

HUMBOLDT COUNTY SCHOOL DISTRICT BOARD OF TRUSTEES - RETREAT (Tuesday, April 24, 2018) - APPROVED

Generated by Judy Kritikos on Thursday, April 26, 2018

A. Call to Order: The meeting was called to order at 9:04 am at the Humboldt County School District office.

Board members present were: President Bruce Braginton, Clerk Boyd Betteridge, Nicole Bengochea, Glenda Deputy, Chris Entwistle, John Hill and Dr. Carrie Stringham.

Others present: Superintendent Dr. Dave Jensen, Asst Superintendent Dawn Hagness, and Secretary Judy Kritikos

Procedural: 1. Pledge of Allegiance: President Braginton opened the meeting with the Pledge of Allegiance.

B. Public Comment: None.

There was a brief discussion about the Board and PERS.

C. Consent Agenda

D. Discussion and Possible Action Items

Discussion: 1. Board Discussion Regarding School Safety and Opportunities for Continued Progress

Two documents were provided to the Board: Humboldt County Vision, based on the feedback from the Community Forum of 3/19/18 where they were challenged to create a Vision Statement, in which "safe learning environments" was included. The community clearly recognizes that the District, Board and Administration has an obligation to ensure all our schools are safe, both physically and emotionally. In this meeting, specifically discussing facilities, they recognizing great strides have already been made, yet acknowledged there is more that can be done.

The second handout, "School safety Considerations" was created from sources such as the information received at the recent Conference in San Antonio, and information Dr. Jensen has researched, including what other districts around the country are implementing.

- Reduce School Access: Single Point entry; Fencing. We've done fairly well on single point. The Board has given approval to consider single point for the district office. Dr. Jensen is working with Mike Formby, Jon Burhans and Max Hershenow. The second component is fencing. Our best fenced school is WGS, also the most compressed campus, compared to 40 ac at LHS. There are so many access points given the various activities and groups at that site, and we are working with law enforcement on this.
- Visitor Management Systems: ID and record; Ensuring staff wear ID's. These are areas we lack. Washoe County's visitors have photos taken, ID/license is scanned, visitor badge is printed with their picture on it, and are then in their system. This means we must hold true to single point - not propping doors open. Staff, including the Board, should also wear their ID badges. Dr. Jensen recommended the Board approve the purchase of a system to print badges at the District Office, which would be used for visitors, substitutes and contractors. With a bar code access system, should they no longer need access to the school, the ID could be deactivated so entry would no longer be possible. Entry from other doors could also be allowed by a swipe-in device which opens the door. The Board indicated they were interested in looking further into badges and badge systems.
- Surveillance Cameras: Dr. Jensen stated progress is being made on this. LHS is set up so the 30 active cameras can be accessed at any time, including audio, and can be viewed in real time. Each of the school sites will have perimeter cameras, and accessible from certain computers. The goal is to have it on a laptop, tied to our system, where if there were an active shooter situation, etc., when law enforcement arrives, the laptop can be handed over to the police on site and can have immediate access to live feed of the location. McDermitt's cameras will eventually feed into the system as well, but currently are recorded to a DVR. This summer, cameras will be set up by the summer work crews.

- Communication Enhancements: PA Systems; 2-way radios. Our PA systems are antiquated, old and need to be replaced. The best case fix is a minimum of \$40,000 and doesn't solve the problem. LHS would cost at least \$100,000. Dr. Jensen is working with Joe Brown and this may be an improvement item in the near future. At the Safety Conference Ms. Deputy attended, 2-way radio systems were recommended
- School Design and Remodeling: In the research Dr. Jensen found, which was consistent with the 3/19/18 Forum, new construction is to have schools within a school, designed to protect the students. We hope that Cuningham group will include this in their report. Ms. Bengochea reported that the topic of new designs for school was also a very hot topic at the San Antonio Conference.
- School Emergency Plans: We do have them in place, reviewed annually. Last week we had safety training with our Administrators, which was well received and provided great insight. It should be reviewed at each site to include all staff. A binder on the shelf doesn't serve the purpose during an emergency. The general consensus is to no longer use codes, i.e. Code Red, etc., but clearly state what the emergency is: We're in lock down with an active shooter. The point of failure has been communication - all staff not being aware of the plan, or not having current training so everyone is fully aware of the plan and the procedure.
- Exterior Doors Monitored Electronically: Discussed under ID badges.

Additional Options:

- Bullet Proof Film: They aren't truly bullet "proof". They can stop the glass from shattering, but basically slows the bullet down. Over time, with several bullets fired into the entry, it can be breached. There are very few things that are fully bullet proof, most are bullet resistant. Why bullet proof the small glass, when the door isn't? White Pine has placed a reflective type material on their outer windows, which would deter a shooter's line of sight into the room, not realizing it's a classroom filled with students. We will continue to explore this.
- Door barricades: There is an item called the Anchorman where you can kick it sending a bolt into the ground and the door can't be opened. Research shows that when a shooter tries a door and finds it locked, they typically move on. The total time of an active shooter situation is about three minutes. Mr. Hagness's students are working on various options for door security. One of the biggest takeaways from Ms. Bengochea's workshops was making sure the front of the building is secure, someone is there, single point of entry, and classroom doors don't need to be closed and locked during class. Classrooms are the same today as 100+ years ago, and this is finally changing to more open, inclusive, smaller areas for students to collaborate, and not so isolated. Having locked classroom doors, where the windows are covered, brings up anxious feelings in students and adults who wonder what is going on behind closed doors.

Need to Consider:

- Continued training on bleeding control: WGS has started training with HGH on bleeding control. It's been shown that most of the deaths occur due to bleeding out in active shooting events.
- Implementation of tourniquets, clotting materials: If we're going to train staff how to control bleeding, we must give them the materials to handle that - tourniquets and clotting materials. Research and discussion should be held on who should have the materials: just a special team, every room, all materials for all locations, which materials, etc. Ms. Deputy reported that at the Las Vegas shooting, every facility ran out of all of these materials. They did not have enough for everyone. With 200-300 students at each facility, thinking in terms of a massive event, where would we get materials if we ran out: HGH, Lovelock, Reno? Mr. Braginton posed the question of how comfortable are our staff members/teachers in administering that level of first aid. The answer would affect the purchase of these materials, which could sit on the shelf unused, and who would be willing to be trained to handle this level of trauma by our teachers/staff. Along with the cost of the materials, the expiration dates of these items is another consideration.

Mr. Braginton stated the Board should set direction for the District. Is the primary line of defense the exterior of the building, and leave the rooms more open - or - layer the access, and have all the doors closed. The Board felt this is different for each school. In the new design of more open areas allows teachers to see the students and monitor them better.

The Board then reviewed the items they felt were items to pursue for school safety: Single point of entry, PA system, ID badge/printer, Camera system with laptop, window glazing for exterior windows,

fencing, locking gates. Some are more expensive and can be addressed after further research, yet the lower cost items could be implemented now. Dr. Jensen stated the Governor will be approving funds for safety issues, and if given funds, we may consider the PA system updates.

From her recent safety conference. Ms. Deputy reported some of the key points she learned at the workshop. Cell phones won't work. In an emergency situation, everyone is using their cell phones and emergency communication may be limited. Two-way radios would be a better option. We have radios now for playground communication, and could look into getting more of those. To help w/ the cell phones, we could look into GETS/WPS, which would enable certain phones access to lines while disconnecting other phones during the emergency. They reiterated the see-something/say something motto. All school staff making an effort to greet, speak and acknowledge the students. That one smile, hello or welcoming comment may make a world of difference to one child. Someone at the school should have a "baseline" of each student's behavior, and that person may recognize a drastic change in a student and could potentially reach out to the student. Each school should determine what worrisome behavior is, and come to a conclusion at each school what that looks like - when to take time to speak to the student, or find out why a specific "bad behavior" is happening, i.e. changing from mom's house to dad's house.

Mr. Entwistle brought up the question of arming staff, and whether the Board should take a stand on this. It was agreed that since the Superintendent has made a decision, the Board doesn't need to make a decision on this issue.

Mr. Braginton summarized we have two major lines of defense: One is the physical/infrastructure items, the other is the internal portion, interactions with students.

At 10:41 am, the Board took a 15-minute break.

At 10:56 the Board resumed the meeting

Discussion: 2. Board Discussion Regarding Leadership Development

Discussion: 3. Board Discussion Regarding Succession Planning

Mr. Braginton suggested we combine items 2 and 3 together, as they are closely aligned, and the Board concurred.

Dr. Jensen stated that during the break he was told Jennifer St. Germain has been selected as the Vice Principal at SHE.

An organization chart was provided to the Board for their review, which showed the recent change of Dan LaRose (VP FFMS), Michelle Garrison (VP GVE). This is the foundation of the leadership hierarchy of HCSD. Looking at the three Directors, they operate in a unique role where they aren't in a supervisory role, but work in direct collaboration with Administrators across the board and support them all. Some are focused in more areas: Noel spends a great deal of time in McDermitt working with Doc Welter, as well as Kelly Novi at WJHS. Amy has been working at FFMS with Robert Lindsay, and the connection with LHS. DeAnna is the contact for SPED. Dr. Jensen asked the Board how they envision succession planning, how to create a mechanism. The Dean positions were created to generate administrators, who then typically become Directors, then central office, and then Superintendent. What's the Board's vision, how do they develop the leadership, how do they want him and Dawn to continue to work to structure the leadership development? Dawn Hagness stated this is the first year they've had a Director evaluate a Principal. Noel is Kelly's evaluator/mentor, spending 2 hours/week with him on site. This is a skill set being developed in a Director position.

Given the number of years left before retirement and the current Board likely to be composed of different persons, it might not be the right time to discuss the succession planning for the Supt/Asst Supt. It does seem feasible that they should be looking at today's leadership ranks - who might have an interest, and who shows the skills/behaviors that qualify them for the job eventually. At the time of the Supt/Asst Supt's retirement, if the Board at that time feels it's time to take the District in a different direction, it may be worth looking outside the District for their replacements.

Dr. Jensen said this leads to leadership development. If he and Ms. Hagness are doing their jobs effectively, they should be training the folks below them to do their jobs, should either of them not be there. Giving them the exposure and opportunities to learn, grow and develop over time.

Mr. Braginton sees two topics: (1) Succession, specifically to the Supt/Asst Supt role, as well as the rest of the roles down thru the leadership, and (2) the position of the Directors. In his opinion, the Directors have district-wide responsibilities, whereas site administrators are focused on their own sites. They work together, share, collaborate on district-wide initiatives. What we've done so far, is to look at Directors and treat them the same as the site administrators, and perhaps it's time to look at their compensation/responsibilities and discuss in the future.

Dr. Stringham sees at least 7-8 persons on the chart that are likely to retire around the same time. Her main concern is a huge exodus of administrators at the same time. Mr. Braginton agreed that we could have a number of people leaving the district within a one year period. Mr. Entwistle acknowledged there is a lower level that could move up into those positions. The door should be left open so that these administrators could/would be able to apply for the Supt/Asst Supt position when those positions open up, and that a decision to only hire those two positions from outside the District isn't set in stone now. If it is, what's the incentive for administrators who do what to move up, to remain in the District, or work and prepare themselves for eventually being qualified to step up to that level of administration.

Mr. Braginton acknowledged that at the present time, the District is not set up for progression from Vice-Principal, site Principal, bigger site Principal, Director, Asst. Supt. The current salaries do not lead up the ladder following these positions. Some "lower" positions are paid more than the "higher" positions, so what is their incentive to move up the ladder if the pay is reduced. Is it a requisite to go from site administrator, to Director to Supt? The only way to get an administrator to want move up to a Director position would be to consider salary increases.

Dr. Stringham asked when was the last time a serious look was given to the structures, pay, duties, etc., to assess it from a grow-our-own standpoint. Dr. Jensen stated technically it hasn't been done. At one point, during the last negotiations for Directors, it was brought to the table too late for any meaningful conversation during negotiation. Dr. Stringham stated a compensation study merely provides data as we move forward in making an informed decision. Mr. Braginton stated it was his opinion that our District is the only district set up this way, and in the upcoming negotiations, we should take a hard look should we continue to lump the Directors with the rest of the administrators regarding compensation. Mr. Entwistle posed the question as to what happens if negotiations in this area took place at this time. Dr. Jensen said that a correction to a compensation structure that needs to be corrected isn't necessarily negotiations. Dr. Stringham stated that until we look at a true position compensation overview and have data that's solid, perhaps looking at other Districts in the state, we don't know how any changes would turn out. If it's being considered as part of a succession plan, would this be a logical place to start. Another factor is those lower positions who have been with the District longer, may have a salary very close to the Asst. Supt's salary. The Board felt it needed to know what we have now, and what needs to be developed internally. Dr. Jensen offered to provide what the coefficient rates are of the administrators. In his opinion, Dr. Jensen felt the Directors are not set up the right way, which is why conversation is needed. To be clear, this conversation is not just about Directors, but for the District as a whole.

At 11:44 am, the Board took a 30-minute break for lunch.

At 12:29 the Board resumed the meeting.

Ms. Deputy felt the compensation of Directors needs to be looked at. Dr. Jensen expressed he wanted to be clear that we're not spending funds that are just for three positions. He asked that he and Dawn be allowed to work with their team and provide information that they can review, and determine how they want to proceed, and then provide guidance. Mr. Braginton acknowledged that embarking on a study like this may appear that it's done only for those three positions.

Mr. Braginton asked the Board their opinion on developing current administrators who may want to move up in leadership, and if it's appropriate for them to continue to discuss ways to address the issue. One of Dr. Jensen's goals is leadership development, and he and Dawn work closely with administrators to build capacity and work on certain areas. He could be given the ok to continue working on professional development for administrators. It should be clear that advancing teachers and leadership doesn't always equate to administration; there needs to be leadership opportunities within the teaching ranks. If we can help develop that here in this District, they don't have to go outside the area.

Discussion, Procedural: 4. Board Discussion Regarding District and School Culture

The Board had a handout intended as only a brief framework to consider during their conversations. Dr. Jensen reminded the Board he would be stepping out shortly for another video-conference. The picture of the iceberg shows the top portion - the climate, and what's underneath, what's driving it, is the culture. The climate can be beautiful, but the culture underneath can be rotting and toxic. We have recognized culture is an area we need to work on, and each school has it's own culture. Each school is making strong efforts to change and improve their culture. Ultimately, the culture is driven by the Board, and they need to define what they expect our culture should be. Our Strategic Plan came down to two components: culture and guaranteed learning for every student. Focusing on these two areas will drive our District forward, and the Board's input and guidance is needed in this effort.

Mr. Braginton asked (1) how do we characterize the District culture as it is today, and (2) what part of the culture are not what they could/should be, if any. Mr. Betteridge asked if we were focusing on the culture of the administration/teachers, or the students. Dr. Jensen recommended we focus on what we have immediate control over - teachers/administration. Mr. Braginton stated the culture at any given school/organization is a function largely of the leadership at the top, but everyone all the way down help shape it. Mr. Entwistle shared a takeaway from his workshop was that communication needs to be open and clear out to the staff, parents, community - it needs to be on important items - and be clear and transparent.

Ms. Hagness asked what are some things we're doing currently that reflect that communication, and what things are we doing that don't reflect that. An example is our conversation with teachers/administrators about assessments. We asked for their input and took their responses and used that as a way to redesign assessments. It showed that open communication can result in changes within the district. Mr. Braginton stated that assessment interaction showed that they have a voice, and not just being told what to do. A way to dispel conspiracy theories is by asking them for information and making sound decisions, putting ourselves in their position, analyzing what we have done, asking what they want, and how we'll do things differently. As we break the old mold of "you're being told" it will take time to change the culture. It must be clear to them what you'll be doing with the information they provide. The Board discussed how our culture is defined, described. If we can't describe it in this room, we'll have a hard time describing how we want it to be better. Does the Board define it, then the Administrative team, and then schools?

At 1:57 am, the Board took a 10-minute break.

At 2:15 the Board resumed the meeting.

Mr. Braginton asked each Board member to quickly describe in a few minutes of how they describe our current culture.

Mr. Hill: Inclusive; caring; helpful; safe; respectful; good environment

Mr. Betteridge: Education, including new technology; data driven decision making groups; graduation is important; shows culture for kids to finish and get their diploma

Mr. Entwistle: Safe/secure; individuals recognized; respectful; trusting; caring; access to academic supports

Dr. Stringham: Inclusive; bureaucratic; value longevity "loyal soldiers", sometimes over performance; student focused; fiscally conservative; diverse; progressive

Ms. Deputy: Distrust; mission/vision are accepted, but people don't want to accept the ways to change to meet the ideal vision and mission, "I've always done this, and it's worked for me" attitude

Ms. Bengochea: Positive environment; inclusive, academic support; teacher support; conspiracy theories; transparent but some feel we're not transparent at all

Mr. Braginton: Conflict adverse; value longevity; we get big ideas, i.e strategy and mission, but not aligned on execution

If we don't think the culture isn't ideal, what phrases would describe the improved culture that we would strive for.

Ms. Bengochea: Becoming more trustworthy; leading by example; support all staff; transparent

Ms. Deputy: Need to get all to agree kids before career; don't take things personally; ok to fail, that's how we learn

Dr. Stringham: Improve communication-as evidenced by survey; performance driven-may already be doing that but not communicated

Mt. Entwistle: Transparent; access to academic support; resources equitable; relationships are open, trusting, respectful, appreciative, collaborative, productive, professional; students and staff are physically/emotionally safe; mistakes aren't punished as failures, but seen as opportunities; high academic expectations; collaborative decision making

Mr. Betteridge: More communication from the top down, so everyone feels included in the decision making process; kids perception of the culture vs the district's perception needs to be the same

Mr. Hill: Feeling schools are safe; high involvement from everyone; inclusive for all; great camaraderie

Ms. Hagness: Supportive; collaborative; ambitious; forward-thinkers; committed

Mr. Braginton: High expectations; everyone aligned on goals and behaviors required for success; willing to engage in productive conflict in the case of what's best for students

Ms. Hagness asked the Board if there was a direction they'd like them to take with the information they've shared, information from ThoughtExchange, etc.

Dr. Stringham felt it was premature and not ready to go anywhere at this time.

Mr. Braginton proposed consolidating the items into a short list, reflect it back to the Board to review it again, and determine if it needs to be added to or elaborated.

Mr. Betteridge wanted the Administrators to be asked the same two questions, and see what their answers are. Then have the Board look at their first responses compared to ours and see if we're aligned with them, or the differences.

Ms. Hagness thought after the Administrators were asked, then perhaps do the same with the Leadership team. The next Administrator's meeting is Tuesday, May 15th, and the responses could be brought back to the Board at the May 22nd meeting.

The information can be placed on BoardDocs under the Administrator's tab, visible to the Board, but not the public.

E. Public Comment: None

Procedural: 1. Public Comment Guidelines

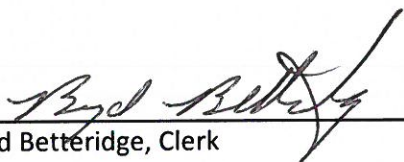
F. Adjournment

Action: 1. Meeting Adjourned: President Braginton adjourned the meeting at 2:55 pm

G. Notice

Information: 1. Notice to Persons with Disabilities

Submitted by Secretary, Judy Kritikos


Boyd Betteridge, Clerk