

Priority Area: Effective Teaching and Learning

SMART Goal #1 The proficiency level of staff implementing Data Based Decision Making (DBDM) will increase by 20% each year as measured by the Self-Assessment Practice Profile (SAPP) and Collaborative Work Implementation Survey (CWIS) by 2025.

Rationale: The district leadership team identified DBDM as a priority area of our District Continuous Improvement (DCI). Benefits of DBDM include- Emphasizes using data to improve instruction for all students, not only those who are struggling. Promotes commitment to deep reflection, process, and follow-through. Relies on evidence of learning (data) to guide collaboration. [DB2](#), [DB4](#)

Baseline Data: 9% of teachers surveyed on Spring 2022 DBDM SAPP responded as proficient.

ETL	Action Steps Year One 2022-23 School Year	Person Responsible	Funding Source	Completion Date	Progress
1	First Semester - District Continuous Improvement (DCI) focus will include implementation strategies for DBDM. Staff will complete DACL and DBDM Self Assessment Practice Profile. - Elementary Staff will train with reading consultants on collecting and interpreting data. Second Semester - Review and identify high school interim assessments. - Review and identify elementary interim assessments in collaboration with reading consultants. - Review and identify ELA resources for Tier I and intervention groups aligned to Literacy Plan. - Staff will continue to participate with the DCI Coaching Team in developing foundations of DBDM. This includes completing Spring SAPP and CWIS. - Review DBDM progress on SAPP. - DLT will attend DCI Summit	Leadership Team (DLT), Coaching Support Team (CST) Administration Teaching Staff Jill Brown Consulting	ESSER III PDC Title I	Dec 31, 2022	2
Y1.1					2
Y1.2					2
Y1.3		Leadership Team (DLT), Coaching Support Team (CST) Teaching Staff	ESSER III PDC Title I	June 30, 2023	2
Y1.4			Local		2
Y1.5		Jill Brown Consulting			2
Y1.6					2
Y1.7					2
Y1.8					2
ETL	Action Steps Year Two 2023-24 School Year				
1	First Semester - Create schedules/calendar to support Data Teaming - Response to Intervention will be implemented with structures to support (schedules, data, resources)	Leadership Team (DLT), Coaching Support Team (CST) Teaching Staff	ESSER III PDC Title I/II Local	Dec 31, 2023	2
Y2.1					1
Y2.2					

Y2.3	Implement interim assessment across all grade levels. Priority on ELA/Reading.	Administration BOE	ESSER III PDC Title I/II Local	June 30, 2024	2
Y2.4		Jill Brown Consulting			2
Y2.5		RPDC			2
					2
Y2.6		Leadership Team (DLT), Coaching Support Team (CST)			1
Y2.7					2
Y2.8		Teaching Staff			2
Y2.9 Y2.10 Y2.11		Jill Brown Consulting			1
		RPDC			2
ETL 1	Action Steps Year Three 2024-25 School Year First Semester - Create schedules/calendar to support Data Teaming - Data Based Decision Making will be fully implemented at all grade levels with continued use of interim assessment results - Finalize and adopt formal RTI Plan for K-6 ELA. - Align Junior High/High School ELA assessment and data tracking with Elementary. - DLT and CST will evaluate data to determine ongoing support for DBDM and identify new areas for improvement. Second Semester - Assessment of interim assessment results compared to MAP/EOC results for prior year - Assessment of district DBDM	Leadership Team (DLT), Coaching Support Team (CST) Administration Teaching Staff	PDC Local Title I/II	Dec 31, 2024	2 1 1 1 2
Y3.1					
Y3.2		Reading Consultants			
Y3.3					
Y3.4		RPDC			
Y3.5					
		Leadership Team	PDC		1 2

Y3.6	- processes/schedules/resources ○ Create Instructional Plans/RTI for students based on data for JH/HS ELA. ○ Complete Spring SAPP and CWIS ○ Review DBDM progress of SAPP to goal. ○ DLT attend DCI Summit	(DLT), Coaching Support Team (CST) Administration Teaching Staff	Local Title I/II	June 30, 2025	1 2 2 2
Y3.7					
Y3.8					
Y3.9					
Y3.10					
Y3.11					

1

Priority Area: Effective Teaching and Learning					
SMART Goal #2: Students scoring in the Below Basic Category on state assessments will decrease annually by 2-3% as measured by MAP and EOC scores by 2025.					
Rationale: The district has prioritized having a sustained growth in student achievement. Data shows inconsistent growth as measured by MAP/EOC. TL1.TL6.TL8.AS1.AS2					
Baseline Data: 2022 District Data - Percent of students below basic on MAP/EOC. ELA 20%. Math 30%. Science 26%. Social Studies 0%.					

ETL 2	Action Steps Year One 2022-23 School Year	Person Responsible	Funding Source	Completion Date	Progress
	First Semester ○ Review previous year MAP/EOC data to measure toward goal progress. ○ Increase DACL practices (rubrics, assessments, feedback) as part of DCI priority area. ○ Use Instructional Resources with fidelity ○ K-4 teachers will begin Foundations training ○ K-5 and reading support teachers will begin LETRS Training. Second Semester ○ Continue to receive training and implement components of DACL as a DCI priority. Complete Spring SAPP/CWIS. ○ K-5 and reading support teachers complete Year 1 LETRS Training.	Leadership Team (DLT), Coaching Support Team (CST) Administration Teaching Staff RPDC Wilson Language Trainers	ESSER III PDC Title I	Dec 31, 2022	2 2 2 2 2
Y1.1					
Y1.2					
Y1.3					
Y1.4					
Y1.5					
Y1.6		Leadership Team (DLT), Coaching	ESSER III PDC Title I/II		2 2

Y1.7	- Review constructed response writing criteria in JH/HS across content areas. - Research and identify a new reading series for grades K-6. - K-4 teachers complete Yr1 Foundations training - Coaching sessions with RPDC Math Consult.	Support Team (CST) Administration Teaching Staff RPDC Wilson Language Trainers		June 30, 2023	2
Y1.8					2
Y1.9					2
Y1.10					2
Y1.11					
ETL 2	Action Steps Year Two 2023-24 School Year	Leadership Team (DLT), Coaching Support Team (CST) Administration Teaching Staff RPDC Reading Consultants	PDC Local Title I/II ESSER III	Dec 31, 2023	2
Y2.1	First Semester - Review previous year MAP/EOC data to measure toward goal progress. - Expand extended learning opportunities for students. - Expanding <i>Just Words</i> training to teachers in grades 4-12 - K-5 and reading support staff will participate in year 2 LETRS training - Pilot reading series in K-6. - Intermediate and high school teachers will receive professional development on reading across content areas - JH/HS Teachers will use DBDM process to implement writing criteria for constructed response aligned with DACL. - Revise district curriculum plan/process and identify priority standards aligned with DACL practices. - Implement Math practices such as Numbers Talk and Building Thinking Classrooms				2
Y2.2					0
Y2.3					2
Y2.4					2
Y2.5					1
Y2.6					2
Y2.7					1
Y2.8					1
Y2.9	Second Semester - Continue, research-based training in math classrooms as supported by RPDC. - K-5 and reading support staff complete year 2 LETRS training - Provide PD for staff on curriculum writing/revision to support DACL practices. - Develop curriculum to include course description, objectives, priority standards, and essential units.				1
Y2.10					2
Y2.11					2
Y2.12					2
Y2.1					2
Y2.2		2			

1	- JH/HS Teachers will use DBDM process to implement reading/writing across content areas. - Research/purchase JH/HS math instructional resources such as Desmos or Illustrative Math.	Reading Consultants			1
Y2.1					2
2					
Y2.1					
3					
Y2.1					
4					
Y2.1					
5					
ETL 2	Action Steps Year Three 2024-25 School Year First Semester - Review previous year MAP/EOC data to measure toward goal progress. - Create an onboarding plan for new staff to receive FUNdations and LETRS training. - Adopt a new reading series and receive training for fidelity. - Adopt new math instructional resources and receive training for fidelity. - Develop curriculum to include course description, objectives, priority standards, essential units, assessment, instructional resources, and proficiency levels. . - Continue to implement DACL practices as observed through walkthroughs and DBDM. - Implement schedule/calendar to support training and data teaming. Second Semester - Assess the effectiveness of the new reading series. - Adopt curriculum based on district plan timeline. - Evaluate extended learning opportunities for effectiveness.	Leadership Team (DLT), Coaching Support Team (CST) Administration Teaching Staff RPDC Reading Consultants BOE	PDC Local Title I/II	Dec 31, 2024	2
Y3.1					2
Y3.2					2
Y3.3					2
Y3.4					2
Y3.5					1
					2
Y3.6					2
Y3.7					
		Leadership Team	PDC		2
					1
					2

Y3.8	- JH/HS will use DBDM to assess reading/writing across content areas based on district criteria. - Review end of year MAP/EOC data to measure toward goal progress.	(DLT), Coaching Support Team (CST) Administration Teaching Staff RPDC Reading Consultants BOE	Local Title I/II	June 30, 2025	1 1
Y3.9					
Y3.10					
Y3.11					
Y3.12					

Priority Area: Effective Teaching and Learning

SMART Goal #3: Student scores will increase to 21 on the ACT exam over a 3 year average by 2025.

Rationale: The district believes in providing a high quality education to students that assists students in being college and career ready when they graduate. Improved performance as measured by the ACT will present more options to graduates and offer a better opportunity for success after graduation. [EA3, TL10, TL3](#)

Baseline Data: District prior 3 year average was 19.

ETL 3	Action Steps Year One 2022-23 School Year	Person Responsible	Funding Source	Completion Date	Prog
	First Semester - Form committee to review/revise ACT district incentives such as student recognition and cost reimbursement. - Research and select ACT test prep resources such as On to College. Second Semester - Implement ACT test prep into schedule for Juniors and Seniors. - Host informational session for students about the link between college tuition and ACT score - Implement incentive and recognition activities as determined by committee such as newspaper recognition, school	Administration Counselor Staff BOE STUCO	Local ESSER III	Dec 31, 2022	2 2
Y1.1					
Y1.2					
Y1.3		Administration Counselor Staff STUCO	Local		2 2
Y1.4				June	2

Y1.5	publications, social media posts, and cost reimbursement. ○ Review district ACT results from prior spring/fall testing windows. Compare progress to goal.			30, 2023	2
Y1.6					
Y2.1	Action Steps Year Two 2023-24 School Year ● First Semester ○ Implement ACT prep strategies using selected resources in JH/HS core classes. ○ Implement ACT prep into the schedule for 10th-12th grade students. ○ Host informational session for students about the link between college tuition and ACT score. ● Second Semester ○ Implement ACT prep strategies using selected resources in JH/HS core classes. ○ Implement ACT prep into the schedule for 10th-12th grade students. ○ Continue recognition and incentive programs. ○ Provide career exploration/internship opportunities for students ○ Review district ACT results from prior spring/fall testing windows. Compare progress to goal.	Administration Counselor Staff	Local	Dec 31, 2023	2
Y2.2					2
Y2.3					2
Y2.4		Administration Counselor Staff	Local	June 30, 2024	2
Y2.5					2
Y2.6					2
Y2.7					2
Y2.8					2
ETL 3	Action Steps Year Three 2024-25 School Year ● First Semester ○ Provide career exploration/internship opportunities for students. ○ Continue ACT prep and instructional strategies in grades 7-12. ● Second Semester ○ Continue recognition and incentive programs. ○ Provide career exploration/internship opportunities for students. ○ Review district ACT results from prior spring/fall testing windows. Compare progress to goal.	Administration Counselor Staff	Local	Dec 31, 2024	1
Y3.1					2
Y3.2					
Y3.3		Administration Counselor Staff	Local	June 30, 2025	2
Y3.4					1

Y3.5	○ Review ACT resources and evaluate for effectiveness. ○ Continue ACT prep and instructional strategies in grades 7-12.				2
Y3.6					
Y3.7					

Priority Area: Culture and Climate

SMART Goal #1 Increase the percentage of students who feel physically, socially and emotionally safe at school as measured by the annual student survey by 10% by 2025.

Rationale: The district believes that everyone deserves a physically and emotionally safe learning environment that is engaging, equitable and supportive. Students and staff must feel emotionally and physically secure in order to achieve high academic standards. .

[CC1,CC2,DB3,L10](#)

Baseline Data: Student survey conducted in Fall 2022. 78% of students reported as agree/strongly agree they feel safe at school.

CC1	Action Steps Year One 2022-23 School Year	Person Responsible	Funding Source	Completion Date	Prog
	First Semester - Y1.1 Administer student survey to determine a baseline. - Y1.2 Form student committee to discuss strategies to improve physical, social, emotional safety. - Y1.3 Establish relationships with community organizations such as Council Drug Free Youth and Osage County Anti-Drug Community Action Team. - Y1.4 Contract with licensed therapists for students most in need of additional support. Second Semester - Y1.5 Implement a student support box and establish procedures for reporting, asking for help, and monitoring. - Y1.6 Identify methods to increase celebration and recognition of student/group accomplishments through social media, print media, and in-person events.. - Y1.7 Students participate in Missouri Student Survey and OCADCAT local survey. District will review results in the spring. - Y1.8 Increase awareness of Courage 2 Report and how to use the hotline.	Administration Counselor STUCO Staff	Local ESSER III	D...	2 1 2 2
		Administration Counselor STUCO Staff OCADCAT	Local Local Non-profits	June 30, 2023	2 2 2 2
CC1	Action Steps Year Two 2023-24 School Year				
	First Semester - Y2.1 Administer annual student survey and review results. - Y2.2 Implement new speakers/awareness programs aligned to social and emotional learning for students. with collaboration through community non-profits. - Y2.3 Intruder training for staff and students facilitated by law enforcement or certified providers. - Y2.4	Administration Counselor STUCO Staff OCADCAT CDFY RPDC	PDC Local Local Non-profits ESSER III SRSA	Decr 31, 2023	2 2 2

Y2.5	- Plan safety and wellness simulations/programs for all students such as DWI simulations, safety awareness, empathy programs, life simulations. - Contract with licensed therapists for students most in need of additional support.	CMCA			2
Y2.6	Second Semester - Students participate in the Missouri Student Survey and OCADCAT local survey. District will review results in the spring. - Continue with safety and wellness simulations. - Review use of the student support box and evaluate impact and benefit. - Establish student advisory committee focused on social/emotional/physical wellness of students.	Administration Counselor STUCO Staff OCADCAT CDFY RPDC CMCA Advisory Council	PDC Local Local Non-profits ESSER III SRSA	June 30, 2024	2 2 2 1 1
CC1	Action Steps Year Three 2024-25 School Year				
	First Semester . Administer annual student survey and review results as compared to goal. . - Student advisory council continue to focus social/emotional/physical wellness. - Members of advisory council/STUCO participate in Red Ribbon Week conference with OCADCAT. - Plan safety and wellness simulations/programs for all students such as DWI simulations, safety awareness, empathy programs, life simulations. - Continue to implement methods to increase celebration and recognition of student/group accomplishments through social media, print media, and in-person events.. - Staff will receive training to increase awareness of student drug/alcohol/other substances, and how to maintain a safe environment. Second Semester - Students participate in the Missouri Student Survey and OCADCAT local survey. District will review results in the spring. - Review methods used to increase celebration and recognition of student/group accomplishments through social media, print media, and in-person events.. - Review safety and wellness simulations/programs and discuss impact.	Administration Counselor STUCO Staff OCADCAT CDFY CMCA Advisory Council PDC	PDC Local Local Non-profits SRSA	Dec 31, 2024	2 1 2 2 2 1
Y3.1	. Administer annual student survey and review results as compared to goal. .	Administration Counselor STUCO Staff OCADCAT CDFY CMCA Advisory Council PDC	PDC Local Local Non-profits SRSA	Dec 31, 2024	2
Y3.2	Student advisory council continue to focus social/emotional/physical wellness.	Administration Counselor STUCO Staff OCADCAT CDFY CMCA Advisory Council PDC	PDC Local Local Non-profits SRSA	Dec 31, 2024	1
Y3.3	Members of advisory council/STUCO participate in Red Ribbon Week conference with OCADCAT.	Administration Counselor STUCO Staff OCADCAT CDFY CMCA Advisory Council PDC	PDC Local Local Non-profits SRSA	Dec 31, 2024	2
Y3.4	Plan safety and wellness simulations/programs for all students such as DWI simulations, safety awareness, empathy programs, life simulations.	Administration Counselor STUCO Staff OCADCAT CDFY CMCA Advisory Council PDC	PDC Local Local Non-profits SRSA	Dec 31, 2024	2
Y3..5	Continue to implement methods to increase celebration and recognition of student/group accomplishments through social media, print media, and in-person events..	Administration Counselor STUCO Staff OCADCAT CDFY CMCA Advisory Council PDC	PDC Local Local Non-profits SRSA	Dec 31, 2024	2
Y3.6	Staff will receive training to increase awareness of student drug/alcohol/other substances, and how to maintain a safe environment.	Administration Counselor STUCO Staff OCADCAT CDFY CMCA Advisory Council PDC	PDC Local Local Non-profits SRSA	Dec 31, 2024	1
Y3.7	Second Semester - Students participate in the Missouri Student Survey and OCADCAT local survey. District will review results in the spring. - Review methods used to increase celebration and recognition of student/group accomplishments through social media, print media, and in-person events.. - Review safety and wellness simulations/programs and discuss impact.	Administration Counselor STUCO Staff OCADCAT CDFY CMCA	PDC Local Local Non-profits SRSA	June 30, 2025	2 2 2
Y3.8	Review methods used to increase celebration and recognition of student/group accomplishments through social media, print media, and in-person events..	Administration Counselor STUCO Staff OCADCAT CDFY CMCA	PDC Local Local Non-profits SRSA	June 30, 2025	2
Y3.9	Review safety and wellness simulations/programs and discuss impact.	Administration Counselor STUCO Staff OCADCAT CDFY CMCA	PDC Local Local Non-profits SRSA	June 30, 2025	2

		Advisory Council RPDC PDC			
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Priority Area: Culture and Climate

SMART Goal #2: Increase student survey results regarding “Teachers, principals and ALL staff members are respectful to students” to 90% by 2025.

Rationale: The district believes that positive climate, culture, and relationships are necessary to establish a successful learning environment.
[CC1](#), [CC2](#), [CC4](#)

Baseline Data: Student survey conducted in Fall 2022. 86% of students reported as agree/strongly agree with the statement.

CC2	Action Steps Year One 2022-23 School Year	Person Responsible	Funding Source	Completion Date	Prog
	First Semester - Y1.1 Include NEE Indicator 5.3b on teacher evaluation. - Y1.2 Review with staff what the criteria and look for's are for indicator 5.3b. Second Semester - Y1.3 Review family engagement policies/plans for elementary and high school. Include plans for engagement as related to Title I plans. - Y1.4 Continue NEE evaluations containing indicator 5.3b. - Y1.5 Review trend data on indicator 5.3b with staff and discuss strategies for improvement. - Y1.6 Implement a student campaign to increase school spirit and student participation in activities.	Administration Staff	Local PDC	Dec 31, 2022	2 2
		Administration Staff Title I Team STUCO	Local PDC Title I	June 30, 2023	2 2 2
CC2	Action Steps Year Two 2023-24 School Year				
	First Semester - Y2.1 Staff receive training on SEL strategies from RPDC to implement in the classroom. - Y2.2 Continue NEE evaluations containing indicator 5.3b. - Y2.3 Staff will use NEE training resources to better understand indicator 5.3b and how to implement strategies. - Administer student survey and review results as related to goal. - Implement family engagement practices that were identified in the engagement plan. - Implement strategies of student campaign to increase school spirit and student participation in activities.	RPDC Administration PDC Staff STUCO or other student committees	Local PDC Title I	Dec 31, 2023	2 2 2 2 2

Y2.6	- Administer parent/community survey in the fall and share data with staff and BOE. Second Semester - Increase staff performance on NEE indicators aligned with teacher/student interaction (5.3b). - Review trend data on indicator 5.3b with staff and discuss strategies for improvement. - Staff implement SEL strategies from training in the first semester. - Continue to implement family engagement practices as identified, and review/revise plan in the spring. Include feedback from Title I review of engagement activities.	RPDC Administration PDC Staff STUCO or other student committees Title I Team	Local PDC Title I	June 30, 2024	2
Y2.7					2
Y2.8					2
Y2.9					2
Y2.10					1
Y2.11					
CC2					Action Steps Year Three 2024-25 School Year
	First Semester - Staff receive training on SEL strategies from RPDC to implement in the classroom. - Administer student survey and review results as related to goals. - Continue NEE evaluations containing indicator 5.3b. - Implement strategies of student campaign to increase school spirit and student participation in activities. - Administer parent/community survey in the fall and share data with staff and BOE.	RPDC Administration PDC Staff STUCO or other student committees	Local PDC Title I	Dec 31, 2024	1
Y3.1					2
Y3.2					2
Y3.3					2
Y3.4					2
Y3.5					
	Second Semester - Review implementation of SEL strategies in the classroom and discuss next level of implementation with RPDC. - Continue to implement family engagement practices as identified, and review/revise plan in the spring. Include feedback from Title I review of engagement activities. - Review trend data on indicator 5.3b with staff and discuss strategies for improvement. - Review effectiveness of student campaign to increase school spirit and student participation.	RPDC Administration PDC Staff STUCO or other student committees Title I Team	Local PDC Title I	June 30, 2025	1
Y3.6					2
Y3.7					1
Y3.8					2
Y3.9					

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Priority Area: Culture and Climate

SMART Goal #3:Teacher survey results will increase by 2-3% in strongly agree, agree categories in culture and climate questions on an annual basis by 2025.

Rationale: The district believes in creating a diverse and inclusive culture where everyone is open-minded. [DB3, CC2](#)

Baseline Data: Survey administered to staff in Fall 2022. 68% of responses answered agree/strongly agreed on questions related to culture and climate.

CC3	Action Steps Year One 2022-23 School Year	Person Responsible	Funding Source	Completion Date	Prog
	First Semester - Administer staff survey. - Assign a committee to research strategies for staff appreciation and culture improvement. Second Semester - Implement <i>monthly staff appreciation. (Jean day, snack day, soda, donut, teacher highlight)</i> - Utilize <i>CTA to recognize staff, birthdays, fun activities w/incentives.</i> - Educator Rising to assist with staff recognition activities to promote the profession. - Utilize DLT and CTA to develop school calendar that meets educational, collaborative, and culture needs of district. - DLT will share and disseminate survey results to staff and BOE.	Administration DLT CTA	Local Title II ESSER	Dec 31, 2022	2
Y1.1					2
Y1.2					2
Y1.3		Administration DLT CTA Ed Rising Chapter	Local Title II ESSER GYO	June 30, 2023	2
Y1.4					2
Y1.5					2
Y1.6					2
Y1.7					2
CC3	Action Steps Year Two 2023-24 School Year				
	First Semester - Administer staff survey and review results as compared to goal. - Implement monthly staff appreciation. (Jean day, snack day, soda, donut, teacher highlight) - Utilize <i>CTA to recognize staff, birthdays, fun activities w/incentives.</i>	Administration DLT CTA Ed Rising Chapter	Local Title II ESSER GYO	Dec 31, 2023	2
Y2.1					2
Y2.2					2
Y2.3					2

Y2.4	○ Educator Rising to assist with staff recognition activities to promote the profession.	Administration DLT CTA Ed Rising Chapter	Local Title II ESSER GYO	June 30,20 24	2
Y2.5	○ DLT will share and disseminate survey results to staff and BOE.				2
Y2.6	● Second Semester ○ Utilize <i>CTA to recognize staff, birthdays, fun activities w/incentives.</i>				2
Y2.7	○ Educator Rising to assist with staff recognition activities to promote the profession.				2
Y2.8	○ Utilize DLT and CTA to develop school calendar that meets educational, collaborative, and culture needs of district.				2
CC3	Action Steps Year Three 2024-25 School Year	Administration DLT CTA Ed Rising Chapter	Local Title II	Dec 31, 2024	
	● First Semester				
Y3.1	○ Administer staff survey and review results as compared to goal.				2
Y3.2	○ Implement monthly staff appreciation. (Jean day, snack day, soda, donut, teacher highlight)				2
Y3.3	○ Utilize <i>CTA to recognize staff, birthdays, fun activities w/incentives.</i>				2
Y3.4	○ Educator Rising to assist with staff recognition activities to promote the profession.				2
Y3.5	○ DLT will share and disseminate survey results to staff and BOE.				2
	● Second Semester			June 30,20 25	
Y3.6	○ Utilize <i>CTA to recognize staff, birthdays, fun activities w/incentives.</i>				2
Y3.7	○ Educator Rising to assist with staff recognition activities to promote the profession.				2
Y3.8	○ Utilize DLT and CTA to develop school calendar that meets educational, collaborative, and culture needs of district.				2
Y3.9	○ Conduct a spring staff survey to collect final data on culture and climate progress.				1

Priority Area: Leadership**SMART Goal #1 Maintain 38% fund balance by end of the 2025 Fiscal Year.**

Rationale: The district believes in high expectations and accountability through the use of goal setting and appropriate data. The district used the DESE fund balance analysis tool to guide the target of 38%. The district, in conjunction with this goal, intends to increase the Fund 4 balance. [L4](#)

Baseline Data: Fund balance at end of 2022 FY was 57%.

L1	Action Steps Year One 2022-23 School Year	Person Responsible	Funding Source	Completion Date	Prog
Y1.1	● First Semester ○ Amend budget to increase revenue placement in Fund 4 and account for updated revenue and expenditure data. ○ Review ASBR with the school board to set future fund balance goals.	Administration Finance Staff BOE	Local	Dec 31, 2022	2
Y1.2					2
Y1.3	● Second Semester ○ Review current investments and increase investing district funds. . ○ Implement Zero Based Budgeting Process for the budget to reflect what is needed to carry out goals of the district. ○ Transfer maximum \$162,326 or 7%xSATxWADA each year. ○ Transfer maximum Transportation Transfer each year. ○ Review facility goals/plans with BOE to prioritize projects for the next year.	Administration Finance Staff BOE	Local	June 30, 2023	2
Y1.4					1
Y1.5					2
Y1.6					2
Y1.7					2
L1	Action Steps Year Two 2023-24 School Year	Person Responsible	Funding Source	Completion Date	Prog
Y2.1	● First Semester ○ Develop investment schedule, and commit funds to allowable investments ○ Consult annually with financial advisors on district financial status, tax levy, capital project funding.. ○ Amend budget to increase revenue placement in Fund 4 and account for updated revenue and expenditure data. ○ Review ASBR with the school board to set future fund balance goals. ○ Consult with district architect on status of facility plans.	Administration Finance Staff BOE	Local	Dec 31, 2023	2
Y2.2					2
Y2.3					2
Y2.4					2

Y2.5	● Second Semester ○ Implement Zero Based Budgeting Process for the budget to reflect what is needed to carry out goals of the district. ○ Transfer maximum \$162,326 or 7%xSATxWADA each year. ○ Transfer maximum Transportation Transfer each year. ○ Review facility goals/plans with BOE to prioritize projects for the next year.	Administration Finance Staff BOE	Local	June 30, 2024	1		
Y2.6					2		
Y2.7					2		
Y2.8					2		
Y2.9							
L1	Action Steps Year Three 2024-25 School Year	Administration Finance Staff BOE	Local	Dec 31, 2024			
	● First Semester ○ Develop investment schedule, and commit funds to allowable investments ○ Consult annually with financial advisors on district financial status, tax levy, capital project funding.. ○ Amend budget to increase revenue placement in Fund 4 and account for updated revenue and expenditure data. ○ Review ASBR with the school board to set future fund balance goals. ○ Consult with district architect on status of facility plans.				2		
Y3.1					2		
Y3.2					2		
Y3.3					2		
Y3.4					2		
Y3.5	● Second Semester ○ Implement Zero Based Budgeting Process for the budget to reflect what is needed to carry out goals of the district. ○ Transfer maximum \$162,326 or 7%xSATxWADA each year. ○ Transfer maximum Transportation Transfer each year. ○ Review facility goals/plans with BOE to prioritize projects for the next year.			Administration Finance Staff BOE	Local	June 30, 2025	1
Y3.6							2
Y3.7							2
Y3.8							2
Y3.9							

Priority Area: Leadership**SMART Goal #2 Annually retain 96% of certified staff who are offered reemployment by 2025.****Rationale:** We believe in recruiting, developing and retaining a high quality staff that equips students with the tools necessary to be successful. [L9,L7](#)**Baseline Data:** District retained 87% of certified staff at the end of 2022 academic year.

L2	Action Steps Year One 2022-23 School Year	Person Responsible	Funding Source	Comp letion Date	Prog
Y1.1	● First Semester ○ PDC will review and revise mentoring plan for new staff. ○ Ensure new teachers participate in beginning teacher assistance programs, including district mentoring. ● Second Semester ○ Annually revise district PD Plan and Mentoring Handbook to meet current needs. ○ Systematically increase staff salary and benefit packages. ○ Implement recruitment strategies: ■ Grown Your Own Program ■ Showcase district at career fairs ○ PDC/Mentors will participate in mentor training delivered by RPDC. ○ Survey first and second year teachers on experiences in the district. ○ Review retention data as compared to goal. ○ Principal will implement and review PD plans with all 1st and 2nd year teachers using NEE.	Administration PDC Staff	Local PDC Title II	Dec 31, 2022	2
Y1.2					2
Y1.3		Administration PDC Staff Ed Rising BOE RPDC	State Local PDC Title II ESSER Teacher Baseline Grant	June 30, 2023	2
Y1.4					2
Y1.5					1
Y1.6					2
Y1.7					2
Y1.8					1
Y1.9					
L2	Action Steps Year Two 2023-24 School Year ● First Semester ○ Implement mentor training for teachers serving as mentors to new staff ○ Provide beginning teacher assistance programs, including district mentoring. ○ Implement retention strategies: ■ Support for continuing education ■ Recognition of staff accomplishments	Administration PDC Staff Ed Rising RPDC	Local PDC Title II ESSER	Dec 31, 2023	1
Y2.1					2
Y2.2					2
Y2.3					

	■ Offer leadership opportunities to staff serving on committees and DLT				2
Y2.4	● Second Semester ○ Survey first and second year teachers on experiences in the district.	Administration	State		2
Y2.5	○ Annually revise district PD Plan and Mentoring Handbook to meet current needs.	PDC	Local	June 30, 2024	2
Y2.6	○ Systematically increase staff salary and benefit packages.	Staff	PDC		2
Y2.7	○ Implement recruitment strategies: ■ Grown Your Own Program ■ Showcase district at career fairs	Ed Rising	Title II		2
Y2.8	○ Review retention data as compared to goal.	BOE	ESSER		2
Y2.9	○ Principal will implement and review PD plans with all 1st and 2nd year teachers using NEE.	RPDC	Teacher Baseline Grant		1
L2	Action Steps Year Three 2024-25 School Year				
Y3.1	● First Semester ○ Implement mentor training for teachers serving as mentors to new staff	Administration	Local	Dec 31, 2024	1
Y3.2	○ Provide beginning teacher assistance programs, including district mentoring.	PDC	PDC		2
Y3.3	○ Implement retention strategies: ■ Support for continuing education ■ Recognition of staff accomplishments ■ Offer leadership opportunities to staff serving on committees and DLT	Staff	Title II		2
Y3.4	○ ● Second Semester ○ Survey first and second year teachers on experiences in the district.	Ed Rising			
Y3.5	○ Annually revise district PD Plan and Mentoring Handbook to meet current needs.	RPDC			
Y3.6	○ Systematically increase staff salary and benefit packages.		State	June 30, 2025	
Y3.7	○ Implement recruitment strategies: ■ Grown Your Own Program ■ Showcase district at career fairs	Administration	Local		
Y3.8	○ Review retention data as compared to goal.	PDC	PDC		
Y3.9	○ Principal will implement and review PD plans with all 1st and 2nd year teachers using NEE.	Staff	Title II		
		Ed Rising	Teacher Baseline Grant		
		BOE			
		RPDC			

Priority Area: Leadership

SMART Goal #3 Effective district leadership communication will increase by 5% by June 2025, as measured by an annual staff survey.

Rationale: The district believes in leading by example, and that all students and staff can be leaders and learners in the school community. As such, district leadership has identified increased communication as a priority goal. [L3,L8](#)

Baseline: Staff survey conducted Fall 2022. 87% responded as agree/strongly agree with the statement that leadership communicates effectively.

L3	Action Steps Year One 2022-23 School Year	Person Responsible	Funding Source	Completion Date	Prog
Y1.1	First Semester - Administer staff survey and review results.	BOE	Local	Dec 31, 2022	2
Y1.2	- Include Board Report summary in monthly staff meetings. - Include monthly reports from CTA, STUCO to BOE.	Administration			2
Y1.3	Second Semester - Review process for community engagement with the Board of Education.	CTA			2
Y1.4	- Develop BOE schedule to systematically review CSIP all all district programs to increase appropriate staff communication with the BOE.	STUCO	Local	June 30, 2023	2
Y1.5	- Make publicly available policy for community engagement with BOE and program review schedule.	Staff			2
Y1.6		BOE			2
L3	Action Steps Year Two 2023-24 School Year	BOE	Local	Dec 31, 2023	2
Y2.1	First Semester - Implement updated BOE Program review schedule.	Administration			2
Y2.2	- Align BOE meeting items to CSIP goals on a monthly basis.	Staff			2
Y2.3	- Review process for monthly communication to BOE.		Local		2
Y2.4	- Develop, implement, and revise annual student, parent, and staff surveys. - BOE annually reviews results and compares them toward the goal.				2
Y2.5	- BOE identifies resources for continued training focused on district communication.				2
Y2.6	Second Semester - Continue to implement BOE program review schedule - Continue to implement Board reports at monthly staff	BOE	Local		2

Y2.7	meetings.	Administration Staff		June 30, 2024	2
Y2.8	BOE participates in leadership/communication training.				
L3	Action Steps Year Three 2024-25 School Year First Semester - Implement updated BOE Program review schedule. - Align BOE meeting items to CSIP goals on a monthly basis. - Review process for monthly communication to BOE. - Develop, implement, and revise annual student, parent, and staff surveys. - BOE annually reviews results and compares them toward the goal. Second Semester - Continue to implement BOE program review schedule - Continue to implement Board reports at monthly staff meetings. - BOE participates in leadership/communication training.	BOE Administration Staff	Local	Dec 31, 2024	2 2 2 1
Y3.1					
Y3.2					
Y3.3					
Y3.4					
Y3.5		BOE Administration Staff	Local	June 30, 2025	2 2 1
Y3.6					
Y3.7					