

ELK RIVER OTSEGO ROGERS ZIMMERMAN

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## EDUCATE, INSPIRE and EMPOWER

our diverse learners, to **shape** their futures, to **accomplish** their dreams and to **contribute** positively to our local and global communities.



## **Referendum 2019**

Name:	Dr. Daniel Bittman
Title:	Superintendent
District Name:	Independent School District 728
Address:	11500 193rd Avenue NW Elk River, MN 55330
Phone:	763-241-3401
Email:	daniel.bittman@isd728.org
Title of Entry:	ISD 728: Strong Schools, Strong Communities
Entry Category:	Gold Medallion
Number of Communication Staff:	Four (4)
Size / Type of District:	13,500 Students / Public K-12

## **Synopsis**

ISD 728 is the eighth largest school district in Minnesota, located 35 miles northwest of Minneapolis. We proudly serve more than 13,500 neighborhood students and more than 50,000 total lifelong learners in all or parts of Albertville, Dayton, Elk River, Otsego, Ramsey, Rogers, St. Michael, Zimmerman and Nowthen, as well as the townships of Big Lake, Baldwin, Livonia, Orrock and Stanford in 10 elementary schools, 5 middle schools, 3 high schools and 1 alternative high school.

In November of 2019, ISD 728 asked residents to approve an operating referendum totalling approximately \$223,000,000 (\$110,000,000 for operating AND a \$113,000,000 bond), which was the second-largest in Minnesota. More impressive and challenging was the fact that ISD 728 had asked residents to support 11 referendums and 19 questions in the last 20 years. Written differently, residents have been asked to support referendums every other year for the last 20 years.

The Strategic efforts involved thousands of residents over an 18 month period, and was directly based on community recommendations presented to the District through meetings and input from thousands of residents, which helped form the District's newest Strategic Plan. (ISD 728 Strategic Plan).

The result of this informational campaign was a successful referendum, strongly supported by residents of our ISD 728 communities. The funding will set the District's course for the next decade of learning through a consolidation of levies and a bevy of construction projects across the cities served by ISD 728.

## **Summary**

On November 5, 2019, residents of ISD 728 were asked whether to increase school funding through two referendum questions. The School Board unanimously approved holding a referendum after a year and a half of community input, research and planning.

**Question One**, if approved, would provide a \$750 per student increase and would generate approximately \$11 million per year, providing more predictable and stable funding, while maintaining support and resources for students throughout the district. The funds would be used for such things as:

- Supporting struggling students;
- Maintaining class sizes;
- Supporting student mental health;
- Updating curriculum and other classroom materials; and
- Improving career and technical programs for students;

The above mentioned priorities were determined from an 18 month strategic planning process involving thousands of community residents.

**Question Two**, if approved, would provide \$113,000,000 to:

- Build a middle school to address enrollment growth;
- Address building maintenance needs across ISD 728, such as roofs, HVAC systems and parking lots, to maintain the community's investment in our schools;
- Update indoor physical education and outdoor athletic facilities at all three traditional high schools to ensure they are equitable and adequate for students across the district; and
- Create more flexible learning spaces across the district and at all levels to support different student learning styles.

General strategies for the campaign included, but were not limited to:

- Providing clear and concise messages to all targeted audiences
- Reach and convenience 12,000 voters determined, from research, to be most likely to support referendum to get out and vote yes
- Establish a comprehensive website to serve as "THE" source for information to include such things as a FAQ, Rumor Has It, videos (What if), site specific information on how each school and community would be impacted, ways to communicate with the Board and Superintendent, opportunities to request presentations etc...

The Board approved the ballot question on June 24, 2020 and the election took place November 5. The information campaign began the first week in September.

The 2018-23 Strategic Plan (728 Strategic Plan) was developed with input from more than 1,000 parents and staff:

- Mission: educate, inspire and empower our diverse learners...
- Strategies:
  - Innovative environment
    - Career and college readiness
    - Continuous curriculum review
    - Expanded music, art, PE, world language E-12
    - Eliminate achievement gaps
    - Social-emotional skills
  - Equitable opportunities and access to programs and facilities
    - Safe spaces
    - Extra-curricular programs and facilities
    - Engaged community via variety of communication methods
    - Mental health services
    - Relevant technologies
    - Future ready students
    - Diverse, effective and engaged staff
- Core values:
  - ALL people have value.
  - Valuing and respecting differences strengthens the individual and the community.
  - People thrive when they feel connected, supported and affirmed.
  - Everyone can learn.
  - Hope inspires and empowers.
  - Lifelong learning is essential for personal growth.
  - Change is an opportunity for growth.

Once the community driven Strategic Plan was complete, the referendum campaign began. The process included three distinct phases:

### PHASE I: November-June (set the stage)

- Establish need:
  - o Community Survey Summaries (Morris Leatherman)
  - <u>Demographer Study and Report (Hazel Reinhardt)</u>
- Tell our story
- Research
- Engage
- Plan

### PHASE I Goals

- Increase residents' awareness of key growth, facilities and funding issues.
- Build trust in the district's ability to manage finances.
- Reinforce the quality education provided by ISD 728.
- Remind the community of the extensive work put into the 2018-23 Strategic Plan and the resulting values/plans.
- Engage the community in options for addressing needs for their input and advice.

### PHASE I Message Framework

- Community-driven <u>Strategic Plan</u> is the foundation for our overall thoughtful planning process to ensure we have the resources to provide the most appropriate learning environments for kids (spaces, programs and materials).
- <u>Demographer's report</u> details both past and projected enrollment growth, putting a strain on our schools.
- <u>Community survey</u> indicates strong community support for the district in terms of educational quality, staff, academic programs, district leadership, financial management, student achievement levels and the community's perceptions align with the Strategic Plan's values
- Residents value maintaining our schools and keeping curriculum updated both of which are challenges given inadequate state funding not keeping pace with inflation or increasing costs, and special education reimbursements not keeping up with promises made at the state and federal levels.

### PHASE II: May-August (prepare messages and materials)

- Finalize request
- Approve referendum
- Prepare and produce all informational materials
- Establish site teams

### PHASE II Message Framework

- <u>Strong schools equal strong communities</u>
- Growth requires more space



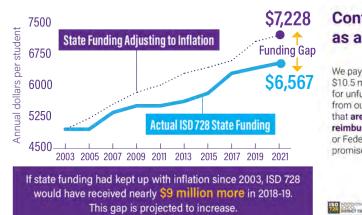




More than **2,300** new single-family homes are expected to be built within our district in the next **3 years**.

 Special ed unfunded mandates putting pressure on operating budget - on top of cuts already made and inadequate state funding

That's the equivalent of a new elementary school every few years.



### Continued pressure on the budget as a result of inadequate funding

We pay approximately \$10.5 million annually for unfunded mandates from our operating budget that are not being reimbursed from the State or Federal Government as promised.



Special Education, English Language Learners and Gifted and Talented Programs

- Protect investment in schools by doing deferred maintenance
- We are good financial stewards
- <u>Requests will support community developed Strategic Plan</u>
- Improvements tied to student learning
- <u>Community will benefit too (use of facilities)</u>

 With a bond we can do more to address all needs. Without bond, will still need to do some additions and DM - but residents will pay higher interest rates and we will be limited in what we can do

### PHASE III: Sept-Nov (information campaign)

- Train and implement site team Communication Plan
- Share information
  - Fact Sheet
  - o <u>Sample Ballot</u>
  - <u>Bookmark Facts</u>
  - How to Vote Flyer
  - <u>Video Overview</u>
  - Video What if it Passes?
  - Video What if it Fails?
  - Frequently Asked Questions
  - Rumor Has It
- <u>Vote</u>

### PHASE III: Short Messages

- If approved, funds would support educational programs, address building maintenance needs, create more flexible and equitable learning environments, and provide space for our growing enrollment.
- Q1 funds would support school materials, student support and academic programs. Q2 funds would address enrollment growth, deferred maintenance, flexible learning spaces and facility inequities.

Throughout the process, data was collected, including but not limited to:

- A Facilities Study (Equity and long term maintenance)
- An Enrollment Study
- Community Survey Summaries (Morris Leatherman)
- Demographer Study and Report (Hazel Reinhardt)
- A Tax Priority and Tolerance Study
- Post Campaign Evaluation Study

### Major Challenges Included:

- 11 elections in 20 years (19 questions)
- Equity across the school district
- Anti-Tax climate
- Vote No "Concerned Taxpayer" Group
- Operating funds were to maintain services

## **Research**

The entire campaign was based on research over a five year period, which included:

- A Facilities Study (Equity and long term maintenance)
- An Enrollment Study
- Community Survey Summaries (Morris Leatherman)
- Demographer Study and Report (Hazel Reinhardt)
- A Tax Priority and Tolerance Study
- Post Campaign Evaluation Study

The research began immediately after the 2014 Referendum, and continued through summer 2019. A combination of informal (community information / feedback sessions) as well as formal sessions (perception surveys, demographic study, community perception study, Tax priorities and tolerance, etc.) were held. This research and data collected determined the amount (Sample Ballot), and where funds would be used (Fact Sheet).

**Registered Voter Analysis** - Election data was evaluated to determine key demographics, historical successes (or failures), and what communication strategies were effective. What we learned is that voters wanted a long-term plan, did not want the District to ask for additional support every other year, and that an inflationary component had to be added, which had never been done before. We also learned that residents were very supportive of spending money toward maintenance related items (i.e. roofs, parking lots, and heating /cooling systems), maintaining / lowering classrooms, and mental health. Residents also confirmed that they recognized continued enrollment growth, that building an additional school was necessary, and that costs to build would not be cheaper five years from now.

Planning was also done to determine projected election turnout and the number needed for a simple majority vote. Staff attended workshops on referendum/bond election campaigns and were advised on an in-depth analysis of current registered voters and voter turnout, which led to the following conclusions:

- Registered voters: 45,000
- Estimated turnout percent: 35% = 15,750 voters on Nov 5
- Number of votes needed for 55%: 8663 ... goal is 9000 votes
- Number of resident K-12 parents: 9,300
- Number of resident staff: 1200 (out of 1750 total)

<u>Situational Analysis</u> - An in-depth situational analysis was conducted <u>Community Survey</u> <u>Summaries (Morris Leatherman)</u> and led to the following conclusions:

- Top Six Arguments Supporting a Referendum:
  - Need more space for 2,000 new students expected in ten years due to housing growth
  - Deferred maintenance is expected and necessary to protect investment in schools
  - Additional funding necessary to implement community developed Strategic Plan innovative learning environments, equitable opportunities and access to programs and facilities

- Required special ed programs cost \$10.5M more than district receives, putting additional pressure on operating budget
- Important to invest to keep schools high quality, which increases property values
- District has cut over \$10M from its budget in past 6 years and plans to cut \$10.2M for next year; even with a state funding increase, additional cuts will be needed
- (decent support for: since HS athletic fields are used for many different sports, artificial turf is needed to maintain fields, improve safety and increase opportunities during different seasons; improving athletic facilities at high schools will not only benefit students, but will provide additional recreational spaces for the community to use)
- Top Four Arguments Opposing a Referendum:
  - Just approved a bond and levy increase five years ago district shouldn't need more money so soon
  - Taxes are going up too quickly; can't afford more taxes on backs of homeowners
  - Funding for local schools is adequate; do a better job spending taxpayer's money
  - Too much emphasis on technology with no explanation of how it improves student learning

**Engagement Process** - An in depth engagement process was implemented which included but was not limited to:

- Fact Sheet
- Sample Ballot
- Bookmark Facts
- How to Vote Flyer
- <u>Video Overview</u>
- Video What if it Passes?
- Video What if it Fails?
- Frequently Asked Questions
- Rumor Has It
- <u>3 Community Forums</u>
- <u>100+ Parent and Community Presentations</u>
- Opportunities to request presentations
- 40+ staff presentations (budget and referendum)
- Site teams established at every school
- 10+ meetings with youth associations and booster clubs
- Personal phone calls to more than 12,000 residents most likely to support a referendum
- <u>Social media campaigns</u>

Major conclusions from the engagement process included:

- Support for accommodating enrollment growth
- Desire for more mental health support
- Excitement for CTE programs and opportunities
- Concerns about including a field house, pool, and ice rink in the proposal
- Concerns about the amount of taxes and the potential increase

## **Planning**

The Board and District leadership worked with the communications team to create and execute a months-long communications plan. Work was done to utilize existing vehicles of communication, including print pieces, digital media, social media and in-person presentations.

A comprehensive communications plan was developed with input from cabinet members, the communications team and a consultant. This document guided staff throughout the months, weeks and days leading to the Nov. 5 vote, from initial surveys to print and website materials.

### ISD 728 Bond/Referendum Communications Plan

Staff was also engaged through a "site team process," which started with an in-person meeting in September 2019. Groups from each of the District's 20 buildings were placed with the task of rallying each "school community," along with service centers, to inform and "get out the vote."

A theme was created to rally the school community, including the hashtag #728Strong.

## **Implementation / Communication**

The Board and District implemented a series of eleven (11) public meetings between November 12, 2019 and June 2020 to plan for, discuss, and approve a referendum. Below is a timeline:

- November 12, 2019: Demographic Study review
- November 26, 2019: Review community survey results (perceptions, priorities, etc.)
- January 14, 2020: Capacity/Enrollment data review
- February 11, 2020: City presentations on development (new houses) and timelines
- February 25, 2020: Community recommendations related to Strategic Plan
- March 22, 2020: Budget and reduction discussions
- April 22, 2020: Review community survey results (taxes, tolerance, priorities, etc.)
- May 6, 2020: Referendum recommendation discussions
- May 20, 2020: Ballot language and community recommendation discussions
- June 6, 2020: District budget reductions and forecast
- June 24, 2020: Approve referendum and ballot language

Measurable objectives of communication included, but were not limited to:

- Developing plan parents/staff can support
- Utilize data to drive campaign and communications
- Create awareness with parents, staff, and those most impacted and/or who would benefit
- Minimize time spent on negative residents or those looking to "district" efforts
- Secure 9,000 yes votes
- Increase number of individuals voting absentee and early

The communications team worked collaboratively with site teams from every school, parent organizations, and youth associations to reinforce messages, secure votes, and ensure people had/made time to get out and vote.

### **Communication Tactics / Tools**

A variety of communication tools were used throughout the campaign. The overall strategy was to inundate those who were most likely to support the referendum, which included those experiencing crowded classrooms, parents of students in the school district, current and former staff, and those who had been active in the school district and community education programs. The communication plan identifies some of the tactics and messages.

A few highlights include:

- Website content
- Mailing(s)
- Use of Social Media
- <u>Use of Mass Communication System</u> (Parents)
- Fact Sheet
- Sample Ballot
- Bookmark Facts
- How to Vote Flyer
- <u>Video- Overview</u>
- Video- What if it Passes?
- Video- What if it Fails?
- Frequently Asked Questions

## **Evaluation**

### Election Results:

Local voters approved both ISD 728 (Elk River, Rogers, Zimmerman) requests for increased school funding in the Tuesday, Nov. 5 election:

- Question 1 passed 56.5% yes to 43.5% no. The increase in the operating levy will be used to fund school materials, student support and academic programs: (unofficial results: 5,901 yes votes, 4.542 no votes). Examples of how the funding will be used include:
  - Supporting struggling students.
  - Maintaining class sizes.
  - Supporting student mental health.
  - Updating curriculum and other classroom materials.
  - Improving career and technical programs for students.
- Question 2 passed 62.7% yes to 37.3% no. The bond funding will help address enrollment growth, deferred maintenance needs, flexible learning spaces and facility inequities (unofficial results: 6,546 yes votes, 3,900 no votes). Funds will be used to:
  - Build a middle school to address enrollment growth.
  - Address deferred maintenance needs across ISD 728, such as roofs, HVAC systems and parking lots, to maintain the community's investment in our schools.

- Update indoor physical education and outdoor athletic facilities at all three traditional high schools to ensure they are equitable and adequate for students across the district.
- Create more flexible learning spaces across the district and at all levels to support different student learning styles.

Election results were an important part of the overall communication strategy. The Communication Team, as well as Cabinet met weekly to evaluate happenings, modify plans, and determine ways to be most successful. The communication team evaluated the number and type of social media messages, how many people were accessing specific resources, how many people were voting early, how successful individual school site teams were doing with implementing site plans, etc...

After the election, surveys were sent to parents, staff, board members, committee members and many more to review successes, things that could have been done better, and lessons learned. Overall conclusions included:

- 100% of parents were aware of the campaign, and how their child would benefit from the passage.
- Parents and staff understood what budget reductions would occur if the referendum failed.
- Respondents could recite talking points almost verbatim.
- The website, resources, and videos were extremely effective.
- Thirty four individuals, approximately half of which did not reside within the District and could not vote, were vocal on social media opposing taxes, encouraging others to vote no, and distributing misinformation.
- The "Vote Yes" group was extremely effective in providing factual information, and both the District and supporters were effective in not engaging those who adamantly opposed .
- All residents felt like the District was transparent, willing to answer any question, and 100% honest with what the referendum would and would not do.
- The referendum was based entirely on sustainability and what community members indicated they would support.

### Construction, Building Improvement Plans

 In January 2020, the District released plans in cooperation with construction partners and architects that will bring changes to multiple buildings and facilities throughout our ISD 728 communities. <u>A comprehensive website</u> was created to communicate these projects to our constituents and stakeholders.



## **REFERENDUM PRESENTATIONS**

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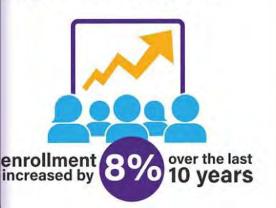
## Strong Schools. Strong Communities.

On **November 5, 2019**, residents of ISD 728 will decide whether to increase school funding through two referendum questions. The School Board unanimously approved holding a referendum after a year and a half of community input, research and planning.

To get more information:

www.isd728.org/728strong

rowing district – at problem to have!



### INDEPENDENT SCHOOL DISTRICT 728

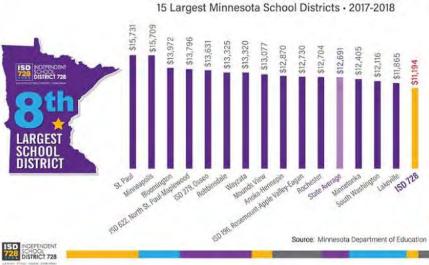
15D INDEPENDENT 728 DISTRICT 728

## ISD 728 is a growing district – which is a great problem to have!



More than 2,300 new single-family homes are e to be built within our district in the next 3 ye

## How do we compare?



**Total Per Student General Fund Revenue** 

### WWW.ISD728.ORG/728STRONG-MATERIALS



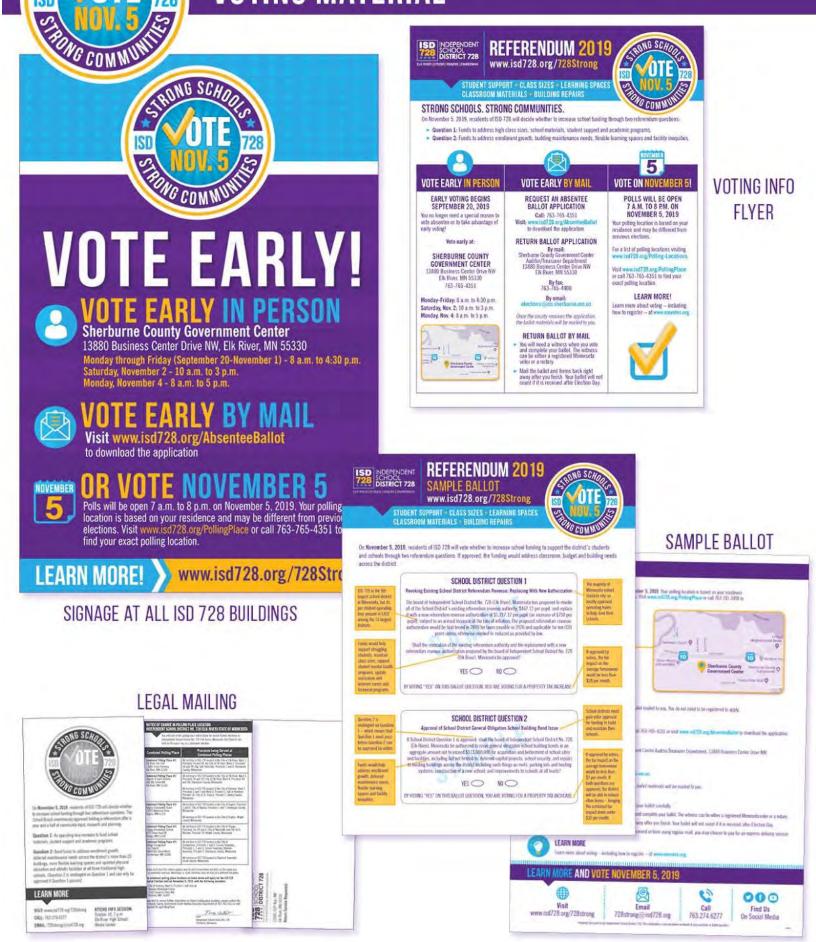
**BUILDING FLYERS** 

### WWW.ISD728.ORG/728STRONG-MATERIALS

## **VOTING MATERIAL**

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## VIDEOS



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15,198

People Reached

432

4,479

Engagements

## SOCIAL MEDIA

Our FIRST referendum InfoSession is TOMORROW NIGHT in ROGERS. See you at 7 p.m. in the MEDIA CENTER. We will be at ZHS Thursday - same time, also in the school's media center.

Looking forward to discussing the important facets of this referendum with our residents!!! #728Strong



Boost Post

14 Comments 45 Shares

YOUTUBE.COM

Secretary of State

Vote Early - Vote Absentee! | Office of the Minnesota

ISD 728 Published by

Published by Mike Schoemer [?] - October 29, 2019 - 3

bosting our "What if both questions pass?" video last week, you us ... "Well, what if the community votes 'No'?" couple of minutes and check out this video! You ask - we red.

REFERENDUM 2019

3

www.isd728.org/728Strong

CLASSROOM MATERIALS - BUILDING REPAIRS



## WEBSITE

### ISD INDEPENDENT 728 DISTRICT 728

### **REFERENDUM 2019** www.isd728.org/728Strong

STUDENT SUPPORT - CLASS SIZES - LEARNING SPACES CLASSROOM MATERIALS - BUILDING REPAIRS

### Yes and Yes: Voters support both ISD 728 funding requests

Local voters approved both ISD 728 (Elk River, Rogers, Zimmerman) requests for increased school funding in the Tuesday, Nov. 5 election:

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  - · Create more flexible learning spaces across the district and at all levels to support different student learning styles.



If the referendum passes, will ISD 728 continue store for



### **Quick Links**

- Construction Updates
- Overview
- Voting Information
- Referendum Materials
- Process Timeline
- Information Sessions
- Tax Impact
- Submit a Rumor
- Voting Results

## Learn More!

Email 728strong@isd728.org

Call 763-274-6277

Referendum Materials

Process Timeline





Polls will be open 7 a.m. to 8 p.m. on November 5, 2019. Your polling location is based on your residence and may be different from previous elections. For a list of polling locations click here.

REFERENDUM 2019

www.isd728.org/728Strong

STUDENT SUPPORT - CLASS SIZES - LEARNING SPACES

**GLASSROOM MATERIALS + BUILDING REPAIRS** 

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ww.isd728.org/PollingPlace or call Visit w 763-765-4351 to find your polling location.

Absentee and early voting begins September 20, 2019: You no longer need a special reason to vote absentee or to take advantage of early voting.

### View the Sample Ballot =

Vote Early In Person You can vote early starting September 20, 2019 at:

Sherburne County Government Center 13880 Business Center Drive NW Elk River, MN 55330 763-765-4351

Monday through Friday - 8 a.m. to 4:30 p.m. Saturday, November 2 - 10 a.m. to 3 p.m. Monday, November 4 - 8 a.m. to 5 p.m.





### Learn More!

Email 728strong@isd728.org

0 Call 763-274-6277

Find Us On Social Media facebook.com/isd728 twitter.com/isd728 voutube.com/lsd728

### **Quick Links**

Construction Updates

Overview



### Where do I Vote?



Learn More!

Email 728strong@isd728.org

Call 763-274-6277

### 000 Find Us

On Social Media facebook.com/isd728 twitter.com/isd728 youtube.com/isd728

### Quick Links

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ISD INDEPENDENT

28 DISTRICT 728

**Referendum Materials** 

Print A FACT SHEET

SAMPLE BALLOT

HOW TO VOTE FLYER

ISD 728 Referend

BOOKMARK

Videos

ISD INDEPENDENT

728 DISTRICT 728

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