



What's in our Strategic Plan?



Strategic Goals

Tangible and descriptive statements that describe the results we want for our students, staff, families, community and district. Each year, we take specific actions to help achieve our strategic goals.



Annual Objectives

Specific actions we are taking to reach our strategic goals. Annual objectives are specific, measurable, actionable, realistic, and time-bound. Each year we will analyze data and update our annual objectives. We monitor our ongoing progress toward meeting goals and focus on continuous improvement.



Measures

Data we collect and analyze to gauge our progress. We look at multiple measures, gathering both qualitative and quantitative data, through surveys, reports, and assessments.



Performance Indicators and Targets

Standards we set to help us determine our progress toward meeting our goals.



Community Report

The formal report we publish annually and provide to our community, highlighting the actions we are taking to achieve our strategic goals. We also maintain a yearly report on our performance indicators and progress toward meeting our targets.



Visit

www.ksd.org/strategicplan

to view K-12 Kennewick School District Performance Indicators and Targets

Commitment to Equity

The Kennewick School District Board of Directors recognizes and values the diversity within our community and within our schools and values the diverse and unique strengths, perspectives and experiences of our students, staff and families. We are committed to ensuring the provision of an equitable and inclusive environment for all students, staff and families. We are committed to supporting the enhancement and development of equitable systems to close achievement and opportunity gaps for students and to address any racism or bias and/or inequitable systems that exist within the Kennewick School District. We recognize our responsibility to ensure safe and civil educational and working environments free from all types of discrimination, racism and oppression; and we are committed to ensuring that diversity is respected and encouraged.



Our Vision

All KSD Students are Known Well, Safe and Destined to Reach their Highest Potential



STRATEGIC GOALS

STUDENTS



READY FOR THEIR FUTURE



ENGAGED LEARNERS



SAFE, KNOWN AND VALUED

FAMILIES



KEY PARTNERS

STAFF



SAFE, RESPECTED AND VALUED

COMMUNITY



IMPORTANT COLLABORATORS

DISTRICT



INNOVATIVE, PROACTIVE AND ACCOUNTABLE

Our Mission

To provide a safe environment in which all students reach their highest potential and graduate well prepared for success in post-secondary education, work and life.

Students

Our Goals are for All Kennewick School District Students

All students can learn and achieve at high levels. Student performance, attendance, and discipline data is disaggregated and analyzed for any existing achievement and opportunity gaps, especially in gender, race, language, ability, and socioeconomic status. Each school's individual School Improvement Plan includes equity statements and concrete, district-supported strategies for closing achievement and opportunity gaps where they exist.

All students are safe, known and valued



- *Physically, social-emotionally, and intellectually safe.*
- *Known well by their teachers, staff and each other.*
- *Valued for their diverse strengths and backgrounds.*

2021-22 Annual Objectives

1. Implement districtwide "Focus on Belonging" professional development plan.
2. Meet monthly with Superintendent's Student Advisory Council to seek student voice.
3. Update building safety goals based on annual student survey results.
4. Provide training and support for multi-tiered systems of behavior support and positive behavior intervention systems.
5. Implement annual Attendance Awareness Campaign.
6. Establish Community Engagement Board and student-centered attendance practices.
7. Update district Comprehensive Emergency Management Plan (CEMP) to include Continuity of Operations Plan.
8. Perform nine safety drills per school.
9. Partner with KPD to provide safety/active shooter training for all school and district office staffs.

Performance Indicators & Targets

- **≥90%** of students report that they feel safe, included and welcomed at school.
- **≥90%** of students regularly attend school (< 2 absences per month).
- The districtwide discipline rate is **≤4.0%**.
- Building safety goals are presented to the Board in October 2021.

All students are engaged learners



- *Provided relevant, rigorous and engaging instruction.*
- *Receiving individualized, equitable and inclusive supports.*
- *Accessing diverse course offerings, activities and athletics.*
- *Making progress, annual growth, and meeting grade level standards.*

2021-22 Annual Objectives

1. Implement districtwide high dosage tutoring strategy.
2. Implement new 6-12 English Language Arts curriculum.
3. Adopt new World Language curriculum.
4. Adopt 4-12 comprehensive health/sex education curriculum.
5. Convene mathematics committee to evaluate math pathways committee.
6. Provide training and support for multi-tiered systems of academic support and positive academic intervention systems.
7. Provide inclusionary practices professional development and implement specific strategies to increase student inclusion rates.
8. Continue to expand summer school offerings.
9. Implement Hoonuit data system to support student data analysis and aide schools in identifying students in need of additional supports.

Performance Indicators & Targets

- The districtwide inclusion rate is **≥58%**.
- Building SIPs identifying strategies to close achievement and opportunity gaps and are presented to the Board in January 2021.
- **≥85%** of students report having access to diverse course offerings, activities and athletics.
- **≥65%** of middle and high school students participate in at least one athletic or activity.
- **≥85%** of students are meeting Kennewick School District's Student Growth and Proficiency Targets.

All students are ready for their future



- *Learning digital citizenship, social, life and employment skills*
- *Provided the opportunity to become bilingual and biliterate*
- *Graduating with a personalized plan for their post-secondary pathway*

2021-22 Annual Objectives

1. Provide training and support for implementation of Schoology learning management system.
2. Complete development of Kennewick School District's Learner Profile, defining key digital citizenship, social, life, and employment skills.
3. Continue to implement 1:1 Chromebooks for grades K-12.
4. Begin Transitional Kindergarten program.
5. Implement new online K-8 program at Mid-Columbia Partnership and Endeavor High School.

Performance Indicators & Targets

- **≥85%** of students, families and staff report that students have opportunities to learn the digital citizenship, social, life and employment skills within the Kennewick School District Learner Profile.
- **100%** of students and parents interested in dual language have access to the program.
- **≥75%** of high school students complete at least one dual credit, college level course.
- **100%** of students graduate in five years.

Families

Our Goals are for All Kennewick School District Families

We are fortunate to serve a diverse and growing community in Kennewick. Family engagement is key to student success. We want to partner with our families to provide the best education possible for our students.

All families are key partners



- > *Respected and appreciated for their diverse strengths and backgrounds.*
- > *Welcomed and invited to provide ideas, input and feedback.*
- > *Engaged in helping their students be successful.*

2021-22 Annual Objectives

1. Continue to implement and expand Action Team Partnerships and/or Parent-Teacher Associations.
2. Develop "Get to Know Kennewick Schools" video series focused on family engagement, informed by annual district family survey.
3. Engage families in elementary boundary process.
4. Engage families in multi-year process to enhance the elementary report card to provide improved information to families about their child's learning and growth.

Performance Indicators & Targets

- **≥95%** of parents report feeling respected and welcomed in their children's schools.
- **≥95%** of parents report having opportunities to engage with schools to help their children succeed.
- **≥95%** of parents report having opportunities to learn about and provide input on district and school programs.
- "Get to Know Kennewick Schools" data is presented to Board in January and June 2022.



Staff

Our Goals are for All Kennewick School District Staff Members

All staff members, including certificated, classified and administrative staff, are important and contribute to the overall success of our district and our students. As one of the largest employers in Kennewick, we want to attract, hire, and retain the highest quality people to serve our students and our community.

All staff members are safe, respected and valued professionals



- > *Working in safe and positive environments.*
- > *Valued for their diversity and recognized for their unique contributions as educators, support staff and administrators.*
- > *Members of high-functioning collaborative teams who use data to plan, improve, and innovate.*
- > *Provided opportunities to learn and grow and held to high standards for professionalism and performance.*

2021-22 Annual Objectives

1. Ensure all staff complete required annual safe schools training.
2. Hold annual flu clinics for staff and the community.
3. Continue to implement the Recruiting Washington Teachers' program, designed to recruit diverse high school students into the education profession.
4. Establish district Staff Wellness committee.
5. Implement new staff years of service recognition program and school recognition program.
6. Continue to implement strategies for recruiting, hiring and supporting diverse educators, in alignment the district's Affirmative Action Plan.
7. Continue to implement PAR mentoring program to support first and second year teachers.
8. Continue to expand professional learning opportunities and supports for principals aligned to the state's Leadership Framework.
9. Continue to implement Washington State Teacher and Principal Evaluation Program.
10. Continue to implement fundamental course of study training for paraeducators.
11. Continue ongoing training, including Positive Behavioral Interventions and Support (PBIS), for bus drivers.

Performance Indicators & Targets

- **≥95%** of staff complete safety training by December 31 2020.
- The three-year rolling average for OSHA recordable injuries is **<40**.
- The three-year rolling average for OSHA accepted claims is **<60**.
- Ten flu clinics are held each year.
- **≥95%** of staff indicate they work in safe and positive environments, collaborate with colleagues, and feel valued on the annual all staff survey.
- Overall district staff diversity is increasing by **≥2%** annually.
- Overall district staff retention rate is **≥90+%** over a five-year average.

Community

Our Goals are for All Kennewick School District Community Members

We are extremely appreciative of the long-standing history of support from the Kennewick School District community. Community support improves the quality of our schools, and quality schools help improve the community. The importance of this collaborative relationship cannot be overstated.

All community members are important collaborators



- > *Supportive in their partnership to help students be successful.*
- > *Engaged as key stakeholders.*
- > *Valued for their support in providing needed resources for student learning, technology and school facilities.*

2021-22 Annual Objectives

1. Continue to support and expand partnerships with YMCA of the Greater Tri-Cities, The Children's Reading Foundation of the Mid-Columbia, Communities In Schools of Benton-Franklin, Junior Achievement of Southeastern Washington, United Way of Benton & Franklin Counties, WSU GEAR UP!, Kennewick Police Department, and the City of Kennewick.
2. Continue to support and expand Kennewick Community Education.
3. Engage community and provide information regarding 2022 Educational Programs & Operations and Technology Levies.
4. Meet quarterly with the District Equity Team and provide opportunity for members to join district committees.

Performance Indicators & Targets

- Serve a target of **2,500** adults with the READY! Kindergarten program.
- Team Read Volunteer program includes **≥250** students.
- Communities in Schools is present in **9** sites by 2021-22.



District

Our Goals for our District

We recognize our responsibility to our students, staff, families and community. We strive to provide the best education possible for our students and to operate efficiently and effectively as an organization. We know the importance of good communication, innovation, transparency, future planning, continuous improvement, and fiscal responsibility.

The Kennewick School District is innovative, proactive and accountable



- *Innovative in our strategic future planning and engaged in continuous improvement.*
- *Regular, timely and transparent with our communications.*
- *Effective and efficient in our operations.*
- *Responsible stewards of public resources.*

2021-22 Annual Objectives

1. Continue design and planning processes for Ridge View Elementary construction to begin July 2022.
2. Complete request for proposals (RFP) process for Nutrition Services.
3. Implement new technology inventory management system.
4. Implement e-collect system to manage sports forms, user fees, and other forms.
5. Maintain a long-term budget strategy to align revenue and expenditures.

Performance Indicators & Targets

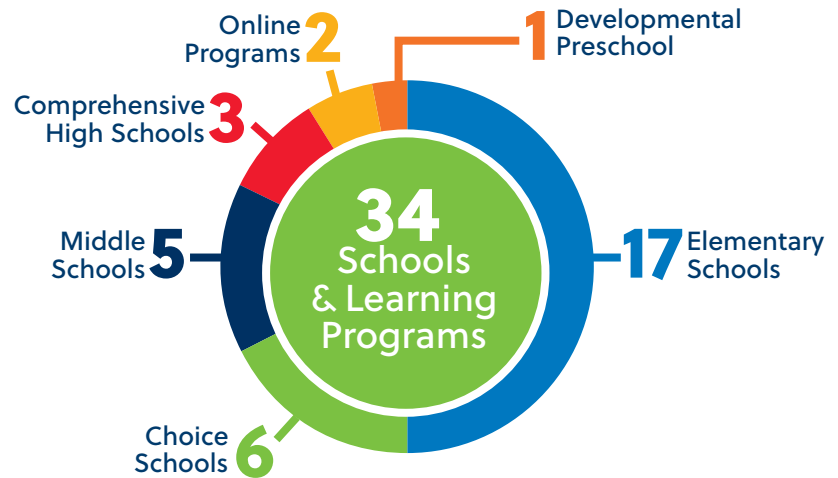
- Kennewick School District Annual Report is published each January, providing the community with key information on student performance, district programs, capital projects and resource use.
- Unassigned, minimum fund balance is 3 -5% of the total district budget.

About Kennewick School District (As of October 2021)

 **18,539**
Students

 **1,126**
Classified Staff

 **1,334**
Certified Staff



Leadership

School Board of Directors



Dawn Adams
President, Position 2



Heather Kintzley
Vice President, Position 1



Ron Mabry
Legislative Rep, Position 3



Michael Connors
Member, Position 4



Diane Sundvik
Member, Position 5



Zachary Glenn
Student Representative



Dr. Traci Pierce
Superintendent

Cabinet

Dr. Traci Pierce
Superintendent
(509) 222-5020
traci.pierce@ksd.org

Dr. Doug Christensen
Associate Superintendent of Human Resources
(509) 222-5010
doug.christensen@ksd.org

Jack Anderson
Assistant Superintendent of Secondary Education
(509) 222-5004
jack.anderson@ksd.org

Rob Phillips
Assistant Superintendent of Elementary Education
(509) 222-5033
rob.phillips@ksd.org

Matt Scott
Assistant Superintendent of Curriculum,
Assessment and Professional Development
(509) 222-5060
matt.scott@ksd.org

Vic Roberts
Executive Director of Business Operations
(509) 222-5040
vic.roberts@ksd.org

Ron Cone
Executive Director of Information Technology
(509) 222-5173
ron.cone@ksd.org

Robyn Chastain
Executive Director of Communications and Public Relations
(509) 222-7424
robyn.chastain@ksd.org