



# 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 target



Visit

[www.ksd.org/strategicplan](http://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.*

### 2023-24 Annual Objectives

#### Student Safety & Security

- Develop and implement strategies for continuing to convey high expectations and accountability for student behavior.
- Provide review and training on student behavior and discipline policies to ensure consistent expectations and implementation across schools.
- Implemented updated Comprehensive Emergency Management Plan; provide all administrators with refresher Incident Command Training and partner with Kennewick Police Department (KPD) to conduct school safety drills at all schools throughout the year.
- Expand the School Resource Officer program, in partnership with KPD, to all middle schools.
- Begin implementation of the School Safety Officer program.

#### Student Social-Emotional Well-Being

- Develop and implement administration protocols for the district-wide annual "Safe, Known and Valued" student survey to ensure consistency of data.
- Partner with Comprehensive Healthcare to provide middle and high school students with access to school-based mental health therapists.
- Implement the district-wide Comprehensive School Counseling Program focused on student social-academic career, and social-emotional development.

#### Student Attendance

- Develop and implement strategies for continuing to convey high expectations and accountability for student attendance.
- Strengthen Community Engagement Board efforts to help identify root causes of student absences and provide resources and interventions to help re-engage students in school.

#### Student Voice & Value

- Expand student engagement efforts through the Superintendent's Student Advisory Council and new Student Board Representative structure.
- Conduct bi-annual student listening sessions with middle and high school students to seek feedback on district and school-based area of strength and opportunities for growth.

#### Performance Indicators and Targets (View 2022-23 results at [www.ksd.org/strategicplan](http://www.ksd.org/strategicplan))

- **≥90%** of students report they feel safe, included and welcomed at school.
- The % of students regularly attending school is increasing by **≥2.0%** each year over the next four years.
- The % of students receiving out-of-school exclusionary discipline is decreasing by **≥0.2%** 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.*

## 2023-24 Annual Objectives

### Support for Student Learning

- Provide high dosage online tutoring services for students and on-demand 24/7 homework help for high school students through Varsity Tutors.
- Conduct universal screening assessments for elementary students to identify students who may qualify for highly capable program placement.

### Curriculum and Instruction

- Conduct curriculum review, instructional materials assessment, and adoption for K-5 mathematics.
- Review and update district Literacy Plan.
- Conduct curriculum review for K-5 English Language Arts (ELA).
- Conduct curriculum review and instructional materials/equipment assessment for visual and performing arts.
- Implement new middle school arts requirement to ensure every student receives instruction in at least one arts discipline throughout grades K-8.
- Restructure district curriculum review and instructional materials timeline and process.

### Programs

- Conduct reviews of the district's Career and Technical Education program.
- Conduct review of the district's Alternative Learning program.
- Provide training, resources, and support for schools and teachers to strengthen and expand inclusionary practices and access to general education curriculum for students with Individualized Education Programs (IEPs).

### Student Academic Progress and Growth

- Develop and implement strategies for continuing to convey high expectations and accountability for student academic achievement and performance.
- Develop data reports and provide training for administrators in use of Unified Insights data warehouse/dashboard.
- Review and update district performance indicators and student growth and proficiency targets.
- Conduct assessment pilot study comparing use of Star and MAP district assessments.
- Refine school improvement plan requirements, timelines, and templates to align with district improvement plans, and continue to celebrate and recognize schools for progress toward goals.

### Performance Indicators and Targets (View 2022-23 results at [www.ksd.org/strategicplan](http://www.ksd.org/strategicplan))

- The % inclusion rate for students with IEPs% is increasing by **≥3.0%** each year over the next four years.
- **≥90%** of middle and high school students report having access to diverse course offerings, activities, and athletics.
- The % of middle and high school students participating in at least one athletic or activity is increasing by **≥1.0%** each year over the next four years.
- The % of students making annual growth, meeting grade level standards, and on track for graduation is increasing by **≥3.0%** each year over the next four years.
- The % of multilingual learner students making yearly growth and demonstrating English language proficiency is increasing by **≥3.0%** each year over the next four years.

# Students

Learner Profile  
See Page 10

**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*



## 2023-24 Annual Objectives

### Digital Citizenship, Social, Life and Employment Skills

- Utilize the Kennewick School District (KSD) Learner Profile as a framework to assess student learning opportunities, curriculum course offerings, programs, and graduation requirements.
- Provide opportunity for all high school students to take a high school personal finance course.
- Conduct review and make recommendation to the Board regarding implementation of personal finance graduation requirement.
- Develop and implement policies and guidelines for student use of Artificial Intelligence (AI) in the classroom.

### Dual Language

- Implement Board-approved instructional materials for K-5 elementary dual language classrooms.
- Conduct program review, curriculum review, instructional materials assessment, and adoption for 6-8 middle school dual language classrooms.

### Graduation and Post-Secondary Pathways

- Update High School and Beyond Plan requirements and expand use of School Links to support student and family engagement in the process.
- Develop and implement new policy to award high school elective credit for paid work experience.
- Begin planning for new graduation pathway option allowing students to complete a performance-based learning experience in math and English Language Arts (ELA).

### Performance Indicators and Targets (View 2022-23 results at [www.ksd.org/strategicplan](http://www.ksd.org/strategicplan))

- **≥90%** of students, families, and staff report that students have opportunities to learn the digital citizenship, social, life and employment skills within the KSD Learner Profile.
- The % of students/parents interested in dual language who have access to the program is increasing by **≥2.0%** each year over the next four years.
- The % of high school students completing at least one dual credit college level course by the end of grade 12 is increasing by **≥3.0%** each year over the next four years.
- The % of students graduating in five years is increasing by **≥1.0%** each year over the next four 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.*

## 2023-24 Annual Objectives

### Family Engagement, Education, and Communication

- Conduct an annual family survey in multiple languages to seek input from families and identify areas of strength and needed improvement.
- Establish consistent opportunities for family engagement through events at all schools and implement common communication methods.
- Implement new community and family education program.
- Expand family education through "Get to Know KSD" online informational sessions and training modules.
- Ensure family-friendly access to district processes, procedures, and forms.
- Ensure Department of Health information is prominently posted to the district website and made accessible through other web-based communications.
- Develop and implement district procedures and school guidelines that align with district language access policy.

### Performance Indicators and Targets (View 2022-23 results at [www.ksd.org/strategicplan](http://www.ksd.org/strategicplan))

- **≥90%** of parents report feeling respected and welcomed in their children's schools.
- **≥90%** of parents report having opportunities to engage with schools to help their children succeed.
- **≥90%** of parents report having opportunities to learn about and provide input on district and school programs.



# 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.*

### 2023-24 Annual Objectives

#### Staff Recruitment, Hiring, and Retention

- Attend and host annual recruiting fairs for both certificated and classified staff, highlighting the opportunities and benefits of working with Kennewick School District.
- Continue building "Recruiting Washington Teachers" efforts through teaching academy program to encourage and support high school students to pursue careers in education.
- Expand and improve orientation and on-boarding efforts for all staff and implement consistent exit interview processes.

#### Staff Value, Voice, and Recognition

- Conduct annual all-staff survey to seek input from staff and identify areas of strength and needed improvement.
- Foster collaborative relationships with professional associations and labor unions to negotiate mutually beneficial and fiscally responsible collective bargaining agreements.
- 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".
- Strive to intentionally infuse positivity into the workplace.

#### Staff Training, Professional Growth, and Performance

- Provide training and time to support Professional Learning Communities focused on teacher collaboration on standards-aligned learning, assessment, data analysis, intervention, and enrichment to support classroom, team, school, and district goals.
- Provide new teacher with consulting peer educator support through the district's Peer Assistance and Resources (PAR) Program.
- Ensure all staff complete mandatory training focused on workplace safety, anti-discrimination and harassment, student safety, staff conduct expectations, and professionalism.
- Provide teachers and principals with training on the updated Framework for Teaching and prepare for implementation of revised Student Growth Goal rubrics to take effect in 2024-25 and investigate online evaluation management tool.
- Provide state required staff cultural competency, diversity, equity, and inclusion professional development.
- Further develop and refine systems and strategies for administrator support and development.

#### Performance Indicators and Targets (View 2022-23 results at [www.ksd.org/strategicplan](http://www.ksd.org/strategicplan))

- The number of Labor & Industry (L&I) claims filed each year is **≤3.0%** of the total number of employees each year.
- The "time loss" L&I claims are **≤10%** each year.
- **≥90%** of staff indicate they work in safe and positive environments, collaborate with colleagues, and feel valued.
- The % difference of district staff diversity compared to overall community diversity is decreasing by **≥2.0%** over a four-year average.
- The district staff retention rate is **≥90%** each year.



# 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.*

## 2023-24 Annual Objectives

### Community Partnerships

Continue to strengthen our partnerships with agencies, organizations, churches, and individuals in the community to provide programs, supports, and services for families and students. KSD partner agency/ organizations include:

- Benton/Franklin School Retirees' Association
- Boys and Girls Club
- City of Kennewick
- Columbia Basin College
- Communities in Schools of Benton-Franklin
- Gesa Credit Union
- HAPO Credit Union
- Junior Achievement of Southeastern Washington
- Kennewick Fire Department
- Comprehensive Healthcare
- 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
- YMCA of the Greater Tri-Cities
- KEY Connections
- B5 Learning Center

### Community Engagement and Communications

- Foster a culture of belonging, dignity, and ensure respectful treatment of all individuals, including students, staff, families, community members and Board members.
- Expand tribal collaboration efforts and strengthen Native American family and student relationships.
- Serve the community through Board, superintendent, cabinet member, and district administrator involvement on community boards, committees, and groups.
- Establish consistent volunteer outreach and tracking methods across schools.
- Develop volunteer recruitment campaign.
- Investigate electronic system for volunteer screening and tracking.

### Community Value and Appreciation

- Offer online and in-person community education program offerings.
- Provide access to district facilities for non-profit organizations, community groups, and businesses.
- Recognize community partners and district volunteers through various events and programs.

### Performance Indicators and Targets (View 2022-23 results at [www.ksd.org/strategicplan](http://www.ksd.org/strategicplan))

- The number  $\geq 2500$  community members volunteer in our schools/district each year is increasing by  $\geq 5.0\%$  over a four-year average.



# District

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## 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.*

### 2023-24 Annual Objectives

#### Facilities Planning

- Complete Ridge View Elementary construction and school move to new facility.
- Update the 10-year Capital Facilities Plan to reflect current enrollment projections and capacity needs to inform future bond measure.
- Prepare to implement the updated elementary boundary to take effect in the 2024-25 school year.

#### Fiscal Responsibility

- Access federal Elementary and Secondary School Emergency Relief (ESSER) funding to fund important programs and staff for the 2023-24 school year.
- Maintain a long-term budget strategy to align revenue and expenditures and ensure good stewardship of public funds.
- Conduct review of resource distribution to schools to ensure equitable distribution of staffing and funding to support high quality student learning.

#### Continuous Improvement, Transparency, and Strategic Planning

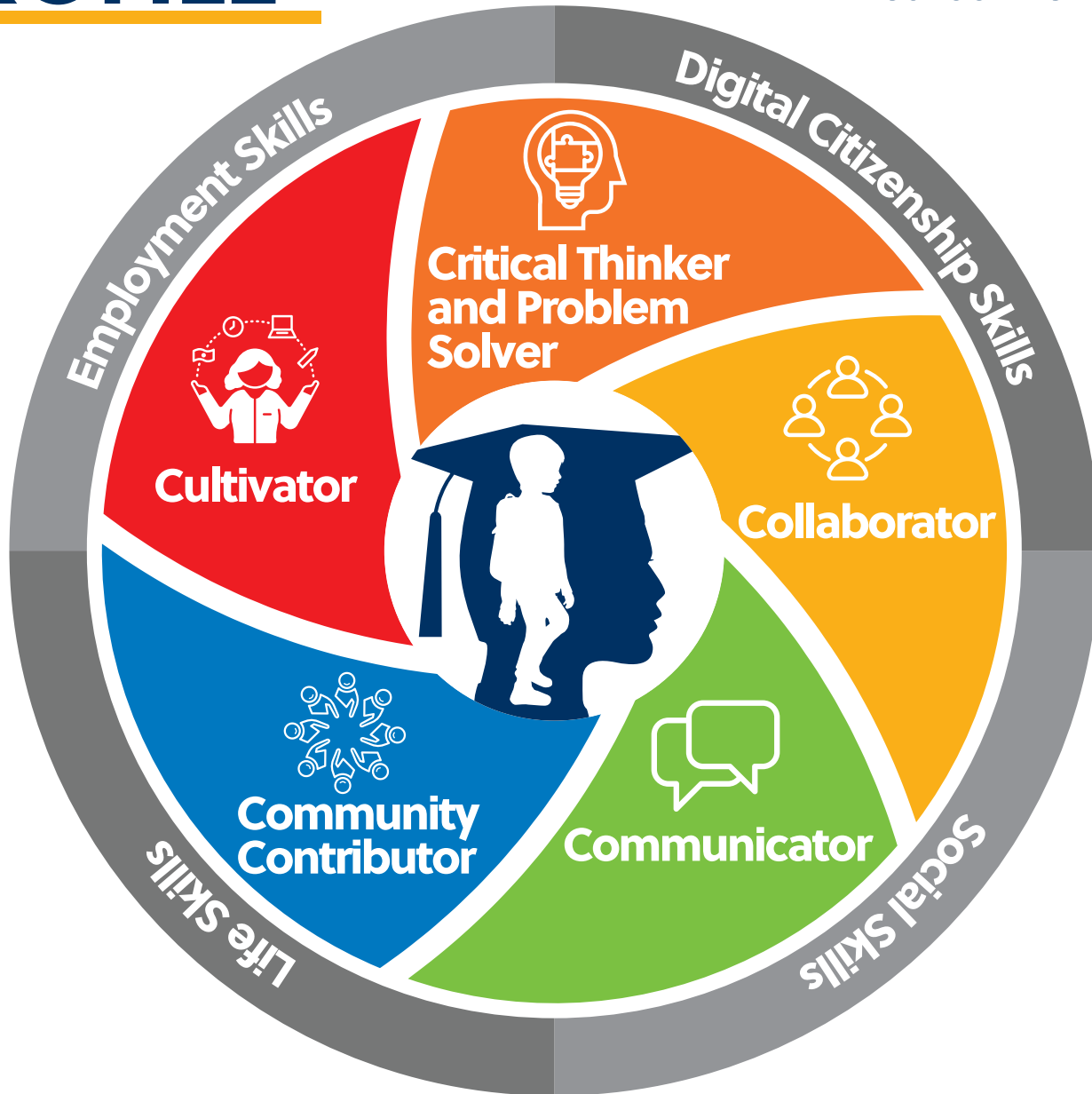
- Review and update the 3000 series of Board policies to ensure policies remain up-to-date and consistent with practice and law.
- Publish the annual update to the Strategic Plan each fall.
- Publish the Annual Community Report each January.

#### Performance Indicators and Targets (View 2022-23 results at [www.ksd.org/strategicplan](http://www.ksd.org/strategicplan))

- The unassigned, minimum fund balance is maintained at **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.*



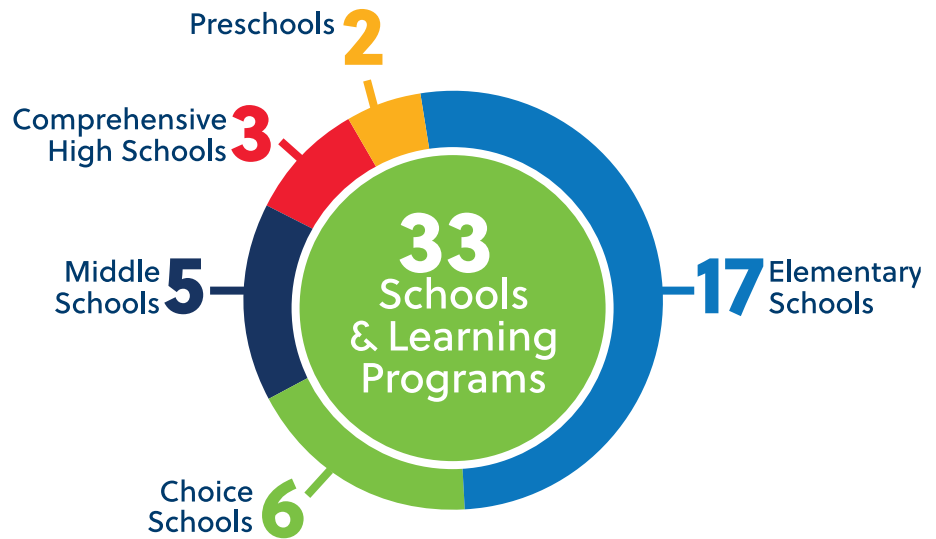
**COMMUNITY CONTRIBUTOR**

*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

 **19,000\***  
Students  
\* As of September 2023

 **2,204**  
Certified &  
Classified Staff  
\* As of October 1, 2023



## Leadership

School Board of Directors



**Gabe Galbraith**  
President, Position 2



**Micah Valentine**  
Vice President, Position 1



**Brittany Gledhill**  
Legislative Rep, Position 4



**Michael Connors**  
Member, Position 3



**Dr. Josh Miller**  
Member, Position 5



**Mallory Dupaquier**  
Student Representative



**Dr. Traci Pierce**  
Superintendent

## Cabinet

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