

**BOARD OF EDUCATION**

Portland Public Schools  
**REGULAR MEETING**  
January 17, 2017

**Board Auditorium**

Blanchard Education Service Center  
501 N. Dixon Street  
Portland, Oregon 97227

*Note: Those wishing to speak before the School Board should sign the public comment sheet prior to the start of the meeting. No additional speakers will be accepted after the sign-in sheet is removed, but testifiers are welcome to sign up for the next meeting. While the School Board wants to hear from the public, comments must be limited to three minutes. All those testifying must abide by the Board's Rules of Conduct for Board meetings.*

*Public comment related to an action item on the agenda will be heard immediately following staff presentation on that issue. Public comment on all other matters will be heard during the "Public Comment" time.*

*This meeting may be taped and televised by the media.*

**AGENDA**

- |    |  |         |
|----|--|---------|
| 1. | <b><u>STUDENT TESTIMONY</u></b>                                    | 6:00 pm |
| 2. | <b><u>PUBLIC COMMENT</u></b>                                       | 6:15 pm |
| 3. | <b><u>UPDATE: 2016-17 SCHOOL CALENDAR</u></b> – <i>action item</i> | 6:35 pm |
| 4. | <b><u>ENVIRONMENTAL HEALTH AND SAFETY GAP ANALYSIS</u></b>         | 7:00 pm |
| 5. | <b><u>DIVISION 22 REPORT TO THE COMMUNITY</u></b>                  | 7:45 pm |
| 6. | <b><u>FIRST READING: RESERVE POLICY</u></b>                        | 8:15 pm |
| 7. | <b><u>NEW AUDIT RECOMMENDATIONS</u></b> – <i>action item</i>       | 9:00 pm |
| 8. | <b><u>BUSINESS AGENDA</u></b>                                      | 9:15 pm |
| 9. | <b><u>ADJOURN</u></b>  | 9:30 pm |

**Portland Public Schools Nondiscrimination Statement**

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# Board of Education Informational Report

## MEMORANDUM

**Date:** January 14, 2017  
**To:** Members of the Board of Education  
**From:** Bob McKean, Superintendent  
**Subject:** 2016-17 Calendar

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The Board voted on December 13, 2016 to add two days at the end of the school year to make up for two days lost in December. Since that vote additional school closures have occurred due to weather.

This Tuesday, January 17, 2017, district staff will present the following proposal for the Board's consideration to account for the other closures:

- Add another day to the calendar- extending the last day of school by three days to June 14, 2017.
- Eliminate the rest of late starts for elementary and middle schools and early releases for high schools, which will restore approximately ten hours of additional instruction for elementary schools and four hours for high schools.

Please note that if approved, the elimination of late starts begins **this Wednesday, January 18, 2017.**

We recognize that these actions will not make up for all of the closures and we will be working with the Oregon Department of Education in coordination with other school districts across the state facing the same situation to evaluate how best to address this issue, including the potential for additional weather related closures throughout this winter.



**Portland Public Schools  
Risk Management  
Environmental Health and Safety Section**

**Gap Analysis and Recommendations**

**Presented To:**  
**Yousef Awwad, CPA, MBA, CGMA, PMP**  
**Chief Executive Officer**

**From:**  
**John W. Burnham, Ph.D.**  
**Interim Senior Director**  
**Environmental Health and Safety Section**

**December 31, 2016**

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## Executive Summary

After discussions with Portland Public Schools (PPS) leadership, I joined PPS in July 2016 as the Interim Senior Director for Environmental Health and Safety (EHS). I had just retired from Oregon Health and Science University (OHSU) after 23 years as the Director of EHS. Upon my arrival at PPS, Yousef Awwad, CFO at that time, created a team of professionals focused on resolution of school drinking water contaminated with lead. My early role at PPS has primarily been as the technical advisor to this health and safety team and to conduct a gap analysis review of the PPS EHS group. More recently, I joined a PPS team focused on including selected EHS needs in the May 2017 capital improvement bond measure.

This gap analysis is a product of my review of the EHS group. This is the third formal EHS gap analysis I have conducted in large academic organizations. Prior EHS gap analyses were completed at Portland State University and OHSU. A comprehensive gap analysis at PPS required identification of all programs which are overseen or assisted by EHS. This is a time-intensive process that requires knowledge of a wide range of EHS programs, individual program operating strategies and a fundamental understanding of risk analysis<sup>1-6</sup>. EHS occupies a unique niche within large establishments and, generally speaking, those outside EHS are often not aware of the complexity and scope of typical EHS groups.

Review of the PPS EHS group resulted in the identification of 57 programs for which EHS is either directly responsible to administer or to provide assistance. This number of programs surprises most observers, but is not uncommon in an organization as complex as PPS. Using a technique I call abridged risk analysis/assessment, I investigated the status and needs of each of these programs with the intent to identify which of the programs currently presents the greatest potential enterprise risk. This process involves conducting an abridged multi-category risk assessment for each program based on the risk profile of each program. Risk categories considered for each program included financial, operations, reputational, human safety, environmental and regulatory/compliance risks<sup>1-6</sup>. In the EHS world, most risk assessments are informal and based on regulatory compliance concerns with occasional consideration given to human health and safety risk. Plainly speaking, EHS groups are often almost exclusively focused on compliance and PPS EHS is a classic example. This has the unintended consequence of not recognizing, assessing and acting on all the potential enterprise/institutional risk, e.g. reputational risk, operational risk, etc., and its impact on the organization's objectives and strategy.

Of the 57 programs, 25 are currently inadequately supported and present a range of enterprise/institutional risks. The current staffing level cannot support these programs. I am recommending that two new positions, one safety professional and one industrial hygienist, be created and consideration be given to reorganizing the EHS group to reduce the risks associated with these 25 programs. During this assessment, two of the three existing EHS positions were filled and this was taken into account when identifying gaps. Recruitment to fill the Senior Manager position began in November. The largest gap involves several safety programs related to maintenance and custodial activities. This involves nine different safety programs and will likely require one of the two proposed new positions. Other major gaps include, but are not limited to, fall protection, database management, chemical fume hood certification, school safety committees and stage/auditorium safety. The crucial first step is the recruitment of a seasoned Senior Manager and structuring this position to allow for the development of EHS objectives, an overall risk-based operating strategy, the development of efficient individual program operating strategies and creation of balanced workloads for all employees.

## **Introduction**

I recently retired as the Director of Environmental Health and Safety (EHS) at Oregon Health and Science University (OHSU) after 23 years. During this period, I also worked part-time at Portland State University (PSU) at the request of OHSU and PSU leadership to assist with the restructuring of the PSU EHS program. While at PSU, I worked with David Hobbs, now PPS Senior Director of Facilities and Assets Management (FAM). In June 2016, Mr. Hobbs invited me to meet with him to discuss ongoing issues related to lead in drinking water. I met with PPS leadership twice in June to discuss these issues. After the second meeting, PPS asked me to join the district to help address the concerns related to lead in drinking water. In addition to the lead in water concerns, District leadership was interested in conducting a gap analysis for EHS. During these meetings, the decision to move EHS from FAM to the Risk Management department was discussed along with the fact the current Senior Manager of EHS was on administrative leave. Effective July 18 I was brought in as the Senior Director of EHS.

This gap analysis was developed after a comprehensive review of the existing EHS Section. This assessment included a review of EHS records, Risk Management injury/illness records and several interviews inside and outside of EHS. These record reviews and interviews along with targeted investigations of specific programs informed the contents of this report. The aim of this gap analysis is to identify those EHS programs in substantial need of augmentation to reduce potential financial, operations, reputational, human health & safety, environmental and regulatory risks. These specific risk categories were selected based on my experience, knowledge and professional opinion regarding the role of EHS in the practice of Enterprise Risk Management (ERM)<sup>1-6</sup>. Qualitative risk assessment methodology<sup>1</sup> is discussed in the section on Risk Assessment. Throughout this document, the terms institutional risk and enterprise risk are used interchangeably, however, I favor the use of institutional over enterprise for PPS.

## **Interim Senior Director Role**

The responsibilities of the Interim Senior Director of EHS include daily meetings with a newly formed Health & Safety Leadership group to discuss current operations, new issues of concern, short-term/ long-term planning related to lead in PPS schools and EHS issues to be included in the May 2017 capital improvement bond measure. The Senior Director's role in this group was to provide internal technical guidance, seek out external experts when appropriate, provide specific recommendations, interview with representatives from the media as requested and participate in joint presentations to the PPS Board of Directors as needed. This specialized leadership group was the main conduit to implement a number of targeted operations to address narrow and broad lead-related health and safety concerns prior to and after the start of the 2016/2017 school year. In the process of implementing these programs, the Interim Senior Director often worked directly with the Risk Management Director, Executive Director of Operations, Senior Director of FAM and the Interim Chief of Community Involvement and Public Affairs, all of whom played mission-critical roles in successful implementation and outcome monitoring. Each of these individuals also reviewed the contents of this gap analysis with a special thanks to Joe Crelier, Director of Risk Management, for his contributions.

