

**Waynesville R-VI School Improvement Plan**

**August 2022- July 2026**

**School Improvement Plan Leaders- Board of Education/Superintendent**

**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.

Overview of this Document



## Student Learning

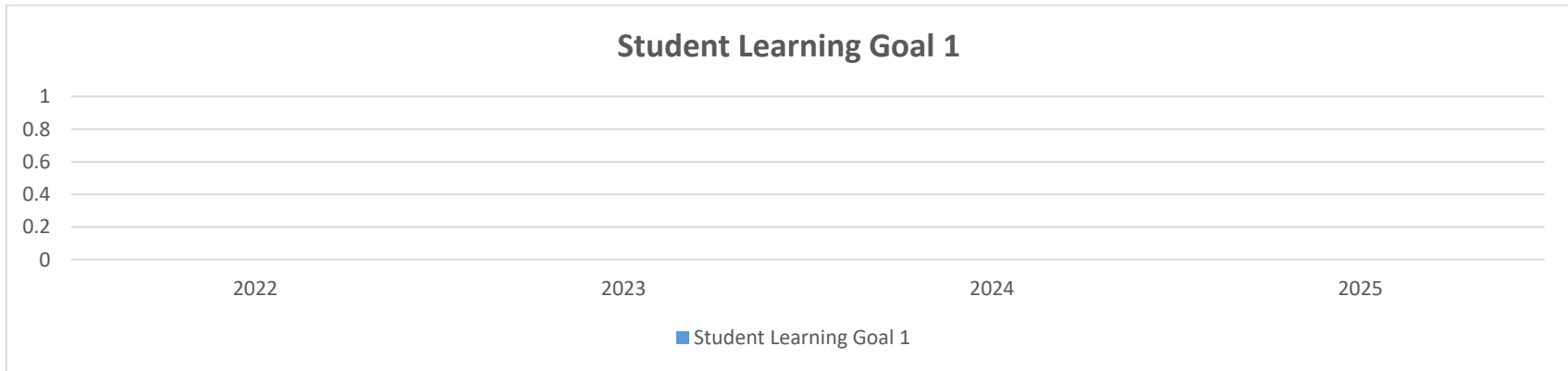
### Focus Area Leader- Assistant Superintendent for Instructional Services

#### 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

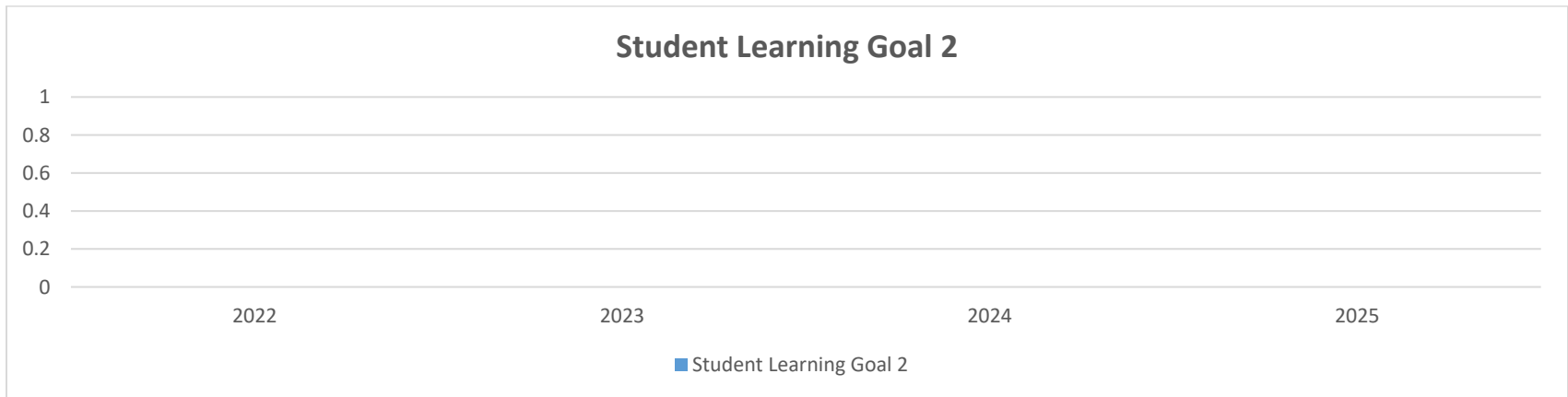


**Student Learning Goal 2-**

**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

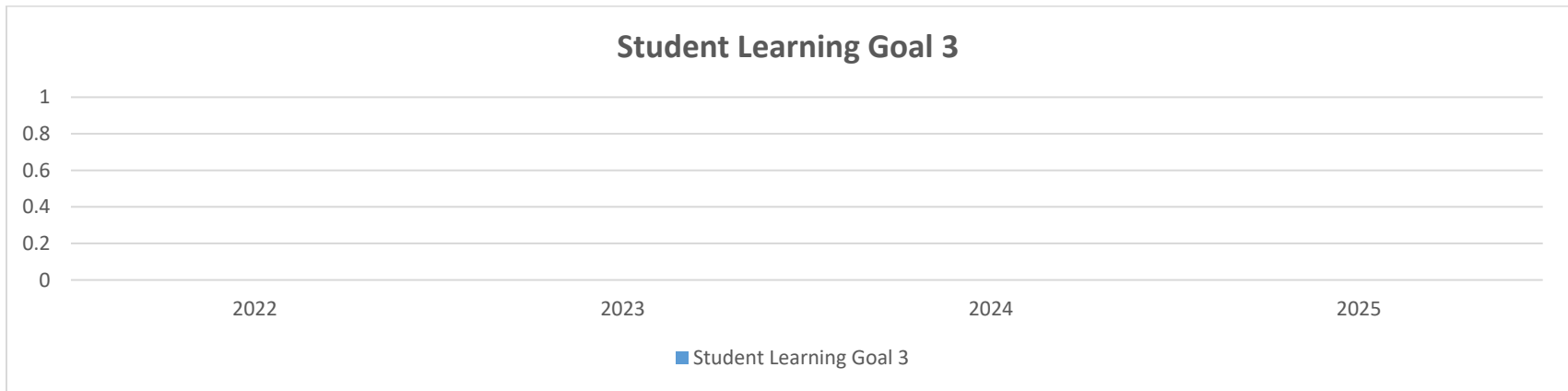


**Student Learning Goal 3-**

**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

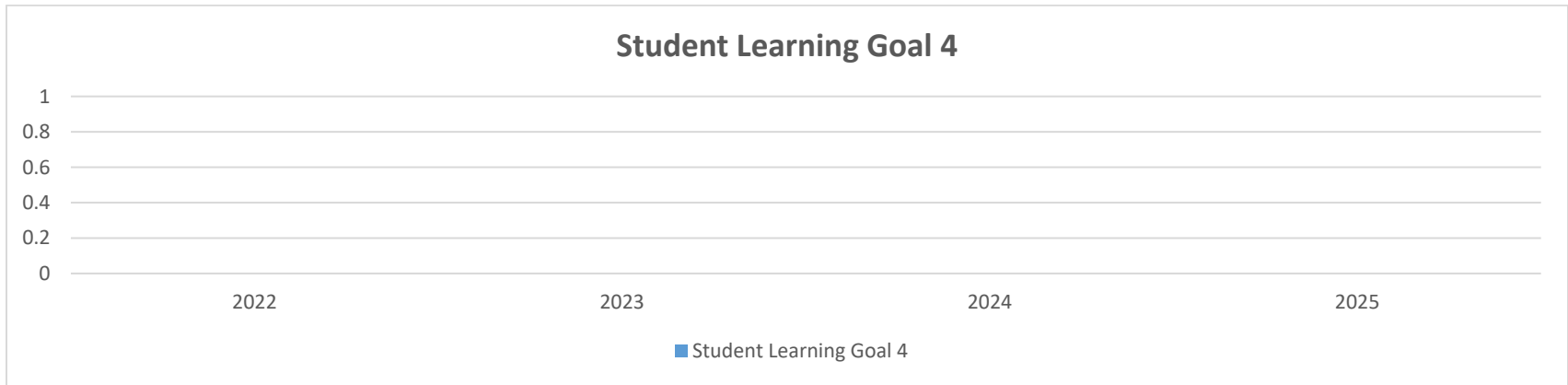


**Student Learning Goal 4-**

**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

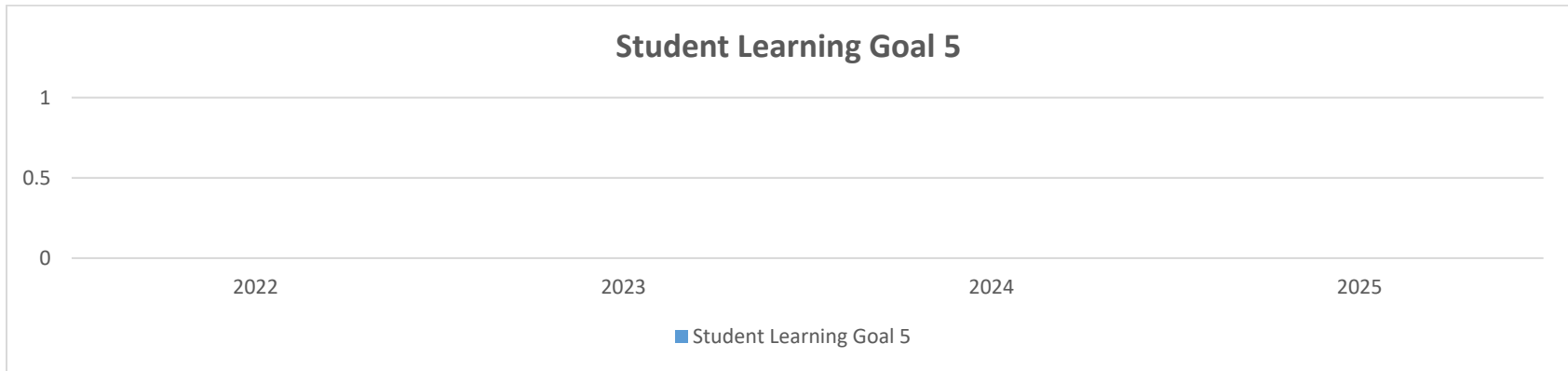


**Student Learning Goal 5-**

**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

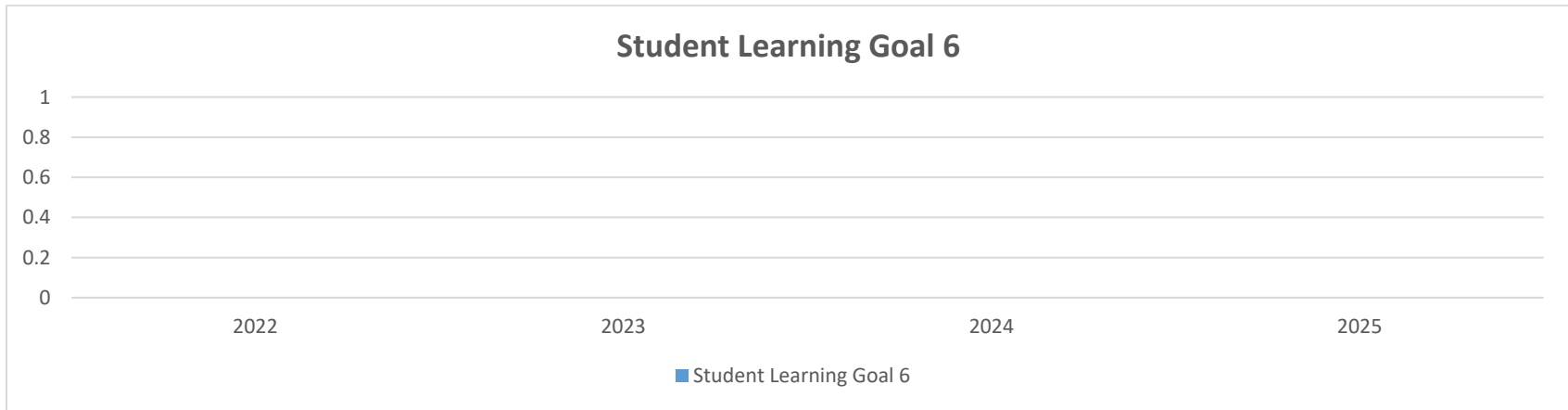


**Student Learning Goal 6-**

**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 super subgroup on state assessments and end of course exams by 2025.**

Yearly Progress-

2022	2023	2024	2025





Focus Area: Student Learning		
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.		
Action Step/Person Responsible	Implementation Date	Complete/Not Complete (provide information)
Educate students and increase enrollment for career embedded internships and advanced coursework opportunities. (High School Principal)	July 2021-June 2026 (By June 2022 and ongoing)	<input type="checkbox"/> Complete <input type="checkbox"/> Not Complete/Revise
Reflection:		
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	July 2021-June 2026 (By June 2023 and ongoing)	<input type="checkbox"/> Complete <input type="checkbox"/> Not Complete/Revise
Reflection:		
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 type="checkbox"/> Not Complete/Revise
Reflection:		
Implement AVID Program to increase college and career interest in secondary students. (Assistant Superintendent of Instructional Services)	July 2021 to June 2023	<input type="checkbox"/> Complete <input type="checkbox"/> Not Complete/Revise
Reflection:		

Focus Area: Student Learning		
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.		
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 type="checkbox"/> Not Complete/Revise
Reflection:		
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 type="checkbox"/> Complete <input type="checkbox"/> Not Complete/Revise
Reflection:		
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 type="checkbox"/> Not Complete/Revise
Reflection:		
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)	<input type="checkbox"/> Complete <input type="checkbox"/> Not Complete/Revise
Reflection:		

Focus Area: Student Learning		
<b>Strategy:</b> 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.		
Action Step/Person Responsible	Implementation Date	Complete/Not Complete (provide information)
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)	July 2021 to June 2023 (Ongoing)	<input type="checkbox"/> Complete <input type="checkbox"/> Not Complete/Revise
Reflection:		
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)	July 2021-June 2026 (By June 2022 and ongoing)	<input type="checkbox"/> Complete <input type="checkbox"/> Not Complete/Revise
Reflection:		
Embed cyber safety and responsible use in curriculum. (Director of Curriculum and Instructional Technology)	July 2021 to June 2023	<input type="checkbox"/> Complete <input type="checkbox"/> Not Complete/Revise
Reflection:		
Increase integration of keyboarding/typing into assessment and assignments. (Director of Curriculum and Instructional Technology)	July 2021-June 2026 (By June 2023 and ongoing)	<input type="checkbox"/> Complete <input type="checkbox"/> Not Complete/Revise
Reflection:		

Focus Area: Student Learning		
<b>Strategy:</b> 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.		
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 type="checkbox"/> Not Complete/Revise
Reflection:		
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 type="checkbox"/> Not Complete/Revise
Reflection:		
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 type="checkbox"/> Not Complete/Revise
Reflection:		
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)	July 2021-June 2026 (By June 2022 and ongoing)	<input type="checkbox"/> Complete <input type="checkbox"/> Not Complete/Revise
Reflection:		

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 type="checkbox"/> Not Complete/Revise
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Reflection:

**Focus Area: Student Learning**

**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.

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 type="checkbox"/> Not Complete/Revise

Reflection:

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 type="checkbox"/> Not Complete/Revise
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Reflection:

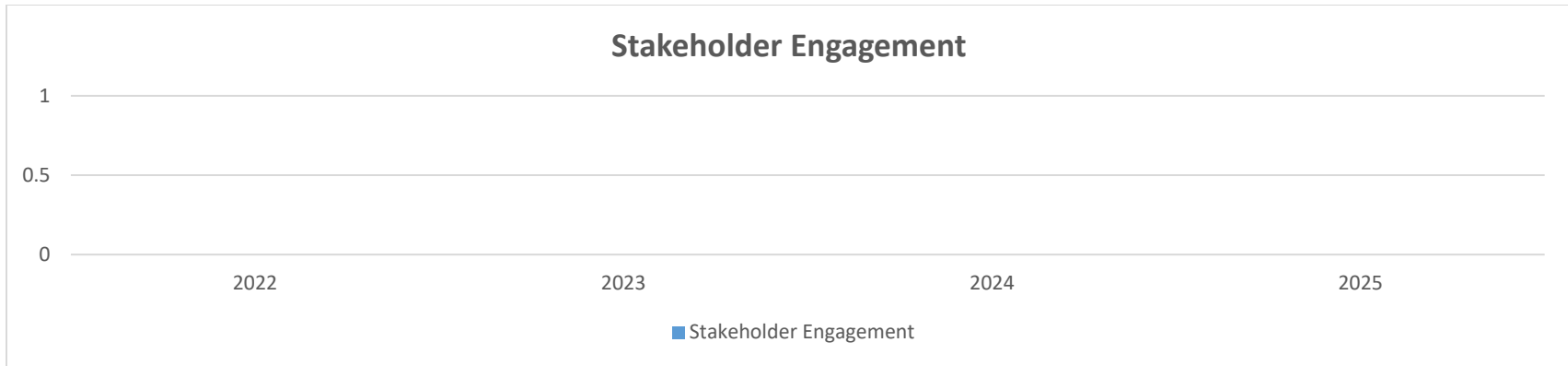
Teachers will implement district curriculum in a consistent manner across all classrooms at a grade level and/or content area. (Director of Curriculum and Instructional Technology)	July 2021-June 2026 (By June 2023 and ongoing)	<input type="checkbox"/> Complete <input type="checkbox"/> Not Complete/Revise
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Reflection:		
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 type="checkbox"/> Not Complete/Revise
Reflection:		
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 type="checkbox"/> Not Complete/Revise
Reflection:		
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 type="checkbox"/> Not Complete/Revise
Reflection:		
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 type="checkbox"/> Not Complete/Revise
Reflection:		

Focus Area: Student Learning		
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.		
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 type="checkbox"/> Not Complete/Revise
Reflection:		
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 type="checkbox"/> Not Complete/Revise
Reflection:		
All administrative staff will be engaged in the professional collaboration process at the district and building level. (Superintendent)(District Administration)	July 2021-June 2026 (By June 2022 and ongoing)	<input type="checkbox"/> Complete <input type="checkbox"/> Not Complete/Revise
Reflection:		
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 type="checkbox"/> Not Complete/Revise
Reflection:		

**Stakeholder Engagement**  
**Focus Area Leader- Director of Communications and Marketing**

<b>Stakeholder Engagement-</b> <b>By 2025, the Waynesville R-VI School District will maintain stakeholder engagement of 80% or higher.</b>			
2022	2023	2024	2025





Focus Area: Stakeholder Engagement		
Strategy: Improved Communication- The Waynesville R-VI School District will improve communication with internal and external stakeholders through a systematic process.		
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	<input type="checkbox"/> Complete <input type="checkbox"/> Not Complete/Revise
Reflection:		
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)	Begin working on it in Fall 2021 with pilot in January 2022 and full implementation in Fall 2022	<input type="checkbox"/> Complete <input type="checkbox"/> Not Complete/Revise
Reflection:		
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)	Fall 2021	<input type="checkbox"/> Complete <input type="checkbox"/> Not Complete/Revise
Reflection:		
Individual school buildings will average at least two Facebook messages and two Twitter messages weekly on their respective sites.	Ongoing	<input type="checkbox"/> Complete <input type="checkbox"/> Not Complete/Revise
Reflection:		

Increased promotion of the A+ Program and Career and Technical Education Opportunities.		<input type="checkbox"/> Complete <input type="checkbox"/> Not Complete/Revise
Reflection:		

**Focus Area: Stakeholder Engagement**

**Strategy:** Engagement of External Stakeholders- The Waynesville R-VI School District will engage external stakeholders by increasing the number of opportunities for involvement.

Action Step/Person Responsible	Implementation Date	Complete/Not Complete (provide information)
The overall website design will be updated and the ADA overall accessibility score on the website will be 80 percent or higher.	Bid process 2023 Implement January 2024	<input type="checkbox"/> Complete <input type="checkbox"/> Not Complete/Revise

Reflection:

<p>The district will increase communication with patrons who do not have children in the district by:</p> <ol style="list-style-type: none"> <li>1. producing and mailing to patrons the <i>I in the Tiger</i> at least four times annually</li> <li>2. speaking and/or attending community organizational meetings and events</li> <li>3. partnering with Community Resources to promote opportunities to volunteer and engage in school-related activities</li> <li>4. seeking input on school-related issues through an informal annual community survey (<i>I in the Tiger</i>, post card, QR code) and one formal survey every three to four years.</li> </ol>	Annual basis	<input type="checkbox"/> Complete <input type="checkbox"/> Not Complete/Revise
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Reflection:

<p>The district will increase communication with alumni by:</p> <ol style="list-style-type: none"> <li>1. producing a weekly social media post during the academic school year featuring images from the past</li> <li>2. creating an online Archive for alumni to share their stories of their days at Waynesville (Director of Communications and Marketing)</li> <li>3. Develop a "Where are they Now" segment for district communications.</li> <li>4. Send I in the Tiger to alumni mailing list.</li> </ol>	<p>Fall 2022</p>	<input type="checkbox"/> Complete <input type="checkbox"/> Not Complete/Revise
<p>Reflection:</p>		
<p>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)</p>	<p>Fall 2022</p>	<input type="checkbox"/> Complete <input type="checkbox"/> Not Complete/Revise
<p>Reflection:</p>		
<p>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)</p>	<p>January 2022 and then ongoing</p>	<input type="checkbox"/> Complete <input type="checkbox"/> Not Complete/Revise
<p>Reflection:</p>		
<p>The district will develop a survey to measure stakeholder satisfaction.</p>	<p>(same as above)</p>	<input type="checkbox"/> Complete <input type="checkbox"/> Not Complete/Revise
<p>Reflection:</p>		

<p>The district will strengthen our relationships with Fort Leonard Wood by:</p> <ol style="list-style-type: none"> <li>1. Participating in New Family Welcomes and Wood Works</li> <li>2. Strengthening relationship with and coordinating communication with Public Affairs</li> <li>3. Working with the school liaison officer to ensure families are aware of upcoming events and the Interstate Compact</li> </ol>	ongoing	<input type="checkbox"/> Complete <input type="checkbox"/> Not Complete/Revise
<p>Reflection:</p>		
<p>Research and purchase keywords to improve internet search efficiency.</p>		<input type="checkbox"/> Complete <input type="checkbox"/> Not Complete/Revise
<p>Reflection:</p>		

**Human Resources**

**Focus Area Leader- Assistant Superintendent for Personnel Services**

<p><b>Human Resources Goal 1-</b>  <b>By 2025, the Waynesville School District will increase highly qualified underrepresented employees by 5%.</b></p>			
2022	2023	2024	2025



**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



**Human Resources Goal 3-**

**The Waynesville School District will achieve a two percent reduction in turnover annually.**

2022	2023	2024	2025



Focus Area: Human Resources		
Strategy: Recruitment- Recruit a highly qualified and diverse workforce.		
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 type="checkbox"/> Not Complete/Revise
Reflection:		
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 type="checkbox"/> Not Complete/Revise
Reflection:		

Focus Area: Human Resources		
Strategy: Wellness- Increase awareness and accessibility to available wellness support services and activities for staff and students.		
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 type="checkbox"/> Not Complete/Revise
Reflection:		



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 type="checkbox"/> Not Complete/Revise
Reflection:		
Increase student and teacher access to emotional support services. (Emotional) (Assistant Superintendent of Personnel Services)	August 2021-May 2026	<input type="checkbox"/> Complete <input type="checkbox"/> Not Complete/Revise
Reflection:		
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 type="checkbox"/> Not Complete/Revise
Reflection:		
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 type="checkbox"/> Not Complete/Revise
Reflection:		

**Focus Area: Human Resources**

**Strategy:** Retention- Identify and provide support to retain a highly qualified and diverse workforce.

Action Step/Person Responsible	Implementation Date	Complete/Not Complete (provide information)
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)	August 2021-May 2024	<input type="checkbox"/> Complete <input type="checkbox"/> Not Complete/Revise
Reflection:		
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)	August 2021-May 2023	<input type="checkbox"/> Complete <input type="checkbox"/> Not Complete/Revise
Reflection:		
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	<input type="checkbox"/> Complete <input type="checkbox"/> Not Complete/Revise
Reflection:		

**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



**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



**Focus Area: Facilities**

**Strategy:** Facilities- Construct and maintain educationally effective facilities throughout the district.

Action Step	Implementation Date	Complete/Not Complete (provide information)
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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 type="checkbox"/> Not Complete/Revise
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Reflection:

Implement and monitor rigorous cleaning expectations that are consistent for each building. (Director of Maintenance)	Aug 2021- May 2026	<input type="checkbox"/> Complete <input type="checkbox"/> Not Complete/Revise
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Reflection:

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 type="checkbox"/> Not Complete/Revise
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Reflection:

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	<input type="checkbox"/> Complete <input type="checkbox"/> Not Complete/Revise
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Reflection:

**Focus Area: Facilities**

**Strategy:** Safety- To ensure a safe learning environment that is focused on student learning and collaboration.

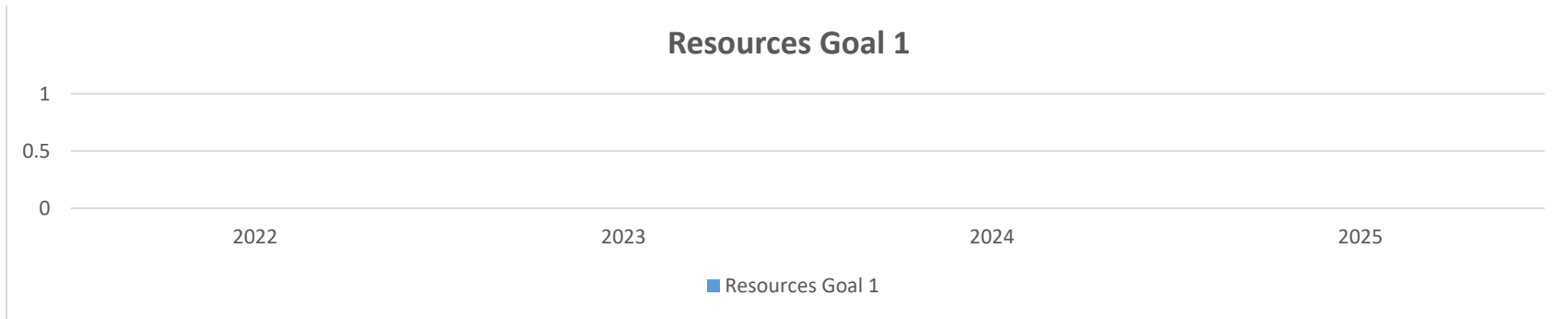
Action Step	Implementation Date	Complete/Not Complete (provide information)
Continue the use of secured entrances at all buildings and schools, and develop a consistent practice for entry to all buildings. (Executive Director of Operational Services)	August 2021-May 2026	<input type="checkbox"/> Complete <input type="checkbox"/> Not Complete/Revise
Reflection:		
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	<input type="checkbox"/> Complete <input type="checkbox"/> Not Complete/Revise
Reflection:		
Security cameras will be installed/updated and positioned for best vantage points. (Executive Director of Operational Services)	August 2021-May 2026	<input type="checkbox"/> Complete <input type="checkbox"/> Not Complete/Revise
Reflection:		
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 type="checkbox"/> Not Complete/Revise
Reflection:		

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 type="checkbox"/> Not Complete/Revise
Reflection:		
Increasing access and improving radios for communication within the district. (Executive Director of Operational Services)	August 2021-May 2026	<input type="checkbox"/> Complete <input type="checkbox"/> Not Complete/Revise
Reflection:		

**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

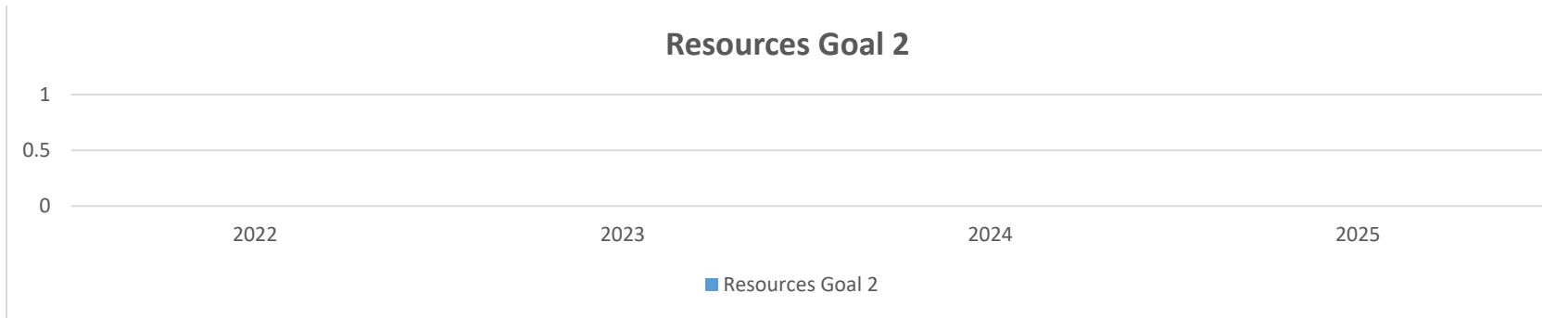




**Resources Goal 2-**

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

2022	2023	2024	2025



**Focus Area: Resources**

**Strategy:** Fiscal Management- Ensure efficient fiscal management and accountability through the continued use of systematic financial and accounting procedures.

Action Step	Implementation Date	Complete/Not Complete (provide information)
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)	Implement by Jun 2022 Monitor Jul 2022 to May 2026	<input type="checkbox"/> Complete <input type="checkbox"/> Not Complete/Revise
Reflection:		
Ensure the District purchasing policies are being closely adhered to. (Chief Financial Officer)	Aug 2021 to May 2026	<input type="checkbox"/> Complete <input type="checkbox"/> Not Complete/Revise
Reflection:		
Closely monitor and forecast revenues to ensure the financial needs of the District will be met. (Chief Financial Officer)	Aug 2021 to May 2026	<input type="checkbox"/> Complete <input type="checkbox"/> Not Complete/Revise
Reflection:		

**Focus Area: Resources**

**Strategy:** Financial Security of Employees- Provide a competitive salary and benefits package to ensure financial stability of our employees.

Action Step	Implementation Date	Complete/Not Complete (provide information)
Annually monitor salary rankings across comparable districts. (Chief Financial Officer)	Aug 2021 to May 2026	<input type="checkbox"/> Complete <input type="checkbox"/> Not Complete/Revise
Reflection:		
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	<input type="checkbox"/> Complete <input type="checkbox"/> Not Complete/Revise
Reflection:		
Work closely with the District salary committees to ensure equal representation across the District. (Superintendent)	Aug 2021 to May 2026	<input type="checkbox"/> Complete <input type="checkbox"/> Not Complete/Revise
Reflection:		

Focus Area: Resources		
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.		
Action Step	Implementation Date	Complete/Not Complete (provide information)
Annually monitor the tax levy of comparable groups with a goal of remaining above 95% of comparable Districts. (Chief Financial Officer)	Aug 2021 to May 2026	<input type="checkbox"/> Complete <input type="checkbox"/> Not Complete/Revise
Reflection:		
Ensure student data is being accurately tracked for Impact Aid reporting purposes. (Chief Financial Officer)	Aug 2021 to May 2026	<input type="checkbox"/> Complete <input type="checkbox"/> Not Complete/Revise
Reflection:		
Closely monitor the Districts Per Pupil Expenditures and ensure it does not exceed 125% of Missouri's PPE. (Chief Financial Officer)	Aug 2021 to May 2026	<input type="checkbox"/> Complete <input type="checkbox"/> Not Complete/Revise
Reflection:		

**Focus Area: Resources**

**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.

Action Step	Implementation Date	Complete/Not Complete (provide information)
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)	Aug 2021 to May 2026	<input type="checkbox"/> Complete <input type="checkbox"/> Not Complete/Revise
Reflection:		
Publish important District Financial Information and the District's long range goals on the District website. (Chief Financial Officer)	Aug 2021 to May 2026	<input type="checkbox"/> Complete <input type="checkbox"/> Not Complete/Revise
Reflection:		

Focus Area: Resources		
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.		
Action Step	Implementation Date	Complete/Not Complete (provide information)
Implement/Monitor replacement plan on a cycle of 4 years for student devices. (CFO/Director of Technology)	Implement by Jun 2022 Monitor Jul 2022 to May 2026	<input type="checkbox"/> Complete <input type="checkbox"/> Not Complete/Revise
Reflection:		
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)	Aug 2021 to May 2026	<input type="checkbox"/> Complete <input type="checkbox"/> Not Complete/Revise
Reflection:		
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)	Aug 2021 to May 2026	<input type="checkbox"/> Complete <input type="checkbox"/> Not Complete/Revise
Reflection:		
Monitor community internet access to ensure all District families have adequate access to support virtual learning. (CFO/Director of Technology)	Aug 2021 to May 2026	<input type="checkbox"/> Complete <input type="checkbox"/> Not Complete/Revise
Reflection:		

**Appendix- One Page Summary**

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

