

Riverview School District
Strategic Plan
2010-2015

Five-Year Plan

Prepared by:

Riverview School Board, District Staff
And
Community Members

In conjunction with:

Michael Vidos
and
Robin Nordquist

Plan implementation led by:

Dr. Anthony L. Smith

(Completion of Tasks Updated Monthly)

STRATEGIC PLANNING WORKSHOP PARTICIPANTS

Name	Representing
Sixth Edition Participants:	
Conrad Robertson	Superintendent of Schools
Dr. Anthony L. Smith	Assistant Superintendent
Dan Pflugrath	School Board Member
Carol Van Noy	School Board Member
Greg Bawden	School Board President
Lori Oviatt	School Board Member
Danny L. Edwards	School Board Member
Sandy Bechtel	Human Resources Coordinator
Leanne Christensen	Communications Coordinator
Mike Vidos	Strategic Plan Advisor
Robin Nordquist	Executive Secretary for Asst. Superintendent
Bill Adamo	Director of Business & Operations
Sandy Aitken	Teacher, Cedarcrest High School
Darcy Becker	Principal, Cherry Valley Elementary School
Connie Berg	Parent
Marilee Bosshart	Teacher, Cedarcrest High School
Suzanne Boyd	Parent
Jack Bradley	Parent
Paul Censullo	Director of Technology/PARADE
Monica Chandler	Parent
Johanna Debrecht	Parent
Sandy Dempsey	Parent
Paige Denison	Parent
Steve Denison	Parent
Janet Gavigan	Principal, Tolt Middle School
Dustin Green	Parent
Rosie Gremmert	Parent
Louisa Harm	Parent
Ken Heikkila	Director of Special Services
Pat Hinneberg	Community Member
Isabelle Jones	Community Member
Kathy Klein	Parent
Ralph Kuehn	Community Member
Ray LaBate	Assistant Principal, Cedarcrest High School
Gene Laughlin	Community Member
Clarence Lavarias	Principal, Cedarcrest High School
Cheryl Layman	Executive Assistant to Superintendent

STRATEGIC PLANNING WORKSHOP PARTICIPANTS

Name	Representing
Sixth Edition Participants (continued)	
Kim Lisk	Parent
Chris Mirecki	Teacher, Tolt Middle School
Sabrina Parnell	Parent
Jeremy Robkin	Parent
Bethany Rogers	Parent
Linda Rubin	Parent
Shannon Swift	Community Member
Barbara Toledano	Early Childhood Coordinator
Anna Marie Tracy	Community Member
Kristy Trione	Community Member
Kim Washburn	Parent
Seventh Edition Participants:	
Conrad Robertson	Superintendent of Schools
Dr. Anthony L. Smith	Assistant Superintendent
Dan Pflugrath	School Board Member
Carol Van Noy	School Board Member
Greg Bawden	School Board President
Lori Oviatt	School Board Member
Danny L. Edwards	School Board Member
Dr. Ken Heikkila	Director of Special Services
Bill Adamo	Director of Business & Operations
Sandy Bechtel	Human Resources Coordinator
Leanne Christensen	Communications Coordinator
Mike Vidos	Strategic Plan Advisor
Robin Nordquist	Executive Secretary for Asst. Superintendent

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1.0 EXECUTIVE SUMMARY

1.1 School District Overview

The Riverview School District, nestled in the lower Snoqualmie Valley, encompasses the cities of Carnation, Duvall, and surrounding areas, all of which are valued as part of the Riverview educational community. Over 375 employees serve a Pre-K-12 enrollment of approximately 3,200 students. 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. The Early Childhood Education and Assistance Program (ECEAP) meets the needs of pre-school students. In addition, Riverview has four alternative programs that include Parents and Riverview Actively Delivering Education (PARADE), a K-12 parent partnership program where parents are the primary deliverers of education; Eagle Rock Multi-Age (ERMA), a K-5 multi-age program with required parent volunteer hours; Contracted Learning for Individual Pacing (CLIP), a 10-12 program; and Choosing Heightened Options for Individually Centered Education (CHOICE), a 9-10 program.

The Riverview School District offers specialized and extracurricular programs designed to meet diverse student needs including special education, reading acceleration, academically talented and honors, fine and performing arts, vocational education, ECEAP, English Language Learners (ELL), All-Day Kindergarten, outdoor education, athletics, activities, clubs, and others.

Riverview's employees and community members are highly involved in the goal setting and strategic planning for the district. To maintain and enrich our obligation to the students, staff, parents, and community, we commit to a five-year strategic planning process.

1.2 Process

The Riverview School Board participated in a four-phase process in developing this plan between February and July 2011. It is a continuation of a very successful second strategic planning process for the period of 2005-2010. This third iteration reflects both successes from the second plan as well as new ideas, programs, and processes solicited from the School Board, Superintendent, students, staff and community members.

In the first phase, the School Board and Superintendent's Team set the new strategic direction; strategic goals were then reassessed and revised.

In the second phase, the Goal Managers collaborated to help define the objectives. These objectives define specific performance levels, show measurements, and provide realistic targets. All parties agree on the objectives and there is a tracking process that is followed.

During phase three, Riverview staff and interested community members reviewed and provided final comments on the plan prior to approval and implementation.

During phase four, the final plan was approved and adopted by the School Board. The Board also committed to continue the stringent plan management process that was so successful with the second Strategic Plan.

During June 2011, the School Board and administration reviewed the plan with the primary focus on the objectives. Changes were made which reflect new and updated tasks to be accomplished in 2011-2012.

Riverview's School Board continues to be an active participant in monitoring and providing input into the strategic planning process. This includes holding inclusive round table dialogue sessions for each building and program on an annual basis for valuable input. In addition, monthly plan status reporting and annual reviews are conducted.

The entire strategic plan is available for public viewing on the district website at www.riverview.wednet.edu. The online plan is updated monthly through public 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. This effort will be reviewed to keep the plan current and active. Additional milestones include:

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

1.4 2010-2011 Significant Accomplishments

Goal 1: Teaching and Learning

- Conducted collaborative meetings with elementary principals, psychologists and Title I/LAP staff to explore possibilities for implementation of a “Response to Intervention” (RTI) framework.
- Identified best practice screening and progress monitoring tool in the area of reading (AIMSweb).
- Conducted AIMSweb training for select staff at all elementary schools.
- Conducted piloting of AIMSweb progress monitoring.
- Completed teacher training on Student Learning Protocols, Learning Targets, and Professional Learning Communities district-wide.
- Significantly improved science scores at grades 8 and 10.
- Completed philosophy statement for district honors/highly capable program.
- Finished district outcomes and indicators for teaching 21st century skills.
- Improved partnership between technology and teaching.
- 7th grade writing scores exceeded 80% meeting standard for the first time in district history.
- Carnation Elementary received a Great Schools Award recognizing academic achievement/improvement in top 5% of Washington schools.

Goal 2: Business and Operations

- Undesignated fund balance at year end was 6.92% (\$2,186,000).
- Citizen’s budget edition (2010-2011 budget) published on district web page.
- Successfully negotiated 3-year agreement with the Certified Collective Bargaining unit.
- Building projects at Cedarcrest High School, Cherry Valley Elementary, Carnation Elementary, and the new Riverview Learning Center remained on schedule and on budget.
- Identification of minimum emergency supplies for all schools was completed.

Goal 3: Human Resources/Communications

- Implemented HRM plus updated online application system.
- Staff turnover rates significantly lower than state and national averages.
- Completed Boundary Invasion training district-wide, reducing yearly district insurance premiums by \$4,000 and received an award from Washington Risk Management Pool.
- HR staff members attended state HR conference to update knowledge concerning best practices.
- Defined requirements and began work on new district website.
- Shared results on external communications audit and implemented recommendations in the form of a five-year plan.
- Began producing new district internal E-newsletter.
- Continued to consistently share staff and student accomplishments on a monthly basis with local and regional news outlets.

2.0 PLAN DEFINITIONS

<h3>2.1 Planning Model</h3>

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. Goals are also established to provide focus and direction for all levels of the organization. As a follow-up measure, 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.
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:	Action 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

Expectations to meet are as follows:

- All students will be successful based on their identified educational needs.
- Provide a variety of programs built on data relevant principles.
- Improve MSP and HSPE students meeting standard by 2% per year on average at each grade level until results reach 95%.
- 95% on-time graduation rates.
- Drop-out rates of 3.5% or less.
- Acceptance in postsecondary two-year and four-year programs at a rate of 80% of graduating class.
- Consistently utilize district and classroom-based assessments to improve each student’s learning.
- Utilize parent, student, community, and staff surveys to measure improvement of perceptions and climate.
- Continue to improve metrics as compared to standards.
- Research and utilize “Best Practices” to improve standards as needed.
- Students possess district identified 21st century skills.

NOTE: All goals 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

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:

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

3.5 Environment

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:

- High expectations for students
- Highly qualified staff and management team
- Small district
- Student and parent commitment
- Location
- Community pride and support
- Diversity and quality of schools and programs
- Commitment to improve educational system
- Focus on student learning
- Proactive School Board
- Management of long-range planning process
- Fiscal integrity
- Stakeholder involvement
- Community outreach for identified needs
- Voter support for levies
- Excellent facilities
- Strong alternative program choices

3.5.2 Current Organizational Weaknesses

Perceived **WEAKNESSES** of the organization are:

- Achievement gaps and Adequate Yearly Progress (AYP) issues
- Percent of students meeting math and science standards is too low

3.5.3 Environmental Opportunities

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

- Increase student performance in all areas
- Increase donations and in-kind contributions, grants, and corporate partnerships
- Improve the alignment of classroom-based assessments
- Increase engagement of the community with our schools
- Increase learning opportunities for struggling students
- Increase K-12 continuity in honors and accelerated programs
- Increase culture of respect, leadership, and professionalism
- Increase extended learning opportunities
- Share resources with local governments and non-profits
- Capitalize on technology integration to increase student learning
- Share Riverview School District “Best Practices”
- Increase use of student assessments to increase student learning
- Expand district social media

3.5.4 Environmental Threats

Environmental **THREATS** to the organization are:

- State failure to fund basic education requirements as required by the constitution
- State and federal failure to provide stable consistent funding
- State and federal funding not keeping pace with mandates
- Legal liabilities
- Social media

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. Goals are 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 Continue implementation of Student Learning Protocols and Learning Targets district-wide.
- 1B Improve K-12 district-wide assessment score averages in reading, writing, math, and science by spring of 2011.
- 1C Evaluate the K-12 Academically Talented/Honors program.
- 1D Refine current interventions for all students to support student learning.
- 1E Improve on the partnership between technology and teaching through technology integration.
- 1F Complete 21st century outcomes and indicators, and publish new thinking skills model.
- 1G Establish clear operating procedures for the new Riverview Learning Center (RLC).
- 1H Research and create a process and timeline for approval and implementation of the new legislatively mandated (E2SSB) teacher and principal evaluation systems.

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 despite state funding uncertainties.
- 2B Develop and implement a process for future capital projects based on existing resources.
- 2C Monitor and exercise the Comprehensive Safety Plan.
- 2D Implement an annual district policy review process.
- 2E Define the district Superintendent succession process.

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

- 3A Continue to implement a five-year Human Resources (HR) plan.
- 3B Continue to implement the district's Communications Plan.
- 3C Develop and implement a parent and community relations program.

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 will provide an aligned, articulated, relevant, and rigorous curriculum that is frequently assessed and clearly communicated to all stakeholder groups. Adequate resources and professional development shall be provided to address identified needs. Development of Professional Learning Communities (PLCs) will be at the forefront of our efforts. Progress will be measured by local, state and national assessment scores classroom-based assessments (CBAs), and other metrics, such as surveys, drop-out rates, and college acceptance percentages. An emerging priority will be the identification and practice by students to achieve 21st century skills.

SUPPORTING OBJECTIVES:

- 1A Continue implementation of Student Learning Protocols and Learning Targets district-wide.
- 1B Improve K-12 district-wide assessment score averages in reading, writing, math, and science by spring of 2012.
- 1C Evaluate the K-12 Academically Talented/Honors program.
- 1D Refine current interventions for all students to support student learning.
- 1E Improve on the partnership between technology and teaching through technology integration.
- 1F Complete 21st century outcomes and indicators, and publish new thinking skills model.
- 1G Establish clear operating procedures for the new Riverview Learning Center (RLC).
- 1H Research and create a process and timeline for approval and implementation of the new legislatively mandated (E2SSB) teacher and principal evaluation systems.

GOAL MANAGER:

Dr. Anthony L. Smith (Assistant Superintendent)

Goal 1: Increase the academic achievement of all students.

OBJECTIVE 1A

TITLE: Continue implementation of Student Learning Protocols and Learning Targets district-wide.

DESCRIPTION:

Teachers will increase each student’s performance by implementing this objective. Continuing staff development should be provided.

PROGRESS MEASUREMENT:

- Student Learning Protocol classroom visitations scheduled.
- Learning Target trainings are offered to existing staff.
- Training on both Student Learning Protocols and Learning Targets are provided as part of the Summer Teacher Institute, Curriculum Seminar and Teacher Induction programs.

TASKS:

1. Schedule training opportunities, including classroom visitations.
2. Evaluate and edit a five-year plan to increase the personalization of student learning district-wide. Plan should be based on research and include Student Learning Protocols, Learning Targets, and training opportunities.

TIMELINE:

- September 15, 2011
- September 15, 2011

RESOURCES:

<u>Staffing</u>	<u>Cost</u>	<u>ROI</u>
Leadership Innovations Team, District Administrators, Center for Educational Effectiveness	\$26,000 per year	<ul style="list-style-type: none"> • Increased student learning • Increased peer coaching • Increased collaboration • Improved instructional practice

RESPONSIBILITIES:

<u>Primary</u>	<u>Secondary</u>
Dr. Anthony L. Smith (Assistant Superintendent)	All Certificated Staff, Program Managers

Goal 1: Increase the academic achievement of all students.

OBJECTIVE 1B

TITLE: Improve K-12 district-wide assessment score averages in reading, writing, math, and science by spring of 2011.

DESCRIPTION:

This objective will be measured by district, classroom, and state assessment results with a focus on trend data over time.

PROGRESS MEASUREMENT:

- 2% improvement of students meeting state standard in reading in 2011 compared to 2010 baseline.
- 2% improvement of students meeting state standard in writing in 2011 compared to 2010 baseline.
- 2% improvement of students meeting state standard in math in 2011 compared to 2010 baseline.
- 2% improvement of students meeting state standard in science in 2011 compared to 2010 baseline.
- Demonstrated improvement of district and classroom-based assessments.

TASKS:

1. Share comparison statistics on state tests for all schools based on Center for Educational Effectiveness scatterplot analysis.
2. Increase use of Student Online Assessment Resource (SOAR), an online student assessment data repository system that is highly accessible to teachers.
3. Continue K-12 Measurement of Academic Progress (MAP) online assessment system to increase student academic progress in mathematics.
4. Recommend K-12 math professional development model.
5. Publish and communicate scores and school improvement plans to address reading, writing, math, science, social studies, the arts, health/fitness, world languages, career and technical education, etc. improvement.

TIMELINE:

- May 15, 2012
- June 15, 2012
- October 15, 2012
- October 15, 2012
- November 15, 2012

Goal 1: Increase the academic achievement of all students.

OBJECTIVE 1B (continued)

RESOURCES:

<u>Staffing</u> Students, staff, parents, community members, outside agencies, and school districts	<u>Cost</u> \$85,000 per year	<u>ROI</u> <ul style="list-style-type: none">• Improved student performance• Improved student opportunities• Improved student options
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RESPONSIBILITIES:

<u>Primary</u> Dr. Anthony L. Smith (Assistant Superintendent)	<u>Secondary</u> Administrators, Teachers, Specialists, All Staff
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Goal 1: Increase the academic achievement of all students.

OBJECTIVE 1C

TITLE: Evaluate the K-12 Academically Talented/Honors program.

DESCRIPTION:

For the two-year period of 2010-2012 this program will be evaluated and improved where required and include a philosophy statement.

PROGRESS MEASUREMENT:

- Program is evaluated with valid and reliable methodology.
- Tasks complete.

TASKS:

1. Complete a philosophy statement for honors/highly capable program.
2. Provide mid-year report on two-year evaluation process for honors/highly capable student program.

TIMELINE:

October 15, 2011

February 15, 2012

RESOURCES:

<u>Staffing</u> All staff, external consultants	<u>Cost</u> \$5,000 per year	<u>ROI</u> Improved schools and programs
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RESPONSIBILITIES:

<u>Primary</u> Dr. Anthony Smith (Assistant Superintendent)	<u>Secondary</u> Central Office Administrators, Principals and Program Managers
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Goal 1: Increase the academic achievement of all students.

OBJECTIVE 1D

TITLE: Refine current interventions for all students to support student learning.

PROGRESS MEASUREMENT:

- Title I and LAP eligible students will have weekly progress monitoring data in the area of reading.
- Elementary schools will conduct reading screenings in fall, winter, and spring.
- School-based student assistance teams will begin to review reading screening data.
- Collaboration among general education staff and staff working in supplemental programs, i.e. Title I, LAP, special education, will work as a team to develop a continuum of interventions in reading.

TASKS:

1. Pilot progress monitoring in AIMSweb with identified students in Title I, special education, LAP reading program.
2. Implement AIMSweb screening for reading for all students in fall, winter, and spring at each elementary site.
3. Revise processes in student assistance teams to review school-wide screening data in reading.
4. Pilot scientifically research-based programs to address needs as indicated by student data.

TIMELINE:

November 15, 2011
April 15, 2012
April 15, 2012
June 15, 2012

RESOURCES:

<u>Staffing</u>	<u>Cost</u>	<u>ROI</u>
All staff and consultants	\$10,000 per year	Improved student outcomes

RESPONSIBILITIES:

<u>Primary</u>	<u>Secondary</u>
Dr. Ken Heikkila (Director of Special Services)	Dr. Anthony Smith (Assistant Superintendent)

Goal 1: Increase the academic achievement of all students.

OBJECTIVE 1E

TITLE: Improve on the partnership between technology and teaching through technology integration.

PROGRESS MEASUREMENT:

- Frequency of Technical Integration Specialists’ on-site interaction with teachers and specialists.
- Improvement of annual technology integration and proficiency survey results.
- Teacher fulfillment of their own individual technical plan.

TASKS:

1. Teach teachers on how to utilize technology to enhance student learning.
2. Report ActivBoard and presentation station increase in usage district-wide.

TIMELINE:

- January 15, 2012
- June 15, 2012

RESOURCES:

<p><u>Staffing</u> Technology Integration Specialists, Network Administrator, Computer Technicians, classroom teachers, Library Media Specialists</p>	<p><u>Cost</u> \$25,000 per year</p>	<p><u>ROI</u></p> <ul style="list-style-type: none"> • Higher student engagement • Better classroom-based projects • More relevant learning experiences • Student preparation for the real world
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RESPONSIBILITIES:

<p><u>Primary</u> Paul Censullo (Director of Technology)</p>	<p><u>Secondary</u> Dr. Anthony L. Smith (Assistant Superintendent)</p>
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Goal 1: Increase the academic achievement of all students.

OBJECTIVE 1F

TITLE: Complete 21st century outcomes and indicators, and publish new thinking skills model.

PROGRESS MEASUREMENT:

- Tasks completed and shared with Board.

TASKS:

1. Publish district outcomes and indicators.
2. Complete district thinking skills model.

TIMELINE:

November 15, 2011
May 15, 2012

RESOURCES:

<u>Staffing</u>	<u>Cost</u>	<u>ROI</u>
Dr. Anthony L. Smith (Assistant Superintendent), Marilee Bosshart, Kriss Fridenvalds, Social Studies Adoption Committee	\$4,000 per year	<ul style="list-style-type: none">• Students learn current thinking skills strategies for current and future success• District has common language for thinking skills

RESPONSIBILITIES:

<u>Primary</u>	<u>Secondary</u>
Dr. Anthony L. Smith (Assistant Superintendent)	Marilee Bosshart, Kriss Fridenvalds

Goal 1: Increase the academic achievement of all students.

OBJECTIVE 1G

TITLE: Establish clear operating procedures for the new Riverview Learning Center (RLC).

DESCRIPTION:

Provide alternative education programs to include Parents and Riverview Actively Delivering Education (PARADE), Contracted Learning for Individual Pacing (CLIP), and Choosing Heightened Options for Individually Centered Education (CHOICE). PARADE and CLIP offer a Riverview high school diploma. Complete research on the feasibility of adding a separate cyber school alternative to complement the existing programs.

PROGRESS MEASUREMENT:

- Tasks completed.

TASKS:

1. Schedule monthly staff planning meetings.
2. Produce procedures handbook.
3. Open facility successfully.
4. Conduct research on feasibility of adding cyber school alternative.
5. Provide progress report on RLC operations to the School Board.
6. Publish pertinent program information on district website.

TIMELINE:

Monthly
September 15, 2011
September 15, 2011
September 15, 2011
January 15, 2012
January 15, 2012

RESOURCES:

<u>Staffing</u>	<u>Cost</u>	<u>ROI</u>
Administrators, teachers, and support staff	\$10,000	Increased student success

RESPONSIBILITIES:

<u>Primary</u>	<u>Secondary</u>
Dr. Anthony L. Smith (Assistant Superintendent)	Paul Censullo (Director of Technology), staff of PARADE, CLIP, and CHOICE

Goal 1: Increase the academic achievement of all students.

OBJECTIVE 1H

TITLE: Research and create a process and timeline for approval and implementation of the new legislatively mandated (E2SSB) teacher and principal evaluation systems.

DESCRIPTION:

The Office of Superintendent of Public Instruction (OSPI) is currently conducting Teacher and Principal Evaluation Pilots throughout the state of Washington to determine what system or systems to adopt. The Teacher and Principal Evaluation Project (TPEP), which was created in Engrossed Second Substitute Senate Bill 6696 (E2SSB 6696) in the 2010 Legislative Session, offers Washington State the opportunity to identify the measures of effective teaching and leading. The new Washington State evaluation system must both hold educators accountable and be leverage for authentic professional growth. Central Office Administration, Riverview Education Association, and the Riverview Principal Association will all be involved in local implementation of the Senate Bill 6696.

PROGRESS MEASUREMENT:

- Tasks completed.
- Adherence with legislatively mandated timelines.

TASKS:

1. Create written process and tentative timeline for implementation of new teacher and principal evaluation systems.
2. Provide update on progress and any changes to timeline.

TIMELINE:

October 15, 2011

April 15, 2012

RESOURCES:

<u>Staffing</u>	<u>Cost</u>	<u>ROI</u>
Administrators, teachers, OSPI, WSPA, other representatives and consultants	\$3,000 per year	<ul style="list-style-type: none"> • Increased student learning • Improved performance • Improved professional growth

RESPONSIBILITIES:

<u>Primary</u>	<u>Secondary</u>
Janet Gavigan (Administrator)	Dr. Anthony L. Smith (Assistant Superintendent)

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. The district's ability to increase its reliance on local property taxes to finance basic education has increased because of recent legislative action. 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. Added this year will be a focus on a succession process to replace the district Superintendent.

SUPPORTING OBJECTIVES:

- 2A Provide a financial process that strengthens student learning despite state funding uncertainties.
- 2B Develop and implement a process for future capital projects based on current resources.
- 2C Monitor and exercise the Comprehensive Safety Plan.
- 2D Implement an annual district policy review process.
- 2E Define the district Superintendent succession process.

GOAL MANAGER:

Bill Adamo (Director of Business & Operations)

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 despite state funding uncertainties.

PROGRESS MEASUREMENT:

- Maintain a minimum of a 5% uncommitted general operating fund balance with a periodic Board of Directors’ review of that standard.
- Tasks accomplished.

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. If significant operating expenses need to be eliminated in the 2012-2013 budget, define community involvement in that process.
5. Provide annual audited financial statement to the School Board.
6. Complete Public Schools Employees (PSE) bargaining unit contract negotiations.

TIMELINE:

- Ongoing
- Monthly
- December 15, 2011
- March 15, 2012
- April 15, 2012
- August 31, 2012

RESOURCES:

<u>Staffing</u>	<u>Cost</u>	<u>ROI</u>
District Office staff and state auditor	N/A	<ul style="list-style-type: none"> • Comply with state and federal statutes • Maintain financial integrity of district’s assets • Establish positive financial standings

RESPONSIBILITIES:

<u>Primary</u>	<u>Secondary</u>
Bill Adamo (Director of Business & Operations), Paul Censullo (Director of Technology)	Principals, Paul Censullo (Director of Technology), School Board

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

OBJECTIVE 2B

TITLE: Develop and implement a process for future capital projects based on current resources.

PROGRESS MEASUREMENT:

- Tasks complete.

TASKS:

1. Assist the School Board in identifying a list of capital projects that utilize the remaining balance of the 2007 voter-approved bonds proceeds
2. Conduct public hearing to adopt a resolution authorizing the utilization of the bonds proceeds.
3. Hire consultants to help establish project scope and the resulting costs.
4. Assist the School Board in prioritizing the desired capital improvement projects and establish an implementation schedule.

TIMELINE:

- November 30, 2011
- December 15, 2011
- December 30, 2011
- March 30, 2012

RESOURCES:

<u>Staffing</u>	<u>Cost</u>	<u>ROI</u>
Conrad Robertson (Superintendent), Bill Adamo (Direction of Business & Operations), Heery International, Erickson & McGovern, Maintenance Supervisor, bond underwriters, bond counsel, School Board, and district staff	\$9,000,000 for total project	Funds for expansion, renovation, and building of new facilities to meet education needs

RESPONSIBILITIES:

<u>Primary</u>	<u>Secondary</u>
Bill Adamo (Director of Business & Operations)	Conrad Robertson (Superintendent); School Board members

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

OBJECTIVE 2C

TITLE: Monitor and exercise the Comprehensive Safety Plan.

PROGRESS MEASUREMENT:

- New safety policies and procedures, either state mandated or Board of Directors designated, updated in plan.
- Disaster container supplies and property maintained.

TASKS:

1. Remap each building that has undergone renovation to the Rapid Responder model.
2. Evaluate and revise the Comprehensive Safety Plan.
3. Ensure that each school's emergency disaster container is properly supplied.

TIMELINE:

State funding dependent
November 15, 2011
May 15, 2012

RESOURCES:

<u>Staffing</u>	<u>Cost</u>	<u>ROI</u>
Bill Adamo (Director of Business & Operations)	\$3,000 per year	<ul style="list-style-type: none"> • High level of accountability • Improved student and staff safety

RESPONSIBILITIES:

<u>Primary</u>	<u>Secondary</u>
Bill Adamo (Director of Business and Operations); Disaster Preparedness Staff (to be hired) will manage Task 2	Principals

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: Implement an annual district policy review process.

PROGRESS MEASUREMENT:

- Task complete.

TASKS:

1. Develop list of policy documents to review in 2011-2012.
2. Conduct review using new policy protocol.
3. Develop list of policies to be revised and/or eliminated.
4. Present list of policies to the School Board.
5. Eliminate/revise policies as appropriate.

TIMELINE:

October 15, 2011
March 15, 2012
May 15, 2012
May 15, 2012
June 15, 2012

RESOURCES:

<u>Staffing</u>	<u>Cost</u>	<u>ROI</u>
Administrative Council	N/A	<ul style="list-style-type: none"> • Effective policies • Efficient policies

RESPONSIBILITIES:

<u>Primary</u>	<u>Secondary</u>
Cheryl Layman (Executive Assistant to Superintendent)	Conrad Robertson (Superintendent)

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

OBJECTIVE 2E

TITLE: Define the district Superintendent succession process.

PROGRESS MEASUREMENT:

- Process defined.

TASKS:

1. Designate succession process team.
2. Develop the succession process.

TIMELINE:

November 15, 2011
December 15, 2011
to February 15, 2012

RESOURCES:

<u>Staffing</u> N/A	<u>Cost</u> None	<u>ROI</u> Ensure an efficient, timely transition process
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RESPONSIBILITIES:

<u>Primary</u> School Board President	<u>Secondary</u> Conrad Robertson (Superintendent); Succession Team
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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, effective, 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, hiring, retention, and recognition.

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 a five-year Human Resources (HR) plan.
- 3B Continue to implement the district's five-year Communications Plan.
- 3C Develop and implement a parent and community relations program.

GOAL MANAGER:

Sandy Bechtel (Human Resources Coordinator)
Leanne Christensen (Communications Coordinator)

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

OBJECTIVE 3A

TITLE: Continue to implement a five-year Human Resources (HR) plan.

PROGRESS MEASUREMENT:

- Tasks complete.
- Published evidence based on data.

TASKS:

1. Research appropriate national turnover data to determine employee retention success.
2. Provide end-of-academic-year Human Resources data report.
3. Create timeline/calendar of required dates from the collective bargaining agreements in the HR handbook.
4. Consider feasibility of adding a full-time HR Administrator.
5. Provide a four-year progress update of the five-year HR Plan.

TIMELINE:

- November 15, 2011
- November 15, 2011
- March 15, 2012
- May 15, 2012
- May 15, 2012

RESOURCES:

<u>Staffing</u>	<u>Cost</u>	<u>ROI</u>
Human Resources Department	N/A	<ul style="list-style-type: none"> • Low staff turnover • High staff morale • Improved service for staff

RESPONSIBILITIES:

<u>Primary</u>	<u>Secondary</u>
Sandy Bechtel (Human Resources Coordinator)	Dr. Anthony L. Smith (Assistant Superintendent)

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

OBJECTIVE 3B

TITLE: Continue to implement the district's Communications Plan.

PROGRESS MEASUREMENT:

- Tasks complete.

TASKS:

1. Create sponsorship program for district calendar.
2. Provide progress update on year two progress (of the five-year plan) of the Communication Plan.
3. Present end-of-year report on communication program results.

TIMELINE:

September 15, 2011
January 15, 2012
May 15, 2012

RESOURCES:

<u>Staffing</u>	<u>Cost</u>	<u>ROI</u>
Leanne Christensen (Communications Coordinator)	\$3,000 per year	<ul style="list-style-type: none">• Improve Communications Plan effectiveness• Increase district support• Increase positive perception of district

RESPONSIBILITIES:

<u>Primary</u>	<u>Secondary</u>
Leanne Christensen (Communications Coordinator)	Dr. Anthony L. Smith (Assistant Superintendent), Principals and Program Managers, Danny Edwards, and district-wide staff

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

OBJECTIVE 3C

TITLE: Develop and implement a parent and community relations program.

PROGRESS MEASUREMENT:

- Training delivered.
- New district website completed.
- District external newsletter distributed quarterly.
- Analyze survey results.

TASKS:

1. Continue to include a communications training as part of new employee orientation.
2. Design and implement new district website.
3. Conduct internal stakeholders communications survey.
4. Distribute E-newsletter via Constant Contact.

TIMELINE:

- September 15, 2011
October 15, 2011
February 15, 2012
May 15, 2012

RESOURCES:

<u>Staffing</u>	<u>Cost</u>	<u>ROI</u>
Communications and Human Resources departments, and district-wide staff	\$4,000 per year	<ul style="list-style-type: none"> • Increased parent and community support • Continued support for levies and bonds

RESPONSIBILITIES:

<u>Primary</u>	<u>Secondary</u>
Dr. Anthony Smith (Assistant Superintendent)	Leanne Christensen (Communications Coordinator), District Administrators and Staff, and Sandy Bechtel (HR Coordinator)

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. Annual Communications Plan
6. Human Resources Handbook
7. Annual Capital Facilities/Maintenance Plan
8. District Policies and Procedures

4.2 Glossary

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

Term	Definition
<i>21st 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>AP:</i>	<i>Advanced Placement</i>
<i>AYP:</i>	<i>Adequate Yearly Progress</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>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>
<i>ELL:</i>	<i>English Language Learners</i>
<i>HSPE:</i>	<i>High School Proficiency Exam</i>
<i>LAP:</i>	<i>Learning Assistance Program</i>
<i>MAP:</i>	<i>Measures of Academic Progress</i>
<i>MSP:</i>	<i>Measurement of Student Progress</i>

<i>MULTI-AGE:</i>	<i>An instructional grouping model and philosophy which groups students from two or more age or grade levels (e.g. K-1, 2-3, 4-5, 6-8, etc.)</i>
<i>NSPRA:</i>	<i>National School Public Relations Association</i>
<i>NWRDC:</i>	<i>Northwest Regional Data Center</i>
<i>OSPI:</i>	<i>Office of the Superintendent of Public Instruction</i>
<i>PARADE:</i>	<i>Parents and Riverview Actively Delivering Education (Parent Partnership Program with Parents as the primary deliverers of education)</i>
<i>PAT:</i>	<i>Program for the Academically Talented</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>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>

Stakeholders: Interested parties, internal and external, impacting the school district

WaNIC: Washington Network for Innovative Careers

WESPAC: Washington Enhanced Skyward Point and Click

4.3 Revisions Record				
Description of Revision	Pages Affected	Approved By	Accomplished By	Effective Date
Plan Finalized	All	Anthony Smith	Anthony Smith	6/28/11

4.3 Plan Timeline Summary

G/O/T	TASKS	TIMELINE	COMPLETED	Primary
1/G/1	Schedule monthly staff planning meetings.	Monthly		Anthony
2/A/2	Provide monthly financial reports to the School Board.	Monthly		Bill
2/A/1	Effectively manage the budget process to maintain a 5% uncommitted general operating fund balance.	Ongoing		Bill
2/C/1	Remap each building that has undergone renovation to the Rapid Responder model.	State funding dependent		Bill
1/A/1	Schedule training opportunities, including classroom visitations.	September 15, 2011		Anthony
1/A/2	Evaluate and edit a five-year plan to increase the personalization of student learning district-wide. Plan should be based on research and include Student Learning Protocols, Learning Targets, and training opportunities.	September 15, 2011		Anthony
1/G/2	Produce procedures handbook.	September 15, 2011		Anthony
1/G/3	Open facility successfully.	September 15, 2011		Anthony
1/G/4	Conduct research on feasibility of adding cyber school alternative.	September 15, 2011		Anthony
3/B/1	Create sponsorship program for district calendar.	September 15, 2011		Leanne
3/C/1	Continue to include a communications training as part of new employee orientation.	September 15, 2011		Anthony
1/C/1	Complete a philosophy statement for honors/highly capable program.	October 15, 2011		Anthony
1/H/1	Create written process and tentative timeline for implementation of new teacher and principal evaluation systems.	October 15, 2011		Janet
2/D/1	Develop list of policy documents to review in 2011-2012.	October 15, 2011		Cheryl
3/C/2	Design and implement new district website.	October 15, 2011		Anthony
1/D/1	Pilot progress monitoring in AIMSweb with identified students in Title I, special education, LAP reading program.	November 15, 2011		Ken
1/F/1	Publish district outcomes and indicators.	November 15, 2011		Anthony
2/C/2	Evaluate and revise the Comprehensive Safety Plan.	November 15, 2011		Bill
2/E/1	Designate succession process team.	November 15, 2011		Board President
3/A/1	Research appropriate national turnover data to determine employee retention success.	November 15, 2011		Sandy
3/A/2	Provide end-of-academic-year Human Resources data report.	November 15, 2011		Sandy
2/B/1	Assist the School Board in identifying a list of capital projects that utilize the remaining balance of the 2007 voter-approved bonds proceeds	November 30, 2011		Bill
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, 2011		Bill
2/B/2	Conduct public hearing to adopt a resolution authorizing the utilization of the bonds proceeds.	December 15, 2011		Bill
2/E/2	Develop the succession process.	December 15, 2011 to February 15, 2012		Board President
2/B/3	Hire consultants to help establish project scope and the resulting costs.	December 30, 2011		Bill

4.3 Plan Timeline Summary *(continued)*

G/O/T	TASKS	TIMELINE	COMPLETED	Primary
1/E/1	Teach teachers on how to utilize technology to enhance student learning.	January 15, 2012		Paul
1/G/5	Provide progress report on RLC operations to the School Board.	January 15, 2012		Anthony
1/G/6	Publish pertinent program information on district website.	January 15, 2012		Anthony
3/B/2	Provide progress update on year two progress (of the five-year plan) of the Communication Plan.	January 15, 2012		Leanne
1/C/2	Provide mid-year report on two-year evaluation process for honors/highly capable student program.	February 15, 2012		Anthony
3/C/3	Conduct internal stakeholders communications survey.	February 15, 2012		Anthony
2/A/4	If significant operating expenses need to be eliminated in the 2010-2012-2013 budget, define community involvement in that process.	March 15, 2012		Bill
2/D/2	Conduct review using new policy protocol.	March 15, 2012		Cheryl
3/A/3	Create timeline/calendar of required dates from the collective bargaining agreements in the HR handbook.	March 15, 2012		Sandy
2/B/4	Assist the School Board in prioritizing the desired capital improvement projects and establish an implementation schedule.	March 30, 2012		Bill
1/D/2	Implement AIMSweb screening for reading for all students in fall, winter, and spring at each elementary site.	April 15, 2012		Ken
1/D/3	Revise processes in student assistance teams to review school-wide screening data in reading.	April 15, 2012		Ken
1/H/2	Provide update on progress and any changes to timeline.	April 15, 2012		Janet
2/A/5	Provide annual audited financial statement to the School Board.	April 15, 2012		Bill
1/B/1	Share comparison statistics on state tests for all schools based on Center for Educational Effectiveness scatterplot analysis.	May 15, 2012		Anthony
1/F/2	Complete district thinking skills model.	May 15, 2012		Anthony
2/C/3	Ensure that each school's emergency disaster container is properly supplied.	May 15, 2012		Bill
2/D/3	Develop list of policies to be revised and/or eliminated.	May 15, 2012		Cheryl
2/D/4	Present list of policies to the School Board.	May 15, 2012		Cheryl
3/A/4	Consider feasibility of adding a full-time HR Administrator.	May 15, 2012		Sandy
3/A/5	Provide a four-year progress update of the five-year HR Plan.	May 15, 2012		Sandy
3/B/3	Present end-of-year report on communication program results.	May 15, 2012		Leanne
3/C/4	Distribute E-newsletter via Constant Contact.	May 15, 2012		Anthony
1/B/2	Increase use of Student Online Assessment Resource (SOAR), an online student assessment data repository system that is highly accessible to teachers.	June 15, 2012		Anthony
1/D/4	Pilot scientifically research-based programs to address needs as indicated by student data.	June 15, 2012		Ken
1/E/2	Report ActivBoard and presentation station increase in usage district-wide.	June 15, 2012		Paul
2/D/5	Eliminate/revise policies as appropriate.	June 15, 2012		Cheryl
2/A/6	Complete Public Schools Employees (PSE) bargaining unit contract negotiations.	August 31, 2012		Bill
1/B/3	Continue K-12 Measurement of Academic Progress (MAP) online assessment system to increase student academic progress in mathematics.	October 15, 2012		Anthony
1/B/4	Recommend K-12 math professional development model.	October 15, 2012		Anthony
1/B/5	Publish and communicate scores and school improvement plans to address reading, writing, math, science, social studies, the arts, health/fitness, world languages, career and technical education, etc. improvement.	November 15, 2012		Anthony