

PLEASE POST



SCHOOL DISTRICT OF SHOREWOOD
Shorewood, Wisconsin
December 14, 2021 AGENDA

SCHOOL BOARD MEETING
7:00 PM

**Shorewood Intermediate School, Room 214
3830 North Morris Boulevard
Shorewood, WI 53211**

Due to active health and safety concerns associated with the ongoing COVID-19 pandemic, community members will not be seated in Room 214; seating will be available in the Shorewood Intermediate School Library. Attendees are encouraged to use the alternative method of access that the District is providing on Zoom:

Join Zoom:

<https://us02web.zoom.us/j/81599627722>

Meeting ID: 815 9962 7722

One tap mobile

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Meeting ID: 815 9962 7722

Find your local number: <https://us02web.zoom.us/u/kdeePLnyIh>

I. 7 pm CALL TO ORDER

A. Adopt the Agenda (GC2)	
B. Overarching Result for Shorewood School District (R1)	
<i>Our students are leaders who challenge themselves to grow and achieve academically, pursue their passions, navigate change, learn continuously and contribute to the common good.</i>	
C. Awards and Recognitions	
II. 7:05 pm STUDENT ACHIEVEMENT AND RESULTS (R1)	
SHS Drama Workshop with Actor Kate Baldwin (SHS '93)	
III. 7:20 pm PUBLIC COMMENTS #1 (GC3)	
<i>Initiate and maintain effective communication with the citizens and other important stakeholder groups as a means to engage them in the work of the Board and the District.</i>	
IV. 7:35 pm BOARD BUSINESS AND POSSIBLE BOARD ACTION	
A. Facilities Projects Updates Mike Huffman	3
B. Approval of Interim Superintendent's Contract Extension	
C. Approval of OE 1 (Global Operational Expectation) Monitoring Report	14
D. Approval of OE 2 (Emergency Superintendent Succession) Operational Monitoring Report	19
E. District Update: ICS (Integrated Comprehensive Systems for Equity)	21
F. Board Governance	33
V. 8:40 pm BOARD CONSENT AGENDA (GC2)	
A. Approval of Board Meeting Minutes	41
November 30 Closed Session	
November 30 Regular Board Meeting	
VI. 8:45 pm PUBLIC COMMENT #2 (GC3)	
<i>Initiate and maintain effective communication with the citizens and other important stakeholder groups as a means to engage them in the work of the Board and the District.</i>	
VII. 9:00 pm BOARD MEMBER REPORTS	44
VIII. 9:10 pm SUPERINTENDENT'S REPORT	50
IX. 9:20 pm SUPERINTENDENT'S CONSENT AGENDA	
X. 9:25 pm PUBLIC COMMENT #3 (GC3)	
<i>Initiate and maintain effective communication with the citizens and other important stakeholder groups as a means to engage them in the work of the Board and the District.</i>	
XI. 9:40 pm REVIEW OF 'TO DO' ITEMS	
XII. 9:45 pm FUTURE AGENDA ITEMS	
XIII. 9:55 pm RECESS AND DEBRIEF	

Project Status Report for

Shorewood School
District
12/2021

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Mike Huffman, HFD
Your Partner in
Development



Construction Progress

Atwater & Lake Bluff

- Atwater wheelchair lift installation (providing ADA access to the gym) is now scheduled for mid-December.
- The fire lane, required by the Village of Shorewood, from North Murray Avenue (Atwater) is now complete.
- At the end of November, we solicited input from staff of both buildings regarding any incomplete or failed construction components. A complete list of these items has been transmitted to Miron for remediation. This will conclude the construction phase of work and any future issues will become warranty claims.

Construction Progress

High School

- Repairs to the copper dome, interior and exterior, are now complete and the room is in use by the district.
- Work continues around the Powerhouse to replace utility distribution components, waterproof the building structure and to restore pedestrian access from North Bartlett Avenue.
- Repairs to the stormwater piping system at the lower level of the Pool have now been completed. Reconstruction of the corridor floor and stair are underway.
- The parking lot and associated stormwater retention basins are now complete.

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Intermediate School

- We continue to plan for construction and FF&E activities to commence during winter break.

Project Administration

FF&E

- Furniture delays due to supply chain problems have moved back installation dates for High School 1st floor admin spaces to the week of December 27th.
- Temporary offices being housed in the HS LMC have been fully relocated to their new spaces on the first floor.
- Atwater LMC bookshelves have been delivered and books are back on the shelves!

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Construction

- Completion final punch-list work is being monitored at the elementary schools.
- HVAC system operation for the HS campus, Lake Bluff and Atwater is being reviewed. Boiler operation is currently not satisfactory during summer re-heat conditions.
- A complete work scope review is underway at SIS to expose any flaws in the design documents, identify long lead procurement issues and to reacquaint staff with the work to be done.

Budget and Bid Updates

In previous reports I have described change orders 1-46 that have been executed. We have now executed the following change orders:

No new change orders have been executed in the past month.

Project Update Photos – High School



Renovations to the copper dome-interior

Project Update Photos – High School



Renovated LMC space - now being used by students



Newly renovated Recreation Department space

Project Update Photos – Powerhouse



Utility work and waterproofing underway on the west end of the Powerhouse

Project Update Photos – Powerhouse



Water infiltration problems in the basement of the Powerhouse are being addressed.

Project Update Photos – Pool



Stormwater piping repairs and floor/stair rebuild at lower level of Pool

Huffman Facility Development, Inc.

Shorewood School District Referendum Projects
 BUDGET SUMMARY
 12/09/21

DESCRIPTION	BUDGET	FINAL PROJECTED COST	PAYMENTS TO DATE	% Complete
Pre-Development	44,588	39,588	39,588	100.00%
Professional Services <i>Design, Project Mgmt, Legal, Quality Testing</i>	4,381,730	4,587,560	4,223,301	92.06%
Owner Provided Equipment	2,440,000	2,340,000	721,682	30.84%
Construction	52,031,460	57,529,022	40,848,191	71.00%
Other Project Expense	505,000	980,000	542,356	55.34%
Additional Funding Sources	0	(1,081,000)	0	0.00%
Owner Contingency	5,597,223	604,831	0	0.00%
TOTAL	65,000,000	65,000,000	46,375,116	71.35%
FINAL PROJECTED COST		<u>65,000,000.00</u>		
Balance - Under / (Over)		<u><u>0.00</u></u>		



Shorewood
SCHOOL DISTRICT

Operational Expectations Monitoring Document
OE-1 Global Operational Expectation

Certification of the Superintendent: *With respect to Operational Expectation 1 (Global Operational Expectation), taken as a whole, the superintendent certifies that the proceeding information is accurate and complete, and is:*

- In Compliance
- In Compliance with Noted Exceptions
- Not in Compliance

Signed: , Interim Superintendent Date: December 14, 2021

Executive Summary

Reflecting on a full year of pandemic-related learning and teaching, operations in a number of areas highlighted the District’s growing capacity to respond to unprecedented circumstances while remaining focused on the management of key priorities that address Board policies and the District’s high standards for professional conduct, stewardship of financial and other resources and safety for all students and staff.

Highlights:

- Recruitment of a dedicated human resources professional paved the way for significant changes in how we recruit, retain and recognize District employees; the establishment of this office was critical to addressing numerous employment issues related to COVID-19 throughout the year, including turnover and increased leave of absence requests, ensuring that the District maintained a pool of qualified substitute teachers in a climate of high demand and labor shortages, and evolving professional conduct requirements needs around requests for accommodation and other legal compliance needs;
- An Interim Director of Business Services navigated the District’s response to COVID-19 in terms of expenses, compliant use of relief funds and related reporting, reinstated monthly financial reporting and analysis, sharing the impacts of the pandemic on District programs and services, and developed historical financial planning tools to inform new budget development and forecasting resources that will guide School Board and District policy in future years; and
- District leadership was actively engaged in developing and implementing multiple COVID-19 mitigation strategies, prioritizing health and safety for students, staff and community members during the year. We are proud of the results achieved, in terms of both health and safety and student achievement.
- The District contracted with NEOLA, a widely-used education policy resource, to update our policy manual, student and staff handbooks and administrative procedures. New District policies, with updated legal citations, were published in August 2021.

Analysis:

Together, the pandemic and the nation’s focus on social justice represented some of the most significant disruption in education in generations. As we reflected on the year, enhancing connectedness and a sense of belonging for all of our students, families and staff was added to our Annual Priorities. This acknowledgement was added concurrent with the District’s transition to an Interim Superintendent and the commitment to quantitative and qualitative changes in our approach to School Perceptions Surveys following the 2021 results. Recommended changes in the School Perceptions survey process for 2022 include:

- Changing when the survey is distributed so we can share results with our audiences before the end of the school year;
- Analyzing how we compare ourselves to peer districts, own past survey performance and other outcomes measures;
- Defining expectations for how administrators, schools and departments should analyze and use data; and
- Introducing measurable improvement goals in key areas of all surveys - students, staff and parents & community members.

The appointment of a permanent Director of Business Services brought needed consistency and experience to the District, and the impact of this role will grow as the District and community address the lasting changes that the pandemic will have on how we educate students, as well as complex revenue and expense issues that may change how the District achieves its mission of equity, growth and excellence for all.

Equitable student results is a cornerstone of our 2020-2025 Strategic Plan and Board policy, and the coming year will be pivotal to achieving a number of objectives that will influence the long-term success of this initiative. In addition to ICS, complementary work to implement Wisconsin’s EMLSS framework is ongoing and will ensure that we address equity in terms of gender, gender identification, disability, race, religion, etc., for both students and staff. This work is a centerpiece of Board policy and is a distinguishing quality of the Shorewood School District.

Disposition of the Board: *With respect to Operational Expectation 3 (Character and Citizenship), the Board:*

- Accepts the report as fully compliant**
- Accepts the report as compliant with noted exceptions**
- Finds the report to be noncompliant**

Summary statement/motion of the Board:

Signed: _____, **Board President** **Date:** _____

OE-1: Global Operational Expectations

The Superintendent shall not cause, allow, or fail to take reasonable measures to prevent any practice, activity, decision or organizational condition that is unlawful, unethical, unsafe, disrespectful, imprudent, in violation of Board policy or endangers the District's public image or credibility.

Superintendent Interpretation:

- This OE holds the Superintendent accountable for following Board policy, State and Federal law along with upholding the values of Village of Shorewood. This OE is broad in its scope and generally holds the Superintendent responsible for ensuring that the District operates in a legal, safe, and ethical manner.
 - **Unlawful** shall mean in violation of federal, state, and local laws.
 - **Unethical** shall mean behavior that is improper or does not conform to accepted professional standards of conduct.
 - **Unsafe** shall mean in a manner that is likely to physically injure students, employees, or visitors to the District.
 - **Disrespectful** shall mean in a manner that is not reasonably considering the situation or feelings of the person to whom one is speaking.
 - **Imprudent** shall mean reckless or irresponsible actions.
- This OE requires the Superintendent to take "**reasonable measures**," which shall mean that the Superintendent shall take steps to follow Board policy or protect the District's public image in a manner similar to what other superintendents or leaders of organizations might take under similar circumstances.
- This OE requires the Superintendent to protect the legal position of the District as well as the ethical standing of the District. The Superintendent is charged with protecting the "**organizational condition**," which shall mean the legal standing of the District and the perception that stakeholders have of the District with regard to trust and respect.
- This OE requires the Superintendent to establish and maintain a respected and positive "**public image**," which shall mean the positive perception held by the overwhelming majority of the stakeholders in the District. Stakeholders are defined as all guardians of Shorewood students and all the people who live in the Village of Shorewood.

OE-1	<u>Superintendent</u>	<u>Board</u>
The Superintendent shall not cause, allow, or fail to take reasonable measures to prevent any practice, activity, decision or organizational condition that is unlawful, unethical, unsafe, disrespectful, imprudent, in violation of Board policy or endangers the district's public image or credibility.	Compliant Compliant with Exceptions Not Compliant	Compliant Compliant with Exceptions Not Compliant

Superintendent Interpretation

<p>Board Indicator 1: <i>We will know we are compliant when:</i></p> <ul style="list-style-type: none"> • The Board, upon evaluation of the OE policies, finds no significant violation of or not in compliance with any of the policies. 	<p><u>Superintendent</u></p> <p>Compliant</p> <p>Not Compliant</p>	<p><u>Board</u></p> <p>Compliant</p> <p>Not Compliant</p>
<p>Evidence: The COVID-19 pandemic continued to directly impact educational programs, District administration and services in several ways beyond our control in the 2020-2021 school year. Virtual and hybrid learning and teaching models, cancellation of state standardized testing, and DPI waivers approved for student instructional hours, the suspension of educator evaluations and compliance with the delivery of Human Growth & Development curriculum were some of the notable exceptions reported with regard to OE policy compliance over the course of the reporting period.</p>		

<p>Board Indicator 2: <i>We will know we are compliant when:</i></p> <ul style="list-style-type: none"> • The District is not found to be in violation of any law when any legal action is taken against the District. 	<p><u>Superintendent</u></p> <p>Compliant</p> <p>Not Compliant</p>	<p><u>Board</u></p> <p>Compliant</p> <p>Not Compliant</p>
<p>Evidence: The District was not found in violation of any law when any legal action was taken against the District.</p>		

<p>Board Indicator 3: <i>We will know we are compliant when:</i></p> <ul style="list-style-type: none"> • In a random survey sample of District stakeholders, at least 70% of the respondents express support for the direction of the District. 	<p><u>Superintendent</u></p> <p>Compliant</p> <p>Not Compliant</p>	<p><u>Board</u></p> <p>Compliant</p> <p>Not Compliant</p>
<p>Evidence: The annual District parent and community member (Village residents) School Perceptions survey includes an “Overall District Satisfaction” section that asks respondents (455 in 2021) to indicate their level of satisfaction with seven statements. This statement is used to measure compliance with Board Indicator 3: “<i>The District is heading in the right direction.</i>” In the 2021 survey - administered in May - 56% of these respondents agreed or strongly agreed with the statement. We are working to message our commitment to mission, our priorities, and our direction during this school year. We are being intentional in how we speak to the direction we are moving toward.</p>		

Board Comments:



Shorewood
SCHOOL DISTRICT

**Operational Expectations Monitoring Document
OE-2 Emergency Superintendent Succession**

Certification of the Superintendent: *With respect to Operational Expectation 2 (Emergency Superintendent Succession), taken as a whole, the superintendent certifies that the proceeding information is accurate and complete, and is:*

- In Compliance
- In Compliance with Noted Exceptions
- Not in Compliance

Signed: , Interim Superintendent Date: December 14, 2021

Executive Summary

A number of recruitments has significantly strengthened the District's administrative leadership team as well as instructional leadership teams in our schools. The list of successors will bring a depth of knowledge and experience to District operations and school administration should I be unable to fulfill the duties of Interim Superintendent.

Disposition of the Board: *With respect to Operational Expectation 2 (Emergency Superintendent Succession), the Board:*

- Accepts the report as fully compliant
- Accepts the report as compliant with noted exceptions
- Finds the report to be noncompliant

Summary statement/motion of the Board:

Signed: _____, Board President Date: _____

OE-2: Emergency Superintendent Succession

The Superintendent shall designate at least one other executive staff member who is familiar with the Board's governance process and issues of current concern and is capable of assuming Superintendent responsibilities on an emergency basis.

Superintendent Interpretation:

- An **executive staff member** shall mean a member of the Administration Team.
- The term “**emergency basis**” means a period of time when the Superintendent is not available by any means and a decision that normally falls under the Superintendent’s purview must be made to ensure the safety and welfare of students and District personnel, or should such a decision not be made during this period; the District’s interests will be substantially damaged. The emergency would end upon the reestablishment of communication with the Superintendent, or, if the Superintendent is deemed by the School Board as incapable of resuming responsibilities, until the School Board appoints an interim Superintendent.

<p>Board Indicator 1: <i>We will know we are compliant when:</i></p> <ul style="list-style-type: none"> • The Superintendent, with input from the Administration Team members and Board of Education, creates a succession list with five names (in order of succession) that will fill in for the Superintendent on an emergency basis. This list will be readily available to Board members and Administration Team members. 	<p><u>Superintendent</u></p> <p>Compliant</p> <p>Not Compliant</p>	<p><u>Board</u></p> <p>Compliant</p> <p>Not Compliant</p>
<p>Evidence: The list of successors who will fill in for the Interim Superintendent on an emergency basis are (in order of succession):</p> <ul style="list-style-type: none"> • Heather Heaviland, Director of Business Services • Sam Coleman, Director of Curriculum & Instruction • Tim Kenney, Shorewood High School Principal • Julie Harris, Director of Special Education and Pupil Services • Shari Tucker, Director of Equity 		

Board Comments:

School Board Update

Our Focus on Equity and Our Work with Integrated Comprehensive Systems for Equity (ICS)

December 14, 2021

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Shorewood
SCHOOL DISTRICT



Our Mission

***Equity, Growth and
Excellence for All***



Our Focus on Equity

Making our Mission a Reality



Strategic Framework 2020 - 2025

Equity

- Academic Mastery
- Character and Citizenship
- Wellness
- Facilities
- School Staff





Equity Defined

***High Quality Education
for All***





What is ICS?

- **Key Features**
- **Cornerstones/Modules**
- **Impact**

What is ICS?



- **Integrated Comprehensive Systems for Equity uses a systems approach to eliminate inequities**
- **It develops leaders to evaluate the entire educational system**
- **It defines equity as “high quality teaching and learning for all students”**
- **ICS for Equity eliminates the “where do we begin?”²⁶ question**
- **It provides a clear framework to operationalize the work throughout the entire organization**



Key Features

- Founders Dr. Capper & Dr. Frattura have over 45 years of equity research
- Addresses inequities across race, ethnicity, social class, ability, gender, sexual/gender identity and their intersections
- Collaborative/team approach to equity implementation
- ICS provides a framework for analyzing organizational inequities and creates sustainable solutions across systems
- Shifts from deficit-based thinking to asset-based language
- A 4 Cornerstone Framework approach to lead our work at the Board, community, district, and school level

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Our current goal: Building our collective equity capacity to lead and serve



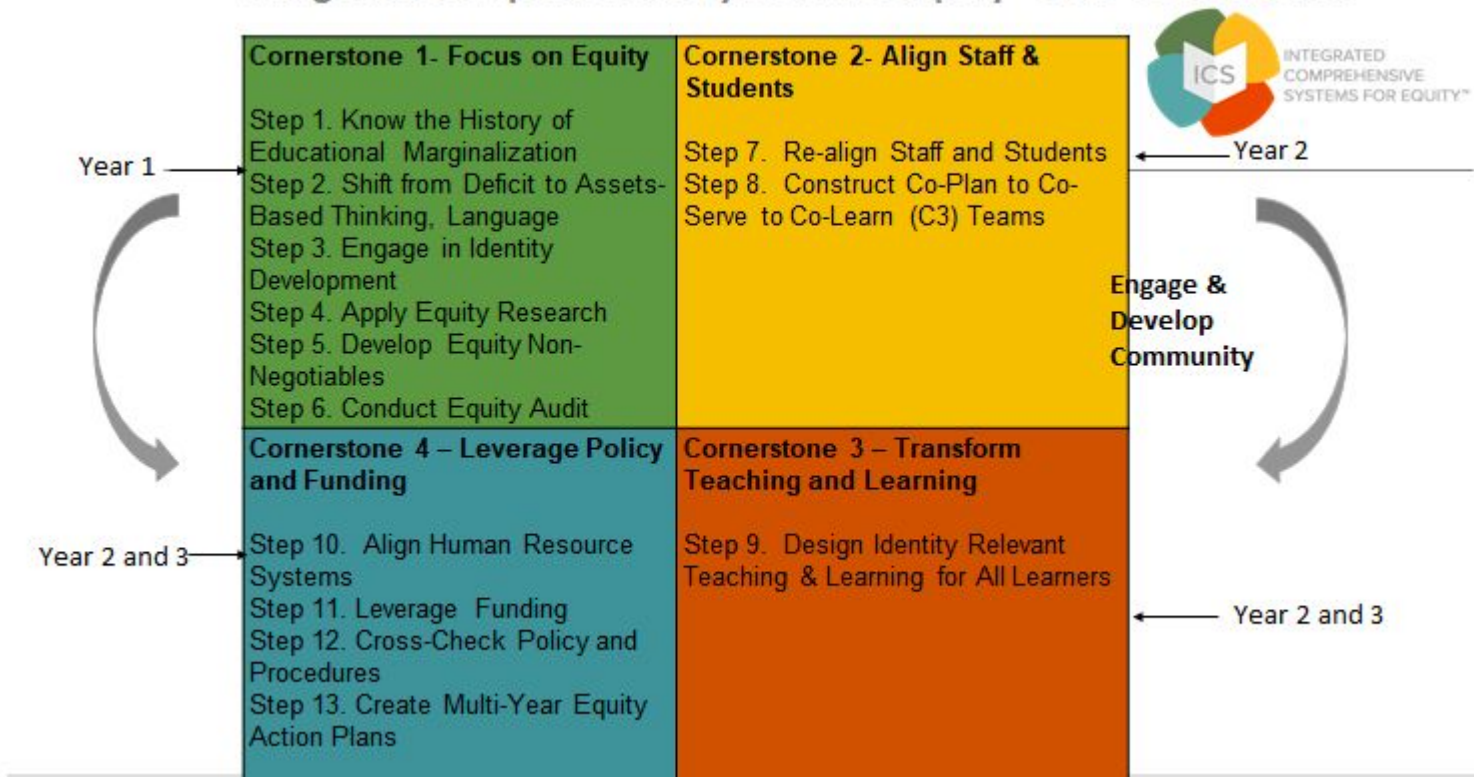
Cornerstones



- Focus on Equity
- Align Staff and Students
- Transform Teaching and Learning
- Leverage Policy and Funding

Cornerstones & Modules

Integrated Comprehensive Systems for Equity – Four Cornerstones



Hearing from our School Leaders:

Mike Joynt, Shorewood Intermediate School Principal

What are your aspirations for our continued work with ICS?

How do you see your role developing with this work?

What changes have you seen at the school level?



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Hearing from our Staff: Impact at the School Level

1. Why is our work with ICS different from other equity work you've engaged in?
2. What modules have been most impactful to you with this work?
 3. How do you think ICS has created movement within your sphere of influence?
 4. What are some implications for not doing this work?



Closure



- ***What might we see in classrooms in the upcoming years that reflects our equity commitment in action?***
- ***Goals & Measures:
How will we know this is making a difference?***
- ***Reconnecting with our WHY***



SIS Leadership Team Linkage
December 9, 2021

Julie Wells
Kelly Steiner
Kelsey Klawien
Mariah Ferri
Moriah Weingrod
Sam Nadolsky
Sarah Kopplin
Sophia Alcorta
Mike Joynt
JoAnn Sternke

Paru Shah
Pablo Muirhead

[1] Facilities – work at SIS will start during winter break. Mr. Joynt will be meeting with teachers in the next few weeks to discuss the phasing of construction over the next few months. Looking forward to having their space meet their energy.

[2] ICS

- Holding opposite truths in the same space - making great progress and is frustrating
- Excited about the C3 team transformations
- Concerns about how to implement in the Spec Ed dept with a new director - how will this person be brought up to speed?
- Clarity for Spec Ed staff on ICS implementation

[3] Need for better horizontal and vertical alignment across curriculums and grades; how do we develop a k-12 scope and sequence? How do we align with state standards?

[4] Glows

- Identity and equity in everything we do.
- Focus on SEL every day
- Confidence from team in Mr. Joynt; gratitude from Mr. Joynt for the team's leadership in his absence.

Next steps - schedule more often?

SHS Leadership Team Linkage
December 1, 2021

Mr. Kenney
Dr. Sternke
Karen Frink
Brian Hartwig
Sara Kemp
Eric Mathews
Jessica Mohegan
Sheila Mooney
Bohdan Nedilsky
Molly Norris
*I'm sorry if I missed anyone

Ellen Eckman
Hilary DeBlois

1. Facilities - Grateful for single use bathrooms, students appreciate them. With the new library space opening, there is a need for a long-term plan for staffing.
2. COVID- teachers expressed an interest in an increase in data available such as vaccine rates for staff and students.
3. Authentic learning - discussed the board's commitment to authentic learning and what that looks like K-12. Discussed what "passages" may look like at the high school level.
4. Art department is in need of an upcoming investment for new computers to meet the needs of their classes.
5. ICS - discussed how the board can support beyond policies.
6. Wellness - discussed the increased needs for mental health services and how grateful we are to have the partnership with CHW. Will need to determine funding moving forward. Discussed staff wellness and the appreciation for better opportunities for time management and Mr. Kenney's focus on staff wellness.
7. Virtual life- the need to balance benefits of virtual opportunities with real connections.

GLOW - All of the important issues discussed were ones that Mr. Kenney and Dr. Sternke were aware of and were to the best of their ability at this point, working on.

SHS PTO Linkage
November 29, 2021
Rm 116 SHS
7:00 – 8:20

Present: Ellen Eckman, JoAnne Sternke, Tim Kenney, Anjum Alden, Vashti Louger, Mary Jean Fowler, Abby Fowler, and Amy ____

Ellen reviewed the 3 key topics: Strategic Goals, ICS focus and work, facilities updates.

Tim gave a review of the SHS Facilities. Ellen and JoAnne mentioned that we were planning an “open doors” event sometime in April.

Questions/Discussion points

What kinds of green energy elements are present in the renovation?
Tim answered with info on LED lighting, HVAC, windows and doors.

One parent gave a big kudo to JoAnne for her videos and for hitting the ground running! The others in the room agreed!

Concern about lunch – where are students eating? And what?
Tim answered with a complete discussion of spaces that will accommodate students for lunch. He discussed the efforts he is making with student input and the new Food Service Director to improve food choices. Tim was pleased with the response from the food service and has seen an improvement in food quality. He will be following up with the students.

Question on Student Directories and mailing lists?
Tim is willing to help with coordinating the mailing lists and getting them into Infinite Campus. He did say there are some restrictions on locations for fundraisers and things that cannot go on infinite campus, but that it could be worked out.

Related question/concern about Alumni mailing lists. Sarah Hammond offered to pursue this issue.

Vashti and others asked about Prom and Graduation.

Tim said that he wanted to be cautious about saying anything about prom right now, though he does have an advisor for the activity and there will be something.

Tim is planning on indoor graduation in the Auditorium which will set the limit as 5 guests per student. Masks and vaccination standards will be required. He is “hopeful” about live streaming the event –

JoAnne asked the group about how they feel about the mitigation practices and Covid. She reported there has been no student to student transmission in school. Some questions on vaccination system for teachers and students – perhaps a voluntary system? JoAnne said the focus would first be on staff vaccination requirements prior to working on students. But that the State might move on Covid vaccinations being part of the student list of vaccinations in the fall.

The meeting ended with a tour led by Tim of the Library Media center, some completed classrooms and the Copperdome. We were all impressed and pleased to see the renovations.

SHS Teacher Linkage Meeting December 1, 2021

Attendance:

Hilary DeBlois

Ellen Eckman

Tim Kenney

JoAnn Sternke

Faculty

Amy Norris, Student Support Services

Jessica Mohagen, Visual Arts

Sara Kemp, Media

Sheila Mooney, English

Bohdan Nedilsky, New Horizons

Brian Hartwig, SPED

Evan Schmidt, Social Studies

Eric Mathews, Science

Karen Frank, Orchestra

Chris Jacquart, World Languages

Ellen began explaining the history of Linkage meetings as a way to enhance the accessibility of board members to those served. She explained the strategic plan priorities. Facilities have been a priority (Powerhouse, water damage at foundational level).

Ellen asked for input on the Facilities. Are we meeting people's needs?

- Single gender bathrooms are an asset
- Classrooms are clean and visually appealing
- Physical improvements are good but people have been collaborative and adaptive - patience
- Library is beautiful but now is without staffing. Tim replied that we are working to build a schedule and will begin a soft opening tomorrow.

ICS Work is also a priority, Ellen relayed.

Two seats are available on the school board and we are seeking candidates for this role.

Dec. 6 meeting for prospective candidates at the Village Center from 5-6 pm.

Ellen then opened up the conversation for input from those in attendance. "Floor is open."

- COVID - it feels weird not to know data regarding cases, quarantine
- COVID - test students more regularly? Quarantine is impacting learning.
- COVID - mask compliance is strong - 100%
- COVID - can parents voluntarily upload vaccine
- Pre-Covid a major emphasis was on authentic learning. In some departments people are asking if that is still a commitment. "Reflection doesn't need to be a public performance."

- Art Department - challenge in need of a solution. Half of classes are in a Mac Lab - we got a solution for this year and now need a replacement plan. Need a technology plan that looks at replacement.
- Think about how to consider where our Equity work will go and how the Board will address this in policy (+ example of parent/teacher conferences being offered virtually now opens up options for more equitable opportunities for families). Hilary relayed that we can involve the community more in our initiatives to increase understanding.
- Will the Children's Hospital program for mental health services be there long term?
- Ellen asked about wellness/mental health of staff? Tim talked about the gift time as a start. Teachers let Tim Kenney know that they appreciate the way he provides flexible options for staff.



EXECUTIVE SUMMARY FOR THE SHOREWOOD SCHOOL BOARD

Topic: School Board Communications Plan

Date: 12/14/21

Prepared by: Paru Shah

Recommended action:

- Information only
- Presentation/discussion
- Discussion/action by School Board
- Presentation/action next meeting

Purpose: Discussion of KC Invite

The Board is inviting you to be involved in a new initiative we're launching. We want to build a communications network that includes you and other opinion leaders in the community.

The purpose is two-fold. First, we want to provide information and a forum for deeper discussion about issues with which the district is grappling. And secondly, we want to ask that you reach out to us when you hear things in the community regarding our schools so that we can have a heads up and you can respond with accurate information. Our goal is really to create a network of two-way communication to improve how we operate.

We know you and others are busy, so we are committed to keeping it strictly to one hour meetings every other month.

Our first meeting will be.... And the agenda will include...



Call for Special Session Due to Impact of WI 2021-2023 Biennial Budget

December 14, 2021

Dear State Leaders,

Wisconsin was poised to invest in our greatest asset, our children. Our budget surplus presented an opportunity to recommit to our kids by funding public schools. While we did not capitalize on that opportunity, **it is not too late to make good on our commitment to our kids by reconvening a special session to pass a revenue limit increase of \$400 along with corresponding state aid.**

The budget passed by the Legislature **does not meet the needs of our children** and does not prepare our children well for the future. While equalized aid was increased in the current biennium, the Revenue Limit remained unchanged. The revenue limit determines how much money schools receives to educate students; state aid determines whether funds come from the state budget or local tax levies. This budget, therefore, had the effect of reducing local tax levies, but it did nothing to address the growing gap between rising costs and school budgets **because the unchanged revenue limit did not provide an additional revenue to cover those cost increases.** While lower taxes in and of themselves are welcomed, this may very well result in the instability of local taxes. **ESSER funds will expire**, the State's finances may not always be so strong, and state aid may be reduced, but revenue limits will need to increase and be funded.

Predictable, Sustainable, Spendable. Inflationary Revenue Limit Increases - Raising the revenue limit by \$400 would allow public school districts to maintain existing programs and avoid further cuts. The revenue limit determines how much schools can spend to educate students, and our public schools have less and less purchasing power every year. As of the end of 2020, the purchasing power of public school budgets was 10% lower than in 2011 because of the difference between inflation and revenue limit increases. This year, inflation is projected to be above 4%, which will further erode the ability of schools to keep up with increasing costs.

Avoid the Funding Cliff - Relying on ESSER funds to replace state aid or as a means to supplement the state's revenue limit poses challenges to public schools. School districts cannot use ESSER money for ordinary operating costs. Additionally, ESSER funds will expire; if the State or schools rely on these funds, a large budget gap will result.

Wisconsin was in a position to maintain, and even improve, its commitment to providing a strong foundation for its children by providing a great public education. We are concerned that the current biennial budget let that opportunity slip away. *Please* work with your colleagues to **reconvene to pass a revenue limit of \$400 and corresponding state aid** so that we can provide an education funding plan that provides the necessary funding for K-12 schools to meet their essential ongoing operational expenses.

The Shorewood School Board:

Paru Shah, President

Hilary Deblois, Vice President

Emily Berry, Treasurer

Pablo Muirhead, Clerk

Ellen Eckman, Member



SCHOOL DISTRICT OF SHOREWOOD
Board Meeting Minutes
Shorewood Intermediate School, Room 214
November 30, 2021

Board Member Participation: Paru Shah, President
Hilary DeBlois, Vice President
Pablo Muirhead, Clerk
Emily Berry, Treasurer
Ellen Eckman, Board Member
Bobby Gronert, Student Representative
Alexis Hu, Student Representative

District Staff Participation: JoAnn Sternke, Interim Superintendent
Sam Coleman, Director of Curriculum & Instruction

I. 7:03 pm CALL TO ORDER

Motion to Adopt the Agenda

MOVED by Hilary DeBlois and SECONDED by Ellen Eckman AYE: 5 NAY: 0

II. 7:07 pm STUDENT ACHIEVEMENT

Atwater 4K Expeditionary Learning, Janice Carter and Amy Thoreson

III. 7:16 pm PUBLIC COMMENT #1

Alissa Evans 3826 North Frederick

IV. 7:27 pm BOARD BUSINESS AND BOARD ACTION

A. Approval of OE9 (Instructional Program) Monitoring Report

MOVED by Pablo Muirhead and SECONDED by Ellen Eckman AYE: 5 NAY: 0

B. Approval of Operating Expectations Monitoring Report Changes

OE3 (Treatment of District Stakeholders)

Motion to Approve

MOVED by Pablo Muirhead and SECONDED by Hilary DeBlois

Motion to Table OE3

MOVED by Ellen Eckman and SECONDED by Hilary DeBlois AYE: 5 NAY: 0

OE4 (Personnel Administration), no vote; tabled

OE5 (Financial Planning, Management and Asset Protection)

Motion to Approve

MOVED by Pablo Muirhead and SECONDED by Hilary DeBlois

Motion to Table OE5

MOVED by Ellen Eckman and SECONDED by Hilary DeBlois AYE: 5 NAY: 0

OE7 (Communicating with Village Residents and Other Public Audiences)

Motion to Approve AYE: 5 NAY: 0

C. Board Governance: In-Person Meeting in 2022; Proposed Changes to GC2, 3 and 4
D. Fall 2021 Community Linkage Reports

V. 9:02 pm BOARD CONSENT AGENDA

Approval of Board Meeting Minutes: November 9 Closed Session and November 9 Regular Board Meeting

MOVED by Pablo Muirhead and SECONDED by Hilary DeBlois AYE: 5 NAY: 0

VI. 9:03 pm PUBLIC COMMENT #2

Jennifer McIntosh 4436 North Prospect
Davida Amenta 4400 North Wildwood

VII. 9:09 pm BOARD REPORTS

Paru Shah, Recreation and Community Services Advisory Board
Pablo Muirhead, ACTFL

VIII. 9:18 pm SUPERINTENDENT'S REPORT

IX. 9:34 pm SUPERINTENDENT'S CONSENT AGENDA

Approval of Monthly Financials and Staffing Changes (Julie Harris resignation and Lisa Bellford retirement)

MOVED by Ellen Eckman and SECONDED by Hilary DeBlois AYE: 5 NAY: 0

X. 9:35 pm PUBLIC COMMENT #3

Lanette Brockman 4050 North Downer

XI. 9:41 pm REVIEW OF 'TO DO' ITEMS

COVID-19 updates, curriculum mapping, Bylaws, LMC tour and board meeting planning, term limits

XII. 9:42 pm FUTURE AGENDA ITEMS

Technology plan and digital safety update, OE 3,4,5 approvals, January Board meeting topics: mental health

XIII. 9:44 pm RECESS AND DEBRIEF



School Board Meeting - Closed Session
Tuesday, November 30, 2021
Meeting Minutes

Board Members Present: Paru Shah, President
Hilary DeBlois, Vice President
Pablo Muirhead, Treasurer
Emily Berry, Clerk
Clarke Warren, Member at Large

District Participation: JoAnn Sternke, Interim Superintendent

Call to Order: President Paru Shah called the meeting to order at 6:15 pm.

Motion by Paru Shah to go to a Closed Session per posting.

The School Board convened in Closed Session to consider employment, promotion, compensation and/or performance evaluation data, pursuant to Wis. Stat. 19.85(1)(c).

Motion to leave Closed Session by Paru Shah.

Meeting adjourned by Paru Shah without objection at 6:55 pm.

Bi-Board Minutes
12/7/21

Members of the public will be muted and have their video turned off upon entry.

Call to Order

Roll Call

Statement of Public Notice

Debrief on efforts to educate public about tax levy

Discuss land acknowledgment practice

Discuss Proclamation for Martin Luther King Jr. Day

Identify cross-entity opportunities to engage EDI actions/events

Identify plans for 2022

Adjournment

Present: Paru Shah, Ellen Eckman, Jim Arndorfer, Ann McKaig, Arthur Ircink, Rebecca Ewald

1. Debrief on collaboration around tax bill inserts. School District (SD) created a tax bill insert since last meeting based on information provided from Village staff. Consensus that bi-board discussion was helpful and look forward to continuing collaboration to build public understanding of tax levy and SD/VB finance. Identified possibility of coverage in Shorewood Today. Discussed the possibility of co-hosting a public education meeting in the spring. Goals: continue relationship building, engage the public in learning about the financial future of both organizations.

Next steps: Members will report back to each board for feedback on this concept; share feedback with bi-board; solidify goals and objectives and engage staff to develop the content, set date; Jim connect with Paul Zovic for additional experienced input.

2. Collaboration on EDI work- (chose to take Native Land Acknowledgement practice item as part of this agenda item). Brainstormed opportunities in three areas :
 - 1) cross-promotion of events related to EDI; Student Black History Celebration (Feb) (invite SRC, board members, push in all channels to increase attendance); District Newsletter, Farmer's Market table. School Board 12/14 Public update on EDI work.

Next Step: Ann Connect with SRC, SPL re: Student Black History Celebration; Paru talk to Katelin about District Newsletter;

- 2) shared learning events - Housing, Equity and Schools Panel (Jan) in development; Panel on Native Land Acknowledgement- TBD

Next Step: promote January panel; report back to boards and partners for input on land acknowledgement panel.

3)collaborative project related to a shared goal- would land acknowledgment practice be an experiential learning project for class? would HRC Education Committee be interested ? would they like to partner on a Shorewood Speaks on this topic?

Next Steps: Communicate with Joanne about engaging a class in a project; Ann communicates to HRC.

Next meeting: January 2022 TBD

Respectfully submitted,
Ann McKaig

SWSA Weekly Membership Update

12-10-2021

The purpose of this document is to recap some of the key issues highlighted in emails over the past week.

In this edition *(linked to each section)*

1. [SWSA Meeting Dates](#)
2. [Partnership Development](#)
3. [Districts sharing resources / resolutions](#)
4. [COVID Related Topics](#) (including Dr. Gutzeit's weekly update)
5. [Legislative Issues and SWSA positions](#)

SWSA Upcoming Meeting Dates

1. The SWSA held a membership meeting on Tuesday December 7, 2021.
 - a. [Here is the link to the summary slide deck.](#)
2. Our next meeting is Tuesday January 11, 2021 promptly starting at 7:15 a.m.
 - a. Representative Bob Wittke will be joining us. Rep. Wittke sits on the Assembly Education Committee and is a former school board member from Racine.
3. [A full SWSA Calendar can be found here.](#)

Media/Communications Opportunities/Latest Articles and Reports

1. 12-7-2021: Wisconsin Policy Forum Releases Report on Property Tax- [State Aid Slows Property Tax Growth](#)
2. Senator Kapenga, President of Wisconsin's State Senate, posted this opinion editorial in the local Waukesha Freeman and on the Wheeler report. [What are they teaching our children?](#) Senator Kapenga represents the 33rd Senate District, which covers most of central Waukesha County and Lake Country.
3. [Borsuk: That lower school tax bill looks appealing now but may not feel as good in the future](#)

Partnership Development

1. SWSA participated in interviews with Professor Rob Asen back in 2019. Professor Asen is in the Communications Arts Dept. at the University of Wisconsin-Madison. These interviews focused on K-12 advocacy, what is happening in our schools, and how policy is impacting our role. Professor Asen also met with the SWSA membership to share his initial findings.
 - a. Professor Asen has just published a new book titled **School Choice and the Betrayal of Democracy: How Market Based Education Reform Fails our Communities.**
 - b. The publisher is currently offering 50% off of the book. [Here's a link to the book and how to order.](#) Use coupon code HOL21 when checking out. This code will provide a 50% discount until Dec. 10th.

Districts sharing resources / resolutions

1. Whitefish Bay has created two documents that can be used as a template to tell your district story.
 - a. [The School Board of the School District of Whitefish Bay: Impact of WI 2021-2023 Biennial Budget on Public School Districts](#)
 - b. [The School Board of the School District of Whitefish Bay Impact of WI 2021-2023 Biennial Budget on the School District of Whitefish Bay, November 2021](#)

COVID Related Topics

1. [Pediatric COVID-19 trends in Wisconsin — December 8, 2021](#) Dr. Gutzeit is providing a weekly update on Covid-19 trends in Wisconsin. His written summary is excellent and can be found on their social network sites and also linked here. I will continue to provide the link in our weekly updates.
 - a. Dr. Gutzeit's key message this week is this: *"This week, cases of COVID-19 at our Milwaukee hospital increased, which is reflective of what the state of Wisconsin is seeing overall. Currently, more patients are hospitalized in Wisconsin with COVID-19 than at any other point this year. The vast majority of those patients had not received a vaccination. This demonstrates the success of the vaccines at preventing hospitalization for those who get COVID-19. This also comes when we're seeing an increase in respiratory illnesses. This week, Children's Wisconsin saw our first child hospitalized with influenza this season. We must remain diligent and help prevent kids from being hospitalized with respiratory illnesses. We urge everyone to wash your*

hands, wear a mask and stay home if you don't feel well. Best of all, please consider COVID-19 and flu vaccinations to protect yourself and others.”

2. Dr. Gutzeit and Dr. Khare also sent an additional resource they suggested we pass along to our education leaders. [Protecting Youth Mental Health: The US Surgeon General's Advisory](#)

Legislative Issues and SWSA positions

1. [Rep. Thiesfeldt Announces His Last Term in the Assembly.](#) Representative Thiesfeldt, chair of the Assembly Education Committee, is from the Fond du Lac area.
2. [Here is the latest SWSA Bill Tracker dated 12-6-2021](#)
3. 95% of the WI ARPA K-12 Covid relief approved; last 5% not approved by DOE (\$77M)
 - a. [12/6/2021: Here is the press release by the DPI State Superintendent.](#)
 - b. [12/6/2021: Here is the WASB blog on this topic.](#)
 - c. [12/6/2021: Here is the Joint Finance Committee Chair Response](#)
 - d. [12/9/2021: Here is the DPI State Superintendent's Response to the JFC Response](#)
4. [Speaker's Task Force on Racial Disparities Report](#)
 - a. Priorities include several recommendations for K-12
5. As we continue to advocate for additional resources, [this Legislative Fiscal Bureau memo dated 12/1/2021 may become useful.](#) This memo outlines the per pupil revenue limit adjustment and per pupil aid increases from 1993-24 to 2022-23. The zeroes for this biennial budget standout.
6. [SB411](#) - this bill, commonly called the “CRT” bill (Anti-Racism/Anti-Sexism) has now passed out of the Senate Education Committee. It hasn't been scheduled yet for the Senate floor. It's companion bill, [AB411](#) also passed out of the Assembly Education Committee and passed on the Assembly Floor on Sept. 28th. We expect the Governor to veto this bill. **SWSA is opposed to these bills.**
7. [Upcoming Hearing in the Assembly Education Committee on Tuesday 12/14/2021](#)
 - a. [AB 611](#) Relating to: the Foundations of Reading test licensure requirement. **SWSA has not taken a position on this bill.** This is a bill to resolve a technical fix required. DPI has been working with Sen. Darling's office to bring this forward.
 - b. [SB589](#) Relating to: the Foundations of Reading test licensure requirement.
 - i. This bill actually gives teacher license applicants an alternative identical to the FORT to take instead of the FORT. **SWSA has not taken a position on this bill.**
 - c. [AB617](#) Relating to: early admission to kindergarten and first grade at a private school. This bill creates an exception to the minimum age requirements for admission to four-year-old kindergarten, five-year-old kindergarten, or first grade for private schools participating in the Milwaukee Parental Choice Program,

- Racine Parental Choice Program, or the Wisconsin Statewide Parental Choice Program. participating in a parental choice program. **SWSA has not taken a position on this bill.**
- d. [AB721](#) Relating to: the number of independent charter schools authorized by the College of Menominee Nation or the Lac Courte Oreilles Ojibwa Community College. This bill eliminates the limit on the total number of charter schools that may be authorized by the College of Menominee Nation and the Lac Courte Oreilles Ojibwa Community College. Under current law, the total number of charter schools that the College of Menominee Nation and the Lac Courte Oreilles Ojibwa Community College may authorize is six. **SWSA has not taken a position on this bill.**



SHOREWOOD SCHOOL BOARD

Topic: Superintendent's Report

Date: December 14, 2021

Prepared by: JoAnn Sternke

Board Action:

X Information only

Presentation/discussion

Discussion/action by board of education

Presentation/action next meeting

Purpose:

To summarize current District education, administrative and operations priorities and provide follow up on items from prior Board meetings.

I am excited and grateful to have the opportunity to continue to serve the Shorewood School District as Interim Superintendent through spring 2023, and am eager to continue to more deeply address priorities during this time. I am grateful to our school and greater Shorewood community, and I thank the Board for your confidence in me and the work.

Strategic Priorities - Equity

The December 14 Board agenda includes a District update about our equity commitment and work with Integrated Comprehensive Systems for Equity (ICS) to better reach this vision for equity. This commitment, supported by other key priorities, directly impacts the growth and excellence we desire for all students, as outlined in our mission and 2020-2025 Strategic Plan.

The key goal of our presentation is to highlight our school district's collaborative equity work at the Board, district administration, and school levels. I joined this team as we began year two of this foundational ICS work, and I have seen so much possibility and promise of how impactful this work is. We will highlight how this work is different from other "equity work." Integrated Comprehensive Systems (ICS) is not a piecemeal approach. Rather, we are setting the foundation for a systemic and sustainable approach to eliminate inequities, and we are learning to speak a common language about excellence and high expectations for all. When we talk about transforming an educational system, we know we need to understand the historical

context and constructs of how school systems operate, and see how these structures impact equitable access and opportunity. The work begins with this study of our systems and our identity formation as we strive to build a better system to provide high quality teaching and learning for all, the true definition of equity.

We will begin this presentation with an overview of our equity commitment and a brief review of our ICS module work. I am grateful to Director of Equity Shari Tucker for her profound commitment to and organization of our district's work. As we prepared for this update, she made sure we hear the voices of District staff members who will discuss the uniqueness, imperative and scope of our ICS work through a video. Key members of the District and school leadership teams have joined in the development and presentation of our update to the School Board to express their hopes and aspirations - for each of their students and schools - as they have continued to move through ICS training as leaders, collaborators and team members. This presentation will highlight the work of our staff as a collective and collaborative group.

I look forward to receiving feedback on our ICS work from Board and community members, to sharing next steps in building partnerships with the Village and others who share our vision for equity, growth and excellence for all, and to continuing this critical dialogue in our District and community. This is challenging work; this is inspiring work. I am thrilled that I will continue to be part of it next year.

I close with gratitude for all who are leading this work and participating in it with a focus on how it will better help us meet our mission for all students. This is hard work, and working together, I am confident we will make strides and better serve all students.

As a side note, I recently completed the YWCA Unlearning Racism class hosted by the Village of Shorewood, and I am grateful for Rebecca Ewald's interest in continuing work that would be mutually beneficial. Director of Equity Shari Tucker met with Rebecca and Tyler Burkart earlier this month to share changes we have made to ensure more equitable hiring practices, and I am confident there will be other opportunities to expand collaborations within the Village. I appreciate working here where there is a shared commitment to and vision for equity for all.

ESSER and Budget Update

Developing the 2022-2023 budget and a plan for community input has also been a priority in recent weeks. These conditions will increase expenses while revenue is static, or even decreasing:

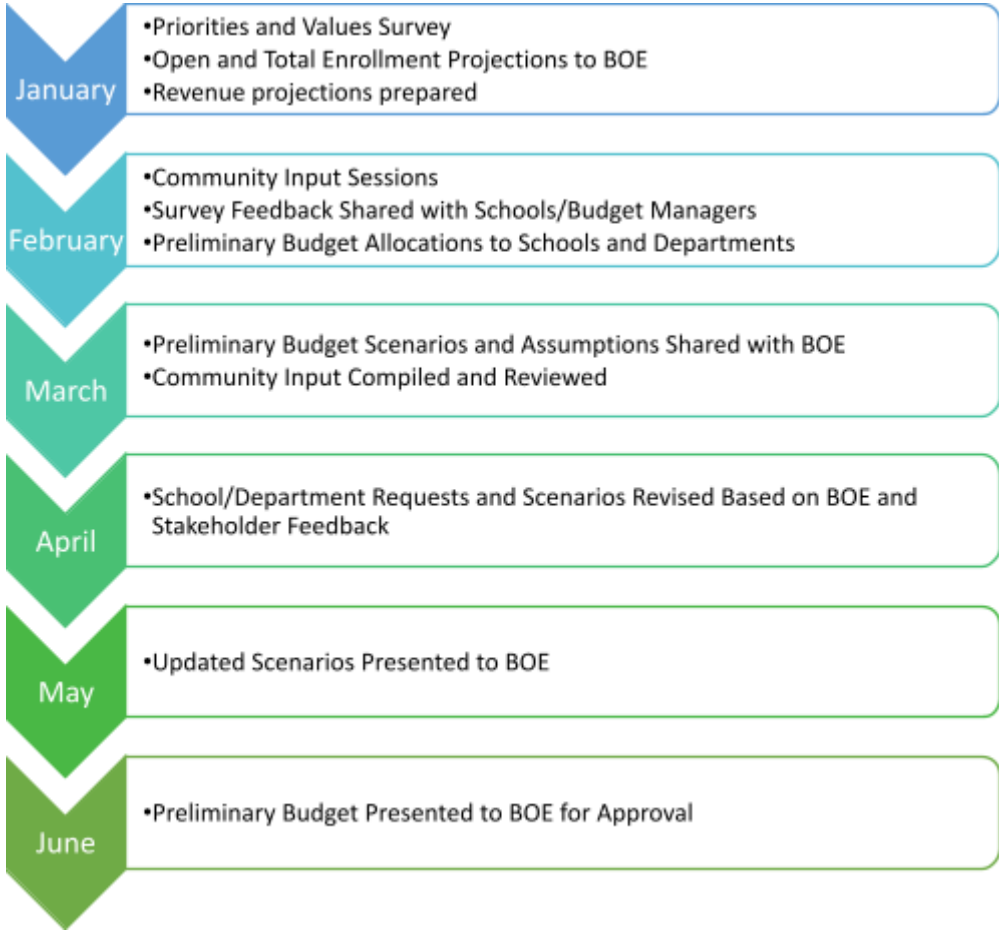
- Ongoing student and schools needs for pandemic-related academic and social-emotional support;
- Higher personnel expenses due to labor shortages and cost-of-living increases;
- Changing enrollment trends; and
- Frozen state funding.

At the same time, we are presented with the opportunity to take a fresh look at how we are approaching our work and responding to a changing environment. We must carefully examine the alignment between our priorities and our resource allocation, and leverage both one-time and other unique funding sources, such as ESSER, to maximize impact on student achievement and well-being.

In order for this step-back look to be effective, it will be important to engage a diverse set of stakeholders in the process, including a cross-section of Village residents as well as student families, faculty and staff. To solicit this input, the District will administer a Priority and Values Survey and host a series of Listening Sessions. These will include sessions targeted specifically towards Village residents, as well as separate sessions for our faculty and staff. We will be asking participants to reflect on what we need to START doing, KEEP doing, or STOP doing as it relates to supporting our 2022-23 strategic priorities.

A [timeline](#) of this activity and administration work to update our financial projections and prepare potential budget scenarios for board review has been developed and a brief overview is below for quick reference.

Budget Development Snapshot



I also want to provide an update about ESSER III funds. The U.S. Department of Education has approved 95% of Wisconsin's plan for ESSER III funds. The DPI released these funds to districts on December 8 and Shorewood received an ESSER III grant of \$1,318,842, which is in alignment with the original projection provided by DPI. As with all ESSER funds, these are one-time awards intended for use to prevent, prepare for, and respond to COVID-19, including to support evidence-based improvement strategies (EBIS) that respond specifically to the social, emotional, mental health, and academic supports of students.

Last spring, the District shared a high-level budget and direction for use of funds with the Board. This winter, we will be reviewing that budget against the needs we are currently seeing and that are surfaced through community input. We will share the results of this work with the Board as part of the budget process this spring.

COVID-19 Updates

First and foremost, we are taking stock of the new Omicron strain of the COVID virus and making certain our layered mitigation strategies uniformly in place and followed. It is good to hear about booster shots for our students 16+; we will begin communicating this. Vaccination is key to beating this virus, and we appreciate the support of our families and community regarding this.

I have reviewed and responded to concerns that were shared through public comments during the November 30 Board meeting about our COVID protocols and mitigation strategies. In summary, I want to confirm these important District policies and updates:

- **Mandates and Vaccination Status**
 - We are pursuing a staff vaccine mandate. We are thoroughly investigating implementation, impact, as well as implications.
 - Student vaccine requirements are governed by state law and we will comply with any changes
 - Confidentiality guidelines apply in certain instances, in terms of vaccination status, accommodations, and how the District currently reports its case data. We will continue to observe these.
- **Masking**
 - District masking protocols - appropriate quality, fit and coverage, and compliance with building and District policy regardless of vaccination status - are enforced by faculty and staff. Parents and caregivers should alert principals to any violations;
 - Masks are available daily at every school entrance, and faculty and building staff members have additional supplies should a mask be needed or replaced; and
 - Age-appropriate corrective action plans for issues of masking compliance are in place in all schools. I commend school leaders and faculty and staff members for their diligence in communicating and demonstrating our expectations around COVID protocols and procedures.
- **Communications**

- The District's COVID-19 Dashboard is updated every Monday, as soon as we receive North Shore Health Department and school statistics; given the low number of cases in the District, I do not see a need to update the dashboard more frequently at this time;
- Shorewood is one of the few area districts continuing to conduct contact tracing consistently, as this has been identified as a community priority. We will also continue to provide low exposure notifications to families. These are for informational purposes, as close contacts receive priority communications for testing follow up; and
- Based on the advice of legal counsel, recommendations of public health authorities and our community's prioritization of student confidentiality, we will continue to follow the advice of our legal counsel in releasing information provided regarding school case numbers, names and status.

The District's Winter Break communication sent to all families last week shared travel precautions and social distancing reminders, and encouraged all who are eligible for vaccinations and boosters to schedule appointments.

We also highly encourage student and employee testing and self screening before returning to school or work on January 4. To that end, we are expanding our COVID testing at the Village Center as we return to school in January. I appreciate SHS Principal and Safety Director Tim Kenney's work on this along with Library Director Rachel Collins at the Shorewood Village Library who collaborated to make this happen; details will be shared soon. Pardon the brief editorial comment: It's great to work in a community that works together like this; I don't take this for granted as I have not witnessed this level of collaboration between school district and local government in other places I have served.

Holiday events and winter semester reminders have also been shared with building and facilities teams, including maximizing ventilation and filtration strategies during the cold weather months, along with social distancing, cohorting when possible and masking. The new Omicron variant is something we are staying on top of, and we are gathering all information available about how this new form of the virus may impact the District.

While we are prepared to respond quickly and decisively to changing conditions, news of the new variant also underscores the need to begin managing COVID long-term. This will require all of us to manage student health & safety with in-person learning and teaching. District and school leadership teams, faculty and staff have worked hard to ensure we are maximizing our mitigation strategies and this layered approach has served us well. I am proud of the results we have achieved, which remain consistently and significantly lower than those of the broader community and surrounding school systems.

The COVID FAQ portal created at the beginning of the school year remains a resource for those who have concerns. Questions and comments submitted through the portal on the District website are answered individually, and information of general interest is continuously added to

this section of the page. I also want to revisit other website navigation changes made at the beginning of the school year to ensure easy access to this information:

- The District home page has a COVID Updates pop up that navigates directly to the main COVID page and additional link to the COVID-19 Dashboard. Past weekly reports are available here as well;
- District posts on social media includes a link to the District COVID Dashboard; and
- COVID-19 Updates is also a drop-down menu item in the Families/Students and the News/Calendars tabs on the District website.

As I close this brief COVID update, I want to reiterate that our commitment to safety is unwavering. Our use of multiple, layered mitigation strategies is key in combating spread of this virus. This, combined with the commitment of our employees, families, and community is making a positive difference in limiting spread.

Facilities Updates

Our terrific Recreation Department has moved into their newly renovated space, and we are working with our construction partners on exterior and interior wayfinding signage throughout the administrative offices. Supply chain issues have pushed back some remaining furniture and fixture installations in these spaces and in renovated High School areas. The SHS Library Media Center (LMC) has opened, and it is exciting to see students using and enjoying this unique, communal area. It is indeed a beautiful gathering and learning space for our high school students. The Library's adjacent collections and study areas will open soon, and we are planning some spring events for faculty, staff and community members that will showcase referendum projects completed at the High School and at both of our elementary schools. Renovations at Shorewood Intermediate School will be underway this winter.

I want to close by thanking our staff for their commitment to our students. You truly humble me with your care for our students, sometimes at the expense of self-care. I hope that everyone takes time during Winter Break to rest, recharge batteries, and focus on what brings joy. We began the year focusing on bringing joy back to in-person learning. Let's refocus on the joy in our lives!