



DISTRICT STRATEGIC PLAN

2015-2017

Board of Education

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Board of Education Mission

Our mission is to provide high quality and educational opportunities through the use of, experiential and creative instructional practices to ensure that all students become inquisitive, lifelong learners with the 21st Century skills necessary to be successful.

Statement of Beliefs

We educate students intellectually, socially, emotionally, and physically to acquire knowledge and skills, to develop creativity and character and to pursue their interests, realize their potential, and meet the challenges in a constantly changing world.

We believe that...

- **A high quality education is fundamental to create a life with purpose, meaning, and happiness.**
- **Educated people of good character are essential to democracy.**
- **Public education is a responsibility shared by students, parents, school personnel, and community members.**
- **Trust and respect are prerequisites for sustaining and improving safe and successful schools.**
- **Critical thinking, intellectual curiosity, and innovation are essential.**
- **All people have value and should be treated with dignity and respect.**

We are committed to...

- **Clear communication and transparent processes;**
- **Rigorous, comprehensive, and innovative programs;**
- **Meeting the needs of all students within local, state and federal requirements;**
- **Collaboration, professional development, and ethical practice;**
- **Continuous improvement through systematically assessing our actions and outcomes;**
- **Using all resources efficiently and effectively to the greatest advantage of all students; and**
- **Assuring the security at each school is such that students and staff are safe.**

Goals and Strategic Actions

Goal I: Culture

We will:

- **Ensure our district culture aligns with our mission and beliefs.**
- **Model by example our beliefs and professional ethics.**
- **Create respectful school cultures that foster innovation and excellence.**
- **Provide meaningful partnerships with schools, families, local communities, and beyond.**
- **Maintain a safe and healthful learning environment.**
- **Allocate resources and staff efficiently and equitably to meet the mission of the schools and local, state, and federal requirements.**
- **Maintain a climate that acknowledges and celebrates diversity and embodies cultural sensitivity and openness and inclusiveness while recognizing the dignity and self-worth of each person.**
- **Teach the skills students will need to demonstrate a knowledge and understanding of the increasingly global nature of the world in which they live so they may establish a set of acceptable and commendable behaviors associated with good citizenship.**

Goal II: Achievement

We will:

- **Create multiple opportunities for students to engage in collaboration, problem-solving, critical thinking, innovation, and creative expression and foster perseverance and student effort.**
- **Develop and implement programs, activities, and experiences to ensure students are prepared for college, career, and life.**
- **Clearly articulate and implement a Kindergarten to Grade 12 curriculum that is vertically aligned, rigorous, and relevant.**
- **Encourage and support students to participate in meaningful community learning and citizenship activities.**
- **Design, implement, and evaluate teaching and learning to achieve and maintain high standards.**
- **Provide all students with the opportunity to achieve at their highest levels.**
- **Align our professional development to meet the needs of all staff in fulfilling their responsibilities and foster continuous improvement.**
- **Develop and implement plans to integrate evolving technologies to support high quality teaching and learning.**
- **Foster meaningful connections with alumni to assess their post-secondary success as it reflects on their Region 16 experience.**
- **Maintain the highest quality of staff in all employment categories.**

Goal III: Communication

We will:

- **Provide purposeful, clear, and concise communication to students, parents, school personnel, and community members which utilizes a variety of techniques that educate, inform, and are easily accessible.**
- **Educate the community on how resources are secured and utilized to operate the schools.**
- **Maintain appropriate Board policies and administrative regulations aligned with educational goals and sound educational practices.**
- **Promote opportunities for community involvement and support of schools.**

Goal IV: Fiscal

We will:

- **Provide the highest level of education with a standard of excellence while maintaining fiscal responsibility.**
- **Identify and implement ideas toward reduction in energy, transportation costs, and health care costs.**
- **Assure transparency in the budget development process.**
- **Assure there is an updated 5-Year Capital Improvement Plan.**
- **Manage the schools in an efficient and cost effective manner while maintaining and improving the quality of the educational program.**
- **Evaluate the relative expenditure of the district' s spending plan dollars between classroom, teachers and support staff, academic and extra-curricular activities, and maintenance of the physical plant and equipment.**

Introduction

On January 21, 2015 the Region 16 Board of Education began the process of developing a Comprehensive Strategic Plan for the district. They reconfirmed the district mission, beliefs and goals that were adopted on September 11, 2013. The mission and goals are aspirational. They reflect a changing world, an innovation economy and a diverse society that require the 21st century skills of critical thinking, problems solving, communication, collaboration, self-directed learning, and social-emotional skills. They also reaffirm the values of character, responsibility and respect. They recognize that these high expectations require professional development for the staff to create engaging, challenging and student-centered learning experiences.

At this meeting, the Board of Education also identified the strengths, weaknesses, opportunities and threats for the organization through examination of key performance indicators including district and DRG assessment, attendance, graduation and expenditure data, and results of community and staff surveys. This work set the stage for the next part of the process. In an effort to establish a document that is both collaborative and collective, district office and school - based administrators began the next stage of the work.

Development Process

A process and timeline were developed to craft the District Comprehensive Strategic Plan to:

- 1) Identify the Core Strategies and Specific Actions the school district should undertake over the next two years, with an update in the third year, to make substantial progress toward attaining its Mission and Goals; and
- 2) Measure how to judge the school system's progress towards attaining its Mission and Goals.

The school district has been working on a number of improvement initiatives for several years. The intent of this Plan is to build on these efforts, not start over. Continuity is important to have a long-lasting impact on student learning.

These plans combine new ideas represented by current research about teaching and learning, the role of technology in the way the world does business and the desire to prepare for a work world that is unknown for our elementary and middle school students. High expectations for student achievement continues to be the primary district goal.

During the spring of 2015, district administrators met to review the mission, beliefs, and goals. They mirrored the SWOT process used by the Board of Education in January, and continued the work through the spring and summer of 2015 in four work groups (Culture, Achievement, Communication and Fiscal) to develop the Action Plans.

The approach we outlined at the start of this process was to focus the Plan on key improvements that would have the greatest chance of impacting the Instructional Core and improving student learning. There would be a small number of Core Strategies over the two years that we would devote institutional resources towards implementation to achieve the Mission and Goals of the school system. The Student Performance Indicators for the district assessments are identified in Achievement Plan Strategy 1, Action Plan 1. The next step will be to identify the performance targets and data measures for national and state assessments using a growth model. The PSAT, SAT and Smarter Balanced Assessments administered in 2015 and 2016 will set new district baselines.

The Comprehensive Strategic Plan is designed to focus on high leverage plans that will create a roadmap to operationalize the mission, beliefs and goals, and the actions necessary to achieve them over the next three years. These will provide the framework for annual school and program improvement planning with embedded accountability. To further maintain focus on teaching and learning, School Data Teams will develop School Improvement Plans (SIP) that have coherence and alignment to the Action Plans set forth by the BOE. Annual district and school performance results and outcomes will be reported to the Board of Education. This district planning process is cyclical and provides the framework for continuous improvement.

BOE Goal I: Culture

Strategy 1

Action Plan 1

STRATEGY: We will provide meaningful partnerships with schools, families, local communities and beyond.

SPECIFIC OBJECTIVE: To develop partnerships with critical stakeholders to increase student achievement and benefit the towns of Prospect and Beacon Falls.

ACTION STEPS	RESPONSIBLE	COST/BENEFIT	KEY PERFORMANCE INDICATORS	STRUCTURES/PROCESS IMPROVEMENT, CURRICULUM/PROFESSIONAL DEVELOPMENT REQUIRED	START DATE	COMPLETION DATE
Encourage community service involvement at the middle school.	LRMS administrators and counselors	\$100	Number of community service hours students have completed and documented	<ol style="list-style-type: none"> 1. Parent communication protocol 2. Form for documentation 3. Tracking system 4. Student Recognition - Award at 8th grade awards ceremony to recognize students that have completed 10 hours or more 	11/2015	6/2016
Encourage community service involvement at the elementary schools.	Elementary school administrators and counselors	\$100	Number of community service hours students have completed and documented	<ol style="list-style-type: none"> 1. Parent communication protocol 2. Form for documentation 3. Tracking system 4. Student Recognition 	9/2016	6/2017
Establish relationships with community members and students from all levels.	Administrators, counselors and teachers	Cost for buses if necessary	All students will have the opportunity to meet with at least two members of the community (veterans, senior citizens, business leaders) to share learning experiences each school year	<ol style="list-style-type: none"> 1. Coordinating visits 2. Lesson plans to prepare students before meeting with speakers 3. Follow up lessons after meeting with community members 	11/2015	12/2016

BOE Goal I: Culture

Strategy 2

Action Plan 1

STRATEGY: We will teach the skills students need to demonstrate a knowledge and understanding of the increasingly global nature of the world in which they live so they may establish a set of acceptable and commendable behaviors associated with good citizenship.

SPECIFIC OBJECTIVE: To develop opportunities for students to demonstrate characteristics of good citizenship.

ACTION STEPS	ASSIGNED TO	COST/BENEFIT	KEY PERFORMANCE INDICATORS	STRUCTURES/PROCESS IMPROVEMENT, CURRICULUM/PROFESSIONAL DEVELOPMENT REQUIRED	START DATE	COMPLETION DATE
All students will have the opportunity to take an active role in participating in school governance and advocating for civic change (as defined by the C3 Framework).	Administrators, teachers, counselors, advisors and students	Buses as necessary Budget line item for student councils	<ol style="list-style-type: none"> 1. Student organizations will serve as goodwill ambassadors to represent schools and the community as measured by the annual school climate survey. 2. Student councils at all levels will advocate for civic change within their school building 	<ol style="list-style-type: none"> 1. Staff coordinators or advisors 2. Support from school administrators 3. Principal's Advisory Councils to include student participation when appropriate 	12/2015	6/2017
<p>Expand implementation of PBIS at elementary and middle school.</p> <p>Region 16 schools will maintain a climate that acknowledges and celebrates diversity and embodies cultural sensitivity and inclusiveness while recognizing the dignity and self-worth of each person.</p>	Administrators, teachers, counselors, students	Budget line item for PBIS	<ol style="list-style-type: none"> 1. School Evaluation Tool will reflect improvement at LRMS 2. 80% of students will receive fewer than two office referrals 3. All students will be able to state their school's behavioral expectations 4. Results of diversity survey administered to parents, students and staff 	<ol style="list-style-type: none"> 1. PBIS Professional development for staff 2. Continue implementation and development of lesson plans K-8 to teach behavioral expectations to students 3. Ensure crisis plan is readily available in all classrooms 4. Post all rules and expectations (halls, classrooms, common areas) 5. Include all staff in PBIS model (cafeteria staff, custodial staff, parent volunteers, etc.) 6. Review all behaviors that result in office referrals with staff to ensure consistency 7. Review process for rewarding students to ensure consistency 8. Pairing disabled and non-disabled students in classes and for special experiences 	9/2015	6/2016

				<p>9. Clubs and organizations that promote diversity</p> <p>10. Whole school lessons to promote kindness and acceptance of others</p> <p>11. Curricular materials that are culturally sensitive and celebrate diversity</p> <p>12. School newspaper to include articles that celebrate diversity</p>		
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BOE GOAL II: Achievement

Strategy 1

Action Plan 1

STRATEGY: We will clearly articulate and implement a Kindergarten to Grade 12 curriculum that is vertically aligned, rigorous, and relevant.

SPECIFIC OBJECTIVE: To develop K – 12 curricula (including assessments) using the Understanding by Design (UbD) model that supports the CT State Standards, Next Generation Science Standards (NGSS), the CT Social Studies Framework (C3) and other content area standards.

ACTION STEPS	ASSIGNED TO	COST/ BENEFIT	KEY PERFORMANCE INDICATORS	STRUCTURES/ PROCESS IMPROVEMENT, CURRICULUM/PROFESSIONAL DEVELOPMENT REQUIRED	START DATE	COMPLETION DATE
<p>Develop a Curriculum Development & Revision Plan for K-12 curricula for all areas.</p> <p>Career awareness and exposure to the state career clusters for possible internships will be explored.</p>	<p>Director of Curriculum; Department Chairs</p>	<p>TBD by contractual curriculum rate</p>	<p>The written, taught and tested curricula will be aligned K-12 with articulation between the elementary schools and middle and high schools in the development, implementation and monitoring phases. To meet the expectations of the new standards, curricula will reflect the following:</p> <ol style="list-style-type: none"> 1. Transition from a primarily print-based learning environment to one where students use digital tools and resources to conduct inquiry, solve problems, communicate, and construct new learning, 2. Units that have 4-6 DOK (Depth of Knowledge) Level 3-4 activities to foster higher-level thinking skills, 3. Integration of 21st century skills (critical thinking, communication, collaboration and creativity) for high achievement across all subjects, 	<ol style="list-style-type: none"> 1. Create structures to insure the written, taught and tested curriculum is implemented with fidelity in all classrooms (Including, but not limited to, district and school walk-throughs, review of assessment results, lesson plan reviews, grade level/data team minutes) 2. Training for walk-through and data team protocols 3. Increased time for professional development, professional collaboration and curricular renewal. 	<p>12/2015</p> <p>10/2015</p>	<p>9/2016</p> <p>6/2017</p>

			<p>4. Developing independent thinkers who persevere through critical thinking and creative problem solving,</p> <p>5. Analyzing information, citing text evidence to support claims, and writing to inform.</p> <p><u>Metrics:</u></p> <p>1. Common District assessments: 80 % of the students will score 80% or higher</p> <p>2. State and National Assessments- set performance goals on baseline data gathered in Fall 2015 (Smarter Balanced) and Summer 2016 (SAT)</p> <p>3. Student achievement is evaluated against common learning standards and performance expectations that are consistently applied to all students regardless of whether they are enrolled in traditional courses or participating in the district Alternative Education program.</p>			
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BOE GOAL II: Achievement

Strategy 2

Action Plan 1

STRATEGY: We will provide all students with the opportunity to achieve at their highest levels.

SPECIFIC OBJECTIVE: To provide experiences for students to explore interests, experience academic success, and initiate, define and pursue academic and career goals.

ACTION STEP	ASSIGNED TO	COST/BENEFIT	KEY PERFORMANCE INDICATORS	STRUCTURES/ PROCESS IMPROVEMENT, CURRICULUM/PROFESSIONAL DEVELOPMENT REQUIRED	START DATE	COMPLETION DATE
Establish a district-level leadership team to explore the state mastery-based learning framework and personalized learning.	Director of Curriculum; High school administrator(s); Middle school administrator(s); Elementary administrator(s); Department Chairs		<ol style="list-style-type: none"> 1. Practices (processes, teaching & learning, reporting, supports & interventions) are reviewed 2. Report results to Board of Education 	<ol style="list-style-type: none"> 1. Attendance at State workshops 2. Visits to sites successfully utilizing mastery-based learning and personalized learning 	Fall 2015	Spring 2017
Create and implement K-12 student goal setting and individualized opportunities so that students become increasingly self-directed and take ownership of their learning.	Classroom teachers, counselors, social workers K-12 Professional Staff	TAG teacher(s)	<ol style="list-style-type: none"> 1. Increased student achievement on district & school assessments 2. Completion of student success plan including long term academic and career planning 3. Increased student engagement 	<ol style="list-style-type: none"> 1. Create a formalized goal setting template and timeline at the elementary and secondary levels. 2. Provide professional development for staff. 3. Provide enrichment opportunities during the school day including, but not limited to, a TAG program and personalized learning experiences. 4. Professional development on differentiated instruction. 	Fall 2015 (create) Fall 2016 (implement) Fall 2015 (6-12) Fall 2016 (K-5)	Ongoing

<p>Formalize Tier 2 and Tier 3 interventions K-12 to support the academic, social, emotional and behavioral development of all students through appropriate interventions.</p>	<p>Dir. of Curriculum Administrators Math/ELA support staff Special Education staff</p>	<p>K-5: Materials 6-8: 39 hrs./week for tutors 9-12: 33 hrs./week to cover duties</p>	<p>1. Improved student performance as measured by common district and classroom assessments 2. Uniform implementation of SRBI processes and protocols across the district</p>	<p>1. Establish math and writing labs 6-12 2. Establish clear processes and standard protocols for K-8 3. Develop the social, emotional and behavioral framework for SRBI</p>	<p>Fall 2016 (6-12) Fall 2015 (K-8)</p>	<p>12/2016</p>
<p>Incorporate current and emerging technologies including <i>Schoology</i>, into instruction to promote 21st learning skills.</p>	<p>Director of Curriculum, Director of Technology and District Technology Committee, Administrators, Teachers</p>	<p>TBD</p>	<p>1. Engaging instruction will improve student achievement and prepare students college and careers 2. Students communicate and learn within virtual environments 3. Students learn from peers and experts outside of the classroom</p>	<p>Professional development for K-12 staff</p>	<p>Fall 2016</p>	<p>6/2017</p>
<p>Establish partnerships with the local business communities.</p>	<p>Administrators, counselors, Experiential Learning and Career Coordinator, teachers and coaches</p>	<p>Cost for buses if necessary</p>	<p>1. WRHS: minimum of 15 students placed in internship work experiences 2. WRHS: all students will have the opportunity to job shadow for at least 8 hours 3. District-wide: Establish speaker's bureau with interested business leaders and community members</p>	<p>1. Staff coordinator to plan visits for students to local businesses 2. Tracking system for speaker's bureau 3. Parent communication protocol</p>	<p>12/2016</p>	<p>6/2017</p>

BOE GOAL III: Communication

Strategy 1

Action Plan 1

STRATEGY: We will provide communication that is purposeful, clear, and concise.

SPECIFIC OBJECTIVE: To create open lines of communication with parents/guardians and community stakeholders to promote involvement and support the district and schools.

ACTION STEPS	ASSIGNED TO	COST/BENEFIT	KEY PERFORMANCE INDICATORS	STRUCTURES/ PROCESS IMPROVEMENT, CURRICULUM/PROFESSIONAL DEVELOPMENT REQUIRED	START DATE	COMPLETION DATE
Create a district Parent Advisory Committee to share information and broaden the understanding of District related issues.	Supt. & Directors, Parents, PTO	n/a	1.Recorded minutes from meetings 2.Feedback from parents & PTOs 3.Public Forum feedback	1. BOE meeting feedback 2. Quarterly meetings 3. Link on website	9/2015	12/2016
Create School Advisory Committees comprised of administrator(s), teachers, parents, and community members to oversee implementation of the School Improvement Plan	Principals, Teachers, Parents, Community Members	n/a	1. % of SIP goals achieved 2. Yearly growth in student performance and increase in instruction time for teaching and learning	1. Biannual meetings 2. End of year data in annual school report	10/2015	12/2016
Provide immediate access to information related to RSD 16 curriculum, student performance, and alignment to BOE goals.	Technology support personnel, Director of Technology, Administrators	n/a	1.Data regarding the % of parents accessing website 2. Data regarding the % of parents accessing PowerSchool and Schoology	1.Links on the district website 2. Two information & training dates during the 2015-2016 school year 3. Training for parents and students on Schoology and technology resources	9/2015	12/2016

BOE GOAL III: Communication

Strategy 2

Action Plan 1

STRATEGY: We will identify and utilize technology to collectively communicate, inform, educate and respond to our professional staff.

SPECIFIC OBJECTIVE: To identify media streams and one and two-way avenues for exchange of and gathering of information to encourage collaboration, collegiality, and professional learning among educators.

ACTION STEPS	ASSIGNED TO	COST/BENEFIT	KEY PERFORMANCE INDICATORS	STRUCTURES/ PROCESS IMPROVEMENT, CURRICULUM/PROFESSIONAL DEVELOPMENT REQUIRED	START DATE	COMPLETION DATE
Establish electronic platforms for our Professional Learning Communities to support implementation & communication of best teaching practices.	Dir. of Technology	TBD	Data gathered on utilization of multiple forms of technology that promote professional dialogue	<ol style="list-style-type: none">1. Determine a structure to vet open source materials for inclusion.2. Utilize existing grade level and content level meetings as a venue.3. Support staff in the utilization of Schoology to support dialogue.	Fall 2016	6/2017

BOE GOAL III: Communication

Strategy 3

Action Plan 1

STRATEGY: We will provide communication that is purposeful, clear, and concise.

SPECIFIC OBJECTIVE: All learning expectations are clearly and consistently communicated to students and families, including long-term expectations (such as graduation requirements and graduation standards), short-term expectations (such as the specific learning objectives for a course or other learning experience), and general expectations such as the performance levels used in the schools' grading and reporting system.

ACTION STEPS	ASSIGNED TO	COST/BENEFIT	KEY PERFORMANCE INDICATORS	STRUCTURES/ PROCESS IMPROVEMENT, CURRICULUM/PROFESSIONAL DEVELOPMENT REQUIRED	START DATE	COMPLETION DATE
Improve communication and outreach to parents/guardians/students to strengthen family involvement and engagement to support student learning.	Administrators and Teachers, Director of Technology, Director of Curriculum	Printing costs	1.Improved feedback from families regarding home/school communication related to learning standards and expectations K-12 2. Increased student participation in experiences designed by the culture strategic planning team. 3. Surveys	1. Utilize Region 16 Insider to inform families about student achievement and curriculum. 2. Utilize electronic platform at the elementary, middle, and high school levels to create interim progress reports focused on student performance.	October 2015	September 2017
Develop and provide access to an informational brochure about Region 16 Schools to foster community awareness and support for education.	Administrators Teachers, Director of Curriculum	Graphic artist fee	A product that contains clearly articulated curriculum, instruction, and assessment information for Region 16.	1. Utilize representatives from curriculum writing teams to articulate our learning standards and approaches to teaching and learning. 2. Continue professional learning centered on how assessment is used to improve student learning.	Sept. 2015	Yearly Update

BOE Goal IV: Fiscal

Strategy 1

Action Plan 1

STRATEGY: We will balance Region 16’s objectives to provide the best possible education to students while being fiscally responsible to the district’s taxpayers.

SPECIFIC OBJECTIVE: To identify fiscal priorities for all stakeholders.

ACTION STEP	ASSIGNED TO	COST/BENEFIT	KEY PERFORMANCE INDICATORS	STRUCTURES/ PROCESS IMPROVEMENT, CURRICULUM/PROFESSIONAL DEVELOPMENT REQUIRED	START DATE	COMPLETION DATE
Develop Annual Survey to determine and clarify R16 Community priorities related to district financial spending	Business and Superintendent Office with input from stakeholders including PTO/ Admin/BOE	Agreement and understanding of budget decisions	<ol style="list-style-type: none"> 1. Budget aligns with district priorities. 2. All stakeholders have input about priorities that are set. 3. Priorities consider the needs of achievement, communication and cultural goals 	<ol style="list-style-type: none"> 1. Annual Survey needs to be completed prior to October 1 of each school year. 2. Survey should be developed with Admin, BOE and PTO involvement 	Annually in October	Annually in Nov.

BOE Goal IV: Fiscal

Strategy 2

Action Plan 1

STRATEGY 2: We will utilize data to reduce costs and search for efficiencies.

SPECIFIC OBJECTIVE: Maximize savings in non-instruction areas to redirect funds to improvement of instruction.

ACTION STEP	ASSIGNED TO	COST/BENEFIT	KEY PERFORMANCE INDICATORS	STRUCTURES/ PROCESS IMPROVEMENT, CURRICULUM/PROFESSIONAL	START DATE	COMPLETION DATE
Review historical trend data re: costs from year to year	Business Office	Recognizing how district priorities effect budget and costs	Identifying areas of significant change	Analyze reasons for change Address/identify processes for improvement and efficiencies	Sept. to May	Ongoing
Collaborate/ partner with other districts/ consortium for better purchasing power	Business office	Reduce costs of non-instruction areas to redirect funds to improvement of instruction	Identify contacts of local area districts Identify areas to improve purchasing	Reach out to local area districts to discuss and plan	Ongoing	Ongoing

BOE Goal IV: Fiscal

Strategy 3

Action Plan 1

STRATEGY 3: We will assure transparency in the budget development process.

SPECIFIC OBJECTIVE: Provide clear and concise budget reports and related information to all stakeholders.

ACTION STEP	ASSIGNED TO	COST/BENEFIT	KEY PERFORMANCE INDICATORS	STRUCTURES/ PROCESS IMPROVEMENT, CURRICULUM/PROFESSIONAL DEVELOPMENT REQUIRED	START DATE	COMPLETION DATE
Electronic suggestion box available on R16 website to easily allow stakeholders to share their ideas	Superintendent's office/Business Office	R 16 stakeholders will be able to share suggestions for efficient and cost effective budgeting and managing fiscal resources while maintaining and improving the quality of the educational program.	Website will have a mechanism for which stakeholders can have input to the budget process	Website is updated	Sept. 2016	Ongoing
Annual forum through BOE to allow all stakeholders to share ideas	Superintendent's office/ Business Office/ BOE	R 16 stakeholders will be able to share suggestions for efficient and cost effective budgeting and managing fiscal resources while maintaining and improving the quality of the educational program.	Date will be identified and published to allow stakeholders to share ideas.	BOE meeting will allow for discussion and forum	October Annually	October Annually

BOE Goal IV: Fiscal

Strategy 4

Action Plan 1

STRATEGY 4: We will assure there is an updated 5-year Capital Improvement Plan.

SPECIFIC OBJECTIVE: The district will provide a clean and healthy learning environment for students and staff.

ACTION STEP	ASSIGNED TO	COST/BENEFIT	KEY PERFORMANCE INDICATORS	STRUCTURES/ PROCESS IMPROVEMENT, CURRICULUM/PROFESSIONAL DEVELOPMENT REQUIRED	START DATE	COMPLETION DATE
Review and Evaluate current status of pending capital improvement projects	Director of Finance/Business Director of Facilities Building Level Administrators	Efficient and safe facilities Students will be able to regularly attend school safely	Each building will have clean, safe working facilities	Review current plan. Ensure all appropriate personnel are involved in the identification of priorities and plan.	12/2015	Ongoing
Formalize and update the plan for submission for Superintendent/ BOE review/approval	Director of Finance/Business Director of Facilities Building Level Administrators	Efficient and safe facilities Students will be able to regularly attend school safely	Plan is submitted in timely manner Plan considers needs of all buildings	Director of Facilities has reviewed needs with head custodial staff at each building.	October through May	October through May

BOE Goal IV: Fiscal

Strategy 5

Action Plan 1

STRATEGY 5: We will manage the schools in an efficient and cost effective manner while maintaining and improving the quality of the educational program.

SPECIFIC OBJECTIVE: To create an organized financial plan that ensures schools have the appropriate resources to provide quality instruction.

ACTION STEP	ASSIGNED TO	COST/BENEFIT	KEY PERFORMANCE INDICATORS	STRUCTURES/ PROCESS IMPROVEMENT, CURRICULUM/PROFESSIONAL DEVELOPMENT REQUIRED	START DATE	COMPLETION DATE
Necessary Human Resources will be identified by building principals and district administrators	Administration	Optimize student learning by ensuring appropriate staff for instructional needs of students	1. Appropriate and adequate staffing will be implemented across all district schools. 2. Student achievement	1. Compare class sizes and caseload sizes with DRG E 2. appropriate class size/caseload size will allow for best instructional practices	11/2015	Ongoing
Building principals and district administration will identify necessary instructional resources to ensure quality instruction	Administration and Department Heads	Optimize student learning by ensuring appropriate staff for instructional needs of students	1. Appropriate and adequate curriculum and resources will be implemented across all district schools 2. Student Achievement 3. Scientifically Research Based Interventions	1. Monthly Communication between teaching staff and administration regarding instructional needs.	11/2015	Ongoing

BOE approved October 14, 2015