscores the need to make personal decisions about masking, and to discuss their expectations with their student(s) prior to March 7. Parents should also stress the importance of respecting staff and peers whose choices may not be the same as their own. Bullying or harassment regarding mask wearing will not be tolerated, and will be addressed through District policy and our Student Code of Conduct.

Additional COVID-19 mitigation protocol modifications will be implemented in phases over the upcoming weeks, and are outlined both in the letter to District families and in tables included that summarize revisions that will be implemented on March 14 and March 28. We will implement these subsequent changes should positivity rates remain below the 3% threshold.

These are significant changes, and we know that some students and families may have concerns and questions about aspects of this plan. Parents and caregivers should contact their school principal or school counselor if there is additional student support we can provide during these transitions.

Phase One: Effective March 7

Phase One: Effective March 7		
Total School Positivity Rate	< 3%	> 3%
Masks	Masks are <u>recommended, but optional</u> , to be worn by all adults and students, with the exception of required masks for 4K and younger students.	Masks are <u>required</u> for all adults and students. A <u>school</u> positivity rate equal to or greater than 3% of the total <u>building</u> population will require a two-calendar week masking period, beginning the next day.
All Schools		Continued Layered Mitigation In Place
School Discretion <ul style="list-style-type: none"> Schools will have the discretion to modify opening windows and doors for mitigation purposes 		District Quarantine, Isolation and Contact Tracing protocols remain in place Continuing Layered Mitigation Measures <ul style="list-style-type: none"> Mechanical ventilation systems & maintenance Use of portable air filtration units Ongoing cleaning and disinfection Handwashing and respiratory etiquette Hand sanitizer and masks available COVID-19 Self Screening and Health Office procedures No changes to elementary lunchroom seating or recess protocols No changes in social distancing protocols

Phase Two: Effective March 14

(may be amended as needed)

Elementary Schools	Secondary Schools	Continued Layered Mitigation in Place
<p>School Discretion</p> <ul style="list-style-type: none"> Schools will have the discretion to modify classroom activities and furniture (e.g. use of tables, classroom configuration, movement within classroom) Schools will have the discretion to modify band, orchestra, music and other student activities Schools will have the discretion to modify recess protocol and use of zones 	<p>School Discretion</p> <ul style="list-style-type: none"> Schools will have the discretion to modify classroom activities and furniture (e.g. use of tables, classroom configuration, movement within classroom) Schools will have the discretion to open water fountains Schools will have the discretion to modify band, orchestra, music and other student activities 	<p>District Quarantine, Isolation and Contact Tracing protocols remain in place</p> <p>Continuing Layered Mitigation Measures</p> <ul style="list-style-type: none"> No changes to elementary lunchroom seating protocols No changes to elementary water fountains (filling stations only) Maximized mechanical ventilation systems & maintenance Use of portable air filtration units Ongoing cleaning and disinfection Handwashing and respiratory etiquette Hand sanitizer and masks available COVID-19 Self Screening and Health Office procedures Maximize social distancing when possible

Phase Three: Effective March 28

(may be amended as needed)

Elementary Schools	Secondary Schools	Continued Layered Mitigation in Place
<p>On- and Off-Site Activities</p> <ul style="list-style-type: none"> Off-campus field trips permitted Classroom celebrations permitted Indoor assemblies at school discretion 	<p>On- and Off-Site Activities</p> <ul style="list-style-type: none"> Off-campus field trips permitted Modifications to class and extracurricular activities at school discretion Indoor assemblies at school discretion 	<p>District Quarantine, Isolation and Contact Tracing protocols remain in place</p> <p>Continuing Layered Mitigation</p> <ul style="list-style-type: none"> Maximized mechanical ventilation systems & maintenance Use of portable air filtration units Ongoing cleaning and disinfections Handwashing and respiratory etiquette Hand sanitizer and masks available COVID-19 Self Screening and Health Office procedures Maximize social distancing when possible
<p>School Visitors and Volunteers</p> <ul style="list-style-type: none"> Masking, proof of vaccination, or negative test (within 48 hrs of visit) required Daily in-school/ classroom limits at school discretion 	<p>School Visitors and Volunteers</p> <ul style="list-style-type: none"> Masking, proof of vaccination, or negative test (within 48 hrs of visit) required Daily in-school/ classroom limits at school discretion 	



Shorewood
SCHOOL DISTRICT

**Operational Expectations Monitoring Document
OE-6 Communicating with the Board**

Certification of the Superintendent: *With respect to Operational Expectation 6 (Communicating with the Board), taken as a whole, the superintendent certifies that the proceeding information is accurate and complete, and is:*

- In Compliance
- In Compliance with Noted Exceptions
- Not in Compliance

John Standa

Signed: _____, **Superintendent** **Date:** February 22, 2022

Executive Summary

Highlights:

- Communicating with the Board - and with community members through Board functions - has been a priority over the reporting period. Changes we have made, including furnishing a Superintendent's Report for each Board meeting, have been positively received. The District leadership group has also made communications a priority, and are working more collaboratively with the Superintendent's Office to support these operational expectations.

Analysis:

- Approved changes in related OE Reports (OE3 - Communicating with Key Stakeholders - Student Families and Staff and OE 4 - Communicating with the Public) are being implemented and these will be key to measuring progress in these distinct areas as well as improvements in overall communications with Board members.

Disposition of the Board: *With respect to Operational Expectation 6 (Communicating with the Board), the Board:*

- Accepts the report as fully compliant
- Accepts the report as compliant with noted exceptions
- Finds the report to be noncompliant

Summary statement/motion of the Board:

Signed: _____, **Board President** **Date:** _____

OE-6: Communicating with the Board

The Superintendent shall assure that the Board is fully and adequately informed about matters relating to Board work and significant District concern.

Superintendent Interpretation

- The Board values complete information in a reasonable timeframe on notable issues and happenings in the schools and on issues that are relevant to its role and responsibilities.
- **Fully and adequately informed** shall mean that each Board Member receives enough information in a timely fashion to fulfill his or her responsibilities.
- **Matters relating to Board work** shall mean items outlined in all of the Coherent Governance Policies of the Board.
- **Significant district concern** shall mean matters that have a financial impact or a dramatic impact on students or stakeholders or matters that may gain media attention.

OE - 6.1 Submit required monitoring data (see policy B/SR-5- Monitoring Superintendent Performance) in a thorough, accurate and understandable fashion, according to the Board's annual work plan schedule, and including both Superintendent interpretations and relevant data to substantiate compliance or reasonable progress.	<u>Superintendent</u>	<u>Board</u>
	Compliant	Compliant
	Compliant with Exceptions	Compliant with Exceptions
	Not Compliant	Not Compliant

Superintendent Interpretation:

- The Board values complete information within an estimated timeframe on notable issues and happenings in the schools and on issues that are pertinent to its role and responsibilities.
- **Monitoring data** shall mean evidence provided by the Superintendent and his staff to support accomplishment of the indicators of compliance and reasonable progress.
- **Annual work plan** shall mean the schedule of indicator reports and monitoring reports outlined by the Board.
- **Substantiate compliance or reasonable progress** shall mean to determine whether the Superintendent or District has accomplished the measurable targets or operational standards outlined in the OE and results indicators.

Board Indicator 1: The District submits 100% of the monitoring data per the Board's annual work plan for all OE and Results policies.	<u>Superintendent</u>	<u>Board</u>
	Compliant	Compliant
	Not Compliant	Not Compliant

Evidence:

All Operational Expectations and Results Monitoring Reports have been submitted in accordance with the Board's annual work plan.

Board Comments:

OE- 6.2 Provide for the Board, in a timely manner, information about trends, facts and other information relevant to the Board's work.	<u>Superintendent</u>	<u>Board</u>
	Compliant	Compliant
	Compliant with Exceptions	Compliant with Exceptions
	Not Compliant	Not Compliant

Superintendent Interpretation:

- **Timely manner** shall mean appropriate relative to the urgency or uniqueness of the situation.
- **Relevant to the Board's work** shall mean items outlined in all of the Coherent Governance Policies of the Board.

Board Indicator 1: In a poll of Board members each June and December, at least four Board members believe they have been provided relevant information in a timely manner during the previous year.	<u>Superintendent</u>	<u>Board</u>
	Compliant	Compliant
	Not Compliant	Not Compliant

Evidence:

The December 2021 poll included responses from four Board members, and all (100%) believed they were provided with relevant information in a timely manner during the prior year.

Board Comments:

<p>OE- 6.3</p> <p>Inform the Board of significant transfers of money within funds or other changes substantially affecting the district's financial condition.</p>	<p><u>Superintendent</u></p> <p>Compliant</p> <p>Compliant with Exceptions</p> <p>Not Compliant</p>	<p><u>Board</u></p> <p>Compliant</p> <p>Compliant with Exceptions</p> <p>Not Compliant</p>
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Superintendent Interpretation:

- **Significant transfers of money** shall mean any movement of money in budgeted line items over \$50,000 from one line item to another.
- **Substantially affecting the district's financial condition** shall mean contrary to the indicators and interpretations outlined in OE-5 and OE-6.

<p>Board Indicator 1:</p> <p>The annual audit of the District's finances (Comprehensive Annual Financial Report) reveals no instance in which a significant amount of money was transferred from one line item to another without having informed the Board and that no other changes substantially affecting the District's financial condition were made without having informed the Board.</p>	<p><u>Superintendent</u></p> <p>Compliant</p> <p>Not Compliant</p>	<p><u>Board</u></p> <p>Compliant</p> <p>Not Compliant</p>
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Evidence:

The District's Annual Audit (year ended June 30, 2021) performed by CliftonLarsonAllen LLP, identified no issues regarding internal controls, financial reporting or compliance issues related to Government Auditing Standards. The audit also included an evaluation of the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by the District, as well as the overall presentation of financial information.

The District adopted the Governmental Accounting Standards Board (GASB) accounting guidance in 2021, which changed the definition of fiduciary activity and reporting of some funds. These changes were noted in the Audit Report.

<p>Board Comments:</p>

OE- 6.4 Assure that the Board has adequate information from a variety of internal and external viewpoints to assure informed Board decisions.	<u>Superintendent</u>	<u>Board</u>
	Compliant	Compliant
	Compliant with Exceptions	Compliant with Exceptions
	Not Compliant	Not Compliant

Superintendent Interpretation:

- **Adequate information** shall mean sufficient data, document, communications and reports for each Board member to fulfill his or her responsibilities.
- **Variety of internal and external viewpoints** shall mean opinions and perspective from sources inside and outside the school system.

Board Indicator 1: In a poll of Board members each June and December, at least four Board members believe they have been provided adequate information from a variety of viewpoints from inside and outside the system.	<u>Superintendent</u>	<u>Board</u>
	Compliant	Compliant
	Not Compliant	Not Compliant

Evidence:

All respondents to the December Board poll (4) believe they have been provided with adequate information from a variety of viewpoints from inside and outside the system.

Board Comments:

OE- 6.5 Inform the Board of concerns that have anticipated media coverage.	<u>Superintendent</u>	<u>Board</u>
	Compliant	Compliant
	Compliant with Exceptions	Compliant with Exceptions
	Not Compliant	Not Compliant

Superintendent Interpretation:

- **Concerns** shall mean damaging reports, stories or commentary that may appear in the media.
- **Anticipated** shall mean reasonably predictable or probable.

Board Indicator 1: In a poll of Board members each June and December, at least four Board members believe they have been provided a heads up with regard to concerning reports, stories or commentary that may appear in the media.	<u>Superintendent</u>	<u>Board</u>
	Compliant	Compliant
	Not Compliant	Not Compliant
Evidence: All respondents to the Board poll (4) believe they have been provided with appropriate notice with regard to concerning reports, stories or commentary that may appear in the media.		

Board Comments:

<p>OE- 6.6</p> <p>Inform the Board, the Board president or individual members if, in the Superintendent's opinion, the Board or individual members have encroached into areas of responsibility assigned to the Superintendent or if the Board or its members are non compliant with any Governance Culture or Board/Superintendent Relations policies.</p>	<p><u>Superintendent</u></p> <p>Compliant</p> <p>Compliant with Exceptions</p> <p>Not Compliant</p>	<p><u>Board</u></p> <p>Compliant</p> <p>Compliant with Exceptions</p> <p>Not Compliant</p>
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Superintendent Interpretation:

- **Encroached into** shall mean taking action, making requests of staff, or otherwise getting involved in the work of the Superintendent or District as described by the Governance policies.
- **Non-compliant with any Governance Culture or Board/Superintendent Relations** shall mean contrary to the policies outlined by the Board's Coherent Governance policies.

<p>Board Indicator 1:</p> <p>The Superintendent provides an annual report on each Board member identifying compliance or non-compliance of the Governance Culture. If non-compliance is identified, the specifics of any non-compliance of the Governance Culture or Board/Superintendent Relations policies by Board Members or any encroachment by Board Members into the areas of responsibility assigned to the Superintendent will be documented.</p>	<p><u>Superintendent</u></p> <p>Compliant</p> <p>Not Compliant</p>	<p><u>Board</u></p> <p>Compliant</p> <p>Not Compliant</p>
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Evidence:

With the appointment of an Interim Superintendent in August 2021, an annual report on Governance Culture was not drafted for the reporting period.

<p>Board Comments:</p>

OE- 6.7 Present information in clear and concise form, indicating whether the information is incidental, intended for decision preparation or for formal monitoring.	<u>Superintendent</u>	<u>Board</u>
	Compliant	Compliant
	Compliant with Exceptions	Compliant with Exceptions
	Not Compliant	Not Compliant

Superintendent Interpretation:

- **Clear and concise** shall mean using language that is not industry specific and can be understood by people without an educational background.
- **Information is incidental, intended for decision preparation or for formal monitoring** shall mean identifying the use of the information that is provided so Board Members can properly prepare.

Board Indicator 1: In a poll of Board members each June and December, at least four Board members believe they have been given information in a way they could understand.	<u>Superintendent</u>	<u>Board</u>
	Compliant	Compliant
	Not Compliant	Not Compliant

Evidence:

In the December poll of Board members, 100% believe they have been given information in a way they could understand.

Board Indicator 2: In a poll of Board members each June and December, at least four Board members believe they understood the intent of the information they received.	<u>Superintendent</u>	<u>Board</u>
	Compliant	Compliant
	Not Compliant	Not Compliant

Evidence:

In the December poll of Board members, 100% believe they understood the intent of the information they received.

Board Comments:

OE- 6.8 Treat all members impartially and assure that all members have equal access to information.	<u>Superintendent</u>	<u>Board</u>
	Compliant	Compliant
	Compliant with Exceptions	Compliant with Exceptions
	Not Compliant	Not Compliant

Superintendent Interpretation:

- **Treat all members impartially** shall mean to interact with every Board member in a professional and respectful manner, and to communicate with each one in the amount and manner necessary for each Board member to fulfill his or her responsibilities, duties, and Board-assigned tasks.
- **Equal access to information** shall mean that every Board member shall receive the same verbal and written communications and documents on matters that are a concern to the Board as a whole and upon which the board makes decisions.

Board Indicator 1: In a poll of Board members each June and December, at least four Board members believe they have been treated equally and have equal access to information.	<u>Superintendent</u>	<u>Board</u>
	Compliant	Compliant
	Not Compliant	Not Compliant

Evidence:

All respondents to the December 2021 poll (4) believe they have been treated equally and have equal access to information.

Board Indicator 2: Documents for work sessions for Board members are distributed equally and at the same time 100% of the time.	<u>Superintendent</u>	<u>Board</u>
	Compliant	Compliant
	Not Compliant	Not Compliant

Evidence:

Agendas, reports, memos and other materials that support meetings of the School Board, their community engagements and governance work are provided through District email or file sharing to members as a group. Smaller groups of Board members, who may be participating in community linkage or committee meetings, Board agenda review meetings or other work sessions also receive documents as a group.

Board Comments:

<p>OE- 6.9</p> <p>Inform the Board in a timely manner of any actual or anticipated noncompliance with any Board Operational Expectations policy or any anticipated failure to achieve reasonable progress toward any Results policy.</p>	<p><u>Superintendent</u></p> <p>Compliant</p> <p>Compliant with Exceptions</p> <p>Not Compliant</p>	<p><u>Board</u></p> <p>Compliant</p> <p>Compliant with Exceptions</p> <p>Not Compliant</p>
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Superintendent Interpretation:

- ***In a timely manner*** shall mean at the next scheduled work session or Board meeting after the time when the Superintendent has confirmed with staff that the District is likely to be "noncompliant" with regard to any OE policy or when the Superintendent determines that the District has failed to make reasonable progress toward the Results policy.
- ***Actual noncompliance*** shall mean failure to meet the indicators of compliance as outlined in the OEs and as determined by the Board after the monitoring report.
- ***Anticipated noncompliance*** shall mean likely failure to meet the indicators of compliance as outlined in the OEs as determined by the Superintendent and his staff after review of relevant data.
- ***Reasonable progress*** shall mean sufficient achievement gains to achieve the targets outlined in the Results policy.

<p>Board Indicator 1:</p> <p>The Superintendent brings to the Board 100% of the instances he anticipates noncompliance with Board Operational Expectations or Results policy.</p>	<p><u>Superintendent</u></p> <p>Compliant</p> <p>Not Compliant</p>	<p><u>Board</u></p> <p>Compliant</p> <p>Not Compliant</p>
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Evidence:
 The pandemic (March 2020-present) has impacted progress toward Operational Expectations in several administrative areas, as well as Student Results, in two consecutive reporting periods. Specific instances of anticipated non-compliance in the 2020-2021 school year were proactively managed through approved DPI waivers (Educator Effectiveness, Hours of Instruction and Human Growth & Development Curriculum). Alternative student and staff assessment methods have been used in the absence of standardized testing during the pandemic, and these and other non-compliance issues have been documented and discussed at Board meetings.

Board Comments:

<p>OE- 6.10</p> <p>Provide for the Board adequate information about all administrative actions and decisions that are delegated to the Superintendent, but required by law to be approved by the Board.</p>	<p><u>Superintendent</u></p> <p>Compliant</p> <p>Compliant with Exceptions</p> <p>Not Compliant</p>	<p><u>Board</u></p> <p>Compliant</p> <p>Compliant with Exceptions</p> <p>Not Compliant</p>
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Superintendent Interpretation:

- **Adequate** shall mean sufficient communication and information that will allow the Board to fulfill its responsibilities as described by state law.
- **Administrative actions and decisions** shall mean steps taken by the Superintendent to manage the day-to-day operation of the District and meet the responsibilities outlined in the OE policies.
- **Delegated to the Superintendent** shall mean specifically (in either District or Board policy) assigned as a responsibility of the Superintendent by the Board.

<p>Board Indicator 1:</p> <p>The Superintendent brings to the Board 100% of the decisions required by law to be approved by the Board on the Superintendent's Consent Agenda, including personnel decisions, school district calendar, and budget approval.</p>	<p><u>Superintendent</u></p> <p>Compliant</p> <p>Not Compliant</p>	<p><u>Board</u></p> <p>Compliant</p> <p>Not Compliant</p>
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Evidence:
 District personnel changes (appointments, retirements, resignations and leaves of absence requests) is a standing Superintendent's Consent agenda item, as are monthly financial reports. The District budget development process, including dates for Board discussion and approval of the preliminary annual budget are presented in the Board Action agenda. The Board also considers and approves the District calendar in the Board Action agenda. Budget modifications, project budgets and related approvals are included in the Superintendent's Consent Agenda, with Executive Summaries, and can be moved to Board Action as needed.

<p>Board Indicator 2:</p> <p>In a poll of Board members each June and December, at least four Board members believe that they have been provided adequate information regarding administrative decisions that are delegated to the Superintendent, but required by law to be approved by the Board.</p>	<p><u>Superintendent</u></p> <p>Compliant</p> <p>Not Compliant</p>	<p><u>Board</u></p> <p>Compliant</p> <p>Not Compliant</p>
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Evidence: All respondents to the December 2021 poll believe that they have been provided adequate information regarding administrative decisions that are delegated to the Superintendent, but required by law to be approved by the Board.

Board Comments:

OE- 6.11 Inform the Board in a timely manner of the administrative disposition of significant complaints presented to the Superintendent by the Board.	<u>Superintendent</u>	<u>Board</u>
	Compliant	Compliant
	Compliant with Exceptions	Compliant with Exceptions
	Not Compliant	Not Compliant

Superintendent Interpretation:

- ***In a timely manner*** shall mean by the next work session or regular meeting of the School Board.
- ***Administrative disposition*** shall mean how the complaint was handled or resolved.
- ***Significant complaints*** shall mean any concern or issue that is disruptive to operations or student learning, falls under the Board's legitimate purview and is presented to the Superintendent by the Board.

Board Indicator 1: The Superintendent responds to every Board complaint with an explanation of how the situation/complaint has been addressed.	<u>Superintendent</u>	<u>Board</u>
	Compliant	Compliant
	Not Compliant	Not Compliant

Evidence:

The Superintendent's Report (established April 2021) and the weekly Board memo address complaints, administrative and operational issues, and stakeholder issues in detail.

Board Comments:

OE- 6.12 Inform the Board in advance of any deletions of, additions to or significant modifications of any instructional programs.	<u>Superintendent</u>	<u>Board</u>
	Compliant	Compliant
	Compliant with Exceptions	Compliant with Exceptions
	Not Compliant	Not Compliant

Superintendent Interpretation:

- **Deletions, additions, significant modifications** shall mean removal or editing of valuable learning opportunities that require considerable professional development or resources to change.
- **Instructional programs** shall mean the teaching practices and classroom instruction that have valuable learning opportunities in the District's schools.

Board Indicator 1: The Superintendent briefs the Board on 100% of any significant changes to the instructional programs prior to the implementation of the change.	<u>Superintendent</u>	<u>Board</u>
	Compliant	Compliant
	Not Compliant	Not Compliant

Evidence:

The pandemic has necessitated many changes in the delivery of curriculum and instruction during the reporting period. Issues, ideas and changes are shared with the Board through weekly correspondence and in the Superintendent's Report for each Board meeting.

Board Comments:

OE- 6.13 Inform the Board in advance of any significant changes to any district policies.	<u>Superintendent</u>	<u>Board</u>
	Compliant	Compliant
	Compliant with Exceptions	Compliant with Exceptions
	Not Compliant	Not Compliant

Superintendent Interpretation:

- **Significant changes** shall mean changes by the Federal, State or Local Government that effect the day-to-day operation of the District or changes that impact employees, students, or stakeholders in more than routine ways.

Board Indicator 1: The Superintendent brings forward 100% of deletions of, additions to, or a significant modification of District Policy that are required by law to be approved by the Board.	<u>Superintendent</u>	<u>Board</u>
	Compliant	Compliant
	Not Compliant	Not Compliant

Evidence:

The March-June 2021 transition to NEOLA for District policy development and management significantly enhanced the depth and breadth of our policy resources and tools, and Board members were informed of this initiative as part of the Superintendent's Report and other communications. This searchable platform accessible from the District website is updated continuously, aligning all policies with changing state and federal statutes and addressing the evolving scope of school and District policy issues.

The transition in District leadership in summer 2021 delayed adoption of NEOLA policies drafted and revised by District administrators, school principals and others until August 2021; as a result, needed work on District administrative guidelines, student and staff handbooks and other policy tools was not addressed, as planned. The status of this work - ongoing during the current school year - has been regularly addressed in the Superintendent's Report. Plans call for updated handbooks for students, families and staff to be available in summer 2022.

Board Comments:



**EXECUTIVE SUMMARY
FOR THE SHOREWOOD SCHOOL BOARD**

Topic: Operational Expectations Monitoring Report Revisions: OE 4 (Personnel Management) and OE 5 (Financial Planning, Administration & Asset Protection)

Date: February 22, 2022

Prepared by: JoAnn Sternke

Recommended action:

- Information only
- Presentation/discussion
- Discussion/action by board of education
- Presentation/action next meeting

Purpose: To summarize past Board discussions and updated draft revisions to Operational Expectations Monitoring Reports, in preparation for Board approval at an upcoming meeting.

Background: District administrators have presented recommendations for changes to a number of Operational Expectations Monitoring Reports. Together, OE 4 and OE 5 address key District finance and administrative priorities, and each reviewed and limited revisions have been made to reflect our commitment to ensuring that compensation and benefits plans for all employee groups are transparent, consistent and predictable, within available resources. For Board members' reference, indicators that support these objectives are:

- Transparency: 5.2.1; 5.2.2; and 5.2.3
- Predictability: 5.3.1; 5.4.1; and 5.4.2
- Consistency: 4.8.1; 4.8.2; 4.8.3; and 4.8.4

If the Board would like to see additional metrics regarding this, we welcome the conversation.

Operational Expectations Monitoring Document
OE-4 (Personnel Administration)
(Revised February 2022)

Certification of the Superintendent: With respect to Operational Expectation 4 (Personnel Administration), taken as a whole, the superintendent certifies that the proceeding information is accurate and complete, and is:

- In Compliance
- In Compliance with Noted Exceptions
- Not in Compliance

Signed: _____, Interim Superintendent **Date:**

Executive Summary

Disposition of the Board: With respect to Operational Expectation 4 (Personnel Management), the Board:

- Accepts the report as fully compliant
- Accepts the report as compliant with noted exceptions
- Finds the report to be noncompliant

Summary statement/motion of the Board:

Signed: _____, Board President **Date:**

OE-4 Personnel Administration

The Board values the individuals employed by the School District of Shorewood. To that end, the Superintendent shall assure the recruitment, employment, development, evaluation, and compensation of District employees in a manner necessary to enable the District to achieve its Results policies.

Superintendent Interpretation

- Recruitment shall mean to attract and select the most talented and diversified pool of candidates.
- Employment shall mean work defined by the District for anyone who receives monetary compensation for services rendered.
- Development shall mean providing staff with mentoring, coaching, and/or training that positively impacts student achievement and professional growth.
- Evaluation shall mean a fair, credible, effective, and consistent system and process that assesses the effectiveness of the employee and provides support and feedback to facilitate continuous improvement and growth.
- Compensation shall mean providing competitive and flexible salary placement and benefits to attract new and retain current employees.
- District employee means anyone who receives compensation in exchange for services.
- The Board’s Results policy is defined in R-1 through R-4.

OE-4.1	<u>Superintendent</u>	<u>Board</u>
<p>Assure Ensure that district employees and volunteers clear thorough background inquiries and checks before having contact with students or their employment start date.</p>	Compliant	Compliant
	Compliant with Exceptions	Compliant with Exceptions
	Not Compliant	Not Compliant

Superintendent Interpretation:

- *Employees* shall mean anyone who receives monetary compensation for services rendered and covered by Shorewood School District employment laws.
- *Volunteer* shall mean anyone providing services without monetary compensation.
- *Background inquiries and checks* shall mean Wisconsin Circuit Court Access (CCAP), National Sex Offender Public Registry results, Wisconsin Department of Public Instruction (DPI) credential and licensing verifications, reference checks and verification of employment eligibility prior to hiring.

<p>Board Indicator 1: The internal control processes verify that no employee was hired between July and June of the fiscal year without having successfully cleared all background checks prior to their start.</p>	<p><u>Superintendent</u></p> <p>Compliant</p> <p>Not Compliant</p>	<p><u>Board</u></p> <p>Compliant</p> <p>Not Compliant</p>
<p>Evidence:</p>		

<p>Board Indicator 2: The internal control processes verify that no volunteer was approved between July and June of the fiscal year without having successfully cleared all background checks.</p>	<p><u>Superintendent</u></p> <p>Compliant</p> <p>Not Compliant</p>	<p><u>Board</u></p> <p>Compliant</p> <p>Not Compliant</p>
<p>Evidence:</p>		

Board Comments:

<p>OE-4.2</p> <p>Select only highly qualified and the best-suited candidates for all positions.</p>	<p><u>Superintendent</u></p> <p>Compliant</p> <p>Compliant with Exceptions</p> <p>Not Compliant</p>	<p><u>Board</u></p> <p>Compliant</p> <p>Compliant with Exceptions</p> <p>Not Compliant</p>
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Superintendent Interpretation:

- *Highly qualified* shall mean vacancies that require a credential are filled with individuals that hold a valid teaching credential in that subject area and complete a successful interview process.
- *Best-suited* shall mean the candidate selected for any position in the District meets the criteria of the position and the expectations of the hiring committee, director, and/or Superintendent.

<p>Board Indicator 1: 95% of all hires meet the certification requirements that are outlined in the vacancy description.</p>	<p><u>Superintendent</u></p> <p>Compliant</p> <p>Not Compliant</p>	<p><u>Board</u></p> <p>Compliant</p> <p>Not Compliant</p>
<p>Evidence:</p>		

<p>Board Indicator 2: The racial makeup of the staff is similar (within 10%) to the racial makeup of the student body.</p>	<p><u>Superintendent</u></p> <p>Compliant</p> <p>Not Compliant</p>	<p><u>Board</u></p> <p>Compliant</p> <p>Not Compliant</p>
<p>Evidence:</p>		

<p>Board Indicator 3: The gender makeup of the staff is similar (within 10%) to the gender makeup of the student body.</p>	<p><u>Superintendent</u></p> <p>Compliant</p> <p>Not Compliant</p>	<p><u>Board</u></p> <p>Compliant</p> <p>Not Compliant</p>
<p>Evidence:</p>		

<p>Board Comments:</p>

<p>OE-4.3</p> <p>Use culturally- responsive protocols to recruit, hire, support and retain staff.</p>	<p><u>Superintendent</u></p> <p>Compliant</p> <p>Compliant with Exceptions</p> <p>Not Compliant</p>	<p><u>Board</u></p> <p>Compliant</p> <p>Compliant with Exceptions</p> <p>Not Compliant</p>
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Evidence:

Superintendent Interpretation:

- *Culturally-responsive protocols* shall mean using procedures that recognize the importance of including cultural references.
- *Support* shall mean to make available the necessary resources and opportunities to succeed professionally and personally.

<p>Board Indicator 1: Partner with University systems and Educator Licensure programs to increase the teacher pipeline diversity.</p>	<p><u>Superintendent</u></p> <p>Compliant</p> <p>Not Compliant</p>	<p><u>Board</u></p> <p>Compliant</p> <p>Not Compliant</p>
<p>Evidence:</p>		

<p>Board Indicator 2: All interviews for hiring employees include at least one “culturally responsive” question in the interview process.</p>	<p><u>Superintendent</u></p> <p>Compliant</p> <p>Not Compliant</p>	<p><u>Board</u></p> <p>Compliant</p> <p>Not Compliant</p>
<p>Evidence:</p>		

<p>Board Indicator 4: 3 We will leverage research informed retention strategies (teacher 30 day & 90 day check ins, affinity groups, etc) to retain staff diversity.</p>	<p><u>Superintendent</u></p> <p>Compliant</p> <p>Not Compliant</p>	<p><u>Board</u></p> <p>Compliant</p> <p>Not Compliant</p>
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Evidence:

<p>OE-4.4</p> <p>Administer clear personnel rules and procedures for employees.</p>	<p><u>Superintendent</u></p> <p>Compliant</p> <p>Compliant with Exceptions</p> <p>Not Compliant</p>	<p><u>Board</u></p> <p>Compliant</p> <p>Compliant with Exceptions</p> <p>Not Compliant</p>
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Superintendent Interpretation:

- *Administer* shall mean to supervise or oversee that personnel rules and procedures are followed.
- *Clear* shall mean personnel rules and procedures are communicated and understood by employees as detailed in employee handbooks and appendices.
- *Rules and procedures* shall mean the applicable laws, Board, and District policies that communicate the employment expectations for all District personnel.

<p>Board Indicator 1:</p> <p>By December 1st of each fiscal year, 95% of the District employees have signed and returned an acknowledgement form to affirm they received updated handbook and applicable appendices policies from the District Business and Human Resources office.</p>	<p><u>Superintendent</u></p> <p>Compliant</p> <p>Not Compliant</p>	<p><u>Board</u></p> <p>Compliant</p> <p>Not Compliant</p>
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Evidence:

Board Comments:

OE-4.5 Effectively and consistently handle complaints and concerns according to processes defined in the employee handbook.	<u>Superintendent</u> Compliant Compliant with Exceptions Not Compliant	<u>Board</u> Compliant Compliant with Exceptions Not Compliant
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Superintendent Interpretation:

- *Effectively handle* shall mean investigate and resolve promptly, accurately with consideration and professionalism.
- *Consistently* shall mean complaints and concerns are addressed according to the employee handbook and/or district policy.
- *Complaints and concerns* shall mean grievances or questions related to sexual harassment, discrimination claims, contractual violations, Board and District policies and procedures, and possible violations of state and federal laws.

Board Indicator 1: 100% of complaints and grievances are resolved or handled in accordance with the employee handbook and/or District Policy.	<u>Superintendent</u> Compliant Not Compliant	<u>Board</u> Compliant Not Compliant
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Evidence:

Board Comments:

OE-4.6 Maintain accurate job descriptions for all staff positions.	<u>Superintendent</u>	<u>Board</u>
	Compliant	Compliant
	Compliant with Exceptions	Compliant with Exceptions
	Not Compliant	Not Compliant

Superintendent Interpretation:

- *Maintain* shall mean to keep current and accurate.
- *Accurate* shall mean job descriptions reflect the essential functions, knowledge, skills, and abilities of the responsibilities and tasks performed.

Board Indicator 1: All job descriptions will be available to employees and for use by administrators during the hiring and evaluation processes. All job descriptions will be reviewed prior to posting an open position, and job descriptions will be available to prospective employees, staff and supervisors during hiring and evaluation processes.	<u>Superintendent</u>	<u>Board</u>
	Compliant	Compliant
	Not Compliant	Not Compliant

Evidence:

Board Indicator 2: All job descriptions are reviewed upon evaluation of an employee and prior to posting a position.	<u>Superintendent</u>	<u>Board</u>
	Compliant	Compliant
	Not Compliant	Not Compliant

Evidence:

Board Comments:

OE-4.7 Protect confidential information.	<u>Superintendent</u>	<u>Board</u>
	Compliant	Compliant
	Compliant with Exceptions	Compliant with Exceptions
	Not Compliant	Not Compliant

Superintendent Interpretation:

- *Protect* shall mean to secure, keep safe, and preserve employee confidential information.
- *Confidential* shall mean access to employee information follows federal and state law, including Health Insurance Portability and Accountability Act (HIPAA).

Board Indicator 1: 100% of documented reports of breach of confidentiality by the Business and Human Resources office have been thoroughly investigated and appropriate action taken.	<u>Superintendent</u>	<u>Board</u>
	Compliant	Compliant
	Not Compliant	Not Compliant

Evidence:

Board Indicator 2: 100% of documented reports of breach of confidentiality by any District staff has been thoroughly investigated and appropriate action taken.	<u>Superintendent</u>	<u>Board</u>
	Compliant	Compliant
	Not Compliant	Not Compliant

Evidence:

Board Comments:

<p>OE-4.8 Assure that compensation and benefit plans attract and retain the highest quality employees by compensating employees, within available resources, in a consistent and predictable manner within the applicable marketplace, including but not limited to organizations of comparable size and type. Ensure that compensation and benefits plans for all employee groups are transparent, consistent and predictable, within available resources.</p> <p>Ensure that salary increases, when applied, are equitable across all employee groups.</p> <p>Ensure the District attracts and retains the highest quality employees by offering competitive compensation and benefits within the applicable marketplace, including but not limited to organizations of comparable size and type.</p>	<p style="text-align: center;"><u>Superintendent</u></p> <p style="text-align: center;">Compliant</p> <p style="text-align: center;">Compliant with Exceptions</p> <p style="text-align: center;">Not Compliant</p>	<p style="text-align: center;"><u>Board</u></p> <p style="text-align: center;">Compliant</p> <p style="text-align: center;">Compliant with Exceptions</p> <p style="text-align: center;">Not Compliant</p>
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Superintendent Interpretation:

- *Competitive* shall mean District employment offers are commensurate with or higher than equivalent positions when compared to similar school districts.
- *A compensation plan* shall mean District salaries and benefits.
- *Highest quality in terms of attracting applicants* shall mean a candidate who meets the criteria of the position and the expectations of the hiring committee, supervising administrator or Superintendent.
- *Highest quality in terms of retention of employees* shall mean those who are evaluated as effective or higher based on the District's evaluation criteria.

<p>Board Indicator 1: The District will rank in the top 33% of salaries and fringe benefits for teachers when compared to CESA 1 peer districts.</p>	<p style="text-align: center;"><u>Superintendent</u></p> <p style="text-align: center;">Compliant</p> <p style="text-align: center;">Not Compliant</p>	<p style="text-align: center;"><u>Board</u></p> <p style="text-align: center;">Compliant</p> <p style="text-align: center;">Not Compliant</p>
<p>Evidence:</p>		

<p>Board Indicator 2: The District will rank in the top 33% of salaries and fringe benefits for principals and assistant principals when compared to CESA 1 peer districts.</p>	<p><u>Superintendent</u></p> <p>Compliant</p> <p>Not Compliant</p>	<p><u>Board</u></p> <p>Compliant</p> <p>Not Compliant</p>
<p>Evidence:</p>		

<p>Board Indicator 3: The District will rank in the top 33% of salaries for all other applicable employee groups when compared to CESA 1 peer districts.</p>	<p><u>Superintendent</u></p> <p>Compliant</p> <p>Not Compliant</p> <p>Not Available</p>	<p><u>Board</u></p> <p>Compliant</p> <p>Not Compliant</p> <p>Not Available</p>
<p>Evidence:</p>		

<p>Board Indicator 4: The District is within the top 33% in the least amount of employee out-of-pocket benefit contributions, both single and family, as compared to companies and school districts regionally.</p> <p>Employee benefit comparisons will be performed every three years, along with periodic reviews of market study data for specific employee classes when appropriate and budgeted.</p>	<p><u>Superintendent</u></p> <p>Compliant</p> <p>Not Compliant</p>	<p><u>Board</u></p> <p>Compliant</p> <p>Not Compliant</p>
<p>Evidence:</p>		

<p>Board Indicator 5: 100% of employees that leave the district are offered an exit interview.</p>	<p><u>Superintendent</u></p> <p>Compliant</p> <p>Not Compliant</p>	<p><u>Board</u></p> <p>Compliant</p> <p>Not Compliant</p>
<p>Evidence:</p>		

<p>Board Indicator 6: An annual review of retention rates is comparable to peer districts. Turnover in teaching and administrative staff is no more than 5% annually.</p>	<p><u>Superintendent</u></p> <p>Compliant</p> <p>Not Compliant</p>	<p><u>Board</u></p> <p>Compliant</p> <p>Not Compliant</p>
<p>Evidence:</p>		

Board Comments:

<p>OE-4.9</p> <p>Consistent with the Superintendent's own evaluation, evaluate all employee performance as outlined in the employee handbook.</p>	<p><u>Superintendent</u></p> <p>Compliant</p> <p>Compliant with Exceptions</p> <p>Not Compliant</p>	<p><u>Board</u></p> <p>Compliant</p> <p>Compliant with Exceptions</p> <p>Not Compliant</p>
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Superintendent Interpretation:

- *Consistent with the Superintendent's own evaluation* shall mean that all employees are evaluated according to student learning outcomes as outlined in the results policies and operational expectations.
- *Evaluate* shall mean assessing through observations, goal setting and progress monitoring.
- *Achieving* shall mean that the employee performance contributes to accomplishing the Board's goals.
- *Compliance* shall mean District employees are assessed on their ability to follow the board's operational expectations as they apply to their job.

<p>Board Indicator 1: 100% of licensed personnel are evaluated through the state mandated evaluation system in their first three years and tri-annually thereafter.</p>	<p><u>Superintendent</u></p> <p>Compliant</p> <p>Not Compliant</p>	<p><u>Board</u></p> <p>Compliant</p> <p>Not Compliant</p>
<p>Evidence:</p>		

<p>Board Indicator 2: 100% of non-licensed personnel are evaluated through a district created process annually.</p>	<p><u>Superintendent</u></p> <p>Compliant</p> <p>Not Compliant</p>	<p><u>Board</u></p> <p>Compliant</p> <p>Not Compliant</p>
<p>Evidence:</p>		

<p>Board Indicator 3: 90% of Student Learning Outcomes (SLO's) are created based off of the R-2 annual report for a teacher's grade/subject area.</p>	<p><u>Superintendent</u></p> <p>Compliant</p> <p>Not Compliant</p>	<p><u>Board</u></p> <p>Compliant</p> <p>Not Compliant</p>
<p>Evidence:</p>		

Board Comments:

<p>OE-4.10 Ensure that all staff members are qualified and trained to perform the responsibilities assigned to them.</p>	<p><u>Superintendent</u></p> <p>Compliant</p> <p>Compliant with Exceptions</p> <p>Not Compliant</p>	<p><u>Board</u></p> <p>Compliant</p> <p>Compliant with Exceptions</p> <p>Not Compliant</p>
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Superintendent Interpretation:

- *Qualified* shall mean employees have the required skills, knowledge, and/or license to perform their job responsibilities.
- *Trained* shall mean employees are given instructions, mentored, and given feedback.

Board Indicator 1: 100% of new employees will participate in the district mentoring program during their first and second year of employment. 100% of new teachers participate in the district mentoring program during their first and second year of employment.	<u>Superintendent</u> Compliant Not Compliant	<u>Board</u> Compliant Not Compliant
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Board Indicator 2: 75% of teachers in the mentor program will report they feel more trained than they did at the start of the year.	<u>Superintendent</u> Compliant Not Compliant	<u>Board</u> Compliant Not Compliant
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Evidence:

Board Indicator 3: The school district shall provide ongoing professional development pertaining to Cultural Competency.	<u>Superintendent</u> Compliant Not Compliant	<u>Board</u> Compliant Not Compliant
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Evidence:

Board Comments:

OE-4.11 Maintain an inclusive organizational culture that positively impacts the ability of staff to responsibly perform their jobs and allows them to work in an environment of professional support and courtesy.	<u>Superintendent</u> Compliant Compliant with Exceptions Not Compliant	<u>Board</u> Compliant Compliant with Exceptions Not Compliant
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Superintendent Interpretation:

- *Organizational culture* shall not only mean a climate in which staff members celebrate diversity among students, parents, staff, and community, expecting everyone to be equally respected and accepted, but also mean the behaviors and beliefs characteristic of a positive work environment.

- *Responsibly perform their jobs* shall mean fulfill their obligations and responsibilities outlined in the job description and meet the expectations of their supervising administrator.
- *Environment of professional support and courtesy* shall mean a respectful workplace free of hostility and void of harassment directed at a person's race, color, national origin, religion, sex, age, disability, sexual orientation, genetic information or any other applicable status protected by federal, state or local law.

<p>Board Indicator 1: A staff survey will show that at least 85% of the staff feel they are in a school/environment that allows them to work in an environment of professional support and courtesy.</p>	<p><u>Superintendent</u></p> <p>Compliant</p> <p>Not Compliant</p>	<p><u>Board</u></p> <p>Compliant</p> <p>Not Compliant</p>
<p>Evidence:</p>		

<p>Board Indicator 2: 100% of complaints of hostility or harassment are addressed and resolved in a thorough and timely investigation. Addressed in 4.5</p>	<p><u>Superintendent</u></p> <p>Compliant</p> <p>Not Compliant</p>	<p><u>Board</u></p> <p>Compliant</p> <p>Not Compliant</p>
<p>Evidence:</p>		

<p>Board Indicator 3: A staff survey will show that at least 85% of the staff feel they are in a "good climate."</p>	<p><u>Superintendent</u></p> <p>Compliant</p> <p>Not Compliant</p>	<p><u>Board</u></p> <p>Compliant</p> <p>Not Compliant</p>
<p>Evidence:</p>		

<p>Board Indicator 4: A staff survey will show that at least 85% of the staff feel they are in an "inclusive environment."</p>	<p><u>Superintendent</u></p> <p>Compliant</p> <p>Not Compliant</p>	<p><u>Board</u></p> <p>Compliant</p> <p>Not Compliant</p>
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Evidence:

Board Comments:

OE-4.12 The Superintendent may not retaliate against an employee for initiating a legitimate complaint.	<u>Superintendent</u>	<u>Board</u>
	Compliant	Compliant
	Compliant with Exceptions	Compliant with Exceptions
	Not Compliant	Not Compliant

Superintendent Interpretation:

- *Retaliate* shall mean to act in revenge.
- *Initiating* shall mean bringing a written document without coercion by an employee, supervisor or administrator.
- *Legitimate complaint* shall mean a written statement of all claims against the accused that is neither spurious nor false.

Board Indicator 1: 100% of employee complaints registered with the office of the Superintendent are investigated without any retaliation toward the reporting employee by the Superintendent.	<u>Superintendent</u>	<u>Board</u>
	Compliant	Compliant
	Not Compliant	Not Compliant

Evidence:

Board Comments:



Shorewood
SCHOOL DISTRICT

Operational Expectations Monitoring Document
OE-5 Financial Planning, Administration & Asset Protection
(Revised February 2022)

Certification of the Superintendent: *With respect to Operational Expectation 5 (Financial Planning), taken as a whole, the superintendent certifies that the proceeding information is accurate and complete, and is:*

- In Compliance
- In Compliance with Noted Exceptions
- Not in Compliance

Signed: _____, Superintendent Date: _____

Executive Summary

Disposition of the Board: *With respect to Operational Expectation 5 (Financial Planning), the Board:*

- Accepts the report as fully compliant
- Accepts the report as compliant with noted exceptions
- Finds the report to be noncompliant

Summary statement/motion of the Board:

Signed: _____, Board President Date: _____

OE-5 Financial Planning

The Superintendent shall develop and maintain a fiscally responsible multi-year financial plan that is related directly to the Board's Results priorities and Operational Expectations goals.

Superintendent Interpretation

- **Multi-year financial plan** shall mean a budget that balances revenues and expenditures for at least two years including capital improvements.
- **Fiscally Responsible** shall mean the expenditures do not exceed revenues and result in a balanced budget.
- **Related directly** shall mean that the financial plan shall reflect the priorities and goals outlined in the Board's Results and OE policies.

<p>OE-5.1</p> <p>The Superintendent will develop a budget that takes into account the District's long term financial planning and strategic plan.</p>	<p><u>Superintendent</u></p> <p>Compliant</p> <p>Compliant with Exceptions</p> <p>Not Compliant</p>	<p><u>Board</u></p> <p>Compliant</p> <p>Compliant with Exceptions</p> <p>Not Compliant</p>
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Superintendent Interpretation:

- **Board will understand the relationship between the budget and strategic plan.** This section will demonstrate how the budget is allocated to achieve the board's priorities for student achievement and how monies will address goals identified to be addressed in the strategic plan.

<p>Board Indicator 1:</p> <p>The District business office delivers a budget development summary, segregated by fund and object, which clearly indicates each source of revenue, and the purpose of each expense as required per Wisconsin Department of Public Instruction.</p>	<p><u>Superintendent</u></p> <p>Compliant</p> <p>Not Compliant</p>	<p><u>Board</u></p> <p>Compliant</p> <p>Not Compliant</p>
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Evidence:

<p>Board Indicator 2:</p> <p>The District business office delivers a budget for approval during the annual meeting as required by the Wisconsin Department of Public Instruction. This format reports three years of activity, the prior year audited activity, the current year "unaudited", and the upcoming "projected" fiscal year budget.</p>	<p><u>Superintendent</u></p> <p>Compliant</p> <p>Not Compliant</p>	<p><u>Board</u></p> <p>Compliant</p> <p>Not Compliant</p>
<p>Evidence:</p>		

Board Comments:

<p>OE-5.2</p> <p>The Superintendent will develop a budget that discloses budget-planning assumptions and prioritizes the impact statement.</p>	<p><u>Superintendent</u></p> <p>Compliant</p> <p>Compliant with Exceptions</p> <p>Not Compliant</p>	<p><u>Board</u></p> <p>Compliant</p> <p>Compliant with Exceptions</p> <p>Not Compliant</p>
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Superintendent Interpretation:

- **Budget planning assumptions** shall mean factors considered and assumed in order to compile the budget.

<p>Board Indicator 1:</p> <p>As the budget is developed for the upcoming fiscal year, the administrative team will compile a list of all assumptions used in the budget development, which will be detailed in an impact statement. The impact statement will detail how the assumption impacts the budget and is related to the operational expectations of the district. The assumptions will be shared with the Board during the preliminary budget presentation; annual meeting; and when the final budget is approved in October.</p>	<p><u>Superintendent</u></p> <p>Compliant</p> <p>Not Compliant</p>	<p><u>Board</u></p> <p>Compliant</p> <p>Not Compliant</p>
<p>Evidence:</p>		

<p>Board Indicator 2:</p> <p>The Superintendent will develop impact statements in collaboration with key stakeholders and the budget will reflect these impact statements.</p>	<p><u>Superintendent</u></p> <p>Compliant</p> <p>Not Compliant</p>	<p><u>Board</u></p> <p>Compliant</p> <p>Not Compliant</p>
<p>Evidence:</p>		

Board Indicator 3: The budget will include anticipated changes to employee compensation, benefits, and inflation adjustments.	<u>Superintendent</u>	<u>Board</u>
	Compliant	Compliant
	Not Compliant	Not Compliant
Evidence		

Board Comments:

OE-5.3 The Superintendent will develop a budget that ensures fiscal soundness in future years.	<u>Superintendent</u>	<u>Board</u>
	Compliant	Compliant
	Compliant with Exceptions	Compliant with Exceptions
	Not Compliant	Not Compliant

Superintendent Interpretation:

- **Fiscal soundness** shall mean the ability of the District to meet cash flow requirements on a daily basis without incurring excessive short term financing or debt.
- **Future years** shall mean the current and subsequent fiscal year.

Board Indicator 1: Budgets that are submitted to the board for approval will be balanced budgets, unless approved by recommendation of the Superintendent or his designee, and approved by board action.	<u>Superintendent</u>	<u>Board</u>
	Compliant	Compliant
	Not Compliant	Not Compliant
Evidence:		

Board Indicator 2: The Superintendent must get approval for any items that would put the fund balance at less than 10%.	<u>Superintendent</u>	<u>Board</u>
	Compliant	Compliant
	Not Compliant	Not Compliant
Evidence:		

Board Comments:

OE-5.4 The Superintendent will develop a budget that reflects anticipated changes in employee compensation, including inflationary adjustments, step and lane increases and benefits. The Superintendent will develop a budget that reflects anticipated changes in employee compensation and benefits adjustments and indicate how this is being applied to all employee groups.	<u>Superintendent</u>	<u>Board</u>
	Compliant	Compliant
	Compliant with Exceptions	Compliant with Exceptions
	Not Compliant	Not Compliant

Superintendent Interpretation:

- **Reflects anticipated changes** shall mean considers fixed factors and variances concerning employee compensation and related benefits.
- **Step and lane increases** shall mean for employees on the District salary schedule
- **Benefits** shall mean insurance and post-retirement benefits used by employees.

Board Indicator 1: The budget that is produced by the administrative team, and presented to the board, indicates the assumptions used to account for any increases in employee compensation and benefits.	<u>Superintendent</u>	<u>Board</u>
	Compliant	Compliant
	Not Compliant	Not Compliant
Evidence:		

Board Indicator 2: Future inflationary components are included in the 5 year budget projection included in this report as exhibit OE-5.C	<u>Superintendent</u>	<u>Board</u>
	Compliant	Compliant
	Not Compliant	Not Compliant
Evidence:		

Board Comments:

OE-5.5 The Superintendent will ensure that all purchases are made in accordance with the purchasing policy.	<u>Superintendent</u>	<u>Board</u>
	Compliant	Compliant
	Compliant with Exceptions	Compliant with Exceptions
	Not Compliant	Not Compliant

Superintendent Interpretation:

- **All Purchases** including professional services in excess of \$5,000. Legal services are exempt.

Board Indicator 1: The Superintendent will try to obtain at least three (3) price quotations on purchases of more than \$10,000 for a single item, except in cases of emergency or when the materials purchased are of such a nature that price negotiations would not result in a savings to the District. The District will receive multiple competitive quotes for all purchases under \$20,000. When possible, the District will solicit competitive bids utilizing RFP process.	<u>Superintendent</u>	<u>Board</u>
	Compliant	Compliant
	Not Compliant	Not Compliant

Evidence:

Board Indicator 2: Purchase of and contract for projects will be subject to a competitive bid process as and when required by law. All competitively bid purchases of supplies, materials, or equipment in the amount of \$20,000 or more are awarded to the lowest responsible qualified vendor, taking into consideration the quality of materials and services desired and other project and District needs. Purchases over \$20,000 the district will initiate a formal Request for Proposal. All competitively bid purchases of supplies, materials, or equipment in the amount of \$20,000 or more are awarded to the lowest responsible qualified vendor, taking into consideration the quality of materials (services) desired and their contribution to the program.	<u>Superintendent</u>	<u>Board</u>
	Compliant	Compliant
	Not Compliant	Not Compliant

Evidence:

<p>Board Indicator 3: The district is committed to equity and utilization of businesses that meet DBE* or similar certification requirements disadvantaged businesses and preference for and local bidders. The district will award bids according to the bid award matrix.</p> <p><i>*DBE is a federal designation for small, for-profit business concerns with majority ownership from socially and economically disadvantaged individuals.</i></p>	<u>Superintendent</u>	<u>Board</u>
	Compliant	Compliant
	Not Compliant	Not Compliant
Evidence:		

Board Comments:

<p>OE-5.6 Attempts will be made to rectify uncollected funds.</p>	<u>Superintendent</u>	<u>Board</u>
	Compliant	Compliant
	Compliant with Exceptions	Compliant with Exceptions
	Not Compliant	Not Compliant

Superintendent Interpretation:

- **Rectifying uncollected funds** shall mean school staff will work with families to cover expenses incurred through school activities.

<p>Board Indicator 1: All uncollected balances will be tracked and reasonable efforts will be made to collect uncollected funds.</p>	<u>Superintendent</u>	<u>Board</u>
	Compliant	Compliant
	Not Compliant	Not Compliant
Evidence:		

Board Comments:

OE-5.7 The Superintendent will keep complete and accurate financial records by funds and accounts in accordance with Generally Accepted Accounting Principles.	<u>Superintendent</u>	<u>Board</u>
	Compliant	Compliant
	Compliant with Exceptions	Compliant with Exceptions
	Not Compliant	Not Compliant

Superintendent Interpretation:

- Keep complete and accurate financial records** shall mean the District will account for all financial resources and expenditures per the Financial Policies and Procedures account structure and report to the public using Generally Accepted Accounting Principles.
- Generally Accepted Accounting Principles** shall mean guidelines and standards for public school district financial reporting provided by the Federal Accounting Standards Board.

Board Indicator 1: The independent financial auditors express an <i>"unqualified opinion"</i> on the basic financial statements and conformity with accounting principles generally accepted in the United States of America.	<u>Superintendent</u>	<u>Board</u>
	Compliant	Compliant
	Not Compliant	Not Compliant
Evidence:		

Board Indicator 2: District will hire an independent financial auditor and the outcome of the annual audit will be presented to the Board of Education.	<u>Superintendent</u>	<u>Board</u>
	Compliant	Compliant
	Not Compliant	Not Compliant
Evidence:		

Board Indicator 3: The District is in conformity with the financial reporting and audit process required by the Wisconsin DPI to ensure compliance with budgetary, accounting and reporting requirements.	<u>Superintendent</u>	<u>Board</u>
	Compliant	Compliant
	Not Compliant	Not Compliant
Evidence:		

Board Comments:

OE-5.8 The Superintendent shall record timely actual revenues and expenses throughout the year.	<u>Superintendent</u>	<u>Board</u>
	Compliant	Compliant
	Compliant with Exceptions	Compliant with Exceptions
	Not Compliant	Not Compliant

Superintendent Interpretation:

- **Record timely actual revenues and expenses** shall mean the processing of financial transactions with regular frequency.

Board Indicator 1: Budget reports and actual numbers will be provided to the Board of Education on a monthly basis.	<u>Superintendent</u>	<u>Board</u>
	Compliant	Compliant
	Not Compliant	Not Compliant
Evidence:		

Board Indicator 2: The Superintendent will make the Board aware of any inter-fund transfers.	<u>Superintendent</u>	<u>Board</u>
	Compliant	Compliant
	Not Compliant	Not Compliant
Evidence:		

Board Indicator 3: At the end of the school year, the Superintendent will share a final revenue and expenditures for the year and compare it to the budget.	<u>Superintendent</u>	<u>Board</u>
	Compliant	Compliant
	Not Compliant	Not Compliant
Evidence:		

Board Comments:

OE-5 Financial Planning, Administration & Asset Protection) Page | 8

OE-5.9 The Superintendent will develop procedures and controls to safeguard the District funds and prevent financial mismanagement.	<u>Superintendent</u>	<u>Board</u>
	Compliant	Compliant
	Compliant with Exceptions	Compliant with Exceptions
	Not Compliant	Not Compliant

Superintendent Interpretation:

- **Develop procedures and controls** shall mean processes that provide multiple checks by different people
- **Safeguard District funds and prevent financial mismanagement** shall mean protection from fraud

Board Indicator 1: The Superintendent will ensure segregation of duties and responsibilities in the Business office.	<u>Superintendent</u>	<u>Board</u>
	Compliant	Compliant
	Not Compliant	Not Compliant
Evidence:		

Board Indicator 2: The Superintendent will receive updates from the Business Services Office when the reports are filed or overdue.	<u>Superintendent</u>	<u>Board</u>
	Compliant	Compliant
	Not Compliant	Not Compliant
Evidence:		

Board Indicator 3: The Superintendent will develop a process to safeguard receipt of funds and disbursement including wire transfers.	<u>Superintendent</u>	<u>Board</u>
	Compliant	Compliant
	Not Compliant	Not Compliant

Evidence:

Board Comments:

OE-5 Financial Planning, Administration & Asset Protection Page | 9

OE-5.10 The Superintendent will maintain adequate property, general liability, crime, errors and omissions, and auto insurance coverage.	<u>Superintendent</u>	<u>Board</u>
	Compliant	Compliant
	Compliant with Exceptions	Compliant with Exceptions
	Not Compliant	Not Compliant

Superintendent Interpretation:

- **Property** shall mean facilities, vehicles, equipment, and materials with an insurable risk.
- **Adequate (100% of replacement value)** shall mean the ability to replace and make whole property losses experienced by the District subject to any and all deductibles.

Board Indicator 1: The District purchases and receives the coverage declarations for property and casualty insurance equal to 100% of replacement value starting for the entire school year, July 1st to June 30th.	<u>Superintendent</u>	<u>Board</u>
	Compliant	Compliant
	Not Compliant	Not Compliant

Evidence:

Board Comments:

OE-5.11 The Superintendent may not allow facilities and equipment to be subject to improper use or insufficient maintenance.	<u>Superintendent</u>	<u>Board</u>
	Compliant	Compliant
	Compliant with Exceptions	Compliant with Exceptions
	Not Compliant	Not Compliant

Superintendent Interpretation:

- **Facilities and equipment** shall mean assets in excess of \$5,000.00 original cost.

OE-5 Financial Planning, Administration & Asset Protection Page | 10

- **Improper use** shall mean Inappropriate operation or treatment, or utilization in a manner or for a purpose contrary to what was intended.
- **Insufficient maintenance** shall mean inadequate repair, cleaning, inspection, or upkeep as recommended by manufacturers' specifications.

Board Indicator 1: No person is injured in one of the District's facilities or when using District equipment as a result of insufficient maintenance of the facility or equipment.	<u>Superintendent</u>	<u>Board</u>
	Compliant	Compliant
	Not Compliant	Not Compliant
Evidence:		

Board Indicator 2: The District maintains and adheres to a long-range capital preventative maintenance plan to help guide the prioritization of Capital Maintenance Fund allocations.	<u>Superintendent</u>	<u>Board</u>
	Compliant	Compliant
	Not Compliant	Not Compliant
Evidence:		

Board Comments:

OE-5.12 The Superintendent may not invest funds in investments that are not secured or that are not authorized by law.	<u>Superintendent</u>	<u>Board</u>
	Compliant	Compliant
	Compliant with Exceptions	Compliant with Exceptions
	Not Compliant	Not Compliant

Superintendent Interpretation:

- **Funds** shall mean money or capital.

- **Investments** shall mean the commitment of district money or capital to the purchase of financial instruments or other assets so as to gain profitable returns in the form of interest, income, dividend, or appreciation of the value of the instrument.

Board Indicator 1: The District has only deposited funds with entities authorized within the District's investment policy.	<u>Superintendent</u> Compliant Not Compliant	<u>Board</u> Compliant Not Compliant
Evidence:		

Board Comments:

SUPPORTING THE CHILDREN OF WISCONSIN

February 28, 2022

Dear Governor Evers, Speaker Vos, and Majority Leader LeMahieu,

As business and education leaders, we have a keen interest in the state's K-12 education system, and its key role in developing talent for our economy. Given the recently announced increase in state reserves, we encourage you to invest a portion of the \$5.5 billion to support improved educational outcomes.

K-12 education is directly linked to one of the most important roles the state has, developing its citizens as lifelong learners, capable of adapting to the changing needs of our economy and our communities. As such, the state's budget surplus creates a historic opportunity to invest in our children and schools.

Making an investment in K-12 education, by utilizing a portion of the stated \$5.5B surplus could be accomplished in the following two ways:

1) An inflationary adjustment of \$343 per pupil

The last state budget did not provide a per-pupil increase for Wisconsin's K-12 schools, including those public independent charter schools and schools in the parental choice program. The addition of new, one-time federal Elementary and Secondary School Emergency Relief (ESSER) funds were extremely helpful, but explicitly earmarked for pandemic-related learning losses. Schools are struggling to maintain current programming and retain crucially needed staff, challenges that will outlast the pandemic funding, and face the headwind of growing inflationary pressures.

According to information from the state's Legislative Fiscal Bureau, had the per-pupil indexing mechanism been in place for the 2021–2022 school year, students would have received a positive adjustment of \$342.82.

2) A 50% reimbursement rate to support students with disabilities

As noted by the Blue Ribbon Commission on School Funding and highlighted by research from the Wisconsin Policy Forum, Wisconsin continues to trail the nation in funding support for students with disabilities. Of all states with a reimbursement system, Wisconsin's rate of 28.18% is the country's lowest reimbursement rate. This funding flows to support students most in need, while ensuring the schools they attend have adequate resourcing to meet their needs.

The estimated investment for these initiatives would be less than \$700 million.

We believe these adjustments to school funding strike both a need and a balance. A need to invest in the quality of our K-12 education, with the rich return it provides in developing our future talent, and the balance of maintaining the state's strong fiscal position.

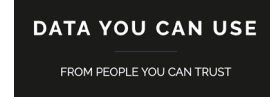
Thank you again for your leadership, and we look forward to working together to secure this opportunity for Wisconsin's children.

Sincerely,

SUPPORTED BY:



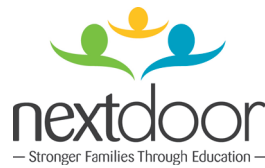
SUPPORTED BY:



SUPPORTED BY:



Where Children and Families Come First



SUPPORTED BY:



Scholz NONPROFIT LAW LLC



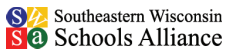
Secure Futures



SEEDS OF HEALTH, INC.



SETON CATHOLIC SCHOOLS



St. Marcus School



syslogic Business & Technology Transformation



United Community Center
Centro de la Comunidad Unida



UNIVERSITY of WISCONSIN
MILWAUKEE



WASHINGTON ELEMENTARY



WAUKESHA[®]
METAL PRODUCTS
• Tools • Fabrications • Stampings •



WISCONSIN RAPIDS PUBLIC SCHOOLS



WISCONSIN STRONG SCHOOLS Strong Communities RURAL SCHOOLS ALLIANCE



THE Yoga Space

Algoma School District

American Printing Company

JoAnne Anton, Director of Giving, Herb Kohl Philanthropies

Ashwaubenon School District

Bartingale Mechanical

Baskerville International Ltd.

Laura Bahr

Baumgartner's Lumber & Materials, LLC

SUPPORTED BY:

Belmont Community School District
Big Drywood Lutheran Church
Canopy Center
Cornell After-School Program
Cornell Elementary School
Cornell Public Schools
Cornell School District
Cross Management Services, Inc.
Cuba City School District
Justin Cushman
Data You Can Use
Eclectic Pursuits of Iola / Iola Properties
Elcho American Legion Post #377
Engineered Custom Coatings, LLC
Fortress Nutrition
Beth Friedrichsen
Glendale-River Hills School District
Jennifer Greenwald
Gunderson Funeral & Cremation Care
Hardin Design & Development
Healthy Kids Collaborative
Hilbert School District
Patrick Hintz
James Hischke
Hmong American Peace Academy
Jay Kaiser
Jacqueline Kuiper
Kelben Foundation
Mary Kellner, Kelber Foundation
Luxemburg-Casco School District
M&K Enterprises of Wisconsin, LLC
Madison West Kiwanis
Maynard Steel Casting Co.
Mellen School District
Terry Mikrut
Milwaukee Excellence Charter School

Milwaukee Metropolitan Sewerage District
Eric Nelson
Northern X-Cape, LLC
Oak Hill Model Railroad Track Supply, LLC
Osceola School District
Tina Owen-Moore
PAX Holdings, LLC
Reis & Reis LLC
Ripon Area School District
Daniel Roller
Royall School District
Sabljak & Budisch
Safe Families for Children
Safe Families For Children Greater Milwaukee Area
School District of Beloit
School District of Crandon
School District of Elcho
School District of Mishicot - High School
School District of South Milwaukee
Seidlitz Harvesting
Seneca Area School District
Shelley Ramsey DeJongh, LLC
Shullsburg Schools
Patrick Skorupski
Southwestern Wisconsin Community School District
St. Augustine Preparatory Academy
Sun Prairie Area School District
Taureau Group, LLC
Terry Peters Logging, Inc.
Deanna Tillisch
United Church of Christ, Madison
V.I.P. Construction & Real Estate, LLC
Verona Area School District
Vista Global Coaching & Consulting
Caitlin Windler
Wisconsin Retired Educators' Association



**EXECUTIVE SUMMARY
FOR THE SHOREWOOD SCHOOL BOARD**

Topic: Celebration of I Love our Public Schools Week

Prepared by: Paru Shah

Recommended action:

Information only

Presentation/discussion

Discussion/action by School Board

Presentation/action next meeting

Vote: adopt the Resolution for the 2022 I love our Public Schools Week.

Background:

I love our Public Schools Week is an annual event celebrating the amazing things that happen every day in our public schools, and sharing our appreciation for our educators and the value of a great public education.

With our District Administration and the SEA, the Board recognizes our teachers, administrations, staff, parents/caregivers and students this week, and the contributions they make to our schools.



Office of the Superintendent
1701 E. Capitol Dr.
Shorewood, WI 53211
414.963.6901
www.shorewoodschoools.org

**Resolution of the School District of Shorewood
I Love My Public School
February 22, 2022**

Whereas, the school board, administrators, teachers, staff, parents/caregivers and community members of the School District of Shorewood are united in our effort to provide all children with the highest quality educational opportunities possible; and

Whereas, during the last two years of the pandemic our educators, support staff, administrators, and school board have worked tirelessly to ensure the safety, wellbeing, and academic growth of our students in order to provide them with resources, tools, and guidance to ensure their success and growth; and

Whereas, all public school students in the State of Wisconsin deserve the investment and equitable funding that will lead to universal educational opportunities and ensure every student has access to highly qualified staff; and

Whereas, the State Legislature of Wisconsin still has the opportunity to come into special session to increase funding for our public schools given the need and the surplus available; and

Whereas, the week of February 21-25, 2022 has been declared I Love My Public School Week; and

Therefore, the School District of Shorewood School Board, Administration, and Shorewood Education Association resolves to express its support of Public Schools in Wisconsin:

Therefore, Be it Further Resolved, that the School District of Shorewood Board of Education endorses the budget as put forward by Governor Evers and asks the State Legislature to reconvene a special session where you work together to pass a revenue limit increase of at least \$400 and corresponding state aid so that we can provide an education funding plan that provides the necessary funding for K-12 schools to meet their essential ongoing operational expenses.

Board President, Paru Shah

Superintendent, JoAnn Sternke

SEA President, Amy Miller

Board Vice President, Hilary DeBlois

SEA Vice President, Susan Leslie

Board Treasurer, Emily Berry

SEA Treasurer, Marita Gruber



Shorewood
SCHOOL DISTRICT

Office of the Superintendent
1701 E. Capitol Dr.
Shorewood, WI 53211
414.963.6901
www.shorewoodschoools.org

Board Clerk, Pablo Muirhead

SEA Secretary, Elizabeth Dean

Board Member, Ellen Eckman

SEA Chief Negotiator, Sachin Pandya

Student Representative
Bobby Gronert

Student Representative
Alexis Hu



SCHOOL DISTRICT OF SHOREWOOD
Board Meeting Minutes
Shorewood High School Library Media Center
February 8, 2022

Board Member Participation: Paru Shah, President
Hilary DeBlois, Vice President
Pablo Muirhead, Clerk
Emily Berry, Treasurer
Ellen Eckman, Board Member
Bobby Gronert, Student Representative
Alexis Hu, Student Representative

District Staff Participation: JoAnn Sternke, Interim Superintendent
Sam Coleman, Director of Curriculum & Instruction
Heather Heaviland, Director of Business Services

I. 7:00 pm CALL TO ORDER

Motion to Adopt the Agenda

MOVED by Ellen Eckman and SECONDED by Hilary DeBlois AYE: 5 NAY: 0

II. 7:03 pm STUDENT ACHIEVEMENT

Atwater Elementary School Food Drive

III. 7:16 pm PUBLIC COMMENT #1 - No comments

IV. 7:18 pm BOARD BUSINESS AND BOARD ACTION

A. Facilities Projects Updates, Huffman Development

B. Approval of the 2022-2023 Instructional Calendar (OE9)

MOVED by Pablo Muirhead and SECONDED by Ellen Eckman AYE: 5 NAY: 0

C. ESSER Funds Update

D. Board Governance Discussions

Key Communicators Group; Bylaw 163 (Public Participation) and School Principals Linkage Meeting

V. 8:53 pm BOARD CONSENT AGENDA

Approval of Board Meeting Minutes, January 25, 2022 Regular Board Meeting and Board Meeting Minutes, January 25, 2022 Closed Session

MOVED by Hilary DeBlois and SECONDED by Ellen Eckman AYE: 5 NAY: 0

VI. 8:54 pm PUBLIC COMMENT #2 - No comments

VII. 8:54 pm BOARD MEMBER REPORTS

Recreation and Community Services Advisory Committee; SWSA

VIII. 9:06 pm SUPERINTENDENT'S REPORT

IX. 9:18 pm SUPERINTENDENT'S CONSENT AGENDA

Approval of District Staffing Changes

Approval of Key Benefit Concepts LLC Agreement

MOVED by Pablo Muirhead and SECONDED by Ellen Eckman

AYE: 5 NAY: 0

X. 9:19 pm PUBLIC COMMENT #3

Becky Freer

3821 North Murray

Bobby Gronert

Student Board Representative

XI. 9:22 pm REVIEW OF 'TO DO' ITEMS

Linkage Schedule, Key Communicators March Meeting, Town Halls; Legislative Action; MPS

Integration Conference Follow Up, School Open House Events, Community Referendum Update

XII. 9:23 pm FUTURE AGENDA ITEMS

Wisconsin Public Education Network; Library Aid Allocation; I Love My Public School Week
Resolution

XIII. 9:27 pm RECESS AND DEBRIEF



SHOREWOOD SCHOOL BOARD

Topic: Superintendent's Report

Date: March 1, 2022

Prepared by: JoAnn Sternke

Board Action:

X Information only

Presentation/discussion

Discussion/action by board of education

Presentation/action next meeting

Purpose:

To summarize current District education, administrative and operations priorities and provide follow up on items from prior Board meetings.

COVID-19 Updates

Given our increasingly low COVID-19 cases in our schools, over the past two weeks, we developed draft amendments to our August 2021 Back-to-School Plan and District COVID-19 protocols, in anticipation of changes by the CDC and other public health authorities.

Student families and staff received updated [District guidelines](#) that align with new recommendations earlier today, and these will be implemented over the next few weeks. District masking guidelines will be the first protocol change, and will take effect on Monday, March 7. Details about this, as well as other changes outlined for the weeks ahead, have been summarized in the Executive Summary for the Board's discussion of the District's COVID-19 Protocol Update.

Black History Month

I want to acknowledge all of the students and staff who contributed artistic work - including visual and language arts projects and performances - and collaborated on the development of learning and teaching resources that touched students at each of our schools during Black History Month.

Youth Rising Up, the Art Club, faculty advisors and several other staff members created a dynamic program that was shown in schools and streamed on YouTube for the community. If you have not had a chance to view [this](#), I hope you will take time to watch this impressive project that leverages 21st century communication skills to share Black history themes and experiences. Personally, I was so impressed with the history conveyed, the talents of our students and staff, and the high quality production values. I am very proud of the efforts of all who created The Reclamation.

2022-2023 Budget Development

As you know, we promoted the opportunity to complete the District Budget Priorities Survey over the past several weeks, including through the Village Manager's Memo, the Shorewood Village Office, the Shorewood Public Library and the Senior Center. The survey closed on February 25 and we received more than 280 responses from District staff and community members. Staff and community budget input sessions were held on February 10 and 17, and earlier today. There is one remaining staff budget input session on March 3 at 5 pm in the High School Library Media Center, and this is open to all staff. The final community budget input session follows at 6 pm, and we encourage District parents, Shorewood residents, members of the business community and other stakeholders to participate.

We have received positive feedback about these efforts to share information about the budget process more broadly, and listening to what our staff and community feel are priorities has been helpful in beginning evaluations of the emerging themes in terms of revenue and expenses. Our challenge is to reflect priorities in a balanced budget for next year and in moving the District toward a sustainable revenue and spending model for future years.

Due to the cancellation of the February 22 Board meeting and changes to the March meeting schedule, the District will provide an overview of identified priorities and related budget dynamics (including potential uses of ESSER funds in 2022-2023 and 2023-2024) to the Board at the March 15 meeting.

As we shared in our ESSER update at the February 8 Board meeting, this funding (approximately \$1.3 million) can address only eligible one-time expenses and priorities related to the pandemic through the 2023-2024 school year. This provides the District and the community with valuable time to evaluate funding for specific programs and services moving forward. As an example, our school-based mental health partnership with Children's Hospital of Wisconsin has been financed through a grant. An allocation of ESSER funds would maintain these services at their current level through 2023-2024. Given the financial constraints we are working with, the District's operating budget may not be able to absorb this program in subsequent years. Maintaining this dialogue over the several months in order to make thoughtful decisions in advance of the 2024-2025 budget cycle must be a priority.

Heather Heaviland, other District leaders, school principals and I have also been meeting regularly over the past several weeks to review school and department budgets and ongoing commitments at the District level to prepare budget scenarios for Board discussion in upcoming

meetings. We have been very disciplined in discussing our continuing expenses and new needs in terms of how they address our strategic and annual priorities, and I am grateful to all of the staff and administrators working together to analyze their budgets through this lens and make thoughtful decisions about how we deploy limited financial resources.

A number of community members have asked for more details about our financial position, revenue and expenses, and next steps in the budget process, and I want to provide links to key resources that we have shared for Board reference:

- The District's [2021-2022 Annual Meeting](#) packet, which includes historical enrollment and other budget information;
- The District's [January 25, 2022 Open Enrollment presentation](#) to the School Board; and
- The [2022-2023 Budget Development Calendar](#) provided at the December 14, 2021 Board meeting.

As the Budget Development Calendar indicates, Board members will receive a preliminary budget for discussion at the May 24 meeting; the District will seek Board approval of the revised, final preliminary budget at the June 14 meeting. The Annual Meeting and Budget hearing on August 23 will complete the steps necessary for approving the final budget in October 2022.

Administration and Campus Updates

Following January Board approval of the District's Open Enrollment recommendations for the 2022-2023 school year, [information](#) about this process and links to application resources was posted on the District website, and the application period opened on February 7. To date, we have received more than 300 applications.

I have been troubled by some recent Facebook discussion and misinformation regarding our commitment to equity and our approach to professional learning and systemic improvements regarding implementation. I want to affirm that my personal commitment to this work is unwavering. It is a strategic plan initiative, and one that is the right work for our school community. I am proud of the work going on at the board level, administration level and school level to address our disproportionate results and build a more inclusive, equitable school community for all. The commitment to this work displayed by our ICS teams at the school, administrative, and board level is simply amazing - and it is making a difference. I want to close by reiterating that these systemic improvements are not going to take away funds or services from some to give to others. This work is good for all. Our commitment is to all.

The approved 2022-2023 Instructional Calendar has been shared with schools and posted on our [website](#). Employee groups (faculty, support staff, etc.) will receive companion calendars that reflect policies and attendance expectations, as outlined in their staff handbooks. Parents and community members will also begin to notice the addition of the District's Nondiscrimination Statement to publications and communications throughout the District. This is a DPI and federal requirement, and is part of a larger effort to update our communications and practices to

comply with evolving Civil Rights requirements, including Title IX, Section 504 and other guidelines. As I indicated in a previous report, the District is filing quarterly progress reports with the DPI and we expect to complete this action plan by May 2022. These are some examples of work happening in schools and departments to update and unify staff and student handbooks, align District policies with schools' administrative procedures and be proactive regarding compliance requirements.

The District has received eight retirement notifications from District staff members; Human Resources will conclude follow up with retirees early this month, and I will provide a full list for Board reference. Together, these teachers, aides and administrators represent nearly 100 years of combined service to our students and families, and I look forward to congratulating them at our annual Retirement Reception in early June.

The District is also in the early stages of planning April Open Houses at the High School and our elementary schools so that all staff and community members have an opportunity to see the results of referendum work in and around our schools. As you know, work is now underway at SIS, which is the final phase of referendum construction projects.

Finally, I want to touch on upcoming Caregiver/Teacher conferences and student assessment work. Elementary school conferences will be held virtually on March 10 and 11. School and district leaders are continuing to work together closely to align our elementary report cards with the systems we are using to encourage, measure and report student growth, including work study skills and communication, critical thinking and other 21st century skills. A joint workgroup will meet in June to finalize changes to the elementary report card. As a follow up to our discussion about the 2022-2023 Instructional Calendar, I have also asked them to discuss the elementary conference process to ensure we are mindful about staff time and leveraging digital communication tools, etc.

School Perceptions Surveys

Our School Perceptions surveys will be distributed earlier this year, with students, staff and caregivers receiving invitations to participate after Spring Break. We have worked with the School Perceptions team over the past few months to update our surveys and revise our objectives around peer district comparisons and definitions that impact survey indexes.

We will be completing changes to our School Perceptions surveys this week, and our survey timeline is on track for a post-spring break survey window. This schedule will provide more time for us to share results and discuss feedback with our key stakeholders - student families and staff - before the end of the school year. We will schedule time in our schools and plan other opportunities to do so soon, and I will provide details.

Closure

I cannot tell you how much I love the cadence of a school year in Shorewood. In addition to Black History Month, we celebrated the 100th day of school in February. The High School Drama production of Cinderella will be performed March 3-5, and Atwater student artists will have

their work on display at the Library through March 11, in celebration of Youth Art Month. These are signs of spring - and of the important connections that students are experiencing with their peers and staff this year.



EXECUTIVE SUMMARY FOR THE SHOREWOOD SCHOOL BOARD

Topic: Monthly Financial Reports

Date: Feb 22, 2022

Prepared by: Heather Heaviland

Recommended action:

- Information only
- Presentation/discussion
- Discussion/action by board of education
- Presentation/action next meeting

Purpose: Financial reports are provided to the Board monthly to assist with monitoring of financial condition and compliance with the adopted budget.

Notes and Comments:

January 2022 Statements

January 2022 financial statements reflect activities and financial changes for the first seven months of the fiscal year.

- Revenue and Expenses
 - General fund revenues are, for our largest sources, meeting expectations. While the report shows that our month-to-date (MTD) revenue is approximately \$4.6M below expectations, this is due to a change in how our tax levy payment is recorded. In the past, the total January levy amount was recorded as a Fund 10 deposit. A significant portion of that levy is dedicated for debt payments, however, and therefore should be recorded in Funds 38 and Funds 39. We have corrected this, resulting in a smaller levy deposit in Fund 10. The financial forecasting software relies on past year's data and is looking for a larger deposit. It therefore returns a flag showing that we are under our revenue goal. We will

be working with Forecast5 to alter the algorithm producing this result so that future reports are more accurate. We continue to monitor other sources of local income, including student fees. Closure of a village TID resulted in an unexpected receipt of \$698K in miscellaneous revenue.

- Expenses are currently projected to fall below expected revenue, resulting in a savings for the District. The majority of anticipated savings are in salary expenditures, due to unexpected vacancies, and purchased services. Purchased services savings are primarily in anticipated maintenance expenses. We are examining the maintenance expenses in order to determine if these funds will be spent by the end of the year and, if not, if they are expenses we will need to plan for in FY23.
- Balance Sheet
 - Currently, we are projected to meet or exceed our budgeted year-end fund balance of \$2,697,564.

Attachments:

- Budget Performance Update
- Revenue Dashboard
- Expense Dashboard
- Cash Receipts 2022-01
- Budget Status 2022-01
- Check Register 2022-01
- Balance Sheet 2022-01

Additional Information

Understanding Account Numbers: Account numbers are shown on several of the monthly reports. A complete description of account codes and how they are used can be obtained from the Business Office or Department of Public Instruction / School Financial Services website. The following is provided to assist with reading the provided monthly reports.

Fund - the 1st two digits are a designation of an accounting entity. The accounting entity is assigned by the DPI to ensure compliance with various statutory requirements related to the type of financial transactions reported. The common funds are:

- 10 General Fund is for recording any transaction not required to be recorded in another fund. This fund accounts for about 75% of total financial transactions.
- 21 Special Revenue Trust Fund is used to record transactions financed with non-governmental donations or other receipts designated for a specific educational purpose. Examples include support from PTO's, booster clubs, SEED and so forth.

- 27 The Special Education Fund is considered a sub-fund to the General Fund and is used to segregate financial transactions related to extraordinary costs for meeting the needs of students identified as requiring an Individualized Education Plan.
- 38 & 39 These funds are used to record property taxes levied for the purpose of repayment of long-term debt and the corresponding transactions for the principal and interest payments.
- 41 & 49 Capital Projects funds track revenue specifically raised to pay the costs of a capital project and the expenses thereof. Revenue are typically a segregated property tax levy or borrowed amounts.
- 50 The fund is used to segregate financial transactions related to operating the school food service program. A deficit, if any, in this fund is covered with a transfer from the General Fund.
- 80 Financial transactions related to operating the Fitness Center , Recreation Programs or other community oriented activities are recorded in the Community Services Fund.

Type - accounts codes have the following account types:

- | | |
|---|-----------|
| A | Asset |
| L | Liability |
| Q | Equity |
| E | Expense |
| R | Revenue |

Shorewood Sch Dist - Budget Performance Update - General Fund



Fund summary basis: General and Special Education

Month of January (fiscal year 2022):

↓ Total MTD Revenues: \$4,183,459; under plan* (unfavorable) by **-\$4,619,462**
 ↓ Total MTD Expenditures: \$2,376,251; under plan (favorable) by **-\$146,961**

Fiscal year to date (July-January):

↓ Total YTD Revenues: \$7,885,830 (25.0% of annual budget compared to 19.5% prior YTD); under plan (unfavorable) year-to-date (YTD) by **-\$4,066,191**

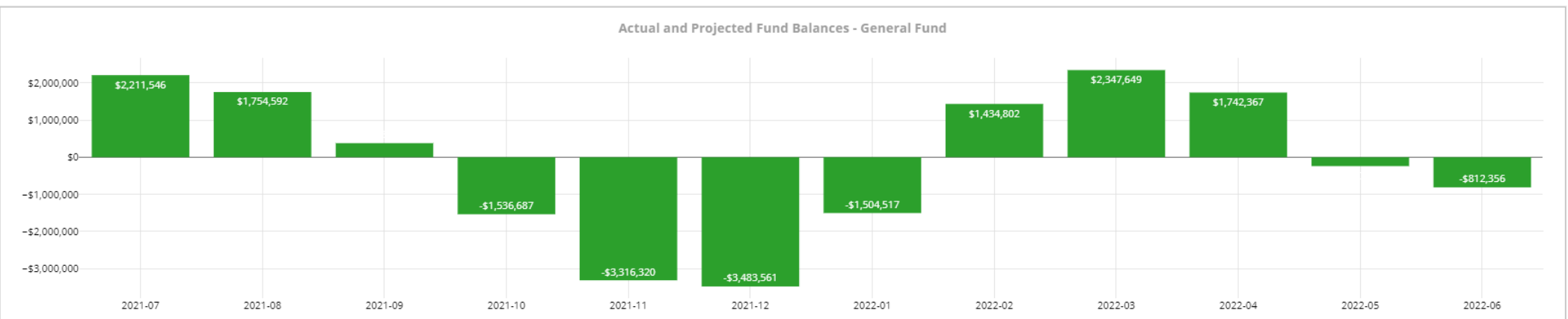
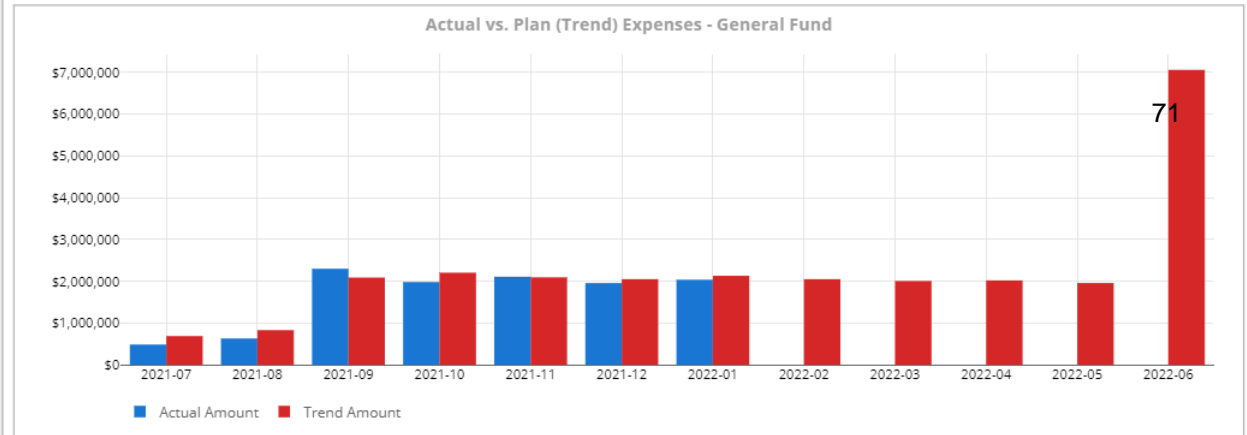
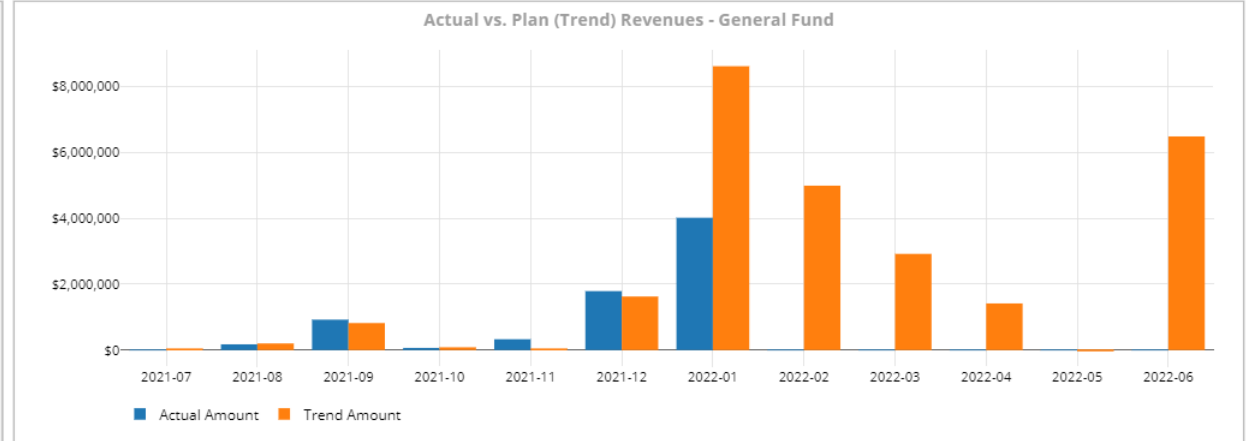
- 100 TRANSFERS - IN FROM ANOTHER FUND: +\$0
- ↓ 200 REVENUE FROM LOCAL SOURCES: **-\$5,404,634**
- ↓ 300 INTERDISTRICT PAYMENTS WITHIN WISCONSIN: **-\$1,424**
- ↓ 500 REVENUE FROM INTERMEDIATE SOURCES: **-\$648**
- ↑ 600 REVENUE FROM STATE SOURCES: +\$86,856
- ↑ 700 REVENUE FROM FEDERAL SOURCES: +\$572,344
- ↑ 900 OTHER REVENUES: +\$681,316

↓ Total YTD Expenditures: \$13,354,916 (42.3% of annual budget compared to 41.3% prior YTD); under plan (favorable) year-to-date (YTD) by **-\$718,736**

- ↓ 100 SALARIES: **-\$203,486**
- ↓ 200 EMPLOYEE BENEFITS: **-\$82,870**
- ↓ 300 PURCHASED SERVICES: **-\$356,599**
- ↓ 400 NON-CAPITAL OBJECTS: **-\$85,365**
- ↑ 500 CAPITAL OBJECTS: **+\$39,652**
- ↓ 600 DEBT RETIREMENT: **-\$23,909**
- ↓ 700 INSURANCE AND JUDGMENTS: **-\$50,061**
- ↓ 800 TRANSFERS: **-\$15,476**
- ↑ 900 OTHER OBJECTS: **+\$59,378**

End of Fiscal Year Projection

	Projected	Annual Budget	Variance
Total Revenues	\$27,508,923	\$31,575,114	-\$4,066,191
Total Expenditures	\$30,838,865	\$31,557,601	-\$718,736



Total YTD Revenues

\$7,885,830

Variance to Budget \$-4,066,191

UNFAVORABLE

YTD Local Sources

\$3,524,499

Variance to Budget \$-5,404,634

UNFAVORABLE

YTD State Sources

\$2,888,235

Variance to Budget \$86,856

FAVORABLE

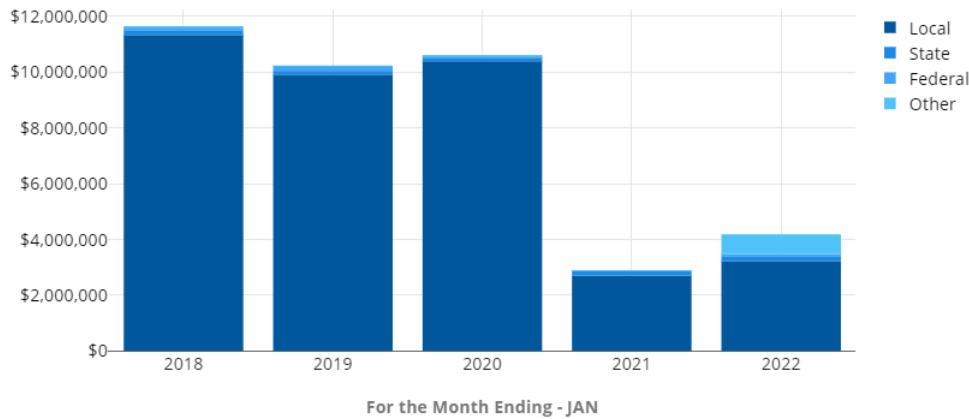
YTD Federal Sources

\$733,907

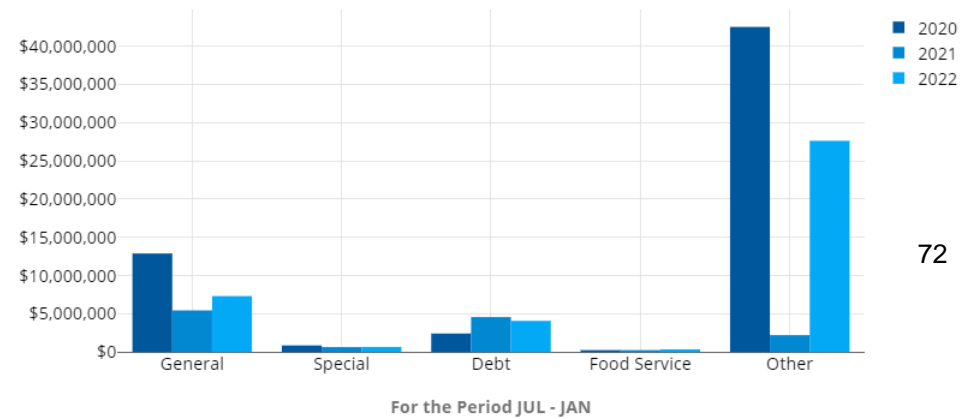
Variance to Budget \$572,344

FAVORABLE

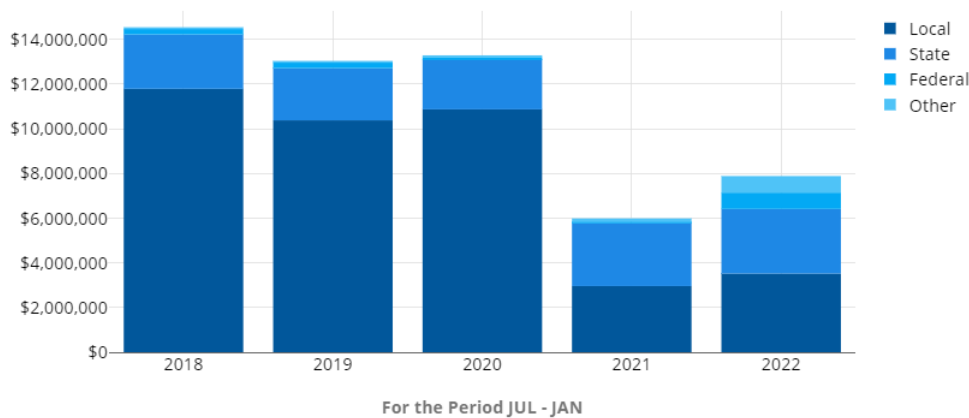
Historical Revenues for Current Month



Year to Date Revenues by Fund



Year to Date Revenues by Source

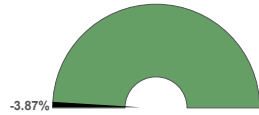


Source Level 2	For the Period JUL - JAN			
	2018 YTD Amount	2019 YTD Amount	2020 YTD Amount	2021 YTD Amount
210 TAXES	\$11,216,289	\$9,847,598	\$10,296,956	\$2,695,200
290 OTHER REVENUE FROM LOCAL SOURCES	\$502,653	\$441,668	\$481,206	\$246,800
610 STATE AID - CATEGORICAL	\$404,901	\$409,185	\$397,306	\$484,100
620 STATE AID - GENERAL	\$2,015,303	\$1,928,362	\$1,853,395	\$2,311,900
690 OTHER REVENUE FROM STATE SOURCES	\$52	\$0	\$0	\$7,900
730 FEDERAL SPECIAL PROJECTS AID TRANSITED THROUGH DPI	\$196,364	\$194,404	\$3,591	\$58,500
750 ELEMENTARY AND SECONDARY EDUCATION ACT (ESEA)	\$44,114	\$61,177	\$44,708	\$7,000

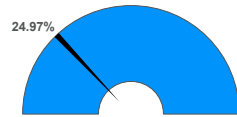
General and Special Education Funds | Revenue Dashboard

For the Period Ending January 31, 2022

Projected Year End Fund Balance as % of Budgeted Revenues

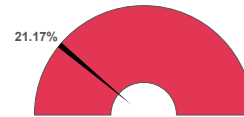


Actual YTD Total Revenues



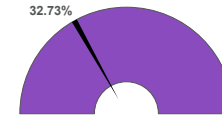
Projected YTD Total Revenues
37.85%

Actual YTD Local Sources



Projected YTD Local Sources
53.63%

Actual YTD State Sources

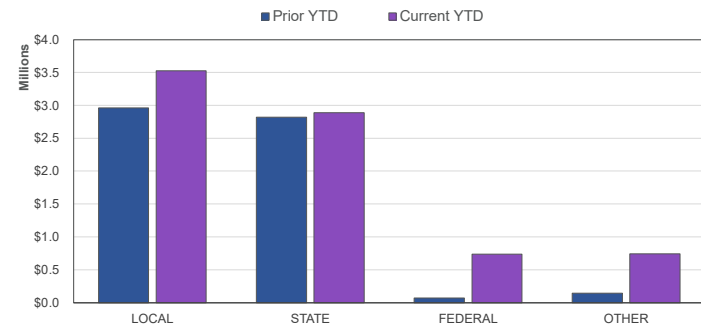


Projected YTD State Sources
31.74%

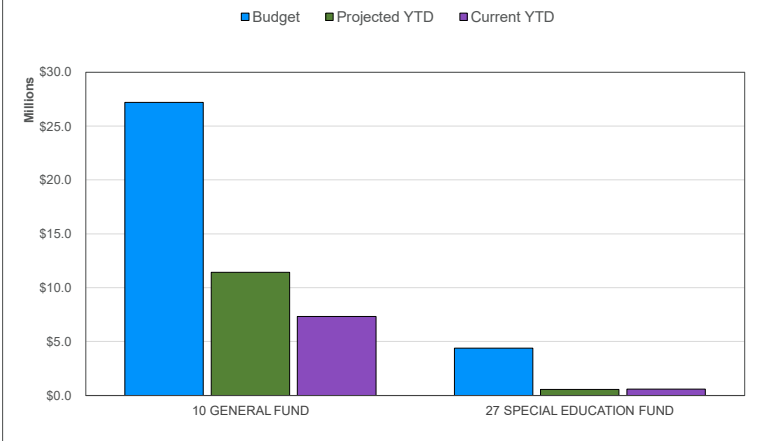
Top 10 Sources of Revenue (Year-to-Date)

Property Tax	\$3,170,352.85
Equalization Aid	\$2,383,903.00
Other Miscellaneous Revenues	\$698,341.20
Special Education State Aid	\$499,383.00
Federal Special Projects Aid Transited Through Dpi	\$379,885.85
Federal Aid Received Through State Agencies Other Than Dpi	\$253,242.53
Student Fees	\$212,550.54
Esea Title L	\$100,778.71
Rentals	\$57,302.75
Other School Activity Income	\$48,613.61
Percent of Total Revenues Year-to-Date	98.97%

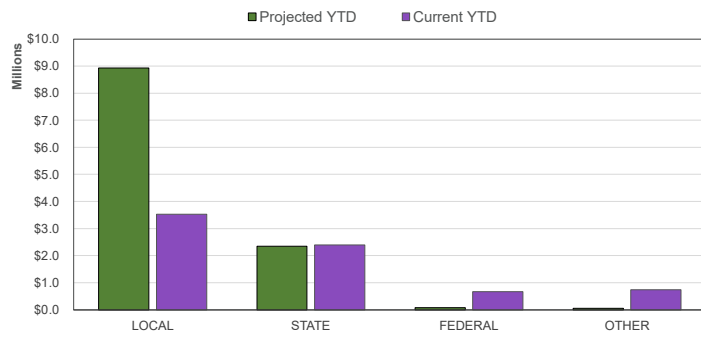
Revenues by Source



Total Revenues



Revenues by Source



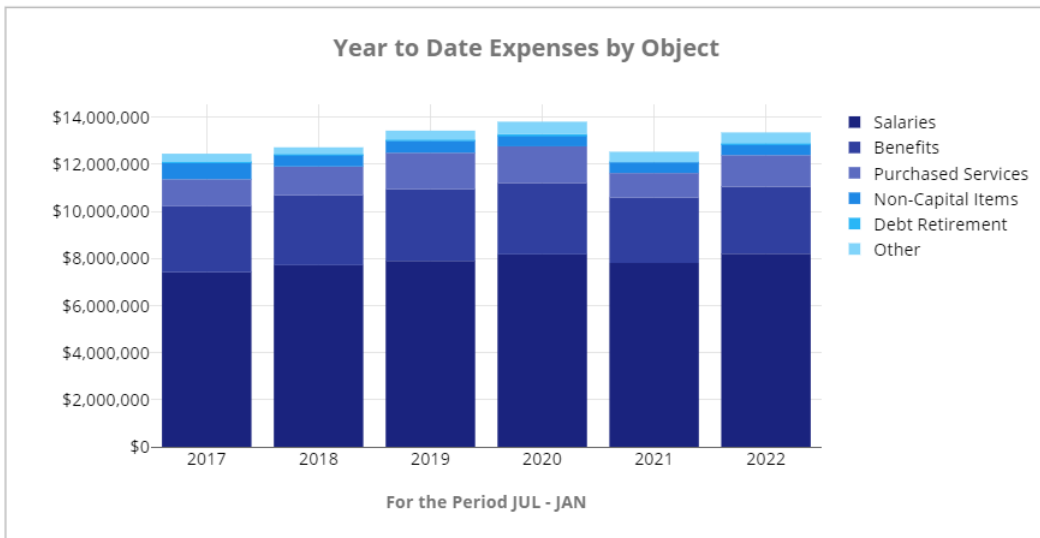
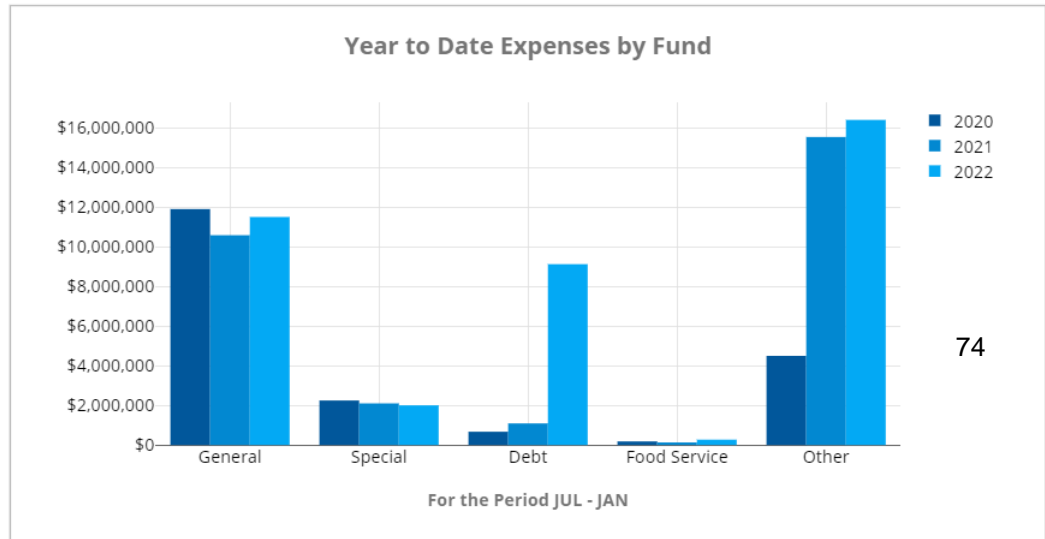
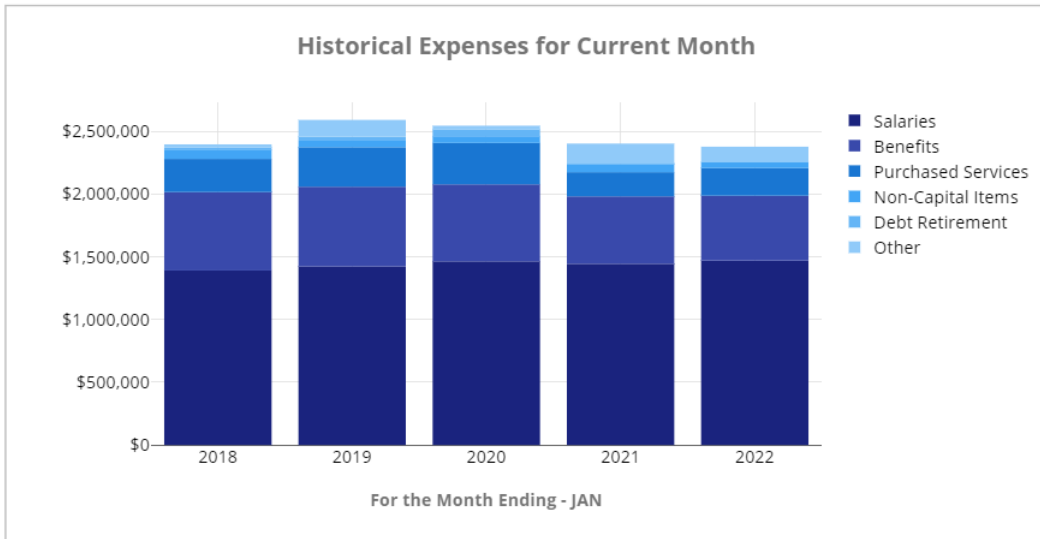
Shorewood Sch Dist - Monthly Expenditure Overview - Funds 10 & 27 (Transfers Not Included)

Total YTD Expenses
\$13,354,916
Variance to Budget \$-718,736
FAVORABLE

YTD Salaries & Benefits
\$11,048,102
Variance to Budget \$-286,356
FAVORABLE

YTD Purchased Services
\$1,343,429
Variance to Budget \$-356,599
FAVORABLE

YTD Other Expenses
\$963,385
Variance to Budget \$-60,305
FAVORABLE

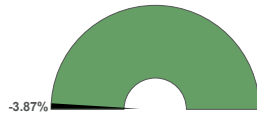


Object Level 1	For the Period JUL - JAN			
	2019 YTD Amount	2020 YTD Amount	2021 YTD Amount	2022 YTD Amount
Salaries	\$7,899,805	\$8,174,452	\$7,810,193	\$8,203,495
Benefits	\$3,040,117	\$3,033,243	\$2,770,299	\$2,844,607
Purchased Services	\$1,553,211	\$1,556,693	\$1,050,717	\$1,343,429
Non-Capital Items	\$511,958	\$466,996	\$457,650	\$470,798
Capital Items	\$118,144	\$37,318	\$11,640	\$39,652
Debt Retirements	\$34,175	\$55,000	\$16,224	\$38,016
District Insurance	\$162,685	\$354,494	\$314,902	\$267,476
Other	\$111,154	\$133,588	\$102,926	\$147,444
Transfers	\$0	\$0	\$0	\$0

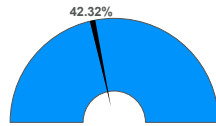
General and Special Education Funds | Expenditure Dashboard

For the Period Ending January 31, 2022

Projected Year End Fund Balance as % of Budgeted Expenditures

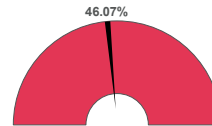


Actual YTD Total Expenditures



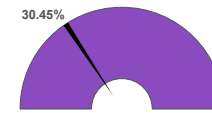
Projected YTD Total Expenditures
44.60%

Actual YTD Salaries / Benefits



Projected YTD Salaries / Benefits
47.26%

Actual YTD Other Objects

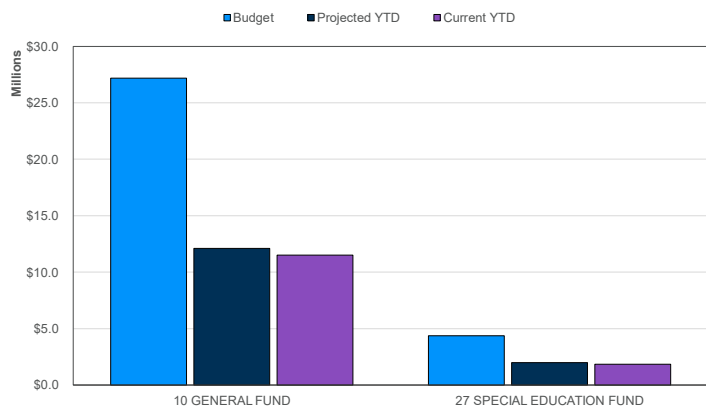


Projected YTD Other Objects
36.16%

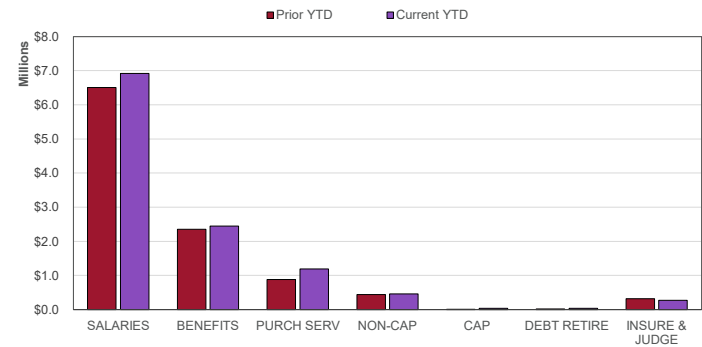
Top 10 Expenditures by Function (Year-to-Date)

Regular Curriculum	\$3,386,989.11
Undifferentiated Curriculum	\$2,262,949.95
Business Administration	\$1,995,894.37
Special Education Curriculum	\$1,352,326.30
Instructional Staff Services	\$865,191.52
Pupil Services	\$759,948.85
School Building Administration	\$731,885.92
General Administration	\$338,548.06
Physical Curriculum	\$338,045.18
Co-Curricular Activities	\$292,201.20
Percent of Total Expenditures Year-to-Date	92.28%

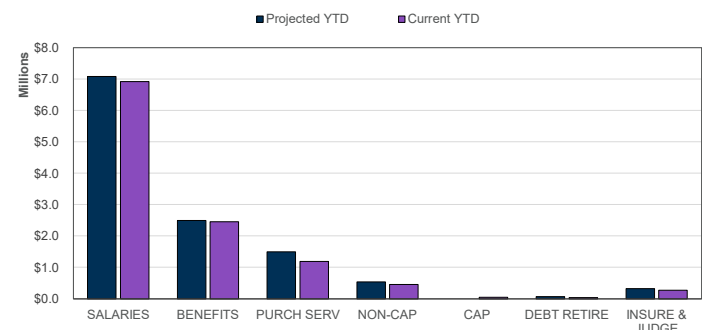
Total Expenditures



Expenditures by Object



Expenditures By Object





**EXECUTIVE SUMMARY
FOR THE SHOREWOOD SCHOOL BOARD**

Topic: Retirements

Date: February 22, 2021

Prepared by: JoAnn Sternke

Recommended action:

- Information only
- Presentation/discussion
- Discussion/action by committee
- Discussion/action by board of education
- Presentation/action next meeting

Recommendation(s): Approval

Purpose: Retirements

Background:

Tiffany Gaggioli has resigned from her position as Kindergarten Teacher at Lake Bluff Elementary. Tiffany was on a leave of absence during the 2021-2022 school year and has decided not to return.



**EXECUTIVE SUMMARY
FOR THE SHOREWOOD SCHOOL BOARD**

Topic: Leave of Absence Request

Date: February 22, 2021

Prepared by: JoAnn Sternke

Recommended action:

- Information only
- Presentation/discussion
- Discussion/action by committee
- Discussion/action by board of education
- Presentation/action next meeting

Recommendation(s): Approval

Purpose: Retirements

Background:

Colleen Miller is requesting a leave of absence for the fall semester of the 2022-2023 school year. Her dates of leave will be 08/22/22-01/20/23.