



Four Strategic Goals

1. Student Achievement to Cultivate Highly Achieving Schools
2. Recruit, develop, and retain teachers, students, and staff
3. Increase positive and consistent involvement from students, staff, family, Community, and stakeholders
4. Become a School of Choice for the Community

Department Improvement Plans

- SY18 Improvement Plan – Curriculum & Instruction
- SY18 Improvement Plan – Education Native Language Culture
- SY18 Improvement Plan - Tribal Library
- SY18 Improvement Plan - Social Services
- SY18 Improvement Plan – Exceptional Student Services
- SY18 Improvement Plan – School & Community Relations
- SY18 Improvement Plan - Child Find
- SY18 Improvement Plan - Communications
- SY18 Improvement Plan – Information Technology
- SY18 Improvement Plan – Human Resources
- SY18 Improvement Plan - Finance & Budget
- SY18 Improvement Plan - Food Services
- SY18 Improvement Plan - Transportation
- SY18 Improvement Plan - Security
- SY18 Improvement Plan - Higher Education

WE WILL DO THIS TOGETHER (ENGLISH)

Department Name: Curriculum and Instruction

Step 1: Review the 2017-22 Strategic Plan (www.saltriverschools.org)

Step 2: Identify two to three SY 17-18 Department SMART Goals and complete your Department Professional Development Plan.

Step 3: Submit your Department Improvement Plan to the Chief of Staff by COB Friday, September 28, 2017.



Department Improvement Plan SY 2017-2018

SMART Goal #1

Transformational: C&I will begin the process of creating a robust, viable and guaranteed Division-wide curriculum.

SMART 1: New ELA core text(s), k-12, will be in use by a select group of teachers by June 30th, 2018.

SMART 2: A monitoring instrument will be completed by June 30th, 2018 to document the depth of implementation of the adopted core text.

SMART 3: A curriculum audit report that assesses the status of curriculum materials and documents at each site will be completed by June 30th, 2018.

Actions, Strategies and Interventions	Funding (Source & Amount)	Timeline	Indicators of Success	2017-22 Strategic Plan (Check all that apply)
<p>Strategy 1: Systematize and implement a Division-wide Core Text Adoption process</p> <p>Action Steps:</p> <ul style="list-style-type: none"> a) Create a clearly outlined process for text adoption process that includes timelines b) Implement the core adoption process c) Secure new ELA core text materials d) Deliver supporting Professional Learning e) Begin using new materials <p>Strategy 2: Create and use a Program Implementation Monitoring Plan</p> <ul style="list-style-type: none"> f) Create an implementation monitoring instrument g) Inform all pertinent stakeholders of the monitoring instrument h) Use the instrument i) Analyze results before the end of the school year j) Report the results to all stakeholders <p>Strategy 3: Update the curriculum audit at each site</p> <ul style="list-style-type: none"> k) Construct an audit process l) Prioritize sites and subjects m) Calendar main activities n) Conduct audit o) Analyze results p) Report to all pertinent stakeholders 		<p>Done by:</p> <ul style="list-style-type: none"> a) 9/5/17 b) 12/15 c) 1/2018 d) 1/2018 e) 2/2018 f) 12/15/17 g) 1/20/18 h) 2/1/18 i) 5/15/18 j) 6/15/18 k) 11/17/17 l) 11/17/17 m) 12/15/17 n) 4/30/18 o) 6/29/18 	<ul style="list-style-type: none"> a) Board approval of process b) Significant involvement of stakeholders as outlined in the adoption process; Board adoption of core material purchase proposal c) Arrival of materials in January d) Delivery of Prof. Learning to appropriate audiences e) Designated pilot teachers observed using new materials f) Instrument approved by Asst. Supt. g) Emails sent h) Completed instrument i) Analytical document produced j) Report distributed and discussed k) Process approved by Asst. Supt. l) Prioritized list approved by Asst. Supt. 	<p><input checked="" type="checkbox"/> Improve Student Achievement to Cultivate Highly Achieving Schools</p> <p><input checked="" type="checkbox"/> Recruit, develop, and retain teachers, students, and staff</p> <p><input checked="" type="checkbox"/> Increase positive and consistent involvement from students, staff, family, Community, and stakeholders</p> <p><input type="checkbox"/> Become a School of Choice for the Community</p>

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Department Improvement Plan SY 2017-2018

			m) Activities on Outlook n-p) Report document delivered and discussed	
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Describe how your SMART Goal will be monitored throughout the year:

The C&I team will meet weekly to discuss and document progress. A notebook(s) (physical and electronic) will be created to house evidence of progress. Evidence will include such items as products, agendas, action summaries and student/teacher work samples.

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Department Improvement Plan SY 2017-2018

SMART Goal #2

Transformational: C&I will assist the Division through an initial phase of becoming a Learning Organization during SY 2017-2018.

SMART 1: C&I will provide at least 5 professional learning experiences to instructional staff that will increase understanding of the Danielson Framework for Teaching by June 30th, 2018.

SMART 2: C&I will provide at least 4 professional learning experiences for instructional leaders that will increase their understanding of Learning Organizations and Professional Learning Communities by June 30th, 2018.

SMART 3: C&I will model the use of data to inform its own practices by using documented protocols throughout SY 2017-2018 by June 30th, 2018.

Actions, Strategies and Interventions	Funding (Source & Amount)	Timeline	Indicators of Success	2017-22 Strategic Plan (Check all that apply)
<p>Strategy 1: Deepen the understanding and use of the Danielson's <i>Framework for Teaching</i> by instructional staff and leaders for improvement Action Steps:</p> <ul style="list-style-type: none"> a) Develop a series of Professional Learning around the Framework b) Deliver the Professional Learning to entire instructional staff c) Deliver targeted, just-in time Professional Learning when needs are discovered d) Align the walkthrough instrument with the Danielson framework e) Using the walkthrough and/or observation data to inform progress on components of teaching <p>Strategy 2: Strengthen the implementation of Professional Learning Communities across all sites Action Steps:</p> <ul style="list-style-type: none"> f) Develop series of Professional Learning around systemic PLCs for leaders and site teams g) Deliver the Professional Learning h) Observe PLC teams to determine implementation and progress towards student results i) Provide coaching feedback to PLC teams and leadership <p>Strategy 3: Improve the strategic use of data to inform instruction, programs, processes and practices Action Steps:</p>		<p>Done by:</p> <ul style="list-style-type: none"> a) 8/15/17 b) 5/11/18 c) 5/25/18 d) 6/29/18 e) 5/11/18 f) 11/3/17 g) 5/11/18 h) 5/11/18 i) 5/11/18 j) 6/29/18 k) 1/5/18 	<ul style="list-style-type: none"> a) All materials developed and readied b) Evaluations collected and analyzed c) Evaluations collected and analyzed d) Walkthrough instrument contains Dom. 2 & 3 e) Walkthrough data discussed with leadership f) All materials developed and readied g) Evaluations collected and analyzed h-i) Summary of coaching and feedback given j) Data drives PD, coaching and practices k) Sites using protocols 	<p><input checked="" type="checkbox"/> Improve Student Achievement to Cultivate Highly Achieving Schools</p> <p><input checked="" type="checkbox"/> Recruit, develop, and retain teachers, students, and staff</p> <p><input type="checkbox"/> Increase positive and consistent involvement from students, staff, family, Community, and stakeholders</p> <p><input checked="" type="checkbox"/> Become a School of Choice for the Community</p>

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Department Improvement Plan SY 2017-2018

<p>j) C&I reviews and analyzes division and site data to inform professional development, coaching and other departmental services</p> <p>k) Develop data analysis and decision-making protocols to support and Division and site</p>				
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Describe how your SMART Goal will be monitored throughout the year:

C&I will analyze and respond to: teacher feedback on their understanding of the framework through PD evaluations; walkthrough and observation data from site leaders and others; demand for and response to menu of options for professional learnings. A Learning Organization Survey will be given biannually to measure movement towards a healthy learning community.

Department Professional Development Plan

Professional Learning Goal(s):

Timeline: Dates and Times (Add/modify as needed)	Professional Learning Actions, Strategies and Interventions	Connection to Continuous Improvement Goal(s):
<p>Professional Learning: January 2018</p> <p>Literacy: December, 2017; February 2018</p> <p>Assessment: December, 2017; June 2018</p>	<p>Professional Learning:</p> <ol style="list-style-type: none"> Establishing Time for Collaborative Professional Learning. Online Course <p>Outcomes:</p> <ul style="list-style-type: none"> Utilize a 7-step model for establishing time for professional learning and determine the most viable strategy for accomplishing that. Describe or illustrate the quality of collaborative interaction among educators that benefits teachers' practice and student learning. 	<p>Each of the professional learning activities will impact the Learning Organization goal. Gaining a deeper understanding of PLCs and the various strategies and structures recommended by practitioners will help us lead the PLC process throughout the division. Learning about the science of implementation and relating that to all of the divisions goals could be particularly helpful in understanding what to do with the</p>

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Department Improvement Plan SY 2017-2018

	<ul style="list-style-type: none">• Utilize tools, information, and strategies and begin developing a plan to restructure your current schedule to provide time within the school day for collaborative professional learning. <p>Literacy</p> <ol style="list-style-type: none">1. Learning Forward Annual Conference, December 2-6, Orlando, FL. Conference Outcomes<ul style="list-style-type: none">• Deeper understanding of the art and science of implementation• Building capacity system wide• Create coherence in Schools and Division <p>Assessment</p> <ol style="list-style-type: none">1. Student-Centered Assessment: Strengthening Student Ownership through Impact Teams Monday, December 18, 2017 3:30 pm. Webinar Outcomes:<ul style="list-style-type: none">• Develop an understanding of “Evidence-Analysis-Action” classroom protocol• Learn about the 4 phases of self- and peer assessment2. Fusion (NWEA) Portland 2018 6/26/18 - 6/28/18, Portland, OR. Conference Outcomes:<ul style="list-style-type: none">• Explore how data-informed cultures help drive school and student performance• Make the most of MAP data• Creating personalized learning paths.	<p>various signals generated by various groups as they progress to full implementation. Assessment is often relegated to benchmarks and other summative experiences, but we need to generate a deeper understanding of this process. John Wilson highly recommended that some of us attend NWEA’s Fusion conference for at least a couple of years to build greater insight and skill with the program.</p>
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Department Name: Education Native Language Culture

Step 1: Review the 2017-22 Strategic Plan (www.saltriverschools.org)

Step 2: Identify two to three SY 17-18 Department SMART Goals and complete your Department Professional Development Plan.

Step 3: Submit your Department Improvement Plan to the Chief of Staff by COB Friday, September 28, 2017.



Department Improvement Plan SY 2017-2018

SMART Goal #2

By May 2018 ENLC staff will host an end of the year O’odham Piipaash Language/Culture Showcase for 200 attendees to highlight O’odham/Piipaash language/Culture learned.

Actions, Strategies and Interventions	Funding (Source & Amount)	Timeline	Indicators of Success	2017-22 Strategic Plan (Check all that apply)
<ol style="list-style-type: none"> 1. Monthly Planning Meetings –driven and documented with Agenda and Minutes 2. Targeted Instruction – ENLC staff will target instruction units or lessons for students to showcase. For Example: -O’odham conversations -projects that demonstrate student learning 3. Publication for the event will be a partnership between ENLC and Salt River School Communication and Public Relations Department and will include but not be limited to: -flyers -website -O’odham Newspaper 4. A Showcase evaluation will be created and given to all showcase attendees. 	Food \$1600 Honorariums \$400 Supplies \$50 Overtime \$500 ENLC	Oct-February October-EOY February At the end of event	At least 160 attendees OPLP/ENLC collaboration ENLC staff will progress monitor student language learning toward showcase Evaluation will provide baseline data for further planning	_____ Improve Student Achievement to Cultivate Highly Achieving Schools _____ Recruit, develop, and retain teachers, students, and staff x Increase positive and consistent involvement from students, staff, family, Community, and stakeholders _____ Become a School of Choice for the Community

Describe how your SMART Goal will be monitored throughout the year:

Through monthly meetings, staff will monitor progress through a task assignment sheet. ENLC Staff will inform the team of progress students are making throughout the school year.

Department Name: Education Native Language Culture

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Department Improvement Plan SY 2017-2018

SMART Goal #1

By May 2018 ENLC staff will have conducted 3 professional development opportunities for staff, focusing on O’odham/Piipaash Language use in the classroom/office.

Actions, Strategies and Interventions	Funding (Source & Amount)	Timeline	Indicators of Success	2017-22 Strategic Plan (Check all that apply)
<ol style="list-style-type: none"> 1. ENLC Team will plan first Salt River School staff Language Professional Development session which will include <ul style="list-style-type: none"> - scope and content - schedule - logistics 2. Conduct 1st session 3. Collect feedback from 1st session 4. Plan 2nd session based on the varied feedback received at the conclusion of session 1. 5. Conduct 2nd session 6. Collect feedback from 2nd session 7. Plan 3rd session based on the varied feedback received at the conclusion of session 2. 8. Conduct 3rd session 9. Collect Feedback from 3rd session 		Oct-Nov End of Nov. Jan.-Feb. February March-April April	50% staff participation in at least 2/3 of the Language Culture Professional Development Sessions measure by sign-in sheets	<input type="checkbox"/> Improve Student Achievement to Cultivate Highly Achieving Schools <input checked="" type="checkbox"/> Recruit, develop, and retain teachers, students, and staff <input checked="" type="checkbox"/> Increase positive and consistent involvement from students, staff, family, Community, and stakeholders <input type="checkbox"/> Become a School of Choice for the Community

Describe how your SMART Goal will be monitored throughout the year:

Each 30 min. session will be evaluated for suggestions and follow up

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Department Improvement Plan SY 2017-2018

Department Professional Development Plan

Professional Learning Goal(s):

Each ENLC staff member will develop a Personal Professional Development plan which is specific to their individual development needs

Timeline: Dates and Times (Add/modify as needed)	Professional Learning Actions, Strategies and Interventions	Connection to Continuous Improvement Goal(s):
<p>October 2017</p> <p>November 2017 - May 2018</p>	<p>ENLC Directors will meet with each ENLC staff member to collaboratively support each ENLC staff member with a Personal Profession Improvement plan.</p> <p>For example: Classroom Management, Total Physical Response, Student Engagement, Second Language Learning strategies, Promethean Board training, O'odham Piipaash Orthography</p> <p>Quarterly meetings with staff members to review the progress of plan</p>	<p>Recruit, develop, and retain teachers, students, and staff</p>

Department Name: Salt River Tribal Library

Step 1: Review the 2017-22 Strategic Plan (www.saltriverschools.org)

Step 2: Identify two to three SY 17-18 Department SMART Goals and complete your Department Professional Development Plan.

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Department Improvement Plan SY 2017-2018

SMART Goal #1

The Salt River Tribal Library will build collections that support learning, teaching and research as measured by the approved selection of materials during the 2017-18 school year.

Actions, Strategies and Interventions	Funding (Source & Amount)	Timeline	Indicators of Success	2017-22 Strategic Plan (Check all that apply)
<p>A. Systematic elimination of books/materials in library collection in areas that need updating with the help of Tribal and School library staff.</p> <p>B. Strengthen and enhance all collections (books, audio books, playaways, and digital resources) by 25% with new purchases that support SRS' instructional programming.</p>	Community	<p>October 2017-January 2018</p> <p>October 2017-August 2018</p>	<p>Elimination of duplicate/outdated titles</p> <p>Number of books/materials added to collection</p>	<p><input checked="" type="checkbox"/> Improve Student Achievement to Cultivate Highly Achieving Schools</p> <p><input type="checkbox"/> Recruit, develop, and retain teachers, students, and staff</p> <p><input checked="" type="checkbox"/> Increase positive and consistent involvement from students, staff, family, Community, and stakeholders</p> <p><input type="checkbox"/> Become a School of Choice for the Community</p>

Describe how your SMART Goal will be monitored throughout the year:

Elimination of titles will be monitoring by reduction and donation of excess materials. This will be further monitored by materials moved into new facility. Purchases will be made to support instructional goals in the SRS Strategy Plan.

Department Name: Salt River Tribal Library



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Department Improvement Plan SY 2017-2018

SMART Goal #2

In SY17-18, the Tribal Library will continue to support the school libraries as demonstrated by the sharing of staff, resources and special programs such as “Read Across America.”

Actions, Strategies and Interventions	Funding (Source & Amount)	Timeline	Indicators of Success	2017-22 Strategic Plan (Check all that apply)
A. Continue to provide assistance with staff as needed for a minimum of 8 weeks per year.	Community	Oct. 1017-May 18	Number of times staff is at other libraries to help.	<input checked="" type="checkbox"/> Improve Student Achievement to Cultivate Highly Achieving Schools
B. Continue to provide materials for special programming at each site.	Community	Oct. 17-May 18.	Number of items given to school libraries and participation in site events.	<input type="checkbox"/> Recruit, develop, and retain teachers, students, and staff
				<input type="checkbox"/> Increase positive and consistent involvement from students, staff, family, Community, and stakeholders
				<input type="checkbox"/> Become a School of Choice for the Community

Describe how your SMART Goal will be monitored throughout the year:

Tribal library support of SRS site libraries will be monitored via the requests for assistance and assistance provided. Additionally, existing cross-site events will be offered and evaluated for success and instructional impact (number of events/materials/ addition to classroom libraries).

Department Name: Salt River Tribal Library



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Department Improvement Plan SY 2017-2018

Department Professional Development Plan

Professional Learning Goal(s):

To improve services and efficiency for all Tribal library patrons

Timeline: Dates and Times (Add/modify as needed)	Professional Learning Actions, Strategies and Interventions	Connection to Continuous Improvement Goal(s):
December 20017-January 2018 January 2017-May 2018	Training necessary with required move to the Way of Life Facility Follett/Destiny training for library staff members.	Providing library services to Community student's off-school site.

Department Name: __ Child Find __

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Department Improvement Plan SY 2017-2018

SMART Goal #1

Increase Awareness of Child Find’s Measuring Milestone Campaign in the Community through providing presentations to Community Programs. Child Find would like to increase the number of presentations from 4 to 10 Community Departments and education Community Employees about Child Find and the Measuring Milestones Campaign.

Actions, Strategies and Interventions	Funding (Source & Amount)	Timeline	Indicators of Success	2017-22 Strategic Plan (Check all that apply)
<p>Providing the correct verbiage to Community programs to discuss what Child Find does and not include words like special needs or looking for something developmentally wrong with children. Measuring Milestones was created to decrease the stigma about developmental screenings and reduce the fear that Child Find is looking for something developmentally wrong with children. Measuring Milestones is celebrating the milestones that all children achieve. In the past Community programs would only refer children that appeared to have developmental delays. Child Find desires to screen all children at regular interval ages according to the American Pediatric Association.</p> <p>Brochures designed specifically for parents and guardians for education on what services Child Find provides.</p> <p>Brochures developed for Community programs to describe Measuring Milestones and how each program can assist in providing referrals to Child Find to ensure each child in the Community is receiving developmental screenings.</p> <p>Community events will be communicated through various media outlets such as the use of social media, etc.</p> <p>Create a video showing a development screening and how it is conducted in a play format. This will ease parents and guardians fears about their children being screened and not “tested”.</p>	<p>BIE 2014 Child Find Funding</p>	<p>On-going</p>	<p>Increased developmental, vision and hearing screenings to regular intervals at: 1, 2, 4, 6, 8, 9, 10, 12, 14, 16, 18, 20, 22, 24, 27, 30, 33, 36, 42, 48,54 and 60 months of age.</p> <p>Additional screenings based on ASQ developmental screening intervals</p> <p>An increase in the amount of referrals from other Community programs</p>	<p><input checked="" type="checkbox"/> Improve Student Achievement to Cultivate Highly Achieving Schools</p> <p><input type="checkbox"/> Recruit, develop, and retain teachers, students, and staff</p> <p><input checked="" type="checkbox"/> Increase positive and consistent involvement from students, staff, family, Community, and stakeholders</p> <p><input type="checkbox"/> Become a School of Choice for the Community</p>

Department Name: __ Child Find __

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Department Improvement Plan SY 2017-2018

<p>Variety of new promotional items that state the age ranges that Child Find conducts screenings.</p> <p>Vendor tables at various Community events.</p> <p>Providing brochures on-going at the Clinic, WIC, TSS, Fatherhood and Relationship groups.</p> <p>Presenting Measuring Milestones at various parent groups and conferences.</p> <p>Coordination with the Special Needs Resource program to provide parent trainings.</p> <p>Guest speakers at the Child Find Conference with the White Mountain Apaches.</p> <p>Meetings with other Community Programs to present Measuring Milestones Campaign.</p> <p>Coordination with other Community Programs to provide Parent/Guardian education around child development.</p> <p>Writing a proposal to conduct a session at the 2018 First Things First conference on Measuring Milestones and how to make and take items from home to work with your children.</p>	<p>BIE 2014 Child Find Funding</p>	<p>On-going</p>		
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Describe how your SMART Goal will be monitored throughout the year:

Child Find monthly report
 Dec 1 count for BIE
 Outreach tracking form

Department Name: __ Child Find __

Step 1: Review the 2017-22 Strategic Plan (www.saltriversschools.org)

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Department Improvement Plan SY 2017-2018

SMART Goal #2

Develop a partnership to provide developmental screenings events for the Fatherhood and Relationship Group quarterly and develop programing for children that don't qualify for early intervention services.

Actions, Strategies and Interventions	Funding (Source & Amount)	Timeline	Indicators of Success	2017-22 Strategic Plan (Check all that apply)
<p>Providing quarterly screening events for parents/guardians enrolled in the Fatherhood /Relationship program.</p> <p>Conducting workshops with dads currently at DOC to teach them how to play with children and teaching them about developmental milestones. This may also aid in them providing information to the legal guardians of their children to have on-going developmental screenings.</p> <p>Providing the correct verbiage to Community programs to discuss what Child Find does and not include words like special needs or looking for something developmentally wrong with children.</p> <p>Home-visits monthly for parents/guardians for children that are behind developmentally but don't qualify for early intervention services. Invite families to Child Find activities.</p>	<p>BIE 2014 Child Find Funding</p>	<p>On-going</p>	<p>Increased monthly developmental screenings</p> <p>Increase in referrals from Community programs</p> <p>Quarterly screening events with Fatherhood group</p> <p>Invitations to provide screenings with other programs. Providing Early Intervention helps assist children for school-readiness</p>	<p><input checked="" type="checkbox"/> Improve Student Achievement to Cultivate Highly Achieving Schools</p> <p><input type="checkbox"/> Recruit, develop, and retain teachers, students, and staff</p> <p><input checked="" type="checkbox"/> Increase positive and consistent involvement from students, staff, family, Community, and stakeholders</p> <p><input type="checkbox"/> Become a School of Choice for the Community</p>

Describe how your SMART Goal will be monitored throughout the year:

Child Find monthly report
Dec 1 count for BIE
Documentation of services
Outreach tracking form

Department Name: __ Child Find__

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Department Improvement Plan SY 2017-2018

SMART Goal #3

Develop a partnership with Tribal Social Services (TSS) and CPS to become a part of the initial intake process for children in the system and provide interval screenings for children in the Community.

Actions, Strategies and Interventions	Funding (Source & Amount)	Timeline	Indicators of Success	2017-22 Strategic Plan (Check all that apply)
<p>Working with CPS and Tribal Social Services (TSS) to become a part of their initial intake process and continue to screen the children throughout the life of them being in the CPS or TSS system.</p> <p>Development of a plan with Stephen Hudson, tribal Social Services Director, for a streamlined solution for Consent to Screen and Consent to Share to be signed. This will consent for more children in the CPS or TSS system to be screened and not have the delay in getting children screened.</p>			<p>25% increase in the amount of referrals from TSS and CPS</p>	<p>____ Improve Student Achievement to Cultivate Highly Achieving Schools</p> <p>____ Recruit, develop, and retain teachers, students, and staff</p> <p>__x__ Increase positive and consistent involvement from students, staff, family, Community, and stakeholders</p> <p>____ Become a School of Choice for the Community</p>

Describe how your SMART Goal will be monitored throughout the year:

Monthly screening report
Amount of referrals being made to Child Find monthly

Department Name: __ Child Find__

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Department Improvement Plan SY 2017-2018

Department Professional Development Plan

Professional Learning Goal(s):

Child Find will focus on the benefits of learning about the multi-dimensional approach from screening to diagnosis to support, in order to enhance our abilities to be more developmentally informed, relationship-based, and culturally grounded. This will ensure that those of us who work with in the Community with children and families have access to relevant, high-quality information, and create a culturally competent approach to development opportunities and strategies for them.

Timeline: Dates and Times (Add/modify as needed)	Professional Learning Actions, Strategies and Interventions	Connection to Continuous Improvement Goal(s):
September 2017 December 2017 June 2018	Strong Families home-based visitation conference Zero to Three: Shine Conference Child Find Conference: White Mountain Apaches	Increase skill-set in working with families in a home-based setting. Topics that arise such as domestic violence, strategies utilizing the ASQ and supervisor coaching/supervision. The benefits of learning about the multi-dimensional approach from screening to diagnosis to support, is to enhance our abilities to be more developmentally informed, relationship-based, and culturally grounded. Guest trainers at the Child Find Conference discussing Measuring Milestones and Parent Education on how to play with your child. Training sessions on make and take with recycled materials in the home. Also network with other Child Find programs in Arizona and learn strategies for parent engagement and home-visiting.

Department Name: Exceptional Student Services



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Department Improvement Plan SY 2017-2018

SMART Goal #1

ESS will increase their paperwork compliance with Individualized Education Plan (IEP) from 90% in 2016-2017 to 100% in 2017-2018 at all sites.

Actions, Strategies and Interventions	Funding (Source & Amount)	Timeline	Indicators of Success	2017-22 Strategic Plan (Check all that apply)
1) Set up meetings with ESS departments to review expectations on compliance to included logs, progress reports, IEP date deadlines, and Multi-Disciplinary Evaluation Team (MET) date deadlines. 2) ESS Facilitators will review deadlines at their regular ESS Department meetings so staff is aware of deadlines 3) IEPs, progress reports, and logs will be audited quarterly by ESS Director and Facilitators		October 2017 Bi-Weekly Quarterly	ESS Power Point Meeting Agenda Attendance Sign-In Sheet Meeting Notes Audit Results	<input checked="" type="checkbox"/> Improve Student Achievement to Cultivate Highly Achieving Schools <input type="checkbox"/> Recruit, develop, and retain teachers, students, and staff <input type="checkbox"/> Increase positive and consistent involvement from students, staff, family, Community, and stakeholders <input checked="" type="checkbox"/> Become a School of Choice for the Community

Describe how your SMART Goal will be monitored throughout the year:

- Audit Results
- IEP/MET Calendar
- Meeting Notes

Department Name: Exceptional Student Services



Step 1: Review the 2017-22 Strategic Plan (www.saltriverschools.org)

Step 2: Identify two to three SY 17-18 Department SMART Goals and complete your Department Professional Development Plan.

Step 3: Submit your Department Improvement Plan to the Chief of Staff by COB Friday, September 28, 2017.

Department Improvement Plan SY 2017-2018

Exceptional Student Services (ESS) will ensure that 100% of their students have IEP Goals that meet the following criteria:

- Measurable goals
- Goals are based on information from MET and have a baseline data to start from progress monitoring tool identified based on grade level standards

Actions, Strategies and Interventions	Funding (Source & Amount)	Timeline	Indicators of Success	2017-22 Strategic Plan (Check all that apply)
1) Set up meetings with ESS departments to review expectations on Goal Writing 2) Provide training on Goal Writing, Collecting Data, and Progress Monitoring 3) All IEP goals will be reviewed and updated by ESS teachers as new IEPs are written to reflect appropriate IEP Goals, Baseline Data, and Progress Monitoring Tools		October 2017 November 2017 November 2017 – May 2018	Meeting Sign In Sheet Training Power Point and Sign In Sheet Review of IEPs written between November and May by ESS Director and ESS Facilitator	<input checked="" type="checkbox"/> Improve Student Achievement to Cultivate Highly Achieving Schools <input type="checkbox"/> Recruit, develop, and retain teachers, students, and staff <input checked="" type="checkbox"/> Increase positive and consistent involvement from students, staff, family, Community, and stakeholders <input checked="" type="checkbox"/> Become a School of Choice for the Community

Describe how your SMART Goal will be monitored throughout the year:

IEPs
Copies of Tools Used for Training by ESS Director

Department Name: Exceptional Student Services



Step 1: Review the 2017-22 Strategic Plan (www.saltriverschools.org)

Step 2: Identify two to three SY 17-18 Department SMART Goals and complete your Department Professional Development Plan.

Step 3: Submit your Department Improvement Plan to the Chief of Staff by COB Friday, September 28, 2017.

Department Improvement Plan SY 2017-2018

Department Professional Development Plan

Professional Learning Goal(s):

ESS Department will focus on developing IEPs that meet the Federal Guideline timeline with goals that are individualized to the student, containing measurable goals and a baseline which to begin monitoring progress from for each student.

Timeline: Dates and Times (Add/modify as needed)	Professional Learning Actions, Strategies and Interventions	Connection to Continuous Improvement Goal(s):
October 2017	ESS Expectations and IEP Timelines and Regulations	Meeting will be held with each ESS Department by ESS Director in October 2017
November 2017	Writing IEP Goals, Setting a Baseline, and Collecting Data for Progress Monitoring	ESS Director will be providing training to individual staff and small groups of staff depending on the needs of the site

Department Name: School & Community Relations (SCR)

Step 1: Review the 2017-22 Strategic Plan (www.saltriversschools.org)

Step 2: Identify two to three SY 17-18 Department SMART Goals and complete your Department Professional Development Plan.

Step 3: Submit your Department Improvement Plan to the Chief of Staff by COB Friday, September 28, 2017.



Department Improvement Plan SY 2017-2018

SMART Goal #1

Enhance/establish communication and collaboration with schools by attending intervention meetings and increase the number of confidential referrals received by 10% compared to 2016-2017 school year.

Actions, Strategies and Interventions	Funding (Source & Amount)	Timeline	Indicators of Success	2017-22 Strategic Plan (Check all that apply)
<ul style="list-style-type: none"> • Increase positive communication between School & Community Relations (SCR), focus and outside school in order to support SRPMIC students and families. • Promote School & Community Relations services by meeting with school staff and discussing supportive services. • Identify interventions currently being implemented at the schools and present SCR services as needed. • Communicate with parents/guardians to ensure ROI is signed. • Schedule/attend intervention meetings in order to ensure a collective effort to support student academic success. <ol style="list-style-type: none"> 1. Truancy intervention meetings 2. Behavior intervention meetings 3. Academic intervention meetings 4. IEP meetings 5. Re-entry meetings 	N/A	Beginning August 2017 and ongoing throughout the 2017-2018 school year.	<p>Continued collaboration and communication between SCR and focus schools.</p> <p>Established partnerships with school officials.</p> <p>Increased presence in Community schools</p> <p>Established partnerships with outside schools</p> <p>Increased number of confidential referrals received</p>	<p><input checked="" type="checkbox"/> Improve Student Achievement to Cultivate Highly Achieving Schools</p> <p><input type="checkbox"/> Recruit, develop, and retain teachers, students, and staff</p> <p><input checked="" type="checkbox"/> Increase positive and consistent involvement from students, staff, family, Community, and stakeholders</p> <p><input checked="" type="checkbox"/> Become a School of Choice for the Community</p>

Describe how your SMART Goal will be monitored throughout the year:

Utilizing a confidential referral tracking system; SCR staff will be able to identify the number of referrals received and reason(s) for the referrals. SCR Counselors and Attendance Officers will track the number of intervention meetings attended and action plans discussed on statistic templates. SCR staff will meet weekly to discuss intervention plans.

Department Name: School & Community Relations (SCR)

Step 1: Review the 2017-22 Strategic Plan (www.saltriverschools.org)

Step 2: Identify two to three SY 17-18 Department SMART Goals and complete your Department Professional Development Plan.

Step 3: Submit your Department Improvement Plan to the Chief of Staff by COB Friday, September 28, 2017.



Department Improvement Plan SY 2017-2018

SMART Goal #2

Reduce the number of truancy citations by 5% (Compared to 2016-2017 SY) by implementing early intervention strategies.

Actions, Strategies and Interventions	Funding (Source & Amount)	Timeline	Indicators of Success	2017-22 Strategic Plan (Check all that apply)
<ul style="list-style-type: none"> Evaluate the number of truancy referrals received and truancy citations completed during the 2016-2017 school year. Identify truancy patterns as they relate to academic achievement. Work with school attendance clerks and determine strategic interventions that schools are utilizing to address truancy. Weekly meetings at focus schools Mandatory phone calls to parents when students have been absent three times. Home visits to discuss attendance and academic concerns. Mandatory parent notifications/warning letters when a student has been absent six times Automatic confidential referrals to Education Behavioral Health Counselors. Referrals to Social Services Facilitators Discuss intervention outcomes during weekly staff meetings Analyze and evaluate the effectiveness of the interventions implemented throughout the school year. 	N/A	Beginning August 2017 and ongoing throughout the 2017-2018 school year.	<p>Collaborative plan for intervention processes.</p> <p>Data gathered, attendance logs, academic plan notes, results reflecting early intervention.</p> <p>Reduced number of truancy referrals received</p>	<p><input type="checkbox"/> <input checked="" type="checkbox"/> Improve Student Achievement to Cultivate Highly Achieving Schools</p> <p><input type="checkbox"/> Recruit, develop, and retain teachers, students, and staff</p> <p><input type="checkbox"/> <input checked="" type="checkbox"/> Increase positive and consistent involvement from students, staff, family, Community, and stakeholders</p> <p><input type="checkbox"/> Become a School of Choice for the Community</p>

Describe how your SMART Goal will be monitored throughout the year:

School & Community Relations will meet weekly with school sites in order to discuss students struggling with attendance. Attendance Officers will share strategies and interventions discussed during weekly staff meetings. Attendance Officers and Education Behavioral Health Counselors will discuss collaborative efforts to address truancy.

Department Name: School & Community Relations (SCR)

Step 1: Review the 2017-22 Strategic Plan (www.saltriversschools.org)

Step 2: Identify two to three SY 17-18 Department SMART Goals and complete your Department Professional Development Plan.

Step 3: Submit your Department Improvement Plan to the Chief of Staff by COB Friday, September 28, 2017.



Department Improvement Plan SY 2017-2018

Department Professional Development Plan

Professional Learning Goal(s):

School & Community Relations will focus our efforts on becoming more familiar with the Trauma Informed Approach when working with youth with significant truancy, behavioral and emotional concerns.

Timeline: Dates and Times (Add/modify as needed)	Professional Learning Actions, Strategies and Interventions	Connection to Continuous Improvement Goal(s):
September 27 & 28 2017	The Education Behavioral Health Counselors to attend the 25th Annual Four Corners Indian Country Conference; with featured topics being: <ul style="list-style-type: none"> • Working with Youth in Indian Country • Trauma-Informed Approach • Vicarious Trauma 	Understanding and recognizing the effects of trauma is critical when working with children who are experiencing challenging circumstances. SCR will become more aware of how to work with and support children that have encountered trauma at some point in their lives.

Department Professional Development Plan

Professional Learning Goal(s):

Timeline: Dates and Times (Add/modify as needed)	Professional Learning Actions, Strategies and Interventions	Connection to Continuous Improvement Goal(s):

Department Name: Social Services Education

Step 1: Review the 2017-22 Strategic Plan (www.saltriverschools.org)

Step 2: Identify two to three SY 17-18 Department SMART Goals and complete your Department Professional Development Plan.

Step 3: Submit your Department Improvement Plan to the Chief of Staff by COB Friday, September 28, 2017.



Department Improvement Plan SY 2017-2018

SMART Goal #1

Education Social Service Facilitators will make referrals to community and outside partner resources for 95% of students and families based on need that have consented to working with Education Social Services.

<i>Actions, Strategies and Interventions</i>	<i>Funding (Source & Amount)</i>	<i>Timeline</i>	<i>Indicators of Success</i>	<i>2017-22 Strategic Plan (Check all that apply)</i>
<ol style="list-style-type: none"> 1. To increase the awareness and resources available to families to support the individual needs of each student 2. Social Service Facilitators will review baseline # of referrals of 248 from October to July during the 2016-2017 school year to set baseline quantitative measure of evaluation for 2017-2018 school year. 3. Education Social Service Facilitators will respond within 48 hours of referral received from ESS Director 4. Social Service Facilitators will make appropriate referrals to resources and agencies to meet family and student needs. Social Service Facilitators will also obtain appropriate release of information to coordinate family services and needs. 5. High needs cases involving intensive wraparound will be staffed with ESS Director and Education Social Services Team. 	\$0	Ongoing	Tracking # of referrals. Obtain data for 2017-2018 school year duration 2 day response time- documentation, consent and refusal of services Initiation of Services Development of team based outcomes and solutions.	<input checked="" type="checkbox"/> <i>Improve Student Achievement to Cultivate Highly Achieving Schools</i> <input checked="" type="checkbox"/> <i>Recruit, develop, and retain teachers, students, and staff</i> <input checked="" type="checkbox"/> <i>Increase positive and consistent involvement from students, staff, family, Community, and stakeholders</i> <input checked="" type="checkbox"/> <i>Become a School of Choice for the Community</i>

Describe how your SMART Goal will be monitored throughout the year:

Social Services Facilitators document and track referrals to community partners. Data is reported on a monthly basis in program report

Department Name: Social Services Education

Step 1: Review the 2017-22 Strategic Plan (www.saltriversschools.org)

Step 2: Identify two to three SY 17-18 Department SMART Goals and complete your Department Professional Development Plan.

Step 3: Submit your Department Improvement Plan to the Chief of Staff by COB Friday, September 28, 2017.



Department Improvement Plan SY 2017-2018

SMART Goal #2

Education Social Service Facilitators will participate in at least two SRPMIC community outreach events during the 2017-2018 school year to increase awareness of services available through Education Social Services

Actions, Strategies and Interventions	Funding (Source & Amount)	Timeline	Indicators of Success	2017-22 Strategic Plan (Check all that apply)
<ol style="list-style-type: none"> 1. Promote community outreach events to families serviced by Education Social Services using various media outlets including social media, etc. 2. Prepare materials for community outreach events (i.e.; referrals forms, brochures, snacks, promotional items, community resources) 3. Partner with other community agencies to present during outreach efforts 	\$0	Ongoing	# of families attending community outreach events	<p><input type="checkbox"/> Improve Student Achievement to Cultivate Highly Achieving Schools</p> <p><input checked="" type="checkbox"/> Recruit, develop, and retain teachers, students, and staff</p> <p><input checked="" type="checkbox"/> Increase positive and consistent involvement from students, staff, family, Community, and stakeholders</p> <p><input checked="" type="checkbox"/> Become a School of Choice for the Community</p>

Describe how your SMART Goal will be monitored throughout the year:

Social Services will keep track of community outreach and report it on Monthly report

Department Name: Social Services Education

Step 1: Review the 2017-22 Strategic Plan (www.saltriverschools.org)

Step 2: Identify two to three SY 17-18 Department SMART Goals and complete your Department Professional Development Plan.

Step 3: Submit your Department Improvement Plan to the Chief of Staff by COB Friday, September 28, 2017.



Department Improvement Plan SY 2017-2018

Department Professional Development Plan

Professional Learning Goal(s):

Education Social Services Staff will increase attendance at trainings with emphasis on family and/or student support from 3 trainings to 5 trainings by 6/30/18. 3 of the trainings during the year will be provided by the Salt River Pima-Maricopa Indian Community.

Timeline: Dates and Times (Add/modify as needed)	Professional Learning Actions, Strategies and Interventions	Connection to Continuous Improvement Goal(s):
Ongoing throughout 2017-2018 school year	<ol style="list-style-type: none"> 1. Attend one child welfare training/conference per calendar year 2. Find pertinent training to present to ESS Director for approval 3. Submit documentation of training completion/attendance 	<p>X Improve Student Achievement to Cultivate Highly Achieving Schools</p> <p>___X___ Increase positive and consistent involvement from students, staff, family, Community, and stakeholders</p> <p>___X___ Become a School of Choice for the Community</p>

Department Name: Communications & PR

Step 1: Review the 2017-22 Strategic Plan (www.saltriverschools.org)

Step 2: Identify two to three SY 17-18 Department SMART Goals and complete your Department Professional Development Plan.

Step 3: Submit your Department Improvement Plan to the Chief of Staff by COB Friday, September 28, 2017.



Department Improvement Plan SY 2017-2018

SMART Goal #1

[Internal] Improve regular, two-way communication with Division staff & key stakeholders in order to create a “One Voice” initiative that reinforces clear, consistent Strategic Plan messaging.

Actions, Strategies and Interventions	Funding (Source & Amount)	Timeline	Indicators of Success	2017-22 Strategic Plan (Check all that apply)
<ol style="list-style-type: none"> 1. Develop key messages for staff, Board and key communicators with “Elevator Speech”; identify interested parties (+ incentive) for Speaker’s Bureau 2. [Re]design information materials to create a “brand” image; include logo and mission on all communications, i.e. templates, newsletters, emails 3. Create, develop and launch a “State of the Schools” address to present at Education Breakfast August 2018; address will include a printed “Annual Report” 4. Develop guidelines for email and voicemail communications that incorporate Strategic Plan messaging 5. Share information internally before public release and at the earliest possible point; provide regular updates 6. Develop internal system of staff expectations and accountability regarding Strategic Plan communication, i.e. “The first five people to reply to Strategic Plan email and tell me the answer to the question posed in the middle of the body text get a prize”; site leaders must ensure their staff review all Strategic Plan communications 7. Promote success of Salt River Schools personnel and celebrate staff contributions and efforts 8. Equip all employees via in-service training to be ambassadors who provide positive, polite and professional first impressions and who guide stakeholders to necessary information 	Time	<p>December 31, 2017, begin staff recognitions</p> <p>January 31, 2018, for establishing staff expectations and guidelines</p> <p>March 31, 2018, for creating internal messaging visuals (i.e. posters, flyers, guidelines, etc.)</p> <p>June 30, 2018, for developing training curriculum</p> <p>June 30, 2018, for completing Annual Report</p> <p>July 31, 2018, for creating “State of the Schools” address</p>	<p>Visuals posted prominently within the Community (print, web, email, photos, video)</p> <p>Tracking staff/stakeholder engagement measurements by establishing baseline data then increasing by a minimum of 15% (event / PD / Board attendance numbers, feedback surveys, etc.)</p>	<p>__ Improve Student Achievement to Cultivate Highly Achieving Schools</p> <p>_x_ Recruit, develop, and retain teachers, students, and staff</p> <p>_x_ Increase positive and consistent involvement from students, staff, family, Community, and stakeholders</p> <p>_x_ Become a School of Choice for the Community</p>

Describe how your SMART Goal will be monitored throughout the year:

- Track the number and length of outreach sessions (meetings, trainings, events), as well as the number of people who attend the outreach sessions.
- Track the number and type of materials (i.e. flyers, posters, business cards, products, etc.); track expense (cost + staff time to develop and promote).
- Track #/type of employee meeting/event where Strategic Plan is discussed/highlighted.
- Consistent administrator review of this communications plan.
- Provide ample opportunity for feedback, both in person and via other avenues (site-specific tip jars, anonymous peer affirmations)
- In-person follow-ups with critics
- Conduct satisfaction surveys
- Host quarterly Road Shows with survey evaluations

Department Name: Communications & PR



Step 1: Review the 2017-22 Strategic Plan (www.saltriverschools.org)

Step 2: Identify two to three SY 17-18 Department SMART Goals and complete your Department Professional Development Plan.

Step 3: Submit your Department Improvement Plan to the Chief of Staff by COB Friday, September 28, 2017.

Department Improvement Plan SY 2017-2018

SMART Goal #2

Establish regular, two-way communication with students, parents/guardians and the Community, including [re]developing marketing materials emphasizing Division's core values and the unique attributes of each school/program.

Actions, Strategies and Interventions	Funding (Source & Amount)	Timeline	Indicators of Success	2017-22 Strategic Plan (Check all that apply)
<ol style="list-style-type: none"> Develop customer service protocol for all frontline staff (those who have direct, daily contact with parents/stakeholders in their normal workdays, i.e. secretaries, teachers) and host regular, mandatory trainings on things like phone etiquette and using inviting body language and verbal messaging that incorporates Strategic Plan values/mission, etc. Provide training for students, parents and Community on how best to access information and provide input Initiate regular, collaborative communication with Community/partner business organizations; enlist site/program/department leaders to build strategic relationships Provide quarterly Strategic Plan inserts for Community publications, i.e. Au-Authm News, digital signage, SRPMIC department newsletters, etc. Create public information materials available at all schools and events, Board meetings and other functions, including: <ol style="list-style-type: none"> Motto buttons Ribbons/banners Wrap-around bus ads Bumper stickers T-shirts/water bottles/windshield visors Publish weekly Strategic Plan memes for social media Create Strategic Plan video segments/blog on website (2x/month), i.e. Teacher/Student Voice: What the Salt River Schools Motto Means to Me Launch advertising campaign: Bus ads, news, digital signage, mailers and social media (including Strategic Plan video) 	Time Food for Community Forums @ \$400/event (50 attendees) Materials, including design, printing, shipping and the purchase promotional and marketing products (from preferred vendor JP Business Solutions): \$20,000-\$30,000 over the course of five years	October 31, 2017, for customer service training complete for frontline staff (and ongoing for all staff) December 31, 2017, to create an evergreen file of social media memes highlighting various aspects of the Strategic Plan January 31, 2018, for web updates March 30, 2018, to have multiple enrollment (outreach) campaigns launched April 30, 2018, for mailer June 30, 2018, to create video	Artifacts and dissemination to all communication outlets Number of stakeholder attendees at Community Forums held at various locations Number of Emails delivered Number of newsletters mailed Feedback forms from stakeholders collected and utilized for improvements Increased engagement across the board, including events, parent/teacher conferences, parent engagement activities (PTO) due directly to outreach efforts	<input checked="" type="checkbox"/> Improve Student Achievement to Cultivate Highly Achieving Schools <input type="checkbox"/> Recruit, develop, and retain teachers, students, and staff <input checked="" type="checkbox"/> Increase positive and consistent involvement from students, staff, family, Community, and stakeholders <input type="checkbox"/> Become a School of Choice for the Community

Describe how your SMART Goal will be monitored throughout the year:

<ul style="list-style-type: none"> Track #/type of event + participants Solicit event feedback, including "Tell us what you learned about the Salt River Schools Strategic Plan" to gauge messaging Encourage in-person meetings and follow up with email or note as needed Track #/type/outcome of all stakeholder contacts (calls, emails, in-person) Record testimonials Collect event/speaker evaluation forms 	<ul style="list-style-type: none"> Track #/type of SRS message in non-school communications Track #/type of media coverage Solicit coverage feedback from stakeholders Track #/type of materials Track costs, including staff time Track #/type of web/social media posts, site visits, clicks, likes, shares, etc.; use Google Analytics and platform insights to track online usage
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Department Name: Communications & PR

Step 1: Review the 2017-22 Strategic Plan (www.saltriverschools.org)

Step 2: Identify two to three SY 17-18 Department SMART Goals and complete your Department Professional Development Plan.

Step 3: Submit your Department Improvement Plan to the Chief of Staff by COB Friday, September 28, 2017.



Department Improvement Plan SY 2017-2018

Department Professional Development Plan

Professional Learning Goal(s):

Participate in more trainings, workshops and conferences provided through NSPRA, ASPRA and other area PR organizations in order to build and maintain positive relationships with media professionals and outlets to spread the good news of Salt River Schools.

Timeline: Dates and Times (Add/modify as needed)	Professional Learning Actions, Strategies and Interventions	Connection to Continuous Improvement Goal(s):
May 31, 2018 and ongoing	<ol style="list-style-type: none"> 1. Issue regular press releases that refer back to Strategic Plan 2. Create a system to regularly share positive stories about Salt River Schools that highlight Strategic Plan 3. Purchase outside media advertising where feasible 	Positive stories included within various media outlets translates to increased internal/external stakeholder engagement and new/continued enrollment.

Department Name: Information Technology

Step 1: Review the 2017-22 Strategic Plan (www.saltriversschools.org)

Step 2: Identify two to three SY 17-18 Department SMART Goals and complete your Department Professional Development Plan.

Step 3: Submit your Department Improvement Plan to the Chief of Staff by COB Monday October 16, 2017.



Department Improvement Plan SY 2017-2018

SMART Goal #1

Upgrade SharePoint system maintaining a 99% uptime during conversion all in the effort to improve communication and collaboration for all internal stake holders to assist in the successful implementation of division goals.

Actions, Strategies and Interventions	Funding (Source & Amount)	Timeline	Indicators of Success	2017-22 Strategic Plan (Check all that apply)
<ol style="list-style-type: none"> 1. Purchase Metalogix Architect suite to facilitate moving required and existing content from the soon to be deprecated SharePoint 2007 to the new SharePoint 2013 Collaboration Portal. 2. Upgrade the SQL cluster to support the introduction of SQL 2014 a new requirement for the latest versions of SharePoint 2013 3. Load a new support virtual server on to the existing Hyper-V cluster services to become the foundation for the new SharePoint 2013 server. 4. Prep and load the new SharePoint foundation server portal on the new acquired virtual server and configured the base setup and services 5. Begin test site(s) migrations to the new SharePoint Portal Farm as a test run prior to actual population of the live sites 6. Begin actual live migration of each site in the order best suited for maximum efficiency and minimal down time for end users utilizing Metalogix Suite 7. Decommission the old SharePoint 2007 sites and server. 8. Once complete Education I.T. will begin to schedule meetings/road shows with each site to sharpen the focus on usage and capabilities for all stake holders as applicable as well as cleanup for all existing sites. 	Education I.T. EDCTN and Time	<p>July 2017 Purchase Metalogix Architect Suite</p> <p>September 2017, load and finalize clustered SQL 2014 farm to house new SharePoint 2013</p> <p>October 2017 Load and prep the new SharePoint 2013 Virtual Server</p> <p>November 2017 load and configure target SharePoint 2013 server and services as a skeleton for migration</p> <p>November 2017 test site migrations from old SharePoint to New via Metalogix software</p> <p>December 2017 determine best path for each site migrations and begin to migrate sites one at a time</p>	<p>Purchase</p> <p>New SQL farm is up and test databases were created</p> <p>SharePoint Virtual Server has been added to the Hyper V Clusters and the databases are on the newly configured SQL cluster</p> <p>Site(s) migrated from old configuration to new Servers and pass testing of content and work flows</p> <p>New site(s) appear on and are serviced by the new SharePoint 2013 server</p>	<p>__ Improve Student Achievement to Cultivate Highly Achieving Schools</p> <p>__ Recruit, develop, and retain teachers, students, and staff</p> <p>_x_ Increase positive and consistent involvement from students, staff, family, Community, and stakeholders</p> <p>__ Become a School of Choice for the Community</p>

Department Name: Information Technology

Step 1: Review the 2017-22 Strategic Plan (www.saltriversschools.org)

Step 2: Identify two to three SY 17-18 Department SMART Goals and complete your Department Professional Development Plan.

Step 3: Submit your Department Improvement Plan to the Chief of Staff by COB Monday October 16, 2017.



Department Improvement Plan SY 2017-2018

		<p>January 2018 Complete migrations and deprecate old SharePoint services</p> <p>February - May 2018 train end users on the use and deployment of SharePoint Services</p>	<p>All sites reside on the new SharePoint 2013 server and the old SharePoint 2007 server and databases have been shut down and decommissioned</p> <p>Established meetings with site stake holders to describe and promote SharePoint 2013</p>	
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Describe how your SMART Goal will be monitored throughout the year:

- Track the progress of sites being successfully moved to the new Portal
- Track the number of and outcomes of all meetings held to road show the new SharePoint 2013 Portal
- Track the number of newly configured collaboration services provided for each site
- Road Shows with stake holders with survey
- Conduct satisfaction surveys through the year to compare the usage and effectiveness of SharePoint 2013

Department Name: Information Technology

Step 1: Review the 2017-22 Strategic Plan (www.saltriversschools.org)

Step 2: Identify two to three SY 17-18 Department SMART Goals and complete your Department Professional Development Plan.

Step 3: Submit your Department Improvement Plan to the Chief of Staff by COB Monday October 16, 2017.



Department Improvement Plan SY 2017-2018

SMART Goal #2

Deliver updated hardware in order to provide ongoing differentiated support to every school, staff member and students

Actions, Strategies and Interventions	Funding (Source & Amount)	Timeline	Indicators of Success	2017-22 Strategic Plan (Check all that apply)
<ol style="list-style-type: none"> 1. Continue to deliver state of the art IT solutions for the Salt River Schools via designed life cycles that run on the government life cycle October to September. 2. Deliver updated Laptops for all staff as permitted by the budget 3. Increase student access to technology by replacement of desktops in favor of laptops to gain an closer edge to a one to one deployment 4. Update network infrastructure to provide faster and wider bandwidth on the network both LAN and Wi-Fi to support higher resource demands 5. Begin to replace antiquated promethean setups with Epson driven SMART solutions for the class rooms by working with grants and applicable schools for purchase and deployment <ol style="list-style-type: none"> a. Setup trainings for all involved staff to assist in adoption 6. Work on E-rate funding sources to facilitate higher internet bandwidth speeds to facilitate higher demands 7. Support, Plan and upgrade all key software solutions in the organization (e.g. PowerSchool, Directory Services, Exchange, Office Suite and so on...) <ol style="list-style-type: none"> a. Upgrades are tested in a non-production environment or on one half of a cluster system to ensure successful deployments 8. Ensure all users experience a 90% uptime 	Time EDCNT Budget GOVMT CIPs Grant Funding	November 2017 – July 2018 Roll out of replacement equipment defined in Capital Improvement projects – Includes Laptops, Desktop and LAN – WI-FI enhancements. December 2017 – May 2018 Use of Title I funding for SRES to begin roll out of Epson SMART solutions with training August 2017-July 2018 As system upgrades are published and tested to be bug free – non production and then productions systems are upgraded	No equipment used in SRS exceeds the given life cycle ranges defined in the budget proposal Installs of new Epson equipment is at a pace to meet full install conversion by May 2018 and staff have received PD No systems are beyond 2 major revisions and 5 minor revisions for the given time frame August 2017-July 2018	_____ Improve Student Achievement to Cultivate Highly Achieving Schools ___x___ Recruit, develop, and retain teachers, students, and staff _____ Increase positive and consistent involvement from students, staff, family, Community, and stakeholders _____ Become a School of Choice for the Community

Describe how your SMART Goal will be monitored throughout the year:

- Inventories should show no equipment in production beyond the 4-5 year life cycle projections (Dependent on each set of identified equipment)
- Monitored bandwidth available in the network monitoring system should show a minimum of 1 Gb to 10 Gb bandwidth for Primary connection points
- Beginning in November the SMART solution should reach a 14% install rate for the Elementary School per month to achieve maximum install / conversion during give timeline
- Key software solutions upgrades will be logged into the Work Order System to track when upgraded and to what version(s)

Department Name: Information Technology

Step 1: Review the 2017-22 Strategic Plan (www.saltriversschools.org)

Step 2: Identify two to three SY 17-18 Department SMART Goals and complete your Department Professional Development Plan.

Step 3: Submit your Department Improvement Plan to the Chief of Staff by COB Monday October 16, 2017.



Department Improvement Plan SY 2017-2018

Department Professional Development Plan

Professional Learning Goal(s):

1. Participate in trainings, workshops, user groups and conferences provided through ASCUS, PSUG, PSU-PowerSchool, USAC, AASBO and other areas that support the efforts of Education IT in SRS.
2. 25% of staff will obtain a direct certification in the related field during the school year 2017-2018 (e.g. Cisco, A+, Network +...)

Timeline: Dates and Times (Add/modify as needed)	Professional Learning Actions, Strategies and Interventions	Connection to Continuous Improvement Goal(s):
On Going July 2017 – May 2018	<ol style="list-style-type: none"> 1. Purchase Test Out Professional Trainer 2. Send Staff to Professional training in respective area of certification 3. Continued support and research to find avenues of development via mentioned user groups. 	Increases in professional development in IT related areas further our goal to provide continued differentiated support to those in pursuit of all education goals.

Department Name: _____ **Human Resources** _____

Step 1: Review the 2017-22 Strategic Plan (www.saltriverschools.org)

Step 2: Identify two to three SY 17-18 Department SMART Goals and complete your Department Professional Development Plan.

Step 3: Submit your Department Improvement Plan to the Chief of Staff by COB Friday, September 28, 2017.



Department Improvement Plan SY 2017-2018

SMART Goal #1

Human Resources will implement changes to department operations to create a customer experience approach internally with existing employees by implementing 100% of the listed actions, strategies, and interventions.

Actions, Strategies and Interventions	Funding (Source & Amount)	Timeline	Indicators of Success	2017-22 Strategic Plan (Check all that apply)
1. Revise the roles, duties, and functions of Human Resources Team members to streamline processes.	N/A	October 2017 & On-going	HR Team Members each know their specific areas of focus and take ownership of those areas moving forward.	____ Improve Student Achievement to Cultivate Highly Achieving Schools
2. Update Article 3 – Personnel Policy to improve clarity and communication for all staff	N/A	June 2018	Board approval of Article 3 Revision	__X__ Recruit, develop, and retain teachers, students, and staff
3. Meet 90% of project deadlines listed on the Project Management matrix as a team and individual team members	N/A	Ongoing	Completed dates on Project Matrix are listed as being before or on the Due date 90% or more of the time.	__X__ Increase positive and consistent involvement from students, staff, family, Community, and stakeholders
4. Create and/or revise Standard Operating Procedures for each major area and include a focus on Customer Experience. Major areas will relate to the areas communicated out to the Division as areas of responsibilities by person/position.	N/A	June 2018	Using Article 3, Each Team has a SOP written, approved and on SharePoint for each major area	____ Become a School of Choice for the Community

Department Name: _____ **Human Resources** _____

Step 1: Review the 2017-22 Strategic Plan (www.saltriversschools.org)

Step 2: Identify two to three SY 17-18 Department SMART Goals and complete your Department Professional Development Plan.

Step 3: Submit your Department Improvement Plan to the Chief of Staff by COB Friday, September 28, 2017.



Department Improvement Plan SY 2017-2018

Describe how your SMART Goal will be monitored throughout the year:

The Human Resources Team will meet weekly.

Part of the weekly meetings will be devoted to addressing strategies and actions within the Improvement Plan.

Monthly the Human Resources Team will review the Improvement Plan in entirety to refocus and determine if changes, refocusing, or additional actions need to be taken.

The HR Director will meet individually with each team member bi-weekly at minimum regarding the assigned various activities and tasks that lead to the completion of the action items and goals to help monitor and support their progress and completion.

The HR Director will maintain a Project matrix to help the team stay on schedule with the completion of all activities and goals. The HR Team will use the Project Matrix to drive all meetings, planning, and monitoring.

Department Name: _____ **Human Resources** _____

Step 1: Review the 2017-22 Strategic Plan (www.saltriverschools.org)

Step 2: Identify two to three SY 17-18 Department SMART Goals and complete your Department Professional Development Plan.

Step 3: Submit your Department Improvement Plan to the Chief of Staff by COB Friday, September 28, 2017.



Department Improvement Plan SY 2017-2018

SMART Goal #2

Human Resources will implement changes to department operations to create a customer experience approach externally with potential employees by implementing 100% of the listed actions, strategies, and interventions.

Actions, Strategies and Interventions	Funding (Source & Amount)	Timeline	Indicators of Success	2017-22 Strategic Plan (Check all that apply)
<p>1. Revise the roles, duties, and functions of Human Resources Team members to streamline processes.</p> <p>2. Revise the recruiting, hiring, and on-boarding process to include:</p> <ul style="list-style-type: none"> Expansion of recruitment sources Create a branding video/brochure – Who are we? Increase and develop relationships with Universities and other recruitment centers Increase visibility at job and career fairs and events to recruit; especially Community events Improve use of social media (establish baseline) Streamline the recruit to hire process using one program Revise the applications Remodel the Ed Admin application area to make a HR application room Improve the Customer Experience/response time from staff after first contact and after each step of the process Revise the screening process Revise the interview panel/process Revise the New Employee Orientation 	<p>N/A</p> <p>Tribal and grant funding Up to \$30K For travel to job fairs, subscriptions, advertisement, Applitrak expansion, Video Interviewing, and branding materials to hand out</p>	<p>Oct 2017 and ongoing</p> <p>Oct 2017 and ongoing</p>	<p>HR Team Members each know their specific areas of focus and take ownership of those areas moving forward.</p> <p>Increase in interest, applications, hiring, and retention – especially among Community members</p> <p>Increase in Customer Experience ratings through 30/90 day surveys to new hires given by Asst. Director and “Stay” surveys given to 10% of staff selected randomly twice a year.</p>	<p>_____ Improve Student Achievement to Cultivate Highly Achieving Schools</p> <p><input checked="" type="checkbox"/> Recruit, develop, and retain teachers, students, and staff</p> <p><input checked="" type="checkbox"/> Increase positive and consistent involvement from students, staff, family, Community, and stakeholders</p> <p>_____ Become a School of Choice for the Community</p>

Department Name: _____ **Human Resources** _____

Step 1: Review the 2017-22 Strategic Plan (www.saltriversschools.org)

Step 2: Identify two to three SY 17-18 Department SMART Goals and complete your Department Professional Development Plan.

Step 3: Submit your Department Improvement Plan to the Chief of Staff by COB Friday, September 28, 2017.



Department Improvement Plan SY 2017-2018

Describe how your SMART Goal will be monitored throughout the year:

The Human Resources Team will meet weekly.

Part of the weekly meetings will be devoted to addressing strategies and actions within the Improvement Plan.

Monthly the Human Resources Team will review the Improvement Plan in entirety to refocus and determine if changes, refocusing, or additional actions need to be taken.

The HR Director will meet individually with each team member bi-weekly at minimum regarding the assigned various activities and tasks that lead to the completion of the action items and goals to help monitor and support their progress and completion.

The HR Director will maintain a Project matrix to help the team stay on schedule with the completion of all activities and goals. The HR Team will use the Project Matrix to drive all meetings, planning, and monitoring.

Department Name: _____ **Human Resources** _____

Step 1: Review the 2017-22 Strategic Plan (www.saltriverschools.org)

Step 2: Identify two to three SY 17-18 Department SMART Goals and complete your Department Professional Development Plan.

Step 3: Submit your Department Improvement Plan to the Chief of Staff by COB Friday, September 28, 2017.



Department Improvement Plan SY 2017-2018

Department Professional Development Plan

Professional Learning Goal(s):

Team Goal – Take a step-by-step, proactive approach to anticipate potential issues when launching a public-facing project to decrease errors/issues ahead of time.

HR Generalist – Recruit to Onboarding focus:

Become certified as an Applitrak Super User by the end of the school year

Improve skills in Excel/Word/PDF and other forms/formats to streamline workflows and decrease processing time by attending two related trainings by June 30, 17.

HR Generalist – Projects and Current Employee Focus

Improve knowledge of policies relating to the Educational Institutions' requirements for hiring, termination, raises, due process, record-keeping, and other functions that relate to Human Resources or tie into Human Resources policies and procedures by attending two related trainings and/or reading two manuals by June 30, 2017.

Assistant Manager – Employee Relations

Distribute a training inventory survey to managers and then create and implement two trainings to the managers based on the inventory before June 30th.

Transform the HR Sharepoint Site into a "Toolkit" of useful forms, resources, and supports for staff and especially managers by providing at least five new additions by the end of June, 2017.

Education Secretary

Participate with the HR Generalists to learn the basics of the Applitrak system to help create forms by working with them to learn new forms at least five times by June 30, 17.

Continue with the previous goals set in SY 16-17 to learn more about the HR operations in regards to the other sites. Visit each site at least twice and provide services that will insure that HR responsibilities are being met by June 30, 2017.

Acting Human Resources Director

Develop and maintain a working, useable Project Matrix that the Human Resources Team uses to drive their planning and actions with updates on a bi-weekly basis from all team members through June 30, 2017.

Ensure follow up to every person by phone and/or email within 24 hours of contact.

Department Name: _____ **Human Resources** _____

Step 1: Review the 2017-22 Strategic Plan (www.saltriverschools.org)

Step 2: Identify two to three SY 17-18 Department SMART Goals and complete your Department Professional Development Plan.

Step 3: Submit your Department Improvement Plan to the Chief of Staff by COB Friday, September 28, 2017.



Department Improvement Plan SY 2017-2018

Timeline: Dates and Times (Add/modify as needed)	Professional Learning Actions, Strategies and Interventions	Connection to Continuous Improvement Goal(s):
October 16, 2017	Applitrak Training	Streamline the recruit to hire process using one source
November 13, 2017	Excel Training	Improve efficiency with HR financial tasks
November 15-17, 2017	AASPA State Conference	Increase knowledge of Human Resources functions, resources, and processes
November 29-30	Applitrak Certification Training	Develop relationships with other Human Resources Departments within the State
Monthly	AASPA Monthly Luncheons	Increase knowledge of Human Resources functions, resources, and processes
Jan 19-20; Feb 23-24; March 22-23	AASPA Personnel Academy	Increase knowledge of Human Resources functions, resources, and processes

Department Name: _____ **Human Resources** _____

Step 1: Review the 2017-22 Strategic Plan (www.saltriversschools.org)

Step 2: Identify two to three SY 17-18 Department SMART Goals and complete your Department Professional Development Plan.

Step 3: Submit your Department Improvement Plan to the Chief of Staff by COB Friday, September 28, 2017.



Department Improvement Plan SY 2017-2018

Department Name: Finance and Budget

Step 1: Review the 2017-22 Strategic Plan (www.saltriversschools.org)

Step 2: Identify two to three SY 17-18 Department SMART Goals and complete your Department Professional Development Plan.

Step 3: Submit your Department Improvement Plan to the Chief of Staff by COB Friday, September 28, 2017.



Department Improvement Plan SY 2017-2018

SMART Goal #1

Division outreach: Ensure spending and transactions adhere to Education Board's and department's strategic plans, adopted policies and approved procedures (P&Ps) 100% of the time. (Includes compliance with regulatory agencies)

Actions, Strategies and Interventions	Funding (Source & Amount)	Timeline	Indicators of Success	2017-22 Strategic Plan (Check all that apply)
<p>Provide step-by-step checklists and flow charts (FIN): Purchase Requests, Travel Authorizations (Travel Policy), Cash Advances, Travel Expense Reports, PCard Use & Authorization, Budget Monitoring, New Spending Requests, New Capital Requests, and related Training Sessions</p> <p>Work with HR in the development and implementation of step-by-step checklists and flowcharts: Position Control, New Position Requests, Time & Pay Approval, Pay Rate Changes, ASRS Processing, Extra Duty Stipend Authorization and Payment, Merit Processing, COLA and Other Mass Entry, Retro Calculations, Overpayments & Recoupments, and related Training Sessions</p>	Current funding - GF	Phase I : MAR 18 Phase II: JUN 18 Phase III: SEP 18 Phase IV: DEC 18	Implementation and use of document/form Limited deviations of P&Ps Setting available training times Monitoring the process Status report two weeks after Phase completion	<input type="checkbox"/> Improve Student Achievement to Cultivate Highly Achieving Schools <input checked="" type="checkbox"/> Recruit, develop, and retain teachers, students, and staff <input checked="" type="checkbox"/> Increase positive and consistent involvement from students, staff, family, Community, and stakeholders <input type="checkbox"/> Become a School of Choice for the Community
<p>Spending is student focused and is within the budget and strategic plans.</p> <ul style="list-style-type: none"> • Purchase request form • Field trip request and authorization form • On site trainer request form • Purchasing Matrix • Related training sessions 	Current funding - GF		Implementation and use of form Setting available training times Monitoring the process	
<p>Ensure assets are used for intended purpose and limit waste with a general understanding of annual cycles, calendars and inventories.</p> <ul style="list-style-type: none"> • Calendaring FIN and related departments - Purchasing, CRAS, Software/Application licenses, IT maintenance agreements, Audit (Internal/External), Pay Plan updates, Grant Applications • Life Cycle & Inventory – IT equipment, School buses and vehicles (including leases), Athletic equipment and apparel, Food Service equipment, Classroom FF&E, Curriculum materials, Outdoor playground and other FF&E 	Current funding - GF		Calendar approved and available for all sites and departments	

Describe how your SMART Goal will be monitored throughout the year:

Timelines will be establish for each to be completed, reviewed, approved and available to "sites".

Department Name: Finance and Budget

Step 1: Review the 2017-22 Strategic Plan (www.saltriversschools.org)

Step 2: Identify two to three SY 17-18 Department SMART Goals and complete your Department Professional Development Plan.

Step 3: Submit your Department Improvement Plan to the Chief of Staff by COB Friday, September 28, 2017.



Department Improvement Plan SY 2017-2018

Department Professional Development Plan

Professional Learning Goal(s):

Education Finance and Budget will maintain 100% fiscal compliance with all regulatory agencies as well as providing quality customer service throughout the fiscal year by providing, as needed, the necessary training for all staff.

Timeline: Dates and Times (Add/modify as needed)	Professional Learning Actions, Strategies and Interventions	Connection to Continuous Improvement Goal(s):
AASBO Grant Workshop: 10/20/17 8:30am to 4:30pm	Accountants & Finance Director: To maintain grant compliance, enhance oversight, and keep abreast in any changes with federal/state regulations.	
GFOA Advance Governmental Accounting : 10/24-25/17 8:00am to 4:00pm	Accountants & Finance Director: To increase and enhancement knowledge of governmental accounting and financial reporting.	
GFOA Advance Financial Reporting: 10/26-27/17 8:00am to 4:00pm		
Brustein & Manasevit, PLLC's Fall Forum 2017: 11/29-12/01/17	Accountants & Finance Director: To increase, enhance, and keep abreast of Federal Education grant requirements.	
AASBO Purchasing for Users Workshop: 12/01/17 8:30am to 4:30pm	Business Coordinators: To increase and enhance knowledge of the procurement process in the school environment.	
NST Developing Your Emotional Intelligence: 01/19/18 9:00am to 4:00pm	All Staff: To learn new as well as enhance existing customer service skills to create a more positive work environment.	
AASBO Vendor Buyer & Winter Conference: 01/30-31/18 8:30am to 4:00pm	Business Coordinators & Budget Manager: To increase and enhance knowledge of the procurement process in the school environment.	
Additional Trainings	Any other trainings needed to meet our professional development goal.	

Department Name: Food Service Department



Step 1: Review the 2017-22 Strategic Plan (www.saltriverschools.org)

Step 2: Identify two to three SY 17-18 Department SMART Goals and complete your Department Professional Development Plan.

Step 3: Submit your Department Improvement Plan to the Chief of Staff by COB Friday, September 28, 2017.

Department Improvement Plan SY 2017-2018

SMART Goal #1

Compliance: Remain 100% in compliance with all Community, ADE, and federal NSLP wellness policies, ordinances, statutes and regulations throughout the school year; and taking agreed upon corrective action for compliance findings.

Actions, Strategies and Interventions	Funding (Source & Amount)	Timeline	Indicators of Success	2017-22 Strategic Plan (Check all that apply)
<ul style="list-style-type: none"> • Training strategies for ADE, Feds, etc.: All staff will attend training conferences-School Nutrition Association for 12 hr. requirement by ADE. Required ADA- training online-additional training of cooking, sanitation, portion, reimbursement process • Entering meal counts and verifications Daily meal counts in POS, checking edit check summary daily for corrections if needed. Verification-attend ADE Workshop, completion of verification forms and submissions, parent audit • Wellness strategies: Food items on the serving line at each site will be presented in an appealing manner to encourage students to try new foods and healthy food choices. Form wellness committee. Provide documentation to ADE of completion. • Food service staff will continuously improve menu offerings based on quarterly student tasting and feedback; yet within ADE guidelines. • Food allergies strategies meet with school nurse or Health officials on current list of student monthly, prepare individual menu if needed, parents are encourage to provide approval. Food service staff are trained throughout the school year, staff will be provide with list of student and a check off list per child (severe allergy) 	USDA and GF	2-per year Throughout SY Daily Submit Feb. Sept-Feb.1st SY 2017-18 SY 2017-18 Monthly May 2017	<ul style="list-style-type: none"> • Certificate upon completion by ADE • Certificate, Tracking form of Training provided by ADE • Submission of Verification to ADE • Submission of documentation to ADE, to be filed for next administrative review • Staff ability to execute process, upon review by supervisor. 	_____ Improve Student Achievement to Cultivate Highly Achieving Schools ___x___ Recruit, develop, and retain teachers, students, and staff ___x___ Increase positive and consistent involvement from students, staff, family, Community, and stakeholders _____ Become a School of Choice for the Community

Department Name: Food Service Department



Step 1: Review the 2017-22 Strategic Plan (www.saltriverschools.org)

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Department Improvement Plan SY 2017-2018

<ul style="list-style-type: none"> • Corrective action for Summer Feeding Training for all staff of Seamless Summer agreement and conditions, training to provide understanding of meal compliance and portions. FS Manager will conduct check list to ensure compliance. • Compliance of portion controlled of all meals will be implemented as regulated by ADE/NSLP. Follow correct meal pattern, menu will reflect NSLP-5 a-day meal. Manager will check weekly pattern of vegetable and sub groups using ADE Tools. Supervisors will check for compliance daily. 		<p>Twice in June and July</p> <p>Daily</p>	<ul style="list-style-type: none"> • Staff ability to execute process, upon review by supervisor. 	
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Describe how your SMART Goal will be monitored throughout the year:

Training will be documented using ADE Tracking Form provided by ADE for Professional Development- to be presented on request by ADE at any given time. All documentation must be kept 5-years

Certification will be received on completion of ADE Trainings, documentation from food service dept. will be submitted by proof of sig-in sheet with training objective

Meet compliance by following regulations mandated by NSLP on all servings of food through proper daily and planning documentation

Department Name: Food Service Department



Step 1: Review the 2017-22 Strategic Plan (www.saltriverschools.org)

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Department Improvement Plan SY 2017-2018

SMART Goal #2

Outreach: Food Service will increase the number of students who participate in the school Breakfast and Lunch programs at each school site by 10% during the SY 2017-18

Actions, Strategies and Interventions	Funding (Source & Amount)	Timeline	Indicators of Success	2017-22 Strategic Plan (Check all that apply)
<ul style="list-style-type: none"> Food items on the serving line at each site will be presented in an appealing manner to encourage students to try new foods and healthy food choices Food service staff will continuously improve menu offerings based on quarterly student survey feedback Increase Free and Reduced percentages by best customer service and outreach of meal applications Implement Breakfast in the Classroom (BIC), surveys and a creative approach to posters, color and variety which would appeal to students. 	General Funds	Every School day 3 times a year	<ul style="list-style-type: none"> Student surveys feedback, photograph serving lines Submission and posting of menus on approved sites Feedback from participants in food events Outreach to household on importance of receiving school meal applications 	<p>_____ Improve Student Achievement to Cultivate Highly Achieving Schools</p> <p>___x___ Recruit, develop, and retain teachers, students, and staff</p> <p>_____x_ Increase positive and consistent involvement from students, staff, family, Community, and stakeholders</p> <p>_____ Become a School of Choice for the Community</p>

Describe how your SMART Goal will be monitored throughout the year:

Announcement and publication of daily and monthly menus on school website
Hold food tasting events for students, staff and parents two (2) times per semester, along with quarterly survey.
Outreach of meal applications conducted three-times per SY

Department Name: Food Service Department



Step 1: Review the 2017-22 Strategic Plan (www.saltriverschools.org)

Step 2: Identify two to three SY 17-18 Department SMART Goals and complete your Department Professional Development Plan.

Step 3: Submit your Department Improvement Plan to the Chief of Staff by COB Friday, September 28, 2017.

Department Improvement Plan SY 2017-2018

SMART Goal #3

Customer Experience: Achieve a customer satisfaction rating of 75% by the Operation of National School Breakfast Programs, Lunch and After School Programs Schools will have the convenience of ordering specific low cost, easy assembly items within the scope of work not to interfere with student meals or ADE regulations

Actions, Strategies and Interventions	Funding (Source & Amount)	Timeline	Indicators of Success	2017-22 Strategic Plan (Check all that apply)
<ul style="list-style-type: none"> Catering –Business plan to provide school with the convenience of small and affordable caterings which will not interfere with the overall priority of student meals. Follow procurement regulations by ADE Outreach –post and keep in compliance with School Wellness Policy Post catering and cost to school administration Staff monthly meetings to discuss issues and to plan or improve menus. All staff will attend professional development in order to improve customer product and service, required by ADE for compliance of NSLP regulations. Hours per SY 	N/A	March 2018 SY 2017/18/18	<ul style="list-style-type: none"> Provide reasonable priced caterings for schools Utilize school websites and all other means of social media Provide understanding of School wellness policy 	<input type="checkbox"/> Improve Student Achievement to Cultivate Highly Achieving Schools <input type="checkbox"/> Recruit, develop, and retain teachers, students, and staff <input checked="" type="checkbox"/> Increase positive and consistent involvement from students, staff, family, Community, and stakeholders <input checked="" type="checkbox"/> Become a School of Choice for the Community

Describe how your SMART Goal will be monitored throughout the year:

*Survey catering needs of school, develop and distribute catering price sheet. follow NSLP trends, monitor budget plan and needs
School wellness policy posted on school website along with compliance of regulations*

Department Name: _Food Service Department_____

Step 1: Review the 2017-22 Strategic Plan (www.saltriversschools.org)

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Department Improvement Plan SY 2017-2018

Department Professional Development Plan

Professional Learning Goal(s):

*Food service staff will participate in at least four(4) scheduled professional development opportunities throughout the SY 2017-2018 in the areas of customer service, sanitation, nutrition and cooking skills
ADE Regulations, completion of professional development per SY 2017-18 required key area: Nutrition, Operations, Administration, Communications and Operations*

Timeline: Dates and Times (Add/modify as needed)	Professional Learning Actions, Strategies and Interventions	Connection to Continuous Improvement Goal(s):
09/23/2017 6-hours 07/12/2017 3/TBD/2017 7/18/17 7/18/17 7/27/17 8/2017 10/2/17 Early release dates TBD TBD SEPT/MARCH 2017/18	<ul style="list-style-type: none"> • Professional development –Phoenix Annual School Nutrition Association Conference • Professional Development-Prescott Conference School Nutrition of AZ • Directors Track new SY • Procurement • Student Eligibility • Menu planning • Verification • Production records • Smart snacks • Staff monthly meetings to discuss issues and to plan or improve menus. • Participation in and completion of all required trainings mandated by ADE • Compliance of portion controlled of all meals will be implemented as regulated by ADE/NSLP • All staff will attend professional development in order to improve customer product and service, required by ADE for compliance of NSLP regulations. Hours per SY 	<p>Nutrition and Customer service, cooking skills,</p>

Department Name: Safe Schools and Security _____

Step 1: Review the 2017-22 Strategic Plan (www.saltriverschools.org)

Step 2: Identify two to three SY 17-18 Department SMART Goals and complete your Department Professional Development Plan.

Step 3: Submit your Department Improvement Plan to the Chief of Staff by COB Friday, September 28, 2017.



Department Improvement Plan SY 2017-2018

SMART Goal #1

Customer Experience: Safe Schools and Security will decrease the number of reported bullying incidents by 20%, verified by incidents reported by security

Actions, Strategies and Interventions	Funding (Source & Amount)	Timeline	Indicators of Success	2017-22 Strategic Plan (Check all that apply)
<p>1. Implement a Tip line for all students, staff and parents to use that will encourage use and tailor to the school. Using the WE TIP for schools program. Posters will advertise in the schools and in the Community with the assistance of the Education Language and Culture department.</p> <p style="padding-left: 40px;">A. Create and submit proposal to the appropriate personal. B. Implement pending approval from the appropriate personal.</p> <p>2. Create an anti-bullying program and launch a division wide campaign for both students and parents.</p> <p style="padding-left: 40px;">A. Host a division wide anti-bullying family night B. Implement an anti- bullying after school program <u>starting with SRE</u> along with Department of Corrections, Juvenile Diversion, Boys and Girls Club and School Resource Officers. Then expand the program to the SRHS to include the 7th and 8th grade students.</p>	<p>Safe Schools and Security Budget</p> <p>\$500 – TIP Line Per Year</p> <p>\$2,000 – Anti-bullying campaign & classes</p>	<p>May 30, 2018</p>	<p>Signing the WE TIP agreement / contract</p> <p>The number of Tips we receive when the line is launched</p> <p>Sign in sheets of the family nights</p> <p>the after school program attendance</p>	<p>_____ Improve Student Achievement to Cultivate Highly Achieving Schools</p> <p>__x__ Recruit, develop, and retain teachers, students, and staff</p> <p>__X__ Increase positive and consistent involvement from students, staff, family, Community, and stakeholders</p> <p>__x__ Become a School of Choice for the Community</p>

Describe how your SMART Goal will be monitored throughout the year:

Providing sign in sheets for each class and keep a record of the numbers of TIPS we receive once the line is launched, pull data from the number of incidents security has responded to.

Department Name: Safe Schools and Security _____

- Step 1:** Review the 2017-22 Strategic Plan (www.saltriverschools.org)
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Department Improvement Plan SY 2017-2018

SMART Goal #2

Community Outreach -Provide safety training, emergency response training and increase the number of participants by 10% from SY 2016-2017 for both staff and parents.

Actions, Strategies and Interventions	Funding (Source & Amount)	Timeline	Indicators of Success	2017-22 Strategic Plan (Check all that apply)
<p>1. <i>Create a training matrix for all staff to attend in the areas of :</i></p> <ul style="list-style-type: none"> A. <i>Emergency Response</i> B. <i>Report Writing</i> C. <i>Gang Awareness</i> D. <i>Civilian Response – Active Shooter</i> E. <i>Mandatory Reporting</i> <p>2. <i>Host Soda with Security for parents in the areas of :</i></p> <ul style="list-style-type: none"> A. <i>Civilian Response- Active Shooter</i> B. <i>Emergency Response- Parents Role</i> C. <i>Gang Awareness</i> D. <i>Dating Violence</i> E. <i>Drug Awareness</i> F. <i>Suicide Prevention</i> G. <i>Cyber Security</i> H. <i>Social Media Safety</i> <p>3. <i>Collaborate with outside resources to provide extra safety programs for students:</i></p> <ul style="list-style-type: none"> A. <i>Safe Routes to School Program</i> B. <i>Bike Rodeo</i> C. <i>Hour Of Code Program</i> D. <i>Jr. Don't</i> E. <i>CHIPS Program</i> <p>4. <i>Develop a customer satisfaction survey, similar to transportation, finance and food service to measure the effectiveness of our program.</i></p>	<p>TBD</p> <p>\$2000</p>	<p>May 30, 2017</p>	<p>Flyers Sign in Sheets Pictures</p> <p>Survey results</p>	<p>____ Improve Student Achievement to Cultivate Highly Achieving Schools</p> <p>__x_ Recruit, develop, and retain teachers, students, and staff</p> <p>__x__ Increase positive and consistent involvement from students, staff, family, Community, and stakeholders</p> <p>_x_____ Become a School of Choice for the Community</p>

Describe how your SMART Goal will be monitored throughout the year:

Sign in sheets, flyers, pictures, attendance, number of survey's given out and received and compare the results from SY 2016-2017.

Department Name: Safe Schools and Security _____

Step 1: Review the 2017-22 Strategic Plan (www.saltriverschools.org)

Step 2: Identify two to three SY 17-18 Department SMART Goals and complete your Department Professional Development Plan.

Step 3: Submit your Department Improvement Plan to the Chief of Staff by COB Friday, September 28, 2017.



Department Improvement Plan SY 2017-2018

SMART Goal #3

Compliance: Develop division wide system for discipline referral writing and entering to ensure data accuracy and fidelity by 20% upon implementation date.

Actions, Strategies and Interventions	Funding (Source & Amount)	Timeline	Indicators of Success	2017-22 Strategic Plan (Check all that apply)
<p><i>Develop common language and discipline dispositions by :</i></p> <ol style="list-style-type: none"> <i>1. Developing a standard referral writing template for all sites to use which will include ESS services and interventions.</i> <i>2. Work with IT to place on share point for all to use.</i> <i>3. Develop a training template and launch at all sites for all users.</i> 	TBD	December 2017	The number of discipline reports entered into Power School and Infinite Campus	<p><input type="checkbox"/> Improve Student Achievement to Cultivate Highly Achieving Schools</p> <p><input type="checkbox"/> Recruit, develop, and retain teachers, students, and staff</p> <p><input type="checkbox"/> Increase positive and consistent involvement from students, staff, family, Community, and stakeholders</p> <p><input type="checkbox"/> Become a School of Choice for the Community</p>

Describe how your SMART Goal will be monitored throughout the year:

Pull data from reports entered into education intelligence, power school and infinite campus to ensure fidelity and compliance.

Department Professional Development Plan

Professional Learning Goal(s):

Department Name: Safe Schools and Security _____

Step 1: Review the 2017-22 Strategic Plan (www.saltriverschools.org)

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Department Improvement Plan SY 2017-2018

Increase knowledge in what is needed to provide a safe learning environment to all.

Timeline: Dates and Times (Add/modify as needed)	Professional Learning Actions, Strategies and Interventions	Connection to Continuous Improvement Goal(s):
<p><i>Handle with care – October 2017 Arizona School Resource Officers Conference</i></p> <p><i>FEMA – Earthquake December 2017</i></p> <p><i>Arizona Gang Investigators Training</i></p> <p><i>Transportation Expo</i></p> <p><i>National School Resource Officers Training</i></p>	<p><i>Behavior management intervention</i></p> <p><i>Training on school safety</i></p> <p><i>Emergency Management</i></p> <p><i>Gang Identification</i></p> <p><i>Emergency Management – Transportation</i></p> <p><i>Receive Certification in advance SRO program as well as certification to teach DARE and GREAT classes.</i></p>	

Department Name: Transportation

Step 1: Review the 2017-22 Strategic Plan (www.saltriversschools.org)

Step 2: Identify two to three SY 17-18 Department SMART Goals and complete your Department Professional Development Plan.

Step 3: Submit your Department Improvement Plan to the Chief of Staff by COB Friday, September 28, 2017.



Department Improvement Plan SY 2017-2018

SMART Goal #1

Compliance: Remain 100% in compliance with all Community, State, and federal Student Transportation policies, ordinances, statutes and regulations throughout the school year; and take agreed upon corrective action for non-Student Transportation compliance findings.

Actions, Strategies and Interventions	Funding (Source & Amount)	Timeline	Indicators of Success	2017-22 Strategic Plan (Check all that apply)
A. Meet all required training for bus drivers to maintain CDL: 1. Every 2 years: Refresher course, Physical Performance Test (PPT), Physical Examination, Annual-Drug Screens, First Aid/CPR, Fingerprint Clearance (new) – 5 years 2. All transportation staff - School bus evacuation drills, bus monitor training for ECEC.	General Funds, BIE transportation grant	May 2018	Bus drivers to provide bus services for all sites on a daily basis Training completion Certificates, Licenses, DPS cards	<input checked="" type="checkbox"/> Improve Student Achievement to Cultivate Highly Achieving Schools
B. All staff will complete the following trainings through Tribal Software-Breeze, Blood borne Pathogens, Ethics and Values, Customer Service.	No new \$	July 2018	Students and staff are knowledgeable on evacuation procedures	<input checked="" type="checkbox"/> Recruit, develop, and retain teachers, students, and staff
C. Transfinder Software- 1. On-line routing-all school sites 2. Features pertaining to bus mileage 3. Yearly roll over- completed in July for new SY	TBD	July 2018	Parents able to view student routes on-line	<input checked="" type="checkbox"/> Increase positive and consistent involvement from students, staff, family, Community, and stakeholders
D. Infinite Campus / Power School Training 1. Input transportation information for bus service students 2. Inquiry for addresses, etc.	TBD	July 2018, pending sites availability	Mileage can be filtered with support for charging	<input checked="" type="checkbox"/> Become a School of Choice for the Community
E. Training all staff refresher course on proper documentation by security staff	No new \$	July 2018		
F. Software for in-house training course (video's-on safety precautions, student Behaviors on a school bus-how to approach/handle)	Materials-\$600.00	May 2018 and July 2018		

Describe how your SMART Goal will be monitored throughout the year:

A database will be created to monitor all completed training as noted above. The Transportation Coordinator will work with HR staff to inform appropriate staff members.

Department Name: Transportation

Step 1: Review the 2017-22 Strategic Plan (www.saltriverschools.org)

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Department Improvement Plan SY 2017-2018

SMART Goal #2

Customer Experience: Improve customer satisfaction by 5 % within the division and Community regarding school bus safety and expectations in order to provide high quality transportation services. (pending reinstatement of surveys)

Actions, Strategies and Interventions	Funding (Source & Amount)	Timeline	Indicators of Success	2017-22 Strategic Plan (Check all that apply)
<p>Develop and make available a questionnaire for parents of bus riders to determine how to improve our bus service for their children (distribute and on-line, Facebook)</p> <p>Coordinate monthly meetings with school site staff to improve student loading/unloading time frame.</p> <p>Develop service standards, expectations and commitments.</p> <p>Create and implement a field trip activities form and process to enrich accessibility.</p> <p>Formalize timelines and checklists for requesting a vehicle.</p> <p>Implement a standardized “parent incident / feedback / concern / referral / complements” form and workflow for ALL reported incidents.</p> <p>Bus cameras- helps resolve conflicts on school buses, help eliminate multiple parent complaints (calls) in student behaviors such as fighting, bullying, and destruction of school property.</p>	<p>TBD</p> <p>None</p>	<p>Monthly with community outreach – SY 17-18</p>	<p>Provide parents bus safety for their students</p> <p>Provide and improve bus services to our customers</p> <p>Provide a safe and orderly, timely arrival for all students on route</p> <p>Parents/community is able to view the results and how transportation has made adjustments to appease parents/students as needed.</p>	<p><input checked="" type="checkbox"/> Improve Student Achievement to Cultivate Highly Achieving Schools</p> <p><input type="checkbox"/> Recruit, develop, and retain teachers, students, and staff</p> <p><input checked="" type="checkbox"/> Increase positive and consistent involvement from students, staff, family, Community, and stakeholders</p> <p><input checked="" type="checkbox"/> Become a School of Choice for the Community</p>

Describe how your SMART Goal will be monitored throughout the year:

Develop and provide an annual survey for all stakeholders to be administered mid-year to identify areas of concern and improvement in order to provide safe, quality bus services for all bus riders. Results will be shared with the school community and steps for improvement, as appropriate.

Department Name: Transportation

Step 1: Review the 2017-22 Strategic Plan (www.saltriverschools.org)

Step 2: Identify two to three SY 17-18 Department SMART Goals and complete your Department Professional Development Plan.

Step 3: Submit your Department Improvement Plan to the Chief of Staff by COB Friday, September 28, 2017.



Department Improvement Plan SY 2017-2018

SMART Goal #3

Salt River School Bus Transportation will improve Community outreach efforts and events by 50 % or 5 # contacts.

Actions, Strategies and Interventions	Funding (Source & Amount)	Timeline	Indicators of Success	2017-22 Strategic Plan (Check all that apply)
<p>Increase communication opportunities with all stakeholders Via: Newsletter, e-notifications, Newspaper, site/department</p> <p>Participate in Community events such as soda with security, sites open houses and the education fair.</p> <p>Assist with recruitment, develop and retain bus drivers and Community member employment in the department by using the FTE approach to filling positions.</p> <p>Participate in distributing information throughout the annual Education fairs; HR Recruitment fair; Higher Ed. Education fair.</p>	TBD	Completed by May 2018	<p>Have a full staff including both bus drivers and bus monitors</p> <p>Emergencies will be covered should an emergency arise. Bus services will be provided in a timely manner.</p>	<p><input checked="" type="checkbox"/> Improve Student Achievement to Cultivate Highly Achieving Schools</p> <p><input checked="" type="checkbox"/> Recruit, develop, and retain teachers, students, and staff</p> <p><input checked="" type="checkbox"/> Increase positive and consistent involvement from students, staff, family, Community, and stakeholders</p> <p><input checked="" type="checkbox"/> Become a School of Choice for the Community</p>

Describe how your SMART Goal will be monitored throughout the year:

Communicate and work with Human Resources for all position postings for on-line software and update required documents. Discuss and work with Finance regarding funding source and required funding needed to implement new staff when needed.

Department Name: Transportation

Step 1: Review the 2017-22 Strategic Plan (www.saltriversschools.org)

Step 2: Identify two to three SY 17-18 Department SMART Goals and complete your Department Professional Development Plan.

Step 3: Submit your Department Improvement Plan to the Chief of Staff by COB Friday, September 28, 2017.



Department Improvement Plan SY 2017-2018

Department Professional Development Plan

Professional Learning Goal(s):

Salt River Schools Transportation Department will remain in compliance with all Tribal, State, and federal regulations throughout the school year by providing necessary training for all staff, as needed and “develop our own drivers”.

Timeline: Dates and Times (Add/modify as needed)	Professional Learning Actions, Strategies and Interventions	Connection to Continuous Improvement Goal(s):
A. CDL Training and Credentialing	School bus drivers will remain in compliance with state CDL requirements by completing: <ul style="list-style-type: none"> • Refresher course-2 years • Physical Performance Test (PPT) -2 years • Physical Examination-2 years • Annual-Drug Screens-2 years • First Aid/CPR-2 years • Fingerprint Clearance (new) – 5 years 	May 2018
B. All transportation staff will participate in scheduled school bus evacuation drills, bus monitor training for ECEC. C. All staff will complete required Tribal Trainings	Bus evacuation drills will be scheduled for all sites twice a year to review emergency response and preparedness in the event of an incident involving a school bus. Parents and stakeholders will be encouraged to participate. Bus monitor training will be scheduled for all bus monitors annually to review expectations and appropriate response in working with student bus riders. The Transportation Department will work with Tribal to schedule the required trainings: <ul style="list-style-type: none"> • Software-Breeze • Blood borne Pathogens • Ethics and Values • Customer Service. 	July 2018
D. Transportation staff will complete Transfinder Software training	Training will be scheduled for: <ul style="list-style-type: none"> • On-line routing-all school sites • Features pertaining to bus mileage • Yearly roll over- completed in July for new school year 	
E. Infinite Campus Training	Training will be scheduled for staff as needed for inputting transportation information for bus service students.	