

DESTINATION 2030



INTRODUCTION

Today, Westminster Public Schools sits on the ancestral lands of Chief Little Raven and his Southern Arapahoe tribe. They would winter camp just south of Shaw Heights where there were many artesian springs and open fields of grazing bison. To the Arapahoe and other indigenous peoples of the western plains, the wolf is associated with courage, strength, loyalty, and success. Stories describe wolves as guides, protectors, or entities that directly taught or showed humans how to successfully work together. Like the original inhabitants of the district, Westminster Public Schools honors the wolf as our guide and mascot.



*Chief Hosa, also known as
Chief Little Raven*

A wolf pack is an exceedingly complex social unit—an extended family of parents, offspring, siblings, aunts, and uncles. There are old wolves that need to be cared for, pups that need to be educated, and young adults that are beginning to assert themselves. Everything in a wolf's nature tells it to belong to something greater than itself: a pack. The pack structure enables communication, the education of the young and the transfer of knowledge across generations. Our district has embraced the spirit of the wolf and our students have come to personify what it means to be a wolf, including the characteristics of the leader of the pack, the Alpha. Our core values are:



As Westy Wolves we are not to be underestimated. We are here for our students, their families, and the community. This strategic plan reaffirms our commitments and outlines our vision for the future.

A

Achieve

Our students focus on their life goals, charting their pathway to success.

L

Lead

Embracing personal accountability our students pave the path forward, inspiring others to be a part of something greater than themselves.

P

Persevere

Our students know success is no accident; hard work, sacrifice, and a relentless commitment to overcome any and all barriers are required for success. Mistakes and missteps are seen as excellent opportunities and not failures to learning.

H

Honor

Our students act with personal integrity, take responsibility for their actions, and show consideration for and respect the dignity and diversity of their fellow students.

A

Accept

Our students understand that others have a right to be their own unique persons by embracing and celebrating our differences.

THE MAKE UP OF THE PACK

Strategic planning is visioning the future, seeing new possibilities and mapping a path forward.

Pleasant DeSpain was inspired to change lives. Building on a vision, bringing education to the children of the village of Harris, DeSpain donated land to build its first school. The first school house to serve the residents of, what is now Westminster Public Schools, was built in 1887 on the corner of Cornell and College, now 80th and Lowell. The two-room, red brick building was called Wolff School and was the only school in the Harris community. Prior to its opening, the children of the Harris community had to travel to Wheatridge to attend the nearest school. As the community continued to grow, a second school was built between 1892 and 1899 on land again donated by Pleasant DeSpain at the corner of Wyoming and College, now 72nd and Lowell. This school anchored the growing community and signified the early beginnings of our district. What started as one man's investment in his community has inspired generations of change-makers that built today's Westminster Public Schools.



Wolff School, first school in the District



Union High School

By 1920, the Westminster area had grown to 728 residents and the demand for local educational opportunities extended beyond the elementary grades to encompass older students. In 1928, three area school districts Westminster District 9, Baker District 25 and Berkley Gardens District 98 formed Union High School District 3. This new district had the first and only high school in the Westminster area. Union High School opened in 1929. Prior to that time, students who wished to continue their education travelled to North Denver and Arvada High Schools or were enrolled in the Belleview Preparatory School. The post-war boom brought enrollment in the three districts to 835 students and in 1946, a vote of the residents consolidated Districts 9, 25 and 98 forming Adams County School

District 50. Within two years, Westminster High School, located at 73rd and Lowell was under construction and in 1954, Utah Junction School District 4 was added resulting in the district boundaries we have today. The following decade saw the school district grow to become the eighth largest in Colorado and by the 1970s the district reached its highest enrollment serving approximately 17,000 students in twenty-four buildings. Since that high watermark, the district has experienced a steady decline in student enrollment as our community has aged and new neighborhoods have been built throughout the northern metro area. Today, Westminster Public Schools proudly serves 8,005 students committed to DeSpain's vision of changing lives through education.

WPS BY THE NUMBERS 2021-2022

1887
First school built

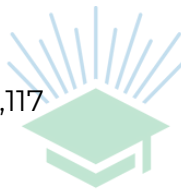
1928
Formation of Union High School Dist. 3

1970's
District reaches peak enrollment of 17,000

2016
District rebranded to WPS

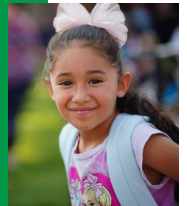
DEMOGRAPHIC BREAKOUT OF STUDENTS

American Indian or Alaskan: 50
Asian: 253
Black: 137
Hispanic or Latino: 6,117
White: 1,199
Native Hawaiian: 50
Two or More Races: 199

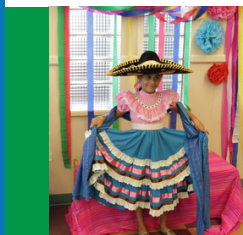


TOTAL
8,005

countries
WPS
students
originate
from



39



31

languages spoken

number of
buildings



42

17.5



square miles in
district



average
total bus
mileage

235,596

199

acres of property



1,747,238

meals
served



\$191,068,365

annual
operating
budget



STAFF BY THE NUMBERS

Number of licensed staff: 562
Number of non-licensed staff: 378
Number of administrators: 94

TOTAL **1,034**



THE PACK HOWLS

Many planning efforts focus on what is broken and in need of repair. This deficit approach discounts an organization's strengths and successes. At WPS, we believe it is our past hard work that has built the solid foundation upon which we will build our future. While we ponder the next chapter for the district, we do not want to lose sight of the amazing accomplishments that are our legacy—honoring our past will connect us to our future.

Recognized as an international leader in Competency-based Education

Recreational and competitive athletic opportunities for all students K-8

One of the very few school districts providing in-person learning during the COVID-19 pandemic for all students every day

First Denver area district with a K-12 1:1 device program

Innovation and Leadership recognized with Superintendent and Board of Education of the Year awards

Opened two Boys and Girls Clubs

Opened Orchard Park Academy, our newest PK-8 school, on time and within budget

2006 Bond funded two new schools and upgrades including air conditioning to 13 existing buildings

Built strong, robust budgets that have provided us with the agility to meet unexpected challenges

Identified as a District of Distinction by *District Administration Magazine*

First Colorado school district to reach a starting teacher salary of \$50,000

Opened four schools of innovation with foci on STEM, International Studies, The Arts, and an Instructional Laboratory School

Opened an Infant and Toddler program to meet the needs of working parents

The Westminster High School Career Technical Education (CTE) program was the focus of a four part series on National Public Radio for Northern Colorado highlighting the transformative power of CTE courses



RUNNING WITH THE PACK: STRATEGIC PLANNING HISTORY



Long term planning and strategic visioning are core values that underlie our on-going organizational success. Big wins are great—but they are relatively rare. To keep our forward momentum and ensure our initiatives meet our current and future needs, it is the small wins that have an outside impact on our work. To ensure we have more small wins than losses, we engage in the plan, do, check, and adjust continuous improvement cycle. If something is not working, why? If it is working, can we improve upon it? Is our investment of time, talent, or treasure peripheral or irrelevant to our ultimate goal? Progress demands attention, openly learning from our mistakes and successes is what propels us to the future.

Our most recent strategic initiatives started with **planning** in 2007. Following the successful passage of the largest bond in district history, a citizen led advisory group, The CREATE Advisory Board, provided us with a robust plan to modernize district facilities. Parts of the plan were implemented immediately (**do**), building a new high and elementary school. Other aspects of the plan had to be modified (**check**) due to external changes that impacted attendance patterns, building needs, and educational programming. In September of 2014, the Board of Education re-engaged in a visioning on the future of the District (**adjust**). The CREATE Plan focused heavily on facilities, now the district needed to address achievement. To structure the conversation, the Board reviewed fact-based information and data on student achievement, finances, and enrollment trends. The Board also reviewed perception data gathered from community surveys, focus groups, and interviews. Using these data to inform the direction and focus of the District, a new strategic plan Vision 2020 was adopted. In this bold plan the Board identified the following priorities:

- Continue and strengthen the success of our Competency-based System.
-Maintain current momentum and success for student achievement in the District.
- Establish an accurate perception of WPS in the mind of the public and staff.
-Have the courage to cultivate and sustain a great school district.
- Develop the resources needed by the District, assuming prudent budgeting and resource allocation.

These strategic priorities were then organized and summarized as the following large goals for WPS:

1. **R**esources to fund success for all students.
2. **I**mage of the school district's success established in the District and community.
3. **S**ustained **E**xcellence in achievement for all students.

There was much work to be done in each of the categories encapsulated by RISE, however, building on our strengths we were able to deliver on the promises made in the Vision 2020 plan. We made strong academic gains; we lead the state in employee compensation; we updated facilities for safety and comfort. Vision 2020 delivered on the vision of the CREATE Board and launched us into a period of strong organizational growth.

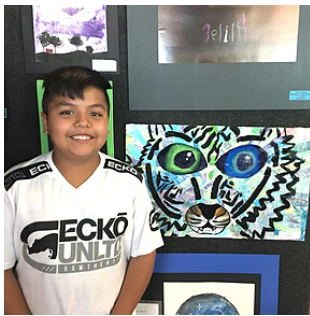
The expiration of Vision 2020 coincided with a series of global events that made the development of a new strategic plan more important than ever but particularly challenging. In 2021, to allow the district time to understand the implications of a global pandemic we implemented the Bridge Plan. In developing the plan, it was noted the events of 2020 were transformative and social change was inevitable. COVID-19 brought economies to a standstill, shuttered schools, and changed individual behaviors in ways that will be felt for years. This pandemic has been called the most significant global disruption since World War II. The crisis exacerbated some of the pre-existing educational disparities between rural and urban school districts, between rich and poor communities, and amongst gender and ethnic groups. Learning losses threaten to extend beyond this generation and erase years of steady academic growth. There will also be substantial effects beyond education—economic, social, and mental health challenges will confront students for years to come.

For all of the negative social and economic impacts attributed to COVID-19, the pandemic has stimulated innovation in the education sector. Looking at the past two years in the rear-view mirror, one thing is clear—change is hard; it happens gradually and then suddenly. As a district, we need to identify and analyze the actions we took to respond to this pandemic. What actions were short-term and have run their course? What actions do we want to continue? What actions did we not take, but want to consider at this time? And, what can we build upon to make us more innovative, effective, and add value to the organization?

The Bridge Plan, in tandem with this Strategic Plan, was structured around three pillars:

- **Respond:** reacting to disruptive change.
- **Recovery:** overcoming challenges, experimenting with new approaches, and regaining productivity.
- **Renewal:** applying learnings, innovating, and emerging stronger.

The Bridge Plan was a short-term plan to help frame our work over the past year and a half, addressing the respond and recover phases of our work. It provided us the opportunity to reflect on how we responded to the pandemic and what needs to be in place to put us on the road to recovery. This is foundational work in our journey to Destination 2030—the renewal plan. While our path forward is hidden under the fog of the future, understanding where we have been and where we are now helps light the way. Destination 2030 is the continuation of a long and robust planning process.



ALPHA
WE'RE WOLVES
WE'RE GOING PLACES



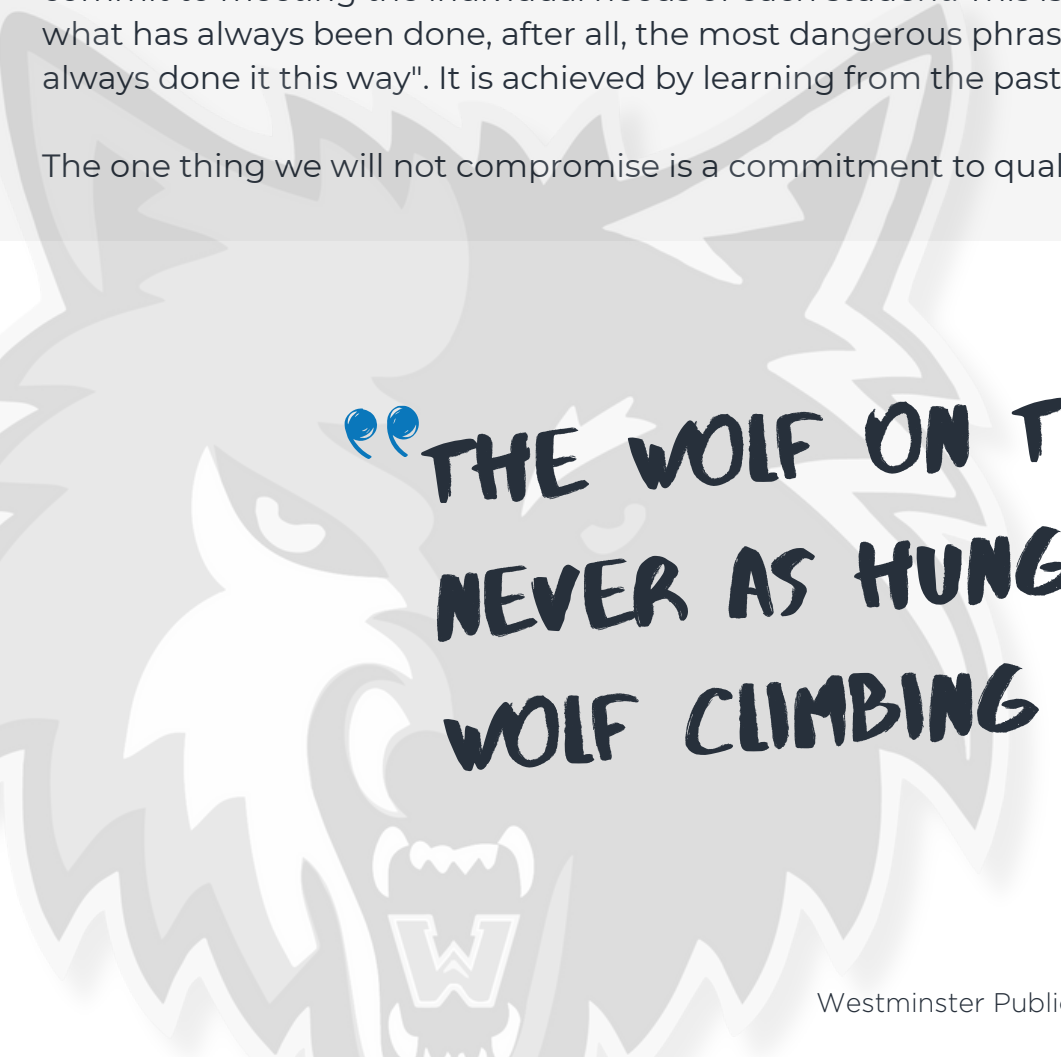
FRAMEWORK FOR THE FUTURE

It has been 135 years since the first school opened in what is now Westminster Public Schools and building on this proud tradition of meeting the educational needs of the local community, this strategic plan ensures we will continue educating for the future. Our aim is to be the best school district in the Denver-metro area, the best school district in Colorado, and one of the very best in the nation. These are lofty goals, but it is only through lofty goals that great performance is achieved.

The goals described in this document give definition to our work. Destination 2030 focuses on new or ongoing major initiatives by the district. In order for this plan to guide our work, we have had to limit our scope to what can plausibly be funded and implemented over the next seven years. The initiatives herein represent some of the efforts we will make to achieve our goals—a strategic plan is not about trying to be all things to all people. This document does not represent everything we are or will be doing to bring our goals to reality. It is not about everything we do. We have numerous other activities, programs, efforts and initiatives spanning all departments and schools all aligned to prepare our students for the day after graduation.

Our journey of continuous improvement is one that never ends. Through this plan, we re-commit to meeting the individual needs of each student. This is not achieved by limiting us to what has always been done, after all, the most dangerous phrase in any organization is "we've always done it this way". It is achieved by learning from the past to build the future.

The one thing we will not compromise is a commitment to quality.

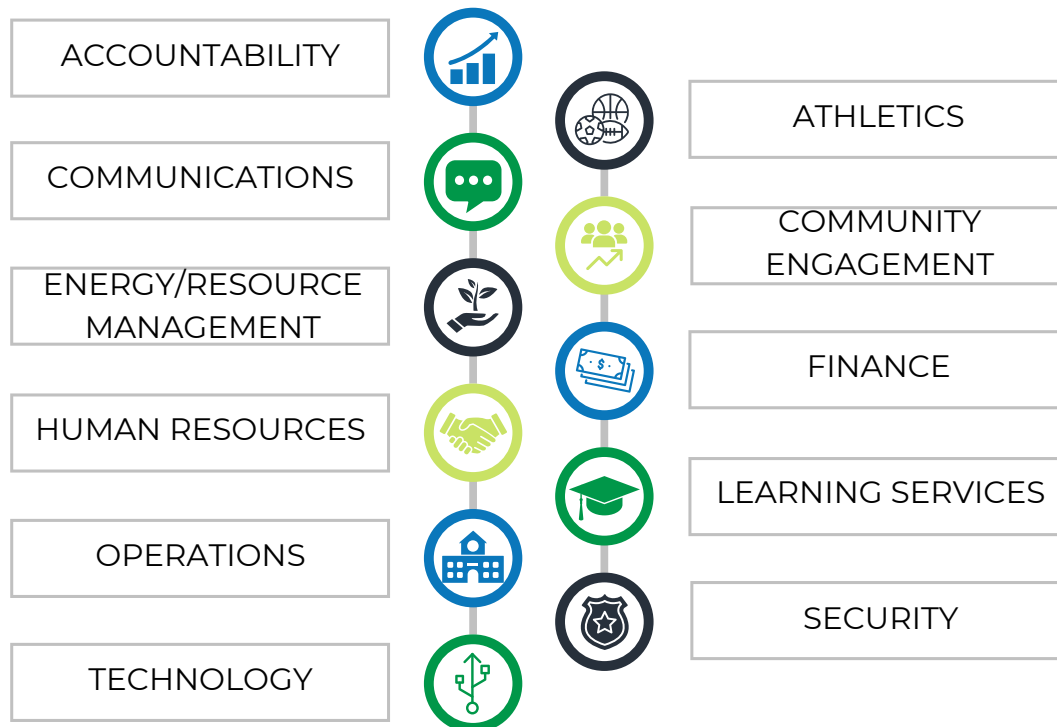


**“THE WOLF ON THE HILL IS
NEVER AS HUNGRY AS THE
WOLF CLIMBING THE HILL.”**

- Arnold Schwarzenegger

OUR GOALS

For a plan to be successful, all stakeholders must come together to collaboratively develop strategic priorities. To assist the reader in identifying how our departments are eliminating silos and aligning their efforts to reach our goals, icons for each working group are provided.



GOAL 1

By 2030, Westminster Public Schools will provide, through innovative educational and extracurricular programs, the best student experience in the region as measured by academic achievement, post-secondary and workforce readiness, as well as student engagement, well-being and satisfaction.

A Solid Academic Foundation

Short-Range Goals/Activities 2022-2024:



- All schools will meet High Reliability Schools (HRS) Level 2 - Effective Teaching in Every Classroom status or higher while sustaining HRS Level 1 - Safe and Collaborative Climate and Culture status.



- Set and monitor school wide and individual student growth and achievement goals annually.

OUR GOALS

- Each student will achieve 1.0 to 1.5 years growth each year in English Language Arts and Math.
 - Monitor student progress based on individualized End-Of-Year (EOY) goals through WPS Empower and Learning Management systems.
- Continue to implement the Interventionist Framework to support the unique needs of all WPS learners.
- Prioritize structures to develop student agency by involving students in planning, monitoring, and reflecting on their learning paths and experiences.
- Increase the level of rigor and high expectations for learning through deep implementation of the Westminster Instructional Model (WIM).



- Group students based on expected end-of-year Grade Level Equivalent (GLE) rather than beginning of year levels.
 - All school schedules will be designed to reflect expected EOY GLEs.



- Move beyond the standardized test/point-in-time accountability and construct a Westminster Public Schools accountability system.
 - Refine a future-forward framework of competencies to support students for the day after graduation.
 - Cognitive Competencies: academic mastery, critical thinking, creativity.
 - Personal Relational Competencies: communication/ collaboration, leadership, global awareness, growth mindset, intrinsic motivation, cultural responsiveness, compassion, self-regulation, agency.
 - Identify established and cutting-edge measures aligned to the WPS accountability system.
 - New Tests/New Goals: convene a consortia of like-minded districts and assessment experts to review competencies, ways of measurement, and develop new tools.
 - Agree upon a body of evidence: formal and informal measures that comprise the "accountability basket" to be used across all schools. Customize the "accountability basket" by grade/performance spans (i.e., K-2, 3-5, 6-8, 9-12).
 - Design a process to aggregate individual student data to school and district for accountability score/WPS school accountability framework.

OUR GOALS



- Expand our "student referral" program (new to district referrals) to include all stakeholders, not just employees.



- Expand our brand awareness campaign.
 - Partner with community influencers to get in front of their respective communities.
 - Expand our social media presence/penetration to connect one-on-one.
 - Host more experiences and engagements to allow people to interact with our schools/district. Host "launch" events.
 - Increase the number of positive media mentions we are receiving.
- Create ongoing "do good" campaigns to connect students/staff to community (food drives, community clean-up, read to seniors, etc.).
 - Create an editorial/communication calendar to ensure a comprehensive year-long communication strategy.
 - Highlight current students, staff, and alumni success stories.
 - Highlight the power of CBS and how High Reliability Schools amplifies our impact on student achievement.



- Maintain a modern protected network.
 - Increase capacity of Wide Area Network (the roadway between the District's buildings carrying the voice, data and multimedia traffic). Increase from 1G to 10G bandwidth for connections with the highest traffic volume.
 - Upgrade the Wi-Fi technology platform. Provide a next-generation wireless network utilizing access to the 6 GHz band (higher dedicated network speed and density).
- District will operate a well-defined and properly maintained cybersecurity program that supports the cyber needs of the District and ensures a documented and practiced contingency management plans.
- Improved management of data to gain insight into performance.
 - Identify a data analytics platform and build out a real-time data dashboard(s).

Mid-Range Goals/Activities 2024-2027:



- 85% of schools will meet High Reliability School Level 5 status while sustaining all preceding levels.

OUR GOALS



- Refine WPS accountability system based on feedback from stakeholder groups.



- Maintain a modern protected network.
 - Cybersecurity to provide uninterrupted access to student data and instructional tools. Provide required security training for all employees. Achieve an "advanced" external security rating based on guidelines and standards from the National Institute of Standards and Technology (NIST).
 - Develop and adopt a cyber-governance plan that consolidates organizational structures related to cyber-governance outlining shared ownership and accountability for cyber-governance throughout the organization.
- Provide solutions for the District's CBE Learning Management System. Lead an improved end-user experience through cloud-hosted services, load-balancing, and overall higher performance.

Long-Range Goals/Activities 2027-2030:



- 100% of schools will sustain all levels of the High Reliability School Framework through a district-supported recertification process.
- Bring validity to the WPS accountability system by taking the following measures:
 - Ensure inter-rater reliability on informal measures of competency.
 - Ensure standard administration protocols for each measure of competency.
 - Identify consequences that could be applied to school for not meeting accountability performance thresholds.



- Maintain a modern protected network.
 - Evaluate speed to value: rebalance cloud adoption to leverage cloud's ability to serve as a data warehouse improving our systems resilience and agility.

A Quality Teacher in Every Room/Leader in Every Building

Short-Range Goals/Activities 2022-2024:

OUR GOALS



- Align WPS educator evaluator process to the Westminster Instructional Model.
 - Transition educator evaluation from the Colorado Department of Education's RANDA platform to the Empower Learning Teacher Development and Evaluation platform.
- Expand personalized professional development opportunities that emphasize diverse cultures, backgrounds, and abilities.
- Complete early contracts in critical shortage areas by March 1 of each year.
 - Aggressively seek applicants who represent racial minorities, are bilingual and/or culturally proficient, and people with disabilities.
 - Aggressively seek applicants for hard-to-fill positions: Culturally and Linguistically Diverse, math and science, special education, and male teachers at the elementary level.
 - Refine hard-to-fill signing bonus and moving allowances.
 - Develop and administer cutting-edge interviewing, screening, and on-boarding processes.
 - Strengthen the mentor program with dedicated measures, training, additional pay and lengthen mentor support to two years.



- Everyone is a recruiter. Create a "storytellers" group.
 - Work to change the negative narrative of public education. Communications will meet monthly with representatives from departments and schools.
 - Brainstorm unique ideas to get interesting and/or exciting stories to the public and prospective employees.
 - Provide front-line staff with talking points and consistent messaging on "Why WPS". Front-line staff become communication ambassadors.




- Explore options to reduce the out-of-pocket expenses and/or expand benefits for employees on health, dental care, and other insurance (reduction in family plan costs, co-pays, deductibles, prescriptions and other similar costs).

Mid-Range Goals/Activities 2024-2027:



- Align WPS Principal and Special Service Providers (SSP) evaluation process to the Westminster Learning Model.

OUR GOALS

- Transition Principal evaluation from the Colorado Department of Education's RANDA platform to the WPS HRS process.
 - Transition SSP evaluation from the Colorado Department of Education's RANDA platform to the Empower Learning Teacher Development and Evaluation platform.
 - Deploy systems, tools, technology and other resources to enable employees to be more successful.
 - Provide ease of access for employees and candidates via online systems.
 - Analyze new teacher performance against standards and rubrics and collaborate with new teacher training to align training with performance needs.
 - Collect and analyze exit survey data with executive teams.
 - Analyze hiring data for the last five hiring seasons and report of success trends and needs.
 - Use flexibilities in Senate Bill 21-185, Supporting Educator Workforce in Colorado, to create educator recruitment and retention (ERR) program to support members of armed forces, non-military groups, and school districts in recruiting, selecting, training, and retaining highly-qualified teachers.
 - Develop and strengthen a cadre of future leaders to maintain a vibrant Competency-Based System.
 - Continue development and implementation of our administrator pipeline program - Aspiring Leadership Program.
-  • Implement a tax-sheltered annuity match program.

Long-Range Goals/Activities 2027-2030:



- Remain the consistent leader throughout the state of Colorado in compensation and benefits for our licensed, educational support professionals, and administrators.
 - Remain highly competitive with surrounding districts' salary and benefit structures making WPS the employer of choice in terms of total compensation.

A Thriving Wage the Day After Graduation

Short-Range Goals/Activities 2022-2024:

OUR GOALS



- Post-Secondary and Workforce Readiness (PWR) expansion.
 - Grow and sustain public and private partnerships to prepare for and advance students for tomorrow's workforce.
 - Develop and expand PWR programming to meet local and regional industry needs.
 - Establish a district-wide apprenticeship and internship program, which includes work-based and project-based learning strategies through collaboration with business and community partners.
 - Work collectively with industry leaders and expand program-level advisory councils to understand industry needs and trends.
 - Align PWR and CTE curriculum with industry standards and create a PK-12 continuum of knowledge and skills.
 - Develop PK-8 pipelines to Westminster High School based on PWR/CTE pathways.



- Phase 1 of Ranum Reimagined.
 - Design and plan for approximately 50,000 square feet of renovation.
 - Identify program specific pathways to be included in Phase 1.
 - Create a formalized process for communication of new projects.
 - Project "hot sheets": one page that provides a quick overview of background information, goals, key players, and where to find more information to be used by anyone in the organization when engaging internal/external stakeholders.
 - Communication toolkits with sample social media posts, talking points, FAQs, how the community can be involved and timelines for projects.
 - Project webpage.



- Secure funding and partnerships for Phase 1 FF&E.
 - A capital campaign (Bond/Mill) will culminate with a ballot question in November 2024. Funds will be for Ranum Reimagined and other district priorities.
 - Create a prospectus for private funding/sponsorship to serve as a capital raising document.
 - Terms of the offering: what do investors receive for their money?
 - Subscription agreements: length of time.
 - Use of proceeds: limited to funder directed program; unrestricted use by district.



OUR GOALS

- Revise Board policy to reflect a more robust vision of corporate sponsorship.

Mid-Range Goals/Activities 2024-2027:



- Phase 2 of Ranum Reimagined.
 - An additional 50,000 - 100,000 square feet of renovated learning space.
 - Landscaping and other outdoor learning spaces.

Long-Range Goals/Activities 2027-2030:



- Phase 3 of Ranum Reimagined.
 - An additional in-building renovation of an additional 50,000 square feet. New construction of aerospace building.

A Healthy Mind, Body, and Safe Environment

Short-Range Goals/Activities 2022-2024:



- Strengthen systemic mental health support through implementation of the WPS Integrated Mental Health and Counseling Model: collaboration and flexibility, reduced siloes, and trauma responsive practices.
- Conduct annual surveys of student, staff and parent perceptions of teaching, learning, safety and well-being.



- HVAC and Mechanical Upgrades for Shaw Heights Middle School.



- Full implementation of a visitor and emergency management system and standardized response protocols.
 - Conduct annual table top emergency response exercises.
 - Strengthen partnerships with law enforcement and other public safety entities.
 - Upgrade and enhance district emergency communication system.
 - Adopt and utilize school safety software to manage entrants/visitors, safety drills, emergency response, and reunification.



- Establish a parent booster 501(c)(3) organization (WA3) to support and fundraise for districtwide athletics.

Mid-Range Goals/Activities 2024-2027:



- HVAC and mechanical upgrades at STEM Union/Elementary.

OUR GOALS



- Memorial Stadium redesign to include artificial turf and a field house.



- Upgrade camera systems: conduct a comprehensive audit of surveillance cameras in consultation with the Colorado School Safety Resource Center.
- Conduct live action scenario-based exercises to test the effectiveness and efficiency of our emergency response plan.



- Develop an Adaptive Reuse of Building(s) Plan to address changes in enrollment:
 - 3-5 year enrollment projections school by school.
 - Identify metrics for school closure.
 - Review and/or identify district programs/needs that would keep the building as anchor for local community.
 - Identify renovation needs in repurposing a building.

Long-Range Goals/Activities 2027-2030:



- Strengthen partnerships with home and family, local community agencies, and other civic organizations to create a holistic (Whole School, Whole Community, Whole Child) approach to student well-being.
 - Structured out-of-school time.
 - Expansion of clubs, interest groups, and activities for student engagement.
 - Family and community engagement activities.
 - Employee wellness activities and options.

GOAL 2

By 2030, Westminster Public Schools will be a public school sector leader in addressing Colorado's most pressing environmental challenges as the state moves towards a non-carbon energy future.

Energy Resources

Short-Range Goals/Activities 2022-2024:



- Complete and implement a district energy plan.

OUR GOALS

- Set energy usage targets with goal of reducing electricity usage by 10% from a baseline average July 2017-2019.
- Install charging stations at Auxiliary Services to support 20 buses and 10 support vehicles.
- Begin transition of bus and support fleet to electric vehicles (goal of 3-4 buses/2 vans).
- Phase 1 of landscape design and work at Shaw Heights Middle School and Hidden Lake High School. The design in all phases will consider water wise landscapes as well as curb appeal.
- Decrease indoor water use by 10% from July 2023-June 2024.
- Upgrade central irrigation control systems by August 2025.



- Design an incentive program that provides additional dollars in school budgets for energy savings.

Mid-Range Goals/Activities 2024-2027:



- Create sustainability report cards on a school-by-school basis to include electricity, natural gas, and water use.
- Reduce electricity usage by 20% from a baseline average July 2017-2019.
- Expansion of charging stations to high traffic areas/schools in district.
- Expansion of electric vehicle use (add 3-5 additional buses/5-6 support fleet).
- Phase 2 of landscape design and work at Flynn, Mesa, STEM and WAIS.



- Begin conversion of bluegrass athletic fields to artificial turf.
 - By 2025 one field to be converted.
 - By 2027 an additional (one) field to be converted.



- Convert 25% of current non-playfield irrigated areas to non-irrigated areas or 50% reduced irrigated areas by June 2026.
- Reduce district water use from July 2017-June 2019 baseline levels as follows: 5% by December 2024, 10% by October 2025, 15% by October 2026.



- Pilot energy savings incentive program in five schools to determine applicability and effectiveness.

OUR GOALS

Long-Range Goals/Activities 2027-2030:



- Continue expansion of charging stations, at least one at every school.
- Phase 3 of landscape design and work at Hodgkins, Sunset, and WHS.



- Implement energy savings incentive program district-wide.

GOAL 3

Westminster Public Schools will play an active and substantial role in leading a culture of civic engagement that enhances trust in our democracy, in one another, and one that promotes social inclusion by educating a new generation of knowledgeable, inspired, and engaged citizens.

Develop and Sustain an Effective Internal Infrastructure to Support and Coordinate Community Engagement

Short-Range Goals/Activities 2022-2024:



- Recognizing community engagement is a learned skill.
 - Identify core civic competencies needed for lifelong engaged citizenship.
 - Offer age appropriate instruction, workshops, training, consultation and immersive experiences to equip students, faculty, and community partners with knowledge and skills for effective community engagement.
- Elevate and institutionalize community engagement in each school: create programs and systems for identifying and connecting students and staff with community partners.
 - Expand role of District Accountability Committee from budget and accreditation reviews to parent and community leadership development.
 - Increase stakeholder input and buy-in for district governance, goals, and priorities.

OUR GOALS

Mid-Range Goals/Activities 2024-2027:



- School become the "public square" of community life: develop a communication plan that highlights Westminster Public Schools' role as a nexus, activator, and coordinator of community engagement.
 - Expand programming at Daniel C. Vallez Family Education Center.



- Build partnerships to foster and encourage student engagement in community.
 - Expand Boys & Girls Clubs and other out-of-school time activities to provide structure to the time from the school's last bell to the time parents come home from work.
 - Increase student volunteer rates in local civic activities and organizations.

Long-Range Goals/Activities 2027-2030:



- Make the community the campus: expanding learning beyond the school walls.
 - Using inputs from students and community partners are aligned with institutional values, infuse community voice into curricula and project-based learning through Anytime, Anywhere Learning.

Harness the District's Resources to Improve Economic Development in Our Local Community

Short-Range Goals/Activities 2022-2024:



- Become a connector between agencies to build infrastructures that bring community partners together to advance their development goals.
 - Involve local business and industry in the school community to build strong school-business partnerships.
 - Include local business on school-community advisory boards.
 - Invite business owners to school events, to conduct workshops for staff and students (leadership, entrepreneurship, innovation), and to be judges and coaches at other school activities.

OUR GOALS

Mid-Range Goals/Activities 2024-2027:



- Engage as an essential partner and leader with other agencies as policies impacting the future of the city, county, region and state are developed.
 - Work with community groups to create unified and comprehensive neighborhood plans and strategies.
 - Community asset mapping and SWOT analysis.
 - Develop common goals and action steps.

Long-Range Goals/Activities 2027-2030:



- Work with governmental agencies and community organizations to create a long-term community plan that promotes smart growth projects and joint use of assets and resources across agencies.