



## **OE-8 Communication and Support to the Board**

Policy Type: Operational Expectation

### **Annual Monitoring Report for School Year 2025-2026 – August 13, 2026**

*The Board believes that District Administration should be fully transparent with the School Board and keep the Board informed of all significant issues relating to the District. We value an open and effective relationship between the Superintendent and the Board as a whole.*

---

**The Superintendent certifies that the district is in compliance with OE-8 without exception.**

**The Superintendent shall assure that the Board is fully supported and adequately informed about matters relating to Board work and significant district concerns.**

#### **General Interpretation:**

I interpret this to mean that I will provide information for Board discussion, action and monitoring of the Operational Expectations and Results conducted at public Board meetings, work studies and retreats.

#### **Evidence of Compliance**

- I ensure all information and support of Board meetings, the fulfillment of Board legal requirements, Board decision-making information and documentation, Board committee work and materials, Board official documentation and records, Board webpage on the district website and communications, calendars, workflow, and meeting logistics have been prepared and submitted in accordance with Open Public Meetings Act (OPMA) and all Washington state codes and laws.
- The district ensures the Board and Superintendent attend OPMA and Public Records Act (PRA) training. Previously, this was provided and attended by all Directors and the Superintendent on 8/23/2022. With new Board members and support staff to the Board in 2023, this training occurred at the WSSDA Annual Conference in Bellevue, WA on 11/16/2023. For the new Board member in 2025, this training occurred at the WSSDA Annual Conference in Seattle, WA on 11/20/2025. This fall, the full Board needs to complete OPMA and PRA training.
- The Superintendent and Superintendent's Cabinet work together to make sure the Board is informed and updated regularly through email, phone calls and meetings.
- The Board was provided with frequent budget updates in preparation for Board meetings.
- Board drop-in hours were scheduled in advance for the year to make space to ask questions between Board meetings.
- In 2025-26, significant information was prepared and reviewed as part of the February 2026 levy ballot initiatives.

- Executive sessions were utilized to update the Board on pending litigation and personnel matters. Union negotiations and bargaining parameters were discussed in closed sessions.

### **The Superintendent will:**

**8.1 Submit required monitoring data (BSR-5 Monitoring Superintendent Performance) in a timely, accurate, understandable, non-defensive and unbiased fashion, directly addressing provisions of Board policies being monitored and justifying his/her interpretation.**

#### **Interpretation**

I interpret this to mean that I will submit all monitoring reports and data with reasonable allowance for emergencies, available data and capacity, and unforeseen circumstances. Further, all data, information, and Board materials will be presented clearly and concisely in support of and include relevant context or reference to the feedback provided in the prior year.

#### **Evidence of Compliance**

- All monitoring reports were submitted for the 2025-26 school year.
- Work studies were held on Results and several Operational Expectations during the 2025-26 school year.
- Monitoring reports are available and archived on the district's website for [Results](#) and [Operational Expectations](#). The outcome of the monitoring reports are noted at the final Board meeting of the year [here](#).

**8.2 Report in a timely manner an actual or anticipated noncompliance with any policy of the Board.**

#### **Interpretation**

I interpret this to mean that any actual or anticipated noncompliance with a Board policy will be disclosed to the Board when it happens or in anticipation of when it may happen. Any noncompliance will be noted in the relevant monitoring report with a proposed plan to address such noncompliance.

#### **Evidence of Compliance**

- The Superintendent notified the Board of updates through emails, meetings and phone calls.
- 2025-26 monitoring reports submitted to the Board noted any areas of noncompliance as exceptions with information provided about a proposed plan to address the exception.

**8.3 Submit decision information required periodically by the Board and inform the Board of relevant trends.**

#### **Interpretation**

I interpret this to mean that I will provide information and data required for Board decision and action. In addition, I interpret this to mean that I will provide updates to the Board about trends in public

education on a local and national level, innovative ideas for district operations, trends within and across District schools, and evidence-based practices in support of student learning and well-being.

#### **Evidence of Compliance**

- Regular meeting agenda items included capital projects updates, bond updates, secondary innovation and budget updates.
- Enrollment data was provided monthly via emailed P223 data by location, grade level, and elementary class size.
- District and school level data was provided to the school board, including Smarter Balanced Assessment (SBA) results, School Improvement Plan data dashboards, and during Results and Operational Expectations monitoring, specifically Results 2.
- The development and adoption of the Portrait of a Graduate was informed by a variety of sources including research, feedback gathered by the district from students and families over the prior few years, work from other districts and at the state level, and by statewide legislative representatives.
- Enrollment trends were included consistently throughout the year given the direct connection to finances.
- Initial information related to the Federal Scholarship Tax Credit was shared with the Board.

#### **8.4 Advise the Board of any incidental information it requires, including anticipated media coverage, threatened or pending claims or lawsuits and material internal changes.**

#### **Interpretation**

Whenever possible, I interpret this to mean that I will keep the Board informed of essential and relevant information related to media coverage, pending and/or current litigation and organizational responsibilities. The Superintendent may provide incidental information as agreed upon by the Board and Superintendent in written form. The Board will clarify in advance what information the entire Board requires.

#### **Evidence of Compliance**

- Routine communications (Superintendent's Friday Updates, emails, texts, phone calls, etc.) to the Board were designed to meet the "no surprises" standard as it relates to litigation, personnel matters of a sensitive nature, significant personnel changes, matters likely to result in significant media coverage, student safety and welfare, changes to regulations and procedures, and calendar of events and commitments, to name a few.
- Examples of major media topics and coverage last year included Kindergarten Ride-Along, the first day of school, district's first public response to the release of SBA data, student walkouts in October 2025 and [March 2026](#), [bomb cyclone anniversary](#), [WSSDA Board of Distinction](#), [microschool pilot program](#), EdWeek's national coverage regarding [Cougar Mountain Middle School students and Timber Ridge retirees](#), [Microsoft/Gates Foundation AI grant](#), [new high school](#), [NSBA Magna Award for air quality](#), and [recent graduation rates](#).

- Personnel who support this effort to keep the Board informed include the Executive Assistant, Executive Director of Communications, members of the Cabinet, and occasionally other members of the administration. Regular updates and emails document this information flow.
- Changes to the Superintendent's Cabinet and administrative positions were shared on a regular basis throughout the school year.
- The Board met in closed or executive session several times during the 2025-26 school year related to collective bargaining, personnel matters, pending claims or lawsuits.

**8.5 Advise the Board if, in the Superintendent's opinion, the Board or any of its members are not in compliance with its own policies on Governance Culture or Board Superintendent Relationship, particularly in the case of Board or Board member behavior that is detrimental to the working relationship between the Board and the Superintendent.**

#### **Interpretation**

I interpret this to mean that I will communicate directly about any noncompliance by the Board or individual Board members directly to the full Board or to individual Board members, as needed.

#### **Evidence of Compliance**

- There were regular conversations that included feedback and an evaluation conversation to sustain a positive working relationship between the Board and the Superintendent.
- Ongoing feedback about individual communication preferences was requested of Board members and shared directly with the Superintendent.
- With the transition of a new Board member, conversations occurred about communication preferences.

**8.6 Provide a workable mechanism for official Board, Board officer, or Board committee communications.**

#### **Interpretation**

I interpret this to mean that there are effective systems and structures established to support the Board, the Board President and any committee communications.

#### **Evidence of Compliance**

- The Superintendent and Board President held regular communication by phone, email and in-person. The Board President and Immediate Past President held agenda planning meetings to ensure board meetings, retreats and work studies were well planned and productive, and to discuss any feedback.
- The Board has procedures to receive all emails sent to the Board and to their individual District accounts. The Board publicly reports out on these emails during Announcements and Correspondence at board meetings and correspondence is recorded in the minutes.
- The Superintendent and team provided numerous opportunities for the board to engage via work studies, board meetings, and retreats.

- Zoom options were provided for work study sessions, executive sessions and regular Board meetings when individuals could not be present at meetings in person or needed to attend portions of the meeting remotely.
- A system for follow up to Board requests was implemented to track requests and share follow up actions and/or timelines.
- The Board receives numerous informal updates about district operations and highlights via email.

## **8.7 Deal with the Board as a whole, even when fulfilling individual requests for information.**

### **Interpretation**

Five individual elected board members comprise “the Board.” I interpret this to mean that if one Board member requests information, it shall be provided to all Board members as appropriate. I further interpret this to mean requests or inquiries from one Board member shall not be treated as a directive from the Board but redirected to the Board for consideration. However, when “the Board” has decided to direct the Superintendent, it shall become the work of the Superintendent to comply and accomplish the directive.

### **Evidence of Compliance**

Upon direction from the Board as a whole, information and materials are provided and distributed electronically in the same way, at the same time, to all members. Most of these are provided with Friday Updates and supported by email as requests are made or responses are provided.

## **8.8 Supply for the Board’s consent agenda, along with applicable monitoring information, all decisions delegated to the Superintendent yet required by law, regulation, or contract to be Board approved.**

### **Interpretation**

I interpret this to mean that the district will include consent agenda items that fulfill the Board’s legal, contractual and regulatory responsibilities. I also interpret this to mean that if the Superintendent complies with all Board policies, they are free to lead the district as stated in [Board-Superintendent Relationship - BSR 4](#).

### **Evidence of Compliance**

When Board approval is required on items, such as administrative policies, personnel actions, and contracts, those items are put on the consent agenda for board approval. Background information on those items were provided to the Board in advance of board meetings.

## **8.9 Advise the Board of significant transfers of money within funds or other changes substantially affecting the district’s financial condition.**

### **Interpretation**

I interpret this to mean that the district will notify or advise the Board of significant transfers of money. The district will also provide the Board with a monthly financial status report and other financial documents as appropriate. The monthly budget status reports will be regularly included on the Consent Agenda.

### **Evidence of Compliance**

The district provides monthly budget status reports to the Board that identify material variances, changes in projected ending fund balances, and significant financial developments. During the reporting period there were no significant transfers between funds or other changes that substantially affected the district's financial condition requiring separate notification beyond the regular financial reporting process.

In addition to monthly budget status reports, the Board was also advised of significant financial events, including the 2016 bond refunding resulting in approximately \$18.6 million in projected savings for taxpayers. Financial impacts and recommendations were presented through Board presentations, agenda materials, and regular financial monitoring updates.

## **8.10 Establish a procedure for informing the Board in a timely manner of the administrative disposition of complaints presented to the Superintendent by the Board.**

### **Interpretation**

I interpret this to mean that the district informs the Board of the handling of community concerns and complaints.

### **Evidence of Compliance**

Concerns and complaints come in several forms and through a variety of forms. Formally, anyone may submit a complaint utilizing District Regulation 4220 and the 4220P submission template. Six official complaints were submitted based on data collected by the Executive Directors of schools during the 2025-26 school year. Below is an approximate distribution of these complaints over three years:

| <b>District Regulation 4220 Complaints Received (July 1-June 30)</b> |         |         |
|----------------------------------------------------------------------|---------|---------|
| 2025-26                                                              | 2024-25 | 2023-24 |
| 6                                                                    | 3       | 6       |

For overall questions and concerns at a school level, families can see a flow chart for how to resolve issues, questions and concerns through the following website pathway “About Us --> Contact Us --> Issues, Questions or Concerns” and this [hyperlink](#). This is also easily available by each school website pathway “XX School Website --> Families & Community --> Issues, Questions or Concerns”. Please see the [Apollo website](#) as an example.

The School Board receives a copy of the responses from 4220 appeals. Informally, complaints or concerns are also raised by email and phone calls. The School Board receives these emails, which

receive an auto-response from the board secretary. The School Board also receives the district's email response or resolution, if applicable, and the collection of correspondence for board meetings.

Evidence for how to report school safety or student behavior concerns is included in "Operational Expectation - 11 Discipline" and evidence related to concerns about staff is included in "Operational Expectation - 3 Personnel Administration".

### **8.11 Inform the Board in advance of any deletions of, additions to or significant modifications to any instructional programs.**

#### **Interpretation**

I interpret this to mean that the district informs the Board of significant instructional and curriculum changes in the district.

#### **Evidence of Compliance**

- Through work studies, retreats, ongoing progress updates, and Friday Board communications, the Board was regularly informed and engaged in key decisions related to educational programming. These discussions included the launch of the District's Mandarin Dual Language pathway, beginning with a bilingual preschool program in fall 2026. The Board also participated in multiple work study sessions focused on expanding equitable access to dual credit opportunities, resulting in the addition of four Advanced Placement course options as part of the Skyline High School student course request process. Additionally, the Board engaged in extensive discussions regarding the academic programming and career pathways for the new high school, ultimately leading to the selection of Robotics and Engineering, Business and Entrepreneurship, and a Health Sciences pilot as foundational program offerings.
- All district course adoptions followed the adoption procedure including submission for Board approval. In the 2025-26 school year, this included middle school English language arts and U.S. History.

### **8.12 Inform the Board of any significant changes in District Regulations, either deletions, additions or amendments.**

#### **Interpretation**

I interpret this to mean that the district informs the Board of changes to District Regulations.

#### **Evidence of Compliance**

- Updates for regulations are emailed at key intervals throughout the year or included in Friday Updates to the Board. This practice of batching regulation updates started mid-year to streamline the flow of this information in a predictable manner for the Board.
- Below is a chart with the regulations revised or implemented during the 2025-26 school year:

| Date       | Regulation #       | Regulation Name                                                        |
|------------|--------------------|------------------------------------------------------------------------|
| 9/10/2025  | 6102P              | District Fund Raising Activities                                       |
| 10/3/2025  | 3205P              | Prohibition of Sexual Harassment                                       |
| 10/29/2025 | 4040/4040P(4040F)  | Public Access to District Records                                      |
| 10/30/2025 | 3205/3205P1/3205P2 | Prohibition of Sexual Harassment                                       |
| 11/10/2025 | 3241/3241P         | Classroom Management, Discipline and Corrective Action                 |
| 11/10/2025 | 2020P              | Curriculum Development and Adoption of Core Instructional Materials    |
| 11/17/2025 | 5010/5010P         | Nondiscrimination and Affirmative Action                               |
| 12/2/2025  | 3210               | Nondiscrimination and Affirmative Action                               |
| 12/2/2025  | 4310/4310P         | Interviews and Interrogations of Students on School Premises           |
| 12/22/2025 | 6101/6101P         | Federal Cash & Financial Management, Allowable Costs, and Procurements |
| 12/22/2025 | 3141/3141P         | Inter-District Transfers Non-Resident Students                         |
| 2/6/2026   | 2410P              | High School Graduation Requirements                                    |
| 3/12/2026  | 4220P              | Complaints Concerning Staff or Programs                                |

### **8.13 Provide support and/or information necessary for the Board to perform its advocacy and community engagement role.**

#### **Interpretation**

I interpret this to mean that the relevant district team members provide information, respond to requests for information, attend events with the Board, and support logistics for Board members to advocate and engage with the community.

#### **Evidence of Compliance**

Beginning in the fall of 2025, district leadership partnered with and supported the School Board's community engagement efforts to raise awareness of the replacement levy measures, advance the Portrait of a Graduate initiative and provide updates on district priorities.

The district maintained an extensive community outreach effort through transparent, factual communication and meaningful engagement, while also providing educational information about the replacement levies leading up to the February 2026 election. District leaders participated in more than 60 community meetings and events, including Levy Advisory Committee meetings and project tours, PTSA meetings, Issaquah and Newcastle City Council meetings, Rotary and Kiwanis gatherings, the State of the City address in Issaquah, Issaquah Salmon Days, the ISD Back to School Resource Fair and School Board town halls focused on the Portrait of a Graduate.

In addition, throughout the year:

- District staff assisted the Board with hosting an in-person meeting space for the WSSDA General Assembly in September 2025, allowing board members in our region to gather and

attend the virtual meeting. Staff was onsite to troubleshoot technology and provide snacks and beverages for attendees.

- In October 2025, district staff coordinated school tours for Rep. Janice Zahn and the Washington Association of Maintenance and Operation Administrators (WAMOA). School Board Legislative Representative A.J. Taylor attended the tours and showcased two schools that were built with bond proceeds and had received SCAP funding assistance. OSPI's Director of Advocacy, Internal Affairs, and Governmental Relations also attended.
- In November 2025, district leadership supported the Board's presentation on School Improvement Plans titled "Leverage Board Dialogue on School Improvement Plans to Accelerate Student Achievement" at the WSSDA Annual Conference.
- Several engagement meetings were held with City of Issaquah Leadership, PTSA/PTA Executive Leadership, and the Issaquah Schools Foundation (ISF) Board. The Board held several listening sessions and town halls, supported by the Superintendent and a technology support team member. The January 2026 Regional Town Hall was in coalition with several other east King County school boards districts and PTSA/PTAs across the region about the school funding crisis. President A.J. Taylor and Directors Matt Coyne and Natalie Anderson represented the Board and district in this planning.
- Staff and Student Representatives attended the WASA WSSDA WASBO Legislative Conference with Board members across two days in January 2026.
- The Board supported student board representatives for an "Issaquah School District's Day on the Hill" in January 2026. Cabinet members attended to provide support as well.
- The Board President partnered with the Superintendent to attend PTSA/PTA Council General Membership Meetings and ISF Board meetings, as well as local Chamber events.
- In March 2026, the Issaquah School District cohosted Digital Promise's League of Innovative Schools Spring Convening. Staff and Board members led school tours and attended sessions, hosting hundreds of educators from across the country.

**The Superintendent will not:**

**8.14 Present information in unnecessarily complex or lengthy form or in a form that fails to differentiate among information of three types: monitoring, decision preparation, and incidental.**

### **Interpretation**

I interpret this to mean that all presentations will be relevant, concise, clear and coherent, and differentiated for three types of information.

### **Evidence of Compliance**

- The Superintendent supported Administrators in providing presentations at Board meetings and focused on keeping works in progress updates concise and under fifteen minutes.
- The Superintendent was provided with feedback after meetings, work studies and retreats on presentations and prepared materials by Board members and adjusted accordingly.

- Results and Operational Expectations monitoring reports continue to be modified to be more concise and framed with big picture evidence, supported by fewer but more meaningful data points and details, and with hyperlinks to data sources.
- Each year the Board receives a copy of the school year's "Guide to Understanding the Budget".

*Board acceptance: 8/13/2026*