



OPEN PUBLIC MEETINGS

A Guide for School Board Members and Superintendents



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Introduction

Representative democracy relies on the informed trust of the citizens. School board members fulfill a crucial role in service to their communities by governing large sums of money and influencing the future of the community's children. Without the informed trust of the citizens, this enterprise will fail. Trust may be lost directly or through inattention to detail. One way for school boards to retain the informed trust of their communities is to comply with the law that addresses their communities' reasonable expectations while conducting their public meetings effectively.

To help boards preserve the trust of their communities, this manual focuses on the provisions of Washington's Open Public Meetings Act (the "OPMA") while also addressing other legal requirements and nonlegal issues surrounding effective and responsive public meetings. (The full text of Chapter 42.30 RCW, the Open Public Meetings Act, can be found at: <https://app.leg.wa.gov/rcw/>.) This manual is written exclusively for school districts and school boards to help them follow the OPMA. Keep this manual as a resource to dispel common misconceptions and foster sophisticated compliance with the law.

Meetings

Under the OPMA, all school board meetings—whether regular or special—must be open to the public.

A meeting for the purposes of the OPMA means a meeting where action is taken. “Action” is defined broadly as the transaction of the official business of the board, which includes, but is not limited to, receiving public testimony, deliberating, discussing, considering, reviewing, evaluating, and taking final action. “Final action” means a collective positive or negative decision or an actual vote by a majority of the members of the board upon motion, proposal, resolution, or order.

A meeting occurs when a majority of board members are present and transact official business. So, for purposes of the OPMA, a meeting occurs if a majority of board members discuss or consider official business—no matter where the discussion or consideration may occur. That means a meeting could occur if a majority of the board simply exchanges emails with one another about official business. Accordingly, board members must be painstakingly aware of how many of their colleagues are participating in conversations—whether in person, over the phone, or by email.

A meeting, however, doesn’t automatically occur simply because board members are together. In fact, the OPMA expressly permits board members to travel together or engage in other activities, such as social events, so long as they don’t discuss official business. For example, provided that the board does not discuss district business, the board could travel to a retreat together in a district van without announcing a special meeting for the time spent traveling in the van; but if they discuss the performance of the football coach, they’ve held a meeting without following the OPMA. As another example, board members could all attend a high school graduation without setting a special meeting, but if they start discussing revising the district’s graduation policy—that would constitute a meeting.

Additionally, a meeting doesn’t occur just by an email being sent to all board members. Board members can passively receive information through email. The key is that board members, in fact, passively receive emails, without exchanging preliminary thoughts. If board members start discussing the information by sending emails back and forth, that would be a meeting. So, board members need to be vigilant about not creating impermissible email chains.

School districts should also be mindful that if the board creates a committee and gives that committee authority to make decisions on the board’s behalf, that committee’s meetings are subject to the OPMA—whether the committee includes board members or not. For example, if a board delegates authority to a curriculum committee to decide what curriculum should be used in the district, the curriculum committee’s meetings are subject to the requirements of the OPMA.

LOCATION

Meetings must have a physical location where the public can attend, with two exceptions that will be addressed below.

The location of a meeting doesn’t have to be within district boundaries. However, holding meetings outside of district boundaries could hinder the public from participating. Thus, meetings should typically be held at a location within district boundaries.

Even though meetings must be held at a physical location, board members may attend a meeting by phone or through other electronic means that allow for real-time oral communication. Additionally, the OPMA encourages but does not require boards to offer the public an option to attend meetings remotely.

The first exception to the requirement for a physical location is a declared emergency. If a local or state government or agency or the federal government declares an emergency, and the board determines that it cannot safely hold an in-person meeting, a physical location is not required for a meeting. In that situation, the board could hold a remote meeting without providing a physical location, or it could hold a meeting at which in-person attendance is limited.

If a meeting is held remotely or with limited in-person attendance, the board must provide an option for the public to listen to the meeting telephonically or by using a readily available alternative in real-time that does not impose any additional cost on the public to participate.

Further, if a meeting is held remotely or with limited in-person attendance, notice must be provided that includes instructions on how the public can listen to the proceedings and how the public may access any other electronic means of remote access offered by the board.

The second exception to the requirement for a physical location applies to boards that held some of their regular meetings remotely before March 1, 2020. Those boards may continue to hold some of their regular meetings entirely remotely without a declared emergency as long as the public can listen to the meeting telephonically or by using a readily available alternative in real-time that does not impose any additional cost on the public to participate.

ATTENDANCE

A board cannot place conditions of attendance on members of the public who wish to attend a meeting. For example, the board cannot require those attending a meeting to sign in and provide their names and addresses. However, a board may impose generally applicable conditions that the board has determined are reasonably necessary to protect the public health or safety or to protect against interruption of the meeting. For example, in meetings where public comment is received, a board could limit each person's time to three minutes, preventing an individual from derailing a meeting.

If those attending a meeting are disruptive, making orderly conduct of the meeting unfeasible, they may be removed. And if removing the individuals doesn't restore order, the board may clear the room and continue the meeting, allowing press or new media representatives who didn't cause the disturbance to remain. Alternatively, the board may adjourn the meeting and reconvene at another location selected by a majority vote.

ADJOURNMENTS AND CONTINUANCES

Meetings may be adjourned (i.e., rescheduled) from one time to another. Notice of the adjournment—specifically the date, time, and place of when the meeting will reconvene—must be provided in writing to each board member and to any media outlet having requested such notice at least twenty-four hours before the meeting is scheduled to reconvene. The notice must also be posted outside the place where the meeting was held.

A hearing that is part of a meeting may also be continued from one meeting to the next. The notice of continuance is made in the same manner as the notice of adjournment.

MINUTES

Minutes must be kept of each board meeting, must be promptly recorded, and must be open to public inspection. The superintendent has the legal responsibility to see that minutes are recorded. (RCW 28A.400.030(1))

At a minimum, the minutes should include the following: the date, time, and place of the meeting; the presiding officer; members of the board in attendance; items discussed, motions made, and results of votes on motions; any action to enter into the executive session and the purpose of the executive session; and the time the meeting ends.

Boards may have traditions of more elaborate minutes reflecting more details of discussion or how individual members voted. However, such a tradition is not necessary; and if it leads to disagreements regarding the conduct of meetings or the content of the minutes, it should be discontinued.

If a voice vote is taken, the president or chair shall announce the motion passed or failed, if there is no contradiction by the board. The record needs to reflect only whether the motion passed or failed, not each member's vote. Some matters—election of board officers, filling board vacancies and selection of a superintendent—require a roll call vote and the results of the vote recorded by name. It should be noted that the OPMA bars any secret voting by school board members and other governing officials.

Although not required by law, boards are encouraged to make an audio or video recording of all regular meetings and to make the recordings available online for a minimum of six months.

Regular Meetings

“Regular meetings” are regularly recurring meetings that are held in accordance with a schedule adopted by the board and included in board policy. Accordingly, school boards should adopt a policy announcing when their regular meetings will be held. A board’s policy should identify the date, time, and place of the board’s regular meetings. For example, this could be a description of when a board will hold its regular meetings: “Regular meetings will be held on the first Tuesday of each month at 7:00 p.m. in the central administration office.” (See Model Policy 1400)

In adopting a schedule for regular meetings, boards should keep in mind that they must hold regular meetings at least once a month. (RCW 28A.343.380) Boards will also want their adopted policy to include that if a regular meeting falls on a legal holiday, the meeting is automatically held on the next business day at the usual time and place.

Beyond including the schedule for regular meetings in board policy, there is no other notice requirement for a regular meeting under the OPMA. Traditions, such as publishing notice of meetings in the local newspaper, are not necessary.

Boards should be rigorous in adhering to their regular meeting schedules, and each board member should take responsibility for being available on regular meeting dates. There is no provision in the law for “skipping” or “moving” a regular meeting date—except doing so permanently by amending board policy.

Some boards have a tradition of moving meetings from one school to another to be more available to the people on each staff and in each neighborhood and attendance area. This is a responsive practice consistent with the spirit of the OPMA. Unfortunately, that practice makes it difficult to comply with the letter of the law, which requires stating in policy the location of regular meetings. There are ways to address this problem. One option is for a board to include a fixed rotation for the location of regular meetings in its adopted board policy. Another alternative is to have a fixed location for one meeting per month and to treat the other meeting with a rotating location as a special meeting.

AGENDAS

Generally, the superintendent, in close consultation with the board president or chair, prepares a proposed agenda and assembles the supporting materials for the board’s approval and adoption at the meeting. It should be the practice of the district to ensure that each board member receives the meeting packet well in advance of the meeting.

The proposed agenda for a regular meeting must be posted on the district website no later than twenty-four hours in advance of the published start time of the meeting. Subsequent modifications to the agenda are permissible.

The public maintains the right to have access to the board agenda and to most of the supporting material under the Washington state Public Records Act. Some of the supporting materials, such as sensitive briefing materials, are not subject to public disclosure due to various exceptions in the public records act, but the exceptions are narrow. The exceptions primarily cover materials invading the privacy of employees or identifying students, or preliminary briefing documents that can be kept private until a final decision is made. Whenever a public records request is made that might involve documents subject to these exceptions, the district should consult with its attorney about the application of the exceptions. Be sure to act quickly enough to respond to the requestor within five business days.

Members of the public do not have a legal right to place matters on the board agenda. Matters may come before the board through the district’s complaint process, often with the final appeal to the board. Some districts also allow members of the public to request time to make a presentation at the beginning or end of a board meeting.

It is recommended that individual board members collaborate with the president or chair and the superintendent to place matters of concern on the agenda. This provides for full preparation for agenda items at the board meeting. Similarly, the board president or chair and superintendent should be reasonably responsive to requests from board members for agenda items. Surprise agenda amendments serve no one well.

If a board member wishes to have something addressed on the agenda that the board president has not included, the board member may move under parliamentary procedure to have the agenda amended to include the issue. If a majority of those present agree, the agenda is amended to address the board member’s concern.

In addition to conforming with the OPMA, school board meetings should be conducted pursuant to Robert's Rules of Order. WSSDA offers a guide to parliamentary procedure written specifically for school boards.

PUBLIC COMMENT

The OPMA requires boards to allow public comment at or before every regular meeting at which final action is taken unless there is an emergency. The OPMA encourages boards to incorporate and accept public comment even when not required by law. Remember, the OPMA is not the only legal consideration connected to public comment periods. Other state statutes require that boards offer the opportunity for public comment before adopting written policies that promote the education of K-12 students or will promote the effective, efficient, or safe management and operation of the district. (RCW 28A.320.015) Additionally, public comment periods have First Amendment protections.

Public comment may be taken orally during the meeting or submitted in writing before or at the meeting.

If the board accepts written comments, the comments must be distributed to the board members. Further, if the board accepts written comments before a meeting, the board may set a reasonable deadline for the public to submit their comments beforehand.

A board may put limits on the time available for public comment and doesn't have to accept public comment that renders the orderly conduct of the meeting unfeasible. Moreover, a board may stop an individual from speaking when that individual is not recognized by the board to speak.

A situation may arise where an individual wants to make oral comments at a meeting but has difficulty attending the meeting because of a disability, limited mobility, or any other reason that makes physical attendance difficult. If the individual requests the opportunity to provide oral comment remotely, the board must provide that opportunity when feasible and if public comment will be accepted from other members of the public at the meeting.

Executive Session

Parts of board meetings can be held without the public. These portions of the meeting are called executive sessions. If the board is going into executive session, the president or chair must announce the general purpose of the session and how long it will last. If the executive session runs longer, the president or chair must make another announcement extending the session.

When announcing the purpose of the executive session, the board member making the announcement must provide sufficient information to identify that the purpose falls within one of the statutorily authorized reasons for going into executive session. For example, stating that the board is going into executive session to discuss personnel matters would not be sufficient.

The meeting minutes must reflect the executive session and its purpose. Additionally, the minutes should note if the executive session was extended and when it ended. A detailed record of the executive session should not be made. Despite the confidentiality of the matters discussed in executive session, a record of the session is subject to disclosure under the state Public Records Act.

There are seventeen statutory reasons for an executive session. Only nine of them, however, apply to school boards. Here are those reasons::

- To consider matters affecting national security;
- To consider, in compliance with data security breach disclosure requirements and with legal counsel available, information regarding the infrastructure and security of computer and telecommunication networks, security and service recovery plans, and security risk assessments and security test results that if made public might increase the risk to the confidentiality, integrity, or availability of district security or might increase the risk to information technology infrastructure or assets;
- To consider the selection of a site or the acquisition of real estate if public knowledge of the matter might increase the price;
- To consider the minimum price at which to sell or lease real estate if public knowledge of the matter might depress the price (final action selling or leasing real estate, though, must be taken in a public meeting);
- To review negotiations on the performance of a publicly bid contract if public knowledge might increase costs;
- To receive and evaluate complaints or charges against an employee or board member (however, the person complained against may request a public hearing or a meeting open to the public to address the complaint or charge);
- To evaluate the qualifications of an applicant for public employment or to review the performance of a public employee (final actions, though, must be taken in public and discussions affecting employees generally must be held in public too);
- To evaluate the qualifications of a candidate for appointment to elective office (interviews and the final appointment, though, must be held in public); and
- To discuss with legal counsel matters relating to enforcement actions or to discuss with legal counsel litigation or potential litigation if public discussion might result in an adverse legal or financial consequence.

PERSONNEL MATTERS

It is not permissible to go into an executive session to discuss personnel issues generally. In an executive session, a board can receive and evaluate complaints about a public employee, evaluate the qualifications of an applicant for employment, or evaluate the performance of an employee. Executive sessions about personnel issues must be specifically tailored to those exceptions.

In receiving and evaluating complaints against public employees, boards should follow applicable complaint procedures before receiving the complaints. For example, under WSSDA Model Policy 4220, a community member can bring a complaint against an employee, but the complaint must first be heard by building-level and district-level administrators before it goes to the board. And, as a reminder, when a board receives a complaint in executive session, any personnel action that it takes in response to the complaint must be made in open session.

Evaluating the qualifications of an applicant for public employment could involve interviewing candidates, discussing candidates'

qualifications for a position, or discussing a particular applicant's terms of employment. Evaluating the qualifications of an applicant doesn't include discussing the interviewing process itself or taking preliminary votes that eliminate candidates from consideration. The selection of an applicant must be made in open session.

Reviewing the performance of an employee typically involves considering a promotion, considering disciplinary action based on an employee's performance, or simply evaluating an employee. For example, boards usually evaluate the performance of superintendents annually, which can be done in executive session. However, if a board takes an action based on that evaluation (e.g., extends a superintendent's contract), that action must be taken in open session.

BOARD MEMBER CANDIDATES

Unlike with applicants for public employment, interviews of applicants for elective office must occur in open session. Boards, however, may go into executive session to discuss the qualifications of the candidates.

Board members are often concerned that applicants for appointment to board vacancies will sit in on interviews of other applicants for the position, trying to gain an advantage. A board, though, may ask other applicants to wait outside the meeting room while interviewing another applicant. Although the applicants have the legal right to stay, the board has complete discretion regarding the filling of the appointment and may legitimately consider the applicants' capacity to cooperate and behave fairly.

LITIGATION AND POTENTIAL LITIGATION

A board cannot go into executive session simply because its attorney will be present. To invoke the litigation or potential-litigation reason for going into executive session, a board must be in litigation or be facing potential litigation.

In determining whether the potential-litigation reason applies, one of the following must apply:

- The district has been specifically threatened with litigation;
- The district reasonably believes litigation may be commenced against it; or
- The district is discussing the possibility of litigation or the legal risks associated with a proposed action or current practice when public discussion of the litigation or legal risk is likely to lead to an adverse legal or financial consequence.

Special Meetings

Any meeting of the board that is not a regular meeting as set out in the board's policy is a "special meeting." A special meeting of the board may be called by the president or chair of the school board or by a majority of the board.

Each member must receive written notice of the special meeting, either by mail, fax, email, or personal delivery. A board member may waive their right to receive notice by filing a written waiver or by actually attending the meeting.

Any radio or television station or newspaper may file with the district a request to be notified of special meetings of the board. Any media outlet that has filed such a request must receive the same notification as board members.

Notice must also be posted on the district's website and must be prominently displayed at the main entrance of the district's headquarters as well as at the location of the meeting if the meeting is held at a location other than the headquarters and is not held as a remote meeting.

All required notices must be delivered or posted not less than twenty-four hours prior to the special meeting.

The notice must include the time and place of the special meeting and the business to be transacted. An agenda, or list of the business to be transacted, is required in advance of the meeting. The board cannot take final action at a special meeting on any matter not on the original notice and agenda.

A special meeting can be held for the purpose of holding an executive session. The meeting notice should state the reason for the executive session. The special meeting is called to order, the president or chair announces the board is going into executive session, and the meeting can proceed. The minutes are brief, showing when the meeting was called to order, who was present, the general purpose for the executive session and any actions taken by the board, if any, when they return to open session.

EMERGENCY MEETINGS

Notices for special meetings need not be issued if the meeting has been called to deal with emergencies involving injury to persons or property or the likelihood of such injury if the time requirement is impractical and would increase the likelihood or severity of injury or damage or when the required notice cannot be posted or displayed with reasonable safety. The law also provides that fire, flood, earthquake, or other emergencies are grounds for holding a meeting at another time or site and notice requirements may be suspended. Under the law, emergencies that qualify for suspending the notice requirements are extremely rare. If it is at all reasonable to adhere to the notice requirements, they should be followed.

OTHER MEETINGS

School boards call their meetings all sorts of things, such as study sessions or board retreats. But simply calling their meetings something other than a regular or special meeting does not have a legal impact under the OPMA.

As mentioned earlier, a meeting happens any time a majority of board members are present and action occurs, and action is defined broadly. So, the following are examples of meetings that must comply with the OPMA:

- A meeting with another governing body, like a city council, county commission, library board, or tribal council where board members discuss official business;
- A school-community forum where a majority of board members receive public testimony; and
- Attendance at a staff retreat where a majority of board members attend and consider staff input.

All of these examples would be special meetings of the board and should be handled through the notice of special meetings process.

If the board has regularly scheduled study sessions, those should be noted in the board's regular meeting policy so that the district need not go through special meeting notices each time the study session is held. If study sessions are more infrequent, then the

district must go through the special meeting notice process.

Despite the possibly sensitive nature of board retreats, there is no exception allowing them to be held in private or in executive session. They may be held out of the district, but the special meeting notice process must be followed. Aspects of the board retreat subject to a legitimate executive session (an evaluation of the superintendent, for instance) can be done in executive session, but the retreat as a whole is generally a public meeting. There is no provision for the board evaluating itself or each member in an executive session.

Exempt Meetings

Some meetings frequently held by school boards are not subject to the OPMA. They are sometimes called “private” or “closed” meetings but are more precisely referred to as “exempt” meetings.

The board need not provide public notice or public access when it is gathering for collective bargaining sessions, grievance meetings, or discussions on the interpretation or application of a collective bargaining agreement. The same is true of gatherings to plan or adopt positions or strategies for collective bargaining, professional negotiations, grievance or mediation proceedings, or for reviewing counterproposals.

Some boards mistakenly conduct such activities in executive session. There is no executive session exception for collective bargaining activities. It is more accurate to excuse the public from the meeting room without the minutes reflecting an executive session. It is also important to remember the district’s flexibility under this provision when the collective bargaining process is particularly tense, especially if a strike is contemplated or underway. The board may not want to hold a meeting that has been publicly announced if it is possible the meeting will be subject to picketing or interruptions. If the meeting regards collective bargaining strategies, no public notice or access to the meeting is required.

Quasi-judicial hearings are also exempt from the OPMA. This exemption is generally used to protect the privacy of individuals involved in appeals of discipline matters, either students or staff. Again, these hearings can and should be held without public notice and without public access to the meeting. Especially in student discipline cases, the district is obligated under the federal Family Educational Rights and Privacy Act (FERPA) to keep student information confidential. Witnesses needed to testify at the hearing may be present, and the person appealing the discipline may choose to have people present, but the hearing is not open to the general public.

Consequences for Violating the OPMA

Final actions taken in a meeting violating a provision of the OPMA are invalid. Those actions can typically be corrected by taking final action at a subsequent meeting that complies with the OPMA. However, merely ratifying an invalid final action in a subsequent meeting will not cure the previous invalid action.

Besides final actions being invalid, there are other consequences for violating the OPMA. Any person who believes the OPMA has been violated may file suit in superior court. If a court finds that the OPMA was violated, it can do the following:

- Issue an injunction to stop the OPMA violations or to prevent threatened violations;
- Impose a \$500 civil penalty against each board member who knowingly violated the OPMA for the first time;
- Impose a \$1,000 civil penalty against each board member who previously had a civil penalty assessed against them; and
- Award the person who brought the suit reasonable attorney's fees and costs associated with the suit.

On the other hand, if the suit is found to be frivolous, the district can request recovery of its reasonable expenses and attorney's fees.

Conclusions

Accurate application of the OPMA in school board affairs allows board members, staff, and the public to focus on the important policy and governance issues confronting the district rather than worry about the practical aspects of running efficient and legal meetings.

Mistakes made in conducting open meetings raise unnecessary concerns about the board's responsiveness to the public. Unrealistic public expectations can also undermine the effective governance of the district if members of the public are permitted to dominate meetings or violate privacy interests. Public participation can be an important aspect of a well-run meeting if it is conducted in an appropriate context. Public involvement that undermines the representative nature of school board service does not enhance the governance of the district.

Understanding the appropriate application of the OPMA will facilitate the governance of the district and enhance the public's confidence.

Frequently Asked Questions

Q. How do we establish a regular meeting?

A. The board is required by state law to adopt a board policy that identifies the date, time, and place of the board's regular meetings.

Q. We established a regular meeting schedule at the beginning of the year, but now we want to change it. What do we do?

A. The board must amend the board policy to identify the new dates, times, and places of the board meetings.

Q. We need to cancel our regularly scheduled meeting because we do not have a quorum. What should we do?

A. If the board knows more than 24 hours in advance, the meeting should be cancelled and rescheduled as a special meeting.

Q. What is the difference between an executive session and a “private,” “closed” or “exempt” meeting?

A. An “executive session” is that part of the meeting that can be held without the public. The specific reason for an executive session is listed in the law. The board chair must announce the purpose of the executive session and how long it will last. “Private meetings,” also known as “closed” or “exempt meetings,” are meetings that are not covered by the Open Public Meetings Act. For example, student disciplinary hearings and collective bargaining sessions with employee groups do not require public notice or access.

Q. The board may go into executive session to “consider” several matters. Does “consider” include making a decision?

A. No, the executive session is limited to consideration of the issue. The voting and collective decision-making should take place in an open meeting.

Q. Can we always call an executive session whenever we are having a discussion with our attorney?

A. No, having an attorney in the room does not automatically qualify for an executive session. An executive session can be called to discuss litigation or potential litigation where the district is likely to be a party and a public discussion could result in adverse legal or financial consequences.

Q. Are we really having a meeting if no final action takes place?

A. A meeting can occur even if the members are not in the board room. A meeting occurs whenever action takes place. Action is a “transaction of official business.” Transaction of official business can include discussion, consideration, public testimony, review, evaluation, deliberation, and final action.

Q. An issue has come up and we need to handle it immediately, but our next board meeting is a month away. What do we do?

A. The board chair or a majority of the members can call for a special meeting. Twenty-four hours of written notice must be given to the board members and to any media organization that has requested written notice of special meetings. The notice can be sent either through the mail, by fax, by electronic mail, or personally delivered. The notice must include an agenda, and the the board may not consider any matter not on the agenda at the meeting.

Q. The board has appointed a committee to take public input on the new curriculum offerings. Must the board committee abide by the OPMA?

A. Yes, “governing body” is defined as any committee of the board when the committee acts on behalf of the governing body, conducts hearings, or takes testimony or public comment. If the curriculum committee is acting on behalf of the board, they must abide by the OPMA.

Q. Can the board prohibit video or sound recording of a public board meeting?

A. No, the board cannot ban video or sound recording of a meeting required to be open to the public unless the video or recording disrupts the meeting. If disruption occurs, the board can regulate recording or taping to the extent necessary to preserve order at the meeting.

Q. What are the penalties for violating the OPMA?

A. Final action taken at a meeting failing to comply with the OPMA is null and void. Also, each member of the board who attends a meeting held in violation of the OPMA may have a \$500 (or \$1,000 if it is their second offense) civil penalty imposed against them.

Q. Is OPMA training required?

A. Yes. State law now requires that all school board members complete training on the requirements of the OPMA (in addition to training on the Public Records Act and records retention) within 90 days of taking the oath of office or otherwise assuming the duties of a board member. School board members must take refresher training every four years that they remain in office. All completed training must be documented in writing and filed in the district. Training may be completed remotely through technology or in person. Regional training information is available on the WSSDA website.



The Washington State School Directors' Association provides its members research-based leadership development resources, policy and legal guidance, and legislative advocacy. WSSDA builds leaders by empowering its members with tools, knowledge, and skills to govern with excellence and advocate for public education.

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