

## SECTION I.G.

### LOCAL GOALS AND INDICATORS

This section is intended to provide school systems with an opportunity to discuss the progress that they are making toward local goals that have not been addressed in the preceding sections.

#### 1. Progress in 2008-2009 Made toward Local Goals.

##### a. GOAL #1: Increase Student Engagement and Teacher Effectiveness through Well-Planned, Fully Supported Key 08-09 Technology Initiatives

- Three major technology initiatives were implemented in 2008-2009 which upgraded students' active participation in class and focused teachers on high quality instruction and assessment through technology.
- Key staff accessed both conceptual and practical training in the fluent and effective use of technology for instructional outcomes.
- Seventh Graders initiated the 1:1 Laptop Program and "learning anytime, anywhere"
- The "high tech" Intermediate School increased student achievement on the MSA Reading and Mathematics.

##### b. GOAL #2: Increase the Administrative and Teaching Staffs' Fluency and Proficiency with 21<sup>st</sup> Century Skills Embedded in Daily Instruction and Assessment.

- Secondary staff and administrators engaged in intensive training on Critical Skills through the Coalition of Essential Skills.
- Technology initiatives and teacher training embedded 21<sup>st</sup> Century Skills.
- All schools exhibited their progress with 21<sup>st</sup> Century Skills through an individual display for the annual community event of "State of the Schools Luncheon and Report."
- Secondary and Elementary "Walk Through" targets were designed to include 21<sup>st</sup> Century Skills.

##### c. GOAL #3: Maintain and Expand a High Quality Educational Program within the Limitations of 2008-2010 Revenue Shortfall

- Maintained a highly transparent accounting of all revenue and expenditures throughout 2008-2009 and in the budgeting process for 2010.
- Provided all stakeholders voice in budgeting decision making including administrators and the staffs, the community through the Master Plan Steering Team, the Commissioners, and the Board.
- Absorbed critical functions of lost positions without immediate harm to instructional program and student learning.

**d. GOAL #4: Secure the Necessary Fiscal Support to Proceed with Critical Facility Improvements.**

- Worked with architect to achieve a limited renovation project that met the parameters of the state’s fiscal commitment.
- Obtained State support from Interagency for School Construction and Board of Public Works for 2009-10 capital support for Washington High School Limited Renovation.
- Secured support from Commissioners to forward fund project as required for the distribution of funds.
- Hired a construction management firm and initiated Pre-Construction phase of project.

**e. GOAL #5: Give genuine voice to diverse representation of parents through the formation of a system Parent Advisory Council.**

- Formed a system Parent Advisory Council that met six times throughout the year.
- Established the Parent Advisory Council as playing a major role in purchasing and implementing an individualized communication program (Connect-Ed) for sending mass and group telephone messages directly to parents.
- Established the Parent Advisory Council as playing a major role in facilitating the introduction and implementation of a uniform dress code pilot in two elementary schools for 2009-2010.

**2. Programs, Practices, or Strategies which the Contributed to Local Goal Progress.**

**a. INITIATIVE: Increased Student Engagement and Teacher Effectiveness through Well-Planned, Fully Supported Key 08-09 Technology Initiatives**

<i>CATEGORY</i>	<i>STRATEGY, PROGRAM, OR PRACTICE</i>	<i>FUNDING SOURCE AND AMOUNT</i>
Staffing	<b>Strategy:</b> Director of Technology (Removed Planning Responsibilities—became full time technology)	Source: Local Cost: \$104,272
	<b>Strategy:</b> Maintained Technology Facilitator at Intermediate School and Maintained Technicians	Source: Local Cost: \$64,308
		Source: Local Cost: \$152,204

<i>CATEGORY</i>	<i>STRATEGY, PROGRAM, OR PRACTICE</i>	<i>FUNDING SOURCE AND AMOUNT</i>
Professional Development	<p><b>Strategy:</b> Trained In House Experts to Support New Technology</p> <p>(Extra Duty Contracts and Training to Elementary and Secondary Promethean Board “Coaches”)</p>	Source: 120,918 Cost: Local
Practice: Supplied Critical Professional Development	<p><b>Practice:</b> Supplied Critical Professional Development</p> <ul style="list-style-type: none"> <li>• Provided Admin II Tech Training Accessed Anytime, Anywhere Conferences and Consultant for Intermediate School</li> </ul>	Source: Staff Time Cost: \$0  Source: Cost:
Materials	<p><b>Strategy:</b> Planned PR for Key Groups</p> <ul style="list-style-type: none"> <li>• Developed and Showcased SCPS Technology through Power Point as Information for Commissioners, Legislators, Board, and Parents</li> </ul>	Source: Staff Time  Cost: \$0
Leadership—Shared Decision Making	<p><b>Strategy:</b> Vested Interest and Voice Given to Staff</p> <ul style="list-style-type: none"> <li>• Engaged Intermediate staff in detailed planning of 1:1 Student Lap Top program that established phases, considered the teachers as experts on student readiness and paced the initiative to realize the highest success</li> </ul>	Source: Staff Time  Cost: \$0

**b. STRATEGY: Selected multiple venues for explicit dialogue and reinforcement of the need for fluency among staff and students with 21<sup>st</sup> Century skills.**

<i>CATEGORY</i>	<i>STRATEGY, PROGRAM, OR PRACTICE</i>	<i>FUNDING SOURCE AND AMOUNT</i>
Professional Development	<p><b>Practice:</b> Provided Core Professional Development</p> <ul style="list-style-type: none"> <li>• Scheduled Critical Skills I intense workshops through CES for Secondary Teachers and Administrators (Summer 08 and Summer 09)</li> <li>• Validated training with leadership commitment to support implementation in classrooms</li> </ul>	<p>Source: Local Cost: \$45,000</p> <p>Source: Staff Time Cost: \$0</p>
Core Program Professional Development	<p><b>Strategy:</b> 1:1 Technology Training = 21<sup>st</sup> Century Instructional Skills</p> <ul style="list-style-type: none"> <li>• Trained Director of Technology and SIS Principal in 21<sup>st</sup> Century Skills Workshops and Conferences</li> <li>• Disseminated Training to SIS through Consultant on 21<sup>st</sup> Century Skills and Anytime and Anywhere Learning</li> </ul>	<p>Source: Local Cost: \$2,953</p> <p>Source: Tech Ed Grants Cost: \$12,524</p>
Core Program- Leadership	<p><b>Strategy:</b> Required Site Display Theme for 08-09 as 21<sup>st</sup> Century Skills</p> <ul style="list-style-type: none"> <li>• Promoted increased and individual knowledge of 21<sup>st</sup> Century Skills among staff at each site</li> <li>• Engaged leadership of each site in assessment of 21<sup>st</sup> Century skill development and readiness.</li> <li>• Engaged community in dialogue on 21<sup>st</sup> Century Skills through display boards use at State of the Schools Luncheon; Board Meetings; Trainings; and closing Countywide Gathering</li> </ul>	<p>Source: Staff Time Cost: \$0</p> <p>Source: Staff Time Cost: \$0</p> <p>Source: Staff Time Cost: \$0</p>
	<b>Practice:</b> Walk Through Look-	

<i>CATEGORY</i>	<i>STRATEGY, PROGRAM, OR PRACTICE</i>	<i>FUNDING SOURCE AND AMOUNT</i>
Staff Intervention	<p>fors included 21<sup>st</sup> Century Skills</p> <ul style="list-style-type: none"> <li>• Designed Walk Through Program to site 21st Century Skill Instruction</li> </ul>	<p>Source: Staff Time Cost: \$0</p>

**c. STRATEGY: Maintained and Expanded a High Quality Educational Program within the Limitations of 2008-2010 Revenue Shortfall.**

<i>CATEGORY</i>	<i>STRATEGY, PROGRAM, OR PRACTICE</i>	<i>FUNDING SOURCE AND AMOUNT</i>
Leadership	<p><b>Strategy:</b> Prepare Staff and County for Fiscal Limitations</p> <ul style="list-style-type: none"> <li>• Initiated dialogue on 2010 Budget among administrative leaders in October 2008</li> <li>• Initiated dialogue on 2010 fiscal limitations with union liaisons in October 2008</li> <li>• Increased number of revenue meetings with Commissioners and discussed cuts being made to 2010 budget prior to formal presentation and Local Revenue request</li> </ul>	<p>Source: Staff Time Cost: \$0</p> <p>Source: Staff Time Cost: \$0</p> <p>Source: Staff Time Cost: \$0</p>
Leadership—Shared Decision Making	<p><b>Strategy:</b> Include Stakeholders in Setting Fiscal Priorities</p> <ul style="list-style-type: none"> <li>• Hold Master Plan Steering Team Meeting with Representation of Stakeholders and include 2010 Setting of Priorities and Sacrifices</li> <li>• Conduct A&amp;S Session on Setting Fiscal Priorities for 2010</li> <li>• Keep Board Fully Informed of Fiscal Limitations and Efforts to Reduce Spending</li> </ul>	<p>Source: Local Cost: \$1,000</p> <p>Source: Staff Time Cost: \$0</p> <p>Source: Staff Time Cost: \$0</p>
	<b>Strategy:</b> Used Attrition and	

<i>CATEGORY</i>	<i>STRATEGY, PROGRAM, OR PRACTICE</i>	<i>FUNDING SOURCE AND AMOUNT</i>
Leadership	<p>Grant Closure to Reduce Non-critical Staff</p> <ul style="list-style-type: none"> <li>• Chose not to fill open positions through attrition where possible</li> <li>• Consolidated Student Services Positions which were Grant Funded and Assumed Local Responsibility for Equitable Staffing throughout County</li> <li>• Maintain Core Classroom Teachers</li> </ul>	<p>Source: Local Cost: \$203,706 Source: SS/HS Cost: \$137,788 Source: Reading First Cost: \$25,691</p> <p>Source: Local Cost: \$149,512</p> <p>Source: Local Cost: \$10,648,452 Source: Title II Cost: \$257,818</p>

**d. STRATEGY: Secured the Necessary Fiscal Support to Proceed with Critical Facility Improvements.**

<i>CATEGORY</i>	<i>STRATEGY, PROGRAM, OR PRACTICE</i>	<i>FUNDING SOURCE AND AMOUNT</i>
Partnership	<p><b>Strategy:</b> Collaboration with State</p> <ul style="list-style-type: none"> <li>• Initiated state involvement with setting parameters of Washington High Renovation Project</li> <li>• Worked with architect to downsize project in accord with State parameters</li> </ul>	<p>Source: Staff Time Cost: \$0</p> <p>Source: Staff Time Cost: \$0</p>
Leadership	<p><b>Strategy:</b> Full Disclosure with County Commissioners</p> <ul style="list-style-type: none"> <li>• Kept Commissioners fully informed of fiscal risks and rewards of project</li> <li>• Obtained Commitment to Forward Fund Project and Begin Renovation with State Support July, 2009</li> </ul>	<p>Source: Staff Time Cost: \$0</p> <p>Source: Staff Time Cost: \$0</p>
	<b>Strategy:</b> Contract for Pre-	

<i>CATEGORY</i>	<i>STRATEGY, PROGRAM, OR PRACTICE</i>	<i>FUNDING SOURCE AND AMOUNT</i>
Partnership-Stakeholder Involvement	Construction Contract Management <ul style="list-style-type: none"> <li>• Establish panel for selection of Pre-Construction Management Team including Board, Commissioners, Internal Administrators, and Community</li> </ul>	Source: Staff Time Cost: \$0
Leadership	<ul style="list-style-type: none"> <li>• Make Selection</li> <li>• Consider At Risk Construction Management as well as Traditional Management</li> <li>• Hire Construction Management Team</li> </ul>	Source: Staff Time Cost: \$0
		Source: Capital Projects Cost: \$663,000

e. **PRACTICE: Gave genuine voice to diverse representation of parents through the formation of a system Parent Advisory Council.**

<i>CATEGORY</i>	<i>STRATEGY, PROGRAM, OR PRACTICE</i>	<i>FUNDING SOURCE AND AMOUNT</i>
Partnership-Parent Involvement	<b>Strategy:</b> Model Role of Parent Advisory Council at System Level <ul style="list-style-type: none"> <li>• Initiated System Level Parent Advisory Council with a Representative from Each Site</li> </ul>	Source: Staff Time Cost: \$0
Partnership-Parent Involvement	<b>Strategy:</b> Provide PAC with Genuine Decision Making Role <ul style="list-style-type: none"> <li>• Introduce Possibility of Mass Communication System to Individual Homes/Cells/Work #</li> <li>• Introduce Possibility of Uniform Dress Code</li> </ul>	Source: Local Funds Cost: \$1,839
		Source: Staff Time Cost: \$0

**3. Challenges in Making Progress toward Meeting Local Goals**

Challenges to current and future progress in local goals include:

- Lack of funding to continue expansion of technology initiatives to all sites and all grade levels
- Maintaining secondary staff enthusiasm for CES Critical Skills initiative through support, encouragement, and continued training.
- Embedding professional development to fully support staff integration of 21<sup>st</sup> Century skills into instruction
- Improving or maintaining progress that was achieved with additional supportive resources in a time of diminishing resources
- Maintaining a positive climate in a time of diminishing resources
- Maintaining local support and commitment for limited renovation of WHS
- Convincing all sites to convene an active Parent Advisory Council composed of parents from a variety of cultures.

#### 4. Adjustments or Changes to Ensure Sufficient Progress

a. **ADJUSTMENT: Extend timeline for 1:1 student laptop program at 8<sup>th</sup> Grade level.**

ADJUSTMENT and TIMELINE	RESOURCE	CATEGORY AND FUNDING
Revise Technology 1:1 Laptop Initiative to include all 8 <sup>th</sup> and 9 <sup>th</sup> Grade students in the 2010-2011 school year.  Timeline: July, 2009	Director of Technology	Planning  Source: Local Cost: \$104,272
Communicate revised plan to administrators, staff, students, and community.  Timeline: September 2009	Director of Technology  Media Specialist Superintendent	Source: Staff Time Cost: \$0
Provide professional development for 8 <sup>th</sup> and 9 <sup>th</sup> grade teachers in 1:1 laptop instruction  Timeline Oct. 2009-May 2010	Internal Opportunities  External Consultant	Professional Development Source: State Fiscal Stabilization Funds (Stimulus) Cost: \$20,000
Secure funding to support continued expansion of 1:1 laptop program  Timeline: Oct. 2009-May 2010	Benefactor Support Grants Local Support	Source: Superintendent's Time Cost: \$0

b. **ADJUSTMENT: Move secondary staff CES Critical Skills initiative to higher priority through support, encouragement, and continued training.**

<b>ADJUSTMENT and TIMELINE</b>	<b>RESOURCE</b>	<b>CATEGORY AND FUNDING</b>
Highlight Critical Skills implementation in classrooms with explicit support, encouragement, and recognition. Timeline: Oct. 2009-June 2010	Administrators CES Trainers Superintendent	Planning  Source: Staff Time Cost: \$0
Track the impact of Critical Skills lessons on students' grades and instructional engagement. Timeline: September 2009	Supervisor of Secondary Education	Source: Staff Time Cost: \$0
Provide opportunities for Critical Skills trained teachers 08 and 09 to collaborate and share experiences Timeline: Oct. 2009-June 2010	APD	Source: Staff Time Cost: \$265,574
Plan and provide Critical Skills II follow up training as well as Critical Skills I training for a new group of teachers. Timeline: June 2010	CES	Professional Development Source: Local/Grant Cost: \$30,000

**c. ADJUSTMENT: Expand APD content at the Secondary Level and EDPD content at the Elementary Level to include collaboration on progress in embedding 21<sup>st</sup> Century Skills in core instruction.**

<b>ADJUSTMENT and TIMELINE</b>	<b>RESOURCE</b>	<b>CATEGORY AND FUNDING</b>
Provide stimulus for Leadership Teams through presentation and discussion of NINE SHIFT concepts  Timeline: July 2009	Superintendent	Source: Staff Time Cost: \$0
Collect walk through information on observed 21 <sup>st</sup> Century Skills for teacher information and analysis  Timeline: Oct. 2009-June 2010	Administrators Coaches	Source: Staff Time Cost: \$0
Schedule Professional Development time for collaboration and planning.  Timeline: Oct. 2009-May 2010	Supervisor of Elementary Ed Supervisor of Secondary Education	Source: Staff Time Cost: \$0

**d. ADJUSTMENT: Set fiscal priorities in synch with teacher priorities for student progress.**

<b>ADJUSTMENT and TIMELINE</b>	<b>RESOURCE</b>	<b>CATEGORY AND FUNDING</b>
Identify and document critical services and programs for student progress through a planned process that honors teachers' perceptions of student needs. Timeline: November 2009	Superintendent	Source: Staff Time Cost: \$0
Solicit all stakeholders' input on ways and means for effectively and fairly dealing with diminishing resources. Timeline: Nov. 2009-June 2010	Superintendent	Source: Staff Time Cost: \$0

e. **ADJUSTMENT: Remove non essential requirements to ease staff burdens and promote a positive climate.**

<b>ADJUSTMENT and TIMELINE</b>	<b>RESOURCE</b>	<b>CATEGORY AND FUNDING</b>
Solicit suggestions from A&S on ways to ease burdens and promote positive climate in times of scarce resources. Timeline: September, 2009 Act on suggestions.  Timeline: Oct 2009-June '10	Superintendent and Central Office Staff	Source: Staff Time Cost: \$0
Solicit suggestions from staff on ways to ease burdens and promote positive climate in times of scarce resources. Timeline: September, 2009 Act on suggestions.  Timeline: Oct 2009-June '10	Principals and Leadership Teams	Source: Staff Time Cost: \$0

f. **ADJUSTMENT: Modify timeline while maintaining commitment to Washington Academy and High School Renovation.**

<b>ADJUSTMENT and TIMELINE</b>	<b>RESOURCE</b>	<b>CATEGORY AND FUNDING</b>
Develop format and procedure for continuous update of Commissioners on status and progress of WAHS project Timeline: September, 2009	Superintendent and Director of Facilities and Transportation	Source: Staff Time Cost: \$0
Maintain project within or below budget.  Timeline: July, 2009-Jan. 2011	Director of Facilities and Transportation	Source: Staff Time Cost: \$0
Adjust timeline to reduce as much financial pressure on the Locals as possible  Timeline: July, 2009-Jan. 2011	Superintendent and Director of Facilities and Transportation	Source: Staff Time Cost: \$0

**g. CHANGE: Promote expected expansion of Parent Advisory Councils at all sites for 2010.**

<b>CHANGE and TIMELINE</b>	<b>RESOURCE</b>	<b>CATEGORY AND FUNDING</b>
Clarify the differences (benefits, risks, and liabilities)of Parent Teacher Organizations and Parent Advisory Councils  Timeline: September, 2009	Superintendent	Source: Staff Time Cost: \$0
Require all sites to have an active plan for Parent Advisory Councils  Timeline: September, 2009	Superintendent	Source: Staff Time Cost: \$0
Implement a program of Superintendent Coffee's to be held three times a year at each site  Timeline: Sept., 2009-May 2010	Superintendent	Source: Staff Time Cost: \$0