

KENNEWICK SCHOOL DISTRICT



STRATEGIC PLAN

2024 - 25

ABOUT KENNEWICK SCHOOL DISTRICT



19,018

STUDENTS*

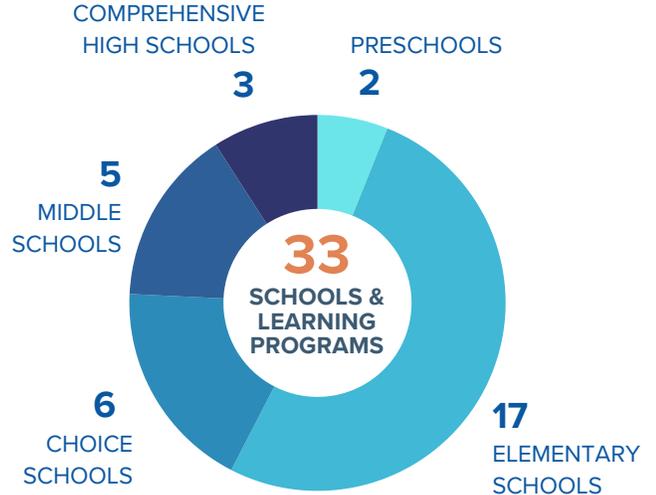
*AS OF SEPTEMBER 2024



2,492

CERTIFIED & CLASSIFIED STAFF*

*AS OF OCTOBER 2024



LEADERSHIP

School Board of Directors



Mr. Gabe Galbraith
President
Position 2



Mr. Micah Valentine
Vice President
Position 1



Ms. Brittany Gledhill
Legislative Representative
Position 4



Mr. Michael Connors
School Director
Position 3



Dr. Josh Miller
School Director
Position 5



Annie Maltos
Student Representative

Cabinet



Dr. Traci Pierce
Superintendent

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

Mr. Matt Scott
Assistant Superintendent of K-12 Education
(509) 222-5060
matt.scott@ksd.org

Mrs. Alyssa St. Hilaire
Assistant Superintendent of Teaching and Learning
(509) 222-6548
alyssa.sthilaire@ksd.org

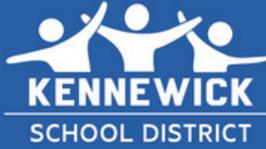
Dr. Tom Brillhart
Assistant Superintendent of Operations
(509) 222-5335
tom.brillhart@ksd.org

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

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

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.

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.
www.ksd.org/performance-indicators-targets



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.
www.ksd.org/communityreport



View Kennewick School District's Strategic Plan at:

www.ksd.org/strategicplan

Commitment to Equality of Opportunity

The Kennewick School District Board of Directors values unity and the collective strength of our community and schools. We respect the unique perspectives and experiences of our students, staff, and families. Our unwavering commitment is to provide a nurturing environment where every individual, regardless of their background or circumstances, has the opportunity to succeed based on their abilities and efforts. Our goal is to develop systems that support student achievement by fostering a merit-based approach, which will help every student reach their fullest potential. Our mission is to ensure safe, respectful, and inclusive educational and working environments free from discrimination while promoting unity and love for our community and country.



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.

2024-25 Annual Objectives

Student Behavior & Accountability

- Ensure student handbooks include required Title IX information on harassment, intimidation, bullying, and discrimination prevention in schools.
- Strengthen student behavior expectations and multitiered systems of support to promote positive behavior and to ensure clarity regarding appropriate response to behavioral violations.
- Provide training for administrators to ensure discipline policies are followed and disciplinary incidents are appropriately entered and tracked into the data system.

Student Safety & Security

- Expand Safety Officer program to provide one full-time Safety Officer at each elementary campus.
- Provide training for principals and implement updated Comprehensive Emergency Management Plan.

Social Emotional Learning

- Conduct a program review for Social Emotional Learning (SEL) and develop uniform expectations for schools.
- Determine measurable outcomes for assessing SEL-related efforts.

Student Voice & Value

- Expand the role of the student board representative, representative-elect, and members of the superintendent's student advisory council in providing student voice in development of policies and programs.

✓ Performance Indicators and Targets [View 2023-24 results at www.ksd.org/strategicplan](http://www.ksd.org/strategicplan)

- $\geq 90\%$ of students report they feel safe, known, and valued at school.
- The % of students regularly attending* school is increasing by $\geq 2\%$ each year. (*defined as < 2 absences excused or unexcused absences per month)
- The % of students receiving out-of-school exclusionary discipline is decreasing by $\geq 0.2\%$ 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

2024-25 Annual Objectives

Literacy and Mathematics

- Strengthen understanding of the Science of Reading and the district's K-5 Literacy Plan
- Evaluate and adopt new instructional materials for grades K-5 literacy.
- Conduct a review of the two-hour block for English Language Arts at middle school.
- Implement new ClearMath instructional materials for grades K-5.

Technology, Elementary Library, and Online Learning

- Conduct review of educational technology standards for grades K-12 to ensure instruction in digital citizenship and media literacy.
- Develop K-5 elementary library standards, aligned with state library program standards and library information and technology framework.
- Evaluate and adopt new instructional platform/materials for grades K-12 online learning.

Physical Education

- Review standards and evaluate instructional materials for K-12 physical education.

Assessment

- Implement Star assessments systemwide for grades K-12 for early literacy, reading and math.

Inclusionary Practices

- Strengthen inclusionary practices and implementation of high leverage practices for students with disabilities.

Dual Language, Highly Capable, and Choice Programs

- Continue unit development for grades 6-8 dual language using Open Educational Resources.
- Implement new literacy and math courses for newcomers.
- Implement highly capable cluster model systemwide for grades K-5.
- Continue review and refinement of alternative learning programs

✓ Performance Indicators and Targets [View 2023-24 results at www.ksd.org/strategicplan](http://www.ksd.org/strategicplan)

- The inclusion rate for students with Individualized Educational Programs (IEPs) is increasing by $\geq 3\%$ each year.
- $\geq 90\%$ 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 sport identified as experiencing low income is increasing by $\geq 3\%$ each year.
- The % of students making annual growth, meeting grade level standards, and on track for graduation is increasing by $\geq 3\%$ each year.



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

2024-25 Annual Objectives

College and Career Readiness

- Complete a feasibility study to explore potential ways to provide more opportunities for students to earn credit, engage in High School and Beyond and career and college readiness activities, and learn financial literacy.
- Expand and strengthen implementation of SchoolLinks to support High School and Beyond Plan processes.
- Review implementation of Comprehensive School Counseling Program to assess program alignment with the essential components of academic, career, and social emotional development.
- Expand Family Hub video library and resources.
- Strengthen efforts to build awareness and understanding of the Learner Profile.
- Publish a Career and Technical Education (CTE) course catalog.
- Implement new performance-based graduation pathway option.
- Publish a student and family-friendly “Path to Graduation” planner.
- Provide no-cost PSAT and SAT tests for all high school students at school sites.

Dual Credit and Running Start

- Provide students in grades 9-12 and parents with information and costs for each available dual credit program.
- Provide students in grades 10-12 information about Running Start enrollment during the summer academic term

Dual Language

- Develop plan for expanded middle school dual language programs.

Artificial Intelligence (AI)

- Convene a work team focused on developing students’ AI literacy, ensuring ethical and safe AI use, aligning AI solutions with best practice and principles of learning, and skills within the Learner Profile.

✓ Performance Indicators and Targets [View 2023-24 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 and families interested in dual language who have access to the program is increasing by ≥2% each year.
- The % of high school students completing at least one dual credit, college-level course by the end of grade 12 is increasing by ≥3% each year over the next three years.
- The % of students graduating in four years and in five years is increasing by ≥1% each year.



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.

2024-25 Annual Objectives

Family Partnership

- Implement new Parental Rights law and provide training for principals and staff.
- Expand parental control tools for web filtering.

Family Engagement, Education

- Expand efforts to increase family involvement in Action Team for Partnerships (ATPs) and district level committees.
- Increase tribal collaboration and strengthen support for students and families.

Communication

- Conduct annual family survey in multiple languages and use feedback to inform improvement.
- Form a Communications Advisory to seek feedback and input on Family Hub content.
- Expand Family Hub content based on Communications Advisory feedback and input.
- Implement Instant Language Assistant translation tool to increase language access for families.

✓ Performance Indicators and Targets [View 2023-24 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.

2024-25 Annual Objectives

Staff Safety and Well Being

- Engage Staff Wellness Committee in review of annual staff survey data and development of recommendations.
- Implement and provide training on updated Comprehensive Emergency Management Plan.
- Continue to train and support schools in implementing strategies to support positive student behavior and address inappropriate and/or unsafe behavior.

Staff Recruitment, Hiring, Retention and Diversity

- Review and refine recruiting, interviewing and hiring processes.
- Strengthen and enhance new employee onboarding processes.
- Develop and implement improved methodology for determining the healthy, functional retention rate.
- Review and update the district Employee Personnel Manual.
- Ensure new teachers receive support from a consulting peer educator through the Peer Assistance and Resources (PAR) program.

Professional Learning Communities

- Expand training and support for teacher Professional Learning Communities and collaboration to improve teaching and learning.

Staff Professional Growth and Performance

- Expand efforts to support supervisors in implementing employee performance management systems.
- Enhance training and support for the understanding and implementation of the Teacher/Principal Evaluation Program (TPEP)
- Complete a review and recommendation for implementing an electronic management system to support TPEP processes.
- Provide state-funded professional development day focused on social-emotional learning standards.
- Ensure staff understanding of Board policies.



Performance Indicators and Targets [View 2023-24 results at www.ksd.org/strategicplan](http://www.ksd.org/strategicplan)

- The number of Labor & Industry (L&I) claims filed each year $\leq 3.0\%$ of the total number of employees.
- “Time loss” L&I claims are $\leq 10\%$.
- $\geq 90\%$ of staff indicate they work in safe and positive environments, collaborate with colleagues, and feel valued.
- The healthy, functional staff retention rate is $\geq 90\%$ 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.

2024-25 Annual Objectives

Community Partnership

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:

- | | | |
|---|---|--|
| • B5 | • Gesa Credit Union | • Rotary |
| • Benton Franklin School Retirees Association | • HAPO Credit Union | • STCU |
| • Boys and Girls Club | • Junior Achievement of Southeastern Washington | • The STEM Foundation |
| • The Children’s Reading Foundation of the Mid-Columbia | • City of Kennewick | • United Way of Benton & Franklin Counties |
| • Columbia Basin College | • Kennewick Police Department | • Washington State University |
| • Communities in Schools of Benton-Franklin | • Kennewick Fire Department | • YMCA of the Greater Tri-Cities |
| | • KEY Connections | |
| | • Kiwanis | |

Volunteerism and Communications

- Regularly communicate opportunities for parents and community members to volunteer in schools and on district committees.
- Implement strategies to promote volunteerism at schools with lower proportion of volunteers.

Community Engagement

- Establish co-campaign with the United Way of Benton & Franklin Counties to develop a KSD Student Success fund to provide grant funding to schools.
- Work to ensure that all schools have at least one key partner organization.
- Engage and serve the community members through Board, superintendent, and district staff involvement with community boards, committees, and groups.

Community Recognition, Value, and Appreciation

- Provide affordable, informative, and fun online community education offerings.
- Provide access to district facilities for non-profit organizations, community groups, and businesses.
- Celebrate and recognize community partners and district volunteers through social media, events, and award programs.



Performance Indicators and Targets [View 2023-24 results at www.ksd.org/strategicplan](http://www.ksd.org/strategicplan)

- The number of community members approved to volunteer in our schools/district is increasing by ≥5% over a four-year average.



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.

2024-25 Annual Objectives

Funding and Enrollment

- Conduct district enrollment study to understand private and homeschool enrollment trends; use findings to inform efforts to maintain and increase enrollment.
- Begin preliminary planning for Educational Programs & Operations (EP&O) and Technology levies expiring in 2026.

Facilities Maintenance and Planning

- Implement new workorder system.
- Begin preliminary planning for future a bond measure in 2027 or 2028 to ensure all school facilities are safe and align with educational standards. Priority future projects include:
 - Highlands Middle School
 - Washington Elementary School
 - Hawthorne Elementary School
 - Park Middle School
 - Vista Elementary School
 - Edison Elementary School
 - Horse Heaven Hills Middle School
- Support and plan for state-fund core modernization project for Tri-Tech Skills Center to begin in 2025.

Efficient, Effective, and Secure Data and Reporting Systems

- Develop and implement data system for improved efficiency of academic monitoring and reporting.
- Document and implement data validation processes to ensure data accuracy and integrity.
- Implement online transcript fulfillment service to improve efficiency.
- Enhance technology incident response plan to ensure maintenance of network security.

Continuous Improvement, Transparency, and Strategic Planning

- Review the Community Relations - 4000 series of Board policies to ensure policies are updated and consistent with current practice and law.
- Publish the annual Strategic Plan update in fall 2024.
- Publish the annual Community Report in January 2025.



Performance Indicators and Targets [View 2023-24 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.

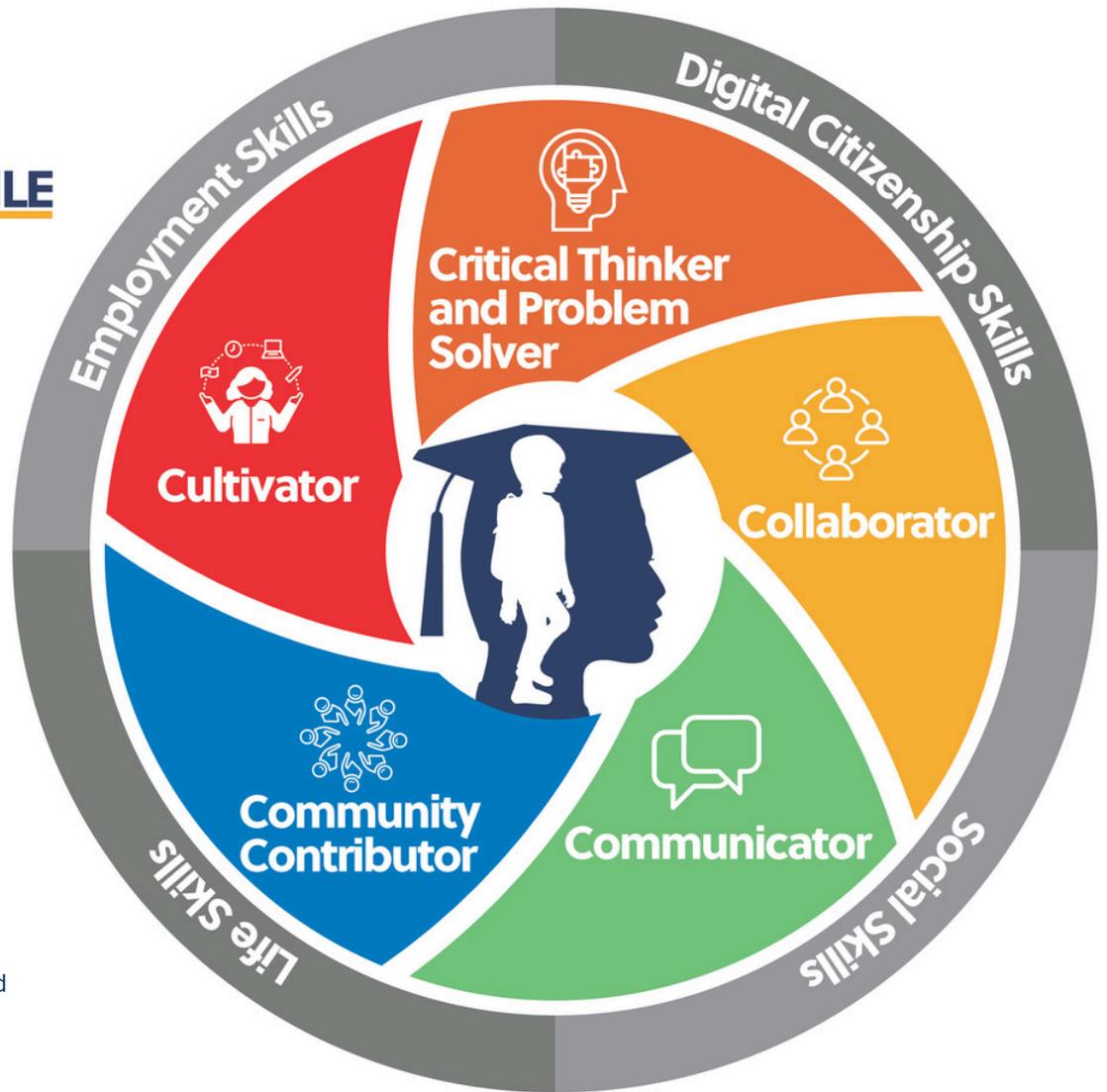
LEARNER PROFILE

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.

Digital Citizenship, Social, Life and Employment Skills

The Kennewick School District Learner Profile defines key digital citizenship, social, life and employment skills that our district wants students to have. District officials will use the profile in strategic planning and designing educational experiences for students.




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.



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.



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.

**TO VIEW THE FULL LEARNER PROFILE , VISIT:
WWW.KSD.ORG/LEARNERPROFILE**

KENNEWICK SCHOOL DISTRICT

