

Enclosure: 6.6.

THE GROSSE POINTE PUBLIC SCHOOL SYSTEM

Grosse Pointe, Michigan

AGENDA NUMBER & TITLE: 6.6. Resolution for Strategic Review of District Operations

BACKGROUND INFORMATION:

- Whereas the Board of Education seeks to establish a structurally balanced budget and ensure we provide an excellent education to all our students; and
- Whereas the Board of Education adopted a resolution on 2/13/23 that directed our administration to develop a budget for 2023-24 based on 14 parameters; and
- Whereas the Board of Education seeks to provide clarity for our administration regarding several specific issues;

Be it resolved that:

1. We reaffirm the guidance in our budget parameters, with clarifications as follow:
2. STRATEGIC REVIEW. We recognize that many of the goals that the Board established will require careful study, transparent community and staff engagement, and significant design and implementation work over time to achieve sustainable results—particularly given tight budgetary constraints. We believe this work also could find efficiencies and creative solutions that could accomplish these goals while also improving our budgetary outlook. As such, we direct administration to begin this process by conducting a strategic review of district operations, to include:
 - a. Organization and staffing of central office, our buildings, and our building leadership teams
 - b. Pathways to normalize student-teacher ratios within established Elementary class caps, and to move from 20-22 to 26-28 or better at our Secondary schools
 - c. Potential pathways for consideration should include reduction of low-enrollment course offerings, transfer of grade levels between buildings, consolidation of buildings, or others as identified by administration.
 - d. We do not expect administration to fully develop plans for these pathways at this time, but instead sketch out options for consideration and assess positive and negative impacts for the district, and if possible estimated costs and savings. Future plans will follow Board consideration and robust, transparent community and staff engagement.
 - e. In order to support the 2024-25 budget development process, we request a presentation on this initial report by 10/1/23.
3. Understanding that budget cuts will be required for 2023-24 in order to create the financial conditions necessary to conduct the aforementioned Strategic Review, we seek to clarify Parameter 8 as follows:

- a. The Board supports the elimination or pause of the roughly \$3 million in items and at least 10 FTE that administration previously identified. This will put us in a better budgetary position to conduct the strategic review, move us toward a structurally sound budget, and help us strive to achieve fund equity of at least 10% on an ongoing basis, given the Formula and other elements of our collective bargaining agreements.
- b. The Board supports administration's recommended reductions in positions where efficiencies can be found due to declining enrollment, or when time-limited funding will not be renewed, and if administration judges that impacted roles can be eliminated or redefined without impacting school operations. While these reductions often will impact vacant positions, administration will make every effort to reassign any displaced personnel to suitable alternative roles in the district.
- c. The Board supports pausing funding for musical instrument refresh for one year, to restart for the 2024-25 school year. Administration and the Board are committed to excellence in arts education, and will fully support efforts to find alternative and supplementary funding, as well.
- d. Administration will study pool scheduling and utilization and report on whether current programs can be fully served by closing our middle school pools, or if we need to continue pool operations at some or all of our middle schools to do so. These findings will be integrated into our strategic review.
- e. Given their important roles in ensuring student mental health, safety, and academic achievement, the Board commits to retain our current staffing for building principals, assistant principals, counselors, and central administration, pending the strategic review.
- f. Recognizing the significant work that has gone into this budget process, and the work yet to come with this strategic review, the Board authorizes an extension of the six executive administrator contracts through June 30, 2025. Administration will not backfill any executive administrator vacancies that may occur prior to the completion of the strategic review, as this may recommend organizational changes.

REQUEST:

That the Board of Education approve the Resolution for Strategic Review of District Operations as presented.

Trustee David Brumbaugh

May 14, 2023