

OREGON ASSOCIATION OF SCHOOL EXECUTIVES

Off-the-Record Meeting

Wednesday, November 30, 2016 – 3:00 p.m. – O'Neill/Williams Rooms, Eugene Hilton Hotel

AGENDA

- 3:00 **Welcome**
- Jim Golden, OASE President
- 3:05 **Governor's Recommended 2017-19 Budget**
- 3:10 **Discussion of potential 2017-19 Revenue Concepts**
- 3:30 **Discussion of potential PERS Reform Concepts**
- 3:50 **K-12 Funding Advocacy Planning**
- Recent history of funding advocacy
 - 2017-19 funding preview
 - Funding Advocacy
 - Oregon Rising
 - Funding Advocacy Poster
- 4:10 **Mandate Relief**
- Measure 98
 - P.E. Mandate
- 4:30 **Oregon Safety Tip Line**
- Matt Utterback, Rebecca David (Oregon State Police)
- 4:45 **OASE Reorganization Update**
- Craig Hawkins
- 5:00 **Adjourn**

2017 Revenue Landscape

- Likely elements of a revenue plan?
 - Gas tax increase
 - Transportation package
 - PERS Reform
 - Revenue Proposal
- Currently no specific plan(s) from the Governor or Legislators
- Major Revenue Options
 - Corporate taxes/CAT
 - Income Taxes
 - Sales Tax
 - Tax Expenditures/Tax Breaks



Options and Proposals

- Corporate Taxes
 - Commercial Activity Tax
 - M97 lite
- Income Taxes
 - Increase for households 250k+
- Tax Expenditures
 - Two largest are mortgage interest deduction and senior medical expense deduction



Options and Proposals

- Property Taxes
 - Reset at sale
 - Eliminate/reduce early payment discount
 - Local option levies not subject to M5/47/50 limits
- Dedication to K-12
 - OSBA "Comma" Plan
 - Dedicate specific amount to K-12
 - Require constitutional change/referral
- Sin Taxes
 - Beer and Wine
 - Tobacco and Marijuana



Example: Sen. Hass Plan pre-M97 (2016)

- Commercial Activity Tax of .39% on sales over \$1 million
- Eliminate Corporate Income Tax
- Increase Earned Income Tax Credit
- Double Standard Deduction
- Net Revenue Impact in 2017-19 is +\$511 million dollars
- \$500 million to K-12, Community Colleges and Universities



Key Facts About PERS Changes

- Very unlikely to achieve any savings during 2017-19 biennium
- Only way to save money is to reduce benefits for current and future employees
- Potentially significant collective bargaining impacts and legal challenges to any reforms
- All proposed changes are prospective and do not change any benefits already accrued; retirees untouched



2017 Proposed PERS Changes

- \$100,000 limit on Final Avg. Salary (FAS)
- Redirect 6% Member Contributions from IAP to PERS Fund
- 5-Year Final Average Salary (FAS)
- Reduce pension multipliers to 1% or .25%
- Change in Money Match Interest Rate
- Reduce or eliminate sick leave and vacation time from pension calculation
- Wildcard – State Bonding PERS Debt





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October 28, 2016

VIA E-MAIL

Mr. Steve Rodeman
Executive Director
Oregon PERS

Re: Overview of October 2016 Legislative Concepts Analyses

Dear Steve:

This letter provides a summary of the actuarial legislative concepts analyses performed this month. In addition to a results summary, this letter also discusses the extent of interaction between the concepts, with an emphasis on assessing how enacting more than one concept could possibly affect the financial impact of each individual concept. Detailed analysis of each individual concept is provided in separate letters. Those letters should be referenced for additional detail and are incorporated into this letter by reference.

Concepts Analyzed

- **\$100,000 limit on Final Average Salary** would apply prospectively beginning January 1, 2018 for members with service after that date and would apply to the calculation of all OPSRP pension benefits and for Tier 1/Tier 2 benefits determined under the Full Formula or Formula Plus Annuity calculation methods. Tier 1/Tier 2 benefits determined under the Money Match calculation would not be affected. The limit would not be indexed in future years. For members with a Final Average Salary of over \$100,000 as of January 1, 2018, the \$100,000 limit on Final Average Salary would apply to service after that date. The member's Final Average Salary calculated as of January 1, 2018 would apply to service earned prior to that date.
- **5-year Final Average Salary** would apply to the calculation of all OPSRP pension benefits and also apply to Tier 1/Tier 2 benefits determined under the Full Formula or Formula Plus Annuity calculation methods. Tier 1/Tier 2 benefits determined under the Money Match calculation would not be affected. The change from a 3-year Final Average Salary to a 5-year Final Average Salary would apply prospectively beginning January 1, 2018 for members with service after that date.
- **1.00%/1.20% Multiplier** would change the pension multiplier to 1.00% of Final Average Salary per year of service for general service members and 1.20% of Final Average Salary for police & fire members for service after January 1, 2018. Service earned prior to January 1, 2018 would continue to receive the current pension multiplier in benefit calculations.

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- **0.25%/0.30% Multiplier** would change the pension multiplier to 0.25% of Final Average Salary per year of service for general service members and 0.30% of Final Average Salary for police & fire members for service after January 1, 2018. Service earned prior to January 1, 2018 would continue to receive the current pension multiplier in benefit calculations.
- **Change in Money Match Interest Rate** used to convert account balances to monthly lifetime annuities from the current PERS Board's long-term investment return assumption of 7.50% to an illustrative interest rate of 3.5%, first effective for 2018 retirements. The rate would be made independent of the PERS Board's long-term investment return assumption.
- **Reducing Sick Leave and Vacation Payments** that are included in a Tier 1/Tier 2 member's FAS calculation, beginning with 2018 retirements. We understand various concepts have been discussed that could limit the amount of unused sick leave or vacation time payments that are included in a Tier 1/Tier 2 member's Final Average Salary calculation. We have not analyzed a specific proposal, but instead estimated the financial impact of:
 - **Halving Sick Leave and Vacation Payments** that are included in a Tier 1/Tier 2 member's FAS calculation, beginning with 2018 retirements.
 - **Eliminating Sick Leave and Vacation Payments** that are included in a Tier 1/Tier 2 member's FAS calculation, beginning with 2018 retirements.
- **Redirecting member contributions** from the defined contribution Individual Account Plan (IAP) to fund Tier 1/Tier 2 and OPSRP benefits beginning in January 2018. Redirected contributions would not add to the Money Match-eligible account balance for Tier 1/Tier 2 members.

Summary and Interaction of the Financial Impact of the Individual Concepts

Each of the above concepts if enacted would lower the 2017-2019 Uncollared Base Pension Employer Contribution Rate, and all concepts except for the redirection of member contributions would lower the Total Liability and Accrued Liability.

The decrease in both Total Liability and Accrued Liability associated with each benefit modification concept is shown separately below. **Please note that if multiple concepts are implemented together, the resulting effect would not be the cumulative amount of the separate concepts illustrated below. Instead, the interactions between the various benefit modifications would produce a reduction in liability and uncollared contribution rate of smaller magnitude than the sum of the reductions shown below. If more than one concept will be incorporated into a legislative proposal, an additional analysis should be conducted to study the combined effects.**

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A table summarized the estimated effect of each individual concept analyzed is shown below. For more information on each concept, the detailed analysis for the concept should be referenced.

	12/31/2015 Total Liability (\$B)	12/31/2015 Accrued Liability (\$B)	2017-2019 Uncollared Base Pension Employer Contribution Rates (% of Payroll)		
			Normal Cost	UAL	Total
12/31/2015 Pension Valuation Results	\$83.8	\$76.2	11.79%	17.29%	29.08%
\$100,000 Limit on Final Average Salary	(\$3.3)	(\$2.0)	(1.30%)	(1.55%)	(2.85%)
5-year Final Average Salary	(\$0.7)	(\$0.5)	(0.25%)	(0.40%)	(0.65%)
1.00%/1.20% Multipliers	(\$2.8)	(\$1.8)	(1.20%)	(1.35%)	(2.55%)
0.25%/0.30% Multipliers	(\$6.5)	(\$4.0)	(2.85%)	(3.00%)	(5.85%)
Change in Money Match Interest Rate	(\$0.9)	(\$0.8)	(0.20%)	(0.60%)	(0.80%)
Halving Sick Leave & Vacation Payments	(\$0.35)	(\$0.3)	(0.08%)	(0.22%)	(0.30%)
Eliminating Sick Leave & Vacation Payments	(\$0.7)	(\$0.6)	(0.15%)	(0.45%)	(0.60%)
Redirecting Member Contributions	(\$0.0)	(\$0.0)	(6.00%)	(0.00%)	(6.00%)

Data, Assumptions, Methods and Provisions Used in Analysis

Other than the exceptions and additions discussed in the relevant analysis letters of the individual concepts, which are incorporated herein by reference, the data, methods, assumptions, and plan provisions used to calculate employer contribution rates are the same as those used in the December 31, 2015 system-wide actuarial valuation report. The information in that report, including a discussion of the inherent limitations of use of actuarial valuation results, is also incorporated into this letter by reference.

Our valuation assumptions portion of the analysis does not include any assumed change in participant behavior such as retirement patterns due to the proposed changes in policy, or to bargaining agreements or employer pay practices as a result of any legislative changes. Such potential impacts merit consideration. For example, an announced change in the annuitization interest rate to take effect at a future date could lead some affected members who otherwise would have retired after the effective date to accelerate retirement. This would limit the liability reduction associated with a change. Actual experience will vary from assumption, and sometimes the variance from assumption will be significant. The variance will affect the long-term financial impact of any proposed legislation.

In our analysis, it was assumed that a standalone annuitization interest rate change would not affect future interest crediting on Tier 1 member accounts over time.

In calculating the illustrative changes in uncollared employer base contribution rates shown above, we assumed all changes in Accrued Liability were amortized over a 20-year period as a level percent of payroll using current valuation assumptions. This is the method currently used

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in the valuation when establishing new Tier 1/Tier 2 amortization bases. If a different amortization method were used, the overall impact on employer rates could be significantly different than shown in this letter.

Actuarial Basis and Qualifications

In preparing this letter and the valuation report on which it is based, we relied, without audit, on information (some oral and some in writing) supplied by Oregon PERS. This information includes, but is not limited to, statutory provisions, employee data, and financial information. We found this information to be reasonably consistent and comparable with information used for other purposes. The updated estimates depend on the integrity of this information. If any of this information is inaccurate or incomplete our results may be different and our calculations may need to be revised.

All costs, liabilities, rates of interest, and other factors for the System have been determined on the basis of actuarial assumptions and methods which are individually reasonable (taking into account the experience of the System and reasonable expectations); and which, in combination, offer a reasonable estimate of anticipated experience affecting the System.

Future actuarial measurements may differ significantly from the current measurements presented in this estimate due to such factors as the following: plan experience differing from that anticipated by the economic or demographic assumptions; changes in economic or demographic assumptions; increases or decreases expected as part of the natural operation of the methodology used for these measurements (such as the end of an amortization period, additional cost or contribution requirements based on the plan's funded status, or a change in the cost allocation method); and changes in plan provisions or applicable law. Due to the limited scope of this estimate, we did not perform an analysis of the potential range of future measurements. The Board has the final decision regarding the valuation assumptions and adopted the assumptions used in the December 31, 2015 valuation in September 2015.

Actuarial computations presented in this estimate are for purposes of providing a high-level analysis of the requested change concepts to the System. As such, they cannot be relied upon for financial reporting or other purposes, and calculations for purposes other than this use may be significantly different from the estimates contained in this letter. Accordingly, additional determinations may be needed for other purposes.

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The consultants who worked on this assignment are pension actuaries. We have not explored any legal issues with respect to the change concepts. Milliman's advice is not intended to be a substitute for qualified legal or accounting counsel.

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Mr. Steve Rodeman
October 28, 2016
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The signing actuaries are independent of the System. We are not aware of any relationship that would impair the objectivity of our work.

On the basis of the foregoing, we hereby certify that, to the best of our knowledge and belief, this report is complete and accurate and has been prepared in accordance with generally recognized and accepted actuarial principles and practices. We are members of the American Academy of Actuaries and meet the Qualification Standards to render the actuarial opinion contained herein.

If you have any questions about our response or need any additional information, please let us know.

Sincerely,



Matt Larrabee, FSA, EA, MAAA
Principal & Consulting Actuary



Scott Preppernau, FSA, EA, MAAA
Principal & Consulting Actuary

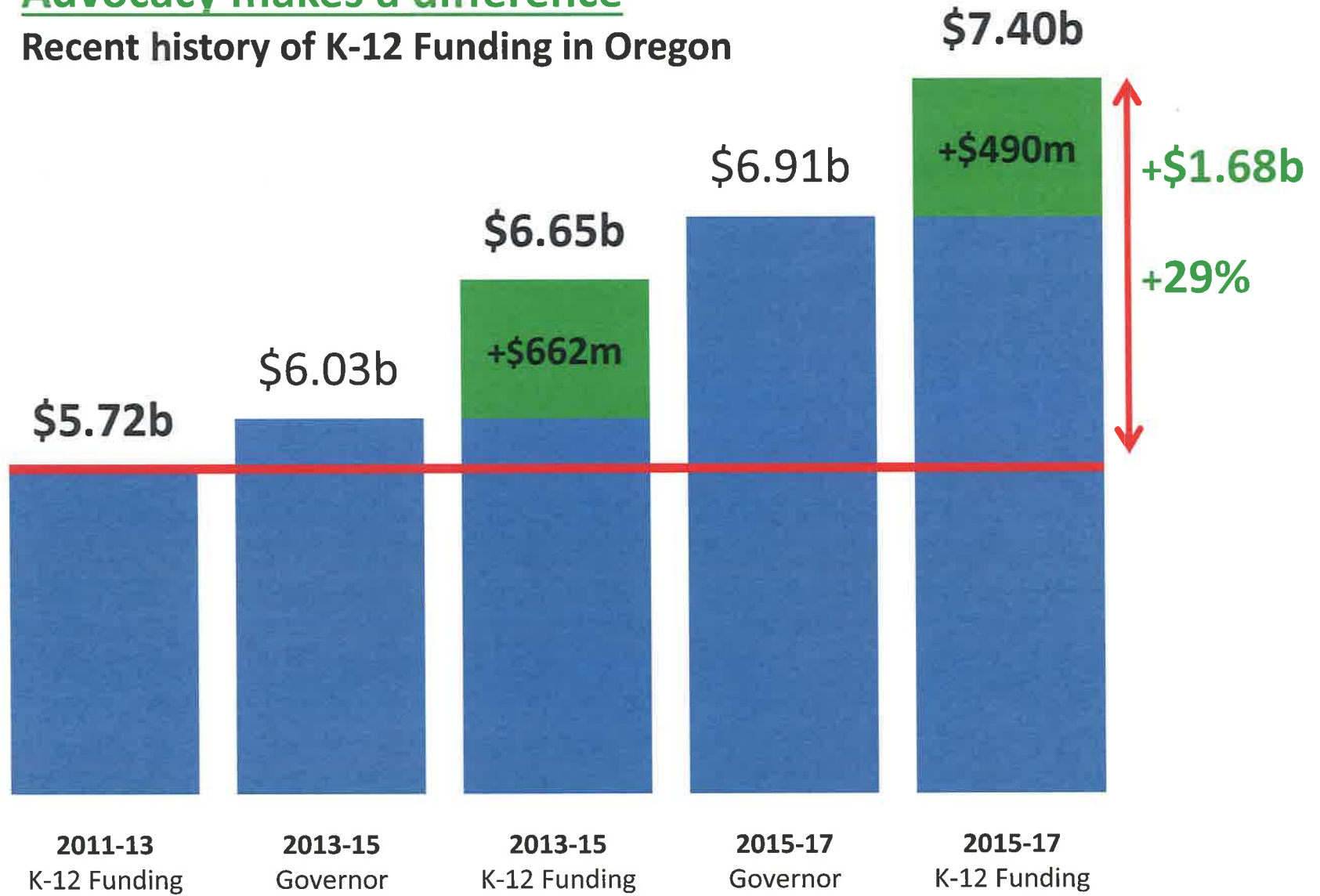
cc: Marjorie Taylor, Debra Hembree

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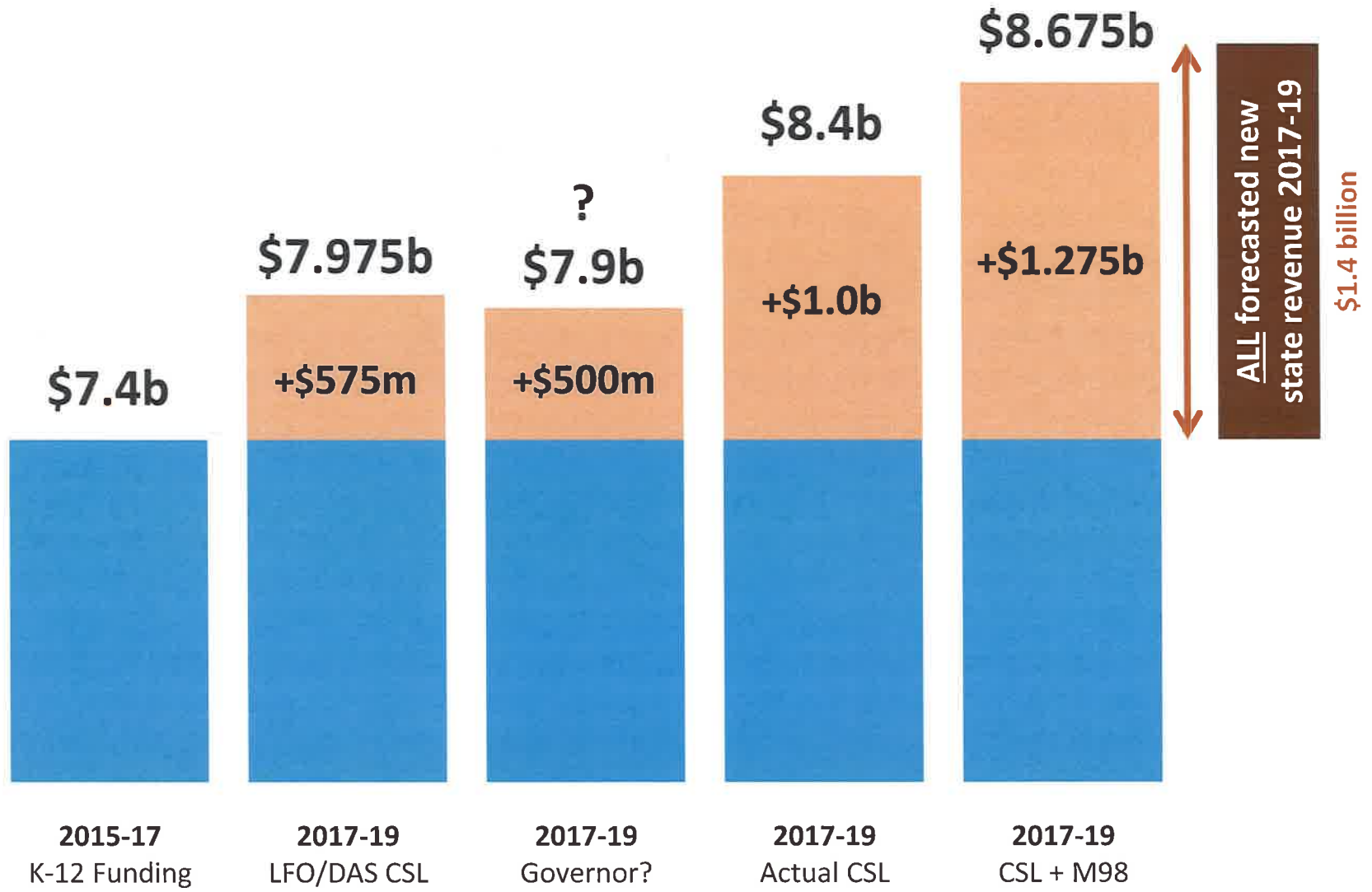
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Advocacy makes a difference

Recent history of K-12 Funding in Oregon



2017-19 K-12 Funding Preview





What Oregonians want for students

10,894 Oregonians spoke their minds – and hearts – about our schools. They called for a “Quality Education,” with:

1. More teachers/staff to reduce class sizes and better engage/support students
2. A broader, more well-rounded education



What Oregonians want for students

Next steps with Funding Advocacy:

- Release of Governor’s Recommended 2017-19 budget
- Continued discussion of budget and revenue options
- Development of our advocacy plan and resources
 - Funding Advocacy Poster
 - Oregon Rising Website with “call-to-action” center
 - Social media and videos to support advocacy
 - Second round of Oregon Rising meetings
 - Calls to action as needed



What Oregonians want for students

Funding Advocacy Poster:

- Release of Governor’s Recommended 2017-19 budget – Dec. 1
- Determination of Funding Levels for Poster – by Dec. 7
- Budget impact template, based on funding levels, sent to superintendents and business managers – by Dec. 12
- Key messages and sample narratives for funding posters sent to superintendents and business managers by Dec. 12
- Templates and narratives due back to COSA/OASBO by mid-January
- Posters delivered to legislature at start of session



What Oregonians want for students

Additional Funding Advocacy:

- Social media/videos to support poster effort
 - What these funding levels mean to me, my child, my classroom, my school, my district, my community
 - Videos for social media, embedded in e-posters
- Second round of Oregon Rising meetings
 - Oregon Rising findings (statewide and local), discussion of funding levels, call to action
- Calls to action during legislative session, as events warrant
 - Superintendents, Oregon Rising participants (6,000+), etc.
 - Call-to-action center on Oregon Rising website

Mandate Relief – Measure 98

- Major concerns: Supplement/Supplant provision; requirement you must have a plan for all three areas; narrow spending rules
- Two opportunities to weigh in: State Board and Legislature
- State Board required to have rules in place by March 1st, 2017
- ODE - Measure 98 Rulemaking Advisory Group meeting December 6



Mandate Relief – Measure 98

- Draft rules available in January for comment
- Working w/partners on potential bill drafts to address shortcomings in rule process
- How can COSA members help now?
 - Participate in rule advisory group
 - Review/provide comments on draft rules
 - Public Hearing Jan. 23
 - State Board meeting Jan. 26 and Feb. 23
 - When needed, communicate with legislators with COSA's proposed changes



Mandate Relief – PE Minutes

- Current Law will require 150 minutes (K-5) and 225 minutes (6-8) of PE per week beginning w/2017-18 school year
- Four work group meetings this fall with Sen. Courtney's office, education partners and PE coalition to discuss issues
- Focus has been on four main areas
 - Technical Fixes
 - Definition of what qualifies as PE
 - Delaying of minute requirements
 - Reducing overall minute requirements



Mandate Relief – PE Minutes

- Small group meeting on December 9th to attempt to negotiate on timeline and minutes
- How can COSA members help now?
 - Gather impacts of implementing. Focus on costs, impacts to electives, class sizes and schedules. What would it look like in your district - facilities/schedule/bargaining implications?
 - Contact Morgan Allen (mallen@cosa.k12.or.us) to get involved
 - Expect major legislative push - be ready to communicate with legislators with concerns



OASE Organizational Review

Subcommittee
Recommendations

Organization Review Subcommittee

- Heather Beck, Lake Oswego
- Jim Golden, Albany
- Rob Hess, Lebanon
- Kym Leblanc-Esparza, Newberg
- Randy Schild, Tillamook
- Heidi Sipe, Umatilla
- Mark Witty, Baker

Proposal, Part One

- Adjust and Add OASE Zones
 - Based on consideration of geography, ESD regions and OASE membership, recommend changes to improve representation and balance on the OASE Executive Committee
 - Any changes would take effect for the 2017-18 school year
 - Any zone or executive committee changes would require a vote of the OASE membership

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Current OASE Zones

Zone I	•Clatsop, Tillamook, Columbia and Washington counties •25 Superintendents
Zone II	•Clackamas and Multnomah counties •21 Superintendents
Zone III	•Linn, Marion, Polk and Yamhill counties •23 Superintendents
Zone IV	•Lin, Benton and Lane counties •28 Superintendents
Zone V	•Coos, Curry and Douglas counties •23 Superintendents
Zone VI	•Josephine, Jackson, Klamath and Lake counties •17 Superintendents
Zone VII	•Hood River, Wasco, Sherman, Gilliam and Wheeler counties •21 Superintendents
Zone VIII	•Umatilla, Wallowa, Union, Baker, Grant, Malheur and Morrow counties •37 Superintendents
Zone IX	•Jefferson, Crook, Deschutes and Harney counties •10 Superintendents

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Current OASE Zones

Zone I	•Clatsop, Tillamook, Columbia and Washington counties •21 Superintendents
Zone II	•Clackamas and Multnomah counties •11 Superintendents
Zone III	•Marion, Polk and Yamhill counties •22 Superintendents
Zone IV	•Linn, Benton and Lane counties •28 Superintendents
Zone V	•Clatsop, Curry and Douglas counties •22 Superintendents
Zone VI	•Josephine, Jackson, Klamath and Lake counties •17 Superintendents
Zone VII	•Hood River, Wasco, Sherman, Gilliam and Wheeler counties •11 Superintendents
Zone VIII	•Umatilla, Walla Walla, Union, Baker, Grant, Malheur and Morrow counties •27 Superintendents
Zone IX	•Jefferson, Crook, Deschutes and Harney counties •20 Superintendents

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Proposed Changes

- Add two Zones to:
 - Better balance and facilitate OASE representation, by:
 - Assuring that no zone has fewer than 10 superintendents nor more than 25 superintendents
 - Assuring that all superintendents in an ESD region are in the same OASE zone

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Proposed OASE Zone Changes

Zones I, II, V, VI, VII and IX	• No Change
Zone III	• Marion, Polk and Yamhill counties • 22 Superintendents
Zone IV	• Linn, Benton and Lincoln counties • 12 Superintendents
Zone X (new)	• Lane County • 17 Superintendents
Zone VIII	• Umatilla, Union and Morrow counties • 16 Superintendents
Zone XI (new)	• Grant, Malheur, Wallowa and Baker counties • 21 Superintendents

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Proposed OASE Zones, 2017-18

Zone I	•Clatsop, Tillamook, Columbia and Washington counties •21 Superintendents
Zone II	•Clackamas and Multnomah counties •11 Superintendents
Zone III	•Marion, Polk and Yamhill counties •22 Superintendents
Zone IV	•Linn, Benton and Douglas counties •12 Superintendents
Zone V	•Clatsop, Curry and Douglas counties •22 Superintendents
Zone VI	•Josephine, Jackson, Klamath and Lake counties •17 Superintendents
Zone VII	•Hood River, Wasco, Sherman, Gilliam and Wheeler counties •11 Superintendents
Zone VIII	•Umatilla, Union and Morrow counties •16 Superintendents
Zone IX	•Jefferson, Crook, Deschutes and Harney counties •20 Superintendents
Zone X	•Lane County •17 Superintendents
Zone XI	•Grant, Malheur, Wallowa and Baker counties •21 Superintendents

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Results of OASE Zone Changes

- **Expand the OASE Executive Committee by 2 Members; improve regional representation and balance.**
 - Adds two Zone Directors, for a total of 14 members on the OASE Executive Committee. Beginning in 2017-18, Executive Committee members would include the OASE President, President-Elect and Past-President, as well as Directors for the 11 OASE zones proposed.
 - All positions on the Executive Committee would be elected by a vote of the membership. President-elect would be elected by a statewide vote, zone directors by a vote of members in each zone.

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OASE Executive Committee Responsibilities

OASE Executive Committee Roles and Responsibilities. The OASE Executive Committee is the elected body responsible for overseeing the operation of the association, and for providing leadership to achieve the "Purpose" of the association as described in the OASE Operating Procedures.

- "The purpose of this Association shall be to serve its membership in a continuous effort to improve education and educational administration through striving to accomplish the following specific objectives:
- To exercise leadership in promoting the best interests of all education.
- To improve educational programs through studies of problems and developments in areas selected by its membership.
- To direct and sponsor professional development programs and activities designed to improve the effectiveness of its members in performing their various roles as administrators.
- To work cooperatively with other organizations—within and out of the profession—when goals are to improve public education."

With this purpose in mind, this proposal would invest the OASE Executive Committee with the **responsibility for determining the vision and goals of the association**, in consultation with the "Super" Committee (*see Proposal, Part Two*) and the OASE membership.

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Proposal, Part Two

- Collapse steering committees of the Funding Coalition and Vision/Policy Coalition into one representative (by region and student population) "Super Committee."
- Invest "Super Committee" with the responsibility for developing the educational policy and funding positions, proposals and advocacy plans of the association.

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'Super' Committee membership

- OASE President, President-Elect and Past-President (3)
 - elected by statewide vote
- OASE Zone Directors (11)
 - elected by zone vote
- Region Representatives (8):
 - One from each region without a Zone Director
 - Elected via regional ballot
- Additional representatives based on student population (11):
 - One for each 25,000 students above the first 25,000, rounded to the nearest 25,000
 - Elected via regional ballot
- Additional representatives to assure diversity of membership (up to 6)
 - Recommended by the Executive Director, appointed by the OASE Executive Committee

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'Super' Committee representation*

Students in an ESD region	Zone Director / Region Rep	Added Reps based on # of students	Total Reps based on # of students
<37,500	1	0	1
37,501-62,500	1	1	2
62,501-87,500	1	2	3
87,501-112,500	1	3	4
>112,501	1	4	5

*Not including representatives appointed to assure diversity of membership

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Student population by region

One additional 'Super Committee' representative for each 25,000 students above the first 25,000, rounded to the nearest 25,000

- Clackamas – 59,155 – (1)
- Columbia Gorge – 7,787
- Douglas – 13,979
- Grant County – 900
- Harney – 1,135
- High Desert – 27,504
- Intermountain – 21,660
- Jefferson County – 3,627
- Lake County – 1,212
- Lane – 45,353 (1)
- Linn Benton Lincoln – 37,168
- Malheur – 5,055
- Multnomah – 93,444 (3)
- North Central – 1,260
- Northwest Regional – 103,683 (3)
- South Coast – 12,125
- Southern Oregon – 49,774 (1)
- Wallowa – 857
- Willamette – 85,424 (2)

Based on 2015-16 Oct. 1 student count – will be updated each spring

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Results of 'Super' Committee Changes

- **Steering Committees of Funding Coalition and Vision/Policy Coalition would be disbanded**
- **New 'Super Committee' would be created**
 - All committee members would serve three-year terms, staggered so that approximately the same number expire each year
 - Members could serve more than one term, if elected/appointed
 - All members must be COSA/OASE members
 - Members would be responsible for communicating with, and gathering feedback from, other OASE members in their regions

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Timeline

- **OASE Organizational Review Subcommittee and OASE Executive Committee to develop bylaws changes and rules by January 25**
 - Example: Super Committee meetings open to all superintendents?
 - Example: A better name for the 'Super' Committee. Please. Ideas?
- **COSA Executive Director to schedule meetings with each zone**
- **OASE Election – March 2017**
 - Members would vote on bylaws changes
 - Ballot would include votes for Zone Directors in anticipation of bylaws changes receiving approval
- **Additional Super Committee representatives elected regionally by June 1, 2017**
- **New Executive Committee and Super Committee would commence beginning July 1, 2017**
- **First meetings of new Executive and Super committees would occur in August or September of 2017**

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