

## Business and Finance Balanced Scorecard 2016-17



Teaching & Learning	Workforce Focus	Community Engagement	Facilities & Operations
<p><b>5 Year Goal:</b> All students surpass their annual academic growth targets and graduate ready for success.</p>	<p><b>5 Year Goal:</b> Proactively recruit, retain and engage talent that reflects and is responsive to our diverse community.</p>	<p><b>5 Year Goal:</b> Excel in how we serve all stakeholders and build relationships with families, community members, and businesses that promote positive outcomes for students.</p>	<p><b>5 Year Goals:</b> Use district resources effectively and efficiently</p> <p>Facilities and services meet the needs of our diverse and growing student population and community.</p>

### Department Annual Target

Annual Goals are to be approved by Senior Leadership Team.

	Increase the mean on the District Office - Other Employee Engagement Survey from <b>3.86 to 3.96</b>	Increase the mean on the Student Engagement Survey for transportation from <b>3.65 to 3.80</b>  Increase the mean on the Parent Engagement Survey for transportation from <b>3.83 to 3.93</b>	Increase the mean on the District Services Survey for Business Services from <b>3.78 to 3.88</b>
Interim Executive Director of Operations: Clark Luessman			
Approval Date: August 22, 2016			

## Progress Monitoring Report

Progress Monitoring Report for each department will be collected, recorded, and reported in this document at mid and end of year.

Spotlight: Green = On track to meet goal; Yellow = In danger of not meeting goal; Red = Not likely to meet goal

Teaching & Learning	Workforce Focus	Community Engagement	Facilities & Operations Goals
<u>What specific data will be provided to demonstrate growth in this goal?</u>	<u>What specific data will be provided to demonstrate growth in this goal?</u>  Employee Engagement Score	<u>What specific data will be provided to demonstrate growth in this goal?</u>  Student Survey Score on busing Parent Survey Score on busing	<u>What specific data will be provided to demonstrate growth in this goal?</u>  District Services Score
<b><u>Quarter 1 Data Summit Report</u></b> <i>(Enter data and outcome report here)</i>	<b><u>Quarter 1 Data Summit Report</u></b> <i>(Enter data and outcome report here)</i>	<b><u>Quarter 1 Data Summit Report</u></b> <i>(Enter data and outcome report here)</i>	<b><u>Quarter 1 Data Summit Report</u></b> <i>(Enter data and outcome report here)</i>
<b><u>Quarter 2 Data Summit Report</u></b> <i>(Enter data and outcome report here)</i>	<b><u>Quarter 2 Data Summit Report</u></b> <i>(Enter data and outcome report here)</i>  Employee Engagement Results for November were a 3.47  Met with my department to share score. Our department then met and came up with specific actions steps they want Rhonda and me to work on. We will have monthly check-ins on progress.	<b><u>Quarter 2 Data Summit Report</u></b> <i>(Enter data and outcome report here)</i> Student and parent survey won't be completed until spring. On-going work is happening in this area, specifically an ad-hoc task force was created to deal with bus aides.	<b><u>Quarter 2 Data Summit Report</u></b> <i>(Enter data and outcome report here)</i> DSS score not received but leadership action steps are in progress.
<b><u>Quarter 3 Data Summit Report</u></b> <i>(Enter data and outcome report here)</i>	<b><u>Quarter 3 Data Summit Report</u></b> <i>(Enter data and outcome report here)</i>	<b><u>Quarter 3 Data Summit Report</u></b> <i>(Enter data and outcome report here)</i>	<b><u>Quarter 3 Data Summit Report</u></b> <i>(Enter data and outcome report here)</i>
<b><u>Quarter 4 Data Summary Report</u></b> <i>(Enter data and outcome report here)</i>	<b><u>Quarter 4 Data Summary Report</u></b> <i>(Enter data and outcome report here)</i>	<b><u>Quarter 4 Data Summary Report</u></b> <i>(Enter data and outcome report here)</i>	<b><u>Quarter 4 Data Summary Report</u></b> <i>(Enter data and outcome report here)</i>

## Strategic Actions

**Proposed Strategic Actions:**

- Will be listed for each goal at the beginning of the year,
- May be revised as a result of what is learned through progress monitoring, and
- Will be approved by the Interim Executive Director of Operations.

Stoplight: Green = Completed; Yellow = In Progress; Red = Not Started

Teaching & Learning School Annual Goals:						
All students surpass their annual academic growth targets and graduate ready for success.						
Goal	Leadership Actions	Process Owner(s)	Timeline	Measures	Stop Light	EOY Stop Light
NA	NA	NA	NA	NA	NA	NA

**Workforce Focus School Annual Goal:**

Increase the mean on the District Office - Other Employee Engagement Survey from 3.86 to 3.96.

**Proactively recruit, retain and engage talent that reflects and is responsive to our diverse community.**

Goal	Leadership Actions	Process Owner(s)	Timeline	Measures	Stop Light	EOY Stop Light
Increase the mean on the Employee Engagement Survey from 3.86 to 3.96	The Director of Business and Finance will have weekly meetings with key staff and one on one meetings with all staff	Phil	Ongoing Fiscal Year 2016-2017	<ul style="list-style-type: none"> <li>Employee Engagement Survey (November 2016 and May 2017)</li> <li>Discussion each quarter with Business Staff to discuss employee engagement results and strategies for improvements</li> <li><i>Dip-stick survey</i></li> </ul>	Q1, 2: 3.47	
Increase the mean on the Employee Engagement Survey for the question "The superintendent uses a variety of methods of communication throughout the district" from 4.02 to 4.07	Have a weekly news article for district newsletter			Each week a business office staff member will write an informative news article	Q1, 2: Completed	

**Community Engagement School Annual Goal:**

Increase the mean on the Student Engagement Survey for transportation from 3.65 to 3.80.

Increase the mean on the Parent Engagement Survey for transportation from 3.83 to 3.93.

**Excel in how we serve all stakeholders and build relationships with families, community members, and businesses that promote positive outcomes for students.**

Goal	Leadership Actions	Process Owner(s)	Timeline	Measures	Stop Light	EOY Stop Light
Increase the mean on the Student Engagement Survey for transportation from 3.65 to 3.80	PBIS on the bus - implement expectations for bus behavior for grades K-12	Rhonda	Ongoing Fiscal Year 2016-2017	Student bus-rider check-ins (rounding)	Q1 Q2: Worked with drivers on PBIS	
Increase the mean on the Parent Engagement Survey for transportation from 3.83 to 3.93	Transportation FAQ on website and communicated to parents	Rhonda	Ongoing Fiscal Year 2016-2017	Parent check-ins	Q1: FAQ's were sent out to all parents Q2: Q3: Will meet with Parent Leadership Council	

**Facilities & Operations Annual Goal:**

Increase the mean on the District Services Survey from 3.78 to 3.88.

**Use district resources effectively and efficiently. Facilities and services meet the needs of our diverse and growing student population and community.**

Goal	Leadership Actions	Process Owner(s)	Timeline	Measures	Stop Light	EOY Stop Light
Use district resources effectively and efficiently	Each business services employee will identify the three most critical and time sensitive tasks for their job. Each employee will develop written instructions on how to complete the task and will fully train another employee on those task(s). At full implementation, every three months the alternate employee will perform the critical tasks.	Phil	Quarterly	November: Each employee has chosen their three critical tasks	Q1:Completed	
				January: Each employee has completed their written instructions	Q2:Completed	
				March: Each employee has trained their alternate employee		
				June: Alternate employee has done each task at least once		
Facilities and services meet the needs of our diverse and growing student population and community	Participate in the information stage of the Nov. 8 referendum, including presentation, getting data, and creating the plan	Phil	Nov. 8	Successful Nov. 8 referendum	Q1:Successful	

Use district resources effectively and efficiently	Following a successful Nov. 8 referendum, lead the Business Services department in the steps we need to do to see the schools completed on time and under budget	Phil	On-going	TBD	Q1 Q2: In-Progress	
Review and modify staffing allocation formula for elementary level "Specials" to reflect current state funding and revenue: Art PE Health Music Playground Aid		Phil and Malika	<ul style="list-style-type: none"> <li>● Timeline and Plan developed w/leadership</li> <li>● Workgroup assembled</li> <li>● Staffing Data for benchmarking (Forecast Five)</li> <li>● Formula data for benchmarking (Dane County districts)</li> <li>● Progress on formula updates/changes</li> <li>● Staffing formula approved</li> <li>● Finalized staffing allocation plan</li> <li>● Percentage of 1:1 meetings with principals to discuss process and ensure understanding</li> </ul>		Q:1 In-Progress	

## Quality Annual Department Target

*Goal: Create efficiencies within the business department to ensure more timely and cost-effective practices.*

Leadership Actions	Process Owner(s)	Timeline	Measures	Stoplight	EOY Stop Light
All business services employees will identify a job task and PDSA (Plan, Do, Study, Act) to improve the process of that task. The purpose of this leadership action is to improve the efficiency of the department.	Phil	Quarterly	November: Employees have chosen a task for the PDSA model and understand the PDSA model	<b>Q1: Completed</b>	
			March: Completed a written process improvement plan		
			June: The process improvement plan has been scheduled for implementation.		