



Dr. Wagner, Board Chair Bryant, and Members of the Board, thank you for the opportunity to learn more about Red Wing School Public Schools and some of your priorities. From what I gathered, there has been a great deal of effort to gather information from stakeholders and create a shared vision and strategic plan. As you look to take your strategic plan and align it to your current facilities, your team expressed interest in learning more about the following:

- **Grade configuration-** How do we best meet the learning needs of our students using the resources available to our district?
- **Enrollment-** There is a desire to understand more about current enrollment trends and how to use this data to retain and attract students.
- **Programming-** How can we prioritize resources to ensure we have the right kinds of spaces for the courses and learning opportunities we want our students to experience?
- **Jefferson Building-** What is the current condition of the building and what facility improvement measures are needed to get it occupiable? How might we best target the use of this building to match our current and future needs?
- **Funding-** How do we maximize funding opportunities to address our greatest needs? What are some options, what are the impacts, and what is realistic?

You are in an exciting spot to turn your vision into actionable steps. As I explained to your board, our company is not in the business of telling districts what to do, but instead, we will provide data and a process that helps guide your decision making. We are in the early phase of developing a partnership that I am confident will lead to great outcomes for Red Wing Public Schools. In that spirit, I would like to recommend the following services we are willing to complete in advance of a professional services agreement, I would only be asking for your time and participation.

- ✓ Late January/Early February- Conduct a facility assessment of the Jefferson Building to understand its current condition and potential improvement measures.
- ✓ February- Complete a current enrollment study and present findings to the board.

This will give your board and leadership team the opportunity to see our work in action and hopefully to see the value we can offer. Moreover, these services are sequenced appropriately to assist with your overall planning.

In Partnership,  
Andy



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