



To: Board of Education, River Valley School District
From: Mark Roffers, AICP, Strategic Planning Consultant
Date: December 21, 2022
Re: Board Kick-Off Discussion for Strategic Plan Update

I appreciate the opportunity to work once again with the River Valley School District to update its Strategic Plan, to help guide the Board's and Administration's decision making over the ensuing five years. Our planning process that will extend until June 2023 and interplay with the facilities planning process.

I would like to use my time at the Board's January 12th meeting to accomplish the following:

- Answer any of your questions on purpose, scope, and schedule for the project. This information is included in the attached "PURPOSE, MEETINGS, AND MAJOR MILESTONES" document.
- Revisit the District's beliefs, assets, and challenges. The long-standing belief statements are reprinted near the top of that same document, and assets and challenges from the 2018 Strategic Plan are reprinted right after this memo. Any additions, deletions, or changes?
- Answer any of your questions and hear comments on the District's performance against the 2018-2023 Plan. Working with the Administrative Team, we have assembled the attached "2018-2023 STRATEGIC PLAN ACHIEVEMENT EVALUATION" document. In sum, the District has executed many of the strategies from the 2018 Plan, but not some others in large part due to obvious extenuating circumstances.
- Learn about any Board member thoughts on venues for community outreach. The next steps of our process focus on stakeholder involvement. We intend to have open meetings in each of the four village in the District, utilize part of a February meeting of the Facility Planning Advisory Task Force to gain non-facility strategic plan input, and also connect with teaching and support staff at a February in-service date.

Assets and challenges

A scan of the River Valley School District’s influences and environment is critical to understanding its issues and potential strategies to address them. The following is an assessment of the District’s assets and challenges.

Assets
District has a focus on its students (e.g., “beliefs”)
High student achievement
Comprehensive curriculum and unique academic offerings
Excellent co-curricular activities with high participation
Dedicated teachers, support staff, and administration
Large campus site (101 acres) in District’s geographic center
Creative community with rich culture, heritage, and ecosystem
Engaged business community
Strong youth apprenticeship and work experience programs

Challenges
Imposing fiscal outlook
Aging school buildings, particularly the middle and high schools
School reconfigurations and transitions
Large, low density geographic service area (~300 square miles, ~4 students per square mile)
Statewide educator shortage
Declining student enrollment
Increasing outcomes for low and moderate income students
Labor and housing shortages, particularly rentals and new homes
Access to high-speed internet