

**From:** [Sebren, Liz](#)  
**To:** [Kris Cappel](#)  
**Subject:** Fw: My Thoughts  
**Date:** Sunday, May 30, 2021 3:23:25 PM

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**From:** Sebren, Liz  
**Sent:** Sunday, January 12, 2020 2:14 PM  
**To:** Daily, Jeff  
**Cc:** Winter, Tim  
**Subject:** RE: My Thoughts

Jeff,

I prefer to discuss topics face to face, not couched within a letter missive. In this instance I believe a response is necessary. I appreciate the energy and enthusiasm you bring to the board and look forward to discussing/debating your ideas. However, I remind you that you are 1 of 5 equally elected Board Directors. All were elected on platforms outlining their constituents' goals for South Kitsap. We each speak to, live beside, work with and relate to different populations of our community. Traveling and meeting with citizens, gathering information, and sharing with the Board it is one of the most important things you can do. It is also something we all do. A word of caution, in your new role as a Board Director your publicly shared views, even shared with only a few, may be interpreted as those of the Board (See School Director Standards) and while some may agree others may not. This was a rather difficult adjustment for me having taught in the district for 28 years but I understand the wisdom.

Finally, on a more personal note, I see you signed your email "Cordially". The content certainly does not reflect the adverb.

Happy to meet and talk any time,

Sincerely,  
Liz Sebren

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**From:** Daily, Jeff  
**Sent:** Saturday, January 11, 2020 9:13 PM  
**To:** Gattenby, Eric; Sebren, Liz; Diehl, Rebecca; Berg, John; Daily, Jeff  
**Cc:** Winter, Tim  
**Subject:** My Thoughts

Hi Folks-

I hope your holidays have gone well.. I see the district is still here with only one meeting in December so perhaps they can survive without a bimonthly board meeting in the future.

Attached is a lengthy document that details what I have been up to. I have been talking to a lot of people and getting around the community. I wanted to get it to you prior to the next board meeting and our upcoming training session so you would have time to read it (if you wish to do so). please let me know if you have any questions or concerns.

I guess we will see what the weather does and see how next week goes.

Cordially,

J Daily

Hello Fellow Board Members-

I hope the holidays went well for each of you. We survived another holiday period. I thought I would tell you what I have been up to so that you are not surprised at either the board meeting or the upcoming training. If you don't wish to read this long paper, probably a good place to stop now. My purpose in writing this is to keep in touch with each of you and let you know my thoughts. I am not always the best writer so please understand that I am trying to communicate openly with you and not trying to offend anyone. So please don't take offense if my words are not the best ones.

First, I have read both of the books in preparation for the upcoming training session as I had not read their first book. I also reviewed the Carver Pamphlet we have been using at the present time. If we decide to adopt their new methodology, it will be generally where I have been going with my "metrics" and requests for information. Data by itself is useless, it is in the variances and the comparisons and measurements where the value of information is. This appears to be confirmed by the authors. I did call the authors and spoke with them for about 40 minutes as I had several questions to ensure I understood their system. I believe they are going to hit variances, comparisons, and metrics pretty heavily when they come. I also asked Mr Winter for his management style(s). He replied that it is a combination of MBO, MBE, and MBWA so that appears to me to be compatible with what the authors are going to emphasize—goals, objectives, variances, metrics, etc., so I think the proposed model will fit his style of management.

I have asked Mr Winter for a lot of data for primarily two reasons. One, I think these are the things we need to know something about (especially myself) and also to let him see what I think are the areas that we all need to be looking at. He certainly knows what he is doing and doesn't need our (my) help but we need a better source of data than the district is providing. I have spoken with the auditors and OSPI finance folks and changes are coming as the district will need to figure out how to determine the cost of programs pretty soon. For that reason, the authors recommend an external auditor as well as a separate board "clerk" to help us package things we need for "our" meetings. I will be a supporter of both of those items. How will we pay for it- something gets cut in the district- no additional cost to taxpayers? I believe that a lot of the data I have requested will be needed by us as we formulate various parts of the strategy that the authors will probably recommend to us. As you can see, this change will result in a lot of work for both the board and the district but I think it is worth the effort as it will help us monitor the district much closer without interfering in the operations and the restructured data will allow us to focus much more on long range planning, which is really our charter. I personally am excited about the upcoming training and the chance to move to a much better methodology to achieve our goals.

One thing that I am concerned about is the concept of accountability. While it is nice to talk about it; it is another thing to take action. So, I ask each of you to think about if you are willing to hold folks accountable. We have a lot of good ole boy hiring in the district and these people are not what it takes to get to the top 5. Some hard decisions will be needed by Mr. Winter as we have a lot of check collectors throughout the district. I constantly meet people who are going to quit their job to work for the district since the pay and benefits far surpass what the local businesses pay and offer. What I mean is if the district is not getting better, are you willing to part ways with folks? If not, not much reason to consider the new system. Might as well put it out there now. In addition, the concept of integrity is fundamental to the new system. We have integrity problems on the board and within the district staff. Again, are we going to do something about it? Hard to demand accountability if at the top level we lack integrity.

So, I am in favor of the new system as it is closer to what we used when I was on the Credit Union Board.

In other news, as you know, I have been visiting the schools and talking to people. I have asked Mr Winter for a "state of the district" update soon so that we know what he is seeing and what he feels are things he wishes to focus on. This will help us formulate our plans and direction where we need to head to support him. From what I have seen (not any different than you folks know), we have A LOT of needs; some huge, some big, some smaller.

1. We have schools out there doing lots with little or nothing as I have said before. So, good people doing great things with what they have been given; which in some cases isn't much. There appears to be little coordination on many things between schools and also the district. Schools do their own thing for playground needs, grounds needs, building needs,

etc. Schools that understand the grant process do better than others. If you have a supportive PTSSO, you also get more. So, in most cases, our children's education depends on the PTSSO and the creativeness of the staff and Principal. Not much sharing between schools on ideas that I have seen thus far. I think this really needs work.

2. Security remains one of my concerns at our schools. We have door locks at most schools but almost no cameras. I have been able to walk around most schools without being challenged so that doesn't make me feel good. By the time someone comes out to find me, a lot of damage could be done. In addition, vehicle entry and egress to schools is haphazard and kids are most vulnerable during recess, arrival/departure, and during fire drills. Those schools that do have barricades don't use them when they should. Badges are not worn often and maintenance and food service are not pre-announced. They just drive up whenever. Never have seen any of our "security" people except one for just a second at one of the schools. I spoke with the PO Police Chief and the KC Sheriff and both feel they adequately protect the schools as well as the community. More to it than that but the bottom line is that I question why we are spending money on our own "security" force. The woods by our schools and the use of parking lots in the back of buildings and on the sides allows for anyone to go around the back of schools where the portables generally are. For example, I do not know why we have a security person at Cedar where we have a Principal, VP, and Dean while at most other schools we have just a Principal.

3. I have thus far visited the PO Police Chief, the KC Sheriff, SKFR Fire Chief (a friend), the ESD 114 Director, and the PO Mayor. The main reason for talking with these people is to get a feel for their opinion on the board, the district, and how they read the public perception of us. It isn't that pretty and we have work to do. Remember, perception is reality, I am not here to debate how it happened; only what it is so we can begin to move forward. I don't want to attribute specific comments to individuals in this format but if you wish, please ask me and I will put names with comments. I received lots of comments and lots of advice which is shared below. Believe what you wish.

a. Those leaders who have frequent contact with our community leaders hear that we don't have a plan for the district. Just what is important? For example, is our biggest issue really a new HS when we have South Colby over 50 years old; Cedar Heights 40+ years, etc. that need a lot of work to say the least. What is our long range plan for the entire district to replace and build schools over the long term and how are we going to get there?

b. Why do we have one program at one school and one at another? If the IB program is a winner, why don't all kids have access to it? Same for Spanish Immersion, STEM, etc. What is our focus or is it just the flavor of the month. STEM is hot so we do STEM, IB is hot so we do IB, etc. Do we have data to show they work and are worth the cost? From what I have seen, IB only had 5 graduates last year. From a teacher perspective, why teach IB (a lot of additional work) when you can just teach a regular class since the pay is the same. Do we even know the costs of these? From what some folks have said, they don't believe the IB and other programs are generally working for THIS community. We have AP classes and Running start. One person asked me why IB and AP classes are not merged at the HS given the low number of kids participating in both.

c. After 5 attempts on the new HS bond, the community is galvanized. This isn't working. We need another plan; another way to approach it; another way to engage the community. But DON'T attempt something until we have a plan that will succeed. We need a small success to demonstrate we know what we are doing and to regain community trust again. (For the record, I will support a levy IF it is well thought out, meets our highest needs, has community backing, and NO chance of failure. I will speak publically against anything that doesn't show that the district has cut manpower, cut expenses, and has not gone to the extremes to get the community involved, meaning all the SKSD staff and directors are out in the community promoting whatever we decide to move forward with.)

d. We need to break things down into small pieces and see what the community will support. GET OUT IN THE COMMUNITY and find out what THEY want and WILL SUPPORT. Build a timeline with milestones so you can make sure you are on track to achieve your upcoming levy goal. Putting up a sign of "your tax dollars at work" is of little value if people don't know EXACTLY what you bought (i.e. not tech but 10 computers for THIS school, etc.)

e. Education is changing. Are we building schools for the future or just repeating the past? Have we considered combining schools such as elementary, MS, HS, built all together in one place. Have we given thought to education in 5, 10, 15 years given our changing society and technological changes?

f. Among business leaders, we don't enjoy support for having any well thought out plans. Do we have an idea of what the priorities are for the district and have we laid them out for the community to understand and have input on? Are we talking blue collar language or the normal educator babble that is becoming tiresome?

g. We ignored our community needs and people. We are a blue collar community who make a median income of \$50+K. They get pay raises of 1-2% if at all and a minimum wage of now \$13.80. Social security COLA is 1.2%. Military raise is 1.9%. Yet, the district paid 20+% raises for everyone and administrators at least 10% in spite of making well over \$140K each. Teachers needed a raise but..... Most community leaders realized this was unsustainable from the get go. Lots of sore feelings over this. (Remember, perception is reality; Joe Six-pack doesn't care about the justification that was used). So what are we going to tell the public to regain trust and support for the future? As an aside, the bidding war for employees has to end. I have seen no data that shows that 15 year administrators, teachers, etc are willing to relocate to another school district for a few dollars an hour raise. Think about it- if everyone moves to the highest bidder, they become full, never have openings, so no one else can go there. A faulty logic argument that needs to end.

h. We have special interest programs. Are the majority of students using them, want them, etc. What about the 2300 kids at the HS who are not in the band or choir, etc. Too many other examples to add here.

i. Why must everyone go to college? Do we not see the shipyard across the way? Do we not see landscapers, carpenters, builders, roofers, electricians, plumbers, HVAC, nurse assistants, store clerks and managers, care givers, etc. within our community?

I was given the name of a CK board member who has been part of the CK success for a \$300+M bond passage. I plan to talk with him to see how to approach things and to see how they have built their priorities for their district. I know Mr Winter has also been in contact with people in the CK district from his perspective.

I was also given a list of many of the local community organizations and POCs. I plan on talking with them and communicating our message when we have one. I am ready to be out in front of Walmart, Fred Meyer, and Albertsons to start talking with folks and get their questions, comments, and concerns. Enough for all of us to do.

I went to listen to the SK Transportation Briefing. Not really a lot there (someone important assessment) but they do have a growth plan through 2036 to address some transportation needs. It seems that roundabouts are the latest thing to solve traffic issues. Hopefully our transportation folks are following some of these developments as they do have implications for our bus routes.

I have also talked with several parents. Some pro, some not so pro. Usual opinions. Some love IB, some hate it, some love Spanish, some want other languages, some think it all is a waste, etc. People are getting their tax estimates online now. Mine went up \$636. For me, given my 1.2% social security COLA, I am out \$33 a month due to tax increases so I need to cut my budget. Others I know are worse off so this is a bigger problem for them. I know folks whose are over \$1200 a month increase. If a recession hits as it soon must, money will be an issue. The SKFR is running another levy in August, asking for yet more money. Seems folks get hit every year for something. Tim Eyman's initiative on the car tabs needs to be remembered. Folks are sensitive to taxes unless they can see a real plan for why an increase is needed.

I have also talked to several maintenance personnel. Right now, we have a system that relies on interpersonal relationships to get things done. Great people, overwhelmed and stymied by an inflexible system. This is sad.

I went to the "Art Reflections" event at John Sedgwick the other night. Very nice work but I was surprised that only 4 elementary and one JH participated. I don't know much about this event and the PTA tie into it but given the people that want to save funding for the arts, I would have expected more schools involved in this program. Perhaps it only applies to a certain segment of our population.

I went and listened to Senator Randall at her open house on Saturday. Four things of interest. Our state ranks 41<sup>st</sup> out of 50 in funding concerns of citizens with disabilities. She is looking for money to assist with disability concerns (her passion). She spoke on school based health care and talked about expanding it to the SKSD. Do we have a POC in the district who is following this? Also, did we know that education facilities can use remote testimony to address concerns to bills being discussed? Do we do this? Affordable housing is a big issue with her. Does the district have a McKinney-Vento POC who is following housing issues? And finally, she is introducing a bill regarding students and parents completing FAFSA requirements for higher education. She says WA students are leaving millions on the table by not applying. Are we following this development?

I am working on slides for the upcoming board meeting. More when I get the agenda. However, the county told me that in April, the district will get about \$10M in levy funds and \$5M in capital projects funds. So, do we know what the district plans to spend it on? I am still looking in the August budget for it. Maybe it is somewhere else that I haven't looked but I plan on asking about it along with a few other things. Also, I will ask that we not discuss the superintendent's mid-year evaluation in public. The book says to avoid it and I completely agree. We don't discuss anyone else's evaluation at the board meeting (that supposedly confidentially thing we cite but have no reference for) so I consider this to be inappropriate. I will vote against it again if we decide to this because I haven't been there long enough but mainly because it is not appropriate.

I have not heard from any of you so that means one of two things. One, on the positive, you agree with the direction I am heading so keep going. Or, the other way, I have upset some of you and you are not sure what to do next. As always, with me, the direct approach is best. I wish to be on the team and work with all of you as I see that we have a lot of issues to address and it will take all of us to do so. But, I am committed to moving forward to support Mr. Winter and his vision. He has a lot on his plate and we all need to help him succeed. It might not be your way but moving forward beats waiting and watching which is not my style. No one said a word to me about my slides so I am not sure where you stand. I asked for a hiring freeze but we are moving full speed ahead in our hiring. This meeting I will ask for a total spending freeze. We are getting ready to spend \$20M and I don't think we know how it is being spent. I haven't seen a prioritized list of how we spend our money so I have no idea if it is being spent on the most important needs we have. In any event, what happens if we determine at our training that our priorities have changed but we have already spent the money? Then what?

Finally, I am working on some things for the upcoming training. One of the things the book asks for is a number of policy items (guidance to the super) that are of concern to the board in order to monitor the performance of the district. I will bring a flip chart that has the items of concern to me (finance, hiring, firing, personnel, union, maintenance, transportation, security, budgeting, etc.). I will ask the authors at the training how to write them so they are specific enough to get the answers we need. The key as I read them is that they need to be specific so that the super knows what we want (or don't want). I gather if we do it right, we can stay out of running the district.

Sorry for the length. Still learning how to communicate in this new environment.

Cordially,

J Daily