

Waynesville R-VI School Improvement Plan
August 2022- July 2026
School Improvement Plan Leaders- Board of Education/Superintendent
Last approved by the Waynesville Board of Education on July 27, 2023

Waynesville R-VI School District Core Values:

- Student learning needs are the priority of our school district.
- Through equity and inclusion, our district enhances the educational opportunities for our diverse community.
- As a school district and community, we commit to high expectations and continuous learning to improve the educational experience for our students.

Vision:

Excel as a student-centered community of learners that embraces diversity, collaboration, and innovation.

Mission:

Prepare and empower individual lifelong learners for opportunities as citizens and leaders.

Collective Commitments:

The following actions will be taken to accomplish the vision and mission of the Waynesville R-VI School District:

- Our decisions will be focused on the best interests of students.
- Staff members will act with integrity, while respecting, understanding, and appreciating diversity.
- We will provide opportunities for students to grow as leaders.
- Through professional collaboration, we will implement innovative instructional strategies and assess their effectiveness with continuous evaluation.
- We will collaborate, communicate, and engage with our stakeholders.
- We will prepare students to be college and career ready (PK-12) through rigorous coursework and relevant learning experiences that foster critical thinking.

Waynesville CSIP Planning January 2021- June 2021

Session	Time	Date	Outcome
Session 1	2.5 Hours	January 12, 2021– In-person	Surface our current reality
Session 2	1 Hour	January 26, 2021- Virtual	Refine district strengths and needs to develop core values, vision, and mission options
Session 3	1 Hour	February 23,2021- Virtual	Share data relevant to each focus area (or additional time to finalize core values/vision/mission and collective commitments) Begin to establish performance SMART Goals
Session 4	2.5 Hours	March 11,2021- In-person	Establish SMART Goals/Monitoring Mechanism/Begin to develop strategy statements and share with the larger group (or share data relevant to each focus area)
Session 5	1 Hour	March 23,2021- Virtual	Finalize strategy statements
Session 6	2.5 Hours	April 8,2021- In-person	Discuss action steps/Develop timeline for implementation
Session 7	1 Hour	April 22, 2021- Virtual	Finalize action steps/timeline for implementation (use this session to address unresolved areas)
Session 8	2.5 Hours	June 15, 2021- Virtual	Update final year's progress in old plan/ Final draft prepared (use this session to address unresolved areas)

Survey (given prior to meeting one and provided an opportunity for staff to answer questions other than ranking areas of greatest interest).

Session 1

Surface our current reality

Opening Session in large group:

- Overview
- Introductions
- Meeting norms
- Discuss decision making process
- Share survey data
- SWOT Activity- Break out rooms
- Facilitators enter results of brainstorm in each area
- -Large group SWOT share initial identification of common themes

Breakout rooms- SWOT Analysis:

- Overall explanation in auditorium
- Report to break out rooms, facilitator leads
- Facilitators reinforce the description of a strength, weakness, opportunity, and threat before initiating the discussion in each area.
- Facilitator describes the area, initiates discussion, and records a list of ideas utilizing technology (this will need to be entered into a sheet that combines all group responses).
- After all teams have completed discussion and brainstorming responses, all will return to the auditorium.

In auditorium, review the results of the group, look for common themes, and create a compiled list.

Session 2

Refine district strengths and needs to develop core values, vision, and mission options

- Compile and analyze survey information and SWOT Analysis. Create a summary to share with team and discuss areas of greatest importance from each of these tools.
- Record and how could we vote or assign “likes” via computer to various ideas?
- Core values- the guiding principles of an organization.
- Share current core values.
- Community of Diversity
- Student- and Stakeholder-driven Quality
- Continuous Improvement and Learning

Discussion questions for core values:

- Reminder of data and information from survey and SWOT
- Share current vision statement.
- Based on our SWOT analysis, survey, and discussion, does our current vision statement reflect the vision of where we want our organization to be in future? If not, what does it lack or how should it be revised?
- Share current mission statement.
- Based on our SWOT, survey, and discussion, does our current mission statement reflect the work we will do each day to move our organization toward our vision? If not, what does it lack or how should it be revised?
- Provide feedback via chat.

Session 3

Share data relevant to each focus area (or additional time to finalize core values/vision/mission and collective commitments) Begin to establish performance SMART Goals

Large group:

- Share core values/vision/mission statements or revisions (May need additional time for Vision/Mission)
- Explain what “collective commitments” are and share the current collective commitments of our organization

Breakout rooms:

- Discuss vision and mission statements/proposed revisions based on commentary. Utilize dot activity to weight preference on proposed statements.
- Record any additional commentary on the wording of either statement. For example, the team weights one statement as the preferred verbiage for the vision but would like the group to consider the addition of a word or phrase to the statement.
- Submit these statements via the Google Classroom form provided.
- Brainstorm session in review of current collective commitments and new commitments
- Facilitators will place ideas in classroom document provided

Reconvene large group:

- Review the information submitted by each breakout room and identify common themes
- Create statements
- Vote on collective commitment statements
- Share data relevant to each focus area (or additional time to finalize core values/vision/mission and collective commitments) Begin to establish performance SMART Goals
- Refresh group components of a SMART Goal

Prepare data related to each of the focus areas (facilitators present):

- Student Learning
- Historical MAP data
- Local Assessment Results
- STAR results
- USA Test Prep

- Stakeholder Engagement: Historical community survey results
- Human Resources: Retention rates
- Resources: Long-range facilities plan
- Salary information: Historical revenues, Forecast

Virtual breakout rooms

- In expert groups, the facilitators will lead a discussion regarding SMART
- Facilitators will provide sample SMART Goals for their focus area
- Allow time for group members to discuss their opinions regarding goals.

Session 4

Establish SMART Goals/Monitoring Mechanism/Begin to develop strategy statements and share with the larger group (or share data relevant to each focus area)

Large group:

- A spokesman from each group will come to the stage and share the draft goals they have developed.
- Members in the large group may provide comment on the goals.
- Conduct voting activity, discuss/revise, and then finalize SMART Goals. Consider use of form in Google Classroom to vote on SMART Goals.
- Discuss structure for the Comprehensive School Improvement Plan:
- Focus area- Broad areas addressing a major function of the district
- Strategy area- More concise areas within the focus that are used as the foundation for the development of a plan for improvement. We know this broad area is important to the focus, but what do we want to do with it?
- Action steps- Specific actions with a strategy area designed to achieve SMART Goals.
- Share concept behind strategy statement.
- Broad strategy areas are provided, more may be considered and recommended areas may be revised; however, avoid the development of excessive strategies.
- Example: Focus Area- Student Learning; Strategy Area- Technology; Strategy Statement- Instructional technology will be used to enhance student learning by increasing the instructional tools available to teachers and providing increased opportunities for learning activities that promote critical thinking and problem solving.

Session 5

Finalize Strategy Statements

Breakout Groups:

- Review suggested strategy areas.
- -Discuss if these areas need to be revised or additions made.
- Begin crafting strategy statements:
- Facilitator reviews the data and SWOT analysis information relevant to your expert area.
- The facilitator will select one strategy area to start.
- On a post-it, each member of the group develops a statement that summarizes the strategy that will be used to address improvement in the focus area. Example- see above. This statement should mention the main concepts the expert group wishes to address (e.g. previous example, instructional tools, learning activities to promote critical thinking and problem solving), but the actual steps will be created in the action step process. Utilizing the aforementioned example, use of technology as an instructional tool is included in the strategy statement, therefore one of the action steps might be that the district will purchase Edmodo for teachers who will then implement one online collaborative learning activity through Edmodo each quarter.
- After each individual has created their own strategy statement, the team member will post their strategy statement and the facilitator will lead a discussion on the common themes from the statements. In addition, outlying thoughts or ideas will be discussed to determine the need for inclusion on the statement.
- This process should be repeated for each strategy area.

Reconvene large group:

- Share progress thus far.
- Groups who need additional time (this could be all groups) will meet in the virtual format to refine and finalize strategy statements.

Session 6

Discuss action steps/ Develop timeline for implementation

Large group:

Review Components:

- Core Values
- Vision
- Mission
- Collective Commitments
- Focus Areas
- Strategy Statements

Explanation of Action Steps:

- Concrete steps the district will take to execute the strategy statement and achieve district SMART Goals.
- Utilizing the Focus- Student Learning; Strategy Area and Statement- Technology, Instructional technology will be used to enhance student learning by increasing the instructional tools available to teachers and providing increased opportunities for learning activities that promote critical thinking and problem solving.

Breakout rooms:

- Facilitator will place a strategy statement up and guide discussion related to action steps designed to execute the strategy in your focus area. Have individual discussions for each strategy statement.
- Facilitators have expertise in their area, so they will need to explain current initiatives and discuss if these initiatives should be continued, changed, or eliminated.
- Please remember these action steps are from the district perspective, there will be grade level and subject area nuances that will be incorporated in Building School Improvement Plans.
- After sharing implementation of current steps and interest in the continuation of current programs, review data pertinent to the focus and strategy areas and facilitate discussion regarding current steps that need to be continued in each strategy area. Use a piece of chart paper for each strategy area, and then write the continuation steps on the strategy area.
- After completion of discussion regarding current steps, facilitate a brainstorm activity and provide each expert group member up to 3 post-it notes per strategy area to write down further activities for consideration.
- Group the brainstormed ideas into common themes on each strategy area chart. Provide 5 dots for each strategy area and have individuals vote using their dots on the new brainstormed common themes. Conduct this activity for each of the strategy areas.
- Facilitators will complete the chart provided in Google Classroom with information from the action step activity.

Reconvene large group:

- Return to the auditorium.

Session 7-

Finalize action steps/timeline for implementation (use this session to address any unresolved areas)

Virtual breakout rooms to discuss action steps/Develop timeline for implementation

- After meeting introduction and discussion of goals for the meeting, attendees will break out into expert teams.
- In the virtual breakout rooms, facilitators will address final questions regarding action steps.
- Prior to the meeting, each facilitator will draft a timeline for implementation of each action step in each strategy area and share the draft timelines. The facilitator will lead discussion on the proposed timeline, address questions, and make modifications to timelines that are proposed and supported by the majority of the expert team.
- The facilitator will enter timelines into the chart provided in Google Classroom.

Large Group: Each facilitator will update on the years progress and receive feedback

Session 8-

Update final year's progress in old plan/ Final draft prepared

CSIP Team Feedback Loop:

Session 1 and 2 Feedback loop- Building administrators will provide a summary of the revision process to this point to their faculty and solicit feedback.

Session 3 and 4 Feedback loop- Building administrators will provide a summary of the revision process to this point to their faculty and solicit feedback.

Session 5 and 6 Feedback loop- Building administrators will provide a summary of the revision process to this point to their faculty and solicit feedback.

Session 7 and 8 Feedback loop- Building administrators will provide a summary of the revision process to this point to their faculty and solicit feedback.

Waynesville R-VI CSIP Monitoring Process

The Waynesville Board of Education adopts, monitors, and annually reviews the implementation and outcomes of the Continuous School Improvement Plan that focuses on district performance and improvement.

Board of Education: During July and August, the Board of Education reviews results from the previous year's progress and adopts the upcoming school years plan. Adjustments recommended to the Board of Education for the upcoming school year are made by the CSIP committee. The Board of Education formally adopts the CSIP during the July/August timeframe for the upcoming year and monitors the plan throughout. An update on CSIP progress is given to the Board of Education quarterly. The local board is engaged in monitoring specific academic performance data and CSIP actions steps each month, which is evidenced by Board of Education Agendas.

CSIP Team: The committee is comprised of Board Members, Teachers, Support Staff, Students, Parents, Representatives from Local business, charitable, non-profit, and/or cultural organizations, and other community members. The CSIP committee meets to monitor and make suggested revisions to the CSIP during the middle and end of the school year.

Building and Department: Quarterly Reviews are done by the Superintendent with Building Principals. Directors and Assistant Superintendents review CSIP progress with the Superintendent at the beginning, middle, and end of the year.

Meeting	Attendees	Dates	Questions/Actions
Professional Growth Plan (PGP)	Building Principal Superintendent Assistant Superintendent Assistant Superintendent Executive Director Chief Financial Officer	August-Mid-September	What are your professional growth goals for the school year? How are these linked to your BSIP and the CSIP Plan? How are your goals linked to improvement in student performance?
1 st Quarter Building Review/PGP Update	Superintendent Assistant Superintendent for Personnel Services	End of 1 st Quarter	Review implementation of BSIP action steps during 1 st quarter. Review priority standard progress data to this point. Review PGP progress. What standards are needing more attention and support? What will you do to provide this support? Discuss other questions related to building.
2 nd Quarter Building Review/PGP Update	Superintendent Assistant Superintendent for Instructional Services	End of 2 nd Quarter	Review progress toward implementation of BSIP. Review semester performance on priority standards. Review STAR data. Review PGP Progress. Based on student performance, what progress is being made toward improving standards identified in 1 st quarter review? Are there new areas of focus for 3 rd quarter? Discuss other questions related to the building.
3rd Quarter Building Review/PGP Update	Superintendent Assistant Superintendent for Personnel Services	End of 3 rd Quarter	Review progress toward implementation of BSIP. Review semester performance on priority standards. Review PGP Progress. Discuss progress toward preparing for state assessments. Based on student performance, what progress is being made toward improving standards identified in previous reviews? Are there new areas of focus for 4 th quarter? Discuss other questions related to the building.
4 th Quarter Building Review/Summative Evaluation	Superintendent Assistant Superintendent for Instructional Services	End of 4 th Quarter	Discuss implementation of action steps for the school year. Review semester performance on priority standards. Review STAR data. Evaluate PGP implantation for the year. Discuss other questions related to the building. Discuss summative evaluation for the school year.

Overview of this Document



Student Learning

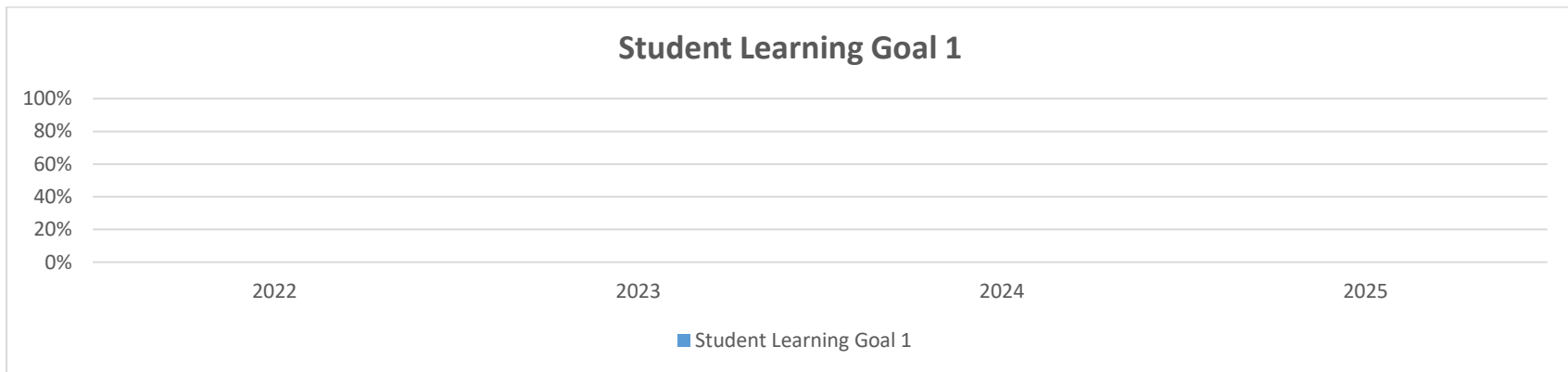
Focus Area Leader- Assistant Superintendent for Instructional Services

Student Learning Goal 1-

By 2025, 80% of graduating seniors will enroll in and earn a grade of B or higher in a CCR class during their high school career.

Examples- Advanced Placement, Dual Credit, OTC, Career Embedded, CTE (WCC), FLW Internship, JROTC (LET III/LET IV).

2022	2023	2024	2025

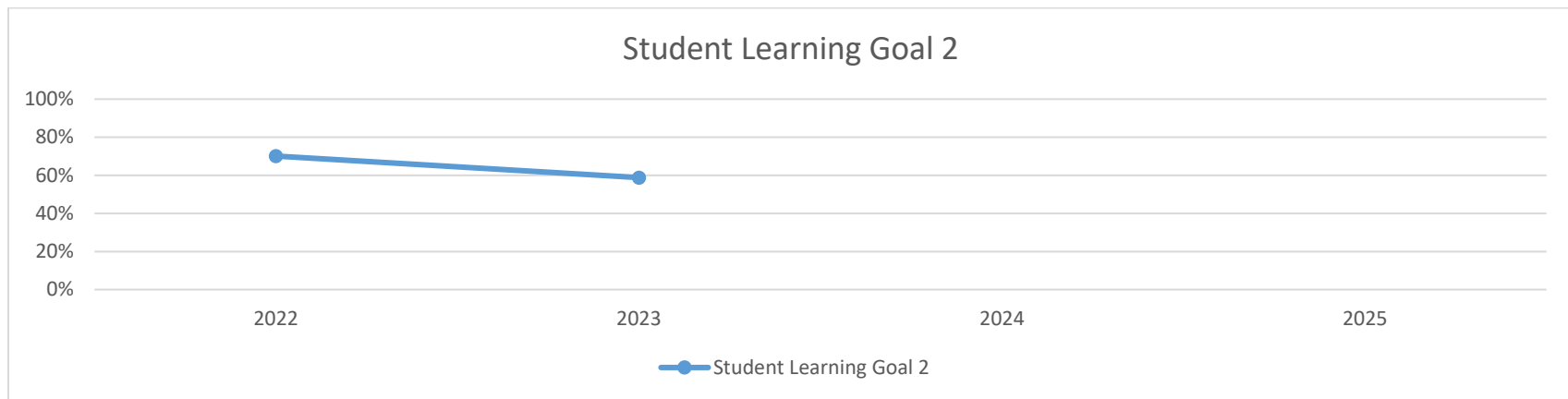


Student Learning Goal 2-

By 2025, 80% of students will perform at the grade level benchmark or make a year's growth in reading (1-10) as measured by the STAR Reading Assessments.

Yearly Progress- The percentage of students performing at the MAP aligned benchmark level or making 1 year's growth as measured by STAR Reading will improve by 2% each year over the 2021 baseline year.

2022	2023	2024	2025
70.1%	58.8%		

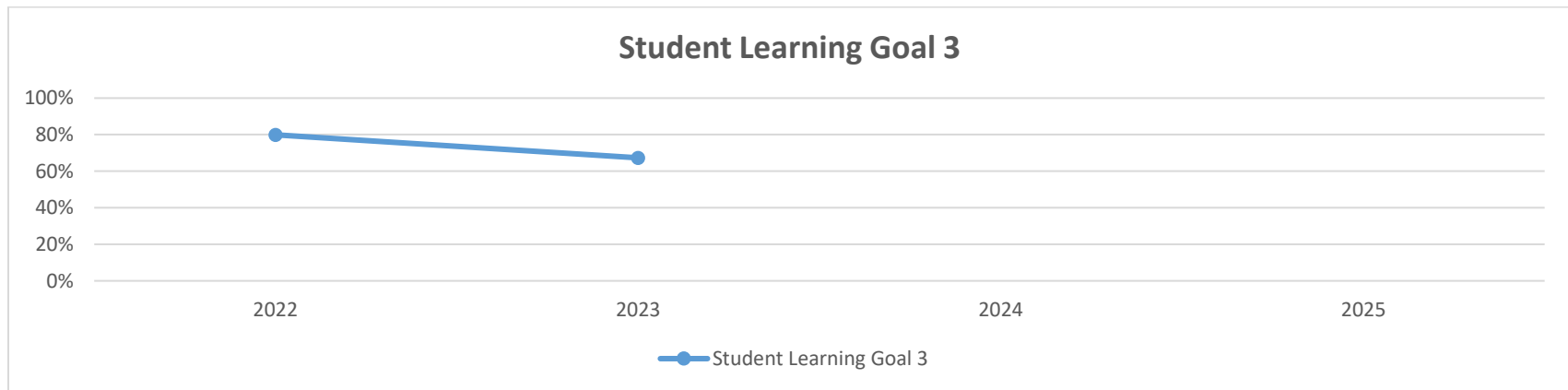


Student Learning Goal 3-

By 2025, 80% of students will perform at the grade level benchmark or make a year's growth in math (1-8) as measured by the STAR Math Assessments.

Yearly Progress- The percentage of students performing at the MAP aligned benchmark level or making 1 year's growth as measured by STAR Math will improve by 2% each year over the 2021 baseline year.

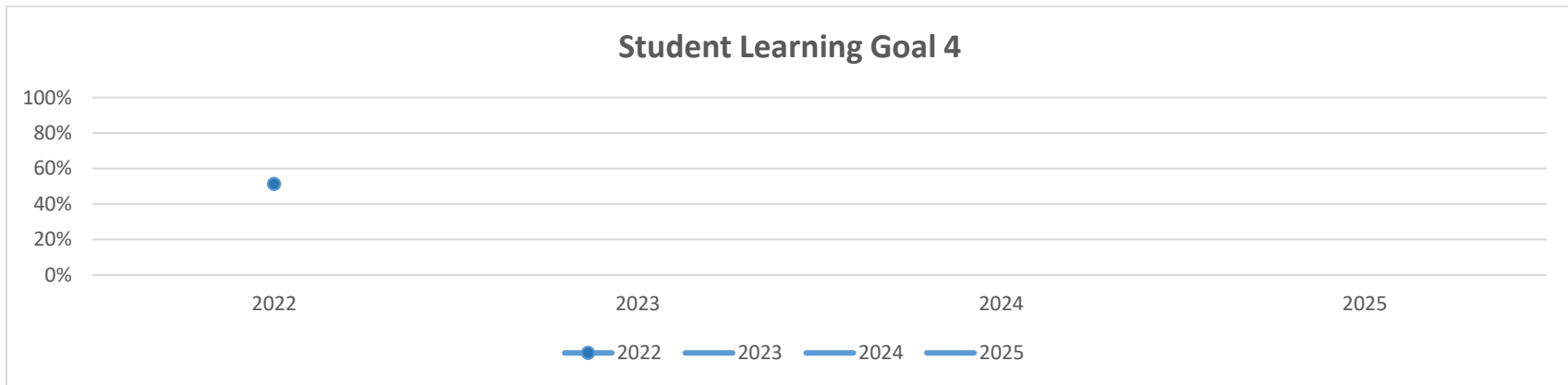
2022	2023	2024	2025
79.9%	67.3%		



Student Learning Goal 4-**By 2025, 70% of students will score proficient or advanced or meet state defined growth targets on state assessments in ELA.**

Yearly Progress-

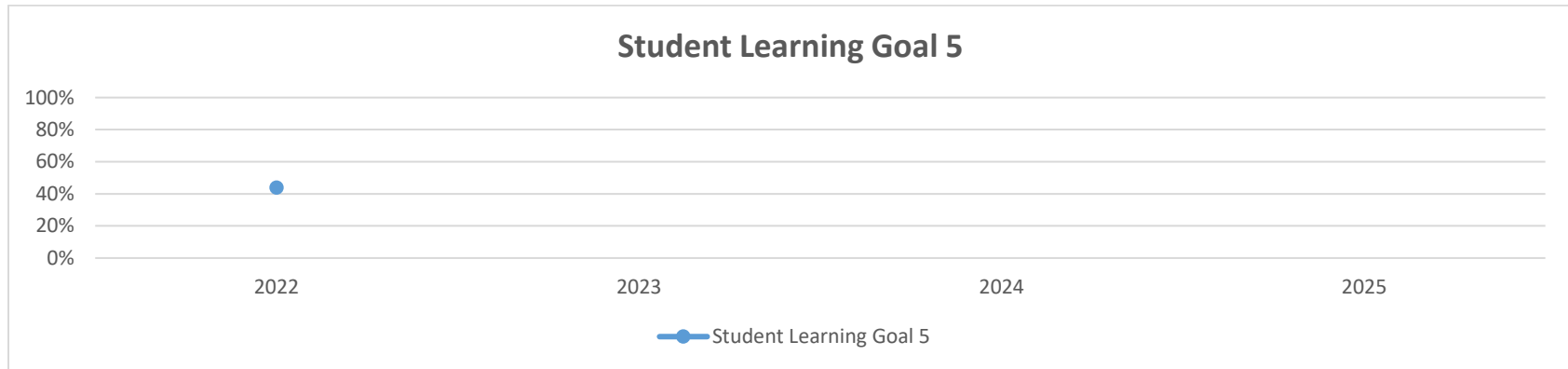
2022	2023	2024	2025
51.2%			



Student Learning Goal 5-**By 2025, 70% of students will score proficient or advanced or meet state defined growth targets on state assessments in math.**

Yearly Progress-

2022	2023	2024	2025
43.8%			

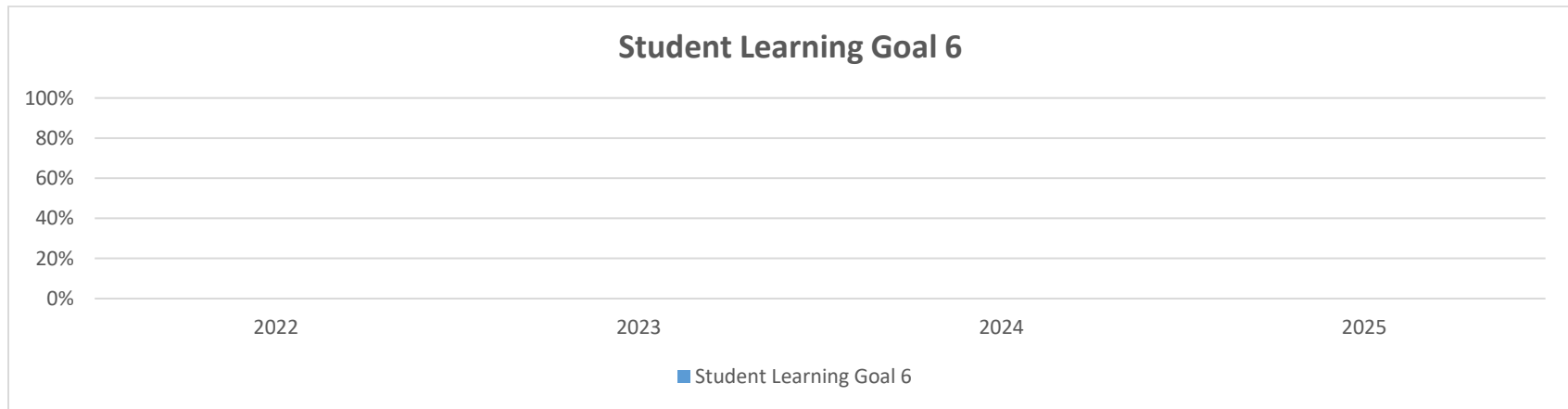


Student Learning Goal 6-

There will be a performance gap of 7% or less (proficient or advanced or meeting state defined growth targets) between the overall group and the identified student groups on state assessments and end of course exams by 2025.

Yearly Progress-

2022	2023	2024	2025
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Focus Area: Student Learning		MSIP Standard: TL3, TL1, TL4, TL10, CC3, EA2, EA3	
Strategy: College and Career Readiness- Students will engage in leadership opportunities and innovative and relevant learning experiences that prepare them for college and post-secondary pursuits.			
Budget: Office of Curriculum Purchased Services		Amount: 135,000	
Action Step/Person Responsible		Implementation Date	Complete/Not Complete (provide information)
Opportunities for exploration and development of career interest areas will be expanded for students in grades 6-8		July 2021-June 2026 (By June 2023 and ongoing)	<input type="checkbox"/> Complete <input checked="" type="checkbox"/> Not Complete/Revise
Reflection:			
June 2023:			
✓ Counseling lessons and recruitment activities as part of scheduling process in the spring			
✓ College Career Fair was held in October			
June 2022:			
✓ Leader in Me is implemented in grades 6-8			
✓ Missouri Connections implanted beginning in 6 th grade			
Implement AVID Program to increase college and career interest in secondary students. (Assistant Superintendent of Instructional Services)		July 2021 to June 2023	<input checked="" type="checkbox"/> Complete <input type="checkbox"/> Not Complete/Revise
Reflection:			
June 2023:			
✓ AVID elective classes in place in grades 7-10			
✓ AVID based training provided at PD days			
✓ Recruitment activities scheduled as part of spring scheduling			
June 2022:			
✓ AVID building teams established at WHS and WMS.			
✓ Building teams attended AVID National Conference in December.			
✓ AVID teams presented overviews to WMS and WHS March/April 2022			
✓ AVID students recruitment visits April 2022			
✓ Building teams attended AVID implementation training June 2022			
Implemented & Monitoring:			
Educate students and increase enrollment for career embedded internships and advanced coursework opportunities. (High School Principal)			
✓ Counseling lessons and recruitment activities as part of scheduling process in the spring			
✓ College Career Fair was held in October			

21st century success skills will be identified and opportunities to practice and develop those skills will be integrated into classroom activities and student leadership opportunities at Leader in Me Schools

Focus Area: Student Learning		MSIP Standard: EA4, TL6, TL8, CC1	
Strategy: Diverse Learning Environment- Equitable educational experiences that promote the cultivation of respect, understanding and appreciation of the diverse community of learners will be integrated across the school community.			
Budget: Office of Special Services Purchased Services		Amount: 25,000	
Action Step/Person Responsible		Implementation Date	Complete/Not Complete (provide information)
Maintain district diversity teams to create and inform district diversity activities. (Director of Special Services)		July 2021 to June 2026 (Ongoing)	<input type="checkbox"/> Complete <input checked="" type="checkbox"/> Not Complete/Revise
Reflection: June 2023: ✓ Fall Tiger Festival of Nations, Spring Tiger Festival of Nations, Tiger Pride Nights with Diversity Focus, Tiger Tough Talks ✓ The district diversity team has been maintained and the team meets every month to talk about building level activities and initiatives as well as district level activities and initiatives. Every building is represented on the district diversity team as well as principals, community members, NAACP, board members, students, and district administration. June 2022: ✓ Fall Tiger Festival of Nations, Tiger Pride Nights with Diversity Focus, Tiger Tough Talks ✓ The district diversity team has been maintained and the team meets every month to talk about building level activities and initiatives as well as district level activities and initiatives. Every building is represented on the district diversity team as well as principals, community members, NAACP, board members, students, and district administration.			
Student diversity teams will be established in each building to create and inform building activities. (Director of Special Services)		July 2021 to June 2023	<input checked="" type="checkbox"/> Complete <input type="checkbox"/> Not Complete/Revise
Reflection: June 2023: ✓ This has been established and every building has a diversity team with an assigned diversity facilitator. Buildings report out their monthly activities and initiatives at the district diversity team meetings. June 2022: ✓ This has been established and every building has a diversity team with an assigned diversity facilitator. Buildings report out their monthly activities and initiatives at the district diversity team meetings.			
Equitable classroom training will be implemented in each school. (Director of Special Services)		July 2021-June 2026 (By June 2023 and ongoing)	<input type="checkbox"/> Complete <input checked="" type="checkbox"/> Not Complete/Revise

Reflection:

June 2023:

- ✓ **Equitable classroom training started last year with Dr. Meraz training the district leadership team on equitable classrooms through the Equity and Inclusion Academy. Principals presented to their buildings on equitable classrooms and Dr. Meraz also did building specific trainings. All teachers completed two equity audits of their classrooms.**
- ✓ **Year 2 of Equitable Classroom training with Dr. Meraz and Dr. Washington presenting at district leadership team monthly meetings on equitable classrooms. Principals are completing equity audits every month and discussing at district leadership team.**
- ✓ **Creation of Diversity, Equity, and Inclusion webpage for Waynesville School District.**

June 2022:

- ✓ **Equitable classroom training started this year with Dr. Meraz training the district leadership team on equitable classrooms through the Equity and Inclusion Academy. Principals presented to their buildings on equitable classrooms and Dr. Meraz also did building specific trainings. All teachers completed two equity audits of their classrooms.**

Continue ongoing diversity training of district personnel and develop a set of foundational statements to explain diversity training initiative based on district core values, vision, and mission. (Director of Special Services)

July 2021 to June 2023
(By June 2022 and ongoing)

☐ Complete
☒ Not Complete/Revise

Reflection:

June 2023

- ✓ **The foundational statement has been created and board approved. It is posted on the website under Diversity, Equity, and Inclusion.**
- ✓ **Equity and Inclusion Academy for district leadership and staff will continue with Dr. Meraz on equitable classrooms.**
- ✓ **Quarterly board approved Diversity lessons will be utilized for Preschool – 12th grade students.**
- ✓ **Quarterly training on equitable classrooms for staff.**

June 2022

- ✓ **The foundational statement has been created and board approved. It is posted on the website under Diversity.**
- ✓ **Equity and Inclusion Academy for district leadership and staff will continue with Dr. Meraz on equitable classrooms.**

Focus Area: Student Learning		MSIP Standard:TL9, TL8, TL11	
Strategy: Instructional Technology- Instructional technology will be used to enhance student learning by increasing access to effective instructional tools available to teachers and providing increased opportunities for learning activities that promote critical thinking and problem solving.			
Budget: Office of Instructional Technology Purchased Services		Amount: 90,000	
Action Step/Person Responsible		Implementation Date	Complete/Not Complete (provide information)
Reflection:			
Implemented & Monitoring:			
Provide ongoing training and support on technology platforms for students and teachers each year on district core programs (Canvas, MasteryConnect, Google Suite, Tyler) (Director of Curriculum and Instructional Technology) <ul style="list-style-type: none">✓ Training for new teachers✓ Canvas Boot Camp for all students, for new students upon entry✓ Monthly tech PD and after-school PD✓ Each Building Instructional Tech sends a monthly newsletters with information and tips specific to their building.✓ Instructional Techs created training videos and Canvas pages with directions, and conducted training in person and virtually via Google Meet, videos, newsletters, and step sheets✓ Afterschool Canvas parent meeting via Zoom			
Model and provide opportunities for students to use technology to locate, evaluate, and collect information for solving relevant problems. (Director of Curriculum and Instructional Technology) <ul style="list-style-type: none">✓ Instructional techs conduct collaborative lessons with classrooms and embed these skills.✓ Instructional techs after-school clubs and activities which included research for projects and problem-solving.			
Embed cyber safety and responsible use in curriculum. (Director of Curriculum and Instructional Technology) <ul style="list-style-type: none">✓ Digital citizenship lessons across grade levels and buildings✓ Each of our schools participated in Digital Citizenship Week which takes place each October.			
Increase integration of keyboarding/typing into assessment and assignments. (Director of Curriculum and Instructional Technology) <ul style="list-style-type: none">✓ Typing Club in grades K-8✓ Canvas, Mastery Connect and Google based assessments			

Focus Area: Student Learning		MSIP Standard: TL6, DB2, DB4, TL7, AS2	
Strategy: Instructional Effectiveness- Instructional staff will select and implement instructional strategies that support and enhance effective Tier 1 instruction and Tier 2 and Tier 3 intervention.			
Budget: Salary and Benefits, Teacher Retention Grant		Amount: 110,000	
Action Step/Persons Responsible		Implementation Date	Complete/Not Complete (provide information)
Instructional strategies will be identified and implemented by demonstrated effectiveness, which is determined by growth in student performance to improve Tier 1 instruction. (Assistant Superintendent of Instructional Services)		July 2021-June 2026 (By June 2022 and ongoing)	<input type="checkbox"/> Complete <input checked="" type="checkbox"/> Not Complete/Revise
Reflection: June 2023: ✓ Strategies identified as part of PLC process. ✓ Building Steering Teams sharing effective strategies. June 2022: ✓ Strategies identified as part of PLC process. ✓ Building Steering Teams sharing effective strategies. ✓ District Instructional Strategies Bank established and PD provided.			
Collaborative teams will disaggregate student performance data and discuss effective teaching strategies that address the needs of students in subgroups. (Assistant Superintendent of Instructional Services)		July 2021-June 2026 (By June 2022 and ongoing)	<input type="checkbox"/> Complete <input checked="" type="checkbox"/> Not Complete/Revise
Reflection: June 2023: ✓ In place as part of weekly PLC process. June 2022: ✓ In place as part of weekly PLC process.			
Maximize special education student access to Tier 1 instruction, as well as providing special education support. (Director of Special Services)		July 2021-June 2026 (By June 2022 and ongoing)	<input type="checkbox"/> Complete <input checked="" type="checkbox"/> Not Complete/Revise

Reflection: June 2023 <ul style="list-style-type: none"> ✓ Co-taught model in place at secondary level. ✓ Co-taught model expanded at elementary level. ✓ Scheduling adjustments made for students to maximize time in Tier 1 ✓ Co-teaching expansion at the elementary level in place for 2023-2024 June 2022 <ul style="list-style-type: none"> ✓ Co-taught model in place at secondary level. ✓ Co-taught model expanded at elementary level. ✓ Scheduling adjustments made for students to maximize time in Tier 1 ✓ Co-teaching expansion at the elementary level in place for 2022-2023 		
Each building will implement flexible grouping at the Tier 2 Level to ensure students receive instruction from the highest performing teachers on a particular priority standard. (Assistant Superintendent of Instructional Services)	July 2021-June 2026 (By June 2022 and ongoing)	<input type="checkbox"/> Complete <input checked="" type="checkbox"/> Not Complete/Revise
Reflection: June 2023: <ul style="list-style-type: none"> ✓ In progress ✓ Instructional coaches providing support for Tier 2 intervention June 2022: <ul style="list-style-type: none"> ✓ In progress 		
Implemented & Monitoring:		
Each teacher will utilize peer observation as a method of improving instructional practices that have demonstrated growth in student achievement. (Assistant Superintendent of Instructional Services) <ul style="list-style-type: none"> ✓ In progress 		

Focus Area: Student Learning		MSIP Standard: TL6, TL5, TL8, AS1, AS2, EA1	
Strategy: Guaranteed and Viable Curriculum- Learners across the school community will be engaged in quality learning experiences that are aligned with state and district expectations.			
Budget: Title II, Office of Curriculum		Amount: 125,000	
Action Step/Persons Responsible		Implementation Date	Complete/Not Complete (provide information)
Curriculum documents will be vertically aligned. (Director of Curriculum and Instructional Technology)		July 2021-June 2023	<input type="checkbox"/> Complete <input checked="" type="checkbox"/> Not Complete/Revise
Reflection: June 2023 <ul style="list-style-type: none">✓ In place for Core Content and most elective classes✓ Review cycle underway June 2022 <ul style="list-style-type: none">✓ In place for Core Content and some elective classes✓ In process for other courses			
Continue the curriculum cycle and make revisions as necessary. (Director of Curriculum and Instructional Technology)		July 2021-June 2026 (Ongoing)	<input type="checkbox"/> Complete <input checked="" type="checkbox"/> Not Complete/Revise
Reflection: June 2023: <ul style="list-style-type: none">✓ Ongoing- Board approved curriculum in core content and elective classes. June 2022: <ul style="list-style-type: none">✓ Ongoing- This year’s focus is on secondary electives and non-EOC tested core classes at the HS level✓ June 2022 sessions scheduled for encore and electives.			
Teachers will implement district curriculum in a consistent manner across all classrooms at a grade level and/or content area. (Director of Curriculum and Instructional Technology)		July 2021-June 2026 (By June 2023 and ongoing)	<input type="checkbox"/> Complete <input checked="" type="checkbox"/> Not Complete/Revise
Reflection: June 2023: <ul style="list-style-type: none">✓ Training provided.✓ Fidelity monitored by building and district administrators and instructional coaches June 2022:			

<ul style="list-style-type: none"> ✓ Training provided. ✓ Fidelity monitored by building and district administrators and instructional coaches 		
Expectations for student learning and assessment will be consistent across all classrooms at a grade level and/or content area. (Assistant Superintendent of Instructional Services)	July 2021-June 2026 (By June 2023 and ongoing)	<input type="checkbox"/> Complete <input checked="" type="checkbox"/> Not Complete/Revise
Reflection: June 2023: <ul style="list-style-type: none"> ✓ Training provided. ✓ Fidelity monitored by building and district administrators and instructional coaches June 2022: <ul style="list-style-type: none"> ✓ Training provided. ✓ Fidelity monitored by building and district administrators and instructional coaches 		
Monitoring of implementation and feedback will be provided by building and district leadership teams. (Assistant Superintendent of Instructional Services)	July 2021-June 2026 (Ongoing)	<input type="checkbox"/> Complete <input checked="" type="checkbox"/> Not Complete/Revise
Reflection: June 2023 <ul style="list-style-type: none"> ✓ Fidelity monitored by building and district administrators and instructional coaches ✓ Feedback provided to buildings June 2022 <ul style="list-style-type: none"> ✓ Fidelity monitored by building and district administrators and instructional coaches ✓ Feedback provided to buildings 		
Curriculum teams will provide PD and support for implementation at the building level. (Director of Curriculum and Instructional Technology)	July 2021-June 2026 (Ongoing)	<input type="checkbox"/> Complete <input checked="" type="checkbox"/> Not Complete/Revise
Reflection: June 2023: <ul style="list-style-type: none"> ✓ Beginning of the year training provided ✓ Curriculum team members serve as grade level/content resource within their buildings. June 2022: <ul style="list-style-type: none"> ✓ Beginning of the year training provided ✓ Curriculum team members serve as grade level/content resource within their buildings. 		

New Teacher professional development will provide access to district curriculum and expectations, as well as ongoing support throughout the school year. (Assistant Superintendent of Instructional Services)	July 2021-June 2026 (Yearly)	<input type="checkbox"/> Complete <input checked="" type="checkbox"/> Not Complete/Revise
Reflection: June 2023: <ul style="list-style-type: none"> ✓ Beginning of the year training provided. ✓ Instructional coaches, mentors and teacher leaders provide ongoing support June 2022: <ul style="list-style-type: none"> ✓ Beginning of the year training provided. ✓ Instructional coaches, mentors and teacher leaders provide ongoing support 		

Focus Area: Student Learning		MSIP Standard: TL8, TL6, CC2, DB4, AS2, DB2	
Strategy: Collaborative Learning Environment- Instructional staff will engage in professional collaboration structures in order to ensure implementation of effective instructional practices that support student learning.			
Budget: Salary and Benefits, Teacher Retention Grant		Amount: 110,000	
Action Step/Persons Responsible		Implementation Date	Complete/Not Complete (provide information)
All instructional staff will be engaged in the professional collaboration at the building level. (Superintendent)		July 2021-June 2026 (By June 2022 and ongoing)	<input type="checkbox"/> Complete <input checked="" type="checkbox"/> Not Complete/Revise
Reflection: June 2023: ✓ PLCs meet each Wednesday June 2022: ✓ PLCs meet each Wednesday			
All instructional staff will implement team developed instructional interventions, administer common formative assessment, and discuss student performance as a result of the intervention. Staff are expected to change instructional delivery based on the most effective instructional strategies. (Assistant Superintendent of Instructional Services)		July 2021-June 2026 (By June 2022 and ongoing)	<input type="checkbox"/> Complete <input checked="" type="checkbox"/> Not Complete/Revise
Reflection: June 2023: ✓ In place. Teams are at various levels of effectiveness. ✓ PLC Mentors visit other buildings and provide feedback to building teams and District Leadership Team. June 2022: ✓ In place. Teams are at various levels of effectiveness. ✓ PLC Mentors visit other buildings and provide feedback to building teams and District Leadership Team.			
All instructional staff (administrative and teachers) will participate in ongoing professional development to enhance collaborative effectiveness. (Assistant Superintendent of Instructional Services)		July 2021-June 2026 (By June 2022 and ongoing)	<input type="checkbox"/> Complete <input checked="" type="checkbox"/> Not Complete/Revise
Reflection: June 2023: ✓ PLC Mentors visit buildings quarterly and engage in feedback activities ✓ PLC mentors and district coaches facilitate administrator training sessions during DLT. ✓ PLC facilitator training provided throughout year. June 2022:			

- ✓ **PLC Mentor group established and trained summer 2021.**
- ✓ **PLC Mentors provided beginning of the year PLC training in their buildings and also provide ongoing training as needed.**
- ✓ **PLC mentors and district coaches facilitate administrator training sessions during DLT.**
- ✓ **PLC facilitator training provided throughout year.**

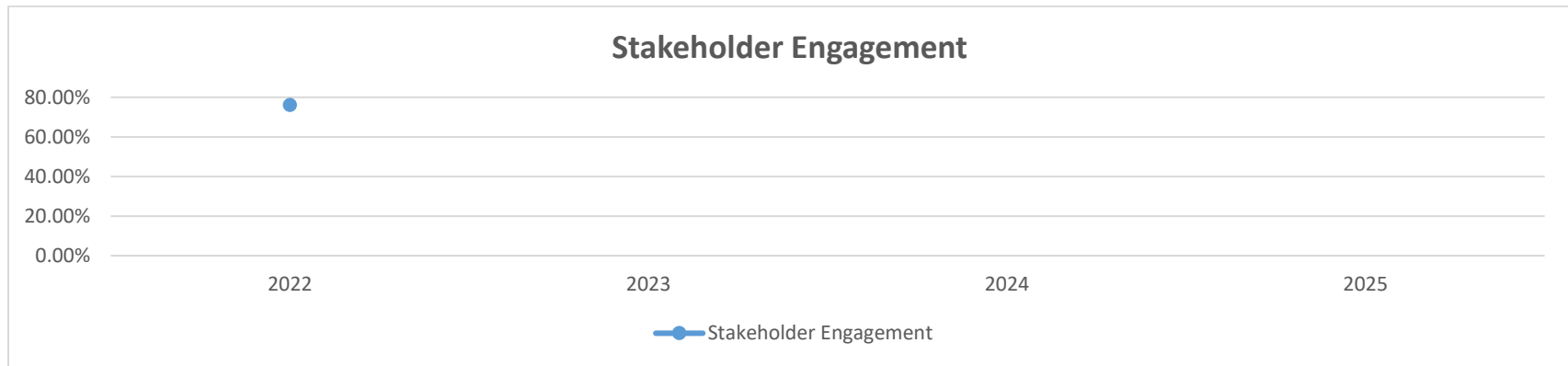
Implemented & Monitoring:

All administrative staff will be engaged in the professional collaboration process at the district and building level. (Superintendent)(District Administration)

- ✓ **Building administrators attend building level PLCs, monitor TMRs and meet with Building Steering Teams.**
- ✓ **District administrators collaborate with building administrators on TMRs and progress.**
- ✓ **District administrators visits building PLCs.**

Stakeholder Engagement
Focus Area Leader- Director of Communications and Marketing

Stakeholder Engagement- By 2025, the Waynesville R-VI School District will maintain stakeholder engagement of 80% or higher.			
2022 76.13% based on the parent survey	2023	2024	2025



Focus Area: Stakeholder Engagement		MSIP Standard: CC4, CC3, L8, TL2	
Strategy: Improved Communication- The Waynesville R-VI School District will improve communication with internal and external stakeholders through a systematic process.			
Budget: Office of Communications Purchased Services		Amount: 15,500	
Action Step/Person Responsible		Implementation Date	Complete/Not Complete (provide information)
The district will revise and implement with fidelity a district communication plan that will include staff guidelines for response times and a priority system for messages. (Director of Communications and Marketing)		Begin working on it in Fall 2021 with pilot in January 2022 and full implementation in Fall 2022	<div><input type="checkbox"/> Complete</div> <div><input checked="" type="checkbox"/> Not Complete/Revise</div>
Reflection: June 2023 <ul style="list-style-type: none">✓ The Comprehensive Communications Plan was presented to the Board in July 2023. It included the communication plan, master planning calendar and a content calendar for the I in the Tiger.			
Individual school buildings will average at least two Facebook messages and two Twitter messages weekly on their respective sites.		Ongoing	<div><input type="checkbox"/> Complete</div> <div><input checked="" type="checkbox"/> Not Complete/Revise</div>
Reflection: June 2023: <ul style="list-style-type: none">✓ Facebook messages are being posted. Communication and Marketing staff will work with individual principals who did not meet the two per week Facebook postings to develop a plan for the upcoming school year✓ The requirement for Twitter messages has been removed, based on data from national and local patrons June 2022: <ul style="list-style-type: none">✓ Eight of the district’s 10 schools – WHS, WMS, WSGC, East, Freedom, Partridge, Thayer and Williams met the twice per week average Facebook posts. In addition, the district issued 685 Facebook posts from July 2021 to June 2022, which is an average of 16 per week.✓ With regard to Twitter, only Freedom met the twice per week average. Please note that the Tweet counts are for the building’s main account only and do not include other school-related accounts, such as Athletics at WHS. The Waynesville R-VI School District had 226 Tweets from July 2021 to June 2022.			

Implemented & Monitoring:

The Waynesville R-VI School District will develop a priority structure to help parents navigate and discern the level of importance of messages they receive from the district. (Director of Communications and Marketing)

June 2023:

- ✓ **Waynesville Middle School test piloted the Stoplight program in spring 2023. The program's expansion will continue.**

June 2022

- ✓ **13 teachers piloted the Stoplight Program in January, February and March 2022. 90% of teachers who participated and took the survey (10 of 13) recommend using it. Of the 32 parents who responded to the survey, 83.9% recommend using it.**

The district will coordinate social media sites and develop repositories for information that has been sent to families from the district. (Director of Communications and Marketing)

- ✓ **Under Parents/Students on the website, the major communications that have been sent are housed under the link "Communication Sent to Parents"**
- ✓ **Multiple social media platforms are carrying the same messages**
- ✓ **Multiple important messages have been repeated as reminder emails to families**

Focus Area: Stakeholder Engagement		MSIP Standard: CC3, L8, TL2, DB3	
Strategy: Engagement of External Stakeholders- The Waynesville R-VI School District will engage external stakeholders by increasing the number of opportunities for involvement.			
Budget: Office of Communication and Marketing Purchased Services		Amount: \$15,500	
Action Step/Person Responsible		Implementation Date	Complete/Not Complete (provide information)
The district will increase communication with alumni by: 1. producing a weekly social media post during the academic school year featuring images from the past 2. creating an online Archive for alumni to share their stories of their days at Waynesville (Director of Communications and Marketing) 3. Develop a “Where are they Now” segment for district communications. 4. Send I in the Tiger to alumni mailing list.		Fall 2022	<div><input type="checkbox"/> Complete</div> <div><input checked="" type="checkbox"/> Not Complete/Revise</div>
Reflection: June 2023			
<div>✓ The social media posts featuring images from the past did not generate enough interest (very few likes, comments and shares) to warrant their continuance.</div> <div>✓ Tiger Tracks, a quarterly video series, remains popular.</div> <div>✓ Communications and Marketing will develop a plan to market the online archive for alumni to share their stories of their days at Waynesville</div> <div>✓ Communications and Marketing will develop a plan to market the I in the Tiger electronically to alumni.</div>			
June 2022			
<div>✓ We implemented Tiger Tracks, which are video segments that feature “Where are they now” for alumni. We also occasionally post social media messages featuring images from the past.</div>			
The district will develop new avenues for engaging the business community by involving business owners in college and career readiness in the elementary grades; partnering with businesses at special events; develop a PIE partnership-type relationship with businesses and assign them to a specific grade in a school, promote mentorship opportunities for businesses. (Director of Communications and Marketing)		Fall 2022	<div><input type="checkbox"/> Complete</div> <div><input checked="" type="checkbox"/> Not Complete/Revise</div>
Reflection: June 2023:			
<div>✓ The district partnered with Blue Star Families and AUSA for the Community Salute to Service</div>			

- ✓ The WCC hosted a college and career readiness event in the spring, in addition to their traditional mock interviews
- ✓ Communications and Marketing assisted Waynesville Middle School with engaging more community and military leaders, including FLW tours.
- ✓ Based on this year's success, Communications and Marketing will assist Waynesville Middle School with an expansion of more community involvement.

June 2022

- ✓ Several buildings, including elementary schools, held college and career fairs with a variety of business representatives attending. No work has been started with connecting businesses to specific grade levels or schools. The district has promoted the internship program that operates out of the Waynesville Career Center.

The district will enhance our connections with new families by Creating welcome packets for new families. Partner with Chamber to make kid-friendly welcome packets. (A+, National Honor Society could volunteer as well.) (Director of Communications and Marketing)

January 2022 and then ongoing

☐ Complete
☒ Not Complete/Revise

Reflection:

June 2023

- ✓ Communications and Marketing developed an overall welcome video for the district
- ✓ The Welcome Back to School Tab served as the welcome handout for new families throughout the school year.
- ✓ Waynesville R-VI administrators volunteered and handed out kid-friendly items and the Back to School Tab at the community's Back to School Bash in 2022 and will again do so in 2023

June 2022

- ✓ This summer, Catherine Poole in the Communications Office, will work to create an overall welcome video for the district and then will work to develop them for individual schools. Additionally, the district is working closely with the Pulaski County Weekly to develop a printed "Welcome Back to School" issue with extra copies being printed to present to new families.

Research and purchase keywords to improve internet search efficiency.

August 2023

☐ Complete
☒ Not Complete/Revise

Reflection:

June 2023

- ✓ This will be a joint effort between our tech team and communications and is slated to occur in August 2023.

Implemented & Monitoring:

The district will increase communication with patrons who do not have children in the district by:

1. producing and mailing to patrons the *I in the Tiger* at least four times annually
2. speaking and/or attending community organizational meetings and events
3. partnering with Community Resources to promote opportunities to volunteer and engage in school-related activities
4. seeking input on school-related issues through an informal annual community survey (I in the Tiger, post card, QR code) and one formal survey every three to four years.

- ✓ The fourth edition of the "I in the Tiger" is slated for the end of June 2022. Additionally, the district is working with the local printed newspaper, Pulaski County Weekly, to have school news published, which included a graduate section in June. The district has increased its presence at organizational events such as the Chamber of Commerce Breakfasts, Juneteenth Celebration, etc. Due to COVID, a massive push for volunteers was not undertaken. The formal survey was just completed and preliminary results will be shared.

The district will develop a survey to measure stakeholder satisfaction.

June 2023

- ✓ A communication survey has been developed that is scheduled to go out in November 2023

June 2023

- ✓ Survey was conducted in April/May 2022.

Human Resources

Focus Area Leader- Assistant Superintendent for Personnel Services

Human Resources Goal 1-

By 2025, the Waynesville School District will increase highly qualified underrepresented employees by 5%.

2022

	Staff	Students
White	94%	60.4%
Black	3%	13.8%
Hispanic or Latino	1%	6.5%
Other	2%	19.1%

2023

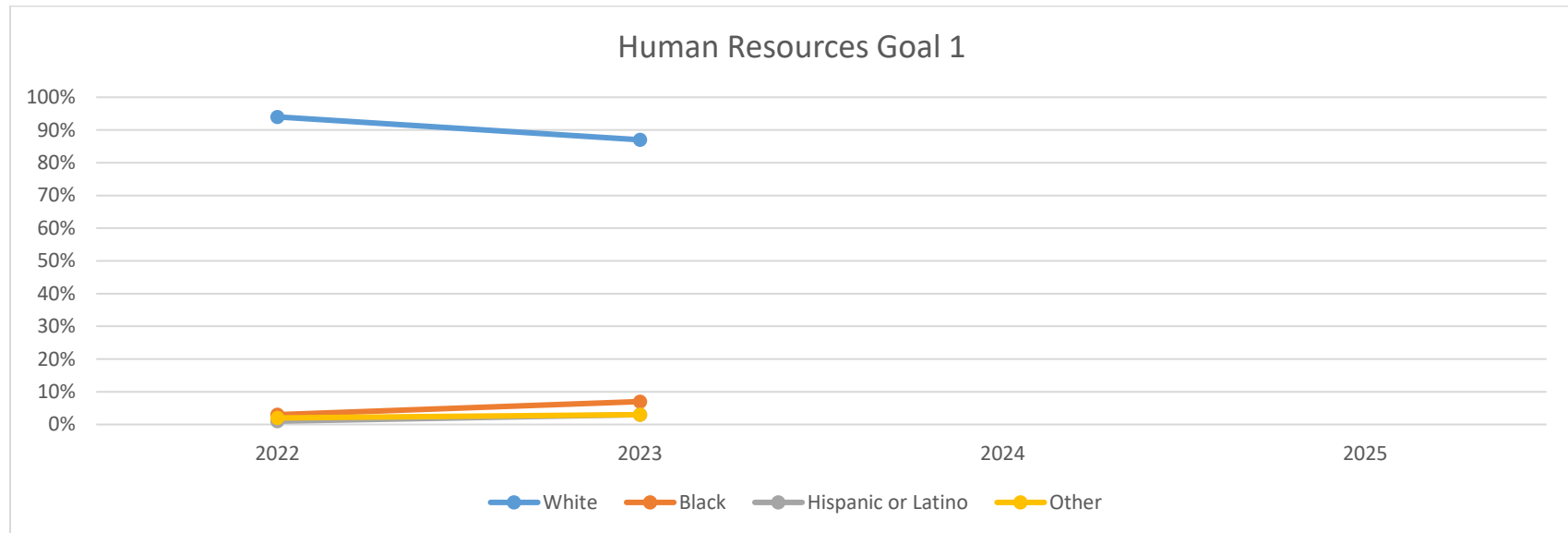
	Staff	Students
White	87%	63%
Black	7%	12.9%
Hispanic or Latino	3%	5.8%
Other	3%	20.7%

2024

	Staff	Students
White		
Black		
Hispanic or Latino		
Other		

2025

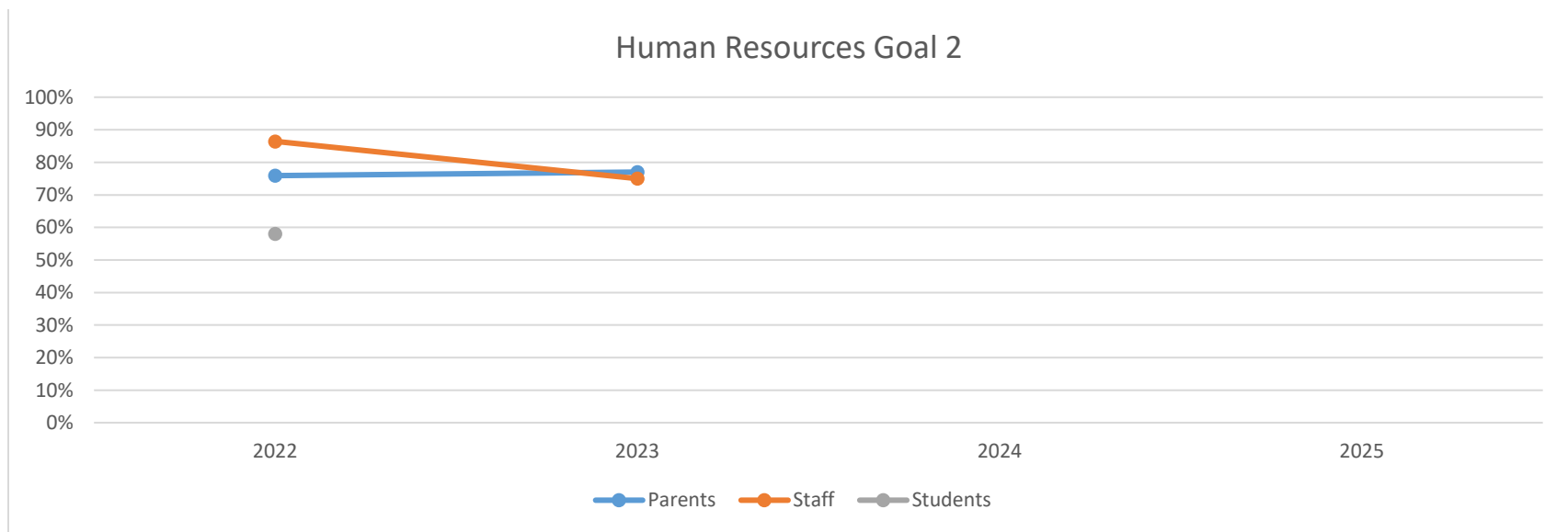
	Staff	Students
White		
Black		
Hispanic or Latino		
Other		



Human Resources Goal 2-

The Waynesville School District will increase understanding and use of mental health resources by 5% each year based on parent, student, and staff survey results.

2022		2023		2024		2025	
Parents	75.91%	Parents	77%	Parents		Parents	
Staff	86.44%	Staff	75%	Staff		Staff	
Students	58%	Students	N/A	Students		Students	



Human Resources Goal 3-**The Waynesville School District will achieve a two percent reduction in turnover annually.**

2022

Certified	74
Classified	28
Percentage of Turnover	24%

*Will be entered on June 1st each year.

2023

Certified	69
Classified	48
Percentage of Turnover	16%

*Will be entered on June 1st each year.

2024

Certified	
Classified	
Percentage of Turnover	

*Will be entered on June 1st each year.

2025

Certified	
Classified	
Percentage of Turnover	

*Will be entered on June 1st each year.



Focus Area: Human Resources		MSIP Standard: L9, TL1	
Strategy: Recruitment- Recruit a highly qualified and diverse workforce.			
Budget: Office of Personnel Services, Grow Your Own Budget, Teacher Recruitment Grant		Amount: 100,000	
Action Step/Person Responsible		Implementation Date	Complete/Not Complete (provide information)
Expand scholarship opportunities targeting specific hard to fill positions and underrepresented groups through the Growth of “Grow Your Own” Program (Assistant Superintendent of Personnel Services)		August 2021-May 2024	<input type="checkbox"/> Complete <input checked="" type="checkbox"/> Not Complete/Revise
Reflection: June 2023: <ul style="list-style-type: none">✓ Partnerships with Lincoln University and Missouri State University on Para to Pro have been established✓ Three scholarship opportunities for Para’s to attend MSU Para to Pro classes is being finalized✓ During the 22-23 school year, there were 6 students enrolled in the Tiger Teacher Academy✓ 2 scholarships were awarded to two seniors that were enrolled in the Tiger Teaching Academy Program June 2022: <ul style="list-style-type: none">✓ The district was awarded the Teacher Recruitment and Recruitment grant from DESE.✓ Partnerships with Lincoln University on Para to Pro have been established.✓ OTC is partnering with the district on our Tiger Teacher Academy.✓ Two Grown Your Own grants were given to students this school year.✓ WHS Career Fair was held and our Grow Your Own program and Tiger Teacher Academy had a booth.			
Develop and implement a recruitment plan that targets effective recruitment strategies and tools to hire a highly qualified and diverse workforce. (Assistant Superintendent of Personnel Services)		August 2021-May 2026	<input type="checkbox"/> Complete <input checked="" type="checkbox"/> Not Complete/Revise
Reflection: June 2023: <ul style="list-style-type: none">✓ Working to create a staff spotlight to showcase Waynesville Graduates who have come back to the district to work✓ Follow up on stay conversation initiative✓ Attended several job fairs in the local community✓ Advertised positions on Indeed June 2022: <ul style="list-style-type: none">✓ The district was awarded the Teacher Recruitment and Recruitment grant from DESE. Partnerships with Lincoln University on Para to Pro have been established.			

- ✓ OTC is partnering with the district on our Tiger Teacher Academy.
- ✓ A Grow Your Own program has been established to bring teacher candidates back to our community.
- ✓ Various advertisements have been placed in the magazine The Minority Report.
- ✓ The district has partnered with a contact at MSU that send diverse candidates to our district.

Focus Area: Human Resources		MSIP Standard: TL10, TL4, CC1, CC2	
Strategy: Wellness- Increase awareness and accessibility to available wellness support services and activities for staff and students.			
Budget: Teacher Retention Grant, Coover/Rural Schools Partnership Grant Program		Amount: 103,000	
Action Step		Implementation Date	Complete/Not Complete (provide information)
Work with curriculum committees to embed mindfulness activities into daily learning. (Social) (Director of Student Services)		August 2021-May 2023	<input type="checkbox"/> Complete <input checked="" type="checkbox"/> Not Complete/Revise
Reflection: June 2023: ✓ Developed a Kindergarten Summer School SEL focused curriculum delivered in June 2023			
Develop and implement a wellness plan that increases strategies to promote social wellness for staff and students. (Social) (Director of Student Services) (Assistant Superintendent of Personnel Services)		August 2021-May 2025	<input type="checkbox"/> Complete <input checked="" type="checkbox"/> Not Complete/Revise
Reflection: June 2023: <ul style="list-style-type: none"> ✓ Quarterly newsletters/wellness challenges ✓ Information shared on EAP plan for staff members ✓ Onsite exercise facilities opened for staff; offered orientation/classes ✓ Nutrition education class offered to district staff ✓ Health Risk Assessment offered on site to staff in all buildings ✓ School Based Health Clinic staffed and open during June; free physicals offered during Spring Break and the month of June ✓ COMC Mobile Dental Clinic offered to students in all buildings ✓ Hosted guest speaker Chris Herren at MS/HS June 2022: <ul style="list-style-type: none"> ✓ Increased offering of mental health services for staff by providing information on EAP plan ✓ Continued quarterly wellness newsletters and staff challenges ✓ Wellness groups (walking and book clubs) ✓ Teacher Retention Grant 			

<ul style="list-style-type: none"> ✓ Added Wellness Coordinator Position at each building ✓ Received grant to offset co-pays for therapy for staff next school year (CFO) ✓ We will offer summer self-care sessions in July for staff to utilize and pay them to attend 		
Increase student and teacher access to emotional support services. (Emotional) (Assistant Superintendent of Personnel Services)	August 2021-May 2026	<input type="checkbox"/> Complete <input checked="" type="checkbox"/> Not Complete/Revise
Reflection: June 2023: <ul style="list-style-type: none"> ✓ Mental Health Support Grant – provides reimbursement for copays for therapy services ✓ HOPE Squad pilot at SGC, expanding to MS in 2023-24 ✓ Youth Mental Health First Aid training for staff – additional course offered second semester ✓ Awarded the Immediate Services Grant (IRSG) through DESE to pay for an additional contracted therapist for students in 2023-24 June 2022: <ul style="list-style-type: none"> ✓ Filled COMC Therapist position for grades 6-12. ✓ Counselor delivered lessons focused on social emotional core competencies ✓ Creating a database of classroom activities, routines and lessons for teachers ✓ Developing a website for students and parents to access. ✓ Began creation of a scope and sequence for K-12 curriculum 		
Work with the Physical Education and Health curriculum teams to embed and implement strategies that promote healthy lifestyles and lifetime physical wellness activities into daily lessons. (Physical) (Director of Student Services)	August 2021-May 2024	<input type="checkbox"/> Complete <input checked="" type="checkbox"/> Not Complete/Revise
Reflection: June 2023: <ul style="list-style-type: none"> ✓ K-5 is complete. 9-12 is complete. Next year 6-8 will be reviewed and embedded. June 2022: <ul style="list-style-type: none"> ✓ Continued implementation of strategies in PE and Health classes 		
90% of students will be in attendance 90% of the time or greater. (Director of Student Services)	August 2021-May 2026	<input type="checkbox"/> Complete <input checked="" type="checkbox"/> Not Complete/Revise

Reflection:

2023:

- ✓ Continued to reinstate district attendance policies after COVID; Buildings created focused plans implemented to address specific needs of their buildings

2022:

- ✓ Reinstated district attendance policies after taking some time away due to the pandemic.

Focus Area: Human Resources		MSIP Standard: TL5, L9, TL1, L7	
Strategy: Retention- Identify and provide support to retain a highly qualified and diverse workforce.			
Budget: Title II		Amount: 50,000	
Action Step/Person Responsible		Implementation Date	Complete/Not Complete (provide information)
Train district administrative staff to implement, in a reliable and consistent manner, the developed multi-step screening process. (Assistant Superintendent of Personnel Services)		August 2021-May 2025	<div><input type="checkbox"/> Complete</div> <div><input checked="" type="checkbox"/> Not Complete/Revise</div>
Reflection:			
2023: <div><div>✓</div>100% of secondary principals were able to participate in the screening process for the spring hiring season</div>			
2022: <div><div>✓</div>80% of elementary principals were able to participate in screening this spring.</div>			
Implemented & Monitoring:			
Conduct a program evaluation of our current mentor program and revise the mentor program (1-3 years) to better support the needs of new teachers in collaboration with the Instructional Services Department. (Assistant Superintendent of Personnel Services) <div><div>✓</div>Survey results from the mentor program was reviewed. In addition, interviews were conducted from 2–3-year teachers regarding additional support that is needed. Two activities were done in DLT to receive feedback from administration. The Mentor Program committee met two times with Dr. Adkins and Mrs. Bales to make adjustments to current plans. Implementation will occur during the 2022-2023 school year. Survey data will continue to be reviewed and adjustments will be on-going.</div> <div><div>✓</div>Transition of mentor program to Personnel Services has begun and will be moved for the 2023-24 school year</div> <div><div>✓</div>Survey administered to this year’s mentors/mentees to continue to make improvements to the program</div>			
Continue development and implement a multi-step screening process to identify new employees whose attitudes and beliefs align with that of the district. (Assistant Superintendent of Personnel Services) <div><div>✓</div>A multi-step screening process to identify employees whose attitudes and beliefs align with the district has been established. The process will continue to be monitored.</div> <div><div>✓</div>100% elementary principals were able to participate in screening applicants in Spring 2023</div>			

Facilities

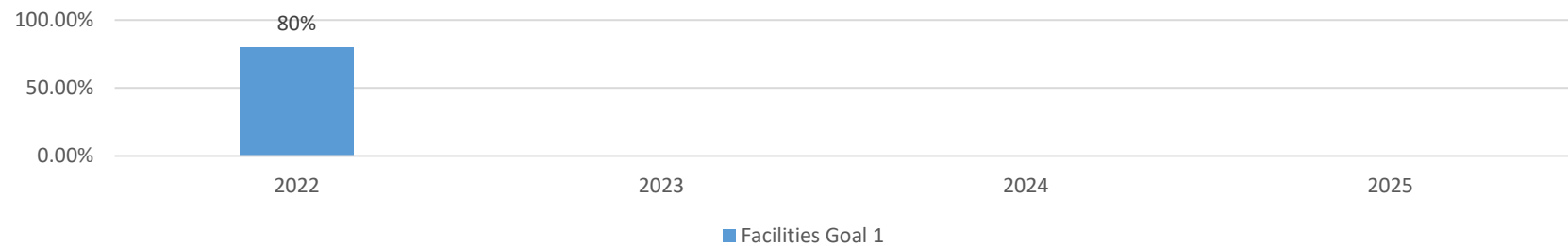
Focus Area Leader- Executive Director for Operational Services

Facilities Goal 1-

Enhance student, staff and community experiences by ensuring a learning environment that optimizes opportunities through facility planning and resource allocation. Each facility will retain “excellent” and “satisfactory” ratings on each component of the Site Line Facility Planning Model each year.

2022	2023	2024	2025
WECC, East, Freedom, Thayer, WSGC, WCC, WMS and WHS all have satisfactory ratings. Partridge and Wood are at borderline rating	Monitoring Year		

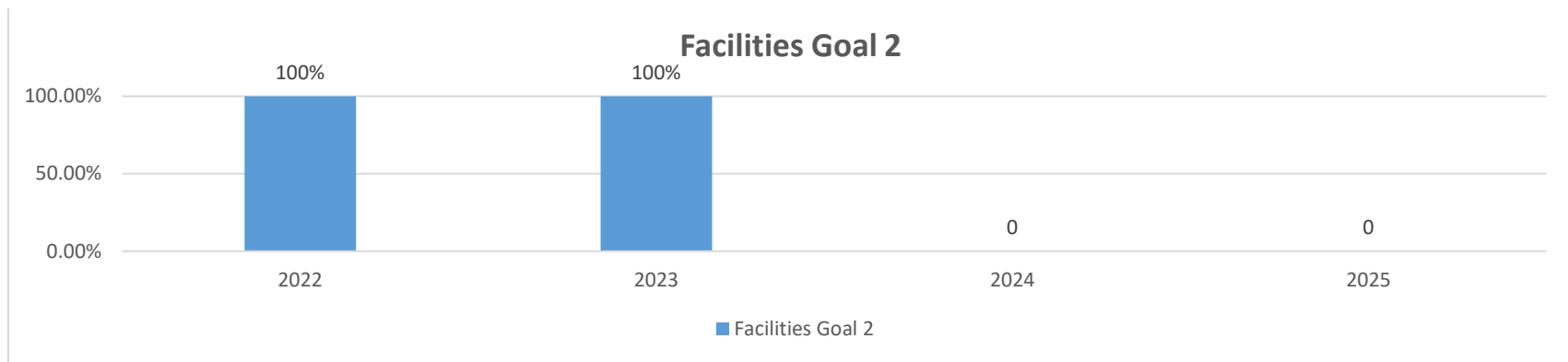
Facilities Goal 1



Facilities Goal 2-

The district will continue to implement and improve a plan to ensure school safety measures at all facilities. 100% of buildings will implement a process to evaluate their safety plan each school year.

2022	2023	2024	2025
100%; All building plans were updated and improvements were implemented.	100%; All building plans were updated and improvements were implemented.		



Focus Area: Facilities		MSIP Standard: L10, L4	
Strategy: Facilities- Construct and maintain educationally effective facilities throughout the district.			
Budget: Office of Operations Purchased Services		Amount: 949, 943	
Action Step		Implementation Date	Complete/Not Complete (provide information)
Develop an extensive 10 year long range plan to identify most effective use of all district facilities for future needs. (Executive Director of Operational Services)		Aug 2021- May 2026	<input type="checkbox"/> Complete <input checked="" type="checkbox"/> Not Complete/Revise
Reflection: June 2023: ✓ Met with architect to update long range plan June 2022: ✓ The Executive Director of Operations met and reflected quarterly with architect and district planning team to update the needs of the facilities as needed.			
Implement and monitor rigorous cleaning expectations that are consistent for each building. (Director of Maintenance)		Aug 2021- May 2026	<input type="checkbox"/> Complete <input checked="" type="checkbox"/> Not Complete/Revise
Reflection: June 2023: ✓ The director did quarterly checks with each building. June 2022: ✓ The Director of Maintenance has worked with cleaning company software and integrated our practices into an online program. The director did quarterly checks with each building.			
Develop and maintain a routine inspection process reviewed quarterly by the Executive Director for Operational Service. (Executive Director of Operational Services)		Aug 2021- May 2026	<input type="checkbox"/> Complete <input checked="" type="checkbox"/> Not Complete/Revise
Reflection: June 2023: ✓ Working with Director of Maintenance to develop quarterly building checks ✓ Hilyard evaluation of all buildings June 2022:			

- ✓ The Executive Director of Operations has set dates and met quarterly with the Director of Maintenance to review inspections of the district facilities.

Annually review and update 10-year maintenance plan for key equipment within the district such as HVAC units, roofs, parking lots, boilers, etc. (Executive Director of Operational Services)

Aug 2021- May 2026

- ☐ Complete
- ☒ Not Complete/Revise

Reflection:

June 2023:

- ✓ Meet with architect and Director of Maintenance bi-annually

June 2022:

- ✓ The Executive Director of Operations reflected quarterly with architects and the district planning team to update the needs of facilities as needed.

Focus Area: Facilities		MSIP Standard: L10	
Strategy: Safety- To ensure a safe learning environment that is focused on student learning and collaboration.			
Budget: Office of Operational Services		Amount: 217,600	
Action Step		Implementation Date	Complete/Not Complete (provide information)
Continue the use of secured entrances at all buildings and schools, and develop a consistent practice for entry to all buildings. (Executive Director of Operational Services)		August 2021-May 2026	<div><input type="checkbox"/> Complete</div> <div><input checked="" type="checkbox"/> Not Complete/Revise</div>
Reflection: June 2023: <ul style="list-style-type: none">✓ New security vestibule was constructed at WCC✓ All buildings now have secure entrances✓ Work with building administrators to create uniform visitor procedures June 2022: <ul style="list-style-type: none">✓ The Executive Director of Operations reflected quarterly with architects and the district planning team to update the needs of secured entrances at building facilities.			
Utilization and maintenance of controlled access at all schools (e.g. use of key fobs, consistent monitoring of all exterior access points). (Executive Director of Operational Services)		August 2021-May 2026	<div><input type="checkbox"/> Complete</div> <div><input checked="" type="checkbox"/> Not Complete/Revise</div>
Reflection: June 2023: <ul style="list-style-type: none">✓ Additional doors added. All buildings are now on the new monitoring system June 2022: <ul style="list-style-type: none">✓ The Executive Director of Operations reflected quarterly with architects and the district planning team to update the system and key fobs at the entrance of each building. An upgrade to the system was made and 25 doors were added to the district.			
Security cameras will be installed/updated and positioned for best vantage points. (Executive Director of Operational Services)		August 2021-May 2026	<div><input type="checkbox"/> Complete</div> <div><input checked="" type="checkbox"/> Not Complete/Revise</div>
Reflection: June 2023: <ul style="list-style-type: none">✓ All buildings have new cameras and software✓ Continually monitor all building cameras and make adjustments as needed			

June 2022: ✓ The Executive Director of Operations reflected quarterly with architects and the district planning team to update the camera system and all cameras at building facilities. The camera system was upgraded to a web-based system.		
Continue to develop and establish our TACT (Threat Assessment Care Team) programs consistently throughout the district. (Executive Director of Operational Services)	August 2021-May 2026	<input type="checkbox"/> Complete <input checked="" type="checkbox"/> Not Complete/Revise
Reflection: June 2023: ✓ Re-Evaluating Process for FY24 June 2022: ✓ District Administration met quarterly with the district TACT team to review all procedures and keep a consistent practice.		
Continue to discuss, practice, monitor and review all safety and crisis plans with staff and students. (Executive Director of Operational Services)	August 2021-May 2026	<input type="checkbox"/> Complete <input checked="" type="checkbox"/> Not Complete/Revise
Reflection: June 2023: ✓ Continue with monthly schedule with staff to review/practice safety plans and crisis plans June 2022: ✓ Each building sent dates of their meetings where safety and crisis plans were discussed with both staff and students. Meetings were held at the beginning and middle of the school year.		
Increasing access and improving radios for communication within the district. (Executive Director of Operational Services)	August 2021-May 2026	<input type="checkbox"/> Complete <input checked="" type="checkbox"/> Not Complete/Revise
Reflection: June 2023: ✓ Purchased new radios compatible with MO State Patrol June 2022: ✓ The district has gathered the inventory of all radios and will update as needed.		

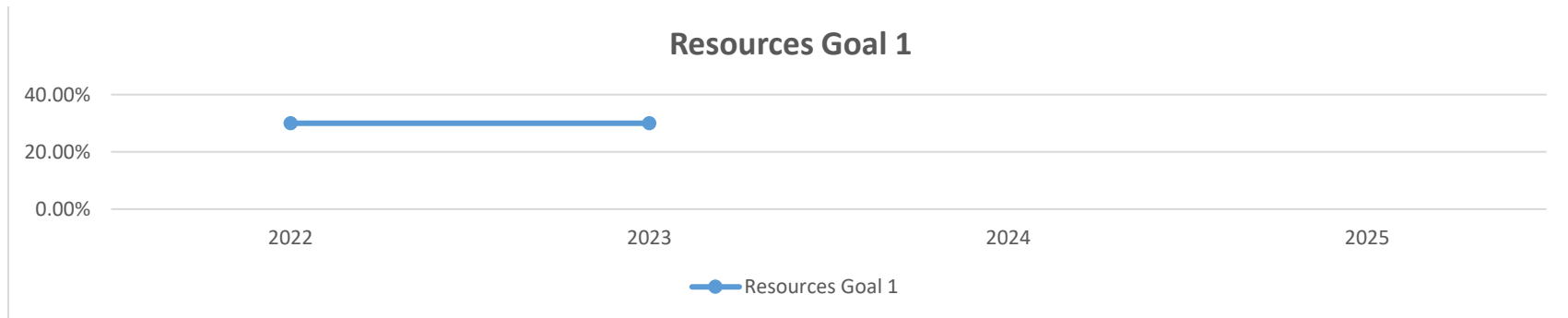
Resources

Focus Area Leader- Chief Financial Officer

Resources Goal 1-

The desirable level for undesignated operating fund balances at fiscal year-end is a range of 25 to 30 percent of annual operating expenditures for the most recent year.

2022	2023	2024	2025
30%	30%		



Resources Goal 2-

The District will remain among the top 2 in regional comparisons of salary (all categories).

2022	2023	2024	2025																																																				
<table><tr><th>Comparable Group</th><th>Lowest Ranking</th></tr><tr><td colspan="2">Certified</td></tr><tr><td>BS - Step 1</td><td>1</td></tr><tr><td>BS+8 - Step 9</td><td>1</td></tr><tr><td>BS+16 - Step 14</td><td>4</td></tr><tr><td>BS+24 - Step 10</td><td>4</td></tr><tr><td>MS - Step 9</td><td>1</td></tr><tr><td>MS+8 - Step 14</td><td>3</td></tr><tr><td>MS+16 - Step 19</td><td>4</td></tr><tr><td>MS+24 - Step 16</td><td>1</td></tr><tr><td>Spec/MS+40 - Step 26</td><td>4</td></tr><tr><td>Doctorate - Step 31</td><td>1</td></tr><tr><td colspan="2">Classified</td></tr><tr><td>Support Staff</td><td>1</td></tr><tr><td>Food Services</td><td>2</td></tr><tr><td>Custodial/Maint</td><td>1</td></tr><tr><td>Transportation</td><td>4</td></tr><tr><td>Nurses/Aides</td><td>3</td></tr></table>	Comparable Group	Lowest Ranking	Certified		BS - Step 1	1	BS+8 - Step 9	1	BS+16 - Step 14	4	BS+24 - Step 10	4	MS - Step 9	1	MS+8 - Step 14	3	MS+16 - Step 19	4	MS+24 - Step 16	1	Spec/MS+40 - Step 26	4	Doctorate - Step 31	1	Classified		Support Staff	1	Food Services	2	Custodial/Maint	1	Transportation	4	Nurses/Aides	3	<table><tr><th>Comparable Group</th><th>Lowest Ranking</th></tr><tr><td colspan="2">Certified</td></tr><tr><td>BS+16 - Step 14</td><td>4->3</td></tr><tr><td>BS+24 - Step 10</td><td>4->2</td></tr><tr><td>MS+8 - Step 14</td><td>3->2</td></tr><tr><td>Spec/MS+40 - Step 26</td><td>4->2</td></tr><tr><td colspan="2">Classified</td></tr><tr><td>Transportation</td><td>4->2</td></tr></table>	Comparable Group	Lowest Ranking	Certified		BS+16 - Step 14	4->3	BS+24 - Step 10	4->2	MS+8 - Step 14	3->2	Spec/MS+40 - Step 26	4->2	Classified		Transportation	4->2	<ul style="list-style-type: none">• Normalized Certified Schedule and Increased by 0.5%• Separated and Normalized Administrator's Schedule• Increased Classified Schedule by 1%	
Comparable Group	Lowest Ranking																																																						
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BS - Step 1	1																																																						
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Transportation	4->2																																																						

Focus Area: Resources		MSIP Standard: L4, TL12, L5, L2	
Strategy: Fiscal Management- Ensure efficient fiscal management and accountability through the continued use of systematic financial and accounting procedures.			
Budget: Salary and Benefits		Amount: 35,000	
Action Step		Implementation Date	Complete/Not Complete (provide information)
		Implement by Jun 2022 Monitor Jul 2022 to May 2026	<input checked="" type="checkbox"/> Complete <input type="checkbox"/> Not Complete/Revise
Reflection:			
Implemented & Monitoring:			
Maintain a checks and balances system throughout all levels within the organization to ensure the District's financial resources are being handled according to District policy. (Chief Financial Officer) ✓ Met with district financial staff July 2021 to ensure checks and balances were in place and being adhered to. The discussion led to identification of several necessary changes to the process. These changes were implemented and monitored for FY22 & FY23			
Ensure the District purchasing policies are being closely adhered to. (Chief Financial Officer) ✓ Met with district financial staff July 2021 to discuss purchase policies. Ensured all levels of approval were being adhered to. Put policy in place for CFO to review and approve all requisitions as they come through. Decided further evaluation would be required July 2023. ✓ All levels of approval are being adhered to ✓ CFO is approving all purchases			
Closely monitor and forecast revenues to ensure the financial needs of the District will be met. (Chief Financial Officer) ✓ For FY22, established practice of the CFO monitoring local, state and federal revenues on a monthly basis. This has become especially important during COVID crisis, as revenues are highly volatile. ✓ CFO is monitoring all sources of revenues on a monthly basis			

Focus Area: Resources		MSIP Standard: L9, L4	
Strategy: Financial Security of Employees- Provide a competitive salary and benefits package to ensure financial stability of our employees.			
Budget: Salary and Benefits		Amount: 65,000	
Action Step		Implementation Date	Complete/Not Complete (provide information)
Annually monitor salary rankings across comparable districts. (Chief Financial Officer)		Aug 2021 to May 2026	<div><input type="checkbox"/> Complete</div> <div><input checked="" type="checkbox"/> Not Complete/Revise</div>
Reflection: 2023: <div><div>✓</div>Progress made through FY23</div> <div><div>✓</div>Waiting for salary comparison data to become available for FY24</div> 2022: <div><div>✓</div>We met with classified, certified and hourly salary committees in FY22. Salary comparisons were compiled and presented to the salary committees. There are several areas for FY22 where our ranking is not in the top 2.</div> <div><div>✓</div>Work was done with the FY23 salary/benefits package to gain ground on these areas.</div>			
Annually monitor the District's benefits package and ensure it is equal or better than other comparable Districts. (Executive Director of Operational Services)		Aug 2021 to May 2026	<div><input type="checkbox"/> Complete</div> <div><input checked="" type="checkbox"/> Not Complete/Revise</div>
Reflection: June 2023: <div><div>✓</div>Re-Evaluating the process for FY24</div> June 2022: <div><div>✓</div>The Executive Director of Operational Services and the CFO met to discuss the district's benefits package. We laid the groundwork for comparisons to be made beginning in FY23.</div>			
Implemented & Monitoring:			

Work closely with the District salary committees to ensure equal representation across the District. (Superintendent)

- ✓ We met with the certified, classified and hourly salary committees to discuss salary and benefits. One area that was identified was underrepresented from a salary/benefits standpoint. This was the district's hourly employees. To remedy this we established an hourly salary committee for FY22 and met with them to ensure all employee groups are represented in this process.

Focus Area: Resources		MSIP Standard: L4, L5, L8	
Strategy: Impact Aid- Closely monitor all aspects of Impact Aid Funding to ensure that the District's Heavily Impacted status remains in-tact and the District is receiving the maximum amount of funds available.			
Budget: Salary and Benefits		Amount: 28,337	
Action Step		Implementation Date	Complete/Not Complete (provide information)
		Aug 2021 to May 2026	<input checked="" type="checkbox"/> Complete <input type="checkbox"/> Not Complete/Revise
Reflection:			
Implemented & Monitoring:			
Annually monitor the tax levy of comparable groups with a goal of remaining above 95% of comparable Districts. (Chief Financial Officer) <ul style="list-style-type: none"> ✓ The CFO analyzed data for the FY22 and FY23 Impact Aid applications. We were able to regain full B2 eligibility For FY22. We established that for FY23, it would be required to use "additional factors" for the first time to meet the 95% threshold. ✓ The CFO met with DESE financial leaders to lay the groundwork for this, and will be submitting this eligibility data with additional factors included. ✓ Regained full eligibility for FY22 ✓ Received approval for additional factors for FY23, maintained full eligibility ✓ Working on approval of additional factors for FY24 			
Ensure student data is being accurately tracked for Impact Aid reporting purposes. (Chief Financial Officer) <ul style="list-style-type: none"> ✓ The CFO worked with Building Secretaries and the Student Services department to ensure Impact Aid data was being accurately recorded. ✓ The CFO compiled the required data for the FY23 application and worked with the Garrison Command on FLW to review/confirm the data, and gather the required signatures. ✓ Incorporated Impact Aid information into PowerSchool Online Enrollment Process 			
Closely monitor the Districts Per Pupil Expenditures and ensure it does not exceed 125% of Missouri's PPE. (Chief Financial Officer) <ul style="list-style-type: none"> ✓ The CFO worked with the Accounting Specialist to calculate PPE for FY21 and concluded we are still well within these parameters. ✓ Frequently monitoring PPE to ensure the 125% level is not exceeded 			

Focus Area: Resources		MSIP Standard: L4, L5, L8	
Strategy: Community Awareness- Implement a communications plan to ensure the community and key stakeholders are educated, informed and made aware of the District’s Financial Affairs.			
Budget: Office of Communication, Salary and Benefits, Office of Information Systems		Amount: 12,500	
Action Step		Implementation Date	Complete/Not Complete (provide information)
Publish important District Financial Information and the District’s long range goals on the District website. (Chief Financial Officer)		Aug 2021 to May 2026	<div><input type="checkbox"/> Complete</div> <div><input checked="" type="checkbox"/> Not Complete/Revise</div>
Reflection: <div><div>✓</div>The long-term goal for this action step is to have a Financial Dashboard on the District’s Web Page. The initial layout of this was discussed with the District’s financial staff. However, there is still work to be done to complete this.</div> <div><div>✓</div>Financial information published on the district website</div> <div><div>✓</div>Working on financial dashboard (work in progress)</div>			
Implemented & Monitoring:			
Schedule and conduct radio interviews and social media posts to communicate the importance of Impact Aid B2, and how eligibility is maintained. (Chief Financial Officer) <div><div>✓</div>The CFO conducted 2 radio interviews to discuss the District’s financial topics, with the importance of B2 as a focus.</div> <div><div>✓</div>The CFO worked with the PR department to send out Social Media posts, outlying the importance of B2.</div> <div><div>✓</div>2 radio interviews completed in FY23</div> <div><div>✓</div>CFO has collaborated with the superintendent and PR departments to publish pertinent financial information on social media and other media outlets</div>			

Focus Area: Resources		MSIP Standard: TL9, L4, L5	
Strategy: Technology- Implement an ongoing technology plan reviewed annually to ensure staff and students have adequate technology resources to meet the instructional needs of the district.			
Budget: Office of Information Systems Purchased Services		Amount: 366, 800	
Action Step		Implementation Date	Complete/Not Complete (provide information)
		Implement by Jun 2022 Monitor Jul 2022 to May 2026	<input checked="" type="checkbox"/> Complete <input type="checkbox"/> Not Complete/Revise
Reflection:			
Implemented & Monitoring:			
Implement/Monitor replacement plan on a cycle of 4 years for student devices. (CFO/Director of Technology) <ul style="list-style-type: none">✓ The technology staff meets on a frequent basis to discuss the current status of the 4-year replacement plan. As of FY22, we have worked to establish a cyclical replacement plan that will keep adequate devices in the hands of our students that are no more than 4 years old. We also established the practice of gifting devices to our graduating Seniors. The intention is to base this on a 90% attendance requirement for their senior year. However, due to COVID quarantines during the FY22 school year, the decision was made to gift to all graduating seniors for FY22. Beginning in FY23 this will be based on 90% attendance for their senior year.✓ Chromebooks are cycled out every 4 years✓ Graduating seniors are able to keep their Chromebooks			
Monitor on a yearly basis the instructional effectiveness of teacher devices in the classroom to ensure the technology is meeting the needs of the District's instructional initiatives. (CFO/Director of Technology) <ul style="list-style-type: none">✓ The Director of Technology and the Director of Instructional Technology meet on a frequent basis to discuss the effectiveness of teacher devices in the classroom. The decision was made to purchase new Teacher devices for all teachers for FY23. This was made possible by an E-Rate grant that was received that covered \$400 per device.✓ The Director of Technology and the Director of Instructional Technology meet on a frequent basis to discuss the effectiveness of teacher devices in the classroom			
Evaluate the quality of technology support on a regular basis. Provide experienced personnel to ensure the tech support needs of the district are being met. (CFO/Director of Technology)			

- ✓ The Director of Technology monitors the technology helpdesk system frequently to ensure all support requests are being handled in a timely manner. Ongoing training is provided for the District's technology staff to ensure they are prepared to handle the requests coming in.

Monitor community internet access to ensure all District families have adequate access to support virtual learning. (CFO/Director of Technology)

- ✓ The Director of Technology purchased 50 LTE Chromebooks (cellular data) to have on hand for any families that report they do not have adequate internet access. For the FY22 school year, 7 students reported they did not have adequate internet access and they were all provided an LTE device.

Focus Area: Leadership		MSIP Standard: L1, L2, L3, L6, L5, L7, DB1	
Strategy: Govern in an efficient, effective and ethical manner, providing leadership and representation to benefit students, staff and patrons of the district.			
Budget: Office of the Superintendent and Office of Instructional Services		Amount: 15,500	
Action Step		Implementation Date	Complete/Not Complete (provide information)
Annual Board of Education retreat to monitor district progress toward CSIP implementation (including dialogue surrounding implementation of the vision and mission) and planning for the upcoming year.		July 2021-June 2026 (By June 2022 and ongoing)	<input checked="" type="checkbox"/> Complete <input type="checkbox"/> Not Complete/Revise
Reflection: June 2023: ✓ Complete and ongoing			
Quarterly progress for the Board of Education updates to monitor CSIP implementation across the district.		July 2021-June 2026 (By June 2023 and ongoing)	<input checked="" type="checkbox"/> Complete <input type="checkbox"/> Not Complete/Revise
Reflection: June 2023: ✓ Complete and ongoing			
Quarterly review of the implementation of building school improvement plans (BSIP), including quarterly evaluation and feedback of building principal leadership growth plans.		July 2021-June 2026 (By June 2023 and ongoing)	<input checked="" type="checkbox"/> Complete <input type="checkbox"/> Not Complete/Revise
Reflection: June 2023: ✓ Complete and ongoing			
Monthly Board of Education professional development to increase leadership capacity.		July 2021 to June 2023	<input type="checkbox"/> Complete <input checked="" type="checkbox"/> Not Complete/Revise
Reflection: June 2023: ✓ In progress			

Monthly leadership development during district leadership team meetings.	July 2021 to June 2023	<input checked="" type="checkbox"/> Complete <input type="checkbox"/> Not Complete/Revise
Reflection: June 2023: ✓ Complete and ongoing		
Implemented & Monitoring:		
Empty space for reflection content		

Appendix- One Page Summary

Focus Area	Strategy Areas	Actions
Student Learning	College and Career Readiness	<ul style="list-style-type: none"> • Internships, Success Skills, and Career Interest • AVID
	Diverse Learning Environment	<ul style="list-style-type: none"> • District and School Diversity Teams, Ongoing Diversity Training • Equitable Classrooms
	Instructional Technology	<ul style="list-style-type: none"> • Ongoing Training • Focus on Critical Thinking and Cybersafety
	Instructional Effectiveness	<ul style="list-style-type: none"> • Proven Effective Strategies, Peer Observation, Flexible Grouping • Focus on Subgroups, Maximizing Special Education Access to Tier 1 Instruction
	Guaranteed and Viable Curriculum	<ul style="list-style-type: none"> • Consistent High Expectations, Building Monitoring, District Support • Ongoing Improvement Cycle • Vertical Alignment and Consistency Across Grade and Content Levels • New Teacher Development
	Collaborative Learning Environment	<ul style="list-style-type: none"> • High Levels of Engagement by All Instructional Employees • Instructional Change and Improvement
Stakeholder Engagement	Improved Communication	<ul style="list-style-type: none"> • Prioritized System of Communication • Social Media
	Engaging External Stakeholders	<ul style="list-style-type: none"> • ADA Compliance • Increase Engagement with Community, Alumni, and Fort Leonard Wood
Human Resources	Recruitment	<ul style="list-style-type: none"> • Grow Your Own • Focus on Diversification of the Workforce
	Wellness	<ul style="list-style-type: none"> • Improve Social, Emotional, and Physical Wellness of Staff and Students • 90/90 Attendance
	Retention	<ul style="list-style-type: none"> • Effective Screening and Improved Mentoring
Facilities	Facilities	<ul style="list-style-type: none"> • Effective Long Range Planning
	Safety	<ul style="list-style-type: none"> • Clean and Safe Facilities • Threat Assessment Care Team
Resources	Fiscal Management	<ul style="list-style-type: none"> • Effective Ethical Monitoring of Budget and Purchasing and Effective Forecasting
	Financial Security of Employees	<ul style="list-style-type: none"> • Maintaining Competitive Salary and Benefits Package
	Impact Aid	<ul style="list-style-type: none"> • Monitoring and Responding to Impact Aid Requirements and Enrollment
	Community Awareness	<ul style="list-style-type: none"> • Increase Understanding of District Finances
	Technology	<ul style="list-style-type: none"> • Ensure Effective Technology Tools and Access for All Children

