

*Washington State Center for
Childhood Deafness & Hearing Loss*

Board of Trustees Packet

April 9, 2010



**Washington School for the Deaf
Board of Trustees Packet
April 9, 2010**

- Agenda
- Updated Board of Trustees listing
- School Calendar 2009/2010

AGENDA ITEMS

- Minutes – March 1, 2010, Board Meeting
- Reports:
 - Director, Superintendent, Outreach Director
- Policy – 1st Reading
 - Whistleblower Program (Policy #5218)

INFORMATIONAL ITEMS

- School Year 2009/2010
 - Enrollment
 - Behavioral Referral (BRF) – three year comparison
- Budget Reports
 - Budget Summary for the Board of Trustees
 - Charts
 - Allotment vs. Expenditures FY 2009
 - Monthly Balances FY 2009
 - WSD Expenditures by Month & Year
- Supervisory Meal Criteria
- Strategic Plan Guidelines

**WASHINGTON SCHOOL FOR THE DEAF
BOARD OF TRUSTEES MEETING
April 9, 2010**

- | | |
|-------------|---|
| 11:00 a.m. | Call meeting to order and determination of a quorum <ul style="list-style-type: none">• Announcements and introduction of guests• Approval of March 1, 2010, meeting minutes |
| 11:15 a.m. | Budget Update <ul style="list-style-type: none">• Board Budget Committee (Pat Clothier, Rita Reandeau, Larry Swift) |
| 12:00 noon | Policy – 1 st Reading
Whistleblower Program (Policy #5218) |
| .12:30 p.m. | Lunch |
| 1:30 p.m. | Outreach Highlights
Kris Rydecki, Outreach Director
Donna Sorensen, Distance Learning Coordinator |
| 2:30 p.m. | Executive Session pursuant to RCW 42.30.110(1)(g) “To evaluate the qualifications of an applicant for public employment or to review the performance of a public employee....”. |
| 3:30 p.m. | Plan for June 11, 2010 Board Meeting at WSD <ul style="list-style-type: none">• Election of Chair and Vice-Chair for the 2010/2011 school year |
| 4:00 p.m. | Adjourn |

WASHINGTON STATE CENTER FOR CHILDHOOD DEAFNESS & HEARING LOSS

BOARD OF TRUSTEES

Rick Hauan, Director (360) 696-6525, ext. 0400 (rick.hauan@wsd.wa.gov)
 Jane Mulholland, Superintendent (360) 696-6525, ext. 0402 (jane.mulholland@wsd.wa.gov)
 Judy Smith, Executive Assistant (360) 696-6525, ext. 0401 (judy.smith@wsd.wa.gov)

Voting Members	Address	Cong Dist.	Contact Information	Date Apptd.	Term Expires	E-Mail/Fax
Allie "AJ" Joiner	15806 18 th Ave. W., B 102 Lynnwood, WA 98087	1	(425) 329-8433 VP	08/30/06	07/01/10	allie.joiner@wsd.wa.gov
Pat Clothier Chair	11290 Walker Road Mount Vernon, WA 98273	2	(360) 757-4259 V/TTY (H) (360) 420-4256 cell	06/27/02	07/01/10	pat.clothier@wsd.wa.gov clothierpat@gmail.com
Gail Pollock	5808 NE 36 th Avenue Vancouver, WA 98661	3	(360) 695-4769 (360) 521-4769 cell	02/09/06	07/01/10	gail.pollock@wsd.wa.gov
Nita Kamphuis	5404 S. Caballo Rd. Kennewick, WA 99338	4	(509) 627-1368 (509) 967-6050 (509) 539-0962 cell	09/19/08	07/01/13	nita.kamphuis@wsd.wa.gov
Char Parsley	3427 W. 7 th Avenue Spokane, WA 99224	5	(509) 838-3770 TTY (509) 315-2128 VP	03/16/07	07/01/11	char.parsley@wsd.wa.gov
Rita Reandeau Vice Chair	1636 Yukon Harbor Rd., SE Port Orchard, WA 98366	6	(360) 871-7367 (360) 443-3626 Cell: (360) 551-3034	08/19/04	07/01/14	rita.reandeau@wsd.wa.gov Fax: (360) 443-3662
Ariele Belo	1625 19 th Avenue Seattle, WA 98122	7	(206) 388-1275 TTY (206) 452-7955 (Video & Voice)	01/30/07	07/01/11	ariele.belo@wsd.wa.gov
Sidney Weldele-Wallace	19501 SE 332 nd Place Auburn, WA 98092	8	(253) 833-6487 (253) 833-9111 ext. 4705 (253) 569-8000 cell	06/27/02	07/01/11	sidney.wallace@wsd.wa.gov Fax: (253) 288-3463
Larry Swift	2306 Glen Kerry Ct., SE Lacey, WA 98513	9	(360) 491-8745	07/31/02	07/01/14	larry.swift@wsd.wa.gov Fax: (360) 491-8745

WASHINGTON SCHOOL FOR THE DEAF 2009/2010 School Year

July 09

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Key

Staff in-service days

First and last day of school

Non-school days -

Travel days - **RED**

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Mark Your Calendar!

***Open House/Kastel Bldg. Grand Opening/
Homecoming Game
September 25, 2009**

***WSBC
January 27 - 31, 2010
Arizona School for the Deaf and the Blind
Awards Night - to be announced

November 09

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April 10

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After School Electives

Fall: September 15 - November 5, 2009
Winter: December 1 - January 28, 2010
Early Spring: February 9 - March 25, 2010
Spring: April 20 - June 3, 2010

New Employee Orientation	August 28	Thanksgiving Break	November 26-27
Teacher Pre-service Day	August 28	Winter Break	December 21-January 1
Registration Day**	August 30	Martin Luther King Jr. Day	January 18
First Day of School	August 31	President's Day	February 15
Labor Day	September 7	Spring Break	March 29-April 2
Ed. Reform (teachers)	September 8	Memorial Day	May 31
Safety Training for staff	November 9	High School Graduation	June 10
Veterans' Day Week	November 9-13	Last Day of School	June 18
Veterans' Day	November 11		

2009/2010 DAW & WASL SCHEDULE (tentative)

Elementary/Middle School: May 10-June 4, 2010

High School DAW (11th & 12th grade) - Nov. 1-9, 2009

High School Reading - March 16, 2010

High School Writing - March 17-18, 2010

High School Math - April 13, 2010

High School Science - April 15, 2010

****Transportation will not be provided on Registration Day**

**Quarters end: 1st Quarter: November 3, 2009; 2nd Quarter: February 1, 2010;
3rd Quarter: April 14, 2010; 4th Quarter: June 18, 2010**

AGENDA ITEMS

**WASHINGTON STATE CENTER FOR
CHILDHOOD DEAFNESS & HEARING LOSS
BOARD OF TRUSTEES MEETING
ESD 113/Olympia
March 1, 2010**

Board Members: Allie Joiner (District #1)
Pat Clothier (District #2)
Gail Pollock (District #3)
Nita Kamphuis (District #4)
Char Parsley (District #5)
Sidney Weldele-Wallace (District #8)

Absent: Rita Reandeau (District #6)
Ariele Belo (District #7)
Larry Swift (District #9)

Legal Counsel: Bonnie Terada, Legal Counsel

Director: Rick Hauan

Superintendent: Jane Mulholland

Guests: Lorana Myers, Federation representative
Claudia Foy, ODHH
Kris Rydeck, Outreach Director

Recorder: Judy Smith

Interpreters: Michael Kasonvich, Judy Kaddoura

The meeting was called to order by Pat Clothier, Board Chair, at 5:40 p.m. It was determined that a quorum was present.

Agenda – March 1, 2010

Allie Joiner made a motion to eliminate the Executive Session from the agenda. Nita Kamphuis seconded the motion. It was voted on and approved.

Minutes from February 1, 2010, meeting

Correction: page 2, 4th bullet under “Highlights for school year.....” Change 10 a.m. to 10 p.m. Nita Kamphuis made a motion to approve the February 1, 2010, minutes with the correction noted above. Char Parsley seconded the motion. It was voted on and approved.

Reports

• Rick Hauan, Director

- Stakeholder meetings were held February 1 & 2, 2010 in Vancouver and Longview. The meetings at WSD were well attended but very low attendance in Longview.
 - Many of the concerns expressed at the Stakeholder Meetings are the same throughout the state:
 - Lack of coordination of services
 - Interpreter issues (i.e. Certification, pay, etc.)
 - Inequity in the amount of resources available in different regions
- Presentation at ESD 114 last week for Superintendents in the Bremerton region.
 - Very positive meeting. Several members from ESD 114 will attend the stakeholder meetings on Wednesday, March 3rd.
- The Arts Committee
 - The Arts Committee recently met with Jack Archibald, the artist selected for the Academic building project. He brought several sample pieces with him which the committee members were very impressed with. The artist suggested “The Music of Silence” as a title for this project. If there are concerns regarding the suggested title please contact Rick Hauan as soon as possible.
- Tacoma program development
 - The CDHL Stakeholder Meetings have strengthened the relationship with Tacoma Public Schools. CDHL’s Director, WSDS (Washington Sensory Disabilities Services) and Listen & Talk have been working with Tacoma to set up an aural/oral program. This program would be located at Birney Elementary in Tacoma.
 - Other topics being discuss with Tacoma Public Schools are:
 - Itinerant ASL support position
 - Setting up a bilingual approach similar to what is happening at WSD
- Legislative update
 - SB 6491 (moving CDHL and WSSB under OSPI) has died.
 - It is important to maintain open and clear communication with legislators.
- Budget Discussion
 - The House and Senate have released their budgets. Both budgets are based on new revenues and there is a great detail of discussion among legislators as to what those revenues are. The proposed budgets have the following reductions for CDHL:
 - Senate: \$47,000
 - House: \$52,000
- Currently CDHL/WSD has approximately \$170,000 that has not been earmarked for expenditure. The Leadership Team met this morning (March 1) to discuss what items must be purchased but have not yet been

paid. After deducting these expenditures it would leave approximately \$90,000. Money will be allocated based on program need.

- Effective March 17, 2010, the following freezes will take effect:
 - Filling new or vacant positions and creating new positions
 - Entering into new personal services agreements or contracts
 - Purchasing any item of equipment costing more than \$5,000
 - Out-of-state travel or out-of-state training
- There is a concern from the Deaf Community regarding the elimination of the ASL Specialist position at WSD. Although this position was cut due to budget reasons it was never intended to be a permanent cut. WSD currently has a four member team that focuses on the ASL/English/Bilingual approach. It is very important to CDHL/WSD that ASL and ASL assessment be maintained and many ideas are being pursued to achieve this goal.
- The Director, Superintendent, and Superintendent of WSSB are meeting with OFM (Office of Financial Management) on Wednesday, March 3rd to discuss Small Agency Client Services (SACS). SACS provides centrally located accounting, budgeting, fleet management, and payroll services for small agencies.
- If a Board member would like to join the Finance Committee please contact Pat Clothier.
- **Jane Mulholland, Superintendent**
 - EHDDI (Early Hearing-Loss Detection Diagnosis & Intervention Program)
 - A meeting of Clark County stakeholders was held to discuss applying for a grant that would focus on reducing the number of infants who are lost between initial failed screening in the hospital and diagnosis. Some of the ideas for the grant included hiring two “Guides by your Side,” developing a website, and improving communications with hospitals
 - Further updates at the April 2010 meeting.
 - Superintendent’s Lunch
 - The Superintendent and Principal meet with students once a month during lunch to see what their ideas for improving the school and their education.
 - Reading to preschoolers
 - Every Thursday during the month of February the Superintendent read to the preschoolers.
 - During March the Superintendent will be reading a Raggedy Ann story in costume.
 - Deaf Academic Bowl
 - A team from WSD recently participated in the regional Deaf Academic Bowl competition in Oklahoma where they won the Sportsmanship award. Regional competitions will be eliminated next year and only the national competition will be held at Gallaudet University.

- Middle School Honor Roll Brunch
 - All but two WSD Middle School students had a 3.0 GPA or better and were honored at the brunch.
- The Academic staff will be meeting on March 2nd to discuss scheduling for next year. Proposals include:
 - Keep 5th as part of elementary
 - Middle School & High School combined to make one academic team.
- Combined Summer Institute (CSI) will be held July 12-15, 2010, in Yakima. Wednesday, July 14, 2010 is WSD Day. Staff will be giving five presentations throughout the day. The topic of moving CSI to the WSD and WSSB campuses during summer 2011 has been discussed.
- The ASL Committee is working on fundraising to bring Deaf Artists to the Vancouver area. The first event was held on February 19th with the showing of the movie Gerald. The event netted \$1,000 after expenses.
- **Kris Rydecki, Outreach Director**
 - The relationships built among the Stakeholder Core Team members have been tremendous.
 - WSDYLR (WSD Youth Leadership Retreat) will be held on the WSD campus March 10-12, 2010. Approximately 16-20 non-WSD students (6-8th graders) will attend along with WSD's own 6-8th graders.
 - Due to the personal services contract freeze Mini-Immersion was cancelled.
 - Deaf Fiesta (Sunnyside) which would be held April 10th focusing on the needs of Spanish speaking families in eastern Washington. Due to the personal services contract outside funding is being sought. (Update: this event was cancelled).
 - Outreach consultations – CDHL has received several requests for consultations during the months of March and April.
 - Currently recruiting for a part-time Speech Language Pathologist.

“Floater” position during graveyard shift/cottages (Jane Mulholland, Superintendent)

- DLR (Division of Licensed Resources) has made a recommendation to add a “floater” during the overnight residential hours in addition to the Graveyard Dean.
- A list of staff members that could respond to an emergency within 15 minutes was established.
- Suggested options include (handout):
 - Change the schedule of an existing custodian from swing shift to graveyard; provide CPI (Crisis Prevention Intervention) and additional training as needed.
 - Move a swing shift SLC (Student Life Counselor) to a graveyard shift

- Increase the hours of one of the morning SLCs by 5-1/2 hours per day.
- Leave schedule as schedule and not add a “floater”.
- The Board suggests that a “floater” be added for the remainder of school year.
- The Board also suggests that a formal request be submitted to change the ratio requirements in WAC (Washington Administrative Code) 388-180.

AJ Joiner moved to hire a “floater” for the remainder of the school year and also submit a formal request to change the ratio requirements in WAC 388-180. Char seconded the motion. It was voted on and approved.

Plan for April 9, 2010, meeting

The April Board meeting will be held on Friday, April 9th at WSD from 11 a.m. – 4 p.m. The Board Budget Committee will meet 8 – 11 a.m. Due to the shortened meeting the Director, Superintendent, and Outreach Director will prepare written reports for the April meeting.

Nita Kamphuis moved to change the April 9th Board meeting to 11 a.m. – 4 p.m. Gail Pollock seconded the motion. It was voted on and approved.

Adjournment

Allie Joiner moved to adjourn the meeting. Nita Kamphuis seconded the motion. It was voted on and approved. The meeting adjourned at 8:15 p.m.

Pat Clothier, Chair
CDHL Board of Trustees

Rick Hauan, Director
CDHL

Date

Date

CDHL Board of Trustees Meeting – April 2010 Reports from Director, Superintendent, Outreach Director

Rick Hauan, Director

- CDHL email, etc.
 - Mark Lee, IT Manager, has been working with Department of Information Services (DIS) to establish our new domain as CDHL. We will be moving to a consistent domain for IT. Because of the timing last year, becoming CDHL in late July, I convinced DIS to leave the `wsd.wa.gov` domain in tact for the year. We will need to move to the new domain this summer. This means our email addresses will change to `first.last@cdhl.wa.gov`

- Meetings from March 2 – April 8
 - Stakeholder meetings
 - Stakeholder meetings have been well attended and we have been getting great data from them. We have scheduled a new meeting on April 28 in the Maple Leaf District in Seattle (close to Northgate) to capture the urban area where we have had a lot of interest from stakeholders to have one more meeting. April 19, 20 we will be in Spokane and Pasco, respectively. On May 4, 5 we will be in Yakima and Wenatchee, respectively.
 - Tacoma project update
 - I have had several meetings with Tacoma Public Schools and Listen and Talk to establish a Listening and Spoken Language (LSL) program. Tacoma will be contracting with us to provide support in the development of this program. We also are in discussion to provide support for teachers statewide by purchasing some time from a teacher in Tacoma.
 - HOPE School
 - I have had several meetings with people from HOPE school in Spokane. I met with their board and described a model similar to Listen and Talk. We are working on a contract to establish a formal relationship to provide consultation support to children using Listening and Spoken Language in the eastern region of the state.
 - Spokane Public Schools
 - On-going meetings with Spokane School District to ascertain what supports we could offer in developing a more comprehensive approach to deaf education in that region.
 - Listen & Talk partnership (2/5 year discussion)
 - Kris and I met with Listen and Talk to work on the contract for the upcoming year. We are focused on developing a broader discussion than year-to-year contracting.

- RESPECT
 - RESPECT meeting held in March focused on IEP and 504 processes. We now have a meeting location set up in Moses Lake and one in Renton.

This allows for professionals to gather in both regions of the state and meet on a common topic using the K-20 system. I facilitated the meeting in Moses Lake in March. A new cohort group is strengthening with the addition of this group in eastern Washington.

- Legislative update (budget, HB 2617, etc.)
 - At the time of this write-up, we have not received a final budget. There are many pieces of legislation that will impact us. HB 2617 may have an impact on how/when we meet.
 - SB 6503 relates to furloughs and closures of state agencies. We are currently listed as exempt for some activities due to the impact of health and safety of state citizens.

Jane Mulholland, Superintendent

- Orientation & ASL Support: Many classified staff are hired for positions at WSD based on state-established skill sets. These new employees often have no knowledge about deafness and no experience working in an environment with deaf staff. Lorana Myers, April McArthur and Jane Mulholland are working on ways to help these staff members develop an understanding of the unique culture of WSD and to gain a comfort level regarding communication with deaf individuals. The hope is that as people begin to form relationships, there will be a natural motivation and enthusiasm for learning ASL.

The first activity will be a two-hour meeting for business office, maintenance and custodial, student health center and nutrition services staff with very beginning or no ASL skills on April 16th. A panel of 5 deaf staff members facilitated by April McArthur will talk about Deaf culture and WSD, about interacting with a deaf person, and will answer any questions posed by staff. There will also be small group activities to give people the opportunity to communicate face-to-face. As a follow-up to the panel, Lorana and Jane will visit department meetings to find out what additional activities and supports the staff would like to have in order to improve their ability to understand and fully participate in the WSD community.

April Rounds plans to include an abbreviated version of the April 16th activity as part of new staff orientation in the future so all new hires have a better understanding of the unique and rich environment they are entering.

- OSPI Monitoring: The Office of the Superintendent of Public Instruction will conduct a Special Education Routine Compliance Review of WSD April 13 -14, 2010. This is consistent with the reauthorization of IDEA in 2004 and Washington's federally-approved 2005 compliance monitoring plan for the state. The Program Review Team will arrive at WSD at 9:30 am April 13th for an entrance meeting, which will include a review of the monitoring process and brief dialogue with WSD staff regarding students and programs. Following the meeting, the team will begin a review of selected student files and will conduct

interviews with selected staff. An exit meeting will take place on the afternoon of April 15, 2010, via the K-20 interactive video system. No time has been specified for the exit discussion.

- EDHHI Grant: At the March Board of Trustees meeting, information was provided in the Superintendent's report about a grant WSD was considering applying for related to improving newborn hearing screening and care coordination through community-based interventions within Clark County. Unfortunately, after further investigation and discussion, CDHL determined it would be unable to move forward as the sponsoring entity for this grant. According to statutory mandate, CDHL needs to maintain a statewide focus. Sponsoring a grant for only one county could potentially cause CDHL to be responsible for similar interventions across the state. CDHL regretfully informed its Vancouver-based partners of our inability to be the lead agency in this effort, and offered to provide the application draft and all work done to that point to any other group that was interested in filling the lead role. We also expressed our interest in forming a local advisory council to create a framework for hospitals to follow and to develop better communication between hospitals, audiologists, pediatricians, early intervention services and families.

Kris Rydecki, Outreach Director

- Outreach Consultations Completed in March
 - Pullman
 - Auburn
 - Inchelium
 - Sequim
 - Chimacum
- *Destiny Library Manager System* is set up for the Outreach Library. This is an online system that allows people to check out materials and helps us track our materials.
- Upcoming Outreach Activities
 - Family Retreat weekend (WSDS) May 1-2. Ellensburg, Lazy F Camp
 - Flying Hands ASL Poetry & Art Competition and Academic Awards Night (WSD) May 27.
 - Deaf Fiesta (CDHL) – cancelled, rescheduled for fall 2010 – Central WA.
 - Combined Summer Institute (WSDS) July 12-15. Yakima
- WSD Youth Leadership Retreat (March 10-12) and Read with Your Child Night (March 24) events at WSD
 - Donna Sorensen and Tiffany Gay to present highlights and pictures

Washington State Center for Childhood Deafness & Hearing Loss

POLICY: 5218

Date:

SUBJECT: **Whistleblower Program**

Approved by:

Pat Clothier, Chair, Board of Trustees

PURPOSE

The Whistleblower Act, enacted by the Washington State Legislature in 1982 and amended in 1999 and 2008, provides an avenue for state employees to report suspected improper governmental action. The state's Whistleblower Program is managed by the Washington State Auditor's Office.

The Center recognizes the importance of sharing information about the Whistleblower Act and how to access information about the state's Whistleblower Program on a regular basis. The Center will provide information about the Whistleblower Act to new employees within the first week of hire and to all active employees on an annual basis.

POLICY

The State Auditor's Office investigates and reports on assertions of improper governmental action and the Human Rights Commission has sole responsibility for investigating asserted retaliatory actions. Each agency has a designee authorized to take Whistleblower assertions. The designee at the Center is the Human Resources Manager.

A designee is defined as someone who is in the position to pass the assertion on to the State Auditor's office and act with discretion and in a non-retaliatory fashion. If a state employee reports an assertion to the agency designee, the designee is required to share the assertion with the State Auditor's office within 15 calendar days of receipt. The State Auditor's office has the sole responsibility to determine whether assertions warrant an investigation.

DEFINITIONS:

Improper governmental action, as defined by RCW 42.40.020, is any action by an employee undertaken in the performance of the employee's official duties which:

- Is a gross waste of public funds or resources.
- Is in violation of a federal or state law or rule, if the violation is not merely technical or of a minimum nature.
- Is of substantial and specific danger to the public health or safety.
- Is gross mismanagement.
- Prevents dissemination of scientific opinion or alters technical findings.

"Improper governmental action" does not include personnel actions, for which other remedies exist, including but not limited to employee grievances, complaints, appointments, promotions, transfers, assignments, reassignments, reinstatements, restorations, reemployments, performance evaluations, reductions in pay, dismissals, suspensions, demotions, violations of the state civil service law, alleged labor agreement violations, reprimands, claims of discriminatory treatment, or any action which may be taken under chapter RCW 41.06.

A whistleblower is defined as:

- Any state employee who submits a whistleblower report in "good faith" to the State Auditor's Office or another public official.
- Any state employee who is perceived by the employer as reporting, whether s/he did or not.

Good faith means the individual providing the information or report of improper governmental activity has a reasonable basis in fact for reporting or providing the information. An individual who knowingly provides or reports, or who reasonably ought to know he or she is providing or reporting, malicious, false, or frivolous information, or information that is provided with reckless disregard for the truth, or who knowingly omits relevant information is not acting in good faith.

Public official refers to the Attorney General's designee or designees; the State Auditor's Office, the agency director; an individual designated to receive whistleblower reports by the head of each agency; or the executive ethics board.

A whistleblower assertion is a report of improper governmental action.

The Whistleblower Reporting Form is the form an employee should use to file a written assertion, or report, of suspected improper governmental action and includes the below elements. The form is found on the State Auditor's website at <https://www.sao.wa.gov/EN/Investigations/Whistleblower/Pages/default.aspx>.

- A detailed description of the improper governmental action.
- The name(s) of the employee(s) involved.
- The agency and location of where the action(s) occurred.
- Date(s) of the improper governmental action(s) must be provided to the State Auditor's Office within one year after the occurrence of the action.
- Details that may be important for the investigation – witnesses, documents, and evidence.
- If known, the specific law or regulation that has been violated.
- *Optional* for whistleblower: provide name, home address, and phone number.

Note: Whistleblower assertions may be filed anonymously.

The Whistleblower Reporting Form may be submitted to the agency designee or directly to the State Auditor's Office using any of the following methods:

- Link to Whistleblower Reporting Form:
<https://www.sao.wa.gov/EN/Investigations/Whistleblower/Pages/default.aspx>
- Fax: (360) 586-3519

- Email: whistleblower@sao.wa.gov
- Mail: Washington State Auditor's Office
Attn: State Employee Whistleblower Program
P.O. Box 40031
Olympia, WA 98504-0031

Retaliation against whistleblowers and/or whistleblower witnesses is against the law. Retaliatory action may include, but is not limited to, the following:

- Denial of adequate staff to perform duties;
- Frequent staff changes;
- Frequent and undesirable office changes;
- Refusal to assign meaningful work;
- Unwarranted and unsubstantiated disciplinary action or unsatisfactory performance evaluations;
- Denial of employment;
- A supervisor or superior behaving in or encouraging coworkers to behave in a hostile manner toward the whistleblower;
- A change in the physical location of the employee's workplace or a change in the basic nature of the employee's job, if either are in opposition to the employee's expressed wish; or
- Any other action that is inconsistent compared to actions taken before the employee engaged in conduct protected by RCW 42.40 or compared to other employees who have not engaged in conduct protected by RCW 42.40.

Complaints of retaliation should be submitted to the Human Rights Commission. Employees, who need information about how to file a complaint of retaliation, should visit the Human Rights Commission website <http://www.hum.wa.gov>.

Legal References:
RCW 42.40

INFORMATIONAL ITEMS

Enrollment Information 2009/2010 School Year

Month	Vancouver Campus										Off Campus Outreach					
	Day	Residential	Post High School Apartments	Elementary	Middle	High	Post High School	Enrolled & Post High School	45-day diagnostic placement	Partnerships	Birth to 3		Partnerships			
											Southwest WA	Central WA	Listen & Talk (school year to date)	SRVOP	Consultations (school year to date)	Distance Learning
August	39	68	3	20	26	61	3	110	14	5	--	6	--	--	--	--
September	43	68	3	22	27	62	3	114	18	5	20	8	23	--	15	--
October	41	68	1	22	26	59	1	110	19	5	23	8	25	59	15	3
November	44	67	1	23	29	59	1	112	9	5	22	9	40	60	16	--
December	42	69	1	23	29	59	1	112	8	5	21	9	45	60	18	6
January	48	66	3	26	30	58	3	117	8	5	24	8	46	61	19	6
February	43	69	4	26	28	58	4	116	5	5	26	9	49	61	20	10
March	40	71	3	26	27	58	3	114	4	5	28	8	52	61	25	9
April																
May																
June																

Note: SRVOP & Long Distance Learning began in October

TOTALS	Vancouver Campus	Off-Campus Outreach	Total Served
Current Month Totals	114	180	194
Unduplicated count of students served on the Vancouver Campus - during the 2009/2010 school year	129		

Additional information:

Admissions Information	Students participating at:
Applications in process: 4	Hudson's Bay HS: 4
Waiting list: 1	Fort Vancouver HS: 1
Beds available:	
**Boys: 8	
**Girls: 4	

SRVOP School District Participants		
Inchelium	Clover park	Waterville
Pullman	Franklin Pierce	Anacortes
Mabton	Mercer Island	Bellingham
Royal City	Peninsula	Burlington-Edison
Sunnyside	Tacoma	Lakewood
Toppenish	Eastmont	Mt. Vernon
Yakima	Lake Chelan	Oak Harbor
Yelm	Moses Lake	
Bethel	Quincy	

Behavioral Referrals (BRFs)

THREE YEAR COMPARISON - BEHAVIORAL REFERRAL FORMS (BRFs)

<i>Month</i>	2009-2010 School Year			2008-2009 School Year			2007-2008 School Year		
	<i>Enrollment</i>	<i>Days in Month</i>	<i># BRFs</i>	<i>Enrollment</i>	<i>Days in Month</i>	<i># BRFs</i>	<i>Enrollment</i>	<i>Days in Month</i>	<i># BRFs</i>
August	107	1	0	109	5	2	N/A	N/A	N/A
September	111	20	26	109	20	55	103	18	34
October	110	22	34	110	23	97	104	27	78
November	111	14	20	113	16	31	106	22	62
December	111	14	18	113	15	26	107	18	79
January	114	18	19	114	19	51	110	22	41
February	112	18	36	114	19	108	109	24	54
March	111	20	20	113	20	87	110	25	64
April		20		113	19	72	111	22	53
May		20		113	19	68	112	25	72
June		13		100	5	12	112	16	25

Budget Summary for the Board of Trustees

2009-10 School Year as of February 2010

Operating Budget - Annual - July 2009 through June 2010

Agency Annual Budget	\$8,676,000
Outreach Contracts Allotted	\$8,000
Year to Date Expenditures	<u>\$5,657,705</u>
Budget Balance for the year	\$3,026,295

Operating Budget (By Department)

Department	Annual Budget	Expenditures to Date	Balance Until Year End
Center Administration	\$1,314,812	\$898,954	\$415,858
School for the Deaf - Vancouver:			
<i>Superintendent's Office</i>	\$218,997	\$112,613	\$106,384
<i>Academic Program</i>	\$2,376,905	\$1,594,806	\$782,099
<i>Residential Program</i>	\$1,617,540	\$1,031,084	\$586,456
<i>Post Grad Program</i>	\$52,973	\$31,944	\$21,029
<i>Transportation Costs</i>	\$888,385	\$464,222	\$424,163
<i>Facilities</i>	\$590,386	\$396,400	\$193,986
<i>Nutrition Services</i>	\$286,821	\$190,971	\$95,850
<i>Special Activities</i>	\$0	\$0	\$0
Agency Indirect Costs	\$862,600	\$542,741	\$319,859
Statewide Outreach	\$373,873	\$315,435	\$58,438
Early Learning	\$106,794	\$74,251	\$32,543
Grants	\$6,086	\$4,284	\$10,370
Regional Center 1	\$0	\$0	\$0
Regional Center 2	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Balances	\$8,684,000	\$5,657,705	\$3,026,295

Operating Budget (By Object)

Object	Annual Budget	Expenditures to Date	Balance Until Year End
Salaries	\$5,028,030	\$3,301,508	\$1,726,522
Benefits	\$1,721,369	\$1,173,409	\$547,960
Goods & Services	\$1,964,313	\$1,121,928	\$842,385
Travel	\$108,000	\$87,395	\$20,605
Equipment/Software	\$184,000	\$165,160	\$18,840
Reimbursements - See Notes	<u>\$321,712</u>	<u>\$191,695</u>	<u>\$130,017</u>
Balances	\$8,684,000	\$5,657,705	\$3,026,295

Capital Budget - Biennial

Minor Public Works Biennial Budget	\$820,000	New Construction Biennial Budget	\$1,712,543
Expenditures/Commitments to Date	<u>\$200,000</u>	Expenditures/Commitments to Date	<u>\$1,712,543</u>
Estimated Future Expenditures	<u>\$0</u>	Estimated Future Expenditures	<u>\$0</u>
Budget Balance	\$620,000	Budget Balance	\$0

Operating Budget By Department for the Month of February 2010

Department	February Budget	Expenditures for the Month	Balance for the Month	Balance from the Previous Month	Current Balance YTD
Center Administration	\$98,819	\$106,158	\$7,339	\$2,725	\$10,064
School for the Deaf - Vancouver:					
<i>Superintendent's Office</i>	\$18,836	\$14,631	\$4,205	\$26,835	\$31,040
<i>Academic Program</i>	\$201,790	\$222,698	\$20,908	\$16,476	\$4,432
<i>Residential Program</i>	\$151,611	\$153,993	\$2,382	\$49,285	\$46,903
<i>Post Grad Program</i>	\$5,169	\$5,623	\$454	\$3,527	\$3,073
<i>Transportation Costs</i>	\$80,831	\$56,964	\$23,867	\$74,472	\$98,339
<i>Facilities</i>	\$49,092	\$54,548	\$5,456	\$2,257	\$3,199
<i>Nutrition Services</i>	\$25,459	\$30,237	\$4,778	\$8,728	\$3,950
<i>Special Activities</i>	\$0	\$0	\$0	\$0	\$0
Agency Indirect Costs	\$75,850	\$50,875	\$24,975	\$43,134	\$68,109
Statewide Outreach	\$30,499	\$44,940	\$14,441	\$48,367	\$62,808
Early Learning	\$9,541	\$10,217	\$676	\$3,352	\$4,028
Grants	\$2,113	\$2,113	\$0	\$0	\$0
Regional Center 1	\$0	\$0	\$0	\$0	\$0
Regional Center 2	\$0	\$0	\$0	\$0	\$0
Balances	\$745,384	\$748,771	\$3,387	\$170,270	\$166,883

Operating Budget By Object for the Month of February 2010

Object	February Budget	Expenditures for the Month	Balance for the Month	Balance from the Previous Month	Current Balance YTD
Salaries	\$446,159	\$447,290	\$1,131	\$38,451	\$37,320
Benefits	\$141,190	\$148,751	\$7,561	\$27,749	\$35,310
Goods & Services	\$174,101	\$152,315	\$21,786	\$171,645	\$193,431
Travel	\$8,050	\$11,147	\$3,097	\$10,748	\$13,845
Equipment/Software	\$8,000	\$16,897	\$8,897	\$4,263	\$13,160
Reimbursements from Others	<u>\$32,116</u>	<u>\$27,629</u>	<u>\$4,487</u>	<u>\$2,934</u>	<u>\$1,553</u>
Balances	\$745,384	\$748,771	\$3,387	\$170,270	\$166,883

Previous Monthly Balance **\$170,270**

Current Monthly Balance **\$166,883**

Gain/Loss for the Month **\$3,387**

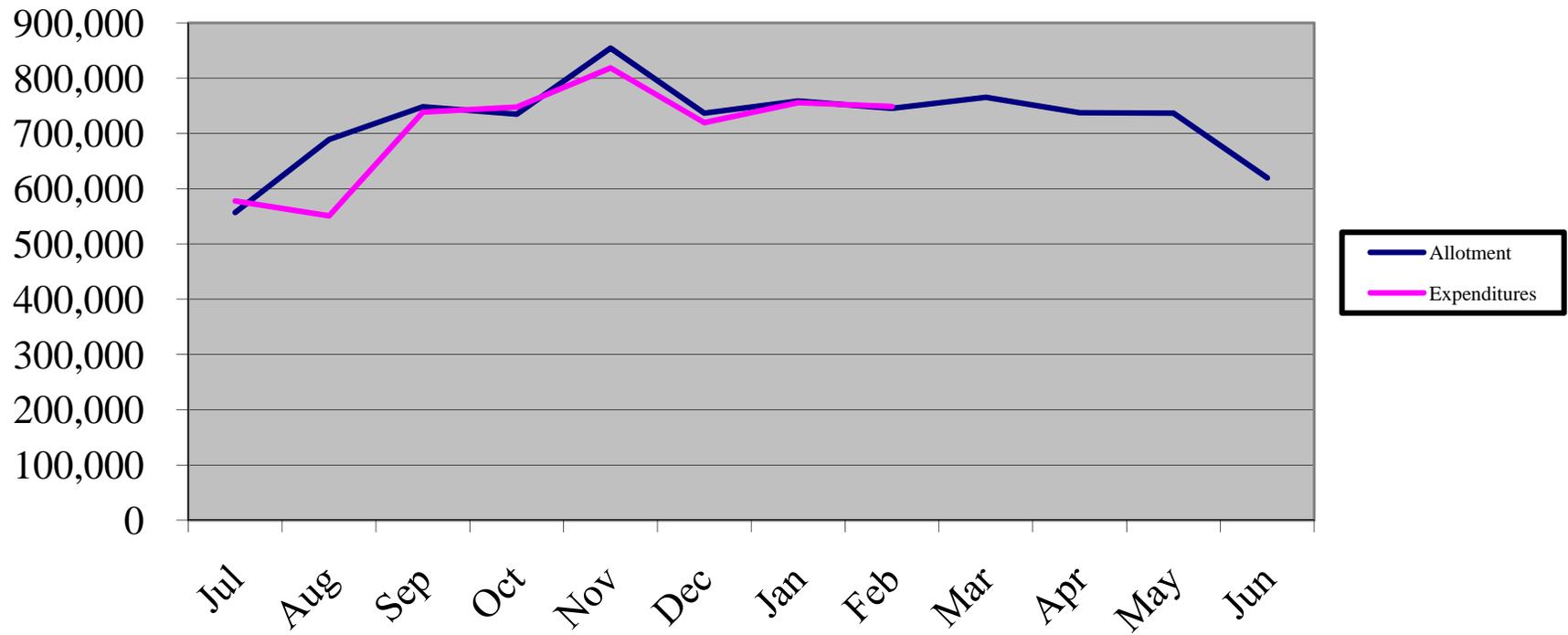
Project for Fiscal Year End **Balanced**

Notes: \$84,000 was added to the budget from the "Saving Incentative Account" to cover the cost of installing the Visual Signaling System.

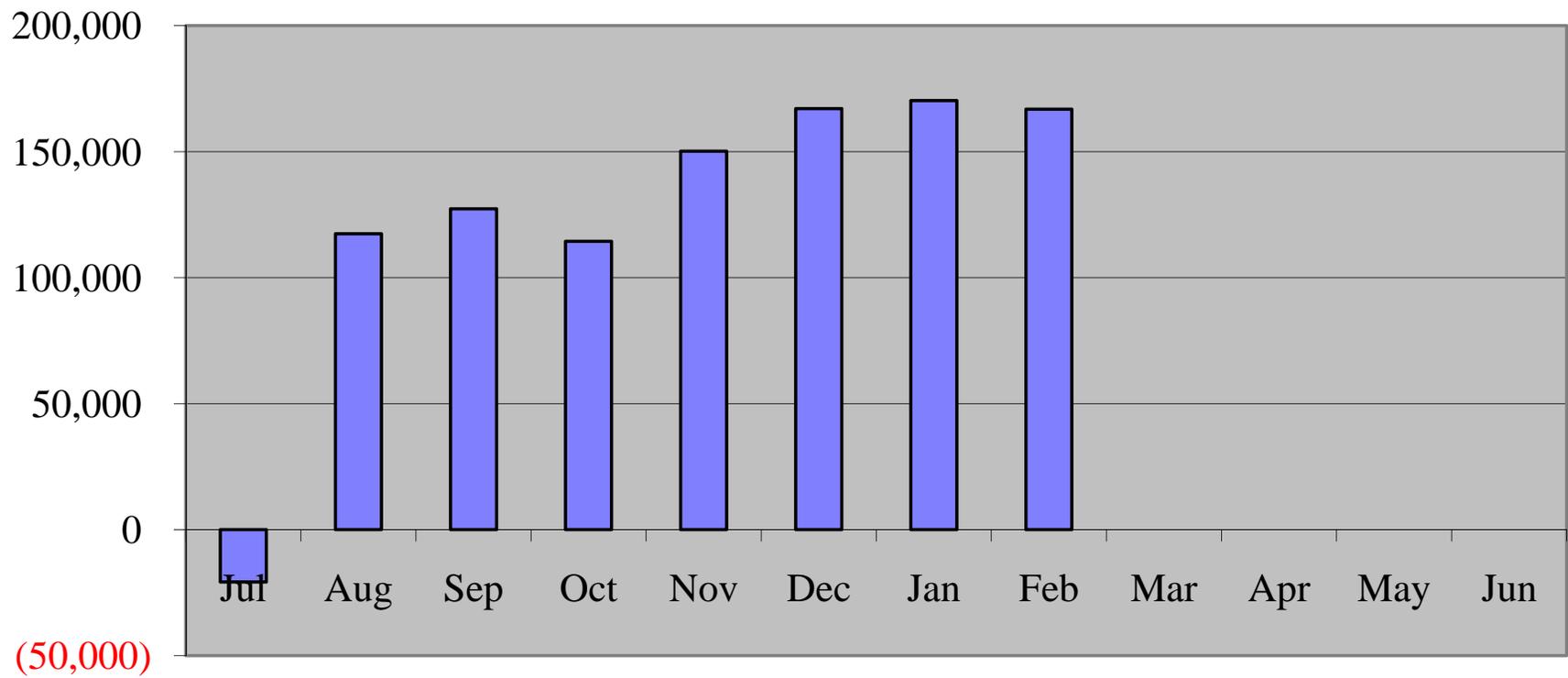
Reimbursements are a recovery of expenses such as USDA, paid meals, SRVOP administrative fee, etc.

Action Plans:

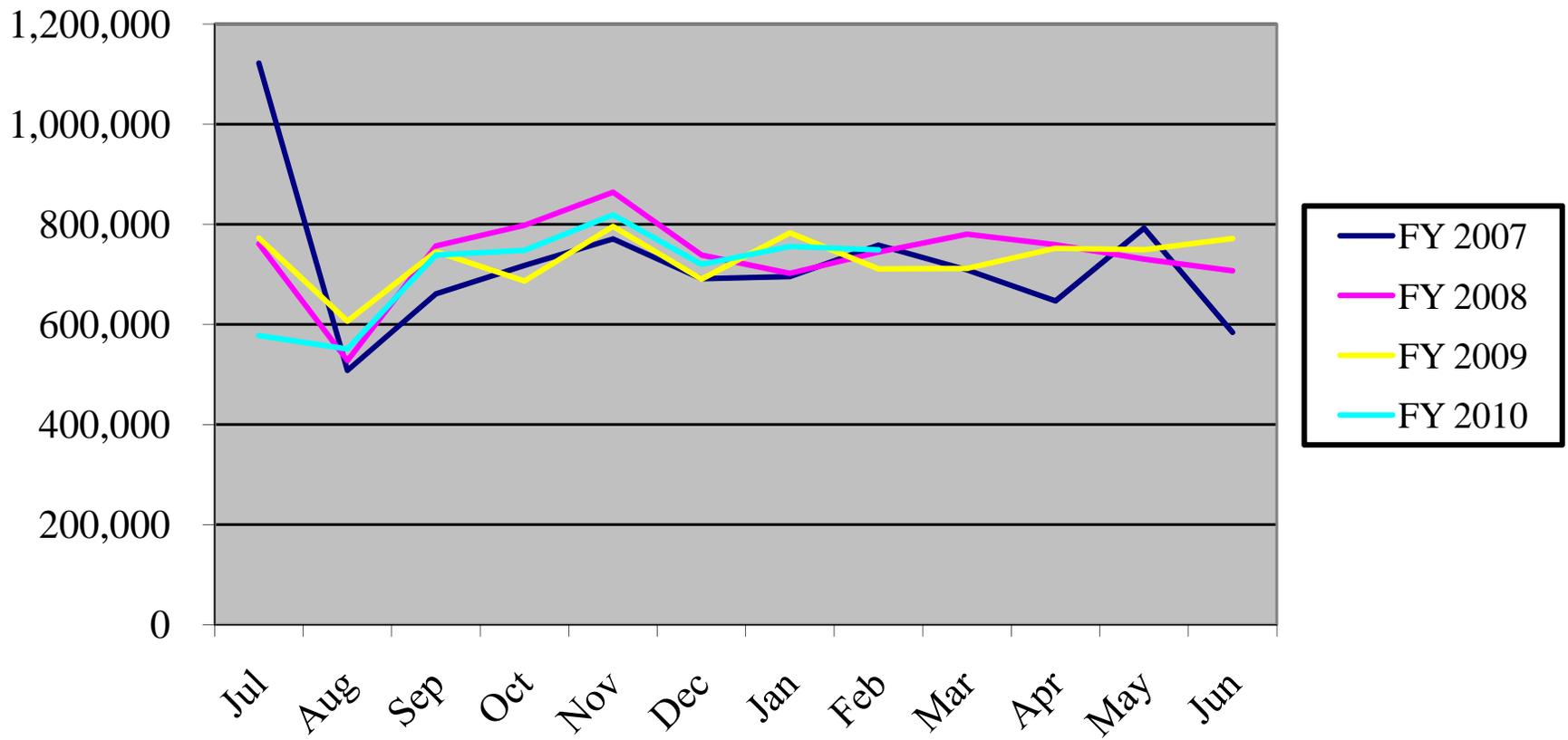
Allotment vs Expenditures FY 2010



Monthly Balances FY 2010



WSD Expenditures by Month & Year



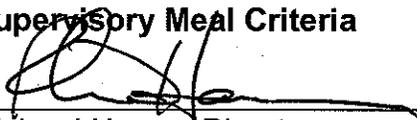
CENTER FOR CHILDHOOD DEAFNESS & HEARING LOSS

PROCEDURE: 6720P

Adopted: March 23, 2010

SUBJECT: **Supervisory Meal Criteria**

Approved by:


Richard Hauan, Director

We encourage WSD staff to eat with students during meal times to provide adult interaction and conversation and to supervise students during the lunch or dinner meal. Staff members who eat with students to provide supervision as defined below may eat at no charge.

To qualify for a "Supervisory Meal" staff must be actively engaged with and supervising students throughout the meal period.

The examples below will help staff determine if they qualify for a meal at no charge. When staff do not qualify, they will pay the standard fee of \$3.00 per meal.

Qualifies

- A staff member sits with students and is engaged in conversation with and supervising students throughout the meal period.

Does Not Qualify

- Staff members sit at the same table (no students present) and talk with each other.
- A staff member goes to the cafeteria and eats his/her lunch, but leaves more than five minutes before the end of the lunch period.
- A staff member goes to the cafeteria, gets a boxed meal, and returns to his/her room or office to eat.
- A staff member arrives toward the end of the meal service, takes a meal and sits with students for a few minutes.

Additional information:

- Nutrition Service staff qualifies for a free meal as part of their normal duties.
- Staff may not take food from the cafeteria if a meal is not purchased.

Staff members should contact their immediate supervisor if they have questions regarding this procedure.

Reference: Policy 6720: Meal Sales



Office of Financial Management

S T A T E O F W A S H I N G T O N

Strategic Plan Guidelines

BUDGET DIVISION

FEBRUARY 2010

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About the Guidelines

Strategic Planning Guidelines are no longer Part I Budget Instructions.

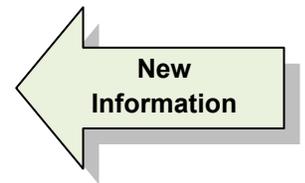
In recent budget cycles, the Office of Financial Management (OFM) has issued strategic planning requirements as part of the biennial budget instructions, requiring agencies to submit plans containing mandatory elements in late spring. Part 2 Operating Budget Instructions have, typically, been provided in April with budgets due in September.

This year, as part of its review of the biennial budget process, OFM surveyed customers and partners. Among the findings were that strategic plans are primarily valuable to agency managers, but provide relatively less value to budget analysts and decision makers. We heard that agencies want greater flexibility in planning contents than provided by the elements we required and greater flexibility in timing their planning process.

With a \$2.8 billion budget shortfall, Washington State faces unprecedented challenges. Especially in this fiscal environment, agencies need fewer mandates and greater flexibility. For this reason, OFM is adapting certain aspects of our strategic planning guidelines.

Key changes from the 2009-11 instructions:

- While OFM acknowledges the value and statutory requirement for agencies to conduct strategic planning, there is no requirement to submit plans to OFM.
- There are no “required elements” for strategic plans.
- These guidelines offer suggestions for best practices for planning and plan contents.



What hasn't changed from previous budget instructions?

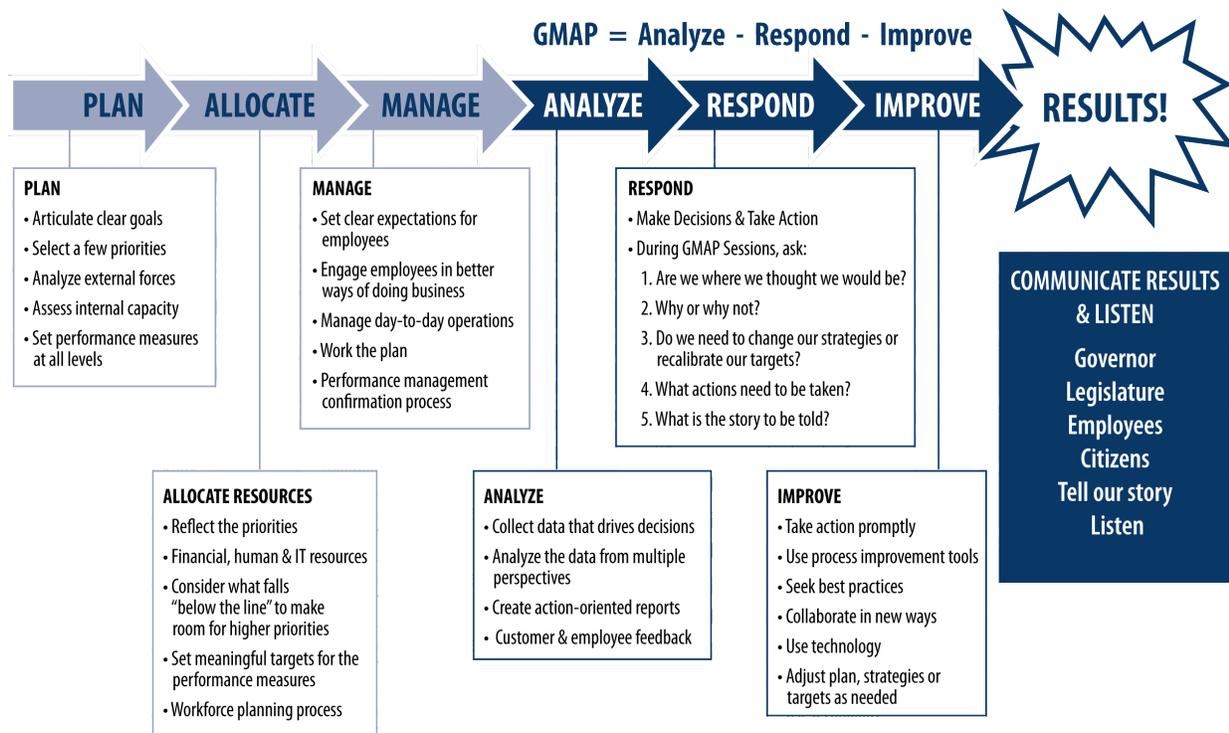
- OFM still expects strategic plans to focus on how an agency will achieve statewide results and mission-critical outcomes. Strategic plans remain a key "connector" linking statewide results, the work of state agencies, and requests for resources to carry out strategies.
- For agencies with proprietary funds requiring Business Plans, a list of funds and special instructions will be included in the Budget Instructions issued in April.
- OFM will still provide technical and professional assistance to agencies in preparing their strategic plans. Throughout the guidelines we provide links to resources and tools that may help you with the strategic planning process. OFM's Performance Assessment staff can also assist agencies in developing their plans (contact Jeffrey Showman at Jeffrey.Showman@ofm.wa.gov.)
- Strategic planning is still a duty of agencies required by state law.

Section 1 - Why Prepare a Strategic Plan?

Strategic planning provides a foundation for all other management actions.

Every well-run organization periodically takes stock of its situation and progress, assessing what to do differently to improve effectiveness and better reach goals. This is why strategic planning is one of the seven Baldrige Criteria for Performance Excellence, and a basic element of Governor Gregoire’s Management Framework.

Governor Gregoire’s Management Framework



Plans, and the process of planning, are essential tools for managing and leading any organization. Resources can’t be properly allocated without goals and priorities. Goals can’t be achieved without understanding how external factors and internal capacity affect them. Through a periodic planning process, leaders and managers reaffirm objectives, assess the effectiveness of their previous strategies, decide what to do differently, and then communicate values to front-line workers and stakeholders. They regularly monitor progress toward their objectives.

Strategic plan information is crucial for budget decisions.

The Legislature has stated a policy that each agency's budget recommendations must be directly linked to the agency's mission, programs, goals, and objectives (RCW 43.88.090(5)). The strategic plan should be a connector linking an agency's budget request to achieving statewide results. An agency's budget proposal that is not aligned with its strategic plan may be difficult to justify and less likely to fare well with budget analysts and decision makers.

OFM expects agency budget requests to be anchored to the strategic plan, offering a clear "line of sight" that allows the reader to easily understand:

- An agency's mission, its highest priority activities or programs, and its key customers.
- The operating environment and organizational factors facing the agency.
- What statewide results, outcomes, and goals the agency must achieve to carry out its mission.
- Measurable objectives the agency has established to move it toward its goals.
- How the agency will measure progress over the planning period.
- Strategies the agency intends to pursue to achieve its objectives; and
- Additional resources the agency may need to successfully carry out its strategies.

Strategic plans are a communication tool.

While the primary purpose of the strategic plan is to guide the agency's management activities, it also provides a means to communicate with people inside and outside the agency.

Within an agency, a strategic plan can give employees a sense of shared purpose and motivation by clearly articulating agency values and goals. Employees will know how their work contributes to success. Strategic plan objectives can be aligned with employee performance and development, one of the key factors in successful performance management.

Decision makers, budget and policy analysts, auditors, stakeholder groups, and the general public read agency strategic plans to learn about an agency's purpose and work activities, its opportunities and challenges, strategic direction, and how it measures success. If your strategic plan is clear and complete, you may be able to avoid preparing duplicate information for your audiences.

Agency strategic plans submitted to OFM for the 2007-09 and 2009-11 biennia are posted on the internet, along with other performance information. ([Activities, Performance Measures, and Strategic Plans](#))

It's the law.

[RCW 43.88.090](#) directs each state agency to define its mission and establish measurable goals for achieving desirable results for customers, and to develop clear strategies and time lines for achieving its goals.

Agencies must establish objectives for each major activity in its budget. Objectives must be expressed in measurable form, address the statutory purpose of the program or activity, and focus on data that measures whether the agency is achieving or making progress toward statewide priorities.

OFM is directed to provide professional and technical assistance to assist state agencies in developing strategic plans that include the agency's mission, programs, measurable goals, strategies, and performance measurement systems. These Strategic Plan Guidelines are one aspect of this technical assistance.

Further information can be found at our performance website (www.ofm.wa.gov/performance).

Section 2 - What is Strategic Planning?

Strategic planning is a process to determine what an agency wants to accomplish over a given time period, and how to do that.

Effective organizations regularly take time to ask and answer a few critical questions:

- What do we do and for whom?
- Where are we today?
- Where do we want to be in the future?
- How do we close the gap?
- How will we know if we are succeeding?

Carrying out a process to answer these questions is the essence of strategic planning.

Strategic planning in the public sector answers these additional questions:

- What is the desired social outcome, or “public good” we will achieve? (Goals)
- How do we expect to contribute to, or influence, the outcome? (Strategies)
- What resources will we need to implement the strategy?

Since public sector organizations are subject to a number of influences outside their control, this process needs to be repeated periodically to evaluate the effectiveness of strategies. (Reference: Schacter, 2007)

While the strategic plan document has certain uses (documenting decisions and as a communication tool, for example), it is not an end in itself. The most valuable part of the agency’s plan is the periodic process of confirming goals, assessing progress toward an outcome, evaluating what is effective and what is not, and adjusting strategies to improve performance.

Section 3 - Your Strategic Plan Should Focus on How to Achieve the State's Priority Results

Today's complex challenges often call on the expertise and collaboration of multiple state agencies. Therefore, the strategic plan must consider how your agency can best achieve its mission **and** how it can best contribute to the achievement of important statewide outcomes.

Governor Gregoire's budget is focused on achieving her key priorities and is developed using a results-oriented biennial budget process called Priorities of Government (POG). POG prioritizes all state activities to help ensure that the budget focuses on investments most likely to achieve the statewide results citizens want.

For a complete list of Governor Gregoire's priorities, see [Governor's Priorities](#).

For individual POG result areas, high level indicators, and the detailed purchase strategies follow the links below:

- [Improve student achievement in elementary, middle, and high schools](#)
- [Improve the value of postsecondary learning](#)
- [Improve the health of Washingtonians](#)
- [Improve the security of Washington's vulnerable children & adults](#)
- [Improve economic vitality of businesses and individuals](#)
- [Improve statewide mobility of people, goods, and services](#)
- [Improve the safety of people and property](#)
- [Improve the quality of Washington's natural resources](#)
- [Improve cultural and recreational opportunities throughout the state](#)
- [Strengthen government's ability to achieve results efficiently and effectively](#)

Your strategic plan should clearly communicate how your agency plans to contribute to these statewide priorities and how your agency's work helps achieve results. All agency budget activities may not be an explicit component of your strategic plan, but all activities are assigned to the ten statewide result areas and evaluated on how they contribute to the desired outcomes. These evaluations are based on performance measures in OFM's Results through Performance Management (RPM) system. Many agencies find it useful to develop and report a common set of measures for both tracking progress on strategic plans and for performance reporting to OFM.

Section 4 - Strategic Planning – Best Practices

A good strategic planning process will:

- Identify the organization’s mission, core business processes, primary customers, and stakeholders;
- Articulate the organization’s vision and values;
- Focus on a limited number of key priorities and outcomes;
- Set clear goals and measurable objectives for priority outcomes;
- Analyze external forces that influence the ability to achieve the mission;
- Assess internal capacity to deliver services and manage effectively;
- Develop strategies that, when implemented, achieve the objectives;
- Establish performance measures and targets to determine if goals are being achieved;
- Implement the plan through resource and staffing decisions and operational plans;
- Regularly monitor progress; and
- Involve leaders, managers, employees, customers, and stakeholders throughout the planning process as appropriate.

There is no perfect way, or “cookbook” approach, to prepare a strategic plan. Because different agencies face different circumstances, you may carry out your planning process in different ways.

Are there required components of the strategic plan?

OFM is not requiring plans to contain specific elements, but they should include a list of statutes that authorize the establishment and operation of agency programs.

Good plans show evidence that you have engaged in the process described above; contain components that describe your agency’s mission, major business processes and assessment of external factors and internal capacity; and convey statewide outcomes, goals and objectives, strategies and performance measures.

Is a specific format required?

No specific format is required, but readers would appreciate a table of contents to help them locate various elements.

Your strategic plan will only benefit readers if they understand it. Organize information so things are easy to find. Keep it brief and clear, and avoid jargon. Write using Plain Talk principles. (Find more information about Plain Talk at <http://www.accountability.wa.gov/plaintalk/default.asp>.)

Strategic plans benefit by focusing on a few priority areas. A plan listing every possible thing that every unit would like to accomplish is unlikely to be implemented successfully. If you choose to include all divisions in the planning process, then the final plan may benefit from an Executive Summary. Some useful plans may be as brief as one to four pages, although they may rest on a foundation of more detailed analysis documents.

Who should we involve in the planning process?

The strategic planning team should include representatives from major divisions who have a role in carrying out the plan. For instance, if a strategy will require additional resources to achieve an objective, budget staff should be on the team.

Asking customers and stakeholders for input to the plan is a best performance management practice.

Goals should come from senior leaders. It's critical that they own the plan and process. They may not be involved in the day-to-day process of preparing the plan, but should be involved early on in frank conversations about objectives.

Front-line staff should be involved in the planning process if the agency relies on them to successfully implement a strategy, or if it wants to align parts of the plan with employee performance evaluations.

Managers from all units should be included in the process if an agency wants to get widespread "buy-in" for its plan. (Reference: Coyne and Subramaniam, 1996)

Where do we start?

If you have already submitted an application to the Washington State Quality Award (WSQA), you may want to use the organizational profile and human resource focus sections as a beginning point. Agencies may find the Self Assessment Tool, available from the GMAP office, helpful: <http://www.accountability.wa.gov/resources/quality/default.asp>.

Asking customers and stakeholders for feedback is a useful first step. Another good place to begin is by reviewing your last strategic plan and answering these questions:

- Are your mission and business processes still relevant?
- Is there a clear relationship between your goals and statewide results or outcomes?
- What did you want to increase, decrease, or maintain and by how much? Did you meet those targets?
- What process element did you focus on to make changes? Do you have a hypothesis about why it did or didn't work?
- What does that mean for strategies you should now pursue to achieve performance targets?

What components should be in a strategic plan?

A good strategic plan will include many of the following components or elements, but not every plan needs to contain all of them.

Mission Statement

An agency's mission statement describes its reason for existence in general terms that capture its unique purpose and functions. It typically describes the organization, what it does, why it does it, and for whom.

- Mission Statement example: The Department of Healthy Behaviors works to improve the health of the people of Washington State by promoting actions that individuals can take to improve their health.

Vision Statement

The vision statement is a brief, forceful statement describing the organization at its most effective, or as it will be when it achieves its desired goals and outcomes. Vision examples:

- Great people, great service, excellence every time.
- The department is recognized as a progressive, innovative leader as we promote economic vitality, safeguard the environment, provide world-class customer service and embrace change.

Values

Values are a statement of the agency's beliefs and behaviors. The strategic plan's value statement can help establish a reference for how members and employees carry out their work.

Values examples:

- All staff are guided by the following values: honesty, respect, and accountability
- Our core values are service, integrity, teamwork, and innovation.

Assessment of external challenges and opportunities

A good strategic plan will describe important external factors that affect the ability to achieve goals and performance targets. Agencies should consider changes in these kinds of factors in their analysis and whether they affect partners upon whom you heavily depend:

- The economy
- Client populations
- Client demographics
- Client/citizen needs, preferences, or expectations
- The way customers expect services to be delivered
- Related markets or industries
- The expectations of suppliers and partners
- The law or regulatory environment
- The costs of doing business
- The natural environment

Assessment of internal capacity and financial health

The strategic planning process also provides a good opportunity for an organization to take stock of its strengths and weaknesses, and to examine internal agency factors that can impact its ability to accomplish the mission, goals, and objectives. For example:

- What are key workforce issues that affect agency performance?
- What workforce issues must be addressed to achieve business goals?
- Do you see a need or opportunity for changes in service delivery methods?
- Will your strategies require an increase in staff and, thus, a need for more space? Will they require changes in the type of space you need? Are there pressing facility maintenance and operations needs or requirements?
- What technology investments will be necessary (and in what time frame) to achieve goals?
- Are there trends in revenue sources, fund balance changes, or cost pressures that may affect the agency's financial sustainability?

A common technique that combines internal and external assessment is "SWOT analysis," short for Strengths, Weaknesses, Opportunities, and Threats. Under SWOT analysis, an agency explicitly identifies internal factors (strengths and weaknesses) and external factors (opportunities and threats) that may impact its ability to achieve results. This analysis can be used to develop strategies to capitalize on positive factors (strengths and opportunities) and mitigate adverse factors (weaknesses, risks, and threats.)

Performance analysis

The strategic plan tells the story of how the agency intends to bridge the distance between where it is today and where it would like to be in the future. Performance analysis describes the nature of those gaps. Consider these questions:

- If actual performance is different than expected at this point, why?
- What is the agency learning from its internal GMAP process?
- How do performance results compare to those of other similar organizations, or to recognized industry standards, and why?
- Which performance gaps are most important to close?
- How will the agency try to close these performance gaps?

Goals

Goals are broad, high-level, issue-oriented statements of outcomes that an organization will strive to achieve. They should fit well with the mission statement and values, and answer the question, "What must we do to accomplish our mission or achieve a result?" Goal examples:

- Reduce tobacco use among adults, pregnant women, and children.
- Protect public health by ensuring safe food supply.

Objectives

Objectives break down goals into smaller, more specific pieces. They describe measurable results an agency expects to accomplish within a given time period. A good objective statement will provide an operational way to know if your strategies are successfully moving toward your goal. Try to start each objective sentence with one of these words: increase, decrease, or maintain. Objective examples:

- Decrease the proportion of cigarette smoking among 10th grade adolescents by 10%.
- Increase the proportion of food processors that comply with public health standards to 95%.

Strategies

Strategies are statements of methods to achieve an objective. While goals and objectives state **what** the organization wants to achieve, strategies state **how** goals and objectives will be achieved. Strategies should guide the near-term work and activities that the agency undertakes to achieve goals and objectives. Strategy examples:

- Produce anti-smoking messages and media campaign targeted to teen-agers.
- Inspect, test, and provide technical assistance to food storage and processing industries.

For the strategic plan, an agency should focus on the most important strategies, describing how the strategy will help achieve both agency goals and statewide results.

Performance measures

Performance measures are numeric descriptions of an agency's work and results. They are based on data and tell a story about whether an agency or activity is achieving the desired objectives, and if progress is being made to attain policy or organizational goals.

Performance measures should be written to begin with "Number of . . ." or "Percentage of . . ." then describe what is being measured. Performance measure examples:

- Percentage of 10th grade students who say they have smoked within 90 days, as reported on the annual student survey.
- Percentage of food processors with a compliance rating score of 90 or more on annual inspection.

Section 5 - Implementing Strategic Plans

Preparing a strategic plan is only a first step. To paraphrase Peter Drucker, plans are only promises and hopes without subsequent commitment and action. To be effective, strategic plans must be implemented through operational plans, action plans, work assignments, and requests for resources.

Action plans and operational plans

Once high-level direction is set through the strategic plan, some agencies ask divisions or business units to prepare action plans or division work plans. These provide concrete steps to implement the agency's selected strategies and can help management track effectiveness and success.

Capital and technology needs

The strategic planning process can identify emerging issues related to agency capital and technology needs. Changes in caseloads, customer expectations, agency strategies, and aging facility or systems may create profound changes in an agency's facility and technology requirements.

The narrative justification for each capital budget project request must describe how the project supports the agency's strategic plan, and/or how it contributes to statewide results. OFM asks key questions in its review of agency capital budget requests, including:

- What are the most effective strategies and activities in which to invest, and how does the capital budget request support them?
- How do the proposed capital investments support the agency's mission, goals, and objectives?
- How do the investments support statewide priorities?

Information Technology Planning

The Information Services Board (ISB) has adopted information technology (IT) portfolios as the planning and management process for IT resources. All IT planning should be based on an agency's business drivers, and addressed in the agency's strategic business plan ([Information Technology Planning Policy](#)).

Workforce planning

Workforce planning is the overall process of linking workforce strategies to desired business outcomes. Goals, objectives, strategies, and performance measures in the business plan should highlight the key workforce priorities. Valuable workforce planning information and tools can be found at the Department of Personnel's website ([Workforce Planning](#)).

Risk Management

Risk management considers things that might keep an organization from accomplishing its goals, assesses the probability and severity of risks, and looks for ways to minimize them. Enterprise Risk Management (ERM) is a risk management method that begins by looking at an organization's goals, which should be substantially the same as its strategic plan goals and objectives ([OFM Risk Management](#)).

Section 6 - Strategic Planning – Resources and References

Internal and External Assessments

- OFM’s Forecasting Division provides population, demographic, economic, and other trend data (<http://www.ofm.wa.gov/forecasting/>). The Washington Trends page, particularly the budget driver portion, may be especially relevant (<http://www.ofm.wa.gov/trends/default.asp>).
- Quarterly economic and revenue forecasts are available from the Office of the Economic and Revenue Forecast Council (<http://www.ercf.wa.gov/home.htm#Economic%20and%20Revenue%20Forecast%20Publications>).
- The Office of the Caseload Forecast Council’s forecast and trend data for K-12 enrollment, social service caseload, and prison populations is online at <http://www.cfc.wa.gov/>.
- A portion of the Department of Personnel’s website is devoted to strategic human resources management (<http://www.dop.wa.gov/strategichr/Pages/default.aspx>). The specific link for workforce planning is <http://www.dop.wa.gov/strategichr/WorkforcePlanning/Pages/IntroductiontoWorkforcePlanning.aspx>.

Strategic Planning

- Baldrige National Quality Program at the National Institute of Standards and Technology, *2009-2010 Criteria for Performance Excellence*, “Strategic planning,” (pp. 10-12): http://www.baldrige.nist.gov/PDF_files/2009_2010_Business_Nonprofit_Criteria.pdf.
- Coyne, Kevin P. and Somu Subramaniam, *Bringing Discipline to Strategy*. The McKinsey Quarterly 1996, No. 4. An organization’s situation should determine its planning approach and who to involve: http://www.global50discoveries.com/LinkClick.aspx?fileticket=X_J9xwHg9WU%3D&tabid=396&mid=1185.
- McKay, Emily Gantz, *Strategic Planning: A Ten-Step Guide* (July 2001). This is a basic guide written for non-profits, that includes practical suggestions applicable to most organizations: http://siteresources.worldbank.org/INTAFRREGTOPTEIA/Resources/mosaica_10_steps.pdf.
- McNamara, Carter, MBA, PhD: *Basic Description of Strategic Planning* (http://www.managementhelp.org/plan_dec/str_plan/basics.htm), *Overview of Strategic Planning Models* (http://www.managementhelp.org/plan_dec/str_plan/models.htm).
- Schacter, Mark, *Interpreting the Possible: A Guide to Strategic Management in Public Service Organizations* (April 2007). Mark Schacter Consulting: Ottawa, Ontario, CA.: <http://www.schacterconsulting.com/documents/strategy.pdf>.
- Zients, Jeffrey D. *Statement to United States Senate Budget Committee* (Oct. 29, 2009). The Chief Performance Officer with the federal Office of Management and Budget (OMB) discusses five principles for successful performance management: http://www.whitehouse.gov/omb/assets/testimony/Zients_102909.pdf.

Outcomes and Results

- Governor Gregoire's priorities: <http://www.governor.wa.gov/priorities>.
- Priorities of Government – Statewide result areas and strategies: <http://www.ofm.wa.gov/budget/pog/>.

Performance Measures and Logic Models

- OFM's *Performance Measure Guide* contains information about how to write objectives and performance measures, and includes a section on using logic models to connect work activities to outcomes: <http://www.ofm.wa.gov/budget/instructions/other/2009performancemeasureguide.pdf>.

Risk Management

- Office of Financial Management, *Risk Management Basics* (Sept. 2008): <http://www.ofm.wa.gov/rmd/publications/rmbmanual.pdf>.