

**Bend-La Pine Schools**  
**Bend, OR 97703**  
**November 14, 2017**

Regular Meeting 5:15 p.m.

The Board of Directors of Bend-La Pine Schools will meet in a regular meeting on November 14, 2017 at 5:30 p.m. in room 314 of the Education Center, 520 NW Wall Street, Bend, OR 97703.

**Agenda**

Call to Order	Chair High
Pledge of Allegiance	Julie Craig
Review of Agenda	Chair High
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.</i>	Chair High
Superintendent's Spotlight : Summit High School Robotics Program	Superintendent Mikalson

**Consent Agenda**

Approval of Minutes – October 24, 2017 <i>Reference: ORS 192.650 and ORS 332.057</i>	Chair High
Approval of Personnel Recommendations <i>Reference: ORS 332.505</i>	Jon Lindsay & Debbie Watkins

**Action Items**

OSBA Election for Board of Directors, Position 3	Chair High
OSBA Election for Legislative Policy Committee, Position 3	Chair High
OSBA Reorganization Resolution	Chair High

**Reports**

EL 6 – Staff Evaluation	Superintendent Mikalson
Enrollment Report	Brad Henry
Financial Report	Roy Burling

**Discussion**

New Elementary School Location	Mike Tiller
Budget Process	John Rexford
Edit GP 5	Peggy Kinkade

**Board Comments**

**Adjourn**

Accessible Meeting / Alternate Format Notification

This meeting location is accessible. Please contact Bend-La Pine Schools at 541-355-1001 if you need accommodation to participate in the board meeting. Please call at least three days prior to the scheduled meeting date. Thank you.

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

The Board of Directors for Bend-La Pine Schools met in a Community Linkage Meeting followed by a business session on October 24, 2017 at Silver Rail Elementary School, 61530 SE Stone Creek Lane, Bend, OR.

**Board Members Present**

Andy High  
Julie Craig  
Peggy Kinkade  
Ron Gallinat  
Carrie Douglass  
Cheri Helt  
Stuart Young *arrived at 6:15 p.m.*

**Call to Order**

The meeting was called to order at 5:30 p.m. by Chair High. The Pledge of Allegiance followed.

**Welcoming Remarks and Review of Agenda**

Chair High introduced himself and fellow board members followed. He shared welcoming remarks and thanked community members for attending and noted that this is the first community outreach effort of the year: High Schools Today and in the Future: Goals, Programs and Facilities. High reviewed the format for the evening and noted the opportunity for small group work will provide time for community input and feedback

Superintendent Mikalson thanked community members for their time and shared district information highlighting growth and the current state of high schools. He noted the new high school location was announced at the October 10 board meeting and expressed his thanks to The Ward Family for their partnership and support.

Mikalson introduced Kevin Shaffer and Marc Nordeen, two of the lead architects for the new high school. Nordeen spoke about the school design process, timeline and phases of design and the building process with the ultimate goal being to open the new high school's doors in Fall 2021. Mikalson noted the attendance area and boundary process including the student transition into the new high school will take place in the 2019-20 school year. During that year, the planning principal will be hired and lead the work in naming, hiring staff, etc.

Jay Mathisen spoke about the current high schools and programs offered. He reviewed the capacity and enrollment at Bend High, La Pine High, Marshall High, Mt. View High, and Summit High Schools. Mathisen highlighted the major facility projects and improvements that had been done over recent years thanks to successful bond measures and shared an overview of the two small high schools slated to open in Fall 2018.

Lora Nordquist introduced and invited community members to participate in small group activities. These small group activities provided community members to work with board and staff members to discuss the new high school and share feedback on their hopes and what the district might consider during the planning and construction process. After the group activities, Nordquist shared next steps and how the feedback will be used in the school design process.

Chair High thanked all for attending and participating. He said the next community forum will be on January 24 and the topic will be school start times. High recessed the board meeting at 6:30 p.m. and resumed the meeting at 6:50 p.m.

### **Public Input**

Brandon Ferris spoke about school start times and said he would like to know more about the board's knowledge of recent issues around the separation of church and state. High offered to follow up in person with Ferris to help answer questions and dialogue further.

Scott Brees asked about the plans to design future district facilities with community use in mind. Mikalson noted how district facilities are used by community members and groups is part of the design process and consideration for any new or remodeled district facility.

### **Consent Agenda**

**Peggy Kinkade moved to approve the Consent Agenda. Ron Gallinat seconded the motion. Unanimous approval.**

### **Action Items**

#### *Approval of Kenwood Gym Contractor Contract*

Mike Tiller reviewed the summary in the board packet and recommendation to award the construction contract for the Kenwood Gym Rebuild to Kirby Nagelhout Construction Co. There were no questions.

**Peggy Kinkade moved to award the construction contract for the Kenwood Gym Rebuild to Kirby Nagelhout Construction Co for the base bid in the amount of \$4,200,000.00 Stuart Young seconded the motion. Unanimous approval\*.**

*\*Note: Cheri Helt left the meeting prior to voting on the construction*

Meeting adjourned at 6:57 p.m.

Respectfully submitted,  
Andrea Wilson  
10.24.2017

DATE: November 9, 2017

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 November 14, 2017. All Hires are subject to successful drug testing, background check, and Oregon licensure.

#### **CERTIFIED HIRES**

NAME	POSITION	LOCATION	STATUS	HIRE DATE
Lucas, Jenine	Resource Teacher PS#107014	Lava Ridge Elementary	Temporary Part Time .995 FTE	11/14/2017
Van Coutren, Lauren	Kindergarten Teacher PS#107001	Rosland Elementary	Temporary Part Time .50 FTE	11/14/2017

#### **CERTIFIED RESIGNATIONS**

NAME	POSITION	LOCATION	HIRE/RESIGNED DATES
Bishop, Marie	ERC Teacher	Bend HS	08/29/2005 – 12/01/2017
Cary, Andrea	ERC Teacher	Lava Ridge Elementary	10/05/2009 – 10/31/2017
Moehl, James	Chemistry Teacher	Summit HS	08/28/1990 – 12/01/2017

#### **CERTIFIED RETIRE/REHIRES**

NAME	POSITION	LOCATION	HIRE/RESIGNED DATES
Bishop, Marie	ERC Teacher	Bend HS	12/01/2017 – 06/30/2018
Moehl, James	Chemistry Teacher	Summit HS	12/01/2017 – 06/30/2018

#### **ADMINISTRATIVE HIRES**

NAME	POSITION	LOCATION	STATUS	HIRE DATE

**ADMINISTRATIVE RESIGNATIONS**

NAME	POSITION	LOCATION	HIRE/RESIGNED DATES
Corrigan, Sean	Assistant Principal	Mountain View HS	08/28/1985 – 12/01/2017

**ADMINISTRATIVE RETIRE/REHIRES**

NAME	POSITION	LOCATION	HIRE/RESIGNED DATES
Corrigan, Sean	Assistant Principal	Mountain View HS	12/01/2017 – 12/31/2017



## HUMAN RESOURCES

*Education Center*

*520 N.W. Wall Street  
Bend, Oregon 97703-2699  
(541) 355-1100  
Fax (541) 355-1109*

November 9, 2017

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 November 14, 2017

### *Classified Hiring*

Name	Position/Posting No.	Location	Temp/Regular Position	Hire Date
Anderson, Danny	#106892 Transportation Specialist	Transportation	Reg 8 hrs / day	11/3/17
Donahue, John	#106987 Bus Driver	Transportation	Reg 4.75 hrs / day	10/30/17
Kaneda, Ashley	#106990 EA – Student Instruction	High Lakes	Temp 2.5 hrs / day	10/25/17
Kosct, Faith	#106823 Nutrition Server I	La Pine Middle	Reg 3.25 hrs / day	11/1/17
Lyons, Jackie	#106823 Nutrition Server I	Cascade	Reg 2.5 hrs / day	11/1/17
McGuire, Carolyn	#106823 Nutrition Server I	La Pine Middle	Reg 3 hrs / day	11/2/17
Parnakian, Joy	#106907 School-to-Career Program Mgr	Mountain View	Temp 8 hrs / day	10/16/17
Parnell, Steven	#106973 School-to-Career Program Mgr	La Pine High	Temp 3.75 hrs / day	10/16/17
Sherman, Kassidy	#106958 EA – Student Instruction	Ponderosa	Temp 2.25 hrs / day	10/16/17
Thomas, Beverly	#106823 Nutrition Server I	Juniper	Reg 3 hrs / day	10/23/17



## HUMAN RESOURCES

*Education Center*

*520 N.W. Wall Street  
Bend, Oregon 97703-2699*

*(541) 355-1100*

*Fax (541) 355-1109*

### **Classified Resignations**

<b>Name</b>	<b>Position</b>	<b>Location</b>	<b>Resign Date</b>
Armstrong, Wynona	EA – Safety and Security Monitor	Mountain View	9/29/16 – 11/16/17
Fontana, Nicole	EA – Student Instruction	Bear Creek	8/29/17 – 11/17/17
Klass, Lynn	Bus Driver	Transportation	6/13/16 – 11/8/17
Ossana, Susan	Nutrition Server I	Three Rivers	8/28/13 – 11/17/17
Payton, Charlene	Nutrition Secretary II	Nutrition Services	9/7/16 – 12/15/17
Reynvaan, Joshua	Custodial Crew I	Pine Ridge	2/6/17 – 10/20/17
Walden, Kari	Nutrition Server I	Buckingham	8/31/16 – 11/17/17
Wright, Deborah	EA – Student Instruction	Bear Creek	8/29/17 – 11/17/17
Wysong, Wesley	Bus Driver	Transportation	4/17/17 – 11/2/17

## **Executive Summary**

### **2017 OSBA Board of Directors and Legislative Policy Committee Elections**

In odd-numbered years, an election is held for both OSBA Board of Directors and OSBA Legislative Policy Committee.

Board of Directors Position 3, representing the Central Region, candidate is Patti Norris from Crook County School District.

Legislative Policy Committee Position 3, representing the Central Region, candidate is Cheri Helt from Bend-La Pine Schools.

Enclosed are candidate questionnaires and resumes for Patti Norris and Cheri Helt.

Voting is currently open and closes on December 15, 2017.  
Votes must be submitted to OSBA by December 15, 2017.



# Candidate Questionnaire

## OSBA Board of Directors

Name: Patti Norris \_\_\_\_\_ Date: September 28, 2017  
District/ESD/CC: Crook County School District \_\_\_\_\_ Position: Vice Chair

I certify that if elected, I will faithfully serve as a member of the OSBA board of directors. My nomination form has been submitted to OSBA (or is attached to this document) as evidence.

Signed: 

***Be brief; please limit your responses to 50 words per question.***

1. Describe in your own words the mission and goals of OSBA.

The OSBA mission is to support each Oregon student's quest for an excellent future by working toward the goals of strong local school districts and boards, stable and adequate education funding, and responsible state and federal government actions.

2. What do you want to accomplish by serving on the OSBA board of directors?

- Support excellent education for ALL students around the state.
- Craft a viable and permanent solution to school funding challenges that meets student needs and supports a vibrant, healthy state economy.
- Ensure the voice of ALL districts (large and small, urban and rural, east and west, etc.) are heard.

3. What leadership skills do you believe you bring to the board of directors? Give an example of a situation in which you demonstrated these skills.

I am a passionate education advocate who believes in hearing multiple viewpoints on a topic before crafting or supporting a solution. Once a situation is evaluated I look for creative solutions, often involving collaboration, to make things happen quickly. An example of this is the formation of the Crook County Kids Club which my co-founder and I took from concept to serving kids in a new facility within 12 days after the sudden closing of our local Boys and Girls Club. We accomplished this by securing support from our staff, city, county, parks and recreation organization, a local church, the school district, and individual donors.

4. What do you see as the two most challenging issues faced by OSBA?

- 1) Helping a very partisan legislature craft an adequate and sustainable funding model for education that also supports a vibrant Oregon economy.
- 2) Ensuring the OSBA organization's efforts and resources continue to meet the needs of ALL districts and support the success of ALL students.

*(continued)*

5. What do you see as the two most challenging issues faced by your region?
- 1) Stable and adequate funding is at the top of any issues list.
  - 2) Other issues are more unique to each district. For some, accommodating explosive growth is a priority, for others it's dealing with the fiscal challenges of declining enrollment or securing enough staff. Additionally, we are all continually motivated to improve the performance of our students while implementing increasingly specific mandates from legislators and voters.
6. What is your plan for communicating with boards in your region?
- Participate in regional roundtable at OSBA conferences
  - Participate in regional OSBA meetings
  - Create opportunities to meet with boards in person
  - Reach out to constituent board chairs for input and updates on OSBA activities

**Deadline: September 29, 2017, 5 p.m.**

*Materials submitted by the candidate on this form may be subject to a public information request under ORS Chapter 192.*

# Candidate personal/professional resume

## OSBA Board of Directors

Name: Patti Norris Date: September 28, 2017  
Address: 2398 SE Blue Skies Lane  
City / ZIP: Prineville, OR 97754  
Business phone: 541.815.7263  
Fax (if applicable): 541.447.9151  
Residence phone: 541.447.9151  
E-mail: patti.norris@crookcounty.k12.or.us  
District/ESD/CC: Crook County School District  
Term expires: 2019 Years on board: 8

### **Work or service performed for OSBA or local district (include committee name and if you were chair):**

*Crook County School District Facilities Review and Recommendation Committee* 2006 - 2009  
–PR Committee Chair  
*Crook County School Board* 2009 - Present  
–Board Chair 2011-2014, Vice Chair 2010-2011, 2014-present

### **Other education board positions held/dates:**

*Crook County Kids, Inc.* (Afterschool program) 2008 - Present  
–Co-founder, President 2008-2012, Treasurer 2013-present  
*High Desert Educational Services District Budget Committee* 2011 - 2013

### **Occupation (Include at least the past five years):**

Employers:  
*Central Oregon Community College*—Business & Computer Science Professor 2012 - present  
*Small Business Development Center at COCC*—Business Advisor 2012 - present  
*Central Oregon Community College*—Community Learning Technology Instructor 2005 - present  
*Let's Do Launch/Norris Marketing*—Owner & Business Consultant 1991 - present  
*Crook County Foundation*—Executive Director 2006 - 2007

*(Continued)*

**Schools attended** (Include official name of school, where and when):

High school: *Foothill High School*; Tustin, CA 1975-1979

College/Degrees earned:

*University of California, Santa Cruz*; Santa Cruz, CA 1979-1983—*BA, Economics*

*Santa Clara University*; Santa Clara, CA 1988-1991—*Master of Business Administration*

*San Jose State University*; San Jose, CA 1999-2000— *Certificate in E-commerce Management*

**Education honors and/or awards:**

Honor Roll

**Other applicable training or education:**

OSBA Leadership Institute Individual Platinum Award

OSBA Leadership Oregon Graduate 2017

Numerous classes in non-profit and business management

**Activities, other state and local community services:**

*Crook County Higher Education Advisory Council* 2010 - Present

*Better Together (Regional Educational Achievement Collaborative) workgroups:* 2013 - Present

Bridges/8+9: Supporting youth during the summer, targeting those transitioning from 8th to 9th grade

Youth Career Connect: Connecting youth 16-25 with meaningful work experiences

Reach Higher: Supporting student transitions from high school to college

*Girl Scout Troop 50797-Volunteer and Supportive Parent* 2006 - Present

**Hobbies/special interests:**

Travel, attending theatrical performances, museums, reading, genealogy

**Business/professional/civic group memberships; offices held and dates:**

*Crook County Coalition for Safe and Drug-Free Schools and Communities* 2017 - Present

—Treasurer

*Prineville-Crook County Chamber of Commerce* 2008 - Present

—Member

*Crook County Historical Society/Bowman Museum* 2004 - Present

—Bookkeeper 2012-present, Collection Registrar 2004-2011

*Crook County Library Board of Trustees* 2006 - 2013

—Board Chair 2010-2013, Vice Chair 2007-2010

*Dry Creek Airpark Homeowners Association Board of Directors* 2002 - 2006

—Treasurer

*Friends of the Reading Program/Vision Literacy* (Adult literacy program) 1992 – 2002

—President, Treasurer

*Nike Animal Rescue Foundation* 1984 - 1990

—Co-founder, President, Treasurer

**Additional comments:**

*Materials submitted by the candidate on this form may be subject to a public information request under ORS Chapter 192.*

# CANDIDATE QUESTIONNAIRE

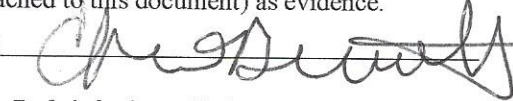
## OSBA Legislative Policy Committee

Name: \_\_\_\_\_ Cheri Helt \_\_\_\_\_ Date: 9/25/2017 \_\_\_\_\_

District/ESD/CC: \_\_\_\_\_ Bend-La Pine School District \_\_\_\_\_ Region: Central Oregon

I certify that I will faithfully serve, if elected, as a member of the OSBA Legislative Policy Committee and my nomination form has been submitted to OSBA (or is attached to this document) as evidence.

Signed: \_\_\_\_\_



*Be brief; please limit your responses to 50 words per question.*

1. What do you want to accomplish by serving on the Legislative Policy Committee (LPC)?

I would like to continue to advocate on behalf of all our students for a well-funded education, that values student achievement and provides a well-rounded education system. We need to ensure that the school districts of Oregon are the first priority when we are forming our legislative agenda. Student achievement should always be our number one priority in the Oregon Legislature.

2. What leadership skills do you bring to the LPC? Give an example of a situation in which you demonstrated these skills.

I am a strong advocate for students in Oregon. When I see changes that can benefit our children, I will speak on their behalf.

I have been in a leadership role 4 out of the last seven years on The Bend-La Pine Schools Board. I have been honored to serve on the LPC representing Central Oregon Students since 2011.

3. What do you see as the two most challenging legislative issues faced by OSBA?

We need a sustainable PERS system that works for our students, teachers, and retirees.

We need to continue to advocate for revenue reform that creates a stable and adequate income source for school funding; that works for the education community as well as the business community. We are the Association that can bring the education and business communities together to help bridge the gap between them and help facilitate a funding solution that works for all.

4. What do you see as the two most challenging legislative issues faced by your region?

A proper roll out for measure 98 dollars to ensure that regulations work for all districts regardless of size and district needs. We need to continue to work with ODE and make sure that these dollars are able to be used for each district in a way that will increase our graduation rates. It is important to keep open lines of communication and be a part of this rule making process as it continues to develop.

A sustainable funding system for our P-20 education system

5. What is your plan for communicating with boards in your region about legislative issues?

I will attend regional and LPC meetings. After meetings I will send out e-mail updates. I will also be available to my regional members by phone and e-mail.

**Deadline: September 29, 2017, 5 p.m.**

*Materials submitted by the candidate on this form may be subject to a public information request under ORS Chapter 192.*

# CANDIDATE PERSONAL/PROFESSIONAL RESUME

## OSBA Legislative Policy Committee

Name: Cheri Helt \_\_\_\_\_ Date: 9-25-17

Address: 2915 Celilo Ln

City / ZIP Bend 97701

Business phone: (541) 312-2899

Residence phone: (541) 317-9777

E-mail: cherihelt@gmail.com

Fax (if applicable):

District/ESD/CC: Bend La-Pine

Term expires: 06-30-2021 Years on board: 7 YEARS \_\_\_\_\_

**Work or service performed for OSBA or local district** (Include committee name and if you were chair):

**December 2010 – Present**

Bend-La Pine School Board member

**July 2011- July 2013**

Vice Chair (Co-chair) of the Bend-La Pine School Board

**July 2013 – 2015**

Chair of the Bend-La Pine School Board

**July 2015-Present**

Bend-La Pine School Board member

**Other education board positions held/dates:**

**Board of Directors for the Education Foundation for Bend-La Pine Schools**

**April 2008 - 2016**

Board Member / Board Development Chair

**OSBA Board of Directors**

**January 2015 - December 2017**

Board member representing Central Oregon Region

**OSBA Legislative Policy Committee Member**

**January 2011- Present**

Board Member representing Central Region

**Legislative Advisory Committee for the PERS Board**

**September 2012 - 2016**

OSBA Representative for State Employers

**OSBA Legal Assistance Trust**

**May 2013- 2016**

Board Member

**Deschutes County Homeless Leadership Coalition**

**August 2013 – 2016**

Voting Business Board Member

**OSBA Revenue Reform Committee**

January 2016-Present

**Occupation** (Include at least the past five years):

Employers:

Owner - Zydeco Kitchen and Cocktails

Owner- Bistro 28

Dates:

September 2004 – Present

January 2015 - Present

My husband and I created and own two local restaurants in Bend. We operate "from scratch" kitchens that focus on local and organic ingredients.

**Schools attended** (Include official name of school, where and when):

High school:

Brighton High School, Brighton, Michigan 1984-1988

College:

Oakland Community College, Farmington Hills, Michigan 1988-1989

Michigan State University, East Lansing, Michigan 1989-1992

Degrees earned: Bachelor of Science in Psychology

Education honors and/or awards:

None

Other applicable training or education:

OSBA Legislative Day 2011

Speaker at Oregon Business Summit 2012 and 2016

NSBA Advocacy Institute 2015 and 2017

**Activities, other state and local community services:**

I am very active in supporting charities representing children throughout Central Oregon. My husband and I donate our time, auction items and special events to make sure we support all children's charities in our area. I have three children, all three attend the Bend-La Pine Schools. I volunteer in my children's classrooms whenever I can.



**Hobbies/special interests:** I love spending time with my family. As a family, we hike, mountain bike, paddleboard, camp, ride horses, cook and attend outdoor concerts as often as possible.

**Business/professional/civic group memberships; offices held and dates:**

Member of City Club of Central Oregon

Member of Bend Chamber of Commerce

Opportunity Knocks

**Additional comments:**

I am very passionate about education, as this is the only investment we make as a government that develops our society. I hope to be able to continue to elevate the level of education in Oregon to be truly World Class. Our students are competing in a global market upon graduation, and we need to make sure they are prepared for their future.

*Materials submitted by the candidate on this form may be subject to a public information request under ORS Chapter 192.*

## **Executive Summary**

### **Proposed OSBA Reorganization**

The OSBA Board of Directors voted in September 2017, to ask its member boards to approve formal incorporation under ORS Chapter 65 to maintain OSBA's tax-exempt status. Finalizing the process does require a vote on the following resolution of proposed bylaws.

The following resolution reorganizes the Oregon School Boards Association as a non-profit corporation and adopts the proposed 2017 bylaws.

Voting closes on December 15, 2017.



# PROPOSED OSBA BYLAW CHANGES

This fall, if approved by OSBA's Board of Directors, the association plans to ask its member boards to approve formal incorporation under ORS Chapter 65 to maintain OSBA's tax-exempt status. **Members will be asked to approve a resolution on the proposed bylaws as part of the annual fall member elections process.**

## FREQUENTLY ASKED QUESTIONS

### WHY IS OSBA DOING THIS?

Over the past few years the association has worked with a law firm to review its decades-old structure as a member services organization, with the goal of converting to a non-profit corporation. Doing so will maintain OSBA's political and legislative advocacy roles, ensure state and federal tax-exempt status, and assure board members' protection from individual liability.

### HOW WILL THIS AFFECT OSBA MEMBERS?

In most respects, members will see no changes. The major exception is that to comply with regulations involving "political subdivisions" of the state, charter schools will no longer be able to join OSBA as associate members.

### WHEN WOULD THE CHANGES GO INTO EFFECT?

If approved by members, the new bylaws and any OSBA policy revisions as adopted by the OSBA Board would take effect on July 1, 2018.

### CAN CHARTER SCHOOLS STILL OBTAIN OSBA SERVICES AND PACE INSURANCE?

For OSBA services, charter schools would not be allowed to hold associate membership with OSBA and would have to contract for services through their sponsoring district, which would hold OSBA membership. Charter schools could still qualify for property and liability insurance through PACE.

### WILL THIS CHANGE MEMBER DUES?

Dues, which have not risen in more than a decade, are unaffected by this proposal.

### WHAT IF I HAVE MORE QUESTIONS?

OSBA will be sending out more information to members as the election approaches and ballots are distributed in mid-October. In the meantime, please direct any questions to [info@osba.org](mailto:info@osba.org)

## OREGON SCHOOL BOARDS ASSOCIATION

1201 Court St NE, Ste 400 | Salem, OR 97301 503-588-2800 or 800-578-6722 | Fax: 503-588-2813

[www.osba.org](http://www.osba.org) | [info@osba.org](mailto:info@osba.org) | rev 8/2017



## *Resolution*

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### **Resolution to Reorganize the Oregon School Boards Association as a Non-Profit Corporation and Adopt the Proposed 2017 Bylaws**

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**WHEREAS**, the Oregon School Boards Association (OSBA) was formed in 1946 as a volunteer association of locally elected public school boards; and

**WHEREAS**, at the direction of the Board of Directors of OSBA, an organizational review was initiated with the goal of confirming OSBA's tax-exempt status and all related requirements; and

**WHEREAS**, the OSBA Board of Directors determined, based on the review, that it was in the membership's best interest to formally incorporate under ORS Chapter 65 as a nonprofit to ensure OSBA can maintain its political and legislative advocacy program; and

**WHEREAS**, a more clear recognition of OSBA's legal status will help ensure Board members' protection from individual liability; and

**WHEREAS**, the decision to formally incorporate under ORS Chapter 65 to nonprofit status requires replacement of the current OSBA Constitution with proposed Bylaws; and

**WHEREAS**, the OSBA Board of Directors received updates and discussed the transition at several OSBA Board meetings throughout 2016 and 2017 and conducted a review of the Bylaws at their June 2017 meeting; and

**WHEREAS**, after reviewing the recommended OSBA Bylaws as proposed by staff and legal counsel, the OSBA Board of Directors supports the recommendation to convert to a non-profit entity formed in accordance with the attached Bylaws:

**THEREFORE, BE IT RESOLVED** by the OSBA Board of Directors that the proposed Bylaws be submitted to the membership for consideration during the 2017 OSBA election; and

**BE IT FURTHER RESOLVED** that the proposed Bylaws and a copy of this resolution be forwarded to all member boards of the Association in accordance with the OSBA Board of Directors adopted elections calendar.

*Submitted by: OSBA Board of Directors*

# Oregon School Boards Association Proposed Bylaws

Approved by the Board of Directors on September 15, 2017

Submitted to Membership for consideration in the 2017 Election Process

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## SECTION 1: PURPOSE

- a) The Oregon School Boards Association (the “Association”) exists solely to perform essential governmental functions and all of its income accrues to the State of Oregon or its political subdivisions as required under IRC Section 115. In particular, the Association’s mission and purpose are as follows:
- b) To work for the general advancement and improvement of the education of all public school children of the State of Oregon.
- c) To gather and disseminate information pertinent to the successful operation of public schools.
- d) To work for the most efficient and effective organization of public schools of this state. “Public schools” include local school districts, education service districts, the State Board of Education and community colleges classified as a political subdivision.
- e) To work for adequate and dependable financial support for the public schools of this state.
- f) To study all legislation which affects the public schools of Oregon and to support and work for that which appears to be desirable and to keep members informed thereof. To propose and work for the enactment of proper educational legislation.
- g) To encourage the establishment and maintenance of best practices and high standards in the conduct and operation of the public school educational system.
- h) To study and interpret educational programs and to relate them to the needs of pupils.
- i) To promote public understanding of the role of school boards and school board members in the improvement of education.
- j) To conduct seminars, conferences, and research projects in the various aspects of education for the benefit of members.
- k) To endeavor to implement the policies, beliefs and resolutions of the Association members and board of directors.
- l) To do such other things as the member boards or board of directors may deem appropriate for the accomplishment of these and other purposes which tend to improve public education.
- m) To enter into such cooperative agreement with members for the pooling of resources and the provision of services as may result in the more efficient utilization of district resources and accrue to their financial advantage.

## SECTION 2: MEMBERS

**2.1 Admission.** All members must qualify as (1) a “political subdivision” as defined under Treas Reg § 1.103-1(b) and Revenue Ruling 78-276, 1978-2 CB 256 and (2) as one of the following:

**2.1.1** Local School District as defined under ORS Chapter 332;

**2.1.2** Education Service District as defined under ORS Chapter 334;

**2.1.3** Community College District as defined under ORS Chapter 341;

**2.1.4** State Board of Education as defined under ORS Chapter 326; and

**2.1.5** Any other governmental educational organization qualifying as a political subdivision, as approved by resolution of the board of directors.



- 2.2 Dues.** Annual dues shall be set by majority vote of the members and shall be based on resident Average Daily Membership (ADMr) as of December 31 of the preceding year as reported to the Oregon Department of Education. Dues shall be payable on July 1 of each year and shall become delinquent on September 1 of each year. Member status shall automatically terminate for members failing to pay dues by September 1 unless an extension is requested and granted by the board of directors.
- 2.3 Reserved Powers of the Members.** The following corporate actions require the consent and approval of the members:
- 2.3.1** Election and removal of directors;
- 2.3.2** Election and removal of the Legislative Policy Committee (“LPC”) members;
- 2.3.3** Approval of resolutions to effectuate any of the following:
- a) Adoption, amendment, or restatement of the articles of incorporation or bylaws;
  - b) Modification to the region descriptions set forth in Section 2.6.1; and the
  - c) Dissolution, merger, or the sale, pledge, or transfer of all or substantially all of the Association’s assets.
- 2.4 Voting Power.**
- 2.4.1** Election of Directors and LPC Members. For the purposes of nominating and electing directors and LPC members, each member shall have one vote.
- 2.4.2** Resolution. For the purposes of approving a resolution, each member shall have one vote on all resolutions except as follows:
- a) K-12 Local Districts with an ADMr between 15,600 and 23,400 shall have 2 votes.
  - b) K-12 Local Districts with an ADMr between 23,400.1 and 31,200 shall have 3 votes.
  - c) K-12 Local Districts with an ADMr between 31,200.1 and 39,000 shall have 4 votes.
  - d) K-12 Local Districts with an ADMr between 39,000.1 and above shall have 5 votes.
- 2.5 Process of Approval of Member Resolutions.**
- 2.5.1** Generally, members shall approve resolutions annually by ballot vote. Members or the board of directors may submit a resolution for member approval. Such resolutions shall be submitted to the board of directors no later than September 30th. The board of directors shall distribute all timely submitted resolutions, together with an official ballot, to the members no later than October 15. Members shall vote by ballot submitted to the board of directors no later than December 15.
- 2.5.2** The board of directors may call a special meeting of the members under Section 2.9, as necessary.
- 2.6 Regional Election of Directors and LPC Members**
- 2.6.1 Regional Voting.** For the purposes of nominating and electing the board of directors and LPC members, the Association members shall be organized into and represented by region:
- a. Eastern Region includes all of the members located in the counties of Baker, Grant, Malheur, Union, Wallowa, and Wheeler.

- b. Gorge Region includes all of the members located in the counties of Gilliam, Morrow, Sherman, Umatilla, and Wasco.
- c. Central Region includes all of the members located in the counties of Crook, Deschutes, and Jefferson.
- d. Southeast Region includes all of the members located in the counties of Harney, Klamath, and Lake.
- e. Southern Region includes all of the members located in the counties of Jackson and Josephine.
- f. Lane Region includes all of the members located in the county of Lane.
- g. Clackamas Region includes all of the members located in the county of Clackamas and Hood River.
- h. Douglas/South Coast Region includes all of the members located in the counties of Coos, Curry, and Douglas.
- i. Linn, Benton, Lincoln Region includes all of the members located in the counties of Benton, Lincoln, and Linn.
- j. Marion Region includes all of the members located in the county of Marion.
- k. Yamhill, Polk Region includes all of the members located in the counties of Polk and Yamhill.
- l. North Coast Region includes all of the members located in the counties of Clatsop, Columbia, and Tillamook.
- m. Washington Region includes all of the members located in the county of Washington.
- n. Multnomah Region includes all of the members located in the county of Multnomah.

Members shall be assigned to the region in which their main administrative office is located. If a member's district boundaries span more than one region, the member board must declare which region it intends to vote and shall vote only in that region.

**2.6.2** Regional elections shall be taken by majority vote of the members within the region.

**2.7 Modification of Regions.** A formal review of the regional organizations described in Section 2.6.1 shall be conducted by the board of directors at least every three years commencing with 2017. Any recommended changes to the regional organization shall be submitted to the members in the form of a resolution in accordance with the provisions of Section 2.11.

**2.8 Annual Meetings.** An annual meeting of members shall be held in November of each year unless a different date or time is fixed by the board of directors and stated in the notice of the meeting. Failure to hold an annual meeting on the stated date shall not affect the validity of any corporate action. At the annual meeting, the president and secretary-treasurer of the board of directors, any other officer or person whom the president may designate, shall report on the state of the Association, the activities and financial condition of the Association.

**2.9 Special Meetings.** A special meeting of members shall be held upon the call of the president or 25 percent of the board of directors. All members shall be officially notified of a special meeting by written notice, mailed via U.S. mail or electronic mail to all members at least 15 days prior to the date of the meeting. Such notice shall include a description of all agenda items and any matters to be voted upon by the members, the place and time of the meeting, and instructions describing the method by

which members can participate by telephone or video. Notice shall also comply with all procedures and include any information as required by ORS Chapter 192.

- 2.10 Telephonic/Video Meetings.** The board of directors may permit any member to participate in an annual or special meeting, or conduct the meetings through, use of any means of communication by which all persons participating may simultaneously hear each other during the meeting. A member participating in the meeting by this means is deemed to be present in person at the meeting.
- 2.11 Place of Meetings.** Meetings of the members shall be held at any place in or out of Oregon designated by the board of directors. If a meeting place is not designated by the board of directors, the meeting shall be held at the Association's principal office.
- 2.12 Action by Written Ballot.** Any action required or permitted to be taken at a members' meeting may be taken without a meeting if the Association delivers a written ballot to every member entitled to vote on the matter. A written ballot shall set forth each proposed action and provide an opportunity to vote for or against each proposed action. Approval by written ballot shall be valid only when the number of votes cast by ballot equals or exceeds a quorum of the members, and the number of approvals equals or exceeds the number of votes that would be required to approve the matter at a meeting at which the total number of votes cast is the same as the number of votes cast by ballot. A written ballot shall set forth each proposed action, indicate the number of responses needed to meet the quorum requirements, state the percentage of approvals necessary to approve each matter, and specify a reasonable time by which a ballot must be received by the Association in order to be counted. Once delivered, a written ballot may not be revoked.
- 2.13 Unanimous Written Consent.** Any action required or permitted to be taken at a members' meeting may be taken without a meeting if the action is taken by all members entitled to vote on the matter. The action shall be evidenced by one or more written consents describing the action taken, signed by each member, and included in the minutes or filed with the corporate records reflecting the action taken. Action taken under this section is effective when the last member entitled to vote on the matter signs the consent, unless the consent specifies an earlier or later effective date.
- 2.14 Quorum and Voting.** A quorum of the members shall consist of those votes represented at a meeting of the members. If a quorum is present when a vote is taken, the affirmative vote of a majority of the votes represented and voting when the action is taken is the act of the members except to the extent that the articles of incorporation, these bylaws, or applicable law require the vote of a greater number of members.

## SECTION 3: DIRECTORS

- 3.1 Powers.** Except as provided under Section 2.2, all corporate powers shall be exercised by or under the authority of and the affairs of, are managed under the direction of a board of directors. The board of directors shall adopt policies defining specific obligations of the board of directors.
- 3.2 Qualifications.** Directors must serve on the board of a member of the Association.
- 3.3 Number.** The board of directors shall consist of not fewer than three (3) nor more than 23 persons. The number of directors may be fixed or changed periodically, within the minimum, and maximum by the members.
- 3.4 Term.** Directors shall take office on January 1 and shall serve for a term of two calendar years or until their successors are elected and qualified. Terms shall be staggered as per the election calendar.
  - 3.4.1** Directors who took office prior to January 1, 2018, and are re-elected may serve for any number of terms as long as they continuously remain members of the Board of Directors.

**3.4.2** Directors taking office on or after January 1, 2018, may serve five (5) consecutive two (2) year terms and, if eligible, may rerun after a 2-year hiatus.

**3.4.3** If a director serving as an officer requires additional time beyond the term limits outlined above, the term limits will be held in abeyance to allow the director to complete their term as past president.

**3.5 Composition.** Each region, as described under Section 2.6.1, shall elect one (1) director except as follows:

- a) Clackamas Region shall elect two (2) directors;
- b) Marion Region shall elect two (2) directors;
- c) Washington Region shall elect three (3) directors; and
- d) Multnomah Region shall elect three (3) directors.
- e) Provided, however, that if the president or immediate past president of the board of directors is a representative director from a region that elects only one (1) director, that region shall elect an additional director or directors to serve for the duration of the president and/or the immediate past president's term.

**3.6 Regional Election.** The nomination and election of directors shall be in accordance with the elections calendar adopted by the board. Each regional candidate for a director position shall be nominated by a member within the region by means of a nomination form. The board of directors shall distribute notice of position vacancies, candidate information packets, and official nomination forms to all incumbent directors and members in electing regions. To nominate a director candidate, one or more of the members in the region must timely submit to the board of directors a formal resolution or motion of the member and the completed nomination form(s). Nominations in regions where there is more than one open director position shall indicate the numbered position for which the nomination is being submitted. Each member in a region shall have one vote in the regional elections for the board of directors. The director candidate receiving a majority of the votes of the members shall be elected. In cases where there are more than two candidates nominated for any position, and none receives a majority of the votes cast, a second ballot shall be required between the two candidates receiving the highest number of votes; the one receiving a majority of the votes is elected.

**3.7 Ex-Officio.** The following individuals or their designee may serve as ex-officio nonvoting advisors to the board of directors:

- a) Any director of the National School Boards Association elected from Oregon;
- b) Any officer of the National School Boards Association, National School Boards Advocacy Committee, or an officer of the NSBA Pacific Region.
- c) The immediate past president of the Oregon Association of School Executives;
- d) The immediate past president of the Confederation of School Administrators;
- e) The board section president of the Oregon Association of Education Service Districts;
- f) The board section president of the Oregon Community College Association;
- g) The chair of the State Board of Education; and
- h) Any other person as the board of directors may appoint.

- 3.8 Vacancies.** In the event that any director position, other than the immediate past president, is vacant during the term of office, the remaining directors may appoint an interim director from the same region to serve until December 31 of the same year. If the board of directors cannot recruit a candidate from the region they may appoint a person from a contiguous region to serve as director representing the open region. An individual appointed as a director from a contiguous region is not eligible to serve as an officer of the Board. The members shall elect, using the procedures in Section 3.6, an interim director to serve from January 1 of the next year until the end of the remaining term.
- 3.9 Resignation.** A director may resign at any time by delivering written notice to the president or the secretary. A resignation is effective when notice is effective under ORS 65.034 unless the notice specifies a later effective date. Once delivered, a notice of resignation is irrevocable unless revocation is permitted by the board of directors.
- 3.10 Removal.** A director may be removed for cause by vote of two-thirds majority of the directors. A director may be removed with or without cause by a majority vote of the members who elected the director. The board may provide guidance or adopt and amend policies regarding what types of actions the board considers to be sufficient cause for removal.
- 3.11 Meetings.** An annual meeting of the board of directors shall be held immediately after, and at the same place as, the annual meeting of members. If the time and place of any other directors' meeting is regularly scheduled by the board of directors, the meeting is a regular meeting. All other meetings are special meetings. A special meeting of the board of directors may be called by the president or the president-elect or 20 percent of the board of directors. The board of directors may hold annual, regular or special meetings in or out of the State of Oregon.
- 3.12 Notice of Meetings.** All members shall be officially notified of a special meeting by written notice delivered personally, by telephone or electronic mail to all directors at least 48 hours prior to the date of the meeting. Such notice shall include a description of all agenda items and any matters to be voted upon by the directors, the place and time of the meeting, and instructions describing the method by which directors can participate by telephone or video. Notice shall also comply with all procedures and include any information as required by ORS Chapter 192.
- 3.13 Waiver of Notice.** A director may at any time waive any notice required by these bylaws. A director's attendance at or participation in a meeting waives any required notice to the director of the meeting unless the director, at the beginning of the meeting or promptly upon the director's arrival, objects to holding the meeting or transacting business at the meeting and does not thereafter vote for or assent to any action taken at the meeting. Except as provided in the preceding sentence, any waiver must be in writing, must be signed by the director entitled to the notice, must specify the meeting for which the notice is waived, and must be filed with the minutes or the corporate records.
- 3.14 Quorum and Voting.** A quorum of the board of directors shall consist of a majority of the number of directors in office immediately before the meeting begins. If a quorum is present when a vote is taken, the affirmative vote of a majority of the directors present when the action is taken is the act of the board of directors except to the extent that the articles of incorporation, these bylaws, or applicable law require the vote of a greater number of directors.
- 3.15 Presumption of Assent.** A director who is present at a meeting of the board of directors when corporate action is taken is deemed to have assented to the action taken unless:
- a) The director objects at the beginning of the meeting, or promptly upon the director's arrival, to holding the meeting or transacting the business at the meeting; and
  - b) The director's dissent from the action taken is entered in the minutes of the meeting.

- 3.16 Compensation.** Directors and members of committees may receive reimbursement of such expenses as may be determined by resolution or policy of the board of directors to be just and reasonable. Directors shall not otherwise be compensated for service in their capacity as directors.
- 3.17 Director Conflict of Interest.** The Association shall maintain a Conflict of Interest policy the terms of which comply with ORS 65.361 and ORS Chapter 244. The board of directors shall annually review and notify its members and directors of the current Conflict of Interest policy. Each director shall annually complete and return a Conflict of Interest statement.

## **SECTION 4: COMMITTEES**

- 4.1 Standing Committees.** The board of directors shall maintain the standing committees described below:
- 4.1.1 Executive Committee.** The executive committee shall consist of five (5) officers of the board of directors: the president as chairman, the president-elect, the vice president, the secretary-treasurer and the immediate past president. The executive committee may act, pursuant to delegation of authority to such committee by the board of directors, in place and instead of the board of directors between board meetings on all matters except those specifically reserved to the board under the terms of the bylaws. Actions of the executive committee shall be reported to the board by mail, email or at the next board meeting.
- 4.1.2 Finance Committee.** The finance committee shall be appointed by the president and shall be composed of members from Oregon public school districts, education service districts, and community colleges with boards that meet all criteria to be Association voting members. The members shall include, but are not limited to, the Association secretary/treasurer and vice president, one Association board director from the PACE board, one district business official and one at-large board member. The finance committee shall operate within the guidelines of the corporation's investment policy and the Finance Committee Operating Manual.
- 4.1.3 Legislative Policy Committee.** The board of directors shall maintain a Legislative Policy Committee.
- a) **Purpose.** The LPC shall develop legislative policies which are recommended to and approved by the members as a resolution proposed by the board of directors and voted on by the membership in accordance with Section 2.4. The LPC also advises the executive director and staff during legislative sessions.
  - b) **Composition.** The LPC shall be composed of the voting members of the board of directors and the regional representatives elected under the procedures defined in 4.1.2c) and d). All committee members must be elected or appointed directors of a member. The vice president of the board shall chair the LPC.
  - c) **Nomination.** The board of directors shall cause the nomination form to be distributed to all members in eligible regions. A member may nominate a candidate to the LPC and shall do so by formal resolution of the member and timely submission of the nomination form(s) to the office of the Association. Nominations in regions where there is more than one representative position shall indicate the numbered position for which the nomination is being submitted. Nominations will be closed by a date identified in the elections calendar adopted by the board.
  - d) **Election.** Each LPC member shall be elected by majority of member boards of a region. Each region shall elect the number of LPC members as described in Section 3.5, without regard to Section d). Such elections shall be held using the procedures described in Section 3.6.

- e) **Term.** Each committee member shall take office on January 1 in even numbered years and serve for a term of two (2) years.
- f) **Vacancies.** In the event that there is a vacancy on the LPC, the board of directors may appoint an interim LPC member from the same region to fill the unexpired term of office. If the board of directors cannot recruit an LPC member from the region they may appoint a person from a contiguous region to serve to represent the open region to fill the unexpired term of office.

**4.2 Other Board Committees.** The board of directors may create one or more committees of the board of directors and appoint directors and representatives of members to serve on such committee. The creation of a committee and the appointment of directors and member representatives to the committee must be approved by a majority of all directors in office when the action is taken. The provisions of these bylaws governing meetings, action without meetings, notice and waiver of notice, and quorum and voting requirements of the board of directors shall apply to committees and their members as well. Committees of the board of directors may, to the extent specified by the board of directors, exercise the authority of the board of directors; provided, however, that no committee of the board of directors may:

- a) Authorize distributions, provided that this restriction does not apply to payment of value for property received or services performed or payment of benefits in furtherance of the Association's purposes;
- b) Approve or recommend dissolution, merger, or the sale, pledge, or transfer of all or substantially all of the Association's assets;
- c) Elect, appoint, or remove directors or fill vacancies on the board or on any of its committees; or
- d) Adopt, amend, or repeal the articles of incorporation or bylaws.

**4.3 Administration.** Each committee shall prepare minutes of each of its meetings, and such minutes shall be kept on file at the Association's principal office and made available on request to any member of the board of directors. Each committee shall also report on its activities at the regular meetings of the board of directors. Each committee shall comply with the public meetings laws requirements under ORS Chapter 192.

**4.4 Advisory Committees.** The board of directors may create one or more other committees. Members of these committees need not be members or directors, but at least one director shall serve on each such committee. These committees shall have no power to act on behalf of, or to exercise the authority of, the board of directors, but may make recommendations to the board of directors.

## **SECTION 5: OFFICERS OF THE BOARD OF DIRECTORS**

- 5.1 Appointment.** The board of directors shall elect officers by majority vote at least 10 days prior to the November member meeting. In cases where there are more than two (2) candidates nominated for any position, and none receives a majority of the votes, a second ballot shall be required between the two candidates receiving the highest number of votes. The one receiving a majority of the votes is elected.
- 5.2 Designation.** The officers of the Association shall be a president, president-elect, past president, vice president, a secretary-treasurer, and such other officers as the board of directors may appoint.
- 5.3 Compensation and Term of Office.** Officer terms are one calendar year. No officer except the secretary-treasurer shall serve two consecutive terms in the same office unless the director completed a term for another officer who was unable to complete a term and is then voted into the same position the following year. The secretary-treasurer may serve up to two consecutive one-year terms.

Directors and members of committees may receive reimbursement of such expenses as may be determined by resolution of the board of directors to be just and reasonable. Directors shall not otherwise be compensated for service in their capacity as directors.

- 5.4 Removal and Resignation.** Any officer may be removed, either with or without cause, at any time by action of the board of directors. An officer may resign at any time by delivering notice to the board of directors, the president, or the secretary-treasurer. A resignation is effective when the notice is effective under ORS 65.034 unless the notice specifies a later effective date. If a resignation is made effective at a later date and the Association accepts the later effective date, the board of directors may fill the pending vacancy before the effective date if the board of directors provides that the successor does not take office until the effective date. Once delivered, a notice of resignation is irrevocable unless revocation is permitted by the board of directors. No removal or resignation shall prejudice the rights of any party under a contract of employment.

- 5.5 Officers.** The officers of the Association are as follows:

- 5.5.1 President:** The president shall preside at all member meetings of the Association and of the board of directors; shall appoint, committees subject to the approval of the board of directors; shall call all regular and special meetings as provided herein; shall be ex-officio voting member of all committees. The president shall automatically serve as immediate past president for the following term. The president serves for a term of one (1) calendar year.
- 5.5.2 President-elect:** In the absence of the president, the president-elect shall assume the powers and duties of the president, and when a vacancy occurs in the office of president, shall serve in that capacity for the remainder of the term. The president-elect shall automatically serve as president for the following term, even if required to fill an uncompleted term as president. In addition, the president-elect shall assume duties related to the oversight of Association member elections and resolutions processes and such other administrative duties as are assigned by the president. The president-elect serves for a term of one (1) calendar year.
- 5.5.3 Vice president:** In the absence of the president-elect shall assume the powers and duties of the president-elect. The vice president shall also serve as the chair of the LPC. The vice president serves for one (1) calendar year.
- 5.5.4 Secretary-treasurer:** The secretary-treasurer shall be responsible for keeping in a suitable minute book accurate minutes of all board of director meetings; shall carry on official correspondence of the Association; shall arrange for proper banking facilities; and shall receive, account for and disburse funds in a businesslike manner as provided for by the board of directors; shall see that the minutes of the previous meetings are read, and shall give an itemized and detailed report of the financial condition of the Association at each annual meeting and at such other times as may be required by the board of directors. Such duties of the secretary-treasurer as may be specified by the board of directors may be delegated to the executive director or a designated member of the staff. The secretary-treasurer serves for a term of one (1) calendar year.
- 5.5.5 Immediate past president:** The immediate past president shall advise and counsel with other officers. The immediate past president chairs the officer succession planning process. The past president serves for one (1) calendar year.
- 5.5.6 Assistants:** The board of directors may appoint or authorize the appointment of an assistant to the secretary-treasurer. Such assistant may exercise the powers of the secretary-treasurer, as the case may be, and shall perform such duties as are prescribed by the board of directors.



## **SECTION 6: NONDISCRIMINATION**

The Association shall not discriminate in providing services, hiring employees, or otherwise, upon the basis of gender, race, creed, marital status, sexual orientation, religion, color, age, or national origin.

## **SECTION 7: GENERAL PROVISIONS**

### **7.1 Amendment of Bylaw.**

**7.1.1** Amendments to the bylaws may be initiated by the board of directors or submitted by a member to the board of directors. Amendments must be approved by a vote of two-thirds majority of the members at any regular or special meeting. The board of directors shall provide written notice to the members containing a statement that the members will be asked to approve the amendment and a copy of the proposed amended bylaws. Such notice shall be provided by US mail or email at least 15 days prior to the member meeting at which the vote will take place.

**7.1.2** Whenever an amendment or new bylaw is adopted, it shall be copied in the minute book with the original bylaws in the appropriate place. If any bylaw is repealed, the fact of repeal and the date on which the repeal occurred shall be stated in such book and place.

**7.2 Inspection of Books and Records.** All books, records, and accounts of the Association shall be open to inspection by the directors in the manner and to the extent required by law.

**7.3 Checks, Drafts, Etc.** All checks, drafts, and other orders for payment of money, notes, or other evidences of indebtedness issued in the name of or payable to the Association shall be signed or endorsed by such person or persons and in such manner as shall be determined by resolution of the board of directors.

**7.4 Deposits.** All funds of the Association not otherwise employed shall be deposited to the credit of the Association in those banks, trust companies or other depositories as the board of directors or officers of the Association designated by the board of directors select, or be invested as authorized by the board of directors.

**7.5 Loans or Guarantees.** The Association shall not borrow money and no evidence of indebtedness shall be issued in its name unless authorized by the board of directors. This authority may be general or confined to specific instances. Except as explicitly permitted by ORS 65.364, the Association shall not make a loan, guarantee an obligation or modify a pre-existing loan or guarantee to or for the benefit of a director or officer of the Association.

**7.6 Execution of Documents.** The board of directors may, except as otherwise provided in these bylaws, authorize any officer or agent to enter into any contract or execute any instrument in the name of and on behalf of the Association. Such authority may be general or confined to specific instances. Unless so authorized by the board of directors, no officer, agent, or employee shall have any power or authority to bind the Association by any contract or engagement, or to pledge its credit, or to render it liable for any purpose or for any amount.

**7.7 Insurance.** The Association may purchase and maintain insurance on behalf of an individual against liability asserted against or incurred by the individual who is or was a director, officer, employee, or agent of the Association, or who, while a director, officer, employee, or agent of the Association, is or was serving at the request of the Association as a director, officer, partner, trustee, employee, or agent of another foreign or domestic business or nonprofit corporation, partnership, joint venture, trust, employee benefit plan, or other enterprise; provided, however, that the Association may not purchase or maintain such insurance to indemnify any director, officer, or agent of the Association in connection with any proceeding charging improper personal benefit to the director, officer, or agent in which the

director, officer, or agent was adjudged liable on the basis that personal benefit was improperly received by the director, officer, or agent.

- 7.8 Fiscal Year.** The fiscal year of the Association shall begin on the first day of July 1 and end on the last day of June in each year.
- 7.9 Severability.** A determination that any provision of these bylaws is for any reason inapplicable, invalid, illegal or otherwise ineffective shall not affect or invalidate any other provision of these bylaws.

\* \* \* \* \*

The foregoing bylaws were duly adopted by the Board of Directors of Oregon School Boards Association on September 15, 2017 and approved by the membership on (insert date election closes).

\_\_\_\_\_  
Betty Reynolds, President

\_\_\_\_\_  
Date

**Bend-La Pine Schools**  
**Superintendent Monitoring Report to Board of Directors**

**Executive Limitation 6 – Staff Evaluation**

**November 14, 2017**

**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.

**Monitoring Report**

**With respect to employment compensation and benefits for employees, the Superintendent shall not fail to develop an evaluation system, which is in compliance with Oregon laws, and measures employee performance in terms of achieving the Board Ends policies. Accordingly the Superintendent shall not:**

- 1. Fail to develop and administer an evaluation system for all employees that links performance with continued employment.**

Evidence of Compliance:

In March 2011, Bend-La Pine Schools began the arduous process of redesigning the certified evaluation process. The focus of this project was “effective instruction.” What is it, what does it look like, how do we build capacity for more of it, how is support provided when it is needed, and what is the role of both teacher and supervisor in this endeavor? Good teaching provides the highest leverage for improving student learning – and we want to ensure our observation/evaluation process supports high levels of learning. With this in mind, an experienced group of professionals from across the district gathered together to commence this work. The group consisted of district administrators with diverse backgrounds, certified staff with distinct roles and responsibilities, as well as teacher union representatives. The team collaborated as a whole group, as well as in small work groups, to complete the key components of the evaluation system for the following certified groups:

- [Certified Teachers;](#)
- [Counselors;](#)
- [Library Media Specialists;](#)
- [School Nurse;](#)
- [School Psychologist;](#)
- [Special Education Teacher;](#)
- [Speech Language Pathologist;](#) and
- [Student Services.](#)

In all of the above evaluation processes, certified licensed staff continues to be evaluated in a manner that is consistent with the SB 290 requirements for licensed staff evaluations.

Additionally, supervisors of licensed staff, administrators and certified, are required to submit a letter of recommendation for any probationary third year employee in support of the employee's move to contract status to begin a fourth consecutive year with the district.

Classified and Confidential employees continue to be evaluated in a manner that considers [performance](#).

Principals and assistant principals continue to be evaluated in a manner that considers performance as required under SB 290. A complete evaluation manner for each can be found below:

- [Assistant Principals](#); and
- [Principals](#).

Response & Continuing Areas for Improvement:

*2016 Monitoring Report Areas for Improvement:* Work is being done to maximize the relevance of evaluations for non-school based administrators. New rubrics and supporting materials are being considered and approved. Implementation of new evaluation materials is expected in this 2016-17 school year.

Work is being done to align the school-based administrators' evaluation rubrics to the revised NPBEA standards, found at <http://www.ccsso.org/Documents/2015/ProfessionalStandardsforEducationalLeaders2015forNPBEAFINAL.pdf>

Work is being considered to review the classified employee evaluation materials. This work would be done in order to update currently used materials.

*2017 Response:* Evaluation systems must be revisited periodically to remain relevant. For example, the district places more emphasis today on the knowledge and skills administrators and teachers need to effectively reach each and every student, particularly linguistically diverse students, those who have experienced trauma, or those with disabilities. In addition, we have learned more about differences between effective supervision of new teachers as opposed to that of highly skilled, experienced teachers. A complete summary of our evaluation changes and continuous improvement efforts to date across the Bend-La Pine Schools can be found at [https://drive.google.com/file/d/0B4\\_zl5s0oVlzUDh2ZGJmWnpIM3M/view?usp=sharing](https://drive.google.com/file/d/0B4_zl5s0oVlzUDh2ZGJmWnpIM3M/view?usp=sharing)

In addition to that work, non-school based administrators evaluation are being implemented with new rubrics over the 16-17 and 17-18 school years. Design work on an improved classified evaluation rubric will reach a decision committee state in the spring of 17-18. And finally, a review of the principal, assistant principal, and teacher rubrics and other evaluation elements will be conducted in the first half of 17-18 in order to identify next steps for edits or other considerations to align with changes in law and best practice.

**2. Fail to develop and administer an evaluation system for licensed personnel that is designed to:**

**a. Improve instruction.**

Evidence of Compliance:

The [PASS system](#) emphasizes structured professional development for early career educators in an innovative system that meets the requirements for licensure renewal and aligns with district priorities regarding instructional practices. Compensation pacing is more flexible, as employees have choice in their professional development trajectory by focusing on instructional practices that align best practices regarding student learning to their context.

Supervising school administrators are required to complete 6 mini-observations of each licensed employee in a school year. Each mini-observation includes a follow up discussion intended to foster practitioner reflection via a co-inquiry model of professional learning. Ongoing [learning-focused supervision](#) has been and continues to be a district priority.

Response & Continuing Areas for Improvement:

*2016 Monitoring Report Areas for Improvement:* A need to increase the number of licensed administrators in each of the largest three comprehensive high schools is highlighted by the demands of our evaluation system. Meaningful professional learning facilitated in this evaluation system is limited due to a shortage of administrators in the largest high schools.

*2017 Response:* Small administrative FTE increases did occur for the 17-18 school year at Summit, Bend, and Mountain View high schools to address evaluation demands.

One important component of the PASS system is the level review for Early Career Educators. This rigorous performance review has three components, including teaching performance, assessment literacy, and an action research project. The components of the level review, modeled on National Board Certification requirements, are designed to measure teachers' skills in instruction. Proficiency is determined by a panel of three, who receive two days of training in order to ensure objective scoring: an administrator, a teacher in the same grade level/content area, and another experienced teacher. To date, 13 district teachers have successfully completed the level review process.

**b. Measure professional improvement, development and performance.**

Evidence of Compliance:

The annual goal setting and bi-annual summative evaluation processes within the evaluation system provide ample opportunity for licensed staff and administrators to measure professional growth and development. The ongoing professional dialogue that occurs in the context of multiple mini-observations is a strength. Growth goals keep the focus on student learning and growth as measured in multiple measures of student performance.

PASS incorporates multiple instances for review and reflection on one's professional growth. For early career educators, this process culminates in a level review, including videos of one's teaching and a reflective narrative; an on-demand task involving analysis of student work; and an action research project. External review of each of the above components is a strength of this system.

Response & Continuing Areas for Improvement:

*2016 Monitoring Response Areas for Improvement:*

- Continue to work on and refine key findings and recommendations from [ECORheths PASS Program Evaluation Report and Survey](#).

- Continue to build on the strengths of the PASS program as detailed through [participant reflection and suggestions](#).

*2017 Response:* The focus on PASS development for the 2017-18 school year is on the Professional Level, now that 13 teachers have reached this stage in their career ladder. One key component of this stage of PASS is that teachers have more autonomy in their professional development.

**c. Document unsatisfactory performance.**

Evidence of Compliance:

The district's current BEA contract includes language that specifies process steps to be taken when unsatisfactory performance of certified staff is identified. Language providing due process for both probationary and contract teachers is included in contract language.

The current evaluation system materials include a flow chart that provides step by step guidance with an aim of supporting certified staff in efforts to improve performance.

The board of directors contributes to a transparent process as is called for in Oregon statute regarding renewals and extensions for licensed staff.

Response & Continuing Areas for Improvement:

*2016 Monitoring Report Areas for Improvement:* Continued evaluation training must remain a priority as building and program leaders change.

*2017 Response:* Changes to the evaluation processes and practices were defined by a collaborative group including certified employees and association leadership. Those changes have been clearly communicated to administrators in the fall of this 17-18 year. Further revisions through collaboration are being discussed in work led by HR.

**d. Link teacher performance with multiple measures.**

Evidence of Compliance:

The goal setting process included in SB290, and utilized in our district evaluation system, is designed to promote a focus on student learning and growth as measured through multiple measures.

At the school level, the board ends provide further context for teams of teachers to design goals and actions that include the measurement of less traditional indicators valued by our board of directors as the foundation of our district vision.

Response & Continuing Areas for Improvement:

*2016 Monitoring Report and Areas for Improvement:* Continued evaluation training must remain a priority as building and program leaders change.

*2017 Response:* Clarity around student learning and growth goals was communicated to administrators in the fall of 17-18. State requirements were changed in very late August. HR leadership is communicating changes in level meetings and written communications.

**e. Assure that instructional time is used to maximize student learning.**

Evidence of Compliance:

Multiple rubric indicators, found in each linked evaluation manual in Section #1 above, connect and highlight the importance of maximizing student learning in the instructional process. The materials developed as a part of the evaluation system provide rich discussion points for professional conversations between administrators and certified staff.

Response & Continuing Areas for Improvement:

*2016 Monitoring Report Areas for Improvement:* Continued evaluation training must remain a priority as building and program leaders change.

*2017 Response:* New administrators at the high school level are meeting with HR leadership for training in the evaluation system in the fall of 17-18. New administrators at the elementary and middle level (two this year) are connecting with principals and have access to level leaders and HR leadership for questions and process direction.

**f. Encourage the use of student surveys.**

Evidence of Compliance:

The district utilizes student surveys to measure indicators such as student levels of hope, engagement and other dispositions that include critical thinking, communication, collaboration, and creative problem solving skills. These surveys are conducted annually using [Gallup](#) and [Brightbytes](#) survey tools.

Response & Continuing Areas for Improvement:

*2016 Monitoring Report Areas for Improvement:* The district could communicate more clearly the option of using student survey data as part of the evaluation process. Goal setting and rubric scored dialogue could be enhanced if survey data were included.

*2017 Response:* The student surveys connected to board ends, Gallup and Brightbytes, are continuing. Data from those surveys continues to be used by schools as key school design indicators.

Teacher use of individual and class level student survey data is strongly encouraged in the annual Student Learning and Growth Goals (SLGG) conversation. These goals are set by all teachers each year. Additionally, student survey data is now being utilized at the school level related to feedback on building goals, staff openings, and a series of other decisions

**Addendum:** See linked documents above.

# Bend-La Pine Schools Enrollment, 2017-18

10/02/17

## ELEMENTARY SCHOOLS

	A CREEK	B CREEK	B HAM	ENSWORTH	ELK MDW	HIGHLAND	HIGH LAKES	JEWELL	JUNIPER	LA PINE	ROSLAND	L RIDGE	MILLER	P RIDGE	POND	SILVER RAIL	WS VILL	3 RIVERS	TOTAL	Proj	Diff
KG	24	90	91	29	84	67	76	74	72	50	48	96	77	75	93	73	27	43	1,189	1,128	61
GRADE 1	27	91	99	36	93	67	93	77	81	55	34	95	93	88	82	83	29	45	1,268	1,262	6
GRADE 2	24	89	108	40	98	67	107	90	65	62	25	109	128	87	97	72	32	41	1,341	1,356	(15)
GRADE 3	29	102	102	33	96	65	92	90	79	74	25	107	109	72	91	71	29	59	1,325	1,296	29
GRADE 4	28	93	89	38	113	64	133	92	109	78	33	91	112	93	116	95	31	46	1,454	1,438	16
GRADE 5	32	105	91	35	100	66	121	103	122	81	30	102	127	107	105	79	38	58	1,502	1,495	7
TOTAL	164	570	580	211	584	396	622	526	528	400	195	600	646	522	584	473	186	292	8,079	7,975	104
Projections	169	594	582	241	557	393	592	516	554	381	180	605	608	489	580	465	190	279	7,975		
Over (under)	(5)	(24)	(2)	(30)	27	3	30	10	(26)	19	15	(5)	38	33	4	8	(4)	13	104		
Added FTE					1.1							1.10	2.2	1.1	-1.10				4.40		

## MIDDLE SCHOOLS

	CMS	HDMS	PBMS	LPMS	PCMS	SVMS	REALMS	WS VILL	3 RIVERS	TOTAL	Proj	Diff
GRADE 6	213	299	214	111	255	260	52	31	48	1,483	1,414	69
GRADE 7	248	259	218	97	228	209	51	30	49	1,389	1,415	(26)
GRADE 8	209	237	220	105	281	221	50	22	51	1,396	1,416	(20)
TOTAL	670	795	652	313	764	690	153	83	148	4,268	4,245	23
Projections	667	799	692	325	697	677	160	87	141	4,245		
Over (under)	3	(4)	(40)	(12)	67	13	(7)	(4)	7	23		
Added FTE					1.83					1.83		

## HIGH SCHOOLS

	BSH	MARSH	MVHS	SHS	LPHS	TOTAL	Proj	Diff
GRADE 9	492	8	403	440	102	1,445	1,547	(102)
GRADE 10	451	39	373	444	111	1,418	1,392	26
GRADE 11	442	67	348	327	84	1,268	1,281	(13)
GRADE 12	393	52	334	398	95	1,272	1,308	(36)
TOTAL	1,778	166	1,458	1,609	392	5,403	5,528	(125)

Projections	1,852	180	1,523	1,576	397	5,528		
Over (under)	(74)	(14)	(65)	33	(5)	(125)		

Added FTE 0.250 0.250

Year to Year change	10/02/17	10/3/2016	Change
Enrolled in schools	17,750	17,572	178
Students enrolled in programs	625	462	163
Total enrollment District-wide	18,375	18,034	341

Year to Year change - PY	10/3/2016	10/1/2015	Change
Enrolled in schools	17,572	17,076	496
Students enrolled in programs	462	458	4
Total enrollment District-wide	18,034	17,534	500

Change to October 1	10/02/17	10/3/16	Change
Enrolled in schools	17,750	17,572	178
Students enrolled in programs	625	462	163
Total enrollment District-wide	18,375	18,034	341

Change same period - PY	10/03/16	10/1/15	Change
Enrolled in schools	17,572	17,076	496
Students enrolled in programs	462	458	4
Total enrollment District-wide	18,034	17,534	500

Students enrolled in programs			
	10/03/16	10/02/17	Projected
BIS	162	190	195
DSMS		101	75
OYCP	138	128	138
Others	18	19	16
J Bar J	35	52	43
COIC	109	135	139
Total Other	462	625	606
	Proj 10/1	10/02/17	Diff
Elem	7,975	8,079	104
MS	4,245	4,268	23
HS	5,528	5,403	(125)
Programs	606	625	19
	18,354	18,375	21

Change since Last month	10/2/17	5/1/17	Change
Elementary	8,079	8,139	(60)
Middle	4,268	4,100	168
High	5,403	5,097	306
Programs	625	534	91
Total enrollment District-wide	18,375	17,870	505
Change same period - PY	10/03/16	5/1/16	Change
Elementary	8,098	7,989	109
Middle	4,125	3,941	184
High	5,349	5,064	285
Programs	462	476	(14)
Total enrollment District-wide	18,034	17,470	564

Change since October 1	10/2/17	10/3/16	Change
Elementary	8,079	8,098	(19)
Middle	4,268	4,125	143
High	5,403	5,349	54
Programs	625	462	163
Total enrollment District-wide	18,375	18,034	341
Change same period - PY	10/03/16	10/1/15	Change
Elementary	8,098	7,912	186
Middle	4,125	3,962	163
High	5,349	5,202	147
Programs	462	458	4
Total enrollment District-wide	18,034	17,534	500





Business Office  
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Bend, OR 97701  
Phone: (541) 355-1000  
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November 8, 2017

To: Mr. Shay Mikalson, Superintendent

From: Roy Burling, Business Manager

RE: Financial update for FY 2017-18

Mr. Mikalson,

This is the initial financial update for FY 2017-18. This information includes actual data through October 31, 2017 with projections to the end of the fiscal year.

The ending fund balance from FY 2016-17 is a resources available for FY 2017-18. The FY2016-17 audit is a work in progress and the FY2016-17 financial statements are expected to be completed later this month and the Comprehensive Annual Financial Report finished in December 2017. The audit is not expected to produce any material changes to the financial statements.

The estimated beginning fund balance for FY2017-18 (ending for 2016-17) is approximately \$7.9 million, which is \$373,000 more than the budgeted beginning fund balance. This is due to a number of variables like actual property tax collections and actual expenditures slightly lower than projected.

Estimated FY2017-18 total resources is projected to be \$365,000 more than budgeted based on a slightly higher beginning fund balance and earnings on investments. We will continue to monitor and adjust the formula revenue during the year.

Estimated FY2017-18 total expenditures are projected to be \$360,000 over the budgeted amount. This reflects the hiring of additional staff primarily due to enrollment changes by location. Lower projected costs in benefits will offset some of the additional salary costs.

The FY2017-18 ending fund balance is projected to be \$7.8 million, consistent with the adopted budget.

A summary of the investments of the 2017 Bond proceeds is included in this report. The bond proceeds are invested in US Treasury obligations, US Agency obligations, LGIP and fully collateralized bank accounts.

If you have any questions, need additional information or have comments please let me know.

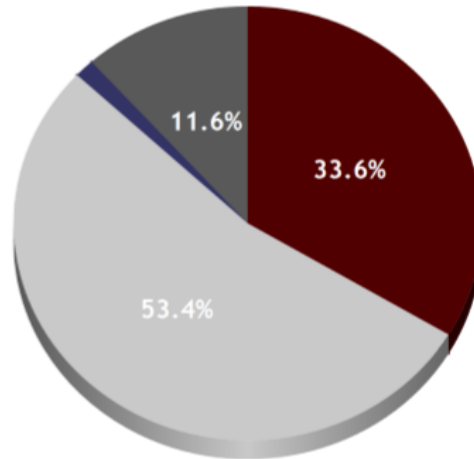
Bend-La Pine Schools  
Statement of Revenues and Expenditures  
Fiscal Year to Date as of October 31, 2017 with projections to end of year  
**General Fund - Operations Sub-fund**

	Adopted Budget	Projection to Year End		Budget Variance
<b>Resources:</b>				
Beginning Fund Balance	7,508,463	7,881,792	105.0%	373,329
<b>Revenue</b>				
Formula revenue:				
Tax Revenue	73,887,922	73,888,900	100.0%	978
State School Fund	84,397,295	84,397,295	100.0%	-
Common School Fund	2,251,462	2,251,462	100.0%	-
County School Fund	175,000	190,729	109.0%	15,729
Total formula revenue	160,711,679	160,728,386	100.0%	16,707
Earnings on Investments	260,000	433,900	166.9%	173,900
Local Sources - Other	1,607,500	1,388,400	86.4%	(219,100)
Intermediate Sources	2,400,000	2,400,000	100.0%	-
State non-formula resources	470,000	489,800	104.2%	19,800
Federal non-formula resources	28,000	29,000	103.6%	1,000
Total Revenues	165,477,179	165,469,486	100.0%	(7,693)
Total Resources	172,985,642	173,351,278	100.2%	365,636
<b>Expenditures:</b>				
Salaries, payroll costs and benefits:				
Certified	56,605,504	57,559,000	101.7%	953,496
Classified	21,349,052	20,932,200	98.0%	(416,852)
Administrators and supervisors	7,434,555	7,431,400	100.0%	(3,155)
All other salaries	2,049,183	2,213,391	108.0%	164,208
Total Salaries	87,438,294	88,135,991	100.8%	697,697
Payroll Costs & Benefits	48,193,987	47,856,600	99.3%	(337,387)
Total salaries, payroll costs and benefits	135,632,281	135,992,591	100.3%	360,310
Utilities & Purchased Svcs	17,952,982	17,952,982	100.0%	-
Supplies, Texts, Tools	6,445,194	6,445,194	100.0%	-
Equipment	78,580	78,580	100.0%	-
Dues, Fees and Liability Insurance	896,835	896,835	100.0%	-
Transfers	4,195,416	4,195,416	100.0%	-
Total expenditures	29,569,007	29,569,007	100.0%	-
Excess of Revenues over Expenditures	7,784,354	7,789,679	100.1%	5,325
Fund balance, ending	7,784,354	7,789,679		5,325
As budgeted				
Contingency	500,000			
Fund balance	7,284,354			
Fund balance, ending	7,784,354			
Fund Balance as a percent of revenues	4.4%	4.7%		

# Account Summary

9/30/2017

## Fixed Income Allocation



Security Type	Market Value	% Assets
US Agency (USD)	59,167,786.48	33.6
US Treasury (USD)	94,152,175.03	53.4
LGIP State Pool (USD)	2,423,893.20	1.4
Bank or Cash Deposit (USD)	20,515,470.19	11.6
<b>Fixed Income Total</b>	<b>176,259,324.90</b>	<b>100.0</b>



## Bend La Pine SD 2017 Bond Proceeds Only

## Compliance Report

Policy 2017 | 09/30/2017

	Policy Requirement	% of Total Accumulated	Portfolio Allocation	Within Limits
Under 30 Days	10%	14%	\$ 25,093,480	Yes
Under 1 Year		48%	\$ 84,465,436	Yes
Matched to Disbursement Schedule	100%	100%	\$ 176,259,325	Yes
Weighted Average Maturity	0		1.09	Yes
Maximum Single Maturity	3 Years		2.01	Yes

Asset Allocation Diversification	Maximum Policy Allocation	Issuer Constraint	Percentage of Portfolio	Market Value	% Within Limits
US Treasury Obligations	100%		53.42%	\$ 94,152,175	Yes
US Agency Obligations	100%		33.57%	\$ 59,167,786	Yes
FHUB		50%	24.33%	\$ 42,877,667	Yes
FNMA		50%			
FHLMC		50%	3.29%	\$ 5,796,606	Yes
FFCB		50%	5.95%	\$ 10,493,514	Yes
Bank Deposits	25%		11.64%	\$ 20,515,470	Yes
OST Fund Pool	ORS 294.810 ***		1.38%	\$ 2,423,893	Yes
<b>Total</b>			<b>100%</b>	<b>\$ 176,259,325</b>	

**Budget Process Improvement Committee**  
**Draft Recommendation**  
**November 14, 2017**

Board Members: Andy High, Carrie Douglass

Budget Committee Members: Tasha McFarland, Rick Olegario, Tom Bahrman

Staff: Brad Henry, Roy Burling, John Rexford, Shay Mikalson

*Committee Charge: The committee shall draft and propose changes, if needed, for Board consideration to the annual budget process and applicable policies which emphasize the consistency of budgeting with Board priorities; highlight the consideration of input from the community through the Board and Budget Committee; and enhance fiscal transparency to the community.*

*Policy Reference(s): Governance Process: Board Member Roles – GP-5  
Executive Limitation 10: Financial Planning & Administration – EL-10  
Fiscal – District Budget – DB-AR*

**Overview:**

The committee reaffirmed that a budget is a tool to implement the strategic plan. Accordingly, Shay intends to update the current strategic plan (2013-18) later this school year to reflect updated Board Ends and priority strategic investments.

Two general areas of development are recommended: (1) Suggestions for improvements to the conventional budget process (“Deconstructing the budget” and key messages for Budget members) and (2) the development of “deep dives” to delve into the academic return on investment (aROI) on selected programs and/or initiatives, as well as incorporating the concept of aROI into ongoing strategic decisions on resource allocation.

**Potential Process Improvements:**

Staff recommended and the committee supported their ideas around creating a **“deconstructed” budget** section. This could include clearly accessible major assumptions page(s); staffing allocations; discretionary allocations; major funding programs; and/or costs of notable programs. The robust use of charts and graphs would aid in communicating how the budget supports the implementation of the Board’s and Superintendent’s strategic priorities.

References and links to the District’s Comprehensive Annual Financial Report (CAFR) should be used as appropriate to expand the reader’s understanding of the financial and historical context of the budget plan. In addition, budget information developed and presented during the year would be memorialized in either the budget document or ancillary materials. Strategic decisions should also be reflected in the formal budget document.

For each budget cycle, a set of **key messages** will be developed for all Budget Committee members (both lay members and Board members) with the intention of leveraging the informal community liaison role of each member.

### **Academic Return on Investment (aROI):**

The committee supported incorporation of the concepts of aROI in the district's strategic decision-making. In its purest form, we would hope to measure the effectiveness of discrete changes in practice and/or operation and analyze those results to determine efficacy of those changes. Unfortunately, there are multiple influences on student achievement that often limit our ability to isolate the impact of single changes. For example, evolving testing practices and substantially declining test participation rates have recently rendered valid achievement comparisons almost impossible to attain.

Given the complexity of real world application of this model, the committee recommends distilling this work down to a short list of questions:

1. With anything new or analyzed, why do we think it will work? Is it supported in literature and research?  
For instance, noted education researcher John Hattie has developed his Visible Learning list of more than 250 influences on student achievement. The average effect size on student achievement of these influences is .4 (calculated using Cohen's *d*). To leverage this meta research, initiatives having an effect size significantly above that average of .4 would be prioritized.
2. How will we measure success of the initiative? When will we expect those results?  
In some cases that measure may be more easily discernible, if the program applies to a smaller cohort or demographic segment of students. On the other hand, the effect size of large initiatives such as the district's recent digital conversion may never be isolated, and a proxy measure may be needed to assess effectiveness.
3. Are we committed to ending the practice or initiative if it does not work?  
All decisions of this nature are conducted in a scarce resource environment. The State of Oregon is funding schools at approximately 75% of the amount needed to deliver state K-12 education goals (as determined by the Quality Education Commission). Programs, new or old, that do not provide high leverage results should be ended.

Routine presentations on programs to the Board should reflect the analysis above, when practical.

The committee also recommends a “**deep dive**” be performed on one or two areas of interest each year incorporating the tenets of aROI, as described above. Topics would be annually identified by the Superintendent, in consultation with Board Leadership. For example, this committee suggested several areas for consideration including: Mathematics curriculum and methods (with a focus on sub-groups); Current use of ACT as a measure of student success; Current use of AVID; or the Impact of Measure 98 investments.

The committee recommends an initial deep dive be undertaken this year.

**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 #4**

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.

The **Board Chair** has the following authority and duties (any of which may be explicitly delegated to other members of the board):

- 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. Any agenda item requested by at least four members of the board will be placed on the agenda.
- 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 of his/her inability to attend a Board meeting.

## **Board Committees**

- 1) 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.
- 2) Board committees shall be organized by agreement of the majority of the board with members appointed by the Chair.