

# SEASIDE SCHOOL DISTRICT

*Grow, Achieve, Succeed!*

## Strategic Vision Plan 2019-2024

December 2018



# **SEASIDE SCHOOL DISTRICT**

CANNON BEACH • GEARHART • SEASIDE

1801 South Franklin Street, Seaside, Oregon 97138  
503-738-5591, [www.seaside.k12.or.us](http://www.seaside.k12.or.us)

Presented by the District Strategic Planning Team  
Jerome Colonna, Strategic Planning Services

Cover Photo: Krista Brown • Introduction to the Plan: Lyndsay Tappert





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# Introduction to the Plan



The Seaside School District is proud to present the following strategic plan. It includes the mission, vision, and goals for our school district. This document was created after discussions with parents, community members, students, and educators. Each component of the plan was carefully developed and is intended to reflect the desires of our community, the needs of our children, and the goals of our educators. This strategic plan will guide us all as we strive to provide the best educational experience for every student. The Seaside School District will work diligently in partnership with our community to serve our students to help them **GROW, ACHIEVE, and SUCCEED!**

## OUR TEAM MEMBERS

Susan Baertlein, High School English Teacher  
Jason Boyd, High School Assistant Principal  
Krista Brown, Head Custodian  
Sande Brown, Curriculum Director  
Jeremy Catt, Elementary Assistant Principal  
Jerome Colonna, Consultant  
Annie Forman, Middle School Science Teacher  
Sally Francis, Executive Assistant  
Leslie Garvin, Executive Assistant  
Lynne Griffin, Special Services Director  
Eva Hague, ELD Teacher  
Lori Lum, School Board Member  
John McAndrews, Elementary Principal  
Juli Mejia-Alvarez, Educational Assistant  
Natalie Osburn, Middle School Principal  
Brian Owen, Community Member  
Jeff Roberts, High School Principal  
Sheila Roley, Ed.D., Superintendent  
Robert Rusk, Middle School Principal  
Steve Sherren, Middle School Assistant Principal  
Lyndsay Tappert, Parent  
Mark Truax, School Board Member  
Rachel Whisler, Building Support TOSA  
Suzy Wintjen, ELD Teacher  
Juliann Wozniak, Elementary Principal



# Superintendent's Message

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Dear Seaside School District Families and Friends,

There could not be a more exciting time to be part of the Seaside School District. We are in the process of building and updating our schools to give all of our students safe learning spaces designed to support their learning, now and into the future. We are also in the process of continually building our educational program. We are proud of the work that we do in our District, but we also know that always striving to be better is necessary to achieve excellent outcomes for the youth in our care. We have developed this new strategic plan to provide a blueprint for an educational program that allows our students the best opportunities to learn while they are in school and beyond.

Our school community is geographically large, stretching from Sunset Beach and Cullaby Lake to Arch Cape and Hamlet. Our area abounds with the beauty of the ocean, the forest, and the mountains. Larger still is the generous spirit of the people who live here, who have provided the resources for our schools, as well as their on-going time and involvement to support our students. We are grateful to so many of you who shared your ideas about your hopes and dreams for our students to guide us in the creation of this plan. The messages we heard are clearly the foundation of our mission, to help our young people grow to be positive community members, to inspire them to see what is possible for their futures, and to present them with the educational opportunities to achieve their goals.

I would like to express my gratitude to the individuals who came together for countless hours to create this document. Our team included parents, community members, school board members, teachers, support staff, and administrators who showed tireless commitment to ensuring we crafted a plan which would be a living framework for meaningful progress and not just another plan on a book shelf.

Thank you all for being a part of this important work.

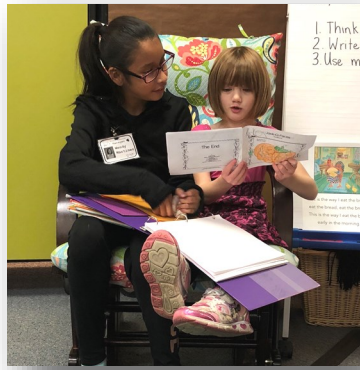
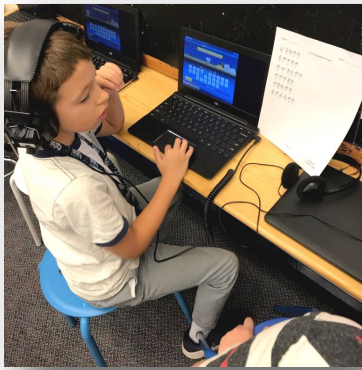
Sincerely,



Sheila Roley, Ed.D.  
Superintendent







## Plan Development Process

The strategic planning effort was initiated on December 5, 2017 with a commitment from School Board members and Superintendent, Sheila Roley, to undertake a comprehensive, nearly year-long process. The process included a review of the District's strengths and challenges, and transitioned to the development of a multi-year strategic plan to provide the best possible outcomes for the youth of our community. A strategic planning team was selected to create the plan and included teachers, support staff, parents, community members, administrators, and School Board members. The District was guided through the process by strategic planning consultant, Jerome Colonna.

The team met monthly from January to October 2018 to create this document. The initial task was to organize a community-wide series of focus groups to collect information on what we were doing well, the areas where we needed to improve, and the beliefs of our community members about the most important work of public education. On February 7 and 8, 2018, focus groups were held with District staff, students, parents, public safety groups, the healthcare community, local businesses, and non-profit organizations. Ten individual sessions were held throughout the community, with seventy-six individuals attending. The District also posted focus group questions on its website, receiving responses from an additional seventy people.

The focus group report was completed in March 2018, and presented to the School Board. Development of the strategic plan began with analysis of the focus group data to determine the core values held by our community for how to best serve our students.

The Core Values are the foundation of this strategic plan. The Mission Statement represents our purpose and was crafted to define the reason we exist. The Vision Statement captures what we plan to achieve over the next five years.

Our work to achieve the vision centers around two strategic goals. The number of goals is limited so that they will be high priority and aligned with adequate sustainable resources. Each goal has three performance indicators which provide the road map for the next five years. Each performance indicator has quantitative measures to determine progress, a plan for implementation, and accountability strategies. Progress on the plan will be regularly reported to the School Board and the community.



# District Core Values



The Seaside School District  
is committed to providing:

- *equitable, safe* learning environments
- an *engaging, well-rounded* education
- a focus on *collective wellness* and  
*community partnerships*



## District Mission Statement

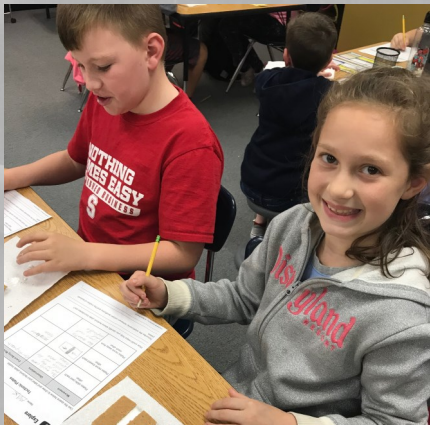
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*Strengthening community,  
inspiring possibility,  
ensuring opportunity.*



## District Vision Statement

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*In partnership with our  
coastal community, all  
of our students pursue  
excellence as passionate,  
empowered, lifelong  
learners.*



# Strategic Goals

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1



By June 2024, all students will be on track to graduate and be prepared with a plan beyond high school.

2



By June 2024, all students will develop the social and emotional skills to be positive community members.



# Accountability

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In this document you will find an implementation plan for January 2019 through June 2019 for gathering accurate data with which to begin our journey and for establishing District teams to oversee each indicator. A five year implementation plan will be presented to the School Board for adoption in August 2019.

Accountability for successfully implementing this plan lies with the District staff and School Board. The Superintendent is accountable to the School Board for meeting the annual targets included in the plan. The School Board is responsible for aligning their goals with strategic plan goals and ensuring resources are available to implement annual action plans.

School staff will gather and analyze data to measure progress and provide reports at least three times per year including relevant data to show progress toward meeting performance indicators, actions that have been taken since the previous report, and actions planned for the upcoming reporting period.

The District leadership team will conduct an annual review of progress and revise the targets and action plans for the upcoming school year. A revised five year plan will be presented to the School Board for adoption each August.



# Implementation Plan/Goal 1

**By June 2024, all students K-12 will be on track to graduate and be prepared with a plan beyond high school.**

## **Performance Indicators:**

**A. 100% of freshman will be on track for graduation by the end of freshman year.**  
(monitored by *Jeff Roberts*)

### **Measures:**

- i. Students earn 6.5 credits
- ii. Students fail no more than 0.5 credits in core content

### **Action Items:**

- i. Identify team members, define roles, determine procedures.
- ii. Establish baseline data including disaggregated data for students of color, English learners, students with disabilities and students living in poverty.
- iii. Implement three change events.

**B. All students (K-12) will participate in multiple real-world learning experiences.**  
(monitored by *Sande Brown*)

### **Measures:**

- i. Participation in in-school experiences
- ii. Participation in out of school experiences

### **Action Items:**

- i. Identify team members, define roles, determine procedures.
- ii. Define real world experiences.
- iii. Establish baseline data including disaggregated data for students of color, English learners, students with disabilities and students living in poverty.

**C. All students will meet math and literacy targets at grades 3, 6 and 9.**  
(monitored by *Juli Wozniak-grade 3, Natalie Osburn-grade 6, Jeff Roberts-grade 9, Lynne Griffin-Special Education*)

### **Measures:**

- i. STAR math assessment
- ii. STAR reading assessment
- iii. District writing assessments

### **Action Items:**

- i. Identify team members, define roles, determine procedures.
- ii. Establish baseline data including disaggregated data for students of color, English learners, students with disabilities and students living in poverty.
- iii. Review and revise master schedules to maximize instructional time.

# Implementation Plan/Goal 2

**By June 2024, all students K-12 will develop the social and emotional skills to be positive community members.**

## Performance Indicators:

**A. 100% of students will meet positive behavior targets.** (monitored by *Steve Sherren*)

### Measures:

- i. Major discipline referrals
- ii. Minor discipline referrals
- iii. Classroom observations

### Action Items:

- i. Identify team members, define roles, determine procedures.
- ii. Implement common K-12 language and expectations.
- iii. Establish baseline data including disaggregated data for students of color, English learners, students with disabilities and students living in poverty.

**B. All students and staff will report that they experience positive school culture.**

(monitored by *Jeremy Catt, Rachel Whisler*)

### Measures:

- i. Student and staff climate data
- ii. Student and staff attendance

### Action Items:

- i. Identify team members, define roles, determine procedures.
- ii. Establish baseline data including disaggregated data for students of color, English learners, students with disabilities and students living in poverty.

**C. All students will attend 95% of school days.** (monitored by *Jason Boyd*)

### Measures:

- i. Student information system attendance data

### Action Items:

- i. Identify team members, define roles, determine procedures.
- ii. Research best data system for accurately tracking attendance
- iii. Establish baseline data including disaggregated data for students of color, English learners, students with disabilities and students living in poverty.

