



REVISED
BOARD OF TRUSTEES
SPECIAL BOARD MEETING

Board of Trustees
Michael Allman
Melisse Mossy
Maureen "Mo" Muir
Katrina Young

Superintendent
Dr. Cheryl James-Ward

MONDAY, NOVEMBER 8, 2021
9:00 AM

***Public participation will be remote and
live-stream will be available @ www.sduhsd.net.***

This meeting will be held in accordance with the San Dieguito Board of Trustees Resolution Authorizing Teleconference Meetings Pursuant to Assembly Bill 361 (Government Code Section 54953). The meeting will be live-streamed and video recorded. The public live-stream link will be posted online at www.sduhsd.net prior to the start of the meeting. Members of the Board of Trustees may participate virtually/telephonically.

Public comments for special meetings are restricted to items on the agenda before the Board of Trustees for consideration. At regular Board meetings, members of the public may comment on agenda items and on items not on the agenda during the designated period(s). Members of the public who wish to address the Board of Trustees may do so by submitting a request using this online form available [here](#). This form will open at 8:50 am on November 8, 2021. Public comment will be limited to two (2) minutes per speaker and a total of 20 minutes per agenda item. Public comment will be taken in the order that members of the public complete the online form.

Additional information and supporting documents that may be provided to the Board of Trustees prior to the start of the meeting, if provided, will be posted on the website at www.sduhsd.net.

AGENDA

1. CALL TO ORDER

a. WELCOME

- i. New Superintendent Dr. Cheryl James-Ward

b. PLEDGE OF ALLEGIANCE

2. APPROVAL OF AGENDA

3. SPECIAL RECOGNITION

- a. La Costa Canyon HS Finalists / Carlsbad Chamber of Commerce Administrator & Teacher of the Year Awards

4. PRESENTATIONS

- a. DILIGENT CORPORATION BOARD GOVERNANCE SOFTWARE

5. CONSENT AGENDA – *public comment, if any*

Members of the public are entitled to comment on items on the consent agenda. Trustees may ask for additional information regarding items on the consent agenda. Items on the consent agenda will be voted on in one motion unless a member of the board, staff or public requests that the item be removed and voted on separately, in which case the Board President will determine when it will be called and considered for action.

- i. APPROVAL/RATIFICATION OF AGREEMENTS & AMENDMENTS TO AGREEMENTS

6. DISCUSSION / ACTION ITEMS

- a. **CONSIDERATION OF ADOPTION OF A RESOLUTION TO CONTINUE TELECONFERENCE MEETINGS FOR ANOTHER 30 DAYS PURSUANT TO ASSEMBLY BILL 361 (GOVT. CODE SECTION 54953) – public comment, if any**
- b. **CONSIDERATION OF APPROVAL OF AGREEMENT WITH SCHOOL SERVICES OF CALIFORNIA (SSC)- public comment, if any**
- c. **CONSIDERATION OF APPROVAL OF AGREEMENT WITH THE FISCAL CRISIS AND MANAGEMENT ASSISTANCE TEAM (FCMAT)- public comment, if any**
- d. **CONSIDERATION OF APPROVAL OF JOB DESCRIPTION, ASSISTANT TO BOARD AND SUPERINTENDENT- public comment, if any**

7. CLOSED SESSION – public comment, if any

- a. CONFERENCE WITH LEGAL COUNSEL – ANTICIPATED LITIGATION (GOV'T CODE SECTION 54956.9 (d)(2)
 - i. Significant exposure to litigation pursuant to paragraph (2) of subdivision (d) of Section 54956.9: Two (2) potential cases.

8. RECONVENE TO OPEN SESSION

- a. REPORT OUT OF CLOSED SESSION

9. FUTURE AGENDA ITEMS

10. ADJOURNMENT

The next regular Board Meeting is scheduled on [Thursday, November 18, 2021, at 3:00 PM](#), to be held at the SDUHSD District Office Board Room 101, subject to public health orders. The District Office is located at 710 Encinitas Blvd., Encinitas, CA, 92024.



BOARD MEETING PROTOCOL

Board of Trustees

Michael Allman
Melisse Mossy
Maureen "Mo" Muir
Katrina Young

Superintendent

Dr. Cheryl James-Ward

The members of the San Dieguito Union High School District Board of Trustees are locally elected officials, serve four-year terms of office, and are responsible for the schools' educational programs, in grades seven through twelve. The Board is a policy-making body whose actions are guided by the District's vision, mission, and goals. Administration of the District is delegated to a professional administrative staff led by the Superintendent. Board Members are required to conduct the programs of the schools in accordance with the Constitution of the State of California, the California Education Code, and other laws relating to schools enacted by the Legislature, in addition to policies and procedures adopted by the Board of Trustees.

PUBLIC COMMENTS (*Please see public comment process noted above.*)

Members of the public are entitled to comment on items listed on the agenda for Board consideration or deliberation. At the discretion of the Board President, members of the public are entitled to speak on agenda items either immediately after the item is called or following background information provided related to the item. Members of the public are entitled to comment on an agenda item only once at any meeting and may not have someone speak or read on their behalf unless otherwise allowed by statute. Although the Board President may seek additional information, participation in debate on any item before the Board shall be limited to the Board and staff.

PUBLIC INSPECTION OF DOCUMENTS

In compliance with Government Code 54957.5, agenda-related documents that have been distributed to the Board less than 72 hours prior to the Board Meeting will be available for review on the district website, www.sduhsd.net and/or at the district office.

CONSENT CALENDAR

All matters listed under Consent are those on which the Board has previously deliberated or which can be classified as routine items of business. Members of the public are entitled to comment on items on the consent agenda. Trustees may ask for additional information regarding items on the consent agenda. Items on the consent agenda will be voted on in one motion unless a member of the board, staff or public requests that the item be removed and voted on separately, in which case the Board President will determine when it will be called and considered for action.

CLOSED SESSION

The Board may meet in Closed Session to consider qualified matters of litigation, employee negotiations, student discipline, employee grievances, personnel qualifications, and/or real estate negotiations which are timely.

CELL PHONES / ELECTRONIC DEVICES

As a courtesy to all meeting attendees, please set cell phones and electronic devices to silent mode and engage in conversations outside the meeting room.

In compliance with the Americans with Disabilities Act if you need special assistance, disability-related modifications, or accommodations, including auxiliary aids or services, in order to participate in the public meetings of the District's Governing Board, please contact the [Office of the Superintendent](#). Notification 72 hours prior to the meeting will enable the District to make reasonable arrangements to ensure accommodation and accessibility to this meeting. Upon request the District shall also make available this agenda and all other public records associated with the meeting in appropriate alternative formats for persons with a disability.

Canyon Crest Academy • Carmel Valley MS • Diegueño MS • Earl Warren MS • La Costa Canyon HS
Oak Crest MS • Pacific Trails MS • San Dieguito HS Academy • Sunset HS • Torrey Pines HS

San Dieguito Union High School District

INFORMATION REGARDING BOARD AGENDA ITEM

TO: BOARD OF TRUSTEES

DATE OF REPORT: November 3, 2021

BOARD MEETING DATE: November 8, 2021

PREPARED BY: Debra Kelly, Director of Purchasing
Tina Douglas, Associate Superintendent,
Business Services

SUBMITTED BY: Dr. Cheryl James-Ward, Superintendent

SUBJECT: **APPROVAL / RATIFICATION OF
PROFESSIONAL SERVICES AGREEMENTS /
AMENDMENTS TO AGREEMENTS**

EXECUTIVE SUMMARY

The attached Report summarizes agreements / amendments to agreements from district departments.

RECOMMENDATION:

It is recommended that the Board approve/ratify the agreements/amendments to agreements, as shown in the attached Report.

FUNDING SOURCE:

As noted on the attached report.

Agreements Recommended for Board Approval

#	DEPARTMENT	AGREEMENT VENDOR	DESCRIPTION OF SERVICES	FUNDING SOURCE	AMOUNT NOT TO EXCEED	START DATE	END DATE
1	Business Services	Littler Mendelson, P.C.	Approval of engagement agreement A2022-136 to provide legal representation in the areas of Education Law, including labor and employment law.	General Fund / Unrestricted 01-00	At the rates established on the attached rate sheet/Exhibit A	Upon Execution	Until Terminated
2	Business Services	Diligent Corporation	Approval of subscription to BoardDocs Pro Document Management System, including implementation, maintenance/support, installation, training, updates, upgrades and customization.	General Fund / Unrestricted 01-00	\$10,000.00 annually	11/09/21	One year after installation, with automatic renewals

**A2022-136 Littler Mendelson
2021-22 Rate Sheet**

Hourly Professional Rates

Shareholder/Of Counsel/Senior Counsel	\$475-\$625
Associate	\$255 - \$475
Paralegals	\$80 - \$150

Costs and Expenses

Internal Photocopying	no charge
Other Expenses*	at cost

*(expert witness fees, court reporters, interpreters, travel costs, postage, messenger services, air freight, computer research time, external printing costs)

EXHIBIT "A"**SCHEDULE OF CHARGES FOR LITTLER DATA CENTER AND LITIGATION SUPPORT
PROJECT MANAGERS[∞]****LITTLER NATIONAL DATA CENTER**

- **Littler processing of electronic data:** \$200/Gigabyte* ("GB"), expanded volume. Maximum limit of 100 GB; projects over 100 GB may be referred to a vendor, and vendor pricing will control.**

This is a one-time fee that will be charged for each gigabyte of data processed by Littler's National Data Center. This fee includes loading the data in to Relativity One for hosting, full discovery review by Trial teams (full discovery review can include searching to respond to discovery, tagging for substantive use in the case, including by conducting searches using key word terms and phrases to identify relevant material and/or advanced analytic/Technology Assisted Review methodologies), privilege reviews (including via the use of proprietary presumptive privilege, PII and PHI protocols), redacting, applying confidentiality and bates designations, etc.) and discovery productions. A minimum of four business days is required for processing/loading of electronic data and for discovery productions from the Relativity One case database. If a rush or less than a four business day turn-around is required, emergency charges will apply.

- **Emergency charge:** \$500/per occurrence.
- **Littler hosting of case databases:** \$18/GB/Mo.* Maximum limit of 100 GB; projects over 100 GB may be referred to a vendor, and vendor pricing will control.**

This is a recurring monthly fee that will be assessed on the total data managed by Littler's National Data Center during the engagement. Data volumes are calculated on a daily basis, thus taking into account any fluctuations that may occur during the monthly billing period.

- **Littler culling/pre-processing of electronic data:** \$10 GB,* compressed volume. Maximum limit of 100 GB; projects over 100 GB may be referred to a vendor, and vendor pricing will control.**

This involves reducing the volume of electronic data that is subject to full discovery review by filtering out system files, duplicates, non-relevant file types, irrelevant email domains (i.e., www.espn.com) and by applying specific date parameters based upon issues in a particular case. This process can also utilize searches for key word terms and phrases to eliminate non-relevant material.

Once culled, the remaining data must be loaded into Relativity One for a full discovery review, privilege reviews, redacting, applying confidentiality and bates designations, and discovery productions (as described above), and is subject to data processing charges. Whether data culling is appropriate depends upon the facts and circumstances of each particular case.

- **Client license for external access to Littler-Hosted Relativity One database:**

\$65/Mo./per user^{*}

For clients that want to access their case databases, this is a monthly licensing fee that is assessed per client representative for the ability to access Relativity One. This fee includes 5 hours of initial training by one of Littler's in-house trainers.

- **OCR:** The Littler Data Center does not handle Optical Character Recognition ("OCR") services. (OCR involves converting scanned images of printed text into a form that allows individual words in a document to be electronically recognized, identified, indexed, searched and otherwise handled by computer programs.) Paper documents, .tiff images, and similar evidence will be referred to a local vendor for OCR services, and vendor pricing will control.**

Littler's White Paper entitled, "Littler's Evidence Handling/Review/Production Technology (Relativity) and National Data Center," that details these services and the charges associated with them in greater detail is available upon request.

[∞] A more detailed White Paper that further describes these services and Littler's pricing model is available upon request.

^{*} Subject to quarterly adjustments.

^{**} In those situations where your matter needs to be handled by an external vendor, we will consult with you in advance.

LITIGATION SUPPORT PROJECT MANAGERS

- Services of Litigation Support Project Managers: \$230/hr.[±]

Littler's Litigation Support Project Managers leverage technology to streamline the organization, collection, management, review and presentation of evidence, including both paper and electronically-stored evidence, in a cost-effective, yet powerful, manner, using state-of-the-art litigation tools and technologies. Litigation Support Project Managers are not part of the Littler Data Center, and do not handle data processing. Rather, they work with Littler lawyers to assist in handling and managing electronic case evidence/data, even in cases where data processing and data hosting is not handled by the Littler Data Center, and is instead handled by an outside vendor. If you need further information about how a Litigation Support Project Manager will assist in your matter, please let us know.

[±] Rates are revised annually.

San Dieguito Union High School District

INFORMATION REGARDING BOARD AGENDA ITEM

TO: BOARD OF TRUSTEES

DATE OF REPORT: November 3, 2021

BOARD MEETING DATE: November 8, 2021

PREPARED & SUBMITTED BY: Dr. Cheryl James-Ward, Superintendent

SUBJECT: CONSIDERATION OF RESOLUTION AUTHORIZING TELECONFERENCE MEETINGS OF THE SAN DIEGUITO UNION HIGH SCHOOL DISTRICT BOARD OF TRUSTEES PURSUANT TO ASSEMBLY BILL 361 GOVERNMENT CODE SECTION 54953

EXECUTIVE SUMMARY

On September 16, 2021 the Governor Signed Assembly Bill 361, which amended Government Code Section 54953 of the Brown Act, to authorize local legislative bodies to utilize teleconferencing to conduct board meetings without complying with certain provisions of the Brown Act set forth in Government Code section 54953(b)(3).

On October 14, 2021 the Board of Trustees approved a Resolution Re-Authorizing Teleconference Meetings of the Board of Trustees of the San Dieguito Union High School District pursuant to Assembly Bill 361 (Government Code 56953). Per Assembly Bill 361 a resolution re-authorizing teleconference meetings for an additional 30 days is being proposed for the Board's consideration.

RECOMMENDATION:

It is recommended that the Board consider the resolution authorizing teleconference meetings of the San Dieguito Union High School District Board of Trustees pursuant to Assembly Bill 361 Government Code section 54953.

FUNDING SOURCE:

N/A

SAN DIEGUITO UNION HIGH SCHOOL DISTRICT

**RESOLUTION CONTINUING TO AUTHORIZE TELECONFERENCE MEETINGS
OF THE SAN DIEGUITO UNION HIGH SCHOOL DISTRICT BOARD OF TRUSTEES
PURSUANT TO ASSEMBLY BILL 361 (GOVERNMENT CODE SECTION 54953)
November 8, 2021**

WHEREAS, on September 30, 2021, the Board of Trustees approved a Resolution Authorizing Teleconference Meetings of the Board of Trustees of the San Dieguito Union High School District Pursuant to Assembly Bill 361 (Government Code Section 54953);

WHEREAS, the Board is required, at least every 30 days, to make certain findings by majority vote to continue conducting its meetings pursuant to Assembly Bill 361 (Government Code Section 54953);

WHEREAS, the March 4, 2020 gubernatorial proclaimed State of Emergency due to COVID-19 remains in place;

WHEREAS, in an effort to reduce the spread of COVID-19 and protect members of the public, the Board of Trustees desires to continue to implement the provisions of Assembly Bill 361 (Government Code Section 54953) to allow for the use of teleconference (virtual) meetings as authorized under the law.

NOW, THEREFORE, BE IT RESOLVED:

The Board has reconsidered the circumstances of the State of Emergency and has determined the following:

1. As a result of the State of Emergency that exists in California due to the COVID-19 pandemic, holding meetings in person would present imminent risks to the health or safety of attendees of the District's Board meetings.
2. All meetings conducted by the Board during the operative time period of this Resolution shall be conducted via teleconference (virtual and remote) and shall be conducted in compliance with the requirements set forth in Government Code section 54953(e).
3. The Superintendent is hereby authorized and directed to take all actions necessary to carry out the intent and purpose of this Resolution, including ensuring that all meetings of the Board are conducted in compliance with Government Code section 54953(e) and other applicable provisions of the Brown Act. All meetings shall be conducted in a manner that protects the statutory and constitutional rights of the parties and the public appearing before the Board.
4. This Resolution shall be effective November 8, 2021, and shall remain in effect for thirty (30) days. The Board may extend the time period of this Resolution upon

ITEM 6a

reconsideration of the circumstances of the State of Emergency as required by Government Code section 54953(e)(3).

PASSED AND ADOPTED this 8th day of November, 2021, by the Board of Trustees of the San Dieguito Union High School District of San Diego County, California, by the following vote:

AYES:

NOES:

ABSTAIN:

ABSENT:

SAN DIEGUITO UNION HIGH SCHOOL DISTRICT

Maureen “Mo” Muir, Board President

San Dieguito Union High School District

INFORMATION REGARDING BOARD AGENDA ITEM

TO: BOARD OF TRUSTEES

DATE OF REPORT: November 3, 2021

BOARD MEETING DATE: November 8, 2021

PREPARED BY: Tina Douglas, Associate Superintendent,
Business Services

SUBMITTED BY: Dr. Cheryl James-Ward, Superintendent

SUBJECT: **APPROVE AGREEMENT WITH SCHOOL SERVICES
OF CALIFORNIA (SSC)**

EXECUTIVE SUMMARY

School Services of California Inc. (SSC) was founded in 1975 by Ken Hall, former Deputy Director of the Department of Finance during the Reagan administration. It has since evolved into the premier business, financial, management, and advocacy resource for educational agencies in California.

Their leadership team and staff members come from the ranks of school business officials and California state government. They are seasoned executives with the skills, talents, and abilities to solve problems effectively because they have walked in the shoes of the client.

Whether the engagement is for information services, legislative or governmental relations, financial and business consulting, executive search, or innovative workshops and training designed to help solve problems and improve student performance, SSC is the recognized expert.

SSC staff provides customized studies and recommendations covering sensitive and critical issues of local school agency administration and procedural efficiencies. Their professional staff has a proven track record in evaluating the local school agency organization, staffing structures, workload assignments, procedural efficiencies, and the adequacy of procedures and systems. SSC uses professional and legal standards as well as best practices in public schools as metrics for measuring efficiencies and highlighting local agency's successful practices, while making recommendations for implementing changes in areas of need.

ITEM 6b

The District is requesting the services of SSC for an organizational review of the administrative positions in the District Office, including comparative analysis of the administrative staffing and organizational structure of comparable school districts.

RECOMMENDATION:

It is recommended that the Board approve entering into an agreement with School Services of California.

FISCAL IMPACT

\$49,200 plus expenses for board presentation, travel, shipping, and duplication of materials; not to exceed \$53,000.

FUNDING SOURCE:

Unrestricted General Fund 01



August 9, 2021

1121 L Street

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Suite 1060

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Sacramento

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California 95814

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TEL: 916 . 446 . 7517

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FAX: 916 . 446 . 2011

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www.sscal.com

Ms. Tina Douglas
Associate Superintendent, Business Services
San Dieguito Union High School District
710 Encinitas Boulevard
Encinitas, CA 92024

Dear Ms. Douglas:

School Services of California Inc. (SSC) is pleased to respond to San Dieguito Union High School District's (District) request for a proposal for an Organizational Review of the administrative positions in the District Office, including comparative analysis of the administrative staffing and organizational structure of comparable school districts. Our staff is qualified to provide an expert, impartial analysis of the operational issues affecting the District.

Organizational Review

The scope of the Organizational Review of the administrative positions in the District Office will include a review of the administrative structure in the Administrative Services, Business Services, Educational Services, and Human Resources divisions and the departments within the divisions. The review of the divisions/departments will include:

- An evaluation of the effectiveness and efficiency of the current administrative organizational structure, including a detailed examination of the functions and responsibilities allocated to each division and department within
- Identification and analysis of each administrative position in the District Office divisions under review
- Identification of areas where technology can be leveraged to gain efficiency
- Identification of ways to better integrate and coordinate administrative functions

ITEM 6b

August 9, 2021

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Dr. Tina Douglas
San Dieguito Union HSD—Proposal for an Organizational Review

- Detailed recommendations that may include changes in the administrative structure and/or staffing, and:
 - Recommendations and justification for assigning/reassigning functions to divisions or departments, where appropriate
- A comparative analysis of the District’s staffing and organizational structure in the Administrative Services, Business Services, Educational Services, and Human Resources divisions/departments compared to the staffing in three to five school districts with similar characteristics
 - The list of comparative districts will be jointly selected by SSC and the District based on similar enrollment and other jointly determined characteristics (provided in Attachment A)

We approach every organizational review as objective outsiders with only one interest in mind—to ensure that the findings and recommendations are supportive of positive change that is measurable by improved organizational performance.

Our approach is results oriented, both in the way we conduct our work and in the criteria we use to assess and evaluate the organizations we review. Our review process assesses how well organizations are aligned to meet their business requirements (mission, goals, and objectives).

This approach assumes that an organization’s resources and efforts should relate to its mission and purpose. If something does not support the overarching mission of the organization, it should either be eliminated or revised, or the organization should change its mission to better focus its efforts. Below is an illustration of how the relationship between an organization and its mission and purpose works, and how it fits with an approach to planning for organizational improvement.



Resources are the people, dollars, and support that an organization has at its disposal. In the case of the District, the focus of this review will be on resources available within the administrative structure of the divisions/departments under review at the District. Activities are the things that are done with those resources. Outputs refer to the results of activities. We work to identify areas where gaps exist and isolate the reasons behind them. Recommendations are developed to support improvement that is focused on results.

Step 1: Project Orientation

This step will be critical for establishing clear expectations for the project and ensuring that our plan for the work will meet the District's needs. An initial conference call with the District project leaders will be held to discuss the review's scope, objectives, and approach; revise the proposed work plan as needed; and develop a protocol for future communication. We recognize that the success of this project is dependent on regular communication with the District, and we will work collaboratively and communicate regularly with the project contact(s) to ensure that project goals are met.

We rely on the following sources of information to support our work for the Organizational Review:

- **District Staff Interviews.** A combination of in-person and video interviews may be used to meet with the District's administrative positions in the District Office, select staff in the District Office divisions/departments and select customers of the divisions/departments. The interviews will be used to gather input regarding each division's/department's mission, vision, and goals; business processes; responsibilities; authority; range of oversight and control; level of service provided; and relationships with and dependencies on other District units.
- **Existing Documentation.** This process may include the review and analysis of strategic plans, goals and objectives, job descriptions, organizational charts, annual budgets, administrative regulations, board policies, audit reports, the review and analysis of employment agreements, and salary and benefit schedules.
- **Data Collected From Comparative Districts.** In conjunction with the District, we will determine a list of school districts of similar enrollment and jointly determined characteristics, which may include student demographics and unduplicated pupil percentages for the Comparative Staffing Review (provided in Attachment A). We will establish contacts with the other districts in order to collect data on the staffing levels and organizational structure in each district.

Step 2: Organizational and Efficiency Review

This step will consist primarily of interviews (a combination of in-person and virtual interviews may be used) with District administrators and select employees in the various divisions/departments and selected customers of these divisions/departments from school sites.

The interviews will focus on obtaining an understanding of the organizational business requirements. The District Office administrators should come prepared to discuss their placement within the organization, key duties, and any other ideas they may have on what works or does not work under the current organizational structure.

Key documents will also be analyzed during this phase, including audit reports, existing job descriptions, organization charts, website resources, and any other documents necessary to gain a complete understanding of workload and functions.

Please note that due to the dynamic nature of the COVID-19 pandemic, it may not be possible to conduct interviews in person. Instead, a virtual video meeting may be necessary. SSC will work with the District to determine the most appropriate format.

Step 3: Comparative Administrative Staffing Review

We will establish contact with the comparative districts and collect the necessary data for the Comparative Review of administrative staffing and organizational structure, including organizational charts, position control listings, and other related documents. We will prepare and analyze comparative staffing and organizational structure tables for the administrative positions assigned to the Administrative Services, Business Services, Educational Services, and Human Resources divisions, and provide our findings and recommendations related to the District's administrative staffing in comparison with the other comparative districts as well as administrative organizational structure.

Step 4: Assessment of Current Administrative Organizational Structure and Formulation of Recommendations

We will review the data collected in the steps above to formulate recommendations for organizational changes aimed at improving the overall administrative operations of the District Office divisions/departments. Questions to be considered will include:

- How might the administrative organizational structure be improved to meet anticipated budgetary and workload demands?
- Does the existing management structure support the needs of the organization in terms of span of control, and level of authority?
- Are functions properly allocated between the divisions/departments and do they provide for proper segregation of duties and adequate internal controls?
- Is there good communication and collaboration between the divisions/departments and how might those be improved?
- Are there inefficiencies—duplicative or ineffective processes?
- How might functions be combined for effectiveness and efficiency?

- Are there services that should be provided, but are not because of organizational structure?
- How might reorganization of the District or changes in procedures affect services to the other divisions/departments, students, and employees?

Our report will include a review of the standards or best practices related to each study area followed by an analysis of the District's practices relative to the identified standards. We will discuss the preliminary review results with the Associate Superintendent, Business Services and other staff designated by the Associate Superintendent, Business Services.

Step 5: Consultant's Report

Our report is expected to be organized in the following manner:

- **Executive Summary:** Synopsis of the Organizational Review results.
- **Review Objectives and Methodologies:** Detailed discussion of the review objectives in relation to key organizational issues identified. This section will also include an overview of our methodology in conducting the review.
- **Assessment of Current Administrative Organizational Structure and Staffing Levels:** Description of the existing administrative organizational structure, functional areas required by the District, and administrative staffing and organizational structure comparisons to the other districts in the review, along with any recommended changes. This section will include results of our interviews, review of key documents, and observations, such as (1) misalignment between functional needs and organizational structure, (2) identification of inefficiencies and duplication of work, and (3) other noted findings.
- **Recommendations:** Detailed recommendations related to the levels of administrative staffing and assigned support, division/department structure and assigned functions, and any other workload or efficiency recommendations determined through the analysis will be provided. With respect to the recommendations provided, SSC will offer prioritization and implementation considerations, including multistage recommendations.

Final Presentation and Follow-up

The results of any consulting study must be a working tool for the agencies we serve. Once the District has had an opportunity to review the initial draft report, we recommend a teleconference with SSC staff and the Associate Superintendent, Business Services or designee, to discuss the draft report and receive the District's feedback. Following the delivery of the final report, members of our team will also be available to present findings and recommendations at a board meeting or other meeting as specified by the District.

Please note that due to the dynamic nature of the COVID-19 pandemic, it may still not be possible to hold meetings or presentations in person. Instead a virtual meeting or presentation may be necessary. SSC will work with the District to determine the most appropriate format.

Review Timeline

We will commence work on the proposed services on a mutually arranged date. The final report is expected to be completed within six to eight weeks after the virtual interviews are completed and all requested documentation from the District and the comparative districts has been received. The review relies on participation of the districts selected for the comparative staffing and organizational structure analysis. The final report will be completed on a mutually agreeable schedule.

SSC's Consultants

Staff for this project will be managed by a team of consultants from SSC. Each portion of the project will be led by a member of our firm with special expertise in the assigned area:

Danyel Conolley, Director, Management Consulting Services, has many years of school district administrative experience in the areas of human resources management and labor relations. Danyel has extensive experience in all aspects of school district operations and brings expertise in employee recruitment and selection, professional learning and development, employment and personnel management, compensation and employee benefits, workplace investigations, facilitation, and collective bargaining expertise to School Services of California Inc. Danyel holds a Bachelor of Psychology with a minor in Women's Studies from Humboldt University. She also earned a Master of Human Resource Management from National University. For more than 18 years, Danyel has served school districts in California and most recently served as the Senior Director of Human Resources at Woodland Joint Unified School District.

Brianna García, Vice President, has worked with school districts to strengthen their organizations by conducting organizational reviews, comparative analyses of school district resources and staffing, facilities reviews, and charter petition reviews. She has provided guidance to and completed studies for school districts looking to reorganize and those seeking to consolidate or surplus school sites through the 7–11 process. Brianna has extensive experience related to planning and development of public school facilities, including charter schools and Proposition 39 (2000). She has more than 15 years of professional experience in public K–12 education, has worked as a Facilities Development Manager for the Los Angeles Unified School District, and has completed the University of Southern California Rossier School of Education School Business Management Program earning designation as a certified Chief Business Official. Brianna

graduated from the University of Southern California with a Bachelor of Architecture, a Master of Planning, and a Master of Real Estate Development.

John Gray, President and CEO, contributes tremendous practical experience to the management consulting team and serves the clients of School Services of California Inc. (SSC) by conducting fiscal health analyses, providing collective bargaining assistance, preparing multiyear financial projections, performing school district efficiency studies, conducting internal control reviews, administering district office organizational reviews, and directing executive search services. John is an established speaker for the California Association of School Business Officials (CASBO), the Association of California School Administrators (ACSA), and the California School Boards Association (CSBA) and routinely presents at their events and conferences. He is an instructor at the University of Southern California Rossier School Business Management Certificate program, the CSBA Masters in Governance program, and the CASBO Chief Business Official Certification courses. He also served as Chairman of the Board for EdSource. Prior to joining SSC, John served as the Director of Fiscal Services for Fresno Unified School District. John received his Bachelor of Science in Accounting from California State University, Fresno, and a Master of Administrative Leadership from Fresno Pacific University.

Dave Heckler, Director, Technology and Governmental Relations, provides clients with valuable information on what is happening in the State Capitol regarding legislative and State Budget matters. Dave also shares his expertise in education funding as a consultant to several statewide education coalitions, providing detailed revenue analyses and funding projections for special education. Prior to joining SSC, Dave served in the legislative and constituent affairs office for the Secretary of State and represented the Secretary before policy committees. In addition, while working in the Legislature, one of Dave's major accomplishments was successfully working out various changes to the 2005 federal special education conformity bill (Assembly Bill 1662 [Chapter 653/2005]). Dave is a graduate of California's public school system and received his Bachelor of Arts degree from San Jose State University.

Robert McEntire, EdD, Director, Management Consulting Services, provides support to school districts, county offices of education, and community colleges to improve operational effectiveness and efficiency. Serving educational agencies to strengthen operations and resource management through organizational reviews, efficiency studies, budget reviews, and comparative analysis of resources and staffing, Robert brings a wealth of experience. His specialized focus areas include governance, management, budget, collective bargaining, debt financing, facilitation, special education, strategic planning, trustee boundary areas, and executive searches. Robert is an established workshop presenter for School Services of California Inc. (SSC) and speaker for the California Association of School Business Officials (CASBO). In addition to serving as a content expert on numerous panels, he is also an instructor at the University of Southern California Rossier School Business Management Certificate program and the California School Boards Association (CSBA) Masters in Governance program. Prior to joining SSC, Robert held the position of

assistant superintendent/chief business official in medium and large school districts in southern California, and served as a chief financial officer in the private sector. Robert earned designation as a certified Chief Business Official from CASBO and also holds a California teaching credential. Robert is a graduate of the University of Southern California with a Bachelor and Master of Business Administration and a Doctor in Education.

Matt Phillips, CPA, Director, Management Consulting Services, provides support to school districts for fiscal-related matters such as budget reviews, salary schedule analyses, organizational reviews, and negotiations, including factfinding services. He also participates in presenting workshops across the state on a variety of topics including collective bargaining, district budgeting, federal compliance, and auditing. His accounting and auditing background, experience working in a school district, attainment of Certified Public Accountant license, and completion of the Fiscal Crisis & Management Assistance Team Chief Business Official (CBO) Mentor Program resulting in the California Association of School Business Officials (CASBO) CBO certificate all provide the foundation for his expertise. Matt graduated from the California State University, Chico, with a Bachelor of Business Administration with emphasis in Accounting.

Charlene Quilao, Assistant Director, Management Consulting Services, brings over a decade of experience to School Services of California Inc. (SSC), providing extensive technical and professional services to local school agencies and community colleges to help them implement and maintain effective and efficient operations. As an integral member of SSC's Management Consulting Services team, Charlene prepares research and data analysis in order to conduct organizational reviews, efficiency studies, comparative analyses of school district resources and staffing, special education studies, statewide workshops, informative publications, and other client services. She also serves as an SSC search advisor to support local educational agencies in chief business official search services. Charlene received her bachelor's degree from San Francisco State University, focusing on social sciences and research and is an American Bar Association Certified Paralegal.

Suzanne Speck, Executive Vice President, provides support to school districts, county offices of education, and community college districts in governance, management, collective bargaining, employer-employee relations, human resources, special education, and general consulting. Before joining School Services California Inc. in 2009, Suzanne served school districts in California for more than 20 years as a special education teacher, principal, and assistant superintendent of human resources. She brings a wealth of experience in the area of employment, personnel management, strategic planning, and organizational development. She served on the Fiscal Crisis and Management Assistance Team for human resources in South Monterey Joint Union High School District, Compton Community College District, and Inglewood Unified School District. Suzanne has received advanced training in mediation and facilitation strategies and also has extensive experience leading large and small groups on various topics, including strategic planning, special

education allocation plan development, budget advisory committees, and health benefit committees. As a seasoned and skillful facilitator, she is often asked to lead governance teams in the evaluation of superintendents, to mediate conflicts between individual employees and/or groups of employees, and to assist local educational agencies in building more collaborative labor relations.

Kathleen Spencer, Vice President, works with school districts, charter schools, county offices of education, and community colleges to implement effective and efficient operations through innovative strategies. She serves educational agencies in strengthening operations and resource management through organizational reviews, shared services and efficiency studies, budget reviews, comparative analyses of school district resources and staffing, total compensation studies, and facilities reviews. She specializes in the impacts of federal health care reform and the demands on employers to provide cost effective and legally compliant benefits. Kathleen also provides negotiations support to local educational agencies (LEA) and has prepared and presented many school district factfinding cases, resulting in positive and improved labor relations for both the LEA and employee group. Kathleen received her bachelor's degree from California State University, Sacramento, focusing on social sciences and research.

Proposed Fees

We propose conducting this project for \$49,200, plus expenses, relative to completion of this project. Expenses are defined as actual, out-of-pocket expenses, such as travel, meals, shipping, and duplication of materials.

If meetings or presentations are required that are not described in this proposal (for example, an additional board presentation), a charge of \$310 per hour, per consultant will be billed in addition to actual and reasonable expenses. We will submit monthly billings for services associated with this project.

After reviewing the proposal, if you decide that the proposed scope should be expanded or contracted, we would be happy to make modifications and provide a revised fee. If the proposal meets with your approval, please sign the enclosed Agreement for Special Services and return it to our office for final signature and processing. A final executed Agreement will be returned for your records. Our proposal is valid for 60 days from the date of this letter.

We appreciate the confidence you have in our firm and look forward to working with the San Dieguito Union High School District on the upcoming project.

Sincerely,



Kathleen Spencer
Vice President

Enclosure

Client # 21050/S65W

P.O.# _____

AGREEMENT FOR SPECIAL SERVICES

Consulting Services

This is an Agreement between the **SAN DIEGUITO UNION HIGH SCHOOL DISTRICT**, hereinafter referred to as “Client,” and **SCHOOL SERVICES OF CALIFORNIA INC.**, hereinafter referred to as “Consultant,” entered into as of August 9, 2021.

RECITALS

WHEREAS, the Client needs assistance regarding an Organizational Review of the administrative positions in the District Office; and

WHEREAS, the Consultant is professionally and specially trained and competent to provide these services; and

WHEREAS, the authority for entering into this Agreement is contained in Section 53060 of the Government Code and such other provisions of California law as may be applicable;

NOW, THEREFORE, the parties to this Agreement do hereby mutually agree as follows:

1. The Consultant agrees to assist the Client with an Organizational Review of the administrative positions in the District Office, including comparative analysis of the administrative staffing and organizational structure of comparable school districts.
2. The Client agrees to pay the Consultant the amount of \$49,200, plus expenses, upon receipt of billing from the Consultant.
 - a. “Expenses” are defined as actual, out-of-pocket expenses, such as travel, meals, shipping, and duplication of materials.
 - b. If meetings or presentations are required that are not described in our proposal (for example, an additional board presentation), a charge of \$310 per hour, per consultant will be billed in addition to actual and reasonable expenses.
3. This Agreement shall be for the period commencing August 9, 2021, and terminating March 31, 2022. It may be terminated at any time prior to March 31, 2022, by either party on 30 days’ written notice. In case of cancellation, the Client shall be liable for any costs accrued to date of cancellation.

4. Due to the dynamic nature of the COVID-19 pandemic, it may still not be possible to hold meetings or presentations in person. Instead a virtual meeting or presentation may be necessary. The Consultant will work with the Client to determine the most appropriate format.

5. It is expressly understood and agreed to by both parties that the Consultant, while carrying out and complying with any of the terms and conditions of this Agreement, is an independent contractor and is not an employee of the Client.

IN WITNESS WHEREOF, the parties have caused this Agreement to be executed as indicated below:

By: _____
 Tina Douglas
 Associate Superintendent, Business Services
 San Dieguito Union High School District

Date: _____

By: _____
 Kathleen Spencer
 Vice President
 School Services of California Inc.

Date: _____

**San Dieguito Union High School District
Comparative Analysis of Staffing and Organizational Structure
Attachment A—List of Comparative Districts**

County	School District	District Type	ADA ¹	UPP ²
Orange	Fullerton Joint Union High	High	13,162	51.42%
Merced	Merced Union High	High	10,420	76.43%
San Diego	San Dieguito Union High	High	12,679	13.24%
San Bernardino	Victor Valley Union High	High	10,343	85.74%
Los Angeles	Whittier Union High	High	10,914	71.83%
San Diego	Carlsbad Unified	Unified	11,018	25.40%
Alameda	Livermore Valley Joint Unified	Unified	13,191	27.83%
Placer	Rocklin Unified	Unified	11,629	20.45%
Los Angeles	Walnut Valley Unified	Unified	13,586	30.17%

¹Average daily attendance

²Unduplicated pupil percentage

Comparative Group Selection Criteria:

- High school districts: 10,000 ADA to 15,000 ADA, excluding basic aid districts
- Unified school districts: 11,000 ADA to 14,000 ADA, UPP 40% or lower with two or more high school campuses

San Dieguito Union High School District

INFORMATION REGARDING BOARD AGENDA ITEM

TO: BOARD OF TRUSTEES

DATE OF REPORT: November 3, 2021

BOARD MEETING DATE: November 8, 2021

PREPARED BY: Tina Douglas, Associate Superintendent,
Business Services

SUBMITTED BY: Dr. Cheryl James-Ward, Superintendent

SUBJECT: **APPROVE AGREEMENT WITH FISCAL CRISIS AND
MANAGEMENT ASSISTANCE TEAM (FCMAT)**

EXECUTIVE SUMMARY

The Fiscal Crisis and Management Assistance Team (FCMAT) was created by legislation in 1991 as an independent and external state agency. FCMAT's mission is to assist California's K-14 local educational agencies (LEAs) to identify, prevent and resolve financial, operational and data management challenges by providing management assistance and professional learning opportunities.

FCMAT's services are used not only to help avert fiscal crisis, but to promote sound financial practices, support the training and development of chief business officials, and help create efficient organizational operations.

FCMAT's data management services help LEAs meet state reporting responsibilities, improve data quality and inform instructional program decisions.

The District is requesting the services of FCMAT to perform the following services:

- Review the District's 2021-22 first interim general fund budget and use it as a baseline to develop an independent multiyear projection (MYP) for the current and two subsequent fiscal years. FCMAT may make recommendations for expenditure reductions and/or revenue increases to help the district eliminate its structural budget deficit.
- Prepare an analysis using the 20 factors in FCMAT's Fiscal Health Risk Analysis to identify the district's specific risk rating for fiscal insolvency.

ITEM 6c

RECOMMENDATION:

It is recommended that the Board approve entering into an agreement with FCMAT.

FISCAL IMPACT

Costs not to exceed \$33,000

FUNDING SOURCE:

Unrestricted General Fund 01



FISCAL CRISIS & MANAGEMENT
ASSISTANCE TEAM

**FISCAL CRISIS & MANAGEMENT ASSISTANCE TEAM
STUDY AGREEMENT
October 29, 2021**

The Fiscal Crisis and Management Assistance Team (FCMAT), hereinafter referred to as the team, and the San Dieguito Union High School District, hereinafter referred to as the district, mutually agree as follows:

1. BASIS OF AGREEMENT

The team provides a variety of services to local education agencies (LEAs). The district has requested that the team assign professionals to study specific aspects of the district's operations. These professionals may include staff of the team, county offices of education, the California Department of Education, school districts, or private contractors. All work shall be performed in accordance with the terms and conditions of this agreement.

In keeping with the provisions of Assembly Bill 1200, the county superintendent will be notified of this agreement between the district and FCMAT and will receive a copy of the final report. The final report will also be published on the FCMAT website.

2. SCOPE OF THE WORK

A. Scope and Objectives of the Study

1. Review the district's 2021-22 first interim general fund budget and use it as a baseline to develop an independent multiyear financial projection (MYFP) for the current and two subsequent fiscal years. The MYFP will be a snapshot in time of the district's financial status. Make recommendations for expenditure reductions and/or revenue increases to help the district eliminate its structural budget deficit, if any.
2. Prepare an analysis using the 20 factors in FCMAT's Fiscal Health Risk Analysis to identify the district's specific risk rating for fiscal insolvency.

B. Services and Products to be Provided

1. Orientation Meeting – The team will conduct an orientation session at the district to brief district management and supervisory personnel on the team's procedures and the purpose and schedule of the study.
2. On-site Review – The team will conduct an on-site review at the district office and at school sites if necessary.
3. Exit Meeting – The team will hold an exit meeting at the conclusion of the on-site review to inform the district of significant findings and recommendations to that point.

ITEM 6c

- 4. Exit Letter – Approximately 10 days after the exit meeting, the team will issue an exit letter briefly memorializing the topics discussed in the exit meeting.
- 5. Draft Report – Electronic copies of a preliminary draft report will be delivered to the district’s administration for review and comment.
- 6. Final Report – Electronic copies of the final report will be delivered to the district’s administration and to the county superintendent following completion of the review. Printed copies are available from FCMAT upon request.
- 7. Follow-Up Support – If requested by the district within six to 12 months after completion of the study, FCMAT will return to the district at no cost to assess the district’s progress in implementing the recommendations included in the report. Progress in implementing the recommendations will be documented to the district in a FCMAT management letter. FCMAT will work with the district on a mutually convenient time to return for follow-up support that is no sooner than eight months and no later than 18 months after completion of the study.

3. **PROJECT PERSONNEL**

The FCMAT study team may include:

To be determined

FCMAT Staff

To be determined

FCMAT Consultant

To be determined

FCMAT Consultant

4. **PROJECT COSTS**

The cost for studies requested pursuant to Education Code (EC) 42127.8(d)(1) shall be as follows:

- A. \$800 per day for each staff member while on site, conducting fieldwork at other locations, preparing or presenting reports and participating in meetings. The cost of independent FCMAT consultants will be billed at their actual daily rate for all work performed.
- B. All out-of-pocket expenses, including travel, meals and lodging.
- C. The district will be invoiced at actual costs, with 50% of the estimated cost due following the completion of the on-site review and the remaining amount due upon the district’s acceptance of the final report.

Based on the elements noted in section 2A, the total not-to-exceed cost of the study will be \$33,000.

- D. Any change to the scope will affect the estimate of total cost.

Payments for FCMAT’s services are payable to Kern County Superintendent of Schools - Administrative Agent, located on 1300 17th Street, City Centre, Bakersfield, CA 93301.

5. RESPONSIBILITIES OF THE DISTRICT

- A. The district will provide office and conference room space during on-site reviews.
- B. The district will provide the following if requested:
 - 1. Policies, regulations and prior reports that address the study scope.
 - 2. Current or proposed organizational charts.
 - 3. Current and two prior years' audit reports.
 - 4. Any documents requested on a supplemental list. Documents requested on the supplemental list should be provided to FCMAT only in electronic format; if only hard copies are available, they should be scanned by the district and sent to FCMAT in electronic format.
 - 5. Documents should be provided in advance of fieldwork; any delay in the receipt of the requested documents may affect the start date and/or completion date of the project. Upon approval of the signed study agreement, access will be provided to FCMAT's online SharePoint document repository, where the district will upload all requested documents.
- C. The district's administration will review a draft copy of the report resulting from the study. Any comments regarding the accuracy of the data presented in the report or the practicability of the recommendations will be reviewed with the team prior to completion of the final report.

Pursuant to EC 45125.1(c), representatives of FCMAT will have limited contact with pupils. The district shall take appropriate steps to comply with EC 45125.1(c).

6. PROJECT SCHEDULE

The following schedule outlines the planned completion dates for different phases of the study and will be established upon the receipt of a signed study agreement:

Orientation:	to be determined
Staff Interviews:	to be determined
Exit Meeting:	to be determined
Draft Report Submitted:	to be determined
Final Report Submitted:	to be determined
Board Presentation:	to be determined, if requested
Follow-Up Support:	if requested

7. COMMENCEMENT, TERMINATION AND COMPLETION OF WORK

FCMAT will begin work as soon as it has assembled an available and appropriate study team consisting of FCMAT staff and independent consultants, taking into consideration other jobs FCMAT has previously undertaken and assignments from the state. The team will work expeditiously to complete its work and deliver its report, subject to the cooperation of

the district and any other parties from which, in the team's judgment, it must obtain information. Once the team has completed its fieldwork, it will proceed to prepare a draft report and a final report. Prior to completion of fieldwork, the district may terminate its request for service and will be responsible for all costs incurred by FCMAT to the date of termination under Section 4 (Project Costs). If the district does not provide written notice of termination prior to completion of fieldwork, the team will complete its work and deliver its report and the district will be responsible for the full costs. The district understands and agrees that FCMAT is a state agency and all FCMAT reports are published on the FCMAT website and made available to interested parties in state government. In the absence of extraordinary circumstances, FCMAT will not withhold preparation, publication and distribution of a report once fieldwork has been completed, and the district shall not request that it do so.

8. INDEPENDENT CONTRACTOR

FCMAT is an independent contractor and is not an employee or engaged in any manner with the district. The manner in which FCMAT's services are rendered shall be within its sole control and discretion. FCMAT representatives are not authorized to speak for, represent, or obligate the district in any manner without prior express written authorization from an officer of the district.

9. INSURANCE

During the term of this agreement, FCMAT shall maintain liability insurance of not less than \$1 million unless otherwise agreed upon in writing by the district, automobile liability insurance in the amount required under California state law, and workers' compensation as required under California state law. FCMAT shall provide certificates of insurance, with San Dieguito Union High School District named as additional insured, indicating applicable insurance coverages upon request prior to the commencement of on-site work.

10. HOLD HARMLESS

FCMAT shall hold the district, its board, officers, agents, and employees harmless from all suits, claims and liabilities resulting from negligent acts or omissions of FCMAT's board, officers, agents and employees undertaken under this agreement. Conversely, the district shall hold FCMAT, its board, officers, agents, and employees harmless from all suits, claims and liabilities resulting solely from negligent acts or omissions of the district's board, officers, agents and employees undertaken under this agreement.

11. COVID-19 PANDEMIC

Because of the existence of COVID-19 and the resulting shelter-at-home orders, local educational agency closures and other related considerations, at FCMAT's sole discretion, the Scope of Work, Project Costs, Responsibilities of the District (Sections I, IV and V herein) and other provisions herein may be revised. Examples of such revisions may include, but not be limited to, the following:

ITEM 6c

- A. Orientation and exit meetings, interviews and other information-gathering activities may be conducted remotely via telephone, videoconferencing, etc. References to on-site work or fieldwork shall be interpreted appropriately given the circumstances.
- B. Activities performed remotely that are normally performed in the field shall be billed hourly as provided as if performed in the field (excluding out-of-pocket costs).
- C. The district may be relieved of its duty to provide conference and other work area facilities for the team.

12. FORCE MAJEURE

Neither party will be liable for any failure of or delay in the performance of this study agreement due to causes beyond the reasonable control of the party, except for payment obligations by the district.

13. CONTACT PERSON

Name: Tina Douglas
Telephone: (760) 753-6491
E-mail: tina.douglas@sduhsd.net

Cheryl James-Ward, Superintendent
San Dieguito Union High School District

Date

Michael H. Fine,
Chief Executive Officer
Fiscal Crisis and Management Assistance Team

Date

San Dieguito Union High School District

INFORMATION REGARDING BOARD AGENDA ITEM

TO: BOARD OF TRUSTEES

DATE OF REPORT: November 1, 2021

BOARD MEETING DATE: November 8, 2021

PREPARED BY: Dr. Olga West
Associate Superintendent, Human Resources

SUBMITTED BY: Dr. Cheryl James-Ward
Superintendent

SUBJECT: APPROVAL OF JOB DESCRIPTION:
ASSISTANT TO BOARD AND SUPERINTENDENT

EXECUTIVE SUMMARY

BACKGROUND INFORMATION

The Assistant to the Board and the Superintendent job description replaces the current Executive Assistant to the Superintendent job description and updates the duties to support and assist the Board and Superintendent’s vision and mission; and plans, organizes, controls, and directs special projects and functions related to next generation innovation. This position is created under Ed Code 45112 and is exempt from rules of the Personnel Commission. The salary range stays the same and will be range 2 of the confidential employee’s salary schedule.

RECOMMENDATION:

It is recommended that the Board approve the job description, Assistant to Board and Superintendent, as shown in the attached supplement.

FUNDING SOURCE:

General Fund

Attachment(s): Confidential Salary Schedule, Range 2
Job description: “Assistant to Board and Superintendent”

CLASSIFIED

ASSISTANT TO THE BOARD AND SUPERINTENDENT**JOB SUMMARY:**

Under direction of the Superintendent via the Board's Vision and Mission, the Assistant to the Board and Superintendent plans, organizes, controls, and directs special projects and functions related to next generation innovation for the Board and Superintendent. Assists in the daily operation of the district as well as the planning, implementing, directing and maintaining of District programs by providing a wide variety of complex and confidential administrative and secretarial support; analyzing requests and providing recommendations for action; communicating information on behalf of the District and the Board to its staff, other districts and public agencies. Provides general administrative and staff support for the Board and Superintendent.

REPRESENTATIVE DUTIES:

This position description is not intended to be an exhaustive list of all duties, knowledge, or abilities associated with this position, but is intended to accurately reflect the essential job elements.

ESSENTIAL FUNCTIONS:

The Assistant to the Board and Superintendent may perform any combination of the following:

- Supports the work of the Board of Trustees and Superintendent;
- Supports the Board and Superintendent's vision of preparing students for 2030 and beyond district wide;
- Facilitates actions to see ahead and take the necessary steps to bring vision to life;
- Provides insight on vision through current research, data, articles and reports;
- Collaborates with internal staff to help promote unity and collaboration around the shared vision to manage everyday interactions with all levels of the organization;
- Understands, implements, and executes design thinking solutions into whole staff rollout;
- Plans and oversees administrative support office functions including preparing complex board agendas and packets;
- Develops, creates, and manages multiple projects at a time from start to finish with limited supervision, delivered on-time, within scope, and within budget;
- Ensures that all projects are within the definition of project scope and objectives, involving all relevant internal stakeholders and ensuring technical feasibility;
- Coordinates internal resources and third parties/vendors for the flawless execution of multiple projects;

ITEM 6d

- Creates communication strategies/campaigns for both internal and external audiences;
- Engages and genuinely connects with parents, students, staff, and community members alike;
- Develops and implements surveys at a district wide scale for all stakeholders: parents, students, staff, teachers, and board members, and utilizes responses to perform response analysis;
- Interprets district policies, guidelines, and directives to staff, administration and the public;
- Organizes and directs events and meetings on both small and large scale;
- Coordinates internal resources and third parties/vendors for the flawless execution of events and meetings;
- Establishes, manages, and maintains relationships with third parties/vendors, volunteer, and parent committees;
- Utilizes a variety of technology resources and tools to innovate and maximize communication, engage stakeholders, and carry out the vision of the district;
- Attends conferences and training as required to develop and improve organizational and leadership skills, stay up to date on policies, and maintain proficiency in the role

JOB REQUIREMENTS: MINIMUM QUALIFICATIONS**KNOWLEDGE OF:**

- Workplace math such as arithmetic operations, percents, rounding and problem solving;
- Correct English usage, grammar, spelling, punctuation and vocabulary, business writing, proofing and editing;
- Current, up-to-date office practices and procedures including telephone and email techniques and etiquette;
- Laws, codes, rules, regulations and policies related to school districts that apply to related information, documents, and communication;
- Computer-based and cloud based applications for use such as word processing, databases, spreadsheets, calendars, projects, and email as well as electronic and manual recordkeeping practices;
- Technology hardware, software, graphic design, video editing, optimization, and understanding of algorithms, tech tools such as calendly, asana, monday, trello, airtable, website design, social media including Instagram, TikTok, social media feed posts as it relates to our audience (parents/students/community partners) and effective use and troubleshooting of A/V equipment, tools, and programs.

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ABILITY TO:

- Communicate effectively with courtesy, diplomacy and tact;
- Plan, prioritize and organize work, meeting schedules and timelines (calendars, emails, projects, anticipate Board and Superintendent's needs);
- Develop efficient office procedures and processes;
- Keyboard information accurately and at a rate of speed sufficient to complete required tasks thoroughly, accurately and with attention to detail;
- Compose written communications, reports, and documents applying correct English usage, grammar, spelling, punctuation and vocabulary;
- Monitor budget expenses, process travel, invoices, and order supplies;
- Provide expert level communication skills including editing, storytelling, creating engaging content, public speaking, presentations, technical writing, and proper email etiquette;
- Establish and maintain cooperative working relationships with others;
- Work effectively, independently, and as part of a team with minimum supervision;
- Analyze situations, provide accurate and valuable solutions, make decisions, make adjustments, exercise appropriate judgment when making decisions and solving problems;
- Learn, apply and clearly explain District and worksite policies and procedures; understand and resolve issues, complaints and problems;
- Provide information to staff, students, parents and the public following legal policies and procedures;
- Handle work assignments requiring the analysis of a variety of complex issues;
- Work with constant interruptions and adapt to changing work priorities;
- Manage group dynamics, conflict resolution, to keep calm under high-pressure;
- Communicate and coordinate activities and projects with other agencies and District staff;
- Adhere to ethics, standards and laws and maintain confidentiality of sensitive information;
- Be empathetic, respectful, and courteous;
- Engage the LatinX community by being bilingual and fluent in English and Spanish.

EDUCATION AND EXPERIENCE:

Job-related education necessary to perform the essential job duties is typically consistent with college graduation with a bachelor's degree is desirable. Three years of increasingly responsible executive administrative support experience involving use of the Google suite of tools or similar, organizational and frequent contact with the public is required. Educational experience is highly desirable.

DISTINGUISHING CHARACTERISTICS

The Assistant to the Board and Superintendent is a confidential position that coordinates functions, activities, administrative support and records of the Board and Superintendent's Office, serving in a leadership role within the District Office. The person

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holding this position will be tech-savvy, innovative, a forward-thinker, a big picture thinker, a critical thinker, a problem solver, and community partner based and oriented. The person will understand back-end networking, design thinking, branding, marketing, and social media and possess emotional intelligence, management experience, project management expertise, impeccable organization, expert level communications, and event planning experience as well as a background in leadership & professional development, and is reliable, trustworthy, confidential, and discrete.

The position serves as the Superintendent's designee in handling matters related to staff and community relations, and serves as initial point of contact and preliminary liaison between the Board and Superintendent and other agencies and organizations. Supervision is general and the incumbent frequently initiates action on behalf of the Board and Superintendent in accordance with general directions or existing policy. Attendance at evening and weekend school board meetings and district events is a regular part of this assignment.

AUDITORY OR VISUAL REQUIREMENTS:

Auditory ability is required to communicate with students, staff, parents, and to respond to telephone calls, safety bells and emergencies. Ability to present information at meetings and communicate with coworkers, staff, vendors and others contacted within the course of performing the essential functions of the job. Vision ability to see near and distant, color, depth and peripherally.

REQUIRED TESTING:

Performance assessment for fluency in Spanish for reading, writing, and speaking.

LICENSING AND CERTIFICATION REQUIREMENTS:

Valid California Class C driver's license and current automobile insurance coverage required.

Persons hired in this position must become commissioned as a Notary Public by the State of California within six months of employment. This certification must be maintained while employed in this classification.

CONTINUING EDUCATION/TRAINING:

Participation in ongoing job-related training as assigned.

CLEARANCES:

California Department of Justice (DOJ) and Federal Bureau of Investigation (FBI) background (fingerprint) clearance; pre-employment physical examination including tuberculosis (TB) and drug screen clearances.

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WORKING ENVIRONMENT:

This assignment is based in an office setting with occasional travel to various locations to attend events, meetings, and other activities.

The usual and customary methods of performing the job functions require the physical demands outlined below. All requirements are subject to possible modification to reasonably accommodate individuals with a disability.

Demands: Frequency Definitions Based on an 8-Hour Day:

Never = 0%

Seldom = 1-10% (<45 minutes)

Occasionally = 11-33% (up to 3 hours)

Frequently = 34-66% (up to 6 hours)

Continuously = 67-100% (more than 6 hours)

Seldom	stooping/bending, squatting/crouching, climbing/balancing, kneeling, twisting back, carrying 11-25 lbs. up to 25 feet
Seldom/Occasionally	pushing and pulling, reach above shoulder, reach at shoulder
Occasionally	walking, standing, handling/simple grasping, lifting 1-15 lbs. at waist height, lifting up to 10 lbs. overhead or at shoulder height, carrying up to 10 lbs. up to 25 feet
Frequently	fingering/fine manipulation, sitting, neck flexion/rotation, reach below shoulder

FSLA STATUS:

Exempt

Confidential, Non-Represented

Salary Grade, Range 2

Board Approved: November 8, 2021