



The Helena Public Schools educate, engage, and empower each student to maximize his or her individual potential with the knowledge, skills and character essential to being a responsible citizen and life-long learner.

Board of Trustees Meeting

Tuesday, October 13, 2020 - 5:30 p.m.
Capital High School Auditorium and Remotely

Notice: In accordance with State and Local health guidance/regulations, physical attendance at this meeting will be limited to 49 individuals. All in-person attendees must wear a mask/face covering at all times and remain safety distanced from anyone not residing within the same place of residence. All other attendees are encouraged to attend the meeting remotely and/or email your public comment to boardoftrustees@helenaschools.org prior to the start of the meeting.

Members of the public are able to attend by clicking here: <https://helenaschools.org/event/board-of-trustees-meeting-2-2020-10-13/2020-10-13/> and using the login information that will be posted prior to Tuesday's meeting. We ask that all participants mute their microphone until called upon by the Board Chair for general and/or specific public comments. Upon completing public comment, please ensure that your microphone is again muted.

AGENDA

- I. CALL TO ORDER / PLEDGE OF ALLEGIANCE
- II. REVIEW OF AGENDA
- III. OATH OF OFFICE FOR 2020-2021 STUDENT BOARD REPRESENTATIVES
 - A. 2020/2021 Student Board of Trustees Representatives – Claire Downing (HHS) and Mariah Mercer (CHS)
- IV. STUDENT/EDUCATOR RECOGNITIONS
 - A. Joan Leik – SHAPE MT Wellness Award Recipient

Helena Public Schools Board of Trustees

Luke Muszkiewicz
Board Chair

John E McEwen
Trustee

Siobhan Hathhorn
Board Vice Chair

Jennifer McKee
Trustee

Terry Beaver
Trustee

Sarah Sullivan
Trustee

Libby Goldes
Trustee

Jennifer Walsh
Trustee

V. GENERAL PUBLIC COMMENT

This is the time for comment on public matters that are not on the agenda. Public matters do not include any pending legal matters, private personnel issues or private student issues. Please do not attempt to address such issues at this time or you will be ruled out of order. The Board cannot enter into a discussion during General Public Comment.

VI. NEW BUSINESS

A. Items for Information

1. Superintendent Search Planning Session with Hazard, Young, Attea & Associates
2. Policies for First Review (see attached)
 - a. Policy 5000: Equal Employment Opportunity and Non-Discrimination Policy
 - b. Policy 5005: Sexual Harassment

B. Items for Action

1. Approval and Ratification of the HPS-Electricians Collective Bargaining Agreement (see attached)
2. Policies for Second Review/Approval (see attached)
 - a. Policy 3000: Equal Educational Opportunities Policy
 - b. Policy 3005: Bullying, Intimidation, Harassment, Hazing Prevention and Reporting Policy
3. Approval of Metrics-Based Phasing Model (see attached)

C. Items for Consent

1. Approval of 09.08.2020 Board Meeting Minutes (see attached)
2. Approval of 10.1.2020 Special Board Meeting Minutes (see attached)
3. Approval of Personnel Actions (see attached)
4. Approval of Warrants (see attached)
5. Acknowledgement of Out-of-District Attendance Agreements (see attached)
6. Approval of Out-of-District Attendance Agreements (see attached)

D. Reports

1. Policy Committee Report
2. Teaching & Learning Committee Report
3. Budget & Finance Committee Report
4. Health Benefits Committee Report
5. Negotiations Update
6. Montana School Boards Association Report
7. Helena Education Association Report

VII. SUPERINTENDENT'S REPORT

VIII. BOARD COMMENTS

IX. ADJOURNMENT

The next Board of Trustees meeting has been scheduled for November 10, 2020.

Policy Background – Items for Information Board of Trustees Meeting October 13, 2020

The 5000 series policies are being presented for information only. The Policy Committee has completed an initial review.

The two 3000 series policies below are being presented for action. The Policy Committee has completed two reviews.

FOR INFORMATION:

5000 Equal Employment Opportunity and Non-Discrimination

5005 Sexual Harassment

FOR APPROVAL:

3000 Equal Educational Opportunities

3005 Bullying, Intimidation, Harassment, Hazing Prevention and Reporting

These four existing policies are being revised because in May 2020, the Trump administration released a new rule that outlines when and how K-12 schools must respond to reports of sexual assault and harassment under Title IX, the federal law that prohibits sex discrimination for both students and staff.

The rule defines sexual harassment as “unwelcome conduct on the basis of sex that is so severe, pervasive, and objectively offensive that it effectively denies a person equal access to the school’s education program or activity,” a stricter definition than is used in employment law. Schools will be found in violation of Title IX if they are “deliberately indifferent” to such conduct.

While discussion about the Title IX rule has largely centered on colleges and universities, the changes also affect K-12 schools.

Among the key provisions for K-12 schools:

- Schools can now shift the threshold used to decide if an assault claim requires a response, from the "preponderance of evidence" standard set under the previous administration to a "clear and convincing evidence" standard, which is a higher bar to prove claims of misconduct.
- Schools are required to respond when they have "actual knowledge" of a complaint of sexual harassment, which can include a report to any employee of an elementary or secondary school.
- Schools must respond when harassment occurs "in the school's education program or activity." The rule expanded the definition of "program or activity" to include "locations, events, or circumstances over which the school exercised substantial control over both the respondent and the context in which the sexual harassment occurs."
- The rule allows parents or guardians of K-12 students to file complaints on their behalf and requires parental notification of complaints against their children.
- The rule requires schools to provide "supportive measures" to students, with or without a formal complaint. That might include providing counseling or changing class schedules to avoid sharing a classroom with the accused.

2
3 PERSONNEL

4
5 Equal Employment Opportunity and Non-Discrimination

6
7 **As required by federal law, including but not limited to the Civil Rights Act of 1964, Title**
8 **IX, and Section 504 and the Americans with Disabilities Act and their regulations** The
9 District shall ~~shall~~ will provide equal employment opportunities **and will not discriminate in its**
10 **educational programs or activities, including in the area of employment, with respect** to all
11 persons, regardless of their race, color, religion, creed, national origin, sex, age, gender, sexual
12 orientation, gender identity and expression, ancestry, marital status, military status, citizenship
13 status, culture, social origin or condition, use of lawful products while not at work, political
14 affiliation or a mental, physical or sensory handicap, or by any other distinguishing characteristic
15 if otherwise able to perform essential functions of a job with reasonable accommodations, and
16 other legally protected categories. **For purposes of this policy, “sex” includes sexual**
17 **orientation and gender identity and expression.**

18
19 The District shall not retaliate against any employee for complaining about not receiving equal
20 employment opportunities or other unlawful discriminatory practices, participating in a
21 proceeding regarding the denial of equal employment opportunities, or otherwise opposing
22 discrimination.

23
24 The District will make reasonable accommodation for an individual with a disability known to
25 the District, if the individual is otherwise qualified for the position, unless the accommodation
26 would impose undue hardship on the District.

27
28 Persons who believe they have not received equal employment opportunities or have been
29 retaliated against should report their claims ~~to the Superintendent through the Uniform Grievance~~
30 ~~Procedure.~~ to the building principal or department supervisor. **Inquiries regarding sex**
31 **discrimination or sexual harassment may also be directed to the District’s Title IX**
32 **Coordinator, the Assistant Secretary for the U.S. Department of Education, or both.**
33 ~~Claims of sexual harassment or disability discrimination will be handled through the District’s~~
34 ~~Title IX and Section 504 and ADA.~~ **Sexual Harassment Grievance Procedures. Claims of**
35 **disability discrimination will be handled through the District’s Section 504 and ADA**
36 **Grievance Procedure.** All other claims will be handled through the Uniform Complaint
37 Procedure.

38
39 No employee or applicant will be discriminated against because he or she initiated a complaint,
40 was a witness, supplied information or otherwise participated in an investigation or proceeding
41 involving an alleged violation of this policy or State or federal laws. The District reserves the
42 right to take action against any individual who knowingly makes false accusations or knowingly
43 provides false information.

44
45 Retaliation against an employee who has filed a discrimination complaint, testified or
46 participated in any manner in a discrimination investigation or proceeding is prohibited.

47
48 Cross Reference: 1085 Uniform Complaint Procedure
49 Title IX **Sexual Harassment Grievance Procedure**
50 Section 504 and ADA Grievance Procedure
51
52 Legal Reference: 29 U.S.C. §§ 621, *et seq.* Age Discrimination in Employment Act
53 42 U.S.C. §§ 12111, *et seq.* Americans with Disabilities Act, Title I
54 29 U.S.C. § 206(d) Equal Pay Act
55 8 U.S.C. §§ 1324(a), et seq. Immigration Reform and Control Act
56 29 U.S.C. §§ 791, et seq. Rehabilitation Act of 1973
57 20 U.S.C. §§ 1681, et seq.; Title IX of the Education Amendments
58 **34 C.F.R. Part 106 Nondiscrimination on the Basis of Sex in**
59 **Education,**
60 Montana Constitution, Art. X, § 1 - Educational goals and duties
61
62 § 49-2-101, et seq. MCA Human Rights Act
63 § 49-2-301, MCA Retaliation Prohibited
64 § 49-1-102, MCA Freedom from discrimination
65 § 49-2-303, MCA Discrimination in employment
66 § 49-3-201, MCA et seq Governmental Code of Fair Practices
67
68 § 49-2-101, *et seq.*, MCA Human Rights Act
69 *Bostock v. Clayton County*, 140 S. Ct. 1731 (2020)
70
71 Policy History:
72 Adopted on: 8.13.2013
73 Revised on:
74
75
76

2
3 PERSONNEL

4
5 Sexual Harassment

6
7 The District shall provide employees an employment environment free of ~~unwelcome sexual~~
8 ~~advances, requests for sexual favors, and other verbal or physical conduct, or communications~~
9 ~~constituting~~ sexual harassment as defined and otherwise prohibited by state and federal law
10 including Title IX and its implementing regulations, in the educational programs and activities
11 it offers, including the area of employment, volunteering and their party contractors.

12
13 Sexual harassment means conduct on the basis of sex that satisfies one or more of the
14 following:

- 15 (1) An employee of the District conditioning the provision of an aid, benefit, or service of
16 the District on an individual’s participation in unwelcome sexual conduct;
- 17 (2) Unwelcome conduct determined by a reasonable person to be so severe, pervasive, and
18 objectively offensive that it effectively denies a person equal access to the District’s
19 education program or activity; or
- 20 (3) “Sexual assault” as defined in 20 U.S.C. § 1092(f)(6)(A)(v), “dating violence” as defined
21 in 34 U.S.C. § 12291(a)(10), “domestic violence” as defined in 34 U.S.C. § 12291(a)(8),
22 or “stalking” as defined in 34 U.S.C. § 12291(a)(30).

23
24 ~~District employees shall not make unwelcome sexual advances or request sexual favors or~~
25 ~~engage in any unwelcome conduct of a sexual nature when: (1) submission to such conduct is~~
26 ~~made either explicitly or implicitly a term or condition of an individual’s employment; (2)~~
27 ~~submission to or rejection of such conduct by an individual is used as the basis for employment~~
28 ~~decisions affecting such individual; or (3) such conduct has the purpose or effect of substantially~~
29 ~~interfering with an individual’s work performance or creating an intimidating, hostile, or~~
30 ~~offensive working environment. Sexual harassment prohibited by this policy includes verbal or~~
31 ~~physical conduct. The terms intimidating, hostile, or offensive include, but are not limited to,~~
32 ~~conduct which has the effect of humiliation, embarrassment or discomfort. Sexual harassment~~
33 ~~will be evaluated in light of all the circumstances. A violation of this policy may result in~~
34 ~~discipline, up to and including termination. Any person making a knowingly false accusation~~
35 ~~regarding sexual harassment will likewise be subject to disciplinary action, up to and including~~
36 ~~discharge.~~

37
38 Reporting

39
40 ~~Employees who believe they are being subjected to sexual harassment by anyone connected with~~
41 ~~their work should report the matter promptly to their immediate supervisor or to the first level~~
42 ~~supervisor who is not involved in the alleged harassment or to the Helena Public School's Title~~
43 ~~IX/EEO officer.~~

44
45 Employees should report claims of sexual harassment to the District’s Title IX Coordinator and/or
46 use the District’s Title IX Sexual Harassment Grievance Procedures. All formal complaints about

47 behavior that may violate this policy shall be addressed through the District’s Title IX Sexual
48 Harassment Grievance Procedures.

49
50 Initiating a complaint of sexual harassment shall not adversely affect the complainant's employment,
51 compensation, or work assignments

52
53
54 Legal References: 42 USC § 2000(e) et seq. Title VII of Civil Rights Act
55 20 USC 1681 et seq Title IX
56 34 C.F.R. Part 106 Nondiscrimination on the Basis of Sex in
57 Education
58 § 49-2-101, et seq. MCA Human Rights Act
59 § 49-1-102, MCA Freedom from discrimination
60 § 49-3-201, MCA et seq Governmental Code of Fair Practices

61
62
63 Cross References: Title IX Sexual Harassment Grievance Procedures

64
65
66
67 Policy History:

68 Adopted on: 8.13.2020

69 Revised on:

70

Board of Trustees

Approval of HPS – ELECTRICIANS Collective Bargaining Agreement



IV. NEW BUSINESS

B. Items for Action

1. Approval and Ratification of the HPS-Electricians Collective Bargaining Agreement

Background:

Pursuant to 39-31-306, MCA, an agreement reached by the public employer and the exclusive representative must be reduced to writing and must be executed by both parties.

The HPS and the Electricians Union, reached a tentative agreement on Tuesday, October 6, 2020. The Union ratified the tentative agreement to the contract unanimously. The District negotiation team recommends ratification.

A high-level summary of the changes to the terms and conditions of the contract are noted below. Upon the Board's approval, a final copy will be made available electronically.

- Two-year agreement from July 1, 2020-June 30, 2022.
- Insurance: Increase the cafeteria contributions each year as determined by the Health Benefits Committee. (Note, for 20-21 the rate will change from \$781 per month to \$820)

- Pay:

It is mutually agreed Article III, Section 4, Subsection (a) will not be in effect during the term of the 2020-2022 agreement.

Electrician: \$1.00 per hour increase in wages each year (\$32.59 effective July 1, 2020 and \$33.59 effective July 1, 2021).

Considerations:

- HPS and the Electricians have had a long-standing collaborative relationship and continue to foster that through negotiations and good communications.
- This agreement supports the directive of the Board to support our employees and address issues relative to the district budget.

Superintendent recommendation:

Approve and ratify the collective bargaining agreement as agreed upon between HPS and the Electricians.

2
3 STUDENTS

4
5 Equal Educational Opportunities

6
7 Equal educational and extracurricular opportunities shall be available for all students without regard to race,
8 color, religion, creed, national origin, sex, age, gender, sexual orientation, gender identity and expression,
9 ancestry, marital status, military status, citizenship status, culture, social origin or condition, political
10 affiliation, mental, physical or sensory handicap, or by any other distinguishing characteristic and other
11 legally protected categories.

12
13 The District will not knowingly enter into agreements with any entity or any individual that discriminates
14 against students on the basis of sex or any other protected status. Any student may file a ~~discrimination~~
15 ~~grievance~~ **complaint** by using the ~~Title IX and~~ Section 504 / ADA Grievance Procedures for claims relating
16 to ~~sex or~~ disability discrimination, **the Title IX Sexual Harassment Grievance Procedures for claims of**
17 **sexual harassment**, or the Uniform Grievance Procedure for all other claims.

18
19 No student shall, on the basis of sex, be denied equal access to programs, activities, services, or benefits or
20 be limited in the exercise of any right, privilege, advantage, or denied equal access to educational and
21 extracurricular programs and activities **pursuant to Title IX and its regulations**. Any student may file a
22 sex equity complaint by using the District’s ~~Title IX~~ **Uniform** Grievance Procedures.

23
24 Inquiries regarding discrimination of any kind should be directed to the building administrator or District’s
25 Title IX Coordinator, who shall provide information and, if necessary, direct the individual to the
26 appropriate grievance procedures. Inquiries regarding sex discrimination **or sexual harassment** may also
27 be directed to the District’s Title IX Coordinator, **the Assistant Secretary for the U.S. Department of**
28 **Education, or both**. The District will annually publish notice of these rights to students and parents.

30 Legal References:	§ 49-2-307, MCA	Discrimination in education
	§ 49-3-201, MCA et seq	Governmental Code of Fair Practices
	20 USC 1681 et seq	Title IX
	42 USC § 12111 et seq.	Americans with Disabilities Act
	29 USC § 791 et seq.	Rehabilitation Act of 1973
	28 CFR 35.107	Nondiscrimination on the Basis of Disability in State and Local Government Services
	34 CFR 104.7	Nondiscrimination on the Basis of Handicap in Programs or Activities Receiving Federal Financial Assistance
	<u>34 CFR Part 106</u>	<u>Nondiscrimination on the Basis of Sex in Education</u>
	10.55.701, ARM	Board of Trustees

43 Cross References:

44
45 Policy History:

46 Adopted on: 2.10.2015

47 Revised on:

2
3 STUDENTS

4
5 Bullying, Intimidation, Harassment & Hazing Prevention and Reporting Policy

6
7 The Board is committed to providing students with a safe and civil school environment free from
8 harassment, intimidation and bullying. The ~~Board and~~ District will not tolerate harassment,
9 intimidation or bullying in any form at school, school-related events (including off campus
10 events), school sponsored activities, school buses or any event related to school business.
11 Bullying, harassment, intimidation or hazing by students, staff or third parties is strictly
12 prohibited and shall not be tolerated. This includes but is not limited to: inciting, aiding,
13 encouraging, coercing or directing others to commit acts of harassment, intimidation or bullying.
14 ~~is prohibited under this policy.~~

15
16 The District expressly prohibits any form of intimidation, hazing, bullying or harassment
17 including but not limited to the following: any gesture or written, verbal or physical act that is
18 reasonably perceived as being motivated either by any actual or perceived characteristic, such as
19 race, color, religion, ancestry, creed, national origin, sex, gender, sexual orientation, gender
20 identity and expression, age, citizenship status, culture, social origin or condition, marital status,
21 military status, political affiliation or a mental, physical or sensory handicap, or by any other
22 distinguishing characteristic and other legally protected categories.

23
24 Intimidation, bullying and harassment include acts that a reasonable person knew or should have
25 known, under the circumstances the gesture or written or physical act (a) will have the effect of
26 harming a student or damaging the student’s property; or (b) will place a student in reasonable
27 fear of harm to the student’s person or damage to the student’s property; or (3) has the effect of
28 insulting or demeaning any student or group of students in such a way as to disrupt or interfere
29 with the school’s educational mission or the education of any student.

30
31 ***Definitions:***

32
33 1. “Third parties” include but are not limited to coaches, school volunteers, parents,
34 school visitors, service contractors or others engaged in District business, such as
35 employees of businesses or organizations participating in cooperative work program with
36 the District, and others not directly subject to District control at inter-district and intra-
37 District athletic competitions or other school events.

38
39 2. “Hazing” includes but is not limited to any act that recklessly or intentionally
40 endangers the mental or physical health or safety of a student for the purpose of initiation
41 or as a condition or precondition of attaining membership in or affiliation with any
42 District sponsored activity or grade-level attainment, including but not limited to forced
43 consumption of any drink, alcoholic beverage, drug, or controlled substance, forced
44 exposure to the elements, forced prolonged exclusion from social contact, sleep
45 deprivation, or any other forced activity that could adversely affect the mental or physical
46 health or safety of a student; requires, encourages, authorizes or permits another to be

47 subject to wearing or carrying any obscene or physically burdensome article, assignment
48 of pranks to be performed, or other such activities intended to degrade or humiliate.

49 3. “Bullying” means any harassment, intimidation, hazing, or threatening, insulting, or
50 demeaning gesture or physical contact, including any intentional written, verbal, or
51 electronic communication (cyberbullying) or threat directed against a student that is
52 persistent, severe, or repeated, and that substantially interferes with a student’s
53 educational benefits, opportunities, or performance, that take place on or immediately
54 adjacent to school grounds, at any school-sponsored activity, on school-provided
55 transportation, at any official school bus stop, or anywhere conduct may be reasonable be
56 considered to be a threat or an attempted intimidation of a student or staff member or an
57 interference with school purposes or an educational function, that has the effect of:

- 58 a. Physically harming a student or damaging a student’s property;
- 59 b. Knowingly placing a student in reasonable fear of physical harm to the student
60 or damage to the student’s property;
- 61 c. Creating a hostile educational environment, or;
- 62 d. Substantially and materially disrupts the orderly operation of a school.

63
64 4. “Electronic communication device” means any mode of electronic communication,
65 including but not limited to computers, cell phones, PDAs, or the internet, or any other
66 technological communication innovation.

67 *Sexual Harassment Prohibited*

68
69
70 Sexual harassment of students is prohibited. Sexual harassment means conduct on the basis of sex
71 that satisfies one or more of the following:

- 72
73 (1) An employee of the District conditioning the provision of an aid, benefit, or service of the
74 District on an individual’s participation in unwelcome sexual conduct;
- 75
76 (2) Unwelcome conduct determined by a reasonable person to be so severe, pervasive, and
77 objectively offensive that it effectively denies a person equal access to the District’s
78 education program or activity; or
- 79
80 (3) “Sexual assault” as defined in 20 U.S.C. § 1092(f)(6)(A)(v), “dating violence” as defined in
81 34 U.S.C. § 12291(a)(10), “domestic violence” as defined in 34 U.S.C. § 12291(a)(8), or
82 “stalking” as defined in 34 U.S.C. § 12291(a)(30).

83 *Reporting*

84
85
86 ~~All complaints about behavior that may violate this policy shall be promptly investigated. Any~~
87 ~~student, employee, or third party who has knowledge of conduct in violation of this policy or~~
88 ~~feels he/she has been a victim of hazing, harassment, intimidation, or bullying in violation of this~~
89 ~~policy is encouraged to immediately report his/her concerns to the building principal or the~~
90 ~~District Administrator, who have overall responsibility for such investigations. A student may~~
91 ~~also report concerns to a teacher or counselor, who will be responsible for notifying the~~
92 ~~appropriate District official.~~

93
94 Students who have concerns about bullying or harassment from staff members are encouraged to
95 report their concerns to the building principal. Complaints against the building principal shall be
96 filed with the Superintendent. Complaints against the Superintendent or District Administrator
97 shall be filed with the Board.

98
99 Students who believe they are victims of sexual harassment are encouraged to discuss the matter,
100 including the formal complaint process, with the Title IX Coordinator. ~~or~~ Students who
101 believe they are victims of harassment based upon a disability ~~or have witnessed sexual harassment~~
102 ~~or harassment based upon a disability~~ are encouraged to report the matter to the Title IX
103 Coordinator/Section 504 Coordinator or Principal. Students may choose to report to a person of the
104 student's same sex if alleging a violation of Title IX. Complaints will be kept confidential to the
105 extent possible given the need to investigate.

106
107 Any adult school employee, adult volunteer, district contractor or agent who witnesses, overhears or
108 receives a report, formal or informal, written or oral, of bullying, harassment, or intimidation shall
109 report it in accordance with procedures developed under this policy. **Any adult school employee**
110 **who has notice of sexual harassment or allegations of sexual harassment shall make a report to**
111 **the District's identified Title IX Coordinators. All other complaints are handled through the**
112 **District's Uniform Grievance Procedure.**

113
114 Formal complaints alleging sexual ~~discrimination~~ or harassment shall be addressed through the
115 District's Title IX Grievance Procedures. Formal complaints alleging sexual discrimination
116 complaints shall be addressed through the District's Uniform Grievance Procedure. Complaints
117 alleging disability discrimination or harassment shall be addressed through the District's Section 504
118 [and ADA if applicable] Grievance Procedures. All other complaints alleging bullying,
119 discrimination, or harassment shall be addressed through the District's Uniform Grievance
120 Procedure.

121
122 The Title IX Coordinator, Section 504 [and ADA if applicable], and/or administrator are responsible
123 for taking the following actions in conformance with the applicable grievance procedure:

- 124
125 1. Taking prompt action to investigate/report complaints of harassment, intimidation and
126 bullying.
127 2. Promptly notifying the ~~alleged victims complainants~~ and ~~alleged perpetrators respondents~~
128 and their parents/guardians regarding the outcome;
129 3. **Taking supportive or remedial measures to ensure continued access to the District's**
130 **programs or activities while the grievance process is pending; and**
131 4. Taking disciplinary action as appropriate and any other actions appropriate to address the
132 harassment, intimidation, and bullying.

133
134 In the event that a staff member or administrator knows or reasonably believes that the alleged
135 behavior constitutes criminal activity or child abuse or neglect, the staff member or administrator
136 shall report such activity to law enforcement and/or the Department of Public Health and Human
137 Services. Nothing herein prohibits other individuals from reporting complaints to law enforcement.
138 If it is determined that the alleged harassment, intimidation, or bullying did not occur at school or

139 school-related activity or does not materially or substantially disrupt the orderly operation of the
140 District, an administrator shall refer the matter, as appropriate, to other persons or entities with
141 appropriate jurisdiction, including but not limited to law enforcement or the Department of Public
142 Health and Human Services.

143
144

145 All staff are obligated to address bullying, harassment, hazing and intimidation as described in
146 Board Policy 5015, administrative procedures and / or staff and student handbooks.

147

148 *Exhaustion of Administrative Remedies*

149

150 A person alleging violation of any form of harassment, intimidation, hazing, or threatening,
151 insulting, or demeaning gesture or physical contact, including any intentional written, verbal, or
152 electronic communication, as stated above, may seek redress under any available law, either civil
153 or criminal, after exhausting all administrative remedies.

154

155 *Responsibilities*

156

157 The District Administration shall be responsible for ensuring that notice of this policy is
158 provided to staff and third parties and for the development of administrative regulations,
159 including reporting and investigative procedures, as needed.

160

161 *Consequences*

162

163 Students whose behavior is found to be in violation of this policy will be subject to discipline up
164 to and including expulsion. Staff whose behavior is found to be in violation of this policy will be
165 subject to discipline up to and including dismissal. Third parties whose behavior is found to be in
166 violation of this policy shall be subject to appropriate sanctions as determined and imposed by the
167 District Administrator or the Board. Individuals may also be referred to law enforcement
168 officials.

169

170 *Retaliation and Reprisal*

171

172 Retaliation is prohibited against any person who reports or is thought to have reported a
173 violation, files a complaint, or otherwise participates in an investigation or inquiry. Such
174 retaliation shall be considered a serious violation of Board policy, whether or not a complaint is
175 substantiated. False charges shall also be regarded as a serious offense and will result in
176 disciplinary action or other appropriate sanctions.

177

178 Cross Reference: 5015 PERSONNEL: Harassment / Intimidation / Bullying
179 3000 STUDENTS: Equal Educational Opportunities

180

181 Legal Reference: 34 C.F.R. Part 106 Nondiscrimination on the Basis of Sex in Education
182 § 20-5-207, MCA “Bully-Free Montana Act”
183 § 20-5-208, MCA Definition
184 § 20-5-209, MCA Bullying of student prohibited

185 § 20-5-210, MCA Enforcement – exhaustion of administrative remedies
186 § 49-2-307, MCA Discrimination in education
187 § 49-3-101 et seq. Governmental Code of Fair Practices
188 10.55.701(2)(f), ARM Board of Trustees
189 10.55.719, ARM Student Protection Procedures
190 10.55.801(1)(d), ARM School Climate
191
192 Policy History:
193 Adopted on:
194 Revised on: 12.11.1990, 6.10.2003, 2.12.2019
195



IV. NEW BUSINESS

A. Items for Action

1. Approval and Ratification of the HPS-Electricians Collective Bargaining Agreement (see attached)
 2. Policies for Second Review/Approval
 - a. Policy 3000: Equal Educational Opportunities Policy
 - b. Policy 3005: Bullying, Intimidation, Harassment, Hazing Prevention and Reporting Policy
 3. Approval of Metrics-Based Phasing Model
-

Background Information:

In order to make the best possible phase-by-phase decisions for our schools, the Helena public Schools has worked to develop a set of COVID-19 related metrics to help inform forthcoming phasing decisions. As this is an actively evolving pandemic, monitored and utilized metrics are expected to remain dynamic and ever evolving. That noted, the Helena Public Schools remain committed to utilizing local health metrics as part of our data-informed decision-making processes. In considering approval, the Board of Trustees is potentially agreeing with the methodology and use of metrics, in general. The Board is not being asked to approve specific metrics or thresholds as, as noted above, those are expected to remain active and evolving.

Recommended Actions:

Recommendation to the Board of Trustees:

The Superintendent recommends that the Helena Public Schools Board of Trustees vote to adopt the use of a health metrics model to inform school phasing decisions related to the 2020/2021 school year.



Update: Draft Phasing Metrics

Board of Trustees Meeting – October 13, 2020

Phase-by-Phase Decisions

Following the Board of Trustees' September 22nd Work Session, next steps included:

- 🔍 Continue to explore and refine potential metrics in concert with partner health professionals/organizations
- 🔍 Consider feedback pertaining to drafted measures and potential implementation

Phase-by-Phase Decisions

Feedback received across the past three weeks includes:



Perceptions and related feedback are actively shaped by what is currently occurring



In an actively-evolving situation, models should remain in constant development



Data-Driven v. Data-Informed: Metrics should inform decisions but allow room for needed context

Phase-by-Phase Decisions

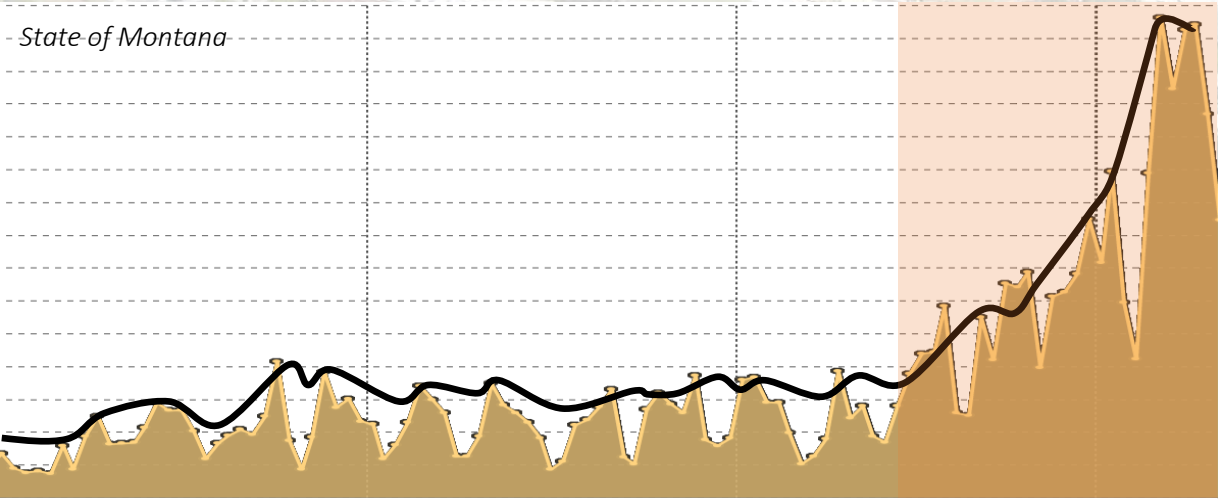
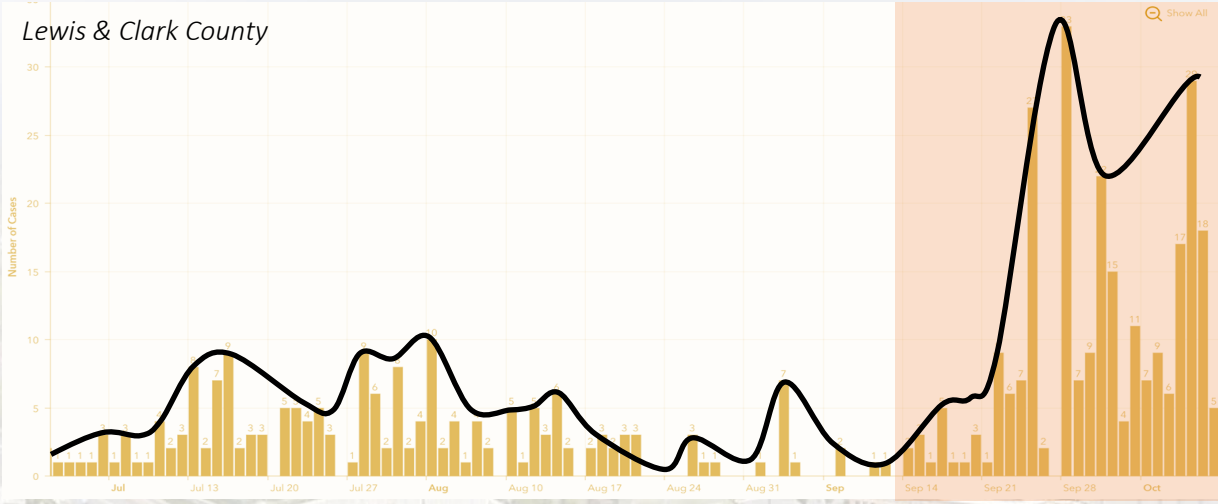
Active cases have indicators steadily across the last five weeks with a relatively sharp increase since late September

	7/10	7/17	7/24	7/31	8/07	8/14	8/21	8/28	9/04	9/11	9/18	9/25	10/2	10/9
Positive county cases per day	2.3 (avg)	3.7 (avg)	3.8 (avg)	3.7 (avg)	4.5 (avg)	2.4 (avg)	2.4 (avg)	1.0 (avg)	0.7 (avg)	1.2 (avg)	1.1 (avg)	3.5 (avg)	11.8 (avg)	10.5 (avg)
Positive county cases per day (per 100,000)	3.31	5.38	5.59	5.38	6.62	3.51	3.51	1.44	1.03	1.86	1.65	5.17	17.1	15.3
Positive county cases per week	16	26	27	26	32	17	17	7	5	9	8	25	83	74
Positive county cases per week (per 100,000)	23.1	37.6	39.1	37.6	46.3	24.6	24.6	10.1	7.2	13.0	11.6	36.2	120.2	107.2
Positivity rate for week*	1.2%	2.4%	1.3%	2.6%	1.7%	1.5%	1.6%	1.2%	0.9%	2.3%	3.6%	4.2%	7.5%	TBD
Two-week trend in positive county cases	↑ (18)	↑ (42)	↑ (53)	↑ (53)	↑ (58)	↓ (49)	↓ (34)	↓ (24)	↓ (12)	↑ (14)	↑ (17)	↑ (23)	↑ (108)	↑ (157)
Active county cases	40	66	93	53	53	55	44	40	14	10	17	41	124	152
Active county case ratio	1:1735	1:1052	1:746	1:1302	1:1302	1:1254	1:1568	1:1725	1:4928	1:6900	1:4058	1:1682	1:556	1:453
State-wide rate of Transmission	1.07	1.02	1.01	1.01	1.03	1.06	1.07	1.08	1.08	1.02	1.06	1.14	1.17	1.31

- - Trending Negatively
- - Trending Positively
- - No Distinguishable Trend

*Note: Data is derived from weekly data updated provided by [Lewis & Clark Public Health](#)
Data recorded Friday to Thursday, capturing positive cases from the day prior.*

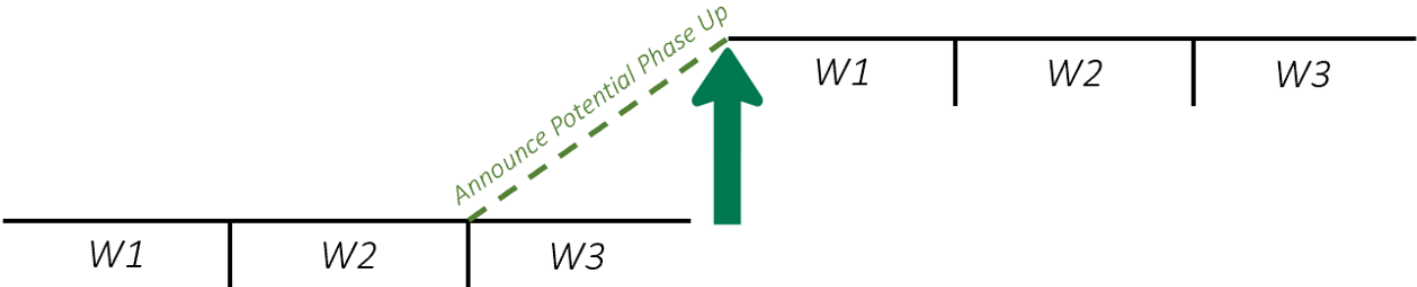
Phase-by-Phase Decisions



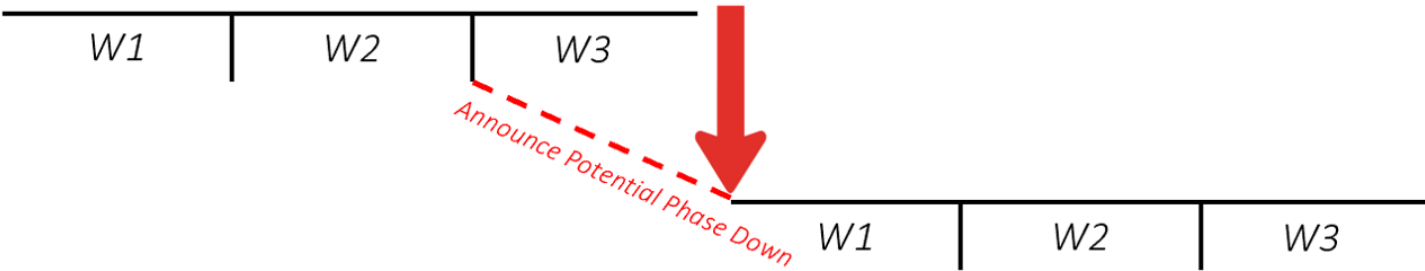
Note: Scales above are not aligned: Data from LCPH is scaled from 0 to 30 while data from DPHHS (state) is scaled from 0 to 750

Like they have state-wide, positive cases in Lewis & Clark County have risen in recent weeks, but active case counts remain below those of similarly sized communities

Phase-by-Phase Decisions

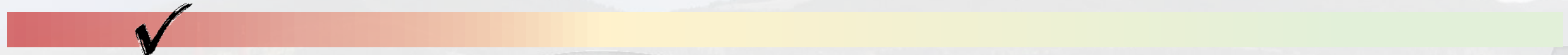


Multiweek models account for trends as opposed to sudden “spikes” temporary “drops.” Trend analysis allows for the model to respond to periodic increases and subsequent declines in localized virus activity.



Phase-by-Phase Decisions

Highly Cautionary

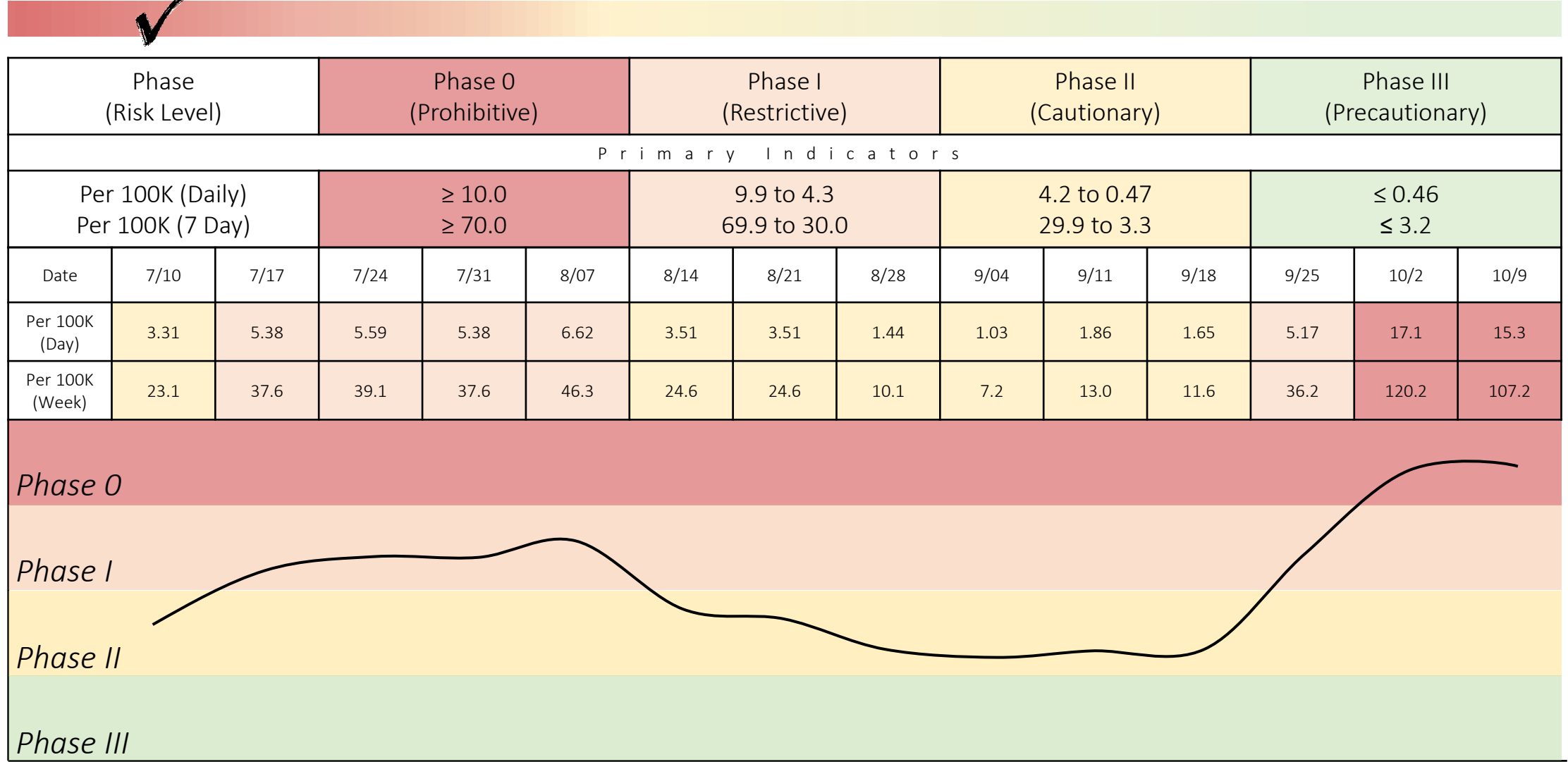


Phase (Risk Level)	Phase 0 (Prohibitive)	Phase I (Restrictive)	Phase II (Cautionary)	Phase III (Precautionary)
Per 100K (Daily)	≥ 10.0	9.9 to 4.3	4.2 to 0.47	≤ 0.46
Per 100K (7 Day)	≥ 70.0	69.9 to 30.0	29.9 to 3.3	≤ 3.2

NOTE: Some numbers rounded for consistency and ease of use


- Drafted measures presented as part of the 09/22 model were generally on the more conservative side, considerably more so than “case incidence” levels associated with recommendations from the Harvard Global Health Institute.
- Auto-drop numbers should not be “hard limits” but rather, indicators that dictate urgent assessment of an ongoing situation.

Highly Cautionary



Phase-by-Phase Decisions

Harvard Global Health: Case Incidence Levels



Phase (Risk Level)	Phase 0 (Prohibitive)	Phase I (Restrictive)	Phase II (Cautionary)	Phase III (Precautionary)
Per 100K (Daily)	≥ 25.0	24.9 to 1.4	1.4 to 0.14	≤ 0.14
Per 100K (7 Day)	≥ 175.0	174.9 to 10.0	9.9 to 1.0	≤ 0.99

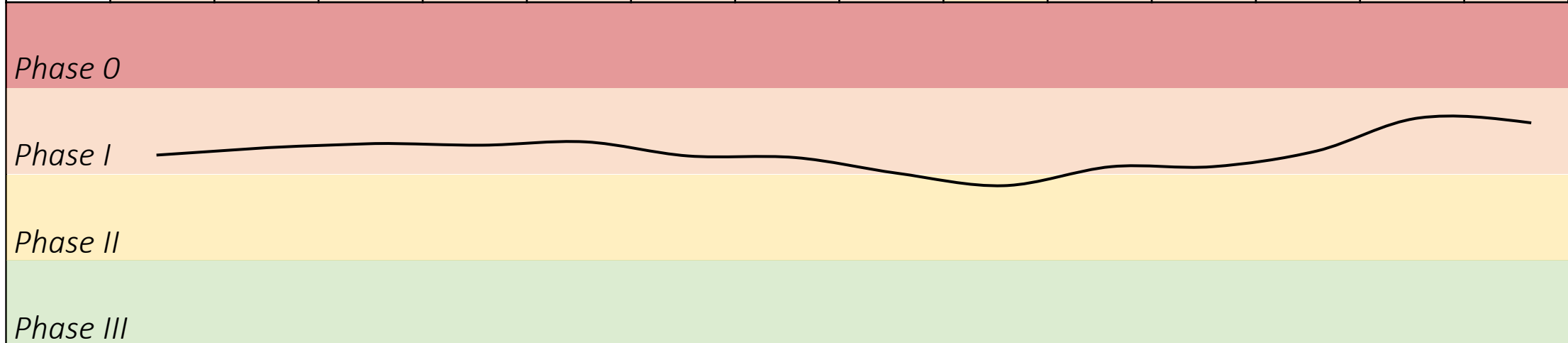
NOTE: Some numbers rounded for consistency and ease of use

- Case incidence levels associated with the Harvard Global Health Institute include a relatively large threshold for Phase I
- Phase II (cautionary) indicators are relatively slim with a weekly range of only ten (10) cases

Harvard Global Health: Case Incidence Levels



Phase (Risk Level)		Phase 0 (Prohibitive)				Phase I (Restrictive)			Phase II (Cautionary)			Phase III (Precautionary)		
Primary Indicators														
Per 100K (Daily) Per 100K (7 Day)		≥ 25.0 ≥ 175.0				24.9 to 1.4 174.9 to 10.0			1.4 to 0.14 9.9 to 1.0			≤ 0.14 ≤ 0.99		
Date	7/10	7/17	7/24	7/31	8/07	8/14	8/21	8/28	9/04	9/11	9/18	9/25	10/2	10/9
Per 100K (Day)	3.31	5.38	5.59	5.38	6.62	3.51	3.51	1.44	1.03	1.86	1.65	5.17	17.1	15.3
Per 100K (Week)	23.1	37.6	39.1	37.6	46.3	24.6	24.6	10.1	7.2	13.0	11.6	36.2	120.2	107.2



Phase-by-Phase Decisions

Precautionary

Phase (Risk Level)	Phase 0 (Prohibitive)	Phase I (Restrictive)	Phase II (Cautionary)	Phase III (Precautionary)
Per 100K (Daily)	≥ 36.0	35.9 to 20.0	19.9 to 2.2	≤ 2.1
Per 100K (7 Day)	≥ 250.0	249.9 to 140.0	139.9 to 15.0	≤ 14.99

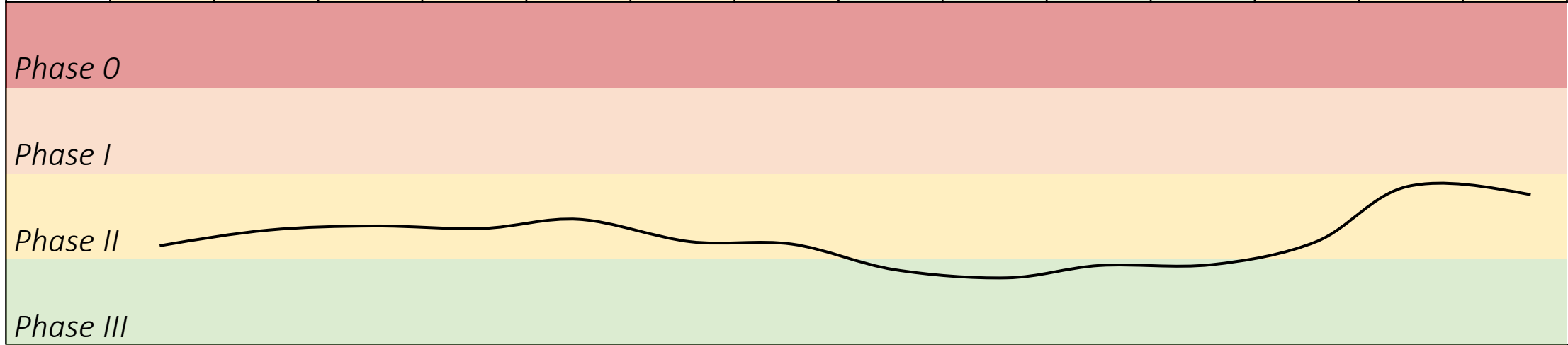
NOTE: Some numbers rounded for consistency and ease of use

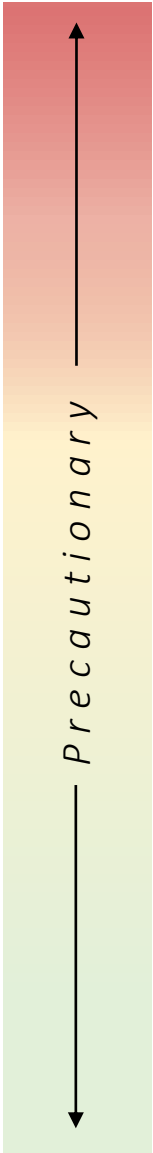
- Less precautionary models seem to suggest the “loosening” of needed health/safety practices too early and respond to localized outbreaks too late to ensure identification and containment

Precautionary



Phase (Risk Level)		Phase 0 (Prohibitive)				Phase I (Restrictive)			Phase II (Cautionary)			Phase III (Precautionary)		
Primary Indicators														
Per 100K (Daily) Per 100K (7 Day)		≥ 36.0 ≥ 250.0				35.9 to 20.0 249.9 to 140.0			19.9 to 2.2 139.9 to 15.0			≤ 2.1 ≤ 14.99		
Date	7/10	7/17	7/24	7/31	8/07	8/14	8/21	8/28	9/04	9/11	9/18	9/25	10/2	10/9
Per 100K (Day)	3.31	5.38	5.59	5.38	6.62	3.51	3.51	1.44	1.03	1.86	1.65	5.17	17.1	15.3
Per 100K (Week)	23.1	37.6	39.1	37.6	46.3	24.6	24.6	10.1	7.2	13.0	11.6	36.2	120.2	107.2





Highly Cautionary

Phase (Risk Level)	Phase 0 (Prohibitive)	Phase I (Restrictive)	Phase II (Cautionary)	Phase III (Precautionary)
Per 100K (Daily) Per 100K (7 Day)	≥ 10.0 ≥ 70.0	9.9 to 4.3 69.9 to 30.0	4.2 to 0.47 29.9 to 3.3	≤ 0.46 ≤ 3.2

Harvard Global Health: Case Incidence Levels

Phase (Risk Level)	Phase 0 (Prohibitive)	Phase I (Restrictive)	Phase II (Cautionary)	Phase III (Precautionary)
Per 100K (Daily) Per 100K (7 Day)	≥ 25.0 ≥ 175.0	24.9 to 1.4 174.9 to 10.0	1.4 to 0.14 9.9 to 1.0	≤ 0.14 ≤ 0.99

Recommended

Phase (Risk Level)	Phase 0 (Prohibitive)	Phase I (Restrictive)	Phase II (Cautionary)	Phase III (Precautionary)
Per 100K (Daily) Per 100K (7 Day)	≥ 25.0 ≥ 175.0	24.9 to 6.0 174.9 to 42.0	5.9 to 0.70 41.9 to 5.0	≤ 0.69 ≤ 4.9

Precautionary

Phase (Risk Level)	Phase 0 (Prohibitive)	Phase I (Restrictive)	Phase II (Cautionary)	Phase III (Precautionary)
Per 100K (Daily) Per 100K (7 Day)	≥ 36.0 ≥ 250.0	35.9 to 20.0 249.9 to 140.0	19.9 to 2.2 139.9 to 15.0	≤ 2.1 ≤ 14.99

NOTE: Some numbers rounded for consistency and easy of use

Phase-by-Phase Decisions

Recommended

Phase (Risk Level)	Phase 0 (Prohibitive)	Phase I (Restrictive)	Phase II (Cautionary)	Phase III (Precautionary)
Per 100K (Daily)	≥ 25.0	24.9 to 6.0	5.9 to 0.70	≤ 0.69
Per 100K (7 Day)	≥ 175.0	174.9 to 42.0	41.9 to 5.0	≤ 4.9

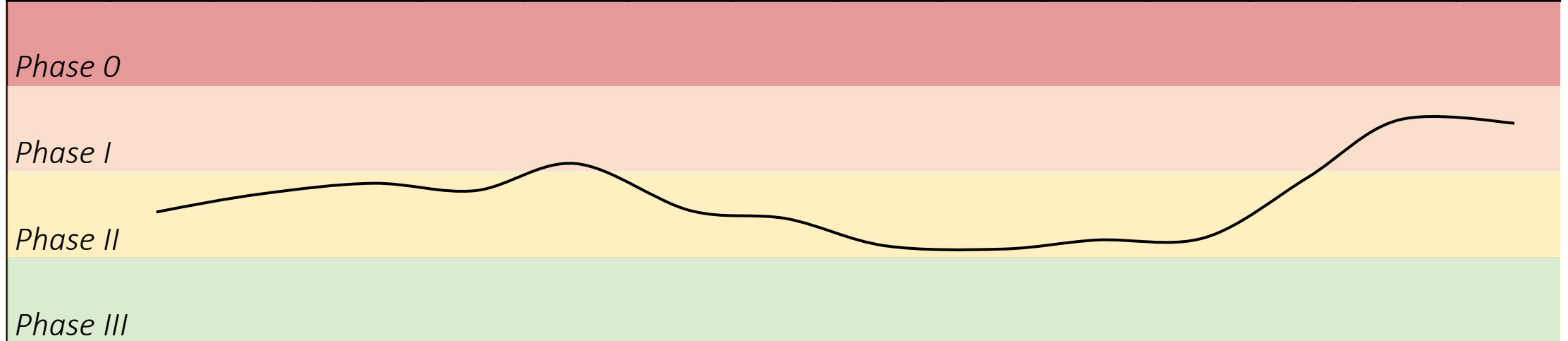
NOTE: Some numbers rounded for consistency and ease of use

- Thresholds are similar to those recommended by the Harvard Global Health Institute but utilize more cautionary measures to define Phase I and Phase II

Recommended



Phase (Risk Level)		Phase 0 (Prohibitive)			Phase I (Restrictive)			Phase II (Cautionary)			Phase III (Precautionary)			
Primary Indicators														
Per 100K (Daily) Per 100K (7 Day)		≥ 25.0 ≥ 175.0			24.9 to 6.0 174.9 to 42.0			5.9 to 0.70 41.9 to 5.0			≤ 0.69 ≤ 4.9			
Date	7/10	7/17	7/24	7/31	8/07	8/14	8/21	8/28	9/04	9/11	9/18	9/25	10/2	10/9
Per 100K (Day)	3.31	5.38	5.59	5.38	6.62	3.51	3.51	1.44	1.03	1.86	1.65	5.17	17.1	15.3
Per 100K (Week)	23.1	37.6	39.1	37.6	46.3	24.6	24.6	10.1	7.2	13.0	11.6	36.2	120.2	107.2



Phase-by-Phase Decisions

How would secondary measures be utilized?

Secondary measures add context to further inform needed phase-by-phase decisions

Phase (Risk Level)	Phase 0 (Prohibitive)	Phase I (Restrictive)	Phase II (Cautionary)	Phase III (Precautionary)
S e c o n d a r y I n d i c a t o r s				
Active Case Ratio	1:350 or less	1:351 to 1:2000	1:2001 to 1:4000	1:4001 or more
Positivity Rates (7 Day)	≥ 10.0%	9.9% to 5%	4.9% to 2.0%	≤ 1.9
*Reassessment Thresholds Per 100K (7 Day)	NA	Phase 0 (+10)	Phase I (+10)	Phase II (10)
Active Case Trend (14 Day)	Is the general active case trend increasing or decreasing?			
School Associated Cases (7 Day)	How active are school-associated cases? Are school associated cases increasing or decreasing?			

**Necessitate active (weekly) school closure discussions with health officials.*

Phase-by-Phase Decisions

How might this look in action?

- Scenario #1: Local, county case counts declined and have remained relatively low for three weeks. Schools are currently in Phase I but week-by-week metrics suggest that “phasing-up” should be possible within another week. However, health officials/professionals warn that cases are rising across Montana and predicted to continue in an upward direction.

FICTIONAL SCENARIO

Phase (Risk Level)	Phase 0 (Prohibitive)	Phase I (Restrictive)	Phase II (Cautionary)	Phase III (Precautionary)
P r i m a r y I n d i c a t o r s				
Per 100K (Daily) Per 100K (7 Day)	≥ 25.0 ≥ 175.0	24.9 to 6.0 174.9 to 42.0	5.9 to 0.70 41.9 to 5.0	≤ 0.69 ≤ 4.9
S e c o n d a r y I n d i c a t o r s				
Active Case Ratio	1:350 or less	1:351 to 1:2000	1:2001 to 1:4000	1:4001 or more
Positivity Rates (7 Day)	≥ 10.0%	9.9% to 5%	4.9% to 2.0%	≤ 1.9

Primary Measures:

Date	1/08	1/15	1/22	1/29	2/05	2/12	2/19	2/26	3/5	3/12
Per 100K (Day)	18.8	21.0	17.4	11.4	6.1	4.5	4.3	?	?	?
Per 100K (Week)	132	147	122	80	43	31	30	?	?	?

Secondary Measures:

- Active Case Ratio: Currently 1:2500
- Positivity Rate (7 Day): Currently 5.3% declining from 5.6% last week
- Active Case Trend (14 Day): Trending down or flat for nearly two months
- School Associated Cases (7 Day): Three school-related cases reported over the last 7 days

Phase-by-Phase Decisions

How might this look in action?

- Scenario #2: State-wide, newly identified cases and positivity rates have been declining for five consecutive weeks. However, local cases have increased for the last two weeks. The positivity rate remains under 5%, most recently measured at 3.9%. Health officials/professionals remain optimistic reporting good testing capacity/turn-around, timely contact tracing and a low impact at the local hospital.

FICTIONAL SCENARIO

Phase (Risk Level)	Phase 0 (Prohibitive)	Phase I (Restrictive)	Phase II (Cautionary)	Phase III (Precautionary)
Primary Indicators				
Per 100K (Daily) Per 100K (7 Day)	≥ 25.0 ≥ 175.0	24.9 to 6.0 174.9 to 42.0	5.9 to 0.70 41.9 to 5.0	≤ 0.69 ≤ 4.9
Secondary Indicators				
Active Case Ratio	1:350 or less	1:351 to 1:2000	1:2001 to 1:4000	1:4001 or more
Positivity Rates (7 Day)	≥ 10.0%	9.9% to 5%	4.9% to 2.0%	≤ 1.9

Primary Measures:

Date	1/08	1/15	1/22	1/29	2/05	2/12	2/19	2/26	3/5	3/12
Per 100K (Day)	2.2	2.4	3.1	2.5	2.5	9.8	11.0	?	?	?
Per 100K (Week)	15	17	22	18	18	69	77	?	?	?

Secondary Measures:

- Active Case Ratio: Currently 1:3100
- Positivity Rate (7 Day): Currently 3.9% rising from 3.3% last week
- Active Case Trend (14 Day): Trending up over the last two weeks
- School Associated Cases (7 Day): Four school-related cases reported over the last 7 days

Phase-by-Phase Decisions

Per the recommended action, “Board Approval” signifies the adoption of a “data-informed” decision making process when considering school/district phases.

- Metrics and thresholds may be continually updated based on ongoing feedback, research-based practices, and recommendations from partner health officials/professionals
- No immediate or near-term phasing recommendations are being presented for consideration at this time



North
Helena Public Schools
...a great place to learn





The Helena Public Schools educate, engage, and empower each student to maximize his or her individual potential with the knowledge, skills and character essential to being a responsible citizen and life-long learner.

Board of Trustees – Board Meeting

Tuesday, September 8, 2020

MINUTES - DRAFT

ATTENDEES

Luke Muszkiewicz, Chair	Tyler Ream, Superintendent	Trish Klock, Bryant Principal	Lisa Cordingley
Siobhan Hathhorn, Vice Chair	Josh McKay, Assistant Superintendent	Rex Weltz, Rossiter Principal	Tammy Hinderman
Terry Beaver, Trustee	Barb Ridgeway, Chief of Staff	Justine Alberts, Hawthorne Principal	Jake West
Libby Goldes, Trustee	Pat Boles, Technology Administrator	John Stilson, Central Principal	Jesse Chaney
John McEwen, Trustee	Kalli Kind, Facilities Director	Lona Carter, Jefferson Principal	Kim Beatty
Jennifer McKee, Trustee	Joslyn Davison, Curriculum Administrator	Brett Zanto, Capital Principal	Deb Jacobsen
Sarah Sullivan, Trustee	Sean Maharg, Special Education Administrator	Tia Wilkins, Warren Principal	Jane Shawn
Jennifer Walsh, Trustee	Sean Morrison, Special Education Administrator		Travis Belcher
	Gary Myers, Education Technology Coordinator		Jamie Bright
			Roger Schruggs
			Jonna Schwartz

I. CALL TO ORDER / PLEDGE OF ALLEGIANCE

Board Chair, Luke Muszkiewicz, called the meeting to order at 5:32pm, and the pledge of allegiance was recited.

II. REVIEW OF AGENDA

No changes were requested to the meeting agenda.

III. GENERAL PUBLIC COMMENT

Two parents of student athletes, Kim Beatty and Jamie Bright, spoke against the spectator limit in place at Helena Public Schools' extracurricular activities.

IV. NEW BUSINESS

A. ITEMS FOR CONSENT

Ms. Sullivan moved to approve the items for consent. Ms. Hathhorn seconded the motion. There was neither public comment nor board comment. The items for consent passed unanimously.

B. ITEMS FOR INFORMATION

Ms. Ridgway provided trustees with an overview of the changes recommended by the Policy Committee to Policy 3000 and Policy 3005. According to Ms. Ridgway, new laws at the federal level required policy changes specifically related to sexual harassment. No changes were requested to the policies from trustees. Ms. Ridgway concluded that both policies would be returned to the policy committee for a second reading.

C. REPORTS

Teaching and Learning Committee Report: Ms. Hathhorn provided the board with an overview of the most recent committee meeting, which included an overview of the academic plan for remote learning, a hybrid environment, and in-person instruction. She voiced her appreciation to Joslyn Davidson and Lona Carter for their work setting up the district to be ready for anything this school year. She added future committee discussions would include aligning goals for the year and developing a calendar of topics for this year's meetings.

Budget and Finance Committee Report: Mr. McEwen reported the committee had been presented with the first year to date budget report at the last committee meeting. The committee was working to establish a work plan for the year, which would include discussions on an administrative salary survey, the effectiveness of the mental health programs, continual enrollment monitoring, and periodic review of the multi-year budget projections. Mr. McEwen told the committee the calendar of topics for the school year would be finalized at the next committee meeting.

Health and Benefits Committee Report: Mr. McEwen told the board the committee had voted to extend the COVID-19 related benefits and would make assessments and decisions on retaining or adding other benefits as needed.

Montana School Boards Association (MTSBA) Report: Mr. Muszkiewicz reported the association had developed draft legislation that included a temporary provision to extend ANB averages to five years. If this passed, a district either could use a five-year ANB average for budgeting or this year's actuals. The second piece of legislation intended to change the cost of living adjustments from the CPIU to the cost of employment index. The final piece of legislation stated that if a student qualified for free and reduced lunch, ANB for that student would increase 25%. He encouraged the board to reference the provided spreadsheet of draft legislation. Ms. Sullivan asked if the association had discussed applying the increased ANB theory to SPED students. Mr. Muszkiewicz answered he believed that would be a separate issue since the piece of referenced draft legislation described an economic threshold as the trigger to an increase in ANB. Ms. Hathhorn asked if the 25% increase in ANB was intended to be separate from federal aid. Mr. Muszkiewicz answered it was separate; it would be state funding.

Helena Education Association (HEA) Report: Ms. Shawn reported that elementary teachers returned to school today. The highlight of the last two weeks has been to see students again. She reported teachers were working through the uncertainties and technology issues. Mr. Muszkiewicz noted trustees had had the opportunity to visit schools, and it was a great thing to see teachers and students interacting in schools.

V. SUPERINTENDENT'S REPORT

Dr. Ream provided the board with a back to school update. He reported it was the third week of the back to school transition and had focused on transitioning back to school and setting a foundation for students. He added the teachers did a fantastic job rallying to meet the needs of students. He voiced his appreciation for First Student, Sodexo, and other district partners for being responsive and flexible. Dr. Ream said though this year was the most complicated model for back to school – only about 11% of districts were using a hybrid model – it provided an alternative to fully in school or completely closed. He recognized Mr. McKay's leadership for finding opportunities within every challenge and providing flexibility in finding solutions. Dr. Ream noted two challenges remaining were increased technology needs and ongoing staffing needs.

Dr. Ream provided trustees with an updated chart from the August board meeting. He recalled health professionals saying four-week-out decisions were extremely difficult to make because what happens four weeks from now depended upon the decisions and exposure two weeks from now. He showed the board the case trends that had been added to the county health department's dashboard, which showed actuals through September 4. He added it was important to see how the opening of schools would affect the case count prior to making any decisions. Dr. Ream said phasing decisions would be metric-based, built on best practices across other states and within the state, adapted to our district, and presented to health professionals for feedback.

Ms. Walsh recommended phasing decisions not be purely science-based and to take into consideration the disruptiveness of shifting between phases. Dr. Ream agreed, adding it was still unknown how the metrics would look this winter and spring, or the affect cold and flu season would have on the virus. He continued that each of the phases had been developed with the plans that they would be used during the year; there needed to be as many options as possible.

Ms. Sullivan asked for clarification that if the beginning of October, things were trending in the right direction, the district would consider moving to Phase II. Dr. Ream confirmed, adding metric assessment would occur the entire year.

Ms. Sullivan asked for a consensus of the staff's feelings on getting back to school. She voiced her appreciation for the teachers' and schools' efforts during the rolling start. Ms. Sullivan added she hoped there would be a discussions post-pandemic on lessons learned and permanent changes to

programs. Dr. Ream confirmed, adding it would be a continual process to record ways to improve throughout the year.

Mr. Muszkiewicz said he felt there was tremendous value in entering the school year in Phase I with a rolling start; it provided families the opportunity to build trust. He voiced his appreciation to principals, teachers, and students for hosting trustees in their school visits. Dr. Ream replied that no one at the schools was bothered by the visits, and they appreciated trustees' time.

Dr. Ream announce the 2020-2021 school year will be his last year with the district, citing personal reasons. He stressed his commitment to the schools and to the community for the duration of the school year and said there were infinite deliverables to be accomplished this year. Trustees voiced their sadness at his resignation and their respect for his decision.

VI. ADJOURNMENT

The meeting was adjourned at 7:04pm.



Superintendent
Tyler Ream, Ed. D
324-2001

Business Manager
Janelle Mickelson
324-2040

Board of Trustees Special Meeting

RBLC and Zoom

Thursday October 1, 2020
10:00am

MINUTES

ATTENDANCE – Present unless otherwise noted

Luke Muszkiewicz, Board Chair
Siobhan Hathhorn, Board Vice Chair
Terry Beaver, Trustee, excused
Sarah Sullivan, Trustee
Jennifer McKee, Trustee
Elizabeth “Libby” Goldes, Trustee
Jennifer Walsh, Trustee
John McEwen, Trustee
Dr. Tyler Ream, Superintendent
Jane Shawn, HEA President

I. CALL TO ORDER/PLEDGE OF ALLEGIANCE

Chair Luke Muszkiewicz called the meeting to order at 10:06 a.m. and led the Pledge of Allegiance.

II. REVIEW OF AGENDA

No changes.

III. NEW BUSINESS

A. Items for Information

1. Search Firm Presentations

a. Hazard, Young, Attea & Associates

Presentation by Carolyn McKennan and Jacqueline Horejs. Hazard, Young, Attea and Associates, (HYA) proposes to conduct a national search for talented and highly qualified candidates for the position of

Superintendent of Schools for Helena Public Schools. HYA has conducted over 1,400 searches. The consultants who have been asked to lead this search have completed 80 searches. HYA's success is about people: our Associates, their extensive contacts, and the boards we assist. We build relationships with each new search, expanding our reach and our record of success. During a typical year, HYA conducts 60 – 80 executive searches per year. We find that the large quantity of searches the firm conducts puts us at a competitive advantage with respect to other search firms, in that our search volume places us in more frequent contact with a larger number of potential candidates, many of whom are not actively seeking employment but are then known to us and can thus be recruited when or if an appropriate position arises. We believe that the success rate of the executives hired with our assistance is due in large part to the volume of searches conducted. After more than 1,400 searches in every region of the country, HYA is in possession of a network of unique depth and breadth, and is therefore also in a stronger position to identify individuals who meet the unique and varied needs of the clients we serve. This document serves to clearly outline the specific services, deliverables and costs proposed for the Helena Public Schools. HYA shall provide the following services and deliverables. Due to public health concerns, it is anticipated that many of the search services will be conducted virtually. Conduct a Planning Meeting with the Board and provide a summary of said meeting which will detail the timeline and steps of the search process and decisions made by the Board. Conduct individual interviews, focus groups, and/or stakeholder meetings to gather input from constituent groups as decided by the Board. Offer options for community input via surveys in addition to the above input sessions. (HYA offers an optional research-based survey with detailed analytics for an additional cost or a locally designed survey using an on-line survey tool which is included in the search fee if the district provides translation services.) The survey is entirely optional, and the Board may elect to not do one. Present a Leadership Profile Report to the Board, and propose Desired Characteristics based on the data from the optional survey, interviews with district and community representatives and other material made available to the associates. The Engage Phase consists of designing and planning a process of engaging the Board and stakeholders through individual interviews, online surveys, and focus groups. HYA associates have experience in facilitating these input sessions in a virtual or hybrid environment. Information from these interactions assists the Board in developing a leadership profile and selection criteria that match the priorities of the community and that meet the unique needs of HPS. This disciplined, inclusive and research-based approach ensures all stakeholders have the opportunity to be part of the search process and provides valuable feedback about the school district based on HYA's local research and

professional understanding of the district's standing in the broader marketplace. The development of the Leadership Profile Report allows the search team to focus all recruitment and screening efforts on candidates that meet the skills and talents identified by the stakeholder engagement process. Top ranked candidates will have experience, skills and talents that match those identified by the District. HYA has more experience in identifying quality educational executives than any other firm in the industry. We build relationships with each new search, expanding our reach and our record of success. Members of the firm are active professionally in state and national organizations affording ongoing identification of emerging educational leaders with unusual talent and promise. Both associates proposed to lead the search engage with Superintendents and Assistant Superintendents from many districts throughout the region. HYA publishes all Superintendent vacancies across the nation on its website at no charge to the district, and staff will send frequent announcements regarding the search to all associates. We are confident our team's knowledge and experience will produce an excellent slate of candidates for HPS. The select phase consists of providing the Board with a slate of candidates interviewed by HYA associates using the Leadership Profile. HYA associates are committed to spending the necessary time and energy on the details to find the right candidates to bring to the Board. HYA associates then facilitate the Board interviews and appointment process. The Board's decision to hire or not hire a candidate is at the sole discretion of the Board; the Board takes responsibility for that decision. The transition phase consists of assisting the Board and new Superintendent to assure a successful transition. Appointing a new leader is the first step toward accomplishing organizational and student goals for success. Additional transition services such as goals, setting, Superintendent evaluation, and Governance Team processes and protocols are available for an additional fee based on the number of days required. In consideration for Services, the District will pay to Hazard, Young, Attea and Associates: Consulting Fee for the search in the amount of \$20,000. This fee is due in three installments; 50% will be invoiced upon execution of the contract/agreement. 25% will be invoiced upon presentation of the Leadership Profile Report. 25% will be invoiced upon presentation of the slate. Travel expenses for associates will be borne by the Board (for any non-virtual meetings). If the Board chooses to reimburse candidates for travel, candidates will submit the expenses directly to the district for reimbursement. Based on past experience, HYA has designed advertising packages to maximize exposure for the vacancy. The Board will choose the package that best suits its needs Advertising on the HYA's webpage and social media pages are included in the consulting fee. In addition to the national

advertising on HYA's webpage, we recommend that the Board consider advertising in the American Association of School Superintendents (AASA), EdWeek, and the Montana School Boards publication. Additional professional background checks/executive due diligence services if desired by the Board. The cost ranges from \$1100 - \$1950 per candidate. All search related documents will be provided electronically at no additional cost. Upon the concurrence of the Board, Dr. Carolyn McKennan and Dr. Jacqueline Horejs will conduct the search. Throughout the search process the associates will be available to counsel with the Board about the search. The consultants will assist the Board until the Board determines it has found the right candidate for the position. The candidate appointed with HYA's assistance will not be presented to another Board as a candidate if it would result in the person leaving the District within three years of employment unless the Board provides written authorization to HYA that they may do so. If the Superintendent departs from the position during the first year under any circumstances, or within two years if a majority of the board is still in place and departure is due to dissatisfaction and not personal or familial reasons, HYA will recruit new candidates for the Board at no additional cost barring travel, advertising and due diligence expenses. HYA will agree to match the price of any competitive bid if the bid is for a comparable level of services and support (both time and process).

The boards will customize what they would like as far as the workshops are concerned. The transition service, it would be more advantageous to lump everything together in one package fee instead of separating them into categories. Most Superintendents ask for a coach in their packets because they know HYA.

Break called at 11:25am, resume the Special Board Meeting at 11:41am.

- b. Montana School Boards Association**
Presented by Debra Silk and Karla Smerker. With Tyler Ream's announcement of his stepping down as Superintendent of Helena Public Schools at the end of this school year and pursuant to your request for information on our Superintendent Search processes, we would welcome the opportunity to assist the Board through the transition of a search for a successor superintendent and in this regard, wanted to be sure that you are familiar with our Superintendent Search Process. As you can see from the information contained below, our search process is designed to help the Board every step of the way while ensuring that the Board makes all the decisions along the way. We have over 45 years of collective experience devoted to assisting Montana K-12 public schools with their superintendent search process. We are well-versed in Montana school law, Montana statutes and administrative rules applicable to the necessary qualifications of Montana superintendents as well as laws, rules and regulations that are

applicable to the employment of Montana Superintendents and open meeting laws as they pertain to the hiring process. We also assist the Board in promoting your District to potential candidates on a statewide and national basis. The level, quality, and value of MTSBA's Superintendent Search Services are unmatched. We have assisted all the AA schools in their searches for superintendents at one point or another. We assisted the Helena Board of Trustees with its hiring of Jack Copps and would welcome the opportunity to assist the Board through your upcoming superintendent search process. The following sets forth the components of the service we offer.

Step 1 Gathering Information on Specific Needs of District and Promotion of your District and the Helena community The MTSBA consultants will work with the District to develop the advertisement for the position. As part of this process, we develop a customized brochure promoting the positive attributes of your District and your community.

Step 2 Advertise the Position MTSBA will advertise the position in the appropriate venues in-state and out-of-state for the length of time determined by the Board. MTSBA's application materials, which have undergone extensive legal review, will be utilized for the process.

Step 3 Collection of Applications MTSBA will collect application materials, prepare a matrix of applicants' qualifications, and prepare application packets for the Board's screening process. MTSBA consultant will attend and guide the Board through the screening process. **Step 4 Online Survey/Focus Groups (Board Choice)**

In order to solicit input from district staff, parents, students, and the community about the qualities they would like in a superintendent, MTSBA will provide the district with the following options:

Option 1--MTSBA will develop an online survey link unique to the District, which may be posted on the district website, published in the local paper, or made readily available in another manner (Option 1 is included in the full search contract).

Option 2--MTSBA consultant will facilitate focus groups in the District with various stakeholders (Option 2 is available to the district for an additional half day or full day charge, plus expenses).

Option 3- MTSBA consultant will assist the District with a combination of Option 1 and Option 2 (Option 3 is available to the district for an additional half day or full day charge, plus expenses).

Step 5 Screening of Candidates MTSBA consultant will provide all applications to the Board for screening and will guide the Board through the screening process. MTSBA will share the results of either the online survey or focus group sessions with the Board prior to screening. MTSBA will provide a list of sample interview questions and assist the Board in selection or development of interview questions. MTSBA will coordinate the interview schedule and the candidate's visits to the community in conjunction with the District contact person.

Step 6 Post-Screening; Logistics for Interviews MTSBA consultant will contact finalists to secure interviews. MTSBA will assist finalists with travel arrangements. MTSBA consultant will develop a press release on the finalists selected by the Board.

Step 7 Employment Reference Checks; MTSBA consultant will conduct comprehensive employment reference checks on up to four (4) finalists prior to the interviews.

Step 8 Fingerprint and Criminal Background Checks MTSBA will process and collect criminal background checks on finalist(s) selected by the District at the District's request. (Note: this is an additional option fee service and the District must sign the Addendum to Superintendent Search Contract.)

Step 9 Interview Candidates MTSBA consultant will attend the candidate interviews and will guide the Board through the interview process. After interviews, MTSBA consultant will provide the Board with a reference summary report of the finalists' comprehensive employment reference checks.

Step 10 Offer and Negotiation of Contract MTSBA consultant will contact and officially offer the position to the successful candidate, conveying all terms of the Board's motion. MTSBA consultant will negotiate the terms of an employment contract, in conjunction with the appointed district contact person. MTSBA legal staff will prepare a Superintendent contract to ensure it meets legal standards and reflects the employment terms agreed upon between the Board and the successful candidate. MTSBA will contact candidates not selected on behalf of the Board.

Step 11 Getting off on the Right Foot MTSBA will discuss with the Board the development of a meaningful Superintendent evaluation.

The fee for our Full Search Process is \$7,500 + expenses. Included in this fee structure are up to four (4) consultations with your District/Board by the MTSBA Consultant(s). This typically includes meeting with the Board to discuss details relating to the advertisement, participating in the screening process, and assisting the Board with the interviews of finalists. Your District will save on travel expenses given that MTSBA is headquartered in Helena. Postage and copying fees will only be assessed when excessive. Additional consultations at the request of the District will be charged in accordance with MTSBA's fee structure at \$750 for a half day or \$1,500 for a full day. In-depth reference checks beyond the four finalists included in the contract for services are charged at \$500 per reference check. MTSBA's Superintendent Search Process is a great value for any District. As a member benefit, we offer this service at significantly reduced rates that are designed to save trustees a significant amount of time and money (estimated to be in the \$20,000-\$30,000 range). Our Superintendent Search Services is designed to assist the Board throughout each phase

of the search. This allows the Board to focus on deliberations and decisions in the selection of finalists and ultimately choosing the best candidate to lead the District. Again, we welcome the opportunity to assist your District with its search for a successor superintendent.

Break called at 12:30pm, resume the Special Board Meeting at 12:45pm.

B. Items for Action

1. Selection of a Superintendent search firm and authorization of Board Chair to negotiate the contract.

Board Chair, Mr. Muszkiewicz mentioned that the bottom line is that there is an allocation of expenses for this selection for a search firm. We can choose one of these firms, we can decide to do something else, or we can say we need more time to think about this decision. Extensive discussion about the differences between the search firms. They do basically the same thing, however, with different approaches. Trustee Sullivan pointed out that MTSBA is more appealing as far as the price is concerned, however, HYA does specialize in finding superintendents while MTSBA is a small firm and they wear many hats. When working with them both in the past, HYA was by far the superior of the two. If we are going to bother looking nation-wide, HYA should be used. If we are looking in Montana, then MTSBA would be great. Trustee McKee commented that yes, it seems as if there is a conflict of interest. If MTSBA knows all the Superintendents and the “good, bad, and ugly” without exposing them, then that does not set right. Trustee Goldes has the same concerns as others. Trustee Goldes also asked who is scheduling these interviews; the Board Chair did it last time with HYA. Trustee McEwen added that MTSBA has other duties, however HYA has other clients and we will not get them for 40 hours a week. Trustee Sullivan added that she likes that HYA has the network capabilities if someone is looking for a certain sized district. Trustee Hathhorn said the biggest concerning thing from MTSBA is the unknowns. The question was asked if this is the time for an interim in the district. Dr. Ream explained that he thinks the district should try to have a sustainability in leadership. Interims can help get through a defined amount of time. It is going to matter how fast districts hit the ground running. It is hard to ask someone to give ten years of their life. It should not be delayed another year or two.

Motion: Sarah Sullivan moved to select HYA and give the Board Chair the authorization to negotiate the price and contract based on our discussion. Siobhan Hathhorn seconded the motion.

Public Comment: None

Board Comment: John McEwen stated he would have voted for either one for various reasons. HYA is a solid firm. Trustee Walsh mentioned that if HYA has already done some of this work, it should not have to be paid for twice. The board is asking Chair Muszkiewicz to review the documents thoroughly and come up with a fair solution.

Vote: 7-0 The motion carried.

IV. GENERAL PUBLIC COMMENT: *This is the time for comment on public matters that are not on the agenda. Public matters do not include any pending legal matters, private personnel issues, or private student issues. Please do not attempt to address such issues at this time or you will be ruled out of order. The Board cannot enter into a discussion during General Public Comment.*

None.

V. BOARD COMMENT

Chair Muszkiewicz reached out for recommendations for how to schedule interviews, logistics behind everything, and possibly form an ad-hoc committee. Trustee Sullivan explained that it is more of a coordination thing that is time consuming. Trustee Sullivan volunteered to take care of it, so there is not a need to hire someone to do the work. Trustee McEwen and Trustee Goldes offered to be on the ad-hoc committee if there is one to be formed. Dr. Ream offered up the District to help however possible.

VI. ADJOURNMENT

There being no other topics for future meetings and no public comment on issues not on the agenda, the meeting adjourned at 2:47p.m.

Respectfully submitted,

Luke Muszkiewicz, Chair

Jessica Evans, Recording Secretary

Date

PERSONNEL ACTIONS
September 9, 2020 – October 13, 2020

CERTIFICATED PERSONNEL

Appointments

<u>Name</u>	<u>Effective</u>	<u>Location/Assignment</u>	<u>Salary</u>
Guay, Jeffrey	10/05/2020	CHS/English (.50 FTE)	\$17,374.39
Neddenriep, Sidney	9/28/2020	Bryant/2-3 DLI	\$34,656.11*

*Temporary Contract: Contract expires at the discretion of the District or 6/10/2021 whichever occurs first.

Terminations/Retirements

<u>Name</u>	<u>Effective</u>	<u>Location/Assignment</u>	<u>Reason</u>
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Leaves

<u>Name</u>	<u>Term</u>	<u>Location/Assignment</u>	<u>Type of Leave</u>
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Change in Contract

<u>Name</u>	<u>From</u>	<u>To</u>	<u>Effective Date</u>
Galbavy, Cynthia	1.16 FTE	1.33 FTE	08/24/2020
Johnson, Mac	1.00 FTE	1.16 FTE	08/24/2020

**Temporary Assignment*

CLASSIFIED PERSONNEL

Appointments

<u>Name</u>	<u>Effective</u>	<u>Location/Assignment</u>	<u>Salary</u>
Brandl, Jessica	10/5/2020	PAL/Temporary Para Educator	\$15.95/hr.*
Bushnell, Chaz	9/08/2020	Lincoln/Temporary Day SACC Para	\$13.30/hr.*
Calnan, Kelly	9/14/2020	Bryant/Part-time SACC Para	\$13.91/hr.
Carbis, Dutton	8/17/2020	HMS/Custodian	\$16.01/hr.
Charles, Shelly	9/18/2020	Lincoln/Temporary Day SACC Para	\$13.91/hr.*
Du, Man	10/5/2020	HHS/Temporary p-t Academic Tutor	\$25.61/hr.*
Garrison, Theresa	8/24/2020	Maintenance/Float Custodian	\$16.01/hr.
Gray, Crystal	10/7/2020	Broadwater/Elementary Secretary	\$18.77/hr.
Holbrook, Mary	10/6/2020	Lincoln/Temporary Day SACC Para	\$13.30/hr.*
Holmes-Mora, Ingrid	9/16/2020	HHS/Temporary p-t Spanish Tutor	\$16.22/hr.*
Holmes-Mora, Ingrid	9/08/2020	Warren/SACC Site Manager	\$15.05/hr.
Larson, Delicia	9/09/2020	Lincoln/Temporary Day SACC Para	\$13.60/hr.*

Malatare, Jacqueline	9/14/2020	PAL/Part-time Para Educator	\$14.52/hr.
Mix, Patricia	8/24/2020	Kessler/Custodian	\$16.01/hr.
Nelson, Nickalis	9/28/2020	Lincoln/Temporary Day SACC Para	\$13.30/hr.*
Schaeffer, Kaitlyn	9/10/2020	Lincoln/Temporary Day SACC Para	\$13.30/hr.*
Schneckloth, Calvin	9/11/2020	CRA/Float Custodian	\$16.01/hr.
Sechrist, Laurie	10/5/2020	CRA/Para Educator	\$16.25/hr.*
Sullivan, Bradley	9/14/2020	Bryant/Part-time SACC Para	\$13.60/hr.
Young, McKinley	9/08/2020	Jefferson/SACC Para Educator	\$14.52/hr.

**Temporary Assignment*

Terminations/Retirements

<u>Name</u>	<u>Effective</u>	<u>Location/Assignment</u>	<u>Reason</u>
Byrd, Anthony	09/14/2020	Bryant/Temp DLI Teacher	Resignation
Carbis, Dutton	09/14/2020	HMS/Custodian	Termination
Certalic, Katherine	10/16/2020	Smith/Paras Educator	Resignation
Chormicle, Thais	08/24/2020	CHS/Para Educator	Termination
Enger, Michael	09/10/2020	Jefferson/SACC Para Educator	Termination
Grigg, Brittny	09/23/2020	Broadwater/Elementary Secretary	Resignation
Hart, Jasmine	09/14/2020	CRA/Temporary Para Educator Proctor	Termination
Hathaway, Lisa	10/30/2020	HHS/Para Educator	Resignation
Maddox, Daniel	10/02/2020	CRA/eNET Tutor	Resignation
Osborne, Trevor	10/12/2020	Lincoln/Student Info. System Specialist	Resignation
Simkins, Jylian	10/06/2020	Broadwater/SACC Site Manager	Resignation
Taylor, Travis	09/25/2020	CRA/Float Custodian	Resignation
Tommerup, Kelsey	08/06/2020	Jefferson/Temporary Para Educator	Resignation

Leaves

<u>Name</u>	<u>Term</u>	<u>Location/Assignment</u>	<u>Type</u>
Thompson, Heather	2020-2021	PAL/Para Educator	LOAWOP
Wetzel, Lance	2020-2021	HHS/Boys Asst. Basketball Coach	LOAWOP

SUPPLEMENTARY CONTRACT ASSIGNMENTS

<u>Last Name</u>	<u>First Name</u>	<u>Assignment</u>	<u>Location</u>	<u>Amount</u>
Baty	Thomas	Choir	Capital High	\$4,094.78
Blaz	Kelly	Coordinator	HMS	\$5,400.00
Croft	Eric	Skills/USA	Capital High	\$2,131.36
Dawes	Levi	DECA	Capital High	\$2,563.38
Frazier	Jessica	DECA	Helena High	\$2,538.00
Harris	Zach	Orchestra	HHS/CHS	\$8,112.30
Hogan	Anthony	Coordinator	HMS	\$2,700.00

Humphrey	Samantha	BPOA	Helena High	\$2,808.00
Norman	Terri	BPOA	Capital High	\$2,834.00
Peterson	Nancy	Coordinator-Soccer	Capital High	\$918.00
Sheridan	Kelly	Coordinator	CRA	\$8,100.00

Helena School District #1

Warrants September 1 to 30, 2020

Direct Deposits: \$3,046,538.68

Payroll Warrants: 70130534-70130570

Payroll Deduction: 69275703-69275737

Non-Check Payroll Deductions: \$4,804,100.81

Non-Check Accts Payable Deductions: \$1148,245.38 * Allegiance payments not available at this time

Claim Warrants: 69275291-69276193

Capital High Student Activity Checks: 23474-23489

Helena High Student Activity Checks: 35208-35237

Cancelled Warrants: \$2,852.50

We certify that all warrants herein listed were prepared and previously paid for, are just and correct to the best of our knowledge, and that the board of trustees has authorized the issuance of the same.

Chairperson _____

Business Manager _____

ACKNOWLEDGE OUT-OF-DISTRICT ATTENDANCE AGREEMENTS
(HELENA RESIDENT STUDENTS ATTENDING OTHER SCHOOL DISTRICTS)

Discretionary:

Grade	Address	District of Attendance
9	432 Harrison Ave, Helena, MT 59601	Jefferson High School
12	Helena	Missoula High School

Running Total of Acknowledged Out-of-District Attendance Agreements
(Helena Resident Students Attending Other School Districts)

Grade	East Helena K-12	Lincoln K-12	Townsend K-12	Cascade Public Schools	Clancy Elementary	Missoula High School	Jefferson High School	Total
K	10				2			12
1	12				1			13
2	13				4			17
3	12				7			19
4	16				1			17
5	16				4			20
6	22	1			3			26
7	20			1	4			25
8	19			2	6			27
9	28			1			1	30
10	17			3				20
11			1	2				3
12						1		1
	185	1	1	9	32			230

APPROVAL OF OUT-OF-DISTRICT ATTENDANCE AGREEMENTS
(NONRESIDENT STUDENTS ATTENDING HELENA SCHOOL DISTRICT)

Grade	District of Residence	Address	School of Attendance
		Montana	
10	Jefferson High School	City	Helena High School
10	East Helena K-12	East Helena Montana	Helena High School
12	Jefferson High School	City	Helena High School

Running Total of Out-of-District Attendance Agreements

Grade	Address						Total
	East Helena	Clancy	Montana City	Boulder	Jefferson City	Helena	
1	1						1
2							
3	1						1
4	1						1
5		1					1
6							
7							
8	1						1
9	13	48	10	1	1	4	77
10	5	4	1				10
11	1	1		1			3
12		2	1				3
	23	56	12	2	1	4	98