



Continuous School Improvement Plan 2023-2026

Mission Statement:

**We Engage, Empower, and
Collaborate To Ensure Every Student
Has Success Every Day.**

Vision Statement:

**The Warsaw R-IX School district
will empower individuals to strive
for and continue a tradition of
excellence.**

TRADITION • PRIDE • EXCELLENCE

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Warsaw R-IX School District

County/District Code: 008-107

History of Previous CSIP

The previous CSIP for Warsaw R-IX School District was developed during the Spring of 2018. It was called the Governance Plan. It was developed using interviews of stakeholders and included staff, community, and parents. It was Board approved on June 21, 2018. The priorities from this plan were Student Success, Human Resources, Personal and Professional Responsibility, Technology, Finance, Facilities, and Safety/Security. The plan has not been officially reviewed by the CSIP team, administrative team, or school board since July 2020. Many of the goals have been completed or are no longer relevant. During the July 2022 school board meetings, it was decided to restructure the development of the Warsaw R-IX Continuous School Improvement Plan.

Improvement Plan Summary

The Continuous School Improvement Plan (CSIP) is a 3 ½ year strategic plan which provides a framework for the Warsaw R-IX School District to ensure the success of all students. This is the guiding document that links our mission, vision, yearly themes, five priority areas, and our 13 SMART to the improvement plans established by each district building. This plan was developed with the careful consideration of input from teachers, staff, students, administrators, board members, parents, and community members. While the CSIP is written as a 3 ½ year plan, it is a living and breathing document, with components reviewed continually at Administrative meetings and regularly scheduled Board meetings. Progress toward goal achievement will be reviewed annually, and adjustments will be made, as deemed necessary by a review of the relevant data and resources.

Updated May 2025 CSIP Team Members:

	Name / First and Last	Role/Connection to the District. Teacher, Admin, Parent, etc.
1	Jordan Dove	Student
2	Jaxson Deckard	Student
3	Eddie Simons	Community (Mayor of Warsaw)
5	Eric Reinertsen	Parent and Community (McDonald's)
6	Chuck Allcorn	Community (Hawthorn Bank/Lion's Club / American Legion/etc)
7	Suttel Griffin	HS English Teacher
8	Angela Lomax	North School Cook
9	Emily Brownsberger	Elementary Teacher
10	Megan Daleske	JBMS Title Teacher / Coach
11	Brandi Boyer	HS/JBMS Special Education Process Coordinator / Coach
12	Haleigh Burnham	Elementary Teacher
13	Kristy Henderson	PreK Teacher / MSTA President
14	Kari Winters	JBMS Science Teacher
15	Matt Dove	HS Social Studies Teacher
16	Amie Breshears	Board Member / Parent / SFCC Board Member
17	Loren Whetsell	Board Member / Local Pastor
18	Bill Wood	Director of Special Education
19	Tony Warstadt	South School Elementary Principal

20	Raini Ward	North School Elementary Principal
21	Cody Wright	John Boise Middle School Principal
22	Danny Morrison	High School Principal
23	Jodi Karr	District and Board Secretary
24	Zach Zimmer	Technology Department
25	Shannon Deckard	Assistant Superintendent
26	Scott Gemes	Superintendent

CSIP Process

Following the release of the final MSIP6 Guidance, the administration began the work of revising our newly approved CSIP plan. The table below outlines the process of developing our new district CSIP plan. This involved the release of three required surveys (student, parent/community, and staff) as well as conducting Community Stakeholder Meetings.

<i>Date</i>	<i>Description</i>	<i>People Involved</i>
July 5th, 2022	Pre-planning Meeting / Gather information for Board Meeting	Scott Gemes and Kevin Daniel
July 7th, 2022	Discussion with Board about Goals	Scott Gemes, Brent Depee, Lori Sallee, Shawn Crouch, Jodi Karr, and Warsaw School Board Members
July 21, 2022	Board Approved the Development of New CSIP	Scott Gemes, Jodi Karr, and Warsaw School Board Members
July 25, 2022	Calendar Development / Pre-planning work	Scott Gemes and Kevin Daniel
August 3rd, 2022	Admin Team Meeting / Pre-planning work	Warsaw R-IX Administrative Team
August 25th, 2022	Admin Team Meeting / Develop CSIP Team	Warsaw R-IX Administrative Team

August 26th, 2022	Survey Development	Scott Gemes and Kevin Daniel
September 22nd, 2022	Admin Team Meeting / Finalize CSIP Team / Finalize Surveys	Warsaw R-IX Administrative Team
October 4th, 2022	Release of Surveys (Staff, Student, and Parent/Community)	Scott Gemes
October 26th, 2022	CSIP Team Meeting / SWOT Analysis / Survey Analysis / Development of Vision and Beliefs Statements	CSIP Team listed above
October 27th, 2022	CSIP Team Meeting / Finalized Vision and Belief Statements / Identify Top Priorities / Start on SMART Goals and Action Steps	CSIP Team listed above
November 10th, 2022	CSIP Team Meeting / SMART Goals and Action Steps	CSIP Team list above
November 15th, 2022	Admin Team Meeting / SMART Goals and Action Steps	Warsaw R-IX Administrative Team
November 17th, 2022	Warsaw R-IX School Board Meeting / Initial CSIP Information	Warsaw R-IX School Board, Warsaw R-IX Administrative Team, and Jodi Karr
November 29th, 2022	Admin Team Meeting / Finalize CSIP Plan	Warsaw R-IX Administrative Team
Nov 30th - Dec 2nd, 2022	Review CSIP with CSIP Team	CSIP Team
December 15th, 2022	Present New CSIP to Warsaw R-IX School Board	Warsaw R-IX School Board and Warsaw R-IX Administrative Team
May 3rd, 2023	Celebration, Feedback, Recommendation Work Session	CSIP Team
May 25th, 2023	Review of Changes/Set Theme	Warsaw R-IX Administrative Team
June 28th, 2023	Approved Updated CSIP	Warsaw R-IX School Board and Warsaw R-IX Administrative Team
December 6th, 2023	Celebration, Feedback, Recommendation Work Session	CSIP Team
December 20th, 2023	Review Information/No Changes to be made	Warsaw R-IX School Board and Warsaw R-IX Administrative Team

May 8th, 2024	Celebration, Feedback, Recommendation Work Session, Addition of New Members	CSIP Team
May 31st, 2024	Emailed changes to Committee to review	CSIP Team
June 26th, 2024	Approved Updated CSIP	Warsaw R-IX School Board and Warsaw R-IX Administrative Team
August 13th, 2024	Updated All Staff on CSIP Goals and Progress	All Staff
November 21, 2024	Celebration, Feedback, Work Session on making changes, and made recommended changes	CSIP Team
December 12th, 2024	Reviewed changes made by CSIP Team	Admin Team
December 18th, 2024	Approved Updated CSIP	Warsaw R-IX School Board and Warsaw R-IX Administrative Team
May 8th, 2025	Celebration, Feedback, Work Session on making changes, Additions of New Members and made recommended changes	CSIP Team
May 15th and 29th, 2025	Reviewed changes made by CSIP Team	Admin Team
June 23rd, 2025	Approved Updated CSIP	Warsaw R-IX School Board and Warsaw R-IX Administrative Team

Climate/Culture Survey

Climate and culture CSIP surveys were released on October 4, 2022. A brief review of the survey data is included below.

Student Survey	Staff Survey	Parent/Community Survey
159 Responses	100 Responses	286 Responses

All required MSIP6 survey questions were included. Links to the results of all three surveys are included below.

[Warsaw R-IX Staff Survey Results](#)

[Warsaw R-IX Student Survey Results](#)

[Warsaw R-IX Parent/Community Survey Results](#)

Physical Safety survey results:

Parent/Community

Student



Emotionally safe at school results:

Parent/Community

Student



Updated from October 2024

Climate and culture CSIP surveys were released in October 2024. A brief review of the survey data is included below.

Student Survey	Staff Survey	Parent/Community Survey
137 Responses	44 Responses	180 Responses

All required MSIP6 survey questions were included. Links to the results of all three surveys are included below.

[Warsaw R-IX Staff Survey Results](#)

[Warsaw R-IX Student Survey Results](#)

[Warsaw R-IX Parent/Community Survey Results](#)

Physical Safety survey results:

Parent/Community

Student



Emotionally safe at school results:

Parent/Community

Student



Updated from April 2025

Climate and culture CSIP surveys were released in April 2025. A brief review of the survey data is included below.

Student Survey	Staff Survey	Parent/Community Survey
158 Responses	82 Responses	211 Responses

All required MSIP6 survey questions were included. Links to the results of all three surveys are included below.

[Warsaw R-IX Staff Survey Results](#)

[Warsaw R-IX Student Survey Results](#)

[Warsaw R-IX Parent/Community Survey Results](#)

Physical Safety survey results:

Parent/Community

Student



Emotionally safe at school results:

Parent/Community

Student



CSIP Team Meeting Outcomes

Mission of Warsaw R-IX School District (Reviewed):

We Engage, Empower, and Collaborate To Ensure Every Student Has Success Every Day.

Vision of Warsaw R-IX School District (Created on October 26th, 2022):

The Warsaw R-IX School District will empower individuals to strive for and continue a tradition of excellence.

Themes for Warsaw R-IX School District (Reviewed, next themes will be created by CSIP Team in Spring meetings):

22-23: When excellence becomes tradition, greatness has no limit.

23-24: Take Pride in Our Future!

24-25: Rooted in Tradition, United in Excellence!

25-26: Honoring Tradition, Inspiring Excellence!

Belief Statements:

1. We believe that everyone should feel physically, mentally, and emotionally safe by building strong, respectful relationships
2. We believe in a positive culture that promotes personal relationships among students, teachers, families, and the community.
3. We believe every student should be presented with the opportunity to learn in a way that meets their individual academic needs.
4. We believe in employing and retaining motivated, inspiring, and innovative educators.
5. We believe transparency and collaborative decision-making reflects students as our top priority.
6. We believe in the importance of partnering with families, businesses, and the community to promote active engagement in student learning.

The Community Stakeholder Team agreed upon five top priorities for the Warsaw R-IX School District.

1. Safety and Security (Physical/Emotional)
2. Student Success, Teaching and Learning
3. Staffing: Recruiting, Hiring, Compensating, Developing, Retaining
4. Culture and Climate: Partnerships, Relationships, District Unity
5. District Operations: Budget, Communication, Facilities, Technology

Mental health, equity, and access are woven into all five areas. The five priorities from the CSIP Team Meeting align with the 5 Commitments and MSIP6 Domains.

Continuous Improvement Plan – Communication with Stakeholders

To engage stakeholders in ongoing CSIP development and progress monitoring, the district will increase the frequency of communication to the Community Stakeholder Team. Quarterly communication will be sent to members of the CSIP Team by the district superintendent. The revised CSIP (approved at the December 2022 Board Meeting) will be reviewed annually each spring. The CSIP Team will meet and review the SMART Goals, and the data will be collected to measure each goal. If adjustments need to be made to the CSIP related to the attainment of goals or the measurement of data, recommendations will be made by the CSIP Team. Those recommendations will be reviewed and recommendations will be made, as appropriate, by the Warsaw R-IX School Board.

Informing the Staff and Stakeholders About the Accountability Plan:

The Warsaw R-IX CSIP Team will meet each year in the spring to evaluate district progress and to modify the plan as needed for the following year. If modifications are needed, those modifications will be presented to the school board each year for approval and adoption. The CSIP will be posted on the district's website for ease of access.

As a result of the CSIP Team meetings, District Administrative Team meetings, and consultation with members of the Warsaw R-IX Board of Education, the following priority areas and correlating SMART Goals have been selected for our CSIP.

Priority Areas and SMART Goals

Priority Area: Safety and Security (Physical/Emotional)

Belief Statements:

#1 - We believe that everyone should feel physically, mentally, and emotionally safe by building strong, respectful relationships.

#2 - We believe in a positive culture that promotes personal relationships among students, teachers, families, and the community.

SMART Goal #1: By June of 2026, staff and student safety survey responses to physical and emotional safety will maintain our 10% increase in the areas of “agree/strongly agree.”

Action Steps 2022-23 School Year (Second Semester)	Person Responsible	Funding Source	Completion Dates
- Staff will refer students to counselors to identify all students with social emotional needs. - Develop/Implement social emotional curriculum to address well-being of each student through supports - Collaborate with community partners for resources to eliminate barriers impacting student success - Develop a professional development plan for de-escalation training and/or trauma-informed training - Conduct a safety and security audit to identify security gaps and strengths - Narrow security gaps	Counselors, Teachers, SRO, Building Principals, Asst. Superintendent, Superintendent, Maintenance Department	Local, State, Federal Funds, Title IV and V, Grants	- Spring 2023 - Spring 2023 - Ongoing - Ongoing - May 2023 - June 2023
Action Steps 2023-24 School Year	Person Responsible	Funding Source	Completion Dates
- Staff will refer students to counselors to identify all students with social emotional needs. - Implement/Continue social emotional curriculum to address well-being of each student through supports - Implement professional development on de-escalation and/or trauma-informed - Collect data and adjust strategies	Counselors, Teachers, SRO, Building Principals, Asst. Superintendent, Superintendent, Maintenance Department	Local, State, Federal Funds, Title IV and V, Grants	- August 2023 - August 2023 - Fall 2023 - Ongoing

Action Steps 2024-25 School Year 1. Collect data and revise action steps 2. Reevaluate our professional development plan for de-escalation training 3. Develop a professional development plan on K-12 de-escalation. 4. Adjust strategies according to the data	Counselors, Teachers, SRO, Building Principals, Asst. Superintendent, Superintendent, Maintenance Department	Local, State, Federal Funds, Title IV and V, Grants	1. Ongoing 2. Spring 2025 3. Spring 2025 4. Ongoing
Action Steps 2025-26 School Year 1. Collect data and revise action steps 2. Implement our new plan for district wide de-escalation plan 3. Adjust strategies according to the data	Counselors, Teachers, SRO, Building Principals, Asst. Superintendent, Superintendent, Maintenance Department	Local, State, Federal Funds, Title IV and V, Grants	1. Ongoing 2. Ongoing

Priority Area: Safety and Security (Physical/Emotional)

Belief Statements:

#1 - We believe that everyone should feel physically, mentally, and emotionally safe by building strong, respectful relationships.

#2 - We believe in a positive culture that promotes personal relationships among students, teachers, families, and the community.

SMART Goal #2: By June of 2026 the safety plan proficiency will reach 100% on all safety measures.

Action Steps 2022-23 School Year (Second Semester) 1. Conduct a safety and security audit to identify security gaps and strengths 2. Conduct a facility audit 3. Review district safety plan and make adjustments 4. Collaborate with local law enforcement 5. Review bus rotation and bus routes for safety issues 6. Review maintenance and custodial procedures and processes	Person Responsible SRO, Building Level Principals, Superintendent, Maintenance Dept, Transportation Dept, Technology Dept.	Funding Source Local, State, Federal Funds, Title IV and V, Grants	Completion Date 1. Spring 2023 2. June 2023 3. June 2023 4. Ongoing 5. Ongoing 6. Ongoing
Action Steps 2023-24 School Year 1. Develop a long-term facilities plan using the safety and security audit information	SRO, Building Level Principals, Superintendent, Maintenance Dept, Transportation Dept,	Local, State, Federal Funds, Title IV and V, Grants	1. July 2023 2. Ongoing 3. Ongoing

2. Review safety plan, bus rotation/maintenance, bus routes, maintenance/custodial procedures 3. Collaborate with local law enforcement 4. Adjust strategies according to the data	Technology Dept.		4. Ongoing
Action Steps 2024-25 School Year 1. Conduct a safety and security audit to identify security gaps and strengths 2. Conduct a facility audit 3. Review district safety plan and make adjustments 4. Collaborate with local law enforcement 5. Adjust strategies according to the data	SRO, Building Level Principals, Superintendent, Maintenance Dept, Transportation Dept, Technology Dept.	Local, State, Federal Funds, Title IV and V, Grants	1. Spring 2025 2. Spring 2025 3. Ongoing 4. Ongoing 5. Ongoing
Action Steps 2025-26 School Year 1. Review safety plan, bus rotation/maintenance, bus routes, maintenance/custodial procedures 2. Collaborate with local law enforcement 3. Adjust strategies according to the data	SRO, Building Level Principals, Superintendent, Maintenance Dept, Transportation Dept, Technology Dept.	Local, State, Federal Funds, Title IV and V, Grants	1. Ongoing 2. Ongoing 3. Ongoing

Priority Area: Safety and Security (Physical/Emotional)

Belief Statements:

#1 - We believe that everyone should feel physically, mentally, and emotionally safe by building strong, respectful relationships.

#2 - We believe in a positive culture that promotes personal relationships among students, teachers, families, and the community.

SMART Goal #3: By June of 2026, parent/community safety survey responses to physical and emotional safety will maintain our 10% increase in the areas of “agree/strongly agree.”

Action Steps 2022-23 School Year (Second Semester) 1. Staff will refer students to counselors to identify all students with social emotional needs.	Person Responsible Counselors, Teachers, SRO, Building Principals, Asst.	Funding Source Local, State, Federal Funds, Title IV and V, Grants	Completion Date 1. Spring 2023 2. Spring 2023
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2. Develop/Implement social emotional curriculum to address well-being of each student through supports 3. Collaborate with community partners for resources to eliminate barriers impacting student success 4. Develop a professional development plan for de-escalation training and/or trauma-informed training 5. Communication with parents the process and programs available to students 6. Conduct a safety and security audit to identify security gaps and strengths 7. Narrow security gaps	Superintendent, Superintendent, Maintenance Department		3. Ongoing 4. Ongoing 5. June 2023 6. May 2023 7. June 2023
Action Steps 2023-24 School Year 1. Staff will refer students to counselors to identify all students with social emotional needs. 2. Implement/Continue social emotional curriculum to address well-being of each student through supports 3. Implement professional development on de-escalation and/or trauma-informed 4. Communicate with parents the process and programs available to students 5. Collect data and adjust strategies	Counselors, Teachers, SRO, Building Principals, Asst. Superintendent, Superintendent, Maintenance Department	Local, State, Federal Funds, Title IV and V, Grants	1. August 2023 2. August 2023 3. Fall 2023 4. August 2023 5. Ongoing
Action Steps 2024-25 School Year 1. Collect data and revise action steps 2. Adjust strategies according to the data 3. Reevaluate our professional development plan for de-escalation training 4. Develop a professional development plan on K-12 de-escalation. 5. Develop a K-12 curriculum for social emotional lessons 6. Communicate with parents the process and programs available to students	Counselors, Teachers, SRO, Building Principals, Asst. Superintendent, Superintendent, Maintenance Department	Local, State, Federal Funds, Title IV and V, Grants	1. Ongoing 2. Ongoing 3. Spring 2025 4. Spring 2025 5. Spring 2025 6. August 2024
Action Steps 2025-26 School Year 1. Collect data and revise action steps 2. Adjust strategies according to the data	Counselors, Teachers, SRO, Building Principals, Asst. Superintendent,	Local, State, Federal Funds, Title IV and V, Grants	1. Ongoing 2. Ongoing 3. Fall 2025

3. Implement our new plan for district wide de-escalation plan and new K-12 curriculum for social emotional lessons 4. Communicate with parents the process and programs available to students	Superintendent, Maintenance Department		4. August 2025
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Priority Area: Student Success, Teaching and Learning

Belief Statements:

- #1 - We believe that everyone should feel physically, mentally, and emotionally safe by building strong, respectful relationships.**
- #2 - We believe in a positive culture that promotes personal relationships among students, teachers, families, and the community.**
- #3 - We believe every student should be presented with the opportunity to learn in a way that meets their individual academic needs.**

SMART Goal #1: On an annual basis students will increase statewide assessment scores by 2%.

Action Steps 2022-23 School Year (Second Semester)	Person Responsible	Funding Source	Completion Dates
1. Establish baseline data 2. Review building goals to align with district academic achievement goals 3. Use district benchmarks and formative assessments to measure growth and make adjustments to instruction 4. Develop a rotation for curriculum review. 5. Evaluate current district level assessment tools and look for new programs if needed 6. Create building RTI process for all levels 7. Provide tutoring to address individual student needs 8. To address social emotional skill deficits that interfere with academic success, evaluate/plan alternative education options for all levels 9. Refer students needing additional assistance to Title I reading/math interventions 10. Measure annual growth using local assessments and also use end-of-year state assessments (MAP/EOC)	Building Level Principals, Department and Grade-Level Leaders, Teachers, PD Committee, Assistant Superintendent	Local District Budget, Title I budget for K-8 only, ESSER III-Loss of Learning, PD Funds	1. Spring 2023 2. February 2023 3. Ongoing 4. June 2023 5. April 2023 6. May 2023 7. Ongoing 8. Spring 2023 9. As needed 10. June 2023
Action Steps 2023-24 School Year	Person Responsible	Funding Source	Completion Dates
1. Review 2022-2023 data to monitor progress 2. Revise building goals to align with district goals 3. Use district benchmarks and formative assessments to measure growth and make adjustment to instruction	Building Level Principals, Department and Grade-Level Leaders, Teachers, PD Committee, Assistant Superintendent	Local District Budget, Title I budget for K-8 only, ESSER III-Loss of Learning, Career Ladder, PD Funds	1. August 2023 2. August 2023 3. Ongoing 4. Ongoing 5. As needed

4. Use curriculum rotation to revise curriculum and allow it to be a living document 5. Provide training for staff if new assessment tools are selected 6. Provide high quality professional development 7. Provide meaningful feedback using high quality indicators 8. Implement new RTI process at all levels 9. Develop/Implement plan for alternative education 10. Measure annual growth using local assessments and also use end-of-year state assessments (MAP/EOC)			6. Ongoing 7. Ongoing 8. August 2023 9. Ongoing 10. June 2024
Action Steps 2024-25 School Year 1. Review 2023-2024 data to monitor progress 2. Adjust building goals following the review of district data 3. Use district benchmarks and formative assessment to measure growth and make adjustment to instruction 4. Use curriculum rotation to revise curriculum and allow it to be a living document 5. Provide high quality professional development 6. Continue RTI processes to provide additional support for struggling students and expand enrichment 7. Implement/Continue plan for alternative education at all levels 8. Measure annual growth using local assessments and also use end-of-year state assessments (MAP/EOC) 9. Continue to use Missouri Learning Standards to guide our instruction by using our pacing guide to verify all standards are covered 10. District will develop awards for student receiving proficient or advanced on all state level tests	Building Level Principals, Department and Grade-Level Leaders, Teachers, PD Committee, Assistant Superintendent	Local District Budget, Title I budget for K-8 only, Career Ladder, PD Funds	1. August 2024 2. August 2024 3. Ongoing 4. Ongoing 5. Ongoing 6. Ongoing 7. August 2024 8. June 2025 9. Ongoing 10. Spring 2025
Action Steps Year Four 2025-26 School Year 1. Review 2024-2025 data to monitor progress 2. Adjust building goals following the review of district data 3. Use district benchmarks and formative assessment to measure growth and make adjustment to instruction 4. Use curriculum rotation to revise curriculum and allow it	Building Level Principals, Department and Grade-Level Leaders, Teachers, PD Committee, Assistant Superintendent	Local District Budget, Title I budget for K-8 only, Career Ladder, PD Funds	1. August 2025 2. August 2025 3. Ongoing 4. Ongoing 5. Ongoing 6. Ongoing

to be a living document - Continue RTI processes to provide additional support for struggling students and continue enrichment process - Review/Continue plan for alternative education at all levels - Measure annual growth using local assessments and also use end-of-year state assessments (MAP/EOC) - Continue to use Missouri Learning Standards to guide our instruction by using our pacing guide to verify all standards are covered - Continue awarding students at the district level for receiving proficient or advanced on the state level tests			- June 2026 - Ongoing - Ongoing
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Priority Area: Student Success, Teaching and Learning

Belief Statements:

- #1 - We believe that everyone should feel physically, mentally, and emotionally safe by building strong, respectful relationships.**
- #2 - We believe in a positive culture that promotes personal relationships among students, teachers, families, and the community.**
- #3 - We believe every student should be presented with the opportunity to learn in a way that meets their individual academic needs.**

SMART Goal #2: On an annual basis, our number of students' Lexile Scores will increase by 3% as measured by the local reading assessment.

Action Steps 2022-23 School Year (Second Semester)	Person Responsible	Funding Source	Completion Dates
- Establish baseline data - Review building goals to align with district academic achievement goals - Use district benchmarks data to measure growth and identify deficiencies by grade-level - Create Reading Success Plan per SB681 guidance - Create building RTI process for all levels - Provide tutoring to address individual student needs - To address social emotional skill deficits that interfere	Building Level Principals, Department and Grade-Level Leaders, Teachers, PD Committee, Assistant Superintendent	Local District Budget, Title I budget for K-8 only, ESSER III-Loss of Learning, PD funds	- January 2023 - February 2023 - Ongoing - January 2023 - May 2023 - Ongoing - Spring 2023 - As needed - June 2023

with academic success, evaluate/plan alternative education options for all levels 8. Refer students needing additional assistance to Title I reading/math interventions 9. Measure annual growth using district benchmarks			
Action Steps 2023-24 School Year 1. Review 2022-2023 data to monitor progress 2. Revise building goals to align with district goals 3. Use district benchmarks and formative assessments to measure growth and make adjustment to instruction 4. Update reading success plans 5. Provide high quality professional development 6. Provide meaningful feedback using high quality indicators 7. Implement new RTI process at all levels 8. Provide tutoring to address individual student needs 9. Develop a plan/implement plan for alternative education 10. Measure annual growth using district benchmarks	Building Level Principals, Department and Grade-Level Leaders, Teachers, PD Committee, Assistant Superintendent	Local District Budget, Title I budget for K-8 only, ESSER III-Loss of Learning, Career Ladder, PD funds	1. August 2023 2. August 2023 3. Ongoing 4. As needed 5. Ongoing 6. Ongoing 7. August 2023 8. As needed 9. Ongoing 10. June 2024
Action Steps 2024-25 School Year 1. Review 2023-2024 data to monitor progress 2. Adjust building goals following the review of district data 3. Use district benchmarks and formative assessment to measure growth and make adjustment to instruction 4. Provide high quality professional development 5. Update reading success plans 6. Continue RTI processes to provide additional support for struggling students and expand enrichment 7. Implement/Continue plan for alternative education at all levels 8. Get JBMS/HS baseline data 9. Convert past data to Lexile Level 10. Review progress and make changes as needed 11. Measure annual growth using district benchmarks	Building Level Principals, Department and Grade-Level Leaders, Teachers, PD Committee, Assistant Superintendent	Local District Budget, Title I budget for K-8 only, Career Ladder, PD funds	1. August 2024 2. August 2024 3. Ongoing 4. Ongoing 5. As needed 6. Ongoing 7. August 2024 8. Spring 2025 9. Spring 2025 10. Ongoing 11. June 2025
Action Steps Year Four 2025-26 School Year 1. Review 2024-2025 data to monitor progress	Building Level Principals, Department and Grade-Level	Local District Budget, Title I budget for K-8 only, Career	1. August 2025 2. August 2025

2. Adjust building goals following the review of district data 3. Use district benchmarks and formative assessment to measure growth and make adjustment to instruction 4. Provide high quality professional development 5. Update reading success plans 6. Continue RTI processes to provide additional support for struggling students and continue enrichment process 7. Review/Continue plan for alternative education at all levels 8. Measure annual growth using district benchmarks	Leaders, Teachers, PD Committee, Assistant Superintendent	Ladder, PD funds	3. Ongoing 4. Ongoing 5. As needed 6. Ongoing 7. Ongoing 8. June 2026
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Priority Area: Student Success, Teaching and Learning

Belief Statements:

- #1 - We believe that everyone should feel physically, mentally, and emotionally safe by building strong, respectful relationships.**
- #2 - We believe in a positive culture that promotes personal relationships among students, teachers, families, and the community.**
- #6 - We believe in the importance of partnering with families, business, and the community to promote active engagement in student learning.**

SMART Goal #3: By June 2026, the Warsaw R-IX proportional rate will increase to 90%.

Action Steps 2022-23 School Year (Second Semester)	Person Responsible	Funding Source	Completion Date
1. Establish baseline data 2. Develop/Implement incentives for all students that attend school at 90% or above each quarter 3. Call/Message parents/guardians when students are absent each day 4. Evaluate/Plan alternative education options for all levels 5. Complete an Individual Career and Academic Plan (ICAP) for all students in grades 10-12	Building Level Principals, Teachers, Counselors	Local District Budget, Grow Your Own Grant, Other Grants	1. January 2023 2. Spring 2023 3. Ongoing 4. Spring 2023 5. May 2023 6. Ongoing 7. Ongoing 8. June 2023

6. Research ways to create/expand our internship/apprenticeship programs 7. Collaborate with community partners for resources to eliminate barriers impacting student success 8. Analyze data and compare to baseline			
Action Steps 2023-24 School Year 1. Review 2022-2023 data to monitor progress 2. Implement incentives for all students that attend school at 90% or above each quarter 3. Call/Message parents/guardians when students are absent each day 4. Develop a plan/implement plan for alternative education 5. Complete an Individual Career and Academic Plan (ICAP) for all students in grades 7-12 6. Expand our internship/apprenticeship programs 7. Collaborate with community partners for resources to eliminate barriers impacting student success 8. Analyze data and compare to baseline	Building Level Principals, Teachers, Counselors	Local District Budget, Grow Your Own Grant, Other Grants	1. August 2023 2. August 2023 3. Ongoing 4. August 2023 5. Ongoing 6. Ongoing 7. Ongoing 8. June 2024
Action Steps 2024-25 School Year 1. Review 2023-2024 data to monitor progress 2. Analyze/Adjust incentives used for 90% or above attendance 3. Implement/Continue plan for alternative education at all levels 4. Update ICAP for all students 8-12 and create ICAPs for 7th grade 5. Continue looking for internship/apprenticeship programs for all students 6. Analyze data and compare to baseline	Building Level Principals, Teachers, Counselors	Local District Budget, Grow Your Own Grant, Other Grants	1. August 2024 2. August 2024 3. August 2024 4. Ongoing 5. Ongoing 6. June 2025
Action Steps Year Four 2025-26 School Year 1. Review 2024-2025 data to monitor progress 2. Analyze/Adjust incentives used for 90% or above attendance. 3. Review/Continue plan for alternative education at all	Building Level Principals, Teachers, Counselors	Local District Budget, Grow Your Own Grant, Other Grants	1. August 2025 2. August 2025 3. August 2025 4. Ongoing 5. Ongoing

levels 4. Update ICAP for all students 8-12 and create ICAPs for 7th grade 5. Continue looking for internship/apprenticeship programs for all students 6. Analyze data and compare to baseline			6. June 2026
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Priority Area: Student Success, Teaching and Learning

Belief Statements:

- #1 - We believe that everyone should feel physically, mentally, and emotionally safe by building strong, respectful relationships.*
- #2 - We believe in a positive culture that promotes personal relationships among students, teachers, families, and the community.*
- #5 - We believe transparency and collaborative decision-making reflects students as our top priority.*

SMART Goal #4: On an annual basis discipline events will decrease by 2% as measured by the student information system.

Action Steps 2022-23 School Year (Second Semester)	Person Responsible	Funding Source	Completion Date
1. Establish baseline data 2. Review data on discipline and identify areas of concern as relates to location, grade level, and time 3. Evaluate/Plan alternative education options for all levels 4. Develop a professional development plan for de-escalation training and/or trauma-informed training 5. Develop specific lessons in elementary and middle buildings to provide behavior expectations 6. Review current handbooks on discipline procedures and process	Building Level Principals, Department and Grade-Level Leaders, Teachers, PD Committee, Assistant Superintendent	Local District Budget, State Funds, Title I, IV, V Funds, PD Funds	1. January 2023 2. Spring 2023 3. Spring 2023 4. Ongoing 5. Ongoing 6. Spring 2023 7. Spring 2023 8. May 2023 9. June 2023

7. Plan/Implement procedures and/or processes for all students to receive mental health services on campus 8. Analyze the usage of Title I behavior program 9. Analyze data and compare to baseline			
Action Steps 2023-24 School Year 1. Review 2022-2023 data to monitor progress 2. Implement a plan to address identified areas of concerns with discipline data 3. Develop/Implement plan for alternative education 4. Provide high quality professional development for staff on de-escalation and trauma informed 5. Provide elementary and middle school students with specific lesson on behavior expectations 6. Update handbooks 7. Implement procedure for all students to receive mental health services on campus 8. Analyze data and compare to baseline	Building Level Principals, Department and Grade-Level Leaders, Teachers, PD Committee, Assistant Superintendent	Local District Budget, State Funds, Title I, IV, V Funds, PD Funds	1. August 2023 2. August 2023 3. August 2023 4. As needed 5. Ongoing 6. As needed 7. August 2023 8. June 2024
Action Steps 2024-25 School Year 1. Review 2023-2024 data to monitor progress 2. Continue to improve on areas of concern with discipline data 3. Implement/Continue plan for alternative education at all levels 4. Provide high quality professional development 5. Continue with specific lessons 6. Review procedures for all students to receive mental health services on campus 7. Analyze data and compare to baseline 8. Find & report how many repeat students are receiving discipline.	Building Level Principals, Department and Grade-Level Leaders, Teachers, PD Committee, Assistant Superintendent	Local District Budget, State Funds, Title I, IV, V Funds, PD Funds	1. August 2024 2. August 2024 3. August 2024 4. Ongoing 5. Ongoing 6. Ongoing 7. June 2025 8. Spring 2025
Action Steps Year Four 2025-26 School Year 1. Review 2024-2025 data to monitor progress 2. Review/Continue plan for alternative education at all levels	Building Level Principals, Department and Grade-Level Leaders, Teachers, PD Committee, Assistant Superintendent	Local District Budget, State Funds, Title I, IV, V Funds, PD Funds	1. August 2025 2. August 2025 3. Ongoing 4. June 2026

3. Provide high quality professional development 4. Analyze data and compare to baseline 5. Create a new goal focusing on the number of repeat discipline offenders.	Superintendent		5. June 2026
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Priority Area: Staffing: *Recruiting, Hiring, Compensating, Developing, Retaining*

Belief Statements:

#2 - *We believe in a positive culture that promotes personal relationships among students, teachers, families, and the community.*

#4 - *We believe in employing and retaining motivated, inspiring, and innovative educators.*

SMART Goal #1: On an annual basis the district will retain 90% of certified staff and 80% of classified staff (excluding retirements and promotions) it intends to issue a contract.

Action Steps 2022-23 School Year (Second Semester)	Person Responsible	Funding Source	Completion Dates
1. Conduct an annual district and building staff survey on wants, needs, and job satisfaction (establish baseline) 2. Evaluate salary schedule 3. Analyze benefit packages for staff (insurance, leave time, etc.) 4. Develop a Professional Development Committee 5. Develop a mentorship program for different types of teachers (new to district, new to teaching, new to building) 6. Provide timely feedback for professional growth 7. Provide professional growth opportunities 8. Develop staff appreciation awards	Superintendent, Asst. Superintendent, School Board, Building-level Principals, PD Committee, Department Coordinators	Local, State, Federal Funds	1. Spring 2023 2. March 2023 3. Ongoing 4. January 2023 5. Spring 2023 6. Ongoing 7. Ongoing 8. May 2023
Action Steps 2023-24 School Year 1. Review annual staff survey and make recommendations to administration and board of education 2. Continue to improve salary schedule and benefits package 3. Provide quality professional development 4. Review PD handbook 5. Implement mentorship program for teachers 6. Provide timely feedback for professional growth 7. Give out staff appreciation awards	Superintendent, Asst. Superintendent, School Board, Building-level Principals, PD Committee, Department Coordinators	Local, State, Federal Funds	1. Spring 2024 2. June 2024 3. Ongoing 4. Fall 2024 5. August 2023 6. Ongoing 7. Monthly
Action Steps 2024-25 School Year 1. Review annual staff survey and make recommendations to administration and board of education	Superintendent, Asst. Superintendent, School Board, Building-level Principals, PD	Local, State, Federal Funds	1. Spring 2025 2. June 2025 3. Ongoing

2. Continue to improve salary schedule and benefits package 3. Provide quality professional development 4. Review mentorship program for teachers and make improvements 5. Provide timely feedback for professional growth 6. Give out staff appreciation awards	Committee, Department Coordinators		4. August 2024 5. Ongoing 6. Monthly
Action Steps 2025-26 School Year 1. Review annual staff survey and make recommendations to administration and board of education 2. Continue to improve salary schedule and benefits package 3. Provide quality professional development 4. Review mentorship program for teachers and make improvements 5. Provide timely feedback for professional growth 6. Give out staff appreciation awards	Superintendent, Asst. Superintendent, School Board, Building-level Principals, PD Committee, Department Coordinators	Local, State, Federal Funds	1. Spring 2026 2. June 2026 3. Ongoing 4. August 2025 5. Ongoing 6. Monthly

Priority Area: Staffing: *Recruiting, Hiring, Compensating, Developing, Retaining*

Belief Statements:

#2 - We believe in a positive culture that promotes personal relationships among students, teachers, families, and the community.

#4 - We believe in employing and retaining motivated, inspiring, and innovative educators.

SMART Goal #2: On an annual basis 100% of new teachers will receive a minimum of two years of orientations, professional development, and mentoring.

Action Steps 2022-23 School Year (Second Semester) 1. Develop a Professional Development Committee 2. Develop a mentorship program for different types of teachers (new to district, new to teaching, new to building) 3. Provide timely feedback for professional growth	Person Responsible Asst. Superintendent, Building-Level Principals, PD Committee, Teachers	Funding Source Local, State, Federal Funds	Completion Date 1. January 2023 2. Spring 2023 3. Ongoing
Action Steps 2023-24 School Year 1. Provide quality professional development	Asst. Superintendent, Building-Level Principals, PD	Local, State, Federal Funds	1. Ongoing 2. August 2023

2. Implement mentorship program for different types of teachers (new to district, new to teaching, new to building) 3. Conduct an annual survey on professional development needs and wants 4. Provide timely feedback for professional growth	Committee, Teachers		3. Winter 2023 4. Ongoing
Action Steps 2024-25 School Year 1. Provide quality professional development 2. Review mentorship program and make improvements 3. Conduct an annual survey on professional development needs and wants 4. Provide timely feedback for professional growth	Asst. Superintendent, Building-Level Principals, PD Committee, Teachers	Local, State, Federal Funds	1. Ongoing 2. August 2024 3. Winter 2024 4. Ongoing
Action Steps 2025-26 School Year 1. Provide quality professional development 2. Review mentorship program and make improvements 3. Conduct an annual survey on professional development needs and wants. 4. Provide timely feedback for professional growth	Asst. Superintendent, Building-Level Principals, PD Committee, Teachers	Local, State, Federal Funds	1. Ongoing 2. August 2025 3. Winter 2025 4. Ongoing

Priority Area: Staffing: *Recruiting, Hiring, Compensating, Developing, Retaining*

Belief Statements:

#2 - We believe in a positive culture that promotes personal relationships among students, teachers, families, and the community.

#4 - We believe in employing and retaining motivated, inspiring, and innovative educators.

SMART Goal #3 (Added in June 2024): On an annual basis, the climate and culture survey question over rating the year will increase by 2% in the good and very good categories.

Action Steps 2022-23 School Year (Second Semester) 1. N/A	Person Responsible N/A	Funding Source N/A	Completion Date 1. N/A
Action Steps 2023-24 School Year 1. Develop a District Culture and Climate Survey. 2. Give a baseline survey to staff.	Superintendent, Asst. Superintendent, School Board, Building-level Principals, PD	Local, State, Federal Funds	1. May 2024 2. May 2024

	Committee, Department Coordinators		
Action Steps 2024-25 School Year 1. Provide timely feedback of survey results 2. Review mentorship program and make improvements 3. Provide timely feedback for professional growth 4. Conduct an annual survey on needs and wants 5. Conduct an annual survey on climate and culture	Superintendent, Asst. Superintendent, School Board, Building-level Principals, PD Committee, Department Coordinators	Local, State, Federal Funds	1. August 2024 2. Ongoing 3. Ongoing 4. May 2025 5. May 2025
Action Steps 2025-26 School Year 1. Provide timely feedback of survey results 2. Review mentorship program and make improvements 3. Provide timely feedback for professional growth 4. Conduct an annual survey on needs and wants 5. Conduct an annual survey on climate and culture	Superintendent, Asst. Superintendent, School Board, Building-level Principals, PD Committee, Department Coordinators	Local, State, Federal Funds	1. August 2025 2. Ongoing 3. Ongoing 4. May 2026 5. May 2026

Priority Area: Culture and Climate: *Partnerships, Relationships, District Unity*

Belief Statements:

#2 - We believe in a positive culture that promotes personal relationships among students, teachers, families, and the community.

#5 - We believe transparency and collaborative decision-making reflects students as our top priority.

#6 - We believe in the importance of partnering with families, businesses , and the community to promote active engagement in student learning.

SMART Goal #1: On an annual basis the district will increase partnerships with three businesses and organizations in the surrounding communities.

Action Steps 2022-23 School Year (Second Semester)	Person Responsible	Funding Source	Completion Dates
1. Meet with the Chamber of Commerce about new businesses added during the 2022 calendar year. 2. Contact newly established businesses to develop a point of contact (Communication Committee) 3. Use resources provided by the Chamber to compile a list of businesses in Warsaw and surrounding areas 4. Determine existing partnerships 5. Add partnerships with new businesses	Superintendent, Asst. Superintendent, District Communication Committee, RootEd Advisors, Building Counselors	Local Budget, RootEd Grant	1. January 2023 2. January 2023 3. Spring 2023 4. Spring 2023 5. July 2023
Action Steps 2023-24 School Year	Person Responsible	Funding Source	Completion Dates
1. Using the Chamber list of businesses to create a means of contacting businesses for upcoming events 2. Keep in contact with the Chamber for new businesses added every 6 months 3. Define list of priorities and partnerships 4. Clarify goals and objectives for the district and community partners 5. Recognize businesses who partner with school district	Superintendent, Asst. Superintendent, District Communication Committee, RootEd Advisors, Building Counselors	Local District Budget	1. July 2023 2. Ongoing 3. July 2023 4. August 2023 5. May 2024 (or sooner)
Action Steps 2024-25 School Year	Person Responsible	Funding Source	Completion Dates
1. Adjust list of businesses as needed	Superintendent, Asst. Superintendent, District	Local District Budget	1. July 2024 2. Ongoing

2. Keep in contact with the Chamber for new businesses added every 6 months 3. Clarify goals and objectives for the district and community partners 4. Strengthen long-standing partnerships through continued communication and action 5. Realign goals of district Communication Committee (as turnover requires) 6. Recognize businesses who partner with school district	Communication Committee, RootEd Advisors, Building Counselors		3. August 2024 4. Ongoing 5. Spring 2025 6. Ongoing
Action Steps 2025-26 School Year 1. Analyze most and least effective partnerships 2. Continued communication with businesses 3. Continued efforts to recognize local support 4. Recognize businesses who partner with school district 5. Determine need for change in processes	Superintendent, Asst. Superintendent, District Communication Committee, RootEd Advisors, Building Counselors	Local District Budget	1. July 2025 2. Ongoing 3. Ongoing 4. Ongoing 5. Spring 2026

Priority Area: Culture and Climate: *Partnerships, Relationships, District Unity*

Belief Statements:

#2 - We believe in a positive culture that promotes personal relationships among students, teachers, families, and the community.

#5 - We believe transparency and collaborative decision-making reflects students as our top priority.

#6 - We believe in the importance of partnering with families, businesses, and the community to promote active engagement in student learning.

SMART Goal #2: On an annual basis parent, community, and stakeholder surveys (climate, culture, communication) will increase by 3% in the strongly agree/agree category.

Action Steps 2022-23 School Year (Second Semester)	Person Responsible	Funding Source	Completion Date
1. Establish baseline data from survey in October 2022 2. Analyze data and publish results 3. Communicate parent involvement nights (PT conferences, athletics & activities nights, Title I events, etc.)	Superintendent, Asst. Superintendent, Building-level Principals, PD Committee,	Local District Budget, Title I budget for K-8 only, ESSER III-Loss of Learning	1. January 2023 2. January 2023 3. Ongoing 4. May 2023

4. Analyze number of parent nights 5. Create plan to develop more parent nights 6. Release follow-up survey 7. Review and streamline current communication platforms 8. Review newsletters and develop district monthly newsletters	Teachers, Athletic Directors, District Communication Committee		5. May 2023 6. April 2023 7. Ongoing 8. May 2023
Action Steps 2023-24 School Year 1. Compare baseline data 2. Analyze data and publish results 3. Communicate parent involvement nights 4. Implement plan on parent nights 5. Track parent/community involvement (building and district) 6. Release follow-up survey	Superintendent, Asst. Superintendent, Building-level Principals, PD Committee, Teachers, Athletic Directors, District Communication Committee	Local District Budget, Title I budget for K-8 only, ESSER III-Loss of Learning	1. Fall 2023 2. Fall 2023 3. Ongoing 4. August 2023 5. Ongoing 6. April 2024
Action Steps 2024-25 School Year 1. Compare baseline data 2. Analyze data and publish results 3. Communicate parent involvement nights 4. Review/Continue plan on parent nights 5. Track parent/community involvement (Building and District) 6. Release follow-up survey	Superintendent, Asst. Superintendent, Building-level Principals, PD Committee, Teachers, Athletic Directors, District Communication Committee	Local District Budget, Title I budget for K-8 only, ESSER III-Loss of Learning	1. Fall 2024 2. Fall 2024 3. Ongoing 4. August 2024 5. Ongoing 6. April 2025
Action Steps 2025-26 School Year 1. Compare baseline data 2. Analyze data and publish results 3. Communicate parent involvement nights 4. Review/Continue plan on parent nights 5. Track parent/community involvement (building and district) 6. Release follow-up survey	Superintendent, Asst. Superintendent, Building-level Principals, PD Committee, Teachers, Athletic Directors, District Communication Committee	Local District Budget, Title I budget for K-8 only, ESSER III-Loss of Learning	1. Fall 2025 2. Fall 2025 3. Ongoing 4. August 2025 5. Ongoing 6. April 2026

Priority Area: Culture and Climate: *Partnerships, Relationships, District Unity*

Belief Statements:

#2 - We believe in a positive culture that promotes personal relationships among students, teachers, families, and the community.

#5 - We believe transparency and collaborative decision-making reflects students as our top priority.

#6 - We believe in the importance of partnering with families, businesses , and the community to promote active engagement in student learning.

SMART Goal #3 (Added in June 2024): On an annual basis, the climate and culture survey question over unity will increase by 2% in the good and very good categories.

Action Steps 2022-23 School Year (Second Semester) 1. N/A	Person Responsible N/A	Funding Source N/A	Completion Date 1. N/A
Action Steps 2023-24 School Year 1. Develop a District Culture and Climate Survey. 2. Gather feedback from surveys on unity.	Superintendent, Asst. Superintendent, School Board, Building-level Principals, PD Committee, Department Coordinators	Local, State, Federal Funds	1. May 2024 2. May 2024
Action Steps 2024-25 School Year 1. Provide timely feedback of survey results 2. Provide timely feedback to guide professional development 3. Review mentorship program and make improvements 4. Add a question about district unity rating on the district survey. 5. Conduct an annual survey on needs and wants (end of year survey) 6. Conduct an annual survey on climate and culture (end of year survey)	Superintendent, Asst. Superintendent, School Board, Building-level Principals, PD Committee, Department Coordinators	Local, State, Federal Funds	1. August 2024 2. Ongoing 3. Ongoing 4. May 2025 5. May 2025 6. May 2025
Action Steps 2025-26 School Year 1. Provide timely feedback of survey results 2. Review mentorship program and make improvements 3. Provide timely feedback to guide professional	Superintendent, Asst. Superintendent, School Board, Building-level Principals, PD Committee, Department	Local, State, Federal Funds	1. August 2025 2. Ongoing 3. Ongoing 4. May 2026

development 4. Conduct an annual survey on needs and wants (end of year survey) 5. Conduct an annual survey on climate and culture (end of year survey)	Coordinators		5. May 2026
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Priority Area: District Operations: *Budget, Communication, Facilities, Technology*

Belief Statements:

#2 - We believe in a positive culture that promotes personal relationships among students, teachers, families, and the community.

#5 - We believe transparency and collaborative decision-making reflects students as our top priority.

SMART Goal #1: On an annual basis the district will maintain a 25% reserve balance as reported on the Annual Secretary of the Board report.

Action Steps 2022-23 School Year (Second Semester)	Person Responsible	Funding Source	Completion Dates
1. Conduct a facility audit of all school grounds and including technology and school buses owned 2. Analyze cash flow and look at investment opportunities of local funds 3. Analyze ADA in each building over that last 5 years 4. Analyze salary schedules and compare to area schools and similar size schools 5. Review student and staff needs 6. Monthly report to Board on use of funds 7. Develop draft of 2023-2024 Budget 8. Finalize 2023-2024 Budget	Superintendent, School Board, Assistant Superintendent, Building Principals, Salary/Benefits Committee	Local, State, Federal, Investments, Grants	1. June 2023 2. June 2023 3. May 2023 4. May 2023 5. Yearly 6. Ongoing 7. May 2023 8. June 2023
Action Steps 2023-24 School Year 1. Develop long-range facilities plan 2. Maintain records of maintenance of facilities, technology, and buses 3. Invest cash flow in high interest accounts 4. Monitor ADA and look at trends 5. Work with Salary/Benefits Committee to develop salary schedules 6. Monthly report to Board on use of funds 7. Develop draft of 2024-2025 budget 8. Finalize 2024-2025 budget	Superintendent, School Board, Assistant Superintendent, Building Principals, Salary/Benefits Committee	Local, State, Federal, Investments, Grants	1. July 2023 2. Ongoing 3. Ongoing 4. May 2024 5. February 2024 6. Ongoing 7. April 2024 8. June 2024
Action Steps 2024-25 School Year 1. After the completion of the PROP KIDS project,	Superintendent, School Board, Assistant Superintendent,	Local, State, Federal, Investments, Grants	1. July 2024 2. Ongoing

re-evaluate our long-term facilities plan. 2. Analyze fund balances, facility plan, and maintenance issues 3. Revise action steps 4. Monthly report to Board on use of funds 5. Develop draft of 2025-2026 budget 6. Finalize 2025-2026 budget	Building Principals, Salary/Benefits Committee		3. Ongoing 4. Ongoing 5. April 2025 6. June 2025
Action Steps 2025-26 School Year 1. After the completion of the PROP KIDS project, re-evaluate our long-term facilities plan. 2. Analyze fund balances, facility plan, and maintenance issues 3. Revise action steps 4. Monthly report to Board on use of funds 5. Develop draft of 2026-2027 budget 6. Finalize 2026-2027 budget	Superintendent, School Board, Assistant Superintendent, Building Principals, Salary/Benefits Committee	Local, State, Federal, Investments, Grants	1. 25-26 school yr. 2. Ongoing 3. Ongoing 4. Ongoing 5. April 2026 6. June 2026

Priority Area: District Operations: *Budget, Communication, Facilities, Technology*

Belief Statements:

#2 - We believe in a positive culture that promotes personal relationships among students, teachers, families, and the community.

#5 - We believe transparency and collaborative decision-making reflects students as our top priority.

SMART Goal #2: On an annual basis the district will transfer the maximum amount into the capital fund balance (fund 4).

Action Steps 2022-23 School Year (Second Semester) 1. Conduct a facility audit of all school grounds including technology and school buses owned 2. Analyze funds balance with cash flow 3. Research tax levy history and options for school district 4. Quarterly update of fund 4 balance to Board	Person Responsible Superintendent, Department Coordinators, School Board	Funding Source Local, State, Federal, Investments, Grants	Completion Date 1. June 2023 2. June 2023 3. June 2023 4. January 2023, April 2023
Action Steps 2023-24 School Year 1. Develop long-range facilities plan 2. Maintain records of maintenance of facilities, technology	Superintendent, Department Coordinators, School Board	Local, State, Federal, Investments, Grants	1. July 2023 2. Ongoing 3. Ongoing

and buses 3. Invest cash flow in high interest rate accounts 4. Continue to find and write grants to fund projects 5. Quarterly update of fund 4 balance to Board			4. Ongoing 5. July 2023, October 2023, January 2024, April 2024
Action Steps 2024-25 School Year 1. After the completion of the PROP KIDS project, re-evaluate our long-term facilities plan. 2. Analyze fund balances, facility plan, and maintenance issues 3. Revise Action Steps 4. Quarterly update of fund 4 balance to school board	Superintendent, Department Coordinators, School Board	Local, State, Federal, Investments, Grants	1. July 2024 2. Ongoing 3. Ongoing 4. July 2024, October 2024, January 2025, April 2025
Action Steps 2025-26 School Year 1. After the completion of the PROP KIDS project, re-evaluate our long-term facilities plan. 2. Analyze fund balances, facility plan, and maintenance issues 3. Revise action steps 4. Quarterly update of fund 4 balance to Board	Superintendent, Department Coordinators, School Board	Local, State, Federal, Investments, Grants	1. July 2025 2. Ongoing 3. Ongoing 4. July 2025, October 2025, January 2026, April 2026

Priority Area: District Operations: *Budget, Communication, Facilities, Technology*

Belief Statements:

#2 - We believe in a positive culture that promotes personal relationships among students, teachers, families, and the community.

#5 - We believe transparency and collaborative decision-making reflects students as our top priority.

SMART Goal #3 (added December 2024): On an annual basis, our parent/community and staff survey will maintain an average of 90% or better in the strongly agree or agree on communication questions.

Action Steps 2024-25 School Year (2nd Semester) 1. Create a district level communication plan. 2. Continue to use our current programs to communicate with our stakeholders.	Superintendent, Admin Team, Communication Director	Local, State, Federal, Investments, Grants	1. Spring 2025 2. Ongoing 3. June 2025 4. Ongoing
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3. Analyze our engagement using the Thrillshare program and social media features. 4. Revise steps			
Action Steps 2025-26 School Year 1. Implement our district level communication plan 2. Create building level communication plans 3. Continue to use our current programs to communicate with our stakeholders. 4. Analyze our engagement using the Thrillshare program and social media features. 5. Revise steps	Superintendent, Admin Team, Communication Director	Local, State, Federal, Investments, Grants	1. August 2025 2. Fall 2025 3. Ongoing 4. June 2026 5. Ongoing