



# Road to STUDENT SUCCESS

## Our Goals



### CAREER, COLLEGE & COMMUNITY READY

Every Kelso student will transition successfully between grades and schools and will graduate with the knowledge, skills, and attitude to excel in post-high school opportunities.



### CLIMATE & CULTURE

Emphasize student & staff safety, wellness, and a culture of mutual respect.



### COMMUNICATION

Maximize awareness and support of the district's mission, vision, goals, and programs.



### EARLY LEARNING

Every Kelso student will meet or exceed standard by the end of third grade in English language arts and mathematics.



### FISCAL RESPONSIBILITY

Maintain effective resource allocation, operational planning, and solid fiscal controls.



### QUALITY INSTRUCTION

Every Kelso student will experience high-quality, standards-based instruction that fosters critical thinking and high levels of academic achievement.

## Mission

The mission of Kelso Public Schools is to prepare every student for living, learning, and achieving success as a citizen of our changing world.

## Vision

Our students begin school ready to learn, transition confidently between grades and schools, and emerge from our district as engaged citizens, both career- and college-ready.



# 100% GRADUATING

## CAREER, COLLEGE & COMMUNITY READY

Increase the four-year high school graduation rate by at least one percent per year for the next five years.



## QUALITY INSTRUCTION

Student achievement in mathematics and English language arts will increase annually and the achievement gap between multilingual learners, students with disabilities, and students in poverty—in comparison with other students—will decrease annually.

### ★ 2025-26 PRIORITY

- Attain strong student achievement and growth that produces equitable outcomes as measured by formative and summative assessments through a Professional Learning Community (PLC) process.

## FISCAL RESPONSIBILITY

### ★ 2025-26 PRIORITY

- Maintain effective resource allocation, operational planning, and solid fiscal controls.



## COMMUNICATION

Engage with Kelso community to maximize awareness and support.



## CLIMATE & CULTURE

Improvements to the learning environment will be achieved in two specific areas: 1) safety and security of our students and staff, and 2) student behavior.

### ★ 2025-26 PRIORITIES

- Enhance our culture of belonging and engagement for students and staff while sustaining clear safe-school protocols.
- Elevate student voice in the improvement process through meaningful dialogue and engagement.



## EARLY LEARNING

The percentage of all third grade students meeting or exceeding the grade level English language arts benchmark will increase annually, regardless of student subgroup.

How We Get There







## Roadmap <sup>2025</sup><sub>2026</sub>

# CAREER, COLLEGE, COMMUNITY READY

Kelso School District students experience smooth transitions between grades and schools, master academic standards, and explore post-graduation career pathways—equipping them to reach personal goals, post-graduation career enrollment, and contribute meaningfully as productive, fulfilled citizens.

### Goals

### IMPLEMENTATION MEASURES

### IMPACT MEASURES

Implement a comprehensive High School and Beyond Plan (HSBP) to ensure students are career, college, and community ready

100% of students **develop** individualized High School and Beyond Plans (HSBP) that include career exploration and preparedness

100% of students grades 7 – 12 **implement** research of post-graduation options and refine their individualized HSBP annually

100% of students use the HSBP to **ensure** they are on track for graduation and post-graduation enrollment; they use the HSBP to guide course selections based on their post-graduation pathway

100% of 9th grade students are on track for on-time graduation

100% of middle school students complete applications for College Bound Scholarships

100% of eligible middle and high school students complete informed course request per their HSBP

100% of students have opportunities to explore career paths and requirements and career-connected learning will be communicated to all parents

100% of seniors have a HSBP outlining at least one of: college acceptance, military, trade/technical training, industry certification/apprenticeship

Develop and refine vertical alignment systems to support students successfully navigating the critical transitions in their schools (Pre-K to TK, TK to K, Pre-K to K, Grade 5 to Grade 6, Grade 8 to Grade 9, and graduation to post-graduation experiences)

**Develop** transition meetings with Early Learning agencies for successful transitions for kindergarten readiness

**Develop** college and career readiness activities that articulate between middle and high schools so students see the importance of informed course request

**Maintain & Enhance** transition days at the start of each school year for incoming kindergarten, 6th grade, and 9th grade students

**Ensure** 100% of students have a current resume and participate in Senior Exit Interviews, which provide connections to community leaders and communicate next steps for diverse post-graduation enrollment

100% of high school students:

- attend a FAFSA meeting
- complete a resume
- submit a FAFSA application

Increase percentage of high school students who persist to completing a CTE industry certificate

Increase percentage of graduating students who persist two or more years in post-graduation education and acquire a degree or industry certification

100% of students will enroll in academically rigorous course work per annual high school transcript analysis process

100% graduation



## Roadmap 2025 2026

# CLIMATE & CULTURE

Kelso School District is committed to cultivating a safe, caring, and inclusive school climate and culture where strong relationships and rigorous and relevant learning thrive—supporting the growth and long-term development of each and every student.

Goals	IMPLEMENTATION MEASURES	IMPACT MEASURES
Improve school climate and inclusion	<p>Implement and sustain a comprehensive Multi-Tiered System of Support-Social Emotional Learning (MTSS-SEL) model in all schools</p> <p>Implement and sustain Tier 1 MTSS-SEL to support SEL skill development</p> <p>Implement SEL in schools so children and adults understand and manage emotions, set and achieve positive goals, feel and show empathy for others, establish and maintain positive relationships, and make responsible decisions</p> <p>Deliver high-quality training and implementation supports to school staff</p>	<p>100% of KSD classrooms embed SEL standards into daily instruction</p> <p>100% of students access classroom instructional time, increasing student learning as measured by assessments</p> <p>Panorama survey and attendance data show increased inclusion and reduced risk factors</p> <p>100% of students report feeling physically and emotionally safe</p>
Increase student and family access to, and awareness of, school-based counseling and the availability of mental health services	<p>Review and sustain a school-based mental health referral process</p> <p>Enhance comprehensive school-based counseling and mental health services</p> <p>Connect community service providers to students and families</p>	<p>Increase in the number of students and families accessing and receiving school- and community-based counseling and mental health (including substance use disorders) and physical health services</p>
Provide a comprehensive Work Place Wellness Program that promotes healthy lifestyle for staff	<p>Sustain a district-wide committee that actively promotes a healthy lifestyle for staff</p> <p>Conduct staff surveys to identify prevailing risk factors that will drive healthy staff initiatives</p> <p>Gather and share resources for preventing and responding to workforce health issues</p>	<p>Improve staff attendance, morale, decision-making, productivity, and retention; improve disease management and prevention; and promote a healthier workforce as measured by Panorama survey and Employee Assistance Plan (EAP) usage</p>
Ensure safe and secure learning facilities through consistent safety protocols and systems	<p>Implement Standard Response Protocols (SRP), conduct regular drills and annual safety audits</p> <p>Maintain updated safety features and systems</p> <p>Provide staff training on emergency response</p> <p>Partner with law enforcement and emergency services</p>	<p>Increase reported safety confidence</p> <p>Improve drill performance and response times</p> <p>Annual collaboration with community safety partners</p> <p>Compliance with safety standards</p>





# Roadmap 2025 2026 COMMUNICATION

Kelso School District fosters open, collaborative, and transparent communication with all stakeholders, strengthening trust and increasing support for district programs and initiatives.

## Goals

## IMPLEMENTATION MEASURES

## IMPACT MEASURES

Engage with Kelso community using a variety of media to maximize awareness and support of the district's mission, vision, goals, and programs

Continue regular engagement via *Hilander Highlights*, *Family Connection*, Chamber newsletter, and surveys

Maintain and update information on district websites

Maintain proactive media relations

Use social media channels to provide timely and relevant information

Increase communication with under-engaged populations

Access to timely and relevant communication for targeted audiences

Appearance of positive news stories in the media monthly

Passage of levies and bonds

Identify barriers and increase engagement as measured by website/newsletter analytics

Enhance effective staff and student internal communication to improve engagement

Communicate strategic goals and solicit staff and student voice:

- *Inside Connection* for all staff
- Safe Schools Emergency documents
- 100% posters, Grad Rate posters, Class of posters
- Timely district department updates for all staff
- Listening Tours and surveys

Staff and students know district mission, vision, goals, and progress

Staff and students are valued, connected, and honored

Staff and student yearly recognition and appreciation campaigns

Achieve coordinated communications with local, regional, and state agencies for safety preparedness and crisis management

Enhance key communicator network connections among regional leaders

Build and maintain partnerships with local business and community leaders

Develop and standardize key safety preparedness and crisis communication protocols and documents

Align messages among key local communicators, particularly in regard to crisis management

Increase community and regional partnerships

Increase confidence in district safety preparedness and crisis management from staff, students, families, and key community leaders



**Roadmap** 2025  
2026

# EARLY LEARNING

By providing students with access to high-quality early learning opportunities, Kelso School District ensures each and every student is on track to meet or exceed grade-level standards in English language arts and mathematics by the end of third grade.

## Goals

## IMPLEMENTATION MEASURES

## IMPACT MEASURES

Implement a comprehensive birth to pre-kindergarten plan which strengthens school readiness opportunities

Engage early childhood community partnerships through various community groups

Partner with other early learning providers/supporters to coordinate professional development opportunities

Increase number of Kelso students accessing early learning opportunities; including having all district programs at full capacity

District participation in coordinated professional development opportunities

Develop and implement a comprehensive plan which improves school readiness and strengthens the transition to kindergarten

Utilize Scope and Sequence to guide early learning social emotional learning (SEL) and academic work

Implement new district adopted curriculum

Increase SEL Tier 1 systems within early learning groups

Increase Teaching Strategies Gold (TSG) preacademic and SEL data

Increase WaKIDS preacademic and SEL data

Students attending TK maintain 95% or higher attendance rate

Increase the percentage of TK – 3rd grade students who meet or exceed grade-level standards by the end of the year

Curriculum: staff designs rigorous standards-based lessons utilizing current district adopted core materials

Instruction: utilize developmentally appropriate instructional practices

Assessment: staff uses and develops action plans to improve student growth based on common formative assessment data through Professional Learning Communities (PLCs) that Work

100% of staff teach grade-level essential standards utilizing approved district materials

100% of staff uses common formative assessments and collaboration to drive instruction

Increase benchmark data for all students





**Roadmap** 2025  
2026

# FINANCIAL STEWARDSHIP

Through transparent budgeting, strategic resource allocation, and sound fiscal practices, Kelso School District ensures resources are efficiently managed and aligned to support student learning and success.

## Goals

## IMPLEMENTATION MEASURES

## IMPACT MEASURES

Promote budgetary and fiscal transparency to ensure open communication and community engagement

- Use budget calendar, fiscal goals, and budget parameters for annual approval by the Kelso School Board
- Utilize Budget Advisory Council (BAC) to provide guidance and recommendations on annual budget development
- Provide continual updates on the district website during budget planning and development
- Conduct staff and community outreach during the annual budget development process and fiscal decision-making
- Assess monetary resources (local, state, and federal) and enrollment, to develop budget forecasts and projections
- Monitor expenditures and explore avenues to achieve efficiency in programs and operations

- Board budget workshops, updates, a budget hearing, and formal budget adoption occur in the fiscal year during Kelso School Board meetings
- Community and staff engagement opportunities held for input and feedback on budget proposals
- Fiscal and budgetary information shared with staff and community through intra-district communications, website, and outside community resources
- BAC is comprised of all major district stakeholders, including community, school and district leadership, the Kelso School Board, and all staff bargaining association groups, and provides input to superintendent and Kelso School Board

Allocate district resources effectively to support academic and operational needs

- Assist schools and departments with budget review, analyses, and planning throughout budget development and implementation
- Maintain local levy to fund staff and activities essential to programming and operations not supported by state resources
- Develop budget priorities to align with the district's mission, vision, and strategic plan
- Provide staff with fiscal oversight and guidance for proper internal controls and accountability of programs and services

- Annual budget approved by Kelso School Board
- Levies and bonds pass
- Budget supports academic and operational goals and priorities
- Annual State and Federal fiscal and accountability audits completed



**Roadmap** 2025  
2026

# QUALITY INSTRUCTION

Kelso School District educators implement standards-based instruction grounded in the Professional Learning Communities (PLC) process, empowering each and every student to achieve at high levels and graduate prepared for college and career success.

Goals	IMPLEMENTATION MEASURES	IMPACT MEASURES
Develop a system in the importance of attracting, developing, and retaining talented and committed staff in every part of our school system	<p>Develop partnerships with regional universities and community agencies to hire high-quality staff</p> <p>Establish clear standards of professional practice and accountability</p> <p>Provide opportunities for differentiated and continuous professional development for teachers, leaders, and staff</p> <p>Develop staff skill through teacher leaders, student/admin internships, BEST Program</p>	<p>100% of staff meets certification requirements</p> <p>100% of staff consistently exhibits standards of professional practice</p> <p>100% of staff engages with professional development for continuous growth</p> <p>100% of staff engages in fair and equitable practices for all students</p>
Implement standards-aligned teaching and learning based on equitable and inclusionary practices	<p>Ensure all students have access to rigorous, standards-based curriculum</p> <p>Implement and collaborate on Professional Learning Community (PLC) best practices, essential standards, common assessments, and instructional strategies</p> <p>Implement and sustain a comprehensive, Multi-Tiered System of Support for academics (MTSS-A) and Social Emotional Learning (MTSS-SEL)</p>	<p>100% of high school students enroll in academically rigorous course work as measured by enrollment and persistence</p> <p>100% of students will show growth toward meeting or surpassing grade-level essential standards as measured by assessments</p> <p>100% of students, as appropriate, will access core classroom instruction</p>
Implement data-informed continuous improvement processes at every level	<p>Use frequent and timely common assessments to adjust teaching, learning, and leadership</p> <p>Develop a district-wide continuum of supports to address the academic needs of all students</p> <p>Promote continuous improvement throughout our school system with Professional Learning Teams (PLTs), PLCs, and guiding coalitions</p>	<p>100% of students participate in district and state assessments</p> <p>100% of staff uses common formative assessment for student learning and provides tiered instruction responsive to students' needs</p> <p>100% of students have access to highly skilled teachers and rigorous instruction</p> <p>100% of staff engages in fair and equitable practices for all students</p>