

A-Z & Restructuring Review Committee

January 27, 2026 (Weather Reschedule February 5)



**RED
CLAY**

**CONSOLIDATED
SCHOOL DISTRICT**

- Committee Introductions
 - Name, role on committee
- Welcome- Dr. Dorrell Green

Agenda

- Meeting Norms
- The Committee's Charge
- How we got here... History & Data
- The District Team & Topics
- Internal Workgroups
- Action Planning Overview
- Meeting Calendar & Topics
- Public Comment (If Requested, once only)
- Adjourn

Public Comment

3 Minute Max

Meeting Norms

- Keep the vision in sight
- Respect various points of view
- Assume Positive Intent
- Respectful of Time

75 minute goal, 90 minute hard stop

Charge for the Attendance Zone, Restructuring & Review Committee

- Receive progress reports from the district.
- Provide assurance that the 'Reimagining Secondary Education' plan is executed as approved by the Board.
- Voice perspectives and ask questions.
- Provide updates to the Board of Education.

Charge from the School Board- November 2024

The Red Clay Board of Education established the Secondary Attendance-Zone & Programming Committee to evaluate the enrollment, programming, and attendance zones of Red Clay secondary schools and to make recommendations to the school board at the July 2025 board meeting.

In doing so, the committee was to consider:

- Strong and balanced enrollment across schools.
- The impact of Attendance Zone changes and alignment of those boundaries to existing K-8 attendance zones when possible.
- Equitable access to quality education for all students.

Committee Meetings & Topics

- January 21, 2025 Analysis of recent history and data in Red Clay
- February 19, 2025 Brainstorming and Consideration of Possibilities
- March 20, 2025 A Review of Additional Data and Guest Speakers
- April 15, 2025 Analysis of Ideas & Straw Poll of Committee
- May 1, 2025 Refining Ideas Using Straw Poll Data
- May 21, 2025 Development of an Initial Recommendation
- June 17, 2025 Community Feedback Analysis & Revise Recommendation

A community meeting, student focus groups, and a community survey allowed for stakeholder engagement and feedback.

How We Got Here... Data & History

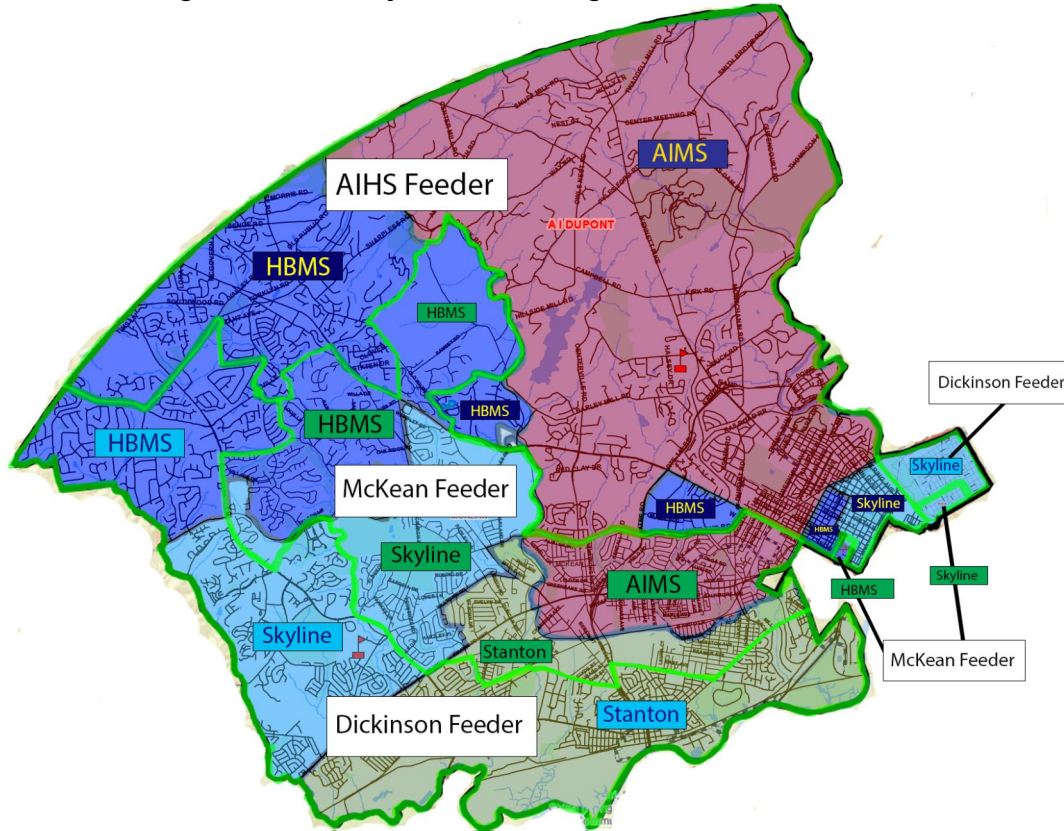
Details:

- [Secondary Attendance Zone & Programming Committee Website- Jan 25-June 25](#)
 - [Rolling Slides](#)

A Brief Overview...

Findings of Committee

High school attendance zones were last updated in 2002 resulting in no straight line feeders and a fragmented city of Wilmington.



Green Borders delineate High School feeder boundaries est. 2002

- Middle School Feeders (est. 2015)
 - AIMS - Red
 - HBMS - Dark Blue
 - Skyline - Light Blue
 - Stanton - Green

Findings of the Committee

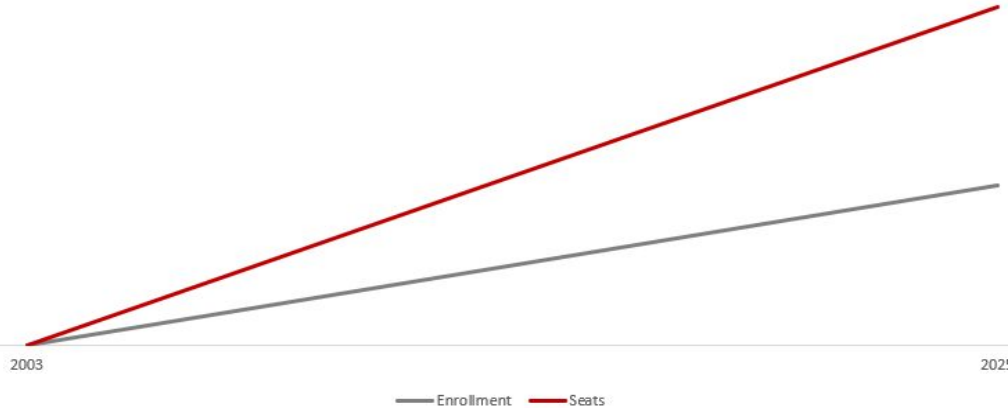
HS in-district enrollment has remained constant but the district has gone from 5 to 7 schools in 20 years.

4505 Students

- 3225 in Comprehensive Schools
 - 1104 AIHS
 - 1155 McKean
 - 966 JDS
- 1280 in Magnet/Charters
 - 347 Cab
 - 933 CSW

4800 Seats

94% Capacity
295 Empty Seats



81% Capacity
1123 Empty Seats

4917 Students

- 2341 in Comprehensive Schools
 - 558 AIHS
 - 460 ID/98 OD
 - 944 McKean
 - 857 ID/87 OD
 - 777 JDS
 - 769 ID/70 OD
- 2648 in Magnet/Charters
 - 489 Cab
 - 249 ID/240 OD
 - 933 CSW
 - 739 ID/224 ID
 - 564 DMA (Opened 2003)
 - 276 ID/288 OD
 - 662 Conrad (Opened 2007)
 - 594 ID/68 OD

6040 Seats

Key Takeaways

- HS Enrollment increased by 484 students from 2003 to 2025
- HS seats increased by 1240 from 2003 to 2025
- There are 956 fewer students in comprehensive high schools in 2025 compared to 2003

Findings of Committee

College Access Course Offerings 2024-2025

	Cab Calloway	Conrad	Al High	McKean	Dickinson
Dual-Enrollment	4	8	3	3	0
Advanced Placement	25	22	9	9	4
International Baccalaureate	0	0	0	0	11
Totals	29	30	12	12	15

Interscholastic Athletic Offerings 2023-2024 (does not include Unified Sports)

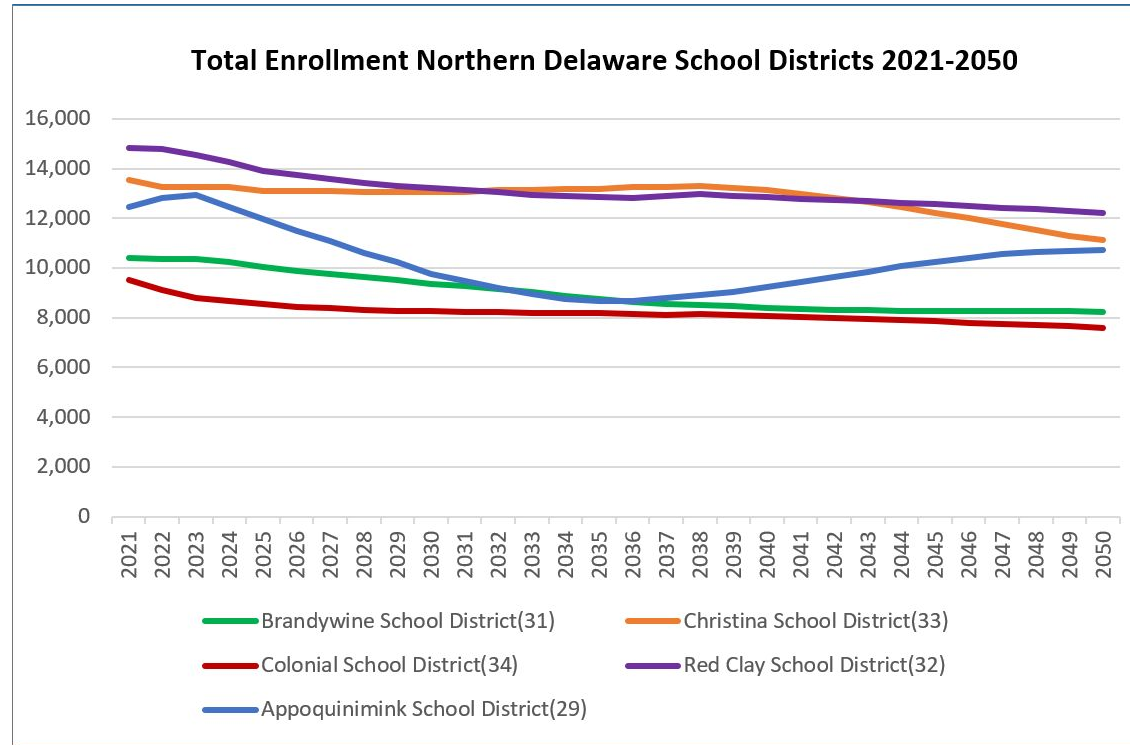
	Al High	McKean	Dickinson	Conrad	CSW	DMA
Varsity	23	22	20	24	24	23
Junior Varsity	5	3	3	9	11	12
Total	28	25	23	33	35	35

Career & Technical Pathway Offerings

Al High	McKean	Dickinson
6	10	6

State Enrollment Projections

Source- UD Center for Applied Demography & Survey Research



Reimagining Secondary Education The Plan- Board Approved July 2025

Impact

The McKean Innovation Center will provide access for all students to:

- Career Pathways
- Work-Based Learning Opportunities
- Industry Standard Credentials

Increased enrollment at home schools will result in:

- Broader range of elective offerings
- Additional AP and dual-enrollment courses
- Increased athletic programs with sub-varsity competition
- Comprehensive extra-curricular and co-curricular activities

Questions & Perspectives

The Steering Committee

Planning Area	Steering Committee Lead	Working Group
Adult Ed to McKean	Broomall	
Athletics & Activities	Pruitt	Yes
Communicating the Plan	Mobley	
Facilities	Michalski	
Finance	Ammann	
Innovation Center	Pruitt	Yes
Master Scheduling & Logistics	Heacock	Yes
Meadowood to AIH	Celestin	Yes
MYP to Skyline	Bond	Yes
Professional Learning	Bond	Yes
Public/Private Support	Green	
Realignment of A-Zs	Snyder	
Staffing Changes	Dorsey	
Student Services	Celestin	Yes
Transportation	Shahan	

Action Planning Overview to Date

What needs to be done?	Team	Who should take action to complete this step?	When should this step be completed?	Progress
Program Move Support Meeting with Laura Lane	MYP to Skyline	Bond	9/22/2025	Complete
Attend JDS Initial Pedagogical Team Meeting	MYP to Skyline	Heacock/T&L	9/24/2025	Complete
Contact UD- A-Z Demography	Realignment of A-Zs	Pruitt	9/30/2025	Complete
Draft Communications Website	Communicating the Plan	Mobley	10/1/2025	Complete
Create Enrollment File UD	Realignment of A-Zs	Smallwood/Snyder	10/10/2025	Complete
JDS/Skyline A-Z and Programming Admin Visit	MYP to Skyline	Bond/Heacock	10/13/2025	Complete
Presentation to McKean Staff	Communicating the Plan	Mobley	10/31/2025	Complete
Presentation to Dickinson Staff	Communicating the Plan	Mobley	10/31/2025	Complete
Presentation to AI High Staff	Communicating the Plan	Mobley	10/31/2025	Complete
Presentation to Skyline Staff	Communicating the Plan	Mobley	10/31/2025	Complete
Send File to UD	Realignment of A-Zs	Pruitt	10/31/2025	Complete
Communicate Changes to all RCCSD Staff	Communicating the Plan	Pruitt	11/1/2025	Complete
IB District Leader Meeting (DC, DE & MD)	MYP to Skyline	Bond/Heacock	11/6/2025	Complete
Send Interest Forms to Workgroup Leaders	State Support	Pruitt	11/10/2025	Complete
Email Community of Changes & Choice Impact	Communicating the Plan	Snyder/Alva	11/15/2025	Complete
Walk McKean in advance of program location decisions	Facilities	Pruitt/Michalski	11/25/2025	Complete
509 funding considerations/recommendations	Funding	Ammann/Pruitt	12/1/2025	Complete
Engage with RCEA for staffing MOU	Staffing Changes	Dorsey	12/1/2025	Complete
Meet with McKean RCEA Leadership	State Support	Pruitt	12/4/2025	Complete
Produce early CAD drawing of innovation center	Facilities	Michalski	12/5/2025	Complete
Draft of Staffing MOU to RCEA	Staffing Changes	Pruitt	12/9/2025	Complete
Discuss Business & Cyber Security with College Board	Innovation Center	Pruitt/Golder	12/10/2025	Complete
Create and Schedule MYP Program Restructure Team	MYP to Skyline	Bond	12/15/2025	Complete

Action Planning Overview to Date

What needs to be done?	Team	Who should take action to complete this step?	When should this step be completed?	Progress
Establish Board Committee	Communicating the Plan	Pruitt	12/19/2025	Complete
Cost Analysis 1 Pager Complete	Funding	Ammann	12/19/2025	In Progress
Meet with McKean CTE Department	Innovation Center	Pruitt	12/19/2025	Complete
Draft Meadowood Classroom, Lavatory, Storage Locations	Meadowood to AIH	Celestin/Pruitt	12/19/2025	In Progress
1st Meadowood Walkthrough with K Mattix	Meadowood to AIH	Pruitt	12/19/25	Complete
Feedback from UD	Realignment of A-Zs	Pruitt	12/19/2025	In Progress
Meeting #2 with Laznik	Realignment of A-Zs	Pruitt/Snyder	12/19/2025	Complete
Steering Committee Establish Workgroups	State Support	All	12/19/2025	In Progress
Schedule partners meeting with Del State	State Support	Pruitt/Green	12/19/2025	In Progress
Launch Communications Website	Communicating the Plan	Mobley	12/20/2025	Complete
Broad Email to Community with Website Link	Communicating the Plan	Mobley	12/20/2025	Complete
Create and Schedule Innovative Approach PL Steering Comm	Professional Learning	Bond	12/31/2025	Complete
Walkthrough with Adult Ed	Adult Ed to McKean	Pruitt	1/12/2026	Complete
Board Committee Meeting #1	Communicating the Plan	Pruitt	1/27/2026	Did Not Begin
Workgroup Meeting #1	Student Services	Celestin	1/27/2026	In Progress
Schedule AIH walk- Meadowood	Facilities	Michalski/Celestin	1/31/2026	Complete
Meeting #3 with Laznik	Realignment of A-Zs	Pruitt/Snyder	1/31/2026	Complete

Action Planning- February-May

What needs to be done?	Team	Who should take action to complete this step?	When should this step be completed?	Progress
Major Cap modifications based on Innovation Center	Facilities	Michalski	2/1/2026	In Progress
2nd Walkthrough- Meadowood	Meadowood to AIH	Celestin	2/16/2026	Did Not Begin
Innovation Center Workgroup Meeting #1	Innovation Center	Pruitt	2/24/2026	In Progress
Schedule Update Meetings with McKean & Dickinson	Communicating the Plan	Pruitt	2/27/2026	Did Not Begin
Next Meeting with Emergind DE and Wilm U	Innovation Center	Pruitt/Mingione	2/27/2026	Did Not Begin
Establish Industry Partners Advisory	State Support	Pruitt/Green	2/27/2026	In Progress
School Board and Electronic Update	Communicating the Plan	Mobley	2/28/2026	Did Not Begin
Schedule first meeting for PL Steering Committee	Professional Learning	Bond	2/28/2026	In Progress
2nd Meeting with RCEA- Staffing MOU	Staffing Changes	Pruitt/Dorsey	2/28/2026	Did Not Begin
Draft of McKean layout	Facilities	Michalski/Pruitt	3/1/2026	In Progress
Funding Needs to Ammann- Innovation Center	Funding	Ammann	3/1/2026	Did Not Begin
Map out Innovation Center	Innovation Center	Pruitt/Worlds	3/6/2026	In Progress
MYP Training	MYP to Skyline	Bond/Heacock	3/21/2026	Did Not Begin
Athletics & Activities Workgroup Meeting #1	DIAA Changes	Pruitt	3/24/2026	In Progress
Draft presentation for Board- A-Z Changes	Realignment of A-Zs	Pruitt/Snyder	3/27/2026	Did Not Begin
Board Committee Meeting #2	Communicating the Plan	Pruitt	3/31/2026	Did Not Begin
Instructor/Expert Feedback on program spaces	Facilities	Pruitt	4/1/2026	Did Not Begin
2nd Meeting with DDOE CTE	Innovation Center	Pruitt	4/1/2026	Did Not Begin
Letter to McKean Families (Spanish Translation), text, hard copy	Realignment of A-Zs	Pruitt/Snyder	4/30/2026	Did Not Begin
Letter to MYP Families (Spanish Translation), text, hard copy	Realignment of A-Zs	Pruitt/Snyder	4/30/2026	Did Not Begin
Parent Night- McKean	Communicating the Plan	All	4/30/2026	Did Not Begin
Parent Night- Dickinson	Communicating the Plan	All	4/30/2026	Did Not Begin
School Board and Electronic Update	Communicating the Plan	Mobley	4/30/2026	Did Not Begin

Action Planning- February-May

What needs to be done?	Team	Who should take action to complete this step?	When should this step be completed?	Progress
Determine pathways at center- Year 1	Innovation Center	Pruitt	5/1/2026	In Progress
Final Adult Ed space at McKean	Adult Ed to McKean	Broomall	5/1/2026	Did Not Begin
identify DIAA implications.	DIAA Changes	Pruitt	5/1/2026	Did Not Begin
Submit Applications for New Programs to DDOE	Innovation Center	CTE Department	5/1/2026	Did Not Begin
Skyline CTE Facilities- Marcin, Pruitt	MYP to Skyline	Pruitt/Bond	5/1/2026	Did Not Begin
Board Presentation- A-Zs	Realignment of A-Zs	Snyder/Pruitt	5/1/2026	Did Not Begin
Finalize MOU with RCEA	Staffing Changes	Dorsey/Pruitt	5/15/2026	Did Not Begin
Visit Model Innovation Centers	State Support	Pruitt/Worlds	5/29/2026	Did Not Begin
Board Committee Meeting #3	Communicating the Plan	Pruitt	5/29/2026	Did Not Begin
Unit modeling draft based on secondary reassignment	Funding	Ammann	6/1/2026	Did Not Begin
Work with IB on transfer of site (credentialing)	MYP to Skyline	Bond/Heacock	6/1/2026	Did Not Begin
Board Approval of new attendance Zones	Realignment of A-Zs	Pruitt	6/1/2026	Did Not Begin
Communicate New A-Zs to families & community	Realignment of A-Zs	Snyder	6/1/2026	Did Not Begin
Discussion- Autism classrooms from McKean to AIH/TJDS	Student Services	Celestin/Warren	6/1/2026	Did Not Begin

Questions & Perspectives

Meeting Calendar & Topics

RCCSD Board Room 6pm

January 27- Tuesday (Resched Feb 5)

- Introduction & Overview

March 25- Wednesday

- Communications
- Student Services
- Meadowood
- Attendance Zones & School Choice

May 28- Thursday

- Finance
- Facilities
- Transportation
- Staffing

August 25- Tuesday

- Professional Learning
- MYP to Skyline
- Nutrition
- State/Community Support

October 28- Wednesday

- McKean Innovation Center
- Student Life- Activities & Athletics
- Master Schedule Logistics
- Adult Education

Questions & Perspectives

Public Comment

3 Minute Max

Next Meeting- 3/25/26

- Communications
- Student Services
- Meadowood
- Attendance Zones & School Choice

Motion to Adjourn

A-Z & Restructuring Review Committee

Reimagining Secondary Education

March 25, 2026



Agenda

- Approve Minutes
- Public Comment (If requested, once only)
- Meeting Norms
- The Committee's Charge
- The District Team & Topics
- Meeting Calendar & Topics
- Action Planning Overview
- Focus Area Updates
 - Communications
 - Student Services
 - Meadowood
 - Attendance Zones & School Choice
- Public Comment (If Requested, once only)
- Adjourn

Approve Minutes from February 5th Meeting

Public Comment

3 Minute Max

Meeting Norms

- Keep the vision in sight
- Respect various points of view
- Assume Positive Intent
- Respectful of Time

75 minute goal, 90 minute hard stop

Charge for the Attendance Zone, Restructuring & Review Committee

- Receive progress reports from the district.
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August 25- Tuesday

- Professional Learning
- MYP to Skyline
- Transportation
- State/Community Support

October 28- Wednesday

- McKean Innovation Campus
- Student Life- Activities & Athletics
- Master Schedule Logistics
- Adult Education

Recent Actions

What needs to be done?	Team	Who should take action to complete this step?	When should this step be completed?	Progress
Major Cap modifications based on Innovation Center	Facilities	Michalski	2/1/2026	In Progress
Map out Innovation Center (CTE space, classroom space, Adult Ed, other)	Innovation Center	Pruitt	2/2/2026	Complete
Workgroup Meeting #1	Student Services	Celestin	2/5/2026	Complete
Identify bathrooms for MW students	Meadowood to AIH	Celestin/Michalski	2/10/26	Complete
2nd Walkthrough- Celestin, Michalski, Mattix, Pruitt, Warren, Tulloch	Meadowood to AIH	Celestin	2/10/2026	Complete
Walk-through @ AIHS w/ Autism Services	Student Services	Celestin/Warren	2/10/2026	Complete
Meeting with Tetric to discuss move and timeline Adult Ed	Adult Ed to McKean	Broomall	2/11/2026	In Progress
Workgroup Meeting #1	Meadowood to AIH	Celestin	2/12/2026	Complete
Workgroup Meeting #1	Professional Learning	Bond	2/14/2026	Did Not Begin
Workgroup Meeting #1	Innovation Center	Pruitt	2/24/2026	Complete
Meet with GBC	State Support	Pruitt	2/27/2026	Complete
School Board and Electronic Update	Communicating the Plan	Mobley	2/28/2026	In Progress
Connect with DDOE on discounted IB exam fees for low income students	MYP to Skyline	Heacock	2/28/2026	In Progress
Schedule first meeting for PL Steering Committee	Professional Learning	Bond	2/28/2026	Complete
2nd Meeting with RCEA- Staffing MOU (received questions)	Staffing Changes	Pruitt/Dorsey	2/28/2026	Complete
Walk-through @ JDS w/ Autism Services	Student Services	Celestin/Warren	2/28/2026	Complete
Funding Needs to Ammann	Funding	Ammann	3/1/2026	In Progress

Recent Actions

What needs to be done?	Team	Who should take action to complete this step?	When should this step be completed?	Progress
Emerging DE & Wilm U Partnership- Meeting #2	Innovation Center	Pruitt	3/1/2026	Complete
Establish WBL Pilot Course	Innovation Center	Galloway	3/1/2026	Complete
Design seven year path documents for MYP student (benefits, talking points)	MYP to Skyline	Mobley/Black/Metrinko/Bond/Heacock	3/1/2026	Did Not Begin
Draft of McKean changes	Facilities	Michalski/Pruitt	3/1/2026	In Progress
Respond to RCEA Questions	Staffing Changes	Dorsey/Pruitt	3/1/2026	Complete
Meeting with Superintendent Student Advisory Council	State Support	Green	3/1/2026	Complete
Meeting with Student Voice Advisory	State Support	Pruitt/Bond	3/1/2026	Complete
Finance & Facilities Meeting to discuss AIHS renovations	Meadowood to AIH	Celestin/Michalski	3/6/2026	Complete
Workgroup Meeting #2	Meadowood to AIH	Celestin	3/12/2026	Complete
Fiscal & Facilities Draft for AIH- BR, ADA, Elevator	Meadowood to AIH	Ammann/Michalski	3/15/2026	In Progress
Final Data from Laznik	Realignment of A-Zs	Snyder/Pruitt	3/15/2026	In Progress
Workgroup Meeting #2	Student Services	Celestin	3/19/2026	Did Not Begin
Increase # of MYP trained staff (training in MD in March of 26) -MYP 9/10 ELA, Math, Science, SS -District Staff -Admin from JDS and Skyline	MYP to Skyline	Bond/Heacock	3/21/2026	In Progress
Plan "Building a New Culture with Combined Schools" Part 1 : IB combined Skyline and THDS	Professional Learning	Bond/Heacock	3/21/2026	In Progress
Workgroup Meeting #1	DIAA Changes	Pruitt	3/24/2026	Complete

Future Planning

What needs to be done?	Team	Who should take action to complete this step?	When should this step be completed?	Progress
Committee Meeting #2	Communicating the Plan	Pruitt	3/31/2026	Did Not Begin
WBL District Committee Meeting #3	Innovation Center	Pruitt/Galloway	3/31/2026	In Progress
Engage with Skyline staff to continue information share (3/5 Faculty Meeting)	MYP to Skyline	Bond	3/31/2026	Complete
Workgroup Meeting #2	Professional Learning	Bond	3/31/2026	Did Not Begin
Create Needs Based Funding Staffing Model	Staffing Changes	Ammann	3/31/2026	In Progress
Subgroup Meetings #1 (Focus Areas)	Student Services	Celestin	3/31/2026	In Progress
Support Meeting with DDOE	State Support	Green	3/31/2026	In Progress
Determine Adult Ed space at McKean	Adult Ed to McKean	Broomall	4/1/2026	In Progress
2nd Meeting with DDOE- Wickert	Innovation Center	Pruitt	4/1/2026	Did Not Begin
WBL Manual Draft	Innovation Center	Galloway	4/1/2026	In Progress
Explore CP for JDS	MYP to Skyline	Bond/Heacock/Black	4/1/2026	Did Not Begin
Instructor/Expert Feedback on program spaces	Facilities	Pruitt	4/1/2026	Did Not Begin
Draft presentation for Board- A-Z Changes	Realignment of A-Zs	Pruitt/Snyder	4/1/2026	In Progress
Public/Private Partnerships	State Support	Pruitt/Green	4/1/2026	Did Not Begin
Workgroup Meeting #2	Innovation Center	Pruitt	4/15/2026	Did Not Begin
Workgroup Meeting #3	Meadowood to AIH	Celestin	4/21/2026	Did Not Begin
School Board and Electronic Update	Communicating the Plan	Mobley	4/30/2026	Did Not Begin
Workgroup Meeting #2	MYP to Skyline	Bond	4/30/2026	Did Not Begin
Industry Advisory Meeting #1	State Support	Green	4/30/2026	In Progress
Identify DIAA implications.	DIAA Changes	Pruitt	5/1/2026	Did Not Begin
Cost Analysis Detail- Final	Funding	Ammann	5/1/2026	In Progress
Plan for JDG	Innovation Center	Pruitt	5/1/2026	Did Not Begin
Model Instructional Space to Facilities	Innovation Center	Mingione	5/1/2026	In Progress
CTE Facilities- Marcin, Pruitt	MYP to Skyline	Pruitt/Bond	5/1/2026	Did Not Begin
costs for shuttles	Transportation	Shahan	5/1/2026	In Progress
Workgroup Meeting #2	DIAA Changes	Pruitt	5/5/2026	Did Not Begin
Parent Night- McKean	Communicating the Plan	All	5/15/2026	Did Not Begin
Parent Night- Dickinson	Communicating the Plan	All	5/15/2026	Did Not Begin

Future Planning

What needs to be done?	Team	Who should take action to complete this step?	When should this step be completed?	Progress
Workgroup Meeting #1	Master Scheduling Lo...	Heacock	5/18/2026	In Progress
Workgroup Meeting #3	Professional Learning	Bond	5/19/2026	Did Not Begin
Workgroup Meeting #3	Innovation Center	Pruitt	5/27/2026	Did Not Begin
Committee Meeting #3	Communicating the Plan	Pruitt	5/29/2026	Did Not Begin
Determine pathways at center	Innovation Center	Pruitt	5/29/2026	In Progress
Contact JDG- 9th grade course- Career Exploratory, WBL	Innovation Center	Pruitt/Broomall	5/31/2026	Did Not Begin
WBL District Committee Meeting #4	Innovation Center	Pruitt/Galloway	5/31/2026	Did Not Begin
Workgroup Meeting #4	Meadowood to AIH	Celestin	5/31/2026	Did Not Begin
Draft sample schedule w/ modified transition time to/from Innovation Center	Meadowood to AIH	Celestin/Mattix	5/31/2026	In Progress
Letter to McKean Families (Spanish Translation), text, hard copy	Realignment of A-Zs	Pruitt/Snyder	5/31/2026	Did Not Begin
Letter to MYP Families (Spanish Translation), text, hard copy	Realignment of A-Zs	Pruitt/Snyder	5/31/2026	Did Not Begin
Finalize MOU with RCEA	Staffing Changes	Dorsey/Pruitt	5/31/2026	Did Not Begin
Visit Model Innovation Center	State Support	Pruitt/Worlds	5/31/2026	Did Not Begin
Establish Timeline for communication with DIAA	DIAA Changes	Pruitt	6/1/2026	Did Not Begin
Unit modeling based on secondary reassignment	Funding	Ammann	6/1/2026	In Progress
WBL Manual Final	Innovation Center	Galloway	6/1/2026	Did Not Begin
Work with IB on transfer of site (credentialing)	MYP to Skyline	Bond/Heacock	6/1/2026	Did Not Begin
Board Approval of new attendance Zones	Realignment of A-Zs	Pruitt	6/1/2026	Did Not Begin
Communicate New A-Zs to impacted families and community	Realignment of A-Zs	Snyder	6/1/2026	Did Not Begin
Map out a Staffing List for McKean, JD, Skyline, AIH	Staffing Changes	Pruitt/Heacock	6/1/2026	Did Not Begin
Unique Staffing Discussions- Trainer, Band, etc	Staffing Changes	Dorsey/Pruitt	6/1/2026	Did Not Begin
Autism classrooms from McKean to AIH/TJDS	Student Services	Celestin/Warren	6/1/2026	In Progress
McKean Students noted at Commencement for 2 years	DIAA Changes	Pruitt	6/1/2027	Did Not Begin
Identification of designated space in the cafeteria where students with sensory and behavioral issues can eat safely	Meadowood to AIH	Schools	6/1/2027	Did Not Begin
Identification of accessible parking spaces and potential need for expanded parking for Meadowood	Meadowood to AIH	Maintenance	6/1/2027	Did Not Begin
Expansion of Unified Special Olympics & Best Buddies Programming	Meadowood to AIH	Celestin/Mattix	6/1/2027	Did Not Begin
Expansion of adapted course offerings (e.g., unified APE, health)	Meadowood to AIH	Celestin/Mattix	6/1/2027	Did Not Begin

Questions & Perspectives

Communications Action Planning

What needs to be done?	Area	Who should take action to complete this step?	When should this step be completed?	Column 3
Draft ExecSummary Doc	Communicating the Plan	Mobley	10/1/2025	Complete
Presentation to McKean Staff	Communicating the Plan	Mobley	10/31/2025	Complete
Presentation to Dickinson Staff	Communicating the Plan	Mobley	10/31/2025	Complete
Presentation to AI High Staff	Communicating the Plan	Mobley	10/31/2025	Complete
Presentation to Skyline Staff	Communicating the Plan	Mobley	10/31/2025	Complete
Send slides & letter to all red clay staff	Communicating the Plan	Pruitt	11/1/2025	Complete
Email Community of Changes & Choice Impact	Communicating the Plan	Snyder/Mobley	11/15/2025	Complete
Finalize Exec Summary Doc	Communicating the Plan	Mobley/Pruitt	11/20/2025	Complete
Establish Board Committee	Communicating the Plan	Pruitt	12/19/2025	Complete
Establish Website	Communicating the Plan	Mobley	12/20/2025	Complete
Broad Email to Community including Website	Communicating the Plan	Mobley	12/20/2025	Complete
Committee Meeting #1	Communicating the Plan	Pruitt	1/27/2026	Complete
School Board and Electronic Update	Communicating the Plan	Mobley	2/28/2026	In Progress
Committee Meeting #2	Communicating the Plan	Pruitt	3/25/2026	Did Not Begin
Parent Night- McKean	Communicating the Plan	All	5/15/2026	Did Not Begin
Parent Night- Dickinson	Communicating the Plan	All	5/15/2026	Did Not Begin
School Board and Electronic Update	Communicating the Plan	Mobley	4/30/2026	Did Not Begin
Committee Meeting #3	Communicating the Plan	Pruitt	5/28/2026	Did Not Begin

Communication Strategy & Response

- **Responsive Evolution:** We have integrated feedback from the Board and the community to transition from "periodic announcements" to a **consistent, predictable cadence** of information.
- **"Did You Know?" Initiative:** Launching this Thursday, these bi-weekly, bite-sized updates will be delivered via Email, Web, and Social Media to keep the "Reimagining" project top-of-mind. ([Link to First Edition](#)). All updates and reports will be translated into our community's preferred language.
- **60 Day Comprehensive Reports:** Every two months, a deep-dive report will be released, detailing progress, committee milestones, and "Big Picture" goals for [Reimagining Secondary Education](#). The first report will be released on April 15.
- **Board-District Synergy:** To ensure alignment, summary updates from these Committee Meetings will be presented at School Board meetings, with detailed community distributions following.

Rebuilding Trust Through Visibility

Closing the Information Gap and Challenging Misinformation

- **Regular Updates:**
 - **Social media updates and reminders**
 - **Website enhancements** with centralized, easy-to-navigate information
 - Expanded **FAQs and myth vs. fact resources** to address misinformation
 - **Short video updates and highlights** to explain key topics in a clear, engaging way
- **Two-Way Engagement:** We will create intentional opportunities, including potential town halls and more feedback channels.
- **Presence at the Table:** The Communications Team will attend committee meetings to ensure real-time storytelling and immediate clarification of facts.
- **Our Commitment:** We recognize the "lags" of the past. Our goal is to move from a "Launch Phase" to a "Partnership Phase" where every Red Clay family feels informed, valued, and heard.

Questions & Perspectives

Student Services Action Planning

What needs to be done?	Column 2	Who should take action to complete this step?	When should this step be completed?	Column 3
Workgroup Meeting #1	Student Services	Celestin	2/5/2026	Complete
Walk-through @ AIHS w/ Autism Services	Student Services	Celestin/Warren	2/10/2026	Complete
Subcommittee Meeting: Multilingual Learners	Student Services	Beck	2/18/2026	Complete
Subcommittee Meeting: Student Services	Student Services	Godwin	2/26/2026	Complete
Subcommittee Meeting: Health	Student Services	Pennington	3/10/2026	Complete
Subcommittee Meeting: Special Education	Student Services	Celestin/Shepherd	3/17/2026	Complete
Workgroup Meeting #2	Student Services	Celestin	3/19/2026	Complete
Subcommittee Meetings #2	Student Services	Beck/Godwin/Pennington	4/22/2026	In Progress
Workgroup Meeting #3	Student Services	Celestin	4/23/2026	Did Not Begin
Workgroup Meeting #4	Student Services	Celestin	5/28/2026	Did Not Begin
Identification of best practices to replicate cross HS settings	Student Services	Celestin	6/1/2026	In Progress
Collaboration with RC Technology & Data Service Center on cross-school data	Student Services	Celestin	6/1/2026	In Progress
Identification of Autism classrooms expansion @ AIH/TJDS	Student Services	Celestin/Warren	6/1/2026	In Progress
Projection of specialist staffing and determination of model for service delivery	Student Services	Celestin	8/1/2026	Did Not Begin
Determination of continuum of services model / course codes (SE & ML)	Student Services	Celestin/Beck	8/1/2026	In Progress
Decision on McKean School-Based Health Center	Student Services	Pennington/Ammann	1/31/2027	Did Not Begin
Special transportation supports for Innovation Center (e.g., scheduling, alternate routes)	Student Services	Celestin	3/31/2027	Did Not Begin
Development of common MTSS Procedures (e.g., Tier 1 Expectation, Major Milestones)	Student Services	Celestin	3/31/2027	Did Not Begin
Alignment of Health Systems (e.g., Access to Nursing Files on Two Campuses)	Student Services	Pennington	3/31/2027	Did Not Begin
Development of courses aligned with continuum of services (e.g., adapted curriculum)	Student Services	Celestin	6/1/2027	Did Not Begin
Professional Learning - Inclusive Practices, School Culture	Student Services	Celestin	8/1/2027	Did Not Begin

Student Services- Updates

- Workgroup launched on 2/5/26 & held meeting #2 on 3/19/26
 - 1st Meeting: Charge & Discussion of Barriers/Concerns by Topic
 - 2nd Meeting: Subcommittee Updates & Common Trends
 - Representation: AIHS (4), JDS (5), McKean (10), District Office (9), Community (1+)
- Includes the following topics divided into subcommittees:
 - Student Services (e.g., Counseling, Social Work, MTSS Non-Academic)
 - Special Education including Autism Services
 - Health & Wellness
 - Multilingual Learners

Student Services- Updates

Student Services	Special Education	Health & Wellness	Multilingual Learners
- Scheduling practices - Communication systems / Crisis events - Tier 1 Practices - Behavior - Professional Learning for consistent practices	- Continuum of Services / Service delivery models - Special education support in CTE - Special transportation - Medication & equipment management - Transition supports - Specialist travel	- Alignment of health systems - Student safety - rescue meds - Lunch coverage - Attendance tracking - Documentation cross site - Health Centers	- Course offerings / Service delivery models - Designated counselor - Bilingual office supports - Transition supports - Teacher travel
- Culture & Climate - Staffing / Common Role Expectations			

Questions & Perspectives

Meadowood Action Planning

What needs to be done?	Column 2	Who should take action to complete this step?	When should this step be completed?	Column 3
Identify 4 (or more) designated classrooms for its students, therapy and office spaces	Meadowood to AIH	Celestin/Pruitt	12/19/2025	Complete
1st Walkthrough with K Mattix	Meadowood to AIH	Pruitt	12/19/25	Complete
Identify bathrooms for MW students	Meadowood to AIH	Celestin/Michalski	2/10/26	Complete
2nd Walkthrough- Celestin, Michalski, Mattix, Pruitt, Warren, T	Meadowood to AIH	Celestin	2/10/2026	Complete
Workgroup Meeting #1	Meadowood to AIH	Celestin	2/12/2026	Complete
Finance & Facilities Meeting to discuss AIHS renovations	Meadowood to AIH	Celestin/Michalski	3/6/2026	Complete
Workgroup Meeting #2	Meadowood to AIH	Celestin	3/12/2026	Complete
Fiscal & Facilities Draft for AIH- BR, ADA, Elevator	Meadowood to AIH	Ammann/Michalski	3/15/2026	In Progress
Workgroup Meeting #3	Meadowood to AIH	Celestin	4/21/2026	Did Not Begin
Workgroup Meeting #4	Meadowood to AIH	Celestin	5/31/2026	Did Not Begin
Draft sample schedule w/ modified transition time to/from Innovation Center	Meadowood to AIH	Celestin/Mattix	5/31/2026	In Progress
Workgroup tour @ AIHS	Meadowood to AIH	Celestin/Mattix	5/31/2026	Did Not Begin
Identification of designated space in the cafeteria where students with sensory and behavioral issues can eat safely	Meadowood to AIH	Schools	6/1/2027	Did Not Begin
Identification of accessible parking spaces and potential need for expanded parking for Meadowood	Meadowood to AIH	Maintenance	6/1/2027	Did Not Begin
Expansion of Unified Special Olympics & Best Buddies Programming	Meadowood to AIH	Celestin/Mattix	6/1/2027	Did Not Begin
Expansion of adapted course offerings (e.g., unified APE, health)	Meadowood to AIH	Celestin/Mattix	6/1/2027	Did Not Begin
PD/Education on inclusive practices for AIHS/Meadowood Staff	Meadowood to AIH	Celestin	8/31/2027	Did Not Begin
Professional Learning - Inclusive Practices, School Culture	Meadowood to AIH	Celestin	8/1/2027	Did Not Begin

Meadowood- Points of Emphasis

- Workgroup launched on 2/12/26 & held meeting #2 on 3/12/26
 - 1st Meeting: Charge & Discussion of Barriers/Concerns
 - 2nd Meeting: Innovation Center Overview, Facilities Accessibility (AIHS), Scheduling & Course Access
 - Representation: Meadowood (7), McKean (1), District Office (2), Families (5)
- Review of Courses currently accessed by Meadowood students @ McKean
 - Career Pathways - Marketing, Culinary, Early Childhood
 - Electives - Music, Unified Physical Education (UPE), Art (historic)
 - Opportunities for expansion - UPE, Unified Fitness/Weight Room

Meadowood- Points of Emphasis

Topics	Barriers / Concerns
Scheduling	Transitions to/from Innovation Center - request to stay at McKean to decrease transitions Inclusion w/in HS classes & Career Pathways
Facilities	Accessibility @ AIHS - Restrooms, Elevator, In/out of building, Cafeteria, Parking, Equipment storage, Classroom & Therapy space, Deescalation space
Extracurricular activities	Best Buddies, Special Olympics Unified sports, Staffing for after school support, PD for coaches/inclusive opportunities
Transportation	Timing of transitions to/from Innovation Center, Decreased time for IEP services, Movement of equipment / medication, etc,
Health	Secure medication transport, Nursing support across sites, Accessibility of nurse's office

Meadowood- Points of Emphasis

<u>AIHS</u>	Current Status	Renovation Plan w/ Facilities
Accessibility in/out of building	Front accessible from multiple doors Back - needs ramp for access	Adding ramp from auditorium/gym entry
Bathrooms w/ hygiene stations, high/low table	Bathrooms near nurse's office are not accessible Staff bathrooms near potential classrooms could fit hygiene stations	Renovation of nursing suite including bathrooms to the left of the nursing suite to add hygiene stations, high/low table
Elevator access	Working consistently with space for one W/C and staff person	Add interior ramp with access from gym hall doorway to courtyard down to the cafeteria in order for classes to travel together to cafeteria

Questions & Perspectives

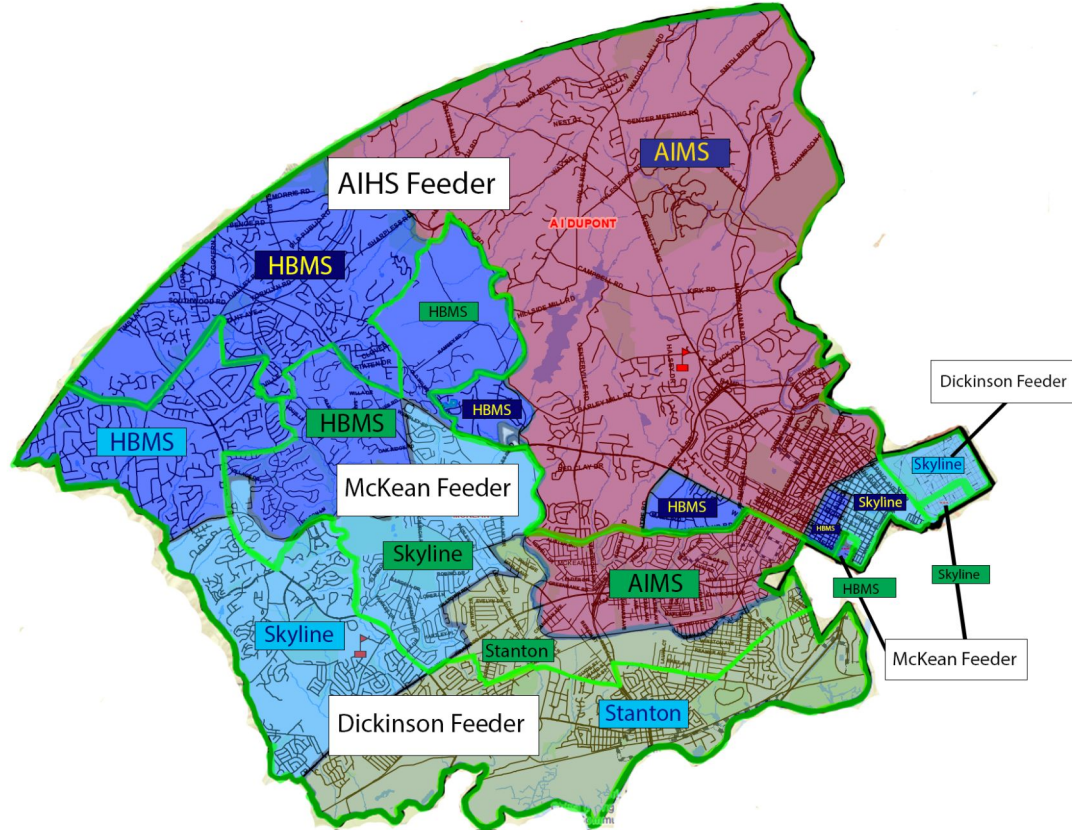
Attendance-Zone Action Planning

What needs to be done?	Column 2	Who should take action to complete this step?	When should this step be completed?	Column 3
Contact John Laznik- UD	Realignment of A-Zs	Pruitt	9/30/2025	Complete
Create File for Laznik- UD	Realignment of A-Zs	Smallwood/Snyd	10/10/2025	Complete
Send File to Laznik- UD	Realignment of A-Zs	Pruitt	10/31/2025	Complete
Feedback from Laznik- Meeting #1	Realignment of A-Zs	Pruitt	12/19/2025	Complete
Meeting #2 with Laznik	Realignment of A-Zs	Pruitt/Snyder	12/19/2025	Complete
Meeting #3 with Laznik	Realignment of A-Zs	Pruitt/Snyder	1/31/2026	Complete
Final Data from Laznik	Realignment of A-Zs	Snyder/Pruitt	3/15/2026	In Progress
Draft presentation for Board- A-Z Changes	Realignment of A-Zs	Pruitt/Snyder	4/1/2026	In Progress
Presentation to Board- A-Z Changes	Realignment of A-Zs	Pruitt/Snyder	4/15/2026	Did Not Begin
Letter to Community & Families	Realignment of A-Zs	Pruitt/Snyder	5/31/2026	Did Not Begin
Board Approval of new attendance Zones	Realignment of A-Zs	Pruitt	6/1/2026	Did Not Begin
Communicate New A-Zs to impacted families and community	Realignment of A-Zs	Snyder	6/1/2026	Did Not Begin
IC Student Info reflects A-Z Changes	Realignment of A-Zs	Snyder	8/1/2026	Did Not Begin
Create Maps of new attendance zones	Realignment of A-Zs	Snyder	9/1/2026	Did Not Begin
Updates to choice application and DSC	Realignment of A-Zs	Snyder	10/1/2026	Did Not Begin
Communication Plan for MYP School Choice	Realignment of A-Zs	Bond/Heacock	11/1/2026	Did Not Begin
Communication Plan for Opt-In/Opt Out for MYP Feeder Stude	Realignment of A-Zs	Bond/Heacock	11/1/2026	Did Not Begin

Attendance-Zones Updates

- Board Presentation/Reading at April 15th Board Meeting
- Proposed changes will follow the school board's charge and approved core principles:
 - Strong and balanced enrollment across schools
 - Align high school boundaries to K-8 attendance zones when possible.
 - Consider Geography and Neighborhood Schools Act when possible.
- Other considerations
 - Demographic Breakdown
 - Capacity of Schools
 - Space for Meadowood Program
 - School Choice

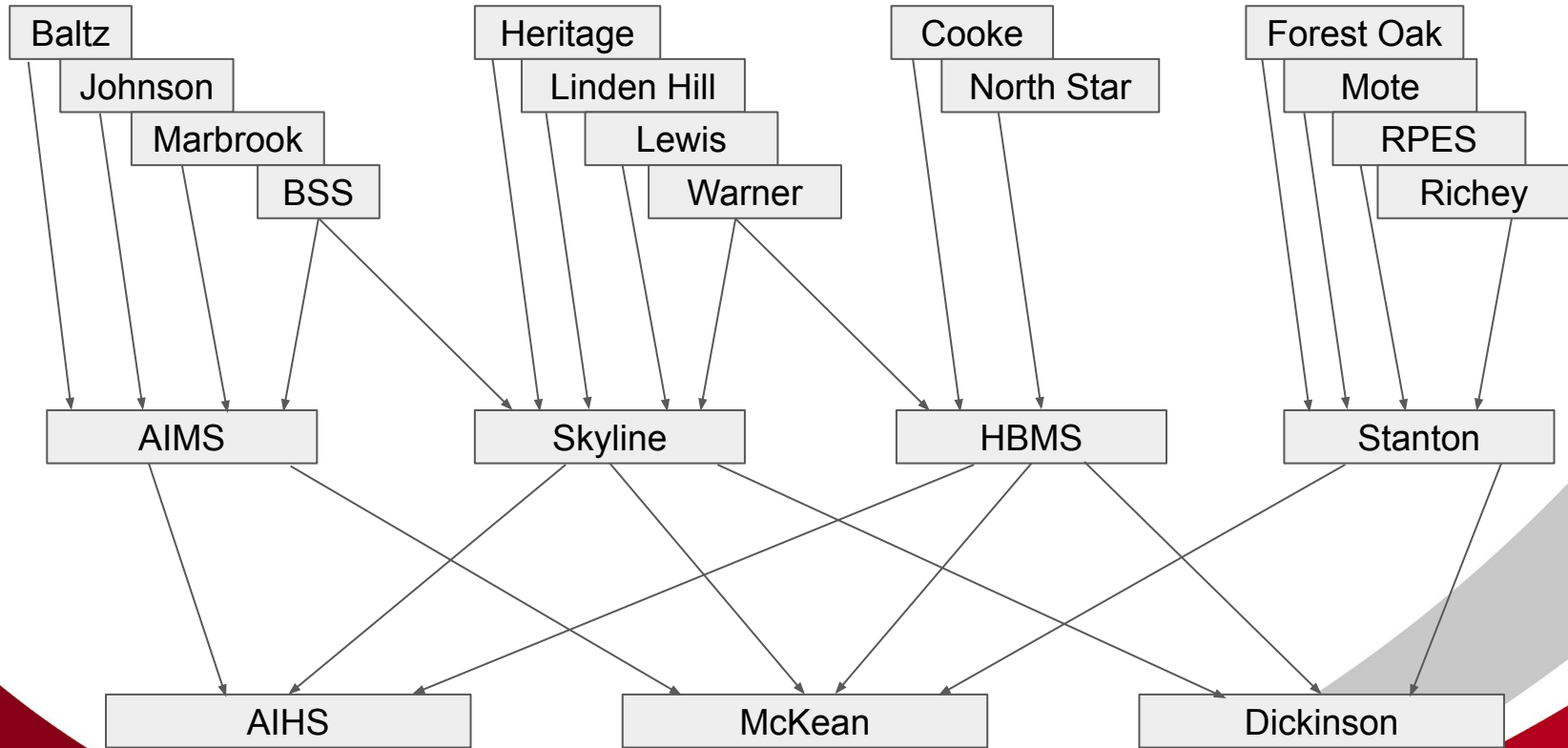
Current Attendance Zones - MS/HS



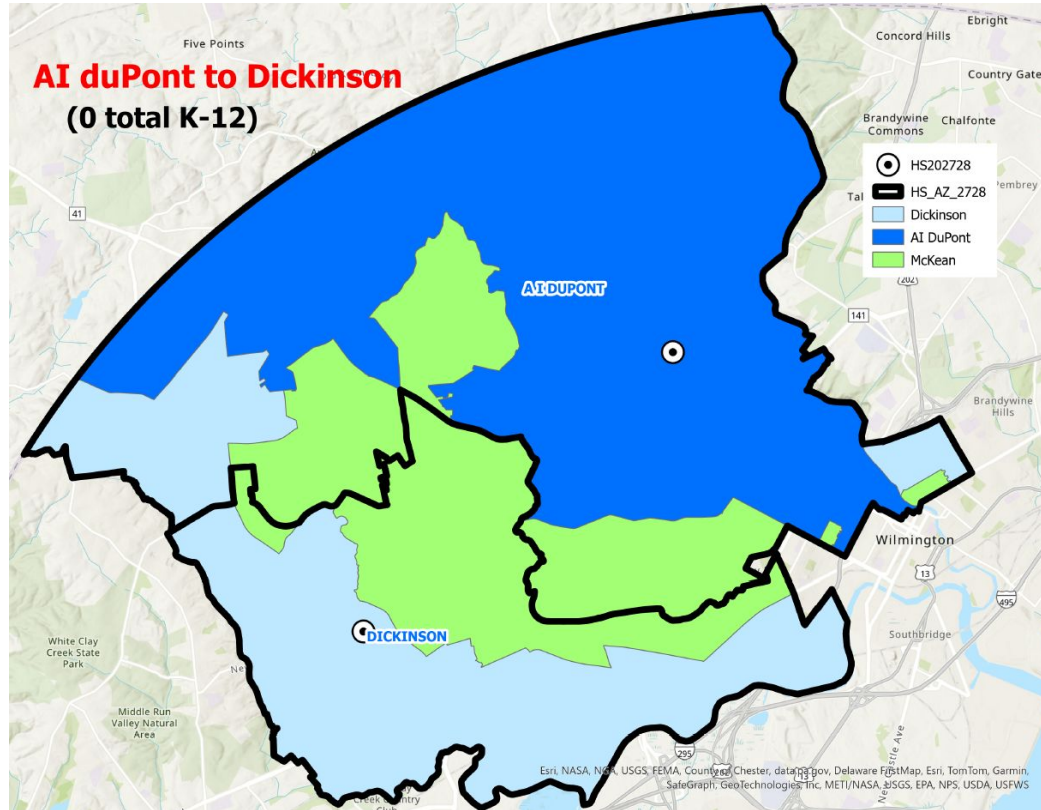
Green Borders delineate High School feeder boundaries.

- Middle School Feeders
 - AIMS - Red
 - HBMS - Dark Blue
 - Skyline - Light Blue
 - Stanton - Green

Current Feeder Patterns



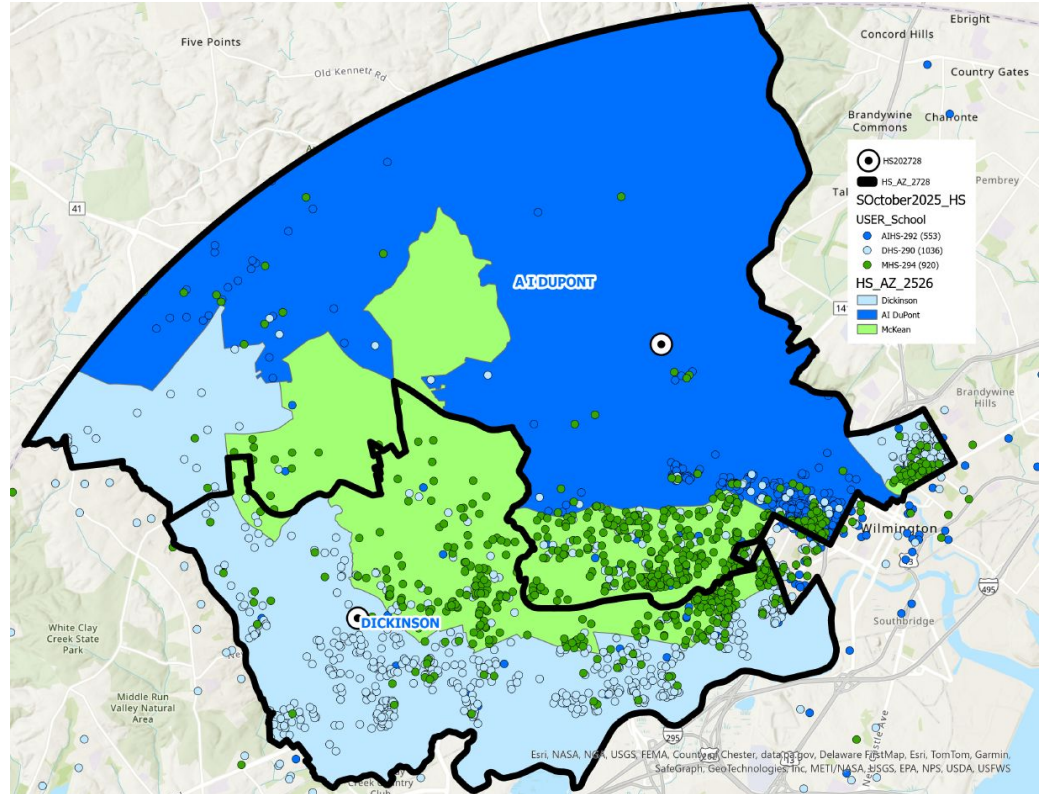
New High School Attendance-Zones



Current Draft Enrollment Projections

	Now	Projection	High
AIH	543	1124	1284
JD	760	916	1045
McKean	917	N/A	N/A

*Does not include O-D Choice
Does not consider students at MIC*



Questions & Perspectives

Financial Implications

A complete financial analysis of “Reimagining Secondary Schools” will be available in May.

A summary of our analysis to date is as follows:

Domain	Start Up	Annual
Staffing	No Impact	Decrease
Extra Pay	No Impact	Decrease
Facilities	Increase	Decrease
Transportation	No Impact	TBD
School Budgets	No Impact	Decrease
Teaching & Learning	Increase	No Impact

Public Comment

3 Minute Max

Next Meeting- 5/28/26

- Areas of Focus
 - Finance
 - Facilities
 - Nutrition
 - Staffing

A-Z & Restructuring Review Committee

Reimagining Secondary Education

May 28, 2026



Agenda

- Approve Minutes
- Public Comment (If requested, once only)
- Meeting Norms
- The Committee's Charge
- The District Team & Topics
- Meeting Calendar & Topics
- Action Planning Overview
- Focus Area Updates
 - Finance
 - Facilities
 - Nutrition
 - Staffing
- Public Comment (If Requested, once only)
- Adjourn

Approve Minutes from March 25th Meeting

Public Comment

3 Minute Max

Meeting Norms

- Keep the vision in sight
- Respect various points of view
- Assume Positive Intent
- Respectful of Time

75 minute goal, 90 minute hard stop

Charge for the Attendance Zone, Restructuring & Review Committee

- Receive progress reports from the district.
- Provide assurance that the 'Reimagining Secondary Education' plan is executed as approved by the Board.
- Voice perspectives and ask questions.
- Provide updates to the Board of Education.

Meeting Calendar & Topics

RCCSD Board Room 6pm

January 27- Tuesday (Resched Feb 5)

- Introduction & Overview

March 25- Wednesday

- Communications
- Student Services
- Meadowood
- Attendance Zones & School Choice

May 28- Thursday

- Finance
- Facilities
- Nutrition
- Staffing

August 25- Tuesday

- Professional Learning
- MYP to Skyline
- Transportation
- State/Community Support

October 28- Wednesday

- McKean Innovation Campus
- Student Life- Activities & Athletics
- Master Schedule Logistics
- Adult Education

Recent Developments

April 15th School Board Meeting

- Approved [Resolution to Postpone](#).
- Conditions must be met with documentary evidence before the Board may consider a vote to end the postponement. Some key points of the 11 conditions include:
 - Plan for current students to complete grade band.
 - Expanded & comprehensive communications plan.
 - Bolstered student engagement efforts.
 - Equity Analysis
 - IDEA Compliance Report
 - A formal report of McKean Innovation Center Model.

Questions & Perspectives

Finance- Updates

- **Human Resources - Keenan Dorsey**
- **Nutrition - Jessica Farrand**
- **Facilities - Marcin Michalski**
- **Operational costs/savings - Ted Ammann**

Human Resources- Action Planning

What needs to be done?	Column 2	Who should take action to complete this step?	When should this step be completed?	Column 3
Engage with RCEA for staffing MOU	Staffing Changes	Dorsey	12/1/2025	Complete
Draft of MOU to RCEA	Staffing Changes	Pruitt	12/9/2025	Complete
2nd Meeting with RCEA- Staffing MOU (received questions)	Staffing Changes	Pruitt/Dorsey	2/28/2026	Complete
Respond to RCEA Questions	Staffing Changes	Dorsey/Pruitt	3/1/2026	Complete
Create Needs Based Funding Staffing Model	Staffing Changes	Ammann	3/31/2026	Complete
Finalize MOU with RCEA	Staffing Changes	Dorsey/Pruitt	5/31/2026	In Progress
Map out a Staffing List for McKean, JD, Skyline, AIH	Staffing Changes	Pruitt/Heacock	6/1/2026	In Progress
Unique Staffing Discussions- Trainer, Band, etc	Staffing Changes	Dorsey/Pruitt	6/1/2026	In Progress
Transition of Innovation Center Principal	Staffing Changes	Pruitt/Dorsey	9/30/2026	Did Not Begin
Engage with Para Group	Staffing Changes	Dorsey	10/1/2026	Did Not Begin
Engage with RCEA for EPER Contracts at Skyline, TJDS, and AIH	Staffing Changes	Pruitt	11/1/2026	Did Not Begin
Transfer process begins for impacted RCEA educators	Staffing Changes	Dorsey	9/1/2026	Did Not Begin
Post all EPER positions at Skyline, TJDS, and AIH	Staffing Changes	Pruitt	4/1/2027	Did Not Begin
	Staffing Changes			Did Not Begin
	Staffing Changes			Did Not Begin

Human Resources- Updates

- February 2026: Met with RCEA President and DSEA Uniserve Representative to discuss MOU for staffing.
- February 2026: Responded to member question(s) related to staffing assignments:

How does unassigned affect the least senior individual?

- Does higher seniority trump those who are not changing buildings with less seniority?
- What if someone gets unassigned, and no more slots open?

All procedures for transfer and reassignment are listed in Article 13 of the CBA. Nothing in the Article allows a higher seniority member to push another person out of their current building/assignment. Unless there is a situation of a Reduction In Force (RIF).

If someone is unassigned and there are no more open positions available, the District is committed to placing all current employee in an assignment. **No staff members will lose a job.** Although, as natural vacancies such as retirement and resignations happen, the District may option not to backfill these positions to ensure that buildings are better aligned with their true unit counts.

Questions & Perspectives

Nutrition-Zone Action Planning

What needs to be done?	Column 2	Who should take action to complete this step?	When should this step be completed?	Column 3
Create internal nutrition work group to strategize necessary changes and implementation for meal services	Nutrition	Farrand	1/1/26	Complete
Work with logistics and scheduling committee to create set breakfast and lunch schedules at each location to ensure access for all students to nutritious meals for all schedules. Schedule and meal numbers will drive staffing, equipment and menu	Nutrition	Farrand	7/1/26	In Progress
Confirm kitchen needs based on master breakfast and lunch schedules and number of students being served at each site	Nutrition	Farrand	7/1/26	In Progress
Purchase any additional equipment needed through approved procurement procedures	Nutrition	Farrand	1/1/27	Did Not Begin
Provide notice to staff members of operational transfers between sites	Nutrition	Farrand	1/1/27	Did Not Begin
Equipment movement, utility connections as needed	Nutrition	Farrand	7/1/27	Did Not Begin
Confirm afterschool snack or dinner programs at each school	Nutrition	Farrand	7/1/27	Did Not Begin
Coordinate with nursing on communication for allergies/special diets between sites. Create communication plan for availability of student special meals at all locations.	Nutrition	Farrand	7/1/27	Did Not Begin

Nutrition- Updates

- Staffing needs assessed at each location based on predicted enrollment, and tentatively, no nutrition positions should be lost in the bargaining group.
- Kitchen equipment assessed - no major additional costs required as all high school kitchens are equipped to handle 1200+ students. Possible internal shuffling of equipment.
- Coordination with DOE Child Nutrition to ensure smooth process for federal reimbursement claim submission.
- Collaboration with internal logistics and scheduling committee to solidify availability of breakfast and lunch for all student schedules in all scenarios is key.

Facilities- Action Planning

Walk McKean in advance of program location decisions	Facilities ▼	Pruitt/Michalski	11/25/2025	Complete ▼
Produce early CAD drawing of innovation center	Facilities ▼	Michalski	12/5/2025	Complete ▼
Walk skyline for any facilities needs (MYP)	Facilities ▼	Michalski	1/29/2026	Complete ▼
Schedule AIH walk- Meadowood	Facilities ▼	Michalski/Celest	1/31/2026	Complete ▼
Major Cap modifications based on Innovation Center	Facilities ▼	Michalski	2/1/2026	In Progress ▼
Draft of McKean changes	Facilities ▼	Michalski/Pruitt	3/1/2026	In Progress ▼
Instructor/Expert Feedback on program spaces	Facilities ▼	Pruitt	4/1/2026	Did Not Begin ▼
Elevator Considerations	Facilities ▼	Michalski	8/1/2026	Did Not Begin ▼
Adult Ed- A3 pod (separated & exterior door)	Facilities ▼	Michalski	9/1/2026	Did Not Begin ▼
Final program plan from T & L to Facilities	Facilities ▼	Mingione/Pruitt	10/1/2026	Did Not Begin ▼

Facilities- Major Capital Improvement Program

Roof & Exterior

- Roof replacement and drainage improvements
- Exterior door, hardware, and window replacements
- New gutters, flashing, coping, and canopy roofing

Interior & Accessibility

- Building-wide interior door upgrades
- ADA restroom improvements
- Corridor lift replacement
- Interior finish and tile restoration

Mechanical, Electrical & Plumbing

- New HVAC systems and ventilation upgrades
- Plumbing fixture replacements
- Emergency generator installation
- Electrical panel and wiring upgrades

Overall Outcome

- ✓ Safer and more reliable facility
- ✓ Improved air quality and comfort
- ✓ Extended building lifespan
- ✓ Improved accessibility throughout building

Facilities- Proposed Innovations Center Programs

Future Learning & Career Pathway Spaces

Pre-K Expansion

- Expanded preschool classrooms and support spaces
- Secure entrance, toilets, storage, and food prep area
- Potential Early Years Program (EYP) opportunities

Career & Technical Programs

- Digital Design & Animation: full renovation of existing art room
- Adult Education: secure foyer and restroom needs
- Health Care / Renewable Energy / Biotech labs largely in good condition
- Construction and Robotics program locations under review

Key Planning Decisions & Next Steps

Strategic Coordination Opportunities

Planning Decisions

- Finalize locations for Construction and Robotics programs
- Determine front entrance/security upgrades
- Coordinate signage, paint, and branding improvements
- Align future renovations with current Major Cap work

Recommended Next Steps

- Conduct program walkthroughs with staff and partners
- Develop conceptual layouts and phasing plans
- Bundle future-ready improvements into current construction where possible

Desired Outcome

- ✓ Modernized learning environments ✓ Expanded career pathway opportunities
- ✓ Improved campus security and accessibility ✓ Long-term facility efficiency and flexibility

Questions & Perspectives

Finance-Zone Action Planning

What needs to be done? ▼ 🔍 Column 2 ▼	Who should take action to complete this step? ▼	When should this step be completed? ▼ 🔍 Column 3 ▼
509 funding considerations/recommendations	Funding ▼	Ammann/Pruitt 12/1/2025 Complete ▼
Cost Analysis Overview Meeting #1	Funding ▼	Ammann 12/19/2025 Complete ▼
Pruitt/Ammann- 1 page cost analysis	Funding ▼	Ammann 12/20/2025 Complete ▼
Funding Needs to Ammann	Funding ▼	Ammann 3/1/2026 In Progress ▼
Cost Analysis Detail- Final	Funding ▼	Ammann 5/1/2026 In Progress ▼
Unit modeling based on secondary reassignment	Funding ▼	Ammann 6/1/2026 In Progress ▼

Staffing

- Not anticipating significant change in FTE (Full Time Equivalent) staff but are anticipating savings.
- Teachers “earned” based on student counts - the more students a school has, the more teachers the state of DE funds.
- Due to AIHS’s small size, sufficient staff are not earned requiring the use of Academic Excellence units. Currently, 9 teachers at AIHS are “unearned”. The local cost of these 9 teachers is approximately \$426,582. These staff members can be deployed to assist high need students in other Red Clay schools, or can be “cashed in” resulting in total district funds of \$1,233,072 per year. These funds can be used to extend time before a referendum or support other district costs such as curriculum materials.

Assumptions and Data Source:

MYP staff at Dickinson will be “earned” at Skyline when MYP students are enrolled at Skyline rather than Dickinson.

CTE staff will be moved from AIHS and JDS to McKean - enrollment in CTE courses will drive additional CTE teachers

Unearned staff at AIHS have a local cost of 47,398 and state cash in value of \$89,610 (EmpComp 051526, FY26 State Operating Budget)

EPER Contracts

Secondary school EPER contracts provide for additional staff time to support students in activities such as sports and academic competitions.

Current Comprehensive School EPER	\$887,689
New Comprehensive Secondary EPER	\$682,240
Net Increase/(Savings)	(\$205,448)

Assumptions:

While the Innovation Center will not have the same number of EPER positions, it is estimated that we will negotiate with our collective bargaining unit to repurpose some of the existing EPER contracts. These calculations have a \$100,000 placeholder.

Labs and Equipment

CTE labs and equipment are funded through a combination of federal, state, and local funds.

Centralizing labs and CTE equipment in one location will be more efficient. Savings from these efficiencies will be put towards expanded CTE offerings.

Building Operations

Secondary school budgets are driven by straight allocations as well as per student funds using a formula.

Current Comprehensive School Building Budget	\$1,310,645
New Comprehensive Secondary School Budget	\$994,770
Net Increase/(Savings)	(\$315,875)

Assumptions and Data Source:

Building costs at the innovation center would be charged back to “home school” budgets or to CTE/Perkins Funds
Assumes McKean units are split 50/50 with AIHS and JDS. Current budget based on board approved budget BEFORE any allowed carryover.

Transportation

2 Components to Transportation Costs

- Traditional busing to 2 high schools rather than 3
- Cost of Mid-Day Shuttle bus

Assumptions and Data Source:

Tentative numbers as final counts depend on student enrollment and attendance zone decisions. Busing is customized each summer based on student addresses. It is expected that some students will drive to the Innovation Center and therefore not need a seat on the shuttle bus which may decrease costs. Data based on current ridership and model schedules. Estimates also dependent on DOE approval of busing model.

Transportation: AM/PM Busing

School	# of Buses	# Ridership	New # of Buses
AIHS	15	27% (525 Empty Seats)	$15+9 = 24$
JDS	21	34% (665 Empty Seats)	$21+8 = 29$
McKean	26	43% (536 RIDERS)	0
Total	62 Buses		53 Buses

A high school bus route costs on average: \$18,632*

* Assumptions:

High school bus route cost is based on the average difference between a 2 tier and 3 tier bus contract. Assumes half of the current McKean ridership can be assigned to existing AIHS and JDS buses. This results in us needing to add buses to accommodate 268 students. At 34% capacity, 268 students would need 17 buses resulting in a decrease of 9 buses.

Transportation: Shuttle

Proposed Innovation Center AM run funded as a “3rd tier” - a bus that currently has 2 runs would have 3. 4 buses * \$18,632 = \$74,528/year

Proposed Innovation Center PM run funded as a midday run similar to Prek mid-day having an additional cost for driver time. 4 drivers * \$6,006 = \$24,024/year

4 AM Shuttles	4 * 18,632 = \$74,528/year
4 PM Shuttles	4 * 6,006 = \$24,024/year
Total	\$98,552

Assumptions:

It is assumed that we will require 4 daily shuttle buses to move students to/from the Innovation center. This will fluctuate based on the number of students who drive, students who are “car riders” and unique transportation requirements.

Annual Financial Impact - Planning Stage

<i>Domain</i>	<i>Increased Yearly Costs</i>	<i>Decreased Yearly Costs</i>
Staffing-FTEs	0	(\$1,233,072)
Staffing-EPER Contracts	0	(\$205,448)
Lab and Equipment	0	0
School Budgets	0	(\$315,875)
Transportation	98,552	(\$167,688)
Total	98,552	(\$1,922,083)

Questions & Perspectives

Public Comment

3 Minute Max

Next Meeting- 8/25/26

- Areas of Focus
 - Professional Learning
 - MYP to Skyline
 - Transportation
 - State/Community Support

Motion to Adjourn