



OE-7 Emergency Superintendent Succession

Policy Type: Operational Expectation

Annual Monitoring Report for School Year 2025-2026 - September 10, 2026

The Board believes that continuity of district leadership is vital to ongoing operations.

The Superintendent certifies that the District is in compliance with OE-7 with no exceptions.

In order to protect the Board from the sudden loss of Superintendent services, the Superintendent shall have no fewer than two other executives sufficiently familiar with the Board's governance process and District/Superintendent issues and processes to enable either to assume Superintendent responsibilities on an emergency basis.

Interpretation

I interpret this policy to require the identification and preparation of at least two current executives to manage essential school district functions and urgent matters temporarily in the loss of or gap in Superintendent services. Two or more executive-level administrators will be prepared to temporarily fulfill the duties and responsibilities of the Superintendent including the support of the Cabinet and the Board.

This interpretation excludes long-term planning, decision-making about the organizational structure, expectations of the Superintendent's office currently in effect, and the Superintendent's professional roles outside the district, including relationships with government agencies and elected officials, community partners, Puget Sound Educational Service District (PSESD), Office of Superintendent of Public Instruction (OSPI) and Washington Association of School Administrators (WASA).

I further interpret this to mean there are systems and structures in place, and appropriate documentation and clear roles, support functions and responsibilities for Board processes and Cabinet protocols to transition duties temporarily.

Evidence of Compliance

The functional areas below reported directly to the Superintendent and the organizational structure divided the work of the district across the following groups for the 2025-26 school year:

- Academics and Student Success (inclusive of Special Services, Teaching and Learning Services, Secondary Innovation and Schools)
- Business, Finance and Operations (also inclusive of Capital Projects, Facilities, Nutrition Services, Safety and Security, and Technology)
- Communications and Digital Media

- Equity, Belonging and Family Partnership (inclusive of Counseling and VOICE Mentor Program)
- Human Resources
- Strategy and Project Management

The Chief Financial Officer/Chief Operating Officer, Assistant Superintendent of Academics and Schools, Assistant Superintendent of Human Resources, and Executive Director of Communications and Senior Advisor and Strategy Lead were sufficiently familiar and experienced with Board and Superintendent relations and processes, including managing Board meetings in accordance with the Open Public Meetings Act (OPMA) of the State of Washington. In addition, each person and the Senior Advisor and Strategy Lead attended WSSDA's Board Boot Camp to be informed about Board support from a district perspective (November 2023 and November 2025).

The Superintendent met regularly with this group to coordinate on Board and Superintendent meeting preparation and upcoming important topics. The roles / titles for team members who could step in as a delegate to the Superintendent included: Chief Financial Officer/Chief Operating Officer, Assistant Superintendent of Academics and Schools, and Assistant Superintendent of Human Resources. The rotation of who is responsible on-site and in-person when school is in session and during the Superintendent's absence is dependent on work schedules. During any nonwork or sick days, the assignment of who is the responsible on-site and in-person delegate is communicated to the Board and Cabinet.

Cabinet team members served as the district's executive leadership team and engaged in weekly meetings, school visits and retreats for the purpose of providing leadership and supervision to all administrators and staff. In addition, the Cabinet ensured collaboration, communication, and overall cohesion around District priorities and the strategic plan. Cabinet team members have knowledge of essential matters across the district and are supported by the Superintendent's Executive Assistant and Administrative Assistant team for calendar coordination, preparation for agenda items for upcoming Board meetings, and archival of information and document retrieval related to past Board meetings. This team receives the semi-weekly Friday updates from the Superintendent to the Board. Cabinet team members work directly with and contribute to the following essential functions of the Superintendent:

- Support to the Board of Directors, including the preparation of materials for Board meetings, retreats, and work studies.
- Attendance at every Board meeting is expected, unless excused by the Superintendent.
- Follow up from Board meetings.
- Monitoring and implementation planning for Results and Operational Expectations and related requirements of Coherent Governance.

For the 2026-27 school year, the systems and structures are based on the needs of the district and are focused on leveraging our resources and the team's capacity and capabilities – especially in light of declining enrollment and fiscal stewardship. The work to transition to a leaner and higher performing organization combined with organizational changes to address opportunities and challenges in the work requires an annual review of our routines and culture. For example, this year the role of a Chief of Finance and Operations partners closely with a

Chief of Schools, Leadership, and Learning to lead both sides of the organization to cascade the expectations and accountability for our work to achieve the Results, ensure compliance with Operational Expectations and drive progress with the Strategic Plan. These two roles are supported through collaboration with the Assistant Superintendent of Human Resources, Assistant Superintendent of Student Learning & Belonging, and the Executive Director of Communications in support of the Superintendent and the Board. This group also provides direction and support to Cabinet colleagues to ensure alignment and calibration across the rest of the organization. The work to adapt roles and responsibilities with clear lines of oversight across the organization will be reviewed annually to ensure role and goal clarity. As a matter of practice, support, training and coaching will be provided to new leaders who are named explicitly as delegates on behalf of the Superintendent.

Board acceptance: 9/10/2026