

Bend-La Pine Schools
Bend, OR 97703
April 12, 2016

Regular Session 6:00 p.m.

The Board of Directors of Bend-La Pine Schools will meet in a regular meeting on April 12, 2016 in room 314 of the Education Center, 520 NW Wall Street, Bend, OR.

Agenda

Call to Order	Chair Juba
Pledge of Allegiance	Julie Craig
Review of Agenda	Chair Juba
<i>Public Input</i> This is the time provided for individuals to address the Board. Visitors who wish to speak must sign up prior to the beginning of the meeting on the sign-up sheet provided. Please state your name and topic when you address the Board.	Chair Juba
Superintendent's Report <ul style="list-style-type: none"> • Summit High School Jazz Band Performance 	Deputy Superintendent Mathisen

Consent Agenda

Approval of Minutes – March 8 & March 16, 2016 <i>reference: ORS 192.650 and ORS 332.057</i>	Chair Juba
Approval of Personnel Recommendations <i>reference: ORS 332.505</i>	Deputy Superintendent Mathisen

Report

Financial Update	Zhai Logan
Policy Monitoring – Executive Limitation 11 : Asset Protection	Brad Henry
Safety Update	Julianne Repman

Policy Governance Discussion

Governance Process 3 – Board Code of Conduct	Vice Chair Kinkade
Governance Process 4 – Board Member Conflict of Interest	Vice Chair Kinkade
Governance Process 5 – Board Member Roles	Vice Chair Kinkade
Governance Process 6 – Board Operations	Vice Chair Kinkade

Action Items

Bond Performance Review RFP	Chair Juba
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Board Comments

Adjourn

**Bend-La Pine Schools
Bend, OR 97703**

The Board of Directors for Bend-La Pine Schools met in a regular session on March 8, 2016 in room 314 of the Education Center, 520 NW Wall Street, Bend, OR.

Board Members Present

Nori Juba
Peggy Kinkade
Cheri Helt
Andy High
Julie Craig
Stuart Young
Ron Gallinat

Call to Order

The meeting was called to order at 6:35p by Chair Juba, the Pledge of Allegiance followed. Juba welcomed all to the meeting and apologized for the delay in starting. Andy High asked Chair Juba for board comments to be moved to first on the agenda. Juba agreed to High's request.

Andy High expressed his disappointment in how the City Council treated the District last night, noting the request of a Council member to have the District apologize in public was inappropriate. High feels the District has used its assets to do what is best for students and does would rather have the District's dollars go toward students and schools rather than being tied up in unnecessary legal fees.

Chair Juba shared a recap of the current appeal for the sale of Troy Field and how the \$1.9 million earned from that sale could help the District. He felt the City Council was out of line and did not address land use, but focused on their own personal interest, adding, there was no mention of student's best interest from Council members. Juba said the District and Board value and appreciate green space, and the sale of Troy Field provides the District a way to earn \$1.9 million dollars and the city a way to earn about \$300,000 in tax revenue if it was turned into retail or hotel space. Juba said one of the most frustrating things is that so few people understand the financial challenges of the school district and the tight finances the District operates with. Oregon has the largest class sizes in the nation and ranks 39th in the nation for student and educational funding. The interest of students seemed to be irrelevant to elected Council members and the School Board is now considering where to go from this point. Juba said the Board is considering an appeal to the Council's decision and will make a statement at the appropriate time.

Julie Craig agreed with Juba and High and shared her frustration with the City Council, noting information has been inaccurate and felt their decision was emotional rather than about land use. Craig feels a change in the Troy Field property designation would actually benefit the community because dollars from the sale would go to support schools and taxes would be generated and would go to support the City.

Juba said the District currently maintains 255 acres of green space with fields and stadiums. Troy Field is just over .80 acres and the District generates very little revenue from the property,

it actually costs the District more to maintain the space than what is earned. The District offered the property to other partner agencies, the City's response and offer was \$1.1 million and the concept of Heritage Square, which the Council supports, includes plans showing Troy Field being developed into a parking lot.

Public Input

Bill Smith, long time educator and former School Board member spoke to the Board about the high school schedule and history of schedules used in the District. He said the current high school schedule is not in the best interest of teachers or students. He urged the Board and District to continue to seek out better high school schedule options. Smith also addressed the sale of Troy Field, stating he does not think the District should pursue this sale and wants the Board and District to work with the City Council for the benefit of our students, adding we are all community partners. Smith urged the Board not to appeal the Council's decision as he feels it is a waste of money and energy.

Gary Whitley, retired Bend Senior High counselor, and Rayne Cedergreen, current counselor at Bend Senior High, thanked the Board for their time and shared their concerns for the current student to counselor ratios in the District. Whitley recently sent a letter to Board members and urged them to consider a collaborative effort to create a comprehensive K-12 counseling program, reduce the large numbers and ratios of students to counselors at the secondary level, and return counselors to the elementary level for prevention and support efforts as a resource to families and students. Cedergreen shared her thanks for the opportunity to begin these discussions and is hopeful counseling can become a service that connects the pieces so students can access their education and reach their maximum potential. She too feels a K-12 model would best serve the District and students.

Kathy Biles with OSU Cascades, professor and program coordinator, shared the work counseling students, interns and practicum advisors do in schools across Central Oregon. Practicum for a counseling student is 20 hours/week in a school in addition to their coursework. Students rotate schools every 20 weeks to give them exposure to various levels and types of situations. She too is supportive of an increase in counselors at all levels to support students ever-growing needs. Cheri Helt thanked counselors for all their work and all the ways they offer support to students. She added the Board has interest in creating partnerships within the community to help support counseling efforts that have been depleted over the years due to reduced school funding. The Board is currently working with local agencies and ESD's and Helt is excited about the conversations and collaboration taking place. Cedergreen noted the importance of social and emotional support efforts, with high schools being at a critical level of need. The importance of systems being uniform across the district is also something Cedergreen feels should be given attention. Juba agreed social emotional learning is critical to learning and thanked Helt for her efforts and outreach to find ways to support mental health in our schools.

Cathy Smart, parent, spoke about school start times and has reached out to Board members about the negative effects of early start times on students. Smart shared research and her own personal experience with her 6th grade daughter being exhausted by the end of the week from such early mornings. The American Academy of Pediatrics has recently stated that middle and high schools should not start before 8:30a, citing the sleep cycles and a child's development at that age are impacted by waking earlier than necessary. Smart asked the Board and District to

consider school start times and think creatively on how to push the middle and high school times back. Juba thanked Smart.

Chair Juba responded to Bill Smith and expressed the current limited financial resources the District is working with is one of the most difficult challenges the Board is facing. He said the Board is committed to best practices and what is best and most impactful for students. He disagreed with Smith and said the finances and funding of schools is much worse than when Smith was on the Board. Juba noted aging buildings and increasing enrollments have created more immediate needs than bond dollars can help with.

Superintendent's Report

Superintendent Mikalson shared the funding struggles the District is facing and he appreciates the voices and information shared tonight as the Board and Budget Committee are beginning to prioritize dollars for the next school year. Mikalson said the District and Board continually look at how we can do things differently and leverage our resources. He invited anyone to attend future budget meetings to understand and hear how the Committee and Board will be considering several areas of need for the District.

Mikalson introduced Mark Molner, teacher at Bend Senior High and Ruby Hu, current Chinese Exchange teacher. Mikalson said Hu is a spotlight of success in the District and thanked her for being here. Hu thanked Mikalson and the Board for their time and welcoming her to Bend-La Pine Schools. She shared about the classes she teaches and successes of her students as they have made significant progress throughout the year. She said the students she works with have provided her with wonderful insight and feels she will go back to China and be a better English teacher. Mikalson noted there are two teachers from Bend-La Pine currently in China and off to a very good start. He thanked Hu for sharing and Molner for his passion in the Chinese Exchange program.

Mikalson noted Classified Employee Appreciation week and shared his appreciation for all the valuable work Classified Employees do daily. The impact they have with students is tremendous and Juba shared brownies he had baked for the OSEA members present at the meeting.

Board Workshop

High School Schedule Discussion

Chair Juba introduced the work being done around high school schedules. He said the Board and District continue to work together on ways to make the most impactful investments for students and staff. He complimented Superintendent Mikalson for listening to the needs and looking for ways to improve opportunities in our District, like high school schedules. Juba said Jay Mathisen has been doing extensive research and thanked him for preparing information and coordinating students and staff to share with the Board tonight.

Mathisen shared a historical summary of high school schedules used in the District, noting the timeline of changes and what is currently happening on a daily basis at our comprehensive high schools (Bend High, Mt. View High, and Summit High). Mathisen shared schedule options he has researched, the credits each of those schedules offer to students, how many teachers would be needed to teach with each scenario and the costs associated. Mathisen said after much research, he is most excited to share a schedule that is a nice hybrid of all other scheduling scenarios, calling it a 7 period ABC schedule. Mathisen shared a model of the 7 period ABC

schedule noting it provides an increase of 40 instructional hours per year, increased time for instructional support and guidance, increased time for staff collaboration, planning and feedback. Mathisen noted the recent law increasing the instructional hours requirement will impact schools in the upcoming years and this proposed schedule answers that request. He said Medford School District is currently using this model and has been, successfully, for the past six to seven years. Medford shared that this schedule has helped balance the pace and work flow for students and staff members and reduce class size.

Mathisen has worked with high school principals and scheduling leaders in each building on various options. Principals and teacher leaders have processed with staff members and are currently analyzing options. Bottom line, the District is looking for a way to move from the current schedule because we know it's now working for students or staff members. Ron Gallinat asked about the financial impacts and Peggy Kinkade asked for more clarity in how the ABC schedule would work in schools, specifically prep-time. Cheri Helt shared her concern for confusion amongst students, staff and parents.

Chair Juba thanked students and staff members in attendance and asked to hear their thoughts and perspective on the proposed 7 period ABC schedule. Several students spoke, and feedback included:

- Student athletes prefer the proposed schedule, especially when they are absent for a full day due to competition
- Students would value extra time with teachers in class; especially in classes with labs or CTE classes, and feel they would have more time for follow up questions and be able to connect and build a stronger classroom environment
- Students would value extra time for testing so they don't feel rushed
- Attendance and participation in extra curricular events after school would be more enjoyable since there wouldn't be as much homework
- If there was an extended absence, it would be easier for a student to catch up on missed work
- Students were relieved to learn that performing arts classes and rehearsals would not be negatively impacted with the proposed schedule
- Students expressed concern with after school job scheduling, the impact of not being in the same class every day, possible impacts in expanded options participation, and the possibility of teachers overloading homework because of not seeing students every day
- Students suggested helping teachers understand how to structure a 73-minute class period

Chair Juba asked students what their ideal start time would be. Students answered an hour later would be helpful. Juba thanked all the students for attending, being patient with the late start, sharing their feedback and perspective on the proposed schedule.

Mathisen asked any teachers in attendance if they would like to share thoughts with the Board. Adam Randall from Bend Senior High shared he taught on a similar schedule in previous districts. Recently, he has heard from students they feel like they are being herded around like cattle and teaching is a fire hydrant approach. At a previous high school, Randall said that a shift to a similar schedule significantly reduced office referrals and behavior issues simply because students were less stressed. Randall felt IB students would benefit from the proposed schedule as well, adding 70 minutes for instruction time is right in the sweet spot for teachers.

Randall said, for him personally, part of being a teacher is creating meaningful relationships and making an impact with students not just academically, but personally and helping them with real life learning. The proposed schedule would allow more time to connect with students and could allow for teachers to participate in coaching or extra curricular opportunities who don't currently have time.

Sharon Sieveking from Mt. View High School has been part of the schedule committee since the beginning and said teachers are now starting to see and understand the benefits of the proposal. Her current work load is about 200 students and she works about six days a week, the volume is causing burnout for staff and students. Mike Huff, also from Mt. View High, echoed Sieveking's thoughts and encouraged Board members to listen to what students shared tonight because what is most important is how students are impacted. He shared his appreciation for the District looking into alternatives in tight fiscal times and feels this will truly benefit students and staff. Matt Fox, from Mt. View High, said extra time would hugely benefit CTE programs and allow teachers to prepare more valuable lessons.

Don Stearns, BEA President, shared the K-12 perspective and said current stress levels for all teachers is a significant concern, noting he has had several conversations recently with teachers who are considering leaving the profession. He is hopeful this is a positive step forward that could alleviate and resolve some of the issues staff are facing. He thanked Nordquist for working with the elementary levels on work load and is hopeful that process will result in ways to help elementary and middle level teachers.

Chair Juba asked high school administrators in attendance their thoughts on the proposed schedule. Chris Reese, principal at Bend Senior High, shared teachers are still wrapping their heads around the schedule and what a school year would really look like. He complimented the process Mathisen has been working through. Michael McDonald, assistant principal at Summit High School, feels this is a step in the right direction. Julie Montoya, teacher at Summit High, said the overall impact on instruction and extra time is valuable. She piloted the idea with her classroom today and majority of the feedback from students and her department colleagues was positive.

Andy High asked how long do staff anticipate it will take teachers and students to get used to the new schedule and will this have an impact on motivation. Reese shared the current schedule is not sustainable and motivation is low. McDonald added, he really likes the proposal and urged the Board to use their voices at the state level so that schools and Districts are not so handcuffed by hour requirements and legislation that limits creativity and truly educating students. Mikalson agreed and noted the districts using similar schedules have weathered recessions with this schedule while meeting state requirements. He noted there are challenges, but feels this is a step in the right direction and thanked Mathisen for his work.

Chair Juba thanked everyone for their time and feedback and applauds the efforts to move towards improvement with a sustainable schedule. Juba asked if the 2016-17 class of seniors would be negatively impacted by this proposal. Mikalson answered it would actually provide seniors a bit more flexibility with the ABC rotating class. Mikalson said the District is currently gathering feedback and listening to staff and students and will continue to update the Board on

the process along with the budget requests that will be associated to a change. Peggy Kinkade thanked Mathisen and is pleased with the creative thinking.

Consent Agenda

Andy High moved to approve the Consent Agenda. Cheri Helt seconded the motion. Unanimous approval.

Action Items

Calendars

Superintendent Mikalson reviewed the updated draft calendars: 2016-17 Bend Area & South County Elementary Schools, 2016-17 La Pine Middle & La Pine High Schools, 2016-17 REALMS, and 2017-18 Major Dates at Board member seats. He said the goal of having students on similar scheduled days off while meeting contractual agreements is what these drafts have hopefully accomplished.

Andy High shared his distaste for the 11:45a early elementary release twice a year. From a student and parent standpoint he would rather see a full day off for students as it is difficult for working families to coordinate schedules and he would like to explore a different option in future years. Lora Nordquist said this time is beneficial for teachers to prepare for conferences and allows for professional development. High said he supports the calendars tonight, but would like to continue to discuss these two days. Cheri Helt thanked Mikalson for finding a way for days off to be more consistent across all levels and feels it will help families with planning and also save in nutrition and transportation costs to the District. ***Andy High moved to approve the calendars as presented. Ron Gallinat seconded the motion. Unanimous approval.***

Chair Juba proposed the Board put the remainder of agenda items: Policy Monitoring Report and Policy Governance Discussion onto the next agenda in April. He felt tonight was very productive and appreciates all the information shared, people's time and input. All agreed.

Board Comments

Andy High reminded all of the Education Foundation Trivia Bee on Saturday. High, Peggy Kinkade and Ron Gallinat will hopefully be bringing home the trophy.

Nori Juba commented that he believes all public agencies have a responsibility to manage finances responsibly and in the best interest of all community members.

Meeting adjourned at 9:25p.

Respectfully submitted,
Andrea Wilson
3.8.2016

**Bend-La Pine Schools
Bend, OR 97703**

The Board of Directors for Bend-La Pine Schools met in a regular session on March 16, 2016 in room 312 of the Education Center, 520 NW Wall Street, Bend, OR.

Board Members Present

Peggy Kinkade
Cheri Helt
Ron Gallinat
Julie Craig
Andy High
Nori Juba via telephone

Board Members Absent

Stuart Young

Call to Order

The meeting was called to order at 12:02p by Vice Chair Kinkade, the Pledge of Allegiance followed.

Public Input

There was no public input.

Action Items

Resolution 1833 – Authorizing the Issuance, Sale and Delivery of General Obligation Bonds

Vice Chair Kindake reviewed the executive summary in the board packet and asked if any board members had questions. There were no questions.

Andy High moved to approve Resolution 1833 as presented. Ron Gallinat seconded the motion. Unanimous approval.

Approval of GMP for 2016 Summer Bond Projects

Vice Chair Kinkade reviewed the executive summary in the board packet and explained with the Board's approval to sell remaining bonds, the executive summary has been updated to include recommendations to use the additional dollars for projects that had previously been reduced in scope due to being over budget. Mike Tiller added, with the sale of remaining bonds, a portion of the dollars is accounted for in the GMP and the remaining funds will be used for deferred bond projects.

Andy High asked when work will begin on these projects and Tiller said some work, like site investigations and the design process has already begun.

Andy High moved to approve the CM/GC contract awarded to KNCC be amended to include Phase 2 activities including a Guaranteed Maximum Price for the CM/GC projects in the amount of \$7,954,818. High also moved to approve alternates in the amount of \$1,052,879 for the 2016 bond projects. High declared a potential conflict of interest as KNCC is a COBA member (High's place of work), however, he does not see any potential personal gain with the approval. Gallinat seconded the motion. Unanimous approval.

Meeting adjourned at 12:08p.

Respectfully submitted,
Andrea Wilson
3.16.2016



HUMAN RESOURCES

Education Center

520 N.W. Wall Street

Bend, Oregon 97703-2699

(541) 355-1100

Fax: (541) 355-1109

TO: Shay Mikalson, Superintendent
Board of Directors for Bend – La Pine Schools

FROM: Jay Mathisen, Deputy Superintendent
Jon Lindsay, Director of Human Resources - Certified

RE: Administrative and Licensed Recommended Hires, Resignations, and Retirees

The Human Resource Department recommends approval of the following hires, resignations and retirees at the school board meeting on April 12, 2016. All hires are subject to successful drug testing, background check, and Oregon licensure.

Certified Hires 2015/16

NAME	POSITION	LOCATION	STATUS	HIRE DATE
Kinder, John	Art Teacher @ .50 FTE 106053	Summit HS	Temporary	04/12/2016

Certified Rehire 2015/16

NAME	POSITION	LOCATION	STATUS	HIRE DATE
McLain, Janet	Primary Teacher	Three Rivers ES	Temporary	Rehire Revised: 01/01/2016 06/30/2016

Certified Resignations

NAME	POSITION	LOCATION	HIRE/RESIGNED DATES
Baird, Summer	School Psychologist .20 FTE of 1.0 FTE	Special Programs	08/29/2011 06/30/2016
Bajorek, Anna	Intermediate Teacher	La Pine ES	08/25/2008 06/30/2016
Bohnlein, Jordan	Language Arts .667 FTE	Mtn View HS	02/02/2015 06/30/2016
Clemons, Jana	TOSA	Teaching & Learning Ctr	09/15/1993 06/30/2016
Howell, Mali M	Primary Teacher	La Pine ES	08/28/2012 06/30/2016
Joynt, Amy	School Psychologist	Special Education	08/26/2013 06/30/2016
Powell, Mandy	K-8 Teacher	Westside Village School	08/28/2012 06/30/2016

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HUMAN RESOURCES

Education Center

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Certified Retirements

NAME	POSITION	LOCATION	HIRE/RESIGNED DATES
Coveau, Joyce	ERC/LSC - Special Programs	La Pine MS	10/14/1992 06/30/2016
McLain, Janet	Primary Teacher	Three Rivers ES	Revised: Retired 12/31/2016
Rexford, Sharon	Math Teacher	Mtn View HS	08/28/1990 06/30/2016
Valley, Joan	Primary Teacher	High Lakes ES	08/26/1992 06/30/2016

Administrative Resignations

NAME	POSITION	LOCATION	HIRE /RESIGNED DATES
Carlson, Pamela	Director of Special Programs	Special Programs	07/01/2007 04/12/2016

Administrative Hires 2016/17

NAME	POSITION	LOCATION	STATUS	HIRE DATE
Crabtree, Kimberely	Director of Transportation #106079	Transportation	Regular	04/12/2016



HUMAN RESOURCES

Education Center

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April 7, 2016

TO: Shay Mikalson, Superintendent
Bend-La Pine School Board of Directors

FROM: Jon Lindsay, Director of Human Resources – Licensed Staff
Debbie Watkins, Director of Human Resources – Classified Staff

RE: Classified Recommended Hires and Resignations

The Human Resources Department recommends approval of the following hires and resignations at the School Board meeting on April 12, 2016.

Classified Hiring

Name	Position/Posting No.	Location	Temp/Regular Position	Hire Date
Brostek, Carrie	#105842 Nutrition Server I	Bend High	Reg 3 hrs / day	3/4/16
Magaret, Christen	#106083 EA – Student Instruction	Westside Village	Reg 2.4 hrs / day	3/4/16
Magaret, Christen	#106071 EA – Inclusion	Westside Village	Temp 3 hrs / day	3/4/16
Loberg, Krys	#105846 EA – Inclusion	Cascade	Temp 6.5 hrs / day	3/7/16
Ranstrom, Madeline	#105846 EA – Inclusion	Silver Rail	Temp 3.75 hrs / day	3/11/16
Trejo, Veronica	#106094 Counseling Secretary II	High Desert	Reg 8 hrs / day	3/22/16



Business Office
520 NW Wall Street
Bend, OR 97701
Phone: (541) 355-1000
Fax: (541) 355-1129

March 31, 2016

To: Mr. Shay Mikalson, Superintendent
From: Zhai Logan, Business Manager
RE: Financial update for school year 2015-16

Mr. Mikalson,

Following you will find a financial update for the 2015-16 school year. This information includes actual data through March 31, 2016, with projections to the end of the year.

There are no major changes comparing to our last Financial Report in December.

We project that our fund balance at the end of 2015-16 will be \$8.1 million, of this we believe \$570K is attributable to the 49.2/50.8 revenue split. For 2015-16, we are funded at 49.2/50.8 split instead of a traditional 49/51 split. We believe it is prudent to structure our expenditures at 49/51 split. This would essentially move resources collected in 2015-16 into 2016-17. As always, we will continue to work hard throughout this year to push resources into the future to help offset the anticipated higher costs of PERS rate increase in 2017-19.

Please let me know if you have questions or comments.

Zhai

Bend-La Pine Schools
Statement of Revenues and Expenditures
Fiscal Year to Date as of March 31, 2016 with projections to end of year
General Fund - Operations Sub-fund

	FY 2015-16		
	Adopted Budget	Projection to Year End	Budget Variance
Resources:			
Beginning Fund Balance	7,900,000	7,841,762	(58,238)
<u>Revenue</u>			
Formula revenue:			
Tax Revenue	65,160,661	67,680,587	2,519,926
State School Fund	73,185,782	71,052,525	(2,133,257)
Federal Forest Fees	-	241,959	241,959
Common School Fund	1,598,057	1,528,435	(69,622)
County School Fund	175,000	175,000	-
Total formula revenue	140,119,500	140,678,506	559,006
Earnings on Investments	150,000	150,000	-
Local Sources - Other	1,812,500	1,812,500	-
Intermediate Sources	2,170,000	2,055,000	(115,000)
State non-formula resources	1,150,000	1,150,000	-
Federal non-formula resources	28,000	28,000	-
Total Revenues	145,430,000	145,874,006	444,006
Total Resources	153,330,000	153,715,768	385,768
Expenditures:			
Salaries, payroll costs and benefits:			
Certified	51,077,388	51,654,892	(577,504)
Classified	19,572,406	19,279,868	292,538
Administrators and supervisors	6,734,773	6,929,573	(194,800)
All other salaries	1,905,997	2,095,997	(190,000)
Total Salaries	79,290,564	79,960,330	(669,766)
Payroll Costs & Benefits	40,966,446	39,610,748	1,355,698
Total salaries, payroll costs and benefits	120,257,010	119,571,077	685,933
Utilities & Purchased Svcs	15,384,677	15,459,677	(75,000)
Supplies, Texts, Tools	6,141,292	6,241,292	(100,000)
Equipment	80,980	80,980	-
Dues, Fees and Liability Insurance	822,373	822,373	-
Transfers	3,360,493	3,360,493	-
Total expenditures	146,046,825	145,535,892	510,933
Excess of Revenues over Expenditures	7,283,175	8,179,876	896,701
Fund Balance, Ending	7,283,175	8,179,876	896,701
Projected ending fund balance June 30, 2016		8,179,876	
Fund Balance as a percent of revenues	4.75%	5.32%	

Board Report – Asset Protection

February 19, 2016

Background/Discussion:

The School Board has created a set of policies that are used to help govern Bend-La Pine Schools. Each year, District staff will report to the Board regarding one group of these policies, the Executive Limitations. These reports are designed to provide the School Board with information regarding how the Superintendent is meeting the criteria established within the adopted Executive Limitations.

Executive Limitation # 11: Asset Protection

The Superintendent shall not allow assets to be unprotected, inadequately maintained, inappropriately used, or placed unnecessarily at risk.

Accordingly, the Superintendent shall not fail to:

1. Fail to establish and maintain policies and procedures to ensure reasonable protection of the District's assets.

Evidence of compliance: The District has established Administrative Policies and Regulations to ensure the reasonable protection of District's assets. These include DFA-AP regarding our Investments, DJD-AR for fixed assets, EC-AR regarding Buildings and Grounds, EDB-AR regarding Maintenance and Control of Materials and Equipment, EEACB-AR regarding School Bus Maintenance, and EHA-AP regarding Appropriate Use of Tech Equipment, Infrastructure and Services, to name a few. The District's Internal Control Document also documents controls over various asset types. With the change in governance structure to the use of executive limitations, the District will begin to review all policies and regulations to update and combine where needed.

Evidence of non-compliance: None.

2. Fail to reasonably and adequately insure against property and casualty losses, and against liability losses to Board members, staff and the organization.

Evidence of compliance: The District has insurance policies against liability for the organization, Board and staff, property, casualty losses and worker's compensation. The coverage is based on size and contents - coverage for property losses is capped at exposure and based on a schedule that is agreed upon each year at renewal. District liability insurance covers staff and Board for actions taken in the normal course of their duties as a public official. Annual premiums for all renewals are subject to market terms and previous rate experience. The coverage is \$100,000,000 blanket for property losses with a \$300,000,000 per occurrence aggregate loss limit. Liability insurance is set at \$10,000,000 per occurrence and a \$20,000,000 annual aggregate. Workers compensation is statutory. Efforts have been successful to complete programs that allow us to reduce premium cost by completion of trainings and implementation of risk management strategies. For example, we received a 5% discount if we could show that all staff received "Boundary Invasion" training. We

also have an insurance reserve fund to pay for deductibles. Although there is not a dedicated source to fund the reserve fund, we try to maintain the equivalent of at least 4-6 deductible payments.

Evidence of non-compliance: None.

3. Allow unbonded personnel access to material amounts of funds.

Evidence of compliance: The district maintains a blanket fidelity bond for all employees of the district in an amount not less than \$100,000. In addition, the district maintains fidelity bonds in the amount of \$100,000 for those officials designated with treasurer responsibilities. These include the Superintendent, Deputy Superintendent, Assistant Superintendent, Chief Operations and Financial Officer and Business Manager. We also have written rules and procedures in our Student Body Accounting Handbook regarding how to manage cash receipts and when deposits are required to be made. Our accounting staff provide training to school personnel each year on these and other rules and procedures. In addition, our accounting staff audits these school transactions each year for compliance with the rules and procedures.

Evidence of non-compliance: None.

4. Fail to maintain a maintenance plan for equipment and facilities.

Evidence of compliance: In IT department, we maintain an inventory list of technology equipment. We typically purchase five years of support/maintenance for all enterprise level hardware or equipment, such as servers and network gears, which has lifetime warranty. For end user devices we get one to three year warranty. We assign different lift cycles to our equipment and refresh them accordingly.

In Facilities Department, we established and update every five-year a twenty-year long range plan as required by ORS 195.110. An important component of this plan is to assess equipment and facility needs at schools, including deferred maintenance. As part of this process we receive input from school staff, consultants and maintenance personnel. From this lists of projects are created and categorized. These lists are provided to the Sites and Facilities Existing Facilities Team for evaluation and prioritization. Once complete, a list of projects, as one component of the Sites and Facilities Committee Report, is provided to the school board for their review. The maintenance department keeps a list of all district vehicles and equipment. We have a mechanic on staff who is responsible for maintenance and repairs on all of our unlicensed equipment. He keeps detailed records of this work. Our licensed vehicles are serviced by the Transportation Department. We have a vehicle and equipment replacement plan that demonstrates a need of \$140,000 per year to put us on a track for a 10-15 year rotation for all maintenance vehicles and equipment. Our goal is to dedicate annual funding to this plan and have included this in the District's Comprehensive Plan. Without the dedicated funding, we have been replacing equipment and vehicles when absolutely necessary with resources available at the time.

In our Transportation Department, we have mechanics on staff to maintain all licensed vehicles in the District, including our bus fleet. Since 2009, we have replaced about almost half of our bus fleet with propane powered buses. This was accomplished mostly through bank loans repaid through the reimbursement of cost available through the State School Fund. Ideally, our buses would be on a

12-15 year replacement cycle. To accomplish this we would need to replace at least four buses each year to start and then increase that number to around eight as we settle into a cycle. We replaced four buses in 2015-16 and the replacement of four buses in each of the next three years is included in the District's Comprehensive Plan.

Evidence of non-compliance: None.

5. Knowingly or recklessly expose the District, its Board or staff to legal liability.

Evidence of compliance: The District utilizes various services available from our insurance pool, PACE, to mitigate risk. For example, in 2015-16 we asked PACE to provide training regarding monitoring and maintaining our playground equipment and certain schools. Our HR staff have attended trainings related to new laws/regulations that could have an impact on hiring practices and our Risk Specialist has and will continue to attend trainings regarding identifying and mitigating risk across the District. In addition, our staff completes required trainings each year using SafeSchools, an approved vendor for State required trainings. These trainings cover topics like mandatory reporting requirements, blood borne pathogens, and staff/student boundaries to name a few. When something does come up, staff works closely with the District's legal counsel to evaluate and address active and threatened litigation. We are aware of no instances where the District, Board or staff have knowingly or recklessly exposed the District, staff or Board to legal liability.

Evidence of non-compliance: None.

6. Receive, process, or disburse funds under controls which are insufficient.

Evidence of compliance: The District maintains internal financial controls to allow us to operate effectively and to help prevent fraud and theft from occurring. These controls include items like access to systems and modules, separation of duties, and flow charts of transactions. Internal controls are tested as part of the District's annual financial audit. Page 117-118 of our Comprehensive Annual Financial Report (CAFR) contain the auditor's report regarding internal controls. No deficiencies in internal control were identified that the auditors would consider to be a material weaknesses. In addition, District staff review these controls and make changes when necessary and add new controls as our operations change. And finally, we have written rules and procedures in our Student Body Accounting Handbook regarding how to manage cash receipts and when deposits are required to be made. Our accounting staff provide training to school personnel each year on these and other rules and procedures. In addition, our accounting staff audits the school transactions each year for compliance with the rules and procedures. The results of these audits are provided to the principal and the principal's supervisor each year.

Evidence of non-compliance: None.

7. Fail to provide the Board with any reports or audits related to financial conditions or risks and recommendations to address deficiencies.

Evidence of compliance: Each year the Board receives the District's Comprehensive Annual Financial Report, which includes the auditor's report as well as a report on internal controls and a report on compliance with federal grants. In addition, as we receive reports and/or audits on our programs by

State or Federal auditors, we have and will continue to share the outcome of each. For example, our Nutrition Services program was audited by ODE during 2015-16 and we verbally shared the results of this audit.

Evidence of non-compliance: None.

8. Fail to preserve and/or dispose of all records related to affairs or business of the District in accordance with state and federal law.

Evidence of compliance: The District maintains a record retention schedule that complies with state and federal requirements. These schedules vary from 3 years for certain financial information to permanent retention on other items. Records past the retention requirement are purged and disposed of where appropriate and feasible, on an annual basis and in accordance with statute. For example, our annual accounting information, such as vendor invoices, are scanned each month after paid. These images are maintained on our servers and the paper version is destroyed through shredding.

Evidence of non-compliance: None.

9. Fail to maintain a list of all District-owned real property.

Evidence of compliance: The District maintains a list of real properties, including properties on which our schools are located. Within the last year, we contracted with our real estate agent of record to analyze our vacant land holdings. Through that process the District identified two vacant properties that could be determined surplus. The Board determined both to be surplus properties. One of these properties has been sold and the other is currently under contract as we work to remove contingencies on the property.

Evidence of non-compliance: None.

BOARD CODE OF CONDUCT
DRAFT NEW BLS POLICY
GOVERNANCE PROCESS (GP #3)
replaces BDGOV B.5 and BA

Notes: Current language from B.5 was used as the foundation for this proposed policy.

Draft #2

The Board commits itself and its members to ethical, businesslike, and lawful conduct, including proper use of authority and appropriate decorum when acting as board members.

- 1) Board Members shall demonstrate loyalty to the District's stakeholders. This commitment shall supersede loyalties to staff, other organizations, and personal interests.
- 2) Members shall act in a manner consistent with the conflict of interest provisions in board policy GP 4 and Oregon law.
- 3) Members shall at all times endeavor to act as a part of the Board as a whole, and avoid circumstances or actions that may be interpreted as an exercise of individual authority.
- 4) An individual member's interactions with public, press, or other entities should accurately represent board positions or decisions. Individual opinions should be clearly stated as such. The board chair is authorized to speak for the board. As a courtesy, Board members will inform the Chair of interviews with the media.
- 5) Members will not publicly express individual judgments of staff performance.
- 6) Formal evaluation of superintendent performance will be a process of the total board.
- 7) Board members will abide by appropriate Oregon public meetings law and will conduct the public's business in open meetings. Expected conduct includes the following:
 - a) Board Members will be properly prepared for Board Meetings and will discharge the duties of the office as prescribed by statute;
 - b) Members will contribute to thoughtful governance discussions and decisions by being well informed, open minded and deliberative;
 - c) Members will protect the confidentiality appropriate to issues of a sensitive nature and other matters that may compromise the integrity or legal standing of the Board and District;
 - d) Board discussions appropriately conducted in executive session under Oregon public meetings law shall be kept confidential by members outside of executive session;
 - e) Members should respect the decision of the final vote of the board. It is the responsibility of individual members to express their opinion, including any dissention, during discussion of a topic.
 - f) Board members may choose to publicly express dissenting opinions after a vote and following the conclusion of a board meeting, but should be respectful of the majority decision and the desire of the board to move on to other matters.
- 8) Board members are subject to the same criminal history background checks that are required of school volunteers, including the criminal history records check that will be conducted every two

years. If a Board member fails to clear the background check, he/she will be required to comply with the provisions of Administrative Policy regarding Visitors to District Facilities when entering a school for any purpose.

- 9) Process for Addressing Board Member Violations. The Board and its members are committed to faithful compliance with the provisions of the Board's policies. In the event of a member's violation of policy, the Board may seek remedy by the following process:
- a) Conversation in a private setting between the offending member and the Board Chair or other individual member(s);
 - b) Removal of the offending member from a committee or other Board-designated responsibility, if appropriate;
 - c) Public censure of the offending member of the Board.

draft #2

BOARD ETHICS AND CONFLICT OF INTEREST
DRAFT NEW BLS POLICY
GOVERNANCE PROCESS (GP #4)

replaces Policy BBFA

Notes: Current BLS policy is long with a lot of detail. Most of the language proposed is from Salem-Keizer with added language about Gifts and Nepotism as these are 2 areas that have recently been relevant. This policy draft was crafted with assistance from Melinda Thomas at BLJ. The introductory statement clarifies that board members are expected to comply with all related Oregon laws.

Draft #2

Board Members are expected to avoid conflicts of interest involving any matter pending before the Board and comply with Oregon Government Ethics Law in ORS Chapter 244, portions of which are cited and summarized below. (<http://www.oregonlaws.org/ors/chapter/244>).

A public official may not use or attempt to use official position or office to obtain financial gain or avoidance of financial detriment for the public official, a relative or member of the household of the public official, or any business with which the public official or a relative or member of the household of the public official is associated, if the financial gain or avoidance of financial detriment would not otherwise be available but for the public official's holding of the official position or office. [See ORS 244.040 (1)]

General Definitions for Conflicts of Interest

“Actual conflict of interest” is defined in ORS 244.020(1) and means any action or any decision or recommendation by a person acting in a capacity as a public official, the effect of which would be to the private pecuniary benefit or detriment of the person or the person's relative or any business with which the person or a relative of the person is associated unless the pecuniary benefit or detriment arises out of a potential conflict of interest as described below.

“Potential conflict of interest” is defined in ORS 244.020(13) and means any action or any decision or recommendation by a person acting in a capacity as a public official, the effect of which could be to the private pecuniary benefit or detriment of the person or the person's relative, or a business with which the person or the person's relative is associated, unless the pecuniary benefit or detriment arises out of the following:

1. An interest or membership in a particular business, industry, occupation or other class required by law as a prerequisite to the holding by the person of the office or position.
2. Any action in the person's official capacity which would affect to the same degree a class consisting of all inhabitants of the state, or a smaller class consisting of an industry, occupation or other group including one of which or in which the person, or the person's relative or business with which the person or the person's relative is associated, is a member or is engaged.
3. Membership in or membership on the board of directors of a nonprofit corporation that is tax-exempt under section 501(c) of the Internal Revenue Code.

“Gift” is defined in ORS 244.020(7)(a) and means something of economic value given to a public official, a candidate or a relative or member of the household of the public official or candidate:

1. Without valuable consideration of equivalent value, including the full or partial forgiveness of indebtedness, which is not extended to others who are not public officials or candidates or the relatives or members of the household of public officials or candidates on the same terms and conditions; or
2. For valuable consideration less than that required from others who are not public officials or candidates.

“Gift” does not include the items described in ORS 244.020(7)(b).

“Legislative or administrative interest” is defined in ORS 244.020(10) and means an economic interest, distinct from that of the general public, in any matter subject to the decision or vote of the board member acting in his or her official capacity.

“Relative” is defined in ORS 244.020(16) and means the spouse, parent, stepparent, child, sibling, stepsibling, son-in-law or daughter-in-law of a board member or the board member’s spouse, or any individual for whom a board member has a legal support obligation or provides benefits.

Process for Conflicts of Interest

When a board member has a conflict of interest, he or she shall comply with the procedure set forth in ORS 244.120(2), summarized as follows:

1. The board member must publicly state whether he or she has a potential or an actual conflict of interest and describe 'the nature of the conflict' for the record.
2. If it is a potential conflict of interest he or she can discuss, debate, and vote after announcing the potential conflict.
3. If it is an actual conflict of interest, the board member must not discuss, debate, or vote on the issue except if the rare circumstance described below exists:

If all members of the governing body are present and the number of members who must refrain due to actual conflicts of interest make it impossible for the governing body to take official action, the public official with an actual conflict of interest may vote. The public official must still make the required announcement and refrain from any discussion. This provision does not apply in situations where there are insufficient votes because of a member’s absence when the governing body is convened.

Gift Limit

During a calendar year, a public official, a candidate or a relative or member of the household of the public official or candidate may not solicit or receive, directly or indirectly, any gift or gifts with an aggregate value in excess of \$50 from any single source that could reasonably be known to have a legislative or administrative interest. *[ORS 244.025 (1)]*

Nepotism

A public official may not appoint, employ or promote a relative or member of the household to, or discharge, fire or demote a relative or member of the household from, a paid position with the public body that the public official serves or over which the public official exercises jurisdiction or control, unless the public official complies with the conflict of interest requirements of this chapter.

A public official may not participate as a public official in any interview, discussion or debate regarding the appointment, employment or promotion of a relative or member of the household to, or the discharge, firing or demotion of a relative or member of the household from, a paid position with the public body that the public official serves or over which the public official exercises jurisdiction or control. As used in this paragraph, participate does not include serving as a reference, providing a recommendation or performing other ministerial acts that are part of the normal job functions of the public official. *[ORS 244.177 (1)(a) and (b)]*

draft #2

BOARD MEMBER ROLES
DRAFT NEW BLS POLICY
GOVERNANCE PROCESS (GP #5)
replaces BDGOV B.4, B.6 and B.7

Notes: Current policy is specific to the role of the Board Chair. Current board members requested that we expand this policy to include more detail about other board roles. Sample district policies contain common language; this draft is taken largely from Federal Way, which also treats board roles beyond that of the Chair. New language about Committees is taken primarily from Salem-Keizer's GP.

Draft #3

~~The Board Chair ensures the integrity of the Board's processes and normally serves as the Board's official spokesperson.~~

The Board shall annually elect a Chair and Vice Chair. At the board's discretion, one additional officer (e.g. Co-chair, Secretary, Treasurer) may also be elected to carry out specified duties.

Accordingly, The **Board Chair** has the following authority and duties:

- 1) Monitor Board behavior to ensure it is consistent with its own rules and policies and those legitimately imposed upon it from outside the organization;
 - a) Conduct and monitor Board meeting deliberations to ensure only Board issues, as defined in Board policy, are discussed;
 - b) Ensure Board meeting deliberations are fair, open, and thorough, but also efficient, timely, orderly and to the point;
 - c) Preside over Board meetings in accordance with the law and modified *Robert's Rules of Order*;
- 2) Make all interpretive decisions that fall within the topics covered by Board policies on *Governance Process* and *Board/ Superintendent Relationship*, except where the Board specifically delegates such authority to others, using any reasonable interpretation of the provisions in those policies;
 - a) Refrain from making any interpretive decisions about policies created by the Board in the *Ends* and *Executive Limitations* policy areas;
 - b) Refrain from exercising any authority as an individual to supervise or direct the Superintendent.
- 3) Develop, in coordination with the Vice Chair and Superintendent, agendas for Board meetings.
- 4) Within the framework of policy governance, approach the Superintendent with concerns or requests that are supported by a majority of the Board.
- 5) With input from the Board, appoint committee members to standing and ad hoc committees and initiate ad hoc committees to accomplish specific tasks.
- 6) Participate in the orientation of new Board members.
- 7) Ensure that Executive Limitations policy monitoring results are documented in a timely way.
- 8) Coordinate the evaluation process for the Superintendent
- 9) Lead the Board in an annual self-assessment.
- 10) Provide oversight of the Board's resources and budget.
- 11) In dealing with the media and the public in general, the chair or his/her designee will serve as the spokesperson of the Board.
- 12) The chair will respond to public comments and emails on behalf of the Board.

Vice Chair's Role

The Vice Chair shall preside at Board meetings in the absence of the Chair and shall perform all of the duties of the Chair in case of his/her absence or disability. In the absence of the Chair and the Vice Chair, the Board's most senior member present shall preside.

The Vice Chair shall carry out other duties as delegated by the Chair or by a vote of the Board.

Individual Board Member Roles

- 1) The authority of individual Board members is limited to participating in actions taken by the Board as a whole when legally in session.
- 2) Board or staff shall not be bound in any way by any action taken or statement made by any individual Board member except when such statement or action is pursuant to specific instructions and official action taken by the Board.
- 3) Each Board member shall review the agenda and any study materials distributed prior to the meeting and be prepared to participate in the discussion and decision-making for each agenda item.
- 4) Each member is obligated to attend Board meetings regularly. Whenever possible, each director shall give advance notice to the Chair ~~and Superintendent~~ of his/her inability to attend a Board meeting.

Board Committees

- 1) Board committees are to help the Board do its work, not to help or advise staff. Committees ordinarily will assist the Board by preparing policy alternatives, implications and recommendations for Board deliberation. In keeping with the Board's broader focus, Board committees normally will not have direct dealings with current District operations.
- 2) Board committees may not speak or act for the Board except when formally given such authority for specific and time-limited purposes. Expectations and authority will be carefully stated in policy in order not to conflict with authority delegated to the Superintendent.
- 3) Board committees shall be organized by agreement of the majority of the board with members appointed by the Chair.

BOARD OPERATIONS
DRAFT NEW BLS POLICY
GOVERNANCE PROCESS (GP #6)

No current policy in place

Notes: Used language from Salem-Keizer.

Draft #1

To accomplish its stated objectives, the Board will govern in a consistent and efficient manner. Accordingly at the first meeting held after July 1 of each year the Board shall:

- 1) Organize by electing officers in accordance with GP 5. No member shall serve as Chair for more than two years in succession.
- 2) Establish an annual meeting schedule.
 - i) The schedule may be changed with proper notice.
 - ii) Special meetings may be held at the request of the Chairperson, or by mutual consent of the members, or may be called by three members of the Board serving written 24 hour notice on the other members, and the Superintendent. Special meetings must be scheduled at least 24 hours in advance to allow for notification to the public and media.
 - iii) Emergency meetings may be held upon less than 24 hour notice as is appropriate to the circumstances. The minutes of such a meeting shall describe the justification for providing less than 24 hour notice to the public and the media.

Additionally, the Board shall:

- 1) Comply with Oregon Public Meetings Laws.
- 2) Allow for public testimony at regular and special meetings. The Chair may set a time limit on the length of individual testimony as well as the amount of time set aside for public testimony.
- 3) Vote on motions using “yeas” or “nays” and record the result of the vote.
- 4) Adhere to a majority vote requirement, which requires affirmative votes by a majority of the membership of the Board (4 out of 7) to pass any motion before the Board.
- 5) Conduct a Board meeting only if a majority of the Board members are present.
- 6) Appoint and maintain a 7 member citizens’ budget committee as required by Oregon Revised Statute and utilize the majority vote requirement, which requires affirmative votes by a majority of the committee (8 out of 14) be required to pass any motion before the Budget Committee.