



## OE-5: FINANCIAL PLANNING

**The Superintendent shall develop and present to the Board a multi-year financial plan that is related directly to the Board’s *Results* priorities and *Operational Expectations* goals, and that avoids long-term fiscal jeopardy to the district.**

**Superintendent Interpretation:**

I interpret “develop and present a multi-year financial plan” to mean that the district will provide financial information to the Board and stakeholders at regularly scheduled reporting periods.

The financial plan will include Adopted, First and Second Interim reports as well as debt service instruments which could include Certificates of Participation, General Obligation Bonds, Tax Revenue and Anticipation Notes, or other debt service.

Information presented to the Board will include options to maintain a balanced budget for the upcoming fiscal year.

I interpret “directly related to the Board’s *Results* priorities and *Operational Expectations* goals” to mean that information presented to the Board and stakeholders at regularly scheduled reporting periods will include funds identified to support the Strategic Plan 2019-2022 and key district initiatives.

**The Superintendent will develop a budget that:**

**5.1 Is in a summary format understandable to the Board and community, presented in a manner that allows the Board to understand the relationship between the budget and the *Results* priorities and any *Operational Expectations* goals for the year.**

**Superintendent Interpretation:**

I interpret this to mean that the key components of the Annual Adopted Budget will be summarized and presented to the Board. Accordingly, the Associate Superintendent for Business and Operations or designee will summarize the budget by explaining the total General Fund revenues and expenditures, the main type of anticipated expenditures within the General Fund, and the assumptions made in estimated revenues and expenditures. The relationship between the budget and the Results priorities and the Operational Expectations goals for the year will be presented to the Board by showing the percentage of funds allocated to the instructional program as compared to other operating expenditures, dedicated resources to major district strategies, and other related information. In addition, the Annual Adopted Budget document will meet the criteria for Meritorious Budget designation.

**Indicators of Compliance:**

- PowerPoint presentation from Annual Adopted Budget board meeting will include information outlined in the interpretation.
- Presentations and/or documents from board meetings regarding assumptions and allocations leading up to the approval of the Annual Adopted Budget.
- In addition to the state required budget document, the district will provide a user-friendly budget document which provides information on alignment with strategic plan; provides multi-year actual and budget forecasts; and provides understandable information for our community.

**Evidence of Compliance:**

	In Compliance	Not In Compliance
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**Board Findings:**

	In Compliance	Not In Compliance
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**The Superintendent will develop a budget that:**

**5.2 Clearly describes revenues and expenditures with adequate supporting detail.**

**Superintendent Interpretation:**

I interpret this to mean that the Annual Adopted Budget will follow the State required format to provide the various revenues expected to be received and the funds expected to be spent by the district during the period from September 1 through August 31 of the following year.

The Annual Adopted Budget will provide realistic assumptions regarding the major components of revenues and expenditures based on the best information known at the time. The Annual Adopted Budget will be submitted to the state officials with all required supporting documentation.

**Indicator of Compliance:**

- The most recent available fiscal year’s audited financial results will be used as evidence of whether budgeting methods are realistic and predictably attainable.
- The Annual Adopted Budget is posted on the district’s website within 24 hours after adoption.
- OSPI approves the district’s Annual Adopted Budget.

**Evidence of Compliance:**

In Compliance	Not In Compliance
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**Board Findings:**

In Compliance	Not In Compliance
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**The Superintendent will develop a budget that:**

**5.3. Shows the amount spent in each budget category for the most recently completed fiscal year, the amount budgeted for the current fiscal year, and the amount budgeted for the next fiscal year.**

**Superintendent Interpretation:**

I interpret this to mean that the Annual Adopted budget will provide a summary by program of the General Fund budgeted revenues and expenditures which will include three years of data.

I interpret the General Fund as defined by the Washington regulations. The first column will be the prior year actual expenditures. The second column will include budgeted expenditures for the current budget year followed by the next year’s budgeted expenditures. Programs are defined by the state accounting manual and include but are not limited to Regular Education, Special Education, Vocational Education, Compensatory Education, Supportive Series, etc.

**Indicator of Compliance:**

- Annual Adopted Budget includes the current budget plus three years of forecasts in alignment with state requirements.

**Evidence of Compliance:**

In Compliance	Not In Compliance
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**Board Findings:**

In Compliance	Not In Compliance
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**The Superintendent will develop a budget that:**

**5.4. Discloses budget-planning assumptions.**

**Superintendent Interpretation:**

I interpret this to mean that throughout the budget development process for the upcoming fiscal year, the Board will be provided in a public meeting the major assumptions used to determine projected revenues or expenditures.

Assumptions will include changes to the revenue limit funding as determined by the state, increases or decreases in state and federal funding, significant negotiated total compensation agreements (significant is defined as impacting the majority of the bargaining unit), anticipated cost increases including but not limited to insurance and utilities.

**Indicator of Compliance:**

- Documents from public board meetings which may include PowerPoint presentations as well as state required documents.
- Assumptions are stated in Budget presentation to the board.
- Annual Adopted Budget documents presented to the Board for the upcoming year.

**Evidence of Compliance:**

In Compliance	Not In Compliance
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**Board Findings:**

In Compliance	Not In Compliance
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**The Superintendent will develop a budget that:**

**5.5 Assures fiscal soundness in future years that includes provisions for reasonable contingencies.**

**Superintendent Interpretation:**

I interpret fiscal soundness to mean that the Annual Adopted Budget that is presented will show a positive General Fund ending fund balance. I also interpret fiscal soundness to mean that the ending fund balance will be no less than 5%.

**Indicators of Compliance:**

- Unaudited actuals for the prior year will show a positive ending fund balance.
- Annual Adopted Budgeted expenditures are in alignment with anticipated revenues and fund balance resources.
- Annual Adopted Budget will reflect at a minimum five percent general fund balance or the agenda item approved by the Board that specifically states the fund balance has been reduced.
- Annual Adopted Budget will provide for reasonable contingencies. Contingency funds are provided in order to allow the district to spend additional funds should we receive them or funds made available to allow for unexpected expenditures.
- The district maintains a multi-year budget forecast. Consideration of long-term financial impacts is part of decision making for any budget adjustments.

**Evidence of Compliance:**

In Compliance	Not In Compliance
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**Board Findings:**

In Compliance	Not In Compliance
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**The Superintendent will develop a budget that:**

**5.6 Provides necessary information to the Board on matters with a significant budgetary impact, allowing the Board adequate time to consider the information presented.**

**Superintendent Interpretation:**

I interpret this to mean that the Board will be made aware of any initiatives, purchases, or circumstances that may arise that would have a significant financial impact which would require a board approved budget extension to increase the adopted budget.

I interpret “adequate time” to be the time necessary for the Board to review information necessary to provide an opinion or guidance, no less than 24 hours from the point of discussion, unless there are emergency circumstances that require immediate action.

**Indicator of Compliance:**

- Monthly financial reports show current financial conditions of the district. Any deviations from the planned budget are noted on the monthly financial report.
- Board is provided communication regarding actions that would require a budget extension.

**Evidence of Compliance:**

In Compliance

Not In Compliance

**Board Findings:**

In Compliance

Not In Compliance

**The Superintendent will develop a budget that:**

**5.7 Reflects anticipated changes in employee compensation, including inflationary adjustments, step increases, performance increases and benefits.**

**Superintendent Interpretation:**

I interpret this to mean that the Annual Adopted Budget will include significant negotiated total compensation agreements with significant defined as impacting the majority of the bargaining unit.

The Annual Adopted Budget will include the most current information available regarding employee compensation or benefit information. Costs for wages, step increases, and changes to mandatory benefits, health insurance premiums, and related expenses are included in the Annual Adopted Budget.

**Indicators of Compliance:**

- Budget projections will include known costs for employee compensation that are consistent with the negotiated agreement and within the district’s means to pay.
- Budget projections will include changes in costs related to any changes in law related to employee compensation.

**Evidence of Compliance:**

In Compliance

Not In Compliance

**Board Findings:**

In Compliance

Not In Compliance

**The Superintendent will develop a budget that:**

**5.8 Includes such amounts as the Board determines to be necessary for its own governing function.**

**Superintendent Interpretation:**

I interpret this to mean that the Board of Directors provides a critical function in the support of school district operations and improvement. In order to perform the expected functions and duties, Board leadership must be developed and cultivated and, as such, the normal operations and professional development of the Board must be included as part of the annual operating budget.

**Indicator of Compliance:**

- The budget contains funds for anticipated Board activities, including attendance at state and national conferences, training and professional development, legislative advocacy, and community engagement opportunities.

**Evidence of Compliance:**

In Compliance

Not In Compliance

**Board Findings:**

In Compliance

Not In Compliance

**The Superintendent will develop a budget that:**

**5.9 Is based on reasonable consultation with appropriate constituent groups.**

**Superintendent Interpretation:**

I interpret this to mean that the annual budget is designed to address the comprehensive needs of the entire district and, as such, must allow for feedback and input from groups that are affected by the projected expenditures of an approved budget. The district values a collaborative approach to designing a budget that assists in prioritizing new initiatives, reflecting district goals and initiatives, and ensures that the focus is on student success.

**Indicator of Compliance:**

- The documentation of the budget formation process, including groups of constituents who can provide input to the decision-making process.
- A public hearing is scheduled prior to adopting the budget to provide opportunities for feedback

**Evidence of Compliance:**

In Compliance

Not In Compliance

**Board Findings:**

In Compliance

Not In Compliance

**The Superintendent will develop a budget that:**

**5.10 Plans for the expenditure in any fiscal year of more funds than are conservatively projected to be available during the year.**

**Superintendent Interpretation:**

I interpret this to mean that the annual expenditure budget cannot be more than the expected beginning fund balance plus revenues expected for the year.

**Indicator of Compliance:**

- The expenditures proposed in the annual budget is in alignment with anticipated revenues and fund balance resources.

**Evidence of Compliance:**

In Compliance

Not In Compliance

**Board Findings:**

In Compliance

Not In Compliance

**The Superintendent will develop a budget that:**

**5.11 Provides for an anticipated year-end fund balance of less than five percent of the projected revenue.**

**Superintendent Interpretation:**

I interpret this to mean that the budgeted beginning fund balance, revenues, and use of expenditures does not cause the ending fund balance to be below 5% percent of the projected annual revenue.

**Indicator of Compliance:**

- The general fund balance meets or exceeds the 5% reserve requirement.

**Evidence of Compliance:**

In Compliance

Not In Compliance

**Board Findings:**

In Compliance

Not In Compliance

**OPERATIONAL EXPECTATIONS (OE) POLICY**

**OE-6 Financial Administration**

<input checked="" type="checkbox"/>	Reasonable Interpretation and Indicators (RI)	_____	Date
<input type="checkbox"/>	Monitoring Report	_____	Date for re-monitoring

**SUPERINTENDENT CERTIFICATION:**

With respect to Operational Expectations Policy, OE 6, Financial Administration, the Superintendent certifies that the proceeding information is accurate and complete, and that the organization:

- Has reasonably interpreted the Board's values
- Is compliant
- Is compliant with the exceptions noted
- Is non-compliant

Executive Summary:

Signed: \_\_\_\_\_ Date: \_\_\_\_\_  
Superintendent

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**BOARD ACTION:**

With respect to Operational Expectations Policy, OE 6, Financial Administration, the Board finds that the organization is:

- Has reasonably interpreted the Board's values
- Has failed to reasonably interpret the Board's values
- Is compliant
- Is compliant, with the exception of specific policy sub-parts
- Is non-compliant

Commendations/Direction:

Signed: \_\_\_\_\_ Date: \_\_\_\_\_  
Board President



## OE-6: FINANCIAL ADMINISTRATION

**The Superintendent shall not cause or allow any financial activity or condition that materially deviates from the budget adopted by the Board; cause or allow any fiscal condition that is inconsistent with achieving the Board's *Results* priorities or meeting any *Operational Expectations* goals; or places the financial health of the district in jeopardy.**

**Superintendent Interpretation:**

I interpret "financial activity or condition" to mean expenditures or use of fund balance without Board approval throughout the fiscal year. This does not include uncontrolled circumstances such as a major increase in previously established costs such as energy-related expenditures or major unexpected maintenance expenditures.

I interpret "materially deviates" as exceeding 2% of total established revenue budgeted amount.

I interpret "fiscal condition" to mean an unbalanced current year budget or actions that cause an unbalanced budget. Unbalanced current year budget is defined as having a negative fund balance.

**The Superintendent will:**

**6.1 Assure that payroll and legitimate debts of the district are promptly paid when due.**

**Superintendent Interpretation:**

I interpret "payroll and legitimate debts of the district" to mean that all payments are legal, valid, and approved by the proper district authority.

I interpret "promptly paid when due" to mean that payments are made within a timeline that complies with the law, meets vendor/employee expectations, and avoids late payments or finance charges.

**Indicators of Compliance:**

- System or process errors do not affect the compensation of employee groups.
- Payroll taxes, retirement obligations, and other deductions are distributed to the associated governmental entity or vendor within statutory, contractual, or agreed-upon timelines.
- All other debts are paid within 30 days of receipt of invoice by Accounts Payable and/or as per contract agreements.
- No vendor action is taken against the district for late payments.

**Evidence of Compliance:**

	In Compliance	Not In Compliance
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**Board Findings:**

	In Compliance	Not In Compliance
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**The Superintendent will:**

**6.2 Assure that all purchases are made considering comparative prices of items of similar quality, considering a balance between cost and long-term quality and using competitive procurement procedures required by law.**

**Superintendent Interpretation:**

I interpret "comparative prices of items of similar quality" to mean that cost and value are included as criteria when making purchasing decisions for items which do not require a competitive bidding process.

**Indicator of Compliance**

- Purchases are made in accordance with administrative policies, state law and federal guidelines.

**Evidence of Compliance:**

	In Compliance	Not In Compliance
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**Board Findings:**

	In Compliance	Not In Compliance
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**The Superintendent will:**

**6.3 Coordinate and cooperate with the financial auditor for an annual audit of all district funds and accounts.**

**Superintendent Interpretation:**

I interpret this to mean that the district will provide timely and accurate schedules and information as requested by the Financial Auditor.

**Indicators of Compliance:**

- Financial Auditor reports no concerns regarding district cooperation with the auditing process.
- Completed annual audits and audited results are reported to all appropriate entities in accordance with statutory guidelines.

**Evidence of Compliance:**

In Compliance	Not In Compliance
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**Board Findings:**

In Compliance	Not In Compliance
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**The Superintendent will:**

**6.4 Make all reasonable efforts to collect any funds due the district from any source.**

**Superintendent Interpretation:**

I interpret “reasonable efforts” to mean that a procedure and process is in place to generate regularly scheduled invoices for amounts due to the district and that no material (as defined by external auditor) write-off of accounts receivable are made at the end of each year.

I interpret “any funds due the district” to mean federal, state, and miscellaneous/local accounts receivable in all funds.

**Indicators of Compliance:**

- State and federal payments are monitored against expected revenue.
- The prior year-end audit indicates no material (as defined by the state auditor) losses anticipated from accounts receivable.
- The district has procedures in place to minimize delinquent accounts receivable.
- The district has procedures in place for collection of student fines and fees.

**Evidence of Compliance:**

In Compliance	Not In Compliance
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**Board Findings:**

In Compliance	Not In Compliance
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**The Superintendent will:**

**6.5 Keep complete and accurate financial records by funds and accounts in accordance with Generally Accepted Accounting Principles (GAAP).**

**Superintendent Interpretation:**

I interpret this to mean that the district will prepare accurate and timely interim and year-end financial reports in conformity with GAAP and the Governmental Accounting Standards Board.

**Indicators of Compliance:**

- Interim and year-end financial reports conform to GAAP, Governmental Accounting Standards Board, and the Accounting Manual for Public School Districts in the State of Washington.
- The annual audit from the state auditor shows that the year-end financial reports are in compliance.

**Evidence of Compliance:**

In Compliance	Not In Compliance
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**Board Findings:**

In Compliance	Not In Compliance
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**The Superintendent will:**

**6.6 Publish a financial condition statement annually.**

**Superintendent Interpretation:**

I interpret “publish” to mean that the District makes the Adopted Budget Year-End Financial Report and Annual State Audit available to the public in written and electronic form.

I interpret “annually” to mean a report which contains fiscal information detail on a yearly basis.

**Indicators of Compliance:**

- The Adopted Budget, Year-End Financial Report, and Annual State Audit are submitted to the Board.
- The Adopted Budget, Year-End Financial Reports, and Annual State Audit are available to the public in written form and in electronic form on the district’s website.

**Evidence of Compliance:**

In Compliance	Not In Compliance
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**Board Findings:**

In Compliance	Not In Compliance
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**The Superintendent will:**

**6.7 Ensure that all required reports are accurate and filed in a timely manner.**

**Superintendent Interpretation:**

I interpret this to mean that all necessary reports as defined as federal, state, county, or city related to the district’s financial activity will be filed without error and within the timeframe in which they are due.

**Indicators of Compliance:**

- Accurate and timely Year- End Financial Reports conform to GAAP, Governmental Accounting Standards Board, and the Accounting Manual for Public School Districts in the State of Washington
- The district does not receive formal notification of any required financial reports that have not been filed accurately or returned funds due to reports that were past due.

**Evidence of Compliance:**

In Compliance	Not In Compliance
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**Board Findings:**

In Compliance	Not In Compliance
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**The Superintendent may not – without Board approval**

**6.8 Expend more funds than have been received in the fiscal year unless revenues are made available through other legal means, including the use of fund balances, the authorized transfer of funds from reserve funds or from tax anticipation notes.**

**Superintendent Interpretation:**

I interpret “may not expend more funds than have been received” to mean that the district must produce a balanced budget with revenues (as defined by GAAP) equal to or exceeding expenditures (as defined by GAAP) unless the district uses authorized reserves from the fund balance or other authorized district funds.

**Indicators of Compliance:**

- The Adopted Budget discloses estimated revenues and expenditures and any planned use of fund balance.
- Monthly financial reports indicate any deviations from planned fund balances and reserves.
- The Year-End Financial reports indicate actual revenues and expenditures and any use of fund balance.

**Evidence of Compliance:**

In Compliance	Not In Compliance
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**Board Findings:**

In Compliance	Not In Compliance
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**The Superintendent may not – without Board approval**

**6.9 Indebt the organization.**

**Superintendent Interpretation:**

I interpret “indebt the organization” to mean that any new debt, other than routine liabilities, will be Board approved. Routine liabilities will include such items as payroll due to hiring of staff, accounts payable, and Board approved contracts.

**Indicators of Compliance:**

- Any new debt such as Bonds and Revenue Anticipation Notes will have Board approval.
- Alignment with Board approved budget.

**Evidence of Compliance:**

In Compliance

Not In Compliance

**Board Findings:**

In Compliance

Not In Compliance

**The Superintendent may not – without Board approval**

**6.10 Expend monies from the reserve funds.**

**Superintendent Interpretation:**

I interpret “expend monies from reserve funds” to mean that the district will not, without direct Board approval or through the budgeting process, use funds in either an undesignated reserve fund set aside by GAAP or a Board approved designated reserve fund.

**Indicators of Compliance:**

- Interim and year-end reports for the current year will reflect fund balance reserves in line with Board approved use of reserve funds.
- The General Fund ending Fund balances meets or exceed the five percent reserve requirement.

**Evidence of Compliance:**

In Compliance

Not In Compliance

**Board Findings:**

In Compliance

Not In Compliance

**The Superintendent may not – without Board approval**

**6.11 Permanently transfer money from one fund to another.**

**Superintendent Interpretation:**

I interpret this to mean that the district will not make permanent financial transfers between funds, which are not Board approved and according to Generally Accepted Accounting Principles. Temporary transfers of funds will be allowed as long as a “blanket” resolution authorizing temporary transfers between funds for cash flow purposes is approved by the Board during the fiscal year.

**Indicator of Compliance:**

- All actual financial transfers between funds are included in the annual budget approved by the Board or are separately approved by the Board.

**Evidence of Compliance:**

In Compliance

Not In Compliance

**Board Findings:**

In Compliance

Not In Compliance

**The Superintendent may not – without Board approval**

**6.12 Receive, process or disperse funds under controls that are insufficient under generally accepted accounting procedures.**

**Superintendent Interpretation:**

I interpret this to mean that internal controls over the financial reporting process and over compliance are annually evaluated and documented and are in compliance with GAPP. Internal controls will also be in compliance with other related requirements as established by law.

**Indicators of Compliance:**

- Budget staff monitor school site and program transactions to ensure expenditures are in compliance with required guidelines.
- An unqualified audit opinion with no material weaknesses or significant deficiencies is received in the annual Financial Audit.

**Evidence of Compliance:**

In Compliance

Not In Compliance

**Board Findings:**

In Compliance

Not In Compliance

**The Superintendent may not – without Board approval**

**6.13 Invest funds in investments that are not secured or that are not authorized by law.**

**Superintendent Interpretation:**

I interpret this to mean that all investments are in statutorily allowable instruments separated in distinct accounts. I interpret “funds” to mean money or capital with the control of the District. I interpret “investments” to mean the commitment of District funds or assets with the purpose of gaining profitable returns in the form of interest, income, dividend, and appreciation of value.

**Indicators of Compliance:**

- The District invest funds through the county treasurer as required by law.
- No losses are incurred by the District on deposits and investments.

**Evidence of Compliance:**

In Compliance

Not In Compliance

**Board Findings:**

In Compliance

Not In Compliance

**OPERATIONAL EXPECTATIONS (OE) POLICY**

**OE-7 Asset Protection**

<input checked="" type="checkbox"/>	Reasonable Interpretation and Indicators (RI)	_____	Date
<input type="checkbox"/>	Monitoring Report	_____	Date for re-monitoring

**SUPERINTENDENT CERTIFICATION:**

With respect to Operational Expectations Policy, OE-7, Asset Protection, the Superintendent certifies that the proceeding information is accurate and complete and that the organization:

- Has reasonably interpreted the Board's values
- Is compliant
- Is compliant with the exceptions noted
- Is non-compliant

Executive Summary:

Signed: \_\_\_\_\_ Date: \_\_\_\_\_  
Superintendent

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**BOARD ACTION:**

With respect to Operational Expectations Policy, OE-7, Asset Protection, the Board finds that the organization is:

- Has reasonably interpreted the Board's values
- Has failed to reasonably interpret the Board's values
- Is compliant
- Is compliant, with the exception of specific policy sub-parts
- Is non-compliant

Commendations/Direction:

Signed: \_\_\_\_\_ Date: \_\_\_\_\_  
Board President

**OE-7: ASSET PROTECTION**

**The Superintendent will assure that all district assets are adequately protected, properly maintained, appropriately used and not placed at undue risk.**

**Superintendent Interpretation:**

I interpret this to mean that assets – physical, intellectual, and financial – shall be protected from loss or damage through adequate security, controls, and preventative maintenance. Additionally, sufficient indemnity protection will be maintained so that assets are protected in such a manner that the district’s financial position, legal position, and public image are not susceptible to damage.

**The Superintendent will:**

**7.1 Maintain property and casualty insurance coverage on district real and personal property with real property limits equal to 100 percent of replacement value.**

**Superintendent Interpretation:**

I interpret this to mean that the district will purchase insurance or will have adequate resources and legal mechanisms to self-insure and to replace or repair buildings and their contents in the event they are damaged or destroyed. The coverage will provide for 100% of current replacement value, less deductibles, to minimize the financial impact to the district’s operating budget.

**Indicators of Compliance:**

- Indemnity protection policies in place providing all-risk property coverage equal to 100 percent replacement value subject to a basic deductible of \$5,000 per covered occurrence.
- Machinery coverage is included to a \$5,000 per occurrence deductible except for designated losses and perils.

<b>Evidence of Compliance:</b>	In Compliance	Not In Compliance
<b>Board Findings:</b>	In Compliance	Not In Compliance

**The Superintendent will:**

**7.2 Maintain Errors and Omissions, Employment and Comprehensive General Liability insurance coverage protecting board members, staff, and the district itself in an amount that is reasonable for school districts of comparable size and character.**

**Superintendent Interpretation:**

I interpret this to mean that the district will purchase and maintain adequate indemnity protection coverage that will defend and indemnify all Board members, staff, and the district itself against the risk of financial loss resulting from third-party legal action or challenge as determined by the Washington Schools Risk Management Pool (WSRMP).

The district will also maintain appropriate Worker’s Compensation coverage to satisfy state statutory requirements and address the fiscal liabilities arising from workplace injuries and illness.

**Indicators of Compliance:**

- Liability and Workers’ Compensation Indemnity protection in place which meets or exceeds Washington law and regulations.
- Participation in annual evaluations to monitor loss control and rates.

<b>Evidence of Compliance:</b>	In Compliance	Not In Compliance
<b>Board Findings:</b>	In Compliance	Not In Compliance

**The Superintendent will:**

**7.3 Adequately protect the district against theft or misappropriation of funds by any personnel who have access to material amounts of district or school funds.**

**Superintendent Interpretation:**

I interpret this to mean that the district will protect itself by providing crime coverage applicable to circumstances in which district employees or their agents handle cash or certain types of asset transactions in the performance of the district's operations.

**Indicators of Compliance:**

- Crime coverage in place with sufficient limits, subject to a \$5,000 deductible per covered loss.
- District employees who are required by policy or law to be bonded are bonded
- Training is provided for staff who regularly handle district funds.

**Evidence of Compliance:**

In Compliance

Not In Compliance

**Board Findings:**

In Compliance

Not In Compliance

**The Superintendent will:**

**7.4 Protect intellectual property, information, files, records and fixed assets from loss or significant damage.**

**Superintendent Interpretation:**

I interpret this to mean that data and all fixed assets owned by the district will be protected from loss or damage. This responsibility includes the security of personal information and data and work product. The cost to provide this protection shall be reasonable in accordance with the risk.

Intellectual property is defined as property rights created through intellectual and/or discovery efforts of a creator that is generally protectable under patent, trademark or copyright.

Fixed assets are tangible property used for the operation of business, such as buildings, machinery, fixtures, furniture, and equipment.

**Indicators of Compliance:**

- Procedures in place to protect paper files.
  - o All sites that hold employee and student data have a card or key access limited to authorized employees.
  - o Paper records are being replaced with electronic records as much as possible.
  - o Contract for confidential document destruction is in place and utilized.
- Procedures are in place to protect fixed assets.
  - o Fire and security alarms are in place for all district buildings and are monitored at all times.
  - o Inventory of fixed assets is conducted once every three years.
- Procedures are in place to back up and protect electronic files
  - o Contracted service provider provides 24x7 monitoring of the district's network traffic to verify attempted intrusions, identify network usage for nefarious reasons, and stability of the overall network.
  - o Security certificates for district applications guarantee a secure computing environment.
  - o All electronic intellectual property, information, files and records are required to be stored within district approved on-premise or district contracted cloud storage. Security to the network is through individual login and password. Any information accessed through our district web portal is accessed via a secure socket layer (encrypted) connection. Internal security levels within all our systems screen access on a need-to-know basis. All staff who have access to private and confidential data are fully trained on the data practice laws.
  - o All electronic records and data are backed up on a nightly basis.
- Reported losses through Information Technology, Police and Risk Management are evaluated and corrective actions taken.



<b>Evidence of Compliance:</b>	In Compliance	Not In Compliance
<b>Board Findings:</b>	In Compliance	Not In Compliance

**The Superintendent will:**

**7.5 Properly preserve and dispose of all records related to affairs or business of the district.**

**Superintendent Interpretation:**

I interpret this to mean that records are retained in accordance with the state’s record retention requirements.

I interpret “dispose” to mean the appropriate action for destruction, archival, or transfer of temporary and permanent records scheduled and performed in accordance with state record retention requirements.

**Indicator of Compliance:**

- Records are retained in accordance with the state’s record retention requirements.

<b>Evidence of Compliance:</b>	In Compliance	Not In Compliance
<b>Board Findings:</b>	In Compliance	Not In Compliance

**The Superintendent may not, without the Board’s approval:**

**7.6 Permit equipment to be subject to improper use or insufficient maintenance.**

**Superintendent Interpretation:**

I interpret this to mean that the district must ensure that all equipment of the district (such as computers, vehicles, machinery, boilers and air handling units) are used in a manner for which they were intended by the district and maintained with an appropriate service cycle so that their full life and value are optimized. The district will ensure that sufficient protection of equipment is in place.

**Indicator of Compliance:**

- Equipment such as computers, vehicles, boilers, air handling units and machinery routinely exceed their expected useful life.
- All equipment is maintained per required schedules.
- Safety Training on use of equipment and safety protocols are provided as appropriate; deficiencies are identified and corrected.
- Preventative maintenance programs are in place and executed.

<b>Evidence of Compliance:</b>	In Compliance	Not In Compliance
<b>Board Findings:</b>	In Compliance	Not In Compliance

**The Superintendent may not, without the Board's approval:**

**7.7 Unreasonably expose the district, the Board, or staff to legal liability.**

**Superintendent Interpretation:**

I interpret this to mean that the Superintendent will not knowingly take actions or require others to take actions that are "reckless" or careless to the point of being heedless of the consequences and would expose the district, Board members, or staff to legal liability.

Appropriate steps will be taken to pre-empt unnecessary exposure or liability on behalf of the district, Board members, and staff. The district will maintain a system of guidance and processes to protect against legal missteps.

This provision does not mean that when legal challenges arise during the normal course of business that the district is necessarily out of compliance.

**Indicators of Compliance:**

- Contracts are in place with outside law firms which specialize in particular areas of education law.
- The Superintendent routinely seeks advice from legal counsel in a proactive and intentional manner to pre-empt unnecessary legal exposure. In the event of a legal challenge or exposure, the Superintendent seeks advice from legal counsel to appropriately bring resolution to the challenge.
- Any significant legal challenges are discussed with all Cabinet and Board members.
- District training in areas such as harassment training, Right-to-Know training (infectious disease, hazardous materials), and Fair and Respectful hiring practices are in place to protect employees, students, and the district from harm and legal liability.
- Support staff is in place and routinely consulted (Legal, Risk Management and Human Resources).
- Screening procedures are in place for employees and district volunteers.
- On-going risk assessments are performed to limit district exposure and liability.
- Contractual provisions provide language which protect the district against negligence and ensures adequate insurance is provided.

**Evidence of Compliance:**

In Compliance

Not In Compliance

**Board Findings:**

In Compliance

Not In Compliance

**The Superintendent may not, without the Board's approval:**

**7.8 Take any action that damages the district's public image or credibility.**

**Superintendent Interpretation:**

I interpret this to mean that the Superintendent will not conduct business in a manner that jeopardizes the district's public image through dishonest, illegal, unethical, or imprudent practices. This provision does not mean that in the normal course of doing business, when employees or community members disagree with district actions or decisions that the district is necessarily out of compliance with this provision.

**Indicators of Compliance:**

- Implementation of timely and honest communications through recurring communications with parent and community stakeholder groups.

**Evidence of Compliance:**

In Compliance

Not In Compliance

**Board Findings:**

In Compliance

Not In Compliance

**OPERATIONAL EXPECTATIONS (OE) POLICY**

**OE-8 Communication with and Counsel to the Board**

<input checked="" type="checkbox"/> Reasonable Interpretation and Indicators (RI)	_____	Date
<input type="checkbox"/> Monitoring Report	_____	Date for re-monitoring

**SUPERINTENDENT CERTIFICATION:**

With respect to Operational Expectations Policy, OE-8, Communication with and Counsel to the Board, the Superintendent certifies that the proceeding information is accurate and complete, and that the organization:

- Has reasonably interpreted the Board's values
- Is compliant
- Is compliant with the exceptions noted
- Is non-compliant

Executive Summary:

Signed: \_\_\_\_\_ Date: \_\_\_\_\_  
Superintendent

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**BOARD ACTION:**

With respect to Operational Expectations Policy, OE-8, Communication with and Counsel to the Board, the Board finds that the organization is:

- Has reasonably interpreted the Board's values
- Has failed to reasonably interpret the Board's values
- Is compliant
- Is compliant, with the exception of specific policy sub-parts
- Is non-compliant

Commendations/Direction:

Signed: \_\_\_\_\_ Date: \_\_\_\_\_  
Board President

## OE-8: COMMUNICATION WITH AND COUNSEL TO THE BOARD

**The Superintendent shall assure that the Board is fully supported and adequately informed about matters relating to Board work and significant district concern.**

**Superintendent Interpretation:**

I interpret “fully supported and adequately informed” to mean that the School Board will be notified in advance, whenever possible, of “matters relating to Board work” including trends, facts and best practice, budget matters, internal and external viewpoints related to Board decisions, and anticipated noncompliance with any Operational Expectations policy or anticipated failure to achieve reasonable progress on Results Policies, or administrative actions that require Board approval.

Information from the Superintendent will indicate if a Board vote is necessary. I interpret “significant district concern” to include information that receives broad media coverage or information that could be detrimental to the District.

**The Superintendent will:**

**8.1 Submit required monitoring data (see policy *B/SR-5–Monitoring Superintendent Performance*) in a thorough, accurate and understandable fashion, according to the Board’s annual work plan schedule, and including both Superintendent interpretations and relevant data to document compliance or reasonable progress.**

**Superintendent Interpretation:**

The Superintendent will determine a template for submitting written monitoring reports that ensures these reports are accurate, thorough, and understandable for their review.

This template will include a Superintendent interpretation of each policy and relevant evidence to show that the district has made reasonable progress on results and compliance/non-compliance on operational expectations.

The Superintendent will submit monitoring reports to the Board for review and action based on a schedule that the board approves.

**Indicator of Compliance:**

- Board work plan schedule with monitoring dates and resulting Board action.

**Evidence of Compliance:**

	In Compliance	Not In Compliance
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**Board Findings:**

	In Compliance	Not In Compliance
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**The Superintendent will:**

**8.2 Advise the Board, in a timely manner, about trends, facts and other information relevant to the district and Board’s work, especially legal findings and regulatory directives and other matters that pose significant risk.**

**Superintendent Interpretation:**

I interpret “timely manner” to mean that Board members are informed before other stakeholder groups whenever possible, and the Board is updated prior to the announcement of a decision.

I interpret “information about trends, facts” to include educational research and perceptual and achievement data.

I interpret “other information relevant to the Board’s work” to include information, within reason, that helps the Board to carry out their designated duties.

I interpret “significant risk” to mean those matters that may result in significant media coverage, financial loss, harm to the District’s image, or change in policy and practice that disrupts the operation of the District.

**Indicator of Compliance:**

- The Board receives regular updates on weekly activities through Board Briefs.
- The Board receives timely updates related to situational events via email and phone calls.
- The Board receives summative information for district projects and initiatives that require a Board decision (i.e., budget, enrollment, demographic, projected impact).
- Board meeting presentations contain useful data and information to provide ongoing updates related to District programs and initiatives.

<b>Evidence of Compliance:</b>	In Compliance	Not In Compliance
<b>Board Findings:</b>	In Compliance	Not In Compliance

**The Superintendent will:**

**8.3 Inform the Board of significant transfers of money within funds or other changes substantially affecting the district’s financial condition.**

**Superintendent Interpretation:**

I interpret “significant transfers of money within funds” to mean that I will notify the board of a decrease or increase in specific revenues or expenditures or change in fund balance that exceed 2% of the total established revenue budget amount.

**Indicator of Compliance:**

- The Adopted Budget discloses estimated revenues and expenditures and any planned use of fund balance.
- Monthly financial reports indicate any deviations from planned fund balances and reserves.
- The Year-End Financial reports indicate actual revenues and expenditures and use of fund balance.

<b>Evidence of Compliance:</b>	In Compliance	Not In Compliance
<b>Board Findings:</b>	In Compliance	Not In Compliance

**The Superintendent will:**

**8.4 Assure that the Board has adequate information from a variety of internal and external viewpoints to assure informed Board decisions.**

**Superintendent Interpretation:**

I interpret “adequate information” to mean a reasonable amount of opinions and expert advice to support decision making.

I interpret “variety of internal and external viewpoints” to mean that Superintendent will provide the Board with input from multiple perspectives and opinions on Board decisions when requested by the Board or when deemed reasonable by the administration. The input will come from stakeholders and represent the views from subgroups as appropriate.

**Indicator of Compliance:**

- Indicators will be aligned to specific decisions, and may be in the form of reports, presentations, survey results, or other summary information documents.

<b>Evidence of Compliance:</b>	In Compliance	Not In Compliance
<b>Board Findings:</b>	In Compliance	Not In Compliance

**The Superintendent will:**

**8.5 Inform the Board of anticipated significant media coverage.**

**Superintendent Interpretation:**

I interpret “significant media coverage” to mean stories or events that are likely to be reported in the local, state or national media that have a positive or negative impact on the district or are likely to create substantial stakeholder interest.

**Indicator of Compliance:**

- Updates via email/phone calls alerting the Board regarding potential or actual media coverage.
- Updates via email/phone calls alerting the Board about significant incidents and events.

**Evidence of Compliance:**

	In Compliance	Not In Compliance
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**Board Findings:**

	In Compliance	Not In Compliance
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**The Superintendent will:**

**8.6 Inform the Board, the Board President or individual members if, in the Superintendent’s opinion, the Board or individual members have encroached into areas of responsibility assigned to the Superintendent or if the Board or its members are non-compliant with any *Governance Culture or Board/Superintendent Relations* policies.**

**Superintendent Interpretation:**

If a Board member is perceived to be operating in a manner that is outside of the expectations established in the Board Governing Policies, the Superintendent will bring this to the attention of the Board member and the Board president. If the concern persists, the Board member violation will be handled in accordance with established Board policy – GC-9, Process for Addressing Board Member Violations.

**Indicator of Compliance:**

- Notifications of non-compliance are submitted to the Board President.

**Evidence of Compliance:**

	In Compliance	Not In Compliance
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**Board Findings:**

	In Compliance	Not In Compliance
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**The Superintendent will:**

**8.7 Present information in simple and concise form, indicating clearly whether the information is incidental, intended for decision preparation, or for formal monitoring.**

**Superintendent Interpretation:**

I interpret this to mean that Board members appreciate information in a format that simplifies, rather than complicates their decision-making.

I interpret that incidental information is meant to keep Board members in the loop or knowledgeable about the district or informed on a specific item for situational context.

I interpret that information intended for decision preparation means information needed to inform a decision on an action item in either the consent or board action agenda.

I interpret information for formal monitoring means the data or narrative used to support a decision regarding compliance with policies being monitored.

<b>Indicator of Compliance:</b>		
<ul style="list-style-type: none"> <li>– Board packet information will clearly indicate the role the Board is asked to take related to information presented to the Board at a board meeting.</li> <li>– Information presented to the Board will clearly identify whether the Board should use the information as information only or information related to a formal Board monitoring report or Board action on an agenda item.</li> <li>– Information presented to the Board will be in a format that provides the greatest amount of clarity for understanding with appropriate context and supporting information.</li> </ul>		
<b>Evidence of Compliance:</b>	In Compliance	Not In Compliance
<b>Board Findings:</b>	In Compliance	Not In Compliance

<b>The Superintendent will:</b>		
<b>8.8 Treat all members impartially and assure that all members have equal access to information.</b>		
<b>Superintendent Interpretation:</b>		
I interpret this to mean that the Superintendent will give Board members the same information related to Board work, using the same delivery system within the same timeframe.		
I also interpret this to mean that the Superintendent will ensure all Board members receive timely information related to emergencies or significant events which may include having the Board President assist with timely communication.		
<b>Indicator of Compliance:</b>		
<ul style="list-style-type: none"> <li>– Email updates will be sent to all Board members.</li> <li>– Phone calls will be made to all Board members when needed.</li> <li>– Weekly information is sent in the form of Board Briefs.</li> <li>– Board members have access to all Board meeting materials in preparation for regular and special Board meetings.</li> </ul>		
<b>Evidence of Compliance:</b>	In Compliance	Not In Compliance
<b>Board Findings:</b>	In Compliance	Not In Compliance

<b>The Superintendent will:</b>		
<b>8.9 Work with the Board as a whole except when:</b>		
<ul style="list-style-type: none"> <li>a. Fulfilling individual requests for information or counsel, provided such requests are not disruptive or do not require an inordinate amount of staff time or resources;</li> <li>b. Working with officers or committees duly charged by the Board; or</li> <li>c. Communicating with the president.</li> </ul>		
<b>Superintendent Interpretation:</b>		
I interpret this to mean that the Superintendent will view the Board as one governing body and as such will view all members as equal partners in the work of the Board.		
I interpret “work” to mean the ongoing activities that allow Board members to fulfill the duties of their elected position in collaboration with the Superintendent as defined by Board policy.		
<b>Indicator of Compliance:</b>		
<ul style="list-style-type: none"> <li>– Board members receive information through email and web access.</li> <li>– Board members meet regularly with the Superintendent to discuss matters related to Board service.</li> </ul>		
<b>Evidence of Compliance:</b>	In Compliance	Not In Compliance
<b>Board Findings:</b>	In Compliance	Not In Compliance

**The Superintendent will:**

**8.10 Inform the Board in a timely manner of any actual or anticipated noncompliance with any Board *Operational Expectations* policy or any anticipated failure to achieve reasonable progress toward any *Results* policy.**

**Superintendent Interpretation:**

I interpret this to mean that the Superintendent will notify the Board when issues arise in the organization that may lead to non-compliance with any Board Governing Policy (including any Operational Expectations), state or federal statute, or lack of progress towards any Board Results Policy. This notification may be included within a monitoring report or, in the event of no timely upcoming scheduled monitoring report, at the time the Superintendent is made aware of the issue.

**Indicator of Compliance:**

- Formal notifications of non-compliance presented to the Board.

**Evidence of Compliance:**

In Compliance	Not In Compliance
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**Board Findings:**

In Compliance	Not In Compliance
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**The Superintendent will:**

**8.11 Provide for the Board adequate information about all administrative actions and decisions that are delegated to the Superintendent but required by law to be approved by the Board.**

**Superintendent Interpretation:**

I interpret this to mean that when statute requires Board action on items that the Board has delegated to the Superintendent (as defined by Board/Superintendent Relationship Policies B/SR-1 through 5) and the items do not routinely appear in the Board’s agenda, the Superintendent will advise the Board of the items, including that their approval is required to fulfill their legal obligation and request Board action be taken. The Superintendent will ensure that the Board has the necessary and complete information needed to act on such items.

**Indicator of Compliance:**

- Reports to the Board on items that require Board action.
- Resulting Board action on the items presented.

**Evidence of Compliance:**

In Compliance	Not In Compliance
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**Board Findings:**

In Compliance	Not In Compliance
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**The Superintendent will:**

**8.12 Inform the Board in a timely manner of the administrative disposition of complaints referred to the Superintendent by the Board.**

**Superintendent Interpretation:**

I interpret this to mean that when a complaint is presented to the Superintendent by the Board in any forum, the Superintendent will work to resolve the complaint with the complainant and notify the Board of the administration’s final disposition when determined.

**Indicator of Compliance:**

- Written or oral responses to questions/comments/concerns brought up at board meetings.
- Written or oral responses to question/comments/concerns brought to the Superintendent’s attention outside of board meetings.

**Evidence of Compliance:**

In Compliance	Not In Compliance
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**Board Findings:**

In Compliance	Not In Compliance
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**The Superintendent will:**

**8.13 Inform the Board in advance of any significant deletions of, additions to, or modifications to any instructional programs or administrative policies.**

**Superintendent Interpretation:**

I interpret “inform the Board in advance” to mean that Board members are notified before other stakeholder groups whenever possible, and the Board is updated prior to the announcement of a decision.

If a major change is to be made by the administration related to the instructional programs, the Superintendent will notify the Board of the decision, including background and policy rationale for this decision. Major instructional changes include changes as a result of an evaluation and review process, graduation requirements, district-wide assessment, and grading systems.

**Indicator of Compliance:**

- Presentations to the Board on significant instructional program modifications.

**Evidence of Compliance:**

In Compliance

Not In Compliance

**Board Findings:**

In Compliance

Not In Compliance

**The Superintendent will:**

**8.14 Recommend for Board approval school attendance boundaries that consider the impacts on students, families, and the community and are appropriate to the effective and efficient operation of the district**

**Superintendent Interpretation:**

I interpret this to mean that any changes being considered that impact the currently established attendance areas will be brought to the Board for recommendation and approval with supporting information that sufficient to inform the Board and allow for Board input and action on proposed changes.

**Indicator of Compliance:**

- The Board will have a presentation on any proposed attendance boundary changes with information that clearly identifies the outcomes of proposed changes with impacts on students, families, and the community. The information will also clearly identify any District benefits resulting from the proposed changes.

**Evidence of Compliance:**

In Compliance

Not In Compliance

**Board Findings:**

In Compliance

Not In Compliance

**OPERATIONAL EXPECTATIONS (OE) POLICY**

**OE-9 Communication and Engagement with the Community**

<input checked="" type="checkbox"/> Reasonable Interpretation and Indicators (RI)	_____	Date
<input type="checkbox"/> Monitoring Report	_____	Date for re-monitoring

**SUPERINTENDENT CERTIFICATION:**

With respect to Operational Expectations Policy, OE-9, Communication and Engagement with the Community, the Superintendent certifies that the proceeding information is accurate and complete, and that the organization:

- Has reasonably interpreted the Board’s values
- Is compliant
- Is compliant with the exceptions noted
- Is non-Compliant

Executive Summary:

Signed: \_\_\_\_\_ Date: \_\_\_\_\_  
Superintendent

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**BOARD ACTION:**

With respect to Operational Expectations Policy, OE-9, Communication and Engagement with the Community, the Board finds that the organization is:

- Has reasonably interpreted the Board’s values
- Has failed to reasonably interpret the Board’s values
- Is compliant
- Is compliant, with the exception of specific policy sub-parts
- Is non-compliant

Commendations/Direction:

Signed: \_\_\_\_\_ Date: \_\_\_\_\_  
Board President

## OE-9: COMMUNICATION AND ENGAGEMENT WITH THE COMMUNITY

**The Superintendent shall assure that the community is informed about the condition of the district and engaged in defining and supporting its direction.**

**Superintendent Interpretation:**

I interpret “community is informed” to mean that employees, parents, students, and community members receive regular communication in a variety of formats throughout the year, including written documents as well as verbally.

I interpret “the condition” of the district to mean information regarding district finances, academic results, climate, honors, and ongoing items of general interest related to schools or programs.

I interpret “engaged in defining and supporting” to mean the opportunity to share feedback, ideas, questions and concerns through multiple formats, including two-way dialogue on matters related to the District.

I interpret the District’s “direction” to mean communication related to the District’s Strategic Plan goals and major initiatives.

**The Superintendent will:**

**9.1 Assure the timely flow of information, appropriate input, and strategic two-way communication between the district and its communities to build understanding and support for district efforts.**

**Superintendent Interpretation:**

I interpret “timely flow” to mean that District stakeholders hear, read, or otherwise see emergency information as quickly as possible. I also interpret this to mean that there is opportunity to read or see information about District initiatives and have opportunity to share feedback and ideas when appropriate and/or required.

I interpret “appropriate input” to mean the District will provide a clear way for stakeholders to share thoughts, concerns, questions, and ideas.

I interpret “strategic two-way communication” to mean that the District routinely engages stakeholders in regular conversations related to the direction of the District and strategic initiatives.

I interpret “builds understanding and support” to mean that stakeholders believe they are knowledgeable about District initiatives, programs, and goals. Additionally, stakeholders believe the District initiatives, programs, and goals positively impact the mission of the District.

**Indicator of Compliance:**

- District written communication publications are sent on a regular basis and includes ongoing information on district initiatives and project updates.
- The district website contains information that is regularly updated and relevant to current items of interest or need.
- District information is available in multiple languages as required by State law.
- Social media is used to provide timely updates on items of interest or emergencies.
- The District utilizes web-based and in-person solutions that increase two-way communication and exchange of thoughts, concerns, questions, and ideas.

<b>Evidence of Compliance:</b>	In Compliance	Not In Compliance
<b>Board Findings:</b>	In Compliance	Not In Compliance

**The Superintendent will:**

**9.2 Maintain family engagement that recognizes the developmental needs of our diverse students and ensures active participation of students' families.**

**Superintendent Interpretation:**

I interpret "family engagement" to mean activities and initiatives that connect families and promote a sense of belonging to the District as a whole and individual schools.

I interpret "developmental needs" to mean the unique strengths and characteristics.

I interpret "diverse students" to mean the range of abilities, interests, backgrounds, and cultures represented within the student population.

I interpret "ensures active participation" to mean strategies and initiatives that encourage frequent attendance at or involvement in District and/or school activities and events.

**Indicator of Compliance:**

- District information, activities, and events are accessible to all students and families.
- Climate survey data point that indicates the perception of inclusion and accessibility with indicators for disaggregated identifiers. (baseline)

**Evidence of Compliance:**

In Compliance	Not In Compliance
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**Board Findings:**

In Compliance	Not In Compliance
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**The Superintendent will:**

**9.3 Develop connections and strategic partnerships throughout the larger community focused on understanding and contributing to district efforts to help all students achieve defined district Results.**

**Superintendent Interpretation:**

I interpret "develop connections and strategic partnerships" to mean those activities that establish a relationship with the District and promote goodwill, opportunities for students and staff, and formalized arrangements that enhance program and curriculum enhancement and/or district operations and systems.

I interpret "the larger community" to mean areas within the school district boundaries and throughout the region.

I interpret "understanding and contributing to" to mean a sense of connection, purpose, and involvement related to the District's mission and goals for student achievement with outcomes that may include specific actions and/or initiatives.

**Indicator of Compliance:**

- Documentation of formalized partnerships and specific connection to district initiatives.
- Regular participation in community organizations and groups that directly support the district through donations, programs, and volunteerism.
- Weekly documentation through established communications between the Superintendent and the Board.

**Evidence of Compliance:**

In Compliance	Not In Compliance
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**Board Findings:**

In Compliance	Not In Compliance
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**The Superintendent will:**

**9.4 Prepare and publish, on behalf of the Board, an annual progress report to the public that includes the following items:**

- a. **Data indicating student progress toward accomplishing the Board’s *Results* policies.**
- b. **Information about school district strategies, programs and operations intended to accomplish the Board’s *Results* policies.**
- c. **Information about the district’s financial condition, including revenues, expenditures and costs of major programs.**

**Superintendent Interpretation:**

This section of the policy is explicitly stated and does not require further interpretation.

**Indicator of Compliance:**

- The annual monitoring reports for the Board’s Results policies are posted and available on the District website.
- The LWSD Annual Report includes disaggregated data related to qualitative and quantitative indicators based on the LWSD Strategic Plan and Results policies.
- The District provides regular financial updates through monthly Board reports, presentations, and annual Budget formation and review.
- The District provides information and access to state-reported data related to academic achievement.

**Evidence of Compliance:**

In Compliance	Not In Compliance
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**Board Findings:**

In Compliance	Not In Compliance
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**OPERATIONAL EXPECTATIONS (OE) POLICY**

**OE-10 Learning Environment/Treatment of Students**

<input checked="" type="checkbox"/> Reasonable Interpretation and Indicators (RI)	_____	Date
<input type="checkbox"/> Monitoring Report	_____	Date for re-monitoring

**SUPERINTENDENT CERTIFICATION:**

With respect to Operational Expectations Policy, OE-10, Learning Environment/Treatment of Students, the Superintendent certifies that the proceeding information is accurate and complete, and that the organization:

- Has reasonably interpreted the Board's values
- Is compliant
- Is compliant with the exceptions noted
- Is non-compliant

Executive Summary:

Signed: \_\_\_\_\_ Date: \_\_\_\_\_  
Superintendent

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**BOARD ACTION:**

With respect to Operational Expectations Policy, OE-10, Learning Environment/Treatment of Students, the Board finds that the organization is:

- Has reasonably interpreted the Board's values
- Has failed to reasonably interpret the Board's values
- Is compliant
- Is compliant, with the exception of specific policy sub-parts
- Is non-compliant

Commendations/Direction:

Signed: \_\_\_\_\_ Date: \_\_\_\_\_  
Board President

## OE-10: LEARNING ENVIRONMENT/TREATMENT OF STUDENTS

**The Superintendent shall establish and maintain a learning environment that is safe, respectful, free from unnecessary disruption and conducive to effective learning.**

**Superintendent Interpretation:**

I interpret this to mean that the District’s role is to develop and maintain schools that keep students safe and secure from physical and emotional danger or harm. Further, I interpret this to mean that our campuses will be places of mutual respect, where adults and students in our school system have a strong sense of belonging and regard for each other with consideration and appreciation.

I interpret “safe” to be physically, emotionally, socially, and academically secure.

I interpret “respectful” to mean a place where students, staff, and visitors feel valued and treated with kindness.

Finally, I interpret “environment...conducive to effective learning” to mean that schools will establish and maintain conditions that support students in learning the habits, skills and knowledge necessary to become lifelong learners ready for college, careers, and the global workplace.

**The Superintendent will:**

**10.1 Maintain a collaborative school culture that ensures high expectations and success for all children in all classrooms through equitable and aligned systems and supports.**

**Superintendent Interpretation:**

I interpret this to mean that high level of pro-active strategies and supports for students are implemented within the learning environment to promote learning and increase academic success.

I interpret “collaborative school culture” to mean the organizational attitudes and behaviors that result in a positive learning environment that fosters academic success for all students.

I interpret “high expectations” to mean that conditions are in place with the instructional practices and mindsets that allow every student to be engaged in their learning and achieving at their fullest capacity.

I interpret “equitable and aligned systems and supports” to mean the resources, systems, strategies, and interventions that are available and activated for all schools and for all students with the intent of keeping students on track to graduate.

**Indicators of Compliance:**

- Building School Improvement Plans (SIP) are developed collaboratively and include goals and strategies that are aligned with the district Strategic Plan and district-wide initiatives.
- Schools have developed and implemented expected teaming structures to support effective instruction and district-wide initiatives. (PLCs, Rtl, PBIS, etc.)

<b>Evidence of Compliance:</b>	In Compliance	Not In Compliance
<b>Board Findings:</b>	In Compliance	Not In Compliance

**The Superintendent will:**

**10.2 Ensure an inclusive, equitable, welcoming and safe school environment.**

**Superintendent Interpretation:**

I interpret this to mean that every student and adult is part of a school that values them as a unique person and provides a strong sense of connection and belonging.

I interpret “inclusive” to mean that all students can access the curriculum, activities, and opportunities that support student learning and a sense of belonging.

I interpret “equitable” to mean that all students have opportunities to explore a range of interests and activities without unnecessary or arbitrary barriers.

I interpret “welcoming and safe” to mean a place where students feel physically, emotionally, socially, and academically secure with a strong sense of belonging.

**Indicators of Compliance:**

- Percent of students who indicate on the Panorama survey that they believe their school is a place that reflects an inclusive, equitable, welcoming, and safe environment. (Baseline year)
- The District has adopted specific policies proscribing behaviors which promote inclusive, equitable, welcoming and safe environments as well as specific policies prohibiting behaviors that inhibit this type of environment.

**Evidence of Compliance:**

In Compliance

Not In Compliance

**Board Findings:**

In Compliance

Not In Compliance

**The Superintendent will:**

**10.3 Ensure that all policies and procedures regarding discipline are collaboratively developed, appropriately communicated to students and parents, and enforced consistently using reasonable judgment.**

**Superintendent Interpretation:**

I interpret this to mean that the school district assures that the practices and strategies outlined in the Code of Conduct and Handbook are followed with the appropriate judgment for each student discipline case by all staff.

I interpret “discipline” to mean infractions that occur within the School District’s purview and responsibility for supervision.

I interpret “collaboratively developed” to mean that there are opportunities for feedback when appropriate to modify established guidance for the codes of conduct.

I interpret “appropriately communicated” to mean that information is communicated in a variety of formats through district communication tools, including handbooks, web sites, and school/district events.

I interpret “enforced” to mean monitored and acted upon based on the guidelines in the student handbook.

I interpret “consistently” to mean that all staff follow established guidelines with fidelity in alignment with district policy and applicable state and federal laws.

I interpret “reasonable judgment” to mean conducted in a manner informed by fact, information, and a level of expertise that is expected to make a valid and defensible decision.

**Indicators of Compliance:**

- The school district and schools receive input from stakeholders regarding annual updates to discipline guidelines.
- Student discipline is applied consistently across the district as evidenced by low variability with respect to duration or form of exclusionary discipline relative to a specific disciplinary code.
- Student expectations are available in multiple formats and multiple languages.



<b>Evidence of Compliance:</b>	In Compliance	Not In Compliance
<b>Board Findings:</b>	In Compliance	Not In Compliance

**The Superintendent will:**

**10.4 Appropriately collect, use, and protect confidential student information.**

**Superintendent Interpretation:**

I interpret this to mean that the school district will follow applicable state and federal laws regarding the appropriate handling of student information and will apply reasonable safeguards to ensure the integrity and privacy of student information.

I interpret that “confidential student information” to mean cumulative records, Special Education records and data that is in the student information system. Further, I interpret this provision to mean that only relevant and needed records are collected and that access to data is limited to staff with passwords or keys. Also, I interpret this to mean that the transmittal of this data through email, text messages, mail and phone conversation and storage of records (in locked areas or on password protected computers) shall be protected against access by:

- Adult volunteers
- The general public
- Student assistants in offices and classrooms
- Staff with no clear professional interest in a student matter of record

**Indicators of Compliance:**

- The absence of audit findings with respect to the collection or use of student information.
- The presence of policies governing the collection and use of student information in alignment with applicable state and federal laws.

<b>Evidence of Compliance:</b>	In Compliance	Not In Compliance
<b>Board Findings:</b>	In Compliance	Not In Compliance

**The Superintendent will:**

**10.5 Assure that no volunteer has unsupervised contact with students without first clearing reasonable background inquiries and checks.**

**Superintendent Interpretation:**

I interpret “reasonable background inquiries and checks” to mean those checks available to school districts within the State of Washington that would be likely to identify if an individual has been convicted of a felony or is registered as a sex offender and would therefore be disqualified from volunteering.

**Indicators of Compliance:**

- The district has clearly definable processes for onboarding procedures and the verification of volunteers.
- The district has evidence in the form of reports for the number of volunteers that have applied, submitted background checks, and were rejected by virtue of indicators from a background check.

<b>Evidence of Compliance:</b>	In Compliance	Not In Compliance
<b>Board Findings:</b>	In Compliance	Not In Compliance

**The Superintendent may not:**

**10.6 Tolerate any behaviors, actions, or attitudes by adults who have contact with students that hinder the academic performance or the well-being of students.**

**Superintendent Interpretation:**

I interpret this to mean that the Superintendent upholds expectations for how adults interact with students in the school environment, ensuring that all adults have the common goal of being supportive and acting with the students' best interest in mind.

I interpret "tolerate" to mean the acceptance or condoning of actions that negatively affect students or the learning environment.

I interpret "behaviors and actions" to be verbal comments/statements or physical actions directed toward students.

I interpret "attitudes" to mean a mindset or position that influences the actions toward students.

I interpret "contact" to mean acting in the role of a teacher, coach, supervisor, or support to students.

I interpret "well-being" to mean the sense of health, safety, and belonging in the learning environment.

**Indicator of Compliance:**

- The district has specific policies outlining expectations for adult behaviors with respect to student welfare.
- The district provides appropriate notice of policies and expectations to staff, volunteers and other adults who have contact with students.

**Evidence of Compliance:**

In Compliance	Not In Compliance
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**Board Findings:**

In Compliance	Not In Compliance
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**The Superintendent may not:**

**10.7 Permit unruly behaviors on school property and at school sponsored events by students or by adults that disrupt learning or that are disrespectful or dangerous.**

**Superintendent Interpretation:**

I interpret this to mean that the Superintendent shall reasonably prevent, discourage or ban any incident that negatively impacts student learning. As defined in district and board policy in alignment with state and federal laws, any illegal activity shall be banned.

I interpret "unruly" to mean behavior that disrupts or has a negative or unsafe impact on the learning environment or any school activity.

I interpret "disrespectful or dangerous" to mean those things that are specifically prohibited or forbidden on school grounds and during any school-sponsored activity as indicated in school, district, and state level established codes of conduct, and in alignment with all applicable state and federal laws.

**Indicator of Compliance:**

- The district has specific policies prohibiting behaviors by adults and students.
- The district provides notice to students and community regarding prohibition of such behavior.

**Evidence of Compliance:**

In Compliance	Not In Compliance
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**Board Findings:**

In Compliance	Not In Compliance
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**OPERATIONAL EXPECTATIONS (OE) POLICY**

**OE-11 Instructional Program**

<input checked="" type="checkbox"/> Reasonable Interpretation and Indicators (RI)	_____	Date
<input type="checkbox"/> Monitoring Report	_____	Date for re-monitoring

**SUPERINTENDENT CERTIFICATION:**

With respect to Operational Expectations Policy, OE-11, Instructional Program, the Superintendent certifies that the proceeding information is accurate and complete, and that the organization:

- Has reasonably interpreted the Board's values
- Is compliant
- Is compliant with the exceptions noted
- Is con-compliant

Executive Summary:

Signed: \_\_\_\_\_ Date: \_\_\_\_\_  
Superintendent

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**BOARD ACTION:**

With respect to Operational Expectations Policy, OE-11, Instructional Program, the Board finds that the organization is:

- Has reasonably interpreted the Board's values
- Has failed to reasonably interpret the Board's values
- Is compliant
- Is compliant, with the exception of specific policy sub-parts
- Is con-compliant

Commendations/Direction:

Signed: \_\_\_\_\_ Date: \_\_\_\_\_  
Board President

## OE-11: Instructional Program

**The Superintendent shall maintain a program of instruction that offers challenging and relevant opportunities for all students to achieve at levels defined in the Board’s Results policies.**

### **Superintendent Interpretation:**

I interpret a “program of instruction” to mean:

- The subject-area knowledge and skills that are explicitly taught
- The instructional materials and other resources, including technology, that support teaching and learning
- The measurement of knowledge and skills acquired by students in each subject-area
- Courses or sequence of courses
- Planned academic co-curricular or extra-curricular activities
- Additional supports and guidance provided to students that are based on student needs or interests

I interpret “challenging opportunities” to mean the learning experiences that develop upon and extend students’ academic, intellectual, or personal abilities.

I interpret “relevant opportunities” to mean the learning experiences that are either directly applicable to the personal aspirations, interests, or cultural experiences of students or that are connected in some way to real-world issues, problems, and contexts.

### **The Superintendent will:**

**11.1 Assure that instructional programs are based on a comprehensive and objective review of effective practices research.**

### **Superintendent Interpretation:**

I interpret “a comprehensive and objective review of effective practices” to mean a process whereby:

- A central office team and/or a committee or advisory consisting of a diverse group which may include parents, community members, administrators, and teachers with subject matter and/or instructional expertise and experience is formed.
- A framework is used to evaluate, select, and/or develop instructional programs that includes:
  - Effective practice research related to teaching, learning, content, and program implementation that is read and applied by the team or committee.
  - Evaluation criteria that are established based on relevant research reviewed.
  - The use of data that informs the decision-making process.
  - Plans for development and implementation of instructional programs based on research and data.
- Administrative policies and procedures are used to guide the process when applicable.

### **Indicators of Compliance:**

- The *Lake Washington School District Program Evaluation Framework* is used to evaluate instructional programs following implementation.
- Administrative Policy 2020 and Procedures 2020P, Textbook Section and Adoption, are used for the adoption of materials.
- *Lake Washington School District Curriculum Adoption and Assessment Cycle* is followed and updated on a consistent basis.
- The district develops and uses rubrics based on effective practices identified in research to evaluate instructional programs.
- The district prepares for program evaluations and acts on program evaluation feedback from external reviewers including the Washington Integrated System of Monitoring for special education conducted by the Office of Superintendent of Public Instruction (OSPI); the Consolidated Program Review, of selected state and federally funded programs including the Learning Assistance Program, Title Programs, Highly Capable, CTE, Civil Rights and Tribal consultation, conducted by OSPI; and accreditation processes for our high schools.

<b>Evidence of Compliance:</b>	In Compliance	Not In Compliance
<b>Board Findings:</b>	In Compliance	Not In Compliance

**The Superintendent will:**

**11.2 Base instruction on district academic standards that meet or exceed state and/or national standards.**

**Superintendent Interpretation:**

I interpret “academic standards” to mean clearly articulated statements of what students should know and be able to do at each grade level. Standards help to ensure that all students have the skills and knowledge needed to be successful, while also helping people understand what is expected of our students.

Standards serve as a framework. Within that framework, teachers make instructional decisions based on knowledge of content and effective pedagogy and evidence of student needs. While standards should be the same for all students, teachers are responsible for planning, delivering, and adjusting instruction to help individual students meet the standards.

In Lake Washington School District, there are three major groups of standards for grades K-12:

The Common Core State Standards (CCSS): These are a set of national learning standards for mathematics and English Language Arts (ELA) that were adopted by Washington state in 2011. They were written to prepare students for college readiness and to compete in the global economy.

The Next Generation Science Standards (NGSS): Our science standards were adopted by the State of Washington in 2013. The NGSS describe what each student should know in the four domains of science: physical science; life science; earth and space science; and engineering, technology and science application.

Power Standards: We use prioritized Washington State and national standards or “Power Standards” for the other content areas. Power standards are selected because they meet one or more of the following criteria:

- **Endurance:** the skills and knowledge in the standards will be important throughout a student’s life
- **Leverage:** the standards include skills and knowledge that are important in multiple disciplines
- **Readiness:** the skills and knowledge in the standard are important for learning at the next level

Guidance and guidance documents for the use of standards are developed and updated during curriculum adoptions and when new standards are adopted by the state. Administrative policy and procedures are followed during these processes.

**Indicators of Compliance:**

- *Administrative Policy 2020: Textbook Section and Adoption, Procedure 2020P: Adoption and Reconsideration of Instructional Materials, and Appendix A of Procedure 2020P* are used to ensure standards are incorporated into instructional materials.
- Standards alignment rubrics are used to evaluate curriculum during each adoption cycle.
- Standards and standards proficiency scales are developed for subject areas during curriculum adoptions and available to teachers on the *Lake Washington School District Curriculum and Assessment Framework*.
- Standards alignment guides are developed for subject areas during curriculum and standards adoptions and made available to teachers on the *Lake Washington School District Curriculum and Assessment Framework*.

<b>Evidence of Compliance:</b>	In Compliance	Not In Compliance
<b>Board Findings:</b>	In Compliance	Not In Compliance

**The Superintendent will:**

**11.3 Align curriculum with the standards.**

**Superintendent Interpretation:**

I interpret “align” to mean the process to identify where standards are expressed in the curriculum and to develop guiding documents for teachers so that they can plan for instruction that will allow students to meet each of the standards over the course of the semester, year, or longer.

I interpret “curriculum” to mean the course of study for each subject and corresponding adopted materials to help students meet standards. For curriculum to be effective it must be guaranteed, meaning that all students must have access to the same high-quality curriculum that is based on the standards and viable, meaning that there is adequate time for teachers to teach content and for students to learn it.

**Indicators of Compliance:**

- *Lake Washington School District Curriculum and Assessment Framework* is maintained and updated during adoption of new standards and curriculum.
- *Lake Washington School District Curriculum Adoption and Assessment Cycle* is used to systematically review curriculum and align it to standards.
- *Administrative Policy 2020 and Procedure 2020P, Textbook Section and Adoption*, are used to ensure standards are matched to curriculum.
- Curriculum alignment guides for core subject areas are developed during curriculum and standards adoptions to identify where standards are addressed in the curriculum. Alignment guides are made available to teachers on the *Lake Washington School District Curriculum and Assessment Framework*.

**Evidence of Compliance:**

In Compliance

Not In Compliance

**Board Findings:**

In Compliance

Not In Compliance

**The Superintendent will:**

**11.4 Effectively measure each student’s progress toward achieving or exceeding the standards.**

**Superintendent interpretation**

I interpret “measure each student’s progress toward achieving or exceeding the standards” to mean the use of formative and summative assessments to monitor student learning. Formative measures provide frequent, ongoing feedback that informs adjustments to instruction. Summative measures document learning and students’ overall proficiency.

**Indicators of Compliance:**

- Annual communication is provided to certificated staff and administrators indicating which district and state assessments are required and which ones are available for optional use (Appendix J LWEA-LWSD Negotiated Agreement).
- An annual assessment calendar is developed and provided to all certificated and administrative staff.
- An annual report is made to OSPI verifying the use of instruction and assessments in social studies, the arts, health and physical education, and educational technology.
- At least 95 percent of students are tested as measured by the Annual State Accountability report for the following areas
  - Smarter Balanced Assessment English Language Arts (ELA) and Math
  - Washington Comprehensive Science Assessment
  - DIBELS End-of-Year (EOY) for grade 2
- District Benchmark Assessments for core content areas are developed and updated during curriculum and assessment adoptions and provided to teachers on the *Lake Washington School District Curriculum and Assessment Framework*.

**Evidence of Compliance:**

In Compliance

Not In Compliance

**Board Findings:**

In Compliance

Not In Compliance

**The Superintendent will:**

**11.5 Assure that the instructional program includes opportunities for students to develop talents and interests in their specialized areas of interest.**

**Superintendent interpretation**

I interpret “opportunities for students to develop talents and interests in their specialized areas” to mean a diverse variety of experiences within courses, course sequences, other co-curricular, or extra-curricular learning experiences that allow students to develop skills and knowledge related to their goals and aspirations.

**Indicators of Compliance:**

- Lake Washington School District Strategic Plan Career, Technical and College Pathways Initiative is developed and implemented in all middle and high schools. This initiative includes:
  - Expanding comprehensive career and technical course pathways including middle school exploration.
  - Increasing dual credit course offerings and connections to higher education opportunities.
  - Expanding opportunities for career-connected learning such as internships and youth apprenticeships in high schools and the 18-21 Transition Academy program.
- The High School and Beyond Plan is implemented and includes the following for each student in grades 7-12:
  - Identification of career goals.
  - Identification of educational goals related to the student’s career goals.
  - Completion of a four-year plan for course-taking that fulfills graduation requirements and aligns with educational and career goals.
- Administrative Policy: *District Choice Programs and Schools* is monitored and implemented.
- A course addition and approval processes are shared with secondary administrators that includes strategies for identifying student interests and talents when developing and offering new courses.
- Student climate survey data on student interests are developed, collected, and used to develop programs for students.
- An annual strategic work planning process is used to develop new programs and supports for students based on student needs and interests.

<b>Evidence of Compliance:</b>	In Compliance	Not In Compliance
<b>Board Findings:</b>	In Compliance	Not In Compliance

**The Superintendent will:**

**11.6 Assure that the instructional program accommodates the different learning styles of students and differentiates instruction to meet the needs of students of various backgrounds and abilities.**

**Superintendent interpretation**

I interpret “learning styles” to mean the preferential way in which students acquire, process, comprehend, and retain skills and knowledge.

I interpret “differentiate instruction” to mean the use of a wide variety of teaching techniques and lesson adaptations to instruct a group of students with diverse learning needs in the same classroom. This may include adjusting elements of a lesson from one group of students to another; tailoring lessons to the unique needs of students, e.g. students with Individualized Education Programs (IEP), students who are high-achieving or students for whom English is a second language; and the use of assessments to monitor and adjust instruction. Differentiation typically includes modification to instructional practice, the work products students are asked to complete, content, and grouping of students. Differentiation may also be based on students’ interest, readiness, and preferred learning styles.

<b>Indicators of Compliance:</b>		
<ul style="list-style-type: none"> <li>– The Lake Washington School District Strategic Plan Multi-Tiered System of Supports (MTSS) Initiative is developed and implemented with fidelity. This initiative includes: <ul style="list-style-type: none"> <li>○ Support for school leadership and teacher teams to use assessments to measure and monitor student growth, use evidence-based interventions for literacy and math, improve instruction and accelerate learning, and develop equitable and inclusive school communities</li> <li>○ Training on specific evidence-based instructional strategies and curriculum resources to support all students and close achievement gaps</li> </ul> </li> <li>– Instructional programs are in place to meet the needs of students, including: <ul style="list-style-type: none"> <li>○ Special Education and 504 Plans</li> <li>○ English Language Learner and Dual Language Programs</li> <li>○ Highly Capable Program</li> <li>○ State and Federal Programs including Title and Safety Net</li> <li>○ Native American Education Program</li> </ul> </li> </ul>		
<b>Evidence of Compliance:</b>	In Compliance	Not In Compliance
<b>Board Findings:</b>	In Compliance	Not In Compliance

<b>The Superintendent will:</b>		
<b>11.7 Ensure students, starting in elementary school and continuing throughout high school, have opportunities and experiences to actively explore options for their futures in ways that are relevant to them.</b>		
<b>Superintendent interpretation</b>		
I interpret “opportunities and experiences to actively explore options for their futures in ways that are relevant to them” to mean the curricular, co-curricular and extra-curricular ways in which students are guided to think about their future and to develop plans for the future that are personalized and designed to achieve interest and academic goals.		
<b>Indicators of Compliance:</b>		
<ul style="list-style-type: none"> <li>– The Lake Washington School District Strategic Plan Innovative Learning Opportunities Initiative is developed and implemented. This initiative includes: <ul style="list-style-type: none"> <li>○ The identification and expansion of innovative learning experiences and curriculum in specific areas, including, but not limited to: <ul style="list-style-type: none"> <li>▪ Computer Science and Coding.</li> <li>▪ Science, Technology, Engineering, and Mathematics (STEM).</li> <li>▪ Fine Arts.</li> <li>▪ Dual Language.</li> </ul> </li> <li>○ Identifying and expanding learning experiences, opportunities, and curriculum resources in all content areas.</li> <li>○ Engaging with national networks of school districts to learn from model programs and practices that enhance teaching and learning.</li> <li>○ Increasing the strategic partnerships with organizations that enhance core curriculum</li> </ul> </li> <li>– The High School and Beyond Plan is implemented and maintained in grades 7-12, and students in grades K-5 are provided with opportunities to connect learning to future careers.</li> </ul>		
<b>Evidence of Compliance:</b>	In Compliance	Not In Compliance
<b>Board Findings:</b>	In Compliance	Not In Compliance



**The Superintendent will:**

**11.8 Encourage new and innovative programs, carefully monitoring and evaluating the effectiveness of all such programs at least annually.**

**Superintendent interpretation**

I interpret “innovative programs” to mean the curricular, co-curricular, or extra-curricular learning experiences that significantly improve on existing programs; that may be new and result in better outcomes for students; or that address problems, challenges, or interests that cannot be solved with traditional/current approaches.

I interpret “evaluating the effectiveness” to mean the processes designed to review the quality of the implementation and outcomes to make a judgment about whether changes are needed to enhance the effectiveness of the program.

**Indicators of Compliance:**

- Formal presentations to the Board that provide an update on any innovative programs that are implemented.
- Innovative Programs Grants are administered and implemented.
- *Lake Washington School District Program Evaluation Framework* is used to evaluate the effectiveness of new and innovative programs following initial implementation.

**Evidence of Compliance:**

In Compliance	Not In Compliance
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**Board Findings:**

In Compliance	Not In Compliance
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**The Superintendent will:**

**11.9 Assure that the instructional program includes a compelling and realistic vision of technology that specifies:**

- a. **Technology use in the learning environment;**
- b. **Integration of technology into content areas across all grade levels;**
- c. **Integration of adaptive technology, as appropriate.**

**Superintendent interpretation**

I interpret “a compelling vision” to mean to specify the knowledge, skills, and attributes that all students need to be future-ready, including how teachers use technology in the classroom and school to enhance learning; how students use technology to acquire, make sense of, communicate and use knowledge and information in an educational setting; and how technology is to be used to eliminate barriers to student learning.

**Indicator of Compliance:**

- The Lake Washington School District Strategic Plan Integrated Instructional Technology initiative is developed and implemented. This initiative includes:
  - Training all staff on digital integration strategies to transform student learning.
  - Implementing new instructional and accessibility technology to improve learning.

**Evidence of Compliance:**

In Compliance	Not In Compliance
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**Board Findings:**

In Compliance	Not In Compliance
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**The Superintendent will:**

**11.10 Regularly evaluate and modify all instructional programs as necessary to assure their continuing effectiveness.**

**Superintendent interpretation**

I interpret “regularly evaluate and modify all” to mean the district has processes in place to systematically review the quality and fidelity of program implementation and student learning outcomes related to the program to make a judgment about whether changes are needed.

**Indicators of Compliance:**

- The *Lake Washington School District Program Evaluation Framework* is used to evaluate instructional programs and used to identify potential modifications to ensure continuing effectiveness.
- Staff and community feedback are collected via an annual program surveys and used to develop and improve instructional programs.
- Student outcome data and fidelity data from instructional programs are gathered and used to develop and improve programs.
- All curricular areas are evaluated on a cycle and recommendations are made following the *Lake Washington School District Curriculum Adoption and Assessment Cycle*.

**Evidence of Compliance:**

In Compliance

Not In Compliance

**Board Findings:**

In Compliance

Not In Compliance

**The Superintendent will:**

**11.11 Adequately monitor and control student access to and utilization of electronically distributed content information.**

**Superintendent interpretation**

I interpret “adequately monitor and control student access” to mean the district uses technology tools such as filters, usage data, and website tracking, implement staff training, and continuously reviews how and what information students are accessing using technology in order to maintain and enhance student safety and learning.

**Indicators of Compliance:**

- All software and web applications are reviewed through a standard process (*Software and Web Application Review Process*) to ensure online safety for students and student data.
- Web filters are used to control access to unsafe or inappropriate content.

**Evidence of Compliance:**

In Compliance

Not In Compliance

**Board Findings:**

In Compliance

Not In Compliance

**The Superintendent will:**

**11.12 Protect the instructional time provided for students during the academic day.**

**Superintendent interpretation**

I interpret “protect instructional time” to mean to ensure that state requirements for instructional time are met and, to the extent possible, outside influences do not interfere with periods of the school day in which curricular and co-curricular teaching and learning takes place and that instructional time is focused on student learning.

**Indicators of Compliance:**

- Instructional time allocation guidance is made available to schools and updated as new local and state requirements take effect.
- The average hours of state-required and district testing time report is made annually to OSPI.
- Instructional hour offerings of at least a district-wide average of 1,080 hours in grades 9-12, and at least a district-wide average of 1,000 hours in grades 1-8 are provided to students
- A minimum of 180 school days are available to students each school year.
- Administrative policy 2331 and procedures 2331P are followed to ensure guest speakers support the instructional program.
- Administrative policy on the use of videos and film is followed to ensure such use has an instructional objective.

**Evidence of Compliance:**

In Compliance

Not In Compliance

**Board Findings:**

In Compliance

Not In Compliance

**The Superintendent will:**

**11.13 Review school attendance boundaries as needed to assure reasonable balance in student enrollment.**

**Superintendent interpretation**

I interpret “review school attendance boundaries” to mean to formally conduct a process to evaluate and consider a change the attendance areas for schools causing students to change school locations. A formal review of school attendance boundaries will be conducted after a thorough review of short and long-range planning.

**Indicators of Compliance:**

- The annual enrollment report indicating areas of growth and population density is reviewed during a public Board meeting.
- When the boundary study is conducted, a thorough school attendance boundary recommendation to reasonably balance student enrollment will be presented at a public Board meeting.

**Evidence of Compliance:**

In Compliance

Not In Compliance

**Board Findings:**

In Compliance

Not In Compliance

**The Superintendent will:**

**11.14 Implement and ensure wide and timely distribution of a culturally-sensitive school district calendar that:**

- a. Aligns with state requirements and negotiated contracts**
- b. Provides reasonable flexibility for uncontrollable events and circumstances**

**Superintendent interpretation**

I interpret “a culturally sensitive school district calendar” to mean that processes are in place to identify and recognize holidays and religious observances and makes reasonable efforts to reduce the impact of scheduling conflicts with school and district events.

I interpret “wide and timely distribution” to mean that calendars are published for public and district use prior to the beginning of the school year and in time for district and school event planning whenever feasible.

**Indicators of Compliance:**

- The annual district calendar is developed to include holidays and religious observances prior to the start of the school year and published on the district website and online calendar systems.
- A district calendar is centrally communicated to all administrator calendars in a uniform manner.
- WIAA, KingCo Athletics, and District guidelines are shared and followed regarding athletics on religious or cultural holidays.

**Evidence of Compliance:**

In Compliance

Not In Compliance

**Board Findings:**

In Compliance

Not In Compliance

**OPERATIONAL EXPECTATIONS (OE) POLICY**

**OE-12 Facilities**

<input checked="" type="checkbox"/>	Reasonable Interpretation and Indicators (RI)	_____	Date
<input type="checkbox"/>	Monitoring Report	_____	Date for re-monitoring

**SUPERINTENDENT CERTIFICATION:**

With respect to Operational Expectations Policy, OE 12, Facilities, the Superintendent certifies that the proceeding information is accurate and complete, and that the organization:

- Has reasonably interpreted the Board’s values
- Is compliant
- Is compliant with the exceptions noted
- Is non-compliant

Executive Summary:

Signed: \_\_\_\_\_ Date: \_\_\_\_\_  
Superintendent

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**BOARD ACTION:**

With respect to Operational Expectations Policy, OE-12, Facilities, the Board finds that the organization is:

- Has reasonably interpreted the Board’s values
- Has failed to reasonably interpret the Board’s values
- Is Compliant
- Is Compliant, with the exception of specific policy sub-parts
- Is Non-Compliant

Commendations/Direction:

Signed: \_\_\_\_\_ Date: \_\_\_\_\_  
Board President

## OE-12: FACILITIES

**The Superintendent shall assure that physical facilities support the accomplishment of the Board’s *Results* policies.**

**Superintendent Interpretation:**

I interpret this to mean that District-owned or leased spaces properly accommodate the educational programs and administrative support necessary to accomplish the Board’s Results and Operational Expectations policies.

We interpret “safe & properly maintained” to mean that these District spaces meet or exceed the standards set forth by OSPI’s Asset Preservation Program (APP) of which the requirements include maintenance of the building to ensure a 30-year expected life and the completion of an annual Building Condition Assessment (BCA).

**The Superintendent will:**

**12.1 Develop and execute a facility plan that establishes priorities for construction, renovation and maintenance projects that:**

- a. Assigns highest priority to the correction of unsafe conditions;**
- b. Includes maintenance costs as necessary to enable facilities to reach their intended life cycles;**
- c. Plans for and schedules preventive maintenance;**
- d. Plans for and schedules system replacement when new schools open, schools are renovated, or systems replaced;**
- e. Discloses assumptions on which the plan is based, including growth patterns and the financial and human impact individual projects will have on other parts of the organization.**
- f. Ensure that facility planning and design decisions appropriately consider environmental impacts, include eco-efficiency and sustainability.**

**Superintendent Interpretation:**

I interpret this to mean that the District will maintain a five-year or longer plan for District facilities construction, renovation, and maintenance and for facility addition or reduction that incorporates items A-F above. This plan will also incorporate assumptions regarding capital needs required to accomplish Board Results policies along with projected costs and recommended funding sources. The district will have an Asset Preservation Program and life-cycle system replacement planning.

**Indicators of Compliance:**

- The annual Six-Year Capital Facilities Plan incorporates current projected capital needs for the next six years.
- A State Study and Survey is completed by a certified third party every six years and is required as part of OSPI’s School Construction Assistance Program.
- Annual building condition assessments are conducted by a certified third-party evaluator. The assessment is a systematic rating of common building components. Building Condition Assessment (BCA) scores are to be in alignment with OSPI’s published Building Condition Standard.
- A 30-year deferred maintenance schedule will be updated annually to reflect annual building condition assessments and recently performed capital work.

**Evidence of Compliance:**

	In Compliance	Not In Compliance
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**Board Findings:**

	In Compliance	Not In Compliance
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**The Superintendent will:**

**12.2 Project life-cycle costs as capital decisions are made.**

**Superintendent Interpretation:**

I interpret this to mean that the District will incorporate the need for maintenance and replacement of existing facilities and equipment when making annual capital funding decisions.

**Indicators of Compliance:**

- The 30-year deferred maintenance schedule referenced above helps to identify near-term and long-term capital projects and follows a priority system of scheduling of and funding for work:
  - Promote safe and healthy schools for students, staff, and community.
  - Create environments that are conducive to student learning.
  - Institute life-cycle maintenance for buildings and equipment to maximize useful life.
  - Save energy, resources, and money.
  - Site needs which positively impact community engagement and enable schools to be centers of the community.
  - Identify other needs as designated by the site administrator and/or Facilities/Maintenance Department personnel.
- The Facilities/Maintenance Department will maintain and follow a procedure which establishes priorities for the day-to-day and long-term maintenance of buildings and related equipment. These items are included in the operating budget of the operations department and will not be included in the Deferred Maintenance Plan.

**Evidence of Compliance:**

In Compliance

Not In Compliance

**Board Findings:**

In Compliance

Not In Compliance

**The Superintendent will:**

**12.3 Assure that facilities are safe, clean and properly maintained.**

**Superintendent Interpretation:**

I interpret this to mean that District facilities will be maintained in a manner that is considered “clean” by staff assessment and “sanitary and safe” by regulatory agencies including Washington Office of Superintendent of Public Instruction (OSPI), King County Department of Health, and the local fire departments.

**Indicators of Compliance:**

- Annual facilities inspections/evaluations will be conducted. Report of Annual APP evaluation and Building Condition Assessment.
- Number of preventive maintenance (PM) work requests and number of work orders completed each year.
- Documented schedules for cleaning, maintenance and assessment are maintained.

**Evidence of Compliance:**

In Compliance

Not In Compliance

**Board Findings:**

In Compliance

Not In Compliance

**The Superintendent will:**

**12.4 Consistently administer facilities use delineating:**

- a. permitted uses;
- b. the applicable fee structure that is fair and reasonable;
- c. clear user expectations, including behavior, clean-up, security, insurance, and damage repair;
- d. consequences and enforcement procedures for public users who fail to follow the established rules.
- e. the ability of the public's use of facilities as long as student safety, student functions, and the instructional program are not compromised.

**Superintendent Interpretation:**

I interpret this to mean that the District will encourage the use of District-owned facilities by outside groups and will administer their use according to items A-E above.

**Indicators of Compliance:**

- The website and associated forms clearly delineate the permitted uses, fee structure, and user expectations.
- District and site staff have established protocols for appropriate custodial support for facility use after-hours and weekends.

**Evidence of Compliance:**

In Compliance

Not In Compliance

**Board Findings:**

In Compliance

Not In Compliance

**The Superintendent will:**

**12.5 Encourage and promote use of school property to community organizations and partners.**

**Superintendent Interpretation:**

I interpret this to mean that the public can utilize district facilities as specified in policy when they are not being used for education purposes whenever possible.

**Indicator of Compliance:**

- Information regarding public use of school property is easily available and clearly understandable.

**Evidence of Compliance:**

In Compliance

Not In Compliance

**Board Findings:**

In Compliance

Not In Compliance

**The Superintendent may not – without Board approval:**

**12.6 Build or undertake major renovations of buildings.**

**Superintendent Interpretation:**

I interpret this to mean that the District will require Board approval prior to constructing a building, adding square footage to a building or remodeling a building to the extent that it changes its use as follows:

- ❖ Grades served in the building
- ❖ Changing the primary use of a cafeteria, multi-purpose room, commons areas, gymnasium, and auditoriums

**Indicator of Compliance:**

- No construction projects or major renovations have occurred outside of the approved work of the Board.

**Evidence of Compliance:**

In Compliance

Not In Compliance

**Board Findings:**

In Compliance

Not In Compliance



**The Superintendent may not – without Board approval:**

**12.7 Recommend land acquisition without first determining growth patterns, comparative costs, construction and transportation factors and any extraordinary contingency costs due to potential natural and man-made risks.**

**Superintendent Interpretation:**

I interpret this to mean that when recommending a land acquisition to the Board of Directors, the District will fully research and understand the need, cost, risks, and District impact. Land may not be acquired without Board approval.

**Indicator of Compliance:**

- The Superintendent will not acquire land without Board approval.

**Evidence of Compliance:**

In Compliance

Not In Compliance

**Board Findings:**

In Compliance

Not In Compliance

**The Superintendent may not – without Board approval:**

**12.8 Authorize construction schedules and change orders that deviate significantly from previously approved plans and budget parameters, including increased cost or reduced quality.**

**Superintendent Interpretation:**

I interpret this to mean that the District will complete capital projects according to the contract specifications and bring to the Board for approval contract changes that increase the length of a project or has a fiscal impact.

**Indicators of Compliance:**

- Construction schedules will be communicated, and the board will be informed of substantial changes to project schedules.
- Construction projects will be completed within the funds allocated. In addition, construction projects will be completed within District bid specifications, including time frame and budget.
- Change orders will be presented to the Board for approval.

**Evidence of Compliance:**

In Compliance

Not In Compliance

**Board Findings:**

In Compliance

Not In Compliance

**The Superintendent may not – without Board approval:**

**12.9 Acquire, encumber, or dispose of real property.**

**Superintendent Interpretation:**

I interpret this to mean that the District will bring to the Board for approval before buying, selling, granting non-utility easements or legally changing ownership of existing District property.

**Indicator of Compliance:**

- The Superintendent will not acquire, encumber, or dispose of real property without Board approval.

**Evidence of Compliance:**

In Compliance

Not In Compliance

**Board Findings:**

In Compliance

Not In Compliance

OPERATIONAL EXPECTATIONS (OE) POLICY

**OE-13 Technology**

<input checked="" type="checkbox"/> Reasonable Interpretation and Indicators (RI)	_____	_____	Date
<input type="checkbox"/> Monitoring Report	_____	_____	Date for Remonitoring

**SUPERINTENDENT CERTIFICATION:**

With respect to Operational Expectations Policy, OE-13, Technology, the Superintendent certifies that the proceeding information is accurate and complete, and that the organization:

Has reasonably interpreted the Board's values

Is compliant

Is compliant with the exceptions noted

Is non-compliant

Executive Summary:

Signed: \_\_\_\_\_ Date: \_\_\_\_\_  
Superintendent

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**BOARD ACTION:**

With respect to Operational Expectations Policy, OE-13, Technology, the Board finds that the organization is:

Has reasonably interpreted the Board's values

Has failed to reasonably interpret the Board's values

Is compliant

Is compliant, with the exception of specific policy sub-parts

Is non-compliant

Commendations/Direction:

Signed: \_\_\_\_\_ Date: \_\_\_\_\_  
Board President

**OE-13: TECHNOLOGY**

**The Superintendent shall establish and maintain technology systems and applications consistent with accomplishment of the Board’s Results policies.**

**Superintendent Interpretation:**

I interpret technology systems to be all the components required for the successful implementation of the student, staff, and business technology programs.

I interpret applications to be the software and web applications needed to accomplish the district’s goals and requirements.

**The Superintendent shall:**

**13.1 Develop and execute a comprehensive technology plan that directs the priorities and outcomes for the expenditure of technology resources.**

**Superintendent Interpretation:**

I interpret a comprehensive technology plan to be the plan that is in alignment with the capital projects technology levy which defines the goals and expenditures related to technology operations.

I interpret the expenditure of technology resources to be all funds, capital or general, related to the implementation of the district’s complete technology enterprise.

**Indicator of Compliance:**

- Technology plan aligned with 2018 capital projects levy
- Technology Levy budget resources the Technology plan and aligns with strategic efforts
- Technology plan demonstrates evidence of long-range planning related to student, staff, and system needs

**Evidence of Compliance:**

	In Compliance	Not In Compliance
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**Board Findings:**

	In Compliance	Not In Compliance
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**The Superintendent shall:**

**13.2 Provide a comprehensive and functional technology infrastructure that addresses need of all staff, students, and community.**

**Superintendent Interpretation:**

I interpret comprehensive technology infrastructure to be the implementation of a system that provides efficient and effective access to the internet, Microsoft Office 365, cloud storage, and all software and web applications required for teaching, learning, and the district’s business systems.

I interpret functional technology infrastructure to be the implementation of a system that allows students, staff and parents to access all required software, web applications, and data required for teaching, learning, and the district’s business systems.

**Indicator of Compliance:**

- The physical and wireless network receive ongoing maintenance and upgrades to provide high-quality connectivity for students and staff
- Technical security infrastructure is deployed to safeguard the district’s network and technology resources from unauthorized access, nefarious activity, and inappropriate content
- Technical support is provided through a variety of methods to students, staff, and families

<b>Evidence of Compliance:</b>	In Compliance	Not In Compliance
<b>Board Findings:</b>	In Compliance	Not In Compliance

**The Superintendent shall:**

**13.3 Provide easily accessible, relevant, and current data to appropriate users to direct school and instructional improvement planning.**

**Superintendent Interpretation:**

I interpret accessible, relevant and current data to mean data that is available when needed, data that is meaningful to the end user, and current data to mean data that is recent enough to make educational and business decisions, including individual student indicators that allow staff to intervene before a student is at risk for failure.

I interpret direct school and instructional improvement planning to mean reports and data views that are accessible to staff for instructional planning, strategic goal evaluation, and program improvement.

**Indicator of Compliance:**

- A data system is made available to staff which incorporates all sources of relevant data
- A data system is available and used by staff for school and classroom improvement to enhance student learning
- A data system is available and used by staff for business efficiency and effective management of the district

<b>Evidence of Compliance:</b>	In Compliance	Not In Compliance
<b>Board Findings:</b>	In Compliance	Not In Compliance

**The Superintendent shall:**

**13.4 Provide for a safe and secure computing environment for students and staff that:**

- a. Prohibits the use of technology resources for commercial, political, illegal, or indecent purposes or that disrupts the learning environment of students;**
- b. Prohibits access to personal information about students or staff that does not have an educational purpose or that is not appropriately authorized;**
- c. Prohibits collection of electronic information for which there is no legitimate need;**
- d. Uses methods of collecting, reviewing, transmitting, or storing information that protect against improper access to the information being elicited.**

**Superintendent Interpretation:**

I interpret a safe and secure computing environment to be an enterprise (network and security systems) that is in alignment with all required laws and regulations such as Children's Online Privacy Protection Act (COPPA), Children's Internet Protection Act (CIPA), Family Educational Rights and Privacy Act (FERPA), and Health Insurance Portability and Accountability Act (HIPAA).

I interpret a safe and secure computing environment to ensure all software, web applications, and digital applications are approved through a standard process that addresses network, provisioning, and student/staff data privacy.

All software and web applications are reviewed through a standard process (Software and Web Application Review Process) to ensure online safety for students and student data.

**Indicator of Compliance:**

- The district implements policies and procedures that ensure all staff and students are knowledgeable and aware of the responsibility to maintain appropriate digital citizenship
- The district has a method for ensuring all software and web applications used for student, staff, or business systems are appropriately evaluated to ensure compliance with all state and federal requirements
- The district has a standard procedure for developing data sharing agreements with hired vendors that provide service to the district which requires the use of student or staff data

**Evidence of Compliance:**

In Compliance

Not In Compliance

**Board Findings:**

In Compliance

Not In Compliance