

**Bend-La Pine Schools**  
**Bend, OR 97703**  
**April 9, 2019**

Budget Committee Workshop 5:00 – 5:45 p.m.  
Regular Meeting 6:00 p.m.

The Board of Directors of Bend-La Pine Schools will meet in a Budget Workshop at 5:00 p.m. on April 9, 2019 in room 314 followed by a regular meeting at 6:00 p.m. at the Education Center, 520 NW Wall Street, Bend OR.

**Agenda**

|                      |              |
|----------------------|--------------|
| Call to Order        | Chair High   |
| Pledge of Allegiance | Ron Gallinat |
| Review of Agenda     | Chair High   |

**Budget Workshop**

|                 |                         |
|-----------------|-------------------------|
| Budget Workshop | Superintendent Mikalson |
|-----------------|-------------------------|

**Break**

**Public Input**

|   |            |
|---|------------|
| 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. Visitors are asked to state their name and topic and have a maximum of three minutes to address the Board. | Chair High |
|---|------------|

**Consent Agenda**

|   |              |
|---|--------------|
| Approval of Minutes – March 12, 2019<br><i>Reference: ORS 192.650 and ORS 332.057</i> | Chair High   |
| Approval of Personnel Recommendations<br><i>Reference: ORS 332.505</i>                | Jay Mathisen |

**Action Items**

|  |                |
|--|----------------|
| Approval of Excavation Contract for New High School    | Angus Eastwood |
| Resolution 1880 : Certified Employee Appreciation Week | Chair High     |

**Reports**

|   |                  |
|---|------------------|
| PlanB Report                                      | Chair High       |
| EL 9 : Technology Policy Monitoring Report        | Skip Offenhauser |
| EL 11 : Asset Protection Policy Monitoring Report | Brad Henry       |
| Financial Update                                  | Roy Burling      |

**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 regular meeting on March 12, 2019 at La Pine High School, 51633 Coach Road, La Pine, OR.

**Board Members Present**

Andy High  
Julie Craig  
Peggy Kinkade  
Ron Gallinat  
Stuart Young

**Board Members Absent**

Carrie Douglass

**Call to Order**

The Community Linkage Meeting was called to order at 6:01 p.m. by Chair High.

**Welcoming Remarks and Review of Community Linkage Agenda**

Chair High welcomed attendees to the Hope, Help and Heal Community Linkage Event and shared about the board's goal in hosting and engaging with community members. He thanked all attendees for coming and introduced Julianne Repman to review the format for the evening.

Repman shared about the first Hope and Help event that took place a couple of years ago and a major theme that rose from that evening was the need for more information and conversation around healing. She introduced community partners and student panel members and shared about the format for the evening. Sean Reinhart shared information about what schools are doing to help with suicide prevention, intervention and postvention, noting the regional efforts with Central Oregon Suicide Prevention Alliance (COSPA).

The Hope, Help and Heal Community Linkage Event ended at 7:30 p.m.

**Regular Meeting Agenda**

The regular meeting was called to order at 7:50 p.m. by Chair High.

**Consent Agenda**

Julie Craig moved to approve the Consent Agenda. Ron Gallinat seconded the motion.  
Unanimous approval.

**Action Items**

❖ **Approval of 2019-20 HDESD Local Service Plan**

Peggy Kinkade moved to approve the 2019-20 HDESD Local Service Plan as presented. Stuart Young seconded the motion. Unanimous approval.

❖ **Resolution 1879: Classified Employee Appreciation Week**

Superintendent Mikalson noted Classified Employee Appreciation week was March 8 and the meeting which the board was going to recognize and read the following resolution was cancelled due to weather. He shared some statistics about classified staff members and expressed his thanks for their work and contributions to the district.

Chair High expressed his thanks to classified staff for all the work they do to support students and schools adding it is their countless, unseen actions that help keep the district running smoothly and allow for students to have an excellent educational experience. Peggy Kinkade agreed that the classified staff team are vital members of the district and their connections with students are critical. She thanked them for their service and shared her appreciation. Julie Craig shared a special thank you to the maintenance and custodial team members for their work to remove snow and keep buildings safe over the past weeks. Stuart Young agreed with fellow board members and appreciates classified staff member's dedication to students. **Ron Gallinat read Resolution 1879 aloud and moved to approve the resolution. Julie Craig seconded the motion. Unanimous approval.**

## **Discussion**

### **❖ Community Linkage Event Board Reflection**

Chair High thanked all those who participated in the linkage event and said he especially appreciated hearing from the student panel and had some personal takeaways that he will reflect and expand upon as a parent. He thanked the community partners and the variety of ways they are working together to support schools, students and families. High invited board members to share thoughts and reflect on the event.

Peggy Kinkade agreed with High's comments and said the meeting tonight opened her eyes to what the community is dealing with along with the number of resources available. Kinkade said she is looking forward to the Hope, Help and Heal event coming up in April in Bend. Julie Craig also appreciated hearing from students and said she would like to learn more about postvention and find ways to broaden parent connection and access to resources.

Ron Gallinat appreciated the amount of information and resources shared and thanked Deschutes County for their efforts to increase and coordinate services. Stuart Young said he was pleased to hear about the positive changes in the community in recent years and the willingness and efforts to coordinate efforts is more evident than ever before. He appreciated hearing from the student panel and would like to hear more about the impacts of social media.

### **❖ Superintendent Evaluation**

Chair High reviewed a summary of Superintendent Mikalson's evaluation and elements the board considers annually: Board Ends data, Executive Limitation Reports and Personal Qualities. High feels Mikalson is an exceptional leader and the growth not only in the district but within the board has been wonderful thanks to his leadership. High said he is excited to continue to work with Mikalson alongside current and new board members.

Peggy Kinkade agreed and thanked Mikalson for his leadership and is hopeful he will be a part of the district for many years. She feels the Board Ends, while ambitious, are focused on the right goals to help lead the district toward continuous improvement. The Executive Limitation system also seems to be working well for both Mikalson and the board and she added it has been an honor to work side by side with Mikalson. Ron Gallinat agreed, noting Mikalson is the third superintendent he has had the privilege to work with. He expressed his appreciation for Mikalson's leadership and the team of leaders he had put together to help move the district forward.

Julie Craig appreciates Mikalson and noted specifically, she appreciates his willingness and effort to be present and stay connected with schools, parents and community members. She added the job of a superintendent is not easy and appreciates the tremendous time and energy Mikalson puts into his work daily. Stuart Young agreed and said the combination of Mikalson's work ethic, core administrative leadership team and integrity is not something that should be taken for granted. The leadership of Mikalson

is what brings out the best of the district and he appreciates the positive attitude Mikalsen brings to the most difficult of situations. Mikalsen thanked board members and expressed his appreciation for his leadership team.

#### **Board Comments**

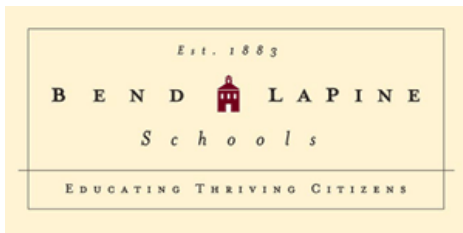
Ron Gallinat reminded all that the Education Foundation's Trivia Bee is Saturday night and the school board team "Alternative Facts" made up of Julie Craig, Carrie Douglass and himself is sponsored by Central Oregon Radiology Associates.

Peggy Kinkade thanked Julianne Repman for her efforts to coordinate the event tonight and for the larger role she plays in the district and region around student safety; it is a vital position and she appreciates all Repman does for the community.

Chair High shared that he, along with Kinkade and Craig will meet with members of BEA's executive team next week as part of their board committee work. He reminded all that the Ways and Means Committee will be at the Deschutes County Fairgrounds on Saturday from 2:00-4:00 p.m.

Meeting adjourned at 8:23 p.m.

Recorded by: Andrea Wilson



## HUMAN RESOURCES

*Education Center*

*520 N.W. Wall Street*

*Bend, Oregon 97703-2699*

*(541) 355-1100*

*(541) 355-1109 FAX*

DATE: April 4, 2019

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

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

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

The Human Resource Department recommends approval of the following hires, resignations and retirees at the school board meeting on April 9, 2019. All Hires are subject to successful drug testing, background check, and Oregon licensure.

### CERTIFIED HIRES

| NAME                          | POSITION                          | LOCATION                 | STATUS                                     | HIRE DATE  |
|-------------------------------|-----------------------------------|--------------------------|--|------------|
| Berg, Erin                    | Resource Teacher<br>PS107655      | Special Programs         | Regular Full Time                          | 08/26/2019 |
| Gonzalez-Celestino,<br>Brayan | DI Elementary<br>Teacher PS107647 | Bear Creek<br>Elementary | Regular Full Time                          | 08/26/2019 |
| McDermott, Matthew            | SPED Teacher<br>PS107655          | Special Programs         | Regular Full Time                          | 08/26/2019 |
| Miller, Lauren                | SPED Teacher<br>PS107653          | Special Programs LP      | Temporary to<br>Regular Full Time          | 08/26/2019 |
| Reynolds, Miriam              | School Psychologist<br>PS107661   | Special Programs         | Regular Full Time                          | 08/26/2019 |
| Reynolds, Taylor              | School Psychologist<br>PS107661   | Special Programs         | Regular Full Time                          | 08/26/2019 |
| Stephens, Patricia            | Resource Teacher<br>PS107655      | Special Programs         | Temporary to<br>Regular Full Time          | 08/26/2019 |
| Towne, Sara                   | Resource Teacher<br>PS107662TMP   | Special Programs         | Temporary Full Time<br>2018/19 school year | 04/09/2019 |
| Towne, Sara                   | Resource Teacher<br>PS107655      | Special Programs         | Regular Full Time<br>2019/20 school year   | 08/26/2019 |
| Wright, Ana                   | DI Teacher<br>PS107647            | Bear Creek<br>Elementary | Regular Full Time                          | 08/26/2019 |



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### CERTIFIED RESIGNATIONS

| NAME                 | POSITION               | LOCATION              | HIRE/RESIGNED DATES     |
|----------------------|------------------------|-----------------------|-------------------------|
| Bauer, Colleen       | ERC Teacher            | Special Programs      | 12/09/2011 – 06/30/2019 |
| Billeter, Sarah      | Primary Teacher        | High Lakes Elementary | 08/27/2013 – 06/30/2019 |
| Hayden, Joshua       | Intermediate Teacher   | Buckingham Elementary | 08/27/2007 – 06/30/2019 |
| Hollingsworth, Liana | Math/AVID Teacher      | La Pine MS            | 08/25/2004 – 06/30/2019 |
| Krauger, Cindi       | SRC Teacher            | Special Programs      | 11/03/2011 – 04/12/2019 |
| Levinson, Jennifer   | Primary Teacher        | Bear Creek Elementary | 08/28/2012 – 06/30/2019 |
| Parnell, Steve       | CTE Teacher            | La Pine HS            | 08/28/2006 – 02/28/2019 |
| Roberts, Denise      | Math Teacher           | Bend Senior HS        | 08/25/2014 – 06/30/2019 |
| Sanchez, Renee       | Dual Immersion Primary | Bear Creek Elementary | 08/28/2006 – 06/30/2019 |
| Shotwell, Kristy     | Alternative Teacher    | Marshall HS           | 08/26/2013 – 03/31/2019 |
| Swanson, Dayna       | ERC Teacher            | Special Programs      | 08/31/2015 – 06/30/2019 |
| Temple, Jennifer     | Intermediate Teacher   | Bear Creek Elementary | 08/31/2015 – 06/30/2019 |

### CERTIFIED RETIRE/REHIRE

| NAME           | POSITION    | LOCATION   | REHIRED/END DATES      |
|----------------|-------------|------------|------------------------|
| Parnell, Steve | CTE Teacher | La Pine HS | 03/1/2019 – 06/30/2019 |

### ADMINISTRATIVE HIRES

| NAME              | POSITION           | LOCATION | STATUS            | HIRE DATE  |
|-------------------|--------------------|----------|-------------------|------------|
| Boyd, Christopher | Principal PS107636 | New HS   | Regular Full Time | 08/26/2019 |

### ADMINISTRATIVE RESIGNATIONS

| NAME | POSITION | LOCATION | REHIRED/END DATES |
|------|----------|----------|-------------------|
|      |          |          |                   |
|      |          |          |                   |



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April 4, 2019

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, Resignations, Retirement and Termination.

The Human Resources Department recommends approval of the following Hires, Resignations, Retirement, and Termination at the School Board meeting on April 9, 2019

### Classified Hiring

| Name               | Position/Posting No.                          | Location           | Temp/Regular Position  | Hire Date |
|--------------------|---|--------------------|------------------------|-----------|
| Cole, Charissa     | #107398<br>Nutrition Server I                 | Cascade            | Reg<br>3.25 hrs / day  | 03/12/19  |
| Cope, Joe          | #107644<br>Bus Driver                         | Transportation     | Reg<br>4.0 hrs / day   | 03/26/19  |
| Coursey, Deanne    | #107650<br>Attendance Secretary II            | Mountain View      | Reg<br>7.0 hrs / day   | 03/06/19  |
| Goodrich, Adrienne | #107674<br>School Office Secretary I          | Buckingham         | Temp<br>2.0 hrs / day  | 03/11/19  |
| Michaud, Darci     | #107641<br>Campus Safety and Security Officer | Summit             | Temp<br>5.0 hrs / day  | 03/07/19  |
| Miller, Connie     | #107297<br>EA – Inclusion                     | La Pine Elementary | Temp<br>3.96 hrs / day | 03/08/19  |
| Morris, Shahayla   | #107398<br>Nutrition Server I                 | Ponderosa          | Reg<br>3.25 hrs / day  | 03/21/19  |
| Stillwater, Amy    | #107106<br>EA - Inclusion                     | Pilot Butte        | Temp<br>7.0 hrs / day  | 03/20/19  |
| Tipton, Bradford   | #107696<br>Bus Driver                         | Transportation     | Reg<br>5.25 hrs / day  | 03/27/19  |

### Classified Resignations

| Name                    | Position                           | Location           | Resign Date         |
|-------------------------|------------------------------------|--------------------|---------------------|
| Beck, Larissa           | Nutrition Technician II            | La Pine Elementary | 09/02/14 – 03/06/19 |
| Carry McDonald, Carolyn | School to Work / Media Manager II  | Marshall High      | 09/05/12 – 02/15/19 |
| Davis, Michael          | Campus Safety and Security Officer | Bend High          | 08/29/17 – 03/22/19 |
| Simonson, Kelley        | EA – Inclusion                     | Pilot Butte        | 09/05/18 – 03/08/19 |
| Speddon, David          | Custodial Crew I                   | Mountain View      | 06/12/08 – 03/08/19 |



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|                 |                    |           |                     |
|-----------------|--------------------|-----------|---------------------|
| Stillwater, Amy | Nutrition Server I | WE Miller | 12/13/18 – 03/21/19 |
|-----------------|--------------------|-----------|---------------------|

### *Classified Retirement*

| Name                 | Position                     | Location  | Resign Date         |
|----------------------|------------------------------|-----------|---------------------|
| Vannoppen, Cornelius | Distribution Delivery Person | Warehouse | 08/27/13 – 06/28/19 |

### *Classified Termination*

| Name          | Position   | Location       | Resign Date         |
|---------------|------------|----------------|---------------------|
| Trinrud, Karl | Bus Driver | Transportation | 04/16/18 – 04/01/19 |



## **ACTION ITEM: Contractor Recommendation for New High School Site & Offsite Package**

**PRESENTED BY: Mike Condon, Facilities Department Project Manager**

### **BID SOLICITATION PROCESS:**

On February 15 and 18, 2019, the Advertisement for Bids was published in the Daily Journal of Commerce and on the District's contracting webpage requesting proposals from qualified contractors.

Bid Documents were posted in the Public Plan Room managed by the Central Oregon Builders Association for on-line viewing and Bid Documents were also available through multiple plan centers through-out Oregon and Washington.

On March 5, 2019, a Mandatory Pre-Bid Conference was conducted at the Administration Building for the purpose of reviewing the project requirements and to address questions posed by Contractors. This meeting was attended by seven qualified general contractors & excavation contractors.

On April 2, 2019, Bids were received, opened and read in a public forum.  
Two responsive bids were received as follows:

|                            |              |
|----------------------------|--------------|
| K&E Excavation, Inc.       | \$ 9,226,125 |
| Jack Robinson & Sons, Inc. | \$ 8,112,500 |

### **ADMINISTRATIVE RECOMMENDATION:**

It is recommended that a construction contract be awarded to the low bid submitted by Jack Robinsons & Sons Inc. in the amount of \$8,160,134 which includes an alternate of \$47,634 for upsizing a new water main that will be paid for by Avion Water.

The New High School Site & Offsite Package splits scope of work from separate budgets for offsite work and building construction. This contract is within the budgeted amount for offsite construction.

### **RECOMMENDED MOTION:**

I move to approve a contract for the construction of the New High School Site & Offsite Package with Jack Robinson & Sons Inc. in the amount of \$8,160,134.

Administrative School District No. 1  
Bend-La Pine Schools

**RESOLUTION NO. 1880**

**Teacher Appreciation Week**

**WHEREAS**, teachers mold future citizens through guidance and education; and

**WHEREAS**, teachers encounter students of widely differing backgrounds; and

**WHEREAS**, our country's future depends on providing quality education to all students; and

**WHEREAS**, teachers spend countless hours preparing lessons, evaluating progress, counseling and coaching students and performing community service; and

**WHEREAS**, our community recognizes and supports its teachers in educating the children of this community.

**NOW, THEREFORE, BE IT RESOLVED** that the Board of Directors for Bend-La Pine Schools Board of proclaims **My 6-10, 2019**, to be **TEACHER APPRECIATION WEEK**; and

**BE IT FURTHER RESOLVED** that the Board of Directors for Bend-La Pine Schools strongly encourages all members of our community to join in expressing appreciation to our teachers for their dedication and devotion to their work

Adopted this \_\_\_\_\_ day of \_\_\_\_\_, 2019

Signed:

-----  
Chair

Attest:

-----  
Superintendent



## REPORT: 2019 Compliance Report for Executive Limitation 9: Technology

**PRESENTED BY:** Skip Offenhauser, Executive Director of Curriculum and Instructional Technology

### EXECUTIVE SUMMARY:

#### ***Major Accomplishments from 2017-18:***

- The district saw an increased number of students taking advantage of summer classes: 208 courses were completed over the summer. 43% of these were for credit recovery and 57% were for original credit.
- Every middle school now offers computer science classes. This year over 750 students have participated in these classes; 30% of the enrolled students are female. All of the teachers of these classes receive regular professional development with instructional technology coach Scott McDonald.
- A cadre of district teachers piloted Dreambox Learning at the middle and elementary level. This is an online adaptive program that supplements math instruction and provides personalized, data-driven interventions and enrichment. It aligns with the district's current math curricula and it provides detailed, standards-aligned data to inform instruction and monitor growth.
- The district hosted the second annual Innovative Teaching and Learning Conference. Approximately 200 district teachers attended each day, and 81 of these attendees enrolled for university credit.
- Teaching and Learning leaders reconfigured the existing BLP Online staffing to support schools' staff with more coaching and consulting. Two of the teachers in the program work with classroom teachers to create blended classroom offerings for students, including the expansion of "no-fail" course options.
- The district activated a built-in content filter for elementary and middle school students. Working in conjunction with our network filter, the new filter provides a second level of filtering that is semantic-based.
- The district implemented a user-friendly password change process for students that can be done from their iPads at any time.
- The district has placed extra focus on contractual obligations related to personally-identifiable information (PII).
- The district is discontinuing legacy data-sharing agreements that are not consistent with evolving policy and the Children's Internet Protection Act (CIPA).
- IT staff have placed significant emphasis on phishing and related attacks, including communication to staff, implementation of phishing technical mitigations, implementation of external email identification notices, and partnering with the business office and others on best practices in network security.

***Priorities for 2019-20:***

- The district plans to launch a learning management system (LMS) for high school students. This would be done by repurposing current curriculum funds within our budget. Adopting an LMS would better prepare our students for post-secondary education and would provide staff a more robust tool for collaboration, communication, and curriculum design and delivery.
- The number of district students who report they do not have connectivity at home is very low; however, to ensure 100% of our students have connectivity, we are pursuing an outside partnership that would solve this dilemma and promote equitable access to necessary learning tools.
- Teaching and Learning staff plan to extend the Dreambox Learning pilot to all middle and elementary schools using existing curriculum funds. Every school will receive an allotment of licenses to use for targeted, personalized math intervention.
- TLC staff are planning 3rd grade “iPad bootcamp.” This will be a series of lessons specifically designed for 3<sup>rd</sup> grade students. It will focus on not only proper care and responsible use, but it will also introduce them to some of the most important apps and services they will begin using.
- We are planning for improved digital citizenship instruction. In 2019 Common Sense Media rewrote and reorganized their digital citizenship lessons so that each grade level k-8 now has lessons specifically written for them that align with ITSE standards. These will be the lessons that we train to and use in our schools and classrooms.
- TLC instructional coaches are also developing a coding curriculum for elementary students. The work for this is currently underway by the Central Oregon STEM Hub. This curriculum should be available and ready to be implemented by Fall, 2019.
- The district began a cross-functional life cycle review and roadmapping process in 2018 to ensure that we have developed long-term plans and associated budgets for new and replacement software systems. We plan to continue the process, ensuring that schools’ safety and security systems are part of the planning.
- IT leaders will evaluate and implement a separate, district-created formal confidential data contract for vendors, rather than relying on language in software/services contracts.
- The district is exploring additional methods of data preservation, expanding our protection from growing attack vectors.
- IT staff is working to ensure there is emergency power for all IT closets to help ensure IT service survivability.



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- We are planning for improved digital citizenship instruction. In 2019 Common Sense Media rewrote and reorganized their digital citizenship lessons so that each grade level k-8 now has lessons specifically written for them that align with ITSE standards. These will be the lessons that we train to and use in our schools and classrooms.
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- The district began a cross-functional life cycle review and roadmapping process in 2018 to ensure that we have developed long-term plans and associated budgets for new and replacement software systems. We plan to continue the process, ensuring that schools’ safety and security systems are part of the planning.
- IT leaders will evaluate and implement a separate, district-created formal confidential data contract for vendors, rather than relying on language in software/services contracts.
- The district is exploring additional methods of data preservation, expanding our protection from growing attack vectors.
- IT staff is working to ensure there is emergency power for all IT closets to help ensure IT service survivability.

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

**Executive Limitation 9 – Technology**  
**April 9, 2019**

**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**

**Technology**

**The Superintendent shall not fail to establish and maintain a visionary technology environment that promotes the best teaching and learning for our students consistent with the Board Ends policies. Accordingly, the Superintendent shall not fail to:**

**1. Provide equitable access to technology throughout the district.**

Evidence of Compliance:

It is a priority in Bend-La Pine Schools that staff and students are provided equitable access to technology and equitable online access. According to Clarity, the producers of our BrightBytes survey, teachers who have difficulty getting access to high quality computers for students when needed are much less likely to plan and implement classroom activities that include digital communication, digital collaboration, digital creativity, and critical thinking. As we have expanded our digital conversion initiative, the district has seen steady growth in our digital access and environment as measured by the BrightBytes survey. According to the survey, access for both teachers and students continues to be high. Specifically, 91% of K-12 teachers reported they can get devices for their students when needed. To ensure a high level of access, each school has an identified Tier 1 support person, and Site Techs are evenly distributed throughout the district. This ensures tech support to teachers and students can be provided in a timely manner.

[Access to online options has increased with the placement of a Bend-La Pine Online mentor at each high school.](#) The number of high school students actively enrolled in an online class has seen a significant increase. More students than ever are taking advantage of online class offerings for both original credit and credit recovery classes.

Access to assistive technology has also increased. Through our partnership with the High Desert ESD, we have been able to provide improved assistive technology options for students requiring such accommodations.

In addition, the district has expanded offerings in computer science, with offerings now available in all school levels:

- Creation of computer science [guiding principles](#), [scope and sequence](#), and [district guidebook](#)

- Elementary Computer Science Teachers primarily integrate lessons into other core subjects using the iPad based on activities from [Code.org](#), [Scratch](#), and [Tynker](#). Some schools such as Buckingham, and Juniper have formal curriculum and activities available to students. All recommended elementary Computer Science activities are iPad compatible.
- Establishment of [computer science courses](#) at every district middle school supported by a district instructional technology coach. Bend Bulletin Articles for Middle School Computer Science:
  - [Increasing access and diversity in MS Computer Science Classrooms \(CS for All\)](#)
  - [Computer Science Make-A-Thon event for MS at OSU Cascades](#)
- Computer Science is available at some of our campuses that have robust CTE programs. (especially Mt. View and Summit) As our middle school programs continue to expand, it is our hope that our capacity at high school will grow at a complementary level. This past year, we piloted the [CODE.HS curriculum](#) at Mt. View and Summit. Next year, both Mt. View and Bend High will host a grant-funded “[CS for all](#)” course on their campuses.

Finally, the district has continued to expand students’ access to texts with the use of Overdrive:

- The implementation and promotion of the [Overdrive digital library](#) has resulted in a significant increase in the number of [digital books and physical books being checked](#) out each month by our students.

## **2. Establish expectations for use of technology by staff and students.**

### Evidence of Compliance:

According to research done by Clarity, schools that support 21<sup>st</sup> Century Learning have leaders who regularly engage teachers in observations, class visits, and discussions about best practices for teaching with technology. Technology use for teaching and learning continues to be very strong and continues to be a topic at department and grade-level meetings.

Below are some examples of activities that take place during the school year to help support administrators, teachers and schools:

- After school Tech Tuesday sessions offered by instructional technology coaches
- *Coffee with a Coach* sessions before school
- Coach in residence sessions, where a coach spends time exclusively at one building over an extended period of days
- [Ongoing blog posts that highlight new technologies, trends, and instructional approaches](#)
- Integrated training sessions with math, literacy, and ELL coaches
- Robust summer training offerings that meet the needs of the beginner to the advanced user
- Tech Advisory meetings, where representatives from all schools come together to learn new skills and provide feedback and input on initiatives and ideas
- Sessions at the annual [Innovative Teaching and Learning Conference](#)
- Enhanced focus on blended learning with support from Bend-La Pine Online teachers

## **3. Ensure that technology is used in a safe, positive and responsible manner.**

### Evidence of Compliance:

Bend-La Pine Schools strives to provide our students with the skills they will need to excel in the 21<sup>st</sup> Century workplace. Engaging students in 21<sup>st</sup> Century learning requires educating them on responsible

behavior when using technology: proper care of their device, legal use of content, establishment of an online presence, online safety, and cyberbullying prevention. To address the responsibility, Bend-La Pine Schools has created the following practices and resources:

- Apps requested by teachers are [reviewed thoroughly via a third-party organization](#) to insure privacy levels and management of student data adhere the expectations of Child Online Protection Act (COPA) and the Children's Internet Protection Act (CIPA).
- A robust mobile device management system (MDM) is utilized that allows for the standard setup and configuration of iPads.
- Access to the App store is managed via the MDM. All students download approved Apps via Self Serve. No students are allowed to download apps directly from the App Store.
- [Expanded digital citizenship lessons for each grade level that utilize Common Sense Media material.](#)
- [Website and posters communicating proper device usage and troubleshooting tips for students.](#)
- On a yearly basis students and parents are required to read and sign the Bend-La Pine School's [Acceptable use Policy \(AUP\)](#). Doing so addresses the requirements of the Child Online Protection Act (COPA) and the Children's Internet Protection Act (CIPA).
- [Home access to the Internet occurs via a VPN connection](#) to insure student Internet usage is always filtered.
- Activation [of the iPad screen time feature](#) to inform students and parents about weekly screen time statistics.

#### **4. Ensure that the technology resources of the district are coordinated and managed for long-term sustainability.**

##### Evidence of Compliance:

Bend-La Pine Schools owns and makes use of substantial technology resources. Examples include the following:

##### Hardware

- Servers
- Storage
- Client Computers
- Mobile Devices
- Networking Gear
- Wireless

##### Services

- Data Lines (Leased fiber optics)
- Telecommunications (Phone services)
- Internet Connections
- Other Services (Email, etc.)

##### Software

- Operating Systems
- Office Suites
- Database Software
- Networking Services

Bend-La Pine IT utilizes various processes and purchasing vehicles to ensure that the most appropriate technical resources are scoped and defined, and that most favorable pricing is obtained. Care is also given to adhere to purchasing guidelines and regulations.

During the evaluation and negotiation phases, useful life of technical resources is established. As part of the purchase, BLS often negotiates long-term maintenance upfront, ensuring the best possible price for hardware and software maintenance. BLS often pre-purchases maintenance and support for the life of the asset, if possible. This allows us to clearly define the “sunset” date of the technology resources, plan for future replacement or retirement, and avoid unknown fees or repairs. It also limits recurring fees for support that can complicate budgets and hamper planning and resourcing for future needs.

All IT services undergo regular rigorous review to ensure that performance agreements are met and that the service is adequate and appropriate. If needed, contracts are set up or terminated based on need and changing market conditions.

Most of the purchases of services, and some hardware, must meet federal guidelines for the eRate program. BLS IT works closely with identified eRate experts to maximize value in this program and follow the complex processes and required submissions of documentation.

By focusing on both current and future needs, and dovetailing with a technology lifecycle model, Bend-La Pine can ensure that all technology resources, assets and IP are managed and protected long-term; that assets are appropriately scoped and obtained; that staff and student needs are met; that a firm foundation exists for future needs; and that district financial resources used to purchase technology resources are optimized.

## **5. Ensure that all student data and information is protected.**

### Evidence of Compliance:

Bend-La Pine student data and information are considered confidential, and are treated as such. Access to systems containing student data is given out on a needs basis. The largest, and most used, system is the Synergy Student Information System. Other minor systems (Google, etc.) contain some student information, as well.

Explicit actions have been taken to protect student information within Bend-La Pine Schools:

- Communicating that student information shall not be transmitted via insecure systems (email, etc.)
- The implementation of a 12-character password for all Bend-La Pine staff that must be changed (system enforced) at least every 12 months.
- The creation and promotion of a secure sending platform to transmit student information, so email can be avoided.
- The integration of most systems into the district’s Active Directory platform, allowing for the management of user identities in one place, automatic access termination across systems, etc.
- Adherence to [JOA-AP: Directory Information](#), which defines student record request limitations.
- The hardening of IT systems that contain student information, to the degree possible.
- Apps requested by teachers are reviewed via a third-party organization to insure privacy levels and management of student data adhere the expectations of Child Online Protection Act (COPA) and the Children's Internet Protection Act (CIPA).
- [Ongoing investigation of a password change and aging policy for Bend-La Pine students.](#)

- Upcoming review of the default student password scheme, and options for required change on first use.

The above, coupled with communication of best practice, diligence and awareness, helps to keep BLS student data and information safe.

## **6. Protect the digital and information assets of the district, including intellectual property.**

### Evidence of Compliance:

Bend-La Pine Schools employs physical and non-physical means to ensure that information assets are protected. Much of this revolves around following best practice and industry guidelines for preparedness, disaster recovery and business continuity. Some of the specific methods or tools include the following:

- Employing a best-in-class data backup system, used to back up critical data.
- Installing, configuring and maintaining an industry leading firewall, intrusion detection and intrusion prevention system.
- Utilizing an effective spam/virus filter.
- Performing monthly PCI compliance scans on customer-facing financial systems.
- Installing appropriate and cost-effective redundancy.
- Maintaining an off-site backup and recovery location (disaster recovery site).
- Enforcing district-wide password policies.
- Heavily leveraging virtualization, to limit reliance on individual physical servers and limit downtime when servers or drives fail.
- 100% utilization of “dark fiber,” which is much more secure and controllable, and provides some limited ring topologies.
- Continuing the rollout of card lock access and cameras in data closets at all sites.
- Completing the new district server location, providing increased security and reliability, generator back-up, fire suppression, etc.
- Partnering with HR and Business Office to evaluate and develop proactive education for staff related to good digital security practice.
- Studying the practicality of adding IT safety to required Safeschools training for staff.
- Including IT practices and processes in the district comprehensive financial audit.
- Enhancing data center integrity and security and limiting access to key personnel only.

Intellectual property is protected by ensuring that clear ownership exists for Bend-La Pine developed solutions, systems and software, and that lines between personal and Bend-La Pine work exist. All developed solutions are shared internally, providing visibility, and code is stored appropriately. IT will continue to review the feasibility of employee agreements as necessary.

Bend-La Pine continuously monitors and evaluates IT security threats and our preparedness. Our ongoing activities in this domain are dynamic and increasing, with ongoing planning and resources allocated to information asset protection.

Bend-La Pine Schools has expanded or extended the above systems to include the following:

- An updated and expanded backup and recovery system.
- An expanded file storage system with no mechanical disks.
- Initiation of additional generator capability for district level IT assets.
- Evaluation of generator capability at school sites.

- Active and ongoing security evaluations of the district business system.
- Wiring of IT data rooms and closets district-wide for secure access and cameras.
- Initiation of limiting access to IT closets at sites to authorized personnel only, including changing of physical locks.
- Email server filtering and blocking of suspicious number patterns (credit card numbers, social security numbers, bank account information, etc.).
- Engagement of a third party to assist with the creation of staff IT safety and security training materials (phishing, etc.)
- Implementation of active vulnerability scanning platform – systems, servers and clients (internal and external).
- Additional tuning of security technologies and protections.
- Partnerships and engagements with other organizations and private parties, focused on proactively addressing and enhancing information security.
- Continual changes to network architectures to improve security and reduce vulnerability.
- Implementation of counter-measures for external attacks.
- Evaluation of multi-factor authentication.
- Cessation of the purchase of wireless keyboards district-wide.
- Evaluation of data encryption technologies.
- Security reviews of IT systems and applications.
- Physical security reviews.
- Communication of information security concerns with top level leadership of business partners.
- Streamlining of inconsistent process, to avoid confusion, increase efficiency and improve standardization.
- IT staff information security training and certification efforts.
- Emphasis on creating a culture of responsibility and focus on security and awareness.



## REPORT: 2019 Compliance Report for Executive Limitation 11: Asset Protection

**PRESENTED BY: Brad Henry, Chief Operations & Financial Officer**

### EXECUTIVE SUMMARY

#### ***Major Accomplishments from 2017-18:***

- The district created a 13-year plan to replace the school bus fleet and initiated borrowing for the first year of bus purchases.
- The district created and submitted a comprehensive plan to address required corrective actions from a fire code violation. In addition, the district has implemented processes and procedures approved by the fire marshal in order to prevent further issues. Appropriate district staff have been trained in these processes and procedures.
- The district enhanced cash disbursement controls with dual authorization for Automated Clearing House (ACH) transactions.
- The district created more robust controls for monitoring cash transfers between bank accounts by adding an additional individual in its process for reviewing transactions.
- The business office provided the school board with quarterly reports of investment activity from the FY2017 bond proceeds.
- According to SGA, our independent auditors, the FY2017-18 audited financial statements were free of significant deficiencies or material weaknesses.
- The district's FY2016-17 Comprehensive Annual Financial Report (CAFR) was awarded the Association of School Business Officials' (ASBO) Certificate of Excellence in Financial Reporting and the Government Finance Officers Association's (GFOA) Certificate of Achievement for Excellence in Financial Reporting.
- The district received incentive funds totaling approximately \$375,000 from Energy Trust of Oregon (ETO) and SB1149 to complete a variety of projects enhancing our energy efficiency: interior/exterior LED lighting, new boilers at Pine Ridge Elementary School, steam traps, hot water heaters, and kitchen equipment. Seven schools have also enrolled in ETO's Strategic Energy Management Milestones incentive program.
- The district's maintenance staff completed five HVAC retrofits (Direct Digital Control, or DDC, upgrades); and at La Pine High School district staff did a Variable Air Volume (VAV) box retrofit, as well as a multizone refurbishing for Building D. This work improves both the overall efficiency of the systems and the comfort levels of students and staff.
- Per the district's Water Pollution Control Facility (WPCF) permit, the outside services team cleaned all catch basins and drywells. This is the first time all drywells have been cleaned, a task the team believed could take up to five years. However, the district staff completed the job in a single year and saved thousands of dollars by doing the work internally.

***Priorities for 2019-20:***

- The district will work closely with Government Portfolio Advisors to safely invest \$93 million of bond proceeds.
- FY2017-18 CAFR has been submitted to ASBO and GFOA for financial reporting award programs.
- All repairs to existing fire smoke dampers are scheduled to be completed by June 30<sup>th</sup>, 2019.
- The district's maintenance department will complete five bond projects to retrofit existing HVAC systems with DDC control upgrades and accessibility improvements.
- ETO and SB1149 incentive projects will continue in 2019 with bond projects in both new buildings and remodels.
- The district is investigating the use of the Committee for Sponsoring Organizations of the Treadway Commission (COSO) Enterprise Risk Management-Integrated Framework to create, preserve, and realize value while improving our approach to managing risk with effective internal controls. See more information at [COSO integrated framework](#)

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

**Executive Limitation 11 – Asset Protection**

**April 9, 2019**

**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**

**Asset Protection**

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

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

Evidence of compliance:

The District has established Administrative Policies and Regulations to ensure the reasonable protection of District's assets. These include [DFA-AP](#) regarding our investments, [DJD-AR](#) for fixed assets, [EC-AR](#) regarding buildings and grounds, [EDB-AR](#) regarding maintenance and control of materials and equipment, [EEACB-AR](#) regarding school bus maintenance, and [EHA-AP](#) regarding appropriate use of tech equipment, infrastructure and services, to name a few. The District's internal control document also documents controls over various asset types. With the change in governance structure to the use of executive limitations, the District has been reviewing all policies and regulations and making updates.

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

Evidence of compliance:

The District is exposed to various risks of loss related to torts, theft of, damage to, and destruction of assets; errors and omissions; injuries to employees, and natural disasters. The District maintains insurance policies against liability for the organization, Board and staff, property, casualty losses and worker's compensation. The coverage is based on size and contents - coverage for property losses is capped at exposure and based on a schedule that is agreed upon each year at renewal. District liability insurance covers staff and Board for actions taken in the normal course of their duties as a public official. Annual premiums for all renewals are subject to market terms and previous rate experience. The District coverage is \$150,000,000 per occurrence for property losses (excluding earthquake) with a \$350,000,000 annual aggregate loss limit. We have \$15,000,000 coverage for earthquake subject to a pool-wide shared limit of \$350,000,000. Liability insurance is set at \$10,000,000 per occurrence and a \$20,000,000 annual aggregate. Workers compensation is statutory.

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

Evidence of compliance:

The district maintains a blanket fidelity bond for all employees of the district in an amount not less than \$100,000. In addition, the district maintains fidelity bonds in the amount of \$100,000 for those officials (Superintendent, Deputy Superintendent, Assistant Superintendent, Chief Operations and Financial Officer and Business Manager) designated with treasurer responsibilities. The District maintains written rules and procedures in the [Student Body Accounting Handbook](#) regarding managing and handling cash receipts. The accounting staff provide training to school personnel each year on these and other rules and procedures. In addition, our accounting staff audits these school transactions each year for compliance with the rules and procedures.

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

Evidence of compliance:

Maintenance plans for equipment and facilities are integral to information technology, facilities and student transportation departments.

Information technology staff inventories and actively monitors technology equipment. This includes enterprise systems and infrastructure, and client devices (computers, iPads, etc.). Enterprise level system purchases always include support, most often with negotiated 5-year support plans. Critical gear has specialty support options, with short lead-time service level agreements. Additionally, IT looks to leverage hardware that includes lifetime warranties and zero or low-cost replacement plans. Hardware and software life cycles are considered prior to purchase, and replacement timing/budgeting is addressed proactively.

The facilities department established and updates every five years a twenty-year long range plan, as required by ORS 195.110. An important component of this plan is assessing equipment and facility needs at schools, including deferred maintenance. Input from school staff, consultants and maintenance personnel is an essential part of the process. The assessments provide a basis for creating projects that are evaluated and prioritized by the sites and facilities teams. All of the projects are included in the [Sites and Facilities Report](#) after phase one. For those projects classified as needs for the next five- to seven-year period, staff prepares cost estimates. The most current update of the long range plan resulted in our voters' approval of a \$268.3 million construction bond to provide funding for new schools, maintenance of existing buildings, additional classrooms, and safety and technology upgrades. Projects funded by this bond are underway.

The maintenance department maintains a list of district maintenance vehicles and equipment. We have a mechanic on staff who is responsible for maintenance and repairs on the unlicensed equipment. He keeps detailed records of this work. Licensed vehicles are serviced by the transportation department. The vehicle and equipment replacement plan demonstrates a need of \$140,000 per year to put the District on track for a 10-15 year rotation for all maintenance vehicles and equipment. Our goal is to dedicate annual funding to this plan and we have included this in the [District's Comprehensive Plan](#). Without the dedicated funding, we have been replacing equipment and vehicles when absolutely necessary with resources available. In addition, our staff have been using dedicated sustainability funding to replace boilers with more efficient units and exterior lighting with more efficient LED lighting.

In our transportation department, we have mechanics on staff to maintain all licensed vehicles in the District, including our bus fleet. Since 2009, we have replaced almost half of our bus fleet with propane-powered buses. This was accomplished mostly through bank loans repaid through the reimbursement of cost available through the State School Fund. Ideally, our buses would be on a 12-15 year replacement cycle. It would take replacing about 9 buses per year, at a cost of approximately \$1.3 million annually, to accomplish a 15-year replacement cycle, not including growth. The replacement of a minimum four buses in each of the next few years is included in the [District's Comprehensive Plan](#).

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

Evidence of compliance:

The District utilizes various services available from PACE, our insurance pool, to mitigate risk. The risk management specialist coordinates districtwide efforts to educate staff and reduce risks. In 2016-17, our Risk Management Specialist collaborated with PACE to provide training regarding monitoring and maintaining our playground equipment. Our HR staff have attended trainings related to new laws/regulations that could have an impact on personnel practices and our risk specialist continues to attend trainings regarding identifying and mitigating risk across the District. When issues arise, staff works closely with the District's legal counsel to evaluate and address active and threatened litigation.

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

Evidence of compliance:

The District maintains a system of checks and balances to ensure the complete and accurate recording of transactions. This is more commonly referred to as internal controls. These internal controls provide assurance that assets are safeguarded, financial transactions are recorded correctly, and fraudulent activity is prevented and detected more effectively. Examples of these controls include reconciling bank accounts monthly, restricting use of District credit cards, verifying charges made to credit cards were for District business, using the bank's positive pay process, maintaining written procedures for cash handling, and separating authorization, custody, and record keeping roles. Written rules and procedures are maintained in the [Student Body Accounting Handbook](#) for managing cash receipts.

Other internal controls focus on access to systems and modules, proper authorization, and validation. Internal controls are tested as part of the District's annual financial audit. The auditors' reports regarding internal controls may be found on pages 119-124 of the [2017-18 Comprehensive Annual Financial Report](#). The Auditors did not identify any deficiencies in internal controls that would be considered a material weakness.

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

Evidence of compliance:

The [District's Comprehensive Annual Financial Report](#) includes the independent auditors' report, independent auditors' report required by Oregon state regulations, independent auditors' report on internal control over financial reporting and compliance and other matters based on an audit of financial statements performed in accordance with *Government Auditing Standards* and the independent auditor's report on compliance for each major program and on internal control over compliance required by the uniform guidance.

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

Evidence of compliance:

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

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

Evidence of compliance:

The District maintains a list of real properties, including properties on which our schools are located. This list is available for review.



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April 2, 2019

To: Mr. Shay Mikalson, Superintendent

From: Roy Burling, Business Manager

RE: FY19 3rd Quarter Financial Update

Mr. Mikalson,

This is the 3rd Quarter financial update for FY19. This information includes actual data through March 31, 2019 with projections to the end of the fiscal year.

The FY18 ending fund balance, including the FEMA reimbursement, is \$11.07 million, \$1.4 million more (\$.3 million more without the FEMA funds) than the FY19 beginning fund balance budgeted. Total revenues are projected to be about \$1.2 more than budgeted primarily because of statewide adjustments for property taxes and student enrollment. We will continue to monitor and adjust the formula revenue during the year.

Estimated FY19 total expenditures are projected to be about \$362,000 more than budgeted amount. Expenditures for total salaries, payroll costs and benefits are within budget and expenditures for other operating costs are projected to exceed budgeted amounts by \$1.26 million.

The FY19 ending fund balance is projected to be about \$11.2 million, about \$2.23 million more than the adopted budget. This is due to now including the FEMA funds in the fund balance as well as the higher than budgeted revenues as explained above.

A summary of the investment of 2017 Bond proceeds follows the 3rd quarter financial report.

If you have any questions or would like additional information please let me know.

Bend-La Pine Schools  
Statement of Revenues and Expenditures  
Fiscal Year to Date as of March 31, 2018 with projections to end of year  
General Fund - Operations Sub-fund

|  | FY 2018-19         |             |                 |
|--|--------------------|-------------|-----------------|
|  | March 2019         |             |                 |
|  | Projection to Year |             |                 |
|  | Adopted Budget     | End         | Budget Variance |
| Resources:                                 |                    |             |                 |
| Beginning fund balance                     | 9,666,008          | 11,066,242  | 1,400,234       |
| Revenue                                    |                    |             |                 |
| Formula revenue:                           |                    |             |                 |
| Tax revenue                                | 79,606,880         | 79,639,000  | 32,120          |
| State school fund                          | 82,775,221         | 84,075,086  | 1,299,865       |
| Common school fund                         | 1,848,349          | 1,760,970   | (87,379)        |
| County school fund                         | 275,000            | 275,000     | -               |
| Total formula revenue                      | 164,505,450        | 165,750,056 | 1,244,606       |
| Earnings on investments                    | 450,000            | 650,000     | 200,000         |
| Local sources - other                      | 1,622,500          | 1,376,200   | (246,300)       |
| Intermediate sources                       | 2,400,000          | 2,400,000   | -               |
| State non-formula resources                | 475,000            | 475,000     | -               |
| Federal non-formula resources              | 28,000             | 28,000      | -               |
| Total revenues                             | 169,480,950        | 170,679,256 | 1,198,306       |
| Total resources                            | 179,146,958        | 181,745,498 | 2,598,540       |
| Expenditures:                              |                    |             |                 |
| Salaries, payroll costs and benefits:      |                    |             |                 |
| Certified                                  | 59,559,072         | 59,197,860  | 361,212         |
| Classified                                 | 22,090,031         | 22,140,110  | (50,079)        |
| Administrators and supervisors             | 7,804,774          | 7,769,970   | 34,804          |
| All other salaries                         | 2,378,916          | 2,601,230   | (222,314)       |
| Total salaries                             | 91,832,793         | 91,709,170  | 123,623         |
| Payroll costs & benefits                   | 48,608,287         | 47,833,620  | 774,667         |
| Total salaries, payroll costs and benefits | 140,441,080        | 139,542,790 | 898,290         |
| Other operating costs                      |                    |             |                 |
| Utilities & purchased services             | 17,784,475         | 18,431,066  | (646,591)       |
| Supplies, texts, tools                     | 6,514,918          | 6,833,161   | (318,243)       |
| Equipment                                  | 73,480             | 338,033     | (264,553)       |
| Dues, fees and liability insurance         | 939,445            | 971,080     | (31,635)        |
| Transfers                                  | 4,448,462          | 4,448,462   | -               |
| Total other operating costs                | 29,760,780         | 31,021,802  | (1,261,022)     |
| Total expenditures                         | 170,201,860        | 170,564,592 | (362,732)       |
| Excess of revenues over expenditures       | 8,945,098          | 11,180,906  | 2,235,808       |
| Fund balance, ending                       | 8,945,098          | 11,180,906  | 2,235,808       |
| As budgeted                                |                    |             |                 |
| Contingency                                | 500,000            | 500,000     |                 |
| Fund balance                               | 8,445,098          | 10,680,906  |                 |
| Fund balance, ending                       | 8,945,098          | 11,180,906  |                 |
| Fund Balance as a percent of resources     |                    |             |                 |
| Contingency                                | 0.3%               | 0.3%        |                 |
| Fund Balance                               | 4.7%               | 5.9%        |                 |
| Total reserve                              | 5.0%               | 6.2%        |                 |

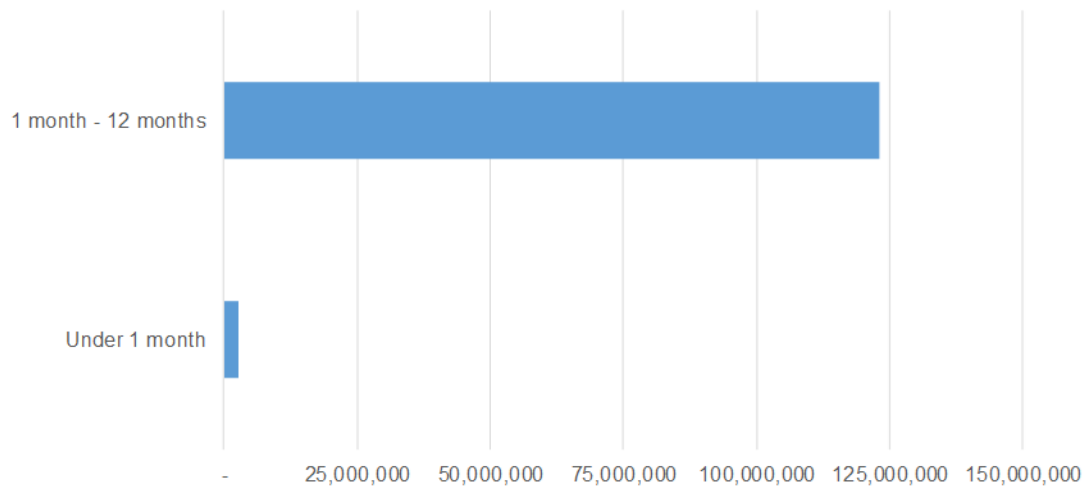
## 2017 Bond - Investment of Proceeds

February 28, 2019

### Distribution by Maturity

| Maturity            | Number    | Market Value       | Percent of Holdings | Average Yield to Maturity |
|---------------------|-----------|--------------------|---------------------|---------------------------|
| Under 1 month       | 2         | 11,096,308         | 8%                  | 2.2%                      |
| 1 month - 12 months | 15        | 123,450,547        | 92%                 | 2.5%                      |
| <b>Total</b>        | <b>17</b> | <b>134,546,856</b> |                     |                           |

### Distribution by Maturity



### Distribution by S&P Rating

| S&P Rating | Number | Market Value | Average Yield to Maturity |
|------------|--------|--------------|---------------------------|
| AA+        | 17     | 134,546,856  | 2.4%                      |

### Distribution by Moody's Rating

| Moody Rating | Number | Market Value | Average Yield to Maturity |
|--------------|--------|--------------|---------------------------|
| Aaa          | 17     | 134,546,856  | 2.4%                      |

| Issuer                                 | Market Value       | % Assets | Yield |
|--|--------------------|----------|-------|
| Federal Home Loan Banks                | 27,374,423         | 20.3%    | 1.4%  |
| Federal Farm Credit Banks              | 10,469,579         | 7.8%     | 1.5%  |
| Federal Home Loan Mortgage Corporation | 14,369,384         | 10.7%    | 1.9%  |
| United States Treasuries               | 82,333,470         | 61.2%    | 1.9%  |
| <b>Total</b>                           | <b>134,546,856</b> |          |       |