

FOCUS AREA 4: DISTRICT OPERATIONS, FINANCIAL MANAGEMENT, AND HUMAN RESOURCES

DISTRICT OPERATIONS

Grow an organizational culture that institutionalizes practices that maximize efficiencies in addressing current and future operational needs of the District.

Strategic Objective #1:

Improve operational effectiveness and efficiencies by leveraging data, systems, procedures, and processes to streamline practices common to the organization with targeted annual improvements.

- **Strategies:**

- Develop a committee of internal and external stakeholders, and if needed, a consultant, to establish the fundamental model(s), systems, and priorities of a comprehensive assessment program aimed at appropriate annual improvements by 3rd quarter 2019.
- Perform a comprehensive assessment of all major organizational systems, forms, notifications, processes to determine purpose, functionality, usability, and potential areas for improvement with an eye to reducing paper use and leveraging systems for data analytics by 1st quarter 2020.
- Establish a schedule of assessments and improvements; implement and communicate progress annually.

Success Indicator:

A schedule will be produced, maintained, and updated annually.

Responsible Individual:

*Director of Business Services
Administrative Team

Strategic Objective #2:

Leverage scheduling as an ongoing strategic activity to strengthen core and supplemental instructional programming and to provide more and more efficient programming and services while creating flexibility to meet the needs of students. Establish process by 2nd quarter 2019.

- **Strategies:**

- Develop appropriate formalized committees of stakeholders by level and/or department and/or building that meet regularly to review, evaluate, and recommend considerations for improving scheduling to meet the mission of the district.
- Report annually prior to January 1 of each year the recommendations for consideration to be reviewed by Superintendent's Cabinet.
- Superintendent will issue approvals for implementation following review and consideration no later than February 1 of each year.
- Appropriate communications to impacted levels/departments/building/staff/students/parents will be provided by lead administrator in charge of given level, department, or building and will be frequent and substantial to communicate potential changes where appropriate.
- Committees shall use best practices and align recommendations to proven strategies and can, when necessary, engage consultants (upon approval of Superintendent) to establish alternatives and set priorities of a comprehensive scheduling change.
- Superintendent will provide annual guidance no later than October 15 of each year on areas of focus.

Success Indicator:

A document of changes, the purpose and desired and actual outcomes will be updated annually by October 1 and will be utilized along with other information to continually inform us on progress achieved and areas of needed improvement.

Responsible Individual:

*Superintendent
Administrative Team

FINANCIAL MANAGEMENT

Enhance educational programs and services through prudent financial management, resource allocation, and long-range planning.

Strategic Objective #3:

Increase the District's use of alternative funding resources annually over each of the next six years to provide support for the mission of the District.

- **Strategies:**

- Establish a committee of stakeholders by the end of 2nd quarter 2019 to recommend funding targets and strategies associated with acquiring alternative revenue sources.
- Determine means to leverage and support our relationship with the Education Foundation by 3rd quarter 2019.
- Conduct in-depth analysis of district income to inform budgeting process and trends over time annually.

Success Indicator:

The district will show an annual increase in third party funding over each of the next 6 years.

Responsible Individual:

*Director of Business Services

Administrative Team

HUMAN RESOURCES

Deliver comprehensive human resources programs, services, and communications to recruit, retain, and develop top talent to enhance our educational programs and services.

Strategic Objective #4:

To increase employee job satisfaction through annual staff feedback and the implementation of targeted changes and support.

- **Strategies:**

- Organize a committee of stakeholders by end of 3rd quarter 2019 to develop a permanent system to regularly assess and measure employee job satisfaction through feedback on organizational and personal goal attainment, organizational assumptions, and desirable improvements to the organization climate and operation.
- Prepare and deliver a document to the Superintendent that outlines the recommended system to assess job satisfaction to include methods, means, costs, cycles, objectives, and perceived outcomes by end of 4th quarter 2019.
- Following approval of all or part of the documented recommendation by the Superintendent, the committee will begin implementation as approved no later than the end of 1st quarter 2020 with intent to provide annual written progress to the committee and Superintendent.

Success Indicator:

Job satisfaction, as measured by survey results, will increase annually.

Responsible Individuals:

*Director of Human Resources
Committee of Stakeholders

Strategic Objective #5:

To improve the effectiveness and consistency in hiring practices by aligning them with laws, policies, and procedures that parallel the District mission, vision, and core values and promote increased student achievement and growth.

● **Strategies:**

- Organize a committee composed of district stakeholders by end of 4th quarter 2018 to review hiring procedures and practices.
 - The committee will produce a document that outlines the areas reviewed, the findings, and the recommendations for improvement by end of 4th quarter 2019, and will provide that document to the Superintendent for approval in whole or part.
 - The committee will work with the Director of Human Resources to organize an implementation schedule to begin implementation no later than 4th quarter 2019.
 - The committee will meet annually to review current practices and hires within the given year and will formulate ongoing recommendations as necessary. The committee will review data annually to determine progress.

- Committee will consider research-based applicant screening processes consistent with market and industry.
- Committee will research and recommend recruiting practices, methodologies, and mediums that are closely aligned with current and future talent pool

Success Indicator:

Hiring practices/procedures/guidelines will be established that are consistent with best practices and support increased student achievement and growth.

Responsible Individual:

*Director of Human Resources

Superintendent

Strategic Objective #6:

To increase the frequency and endeavor to attract employees that more closely align to the demographics of District student population by end of 3rd quarter 2020.

• **Strategies:**

- Establish a committee of stakeholders to determine the degree of current and historical variance among the employee and student demographics.
- The committee will make recommendations to the Director of Human Resources on methods and frequency of actions to implement in order to meet the established goals.
- The committee will help the Director of Human Resources establish realistic benchmarks associated with annual progress of the goal.
- The committee will meet two times per year to review District demographics and progress towards goals and will report annually to the Superintendent on progress.

Success Indicator:

Frequency and endeavor will increase based on the targets established by the committee.

Responsible Individual:

*Director of Human Resources

Administrative Team

Strategic Objective #7:

To establish and implement a system of review, updating, and Board approval of all employee job descriptions in an effort to establish minimum qualifications, conduct performance management, communicate performance expectations and analyze essential functions by 2nd quarter 2019.

• **Strategies:**

- Establish a document format along with an initial review of job descriptions.
- Establish a process including frequency for when job descriptions are reviewed and go before the Board of School Directors for approval.
- Create a timeline and sequence proposal for addressing all employee job descriptions.
- Communicate any changes to existing employees.

Success Indicator:

An administrative guideline will be established that outlines the processes involved in the review, updating and approval of job descriptions system wide.

One cycle of review inclusive of Board approval will be completed.

Responsible Individual:

*Director of Human Resources

Superintendent

Strategic Objective #8:

To establish and implement a system of review, updating, and Board approval of all employee job descriptions in an effort to establish minimum qualifications, conduct performance management, communicate performance expectations and analyze essential functions.

• **Strategies:**

- Establish a document format along with an initial review of job descriptions.
- Establish a process including frequency for when job descriptions are reviewed and go before the Board of School Directors for approval.

- Create a timeline and sequence proposal for addressing all employee job descriptions.
- Communicate any changes to existing employees.

Success Indicator:

- An administrative guideline will be established that outlines the processes involved in the review, updating and approval of job descriptions system wide.
- One cycle of review inclusive of Board approval will be completed.

Responsible Individual:

*Director of Human Resources

Superintendent