

1. Please provide us with a brief summary of your background, education, length of time in the community, children in our district, any connections with the teaching community, and any other information you believe is pertinent to your candidacy.

Rachel Litwack	Daniel Cassidy	Shelley Hamilton	Philip J Feffer
<p>I was raised by educators in a multicultural family and have been involved in public schools and local politics from a young age. I've been supporting other women in leadership most of my life. I started volunteering in my grandmother's kindergarten class as a teen and walked in picket lines for more teacher pay. As a young woman I saw the importance of volunteering, as well as the challenges that teachers face, both economically and in supporting their students. This made a lasting impression and fostered a deep appreciation and desire to support strong public schools and teachers.</p> <p>I attended public school K-12 in San Diego and graduated from UC Davis. I've lived in the district (both Fairfax and San Anselmo) for the past 13 years. I am a parent in the district and my kids</p>	<p>Education is my 'true north'. I have spent about 15 years in higher education serving students in a variety of roles and about 10 years in the private sector across human resources, training and development, and customer support. I have a BS in Health Education from Appalachian State University and a Masters degree in Higher Education Administration from the University of Denver. I currently lead an educational consulting business helping high school students and families navigate the college application and selection process. I also continue to teach locally as an adjunct faculty member at Dominican University of California.</p> <p>My wife and I moved to San Anselmo in 2012 and we have two daughters, Emerson and Vivian, attending Brookside (5th & 2nd</p>	<p>– PERSONAL BACKGROUND – My husband, Davy Jay, and I have lived in Fairfax since 2004. Davy grew up in Mill Valley attending public schools. Both of our children, Liam and Anna, attended Manor, White Hill and Archie Williams. I am a daughter of a "Cradle to Career" public school family - My mom was a preschool director. My stepmom was an elementary arts educator who started the first arts education foundation in her district. My dad started the first independent study/continuation program in his high school district and was union president. And, my Mexican stepdad's family brought Montessori programs to Mexico City. He went on to become the Chair of the Education Department at Loyola University in New Orleans where I attended public school.</p>	<p>I'm a graduate of Georgetown Law and a corporate attorney with a decade of experience scrutinizing lengthy and detailed budget documents for sophisticated clients. I grew up in New York City, the oldest of four boys, where I attended public schools from kindergarten through college, first at Hunter College Elementary and High School, and then at CUNY: Hunter College. I never imagined falling in love with a place like Fairfax until I met my wife in 2008 and started coming back to Fairfax multiple times a year to visit her mother who still lives in Deer Park. My wife was born and raised in Fairfax, and when our first child was born in 2018, we decided shortly after to move back and bought a house in Marinda Oaks up behind St Rita's in Fairfax. My oldest is now in first grade at Manor, and our youngest</p>

<p>have attended RVSD schools from TK - 8 grade, so I know first-hand the excellent education our students are receiving. I am also grateful for the relationships I've built with the teachers in RVSD over the years and am honored to call several of them friends.</p> <p>Through my many years volunteering in classrooms, chairing school fundraisers, serving as a YES Board member, working on 4 parcel tax campaigns to improve teacher salaries, and helping on the RVSD Citizens Oversight committee for Measure A Funds (not to mention all the committees I serve on as a Trustee), I have learned a lot about the district and gained a deep understanding of the schools and the challenges they face from many perspectives. I've made it a point to spend as much time at our 5 schools as possible to see what our students and teachers are experiencing every day.</p>	<p>grade). Our eldest began kindergarten at Hidden Valley before we moved into the Brookside district eight months later. Kathleen Wolfe and Kristi Fish were our first introductions to the wonderful teachers and leadership within the Ross Valley School District. You'll now find me as a volunteer Day Time Supervisor at lunch each week at Brookside, in the classrooms at various times, and also attending any field trip possible. Most recently I spent four days at Walker Creek with Stacy Walden and Rachel Rosen and last spring with Sammy Hundley and Barbara Forshee at Gold Country.</p> <p>Prior to joining the RVSD School Board, I spent about 4 years serving as a board member at San Anselmo Preschool (SAPS). It was a great introduction into early childhood education and administration leadership. It was also a great launching pad for my experience as a current Trustee. As a board member at SAPS, we addressed teacher pay, retention, and recruitment; navigating COVID; planning for universal TK</p>	<p>— CIVIC ENGAGEMENT —</p> <p>I have the public service experience needed to understand complex issues, navigate challenging budgets, and facilitate effective community engagement. I believe deeply in public service and giving back to the community. Shortly after moving to Fairfax I was appointed to the Planning Commission where I served for 9 years (2 terms as Chair). At Manor School, I served for 6 years as the Chair of the Lapathon, 2 years as PTA President, and 2 years as Site Council Chair. My leadership role at Manor included advocating for shifts to the Multi-Age Program housed Manor in order to ensure equity across all classrooms, teachers and students on campus. I have been a soccer coach with West Marin Soccer and was the Registrar for West Marin Little League for 3 years. I have also been a member of Archie William and RVSD Parent/Guardian Equity Committees as they were both starting up.</p>	<p>is 2.5yo, so I will be a dad in RVSD for at least the next 12 years.</p> <p>Growing up in a place like New York City, especially as a black and Jewish person, it's been a bit of a culture shock with how white most of Marin is, but I have been heartened by how committed to Diversity, Equity, Inclusion & Belonging RVSD is as a District as well as a community. In addition to being racial minorities, my daughter and I both have anaphylactic food allergies, so I personally understand how challenging "invisible disabilities" can be to navigate in a school system. Manor has been extremely welcoming and inclusive, and I want to make sure that the DEIB priorities I've experienced firsthand at Manor are universal experiences across all RVSD schools. My wife and I always say, you don't know what you don't know, but it's easier to learn when you ask questions and make families feel welcome sharing their diverse experiences.</p> <p>Last school year, I wrote to the current Board multiple times</p>
--	---	--	---

	<p>(and the likely drop of attendance within the TK program); financial constraints and managing our budget effectively.</p> <p>As soon as I heard about the opportunity to apply for the Appointed Trustee role in January 2023, I knew it was exactly where I should be. Luckily, I was appointed a couple of weeks later. I find tremendous joy and energy working with the RVSD community, the teachers, the district office, the new Superintendent, and the students to solve the needs of the district. I love representing my community in a district I call home.</p>	<p>And, it has been my privilege for the past 4 years to serve as a Trustee for the Ross Valley School Board. During my first term, actually at the first meeting, my colleagues elected me to serve as Board President. I served as President for the first 3 years of my term. During this time I led the difficult process of representing the District to the State Board of Education against the Ross Valley Charter's appeal of the prior RVSD Board's denial of its charter renewal. I also led the Board through the difficult process of negotiating a Deer Park solution that maintained occupancy for the Fairfax San Anselmo Children's center while also addressing the District's liability concerns within a fiscally responsible arrangement.</p> <p>Through my experience leading Nonprofits as a staff person, and serving on both nonprofit and public agency boards I know what good governance looks like. I know how to lead public agency boards through tough decisions and I understand how the role of a Trustee, and the Board as a</p>	<p>about a variety of issues but especially the teacher salary negotiations. If you'd like to read any of those correspondences here, they are publicly available in meeting agendas, with the most applicable ones in January - May of 2024. I'm also happy to attach PDFs of my correspondence with the current Board if anyone wants to email me at philipjfeffer@gmail.com</p>
--	--	---	---

		<p>unified body, complements and coordinates with District administration and teachers.</p> <p>– PROFESSIONAL EXPERIENCE –</p> <p>I have a proven track record of leadership and service—rolling up my sleeves to understand issues, engaging in difficult conversations, making tough decisions, and getting the job done. With 25+ years senior executive experience in Marin’s nonprofit sector, I bring essential financial and facility management skills, alongside expertise in planning, data analysis, and process facilitation. I have worked for the past 7 years as Senior Director of Collaborative Infrastructure and Communications at Marin Promise Partnership, a coalition of more that 100 community leaders, nonprofits, school districts and funders dedicated to improving educational equity in Marin. Prior to that I was CEO of MarinSpace for 13 years and a strategic planning consultant for 10 years.</p>	
--	--	--	--

2. How much money do you intend to spend on your campaign? How much money have you raised so far? Do you have a campaign consultant? Who is it? Do you have volunteers for door knocking/phone banking?

Rachel Litwack	Daniel Cassidy	Shelley Hamilton	Philip J Feffer
<p>My goal is to spend less than \$2,100 on my campaign. It frustrates me that so much money is spent on campaigning when it could be going to the YES Foundation and our schools. I'm trying to market my campaign in a frugal manner via cost-effective and free methods as much as possible.</p> <p>I've raised \$2,050 so far. I will donate any remaining funds to the YES Foundation, as I did after the 2020 election for RVSD Trustee.</p> <p>I do not have a campaign consultant.</p> <p>Yes, I have family and friends who have volunteered to help me with door knocking.</p>	<p>I have self-funded my campaign and invested about \$600. I am not seeking donations for two primary reasons. First, I was able to gain assistance from our community, including several RVSD parents, who donated their time and talents with my campaign sign & website design, campaign sign/postcard printing, placing signs at their homes and handing out postcards. Secondly, I would rather have families and organizations donate towards YES! and Parent Clubs rather than my campaign.</p>	<p>I will be keeping my campaign spending to under \$2,000 and to date I have raised and spent about \$800 on lawn signs, postcards, and my website. My campaign is primarily self-funded with in-kind assistance and a contribution from the Marin Women's Political Action Committee through their endorsement process. I do not have a campaign consultant although I have registered to use the online tools at www.goodparty.org (a non-partisan on-line campaign tool dedicated to "Empower real people to run effective campaigns without dark money, and outside the two-party system." The few volunteers I have are focused on distributing lawn signs and sending out personal emails. I am doing my own canvassing and will not be doing any phone banking.</p>	<p>As of this writing, my campaign is self-financed. I've spent about \$1250 + filing fees. I am in the process of setting up a campaign bank account, and the Marin Democrats, who endorsed me, will make a campaign contribution once it is setup, but I do not know the amount yet.</p> <p>My campaign is run by me and my wife, Megan Feffer, who is a communications specialist but has never worked in politics before. We have physical "door knockers" (cardstock flyers with doorknob holders cut out to leave on doors if residents aren't home) from Marin Democrats to hand out to specific neighborhoods in Fairfax and San Anselmo (the neighborhoods are assigned by Marin Democrats).</p> <p>We welcome any volunteers!</p>

3. If it were up to you, what top three issues would you address in our school district/ schools?

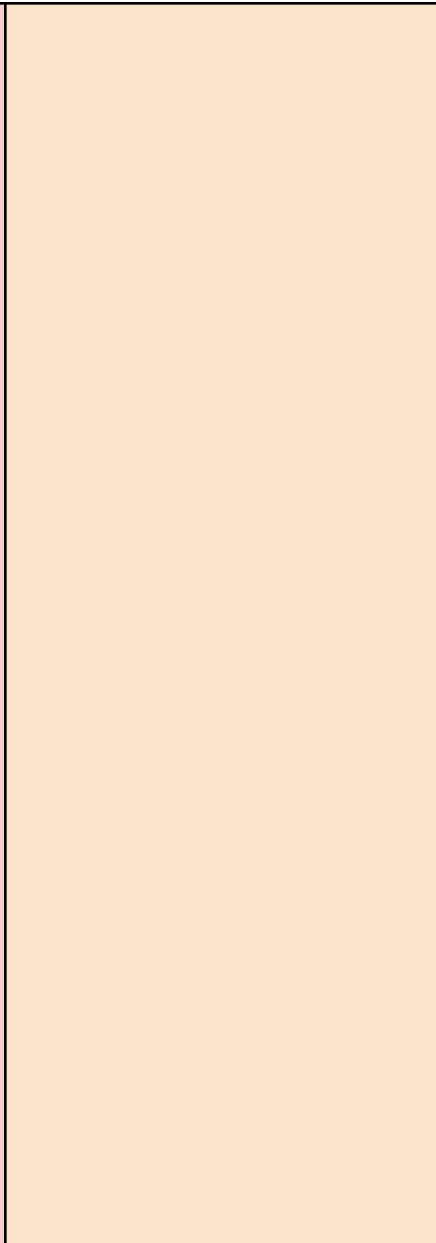
Rachel Litwack	Daniel Cassidy	Shelley Hamilton	Philip J Feffer
<p>The 3 most critical issues I see for the District are 1) increasing revenues and enrollment/attendance 2) repairing teacher trust & improving pay, and 3) improving special education services.</p> <p>I am currently working on all 3 of these issues as an incumbent Trustee and the current Board President.</p> <p>-The RVSD budget, while positively certified by the County, is very lean and as the lowest funded school district in Marin County, our substantially lower revenues present unique challenges. Addressing this issue, requires efforts on multiple fronts, which I have already started:</p> <p>1. A public education and informational campaign. Our budget revenues can be positively impacted by increasing attendance and enrollment, so I</p>	<p>The most critical issue is the revenue challenge affecting our district budget and ultimately teacher compensation packages. The second important issue would be to ensure students have the Tier II interventions they need which would support teachers working with those students. This includes guest support teachers, intervention teachers, and to ensure special education staff have the training they need. And the third issue I would address over the next four years is improving the communication and overall trust between the teachers, RVTA, Ross Valley community, district office, and the board.</p>	<p>– BUDGET–</p> <p>Our most critical issue right now is to improve the District’s financial position by raising revenue and eliminating our structural deficit so that we can improve teacher pay and benefits. One of the main reasons I decided to run for a second term was because I knew that this very complicated budget issue, with a new Superintendent, would require the knowledge and experience of incumbent Trustees who have already spent years understanding and wrestling with budget issues. We need to do the hard work to create a long-term sustainable, structural solution. Micromanaging one-time programmatic budget cuts here and there or fundraising year after year is unsustainable and insufficient to address our current situation. Budget cuts alone are not sufficient and will negatively impact teachers by cutting into classroom resources, reducing</p>	<p>1) Teacher and staff compensation – I thoroughly reviewed last year’s RVSD budget, the recently adopted budget, and those budgets going back through the more recent pre-pandemic years, and I came to the conclusion that the District can afford to increase teacher salary more than the District has constrained itself to doing. I’ve detailed my analysis and opinions in my communications with the District, and they haven’t been substantively rebutted. RVSD is at risk of losing teachers to neighboring districts, many of which offer significantly better pay, and it is already struggling to hire new teachers needed as a result of its experienced teachers leaving to work in districts that are closer to paying a living wage. The loss of good teachers will result in our school rankings decreasing, which could harm the desirability of the District to</p>

have been personally reaching out to families with very young children to promote our schools and encouraging our school community to do the same. Messaging about the importance of attendance has also been increased to families.

2. I helped develop flyers to distribute that explain the budget limitations and how we can improve revenues.

3. I constantly advocate for and encourage people to donate to the YES Foundation, which helps fund art, music, theater and library books for RVSD. Every dollar donated to the YES Foundation is a dollar that the district can use to fund other urgent needs in the district like teacher pay, special education and other student programs.

4. I advocated for a special budget focused board workshop so we could interact with the public, field ideas, and answer questions. I prepared and delivered a presentation in that meeting and have been highly engaged replying in social media and emails when the community has questions.



support staff such as aids and other paraprofessionals that they rely on, and inappropriately asking teachers to have to fundraise for the resources that should be provided to them by the District through public funds. We need to focus on creating sustainable revenue through increased enrollment and attendance as well as raising public funds through renewing and increasing our parcel tax and bond revenue.

– COMMUNICATION & TRUST –
Another very important issue is to enhance and shift District communication norms and practices to improve trust and authentic engagement with teachers, staff, families and the community. We have started to address this issue by hiring a new Superintendent who is making this a priority and who has the communication skills to lead this effort. We have added new meeting formats and venues and we are also in the process of updating our website and developing new communication channels to make it easier for parents, families, students and

families and ultimately lead to less revenue for the District.

2) Diversity, equity, inclusion & belonging – As a black and Jewish father with my own anaphylactic allergies as well as a daughter who has anaphylactic allergies, I personally know the importance of DEIB programs. This is and has been a priority for the District, and I look forward to supporting these endeavors. I hope to also be able to expand this to encompass what are sometimes referred to as “invisible disabilities,” learning differences, and other often-overlooked challenges because these stories and experiences matter too. And there is a special education element of this that also feeds into my next priority, which is attendance and enrollment.

3) Attendance and enrollment – Attendance and enrollment are priorities for the District, and I agree they are critically important as it is one of the primary drivers of the District’s budget revenue. While RVSD is currently focused

5. One of the options for increasing revenues is a new supplemental parcel tax. I am coordinating folks interested in volunteering on a possible parcel tax committee while being mindful of CO\$T and their guidelines because I want to make sure if we do place another parcel tax on the ballot, that it is done responsibly with taxpayers in mind.

6. Exploring the idea of engaging grant writing services to help increase revenues.

-The most financially impactful thing I am doing to support our teachers is looking at improving revenues. If we can increase the revenues in a sustainable manner, then we can responsibly afford higher salary increases for teachers. I plan to put my experience on parcel tax campaigns to use and am all in on working for a supplemental tax to pay teachers more.

I have the utmost respect for our educators and, I make the effort, at every opportunity, to acknowledge and thank them: in

staff to share information. I look forward to hearing from, and working with, teachers in this area as they are the ones in the most frequent and direct communication with families.

– DIFFERENTIATED STUDENT SUPPORTS & SPECIAL EDUCATION –

From my many years of experience with the amazing teachers in our district, and from my family background with my parents as teachers, I know that all teachers work really hard to meet the unique learning needs of each and every student through differentiated teaching practices. But this is really hard work and our district needs to improve how we support teachers to provide this level of individualized attention. Making these improvements will include enhancing our teacher resources for Tier 1 supports in the classroom, better funding and coordination of Tier 2 intervention services. And, addressing the state and federal government's systemic underfunding of Tier 3 special

on messaging to help families better understand the importance of attendance, attendance and enrollment are affected by a variety of factors. These priorities can be supported broadly with a variety of strategies, such as making sure our schools are interwoven as core and treasured parts of our community (including the large segment of the community that is not comprised of families with students in the District), and also by ensuring our schools are places that students and families are eager to go to every day irrespective of the importance of attendance to the schools' financial health. Regarding what I mentioned above, which is special education, we need to actually invest in our District-provided special education services capacity. We're spending hundreds of thousands of dollars each year (and the status quo would trend that up) on private tuition/legal fees/settlement awards for students who would otherwise be enrolled in our schools, but they sue (and win) because the district doesn't provide adequate

person, with handwritten notes, via email, at board meetings, during school field trips when I volunteer, at music performances, Back-to-School nights, and any other event where I am on campus. When I visit the campuses, I try to bring cookies or treats for the staff. These are small gestures for the big job teachers do, but I believe the recognition is valuable.

Strong and supportive leadership is also critical, and I am thrilled with our recent hire of Dr. Tyler Graff, as our new Superintendent. Our teachers' trust in the District administration has been eroded over time and I understand how they felt underappreciated during negotiations last year. Tyler has proven to be an exceptional communicator and has put in tremendous effort to connect with our teachers, staff and community since he was hired, which has gone a long way towards improving the situation.

In collaboration with Tyler, I am attending far more district events than in prior years and I believe

education is going to require a whole systems effort and a deep commitment to partnership. We will need to lean into our partnerships with families, the Marin County Office of Education, other Districts, and service providers so that we can truly meet the needs of each and every student.

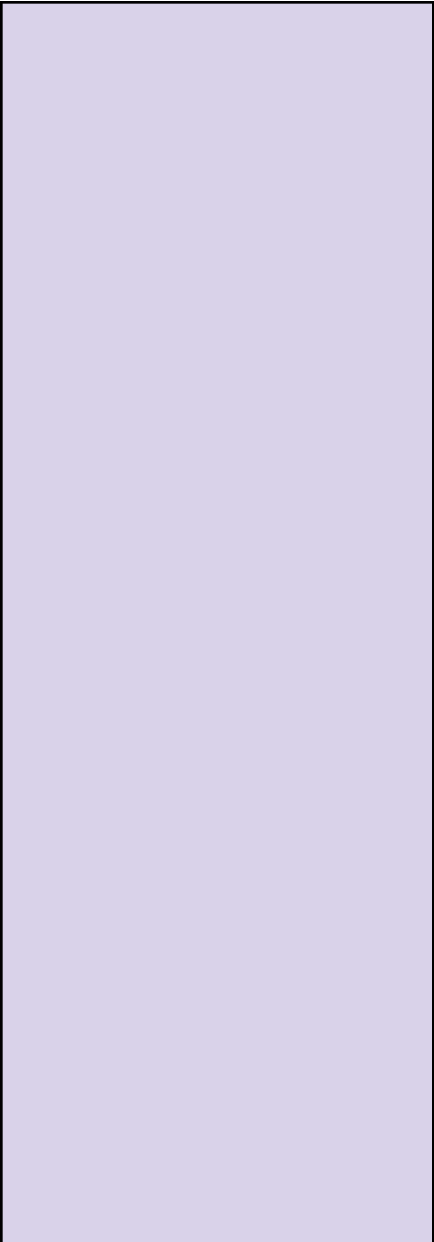
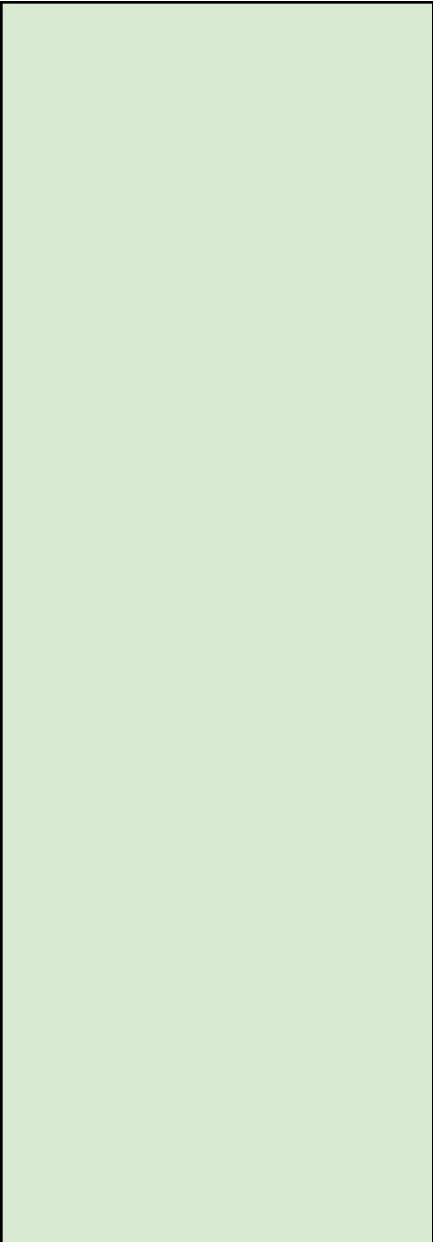
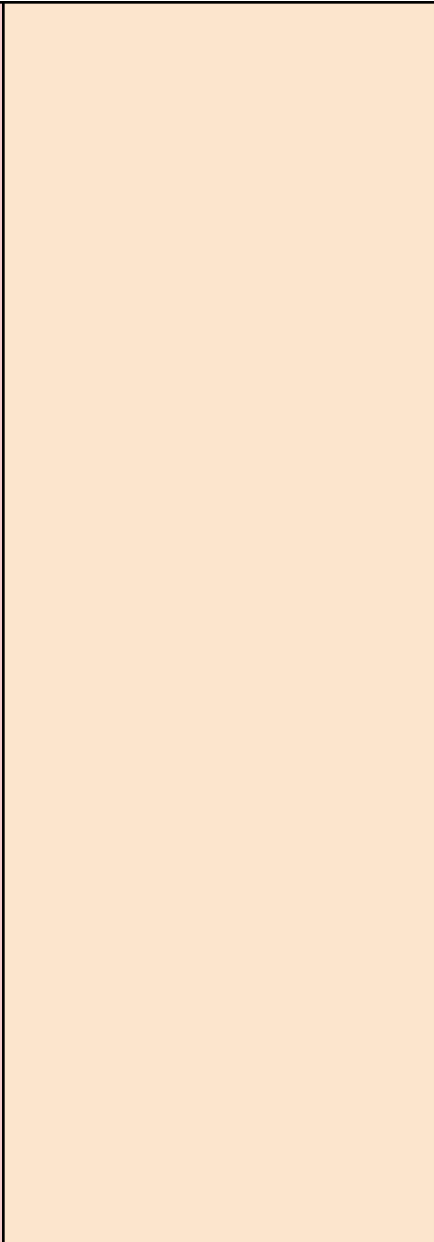
services. Stemming that tide would help get our expenses back down and increase revenue due to the resulting continued enrollment. I would also encourage the Board to be more aggressive in its state and legislative advocacy to gain resources for these initiatives and to liberate public school funding from being anchored to the ebb and flow of attendance.

teachers and staff appreciate seeing a Trustee involved in the District outside the Board Room.

-Special education costs are largely unfunded mandates, but I wholeheartedly agree we are responsible for providing a free, high-quality education to every single child our district serves. Those students who require additional services, should absolutely receive them with the same exceptional quality, and in the best possible environment for them. Recent turnover in the RVSD special education department, impacted the District's ability to provide services, and resulted in higher special education costs. I will continue to emphasize the need to provide these services with qualified personnel, in a timely manner, and support hiring efforts in this area.

In addition, we need to make sure families who need these services, know they are available and how to access them. I want us, as a district, to reach out to parents and guardians proactively and if

someone has the thought, “maybe my child needs extra help” they instantly know that the district has resources and those are readily available and accessible. There are expensive community offered workshops which explain how to navigate special education services at schools, but I would like to offer a free program to all RVSD families that explains the process of asking for a student evaluation and how to request accommodations like a 504 Plan, or an Individualized Education Plan (IEP). Special Ed information is provided on the district website, but I want a more personal and relatable format for interacting with parents and guardians. I also want to consider hiring a specialist to help Special education teachers with their paperwork, so those educators can focus on actively working with the children, and not filling out forms. My main goal for families with children in special education, or who might need it, is that they have a warm, collaborative, and welcoming experience throughout their child’s education.



4. There is currently a major teacher shortage both locally and statewide. What do you think is the best way to attract and retain the highest quality teachers and staff in this district?

Rachel Litwack	Daniel Cassidy	Shelley Hamilton	Philip J Feffer
<p>Improving pay and benefits would be the best way to attract and retain high quality teachers. The fastest path to making this a reality is a combination of a new parcel tax and strategic budget adjustments, however I am also looking at solutions for the distant future.</p> <p>Given our status as the lowest funded school district in Marin County, it will take significant action to create a sustainable retention model that will have a far-reaching impact. Reducing living and housing costs for teachers should be one of our goals. I am extremely interested in the possibility of creating affordable teacher housing on unused district property and partnering with the workforce housing coalition that College of Marin is forming. At a recent</p>	<p>There are a couple of ways we can attract and retain the highest quality teachers and staff in our district. One of the more obvious ways is offering more competitive compensation packages. The current board is working tirelessly with district leadership to ensure we are doing everything we can to address our current compensation packages based on our revenue projections. Second would be providing educators more opportunities to showcase their incredible instructional knowledge. When teachers share best practices with other teachers, great things happen. More joy. More professional development opportunities. And a stronger sense of teacher community. And finally, the Trustees can continue to promote and amplify public education and why it's an</p>	<p>Our highest priority in addressing this issue is to improve our ability to offer competitive salary and benefits packages to our teachers. This current Board is very dedicated to doing everything we can to address this issue. We have been moving in this direction by using our reserves and approving 3 year deficit spending budgets in order to offer higher annual increases than had been offered in the past. I have supported our decision to do this knowing that, until we can increase revenues, this will result in going below our policy of maintaining an overall 10% reserve and will result in a structural deficit. I also recognise that this is not enough and we need to continue to do more to improve teacher pay and benefits in a more sustainable way. With the creation of the Budget</p>	<p>Specifically in this district, it comes down to total benefits packages and cost of living. Yes, it's important to create welcoming environments, and the PTAs can do nice things for teachers like provide snacks and drinks and holiday gifts, but those things don't pay the rent/mortgage, for groceries, or cost of commuting from the very long distances some teachers and staff have to manage. Teachers don't become teachers to get rich - they do it because they love their students and they love teaching. But they shouldn't have to sacrifice their own personal health, well-being, and financial security to do something that is so incredibly vital for our community. RVSD needs to provide competitive salary and benefits. The district also needs to broadcast how important this is for the</p>

<p>Marin County School Board Association meeting there was a presentation on creating workforce housing and an overview of the process. Other school districts have been highly successful in collaborating to create and offer these arrangements to teaching staff, and in districts where affordable housing is available, there was zero staff turnover last year. Districts can also offer housing paired with a savings plan that allows teachers to set aside money for a down payment, while they live in the lower cost workforce housing to enable them to purchase a home in the area within 8 - 10 years. I've already submitted an interest form to College of Marin to participate in future workforce housing coalition meetings.</p> <p>While I believe monetary factors and affordable housing are key in teacher and staff retention, I also think showing genuine appreciation and providing support for teachers and staff at our schools is hugely important. I have seen how listening to staff</p>	<p>amazing career path. We can help elevate the profession and be a champion for teachers.</p>	<p>Advisory Committee, the communication and listening practices of our new Superintendent, and the parcel tax feasibility information we commissioned this last year, I believe the Board has laid the groundwork for taking bold action this coming year toward increasing our revenue so we can improve teacher pay and benefits.</p> <p>It's also important for us to be looking at new ways for teachers to feel engaged and empowered in site and district decision making as well as improving our communication to the community around celebrating and acknowledging our teachers so that we're highlighting and amplifying the positive and rewarding elements of being a teacher as a way of inspiring others to join the profession (especially in our District!).</p>	<p>community as a whole. It just isn't reasonable, sustainable or healthy for any school district's teachers and staff to be unable to afford to live in or nearby the communities in which they work. The Board can and should do more to amplify the needs of everyone it employs to municipalities across the County and advocate on their behalf.</p>
---	--	--	---

<p>feedback with an open mind and implementing suggested changes has had a positive impact. Our schools are truly amazing because of the people in the classrooms every day-it seems logical to heed input from those who are the experts.</p>			
--	--	--	--

5. The district is considering a parcel tax for the spring ballot. Do you have a plan to support and promote a parcel tax? How would you word the parcel tax on the ballot? Where do you think the money should go?

Rachel Litwack	Daniel Cassidy	Shelley Hamilton	Philip J Feffer
<p>I wholeheartedly support a supplemental parcel tax for the spring ballot and have been organizing volunteers and plan to play a large role in the campaign (regardless of the outcome of this election). RVSD has a lower parcel tax amount than our comparable local school districts and we need this steady revenue to be competitive to attract and retain teachers. If we pass a new parcel tax, I believe 100% of the funds should be used for teacher salaries.</p>	<p>As a resident of the community, I fully support a parcel tax. My plan, as a resident, is to communicate the need for a parcel tax to the community. In my personal time, I will knock on doors, advocate, work with parent groups, work with the RVTA, and share my experience with community members about the great work RVSD is doing. It's important for community members to realize the importance of strong schools</p>	<p>I 100% support moving forward on a Parcel Tax. As mentioned above, this is going to be our number one priority next year and is why I decided to run again for the Board.</p> <p>My plan to support and promote a parcel tax is all about community building, partnership and doing everything I can to bring us all together as a united community in support of kids and the teachers who are there for them every day. While the District (staff and Board</p>	<p>Before answering the specifics on these questions, I think it is important to note that a parcel tax is really only a medium-term bandage. Every day, teachers and staff are forced to manage the cost-of-living burden with inadequate pay. The proceeds of a parcel tax passed at soonest on the spring ballot are a long way away, and there needs to be more urgency to deal with compensation concerns.</p>

<p>I have experience with 4 prior parcel taxes, including Measure E for RVSD in 2018. I have several ideas for launching and promoting a parcel tax campaign. I know what would be needed to run a campaign and am very aware that the 2/3 threshold is a high bar for passage of a parcel tax. To help reduce opposition, I am already communicating with the Coalition of Sensible Taxpayers (CO\$T) and will work hard to ensure that we can get a Measure on the ballot that they will find acceptable.</p> <p>The wording would be for a supplemental parcel tax with a finite term (8 years or fewer), on either a dollar amount/per square foot basis, or a dollar amount/per \$100,000 of assessed value basis so it is a progressive tax. There would be a maximum amount for square footage or assessed valuation that would cap the amount of the tax for each parcel. The wording should specify that there is a senior exemption available, and no money will go to administrative staff salaries or</p>	<p>even if they do not have kids in our district.</p> <p>As a board member, I would encourage the district office and board to contract with an outside provider who is an expert on parcel taxes. They would help us word the ballot appropriately to have a more favorable reaction/outcome with local voters. I believe focusing on attracting and retaining teachers would be a big component of the wording. I would also expect this third-party vendor to assist with at least one, and maybe two, surveys of the community to judge the feedback and likelihood of passing.</p> <p>I understand the need for quality educators and support staff and the district needs to adequately compensate teachers and staff for their dedication to the profession. As mentioned previously, we need to recruit and retain the best possible teachers for our students, and I believe competitive salaries and compensation plans would help. The money raised from the parcel</p>	<p>in our formal District related roles) can not lead the actual Parcel Tax campaign, we will be working ahead of the campaign to lay a solid foundation for the launch of the campaign by aggressively investing in community outreach and a communications campaign. This will raise community awareness of both the wonderful aspects of our district schools, and our great teachers, as well as the need for more financial resources to improve teacher pay and benefits and the support resources they need in their classrooms. The personal stories shared by teachers at our Board meetings and in writing will be important to share more widely with the community during this process. I have listened carefully and have taken notes on each and every personal story and look forward to amplifying them as I advocate for a parcel tax.</p> <p>As a community member, once the campaign is launched, I will be doing everything I can to support and promote the approval of a parcel tax - I'll be knocking on</p>	<p>That being said, the revenue from a new parcel tax would help the District, and I would certainly support and promote such a parcel tax as best I can. Getting community engagement from the outset would help to build support from the voters for passing any proposed parcel tax. We could get that community engagement via a process that starts by establishing—with community input—what amount of new revenue would be needed to get (as a basic starting consideration) RVSD median teacher pay up to Ross Valley's Area Median Income. To the extent that would require a parcel tax larger than what the community supports, we could then work backward from those amounts. Doing so would put a greater focus on, and understanding of, the trade off in tax savings (to parcel owners from a lower parcel tax) against the incremental underpayment of teachers and staff (from the lower tax revenue). In addition to that process, I think there should be a parallel and complementary version that works to identify the community's opinion of the</p>
---	--	---	--

<p>pensions. While I understand that parcel tax funds go into a specific single fund which is a very straightforward process from an accounting standpoint, for the sake of transparency I would still like to see a citizen's oversight committee component included to reassure the public that the money is being spent as intended by taxpayers. It would be unconventional but I would like to make available an exemption for teacher/classified staff homeowners in the district (if that is possible).</p> <p>While I believe that 100% of the funds should be used for teacher salaries, other staff will also see a benefit from the passage of a parcel tax, because RVSD would have more money in the general budget, freeing up funds for classified staff salary increases as well.</p>	<p>tax should go to competitive salaries for our teachers and district employees.</p>	<p>doors, handing out information at community events, and hosting informational gatherings at my house, coffee shops and on street corners. This is another area where I think having incumbent Trustees on the Board will be a huge advantage because we will be able to share our deep knowledge and experience about the district, provide specific information and examples from our time in the district as both parents and Trustees, explain how our funding and budgets work, and passionately make the case for why the revenue is needed and where the money will be spent.</p> <p>Before the launch of the campaign, I think it's going to be important to work with teachers, family leaders and the Marin Coalition for Sensible Taxpayers (COST) to craft ballot language that can garner support from a wide range of stakeholders. We will need to do another round of professionally crafted surveys and host a listening tour with 1:1 conversations and small group discussions. As we saw in the Tam Union district, having the</p>	<p>appropriate level of spending per student and the corresponding new revenue needed to fund that spending.</p> <p>As a Board Member I would also push the District to aggressively support state and other legislative efforts that work in tandem to help increase funding, including by parcel tax measures. For example, I'm very disappointed that the Board hasn't been out and active in support of every state-wide effort to undermine and cut back against Prop 13 and other similar impediments to public funding of schools.</p> <p>While I understand and am sympathetic to the desire to reserve spending parcel tax funds to teacher pay, I also could see the case for saying the parcel tax funds should be unrestricted to maintain more flexibility. As a Board Member I would diligently work to ensure that flexibility was managed appropriately. The reason I think it is important to consider, in the immediate term, is because knowing the funds are unrestricted could provide the</p>
---	---	--	---

		<p>support of COST, by including provisions that equitably distribute the impact of taxes on a square foot rather than flat rate basis will be important. I also believe that we will need to be clear and transparent about how the money raised will be spent.</p> <p>The money raised from the parcel tax should go to increasing salaries and benefits for our teachers and district employees so that we can have competitive compensation plans that allow us to recruit and retain the best teachers for our students.</p>	<p>security and basis for spending against that future revenue right now from the unrestricted general fund and pulling much more deeply from the reserve balance. If an unrestricted parcel tax passed in the spring, the District could immediately spend money from the reserve fund to grant meaningful one-time payments to teachers and staff (before the parcel tax revenue comes in) knowing that the reserves could be replenished as appropriate from the guaranteed future revenue. If the parcel tax funds were restricted in any way, the District couldn't then replenish the reserves or unrestricted fund levels with that future revenue and so would be more conservative about doing so. However, I would ultimately defer to the teachers as represented by the Union on how they want to balance those trade-offs.</p>
--	--	---	---

6. We are losing a lot of students to private schools and charter schools. What is your plan to prevent families from leaving and market the district for new families?

Rachel Litwack	Daniel Cassidy	Shelley Hamilton	Philip J Feffer
<p>I believe that community support, belief and engagement are how we attract new students to our schools and my plan is to continue what I've been doing the past 6 months and expand it.</p> <p>I have been personally reaching out to families and neighbors in our community, with very young children, many of whom have recently moved into Marin, to promote our schools and encouraging our school community to do the same.</p> <p>I have hosted monthly weekend coffee meetups to connect with members of the community. I speak with parents and community members who reach out to me.</p> <p>I tabled at several Live on the Avenue events in San Anselmo and have been at the Fairfax Farmer's markets, and the recent Fairfax Picnic, speaking with</p>	<p>This is such a great question. I believe RVSD could do a better job ramping up the academic rigor for some students while still maintaining its ethos to "provide the quality educational experience all students deserve." I think providing more robust advanced programs might help some families think twice about leaving the district for private schools.</p> <p>I also believe the district can do a better job promoting the amazing outcomes and experiences at White Hill to families in the district at an earlier age. Perhaps a "buddy program" of sorts with White Hill and elementary school students. I envision a field trip program where students from the four elementary schools visit White Hill campus yearly. This would reduce the stigma of middle school and create a sense of excitement with the elementary school students to attend White Hill. Maybe it's supporting team</p>	<p>As mentioned above, one of the three issues we need to address is District wide communications. We have engaged and passionate families in our schools, but we need to encourage them to share their passion and enthusiasm with new families who are not yet in our schools and with neighbors who may be considering moving to private schools or charters. We also need to provide them with better tools and information to help them make the case to their neighbors and other community members to choose our schools over other options. We should also work with site PTAs and YES to integrate a "friendrasing" element into their existing "fundraising" messages to help communicate how increasing enrollment is actually a form of fundraising for our schools.</p> <p>We should put a special emphasis in our marketing effort on increasing TK enrollment. We</p>	<p>High costs of daycares and private preschools are a gateway to private schools. I mentioned above that my wife grew up in Fairfax, but she didn't go to Manor or White Hill because her parents opted to send her to private school despite needing scholarships and her parents still struggling to afford it (something that was, to be quite honest, traumatizing; there is so much money in Marin to begin with, and an unfathomable amount in Marin private schools, and scholarships don't nearly level the playing field) because she was already in daycare and private school wasn't that much more money. Improving and publicizing RVSD TK programs can improve enrollment by putting parents of young children at ease that their 4-year-olds are in good hands. My oldest was not eligible for TK yet when she was 4 because she's a June birthday, and there were still birth month restrictions, but I</p>

parents about our awesome schools and programs. I organized a parade entry for the San Anselmo Community parade with the 5 school mascots and RVSD students to spread awareness and school pride last month, and I plan to do the same for the Fairfax Festival parade in June. I will continue to show up at community events in the future because being accessible has been an important method of listening to our community's thoughts and concerns, which I hope will lead to families choosing our schools and remaining in RVSD.

I have an active social media presence and use it to highlight the best of RVSD, events, as well as respond to school issues that may arise, so the public can see that we care about their concerns and will work to address them.

I recently introduced the idea of sending out a community-wide newsletter that includes everyone in San Anselmo and Fairfax, (not just parents in RVSD), so we can put a spotlight on the incredible

sports, shared experiences with similar clubs like yearbook, the theater and arts programs, or the library.

To attract younger families into RVSD, the district could focus on improving our TK facilities. Age-appropriate facilities (bathrooms, playgrounds, etc.) and dedicated areas for the TK program might help increase the likelihood of new families joining RVSD at an earlier age. Also clearly communicating and showing how the TK & K programs are separate from the "big mean fifth graders" would help, too :-).

should do this not only by helping existing families connect with families of pre-K kids, but also through partnerships with local realtors (who are often the first point of connection for new families) and perhaps a marketing campaign with local businesses and the town chambers of commerce as prospective new families will often spend time in our "town centers" at restaurants and shops before they move here.

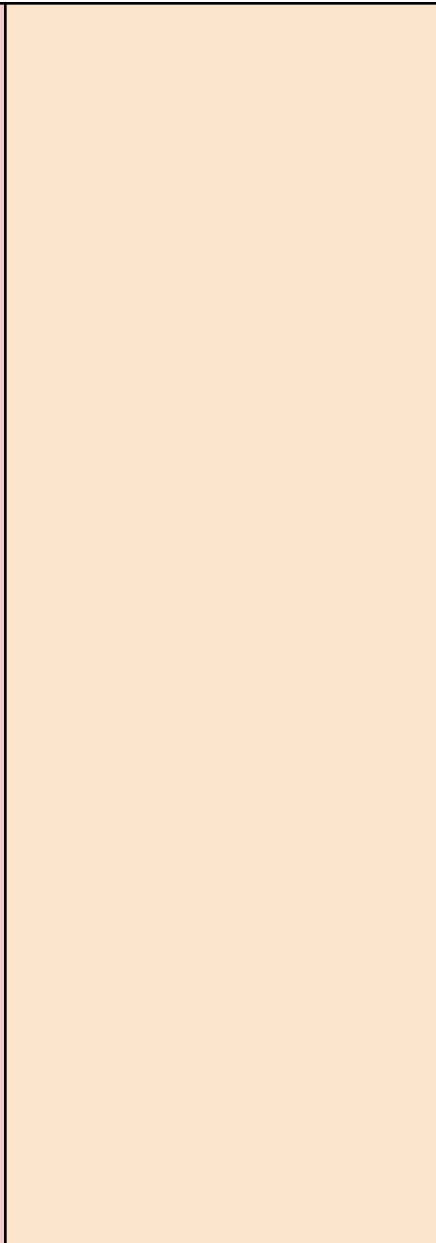
I am also personally dedicated to improving our communication and partnership with our local preschools so that we can work together in cooperation as a seamless education ecosystem rather than feel like we're in competition for 4 and 5 year old students. There are more than enough families with 0-5 year olds that need childcare. We should work together to complement each other's strengths and cross-refer families so they can find the best fit for their needs.

As far as messaging, we shouldn't be afraid to point out how our schools are, in many cases, a

remember wondering how it would work, would it be safe for such a young kid on a campus geared toward older students. I know now after she was in a mixed TK/K classroom how absolutely delightful the RVSD TK programs are, but I don't think that is communicated appropriately to the local daycares and preschools. Whereas, I know that the private and charter schools share materials widely with daycares and preschools. The superintendent sent out a survey to parents earlier this school year asking parents to power rank how to spend the ~\$2m from the sale of the Deer Park property, and in that survey was a line item for TK play equipment - but nowhere in the survey did it explain why that might be necessary, so most parents I've spoken to thought it was bizarre to consider. Except for TK parents who told me that none of the RVSD play equipment is rated for under 5-years-old, so the TK kids can't play on the playgrounds. Play is vital to 4-year-olds as all of our teachers know, and I know parents in our community would support

work at our schools and show potential new families why we are a great choice.

I also want to learn more from the families who are exiting our schools to hear what factors resulted in their leaving. If there are trends in that data, I would like to address those issues.



better option for students, how our student's social, emotional, and academic outcomes are typically superior to other options, and how the unique community of families, teachers and staff in our schools create a welcome and supportive environment for the whole family that is integrated into the fabric of the Ross Valley. I also believe we should highlight that public schools are a very unique experience where students and families of all backgrounds and perspectives come together in the classroom. Unlike private schools or charters, public schools accept everyone - no application, no lottery, no self-selected limited groupings etc. And, unlike private schools or charters who have self-elected boards, little to no public accountability, and no policy-based requirements for public engagement, public schools are governed by publicly elected boards, are subject to public transparency laws and provisions, and have a host of other parent and teacher engagement groups that are codified through our Policies

funding that equipment improvement if it was communicated to them. These little details have cascading effects, and it's important to really think through how they can affect things like enrollment.

To be completely clear: private schools and charter schools harm our public schools. Some private schools in Marin cost more than \$50,000 per student to attend. If the wealthiest families in Marin chose to invest in our public schools all children would benefit so immensely, and the Board should be absolutely steadfast in ensuring families understand how great RVSD public schools are – and that includes keeping them great by paying teachers a living wage.

		(such as Site Councils, District English Language Advisory Councils, LCAP Committees, Parent-Teacher Organizations, etc.)	
--	--	---	--

7. What role should educators play in district decisions about academic programs for students, class sizes, and learning environments?			
Rachel Litwack	Daniel Cassidy	Shelley Hamilton	Philip J Feffer
<p>Teachers are absolutely experts in this area, and I believe they should have an active role in decisions about academic programs, class sizes, and learning environments. I believe this can be achieved through transparency, inviting authentic participation (not symbolic or performative), collecting feedback in various ways, and really listening to what educators want for their students. Our teachers care deeply about the students and want the best for them. It can only benefit RVSD to truly listen, consider, and act on our teachers' feedback.</p>	<p>Distributed leadership is really important. Educators should have a strong voice at the site and district level. Curriculum adoption is a great example - district offices can't do this successfully in a vacuum since the teachers actually implement the curriculum. Teacher buy-in, feedback, and being part of the decision-making process is critical to the success of the curriculum. I also think site leadership teams, school site council, and the Superintendents council should have strong teacher representation. But the sites and teachers need to feel heard and that their ideas are being actioned upon. I'm not sure this has always happened in the</p>	<p>I believe the best decisions are the ones that are made through collaboration and when all perspectives are taken into account. "Nothing about us, without us" rings in my ear as I think about this question. Teachers have a very important role to play in making decisions about these issues as they (and students) are the ones impacted by these decisions. As the people who are implementing curriculum, leading academic programs in the classroom, and creating the learning environments we need to learn from that experience in our decision making. And, class size and composition, fundamentally impact both of these elements. One area that I think we, as a</p>	<p>Teachers should play a huge role, my only caveat being we also need to make sure this couldn't become another uncompensated burden or responsibility offload from the District and onto the teachers. Teachers are the experts in education. Teachers know what they need to be able to teach effectively. Parents and administrators are bombarded with information on best teaching practices these days thanks to social media, but I know teachers are too, and teachers are best equipped to filter out the real best practices from the junk science. I believe the specifics, including areas of input and process, should be memorialized in the Collective Bargaining Agreement</p>

	<p>past but I'm hopeful this will happen with new leadership. Finding ways for teachers who want to become more involved in the decision-making process is something I can totally get behind!</p>	<p>district, can improve, is in how we manage feedback loops in our communication and decision making cycles. We need to focus on closing the loop when feedback and input is given so that teachers know they are heard and can clearly see how their engagement impacted a decision and what action was taken. I believe our new Superintendent is already leading some improvements in this area and I would welcome hearing more from teachers about how they would like to be more involved in things like site council, site and district leadership teams and committees, Superintendents council and roundtable, and committees like the budget advisory group and others, in a way that doesn't feel like extra work and needing to "volunteer" their time. We should also look to RVTA not only as a contract negotiation partner, but also as a lead partner in enhancing how the District engages with teachers in decision making processes.</p>	<p>so that teachers can be comfortable and confident in their right to weigh in while protecting them from extra work and burdens being shifted to them.</p>
--	--	---	--

8. What is your opinion/experience with charter schools?

Rachel Litwack	Daniel Cassidy	Shelley Hamilton	Philip J Feffer
<p>I am a public-school advocate. While charters are technically public schools, I cannot support entities that operate with public money, but without publicly elected representation and without teachers' union representation.</p> <p>Aside from the lack of public representation, charter schools (as noted in the question above) have a negative financial impact on local schools, particularly for a small district like RVSD. For every 100 children that go to a charter in our district, RVSD loses roughly \$1.35 million dollars in funding each year (100 students x \$75 per day x 180 school days = \$1.35mil).</p> <p>I have friends with children at charter schools, and while I respect families' right to choose what is best for their kids, I will always be an advocate for RVSD schools and help persuade families to join us.</p>	<p>As an educator, charter schools definitely have a place in our national educational system. I believe they can work well in larger districts with a variety of student and family needs and they can provide more options and choices to families to consider. However, in such a small district, I do not feel it's working well for the RVC or RVSD. If the Ross Valley Charter was providing something the RVSD was not, I would be in favor of the charter. But I do not believe the Ross Valley Charter school is meeting the needs of the students or families in our district.</p> <p>The Ross Valley School District is in direct and open competition for students and we're losing over 100 students to the RVC that would otherwise be in our classrooms. Competition isn't always a bad thing - in fact, it should make us stronger as an organization. The district needs</p>	<p>I believe that public schools have enough statutory flexibility, mechanisms, and options to provide for a very wide variety of learning options, differentiated instruction, alternative programs, and "choice" without needing to set up a parallel, inequitable system of Charter schools. Charters dilute our already underfunded public education system by setting up duplicative and costly education infrastructure (facilities, administrators, student information systems, etc) that often, as in our case, serve very few students. While Charter schools receive public funding they are not truly public schools for the following reasons:</p> <ul style="list-style-type: none"> * They are not required to accept all students (they can limit their enrollment and set their own lottery criteria), *They do not have geographic boundaries requiring them to 	<p>I'm a public-school absolutist. Charter schools harm public schools, and while I think charter/private pre-college education is a political problem that can only be truly solved by political solutions, I also think it's important to understand why families feel the need to choose charter schools and why they think their public school wouldn't provide the same or better experience. For instance, RVSD could do more (as all school boards could) to educate the community about what they offer, how willing they are to collaborate with families, and how much more all families and community members would benefit if we were pooling resources at our public schools instead of siphoning some off for a stand-alone charter schools. If it were up to me, all early childhood through 12th grade education would be required to be public schools (making sure there are appropriate accommodations and</p>

	<p>to do a better job demonstrating our social and emotional outcomes, student academic achievement, teacher qualifications, continual curriculum enhancements, art and music programs, and preparation for middle school to the current families at RVC and the community at large. I believe we are providing a superior educational experience and we should be promoting that more among our community members.</p>	<p>serve the community in which they are located, as do all other public schools (i.e. they, including our local Charter School, accept students from anywhere, including outside of the county),</p> <p>* They do not have a publicly elected Board of Trustees that is accountable to the public (their boards are self-perpetuating, self-elected and can include, as has our local Charter School, Board members who do not even live in the county, or possibly even the state),</p> <p>*They are incorporated as a private 501(c)3 nonprofit entity (just like “private” schools which are also incorporated as nonprofit organizations) not as a public agency,</p> <p>*Their self-elected boards self-certify their own budgets with very little auditing requirements and no oversight authority from the county office of education (public school districts must have their budgets reviewed and certified by a county office of education before it is sent on to</p>	<p>programs for all special or additional needs children), and any other family preferences and interests for other educational options/opportunities would be supplementary, not alternatives. No one person is an island separated from society, and we all have a responsibility for ourselves, and a vested interest in others, to be constructive members in that society—and I think a good education is foundational to that.</p>
--	---	---	--

		<p>the California Department of Education as the basis for receiving funding)</p> <p>*They are overseen by a completely different set of state regulations and education code provisions that are created and monitored in Sacramento with NO jurisdictional decision making authority in the local community in which the Charter School operates. These inequitable regulations essentially exempt Charter Schools from a vast majority of the Education Code regulations that all other public schools must operate under. They can hold great financial risk by relying on annual fundraising and debt for a majority of their budget, rarely can they be penalized or shut down for poor academic performance (the only recourse is non-renewal at 5 year intervals), and they can engage in contracting with self-dealing entities and can allow staff and board to engage in conflict of interest arrangements as long as those arrangements are disclosed to the Board (often the very people who are engaging in the</p>	
--	--	---	--

		<p>conflict of interest arrangement in the first place),</p> <p>*And the list goes on and on ...</p> <p>I have a long history with the District's relationship to charter schools going all the way back to my time as a parent at Manor school when the Multi-Age Program, or MAP, was on that campus. As noted above, I was in a PTA leadership position at Manor where I led the advocacy for changes to the MAP program. These changes ultimately led that program to apply for Charter status because they did not want to work cooperatively within the District's structure. This advocacy was also one of the reasons I joined the RVSD Board, as the Charter was going to be petitioning the District for its charter renewal and I had gained valuable experience and expertise in understanding the complicated legal environment and Education Code governing the Charter School System. In my first few months as a new Trustee, I worked closely with our legal counsel to lead the process of</p>	
--	--	--	--

		<p>representing the District to the State Board of Education against the Ross Valley Charter's appeal of the RVSD Board's denial of its charter renewal. While the SBE overturned our denial and granted RVC a renewal, it delegated the oversight and authorization role to the Marin County Office of Education.</p> <p>RVC will be up for renewal during this next Board's term and can at any time submit a Prop 39 request for District facilities. Should a Prop 39 request be submitted or the renewal process involve our District, I believe my experience and deep expertise in this subject area will be a helpful resource.</p>	
--	--	---	--

9. What do you see as a school board member's role and responsibility in the effective management of the District? How does that role differ from that of the Superintendent and other administrators?

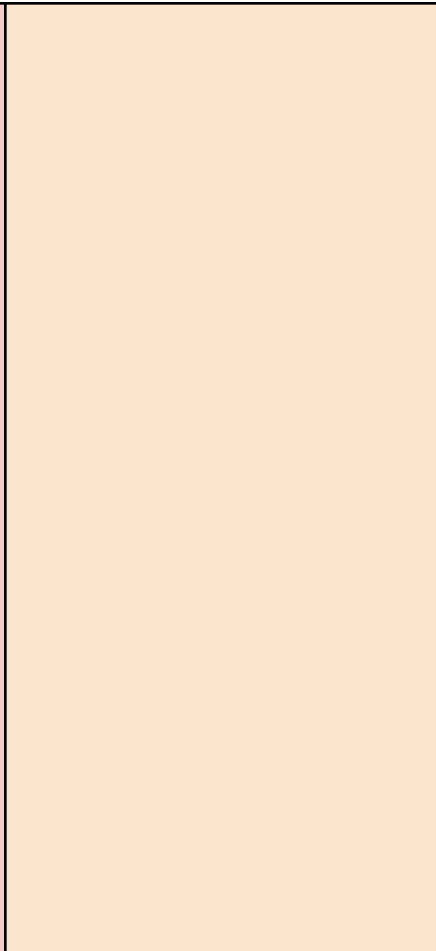
Rachel Litwack	Daniel Cassidy	Shelley Hamilton	Philip J Feffer
A board member's primary responsibility is to act in the best interests of every student in the district. This can be broken down	I believe the primary role of the school board is two-fold. First is to ensure the superintendent is meeting the goals and objectives	The role of the school board is to ensure that the district is responsive to the values, beliefs and priorities of the community by	The Board should be responsible for overseeing the Budget and the implementation of District policy and priorities. The Board is,

<p>into three main areas-fiscal responsibility, governance (setting policy and direction for the district), and management/hiring/firing of the Superintendent. Our overall responsibility is to look at the big picture of the district with our students at the center.</p> <p>A trustee represents our students, teachers, families, and the Ross Valley residents, so I believe open and frequent communication with our entire community is necessary. Part of my approach to the governance piece of a board member's role is being present and engaged at our schools. If we don't see and hear what our students and teachers are experiencing, how can we effectively govern and provide direction? I attend as many school activities and events as my schedule allows. Being an effective Trustee starts with being present, showing up and listening.</p> <p>Despite my nearly 4 years as a Board member, I recently attended the School Board Candidates Workshop series</p>	<p>set forth by the district and the board. Second is to establish/maintain effective and efficient structures and business operations.</p> <p>I believe it's up to the board to ensure we have the strongest instructional leader running the district and to hold that person accountable. As the district just experienced, we had a smooth transition from the previous Superintendent to Dr. Tyler Graff. That was not an easy process and we vetted many qualified candidates before choosing Tyler. The board works together to establish clear metrics and transparent and realistic goals for the Superintendent. I have a transparent and open communication style and enjoy hearing from families, teachers, the District Office, and community members to ensure that's happening.</p> <p>Secondly, I think the board is responsible for establishing/maintaining effective and efficient structures and business operations. This</p>	<p>performing five major responsibilities:</p> <ol style="list-style-type: none"> 1) Setting direction (engaging in strategic planning and reviewing and approving District policies and LCAP goals) 2) Establishing an effective and efficient structure (one key aspect of this is hiring and managing the Superintendent, who is then responsible for managing the rest of the district staff. I am very happy with our decision to hire Tyler Graff as our new Superintendent. The Board also makes decisions about restructuring staffing arrangements) 3) Providing support (this includes ensuring that the District has sufficient funds and is operating in a fiscally responsible manor that provides high quality educational services) 4) Ensuring accountability (reviewing and approving progress against LCAP goals within Budget) 	<p>ostensibly, the voice of the community since it is an elected body, so it's important that the Board listen to the community, as well as effectively communicate with Ross Valley broadly so that families, students, educators, and taxpayers understand why certain decisions are made over others. The Board also should hold the superintendent and other administrators accountable to the goals and priorities of Ross Valley as a whole. The Superintendent and other administrators' roles and responsibilities are to implement the District's policies and manage their day-to-day duties in line with District policy. They certainly, and the Superintendent particularly, are also responsible for bringing to the Board their best recommendations for how the District should operate and what the District's policies and priorities should be. However, it is ultimately the Board's responsibility to provide sufficient oversight and authorize District actions. Fundamentally a public school district is the means through which our government</p>
---	--	---	--

<p>presented by Marin County Office of Education (MCOE). I wanted to make sure that I was appropriately serving in my role as Trustee to the best of my ability and with current knowledge.</p> <p>To be effective as a board member I continue to learn as much as possible, ask questions, use data, and I work collaboratively with RVSD staff and my fellow board members. I am focused on learning, wellness, and achievement for all students. I am committed to working with folks in and around the district. If I happen to disagree with someone, I will do it respectfully. But I am also completely open to having conversations with people (and board members) who have different opinions on various matters and I consider their diverse perspectives in my decision-making process.</p> <p>The California School Board Association governance handbook example states, "The role of the school board is not to</p>	<p>includes working with the Superintendent and the CBO in establishing budget priorities to ensure long-term fiscal health of the district. In other aspects, I see the board's role as a sounding board for the Superintendent, the district leaders, teachers, staff, and the community. I see the board as the spokes of a wheel with the superintendent in the middle. Board members advise the superintendent and share the views of the community. But the board is not setting district policy and managing the day-to-day operations of the district. Let educators lead.</p>	<p>5) Providing community leadership as advocates for children, the school district and public schools (Board members act as liaisons and District advocates with community members and other institutions, often through our committee assignments)</p> <p>Authority is granted to the board as a whole, not each member individually. It is of paramount importance that board members fulfill these responsibilities by working together as a cohesive governance team with the superintendent to make decisions that will best serve all the students in the community. Board members do not represent a particular school community or a particular community interest group.</p> <p>While the Board partners with the superintendent, principals and cabinet members to make decisions related to the five areas of responsibility noted above, staff are the ones responsible for managing and implementing district operations, overseeing</p>	<p>provides one of the most important and essential services to the people. The Superintendent and administrators are public employees who (admirably) work for the public to run the public schools. The Board of Trustees are the representatives of the public who are elected to be responsible for ensuring that the superintendent, administrators, and the District as a whole are providing the best possible public schools to their community. I think that absolutely entails providing the best possible compensation for the District's educators.</p>
---	--	--	---

run the schools, but to see that the schools are well run”.

I believe an effective Board provides high-level guidance and direction for the district but does not get directly involved in the actual management functions of the district. The board should provide management with the desired outcomes for the district, and the Superintendent and management are responsible for implementing those goals and achieving the outcomes. An effective Superintendent and management should operate in a similar manner to an effective board; with open-mindedness, transparency, clear communication, listening, and with the best interests of all students in mind.



curriculum and instruction and stewarding individual school sites. School board members need to be well informed citizens but we are not the educational, school facility, or district financial experts - teachers and administrators are the experts and we should be valuing and respecting that expertise. While Trustees should do their homework, ask staff tough questions, and should expect staff to provide the Board with high quality, timely and comprehensive information upon which to base our decisions, individual Trustees should not be micro-managing staff. We should strive to work within a trusting, respectful relationship culture that assumes positive intent and respects the different roles we all play in achieving a common vision.

