

Stakeholder Input Report for

Folsom Cordova Unified School District

Rancho Cordova, California

submitted by



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Executive Summary

Between February 5-27, 2024, Mrs. Nicole Anderson, Dr. Sonny Da Marto, and Dr. Daniel Moirao of McPherson and Jacobson Executive Search Firm conducted 13 sessions (one-on-one and small group meetings in-person and virtually. An online survey was also available to all stakeholders in the Folsom Cordova Unified School District community in English and Spanish. Input was collected from approximately thirty-five (35) individuals face-to-face and four hundred and fourteen (414) additional responses to the online survey for a total of, four hundred and forty nine (449) responses from stakeholders.

Input was gathered regarding the selection of a new superintendent for the district using four consistent questions:

- 1. Tell us what is good about your community.
(This information is used to help us recruit quality candidates.)**
- 2. Tell us what is good about the district and the schools.
(This information is used to help us recruit quality candidates.)**
- 3. What are the issues a new superintendent should know about when coming to this position?
(This information is shared with the final candidates.)**
- 4. What are the characteristics, attributes, and skills one should have to be successful in this position?
(This information is used as we screen potential candidates.)**

In the executive summary are the major themes that emerged from the input and a few representative samples of raw data, which will support the board in making final revisions to the Superintendent job description. The final section of the report consists of responses by individuals who completed the online survey and responded to the same four questions. These survey comments are reported unchanged, with the exception of the omission of vulgarity and individual names.

Major Themes in Responses:

1. Tell us the good things about your community.

- Culturally, ethnically, and linguistically diverse and inclusive community
- Rich history
- Two unique communities based on socioeconomic and ethnic status but both have rich history and strengths
- One of the fastest growing metropolitan areas in the state
- Supportive business and city partners
- Good schools with high performance
- Tight knit, family oriented , and friendly community
- Pride in community
- Hard working community
- Desirable community for families
- Beautiful community with schools, parks, trails, and people
- Families choose to stay creating generational students
- Educated community
- Generational families with military background
- Lots of activities, sports, resources, opportunities, and programs available to families
- Great location, near mountains, airport, shopping, restaurants, entertainment, etc.

2. Tell us what is good about the district and the schools.

- Diverse with many languages being spoken (80+)
- Student focused
- Parent engagement and care for kids
- Student empowerment/voice; active student body
- Lots of events and activities (i.e. clubs, sports, service events, etc) for students to get involved in
- CTE pathways, STEM, IB, AP, etc
- High quality programs
- Equity focus
- Focus on the whole child including social-emotional well being, mental health, restorative practices, MTSS, PBIS, etc.
- Community schools and positive
- Academically rigorous
- Good arts and music programs

- Welcoming environment
- Schools meet the diverse needs of students
- Opportunities for staff growth and career advancement
- Well maintained facilities; M & O takes pride in our schools
- Dedicated and hard working staff who care about kids
- Strong and dedicated leadership
- Great communication with staff and families
- High expectations for students
- Safe and clean
- Great professional development and PLCs for staff and teachers
- Quality staff with overall good retention
- Great teachers
- Staff is aware and knowledgeable
- Staff enjoy working in district and are supportive of each other; family oriented
- Commitment to the greater good of the district
- Many staff are graduates of the district and come back to work there
- Great reputation of schools
- Bond money for upgrading facilities
- Communication between home and school is good

3. What are the issues a new superintendent should know about when coming to this position?

- Perception that the district cares more about schools in Folsom than in Rancho Cordova (I.e. facilities repairs and building of new facilities)
- Need to maintain relationships with bargaining groups
- Need to learn about and maintain what is working well before making changes
- Lack of clear and consistent communication to the staff
- Share information and help to make it work with staff
- Staff retention has become a challenge, especially classified staff
- School meals and options could improve
- Measure M, bond measures on ballot for facilities but differing views on the process
- Recent efforts to reorganize and split district based on two cities creates concerns around inequities and disunification
- Prioritize community engagement, transparent communication, and collaborative decision making
- Community differences created issues of equity, specifically ethnically and socioeconomically (i.e. access to sports, extracurricular activities)

- Enormous growth in population in Folsom and minimal growth in Rancho Cordova presents challenges in implementing previous facilities expansion plans
- Need to build more schools and hire more staff, including a high school in Folsom, due to increasing enrollment
- Budget constraints and financial challenges related to managing enrollment growth, ensuring adequate facilities, and addressing overcrowding of schools (I.e. Vista Del Lago High)
- Student concerns about access to Spanish program
- Individualism of each community must be considered as needs vary and disparities exist
- Rapid growth of population poses opportunities and challenges in building facilities and systems they best support diverse student needs
- Challenges exist in supporting the growing diversity of languages spoken by families
- Challenges in hiring staff that represent student population based on needs around ethnicity and language
- Substance abuse on campus is a concern at middle and high schools (I.e. vaping, marijuana, etc)
- Post pandemic student behaviors are a concern (I.e. bullying, racial comments, defiance, disrespect, violence, etc)
- Students have issues with “yonder bags”
- Student bathrooms are a concern (I.e. cleanliness, drug use)
- School safety and security has become a concern
- Students concerned about dress code enforcement
- Competitive salaries and good medical coverage is a concern for retaining and recruitment of staff
- Teachers need more support in classrooms as student needs expand (I.e. TOSA’s, aids, professional development, safety protocols, etc)
- Need to be aware of the needs of students in Special Education (I.e. full inclusion, autism, etc)
- Board decisions should be made with students and what’s good for the district as the focus
- Concerns about racism and implicit bias expressed by staff, students, and families

4. What are the characteristics, attributes, and skills the new superintendent should have to be successful in this position?

- Bridge builder; staff as well as two communities
- Somebody who has a stake/long term commitment in the district
- Puts students and staff first
- Strong negotiation skills
- Familiar with budget and fiscal challenges of the district
- Strong interpersonal skills
- Listens to staff and students
- Strong relational person
- Makes decisions without hesitation
- Has a vision for improvements (academics, facilities, hiring, etc)
- Able to manage board relations well
- Problem solver who considers multiple perspectives
- Be present in the community
- Good listener
- Compassionate and empathetic
- Engage with students
- Good communication skills
- Equity leader who is culturally responsive
- Experienced educator who knows all aspects of public education
- Multilingual
- Politically savvy
- Strong but collaborative decision maker
- Able to navigate the different issues and needs of schools in both cities

Stakeholder Input Meeting Responses (In person and online)

FCLA/District Admin

No. of people: 19

1. What is good about the community?
 - In Rancho Cordova, diverse with programs and resources that are designed to bring everyone together (school, families, community partners)
 - Hard working teachers, students, family members, doing their best
 - Strong educational and business industry
 - In Folsom involvement of parent and community
 - Community has extremely high expectations for students and let district know if they are not leveling up to that
 - Community of leaders, strong and support one another ; have the ability to see the bigger picture...district to student perspective understood

2. What is good about the district/school?
 - Diversity of students is a strength, kids understand each other and the complex world they are preparing for
 - Active, diverse, family oriented, supportive, close-knit, involved, service oriented
 - Equity work is focused on how it affects diverse student population
 - i. 4 equity questions that drive all conversations and decisions
 1. 4 Equity Questions for Decision-Making:
 2. Who are the specific student groups impacted by this decision, policy or practice?
 3. How have we engaged diverse community voices in specifying the problem that needs to be solved, success criteria for the program and barriers that need to be removed in order to positively impact student outcomes?
 4. How will this action specifically accelerate and/or improve outcomes for Black or African American, Hispanic, English Learner, Special Education, foster and homeless and/or low income students?
 5. What steps do we need to take to make sure that underserved students benefit from this academic, enrichment and/or wellness resource?

- See them acknowledging the differences of individuals sites and obligation to support other sites; understand that Rancho Cordova side needs and Folsom can support and also benefit from resources and successes; balance needs well
- Sense of family in leadership down to all employees
- Welcoming feel for parents, close knit feel
- Collaborative culture and can turn to each other for help, even in a larger district
- People are genuinely kind and you can be vulnerable ; people have your back
- Facilities in Rancho Cordova are well maintained even being older campus
- Facilities staff are responsive and take their jobs seriously
- Growth in community
- Great reputation of schools
- Visual and Performing arts and student enrichment is supported by Supt
- Social and emotional , probleming solving abilities are supported (prop 28 funding) has positive impact on attendance
- Grants (over \$18 million over past years) to create new and develop current CTE programs (classroom and competition activities)
- Dual enrollment, workplace learning and training (mentors, guest speakers, information)
- Pathways, partnerships have been nurtured and vital to keep these to reach goals for our students

3. What are the issues that the new Superintendent should know about when coming into the position?

- partners creating and maintaining those relationships is vital
- Realize all of that staff is doing, instructional practices
- Recognize needs of staff
- Leadership is close and supports each other and this is critical to continue the collaborative culture of mutual respect , hard work, team attitude , work interdepartmentally and not be in silos
- Healthy company culture
- Need a clear plan for growth
- We have worked hard to balance the relationships between Folsom and Rancho Cordova to support the greater good of the district
- There is a lot of good taking place (CTE, community schools, grants, active parent groups, immunization clinics, partnerships with UCD)
- Great momentum happening
- New supt shouldn't come in and change everything but consider the great things already happening

- Relationships and connections need to be maintained with bargaining groups; work closely together and do well at not letting things get nasty; Sense of trust and when things get hard , have healthy and respectful ways to work together based on what is best for students ; sense of confidence that we can work together (bargaining level and troubleshooting); lots of communication (break out groups of bargaining team)
 - Perception in community that district doesn't care about Rancho Cordova schools; started a grass roots initiative to separate the district into two districts ; narrative from Rancho Cordova community that district cares more about Folsom schools
 - Bond measures on ballot planned for facilities in Rancho Cordova, new facilities south of highway 50 (differing views on this process)
 - Supt will need to be able to navigate these complex narratives and nuances
 - Strong parent voice is great but can be tricky to navigate; can be intimidating and forceful
 - Be able to say no to great ideas due to initiative fatigue in order to do things we have committed to well
4. What are the characteristics, attributes, and skills the new Superintendent should have to be successful in the position?
- Breaking down silos amongst departments
 - Be able to manage and balance parent voice
 - Strong communication skills
 - Help board know their role and when it is appropriate to step into situations
 - Focus on belonging to support collaborative environment (students and staff)
 - Focus on inclusion of students with disabilities
 - Collaborative- (amongst staff as well as schools-ele, middle, high across both cities-vertical alignment)
 - Brave equity leader who can keep equity active and not just performative especially in political climate
 - Forward and out of box thinking especially working in LCAP process/groups
 - Actions focused on target student groups in data
 - High expectations for staff
 - Heartful leader and take care of people
 - Has compassion
 - Good communicator
 - Open minded, willing to build consensus of team
 - Listen to varying thoughts and opinions

- Kindness and compassion
- Personable, visible, and approachable
- Visionary and proactive
- Positive thinker and consider all ideas/options
- Acknowledge all departments, especially those who aren't as visible in district work
- Organized and follows up with site principals on previous issues that were discussed
- Holistic vision (whole child and staff not just academics/business aspects of education)
- Strong and supportive leaders who works with board to know their role

Certified & Classified

No. of people: 2

1. What is good about the community?
 - Good schools
 - Diverse
 - Parent involvement
 - Good place to raise kids
 - Good place to have children come from
 - Supportive business partners
2. What is good about the district/schools?
 - Diversity; over 30 languages spoken
About 400 EL, 300 are LTEL (at Cordova High School)
 - Growth
 - Employee knowledge, growth
 - Employees want to make things better
 - There are things to support teachers to make things better
 - i. More support after virtual learning
 - Teacher induction
 - Support for professional development
 - Supportive of National Certification, offers \$800
Pay for fees
 - All the student programs

- Bond money/ upgrading facilities (Folsom) Two cities vote on bond money separately. 10-12 years ago bond money was voted on.
3. What are the issues that the new Superintendent should know about when coming into the position?
- Two ends of district are different, ethnically, socioeconomics,
 - Pressure for parents to raise money to support school (difficult), supplementing district funds
 - Folsom middle school in need of upgrades
 - Lack of modular furniture (for collaboration, cooperative learning) Asked, but did not materialize
 - Folsom schools need to be upgrading (some)
 - Perception parents have the means to supplement funding
 - Facilities in Rancho Cordova have long been neglected.
 - Cordova HS is a beautiful campus, but rooms, HVAC are outdated. Library is outdated
 - Two cities vote on bond money separately
 - Fairly new performing arts building, needs upgrades etc.
 - Cordova HS areas need new HVAC
 - So many progressive things and great plans happening, particularly at the Rancho Cordova end, concern that a new superintendent will come in and re-prioritize those things.
 - Perception of misallocating Title 1 funds. Title 1 funds distributed equally among schools, even though not all schools qualify for funds the same.
 - (Classified end) Lack of information. We find out after the decision is made that impacts our ability to work.
 - Communication broke down during pandemic
 - Need tools and information to get the job done
 - Involve us in the decision making process, so we don't have to do backflips to make something work.
 - Not heard when shared about something not working.
 - Communication varies from site to site
 - Not happening for us (classified) until it is implemented.
 - Some turn over in DO. Since 2020 huge turnover.
 - Loss of institutional knowledge with loss of employees
 - Decisions made slowly and implementation is slow (have waited months for decisions that should have been made earlier)
 - Haven't been given the time to provide input.
 - In respect to board, we have to do what is right for kids

- 3-4 hour meetings of the board
 - Good work around diversity initiatives
 - Need to jump on Prop 28 and hire art teachers
4. What are the characteristics, attributes, and skills the new Superintendent should have to be successful in the position?
- Support training teachers to meet their needs
 - Continue to support teachers
 - Listening
 - Decisions that are best for kids
 - Compassionate
 - Educator
 - Understands how money works
 - Get people to buy-in to change,
 - Be decisive, but compassionate.
 - Navigating the politics of the board (3-2 split currently)
 - Governance practices
 - Bridge builder
 - Has stake in our district (already in our district, or has been in our district)
 - Cares and is invested in our district
 - Relationships in our district
 - Puts employees second (next to students)
 - Have adult conversations during and around negotiations.
 - Clear understanding of our Title 1 population
 - Great if they lived here

Parents

No. of people: 1

1. What is good about the community?
 - People in good mood care about people
 - Love doing school activities, cool for the kids
 - Tight knit and rally around each other
 - 90,000 people
 - Is “a community”, not an island
2. What is good about the district/schools?
 - Communication is good between school and home (never confusion about what is happening)
 - Principal is visible

- Lots teachers have been there for a while and know families
 - Schools are beautiful, clean
 - Everyone is welcoming and kind
3. What are the issues that the new Superintendent should know about when coming into the position?
 - Important that kids feel connected to school first before academics
 4. What are the characteristics, attributes, and skills the new Superintendent should have to be successful in the position?
 - Be visible and get to know staff, students, and community
 - Develop authentic relationships to foster better work environment
 - Break down silos that exist based on different positions of power
 - Make decisions for kids first
 - Know the staff by name
 - Continue great communication with parents and staff
 - Be available for teachers when issues arise
 - Listener
 - Risk taker, go getter
 - Easy going and have fun
 - Vision on making process

Union Leadership-Teachers (FCEA)

No. of People 2

1. What is good about the community?
 - A lot of communities from Air Force Base closure stayed Rancho Cordova had high Socio economics, but that has shifted, Folsom now has raised its socio-economic.
 - Two distinct communities Rancho Cordova & Folsom
 - Sometimes the two communities forget their history
 - Recent years positive steps to address the perception Rancho Cordova community
 - Lots of emphasis on schools
 - In Rancho Cordova don't need to go deep to find connections
 - Folsom is still a 'new' community
 - Extreme diversity, plethora, of different groups.

- With base closing, new ethnic groups arrived
- Preponderance of diversity in Rancho Cordova
- A mixed Indian, Asian, Hispanic population
- Lots of influx from the Bay Area in Folsom
- Both cities have a close community feel
- New industries coming to Rancho Cordova
- Folsom Lake College in Folsom
- Talk about bringing in a small university into Folsom
- Prison provides jobs
- Pockets of poverty in Folsom, more in Rancho Cordova
- Satellite of Cal State in Rancho Cordova
- Beer walk
- Good industrial area in Rancho Cordova
- More similarities between the two communities than some want to admit

2. What is good about the district/schools?

- Teachers have long tenure . . . students in the district, families live there, etc.
- Have strong CTE programs
- Superior career pathway at Folsom HS
- National recognized students from the culinary schools
- Technical programs have very diverse population
- Great staff,
- Growth in our students
- Resources for students have barriers
- Community schools are making its mark
- Six community schools in program found strong staff at the programs
- 5 year grant for community schools. Another grant has been submitted
- Schools, with demographics, are performing within the state expectations
- Looking at equity and inclusion
- Inclusion program next year
- In addition to Title 1 funds and community school funds are taking supplemental funds and pushing out to schools, thus empowering site councils
- All sites getting supplemental funds.
- Moving from district focus to school focus, a district wide shift
- Shifting mindset to site focus in decision making
- Have magnet programs within school (IB program, Spanish magnet, STEM program, Montessori program, etc.) Various alternative sites as well
- Within traditional HS one has IB, one HS on 4x4, one on traditional schedule

3. What are the issues that the new Superintendent should know about when coming into the position?
 - Within traditional HS one has IB, one HS on 4x4, one on traditional schedule (positive and negative)
 - We do have a new SPED program being rolled out next year,
 - Be familiar with mainstream
 - Not always clear communication
 - Check and balances are lacking, who is supervising who?
 - We have lots of good ideas, but we don't always implement them well. Sometimes we don't follow-through on completing the thought
 - New SPED program hasn't been communicated well
 - Not everyone has same concept of PLC's (elementary and secondary need same philosoph

4. What are the characteristics, attributes, and skills the new Superintendent should have to be successful in the position?
 - Familiar with mainstream issues
 - Supervise all staff, who is supervising
 - Clear communication and supervision
 - Empathy
 - Clear Communication from FCEA and district
 - Long-term commitment
 - Ask a ton of questions
 - Someone who is curious (every site will have different answer)
 - Oversight and direction of programs on what is there rather than new
 - Well versed in SPED
 - Well versed in PLC's
 - Well versed in wearing several hats at once
 - View teachers as partners (not widgets)
 - Provide oversight to all
 - Understand negotiations
 - Some teachers evaluations have been on hiatus for last two years
 - Looking forward to new perspectives
 - Be prepared to listen
 - Listen to students, make students a part. We have amped up student voice
 - Community schools committee has students on board
 - Families and students as partner

Union Leadership-Classified (CSEA)

No. of People 1

1. What is good about the community?
 - 2 different communities
 - Rancho is a strong community and care alot about their students
2. What is good about the district/schools?
 - Great place to work
 - Current Supt is great and many are sad to see her leave
 - Great communication with staff, especially at high levels of leadership
 - Teachers support classified staff
 - Kids are grea
3. What are the issues that the new Superintendent should know about when coming into the position?
 - Hard to show equity when you have two different school areas
 - Struggle with managing this dynamic
 - Been hurting in lots of departments, losing para-educators
 - Struggle with retention of classified, benefits creates a challenges
 - Communication could improve from management to classified staff
 - Discipline for classified is excessive, board policy is utilized to discipline but many classified employees; this can cause some bitterness amongst classified staff
 - Ongoing training and support needed before holding people accountability ; need a progressive discipline structure for staff vs restorative practice with students
 - Campus monitors have had some concerns about safety issues at Rancho Cordova High; may need training and support to improve ability to manage challenges student behavior
 - Conflicting ideas around implementing restorative justice practices
4. What are the characteristics, attributes, and skills the new Superintendent should have to be successful in the position?
 - Compassionate and empathy towards classified staff
 - Take time to build relationships with those who are doing the work
 - Be accessible
 - Sense of humor
 - Not be afraid to stand up for what's right and not just due to the rules
 - Communicate everything that is going on with the staff to the board

- Be present at school events/meetings and visit departments; encourage the board to attend
- Celebrate and acknowledge the good work of the staff
- Strong willed and stand behind what they say

Students (Rancho Cordova High School, Juniors)

No. of People 5

1. What is good about the community?
 - Diversity, students feel represented in community
 - Over 70 languages spoken at high school
 - Everyone gets along despite their differences
 - Learned more things from diversity
 - Interconnectivity of students. Community grows as a student body
 - United community in Folsom , more community events
 - People are proud and attuned to the communities
 - Both communities strive to understand each other's perspectives
 - Both cities are bridged by the district
2. What is good about the district/schools?
 - Great football team at Folsom high but all football teams are good
 - Active student body
 - Service events that students lead and participate in
 - Events are open to every student in the district (i.e. Club interacts with 3rd graders in district)
 - Mentor each other up and bring each
 - Parades held and supported by both student bodies
 - Teachers care about their students and want to build the community through support of students
 - Easy to know what is going on in the district
 - Information is accessible and changes aren't made without my ideas being considered

3. What are the issues that the new Superintendent should know about when coming into the position?
 - District split seemed to be a problem (conflict came from board itself at times, economic report was received differently by some) the split was aimed about having a board that focused more intentionally on Rancho Cordova
 - Inequality between two cities (economically disadvantages of students in Rancho Cordova)
 - New weight room at Rancho High; used to get hand me downs from Folsom High
 - Opportunities to improve the school (bigger library, new fence)
 - Consider old buildings that could be renovated or upgraded to be more current like in Folsom
 - Individualism of both communities (both push for what they want and need individually and may not push for what is best for both communities)
 - Consider pride of each community , don't lightly and will voice their concerns
 - Ethnic studies was passed by board with student voice at center
 - Dress code was amended causing dress code violations to drastically decreased
 - Native American Education-Title 6 funding has been advocated for and may pass by board soon
 - Indigenous People's Day push by students to be recognized in place of Columbus day in handbooks, etc.
4. What are the characteristics, attributes, and skills the new Superintendent should have to be successful in the position?
 - Sociable
 - Unite with students
 - Be present and visible in schools and communities
 - Be engaged with student body, be a role model (i.e. video made by Supt "in the loop with the supt")
 - Ability to look at problems with multiple perspectives of each community
 - Well educated
 - Problem solver
 - Get acquainted with students and know their interests
 - Be aware and have opinions of key issues in the community and in the world
 - Able to see where problems are coming from and be proactive to prevent other problems that could stem from it ; find out the root cause of the problem

CSEA

No. of People 4

1. What is good about the community?

- Location, centrally located between a lot of natural resources (proximity to Lake Tahoe, Sacramento, major airport)
- Good community partners (faith based, Intel, business) in both Folsom and Rancho Cordova communities
- Potential for growth and expansion (south of Ranch Cordova ans well as south of the 50 in Folsom) plans of increasing 10 schools in future (next year opening an elem and another secondary school the following year)
- Desirable neighborhoods
- Steeped in community culture
- Destination for people who are moving
- Highest metropolitan growth in California
- Schools are highly rated
- Lots who graduation from school district and then are employed in the district
- Proud supporter of community
- Family-oriented
-

2. What is good about the district/schools?

- Staff is supportive of each other and community
- Despite not having highest compensation package, but high retention rates particularly for those who have gone through the district
- Broad scope of programs and avenues of education (i.e. AP program, CTE pathways)
- Special Education program desirable (i.e. autism program,
- Highly rated schools although there is a disparity amongst Folsom and Rancho Cordova schools
- Can grow in career in district (opportunities to grow)
- Gowing and potential to grow
- Don't have as many middle management which supports effective decision making where student voice is connected and not lost (close through line)
- Superintendent is accessible and answers all emails that come her way
- Communication is streamlined well and is made available to classified employees
- Personalized and everyone knows each other's name

3. What are the issues that the new Superintendent should know about when coming into the position?
 - High turnover rates of classified employees
 - 800-850 teachers
 - Need professional development opportunities
 - Bond measure M a decade ago for facilities repair and expansion, promises were made but because of growth and timing (measure will expire soon), promises weren't kept and seen is unfair to Rancho Cordova and has favored Folsom
 - When Mather AirForce Base closed, school boundaries became jagged and ADA funding became a battle (i.e. Elk Grove school district reaches into Rancho Cordova; some Rancho residents wanted to go to school in Rancho assuming the measure M dollars were going to support those facilities; Elk Grove residents on that border are asking for a)
 - i. Granite City now Folsom, went from 20000-75000; schools are needed
 - ii. Concerns about cost of bond dollars for residents in Folsom vs Cordova (some residents struggled with idea of investment in space where real estate growth hasn't grown as much in Rancho Cordova)
 - iii. Perception that the district cares and pays money on Folsom schools
 - Some leaders have expressed desire to split the district even through the board has not chosen to pursue that (study has been done by School Services-split cost between school board and two city councils)
 - i. Feasibility study has shown that 3 of 9 criteria
 - Rancho Cordova has 1 high school and Folsom has 2 high schools; growth has been increasing in Folsom and not in Cordova
 - District is not as homogenous and skews based on raced based in Folsom-higher affluence , Rancho-African American, Russian, Hispanic (equity and diversity can be challenging based on needs)
 - Staffing is challenging in finding skilled employees when minimum wage is \$20 and district pays less (paraprofessional, campus supervisor jobs are extremely hard causing less desire to be employed in district)
 - i. Staff support, work conditions, emotional well being
 - ii. After effects of covid has caused burnout
 - Be creative in how to strengthen our budget (i.e. magnet for sp ed is expensive and impactful in general fund, can resources be shared with other funding sources like state, etc)
 - Teaching population doesn't match our student population and needs some intentional outreach
 - Staffing shortage

- Increase in minimum wage in the state has created inflation causing challenge. classified got 4% raise, but medical benefits increased by 20% ; compensation and medical benefits needs improvement (current cap is still negotiable even though 24-25 contract has been approved)
4. What are the characteristics, attributes, and skills the new Superintendent should have to be successful in the position?
- Good negotiation skills
 - Fiduciary responsibility (i.e. avoid mandatory layoffs after large influx of federal funding)
 - Strong interpersonal skills to build relationships
 - Listen carefully to what staff is telling them
 - Understand the need to support staff who impact students
 - Be politically savvy considering the current and upcoming political climate
 - Know people’s names and do business with people and not just on paper
 - Data literate and knows how to utilize improvement science to
 - Instructional leader who understands business aspects of district
 - Be creative in outreach and recruitment to diversify workforce
 - Represent current student body and community (language, ethnicity, etc)
 - Handling the dynamics of the school board (roles, professional development, meetings agenda-timing)

DELAC

No. of People 1

1. What is good about the community?
 - In Rancho Cordova, it’s like family
 - Hard working community and have similar culture
 - Families are like a community who helps raise kids to make sure they have what is good and important to them
 - “if the kids are ok, my family is ok”
2. What is good about the district/schools?
 - Interpreters available to support spanish speaking families and new families coming in
 - Families migrate to district to live with family and bring their kids

- mental health is very important than individual ethnicities
 - creating clubs across the schools that are inclusive
 - supportive of students who are struggling with behavior through building inclusion and acceptance of kids
 - 80 languages spoken
3. What are the issues that the new Superintendent should know about when coming into the position?
- In Rancho Cordova, we feel that they are segregating us. We and our kids hear that they (board and leaders) make more schools, programs in Folsom and feel it is not fair (naming of new schools, building more housing near White Rock and Anatolia)
 - need schools between boundaries of Elk Grove and Rancho Cordova because it is too far to travel for parents and students
 - we want the same opportunities for kids (i.e. sports, extracurricular activities)
 - Rent is high and many families are poor and work a lot of hours and sometimes kids have to be home alone and need programs before/afterschool
 - Some kids don't desire to go to college due to not having money or don't see it as important and go work in other areas (yard work, fields)
 - need more language support for families who come to schools and enroll their kids (Ukrainian, Mexican, Russian, etc)
 - Provide equity in support through numbers of staff needed based on language needs (if there are more Spanish or Russian speaking families, need more speaking staff who speak the language)
 - On academic standards, we are lower. English are struggling to learn two languages and need better support
 - Growing fast (i.e. Mills Middle School have growing Ukrainian community)
4. What are the characteristics, attributes, and skills the new Superintendent should have to be successful in the position?
- Can see the district as one and not two different district/community
 - Be able to work with board to make decisions as a team
 - Make parents and kids feel that they are important
 - Be out in community and in schools
 - Unify all people (staff, parents, and students)
 - Listen to people
 - Don't segregate people based on race, socio-economic, or language
 - Don't just serve in the position but see the kids through all grades and beyond
 - Care about all kids and not just some
 - Treat the kids like their your own

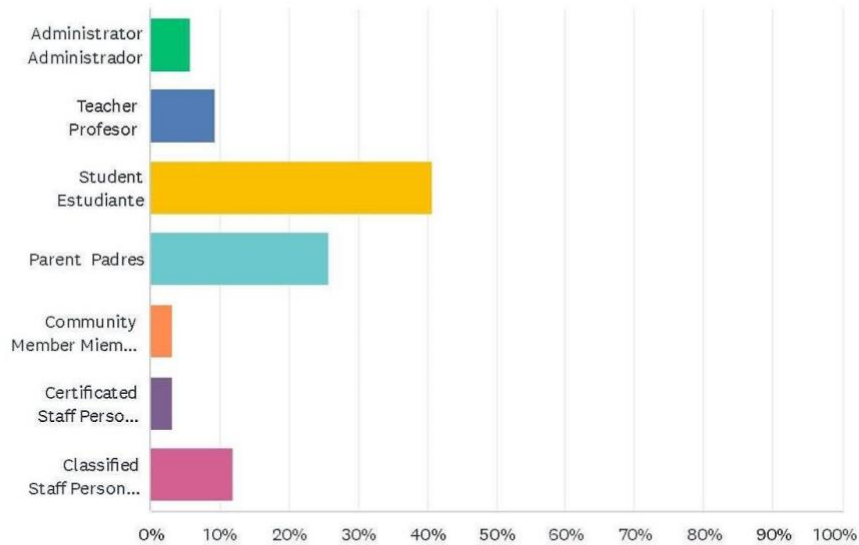
Survey Monkey Results for Folsom Cordova Unified School District
February 2024

(NOTE—these responses have not been edited, they are printed as entered by the stakeholders with the exception of the omission of vulgarity, names, and attacks on people/positions)

412 responses

Please indicate the stakeholder group you represent:
Indique el grupo de partes interesadas que representa:

Answered: 412 Skipped: 0



ANSWER CHOICES	RESPONSES
Administrator Administrador	5.83% 24
Teacher Profesor	9.47% 39
Student Estudiante	40.78% 168
Parent Padres	25.73% 106
Community Member Miembro de la comunidad	3.16% 13
Certificated Staff Personal certificado	3.16% 13
Classified Staff Personal clasificado	11.89% 49
TOTAL	412

Q1 Tell us the good things about your community. (This information is used to help us recruit quality candidates.) Cuéntenos las cosas buenas de su comunidad. (Esta información se utiliza para ayudarnos a reclutar candidatos de calidad).

really one part great place raise fun lot diversity supportive strong parks helpful live will
beautiful experiencing welcoming activities inclusive work love year people nice
Rancho Cordova Folsom kids diverse population area community supportive
need focus great educated Everyone opportunities district cultures
diversity amazing children generally support accepting
many close good help students values diverse
clean schools always community
good things community people arts families different
Folsom feel lot wonderful safe together nice neighborhood
Rancho Cordova sports caring team Parents also
involved think city People friendly teachers good things kind going
friendly provide want respectful Rancho weather know growth family oriented
brings Well events Everybody great schools staff one best friends every FCUSD desirable
growing made

Q2 Tell us the good things about your schools. (This information is used to help us recruit quality candidates.) Cuéntenos las cosas buenas de sus escuelas. (Esta información se utiliza para ayudarnos a reclutar candidatos de calidad).

FCUSD give welcoming seen clean respect Caring everyone Strong variety small high
excellent staff caring high school involved parents experience level Folsom friends
provide positive sports meeting years improving focus amazing parents
friendly people hard working many Supportive kids inclusive support
understanding great Continue families go programs work hard
staff fun good also students want schools
really teachers help community dedicated work
children district feel need campus lot one nice support students
opportunities education schools good way offer part
teachers staff learn good teachers leadership makes involved
classes resources kind area diverse quality education care students educational
academic value love come place think principals important Well team try groups
great teachers teaching

Q3 What issues should the superintendent be aware of as he/she comes into the district? (This information is shared with the final candidates.) ¿Qué problemas debe tener en cuenta el superintendente cuando entre al distrito? (Esta información se comparte con los candidatos finales).

understand school board used students families focus leadership COMES divided everyone different Folsom schools differences going high FCUSD drugs programs problems school district equity help areas one every employees environment lack campus years school sites know day want time work growth parents learning Folsom support students community bullying support often staff s need team students nothing school great district funding teachers well issues special education make things many safety kids classes good city feel None classrooms middle school people education lot important think improve resources say also really Rancho Cordova population high school keep children members Will believe families instead district office Vista SEE new superintendent behavior student population much decisions made continue seems

Q4 What skills, qualities or characteristics should the new superintendent possess to be successful here? (This information is used as we screen potential candidates.) ¿Qué habilidades, cualidades o características debe poseer el nuevo superintendente para tener éxito aquí? (Esta información se utiliza cuando seleccionamos candidatos potenciales).

trust students families focus solution possess others education respect school district relate well strong stakeholders within district people support student also present take knowledge parents face kind opportunities skills services person look issues students staff nice collaborative able different work relationships Someone success ability kids teachers leadership new superintendent need someone understanding background good successful schools learning needs groups district culture students positive superintendent genuine community practices experience teach will come make team staff think know good listener support helpful caring bring leader one classrooms supportive see help FCUSD organized must need able superintendent needs decision making given effectively programs ensure vision dedicated families children value empathetic including Special Education listens empathy

Administrator/Administrador

1. Tell us the good things about your community. (This information is used to help us recruit quality candidates.)

Cuéntenos las cosas buenas de su comunidad. (Esta información se utiliza para ayudarnos a reclutar candidatos de calidad).

- Our community members work together to support one another and to create a safe, family-friendly environment where everyone can thrive.
- We have a growing community with many families who are engaged in their children's lives.
- Our district serves students from diverse ethnic and economic backgrounds.
- Rancho Cordova and Folsom are diverse and interconnected communities. Watch our Community Schools video to see how we're learning from each other.
<https://youtu.be/qIFLBGgr2l8?feature=share>
- Folsom Cordova is strong through its diversity, giving students a realistic look at their future work communities.
- We have a diverse community. Parents care about their children's education and want to be involved.
- Both communities support schools.
- We serve two unique and diverse communities each with strengths and areas for growth.
- The community is tight knit and supportive. Although it has grown exponentially, it still has a "small town" feel. We have regular community partners who support our schools through partnership, donations, and volunteer hours. There are businesses, churches, and other non-profits in the community who partner with us.
- Many staff and community members are graduates of FCUSD. There is a great deal of pride in the Rancho area.
- FCUSD has a strong leadership team who develops in our leaders in a lot of professional development. Our C & I directors are implementing systems that support our PLC work, stronger Tier 1 instruction, MTSS that supports all students, and systems that support teacher coaching from our administrator/instructional coaches.
- One of the best places in California to raise a family. High value placed on education.
- Great homes, schools, employment. On going growth of Folsom and surrounding areas. This is a safe community ideal for families.
- Our staff members truly have their hearts and minds invested in the success of our students/schools. Many of our teachers have advanced degrees and certifications. Staff members consistently volunteer, lesson plan, serve on committees, and engage in professional development outside of normal working hours. We have a GREAT team of passionate, intelligent, and professional educators!
- Rancho Cordova is a community with a lot of support from the city and the surrounding area. The schools are established and have years of history educating students and producing athletes.
- Diversity! Our students and families are amazing. The cities are involved and supportive as well.

- FCUSD is one of the best places to raise children and feel supported by a community of like minded individuals. A diverse community of people, cultures, and backgrounds, work together to support the growth of children. This community places a tremendous value on academics, athletics and a variety of opportunities for students.
- We are able to support and provide above and beyond care to our students because our leadership values health services and understands the link between health and learning.
- We are an extremely high performing school with a very active parent community. Students are pretty well behaved. Our community is quite diverse with two varying sides to the district. Whoever takes this position will need to be versed in dealing with an affluent community and a more socioeconomically disadvantaged community. We have families with high expectations and, on the Folsom side, can be viewed as entitled in comparison to the RC side of the district.
- Parents and students want choices in education programs.
- Rancho Cordova has a rich history and very diverse.

2. Tell us the good things about your schools. (This information is used to help us recruit quality candidates.)

Cuéntenos las cosas buenas de sus escuelas. (Esta información se utiliza para ayudarnos a reclutar candidatos de calidad).

- There are so many great things about FCUSD schools! Staff commit to setting high expectations for all students and to working collaboratively to support student growth in academic, behavioral, and social emotional competencies. There is a focus on building relationships amongst staff, students, and families to promote a strong sense of belonging through an emphasis on culturally responsive practices, restorative practices, and maximizing engagement. All staff members have access and are encouraged to participate in professional development based on evidence-based practices. Leaders intentionally work on building a strong school culture and climate and strong instructional practices. Staff, students, and families are valued as partners of the school community and their input and voices are part of all decision-making. Policies and procedures are clearly communicated to all stakeholders and are formulated or updated through an equity lens. Instructionally, we are doing great things for students! Continue with a strong focus on improving learning outcomes for all students. Continue to build the capacity of all staff by offering evidence-based practices and continue the work to create a more systematized approach to produce strong learning outcomes at all schools. Continue with the focus on robust PLCs, Foundational Literacy Skills, and school structures and systems that support a tiered approach to meeting the academic, behavioral, and social-emotional needs of all students (MTSS). Many of our schools were able to improve their attendance rates this year through an intentional plan of action. It is important that we continue this impactful work.
- There are many professionals who care about our students and want to do their best.
- Our schools in Folsom are recognized as blue ribbon schools with high performing students.

- So many great things about FCUSD! We are a diverse and growing district with a focus on improvement science, equity and restorative, whole child supports. We are closing predictable opportunity/achievement gaps through data visibility, changing adult practices to respond to scholar needs and building healthy workplaces for employees.
- Facilities are incredibly well-kept, even the old ones. We have outstanding student voice. Academic rigor is abundant, and SEL is growing.
- We have a wide range of offerings in our district and manage of our schools offer unique programs. I believe that to be a strength in our district; we design or implement programs to fit the needs of our students and community.
- Supportive staff, caring parents, students who want to learn.
- We are a single district SELPA (Special Education Local Plan Area). For FCUSD, this means that as a rule, we serve all of our students within the district including medically fragile, Visually impaired, deaf hard of hearing. We offer special education services at every sight through a strong committed staff and have a high functioning Community Advisory Committee (CAC) that offers community events and parent training.
- Schools are high quality, with high standards and expectations for students and staff. Our schools all have strong sense of community, as evidenced by strong student and family engagement. Our school facilities are well-maintained and you can tell our M&O department takes pride in our schools. Teachers and staff truly care about students and strive to make our schools places where students feel a sense of belonging.
- Small schools. People are connected across the district. Many FCUSD staff live in one of the 2 communities.
- Our school community has a strong PTA, teachers/staff who create a safe learning environment and teaching this focused on the individual learner, school wide PBIS monthly plan, strong guiding coalition that makes shared decisions and leads of professional learning teams that meet weekly. We have schoolwide attendance focus within our MTSS model with schoolwide and individual incentives.
- Our schools are high quality and need to stay competitive in wage and salary scales to recruit and retain high quality educators.
- Our schools are full of highly qualified and dedicated staff, resulting in FCUSD being a high performing district. Staff and families truly care about the academic and social/emotional wellbeing of our students. Our schools and community work well together, having the same desired outcome of students.
- -Consistent and stable staff -Supportive parents and community -Racial, linguistic, social-economic, cultural diversity -Transition towards more authentically inclusive schools -Music education -Multi-Tiered Systems of Support -PBIS award from statewide coalition -Alternative, restorative means of discipline -Outdoor science education for 5th grade -Parent and student leadership opportunities
- Walnutwood High School has been around for years supporting all the comprehensive school sites with a small school feel for individual, independent study support. Teachers are caring and work one-on-one meeting the student where they are in their academic journey creating an individual plan for success. We are small but mighty in our caring and supports for students needing a small campus feel.

- Our C&I team is progressive and supports instruction on the ground. I LOVE being in FCUSD because of the family-feel and relationships we have with one another.
- Our school is student-centered allowing students to meet their potential growth no matter where they are academically. A variety of programs and courses are available to help students thrive.
- Let me tell you about our Nurse Administrator [REDACTED] has demonstrated remarkable achievements by skillfully employing the nursing process on an organizational level. [REDACTED] exceptional abilities were evident through the successful implementation of five large-scale community COVID vaccination clinics in 2020. By utilizing a systematic approach, [REDACTED] effectively coordinated and managed these clinics, resulting in the immunization of a significant number of students, community members, and staff members. [REDACTED] commitment to fostering positive relationships with others has been instrumental in her accomplishments. [REDACTED] natural ability to connect with individuals easily has allowed her to build strong partnerships within the community and within the school district. Through these relationships, [REDACTED] has efficiently collaborated with various healthcare professionals, ensuring seamless coordination and delivery of health care services, such as TB and VFC clinics, as well as health education opportunities; such as a yearlong health curriculum for high school students, for the betterment of the community and school populations. [REDACTED] ongoing advocacy for school nurses within the school district is commendable. Year after year, [REDACTED] diligently presents a comprehensive needs assessment to FCUSD cabinet members highlighting the crucial role school nurses play in ensuring the health, well-being, and safety of students and staff at school. Recently, she was able to increase the FTEs for school nurses within the district. Overall, by advocating for the allocation of additional nurse time, [REDACTED] empowers school nurses to deliver high-quality care and positively impact the overall educational experience of students.
- Folsom Middle School performs high on academics. We have been named a California Distinguished School and currently are working on Level 2 certification of Marzano's High Reliability School framework. The teachers can be demanding but the majority are very committed to the profession. The union is strong and can actually get in the way with doing what is best for students. For example, the union must have a 75% approval rate to incorporate a Flex period for Tier 2 intervention support within the school day. This did not pass with 74% (45 teachers voted for it and 13 voted against with 3 abstentions). Technically this should have passed but the union held it up despite it being a good thing for students. This can be very frustrating for the teachers who want to support students. The hope would be that the new superintendent will support best practices for student achievement.
- Schools are well maintained. Rancho Cordova students and families are diverse.

**3. What issues should the superintendent be aware of as he/she comes into the district?
(This information is shared with the final candidates.)**

¿Qué problemas debe tener en cuenta el superintendente cuando entre al distrito? (Esta información se comparte con los candidatos finales).

- In recent years, it has become more difficult to find quality candidates who want to work in a school setting - both credentialed and classified staff. It is important for the superintendent to be able to continue to maintain a strong and positive relationship with both bargaining units to continue to be able to attract top talent to our district. In recent years, we have seen an increase in challenging behaviors, especially in our youngest learners (elementary-aged students). Ensure that school sites have adequate support (additional roving staffing as needed) to be able to ensure the safety of all students and staff. Continue to offer professional development in de-escalation strategies. There is a lot of projected growth for our district. This requires an understanding of the various demands that this growth can place on district facilities and business operations departments.
- We are a growing District and are learning to grow with the population. We are building systems to support the growth and do our best to support our students.
- We need leadership that is united and reflect the students/families in our district. We have a large population of students who are from Slavic/Asian back ground but we don't have Leadership diversity to match the community.
- We need a Superintendent who is visible, curious and laser focused on supporting initiatives that are showing progress. We have a fantastic school board that wants to impact change, but can be in conflict with each other and distracted from their role as policy makers. The more our Superintendent can get them and community leaders into our classrooms to see what is working will help them from going down unproductive rabbit holes.
- Many members of the Rancho Cordova community feel their city is treated as lesser somehow.
- We have two communities within our district that provides challenges. Our Rancho Cordova students and families need greater support and resources overall. Our community school's initiative has really helped support that effort as well as the way we are allocating our supplemental dollars. We need to do more to address inequity and disproportionality. Our black and brown students, foster and homeless youth, and students with disabilities are amongst our lowest performing groups academically, are suspended more frequently than other student groups, and have the highest rate of chronic absenteeism. We talk a lot about equity, but we need to target our efforts and resources more to make a systemic change.
- Local politics related to SFID#3 and reorganization.
- The diverse political climate and the perceptions from the two communities. Understanding how the communities perceive the support of each community and understand the reorganization issue and perceived reasons for the proposed split, understanding of the school funding issues and challenges and the condition of schools.

- We have two key initiatives that are essential that the new superintendent understands deeply--The work of Professional Learning Communities and High-Reliability Schools (Marzano).
- 1. There is some animosity from members of Rancho Cordova City Council as they perceive the district has not served Rancho Cordova Students well. 2. We are a high performing district overall; however, when you disaggregate the data, you will see that we are underserving our historically marginalized students.
- South of 50 issues - the community has yet to be embraced by the Folsom community north of 50. We are still working on improving the performance of our subgroups/underrepresented students. We are in need of additional support with SpEd and behaviors.
- We need more teachers and admin of color. We need to make deeper connections between our sites and our ESC so that it feels more collaborative and less of a hierarchy. We have a white savior mentality that we need to work on. Our teachers need to be a bigger part of supporting students outside of just math and reading, and not referring all other needs outside the classroom, they can be connectors to home, relationships with students etc. Transportation is a huge barrier for families to get to school.
- We lack the staff to support all of our students with high behaviors in our general education and special education classes.
- Addressing growth south of US 50, High expectations can happen with deft perception and skilled negotiation strategies.
- There are 2 distinct regions, each with differing needs: academic, SEL, family participation. Statements have been made indicating that one region has unequitable access to resources, newer facilities and support than the other. There are meetings being held to discuss 1. Location of a new high school, 2. Splitting of the district (Folsom and Ranch Cordova). These discussions have been very passionate - both regions.
- There is a great divide between the Rancho Cordova and Folsom communities with an attempt to dissolve the school district into 2 separate school districts.
- The new superintendent should be aware of the many positive aspects the school provides the students, families and both communities to find the student where they are socially, academically and mentally.
- We have a decade long history of listening to the voice of parents more than staff and students. I'd really like to see staff voice heard and honored more.
- We are seeking a Superintendent that can control the school board.
- Our CalSchls data, and incidents related to substance use on campus should be used as metrics to amply prevention efforts, including embedding lessons into the curriculum at an early age, and potentially hiring additional mental health clinicians with PPS to address on-going restorative practice rehabilitation efforts for students who are struggling with substance abuse/use.
- One is what is mentioned above. The teachers in this district have a lot of power. The board also needs to be clear on their role. They often times will call principals directly and overstep the superintendent. It is a political board and they do not stay in their lane when addressed by parents, teachers, etc. Their job is policy however they often

overstep that role. The superintendent must be strong enough to handle difficult parents, the board, and the teachers.

- Educational equity continues to be a challenge. We need to be bold and address inequities. Certain members of the school board are racist and bring politics into the board room. Additionally, there is a difference in how the district responds to matters in Folsom vs Rancho Cordova. Asset language is used when discussion about Folsom are underway but Rancho Cordova is regarded with deficit based language

4. What skills, qualities or characteristics should the new superintendent possess to be successful here? (This information is used as we screen potential candidates.)

¿Qué habilidades, cualidades o características debe poseer el nuevo superintendente para tener éxito aquí? (Esta información se utiliza cuando seleccionamos candidatos potenciales).

- Every year, month, week, and day brings with it new and diverse challenges and opportunities for growth. We need a superintendent who possesses qualities such as modesty, a growth mindset, perseverance, a calm, warm, and positive demeanor and one who demonstrates his/her investment in our schools and community through their actions and their words.
- Compassion, empathy and knowledge about the various facets of the educational system are key to serving our community well.
- The superintendent should be skilled with K-12 curriculum , managing funding, understanding special education law and student program.
- Our next superintendent needs to know how to trust and support his team. A deep commitment to interrupting inequitable practices through innovative practices, how to best use our financial resources and manage growth will be critical.
- Sophistication around political and social influences is important because our communities are diverse, and sometimes opposed. Commitment to Equity work already underway, and seeing it through Supportive to staff. Hold high expectations
- They need a wealth of experience in the classroom, as a site administrator, both elementary and secondary background, and have a clear understanding of the PLC process. They need to be open to new ideas, and supportive of the work on the ground. Building relationships with our community and labor partners is critical to our success as a district. They need to have the ability to lead our district with a clear focus and be able to articulate our vision and mission in order for us to move forward doing the right work.
- Thoughtful listener who works well with the team.
- Being able to communicate, supportive of staff, hold the Board accountable to govern and set policy and not try to micromanage.
- An understanding of our history and current culture and where we need to align and grow.
- Our current Superintendent leads with her heart, is collaborative, and has an open door and open mind. This approach has served our district, staff, families, students and communities well.

- Collaborative, thoughtful, resourceful (e.g., call on your respected advisors/experts), student-centered, responsive, kind, reflective
- Classroom teaching and Principal experience, helps to know the system from bottom to top. Humble. Easily relatable. Makes quick connections with families. Genuinely listens and responds. Someone that sees the strengths and needs in both cities that rep FCUSD. Someone who is flexible and growth oriented. [REDACTED] is an excellent sup. The new person coming in can learn a ton from observing her leadership.
- Strong communication, good at community/staff building, strong at facilitating community partnerships, support our leadership team in creating structures that support all students.
- Excellent interpersonal skills, ability to understand many facets of an issue or a solution.
- The new superintendent Skills/Qualities 1. Visible throughout the district and community. 2. Build and maintain positive relationships with sites and ESC 3. Good listener/communicator 4. Be knowledgeable about the needs of the community and possess skills/experience to navigate through challenging times 5. Possess exemplary leadership skills 6. Value our staff
- Our new superintendent should have experience working with diverse populations. He/she should possess the ability to bring people together by highlighting our similarities, building connections among community members, creating a common vision, celebrating successes together, honoring our past history, and creating a common identity as FCUSD.
- The new superintendent should have the skills to understand the financial needs of our programs, and to provide, support and retain good teachers for our students. [REDACTED] would be an excellent superintendent for our district. [REDACTED] is a great listener, supportive when we have questions about our budget and staffing needs. [REDACTED] gives great feedback on how we can troubleshoot concerns. [REDACTED] is intelligent and gets the big picture of what a successful school district does and how to effectively run programs for K-12 needs.
- Clear communicator with empathy. A previous teacher, principal, leader - we need someone who understands what it is like to work in schools. Also, we need a Supt. that can have clear boundaries with board members and help guide them - sometimes our board acts like the Supt. and it is not appropriate.
- The skill and qualities to control the school board.
- The ability to recognize key stakeholders and invite them to the table (include the health perspective).
- Open-minded, supportive, compassionate, fair, and strong enough to handle all stakeholder groups. They must possess confidence and maintain a sense of understanding. Knowledgeable about academics and put students first.
- The new superintendent should possess excellent communication skills, be laser focused on student needs and academic equity, and be wicked smart with fiscal matters, pretty much anyone who compares to [REDACTED] will do!
- Equity Leader, organized, culturally responsive, person of color, honest, collaborative,

Certificated Staff/Personal certificado

1. Tell us the good things about your community. (This information is used to help us recruit quality candidates.)

Cuéntenos las cosas buenas de su comunidad. (Esta información se utiliza para ayudarnos a reclutar candidatos de calidad).

- Cultural diversity in Rancho Cordova, dedicated staff with educational efficacy, the Community Schools mindset, generations of people who have gone to school in Rancho Cordova and Folsom.
- This is a close-knit, family-oriented community with high parent engagement and high student expectations.
- The current district leadership team has shown great support of our community.
- Good people love here
- I think we have wonderful teachers, schools, administrators, general and special education staff and it's a great district.
- Involved community who would love someone willing to work collaboratively with families and teachers.
- The Folsom Cordova community has active parent engagement and incredibly committed staff serving a diverse student population with varying degrees of needs.
- Our community (Folsom and RC) is diverse with multi culture families. Folsom as a community is supportive with many amenities/activities/resources available for growing families. Families are more educated and economically stable Rancho is an older neighborhood but has recently had many influx of immigrants with children.
- Community that cares and takes care of each other.
- My community is diverse and trusts the teachers, school and district to do what is best for all students.
- I love all the walking/biking trails in Folsom and RC. Folsom is a family oriented community that offers a lot of opportunities to get out and spend time together with friends and family. I know RC has fun family events also such as Kids Day in the Park
- Community events for all, beautiful bike trails and parks, religious institutions, options for all age groups, shopping and entertainment, self-advancement opportunities, support for those in need

2. Tell us the good things about your schools. (This information is used to help us recruit quality candidates.)

Cuéntenos las cosas buenas de sus escuelas. (Esta información se utiliza para ayudarnos a reclutar candidatos de calidad).

- Cultural diversity in Rancho Cordova, dedicated staff with educational efficacy, the Community Schools mindset, generations of people who have gone to school in Rancho Cordova and Folsom.
- We have rigor and high expectations.
- The current initiatives such as PLCs and Community Schools are positive and it's important the future superintendent understands the culture and will continue supporting these initiatives.

- I'm actually very frustrated with the schools.
- We all care about kids
- Academic, want what is best for ALL students, excellent educators
- This district provides social-emotional learning opportunities imbedded in the curriculum and throughout the student day. Teachers and staff are caring, competent, and compassionate.
- FCUSD strives to offer the best public education to support the needs of our students. We have a cohesive team of teachers, support staff, and management who I believe are the reason why FCUSD is unique, supportive, and vibrant.
- Supportive and hardworking staff
- The students at my school are respectful of differences. These are not only valued but celebrated. Teachers and staff at my school care about students and work hard to create connections with students.
- The schools are supportive of their students and try to do everything they can to help kids succeed. Our school acknowledges that success occurs not just by stuffing knowledge into brains but by helping kids to be healthy, provide food when needed, find balance in school and home life, and encourage kindness
- quality teachers, music and arts, sports, family events, inclusion for most, SRO's,

3. What issues should the superintendent be aware of as he/she comes into the district? (This information is shared with the final candidates.)

¿Qué problemas debe tener en cuenta el superintendente cuando entre al distrito? (Esta información se comparte con los candidatos finales).

- Staff are tired of begging for raises repeatedly and would appreciate true good faith bargaining practices.
- The incoming superintendent should be aware that we have the same challenges as most comprehensive high schools: lack of student motivation/grit/engagement.
- The should be intimately aware of each school and its unique needs as well as the needs of the whole district.
- district is short staffed, finding ways to recruit qualified and quality staff would be good. Some parents are frustrated with the educational gap after Covid and the focus not being on improving academics first. Spending more money on other programs seems wasteful at this time.
- Lack of options in educational courses, lack of athletic opportunities
- Shortages of teachers, providing IA's a liveable wage, understanding the needs of special education students and staff, and recent major issues with special education.
- We have high expectations and teachers would like someone on our side.
- The new Superintendent should be aware of the two distinct populations within one district. Each area has its own unique challenges, strengths, and ways to grow. The parents are involved, educated, and always want to have a voice and be engaged with the school district, which includes of course, upper management and the Board. Board meetings are well-attended. Social media carries a double-edged sword, positive and negative, something to be aware of. Even though the geographic areas may be large, the

two communities function as "small communities" where everyone knows each other. Staff/Teacher retention is high; people come to this district and end up staying for the duration because it is a supportive environment and has an excellent reputation. Also, this district has historically been very supportive of Health Programs which helps to support the emotional and physical health needs of the students. The students have a variety and severity of physical and emotional issues and it takes a team effort to serve the students in the best possible way. The staff go above and beyond every day.

- That there is inequity between Folsom and Rancho Cordova. It could be socio-economic, level of education, healthcare access, etc.
- Important to understand health and the need to emphasize health and a healthy environment in schools.
- There are socioeconomic disparities between the populations of the two cities our district encompass. Often, some of our board members make decisions based on political or personal agendas. These same individuals favor Folsom Schools and refuse to cooperate to find solutions that benefit all students. This creates division and takes away the focus from service that should be for the entire student population. The issue of dividing the district is a recurring one and our district has spent an excessive amount of money to conduct studies that consistently result in failure to meet all criteria necessary to divide it.
- I don't think this is an issue but something the superintendent needs to be able to understand and support and that is Folsom and RC are very diverse and we support students from a wide range of cultural backgrounds.
- Mistreatment of Christians-as inclusion becomes a focus there is a decrease in understanding biblical values that this group believes they must live by and students/staff are marginalized as things have shifted with "inclusion". Drugs/alcohol-it's widely known that teachers allow kids to have vape breaks. Students are regularly using drugs on campus as well as selling on campus. Kids are afraid to "snitch" and parents often do not say anything because they do not want their child ostracized. Student identity is at a crisis level as schools are wishy washy about 2 genders only. There is a lack of understanding of developmental stages children go through. Having a foundation of gender understanding supported with love and truth is greatly in need. Our youth are more lost than ever before. Teachers/staff are very unhappy and MANY feel stuck because of the pay level they cannot go to another district. It is a sign of a sick institution when there are hundreds of new hires each year due to staff leaving in droves. The administration seems to be a "good old boys" club and everyone: kids, families, and staff-therefore the community, is paying the price. Staff feel unsafe asking for help and feel they must be anonymous when sharing information or asking questions. I have heard many teachers say "I do not know who is SAFE to talk to". HR and payroll are a mess and staff do not know how to get clear answers or even response to voicemail or emails. Everyone is paying the price for a toxically unsafe administration. I am wondering if these comments will truly be shared with the final candidates or if they will be discarded and true transparency will be lost. This district was once great! However, about 15 years ago it went into decline and has only gotten

worse for employees. BUT, it is the school staffs (not administration or the School Board) that have made it good for the kids.

4. What skills, qualities or characteristics should the new superintendent possess to be successful here? (This information is used as we screen potential candidates.)

¿Qué habilidades, cualidades o características debe poseer el nuevo superintendente para tener éxito aquí? (Esta información se utiliza cuando seleccionamos candidatos potenciales).

- Growth mindset, genuine personality and interest in the students, families and staff, Spanish bilingual would be very helpful!
- New superintendent should be a former public school teacher. Should be out visiting classrooms. Should seek feedback 'from the trenches' often. Should listen to teachers' concerns. Should be willing to dialogue with teachers on site, informally, with a more intimate site-specific setting. Should advocate for and support teachers because teachers know what our students need to be successful in school. Should be a good listener. Should not be political in any way. Should be genuine.
- Experience at the cabinet level in a district of our size and needs. Able to develop and maintain good working relationships with bargaining units.
- A person that is open to listening to student needs v. a district agenda alone
- Should be able to lead an efficient meeting.
- Genuine. I don't think we have had a recent superintendent that appeared genuine to parents and staff. Not to say they weren't genuine, but they didn't present as genuine.
- At least 10-15 years in the classroom post-COVID and in a public school setting. Also, someone who is willing to ensure the safety of staff as well as a students.
- The new Superintendent should be a "people person" and be able to communicate with a variety of people, which includes listening. The Superintendent interacts with the public at large and the School Board and should be well-versed in handling difficult situations with poise and emotional intelligence. The Superintendent is the face of the school district and should inspire confidence, trust, and respect. He or she should have a vision that is aligned with the goals and needs of the Folsom-Cordova Community. The Superintendent should be a partner with the School District and its people.
- The new superintendent must be dedicated, hands on, open-minded, positive, reliable, excellent communication skills, and down to earth.
- Understanding that there are many components to the success of students and staff. An emphasis on health is one critical component.
- The new superintendent should be multilingual, should be a former ***educator**, should have experience working with underprivileged populations and English language Learners. The Superintendent should be honest, transparent, student focused, communicative, open minded, receptive to criticism and suggestions, culturally sensitive and trained for diversity inclusion. The Superintendent should be assertive and willing to stand their ground in cases where they may not agree with the board if it is to the benefit of all students.

- I hope the new superintendent acknowledges the connection to health and learning and keeps being supportive of health services. I've worked in several districts as a health services employee and FCUSD has done the best job at acknowledging that health and academic success cannot be separated and I hope the new person continues supporting health services.
- Conservative morals and world view, truly transparent, Others oriented, high level of integrity, strong work ethic, knows HOW to lead-not just knows how to talk about leadership, approachable, strong social/emotional skills, knows how to properly delegate without shirking own responsibilities, observant, solution oriented, team mindset, evidence that they truly know about FCUSD- the good, bad, and ugly, evidence of prior connection to classroom having taught for 10 or more years, and a desire to regularly (monthly) PARTICIPATE for a short lesson in classes that teachers have invited them to.

Teacher/Profesor

1. Tell us the good things about your community. (This information is used to help us recruit quality candidates.)

Cuéntenos las cosas buenas de su comunidad. (Esta información se utiliza para ayudarnos a reclutar candidatos de calidad).

- Our community is inclusive, with several different types of people. We want to ensure that every student is given the proper education that they need.
- Diversity. Family involvement. City government that cares deeply about education. (On both sides of the district)
- Folsom is a community where people care about each other and the education of our children!!!!
- Our community is safe, well maintained, and filled with wonderful people. It is becoming more and more diverse with every year that passes. Education and our schools are valued, with parents playing an active role in their child's education. We are a hub for the arts with robust visual and performing arts program throughout our community.
- This community has a variety of industries: retail, home construction/builders materials, tech, and state agencies. It is widely diverse in every way which weaves a beautiful community of cultural bounties. We have great parks and recreation available for hiking, cycling, paddling, swimming, kayaking, running, etc. we have easy access to other nearby regions (San Francisco, Napa, Lake Tahoe and many other interesting areas). We are close to Sacramento so we still enjoy major sports franchises, concerts and theater shows. Our population is actually experiencing growth as many other areas in California are shrinking.
- Lots of diversity that we need to be recognized more by district
- A diverse and growing community. "Wholesome Folsom" is experiencing growing pains and struggles with increase crime and homelessness. While mostly affluent, many families struggle financially as it is a high cost of living here. Overall a wonderful place with a hometown feel.

- Our community deeply values educating our children. I am a teacher in this district (and have worked on both sides) and a community member and my own two children attended Folsom schools k-12. They received a top notch education and are both successful adults. The programs, opportunities and dedicated teachers are what made their experience excellent.
- I love living in Folsom. It's a beautiful area of the Sacramento Valley - close to SF and close to Lake Tahoe. We have beautiful weather and it doesn't ever snow here! We are diverse and growing by leaps and bounds.
- I love that FCUSD cares about the arts.
- Beautiful bike trails, sweet downtown, active community, growing city, desirable area to live in, schools in high demand,
- Parents dearly love their children. Many people still support schools and teachers.
- My community is full of passionate members who deeply care about the well-being of their children. My community is creative, multi-talented, innovative, and kind.
- Rancho Cordova is diverse and has parents that work hard and want the best for their kids.
- Rancho Cordova is a very diverse area. Students have a lot of different backgrounds and cultures. Our students can speak many languages. Our community wants the best for our students.
- Folsom is safe
- The Pool of excellent educators is well balanced throughout the district (and both communities it serves) in my opinion.
- Nice lakes, trails, and weather. Unfortunately there is a bit of racism, materialism, and privilege.
- Folsom is a great place to live with lots of beautiful trails and lakes.
- The Folsom schools have more parent support/involvement whereas Rancho Cordova does not.
- Much of our community is invested in our schools in Folsom. Folsom side of our district has a good deal of parent involvement.
- The diversity is nice
- Clean, educated, family centered,
- There is very little bullying and people are mostly benevolent.
- We have rich diversity with our students and community and caring, dedicated staff. This is especially evident in Rancho Cordova.
- The collaboration throughout the district among the staff is terrific even though we represent 2 distinct communities. I have spend most of my time on the Rancho Cordova side and it is incredibly diverse. I will hear several languages daily in my classroom. It's like being on a world wide adventure every day.
- We have a lot of diversity, and the community respects the many cultures in the Cordova end. It's a great place to raise families.
- Vibrant, pride, personable
- Our community is filled with smart, diverse, and kind people. They want to be involved and want schools that prepare our students for success, not just in college but beyond.
- The students can be kind and generous, respectful and helpful.

- Folsom community is growing rapidly so we are ready to cooperate with schools.

2. Tell us the good things about your schools. (This information is used to help us recruit quality candidates.)

Cuéntenos las cosas buenas de sus escuelas. (Esta información se utiliza para ayudarnos a reclutar candidatos de calidad).

- The schools aim to provide our students a positive and safe learning environment. We need to ensure that every school has equal opportunities
- Diversity. Hard working faculty and staff. Broad range of programs and opportunities for students. Strong, focused district office team that has a "we serve our schools" mindset, rather than a "our schools should make district personnel's lives easier" mindset.
- The dedicated teachers my children have had over the years attending FCUSD. I have taught here for over 20 years and seen good and not so good) leadership. We need a leader we trust who knows the history of our district.
- High quality educators, administrators that value keeping up with the latest trends in education, strong music and theater programs, a variety of athletic opportunities, and many options when it comes to types of schools (independent study, virtual academy, concurrent enrollment, block and traditional schedule schools).
- Many of our students thrive in our schools. There are parent engagement events and involved PTA/PTO groups. Our schools have excellent arts and sports programs. Our schools have a lot of CTE pathways to prepare students for careers. Hundreds of students have earned the Seal of Biliteracy. Many graduates move on to top tier 4 year universities or take advantage of our local community college programs.
- Folsom Cordova Community Charter Homeschool has been the perfect soft landing for my son after other districts let him down. The Thursday workshops have him smiling when I pick him up, and chatting about his new friends, and conversations with teachers that made him feel valued. This charter needs to be renewed when it comes up again.
- We are an IB school, program is working giving students that need more opportunities and resources what they need to do well in the real world after Cordova
- Schools overall are excellent with many invested staff and parents. Schools are improving "closed campuses" with safety fencing and procedures for violence. Schools are seeing an increase of concerning student behavior for which staff cannot properly address due to California laws that restrict punishment.
- I value the diversity of opportunities our schools offer- CTE courses, theater, STEM pathways, athletics and more. These tend to be mainly at the HS level and I would love to see how younger students could participate in things like music, art, science and athletics. Funds are limited but I would like to see us prioritize programs that touch students rather administrative staff.
- Our schools are some of the best in our area. This has been a long standing fact for years. Teachers WANT to work here because the students generally want to be in class and they work hard.
- They all have music.

- Different programs offered for families to choose from, kind and helpful staff, desire to do the best for kids,
- Most employees serve their schools with dedication and a desire improve outcomes for children.
- Our schools are dedicated to their students' happiness, health, and sense of fun and discovery throughout the school year.
- Hardworking families and students. Very diverse student population.
- Cordova High School is a very diverse school. Our students are resilient and talented. They can speak multiple languages. Our school offers a lot of clubs that students can join. Our sports teams are improving. Our band is excellent. Our IB program offers students access to college level curriculum. Our academies provide students real life experience.
- Good reputation for sports and academics in Folsom
- All of the schools in the FCUSD have been highlighted and serve all children well in my opinion.
- The schools on the Folsom Side have a lot of parental support. The schools on the Rancho side does not have as much parental involvement.
- We have excellent schools with very dedicated teachers and lots of parent involvement.
- Teachers care about their students and work towards providing them a quality education through engaging lessons.
- Our high school works hard to support inclusion for all students.
- Teachers work hard to do what's best for the kids in their classrooms
- hard working teachers
- Facilities other than bathrooms are quite nice and most teachers are quite good.
- Our district leads the region in National Board Certified Teachers and this is an important program in our district that makes a positive difference in our profession and for our students!
- Previously I worked at Mills Middle school. We have a saying "Once a Mustang, always a mustang" because it truly is a family you become eternally connected to. It was my first interview for my first teaching job and I stayed for 17 years. I now work at Walnutwood independent study high school. What I love about this school is that it is so unique in meeting the individual needs of each student. Usually a student has to adjust to the school, but at Walnutwood, the school adjusts to the student.
- Our schools have the best teachers who are dedicated to students. Our principals work hard to form home/community partnerships. We are making tremendous strides toward providing the Cordova end with the supports they've needed. Our schools and teachers are committed to equitable education. There are supports for students with challenges and opportunities for students to expand their knowledge through challenging and rigorous curriculum and extra curricular offerings.
- Smaller, within walking distance, friendly, open
- I teach at Riverview STEM Academy. We are a Blue Ribbon School and have been identified and a Project Lead the Way distinguished school. U.S. News and World Report listed our School in the top schools in California

<https://www.usnews.com/education/k12/california/riverview-stem-elementary-247138>)

- The schools have hard-working, dedicated, and intelligent teachers that are focused on ensuring that ALL students are provided an exceptional education.
- We have teachers that are invested in the school. They are willing to give more than they need to to ensure student success.
- There is not a single good thing about Folsom middle school. It's a big disappointment because kids are vaping and smoking inside bathrooms every day. School is not doing anything about it.

**3. What issues should the superintendent be aware of as he/she comes into the district?
(This information is shared with the final candidates.)**

¿Qué problemas debe tener en cuenta el superintendente cuando entre al distrito? (Esta información se comparte con los candidatos finales).

- We need a superintendent who will be understanding and also someone who has had experience in classrooms. The superintendent needs to be able to listen to all views and be open to new ideas.
- Unfortunately the city of Rancho is trying to split our district. We also, FINALLY have an approach that isn't "cookie cutter - all the schools deserve the same thing" mentality. We are allocating funds to sites where the students are generating those dollars, and requiring our schools to spend the money each year rather than "saving for a rainy day." Thus, we are increasing services and interventions at our neediest sites. We need to keep our focus/support on our Title 1 sites. Finally, the district office team is, perhaps for the first time, a united team with a clear mission and vision and consistent DISTRICT WIDE initiatives that are beginning to have an impact on student achievement. It would set the work back multiple years, kind of like going through a second COVID, if the new superintendent walked in an "swept the board" in terms of the work and investment that has already taken place.
- Many teachers lack the support they need to effectively do their job. Promises made and broken many times the last few years
- Our elementary schools need training on implementing and following 504 plans and IEPs to better serve our special needs students. We also need to do a better job of making sure that our Asian and Pacific Islander populations are getting their social and emotional needs met. Many are feeling disconnected from their school communities.
- The two sides of the district are extremely different and unique. The new Superintendent will need to know how to support Title One schools as well as Blue Ribbon schools.
- That there are two very distinct and different sides to the district and needs to be addressed more fairly on the Rancho side of the district with more funding for campus monitors, BA and IAs
- Staff is longing for Administrators and a Board that will be supportive and protective of teachers. We are tired of having to beg everytime it is contract negotiation time. It is divisive and takes away our joy of being teachers.

- The majority of our school board is not teacher focused. Our [REDACTED] dept have historically "spun" the narrative for the board and teacher voices get lost. In my many many years with this district I have seen educators become more and more unhappy, feel more and more unsupported. I had a colleague tell me she did not even bother speaking up anymore- what was the point. The board doesn't want to hear from us, or listen when we do speak up. Allowing teacher expertise to be fully considered before making decisions (like eliminating early late/ changing middle school schedules/ all day kinder/ need for behavior support etc) and helping to help the board see the value of those opinions is vital.
- 1) Our district can be divided between the Folsom and Rancho Cordova communities. We need some direction here on what is best for both communities and how we can work together more efficiently. 2) We have had trouble getting our lens of EQUITY to be laser focused. Unfortunately, our teaching staff and district office personnel do not reflect our student population in terms of race and/or ethnicity. We MUST make this one of our top priorities in hiring employees at all levels in our district, but ESPECIALLY with our teaching staff and upper management. I hope the new superintendent will reflect this hiring need and come from a minority group! Also, our teachers do not feel heard when major decisions are being made that affect their students, their expected workload and their daily job duties. We need a superintendent who trusts that teachers really DO know what is best.
- That this is a district with a longstanding tradition of supporting the arts and we don't want that to change.
- *Growing community, schools have high numbers of students and we need more teachers, support staff, Folsom schools need VP's to help our principals, we need more counselors, special ed teachers, and intervention teachers. We have a lot of students with emotional and academic needs and we don't have the resources to help them. We have cut many support services for teachers, and many young teachers are leaving profession within their first 5 years.
- There is a lack of consistency what is a "must do". Teachers (and other staff) can't do everything. Many are burning out. Teacher and principal clarity is needed and the tasks and duties for these jobs need to be reasonable. We need to commit to maintaining a training or practice long term. We have to come up with solutions for extremely disruptive behaviors in the classroom. I understand that we shouldn't suspend but on child should not be able to consistently disrupt the learning of the rest of the group.
- There are many teams that work together to help the district function. Each team needs clear communication from their superintendent, as well as accessible and emotionally safe opportunities to collaborate within their teams, with other teams, and with their leadership. Each team should feel included in the community and of equal priority.
- The district is divided and the Rancho Schools need much more support to reach their goals. Every year the district has a different focus and does not have a clear vision, We try to do too much and spread ourselves in too many directions. It would be nice to have a 5 year goal that we work towards instead of changing course every year.

- Many of our students needs support to graduate high school and enroll in college. We need to continue funding tutoring programs and class size reduction. The gains we are achieving at our site are not always represented in academic achievement data.
- The health insurance cost for employees is very high compared to other school districts. The amount of district money that teachers get per year is not sufficient to cover all necessary school supplies, like whiteboard markers, folders, paper clips.
- The FCUSD has an excellent history of supporting both communities throughout the years! The new superintendent should be well aware of the fact that we want to remain as one strong FCUSD TEAM (Together Everyone Achieves More).
- Decisions made at the district office are largely disconnected with the reality of what is actually happening on the school campuses-especially Special Education. District staff rarely (if ever) visit the campuses and/or actually observe the students that they are making placement decisions about. Feedback from qualified/trained staff is largely ignored. Litigious families and/or families with connections are catered to at the expense of the other students on campus. Teachers and aides are underpaid and health insurance is not affordable. Salary increases are determined after the budget is set which highlights district values. This is a top-heavy district and pay decisions for those employees at the top are made using a different set of standards. Also, payroll regularly makes mistakes and there are numerous errors with staff paperwork/systems.
- Our teachers are paid significantly less than those in surrounding districts as teacher salaries are not considered priority when developing the budget. Our district is extremely top heavy. The new superintendent needs to examine the current positions at the district office level and cut those that are not necessary and fire the people who are not doing their jobs. Some of the current district level personnel do not have good boundaries with families and choose to listen to families without regard for teachers. Some district level personnel have hired incompetent people based on personal loyalties who do not do their job. Our district has many, many open positions that teachers are covering for without pay. There is little communication between HR and SpEd so the position numbers are never resolved.
- Rancho Cordova has a higher need for Social-emotional learning. Decisions made at the district level are often disconnected from the site level, especially in special education. Teachers are feeling demoralized because we are an afterthought in the budget making and contract negotiations are a constant battle. It never feels like we are working together, it often feels like a battle between district and unions. The [REDACTED] of sped often makes decisions on cases [REDACTED] is not fully involved in. There is no review processes of decisions made at that high level which can heavily impact the site level. Special education is often viewed as numbers instead of looked at situational. We are a top heavy district with many highly paid administrators at the district level which makes funding staffing at the site level difficult. The board has been guiding the superintendent. The superintendent needs to take a more leadership role on the board. There needs to be more checks and balances at the district level. There needs to be continuity of processes and policies across the district (registration for ex).
- District office staff is often making important decisions about classrooms/students that negatively impact our students and staff. This can impact the safety of our staff and

students. The superintendent needs to be more present on campuses to see the problems and brainstorm with teachers/Admin for solutions. We are a top heavy district and many of our classrooms are understaffed with open positions for years, again causing safety issues.

- The lack of consequences for students has led to many teachers feeling unsafe and unsupported in their classrooms and schools; safety is a top priority. Also, the expectation from the district that teachers should teach the same things, in the same way, and grade them the same, call them the same thing in their grade books, and assign the same number points as anyone else teaching their subject t matter at the same site in the same grade is going to drive teachers away—it is not good teaching practice. Teachers are educated, capable, hardworking, and VALUABLE— please treat them as such
- Teachers need support. Students need discipline. Teacher safety is a concern.
- Vaping, alcohol abuse, and drug abuse.
- FCUSD has systemic issues that need to be addressed, such as the staff retention challenges in Rancho Cordova and constant pull of high-quality staff to Folsom schools.
- FCUSD has had extraordinary staff turnover in the last few years. I know that this is an issue throughout all of the education field- but particularly for our district we are losing very dedicated, excellent, educators to surrounding districts for the express purpose of getting better teaching conditions, respect, and payment. The new superintendent should implement policies and strategies to help unify the district and retain the excellent talent here. The turnover leads to an overall feeling of disgruntle amongst staff because of the constant need to re-train new staff and feeling less than compared to other districts. In the past, FCUSD has celebrated new hiring like having 30% new staff in one year. This is nothing to be proud of- this means that staff are leaving your district for greener pastures. The new superintendent should make strides to fix this issue- help staff feel appreciated and valued to retain them here.
- While I feel the staff is united among the 2 cities, it seems as if the communities themselves do not feel united under this district. A history of unions cooperating with the district and giving concessions when times were tough, but not feeling as if it was reciprocated when times were good.
- -There are issues with the implementation of district programs. For example, there is lots of inconsistency with what the district personnel and leaders SAY they are doing (or want to do) and what actually occurs at schools sites. I would like to see more district accountability for district initiatives, such as Guaranteed and Viable Curriculum. I wish the district was more consistent in its expectations for schools. If you say that it is an expectation for all, have some accountability and do not continuously allow schools to do whatever they want. -There seems to be a lack of organization and leadership at the district level. There are people with district positions whose jobs and roles are either very unclear, or, split between too many different roles therefore making them ineffective at any of their roles. This results in lack of clarity, lack of commitment/follow through, and more importantly, lack of cohesion throughout the district. I would really like to look to district leadership as actual leaders that can help and support me as a classroom teacher. That is NOT HAPPENING at all. I feel as if the people who work in the

district office are completely isolated from anything that occurs at school sites. -There is simply not enough support for teachers in this district. We NEED TOSAs. There are many people who work for the district, but what do they do all day? Teachers have no clue. If they are doing amazing things, such as finding great lessons, attending conferences, learning how to improve instruction, teaching, and learning, those things need to be shared with teachers. I have felt as if there is NO district support for my discipline and I am inventing things on my own with no guidance or leadership. I would really like to see dedicated TOSAs to actually support curriculum and instruction - my day to day life in the classroom. I want to be able to look to district leadership for guidance on best practices and ways to improve student learning. That is not a current possibility. Perhaps district personnel are learning these things, but there is an issue with how information is passed on. If it is not getting to the teachers, it is certainly not getting to the students, and that is a shame. It makes individual teachers work harder without the resources needed, and it wastes the knowledge and expertise of district leadership. I'd love to see PD that is meaningful and relevant to improving my teaching practice (and utilizes the amazing talent that already exists in the district) -Every single year there are continued increasing demands on teachers WITH NO SUPPORT. I'd just like to see initiatives with support. Teachers DO want to do a great job and we have very talented and hard-working teachers in this district, there is just simply not enough support from the district level for any success to be had at sites. Success is incidental to individual teachers carving a path, rather than because of guidance from the district.

- We have board members who make decisions for students based on political movements, and not research or what is best for students. Our staff is not always insulated from some of these extreme groups who want to prevent good teaching from happening because of "buzzword" based political movements.
- Our much needed support for extra-curricular activities and sports. The needs of the district and sports have changed over the past 20 years and the needs of the schools and support need to evolve as well.
- In the Cordova end, there has been a history of inequity when compared to the Folsom schools. For one quick metric, look at the high school libraries. Cordova's library is pitiful compared to those at FHS and VDLS. We are finally starting to address these inequities. The district is putting more support in place for teachers facing unprecedented challenges in behavior, engagement and attendance. Coaching models and student support structures are being launched to exciting and promising results. We don't want to lose that momentum with someone who comes in with a different agenda.
- Have vs have not between newer/older schools and between locations
- We need more diversity ethnically and racially in our teaching staff. We need to include culturally responsive teaching.
- Teachers, staff working at the school sites, and students needs must come first. Without our teachers, site staff, and students we do not have a district.
- The overly large bloating in the district office while the schools have to scramble for money to get daily classroom supplies. The fact that the schools are composed of

different ethnicities, and not every school can meet their challenges in the same manner.

- Vaping and smoking and drugs issues

4. What skills, qualities or characteristics should the new superintendent possess to be successful here? (This information is used as we screen potential candidates.)

¿Qué habilidades, cualidades o características debe poseer el nuevo superintendente para tener éxito aquí? (Esta información se utiliza cuando seleccionamos candidatos potenciales).

- The superintendent needs to be someone who is able communicate in a nice and supportive manner. I hope they are open to supporting all the arts and academic academies to ensure education is valued.
- Be a listener. Trust in the expertise of the folks who are serving with him or her. Be fully committed to all aspects of the communities we serve. Be a "bridge builder," especially with the city of Rancho Cordova. Be a person who realizes that the best way to support student, their families and ensure student growth, is to support the faculty, support staff and administrators who do the work. Be a positive "face/force" out in the community at large for our district. Be active in ACSA and other groups that advocate for education.
- Ideally, someone who has taught, been a principal in our district. Who listens and is a problem solver, not blamer. Someone who works with teachers, visits sights to see what is really happening at all sites!!! In my opinion, [REDACTED] has all these qualities and more. Any teacher who has worked with him, feels respected and heard! He knows and is dedicated to FCUSD. Please look back on his successful leadership. We trust him to move the district forward along with us
- Being proactive instead of reactive
- They should be up to date on the latest studies and trends in education. They should value music and the arts as core, essential subjects. Most of all, they should genuinely love kids. It is great to see superintendents frequently visiting school sites and having an open dialogue with teachers.
- Being bilingual would be a major asset, though not a requirement. They should be able to build community partnerships and relationships. They should be aware of and be willing to address issues of inequity.
- Be out of the office more and on campus really connecting with the students and staff in the district on this level more than at district level. Be honest when meeting with community at school not just a photo opt
- I feel a Superintendent should be a person of action not just words.
- This is by no means an easy job! Someone who is open, honest and an exceptional communicator is required.
- Ability to unite 2 distinctly different communities with different needs and goals. A lens of equity that guides each and every decision. An ear for teachers who make recommendations because they love and breathe the educational process at the ground

level. A love for learning. A spirit of compassion and giving. A true north that includes service to others.

- Collaboration, the willingness to listen to other input
- Kind, helpful, a good listener, creative, problem solver, strong leadership, strong recommendations and experience with opening new schools in a growing community
- Experienced educator that is knowledgeable about researched based practices. He or she needs to be a good listener and careful decision maker. Helpful problem solver. Strong leadership and good skills with delegating. Needs to be able to prioritize. Needs to be skilled in financial efficiencies. Able to root out waste and allocate funds wisely.
- The new superintendent should be creative, empathetic, supportive, energetic, curious and connected with the community and their needs, and above all, kind. I would not consider candidate [REDACTED], as he has not exemplified these qualities during my experiences working under him. I did not feel safe nor supported during our interactions, which had been negative in nature.
- Speaks Spanish. Dynamic and motivated to make our district more cohesive. A person who respects and values teachers. A person willing to try new things and think outside the box.
- They need to be a good communicator and motivator. They need to have a plan to support schools in our area with different challenges. They need to have a background in dealing with diverse communities.
- Hard working, reliable, supportive of teachers
- Our new superintendent should be well versed in the excellent history of our district and work closely with [REDACTED] in transitioning to the role.
- The superintendent must have experience as a Principal and as a teacher. They must be able to make decisions that aren't swayed by personal relationships or loyalties with specific families. They must be able to listen to the input from the professionals.
- The new superintendent should: -have experience teaching and being a principal -need to be able to look at what's best for the whole district and not make decisions based on what's best for one group or area of the district -lead by example -listen to the input of professionals and ask for it when making big decisions -be able to advise the board on what is best for students -not be afraid to make hard decisions -stand up for educators
- A superintendent needs to be involved in all aspects of the district including special education. Decisions should be made in the best interest of the district not individuals or small groups. They should not have loyalties to individuals or groups in the district to allow for open mindedness and quality decision making without persuasion. It is imperative that they have in classroom teaching experience, and principal experience. They need to understand what it looks like at the ground level. The superintendent needs to lead the board in showing that the educated professionals should be trusted.
- A superintendent must have actual classroom experience as well as a school Principal, be present on campuses, and have knowledge of special education. Special education students make up about 10-11% of our population but are grossly underrepresented. A superintendent needs to make decisions that take our whole district into account, not just small groups.

- The superintendent should have been a teacher in a classroom as recently as post Covid, since teaching and classrooms have changed drastically since then. This individual should also want to and be motivated to come into our classrooms regularly to see what is really going on.
- Minimum of 10-15 years teaching. Not a ladder climber. Has knowledge of how schools work after COVID. somebody who takes action, who supports teachers who teach kids. Not somebody currently in our district.
- Respectful but not afraid to tackle issues.
- Equity-minded, holds self and top leaders in the organization accountable for high standards (which trickles down to all), focused on students, empathetic, ready to disrupt FCUSD in a positive way to make change and bring new systems into play!
- Strong leadership with an understanding of organizational structure that makes a district run successfully. Experience in similarly sized districts with a similar demographic composition. The new superintendent needs to have an educational background with experience in supporting teaching and learning - not any other fluffy stuff, but the meat and potatoes of the function of schools - helping students learn. The new superintendent should be an expert leader who is able to unite staff towards a common goal and unify staff across the district. I am hoping to see the new superintendent reorganize the district office to better support schools, teachers, and students - not just give people meaningless jobs at the district that do not actually help students learn or be happy, safe, and healthy.
- Steadfastness to doing what is right and true by students, and not being swayed by the loudest parent in the room. Support of staff so it is stable. A firm commitment to equity and support of historically underserved and marginalized groups. Ability to build and maintain trust in the organization as that is the foundation for success. Students and staff perform best when there is trust.
- They should be experienced in leadership in a similarly sized district with a similar demographic makeup. They should have a strong vision for effective district organization that helps improve classrooms and learning. They should have an educational background as a classroom teacher.
- They should have the ability to manage the board and educate them, and not just tiptoe around issues. We need a leader who can tactfully advocate for what the research says is needed for a diverse student population. Someone who can ensure our district's mission is not just for show, but that we're actually implementing transformative social-emotional learning and culturally responsive lessons.
- They should be willing to build on the best of our district and continue initiatives that are currently underway. They should be committed to continuing to support AP and IB programs, GATE programs in the elementary and middle schools. They should understand the importance of a multilingual society and work to support that among our students and families. They should be willing to engage with all of our schools and connect with staff across the district (not just administrators).
- Connection to and awareness of daily life in schools

- We need someone who has common sense, reasonable, is a good listener and focused on gaining the trust of all stake holders. Someone who can make parents a partner in the education of their student.
- The superintendent needs to want to go out and be part of the schools and the community. They should actively participate in day to day and special events. They should be able to make decisions and fight for our students while not being afraid to be assertive and direct in decision making.
- The ability to work WITH the schools and teachers, not against them. To make policies that benefit the whole district, not just select places. The ability to relate with the employees within the schools, not just the people that you interact with on a somewhat constant basis.
- He/she needs to take actions immediately to get rid of drugs and vaping issues in Folsom middle school.

Classified Staff/Personal clasificado

1. Tell us the good things about your community. (This information is used to help us recruit quality candidates.)

Cuéntenos las cosas buenas de su comunidad. (Esta información se utiliza para ayudarnos a reclutar candidatos de calidad).

- Done already
- The diversity in the community
- Our community is getting more crowded by the day . It is being developed too quickly with out room for all the new students. Teachers are retiring from exhaustion and low pay . Teacher aides are extremely under payed as well as most of the classified staff.
- We have a lot of community involvement and a desirable school district.
- Generally lower social economics population, but families are very appreciative and supported of the services provided to students and families. Community is supported by meals to those in needs and help by donating when they can to clothing drives, etc. Supportive community despite the many challenges they encounter. Hard working families.
- Folsom is a great community. It has beautiful schools, parks, trails and people.
- Our community is diverse, and they will come together when allowed to do great things. Rancho Cordova is a beautiful place to live, and just like every city, it often comes with a stigma that deserves a chance to beat. Our community has many resources and is trying to build and rise above those many setbacks and the several years of being associated with crime. We are doing much better. FCUSD can be a bigger and better part of that with the right person to encourage the FCUSD team more and bring the community and FCUSD together.
- There's many families from different cultures and restaurants to match.
- We have a very hard working on the ground staff in our schools. Our teachers and support staff work many hours above and beyond their required hours for the students.
- Friendly and helpful personalities

- Parents here, in Rancho Cordova, look out for kids aside from their own. They don't hesitate to bring issues to our school site administration.
- We are very diverse.
- The community is a family oriented community.
- Both Rancho Cordova and Folsom are culturally diverse, down to earth and family oriented. Both communities are close-knit, and students often maintain close relationships with other students and school staff throughout their K-12 journey.
- The majority of students and some staff have grown up together and know each other.
- We have very nice and friendly community
- Our district has a very diverse student population and I believe FCUSD does a good job of addressing the many different issues that this diversity presents.
- Our community is family oriented and full of outdoor activities.
- As a Rancho resident, our schools are in complete chaos. We have so much support from staff and funds, because the need is so high, we need more. Rancho was neglected for so long that it is screaming for help. The good thing is that we had a team.
- Our community is concerned about the well-being of its residents and wants all students to receive a quality education.
- even though we are not a rich city like Folsom, we manage to get along with such diverse people
- Already submitted
- Our communities of Rancho Cordova and Folsom are very family oriented.
- My community is full of all nationalities that blend in good
- Our community values education and cares about the whole child - not just academics.
- Folsom is a family community. Our school has a lot of parent involvement. TONS of after school enrichment programs and sports.
- Welcoming to many cultures.
- Our community is a tight one that knows everything that is going on in our schools. There are no secrets and we fight for each other .
- Our community is quiet and a blessing.
- It is a very diverse community in Rancho Cordova.
- Because I do not live in Sacramento County, I can only describe my own community, which would not be applicable to this question.
- My community is filled with families that are struggling financially, creating a large impact on student learning. However, these families are some of the most compassionate and willing to do for others given the opportunities.
- We have a team of hard workers and compromise employees.
- Diversity, closeness to Sacramento (Big City) and Lake Tahoe (entertainment as well as nature) and many outdoor resources, wonderful weather.
- We all want what is best for our children. We believe in equity for all. We help our neighbors.
- People are friendly and helpful. We have amazing diversity here in Rancho Cordova. We have our amazing Hagan park and the bike and walking trails by the American River. Neighbors are friendly and the neighborhoods are quiet.

- Desirable cities to live and work in. Location is 1.5 hours from SF and 1.5 hours from Lake Tahoe
- Strong community spirit and support by the two cities of Rancho Cordova and Folsom. Diverse cultures and languages.
- This is a very involved community that takes pride in the successful of our students starting at the early stages of childhood. We would like someone who is also knowledgeable about ECE and includes this part in the education programs. The PD is also involved in creating positive relationships with staff and students and look out for the safety in our schools.
- FCUSD is a tightly knit district with two distinct communities with unique needs. It is a district that is full of dedicated employees, that put student needs ahead of all else. FCUSD is a responsive community that is very involved in their schools and need for communication and partnership.
- Strong leadership and staff that work with integrity, teamwork, communication, diversity and quality.
- Our community is close knit, hard working, values education
- Folsom has a diverse group with niche culture
- Diverse population
- We are a highly diverse population. We try to help each other as well as support.

2. Tell us the good things about your schools. (This information is used to help us recruit quality candidates.)

Cuéntenos las cosas buenas de sus escuelas. (Esta información se utiliza para ayudarnos a reclutar candidatos de calidad).

- Done already
- Neighborhood schools Well maintained
- The schools are doing their best to accommodate all of our students here in the Folsom/Cordova school district. There are too many kids in an elementary classroom and most likely due to time away from school due to Covid, many kids are struggling academically and there is a rise in misbehavior and lack of respect
- Our schools are sought after by families for the educational and athletic opportunities. Many think the "good" schools are in Folsom and go out of their way to move there or send their kids to Folsom schools. Rancho Cordova schools are just as good and locally appreciated but don't have the same glowing reputation as the Folsom schools have.
- Multiple sites and have wonderful Principals, Special Education Teachers and staff working with these children. More awareness of the importance of instructional assists and the Special Circumstance Instructional Assistance is needed to support the needs of this population.
- Folsom schools are a great place to work and we are all family.
- Overall, some staff members at the school sites and the district office put their hearts and souls into what they do. Our schools are diverse, bringing much cultural awareness to the community and bringing light and beauty into the world. Our schools offer excellent programs to specific groups if the groups fit a certain mold. With the right

person, these groups can be expanded to reach all students and make them feel like they have a place to belong.

- They produce successful pupils.
- See above
- Responsibilities of individuals working in school, and safety providing
- Many school staff work together and help out where they can within their school. New employees look to the more established employees for guidance and will get help settling in.
- We have a EL program
- The Rancho Cordova schools are smaller and the staff is very hands-on with student well-being and family contact. The Folsom schools are very academically focused with very high parent participation and engagement.
- Our school has very organize and so helpful reading programs
- I believe the teachers are supported and would benefit from a superintendent that has an educational background. I don't believe there is a qualified candidate within the district at this time.
- Our schools are well rated, and we have a great reputation.
- The school has great staff and an amazing COST team.
- Our schools strive to educate all students well, and some of the schools in Rancho Cordova have become Community Schools, allowing community partners to come into those schools to provide additional support and resources to families. District schools also have Mental Health Specialists that are employed by the district and allow them to be on specific school sites fully each day.
- Some Rancho schools could use a makeover. They are old and needs to be more secured. But they do what needs to work
- Already submitted
- Our schools are highly rated and are filled with quality staff. Coming out of the pandemic, we have had our share of troubles but this district works together as a team!
- they are good for the needs of students
- Our schools strive to meet students where they are and provide the supports needed to help each student succeed. Our schools employ many great teachers.
- We have very low turn over here. We are all very close and work as team to ensure the success of the students.
- The staff cares about the students and each other.
- Our schools have the best classified ever and they need to feel appreciate and equal. The schools could not run without the classifieds
- Our schools are diverse and close-knit.
- We have fairly good schools in Rancho that fit all students' needs.
- I work exclusively at the district office, so my answer is only applicable to the ESC. It is currently one of the best environments I have worked in, and the leadership here plays a big part in why that is. The current Superintendent is very approachable, friendly, passionate about the student experience and is a person of great integrity. This has also been my experience with most of the administrators that work under her, and it is very important to me that we're able to bring in someone who shares those characteristics.

- The Rancho Schools are in desperate need of renovations and support. These families, staff members are so supportive and would be so appreciative of upgrades or a new high school in the Rancho area.
- Some schools have people who cares about the facilities and do improvements with her own money.
- Extensive and exciting programs for college bound students as well as skills for trades preparation. We are in Intel's back yard. Our CTE Coordinator is AMAZING. Overall our district is growing; opening a new Elementary School (Alder Creek) 2024-25, and a secondary school in near future.
- Caring teachers and staff. Quality education for all students. Efficient Special Ed departments. Multiple services available to all students, including mental health.
- Cordova High is a beautiful campus, it is next to Hagan park and the American River. We have some amazing students, teachers and staff at Cordova High.
- Excellent teachers and staff with good student test scores
- Diverse cultures and languages. Caring teachers and staff. Students are engaged in extra curricular activities. Family engagement is low.
- Our schools are diverse and informs and involves parents in decision making.
- Collaborative teams, happy environment, supportive of professional standards and development. Community partners with very involved parents. Striving for excellence and consistency while maintaining some sense of autonomy and uniqueness.
- Highly rated public schools with excellent staff that cares
- Our schools have very innovative programs and teachers and classified employees that work hard to have a successful school year
- school is very educational
- Good sense of community and respect for each other
- In a community where some might fall through the cracks, our schools try to assist families in finding viable working solutions to help the current problems we face. Our schools are like a family when it comes to working together, we sometimes fight but live each other at the end of the day. This goes for how we treat our children as our own kids in ways creating loving, supportive, and creative environments.

3. What issues should the superintendent be aware of as he/she comes into the district? (This information is shared with the final candidates.)

¿Qué problemas debe tener en cuenta el superintendente cuando entre al distrito? (Esta información se comparte con los candidatos finales).

- Management can't make a decision in a timely manner Students realize no repercussions for bad actions
- Employees need to have better medical coverage at affordable rates . It is still a Hugh chunk of money that at least for classified staff working 6 hours for ten months has to pay out of pocket . We don't have orthodontist coverage and the dental insurance plan with Dental dental doesn't pay for things that they used to. The Superintendent needs to help address the over crowding of students and find out why so many great teachers are opting to retire and leave their much appreciated jobs

- The staff is burnt out. Staff have been working at a breakneck pace since the pandemic and need a break. The management team works nonstop. Lunches are eaten at the desk, or in meetings late in the afternoon, weekend and evening work is constant. Everyone works hard but the demands to produce and keep up with the many needs are so much more than they were prior to COVID and it's making people talk about quitting.
- The structure and needs of Special Education population, programs, and staff working with this population.
- There is a huge problem on campuses with vaping nicotine and marijuana. With the growing population in Folsom, schools are getting overcrowded which brings several problems to the campuses, fights, drugs, etc....
- FCUSD is like an onion. The outer layers look great; however, as you peel back the layers and look deeper into the departments and at the school sites, some issues that are desperately holding the district back can be fixed. These issues have been there for years. Unfortunately, when the problems are brought up at school sites or district offices, the answer seems to be: "That is how it has been for years." Just as in any relationship, change is required to have growth. The new superintendent is going to have to get their hands dirty, peel back the layers, and get to know the employees at the lower level to find out what is going on in those inner layers to fully understand what is holding back FCUSD from succeeding at growing to its full potential. FCUSD is divided between district office vs. school site and certificated vs. classified; at the district office, there is a division between floors and departments....we are supposed to be a team, no matter the location.
- Transparency when restructuring any programs within the district.
- Overcrowding of classrooms.
- Our district leadership is way too top heavy. Too many administrators and staff this needs to be cut at least in half. Lots of people at ESC doing nothing.
- More safety
- They will need to be aware that Rancho Cordova families are much different from Folsom families, and vice versa. The district consists of two cities, but still very different and divided. Parent involvement is not as present in Rancho Cordova as they are in Folsom. And another awareness should be the demands made from the district office to the school sites.
- Prevent any form of discrimination against the community that has occurred in the past at school and in the community.
- Attendance issues
- There exists a divide between the "Rancho side" and the "Folsom side" of our district. The two areas are each close-knit but students and families of each area do not interact much with each other. There are more attendance and discipline issues in the Rancho Cordova schools. The Folsom schools have problems with peer bullying and racism.
- That we need more diversity in our staff. We need trauma informed staff and practices.
- Can you do kindergarten only for 3 hours a day because children get very tired.
- The school board has the tendency to make decisions based on the squeaky wheel instead of what is good for the district as a whole. The board tends to micro-manage

staff instead of listening to the long-term expertise of staff. The board also needs to be more respectful to staff during board meetings.

- Possible budget cuts, the potential district split, relationships with both cities - I don't believe there is a qualified candidate within the district at this time.
- The teacher shortage and the impact that has on hiring.
- Please refer to number 1. However, as part of Mills, the school has constant fights, the kids cannot keep hands off and most fights are linked to conversations on social media and texts outside of school.
- I can't speak to this directly; however, there have been a couple of occasions involving complex intradistrict student transfers that may be brought to the superintendent's attention. Mental health needs continue to rise in all district schools, and there aren't currently enough Mental Health Specialists to cover all 35 district schools. There are also differences between the schools in Folsom and the schools in Rancho Cordova in terms of demographics, family involvement, and socioeconomic status.
- There is a lack of trust between staff and [REDACTED] [REDACTED]. There is a lack of respect for peers, teachers, classified staff and the community in general. We are not valued for our opinions or expertise. We are not supported when something goes wrong. We have lost long time veteran teachers because of isolated incidents with students that could have been handled differently. Staff has been disposed of instead of supported. We are afraid to bring any concerns to them. Many times, they have threatened to cut programs, have used them as bargaining chips in negotiations with the unions. It causes anxiety and extra work for the people who run the programs. It is not mentally healthy to have to deal with that as employees and parents over and over again.
- Our district is still struggling with the post-pandemic issues such as attendance and behaviors. We are a special education heavy district and have trouble retaining employees.
- District Office employees are scared to say or defend themselves without worries of retaliation.
- Employees and staff often do not feel like they have been heard or that their input matters on issues that directly affect the classroom, staff, and students (e.g. all day kindergarten decisions). Lack of timely and transparent communication has created challenges and eroded staff morale in the past.
- Folsom has a lot of entitled parents that overstep their boundaries in regards to students behaviors at school and towards staff. There seems to be a lack of backing from district when it comes to teachers standing their ground and holding expectations in their classrooms. We are losing amazing teachers and staff because of this.
- Government bloat. The [REDACTED] should not make twice what a teacher makes. The same for most positions in the district office
- We have a graphic sex ed class that needs to be removed from the curriculum.
- Issues that the superintendent should be aware of is that students and families are not perfect and make mistakes. Students are learning to be adults.

- That he/she coming into a district that wants to be divided. That he/she could be walking into a mess with how the school board is divided and not always for the students or staff
- First, we are a family. It is very important that we're able to maintain that type of environment, where we hold each other accountable and look out for each other. We are proud of our accomplishments, but not at the expense of the student experience. We take care of all of our employee unions, and we promote an environment of open doors, approachable and friendly leadership styles that seek to challenge and build people. We currently have a leader that we're proud to follow, and its important that this continues. I personally have experienced a educational envionrment where these things weren't practiced, where corruption ruled, and the entire district suffered as a result. That superintendent was asked to step down because of those issues. Let's not let that be an issue here. Take care of the staff, students, and community and everything should be fine.
- Greater support for all Rancho schools
- There is a big difference about how some school have more budget that others. Safety in all aspects. The amount of drugs that comes on high school campuses as well as knives and guns.
- With growth sometimes comes pain, there is significant monetary discrepency between the two major parts of our district - Folsom and Rancho Codova. Managing the budget will be challenging in the near future with increases in min wage for fast food workers hitting \$20/hr the demands inflation places on slower rising wage earners and their buying power diminishing creates staffing problems in both hiring and retention. We have high staff turnover.
- The split between Folsom and Rancho Cordova schools. Attempts to balance the needs of all students. Behaviors are a huge challenge in all classrooms. Not all district staff embracing the need for Social Emotional Learning to take place in the classrooms.
- We have struggled here with discipline, but the big issue is the state laws that make it hard to suspend and the district worrying about the amount of suspensions. Even though students need it sometimes.
- District split into two districts
- Creating unity among all the schools in the district is needed.
- There is a shortage in educators. There is a waiting period longer than acceptable for getting children in being assessed for special education programs. There is a great need for social/emotional support for children and teachers in the classrooms.
- RC and Folsom rub. Huge need for health programs that is in extreme demand daily for families, special ed, teachers, field trips, medical plans and emerging health concerns of depression, addiction
- Lack of diversity and inclusion especially in the Folsom schools. It would be nice for Black History Month to be acknowledged for example.
- No problems
- Income disparity of families on the two sides of the district, lack of staffing in the special education department, lack of inclusive areas for special education students on most campuses (e.g. bathrooms, therapy rooms, Sensory-motor opportunities)

- I think our new superintendant should know that as a whole classified relies on certificated and vice versa. If we do not work as a team, we all fail the kids. Not one person is truly more important than another when it comes to helping the student population be successful.

4. What skills, qualities or characteristics should the new superintendent possess to be successful here? (This information is used as we screen potential candidates.)

¿Qué habilidades, cualidades o características debe poseer el nuevo superintendente para tener éxito aquí? (Esta información se utiliza cuando seleccionamos candidatos potenciales).

- Done already.
- Honesty Be a leader
- The superintendent needs to be more available and try not to be some sort of movie star. They need to basically get their own hands dirty and before they offer changes in policy , he or she needs to be able to be fair, honest and aim to reduce classroom stress and tension (burnout) affecting our staff to
- We need someone with very strong people skills and able to carefully navigate politically polarizing issues. Someone who cares about the staff and is sensitive to issues. We need a Superintendent like [REDACTED] who is a great communicator and listener.
- Understands and supports students and staff providing services to the Special Education population. Good listener, communicator, and displays genuine empathy for students, all staff and families.
- The superintendent needs to have empathy, be positive and have good judgement. I believe you need to look outside of our district for the next superintendent. [REDACTED] is not the right person for this position. We need new leadership.
- A critical thinker, a good balance between leadership and management (you need both to run any business successfully). We need someone who is a visionary thinker and a problem-solver. Superintendents have many stakeholders to respond to, so being creative is essential. High level of emotional intelligence and empathy- again, we have a diverse community with many different backgrounds. Adaptability to team members, communication, and comprehension skills are a must. We can talk all we want, but we also must comprehend what others are saying to ensure we understand the message being sent to us.
- Good communicator, problem solver, transparency, collaboration, proactive, leadership skills
- Be friendly, personable and participate in the various school activities.
- The ability to see the whole picture. Come to our school sites and watch what we go through each day. Our current district is so out of touch.
- Sociability More involving parents and families in the school programs
- I think [REDACTED] would make an excellent Superintendent.
- A new superintendent should be approachable and present throughout the district. A good rule to live by is "if it isn't broken, don't fix it." They should know how the

different schools function, from the office to the classrooms, and understand the individual needs of each school.

- It is important to establish strong relationships with all groups in a school district. This includes students, parents, educators, principals, staff, and members of the community. Effective communication is vital to ensure collaboration and resolve conflicts. As a leader, it is crucial to have a deep commitment and passion for education and to be dedicated to the district's mission and vision. It is also important to prevent any form of discrimination against the community.. It is important for the person serving our district to have cultural competence and the ability to understand, appreciate, and interact with people from different cultures, backgrounds, and perspectives. such as respect and value, communicate and collaborate, promote and support
- Someone that's going to rewrite board policies. And take control back of our discipline so we can get the kids educated.
- I would like to see a compassionate, real, transparent team oriented leader.
- * Cultural/racial sensitivity = The new superintendent must be culturally aware and respectful of differences, with a focus on bringing different factions together rather than increasing divisions. * Excellent communicator = Open forums and honest clear communication from district administration goes a long way in fostering both Folsom and Rancho Cordova community engagement. * Good local collaboration: A willingness to reach out to nearby districts for ideas on innovations, solutions and cooperation. Our area is very inter-connected; most families have many friends in other districts and often compare services, programs and opportunities (or lack thereof).
- To see the full scope of how our district works not just the Folsom side. We need someone who can work with both Rancho Cordova and Folsom communities
- He/She needs to be know many school's certificated and classified positions.
- Ability to make decisions without having to have a committee for everything. Good personal interaction skills. Ability to work with the school board to minimize micro-managing staff.
- Ability to stand up the Board when warranted and necessary. Ability to work with very diverse communities. I don't believe there is a qualified candidate within the district at this time.
- The new superintendent should be a strong leader who has an open mind to future changes needed to adjust to climate.
- Experience with Title one schools. Person of color (Latino, African American, etc.) prefers so kids can relate.
- FCUSD is a highly collaborative district, and building relationships with staff, students, and families is crucial for everyone. There is also a culture of being a team. The new superintendent also needs to possess skills necessary to communicate with board members effectively when sensitive topics are presented at board meetings. The new superintendent would also benefit from visiting the schools to learn about each program and determine how to become a source of support to the schools, students, and staff. The new superintendent also needs to be directly involved in learning about the issues teachers and school staff are facing so the superintendent and school administration can collaborate and find effective solutions.

- open-hearted compassionate caring and union-friendly be there for your employees
- We need a superintendent that supports staff, values our expertise and opinions, and is not feared. We need someone who knows the district and has good relationships with the people in the district. We need someone who puts the students first and will work well with the board and show them what their role is. We need someone who is respectful and listens to parent concerns, but does not over react to them. [REDACTED] was a wonderful and trusted teacher, principal and assistant superintendent for many years at FCUSD. He left to gain experience as a superintendent. I would like to see him come back and lead this district. He would be an excellent choice.
- We need a team player to be successful. Our district employees need to be heard as well as the families.
- Stand up for your employees and students. Be fair and have an open-door policy. Don't be afraid to leave the DO to visit all of FCUSD schools. Especially our SPED department. I would love to see honesty and compassion for our district.
- -Clear communication skills -Active listening -Ability to discern when involvement in a situation is needed and when to trust and support staff decisions -Ability to think creatively to find solutions - Empathy -Confidence -Trustworthiness
- GRIT GRIT GRIT. I would love to see a superintendent start steering this ship in the right direction. Empower school staff to provide a safe learning environment for ALL students, not just the students that have behavior issues.
- Not be a politician like [REDACTED]. Nobody believes a word [REDACTED] says.
- They should appreciate the classified employees, they should give teachers options to teach the sex ed programs. Surveys should not be given to any of the students. He/She needs to have class and bring God and the pledge of Allegiance back in the schools.
- Characteristics that are necessary is patience and perseverance.
- I'm hoping the new superintendent is open minded and is compassionate for not only for education but for he/she students and staff. Visit all schools and programs to get a better understanding of them. Especially the SPED departments. This department always seems to get overlooked by the district when HR or the superintendent visits. I would like to see someone who is for their staff and cares about their well-being and mental health versus sitting in their office I would also like to see a super get involved with the community at school events just be known
- A high level of integrity, being approachable and humble, being passionate about the student experience and taking care of your staff (whether certificated, management or classified), leading by example and from the front, the type of leader who seeks to know all of their staff regardless of position, and a leader with the willingness to purge the district of staff that do not practice or possess similar characteristics.
- Compassion and knowledge of our community needs.
- Consequences to students who bring drugs or arms to campuses.
- Fairness, compassion, putting students and their education first with the best staffing to support their education. Having the vision to see into the future of education and taking our district there. Appreciating and supporting the most valuable asset our district has - its people.

- Compassionate, SEL focused, Equity focused, Believes in alternatives to suspension and "Behavior Solutions" which has been adopted and followed by a majority of schools this year, understands the need for mental health supports in the schools, someone who is a leader by example and flexible.
- Works well with everyone
- EXPERIENCED Superintendent from another district (preferably from the same size or larger district) is the most important. Not a current employee with NO high level experience that happens to be with the district for a number of years. Years of service does not qualify someone. Don't want a superintendent who learns on the job. Need a leader and decision maker with a great track record.
- good listener, vision for progress, understanding of other cultures, fluent in multi-lanugages (even one), mentor to help others grow around them, team leader
- High level of involvement, understanding of diverse population, understanding of importance of ECE, honest, humble, visible to all, high energy, highly educated, friendly.
- Leadership by example, power with not over, encouragement of professional development and autonomy. Balanced view of culture and race. Acknowledge the careful balance of health, attendance, and academic success. Sense of humor!!!!
- Communication, communicate effectively, social skills, leadership, professionalism, commitment, instructional knowledge, problem solving, budget management, vision
- Hard working and an excellent listener and strong communicator.
- be brave and be yourself
- Be able to address things in an unbiased manner
- Caring, understanding, compassionate, trustworthy, respectful, empathetic, willing to try new ideas, open, team player

Community Member/Miembro de la comunidad

1. Tell us the good things about your community. (This information is used to help us recruit quality candidates.)

Cuéntenos las cosas buenas de su comunidad. (Esta información se utiliza para ayudarnos a reclutar candidatos de calidad).

- Rancho Cordova cares about its students and families. It is a diverse community.
- I love Folsom, it's the best in every way! Including excellent schools that I attended personally.
- it's a low-income community. but sticks together
- The best thing about our community is the diversity, people from all walks of life. A student can be sitting next to their classmate who is from another country or a different part of the city, bringing all types of interactions that wouldn't happen anywhere else.
- Lots of things to do within the community; bike trails, city celebrations, support local businesses, sutter street market, bike trails, folsom lake.
- There is a lot of diversity.
- The community is very stable, and supportive of its schools. People participate in activities for the schools and are willing to support them financially.

- Resilient, responsive, caring,
- We have a very involved community on the Folsom side of the district. Lots of engaged parents, churches, nonprofits and other community organizations
- The community is involved in the school system and supports positive programs and needs for our children. We have community events and love our neighbors.
- family oriented clean, wonderful bike trails
- All the good has been overrun with homeless druggie criminals. Kids are not safe on our streets.
- involving persons of all ages that are recognize beyond our borders, including annual Kids Day in the Park, July 4th celebrations, and the California Capitol Air Show. These activities are strongly supported and widely attended. These and other activities are supported by a formal community-based organization called the Cordova Community Council.

2. Tell us the good things about your schools. (This information is used to help us recruit quality candidates.)

Cuéntenos las cosas buenas de sus escuelas. (Esta información se utiliza para ayudarnos a reclutar candidatos de calidad).

- The teachers
- FCUSD schools prepared me immeasurably for college!
- some of the school takes pride. they try to fit the needs of students
- The schools open campus makes it nice, however with that open campus requires a lot of resources to help cover said area. These resources are not being funded right to specifically Cordova side of the district.
- teachers that care about student issues related to home life. Resources for community to report and seek help.
- There are a lot of friends.
- The schools are generally very solid and are able to recruit teachers that are of high quality.
- Variety, strive for excellence, hard working, caring, responsive
- They are focused on providing our students with a quality education
- Our schools listen to families. The neighborhood school is a community center.
- rigorous, caring
- Nothing, too full of socialist die esg agenda ideology and graduating kids with no skills.
- Drive by our schools and you will see that our communities support the physical facilities within which education occurs and also how the FCUSD and Cordova Recreation Park District work together to provide great opportunities for all our citizens integrating public parks and schools. For a quick view drive just east of the intersection of Coloma Rd and Chase Drive to see the Mills Regional Softball Complex, renovated Mills Middle School, then northon Chase Drive past renovated Cordova High School and its new Theater Arts building, then to Soil Born Farms which connects agriculture to programs at Cordova HS, to a large park

integrated with the HS featuring a recently completed redesign/construction of a beautiful aquatic center.

**3. What issues should the superintendent be aware of as he/she comes into the district?
(This information is shared with the final candidates.)**

¿Qué problemas debe tener en cuenta el superintendente cuando entre al distrito? (Esta información se comparte con los candidatos finales).

- The desire by some to split the district. The challenges Rancho Cordova schools face to improve student outcomes. New growth areas and more established areas of Rancho Cordova have different needs. Where will the next middle school/high school be built?
- Some contention over keeping Folsom and Rancho Cordova together/ the differences between the two towns.
- that the district office needs a lot of help It's a shame that [REDACTED] [REDACTED] feels [REDACTED] has total control and power to do whatever [REDACTED] sees fit. If you dare cross [REDACTED] or go against [REDACTED] defining yourself, there will be some kind of retaliation. I would like to see the new super take charge and not allow abuse to happen in [REDACTED] be union-friendly and be there for their employees
- The individuals at the top have more say so in what is funded and who is funded. Making this group of people elitist. A group of people who only hire within the next superintended will be [REDACTED], who has a track record with not being very friendly, and sweeps things under the rug like; toxic work environments, racism, and other scandals.
- Two different communities - Folsom and Rancho. Different problems, but still treating them with respect.
- The growth in population spurred by much new housing will need to be managed so that appropriate facilities for students are built, but not overbuilt. Portions of the district that have aging populations will need to be addressed as school populations fall, there is a thoughtful process for any need to close schools or transfer students in a timely and thoughtful manner. Growth cannot continue indefinitely, or necessarily in a planned timeline. Much thought has to be given to how the transition will occur. If the Rancho Cordova section of the district continues within the district, the new superintendent will need to assure that the diverse student population will be adequately served with knowledgeable staff and adequate/appropriate materials. One size does not fit all.
- favoritism in employment/funds/respect for low socio economics, poor implemtation/application of programs, morale in employees, pr spin and ignoring established problematic systems for employee recognition,/ retention , perceived "haves/have nots"
- That we are top heavy and people hold positions in the district office that they did not earn and are not qualified for. There are a lot of people that seem to fail up into the district office and we hide people there to avoid lawsuits.
- the discrepancies between Rancho Cordova and Folsom, as well as the challenges in Folsom of having at-risk/needy students but no title 1 schools for extra funding to support them

- Potential district split on city lines. Need someone familiar with equity solutions over equality. Disconnect in communication between district office, schools, and families often. Need a smooth communication line between all.
- efforts to dumb down students per CTA
- We have lost sight of being good American citizens, right and wrong.

4. What skills, qualities or characteristics should the new superintendent possess to be successful here? (This information is used as we screen potential candidates.)

¿Qué habilidades, cualidades o características debe poseer el nuevo superintendente para tener éxito aquí? (Esta información se utiliza cuando seleccionamos candidatos potenciales).

- Political acumen Collaboration skills
- Bilingual in Spanish would be helpful / preferable. Focus on top academics and not sacrificing test scores.
- I would like to see the new super take charge. Be open to people's thoughts and ideas. Don't be afraid to agree with your staff. Don't hide from people. Be open be strong and control what happens in the DO when [REDACTED] starts [REDACTED] power trip. Show FCUSD that you care for all staff, FCUSD community,
- Be active in all communities, not just walking through to make a video, but a constant visitation to show the people you are around and aware of all the situation in the district. From little to big issues.
- a person who can make hard decisions, not based on what a "specific" group wants, but what is best for the students in each environment. Not trying to make everything equal but make things fair.
- Must be a collaborative leader with an ability to include all elements of the community. Must be sensitive to the various needs of a complex student population. The newest areas of housing growth will probably be very diverse and bring a mixture of desires/demands for their children. The superintendent must select administrators who reflect those desires and hire or transfer teachers who will fit well into those situations. The new superintendent will have to know their board well and anticipate the demands that the community will place on them, and help plan with them for the future. Must be politically astute. This is not a job for a rookie. A rich history of leadership under diverse situations is a must if the person is to survive and have the district continue to prosper. K-12 administrative experience is a must. Elementary or high school only experience could hobble them in meeting challenges and opportunities. Someone thoroughly familiar with the California education code and politics is critical. Flashy, out of state applicants will have an uphill climb to get in synch with what is going on politically and financially in the state. Good luck to the Board in making this selection. Make sure you know exactly what the candidate offers!
- transparency, diversity, communication
- They should come from out of the district, not be a current employee in the district office, unbiased and willing to put teachers and students first. Willing to clean house and staff the district office with people of merit and ability.

- Out of the box thinker in terms of problem solving and managing a very diverse district. They also need to have a humility about them to listen to the community and be open to not having all the answers.
- A servant leader with empathy. Someone who sees the value of equity. Someone who realizes students often come to school for electives rather than study skills. Offer more VAPA and STEM/CTE options. Give study skills to students outside the school day to help families. Grow the whole child.
- Promote traditional American values and education and stop pushing the leftist agenda
- Folsom Cordova is obviously a unique district. We need to foster positive culture from the ground up in the few high-profile schools that we have. If a new supe focused on making Cordova and Mills the very best they can be, that would reap benefits for the entire district. If you think about it, Folsom, Vista, and the Folsom area middle schools don't need a whole lot of help with their culture. The families make sure that those schools are thriving. Cordova and Mills have so many struggling families and diversity, that you can get these ugly cross-gender/cross-cultural dust-ups that make our optics really awful. Besides that, you cannot select a 'union-buster'. They have to be pro-student, pro-family, and pro-teacher. You have to get someone that is super hands-on and transparent. If they want to add administrators, those new positions have to be hands-on as well. Hands-on does not mean that they go to sites striking fear into their site-admin. They go to provide a clear perspective and support. Rancho needs a person who is culturally astute, as Sarah was. They also need to be community minded. While they also need to be a team builder within the staff, they need to figure out how to encourage ALL board members to support ALL the communities within the district, not just focus on one. And they need to respect who is paying the bills: everyone putting in money for the district needs to receive in equal measures. As I told Sarah, it's obvious that the district is doing a great job for the younger kids. But this business of getting away with fights at CHS has got to stop. someone needs to be appointed principle who can appoint monitors with some strength to call in PD when necessary and clean up/control the internal problems. Safety needs to be restored!
- Knows how to hire good people; Willing to go through the process of termination for people not performing; Understands the budgeting and planning process; Skilled at negotiation with employee groups; Passionate about continuing education for self, staff, and most importantly for students; Since a school district functions to educate our youth which happens; in our schools, applicant should have successful experience as a school Principal, recognizing that there is an important difference between knowing what the job of Principal is and having been in the position doing the job.; Separate from management duties, a Superintendent should also have leadership skills; recognizing the value of synergy within our existing multi-team environment; Math, ELA, and Science Student scores on State Testing are very different between Folsom and Rancho Cordova. It would be a strong plus if the new Superintendent brought understanding of diversity among our student population and how our school district teams might find new pathways to help our students fill more gaps in understanding of knowledge in preparation for entering their adult world. A Superintendent is the most senior management position

Parent/Padres

1. Tell us the good things about your community. (This information is used to help us recruit quality candidates.)

Cuéntenos las cosas buenas de su comunidad. (Esta información se utiliza para ayudarnos a reclutar candidatos de calidad).

- Folsom is an amazing community, surrounded by nature and outdoor activities.
- We live in a wonderful community of Lake View Oaks near Vista Del Lago HS. Great families who come together often for neighborhood get togethers.
- Teachers
- safe
- The people in the community are amazing.
- High taxes would expect quality schools and placement for disabled children.
- The other parents who strive to raise respectful kids are another wonderful reason we live this community.
- Very close knit, generous in donations of time and money, beautifully diverse and appreciative of sharing our multitude of cultures.
- I love the diversity of our student population in Rancho Cordova schools.
- The weather is nice, lots of trees, lots of family activities and programs/activities/sports for kids in the area.
- Safe, beautiful area, family-centered, lots of recreational opportunities, great restaurants
- Friendly people, great kids, safe, great community relationship with police department, great schools, fun parks, great place to raise a family, work, or retire.
- Folsom tends to have highly educated families with largely high functioning children and minimal crime
- In Rancho Cordova we have a rich history of sport pride. We also have decades of generational students. Families choose to stay here and raise their own families in Rancho Cordova schools. There are a lot of parents who have the means to send scholars elsewhere but choose Cordova High School and Mitchell. Rancho Cordova is a great place to raise your kids if you want to expose them to the challenges of the real world. Our scholars are resilient. They are like no other scholars you have ever met. Despite the hardships most tend to do well. If you go to San Francisco you have China Town, and sub sections. In Rancho Cordova we all live in mix neighborhoods and we take pride in that. Our mayor is the president of the City league of the United States. Our crime is down and we have a lot of non-profit organizations that really work with our residents. Even our police officers are very decent individuals who are so kind and well trained. We have the Mather Art & Cultural Center where we have had shows from all over the country as well as local artists. We also put on the best events in the region. Our 4th of July celebration at Hagan Park is the best in the region hands down. Our roads are very well kept. You can see the difference when you drive to unincorporated areas in our county.
- Friendly teachers

- I live in Mather, and my daughter attends Mather Heights Elementary School. Our Mather families are caring and helpful and the elementary school is the hub of our community.
- Diverse, family oriented, small
- Family oriented, safe, community involvement.
- The nature minded people that know the importance of going outside and taking a break from technology/screens for positive health benefits. I like the local businesses that support the community, which makes me want to support them.
- Community feel in Rancho Cordova, many families support each other. The neighborhoods have many sports that allow the children to get to know other students. The 1 high school in Rancho Cordova puts on many community events that brings all student to the campus.
- Folsom is really elegant and quiet but vibrant community. Most residents are friendly, well behaved and responsible, and cherish our beautiful community.
- Our community is comprised of a diverse and hardworking people. We are involved with our families in arts, sports, and other activities in our community.
- This is a diverse, caring, involved community.
- We have a feeling of inclusiveness, Fun events and sense of respect.
- The community keeps us together .
- Folsom is a diverse community that is supportive of our schools and teachers.
- Rancho community has parents who are invested. Latino community is focused on their kids getting an education and going to college but we don't always know how to navigate. Need an college focus for elementary latino kids.
- People are friendly, they care about education. There is plenty to do in our surrounding area - local trails and folsom lake.
- The weather is decent, police and fire services are pretty good, people are generally nice, there are decent restaurants and shopping.
- Folsom is a safe, family-friendly, business-friendly, community made up of people from different walks of life, from young professionals to senior citizens and everything in between. We are not a perfect city, but Folsom is one of the best cities in which to live in California.
- Our community hosts events throughout the year that brings people together.
- People are friendly, they care about education. There is plenty to do in our surrounding area - local trails and folsom lake.
- Academics are important. Still has a small town feel.
- Fairly safe neighborhood with retired and hardworking middle class families.
- Our community is safe, lots of sports and activities available for our children. Parents have worked hard to raise their children here. We value our police and we want accountability.
- Great community for families with an emphasis on sports, activities and STEM. .
- Parks and rec for our kids. Family oriented.
- Kind, and care for each other. Diverse religions that respect one another. Traditional values are an important cornerstone to many in our community. Highly value education, athletics, music and the arts.

- We have high expectations
- Folsom has great schools, parks, trails, and many outdoor activities. It is a great place to raise a family.
- Cherished small town foundation but is being lost to rapid growth
- Our community is diverse and it makes sense to have a representative understand diversity.
- I love our village of teachers and staff.
- People help another in Folsom
- The diversity is amazing.
- Our community can come together for others in need and watch for each other.
- People are invested in success. They are collaborative, helpful, and work hard.
- Very family oriented, kind people
- Safe, clean, friendly
- We have plenty of community gatherings activities .
- Family focused
- Diversity. Children and families from different cultures and different backgrounds.
- Safe community
- Folsom has friendly neighbors, a huge sense of community and pride in their schools.
- One of the key strengths of our community is its diversity in terms of race and ethnicity, language, and cultural backgrounds if the community members.
- Lots of people are involved!
- Tons of activities for our kids of all ages.
- Very diverse population, many cultures many perspectives. The airshow and support for it. Access to the river. Well defined neighborhoods.
- Folsom is children friendly. Parents are more sensible than San Francisco. They have strong family values and believe parents provide guidance to children.
- We are multi cultural and excepting personal choices
- No funding issue. People are educated and nice.
- Family friendly. High performing (academically) schools.
- Parents are aware of everything that is happening in the schools now. So that's a really good thing.
- For the most part, it's a very family friendly community. Very diverse
- We have wonderful teachers and site staff.
- Nuestra comunidad está compuesta de gente muy trabajadora que ocupamos apoyo de nuestras escuelas para que nuestros hijos tengan éxito en sus vidas y así tener una comunidad cada vez mejor.
Our community is made up of very hard-working people who support our schools so that our children can be successful in their lives and thus have an increasingly better community.
- People are really willing to help each other. I know many of my neighbors and feel like I could depend on them to help me if I needed it.
- Our community is so diverse and has really grown the last few years.

- There are many of us families within Rancho Cordova who grew up within this district and now have our children attending the same schools. We also have a diverse population across the district.
- Longtime generational families. Military background
- Rancho Cordova has a diverse population of cultures with engaged parents of all different professional backgrounds. Most parents I know want to engage more with the schools but often don't know how or feel excluded from accessing the system.
- We have a strong tradition of community and pride in our children.
- Some schools are very supportive
- Buen ambiente
Good atmosphere
- Community is very supportive of the students.
- I've lived in Rancho Cordova for years. Although it is an older Community now, the schools have been updated beautifully and have made the communities in Rancho the "heart" of each place it serves. Some parts of Rancho are considered "tougher" due to social issues, but the school in those areas are safe havens due to the Teachers and staff that work there. Many places in Rancho have been updated shopping centers to road ways that have made Rancho an attractive place to live and affordable for young families to enjoy raising their families.
- mis comunidad tiene muchos recursos buenos para familias indocumentadas y de bajos recursos
my community has many good resources for undocumented and low-income families
- The community of Folsom is safe and clean.
- Somos PERSONAS con muchas ganas de superarnos, de aprender, de formar parte de la comunidad escolar
We are PEOPLE with a great desire to improve ourselves, to learn, to be part of the school community
- Folsom is relatively safe and clean, compared to nearby cities. There is a focus on education and youth.
- Folsom provides a great variety of opportunities for our children including sports, music, theater, arts.
- Safe and diverse community.
- We are a caring community that supports our teachers.
- Very multicultural
- Faith-based inclusivity.
- Folsom has beautiful parks and trails and many extracurricular opportunities for children. Our family is also part of a vibrant, loving faith community. Families from all over the world settle in Folsom, so our community incorporates many different languages, cultures, and customs.
- Great diversity in RC and the opposite in F. Wish they could work together
- Our community is relatively small for a CA school district. While we are diverse in national origin, religion, and political affiliation, our community is very strongly family oriented and socially conservative. Our community strongly supports a focus in our schools on academic excellence, physical safety, and an overall healthy and wholesome

lifestyle that focuses on organized sports as well as enjoyment of the natural beauty found in of our district. Parents rights to direct their children's education is paramount.

- We have a couple nice shopping center, but need other options like a Winco. or other full grocery store with competitive prices. We do have a lot of restaurants. Nice neighborhoods to grow up in. Rancho still feels homey small city
- I always say, "Everybody knows everybody in Folsom." because we are an involved community and there really are only a few degrees of separation between all of us and who we know.
- Scenic beauty, family-friendly environment, top rated schools, outdoor recreation opportunities including hiking, biking trails, parks and nature preserves. Strong sense of community among the residents. Various community events promote social interaction, creating a tight-knit community atmosphere.
- Safe, multicultural/diverse, immigrant friendly, welcoming among many other positives.
- The community is very supportive and cares deeply about the quality of instruction and support that schools provide.
- [REDACTED] use to be a great school but the leadership is poor and after my 3rd kid there I can tell it declined from leadership Our principle [REDACTED] sweeps things under the rug and problems become bigger because [REDACTED] afraid to face them

2. Tell us the good things about your schools. (This information is used to help us recruit quality candidates.)

Cuéntenos las cosas buenas de sus escuelas. (Esta información se utiliza para ayudarnos a reclutar candidatos de calidad).

- We have great teachers who care about the students.
- Friendly staff that are typically responsive to questions concerns and feedback.
- Hard working teachers
- They care about cigarette and drug issues.
- The schools are great, for kids who are in general education.
- Folsom Cordova school district is doing a poor job placing my disabled son. In fact because we have not heard back from [REDACTED] along with others we were forced to hire an attorney in order for our son to be placed in school.
- Teachers are amazing!! They truly are the backbone of all of the good things that have taken place with my daughter.
- Our schools are neighborhood schools. Families walk and bike, parents volunteer as crossguards. The police department is happy to send us motorcycle officers for periodic enforcement as reminders to drive safe when we ask, and the principals/teachers/support staff are so engaged.
- There are a lot of hard working teachers, that despite the flaws in our education system, still show up and give it their best everyday.
- Good facilities, involved parents, quality education
- Great teachers. Great options for diverse learning environments.
- Student crime is low at Folsom Middle School

- Mitchell Middle School has great teachers and the IB program. Administration is great and easy to access. There is a lot of common sense and understanding of the community. Mitchell has a music booster and a PTA or PTO. Cordova High is working very hard in improving the athletics, not just the athletes but the policies. [REDACTED] is a strong [REDACTED] and [REDACTED] is steering the ship in the right direction. My daughter loves [REDACTED] teachers and her experience at Cordova High School. She feels like she is heard.
- Clean and maintained
- I love how well our schools communicate with families.
- Dedicated staff, involved parents
- Clean and nice.
- Our elementary school has great communication methods to keep parents informed. The focus is on academics, but they also find ways to pepper in arts, science, and physical education. The PTA support is superb.
- Our school is close to homes in the area. Our community school is communal so we know many families that go. Our Principal is present and available for parent concerns.
- our school focuses very well on academy and beyond. The balance between academy and other aspect of education, e.g., clubs, field trips, school events are very good. The school addresses on disciplines, rules and attendance, which is fantastic!
- Our school and staff respect their students and their families by including many customs and learning about other cultures. The social-emotional wellbeing of the students is also very important.
- The schools really care about kids and making sure everyone succeeds.
- The school is diverse. Clubs are offered at the school and so are the sports.
- The schools so far been teaching us new information we need to understand and willing to be aware of the schools our children attend too.
- Our elementary school (Oak Chan) has a great small community school feel. The teachers are deeply invested in the success of their students and there are lots of support structures in place for students who need them.
- Academy at Mather Heights but the program is phasing out. Need opportunities for Rancho Cordova kids to excel. We have great teachers at Mather Heights Elementary.
- The teachers and principals are the best part of our schools. Schools are clean, modern and well maintained. Teachers love our children and hold them to rigorous standards. The curriculum is inclusive and promotes diversity and equity.
- The teachers can be reached easily by email and it is nice to see the children's grades in PowerSchool.
- The schools are usually rated better than other areas of Sacramento County. The teachers and administrators at the schools I have interacted with in the last 18 years have been good with a few exceptions. In one case, [REDACTED] retired and is no longer influencing students.
- Our schools focus on relationships with students at the elementary level.
- Blanche Sprentz is small and close knit with great connections between parents and teachers.
- FHS is a great high school

- Diverse classes and programs offered. Great opportunity for sports. For the most part, teachers are local residents which I believe makes them more invested in the community and in their students.
- A good number of schools with good geographic spacing, good quality buildings/infrastructure. Qualified, and well motivated teaching & staff.
- Sports offered, clubs ect.
- Passionate parents who highly value education. Dedicated teachers and staff.
- Some of the teachers are excellent. There is a string PTA
- Teachers are great at doing all they can, school facility conditions are reasonably good,
- The best things about our schools are the teachers and students!
- Incredible support for students at the entry process and high school level education is presented in a way that makes success in learning accessible to students
- There are some amazing schools in the district. The teachers are patient and kind, while understanding the curriculum they are delivering.
- Principal and vice principal are dedicated to make the Mangini Ranch Elementary school better.
- I have only been in Rancho Cordova for 8 months now. The staff is great and very positive.
- FCUSD schools are pretty diverse and rich in culture.
- Folsom High is great. Our family had a great experience.
- The school personnel, teachers, all staff have been very helpful and super kind
- Lots of excellent opportunities for students and various types of learners
- We have a great principal and awesome teachers .
- Take academics, sports and arts seriously
- Some very outstanding teachers continuing to challenge children with rigorous curriculum.
- Bullying is not a big problem. Students have many opportunities to get involved in the school community.
- FCUSD has a multidisciplinary approach with the common goal to serve our children as a number one priority.
- It's safe and well-organized. Teachers seem to love their work and work hard to educate and care for the students.
- We have FABULOUS teachers- we need to do better to retain them!
- very family friendly helpful staff.
- Small elementary schools. Some very successful high schools.
- Schools works to educate children in sensible way. Politics are not taught in class.
- We are IB
- It is average but one thing I like about my school teachers are nice.
- Involved principal. Active PTO. Welcoming.
- There are only a few bad apple teachers. The kids come home and tell the parents which teachers push pronouns.
- Some teachers are great, they really care for the kids.
- Our schools are highly ranked and beautiful.

- Me gusta que tiene varios programas para las diferentes necesidades de cada niño. Que las personas que trabajan ahí cuidan de mis hijos.
I like that it has several programs for the different needs of each child. That the people who work there take care of my children.
- We have wonderful teachers. I've had nothing but good experiences with the teachers I've interacted with at Cordova High. They really care about the students they teach.
- Our schools meet the needs of the diversity with aids and focus on the kids' communities.
- We have invested admin, coaches, teachers and staff who give their students and athletes their all. We have amazing educational programs such as AP courses, honors courses, IB and CTE programs.
- Many qualified teachers
- Under all new leadership, our school experience this year has been the best so far. After 5 years of bad experiences, this is the first year where I have been respected and included as a parent; I am finally able to trust the school system and my child is finally thriving. What a difference just a few key people can make to reshape an entire school culture.
- The teachers are passionate and want the best for all students. Kids are still kids and enjoy playing and learning.
- Can't tell more of the staff is new.
- No tengo comentario
I do not have a comment
- Good communication with parents, variety of activities available for different interests.
- I mentioned a few things about schools in question one.
- las cosas buenas es que tenemos entrenamientos y clases para ayudar a estudiantes que estan teniendo tiempo difícil en sus clases.
The good things are that we have training and classes to help students who are having a difficult time in their classes.
- Folsom High School seems to have good teachers that are engaged, as well as effective college counselors.
- Se está haciendo un gran esfuerzo para integrarnos, motivarnos a continuar con los estudios y metas
A great effort is being made to integrate us, motivate us to continue with our studies and goals.
- As someone that works in another school district, I can say first hand that FCUSD is light years above others. They communicate both good and bad news. They share responsibility and are extremely pro-active. Academics are taught at a high level, however there is a focus on balance of social-emotional awareness as well.
- Our schools have had excellent teachers who engage the students and care about them.
- Ample campuses. It seems the district has several programs for a variety of students with different needs (special education)
- Our teachers are hard working and go the extra mile for our students.
- The kids willing to make a change
- It is a robust online school. The best online school in CA.

- Great teachers with the kids interests at heart. Respectful to parents role as the ultimate authority in their childs' life.
- The schools welcome parent volunteers, and the PTA hosts numerous family events throughout the year. The teachers and principal communicate via weekly newsletter, and as needed when situations arise. Several after-school clubs are available for students.
- Many fantastic programs at all the schools, but a neglect of needs in RC forcing programs (MYP/IB) onto RC schools since the parents have no voice just to say the district has the program -- not what is best for community, but for board.
- I do know. Everybody thinks FCUSD(especially Folsom schools) are great, but I doubt.
- Schools generally focus on academics and making sure children learn the important basics of reading, writing and mathematics that does the most to ensure a life of financial competence.
- Small classes Some teacher really work students helps when the teacher has a couple of aids.
- Our school community is even tighter at our elementary school and most of the families know each other. We love our community park right next to our school and it's helped a lot of our families to connect during the younger years. We also have very involved parents and a high quality education which gives our community pride.
- Academic excellence, diverse learning opportunities, strong community support, extracurricular opportunities, college and career readiness.
- Clean facility, lots of afterschool enrichment options, faculty/teachers have been working for the same school for years, PTA is active, diversity in staff and students, discipline and responsibility are positively highlighted, yard supervisors are great!
- Schools are trying their best to keep students' well-being a priority.
- Find someone that understands diversity Listens and not afraid to make things better and always make students the main focus

**3. What issues should the superintendent be aware of as he/she comes into the district?
(This information is shared with the final candidates.)**

¿Qué problemas debe tener en cuenta el superintendente cuando entre al distrito? (Esta información se comparte con los candidatos finales).

- The bathrooms at the middle school and high schools are unsafe. My kids refuse to use them and tell me they see people doing drugs every time they enter one.
- I believe Special Education is overlooked and deeply flawed in the FCUSD. We need to do better with following the Federal Laws and implementing IDEA with fidelity!!
- Huge class sizes, too much waste at the district office. Put money back directly into classrooms. Lower class sizes
- Improvement for education in the district, especially plenty of budget
- No one cares about our special needs children. The programs are terrible, they aren't valued as individuals, I've personally had a school employee tell me "it's better for them to be in their segregated classrooms because can you imagine how annoying they would be to kids in a regular classroom?" So my child has to be hidden away, in a class

combined with multiple grades, in a school outside his community, away from his peers, because you all truly feel like [REDACTED] not a valued member of the school and not worth being taught how to be integrated in with his peers? Don't get me wrong, they put "minutes" of integration into [REDACTED] IEP. Of course, they count those minutes in things like recess, lunch, and PE, hardly beneficial to [REDACTED] at all. And would it not be beneficial to the students in general education to learn to work with children with all types of disabilities? The general education teachers surely make accommodations for children with dyslexia and adhd, but God forbid an Autistic child needs to be taught- lock him away and keep [REDACTED] separated, but speak about inclusion and integration and hold assemblies about differences. Shame on you, [REDACTED]. You have failed one of my children, and [REDACTED] has missed out on an elementary school experience that [REDACTED] should have had. [REDACTED] should have been part of [REDACTED] community since early years. [REDACTED] should have spent these valuable years with [REDACTED] peers learning with them, when [REDACTED] needed it most. Now you've failed [REDACTED], and as he gets closer to heading into junior high, how will [REDACTED] ever have any chance in life now? Now [REDACTED] only options in life are to continue this path of segregation that you've cast [REDACTED] into. Great job for the rest of the kids though. My other child had a fine education. But [REDACTED] easy. You'll continue to get great ratings, great test scores for your schools, while most students there get all the benefits our tax dollars pay for. For the other children, like my [REDACTED], who you have so cruelly failed, without a second thought, without regret or remorse, I do hope someone, with more life left with them than I have, very publicly sheds a light on how you've treated our children who truly needed the most from you.

- Types of discrimination with disabled students not being placed in schools like typical student and being placed in far away schools in order to appease the district.
- There is a good amount of students who learn differently than the masses. There should be more resources for those high functioning children to be set up for success. As a teacher of 14 years, it's disheartening to be contemplating private or homeschooling due to their not being an inclusion environment for my daughter. She has autism but that doesn't define her from not being a capable learner. There is a special needs community in this district and their individual needs aren't being met.
- Our district, like all districts, struggles with lesser performance of students who lack means, are immigrants, etc. but they do care deeply to support those students/families. We offer Spanish and Immigrant school for additional instruction at targeted school sites, have frequent Data Walks with interpreters, childcare and food all free and provided to improve parent involvement, as two examples.
- Rancho Cordova schools are not funded or supported as much as Folsom schools. The diversity of teachers in Rancho does not match the student population
- The two cities our district encompasses are very different with drastically different needs. There are a lot of pushy parents in Folsom, and the parents in Rancho are a lot less involved in comparison. The school board often disregards the voices of the teachers.
- Challenges to full inclusion of students in special education in general education setting also disparities in success and resources between Folsom and Rancho sides of district

- Bullying. Boundaries for middle schools are unfair and don't make sense. For example- all the homes surrounding Folsom Middle are sent to Sutter Middle. We desperately need another middle school and another high school. Classrooms have become too "partisan". Many teachers feel it's their duty to teach social justice and force opinions on the kids. Let's teach critical thinking instead and let kids make up their own minds on the issues.
- Folsom Middle does not meet par when it comes to educational opportunities such as field trips to cement concepts learned in the classroom, foreign language study or trade electives. Instead, the District throws away money on providing free lunches for all at a school where the MEDIAN family income is well into six figures.
- Implicit Bias and racism I would say is a big issue in our schools and our district. Our ESC friends talk and show equity questions at every meeting yet we make decisions that hurt not affect but hurt students of color, low income, daily. The mentality of, "these parents don't care" or "these parents do not complain" is heard frequently in Rancho Cordova. I have heard board members say, "we don't hear from them" regarding Rancho Cordova parents. They do not hear from us because there is a lot of trauma and fear. I think we have an outstanding board currently with individuals who care deeply. However, there have been decades of trauma. It has been decades of parents speaking and not being heard or feeling like we are not heard. There is a lot of relationship building and trust that needs to occur. I truly believe that if this is a focus we can all partner and scholars will benefit. Also, we need to work on teacher retention in Rancho Cordova. It is really hard to keep good teachers when our systems chase them out to Folsom. We need to have the best administrators running our Rancho secondary schools. Our scholars deserve the best.
- The biggest concern is the fact that there is discussion about breaking the district apart. There are feelings that that we are a district divided between the Rancho Cordova side (West) and the Folsom side (East).
- Need for more schools spread throughout the district.
- Build new High school in Folsom
- Quality of teachers/teaching, lack of accountability, politically motivated schooling
- There is some bullying of kids, picking on kids and when kids tell yard duties/teachers, it seems that nothing happens. There is a need for more consistent social-emotional learning.
- I'd like the new Superintendent to join the two cities of the District. Currently, the District feels as if its RC vs Folsom instead a joint community.
- Please keep the high standards of educations and disciplines. Most residents here have high expectations of what the school delivers to students' curriculum.
- The next superintendent should be aware of the dichotomy between the East and West side of the district. He or she should be sensitive to the history but also be committed to navigating the priorities for the future of the district. There are two cities that comprise our district and the needs of each need to be addressed equally.
- There is a lot of fighting at the Mills Middle School. I want my daughter to feel physically and mentally safe at school.

- The disadvantaged percentage of our children is 52%. He / She should investigate the percentage of the children of color going to the Kenny school as 20% are black children. Keep the principal and admin of the schools accountable. Employment should be more persons of color as educators, to build trust at school.
- It's not concerning.
- Our district is woefully, embarrassingly, irresponsibly behind every other district in the area in library services. California Department of Education standards recommend one credentialed teacher librarian for every 785 students; shockingly, Folsom Cordova has ONE teacher librarian for the entire district, a ratio of one to 20,000+. Not even our high schools have teacher librarians (a position every other surrounding district has), leaving our students woefully and irresponsibly behind in research, digital citizenship, and media literacy skills. Library technicians do not have the time (their hours are incredibly limited, far below what is necessary for success), training, or compensation to provide students these critical services. Research consistently shows that schools with credentialed teacher librarians have higher student success rates, and that the skills students gain from working with teacher librarians have long term academic benefits. I urge the incoming superintendent to learn more about the crucial role that teacher librarians play in every single other school district in our area, and bring that position to Folsom Cordova schools.
- Special needs children are being placed in more limited classrooms, instead of being offered the support they need in the general education classroom. It is a disservice to these kids.
- Knowledgeable about the school to prison pipeline and restorative interventions. Focused on equity for Rancho Schools and students from low socioeconomic backgrounds. Bring mental health school social workers income up to compete with SCUSD.
- The school board has a conservative majority who want to make our schools less equitable. The school board often doesn't understand the decisions they make or they make them from a business standpoint rather than one that values education, students and teachers.
- Schools need better safety and security, more school resource officers, smaller class sizes, healthier lunch options, cheaper and more options for after school care, equitable discipline and more transparency (tired of not knowing what was done to the offending kid due to "privacy"), more foreign language education for K-8 students, more courses that focus on life skills, more group transportation options since parking/drop off is a nightmare at most schools and hard for working families, more instruction outside the classroom and physical activities for boys/high energy kids.
- The new superintendent needs to LEAD, not wait around to see what everyone else is doing. When COVID first started, the outgoing superintendent waited too long to make decisions to get our school opened earlier. This was in contrast to El Dorado County schools (right next to Folsom) where the schools opened much earlier with safety measures in place for everyone. In researching this issue, my wife and I learned our schools could have opened sooner with the blessing of the Sacramento County Department of Public Health IF the school district staff had been proactive in taking the

necessary safety measures, which we all know now were completely unnecessary for 99% of the population.

- They should keep in mind how big FCUSD is becoming and how what one part of the district needs may be different than what other schools need.
- Equity is a huge issue in the district. My children are biracial and have had issues. Admin aren't always aware of how to handle these situations. When my son was in 4th grade, principal told him it was 'great' that he ignored being called an N-word on a pass paper and that he threw it out. I had to talk to her about why that was an issue.
- Less focus on agendas that don't belong in the schools.
- FCUSD is too big and encompasses two different cities with differing needs. We each need to have our own school district. It is the most equitable for everyone.
- The community is skills and merit based - and everyone gets along woke identity and race based politics of the Bay Area will NOT work here.
- Impacted middle and high schools with not enough staff to supervise. Bullying is a serious issue in folsom schools.
- Employees do not feel valued or connected with leadership. Diverse student population and backgrounds - some communities welcome officers on campus, others don't want them. Poor communication between two distinct communities makes many feel unheard. The district is often seen reacting in a poorly executed last-minute style. Stakeholders are rarely consulted on large, last-minute implementations. Communications lack important details heightening uncertainty in leaders and their abilities.
- The large difference between academic performance in Folsom and Rancho students.
- The display between rancho Cordova and Folsom resources, school scores, school programs, teacher attraction, student background is significant and needs to be acted on to be improved. It's embarrassing to me that anywhere, but especially this state and especially this region that school buses are not the standard way of getting kids to school. Seeing several years of parents driving their own vehicles in a mad rush into residential communities blocking traffic and residents from leaving their own driveways is not only a ridiculous strategy from a practical perspective, it also results in a huge carbon footprint, negatively impacts working parents in their jobs, and misses an opportunity to promote public transportation. I'd also add that riding a school bus for 12 years as a kid was a mostly good social experience for my brother and I in that we got to know our neighbors better and created a lot of friendships on that bus ride.
- The children come first. Teachers should come second. Folsom and RC are practically opposites.
- Overcrowding; counselors and teachers being required to provide services for too high of a student ratio. I am concerned this is unsustainable. Processes are more important than the individual person being affected by them. This rigidity is not always in the best interest of the student. Much less flexibility than what is offered at a private school.
- The main schools in the Rancho Cordova area are undeserved and passed by, while the schools in Folsom flourish. There are many minorities in the Rancho Cordova area and they deserve the same education as the Folsom schools.
- MENTAL HEALTH PROFESSIONALS AT EVERY SCHOOL.

- That we would like to build high school in Folsom especially with Folsom Ranch population growth.
- I would suggest safety, there are many incidents that have my child feeling scared and we moved here from San Bernardino.
- New superintendent need to make a balance between the whole District which has communities with many differences.
- Forget the stupid D E I agenda, and just teach kids. Enough of life is confusing without extra BS. Focus on producing good "fruit" and producing independent thinkers not mass followers.
- Please do not include WOKE agenda, no gender bending agenda, and more American history. Our kids should learn NOT to hate this country
- The Superintendent should be aware of problem administrative staff - dishonest, no integrity.
- The School choice policy should be changed . Having to apply yearly is stupid . If you're going to ask for opinions and offer surveys it would make sense that the outcome should reflect the popular vote . The Mangini alder creek boundary made a lot of people angry !
- Are schools are failing to enforce dress codes. I'm sick of seeing girls in tiny shorts and half shirts. It's against dress code but schools don't care.
- Some equity initiatives are harmful to children who are self-driven needing acceleration. My child started his school year in crisis mode indicating that he's "bored to death," and his class was a complete waste of time. Equity should be equal opportunities, not equal outcomes.
- Area of concern is accommodation for students with IEP's or 504's. Not consistent with following and updating the plan on annual base. The school district oversees two very different cities and communities and their concerns are usually over equitable funding resources between these two communities.
- Be prepared for staff that will only settle for what's fair and just for our children as well as our staff. As a parent who lived in Sac Unified and LA Unified school districts, NEVER was my autistic advocated for as much as she is now at Vista Del Lago.
- There is great diversity in student/parent bodies, but school staff does not reflect that diversity. It will be critically important to recruit/retain teachers of color. I would like a clear plan at the district and school levels to achieve this goal. Parents are rarely informed about decision making at the school level. School site council, which supposed to include parents, is mainly made up by teachers (and teacher/parent). Meetings are not advertised and minutes are not shared. The majority of parents are not even aware of the existence of SSCs. As a result, true "parent" perspective is not considered in school decisions. School oversight is required.
- What will happen when both SMS and FMS are over crowded due to growth on south of 50? Where are all of these students going to be housed? Why are we not doing more with compensation packages for educators to keep them in our district?
- Not to sure of any pressing issues

- Lack of opportunity for AP classes in lower income areas of the district. Bullying has not been and can not be "solved" and needs perpetual oversight. STEM programs in lower income areas are not magnets for high achieving students.
- There are more kids moving from Bay Area that are bring the problems of Bay Area here instead of leaving it in place where they are trying to escape from.
- Rancho Cordova needs to spend more time and resources to encourage our family to embrace the school environment from elementary school and teach the importance of community, learning and behavior
- It's not just one. A lot of issue. Can't just explain in few lines.
- Folsom Cordova School District needs assistance in helping meet the criteria for the Rancho Cordova schools to have their own school district so that they can receive better funding. The city of Folsom is also growing considerably causing it's own challenges within it's city limits.
- We do not want anyone coming in that pushes dei sel. Woke agendas. There is enough of that in the district already.
- This school district oversees two very different cities and communities, Rancho Cordova and Folsom. Every time a decision to build a new school is put on the table, neither of the communities are please. This I think, has been always a challenge for the Superintendent.
- We need to have equity issues addressed. Our district is a tale of haves and have nots. Low-income and children of color are not doing well in our schools.
- Que mire el Distrito como uno solo y no como 2 ciudades diferentes. Es "Folsom Córdoba". Que fomente y fortalezca la unión entre trabajadores, padres e hijos. Look at the District as one and not as 2 different cities. It is "Folsom Córdoba". That encourages and strengthens the union between workers, parents and children.
- Our district should do more to support elementary students in the library. My daughter loves to checkout books. We should have interesting books at her reading level and a FULL TIME elementary librarian. 10 hours a week is not enough. Also, selection of books at FHS could be improved. #2- The district sends out too many emails to parents. I have children in elem, middle, HS. We should be able to opt in to emails based on topics.
- Residents of Rancho Cordova often get short changed when it comes to funding. Funding seems to first go to Folsom schools and then Cordova gets the scraps or hand me downs from Folsom. I would hope that a new superintendent would be more equitable in how they treat the schools and students.
- I think we can be doing more to support mental health, aggression, and post COVID adjustments in our students. Rancho Cordova in particular have amazing kids but feel forgotten compared to the folsom counterparts. I'd love to see more focus on our middle and high schools to help those teens and young adults.
- The disparities between both sides of the district.
- Many negative historic instances. Violence in schools not being dealt with accordingly or appropriately. Good families are relocating families due to FCUSD not addressing problem issues. Favoritism exists among FCUSD

- Multi-decade disparity and inequity between the programming, services and resources in Rancho Cordova schools versus Folsom. STEM academy and other charters are restrictive and do not enable neighborhood students to attend. As a whole, our district has a “seperate but equal” style in many areas. In my experience the IEP system is used more as a dispositioning process to drive parents to seek excessive diagnosis and medication for their children. Various actions including CPS is weaponized for families with kids that are struggling and underserved in our schools. Major incidents with special day class students.
- There’s a divide between Rancho and Folsom that has always been there, the dichotomy can be bridged by supporting the students who need it the most.
- The drugs at middle and high schools. More support from the principals.
- El aprendizaje de nuestros hijos
Our children's learning
- The use of vapes and drugs with/at both Middle Schools and High Schools.
- From various school sites, I have heard that there are some feelings of resentment between the two communities. (programs, funding, social needs etc.) At one point there was talk of splitting the two districts and I believe talks of it are taking place now. Since those distinct differences exist, I don’t see them changing anytime soon.
- Debe saber que este distrito es difil de trabajar y que los padres estan pidiendo escuelas seguras y hay varias escuelas que necesitan todavia fences y mas seguridad. Todos los padres estamos temerosos a que pasen cosas malas en nuestras escuelas y no queremos que pase algo para que se hagan las cosas. Por ejemplo la escuela donde va mi hijos cordova meadows aun esta en espera de un fence. Porfavor que se hagan y se aseguren que visitinen los campus.. y vean que se estan haciendo los proyectos. You should know that this district is difficult to work in and that parents are asking for safe schools and there are several schools that still need fences and more security. All parents are afraid of bad things happening in our schools and we don't want something to happen for things to get done. For example, the school where my children go, Cordova Meadows, is still waiting for a fence. Please let them do it and make sure they visit the campuses... and see that the projects are being done.
- It seems like vaping (marijuana, etc.) is prevalent in the school bathrooms at Folsom High School, and there seems to be no consequence. My daughter says every time she goes to the bathroom, kids are vaping and no one seems to face consequences which is disheartening consider this is supposed to be a drug-free school. It is also intimidating for students like my daughter who just want to use the restroom.
- Hay problemas de peleas dentri de las escuelas y nuestros estimates y nosotros como padres se sentimos que no es lugar seguro. No queremos que nos vean a los de Rancho Córdoba como la “parte pobre” del distrito queremos ser tratados igual a Folsom There are problems with fights within the schools and our schools and we as parents feel that it is not a safe place. We do not want those of Rancho Córdoba to be seen as the “poor part” of the district, we want to be treated the same as Folsom
- Parents appreciate transparency, as well as accountability. Don't ask for input, if there is no intention of considering the information given.

- The pervasive use of racial slurs at FHS is a serious problem. Our kids have become desensitized to language that would never be tolerated in their homes because they are surrounded by it every day at school. The result of this culture has caused devastating damage to students and families. There is bullying at FHS, drugs and fights. Drugs and vaping is a huge problem and the yard duty turn a blind eye. I have 3 boys at that school who feel they can't use the restrooms because of what happens in there. The administration lacks consistency.
- Lack of paraprofessionals. Not enough support offered for children with special needs, limiting their acquisition of knowledge.
- This school district seems to have lost sight of what really is important. Good teachers are leaving because of the lack of support. Priorities are not what they should be. Programs are not thought out thoroughly.
- Racial, culture
- Preserving online schools such as Innovations Academy is a priority.
- There is currently an excellent relationship between the school and parents. Be very weary to change and disrupt that relationship in an effort to make your mark.
- There seems to be disparity between the schools in Rancho Cordova and those in Folsom. Teachers who travel to multiple schools, as well as substitute teachers, have expressed that student behavior and parent participation are vastly different in Rancho Cordova than in Folsom. Although information is often distributed in English and Spanish, many families come from countries that don't speak either of those languages. Opportunities for sports vary by school. For instance, Vista Del Lago High School has a pool for competitive swimming, while Folsom High School does not.
- Unfair representation between RC and F. Many fantastic programs at all the schools, but a neglect of needs in RC forcing programs (MYP/IB) onto RC schools since the parents have no voice just to say the district has the program -- not what is best for community, but for board.
- Transportation delays and insufficient transportation for kids.
- S/he should realize that the school district is Folsom Cordova. All emphasis has always been made to Folsom but not Cordova. Parents are struggling to find a good/highly rated school in the Cordova areas. Options are limited causing students having to commute to Folsom or outside of the district. 20-year old promise to build a middle school and high school in Mather still hasn't happened. A only one school with advanced learners program in Rancho Cordova is Mather Heights Elementary. However the program has been closed the last two years to new students. Existing students were combined multicolor grades in the same class. It has no longer been 'advanced'. The two middle schools in Rancho Cordova is poorly rated on the Internet as well as by neighborhood families.
- Parents of FCUSD want to be involved in their children's education, so transparency with parents in all things involving their children and the district is vital. Neighboring districts have gone increasingly radical and anti-parent to the detriment of their students and families. There is a schism in the district with a good deal of resentment due to both real and imagined slighting of Rancho Cordova students and families by the district. There is a long history here and it is not as simple a "have and have not" situation as it may

appear. There are well to do and poor students in both cities, there is tremendous racial and ethnic diversity in both cities, there are serious issues with drug abuse and criminal activity in both cities, there are discipline issues at schools in both cities. Treating both communities with respect as well as holding both communities to high standards of decorum with respect for each other is vital.

- Students need more support, when there is one teacher teaching 2 classes and having admin work. And doesn't have time to help the students
- 1) I get the impression that if a student is having behavioral difficulties at school the administration doesn't want to communicate with parents because certain parents are as difficult as their children when it comes to taking responsibility for their actions. I believe students should be held accountable for their behavior as well as parents and the school should address this issue, not shy away from it. What lesson is ignoring poor behavior teaching our children? 2) There are a greater number of students with disabilities now more than ever and the district is not staffed to help every child that needs additional support. 3) The mental health of our student population should also be addressed and supported and we could use additional resources for this as well.
- While the Folsom Cordova Unified School District boast numerous positive aspects, there are still several key issues that the new incoming superintendent should be aware of as they assume leadership. Some of these issues include: **Growth Management:** With the growing population in the Folsom community and surrounding areas, the district may face challenges related to managing enrollment growth, ensuring adequate facilities, and addressing overcrowding in schools. **Equity and Inclusion:** Despite efforts to foster a welcoming and inclusive environment, disparities may exist in educational outcomes and opportunities for students from diverse backgrounds. The new superintendent should prioritize equity initiatives to address these disparities and ensure all students have access to high-quality education and resources. **Budget Constraints:** Like many school districts, FCUSD may face budget constraints and financial challenges that impact its ability to deliver programs and services effectively. The new superintendent should be prepared to navigate budgetary constraints while prioritizing resources to support student success and academic achievement. **Teacher Retention and Recruitment:** Retaining and recruiting qualified teachers and staff members is essential for maintaining the district's high academic standards and supporting student learning. The new superintendent should address any issues related to teacher retention and recruitment, including competitive salaries, professional development opportunities, and support for teacher well-being. **Technology Integration and Infrastructure:** While FCUSD is committed to integrating technology into education, the district may face challenges related to technology infrastructure, access to devices, and digital equity among students. The new superintendent should prioritize investments in technology infrastructure and resources to support effective teaching and learning in a digital age. **Community Engagement and Communication:** Building strong partnerships with parents, families, community members, and stakeholders is essential for the success of the district. The new superintendent should prioritize community engagement efforts, transparent communication, and collaborative decision-making processes to build trust and foster a sense of shared responsibility for student success.

Safety and Well-being: Maintaining a safe and supportive learning environment is a top priority for the district. The new superintendent should address any issues related to school safety, bullying prevention, mental health support for students, and crisis preparedness to ensure the well-being of all members of the school community. By addressing these key issues and collaborating with stakeholders to develop strategic plans and initiatives, the new incoming superintendent can help ensure the continued success and advancement of the Folsom Cordova Unified School District.

- We are a recently relocated immigrant family. For us issues like drug use, active shooter scares, bullying, culturally insensitive comments etc are important. Having an active, open, respectful dialogue about these issues is needed.
- That FCUSD employees are among the lowest paid in this area.
- Fcusd needs to improve on athletics from [REDACTED] tha [REDACTED] has destroyed athletes along with your [REDACTED] at [REDACTED]. Good leadership for those paying roles have ran to the ground. Academic kids at vista are discouraged to get good grades to be competitive in the uc apps. Low support in that area

4. What skills, qualities or characteristics should the new superintendent possess to be successful here? (This information is used as we screen potential candidates.)

¿Qué habilidades, cualidades o características debe poseer el nuevo superintendente para tener éxito aquí? (Esta información se utiliza cuando seleccionamos candidatos potenciales).

- The new superintendent should be a good listener and care for the students well being.
- A new superintendent in a California public school district should possess the following skills and qualities: 1. ****Expertise in Special Education****: A deep understanding of special education laws, regulations, and best practices is essential. 2. ****Advocacy Skills****: Ability to advocate effectively for the needs of students with disabilities And all students within the district and at the state level. 3. ****Leadership****: Strong leadership skills to guide and support administrators, teachers, and staff in implementing inclusive practices and meeting the needs of all students. 4. ****Collaboration****: Ability to collaborate with parents, community organizations, and other stakeholders to improve services and outcomes for students with disabilities. 5. ****Communication****: Excellent communication skills to effectively convey the importance of special education advocacy to all stakeholders, including the school board, staff, parents, and the broader community. 6. ****Problem-Solving****: Capacity to identify and address challenges related to special education provision, including resource allocation, staffing, and program development. 7. ****Empathy and Understanding****: A compassionate approach and genuine concern for the well-being and success of students with disabilities and their families. 8. ****Commitment to Equity****: Dedication to promoting equity and ensuring that all students, regardless of ability, have access to high-quality education and support services. 9. ****Continuous Learning****: Willingness to stay informed about current research, trends, and developments in special education to continually improve practices within the district. 10. ****Resilience****: Ability to navigate

complex challenges and setbacks while maintaining focus on the district's goals for inclusive education and advocacy for students with disabilities.

- Understand post COVID classrooms and students
- Passion and can-do attitude for improvement about all of school in the district.
- A conscience
- Understanding that all students with all abilities should be given same opportunities in regards to schooling.
- Being willing to take firm positions. Too many people are unwilling to do the bold, right thing because it might rub someone the wrong way but if we are afraid to make a decision the stagnancy will result in reduced opportunities for our teachers, students, staff and families.
- It would be helpful for the superintendent to be from background that matches our student population or has ties to the area.
- Willing to speak up for the needs of the various schools, willing to listen to both parents and teachers, a willingness to speak up if necessary to the school board. Knowledge of classroom dynamics and how to budget for needs of our growing community and overcrowded secondary schools.
- Creative thinker, compassionate, accountable, drive to excel,
- Discerning when it come to hard choices. Willing to stand up to local and state government regarding issues like Covid school closures. Putting the kids first before teachers unions. Friendly. Willing to get their "hands dirty". Prior experience as a superintendent.
- The superintendent will need to significantly increase educational opportunities at Folsom Middle in the areas of foreign language, trade electives, and field trips, and stop wasting money on programs theoretically designed to "benefit" all but relevant to only a very small percentage of the children
- Trauma Informed Experience in title 1 schools/ diverse background Superintendent experience, we are currently a divided district. It is going to take a very special human to bring this district together. This is if the intention is to keep us together.
- Bus service not available in this school, that is needed to be a good with perfection!
- The new Superintendent must have great communication skills and he/she must work to bring together the Folsom and Rancho sides of the district.
- Understanding, dedicated, committed to Diversity, Equity and Inclusion, high expectations for learning goals for children but also understanding that each child's path is different.
- The new superintendent should have only one concern-taking care of the students education period. The [REDACTED] cared much too much about [REDACTED] own agenda and the agenda of those funding our education systems. Staying neutral here is not what we need and whoever is out in this position should absolutely NOT take ANY special interest funding. It's time for schools to stop trying to be parents and get back to being educators of the prescribed curriculum only. No MORE SURVEYS!
- Non-biased views to make informed decisions. Great listening skills.
- The new Superintendent should come from within a school system, so they know and understand what is happening in education. and what the needs are of students and

their families. They should be present and visit all the schools so they know the unique needs of each location. The vision of the new Superintendent should be encompassing of all students and strive to embody technology and provide programs to support this vision for the students of the District.

- I hope the candidate favors the traditional learning methods and doesn't favor the use of technologies in delivering education too much. Students, especially younger students can't self-regulate themselves on electronics uses. These days, more and more students have ADHD.
- Skills, qualities, and characteristics include: the ability to collaborate and relate to people, the ability to understand the history of this district and the work that continues to serve the students of this district. This person should be data driven and have the ability to lead the district to common sense solutions.
- Communicate quickly and clearly to parents.
- He / She should be an effective communicator. He / She should rely on the leadership for guidance. He / She should have problem solving skills, should be transparent, also to have financial management skills.
- To accomplish every goal my children's are willing to face.
- Possess a curiosity to learn about the diverse communities represented in Folsom and Rancho Cordova, be willing to listen to all stakeholders, have extensive classroom experience, prioritize the needs of teachers.
- Special education background.
- Knowledgeable about the school to prison pipeline and restorative interventions. Focused on equity for Rancho Schools and students from low socioeconomic backgrounds. Bring mental health school social workers income up to compete with SCUSD.
- Open communication and transparency. Recent experience being a teacher and school principal - someone who has close ties to teachers and students rather than someone who has worked in a district office for years.
- Trim the fat, educate our kids and keep them safe.
- The new superintendent should have a collaborative mindset. Be prepared to work with their respective cities (Rancho Cordova and Folsom) in addressing pressing issues. The new superintendent should be pro-student and staff safety, which means they SUPPORT having school resource officers present in the schools. Mental health professionals and crisis counselors are great, but they do not replace fully sworn peace officers. If I and other parents detect any hint of removing the SROs from our schools, I will immediately express my concerns. If the SROs are removed, I will send my remaining FCUSD student to a private school, which will cost the district funds. There is no need to "reimagine" safety in our schools. School resource officers have done fine for years.
- They should have experience in the classroom and not be so far removed that they forget what it's like to be an educator in the classroom with students.
- Equity minded and equity driven. Understand the changing demographics, both racial and economic, of our cities.
- Shifting of focus of schools should change to improvement of reading, writing, math and science.

- Should absolutely do what is best for students now and for their future. Take politics out of it and focus on how we all best get our children ready to compete in the future. Let us parent, you teach math, science, english, etc. with no agendas or propaganda. Your priority should be the students, not the unions, not the teachers, take care of your customers-ie, the students.
- Ability to balance strong commitments on multiple fronts: Academic excellence, support of sports programs, arts, culture and STEM sciences.
- He/she should care about the community, great leadership and action driven to make our schools safer and better.
- LEADER, in the John Adams style of servant leadership. Strategic planner with vision. Genuine. Compassionate. Clever problem solver. Respects traditional values. Fiscally wise. Scholar.
- Good at organization, communication. I would like someone that is seeking to improve teachers. We need to pay teachers more in order to attract good teachers in this area where housing is very expensive.
- Political wherewithal, networking and communication skills with an emphasis on sharing successes with the community, confidence in convictions, a willingness to try new things, experience with grants, a desire to produce well rounded kids across the entire district, a regional understanding of how Folsom Cordova was created in the first place and why, pros and cons of the proposal to break it apart, love of kids, an even keel when faced with tough questions from the public/parents, someone who will support the teachers and help attract new talent in their ranks.
- Warm, kind, articulate, understanding, compassionate, organized, strong leadership, appreciative, team-builder, personable.
- Committed to the well being of every student and committed to high academic standards. Should respect role of parents and not support radical gender ideologies or similar issues.
- Willing to create individual solutions in the best interest of the student rather than focusing being adherence to a one size fits all approach
- The superintendent should be fluid, have integrity to stand up for p.o.c and have an understanding of minority cultures.
- Value the teachers and staff.
- Listen to the concerns of school staff and parents and be approachable everyone.
- The new superintendent should know where the children attending come from language and culture.
- Been able to understand and make neutral decisions for both parts of the school District.
- Balanced approach. Non-political. Not interested in special interest groups. Teach or get curriculum that is real life stuff that will help kids function and think - taxes, personal finance, life essentials.
- Someone who does not buy into the WOKE propaganda. Please be mindful of this beautiful community
- Honesty, integrity, a visionary, higher-order thinking, critical thinker, complex problem solver, student-centered, empathetic, a 21st century thinker, etc

- Understanding, sympathizing, strong,
- I want someone who isn't woke. I want someone who puts common sense ahead of politics.
- Stay away from the political divide. We have a very diverse community and decisions made were sometimes seen as a zero-sum game, which doesn't have to be. Ability to LISTEN to the different stakeholders and their needs and take actions to address their challenges. Respect the School Sites and especially the experienced teachers who understand what works and what doesn't in classroom setting. Take stakeholders' inputs into the process of policy and decision making.
- She/he should TAKE INTO ACCOUNT input from all community stakeholders prior to making decisions
- Strong advocate to all our children. Strong advocacy for inclusion of all students and a cheerleader for our school nurses who so often get overlooked.
- We would like a superintendent that has experiences in working with diverse communities. Demonstrated achievements in fostering equity/social justice in education will be very important. It would be preferable if the superintendent herself/himself is non-White. The state is committed to diversify the current teaching workforce, we could also consider this for superintendent positions as well.
- Stay positive but firm, put students and staff first.
- Diverse background and has served the under served outside of where they have lived or grow up.
- Budget management. Centralized thinking and not splitting Folsom and Cordova into separate piles. Equity minded.
- Sensibility and iron will to not let politics influence what is right and good for children. Also able to push back the squeaky wheels that scream the loudest.
- Someone that can differentiate between Folsom schools and Rancho Cordova schools. There are very different so we cannot have blanket ideas.
- Open minded, adaptive and work in the interest of student not for district.
- Past experience as an educator, local knowledge, willingness to interact with parents at multiple opportunities.
- Do not pick someone because of the color of their skin. Choose them because they can do the job and not be biased to white people who can actually do the job!!
- To be out and about. Love the fact that [REDACTED] is most of the times out and about, visiting schools and classrooms!
- The person should be a highly experienced superintendent. The person should have experience with high level budgets. The person should have experience leading a district with highly successful schools. The person should represent children of color and have bilingual skills.
- Que no discrimine. Que sea Equitativo, Que le guste trabajar en equipo. Que tome en cuenta todas las opiniones, sobre todo de nosotros los padres, porque el futuro de nuestros hijos están a su cargo. Simplemente que mire nuestros hijos como si fueran los suyos.

That does not discriminate. That is Equitable, that likes to work as a team. Take into

account all opinions, especially those of us parents, because the future of our children is in their charge. Simply look at our children as if they were your own.

- Open-minded and fair with good ethics. Really focused on how to make the kids and the teachers one family, not siloed.
- Being transparent and having open communication lines with families.
- Legal background in schools rights to deal with violent children. Appropriate Social emotional learning strategies. Cultural inclusivity a must.
- Walk the talk and be of true service, not self-promotion. Commit to effective and genuine communication with parents/guardians- see them as your customer. Be ruthless in streamlining administrative costs to keep only what is truly value added, allocate the rest directly to schools and students. This is an ever-critical moment in public education. Too many people have given up on the system and are choosing alternatives for their kids and families. Same for quality teachers. This is far beyond political rhetoric but in the day to day basics of education. It is delusional to believe that declining enrollment is driven by aging demographics.
- They should have experience teaching in public schools (for a minimum of 10 years) to really know what it is like in the everyday trenches of teaching. Also, they should be able to be a good listener and collaborator with labor unions.
- Consequences with behavior students, vape, drugs. Support teachers with behavior students on classrooms.
- Disponibilidad para los padres
Availability for parents
- Strong communicator. Fiscally responsible. Strong leader. Able to work with racial/ethnic challenges and special needs programs.
- I believe the Superintendent responsibility is to help maintain an open communication with parents and the community throughout various means of medium. I think it is important to keep an honest relationship that helps parents feel like they are important to their children's overall school experience. With the demographics of the FCUSD, it is highly important to keep an open mind when facing the diversity between the two communities. Rancho Cordova has many differences from Folsom communities with different needs based on various social issues that are real in our lives today.
- de be entender que somos una comunidad muy diversa y que necesitamos que se presente en eventos significativos no solo las graduaciones .. que se presente en juntas y escuche las preocupaciones de los padres que haga mas noches universitarias para que los estudiantes participen y los padres tengan apoyo y entiendan los requisitos para ir a la universidad.
You must understand that we are a very diverse community and that we need you to appear at significant events, not just graduations... to appear at meetings and listen to parents' concerns, to have more university nights so that students participate and parents have support and understand the requirements to go to university.
- An experienced TEACHER! Not a businessperson, not a counselor, not a career admin, but someone who has spent multiple years as a classroom TEACHER
- Experience with a school district of FCUSD's size

- Que lleve a las TODAS las escuelas calidad en educación. Que continúe motivando e involucrando a las minorías. Que respeten los derechos de los estudiantes. Que sean escuchadas las quejas de los padres. Que no exista en tráfico de influencias para ocupar puestos dentro del distrito escolar. Que tenga la capacidad de escuchar. Que vea a cada estudiante como personas y no como un cheque del cual se favorece en distrito. Que se respete y consideren los buenos maestros y no sean obligados a retirarse temprano por problemas internos de principales
- That it brings quality in education to ALL schools. May it continue to motivate and involve minorities. That they respect the rights of the students. Let parents' complaints be heard. That there is no influence peddling to occupy positions within the school district. That you have the ability to listen. See each student as a person and not as a check from which the district benefits. That good teachers be respected and considered and not be forced to retire early due to internal problems of principals.
- Someone employed in a position on school grounds within the last 5 years, so they can relate and understand the impact of decisions being made. An individual that is currently respected by their colleagues for the job they are doing, rather than someone that has been promoted up instead of out.
 - Knowledge of special education, autism.
 - THEY MUST BE PRESENT. Take on issues and not delegate the ones that need their attention.
 - Mindfulness, understanding empathy culture
 - Embrace technology, modernize in terms of using computers.
 - Someone who understands science is but one way to uncover truth and there is a spiritual element to our community, beliefs and worldviews.
 - The new superintendent should be an effective communicator and an especially good listener. He or she needs to value the input of vastly diverse stakeholders and make informed decisions after all voices are heard.
 - COMMON SENSE. Able to see reality and not fall into the "old same old" ideas and back to focusing on community and students and stop the posturing and collar popping of board ideals run by Folsom residents
 - Make teachers more responsive and responsible for outcomes
 - Looking at the bigger picture and being able to distribute resources where needed and not just in desired areas.
 - The best candidate will value the family unit as the most important building block of civilization and the importance of a giving all students an opportunity for a truly solid education in reading, writing, mathematics with the view to a financially secure future, and the ability to direct their own learning over a lifetime by thinking critically. The best candidate will value teachers who truly want to teach their students the basics and how to think for themselves rather than those who want to impart their own worldview in the classroom.
 - Friendly, caring, ensuring they will get all the teachers and students what they need to be successful
 - It would be ideal to select someone from our local community since they already understand our Folsom values and our growing community's challenges.

Skills/qualities/characteristics necessary to be successful: charismatic leader, synergy with community stakeholders, background in education, understands the needs of the growing special needs community, sympathetic to DEI because of our diverse population, strong leader that truly embodies the level of kindness that we are encouraging at our schools, supports the arts, music, and sports equally, prioritizes school safety regarding outside threats, bullying, and drugs.

- To be successful as the superintendent of the Folsom Cordova Unified School District (FCUSD) and effectively address the identified issues, the new superintendent should possess a combination of skills, qualities, and characteristics. These may include:
Strong Leadership Skills: The superintendent should demonstrate strong leadership abilities to guide the district in achieving its goals, fostering a positive school culture, and inspiring confidence among staff, students, families, and community members.
Strategic Vision and Planning: The ability to develop and articulate a clear vision for the district's future, along with strategic planning skills to implement actionable plans and initiatives that support student success and address identified challenges.
Effective Communication: Exceptional communication skills, including the ability to communicate effectively with diverse stakeholders, listen actively, and build relationships based on trust and transparency.
Collaborative Approach: A collaborative leadership style that prioritizes teamwork, inclusivity, and shared decision-making among staff, parents, community members, and other stakeholders.
Commitment to Equity and Inclusion: A deep commitment to promoting equity, diversity, and inclusion in all aspects of district operations, policies, and practices, ensuring that all students have access to high-quality education and opportunities for success.
Financial Management Expertise: Sound financial management skills to effectively allocate resources, navigate budget constraints, and prioritize investments that support student learning and achievement.
Instructional Leadership: Strong knowledge of educational best practices, curriculum development, and instructional strategies to support teacher effectiveness and student learning outcomes.
Data-Driven Decision Making: The ability to use data effectively to assess student performance, identify areas for improvement, and make informed decisions that drive continuous improvement across the district.
Community Engagement and Relationship Building: Proven ability to build strong partnerships with parents, families, community organizations, and local businesses to support student success, enhance community involvement, and garner support for district initiatives.
Adaptability and Resilience: Flexibility and resilience to navigate complex challenges, adapt to changing circumstances, and lead the district through periods of transition and uncertainty.
Cultural Competence: Sensitivity to cultural diversity and a deep understanding of the needs and backgrounds of the diverse student population served by the district, with a commitment to fostering an inclusive and culturally responsive learning environment.
Ethical Leadership: Unwavering commitment to ethical leadership practices, integrity, and accountability in all decision-making processes and interactions within the district.
By possessing these skills, qualities, and characteristics, the new superintendent can effectively lead the Folsom Cordova Unified School District, address identified issues, and work collaboratively with stakeholders to ensure the success and well-being of all students within the district.

- Professionally well qualified, experienced educator, understands & is sympathetic to mental health challenges kids face, not politically affiliated, young person who can develop and nurture the school district and isn't contemplating retiring in 3/4 years, embraces and is comfortable with novel/niche technology and AI as tools to complement education, harness the strength of this multicultural community to make school staff/faculty and also the curriculum reflect personal identities,
- Strong leader Follow through Listens

Student/Estudiante

1. Tell us the good things about your community. (This information is used to help us recruit quality candidates.)

Cuéntenos las cosas buenas de su comunidad. (Esta información se utiliza para ayudarnos a reclutar candidatos de calidad).

- Lowkey all of us our friends, like every other school there is a lot of beef between groups but no one has beef.
- people are helpful, kind to others and want to achieve something
- My community is awesome because I live the area that helps my language and I can improve my skills and knowledge.
- We are respectful
- our community is very inclusive and free from crime. people here are very nice and educated about other's beliefs and rights.
- They're caring for each other
- We have a strong community that helps others.
- Los personas es muy bien. Hace mucho fresco y nublado
The people are very good. It's very cool and cloudy
- Folsom is a very welcoming community and I always feel glad to go to Palladio and see the people and sights, and the trails which are so beautiful and peaceful.
- We like each other
- Everyone is mostly accepting and kind to each other.
- Our community is a very outdoor community, this is very fun because I like to be outside and active.
- Our community has good quality infrastructure, low crime, access to nature, and ok job opportunities.
- Everybody is nice to each other and gets along pretty well.
- The good things about my community is I feel that we're pretty connected and since I also work in a store mostly everyone is super kind and that's what I think the good things are.
- People are nice
- A calm and safe place to live
- My community is very inclusive and safe for everyone.
- My community is nice and they are good people.
- Fun people
- Everybody is friends.

- I feel like my community does a good job at being respectful to each other, not a lot of fights happen and everything is pretty clean.
- Everyone is nice
- I like how we can ride bikes around and just feel safe
- Our community is accepting
- I don't see anything that's noticeably good.
- lots of equality and diverse education and experiences
- i like the community it is very welcoming and inclusive
- I like the palladio I have a lot of fun with my friends there.
- Generally accepting of people, a good selection of classes, teachers are generally helpful.
- it is pretty diverse and nice
- how involved everyone can be
- I have a lot of friends.
- My community can be very close, but not too close. It is fairly small, but it is not so small where you know everybody in your community. People are very nice, and they always want to help others to do whatever they need help with.
- it is inclusive
- There are a lot of very nice people and it is a nice area for families.
- There's a lot of activities and diversity around
- It's cool I guess
- It has people (I don't care) 🙄
- People are nice
- Good people safe area good restaurants
- Everyone is very involved in everyday things.
- People are friendly and nice, my neighborhood is close to grocery stores and restaurants so that is nice.
- Everyone's nice.
- Everybody is really nice and helpful.
- People are very nice
- It's a nice community and its not trashy
- my friends
- Nothing
- we have a lot of parks and things to do.
- Low crime rates, diversity, wealth, high education.
- Low crime rate.
- Everybody loves everybody (from what I've experienced)
- Preservation of nature, cleanliness, diversity.
- Community is good
- We live in a nice area, with some cultural diversity.
- The good thing about my community is the get togethers and events that people can attend.
- We are diverse.
- crime is low homeless is nonexistent

- It is very clean.
- It is connected
- the diversity
- It's small so everyone knows everyone
- We have a very accepting community
- It's a safe environment.
- There are lots of opportunities to pursue your passion within my community. In general, most clubs and extracurricular activities are well organized and set up.
- Welcoming
- people are nice
- Students and Staff are generally inclusive
- ready to listen and understand, always supporting one another
- The community is very involved, there is always a place for you no matter what your interests are.
- Everyone feels welcome.
- our community is diverse
- it is clean
- It's safe, inviting and a good place to live.
- everyone feels nice
- inclusive
- There are many good things about our community, one of them is that everyone is very kind/respectful.
- Me gusta que tenemos una comunidad muy segura y tranquila, esto ayuda bastante todos los días al despertar y saber que "nada muy malo puede pasar hoy"
I like that we have a very safe and calm community, this helps a lot every day when you wake up and know that "nothing very bad can happen today"
- They're caring for each other
- we are all kind
- It is nice
- Other kids are nice and supportive
- Everyone here is nice
- the people are nice
- Accepting
- We have many events. The people are kind.
- It has a lot of parks.
- This community is really nice and loving
- i don't know
- i honestly do not know
- very inclusive
- We are inclusive
- everyone's kind
- Everyone is friendly to newcomers and is usually respectful to all persons they come across
- safe

- There are a lot of good, passionate kids. There are also a lot who are the opposite though.
- there is a lot of diversity
- I notice friend groups with multiple races, which is good because everyone should be treated equally. My community is also really supportive of the lgbtq+ community.
- Welcoming and kind.
- It is safe
- I like the atmosphere and well-cared environment.
- Cares about students and safety
- Everyone is fairly friendly, and inviting, I have rarely met anyone with an uninviting presence.
- Everyone in this community is caring.
- Its inclusive and accepting.
- nice weather
- Its safer than most schools
- Very welcoming and kind.
- Our community is mad of passionate people.
- lots of people know each other
- People are nice helping and caring
- I have friends
- I like the people in our communities
- It is chill
- Chicken
- a-lot to offer
- Everybody is nice
- Good communication and a fun environment.
- Our district and our community has really good athletic opportunities whether it is school sports or competitive teams outside of school.
- Our community is very diverse yet we all come together in times of need which is a really good quality for communities to have.
- Our community is supportive.
- The good things about my community, is all the parks we have and the sports we have in the community.
- a lot of nice people and little homeless
- Our community is very safe, fun, and encouraging in Folsom
- the people and environment
- A lot of people are nice to the new kids that arrive at the school during the year.
- I think our community is mostly organized and has good staff.
- People are very friendly, and welcoming for the most part.
- Our community always has someone to hang out with. I'm not saying people don't get left out but there will usually be someone to hang out with the person being left out.
- My community is good in many ways, they pick up trash and are kind to their community.

- Our community just helps each other and takes care of each other. We do Earth day plantings and we volunteer. We just love each other.
- The good things about are city are we have good and caring people to look after the city.
- One good thing about our community is that the schools get involved with each other.
- We are all very inclusive and very good at working together. Some people lift the people up that got hurt by the people that hurt people but that's ok because it takes all types of people to make up this world.
- Our community is a very safe and nice place. It is filled with good people and good vibes.
- I think some good things about are community is most people in are area are very friendly.
- Our community is welcoming and tries to keep everyone safe.
- Everyone in our community is capable of accomplishing something that they want to do if they put their mind to. I needed to work on this myself though too.
- Our community is a safe place and is welcoming to all.
- Our community has good trails and clean areas.
- there is not a lot of trash and the forces like police and firefighters do their jobs well.
- Are community is good at having minimal litter.
- In our community everybody is very connected socially.
- people are very nice
- Our community is welcoming and supportive of each other.
- We have less homework than normally so it's easier for us to do but still get practice. Our district is good at following though
- Our community has very good schools, which I think needs to be kept up to the standards. Also, it is very clean, and kept nicely around our community.
- Irritating people who bother you and rude teachers.
- Its good.
- clean
- Nice and kind and willing to help
- It is very safe and very good for young kids
- We are kind
- Good.
- Note: I live in Folsom, I don't know about the good things in Rancho Cordova. 1. We are a very crime-free town. 2. We are right next to 2 lakes. 3. We're right between the coast and the mountains, so a good location. 4. We're a sizable town. 5. We have quite some history - Folsom is over 170 years old 6. We have great schools. 7. We have many things that only large cities usually have, such as a zoo, an art gallery, and a historic district 8. We have many companies, such as Intel. 9. We have over 50 miles of trails.
- Friendly, Helpful

2. Tell us the good things about your schools. (This information is used to help us recruit quality candidates.)

Cuéntenos las cosas buenas de sus escuelas. (Esta información se utiliza para ayudarnos a reclutar candidatos de calidad).

- not as much crazy DRUGS [REDACTED] everyone is pretty friendly
- people are helpful, kind to others and want to achieve something
- My school going great thank you, right now I'm student in college. My major is to be RN in future one day.
- I think that my school is very open to anything
- our schools do a good job of pushing students into things they will be good at, like sports or certain classes.
- The programs they provide are good
- Vista is inclusive and welcomes everyone.
- This school is alright. I sometimes have good experiences with my teachers, but most of the time they are cool people but cannot teach very well so I do not learn much.
- The people are very inclusive and do not purposefully try to bully you in any way. Friend groups are composed of everyone--races, genders, interests (academic, athletic, artistic, etc).
- The teachers are good at their jobs.
- My school has kind people and it is a nice community to be around.
- Our school has a very positive atmosphere and a lot of sports are offered at our school.
- Our schools have advanced placement courses available for those who choose them and our schools emphasize college. Most of our teachers seem to care about the students.
- They have good teachers and sporting programs.
- I like how the teachers and adults in our school try to be connected with the students (for the most part).
- People are nice
- Good quality schools with nice staff
- My school is massive and suits everyones needs.
- My school is big, friendly, and socially active.
- fun teachers
- free lunch
- our schools do a good job of pushing students into things they will be good at, like sports or certain classes.
- My school is good because it has a lot of classes that are offered that prepare me for the future. Overall I think the campus is clean and the classes are fun
- Everyone is friendly
- I feel safe, and comfortable as well a lot of friends too
- Our school is very nice, and the teachers here are good
- I don't notice anything noticeably good. Kids are racist, there's bullying, vaping, restrooms are always disgusting and gross.
- very welcoming and helpful for succeeding
- the students are friendly
- The schools feel very safe and welcoming.

- Some people unintentionally use micro aggressions towards other groups of people.
- good education, after school programs, makes people feel welcome
- lots of involvement
- I have friends at school.
- The schools are fairly small, and you can easily find teachers and students that are passionate about school and they want the school and everybody to do the best that they can possibly do.
- il make so many friends
- Lots of nice people and good diversity.
- There's a lot of Electives and opportunities
- Free food
- It has [REDACTED] 😄 😄 😄 😄 😄 😄
- Our school has the block schedule which is good
- Amazing education and decent sports
- They are clean and I can feel safe here.
- The schools are very good, they're big and have a lot of classes for any of the students interests.
- The teachers and students are nice to each other.
- The teachers are very supportive and people look out for each other.
- Teachers are nice
- Everyone is very nice and kind
- They are pretty clean and inclusive
- my friends and lunch
- Kinda of good academics
- we have caring teachers
- No shootings, motivation, growth, and quality.
- The school is wealthy.
- I love the block schedule
- Folsom is a very diverse city, which is reflected in our schools. Another great thing is the quality of out teachers. I have liked every single teacher I've had at Vista.
- School is big
- The teachers and staff are generally kind, and our campus is very open and (relatively) kept clean.
- There are good teachers and fun clubs.
- We have good teachers and kind students.
- there are no gangs
- It is quite welcoming.
- They are good places to learn
- the options of extracurriculars
- It has a good schedule
- Our schools have a very academic and hard-working student base
- Making friends at schools.
- Our schools have good teachers in general. There is also an abundance in student participation.

- Freindly
- teachers are nice and understanding
- Staff try to be kind to their students.
- trying to get better w mental health and inclusions
- Staff cares about your achievements and encourage participation.
- Everyone is kind to each other.
- we have really good teachers
- They are very open and pretty
- We have really good teachers and a good education program.
- everyone is welcomed
- fun, inclusive, activities
- The schools are all good with great teachers and good classes/programs.
- Me gusta que las escuelas están al aire libre y que podemos encontrar a muchos adultos disponibles que puedan ayudar en cualquier situación.
I like that schools are outdoors and that we can find many adults available who can help in any situation.
- The programs they provide are good
- all happy
- The are fun to attend
- The teachers and kids are good
- we have strong school spirit
- teachers teach well
- Accepting
- We spread awareness on important topics.
- They have fun electives.
- This school is very nice and doesn't have any racial groups
- class selection
- super nice
- We are inclusive
- everyone's kind
- People are usually friendly should someone need anything.
- safer than most
- good teachers
- The teachers are mostly good.
- friends groups are varied and everyone is pretty smart
- The electives are really fun and the teachers are really nice and understanding.
- Inclusive and respectful.
- They have good teachers
- Beautiful outdoor school.
- Safety, health, looks good
- They have a great variety of classes, clubs, and opportunities.
- our school offers a lot of courses and sports that other schools can't afford.
- Lots of fun activities and dances/ rallies/football games
- diverse, well funded, and not too long of school days

- Everyone is friendly
- Flex Time and 4 class block schedule (vista)
- Very kind and inclusive.
- Our school has great teachers.
- Most of the teachers at school are very understanding and flexible.
- very spirited
- Everyone is kind welcoming and helps out with what we're dealing with
- [REDACTED] is amazing
- Lots of hard classes, lots of good teachers, lots of opportunity
- It has no issues
- Chicken
- respectful teachers
- Good teachers
- Fairly okay inclusion and fun activities
- Our schools have lots of extracurricular activities for people that do not like sports.
- I feel like every school has a few teachers that everyone connects with and that makes them feel seen which really helps the students.
- We include everyone which is great. Our school is organized and we have a good education system.
- The good things about my school is the sports we have.
- i mean i guess some teachers
- Our schools have very good teachers and staff, some are better than others.
- good teachers that are understanding
- the kids at our school are very inclusive
- I think our schools are inclusive, or at least trying to be more inclusive.
- Our teachers are mostly very involved and I feel safe here because of our positive campus.
- Our schools are good at promoting spirit days, dances, and rally's. We usually promote these with flyers and posting on the schools instagram.
- Our school does a good job of picking up others when they are sad and help out others in need.
- The school I go to is just amazing. Everyone loves each other (mostly because there is the occasional rude person we all make mistakes, but I think we try to own up to it at this school)
- The good thing about are schools are they people and how caring the teachers are.
- Our school is good at inclusivity and including all three grade levels together.
- All of us can just join together to help on person to be the star for the moment and we will cheer on the people that are winning and the people that are winning are going to be congratulating the people that are not winning.
- Our school is a good place with good teachers (sometimes). We also include everyone and our school has good people. We have good sports and clubs.
- The good things about my school is that the teachers are very helpful and most of the students are very kind.

- Our schools come together and communicate with each other on ideas they want to follow through with.
- We have pretty good communication throughout the school and what is happening around us.
- Our schools are also welcoming and is a educational place.
- Our school has good teachers and a good amount of ways to get involved.
- we have good inclusivity and equality. good, nice teachers
- Are schools are good at teaching things.
- We have clean and safe campuses.
- Students and teachers are very nice
- Our schools are very understanding and support students both individually and socially.
- Folsom Middle School has some very awesome teachers that engage in student learning and try to help them as much as possible
- I like my leadership class and the teachers at my school. I also have lots of friends that are nice to me.
- Nice people such as friends and good teachers. People that make you feel welcome.
- Free school lunches and not too much homework.
- teachers
- The teachers are very nice and respect us
- It is very nice and safe
- PProvides useful programs
- Nice Teachers.
- We got really great schools, compared to most of California.
- Nice

**3. What issues should the superintendent be aware of as he/she comes into the district?
(This information is shared with the final candidates.)**

¿Qué problemas debe tener en cuenta el superintendente cuando entre al distrito? (Esta información se comparte con los candidatos finales).

- Just try to spread more equality but I think we are actively doing this.
- the imbalance between schools in our district Vista vs Cordova
- The issue be aware that all those problem they have move out on their mind because it school they come and learn.
- I don't know of any issues, sorry
- there isn't really big issues, but when ur trying to find information from the school website, it's really hard because of the poor formatting of the website. also, students don't always have snacks on them, and years ago we had a snack bar. it's been replaced with two vending machines, but they're not as satisfactory and i would love it if the snack bar was brought back.
- The schools don't care about students
- There're no issues.
- Some teachers seem to automatically see me in a negative light because I am a male athlete. But it usually fixes a few days in, but also sometimes doesn't.

- At Vista del Lago (not sure about other schools), I feel like academics are a main priority, so the superintendent should be aware of the rigor and upper classes students have. They shouldn't prevent students from taking rigorous classes, but just be aware that students have a goal to succeed.
- The school lunch is cheaply made and doesn't provide enough food.
- Everyone may have different problems and could contradict with each other
- They should be aware that some of the coaches for each of the sports are not committed to the sport. This makes it hard for the athletes to stay positive and committed.
- Trades courses aren't emphasized at our schools, some of our teachers are very politically biased, many of our students only socialize with their long term friends and don't make any new ones.
- Everyone has their own beliefs and even if it goes against what most people believe in in the time, political or not, we should be able to express our beliefs.
- I think they should be aware that it won't be easy dealing with kids in high school because the kids probably won't be interested, they'll have an attitude etc.
- Some people are mean
- I don't know any issues
- The school lunch can be improved.
- There are none that I know about.
- Nothing really
- There is a lack of school spirit
- The block system makes the classes much faster
- I don't have any of right now
- I don't know
- some people are not as welcoming as others
- nothing out of the ordinary
- I don't know of any issues.
- They should work towards enforcing a friendly environment for all students and teachers.
- how the academic stuff works
- They shouldn't be too strict.
- There are a lot of teachers who don't really care about the students, and they don't teach very well which leads to students struggling a lot more than they need to. There are also a lot of students who are rude to other students, and they feel superior to other people which can lead to bullying.
- bullying
- Some people aren't as welcoming as others.
- More food options for schools 🍌🍌🍌🍌🍌🍌🍌
- I Don't know (I Don't Care) 🙄
- They should stop making us put our phones away during class
- Bullying
- None really, and not gonna lie I didn't even know we had a superintendente.
- Vaping and graffiti in the bathrooms.

- There aren't any issues to my knowledge.
- I don't know
- ldk
- i dont know
- Teachers and staff need background checks, people have been arrested and fired multiple times because people just hire random people
- some kids think they are better than others
- Racism. There is a lot of that going around these days. Especially in my advisory class
- that students can be very critical
- Accessibility for low income or other disadvantaged system.
- We need to be more diverse.
- I can't think of any
- There are some unruly students, and a lot of students who don't care about school at all. Furthermore, there is a lot of academic pressure and competition among the honors students.
- School food bad
- Different cultures and races are present. (not a bad issue just something to keep in mind)
- nothing
- ...
- Vapes.
- None
- dress code, discrimination, drug use,
- There is a huge vaping/drug problem here.
- none
- That some people get bullied or harrassed.
- Racism
- people are nice
- Bullying
- - interntational -race/ethnicity/religion - controversial issues and conflicts -drugs
- Sometimes work loads can be a little excessive
- drugs
- nothing
- They should be aware of how the school in folsom are treated better than the ones in cordova
- Kids can be mean!
- racism
- i don't know
- None
- Hay gente que no sabe respetar y botar la basura en donde va, también tenemos a varios estudiantes que fuman el vape en varias escuelas del distrito.
There are people who do not know how to respect and throw trash where they go, we also have several students who smoke vapes in several schools in the district.
- The schools don't care about students

- a lot of are people
- nothing
- Don't exploit the teachers!
- Not sure
- nothing
- nothing
- Some kids are mean, but most are nice.
- just the regular
- kids don't listen
- kids do not listen
- staff are strict
- They should know that student parking lots have an issue with people gathering around them so it's difficult to back out of them and know that students at certain high schools don't have enough space to eat inside or aren't allowed to eat inside by their administrators.
- Aware of disrespectfulness
- nothing
- There's a bit of an issue with kids eating in class and/or talking (depending on the class) but overall, nothing too bad; it's a nice school!
- idk
- not sure
- The school board largely doesn't care about student opinions and student culture is very toxic because people are either rude and mean spirited, or far too focused on academics to live reasonably well rounded lives without being constantly stressed.
- n/a
- There is no issues that I can think of.
- None
- None
- N/A
- There is a difference in participation for school events regarding the classes, and there are certain students that are disruptive in class.
- Some students are very rude and there are problems with racism that people take no action to.
- Im not sure
- not sure
- Substance use in bathrooms
- None
- In our school there aren't enough resources for clubs and students to use for cte, and there at no funds for such projects.
- i dont know
- That there is a wide variety of groups of people here
- No
- Pro-union for our teachers
- I think he/she is good

- Pollo
Chicken
- not clean bathrooms
- Vapes are everywhere
- Having better rules that everyone agrees with.
- She/he should continue with the issue of phones and maybe find a better way to counter the high usage rates of phone rather than Yondr pouches.
- I think that they need to obviously focus on the big things but also focus on the smaller issues going on in schools.
- They should be aware of students concerns.
- The issues the superintendent should be aware of is that, there is some people don't really like the Yondr bag system.
- n more yonder
- They should be aware of not having yondar bags and school teachers
- How students feel about the decisions that are being made
- There will be a lot of people disagreeing and fighting
- I think they should be aware of the vaping and substance use issues.
- We need to focus on creating more of a inclusive environment. All student should feel safe, and not made fun of because of their differences.
- Yonder bags make kids during lunch really bored because there is little to do during lunch time. Usually we would play on our phones but we can't do that anymore with yonder bags. I can't even text my parents or family members when something bad is happening because we aren't allowed to get our phones out.
- They should talk about the issues with yonder bags.
- I think that the superintendent should know that we all hate yonder bags (except me, but majority rules). I think he/she should know that the terms "racist" and "sexist" are being used incorrectly.
- I went to the lunch bunch and i heard that some kids and geting bullied for there race and not knowing what gender they are.
- The superintendent should be aware that students have certain opinions (like not liking yondr bags) and they should be able to explain why.
- That there is a lot of trash and rats all over the school so we need to work on cleaning up after one another.
- An issue the superintendent should be aware of is the trash on campus.
- He/She should be aware of the students vaping in the bathrooms and phones being out.
- The bullying or racism kids faced at school and how we can try to prevent this behavior.
- The relationships between people of not just different races, but have different liking and thoughts about something.
- I don't know any issues or problems to aware you yet.
- The superintendent should be aware that kindness and respect for the campuses isn't great.
- there is a lot of trash and people complain about yondur bags
- Lots of people say bad things to or about other people and I want that to stop.
- Inclusion among the decisions that we make.

- N/A
- There are students who make fun of other races and say racial slurs.
- Trash is a huge issue at Folsom Middle School but I don't know how it is at school.
- Many kids have trouble following the Yondr Bag rule and undermine the fact that it is mandatory.
- What we've been successful at and what we need to improve.
- That we have Yondr bags and that it can be hard sometimes when people don't throw away their trash.
- trash
- How the schools work and the staff in the schools work.
- The Yondr bags aren't a good thing for our school in my opinion
- dirty
- Band school lunches. Too much homework.
- 1. Folsom and Rancho Cordova are the same district. Rancho is an ever-expanding town, so its only high school, Cordova High, can't fit everyone. Instead, they are moving high schoolers in the south part of Rancho to Elk Grove. That's a 20-minute commute every day just for school. Because of all this, there's a big issue of whether the district should be split. I feel it is necessary. 2. Folsom's school situation is also bad. There are two high schools, Folsom High and Vista del Lago. Unfortunately, Vista is overcrowded. Folsom (the city) is also growing rapidly, and until they build a new school in the newer parts, everyone is being sent to Folsom High. However, many parents want their kids to go to Vista, as it has better education. I'm a Vista student myself and I can tell you, Vista has plenty of extra room that they are not using. There are two softball AND two baseball fields, which is flat-out impractical since both teams could just play on different days. Then, there is this field behind the swimming pool, I don't think it's used for anything. Last, and most importantly, there is a huge empty area behind the baseball fields, which definitely serves no purpose. If the sports areas were moved to take advantage of this extra space, Vista would have twice as much room for classrooms, at least based on looking at a map. This in turn would make Vista not overcrowded anymore, and parents who want their students to go to Vista would get their desires. Note: all this costs a lot of money. 3. Another Vista issue: no auditorium, unlike Folsom High or Cordova High. Vista has two gyms, maybe one can be converted into an auditorium. 4. In the new neighborhoods of Folsom, south of Hwy 50, there's gonna be a new high school that opens. It's supposed to accommodate all of the students south of 50, but it needs to fit even more, because once Folsom finishes building, they're likely gonna expand even further south and the school will become overcrowded. Make sure there will be more classrooms than necessary. (Also the hallways should be somewhat indoors - it is painful to be outside when it is really hot, rainy, or smoky.) 5. The FCUSD school year starts in early August and ends in late May. I did some research regarding high temperatures in Folsom; turns out August is the second-hottest month of the year. The average temperature for August 8th, which was when school started this year, is 92 degrees, but what about May 25th, when school ended last year? 81 degrees. As heat waves become more frequent, it's gonna be an issue with whether FCUSD should change its calendar so it skips the two hottest months (July and August). 6. Our district is losing its Spanish

teachers. Recently, Folsom Middle dropped their Spanish program. Then Folsom High lost a bunch of teachers (thankfully they still have Spanish). Sutter Middle is currently considering removing Spanish as well. In a state with so many Hispanics, it is imperative that middle and high schools have a Spanish program. Don't worry, I didn't use ChatGPT to write this.

- Spanish 2 at Sutter & Folsom Middle was removed, and should be readded (along w/ letting kids do Spanish 1A in 6th grade again)

4. What skills, qualities or characteristics should the new superintendent possess to be successful here? (This information is used as we screen potential candidates.)

¿Qué habilidades, cualidades o características debe poseer el nuevo superintendente para tener éxito aquí? (Esta información se utiliza cuando seleccionamos candidatos potenciales).

- determination, get stuff done on time, dont fall behind
- responsible, kind, wants to help our schools
- I think in my mind all possess are good for now I hear goods successful, but I just need respect that's all.
- Be herself
- they just have to be nice to kids and lenient on certain obnoxious behaviors as they are bound to be present.
- Should know how to actually connect with students not just act like they want to help they should actually help and show that they care
- I think the new superintendent should be helpful, understanding, and willing to listen to others.
- No clue
- Understanding, accountability, approachableness, responsibility, honesty, etc.
- They should be calm and collected.
- Listening to everyone's inputs and creating a compromised solution
- They should be positive, and they should also want the school within the district to succeed.
- They should be willing to act in the students best interests even if it is unpopular to do so.
- Good with students and teachers and understands what's going on in the social climate today.
- Patience is a huge one that they should possess.
- If they are hard working
- compassion and empathy
- respectful, kind, and willing to listen to criticism
- The same qualities as the old superintendent I suppose.
- I dont know
- leader
- they just have to be nice to kids and lenient on certain obnoxious behaviors as they are bound to be present.

- Being able to listen to students, and everybody in general.
- Fitting in
- I don't know
- Understanding, nice, not overly controlling
- I don't know
- be very flexible as nobody is the same or learns the same
- being supportive of students and staff members
- Patience and understanding.
- The ability to manage a lot of information from schools across the district and be able to assess what is most needed from students and teachers.
- understands what children actually care about
- really get to know the school and community
- Be able to work with kids.
- The superintendent needs to care about the students and the teachers in the district, and they need to be extremely hardworking and understanding to the different struggles that students and teachers are facing. The superintendent needs to have perseverance and persevere through problems at schools, and work hard to find a solution, even if the solution seems hard and impossible to find.
- outgoing
- Smart, nice, and responsible
- Leadership and Confidence
- Good 🧠
- Not old 🧓
- Look at stuff from the students point of view
- Nice experienced smart
- I would just them to show up to school so I know who they are.
- Patient and caring characteristics, but also hard-working and stern when necessary.
- Knowledgeable about the position and has good personality.
- I don't know
- Patience and kindness
- they should be nice and not mean
- Just have background experience maybe?
- good, nice,
- Not sure
- being understanding of students issues.
- They should be active and make an effort to help students and give novices and other inexperienced students more opportunities to improve themselves and get better, especially in activities like sports.
- responsibility, care for the students and staff members.
- They should be helpful and willing listen to listen
- Decisive, proactive, invested in our futures.
- skill to give us better school lunch
- understanding, compassion, friendliness
- nice, helpful, organized

- ...
- People skills.
- Smart, good leader
- Should be able to listen to students and investigate the vaping epidemic.
- attentive to district affairs
- That Vista Del lago is awesome but some of the teachers are scary.
- Well organized and informed of the area. A general understanding on how our school functions
- Engaging
- be nice and understanding
- They should be relatable, and have an understanding for the students.
- Be mindful on international events and be empathetic. they should know what is up and how to approach students and care about human life, especially since there in such a position caring about children here. Kind, compassion, a listener--it should be someone who has a vision for our school.
- Someone who is passionate about the job
- Know what they are doing
- someone nice
- They should be charismatic and able to talk to others
- Kindness, treating everyone equally, openness, authority, and confidence.
- smarts
- i don't know
- Good people skills
- Tiene que tener autoridad y saber tomar buenas decisiones basadas en los comentarios de los estudiantes.
You have to have authority and know how to make good decisions based on student feedback.
- Should know how to actually connect with students not just act like they want to help they should actually help and show that they care
- be nice
- making school interesting
- Empathetic, hardworking, trustworthy
- good work ethic
- be nice
- nothing
- - kindness - not intimidating - easy to talk to
- Fun attitude.
- hearing the students voice.
- approachable and bonds w teens easily
- funny, charismatic, approachable, bond with teens easily.
- communication
- They should listen to students from all schools and their concerns and try to help improve students' lives at each school in the district.
- Attention towards issues of the school, engaged with the students

- kind
- Be able to enforce rules in the school, but also be friendly towards the students and be socially active among the student body.
- nice and passive
- not sure
- understanding. There is no cohesion in the student bodies of our schools. There are a lot of problems and they need to be able to not just understand the perspectives of any groups, but all groups
- active listener to the students goals
- They should be kind, caring, and responsible.
- Understanding, kind, respectful
- Positive attitude
- Leadership skills, kind, good decision making.
- They have to be able to communicate well and listen to what students want for their schools
- They need to be fair when considering the races and culture of the parties involved, they need to be determined enough to encourage the schools growth.
- They have to be understanding, kind, and willing to help students.
- Understands issues that students have, creates an inclusive atmosphere
- smart good with people
- Very friendly
- Be open to new ideas
- Respectful, kind, helpful, and understanding.
- Be stem geared
- be inclusive
- Helpful, caring, nice, welcoming, not strict
- I'm unsure
- Being aware of all issue in community
- Me gusta comer pollo :)
I like to eat chicken :)
- being nice to everyone and thinking of others
- Leadership and being understanding
- The ability to remain calm and be able to obtain information from the students and staff.
- She/he should be able to handle issues of bullying or racist acts in our district.
- They need to be able to compromise and be able to listen to all sides of the story before making decisions. They also need to be very empathetic and be able to take initiative.
- They should be sweet, caring, and organized
- Skills, qualities the new superintendent should possess, is to always stay on task.
- nice
- The superintendent should be thoughtful and thinks of others
- Responsibility, inclusive traits, problem solving, thinking ahead and working good with staff and students
- they should be a leader and be able to make good decision.

- The superintendent should be organized, kind, understanding, hardworking, and patient.
- They should be involved in our schools and come see first hand what the campus looks like.
- The new superintendent should have leadership and loyalty to be successful.
- They should be able to be understanding, adapting, friendly and brave enough to make decisions that others would shy away from.
- Our superintendente should have empathy, integrity, should be kind, confident. and should love his/her job.
- They should have good talking skills to show whats happing.
- The new superintendent should be able to take charge and problem-solve.
- They need to know how to handle kids situations on firsthand level and not just at the position that they are but on a firsthand level.
- The skills, qualities, or characteristics should the new superintendent should possess to be successful here are being nice and caring for students.
- They should be nice but not let people walk over them and have fun.
- The need to be focused, passionate, and need to execute new ideas.
- They should possess the ability to communicate with students and teachers about what they want and feel about certain topics and things.
- The new superintendent should be hard working and needs to be thoughtful.
- The superintendent should be ready to help all kids no matter what and be dedicated to helping kids graduate.
- they should try their best to get the work that needs to be done first then the rest.
- Being kind and understanding.
- Someone who can problem solve, think ahead, and work well with students.
- Good communication
- Being able to understand why students act in certain ways and how they can help remove the feeling of unwelcoming and the feeling of being an "outcast"
- Engagement, caring, dedicated
- They should be kind and open-minded towards other schools and students.
- Patient, Intelligent and kind and understanding.
- They should be nice and kind, and be strict.
- follow through
- Nice respects bonders
- They should be a good leader, but also listen to everyone
- Kind
- Good.
- 1. Authoritative. We want someone who can make decisions without hesitation. 2. Smart. It's unhelpful (and ironic) for a superintendent to be less smart than his/her district's students. 3. Wise with money. We don't want someone that uses district money for him/herself. 4. Caring about education. If the superintendent is passionate about the district's future, it will be much better. 5. Responsible. Every leader, including of the District, needs to have that quality.
- Smart, intelligent, nice, kind, CARES ABOUT EVERYONE