



Operational Expectations Monitoring Document

Governance Culture Communicating with the Board and the Public

Certification of the Chief Executive Officer: I certify this report to be accurate

Signed, *[Signature]* Date: 4/23/46

Disposition of the Board: Date: 5/27/26

- In Compliance
- Compliance with Noted Exceptions
- Not in Compliance

Summary statement/direction of the Board:

The board expressed appreciation for the meeting packet and acknowledged the work and effort that went into its preparation. The board wishes to continue operating with this policy.

BCR-1 Governance-Management Connection	CEO		Board	
	In Compliance	Not in compliance	In Compliance	Not in compliance
The Chief Executive Officer is the board's sole point of connection to the operational organization.	X		X	
The board will direct the operational organization only through the Chief Executive Officer, functioning as the chief executive officer.	X		X	



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Disposition of the Board: Date: 5/27/26

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- Not in Compliance

Summary statement/direction of the Board:

The board expressed appreciation for the meeting packet and acknowledged the work and effort that went into its preparation. The board wishes to continue operating with this policy.

BCR-2 Unity of Control	CEO		Board	
	In Compliance	Not in compliance	In Compliance	Not in compliance
The board will direct the Chief Executive Officer only through official decisions of the full board.				
1. The board will make decisions by formal, recorded vote in order to avoid any disclarity about whether direction has been given.	X		X	
2. The Chief Executive Officer is neither obligated nor expected to follow the directions or instructions of individual board members, officers and committees unless the board has specifically delegated such exercise of authority.	X		X	
3. Should the Chief Executive Officer determine that an information request received from an individual member or a committee requires a material amount of staff time or is unreasonable, the Chief Executive Officer is expected to ask that the committee or the member to refer such requests to the full board for authorization.	X		X	



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Summary statement/direction of the Board:

The board expressed appreciation for the meeting packet and acknowledged the work and effort that went into its preparation. The board wishes to continue operating with this policy.

BCR-3 Staff Accountability	CEO		Board	
	In Compliance	Not in compliance	In Compliance	Not in compliance
<p>The Chief Executive Officer is responsible for all matters related to the day-to-day operation of the organization, within the values expressed by the board in policy. All staff members are considered to report directly or indirectly to the Chief Executive Officer.</p>				
<p>1. The board will never give direction to any employee other than the Chief Executive Officer</p>	X		X	
<p>2. The board will not formally or informally evaluate any staff member other than the Chief Executive Officer. This provision does not prevent the board or its members from bringing concerns regarding personnel to the attention of the Chief Executive Officer in a professional and respectful manner.</p>	X		X	
<p>3. Except as required by law, the board will not participate in decisions or actions involving the hiring, evaluating, disciplining or dismissal of any employee other than the Chief Executive Officer.</p>	X		X	



Board Chief Executive Officers Relationship

BCR - 4 Authority of Chief Executive Officer

Certification of the Chief Executive Officer: I certify this report to be accurate

Signed, *[Signature]* Date: 4/23/26
 Disposition of the Board: Date: 5/27/26
 In Compliance
 Compliance with Noted Exceptions
 Not in Compliance

Summary statement/direction of the Board:

The board expressed appreciation for the meeting packet and acknowledged the work and effort that went into its preparation. The board wishes to continue operating with this policy.

BCR-4 Authority of Chief Executive Officer	CEO		Board	
	In Compliance	Not in compliance	In Compliance	Not in compliance
The board will provide direction to the Chief Executive Officer through written policies that define the organizational results to be achieved for members and define operational conditions and actions to be accomplished or avoided.				
1.The board will develop Results policies instructing the Chief Executive Officer to achieve defined results for the students served by the organization.	X		X	
2.The board will develop Operational Expectations policies which express the board’s values about operational conditions and actions. Certain of these values will be expressed positively to assure that the stated actions occur and the identified conditions exist, and will be stated as directives. Certain other values represent actions and conditions that are to be avoided, and will be stated prohibitively.	X		X	
3.As long as the Chief Executive Officer uses any reasonable interpretation of the board’s Results and Operational Expectations policies, the Chief Executive Officer is authorized to establish any additional policies or regulations, make any decisions, establish any practices and develop any activities the Chief Executive Officer deems appropriate to achieve the board’s Results policies. Such decisions will have the same force and authority as if the board had decided them. The Chief Executive Officer is not expected to seek board approval or authority for any such decision falling within the Chief Executive Officer’s area of delegated authority.	X		X	
4.The board may change its Results and Operational Expectations policies, and in so doing shift the boundary between board and Chief Executive Officer areas of responsibility. The board will respect and support any reasonable interpretation of its policies by the Chief Executive Officer, even though Chief Executive Officer decisions may not be the decisions the board or its members may have made.	X		X	



Board Chief Executive Officers Relationship

BCR - 5 Chief Executive Officers Accountability

Certification of the Chief Executive Officer: I certify this report to be accurate

Signed, *J.J.S.* Date: 4/23/26
Disposition of the Board: Date: 5/27/26
 In Compliance
 Compliance with Noted Exceptions
 Not in Compliance

Summary statement/direction of the Board:

The board expressed appreciation for the meeting packet and acknowledged the work and effort that went into its preparation. The board wishes to continue operating with this policy.

Link to CEO Evaluation

BCR - 5 Chief Executive Officers Accountability	CEO		Board	
	In Compliance	Not in compliance	In Compliance	Not in compliance
The board considers Chief Executive Officer performance to be identical to organizational performance. Organizational accomplishment of the board's Results policies and operation according to the values expressed in the board's Operational Expectations policies will be considered successful Chief Executive Officer performance. These two components define the Chief Executive Officer's job responsibilities, and are the basis for the Chief Executive Officer's performance evaluation.				
1.The board will determine organizational performance based upon a systematic monitoring process.	X		X	
2.The board will acquire monitoring data on Results and Operational Expectations policies by one or more of three methods: a.By Internal Report, in which the Chief Executive Officer submits information that certifies and documents to the board compliance or reasonable progress; b.By External Review, in which an external third party selected by the board assesses compliance or reasonable progress with applicable board policies; c.By Board Inspection, in which the whole board or a committee duly charged by the board formally assesses compliance with or reasonable progress on the appropriate policy criteria.	X		X	
3.The consistent performance standard for Operational Expectations policies shall be whether the Chief Executive Officer has: a.reasonably interpreted the policy and its subparts; b.complied with the provisions of the board policy being monitored.	X		X	
4.The consistent performance standard for Results policies shall be whether the Chief Executive Officer has: a.reasonably interpreted the policy and its subparts; b.made reasonable progress toward achieving the board's defined Results policies.	X		X	

<p>5. The board will make the final determination as to whether Chief Executive Officer interpretation is reasonable, whether the Chief Executive Officer is in compliance and whether reasonable progress has been made. In doing so, the board will apply the “reasonable person” standard.</p>	X		X	
<p>6. All policies that instruct the Chief Executive Officer will be monitored according to a schedule and by a method determined by the board and included in the board’s annual work plan. The board may monitor any policy out of this defined sequence, if it is determined by a majority of the board that conditions warrant monitoring at times other than those specified by the annual schedule.</p>	X		X	
<p>7. Each April, the board will conduct a formal summative evaluation of the Chief Executive Officer. The summative evaluation will be based upon data collected during the year from the monitoring of Results and Operational Expectations policies. The board will prepare a written evaluation document. The evaluation document will consist of:</p> <ul style="list-style-type: none"> a. A summary of the data derived during the year from monitoring the board’s Results and Operational Expectations policies; b. Conclusions based upon the board’s prior action during the year relative to the Chief Executive Officer’s reasonable interpretation of each Result policy and whether reasonable progress has been made toward its achievement; c. Conclusions based upon the board’s prior action during the year relative to whether the Chief Executive Officer has reasonably interpreted and operated according to the provisions of the Operational Expectations policies; d. Specific priorities as outlined by the board, based upon the results of the previous year’s monitoring of Results and Operational Expectations policies. 	X		X	



Operational Expectations Monitoring Document

OE-1 Global Operations Expectations

Certification of the Chief Executive Officer: I certify this report to be accurate

Signed, *[Signature]* Date: 1/16/26

- In Compliance
- Compliance with Noted Exceptions
- Not in Compliance

Summary statement of the CEO:

The CEO is responsible and accountable for ensuring the agency operates in a fashion that is legal, appropriate, and ethical. The operations of CREA must also be respectful, safe, prudent, and in line with board policy. The organization maintains operations at a level which is consistent with the strictest adherence to legal, ethical, and local expectations.

Disposition of the Board: Date: 1/22/26

- In Compliance
- Compliance with Noted Exceptions
- Not in Compliance

Summary statement/direction of the Board:

The Board expressed appreciation for the transparency and accessibility of board packets, particularly with their availability online. The Board expressed appreciation for the comprehensive reporting, noting that it enhances their connection to the agency's work. Members also conveyed gratitude for the services the agency provides to districts throughout the region. The Board wishes to continue operating with this policy.

OE-1 Global Operations Expectations	CEO		Board	
	In Compliance	Not in compliance	In Compliance	Not in compliance
This set of policies outlines the standards by which the REA will conduct day-to-day business.				
The Chief Executive Officer shall not cause, allow, or fail to take reasonable measures to prevent any practice, activity, decision or organizational condition that is:				
• unlawful	X		X	
• unethical	X		X	
• unsafe	X		X	
• disrespectful	X		X	
• imprudent	X		X	
• in violation of board policy or	X		X	
• endangers the organization's public image or credibility	X		X	



Operational Expectations Monitoring Document

OE-2 Emergency CEO Succession

Certification of the CEO: I certify this report to be accurate

Signed, *[Signature]* Date: 8/5/25

- In Compliance
- Compliance with Noted Exception:
- Not in Compliance

Summary statement of the CEO:

The CEO is expected to maintain a plan outlining critical strategies and adherence to board policy through the governance process. The plan must include delegation of the strategies and board work to appropriate and capable CREA leaders.
Our current succession plan outlines large groupings of critical roles which require care and attention by the CEO and a clear outline of the duties delegated to the C-suite (COO, CSO, and CFO).

Disposition of the Board: Date: 8/13/25

- In Compliance
- Compliance with Noted Exception:
- Not in Compliance

Summary statement/direction of the Board:

The Board praised the accessibility and transparency of meeting documents on the agency's website, commending staff for maintaining a clear and user-friendly system. The Board wishes to continue operating with this policy.

OE-2 Emergency CEO Succession

CEO

Board

	In Compliance	Not in compliance	In Compliance	Not in compliance
The CEO has a written plan for the designation of at least one other executive staff member who is familiar with the board's governance process and issues of current concern and is capable of assuming the CEO responsibilities on an emergency basis until the board appoints a temporary or permanent	X		X	
The CEO has a written plan for succession in the event of the CEO position being vacated.	X		X	



Operational Expectations Monitoring Document

OE-3 Treatment of Stakeholders

Certification of the Chief Executive Officer: I certify this report to be accurate

Signed,  Date: 1/16/26

- In Compliance
- Compliance with Noted Exceptions
- Not in Compliance

Summary statement of the CEO:

The CEO ensures a culture of inclusivity and respect, both internally and externally. This includes protecting data and information, handling complaints from any stakeholder, and creates a climate that is welcoming, open, and honest. It also is focused on the Board's results.

We are four iterations into the Vital Network process of understanding our staff's perspectives on their workplace. Improvements are being made related to each division's processes, products, and procedures specific to their need. We maintain a high degree of staff appreciation for their work at CREA. We have had two complaints specific to the Shared Service - Superintendent Services, both of which were investigated and found to be insufficient findings to prove the allegations. We also have begun meeting with parents for our programming where we directly serve students to seek feedback.

Disposition of the Board: Date: 1/22/26

- In Compliance
- Compliance with Noted Exceptions
- Not in Compliance

Summary statement/direction of the Board:

The Board expressed appreciation for the transparency and accessibility of board packets, particularly with their availability online. The Board expressed appreciation for the comprehensive reporting, noting that it enhances their connection to the agency's work. Members also conveyed gratitude for the services the agency provides to districts throughout the region. The Board wishes to continue operating with this policy.

OE-3 Treatment of Stakeholders	CEO		Board	
	In Compliance	Not in compliance	In Compliance	Not in compliance
The Chief Executive Officer shall maintain an organizational culture that treats all people, including citizens, staff, participants, and parents, with respect, dignity and courtesy. The Chief Executive Officer will:				
1. Manage information in such ways that confidential information is protected.	X		X	
2. Maintain processes for the effective handling of complaints	X		X	
3. Ensures the organization:	X		X	
a. Values individual differences of opinion				
b. Reasonably includes people in decisions that affect them				
c. Provides open and honest communication in all written and interpersonal interactions				
d. Focuses on common achievement of the boards RESULTS policies				
e. Maintains an open, responsive, and welcoming environment				



Operational Expectations Monitoring Document

OE-4 Personal Administration

Certification of the CEO: I certify this report to be accurate

Signed, *[Signature]* Date: 8/7/25

- In Compliance
- Compliance with Noted Exceptions
- Not in Compliance

Summary statement of the CEO:

The CEO ensures that CREA staff are hired and treated like professionals. This begins at the hiring process with recruitment including clear job descriptions and competitive compensation packages; appropriate and required background checks for each program; and selecting the best candidates. After hire, the CEO is required to create an environment conducive to striving towards the vision through ensuring administrative rules and procedures exist; handling complaints appropriately; protecting information; providing coaching and training; and evaluating staff in a manner consistent with the CEO's evaluation and drives effectiveness, excellent performance, and achieves results. We have enhanced standard operating procedures and adopted new technology to ensure ease of staff onboarding and orientation to CREA. We have also engaged in Vital Networks process of developing culture in a way that allows CREA leaders to engage their teams in solutions specific to their needs.

Disposition of the Board: Date: 8/13/25

- In Compliance
- Compliance with Noted Exceptions
- Not in Compliance

Summary statement/direction of the Board:

The Board praised the accessibility and transparency of meeting documents on the agency's website, commending staff for maintaining a clear and user-friendly system. The Board expressed the survey data is encouraging, exciting, and a positive reflection of the agency's work. The Board wishes to continue operating with this policy.

OE-4 Personal Administration	CEO		Board	
The CEO shall assure the recruitment, employment, development, evaluation and compensation of district employees in a manner necessary to enable the organization to achieve its Results policies. The CEO will:	In Compliance	Not in compliance	In Compliance	Not in compliance
1. Conduct extensive background inquiries and checks prior to hiring any paid personnel. This includes temporary, contractual and permanent positions., as well as volunteers who have unsupervised contact with students.	X		X	
2. Recruit and select the most highly qualified and best-suited candidates for all positions. This includes temporary, contractual and permanent positions.	X		X	
3. Administer clear personnel rules and procedures for employees.	X		X	
4. Effectively handle complaints and concerns.	X		X	
5. Maintain adequate job descriptions for all staff positions.	X		X	
6. Protect confidential information.	X		X	
7. Develop compensation and benefit plans to attract and retain the highest quality employees by compensating employees consistent with the applicable marketplace, including but not limited to organizations of comparable size and type, and within available resources.	X		X	
8. Consistent with the CEO's own evaluation, evaluate all employee performance according to their contribution toward achieving the board's Results policies and their compliance with the board's Operational Expectations policies.	X		X	
9. Assure that the evaluation of all programmatic and administrative personnel is designed to: a. Improve and support program effectiveness/efficiency; b. Measure and document both excellent performance and unsatisfactory performance; c. Link programmatic and administrator performance with multiple measures of project performance and operational efficiencies toward achieving Results	X		X	
10. Ensure that all staff members are qualified and trained to perform the responsibilities assigned to them.	X		X	
11. Maintain an organizational culture that positively impacts the ability of staff to responsibly perform their jobs and allows them to work in an environment of professional support and courtesy.	X		X	



Operational Expectations Monitoring Document

OE-5 Financial Planning

Certification of the Chief Executive Officer: I certify this report to be accurate

Signed, *[Signature]* Date: 4/23/26

- In Compliance
- Compliance with Noted Exceptions
- Not in Compliance

Summary statement of the CEO:

The Budget was developed as a direct result of the agencies OE and R policies. We provide the budget in a summarized fashion that outlines the major endeavors according to our R1 - Mission policy. We continue to develop an appropriate 3-year budget that can be predictive and concise, however the irregular grant and contract process makes it difficult to submit a 3-year budget with any precision. We continue to work towards a 20% ending fund balance, noting that we were closest last year and are expecting to go slightly lower at the end of this fiscal year.

Disposition of the Board: Date: 5/27/26

- In Compliance
- Compliance with Noted Exceptions
- Not in Compliance

Summary statement/direction of the Board:

The board expressed appreciation for the meeting packet and acknowledged the work and effort that went into its preparation. The board wishes to continue operating with this policy.

OE-5 Financial Planning	CEO		Board	
	In Compliance	Not in compliance	In Compliance	Not in compliance
The Chief Executive Officer shall develop and maintain a multi-year financial plan that is related directly to the board’s Results priorities and Operational Expectations goals, and that avoids long-term fiscal jeopardy to the REA. The Chief Executive Officer will develop a budget that:				
1. Is in a summary format understandable to the board and presented in a manner that allows the board to understand the relationship between the budget and the Results priorities and any Operational Expectations goals for the year;	X		X	
2. Credibly describes revenues and expenditures.	X		X	
3. Shows the amount budgeted for each category for the current fiscal year and the amount budgeted for the next two fiscal years.		X		X
4. Discloses budget-planning assumptions.	X		X	
5. Assures fiscal soundness in future years.	X		X	
6. Reflects anticipated changes in employee compensation, including inflationary adjustments, step increases, performance increases and benefits.	X		X	
7. Ensures the fund balance of 20% of previous year’s expenditures annually unless this amount is modified or waived on an annual basis by vote of the board.		X		X
8. Reports the planned impact on staffing patterns due to budgetary decisions.	X		X	



Operational Expectations Monitoring Document

OE- 6 Financial Administration

Certification of the Chief Executive Officer: I certify this report to be accurate

Signed, *[Signature]* Date: 4/23/26

- In Compliance
- Compliance with Noted Exceptions
- Not in Compliance

Summary statement of the CEO:

CREA continues to receive appropriate findings from the auditors, noting that we meet all of the indicators in this operational expectation. We continue to have findings related to our small size and look for effective efficiencies in improvements. This is made more difficult as the audit is rarely completed before the end of the 3rd quarter, which means that we have gone through almost a full year before we are made aware of any deficiencies. We treat the findings as continuous improvement efforts; consistently making improvements once we are made aware of them. I believe that we are in compliance with indicator 12, "shall not expend monies from reserve fund" because it was approved in the budget.

Disposition of the Board: Date: 5/27/26

- In Compliance
- Compliance with Noted Exceptions
- Not in Compliance

Summary statement/direction of the Board:

The board expressed appreciation for the meeting packet and acknowledged the work and effort that went into its preparation. The board wishes to continue operating with this policy.

Link to Audit Report

OE-6 Financial Administration	CEO		Board	
	In Compliance	Not in compliance	In Compliance	Not in compliance
<p>The Chief Executive Officer shall not cause or allow any financial activity or condition that materially deviates from the budget adopted by the board; cause or allow any fiscal condition that is inconsistent with achieving the board’s Results or meeting any Operational Expectations goals; or place the long-term financial health of the district in jeopardy.</p> <p>The Chief Executive Officer will:</p>				
1. Assure that payroll and legitimate debts of the district are promptly paid when due.	X		X	
2. Assure that all purchases are based upon comparative prices of items of similar value, including consideration of both cost and long-term quality.	X		X	
3. Coordinate and cooperate with the board’s appointed financial auditor for an annual audit of all district funds and accounts.	X		X	
4. Make all reasonable efforts to collect any funds due the district from any source.	X		X	

5.Keep complete and accurate financial records by funds and accounts in accordance with generally recognized principles of governmental accounting.	X		X	
6.Publish a financial condition statement annually.	X		X	
7.Provide for the board a quarterly update of the Statement of Revenue and Expenditures and Balance Sheet indicating monthly and year-to-date financial activity, and in addition provide a financial condition statement annually.	X		X	
8.Include in the monitoring report the action plan and timeline of the auditor recommendations in the annual report.	X		X	
9.Make reasonable efforts to utilize contractors, vendors, manufacturers, and other such agents who reside within the boundaries of the Central Regional Education Association.	X		X	
The Chief Executive Officer may not:				
10.Expend more funds than have been received in the fiscal year unless revenues are made available through other legal means, including the use of fund balances, the authorized transfer of funds from reserve funds, and tax anticipation notes.	X		X	
11.Indebt the organization without written response from the Executive Committee.	X		X	
12.Expend monies from reserve funds.	X		X	
13.Permanently transfer money from one fund to another.	X		X	
14.Commit to any single, non-budgeted purchase or expenditure greater than \$100,000. Budgeted purchases are items listed in the official budget and approved by the board.	X		X	
15.Allow any required reports to be overdue or inaccurately filed.	X		X	
16.Receive, process or disburse funds under controls that are insufficient under generally accepted accounting procedures or statute.	X		X	
17.Commit to expenditures from an account without an adequate appropriation and budget transfers to accommodate the expenditure.	X		X	



Operational Expectations Monitoring Document

OE- 7 Asset Protection

Certification of the CEO: I certify this report to be accurate

Signed, *[Signature]* Date: 8/8/25

- In Compliance
- Compliance with Noted Exceptions
- Not in Compliance

Summary statement of the CEO:

The CEO is accountable of re-protection and maintenance of assets through insurance coverage, bonding of financial staff, mitigating loss, and securing records. Further, the CEO does not have the ability to invest in unsecured funding opportunities, dispose of real property except in normal operations, let equipment be used inappropriately or undermaintain equipment, or allow the agency to be damaged in its credibility or allow it to be liable for legal improprieties.

Disposition of the Board: Date: 8/13/25

- In Compliance
- Compliance with Noted Exceptions
- Not in Compliance

Summary statement/direction of the Board:

The Board praised the accessibility and transparency of meeting documents on the agency's website, commending staff for maintaining a clear and user-friendly system. The Board wishes to continue operating with this policy.

OE- 7 Asset Protection

CEO Board

The CEO will assure that all organizational assets are adequately protected, properly maintained, appropriately used and not placed at undue risk.

In Compliance	Not in compliance	In Compliance	Not in compliance
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The CEO will:

1. Maintain property and casualty insurance coverage on CREA property and its programming property with limits equal to 100% of replacement value

X		X	
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2. Maintain both Errors and Omissions and Comprehensive General Liability insurance coverage protecting board members, staff and the district itself in an amount that is reasonable for REAs of comparable size and character.

X		X	
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3. Assure that all personnel who have access to material amounts of REA funds are bonded and/or covered by employee loss insurance.	X		X	
4. Protect intellectual property, information, files, records and fixed assets from loss or significant damage.	X		X	
5. Properly preserve and dispose of all records related to affairs or business of the REA.	X		X	
The CEO may not:				
6. Allow facilities and equipment to be subject to improper use or insufficient maintenance	X		X	
7. Unnecessarily expose the REA, the board or staff to legal liability.	X		X	
8. Invest funds in investments that are not secured or that are not authorized by law.	X		X	
9. Purchase or sell real estate, including land and buildings.	X		X	
10. Take any action that damages the district's public image or credibility.	X		X	
11. Dispose of personal property except as associated with the normal course of business.	X		X	



Operational Expectations Monitoring Document

OE -8 Communicating with the board and the public

Certification of the Chief Executive Officer: I certify this report to be accurate

Signed, *[Signature]* Date: 1/16/26

- In Compliance
- Compliance with Noted Exceptions
- Not in Compliance

Summary statement of the CEO:

CEO Interpretation – The CEO ensures that the board and public are fully informed. This includes regular and thorough monitoring reports and data, information helpful to the board for actions, and significant financial events that could impact the REA, positively or negatively. It also requires that the board understands multiple perspectives regarding CREA’s standing in the communities and that all information is shared in reasonable and practical communications. It also outlines several required communications; complaints, actions necessitating board approval, major modifications of programs, new programs, and major changes to rules or policies for programs in Direct Student Services. Further, two-way dialogue is necessary with the public and an annual report is provided to the public and the State Board of Public Education with board policy progress, REA strategies and programs, and finances.

Disposition of the Board: Date: 1/22/26

- In Compliance
- Compliance with Noted Exceptions
- Not in Compliance

Summary statement/direction of the Board:

The Board expressed appreciation for the transparency and accessibility of board packets, particularly with their availability online. The Board expressed appreciation for the comprehensive reporting, noting that it enhances their connection to the agency’s work. Members also conveyed gratitude for the services the agency provides to districts throughout the region. The Board also valued advance communication regarding sensitive matters and commended the CEO’s consistent, transparent engagement with both the Board and stakeholders. Members further appreciated that information is shared confidentially, professionally, and proactively prior to being communicated elsewhere. The Board wishes to continue operating with this policy.

OE- 8 Communicating with the board and the public	CEO		Board	
The Chief Executive Officer shall assure that the board is fully and adequately informed about matters relating to board work and significant organizational concern. The Chief Executive Officer will:	In Compliance	Not in compliance	In Compliance	Not in compliance
1. Submit required monitoring data (see policy B/CR-5—Monitoring Superintendent Performance) in a thorough, accurate and understandable fashion, according to the board’s annual work plan schedule, and including both Chief Executive Officer interpretations and relevant data to substantiate compliance or reasonable progress.	X		X	
2. Provide for the board, in a timely manner, information about trends, facts and other information relevant to the board’s work.	X		X	
3. Inform the board of significant transfers of money within funds or other changes substantially affecting the district’s financial condition.	X		X	
4. Assure that the board has adequate information from a variety of internal and external viewpoints to assure informed board decisions.	X		X	
5. Inform the board of anticipated significant or politically sensitive media coverage.	X		X	
6. Inform the board or individual members if, in the Chief Executive Officer’s opinion, the board or individual members have encroached into areas of responsibility assigned to the Chief Executive Officer or if the board or its members are noncompliant with any Governance Culture or Board/Superintendent Relations policies.	X		X	
7. Present information in simple and concise form, indicating clearly whether the information is informational, intended for decision preparation, or for formal monitoring.	X		X	
8. Treat all members equally and assure that all members have equal access to information.	X		X	
8. Invest funds in investments that are not secured or that are not authorized by law.	X		X	
9. Inform the board in a timely manner of any actual or anticipated noncompliance with any board Operational Expectations policy or any anticipated failure to achieve reasonable progress in any Results policy.	X		X	
10. Provide for the board adequate information about all administrative actions and decisions that are delegated to the Chief Executive Officer, but required by law to be approved by the board.	X		X	
11. Inform the board in a timely manner of the administrative disposition of complaints presented to the Chief Executive Officer by the board.	X		X	
12. Inform the board in advance of any deletions of, additions to or significant modifications of any programs.	X		X	
13. Inform the board about the effectiveness of any new or innovative programs and the Chief Executive Officer’s decisions to continue or discontinue such programs.	X		X	
14. Inform the board of any new or modified rules, policies or practices for Direct Student Services no later than 60 days prior to implementation.	X		X	
The Chief Executive Officer shall assure that the public is adequately informed about the condition and direction of the REA. The Chief Executive Officer will:				
1. Assure the timely flow of information, appropriate input, and strategic two-way dialog between the REA and the stakeholders that builds understanding and support for REA efforts.	X		X	

<p>2. Prepare and publish, on behalf of the board, an annual progress report that includes the following items:</p> <ul style="list-style-type: none"> a. Data indicating progress toward accomplishing the board's Results policies. b. Information about REA's strategies, programs and operations intended to accomplish the board's Results policies. c. Revenues, expenditures and costs of major programs and a review of the REA's financial condition. 	X		X	
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Operational Expectations Monitoring Document

OE - 9 Program Services

Certification of the Chief Executive Officer: I certify this report to be accurate

Signed, *[Signature]* Date: 4/23/26

- In Compliance
- Compliance with Noted Exceptions
- Not in Compliance

Summary statement of the CEO:

CREA continues to plan its programs and services aligned with best practices, rooted in research, and maintained with high-quality resources. We account for our population found in each community in providing services that increase knowledge and skills. We engage in an evaluation process which is iterative, including the development of new programs and provide services aligned with our schools' calendar and times available. Finally, we seek intentional partnerships and funding which can expand or enhance our services and programs.

Disposition of the Board: Date: 5/27/26

- In Compliance
- Compliance with Noted Exceptions
- Not in Compliance

Summary statement/direction of the Board:

The board expressed appreciation for the meeting packet and acknowledged the work and effort that went into its preparation. The board wishes to continue operating with this policy.

OE - 9 Program Services	CEO		Board	
	In Compliance	Not in compliance	In Compliance	Not in compliance
The Chief Executive Officer shall maintain a platform of programs and services that creates and enhances relevant opportunities for all learners to achieve at levels defined in the board's Results policies. The Chief Executive Officer will:				
1.Ensure that programs are based on a comprehensive and objective review of best practices research.	X		X	
2.Base professional learning in standards that meet or exceed state and/or nationally-recognized model standards.	X		X	
3.Align curriculum with appropriate standards and protocols.	X		X	
4.Ensure that programs and services includes opportunities for students and educational personnel to develop knowledge and skills in more specialized areas.	X		X	
5.Ensure that the programs and services address different learning styles and needs of students of various backgrounds and abilities.	X		X	

6. Encourage new and innovative programs, carefully monitoring and evaluating the effectiveness of all such programs at least annually.	X		X	
7. Ensure that all programs and services, including both content and practice, are regularly evaluated and modified as necessary to assure their continuing effectiveness.	X		X	
8. Assure that the REA calendar and the time made available during the work day assign priority to and best serve the needs of schools.	X		X	
9. Select instructional materials that advance the achievement of the board's Results policies and that achieve continuity, integration and articulation of program effectiveness.	X		X	
10. Develop and maintain mutually beneficial civic and business partnerships to contribute to achievement of the board's results policies.	X		X	
11. Apply for and accept legal and appropriate funds, including grants, non-interest bearing loans, and gifts in order to achieve the board's Results policies.	X		X	



Results

R-1 Mission

Certification of the Chief Executive Officer: I certify this report to be accurate

Signed,

Date:

1/16/26

In Compliance

Compliance with Noted Exceptions

Not in Compliance

Summary statement of the CEO:

" CEO Interpretation - CREA will provide services, programs, and support to schools in a way that is helpful to schools, is authentic, and makes their job easier. Further, these supports are developed in large and small capacities and for schools in who are multi-building or single classroom. Programs are developed with three main delivery modalities; programs that work directly with students, programs that train school employees, and programs that support school operations and effectiveness. Additionally, CREA must create new programs that meet the mission of the organization. The CREA provides immense programming in response to the needs of the schools. We humbly pivot when programs aren't meeting the needs and search for innovative ways to enhance programs without new funding. "

Disposition of the Board:

Date:

1/22/26

In Compliance

Compliance with Noted Exceptions

Not in Compliance

Summary statement/direction of the Board:

The Board expressed appreciation for the transparency and accessibility of board packets, particularly with their availability online. The Board expressed appreciation for the comprehensive reporting, noting that it enhances their connection to the agency's work. Members also conveyed gratitude for the services the agency provides to districts throughout the region. The Board discussed the scope of agency programming and questioned whether the number of programs appropriately aligns with agency capacity and mission. The Board was assured that any future budget adjustments would be accompanied by corresponding programmatic recommendations for Board review. The Board wishes to continue operating with this policy.

Data Analysis						
R1 - Mission			CEO		Board	
			In Compliance	Not in compliance	In Compliance	Not in compliance
This set of policies outlines the expected outcomes of the organization, especially those related to value added to members.						
The mission of the CREA is to serve a purpose and make a difference in every school, no matter how big or small			X		X	
Schools will benefit from CREA programming in: <ul style="list-style-type: none"> •Direct student services •Professional Learning •Technical Assistance and Coaching •Continuously improving and innovating for new programs 			X		X	

Indicator 1					Met
September Superintendent Advisory Focus Group - 24/24 responded affirmative to serving a purpose					
Indicator 2					Met
September Superintendent Advisory Focus Group - 24/24 responded affirmative to making a difference					
Indicator 3					Making Progress
Results Policy	# of Indicators	# of Met Indicators		Progress Made	
R2	5	3		2	
R3	6	6		-	
R4	3	1		2	
Total	14	10		4	
Indicator 4					Met
	Spring	Fall	Winter		
School Visits	2025	2025	2025		
Unresponsive school count	0 unresponsive schools				
Indicator 5					

Direct Student Services	Professional Learning	Technical Assistance and Coaching	Emerging Programs	Organizational Capacity*	Met
Program	Program	Program	Program	Program	
Arts Lab For You	Crisis Prevention and Response	BHERO	Juvenile Justice Transition	Business Manager Services	
BCBA Services	Customized, School based Training	Crisis Response Teams	Medicaid-eligible services	Superintendent Services	
Check and Connect	Online book studies	Instructional Coaching	NDJJSAG Juvenile Detention Prevention		
CRACTC	Poverty Simulation	NDFSCS	Medicaid-eligible services		
EL Services	Regional Workshops	New Teacher Support Network			
ESP	Restorative Practices	Scrubs Camp			
ND eCare	School Finance	STOPit			
ND Math Corps	Science of Reading	TSI/CSI Support			
ND Reading Corps	Standards Based Teaching and Learning	Grad 701			
School Counseling Services	Behavioral Health (B-HERO trainings)				
School Psych Services	Medication Administration				
SLP Services	Bus Driver Workshop				
Specially Designed Services					



Professional Learning

Certification of the Chief Executive Officer: I certify this report to be accurate

Signed,  Date: 1/16/26

- In Compliance
- Compliance with Noted Exceptions
- Not in Compliance

Summary statement of the CEO:

CEO Interpretation – All school staff will have access to training that provides an increase in their capacity to do their job. This is achieved through professional learning focused on four areas: instructional practices, content-knowledge, tiered responses, and non-classified practice and knowledge.

Professional development programming was enhanced through strategic operational changes, alignment with state requirements and initiatives, and highly focused leadership of the COO, Lyndsi Engstrom. Intentional awareness and feedback gathering from districts helped to realign specific PD to be more relevant and available to schools and staff. Increased attention on staff capacity and scheduling allowed for careful attention to high-need areas for schools. Finally, aligning with state initiatives and school timelines/administrator desires created opportunities for offsetting costs and increasing offerings.

Disposition of the Board: Date: 1/22/26

- In Compliance
- Compliance with Noted Exceptions
- Not in Compliance

Summary statement/direction of the Board:

The Board expressed appreciation for the transparency and accessibility of board packets, particularly with their availability online. The Board expressed appreciation for the comprehensive reporting, noting that it enhances their connection to the agency’s work. Members also conveyed gratitude for the services the agency provides to districts throughout the region. The Board expressed their appreciation for the insights of specific Professional Learning Programs. The Board wishes to continue operating with this policy.

Data Analysis

R3 - Professional Learning

R3 - Professional Learning	CEO		Board	
	In Compliance	Not in compliance	In Compliance	Not in compliance
Education Personnel will understand and demonstrate increased knowledge and/or skill that will assist them in their daily profession. This includes, but is not limited to:				
1. Core Instructional Practices (planning/preparation for learning; classroom management; delivery of instruction; assessment and monitoring; family/community outreach, etc.)	X		X	
2. Content-Specific (reading, writing, mathematics, physical education, foreign language, etc.)	X		X	
3. Multi-Tier Systems Support (interventions; trauma-informed practices; PTR; etc.)	X		X	
4. Other Education Personnel (medication administration; bus driver training; para/aide assistance; culinary skills, etc.)	X		X	

Indicator 1	Participation	70% of schools	100%
		Program Schools	
		CRSoR	25
		B-HERO	27
		Poverty Sim	6
		Funding Your Plan	2
		CSI/TSI	2
		Fall PD Day	7
		Winter PD Day	9
		Lit Summit 24	17
Indicator 2	Depth of Participation	30% of schools in ongoing PL	100%
		Program Schools	
		CRSoR	26
		B-HERO	2
		Math	5
		BTN/ND RISE	4
		CRSBTL	4
		SEEDS	2
Indicator 3	Change in Knowledge	90%	98%
Indicator 4	Change in Skill	90%	98%
Indicator 5	Change in Practice	90%	99%
Indicator 6	Value Add	80%	99%



Research and Design of Programming

Certification of the Chief Executive Officer: I certify this report to be accurate

Signed,  Date: 4/23/26

- In Compliance
- Compliance with Noted Exceptions
- Not in Compliance

Summary statement of the CEO:

CREA continues to research and design its new programming based on our constituents' needs through a two-prong system using qualitative measures and quantitative measures. When developing a new program we must ensure that research is known and followed, and that we can measure the results of new programming by how well we meet the needs of the participants, administrators, and how it has affected change in student achievement scores.

Disposition of the Board: Date: 5/27/26

- In Compliance
- Compliance with Noted Exceptions
- Not in Compliance

Summary statement/direction of the Board:

The board expressed appreciation for the clear explanation of the data and the quality of the supporting documents. Members commended staff for their thoughtful efforts in navigating tighter funding constraints while continuing to provide tailored support to schools based on identified needs and priorities. The board expressed appreciation for the meeting packet and acknowledged the work and effort that went into its preparation. The board wishes to continue operating with this policy.

Data Analysis

R4 - Research and Design of Programming

R4 - Research and Design of Programming	CEO		Board	
	In Compliance	Not in compliance	In Compliance	Not in compliance
Programs and services will be developed based on a continuous improvement process originating with school/district need. New programs will be rooted in educational best practice with evidence of, at least, Promising Results. Programs will be measured based on its ability to:				
1. Met the needs of the participant;	X		X	
2. Met the needs of the administrator;	X		X	
3. Affected change in student achievement scores	X		X	

Indicator 1 - Needs of Stakeholders are known			Making Progress
Universal Needs Assessment Framework			
Qualitative		Quantitative	
School Visits	Administrator Advisories	Anecdotal participant feedback	Current ND Accountability Measure(s)
			ND Accountability Measure(s) - Region
			ND Accountability Measure(s) - Local
Program-Specific Needs Assessment			

Indicator 2 - Educational programming meets the qualification of Promising results before moving into expansion		Met
Number of educational programs & services developed during reporting period Q3 2025-Q2 2026		1 - Early Warning Intervention and Monitoring System
Number of educational programs & services developed meeting Promising Results		1 - Early Warning Intervention and Monitoring System

Indicator 3 - newly designed programs/services utilize a Logic Model		Met
Total number of newly developing (emerging and/or pilot) programs during reporting period Q3 2025-Q2 2026		1 - Early Warning Intervention and Monitoring Systems
Developing programs with logic model <i>in place</i>		1 - Early Warning Intervention and Monitoring Systems
Programs in <i>operational sustainability</i> with logic model <i>in place</i>		13 - B-HERO; CSI-TSI; Reading/Math Corps; 1915i Access; CRSBTL; Early Intervention ; ND A+ TA Center; NDFSCS Site Coordination; Extended School Program ; Check & Connect; Business Services ; Specially Designed Learning ; eCare School Health
Programs in <i>expansion or operational sustainability</i> preliminarily <i>prioritized</i> for logic model development during Q3 2026-Q2 2027		4 - New Teacher Support Network; School Counseling; Global Network; Family Check Up