



Strategic Planning Progress 2014-2018

June 8, 2018

		Level of Implementation			
		Awareness			
		Understanding			
		First Implementation			
		Routine			
		Refinement			
		Replication			
STRATEGIC PILLAR					
Strategy					
Milestones					
ACADEMIC EXCELLENCE					
High quality instruction -- supported by coaching, professional development, and data -- to ensure that every student gains knowledge and skills to thrive					
Developed and implemented common instructional model				X	X
Use of instructional model as basis for planning, coaching, professional development				X	X
Learning walks to gather data and target professional development in all schools					X
Established teacher-led content teams to identify needs for curriculum, assessment, and professional development				X	
Guaranteed common outcomes to ensure that all students achieve grade-level benchmarks and the knowledge and skills to thrive in a changing world.					
Developed/adopted common assessments and/or progress monitoring tools in cores subjects at most grade levels		X	X	X	
Increased use of data for monitoring progress in reading, writing, and math.				X	X
Revised graduation requirements to ensure students develop core knowledge and skills towards college/career readiness; increase school flexibility to differentiate support and extend learning for all students.				X	X
Develop common formative assessments in all subjects		X			
Create a culture of college and career readiness					
College/career counselors in all high schools					X
Expanded parent and community engagement and education around college and career readiness				X	
Celebration and recognition of college/career readiness, acceptances			X		
Increased education about college options; exposure to college campuses; support with college application and financial aid; college and career counseling; celebration of college-oriented success				X	
Embed college advising and application process into the school day				X	
Expanded access to college-level learning			X	X	
Student ownership of academic learning and character development					
Increased academic engagement through sustained learning experiences that involve students cognitively, emotionally and behaviorally		X	X	X	
Academic and character goal-setting in crews			X	X	
Increase project-based, experiential learning opportunities for students					
All seniors complete capstone projects for graduation			X		X
Increase classroom-based performance assessments and implement capstones at grades 4/5 (elementary exit year) and 8 as a scaffold toward capstone		X	X		

Increase community-based learning opportunities (e.g. service, internships, etc.)	X	X	X	
Developed/deepened partnerships with organizations who have expertise in active engagement, project-based, experiential learning (e.g., EL Education, Buck Institute, ACES, Buddy Program, Outward Bound)	X	X	X	
Incorporated more problem-based, project-based, real-life learning into all schools	X	X		
Increase enrichment opportunities through avenues such as arts, STEM, extra-curriculars, clubs, Wednesday enrichments, etc.		X		
Invest in early learning				
Expanded ECE access and full day kindergarten			X	
Integrated ECE programs into all elementary schools		X	X	
Full implementation of the Early Literacy Program				X
Increased professional development for ECE staff			X	
Adopt common evidence-based curriculum for ECE			X	
Increased interconnections between ECE staff and activities and those of other schools and programs in the district: professional development; transition meetings; inclusion in training, activities and communications.		X	X	
Increased parent involvement and parent education in ECE and kindergarten		X	X	
Board of Education engage in a public information campaign in partnership with other community leaders and organizations to educate the public about the merits of early childhood education.	X	X		
Differentiate supports for all students				
Implemented "multi-tiered system of supports" (MTSS) in all schools to monitor data, problem-solve, and take action around academics, behavior, attendance, and student wellness.		X		
Improved data reporting, problem-solving and action cycles by providing staff high-quality reports			X	
Implemented a plan for consistently high-quality English Language Development programs in all schools and provided high quality professional development and coaching			X	
Improved programming and professional development for Special Education teachers and related service provides, increased coordination and support.		X		
Improved programming, professional development and coordination of PEAK programs			X	
Embedded Family Resource Center family liaisons into all schools to provide more direct and seamless access to community resources and services			X	
Expanded School Based Health Centers to Basalt and Carbondale			X	
Expanded mental health resources and services through community partnerships; increasing coordination of mental health services		X		
Maximize use of time for student learning				
Summer and Wednesday afternoon enrichment and academic support		X	X	
Improved pacing and and "bell to bell" instruction through use of instructional model and coaching		X	X	X
Developed school calendar that prioritizes student learning and teacher professional development		X		
Developed district rubric for scheduling parameters			X	
CHARACTER DEVELOPMENT				
Teach character skills throughout the school day				
Defined common language (Habits of a Scholar) districtwide so that character could be reinforced at school, at home, and in the community			X	
Develop a character report card to provide students with feedback and opportunities for reflection on character as well as academic skills			X	

Infused supports and instructional strategies into classes that reinforce character development (e.g. executive functioning, social skills, developing a growth mindset, cultivating perseverance)		X		
Expanded learning opportunities to teach character (e.g. service learning, experiential learning, outdoor education)	X	X		
Crew for all students in order to create strong school cultures in which habits of a scholar flourish.				
All students are a member of a crew			X	
All school schedules incorporate time for crew			X	
Goal setting and progress monitoring built into crew model		X	X	
College and career advising built into crew model			X	
Developed district- and school-level plans, benchmarks and timelines for advisory crew		X	X	X
District-wide leadership and planning committee for crew				X
Coordination of resources, curriculum, and professional development for crew			X	X
Create an intentional school culture of character development				
Increased sense of belonging and equitable access to learning in our schools by building shared language and protocols to coordinate effective behavior supports.		X	X	
Emphasis on crew all day long: deep relationships, explicit grounding in Habits of a Scholar and the language of crew being used throughout the day in academic classes and other interactions	X	X	X	
Intentional strategies for developing character and building a strong school culture—e.g. rituals, community meetings, celebrations, public promotion of character skills		X	X	X
Develop school-level plan, benchmarks and timeline			X	
Develop formal structures to foster student leadership opportunities at multiple levels: group, school, district and the broader community		X	X	
Develop and implement student-school compacts to which both parties will agree	X	X	X	
Provide access to social/emotional supports for the whole child				
Expanded access to health services including behavioral (psychology and social work), substance, and reproductive health		X	X	
TALENT DEVELOPMENT				
Professional development in alignment with student learning needs				
Created systems (design, implementation, evaluation) for clarifying purposes and ensuring quality of professional development at all levels--district, school, team.			X	X
Developed standards for high quality professional development				X
Aligned professional development to strategic planning goals				X
Implemented coaching cycles for all teachers				X
Increased differentiation of professional development			X	X
Increased time for professional development including weekly Wednesday afternoon PD, PD days, summer, fall and spring academies, and evening PD offerings				X
Developed and refined new teacher/staff orientation with ongoing coaching and professional development and a focus on crew/relationship building				X
Continually evaluated professional development and constantly improved				X
Ensure competitive compensation and benefits				
Annual compensation market survey for all positions to attempt to remain competitive for retention and recruitment. Determined funding priorities based on areas that are below market			X	
Controlled costs for health insurance and provided coverage to all full-time employees			X	

Developed 62 affordable housing rental units for district staff			X	X	
Develop a plan that will promote and assist a transition to home ownership for staff assigned to rental housing.	X				
Developed total compensation statements for all employees to ensure that employees understand their pay and benefit packages.		X	X		
Annually captured turnover statistics, exit interview surveys and unemployment claims to identify trends and make necessary changes.			X		
Develop creative solutions to increase teacher compensation.	X				
Develop competitive and equitable compensation strategies for school and department leaders.	X				
Develop competitive and equitable compensation strategies for classified staff.		X			
Leadership development					
Intensive coaching and professional development for all school leaders			X	X	
Increased collaboration among school leaders and engaged leaders in district decision-making				X	
Cultivated leadership development through teacher content teams and task forces led by teachers and assistant principals			X	X	
Empowered school leaders as executive leaders of their buildings				X	X
Increased tools and resources for school leaders				X	
Engaged Building Leadership Teams in school-level strategic planning process that aligns with district mission and priorities		X	X		
Create an exceptional work environment					
Fostered sense of crew among staff by increasing staff engagement, appreciation, participation in the planning process		X	X	X	
Continued and improved practices such as Interest Based Bargaining (IBB) and Superintendent Advisory Council (SAC) to support and enhance the culture of collaboration, voice, trust and respect				X	
Administered annual staff surveys and to gauge staff satisfaction and engagement				X	
Increased professional development for classified staff to support the mission of the district and enhances their skill		X			
Publically celebrated individual / group accomplishments and efforts that reinforce the district's mission			X		
Recruit the best teachers and leaders					
Improved, expanded, and increased investment in recruitment efforts with the goal of filling all positions with high quality and diverse candidates.			X		
Develop a partnership with CMC to train pre-service teachers			X		
Online application system increased efficiency and eliminated some barriers for candidates				X	
Branded and marketed RFSD as a great place to work and live (e.g., increasing attendance at job fairs, developing relationships with colleges and universities and ongoing year-round marketing efforts)				X	
STRATEGIC USE OF RESOURCES					
Ensure technology infrastructure and supports align with the district strategic plan.					
1:1 Device environment for all students in grades 4-12				X	X
Universal access to classroom tools (devices, projectors, etc.) and wireless networks in all schools.			X		
Technology integration resources and supports for curriculum, productivity, professional development, assessment, project management			X	X	
Use of technology to increase academic engagement through sustained learning experiences that involve students cognitively, emotionally and behaviorally		X	X		
Partner with local providers to decrease the digital divide outside of school		X			
Ensure facilities contribute to a positive learning environment in that they are clean, safe, well-maintained, provide adequate space, and support the district's educational program.					
Developed district facility standards for educational/functional adequacy, safety, optimum capacity, and energy efficiency.			X		

Developed and implemented the district's facility master plan				X	
Invested \$149 Million in facilities improvements, including building Riverview School, renovating Glenwood Springs Elementary School, building new bus facilities, enhancements to flexible learning environments, and upgrading classrooms, furnishings, public spaces, and security measures in all schools.					X
Established a mechanism for prioritizing work orders and facility improvement projects. Developed goals and monitor progress relative to work order completion rates.			X		
Classroom and school environment as "third teacher": Use design to transform teaching and learning	X	X	X		
Amended facilities use policy and practices to maximize use of facilities as district and community resources.		X			
Align resources to respond to the strategies and actions identified in the strategic plan.					
Audited strategic plan for budget and staffing implications and created a budget and timeline.					X
Developed a budgeting a process for allocating resources that provides schools and departments with maximum flexibility in order to achieve desired student outcomes as identified in the strategic plan.			X		X
Develop a process to ensure that the annual district budget is a reflection of the priorities identified in the strategic plan.					X
COMMUNITY PARTNERSHIP					
Create reciprocal and responsive modes and methods of community engagement					
Administer parent and family surveys to identify areas of strength and opportunities for improvement			X		
Use standards of parent and community engagement and parent surveys to determine areas of need for parent and community engagement and develop a plan for family and community engagement for each school	X				
Engage parents as partners in character development	X				
Partner with strong community organizations and networks to enhance services and resources to students and families			X		
Provide training in cultural competence for district staff and parents	X				
Support parents in supporting their students					
Offer parent education on how to best support student learning with RFSD	X				
Provide parenting support and development in identified areas of need	X				
Ensure parents participate in college and career readiness process	X				
Effective two-way communication with parents and community					
Audit strategic plan for communications implications and create a communications plan including timeline, budget, staffing and evaluation.				X	
Implemented a comprehensive communications and media plan to improve communications to staff, families, communities and media including clear and consistent protocols and channels for communicating with staff, families, and community members					X
Create a schedule of regular, facilitated meetings and gatherings to foster frequent and authentic dialogue among parents, staff, administrators, and board members			X		
Foster increased engagement and understanding among Anglo and Latino communities through multicultural events, trainings, and intentional outreach	X				
Create an atmosphere of high-quality customer service					
Adopt a "no wrong door" approach to parent engagement that ensures parents can find the information they need	X				
Provide training to school staff in creating a warm and welcoming environments when parents walk into school buildings	X				
Protocols and scripts for greeting people, responding to needs, and ensuring parents and community needs get met	X				
Capitalize on community resources to provide services to students and families					
Engage partners in providing important services to students and families (e.g FRC, Valley Settlement, mentoring programs)			X	X	
Create a mechanism for matching school needs with community assets (clearing house)	X				