

RUTLAND CITY PUBLIC SCHOOLS – FINANCE/PLANNING COMMITTEE

May 3, 2022

Committee Members Present:

Marybeth Lennox-Levins, Chair
Cathy Solsaa, Vice Chair
Alison Notte
Tricia O’Connor
Charlene Seward

Also Present:

Superintendent Bill Olsen
Assistant Superintendent Rob Bliss
CFO Ted Plemenos
Senior Financial Analyst, Ali McAuliffe
Glenn Scott, Dept. of BG&T

Other Board Members Present:

Sara Atkins-Doenges, Kevin Kiefaber
Stephanie Stoodley

Chair Lennox-Levins called the meeting to order at 6:04 pm.

CALL TO ORDER

Approval of the Agenda – Motion by Solsaa/O’Connor to approve the agenda as written. Passed unanimously.

APPROVAL OF THE AGENDA

Public Input – No members of the public present.

PUBLIC INPUT

CFO Ted Plemenos introduced Ali McAuliffe, Senior Financial Analyst. He noted that Ali will be providing significant assistance with strategic planning and explained Ali’s role at RCPS.

INTRODUCTION – A. MCAULLIFE

Latest School Bus Bids – Mr. Plemenos reviewed leasing arrangements (for #3 and #4 buses - 2 buses per year based on delivery dates.) He noted a price increase of almost 7%, a lock on interest rate of 3.73% until May 11, 2022 and advice from Municipal Leasing Consultants to acquire approval as soon as possible (prior to May 10, 2022 Regular Board Meeting to insure processing and interest rate.) He noted average interest cost per year/per bus is about \$1,400. He suggested circulating a resolution for Board approval this week if in alignment with bi-laws. Discussion revolved around procedures.

SCHOOL BUS BIDS

Motion by Notte/Solsaa to refer to the Board at a Special Meeting on Thursday, May 5, 2022 at 4:30 PM. Meeting to be in-person with an option for remote participation.

MOTION: SPECIAL MEETING

Motion passed unanimously.

Strategic Plan Update – CFO Ted Plemenos initiated the idea of a scoping discussion to include purpose, expected outcomes, deliverables and kind of process. Chair Lennox-Levins noted that she felt the process should be fun and meet the changing needs of education. Mr. Plemenos reviewed elements of a strategic plan, noting ESSER funding consideration, and PEI (Performance Excellence Initiative) conducted previously by RCPS. He noted the potential of building on/optimizing PEI, but not being bound by it (adjust what needs to be adjusted.) He reviewed the scope of PEI (many metrics) and key statements. Discussion revolved around PEI work and process. Mr. Plemenos reviewed PEI metrics (metrics drive behavior), goals (essential for maintaining clarity of responsibilities), SMART Goals, Top 10 Workforce Skills for 2025 (World Economic Forum) and disruptors. Mr. Plemenos advised of correspondence and work by Battelle for Kids (non-profit.) Battelle has worked with school districts around the State and is currently working with GRCSU (Greater Rutland Central Supervisory Union.) Discussion revolved around costs (\$28,000 - \$32,000 for Portrait of a Graduate), ESSER funding, timing, interactiveness, history and sustainability of PEI, Battelle responsiveness, customer retention and subsequent phases. Mr. Plemenos will gather more specific information to prepare a recommendation to the Board for the June meeting. Discussion continued related to policy and long-term accountability.

STRATEGIC PLAN UPDATE

Mr. Plemenos distributed copies of: Measure What Matters, by John Doerr, to the Committee. (Recap attached.)

Next Meeting Date – June 7, 2022.

Motion by Notte/Solsaa to adjourn at 7:14 pm. Passed.

ADJOURN

Respectfully submitted,
Betty A. Kapitan, Recording Secretary

Current 5-Year Lease-to-Own From Municipal Leasing Consultants *

3.73%

5-year rate locked until May 11.

5 annual payments. Interest cost per bus per year: \$1,416.

Recommendation: RCPS should sign finance agreement this week by May 6, 2022.

Circulate a resolution for Board approval this week to acquire the two additional buses with Finance Committee endorsement.

(Dattco price of \$98,235 is up by 6.7% from \$92,150 in November.)

Rationale: “A half-point interest-rate hike ... [is] all but a sure thing when the Federal Reserve’s meeting concludes Wednesday.” *Barron’s, May 3, 2022*

* MLC works with cities and towns across the U.S. to place tax-exempt financing for education, municipal services, public safety, lighting and energy projects. Rutland City financed recent acquisition of a \$450,000 fire truck through MLC.

Lease-to-own. No purchase cost at lease end. RCPS is responsible for maintenance.



Scoping Discussion for a Strategic Plan:

Purpose? Outcomes? Deliverables? Process?

Finance and Strategic Planning Committee

May 3, 2022

What is a Strategic Plan?

- A document that describes *and* is used to communicate:
 - organizational priorities and goals;
 - action steps needed to achieve those goals;
 - resources needed to execute the actions;
 - metrics with which to monitor progress, results, and success;
 - a timeline for achieving the results.
- A strategic plan can ensure that employees and other stakeholders agree on intended outcomes, are aligned in their efforts, and understand their roles.
- A plan also helps to anticipate resource needs and promote organizational agility when dealing with uncertainty.
- RCPS conducted a strategic planning initiative several years ago, the *Performance Excellence Initiative (PEI)*.

Performance Excellence Initiative: Framework and Results

- Vision.
- Mission.
- Performance Goals.
- Metrics:
 - Student achievement.
 - Student involvement in school and community.

Performance Excellence Initiative Vision

- V1: Cultivate a community of critical thinkers.
- V2: Cultivate a culture of passionate, diverse and resilient learners.
- V3: Cultivate learning with a purpose.
- V4: Apply learning to creating innovative and responsible solutions that make sense.
- V5. The school community will lead lives of integrity in school and in their lives.

Performance Excellence Initiative

Mission

- M1: *Empower students* to be accomplished, productive individuals and community members.
- M2: Deliver a comprehensive and engaging *curriculum* for a *diverse student body*.
- M3: Provide a *safe and healthy environment* that fosters *mutual respect*.
- M4: Address the *social and emotional needs* of all students.
- M5. *Students take responsibility* for their education to develop their intellectual, creative, social, emotional, and physical abilities.

Performance Excellence Initiative

Metrics

- Attendance by month by school.
- Enrollment in Tapestry and Epic after school and summer programs.
- SBAC * proficiency by grade (% meeting or exceeding grade level standard) and scale scores by grade (score).
- ELA ** scale scores by year (8th grade).
- Disaggregated SBAC data by grade by year (% Below, % At / Near, % Above).
- NECAP *** science scale scores by year (Grades 4, 8, 11).
- RHS students completing capstone projects by year (%).
- Global studies or STEM endorsement (number awarded and in progress by year of graduating class).
- SAT and ACT data by test category by year.
- Perception surveys and longitudinal behavior data by year.

* Smarter Balanced Assessment Consortium
** English Language Arts
*** New England Common Assessment Program

Board and Administration Level Goals

- Board Goals
 - Extracted from Vision, Mission, Purpose, Performance.
 - Reflect constituents' priorities, input, and support.

- Administration Goals
 - Senior leadership determines action plans and metrics development.
 - Also ensures communication and alignment of priorities among principals, teachers, and staff.

Note: This distinction is essential for maintaining clarity of roles and responsibilities.

All Goals should be “S.M.A.R.T.”

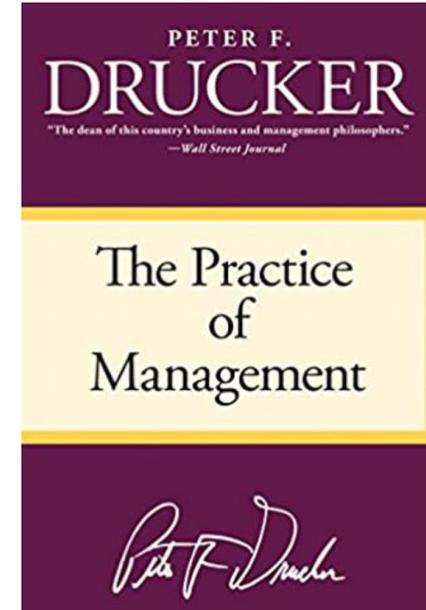
Specific

Measurable

Attainable

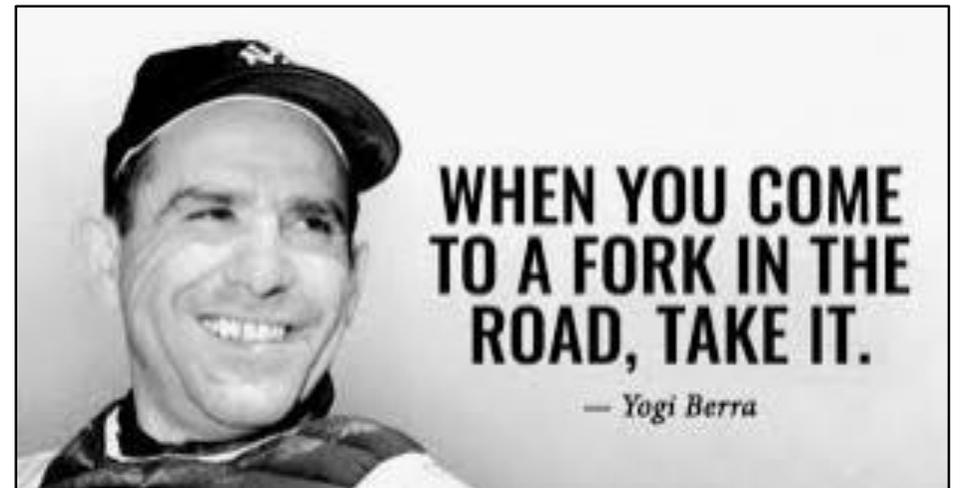
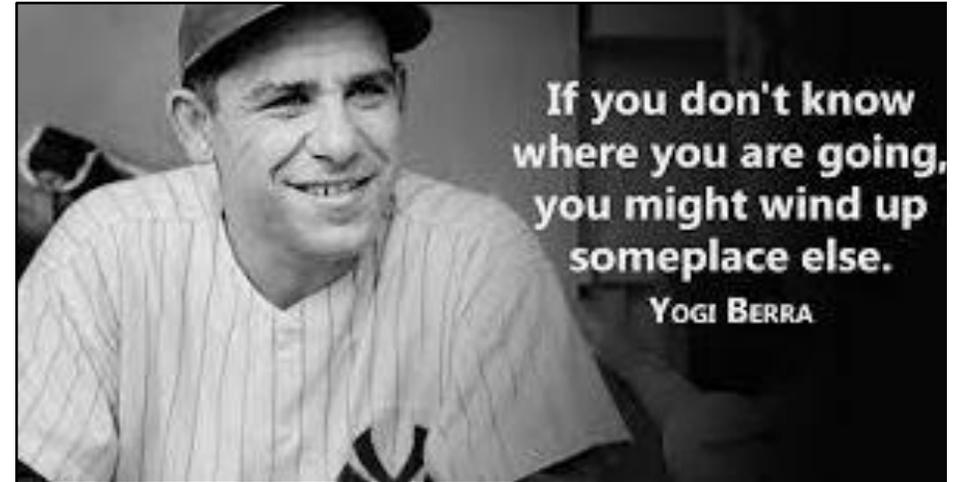
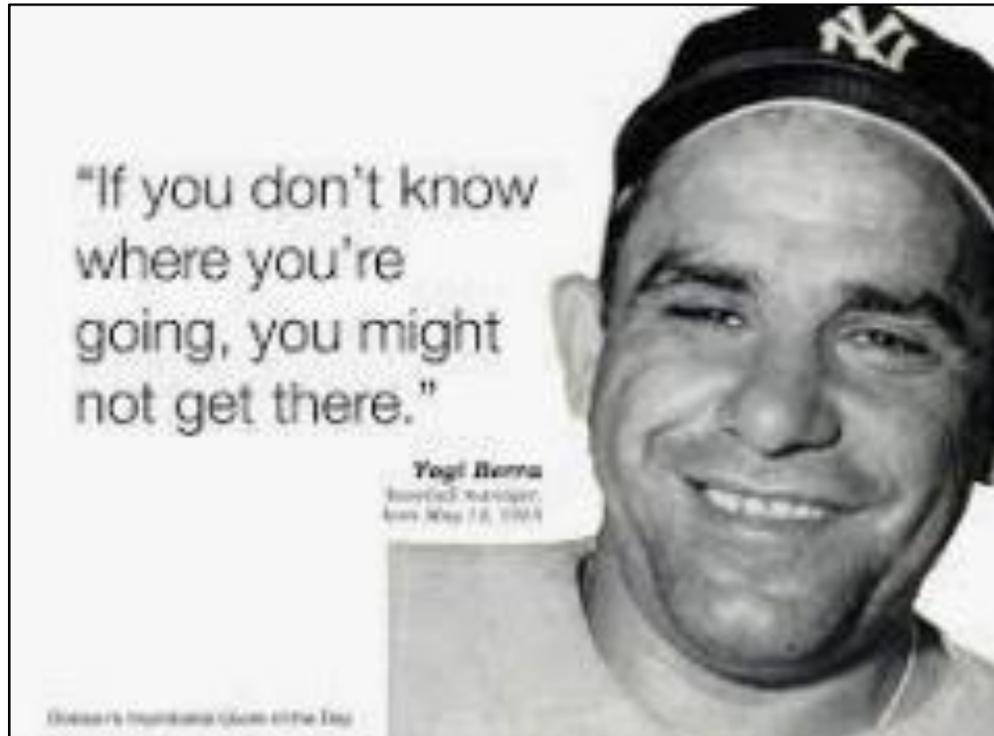
Realistic / Relevant / Related

Time bound



1954: *The Practice of Management*, Peter Drucker (New York: Harper & Brothers)

Start at the End ...
Think about where you want to end up



Top 10 Workforce Skills for 2025

World Economic Forum

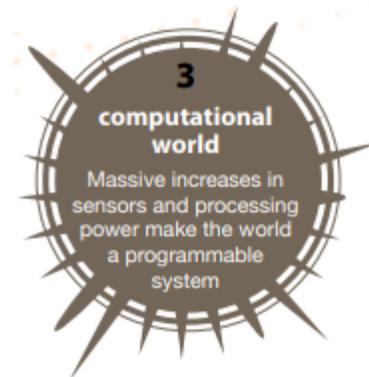
-  Analytical thinking & innovation
-  Active learning & learning strategies
-  Complex problem-solving
-  Critical thinking & analysis
-  Creativity, originality & initiative
-  Leadership & social influence
-  Technology use, monitoring & control
-  Technology design & programming
-  Resilience, stress tolerance & flexibility
-  Reasoning, problem-solving & ideation

KEY

-  Problem-solving
-  Self-management
-  Working with people
-  Technology use & development

Source: Future of Jobs Report 2020,
World Economic Forum

Disruptors that are Changing Needed Skills



- A strategic planning process that starts with developing a district’s **“Portrait of a Graduate,”** which can become or enhance a **vision** for 21st Century learning.
- **Experienced professionals** guide and support leaders and stakeholders to reimagine educational systems by focusing on:
 1. Aspirations that our community has for its students?
 2. Skills that students will need for success in a rapidly changing world?
 3. Implications for the design of learning experiences – and equitable access to those experiences?



Who is Battelle for Kids?

- A national not-for-profit organization focused on developing services and solutions that support teachers, leaders, and school systems “to reach every learner.”
- Advances strategic partnerships and resources for educators, including The Partnership for 21st Century Learning.
- Used by the Windsor Southeast Supervisory Union (WSESU) to:
 1. Facilitate professional learning with all staff to make connections to the WSESU Portrait of a Graduate.
 2. Conducted a review to identify strengths, opportunities, and areas of improvement (SWOT).
 3. Administer a community survey.
 4. Collect data on community perceptions.

*“The **Portrait** process allowed all stakeholders to come together and define their vision for 21st Century learners. The excellent facilitation process led to ... a shared value system and strategic plan that will outline our work for the next several years. It is a powerful model, and BKF has a system that works for school districts.”* - David Baker, Ed.D., Superintendent, WSESU.

- Currently being used by Greater Rutland County Supervisory Union (GRCSU):

*“We are working with them at the SU level on a **Portrait**. So far, we’ve been pretty happy with their support. About to get into the Strategic Planning portion, so will have more to share on that next year.”* - Lisa Mattison, Assistant Superintendent, GRCSU.

Final Thoughts?

- A sound strategic planning process with a clear set of deliverables is key.
- A strategic plan is not a forecast; it is a decision making process and a communication tool.
- An experienced consultant could assist with drawing upon stakeholder input from community groups and other stakeholders; and could serve as an effective, impartial facilitator.
- Communicate, communicate, communicate. Creating understanding, maintaining credibility, and developing buy-in are all essential.
- The Board should “own” the District’s Vision, Mission, Purpose, and Core Values.
- The Administration should “own” the identification and execution of actions to achieve goals; and be responsible for defining and tracking metrics to measure progress and ultimate success.
- Timing? Other?

Appendix

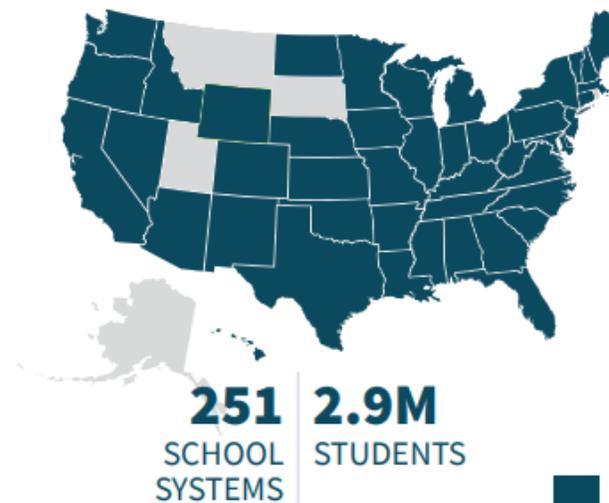
Battelle for Kids

WHO WE SERVE

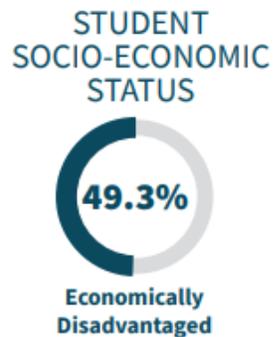
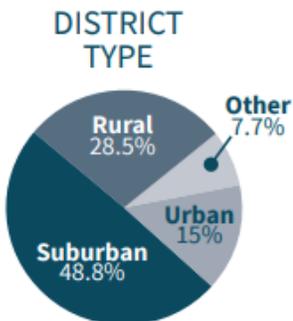
Reaching nearly 3 million students in more than 250 school systems in the past year, we are steadfast in our commitment to expand our reach and grow our impact for every student.

56
NEW CLIENTS

260
TOTAL CLIENTS



- Services can be used separately:
- **“Portrait of a Graduate”** and vision for 21st century learning.
 - **Implementation** plan.



Source: www.battelleforkids.org/Documents/BFK/BFK-Annual-Report-2020.pdf

Measure What Matters

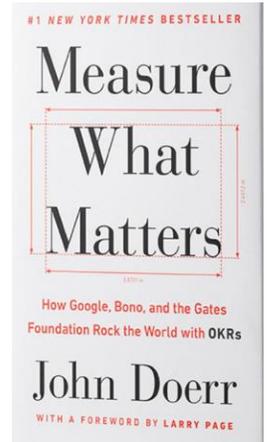
by John Doerr

“If you don’t know where you’re going, you might not get there.”

Yogi Berra

Objectives and Key Results (OKRs):

- 🔄 “A collaborative goal-setting protocol” for organizations, teams, and individuals.
- 🔄 Used by Google, Intel, Intuit, Adobe, The Gates Foundation, and Bono.



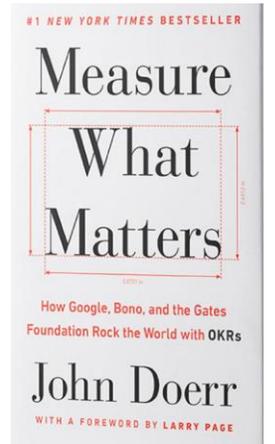
<https://www.whatmatters.com>

Measure What Matters
by John Doerr

Objective: “What” is to be achieved.

Key Result (KR): The outcome of achieving an objective.

KR's are quantifiable, measurable, verifiable, time bound.



Strategic Plan Recap

A plan is an “enabler:” it should help to align resource availability with needs, and should support Mission.

It engages constituents in thinking about plans and resources.

It should be “evergreen” as changes occur.