



August 14, 2019

Dear Eastmont Board of Directors:

Escalating student anxiety, depression, and suicide indicate major stress among our young people. In prior decades, if peers thought a student had funny shoes, one of them eventually shared this with the person, or more often – to other students. Today, a student may learn others think his shoes are funny from an unkind emoji next to his name on social media, or even worse – adjacent to a photo of the offending shoes.

Since Windows launched in 1985, public education has believed that better technology results in better students and humans. Now, 35 years later, graduates at all levels of education have increased. Perhaps this is because of technology, though I believe it is more the result of better instruction, curriculum, and strategies for helping diverse and disadvantaged students.

Regardless, general observations indicate student's verbal, non-verbal, and other interpersonal *soft* type communication skills are in decline. In addition, we are learning technology leaders are restricting technology from their own children and voicing similar concerns. Child psychologists and pediatricians are also issuing warnings regarding screen time and the need for increased human interaction with both peers and adults.

In response to these observations, I am recommending the Eastmont Board pursue a policy discussion that would reduce screen-based learning and limit use of personal digital devices during the school day.

Sincerely,

Garn Christensen, Superintendent



Motto:

*Quality Education – A Community Commitment Built on **Relationships, Relevance, Rigor, and Results.***

Mission:

The mission of the Eastmont School District is to graduate all students and maximize their skills for future opportunities.

Belief Statements:

1. The school district must adapt and adjust as students, parents, and employees' needs change.
2. The physical, academic, and social-emotional development of students shall always be considered.
3. All students learn in different ways and at different rates.
4. Test scores are helpful in planning instruction, but are not the only indicator of student success.
5. Parents, students, community, and staff must work together to maximize student learning.
6. Students must be introduced to the tools and communication methods found in the workplace.
7. Frequent and accurate communication in all modes is necessary for organizational success.
8. Trust is built on the demonstration of fair, equal, and transparent decisions and operations.
9. Fiscal management, communication, planning, & transparency are essential to District operations.
10. Successful organizations operate from a plan with expectations, initiatives, and long-term goals.
11. Trained directors and employees are essential for quality and efficient operations.
12. What gets inspected and measured in an organization is what gets improved.
13. What is permitted, promoted, and prohibited in an organization becomes the culture.
14. Mistakes will occur and are as valuable as successes in the process of work and learning.
15. Basic "soft" communication/interpersonal skills are as important as high tech/screen based skills.



2019-2024 District Strategic Improvement Plan

Current Initiatives	Individuals Responsible	Timeline
1. Implement and expand participation in competitive K–12 STEAM, CTE, MAKER, Arts, Coding, Robotic, and aerial and aquatic Drone events.	Spencer, David, Principals, Ken Fulkerson, & Jim Schmutzler	2019-24
2. Expand K-12 “choice” opportunities for Eastmont students to provide an on-line/hybrid support program that with other current ALE programs to serves up to 5% of total student population.	Garn, Spencer, & David	August 2019
3. Increase the percent of staff bilingual in Spanish.	Vicki & Supervisors	+1% from prior year
4. Refine PLC activities K–12.	Spencer, David, & Principals	Ongoing
5. Ensure teacher and student access to tablet & web based resources.	Doug, Spencer, David, & Principals	Upgrade 15% each year
6. Identify, advocate, and prepare students for Career and Technical Career Pathways for secondary students to include Boeing, Microsoft, Intel, and Cisco certifications available to HS age students.	David, Secondary Principals, Ken Fulkerson, & Jim Schmutzler	+1 new certification for 2019-20
7. Implement Cyber Security and Block Chain CTE Programs.	David, Secondary Principals, Ken F., & Jim S.	2019-20
8. Minimize, fiscal and transportation barriers for student participation in District activities wherever possible. Implement minimal common fees for K-6, and fees for 7-9 & 10-12.	Cindy, Spencer, David, & Principals	Reduce fees for 2020-21
9. Teach citizenship and civility through existing, or new curriculum, and participation in leadership.	Spencer & David	2019-20
10. Increase <i>Seal of Biliteracy</i> by 1% from prior year in each demographic group and offer Spanish language option grades 7-12.	David & Secondary Principals	2021-22
11. Improve “soft” skills through emphasis on personal verbal/nonverbal communication with limited screen based instruction and restricted smart phone access.	All Eastmont Educators	2019-24



The following Policy Goals, Strategies, and Activities shall be the District’s primary focus for 2019-2024 and will be updated annually as needed during the months of June, July, August, & September.

1000 SERIES – BOARD OF DIRECTORS		
District Goal: Recruit, train, and retain effective and contributing Board of Directors.		
(1000 A) Strategy: Participate in training opportunities.		
Rationale: Trained and experienced Board members are critical to the long-term success of a school district.		
1) Board members shall participate in WSSDA Training Opportunities.	Board Members	Annual Superintendent Reports
2) All policies, procedures, and forms are current and available on the District’s website.	Garn & Brandy	Annual Superintendent Reports

2000 SERIES – INSTRUCTION		
District Goals:		
<ul style="list-style-type: none"> • Students will perform academically at or above the state average for districts of similar size and demographics. • Increase Eastmont High School graduation rate each year until the 4 year cohort rate is 90% and the extended rate is 100%. 		
(2000 A) Strategy: Provide student appropriate aligned and rigorous K–12 core and supplemental curriculum, assessment, and report cards to parents consistent with state and national best practices.		
Rationale: An accurate and aligned core curriculum and assessment systems represent “the science” of learning.		
1) Identify, review, align, revise, and publish to the website core curriculum vertically and horizontally with specific information for parents and teachers.	Spencer, David, & Principals	Annual Curriculum Report
2) All core and supplemental curricula will be published to the website and approved through the Instructional Materials Committee process.	Spencer, David, & Principals	Annual Curriculum Report
3) Implementation and web posting of common syllabus requirements for all 7 th –12 th graded courses.	David & Principals	Annual School Reports
(2000 B) Strategy: Decrease low income, Hispanic, & ELL learning gaps to 15% or less by increasing the performance of targeted students in reading, math, writing, and science as measured by state tests.		
Rationale: Students need a clearly defined target as to how to demonstrate proficiency in their courses. Nonacademic factors should not be part of grading.		
1) Develop core and supplemental instructional interventions by RTI level in reading and math and special education services.	Spencer, David, & Principals	Annual School Reports



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2) Use formative assessment to identify appropriate core and supplemental instructional interventions.	Spencer, David, & Principals	Annual School Reports
3) Separate citizenship/work ethic when evaluating and reporting academic progress.	Spencer, David, & Principals	Annual School Reports
4) Implement K–9 GLAD instructional techniques.	Spencer, David, & Principals	Annual School Reports

(2000 C) Strategy: Provide quality and relevant professional development.
Rationale: Professional teachers and leaders must have constant renewal of skills and knowledge to maintain best practices.

1) Establish and support a continuing culture of professional collaboration.	All Supervisors	Principals/Supervisors
2) Provide in-district peer visitations.	All Supervisors	Principals/Supervisors

(2000 D) Strategy: Provide programs that increase student interest, relevancy of instruction, and minimize learning loss during transitions from grade to grade and school to school.
Rationale: Creating interest in learning and hope for the future are key to fulfilling our mission as a K–12 school system.

1) Increase opportunities to earn high school competency credit.	David & Lance	Annual School Reports
2) Offer K-12 STEM competitions as extended day program.	Principals	Annual School Reports
3) Identify, align, revise, and publish K-12 music and arts curriculum	Spencer & David	Annual Curriculum Report
4) Increase student participation in extra-curricular activities.	All Staff	Annual Extracurricular & Athletic Reports
5) Remove, or minimize fiscal, transportation, and other barriers for participation in electives, athletics, music, art, drama, and other club and co-curricular activities.	Cindy, David, Spencer, & Principals	Annual Budget Presentation
6) DIBELS test grades K-4 in reading.	Principals	Annual School Reports
7) Use common templates for school improvement plans.	Spencer & David	Annual School Reports
8) 100% of graduating seniors shall pursue additional education, armed services, or be employed within a year of graduation.	David, Lance, & Principals	Annual High School & CTE Reports
9) Provide transition opportunities between major school levels.	Principals	Annual School Reports

(2000 E) Strategy: Meet, or exceed the State average for chronic absenteeism.
Rationale: Attendance, follow-through, perseverance, and keeping commitments are fundamental to school and career success.



1) Use letters, email, texts, phone calls, home visits, and reinforcement of improved attendance to inform and motivate students and parents regarding attendance.	Principals & All Staff	Annual School Reports
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3000 SERIES – STUDENTS
District Goal: Build morale, trust, and promote transparency with students, staff, and community.

(3000 A) Strategy: Provide a safe environment for students and adults to learn and work in through the implementation of consistent administration of rules and consequences that protect and support a learning environment.
Rationale: Productive and focused learning and work activities occur best in a safe and orderly environment.

1) Decrease harassment and bullying of students.	Principals & All Staff	Annual School Reports
2) Decrease out of school suspensions and expulsions.	Principals & All Staff	Annual School Reports
3) Recognize appropriate behavior, improvement, and academic success.	Principals & All Staff	Annual School Reports
4) School and District parent surveys indicate a satisfaction of 80%+ on customer satisfaction.	Principals & All Staff	Annual School Reports

4000 SERIES – COMMUNITY RELATIONS
District Goal: Distinguish Eastmont as a progressive and trusted public education provider striving to meet the needs of the world our students are experiencing.

(4000 A) Strategy: Ensure all students have the opportunity to be bilingual in Spanish by graduation from high school.
Rationale: Minimal competency in a foreign language is a requirement for entry into many four-year colleges and universities; and a high percentage of jobs and career advancements now state a preference for bilingual abilities.

1) Implement Spanish as an elective for 7 th grade students.	David, Amy, Bob, & Chris	2021-22
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(4000 B) Strategy: Current Eastmont educational programs are consistent with leading public, charter, and private school systems.
Rationale: Choice, charter, voucher, online, and blends of these programs are resulting in parents being presented with more options than ever before for selecting where their child will be educated. Eastmont must present itself at a level similar to what parents will be reviewing from other educational providers.

1) Provide quality printed media and use current digital communication tools.	All Staff	Annual Superintendent Reports
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2) Expand District alternative FTE on-line/blended and other K-12 program options in an effort to better serve parents.	Spencer, David, & Principals	Annual Alternative Programs Report
3) Recognize the District's website as the primary communication avenue for our parents and community.	All Staff	Annual Technology Report
4) Consolidate Parent/Student Handbooks into common handbooks for K-4, 6-9, and 10-12.	Spencer, David, & Principals	Annual School Reports
5) Invite younger parents and employees to assist with visioning and goal setting to ensure District meets emerging parent and employee expectations.	Board, Garn, Spencer, & David	2012-13 2018-19 2024-25
6) Expand web, internet, social media, and smart phone access from within the District with information in both English and Spanish.	Doug, Spencer, & David	Annual Technology Report

(4000 C) Strategy: Increase quality and quantity of communication with Hispanic community.
Rationale: Give teachers and parents the mechanisms needed to support our Hispanic students.

1) Provide translation opportunities at District meetings.	All Administrators	Migrant/Bilingual Report & School Reports
2) Increase parent participation in PAC meetings.	Migrant/Bilingual Coordinator	Migrant/Bilingual & School Reports
3) Increased attendance of principals and District administrators at PAC meetings.	Migrant/Bilingual Coordinator	Ongoing Observations
4) Increase staff knowledge of Hispanic culture through staff development.	Spencer & David	Annual Professional Development Report

(4000 D) Strategy: Establish and increase predictability among leadership in communications and interacting with community.
Rationale: Predictable, consistent, visible, and accountable leadership is the foundation for trust in a public organization.

1) Make decisions based on how they will affect students and the District as a whole.	All Employees	Ongoing Observations
2) Explain decisions, admit mistakes, and learn from experience.	All Employees	Ongoing Observations
3) Provide a Sept-May monthly Employee Newsletter.	Garn	Annual Superintendent Reports
4) Visit a school or attend a district event per month.	Board Members	Annual Board Self-Evaluation
5) Attend a district or community event per week when school is in session.	Garn	Annual Superintendent Reports
6) Visit each school no less than three times a month.	Garn	Annual Superintendent Reports
7) Deliver newsletters/paychecks 6 times during school year.	Garn	Annual Superintendent Reports



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8) Ride 70% of bus routes during the school year.	Garn	Annual Superintendent Reports
9) Survey employees, students, and parents regarding customer service and program quality and use in school and District improvement efforts.	Spencer, David, and Principals	Annual Superintendent Reports
10) Include assessment related information in newsletters and website.	Spencer & David	Annual Assessment Report
11) Parents shall be involved on school improvement teams.	Principals & Garn	Annual School Reports
12) Attend area business and civic community events and meetings.	Garn & Executives	Annual Superintendent Reports
13) Provide information to parents in English and Spanish.	All Administrators	Annual School Reports
14) Make annual program/building reports available on website.	Brandy	Annual Superintendent Reports

5000 SERIES – PERSONNEL
District Goal: Recruit, train, and retain quality District employees, and Board Members.

(5000 A) Strategy: Provide a supportive and caring workplace culture that also provides competitive wages and benefits.
Rationale: Trained and experienced employees are critical to the long-term success of a school district.

1) Promote leadership from within the District through principal/superintendent internships.	Garn & Vicki	Annual HR/Personnel Report
2) Allocate a minimum of .3% of state, local, and federal revenue for staff training.	Cindy & Administrators	Annual HR/Personnel Report
3) Continue to increase the percent of Hispanic/Latino staff.	Vicki & Principals	Annual HR/Personnel Report
4) Increase the percent of employees who are bilingual in Spanish.	Vicki & Principals	Annual HR/Personnel Report
5) Provide one bilingual support person in each school office.	Vicki & Principals	Annual HR/Personnel Report
6) Reduce employee absenteeism.	Vicki & Supervisors	Annual HR/Personnel Report

6000 SERIES – MANAGEMENT SUPPORT
District Goal A: Technology shall be integrated with instruction and, equitably distributed, and used to increase operational efficiencies and accuracy.

(6000 A) Strategy: Ensure high school age students achieve a level of technology competency equal to the top high schools across the country.



Rationale: Competency with technology is fundamental for a knowledge based economy and a prerequisite for additional educational opportunities.

1) Equitably distribute technology to staff and students according to technology plan.	Doug & All Administrators	Annual Technology Report
2) Technology training shall be provided to staff to maintain current skills.	Spencer & David	Annual Technology Report
3) Board and District documents will be available via website.	Brandy & Doug	Annual Technology Report

District Goal B: Maintain a financially healthy district that demonstrates responsible use of public funds.

(6000 B) Strategy: Ensure the district annual expenditures do not exceed available revenue and reserves.

Rationale: The primary responsibility of elected school district board of directors is to act as fiduciary agents responsible for public funds allocated to operate a public educational system.

1) Annual expenditures shall not expend the cash reserve below 8%.	Garn, Cindy, & Board	Annual Year-End Budget Report
2) Purchases shall be made on long-term use and cost rather than short-term cost.	All Administrators	Ongoing observations
3) A minimum of 2% of the district's annual budget will be divided and allocated to curriculum/ instruction/assessment & training, technology infrastructure and upgrades, facilities and grounds, transportation, and safety/security improvements.	Garn, Cindy, & Board	Annual Year-End Budget Report
4) Up to 1% of the District's annual budget, beyond the State flow-through, will be allocated to ensure competitive salary and benefits.	Board, Garn, Vicki, & Cindy	Annual Year-End Budget Report
5) Facilities, equipment, and grounds will be repaired and maintained to ensure longevity, maximum use of public resources, and demonstrate responsible use of public funds.	Seann, Garn, & Administrators	Annual Maintenance & Facility Report & Ongoing Observations
6) The maximum amount of federal and state resources shall be obtained.	Spencer, David, Cindy, & Administrators	Annual Year-end Budget Report
7) Federal and state programs shall be integrated and support regular programs.	Spencer, David, & Administrators	Annual Title, LAP, and Special Program Reports
8) Federal and state programs shall maintain compliance with all regulations.	Spencer, David, & Administrators	Annual Fiscal and Program Audits
9) Special programs shall operate within budget and within generated revenues when possible.	Spencer, David, & Administrators	Annual Year-end Budget Report
10) Special education expenditures shall not increase as a percent of the total District budget.	David & All Administrators	Annual Year-end Budget Report



11) Apply for OSPI transportation cooperative grant and construct new multi-district transportation center.	Board, Garn, Cindy, Seann, & Troy	2019-20 D4 approval, design, bid, start construction
12) Transportation shall operate within budget.	Troy	Annual Transportation Report
13) Ensure all funds are spent with the goal of obtaining the maximum public benefit.	Administrators & Supervisors	Ongoing Observations

District Goal C: Ensure student and staff safety with emphasis on security and health issues.

(6000 C) Strategy: Establish and maintain a culture where student and staff safety are the top priority.
Rationale: Ensuring a safe and orderly public school environment is essential for student learning, employee performance, and is required by law.

1) Use common emergency procedures throughout the District.	Administrators	Annual Superintendent Reports
2) Continually improve and provide video camera security systems on all campuses.	Doug & Administrators	Annual Technology Report
3) Implement emergency information system using texting, email, and social media in both English and Spanish.	Doug	Annual Technology Report
4) Conduct unannounced safety drills and inspections at all schools once a year.	Garn, Spencer, David, & Principals	Annual Superintendent Reports

District Goal D: Provide adequate facilities that are well operated and maintained.

(6000 D) Strategy: Improve cleanliness, appearance, and function of existing buildings.
Rationale: Demonstrating care of existing public resources and facilities contributes to the trust a community has for a public agency as well as their willingness to support requests to renew levies and bonds.

1) Improve cleanliness, safety, and appearance of all facilities.	Custodians, Administrators, & All Staff	Annual Maintenance & Facility Report
2) Initiate repairs within 24 hours for safety issues, 30 days for minor non-safety issues, and 90 days for major.	Seann & All Staff	Annual Maintenance & Facility Report
3) Conduct once a year unannounced safety and cleanliness inspections of all facilities and campuses.	Seann, Spencer, David, & Custodians	Annual Maintenance & Facility Report
4) Maintain accurate and current facility use plan to maximize use of public properties and buildings.	Board, Garn, & Supervisors	Annual Superintendent Reports