

Riverview School District Strategic Plan

2018-2020

Five-Year Plan

Prepared by:

Riverview School Board, District Staff
And
Community Members

In conjunction with:

Michael Vidos
and
Sandy Bechtel

Plan implementation led by:

Janet Gavigan

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

(Completion of Tasks Updated Monthly)

STRATEGIC PLANNING WORKSHOP PARTICIPANTS

Name	Representing
Participants in 2018:	
Dr. Anthony L. Smith	Superintendent of Schools
Carol Van Noy	School Board President
Jodi Fletcher	School Board Member
Lori Oviatt	School Board Member
Sabrina Parnell	School Board Member
Danny L. Edwards	School Board Member
Dr. Ken Heikkila	Outgoing Director of Student Services
Molly Lutz	Incoming Director of Student Services
Ruby Perez	Director of Business & Operations
Christopher Collins	Director of Information Technology
Dr. Randy Stocker	Director of Teaching & Learning
Janet Gavigan	Strategic Plan Leader & Assistant Superintendent, Human Resources
Donna Reier	Human Resources Coordinator
Sandy Bechtel	Executive Assistant to the Superintendent
Michael Ward	Communications Coordinator
Mike Vidos	Strategic Plan Advisor

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1.0 EXECUTIVE SUMMARY

1.1 School District Background

The Riverview School District, nestled in 250 acres of lower Snoqualmie Valley, encompasses the cities of Carnation, Duvall, and surrounding areas of eastern King County, all of which are valued contributors to the Riverview educational community. Over 400 employees serve a Pre-K-12 enrollment of approximately 3,250 students. Currently, the district is focusing work on meeting identified “Classroom of the Future” outcomes and indicators by “personalizing student learning with an equity lens.” Personalizing learning will best prepare students for college, career, and life. We will rely on on research, best practice, and applicability to our setting, as we continue this effort.

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

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

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

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

1.2 Process

Members of the Riverview School Board and professional staff participated conducted a three-phase process in developing this plan between February and May, 2018. This process has been utilized for eighteen years with success. In the first phase, key administration representatives developed the action plan. In the second phase, the action plan was presented to the Board and key constituencies for comment/approval. In phase three, the plan was formally adopted.

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

1.3 The Next Steps

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

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

2.0 PLAN DEFINITIONS

2.1 Planning Model

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

2.2 Plan Components

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

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

3.0 THE STRATEGIC PLAN

3.1 Vision

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

To become a national model of educational excellence

3.2 Mission

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

Educate Children

3.2a Expectations

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

- Provide a variety of programs and partnerships built on data relevant principles.
- Increase on-time graduation rate.
- Demonstrate progress toward college and career readiness through postsecondary Certification program.

3.3 Values

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

We agree to **foster relationships** in ways that are **student centered and team oriented**, representing our shared values of:

- Honesty
- Inclusiveness
- Integrity
- Engagement

3.4 Critical Success Factors

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

THE CRITICAL SUCCESS FACTORS:

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

3.5 Environment (SWOT)

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

3.5.1 Current Organizational Strengths

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

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

3.5.2 Current Organizational Weaknesses

Perceived **WEAKNESSES** of the organization are:

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

3.5.3 Environmental Opportunities

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

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

3.5.4 Environmental Threats

Environmental **THREATS** to the organization are:

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

3.6 Goals & Objectives

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

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

Goal 1: Increase the academic achievement of all students.

- 1A Further develop curriculum and supports for student learning.
- 1B Align initiatives of Information Technology (IT), Student Services (SS), and Teaching and Learning (T&L).

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

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

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

- 3A Implement the 2018-2023 Human Resources (HR) Plan.
- 3B Strengthen communications program infrastructure.
- 3C Continue to increase community outreach.

GOAL 1

TITLE: Increase the academic achievement of all students.

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

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

SUPPORTING OBJECTIVES:

- 1A Further develop curriculum and supports for student learning.
- 1B Align initiatives of Information Technology (IT), Student Services (SS), and Teaching and Learning (T&L).

GOAL MANAGER:

Dr. Randy Stocker, Director of Teaching & Learning

SUPPORTING OBJECTIVE MANAGERS:

Christopher Collins, Director of Information Technology
Molly Lutz, Director of Student Services

Goal 1: Increase the academic achievement of all students.

OBJECTIVE 1A

TITLE: Further develop curriculum and supports for student learning.

PROGRESS MEASUREMENT:

- Complete building level data supportive of district and school efforts (T&L)
- Convene a team to begin initial development of 3-5 year plan (SS)
- Complete qualifying criteria aligned with policy and procedures and communicated with staff (T&L)

TASKS:

- | | |
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| <ol style="list-style-type: none"> 1. Refine data disaggregation and delivery for school leaders (T&L). 2. Analyze program review recommendation to develop a 3-5 year plan based on a special education program review completed in 17/18 (SS). 3. Research and pilot Student-Led Technology Support Model (IT). 4. Review qualifying criteria and services for students served by EL, Title, and LAP programs (T&L). 5. Assess supports/needs for those served by Student Services Department, meet with principals and school teams quarterly (SS). 6. Identify and develop curriculum supports for students as determined by classroom, building, and state assessments (T&L). 7. Implement Learning Management System (LMS) that integrates with O356/Teams (IT). | <p><u>TIMELINE:</u></p> <p>October 15, 2018
October 15, 2018
January 15, 2019
January 15, 2019
March 15, 2019
March 15, 2019
May 15, 2019</p> |
|---|--|

RESOURCES:

<u>Staffing</u>	<u>Cost</u>	<u>ROI</u>
Site Technology Representatives (STR), Learning Coaches, Support Staff from IT, SS, and T&L	\$45,000 (IT) \$30,000 (SS) \$20,000 (T&L)	<ul style="list-style-type: none"> • Increased technology support and efficiency • Data to inform instruction • Curriculum and service support for students

RESPONSIBILITIES:

<u>Primary</u>	<u>Secondary</u>
Dr. Randy Stocker, Director of Teaching & Learning	Christopher Collins, Director of Information Technology Molly Lutz, Director of Student Services

Goal 1: Increase the academic achievement of all students.

OBJECTIVE 1B

TITLE: Align initiatives of Information Technology (IT), Student Services (SS), and Teaching and Learning (T&L).

PROGRESS MEASUREMENT:

- Develop communication plan and structure for department sharing of initiatives (T&L).
- Completed data gathering from staff regarding professional learning (T&L).
- Completed information gathering from the Tiered Fidelity Inventory regarding implementation of PBIS (SS).

TASKS:

- | | |
|---|--|
| 1. Develop professional learning calendar that supports the initiatives of the three departments (T&L). | <u>TIMELINE:</u>
November 15, 2018 |
| 2. Complete secondary device initiative at Cedarcrest High School (IT). | November 15, 2018 |
| 3. Provide data informed professional learning for staff (T&L). | March 15, 2019 |
| 4. Identify intersections and overlaps of initiatives of the three departments (T&L). | April 15, 2019 |
| 5. Training on Multi-Tiered Systems of Support for administrators and counseling staff (SS). | April 15, 2019 |
| 6. Revise district and school websites to reflect federal changes regarding ADA compliance (IT). | May 15, 2019 |
| 7. Implement PBIS Tier 2 training for Elementary and Tier 2 PBIS training for the High School and Middle School (SS). | May 15, 2019 |

RESOURCES:

<u>Staffing</u>	<u>Cost</u>	<u>ROI</u>
Learning Coaches, Ad Council, T&L, IT, and SS, Communication Coordinator, Site Webmasters	\$40,000 (T&L) \$100,000 (SS) \$500,000 (IT)	<ul style="list-style-type: none"> • Increased student learning • Increase Positive Behavior Supports • Intentional staff learning • Increased alignment across departments • Federal compliance

RESPONSIBILITIES:

<u>Primary</u>	<u>Secondary</u>
Dr. Randy Stocker, Director of Teaching & Learning	Christopher Collins, Director of Information Technology Molly Lutz, Director of Student Services

GOAL 2

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

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

SUPPORTING OBJECTIVES:

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

GOAL MANAGER:

Ruby Perez, Director of Business & Operations

SUPPORTING OBJECTIVE MANAGERS:

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

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

OBJECTIVE 2A

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

PROGRESS MEASUREMENT:

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

TASKS:

- | | |
|--|---|
| <ol style="list-style-type: none"> 1. Effectively manage the budget process to maintain a 5% uncommitted general operating fund balance. 2. Update on an annual basis the web-published “citizens” budget which includes an analysis that demonstrates the district’s commitment to student learning. 3. Provide annual audited financial statement to the School Board. 4. Refinance existing bond issues if market conditions are favorable. 5. Review district internal controls for federal grants and implement new guidelines to ensure federal compliance. 6. Assess and identify training needs for Transportation, Food Services, and Maintenance and Operations personnel. | <p><u>TIMELINE:</u></p> <p>Ongoing</p> <p>December 31, 2018</p> <p>After audit completion</p> <p>Any time during the fiscal year</p> <p>June 15, 2019</p> <p>June 15, 2019</p> |
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RESOURCES:

<u>Staffing</u>	<u>Cost</u>	<u>ROI</u>
District Office staff, State auditor, Finance Team	\$30,000; \$75,000 for each bond issue	<ul style="list-style-type: none"> • Comply with state and federal statutes • Maintain financial integrity of district’s operations and assets • Maintain positive financial standings • Reduced interest expenses to save district tax payers

RESPONSIBILITIES:

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

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

OBJECTIVE 2B

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

PROGRESS MEASUREMENT:

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

TASKS:

1. Implement current year prioritized capital project(s) and establish new priorities annually.
2. Review district best practices; develop and review final process.
3. Assemble and complete recommendations for pre-bond planning.

TIMELINE:

September 30, 2018
June 15, 2019
June 15, 2019

RESOURCES:

<u>Staffing</u>	<u>Cost</u>	<u>ROI</u>
Project Management Firm	\$200,000	Assist in pre-bond planning for 2020 Capital Bond

RESPONSIBILITIES:

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

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

OBJECTIVE 2C

TITLE: Manage all aspects of the District’s Safety and Emergency Operations Plans.

PROGRESS MEASUREMENT:

- Complete disaster container supply itemization.
- Complete the Emergency Operations Plan and Emergency Operations Field Guide training and procedures.

TASKS:

TIMELINE:

- | | |
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| <ol style="list-style-type: none"> 1. Confirm annual implementation of building-level Emergency Response Teams (ERT) and associated tasks to include: <ol style="list-style-type: none"> a. Assign roles/responsibilities to team members in their ICS Organization Chart b. Plan a minimum of one meeting each year to discuss the respond plans and maintain a high level of readiness. c. Each ERT will drill one scenario a year related to a building emergency. 2. Tasks from the 5-year Emergency Management Committee Plan will be updated and implemented. The district will focus on ALICE training and application for the 2018-19 school year. 3. Conduct one Ad Team emergency drill or training. 4. Evaluate and revise the Comprehensive Safety Plans. 5. Complete an annual inventory of each school’s disaster container and assess inventory needs. 6. Collaborate with PTSA’s to educate parents about Riverview’s Emergency Plans and Procedures. 7. Research and implement best practices related to Emergency Management. 8. Implement a safety and threat assessment process at the secondary and elementary level. | <p>October 15, 2018</p> <p>Ongoing</p> <p>June 15, 2019</p> <p>June 15, 2019</p> <p>June 15, 2019</p> <p>June 15, 2019</p> <p>Ongoing</p> <p>June 15, 2019</p> |
|--|--|

RESOURCES:

<p><u>Staffing</u> Emergency Operations Plan Manager (contractor)</p> <p><u>Reference Materials</u> Disaster and Emergency Preparedness 5-Year Plan</p>	<p><u>Cost</u> \$40,000 per year</p>	<p><u>ROI</u></p> <ul style="list-style-type: none"> • High level of accountability • 2018-19 focus on ALICE training and implementation
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RESPONSIBILITIES:

<p><u>Primary</u> Ruby Perez, Director of Business & Operations</p>	<p><u>Secondary</u> Emergency Operations Plan Manager will manage Tasks</p>
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Goal 2: Provide a financial process, business practices, and safe facilities to support the improvement of student learning.

OBJECTIVE 2D

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

PROGRESS MEASUREMENT:

- Tasks complete.

TASKS:

1. Begin review of the 5000 series (Personnel) policies.
2. Commence review of the 5000 series (Personnel) policies.
3. Begin review of the 6000 series (Management Support) policies.
4. Eliminate, add or revise policies as appropriate.

TIMELINE:

November 15, 2018
May 15, 2019
June 15, 2019

Ongoing

RESOURCES:

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

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

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

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

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

SUPPORTING OBJECTIVES:

- 3A Implement the 2018-2023 Human Resources (HR) Plan.
- 3B Strengthen communications program infrastructure.
- 3C Continue to increase community outreach.

GOAL MANAGER:

Janet Gavigan, Assistant Superintendent, Human Resources

SUPPORTING OBJECTIVE MANAGERS:

Mike Ward, Communications Coordinator

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

OBJECTIVE 3A

TITLE: Implement the 2018-2023 Human Resources (HR) Plan.

PROGRESS MEASUREMENT:

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

TASKS:

1. Recruit, select and retain highly qualified staff to increase student learning and report turnover/retention data.
2. Monitor and finalize process to open up all professional learning opportunities for substitutes that are offered to continuing staff.
3. Coordinate with Teaching and Learning to restructure and implement new employee orientation/onboarding and mentoring program, including professional learning opportunities for continuing employees in their first five years.
4. Expand training role of HR topics for both administrators and building staff in the areas of teacher quality, customer service, endorsements, paraeducator requirements, and other legal requirements
5. Create a review cycle for job description updates.

TIMELINE:

- November 15, 2018
- January 15, 2019
- March 15, 2019
- April 15, 2019
- May 15, 2019

RESOURCES:

<u>Staffing</u>	<u>Cost</u>	<u>ROI</u>
Human Resources Department	\$1,660 (Para) \$2,000 (Sub PL)	<ul style="list-style-type: none"> • Staff turnover under national averages. • High staff morale. • Improved service for staff.

RESPONSIBILITIES:

<u>Primary</u>	<u>Secondary</u>
Janet Gavigan, Assistant Superintendent, Human Resources	Donna Reier, HR Coordinator Stacy Cook, HR Specialist/Reception Sherrie Evans, HRMPlus/Consultant

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

OBJECTIVE 3B

TITLE: Strengthen communications program infrastructure.

PROGRESS MEASUREMENT:

- Completed onboarding document distributed district-wide.
- Completed updated web page for Communications Program.
- Video communications shared with public.

TASKS:

- | | |
|--|--|
| <ol style="list-style-type: none"> 1. Ensure branding of district logos, slogans, and images are consistent among school district pamphlets, brochures, newsletters, mailings, and all main forms of communication. 2. Collaborate with Superintendent on <i>The Riverview Way</i> onboarding document. 3. Create Communications home/portal on Riverview School District website. 4. Continue incorporation of video communications in existing communication strategies. 5. Increase participation in professional learning and networking regionally and nationally. 6. Provide end-of-year report, including metrics, if necessary, on the strengthening of the Communications program infrastructure. | <p><u>TIMELINE:</u></p> <p>Ongoing</p> <p>September 15, 2018</p> <p>October 15, 2018</p> <p>February 15, 2019</p> <p>June 15, 2019</p> <p>June 15, 2019</p> |
|--|--|

RESOURCES:

<p><u>Staffing</u> Communications Coordinator</p>	<p><u>Cost</u> TBD</p>	<p><u>ROI</u></p> <ul style="list-style-type: none"> • Complete onboarding document distributed in use district-wide. • Communications continues transparency. • Video offers new visibility to district news. • Increased knowledge base for furthering communications strategies.
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RESPONSIBILITIES:

<p><u>Primary</u> Mike Ward, Communications Coordinator</p>	<p><u>Secondary</u> Dr. Anthony L. Smith, Superintendent Christopher Collins, Director of Information Technology</p>
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**Goal 3: Provide Human Resources and Communication practices
to improve student learning.**

OBJECTIVE 3C

TITLE: Continue to increase community outreach.

PROGRESS MEASUREMENT:

- A repository of alumni articles and features
- Implement feedback received from PTSA stakeholders.
- Host third iteration of Riverview Ambassador’s Program.

TASKS:

1. Create a destination home page and website placement for alumni features and articles.
2. Attend PTSA meetings, offer presentations, and gather feedback on how Communications Program is received.
3. Report on third iteration of Riverview Ambassador’s Program.
4. Explore and research potential implementation of alumni program.
5. Provide end-of-year communication report, with metrics, on increasing community outreach program and summary of related results.

TIMELINE:

- October 15, 2018
- February 15, 2019
- April 15, 2019
- June 15, 2019
- June 15, 2019

RESOURCES:

<u>Staffing</u>	<u>Cost</u>	<u>ROI</u>
Communications Coordinator	TBD	<ul style="list-style-type: none"> • Alumni featured prominently in Riverview. • Potential new ideas and strategies incorporated from PTSA feedback. • New RSD Ambassadors. • Continued message of transparency.

RESPONSIBILITIES:

<u>Primary</u>	<u>Secondary</u>
Mike Ward, Communications Coordinator	Dr. Anthony L. Smith, Superintendent Christopher Collins, Director of Information Technology School Board Directors Central Office Administrators

3.7 2017-2018 Significant Accomplishments

Goal 1: Teaching and Learning, Student Services, Information Technology

Objective 1A: Develop a collaborative process integrating department perspectives to focus on student outcomes.

- Integration of Information Technology and more integration with Student Services.
- Professional Learning Calendar and Opportunities based on feedback of course offerings and student data.
- Professional Learning Calendar and Opportunities support staff learning in adopted curriculum, formative instructional practices and in new technologies.
- Learning Leadership Committees (elementary/secondary) formed to develop and distribute leadership capacity.

Objective 1B: Improve student growth for all students in all areas.

- School Improvement Plans moving towards a twice-yearly review and update cycle.
- Key district and state assessment data disaggregated and provided to building leaders to inform school efforts in addressing opportunity gaps.
- CTE certification opportunities moving from conceptual to viable phase.

Objective 1C: Improve student growth for at-risk students.

- Tier 1 Positive Behavior Intervention Supports (PBIS) implemented at elementary level.
- Proactive plan for student needs, i.e. threat assessment & post-crisis.

Objective 1D: Implement the District's 1:1 plan.

- Deployed almost 1000 student-issued devices to all Tolt students 6-8, all Parade Students 5-12, All Choice Students and 500 additional laptops as class carts grades 3-5.
- Continued partnership with Microsoft in multiple areas and enhanced collaboration in specific support areas such as solutions, curriculum and support tools.
- Established a partnership with Skooler to design North American LMS.
- Setup foundation for Student Led Help Desk.
- Completed migration to Cloud integration of RSD407.org network domain; new IT website.

3.7 2017-2018 Significant Accomplishments (Continued)

Goal 2: Business and Operations

Objective 2A: Provide a financial process that strengthens student learning and leverages financial markets to the benefit of the district taxpayers.

- The unassigned fund balance at year end was \$3,599,000 or 9%, which is above the board goal of at least 5%.

Objective 2B: Establish and implement a prioritized list of projects consistent with capital projects levy financing with the consent of the School Board.

- On February 23, 2018 the King County Department of Elections certified that the Riverview School District passed all three levy propositions submitted.
- On March 16th the District accepted qualification submittals from firms to provide the district with pre-bond planning for the 2020 Capital Bond.

Objective 2C: Manage all aspects of the district's Safety and Emergency Operations Plan.

- The District continues to meet with the Emergency Management Committee and has updated the 5-year plan for the 2018-19 school year to include ALICE training. The District successfully completed the tasks assigned for the 2017-18 school year within the 5-year plan.
- The District successfully participated in an Earthquake Exercise on September of 2017 comprised of city municipalities, local fire departments, police departments and various agencies related to disaster preparedness efforts.

Objective 2D: Continue to conduct reviews of the School Board policies.

- Commencement of the 3000 series (Students) and 4000 series (Community Relations) reviews are near completion.

3.7 2017-2018 Significant Accomplishments (Continued)

Goal 3: Human Resources and Communications

- Successfully filled 112 open positions which included 36 new certificated staff and 22 new classified staff. As a result, certificated teacher turnover rate for 2015-16 was 12.70% which is slightly down from 13.74% in 2014-15 (which includes retirements). Turnover rates for classified staff went slightly up to 8.28% in 15-16 from 6.74% in 14-15 (which includes retirements). Certificated Administrators and Classified Administrators saw an increase and rose to 31.25% and 16.67% respectively. Classified Exempt had no turnover.
- Promoted, organized and held a Community Job Fair involving 20+ business throughout the Carnation/Duvall and surrounding areas. Participants applied for positions and interviewed onsite and offsite for second interviews. About 30+ participants obtained employment in various businesses as a result.
- Worked in partnership with Cedarcrest High School students and the graphics arts instructor to create a promotional video for staff recruitment. Posted on HR Department website.
- Continued offering courses for substitutes in the area of technology and students with disabilities and worked with Teaching and Learning department to provide access to courses offered to regular employees on a district-wide training day.
- Created presentation and trained instructional staff on newly updated recertification qualifications, certification renewal, obtaining endorsements, and national boards process.
- Worked with an outside consultant and participated in 5-year Human Resources program review.
- Worked and assisted with different Central Office departments to enhance and consult in communication strategies.
- Developed and reinstated community mailers.
- Mentored and collaborated with student volunteers and leaders enhancing student voice in Communications practices.
- Collaborated with Superintendent's Office and student volunteers to initiate video messaging to the Riverview community.
- Growth in social media access across all platforms.
- Continued publishing of articles and district-related news on a daily basis across all communication channels.

3.8 Community Forum Input

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

4.1 References

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

If the referenced materials are included rather than simply identified, retain only those parts that apply.

1. Annual School Improvement Plans
2. School Profiles
3. Curriculum Review/ Adoption Cycle
4. Annual District Budget Report
5. 2016-2020 Communications Plan
6. Human Resources Handbook
7. Human Resources Plan (2018-2023)
8. Annual Capital Facilities/Maintenance Plan
9. District Policies and Procedures

4.2 Glossary

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

Term	Definition
1:1	<i>Riverview's 1:1 Mobil Device Plan, which was started in 2015 with the goal to provide laptops for all students in grades 6-12</i>
21 st Century Skills:	<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>
AIMSweb:	<i>Benchmark and progress monitoring system based on direct, frequent, and continuous student assessment</i>
ALE:	<i>Alternative Learning Experience</i>
AP:	<i>Advanced Placement</i>
CCSS:	<i>Common Core State Standards</i>
CT:	<i>Collaborative Time</i>
CTE:	<i>Career and Technical Education</i>
Differentiated Instruction:	<i>Adaptive instruction to meet individual student needs</i>
ECEAP:	<i>Early Childhood Education and Assistance Program</i>
ELA:	<i>English Language Arts</i>
EL:	<i>English Learners</i>
Equity	<i>In Riverview, the term "equity" refers to the principle of fairness. While it is often used interchangeably with the related principle of equality, equity encompasses a wide variety of educational models, programs and strategies that may be considered fair, but not necessarily equal. It has been said that "equity is the process; equality is the outcome," given that equity – what is fair and just – may not, in the process of educating students, reflect strict equality – what is applies, allocated, or distributed equally.</i>

Term	Definition
GLAD:	<i>Guided Language Acquisition Design</i>
Homeroom:	<i>Student data repository and teacher evaluation system</i>
LAP:	<i>Learning Assistance Program</i>
MAP:	<i>Measures of Academic Progress</i>
MSP:	<i>Measurement of Student Progress</i>
MTSS:	<i>Multi-Tiered System of Supports</i>
MULTI-AGE:	<i>An instructional grouping model and philosophy that groups students from two or more age or grade levels (e.g. K-1, 2-3, 4-5, 6-8, etc.)</i>
NGSS:	<i>Next Generation Science Standards</i>
OSPI:	<i>Office of the Superintendent of Public Instruction</i>
PBIS:	<i>Positive Behavioral Intervention and Supports</i>
PAT:	<i>Program for the Academically Talented</i>
<i>Personalized Student Learning</i>	<i>Personalized learning seeks to accelerate student learning by tailoring the instructional environment – what, when, how, and where students learn – to address the individual needs skills and interests of each student. Students can take ownership of their own learning while also developing deep, personal connections with each other, their teachers, and other adults.</i>
PLL	<i>Professional Learning Leader</i>
PLUS:	<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>
PSE:	<i>Public School Employees</i>
PSESD:	<i>Puget Sound Educational Service District</i>

Term	Definition
<i>REA:</i>	<i>Riverview Education Association</i>
<i>REACA:</i>	<i>Riverview Extracurricular Activities and Coaches Association</i>
<i>ROI:</i>	<i>Return on Investment</i>
<i>SB:</i>	<i>Smarter Balanced</i>
<i>SIOP:</i>	<i>Sheltered Instruction Observation Protocol</i>
<i>SIP:</i>	<i>School Improvement Plan</i>
<i>TPEP:</i>	<i>Teacher/Principal Evaluation Project</i>
<i>UDL:</i>	<i>Universal Design for Learning</i>
<i>WaNIC:</i>	<i>Washington Network for Innovative Careers</i>
<i>WSSDA:</i>	<i>Washington State School Directors' Association</i>

4.3 Revisions Record

Description of Revision	Pages Affected	Approved By	Accomplished By	Effective Date
Plan Approved	All	School Board	Janet Gavigan & Goal Managers	5/22/18

4.4 Plan Timeline Summary

G/O/T	TASKS	TIMELINE	COMP.	PRIMARY
2/A/1	Effectively manage the budget process to maintain a 5% uncommitted general operating fund balance.	Ongoing		Ruby Perez
2/C/2	Tasks from the 5-year Emergency Management Committee Plan will be updated and implemented. The district will focus on ALICE training and application for the 2018-19 school year.	Ongoing		Ruby Perez
2/C/7	Research and implement best practices related to Emergency Management.	Ongoing		Ruby Perez
2/D/4	Eliminate, add, or revise policies as appropriate.	Ongoing		Sandy Bechtel
3/B/1	Ensure branding of district logos, slogans, and images are consistent among school district pamphlets, brochures, newsletters, mailings, and all main forms of communication.	Ongoing		Mike Ward
2/A/3	Provide annual audited financial statement to the School Board.	After audit completion		Ruby Perez
2/A/4	Refinance existing bond issues if market conditions are favorable.	Any time during the fiscal year		Ruby Perez
3/B/2	Collaborate with Superintendent on The Riverview Way onboarding document.	September 15, 2018		Mike Ward
2/B/1	Implement current year prioritized capital project(s) and establish new priorities annually.	September 30, 2018		Ruby Perez
1/A/1	Refine data disaggregation and delivery for school leaders (T&L).	October 15, 2018		Randy Stocker
1/A/2	Analyze program review recommendation to develop a 3-5 year plan based on a Special Education Program Review completed in 2017-18 (SS).	October 15, 2018		Molly Lutz
2/C/1	Confirm annual implementation of building-level Emergency Response Teams (ERT) and associated tasks to include: <ul style="list-style-type: none"> a. Assign roles/responsibilities to team members in their ICS Organizational Chart. b. Plan a minimum of one meeting each year to discuss the respond plans and maintain a high level of readiness. c. Each ERT will drill one scenario a year related to a building emergency. 	October 15, 2018		Ruby Perez
3/B/3	Create Communications home/portal on Riverview School District website.	October 15, 2018		Mike Ward
3/C/1	Create a destination home page and website placement for alumni features and articles.	October 15, 2018		Mike Ward
1/B/1	Develop professional learning calendar that supports the initiatives of the three departments (T&L).	November 15, 2018		Randy Stocker
1/B/2	Complete secondary device initiative at Cedarcrest High School (IT).	November 15, 2018		Chris Collins
2/D/1	Begin review of the 5000 series (Personnel) policies.	November 15, 2019		Sandy Bechtel
3/A/1	Recruit, select and retain highly qualified staff to increase student learning and report turnover/retention data.	November 15, 2018		Janet Gavigan
2/A/2	Update on an annual basis the web-published "citizens" budget which includes an analysis that demonstrates the district's commitment to student learning.	December 31, 2018		Ruby Perez

4.4 Plan Timeline Summary (Continued)

G/O/T	TASKS	TIMELINE	COMP.	PRIMARY
1/A/3	Research and pilot Student-Led Technology Support Model (IT).	January 15, 2019		Chris Collins
1/A/4	Review qualifying criteria and services for students served by EL, Title, and LAP programs (T&L).	January 15, 2019		Randy Stocker
3/A/2	Monitor and finalize process to open up all professional learning opportunities for substitutes that are offered to continuing staff.	January 15, 2019		Janet Gavigan
3/B/4	Continue incorporation of video communications in existing communication strategies.	February 15, 2019		Mike Ward
3/C/2	Attend PTSA meetings, offer presentations, and gather feedback on how Communications Program is received.	February 15, 2019		Mike Ward
1/A/5	Assess supports/needs for those served by Student Services Department, meet with principals and school teams quarterly (SS).	March 15, 2019		Molly Lutz
1/A/6	Identify and develop curriculum supports for students as determined by classroom, building, and state assessments (T&L).	March 15, 2019		Randy Stocker
1/B/3	Provide data informed professional learning for all staff (T&L).	March 15, 2019		Randy Stocker
3/A/3	Coordinate with Teaching and Learning to restructure and implement new employee orientation/onboarding and mentoring program, including professional learning opportunities for continuing employees in their first five years.	March 15, 2019		Janet Gavigan
1/B/4	Identify intersections and overlaps of initiatives of the three departments (T&L).	April 15, 2019		Randy Stocker
1/B/5	Training on Multi-Tiered Systems for Support for administrators and counseling staff (SS).	April 15, 2019		Molly Lutz
3/A/4	Expand training role of HR topics for both administrators and building staff in the areas of teacher quality, customer service, endorsements, paraeducator requirements, and other legal requirements.	April 15, 2019		Janet Gavigan
3/C/3	Report on third iteration of Riverview Ambassador's Program.	April 15, 2019		Mike Ward
1/A/7	Implement Learning Management Systems (LMS) that integrates with O356/ Teams (IT).	May 15, 2019		Chris Collins
1/B/7	Implement PBIS Tier 2 training for Elementary and Tier 2 PBIS training for the High School and Middle School (SS).	May 15, 2019		Molly Lutz
2/D/1	Commence review of the 5000 series (Personnel) policies.	May 15, 2018		Sandy Bechtel
3/A/5	Create a review cycle for job description updates.	May 15, 2019		Janet Gavigan
2/A/5	Review district internal controls for federal grants and implement new guidelines to ensure federal compliance.	June 15, 2019		Ruby Perez
2/A/6	Assess and identify training needs for Transportation, Food Services, and Maintenance and Operations personnel	June 15, 2019		Ruby Perez
2/B/2	Review district best practices; develop and review final process.	June 15, 2019		Ruby Perez
2/B/3	Assemble and complete recommendations for pre-bond planning.	June 15, 2019		Ruby Perez
2/C/3	Conduct one Ad Team emergency drill or training.	June 15, 2019		Ruby Perez

4.4 Plan Timeline Summary (Continued)

G/O/T	TASKS	TIMELINE	COMP.	PRIMARY
2/C/4	Evaluate and revise the Comprehensive Safety Plans	June 15, 2019		Ruby Perez
2/C/5	Complete an annual inventory of each school's disaster container and assess inventory needs.	June 15, 2019		Ruby Perez
2/C/6	Collaborate with PTSA's to educate parents about Riverview's Emergency Plans and Procedures.	June 15, 2019		Ruby Perez
2/C/8	Implement a safety and threat assessment process at the secondary and elementary level.	June 15, 2019		Ruby Perez
2/D/3	Begin review of the 6000 series (Management Support) policies.	June 15, 2019		Sandy Bechtel
3/B/5	Increase participation in professional learning and networking regionally and nationally.	June 15, 2019		Mike Ward
3/B/6	Provide end-of-year report, including metrics, if necessary, on the strengthening of the Communications program infrastructure.	June 15, 2019		Mike Ward
3/C/4	Explore and research potential implementation of alumni program.	June 15, 2019		Mike Ward
3/C/5	Provide end-of-year communication report, with metrics, on increasing community outreach progress and summary of related results.	June 15, 2019		Mike Ward