

2008-2009 Annual Report Union Public Schools

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Introduction

Union Public Schools, Independent District #9, Tulsa County, is a premiere Oklahoma school district with a strong sense of community pride. In fact, Union is its own community. Its 28-square-mile boundary does not reside within one particular city.

Instead, it encompasses both southeast Tulsa and a portion of the neighboring city of Broken Arrow, and the schools act as a unifying force for area residents. At the center of the community--our Main Street, if you will--is the school system with its more than 15,000 students, pre-kindergarten-12.

Parents choose the Union district for its all-around excellence--wide-ranging academic programs, varied school-related activities, strong emphasis on character development, outstanding teachers, respected elected and administrative leaders, and remarkable facilities.

Each year the district has an impressive number of National Merit Scholars, and its graduating classes receive millions of dollars in scholarship offers to colleges and universities throughout the country. Approximately 91.7 percent of the 2008 graduating class pursued post-secondary education. Union is one of the leading districts in Oklahoma in the number of teachers earning prestigious national certification, and its "Character Counts!" program is considered a statewide model.

When Union was founded in 1919, it combined four small, rural communities - Boles, McCollough, Mayo and Alsuma - and had only four students in its graduating class. Today it is the ninth largest district in Oklahoma and has thirteen elementary schools, a Sixth/Seventh Grade Center, an Eighth Grade Center, an Intermediate High School, an Alternative School, and a High School.

Union's innovative curriculum features programs that provide exemplary educational experiences for students at all elementary and secondary levels. Instructional technology offers students state-of-the-art tools to enhance reading, language, math, science, and writing skills. Art, music, and physical education enrich the traditional curriculum. Professionals in remedial reading, speech therapy, and special education are assigned to the schools along with library media specialists, nurses, and counselors. Courses for gifted students are offered at all levels, as are programs for English Language Learners.

Two Community Schools, complete with health care clinics and other agency services, are among Union's 13 elementary schools. The Extended Day Program offers quality child care before and after school at all elementary sites. Pre-kindergarten programs for four-year-olds are available throughout the district, and the Union Early Childhood Center serves three-year-olds.

The comprehensive secondary curriculum serves both college-bound and non-college-bound students. Core curriculum classes of varying levels of difficulty are offered to meet individual student needs. In addition to challenging Pre-AP classes, Union offers a

variety of Advanced Placement classes which allow students to earn college credit while learning about a subject in greater depth and developing study and analytical skills that are important to success in college. In partnership with Tulsa Community College, Union offers a Concurrent Enrollment Program, enabling students to earn both high school and college credits at the same time.

The Union Collegiate Academy, a program at Union High School, provides top performing students exposure to college and career topics. Students interested in vocational programs are transported to the appropriate Tulsa Technology Center campus for the curriculum they desire.

Union's award-winning Alternative School is internationally recognized and helps students stay in school or return to school, giving them a chance to get back on track to graduate.

Union's strong sense of tradition and pride is underscored in its theme, "Working to Form a More Perfect Union."

Our Mission

It is our Mission to provide our community of learners with educational opportunities to acquire and develop the best possible academic, vocational, recreational, social and participatory skills, enabling them to become valued, contributing members of a changing global society.

Our Goals

- Academic excellence for all students
- Preparation of students for positive citizenship
- A positive educational environment in which students, parents, community and staff assume responsibility for their role in the learning process
- District excellence for all employees
- Expanded opportunities for learning
- Increased use of technology
- Enhanced Union pride
- Support base to include patrons, partnerships and community resources
- Long-term plan to accommodate growth

Message from the Superintendent

The 2008-09 school year at Union was a year of achievement and celebration for our school community. The opening of Thomas Jefferson Elementary, Central Park at Union, Rosa Parks Early Childhood Education Center, and the remodeled High School Media Center touched the lives of thousands of students. Redistricting allowed all thirteen elementary schools in the district space for all-day pre-kindergarten classes to give a great start toward school success.

The Green Up campaign focused district efforts as well as the curriculum on energy-saving ideas and conservation. State championships in football, track, wrestling, cross country and cheer added excitement and school pride. The 30th year of our annual Youth Arts celebration and an outstanding musical, *Les Miserables*, showcased the talents of our

students. Service learning and the new Union Collegiate Academy program offered expanded opportunities for students at the High School to prepare them for college and the workplace.

The goals of the district continued to encourage a personalized approach to education to maximize success for each student and to build a professional atmosphere for each employee. Hopefully in this annual report, it will be obvious that we are accomplishing those goals.

Sincerely,

Cathy Burden, Ph.D., Superintendent

Operational Statistics

Transportation

Approximately 8,895 students were eligible for transportation each day on the district's 93 buses. Union's buses drove more than 765,852 miles in 2008-2009. Nineteen buses were used for summer school with five at McAuliffe, three at Cedar Ridge, two at Briarglen, three at the Intermediate High, three at Rosa Parks, and three for special education. The district's total cost for fuel was \$317,882.60.

Child Nutrition

With 130 employees, the child nutrition department served 249,901 breakfasts and 1,326,185 lunches during the 2008-09 school year. In addition, 48,000 adult lunches and 2,600 adult breakfasts were served along with 151,200 early childhood meals and 20,444 after-school snacks. Meals are also served during the summer months for summer school. There were 11,364 breakfasts and 11,833 lunches provided during summer to needy children.

Maintenance Services

Maintenance services had 14 employees who processed 9,250 work orders annually ranging from electrical, telecommunications, mechanical, building electronics, hardware, carpentry, and preventive maintenance.

Facility services' employees each kept 32.7 acres of school property manicured; set up and cleaned for more than 157 major events; and processed 131 work orders requiring 12,773 hours to complete. They also receive Oklahoma School Plant Management Association (OSPMA) and Oklahoma Turf Research Foundation training each year.

Custodial services had 154 employees with 92 night custodians who each maintained 30,000 square feet of building space. Employees receive hands-on safety practice training. Eleven different languages were spoken, and Spanish and English classes were offered as was a Building Engineer certification class.

Purchasing and Supply Management included three employees and a safety coordinator. They handled procurement services, districtwide quotes and bids, contract review, maintenance repair and operations sourcing, and scheduling and maintaining facility rentals and agreements.

Warehouse and distribution services involved eight employees who were responsible for food storage and distribution, central receiving, daily mail and delivery service, custodial supply distribution, records storage, and maintenance and instructional supply distribution.

Union Multipurpose Activity Center (UMAC)

Four employees at the Union Multipurpose Activity Center coordinated UMAC events and facility rental. The number of events held at the UMAC during 2008-2009 totaled 994 with an average of 18 events per week. The UMAC also houses the U-Wear store which markets Union spirit wear and items, the Fine Arts Department, the Athletics Department, and an in-house production studio.

Construction/Facilities

To accommodate this growth in student population, the district maintains over 2.5 million square feet of facilities, including thirteen elementary schools (grades pre-kindergarten-five), a Sixth/Seventh Grade Center, an Eighth Grade Center, an Intermediate High School (grades 9-10), an Alternative School serving both middle school and high school students, a High School (grades 11-12), and an Education Service Center. The district's newest construction includes an early childhood center which opened in the fall of 2008. [Please refer to the Statistical Section of the CAFR for additional facility details.](#)

Between 400 and 500 people celebrated the grand opening of Central Park at Union in September. Visitors got a chance to see the new facilities and eat Backyard Burgers. KHITS 106.9 provided music and Board of Education member Jeff Bennett, who owns Curves fitness club, provided tethered hot air balloon rides. Voters approved construction of the park as part of two different bond issues. The first phase included a JV/Intramural-style football field, space for soccer and baseball, a concession stand, restrooms, a play area for younger children, and a track that circles the property for jogging or running. The second phase, which began in the summer of 2008, included an outdoor classroom, additional running track, and baseball backstops.

In the wake of high gas and utility prices, Superintendent Dr. Cathy Burden asked employees to help save money by cutting back on energy-related costs. With prices soaring around the nation, Union started the school year with a plan to save fuel and cut energy costs. The plan focused on transportation and building-level conservation to save hundreds of thousands of dollars. The number of stops buses made was reduced, as was mileage for athletic, fine arts, and out-of-town trips. Instead of the mile minimum eligibility, Intermediate and High School students were required to live at least a mile-and-a-half from school in order to be transported. Elementary and secondary school field trips were reduced, and every site or department was charged back for its transportation costs.

Union dedicated its 13th elementary school - Thomas Jefferson Elementary – in November. Jefferson opened August 14, 2008, providing for expansion of the program for four-year-olds districtwide. Voters approved the construction and furnishing of the school through a series of bond elections starting in 2006. The first was for \$2.5 million for site development, soil testing, engineering and architectural consultants. The second bond election in 2007 included \$9.5 million for construction of the site, and voters approved another \$1.9 million in 2008 for furniture, fixtures, and equipment at the

school. District voters approved a \$20-million bond issue by 83.6 percent in February. Major projects included extensive remodeling at Grove and updating at the Union Performing Arts Center. At 35 years old, Grove was in desperate need of classroom, cafeteria, and gymnasium expansions due to growth in student enrollment. Additional restrooms and a new main entrance with added security features were also planned.

Other projects in the 2009 bond issue included replacement of old balcony handrails, lighting and stage cabling, equipment and decorations at the Union Performing Arts Center; roof replacement at Clark Elementary and buildings at three other school sites; a second phase of remodeling at the softball and baseball complex; and upgrading the Eighth Grade Center's gym and outside basketball courts.

High School students returned in the fall to a media center in the midst of construction - an effort to make it a more focal part of the school. A new entrance was installed so the front of the media center could be seen from the commons area. A new circulation desk, new carpet, and a new front door also spruced up the area. Two science rooms at the High School were also remodeled, the old sisal wall covering on several hallways was removed, and a new secured entryway for the front entrance was built.

Student Statistics

Growth continued during the 2008-2009 school year, although it slowed to less than one percent. Union served 14,658 students – 6,993 at the elementary level and 7,665 in grades 6-12; 7,536 were male and 7,122 were female. In terms of ethnic origin, 9.9 percent were Native American, 18 percent were Hispanic, 14.3 percent were African American, 6.8 percent were Asian, and 51 percent were Caucasian.

There were 4,085 first through 12th grade students enrolled in Union's gifted and talented program.

Ten percent or 1,470 of our students were enrolled in special education.

In 2008-2009, approximately 3,126 students throughout the district were bilingual or lived in a home where a language other than English was spoken, compared to 206 in 1995. The total bilingual count included 39 different languages.

More than 38.5 percent of our students reported that they lived with just one of their biological parents – 4,984 (34 percent) lived with their mothers and 658 (4.5 percent) with their fathers.

The total number of homeless children enrolled during the 2008-2009 school year was 739, down from 756 the previous year, and 49 students were listed as self-supporting.

There were 837 students (grades K-5) enrolled in Union's Extended Day Program, of whom 174 attended the morning program, 218 attended the afternoon program, and 445 students attended both programs. The EDP Summer Camp was held at Moore Elementary offering weekly themes over an eight-week period. Weekly camp attendance averaged 155.

The number of High School students in Advanced Placement (AP) courses was 1,104, while there were 941 students, grades 9-12, enrolled in Pre-AP Courses.

More than 11,300 Union students were involved in at least one arts class, including 6,972 elementary students who took both art and music. At the secondary level (grades 7-12) 802 were in band; 578 in orchestra; 909 in vocal music; 600 in drama; 60 in competitive speech; and 2,188 in a wide variety of visual arts disciplines.

During 2008-2009, 1,619 students in grades K-12 participated on 278 teams in the Intramural sports program. Additionally, over 640 Union parents volunteered their time as coaches, volunteers and coordinators, giving more than 28,600 hours. More than 5,800 practices were held, and 1,100 games were played in Union facilities, mostly on Saturday mornings.

Elementary summer school was held at Briarglen, McAuliffe, Rosa Parks, and Cedar Ridge. Thanks to federal and state grant funds, classes were offered free of charge. In summer school, there were 450 first and second grade students enrolled under the Reading Sufficiency Act (RSA); 225 third grade students enrolled in RSA Academy; 100 first through fifth grade students under the Native American grant; and 302 first through fifth grade students under Title I. In addition, there were 100 kindergarten students who chose to participate in Cedar Ridge tuition-paid classes offered in June and July.

During the regular school year, 307 first, 491 second and 460 third graders were eligible to participate in the Reading Sufficiency Act program.

Secondary Achievement (Grades 7-12)

Four seniors were named National Merit Finalists - Ryan Proctor, Alana Denning, Dhara Sheth, and Brian Ward. Ethan Fowler was a semifinalist.

Merit Commended Students included seniors Austin Cagle, Claire Eastaway, Nicola Eastaway, Courtney Handy, Aubrey Harris, Andy Iwamoto, Jennifer Kiskin, Rachael Reagan, and Jared Williams.

Senior Cara Berberet received first place for her artwork in the Sutton Awards Scholarship Competition. Cara received a \$3,000 scholarship for her entry.

Senior Nicole Sefton was featured on Channel 6, talking about her newly published book, *Luxuria*.

Union High School was awarded a 2009 National Gold Council of Excellence Award by the National Association of Student Councils for its exemplary record of leadership, service, and activities that serve to improve the school and community.

Union's Air Force Junior Reserve Officer Training Corps (JROTC) was invited to participate in the 56th Inaugural Parade for President-elect Barack Obama in January, and they received help from the public to raise \$35,000 to pay for the historic trip. The unit was Oklahoma's sole representative in the parade.

Senior Hannah Hensel won the Region 7 Bob R. Williams Scholarship (\$1,000), awarded to students who have overcome obstacles, disabilities, or injury to participate in athletics. Hannah has had cystic fibrosis all her life, but she competed at the varsity level in both cross country and track since her freshman year.

Union Alternative High School students were recognized for designing and building a race car for the first annual Great Sand Springs Soap Box Derby Race.

High School junior Andrew Roberson was honored by the Oklahoma Center for Community and Justice (OCCJ) for his first-place winning essay at the high school level.

Junior John Hill was named state winner for the annual Invest Ed® competition. Hill and senior Kristen Oyler were regional winners as well.

High School Valedictorians were Oliver Cabrera, Cecilia Dinh-Nguyen, MaiNhia Lor, Heidi Pham, Kenny Quang, Varuna Rao, Dhara Sheth, Krishna Suthar, and Elizabeth Tran. Salutatorians were Stephen Allred, Megan Atchley, Ling Cheng, Claire Eastaway, Nicola Eastaway, Jennifer Kiskin, Kristin Perrin, Bao-Tran Pham, and Rachael Reagan.

Participation in the Union High School Service Learning program grew to 85 students working in 45 different fields. The program allows students to intern or shadow professionals to learn more about a certain career.

The High School Repertory Theater Class won first place at regional competition with *Our Country's Good*. They also won first for tech staging, lights, sound. Six out of the state's ten all-star cast members were from Union: Kelsey Griswold, Josh Adams, Scott Jones, Sarah Pradhan, Alex Enterline, and Ethan May.

The Fine Arts Department presented an outstanding All-School Musical, *Les Miserables*.

Senior trumpet player Jenny Daer was selected for the US Army All-American High School Marching Band which played at the U.S. Army All-American Bowl, produced by *SportsLink*. It was the premier high school football game in the nation and featured the nation's top high school senior football players and now, the finest high school senior marching musicians.

Seniors Ryan Proctor and Paige Giles were named Mr. and Miss Union, the highest honor a Union student may receive from the school.

Union students placed first and/or second in almost every category in the Regional Science Fair. Senior Varuna Rao was invited to the International Science Fair in Reno, Nevada.

Juniors Brittany Brown, Andrew Roberson, and Destiny Vinnett were part of the Youth Ambassador Student Exchange program, joining students from four other cities across America on a tour of Israel.

The Renegade Regiment participated in a clinic provided by members of the United States Air Force Band, "Airmen of Note," the premier jazz ensemble of the United States Air Force.

The Regiment was crowned the Broken Arrow Invitational Champion at an event featuring 30 bands from throughout Oklahoma, Missouri, and Arkansas. They also won second place at the Oklahoma Bandmasters Association Class 6A Marching Band Championships.

The Regiment was named a semifinalist at the 2008 Bands of America Grand National Championships in Indianapolis and ended up 16th out of the 92 groups attending. Sophomore Caleb Nelson received a Gold Key at the 2009 Oklahoma Regional Scholastic Art Awards Ceremony and Exhibition for his animation short, *Pirates of the Caribbean: Search for the Chest of Jewels*. His project was forwarded to finals competition in New York.

Eighth grader Claire Thompson took first place in the Regional Spelling Bee and advanced to the State Spelling Bee in Oklahoma City.

Six eighth grade students placed in the Southside Sertoma Club annual essay contest with the topic *Integrity in United States Democracy*. First place winner of \$100 was Whitney Cipolla, second was Jess Vanlandingham and third was Brett Asher.

Thirteen of the top 15 scores in the Tulsa Desk and Derrick Club Energy Essay Contest were those of Union Eighth Grade Center advanced science students. First place winner was Union's Alexander Holt.

Eighth grader Mackenzie Kulka was a big winner in trampoline events at the Olympic Training Center in Colorado Springs. She took home two first-place gold cups.

More than 400 eighth graders received PRIDE cards through a program the school uses to reward students who are making good choices. They must make A's or B's in all classes, have good attendance, and never receive a discipline referral.

Seventh graders Casey Cai, Rachel Hensley, and John Mohr qualified for grand recognition in the Duke University Talent Identification Program, and 44 Union students qualified for state recognition by taking the SAT or ACT as part of the 2009 Duke University 7th Grade Talent Search.

The seventh grade Competition Choir won a superior rating at the Heartland Music Fest in Oklahoma City and took the Sweepstakes trophy for highest total points.

Elementary Achievement

Andersen third grader Mallory King won the City of Broken Arrow's "Prevent Home Fires" picture contest with her entry about the importance of smoke alarms.

The winner of the countywide contest for the annual "Don't Bug Me" flu prevention campaign was Darnaby fourth grader Isabella Beffer.

Two Moore students - third grader Victoria Kargl and fourth grader Yosef Maroof were first- and second-place winners in the Oklahoma Aeronautics Commission aviation poster contest.

Moore won first place and \$750 at the Tulsa Run in the small schools division with more than 300 entries. Jefferson also won first place and \$750 in the new schools division with 97 participants. Peters won two honors collecting \$1,250 - \$500 for the largest percent increase school team and \$750 for first place large school division.

Sixth grader Sabrina Bogle and Andersen fifth grader Bailey Bynum made the Jump Start National Team for the second year in a row and trained at the USA Gymnastics (USAG) Training Camp in Huntsville, Alabama.

Union Intermediate and High School Athletic Achievement

Senior Trevor Horstmann won a state tennis championship in No. 2 singles and finished the season 33-0 with a 6-0, 6-0 win in the final.

Senior Taylor Monaghan was named Gatorade's Boys' State Cross Country Runner of the Year for his athletic excellence, academic achievement, and character on and off the race course.

Winners of All-Metro and All-State player of the year honors for the fall and winter sports were All-Metro boys' swimmer of the year - Nelson Head, and All-Metro football player of the year - Tracy Moore. Steven Baker was cross country boys' runner of the year and the Jim Thorpe Award winner for the second year in a row.

Senior Jeremy Smith was named All-Metro Football Player of the Year by the Tulsa World. Linebacker Daniel Hausher and defensive back Howard Scarborough represented Union in the All-State football game.

Union athletes named to the Oklahoma Coaches Association All-State Teams were Cody Beisel and Joey Sheridan – wrestling; Rachel Bailey, Nelson Head, and Rachael Reagan – swimming; and Destinee Frierson – girls' basketball.

Sophomore Ashton Collier had a 67 - a course record - on the second day of the 58th Women's Oklahoma Golf Association Girls Junior Championship at Willow Creek Country Club in Oklahoma City.

A run-two punch by seniors Boyea Lockett and Taylor Monaghan sparked the Redskins to a Class 6A state track championship.

The Union girls' swim team placed second and the boys' team placed fifth in state competition. Freshman Eastman Holloway won state championships in the 200 Freestyle and 500 Freestyle, senior Nelson Head took state championships in the 200 IM and the 100 Backstroke, and sophomore Megan Myers took state in the 500 Freestyle.

The wrestling team capped off an outstanding season by winning the OSSAA Class 6A State Championship. Union wrestlers placing at the state tournament were senior Joey Sheridan who won his third consecutive individual state championship, while freshman Josh Walker won his first state championship.

The boys' cross country team won the state championship for the second year in a row. Steven Baker repeated with the individual championship. Both Steven and Taylor Monaghan earned All-State honors.

Union won its fifth state football title with a 34-20 win over Jenks before a crowd of 16,000 at Boone Pickens Stadium in Stillwater.

The Highsteppers competed in the Champion Dance national competition in Orlando, Florida, earning Top 5 finishes in four categories. They earned a fourth-place finish with

their Jazz routine, second place finishes in the Kick and Modern Dance categories, and in the Lyrical category the Squad was crowned Champions.

The Varsity Cheer Squad earned state runner-up at the Oklahoma State cheerleading championships. They also received the Academic Achievement Award given to squads having a minimum cumulative grade point average of 3.25 and one that is ranked in the upper one-third of the 5A classification.

Seniors Andrea Bedingfield and Krista Anderson were selected for the Oklahoma All-State cheer team. The girls made the East All-State team, selected from approximately 70 All-Region team members.

For the third straight year, the Varsity Cheerleaders won the Super Large Division National championship in Dallas at the National Cheerleaders Association competition and placed fifth overall.

The Union Pom squad's routine placed them sixth in the nation in the Universal Dance Association's National Pom and Dance Championship making them the highest ranking team from Oklahoma.

Teaching and Learning

What started as a small, one-day display in nothing more than the High School lobby, *YouthArts!* – Union's annual showcase of fine arts programs – has grown into a two-week celebration of Union's most talented artists. Celebrating its 30th anniversary, *YouthArts!* ran April 20 through May 2, featuring visual arts at the UMAC, dramatic performances, great music, and wonderful choirs.

"Moving Up" – or 6th Grade Orientation at the Sixth/Seventh Grade Center – was held in July. The fun-filled day was designed to help students overcome the normal anxieties of entering the world of middle school.

Union was among school districts commended by State Superintendent Sandy Garrett and the State Board of Education for exceeding the minimum required teaching time per year. After criticizing a school-calendar law that took effect in May, the State Board passed a resolution that recognized districts having more than the minimum 1,050 hours or 175 days of instruction time. Union had 176 days of instruction.

Union agreed to be a part of the Community Agenda for America's Public Schools, an action plan to ensure that all children enter school healthy, ready to learn and succeed. It prepares students to pursue postsecondary education and become productive family and community members. Key national leaders from education, youth development, community engagement, health and social services, and higher education organizations signed on to a set of strategies and solutions enabling communities to support public education.

Five students successfully completed Union's workforce development program, "Blueprints for Building Futures," and all five were recruited to work full-time in construction. The pilot program was an innovative, work-based instruction option for 18-21 year-olds in Tulsa County seeking their high school diplomas or GEDs while acquiring a professional construction-related skill.

More than 230 students tapped into technology to engage in different subjects and meet graduation requirements using the self-paced Apex Learning software. Students worked independently and had the ability to work at home which allowed them to proceed even faster.

Elizabeth Thoman, founder of the Center for Media Literacy in Los Angeles and a 30-year pioneer, teacher, and strategist in media literacy, toured the High School TV studio and was interviewed and filmed by broadcasting students.

The 6th/7th Grade Center welcomed Chinese principal Mr. Qian Xiaobo from Chongqing, China, who shadowed Principal Steve Pittman and Assistant Principal Dr. Pamela Bradley in February. The visit was sponsored by the China Education Association for International Exchange to advance education and strengthen understanding and friendship.

Twenty-eight High School students were served in the new ACE teacher cadet course - a primer in teacher education. Students spent the first three quarters in class learning about the sociology, history, and philosophy of education and the final quarter “student teaching.” The program was sponsored by the Oklahoma Board of Regents and a partnership with NSU Broken Arrow.

EDGE, a summer high school readiness program, was designed to give incoming ninth graders an introduction to life in High School while at the same time earning credit towards graduation. Each student who completed all 15 days earned 1/2 credit towards graduation in either U.S. Government or an elective. In addition to the U.S. Government component, they focused on organizational and study skills, high school mathematics preparation, and language arts skills.

Union’s FOCUS program served students in 7th, 8th, and 9th grade with a modified four-class block schedule. Students received 55 percent more instructional time in math and English with an emphasis on literacy in all classes. Class sizes averaged twenty students per teacher and each FOCUS group was assigned a counselor. The primary objective was to create an environment where students were provided with the necessary support to experience academic success and the necessary skills to proceed academically.

Community Contributions

The Williams Companies donated \$5,000 for Union’s annual holiday I-Care program and \$5,000 for the after-school ESCAPE program at the 6th/7th Grade Center.

Rosa Parks Elementary had approximately 70 QuikTrip volunteers working in the building and in the garden during September. As part of the district’s Global Gardening program, the volunteers built a pergola, a fence, picnic tables, and bird feeders.

Global Gardens students at Rosa Parks had the opportunity to be a part of a global experience when Safiyanu Umar, a Nigerian Agricultural Department extension agent, hosted by Emily Oakley and Mike Appel of Three Springs Farms, visited the after-school program.

The Community Action Project of Tulsa County (CAP) and Union opened the Rosa Parks Early Childhood Education Center in September. The center provides 12 classrooms to serve about 200 three-year-olds. It is supported by funding from the state

of Oklahoma and private donors, including the George Kaiser Family Foundation, as part of the state's Pilot Early Childhood Program.

The George Kaiser Family Foundation donated \$250,000 to Union's FOCUS program which provides academic counseling to students in grades 7-10 who need to make marked improvements in math and English. The funds were used to pay for three FOCUS counselors, two teacher aides, administrative expenses, student incentives, and field trips.

The High School was awarded a \$4,700 grant for a partnership with Northeastern State University's College of Education to support projects connected to the ACE teacher cadet program. This project allowed for the "College Connection" between the students in the ACE program at Union High School and teacher education candidates and faculty in the NSU College of Education.

Clark principal Theresa Kiger was honored by Family and Children Services with its "You Make a Difference" Community Award winner.

Grove teacher Tiffany Bolding was awarded a \$4,521.94 grant from the Tulsa Community Foundation for her "Teach Me to Write Figuratively" program.

State Farm Insurance Company presented a \$5,000 check to the Intermediate High for a service-learning project dealing with the issues of vehicles running red traffic lights and teen driving safety. The presentation coincided with National Teen Driving Safety Week. Luis M. Cruz, president of the Central Texas Region for Verizon Wireless, became principal for a day at Grove after the school was chosen to team with Verizon Wireless.

Peters Elementary accepted a \$1,000 check from Coldwater Creek to pay teachers for tutoring before and after school in math and reading programs. Coldwater Creek also provided monthly volunteers to give individualized assistance for teachers and students.

Boevers established a partnership with Tee Town Golf and participated in their SNAG (Starting New At Golf) program. Students who demonstrated good behavior through the first quarter were treated to a Good Behavior Party featuring golf lessons.

Grove teacher Tiffany Bolding was selected to attend the Colonial Williamsburg Teacher Institute funded through a grant from The Oklahoma Foundation for Excellence Grant.

The Assistance League of Tulsa awarded grants to teachers through the Betty Bradstreet Endowment Fund. They included Clark principal Theresa Kiger-\$1500; Peters teacher Jamie Lazalier-\$858.56; Jarman principal Patti Pitcock-\$715; Grove teacher Tiffany Bolding-\$1000; Jarman enrichment specialist Jill Fitts-\$450; Peters teacher Richelle Breitzke-\$1000; Peters media specialist Kay Leslie-\$1000; and High School teacher and debate coach Melissa Carrell-\$1,220 (matching funds).

The Higher Education Roundtable awarded Jarman principal Patti Pitcock a grant for \$225 to purchase prekindergarten Community Helper puppets for classroom drama centers.

Alternative junior high teacher Kim Unruh was one of 20 teachers in Tulsa County who won a grant from the Arts and Humanities Council's Higher Education Cultural Roundtable.

Grove fourth grade teacher Celesta Catcher won a grant from US Cellular through the DonorsChoose program. Her class received a large rug for their “frog pond” themed room.

Intermediate High teacher Cindy Brown received a \$500 grant to purchase a pen tablet for her graphics class through US Cellular and the DonorsChoose program.

Six Union teachers received grants from Fund for Teachers. Kara Brunk, Janie Evans, and Nicole Miranda (6th/7th Grade Center) were granted a trip to Costa Rica to assist the Ecology Project International in authentic research for the international conservation of sea turtles. Moore teachers Karen Dale and Debbie McClellan won a grant that allowed them to study the genesis of European fairytales with a 21-day trip to Germany and Denmark. McAuliffe’s Lisa Shotts attended summer institutes at Columbia University to develop and enhance the teaching of reading and writing.

Employee Statistics

During 2008-2009, Union employed 73 administrators – 57 certified and 16 non-certified and 968 certified teachers. Support staff members accounted for another 770 positions, 605 full time and 165 part time. The ethnic diversity among the staff was African-American 4.5%; American Indian 5.2%, Asian 1.6%, Hispanic 7.2%, Caucasian and other 81.5%. Three hundred sixty-eight were male and 1,443 female.

At the end of 2008-2009, Union had 59 Nationally Board Certified teachers at 17 schools, and 36% of district teaching and administrative staff held graduate-level degrees – 348 had master’s degrees and 21 had doctorates.

Union’s Employee Clinic provided free flu shots and no- or low-cost wellness screenings for all qualifying employees at a number of Union sites in November.

Professional Development

About 1,200 educators attended a national education conference hosted by Union at the Renaissance Tulsa Hotel & Convention Center in July. Sponsored by Solution Tree, a national education organization, the Professional Learning Communities at Work Institute was designed to help educators implement the most promising strategies for improving their schools in substantive ways and helping students learn. This was the third year Union had been a part of the conference and the first year to host it.

In an effort to ensure safety and promote a healthy learning environment, Union worked directly with secondary students to talk about concerns they faced every day and how to deal with them using the S.A.R.A. (Scanning, Analysis, Response and Assessment) program. Under S.A.R.A., students identified negative issues that might adversely affect them at school, such as apathy, low self-esteem, peer pressure and so on, and then worked with teachers to develop responses to deal with those issues.

Employee Achievement

The 2007-2008 District Teacher of the Year, Cedar Ridge third grade teacher Betsy Glad, was named a top-12 finalist for the 2009 Oklahoma State Teacher of the Year.

Intermediate High Pre-AP biology teacher Andrea Gaines was named the 2008-2009 Union Teacher of the Year. The site honorees were Sharon Berumen (Andersen); Lisa Welter (Boevers); Norma Keys (Briarglen); Sarah Worley (Cedar Ridge); DeAnne Finley (Clark); Dana Bundy (Darnaby); Deanna Ogez (Grove); Jessica Smith (Jarman); Diana Irick (Jefferson); Molly Linehan (McAuliffe); Brooke Kasbaum (Moore); Sharon Beam (Peters); Cynthia Elliott (Rosa Parks); Rebecka Rhodes (6th Grade); Julie Gardner (7th Grade); Haley Bradley (8th Grade); Jeff Kennedy (Alternative); and Ginger Swanson (High School).

Moore Elementary behavior tech Steven Blades was named the 2009 Support Employee of the Year. The honor was the first time that Union coworkers recognized a support employee from across all departments.

Fourteen Union teachers earned National Board Certification in 2008 including Karen Pearman – Boevers; Aaron Parsons – Darnaby; Paige Bergin, Sharon Ellis, Sonya Neece, and Sheri Tallman – Jarman; Sue Byrd – Jefferson; Linda Barton – Peters; Dena Chisholm – Rosa Parks; Timilyn Downey and Jan Green – 6th Grade; Tammy Ward – 7th Grade; Melissa Underwood – 8th Grade; and Diana Bjornson – Intermediate High.

High School world history teacher Sandy Thompson contracted with Old American Publishing to write a regional history book on oil patch communities in the northeastern section Oklahoma titled Boomtowns in the Oil Patch.

Tulsa Advocates for Rights of Citizens named Kem Morrow Educator of the Year. TARC is affiliated with Tulsa Area United Way as well as the national group for handicapped citizens' rights.

High School AP Art and English teacher Janet Purinton was selected as one of 25 nationwide participants for the National Endowment for the Humanities Summer Institute in China. The five-week program included excursions and workshops as well as opportunities to develop classroom curriculum with Professor Annette Juliano, an art historian at Rutgers University and Dr. Hsin-Mei Agnes Hsu, Director of Education and Dean of the Confucius Institute. Both are renowned specialists in Asian art.

Alternative teacher Harriet Chenault was a cast member of *Hannah and Martin* which advanced to regional competition in the American Association of Community Theatre.

Intermediate High teacher Leland Newton was selected as one of 185 science teachers from around the nation to take part as Fellows in the 2008 NSTA New Science Teacher Academy. The National Science Teachers Association (NSTA) is the largest professional organization in the world promoting excellence and innovation in science teaching and learning.

Jeff Murry, web and video instructor at the Intermediate High, won The Writing Teacher Tips and Techniques Contest. The online contest asked teachers to submit a tip for helping students in the writing process. Murry's tip was a short video on using the Internet to help engage students in the writing process.

Boevers teachers Jacque Wiles and Karen Pearman were selected for the State Superintendent's Master Teachers Project. Wiles' focus was on elementary language arts and reading, and Pearman's focus was on social studies. Both participated in professional

development, facilitated book study groups, and served on a regional conference planning committee.

Cedar Ridge Elementary won third place in the large division for third highest API in the category of large schools for Academic Performance Index (API) scores in a contest sponsored by the State Department of Education. Qualified teachers received a \$1,000 bonus.

Grove fifth grade teacher Tiffany Bolding was selected by State Superintendent Sandy Garrett to participate in the Master Teachers Project sponsored by the OK Department of Education.

Jarman fifth grade teacher Denise Thomas was named one of two state finalists for the Presidential Award for Excellence in Teaching of Science. One of the highest honors a teacher can receive.

Jarman fifth grade teacher Paige Bergin was selected as Oklahoma's Outstanding Teacher in Mathematics at the elementary level by the Oklahoma/Arkansas Section of the Mathematical Association of America (OK-AR MAA).

Jarman teachers Paige Bergin, Kristin Henness, and Jessica Smith were chosen from this area for the State Department of Education's Master Teacher Project for Professional Development.

McAuliffe first grade teacher Kim Dyer and her son, Lane, published their first book together – Lane's Imagination. Lane not only helped write the story but also illustrated two of the pictures in the book.

Peters media specialist Kay Leslie was selected to attend the George Washington Teachers Institute in Mt. Vernon, Virginia, during July.

Superintendent Dr. Cathy Burden was named a recipient of the prestigious Whitney M. Young Jr. Service Award by the Indian Nations Council of the Boy Scouts of America. In keeping with the spirit of Young, a prominent social reformer and civil rights leader who worked to improve the lives of young African Americans, Burden was honored for her dedication and commitment to improving Tulsa's workplace and community environment.

Union's Finance Division was recognized by two finance associations and the State Department of Education for its financial reporting. The state awarded a Certificate of Achievement for Excellence in Annual Financial Reporting to Union for the school year ending June 30, 2008, giving Union a perfect 100-percent score.

The Certificate of Excellence in Financial Reporting by the Association of School Business Officials International and the Certificate of Achievement for Excellence in Financial Reporting by the Government Finance Officers Association were given to Union Public Schools. This was the sixteenth consecutive year for Union to earn the national distinctions from both of these agencies.

Student Assistance Program Coordinator Danny Williams was honored by the City of Broken Arrow with a proclamation in his honor for his "philanthropy and acts of

kindness” to help make Broken Arrow a greater city and “improving the lives of countless others.”

Treasury clerk Bernice Tharps won honors at the National Soul Food Cook-off in Oklahoma City. Tharps won first place on pork roast, first on booth decoration, third place on black-eyed peas and on BBQ sauce.

Fifty ecologically-minded employees responded to a *Twelve Days of Green Up campaign* by sending in ideas for the *Green Up* committee to consider. Six practical suggestions to make Union more ecologically responsible were highlighted by the committee. The ideas were a combination of short-term plans that could lead to immediate conservation and suggestions for long-term energy savings that might take a while to incorporate into building plans for the district. Winners were Paige Bergin (Jarman), Julie Gateley (McAuliffe), Andrea Holcomb (ESC), Rebecca Morales (IHS), Beverly Thummel (ESC), Tamara Pittman (HS), and Susan Weavel (Grove). They were honored with a tree-planting ceremony in Central Park at Union.

Senior students at the Oklahoma School of Science and Mathematics honored their favorite hometown teachers during a special recognition ceremony. Intermediate teachers Debbie Mooney and Donna Hardway were honored by Grace Kim and Jackson Autrey respectively, and Clark teacher Edith Wilson was honored by Ding Ren.

Varsity football coach Kirk Fridrich was named All-Metro Coach of the Year.

Union coaches named OCA Region 7 Coaches of the Year included Rudy Garcia (boys’ basketball), David Lynn (swimming), Kevin Gannon (tennis), Steve Dunlap (wrestling), and Art Davis (Junior High Coach of the Year).

Parent Support

The Basketball Booster Club honored Joel Hartman with their first annual “Fan of the Year” award. Mr. Hartman became a fan and a regular attendance fixture after making friends with Union students when they visited Woodland Terrace Retirement Community for the annual “senior prom” coordinated by High School Leadership students. He said he not only enjoyed watching the growth and development of both the girls’ and boys’ teams, he also appreciated the character, sportsmanship, and integrity displayed by both the student-athletes and coaches.

The Union Schools Education Foundation distributed 44 grants totaling \$32,332.16 to 47 teachers at 15 of the district’s 18 sites. The classroom grants ranged from \$121.19 to the maximum amount of \$5,000.

Union and its Parent-Teacher Association became the first in Oklahoma to launch “Be There,” a national multimedia campaign to persuade parents to find opportunities to connect with or to “be there” for their kids on a daily basis. The PTA used posters, videos, and flyers to spread the message to parents in the district and beyond.

Community Service

Before school started, Clark Elementary teachers went door-to-door to visit every Clark student, all 550 of them. They gave each student a backpack, pencil, magnet, and

information regarding school supplies, meet the teacher times, bus stops, and the first day of school. The staff at Clark Elementary also hosted a neighborhood block party at the Salida Creek Apartments with free food and drinks, and fun for all.

Eighth Grade FOCUS students asked the school to ‘have a heart’ in February by sponsoring a canned food drive competition through fourth hour classes. The class that collected the most items received a pizza party.

Peters’ Student Council raised \$289 for the “Nothing But Nets” program. The money raised provided mosquito nets for children in refugee camps in Africa through a program administered by the United Nations.

Members of the varsity baseball team visited the John 3:16 mission to help serve meals.

Union’s quarterback coach Josh Blankenship accepted a second place plaque and a laptop computer from The Salvation Army’s 2008 Red Kettle Drive on behalf of the football team. The team also won the High School 8-Hour “Ring-a-Thon” competition for their efforts to raise money for the community.

Union was nominated for the prestigious Sun Award given by the Tulsa Area United Way to an organization with the overall best campaign, participation, and volunteers. Union employees, students, and patrons donated \$167,366 which exceeded its goal and represented an eight-percent increase over the previous year’s total amount. The number of Key Club Donors (\$500 or more) was 89.

Union came together once again for the annual “I Care” Holiday Project, benefiting hundreds of families and children during the holiday season. The project was made possible by a cadre of volunteers and students in the Drug-Free Youth program, as well as many people and businesses who donated time and money.

Students at the Intermediate High and the 6th/7th Grade Center walked to raise money for the Union I Care program. I Care’s goal was to raise \$32,000 to aid 753 families and purchase gifts for 1,535 district children.

The Moore Student Council raised the most of any school in the area for the Make-A-Wish Foundation with \$5,149.97.

The Union/Jenks “Save a Life Summer” blood drive collected 557 units toward the 1,000-pint total goal which translated into as many as 1,650 lives affected.

Union teachers and staff members also pitched in for the Tulsa Area United Way Day of Caring - a day in which they did yard work at Temple Israel and prepared client-made holiday greeting cards for sale at the Bridges Foundation.

Union Redskins football players teamed up with the Down Syndrome Association of Tulsa (DSAT) to present First Downs for Down Syndrome — a national fund-raising program started by the Kansas City Chiefs. All monies raised provided disability awareness materials to area schools. Down syndrome acceptance and awareness is close to the hearts of the Redskin football team — one of the young men serving as its equipment manager was born with Down syndrome.

Communications

Web site improvements, facility dedications, enhanced publications, a larger publicity network, and changes to the Union Football Coach's Show highlighted 2008-2009 in the Communications Department.

Collaborating with the Information Technology and Teaching/Learning Departments, Communications launched teacher web pages. These enabled Union teachers to post their photos and professional biographies; classroom phone numbers and e-mail addresses; daily schedules and projects; and other helpful information. The other major change to the district web site was modification of the Employee Network (formerly known as the InTRANet) to allow employee log-in access from any computer, not just school or office computers.

The department assisted with planning and created invitations, programs, and publicity materials for the Jefferson Elementary School and Central Park at Union dedication ceremonies. It provided similar services for the 30th Anniversary Fine Arts Celebration, and coordinated publicity for Union's Air Force Junior ROTC appearance in the Presidential Inaugural Parade in Washington, D.C.

Communications created successful information campaigns for the Union Green-Up conservation effort; the February 2009 bond election; and the Union Collegiate Academy pilot program. With each of these came new flyers and brochures, electronic phone messages, on-hold messages, videos, speaking engagements, and media coverage.

Regarding media coverage, Communications Representatives from school sites, district departments and booster clubs provided more than 100 news stories or tips and some 3,000 photographs every month! Union was in the local news approximately 425 times throughout the year, and of that coverage, 56 percent was considered to be positive; seven percent negative, and 37 percent neutral.

Winnercomm, a sports production company, donated a news set to Union High School for its television studio, giving the Union Football Coach's Show a new look. The addition of the Inside Union segment, a short video featuring outstanding Union students and/or programs, broadened the show's appeal. A partnership with Radio Station 97.1 FM The Sports Animal brought new host Kevin Ward to the show and landed Union's game broadcasts, which were previously on KRMG Radio, on The Sports Animal.

Technology

During 2008-2009, the Information Technology department completed 11,276 work orders. More than 60% of those were completed remotely by the three technicians in the solution center while the end user was on the phone with them.

The IT department completed several projects funded by the 2008 bond issue including installation of all computer and networking equipment for the new Jefferson Elementary; upgrade of labs with new computer systems at the Sixth & Seventh Grade, the Eighth Grade, the Intermediate High and the High School; replacement of all secondary student files servers (4); installation of hardware and software for the Safari Montage Video-on-

Demand systems at all schools; upgrade of 300 teacher and administrator computer systems; and installation of the new media center program (Destiny) at all schools.

In cooperation with the Operations Department, 120 SMART Interactive white boards were installed at all sites; new phone systems were installed at Cedar Ridge and Jarman; and two Intelligent Science Classrooms were remodeled and installed.

IT teamed with Student Assessment for the installation of 650 laptops for end-of-instruction (EOI) testing in the spring and for use the rest of the year by each site for instruction.

The new student/parent/employee calling system, (Connect-ED), was installed and used extensively throughout the year to inform parents and employees of school closings and important events.

Over the summer, the hard drives on all student computers (3,100) were erased and re-imaged. The computers were then re-named and re-joined to the network.

Visit the Union web site www.unionps.org and follow us on Facebook.

Economic Condition & Outlook

Union Public Schools is located within the Tulsa Metropolitan Statistical Area (MSA), a seven county area whose population exceeds 905,755 or 25.1 percent of the population of the state of Oklahoma. The Tulsa Metropolitan Chamber of Commerce reports Tulsa's major industries as aerospace, transportation and logistics; advanced manufacturing and services; health care; IT and telecommunications; petroleum and natural gas; architectural and structural metal manufacturing. The Chamber estimates the value of all goods and services produced in the Tulsa MSA as \$33.6 billion, or 29 percent of the Oklahoma economy. Forbes Magazine in 2008 ranked Tulsa fifth highest among the 200 largest metro areas in the country to weather a recession.

Tulsa offers a low cost of doing business at seven percent under the U.S. average due to low rent, energy costs, and taxes. Other qualities that attract new growth are Tulsa's sound infrastructure and low cost of living. Tulsa has not experienced the same reduction in the housing market caused by the mortgage/ housing crisis as the rest of the country. An October 2009 article in Business Week ranked Tulsa as having the seventh strongest metro economy in the United States, crediting a solid housing market as one of the criteria for the city's success.

However, the ongoing turmoil in the national and international financial markets does have an effect on the area's economy. The Office of the State Treasurer reports that the state ended its fiscal year with revenues below projections due to a decline in gross production taxes on oil and natural gas, a reflection of low prices of these commodities. These lower oil and gas prices will continue to negatively affect state revenues in the current year as the state feels the impact of slower revenue streams and rising operating costs.

The unemployment rate in the Tulsa MSA declined to 4.1 percent in 2007 continued a decline to a 2008 level of 3.8 percent. However, the Tulsa Metropolitan Chamber of Commerce projects the 2009 unemployment rate to increase to 5.1 percent. It also

projects that the rate will fluctuate between 4.8 and 5.5 percent through 2012 as the impact of the current national economic event filters through Oklahoma. Union Public Schools contributes to Tulsa's workplace initiatives by offering community programs for both adults and children such as:

- Adult Basic Education – classes for adults who need basic instruction in reading, writing, math, and life skills,
- Workplace Education – links education goals to the employer's desire for high performance work and product quality,
- G.E.D. Preparation – instruction to prepare adults to take the Tests of General Educational Development (G.E.D.),
- English as a Second Language – instruction to non-English speaking adults to help them be productive citizens of our community.

The district continues to be a leader in healthcare initiatives. A joint effort between University of Oklahoma School-Based Bedlam Clinic and Union Public Schools produces cutting-edge services for the Union community. The Union Public Schools Bedlam School-Based Health Clinic operates at both Roy Clark Elementary School, and Rosa Parks Elementary School. These clinics provide a convenient way for students to receive a wide range of health care services. They operate at no cost to the school district.

The primary goal of the clinics is to serve the families of all children in each of the schools, including those who qualify for Medicaid or have no health insurance. The school clinics provide at least one full-time physician's assistant or a resident physician. In addition, a pediatrician visits each school clinic as part of a rotating schedule. The physicians work with and assist school nurses.

In addition to student healthcare, Union partners with the University of Oklahoma Physicians-Tulsa to provide low cost medical services for its employees through an employee clinic. This unique partnership provides access to quality healthcare while controlling escalating healthcare costs. The clinic is staffed by a fully-licensed OU physician, a physician assistant and a licensed practical nurse. Even some pharmacy services are available.

Bond Funds

On February 10, 2009, district voters overwhelmingly approved a \$20-million bond proposal which included funds for phase II of the baseball/softball complex; performing arts center upgrades, furniture; acquisition of textbooks, media books and instructional hardware/software; and building repairs and renovations to sites districtwide. Other equally crucial items on the ballot included textbooks and classroom materials; library books; instructional equipment; technology, operations equipment, security cameras and equipment, building repairs and renovations to sites districtwide.

Grants/Federal Programs

During the 2008-2009 school year, Union received more than \$9.3 million in federal grant money. Grants were used to fund such programs as drug education, special

education, professional development, remedial programs, enrichment programs in math and reading, and supplies and materials.

The district's child nutrition program received more than \$2.8 million in federal and state money. Approximately 42% of Union's students were eligible for free or reduced meals.

The American Recovery and Reinvestment Act of 2009 (ARRA) appropriated significant new funding for programs under the Individuals with Disabilities Education Act (IDEA) and under Title I. The overall goals of the ARRA funds are to stimulate the economy in the short term and invest in education and other essential public services to ensure the long-term economic health of our nation. ARRA funds were distributed quickly to states and other entities in order to avert layoffs and create jobs. Union Public Schools received in excess of \$2.3 million of ARRA funds for 2008-2009.

Internal Control

Management of the district is responsible for establishing and maintaining an internal control structure designed to ensure that the assets of the district are protected from loss, theft or misuse and to ensure that adequate accounting data is compiled to allow for the preparation of financial statements in conformity with generally accepted accounting principles (GAAP). The internal control structure is designed to provide reasonable, but not absolute, assurance that these objectives are met. The concept of reasonable assurance recognizes that 1) the cost of a control should not exceed the benefits likely to be derived; and 2) the valuation of costs and benefits requires estimates and judgments by management.

Long-Term Financial Planning

The Board of Education of Union Public Schools, in conjunction with the Superintendent and Chief Financial Officer, establishes a system of sound financial planning and management to assure that the district's objectives are addressed and that funds are expended in accordance with plans expressed through the Board budget. The financial management system components include: 1) a planning process that consists of a review of state statutes, Board policies, concepts, ideas, problems, constraints, approaches and systems before dollar amounts are established in the budget; and 2) a budget that is the expression of the plans of the Board through three main budgets – the General Fund, a Special Revenue Fund and the Child Nutrition Fund.

Budgetary Controls

The district utilizes budgetary controls to ensure compliance with legal appropriation limitations and to provide an operating plan for the district's resources. The annual appropriated budget includes activity of the General, Special Revenue Funds and Child Nutrition Funds. Capital projects activity is controlled with approval of project length financial plans. Initial budgets are adopted at the beginning of the fiscal year with periodic amendments approved by the Board as necessary.

The level of budgetary control is maintained by fund, project, and function. Individual line items may be adjusted without Board action, but total budgeted expenditures may not exceed appropriations at the major fund level without Board approval. The district

utilizes an encumbrance system as a technique of budgetary control with encumbered appropriations lapsing at year end.