



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, that highlights 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



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

GOAL: 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.*

2022-23 Annual Objectives

Student Safety & Security

- Our district safety team will meet regularly to assess facility safety and ensure implementation of safety protocols at all schools.
- Schools will perform nine safety drills throughout the year.
- We will continue to partner with Kennewick Police Department to provide school resource officers and DARE training for students.
- Schools will continue to implement Positive Behavioral Interventions and Supports (PBIS) to promote positive student behavior.

Student Social-Emotional Well-Being

- Schools will use the results of their annual “Safe, Known and Valued” student survey to assess student needs and set school goals.
- We will continue to partner with Comprehensive Healthcare to provide mental health counselors for our middle and high schools.
- We will begin implementation of a district-wide Comprehensive School Counseling Plan focused on student social-academic, career, and social-emotional development.
- We will provide training for staff to support social-emotional learning (SEL) for students.

Student Attendance

- We will expand our districtwide attendance awareness campaign to promote regular school attendance throughout the year.
- Our Community Engagement Board will meet with identified students and families to help determine root causes of student absences and provide resources and interventions to help re-engage students in school.

Student Voice & Value

- The superintendent will continue to meet monthly with the Superintendent’s Student Advisory Council (SSAC), which includes diverse student representation from each high school, to seek student input and feedback and engage students on important issues.
- The student school board representative will provide reports from the SSAC to the board, and the board will engage the student representative in board discussions as appropriate.

Performance Indicators and Targets

- $\geq 90\%$ of students report they feel safe, included and welcomed at school.
- $\geq 90\%$ of students regularly attend school (< 2 absences per month).
- The districtwide discipline rate is $\leq 4\%$.
- Student survey data and school goals focused on students being “Safe, Known and Valued” are presented to the board in October each year.

Students

GOAL: 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.*

2022-23 Annual Objectives

Support for Student Learning

- We will continue to provide high-dosage online tutoring services for students through Varsity Tutors and expand to provide 24/7 on demand homework help for high school students.
- We will convene elementary and secondary task forces to review resource room responsibilities, scheduling, and implications of inclusionary practices for students receiving special education services.
- We will continue to provide support for schools in developing multi-tiered systems of support (MTSS) to meet the learning needs of all students.
- We will continue to provide transitional kindergarten for identified students who will benefit from additional preparation to be successful in kindergarten the following year.

Curriculum and Instruction

- We will establish an Instructional Materials Committee to review new learning materials and determine if materials should be recommended for board approval.
- We will implement newly updated, board-approved instructional materials for health classes and world language classes and continue with second-year implementation of board-approved English language arts (ELA) curriculum materials for students in grades 6 -12.
- We will continue to provide professional development for engaging rigorous instruction.

Student Academic Progress and Growth

- We will continue to monitor our District Performance Indicators and Student Growth and Proficiency Targets for students in grades K -12. Targets vary by grade and include early literacy; reading/ELA; English language acquisition; math; science; credit acquisition; dual credit; and graduation.
- We will implement the Unified Insights data system to help schools more easily access, disaggregate and analyze student achievement data.
- Schools will continue to analyze student performance data, set improvement goals, and identify strategies to improve student learning and close achievement and opportunity gaps.
- We will formally recognize schools for making progress toward meeting student goals.

Performance Indicators and Targets

- The districtwide inclusion rate is $\geq 58\%$
- School Improvement Plans, identifying strategies to improve student learning and close achievement and opportunity gaps, are presented for board approval in October.
- $\geq 85\%$ of middle and high school students report having access to diverse course offerings, activities and athletics.
- $\geq 65\%$ of middle and high school students participate in at least one athletic or activity.
- $\geq 85\%$ of students are meeting district student growth and proficiency targets.

GOAL: 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*



2022-23 Annual Objectives

Digital Citizenship, Social, Life and Employment Skills

- We will use our newly developed KSD Learner Profile, which identifies the digital citizenship, social, employment and life skills that we want our students to learn, to assess and ensure students are learning these skills in our schools.
- We will continue to implement our 1:1 computer program and provide training for our district's learning management systems, Schoology (grades 3 -12) and SeeSaw (grades K-2).

Dual Language

- We will continue to provide dual language learning programs for students in grades K-5 at Amistad and Fuerza elementary school and continue to expand dual language at Eastgate Elementary School. We will continue to provide programs for students in grades 6-8 at Highlands and Park middle schools.
- We will recommend new dual language curriculum materials for students in grades K-5 for board approval.

Graduation and Post-Secondary Pathways

- We will implement the School Links system to support students' annual review and development of their High School and Beyond Plan.
- We will expand career counseling and development for students through the beginning implementation of a Comprehensive School Counseling Plan.
- Outreach specialists with Columbia Basin College will regularly be on-site at our high schools to help students complete financial aid applications for post-secondary education.
- We will study and expand workplace learning opportunities and pre-apprenticeship programs for high school students, and we will prepare to implement the system to award high school elective credit for paid work experience.
- Tri-Tech Skills Center will continue to expand and grow program offerings.

Performance Indicators and Targets

- $\geq 85\%$ of families report students having opportunities to learn the digital citizenship, social, life and employment skills within the KSD Learner Profile.
- 100% of students and families interested in dual language have access to the program.
- $\geq 75\%$ of high school students complete at least one dual credit, college-level course.
- 100% of students graduate in five years.



Families

GOAL: 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.*

2022-23 Annual Objectives

Family Input and Feedback

- We will continue to conduct an annual family survey in multiple languages to seek input from families and identify areas of strength and needed improvement.
- We will expand opportunities for families to participate in instructional materials review processes through the new Instructional Materials Committee and related processes.

Family Engagement and Communication

- We will continue to provide district and school communications in our families' home languages.
- Schools will continue to strengthen Action Team for Partnerships (ATPs), which are committees of educators, parents and community members who meet monthly to develop plans for school, family and community partnerships.
- Schools will continue to host annual open houses and annual parent-teacher conferences.
- Schools will continue to provide opportunities for parents to volunteer in the school/classrooms and host a variety of annual family and student events.
- Our "Get to Know Kennewick Schools" series of in-person and online informational sessions will continue to be developed and presented for families each year.
- We will implement a new system, ParentSquare, to unify school-home communications, streamline volunteering and simplify forms and messaging.
- We continue to organize and refine our district and school websites to provide the most up-to-date information for families and community.

Performance Indicators and 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 and school volunteer data is presented to the board in June.



Staff

GOAL: 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.*

2022-23 Annual Objectives

Staff Recruitment, Hiring, and Retention

- We will continue to attend and host annual recruiting fairs for both certificated and classified staff, highlighting the opportunities and benefits of working for Kennewick School District.
- Our district Staff Wellness Committee will meet regularly to develop wellness activities for staff and communicate health and wellness supports and benefits available to staff. We will continue to partner with local pharmacies to sponsor annual flu clinic opportunities for staff.
- We will continue to build our "Recruiting Washington Teachers" teaching academy program, geared toward encouraging and supporting high school students from diverse backgrounds, including bi-lingual students, in exploring and pursuing careers in education.

Staff Value, Voice, and Recognition

- We will continue to conduct an annual all-staff survey to seek input from staff and identify areas of strength and needed improvement.
- We will continue to foster respectful and collaborative relationships with professional associations and labor unions to negotiate fair, mutually beneficial and fiscally responsible collective bargaining agreements.
- We will continue to recognize staff for excellence and celebrate years of service in the district through our staff award programs and encourage collegial appreciation through our weekly staff "Kudos."
- We will strive to intentionally infuse positivity into the workplace.

Staff Training, Professional Growth, and Performance

- New teachers will continue to receive support from a consulting peer educator through our district Peer Assistance and Resources (PAR) Program.
- We will expand new staff orientation and onboarding efforts to ensure staff are well-prepared and supported in their roles.
- All staff will continue to complete mandatory training focused on workplace safety, anti-discrimination and harassment, student safety, staff conduct expectations and professionalism.
- We will continue to implement the state Teacher/Principal Evaluation Program (TPEP) focused on high-quality teaching, high-quality leadership and student learning and growth.
- We will implement a new professional growth and evaluation system for central office leaders, focused on high-quality leadership, support for schools and improved student learning.

Performance Indicators and Targets

- $\geq 95\%$ of staff complete safety training by Dec 31.
- The number of Labor & Industry (L&I) claims filed each year is $\leq 3.0\%$ of the total number employees.
- The "time loss" L&I claims are $\leq 10\%$.
- Ten flu clinics are held by Dec 31.
- $\geq 95\%$ of staff indicate they work in safe and positive environments, collaborate with colleagues and feel valued on the annual all staff survey.
- Overall staff diversity is increasing by $\geq 2\%$ annually.
- The overall district staff retention rate is $\geq 90\%$ over a five-year average.

Community

GOAL: 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.*

2022-23 Annual Objectives

Community Partnerships

- We will continue to strengthen our partnerships with agencies, organizations, churches and individuals in the community to provide programs, supports and services for families and students. Our agency/ organization partners include:
 - Benton/Franklin School Retirees' Association
 - Boys and Girls Club of Benton & Franklin Counties
 - City of Kennewick
 - Columbia Basin College
 - Communities in Schools of Benton-Franklin
 - Family Learning Center
 - Gesa Credit Union
 - HAPO Credit Union
 - Junior Achievement of Southeastern Washington
 - Kennewick Police Department
 - Kiwanis
 - Rotary
 - STCU
 - The Children's Reading Foundation of the Mid-Columbia
 - The STEM Foundation
 - United Way of Benton & Franklin Counties
 - Washington State University GEAR UP
 - YMCA of the Greater Tri-Cities

Community Engagement and Communications

- We will continue to expand and enhance community communications and ensure community members are well-informed about our district and our schools.
- We will continue to provide opportunities for community members to participate in district and school committees and volunteer in our schools.
- The superintendent and cabinet members will continue to serve on community boards and committees and participate in community groups.

Community Value and Appreciation

- We will continue to offer adult learning opportunities through our Community Education program offering courses in languages, crafts, arts, health, gardening, travel, music, business, finance, technology and more.
- Community groups, businesses and non-profit organizations will continue to have access to rent district facilities.
- We will continue to express appreciation and gratitude for community support of our schools.

Performance Indicators and Targets

- ≥2500 community members volunteer in our schools/district each year
- The district's Community Education program grows each year
- The superintendent and cabinet members each serve on a community board or committee and/or volunteer in the community



District

GOAL: 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.*

2022-23 Annual Objectives

Future Facilities Planning

- We will continue to implement the 2019 voter-approved bond program, ensuring construction projects are completed on time and on budget.
 - Completed projects include Kennewick High School, Amistad Elementary, and expansions at Kamiakin High School and Southridge High School.
 - Ridge View Elementary construction began in June 2022. The school is being replaced and expanded to 30 classrooms.
- We will continue to assess enrollment and capacity needs, updating our 10-Year Capital Facilities Plan to ensure we have property and school facilities to serve students and families now and in the future.
- We will conduct a boundary review study and process to determine if school boundaries need to be adjusted to balance enrollment between elementary schools.
- We work with our Long-Term Facility Planning Committee and Executive Committee to plan for future bond measures to replace aging facilities and build new schools as needed for enrollment.

Future Facilities Planning

- We will determine a path forward for our Educational Programs & Operations Levy.
 - We will use federal Elementary and Secondary School Emergency Relief (ESSER) funding and existing fund balance to continue to fund important programs and staff for the 2022-23 school year.
 - We will implement \$5 million in budget reductions for the 2022-23 school year.
- We will continue to maintain a long-term budget strategy to align revenue and expenditures and ensure good stewardship of public funds.

Continuous Improvement, Transparency, and Strategic Planning

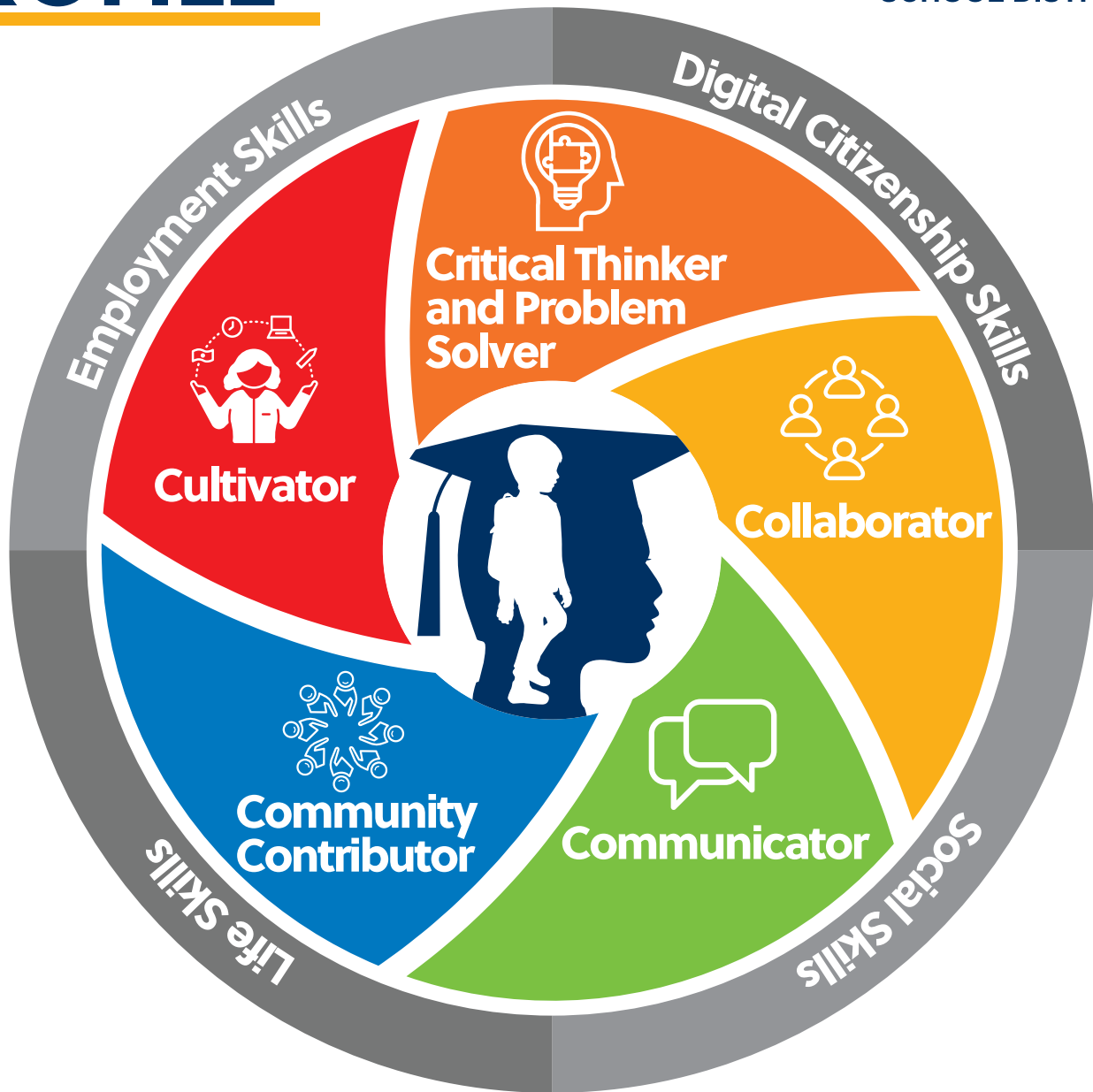
- We will place board policies and procedures on a regular review cycle, ensuring that policies remain up-to-date and consistent with practice and law.
- We will place district programs on a regular review cycle to assess effectiveness, efficiency and fiscal accountability and determine areas for improvement.
- We will continue to update our Strategic Plan each fall. The Strategic Plan and our District Performance Indicators and Targets – Annual Report, will continue to be posted on our district website.
- We will continue to publish an Annual Community Report in January.

Performance Indicators and Targets

- The Annual Community Report is published every January, providing the community with key information on student performance, district programs, capital projects and resource use.
- The unassigned, minimum fund balance is 3-5% of the total district budget.



LEARNER PROFILE



CRITICAL THINKER AND PROBLEM SOLVER

Investigates and considers information, and uses curiosity and imagination to identify and solve problems by creating new ideas or building upon existing ideas. Demonstrates resilience and perseverance when faced with challenges, adversity and setbacks; seeing more than one way to solve a problem.

COLLABORATOR

Uses talents, abilities and knowledge to learn from and inspire the learning of others. Can engage in discussion of opposing ideas to determine a solution and a course of action while working toward a common goal.

COMMUNICATOR

Actively listens and shares ideas clearly and effectively to diverse audiences and for a variety of purposes.

CULTIVATOR

Has the capacity to prepare for skills, aptitudes and future growth that are required for success after graduation. Promotes or improves their growth through labor and attention.

COMMUNITY CONTRIBUTOR

Recognizes their role as a citizen of our community and country. Realizes the opportunities and responsibilities necessary to contribute to the community and world.

About Kennewick School District (As of October 2022)



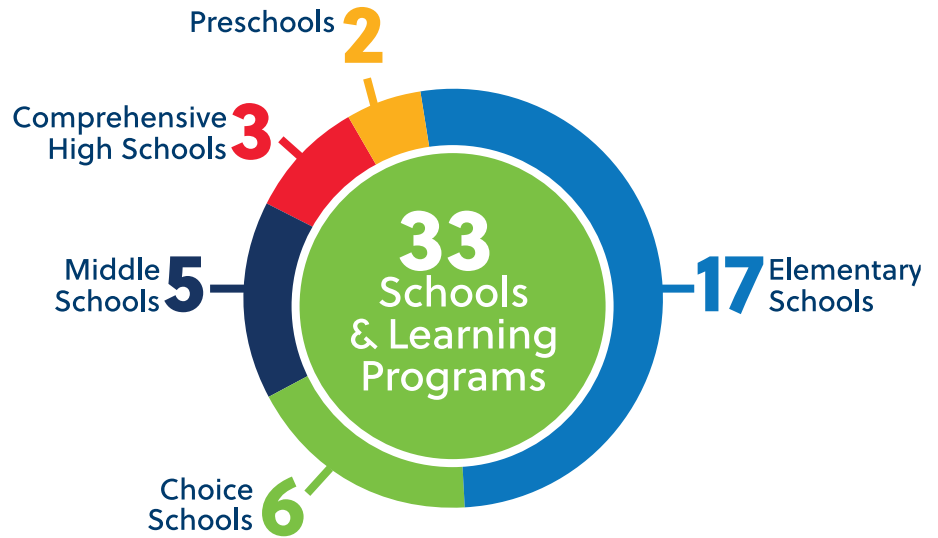
19,005*
Students
* As of October, 2022



1,123
Classified Staff



1,324
Certified Staff



Leadership

School Board of Directors



Michael Connors
President, Position 4



Ron Mabry
Vice President, Position 3



Diane Sundvik
Legislative Rep, Position 5



Gabe Galbraith
Member, Position 2



Micah Valentine
Member, Position 1



London Moody
Student Representative



Dr. Traci Pierce
Superintendent

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