



TO: Board of Directors
FROM: Dr. Greg Baker, Superintendent
DATE: May 26, 2021
SUBJECT: **Monitoring Report for EL-2, Organizational Continuity**

I certify that the following is accurate as of April 30, 2021. The reporting period is from April 30, 2019 through April 30, 2021.

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. Notes from these meetings are available to all administrators, keeping district and school leaders fully informed.

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. **Due to the pacing of change during the pandemic, the frequency of level meetings with school administrators was changed from monthly to weekly starting in March 2020 through the 2020-21 school year. The level meetings are facilitated by a member of the executive team and the superintendent attends often to support and problem solve many of the challenges we faced during the 2020-21 school year. The plan is to transition from the weekly level meetings to a monthly level meeting during the 2021-22 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. **During the 2019-20 school year we partnered with Dr. Anthony**

Craig from the University of Washington to engage in learning to support the sixth key strategy of The Bellingham Promise: Equity, Diversity, and Inclusion. During the pandemic and through the 2020-21 school year, leadership often met more than twice per month.

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 2019-20 school year, a new leader cohort included new leaders for Cordata, Birchwood, Silver Beach, Shuksan, Sehome and Squalicum. 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 leadership development program has evolved to include six cohorts that meet regularly to build capacity: new administrators; aspiring administrators; deans; administrative interns; and IB coordinators.

During the 2020-21 school year, we did not organize a new leader cohort because there was only one new leader hired since the spring of 2020 through the spring of 2021. The director of equity, diversity and inclusion met regularly with a member of the executive team and our director team to support her entry. Starting in May of 2021, a new leader cohort is meeting and includes new leaders for the 2021-22 school year.

Perhaps the most authentic assessment of the Aspiring Administrators Program is that over 60% of the participants are now placed in administrative leadership positions (principals, assistant principals, directors, TOSA's or deans). The system also benefits from the leadership projects and principal designee work that both of our aspiring administrators and administrative interns engage in. We receive several 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 finance assistant superintendent, executive director of family engagement, executive director of communications

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and community relations, executive director of technology and executive director of operations all have strong support teams.

iii. Ensure that critical district functions have prepared, maintained, and appropriately safeguarded policies and procedures manuals: *Affirmative.* Most school districts that have school 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 webpages (as opposed to PDF's), meaning that our website's translation feature now works for this content as well. Having our policies and procedures as text on a webpage has also helped us meet ADA compliance requirements.

SERIES 1000: Board of Directors Operating Policies

Operating Policies

- 1210 Policy – Annual Organizational Meeting Updated: 8/14/19
- 1220 Policy – Board Officers and Duties of Board Member Updated: 8/14/19
- 1225 Policy – School Director Legislative Program Updated: 8/14/19
- 1400 Policy – Meeting Conduct, Order of Business and Quorum Updated: 6/18/19

SERIES 2000: Instruction

Instructional Program

- 2160 Policy – Grand Application Updated: 12/19/19
- 2160 Form – Grand Application Form

Organization

- 2240 Policy – Summer School Updated: 10/1/19
- 2255 Policy – Alternative Learning Experience Programs Updated: 10/16/19
- 2255 Procedure – Alternative Learning Experience Programs Updated: 10/1/19

Student Progress

- 2410 Policy – High School Graduation Requirements Updated: 10/16/19
- 2410 Procedure – High School Graduation Requirements Updated: 10/16/19
- 2411 Policy – Certificate of Educational Competency Updated: 10/1/19
- 2415 Policy – Credit Granted for Learning Experiences Conducted Outside of School
- 2415 Procedure – Credit Granted for Learning Experiences Conducted Outside of School Update: 1/7/20
- 2418 Policy – Waiver of High School Graduation Credits Updated: 2/19/21
- 2418 Procedure – Waiver of High School Graduation Credits Updated: 12/2/20

SERIES 3000: Students

Admission and Attendance

- 3143 Policy - District Notification of Juvenile Offenders Updated: 11/21/19

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3144 Policy – Release of Information Concerning Student Sexual and Kidnapping Offenders Updated: 11/21/19

3145 Policy – Sex Offender Access to District Property Updated: 11/21/19

3145 Form 1 – Covered Offender Notice to Vacate Premises

3145 Form 2 – Request for Written Permission of Entry and Use

Student Rights and Responsibilities

3226 Policy – Interviews of Students on School Premises Updated: 10/1/19

3231 Policy – Student Records Updated: 10/1/19

3231 Procedure – Student Records Updated: 10/1/19

3246 Procedure – restraint, Isolation and Other Use of Reasonable Force Updated: 12/19/19

Student Welfare

3410 Policy – Student Health Updated: 10/1/19

3413 Policy – Student Immunization and Life-Threatening Health Conditions Updated: 10/1/19

3413 Procedure – Student Immunization and Life-Threatening Health Conditions Updated: 10/1/19

3414 Policy – Infectious Diseases Updated: 10/1/19

3414 Procedure – Infectious Diseases Updated 10/1/19

3415 Policy – Accommodating Students with Diabetes Updated: 10/1/19

3419 Policy – Self-Administration of Asthma and Anaphylaxis Medications Updated: 10/1/19

3419 Procedure – Self-Administration of Asthma and Anaphylaxis Medications Updated: 10/1/19

SERIES 4000: Community Relations

Communications with the Public

4011 Procedure – Photographing, Recording Students and Sharing Student Information Updated: 3/2/21

4011F-1 Form – Photographing, Recording Students and Sharing Student Information Updated: 3/2/21

4011F-2 Form – Photographing, Recording Students and Sharing Student Information Updated 3/2/21

Public Access to Staff, Students, School Facilities

4215 Policy – Use of Tobacco and Nicotine Substances Updated: 2/18/20

4260 Policy – Use of School Facilities Updated 2/19/20

SERIES 5000: Personnel

Benefits

5334 Policy – Vacation – Annual (Twelve-Month), Non-represented Classified Employees Updated: 9/19/20

5338 Policy – Vacation – Annual (Twelve-Month), Certificated and Classified Administrators Updated: 9/19/20

SERIES 6000: Management Support

Budget and Finances

6000 Policy – Budget Preparation, Adoption and Implementation Updated: 9/18/19

6020 Policy – System of Funds and Accounts Updated: 10/17/19

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6030 Policy – Financial Reports Updated 8/27/19

6040 Policy – Expenditures in Excess of Budget Updated 10/22/19

Expenditures

6100 Policy – Revenues from Local, State and Federal Sources Updated 8/22/19

6112 Policy – Rental or Lease of District Real Property Updated: 2/19/20

Purchasing

6213 Procedure – Reimbursement for Travel Expenses Updated: 8/27/19

6301 Policy – Electronic Signatures Updated: 4/17/20

Safety and Risk Management

6500 Policy – Risk Management Updated: 10/14/19

6500 Procedure – Risk Management Updated: 10/14/19

6512 Policy Infection Control Program Updated: 5/14/19

Capital Assets

6800 Policy – Operation and Maintenance of School Property Infrastructure Management Updated: 9/19/19

6810 Policy – Energy Management/Education Updated: 10/17/19

6883 Policy – Closure of Facilities Updated: 9/18/19

Facilities

6905 Policy – Site Acquisition Updated: 9/18/19

6910 Procedure – Construction Financing Updated: 8/17/19

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.

COVID-19 mitigation and safety planning was ongoing throughout the 2020-21 school year. Routine coordination between agencies like Office of Superintendent of Public Instruction, Washington state Department of Health, Whatcom County Health Department and medical providers ensured district reopening strategies aligned with changing best practices during the pandemic.

Safety drills (such as earthquake, lockdown, fire) are performed 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 all classrooms and offices. An online emergency response toolkit allows administrators to be able to access plans anytime. The district maintains relationships with disaster response agencies and shares agreements with Red Cross for mass care and shelter facilities. A family reunification plan is in place and agreements made with partner off-site facilities that could handle a large-scale reunification of students and families. Systems are currently in place for threat assessment, suicide prevention, safety and incident reporting, and mobile crisis recovery teams. District staff participate in regional trainings and exercises, and regularly coordinates with community first responder

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organizations including law enforcement agencies, fire departments, Whatcom Unified Emergency Management, community emergency response teams, courts and probation offices, hospitals, and disaster volunteer agencies. The district also employs a full-time district resource officer who supports our schools in partnership with the Bellingham Police Department.

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, exterior electronic access control, and emergency alert and notification system enhancements for buildings and portables. Each district site is equipped with a modernized panic system, designed to expedite police response to school crises. The technology provides direct audio and video communication to law enforcement and dispatch and allows for real-time information exchange for better response in the event of an emergency. District 911 phone systems are routinely tested, and emergency radio checks are performed monthly with established drill schedule. **Each school maintains a landline emergency phone for backup communication. A new district-wide 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.