Riverview School District

Strategic Plan

2017-2020

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:

Janet Gavigan

"A destination, not a stopping place..."

(Completion of Tasks Updated Monthly)

STRATEGIC PLANNING
WORKSHOP PARTICIPANTS

Name	Representing
Participants in 2017:	
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
Ruby Perez	Director of Business & Operations
Paul Censullo	Director of Technology
Chris Collins	Director of Information Technology In waiting
Roni Rumsey	Director of Teaching & Learning
Janet Gavigan	Strategic Plan Leader & Assistant Superintendent, 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

1.1   School District Background

The Riverview School District, nestled in 250 acres of 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 400 employees serve a Pre-K-12 enrollment of approximately 3,250 students. Currently, the district is focusing work on meeting identified "Classroom of the Future" outcomes and indicators by "personalizing student learning with an equity lens." Personalizing learning will best prepare students for college, career, and life. We will rely on on research, best practice, and applicability to our setting, as we continue this effort.

Cedarcrest High School serves students in grades 9th-12th; Tolt Middle School serves students in grades 6th-8th; and Stillwater, Carnation, and Cherry Valley Elementary Schools serves students in grades K-5th.   Eagle Rock Multi-Age (ERMA), is a K-5th 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-12th parent partnership program where parents are the primary deliverers of education; Contracted Learning for Individual Pacing (CLIP), a 11th-12th grade alternative path to earn a high school diploma; Choosing Heightened Options for Individually Centered Education (CHOICE), a 9th-10th grade program oriented toward applied learning; and Cyber Learning Education Alternative at Riverview (CLEAR), an online curriculum program available to 9th 12th 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, 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, partnerships, and successful passage of levy and bond measures. Community events, service organization presentations, 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 stakeholders 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 a five-year strategic planning process.

1.2   Process

Members of the Riverview School Board and professional participated conducted a four-phase process in developing this plan between February and May, 2017. This process has been utilized for seventeen years with success. In the first phase, members of the Board moved in the right direction toward the accomplishment of the vision, mission, and goals. In the second phase, key administration representatives developed the action plan. In the third phase, the action plan was presented to the Board and key constituencies for comment/approval. In phase four, the plan was formally adopted.

The entire strategic plan is statused monthly and is available for public viewing on the district website at 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.

1.3 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	February through June/ Annually

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
                                   strengths to be maximized, **weaknesses** to
                                   overcome, **opportunities** to take advantage of, and
                                   threats 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 **action** 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

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

3.2   Mission

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

Educate Children

3.2a   Expectations

Definition: A commitment and focus of resources and direction that will net gains in the following areas.

- Provide a variety of programs and partnerships built on data relevant principles.

- Increase on-time graduation rate.

- Demonstrate progress toward college and career readiness through postsecondary Certification program.

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:

- Personalized student learning
- Dedication to excellence
- Fostering positive relationships
- Honesty
- Inclusiveness
- Integrity
- Engaging educational environment
- Teamwork
- Effective communications
- Transparent governance
- Foster partnerships with business and community
- Customizing 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:

- A School Board and Administration that leads by example
- Ample financial resources
- High quality facilities
- Community support
- Effective programs and partnerships
- Aligned curriculum throughout the system
- Long-range planning and implementation process
- Motivated and highly qualified staff
- Ongoing quality professional learning
- Parent and community engagement
- Equity and access for all students

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

- Commitment to a 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 technology 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   Strengthen communications program infrastructure.
   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   Continue to implement the district's technology 1:1 plan.

GOAL MANAGER:

Dr. Randy Stocker, Director of Teaching & Learning

SUPPORTING OBJECTIVE MANAGERS:

Dr. Ken Heikkila, Director of Student Services
Chris Collins, Director of Information 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:
- Professional Learning calendar reflects alignment of initiatives
- Departments collaborate to align professional learning based on data
- Inclusion of professional learning design increases focus on opportunity gaps
- Increased focus on new teacher mentoring
- Identify stakeholders to begin building collaborative team structure.

TASKS:	TIMELINE:
1. Develop professional learning schedule for the year.	September 15, 2017
2. Continue work of three-year plan for collaborative work among Teaching and Learning, Student Services, and Technology departments.	November 15, 2017
3. Schedule non-negotiable job-embedded mentoring time with new teachers.	January 15, 2018
4. Begin work of identified collaborative teams.	April 15, 2018

RESOURCES:

Staffing	Cost	ROI
PLL, Student Services, Technology, Transforming Professional Learning Team	$15,000	Departments will be aligned with focus of student learning PL will be coordinated to meet needs of all students

RESPONSIBILITIES:

Primary	Secondary
Dr. Randy Stocker, Director of Teaching & Learning	Dr. Ken Heikkila, Director of Student Services; Chris Collins, Director of Technology

Goal 1: Increase the academic achievement of all students.

OBJECTIVE   1B

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

PROGRESS MEASUREMENT:
- Continue to expand professional learning design to support differentiation.
- Use data to show decrease in opportunity gaps.
- Investigate global connections for innovative instructional design.
- Expand learning opportunities and access for all students.

TASKS:	**TIMELINE:**
1. School Improvement Plans identify strategies to close the opportunity gap.	September 15, 2017
2. Provide professional learning that includes instructional differentiation for all students.	November 15, 2017
3. Analyze Smarter Balanced assessment results.	January 15, 2018
4. Identify barriers to student access of learning opportunities.	March 15, 2018
5. Explore options for CTE (Career & Technical Education) apprenticeships and local business partnerships.	April 15, 2018

RESOURCES:

Staffing	Cost	ROI
CTE Director, PLL, Ad-Team, All Schools	$100,000	Students will show growth in all areas

RESPONSIBILITIES:

Primary	Secondary
Dr. Randy Stocker, 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:
- A report will be provided by a team for the special education review.
- Schools will have baseline data that can be compared to data during PBIS implementation.
- An outline of the social emotional curriculum will be developed.

TASKS:	**TIMELINE:**
1. Conduct a program review in the area of special education to provide recommendations for ongoing improvements.	February 15, 2018
2. Continue to implement a Positive Behavior Intervention Support (PBIS) system at all elementary settings establishing a foundation for proactive behavioral and social emotional learning opportunities.	February 15, 2018
3. The district-wide counseling team will review and complete a gap analysis of the current social emotional curriculum and make recommendations as needed.	February 15, 2018

RESOURCES:

Staffing	Cost	ROI
Special Education Review Team	$5,000	Improved student outcomes
PBIS contractor	$10,000	

RESPONSIBILITIES:

Primary	Secondary
Dr. Ken Heikkila, Director of Student Services	Dr. Randy Stocker, Director of Teaching & Learning

Goal 1: Increase the academic achievement of all students.

OBJECTIVE   1D

TITLE: Continue to implement the district's technology 1:1 plan.

PROGRESS MEASUREMENT:
- Tasks complete.

TASKS:	TIMELINE:
1. Provide take-home laptops to all 8th grade students.	September 15, 2017
2. Provide in-class 1:1 laptops for all 6th and 7th grade content subjects and expand in-class 1:1 laptops into other content subjects at Cedarcrest High School (Language Arts and Social Studies).	October 15, 2017
3. Provide ongoing training for teachers in 1:1 classrooms, including the use of Office 365 and OneNote.	February 15, 2018
4. Accomplish successful migration of all students and staff to new rsd407.org domain.	April 15, 2018
5. Evaluate the success of the 2017-2018 8th grade 1:1 take-home program.	May 15, 2018
6. Provide detailed plan for the 2017-18 roll-out of laptops for all 6th through 12th grade students	May 15, 2018
7. Determine feasibility of adding sound fields in classrooms throughout the district.	May 15, 2018

RESOURCES:

Staffing	Cost	ROI
IT Department, Professional Learning Leaders, Technology Steering Committee, classroom teachers	$1.6 million (Funds from Technology Levy)	• Greater access for all students to mobile devices • New network architecture to share resources with staff and students

RESPONSIBILITIES:

Primary	Secondary
Chris Collins, Director of Information Technology	Dr. Randy Stocker, Director of Teaching & Learning

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:

Ruby Perez, 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:	TIMELINE:
1. Effectively manage the budget process to maintain a 5% uncommitted general operating fund balance.	Ongoing
2. 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, 2017
3. Provide annual audited financial statement to the School Board.	After audit completion
4. Refinance existing bond issues if market conditions are favorable	Any time during the fiscal year

RESOURCES:

Staffing	Cost	ROI
District Office staff, State auditor	$25,000; $75,000 for each bond issue	• Comply with state and federal statutes • Maintain financial integrity of district's operations and assets • Maintain positive financial standings • Reduced interests expenses save district tax payers

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

OBJECTIVE   2A *(continued)*

RESPONSIBILITIES:

Primary	Secondary
Ruby Perez, Director of Business & Operations	Bond underwriters, bond counsel, School Board, Superintendent

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:	TIMELINE:
1. Implement current year prioritized project(s) and establish new priorities annually completed.	September 15, 2017
2. Review best practice district experience; develop and review final process.	September 15, 2017
3. Evaluate current Capital Projects and Technology needs to develop and present to voters a new Capital Projects Levy.	February 1, 2018
4. Evaluate current Maintenance and Operations needs to develop and present to voters a new Maintenance and Operations Levy.	February 1, 2018
5. Evaluate potential need for a Transportation Levy and present to voters such levy, if deemed necessary to the essential functions of the district's Transportation Department.	February 1, 2018
6. Conduct initial research for 2020 bond.	Ongoing 2-year project

RESOURCES:

Staffing	Cost	ROI
Architects	@ $250,000	Enhanced facilities that accommodate educational goals of the district.

RESPONSIBILITIES:

Primary	Secondary
Ruby Perez, Director of Business & Operations	Dr. Anthony L. Smith, Superintendent; 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:	TIMELINE:
1. Confirm annual implementation of building-level Emergency Response Teams (ERT) and associated tasks to include:	October 15, 2017
a. Assign roles/responsibilities to team members in their ICS Organization Chart	
b. Plan a minimum of one meeting each year to discuss the respond plans and maintain a high level of readiness.	
c. Each ERT will drill one scenario a year related to a building emergency.	
2. Coordinate and lead the Emergency Management Committee comprised of city municipalities, local fire departments, police departments, and various agencies related to disaster preparedness efforts. Relevant tasks from the 5-Year Emergency Management Committee Plan will be presented.	Ongoing
3. Conduct one Ad-Team emergency drill or training.	June 15, 2018
4. Evaluate and revise the Comprehensive Safety Plans.	June 15, 2018
5. Complete an annual inventory of each school's disaster container and assess inventory needs.	June 15, 2018
6. Collaborate with PTSA's to educate parents about Riverview's Emergency Plans and Procedures.	June 15, 2018
7. Continue to research and implement best practices related to Emergency Management.	Ongoing

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

OBJECTIVE   2C _(continued)_

RESOURCES:

Staffing	Cost	ROI
Emergency Operations Plan Manager (contractor) **Reference Materials** Disaster and Emergency Preparedness 5-Year Plan	$37,000 per year	• High level of accountability • Improved student and staff safety

RESPONSIBILITIES:

Primary	Secondary
Ruby Perez, Director of Business & Operations	Emergency Operations Plan Manager (contracted) will manage Tasks

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:	**TIMELINE:**
1. Commence review of the 3000 series policies.	February 15, 2018
2. Start on review of the 4000 series policies.	February 15, 2018
3. Commence review of the 4000 series policies.	June 15, 2018
4. Eliminate, add or revise policies as appropriate.	Ongoing

RESOURCES:

Staffing	**Cost**	**ROI**
Administrative Council	N/A	Ensure policies are current

RESPONSIBILITIES:

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

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   Strengthen communications program infrastructure.
3C   Continue to increase community outreach.

GOAL MANAGER:

Janet Gavigan, Assistant Superintendent, 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:	TIMELINE:
1. Recruit, select and retain highly qualified staff to increase student learning and report turnover/retention data.	November 15, 2017
2. Implement additional professional learning opportunities for substitutes and offer courses more consistently throughout the year, including courses offered to continuing staff.	January 15, 2018
3. Coordinate with Teaching and Learning to enhance orientation and growth opportunities of new hires, including opportunities for continuing employees in their first five years.	March 15, 2018
4. Research and design a storage system (electronic and/or print) to retain historical records and legal logs related to HR.	March 15, 2018
5. Contact Sherrie Evans of Educational Management Solutions for another review of the RSD HR program and provide report to the School Board.	June 15, 2018

RESOURCES:

Staffing	Cost	ROI
Human Resources Department	Approximately $1,000 for program report	• Staff turnover under national averages • High staff morale • Improved service for staff • Better understanding of teacher evaluation standards

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

OBJECTIVE   3A *(Continued)*

RESPONSIBILITIES:

Primary	**Secondary**
Janet Gavigan, Assistant Superintendent, Human Resources	Donna Reier, HR Coordinator; Sherrie Evans, HRMPlus/Consultant

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

OBJECTIVE   3B

TITLE: Strengthen communications program infrastructure.

PROGRESS MEASUREMENT:
- Consistent Riverview branding from school-to-school and document-to-document
- SchoolMessenger reports on subscribers and usage of service.
- Archiving of stories and articles; daily changes to district website.
- Tasks complete.

TASKS:	**TIMELINE:**
1. Manage and maintain updates to Riverview School District website.	Ongoing, as of July 2017
2. Continue promoting SchoolMessenger to Riverview families with implementation of translated text alerts to Spanish-speaking families.	Ongoing
3. Craft consistent messaging promoting communication tools available to Riverview families.	Ongoing
4. Incorporate recommendations for 2017 internal and external surveys provided to staff and community.	January 15, 2018
5. Ensure branding of district logos, slogans, and images are consistent among school district pamphlets, brochures, newsletters, mailings, and all main forms of communication.	June 15, 2018
6. Provide end-of-year report, including metrics, if necessary, on the strengthening of the Communications program infrastructure.	June 15, 2018

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

OBJECTIVE 3B *(Continued)*

RESOURCES:

Staffing	Cost	ROI
Communications Coordinator	TBD	• Fortify communications as a viable entity within the district • Increase/maintain positive perception of the district within our communities

RESPONSIBILITIES:

Primary	Secondary
Mike Ward, Communications Coordinator	Dr. Anthony L. Smith, Superintendent; Sandy Bechtel, Executive Assistant to the Superintendent; Chris Collins, Director of Technology; Sabrina Warren, Transportation Supervisor; Ruby Perez, Director of Business & Operations

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

OBJECTIVE   3C

TITLE: Continue to increase community outreach.

PROGRESS MEASUREMENT:
- Increase translation in district communications and documents by 25%.
- Articles published documenting students, staff, and alumni.
- Success of 2018 levy.
- Tasks complete.

TASKS:	**TIMELINE:**
1. Continue publicizing school district accomplishments, including students and staff from all schools.	Ongoing
2. Monitor and manage social media presence through current social media channels/platforms.	Ongoing
3. Continue frequent meetings with local Public Information Officers, City Councilpersons, and community leaders on a regular basis.	Ongoing
4. Create "Faces of Riverview" photo campaign.	January 15, 2018
5. Manage and oversee increase in availability of translation of district communications and necessary important documents.	February 15, 2018
6. Work with internal departments to communicate details of 2018 levy.	February 15, 2018
7. Provide end-of-year communication report, with metrics, on increasing community outreach progress and summary of related results.	June 15, 2018

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

OBJECTIVE   3C *(continued)*

RESOURCES:

Staffing	Cost	ROI
Strategic Plan goal managers, Riverview department coordinators and supervisors	To Be Determined	• Continues to raise awareness and spur interest and involvement in the Riverview School District and our various programs. • Creates a stake of ownership among our families, students, staff, additional community members, and networking partners in and around the Riverview School District community. • Increases Riverview's visibility beyond just the district level.

RESPONSIBILITIES:

Primary	Secondary
Mike Ward, Communications Coordinator	Dr. Anthony L. Smith, Superintendent; Sandy Bechtel, Executive Assistant to the Superintendent; Chris Collins, Director of Technology; Ruby Perez, Director of Business & Operations

3.7   2016-2017 Significant Accomplishments

Goal 1: Teaching and Learning

- Refined professional learning by creating job-embedded opportunities for learning.
- Created an aligned system with technology to ensure professional learning is created to meet the needs of 1:1 rollout.
- Assessment calendar finalized and published prior to beginning of school year.
- Successful professional learning using District required Performance Task.
- Data used to create professional learning opportunities.
- Instruction Technology Leaders integrated into Teaching and Learning Department.
- Successful implementation of Full-Day kindergarten.
- Materials piloted for science and language arts.
- Work with UW Math Project at Tolt Middle School.
- Continued to work with Technology and Student Services to create integration of all departments into professional learning.
- Successful district professional learning days designed to allow personalized learning for staff.
- School Improvement Plan (SIP) process aligned to CPR (Consolidated Program Review) findings.
- Expanded summer school to include WaNIC offerings.
- Transforming Professional Learning team expanded to include additional stakeholders.
- Transforming Professional Learning team identifies areas to focus for next few years.
- Smarter Balance results used to identify areas of focus for SIP.
- District Level Specialist PLC (Professional Learning Community) done every Friday.
- Elementary math labs successfully implemented.
- Professional Learning designs increased.
- Cedarcrest High School/Tolt Middle School ELA (English Language Arts?) vertical collaboration began.
- Professional Learning Leaders provided book studies to those interested.

3.7   2016-2017 Significant Accomplishments (Continued)

Goal 1: Student Services

- A September 2016 trainings with building administrators as well as the counseling team reviewed accomplishments and planned for enhancement related to the student intervention team processes at each school site.
- A newly created position, the Parent Engagement Specialist, coordinated with each school site a review of student needs specific to two at-risk groups—Native American identified students and homeless identified students.
- Ongoing efforts are in place to build secondary staff capacity for understanding and implementing Sheltered Instruction Observation Protocol (SIOP) that will assist language development for English learners.
- In special education, training in structured teaching has been ongoing. This training has been delivered by an outside consultant.
- In special education, ongoing training is occurring for behavioral strategies and interventions.
- In early childhood education, a partnership with Encompass of North Bend is working well to provide services through the Early Childhood Education Assistance Program (ECEAP) for 18 preschool children in our district.
- Encompass and the Riverview School District continue to explore other opportunities to serve additional preschool age children.

3.7   2016-2017 Significant Accomplishments (Continued)

Goal 1: Technology

- **Greatly Expanded Mobile Devices**
  - We have expanded our 1:1 in-class laptop program to 24 classrooms at Tolt and Cedarcrest. This provides laptops for every student in all 8th grade core content classrooms (science, math, social studies, and language arts) and all science, math, and 9th grade language arts classrooms at the high school.
  - We have increased the use of iPads in all our K-2 classrooms to do integrated lessons connected to core curricular objectives.

- **Provided Increased District-Wide Staff Training**
  - The Teaching & Learning and Technology departments, along with their Learning Leaders – Professional Learning Leaders (PLL's) and Instructional Learning Leaders (ITL's) – have worked collaboratively since last spring to provide targeted subject matter training in Office 365 and OneNote to both the 1:1 classroom teachers, as well as general training in these areas to all other certificated staff in the district in preparation for next steps in 1:1 and a move to a new cloud-based domain. This has included an all-district certificated staff "Digital Day" in August and an all-district certificated staff Professional Learning day in January.

- **Begun Move to the New RSD407.org Domain**

  - Have begun to move to a new district network domain – RSD407.org. This new future-ready framework will help staff and students share resources and school work data in an "anytime, anywhere" environment using the Office 365 cloud-based technology.

3.7   2016-2017 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 2016. The unassigned fund balance at year end was $3,240,000 or 9% which is above the board goal of at least 5%.
- A monthly financial report with an analysis narrative has been submitted monthly.
- A 2015-16 Citizens Budget was updated and published on the district's web site in December, 2016. The report demonstrates the district's commitment to student learning.
- A Report on the District Financial Statements and Federal Single Audit was presented to the board in March of 2016 illustrating no significant deficiencies or material weaknesses. No instances of noncompliance were noted.
- In March of 2016 the Board of Directors adopted a resolution to commence the refunding of 2007 and 2009 UTGO Bonds. Thresholds were established to save taxpayers a minimum of $256,000.
- In January of 2016 Ruby Perez launched her transition as the new Director of Business & Operations.
- The Capital Facilities Plan was updated and completion of portable instillations for Cherry Valley Elementary and Cedarcrest High School were successful.
- The District has effectively established a boundary recommendation that will best suit Stillwater and Cherry Valley needs.
- All Emergency Response Teams were verified for establishment at each building and organization charts were populated.
- The District Ad team successfully participated in table top windstorm drill
- The Superintendent, Director of Business & Operations and Emergency Manager participated in a FEMA Emergency Operations Center G-191 Course.
- The District continues its involvement with the multi- agency coalition in planning drills and sharing knowledge.
- A Student Reunification Protocol was adopted as a model for formal student release after a crisis and Ad-team was able to execute this protocol magnificently on April of 2016.
- A script was created to send to parents for emergency drill participation, which provided details about the drill and explained the importance of such practices.

3.7   2016-2017 Significant Accomplishments (Continued)

Goal 3: Human Resources

- **Recruit, select and retain highly qualified staff to increase student learning and report turnover/retention data.**
  - Successfully filled 112 open positions which included 36 new certificated staff and 22 new classified staff. As a result, certificated teacher turnover rate for 2015-16 was 12.70% which is slightly down from 13.74% in 2014-15 (which includes retirements). Turnover rates for classified staff went slightly up to 8.28% in 15-16 from 6.74% in 14-15 (which includes retirements). Certificated administrators and Classified Administrators saw an increase and rose to 31.25% and 16.67% respectively. Classified exempt and no turnover.

- **Evaluate professional development and/or training tools for substitutes and determine if more areas are needed or repeated.**
  - A survey was sent to 150 substitutes to evaluate the current professional training we added the past two years and we added questions to obtain their input on other areas of need. Preliminary results from the 49 respondents tell us to continue the two previous classes on the ActiveBoards and Students with Disabilities and that substitutes are interested in additional classes on Common & Effective Instructional Strategies, Classroom Management, and a deeper course on Students with Disabilities.

- **Finalize records management 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.**
  - After designing a system for archival using a color coding system for retention and destruction, nearly 500 files have been reviewed, destroyed, and coded. An ongoing system is now part of yearly practice.

- **Ensure transparency and understanding amongst constituents with the teacher evaluation system.**
  - Article written for the district newsletter with a brief overview and explanation of the teacher evaluation system along with resources for additional information.

- **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**.
  - All hiring supervisors/administrators at all levels now use the electronic system for screening and as part of the hiring process. We continue to expand capabilities as time allows for training and implementation.

3.7   2016-2017 Significant Accomplishments (Continued)

Goal 3: Communications

- Completed implementation of all short-, mid-, and long-term recommendations from 2015 Communications Program Audit and the 2015 Strategic Planning Community Forum.
- Collaborated with Technology Director and technology team for successful implementation of SchoolMessenger text messaging service for Riverview families.
- Served as communications lead on successful second iteration of Riverview Ambassador's Program, tripling enrollment and the number of certificated Ambassadors who completed the program.
- Engaged staff and Riverview community in surveying to better determine strengths and areas of improvement with existing Communications program and current Communications Plan.
- Developed a message matrix in collaboration with Superintendent's Office, Transportation, and Technology to design uniform language in communicating school closures and delays across all communication platforms.
- Incorporated translation of district-delivered e-mail communication in Spanish and develop strategies with Human Resources and Student Services on continued increase in availability of important documents in non-English languages.
- Published articles, features consistently, with a greater emphasis on utilizing multimedia and social media to publicize district accomplishments and important news.
- Championed student and staff voice in articles and stories.
- Conducted and participated in frequent meetings with local Public Information Officers for Carnation and Duvall, as well as maintaining regular conversations with City Councilpersons, and other community partners and leaders.
- Continued daily posting of the "Daily Bulletin", highlighting events happening in and around the district for Facebook and Twitter followers/subscribers.
- Participated in tabletop, active incident, and emergency response drills to establish communications protocols in emergent situations.
- Cultivated internal partnerships with district office departments in assisting with communications strategies and new and innovative uses of incorporating student voice in district articles and communications.
- Continued growth and expansion of social media outreach across all platforms utilized by the Communications program.
- 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.

3.8 Community Forum Input

During the course of the Community Forum, participants offered many new and innovative ideas and concepts. All ideas and concepts have been addressed.

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.

Term	Definition
1:1	*Riverview's 1:1 Mobil Device Plan, which was started in 2015 with the goal to provide laptops for all students in grades 6-12.*
21st Century Skills:	*The skills and habits of mind that allow students to succeed in a global dynamically-changing society that relies heavily on information technology.*
AIMSweb:	*Benchmark and progress monitoring system based on direct, frequent, and continuous student assessment*
ALE:	*Alternative Learning Experience*
AP:	*Advanced Placement*
AYP:	*Adequate Yearly Progress*
BYOD:	*Bring Your Own Device*
CCSS:	*Common Core State Standards*
CHOICE:	*Choosing Heightened Options for Individually Centered Education*
CLIP:	*Contracted Learning for Individual Pacing*
CT:	*Collaborative Time*
CTE:	*Career and Technical Education*
Differentiated Instruction:	*Adaptive instruction to meet individual student needs*
ECEAP:	*Early Childhood Education and Assistance Program*
EEOC:	*Equal Employment Opportunity Commission*
EFB:	*Ending Fund Balance*

ELA: *English Language Arts*

EL: *English Learners*

ESC: *Educational Service Center*

Homeroom: *Student data repository and teacher evaluation system*

HSPE: *High School Proficiency Exam*

Key Student
Indicators: *Dashboard*

LAP: *Learning Assistance Program*

Learning Walks: *Activity where teachers or administrators visit classrooms to gather,*
                                 reflect and provide feedback on teaching practices

MAP: *Measures of Academic Progress*

MSP: *Measurement of Student Progress*

MULTI-AGE: *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.)

NGSS: *Next Generation Science Standards*

NSPRA: *National School Public Relations Association*

NWRDC: *Northwest Regional Data Center*

OSPI: *Office of the Superintendent of Public Instruction*

PARADE: *Parents and Riverview Actively Delivering Education*
                                 (Parent Partnership Program with Parents as the primary deliverers
                                 of education)

PAT: *Program for the Academically Talented*

PL: *Professional Learning*

Pedagogical
Shifts: *The study of education that improves the practice of education*

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

4.3	Revisions Record

Description of Revision	Pages Affected	Approved By	Accomplished By	Effective Date
Plan Approved	All	School Board	Janet Gavigan & Goal Managers	5/23/17
Update Tasks Completed	21, 22, 24, 28,	School Board	Janet Gavigan & Goal Managers	9/26/17
Update Tasks Completed	24, 29	School Board	Janet Gavigan & Goal Managers	10/24/17
Update Tasks Completed	21, 22, 33	School Board	Janet Gavigan & Goal Managers	11/28/17
Update Tasks Completed	26	School Board	Janet Gavigan & Goal Managers	12/12/17
Update Tasks Completed	21, 22, 33, 35, 37	School Board	Janet Gavigan & Goal Managers	1/23/18
Update Tasks Completed	23, 24, 28, 31, 37	School Board	Janet Gavigan & Goal Managers	2/27/18
Update Tasks Completed	22,33	School Board	Janet Gavigan & Goal Managers	3/27/18
Update Tasks Completed	21, 22, 24	School Board	Janet Gavigan & Goal Managers	4/24/18
Update Tasks Completed	24	School Board	Janet Gavigan & Goal Managers	5/22/18

4.4   Plan Timeline Summary

G/O/T	TASKS	TIMELINE	COMP.	PRIMARY
2/A/1	Effectively manage the budget process to maintain a 5% uncommitted general operating fund balance.	Ongoing		Ruby Perez
2/B/6	Conduct initial research for 2020 bond.	Ongoing (2-year project)		Ruby Perez
2/C/2	Coordinate and lead the Emergency Management Committee comprised of city municipalities, local fire departments, police departments, and various agencies related to disaster preparedness efforts. Relevant tasks for the 5-Year Emergency Management Committee will be presented.	Ongoing		Ruby Perez
2/C/7	Continue to research and implement best practices related to Emergency Management.	Ongoing		Ruby Perez
2/D/3	Eliminate, add, or revise policies as appropriate.	Ongoing		Sandy Bechtel
3/B/1	Manage and maintain updates to Riverview School District website.	Ongoing, as of July 2017		Mike Ward
3/B/2	Continue promoting SchoolMessenger to Riverview families with implementation of translated text alerts to Spanish-speaking families.	Ongoing		Mike Ward
3/B/3	Craft consistent messaging promoting communication tools available to Riverview families.	Ongoing		Mike Ward
3/C/1	Continue publicizing school district accomplishments, including students and staff from all schools.	Ongoing		Mike Ward
3/C/2	Monitor and manage social media presence through current social media channels/platforms.	Ongoing		Mike Ward
3/C/3	Continue frequent meetings with local Public Information Officers, City Councilpersons, and community leaders on a regular basis.	Ongoing		Mike Ward
2/A/4	Refinance existing bond issues if market conditions are favorable.	Any time during fiscal year		Ruby Perez
1/A/1	Develop professional learning schedule for the year.	September 15, 2017	X	Randy Stocker
1/B/1	School Improvement Plans identify strategies to close the opportunity gap.	September 15, 2017	X	Randy Stocker
1/D/1	Provide take-home laptops to all 8th grade students.	September 15, 2017	X	Chris Collins
2/B/1	Implement current year prioritized project(s) and establish new priorities annually completed.	September 15, 2017	X	Ruby Perez
2/B/2	Review best practice district experience; develop and review final process.	September 15, 2017	X	Ruby Perez
1/D/2	Provide in-class 1:1 laptops for all 6th and 7th grade content subjects and expand in-class 1:1 laptops into other content subjects at Cedarcrest (LA and SS).	October 15, 2017	X	Chris Collins
2/C/1	Confirm annual implementation of building-level Emergency Response Teams (ERT) and associated tasks to include: a. Assign roles/responsibilities to team members in their ICS Organizational Chart. b. Plan a minimum of one meeting each year to discuss the respond plans and maintain a high level of readiness. c. Each ERT will drill one scenario a year related to a building emergency.	October 15, 2017	X	Ruby Perez

4.4   Plan Timeline Summary (Continued)

G/O/T	TASKS	TIMELINE	COMP.	PRIMARY
1/A/2	Continue work of three-year plan for collaborative work among Teaching and Learning, Student Services, and Technology departments.	November 15, 2017	X	Randy Stocker
1/B/2	Provide professional learning that includes instructional differentiation for all students.	November 15, 2017	X	Randy Stocker
3/A/1	Recruit, select and retain highly qualified staff to increase student learning and report turnover/retention data.	November 15, 2017	X	Janet Gavigan
2/A/2	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, 2017	X	Ruby Perez
1/A/3	Schedule non-negotiable job-embedded mentoring time with new teachers.	January 15, 2018	X	Randy Stocker
1/B/3	Analyze Smarter Balanced assessment results.	January 15, 2018	X	Randy Stocker
3/A/2	Implement additional professional learning opportunities for substitutes and offer courses more consistently throughout the year, including courses offered to continuing staff.	January 15, 2018	X	Janet Gavigan
3/B/4	Incorporate recommendations for 2017 internal and external surveys provided to staff and community.	January 15, 2018	X	Mike Ward
3/C/4	Create "Faces of Riverview" photo campaign.	January 15, 2018	X	Mike Ward
1/C/1	Conduct a program review in the area of special education to provide recommendations for ongoing improvements.	February 15, 2018	X	Ken Heikkila
1/C/2	Continue to implement a Positive Behavior Intervention Support (PBIS) system for all elementary settings establishing a foundation for proactive behavioral and social emotional learning opportunities.	February 15, 2018	X	Ken Heikkila
1/C/3	The district-wide counseling team will review and complete a gap analysis of the current social emotional curriculum and make recommendations as needed.	February 15, 2018	X	Ken Heikkila
1/D/3	Provide ongoing training for teachers in 1:1 classrooms, including the use of Office 365 and OneNote.	February 15, 2018	X	Chris Collins
2/B/3	Evaluate current Capital Projects and Technology needs to develop and present to voters a new Capital Projects Levy.	February 15, 2018	X	Ruby Perez
2/B/4	Evaluate current Maintenance and Operations needs to develop and present to voters a new Maintenance and Operations Levy.	February 15, 2018	X	Ruby Perez
2/B/5	Evaluate potential need for a Transportation Levy and present to voters such levy, if deemed necessary to the essential functions of the district's Transportation Department.	February 15, 2018	X	Ruby Perez
2/D/1	Commence review of the 300 series policies.	February 15, 2018	X	Sandy Bechtel
2/D/1	Develop the "fifth cycle" policies review process and start on review of the 4000 series policies.	February 15, 2018	X	Sandy Bechtel
3/C/5	Manage and oversee increase in availability of translations of district communications and necessary important documents.	February 15, 2018	X	Mike Ward
3/C/6	Work with internal departments to communicate details of 2018 levy.	February 15, 2018	X	Mike Ward
1/B/4	Identify barriers to student access of learning opportunities.	March 15, 2018	X	Randy Stocker
2/A/3	Provide annual audited financial statement to the School Board.	After audit completion (usually March)		Ruby Perez
3/A/3	Coordinate with Teaching and Learning to enhance orientation and growth opportunities of new hires, including opportunities for continuing employees in their first five years.	March 15, 2018	X	Janet Gavigan

4.4   Plan Timeline Summary (Continued)

G/O/T	TASKS	TIMELINE	COMP.	PRIMARY
3/A/4	Research and design a storage system (electronic and/or print) to retain historical records and legal logs related to HR.	March 15, 2018	X	Janet Gavigan
1/A/4	Begin work of identified collaborative teams.	April 15, 2018	X	Randy Stocker
1/B/5	Explore options for CTE apprenticeships and local business partnerships.	April 15, 2018	X	Randy Stocker
1/D/4	Accomplish successful migration of all students and staff to new rsd407.org domain.	April 15, 2018	X	Chris Collins
1/D/5	Evaluate the success of the 2017-2018 8th grade 1:1 take-home program.	May 15, 2018	X	Chris Collins
1/D/6	Provide detailed plan for the 2017-18 roll-out of laptops for all 6th through 12th grade students.	May 15, 2018	X	Chris Collins
1/D/7	Determine feasibility of adding sound fields in classrooms throughout the district.	May 15, 2018	X	Chris Collins
3/A/5	Contact Sherrie Evans of Educational Management Solutions for another review of the RSD HR program and provide report to the School Board.	June 15, 2018		Janet Gavigan
2/C/3	Conduct one Ad-Team emergency drill or training.	June 15, 2018		Ruby Perez
2/C/4	Evaluate and revise the Comprehensive Safety Plans.	June 15, 2018		Ruby Perez
2/C/5	Complete an annual inventory of each school's disaster container and assess inventory needs.	June 15, 2018		Ruby Perez
2/C/6	Collaborate with PTSA's to educate parents about Riverview's Emergency Plans and Procedures.	June 15, 2018		Ruby Perez
2/D/2	Commence review of the 4000 series policies.	June 15, 2018		Sandy Bechtel
3/A/5	Contact Sherrie Evans of Educational Management Solutions for another review of the RSD HR program and provide report to the School Board.	June 15, 2018		Janet Gavigan
3/B/5	Ensure branding of district logos, slogans, and images are consistent among school district pamphlets, brochures, newsletters, mailings, and all main forms of communication.	June 15, 2018		Mike Ward
3/B/6	Provide end-of-year report, including metrics, if necessary, on the strengthening of the Communications program infrastructure.	June 15, 2018		Mike Ward
3/C/7	Provide end-of-year communication report, with metrics, on increasing community outreach progress and summary of related results.	June 15, 2018		Mike Ward