

Cave Creek Unified School District No. 93

**Work-Study of the Governing Board**

**Friday & Saturday, April 28/29, 2006**

**Time: Friday, 10:00 a.m. – 4:00 p.m.**  
**Saturday, 8:00 a.m. – 5:00 p.m.**

**Place: Sonoran Trails Middle School, Room 210**  
**33606 N 60<sup>th</sup> St., Cave Creek, AZ 85331**

**Members of the Board**

Javier Ledesma, President  
Stephanie Reese, Clerk  
Marvin Christensen, member  
Lisa Doche, member  
Mark Warren, member

**APPROVED MEETING MINUTES at the May 30, 2006 Meeting**

**1. OPENING – Day 1**

Meeting was called to order at 10:36 a.m. Board members present: Mr. Javier Ledesma, Board President, Ms. Stephanie Reese, Clerk, Board Members Dr. Marvin Christensen, Ms. Lisa Doche, and Mr. Mark Warren. Cabinet Members present Dr. Tacy Ashby, Superintendent, Dr. Debbi Burdick, Associate Superintendent of Teaching and Learning, Dr. Kent Frison, Associate Superintendent of Operations and Finance and Ms. Patti Tussey, Executive Director of Human Resources. Pledge of Allegiance was said. Call to fill out forms for Unscheduled Public Appearances/Address Agenda Items was made. Call for Formal Adoption of the Agenda was made. Ms. Reese moved and Mr. Warren seconded. Motion passed unanimously as amended

**2. PUBLIC COMMENTS - None**

**3. PRESENTATIONS/INFORMATION/REPORTS**

3.1 Adopt-a-Field – Mr. Roehler explained the history behind the proposal. CCUSD has a budget for 5 grounds personnel with 2 positions currently filled. Mr. Roehler is proposing the various leagues adopt a field. The hours per week the grounds people currently provide would then be done by the user groups. Some fields will still be taken care of by District due to AIA rules. DSES, HTES, DWES, BMES, and STMS fields can be taken care of by user groups. These user groups will be required to hire licensed, bonded, insured professional landscapers due to liabilities. The watering will be done by District. Mr. Roehler provided the Board with a copy of a suggested Field Maintenance Agreement which will contain field access language. The agreements will also address signage, advertising, business partnerships/sponsorship and recognition. An action item on Facility Rentals will be brought to the Board at a later date. Board wants this agreement laid out clearly with a template of what the fields are to look like in order to set some limits. Board inquired on water fees and possible cost differentials for the summer. Dr. Frison is to provide the board this information. The Board suggested a double motion come forward on the action item; approval of adopt a field and the contractual agreements.

3.2 Overview and Goals of Work Study/Retreat – Dr. Ashby covered the various items on the agenda. Intent today is to go through leadership and governance from past meetings, reflect on where we have been and establish a foundation for next year. We will be discussing the three *Focus On Education Forums*. Purpose of the afternoon is to talk about where we are right now, some good news on potential funding sources, and where we are with the budget. Day 2 will have brief highlights from National School Board Association conference, discussion of long range planning and the need for potential election or elections. This is when parameters for the Long Range Planning Committee will be provided. Board will provide framework for the Strategic Plan, especially concerning district demographics. The Long Range and Strategic Plan are two different entities. Strategic Plan is much more than the long range (long range is a part of strategic). Board will have opportunity to cast charge to the Long Range Planning. With the community forum feed back, we have a head start to process the information. Dr. Ashby will give suggestions to develop the Strategic Plan. We will have the opportunity to view operating principles and see if we need to adjust.

**3.3 District Leadership and Governance**

A. Review of Governing Board Mission, Vision, Beliefs and Goals –Board Members were asked to briefly peruse the response information from the 3 forums. Administrator's response stated they wanted an opportunity for input into the creation of these documents. The Mission, Vision, Beliefs and Goals were created by the Board without outside input. When they were created, it was a new Board and Administration was in transition. Board wants the Mission, Vision, Beliefs and Goals to be for the entire District. They would like these items posted in the Board Room. A Board Member said we hired Dr. Ashby for her vision with the blessing of the Board not the Board with Dr. Ashby's

blessing. Board may change and Dr. Ashby would be charged with working through the old Board's vision. She recommends Dr. Ashby and her stakeholders come up with the vision and have the Board bless it. Other Board Members felt it was their job to create these documents and Administration's job to be the action plan. Dr. Ashby recommends if this is a District plan adopted by leadership, adjustments/modifications or adding of a couple items may be needed since the information was created 1-1/2 years ago. Technology is an area that is not covered in these documents. Board is overseer and by giving the empowerment to the people, it will come back very powerful. This procedure will be turned over to Cabinet for determination and brought back to the Board for approval. Cabinet is suggesting we change the order of the goals. Goal is to support the highest level of teaching and learning for our students, not to provide the financial plan as currently listed. The goals portion is a working document and is a tactical document versus strategic document (which are the Vision, Mission and Beliefs). Board wants affirmation on the first page (could have additions/modifications/changes as necessary). The goals need to be updated.

B. Review of Governing Board Operating Principles and Self-Assessment - Board and Cabinet members were previously asked to rate the principles according to: How did we do in living up to our operating principles and how much importance do you attach to each of our operating principles? Cabinet and Board discussed the operating principles and self-assessment and how it fell out as related to Actual Principle and Ideal Principle. *Operating Principle #3, Establish and hold important a set of Values, Beliefs, and Goals that will provide the basis for all actions and decision-making through the entire District* had the largest discrepancy of what we would like to do versus what is actually being done. When this principle was created, there was a lot of disconnect and Board wanted to have collaboration and trust with community, staff and Superintendent.

Board Members gleaned from the Administrator's response to the forum question, some areas of improvement Administrators would like to see in issues relating to trust and collaboration. An in depth discussion occurred regarding the relationship between Board and Cabinet and Board and previous Administration. Board wants to start looking at today and where we go in the future as it relates to protocol and expectations of Board Members so we can move forward and clear the air.

C. Review of Board/Cabinet Roles and Procedures/Protocol - Dr. Ashby read Operating Principle 4 – *Engage in the important tasks of policy development, planning, oversight, and public contact while differentiating between the roles of management and Governing Board Member* and stated this is an area we struggle. Hopes there is trust in her leadership as Superintendent that the Governing Board would allow her to manage the District. Her goal is no surprises, and she apologizes for those times when she isn't allowed by law to give all details. She wants to manage the District as Superintendent, both personnel wise and leadership wise and wants a clear differential of the roles of policy and management. She wants to build a team that she can most effectively manage. Without clear role differential, there is paralysis, discouragement, and lack of enthusiasm. She wants to capitalize on the Board's wisdom but wants to lead the District for the Board. Roles for Governing Board, Superintendent and Cabinet were discussed:

Governing Board Role

- Policy Making Body
- Advise, Guide and Support
- Oversight and Accountability
- Hire and Evaluate Superintendent
- Team Owner
- Represent Constituency
- Champion for Children
- Cheerleaders
- Focus on CCUSD Community
- Build Trust

Superintendent Role

- Action Plan/Implementation
- Manage and Lead District for Board
- Visionary Instructional Leader
- Provide Direction and Leadership to District and Cabinet to carry out the responsibilities of their areas
- To recommend and supervise an exceptional team to achieve the goals
- To take direction from Governing Board/stakeholders on policy and vision
- Superintendent is coach calling all the plays
- Motivate, value and inspire students, staff and community.
- Collaborate with Board
- Provide direction to Administrative Council

- Carry out vision
- Build trust, capacity and leadership throughout District
- Keeping Board informed

#### Cabinet Role

- Fulfill communication goals of Governing Board, Administration and District
- Make recommendations on operating decisions and support and carry out final decision
- To listen to input from all stakeholders to support Superintendent and District
- Make recommendations to Superintendent for Governing Board action
- Work collaboratively with Cabinet and Superintendent
- Always do the best for students
- Carry out vision
- Build trust, capacity and leadership throughout District.

Board was provided a copy of protocol for media and given a background for this protocol. Ms. Shafir is proposing a coordinated effort whereby if Board members are contacted by the media, the Board Members would talk to Ms. Shafir prior to responding to make a coordinated effort when the actual story comes out. Board is comfortable with this procedure if the topic has not been voted on yet. If the item has been voted upon Board wants the right to talk to media without a coordinated effort. Our policy currently says that the Board President is the media contact. Ms. Shafir asked to Board Members to update their bios for the website and spoke about contacting them via email. Board members will have their own email via the District. Board members gave clarification regarding their constituency calling and emailing them. Ms. Shafir will clarify how the District email system can be set up for Board Members. A communication plan audit will be conducted and possibly become a part of the strategic plan. Action item on communication protocol could come prior to the strategic plan.

Dr. Christensen asked for a formulative evaluation of the Superintendent, not for the purpose of contract or pay, but as a means for communicating Board's vision to Superintendent and what is going on and how to make things better. This item is currently scheduled for an upcoming meeting.

Motion to amend agenda was made by Mr. Warren and seconded by Mr. Ledesma based on Cabinet recommendation reappoint item 3.10 to a Board item, remove item 3.9 and move item 3.5 to after 3.8 and 3.4 to after 3.15. Motion passed unanimously to change agenda. Mr. Warren moved and Ms. Reese seconded to recess until 8:00 a.m. on April 29, 2006. Motion passed unanimously. Recessed at 5:26 p.m.

#### Day 2 – April 29, 2006

Motion was made to reconvene at 8:11 a.m. by Mr. Warren and seconded by Ms. Doche. Absent was Ms. Reese. Motion passed unanimously.

3.4 Update: Where We Have Come From – item moved to after 3.15.

3.5 Foundation for Next Steps – Where Are We Going: - Assessment scores, information from Lunch N Learn, exit data on students and information from the three forums will be used to help develop the Strategic Plan. Dr. Ashby asked Board Members to review comments from the constituency and fill out a form that she provided which calls out emerging themes and what the Board would like a Strategic Planning Committee to assess. She asked that the form be turned in by May 9. Dr. Ashby reported that stakeholders enjoyed the opportunity to participate in the forums and suggested continuing this format. With administrators being involved with creating the Strategic Plan, Dr. Ashby and Dr. Burdick both feel this will help the administrators feel a part of the creation of the District Vision, Goals and Beliefs. Administrators will be encouraged to be a part of the discussion at the work study level where conversations can differ. An understanding of the Board's vision on 12-K alignment will be presented to Principals and hopefully the principals will feel comfortable with that input. Once the item comes forward for formal approval, a united message will be delivered.

A. Focus on Education Forum Feedback and Recommendation for Development of Strategic Plan - Dr. Ashby asked Board previously to review these items and fill out a form on emerging themes.

3.6 Budget Basics – Dr. Frison framed this portion by asking, "Where does the money come from to support our budget?" Copies of the general budget and supplement were provided to the Board. The supplement is where the K3 override exists. General budget needs to be adopted on or before July 15 and must be submitted by July 15. It must be posted on the ADE web site and doesn't have to go to the newspapers any longer. Dr. Frison pointed out that the information provided is this year's budget as of December. A revised budget will be brought to Board on May 9 because legally the revised budget must be adopted by May 15. Our combined tax rate is \$3.31. Budget is

\$29.8M. Board inquired what the exact costs were to run the high school. That information was not available at this meeting. Dr. Frison is focusing on where the funding comes to run the District. Law in this state is you may carry over up to 4% of the previous year's budget. Board asked that we look in the J-TED (page 7 of the budget). School start date will be reviewed next year. Board asked that the community be educated to know our tax rate (\$3.31) and what the average tax rate is in the state.

### 3.7 Potential Additional Funding Sources

A. Foundation - Board Member Doche provided to the Board a draft for a creation of a foundation. Purpose of a foundation is to fund items that are not funded through the budget process and provide a well balance education for our students. A foundation would be able to take the burden of some programs such as arts. To seek gifts and funds for the District, collaboration with the community and donors would be required. If there is a shortfall on our needs, the foundation will go out to seek funds. The draft included the goals and objectives of the foundation. Discussion continued around policies and objectives. Legal documents would be bylaws and articles of incorporation, and a trust agreement document between the District and foundation. Each donor would be given opportunity to designate restrictions and state the intent of using the earnings or using the actual funds. Foundation would specify gift intentions (teacher mini grants, etc.). Currently, the District doesn't have a vehicle to receive large gifts with designated restrictions. History of previous dealings with a foundation was brought to the Board's attention to caution how this foundation is set up. A priority list has to be generated so closing of the gap can occur and duplication doesn't occur. Sustainability needs to be addressed and District priorities. Discussion occurred regarding the administration of the foundation both in accounting and personnel areas and make up of an embedded board to handle the trust. Caution was given regarding working with existing foundations to assure their continued support. Dr. Ashby was asked to look at the donor recognition policy.

B. Other – Tax credits, bus advertising, grants, and business partnerships are all means of raising additional funding. Dr. Ashby asked the Board their philosophical thoughts regarding Community Education becoming a funding source. Community Education in many districts is a large funding source for district activities and programs and the director is charged with meeting certain financial goals. Currently CE fees are very low and very affordable for employees as a benefit. Some instances the fees are lower than comparables. Dr. Ashby would like to set a goal for Dr. Burdick to challenge Community Ed to become a robust program and become a money generator for instructional programs. Right now CE breaks even and pays \$30,000 toward one employee. An idea for raising funds would be to make BMES a school for preschool. Certification for the preschool would be a one time cost. Board agrees philosophically but is hesitant without further discussion. Concern was raised regarding any adult program we offer which might come up against PVCC when it is built in a few years. Partnerships could become a situation where those adults attending classes at PVCC could put their students in preschool. Parents want an option of where to put students during job embedded professional development. Board is comfortable with subsidizing employees under the name of benefits but feels strongly that we don't have to subsidize community when it comes to preschool. At the May 9 Governing Board meeting, another raise for Community Education fees will be brought forward due to ASRS increase.

3.8 Budget Projections – Dr. Frison presented the budget projections for 2006-07 noting that the general assumption is if afforded this year it can be afforded next year, provided you don't lose students. Until the Legislature finalizes funding, the 2006-2007 budget projections include the 2% cost of living that has been funded previously. Additional amount may come to cover ASRS increase (1.3%). With that, Dr. Frison focused on the 3.3% column and walked Board members through the entire budget explaining each cost item. Included in the budget were requests for funding for growth at various sites. Staffing plan for each site was covered with the principals, except for high school and the Board was updated and given background on each decision. A system will be developed as it relates to substitute costs which were over \$100,000 this year. Board asked for the total costs for substitutes for all areas for last year and current year. Board was told that 48% was out of curriculum, the rest with coaches, etc. Board was not in support of paying teachers \$25.00/hour to unpack after their move and asked to have that item removed from the budget projections. Budget projections were provided so the Board would be aware of funds available for the IBN process.

3.9 Executive Session – cancelled

3.10 National School Boards Association Conference – Item appointed to a Governing Board Item.

3.11 District Demographics and Long Range Planning – Discussion occurred and questions arose regarding the topics listed on the agenda in 3.11 and 3.12. Parameters are needed regarding school size (3.11.F). A taxpayer from the short range planning committee questioned the validity of current board recommended school sizes. School Facilities Board is providing \$12.2M toward building of a new high school. In addition, our current bond has \$11.3M that could be used for this purpose. There is question on use of this money, does it have to be used on the Pinnacle Vista site or could we build it elsewhere? There are various options that need to be decided regarding a second high school and a very short timeline for decisions to be made. What charge is the Board comfortable with giving to the LRPC? Items listed in 3.12 A, D and E are the most pressing. Board can prioritize the sequence of the events for the LRPC. Board was asked if there was anything in 3.11 and 3.12 that LRPC should not handle. Board wants to deal with the strategy of the unorganized territory. As we continue to add facilities in the southern part of our District, we will continue to attract students from other districts. School size is also critical and is in policy. Both middle schools and the high school already are or will shortly exceed the numbers that are in policy. What do we do with the middle school and high school being over in size? Projections show our middle schools going up for a couple more years and then will flatten out after that. Do we need to consider a middle school in the mix for the next 5 years?

The items listed below will have Board guidelines:

- CCUSD School Size
- CCUSD New High School (guidelines to community; location; format of high school (comprehensive or special area); could put an aquatic or auditorium with it; cost implementation of running two schools versus one).
- Philosophy on marketing plan to attract students (being a magnet district).
- What is taxation philosophy? (high quality product for family and not asking you to fund the whole thing (pool and auditorium)).

Discussion continued on logistics of calling for a high school task force committee to deal with the pressing timeline issues and options to be reviewed with this subject. Board is asking for three un-prioritized options to come back to the Board from constituents by June 1. Board will have latitude or ability to modify within the parameters from the community. With the creation of the high school task force committee, the LRPC will be moved to a later start. Rest of the items in 3.12 will be turned over to Long Range Planning Committee. Additional items may include sponsoring a charter school, sponsoring a K-8 Spanish Immersion School and having the BMES site become a Preschool facility. These three items are being added to 3.12.

Capital Override needs to be ready to go in the fall of 2007. Timing of the sale of the Cave Creek elementary site is crucial. The law states that you cannot call for a Capital Override election during the period of using proceeds from the sale of school property. Attorney believes the "period" is a fiscal year. We need to call for the M&O Override in the spring of 07. Fall 07 would be the Capital Override. Board wants information for a September work study with the final information at the October work study.

- A. Whispering Hills and Neighboring Communities
- B. Unorganized Territory
- C. Southern Boundary – Threats and Opportunities
- D. Projected Development – Impact
- E. Enrollment Balance – Boundaries and Open Enrollment
- F. CCUSD School "Size"

3.12 Long Range Facilities and Project Planning – These items will be charged to the Long Range Planning Committee.

- A. High School Number Two (Determination, Location, Program)
- B. Transportation Center
- C. Administration Center
- D. Renovate, Upgrade and Remodel Existing Facilities
- E. School Site Development and/or Acquisition
- F. Sale and/or Lease of District-Owned Property
- G. Potential Collaborative/Cost Sharing Ventures
  - 1. YMCA-Aquatic Facility
  - 2. Auditorium/Performing Arts Center
- H. K-8 Spanish Immersion School
- I. Preschool at BMES site
- J. Sponsoring a Charter School

3.13 Charge to Long Range Facilities Planning Committee – see 3.11 and 3.12 for discussion.

3.14 Necessary Upcoming Board Decisions Related to Long Range Facilities Planning – see 3.11 for discussion.

- A. Issuance of Remaining Bonds
- B. M & O Override
- C. Potential Capital Override
- D. Sale of District Property (pending AG's Opinion)
- E. Other

3.15 Report of Initial Planning for Support Our Schools – Mr. Warren provided the background on the creation of SOS (Support Our Schools) and updated the Board on the first meeting and the speakers at the meeting. As a superintendent, Dr. Margo Seck had never lost an election and will teach SOS how to win an election. Support Our Schools might have its own pac separate from the legislative group. Mr. Warren will work with the legislative side with Arizona Parents for Public Education (APPE) and Ms. Reese will be working with the pac side of the SOS group. Mr. Warren further shared his concerns with NEVC and our paid lobbyists and feels we need to formalize and utilize the SOS model. Board asked Administration to talk with the lobbyists and let them know of our dissatisfaction. The Board asked that the lobbyist contract be brought to the Board for possible cancellation or termination.

3.16 Closing Remarks – Cabinet and Board Members were each given time to summarize their feelings on this two day work study and were thanked for their dedication.

**4.0 ADJOURNMENT** – Motion was made by Mr. Warren to adjourn meeting and seconded by Ms. Doche. Meeting adjourned at 6:22 p.m.

Dated this 26th day of April 2006

By Linda Schaner \_\_\_\_\_

Linda Schaner  
Executive Assistant to the Superintendent and Governing Board  
Cave Creek Unified School District