

Lonedell R-14 School District

Comprehensive School Improvement Plan



August, 2025-
June, 2028

Board Adopted 8/25/25



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Introduction

As a component of the Missouri School Improvement Program (MSIP) review process, all districts are required by the Missouri Department of Elementary and Secondary Education (DESE) to develop a Comprehensive School Improvement Plan (CSIP) that directs the overall improvement of its educational programs and services. Missouri School Improvement Program is entering its 6th cycle and as a result, has new components and expectations for district improvement plans. The Lonedell R-14 School District utilized this opportunity to completely revamp and readdress district goals and long-term planning.

The Lonedell School District began this process in April of 2025. The purpose of the CSIP is to prioritize objectives and goals that will be developed and implemented over the course of the next three to five years. It is a plan that centers on the improvement of the district from all perspectives with the major focus on increasing students' skills, knowledge and dispositions while also increasing achievement and performance levels.

Planning Process

In the spring of 2025, a committee of district stakeholders, including administrators, teachers, staff, parents, and community members, convened meetings to re-create an updated Comprehensive School Improvement Plan (CSIP). The committee agreed that the district's previous SWOT analysis was still appropriate, and they worked to make commitments around the current CSIP. They then created measurable objectives and specific action steps to guide decisions and plans moving forward.

This CSIP plan is in full accordance with MSIP 6 and will be implemented beginning in the 2025-2026 school year.

Utilization of the Plan

The Comprehensive School Improvement Plan (CSIP) is a road map to our future. The plan is designed to identify important, long range improvement issues and describes a specific set of actions to be undertaken, relative to these issues, over a three to five-year period.

The CSIP is intended to identify “what” the goals for improvement will be; it is not intended to identify “how” the district intends to make the desired improvements, although action steps do begin to lead the way. The Lonedell R-14 school board, administration, and staff will work alongside parents, community members, and subject area experts to identify and implement programs and enact changes to work towards reaching the goals outlined in the school’s CSIP.

CSIP Committee

The following individuals were members of the 2025 CSIP Committee.

Jenny Ulrich	Superintendent	Stephanie York	Staff	Monica Hiatt	Incoming Superintendent
Sarah Britton	Teacher	Kelly Hardaway	Teacher/Parent	Haley Krouper	Teacher
Jaime Gallo	Staff/Parent	Leslie Henson	Teacher	Abby Gliedt	Teacher
Shannon Banderman	Principal	Tiger Dierker	Staff	Carol Howard	Incoming Special Ed. Director
Sharon Knickmeyer	Teacher	Kathy Vollmer	Teacher	Courtney Thurman	Incoming Assist. Principal

Required Review & Revisions

The CSIP should be reviewed and amended annually with a report to the Board of Education and with a “Plan on a Page” being provided to staff and community partners. The entire document will be revised every three years.

Missouri School Improvement Program (MSIP) 6

The sixth version of the Missouri School Improvement Program (MSIP 6), the state’s accountability system for reviewing and accrediting public school districts, is focused on continuous improvement for all schools. For more information about MSIP 6, visit <https://dese.mo.gov/quality-schools/mo-school-improvement-program/msip-6>.

Data Analysis

The CSIP Planning Committee will annually review the data listed below. The analysis of this data will help the committee identify strengths and concerns of the Lonedell R-14 School District. Copies of the results and reports will be distributed to committee members prior to the annual planning meeting. Copies can also be obtained by accessing The Missouri Department of Elementary and Secondary Education Website (dese.mo.gov).

<u>Internal Analysis</u>	<u>External Analysis</u>
Sources of internal assessment data are both locally created and state/national normed items, including:	External factors outside the District’s direct control, but will be recognized in the District’s planning and include some of the following:

<ul style="list-style-type: none"> • Missouri Assessment Program (MAP) • Prior MSIP Summary Reports • District Scorecard Data (Attendance, demographics, discipline, graduation rate, finance reports) • MSIP Advance Questionnaire • Stakeholder Survey Results • Building Level Performance/Growth Data 	<ul style="list-style-type: none"> • Changing Demographic Studies • Advances in Technology • Changes in Legal Requirements • Every Student Succeeds Act (SB 319) • MSIP Standards and Indicators • National Standards/Studies • Missouri Learning Standards • Changes in Political/Social Landscape • Large-Scale Societal Threats (COVID 19)
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SWOT Analysis Results

Each year, the CSIP committee will consider external and internal data as well as conduct a SWOT analysis to determine the Strengths, Weaknesses, Opportunities, and Threats to the district. During the 2025 CSIP planning process, the following previous areas from 2022 SWOT analysis were identified as still relevant:

Updated:

SWOT ANALYSIS



Strengths

- Strong Curriculum
- Reading Resources
- Technology Resources
- PLC Process (Leadership Team)
- Small Class Sizes
- Push-in support
- Collaborative Teams
- Common Plan Time
- Instructional Best Practices in Place
- High Achievement
- Staff Competence
- Veteran Staff
- Student Oriented
- Administrator support/observations
- Strong Leadership
- Retention of Staff
- Professional Development Opportunities
- Community Support
- Supportive Environment
- Good Staff Morale
- Positive Working Environment
- Strong Outreach to Community/Resources for Community
- Opportunities for Students (clubs, athletics, etc)
- Facility Upgrades
- Strong Policies and Procedures
- Strong Leadership
- Supportive School Board



Weaknesses

- Lack Early Childhood Resources
- More Parent Support Needed
- Limited Internet Access at Home
- Collaboration Between Grade Levels
- Too Much Assessment
- Transient Population
- Large High Needs Population (Behavior, academic, SEL)
- Too Many Expectations
- Unclear Expectations
- Sub Shortage
- Teacher Shortage
- Small School = Many Jobs per Employee
- Communication
- Student Discipline
- Lack of Mental Health Services
- Lack of Job Opportunities for Families
- Socioeconomic Diversity
- Activity Schedules After School Conflict
- Student Conflict Due to Small Size (always together)
- Daily Facility Upkeep
- Limited Space
- Limited Community Resources
- Limited Tax Base
- Declining Demographics
- Transportation



Opportunities

- 4 Day School Week
- Regrouping or Expansion of Early Childhood Classrooms to Address Needs
- Gifted Program
- Ag Program
- Trauma Care Team
- Vertical Teaming/Curriculum work
- 4 Day School week (Retention)
- Trauma Care Team
- More Interventionists/Staffing
- Activities for ALL Students (non-sports)
- Leadership Opportunities for Students
- Increase Character Education
- Parent Education Classes
- Increase PTO Participation/Community Involvement
- More Variety for Outside Activities
- Free Teacher Lunches
- Early Release for PD
- Healthier Lunch Options
- Health Care for Students



Threats

- Increased Demands or Defined Pathways by State Department Which Diminish Teacher Autonomy
- Same Accountability as Large Districts but Have Less Resources
- Increased Mandates with No Funding
- Staff Shortages
- Toxic Political Environment Towards Public Schools
- Poverty Low Income Struggles for Families
- Large Population of Children Experiencing Trauma
- Drug/Alcohol Abuse
- Politicians Against Public Education
- Location/Size
- Legislative Demands Increasing
- Limited Tax Base
- Consolidation of K-8 Districts
- Limited Funding
- Rural Location
- Small District Size (54 SQ miles)
- Inflation
- Supply Chain Issues

Lonedell R-14 School District

Mission, Vision and Beliefs

As a part of the CSIP creation process, the CSIP Committee reviewed the district's core values and beliefs along with the Mission, Vision, and Belief statements to ensure they align with our goals for the future. These statements will continue to act as a guide in determining the policies, rules, and regulations of the school district as we work to enact our CSIP plan.

Mission Statement

Success, Nothing Less!

Vision Statement

Our students will develop resilience and a love of learning by discovering their interests and talents while finding the courage to meet their potential.

Beliefs

1. We believe that our district should be a place where all students and staff are supported academically, socially, mentally, physically, and emotionally.
2. We believe that every child should feel safe loved and supported and have a sense of belonging in our school.
3. We believe in a collaborative effort that utilizes shared leadership to make decisions for the good of the group and to achieve the highest levels of learning for our students.
4. We believe that schools are for children and that every decision should be made with students in mind.
5. We believe in building relationships with stakeholders to build social and emotional health for our students, while also improving academic growth as well.

Lonedell R-14 School District

Mission: Success, Nothing Less!



Vision: Our students will develop resiliency and a love of learning by discovering their interests and talents while finding the courage to meet their potential.

Pillar 1

Teaching and Learning

Goal TL1

Students will demonstrate at least 1 percentile point growth in performance on interim assessments from fall to spring each school year as measured by the STAR.

Goal TL2:

Student attendance will increase from 79.4% of students attending 90% or more by at least 1 percentage point annually, with a goal of reaching and maintaining 90%.

Goal TL3

Teachers will track academic progress quarterly for every student K-8, intervene and remediate as appropriate, and track student growth using district approved assessment tool (STAR, IXL, etc.).

Goal TL4

By the end of the school year, 100% of students in 6th-8th grade will create their individual Career and Academic Plan (ICAP) by participating in real world learning opportunities, career exploration, goal setting, and planning for high school as documented by Lumen records.

Pillar 2

Culture and Climate

Goal CC1

Beginning in 2026, the district will increase the total percentage of families attending school-wide events supporting student outcomes, including Parent Teacher Conferences, Title 1 Parent Involvement Events, and Parenting Programs by at least 5% annually, using 2026 as a baseline.

Goal CC2:

Teacher CWIS results will be measured annually and continue to score above the state average.

Goal CC3

Beginning in 2026, the district will increase the number of documented positive recognitions of staff and students (e.g. "Paws"atively Awesome Bobcats) by at least 5% annually, as recorded in the recognition tracking system.

Pillar 3

Business and Operations

Goal BO1

The district will complete long term planning documents (Budget, Professional Development, Facility and Technology) which will be reviewed annually by the board of education.

Goal BO2

The district will maintain a 25-30% reserve balance annually as reported on the Annual Secretary of the Board Report.

Goal BO3

The district will annually review and adjust all staff salaries, wages, benefits, and longevity incentives to meet or exceed compensation packages of peer districts with similar enrollment (within a 25-mile radius), using publicly available salary schedules and benefit comparisons as benchmarks.

PILLAR 1 ***TEACHING*** ***AND*** ***LEARNING***



Priority Area: Teaching and Learning					
Goal TL1	Smart Goal TL1: Students will demonstrate at least 1 percentile point growth in performance on interim assessment from fall to spring each school year as measured by the STAR.				
Action Step TL1.1	Action Step 1: Set a Testing Cycle for STAR Assessment	Person(s) Responsible	Funding Source(s)	Completion Date	Progress
Y1.1 Y1.2 Y1.3 Y1.4 Y1.5	<u>Action Steps Year 1- Summer, Fall, Spring 2025-2026</u> <ul style="list-style-type: none">Set testing windows for STAR assessmentDistribute testing schedule to staffCreate a testing plan for classrooms to administer STAR assessmentsDistribute the testing plan to staffGather feedback from staff at end of each testing window	Superintendent Principal Assistant Principal Teaching Methods Coach Classroom Teachers Special Education Teachers	State Local	Summer 2026	
Y2.1 Y2.2 Y2.3	<u>Action Steps Year 2- Summer, Fall, Spring 2026-2027</u> <ul style="list-style-type: none">Revise testing schedule based on staff feedbackDistribute testing schedule to staffReview and distribute the testing plan for classrooms to administer STAR Assessments			Summer 2027	
Y3.1 Y3.2 Y3.3	<u>Action Steps Year 3- Summer, Fall, Spring 2027-2028</u> <ul style="list-style-type: none">Revise testing schedule if neededDistribute the testing schedule to the staffReview and distribute the testing plan for classrooms to administer STAR Assessments			Summer 2028	
Resources Needed:					
Links: (Add link to adoption cycle)					

Action Step TL1.2	Action Step 2: Build Staff Capacity Around STAR Assessment	Person(s) Responsible	Funding Source(s)	Completion Date	Progress
Y1.1 Y1.2	<u>Action Steps Year 1- Summer, Fall, Spring 2025-2026</u> <ul style="list-style-type: none">• Provide teachers with STAR training• Provide teachers with support around pulling, analyzing, and explaining the information from the STAR reports	Superintendent Principal Assistant Principal Teaching Methods Coach Mentor Committee Professional Development Committee Leadership Team Instructional Staff	State and Local	Summer 2026	
Y2.1 Y2.2 Y2.3 Y2.4	<u>Action Steps Year 2- Summer, Fall, Spring 2026-2027</u> <ul style="list-style-type: none">• Provide new teachers with STAR training• Provide new teachers with support around pulling, analyzing, and explaining the information from the STAR reports• Provide a refresher for all of the staff• Identify teacher leaders to support others with STAR assessments and reports navigation			Summer 2027	
Y3.1 Y3.2 Y3.3	<u>Action Steps Year 3- Summer, Fall, Spring 2027-2028</u> <ul style="list-style-type: none">• Provide new teachers with STAR training• Provide new teachers with support around pulling, analyzing, and explaining the information from the STAR reports• Share teacher leaders' with staff as a support			Summer 2028	
Resources Needed:					
Links:					

Action Step TL1.3	Action Step 3: Communicate Results with Parents	Person(s) Responsible	Funding Source(s)	Completion Date	Progress
Y1.1 Y1.2 Y1.3 Y1.4	<u>Action Steps Year 1- Summer, Fall, Spring 2025-2026</u> <ul style="list-style-type: none">Provide parents with information regarding STAR testingSet a reporting schedule for communicating results with parentsTying reading your students STAR reports into a Title I meetingDevelop plan to share information with new parents as they enroll and their child begins school	Superintendent Principal Assistant Principal Special Education Director Teaching Methods Coach Intervention Specialist School Counselor Teachers Title 1 Intervention Assistant After Care Staff PD Committee Leadership Team	Federal State Local	Summer 2026	
Y2.1 Y2.2 Y2.3	<u>Action Steps Year 2- Summer, Fall, Spring 2026-2027</u> <ul style="list-style-type: none">Present reports at parent teacher conferencesProvide new Kindergarten parents with information on how to read STAR reportsShare reports with students during individual conferencing			Summer 2027	
Y3.1	<u>Action Steps Year 3- Summer, Fall, Spring 2027-2028</u> <ul style="list-style-type: none">Engage parents and students in goal setting using STAR reports			Summer 2028	
Resources Needed:					
Links:					

Action Step 1.4	Action Step 4: Develop Improvement Cycle	Person(s) Responsible	Funding Source(s)	Completion Date	Progress
Y1.1	<u>Action Steps Year 1- Summer, Fall, Spring 2025-2026</u> <ul style="list-style-type: none">Analyze growth and reflect on student success	Superintendent Principal	Federal State Local	Summer 2026	
Y2.1 Y2.2	<u>Action Steps Year 2- Summer, Fall, Spring 2026-2027</u> <ul style="list-style-type: none">Review grade-level trends and sub group scoresConduct data team meetings using STAR data	Assistant Principal Special Education Director		Summer 2027	
Y3.1	<u>Action Steps Year 3- Summer, Fall, Spring 2027-2028</u> <ul style="list-style-type: none">Review three year trends for:<ul style="list-style-type: none">BuildingGrade levelsSub groups	Instructional Staff Teaching Methods Coach Intervention Specialist School Counselor Teacher		Summer 2028	
Resources Needed:					
Links:					

Priority Area: Teaching and Learning					
Goal TL2	Smart Goal TL2: Student attendance will increase from 79.4% of students attending 90% or more by at least 1 percentage point annually, with a goal of reaching and maintaining 90%.				
Action Step 2.1	Action Step 1: Communicate Attendance Importance and Expectations to All Stakeholders	Person(s) Responsible	Funding Source	Completion Date	Progress
Y1.1 Y1.2 Y1.3 Y1.4 Y1.5 Y1.6	<u>Action Steps Year 1- Summer, Fall, Spring 2025-2026</u> <ul style="list-style-type: none"> Review attendance trends from 2024-2025 school year Utilize steps outlined in the student handbook (letter, Saturday School, etc.) Communicate with parents via multiple platforms regarding attendance expectations or concerns <ul style="list-style-type: none"> School Messenger (Phone Calls and Texts) Social Media (Facebook and Twitter) Newsletter School Website Personal Phone Calls (Counselor Leads) Open House (Flyer and Classroom Teacher Discuss) Parent/Guardian Meetings/Support Group Care Team Meetings (Call in parent/guardians with students when needed) Assign a caring adult to students in need of support with attendance Use attendance as a factor in middle school incentive trips 	School Counselor Principal Assistant Principal Office Administrative Assistants School Base Social Worker Superintendent Special Education Director Instructional Staff/Teachers Teaching Methods Coach Opportunity Room Coordinator	Federal State Local	Summer 2026	
Y2.1	<u>Action Steps Year 2- Summer, Fall, Spring 2026-2027</u> <ul style="list-style-type: none"> Communicate with parents via multiple platforms regarding attendance expectations or concerns <ul style="list-style-type: none"> School Messenger (Phone Calls and Texts) Social Media (Facebook and Twitter) Newsletter School Website Personal Phone Calls (Counselor Leads) Open House (Flyer and Classroom Teacher 			Summer 2027	

Y2.2	<ul style="list-style-type: none"> Discuss) <ul style="list-style-type: none"> Parent/Guardian Meetings/Support Group Care Team Meetings (Call in parent/guardians with students when needed) Use student voice to identify reasons for absences and what would help Assign a caring adult to students in need of support with attendance 				
Y2.3					
Y2.4					
Y3.1	Action Steps Year 3- Summer, Fall, Spring 2027-2028 <ul style="list-style-type: none"> Communicate with parents via multiple platforms regarding attendance expectations or concerns <ul style="list-style-type: none"> School Messenger (Phone Calls and Texts) Social Media (Facebook and Twitter) Newsletter School Website Personal Phone Calls (Counselor Leads) Open House (Flyer and Classroom Teacher Discuss) Parent/Guardian Meetings/Support Group Care Team Meetings (Call in parent/guardians with students when needed) Assign a caring adult to students in need of support with attendance Celebrate improvements in attendance and not just perfect attendance or attendance meeting those goals. 			Summer 2028	
Y3.2					
Y3.3					
Y3.4					
Resources Needed:					
Links:					

Priority Area: Teaching and Learning					
Goal TL3	Smart Goal TL3: Teachers will track ELA and Math progress quarterly for every student K-8, intervene and remediate as appropriate, and track student growth using district approved assessment tool (STAR, IXL, etc.)				
Action Step 3.1	Action Step 1: Maintain Fidelity to District Resources and Assessment Tools	Person(s) Responsible	Funding Source	Completion Date	Progress
Y1.1	Action Steps Year 1- Summer, Fall, Spring 2025-2026 <ul style="list-style-type: none">Embed new resources for ELA and Math into core special education instruction with fidelity (Super Kids/Reading Side by Side and Big Ideas Math)Provide PD on using STAR effectivelySet expectations and timelines for quarterly progress checksEnhance instruction by utilizing district approved programs such as IXL, Discovery Education, PBL, Seesaw, etc.)Continue implementation of Research Based Practices into classrooms. (DACL, Peer Coaching, Metacognition, Data Based Decision Making)Continue new teacher onboarding with resources and support system (Coaching Labs, increased time with mentor, increased time with Principal and Teaching Methods Coach)Train all new staff on LETRS during their first or second year	Superintendent Principal Assistant Principal Teaching Methods Coach Mentor Committee Professional Development Committee Leadership Team Instructional Staff	State Local	Summer 2026	
Y1.2					
Y1.3					
Y1.4					
Y1.5					
Y1.6					
Y1.7					
Y2.1	Action Steps Year 2- Summer, Fall, Spring 2026-2027 <ul style="list-style-type: none">Increase focus on student goal-setting, metacognition, Peer-Coaching as well as other Research Based PracticesRefresher PD on using STAR effectivelyAssess effectiveness of technology resources (such as STAR, IXL, Seesaw, Discovery Education, PBL, in alignment with new basal series)Create multi-year PD for cycle/grid to onboard new staff to existing programs (PLC, Trauma Informed Care, PBIS, etc)Train all new staff in LETRS during their first or second year			Summer 2027	
Y2.2					
Y2.3					
Y2.4					
Y2.5					
Y3.1	Action Steps Year 3- Summer, Fall, Spring 2027-2028 <ul style="list-style-type: none">Refresher PD on using STAR effectively			Summer 2028	
Y3.2					

	<ul style="list-style-type: none"> • Conduct staff survey for non-tenured teachers to assess new onboarding measures that have been implemented and to assess needs. <ul style="list-style-type: none"> ▪ Continue implementation of Researched Best practices with the support of DCI or other organizations. ▪ Train all new staff in LETRS during their first or second year 				
Resources Needed:					
Links:					

Action Step 3.2	Action Step 2: Improve Data Based Decision Making (DBDM) Practices	Person(s) Responsible	Funding Source	Completion Date	Progress		
Y1.1	<u>Action Steps Year 1- Summer, Fall, Spring 2025-2026</u> <ul style="list-style-type: none">Utilize Intervention Compass to Provide and Monitor Student Interventions	Superintendent Assistant Principal Principal Special Education Director Instructional Staff Teaching Methods Coach Intervention Specialist School Counselor Teacher Title 1 Intervention Assistant	Federal State Local	Summer 2026			
Y1.2						<ul style="list-style-type: none">Begin tracking baseline student data for quarter 1	
Y2.1	<u>Action Steps Year 2- Summer, Fall, Spring 2026-2027</u> <ul style="list-style-type: none">Launch vertical data teams to discuss ELA/Math progression from K-8			Summer 2027			
Y2.2						<ul style="list-style-type: none">Evaluate Progress Monitoring Processes to Best Support Students At Risk	
Y2.3						<ul style="list-style-type: none">Provide coaching and modeling for teachers on using real-time data to plan and adjust instruction	
Y3.1	<u>Action Steps Year 3- Summer, Fall, Spring 2027-2028</u> <ul style="list-style-type: none">Evaluate Progress Monitoring Processes to Best Support Students At Risk			Summer 2028			
Y3.2						<ul style="list-style-type: none">Support teachers in using data to make equitable instructional decisions for all student subgroups	
Resources Needed:							
Links:							

Action Step 3.3	Action Step 3: Provide Tier 2 and Tier 3 Interventions :	Person(s) Responsible	Funding Source	Completion Date	Progress
Y1.1	<u>Action Steps Year 1- Summer, Fall, Spring 2025-2026</u> <ul style="list-style-type: none">Strengthen Data Based Decision Making for Tier 2 and Tier 3<ul style="list-style-type: none">Identify students after each data cycle	Superintendent Principal Special Education Director Teaching Methods Coach Intervention Specialist School Counselor Teachers Title 1 Intervention Assistant After Care Staff PD Committee Leadership Team	Federal State Local	Summer 2026	
Y1.2	<ul style="list-style-type: none">Use Intervention Compass in all classrooms with fidelity and an increased focus on data/intervention selection/timeframes.				
Y2.1	<u>Action Steps Year 2- Summer, Fall, Spring 2026-2027</u> <ul style="list-style-type: none">Refine intervention delivery based on Year 1 outcomes			Summer 2027	
Y2.2	<ul style="list-style-type: none">Create shared documentation for intervention plans and student progress.				
Y3.1	<u>Action Steps Year 3- Summer, Fall, Spring 2027-2028</u> <ul style="list-style-type: none">Identify students needing long-term or more intensive Tier 3 support			Summer 2028	
Y3.2	<ul style="list-style-type: none">Align intervention planning with MTSS and special education referral processes				
Y3.3	<ul style="list-style-type: none">Evaluate the effectiveness of Tier 2/3 interventions using progress data and adjust as needed				
	Resources Needed:				
	Links:				

Priority Area: Teaching and Learning					
Goal TL4	Smart Goal TL4: By the end of the school year, 100% of students in 6 th -8 th grade will create their individual Career and Academic Plan (ICAP) by participating in real world learning opportunities, career exploration, goal setting, and planning for high school as documented by Lumen records.				
Action Step 4.1	Action Step 1: Empower Student Voice & Career Awareness	Person(s) Responsible	Funding Source	Completion Date	Progress
Y1.1 Y1.2 Y1.3 Y1.4	<u>Action Steps Year 1- Summer, Fall, Spring 2025-2026</u> <ul style="list-style-type: none">Build a bank of guest speakers or visitors from career areasSchedule guests for visitsProvide interest inventories to all 6th-8th grade studentsGather feedback from guests to adjust future visits	Superintendent Principal Assistant Principal Special Education Director	Federal State Local	Summer 2026	
Y2.1 Y2.2 Y2.3 Y2.4	<u>Action Steps Year 2- Summer, Fall, Spring 2026-2027</u> <ul style="list-style-type: none">Build upon the existing bank of speakers from career areasSchedule guests for visits with feedback from previous yearProvide interest inventories to all 6th-8th grade studentsGather feedback from guests to adjust future visits	Instructional Staff Teaching Methods Coach Intervention Specialist School Counselor		Summer 2027	
Y3.1 Y3.2 Y3.3 Y3.4	<u>Action Steps Year 3- Summer, Fall, Spring 2027-2028</u> <ul style="list-style-type: none">Build upon the existing bank of speakers from career areasSchedule guests for visits with feedback from previous yearProvide interest inventories to all 6th-8th grade studentsGather feedback from guests to adjust future visits	Teacher Title 1 Intervention Assistant After Care Director/Assistants		Summer 2028	
Resources Needed:					
Links:					

Action Step 4.2	Action Step 2: Structure Academic & Career Planning	Person(s) Responsible	Funding Source	Completion Date	Progress	
Y1.1 Y1.2 Y1.3	<u>Action Steps Year 1- Summer, Fall, Spring 2025-2026</u> <ul style="list-style-type: none">Structure ICAP check-ins quarterly during counseling timeDevelop a list of age-appropriate milestones for ICAPsWork with local high schools to assist 8th graders with 4 year plans	Superintendent Principal Assistant Principal Special Education Director	Federal State Local	Summer 2026		
Y2.1 Y2.2 Y2.3 Y2.4	<u>Action Steps Year 2- Summer, Fall, Spring 2026-2027</u> <ul style="list-style-type: none">Structure ICAP check-ins quarterly during counseling timeSet long and short term academic and career goalsReview and implement the age-appropriate milestones for ICAPsWork with local high schools to assist 8th graders with 4 year plans	Instructional Staff Teaching Methods Coach Intervention Specialist School Counselor Teacher		Summer 2027		
Y3.1 Y3.2 Y3.3 Y3.4	<u>Action Steps Year 3- Summer, Fall, Spring 2027-2028</u> <ul style="list-style-type: none">Structure ICAP check-ins quarterly during counseling timeSet long and short term academic and career goalsRevise and implement the age-appropriate milestones for ICAPsWork with local high schools to assist 8th graders with 4 year plans	Title 1 Intervention Assistant After Care Director/Assistants Leadership Team PDC Committee		Summer 2028		
Resources Needed:						
Links:						

Action Step 4.3	Action Step 3: Monitor Progress and Ensure Documentation	Person(s) Responsible	Funding Source	Completion Date	Progress
Y1.1	<u>Action Steps Year 1- Summer, Fall, Spring 2025-2026</u> <ul style="list-style-type: none">Use Lumen to document and track ICAP for every student 6th through 8th grade student	Superintendent Principal Assistant Principal Special Education Director Instructional Staff Teaching Methods Coach Intervention Specialist School Counselor Teacher Title 1 Intervention Assistant After Care Staff	Federal State Local	Summer 2026	
Y1.2	<ul style="list-style-type: none">Monitor completion rates and identify students who are missing required ICAP components				
Y1.3	<ul style="list-style-type: none">Identify common missing components and develop a follow up process				
Y2.1	<u>Action Steps Year 2- Summer, Fall, Spring 2026-2027</u> <ul style="list-style-type: none">Continue documentation in Lumen to track ICAP for every 6th through 8th grade student			Summer 2027	
Y2.2	<ul style="list-style-type: none">Continue to monitor completion rates and identify students who are missing required ICAP components				
Y2.3	<ul style="list-style-type: none">Have the counselor follow up on students who are missing components in their ICAP				
Y3.1	<u>Action Steps Year 3- Summer, Fall, Spring 2027-2028</u> <ul style="list-style-type: none">Continue documentation in Lumen to track ICAP for every 6th through 8th grade student			Summer 2028	
Y3.2	<ul style="list-style-type: none">Continue to monitor completion rates and identify students who are missing required ICAP components				
Y3.3	<ul style="list-style-type: none">Have the counselor follow up on students who are missing components in their ICAP				
Resources Needed:					
Links:					

PILLAR 2 ***CULTURE AND*** ***COMMUNITY***



Priority Area: Culture and Community					
Goal CC1	Smart Goal CC1: Beginning in 2026, the district will increase the total percentage of families attending school-wide events supporting student outcomes, including Parent Teacher Conferences, Title 1 Parent Involvement Events, and Parenting Programs by at least 5% annually, using 2026 as a baseline.				
Action Step 1.1	Action Step 1: Communicate expectations with parents through in person events and written documents.	Person(s) Responsible	Funding Source	Completion Date	Progress
Y1.1 Y1.2	Action Steps Year 1- Summer, Fall, Spring 2025-2026 <ul style="list-style-type: none"> Utilize social media posts to inform community of events Utilize text messaging to update families weekly 	Superintendent Principal Assistant Principal	State Local	Summer 2026	
Y2.1	Action Steps Year 2- Summer, Fall, Spring 2026-2027 <ul style="list-style-type: none"> Collect data from families about needed topics for parenting program 	Superintendent Principal Teaching Methods Coach Counselor Teachers Students	State Local	Summer 2027	
Y3.1	Action Steps Year 3- Summer, Fall, Spring 2027-2028 <ul style="list-style-type: none"> Use data from families to organize a parenting program 	Superintendent Principal Leadership Team	State Local	Summer 2028	
Resources Needed:					
Links:					

Actions Step 1.2	Action Step 2: Increase participation in community organizations (PTO, Boosters, Volunteer Program, etc.)	Person(s) Responsible	Funding Source	Completion Date	Progress
Y1.1	<u>Action Steps Year 1- Summer, Fall, Spring 2025-2026</u> <ul style="list-style-type: none">Advertise to families to encourage membership at open house and other events	Administration Classroom Teachers School Social Worker School Counselor Organization Leaders Volunteer Coordinator	Federal State Local	Summer 2026	
Y2.1	<u>Action Steps Year 2- Summer, Fall, Spring 2026-2027</u> <ul style="list-style-type: none">Add invitation into a social media post			Summer 2027	
Y3.1 Y3.2	<u>Action Steps Year 3- Summer, Fall, Spring 2027-2028</u> <ul style="list-style-type: none">Evaluate effectiveness of Year 1 and 2Make changes as necessary			Summer 2028	
Resources Needed:					
Links:					

Priority Area: Culture and Community					
Goal CC2	Smart Goal CC2: Teacher CWIS results will be measured annually and continue to score above the state average.				
Action Step 2.1	Action Step 1: Evaluate the CWIS data	Person(s) Responsible	Funding Source	Completion Date	Progress
Y1.1 Y1.2 Y1.3 Y1.4	<u>Action Steps Year 1- Summer, Fall, Spring 2025-2026</u> <ul style="list-style-type: none">Administer CWIS yearlyDetermine Strengths and weaknesses according to CWISUse the data to plan professional learning for upcoming year to address weak areasProvide time for teams to work on best practices as measured by CWIS	Administration Leadership Committee PD Committee	Federal State Local	Summer 2026	
Y2.1 Y2.2 Y2.3 Y2.4	<u>Action Steps Year 2- Summer, Fall, Spring 2026-2027</u> <ul style="list-style-type: none">Administer CWIS yearlyDetermine Strengths and weaknesses according to CWISUse the data to plan professional learning for upcoming year to address weak areasProvide time for teams to work on best practices as measured by CWIS			Summer 2027	
Y3.1 Y3.2 Y3.3 Y3.4	<u>Action Steps Year 3- Summer, Fall, Spring 2027-2028</u> <ul style="list-style-type: none">Administer CWIS yearlyDetermine Strengths and weaknesses according to CWISUse the data to plan professional learning for upcoming year to address weak areasProvide time for teams to work on best practices as measured by CWIS			Summer 2028	
Resources Needed:					
Links:					

Priority Area: Culture and Community					
Goal CC3	Smart Goal CC3: Beginning in 2026, the district will increase the number of documented positive recognitions of staff and students (e.g., “Paws”atively Awesome Bobcats) by at least 5% annually, as recorded in the recognition tracking system.				
Action Step 3.1	Action Step 1: Provide Incentives for signing up for communication platform (Seesaw, Lumens, etc.)	Person(s) Responsible	Funding Source	Completion Date	Progress
Y1.1	<u>Action Steps Year 1- Summer, Fall, Spring 2025-2026</u> <ul style="list-style-type: none">Introduce new “Paws”atively Awesome Bobcats form to staff at welcome backRecord data for the school year broken down by student or teacher	Administration Counselors Teachers Front Office Staff Technology Coordinator	Federal State Local	Summer 2026	
Y1.2					
Y2.1	<u>Action Steps Year 2- Summer, Fall, Spring 2026-2027</u> <ul style="list-style-type: none">Evaluate dataCollect feedback from teachersMake changes as needed			Summer 2027	
Y2.2					
Y2.3					
Y3.1	<u>Action Steps Year 3- Summer, Fall, Spring 2027-2028</u> <ul style="list-style-type: none">Evaluate dataCollect feedback from teachersMake changes as needed			Summer 2028	
Y3.2					
Y3.3					
Resources Needed:					
Links:					

PILLAR 3 ***BUSINESS*** ***AND*** ***OPERATIONS***



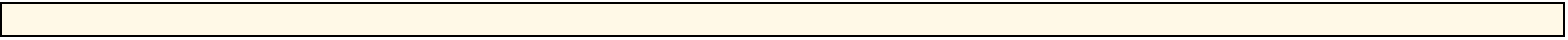
Priority Area: Business and Operations					
Goal BO1	Smart Goal BO1: The district will complete long term planning documents (Budget, Professional Development, Facility and Technology) which will be reviewed annually by the board of education.				
Action Step 1.1	Action Step 1: The district will create and maintain a long-term facility plan, technology plan, and professional development plan that will include staff and community input.	Person(s) Responsible	Funding Source	Completion Date	Progress
Y1.1	<u>Action Steps Year 1- Summer, Fall, Spring 2025-2026</u> <ul style="list-style-type: none">Possible NO Levy Increase bond issue to address facility needs if deemed necessary	Superintendent Principal Assistant Principal Maintenance Director Finance Manager Board of Education	Federal State Local	Summer 2026	
Y1.2	<ul style="list-style-type: none">Review the annual facilities and grounds report				
Y1.3	<ul style="list-style-type: none">Review annual professional development plans				
Y1.4	<ul style="list-style-type: none">Cyber Security and software costs will remain a focus				
Y2.1	<u>Action Steps Year 2- Summer, Fall, Spring 2026-2027</u> <ul style="list-style-type: none">Review the annual facilities and grounds report				
Y2.2	<ul style="list-style-type: none">Review annual professional development plans				
Y2.3	<ul style="list-style-type: none">Cyber Security and software costs will remain a focus				
Y3.1	<u>Action Steps Year 3- Summer, Fall, Spring 2027-2028</u> <ul style="list-style-type: none">Review the annual facilities and grounds report				
Y3.2	<ul style="list-style-type: none">Review annual professional development plans				
Y3.3	<ul style="list-style-type: none">Conduct an assessment of roofs and buildings				
Y3.4	<ul style="list-style-type: none">Cyber Security and software costs will remain a focus				
Resources Needed:					
Links:					

Action Step 1.2	Action Step 3: With staff and community input, the district will create and maintain a yearly budget document that addresses educational needs, as well as facility needs.	Person(s) Responsible	Funding Source	Completion Date	Progress
Y1.1	<u>Action Steps Year 1</u> - Summer, Fall, Spring 2025-2026 <ul style="list-style-type: none">Curriculum Handbook will be reviewed and updated annually	Superintendent Principal Assistant Principal Teaching Methods Coach Leadership Team	Federal State Local	Summer 2026	
Y2.1	<u>Action Steps Year 2</u> - Summer, Fall, Spring 2026-2027 <ul style="list-style-type: none">Curriculum Handbook will be reviewed and updated annually			Summer 2027	
Y3.1	<u>Action Steps Year 3</u> - Summer, Fall, Spring 2027-2028 <ul style="list-style-type: none">Curriculum Handbook will be reviewed and updated annually			Summer 2028	
Resources Needed:					
Links:					

Action Step 1.3	Action Step 3: With staff and community input, the district will create and maintain a yearly budget document that addresses educational needs, as well as facility needs.	Person(s) Responsible	Funding Source	Completion Date	Progress
Y1.1 Y1.2	<u>Action Steps Year 1-</u> Summer, Fall, Spring 2025-2026 <ul style="list-style-type: none"> Budget Development will be ongoing beginning in August with the Tax Rate Hearing and progressing throughout the fiscal year Budget development for the upcoming year will begin in December as planning for staff, courses etc begins 	Superintendent Finance Manager	Federal State Local	June 2026	
Y2.1 Y2.2	<u>Action Steps Year 2-3-</u> Summer, Fall, Spring 2026-2028 <ul style="list-style-type: none"> Continue steps from Year 1 Begin a superintendent advisory committee that gives input into funding priorities aligned to CSIP 	Superintendent Finance Manager Principal	Federal State Local	Yearly (June)	
Resources Needed:					
Links:					

Action Step 2.4	Action Step 4: The district will create and maintain a Program Evaluation Schedule	Person(s) Responsible	Funding Source	Completion Date	Progress
Y123.1	<u>Action Steps Year 1,2 and 3- Summer, Fall, Spring 2025-2028</u> <ul style="list-style-type: none"> Program Evaluations will take place before the board and/or be reported to the board for all departments 	Superintendent Board Secretary Department Managers	Federal State Local	Yearly	
Resources Needed:					
Links:					

Priority Area: Business and Operations					
Goal BO2	Smart Goal BO2: The district will maintain a 25-30% reserve balance annually as reported on the Annual Secretary of the Board Report.				
Action Step 2.1	Action Step 1: The district will evaluate staffing, educational programs, software, and contracted services yearly for efficiency and return on investment (software).	Person(s) Responsible	Funding Source	Completion Date	Progress
Y1.1 Y1.2 Y1.3 Y1.4	<u>Action Steps Year 1- Summer, Fall, Spring 2025-2026</u> <ul style="list-style-type: none">The district will continue Return on Investment measurement means to begin to assess the effectiveness of instructional programs and purchases.Class size projections will be conducted annuallyAssessment of course offerings will be conducted annuallyThe Finance Manager will bring monthly financial reports to the board	Superintendent Principal Assistant Principal Principal Maintenance Director Finance Manager Board of Education	Federal State Local	Summer 2026	
Y2.1 Y2.2 Y2.3 Y2.4	<u>Action Steps Year 2- Summer, Fall, Spring 2026-2027</u> <ul style="list-style-type: none">The district will continue Return on Investment measurement means to begin to assess the effectiveness of instructional programs and purchases.Class size projections will be conducted annuallyAssessment of course offerings will be conducted annuallyThe Finance Manager will bring monthly financial reports to the board			Summer 2027	
Y3.1 Y3.2 Y3.3 Y3.4	<u>Action Steps Year 3- Summer, Fall, Spring 2027-2028</u> <ul style="list-style-type: none">The district will continue Return on Investment measurement means to begin to assess the effectiveness of instructional programs and purchases.Class size projections will be conducted annuallyAssessment of course offerings will be conducted annuallyThe Finance Manager will bring monthly financial reports to the board			Summer 2028	
Resources Needed:					
Links:					



Action Step 2.2	Action Step 2: The district will continue to plan for facility needs/maintenance by building a balance in Fund 4 to address cyclical needs such as roofs, asphalt, septic maintenance, asbestos, abatement, etc. thus avoiding unexpected costs.	Person(s) Responsible	Funding Source	Completion Date	Progress
Y1.1	<u>Action Steps Year 1- Summer, Fall, Spring 2025-2026</u> <ul style="list-style-type: none">Review, evaluate, and revise facility plan with input from stakeholders	Superintendent Principal Teaching Methods Coach Leadership Team	Federal State Local	Summer 2026	
Y2.1	<u>Action Steps Year 2- Summer, Fall, Spring 2026-2027</u> <ul style="list-style-type: none">Review, evaluate, and revise facility plan with input from stakeholders			Summer 2027	
Y3.1	<u>Action Steps Year 3- Summer, Fall, Spring 2027-2028</u> <ul style="list-style-type: none">Review, evaluate, and revise facility plan with input from stakeholders			Summer 2028	
Resources Needed:					
Links:					

Action Step 2.3	Action Step 3: The district will continue to project high school tuition costs and plan accordingly by surveying incoming freshmen for school enrollment choice and communicating regularly with area high schools for enrollment and attendance data.	Person(s) Responsible	Funding Source	Completion Date	Progress
Y1.1 Y1.2 Y1.3 Y1.4	Action Steps Year 1- Summer, Fall, Spring 2025-2026 <ul style="list-style-type: none">• Surveying freshmen for school choice during the school year• Adjust high school tracking sheets for 10th-12th grades• Communicate with area high schools on tuition rates• Assess transportation costs vs. benefits to two high schools	Superintendent Principal Front Office Staff Counselor Finance Manager MOSIS Coordinator 8 th Grade Teachers	Federal State Local	Summer 2026	
Y2.1 Y2.2 Y2.3 Y2.4	Action Steps Year 2- Summer, Fall, Spring 2026-2027 <ul style="list-style-type: none">• Surveying freshmen for school choice during the school year• Adjust high school tracking sheets for 10th-12th grades• Communicate with area high schools on tuition rates• Assess transportation costs vs. benefits to two high schools		Federal State Local	Summer 2027	
Y3.1 Y3.2 Y3.3 Y3.4	Action Steps Year 3- Summer, Fall, Spring 2027-2028 <ul style="list-style-type: none">• Surveying freshmen for school choice during the school year• Adjust high school tracking sheets for 10th-12th grades• Communicate with area high schools on tuition rates• Assess transportation costs vs. benefits to two high schools		Federal State Local	Summer 2028	
Resources Needed:					
Links:					

Priority Area: Business and Operations

Goal BO3	Smart Goal BO3: The district will annually review and adjust all staff salaries, wages, benefits, and longevity incentives to meet or exceed compensation packages of peer districts with similar enrollment (within a 25-mile radius), using publicly available salary schedules and benefits comparisons as benchmarks.				
Action Step 3.1	Action Step 1: The district will collaborate with area schools and conduct studies on area pay scales and wages.	Person(s) Responsible	Funding Source	Completion Date	Progress
Y1.1	<u>Action Steps Year 1- Summer, Fall, Spring 2025-2026</u> <ul style="list-style-type: none">With input from Leadership Team and CT Groups, comparative district groups will be created.Comparison data will be collected and housed including: Salary, PTO policies, wellness benefits, and health benefitsFinancial and/or benefit plan will be created to address discrepanciesThe district will annually review longevity bumps in the salary schedule	Superintendent Human Resources Finance Manager Board of Education Leadership Team	Federal State Local	Summer 2026	
Y1.2					
Y1.3					
Y1.4					
Y2.1	<u>Action Steps Year 2- Summer, Fall, Spring 2026-2027</u> <ul style="list-style-type: none">Salaries, PTO policies, wellness benefits, and health benefits will be reviewedFinancial and/or benefit plan will be created to address discrepanciesThe district will annually review longevity bumps in the salary schedule			Summer 2027	
Y2.2					
Y2.3					
Y3.1	<u>Action Steps Year 3- Summer, Fall, Spring 2027-2028</u> <ul style="list-style-type: none">Salaries, PTO policies, wellness benefits, and health benefits will be reviewedFinancial and/or benefit plan will be created to address discrepanciesThe district will annually review longevity bumps in the salary schedule			Summer 2028	
Y3.2					
Y3.3					
Resources Needed:					
Links:					

Action Step 3.2	Action Step 2: The district will continue to plan for facility needs/maintenance by building a balance in Fund 4 to address cyclical needs such as roofs, asphalt, septic maintenance, asbestos abatement, etc thus avoiding unexpected costs.	Person(s) Responsible	Funding Source	Completion Date	Progress
Y1.1	<u>Action Steps Year 1- Summer, Fall, Spring 2025-2026</u> <ul style="list-style-type: none">A facility plan will be created and updated to include future projects/needs and funding sources/opportunities	Superintendent Finance Manager Maintenance Manager Stakeholders	Federal State Local	Summer 2026	
Y1.2	<ul style="list-style-type: none">A maintenance cycle will be built into the facility plan that accounts for cyclical needs such as asphalt, abatement, septic maintenance, roof maintenance etc. in an effort to create a target number for fund 4.				
Y2.1	<u>Action Steps Year 2- Summer, Fall, Spring 2026-2027</u> <ul style="list-style-type: none">Targeted year to reduce fund 4 transfer and begin to implement maintenance cycles.			Summer 2027	
Y2.2	<ul style="list-style-type: none">Review, evaluate and revise facility plan with input from stakeholders				
Y3.1	<u>Action Steps Year 3- Summer, Fall, Spring 2027-2028</u> <ul style="list-style-type: none">Continue to work towards building a stable fund 4 transfer to cover cyclical costs and planned projects.			Summer 2028	
Y3.2	<ul style="list-style-type: none">Review, evaluate and revise facility plan with input from stakeholders.				
Resources Needed:					
Links:					

Action Step 3.3	Action Step 3: The district will continue to project high school tuition costs and plan accordingly by surveying incoming freshman for school enrollment choice and communicating regularly with area high schools for enrollment and attendance data	Person(s) Responsible	Funding Source	Completion Date	Progress
Y1.1 Y1.2 Y1.3 Y1.4	<u>Action Steps Year 1- Summer, Fall, Spring 2025-2026</u> <ul style="list-style-type: none">Survey freshman for school choice in 2023-2024 SYAdjust high school tracking sheet for 10th, 11th and 12th gradesCommunicate with area high schools on tuition ratesAssess transportation costs vs. benefits to two high schools	Superintendent Principal Front Office Staff Counselor Finance Manager MOSIS Coordinator 8 th Grade Teachers	Federal State Local	Summer 2026	
Y2.1 Y2.2 Y2.3 Y2.4	<u>Action Steps Year 2- Summer, Fall, Spring 2026-2027</u> <ul style="list-style-type: none">Survey freshman for school choice in 2023-2024 SYAdjust high school tracking sheet for 10th, 11th and 12th gradesCommunicate with area high schools on tuition ratesAssess transportation costs vs. benefits to two high schools			Summer 2027	
Y3.1 Y3.2 Y3.3 Y3.4	<u>Action Steps Year 3- Summer, Fall, Spring 2027-2028</u> <ul style="list-style-type: none">Survey freshman for school choice in 2023-2024 SYAdjust high school tracking sheet for 10th, 11th and 12th gradesCommunicate with area high schools on tuition ratesAssess transportation costs vs. benefits to two high schools			Summer 2028	
Resources Needed:					
Links:					