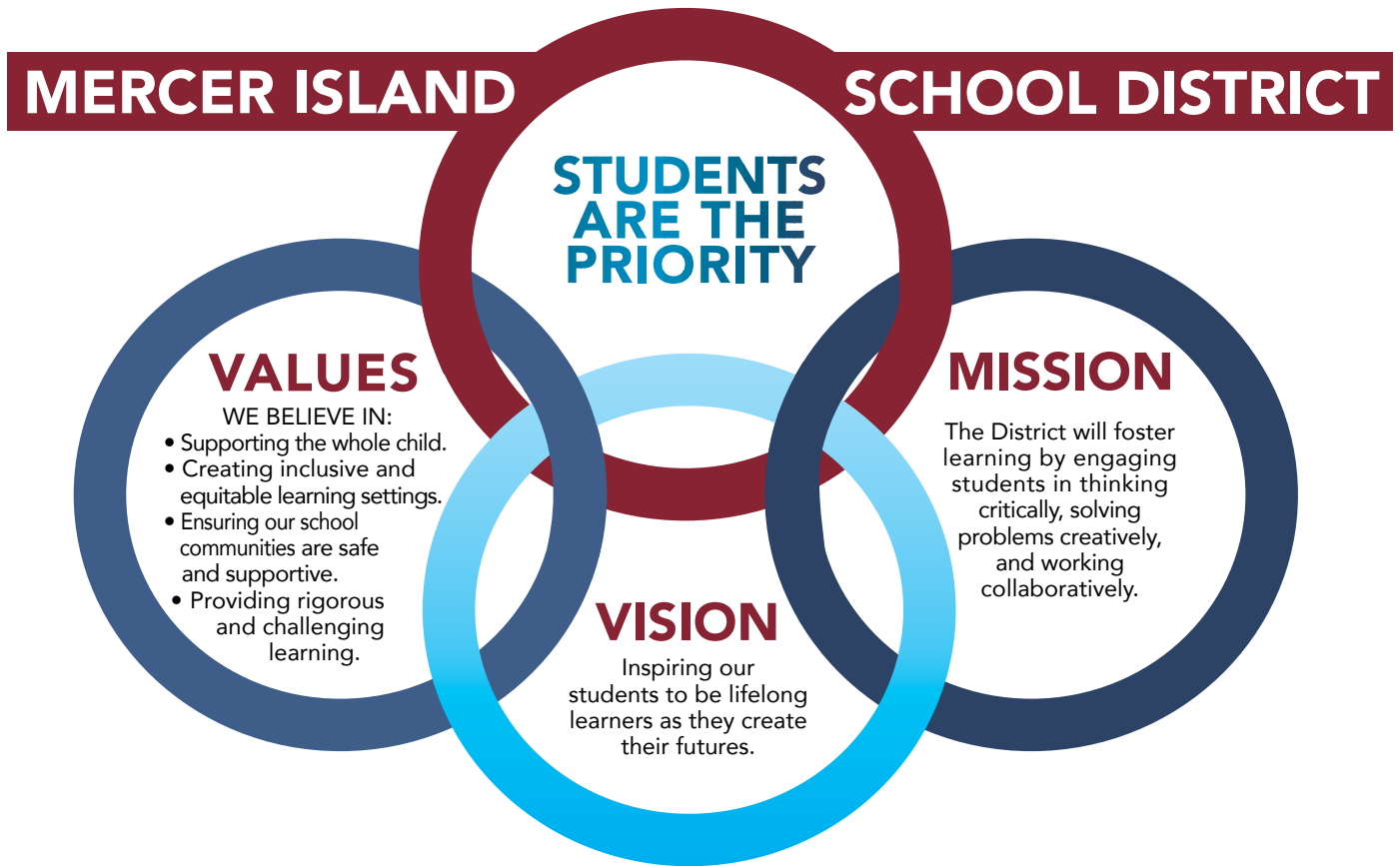


Issue Paper 1: Vision & Goals

07 APRIL 2023



DISTRICT BELIEFS, EXPECTATIONS, AND DREAMS

The Board of Directors expects the Mercer Island School District to embrace students and their individual uniqueness, challenge them to excel in and out of the classroom, and prepare them to succeed in their future academic and career endeavors beyond MISD.

Mercer Island School District will strive to lead as an academic and education organization regionally, nationally, and globally. These aspirations and goals are codified in the school district's values, vision, mission, fundamentals, and operational expectations.

VALUES

Students are the priority. We believe in:

- > Supporting the whole child.
- > Creating inclusive and equitable learning settings.
- > Ensuring our school communities are safe and supportive.
- > Providing rigorous and challenging learning.

VISION

Inspiring our students to be lifelong learners as they create their futures.

MISSION

The District will foster learning by engaging students in thinking critically, solving problems creatively, and working collaboratively.

OPERATIONAL EXPECTATION

1800 OE-1: STUDENT-FOCUSED FUNDAMENTALS

In accordance with the values, vision and mission stated in Board Policy 0001, the District will strive to achieve the following fundamentals, goals, and objectives:

1. Create a personalized learning environment where differentiated instruction, student-centered education, and varied learning opportunities are responsive to students' strengths, needs, interests and passions.
2. Maintain the highest learning standards in the areas of fine arts; health and physical education; English language arts; mathematics; financial education; science; environment and sustainability; social studies; world languages; computer science and educational technology.
3. Develop self-awareness, empathy, emotional/social intelligence, responsible decision-making and citizenship.
4. Engage students in analytical and critical thinking in order to identify and address global concerns.
5. Foster and embrace diversity, inclusiveness, and equity with a focus on respect and acceptance of every student.

1800 OE-3 : APPROPRIATE TREATMENT OF COMMUNITY MEMBER

In every relationship, the Superintendent will adhere to all laws regarding discrimination, confidentiality and personnel procedures.

1. The Superintendent will establish, apply and maintain a learning environment that is safe, respectful and conducive to effective learning, placing priority on responsiveness to student needs.

2. The Superintendent will establish and consistently apply and enforce discipline policies to maintain safe and effective environments for all students. Accordingly, the Superintendent will take reasonable measures to prevent student behaviors that disrupt learning and to inform employees, students and parents of disciplinary expectations of students.

3. With respect to relationship with staff and volunteers, the Superintendent will not allow conditions, procedures, actions or decisions that negatively impact their ability to responsibly perform their jobs and to work in an environment of professional support, respect and courtesy.

4. With respect to relationship with parents and citizens, the Superintendent will maintain an organizational culture with expectations and practices that treat parents and citizens with respect, dignity and courtesy.

1800 OE-4 : STAFF COMPENSATION

The Superintendent will:

1. Develop compensation and benefit plans that attract and maintain the highest quality staff and reward employees consistent with the applicable marketplace, with organizations of comparable size and type and within available resources.
2. Provide information regarding staff compensation and benefit plans on an annual basis to the Board.
3. Ensure district funds are allocated to support staff who apply for National Board Teacher Certification.
4. Comply with all provisions of the Federal Labor Standards Act, Washington Revised Code (RCW) Chapter 41.58, and Board Policy 5415.

1800 OE-6 : BUDGETING AND FINANCIAL PLANNING

Financial planning for any fiscal year shall support Board Policy Nos. 0001

and 1800 OE-1, protect the District from financial jeopardy, and be derived from a multi-year plan.

Accordingly, the Superintendent will oversee the development of a budget which:

1. Maintains staff, parent and community support by focusing resources on classroom instruction.
2. Is cost-effective, balanced, sustainable, meets bargained commitments to staff and meets all legal requirements.
3. Maintains adequate budget reserves to meet the financial requirements of bond rating agencies, consistent with Board Policy 1800 OE-7.
4. Meets the following priorities in order:
 - a. Maintains a safe learning environment for students.
 - b. Retains an essential level of support services for district operations.
 - c. Meets required instructional hours (BEA hours) and required building operational hours (WAC hours).
 - d. Preserves basic education programs, staffing levels and class sizes at fiscally sustainable levels.
 - e. Reflects anticipated changes in employee compensation including inflationary adjustments, step increases, time/responsibility/incentive increases, and benefits.
 - f. Maintains an adequate scope of secondary programs enabling students to meet graduation requirements, and continues the high rate of student acceptance into students' preferred choices of post-secondary institutions.
 - g. Prioritizes additional resources toward the building of organizational capabilities sufficient to achieve Board Policy Nos. 0001, and 1800 OE-1.

h. Provides adequate and reasonable budget support for Board development, Board operations, and other governance priorities.

5. Is presented in a format which:
 - a. Discloses budget-planning assumptions, including anticipated changes in state funding, adjustment in student enrollment along with any demographic changes.
 - b. Allows the Board to understand the relationship between the budget and the priorities for the year.
6. Is presented to the Board with adequate time for review and approval before September 1.

1800 OE-7 : FINANCIAL ADMINISTRATION

With respect to the actual, on-going administration of the District's financial resources, the Superintendent will take reasonable measures to prevent material deviation from the budget policy adopted by the Board of Directors, cause or allow any fiscal condition that is inconsistent with the values, vision and mission stated in Board Policy 0001, or places the long-term financial health of the District in jeopardy.

Accordingly, the Superintendent will:

1. Implement proper procedures necessary to protect and account for district funds and keep complete and accurate financial records in accordance with the accounting system prescribed by the State of Washington, as contained in the Accounting Manual for School Districts;
2. Ensure district reports and filings required by any governmental agency are filed accurately and on time;
3. Keep the Board of Directors informed of the District's financial condition, including providing cash flow analysis for each fund with each budget status

report comparing the annual (month by month) cash flow projections with year-to-date actual cash balances;

4. Only authorize expenditures that are within the adopted budget, and assure that district purchases are based upon reasonable judgment;
5. Maintain annual budget reserves of at least 8%, with a target of 10%, for the prior fiscal year ended as of August 31st, that are adequate to be consistent with best financial practices for public school districts;
6. Regularly inform the board while the fund balance is below 5% and how it is being rebuilt. Once above 5%, the superintendent will require board approval to spend below the 5% fund balance floor.
7. Only incur debt that is necessary and allowed by the adopted budget;
8. Prevent unauthorized transfer of monies from one fund to another;
9. Settle payroll and other financial obligations in a timely manner, avoiding interest charges, late fees, penalties and a loss of discounts; and
10. Reasonably pursue receivables.

1800 OE-8 : ASSET PROTECTION

The Superintendent will take reasonable measures to protect, maintain, use and safeguard assets.

Accordingly, the Superintendent will:

1. Maintain insurance coverage on district property against theft and casualty losses to 100% of replacement value and maintain adequate liability insurance for Board, staff and district;
2. Maintain insurance coverage against liability losses to Board members, staff and the district itself in an amount that is reasonable for school districts of comparable size and character;

3. Not allow unbonded personnel access to material amounts of district and school funds;
4. Implement best practices to protect the district’s facilities and equipment from improper wear and tear or insufficient maintenance;
5. Not unnecessarily expose the district, the Board or staff to legal liability;
6. Protect intellectual property, information, files and fixed assets from loss or significant damage;
7. Properly preserve and dispose of all records related to affairs or business of the district;
8. Not invest funds in securities that are insecure or not authorized by law;
9. Not acquire, lease, encumber or dispose of real property;
10. Not endanger the district’s public image, credibility, or its ability to accomplish its mission.

1800 OE-11 : FACILITIES AND CAPITAL ASSETS

The Superintendent will assure that physical facilities and capital assets support the accomplishment of Board Policy 0001, and are safe and are properly built, renovated and maintained.

Accordingly, the Superintendent will:

1. Establish a schedule and set priorities for capital construction, replacement, renovation and maintenance projects. In setting those priorities, the Superintendent will:
 - a. Assign highest priority to the correction of unsafe conditions.
 - b. Schedule maintenance as necessary to enable facilities to reach or exceed their intended life.
 - c. Disclose assumptions on which the plan is developed, including growth patterns, and the financial and

human capital impact individual projects will have on other parts of the organization.

- d. Present, for annual review by the Board, the District’s long-range facilities master plan.

2. Not recommend land acquisition without first determining growth patterns, comparative costs, construction and transportation factors and any extraordinary contingency costs due to potential natural and man-made risks.

3. Not authorize changes to construction schedules that significantly increase cost or reduce quality.

4. The Superintendent shall advise the Board of all change orders on a timely basis.

5. Not allow facilities to be unclean, unsanitary or unsafe.

6. Not unreasonably deny the public’s use of facilities as long as student functions and the academic program are not compromised.

7. Develop and consistently administer detailed facilities use guidelines delineating:

- a. permitted uses;
- b. the applicable fee structure;
- c. clear user expectations, including behavior, cleanup, security, insurance and damage repair; and
- d. consequences and enforcement procedures for public users who fail to follow the established rules.

8. Provide and maintain a comprehensive and functional technology infrastructure.

PLANNING GOALS

2020 LRFP COMMITTEE PLANNING GOALS

The Facility Planning Committee (FPC) developed a prioritized list of goals during a visioning session at the start of the planning process. These goals were later reprioritized with a second round of voting, allowing committee members to incorporate knowledge that had been gained regarding District need, as well as teacher, student, and community input.

Goals are listed in the reprioritized order determined by the Committee, along with the number of votes received. Goals have been organized into themes by the planning team. The top planning goals from the reprioritization are summarized on the following page for easy reference, however all of the goals have been used to inform the long-range planning process.

FLEXIBILITY & ADAPTABILITY OF SPACES [12 votes]

- > **Provide built-in, flexible, and adaptable spaces** [10 votes]
- > **Rethink libraries** [2 votes]
- > Reduce physical boundaries
- > Plan for future enrollment and flexible use in the interim
- > Consider if lockers are needed at the high school
- > Repurpose old computer labs

SAFETY [10 votes]

- > **Improve traffic impact around schools** [4 votes]
- > **Plan for safer pedestrian / bike access to school** [3 votes]
- > **Reconfigure sites for more functional use and safer traffic** [2 votes]
- > **Locate all students under one roof** [1 vote]
- > Create an environment where students, teachers, and staff feel safe but not under threat
- > Improve pedestrian safety / crosswalks



IMAGE:
FPC Visioning Session
November 2019

- > Provide contextualized safety and security
- > Provide more welcoming exterior and interior lighting (for health / wellness and safety)
- > Disguise safety features
- > Consider safety with regard to both exterior and interior threats
- > Provide structurally sound schools

OCCUPATIONAL LEARNING [8 votes]

- > **More opportunities for occupational learning [8 votes]**
- > Integrate occupational learning / pathways
- > Provide equity and a common experience for students across all schools
- > Develop more CCR (CTE) programs on campus
- > Provide visual access to engineering, science, and CCR programs

SUSTAINABILITY [8 votes]

- > **Provide visible sustainability (and explain why) [7 votes]**
- > **Address heating, cooling, and sound**

control in existing buildings [1 vote]

- > Provide visible solar strategies
- > Reduce the carbon footprint of facilities
- > Consider future transportation access options (including new light rail)

PROGRAM [7 votes]

- > **Provide next-generation project-based learning labs for science [4 votes]**
- > **Dedicate space for art [2 votes]**
- > **Provide more, and well-distributed, unisex bathrooms [1 vote]**
- > Provide spaces that stimulate creativity
- > Provide surfaces to display art and express community identity
- > Provide speech therapist, psychologist, and other similar support spaces
- > Consider a second silent library to provide quiet study space
- > Provide more accessible mental health space at the high school

CHARACTER & FEEL [6 votes]

- > **Create spaces that students are excited to be in [4 votes]**
- > **Prioritize aesthetics and beauty in the**

design of facilities [1 vote]

- > Provide ergonomic seating [1 vote]
- > Prevent noise cross-contamination
- > Accommodate standing in classrooms
- > Foster appreciation of place
- > Provide age-appropriate environments in school facilities
- > Provide natural lighting
- > Consider appropriate use of color and use non-institutional colors

DIVERSITY OF SPACE TO SUPPORT LEARNING

[5 votes]

- > **Provide small, collaborative spaces throughout the schools [4 votes]**
- > **Preserve quiet study spaces in the high school [1 vote]**
- > Support the whole student
- > Accommodate different learners (not only special needs)
- > Purpose-build spaces and limit multipurpose space
- > Provide more small, private work spaces

TEACHER SUPPORT [4 votes]

- > **Provide support spaces for teachers** [3 votes]
- > **Improve space design to help teacher retention** [1 vote]
- > Prioritize the needs of teachers and support staff
- > Provide small collaborative spaces for teachers
- > Provide for teacher adaptability in learning spaces
- > Provide flexibility for teachers to adjust lighting

PE / ATHLETICS [3 votes]

- > **Improve gymnasium / athletic spaces and fields** [3 votes]
- > Provide for safe and controllable community use
- > Add more gymnasium space

OUTDOOR SPACE [3 votes]

- > **Rethink outdoor spaces (for use during the rainy season)** [3 votes]
- > Provide diverse opportunities at recess (active / passive; play / learning)
- > Develop more covered outdoor areas
- > Provide connections to usable outdoor space
- > Maintain separation of grades at recess

TECHNOLOGY [3 votes]

- > **Create adaptable environments that can accommodate future technology needs** [3 votes]
- > Distribute student technology (quiet spaces)
- > Plan for future technology changes
- > Dedicate space for mobile technology (storage and charging)
- > Be mindful of technology impacts on quiet spaces

LEARNING FOR ALL [3 votes]

- > **Provide a highly-capable program at every school** [2 votes]
- > **Cross-pollinate spaces and programs to reduce stigma** [1 vote]
- > Reduce segregation of the highly

capable program

- > Create opportunities to see learning happening (transparency)
- > Help foster well-rounded kids
- > Provide diverse program options in all schools
- > Provide a high-needs program at every school
- > Locate the Adult Transition Program in the community, rather than in a school

FOOD, DINING, & SOCIAL AREAS

[3 votes]

- > **Recognize that the cafeteria is a place for social / emotional learning; and consider noise impact** [2 votes]
- > **Replace lockers with social nodes for students** [1 vote]
- > Improve common assembly space
- > Provide snack stations around school
- > Explore options around food delivery

STAFF, STUDENT & COMMUNITY GOALS

The 2020 LRFP process included engagement sessions with staff, students, and the broader community to understand their vision and goals for the District. These goals, echoing many of the same themes, were incorporated into the planning process. A complete list of staff, student, and community planning goals is included in the 2020 Long-Range Facility Plan, Section 02-Vision and Educational Program.

TOP PLANNING GOALS

Provide built-in, flexible, and adaptable spaces

Provide more opportunities for occupational learning

Provide visible sustainability (and explain why)

Improve traffic impact around schools

Provide next generation project-based learning labs for science

Create spaces that students are excited to be in

Provide small, collaborative spaces throughout the schools

Plan for safer pedestrian / bike access to school

Provide support spaces for teachers

Improve gymnasium / athletic spaces and fields

Rethink outdoor spaces (for use during the rainy season)

Create adaptable environments that accommodate future technology needs