



Operational Expectations Monitoring Document  
OE-2 Emergency CEO Succession

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

Signed,  Date: 8/5/25

X In Compliance  
Compliance with Noted Exceptions  
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

X 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-2 Emergency CEO Succession

	CEO In Compliance Not in compliance	Board 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-4 Personal Administration

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

Signed,  Date: 8/7/25

- X 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

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

- X 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

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:

	CEO In Compliance	CEO Not in compliance	Board In Compliance	Board 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.Recrut 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,  Date: 8/8/25

X 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: 8/13/25

X 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

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

The CEO will:

CEO  
In Compliance  
Not in compliance  
Board  
In Compliance  
Not in compliance

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	



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

Signed,

*[Signature]*

Date:

8/9/25

X

In Compliance  
Compliance with Noted Exceptions  
Not in Compliance

Summary statement of the CEO:

CREA will routinely provide services to schools who cannot find staff or who would like to partner, in six specific areas: before and after school programming, online/hybrid CTE coursework, events for students, reading and math assistance, interventions and supports for academics and behaviors with students, and shared staffing models. Fulfilling school requests for programming has been significantly impacted by lack of funding for services and/or sustainability past initial grants and supports, as well as difficulty in finding applicants for job openings.

In the past year, CREA has incorporated the Early Intervention program into our direct services portfolio. While it is a direct service to children ages birth to 3, it does not currently meet our R2 definition of direct services as it is not provided directly to schools. Data for Early Intervention is incorporated in this report as appropriate for the Board's information. In the past year, Early Intervention served an average of 351 youth per month. Satisfaction for services has been very positive as indicated in parent surveys.

1915i Care Coordination is also a relatively new service delivered by CREA within the past year. This is another Medicaid service provided directly to students but not within the schools as currently defined in R2. In the past year, we have served 3 students under 1915i Care Coordination and efforts continue to build these numbers. There is a general lack of participants under age 18 enrolled statewide in 1915i services, thus presenting challenges in building a caseload which is being addressed through partnerships, relationship building, and marketing.

To best incorporate our new direct services, a suggestion would be for the Board to consider a review of the wording of this policy to expand the ability to fully capture direct services provided to participants and not limit the scope to only "providing services to schools".

Disposition of the Board:

X

In Compliance  
Compliance with Noted Exceptions  
Not in Compliance

Date:

8/13/25

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 raised concerns about potential misuse of school funds if the Agency provides services to schools outside of their region. The Board discussed whether to expend the policy's wording, asked for suggestions on specific language changes, and inquired if such changes would require a separate motion. The Board wishes to amend the policy wording to state that "Programming will be offered and delivered with regularity to schools, students, and future students," while retaining the rest of the original language to ensure inclusivity. The Board wishes to continue operating with this policy.

Data Analysis

R2 - Direct Student Services Programming

Programming will be offered and delivered with regularity to schools in order to provide support directly to students for schools who are unable to provide such programming alone or in which it would be more effective or more efficient for the REA to provide. Programs will be developed in the following areas:

	CEO In Compliance	CEO Not in compliance	Board In Compliance	Board Not in compliance
1. Before and After School programming. (ESP)	X		X	
2. Online/Hybrid CTE Coursework. (CRACCT)	X		X	
3. Student-Driven Events. (Artist in Residence)	X		X	
4. Reading and Math Assistance. (Reading/Math Corps)	X		X	
5. MTSS-specific supports/interventions. (Culture, NDFSCS, Check and Connect, Stop It)	X		X	
6. Shared Staffing models. (Superintendent/Business Manager Services, School Psychology, eCare, EL Programming, School Counseling Services, Specially Designed Services)	X		X	

Indicator 1 100% of schools who cannot find staff retain services									Met
	22-23 SY	23-24 SY	24-25 SY			% Retention due to staffing (not funding)	% Program/Service Growth		100%
Artist in Residence	8	12	17	Retention isn't a goal-want schools to take over and do for themselves	N/A	42%			
Counseling Services	18	20	21	Lost one staff in Spring 2025-provided coverage	100%	5%			
eCare	46	52	41	Funding issues vs. staffing; Some schools don't see sufficient ROI	100%	-21%			
EL Programming	13	16	20	19 school districts, 20 schools	100%	25%			
ESP	15	13	14	12 sites under current grant; 2 sites are fee based only	100%	8%			
NDFSCS	8	10	9	School funding/sustainability planning a major factor	100%	-10%			

Reading/Math Corps	16	17		22	Program grew, but could not expand further due to lack of applicants	100%	29%				
School Psych	2	10		11		100%	10%				
Specially Designed Services	0	19		20		100%	5%				
StopIT	138	63		29	Not staffing issues-funding ran out-many schools didn't renew	100%	-54%				
Superintendent/Business Manager Services	3	2		7	Added Business Manager Services number to this category SY 24-25 (3 are Superintendent Services and 7 are Business Manager Services)	100%	250%				
CRACTC	38	55		58		100%	6%				
Total/Average	305	289		269		100%	25%				
					Growth negatively impacted by large decrease in StopIt service renewals.						
<b>Indicator 2</b> <b>100% of schools receiving services express satisfaction</b>											Met
100% retention rate for direct services (see above) based on ability to retain staff and does not include loss of services due to funding challenges, which would significantly changed results. Survey Results, interviews, site visits and administrative follow-ups resulted in 100% reported satisfaction in services. Any challenges seem to be worked through and have not risen to the level of dissatisfaction.											Met
<b>Indicator 3</b> <b>Increase number of students receiving supports to 17% by 2027</b>											Met
2021-2022 (baseline)	4,054	Students	2023-2024.	7,829	Students	2024-2025	7,744	Students			91%
			Number included total number of students served which had duplicative numbers for some programs.					This year and going forward, this number is students served using highest semester numbers for programs to reduce duplicative			
								Early Intervention served an additional 351 youth/month and 1915i served an additional 3 students.			
<b>Indicator 4</b> <b>Fill 90% of requested, eligible services within 3 months</b>											Making Progress
83 requests for services - 49 services filled CRACTC had requests for Fire Fighting courses that could not be fulfilled due to logistics and costs associated with the course. Other CTE's provided this programming. They also had requests for Business program courses and will offer these in fall 25/26 SY. Math Corps had 11 positions and Reading Corps had 9 positions they could not fill due to no tutor applicants. Check and Connect had 4 schools express desire to add this program but could not move forward due to funding and staffing. ESP had 1 request for an additional Middle School Program in an existing location- this age group has been attempted before and is very difficult to sustain attendance and run a program.											59%

Indicator 5												Making Progress
90% of Direct Service programs will meet or exceed their impact scores each year												
Program	Not Yet Started	Did Not Meet	Met Impact Scores			Exceeds Impact Scores						
ESP	x					New grant cycle with new goals starting- prior ones had difficulty in getting data from schools. ESP Logic Model slated to be developed in next year.						
CRACTC			x			Had a 98% pass rate.						
Math Corps			x			91.2% of students showed improvement on benchmark scores.						
Reading Corps			x			75.8% of students met their target growth.						
Specially Designed Services			x									
EL Services			x									

eCare			x			Amazing data for eCare: 2700 unique students seen with associated cost savings of \$430,885, 4735 learning days saved, 2891 educator hours saved, and over 90% stay in school rate
Counseling			x			
ALFY			x			
NDFSCS			x			8 out of 9 schools enhanced existing pipeline services/programs
Check & Connect			x			8 out of 9 schools met fidelity implementation program goals
StopIT	x					
Artist in Residence	x					
Superintendent/Business Manager Services			x			