



TO: Board of Directors
FROM: Dr. Greg Baker, Superintendent
DATE: May 7, 2025
SUBJECT: **Monitoring Report for EL-2, Organizational Continuity**

I certify that the following is accurate as of April 30, 2024. The reporting period is from April 30, 2024 through April 30, 2025.

Policy Type: Executive Limitation

Policy: [EL-2 Organizational Continuity](#)

Adopted: September 10, 2009, and revised July 19, 2012

Interpretation of items: None in question.

Background Information: This report is about Executive Limitation 2, Organizational Continuity (EL-2). Information indicating compliance for each of the areas is presented below. [Note: Items in **bold font** represent information new to this reporting period.]

Description of Evidence of Compliance:

1. The superintendent shall not fail to take all reasonable and prudent actions with respect to organizational continuity that are typical for similar and highly effective organizations.

In compliance. The superintendent works with an executive team and support staff that has in-depth knowledge of the district. The superintendent meets weekly with the executive team to discuss and problem-solve issues.

Traditionally, three separate level meetings are held monthly with elementary, middle and high school administrators to ensure alignment between schools, leadership development and opportunities for sharing practices. Starting in the 2021-22 school year, in addition to the monthly level meeting, our team added a principal only meeting with the Department of Teaching and Learning executives and superintendent. These one-hour meetings on Zoom continued for the 2024-25 school year.

Once a month, the superintendent convenes principals, directors and other key leaders in the district for a leadership meeting. These meetings are a chance for the superintendent to update and lead our leadership team and for system-level learning.

Leadership Entry/Exit Transitions: The superintendent has modeled and developed a cultural expectation, with strong support, that all new leaders engage in an entry planning process. The purpose is to take time to listen and learn while building relationships, understanding strengths and opportunities, and using the data to plan a shared vision moving forward.

During the 2024-25 school year, a new leader cohort included leaders for Shuksan, Sehome, Options, Kulshan, as well as a new district leader in Health Services. During these cohort meetings, entry and exit planning are conducted through a more formal process, grounded in research and best practices. We bring together incoming and outgoing leaders to plan effective transitions. Our new leaders share entry plan learnings with the new leader cohort as well as the executive team.

Our leadership development program has evolved to include two cohorts that meet regularly to build capacity: new administrators and aspiring administrators. Our department of teaching and learning also supports development for teacher leaders across the district meeting monthly with International Baccalaureate coordinators, AVID coordinators and instructional coaches.

Through our 12 aspiring admin cohorts since 2013, we have assessed that 60% of the participants are now placed in administrative leadership positions (principals, assistant principals, directors, TOSA's or deans).

Our district benefits from the leadership cohort learning and principal designee work that our aspiring administrators and administrative interns engage in. We receive inquiries from other districts regarding our leadership development programs. Some leaders who were a part of this cohort as teachers are now serving our district include: **Kevin Terpstra, Kulshan Principal;** Stephanie Johnson, Parkview Principal; Pam Pottle, Northern Heights Principal; Steve Ruthford, Fairhaven Principal; Laura Britt, Geneva Principal; Teri Herda, Silver Beach Principal; Katie Jones, Options Principal; Laurel Peak, Squalicum Principal, Sonia Cole, Sehome Principal; and Heather Steele, Director.

2. The superintendent shall not fail to inform the board of new, discontinued or material changes in district practice with respect to number 1 above.

In compliance. The superintendent meets with each director on a regular basis, normally monthly. In addition, the superintendent is in frequent communication by telephone or email to keep the board informed on all aspects of the district's practices.

3. The superintendent shall not fail to provide an affirmative (or negative) statement that the following actions have been taken:

i. Ensure that at least one other executive staff member is capable of assuming the superintendent's responsibilities on an emergency basis: *Affirmative.* The deputy superintendent and assistant superintendents are involved in executive level decision-making, board-superintendent issues and processes.

ii. Ensure that continuity of leadership exists at each level of the district's management:

Affirmative. Intentional overlap and team leadership exists for all critical functions. The department of teaching and learning has co-leadership built into its organizational structures. The assistant superintendent of human resources, chief financial officer, chief operations officer, executive director of family engagement, executive director of communications and community relations and chief of technology all have strong support teams.

iii. Ensure that critical district functions have prepared, maintained, and appropriately

safeguarded policies and procedures manuals: *Affirmative.* Our district prepares, maintains and appropriately safeguards policies and procedures to ensure they align and comply with policy governance (even though many districts whose boards who are using a policy governance model have not taken the extra step to adapt the WSSDA policies to comply with policy governance). Administrative policies and procedures are maintained for public review on [our website](#).

We continue to update and maintain all policies and procedures on our website. Our policies and procedures have their own webpages (as opposed to PDF's), meaning that our website's translation feature works for this content as well. Having our policies and procedures as text on a webpage also helps us meet ADA compliance requirements.

SERIES 1000: Board of Directors Operating Policies

Operating Policies

1220 Policy – Board Officers and Duties of Board Members. Updated: 07/09/24
1225 Policy – School Director Legislative Program. Updated: 07/09/24
1400 Policy – Meeting Conduct, Order of Business and Quorum. Updated: 06/18/24
1400 Procedure – Meeting Conduct, Order of Business and Quorum. Updated: 06/18/24
1440 Policy – Minutes. Updated: 07/09/24
1610 Policy – Conflicts of Interest 1st Class Districts. Updated: 07/18/24

SERIES 2000: Instruction

Instructional Program

2029 Policy – Animals as Part of the Instructional Program. Updated: 11/08/24
2029 Procedure – Animals as Part of the Instructional Program. Updated: 11/08/24
2030 Policy – Service Animals in Schools. Updated: 09/27/24
2030 Procedure – Service Animals in Schools. Updated: 09/27/24
2108 Policy – Learning Assistance Program. Updated: 11/08/24
2145 Policy – Suicide Prevention. Updated: 08/13/24
2145 Procedure – Suicide Prevention. Updated: 08/13/24

Instructional Resources

2320 Policy – Student Trips. Updated: 08/13/24
2320 Procedure – Student Trips. Updated: 08/13/24
2340 Policy – Religious-Related Activities and Practices. Updated: 10/07/24
2340 Procedure – Religious-Related Activities and Practices. Updated: 10/07/24

Student Progress

2410 Policy – High School Graduation Requirements. Updated: 09/12/24
2410 Procedure – High School Graduation Requirements: Updated: 09/12/24
2413 Policy – Equivalency Credit for Career and Technical Education Courses. Updated: 04/22/25
2413 Procedure – Equivalency Credit for Career and Technical Education Courses. Updated: 04/22/25
2415 Policy – Performance Based Pathway for High School Graduation. Updated: 09/12/24
2415 Procedure – Performance Based Pathway for High School Graduation. Updated: 09/12/24
2416 Policy - Credit Granted for Learning Experiences Conducted Outside of School. Updated: 09/12/24
2416 Procedure – Credit Granted for Learning Experiences Conducted Outside of School. Updated: 09/12/24
2418 Policy – Waiver of High School Graduation Credits. Updated: 09/12/24

SERIES 3000: Students

Admission and Attendance

3117 Policy – Students in or Released from an Institutional Education Facility. Updated: 08/21/24

Student Rights and Responsibilities

3205 Policy – Sexual Harassment of Students Prohibited. Updated: 01/16/25
3205 Procedure – Sexual Harassment of Students Prohibited. Updated: 04/23/25
3209 Policy – Bias Incident and Hate Speech. Updated: 08/13/24
3209 Procedure – Bias Incident and Hate Speech. Updated: 08/13/24
3210 Policy – Nondiscrimination. Updated: 04/29/25
3210 Procedure – Nondiscrimination. Updated: 04/29/25
3211 Policy – Gender-Inclusive Schools. Updated: 03/08/25
3211 Procedure – Gender Inclusive Schools. Updated: 03/08/25
3246 Policy – Restraint, Isolation and Other Use of Reasonable Force. Updated: 09/26/24
3246 Procedure – Restraint, Isolation and Other Use of Reasonable Force. Updated: 09/26/24

Student Welfare

3415 Policy – Accommodating Students with Diabetes. Updated: 01/14/25
3415 Procedure – Accommodating Students with Diabetes. Updated: 01/14/25

Student Activities

3520 Policy – Student Fees, Fines and Charges. Updated: 08/23/25
3520 Procedure – Student Fees, Fines and Charges. Updated: 08/23/25
3530 Policy – Fundraising Activities Involving Students. Updated: 09/27/24
3530 Procedure – Fundraising Activities Involving Students. Updated: 09/27/24

SERIES 4000: Community Relations

Communications with the Public

4001 Procedure – Communications and Community Relations Program. Updated: 11/08/24

4026 Policy – Social Media. Updated: 01/07/25

4026 Procedure – Social Media. Updated: 01/07/25

4040 Policy – Public Access to District Records. Updated: 09/25/24

4040 Procedure – Public Access to District Records. Updated: 09/25/24

Public Access to Staff, Students, School Facilities

4218 Policy – Language Access Plan. Updated: 09/12/24

4218 Procedure – Language Access Plan. Updated: 09/12/24

4237 Policy – Contests, Advertising and Promotions. Updated: 11/25/24

4260 Policy – Use of School Facilities. Updated: 08/15/24

4300 Policy – Limiting Immigration Enforcement in Schools. Updated: 02/12/25

SERIES 5000 – Personnel

Recruitment, Selection and Assignment

5000 Policy – Recruitment and Selection of Staff. Updated: 12/05/24

5005 Policy – Employment and Volunteers: Disclosures, Certification Requirements, Assurances and Approval. Updated: 12/05/24

5010 Policy – Nondiscrimination and Affirmative Action. Updated: 04/24/25

5010 Procedure – Nondiscrimination and Affirmative Action. Updated: 04/23/25

Employment Practices

5011 Policy – Sexual Harassment of District Staff Prohibited: 01/16/25

5001 Procedure - Sexual Harassment of District Staff Prohibited: 01/16/25

5021 Policy – Conflicts Between Policy and Bargaining Agreements. Updated: 12/05/24

5022 Policy – Building Use by Union Organizations. Updated: 12/05/24

5050 Policy – Contracts. Updated: 09/26/24

5254 Policy – Staff Expression. Updated: 09/27/24

5254 Procedure – Staff Expression. Updated: 09/27/24

5271 Policy – Reporting Improper Governmental Action (Whistleblower Protection). Updated: 09/27/24

5271 Procedure – Reporting Improper Governmental Action. Updated: 09/27/24

Auxiliary Personnel

5630 Policy – Volunteers. Updated: 02/28/25

5630 Procedure – Volunteers. Updated: 02/28/25

SERIES 6000: Management Support

Budget and Finances

6000 Policy – Program Planning, Budget Preparation, Adoption and Implementation. Updated: 08/15/24

6020 Policy – System of Funds and Accounts. Updated: 08/06/24

Expenditures

6102 Policy – District Fundraising Activities. Updated: 12/19/24

6102 Procedure - District Fundraising Activities. Updated: 12/19/24

6112 Policy – Rental or Lease of District Real Property. Updated: 08/06/24

Purchasing

6212 Procedure - Procurement Cards. Updated: 11/15/24

6213 Procedure – Reimbursement for Travel Expenses. Updated: 08/29/24

6220 Policy – Bid Requirements. Updated: 12/12/24

6220 Procedure – Bid Requirements. Updated: 12/12/24

Safety and Risk Management

6530 Policy – Insurance. Updated: 08/21/24

Other Management Support

6550 Policy – Capitalization Threshold for Leases and Subscription-Based Information Technology Arrangements (SBITAS). Updated: 11/13/24

Transportation

6600 Policy – Transportation. Updated: 08/15/24

6600 Procedure – Transportation. Updated: 08/15/24

Capital Assets

6815 Policy – Advertising on District Property. Updated: 01/08/25

6815 Procedure – Advertising on District Property. Updated: 01/08/25

6881 Policy – Disposal of Surplus Equipment and/or Materials. Updated: 12/18/24

iv. Ensure that the district plans and appropriately tests emergency preparedness for reasonable foreseeable disasters or emergency situations: *Affirmative.* The district maintains an all-hazards approach to mitigate, prepare and respond to emergencies and disasters, and manages school resiliency and continuity initiatives, training and planning through the district's office of school safety and emergency management.

BPS cultivates and maintains appropriate positive relationships with other community stakeholders. Routine coordination between agencies including the Office of Superintendent of Public Instruction, Washington State Department of Health, Whatcom County Health and

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Community Services and medical providers ensure district health and safety strategies align with changing best practices help us work as a community to address environmental and public health issues as they arise.

Emergency planning, response and project implementation work continues to evolve. Our director of safety and security works closely with student services and our emergency preparedness project implementation team. The director of safety and security reports to the director of teaching and learning who leads our student services team. This allows us to focus on building relationships and offering support to students who may pose a threat to themselves or others and to build on our strong basis in restorative justice as our key approach to handling student discipline. The director of safety and security is trained as a member of Whatcom Unified Incident Command; all district administrators have up-to-date certification in NIMS/FEMA Incident Command Structure and were trained in August 2023 in our current school response protocols; school staff are continually trained in and drill these protocols each month.

Safety drills (such as earthquake, lockdown, fire) occur monthly at all schools and the district office and documented for regulatory compliance per RCW 28A.320.125. Hazard-specific response protocols and training materials are in place in our buildings. The district maintains relationships with disaster response agencies and shares agreements with Red Cross for mass care and shelter facilities. The Bellingham Public Schools director of safety and security led an all-Whatcom County reunification training in June 2024, and school district staff participated in reunification training and exercises.

Systems are currently in place for threat assessment, suicide prevention, safety and incident reporting and mobile crisis recovery teams. Staff participate in regional trainings and exercises, and we regularly coordinate with community first responder organizations including law enforcement agencies, fire departments, Whatcom Unified Emergency Management, community emergency response teams, courts and probation offices, hospitals and disaster volunteer agencies.

Safety and security capital improvement projects enhance student and staff safety and district readiness, and facilities work continues and a School Safety Committee has held three meetings toward recommending priorities and work to be done towards school safety.

Camera surveillance systems, interior door lock improvements, and exterior electronic access control have been installed in all schools and the District Office and are continually maintained and updated by district staff and outside partners. School airphone/buzz-in systems are in place in all schools and the District Office, and staff are actively utilizing these systems to ensure our school buildings remain locked and secure during school hours. District 911 phone systems are routinely tested, and emergency radio checks are performed monthly with an established drill schedule. Each school maintains a landline emergency phone for backup communication. A districtwide digital radio emergency system allows for clear communication between any district site in case of emergency, as well as interoperable communication with regional emergency management offices.

Statement of Compliance: The superintendent is in compliance with EL-2.