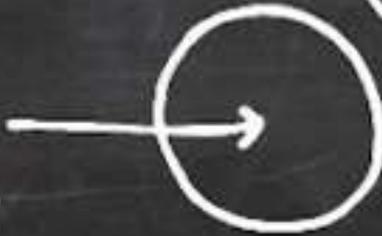


Your  
Comfort  
Zone



Where the  
magic happens

Strategic Plan  
Approved 10.2013  
—Updated 10.2017—

finding our  
story...

With Salida School's continued success over the last few years it is time to review and target next steps of action for the organization. This document should provide a clear measurable vision that arises out of our mission and values and define what success looks like. Specific action items to attain the dreams will then be submitted to the BOE and monitored by all stakeholders. This must be a dynamic document that guides us to make difficult decisions. The hardest decisions are deciding between two good things; yet, just because it is a positive action step does not mean that it will lead us to our vision. Decisions must be held to that vision and pursue/support/fund the action steps that are not only good, but drive us to our shared vision and success.

Board Approved October 2013  
Updated 10.2017

# Our Values:

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**Thinking Skills:** Salida School District believes thinking skills are more important than fact gathering. Curriculum’s primary purpose is to ensure that every student can think critically, as well as problem solve inductively, deductively, and creatively.

**High Expectations:** Salida School District believes that humans rise to the level of expectations. Students should be challenged to reach their potential, moving beyond minimums.

**Success:** Salida School District believes that success is individual in nature. Students, whose needs are met socially and emotionally, will be reflected in test scores—BUT, test scores are not comprehensive in defining success.

**Emotional Intelligence:** Skills Salida School District values communication and interpersonal skills including written and oral communication, speaking and listening, as well as non-violent conflict resolution. Intellectual capacity can set potential; however, emotional intelligence allows individuals to actualize their dreams.

**Basics/Fundamentals:** Salida School District believes the priority for each student should be competency in the basics of reading, writing, math, and science.

**Global Awareness:** Salida School District believes that students will benefit from a global understanding, appreciation and preparation.

**Life-long Learners:** Salida School District provides its students with skills to teach themselves throughout life.

**Health:** Salida School District values balance and sees the importance of humans that are healthy: academically, mentally, physically, socially, emotionally, and environmentally.

**Technology:** A balance of technology and human engagement is essential in the 21<sup>st</sup> Century

## Board of Education Focus:

Permanent Academic Focus—Fostering Relationships— Effective Leadership—Financially Responsible—Proactive Planning

### *Community’s Guiding Principles*

- Accountability at all levels—Board, Staff, Parents, and Students
- Bring Balance to Education (ie. Technology, but not at the expense of the basics)
- Teach in a Nurturing Environment--Relational
- Students Ability to master a concept regardless of their age and grade. —Rigor
- Application to life and future?—Relevance
- Maintain small class sizes
- Maintain financial stability
- Quality upkeep and care of facilities
- Comprehensive family-centered education system: good communication between family and schools, social support as well as academic support
- Educational Process—allow students and staff to absorb the process
- Environmental/Green buildings and renewable energy

## Our Mission:

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*The mission of the Salida School District, in active partnership with family and community, is to ensure that each and every student is prepared to succeed in life, by providing quality instruction and progressive curriculum in a secure and challenging environment which will empower students with the skills necessary to achieve their greatest potential.*

## Our Vision:

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***By honoring these shared community values and visions,  
Salida Schools will be known as The Education Community.***

***Every child will develop, own, and achieve annually a  
success plan.***

# Indicators of Our Success:

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## **The Minimum Academically:**

*Monitored by the UIP*

- Score better than the state’s achievement average in 5 of the 8 grade levels in ELA, Math, and 2 of 3 in Science and Social Studies.
- Achieve 80% of the possible points on the District Performance Framework for Growth and Growth Gaps.
- Score in the Meets or Exceeds category for Post-Secondary Readiness on the District Performance Framework.
- Be ranked in the top 40% of districts in Colorado (73<sup>rd</sup> or better out of 183).

## **IF the Minimum Academic Indicators Are Met THEN:**

*Our MTSS and RtI system will be used to monitor and sustain levels of academic achievement.*

- We will drop other initiatives and efforts to refocus upon good instruction that is responsive to student needs.
- If only one department or school is below the minimum that program will drop all other initiatives until the minimum levels are met, while the rest of the district moves ahead.
- We will conduct and monitor the use of the 9 most effective instructional strategies, per
- We will add resources in time, money, and personnel to our RtI system to ensure that every student’s needs are being addressed.
- We will review data to identify areas of weakness by specific standards and skill and will monitor student achievement and growth in those identified areas.
- Administration will monitor student engagement and on-task behavior.
- Instructional minutes will be reviewed to analyze for areas to increase time on task.
- Non-fictional writing will be increased in all areas.

UIP (Unified Improvement Plan)—Academic Measurement—goals will be submitted to the state April 2018

## Next Level Indicators:

**#1 80% of students meet their annual success goals. (Can students articulate their passion and show pursuit of it?)**

### Academic Indicators

*Monitored by SPF and UIP*

- Top 10% of districts in the State.
- ‘A’ ratings for all campuses from Colorado School Grades
- Top 20% of districts in the State for three straight years
- 1 Million Dollars in Scholarships Given to Senior Class
- Less than 20% of alumni are required to take remedial college course work in 2017 and 15% in 2018.

### Emotional Intelligence Indicators

*Monitored by Surveys and Project Completion Rates*

- Behavior Referrals will see a significant decline or maintain low referral numbers.
- Our students will demonstrate a significant growth annually in targeted areas of their emotional intelligence
- Community Surveys will show a 70% satisfaction with the school district in all areas.
- Local business community will show a 70% satisfaction with student employees on surveys.
- Study how 1<sup>st</sup> generation students do within post-secondary learning opportunities.

# Monitoring Plan by Board of Education—See Attached Schedule

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## 1. Student Achievement

- a. Thinking
- b. State Test Scores and Performance Frameworks will be reviewed in August and November for meeting minimal levels of competency. Areas of weakness, by standards, will be identified for improvement. Action Items will be monitored for success.
- c. Each school will annually review their student achievement with the school board. September Salida High School, November Salida Middle School, December Longfellow Elementary School, January Crest, February HEA, March SECC. Each school will report on progress on action items and recommend new action items. Those reports are due in paper by September BOE meeting.
- d. Emotional Intelligence
- e. Communication
- f. Citizenship

## 2. Academic Programs: Operations (Daily Life)

- a. Arts/Vocational
- b. Professional Development
- c. Gifted and Talented
- d. Special Education
- e. Consolidated Grant and Rtl
- f. Curriculum
- g. Activities

## 3. Facilities

- a. Buildings
- b. Maintenance
- c. Community Use
- d. Transportation
- e. Custodial
- f. Food

## 4. Technology

- a. Maintenance
- b. Communication
- c. Learning

## 5. Leadership

- a. BOE
- b. Superintendent & DAA
- c. Principals
- d. Directors
- e. Teachers
- f. CBT

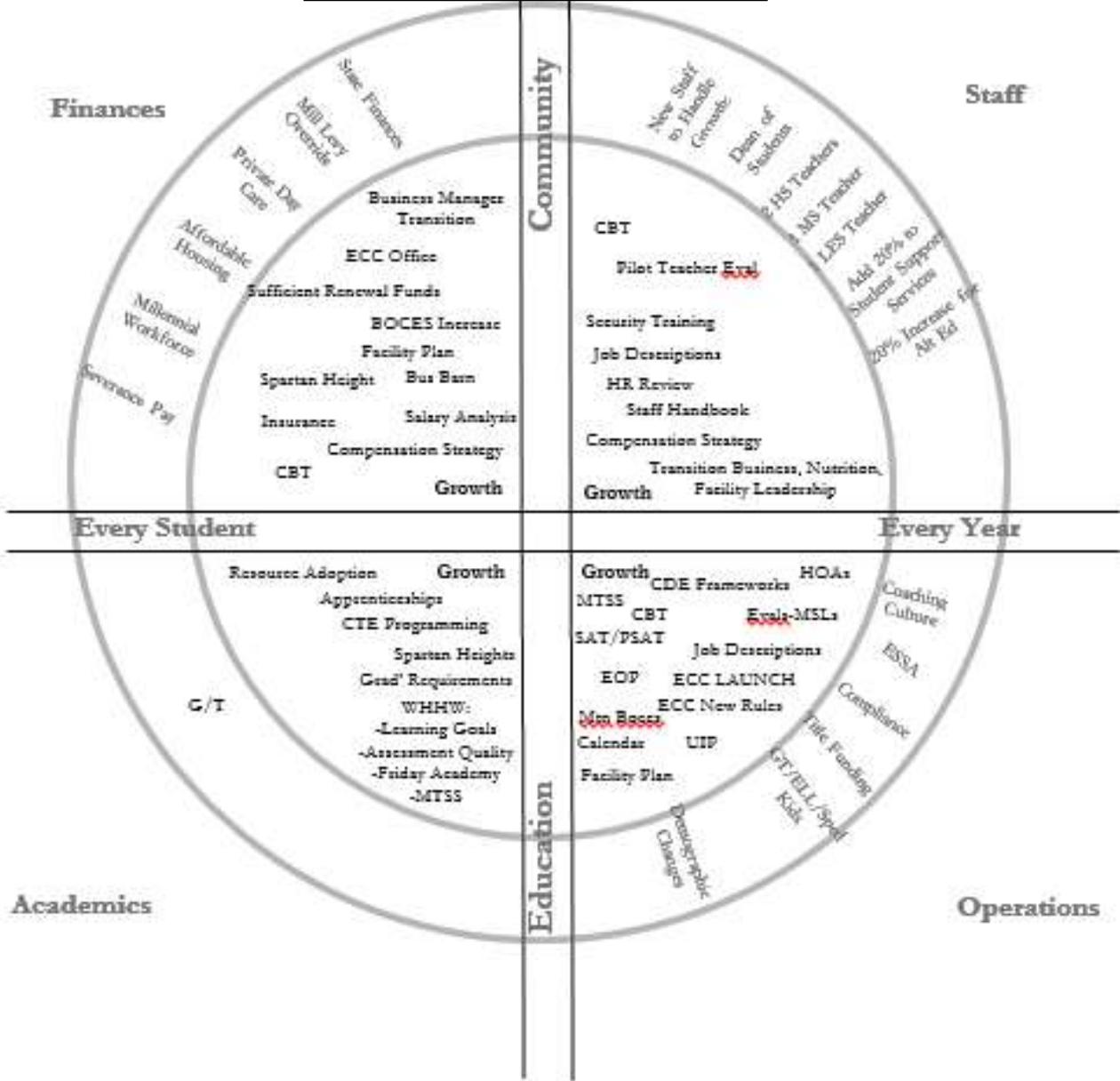
## 6. Finance

- a. Competitive Salary Options
- b. Transparency

## 7. Safety

- a. EOP
- b. Mental Health Support
- c. Collaboration with Emergency Services

2017-18 Priority "Target"



# Academic Achievement—Action Items—

**Academic Strategy:** To balance the development of the whole child, the district will ensure each child, in each school, is healthy, safe, engaged, supported, and challenged. The district will develop a metric to determine an individual student’s growth each year.

## Academic

**Goal #1:** To balance the development of the whole child, the district will identify and develop a clear vision of individual student success.

Action	Indicator	Intent	Who	Status
Individual student success.	Completion	At the end of the 2016-2017 school year, the district had begun to Identify and develop a clear vision of individual student success. It includes the MTSS system and capstone project. This doesn’t stop however as the true vision is evaluating our success as a district by the success of individual kiddos. Keep Going	DAA Building Leadership SAC (?)	Completed, There is still work to be done. The next stage is looking at adult ownership of each individual kiddo’s success. Included in this is the next implementation phase of MTSS, and capstone projects.

## Academic

**Goal #2:** To balance the development of the whole child, the district will ensure that students are healthy, safe and supported.

Action	Indicator	Intent	Who	Status
EQ programming	Curriculum is in place and students will be explicitly engaged at least twice a week at all levels.	Each building will have an explicit plan to strengthen weekly instruction in the area of social emotional growth in a consistent manner. The plan should include metrics to measure not only implementation but student growth in this area.	Amy and Principals	The first phase is complete. There is a definite need to begin work on the next implementation phase to ensure deeper penetration of the programming.
Advisory Programming	Satisfaction Survey- Students, Parents, Staff	The High School will continue to implement the advisory class to meet the goal of building relationships with students, guiding students to higher achievement, and post-secondary readiness.	Amy, Tami, Rob	In Progress
Community Service	Completion	Explore a community service component as a part of a capstone project at the high school.	Amy, Tami, Rob	In Process through capstone project.

		Middle School- Continue with the service learning component as a part of 8th grade enrichment class.		
PBIS	Plan developed	The purpose of public education is to create citizens through system level implementation such as embedding positive behavior supports at the elementary and middle school level specifically. There needs to be a plan developed and begin implementation.	All Staff	The MTSS process is helping develop this plan. The HS is also is also beginning to invest in the conversation as well. A comprehensive plan is needed.
Support Services	BOE approval	By the end of the 2017-2018 school year, the district will identify what additional services to be considered based on needs. Options: Behaviorist, Full time school psychologist,, special service providers, additional interventionists through Americore Grant	District and building leadership, SPED coordinator and staff	In-Progress

**Academic: Goal #3 To balance the development of the whole child, the district will ensure that students are engaged and challenged in their academic programming by ensuring a guaranteed and viable curriculum through the implementation of WHHW\* (the teaching and learning cycle).**

\* WHHW (The teaching and learning cycle) represents the following:

- **W-** What to teach- clarity
- **H-** How to teacher- best practices and the art and science of teaching which values teacher style/choice
- **H-** How we know students are progressing - Assessment
- **W-** What to do if....students didn't learn or already knew the materials on day 1- Differentiation

Action	Indicator	Intent	Who	Status
<b>Learning Targets</b> W- What to teach- clarity	Evidence will be collected through principal observation.	By the end of the 2017-2018 school year, teachers will develop learning targets using the five step process.	DAA Building Leaders	In- Progress
Professional Development	PD Completion	8/2017- Reinforcement PD- Goal--posting and unwrapping learning targets 8/2017- PD to introduce WHHW district-wide	DAA- provider of pd supported by building leadership	In- Progress

		Ongoing: Curriculum Work throughout year Winter/2018- PD highlighting teacher choice in the areas of Instructional Technology (How), Differentiation (What you do if..) Mindsets (What you do if...) Assessment (How you know)		
<b>Curriculum Development</b> <b>W-</b> What to teach- clarity	Completion of curriculum adoption cycle procedure	By April 2018: Update the curriculum adoption process to include a curriculum alignment process to ensure standard implementation. (Multi year process that aligns to the curriculum adoption process)	DAA Building Leadership	In- Process
Professional Development	Communicate the update clearly to district staff	By May 2018: The plan will be communicated to district staff	DAA Building Leadership	Not Started
<b>Differentiation</b> <b>W-</b> What to do if...students didn't learn or already knew the materials on day	Building Leadership will report out on progress during each ATM meeting	By the end of the 2019-2020 school year, the district implement a complete MTSS system involving all the processes completely in place including MTSS/RTI resources, systems, personnel for a self sustaining system.	DAA SPED coordinator Building Leadership All Staff	In- Progress 2017-2018 MTSS Building Leadership Teams managed by DAA 2018-2018 Resources 2019-2020 Make adjustments and system in each building will be managed by building teams not DAA
Professional Development	Upon Completion	By the end of the 2016-2017 school year, district and school leadership teams will identify what is not working and develop a professional development plan to address processes to result in increased understanding and support for struggling students.  By the end of 2017-2018 school year, the MTSS building leadership teams will have the skills to process students through a tiered systems of supports.  By the end of 2018-2019 school year, the MTSS system at each building will have identified personnel to lead the program, train teachers and run interventions while still managed by the DAA.  By the end of the 2019-2020 school year, the MTSS system at each building will have a self sustaining tiered system of supports to be self sufficient at the school level.	DAA SPED Coordinator Building Leadership All staff	In-Progress

<p><b>Graduation Guidelines</b></p> <p><b>W-</b> What to teach- clarity</p>	<p>BOE approval</p>	<p>By the end of the 2017-2018 school year, the district will have new capstone project in place for the class of 2021..</p> <p>By the end of the 2018-2019 school year, the district will have a pilot program of 5-10 students who will try the new capstone project.</p> <p>By the end of the 2019-2020 school year, the district will have a pilot program of 10-20 students who will complete the new capstone project.</p> <p>By the end of the 2020-2021 school year, the district will fully implement the new capstone project.</p>	<p>Building Leadership SAC/DAC DAA</p>	<p>In-Progress</p>
<p>Communication Plan</p>	<p>Plan Development and Completion</p>	<p>By the end of the 2016-2017 school year, upon approval by the BOE, the district will communicate the graduation guidelines to stakeholders.</p> <p>By the end of the 2017-2018 school year, the high school will communicate the components of the new capstone project once approved by the SHS SAC and Staff.</p>	<p>Building Leadership SAC/DAC</p>	<p>Not- Started</p>
<p><b>Teacher Professional Development</b></p> <p><b>H-</b> How to teacher- best practices and the art and science of teaching which values teacher style/choice</p>	<p>Upon Completion</p>	<p>Yearly: The district will continue to support teacher choice in professional development related to the grade level, content area, technology, classroom management, differentiation and others as requested by individual or groups of district staff.</p> <p>By the December 2018, the DAA will work with individual and teacher groups to start a process to identify the needs of teacher pd and how the pd can strengthen core instruction as well as serve as a potential incentive program for teacher pay.</p>	<p>DAA Building Leadership District Staff</p>	<p>On-going</p>
<p><b>Instructional Technology</b></p>	<p>Principal Observation</p>	<p>On-going: Teachers will be introduced to a variety of instructional technology tools to increase teacher productivity, creativity, communication, collaboration, etc and student engagement, communication, collaboration, critical thinking, innovation and creativity.</p> <p>By December 2016, an Instructional Technology Committee will be formed to focus on instructional technology. (Completed fall 2017)</p>	<p>DAA Building Leadership Technology Director District Staff</p> <p>DAA TLC group</p>	<p>On-going</p>

		By the fall 2018, the TLC (Technology Leadership Cohort) will complete at least one training to increase the instructional technology skill set and showcase at least 3 technologies to the staff in their building.		
Professional Development	Principal Observation	On-going: The district will create a technology focused instructional technology committee (TLC) to participate in and lead pd in instructional technology. In addition, the district will support instructional technology pd requests.	DAA Building leadership TLC group	On-going support of technology pd request TLC- In-Progress
<b>Classroom Assessment</b> H- How we know students are progressing	Principal Observation and learning walk data	By the end of the 2018-2019 School year the teachers will include common Classroom Assessment practices aligned to the standards.	DAA Building Leadership Teaching staff	Not Started- Fall of 2018
Professional Development	Upon Completion	8/2018- Introductory PD- Assessment Literacy 10/2018- Classroom Assessment PD- Teachers will create classroom assessment aligned to standards Winter/2019- Assessment Matrices- How to use assessment matrices to track student proficiency	DAA Building Leadership Teaching staff	Not Started- Fall of 2018
Climate of Coaching	Completion of: Plan Development  Plan implementation benchmarks  Professional Development	This is not a programmatic implementation goal. It is a cultural milieu. It requires training and support, but not necessarily evaluative expectations.	DAA Building Leadership Teaching staff	It is beyond development and beginning to replicate.
Professional Development	PD Completion	Book studies are complete, first round of training was completed in the spring of 2017. Continued training and support will be on-going.	DAA PEBC support	Book Study Complete Training- On-going

**Academic: Goal #4 To balance the development of the whole child, the district will ensure each child, in each school, is engaged, supported, and challenged by preparing students for a variety of postsecondary options.**

<p><b>Graduation Guidelines</b>  <b>W-</b> What to teach- clarity</p>	<p>BOE approval</p>	<p>By the end of the 2017-2018 school year, the district will have new capstone project in place for the class of 2021.</p> <p>By the end of the 2018-2019 school year, the district will have a pilot program of 5-10 students who will try the new capstone project.</p> <p>By the end of the 2019-2020 school year, the district will have a pilot program of 10-20 students who will complete the new capstone project.</p> <p>By the end of the 2020-2021 school year, the district will fully implement the new capstone project.</p>	<p>Building Leadership SAC/DAC DAA</p>	<p>In-Progress</p>
<p>Communication Plan</p>	<p>Plan Development and Completion</p>	<p>By the end of the 2016-2017 school year, upon approval by the BOE, the district will communicate the graduation guidelines to stakeholders.</p> <p>By the end of the 2017-2018 school year, the high school will communicate the components of the new capstone project once approved by the SHS SAC and Staff.</p>	<p>Building Leadership SAC/DAC</p>	<p>Not-Started</p>
<p><b>Elective and/or CTE Programming</b>  <b>W-</b> What to teach- clarity</p>	<p>SHS and CMC collaboration</p>	<p>By the end of the 2017-2018 school year, CMS and SHS will continue to collaborate in increase offerings in elective and/or CTE Programming</p>	<p>SHS building leadership, CMC, DAA</p>	<p>In-Progress</p>
<p>Communication Plan</p>	<p>Plan Development and Completion</p>	<p>By the end of the 207-2018 school year, upon approval by the BOE, the district will communicate any programming changes to stakeholders.</p>	<p>SHS building leadership, CMC, DAA</p>	<p>Not-Started</p>

Operations: Seek ways to keep the students, parents and community at the heart of our business first, while satisfying government compliance second.

Goal #1 Ensure that the Salida stakeholders have a meaningful voice in district decisions. (See Leadership Goals for BOE)

Action	Indicator	Intent	Who	Status
<b>Protecting Instruction</b>	ATM monitoring	On-going: The purpose of district and school administration is to protect instruction by filtering mandates and keeping the classroom focused on instruction.	District and School Leadership	On-going
<b>Communication</b>	ATM monitoring	On-going: The district will provide clear and timely communication to all stakeholders by using the most appropriate communication technique to meet the situation.	District and School level personnel	On-going
Community Linkage to review Community Values	Valid data collection by January BOE meeting	The board will utilize the DAC to engage the community around what values it holds for its education system. The BOE has reached out to the community over the last decade, confirming the values of a previous listening period. This will be a fresh listening. It will need to reach a cross-section of voices and sufficient number of voices. This will then be incorporated into the Strategic Plan.	DAC	In-Progress, Currently in Phase 2 of the process.

**Goal #2 Ensure Salida appropriately meets all compliance requirements.**

Action	Indicator	Intent	Who	Status
<b>Compliance</b>	CDE reports	On-going: The district will meet all state and federal requirements in a timely manner.	DAA and associated staff	On-going
CBT	Successful implement policy process	The new Collaborative Bargaining Team will utilize Interests Based Bargaining to ensure all staff have a say in working conditions and compensation.	Supe, CBT	Successfully implemented the process in the Fall of 2017
RtI	Completion	By the end of the 2017-2018 school year, will evaluate how the new MTSS system successfully transitioned students to RTI process for increased support for students with high needs.	DAA Building Leadership MTSS and SPED personnel	In-Progress
<b>Graduation Guidelines</b>  W- What to teach- clarity	BOE approval	By the end of the 2017-2018 school year, the district will have new capstone project to meet the new graduation guidelines that were adopted in 2016, in place for the class of 2021.	DAA Building Leadership SAC/DAC	In-Progress
Communication Plan	Plan Development and Completion	By the end of the 2017-2018 school year, SHS will communicate the requirements of the new capstone project to all stakeholders.	Building Leadership SAC/DAC	Not- Started
Pilot the new CDE Teacher Rubric for Evaluation-MSL's	Completion and Evaluation via State Survey	The district has taken every opportunity to work with CDE to improve teacher evaluation. This is one more example. It includes on-site support from consultants, training, and instruction. We hope this helps reduce the load on staff filling out the evaluation, leaving more space for coaching and feedback.	Administrative Team	In-Progress
Convene and implement a 1338 council.	Annual report to the board.	The district has discovered that it has not held a 1338 council of various stakeholders to ensure that the teacher evaluation system is fair and meaningful. The district will make this happen this year and provide an annual report to the board of education	Supe	Membership has been identified. The team still needs to prepare an annual review/report
Conduct a 3rd party Human Resource Audit	Completion with recommendations for HR Improvements	The district has some irregular HR practices that need to be reviewed by an outside expert as we update our policies and process regarding working conditions.	Supe, Business Manager	Audit is complete.

Create and Update Job Descriptions for all staff	Implemented, including individual conversations with each staff member.	Utilizing the feedback for the HR audit, the job descriptions need to be updated or created. We have to have this project complete.	Supervisor	In-Progress
Matriculation	Completion	*Development of action items in progress* Matriculation data reflects the percentage of high school graduates who enroll in a career and technical education program, community college, or four-year institution of higher education in the school year immediately following graduation.	DAA Student Data Manager, HS Counselor and leadership	Non-Started
ECC New Regulations	Implemented and Compliant	The new federal regulations significantly increase the amount of minutes of educational services that must be provided, without any additional resources. This is a significant design challenge for our program.	ECC Director	In-Progress
Redesign the Mtn. BOCES	Complete Redesign	The split in the Mtn. BOCES organization requires that the team redesign the structures, staffing, and finances. This is time intensive and collaborative between the districts	Supervisor	In-Progress

# Leadership: Leaders courageous enough to pursue new visions, but grounded in serving the needs of stakeholders.

**Goal #1: The board will intentional schedule opportunities to ensure the board and superintendent grow together in sync, so that the board is actively leading the district.**

Action	Indicator	Intent	Who	Status
Develop a plan to evaluate and grow the Superintendent.	Completion	The board has effectively one employee and he/she needs to be able to hear the board's voice as a whole, specifically their goals and desires for improvements. It needs to be intentional. It needs to be given space. The evaluation process should clarify expectations and lay out how those will be evaluated. The hard part is the majority of the evaluation is based on outcomes of work, and there needs to also be an element of individual growth for the Superintendent	BOE President	A plan and a tool was developed last year. The tool needs to be tailored for this year's work. There is not a plan yet for how staff feedback will be gathered into the process.
Board Development: Increase understanding of our financial reality. Audit review	A simple survey to see if they know the keys to the finances	In order to assist the board in being intentional about their work, they will study with the business director the audit and be able to articulate their financial position and what are the financial risks.	Supe	In process, currently scheduling meetings with directors
Board Development: Participate in the CASB winter conference	4 of 7 Board members attend	The board needs to continually seek learning, context, and strategies. The CASB winter conference is the best place to do that.	BOE President	5 attended. Great conversations and planning.
Board Development: Present as a board at the CASB winter conference	Completion	Salida has been a successful district and has a story to tell. Tell of how our planning process is leading to new CTE opportunities for kids. Important PR for the district. Reputation helps generate referrals for new staff. And, with a workforce shortage coupled with a high cost of living, word of mouth will be important.	BOE Members and Supe	Presented at the Rural Alliance Breakfast and a breakout session with CDE
Strategic Plan	BOE Approval	The board continually revisits the plan to see how decisions fit. The board is trying to improve relationships and process to support the DACs role. This also keeps the superintendent and board clear about expectations.	Supe, Board Member, DAC	In-Progress, need to meet again in the Winter to update expectations
Community Linkage to review Community Values	Valid data collection by	The board will utilize the DAC to engage the community around what values it holds for its education system. The BOE has reached out to the community over the last decade, confirming the values of	DAC	In-Progress, Currently in Phase 2 of the process.

	January BOE meeting	a previous listening period. This will be a fresh listening. It will need to reach a cross-section of voices and sufficient number of voices. This will then be incorporated into the Strategic Plan.		
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**Goal #2: The Superintendent will develop a leadership team that addresses problems proactively.**

Action	Indicator	Intent	Who	Status
Team Development: Building level principals will craft clear plans to develop their teams, with specific goals to address team functioning	Implement 75% of plan	Principals have to develop high functioning teams that can independently problem solve. Without teams the buildings will not be able to pursue excellence, particularly because education is changing so fast right now. That rate of change requires nimble teams.	Admin Team	This needs to be returned to. The Admin team started on this last year, and different leadership teams developed out of that. It requires new planning.
Admin team will develop initial strategic plan draft for the 2017-18 academic year	Completion	This is the backbone of the administrative retreat in July each year, as leaders develop building and personal goals.	Admin Team	It has been through the entire process and just needs to be codified for publication.
Admin team will ensure that the strategic plan is proactive.	BOE Satisfaction survey	We need to be always looking for what is next and what solutions are deteriorating prior to it becoming a crisis.	Admin Team	The survey needs to be implemented or use the BOE Winter Retreat
Admin team will individually participate in leadership coaching: specifically in the area of influence and one other area of choice	Completion	The principals need to experience coaching and quality feedback, both for their own growth and for an experiential understanding of how coaching can help.	Supe	Very little capacity for this currently. Continue to look at this action item for the future.
Nutrition Manager: The Supe will meet monthly with the director to ensure the job description is achievable and successful	Completion	The new director needs support as he fully embeds herself within the position	Supe	In progress
Finance Manager: The Supe will meet monthly with the director to ensure the job description is achievable and successful	Completion	The new director needs support as she fully embeds herself within the position	Supe	In progress
New Facility Manager: The supe will post the vacancy in January of 2018 and guide the hiring process	Completion	The new director will have a significant impact on the future of the district and needs to be a hire everyone can trust	Supe	New Department Organization Chart complete. Updated Job Description.

New Finance Manager: The supe will schedule a transition time frame for the old and new directors to train.	Use as needed as topics arise.	The transition between old and new will need to be intentionally governed to reduce the impact of the change.	Supe	Has worked perfectly thus far. The old Manager is local and glad to come in and help. Still need HR and Payroll training on the tech system.
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**Goal #3 The Superintendent and administrative team will develop capacity for teachers to lead peers to excellence.**

Action	Indicator	Intent	Who	Status
Leadership Academy Development	Plan is formally developed	The goal is not to pass off compliance topics to teachers to reduce administrative leave, rather to embrace the reality that true change happens at the teacher level and peer influence has a greater impact on topics of excellence.	Supe	In conversation with Admin Team

**Goal #4 The Superintendent and administrative team will develop capacity for classified workers to support operational function that strengthens the system to take care of students.**

Action	Indicator	Intent	Who	Status
Develop the voice of Classified through the CBT process	Survey of CBT	CBT is the new system that demands the classified workers are represented and heard. It is a great intention, but it will require continued development.	Supe, CBT	It was effective this Fall as we passed a new compensation strategy. There is still room to develop the voice, as workers have high turnover and no depth of leadership yet.
Develop a training incentive program in Policy and Compensation to encourage professional growth	Completion	There are three stages or elements to this lofty goal. One is changing the policies to allow classified workers access to professional growth. Two is the development of a departmental training program. Three is implementing it and communicating to staff about a new opportunity.	Supe, CBT, Admin, Managers	The CBT agreed this was necessary but wanted 6-9 months to develop the system. In the meantime, managers will need to develop their training programs
Develop a leadership training strand for the department managers	Completion	The managers rarely have formal leadership training. This is needed, not only for efficiencies in their respective department, but also for the retention of staff. With a workforce shortage it is necessary to ensure the best leaders create work environments that offer staff high satisfaction.	Supe, DAA	It is only a concept currently. We need a plan by May.

**Goal #4 Building level leadership will develop capacity for students to lead peers to excellence**

Action	Indicator	Intent	Who	Status
The district will participate in the CASB Student Leadership Strand at the winter conference.	Participation	The goal is not to pass off compliance topics to teachers to reduce administrative leave, rather to embrace the reality that true change happens at the teacher level and peer influence has a greater impact on topics of excellence. Two students will attend the conference with the school board for their development and to influence board perspectives	Brandy C.	The two students this year did wonderful. One was selected to speak in front of the general assembly and blew the crowds socks off. Next year we are looking at increasing this possibly to HEA and creating a cycle of new and returning student participants.
Academic Honesty Project	Completion of project goals and timeline	A senior has come forward to improve academic honesty in the most competitive classes. She will visit other school sites and develop her plan to be implemented through the Honors Society	Student, HS Leadership	The policy is in place and it has been thoroughly discussed with staff and students. The next stage is to evaluate effectiveness.

Finances: The district will always begin with how money impacts kids directly, and then seek a conservative compensation that is competitive.

**Goal #1: The district leadership will actively seek parent, student and staff input to determine if current program is sufficiently developed, and support those current programs further if necessary.**

Action	Indicator	Intent	Who	Status
The building level team will review programming needs	Completion with clear recommendations	The building level teams have to really answer this question with thoroughness. The goal is not to just add more fte, but determine if the program is meeting its purpose. This is an annual question.	Building Level Leadership	In-Progress
The building level teams will review their resource needs	Completion with clear recommendations	The building level teams have to answer whether additional resources will improve student outcomes. Again, the goal is not to just add more resources. This is an annual question.	Building Level Leadership	In-Progress
The district will review and recommend actions in regards to hiring a HS Electives	Completion with clear recommendations	During the recession the district absorbed HS Elective positions and reduced options. We need to consider if we have enough options and which ones.	DAA, HS Leadership, SAC	Last year the team added one. This year it is already be discussed.
The district will review and recommend actions in regards to hiring a MS Spanish	Completion with clear recommendations	The middle school needs to finalize a multi-year conversation about adding language to the middle school programming.	DAA, MS Leadership, SAC	It didn't make the cut last year as the team chose to invest in music, it will need to be answered again.
The district will review and recommend actions in regards to hiring a LES Math Interventionist	Completion with clear recommendations	The LES accountability brought forth the need for a Math Interventionist. The team needs to provide the data for justifying the position/need.	DAA, LES Leadership, SAC	Still a request.
The district will review and recommend actions in regards to hiring a Behavior Interventionist	Completion with clear recommendations	In the fall of 2016 the staff identified behavior struggles in the classroom as a dominant need for improvement. We need to understand how such a position would directly affect students and not just add to the bureaucracy,	DAA, Sped Team, Admin team, Counselors	Still a request

The district will design and implement a building trades program.	Hire and retain a general contractor onto the teaching staff	We need a general contractor that can both teach and lead the construction effort, so that the students have an expert to lead them through the program.	Supe, DAA	In-Progress
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**Goal #2: The district will make decisions in regards to budgeting in a process that supports conservative decisions, to ensure taxpayer money is not over-committed.**

Action	Indicator	Intent	Who	Status
CBT will develop a new compensation strategy	Completion	The old system limits the capacity of the district to support veteran teachers. We need a dynamic system that allows us to be conservative with budgeting, but aggressive in retention. It must react to market fluctuations. We need to be able to utilize recurring and one-time funds.	Supe, CBT	Stage one is completed. CBT has developed a two year transition to a new strategy. Need to finish the process.
The superintendent will work with staff to increase their financial understanding of how the school district is funded.	On a survey all staff will demonstrate a growth in understanding budget factors	In order to ensure that all staff have an ownership in the “company” we have to ensure they have a greater understanding of the factors we address in creating revenue sufficient to support greater compensation.	Supe, BOE	A lot has been invested into this. It is time to develop a way to evaluate how effective it is.
The district will review the insurance compensation and make a recommendation for improvement	18 month review plan complete	The district needs to really consider how it might leverage current funding to purchase more insurance capacity for staff. An engagement process that is creative is necessary to complete this in time for a change of adoption in March of 2018.	Supe, CBT, Insurance Committee, Business Manager	In Progress with process in motion for a February decision.

**Goal #3: Ensure that compensation is competitive to attract and retain quality staff.**

Action	Indicator	Intent	Who	Status
All starting salaries are paid at the average of districts our size.	Completion	The intent is to attract staff to all positions.	Supe, BOE	Completed a major change. There are a few outliers still
Address, in some manner, increase to staff that have stayed with the district. All salaries, throughout the years,	Adoption of a clear plan of how we will accomplish this.	The intent is to ensure that we retain quality staff. Starting competitive, but later in the years falling behind, is not a good strategy to retain staff. This is not	Supe, BOE	Stage one is completed. CBT has developed a two year transition to a new

maintain the average of the districts our size.		a once and done strategy. The plan must allow for the dynamic and ever increasing nature of the compensation market.		strategy. Need to finish the process.
The district will review the insurance compensation and make a recommendation for improvement	18 month review plan complete	The district needs to really consider how it might leverage current funding to purchase more insurance capacity for staff. An engagement process that is creative is necessary to complete this in time for a change of adoption in March of 2018.	Supr, CBT, Insurance Committee, Business Manager	In Progress with process in motion for a February decision.
The district will develop land in Poncha Springs for affordable staff housing.	75% complete in June 2017	The town is suffering under a housing market that fails to support professionals. The school is joining with the town to try and develop housing solutions	Supr, BOE	In-Progress

Facilities: Facilities that do not hinder student development and support the community vision.

- **Primary Action is to develop a first draft of an updated facility plan.**
  - **The BOE has reviewed the last official plan and developed an initial new one.**
  - **The BOE has called for proposals for a new official facility plan.**

**Goal #1: The facility needs to provide a safe physical environment.**

Action	Indicator	Intent	Who	Status
The district needs to address ADA/OCR findings to be in compliance	Successful completion of the VCP	We need to be in full compliance for all students.	Walt, Supe	In Progress
Review every site with emergency personnel to improve security features	Completion	It requires a community partner approach to be truly prepared for emergencies	Supe, SRO, Emergency Teams	In Progress. Last year the strategy was faithfully used and worked well.

**Goal #2: The district needs to design facility solutions with the greater community needs in mind, as it functions as a quasi rec department.**

Action	Indicator	Intent	Who	Status
The district will develop land in Poncha Springs for affordable staff housing.	75% complete in June 2017	The town is suffering under a housing market that fails to support professionals. The school is joining with the town to try and develop housing solutions	Supe, BOE	In-Progress
The district will develop and implement a landscaping solution for the Northwest side of the LES building.	Complete August 2017	The district needs to find a solution for the unsightly dirt on the Northwest side of LES.	Supe, BOE, Facility Manager	Last year were able to take care of a few items, and now we have two designs to consider.
The district will develop, with stakeholder input, a design for developing the Holman Fields	Development Plan Adopted	The district needs to finish developing the Holman fields, but in a phased manner that incorporates the many stakeholders needs into the design.	Supe, BOE	Conversation scheduled for BOE winter retreat.

The district will complete the first phase of the Holman field project.	Phase 1 is complete August 2018	The district needs to finish developing the Holman fields.	Supe, BOE	Not Begun
We will create an MOU with the town to support and clarify friday activities.	MOU in place for facility Use December 2017	It has been discovered that we do not have an official MOU in place with the town rec department which leads on offering Friday activities. We need clearer support and roles for this.	Supe, Facility Use Manager	High overturn at city have prevented this. It still needs to be done.

**Goal #3 The district will proactively maintain and routinely address facility needs.**

Action	Indicator	Intent	Who	Status
The district will build and complete a new transportation facility	Complete August 2018	The district needs to build a transportation facility with BEST dollars. The current building needs significant work, including a roof. Also the current facility is poorly placed beside the ECC and in a residential area.	Supe, BOE	In construction phase
Utilize the new facility plan to develop a new preventative maintenance schedule	Complete	Now that we are past the opening of the new building stages and outside of the warranty stage we need to be sure we have a plan to prevent degradation of the buildings.	Supe, Facility Manager	Awaiting the facility plan work

**Goal #4 The district will develop facilities with that addresses future needs and capacity.**

Action	Indicator	Intent	Who	Status
The district will develop, with stakeholder input, a design for developing the Holman Fields	Development Plan Adopted	The district needs to finish developing the Holman fields, but in a phased manner that incorporates the many stakeholders needs into the design. This phasing will allow us to develop with the future in mind.	Supe, BOE	Conversation scheduled for BOE winter retreat.
The district will develop land in Poncha Springs for affordable staff housing.	75% complete with first unit	This sight is about future housing for staff and student programming for the next 5-7 years.	Supe, BOE	In-Progress
The district will complete a feasibility study for development of a health clinic to assist students in conjunction with other agencies	Planning and research complete	The community does not have capacity for supporting mental health needs, and the district feels that need in the areas of academics, behavior and safety. We need to be part of a solution	Supe, BOE, Counselors	Call for proposals has been done.

Consider new land acquisition for the future.	Options are presented by June 2018	The district has developed the land that it has. Previous boards looked ahead and acquired new land, which the district has been developing. This board needs to invest for the future as well and leave resources that can meet as of yet unknown needs.	Supe, BOE	Not Begun
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**Goal #5 The district will develop facility to increase student programming options.**

Action	Indicator	Intent	Who	Status
The district will develop, with stakeholder input, a design for developing the Holman Fields	Development Plan Adopted	The district needs to finish developing the Holman fields, but in a phased manner that incorporates the many stakeholders' needs into the design. This phasing will allow us to develop with the future in mind. How can these fields increase student programming?	Supe, BOE	Conversation scheduled for BOE winter retreat.
The district will develop land in Poncha Springs for affordable staff housing.	75% complete with first unit	This sight is about future housing for staff and student programming for the next 5-7 years.	Supe, BOE	In-Progress

# Safety: Teach students to manage reasonable risk while protecting them from extreme risk.

## Goal #1 Protect students/staff/community from extreme risk.

Action	Indicator	Intent	Who	Status
The district needs to review and update the EOP to make it as simple and clear as possible.	Completion and approval by all agencies.	Society as a whole continues to head to a more violent and unpredictable response to personal perspectives. We need to continual revisit and improve our planning to such irrational decisions.	BOE, Supe	All complete, just needs final approvals
Partner with the city to hire an SRO	Completion	We need more security and penetration into the system so that students in trouble have an advocate inside the system and someone that can accelerate response. It also allows for a better security lead in conversations. The transition and translation between systems has been our greatest frustration	BOE, Supe	Completed. Now how to design effectiveness measures.
Partner with the County to hire a Social Worker liaison	Completion	We need more advocacy and penetration into the system so that students in trouble have an advocate inside the system and someone that can accelerate response. The transition and translation between systems has been our greatest frustration.	BOE, Supe	Completed. Now how to design effectiveness measures.
The district will work collaboratively with agencies in development of a plan.	Completion	The district is developing a plan by monthly reviewing, touring, and updating building level plans. Emergency personnel are then requested to only tour one site a month. In this fashion we are always proactively and routinely updating and familiarizing ourselves with the plan and facility.	Supe, Chaffee County Emergency Manager, SRO	It worked great last year. This year the SRO will continue the process.
EOP known by all	Survey	The district needs to regularly check to see if the staff members are aware of protocols and emergency plans and if they feel comfortable with the plans.	Administrative team	It needs to finalized and then pushed out harder.
The district will conduct an active shooter training.	Completion	The district needs to complete an active shooter training in the next 18 months, that helps all staff and emergency personnel to be experientially familiar with any plans. It is the only way to find holes in the plan as well.	Supe, Chaffee County Emergency Manager	It was a great success for all partners. A ton was learned and all agencies have changed protocols.
The district will develop a phone app to increase communications with	Completion	The district has found that it is a great struggle when communicating threats to parents. If it is an event the police are involved in an active situation, and communication must be limited. If it is only a threat or post-event then the police are still in an investigation mode, which again	Supe, Tech Manager, SRO	A new website, which is mobile friendly, has now been published as the first

parents during an emergency.		limits communication content. We hope the app allows us to quickly say what is possible in a threat situation.		stage. The app is ready for launch Jan. 8th.
Adopt clearer threat procedures and LockOUT protocols	Completion	The district faced a high level threat this year that showed a need to improve our lockOUT protocols and communications.	Supe, SRO	Complete
Host a county wide threat assessment training	Completion	The district scheduled and hosted the Colorado School Safety Resource Center for the whole county.	DAA	Well attended and yielded some great clarifiers regarding various agency roles.

**Goal #2: Encourage and Support an active lifestyle with all students and staff.**

Action	Indicator	Intent	Who	Status
Utilizing the wellness committee, the district will design and implement additional incentives, challenges, classes and support for staff to engage in an active lifestyle	Unknown at this point	This is a key value: active lifestyle. We need to model it. By modeling it we can enjoy the benefits of a healthier staff that is practicing stress reduction.	Wellness Committee, Nurses	The committee has been reengaged and reviewed policies. The committee has also now joined the insurance review. The insurance decision will free the team up to take the next step on this item.
The district will review the scheduled physical activity minutes at each, and review the policy	Policy Review and changes complete	The district has sought to move beyond the minimums and really be progressive in this area. We need to review that commitment.	Administrative Team	In Process with the reengagement of the wellness committee
Complete a review of the programs	State Review Completion	Every three years the state requires that the district complete a full review. This is our year.	Nurses, Admin, Wellness, Nutrition	The buildings have completed the initial review tool. It will now need to be aggregated by the team.

**Goal #3 Support the mental health needs of our students and staff.**

Action	Indicator	Intent	Who	Status
Offer at least one professional development	Completion	We have offered these trainings in the past, but need to continue to do so.	DAA	In-Progress

opportunity for staff to increase their awareness and skills regarding adolescent mental health needs		This session would either be offered as a Friday Academy session or during the January pd day.		
Run at least 3 DBT groups within the schools	Completion and data of student perception changes.	This is a county wide effort to support adolescent mental health with a consistent language and programming. By the end of the 17-18 year, the district will have a plan in place to increase mental health at the district K-12.	Counseling Team	This goal is not yet fully “in-progress” Our new counselor core staff member is running DBT groups HEA and the middle school counselor is running a few groups, mental health personnel is needed to complete this goal
Increase on-site mental health services from SolVista	Determine what is the need and how far we are away from this	Mental health needs of students is increasingly taking center stage, whether it is high risk, like suicide; or in SPED cases, or in threat cases. We do not have the needed capacity. We either have to get more partnership help or reconsider how to use the psychologist. By the end of the 17-18 year, the district will have a plan in place to increase mental health at the district K-12.	DAA, Psychologist	In-Progress- at a minimal level. The need is significant.

# BOE Monitoring—Strategic Plan

Month	AREA	TOPIC	PERSON	All Paper Reports Focus On
August	Facilities Safety Technology Transportation Food	Is School Ready to Go?	Walt, Darryl, Evalyn, Brandy, William, David, Danny	Is School Ready?
September	Student Achievement Emotional Intelligence Individual Success Plans Activities	How did we score?	David Counselors David Jim	Student Achievement Data and Enrollment
October	Student Achievement	SHS	Tami	Student Growth Data
November	Student Achievement	SMS	Will	Thinking Skills
December	Student Achievement	SES	Chuck	Individual Success Plans
January	Student Achievement	Crest	Karen	Discipline
February	Student Achievement	HEA	Albert	High Expectations
March	Student Achievement	SECC	Ilona	Emotional Intelligence
April	Professional Development Gifted and Talented Special Education Title Programs			Evaluations
May	Leadership Evaluations Curriculum	Sustainability?	Darryl David	Celebrations
June	Facilities Safety Technology Transportation Food	What changes will be in place for next year? Report on Action Items...	Walt, Darryl, Evalyn, Brandy, William, David, Danny	Staff Satisfaction Community Satisfaction Business Satisfaction

# BOE Monitoring—Business

Month	TOPIC	All Paper Reports Focus On
August	Approve Auditor for Previous Year Audit Approve Resolution for Election, if applicable Approve Wording for Ballot Issue(s), if applicable Approve IGAs with Clerks, if applicable	Is School Ready?
September	Approve DAC Members and Leadership Approve CPP Contracts for SECC Evaluative Conversation with Superintendent (3 times a year- Jan, May, Sept)	Student Achievement Data and Enrollment
October	Budget Process Review CASB Convention Registration/Hotels Approval to Submit HS and EHS Continuation Grant	Student Growth Data
November	Swear in New Board Members, if applicable Board Leadership Elections, Bi-annual with election years	Discipline
December	Approve Draft Copy of the Year End Audit for the Previous Yr Approve the Mills to be Collected Formally Accept Election Results, if applicable Set and Post Retreat for January	Individual Success Plans
January	Approve Budget for Current Year to Reflect Mills, Other Changes Action Items: Adopt Revised Budget Action Items: Adopt the Associated Appropriation Resolution Evaluative Conversation with Superintendent (3 times a year- Jan, May, Sept) January is also traditionally BOARD RETREAT MONTH	Thinking Skills
February	Approve Contracts and MOUs for Early Head Start Grant Approve Carry Over Funds for Early Head Start Grant Formally Acknowledge Evaluative Conversation Review and Approve Superintendent's Contract Approve Calendar for Coming Year	High Expectations
March		Emotional Intelligence
April	Approval of Grant to Apply for COLA, TA, and EHS continuation funds, with amount Approval of Additional ARRA Education Jobs funding Approval of Administrative Director Contracts: One year Renewal of Student Insurance with K&K Insur as the District K-12 offering Approve Contracts for Teachers, Librarians, Counselors and Nurses for coming yr Approve Insurance for District with CEBT as recommended by Wellness Committee Approve SWAP Contract	Evaluations
May	Approve Salary Schedule for Upcoming Year Approve Preliminary Budget for Upcoming Year Approve Appropriations Resolution with Preliminary Budget #s Start to Discuss Election Issues- must notify Clerks of Intent to Partic in July Evaluative Conversation with Superintendent (3 times a year- Jan, May, Sept)	Celebrations
June	Approve Upcoming Year SEA Master Agreement Approve Upcoming Year Budget Approve Appropriations Resolution to go with Budget Approve Written Notification to Clerks if Participating in Election	Staff Satisfaction Community Satisfaction Business Satisfaction