

## 5 YEAR GOALS, OUTCOMES & MEASURES OF SUCCESS - 2013 to 2018

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### Employee Benefits

Goal: Maintain a competitive and comprehensive benefits package for all staff that attracts and retains the best and brightest in their respective field.

Outcomes:

Transform the current Insurance Committee into a “Benefits Advisory Committee” and utilize this Committee to inform Personnel Committee and Board of Education decisions on employee benefits. Collaboratively establish a benefits mission agreed upon by the Board of Education, Administration, and a cross-section of District staff. Research and consider non-traditional benefits to distinguish the District from other employers during the recruitment process and to retain staff. Research and consider plan design options for the traditional benefits (health, dental, life, long term disability, etc.) that offer the employee competitive and comprehensive coverage while allowing the District to utilize its financial resources in the most efficient manner possible. Design the benefit package to remain compliant with state and federal regulations, taking advantage of possible cost saving measures available to the District while considering the impact to the employee. Explore the relationship between employee wellness and employee benefit programs. Develop a retirement benefit package that is beneficial to both the employee and the District.

Measures of Success:

- Successful implementation of Benefits Advisory Committee.
- Benefits mission established.
- Establish and regularly review data point benchmarks to continuously monitor and measure competitiveness and comparability.
- Employee satisfaction rate with providers at 95% or higher.
- Annual health insurance renewals shall be below annual medical trend increases.
- All employees have an established retirement benefit outlined in the *Employee Handbook* or Board Policy.

### Employee Wellness

Goal: Create a culture and environment that supports all District staff and their dependents in focusing on their personal health and well-being.

Outcomes:

Transform the current Student Nutrition & Wellness Committee into a “District Wellness Committee” that focuses on student and employee nutrition and wellness. Utilize this Committee to establish wellness programs throughout the District. Create staff wellness programs that are beneficial to both the employee and the District. Further develop partnerships with community businesses and organizations to assist the District in developing and implementing District wellness programs. Research and consider best practices in wellness from other employers.

Measures of Success:

- Participation of 95% or higher of all covered individuals in health risk assessments and/or other established wellness programs.
- Employee participation of 50% or higher in health plan sponsored wellness reimbursement programs.
- Establish and regularly review data point benchmarks to continuously monitor and measure employee wellness and participation.

### Human Resources Operations

Goal: Enhance the human resources operations of the District to provide a more comprehensive and efficient employment experience.

Outcomes:

Provide for a seamless induction of all new staff into the learning community. Further develop a new hire induction process that incorporates all necessary information from each District department and the respective school(s). Develop and formalize an annual process that gathers pertinent employee information for the District and gives the employee the information they need to fulfill their human resources needs. Finalize all job descriptions and collaboratively establish new evaluation models to align with state, federal and District requirements. Establish a cycle and process to review and update job descriptions.

Measures of Success:

- Complete a study of human resources duties, processes, and staffing to increase the efficiency and effectiveness of operations and implement the study's recommendations.
- Job descriptions and evaluation systems will be finalized and implemented with an established review cycle outlined.
- Formal written hiring procedures and processes will be established.
- Formal written new hire induction process will be established.
- Formal written annual process for employee renewal will be established.
- All documents (including hiring postings, job descriptions, evaluations, duties, etc.) for each position in the District shall be aligned to ensure continuity throughout all human resources processes.
- Consider the inclusion of substitutes and volunteers in all human resources processes.
- A library of human resources digital files and video resources shall be available to all staff.

## District Nutrition Programming

Goal: Develop and maintain a nutrition program that provides meals that are healthy, nutritious, and appealing while meeting state and federal food service standards and continuing to be fiscally viable.

### Outcomes:

Develop working relationships with local/regional providers to procure fresh food items for the school food service program. Become less dependent on pre-made, processed food by increasing the use of “from scratch” menu items. Provide training to food service staff for quantity food production to promote consistency. Explore alternative scheduling models to maximize the students’ meal time. Develop a capital equipment plan for the food service department to meet changing nutritional needs, the changing serving needs of staff, and to be able to retire and replace equipment prior to the end of its useful life. Evaluate and further develop catering offerings to become an established and reliable revenue source for the program. The program will remain fiscally viable without requiring assistance from the general fund for operations.

### Measures of Success:

- Implement “Harvest Item of the Month” into school lunch menus.
- Serve a minimum of three (3) new “from scratch” recipes per year.
- Standardize current recipes.
- An inventory of all food service equipment along with a retirement and replacement schedule will be established.
- Program shall remain self-sufficient.
- Establish a system to monitor and measure District Nutrition Program use and satisfaction, to minimize waste and to maximize catering revenue.

## Buildings & Grounds

Goal: Develop and maintain a facilities and grounds management program that is recognized as a standard in the industry with a focus on a clean, safe environment while incorporating green energy solutions.

### Outcomes:

Ensure that the District’s infrastructure can accommodate the District’s ever changing needs. Prioritize projects throughout the District. Improve systems management in the Buildings & Grounds Department for better records and analysis allowing for continual improvement in the program. Develop and implement an enrollment space plan to meet the current and future needs of the District including possible use of vacant property. Upgrade grounds equipment on a regular basis to improve the functions of the grounds management program. Study available storage space for vehicles, equipment and other District property to maximize the District’s capital investment. Pursue additional green energy measures and recognitions for all buildings.

### Measures of Success:

- Projects will be prioritized and completed based on need.
- A space utilization plan shall be formalized and implemented to meet the District’s projected enrollment and operational needs as well as the needs of the community.
- Feasibility study will be completed on all possible green energy measures.
- All schools will be recognized for green energy efforts.

## Operational Technology

Goal: Ensure that all technology supports the academic and operational functions of the District.

### Outcomes:

Continue to make improvements to our technology planning, prioritizing, purchasing and accessibility. Assure all hardware devices are inventoried, supported and configured to best support end-user needs. Annually update obsolescence plan in light of changing needs and emerging technologies. Establish systems to introduce and support new end-user devices. Further develop infrastructures for file access, file sharing and use of productivity software. Complete a security study and implement recommendations. Formulate a plan which oversees all non-curricular software to account for changes and/or upgrades. Continue to improve Internet and WiFi access. Expand the creation and utilization of video technologies. Establish systems to measure technology support effectiveness and overall employee satisfaction.

### Measures of Success:

- Satisfaction survey will be given annually and results shared with all stakeholders.
- Monitoring system using help desk software data will be established to measure technology support effectiveness, the functionality of systems and drive continuous improvements.
- Security study with recommendations will be completed and implemented.
- District obsolescence plan will be updated annually.
- Appropriate secure remote access will be provided to District technology resources.
- Service agreements shall be continually reviewed and monitored for effectiveness and to ensure vendors understand the District’s expectations.

## Risk Management / Loss Prevention

Goal: Develop and implement a comprehensive risk management program that mitigates the District's exposures to loss and creates an awareness of safe practices and a culture of safety.

### Outcomes:

The District will work with its insurance carriers, consultants, and vendors to continually decrease the risk of loss and to provide the necessary coverage and services for the District at the lowest possible cost. The District Safety Committee will continue to work on communicating effective practices and developing safe work and learning environments. A disaster recovery plan shall be developed and regularly updated along with regular updates of the District's emergency response plan.

### Measures of Success:

- The Safety Committee will utilize loss data, surveys, and other data collection methods to analyze the effectiveness of the safety program and make enhancements where needed.
- Formal written disaster recovery plan will be developed and implemented.
- Maintain a District worker's compensation modification rate of .90 or less (1.00 is average).
- Zero lost time worker's compensation claims.
- The District's five (5) year worker's compensation loss ratio shall consistently be less than 40%.

## Business & Financial Operations

Goal: Enhance the financial operations of the District to make them more efficient as well as transparent and understandable to all stakeholders.

### Outcomes:

Effectively communicate with stakeholders regarding the rationale for processes and procedures used in the business and financial operations of the District to allow for greater understanding of necessary requirements. Streamline the processes and procedures to maximize efficiency by leveraging all available technological resources. Publish a "Business Operations and Procedures Manual" that outlines all business processes in an understandable manner.

### Measures of Success:

- A *Business Operations and Procedures Manual* shall be completed, maintained and available to all stakeholders. Such a manual may include such things as detailed purchasing procedures, budget procedures and timelines, human resources process details, etc.
- A library of tutorials on business and financial processes shall be available to all staff.
- Automate as many financial processes as possible.

## Finance & Budgeting

Goal: Develop and maintain a financial plan to support the implementation of the academic strategic plan that is transparent and fiscally prudent.

### Outcomes:

Continue to project the financial needs of the District given imposed external limitations on unknown variables. Incorporate into the long range fiscal projections a debt retirement strategy that maximizes the District's ability to support its programs and services while considering the impact to local taxpayers. Develop a long term fiscal strategy to maintain high level programs and services within state and federally imposed fiscal constraints. Conduct an open enrollment study to guide future planning. Maximize alternative revenue sources.

### Measures of Success:

- Five (5) year projections shall be presented annually to the Board of Education to initiate budget planning for the next fiscal year.
- The District will maximize the opportunity provided by the retirement of the referendum debt used to fund the High School.
- A plan to leverage the retirement of the referendum debt used to fund geothermal installations shall be drafted by July 1, 2018.
- An open enrollment study with recommendations shall be completed.
- Alternative revenue sources (sponsorship, open enrollment, etc.) shall increase over the five year period.