

PIEDMONT UNIFIED SCHOOL DISTRICT

Council Chambers, City Hall

120 Vista Avenue

Piedmont, California 94611

MINUTES OF

Regular Meeting of the Governing Board

January 8, 2014

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CALL TO ORDER

Board President Richard Raushenbush called the meeting of the Board of Education to order at 6:30 p.m.

ESTABLISHMENT  
OF QUORUM

President Richard Raushenbush, Vice President Andrea Swenson, and Board Members Sarah Pearson, Ray Gadbois and Roy Tolles were present.

Adjourn to Closed Session

The Board adjourned to Closed Session at 6:31 p.m. to discuss:  
Conference with District Labor Negotiator Constance Hubbard  
Regarding Negotiations with Association of Piedmont Teachers  
(APT) (Government Code Section 54956.6)

Others Present in Closed Session

Superintendent Hubbard  
Michael Brady, Assistant Superintendent, Business Services  
Randall Booker, Assistant Superintendent, Educational Services

Reconvene to Regular Session

President Raushenbush called the Regular Session of the Board of Education to order at 7:04 p.m. and led the Board and audience in the Pledge of Allegiance.

Others Present at Regular Session

Superintendent Constance Hubbard  
Michael Brady, Assistant Superintendent, Business Services  
Randall Booker, Assistant Superintendent, Educational Services

Report of Action Taken in Closed  
Session

The Board met in closed session and no action was taken.

Agenda Adjustments

None

COMMUNICATIONS/ANNOUNCEMENTS

Association of Piedmont Teachers (APT)

Mercedes Foster, PHS English teacher and member of APT Negotiating Team, thanked the Board for their support for the January 6 Common Core training. Teachers appreciate the support and help. With finals coming up, it is a stressful time for students.

CSEA

None

Parent Clubs

None

Student Representative to Board

Peri Zangwill, student representative from MHS, said today was the second day of school in 2014. Although students are sad that break is over everyone was happy to see their friends and get back into the groove of school. Tomorrow night at 7:00 p.m. there is an PHS incoming freshman orientation. All parents of 8th graders are recommended to attend and learn about PHS Finals are quickly approaching the week of January 21<sup>st</sup>, giving Millennium, PHS and PMS students a few weeks to prepare and study hard over Martin Luther King Jr. Weekend. The first Youth Educator retreat is this upcoming weekend. Youth Educators are juniors who teach drug, alcohol, and decision-making curriculum to 8th graders. Throughout the year they teach 7 one-hour lessons and go to 9th grade classes to give presentations. On Thursday January 16<sup>th</sup>, the Jazz Band has a concert.

Superintendent Announcements

Superintendent Hubbard announced that elections for two School Board positions will be held February 4. A special board meeting will

be held on Wednesday, February 26 at 4:00 p.m. in the District Office to swear in the new members. The public is invited to come say hello to the new members and goodbye to the retiring members.

## President Announcements

President Raushenbush announced that there been many questions about the Alan Harvey Theater project and the District has put together a question and answer sheet that is posted on the District website.

Vice President Swenson announced the League of Women Voter's Candidates Forum for City Council and School Board candidates tomorrow night at 7:30 p.m. in City Council Chambers.

## EDUCATIONAL SERVICES REPORT: SPOTLIGHT ON STUDENT LEARNING

### Report on PUSD Adult Education Diploma Program

Assistant Superintendent Brady presented an overview of the Adult Education High School Diploma program, including its purpose, history, and relevance to the work of the Piedmont Unified School District's K-12 general education program.

The Piedmont Adult School is its own separate school and has a history of more than 35 years of lifelong learning opportunities. The school holds several kinds of classes: interest-based fee classes, state-funded ESL classes, citizenship classes and high school diploma classes as well as classes for senior citizens. Across the state, adult school programs have been the victim of the state's fiscal emergency. Because adult school funds were categorical, schools were allowed to sweep them into their general funds. Unlike Piedmont, many districts no longer provide adult school classes.

He introduced Katie Terhar, our independent study diploma program teacher, who taught at PHS for many years before taking this position. She's not only a teacher but also serves as a counselor, mentor, and advocate for her students.

Katie Terhar addressed the board and introduced Evelyn, one of her students. When Evelyn came to her, she was 90 credits short of her high school diploma. Although she'd passed the exit exam, Evelyn wanted to get her diploma. She worked hard to balance work and family demands and met weekly with Ms. Terhar for the past three years. Ms. Terhar meets weekly with all of her students and is in communication with them at other times.

There has been much discussion at the state level concerning adult education. There is \$250 million allotted for adult education now and another \$250 million promised. The state is looking hard at career pathways since internship and apprenticeship programs require a diploma these days. At the state level relevance is key and they are working to develop partnerships between school districts and community colleges to create a seamless K-12 program.

Our district is interested in being held harmless and having money coming to us for the 2014-15 school year, which will be a planning year for future programs. We are looking into partnering with Peralta Community Colleges, and Albany, Berkeley and Oakland school districts, who are interested in rebuilding adult school classes. It's essential that districts demonstrate their ability to establish capacity; PUSD is in a good position because we currently have five teachers and are educating 200 to 300 students per year. One way to expand would be to offer classes to adult students and concurrently to high school students who need additional credits. Planning grants will be available for developing a program. State funding runs through 2014-15, however no additional state money is expected next year.

The generous support of the Piedmont Educational Foundation provided the opportunity for an all-day training for staff on January 6 with the focus again on common core implementation. The entire staff including administrators, teachers, educators, office support and administrative assistants participated. The Alameda County Office of Educational once again provided training in Common Core implementation for math and Next Generation science standards, Smarter Balanced assessment using performance standards, and computer science education. This time the primary focus was on math programs and standards.

Standards are a description of what we are trying to accomplish and what students need to know. The Common Core contains new standards that will replace the California performance standards. Standards are the 'what', and curriculum and instruction are the 'how'. As K - 5 and 6 - 12 math standards have shifted, programs and curriculum need to be revamped. The sequence of classes, assessment of math performance, and times for accelerated opportunities need to be reviewed. This is a big paradigm shift. In science new standards will not be adopted until 2016.

Paraeducators participated in behavioral and social emotional support for teachers in the classroom. Office support and administrative assistants trained in the use of google programs for education and Infinite Campus.

In the afternoon Smarter Balanced training focused on developing "performance tasks" through collaboration between teachers. A performance task is like a statewide common assessment; each student is presented with a problem and expected to create a product – for example, writing, artwork, a science project. Their product is sent to the state and measured against common assessments.

Daniel Hahn, a PHS senior who has attended Piedmont schools since kindergarten, spoke on an issue that stuck out to him during his wonderful experience at the high school. The graduation requirement for computer science and technology in general has struck him as inconsistent and ineffective. The requirement is one semester in computer skills, which is a very general class. Most students are already skilled in the subject and the class is redundant but they take it because it is easy and doesn't take much time. His suggestion is to increase the mandatory technology requirement to two semesters of computer skills or a year-long course in computer science. This way students who were proficient could study at a higher level, and students who need help could get it. Right now the classes are a choice between the "Joys of Technology" or "AP Computer Science." Mr. Booker thanked him for his comments and invited him to attend the District Tech Advisory Committee meeting.

## REVIEW AND ACTION ITEMS

Presentation and Acceptance of 2012-13 District Annual Financial Report (Audit Report)

The District's independent auditing firm presented the District's 2012-13 Annual Financial Report. The complete report can be read at <http://www.piedmont.k12.ca.us/board-of-education/meeting-materials>

The 2013 Financial Report was presented by Jill Stanton from Vavrinek, Trine, Day & Co. This is her sixth year managing the audit and she noted how easy it is to work with PUSD because people care so much and records are complete and accurate. On pages 2-3, the report explained that management's responsibility was to provide accurate and complete financial statements and the auditors' responsibility was to assess the accuracy of the statements. Opinions used to be called unqualified and now they are called unmodified and

clean. Page 5 contains a management discussion and analysis of the District's financial performance. Page 12 shows audited financial statements on a full accrual basis. Something new this year is the statement of net position, which is required by GASBE 63. Piedmont is doing a very good job because, as shown on page 13, administrative costs are around 6% while 94% of the budget goes to direct instruction. On page 22 notes explain the accounting policies in words. Note 7 on page 37 summarized long-term debt. The District's post-employment debt went from a liability to an asset, which is a good thing. Under supplementary information on page 49, there were no audit adjustments and nothing to report. Page 50 shows the results from an audit of Federal grants for special education. On the spending of federal money, there were no findings.

Pages 60 and following show the audit results and auditor's opinions. Page 61 presents their opinion of the financial statements as a whole, and there were two findings in financial statements. In the spending of state money (page 65), the audit was clean and there were two findings. The financial statement findings referred to on page 61 were at PHS and Millennium regarding issues of segregation of duties and operating controls in ASB accounts. Millennium was found to not be properly reconciling accounts on a monthly basis. Management immediately provided training and put measures in place to resolve this situation. There were no questioned costs associated with this finding

There were two finding in State awards. In auditing journal entries VDT tested 15 entries looking for good backup and support and the supporting documents were not always correctly filed; procedures have now been put in place. There are no questioned costs associated with this finding.

The other finding in the State awards was questioned costs related to independent study agreements. Auditors tested six agreements, and found that two agreements were incomplete or not completed properly. This resulted in \$4500 in questioned costs. Financial procedures have been put in place to review contracts and agreements. The second finding in State Awards was an anomaly in the annual daily attendance report where in one area the numbers did not agree. There was no cost associated with this finding. The anomaly was the result of a typographical error and a revision of the spreadsheet has been completed.

Mr. Tolles moved, Ms. Swenson seconded and Mr. Raushenbush, Ms. Swenson, Ms. Pearson, Mr. Gadbois and Mr. Tolles voted to accept the 2012-13 District Annual Financial Report

Conduct First of Two Public Hearings:  
Resolution 09-2013-14 – Ordering an  
Election to Authorize the Issuance of  
School Bonds, Establishing the  
Specifications of the Election Order, and  
Requesting Consolidation with Other  
Elections Occurring on June 3, 2014

Resolution 09-2013-14 for the call for the election for a bond authorization up to \$14.5M to repair and improve Alan Harvey Theater was presented for Public Hearing. The second hearing will take place on January 22, 2014, after which the Board will be requested to take action.

Tonight was the first of two public hearings on the call for a bond authorization in the election of June 3, 2014. The district consolidated with the June election to keep election costs down. In past discussions, the focus has been more on the budget for the theater than on the bond itself. The original figure of \$15M was a ballpark figure for construction and all associated costs. The Board discussed the bonding capacity in August 2014, when it was estimated to be between \$14.8 and \$15.1 million. The AHT budget was determined independent of bonding capacity.

The District has over \$500,000 in donations from individuals, the PEF and parent clubs, which is being handled by the PEF. The Board has committed money to design development plans and has spent money on concept designs. This money could be repaid from the bond to the modernization fund or not. The amount of \$14.5 million was based on projection of the theater's costs. Given that the District has \$1 million from other sources, the amount needed for the bond measure is \$13.5m. The language of the bond measure being reviewed this evening has been vetted by Tramutola Advisors and the District's attorney.

President Raushenbush expected that \$500k from modernization money would be used for Alan Harvey Theater either way, so the issue is whether the Board wants to reduce the bond amount. There is money in the modernization fund for other projects not yet approved. He supports a bond amount of \$13.5m.

Vice President Swenson favors a \$13.5m bond measure. The Board has received much feedback on the bond and the biggest concern is the cost. She believes it is imperative that the construction be done.

Assistant Superintendent Brady explained that DSA requirements add quite a bit in costs: it will depend upon the type of work to be completed, the duration of the work, and the overall scope of the work performed. It is often necessary to hire someone who will be on-site full time for the entire course of construction. The DSA plan check alone can cost up to 1% of construction cost, which for Alan Harvey Theater is approximately \$70-100k. Any change order results in a DSA filing and fees associated with the change. Combined, the cost to meet DSA requirements can affect the total cost of construction by as much as 9-10%. If down the line the state issues bonds, the District is eligible for matching State modernization funds; however, right now the state bond fund is exhausted. DSA can also require us to do additional projects because they find something somewhere else that is not ADA compliant.

Ms. Pearson said she appreciates the work is being done on this issue and understands the reality that we're talking about a lot of money. She approves 13.5 million for the bond.

Mr. Gadbois expressed appreciation for the questions and scrutiny of the community. He agreed to commit \$500k from modernization money to the AHT project and believes the bond measure should be for \$13.5m because this is the amount needed.

Mr. Tolles said the most important thing is to get this project done. He is concerned about reducing the amount before we have bids on hand. He wanted to clarify that we would be in line to receive state matching money if it becomes available. Assistant Superintendent Brady explained that part of the reason to move forward now is to get in line for future funding. The increase in square footage to the theater would be considered capital modernization and any state funding would go to the modernization fund.

Mr. Rauschenbush explained that because we don't know all the existing conditions or exact costs, we need to build in contingency costs. QKA and Rich Vila, who consults with the District on construction projects, have looked at the budget along with comparisons to other similar projects. In the discussion of what needs to be done and what is extra, some clarification is needed. In order to make accessibility upgrades, it is necessary to create the addition, which allows for elevator access and ADA access to the theater itself. There is not a reduced version of the plan that could be implemented. The issues

before us are the bond resolution itself and the structure of the Bond.

Rex Crossen, PUSD graduate and mechanical engineer, has been doing consulting work and tutoring high school and middle school students. He understands that the theater needs retrofitting, but \$15 million seems high to him. As a student he used Alan Harvey theater maybe 10 times a year and it does not hold in the entire student body. In his class, it was mostly used by theater students and seemed sufficient to him. He felt PHS did not prepare him with a technical background - drafting, tech, metal and wood shop, and would like to see the district put this amount of money into helping students. He would like the Board to look at how many students the theater will benefit. He may not understand all the wheelchair accessibility issues but in his day, wheelchairs were put in the back of the theater. He would like the project to be reviewed to eliminate "fluff." His real fear is that the cost may actually be more and the District may have to go back to the community for more money. He would like the District to figure out a budget and ask for exactly what is needed before asking for money.

Mr. Raushenbush explained that the District is bound by the ADA, which requires us to offer wheelchair access throughout the theater. He invited Mr. Crossen to review the proposal in detail, and agreed that his point about overruns is well taken.

Mr. Booker said that last year 52% of students in grades 9-12 were enrolled in classes that met in the theater. This does not including musicals, plays, assemblies, and dance performances that are extracurricular or events with community speakers or middle school students.

Amal Smith said her point has been made. As a School Board candidate, she has been talking with a lot of people and they don't understand what the money is for and how it will be spent. They don't have issues with the bond itself. Her point is that the work ahead is to help community members understand the project and why it needs to be done. She supports the project and understands the questions about how the money should be spent. She supports looking at \$13.5m bond in order to reduce the debt on the community.

Mr. Raushenbush agreed it sounds like a lot of money and explained that when you look at other school theaters they also cost a lot of money. The Board has looked at hard costs, soft costs and contingencies and this is how they came up with the number of \$13.5m.

Hari Titan, School Board candidate, has mostly been focusing on the financing structure. He read the article Mr. Raushenbush wrote for the PCA and hopes that the structure will be determined at the next meeting and not at the time of issuance. Mr. Raushenbush responded that bond costs are always subject to market conditions at the time of the sale. Mr. Titan would like the Board to consider refunding the parent club contribution back to parent clubs because he believes the clubs are hurting financially. He believes it might be nice to ask for a higher amount and reimburse the parent clubs since they cannot engage in marketing. The amounts are not that much different that if the bond measure was \$14m then \$500k could be contributed back to the parent clubs.

Mr. Gadbois asked if the Board needs to decide the amount this evening. Mr. Raushenbush said that although the resolution will be approved at the next board meeting, it is best to give direction tonight so the community will know what the Board is proposing. He suggested revising the language to change the amount to \$13.5m. He

asked about the Seismic Safety Bond oversight committee, which is still in existence. Superintendent Hubbard answered that as long as the bond money is there, the committee is in effect. At the end of this bond, the work will be done and any monies left over will be used and not revert to a bond fund. The role of the committee is to review project expenditures.

President Raushenbush closed the public hearing.

Conduct Second and Final Public Hearing for 2014-15 Negotiations Between the District and the Association of Piedmont Teachers (APT); Sunshine Articles to Be Negotiated

Proposed contract openers between the District and APT are being "sunshined" for public inspection and comment. The articles to be discussed as part of the negotiations of the entire contract, which expires on June 30, 2014, were presented at the Board Meeting on December 11, 2013. The public was invited to comment at the Board meeting and/or via email to the Board of Education.

Tonight the Board conducted the second and final public hearing regarding negotiations between the District and the Association of Piedmont Teachers. The negotiating team composed of representatives from the District and APT have met together to determine the list of items to be negotiated: Article I – Agreement, Article VI – Hours and Professional Responsibility, Article XII - Miscellaneous Provisions, Article XV – Retirement/Disability Benefits, Article XVI and XVII – Salary and Benefits, and Article XIX – Evaluation.

One email was received from a citizen and shared with the Board. Once the public has opportunity to comment this evening and the hearing is closed, negotiations will begin and the meetings are confidential. The Board is asked to approve the list of articles presented this evening.

Ms. Pearson moved, Mr. Gadbois seconded, and Mr. Raushenbush, Ms. Swenson, Ms. Pearson, Mr. Gadbois and Mr. Tolles voted to approve the sunshined articles to be negotiated between APT and PUSD.

Review of Actuarial Report for Compliance with Government Accounting Standards Board (GASB) as They Relate to the Reporting of Active/Retired District Employee Benefits

Every two years the District is required to review actuarial reports from Total Compensation Systems, Inc, for compliance with the Government Accounting Standards Board (GASB) as they relate to the reporting of active/retired District employee health benefits and the unfunded accrued liability of those benefits. The report reviewed this evening covers active/retired employees through June 30, 2013 with the retirement benefits program in place as of Sept. 1, 2013.

Assistant Superintendent Brady explained that this does not include pensions but only liabilities of active employee and retiree health benefits. The highlight of this report is a comparison of 2013 versus 2011. With caps placed on District contributions, the assumptions used in 2011 have changed. This has resulted in a long-term savings of \$1,000,000, as the District has taken steps to reduce exposure to increases in medical insurance costs. The Board then asked about the practicality of setting aside funds vs. the pay-as-you-go method. Mr. Brady noted that setting aside funds to count toward reducing the OPEB liability would require the creation of an irrevocable trust to ensure that the funds could be used for no other purpose. Fortunately, PUSD has been able to meet its obligations through the pay-as-you-go method.

## REVIEW AND DISCUSSION

Second Review of the Alan Harvey Theater Bond Repayment Options

The community is encouraged to provide feedback as to the repayment options for the Alan Harvey Theater bond if approved by the voters in June 2014. The general rule is the higher the tax rate (up to the maximum \$60/\$100,000 assessed value allowed for Prop 39

bonds), the lower the total repayment over a shorter time. The lower the tax rate, the longer the repayment schedule and the higher the total repayment. The final decision as to the structure of the bond issuance is not made until the time of issuance.

This evening provides a second review of bond repayment options for Alan Harvey Theater. Mr. Raushenbush said the Board can make their intentions clear but cannot bind a future Board to their decision. The Board can indicate their intentions, and if market conditions change, the Board will take action based on those conditions. The Board can speak to questions such as length of repayment.

Mr. Gadbois said it may be helpful to narrow down options in order to give final direction at the next Board meeting. The Board is looking at tax rate, interest rate, and term of repayment to determine what would be best for taxpayers. However, these factors do not move in the same direction. Ideally he would like to keep the tax rates flat, but in order to do this the Board must use Capital Appreciation Bonds (CABs). Because of the higher interest rate for CABs, he would favor Option 2, which has the shortest term, or Option 4, which has the lowest tax rate. He likes Option 4 because it minimizes the tax rate in the first years: \$18 in the first few years increasing to \$57 (per \$100,000 A.V.).

Mr. Raushenbush said the choice is to keep taxes low and pay more in the long run or to make taxes a bit higher and pay less in the long run. He is not considering CABs or a term of 25 years (Options 1 and 3). He wondered if \$43 per \$100k A.V. versus \$18/\$100k A.V. makes a big difference to taxpayers. Mr. Gadbois explained that there were very good reasons for using CABs in the past; the District needed space in the repayment structure for QSCBs, which had a very low interest rate of 0.5% and a short repayment term.

Ms. Swenson reported that the Board has gotten emails mostly favoring Current Interest Bonds (CIBs) over CABs. She favors Option 2 but would like to hear feedback from the community as to the choice of least repayment amount overall or flatter taxes. She said that the original push for not increasing taxes and using CABs to keep the tax rate flat came from a letter from a taxpayer asking the Board to issue the bond in a way that did not increase taxes.

Mr. Tolles does not favor Option 2 because of the increase in taxes and thinks Option 4 is a reasonable compromise.

Ms. Pearson said that when she worked on the parcel tax, polls showed that most citizens wanted to see any tax increase under \$250. She likes Option 2 for its simplicity and Option 4 for its more level taxes.

Neil Joeck, Piedmont resident, said the Board has an obligation not to sugar-coat the real cost of a project the Board considers valuable. The cost should be made clear and not deferred down the road, when the costs will be more. The costs need to be explicit and there will be a lively public debate. As public officials, the mandate of the Board is to make clear the true cost of the project.

President Raushenbush said the Board is looking to the community for their opinion on whether they would rather pay a low tax rate and more overall or pay more in the beginning with a lower overall cost.

Mr. Tolles noted that the report shows the costs, including annual tax payment, overall cost and total cost to individual taxpayer. His concern is for the portion of the community living on fixed incomes, and the difficulty of their meeting the initial increase in taxes.



Mr. Gadbois believes with the reduced bond amount of \$13.5, it might be possible to get the bond paid off in 13 years or less. The theater will last at least 30 years, so that would be a service to the community. The Board seems to be honing in on Options 2 and 4, so he would like to see numbers for a shorter payoff and the possibility of Option 4 at \$17 for the first five years and then increasing to \$60.

Mr. Raushenbush reiterated the importance of hearing from the community as to their preferences for paying off the bond.

## CORRESPONDENCE

Ms. Swenson reported receiving a handful of emails about the theater expressing concern with the overall costs, and several regarding the construction project at 419 Hillside. All Board members received an article about Governor Brown's comments on data-based school reform. The PCA asked a question regarding when the Board wanted feedback and the dates of the public hearings. She received an email, which she shared with Mr. Booker, regarding the Alameda County Science Fair.

Ms. Pearson received an article reviewing a study that demonstrated that cognitive rest significantly aids concussion recover. She also shared this with Mr. Booker.

## BOARD REPORTS

Mr. Tolles attended the Acappella Concert, which was impressive.

Mr. Gadbois attended a fundraising luncheon for AHT to answer questions. He participated in the PHS Parent Club meeting, where Principal Daniels spoke about the variety of things they are doing on student stress and the planning for a comprehensive student survey formulated by *Challenge Success*.

Ms. Pearson attended the PHS Site Council and the Wildwood Winter Concert.

Ms. Swenson was out of the country over break.

Mr. Raushenbush went to the Candlelight Concert put on by the Piedmont Children's Choir, which he recommends to parents whose students are interested in singing.

## CONSENT CALENDAR

Item B needed to be removed from the Consent Calendar and in Item A, page 40 of the November 13 minutes, needed to be amended to read that Ms. Swenson was talking about Option 3.

Ms. Swenson moved, Mr. Tolles seconded, and Mr. Raushenbush, Ms. Swenson, Ms. Pearson, Mr. Gadbois and Mr. Tolles voted to adopt the Consent Calendar with Item A as amended and the removal of Item B.

- A. Adopt Regular Board Meeting Minutes of November 13, 2013 Board Meeting
- B. Adopt Regular Board Meeting Minutes of December 11, 2013
- C. Approve Personnel Action Report
- D. Approve Williams Report for the period of October-December, 2013
- E. Approve one Master Contract and one Individual Service Agreement with Heritage Schools, Inc., to provide nonpublic services to Piedmont Unified School District, effective November 1, 2013 through June 30, 2014, at a total cost not to exceed \$84,858.00. Funding: Special Education.

FUTURE BOARD AGENDA ITEMS

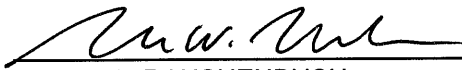
Items to be included on future agendas include the APT contract, modernization update, and budget guidelines, in particular setting aside money for items that were formerly categorical.

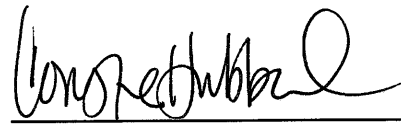
→ **SUBJECT TO CHANGE** ←

- Approve Resolution Calling for Bond Election in June 2014 for Alan Harvey Theater (Jan. 22)
- QKA Contract Update (TBD)
- 2015-16 Instructional Calendar (Jan. 22)
- Review Facilities Standards/ Green Policy (TBD)
- Facilities Use – Fee Structure (TBD)

ADJOURNMENT

The meeting was adjourned at 9:50 p.m.

  
RICHARD RAUSHENBUSH  
Board President, Piedmont Unified School District  
Board of Education

  
CONSTANCE HUBBARD  
Secretary, Piedmont Unified School District  
Board of Education