



# SACRAMENTO CITY UNIFIED SCHOOL DISTRICT BOARD OF EDUCATION

Agenda Item# 9.3

**Meeting Date:** December 14, 2011

**Subject:** **Coherent Governance Policy Operational Expectations 8 (OE-8) - Communicating with the Board - Monitoring Report**

- Information Item Only
- Approval on Consent Agenda
- Conference (for discussion only)
- Conference/First Reading (Action Anticipated: \_\_\_\_\_)
- Conference/Action
- Action
- Public Hearing

**Division:** Superintendent's Office

**Recommendation:** Approve Coherent Governance Policy Operational Expectations 8 (OE-8) – Communicating with the Board - Monitoring Report.

**Background/Rationale:** The Board has directed the Superintendent to provide Monitoring Reports on regular schedule at open session Board meetings. Monitoring determines the degree to which Board policies are being met. This report is designed to share progress towards the results the Board expects to see for the school system, as well as the effectiveness of the system's operations. This report, therefore, is a review of the organization's performance as it relates to Operational Expectations 8 – Communicating with the Board.

The report includes the following information:

- The policy.
- The Superintendent's certification.
- Reasonable Interpretation of the policy.
- Evidence of compliance.

After the Board meets in open session to discuss the report, two additional sections of the report will be completed by the Board chair:

- Disposition of the Board. (The policy is found by the Board to be "in compliance," "in compliance with exceptions," or "not in compliance.")
- Comments.

The Board will discuss the data and conclusions from the Monitoring Report in open session. At the end of the discussion, the Board will vote as to whether it will accept the report, as presented, as evidence of reasonable interpretation and reasonable progress toward achieving the Board's policy. The Board will determine whether the policy is "in compliance," "in compliance with exceptions," or "not in compliance." If the policy is found to be "in compliance

with exceptions,” or “not in compliance,” the Board has the option to direct the Superintendent to correct the non-compliance indicators and report back to the Board at a time outside the regular monitoring schedule.

**Financial Considerations:** None.

**Documents Attached:**

1. OE-8 Monitoring Report

**Estimated Time of Presentation:** 5 minutes

**Submitted by:** Jonathan P. Raymond, Superintendent

**Approved by:** N/A

**SACRAMENTO CITY UNIFIED SCHOOL DISTRICT**  
**Operational Expectation Monitoring Report**  
**OE-8: Communicating with the Board**  
**December 14, 2011**

**PART I: THE POLICY**

**OE-8: Communicating with the Board**

The Superintendent shall assure that the Board is fully and adequately informed about matters relating to Board work and significant organizational concern.

**PART II: SUPERINTENDENT'S CERTIFICATION**

I certify that the information in this report is true for the period

beginning \_\_\_\_\_ and ending \_\_\_\_\_.

Based on this report, I believe the school system is

- In compliance
- In compliance with exceptions
- Not in compliance

Signed: \_\_\_\_\_ Date: \_\_\_\_\_  
Jonathan P. Raymond, Superintendent

**PART III: DISPOSITION OF THE BOARD**

Based on this report and our discussion, the Board of Education finds this OE policy to be

- In compliance
- In compliance with exceptions
- Not in compliance

Signed: \_\_\_\_\_ Date: \_\_\_\_\_  
Diana Rodriguez, Board President

**PART IV: COMMENTS**

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**PART V: INTERPRETATION**

I interpret “adequately informed” to mean that the Board of Education will be notified in advance, whenever possible, of “matters relating to Board work” including trends, facts and best practice, budget matters including significant transfers of money, internal and external viewpoints related to Board decisions and anticipated noncompliance with any Operational Expectations policy or anticipated failure to achieve reasonable progress on Results Policies, or administrative actions that require Board approval. Information from the Superintendent will indicate whether or not a Board vote is necessary and be shared in an equal manner.

I interpret “significant organizational concern” to include information about broad, district-wide instructional changes, significant employee disciplinary actions, any matter affecting the safety of students/staff or security of district facilities, initiatives or other matters impacting the district.

**OE-8.1 The Superintendent will submit required monitoring data (see policy B/SR-5-Monitoring Superintendent Performance) in a thorough, accurate and understandable fashion, according to the Board’s annual work plan schedule, and including both Superintendent interpretations and relevant data to substantiate compliance or reasonable progress.**

**Interpretation:**

The Superintendent will determine a template for submitting written monitoring reports that ensures these reports are thorough and understandable for their review. Monitoring reports will be accurate.

This template will include a Superintendent interpretation of each policy and relevant evidence to show that the district has made reasonable progress on results and compliance/non-compliance on operational expectations. Evidence when possible, should be measurable.

The Superintendent will submit monitoring reports to the Board for review and action based on a schedule that the board approves.

**Indicators for Compliance:**

- Board work plan schedule with monitoring dates and board action.

<b>EVIDENCE OF COMPLIANCE</b>		
<b>OE Operational Expectation</b>	<b>Date Monitored</b>	<b>Board Action</b>
OE-1 Global Operation Expectation	November 17, 2011	In Compliance
OE-2 Emergency Superintendent Succession	October 20, 2011	In Compliance

*\*See attachment for the full Board work plan for 2011-12*

<b>Compliance Status</b>	In Compliance
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**OE-8.2 The Superintendent will provide for the Board in a timely manner information about trends, facts and other information relevant to the Board's work.**

**Interpretation:**

I interpret "timely manner" to mean that Board members are informed before other stakeholder groups whenever possible, and the Board is updated prior to the announcement of a decision.

I interpret "information about trends, facts" to include educational research and assessment data.

I interpret "other information relevant to the Board's work" to include information, within reason, that (as is spelled out in the Board's policy GC-3) helps the Board to "represent, lead, and serve the owners and to govern the organization."

**Indicators for Compliance:**

- The weekly Board Update
- Daily/as needed updates via email/phone calls
- Summations of assessment data
- Board meeting presentations on trends and data

**EVIDENCE OF COMPLIANCE**

October 8, 2010 – October 7, 2011

- Board Updates Continue – The Board receives weekly updates that include information from the Superintendent and other district administrators. The Board Update is sent every Friday during the school year.
- Assessment Data Updates – The Board receives information about assessment data prior to the data's public release, as well as a comprehensive public presentation regarding all data each fall. This includes California Standards Tests (CSTs), Academic Performance Index (API), Adequate Yearly Progress (AYP), Program Improvement (PI), California High School Exit Exam (CAHSEE) and graduation and drop-out data.

**Compliance Status**

In Compliance

**OE-8.3 The Superintendent will inform the Board of significant transfers of money within funds or other changes substantially affecting the district's financial condition.**

**Interpretation:**

I interpret “significant transfers of money within funds,” to mean that I will notify the Board of a decrease or increase of more than 65% of any resource, as defined by the California Schools Accounting Manual, that is larger than \$500,000. In the manual, the “resource” code or label is used to classify revenue and expenditures with restrictions or special reporting requirements by law or regulation. Examples would be Title I, Economic Impact Aid and Special Education funding. The threshold of 65% was chosen because few programs can endure a 65% reduction in funding.

Further, I interpret this expectation to mean that the Superintendent will not make financial transfers between funds, as defined by the California Schools Accounting Manual, which are not Board-approved. Examples of funds are the General Fund, the Adult Education Fund and the Child Development Fund. In addition, I interpret this to mean that the Superintendent will not, without Board approval through the budgeting process, use funds set aside in either a:

1. “Reserve” fund for economic uncertainty that takes the district below the state required threshold, or a
2. Board-controlled “designated” fund.

Beyond fund transfers or expending monies from reserve funds, I interpret “changes substantially affecting the district’s financial condition” to mean informing the Board of changes that occur outside the normal course of doing business. I define these as unanticipated adjustments in state aid projections, tax revenue, investment return, legislative decisions, unanticipated costs or anything that will significantly affect the district’s cash flow or budget.

**Indicators for Compliance:**

- Regular and systematic budget reports including periodic budget presentations

<b>EVIDENCE OF COMPLIANCE</b>	
October 8, 2010 – October 7, 2011	
<b>Type of Information</b>	<b>Board Meeting Dates</b>
2009-2010 Year End Financial Report and Final Transfers	October 19, 2010
Enrollment and Attendance Report for Month 1 Ending October 1, 2010	October 19, 2010
Approve 2010-2011 District Budget Update and Revision – State Budget Approval	November 18, 2010
Approve Resolution No. 2637 for 2002 Certificates of Participation	November 18, 2010
Refinance of General Obligation Bonds	November 18, 2010
Measure I Financial Audit for 2003-2009	November 18, 2010
Enrollment and Attendance Report for Month 2 Ending October 29, 2010	November 18, 2010

2010-11 First Interim Financial Report	December 9, 2010
2011-12 Budget Calendar	December 9, 2010
Approve the Budget Revision of the 2010-11 Fiscal Year, for the Period Ending October 31, 2010	December 9, 2010
Ratification of Application to Participate in the K-3 Class Size Reduction (CSR) Program	December 9, 2010
Enrollment and Attendance Report for Month 3 Ending November 26, 2010	December 16, 2010
Presentation of Independent Audit Report for the Fiscal Year Ended June 30, 2010 Submitted by Perry-Smith LLP	January 6, 2011
2011-12 Budget	January 20, 2011
Waiver Request and Affidavit – Request for Allowance of Attendance Due to Emergency Conditions at Kit Carson Middle School on December 16-17, 2010	January 20, 2011
2011-12 Budget	February 3, 2011
Approve Resolution No. 2643: Approving Actions in Connection with the Remarketing of Outstanding 2002 Certificates of Participation, Including Amendment of Leases and Financing Documents	February 3, 2011
Approve Resolution No. 2641: Authorizing the Issuance and Sale of Refunding Bonds and Approving Forms of Documents and Actions of Officers of the District Necessary in Connection Therewith	February 3, 2011
Enrollment and Attendance Report for Month 4 Ending December 24, 2010	February 3, 2011
2011-12 Budget Recommendations and Reductions	February 17, 2011
Reallocation of Bond Funds and Allocation of Mello-Roos (CFD), Redevelopment Agency and Modernization Funds for State Matching Grants	February 17, 2011
2011-12 Budget Recommendations and Reductions	March 3, 2011
2010-11 Second Interim Financial Report	March 3, 2011
Approve the Budget Revision of the 2010-11 Fiscal Year, for the Period Ending January 31, 2011	March 3, 2011
Enrollment and Attendance Report for Month 5 Ending January 28, 2011	March 3, 2011
Resolution No. 2653: Authorizing the Issuance and Sale of the 2010-11 Tax and Revenue Anticipation Notes (TRAN)	April 7, 2011
Waiver Request and Affidavit – Request for Allowance of Attendance Due to Emergency Conditions at Fruit Ridge Elementary School on February 18, February	April 7, 2011

22 and February 23, 2011	
Enrollment and Attendance Report for Month 6 Ending February 25 2011	April 7, 2011
Resolution No. 2653: Authorizing the Issuance and Sale of the 2010-11 Tax and Revenue Anticipation Notes (TRAN)	April 25, 2011
Enrollment and Attendance Report for Month 7 Ending March 25, 2011	May 5, 2011
May Revise Budget Update	May 19, 2011
2010-11 Third Interim Financial Report	June 2, 2011
Approve the Budget Revision of the 2010-11 Fiscal Year, for the Period Ending April 30, 2011	June 2, 2011
Enrollment and Attendance Report for Month 8 Ending April 22, 2011	June 2, 2011
Public Hearing and Adoption of Proposed Fiscal Year 2011-12 Budget for All Funds and Use of Categorical Transfers and Uses in Accordance with SBX3 4.	June 23, 2011
Enrollment and Attendance Report for Month 9 Ending May 20, 2011	June 23, 2011
Enrollment and Attendance Report for Month 10 Ending June 17, 2011	July 21, 2011
Approve 2011-12 District Budget Update and Revision – State Budget Approval	August 4, 2011
Award of Contract for Procurement and Installation of Lower Emission School Bus Retrofit Devices	August 4, 2011
Application to Participate in the K-3 Class Size Reduction (CSR) Program	September 1, 2011
Approve Resolution No. 2679: Estimate Gann Appropriation Limitation for 2011-12 and Gann Amendment Calculation, 2010-11	October 6, 2011
2010-11 Year End Financial Report and Final Transfers	October 6, 2011

<b>Compliance Status</b>	In Compliance
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**OE-8.4 The Superintendent will assure that the Board has adequate information from a variety of internal and external viewpoints to assure informed Board decisions.**

**Interpretation:**

I interpret “adequate information” to mean a reasonable amount of opinions and expert advice to support decision making.



I interpret “variety of internal and external viewpoints” to mean that Superintendent will provide the Board with input from multiple perspectives and opinions on Board decisions when requested by the Board or when deemed reasonable by the administration. The input will come from stakeholders and represent the views from as many subgroups as appropriate.

**Indicators for Compliance:**

- Results of surveys (staff, student, parent, etc.)
- Summaries of community forums
- Information presentations at Board meetings

<b>EVIDENCE OF COMPLIANCE</b>	
October 8, 2010 – October 7, 2011	
<u>Type of Information</u>	<u>Examples of Topics</u>
Internal and External Viewpoints	<ul style="list-style-type: none"> <li>• 2010-11 Budget Survey (Community)</li> <li>• 2010-11 Budget Survey (Staff)</li> <li>• East Sacramento High School Survey (Community)</li> <li>• Community Budget Forums</li> </ul>

<b>Compliance Status</b>	In Compliance
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**OE-8.5 The Superintendent will inform the Board of anticipated significant media coverage.**

**Interpretation:**

I interpret “significant media coverage” to mean stories that are likely to be reported in the local, state or national media that have a positive or negative impact on the district or are likely to create substantial stakeholder interest.

**Indicators for Compliance:**

- Updates via email/phone calls on media coverage and potential media coverage
- Updates via email/phone calls on incidents and events

<b>EVIDENCE OF COMPLIANCE</b>	
October 8, 2010 – October 7, 2011	
<p><b><u>Emails to the Board:</u></b></p> <p>The Communications Office sent Board members at least <b>179 emails</b> during the time period listed above.</p>	<p><b><u>Examples of Topics</u></b></p> <ul style="list-style-type: none"> <li>• Lockdowns</li> <li>• Police investigations and arrests</li> <li>• Student/school/program/staff recognition and accomplishments</li> <li>• Community Events</li> <li>• Media interviews with the Superintendent</li> <li>• Anticipated media coverage</li> </ul>

<b>Compliance Status</b>	In Compliance
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**OE-8.6 The Superintendent will inform the Board, the Board president or individual members if, in the Superintendent’s opinion, the Board or individual members have encroached into areas of responsibility assigned to the Superintendent or if the Board or its members are non-compliant with any Governance Culture or Board/Superintendent Relations policies.**

If a Board member is, in the Superintendent’s opinion, operating outside of the Board Governing Policies, the Superintendent will bring this to the attention of that Board member and/or the Board president. If the concern persists, the Board member violation will be handled in accordance with GC-9.

**Indicators for Compliance:**

- Notifications of non-compliance

<b>EVIDENCE OF COMPLIANCE</b>
October 8, 2010 – October 7, 2011
<p>When a Board member has, in the Superintendent’s opinion, operated outside the Board Governing Policies, the Superintendent has brought this matter to the attention of the Executive Committee or to the member’s attention via a phone call or in-person conversation.</p>

<b>Compliance Status</b>	In Compliance
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**OE-8.7 The Superintendent will present information in simple and concise form, indicating clearly whether the information is incidental, intended for decision preparation, or for formal monitoring.**

**Interpretation:**

The Superintendent will clearly indicate in the Board packet, the role the Board is asked to take related to information presented to the Board at a Board meeting.

The Superintendent will clearly identify whether the Board should use the information as information only or information related to a formal Board monitoring report or Board action on an agenda item.

**Indicators for Compliance:**

- Weekly Board update
- The Board packet

<b>EVIDENCE OF COMPLIANCE</b>
October 8, 2010 – October 7, 2011
<ol style="list-style-type: none"> <li>1. Board meeting packets clearly indicate what action is necessary by the Board.</li> <li>2. Additional written information that is given to Board members also indicates how the information is to be used by the Board.</li> </ol>

<b>Compliance Status</b>	In Compliance
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**OE 8.8 The Superintendent will treat all members equally and assure that all members have equal access to information.**

**Interpretation:**

The Superintendent will give Board members the same information related to Board work, using the same delivery system within the same timeframe.

**Indicators for Compliance:**

- Email updates to Board

- Phone updates to Board
- Weekly Board Update
- Blue Sheets
- Board meeting reports

<b>EVIDENCE OF COMPLIANCE</b>
October 8, 2010 – October 7, 2011
<p>1. Information related to Board work is given to all within the same timeframe using the same delivery system.</p> <ul style="list-style-type: none"> <li>• Email updates are sent to all Board members simultaneously.</li> <li>• Board meeting reports are presented to all Board members simultaneously.</li> <li>• The Board Update is sent to all Board members simultaneously.</li> <li>• All Board members have equal access to the Blue Sheet.</li> <li>• Questions asked by Board members are answered and the answers provided to all Board members.</li> </ul>

<b>Compliance Status</b>	In Compliance
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**OE 8.9 The Superintendent will inform the Board in a timely manner of any actual or anticipated non-compliance with any Board Operational Expectations policy or any anticipated failure to achieve reasonable progress toward in any Results policy.**

**Interpretation:**

I interpret this to mean that the Superintendent will notify the Board when issues arise in the organization that may lead to non-compliance with any Board Governing Policy (including any Operational Expectation), state or federal statute or lack of progress towards any Board Results Policy. This notification may be included within a monitoring report or, in the event of no timely upcoming scheduled monitoring report, at the time the Superintendent is made aware of the issue.

**Indicators for Compliance:**

- Notifications of non-compliance

<b>EVIDENCE OF COMPLIANCE</b>
October 8, 2010 – October 7, 2011
<ul style="list-style-type: none"> <li>• There have been no notifications of non-compliance.</li> </ul>

<b>Compliance Status</b>	In Compliance
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**OE 8.10 The Superintendent will provide for the Board adequate information about all administrative actions and decisions that are delegated to the Superintendent, but required by law to be approved by the Board.**

**Interpretation:**

When statute requires Board action on items that the Board has delegated to the Superintendent (as defined by Board/Superintendent Relationship Policies B/SR-1 through 5) and the items do not routinely appear in the Board’s agenda, the Superintendent will advise the Board of the items, including that their approval is required to fulfill their legal obligation and request Board action be taken. The Superintendent will ensure that the Board has the necessary and complete information needed to take action on such items.

**Indicators for Compliance:**

- Reports to the Board on items that require Board action
- Board action on these items

<b>EVIDENCE OF COMPLIANCE</b>
October 8, 2010 – October 7, 2011
<ul style="list-style-type: none"> <li>• The Board is supplied bi-monthly with a report on contracts within expenditure limits specified in the Public Contracts Code #20111.</li> <li>• The report is on the consent agenda for Board approval.</li> </ul>

<b>Compliance Status</b>	In Compliance
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**OE 8.11 The Superintendent will inform the Board in a timely manner of the administrative disposition of complaints presented to the Superintendent by the Board.**

**Interpretation:**

When a complaint is presented to the Superintendent by the Board in any forum, the Superintendent will work to resolve the complaint with the complainant and notify the Board of the administration’s final disposition when determined.

**Indicators for Compliance:**

- Written or oral responses to questions/comments/concerns brought up at Board meetings
- Written or oral responses to question/comments/concerns brought to the Superintendent’s attention outside of board meetings.

<b>EVIDENCE OF COMPLIANCE</b>
October 8, 2010 – October 7, 2011
<ul style="list-style-type: none"> <li>• The Board is provided, at regular intervals, with answers from staff to questions raised both by the Board and by members of the public at Board meetings.</li> <li>• In the time period noted above, the Board received 32 such reports.</li> </ul>

<b>Compliance Status</b>	In Compliance
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**OE 8.12 The Superintendent will inform the Board in advance of any deletions of, additions to or significant modifications to any instructional programs.**

**Interpretation:**

I interpret “inform the Board in advance” to mean that Board members are notified before other stakeholder groups whenever possible, and the Board is updated prior to the announcement of a decision. The Board will be notified far enough in advance to allow for input.

If a major change is to be made by the administration related to the instructional programs, the Superintendent will notify the Board of the decision, including background and policy rationale for this decision. Major instructional changes include changes as a result of an evaluation and review process, graduation requirements, district-wide assessment, and grading systems.

**Indicators for Compliance:**

- Presentations to Board on significant instructional program modifications

**EVIDENCE OF COMPLIANCE**

October 8, 2010 – October 7, 2011

<b><u>Instructional Program:</u></b> <ul style="list-style-type: none"><li>• English Language Learner Framework</li><li>• Literacy Framework</li></ul>	<b><u>Date of Board Presentations:</u></b> <ul style="list-style-type: none"><li>• August 18, 2011</li><li>• September 15, 2011</li></ul>
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<b>Compliance Status</b>	In Compliance
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## Policy Type: Governance Culture

## SCUSD Board of Education Annual Work Plan – 2011-2012

MONTH	GC	BSR	OE	RESULTS	DIALOG	BOARD DEVELOPMENT	OTHER BUSINESS
July '11			3. RI & I 5. RI & I 7. RI & I				
AUGUST '11							
SEPTEMBER '11							Superintendent Evaluation
OCTOBER '11			OE 2. M				
NOVEMBER '11			OE 1.M				
DECEMBER '11			OE 13.M OE 8. M				
JANUARY '12			OE 7.M				
FEBRUARY '12			OE 11.M OE 12.M				Interim Superintendent Evaluation – date to be determined
MARCH '12			OE 6.M				
APRIL '12			OE 9.M				
MAY '12			OE 5.M				Interim Superintendent Evaluation – date to be



							determined
<b>JUNE '12</b>			OE 3.M	R 3.M			
<b>July '12</b>			OE 4.M OE 10.M	R 4.M			
<b>August '12</b>				R 2.M			
<b>September '12</b>				R 1.M			Superintendent Evaluation

RI = Reasonable interpretation

ES = Essential standards

I = Indicators

GC = Governance culture Policies

M = Monitoring

BSR = Board/Superintendent Relationship

**Results in business meetings**

**Operational Expectations in workshops**

(First Meeting of the Month)

(Second Meeting of the Month)