

**Riverview School District**  
**Strategic Plan**  
**2016-2020**  
*Five-Year Plan*

**Prepared by:**

Riverview School Board, District Staff  
And  
Community Members

**In conjunction with:**

Michael Vidos  
and  
Sandy Bechtel

**Plan implementation led by:**

Dr. Anthony L. Smith

*“A destination, not a stopping place...”*

**(Completion of Tasks Updated Monthly)**

## STRATEGIC PLANNING WORKSHOP PARTICIPANTS

Name	Representing
<b>Participants in 2016:</b>	
Dr. Anthony L. Smith	Superintendent of Schools
Carol Van Noy	School Board President
Jodi Fletcher	School Board Member
Lori Oviatt	School Board Member
Sabrina Parnell	School Board Member
Danny L. Edwards	School Board Member
Dr. Ken Heikkila	Director of Special Services
Bill Adamo	Director of Business & Operations
Paul Censullo	Director of Technology
Roni Rumsey	Director of Teaching & Learning
Janet Gavigan	Director of Human Resources
Donna Reier	Human Resources Coordinator
Sandy Bechtel	Executive Assistant to the Superintendent
Michael Ward	Communications Coordinator
Mike Vidos	Strategic Plan Advisor

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## **1.0 EXECUTIVE SUMMARY**

<b>1.1 School District's Major Focus</b>
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- Personalize Student Learning
  - Which will be emphasized by implementing Riverview School District's adopted Outcomes and Indicators

## **1.2 School District Background**

The Riverview School District, nestled in the lower Snoqualmie Valley, encompasses the cities of Carnation, Duvall, and surrounding areas of eastern King County, all of which are valued contributors to the Riverview educational community. Over 375 employees serve a Pre-K-12 enrollment of approximately 3,200 students. Currently, the district is focusing work on meeting identified “Classroom of the Future” outcomes and indicators. This effort is aimed at personalizing education to prepare students for college, career, and life. The results of this effort will be based on research, best practice, and applicability to our setting.

Cedarcrest High School provides educational programs for students in grades 9-12; Tolt Middle School serves students in grades 6-8; and Stillwater, Carnation, and Cherry Valley Elementary Schools provide a comprehensive educational program for students in grades K-5. Eagle Rock Multi-Age (ERMA), is a K-5 multi-age program with required parent volunteer hours. The Early Childhood Education and Assistance Program (ECEAP) meets the needs of pre-school students. In addition, the Riverview Learning Center houses four alternative learning programs that include Parents and Riverview Actively Delivering Education (PARADE), a K-12 parent partnership program where parents are the primary deliverers of education; Contracted Learning for Individual Pacing (CLIP), a 11-12 grade alternative way to earn a high school diploma; Choosing Heightened Options for Individually Centered Education (CHOICE), a 9-10 grade program oriented toward applied learning; and Cyber Learning Education Alternative at Riverview (CLEAR), an online program available to 9-12 grade students.

The Riverview School District offers specialized and extracurricular programs designed to meet diverse student needs including special education, English Learners (EL), academically talented, honors, and advanced placement (AP), fine and performing arts, career and technical education, All-Day Kindergarten, outdoor education, athletics, activities, clubs, and others.

Riverview embraces a meaningful partnership between the community and school district. The community has consistently shown support of the district through volunteer activities, meaningful partnerships, and successful levy and bond measures. Community events, service organizations, youth sports, adult education, fine arts, and many other public and private events take place in district facilities on a daily basis.

An inclusive group of patrons participate in the goal setting and strategic planning for the district every five years through a community-wide planning forum. To maintain and enrich our commitment to the students, staff, parents, and the community, we are dedicated to the five-year strategic planning process.

### **1.3 Process**

The Riverview School Board participated in a process to develop this five-year plan between February and June 2015. It is a continuation of a very successful third strategic planning process for the period of 2010-2015. This iteration reflects both successes from the third plan as well as new ideas for programmatic change solicited from the School Board, Superintendent, students, staff and community members.

This document reflects the outcome of the fourth five-year planning process for the period of 2015-2020. A community forum was hosted in April 2015 to finalize this process. Results of this forum are included in section 1.6 of this document. Some actions have been included in this year's plan and the remaining actions will be included in the yearly plan updates (2017-2020) where appropriate. There are few organizations that can attest to the implementation of a fourth five-year plan.

Riverview's School Board continues to be an active participant in leading and providing input into the strategic planning process. This includes holding inclusive round table discussions with various district buildings and programs on an annual basis for valuable input. As stewards of the district, the School Board strives to stay abreast of current knowledge and trends to support student learning as well as being committed to pursuing their own professional development opportunities to further this end.

The entire strategic plan is statused monthly and is available for public viewing on the district website at [www.riverview.wednet.edu](http://www.riverview.wednet.edu). The online plan is updated monthly through School Board reports for public accountability. Goal managers are required to demonstrate measurable improvement of programs over time.

A review of the plan was conducted between February and June of 2016 by the School Board and Goal Managers. The current objectives were developed from the following protocols:

- Deleted completed or non-effective objectives
- Enhanced old objectives that still add value
- Developed new objectives

## **1.4 The Next Steps**

The Strategic Plan will be disseminated to appropriate personnel on a yearly basis. Identified objectives and tasks have been developed in a business plan format to support the plan. Pertinent information has been included in this document. The following milestones will assure accountability of the plan:

Conduct Management Reviews	Monthly
Status Report to the School Board	Monthly
Publish Interim Changes	As Required
Plan Review/Revision Process	May & June/Annually

## 1.5 2015-2016 Significant Accomplishments

### Goal 1: Teaching and Learning

- Two schools (Cherry Valley and Carnation) and one Alternative Program (PARADE) chosen as Schools of Distinction.
- AP Honor Roll for Expanding Opportunity and Improving Performance of AP Students. One of only nine school districts in the state to be recognized this year. Fourth year in a row for recognition.
- Systematic professional development continued to improve, district-wide and with administrative team. Marcy Yoshida's training on Danielson Framework is an example.
- Implemented Professional Development online registration system
- Refined assessment calendar
- Hired three Professional Learning Leaders (PLL)
- Created systems for job-embedded professional learning
- Created and began Math Leadership Team
- Provided professional learning for secondary science departments
- Continued professional learning with Ad-Council on Danielson Framework
- Implemented district defined assessments in Homeroom
- Second year of implementation of Transforming Professional Learning Committee
- Continued work on Reading and Science curriculum adoptions
- Continued collaborative work with Student Services and Technology Department
- Continued library media specialist professional community
- Continued math professional learning with Mary Ann Stine
- Provided professional learning with PLLs to incorporate student discourse into lessons at all levels
- Began set-up of new Career Center software
- Expanded summer school to targeted students at Tolt Middle School
- Successful implementation of Smarter Balanced Assessments
- Data continues to be used to monitor student growth



<b>1.5 2015-2016 Significant Accomplishments</b> <i>(continued)</i>
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**Goal 1: Student Services**

- An articulated life skills curriculum for students with intellectual disabilities is in place beginning at the elementary level and extending through high school.
- The implementation of the law to provide training for staff related to “troubled youth” was implemented in the fall of 2015 by the school counselors. A process is in place at each school through the School Improvement Teams to address concerns. Training was provided to all staff at all school sites on the School Improvement Team process.
- Special education staff continue to refine process for transitioning students from one school to another. A planning process is in place beginning in February to begin sharing information on those student transitioning to a different school. Individually tailored steps are in place throughout the spring to assist in a smooth transition.
- Conversations and professional learning opportunities are ongoing for continued development and understanding of differentiated instruction. An inter-district activity has also been hosted in Riverview to explore differentiated instruction with colleagues in other districts.

<b>1.5 2015-2016 Significant Accomplishments</b> <i>(continued)</i>
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**Goal 1: Technology**

- Coordinated with Puget Sound ESD to conduct an external program review of district technology services, including Educational Technology and Information Technology (IT). Findings were presented and a beginning plan implemented.
- Began research and planning for district 1:1 student laptop program with extensive committee work, site visits (10 schools in 6 districts), and development of a three-year implementation plan.
- Implemented a 1:1 pilot program in all 8<sup>th</sup> grade math and science classrooms. Will be expanded to all 8<sup>th</sup> grade core classrooms and all high school math, science, and 9<sup>th</sup> grade Language Arts classrooms next year.
- Implemented iPad pilot program with K-2 classrooms.
- Deployed 453 student laptops to all buildings and programs for student use in classroom instructions.
- Completed final wireless access point project to provide an access point in every classroom (180 access points deployed to date).

## 1.5 2015-2016 Significant Accomplishments *(continued)*

### Goal 2: Business and Operations

- The annual year-end financial report (F-196) was submitted for Board of Directors review in the fall 2015. The unassigned fund balance at year end was \$2,918,000 or 7.95%, which is above the Board goal of at least 5%.
- A monthly financial report with an analysis narrative has been submitted monthly.
- A comprehensive layman's (Citizens Budget) edition the district's 2015-2016 Budgets were created and published on the district's web page in November 2015. The report demonstrates the district's commitment to the classroom and its support and was a key component of a presentation in the district's "Ambassador" program. It successfully communicated a complex subject matter to a layman's group of individuals.
- Capital improvement projects that utilize available fund in the Capital Projects fund were prioritized by the School Board and are being implemented this fiscal year. The prioritized list also includes property acquisition, of which the district has successfully negotiated a purchase/sale agreement with the State of Washington for a 10-acre school site.
- The "Comprehensive Safety Plans" have been evaluated this past year for any needed changes.
- The emergency sealant containers at each site have been successfully maintained with unexpired inventory.
- Emergency Response Teams have been re-established in each school; key positions identified in the "Organization Chart" have been filled; and training is ongoing this year.

**1.5 2015-2016 Significant Accomplishments** *(continued)*

**Goal 3: Human Resources (HR)/Communications**

- The current job market with a teacher shortage, full-market economy, and baby boomers retiring meant a record number of positions were available and filled at RSD. We successfully filled 85 open positions, which included 41 new certificated staff and 25 classified staff. As a result, certificated teacher turnover rate for 2014-15 was 13.74% which is slightly up from 10.81% in 2013-14 (which includes retirements). Turnover rates for classified staff went slightly up to 6.74% in 14-15 from 6.33% in 13-14 (which includes retirements). Certificated administrators (0), classified exempt (0) and classified administrators (0) meant zero turnover from 13-14 to 14-15.
- From surveying substitutes in August at the annual training about needs for training, HR coordinated and facilitated training based on those needs.
  - **Technology:** In cooperation with the technology department, four hours of training on how to use the classroom presentation stations, document cameras and Activeboards in the schools was offered.
  - **Students with Disabilities:** In cooperation with the special services department substitutes were offered a course on Students with Disabilities which included different types of disabilities, different severity and what students need to be successful in the classroom including specific strategies for expected behaviors.
- One goal area was to increase efficiency with records management. This goal area is the archival processes with past employee files and getting a system in place to meet destruction and archival requirements as aligned with the state. After designing a system for archival using a color coding system for retention and destruction, huge progress has been made and over 300 files have been reviewed, destroyed, and coded.
- The electronic application system continues to have many features that will help with incorporating more use of technology within the department. Activating, setting up, learning and teaching features specific to this goal occurred on March 16, 2016 with all district certificated administrators who use the system the most.
- Significant task was to finalize and incorporate documents for the HR handbook. This has been an ongoing goal and recommendation as a result of the 5-year program review through the consultant. On March 16<sup>th</sup> the finalized, but always ongoing, working HR Handbook was revealed to the district certificated administrators for use. This task needs to continue and needs to include more in-depth training for classified administrators and supervisors who hire. We also need to have the accessibility and training for the HR Handbook to be accessible through OneNote.

<b>1.5 2015-2016 Significant Accomplishments</b> <i>(continued)</i>
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**Goal 3: Human Resources (HR)/Communications** *(continued)*

- We have made ongoing adjustments to the website and have added another Career Fair to attend – Pacific Lutheran University Career Fair.
- 2015-16 All Hazard Mitigation Risk Assessment Survey (RAS) for Schools received a perfect score, further cementing RSD HR as a model program.
- We continue our progression of projects through Year 3 of our Five Year Plan which has included:
  - Legal compliance in regards to training (Civil Rights, TPEP, WSPA, HELP)
  - Revising as many job descriptions as possible for all types of positions and employee groups within the district.
  - Continual updating of website, recruitment venues, and promotional ideas.

## 1.5 2015-2016 Significant Accomplishments *(continued)*

### Goal 3: Communications

- External Audit resulted in grade of A for advancing communication programs and social media presence.
- Implemented all short-term, most of the mid-term, and some long-term recommendations, as received from the 2015 comprehensive Communications Program audit and Strategic Planning Community Forum sessions.
- Distributed e-newsletters in a timely manner, featuring district news and Riverview School District administration messages to internal and external constituents.
- Drafted and completed the new 2016-2020 Communications Plan.
- Published articles, features consistently, with a greater emphasis on utilizing multimedia and social media to publicize district accomplishments and important news.
- Developed and created the “Daily Bulletin” post each day, highlighting events happening in and around the district for Facebook and Twitter followers/subscribers.
- Conducted and participated in frequent meetings with local Public Information Officers for Carnation and Duvall, as well as beginning regular meetings and conversations with City Council, emergency services, and other community partners and leaders.
- Visited and discussed district communications initiatives with student leadership at Cedarcrest High School and Tolt Middle School.
- Cultivated new and innovative uses of incorporating student voice in district articles and communications.
- Increased social media outreach across all platforms employed by the Communications Program.
- Consulted with different district administrators on ways to enhance, improve, and modernize their individual publications and communication strategies.
- Joined committees in technology and emergency services preparation to better understand the work being done in these respective areas.
- Implemented a new Alumni Highlight feature for the Riverview School District, based upon feedback from the Strategic Planning Community Forum sessions.
- Attended approximately 5-10 events per month to continue to develop community partnerships and increase community awareness of the Riverview School District and the Communications Program.

## **1.6 Community Forum Input**

During the course of the Community Forum, participants offered many new and innovative ideas and concepts. The School Board and staff will analyze this data for inclusion in the 2016-2017 plan or 2017-2020 plans where appropriate.

### **Teaching and Learning**

#### 2016-2017 Actions

- Refine and improve assessment system
- Analyze Smarter Balanced assessment results
- Define student growth and how is it measured
- Give presentation on the plan for implementation of All-Day Kindergarten Program
- Explore ways to implement targeted classes for under-served populations

#### 2017-2020 Actions

- Explore feasibility of developing Career and Technical Education (CTE) apprenticeships with local businesses and community organizations
- Explore innovative teaching protocols/methods of teaching
- Continue to expand learning opportunities for all students
- Increase technology classes at Tolt Middle School
- Additional support for all learners
- Continue to expand upon new and innovative teaching protocols/methods to include:
  - Increased opportunities for global connections in curricula, teaching and classes
  - Increase technology and advanced classes at the middle school
  - Additional support for advanced learners

**1.6 Community Forum Input** *(continued)*

**Student Services**

2016-2017 Actions

- Evaluate Special Education services to ensure consistency between Elementary, Middle and High Schools
- Explore and present a plan on early learning by identifying supports the district can directly or indirectly support
- Expand awareness and the process for identifying drug concerns
- Increase resources and/or interventions for students with identified concerns

2017-2020 Actions

- Identify and address gaps in social and emotional curriculum to proactively teach skills for students at all grade levels



**1.6 Community Forum Input** *(continued)*

**Technology**

2016-2017 Actions

- Continue to explore how student devices (cell phones) can assist in student learning
- Expand on methods to help students use technology to communicate with content experts and other classrooms around our area and the world
- Enhance our partnerships with technology resources in our community
- Work with Teaching and Learning to develop a plan to add more “coding” opportunities
- Develop alternative ways to train teachers in technology skills via online sites
- Evaluate the need for additional Technology Integration Specialists

2017-2020 Actions

- Develop a process to have more teachers post lessons online
- Develop a plan to have all teachers use technology fully and consistently across the district
- Develop ways/methods to assist teachers in keeping up to date in technology
- Determine feasibility of adding sound fields in classrooms throughout the district

**1.6 Community Forum Input** *(continued)*

**Finance, Business, Facilities**

2016-2017 Actions

- Create a Director of Business and Operations succession plan
- Work with Superintendent to develop tax rate scenarios for 2020 proposed bond.
- Conduct a yearly walk-through of all facilities and grounds with the Maintenance and Operations Supervisor and report recommendations to the Board for future improvements/enhancements
- Coordinate table top disaster preparedness exercises with students, staff, and community responders.

2017-2020 Actions

- None at this time

**1.6 Community Forum Input** *(continued)*

**Human Resources**

2016-17 Actions

- Explore more professional development and/or training for substitutes; include technology
- Ensure transparency and understanding amongst constituents with the teacher evaluation system
- Continue to recruit and hire a balanced work force
- Expand sub pool by increasing recruiting efforts

2017-2020 Actions

- Coordinate with Teaching and Learning to enhance orientation and mentoring of new hires in the first five years during the profession

**1.6 Community Forum Input** *(continued)*

**Communications**

2016-2017 Actions

- Broaden student involvement with the use of Instagram
- Continue to spotlight alumni with alumni recognition and feature articles
- Develop strategies to reach out to volunteers to increase our Matching Gift programs
- Champion Riverview School District's Ambassador Program
- Continue to expand the use of students' quotes and student voice in publications

2017-2020 Actions

- Increase faculty and administration familiarity with social media to better promote academic achievement
- Integrate stories and communication regarding birth-to-three preparations and other early learning efforts being implemented by the Riverview School District

## **2.0 PLAN DEFINITIONS**

### **2.1 Planning Model**

The strategic planning model is based upon very simple concepts. Every strategic plan has essentially the same components: mission, vision, values, critical success factors plus an examination of the organization's strengths, weaknesses, opportunities, and threats (SWOT). Goals are also established to provide focus and direction for all levels of the organization. In addition, a business plan has been developed that will provide the Objectives with action steps to support the strategic plan. This effort is also included in this document.

## 2.2 Plan Components

The following terms are defined as key components of the planning model:

Vision:	The commitment to create a reality that currently does not exist. An organizational “To-Be” three to five years out.
Mission:	A statement describing what the organization does. What are the services provided?
Values:	Principles and core beliefs that guide the organization.
Critical Success Factors:	Describes those factors that are critical to the success of the organization.
Environment (SWOT):	Environment within which the strategic plan was developed and is to be implemented. It includes <b>strengths</b> to be maximized, <b>weaknesses</b> to overcome, <b>opportunities</b> to take advantage of, and <b>threats</b> to be met.
Strategic Goal:	Organizational outcomes that define what an organization is trying to accomplish both programmatically and organizationally. Where does the organization want to focus its energies, resources, and time?
Objective:	Defines how we will operationalize the Goals. They are realistic measurable targets that include specific performance levels, tasks, dates, methods of measurements and assignment of responsibility.
Business Plan:	The plan that provides the <b>action</b> methodology for the strategic plan. It consists of objectives, action steps, schedules, methods to measure and assigned responsibility.
Costs:	Costs are expenditures in addition to existing staffing to accomplish goals/objectives/tasks.

### **3.0 THE STRATEGIC PLAN**

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#### **3.1 Vision**

**Definition:** A vision is a commitment to create a reality that currently does not exist – an organizational “To-Be” three to five years out.

**To become a national model of educational excellence**

**Expectations to meet are as follows:**

- Personalized student learning which will be emphasized by implementing Riverview School District’s Outcomes and Indicators.
- All students will be successful based on their identified educational needs.
- Provide a variety of programs built on data relevant principles.
- Consistently improve Smarter Balanced assessment results at all grades in English Language Arts and Mathematics by 2% per year on average, based on 2015 baseline, until results reach 95% of students meeting standard.
- On-time graduation rate from the current baseline of 95% and extended graduation rate of 98% by targeting opportunity gaps for data identified student sub-groups.
- Acceptance in postsecondary two-year and four-year programs at a rate of 80% of graduating class.

NOTE: All goals and objectives are aimed at accomplishing the vision defined above.

**3.2 Mission**

**Definition:** The mission is a statement describing what the organization does.  
What are the services provided?

**Educate Children**



### 3.3 Values

**Definition:** Values describe the principles and core beliefs that guide the organization. Values should be viewed in their total context. This list reflects input from students, staff, parents and community.

**We value the following:**

- Student centered
- Dedication to excellence
- Fostering positive relationships
- Honesty
- Inclusiveness
- Integrity
- Engaging educational environment
- Teamwork
- Effective communications
- Transparent governance
- Foster partnerships with business and community
- Individualizing education

### **3.4 Critical Success Factors**

**Definition:** The factors which are critical for the success of the organization. These factors are listed alphabetically and should be viewed in the total context.

#### **THE CRITICAL SUCCESS FACTORS:**

- Focus on student learning
- A School Board and Administration that leads by example
- Adequate financial resources
- Appropriate facilities
- Community support
- Cultural competency
- Effective School Board
- Effective programs
- K-12 aligned curriculum
- Long-range planning and implementation process
- Motivated and highly qualified staff
- Ongoing quality professional development
- Parental engagement

### 3.5 Environment (SWOT)

**Definition:** The environment describes the Riverview School District **strengths, weaknesses, opportunities** and **threats**. It provides the forum in which to maximize the strengths, eliminate weaknesses, and take advantage of emerging opportunities and to recognize and minimize threats to the organization.

### 3.5.1 Current Organizational Strengths

In light of the stated Mission, the following are the identifiable **STRENGTHS** of the organization:

- Focus on student learning
- High expectations for students
- Highly qualified staff and management team
- Size of district enhances responsiveness to change
- Student and parent commitment
- Location
- Community and parent partnership with school programs
- Diversity and quality of schools and programs
- Commitment to improve educational system
- Proactive School Board
- Management of long-range planning process
- Fiscal integrity
- Stakeholder involvement
- Community outreach for identified needs
- Voter support for levies and bonds
- Excellent facilities that accommodate student growth
- Fully operational Riverview Learning Center for varied alternative programs
- Open and transparent communication
- Increased our culture of respect, leadership, and professionalism
- Increased engagement of the community with our schools
- Commitment to student safety

### 3.5.2 Current Organizational Weaknesses

Perceived **WEAKNESSES** of the organization are:

- The opportunity gap doesn't meet the needs of all students
- Current intervention programs don't meet current opportunity gaps
- Anticipated staff and administrative turnover

### 3.5.3 Environmental Opportunities

The current environment offers the following **OPPORTUNITIES**:

- Increase student performance in all areas
- Increase partnership with early learning providers
- Increase donations and in-kind contributions, grants, and corporate/community partnerships
- Improve the alignment of classroom-based formative assessments
- Increase learning for students not meeting standards
- Increase extended learning opportunities
- Capitalize on technology integration to increase student learning
- Increase opportunities for college credits while in high school
- Monitor enrollment and facility needs
- Develop a comprehensive Information Technology Program that involves student participation

### **3.5.4 Environmental Threats**

Environmental **THREATS** to the organization are:

- State failure to fund basic education requirements as required by the constitution and court decisions
- State and federal failure to provide stable consistent funding
- State and federal funding not keeping pace with mandates
- Legal liabilities
- Natural disasters and other threats to staff and student safety

### **3.6 Goals & Objectives**

Goals are organizational outcomes that define what an organization is aiming to accomplish both programmatically and organizationally. Objectives define how the organization operationalizes the goals and provides measurable targets that include tasks, timelines, method of measurements, and assignment of responsibilities.

The following list identifies the goals and objectives. The remaining pages in this section describe in detail the goals, objectives and tasks.

**Goal 1 Increase the academic achievement of all students.**

- 1A Develop a collaborative process integrating department perspectives to focus on student outcomes.
- 1B Improve student growth for all students in all areas.
- 1C Improve student growth for at-risk students in all areas.
- 1D Implement the district's 1:1 plan.

**Goal 2 Provide a financial process, business practices, and safe facilities to support the improvement of student learning.**

- 2A Provide a financial process that strengthens student learning and leverages financial markets to the benefit of the district taxpayers.
- 2B Establish and implement a prioritized list of projects consistent with capital projects levy financing with the consent of the School Board.
- 2C Manage all aspects of the district's Safety and Emergency Operations Plans.
- 2D Continue to conduct reviews of the School Board's policies.

**Goal 3 Provide Human Resources and Communication practices to improve student learning.**

- 3A Continue to implement the 2013-2018 Human Resources (HR) Plan.
- 3B Begin implementation of the district's 2016-2019 Communications Plan.
- 3C Continue to increase community outreach.



## GOAL 1

**TITLE:** Increase the academic achievement of all students.

**DESCRIPTION:** Improvement of student learning is at the core of everything we do in education. To accomplish this goal, we provide an aligned, articulated, relevant, and rigorous curriculum that is frequently assessed and clearly communicated to all stakeholder groups. Teaching and Learning in concert with Student Services and Technology provide adequate resources and professional development to address identified needs. Additionally, we are committed to:

- Consistently utilizing district and classroom-based assessments to improve each student's learning with a focus on formative assessments.
- Utilizing parent, student, community, and staff surveys to measure improvement of student learning, communication, perceptions, and climate.
- Continuing to improve metrics as compared to standards.
- Researching and utilizing "Best Practices" to improve standards as needed.

### **SUPPORTING OBJECTIVES:**

- 1A Develop a collaborative process integrating department perspectives to focus on student outcomes.
- 1B Improve student growth for all students in all areas.
- 1C Improve student growth for at-risk students in all areas.
- 1D Implement the district's 1:1 plan.

### **GOAL MANAGER:**

Roni Rumsey, Director of Teaching & Learning

### **SUPPORTING OBJECTIVE MANAGERS:**

Dr. Ken Heikkila, Director of Student Services  
Paul Censullo, Director of Technology

**Goal 1: Increase the academic achievement of all students.**

**OBJECTIVE 1A**

**TITLE:** Develop a collaborative process integrating department perspectives to focus on student outcomes.

**PROGRESS MEASUREMENT:**

- Document designing student growth and measurement created.
- Meetings scheduled for District Level PLC.
- Progress of department work documented.
- Professional Learning calendar reflects alignment of initiatives

**TASKS:**

1. Develop collaboration meeting schedule for the year.
2. Define student growth and how it is measured.
3. Align all professional learning to department initiatives.
4. Continue work of three-year plan for collaborative work among Teaching and Learning, Student Services, and Technology departments.
5. Continue work of District level specialist PLC.

**TIMELINE:**

- September 15, 2016  
 October 15, 2016  
 November 15, 2016  
 January 15, 2016  
  
 January 15, 2017

**RESOURCES:**

<b><u>Staffing</u></b> 0.0 FTE	<b><u>Cost</u></b> N/A	<b><u>ROI</u></b> Departments will be aligned with focus of student learning
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**RESPONSIBILITIES:**

<b><u>Primary</u></b> Roni Rumsey, Director of Teaching & Learning	<b><u>Secondary</u></b> Dr. Ken Heikkila, Director of Student Services; Paul Censullo, Director of Technology
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**Goal 1: Increase the academic achievement of all students.**

**OBJECTIVE 1B**

**TITLE:** Improve student growth for all students in all areas.

**PROGRESS MEASUREMENT:**

- Assessment System completed.
- All-Day Kindergarten implemented and fully operational.
- PLLs participate in and facilitate district training.
- Smarter Balanced assessment data analyzed.

**TASKS:**

1. Analyze Smarter Balanced assessment results.
2. Refine and improve assessment system
3. Provide professional development focused on areas of need.
4. Implement Full-Day Kindergarten.

**TIMELINE:**

~~November 15, 2016~~  
January 15, 2017  
December 15, 2016  
March 15, 2017  
April 15, 2017

**RESOURCES:**

<b><u>Staffing</u></b>	<b><u>Cost</u></b>	<b><u>ROI</u></b>
PLLs	\$100,000	Students will show growth in all areas
CEE	\$20,000	

**RESPONSIBILITIES:**

<b><u>Primary</u></b>	<b><u>Secondary</u></b>
Roni Rumsey, Director of Teaching & Learning	N/A

**Goal 1: Increase the academic achievement of all students.**

**OBJECTIVE 1C**

**TITLE:** Improve student growth for at-risk students in all areas.

**PROGRESS MEASUREMENT:**

- Data sets completed at each school site showing academic progress of specific student groups, e.g., homeless, Native American, former English learners, current English learners.
- An increased number of teachers implementing SIOP (Sheltered Instruction Observation Protocol) at the secondary level.
- 100% of special education elementary certificated staff participating in at least one professional learning opportunity related to structured teaching.
- An increase in the number of preschool aged students receiving educational services through partnerships with the district.

**TASKS:**

1. Each school Student Improvement Team will review data using multiple measures for groups of students that may have opportunity gaps.
2. Sheltered Instruction Observation Protocol (SIOP) will be incorporated into content areas at the secondary level to support the language development of English learners.
3. Professional learning will continue for special education staff, primarily at the elementary level, to further develop structured teaching for students with disabilities such as autism spectrum and intellectual disabilities.
4. Through a community partnership with Encompass, additional opportunities will be developed providing educational programs and interventions for preschool age children.

**TIMELINE:**

- November 15, 2016
- November 15, 2016
- November 15, 2016
- February 15, 2017

**RESOURCES:**

<b><u>Staffing</u></b>	<b><u>Cost</u></b>	<b><u>ROI</u></b>
Current staff and consultants	\$20,000 per year	Improved student outcomes

**Goal 1: Increase the academic achievement of all students.**

**OBJECTIVE 1C (continued)**

**RESPONSIBILITIES:**

<b><u>Primary</u></b> Dr. Ken Heikkila, Director of Student Services	<b><u>Secondary</u></b> Roni Rumsey, Director of Teaching & Learning; Superintendent's Cabinet
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**Goal 1: Increase the academic achievement of all students.**

**OBJECTIVE 1D**

**TITLE:** Implement the district's 1:1 plan.

**PROGRESS MEASUREMENT:**

- Tasks complete.

**TIMELINE:**

**TASKS:**

- |   |                   |
|---|-------------------|
| 1. Provide student laptops to all 8 <sup>th</sup> grade classrooms, all 9 <sup>th</sup> grade Language Arts classrooms, and all math and science classrooms at Cedarcrest High School.        | October 15, 2016  |
| 2. Provide necessary tech and technology integration support for 1:1 classrooms.  | October 15, 2016  |
| 3. Provide training for teachers in 1:1 classrooms, including the use of Office 365 and OneNote.  | February 15, 2017 |
| 4. Expand on methods to help students use technology to communicate with content experts and other classrooms around our area and the world using Skype and other online communication tools. | March 15, 2017    |
| 5. Continue to explore how student devices (cell phones) can assist in student learning in a BYOD environment.  | March 15, 2017    |
| 6. Provide detailed plan for the 2017-18 roll-out of laptops for all 8 <sup>th</sup> , 9 <sup>th</sup> , and 10 <sup>th</sup> grade students  | April 15, 2017    |
| 7. Evaluate the success of the 2016-2017 1:1 Program.   | May 15, 2017      |
| 8. Evaluate the need for additional Technology Integration PLLs.  | May 15, 2017      |

**RESOURCES:**

<b><u>Staffing</u></b>	<b><u>Cost</u></b>	<b><u>ROI</u></b>
1:1 Advisory Committee, Technology Integration Specialists, Network Operations Manager, Computer Technicians, classroom teachers, Technology Steering Committee	\$442,800 (Funds from Technology Levy)	<ul style="list-style-type: none"> <li>• Adopting best practices in school technology</li> <li>• More access for students to mobile devices with stronger wi-fi connections</li> <li>• Increased staff training and resources</li> </ul>

**Goal 1: Increase the academic achievement of all students.**

**OBJECTIVE 1D (continued)**

**RESPONSIBILITIES:**

<b><u>Primary</u></b> Paul Censullo, Director of Technology	<b><u>Secondary</u></b> Roni Rumsey, Director of Teaching & Learning
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## GOAL 2

**TITLE: Provide a financial process, business practices, and safe facilities to support the improvement of student learning.**

**DESCRIPTION:** The district's financial resources must be effectively managed to assure that the educational program goals are met. A yearly minimum 5% uncommitted general operating fund balance should be maintained. Periodic capital improvements to district facilities must be made to ensure that educational program needs are met, and the space(s) are safe, compliant, comfortable, and have structural integrity. Emphasis will also be directed at Comprehensive Safety Plan compliance. Future school/site planning must be flexible enough to take advantage of acquisition opportunities.

### **SUPPORTING OBJECTIVES:**

- 2A Provide a financial process that strengthens student learning and leverages financial markets to the benefit of the district taxpayers.
- 2B Establish and implement a prioritized list of projects consistent with capital projects levy financing with the consent of the School Board.
- 2C Manage all aspects of the district's Safety and Emergency operations plans.
- 2D Continue to conduct reviews of the School Board's policies.

### **GOAL MANAGER:**

Bill Adamo, Director of Business & Operations

### **SUPPORTING OBJECTIVE MANAGERS:**

Dr. Anthony L. Smith, Superintendent  
Sandy Bechtel, Executive Assistant to the Superintendent



**Goal 2: Provide a financial process, business practices, and safe facilities to support the improvement of student learning.**

**OBJECTIVE 2A**

**TITLE:** Provide a financial process that strengthens student learning and leverages financial markets to the benefit of the district taxpayers.

**PROGRESS MEASUREMENT:**

- Maintain a minimum of a 5% unassigned general operating fund balance with a periodic School Board’s review of that standard.

**TASKS:**

1. Effectively manage the budget process to maintain a 5% uncommitted general operating fund balance.
2. Provide monthly financial reports to the School Board.
3. Update on an annual basis the web-published “citizens” budget which includes an analysis that demonstrates the district’s commitment to student learning.
4. Provide annual audited financial statement to the School Board.
5. Refinance existing bond issues if market conditions are favorable
6. Superintendent, Human Resources, and Director of Business and Operations develop a Business and Operations Succession plan.

**TIMELINE:**

Ongoing  
  
Monthly  
December 15, 2016  
  
After audit completion  
Any time during the fiscal year  
October 15, 2016

**RESOURCES:**

<b><u>Staffing</u></b>	<b><u>Cost</u></b>	<b><u>ROI</u></b>
District Office staff, State auditor	\$20,000; \$75,000 for each bond issue	<ul style="list-style-type: none"> <li>• Comply with state and federal statutes</li> <li>• Maintain financial integrity of district’s operations and assets</li> <li>• Maintain positive financial standings</li> <li>• Reduced interests expenses save district tax payers</li> </ul>

**Goal 2: Provide a financial process, business practices, and safe facilities to support the improvement of student learning.**

**OBJECTIVE 2A (continued)**

**RESPONSIBILITIES:**

<b><u>Primary</u></b> Bill Adamo, Director of Business & Operations	<b><u>Secondary</u></b> Bond underwriters, bond counsel, School Board, Superintendent, Human Resources
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**Goal 2: Provide a financial process, business practices, and safe facilities to support the improvement of student learning.**

**OBJECTIVE 2B**

**TITLE:** Establish and implement a prioritized list of projects consistent with capital projects levy financing with the consent of the School Board.

**PROGRESS MEASUREMENT:**

- Produce a prioritized list.
- Implement the highest priority items.

**TASKS:**

1. Implement current year prioritized project(s) and establish new priorities annually completed.
2. Review best practice district experience; develop and review final process.
3. Convene Stillwater-Cherry Valley Elementary Boundary Review Committee.
4. Schedule and conduct school/community meeting to explain the process.
5. Submit boundary recommendations to the School Board.
6. Conduct public hearing for presentation and public comments.
7. Refine final course of action based on public input.
8. School Board approval of final course of action.

**TIMELINE:**

- September 15, 2016
- September 15, 2016
- October 15, 2016
- March 15, 2017
- April 15, 2016
- April 15, 2017
- May 15, 2017
- May 15, 2017

**RESOURCES:**

<b><u>Staffing</u></b>	<b><u>Cost</u></b>	<b><u>ROI</u></b>
Erickson & McGovern	@ \$250,000	Enhanced facilities that accommodate educational goals of the district.

**RESPONSIBILITIES:**

<b><u>Primary</u></b>	<b><u>Secondary</u></b>
Dr. Anthony L. Smith, Superintendent	Bill Adamo, Director of Business & Operations; School Board

**Goal 2: Provide a financial process, business practices, and safe facilities to support the improvement of student learning.**

**OBJECTIVE 2C**

**TITLE:** Manage all aspects of the district's Safety and Emergency Operations Plans.

**PROGRESS MEASUREMENT:**

- Disaster container supplies and property maintained.
- Implementation of the Emergency Operations Plan and Emergency Operations Field Guide training and procedures.

**TASKS:**

1. Ensure maintenance of building-level Emergency Response Teams.
2. Coordinate table top disaster preparedness exercises with students, staff, and community responders.
3. Evaluate and revise the Comprehensive Safety Plans.
4. Revise each school's emergency disaster container's inventory and ensure that it is current.
5. Insure that training occurs for the following key Emergency Response Team roles: Incident Commander, Communications Officer, Operations Chief, and Logistics Chief.
6. Annual Implementation of the Emergency Operations Field Guide:
  - a. Fill key positions in "Organizational Chart".
  - b. Identify "Buddy Class" pairings.
  - c. Inventory individual staff emergency preparedness certifications and skills sets for each site.

**TIMELINE:**

- October 15, 2016
- March 15, 2017
- June 15, 2017
- June 15, 2017
- June 15, 2017
- June 15, 2017

**Goal 2: Provide a financial process, business practices, and safe facilities to support the improvement of student learning.**

**OBJECTIVE 2C (continued)**

**RESOURCES:**

<p><b>Staffing</b> Emergency Operations Plan Manager (contractor)</p> <p><b>Reference Materials</b> Disaster and Emergency Preparedness 5-Year Plan</p>	<p><b>Cost</b> \$37,000 per year</p>	<p><b>ROI</b></p> <ul style="list-style-type: none"> <li>• High level of accountability</li> <li>• Improved student and staff safety</li> </ul>
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**RESPONSIBILITIES:**

<p><b>Primary</b> Bill Adamo, Director of Business &amp; Operations</p>	<p><b>Secondary</b> Emergency Operations Plan Manager (contracted) will manage Tasks</p>
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**NOTE:**

Inventory maintenance will be centrally directed and implemented at each site.

**Goal 2: Provide a financial process, business practices, and safe facilities to support the improvement of student learning.**

**OBJECTIVE 2D**

**TITLE:** Continue to conduct reviews of the School Board's policies.

**PROGRESS MEASUREMENT:**

- Tasks complete.

**TASKS:**

1. Develop the "fourth cycle" policies review process.
2. Commence review of the 3000 series policies.
3. Eliminate, add or revise policies as appropriate.

**TIMELINE:**

January 15, 2017  
June 15, 2017  
Ongoing

**RESOURCES:**

<b><u>Staffing</u></b> Administrative Council	<b><u>Cost</u></b> N/A	<b><u>ROI</u></b> Ensure policies are current
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**RESPONSIBILITIES:**

<b><u>Primary</u></b> Sandy Bechtel, Executive Assistant to the Superintendent	<b><u>Secondary</u></b> Dr. Anthony L. Smith, Superintendent
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### GOAL 3

**TITLE: Provide Human Resources and Communication practices to improve student learning.**

**DESCRIPTION:** The Human Resources Department is committed to operating in a manner that provides for supportive, respectful, and caring relationships with employees, students, and the community. The department maintains the highest ethical standards in providing a system that ensures equal opportunities for employment and excellence in staff recruitment, selection, retention, and recognition. We are proud to support our district with the vision of high quality instruction and learning to “educate children.”

The Communications Department is committed to supporting and enhancing effective two-way communication among all district stakeholders. The department is focused on following the four-step communication process: research, planning, communication, and evaluation, and expects consistent improvement of the program as outlined in the district’s Communication plan. Additionally, an emphasis will be placed on researching effective community relations models to best meet our publics’ needs.

**SUPPORTING OBJECTIVES:**

- 3A Continue to implement the 2013-2018 Human Resources (HR) Plan.
- 3B Begin implementation of the district’s 2016-2020 Communications Plan.
- 3C Continue to increase community outreach.

**GOAL MANAGER:**

Janet Gavigan, Director of Human Resources

**SUPPORTING OBJECTIVE MANAGERS:**

Mike Ward, Communications Coordinator

**Goal 3: Provide Human Resources and Communication practices  
to improve student learning.**

**OBJECTIVE 3A**

**TITLE:** Continue to implement the 2013-2018 Human Resources (HR) Plan.

**PROGRESS MEASUREMENT:**

- Tasks complete.
- Published evidence based on research and data findings.

**TASKS:**

1. Recruit, select and retain highly qualified staff to increase student learning and report turnover/retention data.
2. Evaluate professional development and/or training tools for substitutes and determine if more areas are need or repeated.
3. Finalize records archival process and establish an ongoing system that is manageable while exploring an electronic system of archiving, scanning, and shredding employee files after 10 years of separation.
4. Ensure transparency and understanding amongst constituents with the teacher evaluation system.
5. Evaluate the use of the additional features within the application software (screening, reference checking, interview questions, etc.) and re-train administrators as needed or explore options.
6. Continue and expand recruiting efforts with additional promotional links, brochures, resources, and seek additional recruitment venues.

**TIMELINE:**

- November 15, 2016
- February 15, 2017
- March 15, 2017
- March 15, 2017
- May 15, 2017
- May 15, 2017

**RESOURCES:**

<b><u>Staffing</u></b>	<b><u>Cost</u></b>	<b><u>ROI</u></b>
Human Resources Department	To Be Determined	<ul style="list-style-type: none"> <li>• Staff turnover under national averages</li> <li>• High staff morale</li> <li>• Improved service for staff</li> <li>• Better understanding of teacher evaluation standards</li> </ul>



**Goal 3: Provide Human Resources and Communication practices  
to improve student learning.**

**OBJECTIVE 3A (Continued)**

**RESPONSIBILITIES:**

<b><u>Primary</u></b> Janet Gavigan, Director of Human Resources	<b><u>Secondary</u></b> Donna Reier, HR Coordinator; Sherrie Evans, HRMPlus/Consultant
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**Goal 3: Provide Human Resources and Communication practices  
to improve student learning.**

**OBJECTIVE 3B**

**TITLE:** Begin implementation of the district’s 2016-2020 Communications Plan.

**PROGRESS MEASUREMENT:**

- Analysis and implementation of survey results as appropriate.
- Plan completed on implementation of any recommendations received from survey.
- Tasks complete.

**TASKS FOR 2015 COMMUNICATIONS AUDIT**

**TIMELINE:**

- |  |                  |
|--|------------------|
| 1. Broaden student interest in Riverview School District social media and communications.                                  | Ongoing          |
| 2. Continue incorporating student quotes and student voice throughout district articles, publications, and communications. | Ongoing          |
| 3. Ensure School Messenger is functional, available, and strategically in use.   | October 15, 2016 |
| 4. Conduct internal and external surveys to determine current effectiveness of district Communications Program.            | March 15, 2017   |
| 5. Share results of surveys with Superintendent for short-term, mid-term, and long-term planning, as needed.               | April 15, 2017   |
| 6. Provide report on results of surveys to School Board.   | May 15, 2017     |
| 7. Provide end-of-year report, including metrics, on Communications Plan progress and results.                             | June 15, 2017    |

**RESOURCES:**

<b><u>Staffing</u></b>	<b><u>Cost</u></b>	<b><u>ROI</u></b>
N/A	TBD	<ul style="list-style-type: none"> <li>• Effective utilization of the Communications Plan</li> <li>• Solidify Communications as a viable entity within the district</li> <li>• Increase/maintain positive perception of the district within our communities</li> </ul>

**Goal 3: Provide Human Resources and Communication practices  
to improve student learning.**

**OBJECTIVE 3B (Continued)**

**RESPONSIBILITIES:**

<p><b><u>Primary</u></b> Mike Ward, Communications Coordinator</p>	<p><b><u>Secondary</u></b> Dr. Anthony L. Smith, Superintendent; Sandy Bechtel, Executive Assistant to the Superintendent; Paul Censullo, Director of Technology</p>
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**Goal 3: Provide Human Resources and Communication practices  
to improve student learning.**

**OBJECTIVE 3C**

**TITLE:** Continue to increase community outreach.

**PROGRESS MEASUREMENT:**

- Successful completion of second Riverview Ambassador’s Program.
- Increase translation in district communications and documents by 25%.
- Articles are published highlighting alumni and spotlighting employees.
- Tasks complete.

**TASKS:**

**TIMELINE:**

- |  |                    |
|--|--------------------|
| 1. Continue publicizing school district accomplishments, including students and staff from all schools.                        | Ongoing            |
| 2. Continue promotion of our social media presence on Facebook, Twitter, Instagram, and YouTube.                               | Ongoing            |
| 3. Monitor social media daily and weekly, track analytics and how information is being disseminated to constituents.           | Ongoing            |
| 4. Continue frequent meetings with local Public Information Officers for Duvall and Carnation on a minimum of a monthly basis. | Monthly            |
| 5. Continue investigating ways to enhance and increase translation availability of district communications.                    | Ongoing            |
| 6. Develop bi-monthly rotation of employee spotlights and alumni highlight articles.   | September 15, 2016 |
| 7. Plan, develop, and arrange second iteration of Riverview School District Ambassador’s Program.                              | October 15, 2016   |
| 8. Continue networking with student leadership at Tolt Middle School and Cedarcrest High School.                               | October 15, 2016   |
| 9. Develop strategies to reach out to volunteers with connections to Matching Gift programs.                                   | December 15, 2016  |
| 10. Provide report, with metrics, on improvements with translating district office communications.                             | March 15, 2017     |
| 11. Present report summarizing the completion of the Riverview School District Ambassador’s Program.                           | May 15, 2017       |
| 12. Provide end-of-year communication report, with metrics, on increasing community outreach progress and results.             | June 15, 2017      |

**Goal 3: Provide Human Resources and Communication practices  
to improve student learning.**

**OBJECTIVE 3C (continued)**

**RESOURCES:**

<b><u>Staffing</u></b>	<b><u>Cost</u></b>	<b><u>ROI</u></b>
Strategic Plan goal managers, Riverview department coordinators and supervisors	To Be Determined	<ul style="list-style-type: none"> <li>• Continues to raise awareness and spur interest and involvement in the Riverview School District and our various programs.</li> <li>• Creates a stake of ownership among our families, students, staff, additional community members, and networking partners in and around the Riverview School District community.</li> <li>• Increases district’s visibility beyond just the district level.</li> </ul>

**RESPONSIBILITIES:**

<b><u>Primary</u></b>	<b><u>Secondary</u></b>
Mike Ward, Communications Coordinator	Dr. Anthony L. Smith, Superintendent; Sandy Bechtel, Executive Assistant to the Superintendent; Paul Censullo, Director of Technology

## **4.1 References**

*All relevant materials, organizations and individuals capable of providing further insights or detail for the requirements referenced in this document are either listed or included here.*

*If the referenced materials are included rather than simply identified, retain only those parts that apply. Such items might be best in a sub-section.*

1. Annual School Improvement Plans
2. School Profiles
3. Curriculum Review/ Adoption Cycle
4. Annual District Budget Report
5. 2016-2020 Communications Plan
6. Human Resources Handbook
7. Human Resources Plan (2013-2018)
8. Annual Capital Facilities/Maintenance Plan
9. District Policies and Procedures

## 4.2 Glossary

*Define acronyms and unusual terms. Identify what the acronyms represent and what the terms mean.*

<b>Term</b>	<b>Definition</b>
<i>21<sup>st</sup> Century Skills:</i>	<i>The skills and habits of mind that allow students to succeed in a global dynamically-changing society that relies heavily on information technology.</i>
<i>AIMSweb:</i>	<i>Benchmark and progress monitoring system based on direct, frequent, and continuous student assessment</i>
<i>ALE:</i>	<i>Alternative Learning Experience</i>
<i>AP:</i>	<i>Advanced Placement</i>
<i>AYP:</i>	<i>Adequate Yearly Progress</i>
<i>BYOD:</i>	<i>Bring Your Own Device</i>
<i>CCSS:</i>	<i>Common Core State Standards</i>
<i>CHOICE:</i>	<i>Choosing Heightened Options for Individually Centered Education</i>
<i>CLIP:</i>	<i>Contracted Learning for Individual Pacing</i>
<i>CPT:</i>	<i>Collaborative Planning Time</i>
<i>CTE:</i>	<i>Career and Technical Education</i>
<i>Differentiated Instruction:</i>	<i>Adaptive instruction to meet individual student needs</i>
<i>ECEAP:</i>	<i>Early Childhood Education and Assistance Program</i>
<i>EEOC:</i>	<i>Equal Employment Opportunity Commission</i>
<i>EFB:</i>	<i>Ending Fund Balance</i>

ELA:	<i>English Language Arts</i>
EL:	<i>English Learners</i>
ESC:	<i>Educational Service Center</i>
HSPE:	<i>High School Proficiency Exam</i>
Key Student Indicators:	<i>Dashboard</i>
LAP:	<i>Learning Assistance Program</i>
Learning Walks:	<i>Activity where teachers or administrators visit classrooms to gather, reflect and provide feedback on teaching practices</i>
MAP:	<i>Measures of Academic Progress</i>
MSP:	<i>Measurement of Student Progress</i>
MULTI-AGE:	<i>An instructional grouping model and philosophy that groups students from two or more age or grade levels (e.g. K-1, 2-3, 4-5, 6-8, etc.)</i>
NGSS:	<i>Next Generation Science Standards</i>
NSPRA:	<i>National School Public Relations Association</i>
NWRDC:	<i>Northwest Regional Data Center</i>
OSPI:	<i>Office of the Superintendent of Public Instruction</i>
PARADE:	<i>Parents and Riverview Actively Delivering Education (Parent Partnership Program with Parents as the primary deliverers of education)</i>
PAT:	<i>Program for the Academically Talented</i>
PD:	<i>Professional Development</i>
Pedagogical Shifts:	<i>The study of education that improves the practice of education</i>
PLL	<i>Professional Learning Leader</i>



<i>PLUS:</i>	<i>Programmed Learning for Understanding and Success</i>
<i>Post-Secondary Plan:</i>	<i>Written student plan for attending two and four-year colleges, technical schools, etc.</i>
<i>Provisional Tasks for Objectives:</i>	<i>A placeholder for tasks to be accomplished at a later date when resources and time permit.</i>
<i>PSE:</i>	<i>Public School Employees</i>
<i>PSESD:</i>	<i>Puget Sound Educational Service District</i>
<i>REA:</i>	<i>Riverview Education Association</i>
<i>REACA:</i>	<i>Riverview Extracurricular Activities and Coaches Association</i>
<i>RLC:</i>	<i>Riverview Learning Center</i>
<i>ROI:</i>	<i>Return on Investment</i>
<i>SB:</i>	<i>Smarter Balanced</i>
<i>SIOP:</i>	<i>Sheltered Instruction Observation Protocol</i>
<i>SIP:</i>	<i>School Improvement Plan</i>
<i>SSB 5097:</i>	<i>State Senate Bill that mandates OSPI to establish timelines for school Districts to develop individual Comprehensive Safe Schools Plans</i>
<i>SOAR:</i>	<i>Student Online Assessment Resource</i>
<i>Stakeholders:</i>	<i>Interested parties, internal and external, impacting the school district</i>
<i>TPEP:</i>	<i>Teacher/Principal Evaluation Project</i>
<i>UDL:</i>	<i>Universal Design for Learning</i>
<i>WaNIC:</i>	<i>Washington Network for Innovative Careers</i>
<i>WESPAC:</i>	<i>Washington Enhanced Skyward Point and Click</i>
<i>WSSDA:</i>	<i>Washington State School Directors' Association</i>

**4.3 Revisions Record**

<b>Description of Revision</b>	<b>Pages Affected</b>	<b>Approved By</b>	<b>Accomplished By</b>	<b>Effective Date</b>
Plan Approved	All	School Board	Anthony Smith & Goal Managers	6/14/16
Update Tasks Completed	34, 43, 52, 59	Anthony Smith	Anthony Smith & Goal Managers	9/27/16
Update Tasks Completed	34, 38, 41, 43, 44, 50, 52, 59	Anthony Smith	Anthony Smith & Goal Managers	10/25/16
Update Tasks Completed	36, 48, 60	Anthony Smith	Anthony Smith & Goal Managers	11/22/16
Update Tasks Completed	52	Anthony Smith	Anthony Smith & Goal Managers	12/13/16
Update Tasks Completed	34, 25, 46	Anthony Smith	Anthony Smith & Goal Managers	1/24/17
Update Tasks Completed	36, 38	Anthony Smith	Anthony Smith & Goal Managers	2/28/17
Update Tasks Completed	35, 38, 43, 44, 48, 50, 52	Anthony Smith	Anthony Smith & Goal Managers	3/28/17
Update Tasks Completed	35, 38, 43, 50	Anthony Smith	Anthony Smith & Goal Managers	4/25/17

### 4.3 Plan Timeline Summary

G/O/T	TASKS	TIMELINE	COMP.	PRIMARY
2/A/4	Provide annual audited financial statement to the School Board.	After audit completion		Bill
2/A/5	Refinance existing bond issues if market conditions are favorable.	Any time during the fiscal year		Bill
2/A/2	Provide monthly financial reports to the School Board.	Monthly		Bill
3/C/4	Continue frequent meetings with local Public Information Officers for Duvall and Carnation on a minimum of a monthly basis.	Monthly		Mike
2/A/1	Effectively manage the budget process to maintain a 5% uncommitted general operating fund balance.	Ongoing		Bill
2/D/3	Eliminate, add or revise policies as appropriate.	Ongoing		Sandy
3/B/1	Broaden student interest in Riverview School District social media and communications.	Ongoing		Mike
3/B/2	Continue incorporating student quotes and student voice throughout district articles, publications, and communications.	Ongoing		Mike
3/C/1	Continue publicizing school district accomplishments, including students and staff from all schools	Ongoing		Mike
3/C/2	Continue promotion of our social media presence on Facebook, Twitter, Instagram, and YouTube.	Ongoing		Mike
3/C/3	Monitor social media daily and weekly, track analytics and how information is being disseminated to constituents.	Ongoing		Mike
3/C/5	Continue investigating ways to enhance and increase translation availability of district communications.	Ongoing		Mike
1/A/1	Develop collaboration meeting schedule for the year.	September 15, 2016	X	Roni
2/B/1	Implement current year prioritized project(s) and establish new priorities annually completed.	September 15, 2016	X	Bill
2/B/2	Review best practice district experience; develop and review final process.	September 15, 2016	X	Anthony
3/C/6	Develop bi-monthly rotation of employee spotlights and alumni highlight articles.	September 15, 2016	X	Mike
1/A/2	Define student growth and how it is measured.	October 15, 2016	X	Roni
1/D/1	Provide student laptops to all 8th grade classrooms, all 9th grade Language Arts classrooms, and all math and science classrooms at Cedarcrest High School.	October 15, 2016	X	Paul
1/D/2	Provide necessary tech and technology integration support for 1:1 classrooms.	October 15, 2016	X	Paul
2/A/6	Superintendent, Human Resources, and Director of Business & Operations develop a Business and Operations Succession plan.	October 15, 2016	X	Anthony
2/B/3	Convene Stillwater-Cherry Valley Elementary Boundary Review Committee.	October 15, 2016	X	Anthony
2/C/1	Ensure maintenance of building-level Emergency Response Teams.	October 15, 2016	X	Bill
3/B/3	Ensure School Messenger is functional, available, and strategically in use.	October 15, 2016	X	Mike
3/C/7	Plan, develop, and arrange second iteration of Riverview School District Ambassador's Program.	October 15, 2016	X	Mike
3/C/8	Continue networking with student leadership at Tolt Middle School and Cedarcrest High School.	October 15, 2016	X	Mike

### 4.3 Plan Timeline Summary

G/O/T	TASKS	TIMELINE	COMP.	PRIMARY
1/C/1	Each school Student Improvement Team will review data using multiple measures for groups of students that may have opportunity gaps.	November 15, 2016	X	Ken
1/C/2	Sheltered Instruction Observation Protocol (SIOP) will be incorporated into content areas at the secondary level to support the language of English learners.	November 15, 2016	X	Ken
1/C/3	Professional learning will continue for special education staff, primarily at the elementary level, to further develop structured teaching for students with disabilities, such as autism spectrum and intellectual disabilities.	November 15, 2016	X	Ken
3/A/1	Recruit, select and retain highly qualified staff to increase student learning and report turnover/retention data.	November 15, 2016	X	Janet
2/A/3	Update on an annual basis the web-published "citizens" budget which includes an analysis that demonstrates the district's commitment to student learning.	December 15, 2016	X	Bill
3/C/9	Develop strategies to reach out to volunteers with connections to Matching Gift programs.	December 15, 2016	X	Mike
1/A/3	Align all professional learning to department initiatives	<del>November 15, 2016</del> (moved to January 15, 2017)	X	Roni
1/A/4	Continue work of three-year plan for collaborative work among Teaching and Learning, Student Services, and Technology departments.	January 15, 2017	X	Roni
1/A/5	Continue work of District level specialist PLC.	January 15, 2017	X	Roni
1/B/1	Analyze Smarter Balanced assessment results.	<del>November 15, 2016</del> (moved to January 15, 2017)	X	Roni
1/B/2	Refine and improve assessment system.	<del>December 15, 2016</del> (move to January 15, 2017)	X	Roni
2/D/1	Develop the "fourth cycle" policies review process.	January 15, 2017	X	Sandy
1/C/4	Through a community partnership with Encompass, additional opportunities will be developed providing educational programs and interventions for preschool age children.	February 15, 2017	X	Ken
1/D/3	Provide training for teachers in 1:1 classrooms, including the use of Office 365 and OneNote.	February 15, 2017	X	Paul
1/B/3	Provide professional development focused on areas of need	March 15, 2017	X	Roni
1/D/4	Expand on methods to help students use technology to communicate with content experts and other classrooms around our area and the world using Skype and other online communication tools.	March 15, 2017	X	Paul
1/D/5	Continue to explore how student devices (cell phones) can assist in student learning in a BYOD environment.	March 15, 2017	X	Paul
2/B/4	Schedule and conduct school/community meeting to explain the process.	March 15, 2016	X	Anthony
2/C/2	Coordinate table top disaster preparedness exercises with students, staff, and community responders.	March 15, 2017	X	Ruby

### 4.3 Plan Timeline Summary

G/O/T	TASKS	TIMELINE	COMP.	PRIMARY
3/A/3	Finalize records archival process and establish an ongoing system that is manageable while exploring an electronic system of archiving, scanning, and shredding employee files after 10 years of separation.	March 15, 2017	X	Janet
3/A/2	Evaluate professional development and/or training tools for substitutes and determine if more areas are needed or repeated.	March 15, 2017	X	Janet
3/A/4	Ensure transparency and understanding amongst constituents with the teacher evaluation system.	March 15, 2017	X	Janet
3/B/4	Conduct internal and external surveys to determine current effectiveness of district Communications Program.	March 15, 2017	In process	Mike
3/C/10	Provide report, with metrics, on improvements with translating district office communications.	March 15, 2016	X	Mike
1/B/4	Implement Full-Day Kindergarten	April 15, 2017	X	Roni
1/D/6	Provide detailed plan for the 2017-18 roll-out of laptops for all 8th, 9th, and 10th grade students.	April 15, 2017	X	Paul
2/B/5	Submit boundary recommendations to the School Board.	April 15, 2017 (done in March)	X	Anthony
2/B/6	Conduct public hearing for presentation and public comments.	April 15, 2017 (done in March)	X	Anthony
2/B/7	Refine final course of action based on public input.	Completed in April 2017	X	Anthony
2/B/8	School Board approval of final course of action.	Completed in April 2017	X	Anthony
3/B/5	Share results of surveys with Superintendent for short-term, mid-term, and long-term planning, as needed.	April 15, 2017	X	Mike
1/D/7	Evaluate the success of the 2016-2017 1:1 Program.	May 15, 2017		Paul
1/D/8	Evaluate the need for additional Technology Integration PLLs.	May 15, 2017		Paul
3/A/5	Evaluate the use of the additional features within the application software (screening, reference checking, interview questions, etc.) and re-train administrators as needed or explore options.	May 15, 2017		Janet
3/A/6	Continue and expand recruiting efforts with additional promotional links, brochures, resources, and seek additional recruitment venues.	May 15, 2017		Janet
3/B/6	Provide report on results of surveys to School Board.	May 15, 2017		Mike
3/C/11	Present report summarizing the completion of the Riverview School District Ambassador's Program.	May 15, 2017		Mike
2/C/3	Evaluate and revise the Comprehensive Safety Plans.	June 15, 2017		Ruby
2/C/4	Revise each school's emergency disaster container's inventory and ensure that it is current.	June 15, 2017		Ruby
2/C/5	Insure that training occurs for the following key Emergency Response Team roles: Incident Commander, Communications Officer, Operations Chief, and Logistics Chief.	June 15, 2017		Ruby
3/B/7	Provide end-of-year report, including metrics, on Communications Plan progress and results.	June 15, 2017		Mike
3/C/12	Provide end-of-year report, including metrics, on increasing community outreach progress and results.	June 15, 2017		Mike

G/O/T	TASKS	TIMELINE	COMP.	PRIMARY
2/C/8	Annual Implementation the Emergency Operations Field Guide: <ul style="list-style-type: none"> <li>• Fill key positions in “Organizational Chart”</li> <li>• Identify “Buddy Class” pairings</li> <li>• Inventory individual staff emergency preparedness certifications and skills sets for each site.</li> </ul>	June 15, 2017		Ruby
2/D/2	Commence review of the 3000 series policies.	June 15, 2017		Sandy