OFFICIAL PROCEEDINGS
SCHOOL BOARD OF INDEPENDENT SCHOOL DISTRICT NO. 22
BECKER AND OTTERTAIL COUNTIES, DETROIT LAKES MINNESOTA 56501

Work Session
Monday, July 27, 2026 8:00 AM
City Council Chambers, 1025 Roosevelt Avenue, Detroit Lakes, MN 56501

Respectfully submitted,

____
April Thomas, Clerk

I pledge allegiance to the flag
of the United States of America,
and to the Republic
for which it stands,
one Nation under God,
indivisible,
with Liberty and Justice
for all.

ICS

A LEGENCE Company

RAPP STRATEGIES

DETROIT LAKES PUBLIC SCHOOLS

School Board Work Session

July 27, 2026

Staff Leadership Workshop

Why We Engaged Staff

As part of the Long-Range Facility Planning process, approximately 20 staff leaders representing every school and different departments participated in a facilitated workshop.

The purpose was to:

- Validate facility assessment findings
- Identify building-level strengths and challenges
- Prioritize district-wide needs
- Begin discussing potential facility solutions

Desired Outcome of the Workshop

Staff did not decide on projects. They helped identify priorities so we can start to develop options, costs, and potential referendum solutions.

Staff Leadership Workshop

- Date: June 30, 2026
- Participants: ~20 staff members including two board members (John Steffl and Mary Rotter)
- Agenda:
  - Workshop Kick-off – Mark Jenson, Superintendent
  - Overview of District Financial Needs – Jason Kuehn, Director of Finance and Operations
    - Why the district is undertaking this process
    - Financial realities and facility challenges
    - How we arrived at this point
    - Importance of staff input
  - Staff Survey Results – Todd Rapp, Rapp Strategies
  - Three group exercises to understand district needs from the staff perspective – Lori Christensen, ICS

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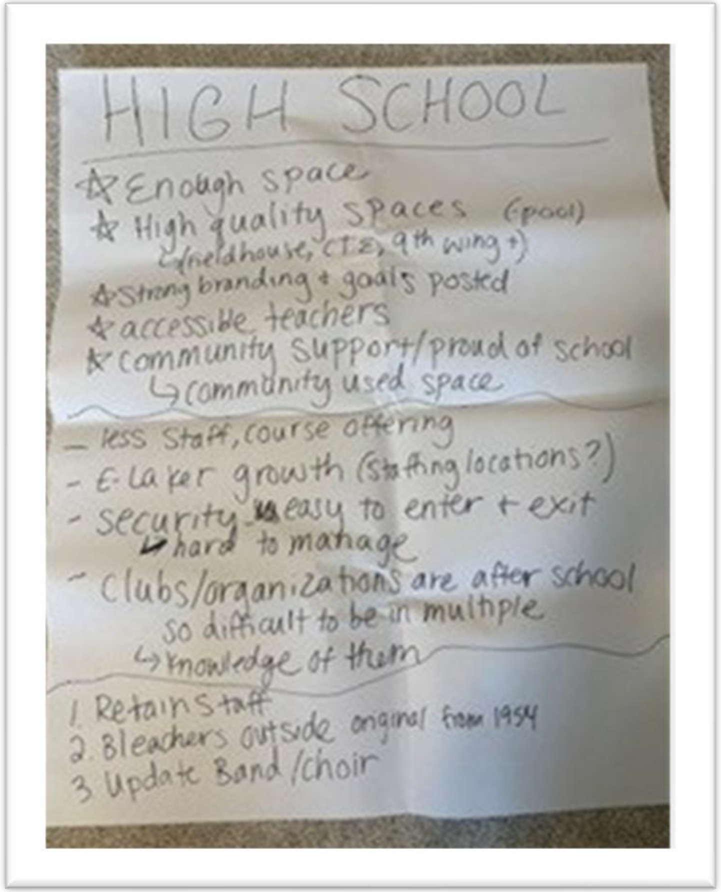
Staff Exercise #1

Building-Level Needs

Each building team discussed:

1. **What challenges impact students daily?**
    - Educational impacts
    - Operational impacts
    - Safety impacts
2. **What works well today?**
    - Top strengths
3. **If you had $5 million to spend in your building, what would you invest in first?**



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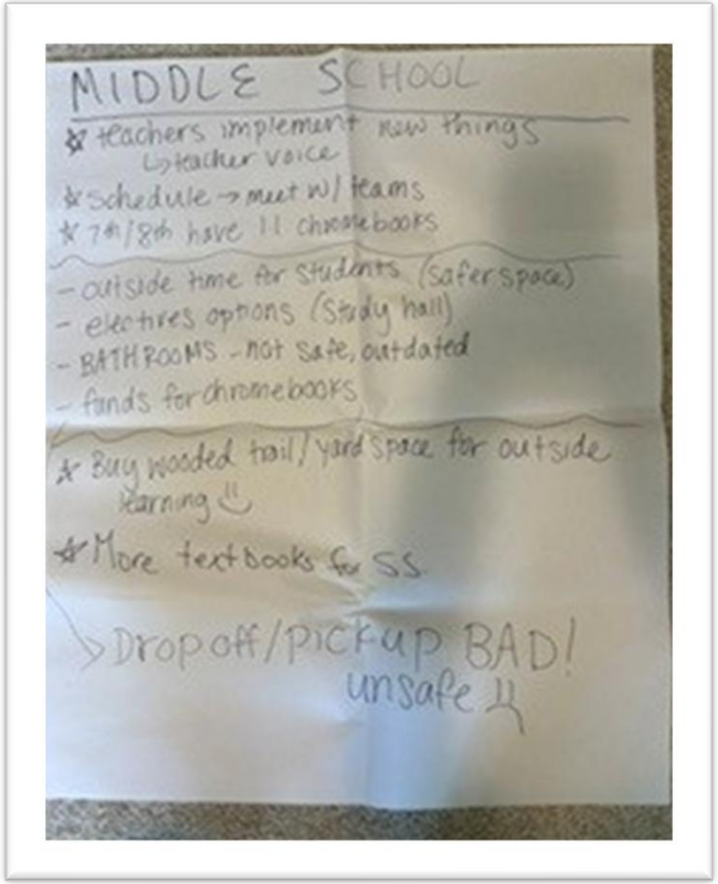
Staff Exercise #1 - Results

What Staff Said Is Working Well

Across every building, staff consistently identified strengths that are not about facilities—they are about people.

Common Strengths

- Dedicated, caring staff
- Strong relationships with students
- Positive school culture
- Community support
- Quality educational programming



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Staff Exercise #1 - Results

Common Challenges Across Buildings

Although each building has unique needs, the same themes emerged repeatedly.

Districtwide Challenges

🛡 **Safety & Security**

- Building access
- Traffic flow
- Student supervision

🏫 **Aging Facilities**

- HVAC
- Roofing
- Windows
- Electrical systems
- Deferred maintenance

📚 **Learning Spaces**

- Limited instructional flexibility
- Need for intervention and collaboration spaces
- Outdated classrooms

🚗 **Site Improvements**

- Traffic congestion
- Parent drop-off
- Parking
- Outdoor spaces

Staff Exercise #1 - Results

If you had $5 million to spend in your building, what would you invest in first?

Despite working in different buildings, investment priorities were remarkably consistent.

<u>Top Priorities</u>

✓ Safety & Security

✓ Deferred Maintenance

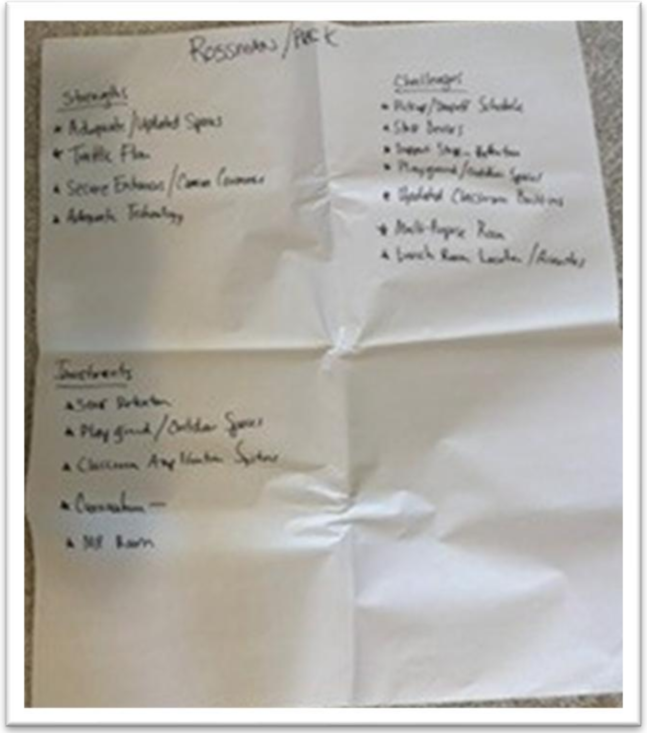
✓ HVAC & Building Systems

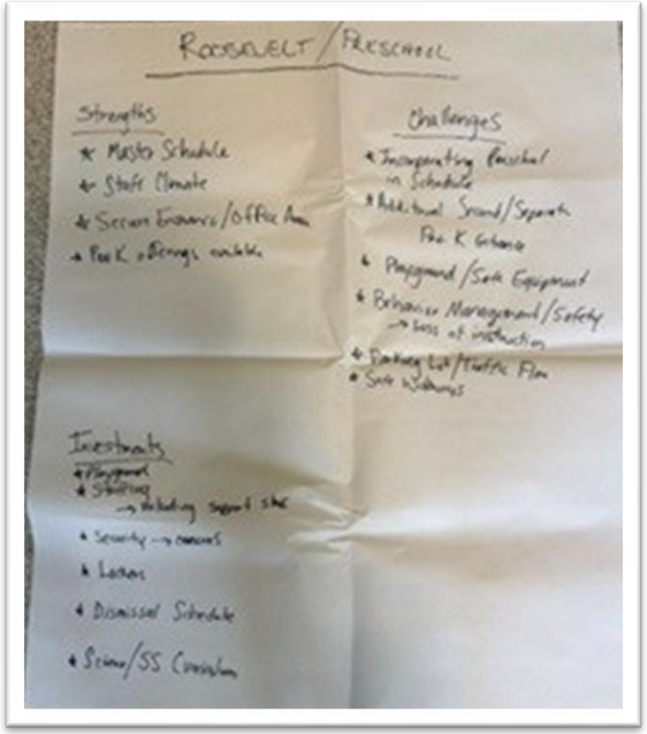
✓ Modern Learning Environments

✓ Student Support Spaces

✓ Outdoor Learning & Play

✓ Traffic & Site Improvements





Staff Exercise #2

Districtwide Priority Mapping

Staff then shifted from building-specific needs to district-wide priorities.

Facility Need Categories

1. Safety & Security
2. Learning Environments (Classrooms)
3. Student Support Spaces (Special Education, Intervention, Counseling)
4. Outdoor Spaces & Playgrounds
5. Infrastructure & Deferred Maintenance
6. Traffic, Parking & Site Circulation
7. Technology

What are the challenges?

Who is impacted?

Possible solutions?

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Staff Exercise #2 - Results

What Rose to the Top?
The strongest areas of consensus were:

Infrastructure & Deferred Maintenance
Building systems are aging and require long-term investment.

Safety & Security
Security improvements were discussed across every school.

Technology
Reliable technology is essential for teaching and district operations.

Student Experience
Learning environments, outdoor spaces, and student support spaces all influence educational outcomes.

Staff Exercise #3

Developing Solutions

Rather than focusing only on problems, staff discussed what success would look like.

Five solution areas were evaluated:

- Safety & Security
- Learning Environments
- Outdoor Spaces
- Infrastructure & Deferred Maintenance
- Traffic & Transportation

<u>Examples of information we were looking for:</u>

Instead of:
"Bathrooms are bad."

Identify:
"Renovate all middle school student restrooms for ADA compliance, accessibility, privacy, and durability."

Instead of:
"Playgrounds need work."

Identify:
"Replace elementary playgrounds with inclusive, ADA-accessible equipment and improved surfacing."

Staff Exercise #3 - Results

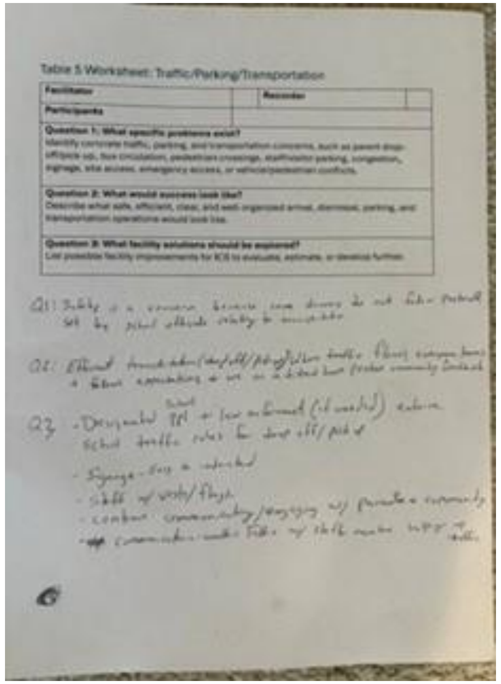
Staff Vision for the Future

Across all conversations, staff described facilities that are:

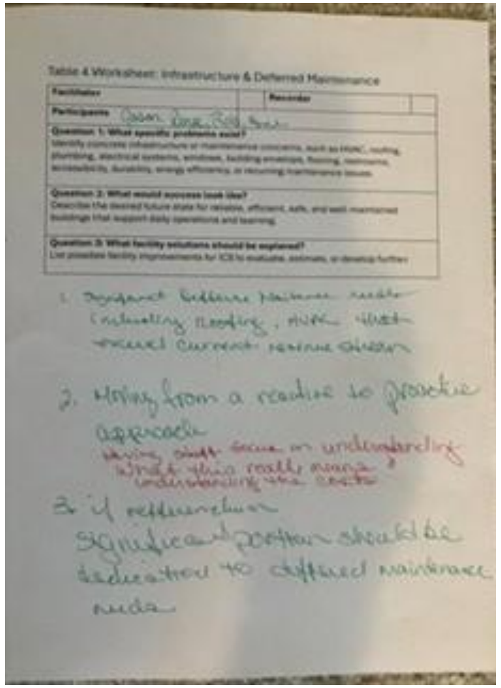
✓ Safe
✓ Modern
✓ Flexible
✓ Well-maintained
✓ Student-centered

Examples included:

- More flexible classrooms
- Expanded collaboration spaces
- Improved playgrounds
- Preventive maintenance planning
- Safer traffic circulation
- Enhanced building security



Traffic & Transportation



Infrastructure & DM

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Key Takeaways from the workshop

Staff feedback consistently reinforced that:

- Safety remains the highest priority.
- Deferred maintenance continues to affect daily operations.
- Learning environments need modernization to support current educational practices.
- Traffic flow and site circulation impact student safety and operational efficiency.
- Investments should improve both the student experience and long-term operational sustainability.

Most importantly, the themes identified by staff closely align with the findings from the facility assessment and the work being done by the school board.

How this input is being used

The staff leadership feedback is directly informing the development of Detroit Lakes' Long-Range Facility Plan by helping to:

- Validate facility assessment findings
- Prioritize districtwide capital investments
- Identify projects with the greatest educational and operational impact
- Shape facility options that will be presented to the Board for future consideration

Top Themes Identified by Staff Leaders

Safety and Security
- Secure Facilities
- Safe Sites
- Safe Student Spaces
- Safe Building Infrastructure

Deferred Maintenance
- Building Systems
- Interior Improvements
- Site Infrastructure
- Long-Term Planning

Classroom & Educational Space
- Career & Technical Education
- Fine Arts
- Flexible Classrooms
- Student Support Spaces
- Instructional Capacity
- Learning Environment Quality
- Shared Learning Spaces

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Safety and Security

Priority	Specific Improvements Identified
Secure Facilities	Controlled entrances, access management, security cameras, and visitor monitoring
Safe Sites	Improved traffic circulation, parking, pedestrian pathways, and drop-off/pick-up procedures
Safe Student Spaces	Modern playgrounds, accessible outdoor areas, and improved supervision
Safe Building Infrastructure	Reliable building systems, lighting, doors, windows, and accessibility improvements that contribute to a secure learning environment

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Deferred Maintenance

Priority	Specific Improvements Identified
Building Systems	HVAC, Roofing, Windows, Electrical, Lighting and Exterior Doors
Interior Improvements	Bathrooms, drinking fountains, classroom furnishings, bleachers, libraries, and instructional spaces.
Site Infrastructure	Parking, sidewalks, traffic circulation, and playgrounds.
Long-Term Planning	Moving from reactive repairs to a strategic, preventive maintenance approach supported by a comprehensive capital improvement plan.

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Classroom and Instructional Space

Priority	Specific Improvements Identified
Flexible Classrooms	Larger, adaptable classrooms, collaboration areas, breakout rooms, updated furniture and storage
Career & Technical Education	Preserve and expand CTE instructional space
Fine Arts	Band, choir, and music room improvements
Student Support	Intervention, special education, counseling, and Special Services spaces
Instructional Capacity	Additional classrooms, improved scheduling flexibility, space for enrollment growth
Learning Environment Quality	Modernized classrooms that better support current teaching practices
Shared Learning Spaces	Library improvements, gathering spaces, and instructional support areas

Next Steps

Next Steps:

- Develop facility options and cost estimates based on priorities
- Continue stakeholder engagement
  - 2nd Staff Workshop in August
  - Community Wide Survey
- Refine recommendations and prioritize needs with the School Board

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QUESTIONS?

Detroit Lakes, ISD #22

Estimated Tax Impact of Operating Referendum Revenue with LOR Underlevy

	LOR (UnderLevy)	New Allowance (Operating Ref)	Net Change
Per Pupil Allowance	**-$724.00**	**$1,016.41**	**$292.41**
Taxes Payable 2027 (Revenue Fiscal Year 2027-28)	**-$2,066,730**	**$2,901,436**	**$834,705**
State Aid (Including Seasonal TBRA)	**$0**	**$834,705**	**$834,705**
Local Levy	**-$2,066,730**	**$2,066,730**	**$0**

Type of Property	Estimated Market Value	Estimated Annual Tax Impact *		
Residential Homesteads, Apartments, and Commercial-Industrial Property	$50,000	-$33	$33	$0
	100,000	-67	67	0
	150,000	-100	100	0
	200,000	-134	134	0
	250,000	-167	167	0
	300,000	-200	200	0
	400,000	-267	267	0
	450,000	-301	301	0
	500,000	-334	334	0
	600,000	-401	401	0

* The amounts in the table are based on school district taxes for the proposed operating referendum and Local Optional Revenue only, and do not include tax levies for other purposes. Tax increases shown above are gross increases, not including the impact of the state Homestead Credit Refund ("Circuit Breaker") program. Some owners of homestead property may qualify for a refund, based on their income and total property taxes. This may change the net tax for many property owners.

NOTE: The new operating referendum revenue would start with fiscal year 2027-28 and is based on estimated adjusted pupil units (APU) of 2,854.60. Agricultural property will pay taxes for the proposed referendum based only on the value of the house, garage and one acre. Seasonal recreational residential property (i.e., cabins) will pay no taxes for the proposed referendum.