

LOOKING GLASS RIVERFRONT SCHOOL AND CAREER CENTER RIGHTS AND RESPONSIBILITIES

I have been approved to participate in the Looking Glass Riverfront School and Career Center. I realize this will take a serious commitment of time and effort on my part. I, therefore, agree to the following:

ATTENDANCE & PARTICIPATION

- I have gone over my class schedule and understand the days and times I must attend class. I will follow the specific attendance policy of the class/program that I am attending. I will always have back up for childcare, if needed.
- I will attend classes, workshops, or be at the worksite every day that I am scheduled to be there. Wandering or skipping class will result in dismissal for the day. I understand that I must make up for any absences (excused or not excused) on Fridays.
- I or a parent/guardian will call in if an emergency does arise. If I need to leave early, I will check out with staff. If I do not attend school or if I leave early, staff will contact my parent/guardian.
- I understand that if attendance issues or absenteeism affect my credit, grades, or work performance, I may be considered for a support plan.
- I understand that if I miss ten consecutive days of school, I will be referred back to my district whereupon my continued enrollment will be determined.
- I understand that Riverfront is not responsible for any students who choose to leave campus during breaks, appointments, or any other unsupervised activity. I agree to act in a responsible, respectful, and safe manner regardless.
- I understand that I must do work during class. Refusing to work, just sitting and talking, or using a cell phone may result in being asked to leave the classroom or an "absent but here" attendance mark.
- I understand there are to be no visitors inside the building or outside during breaks.
- I will return from all breaks on time.

DRESS CODE

- I will dress in clean, neat attire, and attend to personal hygiene. I agree that clothing or jewelry that condones or emphasizes violence, gangs, drugs, tobacco, alcohol, sexism, racism, or any other bias is not appropriate at school. I agree to not wear sunglasses inside the school building.
- I agree to NOT wear the following to school: clothing that exposes underwear or lingerie (bra straps exempt), or any clothing staff consider to be inappropriate or too revealing.

BEHAVIOR – Expulsion or Revoked Placement

The following are cause for expulsion from Riverfront School:

- Continued disrespectful language or behavior toward staff or students may be grounds for expulsion.
- Bullying or harassment may be grounds for expulsion.
- Weapons of any kind, i.e. knives, guns, clubs, pepper spray, etc. are not permitted in or around the school. Possession of a weapon may be grounds for expulsion. Possession of a firearm will result in immediate expulsion from the school.
- Dealing or sharing drugs will result in immediate expulsion from the school.
- Intentionally damaging or destroying school property (building, materials, technology, tools/equipment, vehicles, staff property, etc.) may be grounds for expulsion.
- Threatening or harassing types of behavior will not be tolerated and may be grounds for expulsion.
- Physical fighting may be grounds for expulsion.

- Unprovoked assault will be grounds for immediate expulsion.

OTHER BEHAVIOR EXPECTATIONS

- Suspicion of being under the influence of drugs or alcohol (physical and/or behavioral signs), may result in a backpack, locker, and pocket search. School-wide or individual backpack searches may occur from time to time. If suspected, you will be asked to leave school for the day. Participation in a Restorative Justice circle is required before returning to classes. (please see Drug Free Policy)
- I understand that any horseplay involving touching other students is not appropriate.
- I will use appropriate language. I agree that swearing, sexist, demeaning, discriminatory, or otherwise rude remarks will not be tolerated. I understand that Riverfront will inform me if expectations around appropriate language are not met and will ask me to participate in educational meetings to prevent further instances.
- I understand that there is no smoking or vaping on school grounds. (School grounds are defined by staff. Please see the map.) Repeated instances of vaping/smoking on school grounds will result in a referral to drug counseling.
- I agree to refrain from spitting inside or outside around the building.
- I understand that food and cell phones are not permitted in class. Food is only allowed in the school lunchroom. Cell phones may be used during breaks, lunch periods, and at teacher's discretion in the classroom (music may be permitted during independent work time).
- I understand that if I earn three "absent but here" attendance marks due to phone use, I will be asked to leave my phone at home or check it in with staff for the rest of the quarter.
- I understand that this is my place of business. I will keep it clean and put away my materials before I leave each day. I agree to follow technology rules and understand I will lose technology privileges if I do not.
- I understand Riverfront uses Restorative Justice to address most behavior concerns and that I will be asked to participate in a variety of restorative practices. These practices may include restorative circles, support plans, and agreements. I understand that my participation in Riverfront's programs is contingent upon following expectations and agreements.

SCHOOL POLICIES & STUDENT RIGHTS

- I understand that attendance letters, midterms, and final report cards are sent to students' homes. Additionally, if a teacher has concerns about academic or behavior concerns, they will share these concerns with me and my parent/guardian.
- I understand that Looking Glass Riverfront School respects the confidentiality of their clients and may need to exchange information with other Looking Glass Programs if necessary, to coordinate the planning and provision of services.
- I understand I have the right to receive services in a manner that is non-coercive and that is protective of my rights to self determination.
- I understand that my family and/or legal guardian has the right to participate in decisions regarding services provided if I am under 18 years of age.
- I understand I have the right to lodge a complaint, grievance or appeal to any decisions regarding services. (Please refer to the Agency Grievance Policy procedure provided to you at orientation.)

REVIEW

- I understand that failure to comply with program rules and procedures may result in my termination from the program.
- I have read and understand Riverfront School's policies for all topics listed above and I understand that it is my responsibility to follow all the rules.

Student Signature

Staff Signature

Date

**DRUG FREE LOOKING GLASS RIVERFRONT SCHOOL AND
CAREER CENTER POLICY**

The use of illegal drugs violates Looking Glass organizational values, subjects all students, teachers and other staff, clients, and visitors to potential safety risks, and undermines the Agency's ability to operate in an effective and efficient manner. Therefore, the unlawful manufacture, distribution, possession, sale, use of, or being under the influence of alcohol or illegal drugs at Looking Glass (whether or not you consume the substance on Agency premises or whether or not you consume outside of your scheduled hours) is strictly forbidden.

If you are taking any mood-, mind-, or judgement-altering medication, whether medically prescribed or over-the-counter (such as Nyquil), it is your responsibility to determine the impact that this medication will have. If you are taking such medication, you must discuss this confidentially with your case manager or supervisor to establish whether it is appropriate for you to continue activities at Looking Glass.

Program Directors, case managers, and teachers are trained to identify Riverfront School performance issues and help students seek professional treatment should a drug or alcohol problem be suspected or admitted.

The protocol for students suspected of using drugs or alcohol is as follows:

- 1st incident of suspicion- warning and sent home for the day. Before returning to class, a parent/guardian and the student will participate in a Restorative Justice re-entry circle.
- 2nd incident of suspicion- the student will be referred to a Looking Glass drug counselor for an assessment. Continued enrollment at Riverfront will be contingent upon participation in the assessment and counseling if determined necessary.
- 3rd incident of suspicion- the student may be referred back to their home district.

I have read and understand the expectations and agree to follow them.

Student Signature

Date

Parent/Guardian Signature

Date

STUDENT RIGHTS & RESPONSIBILITIES AGREEMENT

I have read and understand Riverfront's policies for...

- Attendance
- Dress code
- Student behavior
- Student rights
- Smoking/vaping
- Substance use
- Confidentiality
- Grievances and complaints

I understand that it is my responsibility to follow the rules and that violation of these policies may result in my termination from Riverfront School.

Student Signature

Date

Staff Signature

Date

STUDENT RIGHTS & RESPONSIBILITIES AGREEMENT

I have read and understand Riverfront's policies for...

- Attendance
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Student Signature

Date

Staff Signature

Date

 Looking Glass Consequences: Operational Definitions Problem Behaviors

| Behavior | Definition | Consequence |
|--|---|--|
| Minor Behavior Problems | | |
| Leaving building without permission | Student leaves school building without permission | Check-in with staff to determine issue, return to next class if appropriate, call guardian to pick up. |
| Technology violation | Student engages in inappropriate use (as defined by school) of cell phone, iPad, laptop, camera, etc. | Verbal warning (first offense), loss of technology privileges for continued violations, ABH attendance, RJ circle. |
| Misuse of property | Student engages in low-intensity misuse of property | Verbal warning, RJ circle. |
| Inappropriate dress | Student is wearing clothing that is not appropriate for school or is gang-affiliated - lingerie/underwear, hoods, bandanas, pajamas, promotes drugs, tobacco, gangs, violence, racism, sexism or other bias | First period teacher asks student to cover up with a sweater or put on a t-shirt supplied by RF, or call parent to bring clothes to school. If observed for the second time in the day send to Program Director or Ed Supervisor |
| Food in the classrooms | Student brings food into the classroom | Ask students to dispose of immediately hallway chat Repeat offense circle. |
| Inappropriate language | Student uses curse words or profanity | Verbal warning (first offense), brainstorm five replacement wds and appropriate locations, hallway chat, RJ circle with class if appropriate. Student must apologize to staff before returning to class. |
| Cell phone use during class | Student uses cell phone during unauthorized time | Each instance student receives "absent but here" (ABH) attendance. Three ABHs must leave phone home or check phone in for remainder of quarter. |
| Non-compliance with school rules | Student engages in failure to follow directions | Verbal warning/redirection (first offense), RJ circle if appropriate. |
| Inappropriate physical contact/horseplay | Student engages in non-serious but inappropriate physical contact | Verbal warning/redirection, RJ circle. |
| Smoking/vaping on campus | Student engages in tobacco/vape use on campus or in non-designated areas | 1st incident-sent home, reentry circle. 2nd incident - referred to LG Counseling. |
| Wandering/skipping classes | Student is wandering around the building or hanging out in stairwell or other area | Verbal redirection to return to class. Non-compliance call guardian to pick up. Continued episodes refer back to district. |
| | | |

| Major Problem Behaviors | | |
|---|---|--|
| Distribution/Sale of drugs or alcohol | Student is selling/distributing illegal drugs or alcohol. | Call police, parent/guardian, expulsion. |
| Suspicion of being under the influence of drugs/alcohol | Student shows physical and/or behavioral signs of being under the influence | 1st incident-sent home, reentry circle 2nd - referred to LG Counseling, 3 rd incident may refer back to district. |
| Destruction of school property/vandalism | Student participates in an activity that results in destruction or disfigurement of property | Sent home immediately, contact guardian, suspended until RJ circle, create restitution plan, call police if appropriate, may be grounds for expulsion. |
| Possession of alcohol or drugs | Student is in possession of or is using alcohol | 1st incident-sent home, reentry circle 2nd - referred to LG Counseling, 3 rd incident possible referral back to district. |
| Possession of drugs | Student is in possession of or is using illegal drugs | 1st incident-sent home, reentry circle 2nd - referred to LG Counseling, 3 rd -refer back to district. |
| Theft | Student is involved by being in possession of, having passed on, or being responsible for removing someone else's property (student, staff, school) | Search backpack/purse/locker, call guardian, create/revisit restitution plan if appropriate, RJ circle. |
| Possession of weapons | Student is in possession of knives, guns, or other objects readily capable of causing bodily harm | Items immediately confiscated (if safe to do so) student sent home. Contact police if appropriate, parent/guardian, expulsion. |
| Fighting | Student is involved in mutual participation in an incident involving physical violence | If students are calm, meet with each individually to get information about fight. Send all involved home for the day. Call parent/guardian. Create/revisit behavior plan, RJ circle. May be grounds for expulsion. |
| Threats, verbal aggression, continued disrespectful language or behavior toward staff or students | Student delivers verbal messages that include threatening or intimidating content toward staff/student (including bodily harm or death) | Sent home immediately and suspended the next day. Create/revisit behavior plan, mtg .with district staff, RJ circle refer back to district, or expulsion. |
| Bullying | The delivery of direct or technology-based messages that involve intimidation, teasing, taunting, threats, or name calling | Meet with Program Director, call parent/guardian, and other pertinent people (i.e., probation officer, etc.) Determine next step (i.e. drop, contract, police involvement, etc.), RJ circle. |
| | | |

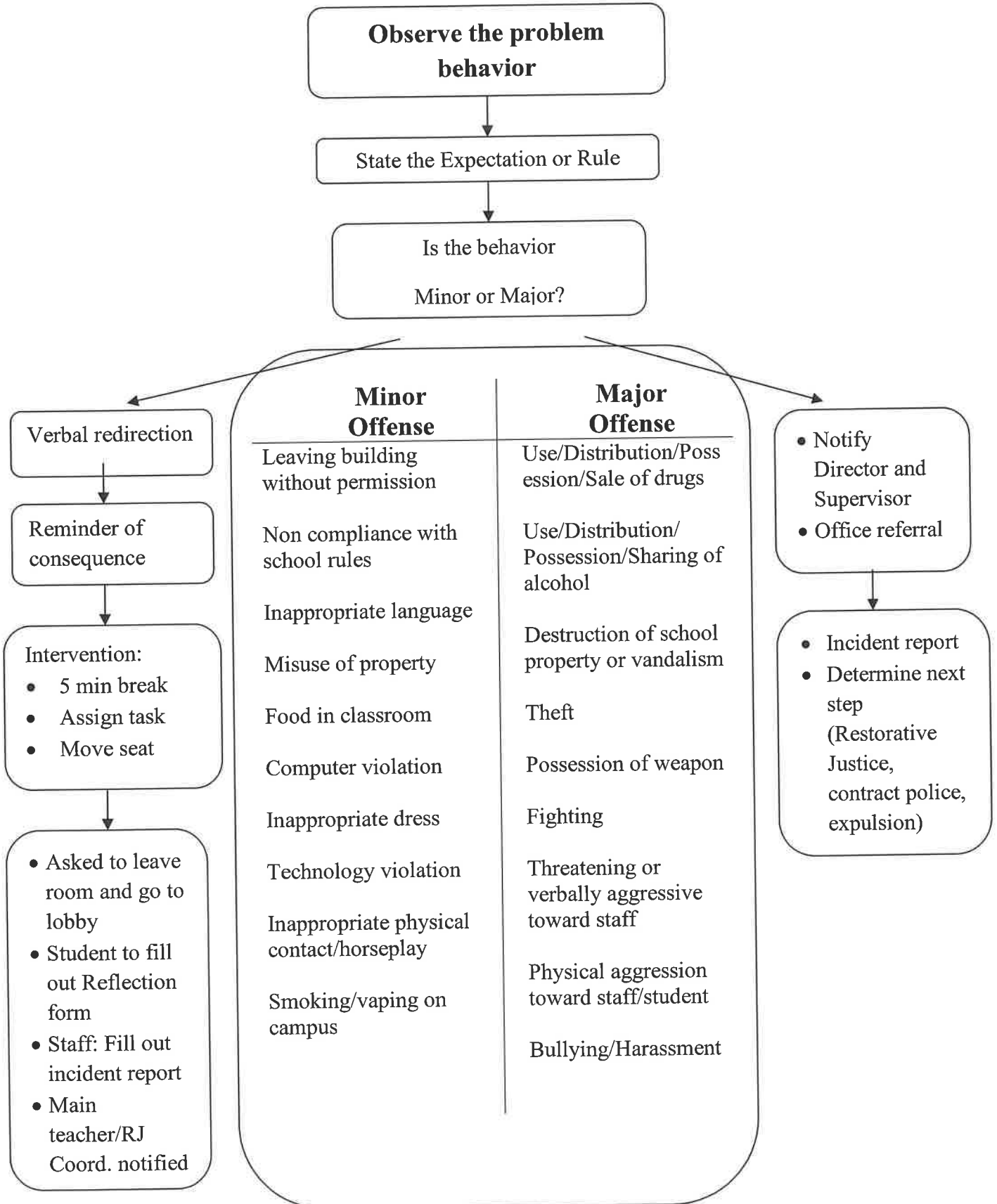
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|--|---|--|
| | | |
| Physical aggression toward staff/student | Student engages in actions involving serious physical contact where injury may occur (e.g., punching, hitting with an object, hair pulling, etc) | Sent home immediately and suspended the next day. Create/revisit behavior plan. Possible call to police, and/or referral back to district. |
| Harassment | The delivery of disrespectful messages in any format related to gender, ethnicity, sex, race, religion, disability, physical features, or other protected class | Address behavior with student, RJ circle. Continued violations may result in refer back to district. |

Updated 8/2024

Riverfront School & Career Center

BEAST

Be Ready to Learn, Expect Respect, Act safely, Show Responsibility, Take Pride





Looking Glass Community Services

BOARD OF DIRECTORS 2024

| | |
|--|--|
| <p>DANIEL LACOSTE <i>Board Chair</i> (2013-2025)</p> | <p>MARY REILLY Realtor Windermere Real Estate (2023-2026)</p> |
| <p>GEORGE RUSSELL <i>Past Chair</i> George Russell & Associates (2012-2024)</p> | <p>PAUL FRISHKOFF EMERITUS L.I.F.E. Family Business Consultant (1980-Emeritus)</p> |
| <p>JEANNE STATON Staton Companies (2010-2025)</p> | <p>ROBIN BURK EMERITUS Free Lancer (2002-Emeritus)</p> |
| <p>JUINE CHADA Chada Family Trust (2022-2025)</p> | <p>SCOTT WILLIAMS <i>Board Treasurer</i> Hamilton Construction President (2007-2025)</p> |
| <p>KURT KATSURA Real Estate Broker Windermere Real Estate (2015-2024)</p> | <p>SHANNA REICHENBERGER Heritage Bank Senior Vice President (2018-2024)</p> |
| <p>LINDA MCKAY KORTH EMERITUS McKay Investment Co., LLC Managing Member (1990-Emeritus)</p> | <p>WILLIAM RANDALL <i>Board Secretary</i> Arbor South Architecture Senior Principle (2007-2025)</p> |
| | <p>CRAIG OPPERMAN <i>President/CEO</i> <i>Looking Glass Community Services</i></p> |

End of Quarter Data Q4 2022-2023

Algebra IV (periods 1/2)

Total Students: 10
Left early/changed classes: 2
Passed class: 7
75%+ attendance: 1
Started late: 0
Attended full quarter: 8

Algebra I (periods 1/2)

Total Students: 13
Left early/changed classes: 2
Passed class: 7
75%+ attendance: 1
Started late: 2
Attended full quarter: 9

Hero's Journey (periods 3/4)

Total Students: 12
Left early/changed classes: 0
Passed class: 10
75%+ attendance: 4
Started late: 0
Attended full quarter: 12

Earth Science IV (periods 3/4)

Total Students: 12
Left early/changed classes: 2
Passed class: 5
75%+ attendance: 2
Started late: 1
Attended full quarter: 9

US Government (periods ¾)

Total Students: 10
Left early/changed classes: 2
Passed class: 5
75%+ attendance: 0
Started late: 1
Attended full quarter: 7

Crew (periods 5-8)

Total Students: 9
Left early/changed classes: 2
Passed class: 9
75%+ attendance: 2
Started late: 1
Attended full quarter: 6

Native American Studies (period 5)

Total Students: 6
Left early/changed classes: 2
Passed class: 3
75%+ attendance: 1
Started late: 0
Attended full quarter: 4

Personal Finance (period 6)

Total Students: 9
Left early/changed classes: 3
Passed class: 4
75%+ attendance: 0
Started late: 1
Attended full quarter: 5

Geometry IV/ GED math(periods 1/2)

Total Students: 6
Left early/changed classes: 1
Passed class: 3
75%+ attendance: 1
Started late: 0
Attended full quarter: 5

Skilled Trades (periods 5-8)

Total Students: 6
Left early/changed classes: 1
Passed class: 6
75%+ attendance: 0
Started late: 1
Attended full quarter: 5

End of Quarter Data Q4 2022-2023

Film Studies 2 (period 7)

Total Students: 16
Left early/changed classes: 3
Passed class: 5
75%+ attendance: 0
Started late: 1
Attended full quarter: 12

Art Appreciation (period 8)

Total Students: 15
Left early/changed classes: 3
Passed class: 10
75%+ attendance: 0
Started late: 1
Attended full quarter: 11

Health (period 5)

Total Students: 10
Left early/changed classes: 1
Passed class: 4
75%+ attendance: 0
Started late: 1
Attended full quarter: 8

Culinary (periods 7&8)

Total Students: 8
Left early/changed classes: 0
Passed class: 6
75%+ attendance: 1
Started late: 0
Attended full quarter: 8

This I Believe (period 6)

Total Students: 15
Left early/changed classes: 2
Passed class: 7
75%+ attendance: 0
Started late: 1
Attended full quarter: 12

Friday Electives

Students that earned credit: 16

**SPECIAL EDUCATION GOALS
2018-2023**

IEP Goals by Percentage

| | 2018-2019 | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 |
|----------|-----------|-----------|-----------|-----------|-----------|
| Met | 30 | 42 | 27 | 17 | 9 |
| Unmet | 37 | 43 | 20 | 35 | 22 |
| Progress | 33 | 33 | 33 | 48 | 44 |

Reading Goals

| | 2018-2019 | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 |
|----------|-----------|-----------|-----------|-----------|-----------|
| Met | 23 | 44 | 20 | 100 | 33 |
| Unmet | 38 | 22 | 40 | 0 | 33 |
| Progress | 38 | 33 | 40 | 0 | 34 |

Writing Goals

| | 2018-2019 | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 |
|----------|-----------|-----------|-----------|-----------|-----------|
| Met | 30 | 40 | 25 | 16 | 25 |
| Unmet | 34 | 50 | 37 | 33 | 50 |
| Progress | 34 | 10 | 37 | 50 | 25 |

Math Goals

**SPECIAL EDUCATION GOALS
2018-2023**

IEP Goals by Percentage

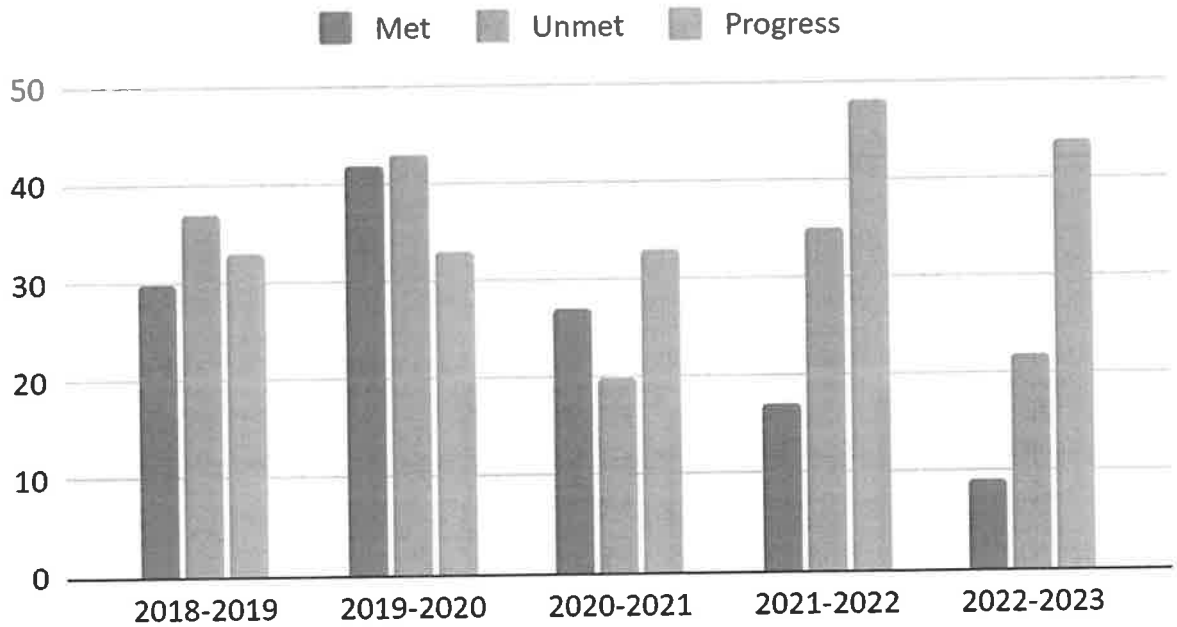
| | 2018-2019 | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 |
|----------|-----------|-----------|-----------|-----------|-----------|
| Met | 37 | 27 | 45 | 11 | 0 |
| Unmet | 54 | 54 | 27 | 22 | 22 |
| Progress | 8 | 18 | 27 | 67 | 78 |

Percentage of Students With Social/Emotional and Academic Progress

| | 2018/19 | 2019/20 | 2020/2021 | 2021/2022 | 2022/2023 |
|-------------------------------|---------|---------|-----------|-----------|-----------|
| Met/Progress Social/Emotional | 57 | 57 | 57 | | 83 |
| Met or Progress Academic | 78 | 57 | 86 | | 50 |
| Both | 43 | 43 | 57 | | 50 |

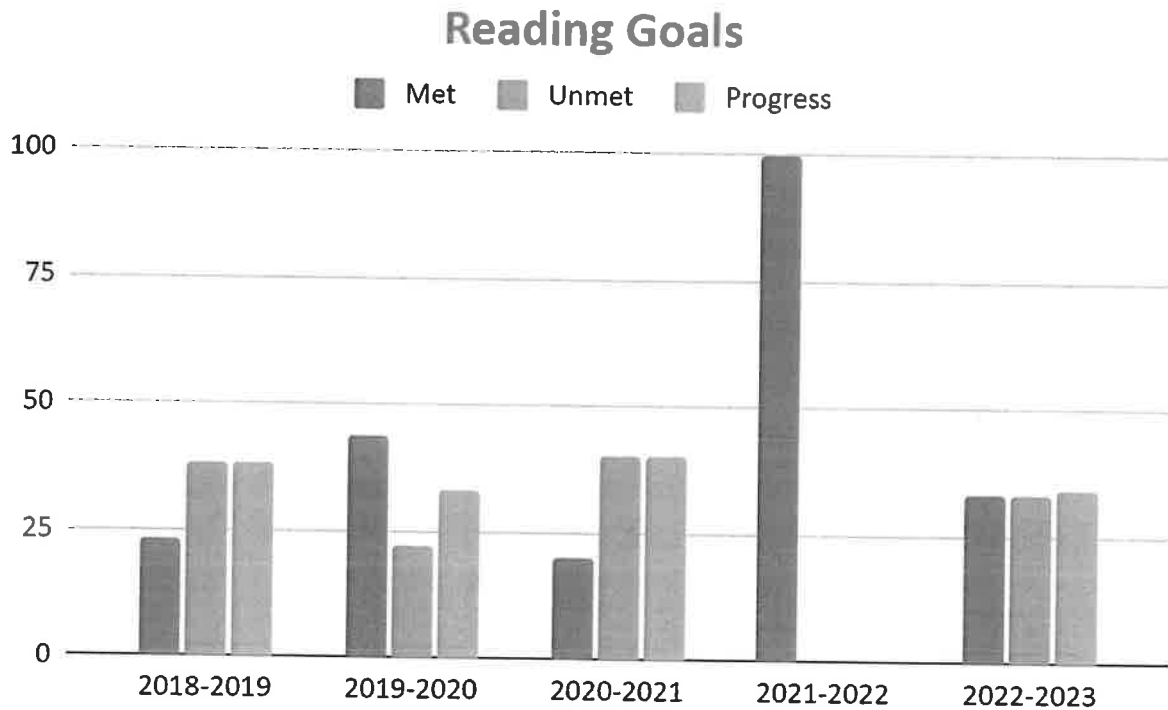
**SPECIAL EDUCATION GOALS
2018-2023**

IEP Goals



This graph demonstrates the percentage of students with a Special Education Plan that met, did not meet, or showed progress towards all IEP goals. Over the past five school years, students have consistently made progress toward their IEP goals. In the 2020-2021 school year, there was a significant decrease in unmet student goals. This was due to students having access to teacher office hours, tutoring availability throughout the afternoon, as well as limited in-person instruction, when possible. In 2021-2022 and 2022-2023 there was a decrease in goals met, an increase in unmet goals, but a sharp increase in progress made on goals. This may be attributed to the decline in academic and social skills during the pandemic. After returning to in-person learning, students began making progress on their individualized goals.

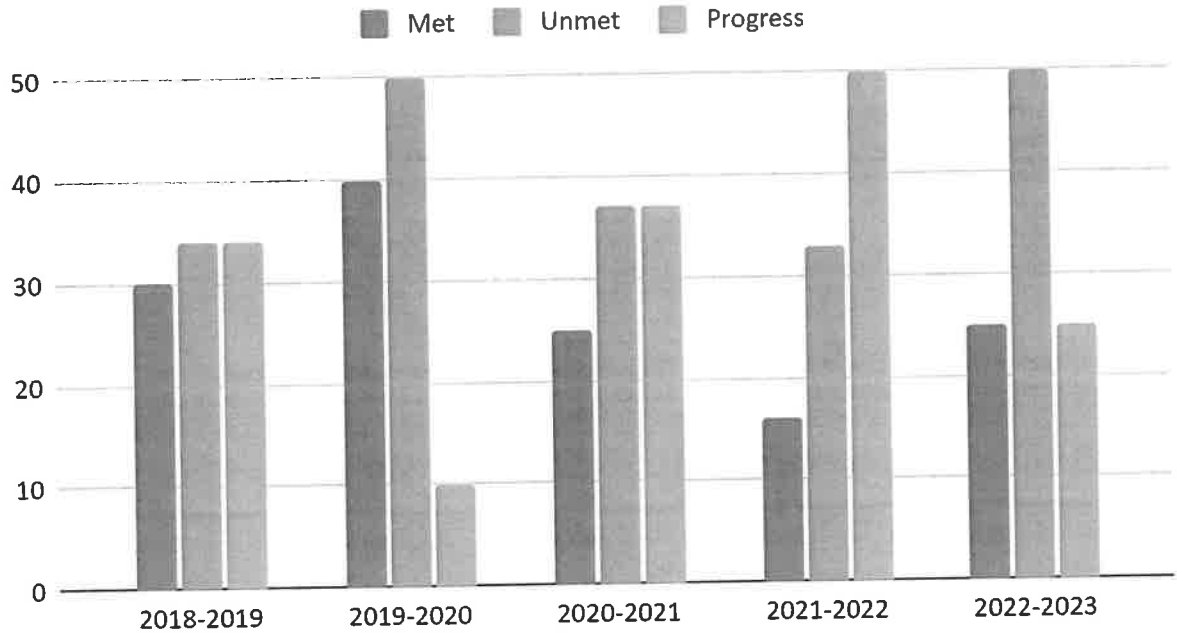
SPECIAL EDUCATION GOALS 2018-2023



There was an increase from the prior year in students meeting reading goals in the 2019-2020 school year and a decline in 2020-2021. Growth in meeting reading goals from 2018-19 to 2019-20 was the result of increased reading opportunities accompanied by in-depth discussions about the text where students and teachers were able to engage in meaningful rhetoric. After discussing the differences between 2020-2021 and previous years, teachers determined supplemental online instruction may have had an impact on students demonstrating reading growth. Students had difficulty engaging in discussions online which resulted in a decline in goals met. However, students did continue to make progress. Teachers plan to participate in professional development in reading and writing across content areas, how to measure growth, and how to encourage independent reading to increase stamina and comprehension. In 2021-2022 there was an increase in progress by 100% for students with reading goals. This can be attributed to in-person learning and the ability of teachers to provide a consistent hands-on approach. In 2022-2023 there was an equal number of students with met and unmet goals as well as goals made progress on for reading. A number of these students had not been in a classroom consistently since the pandemic began.

**SPECIAL EDUCATION GOALS
2018-2023**

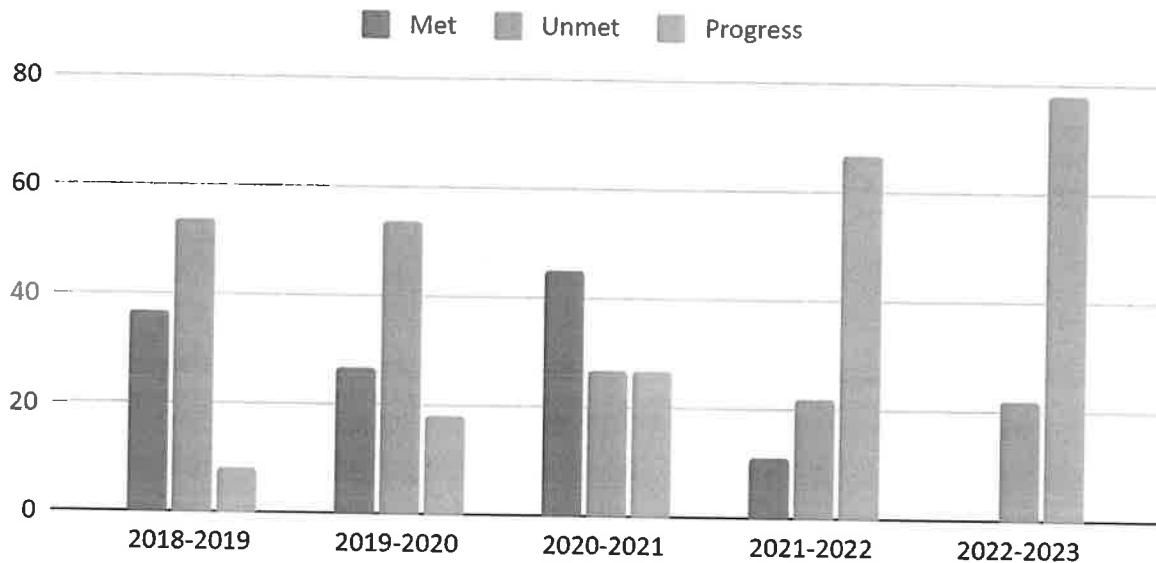
Writing Goals



During the 2020-2021 school year, there was an increase in students making progress toward their writing goals. Teachers anticipated progress would stall during school closures. A variety of writing accommodations were implemented to engage students in online writing tasks including graphic organizers and sentence starters to generate ideas. Engaging class discussions were held to assist students to generate ideas for writing. Choice in topics, prompts, and research options made writing more meaningful for students. Technology provided access to editing and research tools. Teachers spent one-on-one time with students providing an opportunity to develop their writing skills and confidence. When comparing data from 2021-2022 and 2022-2023, there is initial progress made, and then a drop in progress. Students that made progress in 2021-2022 were enrolled at Riverfront prior to, during, and after the pandemic. They were able to regain stamina and skills quickly upon returning to in-person instruction. The following year newly enrolled students had difficulty with attendance and focusing during lessons.

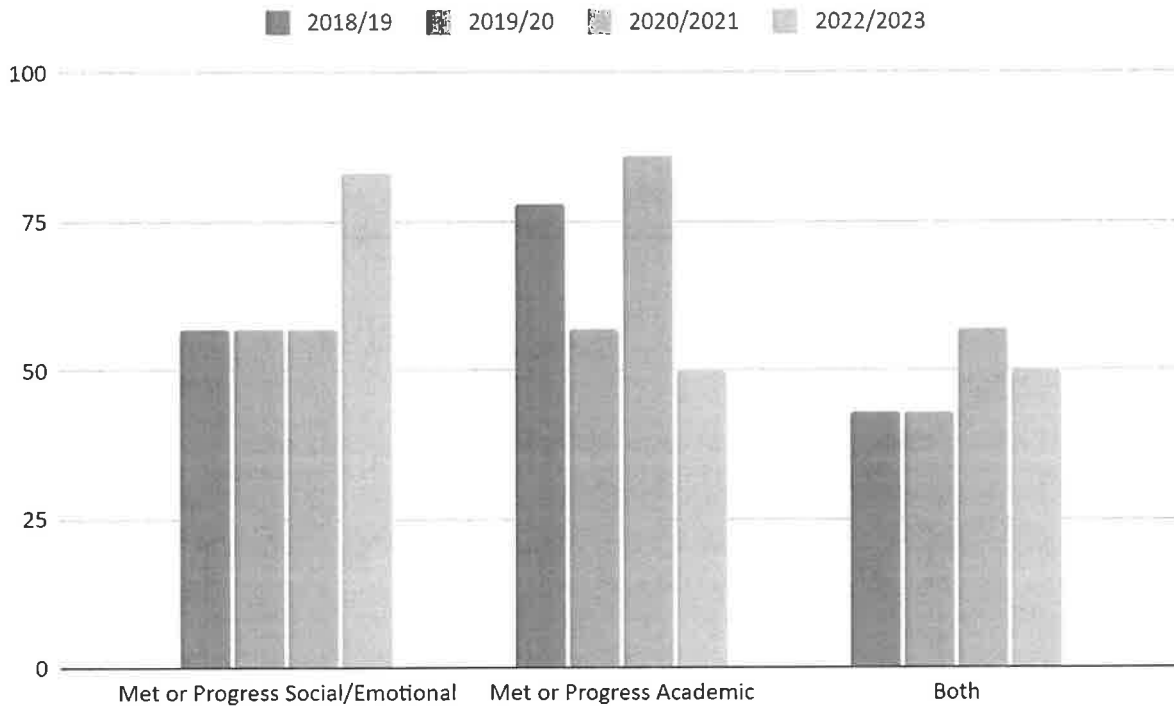
SPECIAL EDUCATION GOALS 2018-2023

Math Goals



Unmet math goals decreased in the 2019-2020 and 2020-2021 school year. During these two years, the Special Education Coordinator worked closely with the math instructor to address individualized needs of each student and created a learning plan for each student. Algebra and Geometry classes were individually paced and reflected students' levels and needs. Students had opportunities to meet with tutors and their instructor during independent study. Self-paced content and flexible scheduling are key takeaways from the data. In 2021-2022 the data indicates students are meeting goals and making progress. In 2021-2022 and 2022-2023 teachers provided individually designed instruction with support from volunteers from the UO to help students gain skills lost during the pandemic. Newly enrolled students in 2022-2023 were significantly behind in math skills. Three levels of math were offered including Pre-Algebra, Algebra, and Geometry, as well as individually designed instruction in each class and volunteer support. GED students struggled to pass math tests and needed further instruction. During 2022-2023, classes integrated IXL software for extra math practice.

SPECIAL EDUCATION GOALS 2018-2023



Students consistently met or progressed in their social/emotional goals across the three years. During the 2022 – 2023 school year, students that met or made progress toward social emotional goals also saw an increase in academic progress. Students had support from school staff who used a variety of outreach and engagement strategies.

During the 2020-2021 school year, students participated in one-on-one meetings with the Special Education Coordinator to discuss goals and strategies for addressing anxiety. Students scheduled regular check-ins with teachers and/or trusted staff when needed. Social Emotional Learning prompts and projects were provided. Teachers provided art and mindfulness breaks. Teachers found that by reaching out, students responded positively.

Professional development opportunities included information on wellness and SEL. During the 2022-2023 school year, two quarters of “Wellness” were offered. This health class focused on SEL topics such as self-awareness, celebrating identity, communication skills, processing emotions, and mindfulness. Students who attended reported positive changes in their outlook. Additionally, counseling services took place at Riverfront. Students that participated often saw a counselor once a week. Lastly, parent/guardian meetings took place at a higher frequency this year. Parents/guardians met with staff to discuss success and areas for improvement academically and behaviorally. The meetings resulted in goals set and monitored by main teachers, the Education Supervisor, and/or the Special Education Coordinator.

LOOKING GLASS PERSONNEL POLICIES & PROCEDURES

9.20 Hiring

9.20.1 Posting Policy

Looking Glass believes that it is in the best interests of clients and the agency to post available jobs externally, as well as give internal applicants the opportunity to apply. Positions are posted internally concurrent with external recruitment efforts. The goal is to recruit and select the best-qualified person for the position while promoting the diversity of the work force and providing growth opportunities for current staff.

Agency policy is to accept applications and/or resumes only during active recruitment, when there is a posted open position. The exception is for on-call Relief Counselors at the residential programs, which are year-round open positions.

9.20.2 Posting Procedure

Director/Supervisor Responsibilities:

- Develop/edit job description in consultation with HR and with HR approval.
- Complete **Job Posting Request Form**
- Forward Job Posting Request Form and job description to HR

Admin Office Responsibilities:

- Place posting on LG website and provide hard copies for reception area.
- Place newspaper ads.
- Distribute posting notices to each program and to community recruitment sources.
- Collect applications and send letter-acknowledging receipt to applicants.
- Forward to Director/ Supervisor responsible for hiring the applications and the New Employee Packet.

9.20.3 Selection Policy

Looking Glass programs are responsible for the selection of their own staff. The selection procedures ensure that hiring practices are fair, consistent, effective, and in compliance with applicable laws. The Equal Opportunity laws require that applications are carefully screened and candidates evaluated on the basis of job-related criteria. The structured process of gathering information may help to overcome prejudiced assumptions that are not job-related.

9.20.4 Selection Procedure

Applications:

- Have candidate complete application.
- List job-related criteria and scoring system on the **Application Rating Form**.
- Rate applications based on the written information provided. (It is best to have more than one person rate the applications.)

Interviews:

- Invite top candidates to an in-person interview. Preferably, have a team of 3-5 persons (knowledgeable stakeholders) on the interview team.

LOOKING GLASS PERSONNEL POLICIES & PROCEDURES

- List job-related criteria on the **Interview Rating Form**.
- Develop interview questions to ascertain how well candidates meet the job-related criteria. (See **Pre-employment Questions Guide** to avoid asking unlawful questions.)
- All candidates should be asked the same questions, including the **LG Standard Interview Questions**.
- Consider testing candidates' ability to perform job-related functions- i.e. composing letters or case notes; handling a difficult situation in a role –play; using computers; transcribing dictation, etc. This can be an effective way to confirm that the applicant is capable of performing activities important to the job.
- Provide each candidate information about criteria for personal productivity and an opportunity to speak with current employees about the position.
- Rate candidates' responses (and test results) on the Interview Rating Form.

Hiring Decision:

- Conduct reference checks (minimum 3, but one can be an employment verification only) on the top candidates using the **Employment References Form**.
- Make a job offer to top candidate.
- Make a courtesy call to interviewees not hired for the position.
- Forward all hiring records to the Human Resources Department in the **Hiring Records** envelope.

9.20.5 Selection of Non-Paid staff and Independent Contractors

Non-Paid Staff:

- Volunteer and Student Interns are also screened and selected using job-related criteria.
- Use the **Non-paid Staff Application**. All other aspects of the selection procedure apply to Non-paid staff.

9.20.6 Independent Contractors:

For the selection of Independent Contractors, see **Independent Contractors Policy**.

9.20.7 Hiring Former Clients

Depending on the service area, it may be appropriate to hire former service recipients.

The selection procedure for former clients is the same as for other applicants.

Staff members are expected to follow the guidelines in the LG policy on **Client/Staff Professional Relationships**:

"...Avoid conflicts of interest and continue to maintain confidentiality."

Looking Glass Agency Policy and Procedure Manual

| | |
|---|--|
| Developed by: Karen Gardner COA Standard: HR 3.01, 3.02, 3.03 Approved by: Management Team Approved by: Board of Directors | Date: 5/25/05 Updated: 2008 COA Standards Revised Date: 6/1/05 Date: 7/7/05 Date: 11/09/09 |
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LOOKING GLASS PERSONNEL POLICIES & PROCEDURES

9.21 Investigations of Child Abuse Allegations Against Staff

Procedure: Looking Glass investigates any and all allegations of child abuse made against staff members. The process is as follows:

1. If a client makes abuse allegations against a staff member, the Program Director or Program Manager contacts the local DHS office to file a formal complaint. The Program Director or Program Manager then notifies all applicable licensing and funding agencies such as the Department of Human Services, Oregon Youth Authority, and Department of Youth Services.
2. If there is not to be an outside criminal investigation, and with DHS approval, the Program Director or Program Manager meets with the staff member to apprise them of the allegations and to get their response.
3. The staff member is placed on administrative leave (with pay) pending the outcome of the investigation. The counseling services of the Employee Assistance Program are available to the staff member during this time.
4. Information pertinent to the allegation is gathered. This may include interviews with other staff, clients, and parties outside the Agency. The program will cooperate fully with any on-going criminal investigation.
5. If the allegations are found to be true, disciplinary action is taken, up to and including termination. The Director of Human Resources is involved in any disciplinary decisions.
6. Written records documenting the investigation are sent to the appropriate authorities as required for each program.

Looking Glass Agency Policy and Procedure Manual

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| Developed by: Karen Gardner COA Standard: N/A Approved by: Management Team Approved by: Board of Directors | Date: 5/25/05 Updated: 6/11/07 COA Standards Revised Date: 6/1/05 Date: 7/7/05 |
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Looking Glass
Youth & Family Services

Disclosure of Information & Employment Verification

The following applicant is under consideration for employment in our agency. This individual has previously been employed with your organization. As a former employer, we ask that you provide the requested information no later than 20 days upon receipt of this notice pursuant to ORS 339.374.

Section 1 - To be filled out by applicant

Date: _____

To: _____
School District/Education Provider/Organization

Attention: Human Resources Department Personnel

Address: _____

Applicant name: _____
First Middle initial Last

Dates of employment: _____

Position(s) held: _____

I authorize Looking Glass Youth & Family Services to obtain from the district listed below, all information related to any substantiated reports of child abuse, sexual conduct or crimes listed in ORS 342.143. I release the above employer and employees acting on behalf of the employer from any liability for providing information described in this document.

Applicant signature: _____ Date: _____



Section 2 - To be filled out by previous employer

Was the applicant referenced in section 1 a subject of a substantiated report of child abuse or sexual conduct related to the applicant's employment with the education provider? Yes No

If "yes," please provide the following information:

- Date(s) of any substantiated reports: _____
- Please attach the definitions of child abuse and sexual conduct used by the district when the education provider determined that any reports were substantiated, and the standards used by the district to determine whether any reports were substantiated.
- If the employee was convicted of a crime listed in ORD 342.143, please send the employee's disciplinary records as required by ORS 339.388 (7).

Name: _____ Title: _____
First MI Last

Signature: _____ Date: _____

LOOKING GLASS PERSONNEL POLICIES & PROCEDURES

9.23 Background Checks

Policy: In compliance with applicable laws and licensing requirements, Looking Glass Human Resources Department conducts a background check and driving record check on all new employees, non-paid staff (volunteers and interns), and existing staff as required. ²Any employee (paid or non-paid) must be supervised by someone who has an approved background check when having direct contact with youth served.

9.23.1 Criminal History Checks:

All Looking Glass employees, non-paid staff (volunteers and interns), and independent contractors who may have contact with persons served undergo a screening process for potential criminal history. This includes legally permissible reviews of criminal records at the state and federal level. The process for the criminal history check varies by program, depending on licensing requirements.

Some licensing requirements require criminal history to be rechecked. Looking Glass will follow the standards set in place by the different licensing requirements. Below are some examples.

- BRS Programs will be rechecked every 5 years.
- DHS requires rechecks anytime someone changes positions.

A criminal history record does not automatically disqualify an applicant from a position at Looking Glass. Some licensing bodies make the approve/disapprove decision for the agency. Others leave the decision to the Human Resources Department. In these cases, the Program Director and the Human Resources Director will consider the following factors:

- What is the nature of the offense? Is it a crime against property or against people? Is it job-related? (Example: embezzlement and an accounting position).
- Did the person disclose the history on the application and/or during the interview process?
- When did the crime occur? How old was the individual at the time? How recent was the offense?
- Are there mitigating circumstances? (Example: individual has since completed a rehabilitation program.)

NOTE: Looking Glass does not permit personnel or contractors who have a documented history of assaultive behavior, (such as indicated by child abuse findings resulting from criminal or civil proceedings) to have interaction with or provide oversight to vulnerable populations. This includes threats or actual harm to a member of a vulnerable population such as children, youth, older adults, or impaired adults.

9.23.2 Driving Record Checks:

To qualify to drive on Agency business-whether in an employee's own car or using an Agency vehicle:

- The employee should have a valid Oregon Drivers License.
- Their driving record cannot have more that 2 moving violation (Example: speeding or running a red light) or at-fault accident in a 3 year period.
- There must not be a drinking-related offense appearing on their record in the last 3 years.

² Updated language 1-2017

LOOKING GLASS PERSONNEL POLICIES & PROCEDURES

- There should be no convictions for driving while suspended.
- Employees with two violations can be approved to drive on a probationary basis. The supervisor should contact Director of Finance to request this.

Program Directors or Supervisors will be notified whether an employee has been approved to drive on Agency business. Employees are not authorized to drive Agency vehicles until specific authorization is given. To be approved to drive Agency vehicles, the employee completes a **Driver Questionnaire Form** (see HR forms), the supervisor signs the section requesting that the employee be approved to drive Agency vehicles, and then forwards the form to the Human Resources Department.

If an employee is not approved to drive for Looking Glass, they may not drive our vehicles nor drive their own on Agency business. This means they cannot run errands, transport youth, or drive to meetings. They can drive to and from work.

Looking Glass Agency Policy and Procedure Manual

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| Developed by: Karen Gardner COA Standard: HR 3 Approved by: Management Team Approved by: Board of Directors | Date: 5/25/05 Updated: 1/6/17 Date: 6/1/05, 1/27/15 Date: 7/7/05, 11/5/10, 7/1/15, 7/10/17 |
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LOOKING GLASS PERSONNEL POLICIES & PROCEDURES

9.22 Reference Checks

Policy: From time to time, supervisors will be asked to report on the job performance of a past or current employee. Looking Glass supervisors are expected to respond to requests for job references. Supervisors also are expected to conduct reference checks on anyone who is considered for employment.

9.22.1 Giving References:

Procedure: To avoid creating liability for themselves and their employer, supervisors will need to remember to:

- Disclose this type of information only to third parties with a legitimate interest to know—that is, potential employers.
- Ask if the caller has a signed release from the person they are inquiring about, and if so, ask them to provide you a copy.
- Avoid making statements that impute a lack of integrity, improper conduct, or inability to perform, unless these issues have been documented in the employee's personnel file and she/he is aware of them.
- Report factual information not "hearsay."
- Respond to appropriate questions asked by caller, without offering information that is not solicited—unless the safety of third parties is involved. Examples of inappropriate questions asked by a caller about an individual would include, but not be limited to; questions regarding child care arrangements, disabilities, worker's comp history, etc.

Note: If questions arise please consult with the Program Director or Director of Human Resources prior to sharing your comments.

9.22.2 Conducting Reference Checks

Procedure: Before making a job offer, obtain three employment references. (minimum 3, but one can be an employment verification only).

Note: where the candidate has not been employed or has been out of the workforce for some time, and you are unable to obtain three employment references, then character references are also acceptable. Consider college professors, academic advisors, intern supervisors, coaches, leaders of groups they may have volunteered in, etc.

- Use the *Employment Reference Form* for Applicants as a guide. (See Human Resources Forms)
- Regardless of whether a candidate is hired or not, completed reference checks are forwarded to the DHR, following outlined instructions on the *Employment References Form*. (See Human Resources Forms)
- After completing the reference checks, call candidate and make a job offer. If they accept, schedule a meeting to complete the hiring process.

LOOKING GLASS PERSONNEL POLICIES & PROCEDURES

9.21 Investigations of Child Abuse Allegations Against Staff

Procedure: Looking Glass investigates any and all allegations of child abuse made against staff members. The process is as follows:

1. If a client makes abuse allegations against a staff member, the Program Director or Program Manager contacts the local DHS office to file a formal complaint. The Program Director or Program Manager then notifies all applicable licensing and funding agencies such as the Department of Human Services, Oregon Youth Authority, and Department of Youth Services.
2. If there is not to be an outside criminal investigation, and with DHS approval, the Program Director or Program Manager meets with the staff member to apprise them of the allegations and to get their response.
3. The staff member is placed on administrative leave (with pay) pending the outcome of the investigation. The counseling services of the Employee Assistance Program are available to the staff member during this time.
4. Information pertinent to the allegation is gathered. This may include interviews with other staff, clients, and parties outside the Agency. The program will cooperate fully with any on-going criminal investigation.
5. If the allegations are found to be true, disciplinary action is taken, up to and including termination. The Director of Human Resources is involved in any disciplinary decisions.
6. Written records documenting the investigation are sent to the appropriate authorities as required for each program.

Looking Glass Agency Policy and Procedure Manual

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|---|---|
| Developed by: Karen Gardner COA Standard: N/A Approved by: Management Team Approved by: Board of Directors | Date: 5/25/05 Updated: 6/11/07 COA Standards Revised Date: 6/1/05 Date: 7/7/05 |
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9.1 Credential Verifications

Policy: All professional personnel are expected to produce verification of their academic and/or professional credentials within 90 days of their hire date. The following positions are among those requiring credential verification:

- Therapist (licensed or unlicensed)
- Teacher (certified or uncertified)
- Certified Alcohol and Drug Counselor

There may be other professional positions that require (based on the qualifications listed on the job description) verification of academic diplomas, trainings or credentials.

Procedure: The employee, as a condition of employment, must forward the required documentation to the Human Resources Department within 90 days of hire. The documents are kept in the employee's personnel file, and may require periodic updating. The HR Department monitors those positions requiring credential verification to ensure that personnel files are complete.

Where applicable, employees will be required to renew their credentials to maintain their professional standing. These documents should also be forwarded to the HR Department so that the personnel file can be updated.

For professionals working for Looking Glass under independent contracts, they will be required to submit the necessary documentation with the Contractor Agreement Form to the Director of Finance.

Christy Mafoti, (she/her) PHR, SHRM-CP
Human Resources Director
Looking Glass Community Services
1790 W. 11th Ave. Suite 200
Eugene, OR 97402
Phone: (541) 246-2259
Fax: (541) 345-7605
www.lookingglass.us



Looking Glass
Community Services

Building a better future for youth and families

From: Cheryl Zwillinger <cheryl.zwillinger@lookingglass.us>
Sent: Wednesday, February 12, 2020 3:02 PM

LOOKING GLASS PERSONNEL POLICIES & PROCEDURES

9.16 Equal Employment Opportunity

Policy: Looking Glass provides equal employment opportunities to all employees and applicants, regardless of non-job related characteristics such as race, color, religion, creed, political beliefs, national origin, ancestry, age, gender, gender identity, gender expression, sexual orientation, marital status, pregnancy, disability, genetic information, military or veteran status, and any other protected class in accordance with state or federal law. Discrimination is prohibited in all aspects of employment against persons with disabilities who otherwise are qualified, and with our without reasonable accommodation can perform the essential functions of the job. The Agency complies with applicable federal and state laws governing nondiscrimination in employment.

This policy applies to all terms and conditions of employment, including hiring, compensation, promotions, fringe benefits, classification, referral, training, leaves of absence, termination, layoff, and recall. While Looking Glass strives for internal equity within each program and Agency-wide, certain aspects of employment at Looking Glass—such as compensation and training opportunities—may be limited to individual program budgets.

Questions or concerns regarding the application of this policy should be forwarded to the Human Resources Director.

Looking Glass Agency Policy and Procedure Manual

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| Developed by: Karen Gardner COA Standard: The standards in this section have been relocated to HR 1, HR 3, and HR 5. Approved by: Management Team Approved by: Board of Directors | Date: 5/25/05 Updated: 12/07/09 COA Standards Revised Date: 6/1/05 Date: 7/7/05 Date: 11/1/10 |
|--|---|

| | MONTHLY EXPENSE | Y.T.D. EXPENSE | Y.T.D. BUDGET | UNDER BUD. (OVER)BUD. | ANNUAL BUDGET | PERCENT SPENT | BALANCE REMAINING |
|------------------------------------|--------------------|-------------------|------------------|--------------------------|------------------|------------------|----------------------|
| | ===== | ===== | ===== | ===== | ===== | ===== | ===== |
| Total Office Expenses | 1,187 | 9,949 | 13,295 | 3,346 | 19,308 | 52% | 9,358 |
| Operations: | | | | | | | |
| Taxes & Fees | 2 | 1,687 | 1,040 | (647) | 1,560 | 108% | (127) |
| Insurance | 557 | 4,153 | 9,699 | 5,546 | 14,549 | 29% | 10,396 |
| Meeting Expense | 0 | 197 | 50 | (147) | 100 | 197% | (97) |
| Staff Recruiting | 0 | 0 | 150 | 150 | 150 | 0% | 150 |
| Vehicle Expense | 0 | 129 | 70 | (59) | 140 | 92% | 12 |
| Program Equipment Exp. | (68) | 16 | 0 | (16) | 0 | 0% | (16) |
| Total Operations | 491 | 6,183 | 11,009 | 4,827 | 16,499 | 37% | 10,316 |
| Facilities & Equipment: | | | | | | | |
| Rent | 10,972 | 71,724 | 49,197 | (22,527) | 73,796 | 97% | 2,072 |
| Utilities | 1,173 | 5,898 | 2,733 | (3,165) | 4,100 | 144% | (1,798) |
| Repairs & Maintenance | 55 | 2,397 | 1,000 | (1,397) | 1,500 | 160% | (897) |
| Household/Program Supplies | 1 | 389 | 520 | 131 | 780 | 50% | 391 |
| Total Facilities | 12,201 | 80,408 | 53,451 | (26,957) | 80,176 | 100% | (232) |
| Travel and Education: | | | | | | | |
| Conferences | 0 | 0 | 0 | 0 | 75 | 0% | 75 |
| Business Travel | 0 | 24 | 100 | 76 | 300 | 8% | 276 |
| Total Travel & Education | 0 | 24 | 100 | 76 | 375 | 6% | 351 |
| Client Services: | | | | | | | |
| Food | 0 | 229 | 3,000 | 2,771 | 5,000 | 5% | 4,771 |
| Transportation | 0 | 78 | 180 | 102 | 300 | 26% | 222 |
| Clothing | 0 | 14 | 240 | 226 | 400 | 4% | 386 |
| Incentives, Allowances | 0 | 19 | 0 | (19) | 0 | 0% | (19) |
| School Fees | 0 | 34 | 0 | (34) | 0 | 0% | (34) |
| Instructional Materials | 19 | 335 | 1,000 | 665 | 2,000 | 17% | 1,665 |
| Misc. Client Services | 0 | 14 | 420 | 406 | 700 | 2% | 686 |
| Total Client Services | 19 | 723 | 4,840 | 4,117 | 8,400 | 9% | 7,677 |
| Miscellaneous: | | | | | | | |
| Indirect Charge | 3,383 | 27,063 | 27,063 | 0 | 40,595 | 67% | 13,532 |
| Total Misc. | 3,383 | 27,063 | 27,063 | 0 | 40,595 | 67% | 13,532 |
| Capital Expenditures: | | | | | | | |
| Depreciation | 3,850 | 39,100 | 683 | (38,417) | 1,024 | 3818% | (38,076) |
| Total Capital Expenditures | 3,850 | 39,100 | 683 | (38,417) | 1,024 | 3818% | (38,076) |
| Total Expense | 33,554 | 258,005 | 263,489 | 5,483 | 396,695 | 65% | 138,690 |
| Net Resources | 10,075 | 20,480 | (42,689) | (63,169) | (48,695) | | (69,176) |
| Less Carry-Over | 0 | (97,461) | 0 | 97,461 | 0 | | 97,461 |
| Net Income (Loss) | 10,075 | (76,981) | (42,689) | 34,292 | (48,695) | | 28,286 |

Looking Glass Community Services

048 RIVERFRONT SCHOOL
 Cost Center Budget Report 048
 Fiscal Period 8
 ENDING 2/29/2024

| | MONTHLY REVENUE ===== | Y.T.D. REVENUE ===== | Y.T.D. BUDGET ===== | UNDER BUD. (OVER)BUD. ===== | ANNUAL BUDGET ===== | PERCENT COLLECTED ===== | BALANCE TO COLLECT ===== |
|--------------------------------|-----------------------------|----------------------------|---------------------------|-----------------------------------|---------------------------|-------------------------------|--------------------------------|
| EXTERNAL RESOURCES: | | | | | | | |
| ODE NUTRITION | 0 | 0 | 3,000 | 3,000 | 5,000 | 0% | 5,000 |
| 4 J SCHOOL DIST. FEES | 24,045 | 89,673 | 60,000 | (29,673) | 100,000 | 90% | 10,327 |
| SPRINGFIELD SCHOOL DIST. | 6,224 | 23,638 | 31,800 | 8,162 | 53,000 | 45% | 29,362 |
| BETHEL SCHOOL DISTRICT REVE | 7,924 | 32,178 | 42,000 | 9,822 | 70,000 | 46% | 37,822 |
| UNITED WAY | 0 | 0 | 30,000 | 30,000 | 30,000 | 0% | 30,000 |
| DONATIONS | 0 | 225 | 0 | (225) | 0 | 0% | (225) |
| FEES FOR SERVICE | 5,436 | 37,408 | 54,000 | 16,592 | 90,000 | 42% | 52,592 |
| MISC. GRANTS/FEES | 0 | (2,098) | 0 | 2,098 | 0 | 0% | 2,098 |
| Total | 43,630 | 181,024 | 220,800 | 39,776 | 348,000 | 52% | 166,976 |
| INTRA AGENCY RESOURCES: | | | | | | | |
| Carry-Over | 0 | 97,461 | 0 | (97,461) | 0 | 0% | (97,461) |
| Total Intra Agency | 0 | 97,461 | 0 | (97,461) | 0 | 0% | (97,461) |
| Total Resources | 43,630 | 278,485 | 220,800 | (57,685) | 348,000 | 80% | 69,515 |

| | MONTHLY EXPENSE ===== | Y.T.D. EXPENSE ===== | Y.T.D. BUDGET ===== | UNDER BUD. (OVER)BUD. ===== | ANNUAL BUDGET ===== | PERCENT SPENT ===== | BALANCE REMAINING ===== |
|--------------------------------|-----------------------------|----------------------------|---------------------------|-----------------------------------|---------------------------|---------------------------|-------------------------------|
| EXPENDITURES: | | | | | | | |
| Payroll Expense: | | | | | | | |
| Salaries-Staff | 8,384 | 61,003 | 110,837 | 49,834 | 166,255 | 37% | 105,252 |
| Wages - Youth | 0 | 83 | 0 | (83) | 0 | 0% | (83) |
| Performance Bonus | 88 | 5,936 | 0 | (5,936) | 0 | 0% | (5,936) |
| Total Payroll | 8,472 | 67,022 | 110,837 | 43,815 | 166,255 | 40% | 99,234 |
| Fringe Benefits: | | | | | | | |
| Payroll Taxes-Staff | 815 | 6,616 | 16,094 | 9,478 | 24,141 | 27% | 17,525 |
| Payroll Taxes-Youth | 0 | 15 | 0 | (15) | 0 | 0% | (15) |
| Employee Benefits | 1,644 | 11,876 | 22,029 | 10,153 | 33,043 | 36% | 21,167 |
| Pension Expense | 0 | 2,026 | 1,496 | (531) | 2,991 | 68% | 965 |
| PTO Expense | 0 | 2,714 | 0 | (2,714) | 0 | 0% | (2,714) |
| Total Fringe Benefits | 2,459 | 23,247 | 39,618 | 16,371 | 60,175 | 39% | 36,928 |
| Contract Services: | | | | | | | |
| Contract Services-Firm | 1,494 | 4,287 | 2,592 | (1,695) | 3,888 | 110% | (399) |
| Total Contract Services | 1,494 | 4,287 | 2,592 | (1,095) | 3,888 | 110% | (399) |
| Office Expenses: | | | | | | | |
| Office Supplies | 27 | 338 | 237 | (101) | 345 | 98% | 7 |
| Copying | 176 | 1,008 | 1,480 | 472 | 2,220 | 45% | 1,212 |
| Telephone | 727 | 3,718 | 8,333 | 4,615 | 12,500 | 30% | 8,782 |
| Postage and Shipping | 148 | 745 | 600 | (145) | 900 | 83% | 155 |
| Dues,Membership,Publications | 0 | 0 | 1,200 | 1,200 | 1,200 | 0% | 1,200 |
| Printing | 0 | 610 | 50 | (560) | 50 | 1220% | (560) |
| Office Equipment Expense | 0 | 339 | 0 | (339) | 0 | 0% | (339) |
| Computer Hardware Expense | 0 | 107 | 0 | (107) | 0 | 0% | (107) |
| Software Expense | 109 | 3,085 | 1,395 | (1,690) | 2,093 | 147% | (992) |