



TO: Board of Directors
FROM: Dr. Greg Baker, Superintendent
DATE: May 9, 2024
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, 2023 through April 30, 2024.

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 continue in 2023-24 school year. We have shifted all secondary administrators to a schedule for joint learning sessions each month with instructional coaches, centered around Universal Design for Learning to support our inclusion efforts. These sessions have included facilitation from a multi-lingual specialist and teaching teams from Shuksan to share inclusion implementation practices. These sessions occur each month and are the first hour of the high school level meeting.

Monitoring Report for EL-2, Organizational Continuity

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.

During the 2023-24 school year we engaged in learning focusing on the work of our BEA -BAO joint behavior committee. Professional learning for our leadership team focused on understanding aspects of the brain science behind behavioral dysregulation, and strategies to help students regulate. We incorporated the work of Dr. Bruce Perry, an expert in the field of brain research, observing a series of short videos that were produced by PBS. Team members experienced examples of strategies to employ to help students who are experiencing dysregulation, and the work presented was designed to be transferable for use by leaders in schools during staff meetings or professional learning sessions.

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 2023-24 school year, a new leader cohort included leaders for Sunnyland, Alderwood, Birchwood, Squalicum, Lowell, Carl Cozier, as well-as new district leaders in CTE, activities and athletics and mental health. 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 nine 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: 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; Heather Steele, Director; and Jenny Lawrence, 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.**

Monitoring Report for EL-2, Organizational Continuity

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. Both the teaching and learning and human resources departments have co-leadership built into their organizational structures. The 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

1400 Policy - Meeting Conduct, Order of Business and Quorum Updated: 04/17/24.

SERIES 2000: Instruction

Instructional Program

2121 Policy – Substance Abuse Program: 01/02/24

2021 Procedure – Substance Abuse Program: 01/02/24

2161 Policy – Special Education and Related Services for Eligible Students: 12/11/23

2161 Procedure - Special Education and Related Services for Eligible Students: 12/11/23

2162 Policy – Education of Students With Disabilities Under Section 504 of the Rehabilitation Act of 1973: 01/19/24

2162 Procedure: Education of Students With Disabilities Under Section 504 of the Rehabilitation Act of 1973: 01/19/24

2165 Policy – Home or Hospital Instruction: 05/16/23

Monitoring Report for EL-2, Organizational Continuity

2165 Procedure – Home or Hospital Instruction: 05/16/23

2190 Procedure – Highly Capable Programs: 02/14/24

2230 Policy – Transition to Kindergarten Program: 01/16/24

SERIES 3000: Students

Admission and Attendance

3115 Procedure – Homeless Students Enrollment Rights and Services: 12/08/23

3116 Procedure – Students in Out-of-Home Care: 12/12/23

3122 Procedure – Excused and Unexcused Absences: 01/02/24

3141 Policy – Nonresident Students: 03/19/24

3141 Procedure – Nonresident Students: 03/19/24

Student Rights and Responsibilities

3209 Policy – Bias Incident and Hate Speech: 07/07/23

3209 Procedure – Bias Incident and Hate Speech: 03/05/24

3225 Procedure – School-Based Threat Assessment: 01/04/24

3226 Procedure – Interviews of Students on School Premises: 12/08/23

3230 Procedure – Student Privacy and Searches: 12/08/23

3231 Policy – Student Records: 05/03/23

3241 Procedure – Student Discipline: 12/01/23

3245 Procedure – Students and Telecommunications Devices: 02/09/24

3246 Procedure – Restraint, Isolation and Other Use of Reasonable Force: 12/11/23

Student Welfare

3421 Policy – Child Abuse, Neglect and Exploitation Prevention: 06/21/23

3421 Procedure - Child Abuse, Neglect and Exploitation Prevention: 06/21/23

3432 Procedure – Emergencies: 01/02/24

SERIES 4000: Community Relations

Communications with the Public

4000 Procedure – Communications and Community Relations Program: 12/06/23

4060 Policy – Distribution and Display of Information: 06/13/23

4060 Procedure – Distribution

Public Access to Staff, Students, School Facilities

4210 Policy – Regulation of Dangerous Weapons on School Premises: 06/13/23

4260 Policy – Use of School Facilities: 09/14/23

4311 Policy – School Safety and Security Services Program: 02/02/24

4500 Procedure – Unmanned Aerial Vehicles (Drones): 01/02/24

SERIES 5000 – Personnel

Recruitment, Selection and Assignment

5001 Policy – Hiring of Retired School Employees: 08/02/23

5004 Policy – Infection Control Program: 09/29/23

5004 Procedure – Infection Control Program: 09/29/23

Employment Practices

5011 Policy – Sexual Harassment of District Staff Prohibited: 07/20/23

5001 Procedure - Sexual Harassment of District Staff Prohibited: 07/12/23

Benefits

5320 Policy Leaves – Certificated and Classified Administrators and Non-represented Classified Employees: 09/25/23

5338 Policy – Vacation-Annual (Twelve-Month) Certificated and Classified Administrators: 07/12/23

5404 Policy – Family, Maternity and Military Caregiver Leave: 07/12/23

Auxiliary Personnel

5610 Policy – Substitute Employment: 07/14/23

SERIES 6000: Management Support

Budget and Finances

6030 Policy – Financial Reports: 09/13/23

Purchasing

6212 Procedure – Procurement Cards: 08/03/24

6213 Procedure - Reimbursement for Travel Expenses: 09/13/23

6215 Policy – Voucher Certification and Approval: 10/12/23

6215 Procedure – Voucher Certification and Approval: 09/13/23

6217 Policy – Electronic Funds Transfer: 01/18/24

6217 Procedure - Electronic Funds Transfer: 01/18/24

Safety and Risk Management

6500 Policy – Risk Management: 09/13/23

Capital Assets

6804 Policy – District Café Operations: 10/23/23

Facilities

6957 Policy – Construction Change Orders: 05/18/23

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.

Monitoring Report for EL-2, Organizational Continuity

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 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 districtwide school safety support supervisor works closely with student services and our emergency preparedness project implementation team. The school safety support supervisor 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 school safety supervisor 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 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. **We are planning to drill our district reunification plan in June 2024.**

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 with camera surveillance systems, interior door lock improvements, and exterior electronic access control. **Phase one of our security camera installation is complete; all elementary and secondary schools have cameras with monitors to increase visibility. Designated staff at each site have been trained in the use, operation, access and confidentiality requirements of our cameras. A part-time records officer was added to assist the public in accessing public video records, to support compliance with Policy 6610. Access control installation is complete in high schools and elementary schools; the four high schools and all elementary schools are using fob access and timed lock/unlock for select doors. Middle schools are the next focus area with installation currently underway and should be completed by June 2024. School airphone/buzz-in systems are in place in all schools and the District Office.** 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.