

Regular  
Thursday, October 8, 2009 6:30 PM

Boardroom / Teleconference  
1820 Xenium Ln N  
Minneapolis, MN 55441-3790

## **Agenda**

1. CALL TO ORDER
2. APPROVAL OF GENERAL MEETING AGENDA
3. OPEN FORUM
4. APPROVAL OF CONSENT AGENDA
5. SHARE THE SUCCESS & RECOGNITIONS - None
6. SUPERINTENDENT'S REPORT - None
7. INSTRUCTIONAL REPORT - None
8. ADMINISTRATIVE SERVICES REPORT
  - 8.1. Financial Report
  - 8.2. Facilities Report - None
  - 8.3. Human Resource Report - None
9. BOARD BUSINESS
  - 9.1. Policy Review & Revision
  - 9.2. Board Reports
    - 9.2.1. Chair Report
    - 9.2.2. AMSD Report
  - 9.3. District News
  - 9.4. Once Around the Table - None
10. ADJOURNMENT
11. BOARD WORK SESSION

# Intermediate District 287

RESPONSIVE. INNOVATIVE. SOLUTIONS.

GENERAL MEETING OF THE BOARD

THURSDAY, October 08, 2009

6:30PM @ DSC

AGENDA

A = Action  
R = Roll Call  
I = Information  
- Page #

1. **CALL TO ORDER**.....A
2. **APPROVAL OF GENERAL MEETING AGENDA** .....A-4
3. **OPEN FORUM FOR COMMUNITY COMMENTS** .....I
4. **APPROVAL OF CONSENT AGENDA** .....A-6
  - 4.1 General Board Meeting Minutes from September 24, 2009
5. **SHARE THE SUCCESS & RECOGNITIONS** - None
6. **SUPERINTENDENT’S REPORT** - None
7. **INSTRUCTIONAL** - None
8. **ADMINISTRATIVE SERVICES REPORTS** (10 minutes)
  - 8.1 Financial
    - 8.1a Approval of Grant Acceptance for the following Grants.....A-9  
District 287 has been awarded for FY10 \$340,000 from the Minnesota Department of Education Employment and Economic development Rehabilitation Services. District 287 has been awarded for FY10 \$7,500 from the Bureau of Mediation Services (BMS). District 287 has been awarded for FY10 \$5,850.00 from the Carl D. Perkins Education Act – Basic Grant.
    - 8.1b Resolution to award the sale of Aid Anticipation Certificates.....R-10  
At its September 10, 2009 meeting the Board passed a resolution authorizing the issuance of Aid Anticipation Certificates to meet cash requirements for the balance of FY10. Certificates in the amount of \$5,500,000 will be priced on October 8, 2009. Details will be provided at the Board meeting and the Board will be asked to award the sale.
  - 8.2 Facilities Report - None
  - 8.3 Human Resource Report - None
9. **BOARD BUSINESS** -
  - 9.1 Policy Review & Revision
  - 9.2 Board Reports
    - 9.2a Chair Report.....I-29
    - 9.2b AMSD Report (Ann Bremer)

9.3 District News  
9.3a School Board Planning Calendar.....I-30  
9.3b October 8, 2009 Calendar.....I-32

9.5 Once Around the Table - None

**10. ADJOURNMENT.....A**

**Recommended Action: Board Chair calls meeting adjourned @ \_\_\_\_\_PM**

**The Board will adjourn to a work session on Strategic Planning. Steve Barone, “Transformation Systems” will facilitate the session.**

**DISTRICT 287 REGULAR BOARD MEETING**  
**Intermediate District 287**  
**September 24, 2009**  
**MINUTES**

**1. CALL TO ORDER**

Chair Linda Johnson called the regular meeting to order at 6:30 PM in the District Service Center Board Room. A quorum was declared with the following members in attendance:

271	Bloomington	Arlene Bush
286	Brooklyn Center	Greg Thielsen
272	Eden Prairie	Barbara Gabbert
273	Edina	Peyton Robb
270	Hopkins	Sally Johnson
276	Minnetonka	Don Draayer
278	Orono	Michèle Kunz
279	Osseo	Steven Antolak
280	Richfield	Nancy Rowley
281	Robbinsdale	Linda Johnson
283	St. Louis Park	Pam Rykken
284	Wayzata	Carter Peterson

Absent: 277/ Bremer

Guests:

287 Administration: Sandra Lewandowski, Laura Keller-Gautsch, Jane Holmberg,  
Anne Becker, Janet Johnson, Tom Shultz, and Wauneen Mgeni

287 Staff Members: Robert Laumann

**2. APPROVAL OF GENERAL MEETING AGENDA**

The general meeting agenda was presented for approval. *Motion by Don Draayer, seconded by Arlene Bush, to approve the meeting agenda. All in favor. Motion carried unanimously.*

**3. OPEN FORUM FOR COMMUNITY COMMENTS - None**

**4. APPROVAL OF CONSENT AGENDA**

The Consent Agenda was presented for approval. The Consent Agenda included the general meeting minutes from September 10, 2009, and approval of the Routine Human Resource Activities for September 24, 2009. *Motion by Carter Peterson, seconded by Michèle Kunz, to approve the consent agenda as presented. All in favor. Motion carried unanimously.*

**5. SHARE THE SUCCESS & RECOGNITIONS - None**

**6. SUPERINTENDENT'S REPORT**

Superintendent Lewandowski briefly gave an overview on the "Role of Board Members on Intermediate School Board", Sandy referenced an in-service that was given to the Board by Dennis Cheesebrow. Sandy briefly updated the Board with pictures on the C-Train (Career & Technical Education) students' completion of the house renovation. Sandy also shared a note from a staff member attesting to support of the strategic plan, and a list of ideas from the Edgewood staff as to how they will "Make Magic Happen" for students this year.

Superintendent Lewandowski introduced Mr. Mike Smart, On-Line Learning Facilitator. Mike presented an overview on the launch of District 287 “Facebook” page. Mike informed the Board that Facebook is the biggest of the four social networking sites, having gone from fringe to mainstream. Mike provided background on the two primary reasons the district has taken this step: 1) to capitalize on the communications advantages of this free digital presence, and 2) as a way to begin exploring how Facebook can be an engaging, relevant educational tool.

## **7. INSTRUCTIONAL REPORT**

Superintendent Lewandowski introduced Ms. Laura Keller-Gautsch, Executive Director of Special Education, and Dr. Jane Holmberg, Executive Director of Teaching & Learning. Laura and Jane presented an overview on the first four years of the district’s Professional Learning Community (PLC) efforts. They briefly explained to the Board that PLCs are now a part of the district culture. Examples of site and individual community goals were shared. In the fifth year, the district will be: 1) continuing to look for ways to state meaningful, measureable site goals in sites with highly diverse student populations, 2) confirming site goals to state a similarly achievable challenge, 3) providing more guidance for use of appropriate measures, all communities will use validated assessments, and 4) continuing to look for ways to measure and report goal attainment in sites with highly mobile students.

Laura briefly updated the Board on the upcoming Minnesota Department of Education Compliance and Review Monitoring. She outlined the scope of the effort that affects our entire special education service delivery and shared the overall timeline. A memo on the upcoming Minnesota Department of Education Compliance and Review Monitoring was presented.

## **8. ADMINISTRATIVE SERVICE REPORTS**

### **Financial Report**

Ms. Janet Johnson, Director of Finance Services, presented the monthly financial report for August 2009. A concern was brought forward by Board Member Antolak regarding the cash flow report for the end of July, 2009. Administration will discuss the report with the District’s auditors. *Motion by Greg Thielsen, seconded by Steve Antolak, to approve the monthly financial report as presented. All in favor. Motion carried unanimously.*

**Facilities Report - None**

**Human Resources Report - None**

## **9. BOARD BUSINESS**

### **Policy Review & Revision**

Chair Johnson introduced Anne Becker, Director of Human Resources. Anne briefly presented an overview of the District 287 training module video on Harassment & Violence. The Board discussed the importance of training and appropriate action on this issue in light of recent events in neighboring districts. At the recommendation of Board Member Rowley, the Harassment & Violence policy was reviewed. A memo summarizing the steps the district has taken to educate and train staff concerning the Board policy and prohibition against Harassment & Violence was presented.

### **Chair Report**

Chair Johnson requested \$10.00 from each Board member to supplement the Board Sunshine Fund. Chair Johnson reminded the Board that Steve Barone will facilitate the October 8 Board work session. Chair Johnson requested that the Board please sign-up for the “Get on the Bus” and the 2209 Union & Board Breakfast.

**AMSD Report - None**

**Organizational Report - None**

**Once Around the Table**

Steven Antolak – Went to the Annual meeting of TIES. One of TIES initiatives is to work with Hennepin County and the State of Minnesota on a number of databases that will help predict enrollment projections for schools in the Hennepin County area.

Arlene Bush

Don Draayer

Barbara Gabbert

Michèle Kunz – Gave thanks to Superintendent Lewandowski and Dr. Holmberg for the Board Briefs.

Linda Johnson

Sally Johnson

Carter Peterson

Nancy Rowley

Peyton Robb

Pam Rykken

Greg Thielsen

Sandy Lewandowski

Jane Holmberg

Laura Keller-Gautsch

Anne Becker

Janet Johnson

Tom Shultz

Wauneen Mgeni

**10. ADJOURNMENT**

*Motion was heard and seconded to adjourn the meeting.* Meeting adjourned at 8:34 PM.

The next general meeting will be held on October 22, 2009, at 6:30 PM in the DSC Board Room.

Submitted by  
Wauneen Mgeni  
Secretary to the Board

Signed: Chair \_\_\_\_\_ Clerk \_\_\_\_\_

Date \_\_\_\_\_ Date \_\_\_\_\_

**INTERMEDIATE DISTRICT 287**  
**PLYMOUTH, MINNESOTA**  
**BOARD OF EDUCATION**

**Regular Meeting – October 8, 2009**

**AGENDA SECTION: ADMINISTRATIVE SERVICES**

**ITEM: 8.1a Recommendation for Board Acceptance of the following Grants**

**PRESENTED BY: Janet A. Johnson, Director of Finance**

**1. Background Information**

**Grants**

1. District 287 has been awarded for FY10 \$340,000.00 from the MN Department of Employment and Economic Development Rehabilitation Services. The funds will be used for interpreters for a regional transition program that specializes in providing culturally appropriate transition services leading to employment for deaf, hard-of hearing, and deaf-blind 18 to 21 year old students.
2. District 287 has been awarded for FY10 \$7,500.00 from the Bureau of Mediation Services (BMS) for the purpose of maintaining a viable Labor-Management Committee (LMC) composed of multiple employers and multiple unions. The Committee will develop and implement a work plan which is directed at improving labor-management relations and enhancing economic development within the area.
3. District 287 has been awarded for FY10 \$5,850.00 from the Carl D. Perkins Education Act-Basic Grant. This grant will be used to provide programs and services for special population students in vocational education.

**2. Fiscal Impact/Funding Source: This is a revenue source that supports programs as noted.**

**3. RECOMMENDED ACTION: The Board accepts the Grants for MN Dept. of Employment & Economic Development Rehabilitation Services, Bureau of Mediation, and Carl D. Perkins for FY10.**

Motion by: \_\_\_\_\_ Yes \_\_\_\_ Passed \_\_\_\_

Second by: \_\_\_\_\_ Yes \_\_\_\_ Failed \_\_\_\_

Abstentions: \_\_\_\_\_

**INTERMEDIATE DISTRICT 287**  
**PLYMOUTH, MINNESOTA**  
**BOARD OF EDUCATION**

Regular Meeting – October 8, 2009

**AGENDA SECTION: ADMINISTRATIVE SERVICES CASH FLOW BORROWING**

**ITEM: 8.1b Resolution to award the sale of Aid Anticipation Certificates**

**PRESENTED BY: Janet A. Johnson, Director of Finance**

**1. Background Information**

At its September 10, 2009 meeting the Board passed a resolution authorizing the issuance of Aid Anticipation Certificates to meet cash requirements for the balance of FY10. Certificates in the amount of \$5,500,000 will be priced on October 8, 2009. Details will be provided at the Board meeting and the Board will be asked to award the sale.

**2. Fiscal Impact/Funding Source: Provides cash to cover anticipated cash deficits in FY10.**

**3. RECOMMENDED ACTION: The Board passes the attached resolution awarding the sale of Aid Anticipation Certificates.**

Motion by: \_\_\_\_\_ Yes \_\_\_\_ Passed \_\_\_\_

Second by: \_\_\_\_\_ Yes \_\_\_\_ Failed \_\_\_\_

Abstentions: \_\_\_\_\_

CERTIFICATION OF MINUTES RELATING TO  
\$4,895,000 AID ANTICIPATION  
CERTIFICATES OF INDEBTEDNESS, SERIES 2009B

Issuer: Intermediate School District No. 287, Minnesota

Governing Body: School Board

Kind, date, time and place of meeting: A regular meeting held on October 8, 2009, at 6:30 p.m., at the District offices.

Members present:

Members absent:

Documents Attached:

Minutes of said meeting (including):

RESOLUTION RELATING TO \$4,895,000 AID ANTICIPATION  
CERTIFICATES OF INDEBTEDNESS, SERIES 2009B; AUTHORIZING THE  
ISSUANCE, AWARDED THE SALE AND ESTABLISHING THE TERMS  
THEREOF

I, the undersigned, being the duly qualified and acting recording officer of the public corporation issuing the obligations referred to in the title of this certificate, certify that the documents attached hereto, as described above, have been carefully compared with the original records of said corporation in my legal custody, from which they have been transcribed; that said documents are a correct and complete transcript of the minutes of a meeting of the governing body of said corporation, and correct and complete copies of all resolutions and other actions taken and of all documents approved by the governing body at said meeting, so far as they relate to said obligations; and that said meeting was duly held by the governing body at the time and place and was attended throughout by the members indicated above, pursuant to call and notice of such meeting given as required by law.

WITNESS my hand officially as such recording officer this 8<sup>th</sup> day of October, 2009.

---

School District Clerk

Member \_\_\_\_\_ introduced the following resolution and moved its adoption, which motion was seconded by Member \_\_\_\_\_:

RESOLUTION RELATING TO \$4,895,000 AID ANTICIPATION  
CERTIFICATES OF INDEBTEDNESS, SERIES 2009B; AUTHORIZING THE  
ISSUANCE, AWARDED THE SALE AND ESTABLISHING THE TERMS  
THEREOF

BE IT RESOLVED by the School Board (the Board) of Intermediate School District No. 287, Minnesota (the District), as follows:

SECTION 1. AUTHORIZATION. It is hereby found, determined and declared that certain state aids for schools receivable by the District during the July 1, 2009 to June 30, 2010 school year will not be received in time to meet necessary expenditures for the purposes for which such aids are receivable. The District is authorized, pursuant to Minnesota Statutes, Sections 126C.50 through 126C.56, to borrow money by the issuance of its aid anticipation certificates of indebtedness in a principal amount not greater than 75% of the amount of such aids receivable by the District during the 2009-2010 fiscal year and has determined to issue its Aid Anticipation Certificates of Indebtedness, Series 2009B in the amount of \$4,895,000 (the Certificates) against aids receivable for the Operating Funds. The principal amount of the Certificates issued pursuant to this resolution is within said statutory borrowing limitation.

SECTION 2. SALE. The District has retained Springsted Incorporated, in St. Paul, Minnesota, as independent financial advisor in connection with the sale of the Certificates. Pursuant to Minnesota Statutes, Section 126C.56, the requirements of public sale do not apply to the issuance under certain circumstances of aid anticipation certificates of indebtedness. The District has received an offer from Northland Securities, Inc., in Minneapolis, Minnesota (the Purchaser) to purchase the Certificates at a price of \$4,902,195.65 plus accrued interest on all Certificates to the day of delivery and payment, on the further terms and conditions hereinafter set forth. The offer is hereby accepted, and the Chairperson and Clerk are hereby authorized and directed to execute a contract on the part of the District for the sale of the Certificates to the Purchaser.

SECTION 3. CERTIFICATE TERMS. The Certificates shall be prepared under the supervision of the Clerk and shall bear interest at the rate stated in Section 2 hereof from date of issue until paid. The Certificates shall be dated October 29, 2009, shall mature on September 30, 2010, without option of prior payment, and shall be in the denomination of \$5,000 or any integral multiple thereof. The Certificates shall be issuable only in fully registered form, and the ownership of the Certificates shall be transferred only upon the bond register of the District hereinafter described. Upon presentation and surrender of each Certificate, the principal amount thereof and the interest thereon shall be payable to the registered owner thereof by check or draft issued by the registrar, transfer agent and paying agent hereinafter described.

SECTION 4. APPOINTMENT OF INITIAL REGISTRAR. The District hereby appoints Wells Fargo Bank, National Association, in Minneapolis, Minnesota as the initial registrar, transfer agent and paying agent (the Registrar). The Chairperson and Clerk are authorized to execute and deliver, on behalf of the District, a contract with the Registrar. Upon

merger or consolidation of the Registrar with another corporation, if the resulting corporation is a bank or trust company authorized by law to conduct such business, such corporation shall be authorized to act as successor Registrar. The District agrees to pay the reasonable and customary charges of the Registrar for the services performed. The District reserves the right to remove any Registrar upon thirty (30) days notice and upon the appointment of a successor Registrar, in which event the predecessor Registrar shall deliver all cash and Certificates in its possession to the successor Registrar and shall deliver the certificate register to the successor Registrar.

SECTION 5. REGISTRAR, TRANSFER AGENT AND PAYING AGENT. The effect of registration and the rights and duties of the District and the Registrar with respect thereto shall be as follows:

(a) The Registrar shall keep at its principal corporate trust office a register in which the Registrar shall provide for the registration of ownership of and the registration of transfers and exchanges of Certificates entitled to be registered, transferred or exchanged.

(b) Upon surrender for transfer of any Certificate duly endorsed by the registered owner thereof or accompanied by a written instrument of transfer, in form satisfactory to the Registrar, duly executed by the registered owner thereof or by an attorney duly authorized by the registered owner in writing, the Registrar shall authenticate and deliver, in the name of the designated transferee or transferees, one or more new Certificates of a like aggregate principal amount as requested by the transferor.

(c) All Certificates surrendered upon any transfer or exchange shall be promptly canceled by the Registrar and thereafter disposed of as directed by the District.

(d) When any Certificate is presented to the Registrar for transfer, the Registrar may refuse to transfer the same until it is satisfied that the endorsement on such Certificate or separate instrument of transfer is legally authorized. The Registrar shall incur no liability for the refusal, in good faith, to make transfers which it, in its judgment, deems improper or unauthorized.

(e) The District and the Registrar may treat the person in whose name any Certificate is at any time registered in the register as the absolute owner of such Certificate, whether such Certificate shall be overdue or not, for the purpose of receiving payment of, or on account of, the principal of and interest on such Certificate and for all other purposes, and any such payment so made to any such registered owner or upon the owner's order shall be valid and effectual to satisfy and discharge the liability of the District upon such Certificate to the extent of the sum or sums so paid.

(f) For every transfer or exchange of Certificates, the Registrar may impose a charge upon the owner thereof sufficient to reimburse the Registrar for any tax, fee or other governmental charge required to be paid with respect to such transfer or exchange.

(g) In case any Certificate shall become mutilated or be lost, stolen or destroyed, the Registrar shall deliver a new Certificate of like amount and tenor in exchange and substitution for and upon cancellation of any such mutilated Certificate or in lieu of and

in substitution for any such Certificate lost, stolen or destroyed, upon the payment of the reasonable expenses and charges of the Registrar in connection therewith; and, in the case of a Certificate lost, stolen or destroyed, upon filing with the Registrar of evidence satisfactory to it that such Certificate was lost, stolen or destroyed, and of the ownership thereof, and upon furnishing to the Registrar of an appropriate bond or indemnity in form, substance and amount satisfactory to it, in which both the District and the Registrar shall be named as obligees. All Certificates so surrendered to the Registrar shall be canceled by it and evidence of such cancellation shall be given to the District. If the mutilated, lost, stolen or destroyed Certificate has already matured, it shall not be necessary to issue a new Certificate prior to payment.

SECTION 6. SECURITIES DEPOSITORY. The following provisions shall apply, unless otherwise designated by the Purchaser:

(a) For purposes of this section the following terms shall have the following meanings:

“Beneficial Owner” shall mean, whenever used with respect to a Certificate, the person in whose name such Certificate is recorded as the beneficial owner of such Certificate by a Participant on the records of such Participant, or such person’s subrogee.

“Cede & Co.” shall mean Cede & Co., the nominee of DTC, and any successor nominee of DTC with respect to the Certificates.

“DTC” shall mean The Depository Trust Company of New York, New York.

“Participant” shall mean any broker-dealer, bank or other financial institution for which DTC holds Certificates as securities depository.

“Representation Letter” shall mean the Representation Letter pursuant to which the sender agrees to comply with DTC’s Operational Arrangements.

(b) The Certificates shall be initially issued as separately authenticated fully registered Certificates, and one Certificate shall be issued in the principal amount of each stated maturity of the Certificates. Upon initial issuance, the ownership of such Certificates shall be registered in the bond register in the name of Cede & Co., as nominee of DTC. The Registrar and the District may treat DTC (or its nominee) as the sole and exclusive owner of the Certificates registered in its name for the purposes of payment of the principal of or interest on the Certificates, selecting the Certificates or portions thereof to be redeemed, if any, giving any notice permitted or required to be given to registered owners of Certificates under this resolution, registering the transfer of Certificates, and for all other purposes whatsoever; and neither the Registrar nor the District shall be affected by any notice to the contrary. Neither the Registrar nor the District shall have any responsibility or obligation to any Participant, any person claiming a beneficial ownership interest in the Certificates under or through DTC or any Participant, or any other person which is not shown on the bond register as being a registered owner of any Certificates, with respect to the accuracy of any records maintained by DTC or any Participant, with respect to the payment by DTC or any Participant of any amount with respect to the principal of or interest on the Certificates, with respect to any notice which is permitted or required to be given to owners of Certificates under this resolution, with respect to the selection by DTC or any

Participant of any person to receive payment in the event of a partial redemption of the Certificates, or with respect to any consent given or other action taken by DTC as registered owner of the Certificates. So long as any Certificate is registered in the name of Cede & Co., as nominee of DTC, the Registrar shall pay all principal of and interest on such Certificate, and shall give all notices with respect to such Certificate, only to Cede & Co. in accordance with DTC's Operational Arrangements, and all such payments shall be valid and effective to fully satisfy and discharge the District's obligations with respect to the principal of and interest on the Certificates to the extent of the sum or sums so paid. No person other than DTC shall receive an authenticated Certificate for each separate stated maturity evidencing the obligation of the District to make payments of principal and interest. Upon delivery by DTC to the Registrar of written notice to the effect that DTC has determined to substitute a new nominee in place of Cede & Co., the Certificates will be transferable to such new nominee in accordance with paragraph (e) hereof.

(c) In the event the District determines that it is in the best interest of the Beneficial Owners that they be able to obtain Certificates in the form of bond certificates, the District may notify DTC and the Registrar, whereupon DTC shall notify the Participants of the availability through DTC of Certificates in the form of certificates. In such event, the Certificates will be transferable in accordance with paragraph (e) hereof. DTC may determine to discontinue providing its services with respect to the Certificates at any time by giving notice to the District and the Registrar and discharging its responsibilities with respect thereto under applicable law. In such event the Certificates will be transferable in accordance with paragraph (e) hereof.

(d) The execution and delivery of the Representation Letter to DTC by the President or Clerk is hereby authorized and directed.

(e) In the event that any transfer or exchange of Certificates is permitted under paragraph (b) or (c) hereof, such transfer or exchange shall be accomplished upon receipt by the Registrar of the Certificates to be transferred or exchanged and appropriate instruments of transfer to the permitted transferee in accordance with the provisions of this resolution. In the event Certificates in the form of certificates are issued to owners other than Cede & Co., its successor as nominee for DTC as owner of all the Certificates, or another securities depository as owner of all the Certificates, the provisions of this resolution shall also apply to all matters relating thereto, including, without limitation, the printing of such Certificates in the form of bond certificates and the method of payment of principal of and interest on such Certificates in the form of bond certificates.

**SECTION 7. EXECUTION AND DELIVERY.** The Certificates shall be executed by the signatures of the Chairperson and the Clerk, provided that such signatures may be printed, engraved or lithographed facsimiles thereof. Notwithstanding such execution, no Certificate shall be valid or obligatory for any purpose or entitled to any security or benefit under this resolution unless and until a certificate of authentication on such Certificate has been duly executed by the manual signature of an authorized representative of the Registrar. Certificates of authentication on different Certificates need not be signed by the same representative. The executed certificate of authentication on each Certificate shall be conclusive evidence that it has been authenticated and delivered under this resolution. When the Certificates have been fully executed and authenticated, they shall be delivered to the Purchaser upon receipt of payment of

the purchase price, including accrued interest to the date of delivery. The Purchaser shall not be required to see to the application of the proceeds of the Certificates.

SECTION 8. FORM OF CERTIFICATES. The Certificates shall be prepared in substantially the following form:

UNITED STATES OF AMERICA  
STATE OF MINNESOTA  
HENNEPIN, COUNTY

INTERMEDIATE SCHOOL DISTRICT NO. 287

AID ANTICIPATION  
CERTIFICATE OF INDEBTEDNESS, SERIES 2009B

R-1 \$4,895,000

<u>Interest Rate</u>	<u>Maturity Date</u>	<u>Date of Original Issue</u>	<u>CUSIP No.</u>
%	September 30, 2010	October 29, 2009	

REGISTERED OWNER: CEDE & CO.

PRINCIPAL AMOUNT: FOUR MILLION EIGHT HUNDRED NINETY FIVE THOUSAND DOLLARS

Intermediate School District No. 287, in Hennepin County, State of Minnesota (the School District), a duly organized and existing Intermediate school district, hereby acknowledges itself to be indebted and for value received, hereby promises to pay to the registered owner named above, or registered assigns, the principal amount specified above, on the maturity date specified above, without option of prior payment, with interest thereon at the rate per annum specified above, payable on the maturity date specified above, to the person in whose name this Certificate is registered at the close of business on the date which is 15 days prior to the maturity date specified above (whether or not a business day) upon presentation and surrender of this Certificate. The interest hereon and, upon presentation and surrender hereof at the principal office of the Registrar described below, the principal hereof, are payable in lawful money of the United States of America by check or draft drawn on Wells Fargo Bank, National Association, Minneapolis, Minnesota, as bond registrar, transfer agent and paying agent, or its successor designated under the Resolution described herein (the Registrar). For the prompt and full payment of the principal and interest as the same become due, the full faith and credit and taxing powers of the School District have been and are hereby irrevocably pledged.

This Certificate is one of an issue in the aggregate principal amount of \$4,895,000, issued pursuant to and in accordance with the Constitution and laws of the State of Minnesota thereunto enabling, including Minnesota Statutes, Sections 126C.50 through 126C.56, and pursuant to a resolution duly adopted by the School Board of the School District on October 8, 2009 (the Resolution), for the purpose of anticipating receipt of certain unpaid state aids for schools receivable by the School District for the school year in which this Certificate is issued.

**THE CERTIFICATES ARE NOT GENERAL OBLIGATIONS OF THE DISTRICT OR ANY MEMBER SCHOOL DISTRICT AND THE FULL FAITH AND CREDIT AND AD VALOREM TAXING POWERS OF THE DISTRICT AND ALL MEMBER SCHOOL DISTRICTS ARE NOT PLEDGED TO THE PAYMENT OF PRINCIPAL THEREOF OR INTEREST THEREON.**

The Certificates are issuable only in fully registered form, in denominations of \$5,000 or any integral multiple thereof.

The Certificates have been designated by the District as “qualified tax exempt obligations” pursuant to Section 265(b)(3) of the Internal Revenue Code of 1986, as amended.

As provided in the Resolution and subject to certain limitations set forth therein, this Certificate is transferable upon the books of the School District at the principal office of the Registrar, by the registered owner hereof in person or by the owner’s attorney duly authorized in writing upon surrender hereof together with a written instrument of transfer satisfactory to the Registrar, duly executed by the registered owner or the owner’s attorney; and may also be surrendered in exchange for Certificates of other authorized denominations. Upon such transfer or exchange, the School District will cause a new Certificate or Certificates to be issued in the name of the transferee or registered owner, of the same aggregate principal amount, bearing interest at the same rate and maturing on the same date, subject to reimbursement for any tax, fee or governmental charge required to be paid with respect to such transfer or exchange.

The School District and the Registrar may deem and treat the person in whose name this Certificate is registered as the absolute owner hereof, whether this Certificate is overdue or not, for the purpose of receiving payment and for all other purposes, and neither the School District nor the Registrar shall be affected by any notice to the contrary.

Notwithstanding any other provisions of this Certificate, so long as this Certificate is registered in the name of Cede & Co., as nominee of The Depository Trust Company, or in the name of any other nominee of The Depository Trust Company or other securities depository, the Registrar shall pay all principal of and interest on this Certificate, and shall give all notices with respect to this Certificate, only to Cede & Co. or other nominee in accordance with the operational arrangements of The Depository Trust Company or other securities depository as agreed to by the District.

IT IS HEREBY CERTIFIED, RECITED, COVENANTED AND AGREED that all acts, conditions and things required by law to be done, to exist, to happen and to be performed precedent to and in the issuance of this Certificate in order to make it a valid and binding special obligation of the School District according to its terms have been done, have happened, do exist and have been performed in regular and due form, time and manner as required by law; and that the issuance of this Certificate does not cause the indebtedness of the School District to exceed any constitutional or statutory limitation.

This Certificate shall not be valid or become obligatory for any purpose or be entitled to any security or benefit under the Resolution until the Certificate of Authentication hereon shall have been executed by the Registrar by manual signature of one of its authorized representatives.

IN WITNESS WHEREOF, Intermediate School District No. 287, Minnesota, by its School Board, has caused this Certificate to be executed by the signatures of the Chairperson of the School Board and the Clerk.

Clerk

INTERMEDIATE SCHOOL DISTRICT  
NO. 287, MINNESOTA

Chairperson of the School Board

CERTIFICATE OF AUTHENTICATION

This is one of the Certificates delivered pursuant to the Resolution mentioned within.

Date of Authentication: \_\_\_\_\_

WELLS FARGO BANK, NATIONAL ASSOCIATION, as Registrar

By \_\_\_\_\_  
Authorized Representative

\_\_\_\_\_

The following abbreviations, when used in the inscription on the face of this Certificate, shall be construed as though they were written out in full according to the applicable laws or regulations:

TEN COM - as tenants in common

UTMA . . . . . as Custodian for . . . . .  
(Cust) (Minor)

TEN ENT - as tenants by entireties

under Uniform Transfers to Minors Act . . .  
(State)

JT TEN - as joint tenants with right of survivorship  
and not as tenants in common

Additional abbreviations may also be used though not in the above list.

\_\_\_\_\_

ASSIGNMENT

For value received, the undersigned hereby sells, assigns and transfers unto \_\_\_\_\_ the within Certificate and all rights thereunder, and does hereby irrevocably constitute and appoint \_\_\_\_\_ attorney to transfer the said Certificate on the books kept for registration of the within Certificate, with full power of substitution in the premises.

Dated: \_\_\_\_\_

NOTICE: The assignor's signature to this assignment must correspond with the name as it appears upon the face of the within Certificate in every particular, without alteration or enlargement or any change whatsoever.

Signature Guaranteed: \_\_\_\_\_

Signature(s) must be guaranteed by an “eligible guarantor institution” meeting the requirements of the Registrar, which requirements include membership or participation in STAMP or such other “signature guaranty program” as may be determined by the Registrar in addition to or in substitution for STAMP, all in accordance with the Securities Exchange Act of 1934, as amended.

PLEASE INSERT SOCIAL SECURITY OR OTHER IDENTIFYING NUMBER OF ASSIGNEE: \_\_\_\_\_

[end of certificate form]

SECTION 9. USE OF PROCEEDS. The proceeds of the Certificates shall be deposited in the Operating Funds of the District and shall be used solely to pay claims duly approved and allowed with respect to current operating expenses of the kinds and within the amounts provided in the official budget of the District. Such proceeds shall be recorded as liabilities of such funds, pursuant to Minnesota Statutes, Section 123B.78.

SECTION 10. DEBT SERVICE FUND. An Aid Anticipation Certificates of Indebtedness, Series 2009B Debt Service Fund (the Debt Service Fund) shall be created for the repayment of the principal of and interest on the Certificates and shall be maintained by the School District Treasurer separate and apart from all other funds of the District. There shall be credited to the Debt Service Fund any amount in excess of \$4,877,868.00 received by the District in the sale of the Certificates. At such time as state aids for schools distributable to the District for the current school year, receipts of which are to be recorded as assets of the Operating Funds of the District pursuant to the Uniform Financial Accounting and Reporting System for Minnesota school districts, and which remain to be received, are in the amount of 105% of the principal and interest due on the Certificates issued to fund the deposit to the Operating Funds, on their maturity date, there shall be deposited in the Debt Service Fund all subsequent receipts of such aids or other moneys of the District legally available therefor, until the balance in the Debt Service Fund is sufficient to pay all principal and interest due on the Certificates at maturity. The Certificates are not general obligations of the District or any member school district and the full faith and credit and ad valorem taxing powers of the District and all member school districts are not pledged to the payment of principal thereof or interest thereon.

SECTION 11. TAX COVENANTS AND ARBITRAGE MATTERS.

11.01. Restrictive Action. The District covenants and agrees with the owners from time to time of the Certificates that it will not take, or permit to be taken by any of its officers, employees or agents, any action which would cause the interest on the Certificates to become includible in gross income for federal income tax purposes under the Internal Revenue Code of 1986, as amended (the Code), and applicable Treasury Regulations (the Regulations), and covenants to take any and all actions within its powers to ensure that the interest on the Certificates will not become includible in gross income for federal income tax purposes under the Code and the Regulations.

11.02. Statement of Capital Expenditures and Arbitrage Certificate. The Board estimates that the principal amount of the Certificates does not exceed (i) the largest amount by which

working capital expenditures in the Operating Funds of the District exceed available amounts for payment thereof during the period for which such aids are anticipated and during which the Certificates will be outstanding, and (ii) the amount of a working capital reserve equal to five percent of the District's working capital expenditures in the Operating Funds for the prior fiscal year, all as contemplated by the Regulations. The District Treasurer is directed to prepare a statement of estimated capital expenditures during the period for which such aids and other funds are anticipated and during which the Certificates will be outstanding for the purpose of verifying the correctness of this estimate. In the event that such statement does not verify such estimate, the principal amount of the Certificates shall be reduced to such amount as will not exceed the amount permitted by the Regulations. Prior to the issuance of the Certificates, the Chairperson and the Clerk, being the officers of the District charged with the responsibility for issuing the Certificates pursuant to this resolution, shall execute and deliver to the Purchaser a certificate as contemplated by the Regulations stating the facts, estimates and circumstances in existence on the date of issuance and delivery of the Certificates which indicate that the proceeds of the Certificates will not be used in a manner that would cause the Certificates to be "arbitrage bonds" within the meaning of the Code and Regulations.

11.03. Arbitrage Rebate. The District acknowledges that the Certificates are subject to the rebate requirements of Section 148(f) of the Code. The District covenants and agrees to retain such records, make such determinations, file such reports and documents and pay such amounts at such times as are required under Section 148(f) and applicable Regulations to preserve the exclusion of interest on the Certificates from gross income for federal income tax purposes, unless the Certificates qualify for an exception from the rebate requirement pursuant to one of the spending exceptions set forth in Section 1.148-7 of the Regulations and no "gross proceeds" of the Certificates (other than amounts constituting a "bona fide debt service fund") arise during or after the expenditure of the original proceeds thereof.

11.04. Qualified Tax-Exempt Obligations. The District hereby designates the Certificates as "qualified tax-exempt obligations" for purposes of Section 265(b)(3) of the Code relating to the disallowance of interest expense for financial institutions, and hereby finds that the reasonably anticipated amount of tax-exempt obligations, other than private activity bonds, which will be issued by the District and all subordinate entities during calendar year 2009 does not exceed \$30,000,000.

## SECTION 12. CERTIFICATION OF PROCEEDINGS.

12.01. County Auditor's Registration. The Clerk is hereby authorized and directed to file a certified copy of this resolution with the County Auditor of Hennepin County and to obtain from the County Auditor a certificate that the Certificates have been duly entered upon the bond register as required by law.

12.02. Proceedings. The officers of the District and the County Auditor are hereby authorized to furnish to the Purchaser and to Dorsey & Whitney LLP, the attorneys approving the legality of the issuance of the Certificates, certified copies of any resolution of the District relating thereto, and such certificates and affidavits as to other matters appearing in their official records or otherwise known to them as may be reasonably required to evidence the legality and marketability of the Certificates. All such certified copies, certificates and affidavits, including

any heretofore furnished, shall be deemed to constitute representations and recitals of the District as to the correctness of all statements contained therein.

12.03. Official Statement. The Preliminary Official Statement relating to the Certificates, dated September 28, 2009, prepared and distributed by Springsted Incorporated, financial advisor to the District, is hereby approved and the officers of the District are hereby authorized in connection with the delivery of the Certificates to sign such certificates as may be necessary with respect to the accuracy and completeness of the Official Statement.

SECTION 13. CONTINUING DISCLOSURE. The following undertakings are assumed by the District with respect to the Certificates.

(a) Rule 15c2-12; Limited Exemption.

(i) Background. The Securities and Exchange Commission (the SEC) has promulgated amendments to Rule 15c2-12 under the Securities Exchange Act of 1934 (17 C.F.R. § 240.15c2-12) (as in effect and interpreted from time to time, the Rule) which govern the obligations of certain underwriters to require that issuers of municipal securities enter into agreements for the benefit of holders of the municipal securities to provide continuing disclosure with respect to the securities.

(ii) Applicability of the Rule. This Board hereby finds, determines and declares that the Certificates are exempt from the application of paragraph (b)(5) of the Rule by reason of the exemption granted in paragraph (d)(3) thereof. The exemption from the Rule for the Certificates is conditioned upon the District agreeing to provide certain continuing disclosure as hereinafter provided.

(b) Purpose and Beneficiaries.

(i) Covenant. To provide for the public availability of certain information relating to the Certificates and the security therefor and to permit underwriters of the Certificates to comply with the Rule, which will enhance the marketability of the Certificates, the District hereby makes the covenants and agreements contained in this Undertaking for the benefit of the Owners (as hereinafter defined) from time to time of the Outstanding Certificates.

(ii) Enforcement of Undertaking. If the District fails to comply with any provisions of this Undertaking, any person aggrieved thereby, including the Owners of any Outstanding Certificates, may take whatever action at law or in equity may appear necessary or appropriate to enforce performance and observance of any agreement or covenant contained in this Undertaking. Direct, indirect, consequential and punitive damages shall not be recoverable for any default hereunder to the extent permitted by law. Notwithstanding anything to the contrary contained herein, in no event shall a default under this Undertaking constitute a default under the Certificates or under any other provision of this resolution.

(iii) Definition of "Owner". As used in this Undertaking, Owner or Certificateowner means, in respect of a Certificate, the registered owner or owners thereof appearing in the bond register maintained by the Registrar or any Beneficial Owner (as hereinafter defined)

thereof, if such Beneficial Owner provides to the Registrar evidence of such beneficial ownership in form and substance reasonably satisfactory to the Registrar.

“Beneficial Owner” means, in respect of a Certificate, any person or entity which:

- (A) has the power, directly or indirectly, to vote or consent with respect to, or to dispose of ownership of, such Certificate (including persons or entities holding Certificates through nominees, depositories or other intermediaries), or
- (B) is treated as the owner of the Certificate for federal income tax purposes.

(c) Information To Be Disclosed. The District will provide, either directly or indirectly through an agent designated by the District, in a timely manner, to the Municipal Securities Rulemaking Board (the MSRB), in an electronic format as prescribed by the MSRB from time to time, notice of the occurrence of any of the following events which is a Material Fact (as hereinafter defined):

- (A) principal and interest payment delinquencies;
- (B) non-payment related defaults;
- (C) unscheduled draws on debt service reserves reflecting financial difficulties;
- (D) unscheduled draws on credit enhancements reflecting financial difficulties;
- (E) substitution of credit or liquidity providers, or their failure to perform;
- (F) adverse tax opinions or events affecting the tax-exempt status of the security;
- (G) modifications to rights of security holders;
- (H) bond calls;
- (I) defeasances;
- (J) release, substitution, or sale of property securing repayment of the securities; and
- (K) rating changes.

A “Material Fact” is a fact as to which a substantial likelihood exists that a reasonably prudent investor would attach importance thereto in deciding to buy, hold or sell a Certificate or, if not disclosed, would significantly alter the total information otherwise available to an investor from the Official Statement, information disclosed hereunder or information generally available to the public. Notwithstanding the foregoing sentence, a Material Fact is also an event that would be deemed “material” for purposes of the purchase, holding or sale of a Certificate within the meaning of applicable federal securities laws, as interpreted at the time of discovery of the occurrence of the event.

(d) Term; Amendments and Interpretation.

(i) Term of this Undertaking; Termination. The covenants of the District in this Undertaking shall remain in effect so long as any Certificates are Outstanding. Notwithstanding the preceding sentence, however, the obligations of the District under this Undertaking shall terminate and be without further effect as of any date on which the District delivers to the Registrar an opinion of Bond Counsel to the effect that, because of legislative action or final judicial or administrative actions or proceedings, the failure of the District to comply with the requirements of this Undertaking will not cause participating underwriters in the primary offering of the Certificates to be in violation of the Rule or other applicable

requirements of the Securities Exchange Act of 1934, as amended, or any statutes or laws successory thereto or amendatory thereof.

(ii) Amendments. This Undertaking may be amended or supplemented by the District from time to time, without notice to or the consent of the Owners of any Certificates, by a resolution of this Board filed in the office of the recording officer of the District accompanied by an opinion of Bond Counsel, who may rely on certificates of the District and others and the opinion may be subject to customary qualifications, to the effect that:

(a) such amendment or supplement:

(1) is made in connection with a change in circumstances that arises from a change in law or regulation or a change in the identity, nature or status of the District or the type of operations conducted by the District, or

(2) is required by, or better complies with, the provisions of paragraph (d)(3) of the Rule;

(b) this Undertaking as so amended or supplemented would have complied with the requirements of paragraph (d)(3) of the Rule at the time of the primary offering of the Certificates, giving effect to any change in circumstances applicable under clause (a)(1) and assuming that the Rule as in effect and interpreted at the time of the amendment or supplement was in effect at the time of the primary offering; and

(c) such amendment or supplement does not materially impair the interests of the Certificateowners under the Rule.

(iii) Interpretation. This Undertaking is entered into to comply with, and should be construed so as to satisfy the requirements of, paragraph (d)(3) of the Rule.

Upon vote being taken thereon, the following voted in favor thereof:

and the following voted against the same:

whereupon the resolution was declared duly passed and adopted.



New Issue: **Plymouth Intermediate School District 287, MN**

**MOODY'S ASSIGNS MIG 2 RATING TO PLYMOUTH INTERMEDIATE SCHOOL DISTRICT NO. 287 (MN) \$4.9 MILLION AID ANTICIPATION CERTIFICATES OF INDEBTEDNESS, SERIES 2009B**

Primary & Secondary Education  
MN

**Moody's Rating**

<b>ISSUE</b>	<b>RATING</b>
Aid Anticipation Certificates of Indebtedness, Series 2009B	MIG 2
<b>Sale Amount</b>	
\$4,895,000	
<b>Expected Sale Date</b>	
10/08/09	
<b>Rating Description</b>	
Short Term Certificates of Indebtedness	

**Opinion**

NEW YORK, Oct 8, 2009 -- Moody's Investors Service has assigned a MIG 2 rating to the Plymouth Intermediate School District No. 287 (MN) Aid Anticipation Certificates of Indebtedness, Series 2009B. Proceeds of the current issue will provide operating funds for the district's cash flow needs in anticipation of special education tuition revenues to be received by the district from the State of Minnesota (general obligation rated Aa1/stable outlook). A negotiated sale is planned. Assignment of the MIG 2 rating reflects the district's role as a provider of special education and other essential services for numerous independent school districts; narrow cash position; and limited revenue raising ability. The MIG 2 rating also incorporates the current issue's relatively weak legal provisions and the sound general obligation credit characteristics of the majority of the member districts.

**INTERMEDIATE SCHOOL DISTRICT PROVIDES SPECIAL EDUCATION AND OTHER ESSENTIAL PROGRAMMING FOR MULTIPLE INDEPENDENT DISTRICTS**

Established in 1967, ISD 287 provides vocational, technical, and special education programs to students from numerous Minnesota school districts, primarily those located in Hennepin County (general obligation rated Aaa/stable outlook). ISD 287 membership consists of 13 districts: Hopkins Independent School District No. 270 (A2); Bloomington Independent School District No. 271 (Aa2); Eden Prairie Independent School District No. 272 (Aa2); Edina Independent School District No. 273 (Aa1); Minnetonka Independent School District No. 276 (Aa1); Westonka Independent School District No. 277 (not rated); Orono Independent School District No. 278 (Aa3); Osseo Independent School District No. 279 (Aa2); Richfield Independent School District No. 280 (not rated); Robbinsdale Independent School District No. 281 (A1); St. Louis Park Independent School District No. 283 (A2); Wayzata Independent School District No. 284 (Aa1); and Brooklyn Center Independent School District No. 286 (Baa2). A representative from each of the 13 member districts serves on the board of ISD 287. In addition, students from non-member districts attend ISD 287, with Minneapolis Special School District No. 1 (Aa3) and Anoka-Hennepin Independent School District No. 11 (Aa3) representing the largest share of students from non-member districts. Moody's believes that ISD 287 provides essential services to member districts that may lack the resources

to provide special education and other educational programs.

#### NARROW CASH POSITION; LIMITED REVENUE RAISING ABILITY

ISD 287 has no taxing authority, which Moody's believes significantly limits its revenue raising flexibility. More than 90% of ISD 287 General Fund revenues are derived from tuition payments for special education and other programs. Prior to fiscal 2009, ISD 287 received special education tuition payments directly from independent school districts. Beginning in fiscal 2009, the state pays ISD 287 directly for special education tuition on behalf of the independent districts. Special education tuition represents roughly half of ISD 287 General Fund revenues. Program revenues for non-special education services provided by ISD 287 continue to be paid directly from the independent districts.

Because an increased percentage of ISD 287 operating revenues are now paid by the state, the district is impacted by the state's recent shift in payments to school districts. In response to state budget pressures, the state has reduced the percentage of a district's annual revenues that are paid in the current fiscal year to 73% from 90%. The remaining 27% of aid will be paid to districts in the subsequent fiscal year. The need for ISD 287 to issue aid anticipation certificates reflects both the narrow cash position of the district and the delayed receipt of special education revenues from the state. The maximum amount that each Minnesota school district (including ISD 287) may borrow equals the lesser of: (1) 75% of the certified state aid to be received by the district in the current fiscal year, or (2) the lowest projected cash balance (or greatest deficit balance) of a district for the current fiscal year, plus 5% of the district's previous fiscal year's cash expenditures. The current issue represents the maximum allowable amount that can be borrowed by ISD 287 in the current fiscal year. Favorably, the size of the current issue (\$4.9 million) is nominal in comparison to ISD 287 annual operating revenues (\$59.2 million in fiscal 2008).

Principal and interest on the current issue is secured solely by the state general education aid and state special education aid that is due to ISD 287 from the state in fiscal 2010. The state has certified that the district is to receive \$26.8 million for fiscal 2010, although due to the aforementioned shift in state aid payments, ISD 287 is scheduled to receive 73% (\$20.0 million) on a monthly basis during the current fiscal year ending June 30, 2010, with the remainder to be received in the first quarter of fiscal 2011. The district's projected cash balance after note repayment (\$481,000) is just 1% of projected annual operating revenues. Moody's assignment of the MIG 2 rating reflects this narrow cash position.

#### CURRENT ISSUE CHARACTERIZED BY RELATIVELY WEAK LEGAL PROVISIONS

Moody's believes that the legal provisions of the current issue are relatively weak and provide limited security to investors. Unlike other cash flow borrowings of Minnesota school districts, the current issue is not secured by the State of Minnesota Credit Enhancement (MSDE) program. Debt service on the current issue is also not secured by the general obligation unlimited tax pledge of the 13 member districts. The \$26.8 million in certified state aid for fiscal 2010 is the only legally pledged source of repayment for the current issue, although ISD 287 officials have expressed their intent to make debt service payments from other available funds if pledged revenues are insufficient. At the close of fiscal 2008, ISD 287 had approximately \$2.9 million in its unreserved General Fund balance.

Another risk to investors is that the district is not required to set aside monies in a separate, segregated account by a specific date in advance of maturity. On the note maturity date of September 30, 2010, the district is required have 105% of debt service maintained in a separate account, which it then must transfer to the paying agent (Wells Fargo Bank, NA, senior unsecured rated Aa2/stable outlook). However, the district is not required to deposit any portion of the principal and interest payment in a separate fund on a specific date prior to September 30, 2010. Additionally, the district is not required to transfer funds for debt service to Wells Fargo prior to September 30. (Debt service payments for aid anticipation notes that are secured by the MSDE program must be received by the paying agent 3 days in advance of debt service.) The current issue does not have a trustee. The absence of the requirement to segregate a specific amount of debt service funds by a specific date in advance of the maturity date represents a risk to investors that is reflected in the MIG 2 rating.

#### MAJORITY OF MEMBER DISTRICTS ENJOY STRONG CREDIT FUNDAMENTALS

The majority of the 13 member school districts of ISD 287 have strong general obligation ratings and sound credit fundamentals. Although the current issue is not secured by the general obligation unlimited tax pledges of the member districts, nor are the districts legally responsible for repayment of the current notes, the districts directly provide a significant portion of ISD 287 General Fund revenues (in addition to special education tuition that is provided directly by the state on behalf of the districts). The majority of the member districts are located in the relatively affluent communities in the western portion of the Twin Cities Metropolitan Area. Moody's believes that despite recent valuation declines and increased unemployment, the regional economy will remain healthy in the long run due to the presence of significant government, health care, educational, and corporate components that provide a measure of insulation from severe economic downturn. Minnesota school districts are highly dependent on the state for operating revenues, and fiscal shortfalls at the state level are expected to continue to impact the timing of payments to school districts in upcoming fiscal years. However, the majority of the member districts maintain satisfactory General Fund reserves, which Moody's expects will support the maintenance of the districts' credit quality despite state aid pressures.

## KEY STATISTICS

ISD 287 district estimated population: 731,617

ISD 287 fiscal 2010 total enrollment: 10,238

ISD 287 2008 full value: \$104.4 billion

Hennepin County 1999 per capita income: \$28,789 (133% of US)

Hennepin County 1999 median family income: \$65,985 (132% of US)

Hennepin County 2000 median home value: \$143,400 (120% of US)

ISD 287 fiscal 2008 General Fund balance: \$5.5 million (9% of General Fund revenues)

ISD 287 direct debt as % of full value: 0.05%

ISD 287 overall debt as % of full value: 2.21%

## RATING METHODOLOGIES USED AND LAST RATING ACTION TAKEN

The principal methodology used in rating this issue was "Short Term Cash Flow Notes," which can be found at [www.moodys.com](http://www.moodys.com) in the Ratings Methodologies subdirectory under the Research & Ratings tab. Other methodologies and factors that may have been considered in the process of rating this issue can also be found in the Rating Methodologies subdirectory on the Moody's website.

The last rating action with respect to the Plymouth Intermediate School District No. 287 (MN) was on June 30, 2009, when an initial Aa3 rating was assigned to the district's Refunding Certificates of Participation, Series 2009A.

## Analysts

Rachel Cortez  
Analyst  
Public Finance Group  
Moody's Investors Service

Nora Wittstruck  
Backup Analyst  
Public Finance Group  
Moody's Investors Service

Henrietta Chang  
Senior Credit Officer  
Public Finance Group  
Moody's Investors Service

## Contacts

Journalists: (212) 553-0376  
Research Clients: (212) 553-1653

---

**CREDIT RATINGS ARE MOODY'S INVESTORS SERVICE, INC.'S (MIS) CURRENT OPINIONS OF THE RELATIVE FUTURE CREDIT RISK OF ENTITIES, CREDIT COMMITMENTS, OR DEBT OR DEBT-LIKE SECURITIES. MIS DEFINES CREDIT RISK AS THE RISK THAT AN ENTITY MAY NOT MEET ITS CONTRACTUAL, FINANCIAL OBLIGATIONS AS THEY COME DUE AND ANY ESTIMATED FINANCIAL LOSS IN THE EVENT OF DEFAULT. CREDIT RATINGS DO NOT ADDRESS ANY OTHER RISK, INCLUDING BUT NOT LIMITED TO: LIQUIDITY RISK, MARKET VALUE RISK, OR PRICE VOLATILITY. CREDIT RATINGS ARE NOT STATEMENTS OF CURRENT OR HISTORICAL FACT. CREDIT RATINGS DO NOT CONSTITUTE INVESTMENT OR FINANCIAL ADVICE, AND CREDIT RATINGS ARE NOT RECOMMENDATIONS TO PURCHASE, SELL, OR HOLD PARTICULAR SECURITIES. CREDIT RATINGS DO NOT COMMENT ON THE SUITABILITY OF AN INVESTMENT FOR ANY PARTICULAR INVESTOR. MIS ISSUES ITS CREDIT RATINGS WITH THE EXPECTATION AND UNDERSTANDING THAT EACH INVESTOR WILL MAKE ITS OWN STUDY AND EVALUATION OF EACH SECURITY THAT IS UNDER CONSIDERATION FOR PURCHASE, HOLDING, OR SALE.**

© Copyright 2009, Moody's Investors Service, Inc. and/or its licensors including Moody's Assurance Company, Inc. (together, "MOODY'S"). All rights reserved.

ALL INFORMATION CONTAINED HEREIN IS PROTECTED BY COPYRIGHT LAW AND NONE OF SUCH INFORMATION MAY BE COPIED OR OTHERWISE REPRODUCED, REPACKAGED, FURTHER TRANSMITTED, TRANSFERRED, DISSEMINATED, REDISTRIBUTED OR RESOLD, OR STORED FOR SUBSEQUENT USE FOR ANY SUCH PURPOSE, IN WHOLE OR IN PART, IN ANY FORM OR MANNER OR BY ANY MEANS WHATSOEVER, BY ANY PERSON WITHOUT MOODY'S PRIOR WRITTEN CONSENT. All information contained herein is obtained by MOODY'S from sources believed by it to be accurate and reliable. Because of the possibility of human or mechanical error as well as other factors, however, such information is provided "as is" without warranty of any kind and MOODY'S, in particular, makes no representation or warranty, express or implied, as to the accuracy, timeliness, completeness, merchantability or fitness for any particular purpose of any such information. Under no circumstances shall MOODY'S have any liability to any person or entity for (a) any loss or damage in whole or in part caused by, resulting from, or relating to, any error (negligent or otherwise) or other circumstance or contingency within or outside the control of MOODY'S or any of its directors, officers, employees or agents in connection with the procurement, collection, compilation, analysis, interpretation, communication, publication or delivery of any such information, or (b) any direct, indirect, special, consequential, compensatory or incidental damages whatsoever (including without limitation, lost profits), even if MOODY'S is advised in advance of the possibility of such damages, resulting from the use of or inability to use, any such information. The credit ratings and financial reporting analysis observations, if any, constituting part of the information contained herein are, and must be construed solely as, statements of opinion and not statements of fact or recommendations to purchase, sell or hold any securities. NO WARRANTY, EXPRESS OR IMPLIED, AS TO THE ACCURACY, TIMELINESS, COMPLETENESS, MERCHANTABILITY OR FITNESS FOR ANY PARTICULAR PURPOSE OF ANY SUCH RATING OR OTHER OPINION OR INFORMATION IS GIVEN OR MADE BY MOODY'S IN ANY FORM OR MANNER WHATSOEVER. Each rating or other opinion must be weighed solely as one factor in any investment decision made by or on behalf of any user of the information contained herein, and each such user must accordingly make its own study and evaluation of each security and of each issuer and guarantor of, and each provider of credit support for, each security that it may consider purchasing, holding or selling.

MOODY'S hereby discloses that most issuers of debt securities (including corporate and municipal bonds, debentures, notes and commercial paper) and preferred stock rated by MOODY'S have, prior to assignment of any rating, agreed to pay to MOODY'S for appraisal and rating services rendered by it fees ranging from \$1,500 to approximately \$2,400,000. Moody's Corporation (MCO) and its wholly-owned credit rating agency subsidiary, Moody's Investors Service (MIS), also maintain policies and procedures to address the independence of MIS's ratings and rating processes. Information regarding certain affiliations that may exist between directors of MCO and rated entities, and between entities who hold ratings from MIS and have also publicly reported to the SEC an ownership interest in MCO of more than 5%, is posted annually on Moody's website at [www.moody.com](http://www.moody.com) under the heading "Shareholder Relations - Corporate Governance - Director and Shareholder Affiliation Policy."

**From:** Sally Johnson [mailto:[sally.restor@gmail.com](mailto:sally.restor@gmail.com)]  
**Sent:** Friday, October 02, 2009 10:46 AM  
**To:** Kristi T Bergstrom; Max A. Carruth  
**Cc:** Sandra L Lewandowski; Laura Keller Gautsch; Restor  
**Subject:** Sam Johnson at Edgewood!

Dear Kristi,

I am writing to inform you of the wonderful experience my son, Sam, is having at Edgewood school. As you know, this is his first year at Edgewood and we were concerned about his making the transition from Hosterman. I am so pleased to report that he is thriving at Edgewood in every way.

To start, I received a phone call from Sam's social worker earlier this week. She made a visit to Edgewood to check on Sam and reported that he was happy, appeared healthy, full of smiles and had an air of real contentment about him. In fact, she went so far as to say she had never seen Sam in such a "good place", physically and/or mentally. She thought he exhibited a real connection to Max, his new teacher. She left Edgewood knowing we had made a smart decision by Sam.

Secondly, our group home has responded that Sam is relaxed and happy getting off the bus in the afternoon and eager to get on the bus for school in the mornings. They have also reported lots of giggles and contentedness from Sam thus far this school year. When the group home staff mentions Max's name, Sam has big smiles and laughs--thank you Max for doing all you do for Sam and the other students! In addition, the group home reported that Sam actually likes his bus driver and aide and that his transportation has run smoothly since the start of school. Wow--I don't even know what to say about that!

I've had nice, detailed emails from Max and Kristi about Sam's first days at school and I have to say I am really impressed. Great communicators and great educators--we are so lucky to have Sam at Edgewood.

On behalf of our family, I wanted to say thank you for making these past few weeks so wonderful for Sam, and as a result, for us. We are looking forward to a great year at Edgewood.

Sincerely,

Sally and Restor Johnson  
952-546-6924

## School Board Planning Calendar 2009

1 <sup>st</sup> Meeting of the Month	2 <sup>nd</sup> Meeting of the Month
<i>Only one Board meeting this month!</i>	<b>JULY 23, 2009</b> Financial Report June Legislative Session Review & Implications for District Operations C-Train Update
<i>Only one Board meeting this month!</i>	<b>AUGUST 27, 2009</b> Financial Report July EBD Presentation (Laura Keller-Gautsch – 15 minutes) Report on Crisis Planning (Michelle Axell – 10 minutes) Approval of Cash Flow Borrowing Resolution School Start Up Program Report “Top 5 Things Board Members Should Know About the Start of School”. (Colleen, Laura, and Jane)
<b>SEPTEMBER 10, 2009</b> Superintendent Goals Closed Session on Negotiation	<b>SEPTEMBER 24, 2009</b> Financial Report August PLC’s Instructional Report - Student Achievement & Measurement of Progress (will include AYP). (Jane & Laura) Resolution Authorizing 287 to purchase Edgewood (Don Lifto may come to Board Meeting)
<b>OCTOBER 8, 2009</b> Prior Year Agenda Review Strategic Plan – Role of the School Board (Steven Barone)	<b>OCTOBER 22, 2009</b> Financial Report September Strategic Plan Update MSTA – Instructional Report
<b>NOVEMBER 12, 2009</b> <i>(Only one Board meeting this month!)</i>	
Financial Report October Facilities Management Update Legislative Initiatives & White Paper Review	Prior Year Unaudited Fund Balance Report OPEB Reporting & Funding C-Train Report (Written Report)
<b>DECEMBER 10, 2009</b> <i>(Only one Board meeting this month!)</i>	
Financial Report November Facilities Management Update - Energy Audit Restraints and Seclusion – Instructional Report	Prior Year Audit Review

# School Board Planning Calendar 2010

**\*\*Proposed Dates\*\***

1 <sup>st</sup> Meeting of the Month	2 <sup>nd</sup> Meeting of the Month
<p><b>JANUARY 14, 2010</b>  <i>Organizational Meeting</i>                      ○ Oath of Office                      ○ Election of Board Officers  <i>Regular Meeting</i>                      Transition DHH – Kelsey Dahl                      (Instructional Report – Greta Palmben)</p>	<p><b>JANUARY 28, 2010</b>                      Finalize Legislative Annual Report Platform                      Strategic Plan Review &amp; Measurement Report                      Financial Report December                      Pay Equity Implementation Report (every other year)</p>
<p><b>FEBRUARY 11, 2010</b>                      FY10 Budget Revision                      FY11 Budget Assumptions                      Technology Use Policy Explanation                      Online Learning Instructional Report (Jane Holmberg)</p>	<p><b>FEBRUARY 25, 2010</b>                      Financial Report February                      Program Withdrawal Report                      Staff Reduction ULA Resolution Changes for following Year                      Facilities Management Update                      SUN – Instructional Report (Laura Keller-Gautsch)</p>
<p><b>MARCH 11, 2010</b>                      Federal Stimulus                      Efficiency Efforts Status Report                      Program Planning Projections FY11                      Financial Report January                      Capitol Improvement Recommendations                      HR–Past and Proposed Board Actions                      Tenured Permanent Staff Reduction ULA</p>	<p><b>MARCH 25, 2010</b>                      Reorganization &amp; Reductions                      Financial Report February                      Long-Term Facility Recommendation                      Program Reduction Resolution                      Professional Development Update                      Open Track – Instructional Report</p>
<p><b>APRIL 22, 2010</b>  <i>(Only one Board meeting this month!)</i></p>	
<p>Spotlight DVD Presentation                      Financial Report March                      Superintendent &amp; Board Evaluation Update</p>	<p>Minnesota Math and Science Teacher Academy                      Long Range Facilities Planning Presentation                      Proposed District 287 School Calendar 2010-2011</p>
<p><b>MAY 13, 2010</b>                      Food Service Report</p>	<p><b>MAY 27, 2010</b>                      Financial Report April                      Audit Open Items &amp; Requirements changes                      Staff Reduction ULA Resolution                      FY 10 Budget Revision                      Non- Tenured Non-Renewals &amp; Probationary Non-Licensed Clerical Layoffs</p>
<p><b>JUNE 10, 2010</b>                      Student Achievement in the Area of Reading                      2010-11 Budget                      Final ULA Resolution for Licensed Staff                      Board Evaluation                      MDE Monitoring in Special Education</p>	<p><b>JUNE 24, 2010</b>                      Financial Report May                      Employment Guides for Unaffiliated and Admin.                      Superintendents Evaluation Summary                      Closed Session on Negotiations using Superintendent &amp; School Board Evaluation to plan for Board Retreat outcomes.</p>

**INFORMATIONAL ITEMS TO REMEMBER:**

**Update on Wells Fargo/Richfield Addendum  
 City of Richfield Addendum to Master Plan**

**INTERMEDIATE DISTRICT 287**  
**October 8, 2009**  
**SCHOOL BOARD CALENDAR**

## October 2009

8	Thursday	General Board Meeting	6:30PM	Board Rm
20	Tuesday	<b>Hosterman Open House</b>	6:30PM	<b>Hosterman</b>
22	Thursday	General Board Meeting	6:30PM	Board Rm
22	Thursday	<b>Edgewood Open House</b>	6:30PM	<b>Edgewood</b>

## November 2009

12	Thursday	General Board Meeting	6:30PM	Board Rm
----	----------	-----------------------	--------	----------

## December 2009

10	Thursday	General Board Meeting	6:30PM	Board Rm
----	----------	-----------------------	--------	----------

**PROPOSED  
DATES**

## January 2010

14	Thursday	General Board Meeting	6:30PM	Board Rm
28	Thursday	General Board Meeting	6:30PM	Board Rm

## February 2010

11	Thursday	General Board Meeting	6:30PM	Board Rm
25	Thursday	General Board Meeting	6:30PM	Board Rm

## March 2010

11	Thursday	General Board Meeting	6:30PM	Board Rm
27	Thursday	General Board Meeting	6:30PM	Board Rm

## April 2010

20	Tuesday	<b>Hosterman Appreciation Night Parent/Guardian/Caregiver</b>	6:30PM – 8:00PM	<b>Hosterman</b>
22	Thursday	General Board Meeting	6:30PM	Board Rm

## May 2010

13	Thursday	General Board Meeting	6:30PM	Board Rm
27	Thursday	General Board Meeting	6:30PM	Board Rm

## June 2010

09	Wednesday	<b>Edgewood Graduation</b>	6:30PM	<b>HTC, North Campus</b>
10	Thursday	General Board Meeting	6:30PM	Board Rm
24	Thursday	General Board Meeting	6:30PM	Board Rm

# Intermediate District 287

RESPONSIVE. INNOVATIVE. SOLUTIONS.

CONVENER: **Linda Johnson**

FACILITATOR: **Steve Barone**

Intermediate School District 287  
Suggested Protocols:  
1-Abide by allotted timeframes  
2-Participate fully in team discussions  
3-Take care of yourself  
4-Be respectful of diverse opinions

GROUP: **District 287 School Board**

DATE: **Thursday, October 8, 2009**

TIME: **6:45 p.m. - 8:45 p.m.**

LOCATION: **DSC Boardroom**

**LONG TERM PURPOSE**  
**To ensure operational initiatives align with strategic priorities**

<b>AGENDA ITEMS</b>	<b>OUTCOME</b>	<b>TIME BUDGETED</b>	<b>ACTION</b>
1. Strategic Plan	<ul style="list-style-type: none"><li>Re-engage the Board in the content and meaning of the strategic plan.</li></ul>	30 minutes	
2. Critical Roles the Board Play	<ul style="list-style-type: none"><li>Examine the critical role the Board plays in the success of the strategic plan.</li></ul>	50 minutes	
3. Critical Role of the Board	<ul style="list-style-type: none"><li>Identify proposed action related to the Board's critical role.</li></ul>	40 minutes	

## HANDOUTS:

1. Strategic Plan 2009-2013
2. Strategic Plan Frequently Asked Questions (FAQ)
3. Strategic Plan timeline
4. Key Communicator "Our Strategic Shift"

The mission of Intermediate District 287 is to be the premier provider of innovative specialized services to ensure that each member district can meet the unique learning needs of its students.

# Responsive. Innovative. Solutions.

**STRATEGIC PLAN 2009-2013**



**Intermediate District 287**  
*Partner in Education*



## A LETTER FROM THE SUPERINTENDENT

This is an exciting time to be in the business of thinking, teaching and learning. Many of you may have seen the popular YouTube video series, “Did You Know...,” created by self-described zealot for 21<sup>st</sup> Century learning, Howie DiBlasi. One of the video’s most profound statements concludes, “We are currently preparing students for jobs that don’t yet exist, using technologies that haven’t been invented, in order to solve problems we don’t even know are problems yet.”

Clearly, this is a time that requires responsive, innovative solutions to meet the challenges facing public schools. Recognizing the immediacy of these new demands, Intermediate District 287 set out to create a new strategic plan that would direct our energies to meet member districts’ emerging needs.

To bring about long-term, significant change for our entire school district required a serious and deliberate conversation. Intermediate District 287 began that conversation in the fall of 2007 with a simple, but bold question, “Should we continue to exist?” The thought was both arresting and liberating.

Strategic planning, by its very nature, demands a different approach that allows us to break out of “business as usual” thinking. We envisioned wholly different ways of meeting needs and driving results.

Our planning has allowed us to:

- **Identify our core values**
- **Declare our core purpose, and**
- **Design the means to achieve that purpose**

To put our new framework into practice will take time. We expect to implement the plan over the next five years. Our work will be guided by well-researched action plans and supported by both district and board leadership.

Our new strategic plan creates the conditions for us to go beyond incremental improvement, to true transformation. As Superintendent, I would like to thank the more than 60 individuals who worked so hard on this plan over the past year. Their participation in the process has given us an internal understanding from which we can build a broader awareness. Their deliberate and thoughtful efforts will help steer our actions and ensure our success.

Sandy Lewandowski  
Superintendent

## Who We Are

Intermediate District 287, one of only three intermediate districts in the state, was founded in 1967 by a group of school districts seeking to provide students with vocational education options. Since then, District 287 has grown to a consortium of 13 west metro suburban districts and added special education, gifted education, world language and other academic specialties to its long list of services and programs for students and staff. District 287 member districts serve a combined student enrollment of 100,000 students.

Sharing staff and resources is an effective way for District 287’s member districts to provide highly specialized educational programs to their students and families.

### MEMBER DISTRICTS

Bloomington, Brooklyn Center, Eden Prairie, Edina, Hopkins, Minnetonka, Orono, Osseo, Richfield, Robbinsdale, St. Louis Park, Wayzata and Westonka.

For more than 40 years, school districts have relied on Intermediate District 287 to customize services for their most challenging students and complex business needs.

## What We Believe

### CORE VALUES

- All people have intrinsic value.
- All people have the capacity to contribute to society.
- When people with varying perspectives collaborate, the impossible becomes possible.
- Learning unlocks human potential.
- Integrity is essential for sustaining effective relationships.
- Respect for all people and the diversity of ideas enriches the individual and strengthens society.
- Responsiveness and innovation are key to thriving in a changing world.
- People perform best when they are engaged, connected and supported.

### MISSION

The mission of Intermediate District 287 is to be the premier provider of innovative specialized services to ensure that each member district can meet the unique learning needs of its students.

# Strategic Objectives

By 2013, each member district will:

- Declare satisfaction with the value and effectiveness of specialized services delivered to it by Intermediate District 287.
- Declare that Intermediate District 287 services are vital to ensure that the member district can meet the unique learning needs of its students.

Conditions of satisfaction, agreed upon in structured conversations between District 287 and the member district, will drive program design, delivery and measurement.



## Strategy 1

We will design and implement communication systems to include accurate and trusted data that guide individual and collective decision-making and clarify perceptions.

This strategy begins to address two realities. First, different districts have different priorities (based on size, student demographics, staff experience, budget) that all play a role in how they approach meeting the needs of their students. Second, districts look at the reams of data and

need help converting raw data into meaningful and useful information to make decisions. Strategy 1 attempts to identify the “universe of data” available to districts, interpret and characterize that data quickly, and ultimately, help districts make sound decisions based on good information.

Results to be achieved over the next five years:

All District 287 and key member district staff understand the mission and process for assessing the strategic objectives.

Dynamic and flexible measurement tools essential for assessing the strategic objectives are being used by District 287 and each member district.

A system is in place to make collaborative decisions based on aggregate data measuring satisfaction.

Results to be achieved over the next five years:

District 287 and member districts participate in the development, selection and annual review of data elements critical to making decisions and clarifying perceptions about 287 programs and services and agreed upon ways to collect and measure those elements.

Optimal web based and/or other tools have been selected and launched that visually present real time customized data for each district in order for them to make decisions.

District 287 and a representative sample of at least three member districts have piloted and provided feedback on the usability of real time customized visual data tools.

District 287 provides real time customized visual data tools that member districts use for making informed decisions.

## Strategy 2

We will develop streamlined and transparent communication and decision-making systems to build trust and relationships to achieve our strategic objectives.



The issues of communicating and making decisions are complex and by nature intertwined. Strategy 2 goes to the heart of how District 287 and its member districts coexist and do business together. Results outline a plan for engaging in open and transparent two-way communications to deliver more individualized services.

Strategy 2 also envisions a more flexible and responsive decision-making process, unencumbered from decision-making by consensus. By taking decision-making out of the current group one-size-fits-all advisory structure, genuine problem solving on a deeper scale can occur.

### Results to be achieved over the next five years:

A system is in place for member districts and 287 to engage in professional learning, information sharing, collaboration, identification of needs, and problem solving.

A clear, concise system of communication is established and understood by District 287, member districts, and their families.

A clear, concise system of decision-making is established, understood, and used to meet the unique needs of individual districts.

An array of communication and meeting-facilitation skills that develop and foster trusting relationships will be used among members and District 287.

The decision-making system provides an accountability structure to build trust and relationships to achieve our strategic objectives.

## Strategy 3

We will design and when necessary redesign a continuum of direct and indirect innovative services with the priority to ensure that each member district can meet the unique learning needs of its students.

This strategy's results aim to create a flexible, durable and responsive system that fosters innovation. The first four results focus on creating a system to increase innovation in our district and member districts.

The last two results focus on creating a climate of innovation in our district and with our member districts. As with strategies 1 and 2, implementation of strategy 3 will be carefully evaluated at every step and adapted as needed.

### Results to be achieved over the next five years:

District 287 has an established mechanism that responds to internal and external needs and ideas and generates innovative solutions.

District 287 uses a responsive system that effectively designs, develops, and/or implements an array of innovative direct and indirect services.

District 287 uses quality indicators to evaluate, modify, and continually improve a spectrum of cost-effective direct and indirect services.

District 287 engages in collaborative processes both internally and externally to share expertise, practices, and solutions that promote consistent quality and value.

District 287 has a thriving, collaborative culture that embraces shared core values and is committed to achieving our mission.

District 287 has a thriving, collaborative culture that embraces risk-taking, fosters innovation and flexibility, celebrates success, and encourages fun.

**RESPONSIVE. INNOVATIVE. SOLUTIONS.**

Our strategic plan recognizes the unique needs of each member district and creates a new way to work together at the speed of business.



1820 Xenium Lane  
Plymouth, MN 55441  
763.559.3535  
[www.district287.org](http://www.district287.org)



**Intermediate District 287**  
*Partner in Education*

# Responsive. Innovative. Solutions.

## STRATEGIC PLAN 2009-2013

### Frequently Asked Questions

#### What's different about this plan?

The mission, beliefs, and strategies recognize two realities: the differences among the member districts and the power when they work together. This plan addresses both, guiding Intermediate District 287 to put into operation a new way to tailor programs and services to the members while still preserving the efficiencies and impact of the collective.



#### How will the plan affect the current structures for decision-making?

The plan features structured conversations in which *conditions of satisfaction* are agreed upon between District 287 and the member district, driving program design, delivery and measurement. These district-to-district conversations take away the need for group consensus in advisory meetings.

The 287 School Board, retaining ultimate decision-making authority, has led the way to embody the new more responsive system. Two actions initiated by the Board are directly related to the strategic plan. First, beginning January 2009, the Board will operate with 13 rather than 26 members. Second, all member districts were given the opportunity to reinstate their relationship with District 287 by signing a new Memorandum of Agreement. All 13 School Boards have acted to affirm their membership in District 287.

#### What will be the ongoing role of advisory groups?

Changing the advisory committee structure as the major communication and decision-making structure for 287 program design allows the groups to redesign themselves to fit their needs. These new groups can share information, learn together and potentially tackle larger regional problems.

#### When does the plan take effect?

The plan was adopted by the Intermediate District 287 School Board in October 2008 to take effect January 2009. The plan years, therefore, will be calendar years. Progress will be reported at the end of each calendar year.



**Intermediate District 287**  
*Partner in Education*

[www.district287.org](http://www.district287.org)

## What is the ongoing role of the teams that worked on the plan?

- **Core Team**

The Core Team drafted the mission, beliefs, strategies, and objectives to measure the plan. This team, composed primarily of member district representatives, will review progress made toward the plan at the end of the first year.

- **Action Teams**

Three Action teams, composed primarily of District 287 staff, wrote action steps to achieve each of the strategies. District 287 senior management will consider these steps as they deploy resources to achieve the results related to each strategy. Members of the teams will be consulted as each plan is reviewed. Some members also may play a leadership role in implementing the plan.

- **Measurement Team**

The Measurement Team, composed of District 287 staff, wrote action steps to use the objectives to measure the plan. District 287 senior management will consider the system of measures they recommend, and members also may plan a leadership role in implementing the plan.



## How will the new strategic plan be communicated in my district?

In January and February of 2009, the leadership team from District 287 will meet with the leadership team of each member district to review expectations of the plan and which systems and processes will change first. In the meantime, printed material (including the overall plan brochure) and these talking points will be distributed to member district superintendents and to all advisory committee members. In addition, many member district staff are learning about the plan as all advisory committees are examining how they can best work together to achieve this transformation.

## How will the new strategic plan be communicated within District 287?

Because of the heightened importance of customer service and innovation in this plan, several of the Action steps specifically address internal communication. First steps will include meetings with staff in small groups to begin to understand the plan and what it means for individuals and their work. Groups will examine:

- What words or ideas resonate for you in the beliefs?
- What words or ideas resonate for you in the mission?
- What do you see this plan as making possible for you? For the area in which you work?
- What are some practices or beliefs that might need to change in this new way of working together?



**Intermediate District 287**  
*Partner in Education*

[www.district287.org](http://www.district287.org)

**Strategic Timeline**

	2009	2010	2011	2012	2013
<p><b>Strategy One:</b> We will design and implement communication systems to include accurate and trusted data that guide individual and collective decision making and clarify perceptions.</p>	<p>1.1 Result: District 287 and member districts participate in the development, selection and annual review of data elements critical to making decisions and clarifying perceptions about 287 programs and services and agreed upon ways to collect and measure those elements.</p>	<p>1.2 Result: Optimal web based and/or other tools have been selected and launched that visually present real time customized data for each district in order for them to make decisions.</p>	<p>1.3 Result: District 287 and a representative sample of at least three member districts have piloted and provided feedback on the usability of real time customized visual data tools.</p>	<p>1.4 Result: District 287 provides real time customized visual data tools that member districts use for making informed decisions.</p>	
<p><b>Strategy Two:</b> We will develop streamlined and transparent communication and decision-making to build trust and relationships to achieve our strategic objectives.</p>	<p>2.1 Result: A system is in place for member districts and 287 to engage in professional learning, information sharing, collaboration, identification of needs and problem solving.</p> <p>2.2 Result: A clear, concise system of communication is established, understood and used by District 287, member districts and their families.</p>	<p>2.4 Result: A clear, concise system of decision making is established, understood, and used to meet the unique needs of individual districts.</p>	<p>2.3 Result: An array of communication and meeting facilitation skills that develop and foster trusting relationships will be used among members and 287.</p>	<p>2.5 Result: A decision-making system provides an accountability structure to build trust and relationships to achieve our strategic objectives.</p>	
<p><b>Strategy Three:</b> We will design and when necessary redesign a continuum of direct and indirect innovative services with the priority to ensure that each member district can meet the unique learning needs of its students.</p>	<p>3.1 Result: District 287 has an established mechanism that responds to internal and external needs and ideas and generates innovative solutions.</p> <p>3.5 Results: District 287 has a thriving, collaborative culture that embraces shared core values and is committed to achieving our mission.</p>	<p>3.3 Result: District 287 uses quality indicators to evaluate, modify, and continually improve a spectrum of cost-effective direct and indirect services.</p>	<p>3.2 Result: District 287 uses a responsive system that effectively designs, develops, and/or implements an array of innovative direct and indirect services.</p>	<p>3.4 Result: District 287 engages in collaborative processes both internally and externally to share expertise, practices, and solutions that promote consistent quality and value.</p>	<p>3.6 Result: District 287 has a thriving, collaborative culture that embraces risk-taking, fosters innovation and flexibility, celebrates success, and encourages fun.</p>
<p><b>Measurement Objective 1:</b> By 2013, each member district will declare satisfaction with the value and effectiveness of specialized services delivered to it by Intermediate District 287.</p> <p><b>Objective 2:</b> By 2013, each member district will declare that Intermediate District 287 services are vital to ensure that the member district can meet the unique learning needs of its students.</p>	<p>Measurement Result 1: All District 287 and key member district staff understand the mission and process for assessing the strategic objectives.</p> <p>Measurement Result 2: Dynamic and flexible measurement tools essential for assessing the strategic objectives are being used by District 287 and each member district.</p>			<p>Measurement Result 3: A system is in place to make collaborative decisions based on aggregate data measuring satisfaction.</p>	
	<b>Educating</b>	<b>Tool building</b>	<b>Operating</b>	<b>Adjusting</b>	

# Intermediate District 287

RESPONSIVE. INNOVATIVE. SOLUTIONS.

---

## M E M O R A N D U M

Date: July 23, 2009

To: Member District Superintendents

From: Sandy Lewandowski, Superintendent

**Re: Our Strategic Shift**

### **My request:**

I am making a request of you to help 287 fulfill a significant promise we have made through our strategic plan. The promise is our Strategy 2. We will develop streamlined and transparent communication and decision-making systems to build trust and relationships to achieve our strategic objectives.

Many of the action steps that will help us achieve this end rest on our ability to do a very different type of planning than we have done in the past. This planning will be done as a series of structured conversations between District 287 key leaders and each member district's key leaders. **I request that you become a pilot district for this process, naming key communicators who will attend two days of training and coaching with 287 key communicators.**

### **Benefits to your district and staff:**

If you accept this request, I anticipate the primary benefit to you will be an early opportunity to clearly articulate your conditions of satisfaction so that we can tailor services and measure our ability to meet your needs.

But there also will be secondary benefits in that your key leaders will have the opportunity to learn and receive coaching from the staff of Transformation Systems, Ltd., the group who has facilitated our strategic plan and action team planning. Over the year we expect to create fluency with the language of exchanging commitments, making explicit the conditions of satisfaction and to what standards these conditions will be measured. These powerful communication techniques not only will help us achieve our immediate goals together, they will transfer to any leadership setting. By learning together we will take a big step toward realizing the two realities of our plan: the differences among the member districts and the power when they work together.

### **Details on who and when:**

For District 287, our two key communicators will be the executive directors who have responsibility for designing and delivering programs and services in our two instructional areas:

- Special Education Services
- Teaching and Learning Services

These individuals meet the same criteria we propose for member district key communicator selection:

1. Have the trust of the Superintendent
2. Have the authority to commit to conditions of satisfaction on behalf of the district and to declare satisfaction when those conditions have been met
3. Have an understanding of the 287 programs and services (we suggest 1 to 3 individuals per districts, depending on district size and organization).
4. Have the authority to call together other levels of staff to provide expertise at appropriate times

In this pilot phase (2009-2010) Key Communicators will be asked to commit to two days of learning together, receiving coaching, and actually doing the 2010-2011 planning:

- September 24  
Designing the fundamentals of how we will work together in this new process of districts identifying conditions of satisfaction to guide our service delivery. This will include the Superintendents from the pilot districts in the morning as well as the “Key Communicators” from those districts all day.
- December 2 or February 10  
Using the tools to have the 2010-2011 program and service design conversations between district and 287 Key Communicators. This would be an applied coaching session with one or two of the districts.

### **Next Steps**

If you accept this request, please let me know and we will contact you for more information. If you'd like more information, please don't hesitate to call me.