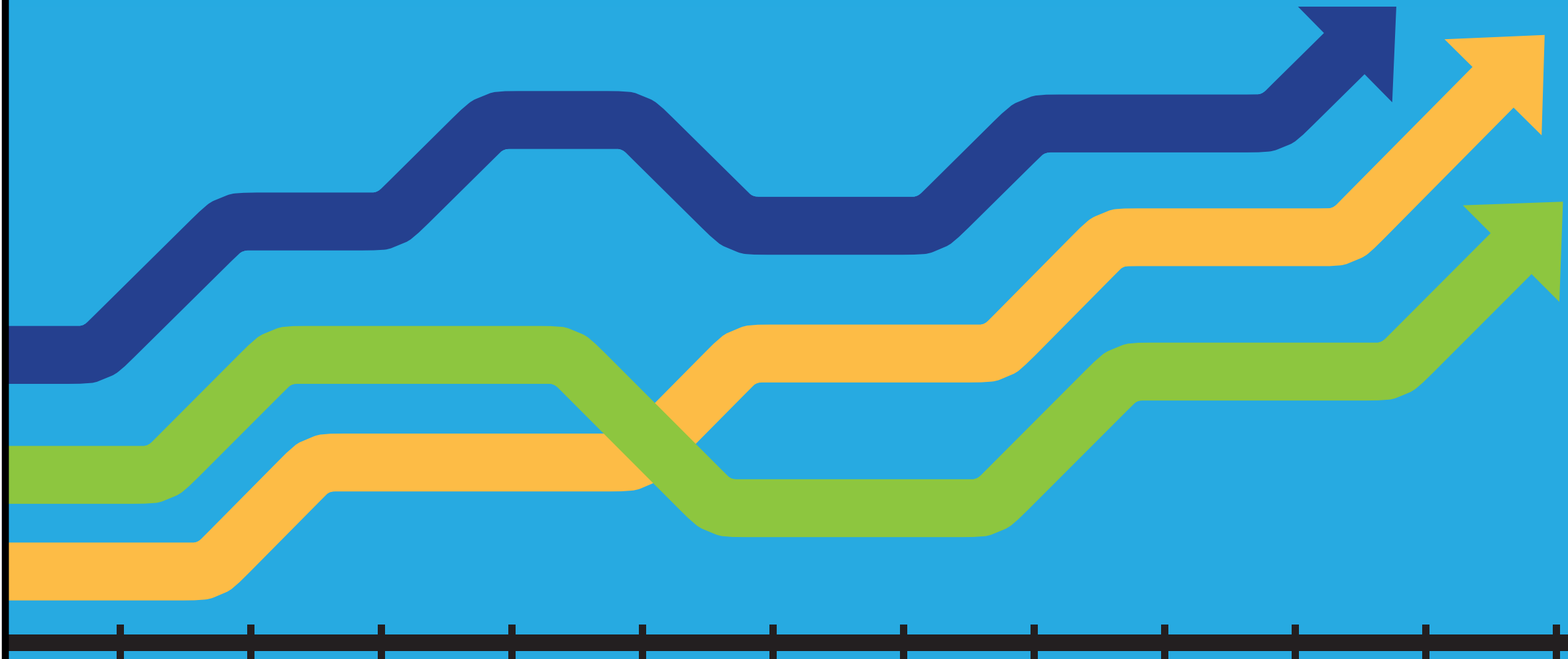
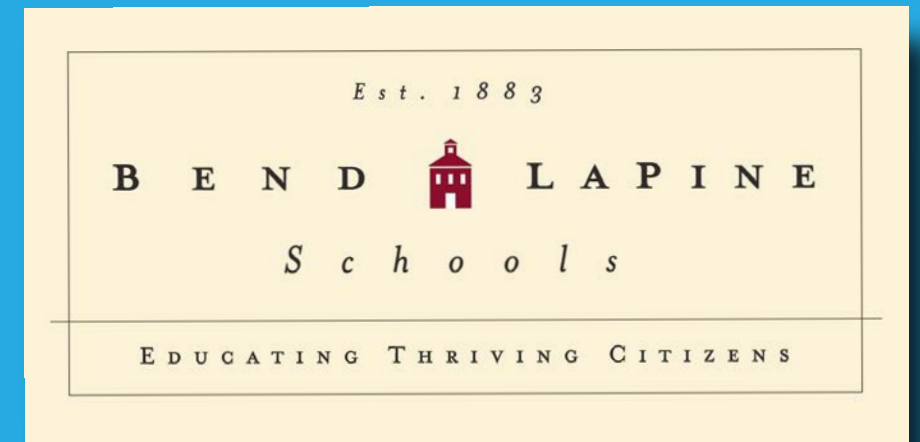


# Bend-La Pine Schools Comprehensive Plan 2015-2018



# Introduction

Bend-La Pine Schools staff members are focused on delivering future ready educations to each and every one of their students. In classrooms throughout our district, students are engaging in learning that will help them succeed in today's world and in their lives after graduation. Using tools and programs that teach communication, collaboration, critical thinking and creativity, our students are learning the 21st century skills they will need to be successful in life outside of the classroom.

We are redefining the way we resource, support, teach, and take responsibility for our students to ensure they have the skills and practical wisdom they need to not only participate in the global economy – but to lead it. We expect our students to create new businesses and non-profit organizations, to bring new vitality to existing firms and enterprises, to invent new products and processes and to create new economic opportunities for others around the world. We are measuring progress and success in ways that provide real time support to our students. And, we are dedicated to creating choice options for learning within our system that ensure students have access to learning environments that help them meet their fullest potential.

Our updated comprehensive plan does not chart a new course, instead it continues to build upon the foundation of success that is the legacy of those who have come before us. Using best practices and a focus on our priorities of Safety, Options, World Class Education, and System Performance, we will assure that the future is bright for our more than 17,500 students. Our approach to education ensures that all of our students graduate capable of creating a future by design, not default.

Shay Mikalson, Superintendent



# About Bend-La Pine Schools

## OUR SIZE

- 5th largest school district in Oregon
- 31 schools
- 17,534 students
- 1,797 staff members (second largest employer in central Oregon)

## ACADEMIC SUCCESS

- 1,100 students graduated from our high schools in 2015
- \$8 million in scholarships were earned by the Class of 2015
- 1598 average SAT score, 101 Points higher than the national average
- 80 percent of our students continue their education within five years of graduation



# Our Community

Bend-La Pine Schools is located in Deschutes County in the heart of Oregon. Our 31 schools serve three distinct communities: Bend, Sunriver and La Pine. Nestled at the base of the Cascade Mountain Range, our district borders the alpine forest and the High Desert. Our schools serve a population of more than 17,500 students, kindergarten through grade 12.

Deschutes County is one of the fastest-growing counties in the state of Oregon and offers abundant year-round recreational activities. The scenery is breathtaking. Many points of interest lie within the county's boundaries.

La Pine is located 30 miles south of Bend. Four schools — La Pine Elementary, Rosland Elementary, La Pine Middle School and La Pine High School — serve the close knit community.

The Sunriver area includes Fall River and Spring River. Three Rivers School serves students K-8. Students from this area continue to either Bend or La Pine schools for high school.

Bend is the largest of the communities within the district and includes 14 elementary schools, two K-8 schools, six middle schools and four high schools.



# Board of Directors

The Bend-La Pine Schools Board of Directors are focused on policies that ensure student achievement and the creation of world class schools. With that aim, the board employs a policy governance model to target specific results or “ends”. The board members are focused on broad goals — including what Bend-La Pine Schools students should know and be able to do after graduation.

The board members communicate their overall goals and what they expect to be accomplished to the superintendent. How these "ends" are achieved is left up to the district's professional staff. By delegating and directing the superintendent, the board is able to focus on more broad issues while evaluating their “ends” results.

Below is a current roster of board members listed by zone.



Cheri Helt  
Zone: 1  
541-317-9777  
[Email](#)  
[See Profile](#)



Julie Craig  
Zone: 2  
541-948-5199  
[Email](#)  
[See Profile](#)



Andy High  
Zone: 3  
541-771-3187  
[Email](#)  
[See Profile](#)



Dr. Stuart Young  
Zone: 4  
541-390-6365  
[Email](#)  
[See Profile](#)



Ron Gallinat  
Zone: 5  
541-617-9111  
[Email](#)  
[See Profile](#)



Peggy Kinkade  
Zone: 6  
541-385-8726  
[Email](#)  
[See Profile](#)



Nori Juba  
Zone: 7  
541-788-7872  
[Email](#)  
[See Profile](#)



## PURPOSE STATEMENT

“Educating each student to be a thriving citizen”

## MISSION STATEMENT

Bend-La Pine Schools, in partnership with our community, will prepare each student with the knowledge and skill, confidence and personal integrity to contribute as a thriving citizen in our ever-changing global society.

## CORE VALUES

**World Class:** Globally rigorous, relevant curriculum and instruction that inspire critical thinking, creativity, communication, and collaboration.

**Students First:** Decisions based on what is best for students.

**Culture of Excellence:** A pervasive expectation for excellence that drives opportunities for high achievement and growth for all.

**Data Driven:** Decisions based on the best information and practices available.

**Positive Relationships:** Interactions based on honesty, dignity, respect, and integrity.

## BOARD GOALS

**GOAL 1:** All students receive an excellent education and are prepared for their future.

**GOAL 2:** All students demonstrate personal integrity and responsible citizenship.

**GOAL 3:** All schools provide safe, nurturing environments conducive to learning.

**GOAL 4:** The school district operates with the highest level of fiscal stewardship while maintaining effective and efficient practices to meet Board goals.



## WORLD CLASS OUTCOMES

Consistent with the district Purpose, Mission, Values, and Goals all children of Bend-La Pine Schools will attain the highest level of academic achievement, develop the essential skills and attributes necessary for continued growth in learning, and graduate prepared to contribute as a thriving citizen in our ever-changing global society.

In that effort, the Bend-La Pine Schools accepts the responsibility, through the adoption of the following ends/results, to commit all resources to help give all students regardless of ethnicity, socio-economic status, English language proficiency or disabilities the knowledge, skills, and attributes necessary to succeed, grow, and ultimately graduate from Bend-La Pine Schools prepared to thrive in their future:

### ***Academic Excellence***

1. Bend-La Pine Schools students' academic achievement will show continuous improvement, as measured by the percent of 3rd-8th and 11th graders annually scoring 3 or higher on the Smarter Balanced State Assessments, or by the percent of 9th-11th graders meeting ACT's College and Career Readiness Benchmarks, in Reading, Mathematics, Writing, and Science.
2. Bend-La Pine Schools annual progress in eliminating the achievement gap for all students will show continuous improvement, as measured by the percent of state or federally identified student populations in grades 3rd-8th and 11th annually scoring 3 or higher on the Smarter Balanced State Assessments, or by the percent of 9th-11th graders meeting ACT's College and Career Readiness Benchmarks, in Reading, Mathematics, Writing, and Science.
3. Bend-La Pine Schools shall make continuous advancement toward on-time graduation, as measured by Bend-La Pine Schools' 4-year cohort graduation rate.

### ***Thriving Citizen***

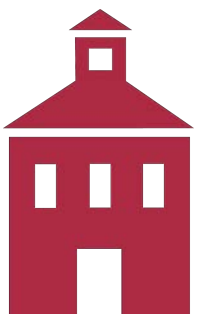
4. Bend-La Pine Schools students' demonstration of the essential skills and attributes of hope, engagement, and well-being will show continuous improvement, as measured by the Gallup Student Poll of students in grades 5-12.
5. Bend-La Pine Schools students' participation in extra and co-curricular activities will increase annually, as measured by the percent of secondary students participating in school-based extra- or co-curricular activities that are recorded in the district's student information system.





## *Future Ready*

6. Bend-La Pine Schools students' participation in advanced, career and technical, arts, world-language, and post-secondary courses shall increase annually, as measured by the average number of credits earned per secondary student, per year. This shall include high school credits in middle school, college credits in high school, technical and career ready coursework, Advanced Placement, International Baccalaureate, arts, world-language, and other advanced learning opportunities.
7. Bend-La Pine Schools students' use of the essential 21<sup>st</sup> Century skills of critical thinking, communication, creativity, and collaboration will show an increase, as measured by the BrightBytes Clarity Student Survey of students in grades 3-12.
8. Bend-La Pine Schools shall show continuous advancement in the number of students' entering post-secondary education, as measured by the percent of graduates entering 2- or 4-year colleges within 16 months of graduation.





# Individually Focused. Committed to All.

The goal for Bend-La Pine Schools' staff members is to prepare all students to be future ready. This means when they graduate, our students can:

- Persevere when faced with challenges
- Value and exercise creativity
- Discover how critical thinking skills are used across disciplines
- Become a functioning member of a team
- Exercise effective communication and presentation skills
- Understand the importance of taking initiative
- Learn about various aspects of leadership and develop those skills
- Adapt and problem solve
- Manage time and create a plan for accomplishing a task or goal
- Know how to find reliable, accurate information

The following plan describes Bend-La Pine Schools set of strategic priorities to reach that vision. This new plan does not chart a new course. Instead, it stays the course – building on what we have learned and imagining our priorities of Safety, Options, World Class Education, and System Performance forward. More specifically, this plan prepares all students to compete on the world stage for any college or career pathway of their choice and it creates a model for the future of what it means to deliver a world class education.



# P R I O R I T I E S

## Safety

### Maximizing Safety for Students, Staff and the Community

- ▶ Ensuring physically and psychologically safe, secure, and orderly learning environments
- ▶ Building upon our foundation of prevention, intervention, emotional health, and crisis preparedness

## Options

### Providing Each Child Every Opportunity for Success

- ▶ Providing families opportunities to select the school and learning environment for their students
- ▶ Empowering all schools—neighborhood, magnet, choice-option, and charter—to determine their pathways to students' success

## World Class Education

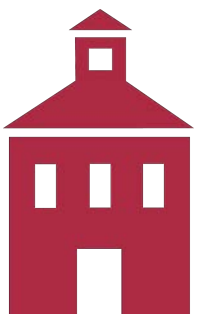
### Preparing All Students to Thrive in their Future

- ▶ Preparing all students for success in the 21st Century global economy, with foundational skills such as literacy and mathematics; process skills such as collaboration, creativity, and critical thinking; and character qualities such as persistence, curiosity, and initiative
- ▶ Personalizing learning to have meaning for each student, incorporating the tools common to the 21st Century workplace

## System Performance

### Defining and Measuring What Matters Most

- ▶ Defining what matters most to our stakeholders, and integrating authentic measurements to truly reflect students' growth in these areas
- ▶ Developing an innovative Systems Performance Framework measuring student, educator, school and district performance, allowing stakeholders to remain informed of our progress





## Safety

Bend-La Pine Schools is focused on ensuring physically and psychologically safe, healthy learning environments for all students and staff.

We understand that safe schools are fundamental to students' school successes and achievements. Providing a safe and orderly school environment is an ever-present priority of Bend-La Pine Schools. Here, school safety is addressed through a comprehensive approach that focuses on planning, prevention, intervention and response. Systems and programs are in place that create caring school communities where students and staff feel safe and supported—both physically and psychologically.

Key to the process of building and maintaining safe schools is the development of active partnerships between schools, parents and communities. Bend-La Pine Schools is a founding partner of the Safe Schools Alliance (established in 1998). The goal of the Alliance is to provide safe and secure school environments through community and interagency partnerships among students, parents, education, mental health, community justice and law enforcement. This network of regional school districts and partner agencies meet monthly to share information, discuss items of common interest and concern, advise member agencies on the adoption of policy and explore curriculum and programs that increase positive school climates for our 17,500 students and the region's more than 30,000 students.

Beyond the physical safety of our students and staff, we understand and are equally committed to their psychological safety. Psychological safety for students and staff is realized when our schools proactively take steps to limit the risk of injury to the psychological well-being of students and staff. Fortunately, Bend-La Pine schools has extraordinary professionals who personalize learning for students and whom give us the opportunity to lead in this area.

Our plan does not rest on the excellence of our past, but aspires to be a model of safety for the future.



# Safety

Explore ► Create ► Implement ► Evaluate ► Refine

Goal	Plan
<b>Ensuring physically and psychologically, safe, secure, and orderly learning environments</b>	<ol style="list-style-type: none"><li>1. Implement Enhanced School Safety Resources (Deans, Campus Monitors &amp; School Resource Officers) —<i>School Support and Design</i></li><li>2. Explore, Create, and Implement Adequate Distribution of Operational Services—<i>Operations</i></li><li>3. Create and Implement Sites &amp; Facilities Recommendations—<i>Operations</i></li><li>4. Create, Implement, Evaluate, and Refine Emergency Operation Plans—<i>Safety and Communications</i></li><li>5. Create Long Range District-Level Safety Plan—<i>Safety and Communications</i></li></ol>
<b>Building upon our foundation of prevention, intervention, emotional health, and crisis preparedness</b>	<ol style="list-style-type: none"><li>1. Evaluate and Refine Behavioral Therapists, Counseling, School Psychologists, and Nursing Support Services—<i>Teaching and Learning</i></li><li>2. Explore, Create and Implement a Comprehensive, Proactive K-12 Behavior Support and Intervention System—<i>Teaching and Learning</i></li><li>3. Explore Start Time Adjustment at Middle and High Schools—<i>School Support and Design</i></li></ol>



## Options

Bend-La Pine Schools has a pioneering spirit in the realm of high quality learning options within and across our schools.

Bend-La Pine Schools demonstrates a commitment to doing what is best for students—even when the path to their success may be a challenging one.

We believe that every student is unique with different interests, strengths and challenges. We also believe that no one understands the unique qualities of each of our students better than their parents. Therefore, Bend-La Pine Schools is committed to partnering with parents to provide the most comprehensive, rigorous and relevant learning options possible in our effort to maximize the individual potential of each and every one of the students we serve.

Bend-La Pine Schools is committed to high quality options at every level of our organization. In addition to school-to-school choices, we believe in choices within the classroom, choice pathways within a school, and even choices outside our own district, if they are best for our students.

We believe that Bend-La Pine Schools has some of the best schools in Oregon, if not the country, and therefore we are more than prepared to compete with anyone. No matter the option, Bend-La Pine Schools is committed to guaranteeing excellence. It makes no difference if parents choose an artful learning experience, an expeditionary learning experience, a STEM experience, Advanced Placement, career and technical experiences, project-based learning, a dual-language program, an International Baccalaureate learning experience, or one of our many after-school athletics or activities for their children - all students will learn and develop the world class outcomes and skills necessary to leave our schools future ready.

Bend-La Pine Schools leadership is committed to continuing to explore and deliver personalized learning options that best fit the needs of our students, staff, parents and community.



# Options

Explore ► Create ► Implement ► Evaluate ► Refine

## Goal

## Plan

**Providing families opportunities to select the school and learning environment for their students**

1. Evaluate and Refine Increased Transportation Services District-Wide—*Operations*
2. Explore, Create, Implement, Evaluate, and Refine District-Wide Options Processes for Magnet, Choice Options, Charter, and Neighborhood Schools—*School Support and Design*
3. Evaluate and Refine Bend-La Pine Schools Online—*Teaching and Learning*
4. Create and Implement Mobile and Modern District Website—*Safety and Communications*

**Empowering all schools—neighborhood, magnet, choice-opinion, and charter—to determine their pathways to student success**

1. Explore, Create, Implement, Evaluate, and Refine Professional Learning Options—*Teaching and Learning*
2. Create, Implement, Evaluate, and Refine School Support and Design Process—*School Support and Design*
3. Explore, Create, Implement, Evaluate, and Refine District's Comprehensive Learning Options - AP, Dual Immersion, AVID, IB, Arts, P.E., Music, CTE, Dual Enrollment, etc.—*School Support and Design*
4. Evaluate and Refine Co and Extra Curricular Options at Middle and High Schools—*School Support and Design*



The goal of a world class education is to prepare students for the college or career path of their choice.

We believe our students are the future leaders of this country and perhaps the world. We want to prepare them to compete on the world stage for any college or career of their choice. Or as Tony Wagner says, “...we want our students to be college, career and citizenship ready for the 21st century.”

What this means in education is that we must have a laser-like focus on teaching and learning. At the core of everything we do is the connection between the teacher, the student, and content—the knowledge and skills we teach our students. We must reinvent our assessment systems, as well as the assessments themselves. We must reinvent our instructional strategies to make sure that learning sticks, or is sustainable, and engages all students deeply. We also know that in order to reimagine and reinvent teaching, learning and leading for the 21st century, we must align all support systems with this work.

This effort reflects the reality that school improvement is not a theoretical practice in the Bend-La Pine Schools as this plan focuses on providing a guaranteed and viable curriculum across all of our learning options that prepares students with what matters most—the foundational skills such as literacy and mathematics; process skills such as collaboration, creativity, and critical thinking; and character qualities such as persistence, curiosity and initiative.

While this is an excellent step forward in our efforts to provide all of our students with the knowledge and skills most needed for success in the 21st Century global economy, it is incomplete without the accompanying accountability systems that measure student mastery of the future ready outcomes. This work is found under our System Performance priority.





## Explore ► Create ► Implement ► Evaluate ► Refine

Goal	Plan
<b>Preparing all students for success in the 21st Century global economy, with foundational skills such as literacy and mathematics; process skills such as collaboration, creativity, and critical thinking; and character qualities such as persistence, curiosity, and initiative</b>	<ol style="list-style-type: none"><li>1. Evaluate and Refine High School Schedule and Staffing—<i>School Support and Design</i></li><li>2. Evaluate and Refine Lower School Counseling Ratios at Middle and High School Levels—<i>School Support and Design</i></li><li>3. Evaluate and Refine Lower Class Size Ratios K-5—<i>School Support and Design</i></li><li>4. Explore and Create Social Emotional Learning Resources and Services—<i>Teaching and Learning</i></li><li>5. Explore, Create, and Implement an Enhanced English Language Development Service Model—<i>Teaching and Learning</i></li><li>6. Evaluate and Refine Special Education Support Services—<i>Teaching and Learning</i></li><li>7. Explore, Create, and Implement an Poverty and South County Schools Support Service Model—<i>School Support and Design</i></li><li>8. Evaluate and Refine Effective Behavioral and Instructional Support Systems—<i>Teaching and Learning</i></li><li>9. Explore and Create K-12 Vertical Alignment of and Focus on Priority Curricular Standards—<i>Teaching and Learning</i></li></ol>
<b>Personalizing learning to have meaning for each student, incorporating the tools common to the 21st Century workplace</b>	<ol style="list-style-type: none"><li>1. Implement, Evaluate, and Refine District-Wide Digital Conversion Program—<i>Teaching and Learning</i></li><li>2. Explore, Create, Implement, Evaluate and Refine District Systems to Review, Adopt and Implement Curricula and Instructional Material—<i>Teaching and Learning</i></li><li>3. Create, Implement, Evaluate, and Refine Enhanced Freshman Transition Programs at the High School Level—<i>School Support and Design</i></li></ol>



## System Performance

The system performance priority empowers the Bend-La Pine Schools to define and measure what matters most.

At Bend-La Pine Schools we embrace our responsibilities to our students, staff and community and welcome quality accountability at all levels and for all aspects of our educational organization.

This plan focuses on creating the accountability structures, processes and mechanisms that will help us continue on our journey from “good” to “great”. This plan pushes ourselves forward to make sure that the accountability systems we envision are built of the highest quality, embrace authenticity and feedback, and are focused on rigorous and important outcomes – outcomes expected by our business partners and higher education – and that would serve our students well.

Over the past three years, we have developed a professional pay and advancement system for all employees that embraces quality assessment of the most important things they do for students as the basis of their pay increases. We are also well into the process of creating a state of the art data analysis and reporting tool that creates a body of evidence for each of our students on the most important knowledge and skills that they must acquire to be college, career and citizenship ready for the 21st century. We also ‘broke ground’ on professional pathways for our staff – pathways which provide the opportunity for all staff to grow and promote in ways that are unique to their particular strengths and desires.

As we look to the next three years, we plan to stay the course in developing, implementing and refining our systems of accountability at all levels. We also plan to continue to refine our professional pay and advancement system throughout the district. New additions include the ongoing enhancement of district performance reporting mechanisms, a school accreditation process aligned to district expectations, and various communication tools for parents and community members.



## System Performance

Explore ► Create ► Implement ► Evaluate ► Refine

Goal	Plan
<b>Defining what matters most to our stakeholders, and integrating authentic measurements to truly reflect students' growth in these areas</b>	<ol style="list-style-type: none"><li>1. Evaluate and Refine Policy Governance—<i>Superintendent</i></li><li>2. Evaluate and Refine District Assessment System—<i>School Support and Design</i></li></ol>
<b>Developing an innovative Systems Performance Framework measuring student, educator, school, and district performance, allowing stakeholders to remain informed of our progress</b>	<ol style="list-style-type: none"><li>1. Evaluate and Refine District-Level Financial Stewardship—<i>Operations</i></li><li>2. Create, Implement, Evaluate, and Refine District's Data Analysis Reporting Tool (DART 2.0)—<i>School Support and Design</i></li><li>3. Evaluate and Refine Staff Evaluation Processes—<i>School Support and Design</i></li><li>4. Create, Implement, Evaluate, and Refine District's Professional Advancement and Support System (PASS)—<i>Teaching and Learning</i></li><li>5. Explore, Create, Implement, and Evaluate School and District Internal and External Review Processes—<i>Teaching and Learning</i></li></ol>

# Multiyear Financial Planning Process

Bend-La Pine Schools is developing a Multiyear Finance Plan that aligns our Strategic Priorities with how we use our financial resources. The three to five year finance plan determines Bend-La Pine Schools' investments to meet the strategic measures as defined by in the district's Board Ends. This is accomplished by:

- Identifying the sources of funds to make the investments possible.
- Evaluating the effectiveness of the programs we are investing in over time.
- Updating the financial plan each year.
- Gathering ongoing stakeholder engagement and feedback.

The Multiyear Finance Plan does not replace the annual budget, but serves as a starting point for the budget process.

The Multiyear Finance Plan will be updated each year with consideration of revenue, student enrollment and program effectiveness. It also includes significant input from a broad base of stakeholders—including principals, staff, parents, community members and the Budget Committee.

Analysis and feedback from stakeholders this Fall identified 12 specific investments in our key priorities of Safety, Options, World Class Education, and System Performance identified earlier in this Comprehensive Plan.



# Introduction

## What is a Multiyear Finance Plan?

	What It Is Not	What It Is
Timeframe	<ul style="list-style-type: none"><li>• An Annual Budget</li></ul>	<ul style="list-style-type: none"><li>• A three to five year financial plan determining the District's investments to meet the strategic plan measures of the District goal and identifying the source of funds to make the investments possible</li></ul>
Link to Strategic Priorities	<ul style="list-style-type: none"><li>• Current Service Level rollup based on historical trends without clear ties to strategic plan</li></ul>	<ul style="list-style-type: none"><li>• Targeted investments are aligned to the District Ends and Strategic Priorities and estimates the cost of implementing the priorities over time</li></ul>
Program Effectiveness & Return on Investment	<ul style="list-style-type: none"><li>• Not connected to program evaluation or investment effectiveness</li></ul>	<ul style="list-style-type: none"><li>• Evaluation of program effectiveness is essential to the decision-making process to deliver on the District's strategic investments</li></ul>
Responsiveness to Changing Circumstances	<ul style="list-style-type: none"><li>• Static</li></ul>	<ul style="list-style-type: none"><li>• Financial Plan is updated each year with consideration of revenue, student enrollment and program effectiveness</li></ul>
Stakeholder Engagement	<ul style="list-style-type: none"><li>• Created based on input from a small group</li></ul>	<ul style="list-style-type: none"><li>• Includes input from a broad set of stakeholders</li></ul>

- The Multiyear Finance Plan does not replace the annual budget, and serves as a starting point for the budget process each year
- The annual budget includes single year actions to support resource alignment described in the Multiyear Finance Plan and includes operational necessities such as fuel costs, utility costs and contract obligations



# Investments

Analysis and additional stakeholder feedback pointed to specific investments

## Safety

Best Practices  
Planning and  
Implementation

Increased School  
Safety (Physical and  
Psychological) Staffing

Facility  
Improvements

## Options

Comprehensive,  
Rigorous and  
Relevant Education

Increased District  
Transportation  
Services

Enhanced  
Professional  
Learning

## World Class Education

Class Size

Standards-Based  
Learning System

Increased Guidance  
and Targeted  
Instructional Support

## System Performance

Educator  
Effectiveness

Innovative Data  
Analysis and  
Reporting

Professional  
Advancement and  
Support System





# Investment Priorities

## Description and Timeline

Investments	Phase-In Timeline
<b>Safety Best Practices Planning and Implementation</b>	<b>Shorter Term:</b> Strengthen district safety plan with the development of a high quality emergency operation plans for the district as well as for each school, district program and facility; and implement best practices and training.
<b>Increased School Safety (Physical and Psychological) Staffing</b>	<b>Shorter Term:</b> Increase district-wide Safety and School Psychologist FTE; and add district 6-12 Behavior Specialist. <b>Medium Term:</b> Add Behavior Specialist/Counselor position at all large elementary and middle schools; and add Dean and Campus Monitor positions to all comprehensive large high schools. <b>Longer Term:</b> Increase School Resource Officers.
<b>Facility Improvements</b>	<b>Shorter and Longer Term:</b> Capital construction safety upgrades.
<b>Ensure all students have access to comprehensive education including arts, music, PE, World Language, CTE, adv. coursework, athletics, and activities</b>	<b>Shorter Term:</b> Maintain digital conversion efforts in grades 3-12 that includes new mathematics curriculum adoption; maintain Bend-La Pine Online district options; expand CTE coursework, focused on increased dual credit options, at the secondary level; and enhance district-wide athletics and activities support. <b>Medium Term:</b> Resource new P.E. instructional time requirements.
<b>Increased District Transportation Services</b>	<b>Shorter Term:</b> Increase magnet and choice option transportation services district-wide. <b>Longer Term:</b> Transition charter athletics/activities bus services to Bend-La Pine Schools fleet.
<b>Enhanced Professional Learning</b>	<b>Shorter Term:</b> Sustainably support Advanced Placement, International Baccalaureate and AVID strategy trainings for all current school participants; and fully implement school design process in all schools. <b>Medium Term:</b> Increase Advanced Placement, International Baccalaureate and AVID strategy trainings.
<b>Class Size</b>	<b>Shorter Term:</b> Maintain current class size targets; and maintain targeted equity funding. <b>Longer Term:</b> Improve equity funding and reduce class size in 4th, 5th, and 9th-12th grades.
<b>Standards-Based Learning Systems</b>	<b>Shorter Term:</b> Professional development for English language arts and math adoptions and increase district-wide curricular/instructional teacher leadership capacity.
<b>Increased Guidance and Instructional Support</b>	<b>Shorter Term:</b> Maintain effective behavioral and instructional support systems; lower counseling ratios at the high school level; implement comprehensive counseling and guidance services model in all schools; adjust high school schedule for increased on-track graduation; and increase district-wide digital conversion support services.
<b>Educator Effectiveness</b>	<b>Shorter Term:</b> Maintain new teacher mentoring and induction program; maintain Instructional Curriculum Coach Leadership positions at each building; maintain dedicated School Improvement professional learning time; and increase teacher evaluation and support services for building principals. <b>Long Term:</b> Expand teacher preparation partnerships with area universities.
<b>Innovative Data Analysis and Reporting</b>	<b>Shorter Term:</b> Implement improved Data, Analysis, and Reporting Tool (DART 2.0); and develop multi-year financial planning process that includes ROI progress monitoring
<b>Professional Advancement and Support System</b>	<b>Shorter Term:</b> Increase mentoring support; and implement Professional Advancement Support System.

**Shorter Term:** 1-2 years  
**Medium Term:** 2-3 years  
**Longer Term:** 3-5 years



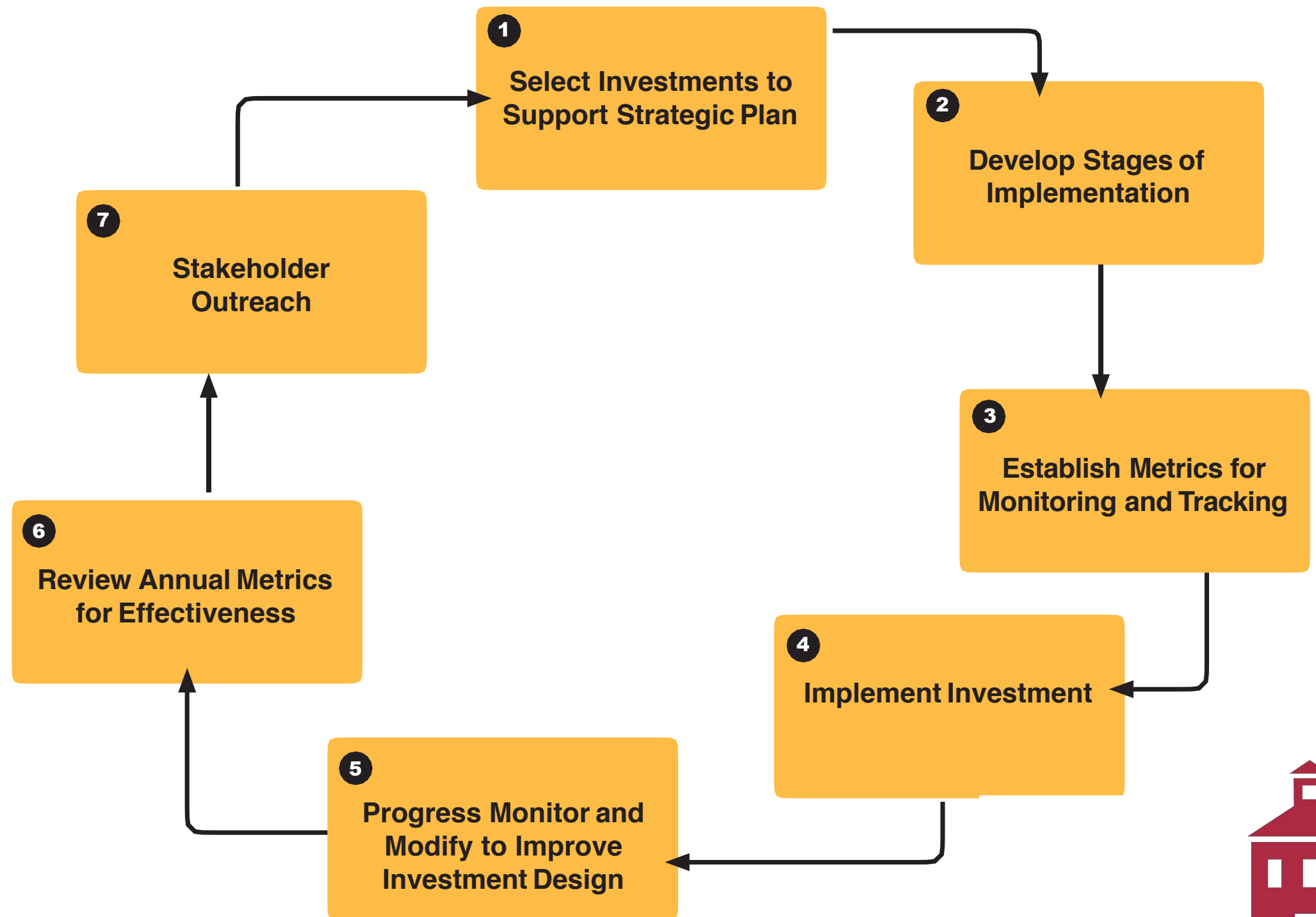
# Investment Priorities

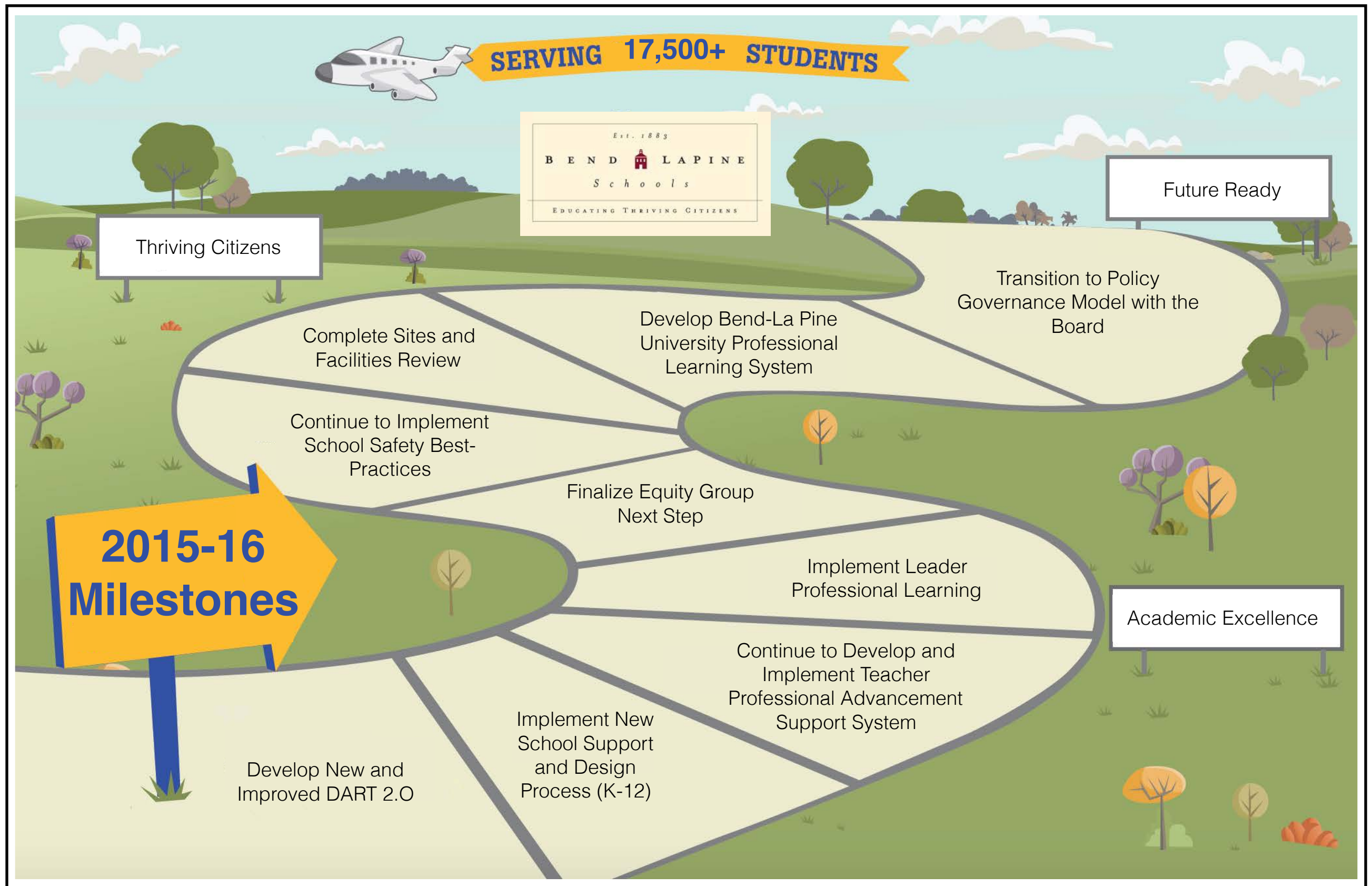
## Summary of Investments Added Annually

Investment Priorities	Funding Source	2016-17	2017-18	Total
Safety Best Practices Planning and Implementation	<i>High Desert ESD Local Service Plan</i>	\$300,000	\$300,000	<b>\$600,000</b>
Increased School Safety (Physical and Psychological) Staffing	General Fund	\$140,000	\$575,000	<b>\$715,000</b>
	<i>High Desert ESD Local Service Plan</i>	\$238,600	\$238,600	<b>\$477,200</b>
Facility Improvements	Bond Fund	\$6,932,749	\$4,000,000	<b>\$10,932,749</b>
Ensure all students have access to comprehensive education including arts, music, PE, World Language, CTE, adv. coursework, athletics, and activities	General Fund	\$50,000	\$100,000	<b>\$150,000</b>
	Perkins Grant and Secondary Career Pathway Funding	\$140,000	\$145,000	<b>\$285,000</b>
Increased District Transportation Services	General Fund	\$500,000	\$500,000	<b>\$1,000,000</b>
Enhanced Professional Learning	General Fund	—	\$50,000	<b>\$50,000</b>
	Nike Innovation and Cascade Commitment Grants	\$47,877	\$4,200	<b>\$52,077</b>
Class Size	General Fund	—	—	—
Standards-Based Learning Systems	Title II and Math in Real Life Grant	\$204,000	\$80,000	<b>\$284,000</b>
	General Fund	—	\$180,000	<b>\$180,000</b>
Increased Guidance and Instructional Support	General Fund	\$397,500	\$975,000	<b>\$1,372,500</b>
Educator Effectiveness	General Fund	—	—	—
	Teach Oregon Grant	\$13,310	—	<b>\$13,310</b>
Innovative Data Analysis and Reporting	General Fund	\$80,000	\$80,000	<b>\$160,000</b>
Professional Advancement and Support System	General Fund	—	\$66,548	<b>\$111,548</b>
	Chalkboard Grant	\$30,000	—	<b>\$30,000</b>

## Progress

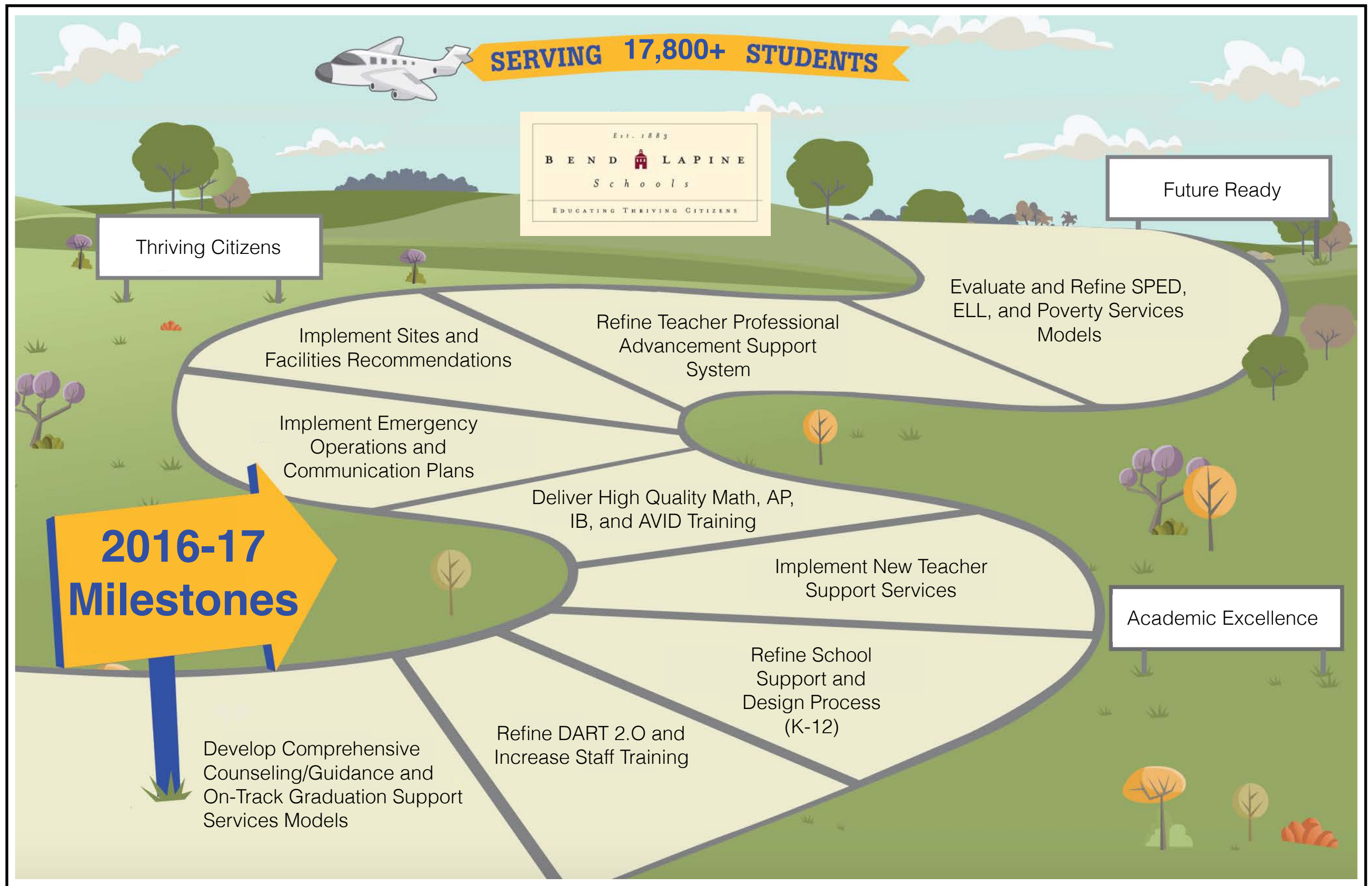
Monitor and tracking progress in effectively investing behind its strategic priorities will be a continuous process.





# 2015-16 ACTION STEPS

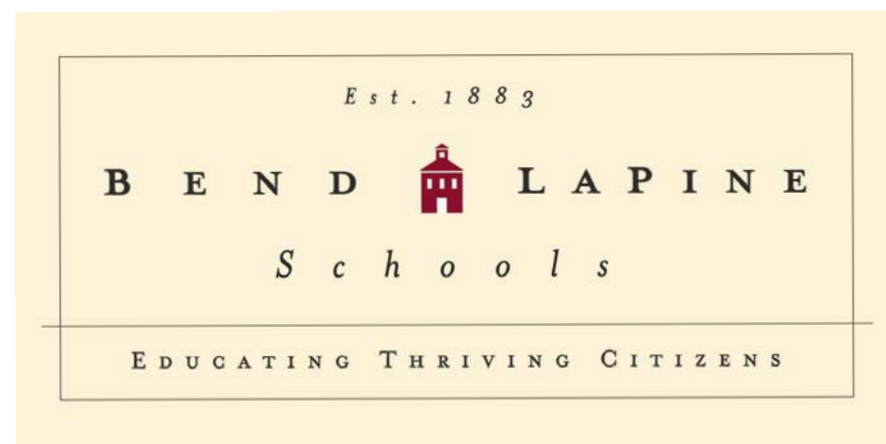




# 2016-17 ACTION STEPS







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