CASHMERE SCHOOL DISTRICT
STRATEGIC PLAN

2013-2016

Mission Statement

*To ensure a quality education for every student**

Vision Statement

Excellence in teaching, learning and community engagement

Our Beliefs

We believe . . .

- *Home is the cornerstone for learning*

- *Our schools will strengthen the home and school partnership*

- *Diversity is an asset*

- *Effective instruction will be present in every classroom, everyday*

- *Schools are safe places where every student is respected*

- *Our schools will prepare every student to be a lifelong learner*

- *Community engagement is essential*

- By this, we mean that every student will graduate from high school equipped for post-secondary education, training, careers and citizenship.

Cashmere School District
Strategic Planning Goals

Goal 1

**Ensure rigorous, relevant and engaging learning
experiences for every student**

Goal 2

**Build and sustain strong partnerships with every student,
families and the community**

Goal 3

**Provide an engaging school culture where
every student is respected and safe**

Goal 4

**Align district resources to support strategic plan, ensuring full
accountability and fiscal transparency**

Goal 5

**Recruit, develop and retain quality and
effective personnel in all positions**

Goal 6

**Align district-wide operational plans
with strategic plan**

Goal 1: *Ensure rigorous, relevant and engaging learning experiences for every student*

Objective 1: Create a common vision/language of powerful instruction

	Strategy	Activities	Timeline	Person/People Responsible	Status
1.1	Implement the CEL5 D instructional framework district-wide.	1. Identify Problem of Practice (POP) for academic achievement linked to improvement in the instructional core. 2. Communicate POP with all staff. 3. Use data to inform POP and establish professional development. 4. Align system improvement plans at all levels (district, school, ILP) utilizing cycles of inquiry. 5. Collect system-wide data on POP and utilize that data for improvement at the district, building and individual level. 6. Provide differentiated support based on data collected. 7. Monitor, reflect and adjust POP to continue to increase academic achievement.	Ongoing By 2015-16 the district will have the CEL5D instructional framework fully implemented and supported by professional development and measured by state evaluation system	Superintendent District Leadership Team All Staff	**Created CEL 5 Leadership Team @ Each Building** **Provided Extensive Training for all Staff/Administration** **District Implementation Cycle/Plan:** **2012-13 – Purpose** **2013-14 – CEC** **2014-15 – SE** **2015-16 – ASL** **2016-17 – CP** **All Admin. RIG Trained and Certified** **All Staff Received Focused PD/Calibration on each Dimension** **August Institute – 2 Day, Late Starts, CEL Leadership Teams, Critical Friends, etc.** **All Staff Completed ILP/Growth Goals** **Self-Assessment** **Completed "Data Snap"** **Instructional Rounds – Vale/CMS**

Goal 1: *Ensure rigorous, relevant and engaging learning experiences for every student*

Objective 2: Ensure the curriculum is coherent and focused, and there are well-defined standards of achievement

	Strategy	Activities	Timeline	Person/People Responsible	Status
1.2	Implement Common Core Standards for English/Language Arts and Mathematics, Career and College Readiness, Science, and Social Studies.	1. Provide professional development activities and time for district staff to engage in understanding the Common Core Standards. 2. Ensure alignment with instructional strategies and materials. 3. Build system and classroom capacity for implementation, application and assessment of Common Core. 4. Monitor, reflect on and adjust Common Core professional development activities for continuous improvement.	Ongoing Completed with full implementation by 2014-15	Superintendent District Leadership Team District Literacy Teams	**Established DLLT – Mission/Vision/Beliefs/ Unpacking Standards** **Identified Problem of Practice/K-12 Writing** **Sent Team to Teacher's College – Writers Workshop** **August Institute (Mini-Lesson, On-Demand Writing)** **Implementation of Workshop Model:** • **Mini Lesson** • **On Demand Writing** • **Volume of Writing** • **Conferring (Spring 14)** **Adopted and Implement "Units of Study" Instructional Materials K-12.** **Administered District-Wide Writing Assessments (Informational, Narrative, Argumentative)**

Strategy	Activities	Timeline	Person/People Responsible	Status
				Established DMLT (Repeat Process for Math)
				Provided extensive K-12 Math Professional Development – Lesson Flow Instructional Model
				K-12 Common Core Standards "Unpacking"
				Adopted K-5 Bridges Math Materials
				Adoption (Pending) Big Ideas Math Materials 6-12
				Adopted K-4 Journey's Literacy Materials
				Create leveled libraries 2016-17 school year – Independent reading levels
				Adopted 5-12 Engaged New York Literacy Materials
				Establish District Teaching and Learning Council (Common Mission, Vision, Commitments around 4 PLC questions)
				Implemented PLC's at each building supported by scheduled collaboration time –

Strategy	Activities	Timeline	Person/People Responsible	Status
				CMS 2015-16, Vale and CHS 2016-17

Goal 1: *Ensure rigorous, relevant and engaging learning experiences for every student*

Objective 3: Ensure data is used diagnostically, at frequent intervals, by teams of teachers to assess each student's learning and identify the most effective teaching practices

	Strategy	Activities	Timeline	Person/People Responsible	Status
1.3	Develop a comprehensive formative and summative assessment system and ensure implementation by all staff.	1. Develop a District Assessment Team. 2. Provide meeting and professional development time for team to identify district-wide assessments used to inform instructional decisions. 3. Develop scope of work and schedule for regular district meetings for District-wide Assessment Team. 4. Provide professional development for all staff on the use of assessment data to inform instruction (delivered by District Assessment Team, or outside resource). 5. Monitor, reflect and adjust staff assessment training based on comprehensive needs assessment and participant evaluations of training. 6. Provide time for District Assessment Team to engage in cycle of inquiry based on district, building and classroom data.	Spring 2013 Ongoing	Superintendent District Assessment Team Staff	**See 5D Implementation Timeline (Attached**) **Focus: Assessment for Student Learning 2015-16** **Continued Use of MAPS Formative Assessment Program** **Initiated "Progress Monitoring" Assessments K-8** **Implementation of IAB State Interim Assessments** **Provided Daily Collaboration Time at CMS and Vale** **Implementing Collaboration Time at CHS 2016-17**

Goal 1: *Ensure rigorous, relevant and engaging learning experiences for every student*

Objective 4: Provide expanded learning opportunities

Strategy	Activities	Timeline	Person/People Responsible	Status
1.4.1 Implement RTI to include remediation and enrichment.	1. Provide professional development for staff on background, need, and implementation strategies for RTI. 2. Implement professional development program for RTI instructional activities. 3. Monitor, reflect and adjust RTI professional development training and program implementation based on assessment measures, participant involvement and parent surveys and information.	Ongoing	Superintendent District Leadership Team Staff	**RTI Professional Development Provided (Vale)** **RTI Modifications Based on Data** **Implementation of RTI Model @ CMS and Vale** **Implemented LLI (Leveled Literacy Program) for Struggling Readers** **Expanded ELL, Title, and LAP Services** **Learning Labs Implemented – Lexia, IXL, etc.** **Expanded Tier III Services – Special Education** **K-8 Data Walls Maintained to track student progress** **Weekly Student Assistance Team (SAT) @ Vale focused on data** **Weekly "Student Day" @ CMS focused on data**

Strategy	Activities	Timeline	Person/People Responsible	Status
1.4.2. Promote school enrichment and community programs enabling students to develop knowledge and competence in core curriculum areas as well as to become lifelong learners and participants in the arts, music, humanities, health and fitness programs.	1. Utilize district, building and classroom data to inform decisions on identified individual students, and groups of students, who would benefit from expanded learning opportunities. 2. Determine cost, to include staffing, materials and facilities to implement expanded learning opportunities. 3. Implement extended learning opportunities programs. 4. Monitor, reflect and adjust programs according to participant, staff and parent survey results and evaluations.	Spring 2013 Ongoing	Superintendent District Leadership Team Staff Parents/community	Multiple Measures/Data Points to Identify Needs **Data Walls Maintained @ Each Building (Vale and CMS)** **Cross Referenced w/Interventions and Enrichment (Vale, CMS)** **Comprehensive Intervention/Enrichment Plans/Budgets Approved by Board** **Implemented Expanded "Afters" Program at both Vale and CMS** **Continued to Implement AVID Program @ CMS (Expanded to CHS in 2014-15) **See Data** **Intervention/Enrichment Programs Implemented:** - **LLI (Vale)** - **Academy (CMS) Intervention and Extensions** - **ZAP (CMS)** - **Before School (Title III, Math – IXL Labs)** - **Plato (CHS)** - **LAP/Title (All)** - **STEM - Robotics** - **Math is Cool (CMS and Vale)**

Strategy	Activities	Timeline	Person/People Responsible	Status
				• **Explorers Club (CMS)** • **Robotics (CMS and Vale)** • **Knitting (Vale** • **Honor Choir (Vale)**
1.4.3 Explore new, research-based programs designed to increase instructional time.	1. Examples might include: Full Day Kindergarten, Pre-Kindergarten, extended school year, etc. 2. Interventions during the school day.	2013-2014 Ongoing	Superintendent District Leadership Team Staff Principals	**Extended Pre-School** • **Increased from .5 to 1.0 FTE** • **Approximately 50 More Kids Served** **Expanded K** • **Increased 3 Sections from .6 to .728** • **Increased to 2 Full Day Sections** • **Added Additional Para Support** **Implementing Full Day K for all students – Fall 2014 – No State Funding.** **Adult/Student Literacy Courses Offered – Fall 2013** **Summer School** **State Funded All Day K – 2015** **Expanded Tier II Interventions/Extensions**

Strategy	Activities	Timeline	Person/People Responsible	Status
				– Revamped Title I Service @ Vale, Expanded Coordination between SPED and Basic Ed, Academy, ZAP, IXL and Lexia Labs, etc.)

Goal 2: Build and sustain strong partnerships with every student, families, and the community

Objective 1: Provide opportunities to involve parents as partners in student academic improvement.

Strategy	Activities	Timeline	Person/People Responsible	Status

2.1.1 Identify a variety of ways in which families can be involved. Strengthen family participation in schools and in student learning and development measures.	1. Conduct informal surveys at established parent meetings.
	2. Share results with parents and staff.
	
	Specific Activities
	
	• Implement a family (and community) engagement policy that addresses areas such as:
	
	  • Expanding opportunities for families to participate in the learning process, both at home and at school.
	
	  • Providing information to parents on how to get involved in the learning and development process, including contacting teachers or guidance counselors, etc.
	
	• Collaborate with the PTO and other organizations to increase family participation in different ways, such as:
	
	  • Creating linkages between parent organizations at different schools to promote idea sharing and best practices.
		AT Teams	Principals
			Bldg Leadership Team
			Principals
			Counselors
				Vale/CMS Parent Surveys Completed at Student Led Conferences.
				
				Open House – All Bldgs.
				
				CHS Parent Surveys Scheduled for Winter Conferences
				
				Vale/CMS Active PTO's (CMS – New Program)
				
				CHS Parent Groups – Band, Music, Drama, CTE, Sports, etc.
				
				Initiated "Cashmere Cares" (Backpacks for Kids, School Supplies, Friday Morning Breakfast, Initiated Crunch Pak Partnership, Ministerial Association – Fall Activity Nights)
				
				Expanded Home Visitations – Jesse Celaya
				
				Additional Bi-Lingual Services Provided:
				  • **District Health Clerk**
				  • **Vale Secretary**

	Strategy	*Activities*	*Timeline*	*Person/People Responsible*	*Status*
					Community Partnerships – Adult Learning – Crunch Pak **Adult/Student Literacy Nights** **Piloting eLearning Opportunities – Home Connection**
2.1.2	Establish a District PAC for Title 1 as required by regulation and Board policy.	1. Identify parents from Title 1 and LAP schools across the District. 2. Coordinate Title I District PAC w/parent representatives from all programs. 3. Establish purpose for the PAC in compliance with the federal guidelines and Board policy. 4. Determine how to coordinate the PAC with existing committees to eliminate any overlap.	Fall 2013	Title 1/LAP Director Special Programs Director Principals Parents	**Eligible Parents Identified and Contacted** **District Title I C /TBIP Parent Advisory Committee Established.** **Active Participation/Leadership**
2.1.3	Establish communication channels between school and parents.	1. Identify parent communication needs. 2. Establish strategies for communicating and identifying needs. 3. Investigate alternative communication channels	Ongoing	Superintendent Principals Staff	**Vale/CMS Parent Surveys** **Vale/CMS PTO Social Media – Facebook Pages** **CMS/CHS Parent Access (English and Spanish)** **Expanded Home Visits/Translation Services/Support Staff** **Investigating "K-12 Alerts"** **Initiated New Website for District/Buildings "School Wires" – Key**

Strategy	Activities	Timeline	Person/People Responsible	Status
				Staff Trained and Launch in Fall 2014
2.1.4 Increase parent involvement in parent/teacher conferences and volunteer efforts at school.	1. Analyze how best to get all parents actively participating in conferences. 2. Continue conference invitations at all levels; ensure every parent is given a conference time, or explore alternative conferencing strategies. 3. Ensure that interpreters are available on an as-needed basis. 4. Identify participation rates at all schools and report to the school board.	Ongoing Ongoing Conference schedule Annually	Principals/ SIP Staff Parent coordinators Home visitors	**Vale/CMS/CHS 90%+ Participation in Student – Led Conferences** **Alternative Conference Scheduling Options Available for All Parents** **Interpreters Available for All Conferences** **Detailed Data Provided Related to Academic Proficiency/Growth Goals** **Initiated "Cashmere Cares Program" – Expanded Volunteers (Tutors, Mentorships, Enrichment, etc.)**
2.1.5 Provide parents with specific activities and examples of how they can assist and support their children's academic work.	1. Establish parent academic night to share Grade Level Expectations and assessment release items. 2. Communicate the significant role parents play in academic achievement of their children.	Ongoing and immediate Ongoing	Principals/SIP Parent Group/PAC	**Student-Led Conferences: Standards, Expectations, Parents Role in Student Achievement.** **Adult/Student Literacy Evenings** **CCSS Informational Evenings** **Student SAT Process, Counseling Program/PBIS, Team Time (CMS) Student Days, etc.**

Strategy	Activities	Timeline	Person/People Responsible	Status
				Exploring standards based grading (CMS)

Goal 2: *Build and sustain strong partnerships with every student, families, and the community*

Objective 2: Establish partnerships with parents, community members, agencies, businesses and others.

Strategy	Activities	Timeline	Person/People Responsible	Status
2.2.1 Promote community support and knowledge of school programs through the media and student presentations.	1. Present articles about school programs to news media (radio, newspapers, website) on a regular basis. 2. Reader board kept up-to-date with school activities. 3. Use web site to inform community about upcoming events. 4. Promote attendance at local community organizations to include Kiwanis, VFW, etc. 5. District and building newsletters	Ongoing Quarterly	Superintendent Principals	**Communicating w/Local Newspaper Regarding School Events.** **Focus On Ed./Radio Interviews** **Expanded Website – In Progress (Fall 2014 Launch)** **Bldg. Newsletters (Monthly)** **Principal, Supt, Student Presentations @ Service Clubs**

2.2.2 Seek out agencies, businesses, community members and others in an ongoing effort to create opportunities and increase understanding and support for school district goals.	1. Seek board and staff support for potential partnerships inside and outside of the school district, to include mentorships, job shadowing, etc., to support district goals by developing a list of potential partnerships, benefits to identified partner and mutual benefits to district.
	2. Schedule face-to-face and focus group meetings with potential school district partners.
	3. Follow up with contacts and invite potential partners to visit and tour district operations to learn firsthand about district efforts to continuously increase student learning.
		Ongoing	Superintendent
			District Leadership Team
			Staff
				Currently Exploring "Job Shadow" Program – CTE
				
				Initiated "Cashmere Cares" Program
				
				Legislative Visitations/Tours
				
				State Board site visit
				
				Regional/State Partnerships:
				-ESD
				  • **MLA**
				  • **SLA**

Strategy	Activities	Timeline	Person/People Responsible	Status
				• **Literacy Leadership Network** • **LASER** • **TPEP/RIG** • **SAC** **-Selected for U of W/Gates TPEP Study (High Performing Systems)** **-Submitted and Received STEM Grant Funding** **Ongoing Presentations and Conversations with local service clubs (Kiwanis, Rotary, Lions, Mission Creek Community Club, etc.) and parent booster clubs.**

Goal 3: *Provide an engaging school culture where every student is respected and safe*

Objective 1: Provide a safe learning environment for every student that is free from harassment, bullying and discrimination

Strategy	Activities	Timeline	Person/People Responsible	Status
3.1.1 Develop safe school plans that are completed and updated.	1. Complete revision of current plan to ensure plans meet state standards. • Review with administrators. • Provide copies to each site. • Align information with district policies • Train staff as needed. • Present to the School Board. • Provide as attachments to strategic plan • Review with local authorities	Ongoing	Superintendent Principals District Safety Committee	**Safe School Plans Developed and Implemented @ Each Building** **Aligned w/District Policies/Procedures** **Reviewed Regularly w/Adm. and Staff** **Routine Drills w/Consultation w/Local Authorities** **Food/Drug Allergies (Shawn Ballard)** **Completely Revised Building Procedures to Address Food Allergies** **All Buildings "Mapped"** **"First Responder" Site Tours** **Internet Safety Assembly** **Investigating K-12 Alerts**

Strategy	Activities	Timeline	Person/People Responsible	Status
3.1.2 Implement school-wide programs to address respect and freedom from bullying and harassment	1. Assess what is currently taught across the District. 2. Explore Best Practices curriculum. 3. Communicate and expect a non-bullying attitude in the students at all grade levels. 4. Investigate the potential of employing resource officer(s).	Ongoing	Superintendent District Leadership Team Counselor Staff	**Anti-Bullying Programs/Inst.** PBIS (CMS and Vale) School Wide discipline procedures **Unmaking a Bully Video Project @ All 3 Buildings** **Reinstatement of SRO** **SAT Teams** **Challenge Day-2014**

Goal 4: *Align district resources to support strategic plan, ensuring full accountability and fiscal transparency*

GOAL 1: Allocate resources in alignment with greatest identified needs and fiscal priorities.

Strategy	Activities	Timeline	Person/People Responsible	Status
4.1.1 Maintain fiscal accountability and compliance.	1. Annually monitor established target for ending fund balance. a. Board makes decision annually about target end fund balance.	Annually	Superintendent Business Manager School Board	**Clean Fiscal Audit – 2014, 2015, 2016 (No Findings and or Recommendations)** **6% Ending Fund Balance – Fall 2014, Fall 2015** Projected 7% Fund Balance Fall 2016 **Met and Exceeded Ending Fund Balance Projection while completing a number of non-budget projects including:** • **District Office Parking Lot** • **Expanded Technology Plan (Phone System, Wiring @ HS, etc.)** • **Replacement of Tennis Court** • **Bus Garage Updates** • **Mid-Year Staffing Adjustments** **Passed 4-Year Levy with Almost 70% "Yes" Vote**

Strategy	*Activities*	*Timeline*	*Person/People Responsible*	*Status*
				Successfully Negotiated New 3-Year Collective Bargaining Agreement w/CEA – No Openers **Successfully Negotiated New 2-Year Collective Bargaining Agreement with CSP, 3-year Agreement with Custodial/Maintenance.**

4.1.2 Develop a coordinated, flexible, and aligned resource allocation model in the District which meets the learning needs of students.	1. Align, with available resources, based on District Strategic Plan.
	  a. Use a systematic process to coordinate all available basic and categorical resources to build a budget targeted to improve student performance across the system.
	  b. Continue to evaluate and amend the allocation process to assure every student receives the resources necessary to achieve at high levels of learning.
	  c. Utilize results of the flexible use of resources at the building level to inform improved practice across the system.
	  d. By July of each year, the Board will adopt a budget, including funding priorities as set forth in the District Strategic Plan.
		Annually and ongoing
		
		Annually and ongoing
		
		Annually and ongoing
		
		Annually
			Superintendent Business Manager Principals
			
			Same as above
			
			Same as above
			
			Same as above
				Monthly meetings with Categorical Staff, Program Directors and Business Manager
				
				Utilized "Bud X" to track categorical funding
				
				All Building Principals Trained to Monitor Building Budgets (Budget Status, Detail, Expenditures, etc.)
				
				Monthly Budget Report to Board

4.1.3 Develop an accountability system tied to the Strategic Plan and Fiscal Accountability.	1. Communicate District goals to all staff with spending authority. 2. Align student achievement to spending priorities. 3. Board to receive and review budget status reports monthly. 4. Before new programs are approved, initial and long term cost analysis will be provided to the Board.	Annually Annually Annually Monthly	Administration Program Directors Business Manager Superintendent Business Manager	**District Goals/Strategic Plan Communicated to Staff.** **Monthly Budget Status Reports Provided to School Board. (Treasurers Report, Bud X, Cash Flow – Triangulated Data!)**

Strategy		*Activities*	*Timeline*	*Person/People Responsible*	*Status*
	5.	Communicate to the greater community regarding allocation of resources and success of programs funded/aligned to Strategic Plan.	As needed		**Comprehensive Cost Analysis Prior to Approving New Programs/Staffing (i.e. All Day K, Teacher Librarian, Additional Vale Classroom etc.)** **Publish "School Report Card" including District Financial Information**

4.1.4 Identify and pursue a variety of external funding sources.	1.	Identify potential partners, where appropriate, and write grant proposals that align with the District Strategic Plan.
		  a. Regularly check sources for funding news.
		  b. Align grant writing with Strategic Plan and identified District needs.
		  c. When a "good match" exists, assign resources to write grant.
		  d. Seek to acquire additional resources and partnerships to be used to the greatest advantage in reaching academic improvement goals.
			Ongoing	Superintendent
				Principals
				Staff
					TPEP Grant Awarded – 3rd Year (Fall 2013)
					
					Gates Foundation/U of W TPEP Study
					
					Initiate Cashmere Cares (Fall 2013)
					  • **School**
					  • **Business**
					  • **PUD**
					  • **NCW Foundation**
					  • **Faith Based**
					  • **Other**
					
					STEM Grant Awarded
					
					FEMA Grant Awarded
					
					Actively Pursuing Partnerships w/
					  • **Service Clubs**
					  • **Business – Crunch PAK**
					  • **NCW Community Foundation**
					  • **PUD/Media**

Goal 5: Recruit, develop and retain quality and effective personnel in all positions

Objective 1: Develop, implement and maintain an effective human resources management system for all personnel.

Strategy	Activities	Timeline	Person/People Responsible	Status
5.1.1 Provide an effective and efficient system of human resources support for all staff.	1. Ensure highly qualified staff for each position. 2. Actively recruit hard-to-fill positions (math, science, bilingual, special education) by attending job fairs and career fairs and communicating with higher education training institutions.	Ongoing	Superintendent Principals District Leadership Team	
5.1.2 Strengthen substitute recruitment strategies and provide quality orientation and evaluation.	1. Examine current system of identifying, recruiting, training and retaining quality substitutes. 2. Examine an effective evaluation system for substitutes. 3. Determine the need to establish a Substitute Academy.	Ongoing Fall 2013	Superintendent Principals	**Implemented Sub Evaluation System** **Host Sub Academy (Fall 2014)** **Implemented Aesop Sub calling/recruiting system**

Goal 5: Recruit, develop and retain quality and effective personnel in all positions

Objective 2: Develop and implement collaborative professional training programs for all staff

Strategy	Activities	Timeline	Person/People Responsible	Status
5.2.1 Maintain teacher/mentor programs for beginning teachers.	1. Conduct assessment of mentors and mentees. 2. Refine/modify program and implement.	Ongoing	Superintendent Leadership Team	**Mentor/Mentee Program Implemented** Initiating "Critical Friends" Program in 2014-15
5.2.2 Develop and implement collaborative professional training for all staff.	1. Review assessment and DIP plan. 2. Make recommendations for areas that should be addressed through staff development based on these and other factors. 3. Evaluate effectiveness of each initiative.	Ongoing	Staff Principals Leadership Team	**See Attached Professional Development Plan/Cycles** **Self-Assessment** **PD Evaluations/Feedback**
5.2.3 Develop and implement a system of professional development for the administrative team.	1. Conduct team-building walk-throughs using the District-identified instructional framework (CEL5D). 2. Provide other training opportunities as deemed necessary to support District initiatives.	Ongoing	Superintendent Principals CEL5D Leadership Team	**Provided Professional Development for Adm.:** • **CEL5** • **District Visitations** • **RIG/Student Growth Training @ ESD** • **All Principals are Certified/Calibrated using CEL5 Instructional Framework for Evaluation.** • **Conducted Learning Walks/Fall "Data Snap"**

Strategy	Activities	Timeline	Person/People Responsible	Status
5.2.4 Implement a comprehensive staff professional development plan that is collaborative and job-embedded and tied to identified instructional improvement goals.	1. Conduct comprehensive staff development needs assessment. 2. Schedule job-embedded comprehensive professional development program linked to instructional improvement goals. 3. Monitor, reflect and adjust professional development based on staff feedback and recommendations.	Ongoing Complete and measure with formative and summative assessment opportunities for participants	Superintendent District Leadership Team	**See Attached Professional Development Plans/Cycles of Inquiry**

Goal 6: Align district-wide operational plans with strategic plan

Objective 1: Embed and align all operational plans, i.e., technology, facilities, transportation, food service, etc. with strategic plan

Strategy	Activities	Timeline	Person/People Responsible	Status
6.1.1 Attach all operational strategic plans to district strategic plan, ensuring each is congruent with identified needs and priorities, to include technology*, CTE, and fine arts and related program goals.			Superintendent Leadership Team Technology Committee Facilities Director Food Service Director Transportation Director	**See Attached Technology Plan/Budget** **Maintenance/Facility Plan in Progress** • **Meet w/Supervisor and Staff** • **Study and Survey (Fall 2014)** **CTE Plan Submitted and Approved Annually by Community Advisory Committees and the School Board.**

*Technology plan will include specific reference to the use of technology to achieve the district mission, "To ensure a quality education for every student" by confirming technology is used as an instructional tool to enhance and facilitate learning for every student.   The district is committed to the use of technology as a powerful and effective instructional tool.

Additonal Space for Comments and Review of Cashmere Strategic Plan