



Internal Monitoring Report

September 24, 2024

Policy Title: **Interactions with Members of the Community of Poudre School District**

Policy Type: Executive Limitation

Policy No.: EL 2.9

Period Monitored: July 2023 – August 2024

This report monitors the Board of Education's Executive Limitations Policy.

The Superintendent shall not fail to actively engage with the community members of Poudre School District, and the Superintendent's relationship with community members of the District will neither violate the highest standards of transparency nor impede the Board's role as representatives of the community.

This report is presented in accordance with the Board's monitoring schedule. I certify that the information is true and complete.

Brian Kingsley

Superintendent of Schools

September 24, 2024



Executive Summary

This report monitors Executive Limitation 2.9, Interactions with Members of the Community of Poudre School District, policy language as it deals with how the Superintendent's relationship with community members of Poudre School District meets the highest standards of transparency and supports the Board's role as representatives of members of the community.

The evidence included in this monitoring report suggests that the Superintendent engaged with the community members of PSD, maintaining transparency through two-way communication with key stakeholders while supporting the role of the Board as a representative of members of the community.

The evidence included in this monitoring report indicates that the Superintendent complied with the policy by adequately communicating with numerous stakeholders, including but not limited to:

- Students, parents, staff and the broader community
- Classified, licensed and administrative employees
- PSD Board of Education
- Business, nonprofit and educational partners, and
- Members of the media

Policy Wording:

The Superintendent shall not fail to actively engage with the community members of Poudre School District, and the Superintendent's relationship with community members of the District will neither violate the highest standards of transparency nor impede the Board's role as representatives of the community.

Interpretation:

The district interprets the *superintendent's relationship with community members of Poudre School District* to mean the Superintendent's interactions with his stakeholders through direct conversations, professional meetings, community engagement sessions, direct correspondence (e.g. in person, social media, phone, email, etc.), and publication in PSD and external platforms or outlets (e.g. written and video messages).



This is reasonable since these are the means by which the Superintendent engages in community relationships.

The district interprets *impede the Board's role as representatives of the community* as prohibiting or limiting community members of PSD from contacting Board members. Withholding information so that Board members cannot have answers to questions or information that may assist them when discussing the district with other community members.

These two standards of permitting community members of PSD to contact Board members and providing information to Board members are reasonable because to function as a representative of members of the community, Board members need to hear and read information to make well-informed decisions as representatives. The Superintendent facilitates the Board's interactions with community members through weekly updates to the Board, responses to community comment at Board of Education meetings, email, board meetings, invitations to district events, and community engagement sessions.

Evidence:

During the 2023-24 school year, Brian Kingsley served in his third year as PSD Superintendent. This monitoring report captures his work during the reporting timeframe.

Community and Staff Communication. The Superintendent met with hundreds of PSD staff, students, and family members, as well as community leaders, members of the public, and business/nonprofit partners. He also attended numerous PSD school/department, community, networking, and educational events, some of which included but weren't limited to:

- Visited all PSD schools during the 2023-24 school year,
- Meetings with PSD departments,
- Meetings with Larimer County and Denver-area superintendents,
- Regional Colorado Association of School Boards meetings,
- Meetings with City of Fort Collins, Town of Wellington, Town of Timnath and Larimer County administrators, managers and elected officials,



- Meetings with representatives from PSD's three employee associations: Association of Classified Employees, Poudre Education Association, and the Poudre Association of School Executives,
- All 2024 PSD commencement ceremonies,
- Meetings of the PSD District Advisory Board; the District Accountability Committee; the PSD Foundation Board; the Audit Committee; the Equity and Diversity Advisory Council; the Budget Development Team; the Principal Advisory Group; regular principal and district administrator meetings; meetings of the Student Advisory Council; meetings of school parent teacher organizations (PTOs), and meetings related to PSD's annual employee negotiations,
- School-based events, including but not limited to plays, musical performances, athletic competitions, art shows, and more,
- Individual meetings with community partners, including but not limited to those from United Way; Boys & Girls Clubs of Larimer County; Matthews House; Woodward; Bohemian Foundation and the Connect First workgroup; Rotary Clubs; Fort Collins Chamber of Commerce; Otterbox; and more,
- Spoke at various staff and community meetings,
- Attended conferences, including but not limited to the annual Colorado Association of School Boards conference, and the Colorado Association of School Executives conference.

Additional 2023-24 school year Superintendent communications, intended for PSD staff, families and the greater community, included but were not limited to:

- Multiple written and video messages sent via email and published on the PSD website, via PSD's social media platforms, and in the PSD Now newsletter.
- Shared district news through the district's website and in the bi-weekly PSD Now email newsletter.
- Updates shared via the [Superintendent's Twitter account](#), including photos and videos from school visits, and district and community events.
- The Superintendent also invited staff to meet and talk with him in a casual, smaller group setting at their school. After visiting multiple schools during a day, the Superintendent is available at the last school he visits to talk with any staff about any topic; there is no set agenda. The intention is for staff to build their relationship with and have a direct line of communication to the Superintendent.



The following summaries are intended to highlight specific efforts by the Superintendent and District to seek community input and engage in conversations with the students, staff, and community members they serve.

In general, the District's engagement process includes:

- Forming committees with representatives from stakeholder groups (parents, district and school staff, community, and students, when appropriate) to gather input through a variety of means, research options, and make recommendations to the Superintendent's Cabinet and/or Board of Education.
- Information and updates are shared about the process (platforms may include but aren't limited to the PSD website, social media, traditional media, school and district newsletters, staff and parent email and e-newsletters, and virtual/in-person meetings with principals, administrators, community members and staff).
- Public input opportunities are created and promoted to gather feedback to inform decision-making.
- Decisions are shared with stakeholders, utilizing a variety of the communication platforms named above.

Engaging Community Voice in Long-Range Planning Process

During the 2023-24 school year, in partnership with the Board of Education, the Superintendent launched a long-range planning conversation with the community regarding the need to address declining enrollments and budgets in PSD schools. In this process, the Superintendent and staff met with school communities as well as the community at large to gather feedback on possible changes in the district. Part of this effort included the creation of the Facilities Planning Steering Committee, which was comprised of staff, parents/guardians, and community members. This group also engaged with the community to learn more about their thoughts on possible school closures and consolidations. The Facilities Planning Steering Committee was charged with preparing a recommendation for Board of Education consideration. In May 2024, the Board of Education made the decision to pause and re-evaluate the need for school closures and consolidations. As a follow-on step, the district will form a standing Comprehensive Planning Committee during the 2024-25 school year to further this work in the future.



Graduation Requirement Modifications

The Assistant Superintendents and Chief Institutional Effectiveness Officer led comprehensive community engagement efforts to gather feedback specific to possible changes in graduation requirements. This effort involved meeting with stakeholder groups including the District Advisory Board, the District Accountability Committee, the Special Education Advisory Committee, groups of counselors, and community representatives. The feedback from these groups informed the final recommended graduation requirements, which were adopted by the Board of Education during the 2023-24 school year.

School Bell Time Adjustments

In an effort to find financial efficiencies in the district, the Operations and Transportation departments launched a study of adjustments to school bell times that would result in cost savings. This work involved engaging a third-party consultant to develop new bell schedules that resulted in the reduction of routes and therefore in cost savings. Once new bell schedule options were identified, these were shared with PSD families and staff via a survey. The information gathered in the survey informed the district's recommended changes to bell times, which were approved by the Board of Education during the 2023-24 school year for implementation in the 2024-25 school year. PSD is continuing to seek opportunities to optimize our bus routes to gain financial efficiencies and also to shift bell times such that they create consistency for families and students. This work and community engagement will continue through the 2024-25 school year.

Principals and Administrators

The Superintendent and Assistant Superintendents met with principals and administrators throughout the 2023-2024 school year to discuss emerging issues and long-term plans regarding expectations, leadership, district-level decisions and the direction of the district. The Superintendent also addressed administrators at the two leadership retreats; had dialogue with principals at some of their monthly levels meetings; and held frequent Cabinet meetings throughout the year. The Superintendent also received regular updates from the administrators who reported directly to him.

Schools

The Superintendent visited all PSD schools – some of them multiple times – during the school year to see the learning process first-hand and to talk with students and staff. He hosted multiple opportunities for teachers and staff to talk with him in a more casual setting.



Teachers

The Superintendent worked with assistant superintendents and principals to get input from teachers about emerging issues, as needed, and also met with Poudre Education Association leadership during the 2023-24 school year. Teachers attended the multiple, more casual conversations the Superintendent hosted throughout the year (see section above).

Board of Education

The Superintendent communicated frequently with Board of Education members to support their roles as a representative of members of the community through personal phone calls, email updates, electronic meeting agendas, as well as through work sessions, business meetings, special meetings, and retreats. Weekly updates were sent to the Board to provide information related to district operations and issues of interest so directors could be as prepared as possible for interactions with the community.

The Superintendent encouraged PSD staff to share Board member contact information with members of the public when asked. The Superintendent met with Board leadership several times each month to plan Board business and work session meetings. The Superintendent also met with Board members routinely during the school year.

Education, Community, Local, State, and National Activities

In order to listen to and learn from stakeholders and gain strategic direction and best practices for the district, the Superintendent was a member of and/or participated in a leadership role in local and national organizations such as the Colorado Association of School Boards (CASB), PSD/City of Fort Collins/Larimer County Liaison Committee, the Denver Area School Superintendent's Council (DASSC), and Colorado Association of School Executives, among others.

Broader Community and Media

The Superintendent and his staff utilized the PSD website, PSD social media platforms, email and phone calls/robocalls, and worked with the news media to convey information to staff, families and the broader community.



Responsiveness to Community Requests

The Superintendent modeled accessibility and honest, open communication. His staff worked diligently to respond to media requests and met with reporters from local media outlets during the 2023-24 school year. In addition, the Superintendent and his staff responded to and/or appropriately routed emails, phone calls and general correspondence from the public, staff, and students with the intent of providing strong customer service. Although quality customer service was provided, there are opportunities to continually improve within this space.

Due to the evidence provided, the District meets the expectations described in Executive Limitation 2.9.