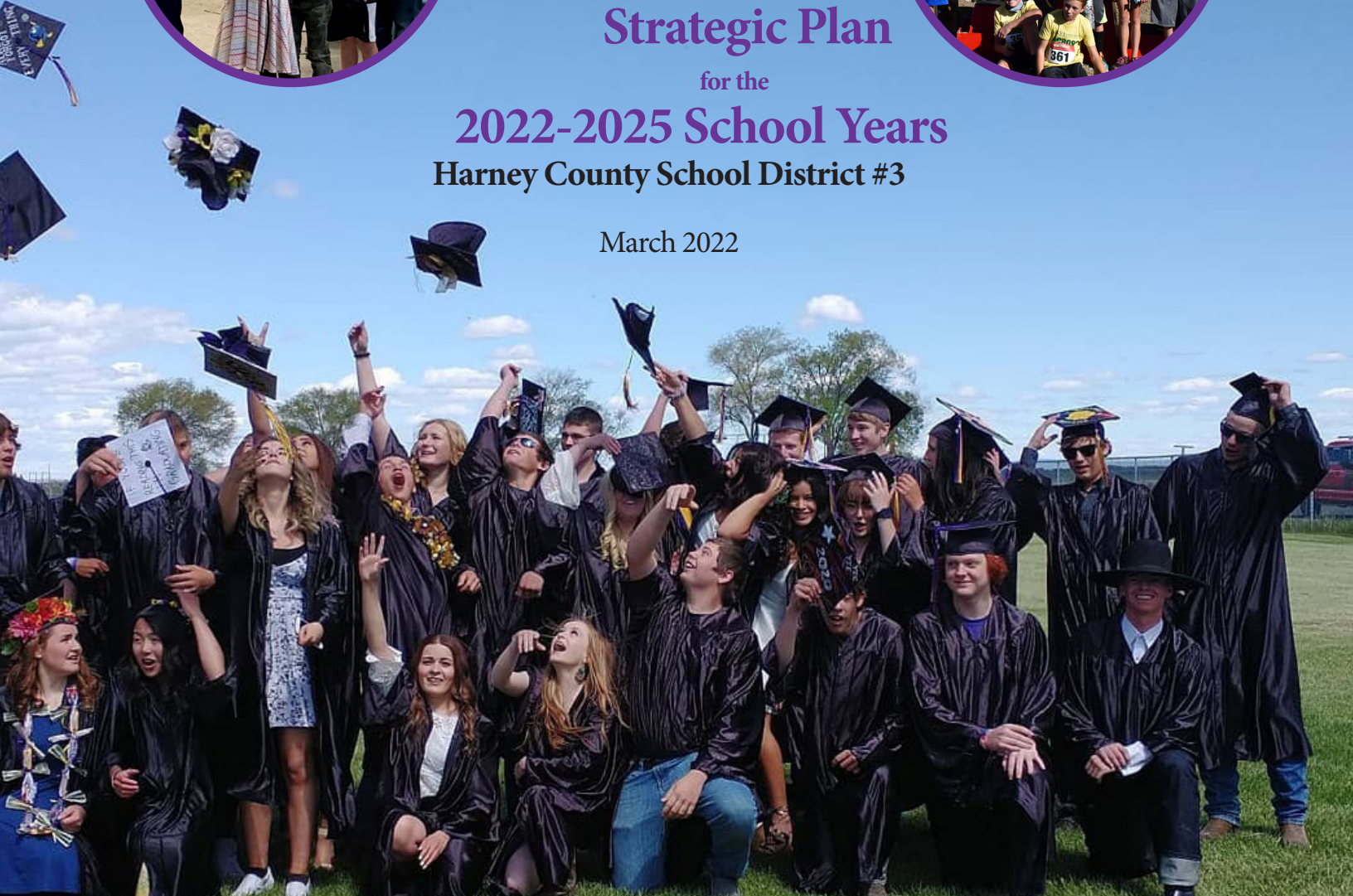




# Strategic Plan for the 2022-2025 School Years Harney County School District #3

March 2022



Presented by community volunteers, Harney County School District #3 staff,  
Colonna Education Consulting Services, and Quon Design and Communication Inc.



*Preparing our students for high school and beyond as well as improving our facilities continue to be the two main areas of focus.*

*— Steve Quick, Superintendent*

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This strategic plan represents the hard work and input of a strong group of representatives who have worked diligently to review our previous strategic plan and revise it in a way that takes into account what we've accomplished in the past few years and what we want to work toward in the next three years. The board continues to have high expectations for both students and staff, and is committed to supporting the goals as outlined in this plan.

Preparing our students for high school and beyond as well as improving our facilities continue to be the two main areas of focus as this revised plan was put together. While we have improved staff retention, student planning, district technology, and curriculum in the district over the past few years, we want to continue our efforts further on improving academic performance and build on the foundation that has been laid. We also have a strong desire to modernize our facilities to support these efforts. The board and committee members realize that a bond was not passed previously, but there is a strong desire by all to learn from that experience and create a new proposal moving forward that will be supported by the community at large.

This plan outlines a couple of core areas that we would like to focus on, realizing that there are many programs and facets of the district that will continue to be strongly supported in our quest to continually serve our students in a way that prepares them to be contributing members of society, while honoring Harney County's traditions and diverse cultures.

Our students have a strong history of both academic and extracurricular success, and our goal is to strongly support all programs while setting meaningful and measurable goals that will serve to improve teaching and learning and raise the bar for everyone. Our community is proud of our schools and its students and as board and staff, we want to continually adjust and improve to continually improve for the future.

Our vision is to maximize student potential through caring employees, effective programs, inclusive community involvement, and updated facilities. We are super excited to implement this new, revised plan in a way that has a continual positive impact on our students, staff, and our community at large.



**Steve Quick**  
*Superintendent*

## **Members of the Strategic Planning Team**

Jerome Colonna, *Consultant*

Steve Quick, *Superintendent*

Cheryl Radinovich, *Executive Assistant and Grandparent*

Brenda Graham, *Executive Assistant and Parent*

Brian Bowman, *Church of the Nazarene Pastor and Foster Parent*

Son Burns, *Hines Middle School Principal and Parent*

Stephanie Lardy, *Henry L. Slater Grade School Principal and Parent*

Tiffany Leffler, *Parent*

Colby Marshall, *Parent*

Hector Martinez, *Henry L. Slater Grade School P.E. Teacher*

Robert Medley, *Burns High School Principal and Parent*

Erin Toelle, *Burns High School Assistant Principal*

Andrew Young, *Hines Middle School Teacher*

Vanessa Bahe, *Burns Paiute Tribe Education Coordinator*

Randy Fulton, *HCS#3 Board Member, Business Owner and Grandparent*

Cori Wright, *Harney Educational Service District Representative and Parent*

Krysta Raif, *Parent*

## Process Used for Strategic Plan Development

The strategic planning work started in October 2021. It originated from Superintendent Quick and Harney County School District #3 Board members' decision to undertake a six-month process to review and update the district's existing strategic plan. This multi-year strategic plan will become operational in September 2022. It is scheduled to continue through the end of the 2024-25 school year. As with the prior strategic plan, the district contracted with Jerome Colonna of Colonna Education Consulting Services to facilitate the overall process.

The first step was to put a representative District Strategic Planning Team in place. The team held five meetings that added up to 21 hours of discussions. The meetings started on October 4, 2021, and finished on February 11, 2022. The initial task was to review the Harney County School District #3 Strategic Planning Focus Group Report and the Harney County School District #3 Strategic Plan to determine what changes should be made based on the district's current circumstances and the team's best estimates of needs and trends over the next three years.

Based on reviews of the focus group survey, the existing strategic plan and meeting discussions, the planning team started developing the first four individual components of the report:

- **District Core Values**
- **District Mission Statement**
- **District Vision Statement**
- **District Strategic Goals**

After the strategic goals were finalized the team identified performance indicators for each goal, selected measurements for each performance indicator, agreed on accountability/monitoring guidelines, and designated tasks to be completed in the first school year (2022-2023) of the multi-year plan.

During the period of February through March, Superintendent Quick, Executive Assistant Cheryl Radinovich, and consultant Jerome Colonna collaboratively wrote a first draft of the plan. The draft was presented to Harney County School District #3 Board members and modifications were made based on board recommendations. The plan was then submitted to Quon Design and Communication Inc. for final editing, formatting, and professional printing. The completed document will be placed on the front page of the district website. Presentations will be scheduled for each district school and various representative groups throughout the greater Harney County School District #3 community.

## Strategic Plan for the 2022-2025 School Years

Harney County School District #3





## District Core Values

Harney County School District #3's fundamental beliefs and core values represent the ethics and ideals that form the foundation of its everyday culture. Agreed upon core values are the basis from which work should be performed and how employees and volunteers are expected to conduct themselves. The planning team identified several core values and beliefs. However, the four listed below were determined to be the most important and will be systematized district-wide over the three-year period. Even in Oregon's ever-changing political, economic, health, and climate, these four beliefs and values should stay constant. They represent the compass from which the district wants to navigate its mission, follow its vision, achieve its strategic goals, measure progress, utilize resources, hire staff, and make major decisions.

After discussions during the first three meetings, the District Strategic Planning Team members selected the core values listed below. The district focus group report and existing strategic plan were helpful references.

**Harney County School District #3 will follow these four core values:**

(MAPS)

### Meaningful Communication...

that is constructive, transparent, and emphasizes shared decision-making.

### A Connected Community...

through inclusive participation, beneficial partnerships, and a diverse culture.

### Prepared Students...

who become lifelong learners, develop their own unique potential, and are prepared for their future.

### Safe Learning Environments...

that maximize student achievement, build positive character traits, and respect the uniqueness of each individual.

*Core values represent the ethics and ideals that form the foundation of its everyday culture.*

## District Mission Statement



***Prepare contributing members of society while honoring Harney County's traditions and diverse cultures.***

A mission statement identifies the purpose of an organization. The statement above communicates what is meaningful in Harney County School District #3. It captures the district's culture in a few, well-chosen words so that it will be remembered. The Harney County School District #3 mission statement was built from the existing mission statement and new district core values.



## District Vision Statement



***Maximize student potential through caring employees, effective programs, inclusive community involvement, and updated facilities.***

The planning team selected conceptual ideas for the vision statement above from the existing vision statement, new district core beliefs, and new mission statement.

Harney County School District #3's vision statement is a concise description of what it wants to achieve during the next three school years (2022-2025). Its purpose is to inspire, energize, motivate, and stimulate all facets of the organization. It is intended to serve as a guide for selected current and future actions Harney County School District #3 is recommended to take. The statement focuses on the district's most hopeful, successful, and ideal future.

It is not about what is already in place or what might easily be implemented. The words challenge the status quo and influence significant system changes. Like the district mission statement, it is designed to say a lot in just a few words. While the sentence does not indicate how Harney County School District #3 will achieve its strategic goals, it does set a definite direction for the overall continuous improvement process.

## District Tagline

***Be The Best You***

The tagline above was created during the strategic planning process. It is intended to be the face of the district and send a message forward of hope for the very best for each Harney County School District #3 student's futures. The tagline is meant to be relevant, memorable, positive, and communicate district core values in an expedient manner. Research indicates the most effective taglines get their message across within two seconds.

The tagline should be put on the district website, letterheads, end of digital messages, signs, invoices and forms, banners above school entrances, social media platforms, district vehicles, nametags, apparel, scoreboards, and anywhere else appropriate.



# Strategic Goals, Performance Indicators, and Measures

If an organization wants to be successful, it needs to set challenging goals and achieve them in a timely manner. Without strategic goals most organizations experience a lack of focus and direction. Goals provide ways to meet an organization's vision. Goal setting was the most important part of Harney County School District #3's overall strategic plan development. The District Strategic Planning Team limited the number of goals to only two, which are graduation and facilities. The team members wanted what was selected to have a tight focus and to be aligned with actions that would drive the district's vision. Emphasis was placed on clarity, achievability, and doing a few very important things really well. The goals were formed from and connected to the district values and mission and vision statements. The key function of the two strategic goals is to guide achievement of the district's vision through 2025. Being strategic is about making difficult choices regarding what to do and what not to do.

## Performance Indicators

The District Strategic Goals have a total of six performance indicators. Performance indicators break goal efforts into manageable units and represent steps in the achievement action plan. They are key tasks selected to



accomplish the goals. Identifying the right performance

indicators is a proven way to measure and assist what progress is being made toward achieving a specific strategic goal.

Without a series of measurable performance indicators, the strategic plan would most likely fail, and the district would not have precise data to know at what level it is achieving its goals. Performance indicators are the most important component of the plan to report to

Harney County School District #3 constituents and especially to school board members.



## Measures

To help gain success, this strategic plan must be specifically monitored so that periodically performance indicators can be easily assessed. The measures are quantitative and qualitative factors used to gauge progress being made. They not only show progress or lack thereof, but also provide a tool to determine if adjustments to the goals, indicators, or measures should be considered.



*Goals provide ways to meet an organization's vision. Goal setting was the most important part of Harney County School District #3's overall strategic plan development.*

# First Year (2022-2023) Implementation Plan

The two strategic goals will remain in effect for the full three years of the plan. The performance indicators and measures will be modified in years two and three by the Strategic Plan Oversight Committee.

## Goal 1: Graduation and Preparation (High School Principal)

*All students will be at grade level, on track to graduate, and be successful with their next meaningful step after high school.*



### Performance Indicators (a, b, and c)

#### 1a. Kindergarten through Grade Five Attendance (Elementary Principal)

By June 2025 the district K-5 students will improve daily attendance rates to 95% and reduce chronic absenteeism to less than 3%. (chronic absenteeism is defined as missing 16 or more days of school in a school year).

#### Method to Measure Performance Indicator 1a:

By June 2023 the K-5 student daily attendance rate will be 87% or above and the student chronic absentee rate will be 11% or lower.

#### 1b. Middle School Core Class Achievement (Middle School Principal)

From 2021-2022 school year baseline data, Hines Middle School students will make a 5% increase each year for three successive years toward passing core classes (language arts, science, mathematics, and social studies) with a C grade or above.

#### Method to Measure Performance Indicator 1b:

By June 2023, the percent of middle school students passing all four core classes will increase to 80% with a C grade or above.

#### 1c. Implementation of AVID (Advancement Via Individual Determination) Instructional Strategies (Superintendent)

All instructional staff will learn and apply AVID instructional strategies to prepare students for post-secondary education and career readiness.

#### Method to Measure Performance Indicator 1c:

By June 2023, every teacher shall show evidence of using WICOR strategies in their classroom with their students.



## Goal 2: Facility and Safety Improvements (School Board and Superintendent)

*By November 2023, the district will design, propose, and pass a capital bond to complete prioritized facility and safety improvements.*

### Performance Indicators (a, b, and c)

#### 2a. Identification of and Hiring of Assistance Needed (Superintendent)

Contract with an architectural firm, financial bond specialist, communications professional, and other needed individuals and services to advise the district leadership on the overall facility and safety improvement process.

#### Method to Measure Performance Indicator 2a:

On or before October 1, 2022, complete individual contracts with professional services necessary to start the facility and safety process, as well as review 2020 bond election results.

#### 2b. Capital Bond Approval (Superintendent)

The Bond Committee will present a Capital Bond Plan to Harney County School District #3 Board that includes estimated costs, funding options, and a recommended bond election timeline.

#### Method to Measure Performance Indicator 2b:

The Bond Plan is presented to the Harney County School District #3 School Board an action item for approval at the November 2022 school board meeting.

#### 2c. Community Member Awareness (Architectural Firm)

District staff, school board members, and contractors complete the design and start implementation of a transparent communication process to engage the community and make it aware of facility safety, accessibility, deferred maintenance, and health issues.

#### Method to Measure Performance Indicator 2c:

The communication plan is completed and starts in January 2023.



## Implementation and Accountability

As mentioned to the Harney County School District #3 Board and planning team at the start of this process, most strategic plans do not achieve their stated goals. According to research in the field, only about 20% of all public and private sector plans are fully implemented on time, if at all. Accountability measures must be put in place to ensure implementation progresses steadily.



During the implementation process, it is essential to monitor the success and challenges of the goals, performance indicators, and measures. Periodically it may be necessary to retool the plan and its assumptions if any element is not progressing satisfactorily. It is important to remember that creating a plan is the easy part in comparison to the difficulty of achieving its strategic goals through implementation of the performance indicators.

The plan was created to be successful. The following list is a combination of suggestions from research, other organizations, and the consultant that can assist the district to meet its strategic goals by the end of the 2024-2025 school year.

- Since during the next three school years the plan involves new workload responsibilities and a significant number of additional resources, district leadership must determine what it is currently doing now that it may need to stop doing once strategic plan implementation starts.
- The board should hold Superintendent Quick and itself accountable for leading the charge and sharing progress for the goals and performance indicators within the plan.
- The plan needs to be carefully reviewed and modified as necessary in February of each school year. A strategic plan oversight committee should be formed to take on this responsibility and should have the superintendent, at least one board member, and multiple members of those originally involved in the development of the plan as participants.



- The rollout of this plan should include influential teachers, classified staff, and team members during early communication efforts.
- The Harney County School District #3's General Fund Budget must be aligned with the plan's resource needs for each new year of the plan.
- Time could be periodically used during professional learning community meetings and staff meetings at each school to discuss strategic plan progress.
- The district needs to carry-out actions based on specific strategies detailed in this plan and be responsible for collecting and analyzing data to measure progress. Harney County School District #3 Board members should receive quarterly progress reports in August, November, March and June that ideally include the following information for each performance indicator:
  1. Amount of progress made since the last report based on measures specific to each indicator
  2. Challenges with facilities, technology, funding, professional development, etc.
  3. Recommendations for possible modifications of performance indicators, measures, and/or strategic goals
  4. An outline of planned activities from the date of the most current report up to when the next report will be presented



It is recommended that after each progress report the information above be posted on the school website, shared with media, and communicated to the public.



## OUR MISSION

*Prepare contributing members of society while honoring Harney County's traditions and diverse cultures.*



### Appreciation, Thank You, and Conclusions

A sincere thank you to all those who contributed to the five-month process involved in creating the Strategic Plan for the 2022-2025 School Years. A special thank you goes to members of the District Strategic Planning Team and Executive Assistants, Cheryl Radinovich and Brenda Graham. None of this strategic work would have been accomplished without the commitment from Harney County School District #3 Board of Directors and Superintendent Quick's focus on continuous district wide improvement.

This report provides a pathway for prioritized, large-scale improvements the team has identified. It communicates clarity for the direction of the district by aligning the Harney County School District #3 Board of Directors with Superintendent Quick and district staff members. This alignment will strengthen over time through widespread agreement on district core values and the two strategic goals. If followed as written, the strategic plan can result in greater productivity, clearer communication, improved decision-making, and more efficient use of resources. It can also attract students, potential employees, and outside funding to Harney County.

This strategic plan provides a focused direction for what Harney County School District #3 wants to become and how it can get there over the next three years.

**OUR VISION**

*Maximize student potential through caring employees, effective programs, inclusive community involvement, and updated facilities.*





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