

WEBER SCHOOL DISTRICT
5320 Adams Avenue Parkway
Ogden, UT

Special Study Session
February 15, 2023

The Board of Education of Weber School District held a Study Session in the superintendent's office at 5320 Adams Avenue, Ogden, Utah. The meeting convened at 8:00 a.m. The following Board Members and Superintendency were present:

Paul Widdison	Board President
Doug Hurst	Board Member
Janis Christensen	Board Member
Kelly Larson	Board Member
Gina Butters	Superintendent
Clyde Moore	Assistant Superintendent
Dave Hales	Assistant Superintendent
Robert Petersen	Business Administrator

Board Vice President Jon Ritchie and Board Member Jan Burrell attended virtually. Board Member Bruce Jardine was excused.

Board President Paul Widdison welcomed everyone.

Meeting protocols were discussed noting a change with previously known, Soup & Salad. A meal will be available for directors and Board Members beginning at 4:45 p.m. until 5:15 p.m. in the superintendency office and Study Session to follow at 5:20 p.m. in the Board Room. This will begin at the March 1st Board Meeting.

Superintendent Butters began the discussion on where Weber School District is headed with a presentation on a blueprint for success. It was noted a lot of time has been spent as the new superintendency in listening sessions with employees, students and parents. They have also been looking into student performance. She explained the "bones are good" in Weber School District thanks to Dr. Jeff Stephens and his "whole child philosophy." One example is graduation rates have increased to 90%.

"We See You" slogan and how it came to be was shared by Superintendent Butters.

Superintendent Butters noted Weber School District was chosen as the first district audited by the Office of the Legislative Auditor General. At the conclusion of the audit we received a report. The intent is to evaluate if district operations are commensurate with our spending history, diligent in stewardship of state resources and historic trends in operational performance effectiveness. Findings included WSD strategic plan does not focus on district performance and can be updated, oversight over grant management, and evaluate adequacy of grant management. A video was shared about a positivity challenge a teacher shared with students. We want our students to know their teachers care about them!

Whole hearted, courageous leadership:

- The work is critical and sacred
- Take the difficult path (the magic is in the mess)
- Everyone has a special set of strengths that we need right now
- Suspend judgement afford grace provide support
- Stay open and curious
- Tap into empathy. Listen
- Take compassionate action, leadership is love
- Let go of the need to control the outcome
- It's okay to try and fail and try again
- The way forward is relational, seek connection
- Help others see their divine potential
- Get students and employees to higher ground

Strategic Planning Timeline April 2023. - April 2024

Areas of focus:

- Setting the stage - August 2022 - March 2023
- Analyze, Plan, Align - April 2023 - July 2023
- Community Engagement - August 2023 - Sept 2023
- Design - Oct 2023 - Dec 2023
- Refine, Implement - January 2024 - April 2024

Listening session overview from Assistant Superintendents Dave Hales and Clyde Moore was shared.

Total of 26 listening sessions: including all elementary, secondary, mental health specialists, nurses, transportation, tech, human resources, finance, special education, child nutrition, secretaries (elementary & secondary). Three questions were asked 1). What is going well in your school and in the district. 2). What support are you in need of to best serve the students in the district. 3). How can your new superintendency support you? The following overall concerns from teacher/faculty listening sessions and graph was shared with Board Members:

- Less admin. time out of building
 - Keep admins. in the building more
 - Would like an assistant admin. in our elementary schools
- Dress code/cell phone
 - Help with cell phone policy
 - District wide dress code policy
- Calendar schedule
 - More early outs for staff meetings to feel connected as a school for secondary
 - Longer PD time requested.
- MyStudent
 - The counselors have a hard time changing student schedules
 - MyStudent is frustrating and slow
 - No ability to track student progress and data in real time
- Mental Health/Counselors
 - Full time counselor and mental health specialist at each elementary
 - More help with mental health for students and teachers
- PLC
 - More support/time with understanding post pandemic complexities

- Time to collaborate with other schools
- More PLC times. Longer times more often. 20 minutes is good but not enough
- Class Sizes
 - Need to be smaller
 - Legislative
- Para/Pay and benefits
 - Para have no benefits, leave or incentives
 - We rely on our paras. IEP's are complicated
- Sub shortage
 - Makes it hard to cover the school's needs
- Bell Schedule/20 minutes
 - Is there a plan to give back instructional time?
 - More time in the classroom
- HR
 - New teachers need more intensive support with obtaining licenses, endorsements, professional development and instructional coaching.
- Tech Dept
 - Teachers are blocked from too many things
 - A program to help monitor
- Behavior Issues
 - More issues
 - More frequent
 - Additional training needed
- Spec Ed/Canyon view
 - Sped enrollment rising and more paperwork
 - Need to feel valued and additional personnel supports are needed
- Curriculum
 - More support with curriculum changes
 - More opportunities to work with other schools for PD
 - Selective about the programs that are rolled out. Don't have time to do it all
- Attendance/policy
 - Combat chronic attendance issues
 - Teeth in attendance
 - Accountability for parents

Administrative listening sessions

- Lean Admin.
 - WSD is bigger than you think, too thin at the top
 - Principals are trying
 - Additional interns
- Dress Code
 - Align district dress code policy
 - Policy training, enhance understanding
- MyStudent
 - Need to work
- PLC
 - PLC time returning for secondary
- PARAS

- Sub Shortage
- Bell Schedule/20 minutes
- Tech Dept
- Behavior
- Sped/Canyon View
- Curriculum & Instruction
- Attendance
- Safety

Curriculum and Assessment Director Sheri Heiter explained district comparison data on ELA, math and science. This data was collected in response to the state audit and noted 41 districts were compared for years 2019 and 2021. Weber's growth is at 46%. State considers growth anywhere between 40 – 60% to be equivalent to a year's growth. Overall proficiency levels did fall state wide due to the pandemic. Visits have been made to other districts to find out what they are doing to receive higher scores. Overall the data sets show the growth is where they need to be but proficiencies need to improve.

Sheri went over state accountability rules and explained TSI (targeted support intervention) and CSI (comprehensive support intervention.) A school is considered to be in TSI when one or more sub groups is in the lowest 5% in the state for two years running. These sub groups are economically disadvantaged, MLL (Multi Language Learners), students with disabilities and all ethnicity groups. Process is more rigorous for Title I schools. Schools have four years after identification year to get out of TSI. Schools must have two consecutive years they do not fall below 5% or they are moved into CSI. 34 of our 46 schools are currently in TSI for different reasons. Superintendent Butters noted a survey will go out to parents and teachers within the next few weeks.

Superintendent Butters discussed the need for leadership positions and proposed the following:

- District level positions open/retirement
- Director to Student Services (Karla Porter)
- Director of Technology services (Lynn Raymond)

Director of Teaching & Learning/Curriculum (split of two departments) currently Sheri Heiter and will now be Assessment Director over the following:

- Data management system, data analysis & training to drive, PLC's
- Data Dashboard (SIS)
- Gifted & Talented
- Dual Language Immersion
- Testing/Competency-Based Testing
- Grants & Surveys

Supervisor of Facilities and Operations:

- Builds/additions of 3 new schools
- Roosevelt Elementary rebuild
- Transportation, maintenance, custodial Services
- School safety enhancements; locks, access, portables

Assistant Director of Human Resources:

Teacher support, recruiting, hiring, retention, training

New teacher onboarding mentoring, professional development

Payroll and employee insurance /benefits moving to the HR Department

Interviews will be held the first week of March and announced in the April Board Meeting for Board approval.

Superintendent Butters welcomed Facilities Director Larry Hadley, Elementary Education Director Mary Jo Williams, Elementary Supervisor Heather Neilson, Assistant Business Administrator Seth Pilkington, and Matt Dugdale with Stifel. They will discuss challenges with the Roosevelt Elementary rebuild.

Business Administrator Robert Petersen shared a hand out referring to the fiscal year timeline for West Field High School, Mountain View Jr. High and the new elementary. The Roosevelt rebuild has funding challenges. It was scheduled to open August 2026. We are proposing to open it August 2025. Larry Hadley explained the phase build is thirty months. Moving it earlier to 12-18 months with a 2025 opening would help with inflation, increasing construction costs and ordering materials now. Cost of school builds and bond issues were explained. Changes on costs from initial budgets were shared and how actual costs are much higher due to inflation. Total cost shortage is \$58.4 million.

We will go out to bid for our next bond issue in March 2023 for \$110 million and the third issue of \$79 million will go out next year. We will need to issue a revenue bond to pay the difference on the Roosevelt rebuild. We will organize a municipal building authority for the Board to issue revenue bonds. Truth in Taxations are held in August and we are proposing to have one this coming August for fiscal year 2024. Board President Paul Widdison suggested to always schedule a Truth in Taxation every year but not necessarily have a tax increase each time.

Robert discussed funding options and reviewed the figures from the Truth in Taxation held in August 2022. The voted levy increase was 0.000460 and was used for salaries and capital improvements. Proposed hearings with two options were discussed. Option #1 would have a rate increase of 0.000439 and would keep promise to replace Roosevelt, avoids election year tax hearing, gets Board Levy to a level to maximize State Aid, maintains current Debt Service Levy, will make it easier to pass the next bond, and will go to bid on Roosevelt in October 2023. It would however break promise to voters to not raise rates and a possible “sticker shock” on the total increase. Option #2 would have a rate increase of 0.000439 and would keep promise to replace Roosevelt, only two tax increase hearings in a row, avoids election year tax hearing, gets Board Levy to a level to maximize State Aid, go to bid on Roosevelt in October of 2023, promise kept to voters to not raise rate for new construction. It would have a possible “sticker shock” on the advertised increase and be more difficult in the next bond election to promise no tax rate change. Robert concluded noting our overall tax rates go down every year and how we compare with other districts in the state.

Gina asked Larry to share his recommendations on the Roosevelt rebuild. Larry discussed options showing doing a phase build. They would build a wing from January 2024 to May 2024 and then once school is out they would take down the rest of the building and finish rebuild.

Mary Jo Williams explained we want to have the best plan that will have the least impact on students.

Student Option #1

2023-24

Displace 6th grade only

Possibly find space in Roosevelt or portables at T.H. Bell Jr. High

K-5 grades move to Washington Terrace or Burch Creek Elementary

Option #1 will have some transportation costs

Student Option #2

Displace 6th grade students

Leave 6th grade at T.H. Bell Jr. High

All of K-5 all to Valley View Elementary

Entire school to Valley View Elementary

Superintendent Butters noted the question has been brought up by community members on whether or not we need Valley View Elementary due to its low enrollment count. Possibly move Canyon View out of Ogden City to Valley View Elementary.

Meeting adjourned at 11:35 am