SEASIDE SCHOOL DISTRICT 10

2600 Spruce Drive, Suite 100, Seaside, Oregon 97138

2025-2026 Board of Directors
Board Chair: Shannon Swedenborg
Board Vice-Chair: Katherine Davidson
Board Members: Sondra Gomez, Jason Haag, Chuck Mattocks, Coral Sadler and Brian Taylor
Superintendent: Jeff Roberts

Work Session Meeting

Tuesday, September 15, 2026 at 5:00 PM
Location: Secondary School Library AND Virtual
2600 Spruce Drive, Suite 200
Seaside, OR 97138

Meetings may be held in-person only, virtual only, or most commonly, in-person with an option to join virtually. Please check the location above for the specifics of this meeting. Information regarding virtual meeting access is available on our website Meetings page - https://www.seaside.k12.or.us/meetings.

An opportunity for public comment may be included in meeting agendas. When public comment is included in the agenda, those wishing to speak before the Board will have the opportunity to do so during the designated Public Comment time(s). Speakers may offer objective criticism of school operations and programs; however, the law prohibits the Board from hearing complaints regarding any personally identifiable District staff member. The Board asks anyone wishing to communicate a complaint of this nature to follow the process in Board policy KL: Public Complaints.

Persons having requests for special needs and accommodations should contact the School District office at 2600 Spruce Drive, Suite 100, Seaside, OR 97138, 503-738-5591. Speech/hearing impaired individuals may reach the Oregon Relay Service by dialing 711. Requests should be made 48 hours in advance of the event.

1. **CALL TO ORDER**
   1.1. Acknowledgement of Board Members Present
2. **AGENDA REVIEW**
3. **WORK SESSION**
   3.1. School Board Goals:
   - Performance Indicators
   - Timelines
   - Responsiblities
   - Expected Results

   Attachments:
   Seaside Board Goals and Draft Monitoring Plan (26-27) 3
   2026-2027 School Board Adopted Goals 5

   3.2. Superintendent Goals
   Attachments:
   JR Supt Goals 26-27 6

3.3. Board Superintendent Working Agreement

Attachments:

Current SSD Board Superintendent Working Agreement 7
Sample Superintendent Board Working Agreement 11

4. **ADJOURN**

SEASIDE MONITORING PLAN

BOARD GOAL: The Board will actively engage with the community, including families, staff, students, and community partners. ***Goal and Performance Indicators adopted August 18, 2026***

Performance Indicator(s)	Progress Timeline *When will information be available?*	Who is Responsible?	Expected Results
Visibility at events (subject to individual availability)	January Check In May Check In	All BOD Members	Each BOD member to attend at least two events per calendar year (Fall/Spring)?
Identify and prioritize groups for increased engagement, including members of the community the board does not often hear from	*Note: be inclusive of Local Option Levy information and be mindful of timeline to inform voters.* *List of stakeholders to engage – October '26 *Identify – two locations and dates for open listening sessions – December '26 *Hold late winter listening session – February '27 *Hold spring listening session – May '27 *Plan and establish time for Fall listening session – August '27	Brian or Sondra?	Conduct at least two listening sessions for often hard to reach stakeholder groups. Plan for fall listening session.
Monitor SB 141 through presentations by the superintendent and discussion during board meetings	*Interim Assessment Results (3x per year: Fall, Winter, Spring) *Follow established reporting periods as outlined in SB 141 legislation.	All BOD Members	*BOD is familiar with required Performance Growth Targets and utilizes the information to inform policy and budgetary priorities

GOAL: The Board will identify future projects and programs for investigation and action. *Goal and Performance Indicators adopted August 18, 2026*

Performance Indicator(s)	Progress Timeline *When will information be available?*	Who is Responsible?	Expected Results
Pass a local option levy		All BOD Members	SSD Operating Levy passed in May '27
Initiate a capital reserve study	*Initial contact with firms by December '26 *Identification of 2-3 firms able to complete the scope of work February '27 *RFP's to identified firms April '27	Jason Hagg (Project Manager)	*Initial proposals for evaluation presented to the BOD in June '27
Continue active engagement with SEF regarding the performing arts center by ensuring that there is a board liaison to the committee and the liaison reports to the board quarterly, unless more frequent updates are needed	*Establish BOD Liaison at 9/15 work session. *Quarterly reports to occur in November, February, & June.	Brian or Sondra?	Continued attendance at SEF meetings with an established BOD Liaison.

GOAL: The Board will complete the Portrait of a Graduate. *Goal and Performance Indicators adopted August 18, 2026*

Performance Indicator(s)	Progress Timeline *When will information be available?*	Who is Responsible?	Expected Results
Portrait of a Graduate will be completed	*Timeline established by Oct '26 *Community Input by Feb '27 *Initial Draft April '27	Kat Davidson (Project Manager)	*Completed Portrait of Graduate for Adoption in June-August 2027

2026-2027 SEASIDE SCHOOL DISTRICT BOARD OF DIRECTORS GOALS

(Goals development facilitated by Kristen Miles/Oregon School Board Association)
Adopted: August 18, 2026

1. **The Board will actively engage with the community, including families, staff, students, and community partners**

   Indicators:

   a. Visibility at events (subject to individual availability)
   b. Identify and prioritize groups for increased engagement, including members of the community the board does not often hear from
   c. Monitor SB 141 through presentations by the superintendent and discussion during board meetings

2. **The Board will identify future projects and programs for investigation and action**

   Indicators:

   a. Pass a local option levy
   b. Initiate a capital reserve study
   c. Continue active engagement with SEF regarding the performing arts center by ensuring that there is a board liaison to the committee and the liaison reports to the board quarterly, unless more frequent updates are needed.

3. **The Board will complete the Portrait of a Graduate**

   Indicators:

   a. Portrait of a Graduate will be completed

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ADMINISTRATION
Jeff Roberts, Superintendent
Toni Vandershule, Business Manager
Cate Blakesley, Director of Curriculum & Instruction
Jenny Risner, Director of Special Services

Pacific Ridge Elementary
Seaside Middle School
Seaside High School

BOARD OF DIRECTORS
Shannon Swedenborg, Chair
Katherine Davidson, Vice-Chair
Sondra Gomez
Jason Haag
Chuck Mattocks
Coral Sadler
Brian Taylor

Superintendent Goals 2026 – 2027

Goal 1: Operational Excellence — Payroll

Goal 1:
Ensure that the Seaside School District has accurate, reliable, timely, and sustainable payroll processes in place that support employees and ensure compliance with all applicable federal, state, and local requirements.

Key Actions/Measures of Success:

- Conduct a comprehensive review of current payroll processes, procedures, responsibilities, and internal controls.
- Ensure clear written payroll procedures and accountability structures are in place.
- Ensure appropriate oversight and verification processes are in place to minimize payroll errors.
- Support an implemented process for promptly identifying, correcting, and communicating payroll discrepancies.
- Provide the Board with periodic updates regarding the implementation and effectiveness of improved payroll processes.

Evidence of Success:
By the end of the 2026–27 school year, the District will have established and implemented documented payroll procedures and internal controls that result in accurate and timely payroll processing and compliance with required tax reporting and remittance obligations.

Goal 2: Academic Achievement — Data-Driven Student Success

Goal 2:
Establish and maintain a regular District leadership data-review process focused on monitoring student outcomes and ensuring progress toward the student performance and growth goals established pursuant to Senate Bill 141.

Key Actions/Measures of Success:

- Engage the District Leadership Team in regular and structured reviews of student outcome data.
- Establish a consistent schedule and protocol for reviewing key student performance indicators.
- Monitor progress toward the District's performance growth targets established under Senate Bill 141.
- Use data reviews to identify areas of success, disparities, emerging concerns, and opportunities for improvement.
- Support and monitor action steps designed to improve student outcomes.
- Ensure District and building leaders use relevant data to inform instructional and operational decision-making.

Evidence of Success:
By the end of the 2026–27 school year, the District Leadership Team will have implemented a consistent data-review cycle that documents progress toward Senate Bill 141 performance growth targets and results in identified actions, interventions, and adjustments intended to improve student outcomes.

Seaside School District
2600 Spruce Drive, Suite 100
Seaside, Oregon 97138

Susan Penrod, Superintendent
503-738-5591
spenrod@seasidek12.org

Seaside School District Core Values

The Seaside School District is committed to providing equitable, safe learning environments, an engaging, well-rounded education, and a focus on collective wellness and community partnerships.

Seaside School District Mission Statement

Strengthening community, inspiring possibility, ensuring opportunity

Seaside School District Vision Statement

In partnership with our coastal community, all of our students pursue excellence as passionate, empowered, lifelong learners.

Seaside School District Board of Directors
Working Agreement with the Superintendent

Purpose of these Agreements

The Board of Directors is the educational decision making body for Seaside School District (SSD). In order to effectively meet the District's guiding principles, the School Board and the Superintendent must function together as a leadership team. Effective group agreements must be in place to ensure unity among team members. The following are the group agreements for the SSD Board and Superintendent.

Governance Principles for the Board

1. Work with members of the Board and the Superintendent in a cooperative and collaborative partnership aligned toward a common mission.
2. Set the long-term direction of the District through the mission, vision, goals, priorities and strategic planning.
3. Focus on policy making, planning, and evaluation, rather than day-to-day operations.
4. Make decisions as a whole board only at properly called meetings. SSD Board members recognize that individual members do not have authority to take individual action on policy or district and school administrative matters.

5. Support decisions of the majority after honoring the right of individual members to express opposing viewpoints and vote their convictions.
6. Deliberate and make decisions in accordance with public meeting laws.
7. Recognize and respect the Superintendent's responsibility to manage the District and to direct employees in district and school matters.
8. Give careful consideration to all issues brought to you by individuals, listen to all perspectives, and actively solicit input. We will operate as representatives and make decisions in the best interest of the whole district.
9. Work as a team with the Superintendent, recognizing that the Superintendent is the Board's advisor.
10. Participate in establishing annual expectations and goals for the Superintendent.
11. Objectively evaluate the Superintendent's performance and provide appropriate feedback.
12. Value the role the Board plays in the community and represent the District, when possible, by attending school, community functions, and community meetings.
13. The board represents the needs and interests of all the children in our district.
14. The board will conduct annual self-assessments on themselves.

Expectations of the Superintendent

1. Manage the day-to-day operations of the District.
2. Maintain an open door policy.
3. Work together as a team with board members.
4. Respect and acknowledge the Board's role in setting policy and overseeing the performance of the Superintendent.
5. Work with the Board to establish a clear vision for the District.
6. Collaborate with the Board and prepare preliminary annual district goals and priorities for the Board's consideration.
7. Provide information about standards and supporting data as it relates to student outcomes.
8. Communicate with board members promptly, effectively and equally.
9. Respect the confidentiality requirement of board meeting executive sessions.

10. Distribute the board meeting agenda and packet by the Friday before the regularly scheduled board meetings on the 3rd Tuesday of each month. Board members will be contacted if a situation causes any delay.

11. Provide follow-up information to board members on concerns and issues they have referred to the Superintendent.

12. Represent the District by being visible in the schools, community and at school functions.

13. Oversee the completion of all certified and classified staff evaluations each year.

14. Communicate with integrity, honesty, and transparency.

15. Mentor administration to expectations of the Superintendent.

Communication Agreements

1. Communicate directly with the Superintendent when a question arises, or concern is voiced by a staff member, student, parent or community member.

2. Whenever possible, communicate directly with the Superintendent or Board Chair prior to meetings of the Board to identify questions/or concerns about agenda items so that the Board Chair and staff can prepare for the meeting discussion.

3. When a board member receives an informal complaint, listen carefully and empathetically. Direct the person to solve the problem at the lowest level.
    a. Have you talked with the teacher?
    b. Have you talked with the principal?
    c. Have you talked with the Superintendent?

4. Formal complaints must be put in writing and signed by the complainant. These are heard by the Superintendent or designee. Complainants may appeal the Superintendent's decision to the School Board.

5. The Board Chair has the authority to speak for the entire board. Individual board members may share their individual viewpoint but must clarify that they are speaking only for themselves, rather than the entire board.

6. The Board and the Superintendent recognize that effective communication processes can ultimately solve most conflicts.

Media Communications

1. The Board Chair, or designee of the Chair, shall be the official spokesperson for the Board to the media/press on issues of media concern.

2. The Superintendent will be the spokesperson for the district.

3. All board members who receive calls from the media shall direct the media to the appropriate person and notify the Superintendent and Board Chair of the call.

Meeting Operation and Organization Agreements

1. Start meetings on time.
2. Focus on remaining on task for the duration of each meeting. It is the intent of the Board and Superintendent to keep to a two-hour time limit on all regular meetings. This does not include executive and work sessions.
3. Attend all regularly scheduled board meetings If possible, board members can attend scheduled meetings virtually when feasible.
4. Cooperate in scheduling special meetings and/or work sessions for planning and training purposes.
5. Uphold the legal requirement for confidentiality on all matters arising from board meetings in executive session.
6. Prepare for board meetings by reading materials and board packet ahead of the meeting and ask the Superintendent questions before the day of the meeting, if possible.
7. Communicate concerns or questions to the Board Chair and the Superintendent before a public meeting in an effort to avoid surprises.

_____	_____
Susan Penrod, Superintendent	Date
_____	_____
Katherine Davidson, Director	Date
_____	_____
Sondra Gomez, Director	Date
_____	_____
Jason Haag, Director	Date
_____	_____
Kevin LaCoste, Director	Date
_____	_____
Chuck Mattocks, Director	Date
_____	_____
Shannon Swedenborg, Director	Date
_____	_____
Brian Taylor, Director	Date

SAMPLE

Seaside School District

2026-2027 Superintendent and School Board Operating Agreement

For the purpose of enhancing teamwork among members of the Board and between the Board and the administration, we, the members of the School District Leadership Team (Board and superintendent) do hereby publicly commit collectively and individually to the following operating protocol:

1. **Kids Come First!** The Board will represent the needs and interests of ALL the students in the district when making decisions and setting goals and policies for the District.
2. **Clearly State Goals.** The Board will set clear goals for themselves and the Superintendent. The Board and Superintendent will set clear goals for the District (Policy AE: District Goals).
3. **Exemplify the Governance Role.** The Leadership Team will support the policies our district currently has in place. The Board will continue to study and review selected policies for effectiveness and appropriately engage key stakeholders in the development or deletion of policies and policy revisions. We will maintain and apply district policies consistently while being cognizant of and recognizing the potential uniqueness of any given situation (Policy BBA: Board Powers and Duties).
4. **Don't Spring Surprises.** Surprises to the Board or the Superintendent should be the exception, not the rule. We agree to ask the Board Chair or the Superintendent to place an item on the agenda. Items of business not on the agenda may be added for discussion, and acted upon, if the majority of the Board agrees to consider them (Policy BDDC: Board Meeting Agenda).
5. **Open Communication.** Communication between staff and the Board is encouraged as long as it follows board policy. The Leadership Team recognizes that "good," "timely," "open," and "consistent," communication regarding school district issues is extremely important. We will strive to anticipate issues, which may become important or are sensitive to our school and district constituents (Policy BG Board-Staff Communication).
6. **Respect Organizational Structure.** While the Board is dedicated to listening to its constituents and staff, each inquiry is to be referred to the person who can properly and expeditiously address the issue (Policy KL). All personnel complaints and criticisms received by the Board or its individual members will be directed to the Superintendent. Policy BBAA: Individual Board Member's Authority and Responsibilities states, "When a Board member receives complaints or requests for action from staff, students or members of the public, the Board member will direct the staff, students, members of the public to the public complaint policy Board policy KL – Public Complaints. Such information will be conveyed to the Superintendent.".
7. **Own the Collective Decision Making Process.** Once the Board makes a decision, the Leadership Team will support the decision. **Annually Conduct a Self-Assessment/Evaluation.** The Board will address its performance by conducting a yearly self-evaluation and if necessary develop a plan for improvement.
8. **Utilize Superintendent Input.** The Superintendent is the Chief Executive Officer and should make recommendations, proposals or suggestions on most matters that come before the Board (Policy BBF: Board Member Standards of Conduct).

Adopted:

9. **Board Acts in a Unified Manner.** Individual board members do not have authority. Only the Board as a whole has authority. We agree that an individual board member will not take unilateral action. The Board Chair or designee will communicate the position(s) of the Board. When board members serve on various committees, their role shall first be defined by the Board.
10. **Board Meeting Protocol.** Conduct at a Board meeting is very important. We desire to have a legacy of a well-functioning, effective Board. We agree to avoid words and actions that create a negative impression on an individual, the Board, or the District. We will be open-minded and willing to "deeply listen" to all speakers/presenters. We agree that we can disagree and will do so using common courtesy and respect for others. We will not react to impromptu complaints on the spot, but will assure individuals that the District will follow-up (Policy BDDH: Public Participation in Board Meetings).
11. **Strive for Effective Board Meetings.** Efficient and effective Board meetings are the goal. Individual board members should state their opinions clearly and concisely and should allow for others to share as well. Individual board members should not dominate discussion on a particular topic, and should be eager to hear other opinions. If a board member believes they don't have enough information or have questions, they should call the Superintendent or Board Chair prior to the meeting. Board meetings are for discussion, decision-making, action and voting. We agree to move to the question when discussion becomes repetitive (Policies BDDC).
12. **Executive Sessions.** Executive sessions will be held only for appropriate subjects and when the specific need arises. Board members will follow all legal requirements (Board Policy BDC: Executive Sessions).

Board Chair	Superintendent
Board Vice-Chair	Board Member
Board Member	Board Member
Board Member	Board Member

Adopted: