



MEMORANDUM

TO: Board of Directors
FROM: Dr. Greg Baker, Superintendent
DATE: March 19, 2026
SUBJECT: Monitoring Report for EL-2, Organizational Continuity

I certify that the following is accurate as of March 19, 2026. The reporting period is from April 30, 2025 through Feb. 28, 2026.

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 have 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 2025-26 school year.

About six times per year (about every other 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 2025-26 school year, a new leader cohort included leaders for Bellingham High School, Options High School, Kulshan Middle School, Shuksan Middle School, Cordata Elementary School, Happy Valley Elementary School, Parkview Elementary School and Silver Beach Elementary School, with new assistant principals and principals. 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 AVID coordinators and weekly with instructional coaches.

Through our 13 aspiring admin cohorts since 2013, we have assessed that over 70% of the participants are placed in administrative leadership positions (principals, assistant principals, directors, TOSAs or deans).

We continue to place participants from the aspiring administrators' cohorts into leadership roles across our district.

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 of the leaders who were a part of this cohort as teachers and are now serving our district include: Ari Feeney, Assistant Superintendent; Debbie Haney, Assistant Director; Dustin Heaton, Sunnyland Principal; Amy Berreth, Alderwood Principal; Minh Nguyen, Columbia Principal; Nikki Lockhart, Bellingham Assistant Principal; Sharece Steinkamp, Northern Heights Assistant Principal; Shari Walsh, Fairhaven Assistant Principal; Bethany Barrett, Options Principal; Chris Carlson, Bellingham Assistant Principal; Tina Allsop, Roosevelt Assistant Principal; Jeremy Louzao, Squalicum Assistant Principal; Erica Rasmussen, Parkview Assistant Principal; Ben Goodwin, Bellingham Principal; Kevin Terpstra, Kulshan Principal; Hazel Clapp, Kulshan Assistant Principal; Stephanie Johnson, Parkview Principal; Pam Pottle, Northern Heights Principal; Steve Ruthford, Fairhaven Principal; Kelly Gouveia, Happy Valley Principal; Laura Britt, Geneva Principal; Jen Mallett, Silver Beach Principal; Katie Jones, Executive Director; 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

1111 Policy – Oath of Office. Updated: 10/16/25

1310 Policy – Policy Adoption, Manuals and Administrative Procedures. Updated: 10/16/25

1210 Policy – Annual Organizational Meeting. Updated: 11/13/25

1630 Policy – Evaluation of the Superintendent. Updated: 11/13/25

SERIES 2000: Instruction

Instructional Program

2020 Policy – Course Design, Selection and Adoption of Instructional Materials. Updated: 09/18/25
2020 Procedure - Course Design, Selection and Adoption of Instructional Materials. Updated: 11/17/25
2020F-1 – New Course Proposal Form. Updated: 09/18/25
2020F-2 – New Instructional Materials Proposal form. Updated: 09/18/25
2020F-3 – New Instructional Materials Proposal Form. Updated: 09/18/25
2021 Policy – Library Information and Technology Programs. Updated: 11/17/25
2021 Procedure – Library Information and Technology Programs. Updated: 11/17/25
2021F-1 – Request for Reconsideration of Library Materials. Updated 11/17/25
2022 Policy – Electronic Resources. Updated: 10/02/25
2022F-1 – Student Acceptable Use Policy and Parent Opt-Out Form. Updated: 10/02/25
2161 Policy – Special Education and Related Services for Eligible Students. Updated: 02/19/26
2161 Procedure - Special Education and Related Services for Eligible Students. Updated: 02/19/26
2170 Policy – Career and Technical Education. Updated: 11/13/25
2170 Procedure – Career and Technical Education. Updated: 11/13/25
2230 Policy – Transition to Kindergarten. Updated: 10/31/25

Instructional Resources

2320F-5 – Student Trip Permission Form. Updated: 05/22/25

Student Progress

2402 Policy – English Language Arts Mastery-Based Learning and Credit. Updated: 05/15/25
2402 Procedure - English Language Arts Mastery-Based Learning and Credit. Updated: 05/15/25
2403 Policy – Math Mastery-Based Learning and Credit. Updated: 05/15/25
2403 Procedure – Math Mastery-Based Learning and Credit. Updated: 05/15/25
2404 Policy – Science Mastery-Based Learning and Credit. Updated: 05/15/25
2404 Procedure – Science Mastery-Based Learning and Credit. Updated: 05/15/25
2409 Policy – Credit for Competency/Proficiency. Updated: 05/15/25
2409 Procedure – Credit for Competency/Proficiency. Updated: 05/15/25
2411 Policy – High School Equivalency Certificate. Updated: 09/24/25
2420 Policy – Grading and Progress Reports. Updated: 10/16/25
2420 Procedure – Grading and Progress Reports. Updated: 10/16/25

SERIES 3000: Students

Student Rights and Responsibilities

3210 Policy - Nondiscrimination. Updated: 10/02/25
3226 Policy - Interviews of Students on School Premises. Updated: 09/26/25
3226 Procedure – Interviews of Students on School Premises. Updated: 09/26/25
3241 Policy – Student Discipline. Updated: 09/18/25
3241 Procedure – Student Discipline. Updated: 09/18/25

Student Welfare

3412 Policy – Automated External Defibrillators (AED). Updated: 05/07/25
3412 Procedure - Automated External Defibrillators (AED). Updated: 05/07/25
3412F-1 – AED Monthly Inspection Tracker. Updated: 05/07/25
3412F-2 – AED Post Event Report. Updated: 05/07/25
3412F-3 – Maintenance Log for AED. Updated: 05/07/25
3420 Policy – Anaphylaxis Prevention & Response. Updated: 05/09/25
3420 Procedure - Anaphylaxis Prevention & Response. Updated: 05/09/25
3421 Policy – Child Abuse, Neglect and Exploitation Prevention. Updated: 09/16/25
3421 Procedure - Child Abuse, Neglect and Exploitation Prevention. Updated: 09/16/25
3424 Policy – Opioid Related Overdose Reversal. Updated: 05/06/25
3424 Procedure - Opioid Related Overdose Reversal. Updated: 05/06/25

SERIES 4000: Community Relations

Communications with the Public

4060 Procedure – Distribution and Display of Information. Updated: 09/29/25

Public Access to Staff, Students, School Facilities

4260 Policy – Use of School Facilities. Updated: 09/18/25

SERIES 5000 – Personnel

Recruitment, Selection and Assignment

5012 Policy – Parental, Family or Marital Status, and Pregnancy or Related Conditions of Staff.
Updated: 05/23/25
5012 Procedure - Parental, Family or Marital Status, and Pregnancy or Related Conditions of Staff.
Updated: 05/23/25

SERIES 6000: Management Support

Budget and Finances

6021 Policy – Interfund Loans. Updated: 10/28/25
6022 Policy – Minimum Fund Balance. Updated: 10/24/25

Expenditures

6101 Policy – Federal Cash and Financial Management. Updated: 10/31/25
6101 Procedure - Federal Cash and Financial Management. Updated: 10/31/25
6106 Policy – Allowable Costs for Federal Programs. Updated: 10/29/25
6106 Procedure - Allowable Costs for Federal Programs. Updated: 10/29/25

Purchasing

6210 Procedure – Purchasing: Authorization and Control. Updated: July 3, 2025

6220 Policy – Bid Requirements. Updated: 12/11/25

6220 Procedure – Bid Requirements. Updated: 12/11/25

Capital Assets

6801 Policy – Capital Assets/Theft-Sensitive Assets. Updated: 10/28/25

6801 Procedure - Capital Assets/Theft-Sensitive Assets. Updated: 10/28/25

6804 Policy – District Office Café Operation. Updated: 09/18/25

6882 Policy – Sale of Real Property. Updated: 10/28/25

6910 Policy – Construction Financing. Updated: 11/03/25

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 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 executive 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 were initially certified in NIMS/FEMA Incident Command Structure in August 2023; 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; each year, we continually train all staff in the standard response protocols used in schools across the county and in partnership with first responders/safety organizations.

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.

In the spring of 2025, we convened a Safety and Security Planning Committee to develop technical safety & security standards for our facilities and to recommend safety & security projects across the district. Our strategic planning is described in this flyer: [Safety and Security Vision and Mission](#). There are three areas of focus for all schools: proactive safety practices, physical security measures, and cultivating a culture of care and belonging. Next steps include interviews and reviews at each school of the technical/material aspects of our safety practices (e.g, cameras, intercoms, access control systems), especially 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.