



East Newton R-VI School District

*Better Learning,
Better Lives*

*CONTINUOUS SCHOOL
IMPROVEMENT PLAN
2022-2025*

EAST NEWTON R-VI MISSION

The Mission of the East Newton R-VI School District is to provide a secure and nurturing environment and to educate all students academically, socially, physically, and emotionally. Students will acquire an academic foundation that ensures each individual the skills and knowledge necessary to become productive members of our changing society.

East Newton-VI TOP Priorities:

- *Safety and Security*
- *Teaching, Learning and Student Success*
- *Staffing - Certified and Non-Certified*
- *Finances and Facilities*
- *Relationships and Partnerships with ALL Stakeholders*

EAST NEWTON R-VI VISION

The Vision of the East Newton R-VI School District is to graduate students that are respectful, responsible, and productive citizens that are life-long learners.

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Improvement Plan Summary

The Continuous School Improvement Plan (CSIP) is a three-year strategic plan which provides a framework for the East Newton R-VI School District to ensure the success of all students. This is the guiding document that links mission, vision, and our five top priorities 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 three-year plan it is a living and breathing document, with components reviewed at Administrative Team Meetings and regularly scheduled Board meetings each month. 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.

Background Information

22-25 CSIP Team Members, Name and Position

1. Ron Mitchell, Superintendent
2. Scott Charlton, Director of Curriculum and Instruction and Federal Programs Coordinator
3. Robin Farmer, Board President
4. Seth Johnson, High School Principal
5. Mark Elliott, Asst High School Principal
6. Kecia Robbins, Granby Junior High Principal
7. Jari Jacobs, Granby Elementary Principal
8. Clara Ervin, Triway K-8 Principal
9. Shelli Copeland, Special Ed Director
10. Stephen Nokes, Director of Food Service
11. Faculty members who serve on leadership teams in their respective buildings (Troy Burt, Jennifer Baldwin, Charlotte McGuirk, Tara Martin, Morgan McLees, Tabitha Holmes, and Rachel Trammell)
12. Parents (Brad White and Jamie Howe)
13. High School Seniors – Heath Lungstrum and Angela Carter
14. Two Jr. High Students

The work of the 22-23 CSIP Team is described below.

Over the last 4 years the district has solicited feedback via Leadership Team Focus Groups that addressed our existing CSIP. The planning process continued with a review of the CSIP process with the members of our administrative team on August 11, 2022. The CSIP from 2019 that was approved by the Board of Education (BOE) on October 21, 2021 was reviewed. It was determined that the building leadership teams needed to review their respective Building School Improvement Plans (BSIP). Each building leader held a meeting with their respective

building leadership teams.

Leadership Team Tasks

- Was the CSIP still relevant?
- Do any of the goals/objectives need to be reworded?
- Do we need to delete any of the objects?
- Do we need to reorganize (or put in another order) any of the goals or objectives?
- Do we need to add any goals?

On October 24, 2023 the CSIP team met to begin compile the feedback from building leadership team focus groups and develop the 2022-25 CSIP. We carefully reviewed the feedback given by each building on each top priority and explored other priorities developed by the CSIP team. As a result, we updated the top priorities and SMART goals were developed. The revised 5 top priorities document was presented on December 15, 2022 to the East Newton School Board for approval.

CSIP Review and Revision Process

Following the release of the final MSIP6 Guidance, the administration began the work of creating our new CSIP. The table below outlines the development of our district CSIP and the developmental process. 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>
August 11, 2022	Pre-planning Meeting	Dr. Ron Mitchell, Mr. Scott Charlton
October 24, 2022	Community Stakeholder Meetings	*see list below
October 15, 2022	Community Stakeholder Meetings	*see list below
October 26, 2022	Release Community, Staff, Student Culture and Climate Surveys	Dr. Ron Mitchell
November 15, 2022	Community Stakeholder Meetings	*see list below
December 1, 2022	Compilation of Smart Goal Data	Dr. Mitchell, Mr. Charlton
December 5, 2022	Review SMART Goals; revise and rewrite as necessary; draft action steps	East Newton R-VI Administrative Team
December 6, 2022	Review CSIP revised draft and adjust	East Newton R-VI Administrative Team
December 15, 2022	Present revised CSIP to the School Board	Dr. Mitchell, Mr. Charlton

The table below outlines the review of our district CSIP and the revision process. This involved the release of three required surveys (student, parent/community, and staff) as well as

conducting Community Stakeholder Meetings.

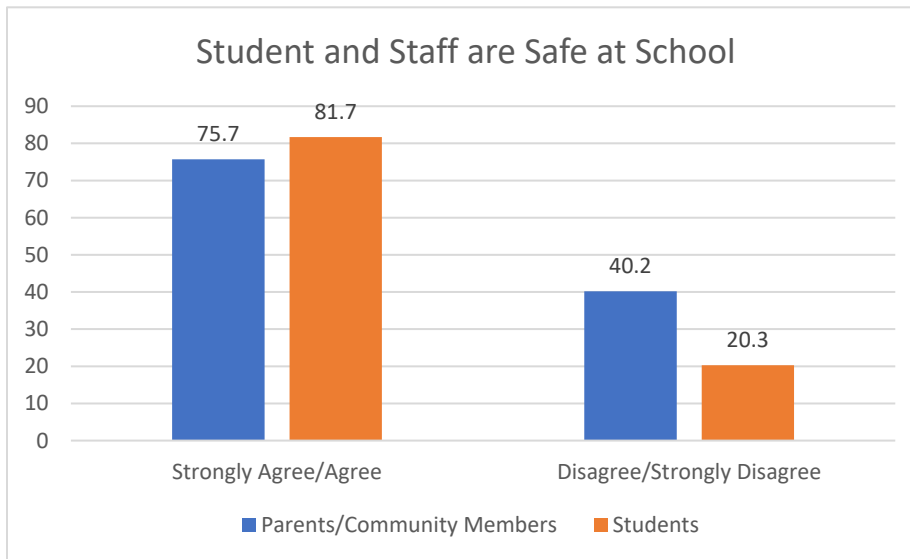
The Community Stakeholder meeting were held on October 24, 25, and November 15.

Name	Role/Connection to the District
Robin Farmer	Board Member
Troy Burt	High School Teacher
Jennifer Baldwin	High School Librarian
Charlotte McGuirk	Jr. High Teacher
Tara Martin	Jr. High Teacher
Morgan McLees	Jr. High/HS Counselor
Tabitha Holmes	Elementary Teacher
Rachel Trammel	Elementary Teacher
Brad White	Community Member/Parent
Jamie Howe	Community Member/Parent
Stephen Nokes	Director of Food Service
Clara Ervin	Triway Principal
Jari Jacobs	Granby Elementary
Kecia Robbins	Granby Jr. High Principal
Mark Elliott	High School Assistant Principal
Seth Johnson	High School Principal
Shellie Copeland	Director of Special Services
Scott Charlton	Director of Curriculum and Instruction/Federal Programs Director
Ron Mitchell	Superintendent
Two High School Students	Senior High School Students
Two Jr. High Students	8 th graders

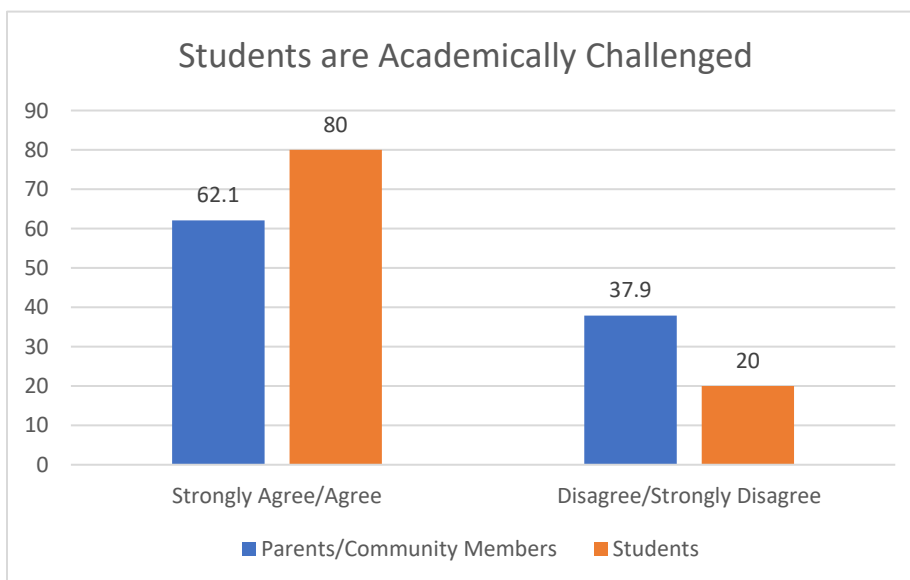
Climate/Culture Survey

Climate and culture surveys were released on October 26, 2022. A brief review of the survey data is included below.

Student Survey	Staff Survey	Parent/Community Survey
381 Responses	58 Responses	216 Responses



One of the key findings in the community stakeholder meetings reflected a concern for the physical safety of the students and staff. In the student survey and parent/community survey the data demonstrated that the parents felt more of a concern for student and staff safety than did the students.



A second top priority of the Stakeholder surveys demonstrated the need to academically challenge our students. Again, the parents/community felt the students needed to be more academically challenged than did the students.

MSIP surveys were released on October 26, 2022. All MSIP/DESE required survey questions were included. Links to the results of all three surveys are included below.

Community Stakeholder Meeting Outcomes

East Newton School Beliefs:

East Newton R-VI believes in:

- * **Equal opportunities for all to achieve their highest potential.**
- * **Transparent communication with the community concerning decision making, resources, and collaborative decision making.**
- * **Lifelong learning for all stakeholders.**
- * **A safe, positive climate and culture that is student centered.**
- * **High expectations for staff and students.**
- * **Building and sustaining relationships and partnerships with all stakeholders.**

The Community Stakeholder Team agreed upon five top priorities for the East Newton School District.

1. Safety (physical and emotional) and Security
2. Teaching, Learning and Student Success
3. Staffing – Certified and Non-Certified
4. Finances and Facilities
5. Relationships and Partnerships with All Stakeholders

The five priorities from the Community Stakeholder Meeting align with the 5 MSIP-6 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 Community Stakeholder Team by the district superintendent. The revised CSIP (approved @ the December 2022 Board Meeting) will be reviewed annually each spring. The Community Stakeholder team will meet and review the SMART Goals and the data being 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 Stakeholder Committee. Those recommendations will be reviewed and recommendations will be made, as appropriate, to the East Newton R-VI School Board.

Alignment of the East Newton R-VI Vision, district beliefs, mission and goals with MSIP6 and Stakeholder Team Top Priorities

To further develop our understanding of the district's mission and vision as it related to the feedback received by the stakeholder team, we created a document to align our beliefs and goals to the feedback received and to the MSIP-6 Domains.

Alignment of the East Newton R-VI Vision, district beliefs, mission and goals with MSIP6 and Stakeholder Team Top Priorities

<p>East Newton R-VI Vision Statement</p>	<p>We in the East Newton School District envision that students will be respectful, responsible, and productive citizens in society as well as lifelong learners.</p>	
<p>East Newton R-VI Mission Statement</p>	<p>The mission of the East Newton School District is to provide a secure and nurturing environment and to educate all students academically, socially, physically, and emotionally. Students will acquire an academic foundation that ensures each individual the skills and knowledge necessary to become productive members of our changing society.</p>	
<p>East Newton Beliefs</p>	<p>MSIP6 Domains</p>	<p>Stakeholder Team Top 5 Priorities</p>
<p>1. We believe in equal opportunities for all to achieve their highest potential.</p> <ul style="list-style-type: none"> A. All staff will be trained and committed to continuous improvement B. Increase opportunities for teachers to learn from peers C. Continue to Provide time for collaboration and RTI/Enrichment D. Provide guaranteed curriculum in all content areas and settings 	<ul style="list-style-type: none"> ✓ Effective Teaching and Learning ✓ Collaborative Climate and Culture ✓ Data-Based Decision Making ✓ Alignment of Standards, Curriculum and Assessment ✓ Equity and Access 	<ul style="list-style-type: none"> ➤ Teaching and Learning (Student Success) ➤ Staffing

<p>2. We believe in transparent communication with the community concerning decision making, resources, and collaborative decision making.</p> <ul style="list-style-type: none"> A. Provide daily, weekly, monthly district updates across multiple social media platforms. B. Utilize “big call” to provide district news to patrons and communities. C. Publish C/C survey results on school district web-site. D. Publish MSIP on multiple platforms for public viewing. E. Continue quarterly Town Hall meetings with communities. 	<ul style="list-style-type: none"> ✓ Collaborative Climate and Culture 	<ul style="list-style-type: none"> ➤ Relationships and Partnerships
<p>3. We believe in lifelong learning for all stakeholders.</p> <ul style="list-style-type: none"> A. Provide, utilize, and update technology as a resource to enhance student learning B. Nurture an environment that rewards community, critical thinking, creativity, citizenship and collaboration C. Provide opportunity for career exploration/advancement/skills for all stakeholders 	<ul style="list-style-type: none"> ✓ Effective Teaching and Learning ✓ Collaborative Climate and Culture ✓ Data-Based Decision Making ✓ Alignment of Standards, Curriculum and Assessment ✓ Equity and Access 	<ul style="list-style-type: none"> ➤ Teaching and Learning (Student Success) ➤ Staffing ➤ Relationships and Partnerships
<p>4. We believe in a safe, positive climate and culture that is student centered.</p> <ul style="list-style-type: none"> A. Provide a safe social/emotional and physical environment. B. Continuously train staff members in crisis response C. Provide safe facilities 	<ul style="list-style-type: none"> ✓ Leadership ✓ Collaborative Climate and Culture 	<ul style="list-style-type: none"> ➤ Safety and Security ➤ Staffing ➤ Teaching and Learning (Student Success) ➤ Finance and Facilities

<p>5. We believe in building and sustaining relationships and partnerships with all stakeholders.</p> <ul style="list-style-type: none"> A. Superintendent attends informal town hall meetings throughout the district B. Buildings send out monthly newsletters on various social media platforms. C. Title 1 provides PPP quarterly meetings. D. District host’s community career fair E. Districts partners with local businesses for student internships 	<ul style="list-style-type: none"> ✓ Effective Teaching and Learning ✓ Collaborative Climate and Culture 	<ul style="list-style-type: none"> ➤ Teaching and Learning (Student Success) ➤ Relationships and Partnerships
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Informing the staff and stakeholders about the accountability plan:

The East Newton Community Stakeholder committee 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 Community Stakeholder Committee Meetings, District Administrative Team Meetings, and consultation with members of the East Newton Board of Education, the following priority areas and correlating SMART Goals have been selected for our CSIP.

Smart Goals and Action Steps:

Priority Area: Teaching, Learning and Student Success
Belief #1: We believe in equal opportunities for all to achieve their highest potential.
Belief #3: We believe in lifelong learning for all stakeholders.
Belief #4: We believe in high expectations for staff and students.

SMART Goal #1: By June 2025, achievement scores in the top two categories (proficient and advanced) on state assessments and district benchmarks will increase by 6%.

Action Steps Year One 2022-23 School Year	Person Responsible	Funding Source	Start/Completion Dates
<ol style="list-style-type: none"> 1. Establish baseline data (spring 2022) 2. Review and revise building goals to align with district academic achievement goals 3. Use district benchmarks and formative assessments to measure growth and adjust instruction 4. Utilize building RTI processes to provide additional assistance for struggling students (WIN and PASS Time) 5. Provide tutoring to address individual student needs 6. Measure annual growth utilizing DRA, STAR, Edmentum assessments and other internal benchmark exams; measure growth using end-of-year state level exams (MAP, EOC) 	Building administrators, department and grade-level leaders, teachers	Local district budget	<ol style="list-style-type: none"> 1. Fall 2022 2. Fall 2022 3. Following each assessment cycle 4. Ongoing 5. Ongoing 6. June 2023
Action Steps Year Two 2023-24 School Year <ol style="list-style-type: none"> 1. Review 22-23 Data to monitor progress 2. Adjust building goals following review of district data 3. Use district benchmarks and formative assessments to measure growth and adjust instruction 4. Provide meaningful feedback using the High-Quality Teacher indicators 5. Provide Peer Observation opportunities for teachers 6. Measure annual growth using benchmark exams; measure growth using end-of-year state level exams (MAP, EOC) 	Building administrators, department and grade-level leaders, teachers	Local district budget	<ol style="list-style-type: none"> 1. Administrative Meetings - August 2023 2. August 2023 3. Following each assessment cycle 4. Ongoing 5. Fall and Spring 23-24 6. June 2024

<p>Action Steps Year Three 2024-25 School Year</p> <ol style="list-style-type: none"> 1. Review 23-24 data to monitor progress 2. Adjust building goals following review of district data 3. Use district benchmarks and formative assessments to measure growth and make adjustments to instruction 4. Continue RTI processes to provide additional support for struggling students and expand enrichment 5. Measure annual growth using benchmark exams and end-of-year state level exams (MAP, EOC) 	<p>Building administrators, department and grade-level leaders, teachers</p>	<p>Local district budget</p>	<ol style="list-style-type: none"> 1. Administrative Meetings - August 2024 2. August 2024 3. Following each assessment cycle 4. 24-25 school year 5. June 2025
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Priority Area: Teaching, Learning and Student Success
Belief #1: We believe in equal opportunities for all to achieve their highest potential.
Belief #3: We believe in lifelong learning for all stakeholders.
Belief #4: We believe in high expectations for staff and students.

SMART Goal #2: By June 30, 2025 the number of K - 8th grade students meeting stretch growth as measured on district benchmark assessments will increase by 5% of the baseline year (2022).

Action Steps Year One 2022-23 School Year	Person Responsible	Funding Source	Start/Completion Dates
<ol style="list-style-type: none"> 1. Establish baseline data (spring 2022) 2. Review and revise building goals to align with district academic achievement goals 3. Use district benchmark data to measure stretch growth and identify deficiencies by grade. 4. Create Reading Success Plans per SB681 guidance. 5. Utilize building RTI processes to provide additional assistance for students who are not reading or performing at grade level. 6. Provide tutoring to address individual student needs 7. Measure annual stretch growth using district benchmark assessments 	<p>Building administrators, department and grade-level leaders, teachers</p>	<p>Local district budget Career Ladder</p>	<ol style="list-style-type: none"> 1. Fall 2022 2. August 2022 3. Following each assessment cycle 4. Beginning of year assessment window 5. Ongoing 6. Fall and Spring 7. June 2023
<p>Action Steps Year Two 2023-24 School Year</p> <ol style="list-style-type: none"> 1. Review 22-23 Data to monitor progress 2. Adjust building goals following review of district data 3. Use district benchmarks and formative assessments to measure growth 4. Analyze data and adjust instruction 5. Provide meaningful feedback using the High-Quality Teacher indicators 6. Provide Peer Observation opportunities for teachers 7. Measure annual growth using benchmark exams; measure growth using end-of-year state level exams (MAP, EOC) 	<p>Building administrators, department and grade-level leaders, teachers</p>	<p>Local district budget</p>	<ol style="list-style-type: none"> 1. Retreat - August 2023 2. August 2023 3. Beginning, middle and end of year 4. Following each assessment cycle 5. Ongoing 6. Fall and Spring 23-24 7. June 2024
<p>Action Steps Year Three 2024-25 School Year</p> <ol style="list-style-type: none"> 1. Review 23-24 data to monitor progress 2. Adjust building goals following review of district data 	<p>Building administrators, department and</p>	<p>Local district budget</p>	<ol style="list-style-type: none"> 1. Administrative Retreat - August 2024 2. August 2024 3. Beginning, middle a

<ol style="list-style-type: none"> 3. Use district benchmarks and formative assessments to measure growth 4. Analyze data and adjust instruction 5. Continue to offer tutoring for individual assistance to students 6. Continue RTI processes to provide additional support for struggling students and expand enrichment 7. Measure annual growth using benchmark exams; measure growth using end-of-year state level exams (MAP, EOC) 	<p>grade-level leaders, teachers</p>		<ol style="list-style-type: none"> 4. end of year 5. Following each assessment cycle 6. Fall and Spring 7. Fall and Spring 8. June 2025
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Priority Area: Relationships and Partnerships
Belief #5: We believe in building and sustaining relationships and partnerships with all stakeholders.
Belief #2: We believe in transparent communication with the community concerning decision making, resources, and collaborative decision making.

SMART Goal #3: By June 30, 2025 the Parent/Community Stakeholder Survey the percentage of agree/strongly agree responses will increase by 6%.

Action Steps Year One 2022-23 School Year	Person Responsible	Funding Source	Start/Completion Dates
<ol style="list-style-type: none"> 1. Establish baseline data from the Parent/Community Stakeholder Survey given in November of 2022 2. Analyze data and publish results 3. Communicate parent involvement opportunities on district webpage, email, social media (PT Conferences, Athletics Nights, Title 1 Events, All Pro Dads, etc) 4. Track parent/community involvement (by building and district-wide) 5. Release the survey April 2023 6. Review and streamline current communication platforms to analyze engagement 	<p>District administrators, Tech. Dir., HR, superintendent, Bld. Admin</p>	<p>Local district budget, Recruitment and Retention Grant funding</p>	<ol style="list-style-type: none"> 1. Fall 2022 2. Fall 2022 3. Ongoing 4. Ongoing 5. April 2023 6. Fall 2022
<p>Action Steps Year Two 2023-24 School Year</p> <ol style="list-style-type: none"> 1. Compare baseline data (from November 2022) to Spring 2023 2. Analyze data and publish results 3. Continue to communicate parent involvement opportunities on all media outlets 4. Track parent/Community involvement (by building and district-wide) 5. Release survey in April 2024 	<p>District administrators, Recruitment and Retention Coordinators</p>	<p>Local district budget, Recruitment and Retention Grant funding</p>	<ol style="list-style-type: none"> 1. Fall 2023 2. Fall 2023 3. Ongoing 4. Ongoing 5. April 2024
<p>Action Steps Year Three 2024-25 School Year</p> <ol style="list-style-type: none"> 1. Compare prior year data (from April 2023) to most recent survey (April 2024) 2. Analyze data and publish results 3. Continue to communicate parent involvement opportunities on all media outlets 4. Track parent/Community involvement (by building and district-wide) 5. Release survey in April 2025 6. Analyze data and compare to baseline year (November 2022) and publish results 	<p>District administrators, Recruitment and Retention Coordinators</p>	<p>Local district budget, Recruitment and Retention Grant funding</p>	<ol style="list-style-type: none"> 1. Fall 4 2. Fall 2024 3. Ongoing 4. Ongoing 5. April 2025 6. Summer 2025

Priority Area: Safety and Security

Belief #4: We believe in a safe, positive climate and culture that is student centered.

SMART Goal #4: By June 30, 2025 the percentage of staff, students and parents agreeing or strongly agreeing they or their children are socially, emotionally, and physically safe will increase by 5% each year as measured by the annual district survey.

Action Steps Year One 2022-23 School Year	Person Responsible	Funding Source	Start/Completion Dates
<ol style="list-style-type: none"> 1. Develop screening process to identify students with social emotional needs 2. Continue implementation of social/emotional curriculum to address the well-being of each student through social emotional supports or other measures 3. Implement Support structure for students 4. Conduct a safety and security audit to identify security gaps and strengths 5. Narrow security gaps 	District Counselors, Teachers, District SRO, Bld Admin, Counselors, Bldt eam SRO, Admin	Local Local/State	<ol style="list-style-type: none"> 1. Jan. 2023 2. August 2023 3. May 2023 4. May 2023
Action Steps Year Two 2023-24 School Year <ol style="list-style-type: none"> 1. Collect data and revise Action Steps 2. Adjust Strategies according to Data 	District Counselors, SRO, Admin, Teachers, Maintenance	Local/State/Fed.	<ol style="list-style-type: none"> 1. Sept. 2023- May 2024
Action Steps Year Three 2024-25 School Year <ol style="list-style-type: none"> 1. Collect data and revise Action Steps 2. Adjust Strategies according to Data 	District Counselors, SRO, Admin, Teachers, Maintenance	Local/State/Fed.	<ol style="list-style-type: none"> 1. Sept. 2024-May 2025

Priority Area: Finances and Facilities

Belief #3: Transparent communication with the community concerning decision making, resources, and collaborative decision making.

SMART Goal #5: By August of 2024 phase one of the School District Long-Range Facility Plan will be completed.

Action Steps Year One 2022-23 School Year	Person Responsible	Funding Source	Start/Completion Dates
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<ol style="list-style-type: none"> 1. Review Long Range Plan and Identify Actions still needed 2. Pass Bond Issue to further Long-Range Plan 3. Update Long Range Plan 	Superintendent Maintenance Director	Local	<ol style="list-style-type: none"> 1. Jan. 2023 2. April 2023 3. May 2023
Action Steps Year Two 2023-24 School Year <ol style="list-style-type: none"> 1. Budget for needed Actions 2. Complete First Phase of Long-Range Facilities Plan 	Superintendent Maintenance Director	Local/State/Fed	<ol style="list-style-type: none"> 1. June 2023 2. August 2024
Action Steps Year Three 2024-25 School Year <ol style="list-style-type: none"> 1. Budget for needed Actions 2. Revise Long-Range Facilities Plan 	Superintendent Maintenance Director	Local/State/Fed	<ol style="list-style-type: none"> 1. June 2024 2. August 2025

Priority Area: Staffing
Belief #4: Building and sustaining relationships and partnerships with all stakeholders.

SMART Goal #7: By June 30, 2025 East Newton will retain 95% of certified staff (excluding retirements, promotions) that we intended to offer a contract; and retain 85% of non-certified staff.

Action Steps	Person Responsible	Funding Source	Start/Completion Dates
Action Steps Year One 2022-23 School Year <ol style="list-style-type: none"> 1. Conduct an annual district and building staff survey on wants, needs and job satisfaction (establish baseline) 2. Increase compensation package (salary and benefits) annually. 3. Continue to support the 4-day school week 4. Analyze Benefit package including sick/personal leave 5. Employee recognition 6. Provide timely feedback for professional growth. 7. Provide professional growth opportunities 	District administration, Superintendent, BOE, Building Principals	Local, state, federal budgets	<ol style="list-style-type: none"> 1. Spring 2023 2. June 2023 3. Ongoing 4. Reviewed at 22-23 board meeting (pending scheduling) 5. Fall 2022 6. Ongoing 7. Ongoing
Action Steps Year Two 2023-24 School Year <ol style="list-style-type: none"> 1. Review annual staff survey and make recommendations to administration and board of education 2. Continue to improve compensation package (salary and benefits) annually 	District administration, Superintendent and BOE	Local, state, federal budgets	<ol style="list-style-type: none"> 1. Spring 2024 2. June 2024 3. Ongoing

3. Continue to support the 4-day school week			
Action Steps Year Three 2024-25 School Year <ol style="list-style-type: none"> 1. Review annual staff survey and make recommendations to administration and board of education 2. Continue to improve compensation package (salary and benefits) annually 3. Continue to support the 4-day school week 	District administration, Superintendent and BOE	Local, state, federal budgets	<ol style="list-style-type: none"> 1. Spring 2025 2. June 2025 3. Ongoing