

Strategic Plan 2013-2018
Update July 2016

Bright Green: Technology	Blue: Communications
Red: Teaching & Learning	Brown: Fiscal & Operations
Purple: Special Education	Teal: Human Resources

GOAL #1: HIGH STANDARDS FOR STUDENT SUCCESS

➔ **Recruit and retain diverse staff who meet rigorous professional standards and provide exemplary instruction**

2013-2014	2014-2015	2015-2016
<ul style="list-style-type: none"> ● Increased attendance at educator career fairs, including Hispanic Career Fair in Tacoma; nationwide recruitment efforts; ongoing discussion with OEA to expand diversity. ● Created a new employee orientation system which included "What Every Staff Member Must Be Told". ● New technology training lab for professional development. ● Special Education hired 36 employees; approximately 15% ethnic diversity. ● Respectful collaborative relationships with bargaining units. ● Improved fidelity to quality hiring practices; rigor and reference check breadth; deployed new custodial and maintenance training in order to improve safety and ensure better fidelity to training requirements. ● Piloted a new system to evaluate driver and custodial job candidate physical ability to do each job; physical therapist group created physical tests to mimic each job; HR sets up each job candidate for physical screening/test and monitors test results before driver/custodian can be hired (new job categories will be phased in). ● Increased online and technology based staff recruitment. 	<ul style="list-style-type: none"> ● Able to fill all special education and related service staff in a sparse hiring climate. ● Successfully hired leadership positions in the school district despite a challenging timeline including Director of Curriculum and Instruction, Director of Human Resources, Director of Career and Technical Education, Chief Information Officer, multiple Principals, Highly-Capable Coordinator, Interim Principals. ● Sought high performing in district student teachers for early hire. ● Developed relationship with the Edgar Martinez Foundation for recruitment of teachers. ● Hired a replacement Technology Teacher on Special Assignment to work directly with Teacher Librarians and secondary teachers. ● Hired a new Data Systems and Development Specialist to better manipulate district data and reports, design new data structures and integrate district data into current systems for better efficiencies and usability. ● Hired a new secondary ELA coach to support the implementation of the Common Core State Standards. ● Focus on new OER position and additional ELA (.5) position ● Honing and refining our HiCap coordinator position. ● Hired eleven elementary teacher candidates before the end of the school year in anticipation of hiring competition due to legislative action; two of underrepresented status. ● Established a district based Leadership Academy with Western Washington University to train future district leaders. ● Provide support for principal interns. ● Hired a .5 PBIS coordinator, a 1.0 Teacher on Special Assignment for Social Skills, and have 3 paras doing student teaching in special education next school year. 	<ul style="list-style-type: none"> ● Encouragement of excellent paras to pursue teaching credentials. ● Hired two (one new position) Technology Teachers on Special Assignment to work with district teachers on the inclusion of technology into the classroom. ● Hired replacement Technology Support Manager to supervise and coordinate technology support operations. ● Hired new Mobile Device and Wireless Network specialist. ● Hired replacement Bridges math coach to assist with Bridges Mathematics implementation. ● Hired replacement Middle ELA Specialist/Coach position ● Recruited, and offered support and opportunities for administrative interns ● Connected with PLU to recruit nurses ● Hired both staff and contractors to fulfill all open certificated and classified positions for special education. ● Hired Assistive Technology coordinator. ● Reorganized the leadership in the SSO department to provide more direct special education leadership at the buildings. ● Hired new Communications Director. ● Reorganized HR staff after hiring an office assistant. Provided direct support to the classified specialist and certificated specialist. ● Purchased School Springs by Talent Ed to post hard to fill positions and expand hiring efforts beyond job fairs and the regional ESD 113 hiring pool. ● Hired 9 new elementary teachers using a Letter of Intent (LOI) process to get them under contract by May. ● Participated in transition training for new NeoGov application procedures through the ESD 113.

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GOAL #1: HIGH STANDARDS FOR STUDENT SUCCESS (CONT'D)

➔ **Ensure schools have strong instructional and administrative leadership teams**

2013-2014	2014-2015	2015-2016
<ul style="list-style-type: none"> ● Support for new leadership at LP Brown and Roosevelt ● Train principals and teachers in Danielson, TPEP, Differentiated Instruction ● Monthly TILT meetings; professional learning community for principals regarding new teacher evaluation system ● On-going support for teachers through Marshall Math Pathway, Literacy coaches added at three new schools ● Expanded Response To Intervention efforts to Roosevelt, McLane, and McKenny ● Reconstitution of PBIS Leadership Team and roll out of implementation ● Initiated Trainer of Trainers model for district wide ELL training ● Changed Principal team meetings to increase focus on instructional issues ● Received TPEP Student Growth Goal grant from state of \$88,000 ● Revised evaluation templates to ensure that 2013-14 evaluations are consistent with job duties/expectations 	<ul style="list-style-type: none"> ● Developed a handbook for school administrators regarding special education ● Conducted program review of special education programs: Karen Schoessel is looking at Social Skills/Discipline practices in special education & LRE placement for PreSchool-High School; Both high schools have done a program review for post secondary supports. ● All materials for special education and section 504 made available on "Livebinder" ● Principals trained on Bridges math and Common Core State Standards ● All secondary science and social studies teachers trained on ELA in their respective content areas ● Support for new leadership at Reeves, Marshall, Boston Harbor, Centennial ● New principals and administrators trained in Teachscape, inter-rater reliability ● Group of principals attended the Assessment Training Institute (ATI) in Portland, OR ● Established a Bridges Leadership Cadre - Establishing a vision for continued Bridges implementation. This group is also attending the Bridges Leadership Institute July 11-13 in Denver, CO ● Teacher librarians in grades 3-8 trained teachers on note taking and research practices based upon Common Core State Standards requirements ● Provided training on effective implementation of Bridges math program and new OER algebra materials at high school level ● Provided additional training for split classrooms and grade level in Bridges math ● Technology Advisory Committee formed for teacher and principals (TAC/PTAC) providing guidance and communications to and from schools ● Provided support for teachers on the Comprehensive Evaluation with their evaluators ● Created a Teacher Handbook for the new elementary report card that will be rolled out to staff in August 2015 ● Business office offered multiple monthly opportunities for drop-in tutoring for principals and his/her office professional on budget management and other systems. 	<ul style="list-style-type: none"> ● Provide support for new administrators at Centennial, Hansen, ORLA and Reeves ● Support for teacher leadership through university programs and National Board ● Bridges Leadership Cadre - Establishing a vision for continued Bridges implementation. ● Elementary Science Leadership Cadre - Establishing a vision for NGSS implementation. Designed training for K-5 elementary staff ● Middle Level Science Leadership Cadre - Facilitated two trainings for all middle level science teachers ● Secondary Science Vertical Articulation Professional Development - 3 meetings ● Standards-Based Grading & Report Card Leadership Team <ul style="list-style-type: none"> ○ Organized 3 Trainings (11.24/1/7/2.11), & 3 Labs (12.16, 1.13, 2.11) ● Established ELA Committees at elementary, middle and high schools ● District Math Placement Task Force - Established new guidelines for math acceleration and placement ● Provide support and guidance for building interns ● Provide opportunities for administrative interns to expand their experiences at other schools and at the district level ● TILT professional development for administrators co-planned with District Leadership Team ● New Special Education Leadership Team established. ● Special Education participated in curriculum adoption process. ● Continuation of newly developed Technology Advisory Committee ● Provided a 2-day training prior to the start of school for administrators in Business Systems ● HR audit of annual evaluations to ensure all staff are properly evaluated. ● Bargained new Focused and Summative evaluation forms for the TPEP system. ● Implemented the Focused Evaluation process with a timeline that included deadlines for required portions of the evaluation proceedings. ● Created an HR handbook for building administrators.

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GOAL #1: HIGH STANDARDS FOR STUDENT SUCCESS (CONT'D)

➔ **Enhance early learning opportunities for pre-kindergarten and kindergarten students**

2013-2014	2014-2015	2015-2016
<ul style="list-style-type: none"> ● Implemented WaKIDS at Garfield ● Increased student instructional time at elementary ● Currently implementing first district Kindergarten Information Day for March 1 ● Expanded the number of full day kindergarten programs to all schools, with exception of Boston Harbor ● Opened an additional ASD preschool program at Boston Harbor 	<ul style="list-style-type: none"> ● Restructured Integrated Kindergarten for 2014-15 to more directly support intensive needs ● Pre school start parent conference schedule developed for non WaKIDS schools ● Provide administrative leadership for WaKIDS schools 	<ul style="list-style-type: none"> ● WaKIDS expanded to Roosevelt, Hansen, LP Brown, Madison ● In 2016-17 WaKIDS will be implemented at all elementary schools ● Disbanded Integrated Kindergarten to serve students in their neighborhood schools or a special program, depending on need. <i>Being reviewed for effectiveness this spring.</i> ● Will be conducting a curriculum review of preschool programs. <i>This has not been started.</i> ● <i>Provided substitute days for WaKids teachers to work with students</i> ● <i>Provided para support for clerical work to support WaKids teachers to work with students</i> ● <i>HR assistance with the transition to full day kindergarten. Negotiated with the union to allow part time kindergarten teachers to transition to full day without requiring the application or interview process.</i> ● <i>Notified principals the district will no longer allow variable scheduling in kindergarten classes. Part time teachers must work each day to better serve students and families.</i> ● <i>Expanded the number of children in free full-day kindergarten.</i>

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GOAL #1: HIGH STANDARDS FOR STUDENT SUCCESS (CONT'D)

➔ **Strengthen curricular offerings that meet students' needs and reflect state and national standards**

2013-2014	2014-2015	2015-2016
<ul style="list-style-type: none"> ● Implemented new CTE math courses at Capital High School- Architectural Drafting/Engineering; a 3rd year math option taught by certified CTE math instructor ● Implemented new Advanced Robotics CTE class at Olympia High School ● Selected new elementary math program ● Training in Common Core State Standards for teachers and principals ● Expansion of JAMS to 8th grade ● Algebra 1-Three days of professional development and alignment work at middle school and high school; align to Common Core State Standards ● Geometry- Professional development and alignment work at middle school and high school; align to Common Core State Standards ● Middle School Math-Two days of training from TESC, including paras and special education staff from middle and high school (40 staff) ● K-2-Three days of training from University of Washington Mathematics Education Project; new teachers and those who changed grade levels ● Added westside GRuB program to Capital High School ● Adopted Bridges math curriculum to meet the rigor, coherence and focus of the math Common Core State Standards 	<ul style="list-style-type: none"> ● Implemented Bridges math curriculum to meet the rigor, coherence and focus of the math Common Core State Standards - Strong MAP and SBA results ● Provided a 9 session differentiation training for K-12 teachers that also addressed the shifts in pedagogy common core state standards ● Provided Math professional development at the secondary level - field testing Math Visions Project OER materials across the district. ● Aligned algebra and geometry to meet the rigor, coherence and focus of the math Common Core State Standards ● Aligned unit development at the middle school and high school levels in the ELA Common Core State Standards ● Developed 4th year English and high school civics courses to meet state requirements ● Developed new k-12 HiCap services that include differentiation, self-contained classrooms, and ● Revised SPSCC courses approved for Olympia School District ● Developed middle school Highly Capable Humanities program ● Enhanced Highly Capable options for students k-8 ● Enhanced training in Differentiated Instruction to meet the needs of Highly Capable students ● Increased Washington Reading Corps support at schools ● Aligned SPSCC course acceptance for both high schools ● Adopted Styer Fitzgerald curriculum for all DLC and Life Skills special education programs. 	<ul style="list-style-type: none"> ● Began introductory courses in American Sign Language at Olympia and Capital High schools ● Piloted Highly Capable Humanities middle school program ● Provide an improved alternative for high school students requiring Washington State History ● Implementation and refinement of 4-5 Highly Capable Services for students ● Expanded CTE offerings at both high schools ● Providing 3 Native Education professional development opportunities ● Secondary Math <ul style="list-style-type: none"> ○ Planning to engage in a formalized materials review process in 6/7/8 grade math, Algebra, Geometry, and Algebra II during the 16-17 SY ○ Provided monthly MVP professional developments in Geometry, Algebra, and Algebra II as a vehicle for learning CCSS ● Elementary ELA adoption of Reading Wonders ● Secondary ELA Committees <ul style="list-style-type: none"> ○ Middle Level adoption of SpringBoard ○ High School piloting College Board SpringBoard and Pearson MyPerspectives ● Implemented Headsprout online reading program at all elementaries ● Implemented Peer Assisted Learning Strategies (PALS) program at all elementaries ● Senior Civics Committee - Civics Education Initiative - Researching available instructional materials/resources ● Special education representatives on the ELA adoption committee.

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GOAL #2: BEST PRACTICES

➔ **Implement evidence-based practices in all district operations to support student learning**

2013-2014	2014-2015	2015-2016
<ul style="list-style-type: none"> ● RTI, PBIS, ELL, Common Core K-12, Danielson, Differentiated Instruction, T-PEP as per above ● Clarified and updated Human Resource Policies and Procedures ● Expanded light duty options to extend opportunity to more seriously-injured employees and facilitate return to their normal jobs ● Implementation of Exit Interviews for departing staff ● Piloted a new health benefits data submission requirement for the Insurance Commissioner. (2012-13 data submission is complete; beginning 2013-14 submission) ● Implementing Affordable Care Act: offered an extra open-enrollment so that employees could take advantage of ACA options in December; continue to refine procedures and policies to be ACA compliant. Implemented new Washington Education Association (WEA) health benefits management system on behalf of WEA and our employees ● Incorporated new farm-fresh vegetables into school menus, beyond new USDA requirements. (About 8,000 pounds from GRuB) ● Implemented new USDA requirements for reduced fat, salt, and carbohydrates in school meals. ● Implemented common Algebra and Geometry assessments ● Teacher librarians completed Common Core State Standards training 	<ul style="list-style-type: none"> ● Continued focus on RTI, PBIS, ELL, Common Core K-12, Danielson, Differentiated Instruction, T-PEP as per above ● Team of teachers and administrators designed a new report card for students in kindergarten through fifth grade. The new report card is designed to encourage an on-going conversation among teachers, parents/guardians and students about what is expected of students in a rigorous academic program that are aligned to the Common Core State Standards ● Continuing to facilitate a series of Special Education professional development/staff meetings focused on improving understanding of CCSS and their relationship to IEP goals for the purpose of moving all special education teachers to standards-based IEPs and improving special education students' opportunities to participate in general education ● Mentored and supported beginning special education teachers ● Implement a new K-Transition Life Skills curriculum. (Styer-Fitzgerald) ● Provided specific series of trainings for paras to increase strategies for instruction and student behavior; built training calendar for 2014-15 and distributed in June. Calendar was distributed in June and again in August through email, teachers, and principals to promote maximum participation. Trainings have been underway since late August and will continue throughout the school year ● Created a LiveBinder on the OSD website that encompasses compliance guidance and helpful resources for all special education staff around procedures and policies ● Allocated more financial resources to professional development than any time during the last eight years to build content knowledge and skills and strategies in Kindergarten-High School ● Trained district staff to become trainers in KEAS and KEMS in order to support effective use of programs and effective teaching strategies ● Implemented new protocol for records retention and absorbed 233 boxes of documents from schools--documents were scanned and archived or shredded; about 6 million documents were added to the district's electronic archive ● Promoted district-sponsored, free tutoring opportunities for Garfield and LP Brown students (NCLB requirement) ● Implemented Summer Academy for students at Below Level 1 status on SBAC at all elementary schools during the final two weeks of June ● Implemented Summer School at Capital High School for credit recovery ● Transitioned all Knox employees to an electronic time-slip to reduce hand entry of thousands of time-slips by the Payroll office. ● Transitioned Technology employees, Food Service employees and Maintenance employees to a new electronic clock-in and clock-out system which links directly to the district payroll system. ● Continued implementation of the districtwide payment receipting system (In-Touch); adopted new modules for schools to accept donations directly (relative out of state can donate via credit card to a school), food service employees are taking payments via In-Touch. ● Finalized and implemented regular system to send fine/fee statements home to students. ● Continued plan to transition from paper documents retention to electronic documents retention. Implemented a 'Destroy Process' as approved by the Secretary of State. ● Trained maintenance and custodial front office in facility management system and database; undertook multiple-year effort to schedule building use electronically, invoice for use electronically, and manage temperatures electronically. Also, will use system to enter preventive maintenance data. 	<ul style="list-style-type: none"> ● Offering training to school administrators on special education. ● Train the trainer coaching model for Styer Fitzgerald curriculum in LifeSkills classrooms. ● Piloted Student Data Solutions to put student data at the fingertips of teachers, administrators and other staff to support student achievement ● Adopted Data Solutions for the Olympia School District and trained coaches and principals to be leaders in implementation ● Tier 1 PBIS training implemented ● Tier 2 PBIS training of schools ● 3-5 year PBIS action plan ● Implementation of behavior techs ● Developed model with 40 hours of training. ● PBIS leadership team monthly meeting to review progress, chart course and support the work ● Created a PBIS video. PBIS website in progress ● Child Nutrition partnered with the Thurston County Food Bank to help better serve Food Bank Patrons. Left-over food that cannot be utilized by the school cafeterias is picked up by the Food Bank. The food is packaged by the food bank and distributed to their clients. ● The Olympia High School's Freedom Farmer class donated approximately 10,000 pounds of fresh produce for the school district cafeterias. The produce is planted, grown and harvested by Freedom Farmer students. ● Will enroll and activate Timberland Regional Library cards for all OSD students. ● Improved communication between the Business Office, Payroll, and HR through monthly meetings and weekly STAPH meetings.

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GOAL #2: BEST PRACTICES (CONT'D)

➔ Proactively address technological needs, training and efficiencies in support of student achievement and staff productivity

2013-2014	2014-2015	2015-2016
<ul style="list-style-type: none"> ● Think Tank Convened to examine district technology efforts ● Audit of district technology department ● Levy plan formulation to include more instructional technology and systems support ● Purchased iPads for OT/SLP/SSC's to use for professional practice in therapy sessions with students ● Purchased additional technology tools to meet the learning needs of sixteen special needs students ● Piloting a new data warehouse system with digitized documents to reduce paper storage; improving accessibility of document and sharing of documents; deployed software, training staff, and visioning next steps for utilization (example, all insurance documents, back to 1986 are being compiled in the data warehouse) ● Implemented electronic time-off utilization for Knox employees ● Installation of new telephone system at Knox; rolling out to other sites 	<ul style="list-style-type: none"> ● A new training system for administrative support staff was deployed--an additional 43 hours of staff development was offered to staff ● Implemented a new time-off-tracking system for all Knox employees--employees can now enter their time-off, supervisors can approve (or not), and all is electronic--diverted 842 paper timeslips, which used to be hand-keyed by Payroll Staff ● Implemented a Maintenance and Custodial Staff training cycle ● Developed a technology professional development plan for certificated teachers ● Focus on the use of the Google Apps for Education system, for increased opportunities for collaboration and productivity ● Leveraged funds from the 2010 and 2014 Technology Levy to increase devices for student computing and testing ● Technology Advisory Committee formed ● Principals Technology Advisory Committee formed ● Teacher Technology Professional Development plan established and utilized. Over 200 teachers received technology training through this program. 7 hours of Tech PD designated for each teacher next year. ● Over one thousand ChromeBooks in COWs purchased, configured and deployed to schools in time for SBA testing. ● Purchase of 1000 ChromeBooks in COWs. ● Purchase and implementation of Hapara Teacher Dashboard, a management tool to aid teachers in their effective use of Google Drive with their students. ● In process of converting to Web Based MAP assessments. ● Piloting transition to Gmail for district email service. Many professional development sessions have and will occur to provide training for this. ● Developed and instituted 5 year teacher laptop replacement cycle. ● Developed and in the process of instituting school computer lab replacement cycle. ● Procured large amount of wireless gear through budgeting and opportunity from another school district. Should be able to provide saturated wireless coverage to each school by fall. 	<ul style="list-style-type: none"> ● AT coordinator is participating in a book study on AT support. ● AT coordinator and an OT participated in a Train the Trainer workshop on technology for daily living. ● AT coordinator, SSO and Tech have collaborated on a process and forms for requesting assistive technology and software. ● Purchased 1250 ChromeBooks in carts for student use in the classroom. ● Revised Technology Professional Development plan. ● Transitioned from First Class to Gmail communications platform. ● Development of 3 year technology plan. ● Expanded wireless access to all classrooms by end of school year. ● Document camera and projector standardization and replacement. ● Finished classroom audio systems for all middle school and elementary school classrooms. ● Revised Help Desk ticketing system to provide more feedback, tracking and input to the end user. ● Implemented annual staff laptop replacement cycle ● Implemented Single Sign On and Staff/Student portal for needed web based efficiencies ● Implemented a newly-programmed electronic bridge between student information system and transportation routing system to facilitate faster routing of new students or moving students. ● Piloted and introduced Skyward forms as a means of collecting time-critical data that is automatically archived into Skyward (measles inoculation records). ● Deployed True Time time-management system for technology employees. Transitioning transportation employees to this system mid-year, 2016. ● Transitioned administrators to electronic Time Off system, eliminating time-slips processing and giving more control to the employee in time-management. ● Implemented new business practices in the maintenance and custodial groups to ensure a reduction of early-punch-ins. ● Eliminated parent/constituent credit card fees when fees or fines are paid with a credit card--increasing credit card payments and reducing the interruptions associated with accepting cash/check payments. ● Ended printing monthly employee pay-stubs; now available online. Training plan delivered. Saving \$1,300/month. ● Piloting an online registration system; parents new to the district can enter their family information directly into the online system so that school office professionals are no longer conducting data entry. ● Implementing a new substitute teacher management system, in response to the current vendor going out of business. ● Implemented an enhanced verification procedure to ensure all staff have the What Every Employee Must be Told training. ● Bargained True Time with the secretary groups to pilot this time keeping procedure.

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GOAL #2: BEST PRACTICES (CONT'D)

➔ **Prioritize and maintain fiscal responsibility to support student learning**

2013-2014	2014-2015	2015-2016
<ul style="list-style-type: none"> ● Reading specialists placed at high poverty, previously non-Title 1 schools; McKenny, Roosevelt, McLane, Hansen ● Marshall Math Pathway and Lincoln Math developed to intervene with low performing students in mathematics ● Targeted use of Teaching and Learning Department funds to support Common Core, T-PEP, Differentiated Instruction, Danielson ● Budget based enhancements to 2013-2014 school year as approved by board, including above and numerous other improvements including mental health services, reduced class size at secondary, etc. ● Implemented new procedures and system for cash handling across the district with hand-held scanners at multiple points between pick-up from the school and bank deposit ● Implemented a new school cash handling and receipting system (point-of-sale system or In-Touch) to align with state laws and auditor expectations; establish consistency across schools; and support a single system with technical assistance to schools and an embedded training system. School secretaries have all been trained in one of four phases (which they chose); last phase was January ● Transferred banking for County Treasurer deposits to a new bank in order to reduce banking costs 	<ul style="list-style-type: none"> ● New budget priorities clearly focused upon improved student learning; including Graduation Specialists, new math curriculum, and enhanced school staffing. ● Completed budget adoption two-weeks earlier than our already-early historical timeline ● Hired and transitioned a new Finance Manager upon a key-individual retiring. 	<ul style="list-style-type: none"> ● Adopted new budget electronic processing procedures to cut time invested in single line-by-line calculations. ● Individual meetings with school principals to ensure they understand budget opportunities and constraints.

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GOAL #2: BEST PRACTICES (CONT'D)

➔ **Maintain a Facilities Master Plan that supports the district's and community's needs**

2013-2014	2014-2015	2015-2016
<ul style="list-style-type: none"> ● Garfield remodel on time and on budget ● ORLA project refined to stay within budget ● Participation in community effort to determine Pocket Gopher impact 	<ul style="list-style-type: none"> ● Madison Elementary safety remodel ● Revised the student-drop-off-pick-up traffic flow at Centennial ● Installed new generators at Capital and Olympia High Schools to support the community in an emergency ● Re-roofed and re-painted several schools - Boston Harbor, Roosevelt, Hansen, McKenny, Garfield ● Final phase of Garfield remodel completed on time ● ORLA opened to students in February 2015 ● Redesigned and updated the district's Facilities Guide ● Created new Facilities Advisory Committee to develop specifics for implementation of Phase II of the 2011 Master Plan ● Implemented US Fish and Wildlife guidance on how to develop the Muirhead property 	<ul style="list-style-type: none"> ○ Continued community process to define Phase II of 2011 Master Plan and seek voter approval of the plan. Planning includes new 15-year enrollment projection, class size reduction planning, assessment of playfields and athletic capacity. ○ Identified needed improvements that could be addressed through Energy Services Contracts, offsetting additional costs to the district for items like roof replacements, HVAC and building automation controls upgrades, plumbing fixture replacements, and lighting upgrades. ○ Exploring project management tools that will improve information sharing among Capital Planning & Construction personnel, Support Services personnel, and contractors. ○ Finalized a 6-month Master Plan update based on A) a new 15-year enrollment projection and project plan to accommodate both new enrollment and class size reduction; B) school-by-school requests for repairs and improvements; C) contracted for a professional assessment of the condition and renovation cost of several district playfields and D) a community advisory committee's review and ranking of each item/request generated by A, B and C.

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GOAL #2: BEST PRACTICES (CONT'D)

➔ **Foster a safe and supportive environment which promotes student learning**

2013-2014	2014-2015	2015-2016
<ul style="list-style-type: none"> ● Implemented district requirements for safety at every school including staff identification badges, locked exterior doors, room number identification, and increased practice drills ● Right Response de-escalation and restraint training offered to any staff working with students that have aggressive or unsafe behaviors due to their disabilities, as well administrators having special programs in their building that would require these skills - ongoing....annual certification required ● Hired an additional District social worker ● Implemented a transportation system and wristband process to ensure safety of students at relocated Madison site. ● Researched, purchased, and installed new camera system in buses; 11 buses with the system to assist with discipline and student management; <i>used system to identify and respond to discipline issues</i> ● Researched, purchased, and installed new camera system at Capital High School; <i>used system to identify and respond to discipline issues</i> ● Implemented new procedures for access to Ingersoll with a new key-card system and deployment schedule; new video surveillance ● <i>Completed policy and procedure on Restraint and Isolation.</i> 	<ul style="list-style-type: none"> ● Updated Special Education/504 policies and procedures to comply with OSPI requirements (2161,2162) ● Completed policy and procedure on Transgender students ● Partnered with ESD 113 on development of a day treatment program continuing ● Completed a School Building Crisis Response Plan ● Created a Counseling Support Response Team ● Redesigning McKinney-Vento program to better serve students at home schools in 2015-16 ● Completed pilot program of PBIS schools: Roosevelt, Garfield, Hansen, LP Brown, McLane, Centennial ● Established a district leadership team for PBIS ● Theme of Summer 2015 Administrative Retreat is student safety ● Undertaking a district-wide crisis response review; several teams are focused on a wide variety of planning responsibilities ● Created and implemented a "Stop! Don't Touch! Get an Adult!" campaign for elementary schools dealing with unsafe items found on and around school grounds ● Conducted district's first flu clinics in Fall 2014 ● Researched and designed camera system at OHS ● Conducted district's first MMR clinic in Spring 2015 ● Installing IP Surveillance camera systems for OHS and AHS (exterior and 1st floor). ● Designated technology support staff member to be point of contact for building camera related issues. ● Reduced employee injuries; time-loss days reduction of about 50 percent over prior years (preliminary data). ● Partnered with City of Olympia for safety light at Pioneer ES. 	<ul style="list-style-type: none"> ● Refined emergency planning, including prevention and response. ● Developed and trained District Counseling Support Team to respond to school emergencies. ● Developed and trained Level 1 and Level 2 Threat Assessments for individual students of concern ● IP Surveillance installed at all secondary schools, system takeovers at CHS, JMS, GES and ORLA and implementation at all elementary schools. IPVS camera count in excess of 800 locations. ● Prototype classroom audio and panic alert system installed at ORLA. ● Updated policy and procedure guidance on Aversive Intervention Plans according to new state WAC. ● Updated policy and procedures on Restraint and Isolation process according to new state WAC and OSPI requirements. ● Support building administration with staff probation procedures, resolving building level concerns and due process procedures to foster safe and productive learning environments. ● Purchased and distributed new internal-building radios to replace all radios that did not meet the latest standard. ● Development of an emergency supplies purchase for each school. (In process.) ● Trained all administrators regarding the importance of a smoothly and quickly executed lockdown. ● Trained all middle and high school students on the importance of and how to execute a smooth and quick lockdown. ● Trained over hundred parents on the importance of and how to execute a smooth and quick lockdown. ● Completed project to weld chains/locks to each gate so that all gates are locked open and cannot swing into a moving vehicle. ● Documented all gas and utility shut-offs, with pictures and instructions for all district buildings. Trained custodians. ● Purchased bus cameras to complete installation of bus cameras on all buses used day-to-day.

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GOAL #3: SUPPORTIVE WORK ENVIRONMENT TO MEET STUDENT NEEDS

➔Foster a collaborative work environment based upon open, effective communication, trust, respect and teamwork

2013-2014	2014-2015	2015-2016
<ul style="list-style-type: none"> ● Increased building and department newsletters: T-PEP, Healthy Living, HR, Disability Awareness ● Year two of Special Education Leadership Team ● TILT meetings include OEA President ● Increased Collaboration Time ● Tighter focus on Friday “Superintendent Message” 	<ul style="list-style-type: none"> ● Celebrated Disability Awareness Month 10/2014 ● Administered staff satisfaction surveys from OEA and district ● First-ever Turkey Bowling and Canned Food Drive event at Knox to promote teamwork! ● Created a document for all OSD staff introducing new administrators in Fall 2014 ● Coordinated first-ever OSD Night at the Tacoma Rainiers for staff ● Team of teachers and administrators designed a new report card for students in kindergarten through fifth grade. The new report card is designed to encourage an on-going conversation among teachers, parents/guardians and students about what is expected of students in a rigorous academic program that are aligned to the Common Core State Standards ● Continuation of newly established weekly Technology Department coordination meetings. ● Continuation of newly established monthly Technology Field Tech communication/coordination/training meetings. 	<ul style="list-style-type: none"> ● Support Services and Capital Planning & Construction staff now meeting weekly to increase communication, collaboration, and to improve the provision of streamlined services to building occupants. ● SSO meets monthly with SIS about skyward reporting to align our department to the system. ● Monthly newsletter to SpEd staff and administration on what’s happening in the special education. ● Technology Dept meeting weekly for coordination. ● Technology Advisory Committee meets monthly for communication, feedback and guidance ● Technology participates in the PPCST and Operations weekly meetings for cross departmental coordination and collaboration ● Most meetings and work groups establish respectful norms for their meetings ● Respectful dialogue and productive collaboration during all bargaining sessions. ● Finalized 5 Collective Bargaining agreements through transparent and effective communication. ● Superintendent, Assistant Superintendent, Executive Director of Student Support survey leadership for professional feedback. ● OEA annual spring survey on district effectiveness.

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GOAL #3: SUPPORTIVE WORK ENVIRONMENT TO MEET STUDENT NEEDS (CONT'D)

➔ Provide relevant, timely and accessible professional development to support staff excellence

2013-2014	2014-2015	2015-2016
<ul style="list-style-type: none"> ● Common Core State Standards Training ● TILT meetings ● Improved New Employee Orientation process ● Specialized video production training provided to meet video needs ● Provided 2013 specialized web development training for web developer; will do so again in 2014 ● Provide ongoing, specialized training for Public Disclosure Officer ● Specialized training for District's Board Certified Behavior Analyst ● Created an Employee Benefit Guide for use in preparing for benefit deployment for the 14-15 SY ● Implemented a monthly system of school office professional training in order to ensure standardization of procedures, increase skills and ensure transferability of individuals among schools and positions 	<ul style="list-style-type: none"> ● Surveyed district certificated staff to determine professional development needs ● Summer and fall training calendar sent to staff prior to end of school year ● Surveyed district special education paraprofessionals on professional development needs ● Provided video training for communications staff to enhance the quality of the district's video communications ● Providing individualized public records training at school sites and district departments ● T&L Surveyed district certificated staff to determine professional development needs ● Teacher Technology Professional Development plan established and utilized. Over 200 teachers received technology training through this program. 7 hours of Tech PD designated for each teacher next year. 	<ul style="list-style-type: none"> ● Provided staff with professional growth calendar for the school year ● T&L Surveyed district certificated staff to determine professional development needs ● Surveyed principals to determine professional development needs. ● SpEd staff offered optional training topics quarterly. ● SpEd staff offered WA-AIM assessment support quarterly. ● Styer-Fitzgerald curriculum training offered quarterly. ● IEP online training offered semi-annually. ● Section 504 training offered semi-annually. ● Currently Technology PD plan underway, providing 7 hours of PD to all certificated staff. ● Plans underway to revise the Tech PD program to offer more realistic and authentic training. ● Established principal leadership team to develop TILT professional development ● Principal and teacher teams will participate in summer conference on Professional Learning Communities ● School teams trained in PBIS ● Trained 5 staff on school district accounting to achieve WASBO certification for accounting. ● Trained a cadre of 30 secretary substitutes from the ESD 113 personnel cooperative on how to work for our school district. ● New Employee Orientation training offered monthly through a collaborative process with SIS, Technology, Payroll, and HR. ● Implemented a step-by-step intervention plan for drivers that transport special needs students. Focus on improved communication between the driver, IEP teacher, and other staff to address disciplinary concerns on the bus.

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GOAL #3: SUPPORTIVE WORK ENVIRONMENT TO MEET STUDENT NEEDS (CONT'D)

➔ **Create a resilient organization that can adapt to change and respond to diverse student needs**

2013-2014	2014-2015	2015-2016
<ul style="list-style-type: none"> • Training in Differentiated Instruction. • Monthly Danielson Training. • Expansion of RTI training to three new schools; implementation at Marshall MS, Hansen, McLane, Roosevelt, McKenny, Madison, Garfield, LP Brown. • Highly Capable Student study. • Expand candidate pool for hiring through earlier hiring and search outside of the Olympia area. • Repaired Madison structural integrity and documented via experts, the damage and construction shortcomings for future liability discussions. 	<ul style="list-style-type: none"> • Adapted to loss of NCLB waiver with mailers, sent by the deadline, to all district families. Sent more detailed letters and accompanying materials to LP Brown and Garfield families within timelines. • Worked with Gravity to support students who have dropped out of school. 	<ul style="list-style-type: none"> • Updated NCLB requirements for letters to district and school families. Letters going out mid-August. • Realigned sped leadership to provide more timely response and support to buildings. • Schools developed schedules that allow flexible time for interventions and extensions • SIP for 2016-17 will specifically highlight work done to support students living in poverty and those with special needs

➔ **Recognize staff for distinguished practices that promote student success**

2013-2014	2014-2015	2015-2016
<ul style="list-style-type: none"> • Piloted new staff recognition system in spring 2014. 	<ul style="list-style-type: none"> • Undertook a new program to highlight staff members on district social media sites. • Celebrated National Board Teachers at a board meeting. • Celebrated Schools of Distinction at board meeting. • Celebrated Washington Achievement Awards at board meeting. • Celebrated staff recognition awards May 18. 	<ul style="list-style-type: none"> • Recognized bus driver with a certificate at a February 2016 school board meeting for his quick reaction in swerving to avoid an oncoming car en route to Marshall MS. King 5 TV report on board recognition was shared with district staff and on all district social media. • Recognized OHS counselor selected as 2016 national School Counselor of the Year finalist. Published photos of White House visit on social media. • Read proclamations at school board meetings for Classified School Employee Week, Volunteer Appreciation Week, Teacher Appreciation Week. • Featured student achievement in Principal News • HR collaborated with the Communications Department to coordinate the annual staff recognition awards. • Schools receiving State Achievement Awards honored at OSD Board Meeting • National Board teachers honored at Board Meeting

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GOAL #4: FAMILY & COMMUNITY SUPPORT

➔Commit to ongoing community outreach strategies

2013-2014	2014-2015	2015-2016
<ul style="list-style-type: none"> Kindergarten event on March 1st 2014. Increased use of Facebook page from 650 "Likes" in 2013 to 2,100. Community survey on elementary and middle school conference schedule. Aggressive placement of stories in "The Olympian," such as the Sister City Exchange, Madison Relocation, Military Dad Homecoming at Pioneer, Green Schools, CHS Pack the Gym/Special Olympics, Kindergarten Day, CTE program, Highly Capable program changes, goats at Centennial. Leadership Thurston County tour; spent half day with 30 community members/emerging leaders touring three schools. Purchased Olympian inserts each quarter in the 2013-14 school year to update the community on our accomplishments, goals and priorities. 	<ul style="list-style-type: none"> Facebook "likes" now at 2,350; January 2013: 650. Placed positive media stories on a retiring teacher, OSD Earth Day activities, ORLA opening, Technology Fair, enhanced school crosswalks, and more. Increased the number of web-based videos including Common Core State Standards, a segment on the OHS Latino Club, High School and Beyond, Teaching in the OSD, ORLA, the Lincoln Elementary Spanish Program and the Capital High School Care Team. Also creating short videos to post on social media, such as student assemblies and concerts. Madison Elementary rebuild communication plan. New outreach program to district PTA organizations; have held six meetings with them over two years. Volunteer Coordinator position with assistance of United Way; creation of first online volunteer database. Updated volunteer procedure. Implemented an online check-in system for school volunteers and visitors. Initiated program to call all families on late start days and other scheduling changes. Point-of-Sale system (In-Touch), included above, also accepts parent payment for student fines/fees through Family Access with the convenience of credit card payment. Special Education flyer posted on District website; in process of translating to Spanish. Increased Twitter followings from zero to 650; began "live tweeting" from events. Implemented district social media policy and procedure. Conducted successful communications around the 2013 Technology and Safety levy. Communicated with families about new Highly Capable offerings and signups for 2015 services through phone calls, emails, web sites and three in-person meetings. Updated many school websites in 2014 to make them easier to use and more visually appealing. Created an effective communication plan around potential illness alerts in the district (Ebola, Enterovirus). Conducted Leadership Thurston County tours of our schools in 2013 and 2014; highlighted our schools, students and staff to about 70 community leaders. Superintendent participated in "Superintendents' Roundtable" program on Thurston County Television each quarter. Middle School Options Programs nights held for parents February 2015. 	<ul style="list-style-type: none"> September 2015 training for PTA/ parent group leaders. Parent group leader meetings scheduled in December, March, and May. Began development of District mobile app. Began work on enhanced website. Developed comprehensive school bond and replacement levy election information materials, including a PowerPoint, two-sided fact flier, school-specific fliers outlining proposed bond projects for each school and its feeder schools, press releases, Community Connections articles, website articles shared on the district and school websites, FAQs, and a districtwide mailer. Additionally, created an election information page on the district website, pushed out newspaper and TV bond and levy stories with local media, and scheduled nearly 50 bond and levy presentations to community groups, staff, and/or parent leader groups. Started a district Instagram account. Within three months had 160 followers. Separated Facebook and Twitter accounts into two separate social media sites and alternated postings and photos for greater impact. Updated district website in fall 2015 to create landing pages for longer articles that jump from the Home page and moved social media icons to Home page. Assisted other departments with posters, news articles, and press releases regarding events such as second annual technology fair, Learn All About Kindergarten day, Parent and community meeting on sexting information, Career Fair, etc. Took photos and posted on social media day of event at Technology Fair and Learn All About Kindergarten Day. Superintendent continued to participate in and Communications helped schedule the quarterly Superintendents' Roundtable Thurston County Television taping. Worked with OSDEF to promote annual musical. Represented the district as liaisons on OSDEF and Olympia Junior Programs. Partnered with Thurston County Auditor's Office to post coloring contest for February Special Election on district social media sites. Shared photos on district website and on social media pages of school board meetings, special recognitions, and director visits in schools.

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- Kindergarten Roundup completed February 2015.
- ORLA grand opening event May 18.
- First-ever Technology Fair April 30, 2015.
- Created and mailed annual report to each household in the district (not just district families); this was the first time in many years it had been mailed to all households rather than an insert in *The Olympian*.
- Leadership Thurston County tour; spend half day with 30 community members/emerging leaders touring three of our schools.

- Re-instituted Friends of OSD and push out to community for sign-ups.
- Parent survey of IEP practices sent out to each family participating in an IEP.
- First weekend Technology Fair occurred January 23rd. Held first logo contest, first Tech Fair t-shirts, first Student Challenge and first opportunity for other district departments to represent themselves.
- Invited community members to serve on interview panels when hiring building Principals.
- HR director reviewed all volunteer background checks that have a “hit” on the WA Patrol background check. Approve or decline based on the severity of the crime to ensure our students are safe.

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GOAL #4: FAMILY & COMMUNITY SUPPORT (CONT'D)

➔Gather and use community input regarding planning and decision-making

2013-2014	2014-2015	2015-2016
<ul style="list-style-type: none"> • Use of community input meetings, as well as surveys, around topics such as Technology and Safety Levy, Highly Capable, Elementary and Middle School Parent Conferences, Strategic Plan. • Two public forums regarding Ingersoll Stadium changes in security. • New Individual Education Plan (IEP) survey of parents ongoing. • Parent participation in elementary math adoption. • Extensive outreach regarding budget, Ingersoll Stadium Security, Technology and Safety Levy, Highly Capable revisions, Strategic Plan and Facilities Advisory Committee/Plan; outreach methods included emails, surveys, public meetings, letters, district newsletters, signage, etc. 	<ul style="list-style-type: none"> • Repeated use of spring online budget survey to gauge community and staff budget priorities; over 800 responses. • Developed staff and parent professional development survey. • Survey of parents regarding Late Starts, Early Releases and Conference Days. • Continued Parent representative-Superintendent meetings on a quarterly basis. • Continued community and budget survey, nearly 1,000 respondents. • Convened Citizens' Facilities Advisory Committee. 	<ul style="list-style-type: none"> • Used Citizens' Facilities Advisory Committee to make recommendations to board regarding bond and levy proposals. • Assisted Capital High School in creation of student and staff survey in February 2016. • Task force exploring complications of the upcoming 24 credit requirement for graduation includes parents

➔Operate with honesty and transparency

2013-2014	2014-2015	2015-2016
<ul style="list-style-type: none"> • District publications, websites, surveys. • Superintendent messages. 	<ul style="list-style-type: none"> • Annual report mailer sent to all households in the district (not just families with students) in winter of 2015. • Provided timely responses to many public records requests; kept district in compliance. • Support of OEA survey of teachers and Superintendent survey of district leaders for qualitative feedback. 	<ul style="list-style-type: none"> • Annual report (February 2016) to all households within District boundaries. • Created and shared with all school principals Public Disclosure Commission guidelines pertaining to school district elections. Sent reminder emails to staff and answered questions as they arose.

➔Promote understanding of diversity

2013-2014	2014-2015	2015-2016
<ul style="list-style-type: none"> • Effort to recruit a more diverse workforce (See Goal 1). • Monthly newsletter to all staff regarding various disabilities to promote understanding and awareness. 	<ul style="list-style-type: none"> • Celebrated Disability Awareness Month October 2014. • Provided training to secretaries (and GA in Jan 2015) about ensuring the documents we create and distribute are accessible for visually-impaired students and parents. 	<ul style="list-style-type: none"> • Institution of all staff training on McKinney-Vento Homeless procedures. • Use of the district website to communicate about various topics of interest to our families: Water quality, etc. • CHS survey given to students, staff and families. • OHS holds multiple events to explore diversity issues.