



TO: Board of Directors
FROM: Dr. Greg Baker, Superintendent
DATE: May 9, 2023
SUBJECT: **Monitoring Report for EL-2, Organizational Continuity**

I certify that the following is accurate as of April 30, 2023. The reporting period is from April 30, 2022 through April 30, 2023.

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 in the 2022-23 school year. We have also provided joint learning sessions for all secondary leaders, including principals, assistant principals and instructional coaches, centered around Universal Design for Learning to support our inclusion efforts. These sessions occurred in November, February, March and April, with an additional one planned for May.

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 2022-23 school year we shared updates on budget and participated in professional development, led by Deputy Superintendent Dr. Mike Copland,**

Northern Heights Principal Pam Pottle, Director of equity, diversity and inclusion Dr. Velasquez-Farmer, Options Principal Katie Jones, Kulshan Principal Dr. Meagan Dawson and Assistant Superintendent of Teaching and Learning Dr. Jay Jordan.

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 2022-23 school year, a new leader cohort included new leaders for Whatcom, Shuksan, Parkview, Wade King, Geneva, as well as new district leaders in food services and educational technology. 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 three cohorts that meet regularly to build capacity: new administrators; aspiring administrators; and deans and assistant principals. 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 over 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.

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. 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 executive director 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: 11/9/22.
1400P Procedure – Meeting Conduct, Order of Business and Quorum Updated: 11/9/22.
1822 Policy – Training and Professional Development for Board Members Updated: 12/14/22.

SERIES 2000: Instruction

Instructional Program

2021 Policy – Library Information and Technology Programs Updated: 5/31/22.
2121P Procedure – Library Information and Technology Programs Updated: 5/31/22.
2125 Policy – Sexual Health Education Updated: 9/26/22.
2125P Procedure – Sexual Health Education Updated: 9/216/22.
2126 Policy – HIV/AIDS Prevention Education Updated: 12/20/22.
2161 Policy – Special Education and Related Services for Eligible Students Updated: 10/12/22.
2161P Procedure – Special Education and Related Services for Eligible Student Updated: 10/12/22.
2170 Policy – Career and Technical Education Updated: 9/20/22.
2170P Procedure – Career and Technical Education Updated: 9/20/22.

Student Progress

2421 Policy – Promotion/Retention Updated: 9/28/22.
2421P Procedure – Promotion/Retention Updated: 9/28/22.

SERIES 3000: Students

Admission and Attendance

3120 Policy – Enrollment Updated: 5/27/22.
3120P Procedure – Enrollment Updated: 5/27/22.
3122 Policy – Excused and Unexcused Absences Updated: 1/12/23.
3122P Procedure – Excused and Unexcused Absences Updated: 1/12/23.
3143 Policy – Notification and Dissemination of Information About Student Offenses and Threats of Violence or Harm Updated: 1/3/23.

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3143P Procedure – Notification and Dissemination of Information About Student Offenses and Threats of Violence or Harm Updated: 1/3/23.

Student Rights and Responsibilities

3205 Policy – Sexual Harassment of Students Prohibited Updated: 11/9/22.

3205P Procedure – Sexual Harassment of Students Prohibited Updated: 11/9/22.

3207 Policy – Prohibition of Harassment, Intimidation and Bullying Updated: 1/17/22.

3207P Procedure – Prohibition of Harassment, Intimidation and Bullying Updated: 1/17/22.

3211P Procedure – Gender-Inclusive School Updated: 5/15/22.

3225 Policy – School-Based Threat Assessment Updated: 1/3/23.

3225P Procedure – School-Based Threat Assessment Updated: 1/2/23.

3231 Policy – Student Records Updated: 9/29/22.

3231P Procedure – Student Records Updated: 9/29/22.

3241 Policy – Student Discipline Updated: 8/19/22.

3241P Procedure – Student Discipline Updated 8/19/22.

Student Welfare

3411 Policy – Accommodating Students with Seizure Disorder or Epilepsy Updated: 10/12/22.

3413 Policy – Student Immunization and Life-Threatening Health Conditions Updated: 11/1/22.

3413P Procedure – Student Immunization and Life-Threatening Health Conditions Updated: 11/1/22.

3414 Policy – Infectious Diseases Updated: 9/23/22.

3414P Procedure – Infectious Diseases Updated: 9/23/22.

3416 Policy – Medication at School Updated: 10/12/22

3416P Procedure – Medication at School Updated: 10/12/22

3420 Policy – Anaphylaxis Prevention Updated: 9/22/22.

3420P Procedure – Anaphylaxis Prevention and Response Updated: 9/22/22.

3423 Policy – Parental Administration of Marijuana for Medical Purposes Updated 9/28/22.

Student Activities

3520 Policy – Student Fees, Fines and Charges Updated: 9/26/22.

3520P Procedure – Student Fees, Fines and Charges Updated: 9/26/22.

SERIES 4000: Community Relations

Communications with the Public

4011 Policy – Photographing, Recording Students and Sharing Student Information Updated: 8/31/22.

4060 Policy – Distribution of Materials Updated: 8/31/22

Public Access to Staff, Students, School Facilities

4200P Procedure - Parent Access and Safe and Orderly Learning Environment Updated: 04/21/23

4210 Policy – Regulation of Dangerous Weapons on School Premises Updated: 10/3/22.

SERIES 5000 – Personnel

Employment Practices

5201 Policy – Drug-Free School, Community and Workplace Updated: 4/18/23.

Benefits

5515 Policy – Workforce Secondary Traumatic Stress Updated: 4/18/23.

5515 Procedure – Workforce Secondary Traumatic Stress Updated: 4/18/23.

SERIES 6000: Management Support

Purchasing

6212 Procedure – Procurement Cards Updated: 01/04/23.

Transportation

6610 Policy – Video Security Updated: 9/9/22.

6610P Procedure – Video Security Updated 9/9/22.

Facilities

6925 – Policy – Architect and Engineering Services Updated: 9/6/22

6925P Procedure – Architect and Engineering Services Updated: 9/6/22.

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.

Relationships and systems developed through our COVID-19 mitigation and safety work continue to lend strength to our emergency preparation planning. 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 ensured district health and safety strategies aligned with changing best practices during the pandemic and now 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 specialist 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 being trained as a member of Whatcom Unified Incident Command; all district administrators have up-to-date certification in NIMS/FEMA Incident Command Structure. A team of district staff joined a county-wide school safety training in January 2023; training for all leadership staff is being planned for August 2023.

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 an update to our family reunification plan to implement in August 2023.

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. Access control installation is complete in high schools; the four high schools are using fob access and timed lock/unlock for select doors. Elementary and middles schools are the next focus area with installation currently underway but hindered by supply chain issues. School airphone/buzz-in systems are being prioritized so we can keep exterior school building doors locked.** 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.