



Grass Lake Community Schools Strategic Plan Summary | 2022-2027

Mission

Empower students to discover their potential and grow with academic and essential skills through communication, critical thinking, innovation, and

Vision

Excellence in education grounded by tradition, guided by community values, and inspired by innovation.

Board of Education

President: Amy Humbarger
Vice President: Kyle McClure
Treasurer: Janey Bisard
Secretary: Jonathan Claussen
Trustee: Eric Burk
Trustee: Chris Maynard
Trustee: Shari Hein

Belief Statements

We believe in:

- Providing a safe and secure environment.
- Recognizing and supporting students' social emotional needs.
- Encouraging adaptability and empowering resilience.
- A culture where passion, dreams, uniqueness, and potential can be achieved.
- Collaboration between students, staff, district and community.
- Striving for the highest standards for the staff and students.

Strategic Goal Areas

Academics

**Learning
Environment**

Communication

**Personnel/
Leadership**

**Facilities/
Operations**

Superintendent

Ryle Kiser, Ed.D.

Approved by Grass Lake Community Schools Board of Education on _____.



Grass Lake Community Schools Strategic Plan Summary | 2022-2027

Academics/Programs

Goal Statement: We will enhance the academic and career pathways for students.

Priority Objectives:

- Identify CTE and Career Readiness Opportunities Earlier
- Relevant and Ongoing Professional Development for Staff
- District-Wide Multi-Tiered Systems of Support to Reach All Learners
- PK-12 Curriculum Development and Review
- Research and Develop Transition/Alternative Program

Learning Environment

Goal Statement: We will create a positive learning environment to allow for the development of the whole child.

Priority Objectives:

- Develop District-Wide Social Emotional Learning Plan
- Develop and Implement Staff Wellness Initiatives
- Social Emotional Support for Families
- Development and Implementation of Leadership Program
- After School Clubs and Activities

Communication

Goal Statement: We will streamline the communication between students, staff, and the community.

Priority Objectives:

- Streamline Communication Platforms
- Website Improvement
- Parent Advisory Meetings with Superintendent

Personnel/Leadership

Goal Statement: We will provide the highest quality staff district wide.

Priority Objectives:

- Enhance Staff Induction Program
- Increase Opportunities for Staff Leadership
- Strategies to Attract and Retain Staff
- District Leadership Team

Facilities/Operations

Goal Statement: We will maintain and improve our facilities.

Priority Objectives:

- Conduct Comprehensive Facility Needs Study
- Update Facilities and Grounds
- Review Security System Cameras and Safety Protocols
- Develop Purchasing and Replacement Plans for Furniture and Other Assets
- Continue Technology Plan Including Funding Sources for Hardware, Infrastructure and Training for Staff



Grass Lake Community Schools Strategic Plan Summary | 2022-2027

Mission

Empower students to discover their potential and grow with academic and essential skills through communication, critical thinking, innovation, and creativity.

Vision

Excellence in education grounded by tradition, guided by community values, and inspired by innovation.

Board of Education

President: Amy Humbarger
Vice President: Kyle McClure
Treasurer: Janey Bisard
Secretary: Jonathan Claussen
Trustee: Eric Burk
Trustee: Chris Maynard
Trustee: Shari Hein

Belief Statements

We believe in:

- Providing a safe and secure environment.
- Recognizing and supporting students' social emotional needs.
- Encouraging adaptability and empowering resilience.
- A culture where passion, dreams, uniqueness, and potential can be achieved.
- Collaboration between students, staff, district and community.
- Striving for the highest standards for the staff and students.

Strategic Goal Areas

Academics

**Learning
Environment**

Communication

**Personnel/
Leadership**

**Facilities/
Operations**

Superintendent

Ryle Kiser, Ed.D.

Approved by Grass Lake Community Schools Board of Education on _____.



Grass Lake Community Schools Strategic Plan Summary | 2022-2027

Academics/Programs

Goal Statement: We will enhance the academic and career pathways for students.

Priority Objectives:

- Identify CTE and Career Readiness Opportunities Earlier
- Relevant and Ongoing Professional Development for Staff
- District-Wide Multi-Tiered Systems of Support to Reach All Learners
- PK-12 Curriculum Development and Review
- Research and Develop Transition/Alternative Program

Learning Environment

Goal Statement: We will create a positive learning environment to allow for the development of the whole child.

Priority Objectives:

- Develop District-Wide Social Emotional Learning Plan
- Develop and Implement Staff Wellness Initiatives
- Social Emotional Support for Families
- Development and Implementation of Leadership Program
- After School Clubs and Activities

Communication

Goal Statement: We will streamline the communication between students, staff, and the community.

Priority Objectives:

- Streamline Communication Platforms
- Website Improvement
- Parent Advisory Meetings with Superintendent

Personnel/Leadership

Goal Statement: We will provide the highest quality staff district wide.

Priority Objectives:

- Enhance Staff Induction Program
- Increase Opportunities for Staff Leadership
- Strategies to Attract and Retain Staff
- District Leadership Team

Facilities/Operations

Goal Statement: We will maintain and improve our facilities.

Priority Objectives:

- Conduct Comprehensive Facility Needs Study
- Update Facilities and Grounds
- Review Security System Cameras and Safety Protocols
- Develop Purchasing and Replacement Plans for Furniture and Other Assets
- Continue Technology Plan Including Funding Sources for Hardware, Infrastructure and Training for Staff



Grass Lake Community Schools 2022-2027



Strategic Plan Summary Document

Mission:

Empower students to discover their potential and grow with academic and essential skills through communication, critical thinking, innovation, and creativity.





Letter from Board President and Superintendent

Grass Lake Community Schools 2022-2027 Strategic Plan: Participants Help Shape the Vision and Goals for the Future of Grass Lake Community Schools.

This document contains the 2022-2027 Grass Lake Community Schools Strategic Plan. We're excited about this plan and the possibilities it provides for our students, parents/guardians and community to improve education at Grass Lake Community Schools.

Six community, parent/guardian and staff forums and an electronic survey resulted in 371 people providing input for the planning process. A Strategic Planning Team of 30 community members, parents/guardians, staff and students participated in an all-day planning retreat on March 12, 2022.

Throughout the planning process the community and staff expressed high expectations that Grass Lake Community Schools could become the "school of choice" in the area. The goals developed reflect the desire to embrace significant change and improve the school system.

The following themes emerged from this process:

1. The District is headed in the right direction with positive momentum behind stable district leadership, academic growth, and instructional opportunities.
2. The future growth and success of the district requires support from students, families, staff, board, and community.
3. The District must proactively engage students, families, staff, community, businesses, and citizens around common goals and strategies to significantly improve academic achievement and address the needs of each student.

Our Strategic Planning Team was comprised of a broad and diverse group of 30 stakeholders and worked to develop the goals. We look forward to continuing to work in partnership with all sectors of our community to implement these goals and strategies.

Amy Humbarger, President of the Board

Ryle Kiser, Ed.D., Superintendent





Introduction

Strategic Planning is the process of determining what an organization wants to be at some point in the future, and how it will get there. In the current environment where schools are challenged to do more each year, planning for the future is more important than ever. An effective strategic planning process results in stakeholders focusing on critical priorities that will meet the mission of a quality educational program for all students.

In January 2022, the Grass Lake Community Schools Superintendent and the Board of Education made a commitment to create a three to five-year strategic plan. The School Board created a partnership with the Michigan Association of School Boards to serve as facilitators for this project. The district, under the leadership of the School Board President and Superintendent, completed a process that was data-driven, inclusive of district stakeholders and focused on the priorities that will help the district succeed.

There were several criteria relative to the strategic planning process established by the School Board and the leadership team:

- The process must be inclusive where all stakeholders have an opportunity to provide structured input.
- The School Board must be an integral part of the process, providing input, support, and commitment.
- There must be clarity in the respective roles of the School Board, administrators, staff, parents/guardians and community.
- There is alignment between the strategic planning process, current strategic initiatives, and critical issues facing the district.
- Timelines, responsibilities and reporting schedules must be built into the planning processes.
- There must be ongoing communication about the planning process with all internal and external stakeholders.

This strategic plan is a living document. It will serve as a 'road map' to future planning, resource allocation, staff development and decision-making over the next several years.

As part of the planning process, the vision, mission statement, and belief statements were developed. Based on qualitative and quantitative data and a new vision, mission and belief statements, strategic goals and objectives were developed. Regular monitoring of progress and renewal is critical to the plan's success.





The Strategic Plan Process

This overview describes the planning process, including the survey, data analysis, planning team roles and responsibilities, and timelines.

Stakeholder Input

Input from students, parents/guardians, community and staff were gathered through a comprehensive electronic survey as well as a series of community, student and staff forums. The community engagement process was conducted to:

- Identify and assess strengths
- Gauge values and perceptions of the community
- Provide an opportunity for input
- Identify areas for improvement
- Gather data to use as a decision-making tool
- Develop communication plans and tools

The response rate of 371 indicates that the school community cares about the future of the district and desires to engage in the process of creating the future (see Attachment 1 for summary).





Local Area and School Demographic Data

An analysis of district demographics and quantitative data was completed. The analysis included demographic, enrollment, educational, financial and personnel trends over the previous five years, 2017-2021, as applicable, in comparison with districts selected by the Board and Administration and state averages, where available (see Attachment 2 for the data analysis summary). The reference districts used for Grass Lake Community Schools were Napoleon Community Schools, Columbia School District, Hanover-Horton School District, Michigan Center School District and Leslie Public Schools.

Strategic Planning Team

A Strategic Planning Team was formed to take a primary role in developing the strategic plan. The team consisting of 30 parents/ guardians, community members, board members, students and staff members, were selected with input from the Board of Education and key stakeholder groups. The team participated in a retreat workshop as well as additional committee meetings to develop a mission statement, vision, beliefs, and strategic goals. During the retreat the team reviewed and discussed relevant quantitative and qualitative data as essential elements in the formation of goals and objectives contained in this document (see team members on page 5).

Through this strategic planning process, the Grass Lake Community Schools Board of Education, Administration, Staff, and Community have illustrated a high level of care for the school, the community, and the students.

—Dr. Rod Green, MASB Facilitator





Strategic Planning Team Members

Kyle Kiser, Superintendent
April Salts, Admin Assistant
Michelle Clark, K-2 Principal
Brian Thompson, HS Principal
Tim Waskiewicz, Community
Kelly Minick, Library Aide
Hedi Cobb, Elem Teacher
Deanne Byerly, MS Principal
Brian Zalud, HS Asst Principal
Cari Allen, 6th Grade Teacher
Lisa Malmo, 6th Grade Teacher

Casey Patterson, Elem Teacher
George Gogol, MS Dean
Scotti McDaniel, Parent
David Gamble, Transportation
Nick Prentice, HS Teacher
Ben Learne 3-5 Principal
Kurt Gamet, MS Teacher
Felicia Thornton, Social Worker
Sabrina Edgar, Village Manager
Courtney Byers, HS Teacher
Marie Byers, Student
Bree Salts, Student

Janey Bisard, Board
Eric Burke, Board
Jonathan Claussen, Board
Shari Hein, Board
Amy Humbarger, Board
Chris Maynard, Board
Kyle McClure Board





Retreat Workshop

A retreat workshop was held on March 12, 2022. The workshop covered included:

- An overview of the strategic planning process and timelines
- Superintendent report of current and planned initiatives
- An analysis of demographic, quantitative and qualitative data
- A review and renewal of the vision, mission and belief statements
- The establishment of strategic goal areas and key objectives
- Assignment of planning team leaders to develop action plans for each goal and objective, including responsibilities, timelines and measurements

Grass Lake Community Schools 2022-2027 Strategic Plan Vision Statement:

Describes what you want to happen in the long term. It's a statement about your hopes and expectations for the future. The vision statement below was validated during the Strategic Planning Team Retreat Workshop:

Vision:

Excellence in education grounded by tradition, guided by
community values, and inspired by innovation.





Mission Statement:

Establishes, in the broadest terms, the purpose of a school district. It should answer the question “What ultimate end will the district pursue and in the broadest sense, how?” The following mission statement was renewed during the Strategic Planning Team Retreat Workshop:

MISSION:

Empower students to discover their potential and grow with academic and essential skills through communication, critical thinking, innovation, and creativity.

Beliefs: The basic beliefs/core values of the district—those things that we believe of utmost importance, providing guidance for how we behave and relate to others. The following beliefs were developed during the Strategic Planning Team Retreat Workshop:

We Believe in:

- Providing a safe and secure environment.
- Recognizing and supporting students’ social emotional needs.
- Encouraging adaptability and empowering resilience.
- A culture where passion, dreams, uniqueness, and potential can be achieved.
- Collaboration between students, staff, district and community.
- Striving for the highest standards for the staff and students.





2022-2027 Strategic Goals

Strategic Goals: Areas of priority importance in which the district will focus their work (1-5 years). Strategic goals achieve the organization's vision, mission and beliefs. Objectives are SMART—**S**pecific, **M**easurable, **A**chievable, **R**elevant and **T**imely

The Strategic Planning Team, at the March 12 retreat, developed goal statements and specific objectives. The goal areas are categorized below:

2022-2027 Goal Areas

- ☐ Learning Environment
- ☐ Academics/Programs
- ☐ Facilities/Operations
- ☐ Personnel/Leadership
- ☐ Communication





Following the retreat, administrators were charged with developing specific objectives based on strategic goal areas identified by the team.

Goal Area 1: Learning Environment

Goal Statement: We will create a positive learning environment to allow for the development of the whole child.

Priority Objectives:

- Develop District-Wide Social Emotional Learning Plan
- Develop and Implement Staff Wellness Initiatives
- Social Emotional Support for Families
- Development and Implementation of Leadership Program
- After School Clubs and Activities





Goal Area 2: Academics/Programs

Goal Statement: We will enhance the academic and career pathways for students.

Priority Objectives:

- Identify CTE and Career Readiness Opportunities Earlier
- Relevant and Ongoing Professional Development for Staff
- District-Wide Multi-Tiered Systems of Support to Reach All Learners
- PK-12 Curriculum Development and Review
- Research and Develop Transition/Alternative Program





Goal Area 3: Communication

Goal Statement: We will streamline the communication between students, staff, and the community.

Priority Objectives:

- Streamline Communication Platforms
- Website Improvement
- Parent Advisory Meetings with Superintendent





Goal Area 4: Personnel/Leadership

Goal Statement: We will provide the highest quality staff district wide.

Priority Objectives:

- Enhance Staff Induction Program
- Increase Opportunities for Staff Leadership
- Strategies to Attract and Retain Staff
- District Leadership Team



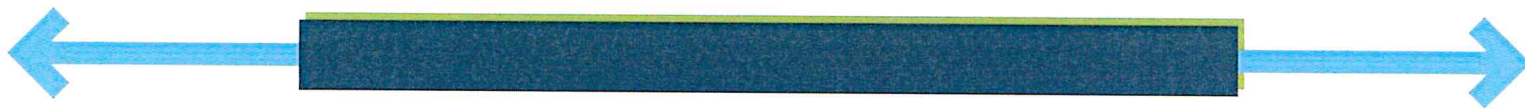


Goal Area 5: Facilities/Operations

Goal Statement: We will maintain and improve our facilities.

Priority Objectives:

- Conduct Comprehensive Facility Needs Study
- Update Facilities and Grounds
- Review Security System Cameras and Safety Protocols
- Develop Purchasing and Replacement Plans for Furniture and Other Assets
- Continue Technology Plan Including Funding Sources for Hardware, Infrastructure and Training for Staff





Strategic Plan Implementation

The implementation plan will be developed collaboratively by the superintendent and key staff members. Alignment with current school improvement plans will be an integral part of the implementation plan. The district priority goals/objectives identified during the strategic planning retreat will be translated into action plans with measurements, timelines, responsibilities and a board monitoring calendar.

Recommendations for keeping the momentum of the process are the following:

1. Finalize Goals/Objectives/Action plan
 - Measurements
 - Timeline
 - Responsibility
 - Resources
2. Develop reporting/board monitoring calendar
3. Develop communication plan
 - Community
 - Staff
4. Schedule Mid-year progress report
5. Schedule Annual Plan update



STRENGTHS**Academics/Programs**

- Teachers
- Opportunities
- Reading/Test Scores
- Curriculum/Programs
- Skill Center/CTE
- Dual Enrollment

Communication/Community Engagement

- Community Support
- 1-1 Technology
- Family
- Parents
- Communication
- Relationships
- Teamwork

Culture/Learning Environment

- Caring/Positive
- Prepared
- Intervention
- Meet Student Needs
- Communication
- SEL
- Support Staff

Personnel/Leadership

- Dedicated/Strong
- Leadership
- Administration
- Bus Drivers
- Handling COVID
- Attractive/Schools of Choice
- Flexibility

Operations

- Technology
- Facility
- Block Schedule
- Chrome Books
- Online Opportunities



OPPORTUNITIES FOR IMPROVEMENT**Academics/Programs**

- Hands On / Real World
- Life Skills
- Alternative Choices
- Curriculum Alignment
- Offerings
- Early Childhood/Pre School
- COVID Learning Loss

Culture/Learning Environment

- Culture/Communication
- After School Programming
- Life Skills
- Online Program
- Teacher Student Connection
- SAT Prep/Transition to college
- Skilled Trades
- Science

Communication/Community Engagement

- Communication
- Mental Health
- Parent Involvement
- In Person Classes
- Transparency
- Equity

Personnel/Leadership

- Staffing
- Social Work/Counselors
- Retention of Staff
- Onboarding
- SEL
- Long Term/Succession
- Board Development

Operations

- Facilities
- Updates Needed
- Cleaner Buses
- Entrance/Bus Loop
- Furniture
- Weight Room
- Security
- Funding Uses



**BARRIERS****Academics/Programs**

- Money
- Change
- No common planning

Culture/Learning Environment

- Retaining Staff
- Leadership
- Follow Up
- Listening
- Trust
- Divisiveness

Communication/Community Engagement

- Communication
- Parent Support
- Respect
- Society
- Negatives
- Tradition
- Not Open Minded
- Not Working Together
- Buy In

Personnel/Leadership

- Staffing
- Buy in
- Resistance
- Social Media
- Change in Leadership
- Working Together
- People Power

Operations

- Money
- Follow through
- State Support
- Distractions



VISION**Academics/Programs**

- More Offerings
- More AP Classes
- Careers/Trades
- Creative, fun
- Successful
- Supported
- Empowered

Culture/Learning Environment

- Soft skills
- Their Own Future, Their Own Potential
- Mental Health
- Prepared
- Accepting
- Successful
- Hands On

Communication/Community Engagement

- Community Support
- Attractive
- Same Direction
- Respect
- Unity
- Communication

Personnel/Leadership

- Mental Health
- Prepared
- Proactive
- Attractive
- Proud
- Students encouraged
- Project based
- Prepared for Own path

Operations

- Better facilities
- Technology
- Opportunity
- Memories
- Soft





Data Driven Strategic Planning: Grass Lake Community Schools

DATA CONSIDERATIONS

Based on analysis of data in this report, the following points are highlighted concerning Grass Lake Community Schools:

- Approximately 36.7% of residents attended some college or earned an Associate's Degree. In addition, 35.8% of citizens have a Bachelor's degree or higher which is higher than state average of 29.1%.
- 87.4% of children are in public schools which is lower than the state average and lower than the reference districts.
- The district's 2019 average household income \$91,597 is higher than some of the reference districts and is higher than the state average.
- Enrollment has increased slightly over the past five years moving from 1268 students in 2017 to 1277 students in 2021, an increase of 9 students.
- The District has 352 non-resident students enrolled and 70 students who choose to attend either other districts or charter schools.
- 28% of the students are eligible for lunch assistance and this is similar to the statewide average. Free and reduced student lunch eligibility increased slightly recently.





- 1 The district's 2020 4-year cohort graduation rate of 91.8% was higher than the statewide average and it ranks higher than most of the reference districts selected. It is increased over the last few years and the five-year cohort rate is above the state average
- 1 85.7% of students went to college right away from the class of 2015-16. About a third of those students earned a degree.
- 1 The demographics of the district's student population has seen minor changes in the past 5 years. The 2020 demographic data is as follows: 92.8% White, 4.8 Hispanic, Multiracial 2.1%, others under 2%.
- 1 Absentee rate was lower than most reference districts and lower than the state average.
- 1 Students were below the state averages in most of the areas on the M-Step/MME, ACT 2021 results.
- 1 47.1% of students met 3rd grade math M-Step state standard, which is above state average.
- 1 39.4% of students met 3rd grade ELA state standard, which is below state average.
- 1 29.3% of students met 4th grade math M-Step state standard, which is below state average.
- 1 40.4% of students met 4th grade ELA state standard, which is below state average.
- 1 12.9% of students met 4th grade science state standard, which is below state average.



- 44.1% of students met the 7th grade Math state standard, which is above state average.
- 44.1 % of students met the 7th grade ELA state standard, which is above the state average.
- 46.3% of students met the 8th grade Math state standard, which is above state average.
- 67.1 % of students met the 8th grade ELA state standard, which is above the state average.
- 27.4% of students were college ready, compared to 32.6% state average.
- Dual enrollment and Early College participation are increasing, while Advanced Placement participation is declining.
- The District is at the base foundation level (\$8111) similar to other Michigan districts with a trend slightly upward.
- General fund expenditures at \$9,986 per student are similar to the reference districts, trending slightly higher over the last few years, and below the state average of 10,548.
- Instructional spending is \$6,666 is similar to references and the state average and has increased slightly over the past five years.
- Instructional support spending is \$460 and lower than state average and similar to most reference districts and has increased slightly.



- Business and administration spending is \$1,252 and similar to the state average and most reference districts.
- General fund expenditures are similar to revenues in recent years.
- Fund Balance was around 14.8% and has increased recently. It is higher than most reference districts.
- The potential revenue per millage of property tax levied in the district is similar to the state average.
- Staffing level is 156, similar over past five years. Student-teacher ratio is 20 which is lower than state average of 23.
- Average teacher salary is \$58,576, trending steady over past five years and below the state average of \$61,908
- 35 of 75 teachers have a Master's degree or higher. Half of teachers have been with the district less than 8 years.



The Wave | In the arena of education, what are incoming and outgoing trends, ideas, practices, paradigms, etc.?

EMERGING

Positive Behavior
Social Mental Health
Virtual Options
Shifting in Careers

Culture diversity
Parent involvement with curriculum
Attendance policy

ON THE HORIZON

Virtual Learning
New housing in the area
5th year program
Teacher Shortage
Mental Health

Cost of things increasing
Reshaping of needs
New technology
Staffing Issues
Possible growing population





ESTABLISHED

Schedules
School Board
Staffing
RTI-Reading

Curriculum
Testing
Students
Community

DISAPPEARING

Next generation of teachers
Respect
Handwriting
Social interactions
Stability
Traditional Education



Goal #1 Learning Environment

Goal Statement: We will create a positive learning environment to allow for the development of the whole child.

Priority Objectives:

Develop District-Wide Social Emotional Learning Plan

Develop and Implement Staff Wellness Initiatives

Social Emotional Support for Families

Development and Implementation of Leadership Program

After School Clubs and Activities

Objective	Responsibility	Tasks	Timeline	Success Criteria	Resources
Develop District-Wide Social Emotional Learning Plan	Superintendent, Building Administrators, Social Worker, Counselor and Classroom Teachers	Implementation and Continued Support Monitoring Assessment	2022-2023 2024 2023-2025	1. 100% Implementation of Character Strong	\$16,000.00
Develop and Implement Staff Wellness Initiatives	School Board, Superintendent, Building Administrators, Committee Members and Outside Support	Develop a Committee with Teachers to identify Wellness needs	12/31/2022	TBD	TBD
Social Emotional Support for Families	Social Workers, Counselors, Superintendent, Administrators, Community School Engagement Specialist (CSES)	3 Year Implementation Plan -- Develop a survey to identify needs of the district's families both generally and individually	Implementation Plan -- 2022-23	1. Provide a list of district and third-party supports for families. 2. Biannual Parent Classes	TBD
Development and Implementation of Leadership Program	Superintendent, Building Administrators, Social Worker, Counselor and Classroom Teachers	Continue Mentor Program, Student Lighthouse/Student Council/7 Habits Integrate Character Strong Lessons and Objectives Research a K-12 Leadership Program	Ongoing	Student Council/Student Lighthouse numbers increase	\$5,000 - \$10,000 Annually
After School Clubs and Activities	Superintendent, Building Administrators, Student/staff committee and Classroom Teachers	Continuation of Current programs. Create new opportunities as per the interests of the students K-12	Ongoing	80% of students participate in school and extra curricular activities	\$20,000 Annually

Goal #2 Academic/Programs

Goal Statement: We will enhance the academic and career pathways for students

Priority Objectives:

Identify CTE and Career Readiness Opportunities earlier

Relevant and Ongoing Professional Development for staff

District-Wide Multi-Tiered Systems of Support to Reach All Learners

PK-12 Curriculum Development and Review

Research and Develop Transition/Alternative Program

Objective	Responsibility	Tasks	Timeline	Success Criteria	Resources
Identify CTE and Career Readiness Opportunities earlier	Superintendent, Building Administrators, Counselor, College and Career Access Center and Classroom Teachers	MS/HS Students visit manufacturing facilities and career center visits. ES Career Day. 7-12 Educational Development Plans. Promote Shop Rat classes and continue partnership. Developing relationships with skilled trade apprenticeship.	Ongoing	100% of 7-12 grade students will complete their EDP requirements. 95% of students attend Career Day and field trips	\$15,000
Relevant and Ongoing Professional Development for staff	Superintendent, Building Administrators and Classroom Teachers	Professional Development Committee. Conferences for all staff	2022 - 2023 School Year	Committee is formed and meeting each semester.	\$20,000
District-Wide Multi-Tiered Systems of Support to Reach all Learners	Superintendent, Building Administrators and Classroom Teachers and support staff	Identify students in the at-risk population and highly achieving students Identify learning needs of the student populations K-12 and develop classes and programs to meet the learning needs of the students categorically.	Ongoing	TBD	\$100,000
PK-12 Curriculum Development and Review	Superintendent, Building Administrators and Classroom Teachers	Review and develop scope and sequence for core content areas K - 12.	2022-2025 School Year	Review identified curriculums annually or as needed.	
Research and Develop Transition/Alternative Program	Superintendent, MS/HS Administration, counselor	Research alternative programs and develop guidelines. Develop educational criteria and eligibility. Review possible site locations.	2022 - 2023 School Year	Creation of alternative program guidelines and handbook. Secure site location and leadership	\$150,000

Goal #3 Communication

Goal Statement: We will streamline the communication between students, staff, and the community

Priority Objectives:

Streamline Communication Platforms

Website Improvement

Parent Advisory Meetings with Superintendent

Objective	Responsibility	Tasks	Timeline	Success Criteria	Resources
Streamline Communication Platforms	Superintendent, Administrators, Webmaster,	Create a chart for district communication.	2022-23	TBD	
Website Improvement	Superintendent, Administrators, Web Master	Implement new Website. Monitor and get feedback on website Use a variety of social media platforms to provide information to the community and the parents	July 1, 2022	Continual Assessments	\$10,000 Annually
Parent Advisory Meetings with Superintendent	Superintendent, Parents, Committee	Implement Meeting cycle and calendar Invite parents to participate on the committee	2022-23 School Year	Survey of the committee at the conclusion of the 2022-23 school year to determine impact	TBD

Goal #4 Personal/Leadership

Goal Statement: We will provide the highest quality staff district wide.

Priority Objectives:

Enhance Staff Induction Program

Increase Opportunities for Staff Leadership

Strategies to Attract and Retain Staff

District Leadership Team

Objective	Responsibility	Tasks	Timeline	Success Criteria	Resources
Enhance Staff Induction Program	Superintendent, Building Administrators, Teachers and staff, Committee	Create committee, plan for District Induction Program 2022-	Ongoing	Implementatation and continuation of iduction program for the start of the 2023 school year and beyond.	\$5,000.00
Increase Opportunities for Staff Leadership	Superintendent, Building Administrators, Teachers and staff, Committee	Create a committee. Revitalize School Improvement Teams and develop goals/plans for acadmic success.	2022 - 2023 School Year	Continued Assessment of opporutnities for staff inclusion	TBD
Strategies to Attract and Retain Staff	Superintendent, Building Administrators, Teachers and staff, Committee	Teacher recognition program. Continue to offer a competitive salary, dependent on financial availability.	Ongoing	Retention of Staff members	TBD
District Leadership Team	Superintendent, Building Administrators, Teachers and staff, Committee	Start selection of leadership team and have intial meeting. Develop goals and agendas for tri-annual meeting.	December, 2022 then ongoing	Continued Assessment of impact of committee on district goals	TBD

Goal #5 Facilities/Operations

Goal Statement: We will maintain and improve our facilities.

Priority Objectives:

Conduct Comprehensive Facility Needs Study

Update Facilities and Grounds

Review Security System Cameras and Safety Protocols

Develop Purchasing and Replacement Plans for Furniture and Other Assets

Continue Technology Plan Including Funding Sources for Hardware, Infrastructure and Training for Staff

Objective	Responsibility	Tasks	Timeline	Success Criteria	Resources
Conduct Comprehensive Facility Needs Study	Superintendent/Buildings and Grounds Committee/Building Administrators/Maintenance Department/Transportation Department	Contract with a service to conduct a comprehensive study including growth projections, facility need projections and other areas of future growth that may need to be taken into consideration.	2026	Completion of study	TBD
Update Facilities and Grounds	Superintendent, Building Principals, Maintenance Department, Transportation Department	Create a list of tasks to be completed Prioritize list of tasks as needed Work through capital improvement upgrades as financing allows.	Ongoing	Continued progression of capital improvement issues	TBD
Review Security System Cameras and Safety Protocols	Superintendent, Building Principals, Maintenance Department, Security Service	Install new security cameras throughout the district Review Emergency Operations Plan once every three years Review safety protocols with staff Update Crisis Management team	2022-23 School Year	Installation of new Cameras Update and implement new Emergency Operations Plan and Crisis plans	TBD
Develop Purchasing and Replacement Plans for Furniture and Other Assets	Superintendent, Building Principals, Teachers	Assess replacement furniture and equipment needs per building as developed by the building administrator Prioritize items needed for purchase for the district Implement a purchasing plan for new equipment as financing allows	Annually	Development of yearly budget, developing process to replace furniture as need throughout the district.	TBD
Continue Technology Plan Including Funding Sources for Hardware, Infrastructure and Training for Staff	Superintendent, Building Principals, District Learning Consultant, Regional Technology Coordinator for the ISD, District technology department	Continue to inventory and evaluate assessment needs of the district to meet the learning demands of the students Prioritize needs as developed by the assigned groups	Ongoing	Development of yearly budget, developing process to replace furniture as need throughout the district.	TBD