



Operational Expectations Monitoring Document

OE-2 Emergency CEO Succession

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

Signed, *[Signature]* Date: 8/10/26

X In Compliance
 _____ Compliance with Noted Exception:
 _____ Not in Compliance

Summary statement of the CEO:

The CEO is required to update a succession plan for either separation from the agency or a short-term absence. The plan should include an appropriate lead who can assume duties in an emergency and should address ongoing duties and responsibilities. Further, the succession plan should encapsulate all major responsibilities of the CEO to assist with onboarding a new CEO.

Disposition of the Board: Date: 8/20/26

X In Compliance
 _____ Compliance with Noted Exception:
 _____ Not in Compliance

Summary statement/direction of the Board:

The Board expressed appreciation for the thorough information provided, the preparation of the meeting materials, and the open and honest discussion. Members noted that the additional detail and specific examples were helpful in their evaluation. 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 replacement.	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-4 Personnel Administration

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

Signed,  Date: 8/3/26

☒ In Compliance

☐ Compliance with Noted Exceptions

☐ Not in Compliance

Summary statement of the CEO:

The CEO is required to have appropriate processes and administrative policies for Human Talent and Resources, beginning with searching for new employees and the hiring process through to improving staff members and on to appropriate off-boarding of staff.

This year, staffing numbers remained somewhat stagnant with over 170 staff members and roughly 80 FTE, with both numbers varying based on afterschool programming. Of note, this is the first year that CREA has received personnel complaints and so the process was tested for handling complaints. We received six complaints in a three month span. All three were investigated and our personnel were found to have followed policies appropriately, acted appropriately, and the process was proven effective. CREA staff report an appreciation for the autonomy they feel and the sense that they are treated as professionals, according to our staff culture and climate process. Overall, 5.5 out of 7 CREA staff plan to continue working at CREA and would recommend working for us to a friend. We are working diligently on standing up appropriate permissions using our technology for internal access to records, however working through ITD is proving difficult so we continue to manually protect data with appropriate MFA, password-protected files.

Disposition of the Board: Date: 8/20/26

☒ In Compliance

☐ Compliance with Noted Exceptions

☐ Not in Compliance

Summary statement/direction of the Board:

The Board asked for clarification regarding the use of "personal" versus "personnel" in the monitoring document. The Board was assured that the correct spelling is "personnel" and that the monitoring document will be updated accordingly. The Board expressed appreciation for the thorough information provided, the preparation of the meeting materials, and the open and honest discussion. Members noted that the additional detail and specific examples were helpful in their evaluation. 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 policies.	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- 7 Asset Protection

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

Signed, *[Signature]* Date: 8/14/26

☒ In Compliance
☐ Compliance with Noted Exceptions
☐ Not in Compliance

Summary statement of the CEO:

The CEO is accountable of reparation 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: 8/20/26

☒ In Compliance
☐ Compliance with Noted Exceptions
☐ Not in Compliance

Summary statement/direction of the Board:

The Board expressed appreciation for the thorough information provided, the preparation of the meeting materials, and the open and honest discussion. Members noted that the additional detail and specific examples were helpful in their evaluation. 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

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

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	
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	



R-2 Direct Student Services Programming

Signed,  Date: 8/14/26

Summary statement of the CEO:

Disposition of the Board:	Date:	8/20/26
---------------------------	-------	---------

Summary statement/direction of the Board:

Data Analysis

Indicator 1 100% of schools who cannot find staff retain services									Making Progress
	22-23 SY	23-24 SY	24-25 SY	25-26 SY		% Retention due to staffing (not funding)	% Program/Service Growth		95%
Artist in Residence	8	12	17	8	Additional outreach was provided to find Districts where Artist in Residence grants had not been utilized. Funding impacts ability to support schools.	N/A	-53%		
Counseling Services	18	20	21	20	Requested positions filled.	100%	-5%		
eCare	46	52	41	45		100%	10%		
EL Programming	13	16	20	17	Requested positions filled.	100%	-15%		
ESP	15	13	14	14	Changes to 21st CCLC grants this year: 8 sites under two grants; 6 sites are fee based only	100%	0%		
NDFSCS	8	10	9	6	Funding for sustainability has been a struggle for some districts.	100%	-33%		
Reading/Math Corps	16	17	22	13	Reading Corps-7; Math Corps-6. (9/18 Reading Corps positions filled; 9/31 Math Corps positions filled. Reason: lack of applicants)	37%	-41%		
School Psych	2	10	11	11		100%	0%		
Specially Designed Services	0	19	20	12	(Previous years included School Psychology numbers- taken out this year as that is captured in own category. This number reflects schools served by Special Educ Director only and there was no decrease in this amount)	100%	29%		
StopIT	138	63	29	21	Funding reduction continues to be reason for decline in school usage.	100%	-28%		
Superintendent/Business Manager Services	3	2	7	28	11 are Superintendent Services and 17 are Business Manager Services. (Added Business Manager Services number to this category SY 24-25)	100%	300%		
CRACTC	38	55	58	67		100%	16%		
Early Intervention				324	New data added this year once R2 definition was expanded to include direct programming to children and families in the community. This number reflects total number of referrals received and served within the year.	100%			
Total/Average	305	289	269	586		95%	180%		
					Retention of staff impacted by inability to obtain applicants for tutoring positions for Reading and Math Corps.				
Indicator 2 100% of schools, families, and communities receiving services express satisfaction									Making Progress
Survey Results, interviews, site visits and administrative follow-ups resulted in 99% reported satisfaction in services. 2 schools reported dissatisfaction with Counseling services this past year-1 expressed concerns with staff and one expressed wanting different mental health supports than what we provided. One of those 2 schools did renew services for next year. 2 families reported not being satisfied with Early Intervention services within a state survey. Any other concerns brought up in programming were managed and did not rise to the level of a school/family expressing dissatisfaction.									99%
Indicator 3 Increase number of children and students receiving supports to 17% by 2027									Making Progress

2021-2022 (baseline)	2023-2024	2024-2025	2025-2026			14%
4054 Students	7829 Students. (unduplicated amount: 4452)	7744 Students unduplicated amount: 5870 This year and going forward, this number is students served using highest semester numbers for programs to reduce duplicative numbers.	4965 children and students	Total students in CREA schools: 35,544; 4965/35,544=14%		
Indicator 4 Fill 90% of requested, eligible services within 3 months						Met
421 Total requests (97 requests for services +324 referrals for EI) - 38 services not filled within 3 months; 383 services filled . CRACTC had requests for Ag and Cosmetic courses that could not be fulfilled due to funding uncertainty and lack of Cosmetics programming within State CTE. Math Corps had 22 positions and Reading Corps had 9 positions they could not fill due to no tutor applicants. Check and Connect had 2 requests for programming that could not be fulfilled due to lack of staff to be mentors. ESP had 1 summer program that could not be offered this summer due to school moving from a grant site to a fee site and lack of enrollment for the program made it not financially feasible to run. Director worked with families whose parents worked in Bismarck area to utilize programming in other sites where possible. While all requests for Business Services were filled- 2 were not filled within 3 months due to staff time shortage during that timeframe. (Not counted in this data was 3 requests for services that were not within our agency's scope.)						91%
Indicator 5 90% of Direct Service programs will meet or exceed their impact scores each year						Making Progress
Program	Not Yet Started	Did Not Meet	Met Impact Scores	Exceeds Impact Scores		86%
ESP		X			Logic Model has been developed and so far 4 of 8 outcomes have been met. Progress is being made on other 4.	
CRACTC			X		95.4% student course completion success rate.	
Math Corps			X		K-grade 3: 98% demonstrated growth and 86% grew 20% or more on benchmark. Grades 4-8: 85.7% demonstrated growth & 60 % grew 20% or more.	
Reading Corps			X		72% of students exceeding target growth & 98% showed improvement.	
Specially Designed Services			X			
EL Services			X			
eCare			X		Through the cCare School Health Program over 10,900 ND students had all day every day access to a school nurse. From BoY to EoY the number of Primary Nurse program schools increased from 18 to 31. The number of Extender Nurse services went from 13 to 12. This decrease was due to one school transition from the Extender program to the Primary School Nurse Program.	
Counseling			X			
ALFY/Artist in Residence			X			
NDFSCS			X			
Check & Connect			X			
StopIT			X		Empowers safe, connected school environments (students report increased comfort speaking up and staff note improved response rates) and reaches the underserved (small and rural districts).	
Superintendent/Business Manager Services			X			
Early Intervention		X			In progress- Logic Model completed and making progress in meeting desired outcomes.	