

**LINCOLN COUNTY SCHOOL DISTRICT**  
**Board of Directors- Work Session**  
**Friday/Saturday, July 30 and 31, 2010 – 11:00 a.m. to 4 p.m. Friday;**  
**9:00 a.m. to 4 p.m. Saturday**  
**Overlook Condo- Nye Beach**  
**Newport, Oregon**

**Minutes**

**PRESIDING:** Ron Beck, Chairman

**Present:** Ron Beck, Chairman; Jean Turner, Vice-Chairman; Brenda Brown, Liz Martin, Karen Bondley, Directors

**Also Present:** Tom Rinearson, Superintendent; Assistant Superintendent, Sara Johnson; Laurie Urquhart, Secretary

**Call to Order- Establishment of a Quorum**

Chairman Ron Beck called the session to order and convened the meeting at 11:00 a.m. with a quorum of all five board members present. Board members recessed into a special session to consider a request for a teacher exchange from Peter Vince. The work session reconvened at 11:08 a.m.

**Board Protocols; Board/Superintendent Working Agreements**

Board members reviewed the “Board and Superintendent Working Agreements,” originally approved by the Board in June, 2006. They suggested no changes. Chairman Beck asked that the document be placed on the Consent Calendar at the next board meeting to reaffirm that the Board reviewed it.

**Goals; District Priorities and Board Goals**

Board members began this part of the conversation with a review of the **District Priorities** originally approved by the Board in January, 2008. Director Brown asked for an update of the first item on the list pertaining to **alignment of curriculum and instruction**. Assistant Superintendent Sara Johnson reported the plan has been recalibrated. Power standards aligned to state standards have been developed and will now have to be “unpacked” (the process whereby teachers are reminded of what is beneath a standard). She noted 36 states have adopted national or “core” standards.

An expert consultant from Solution Tree is helping with the alignment effort (known in LCSD now as “standards to achievement”). The consultant (Lisa Carter) will visit the district for two days at the outset; a monthly check-in with her will take place as well. “This is ongoing work. I have mapped it out for the next two years,” said Ms. Johnson.

Superintendent Rinearson noted we need to make sure that kids are being taught that which they will be tested. Ms. Johnson stated the standards build upon each other, and said “we do not want an inch deep and a mile wide.” She noted a good foundation has been established, and said the buy-in and need has been established.

The Superintendent reminded the group that standards and curriculum are not simply textbooks. He said the budgeting process must commit resources to curriculum, and said there is a deep implementation piece that must take place.

Director Martin asked the goal for administrators pursuant to implementation. Dr. Johnson replied good processes exist to monitor administrators, including visits to schools to learn how the administrator is leading his/her building. She also reported this topic will be addressed at each All Administrators meeting, and said this piece is built into the administrators’ evaluation. Ms. Johnson also noted a visiting George Fox professor stated LCSD is very collaborative, saying the District has “an amazing leadership culture.”

In continuing the conversation related to the District Priorities, consensus was reached to remove the numbers and simply bullet the items to ensure assumptions about the order and importance of them are minimized. Board members agreed to remove the fourth item (“**Formulate a plan of succession for building and central administrators, and teachers**”). They agreed a plan is in place (i.e., Level Q for aspiring administrators; classified employees continuing their education to become teachers, etc.).

Director Brown stated numbers 5, 6 and 7 on the District Priorities relate to facilities, and suggested they be combined (**5: Ensure facilities will encompass the reduction of class size in grades K-3 to a ratio of 18-22:1. 6. Move Waldport High out of the tsunami zone. 7. Phase out the use of portables.**) This priority may begin with “Improve facilities by...” with the aforementioned items as bullets.

A suggestion was made to change the word “link” to “partnership” in number eight (**Continue the link with the local business community.**) The ninth priority (**Engage the community to collect many voices- continue to improve communication**) was reworded to expand communication.

Superintendent Rinearson noted the tenth priority (**Negotiate employee contracts to focus on student achievement**) is the biggest historical shift in this district. This priority will remain as is.

Board members discussed Board professional development (priority 11). One suggestion was to include this item with Board goals, rather than District priorities.

Director Bondley noted the priorities should include a statement about funding. The Superintendent agreed, saying the statement could be something like “Maximize funding opportunities aligned with District Priorities.”

The Board next discussed **goals** for themselves for the current year. They reached consensus to continue the first goal related to acknowledging student achievement. Assistant Superintendent Sara Johnson noted the importance of non-fiction writing, and suggested the Board consider acknowledging this as well. Superintendent Rinearson said he would like to check with principals regarding the best way Board members could accomplish this.

Vice Chair Jean Turner suggested the Board send a letter to parents recognizing their student. (Currently board members recognize elementary students for learning times tables to 12 by a certificate and by calling the parents). She said a letter may be a good idea if the board member is unable to reach the parents after the third try. Director Brown agreed with this approach.

Board members reviewed which board members will be assigned to which elementary schools with regard to the multiplication recognition: Liz Martin- Taft Elementary; Karen Bondley-Oceanlake; Brenda Brown- Toledo Elementary; Jean Turner- Crestview Heights; Ron Beck-Sam Case/NIS.

The Board reached consensus to keep the goal regarding the licensed contract, with some adjustments. They will also retain the goal regarding supporting initiatives already in process.

At the suggestion of Director Brown, the Board will explore revising the Superintendent's evaluation instrument. (This suggestion was raised on the second day of the retreat but is mentioned here for clarity.)

The Board will continue their discussion on 10/11 Board goals at the next regular session.

### **2010/11 Budget and 2011/13 Biennium**

Vice Chairman Jean Turner thanked all for their efforts in procuring the 12 day reduction to the calendar. Superintendent Rinearson reviewed the 12 days identified for reduction, which are the same for all areas. The additional days at this point are: November 12, November 24, January 3, 10 and 24; February 7 and 28; March 28 and 29; and June 13, 14 and 15. He reported no unemployment claims will be triggered with this schedule, and added if enough additional revenue arrives, days could be added back.

Assistant Superintendent Sara Johnson noted instructional hours will at least meet the minimum requirement. Superintendent Rinearson said if the hours fall short of the number required, the district could request a waiver from the state with a plan to address it next year.

Ms. Turner asked how many school improvement days will be lost as a result of the suggested calendar changes; the west, south, east, and Taft Elementary have suggested the reduction of two school improvement days. Taft 7-12 suggests one, and Oceanlake will not reduce any school improvement days. Both Taft 7-12 and Oceanlake plan to take four days the week following the end of the first semester for school improvement.

Mr. Rinearson stated the goal is to maintain programs, and said the district may experience few teacher layoffs over the next few years due to high retirements and the need for fewer teachers.

2012 is the last year the early retirement insurance benefit is available to teachers. The number of teaching staff for this year has been reduced by just over ten positions. Some cash will need to be used this year to preserve programs. The Superintendent noted Isaac Newton Magnet School is slated to remain open this year, at this point.

Chairman Beck asked how fragile the district is with regard to the ability to make adjustments to staff to accommodate large class sizes at the beginning of the year, especially in the north area. Assistant Superintendent Johnson replied we are “pretty fragile,” while the Superintendent added “Nothing is budgeted for that contingency. We should have five to six teaching positions in the budget to deal with things like that.”

Vice Chairman Turner asked about class sizes; Ms. Johnson said they range between 22 to 35 with some classes at the high school level over 40, depending on the class. There have been 23 classified cuts some of which may be able to be backfilled using federal funds.

Chairman Beck asked about reductions to maintenance and IT departments. Mr. Rinearson replied that he will be receiving Mr. Belloni’s plan soon, and said “It doesn’t make sense to cut things that will end up costing more later to fix. We are understaffed in every department, at every level.”

Director Brown asked if the District’s Maintenance of Effort (MOE) is being reduced or if we can reduce it. Mr. Rinearson said it is being closely monitored. The funding for it may be lowered if the number of students is reduced, or if the cost of staff goes down. The number of special education students is declining at the same rate as the regular education students.

Director Brown shared information she received at a recent OSBA training, including budgeting by “starting with an empty shopping cart and adding what we need.” She also shared that Corbett School District approached the business community for their input and were told “We want kids who can read, write and add.” She said they only fund core classes there (no electives). Mr. Rinearson noted that Corbett’s charter school does this, and said LCSD uses zero based budgeting in its use of the staffing sheets.

Superintendent Rinearson said the Board may be seeing a group from Lincoln City who is “thrilled with the way things are now,” and demonstrating how things there can be embedded and maintained.

Director Brown noted she would like to see the district focus on stability and sustainability. Mr. Beck heralded the ocean literacy program in the district and said it is his hope this will be part of district culture.

The major thrust of the Board discussion regarding the current budget and the coming biennium is that “we want to maintain what we have, and want to approach bargaining and other things with this in mind.”

The meeting was recessed at 4:00 p.m. on Friday, July 30.

The work session was called to order on Saturday, July 31, 2010 at 9:00 a.m. with a quorum of all five board members present. They reached consensus to recess into executive session on labor negotiations, which began shortly after 9 a.m. and continued until 10:04 a.m. They took a break until 10:19 a.m., when the work session was reconvened.

### **Possible Construction Bond**

The Board reviewed a **draft timeline** for a possible general obligation bond effort. The timeline has January, 2011 as the date for the architect to complete plans and estimates of projects, with a campaign for the bond measure running from January through May, 2011. (This is for planning purposes only; the Board has not decided upon a course of action yet). Superintendent Rinearson noted Director of Support Services Rich Belloni will share information on possible projects at the August, 2010 board meeting. He also stated Mr. Belloni is working with the architect on the facilities review, which could be presented to the Board in September. Committees around the district are working diligently to develop projects in their respective areas. The hope is to use local contractors for the work if it is possible.

Director Brown commented she would like to see a project manager from outside the district, should the bond projects become reality.

The Superintendent suggested the Board have a work session in October about the possibility of a bond, and decide whether or not to move forward at the November board meeting. The current general obligation bonds will be repaid in 2012. If the board decides to move forward with a new bond measure, it would need to be structured to ensure taxpayers would not have a year of double payments for LCSD bonds. He said the Board should “generate the broad, philosophical ideas” and staff would develop a plan.

The Board next discussed the **use of proceeds from the sale of property**. Director Brown suggested using these funds to help reduce the PERS bonds debt. Superintendent Rinearson noted the proceeds currently go into the building maintenance fund to use for building improvements. The facilities/maintenance fund was dramatically reduced in past years and proceeds from the sale of property have been used to backfill this fund. Construction excise tax (CET) dollars are used in the same manner.

Ms. Brown noted “this is one-time money. We have a long-time, large debt which this money could be used to reduce. Facility needs could be covered by the bond. I think it will save us more in the long run.” No consensus from the Board was reached.

Mr. Rinearson noted property prices are low currently and said selling later when prices are higher may be better. He said Rich Belloni is talking with recyclers who will be visiting some district properties to determine their value in that regard.

### **Policy JFC, Student Code of Conduct**

Director Brown asked for the Board to discuss this policy and her perception of its punitive nature. She said she has observed students with “minor problems that lead straight to

suspension” when an intervention of another nature may be more helpful (classes, community services, etc.). She added she would rather take the intervention approach as opposed to punitive.

Jean Turner agreed, saying she has seen kids “rewarded” with suspensions for years (time out of school) and said kids that may flourish in an alternative education setting may be less served as a result of budget cuts over the past several years.

Superintendent Rinearson stated learning implies a change in behavior. He asked what the Board means by “productive learning climate” (in the first line of the policy) and said he would like to consider revising the policy by changing this portion of it.

Director Brown stated consistency across the district is important. Mr. Rinearson noted the change at Taft to proficiency has helped at that school. Ms. Brown also broached the topic of uniforms (i.e, jeans with no holes, black or blue t-shirts). Director Martin said many times students define themselves by the way they dress.

### **Superintendent Evaluation Form**

Board member Brenda Brown reported she discussed the superintendent evaluation form used by the LCSD board at a recent OSBA training she attended. She said the Board was not using the form the way it was intended, as the Board did not develop the indicators for each standard themselves (they used the sample indicators developed by OSBA). To use the form as it was intended, the Board must set specific goals for the Superintendent based on the standards in the form.

Director Turner noted the current form should be used for the next evaluation (January/February 2011); the Superintendent reminded the group that goals for him should be developed prior to budgetary goals. Board members discussed having Betsy Miller-Jones from OSBA provide training on Superintendent evaluations.

Mrs. Turner said she has used the existing indicators to formulate her opinion on previous evaluations.

Director Brown said the Superintendent’s self-evaluation was very helpful; Mr. Rinearson noted that completing that process made him partake in reflective thinking. He said district goals take many years to accomplish. “What is the purpose of the evaluation?” asked the Superintendent. “If it is simply a compliance issue, it is less valuable. If it is to improve the performance of the superintendent, it is another whole issue.”

The Superintendent said this is important work that takes time and suggested the Board consider meeting in a retreat setting rather than an evening to consider it. He said it is his belief the Board desires a transformational leader rather than an instructional one. Directors Beck and Turner stated Mr. Rinearson is a transformational leader.

**2010/11 Board Goals, continued**

The Board picked up the conversation on Board goals, and said they would like to develop a new evaluation tool for the Superintendent. They also said they would like to add verbiage about seeking a facilities bond.

Mr. Rinearson asked Board members to think about how they will evaluate themselves on their goals.

The meeting was adjourned at 1:42 p.m., Saturday, July 31, 2010.

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Chairman

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Superintendent