

EL RANCHO UNIFIED SCHOOL DISTRICT
Pico Rivera, California

BOARD OF EDUCATION
Regular Meeting
6:00 PM

August 28, 2008
City Council Chambers
6615 Passons Blvd.

MINUTES OF BOARD ACTIONS

CALL TO ORDER: 6:00 PM

ADOPTION OF MINUTES:

19 Adopted the minutes of the Board of Education's regular meeting held July 10, 2008.

CONSENT AGENDA: (Items 20 through 24)

20 SUPERINTENDENT – Norbert Genis (562) 801-5199

- . 1 Approved Resolution No. 5-2008/2009 declaring that Board Member Delia Alvidrez was absent from the July 10, 2008 regular board meeting due to illness. Education Code 35120 allows Governing Board of Education members to be absent from board meetings and not have their monthly stipend affected.

21 DIVISION OF STUDENT SERVICES – Arnold Tovar (562) 801-4810

- . 1 **Pulled** contract with CareerStaff Unlimited, Inc. for contracting one Speech-Language Pathologist for the 2007-2008 school year. Contract commences on August 29, 2008 to June 18, 2009. The Proposed contract would be for \$88.00 per hour, not to exceed \$130,240 per year. 71.43% (not to exceed \$93,030.) of costs to be billed back to WACSEP. Payable from Special Education Speech-Language Account.
- . 2 Approved Equipment Maintenance Agreement with EVREX for one Kodak IRW 1000 and one Film Controller Kodak IRW 100 from August 29, 2008 to August 28, 2009. The maintenance agreement is in the amount of \$1,137.00 for the Kodak IRW and \$688.00 for the Kodak IRW 100. The total amount is \$1825.00 payable through student Services account.
- . 3 Approved Master Contract for Individual Service Tuition Agreements between El Rancho Unified School District and Rossier Park Junior/Senior High School. El Rancho Unified School District students will attend this school as defined in Item 18 under General Provisions with payments to be made by the district as specified in the Individual Service Agreements in accordance with Education Code Sections 56157 and 56365-56366.7, payable through Special Education funds.
- . 4 Approved contract for parents, to transport student to Adaptive Physical Education services at Big Fun Therapy Services. Services were provided from, July 1, 2007 to June 30, 2008. Mileage reimbursement is to be calculated at \$75.00, not to exceed \$75.00, to be paid from the Special Education Account.
- . 5 Approved contract with Believe Ability, Inc. for IEP attendance. Expenditure of \$110.00 is to be paid through the Special Education account.

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- .6 Approved contract with Believe Ability, Inc. for IEP attendance. Expenditure of \$110.00 is to be paid through the Special Education account.
- .7 Ratified Consultant Agreement with Peggy Bailey Lett, M.A. & Associates. The Consultant will provide a reading program for five (5) hours per week, for eight weeks for student. Services will be provided from July 1, 2008, to October 31, 2008. Estimated expenditure of \$1,700.00 to be payable from Special Education account.
- .8 Approved contract with Core Communication Partners, Inc. for augmentative communication services to student. Services are from 9/1/08 to 6/30/09 at the rate of \$125.00 per hour, not to exceed 20 hours for a total expenditure of \$2,500.00 payable through the Special Education Account.
- .9 Approved contract with Core Communication Partners, Inc. for augmentative communication services to student. Services are from 9/1/08 to 6/30/09 at the rate of \$125.00 per hour, not to exceed 20 hours for a total expenditure of \$2,500.00 payable through the Special Education Account.
- .10 Approved/Ratified Master Contract and Individual Service Tuition Agreement between El Rancho Unified School District and Tobinworld. El Rancho Unified School District students will attend this school as defined in Item 18 under General Provisions with payment of \$59,522.70 to be made by the district as specified in the Individual Service Agreement in accordance with Education Code Sections 56157 and 56365-56366.7, payable through Special Education funds.
- .11 Approved/Ratified Master Contract and Individual Service Tuition Agreement between El Rancho Unified School District and Barbara Dawson Educational Center. El Rancho Unified School District students will attend this school as defined in Item 18 under General Provisions with payment of \$63,257.12 to be made by the district as specified in the Individual Service Agreement in accordance with Education Code Sections 56157 and 56365-56366.7, payable through Special Education funds.
- .12 Approved/Ratified Master Contract and Individual Service Tuition Agreement between El Rancho Unified School District and Beacon Day School. El Rancho Unified School District student will attend this school as defined in Item 18 under General Provisions with payment of \$61,420.42 to be made by the district as specified in the Individual Service Agreement in accordance with Education Code Sections 56157 and 56365-56366.7, payable through Special Education funds.
- .13 Approved/Ratified Master Contract and Individual Service Tuition Agreement between El Rancho Unified School District and Speech and Language Development Center. El Rancho Unified School District students will attend this school as defined in Item 18 under General Provisions with payment of \$197,306.00 to be made by the district as specified in the Individual Service Agreement in accordance with Education Code Sections 56157 and 56365-56366.7. Payable through Special Education funds.
- .14 Approved/Ratified Master Contract and Individual Service Tuition Agreement between El Rancho Unified School District and Cleta Harder Developmental School. El Rancho Unified School District students will attend this school as defined in Item 18 under General Provisions with payment of \$164,479.40 to be made by the district as specified in the Individual Service Agreement in accordance with Education Code Sections 56157 and 56365-56366.7. Payable through Special Education funds.

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- .15 Approved/Ratified Master Contract and Individual Service Tuition Agreement between El Rancho Unified School District and Rossier Park Elementary School. El Rancho Unified School District students will attend this school as defined in Item 18 under General Provisions with payment of \$195,623.05 to be made by the district as specified in the Individual Service Agreement in accordance with Education Code Sections 56157 and 56365-56366.7. Payable through Special Education funds.
- .16 Approved/Ratified Master Contract and Individual Service Tuition Agreement between El Rancho Unified School District and Pyramid Autism Center, Inc. El Rancho Unified School District students will attend this school as defined in Item 18 under General Provisions with payment of \$49,500.00 to be made by the district as specified in the Individual Service Agreement in accordance with Education Code Sections 56157 and 56365-56366.7, payable through Special Education funds.
- .17 Approved/Ratified Master Contract and Individual Service Tuition Agreement between El Rancho Unified School District and Carousel School. El Rancho Unified School District students will attend this school as defined in Item 18 under General Provisions with payment of \$43,743.70 to be made by the district as specified in the Individual Service Agreement in accordance with Education Code Sections 56157 and 56365-56366.7, payable through Special Education funds.
- .18 Approved/Ratified Master Contract and Individual Service Tuition Agreement between El Rancho Unified School District and Applied Behavior Consultants, Inc. El Rancho Unified School District students will attend this school as defined in Item 18 under General Provisions with payment of \$1,119.96 to be made by the district as specified in the Individual Service Agreement in accordance with Education Code Sections 56157 and 56365-56366.7, payable through Special Education funds.
- .19 Approved/Ratified Master Contract and Individual Service Tuition Agreement between El Rancho Unified School District and Applied Behavior Consultants, Inc. El Rancho Unified School District student will attend this school as defined in Item 18 under General Provisions with payment of \$40,691.88 to be made by the district as specified in the Individual Service Agreement in accordance with Education Code Sections 56157 and 56365-56366.7. Payable through Special Education funds.
- .20 Approved/Ratified Individual Service Tuition Agreement between El Rancho Unified School District and Rossier Park Junior/Senior High School. El Rancho Unified School District students will attend this school as defined in Item 18 under General Provisions with payment of \$100,911.60 to be made by the district as specified in the Individual Service Agreement in accordance with Education Code Sections 56157 and 56365-56366.7, payable through Special Education funds.
- .21 Approved/Ratified Master Contract and Individual Service Tuition Agreements through the Whittier Area Cooperative Special Education Program between El Rancho Unified School District and the following non-public school for special education student: Zinsmeyer Academy for Educational Therapy identified and board approved El Rancho pupils will attend this school as defined in Item 18 under General Provisions with payment of \$44,869.46 to be made by the district as specified in the Individual Service Agreements in accordance with Education Code Sections 56157 and 56365-56366.7, payable through Special Education account.

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- .22 Approved/Ratified Master Contract and Individual Service Tuition Agreements through the Whittier Area Cooperative Special Education Program between El Rancho Unified School District and the following non-public school for special education student: Gallagher Pediatric Therapy identified and board approved El Rancho pupil will attend this school as defined in Item 18 under General Provisions with payment of \$760.50 to be made by the district as specified in the Individual Service Agreements in accordance with Education Code Sections 56157 and 56365-56366.7 payable through Special Education account.
- .23 Approved/Ratified Individual Service Tuition Agreements through the Whittier Area Cooperative Special Education Program between El Rancho Unified School District and the following non-public school for special education students: Gallagher Pediatric Therapy identified and board approved El Rancho pupil will attend this school as defined in Item 18 under General Provisions with payment of \$4,056.00 to be made by the district as specified in the Individual Service Agreements in accordance with Education Code Sections 56157 and 56365-56366.7 payable through Special Education account.
- .24 Approved/Ratified Addendum to Individual Service Agreement for student, previously approved on September 13, 2007, item 36.11 for student through the Whittier Area Cooperative Special Education Program between El Rancho Unified School District and Gallagher Pediatric Therapy. Both parties agree that the Individual Service Agreement Contract for occupational therapy shall remain in force with the following changes: Student shall continue to receive occupational therapy services and extend the contract through June 30, 2008 at one hour per week and add an additional 15 sessions x \$84.50 per session equals 1,267.50. New contract amount is \$3,549.00.
- .25 Approved/Ratified Addendum to Individual Service Agreement for student, previously approved on October 11, 2007, item 47.20 through the Whittier Area Cooperative Special Education Program between El Rancho Unified School District and Gallagher Pediatric Therapy for occupational therapy. Both parties agree that the Individual Service Agreement Contract for occupational therapy shall remain in force with the following changes: Student shall continue to receive Occupational Therapy services and extend contract the contract through May 15, 2008. New contract amount is \$1,352.00.
- .26 Approved/Ratified Addendum to Individual Service Agreement for student, previously approved on October 11, 2007, item 47.20 through the Whittier Area Cooperative Special Education Program between El Rancho Unified School District and Gallagher Pediatric Therapy for physical therapy. Both parties agree that the Individual Service Agreement Contract for physical therapy shall remain in force with the following changes: Student shall continue to receive physical therapy services and extend contract the contract through May 15, 2008. New contract amount is \$1,352.00.
- .27 Approved/Ratified Addendum to Individual Service Agreement for student, previously approved on October 11, 2007, item 047.16, for student through the Whittier Area Cooperative Special Education Program between El Rancho Unified School District and Rossier Park Elementary School. Both parties agree that the Individual Service Agreement Contract shall remain in force with the following changes: Add 1 day of basic education for June 30, 2008 at \$133.30 plus transportation for \$52.75. New contract amount is \$42,370.50.

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- .28 Approved/Ratified Addendum to Individual Service Agreement for student, previously approved on June 12, 2008, item #172.41, for student through the Whittier Area Cooperative Special Education Program between El Rancho Unified School District and Rossier Park Elementary School. Both parties agree that the Individual Service Agreement Contract shall remain in force with the following changes: Add 1 day of basic education for June 30, 2008 at \$133.30, plus transportation for \$52.75, plus one hour of counseling services at \$75.00. The new contract amount is \$7,111.75.
- .29 Approved/Ratified Addendum to Individual Service Agreement for student, previously approved on January 17, 2008, item #96.10 for student through the Whittier Area Cooperative Special Education Program between El Rancho Unified School District and Rossier Park Elementary School. Both parties agree that the Individual Service Agreement Contract shall remain in force with the following changes: Add 1 day of basic education for June 30, 2008 at \$133.30, plus transportation for \$52.75. The new contract amount is \$28,297.00.
- .30 Approved/Ratified Addendum to Individual Service Agreement for student, previously approved on October 11, 2007, item #47.16 for student through the Whittier Area Cooperative Special Education Program between El Rancho Unified School District and Rossier Park Elementary School. Both parties agree that the Individual Service Agreement Contract shall remain in force with the following changes: Add 1 day of basic education for June 30, 2008 at \$133.30, plus transportation for \$52.75. The new contract amount is \$42,370.50.
- .31 Approved/Ratified Addendum to Individual Service Agreement for student, previously approved on October 11, 2007, item 47.16 for through the Whittier Area Cooperative Special Education Program between El Rancho Unified School District and Rossier Park Elementary School. Both parties agree that the Individual Service Agreement Contract shall remain in force with the following changes: Add 1 day of basic education for June 30, 2008 at \$133.30, plus transportation for \$52.75, plus one hour of counseling services at \$75.00. The new contract amount is \$42,445.50.
- .32 Approved/Ratified Addendum to Individual Service Agreement for student, previously approved on January 17, 2008, item 96.90 for student through the Whittier Area Cooperative Special Education Program between El Rancho Unified School District and Rossier Park Junior/Senior High School. Both parties agree that the Individual Service Agreement Contract shall remain in force with the following changes: Add 1 day of basic education for June 30, 2008 at \$133.30, plus transportation for \$38.25. The new contract amount is \$26,267.00.
- .33 Approved/Ratified addendum to Individual Service Agreement for student, previously approved on October 11, 2007, item 047.16, for student through the Whittier Area Cooperative Special Education Program between El Rancho Unified School District and Rossier Park Elementary School. Both parties agree that the Individual Service Agreement Contract shall remain in force with the following changes: Add 1-day of basic education for June 30, 2008 at \$133.30 plus transportation for \$52.75. The new contract amount is \$45,010.50.

21 DIVISION OF STUDENT SERVICES – Arnold Tovar (562) 801-4810

- .34 Approved/Ratified Addendum to Individual Service Agreement for student, previously approved on October 11, 2007, item 047.16, for student through the Whittier Area Cooperative Special Education Program between El Rancho Unified School District and Rossier Park Elementary School. Both parties agree that the Individual Service Agreement Contract shall remain in force with the following changes: Add 1 day of basic education for June 30, 2008 at \$133.30 plus transportation for \$52.75. The new contract amount is \$4,021.00
- .35 Approved/Ratified Addendum to Individual Service agreement for student, previously approved on October 11, 2007, item 47.17 for student through the Whittier Area Cooperative Special Education program between El Rancho Unified School district and Rossier Park Junior/Senior High School. Both parties agree that the Individual Service Agreement Contract shall remain in force with the following changes: Extend contract to add one day of basic education effective June 30, 2008, one day x 4133.30, add transportation for one day at \$38.35, add one hour of counseling at \$75.00, add half hour of speech services at \$30.00 and add 4.5 hour for one aide for \$55.62. New agreement amount is \$65,822.54 payable through special education account.

22 DIVISION OF EDUCATIONAL SERVICES – Susanna Smith (562) 801-5208

- .1 Approved attendance for one (1) El Rancho High School certificated staff member to the Occidental College Advanced Placement Summer Institute for Statistics on October 25, 2008. Total expenditure of \$393.18 for registration, meals, mileage and substitute fee is payable from El Rancho High School 2008-2009 GATE funds.
- .2 Approved service agreement with TeleParent Educational Systems to provide a multilingual communication system to Burke Middle School, which will allow staff to conduct customized student calls, and school broadcasts, effective August 29, 2008 through August 28, 2009. Total expenditure of \$3,750.00 payable from Burke Middle School SLIBG (School and Library Improvement Block Grant) funds.
- .3 Approved Memorandum of Understanding (MOU) with California Partnership for Achieving Student Success (Cal-Pass), effective August 29, 2008 through June 30, 2015, at no cost to the District.
- .4 Approved amendment to Board Item #04.13, approved on 7/10/08, agreement with Los Angeles County Office of Education (LACOE) Online Assessment System Services. *Amendment is needed to reflect funding change and to increase the original approved expenditure to reflect the 2007-2008 schools for 2008-2009 accountability.* Total expenditure of \$1,900.00 (amended from \$1,500) payable from Centralized Instructional Materials, Library Materials, and Ed. Technology funds (changed from Title V funds).
- .5 Approved consultant agreement with Patricia Beal to provide workshops and assist Ruben Salazar High School certificated and classified staff with implementation of the WASC Accreditation process during two half-day inservices on September 10 and October 15, 2008. Total expenditure of \$1,000.00 consultant fee payable from Centralized School and Library Improvement Block Grant funds.
- .6 Approved the establishment of a District Assessment Center.

23 DIVISION OF BUSINESS SERVICES – Lydia Cano (562) 801-5294

- . 1 Approved/Ratified Business Office Reports for the month of July 2008.
- a. Miscellaneous Cash Collections Receipt Nos. 26778 through 26872 totaling \$448,076.85. *Receipts include the following donations:*
- | <u>Vendor</u> | <u>Amount</u> | <u>Recipient</u> |
|----------------------------|---------------|---------------------|
| Coca Cola Bottling Company | \$ 94.98 | Magee Elementary |
| Coca Cola Bottling Company | \$ 71.65 | Valencia Elementary |
- b. Purchase Order Nos. 176022 through P176318 and including prior numbered confirming orders totaling \$3,118,187.39 and Cafeteria Purchase Orders totaling \$330,620.65.
- c. "A" Warrants Schedule C1L through 207 totaling \$6,254,788.24.
- d. "B" Warrants No. 3140 through 3182 totaling \$3,368,507.23.
- e. Revolving Cash No. 3248 through 3449 totaling \$991.42.
- f. Clearing Account No. 3159 through 3163 totaling \$185,260.76.
- . 2 Approved contract agreement between El Rancho Unified School District and Christofi Architects Inc. for architectural services for the extension of the existing parking lot and perimeter wall at South Ranchito Elementary School. Total contract cost is \$5,000.00 payable from General Obligation Bond Funds.
- . 3 **Pulled** final payment of \$8,900.00, including all change orders to W.C.M. & Associates and accept the Heating Ventilation & Air Conditioning (HVAC) Project for Meller Elementary School/Lopez Center as complete. Total project cost payable from Deferred Maintenance Funds.
- . 4 Approved award of mandated lowest bid for the Parking Lot Project for Rivera Elementary School to Universal Asphalt for a total low base bid cost of \$119,200.00. Total contract cost payable from Budgeted Bond Funds.
- . 5 Approved to declare 163 items of furniture and equipment as obsolete and authorize disposal and/or put up for sale through a sealed bid process. All proceeds from the sale of surplus equipment and furniture shall be deposited into the District's General Fund.
- . 6 Approved the allocation and expenditure of \$383,933.00 for Renovation of the Tennis Courts at El Rancho High School. Expenditures to be funded from General Obligation Bond Funds, Election of 2003, Series 2007.
- . 7 Approved/Ratified five-year lease agreement between El Rancho Unified School District and Plaza de la Raza Child Development Services, Inc. for the use of Pio Pico Elementary School. Lease agreement shall be effective August 1, 2008 through June 30, 2013. Monthly rental fee of \$3,000.00 per month shall be deposited in the General Fund.
- . 8 Approved to declare 139 items of electronic waste as obsolete and authorize disposal of equipment, which is no longer usable by the District.
- . 9 Approved Change Order No. 05 for the replacement of additional doors and unused hardware material for the District Wide Door Hardware Project by Construction Hardware Co. for a total cost of \$43,821.03. Total project payable from Budgeted Bond Funds.

23 DIVISION OF BUSINESS SERVICES – Lydia Cano (562) 801-5294

- .10 Approved contract agreement with Pyro Spectacular Fireworks Company for services rendered as related to the fireworks show for El Rancho High School Homecoming Half Time Show on October 17, 2008. Total cost not to exceed \$2,000.00 for the event and payable from El Rancho High School ASB Funds.
- .11 Approved annual authorization for the Los Angeles County Office of Education to make appropriation transfers necessary at the close of the school year 2007-2008, to permit payment of obligations of the district incurred during such school year, including the identification of the sources of funds.
- .12 Adopted annual Resolution No. 2-2008/2009 authorizing temporary borrowing of cash between District funds to meet cash flow shortages (i.e., timeliness of reimbursements from the State for free and reduced meals) in fiscal year 2008/2009.
- .13 Adopted annual Resolution No. 7-2008/2009 for annual delegation of administrative authority to process routine budget revision, adjustments and transfers for the 2008/2009 fiscal year.
- .14 Adopted Resolution No. 8-2008/2009, Amendment to Board Item No. 078.8, approved on December 13, 2007, Resolution No. 22-2007/2008 Certification of Signatures, authorizing the signatures of the Director of Purchasing and Warehousing on Purchase Orders and the Director of Student Services on Student Services Contracts.
- .15 Adopted Emergency Resolution No. 6-2008/2009 for an Award of Contract without Bidding and Advertising to Tri-Signal Integration, Inc. for the repair and restoration of the Fire Safety and Burglar Alarm Systems at Selby Grove Elementary School for a total cost of \$66,152.40 payable from Property & Liability Funds.
- .16 Adopted Emergency Resolution No. 9-2008/2009 for an Award of Contract without Bidding and Advertising to GC Electric, Inc. for the repair and restoration of the Electrical Systems at Rivera and Magee Elementary Schools for a total cost not to exceed \$60,000.00 payable from Property & Liability Funds.

24 DIVISION OF HUMAN RESOURCES – Kathryn Enloe (562) 801-5216

- .1 Approved/Ratified to employ on a basis of Provisional Internship for Single Subject for one (1) certificated applicant.
- .2 Approved/Ratified to employ on the basis of Ed. Code. 44258.2 for one certificated employee. Ed. Code. 44258.2 “the holder of a single subject teaching credential may, with his or her consent, be assigned by action of the governing board to teach classes in grades 5 to 8, inclusive, in a middle school, if he or she has a minimum of 12 semester units, or six upper division or graduate units of coursework at an accredited institution in the subject to which he or she is assigned”.
- .3 Approved proposed job description for the position of Director of Assessment, Accountability, and Research, funded by Categorical Programs.
- .4 Approved the new position and job description of Vocational Specialist for the Transition Program at Obregon.

24 DIVISION OF HUMAN RESOURCES – Kathryn Enloe (562) 801-5216

- .5 Approved/Ratified the 2008-2009 Elementary/Secondary Regular, Minimum, and Modified Day Instructional Schedules.
- .6 Approved/Ratified Special Education Internship Agreement between the El Rancho Unified School District and California State University, Dominguez Hills to support intern teachers toward full state certification and retention as high-quality teachers and facilitate inter attendance and participation in the prescribed course of study to become qualified for a Preliminary Level I Ed. Specialist Credential for the Mild/Moderate, Moderate/Severe, or Early Childhood.
- .7 Approved Internship Program Agreement between the El Rancho Unified School District and the California State University, Fullerton to facilitate intern attendance and participation in the prescribed course of study to become qualified for a Professional Clear Multiple Subject/Single Subject credential during the 2008-2009 school year.
- .8 Approved/Ratified contract agreement between the El Rancho Unified School District and Azusa Pacific University for providing teaching experience through student teaching.
- .9 Approved/Ratified contract agreement between the El Rancho Unified School District and Whittier College for providing teaching experience through student teaching.
- .10 Approved/Ratified Student Placement agreement between the El Rancho Unified School District and Whittier College for teacher placement for Whittier College candidates.
- .11 Approved/Ratified Memorandum of Understanding between the El Rancho Unified School District and the Los Angeles County Office of Education Beginning Teacher Program.
- .12 Approved district membership in the Los Angeles/Orange Counties Education & Labor Law Consortium at a yearly membership cost of \$1,000, for eleven monthly meetings, payable from Human Resources General Fund for the 2008-2009 school year.
- .13 Approved consultant agreement with Dr. Albert Jones for facilitating the process of "Creating a Learning Community" for Beginning Teachers. Funded by Title II – Centralized Services with expenditures not to exceed \$3,500.00. Paid in two equal installments: \$1,750.00 paid on or before December 12, 2008 and \$1,750.00 paid on or before May 1, 2009.
- .14 Approved consultant agreement with Dr. Albert Jones for the facilitation of creating a "Positive Intentionality and Restructuring Classroom Environment." Consultant will provide consulting services to veteran teachers from September, 2008 to March, 2009. Funded by Peer Assistance and Review (PAR) with expenditures not to exceed \$3,500.00. Paid in two equal installments: \$1,750.00 paid on or before December 12, 2008 and \$1,750.00 paid on or before May 1, 2009.
- .15 Approved/Ratified Tentative Agreement between El Rancho Unified School District and CSEA, El Rancho Chapter 107 to close negotiations for the 2007-2008 school year and to update the contractual agreement between El Rancho Chapter 107 and El Rancho Unified School District.

DISCUSSION/ACTION:

- 25 Adopted First Reading and waived second reading of Board Policy and Administrative Regulation 5132, Students: Dress and Grooming.

CLOSED SESSION: (Items 26 through 27)

- 26 Approved/Ratified Certificated Employment Register No. 2-2008/2009, as amended.
- 27 Approved/Ratified Classified Employment Register No. 2-2008/2009, as amended.

ADJOURNMENT: 8:30 PM