

**Riverview School District
Strategic Plan
2005-2010**

Sixth Edition

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**

<u>Name</u>	<u>Representing</u>
Sixth Edition Participants:	
Conrad Robertson	Superintendent of Schools
Dr. Anthony Smith	Assistant Superintendent
Dan Pflugrath	School Board Member
Carol Van Noy	School Board Member
Greg Bawden	School Board President
Mike Vidos	Strategic Plan Advisor
Robin Nordquist	Exec. Secretary for Asst. Superintendent
Fifth Edition Participants:	
Conrad Robertson	Superintendent of Schools
Dr. Anthony Smith	Assistant Superintendent
Bill Adamo	Director of Business & Operations
Dr. Ken Heikkila	Director Special Services
Leanne Christensen	Communications Assistant
Sandy Christian	HR Coordinator
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
Mike Vidos	Strategic Plan Advisor
Robin Nordquist	Exec. Secretary for Asst. Superintendent
Fourth Edition Participants:	
Conrad Robertson	Superintendent of Schools
Dr. Anthony Smith	Assistant Superintendent
Bill Adamo	Director of Business & Operations
Dan Pflugrath	School Board Member
Carol Van Noy	School Board Member
Phil Gore	School Board Member
Greg Bawden	School Board Member
Lori Oviatt	School Board Member
Mike Vidos	Strategic Plan Advisor
Robin Nordquist	Exec. Secretary for Asst. Superintendent
Tom Bishop	Transportation Supervisor

**STRATEGIC PLANNING
WORKSHOP PARTICIPANTS
(Continued)**

Name	Representing
Past Participants:	
Robert Johnson	Teacher, Cedarcrest High School
Joyce Trowbridge	Secretary, Carnation Elementary
Jackie Norris	Educational Assistant, Carnation Elementary
Rosie Gremmert	Parent
Regan Doyle	Fiscal Coordinator
Karen Waddington	Marketing Communications Consultant
John Nugent	Director of Business & Operations
Paul Censullo	Director of Technology
Sharon Gauthier	Executive Director of Special Services
Jan Fries	Food Service Supervisor
John Mark	Maintenance Supervisor
Carol Otness	Transportation Supervisor
Judy Kay Harris	Program Administrator, Eagle Rock Multi-Age
Carrie Cain	Teacher, Tolt Middle School
Molly Bonthius	Teacher, Cherry Valley Elementary
Devin Looijen	Community Member
Jeremy Robkin	Parent
Katy Hoesel	Community Member
Kim Lisk	Parent
Laura Smith	Parent
Leanne Christensen	Parent
Lori Oviatt	Parent
Lynne Latendresse	Parent
Maria Mahowald	Parent
Paige Denison	Parent
Pam Werner	Parent
Rosie Gremmert	Parent
Sandy Aitken	Parent
Sue Linnerooth	Parent
Suzanne Boyd	Parent

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1.0 EXECUTIVE SUMMARY

1.1 School District Overview

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. Five School Board Directors and over 350 employees serve a Pre-K-12 enrollment of over 3,000 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 ECEAP program meets the needs of preschool students. In addition, Riverview has three alternative programs that include PARADE (K-12 home school, supporting parents as the primary educators); ERMA (K-5 multi-age program with strong parent partnership); and CLIP (9-12 contracted learning program).

The Riverview School District offers specialized and extracurricular programs designed to meet the needs of students including special education, remedial reading, gifted and honors, fine and performing arts, vocational education, ECEAP, English Language Learners (ELL), All-Day Kindergarten, outdoor education, athletics, activities, clubs, and more.

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 developed a four-phase process in developing this plan during the period January through April 2005. It is a continuation of a very successful first Strategic Planning process for the period 2000-2005. This second iteration reflects both successes from the first plan as well as new ideas, programs, and processes solicited from the School Board, Superintendent, staff and community members.

In the first phase, the School Board and Superintendent's Team set the new strategic direction; strategic goals were reassessed and revised to include new curriculum and standards that address the struggling student population, and student health and nutrition needs. Additionally, a new goal 6 was added. This goal provided direction for student safety and nutrition.

In the second phase, Riverview staff and community members collaborated to provide input to the plan. Their input focused on how the plan should be implemented. During phase three, Riverview staff and interested community members helped to define the business plan, the plan that executed the strategic direction.

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 first Strategic Plan.

Phase five occurred during the annual August review of goals, objectives, and tasks. After meeting goals set forth in phase four, the plan was reduced to three goals, all aimed toward the improvement of student learning.

In revisions made in phase six (June 2007) and phase seven (June 2008), the plan continues to focus on three distinct goals, all aimed at supporting the improvement of student learning. 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 final review of the 2005-2010 version was completed in July 2009. Continued emphasis is on the three goals all aimed at improving student learning. The District will engage in a public forum to develop the 2010-2015 version on Saturday, March 27, 2010.

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. 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. The 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	June & July/Annually

In June of 2009, the School Board and District Office administrators conducted their annual review of the plan. All goals of the plan remain the same. Objectives and tasks have been updated for 2009-2010.

1.4 2008-2009 Accomplishments

Goal 1: Curriculum and Instruction

- K-12 Mathematics Committee completed research and evaluated curriculum leading to decisions to field test and pilot specific curriculum.
- Scope and Sequence documents were completed for all secondary courses.
- An ELL Program review was completed and a plan was initiated for elementary and secondary improvement of student services.
- Classroom-based performance assessments were completed district-wide in Social Studies, The Arts, and Health/Fitness.

Goal 2: Business and Operations

- Completed successful bond sale of \$15,000,000.
- Completed Cedarcrest construction projects, successfully completed pre-bid requirements, and met overall district-wide budget parameters for construction projects.
- Updated all required components of Comprehensive Safety Plan, including mapping, chemical hygiene, and disaster preparedness.

Goal 3: Human Resources/Communications

- Completed an external audit of Human Resources program by HRM-Plus and improved from a grade of C+ five years ago to a grade of A.
- Successfully implemented electronic, online application system for prospective employees.
- Added a quarterly e-letter to improve internal communications and information services. The letter focused on a wide range of topics including health and wellness, teaching and learning, facilities, finance, and human resources.

1.4.1 2007-2008 Accomplishments

Goal 1: Curriculum and Instruction

- Completed Classroom-Based Assessments (CBAs) plan for Social Studies, Health and Fitness, and the Arts.
- WASL scores continued to improve district-wide. Highlights were 10th grade writing with 94% meeting standard and 3rd grade mathematics with 82% meeting standard.
- K-12 Mathematics Visioning Team completed a high level plan aimed at improving mathematics teaching and learning.

Goal 2: Business and Operations

- Continued to maintain undesignated reserves of 5% or more.
- Completed successful capital project bid awards of \$14,293,090.
- Updated the District Comprehensive Safety Plan and Safe School Mapping requirements.

Goal 3: Human Resources/Communications

- Implemented year-round, new employee orientation program.
- Employee retention is over 90% district-wide.
- Over 100 articles prepared by the Communications Coordinator were published in *River Current News*, *Riverviews*, and *The Valley View*.

General:

- 100% of Strategic Plan Objectives and Tasks accomplished.
- Cherry Valley Elementary received prestigious State School of Distinction Award for Academic Excellence; Tolt Middle School received Honorable Mention Award.
- Continued excellent participation in district professional development (PD) with 120 staff members participating in technology classes; 40 in the Summer Teacher Institute; 25 special services employees in special education PD; 13 staff members in the CCS Teacher Leadership Institute; and 8 staff members in year-long ELL training.
- Cedarcrest High School Seniors earned more than 1.6 million dollars scholarship money.
- Best high school sports program success in Cedarcrest history.

1.5 Community Input & Belief Statements

During the development and implementation of this plan scores of interested community members contributed to the framework of the plan over the past several years. The longevity of this plan is a testament to the commitment and partnership with the community. Their belief statements are outlined below.

They believe that Riverview School District shall:

- Commit to a safe, respectful and nurturing environment.
- Embrace inclusive, progressive, and comprehensive programs born of the expertise and energy of students, staff, families, and community.
- Support a model of cooperation, innovation and excellence.
- Expect high standards for all students.
- Work in tandem with the family and greater community.
- Instill a passion for learning.
- Enhance facilities to support achievement in academics, activities, athletics, and the arts.

They believe that students shall:

- Function as responsible citizens.
- Exit with a foundation of knowledge, skills, and experience.
- Develop creativity and resiliency to thrive in a dynamic world.

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, threats, and goals. As a follow-up measure, a business plan has been developed that will provide the action steps to support the strategic plan. This effort is also included in this document.

2.2 Plan Components

The following terms describe the 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 measurable targets that include 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

Our vision is defined by the following:

- All students will be successful based on their educational needs.
- Provide a conglomerate of programs built on data relevant principles.
- 80% of students (or higher) meeting standard in all State assessed areas.
- 90% on-time graduation rates.
- Drop-out rates of less than 5%.
- Acceptance in post secondary programs at a rate of 80%.
- Consistently (weekly) utilize district and classroom-based assessments to improve each student’s learning.
- Implement parent, student, and staff surveys to measure improvement of perceptions and climate.
- Continue to improve metrics as compared to identified excellent school systems.

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 are listed alphabetically and should be viewed in their total context.

We value the following:

- Dedication to excellence
- Fostering positive relationships
- Honesty
- Inclusiveness
- Integrity
- Positive environment
- Teamwork
- Two-way communications
- Transparent Government

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
- Early childhood development
- Effective School Board
- Effective communication
- Effective intervention and acceleration programs
- Focus on student learning
- K-12 aligned curriculum
- Long range planning and implementation
- Motivated and highly qualified staff
- Ongoing staff development
- Meaningful parental engagement

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
- Great Student and parent commitment
- Location
- Community pride and support
- Diversity and quality of schools and programs
- Desire of students, staff, parents and community to improve educational system
- Focus on curriculum
- Transportation Department's safety record
- Management and implementation of facilities improvement plan
- Proactive School Board
- Recruitment and retention of highly qualified staff
- Management of long range planning process
- Fiscal responsibility
- Stakeholder involvement

3.5.2 Current Organizational Weaknesses

Perceived **WEAKNESSES** of the organization are:

- Achievement gap
- Percent of students meeting math and science standards is too low
- Lack of a coordinated district-wide Disaster Preparedness Plan

3.5.3 Environmental Opportunities

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

- Increase student performance in both math and science scores
- 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 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

3.5.4 Environmental Threats

Environmental **THREATS** to the organization are:

- State and federal funding not keeping pace with mandates
- Legal liabilities

3.6 Goals & Objectives

Goals are organizational outcomes that define what an organization is trying to accomplish both programmatically and organizationally. Objectives define how we will operationalize the goals. They are measurable targets that include tasks, dates, 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.

Identifier	Title
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GL-1 Increase the academic achievement of all students.

- 1A Increase the personalization of each student's learning by implementing a non-evaluative Student Learning Protocol and providing staff development specific to learning targets.
- 1B Improve State assessment scores in reading, writing, and math to meet or exceed 80% of students meeting standard with 60% of students meeting or exceeding standard in science by 2010.
- 1C Increase student performance in the arts, social studies, health/fitness, career and technical education, and world language as measured by classroom-based assessments.
- 1D Implement Professional Learning Communities (PLCs).
- 1E Evaluate and improve district programs.
- 1F Implement an improved Special Education program.

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

- 2A Ensure the financial integrity of the district.
- 2B Manage the implementation of the capital improvement projects that are being financed with the current and prospective bond sales.
- 2C Monitor and exercise the Comprehensive Safety Plan.
- 2D Develop and implement an annual district policy review process.

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

- 3A Implement a five-year Human Resources (HR) plan.
- 3B 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. At the same time adequate resources and professional development shall be provided to address identified needs. Development of Professional Learning Communities will be at the forefront of our efforts. Progress will be measured by State assessment scores and classroom-based assessments (CBAs). Currently, an expectation exists for 80% of all students to meet or exceed standard in reading, writing, and mathematics, along with a 60% standard in science by the year 2010.

SUPPORTING OBJECTIVES:

- 1A Increase the personalization of each student's learning by implementing a non-evaluative Student Learning Protocol and providing staff development specific to learning targets.
- 1B Improve State assessment scores in reading, writing, and math to meet or exceed 80% of students meeting standard with 60% of students meeting or exceeding standard in science by 2010.
- 1C Increase student performance in the arts, social studies, health/fitness, career and technical education, and world language as measured by classroom-based assessments.
- 1D Implement Professional Learning Communities (PLCs).
- 1E Evaluate and improve district programs.
- 1F Implement an improved Special Education program.

GOAL MANAGER:

Dr. Anthony L. Smith (Assistant Superintendent)

Goal 1: Increase the academic achievement of all students.

OBJECTIVE 1A

TITLE: Increase the personalization of student learning by implementing a non-evaluative Student Learning Protocol and providing staff development specific to learning targets.

PROGRESS MEASUREMENT:

- Student Learning Protocol training completed.
- Learning Target trainings are offered to existing staff.
- Training on both Student Learning Protocol and Learning Targets are provided as part of the Curriculum Seminar and Teacher Induction programs.

TASKS:

1. Principals and Program Managers will participate in forums on Student Learning Protocol.
2. Develop a five-year plan to increase the personalization of student learning, district-wide. Plan should be based on research and include Student Learning Protocol and Learning Targets.

TIMELINE:

October 15, 2009
January 15, 2010

RESOURCES:

<u>Staffing</u>	<u>Cost</u>	<u>ROI</u>
Leadership Innovations Team, Dr. Marilyn Simpson	\$12,000	<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)	District Administration, Principals, Program Managers

Goal 1: Increase the academic achievement of all students.

OBJECTIVE 1B

TITLE: Improve State assessment scores in reading, writing, and math to meet or exceed 80% of students meeting standard with 60% of students meeting or exceeding standard in science by 2010.

PROGRESS MEASUREMENT:

- 80% of students will meet state standard in reading, writing, and math by 2010.
- 60% of students will meet state standard in science by 2010.

TASKS:

1. Implement Student Online Assessment Resource (SOAR), an on-line student assessment data repository system that is highly assessable to teachers.
2. Implement K-12 Measurement of Academic Progress (MAP) on-line assessment system to monitor student academic progress in mathematics.
3. Provide ongoing staff development opportunities in the areas of math and science.
4. Ensure that all schools and programs provide opportunities for students not meeting standard to improve.
5. Publish and communicate scores and school improvement plans to address reading, writing, math, and science needs.
6. Define comparable Districts (Local and National) to benchmark for student learning.

TIMELINE:

- September 15, 2009
- October 15, 2009
- November 15, 2009
- November 15, 2009
- February 15, 2010
- March 15, 2010

RESOURCES:

<u>Staffing</u>	<u>Cost</u>	<u>ROI</u>
Students, staff, parents, community members, outside agencies, and school districts	\$65,000	<ul style="list-style-type: none"> • Improve student performance • Improve student opportunities • Improve student options

RESPONSIBILITIES:

<u>Primary</u>	<u>Secondary</u>
Dr. Anthony L. Smith (Assistant Superintendent)	Administrators, Teachers, Specialists, All Staff

Goal 1: Increase the academic achievement of all students.

OBJECTIVE 1C

TITLE: Increase student performance in the arts, social studies, health/fitness, career and technical education, and world language as measured by classroom-based assessments.

PROGRESS MEASUREMENT:

- Assessment results are tabled online and results are shared with the School Board.
- Tasks complete.

TASKS:

1. Create final plan for implementation of classroom-based assessments in the areas of social studies, health/fitness, the arts, and world language.
2. Evaluate and revise current K-5 core grade level expectations on the district curriculum website.

TIMELINE:

December 15, 2009
December 15, 2009

RESOURCES:

<u>Staffing</u>	<u>Cost</u>	<u>ROI</u>
OSPI, Internal and External Teacher Experts	\$4,000 per year	<ul style="list-style-type: none"> • Increased student performance in all areas • Increased student options • Balanced liberal arts education

RESPONSIBILITIES:

<u>Primary</u>	<u>Secondary</u>
Dr. Anthony L. Smith (Assistant Superintendent)	Administrators, TOSAs, Building/Program Learning Improvement Teams

Goal 1: Increase the academic achievement of all students.

OBJECTIVE 1D

TITLE: Implement Professional Learning Communities (PLCs).

PROGRESS MEASUREMENT:

- Ad-Council (principals and program managers) become a PLC.
- Groups of Teachers in each building and program are trained.
- Groups of Teachers in each building and program function as PLCs.

TASKS:

1. Train administrators and selected teachers in PLC model.
2. Provide coaching support for principals and teachers engaged in PLCs.
3. Monitor and report progress of PLCs.

TIMELINE:

September 15, 2009
January 15, 2010
March 15, 2010

RESOURCES:

<u>Staffing</u>	<u>Cost</u>	<u>ROI</u>
District Office staff, district-wide staff, and Leadership Innovations Team	\$5,000	<ul style="list-style-type: none"> • Teachers and Administrators identify needs • Increased student performance • Professional development is aligned to instruction

RESPONSIBILITIES:

<u>Primary</u>	<u>Secondary</u>
Dr. Anthony L. Smith (Assistant Superintendent)	Administrators, Teachers, Specialists, All Staff

Goal 1: Increase the academic achievement of all students.

OBJECTIVE 1E

TITLE: Evaluate and improve district programs.

PROGRESS MEASUREMENT:

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

TASKS:

1. Provide plan for two-year evaluation process for honors/highly capable student program.
2. Report on the progress of the ELL program evaluation.
3. Report on the evaluation results and provide recommendations for future improvement of the ELL program.
4. Complete a philosophy statement for honors/highly capable program.

TIMELINE:

November 15, 2009
November 15, 2009
April 15, 2010
April 15, 2010

RESOURCES:

<u>Staffing</u> All staff, external consultants	<u>Cost</u> \$5,000	<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 1F

TITLE: Implement an improved Special Education program.

PROGRESS MEASUREMENT:

- New plan completed.
- New program is implemented.
- Tasks complete.

TASKS:

1. Implement Transition processes for students meeting High School graduation requirements.
2. Implement Transition processes for students whose educational requirements will end at age 21.

TIMELINE:

November 15, 2009

November 15, 2009

RESOURCES:

<u>Staffing</u>	<u>Cost</u>	<u>ROI</u>
All special services staff, external consultant, KC DD department, vendors	\$10,000	Improved program

RESPONSIBILITIES:

<u>Primary</u>	<u>Secondary</u>
Dr. Ken Heikkila (Director of Special Services)	Dr. Anthony 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. A yearly minimum 5% uncommitted general operating fund balance will 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.

SUPPORTING OBJECTIVES:

- 2A Ensure the financial integrity of the district.
- 2B Manage the implementation of the capital improvement projects that are being financed with the current and prospective bond sales.
- 2C Monitor and exercise the Comprehensive Safety Plan.
- 2D Develop and implement an annual district policy review 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: Ensure the financial integrity of the district.

PROGRESS MEASUREMENT:

- Maintain a minimum of a 5% uncommitted general operating fund balance.

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. Manage the proposed Transportation & Vehicle, Maintenance & Operations, and Technology levies.
4. Provide annual financial reports to the School Board.
5. If significant operating expenses need to be eliminated in the 2010-2011 budget, define community involvement in the process.
6. Improve existing annual financial reports by adding more description to the narrative highlights section which highlights changes; adding a revenue pie chart; and posting the document on the district's web page.
7. Successfully complete negotiations of the certified staff collective bargaining agreement.

TIMELINE:

Ongoing at monthly Board meetings
Monthly
February 9, 2010

February 15, 2010
February 15, 2010

March 15, 2010

June 15, 2010

RESOURCES:

<u>Staffing</u>	<u>Cost</u>	<u>ROI</u>
District Office staff and state auditor	Per program budget	<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) will manage the Technology Levy; Conrad Robertson (Superintendent) will manage Task 3	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: Manage the implementation of the capital improvement projects that are being financed with the current and prospective bond sales.

PROGRESS MEASUREMENT:

- Successful bid awards that fall within the financing capabilities of the district.
- Successful sale of bonds.

TASKS:

1. Report on the development of the remaining four capital projects and their respective timelines.
2. Facilitate the sale of bonds \$11,500,000.

TIMELINE:

Ongoing on a monthly basis
January 1, 2010

RESOURCES:

<u>Staffing</u>	<u>Cost</u>	<u>ROI</u>
Superintendent, Direction of Business & Operations, Heery International, Erickson & McGovern, Maintenance Supervisor, bond underwriters, bond counsel, School Board, and district staff	\$28,000,000	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)	Sean Ryan, Heery International

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:

- Task complete.

TASKS:

1. Evaluate and revise the Comprehensive Safety Plan.
2. Conduct an inventory of contents (disaster container supplies) and devise a plan for yearly inventory.
3. Assess current student threat assessment procedures with each building principal.

TIMELINE:

- March 15, 2010
- November 15, 2010
- November 15, 2010

RESOURCES:

<u>Staffing</u>	<u>Cost</u>	<u>ROI</u>
Director of Business & Operations	\$1,500	<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

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

OBJECTIVE 2D

TITLE: Develop and implement an annual district policy review process.

PROGRESS MEASUREMENT:

- Task complete.

TASKS:

1. Develop list of policy documents to review in 2009/2010.
2. Develop review policy protocol.
3. Conduct review.
4. Develop list of policies to be revised and/or eliminated.
5. Present list of policies to the School Board.
6. Eliminate/revise policies as appropriate.

TIMELINE:

October 15, 2009
November 15, 2009
March 15, 2010
May 15, 2010
May 15, 2010
June 15, 2010

RESOURCES:

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

RESPONSIBILITIES:

<u>Primary</u>	<u>Secondary</u>
Conrad Robertson	Cheryl Layman

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 recruitment and selection system to ensure equal opportunities for employment and excellence in staff 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, with consistent improvement of the program as outlined in the District's Communication plan. Additionally, an emphasis will be placed on researching and emphasizing effective community relations models to best meet our publics' needs.

SUPPORTING OBJECTIVES:

- 3A Implement a five-year Human Resources (HR) plan.
- 3B Implement the District's Communications Plan.
- 3C Develop and implement a Parent and Community relations program.

GOAL MANAGER:

Dr. Anthony L. Smith (Assistant Superintendent)

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

OBJECTIVE 3A

TITLE: Implement a five-year Human Resources (HR) plan.

PROGRESS MEASUREMENT:

- Task complete.
- Published evidence based on data.

TASKS:

1. Report on progress of new five-year HR plan.
2. Provide HR metrics that demonstrate improvement in HR program.
3. Provide a two-year progress update of the five-year HR plan.

TIMELINE:

February 15, 2010
May 15, 2010
September 15, 2010

RESOURCES:

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

RESPONSIBILITIES:

<u>Primary</u>	<u>Secondary</u>
Sandy Christian (Human Resources Coordinator)	Dr. Anthony L. Smith (Assistant Superintendent), Bill Adamo (Director of Business & Operations)

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

OBJECTIVE 3B

TITLE: Implement the District’s Communications Plan.

PROGRESS MEASUREMENT:

- Tasks complete.

TASKS:

1. Complete external audit of communications program by Gay Campbell of National School Public Relations Association.
2. Share results of communication audit and provide written recommendations.
3. Complete an analysis of effective electronic communication systems that districts use to communicate with parent and community stakeholders.
4. Apply for one district level award to recognize district success.
5. Provide communication program metrics that demonstrate improvement in program.

TIMELINE:

- February 15, 2010
- March 15, 2010
- March 15, 2010
- April 15, 2010
- May 15, 2010

RESOURCES:

<u>Staffing</u>	<u>Cost</u>	<u>ROI</u>
Communications Assistant	\$1,500	<ul style="list-style-type: none"> • Highly trained staff • Adhere to legal regulations and requirements • High staff morale • Smooth transition into the district

RESPONSIBILITIES:

<u>Primary</u>	<u>Secondary</u>
Leanne Christensen	Dr. Anthony L. Smith (Assistant Superintendent), Principals and Program Managers

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.

TASKS:

1. Continue to include a communications/staff-student-parent-community relations component as part of new employee orientation.
2. Study possible options for consistent training in customer service models for all staff.
3. Develop five-year program to train all employees.
4. Lead and monitor employees in new protocols.

TIMELINE:

Ongoing
November 15, 2009
January 15, 2010
May 15, 2010

RESOURCES:

<u>Staffing</u>	<u>Cost</u>	<u>ROI</u>
Communications and Human Resources department and district-wide staff	\$4,000	<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 Assistant), District Administrators and Staff, Sandy Christian, School Board Dan Pflugrath and Greg Bawden

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

Identify acronyms and unusual terms. Identify what the acronyms represent and the terms mean. Some examples are:

Term	Definition
AP:	<i>Advanced Placement</i>
AYP:	<i>Adequate Yearly Progress</i>
CLIP:	<i>Contracted Learning for Individualized Pacing</i>
CPT:	<i>Collaborative Planning Time</i>
ECEAP:	<i>Early Childhood Education and Assistance Program</i>
EEOC:	<i>Equal Employment Opportunity Commission</i>
EFB:	<i>Ending Fund Balance</i>
ELL:	<i>English Language Learners</i>
K-5 LEARNING TEAMS:	<i>An innovative way of grouping students in K-5 teams (i.e. 1/2, 4/5, etc.). Students are with the same team of three teachers for all six years. Provides more opportunities for staff and student collaboration for longer periods of time.</i>
MULTIAGE:	<i>An instructional grouping model and philosophy which groups students from two or more age or grade levels (i.e. 1/2, 4/5, etc.</i>
NEVAC:	<i>North East Vocational Area Cooperative</i>
NSPRA	<i>National School Public Relations Association</i>
NWRDC:	<i>Northwest Regional Data Center</i>
OSPI:	<i>Office of the Superintendent of Public Instruction</i>

<i>PARADE:</i>	<i>Parents and Riverview Actively Delivering Education (Home school Program with Parents as the primary educator)</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>2yr, 4yr, technical schools, etc</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>Stakeholders:</i>	<i>Interested parties, internal and external, impacting the school district</i>
<i>WASL:</i>	<i>Washington Assessment of Student Learning</i>
<i>WESPaC:</i>	<i>Washington Enhanced Skyward Point and Click</i>

4.3 Revisions Record				
Description of Revision	Pages Affected	Approved By	Accomplished By	Effective Date
Annual Review	All	School Board	Anthony Smith	6/16/09
Plan Finalized	All	Anthony Smith	Anthony Smith	8/25/09
Update Tasks Completed	23-37	Anthony Smith	Anthony Smith	9/22/09
Update Tasks Completed	23-37	Anthony Smith	Anthony Smith	10/27/09

4.3 Plan Timeline Summary

G/O/T	TASKS	TIMELINE	COMPLETED	Primary
2/A/1	Effectively manage the budget process to maintain a 5% uncommitted general operating fund balance.	Ongoing at monthly Board meetings	10/27/09	Bill
2/B/1	Report on the development of the remaining four capital projects and their respective timelines.	Ongoing on a monthly basis	10/27/09	Bill
3/C/1	Continue to include a communications /staff-student-parent-community relations component as part of new employee orientation.	Ongoing	10/27/09	Anthony
2/A/2	Provide monthly financial reports to the School Board.	Monthly	10/27/09	Bill
1/B/1	Implement Student Online Assessment Resource (SOAR), an on-line student assessment data repository system that is highly assessable to teachers.	September 15, 2009	X	Anthony
1/D/1	Train administrators and selected teachers in PLC model.	September 15, 2009	X	Anthony
1/A/1	Principals and Program Managers will participate in forums on Student Learning Protocol.	October 15, 2009	X	Anthony
1/B/2	Implement K-12 Measurement of Academic Progress (MAP) on-line assessment system to monitor student academic progress in mathematics.	October 15, 2009	X	Anthony
2/D/1	Develop list of policy documents to review in 2009/2010.	October 15, 2009	X	Conrad
1/B/3	Provide ongoing staff development opportunities in the areas of math and science.	November 15, 2009		Anthony
1/B/4	Ensure that all schools and programs provide opportunities for students not meeting standard to improve.	November 15, 2009		Anthony
1/E/1	Provide plan for two-year evaluation process for honors /highly capable student program.	November 15, 2009		Anthony
1/E/2	Report on the progress of the ELL program evaluation.	November 15, 2009		Anthony
1/F/1	Implement Transition processes for students meeting High School graduation requirements.	November 15, 2009		Anthony
1/F/2	Implement Transition processes for students whose educational requirements will end at age 21.	November 15, 2009		Anthony
2/D/2	Develop review policy protocol.	November 15, 2009	X	Conrad
3/C/2	Study possible options for consistent training in customer service models for all staff.	November 15, 2009		Anthony
1/C/1	Create final plan for implementation of classroom-based assessments in the areas of social studies, health/fitness, the arts, and world language.	December 15, 2009		Anthony
1/C/2	Evaluate and revise current K-5 core grade level expectations on the district curriculum website.	December 15, 2009		Anthony
2/B/2	Facilitate the sale of bonds \$11,500,000.	January 1, 2010		Bill
1/A/2	Develop a five-year plan to increase the personalization of student learning, district-wide. Plan should be based on research and include Student Learning Protocol and Learning Targets.	January 15, 2010		Anthony
1/D/2	Provide coaching support for principals and teachers engaged in PLCs.	January 15, 2010		Anthony
3/C/3	Develop five-year program to train all employees.	January 15, 2010		Anthony
2/A/3	Manage the proposed Transportation & Vehicle, Maintenance & Operations, and Technology levies.	February 9, 2010		Bill
1/B/5	Publish and communicate scores and school improvement plans to address reading, writing, math, and science needs.	February 15, 2010		Anthony
2/A/4	Provide annual financial reports to the School Board.	February 15, 2010		Bill
2/A/5	If significant operating expenses need to be eliminated in the 2010-2011 budget, define community involvement in the process.	February 15, 2010		Bill
3/A/1	Report on progress of new five-year HR plan.	February 15, 2010		Sandy
3/B/1	Complete external audit of communications program by Gay Campbell of National School Public Relations Association.	February 15, 2010		Leanne
1/B/6	Define comparable Districts (Local and National) to benchmark for student learning.	March 15, 2010		Anthony
1/D/3	Monitor and report progress of PLCs.	March 15, 2010		Anthony

4.3 Plan Timeline Summary (continued)

G/O/T	TASKS	TIMELINE	COMPLETED	Primary
2/A/6	Improve existing annual financial reports by adding more description to the narrative highlights section which highlights changes; adding a revenue pie chart; and posting the document on the district's web page.	March 15, 2010		Bill
2/C/1	Evaluate and revise the Comprehensive Safety Plan.	March 15, 2010		Bill
2/D/3	Conduct review.	March 15, 2010		Conrad
3/B/2	Share results of communication audit and provide written recommendations.	March 15, 2010		Leanne
3/B/3	Complete an analysis of effective electronic communication systems that districts use to communicate with parent and community stakeholders.	March 15, 2010		Leanne
1/E/3	Report on the evaluation results and provide recommendations for future improvement of the ELL program.	April 15, 2010		Anthony
1/E/4	Complete a philosophy statement for honors/highly capable program.	April 15, 2010		Anthony
3/B/4	Apply for one district level award to recognize district success.	April 15, 2010		Leanne
2/D/4	Develop list of policies to be revised and/or eliminated.	May 15, 2010		Conrad
2/D/5	Present list of policies to the School Board.	May 15, 2010		Conrad
3/A/2	Provide HR metrics that demonstrate improvement in HR program.	May 15, 2010		Sandy
3/B/5	Provide communication program metrics that demonstrate improvement in program.	May 15, 2010		Leanne
3/C/4	Lead and monitor employees in new protocols.	May 15, 2010		Anthony
2/A/7	Successfully complete negotiations of the certified staff collective bargaining agreement.	June 15, 2010		Bill
2/D/6	Eliminate/revise policies as appropriate.	June 15, 2010		Conrad
3/A/3	Provide a two-year progress update of the five-year HR plan.	September 15, 2010		Sandy
2/C/2	Conduct an inventory of contents (supplies) and devise a plan for yearly inventory.	November 15, 2010		Bill
2/C/3	Assess current student threat assessment procedures with each building principal.	November 15, 2010		Bill