



Fairbanks North Star Borough School District

Strategic Planning + Facilities Utilization

Board Update

September 17, 2024



K12 Education Consulting services that deliver sustainable results.

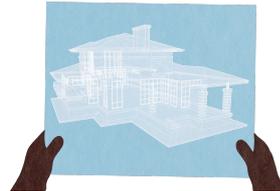
Education Elements is a passionate team of educators who are committed to improving student outcomes through personalized, equitable learning solutions.



Sustain Exceptional Instruction



Elevate District and School Leaders



Develop Strategic Direction



Leverage High-Quality Instructional Materials



Drive Measurable School Improvement



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INTRODUCTIONS | Your Education Elements Team



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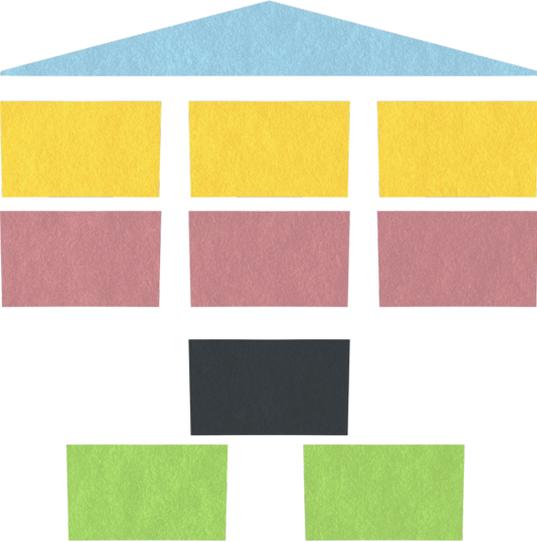
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EDUCATION ELEMENTS TEAM ROLES

- Act as a **guide** through each phase of strategic planning, **defining the purpose, key activities, and outcomes** with input from the leadership team
- Provide **targeted support** with emphasis on team and community-driven decision-making, and **drafting and designing the external facing strategic plan**
- **Summarize findings** along each phase and **produce a final strategic plan**
- **Facilitate internal and external meetings** as defined within each phase

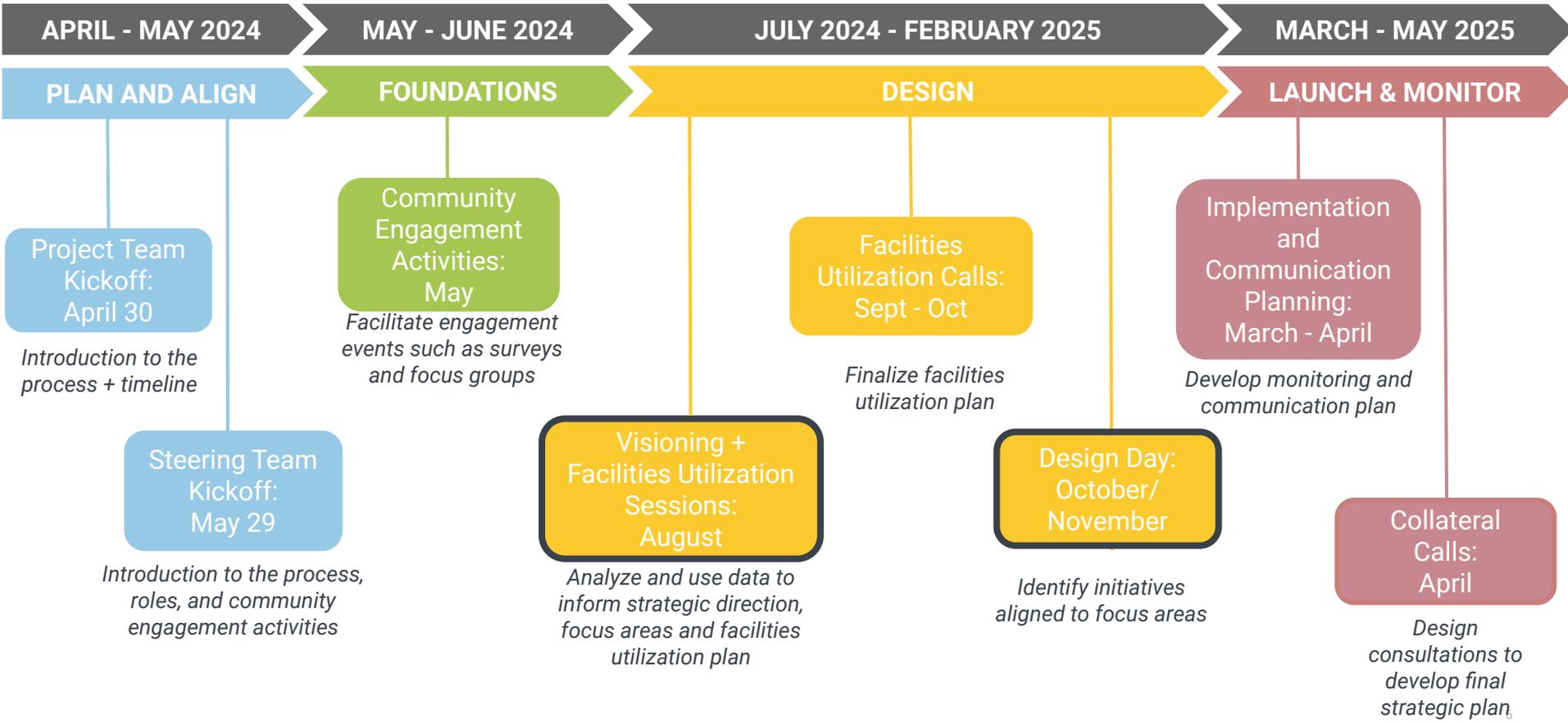


Plan Components



What could be in our plan?	What question does it answer?
Mission	Why we exist
Vision	Where we are going
Values	What we believe
Pillars	What we will prioritize in the next 2-5 years
Pillar Impact Statement + Metrics	What does success look like for our Pillars? How will we measure success?
Strategic Objectives	What are we aiming to accomplish in the next 2-5 years within each Pillar
Initiatives	How will we achieve our strategic objectives

Fairbanks North Star Borough School District | Context and Timeline



Project Structure | Our Teams

Project Team	Steering Team	Facilities Team	School Board
<p>Responsible for the day-to-day management of the project, including overseeing the planning, teams, logistics, and communication in partnership with the EE team.</p>	<p>Provides insight into current district context, reviews trends from community engagement, and drafts the Strategic Plan.</p>	<p>Focuses on criteria used for school consolidations and closures, including discussions on grade bands within schools and the utilization of school buildings to meet various needs.</p>	<p>Ratify the strategic plan and facilities utilization framework, ensuring it represents community input and aligns to district priorities</p>

Plan & Align | What We Accomplished

April - May 2024

Planning and aligning meetings with the District Project Team

Key Actions

- Articulated project goals, process, and introduce governance structure
- Identified members of the Project, Steering, and Facilities Teams, who will be key drivers of the work, and formally kicked off the project
- Began planning for community engagement



STRATEGIC PLANNING | Why community engagement?



1

Investment from the start means you don't need to ask for buy-in at the end.



2

Community engagement ensures voices are heard, especially those who are typically not.



3

Community engagement makes implementation of your strategic plan more successful.

WE BELIEVE THAT WHEN:

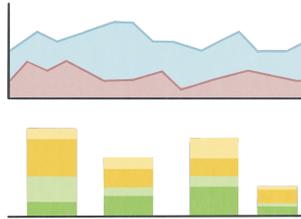


Many perspectives are **CONSULTED** and **INCLUDED** then a plan is developed **WITH** and **FOR** the community



Community is engaged in **FEEDBACK AND DESIGN** then there is **HIGH BUY-IN** and **LOW FRICTION**

We use varied strategies to best connect with community members. Here are some of the strategies we used to inform this work:



SURVEY tells you where to look



FOCUS GROUPS help with ideation, solution creation, and inclusion of constituents in the planning process

Foundations | What We Accomplished

May 2024

Community
Engagement Activities

June 2024

Community
Engagement Analysis
and Synthesis

Key Actions

- Community engagement through community wide survey and 24 focus groups
- Community engagement data analysis and synthesis

3,182

students,
parents/guardians,
community members,
teachers, staff
members,
administrators, and
board members
completed the survey.

143

constituents
participated in
focus groups.

5

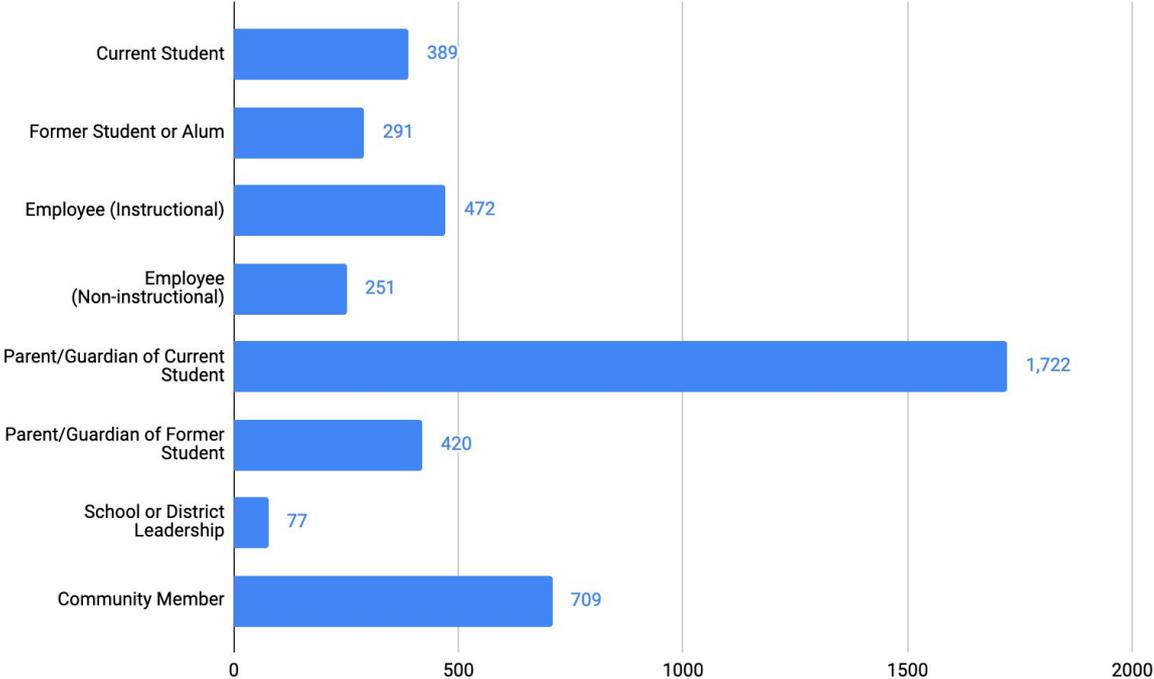
Focus groups
prioritized
representation
from specific
subgroup
demographics.

24 focus
groups were
conducted.

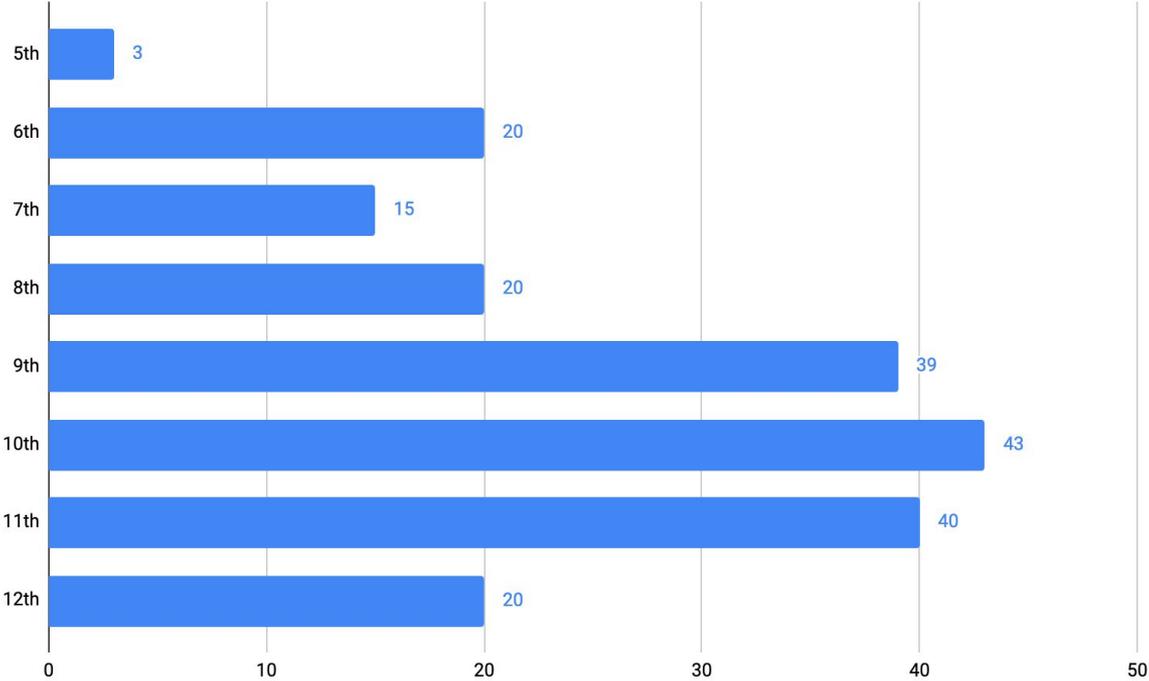
1

Focus group was
conducted with
high school
students.

Survey Participants by Role



Student Survey Participants by Grade



COMMUNITY ENGAGEMENT DOMAINS

We collected and organized community feedback through these primary domains. General feedback was placed in the Overall Experience category and used to inform trends in the other domains. Survey graphs and coded focus group responses were prepared for the Steering Team to facilitate deeper analysis of the data.

Access + Communication

Transparency and two-way communication

Climate + Responsive Culture

Leadership, discipline, decision-making, policies and procedures

Student Performance

Academic achievement, student motivation, college/career readiness

Curriculum + Instruction

Course offerings, curricular resources and materials, instructional practices

Belonging

Representation, physical accessibility, language, social networks, extracurriculars

Wellness

Mental health, emotional health, physical health

Facilities

Facilities utilization and school consolidation considerations

Overall Experience

General perceptions of the community on strengths and priorities for growth

Design | What We Are Accomplishing

July - September 2024

Define a strategic direction and develop facilities framework prototypes

October 2024

Ideate initiatives and continue framework development

November 2024 - February 2025

Test strategies with community and refine and prioritize based on feedback

Key Actions

- Identify **strategic direction** through mission, vision, values, and pillars grounded in community engagement data
- Ideate with steering team to **develop strategic goals and initiatives** aligned to pillars
- Facilities team develops **framework prototypes** to guide facilities utilization decisions as informed by community engagement data
- **Prioritize strategic goals and initiatives** for strategic plan
- Continue to engage community in **feedback process** to test framework and initiatives that are developed



AUGUST 29

VISIONING SESSION

Review constituent engagement feedback and develop strategic direction with Steering Team

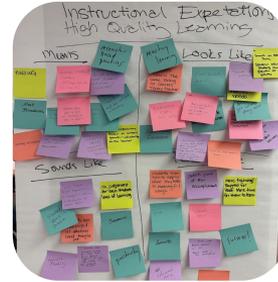
Data Analysis and Trend Identification

Amplifying Access and Choice

Excellence in Education

Investing in Our People

Partnering with Our Community



Four main pillars emerged from the community engagement data



Steering Team identified values and strategic direction for FNSBSD

Access + Communication

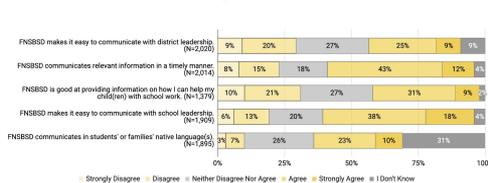
Survey Questions

- [FNSBSD] makes it easy to communicate with district leadership
- [FNSBSD] communicates relevant information in a timely manner.
- [FNSBSD] is good at providing information on how I can help my child(ren) with school work.
- [FNSBSD] makes it easy to communicate with school leadership.
- [FNSBSD] communicates in students' or families' native language(s).

Focus Group Questions

- 1st identified barrier from constituent communication

Fairbanks North Star Borough School District...



AUGUST 30

FACILITIES SESSION

Introduce Facilities scope of work and objectives



Reviewed community engagement findings from Steering Team

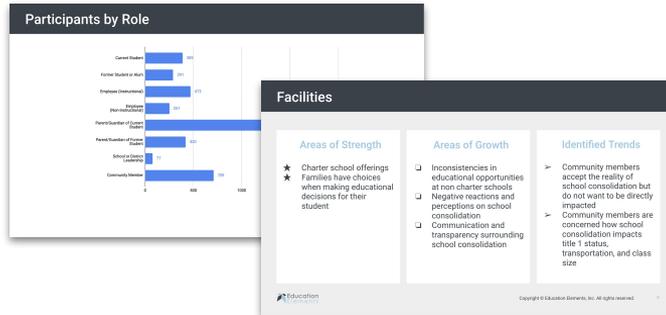
Our Product | Initial Framework Criteria

- 1 Building Condition: Status of major systems (electrical, plumbing, windows, etc.)
- 2 School Utilization: Ratio of enrollment to capacity (the building is designed to hold).
- 3 Cost Savings: Level of savings on utilities, deferred maintenance, staffing, etc.
- 4 Educational Quality: Status of educational programs and services.
- 5 Neighborhood Impact: Availability and impact on surrounding community.
- 6 Geographic Location: Transportation implications, including bus routes and times, and walking routes.

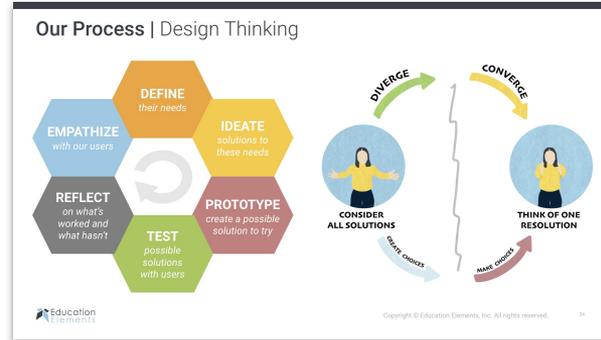
DRIVING FORCES

RESTRAINING FORCES

Discussed framework criteria based upon community engagement findings from Steering Team



Used human centered design thinking to develop framework prototypes



The community engagement process highlighted four key areas of focus for FNSBSD. These pillar names and descriptions are currently in DRAFT FORM and will be finalized by the Project Team. The Steering Team will ideate and develop initiatives aligned to these Pillars in October.

Achieving Educational Excellence

- We will establish and create high expectations, rigorous learning experiences, and strong pedagogical practices across the district to ensure all students have equitable access to a high quality education and experiences and celebrate their successes.

Expanding Choice and Access

- We will prioritize creating diverse and innovative educational opportunities and pathways and ensure all students have equitable access to these choices across the district.

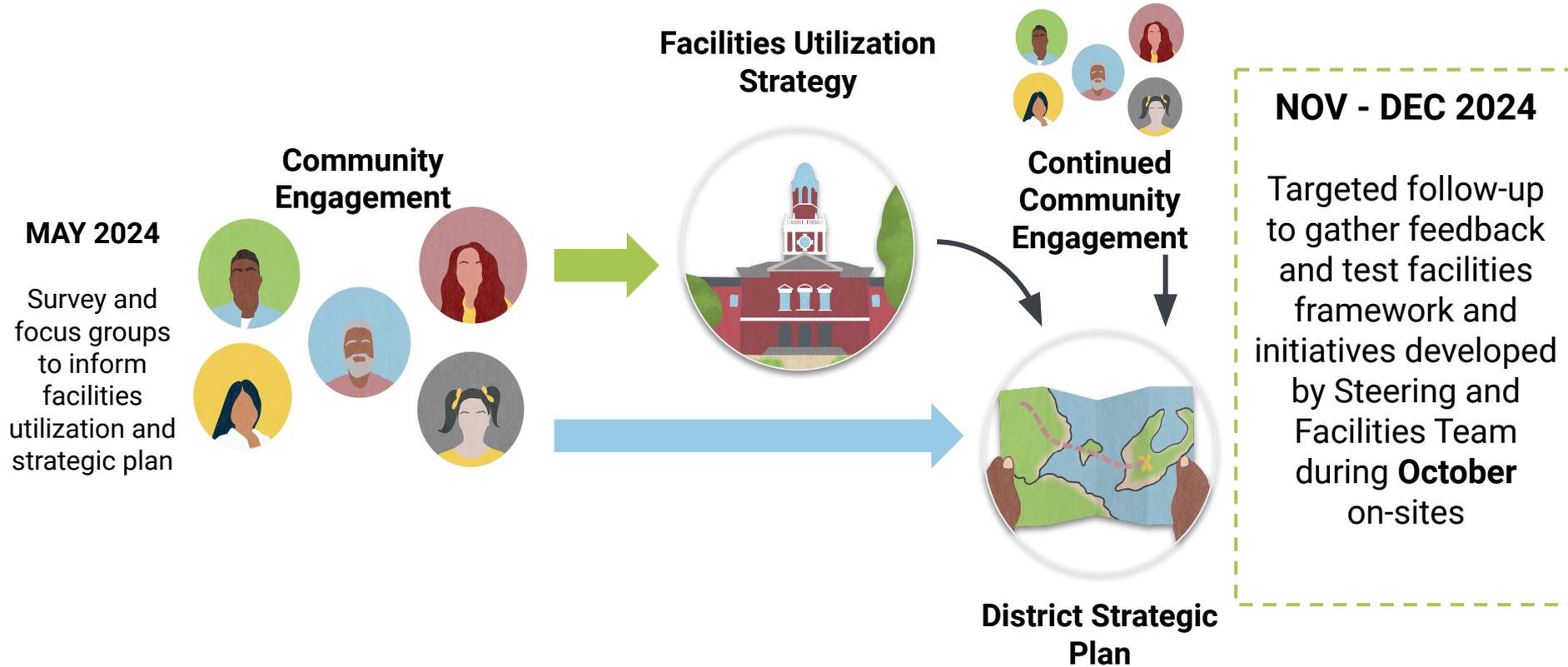
Investing in Our People

- We will foster a culture of continuous learning and growth amongst our staff where their accomplishments and contributions are celebrated and they feel valued as a member of our school community.

Partnering with Our Community

- We will utilize clear communication methods and strategies to effectively engage, inform, and elicit feedback from the FNSBSD community and build upon strong community connections, belonging, and pride across the district.

COMMUNITY ENGAGEMENT | Testing Our Strategies



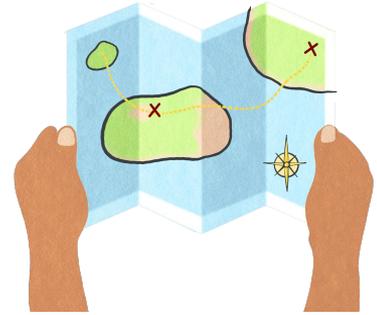
March - May 2025

Prepare for implementation by:

- Prioritization and Communication Planning
- Professionally Designed Marketing Collateral

Launch Key Objectives

- Prioritize **final goals and initiatives** for the strategic plan
- Finalize **framework** and **plan** for implementing facility projects and decisions
- **Professionally designed strategic plan** to share with community
- Support district with creating **systems and processes** that tracks the district's **performance** against goals and enables the district to continue key actions, course correct as needed, and celebrate early wins and **progress**
- Develop external **messaging** for the school community



The Road to Success | The Next Five Years

YEAR 1

Alignment

“This is new. There are details to define such as specific metrics or who will own what.”



YEAR 2

Acclimation

“We have some clear theories we are testing and seeing some indicators of success.”



YEAR 3

Refinement

“We are experiencing some success in all priority areas and have ideas for how to make shifts.”



YEAR 4

Sustainability

“We have a good thing going and we want to maintain.”



YEAR 5

Envisioning

“We are appraising our work and considering what the next frontier is for our organization.”

