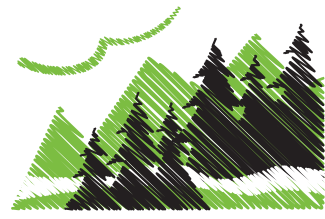


# STRATEGIC PLAN 2023-2028



SNOHOMISH  
SCHOOL  
DISTRICT



Every  
Student *thrives*

# SUPERINTENDENT'S MESSAGE



The 2022-2023 school year was marked by the development of the Snohomish School District Strategic Plan. This five-year roadmap brings intentionality to the everyday work of education, as it not only provides the opportunity to look forward, but also guides our steps along the way.

Through an intensive process, hundreds of students, staff, parents/guardians, and community members came together to share their voices. From their input, a 26-member Strategic Planning Committee diligently worked to draft Strategic Plan framework elements including the district mission statement, vision statement, core values and our ongoing commitments to our students, staff, families, and community. They based their work in the traditions of Snohomish and coupled that with a shared vision for our future.

Driven by the Action Plan which puts the Strategic Plan into motion, this document is meant to be a guiding document. Its power lies in three key components.

- Strategic Plan – This central document includes the district mission statement, vision statement, core values, and our ongoing commitments (Teaching & Learning Excellence, Family & Community Engagement, Student & Staff Well-Being, and Resource Management).
- Action Plan - These are the achievable goals that, as the name implies, put action to the Strategic Plan.
- Reports provided to the Board of Directors - It is through providing these reports on project status and planned work ahead that we hold ourselves accountable and are able to adjust and meet the needs of our students.

The Strategic Plan is exciting as it allows us to share our vision with our community. This vision will bring together a partnership with our community, families, staff, and students. It will guide our steps, determine best use of resources, and place student learning on the forefront.

I look forward to sharing our progress with you and partnering with you along the way. Together, each of us plays a critical role in helping ensure that “every student thrives.”

Kent Kultgen  
Superintendent



## OUR MISSION

To create an educational community that ignites a passion for learning where every student is known and empowered.

## OUR VISION

Every student thrives.

## OUR CORE VALUES

- Student-Focused
- Culture of Belonging
- Equity
- Accountability

# Our Commitments



Teaching & Learning Excellence



Family & Community Engagement



Student & Staff Well-Being



Resource Management

*The Snohomish School District is committed to the important work that all district leaders, staff, and partners undertake to support all students. Each commitment is informed by our core values and is dependent on the important work of the other commitments.*

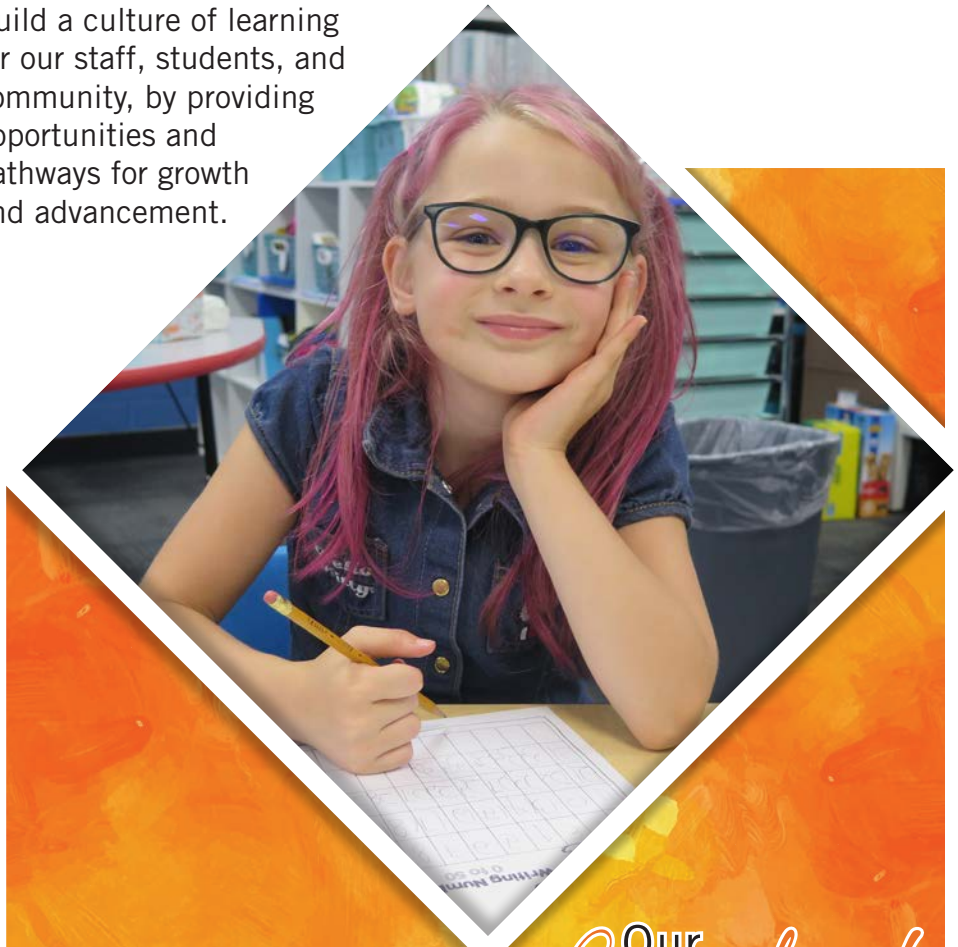


# Teaching & Learning Excellence

We believe that effective teaching and learning is rooted in authentic relationships and strong instructional methodology. Through this framework of excellence, our district will ensure that each student is inspired to learn, supported to succeed, and challenged to discover their path to success in their post-secondary endeavors.

To create the conditions that promote a passion for lifelong learning, we as a community will:

- A. Recruit, train, and retain high-quality staff.
- B. Utilize relevant, evidence-based curricula that align and exceed state standards.
- C. Provide relevant professional development to meet the needs of the district, and professional learning communities.
- D. Use a Multi-Tiered Systems of Support to ensure each student receives the tools and resources they need, when they need them.
- E. Provide transformative teaching and learning for each student according to their strengths and needs.
- F. Deliver rigorous, high-quality, data- and trauma-informed instruction.
- G. Ensure academic and social-emotional learning is relevant to students' lives and futures.
- H. Ensure equitable and accessible opportunities for every student.
- I. Build a culture of learning for our staff, students, and community, by providing opportunities and pathways for growth and advancement.
- J. Engage and challenge students in courses responsive to their interests, goals, and needs.
- K. Strengthen post-secondary planning and counseling for each student and their family.



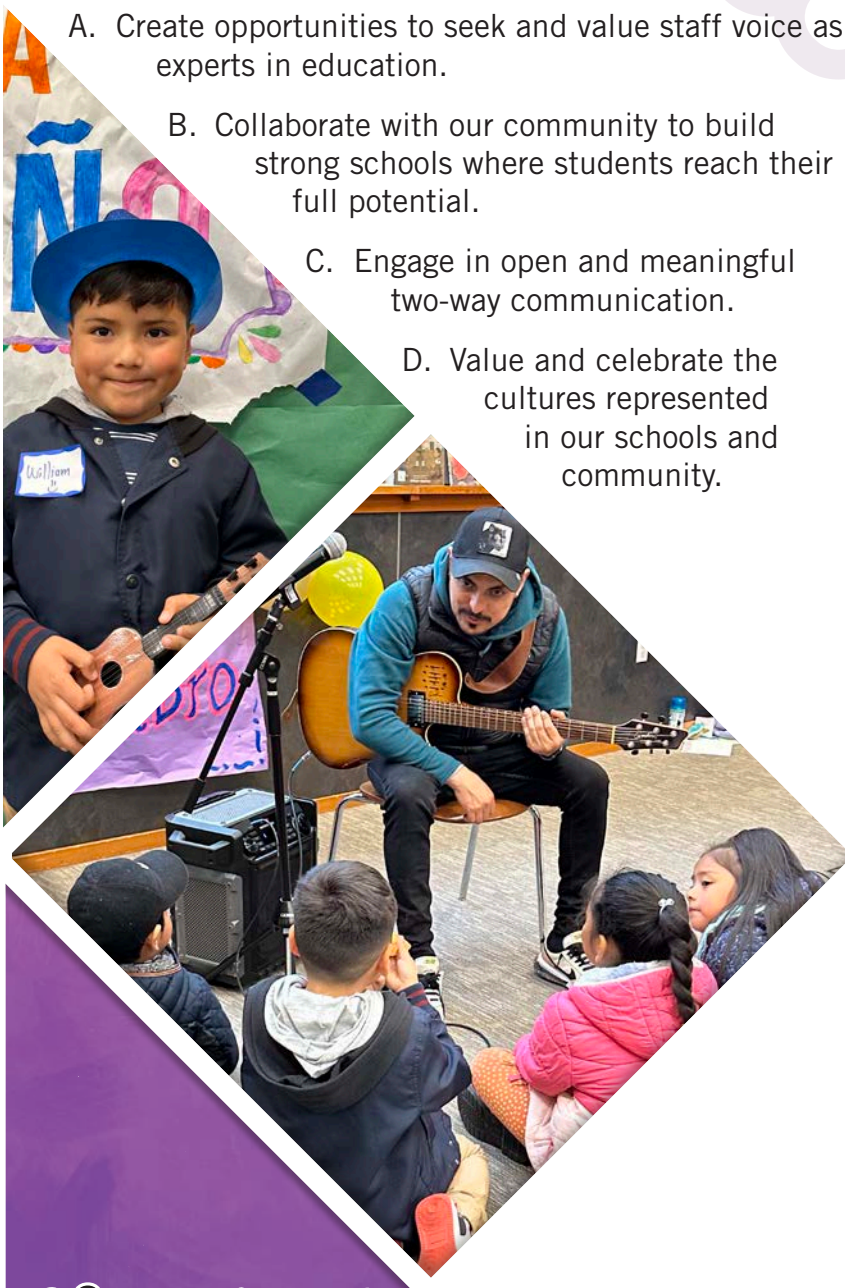
# Family & Community Engagement



Each student, staff member, family, and our community are welcomed as partners for student academic and social-emotional success. We share the mutual responsibility to create a positive, equitable, caring environment for our children to thrive.

We know powerful and trusting relationships are created when we:

- A. Create opportunities to seek and value staff voice as experts in education.
- B. Collaborate with our community to build strong schools where students reach their full potential.
- C. Engage in open and meaningful two-way communication.
- D. Value and celebrate the cultures represented in our schools and community.
- E. Create equitable and easily accessible experiences for all families.
- F. Provide communication that is timely, clear, direct, in multiple modalities, and in the languages spoken by our students, families and community.
- G. Ensure communication is inclusive and easily accessible for students and families, who participate in various programs (examples include Running Start, AIM High School, Sno-Isle TECH, etc.).
- H. Continue to seek feedback from students, staff, and community to create a culture of belonging that contributes to the continuous improvement of the district.
- I. Foster opportunities to create, maintain, and expand partnerships with businesses, organizations, and professionals.
- J. Engage in consultation with local tribes to ensure the history and culture of the first peoples of this community are honored.
- K. Create opportunities for events and activities that bring schools and the broader community together.



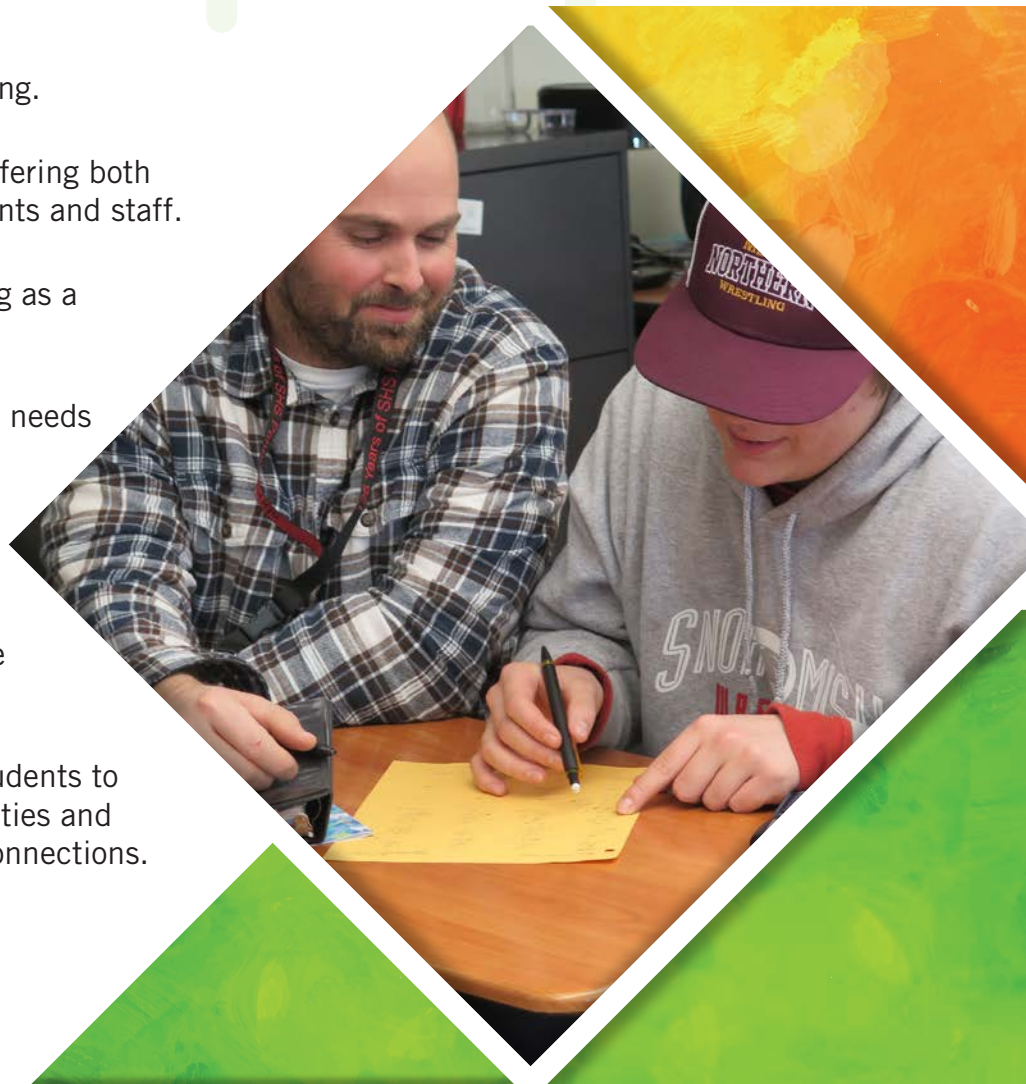


# Student & Staff Well-Being

We are committed to building a welcoming and nurturing community where staff and students are valued and feel safe.

We believe it is vital to create and maintain relationships that value acceptance, inclusivity, and diversity, by:

- A. Recognizing the importance of teacher efficacy and the impact their expertise and daily interactions have on each individual student.
- B. Cultivating a culture of belonging.
- C. Prioritizing mental health by offering both resources and support to students and staff.
- D. Ensuring whole-child well-being as a foundation for learning.
- E. Attending to individual student needs through a trauma-informed, resilience-oriented lens.
- F. Developing awareness, knowledge, and appreciation for one's own identities and the identities of others.
- G. Expanding opportunities for students to access and participate in activities and athletics to promote positive connections.



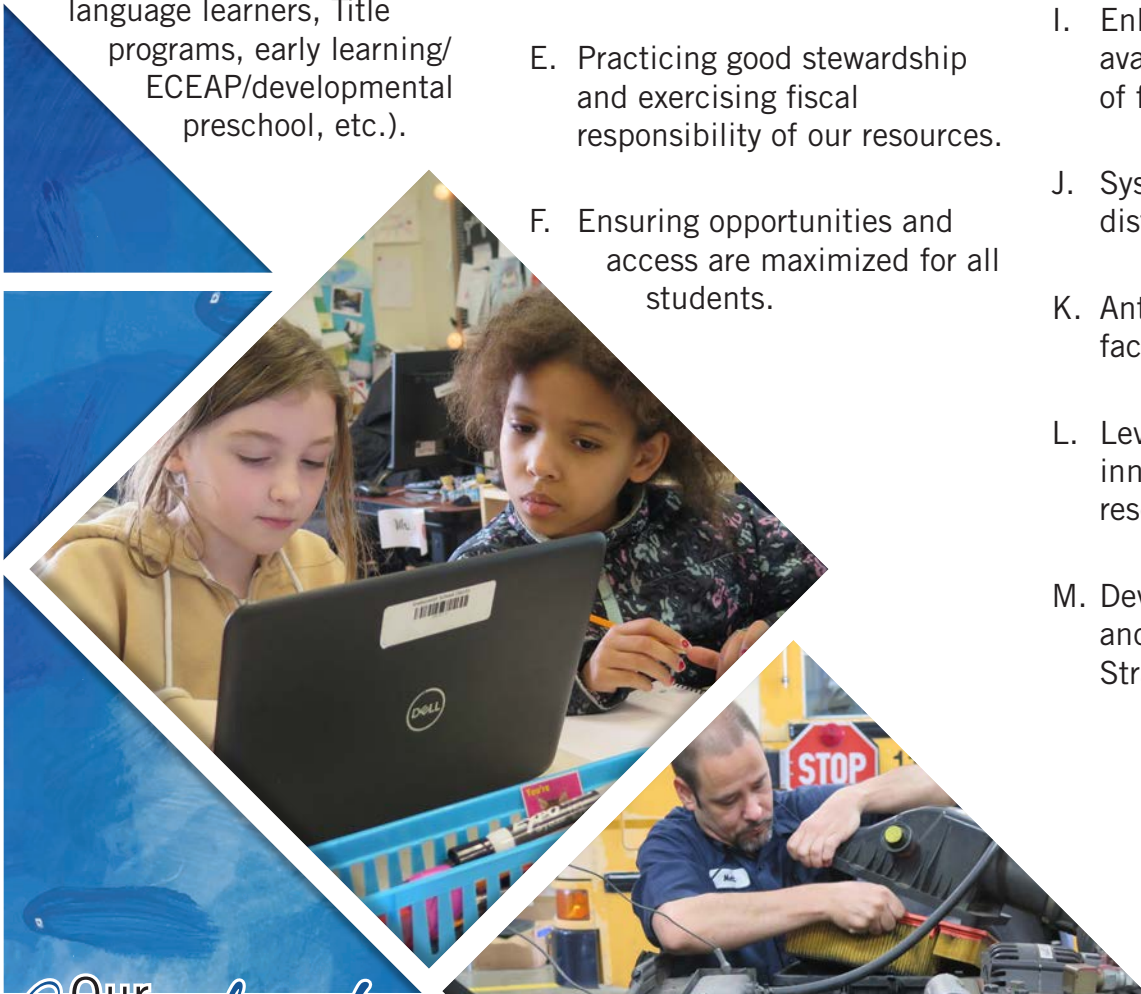


# Resource Management

We will ensure equitable allocation of resources (time, money, people, relationships, and space) at all levels of the district. Decisions are informed by data and best practices in consideration of student and staff needs, safety, and accessibility.

We will accomplish this by:

- A. Investing in staff professional development.
- B. Providing comprehensive student support services (examples include special education services, multi-language learners, Title programs, early learning/ECEAP/developmental preschool, etc.).
- C. Responsibly staying current with leading technology.
- D. Engaging in a transparent and clear management process that builds trust with all district stakeholders.
- E. Practicing good stewardship and exercising fiscal responsibility of our resources.
- F. Ensuring opportunities and access are maximized for all students.
- G. Proactively building a sustainable foundation for the future.
- H. Investing in safety and emergency preparedness.
- I. Enhancing the quality, availability, and management of food options and services.
- J. Systematically addressing district transportation needs.
- K. Anticipating and planning for facility needs.
- L. Leveraging creative and innovative approaches to resource management.
- M. Developing partnerships and relationships to support Strategic Plan goals.



# LEADERSHIP

Every Student *Thrives*

Together, each of us plays a critical role in helping ensure that every student thrives.



Snohomish School District Leadership: (from left) Superintendent Dr. Kent Kultgen and Board of Directors Dr. Sara Fagerlie, Sarah Adams, Jay Hagen, Shaunna Ballas and Josh Seek

Students

Support Staff

Families

Partners



Teachers

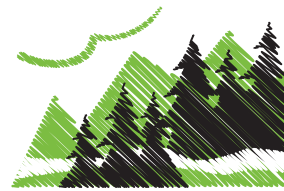
Administrators

Community

School Board

The Snohomish School District Strategic Plan affirms our long-standing commitment to each and every child.

Snohomish School District  
1601 Avenue D  
Snohomish, WA 98290  
[www.sno.wednet.edu](http://www.sno.wednet.edu)



**SNOHOMISH**  
SCHOOL  
DISTRICT

The Snohomish School District does not discriminate in any programs or activities on the basis of sex, race, creed, religion, color, national origin, age, veteran or military status, sexual orientation, gender expression or identity, disability, or the use of a trained dog guide or service animal and provides equal access to the Boy Scouts and other designated youth groups. The following employees have been designated to handle questions and complaints of alleged discrimination: Civil Rights Coordinator, Title IX Coordinator and ADA – Darryl Pernat, 1601 Avenue D, Snohomish, WA 98290, 360-563-7285, [darryl.pernat@sno.wednet.edu](mailto:darryl.pernat@sno.wednet.edu); Section 504 Coordinator and Harassment, Intimidation and Bullying – Shawn Stevenson, 1601 Avenue D, Snohomish, WA 98290, 360-563-7282, [shawn.stevenson@sno.wednet.edu](mailto:shawn.stevenson@sno.wednet.edu).