

Andy Ziegler

Why running? We have a strong team, enjoy working with current board members, and sad to lose John and Desmond. Want to keep continuity of leadership. Odd feeling, I have the institutional knowledge. Very few people left who know where we've been, what has worked, what we've tried. I like working for the kids, would rather get beat up for the kids, than get beat up for potholes.

- 1) leadership qualities: accessibility to all constituent groups, involvement in the community, I do all that, knowing when you don't know something to make sure you have all the data. I can't make decisions on opinions. I need all the facts. The kids and employees are extremely important. And impact on community, economy and business development all of that. Most important quality is not thinking that you are an expert in everything. I seek mentorship on everything - healthcare advisor here, George - many that I consult.
- 2) Core guiding values. Decisions I make be in best interest of others, not me. Never made a decision based on what I want, is always based on what best for those I serve.
- 3) Workforce - two tracks college and career with commonality preparing for success in life. Very interested in supporting community what they need to have these kids be successful here. College isn't the answer for everybody. Path with guidance toward successful future.
 - 1) STEM jobs. Address shortage? Only 6% college grad go into STEM, and % of those in psych, sociology, ... sciences but social science not what we think of as stem. Increase partnerships with zoo, nasa, FIT... engineering partnership with palm bay high work to credits with FIT. Pirate to panther program. Entice people to go to that school. Only so much we can do in k-12 to go in that direction, the rest is at collegiate level. Encourage them to consider that in college. Idea of free college tuition... I actually think there is value in the idea, but look at low interest loans like the risk they are by major.. incentivize degrees in career that they can make a living and reward their performance.
 - 2) What does district do well? improve? Career and technology edu (not vocational technology) we have a lot of unique programs - water treatment program, culinary certifications, HVAC, aeronautical. What could we do better, what I want to do as legislative ask.... When had Gardner and Steve c ... to build a central facility where these trades can offer programs, open to public service. Can't have programs at every school... we should have bought the FT building and created central technology center. But I couldn't get resources and support.
 - 1) So the problem is money? Capital funding is critical problem for us. We don't have any frivolous money... why we needed the sales tax. We have 12.5million sq ft space. At \$2/sqft (measly) 25million a year for maintenance. To find money for another facility the number just don't work. Even if had the facility, the programs also have capital funds for equipment, and maintenance of that. Let alone recruiting and keeping the teachers in those industries.
- 4) Teacher retention. We should do is paying professionals like professionals. They don't get equivalent pay like peers in other professions. Support and respect them more. I harp on, we don't consult with staff and administration in decision making process. Not treat them terrible when they have administrative toe stub. We don't treat them with respect to resolve those problems. Adding health care centers employees love it and one of our best recruiting tools. they are in second year, utilization is extremely high. Need to expand hours. Talking about opening 4th one beachside. Will defer over \$4million in healthcare costs. Flat rate contract with marathon health. Thrilled we finally did it. Add to our pharmacy, reduce cost, purchase wholesale. We just went through pharmacy rebid. We found company to run out pharmacy and can deliver to our employees.
 - 1) Earlier folks mentioned class size? That it is a stressor. Class size is an interesting problem, we do on average (almost all schools on choice list exemption) ex. 18 in class another kid moves in now have 19. What do you

do? Create new class? Pull out half of kids? Teachers and administrators make decision what right for the school situation... maybe the class chemistry demands anew class, maybe some teachers and class dynamic can handle it. Or can we add more instructional assistants? I leave that to those closest to situation to make those decisions.

- 5) Teacher evaluation. A number of problems that don't allow us to fairly evaluate and fire. Peer evaluation almost always automatic perfect score. Also in matrix each category has weights. Range 1-4. Weighting factor is higher than poor performance level. So virtually impossible to get rid of poor performer... the worst evaluation not bad enough to get rid of bad employee. 96% highly effective teachers. In normal world majority of workforce not stellar employees.
- 6) Standardized testing. Important to measure, the problem is if it is the holy grail to decide someone's fate. Or the pressure on kids. We can't make decisions on students based on their testing alone. As long as not too many of them, and not used to scrutinize students future. Should be used on teacher evaluations.... Should be looking at performance gains year over year, not individual students 1 year performance. Was kid b or f last year and this year helped them be an a or d this year.
- 7) Common core - is just a set of standards. Not much issue with those standards... shouldn't be a defect teaching methodology. Just an arrow in their quiver to teach the concepts. Also culture creep in with common core... overly bias in particular nationality. They should all be learned about equally. Textbook problem a little out of our control on local level.
- 8) Innovation practices? Hands on being involved. Reading is not a great way to absorb and retain. More kids can get up and out of the seat. Whatever they can do to get physical engagement helps the mind absorb better. Any longer term practice to address? Couldn't speak to that.
- 9) SRO plan. Knee jerk reaction from legislature put SRO or stomp volunteer in every school. Funding not there, misunderstanding of what SRO responsibility is. To get them in every school, we started allocating funds over a year ago and hired 5, and working to fund all elementary schools... but they are not dedicated security. Have mentorship role, in classroom responsibility. The security professional is only way to get someone in every school by beginning of year. Volunteers not able to know where you have them, if every school covered. We will have to look at doing a bit of everything, because no one option is the solution.
 - 1) We already fund 30 SRO's at about \$33k a year each in funding (from school board in partner with muni and sheriff) if we were to put in more, take a heck of a lot more. We would be willing to dig into reserves if manpower was there, but heard from munis and sheriff it is not, so we had to step up and pay first \$52k to cover
 - 2) Just met with Randy, and said he doesn't expect the money legislative budget this year to be there next year. Bad practice to hire people if don't know you have the legislature. Randy doesn't think we need SRO's so he won't advocate for that.
 - 3) Charter schools not under governance, so just for the 82 traditional schools and 6 alternative schools. They get our money as pass through tied to student, and they responsible for then funding/hiring security.
- 10) All budget is public record... it is complex. Do better for transparency, all in public meetings and hearings, maybe produce documentation that is easier to understand. People always want to see where we waste it all. I'm not sure what that would look like.
- 11) 3 critical needs. In next 10 years. Started on with STEM and career.... Projects on needed jobs in the future, aside from those not yet invented, but we have to be better about directing kids to careers needed. Virtual schools do not work, not long term solution. Some think brick and mortar model go away, I don't think it can. We have to keep kids learning and in classrooms.
- 12) Budget confusion.... Problem is so much is mandated. Have to be spent in particular way. And then compliance... takes resources and reports to show spending money as we are

allowed to spend. Have you ever made ideal budget and compared to the revenue required budget? No,,I can see value in it. But also see the tremendous amount of time it would take to do it. Example year round school... sounds simple, but not. Impacts so many things that we do... transportation, salary.... I don't know if I would want to direct an already stressed staff to spend time on stuff like that.

- 13) This is third superintendent I've hired. First two... I was adamant about national search, find best person. Always conversation about nontraditional never hire a CEO who doesn't have experience in that world. Need an educator someone with experience in school systems. This time I think important to hire from within because dr blackburn has created a great succession plan and confident on path after all the work he did listening session, strategic planning etc. and if misty and I lose, and John not there... and new superintended... would be whole new district overnight. Would be real loss of experience and knowledge and very risky for district. So important to promote from within this time.
- 14) Because I have always supported business. I have supported initiatives to add over \$5mil in revenue a year without taxing anyone. Focus on those that I serve and not myself.
- 15) Crowded field - helps me. Danial will be dropping out. Don't withdraw, just don't qualify. Two Women top of the ballot good chance they split female vote. So hope it is two women, Dean then me. I hope I can get to the 50% in august.
- 16) 2 big achievements: Achievement healthcare centers and and generating \$5million in regular revenue without taxes. 2 failures: EDR software. I fought it. Asked super intended to take off agenda, too soon, too few data. Knew other districts paying differing amounts. The day of the vote the staff sent email to rest saying I wasn't on board. They got me on board because said it was one time deal, and that if we wasted the price would double to 10million. They said needed it by July (that was april)