



BOARD OF TRUSTEES MEETING

The mission of this Board of Trustees is to champion the cause of students in public education by establishing the framework through which all educational resources are maximized.

Regular School Board Meeting

Meeting Minutes

*KalisPELL Middle School
Library Media Center
205 Northwest Lane
KalisPELL, MT 59901
10/10/2017 06:00 PM*

1. CALL TO ORDER

Members Present: Chair Lance Isaak, Vice Chair Jack Fallon, Anna Marie Bailey, Mark Kornick, Bette Albright, Diane Morton Stout, Mary Ruby, Joe Brenneman (7:35), Jon Endresen, Frank Miller

Members Absent: Mary Tepas

Officials Present: Superintendent Mark Flatau, Assistant Superintendent Andrea Johnson, FHS Principal Michele Paine, Edgerton Principal Merisa Murray, Edgerton Assistant Principal Jen Stein, HR Director Tracy Scott, IT Director Rich Lawrence, Transportation Director Annie Jensen, KMS Principal Tryg Johnson, KMS Assistant Principal and Activities Director Dallas Stuker, Food Service Director Jana Graham

Others Present: Food Corps Volunteer Caitlin Coghlan, Owner's Representative Erick Enz, KMS Student Resource Officer Jordan Venezio, Instructional Coach Kelli Thomas, KMS teacher Buck Measure, Hillary Mathison from the DIL, Community Members: Jenna Snell, Rebecca Linden, Lane Huffman, Nancy Easley, Heather Liebe, Carrie Smith, Jason Cohen, Philip Macdonald, Rory Young, Lindsey Bushnell, Teresa Litchfield, Grant Snell, Bryson Pelc, Teryn Waldenberg, Jordan Boyce, Shannon Eve, Jeffrey T. Noullet, Frederick Owens, Edward Eve, Ryan Stoll,

2. PLEDGE OF ALLEGIANCE

Chair Isaak called the meeting to order at 6:00 pm with the Pledge of Allegiance.

3. APPROVAL OF MINUTES

(Action)

Chair Isaak asked the Board to make a motion to approve the minutes from the Sept. 12, 2017 and Sept. 26, 2017 meetings. Board

Trustee Miller made a motion to approve the minutes from the Sept. 12, 2017 and Sept. 26, 2017 meetings. Board

Trustee Albright seconded the motion.

Motion carries unanimously.

4. RECOGNITIONS AND REPORTS

(Information)

Chair Isaak introduced the next item on the agenda, Recognitions and Reports.

a. RECOGNITIONS

(Presentation)

Chair Isaak stated that he had a surprise recognition to announce. Superintendent Mark Flatau was chosen as the Northwest Regional Superintendent of the Year for 2017 by the Montana Association of School Superintendents. The award is voted on by all of the Superintendents in the state. Flatau stated that he was very humbled by the honor and noted that anyone of his

colleagues would have been deserving of the honor.

i. Food Corps Volunteer, Caitlyn Coughlin

Food Service Director Jana Graham introduced Caitlyn Coughlin who is in her 2nd year as a Food Corps volunteer for KPS stating that the District has been lucky to have some fantastic volunteers over the years and Caitlyn is no exception. Caitlyn updated the Board on the things that she is doing in the District stating that she helps coordinate the gardens outside. "We get students into the soil and working with it, asking 'where does food come from?' " Caitlyn works mostly at Hedges, Elrod, and KMS. Caitlyn helps with cooking classes and monthly taste tests in the cafeteria utilizing the harvest of the month. The test this month was a kale smoothie. The students are asked for feedback and they can check "Tried it...Liked it...or Loved it." Caitlyn says that the Food Corps tries to promote a culture of health and has been in the District for about 5 years. KPS is one of the leaders in Farm to School.

Caitlyn stated that the district formed our first healthy school team with teachers and Administration and rebranded the Central Kitchen with signs made by wood shop, ie: Lions Den, This n That and Kali Garden. Caitlyn is working on the program Smarter Lunchrooms with Elrod and she worked on the Wellness Committee team to write the updated wellness policy. Moving forward, Caitlyn will be implementing school wide composting, painting a mural, including Indian Ed for all, and identifying an organization to come in and take of our Garden in the summer. Caitlyn says her ultimate goal is to create healthy school teams at the elementary schools and figure out how will these programs move forward when a Food Corp volunteer is not involved.

b. STUDENT REPORTS

(Presentation)

i. FHS

FHS Senior Class President John Hinchey gave the Board and update on FHS happenings.

- Due to the recent cyber threat, we missed 3 or 4 days of school and it really did throw off our whole scheduling, testing, and activities.
- Homecoming week. Decorated the school on the Sunday before by black lighting the senior hall. Things like this brings the school spirit up.
- Dress up days: different theme each day of Homecoming week. We have an Assembly style Pep rally where we play games with staff and students to get them ready for the Game. The Homecoming Dance had a record setting number of students attend, over 1200 kids! Lots of community support from Toyota and the City, and the FHS parent group chaperoned the dance.
- Fall blood drive today, Gets students aware of the effect on the community
- National Honor Society induction of 22 students.
- Classes are great, things are really rolling,

ii. GHS

GHS Senior Nick Brester gave the Board an update on his recent trip to the Oregon Shakespeare Festival:

- held in Ashland yearly at Southern Oregon University
- Only 12 students selected to go on the trip.
- Theater has been a part of my life since I was a freshman.
- Parents both involved in theater. I Have been in every show but 2 since starting at GHS. I volunteer my summers at Alpine Theatre in Whitefish learning the trade and technical stuff.

At the Oregon Shakespeare Festival:

- largest repertory theater in North America, that means they are running more than one show in the same space. Oregon runs 12 shows across 3 theatres.
- Thomas Theatre, black box style
- Angus Bohmer, proscenium style, performance hall type
- Elizabethan, Shakespearean, bleacher style seats.
- Application by students, write a paragraph summary of why they are deserving of going on this trip
- Accompanied by 5 teachers, one principal
- students have to earn through fundraising, etc.
- Intensive process for those interested in Theatre, Actor of the company meets the students for 2 hour training camp, Storytelling workshop, Lithia Park for lunch
- see 2 shows a day, 8 shows in 4 days.
- Gained experience and get to give back to our classes.

- Had the opportunity to see the best of the best perform a show and now we are performing it.

iii. KMS

None

c. BUILDING UPDATE - KMS

(Presentation)

Kalispell Middle School Principal Tryg Johnson gave the Board an update on his building:

- The year got off to a great start, but a weird start with the smoke, the cyber threats, etc.
- Wanted to focus on the very first day of school for Teachers and Staff.
- We did Run, Lock, Fight.
- Staff stated that it was one of the most meaningful trainings they've had, very empowering, helpful and really shifted our viewpoints and how we've handled emergencies.
- Tryg introduced the KMS Student Resource Officer: Jordan Vinezio.
- based on 160 active threats incidents, and found that three things are what save lives. Run, Lock, or Fight
- RLF Group travels around to all schools, communities, and some businesses.
- Ensure safety, deal with Anxiousness of kids, questions of parents.
- Everybody locks, look for what you are going to use to fight. Teacher then debriefs what they did with kids.
- Go over barricades, fight options, questions.
- Talked to kids in home base as to why we do this.
- Tryg: still getting feedback from teachers. biggest issue is what if...based on scenarios we can't predict. this program gives you a lot of options.
- Curious to how kids respond to these drills?
- 110 6th graders today, they have more questions and anxiety and aren't quite sure of the reasoning. 8th graders are a little more used to it and maybe understand it a little more.

5. PUBLIC COMMENT

Chair Isaak asked if any member of the audience wished to comment on a matter not on the agenda, further stating that the Board could not take action on any matter brought up in public comment because the public had not previously been notified of the matter. No Public Comment was offered.

6. OLD BUSINESS

Chair Isaak introduced the next item on the agenda, Old Business.

a. ELEMENTARY ENROLLMENT RE-ZONING

(Information)

Flatau gave an update on the elementary re-zoning stating that there has been a bit of a revision on the timeline. January 9th is the target date for a final decision to be made still giving the district October, November, and into December to have a lot of discussion and input. The first round of Public Forums has been planned for Thursday October 19th, Monday October 23rd, and Thursday October 26th. Flatau noted that the district will still consider the grandfathering of children into the school they have attended, if possible, and that there are no plans to change our current In District Transfer Request, Policy #3142. Flatau then presented the flyer announcing the 3 upcoming Community Forums stating that each meeting will be a repeat of information so people don't need to attend all three.

At the Community Forums there will be four display boards for the current four proposals with large maps with streets labeled, etc. The district wants to be able to explain the proposals and answer questions and take comments. "What plan we end up with may be different than the four proposals we have now." stated Flatau. There will be a process at each of the forms for attendees to provide written feedback and visual feedback. This will not be a debate, but a chance for clarification and discussion.

Transportation Director Annie Jensen presented the 4th proposal. Flatau explained Jensens background with Edulog and the software abilities adding that "We want our community to know that we are literally saving thousands of dollars by doing it in house." All attendance zones have to be reduced in order to accommodate a new school and when one boundary is adjusted other boundaries have to be adjusted in order to get a balance. The goal is to keep the schools that are nearest to the most future residential growth potential, Edgerton, Peterson, and the new elementary, to stay at the 75% enrollment level so the boundaries don't have to be revisited again in 5 years.

Jensen then revisited Plans A, B, and C showing first the current enrollment zones and student population in each zone.

Jensen stated that the idea is to impact the least amount of students as possible, but with proposal D, 2 schools would have to

cross the Hwy 2 border, and they would be split for the High School purposes. Flatau added that it will be very difficult to keep all current students at one elementary going to one High School. It has been determined that currently, if Highway 2 (Idaho Street) was the *High School Boundary, only 19 students would be effected*. Jensen shared a spreadsheet showing the number of students who would have a change in neighborhood school. Currently, many of those students zoned for one school are already displaced to another school. Flatau explained 'displaced students' to the audience stating that all 5 elementary's are over capacity so when a new family moves into a neighborhood there may not be room for them at their grade level at that school and the student may need to be placed at a different school. "We really work hard to avoid splitting a family but sometimes it is unavoidable. and so we are grateful to our community that we can build a new school to help with this".

There was a question from a Hedges parent in the audience regarding newly presented Option D. "Why wasn't that one of the first options, it seems like a naturally superior one?"

Vice Chair Fallon stated that "this is not a one and done option, this is a process. This is not absolute. No magical button that brings the best out right away. Not every option is clear from the beginning. We are not absolute until we thing have considered all the options we can consider."

Flatau added that while Hedges parents may feel that Option D is the best plan, 'But if I am an Edgerton parent who is 3 blocks from Edgerton, but now, on Option D is going to Hedges, 'that is Heartburn for me". It's a balance that has to be found.

Jensen was questioned as to how she sets the parameters for the program to determine the options and stated that she tried to use natural borders, but that like a balloon, when you move one part, it moves another part. Jensen tried to bring the Board several different options to consider and there may be more options still to come.

Hedges parent Rebecca Linden thanked Flatau and Jensen for responding to comments stating that she was very thankful for that.

There was some confusion as some parents thought the board had already adopted these options. The Board explained that this is an ongoing process and these options are only preliminary, subject to modification and the final decision will not be made until January.

Hedges Parents then had a spokesman speak on their behalf. Jason Cohen, representing others from the Hedges community thanked the Board for putting this on the agenda and thanking the Board for the work they do to support public education. Cohen stated that the parent's realize this is a challenging process and there is no way to make everyone happy. Cohen added that the first 3 proposals seemed to raise concerns for our kids and crossings and the integrity fo our communities. Cohen went on the summarize the guidelines that the Board is looking at when making the re-zoning decisions and added commentary as to how each relates to the concerns of his group.

Guideline 1. Maximize Safety of students by defining boundaries along major geographical features such as roads, rivers, and railroads. Try to minimize students' crossing over major roads if possible. Cohen stated that this is probably our greatest concern, especially for those kids who live north of 5th St. right now those kids have about a 4 block walk down pretty tranquil avenues. If you figure that there are maybe 50 kids in that block that are now going to be in Elrod and crossing 93 twice a day, 180 days a year that is 18,000 crossings per year and for those of us that see texting teenagers and distracted drivers blow those lights on main street the thought of 18,000 elementary crossing on main street per year is pretty frightening. The knee jerk response is that those kids are just going to have to be driven to school and there are going to be kids that will have to be driven but that also creates other problems when you have kids driven to school.

Guideline 2. Maximizing transportation efficiency and walkability whenever possible. Without going into the short comings of each of the proposals, we would just like to say that our current boundaries do a really good job of creating more walkability for kids. Lots of benefits for kids that walk to school. Issue of traffic and congestion.

Guideline 3. Attempt to keep identifiable community entities in tact. .current boundaries actually do a really good job of this, Options A, B, and C do create a pretty good amount of fragmentation as an example Plan C subdivides both the eastside and westside neighborhoods, creating a serpentine Elrod district that cuts across three distinct neighborhoods. Not to say that is a criticism or anything but really, we all agree that preserving those neighborhood entities is important, especially these days with diminished civic involvement and active members of a community, everyone is focused on social media, our neighborhoods have lost a lot of participation and community mindedness that I think gave them vitality historically. School Dist. that preserve neighborhood boundaries are important part of keeping that vitality and sense of community many of chose to live where we live based on our school. Most of us are involved in organizations like PTO and we want to build that sense of community and committed to Public Education. and realizing that not all neighborhoods are going to be able to be kept in tact but we'd encourage you as a Board to really look at options that really preserve the neighborhood boundaries as much as possible.

Finally, just want to emphasize the importance of the Final principle in that guide: Minimizing the number of student moves. Vice Chair Fallon then informed the speaker that his time was up, saying that he has had over 5 minutes and that the comments would be more appropriate for the Community Forum and that is really the inputting session.

JFEven though your comments are important and will be recorded in our minutes, but they are more appropriate at the Forum

where they can be discussed because the information at the forums is what is going to be brought back for the decision making at the board level.

Mr. Cohen stated that he would just like to end by saying he hopes the Board continues to be transparent, tonight has been a great example. throughout the redistricting process ,not a lot of hard data about how to redistrict, but parent engagement ends in the best result, a way we might do that better is by putting the streets on there and really making it more accessible for the average parent to be involved. We are all here because we support public education and we support the schools and we want ot partner with you on making our schools successful.

Chair Isaak thanked Cohen for his remarks and added that he hopes the parents will plan to attend the community forums. Isaak then asked if there were any other public comments.

Jordan Boyce told the Board that he and his family voted for bond because of the increased pressure at the school his son is enrolled in, "with the prospect of some of these plans, it felt like that compromised the integrity of the community we were talking about earlier just to have voted and taken on that financial responsibility I realize this is a processorial peire and I just wanted to provide that extra piece of information that I believe other parents have experienced that too, having voted for the bond to ease the overcrowding and then to face the prospect of being moved to a different school. Thanks,
Chair Isaak explained that when his daughter was enrolled she should have been at Peterson but was placed at Russell due to overcrowding so there are about 50 other parents that would be thrilled if their commute was shorter, I hope we can hear from those parents too.

Lindsey Bushnell: I just want to say If we can keep core walkability to every school that is important, it keeps transportation down, it gives the option of walking, my middle school child can walk my younger child home because he can ride a bus to Hedges I am just asking that the Board consider that, we're not moving kids out to allow other kids to be bussed or driven in. That is all I am asking.

Margarite Thomas: I wanted to add walking helps foster independence, since my son rides his bike to school and he is in that area that is considered for cutoff, that just makes it a lot easier and to say my daughter can't go to the same school and have the same teachers he had is really disappointing when we are in that core eastside area.

First forum is on the 19th

Flatau: we do have the ability to place the documents on our webstie. and could garner input and is something to consider moving forward.

BA: its such a pleasure to see this whole system work of people coming to a public meeting and voicing their opinion and Board members listening and getting the feeling that we can work together we can make this work. Because you are concerned about your children's safety and we are concerned about your children's safety and after what we have all gone through in the United States in the past few months here in Kalispell Mt, look what's happened tonight we 've come and weve expressed our opinions and were gonna work together and were gonna get this done.

Rubyj: But remember we haven't heard from the other elementary's yet. Edgerton has to cross Hwy 93 as well from NorthRidge.

Yeah, but they are not walking.

Yes they are. My kids walked.

Merisa: kids who walk from the Mountain Villa Apartments by the Home Depot, across Hwy 93 ot Edgerton everyday.

Wow.

Does that mean the previous generation was heartier?

Rebecca, was the other generation heartier? WE are not saying the kids shouldn't walk, we are not sayin gthey shouldn't bike, we are not saying we have less hearty children , we are not saying my precious child shouldn't have to walk,

That was in reference to the 'uphill both ways' saying, it was a joke.

But we are not saying they shouldn't walk, we just want a safe way for them to walk.

b. MISSED SCHOOL DAY MAKE UP PLAN

(Action)

Flatau went over the plan for missed school days make up, as presented. It was pointed out that the plan should state October 25th not May 25th.

Trustee Bailey made a motion to approve the resolution: Whereas the Board of Trustees for Kalispell Public Schools declare that the cancelling of school on Monday, September 19 was based on an unforeseen emergency as a result of threats made to local schools, this day shall not be made up under the provisions of Statute 20-9-806.

Trustee Morton Stout seconded the motion.

Motion carries unanimously.

Trustee Bailey made a motion to extend the school day on October 25, 2017 as well as attend school on January 2nd, 2018.

Trustee Miller seconded the motion.

Motion carries unanimously

c. MONTHLY BUDGET REPORT

(Information)

Flatau presented the Monthly Budget report for absent Finance Director Gwyn Andersen.
There is no discussion.

7. NEW BUSINESS

Chair Isaak introduced the next item on the agenda, New Business.

a. NEW ELEMENTARY PRINCIPAL SELECTION

(Action)

Flatau made the recommendation for the Board to approve Merisa Murray, current Edgerton Principal, as the Principal of the new elementary school and for Jen Stein, current Assistant Principal at Edgerton, to step into the role of Principal at Edgerton. Flatau reminded the Board that Edgerton will not need an Assistant Principal once the new school opens. **Trustee Bailey made a motion to approve Merisa Murray as the Principal of the new elementary and Jen Stein as the Principal of Edgerton elementary, beginning with the 2018-2019 school year. Trustee Albright seconded the motion. Motion carries unanimously by elementary trustees.**

b. LEC PROJECT DELIVERY METHOD

Rory Young from Jackola shared an update on the LEC project stating that it has been lots of fun working with LEC Director Jodie Barber, Superintendent Mark Flatau, and Owners Representative Erick Enz, and the LEC staff. The group has been working through coordinating needs and wants and wishes, trying to tie it all together with a scope of work that can move forward within the budget. Young talked about the alternative project delivery method, as presented. The LEC is a complex building and the group is trying to turn it into a more cohesive space. Young is hoping to get some work done during Christmas Break.

Trustee Ruby made a motion to approve moving forward with CMAR project delivery method for the Linderman Education Center.

Trustee Bailey seconded the motion.

Motion carries unanimously.

Trustee Brenneman will abstain as he just arrived.

Lane Huffman from Langlas Construction is the Job Superintendent for the new school construction.

Huffman gave the Board an update stating that his crew is framing walls off site, and as soon as the skeleton of the building is up on site they will start trucking in walls. Huffman stated that it is going well and "we will have a building by Thanksgiving." Huffman added that he recently gave a tour of the site to the GHS construction class.

Asphalt will start on Oct. 23rd, with curbs going in the middle of next week. Huffman would love to have kids sign the gym floor in the spring.

Flatau added that the tentative staffing date is set for spring break.

c. CONTRACTS

Owner Representative Erick Enz gave a quick update on other construction projects stating that in regards to the 5 elementary projects the team is working on a preliminary budget right now. The Vo Ag project is scheduled to start with an initial meeting and Erick will let Beth know so she can get it on the schedule.

i. CONSTRUCTION CONTRACTS

Erick explained that Items in Yellow are part of Change Order 2.

Trustee Miller made a motion to approve Langlas Change Order 2.

Trustee Bailey seconded the motion.

Motion carries unanimously by elementary trustees only

ii. CITY OF KALISPELL

Flatau explained that the contract the district has with the city has not been updated with the addition of the 3rd Student Resource Officer, adding that that is the only change ...reordering of scope of service and salary and

benefits reflecting 3 officers instead of 2, contract is through 2021-2022.

Trustee Ruby made a motion to approve the SRO contract for KMS.
Trustee Bailey seconded the motion.
Motion carries unanimously for elementary only

Trustee Ruby made a motion to approve the SRO contract for the High School
Trustee Bailey seconded the motion.
Motion carries unanimously.

d. POLICY UPDATES - FIRST READING

(Discussion)

Trustee Albright made a motion to delete Policy 4600 - No Child Left Behind
Trustee Miller seconded the motion.
Motion carries unanimously.

Trustee Miller made a motion to table Policy 4210 for further discussion in Policy Committee
Trustee Bailey seconded the motion.
Motion carries unanimously.

Policies pass First Reading.

- i. Policy 2333 - Participation in Commencement Exercises
- ii. Policy 3110 - Entrance, Placement, and Transfer
- iii. Policy 3121 - Enrollment and Attendance
- iv. Policy 3125 and 3125F - Education of Homeless Children
- v. Policy 3224 - Student Dress
- vi. Policy 3416 - Administering Medicine to Students
- vii. Policy 5120 - Hiring Process and Criteria
- viii. Policy 5420 - Paraprofessionals
- ix. Policy 3300 - Suspension and Expulsion-Corrective Actions and Punishment
- x. Policy 4210 - School-Support Organizations, Boosters and Fundraising

There was discussion related to Policy 4210 and the expectations from Booster Clubs, etc. It was decided to table this Policy update and take it back to the Finance committee and Policy Committee for discussion with the AD's and Booster Club representatives.

- xi. Policy 4330F - School Facilities and Grounds Use and Release of Liability Agreement
- xii. Policy 5010 - Equal Employment Opportunity and Non-Discrimination
- xiii. Policy 8100 - Transportation
- xiv. Policy 3413F1 - Medical Exemption Form
- xv. Policy 5122F - Applicant Rights and Consent to Fingerprint
- xvi. New Policy 2150 - Suicide Awareness and Prevention
- xvii. New Policy 5220 - Prohibition of Aiding Sexual Abuse
- xviii. New Policy 5420F - ESSA Qualification Notifications
- xix. New Policy 3124 - Military Compact Waiver
- xx. New Policy 4350 - Website Accessibility and Nondiscrimination

8. CONSENT AGENDA

(Action)

Vice Chair Fallon made a motion to approve the Consent Agenda as presented.
Trustee Ruby seconded the motion.
Motion carries unanimously

- a. FINANCIAL REPORTS/ BILLS AND PAYROLL (Consent Agenda)
- b. PERSONNEL ACTION ITEMS (Consent Agenda)
- c. BUS DRIVER CERTIFICATION LIST (Consent Agenda)
- d. FUNDRAISING REQUESTS (Consent Agenda)
- e. TRAVEL REQUEST (Consent Agenda)
- f. TUITION
- g. CONTRACTS

9. INFORMATIONAL ITEMS AND REPORTS

(Information)

Chair Isaak introduced the next item on the Agenda, Informational Items and Reports.

a. TRUSTEE REPORTS (Information)

Trustee Bailey: KEF received 9 grant applications from all around the district. That is the most we've received. We have a good group to go through them and we have worked with some different businesses in town to help us pay for them and even though we don't have a director we still have volunteers.

Trustee Kornick: As the population of a great city increases it changes a city and that is evident tonight.

Trustee Albright: Mary Tepas and I met with Sara Cole for the Special Ed meeting, that was nice. Mark and I went to a workshop on open meeting laws by MTSBA learned a lot while I was there. Mark, Diane, Jack and I visited FHS and visited an IB classroom, half floors, and auxiliary gym where construction is going to be done. A weakness the district may have: pertaining to Trustees involvement in the interview team, when we have interviews that include School Board members, we should advertise those on our website as a committee of the Board. the Public can show up and sit in on that interview as they so choose. does not include the deliberations of the committee.

Trustee Ruby: headed to MCEL next week Wednesday, Thursday, and Friday,

Chair Isaak: giving a shout out to all the teachers and administrators to all the extra mile they go to with after school hours.

b. ADMINISTRATOR REPORTS (Information)

i. Superintendent

Flatau went over the Elementary School Naming committee recommendations, as presented.
Anna Marie will serve on the committee and Bette will Chair the committee.

ii. Assistant Superintendent

Assistant Superintendent Andrea Johnson shared her Curriculum Update, as presented.

10. ADJOURNMENT

(Action)

Chair Isaak called for a motion regarding the adjournment of the meeting.

Trustee Bailey made a motion to adjourn the meeting.
Trustee Albright seconded the motion.
Motion carries.
Meeting adjourned at 8:25pm

Chair of the Board

Date

Clerk of the Board

Date

Secretary of the Board

Date

11. ACCOMMODATIONS