

Polk Education Association

District Budget Briefing

2010-2011

Bargaining Concerns

- All wages, hours, and terms and conditions of employment are mandatory subjects of bargaining
- The district has bypassed the bargaining table and brought new information directly to the represented employees

District Bargaining Proposals

- Proposed a wage freeze on all employees
- Employees bear the total burden of the health insurance shortfall
- Give the Superintendent unilateral authority to reduce employee salaries

And then there is the Jobs Bill money...

The district unilaterally chose to take the Jobs Bill money and funnel it into next year's budget

District Bargaining Proposal

22.26-3 If the projected General Fund fund balance is anticipated to fall below the minimum required to ensure the financial strength and stability of the District as specified in School Board Policy 6Gx53-1.003, VII. C., the School Board may, upon recommendation by the Superintendent, approve any, or all, of the measures provided below as may reasonably be required to address the shortages in the projected General Fund fund balance:

Up to ten (10) non-paid furlough days for all employees.

An immediate reduction of all salaries of up to seven percent (7%).

A reduction in the number of hours worked on designated non-student contact days with a proportional reduction in salary for the time not worked.

Teachers who are not currently the teacher of record for any students, including, but not limited to deans, guidance counselors, and media specialists, may be required to teach up to the equivalent of 50% of each student contact day. Said teachers will be granted 45 minutes of planning time per class per week. This teaching assignment must be in a subject area for which the teacher is fully qualified as per Article 14 of this agreement. Teachers assigned to teach a class should not be interrupted during their assigned teaching or planning time for any duties related to their normal non-classroom assignment. Said teachers will also be eligible for Teacher Lead Money in accordance with Florida Statutes.

If, at the end of the School Board's fiscal year, the unreserved general fund balance exceeds the percentage specified in Board Policy 6Gx53-1.003, VII, C, then the Superintendent may recommend, and the School Board may approve, that such unencumbered excess funds be paid as a bonus proportionally to all employees to the extent that such employees incurred a salary reduction as the result of any of the measures taken pursuant to this section.

District Bargaining Proposal

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District Slide 16

Example of method for Dealing with \$25.88 million shortfall

- Possible Salary Cuts*- \$25.88 million
- Intent of this option is to avoid layoffs
- This chart: higher salaries receive larger percentage cuts
 - \$80,000 and up- 10%
 - \$60,000 to 79,000- 8%
 - \$45,000- 59,999- 6%
 - \$30,000- 44,999- 4%
 - \$20,000- 29,999- 2%
 - Below \$20,000- 0%

*This has not been collectively bargained.

Contract Language 22.27

- **22.26-2** In the event the District feels a need to declare “Financial Urgency” as outlined in Florida Statutes 447.4095, the parties agree to follow the process as outlined in the statute.
- **22.27** Both the Polk Education Association and the School Board desire to bargain step increases and additional raises for the 2010 – 2011 school year should funding be available. The District will establish the cost of step increases when projecting the budget so that the information may be considered during the adoption process. The parties agree to hold a preliminary discussion in September 2010 to assess the available funds committed by the Florida Legislature and the Federal Government to the District, the most current revenue estimates for tax levies, and the impact of any unfunded or underfunded mandates from other government agencies. The parties agree to meet and review the available funding data in detail following the release of the 3rd Calculation from Florida’s Department of Education. The parties agree to jointly evaluate the available data to determine funds that could be used to adjust employee salaries. The parties will then bargain regarding any identified funds.
- **The 3rd calculation is in December of each year**

District Presentation

- Predicts a \$25.88 million shortfall
- Percent cut 4%

Personal Budgeting

- **Income**
 - *Housing*
 - Utilities
 - Food
 - Vehicle
 - Other

District Budget Summary of Funds

<p>General Fund</p>	<p>Food Service Federal Funds ARRA Capital Outlay Debt Service Internal Services Agency Fund</p>
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District Budget Summary of Funds



**General
Fund**

District Budget Summary of Funds



General Fund Summary (in millions)

General Fund Balance - 5 years

2010-11 District Budget pg. 62, 59, 60

	Budget	Actual	Change	% of GF
2006-2007	\$ 35,895,093	\$ 62,111,233	\$ 26,216,140	8.6%
2007-2008	\$ 62,111,233	\$ 57,741,793	\$ (4,369,440)	7.2%
2008-2009	\$ 57,741,793	\$ 62,061,956	\$ 4,320,163	8.3%
2009-2010	\$ 62,378,592	\$ 68,818,030	\$ 6,439,438	9.5%
2010-2011	\$ 44,855,450	<i>projected amount</i>		6.03%

Fund Balance 2010-2011

- State requires a 3% fund balance, unrestricted
- District Policy is to have a 5% fund balance, unrestricted
- The current projected amount is 6%, 4.6% is unrestricted
- 1.6% = \$11.9 million available

General Fund - Object Codes

- 100 Salaries includes substitutes
- 300 Purchased Services – travel reimbursement, printing, maintenance of equipment, **consultants**
- 500 Materials & Supplies – supplies of a consumable nature
- 600 Capital Outlay – Library books, AV media, non-consumable nature

2009-2010 Budget, pg 276

2009-2010 District Budget pg. 275									
Budget Summary	Acct	Totals	Salaries-100	Benefits-200	PurServ-300	EnServ-400	Mat&Sup-500	CapOut-600	Other-700
Instruction	5000	\$ 454,461,130	\$ 269,085,312	\$ 93,564,976	\$ 67,062,829	\$ 15,780	\$ 16,080,937	\$ 1,301,745	\$ 7,349,552
Pupil Pers Serv	6100	\$ 9,702,014	\$ 4,636,670	\$ 1,801,218	\$ 2,932,113	\$ 1,550	\$ 305,433	\$ 1,400	\$ 23,630
Inst Media Serv	6200	\$ 2,994,355	\$ 1,143,851	\$ 561,641	\$ 210,718		\$ 735,205	\$ 338,877	\$ 4,063
Inst Curric Dev	6300	\$ 3,886,183	\$ 2,829,590	\$ 853,628	\$ 69,192		\$ 96,057	\$ 21,534	\$ 16,182
Inst Staff Trng Serv	6400	\$ 810,001	\$ 314,547	\$ 96,173	\$ 144,137		\$ 238,248	\$ 5,652	\$ 11,244
Inst Related Tech	6500	\$ 6,394,990	\$ 2,936,825	\$ 1,069,722	\$ 2,298,393				\$ 90,050
Board	7100	\$ 2,329,378	\$ 875,233	\$ 934,929	\$ 476,900		\$ 14,400		\$ 27,916
General Admin	7200	\$ 2,524,180	\$ 1,703,601	\$ 486,417	\$ 268,117		\$ 32,645	\$ 600	\$ 32,800
School Admin	7300	\$ 40,170,954	\$ 29,765,848	\$ 9,847,001	\$ 202,540	\$ 1	\$ 270,598	\$ 25,303	\$ 59,663
Facilities Const	7400	\$ 9,746,444	\$ 4,689,136	\$ 1,778,927	\$ 700,595	\$ 10,900	\$ 76,126	\$ 2,470,541	\$ 20,218
Fiscal Serv	7500	\$ 2,716,877	\$ 1,784,339	\$ 624,051	\$ 225,200		\$ 69,240	\$ 7,347	\$ 6,700
Central Serv	7700	\$ 13,109,305	\$ 5,921,265	\$ 2,103,010	\$ 3,550,718	\$ 117,950	\$ 395,655	\$ 738,993	\$ 281,714
Pupil Trans Serv	7800	\$ 35,092,117	\$ 13,588,703	\$ 9,079,103	\$ 3,327,091	\$ 5,685,170	\$ 1,936,800	\$ 183,228	\$ 1,292,022
Operation Plant	7900	\$ 50,313,449	\$ 14,650,116	\$ 8,376,451	\$ 8,906,157	\$ 16,936,925	\$ 1,414,544	\$ 25,191	\$ 4,065
Maint Plant	8100	\$ 26,707,467	\$ 7,825,186	\$ 3,274,047	\$ 8,822,014	\$ 719,375	\$ 6,064,144	\$ 1,612	\$ 1,088
Admin Tech Serv	8200	\$ 5,027,374	\$ 3,444,521	\$ 1,080,253	\$ 500,600		\$ 2,000		
Community Serv	9100	\$ 32,326		\$ -	\$ 18,776		\$ 13,350		\$ 200
Debt Serv	9200	\$ 1,354,561							\$ 1,354,561
Total Approp		\$ 667,373,105	\$ 365,194,743	\$ 135,531,547	\$ 99,716,090	\$ 23,487,651	\$ 27,745,382	\$ 5,122,023	\$ 10,575,668

2009-2010 Annual Financial Report, pg. 17

2009-2010 Annual Financial Report, pg. 17									
Annual Financial Report	Acct	Totals	Salaries-100	Benefits-200	PurServ-300	EnServ-400	Mat&Sup-500	CapOut-600	Other-700
Instruction	5000	\$ 441,449,896	\$ 266,841,414	\$ 86,401,363	\$ 71,019,052	\$ 27,916	\$ 10,164,912	\$ 830,535	\$ 6,164,704
Pupil Pers Serv	6100	\$ 11,105,118	\$ 5,926,214	\$ 2,270,055	\$ 2,625,615	\$ 468	\$ 254,074	\$ 9,205	\$ 19,487
Inst Media Serv	6200	\$ 4,560,887	\$ 2,305,515	\$ 981,139	\$ 439,179		\$ 272,615	\$ 551,809	\$ 10,631
Inst Curric Dev	6300	\$ 4,191,730	\$ 3,214,422	\$ 822,089	\$ 77,655		\$ 53,675	\$ 6,371	\$ 17,519
Inst Staff Trng Serv	6400	\$ 934,088	\$ 404,061	\$ 144,486	\$ 99,318		\$ 240,668	\$ 4,395	\$ 41,160
Inst Related Tech	6500	\$ 6,156,711	\$ 3,022,789	\$ 1,064,785	\$ 1,980,181		\$ 1,468		\$ 87,487
Board	7100	\$ 2,468,780	\$ 832,191	\$ 1,235,442	\$ 356,170		\$ 15,261		\$ 29,716
General Admin	7200	\$ 3,511,025	\$ 1,754,319	\$ 500,595	\$ 1,175,452		\$ 28,084	\$ 5,185	\$ 47,390
School Admin	7300	\$ 39,260,071	\$ 29,644,563	\$ 9,093,363	\$ 122,774		\$ 251,893	\$ 16,274	\$ 131,204
Facilities Const	7400	\$ 5,263,229	\$ 2,788,112	\$ 1,050,902	\$ 567,695		\$ 44,126	\$ 796,609	\$ 15,785
Fiscal Serv	7500	\$ 2,845,678	\$ 1,758,668	\$ 579,827	\$ 463,164		\$ 38,532	\$ 907	\$ 4,580
Central Serv	7700	\$ 10,647,772	\$ 5,700,013	\$ 1,963,420	\$ 2,589,024	\$ 7,887	\$ 124,689	\$ 131,101	\$ 131,638
Pupil Trans Serv	7800	\$ 32,075,805	\$ 13,177,477	\$ 8,020,314	\$ 3,646,863	\$ 4,011,122	\$ 1,859,363	\$ 34,056	\$ 1,326,610
Operation Plant	7900	\$ 49,810,569	\$ 14,764,360	\$ 8,100,921	\$ 11,092,857	\$ 13,963,714	\$ 1,354,083	\$ 12,645	\$ 521,988
Maint Plant	8100	\$ 22,542,381	\$ 7,195,394	\$ 2,990,269	\$ 7,009,739	\$ 691,217	\$ 4,642,165	\$ 11,987	\$ 1,610
Admin Tech Serv	8200	\$ 4,777,979	\$ 3,233,542	\$ 908,373	\$ 633,821		\$ 1,643	\$ 600	
Community Serv	9100	\$ 243,096	\$ 19,295	\$ 3,534	\$ 16,437		\$ 8,784		\$ 195,046
Debt Serv	9200	\$ 4,173,574						\$ 2,819,966	\$ 1,353,608
Total Approp		\$ 646,018,388	\$ 362,582,349	\$ 126,130,877	\$ 103,914,997	\$ 18,702,323	\$ 19,356,035	\$ 5,231,646	\$ 10,100,162

2009-2010 Difference

2009-2010 Difference (Over Budget / Under Spend)									
Budget Summary	Acct	Totals	Salaries-100	Benefits-200	PurServ-300	EnServ-400	Mat&Sup-500	CapOut-600	Other-700
Instruction	5000	\$ 13,011,235	\$ 2,243,898	\$ 7,163,613	\$ (3,956,223)	\$ (12,136)	\$ 5,916,025	\$ 471,210	\$ 1,184,848
Pupil Pers Serv	6100	\$ (1,403,104)	\$ (1,289,544)	\$ (468,837)	\$ 306,498	\$ 1,082	\$ 51,359	\$ (7,805)	\$ 4,143
Inst Media Serv	6200	\$ (1,566,532)	\$ (1,161,664)	\$ (419,498)	\$ (228,461)	\$ -	\$ 462,590	\$ (212,932)	\$ (6,568)
Inst Curric Dev	6300	\$ (305,547)	\$ (384,832)	\$ 31,539	\$ (8,463)	\$ -	\$ 42,382	\$ 15,163	\$ (1,337)
Inst Staff Trng Serv	6400	\$ (124,087)	\$ (89,514)	\$ (48,313)	\$ 44,819	\$ -	\$ (2,420)	\$ 1,257	\$ (29,916)
Inst Related Tech	6500	\$ 238,279	\$ (85,964)	\$ 4,937	\$ 318,212	\$ -	\$ (1,468)	\$ -	\$ 2,563
Board	7100	\$ (139,402)	\$ 43,042	\$ (300,513)	\$ 120,730	\$ -	\$ (861)	\$ -	\$ (1,800)
General Admin	7200	\$ (986,845)	\$ (50,718)	\$ (14,178)	\$ (907,335)	\$ -	\$ 4,561	\$ (4,585)	\$ (14,590)
School Admin	7300	\$ 910,883	\$ 121,285	\$ 753,639	\$ 79,766	\$ 1	\$ 18,705	\$ 9,029	\$ (71,541)
Facilities Const	7400	\$ 4,483,215	\$ 1,901,024	\$ 728,025	\$ 132,900	\$ 10,900	\$ 32,000	\$ 1,673,932	\$ 4,433
Fiscal Serv	7500	\$ (128,801)	\$ 25,671	\$ 44,224	\$ (237,964)	\$ -	\$ 30,708	\$ 6,440	\$ 2,120
Central Serv	7700	\$ 2,461,533	\$ 221,252	\$ 139,590	\$ 961,694	\$ 110,063	\$ 270,966	\$ 607,891	\$ 150,076
Pupil Trans Serv	7800	\$ 3,016,312	\$ 411,226	\$ 1,058,789	\$ (319,772)	\$ 1,674,048	\$ 77,437	\$ 149,172	\$ (34,588)
Operation Plant	7900	\$ 502,880	\$ (114,244)	\$ 275,530	\$ (2,186,700)	\$ 2,973,211	\$ 60,461	\$ 12,546	\$ (517,923)
Maint Plant	8100	\$ 4,165,086	\$ 629,792	\$ 283,778	\$ 1,812,275	\$ 28,158	\$ 1,421,979	\$ (10,375)	\$ (522)
Admin Tech Serv	8200	\$ 249,395	\$ 210,979	\$ 171,880	\$ (133,221)	\$ -	\$ 357	\$ (600)	\$ -
Community Serv	9100	\$ (210,770)	\$ (19,295)	\$ (3,534)	\$ 2,339	\$ -	\$ 4,566	\$ -	\$ (194,846)
Debt Serv	9200	\$ (2,819,013)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (2,819,966)	\$ 953
Total Approp		\$ 21,354,716	\$ 2,612,394	\$ 9,400,670	\$ (4,198,907)	\$ 4,785,328	\$ 8,389,348	\$ (109,623)	\$ 475,506

2010-2011 District Budget, pg.282

2010-2011 District Budget, pg. 282									
	Acct	Totals	Salaries-100	Benefits-200	PurServ-300	EnServ-400	Mat&Sup-500	CapOut-600	Other-700
Instruction	5000	\$ 481,151,250	\$ 277,590,211	\$ 95,714,910	\$ 75,738,936	\$ 32,117	\$ 18,749,058	\$ 5,701,297	\$ 7,624,720
Pupil Pers Serv	6100	\$ 12,490,220	\$ 6,221,190	\$ 2,459,020	\$ 3,381,528	\$ 1,050	\$ 404,996	\$ 800	\$ 21,636
Inst Media Serv	6200	\$ 2,836,733	\$ 944,403	\$ 437,411	\$ 223,830		\$ 864,131	\$ 363,969	\$ 2,990
Inst Curric Dev	6300	\$ 3,323,582	\$ 2,384,821	\$ 736,260	\$ 78,408		\$ 97,135	\$ 8,358	\$ 18,600
Inst Staff Trng Serv	6400	\$ 773,634	\$ 262,163	\$ 82,411	\$ 143,637		\$ 258,175	\$ 700	\$ 26,548
Inst Related Tech	6500	\$ 6,010,588	\$ 3,069,157	\$ 1,084,838	\$ 1,803,246		\$ 1,496	\$ 163	\$ 51,688
Board	7100	\$ 2,977,227	\$ 883,118	\$ 1,491,629	\$ 557,514		\$ 13,600		\$ 31,366
General Admin	7200	\$ 2,611,745	\$ 1,789,672	\$ 501,773	\$ 237,640		\$ 47,250	\$ 1,010	\$ 34,400
School Admin	7300	\$ 40,277,395	\$ 29,760,769	\$ 9,672,446	\$ 180,793	\$ 1	\$ 311,070	\$ 256,803	\$ 95,513
Facilities Const	7400	\$ 9,991,575	\$ 4,492,691	\$ 1,666,627	\$ 686,116	\$ 2,500	\$ 84,275	\$ 3,039,648	\$ 19,718
Fiscal Serv	7500	\$ 3,275,200	\$ 1,785,959	\$ 617,278	\$ 839,219		\$ 30,400	\$ 1,144	\$ 1,200
Central Serv	7700	\$ 15,420,637	\$ 5,907,717	\$ 2,135,553	\$ 3,162,493	\$ 110,200	\$ 516,347	\$ 3,406,887	\$ 181,440
Pupil Trans Serv	7800	\$ 34,029,209	\$ 13,689,740	\$ 8,598,150	\$ 3,762,372	\$ 4,484,500	\$ 2,149,982	\$ 73,709	\$ 1,270,755
Operation Plant	7900	\$ 49,844,518	\$ 14,882,105	\$ 8,261,083	\$ 8,643,353	\$ 15,865,996	\$ 1,609,092	\$ 281,423	\$ 301,466
Maint Plant	8100	\$ 27,783,016	\$ 7,868,309	\$ 3,144,502	\$ 8,960,819	\$ 729,867	\$ 7,015,926	\$ 63,094	\$ 500
Admin Tech Serv	8200	\$ 5,038,495	\$ 3,406,734	\$ 1,065,077	\$ 565,733		\$ 951		
Community Serv	9100	\$ 323,374			\$ 14,939		\$ 10,700		\$ 297,735
Debt Serv	9200	\$ 1,379,857							\$ 1,379,857
Total Approp		\$ 699,538,256	\$ 374,938,759	\$ 137,668,970	\$ 108,980,573	\$ 21,226,231	\$ 32,164,585	\$ 13,199,005	\$ 11,360,133

Difference Budget (10-11)- Actual (09-10)

Difference Budget 10-11 over Actual 09-10									
	Acct	Totals	Salaries-100	Benefits-200	PurServ-300	EnServ-400	Mat&Sup-500	CapOut-600	Other-700
Instruction	5000	\$ 39,701,355	\$ 10,748,797	\$ 9,313,547	\$ 4,719,884	\$ 4,201	\$ 8,584,147	\$ 4,870,762	\$ 1,460,016
Pupil Pers Serv	6100	\$ 1,385,103	\$ 294,976	\$ 188,965	\$ 755,913	\$ 582	\$ 150,922	\$ (8,405)	\$ 2,149
Inst Media Serv	6200	\$ (1,724,154)	\$ (1,361,112)	\$ (543,728)	\$ (215,349)	\$ -	\$ 591,517	\$ (187,841)	\$ (7,641)
Inst Curric Dev	6300	\$ (868,148)	\$ (829,601)	\$ (85,828)	\$ 753	\$ -	\$ 43,460	\$ 1,987	\$ 1,081
Inst Staff Trng Serv	6400	\$ (160,453)	\$ (141,898)	\$ (62,075)	\$ 44,319	\$ -	\$ 17,507	\$ (3,695)	\$ (14,612)
Inst Related Tech	6500	\$ (146,123)	\$ 46,368	\$ 20,053	\$ (176,936)	\$ -	\$ 28	\$ 163	\$ (35,799)
Board	7100	\$ 508,447	\$ 50,927	\$ 256,187	\$ 201,344	\$ -	\$ (1,661)	\$ -	\$ 1,650
General Admin	7200	\$ (899,280)	\$ 35,353	\$ 1,178	\$ (937,812)	\$ -	\$ 19,166	\$ (4,175)	\$ (12,990)
School Admin	7300	\$ 1,017,324	\$ 116,206	\$ 579,083	\$ 58,019	\$ 1	\$ 59,177	\$ 240,529	\$ (35,691)
Facilities Const	7400	\$ 4,728,346	\$ 1,704,579	\$ 615,725	\$ 118,421	\$ 2,500	\$ 40,149	\$ 2,243,039	\$ 3,933
Fiscal Serv	7500	\$ 429,521	\$ 27,291	\$ 37,451	\$ 376,054	\$ -	\$ (8,132)	\$ 237	\$ (3,380)
Food Services	7600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Central Serv	7700	\$ 4,772,865	\$ 207,704	\$ 172,133	\$ 573,468	\$ 102,313	\$ 391,658	\$ 3,275,786	\$ 49,802
Pupil Trans Serv	7800	\$ 1,953,404	\$ 512,263	\$ 577,836	\$ 115,509	\$ 473,378	\$ 290,620	\$ 39,653	\$ (55,855)
Operation Plant	7900	\$ 33,949	\$ 117,745	\$ 160,162	\$ (2,449,504)	\$ 1,902,283	\$ 255,009	\$ 268,778	\$ (220,522)
Maint Plant	8100	\$ 5,240,635	\$ 672,915	\$ 154,233	\$ 1,951,080	\$ 38,650	\$ 2,373,760	\$ 51,107	\$ (1,110)
Admin Tech Serv	8200	\$ 260,516	\$ 173,192	\$ 156,704	\$ (68,088)	\$ -	\$ (692)	\$ (600)	\$ -
Community Serv	9100	\$ 80,278	\$ (19,295)	\$ (3,534)	\$ (1,498)	\$ -	\$ 1,916	\$ -	\$ 102,690
Debt Serv	9200	\$ (2,793,717)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (2,819,966)	\$ 26,249
\$ NOT SPENT		\$ 53,519,868	\$ 12,356,410	\$ 11,538,093	\$ 5,065,576	\$ 2,523,908	\$ 12,808,550	\$ 7,967,360	\$ 1,259,971

Future Funding - 2011/2012

- Future is very uncertain
 - ARRA funds have ended, loss to budget of \$49.7
 - Local revenues are declining
 - Jobs Bills was a one time only, nonrecurring
 - State Revenue is unknown until May
 - Legislative actions that affect budgets-unknown
- What we do know – The district must prioritize spending!

Current Year Funds Available

- State recommends a 3% Fund Balance
- Use the funds in the current budget for Salaries & Benefits
- Use the Jobs Bill money to cover health care deficits

Cost of Steps and Insurance

- The cost for all PEA employee groups to receive an experience step, \$4.4 million
- The estimated losses in health insurance for 2010-2011, \$10 million (all employees)

Are Lay-offs Imminent?

- District states to save \$25.88 million that would equate to 394 positions
 - We will lose 200 - 300 employees to retirement
 - We will lose another 400 - 500 employees to changes in employment
- If the district chooses to only fill ½ the vacancies they will have eliminated 300 - 400 positions
- Moving employees around to open positions, consolidating other positions, eliminating non-essential positions
- It isn't about cutting with an axe; it is about surgical cuts in areas that can sustain the cuts

Penny Wise – Pound Foolish

- The district implemented ways to save utilities
 - Turn off computer monitors
 - Turn off the lights
 - Vacation mode for heating & cooling systems
 - Change watering schedule
 - \$Total cost avoidance last year was \$9.3 million. It is over \$80 million since we started in 1992.
- New pharmacy provider
 - \$300,000 / month = \$3.6 million per year

District Slide 28

We are all in this together.

- We must keep student learning first.
- We must work for the good of the whole district.
- Our jobs will change.
- Our workload will change.
- Now is the time to stick together and work collaboratively to solve the problem.

Q & A