

# **Lapeer Community Schools**

## ***A report of findings*** **Community Focus Panels**

September 2018



**BANACH, BANACH & CASSIDY**  
OUTSIDE INSIGHT

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## **Background**

On September 24 and 26, Banach, Banach & Cassidy (BB&C) facilitated seven focus panels on behalf of the Lapeer Community School district. Almost 100 people participated in the focus panel process.

The focus panels were conducted to obtain community input related to a proposal for restructuring the school district that would address...

- continuing declines in student enrollment;
- ongoing budgeting challenges;
- continued enhancement of the educational program; and,
- right sizing the school district for this generation and the next.

All panels started with an orienting PowerPoint presentation by Superintendent Matthew Wandrie. Then, they followed an agenda (set of basic questions) which was used to guide the discussion. All focus panels ended with participants grading the Lapeer Community Schools and providing a message and/or idea for the Board of Education and Superintendent to consider.

The 90-minute focus panels were conducted in school facilities across the School district. Each of the seven focus panels had a different composition, as follows:

- Focus Panel 1. Elementary parents
- Focus Panel 2. Secondary parents
- Focus Panel 3. Senior citizens and school district alumni
- Focus Panel 4. School district support staff
- Focus Panel 5. Business owners and elected officials
- Focus Panel 6. Elementary teachers
- Focus Panel 7. Secondary teachers

The *Executive Summary* that follows contains general observations about the comments made during focus panel discussions. It, in turn, is followed by the focus panel agenda and respondent commentary.

## ***Executive Summary***

The Lapeer Community Schools focus panels were commissioned by the Lapeer Board of Education to obtain community input related to the School district's strategic plan and a proposed reorganization plan designed to address present and future financial and enrollment realities. Information gathered from focus panel participants will be used as a decision-making tool as the Board of Education moves forward enhancing the school district's future educational plans.

Each focus panel began with a PowerPoint presentation by Superintendent Matt Wandrie. This PowerPoint presentation served as an orientation to the focus panel agenda by giving panelists a common frame of reference. The presentation began with a description of significant educational achievements and expanded educational opportunities for students. Next, Superintendent Wandrie reviewed demographic data related to declining birth rates, indicating how this factor affects student enrollment and operating revenue in the Lapeer Community School district. Finally, the presentation described a plan for restructuring the school district that would:

- ✓ reduce the number of school facilities and related costs;
- ✓ continue to implement innovations designed to provide students with 21st Century learning opportunities; and,
- ✓ increase community engagement and partnerships.

Superintendent Wandrie emphasized that the proposed plan was a work in process and that it was a vision for the future that needed community consideration and input. Wandrie told focus panel participants that the school district needed their best thinking in planning for the future of the school district and the Lapeer community. The proposed plan was used to “jump start” this thinking.

### **Proposal presented to Focus Panel participants**

All focus panels began with a 40-minute PowerPoint presentation by School Superintendent Matthew Wandrie. The presentation provided background information related to academic achievements, community engagement and partnerships, demographic trends, and a proposal for the future of the Lapeer Community Schools.

Here are the key elements of the proposal presented to panelists:

1. Continue the year-round schedule at Turrill Elementary for those parents who want this educational option for their children.
2. Create a lower elementary campus for grades E5-2nd grade and *Kids & Company* at the Rolland-Warner Campus.
3. Create an upper elementary campus for grades 3-5 at the Zemmer Campus.
4. Operate a traditional educational program and a year-round middle school for grades 6-8 at the current Lapeer High School site.
5. Renovate the current Center for Innovation (CFI) site to create a comprehensive high school for students in grades 9-12. This site would include a performing arts center and space for lease to various nonprofit and for-profit community organizations (such as the library and Community Mental Health).

If approved by voters in a November 2019 bond proposal, the proposed plan would result in:

- ✓ reducing the number of school facilities from 13 to eight by closing (and selling) Schickler, Murphy, Mayfield, Lynch, and the Administration Service Center
- ✓ saving approximately \$1-1.5 million in operational and personnel costs
- ✓ providing more secure educational facilities
- ✓ providing flex scheduling for students and staff
- ✓ expanding more community engagement/partnership opportunities
- ✓ expanding educational opportunities for all students

### **Summary of panelist commentary**

The focus panel discussions began by asking participants what they liked about the proposed plan. Generally speaking, there was unanimous support for the proposed plan. Not a single panel (or panelist) expressed wholesale dissatisfaction with the plan.

Panelists liked that the plan:

- reduced costs;
- allowed for more efficiency in deployment of staff;
- provided expanded educational and community engagement opportunities;
- addressed head-on demographic and financial realities; and,
- right-sized the school district for this generation and the next.

Next, panelists were asked what questions or concerns they had about the proposed plan. While there were numerous responses to this question (all of which are contained in the *Respondent Commentary* that follows), most panelist questions/concerns can be grouped into a half-dozen general categories:

1. How will the proposed plan improve the efficiency of the student transportation program; e.g., will bus runs be longer, shorter, or about the same?

2. What enhanced educational and scheduling opportunities will the proposed plan provide for all students, including college-bound, non-college bound, and special needs students?
3. What provisions for student safety and school security are included in the proposed plan?
4. If five school facilities are closed and sold, how will the revenue be invested?
5. What are some of the ways that deployment of staff will be more efficient?
6. Describe in more detail community use of the comprehensive 9-12 high school.

Following a general reaction to the proposed plan and related questions and concerns, key elements of the plan were presented to panelists for a more detailed assessment. Detailed reaction to the following five key elements of the proposed plan are contained in the *Respondent Commentary*:

1. creating upper and lower elementary campuses;
2. establishing a comprehensive high school facility for grades 9-12;
3. providing middle school programming for all grade 6-8 students at the current Lapeer High School site;
4. providing space for library services, community functions, senior activities, and shared space for local organizations at the proposed comprehensive high school; and,
5. selling five facilities that are not part of the proposed plan (Schickler, Murphy, Mayfield, Lynch, and the Administration Service Center).

All panels concluded by asking each panelist to use the traditional ABC grading scale to grade the quality of education now provided by the Lapeer Community Schools. A tally of all responses indicated that the school received an overall grade of 3.1 or B.

Not so incidentally, in January 2012, in a series of similar focus panels, over 100 panelists gave the school district a grade of 2.7 (or C+).

The grades assigned by each September 2018 panel are presented in the *Respondent Commentary*.

Finally, panelists were asked if they would like to share a message or an idea with the Board of Education or the Superintendent. Those messages and ideas generally were appreciative of the opportunity to learn about the rationale for the proposed plan. The messages also emphasized the need for continuing engagement of the staff and community in refining the proposed plan.

The focus panel process used in Lapeer was designed to solicit questions and concerns held by various groupings of individuals in the community. In that regard the focus panels did exactly what they were supposed to do; that is, they provided a foundation for beginning a community dialogue about the future of the Lapeer Community Schools. The comments provided by the panelists will enable the school district to address commonly expressed questions and concerns, to assess suggestions made by panelists and use them to strengthen the proposed plan, and to initiate a community conversation that will ultimately shape the future of the school district and the community it serves.



# **The Lapeer Community Schools Focus Panel Agenda**

**Below are the questions posed to focus panel participants.**

Let's start with two questions: 1. What did you like about what you heard today? and 2. What questions or concerns do you have about what you heard today?

1. What did you like about what you heard today?

2. What questions or concerns do you have about what you heard today?

3. Now, let's talk about some of the major changes one by one...

a. Creating an upper and lower elementary campus, what do you think about this idea?

What potential issues, if any, might community members have with this option?

b. Establishing a Comprehensive Secondary Facility serving grades 9-12 at the current Center For Innovation site. This site would combine under one roof the programming offered at the Center For Innovation (CFI), Lapeer High School (LHS) and the Administrative Service Center (ASC) -- what do you think about this idea?

What potential issues, if any, might community members have with this option?

c. Providing middle school programming for grades 6 through 8 at the current Lapeer High School site -- what do you think about this idea?

What potential issues, if any, might community members have with this option?

d. Providing space for library services, community functions, senior activities, and shared space for local organizations -- what do you think about this idea?

What potential issues, if any, might community members have with this option?

e. Reducing the number of facilities by selling facilities that will not be used to implement the Vision 2020 plan -- what do you think about this idea?

What potential issues, if any, might community members have with this option?

3. Now let's go to something we all know—the ABC grading scale. I'd like you to grade the quality of education that is provided by the Lapeer Community Schools. All things considered, what grade would you give the quality of education being provided by the Lapeer Community Schools ... an A, B, C, D, or F?

A

A-

B+

B

B-

C+

C

C-

D+

D

D-

F

4. If you assigned a grade of B or less... what would it take for you to give a higher grade?

5. I'd like to end our focus panel by asking this: If you could send a message to the School Board or the Superintendent, or if you could give them an idea to think about, what message or idea would you send?

## **Respondent Commentary**

Mentions made by focus panel participants are summarized below. Mentions are grouped under each agenda question by the name of the focus panel.

**Let's start with two questions: 1. What did you like about what you heard today? and 2. What questions or concerns do you have about what you heard today?**

### **1. What did you like about what you heard today?**

#### Alumni/Retirees

The community center at the Comprehensive Secondary Facility (CSF) is a huge plus (consensus support).

The plan stabilizes the school district.

The plan provides for the continuous improvement of educational opportunities and it benefits students.

The plan enhances student safety (consensus support).

The plan addresses the needs of all students, regardless of aspiration or ability.

The plan calls for "all in" change, not a piecemeal approach.

#### Business Owners/Elected Officials

The plan is community based – includes all stakeholders.

District officials are being fiscally responsible.

The plan focuses on providing services to both college bound and non-college bound students.

Security at all buildings is being addressed.

Student achievement statistics were impressive.

The declining birth rate is impacting the entire community.

#### Elementary Parents

My child's bus run would be the same length under the new plan.

There will be two elementary schools with different grade configurations and specialized programming for all students.

This proposal enhances student safety.

### Secondary Parents

Dual enrollment numbers at the high school are continuing to climb.

### Support Staff

Consensus: like the idea of one high school campus.

Consensus: like elementary facility plan.

The plan will take us into the future.

The plan hopefully will resolve some transportation issues.

### Elementary Staff

Consensus: liked the consolidation of services to a 9-12 building

Consensus: liked the development of a performing arts center that can be used by the community

The structure of elementary programming will improve the instructional program.

The plan will support teaming at the middle school level.

Less splits will be helpful.

The plan minimizes travel between buildings for students and staff.

### Secondary Staff

The plan provides for fewer buildings to maintain.

There is a "community" focus to the plan.

The district will save on operational costs.

The lower elementary/ upper elementary schools will provide more attention to young learners.

The plan demonstrates the district's commitment to planning for today and the future.

## **2. What questions or concerns do you have about what you heard today?**

### Alumni/Retirees

Will community partners want their own building and not support being a part of a school district facility?

What will happen to the CFI program? (Community perception will be that if the building goes, the program goes.)

How will this position us for unforeseen opportunities that lie ahead?

Do we need any additional property to make this plan a reality?

Are there any cost projections for maintenance cost savings compared to current structure?

Who will pay costs (e.g., rent) for the institutions that occupy the "community center" portion of the Comprehensive Secondary Facility?

### Business Owners/Elected Officials

What will be the actual cost to implement plan?

How will traffic issues be addressed with increased traffic flow into City?

Will transportation time be reduced for students?

What will be the effect of combining resources? Will other areas of the community suffer?

People will question why we are building a new school when faced with declining enrollment.

Are we really building a new school or saving the usable portions of the Center for Innovation and adding on?

Why do we need a community cafe in the high school?

What will be the size of the classrooms and the teacher/student ratio?

Will community organizations pay for building construction costs, or simply be renters?

If enrollment trends change and there is growth, will the new facilities be designed to accommodate additional student enrollment?

If current facilities are sold, what will be done with the revenue—provide a tax decrease, be used for building needs, etc.?

Have you visited other districts who have adopted a similar approach? If so, what negative issues did they face?

Will younger students be forced to ride buses with older students?

### Elementary Parents

If I have a child in early elementary and another in later elementary, will there be two pick-up and drop-offs?

A handout outlining the proposal would be helpful.

A summary of the busing logistics would be interesting.

If the Comprehensive Secondary Facility (CSF) is a two-story structure, what programs/grades will be on the first and second floors?

Will this proposal reduce the number of teachers in Lapeer?

Need more details about the benefits of relocating the special needs staff.

Let the community know how this proposal will enhance student safety.

### Secondary Parents

What do mobile home renters pay in taxes?

Will transportation costs be reduced?

Will after-school activities be negatively impacted?

Will student transportation times be reduced?

Opening the high school campus to other agencies may negatively impact students.

### Support Staff

Combining students of different age groups for transportation may be an issue.

Overall cost of the bond proposal may be too much for voters.

The community will want to know the value of the facilities that are being sold.

### Elementary Staff

Will Turrill have the same resources as the “super” elementary schools?

Why can't the year-round program be incorporated into one of the two elementary schools?

Staff members may fear that their positions will be eliminated.

How do you create a family feel at large elementary building?

The plan may cause parents to exercise their schools of choice option in Oxford, Imlay City, Davison, North Branch, etc.

What changes will be added to each building to improve safety?

If the “super” elementary schools don't have splits, will Turrill?

### Secondary Staff

Safety issues may arise with community members coming to the facility during the school day.

The plan doesn't address the scheduling concerns between the year-round program and the traditional school program.

The plan has to clearly outline the benefits to everyone – students, the community, parents, and staff.

More explanation is need for the “university structure” that is being proposed.



**3. Now, let's talk about some of the major changes one by one...**

**a. Creating an upper and lower elementary campus, what do you think about this idea?**

Alumni/Retirees

Consensus: Like this idea.

This will be easy to sell because we have successful past experience.

Business Owners/Elected Officials

Some staffing issues will be resolved.

Overall, the plan make sense.

Elementary Parents

Consensus: Favorable views on two campuses, one early; one later

Secondary Parents

There will be benefits for staff and students – better programming overall.

The idea sounds good but there may be implementation problems that impact families.

If residents can see the potential savings and improved programming options, they will be more supportive of the plan.

Support Staff

Consensus: Like the idea.

Add day care.

Elementary Staff

Consensus: Like the plan

Secondary Staff

Hopefully the plan will address the challenge of staffing to keep class sizes down.

**What potential issues, if any, might community members have with this option?**

Alumni/Retirees

Why can't Turrill be in the elementary campus?

Business Owners/Elected Officials

Will staff members lose jobs or will the new configuration call for current staffing levels?

Providing all services in the City may cause traffic problems and longer bus rides.

Elementary Parents

Kids may have no one "to look up to." Not sure if a kindergartner will look up to a second grader, or if a third grader will look up to a fifth grader.

Consensus: No problem with creating a CSF.

Secondary Parents

Transportation times/costs may be an issue.

Elementary school parents have a lot of pride in their elementary schools. Hence, the move may be difficult for some parents.

Support Staff

Transportation may be an issue.

Timing of school hours and buses will have to be addressed.

Elementary Staff

The announcement of building closures will be difficult to families who are emotionally tied to their child's school.

Secondary Staff

Buildings should be structured so each elementary school will have their own identity.

The “super” elementary buildings are so large that students may get lost.

The current structure allows for pairing 5<sup>th</sup> grade students with kindergarten students. This program will be lost. The program helped teach responsibility to 5<sup>th</sup> grade students.

**b. Establishing a Comprehensive Secondary Facility serving grades 9-12 at the current Center For Innovation site. This site would combine under one roof the programming offered at the Center For Innovation (CFI), Lapeer High School (LHS) and the Administrative Service Center (ASC) -- what do you think about this idea?**

Alumni/Retirees

Consensus: Generally favorable.

Business Owners/Elected Officials

All panelists supported having a single site.

Secondary Staff

There will be safety concerns related to keeping students separate from adults visiting the library or other community services.

What specific services will Community Mental Health provide to whom as part of the CSF?

Elementary Parents

Consensus: Like the proposal.

Secondary Parents

Like the idea of all students at one site.

The new plan will reduce travel time between facilities for students and staff.

Support Staff

New plan should reduce class size.

**What potential issues, if any, might community members have with this option?**

Alumni/Retirees

The school district will need to explain that the school will not be torn down.

Business Owners/Elected Officials

Parking at the high school is limited for students. Make sure there is adequate student parking.

Elementary Parents

Concerns about security between students and the community end of building.

Secondary Parents

Security may be a problem with more community visitors to the facility.

Support Staff

Security may be a problem with more community visitors to the facility.

Elementary Staff

It is very innovative to include community organizations.

Security issues may arise, depending on the organizations that are housed in the secondary facility.

Secondary Staff

The plan allows for the opportunity to re-structure the district's career readiness program.

The plan needs to provide additional learning opportunities for non-college bound students.

We need to protect classroom size. Each program may have different space needs.

**c. Providing middle school programming for grades 6 through 8 at the current Lapeer High School site -- what do you think about this idea?**

Alumni/Retirees

Consensus support.

LCS has a positive history in this regard.

Business Owners/Elected Officials

Like the idea. It is bonus for students, staff, and programming to have all middle school students at one site.

Elementary parents

Consensus viewpoint: Idea has merits; no objections

Secondary Parents

Consensus: like the idea.

Support Staff

Consensus: like the idea.

Elementary Staff

Consensus: like the idea.

The proposal would eliminate busing between buildings.

Panelists liked that the school district will implement a true middle school concept.

Secondary Staff

Will middle school students have practice facilities at the new middle school?

**What potential issues, if any, might community members have with this option?**

Alumni/Retirees

No issues identified.

Business Owners/Elected Officials

Middle school students who take high school courses will still have to be transported.

Elementary Parents

No issues identified.

Secondary Parents

Middle School students will have to go to the high school to take advantage of high school classes.

Support Staff

Nothing identified.

Elementary Staff

No issues identified

Secondary Staff

Students will still have to travel to the high school to attend high school classes.

**d. Providing space for library services, community functions, senior activities, and shared space for local organizations -- what do you think about this idea?**

Alumni/Retirees

Consensus: Like the proposal.

Business Owners/Elected Officials

The community may support the plan because it provides a better use of resources.

Elementary Parents

The county library is a dead duck. It can't survive without a partnership with schools.

The county library has to let go of its outdated, inadequate, "historic" building.

### Secondary Parents

There may be more career exploration options available to students through collaboration with community agencies and businesses.

### Support Staff

Consensus: like the idea of community/business partnerships at the facility.

Consider adding Lapeer Works program.

A banquet hall could be added and there could be a culinary program for students.

### Elementary Staff

Consensus: like the idea of community/business partnerships at the facility.

### Secondary Staff

Consensus: like the idea of community/business partnerships at the facility.

**What potential issues, if any, might community members have with this option?**

### Alumni/Retirees

The library might be a liability with people thinking that this is a backdoor way of the library getting what it wants following the recent defeat of the library building proposal.

### Business Owners/Elected Officials

With more people coming to the site, additional security issues may be raised.

Community organizations may not have enough resources to staff a satellite site.

Will library staff replace school district media specialists?

### Elementary Parents

Panelists expressed concerns about keeping student and adult library patrons separate and safe.

### Secondary Parents

Additional security issues may have to be addressed throughout facility.

Parking and building access needs to be well marked and separate.

### Support Staff

There may be liability issues.

Some residents may view the proposed plan as unnecessary.

Parents will be concerned about security.

Will organizations rent their space?

### Elementary Staff

There may be liability issues.

Picking the right partners might be difficult.

### Secondary Staff

Will the library staff replace school district media specialists?

**e. Reducing the number of facilities by selling facilities that will not be used to implement the Vision 2020 plan -- what do you think about this idea?**

### Alumni/Retirees

Consensus support.

### Business Owners/Elected Officials

Consensus support.

### Elementary Parents



Consensus: Sell whatever you can.

Secondary Parents

Consensus support.

Support Staff

Consensus support.

Elementary Staff

Selling the facilities may be difficult due to asbestos, location, etc.

Secondary Staff

The facilities are probably only worth the value of the property. Not many businesses may be interested in remodeling such large facilities.

**What potential issues, if any, might community members have with this option?**

Alumni/Retirees

None expressed.

Business Owners/Elected Officials

District officials will need to explain what will be done with the revenue from the sale.

Elementary Parents

People may question why we are selling a facility that we have just invested in.

Secondary Parents

Parents will want to know how the revenue from the sale of the buildings will be used.

Support Staff

It doesn't make sense to maintain unoccupied facilities.

Community members will think the buildings are worth a lot more than they really are worth.

#### Elementary Staff

Some members of the community will never believe that the current facilities have so many needs.

#### Secondary Staff

The plus is that fewer facilities will be easier to maintain. However, people may think that the sale of each facility will bring in millions of dollars of revenue.

**3. Now let's go to something we all know—the ABC grading scale. I'd like you to grade the quality of education that is provided by the Lapeer Community Schools. All things considered, what grade would you give the quality of education being provided by the Lapeer Community Schools ... an A, B, C, D, or F?**

#### Alumni/Retirees

2 A

1 B

1 B-

1 can't say

Two panelists gave an A+ to programming for college bound students, and an A+ to services provided to special needs students.

#### Business Owners/Elected Officials

2 A

6 B

2 B-

#### Elementary Parents

2 A

6 B

1 C

Secondary Parents

3 A  
2 A-  
2 B+  
7 B  
1 B-  
2 C+  
1 C  
1 C-

Support Staff

5 A  
3 B  
1 B-  
3 C

Elementary Staff

1 B+  
15 B  
1 C

Secondary Staff

2 B+  
6 B  
8 B-

**4. If you assigned a grade of B or less... what would it take for you to give a higher grade?**

Alumni/Retirees

The CFI program, especially robotics, is a plus.

One Alumni/Retiree panelist gave a below average grade to “programming for average students” while another panelist said such programming deserved a B.

Business Owners/Elected Officials

One panelist said that programming has improved since his children attended Lapeer Schools. Two panelists who assigned a grade of B said that testing requirements prevent teaching students how to be critical thinkers. One

panelist who assigned a grade of B- said that vocational technical education should begin at an earlier age. One panelist who assigned a grade of B said the it appears many elementary students are attending North Branch Schools through Schools of Choice.

#### Elementary Parents

Tell us how you will improve the focus on special needs students

Tell us how the proposal will reduce overcrowding at the high school

#### Secondary Parents

Teachers regularly complain about being overworked and under-valued.

Teachers complain about having to “teach to the test.”

Lack of communication with some teachers.

Capped class size (sections) limits student enrollment in specific classes.

Students have to stay at school to participate in online learning.

Lack of learning resources for students.

Improve student writing skills.

Students “fall through the cracks” in special education.

AP test passage rate is low.

Student scheduling should be preplanned to assure class availability in future years.

AP classes prevent students from mastering basic skills.

Students can get an A or B in AP classes but still not pass the AP test.

Lack of counseling support for academics and career planning.

#### Support Staff

Buildings are understaffed.

Teachers need more classroom support.

Teachers can no longer be creative in the classroom because everyone is teaching to the test.

#### Elementary Staff

Class sizes are too large across the school district.

Technology needs to be updated across the school district.

Elementary buildings are “dumps”; they don’t encourage families to enroll.

Some buildings have bad water.

There needs to be more support services for teachers.

More resource teachers are needed.

We need a supportive administration and Board of Education.

We need more social workers and psychologists.

### Secondary Staff

Class sizes are too large across the school district.

Some programs are disorganized.

There are pockets of success across the school district that be can’t be replicated at other schools in the school district because of geography limitations.

Sometimes students are placed in AP classes even though they are not academically ready for the challenge.

We need more programs for non-college bound students.

Students aren’t encouraged to pursue their academic interests.

**5. I’d like to end our focus panel by asking this: If you could send a message to the School Board or the Superintendent, or if you could give them an idea to think about, what message or idea would you send?**

### Alumni/Retirees

Prepare for a fight.

This is a really good plan but Lapeer has a history of questioning change and a dismal record at the polls.

More should be done to show that Schicker's test scores and student achievement are better than most people think.

#### Business Owners/Elected Officials

Make sure we install state of the art security.

Improve career counseling services.

Provide more specialized programs for the non-college bound.

Communicate more frequently with senior citizens and young adults without children in school.

Provide more dollars for vocational training.

Continue to be transparent – no secrets.

#### Elementary Parents

Things are good and seem to be getting better.

#### Secondary Parents

Focus on partnering with the Lapeer Intermediate School District for expanded career programming.

Keep the community informed as you complete the market analysis of buildings.

Information was well presented; include handouts on the school district's web page.

Host community forums to share information about the plan.

#### Support Staff

Treat all staff members with respect.

Doing more with less doesn't always work.

Improve the pay scale so support staff members are making more than workers at McDonalds

Parents continually complain about the long bus rides. Now is the time to fix that.

When planning the programming at the elementary facilities don't forget to plan for extra costs for additional staff. (All buildings are currently understaffed.)

### Elementary Staff

A plan needs to be in place to prepare for enrollment growth, if needed.

Will both "super" elementary schools provide special education programming?

### Secondary Staff

Professional development needs to be focused at each grade level and facility.

We need a fallback plan for community growth.

There isn't enough coverage for teachers because it is difficult to get substitute teachers.

Develop a plan for use of elementary equipment. Determine what will be moved to the new facilities.

Transportation is a problem and will continue to be with the new plan.

Include Career Tech at the new high school.

Include staff in the planning.

Plan for HVAC and electrical needs for all skilled trades programs.