

# Liberty Public Schools

## Strategic Plan

### *Excellence through the 21<sup>st</sup> Century*

MISSION	
	<p>Through our collective best, we do whatever it takes to inspire and equip all learners to find their voice and realize their unlimited potential.</p>

VISION	
	<p>As stewards of discovery, we will embrace innovation to instill a passion for life-long learning that will best serve our nation and the world in the 21<sup>st</sup> Century.</p>

CORE VALUES	
	<p>We believe in educating all students in a nurturing environment with the highest level of professionalism where:</p> <ul style="list-style-type: none"> <li>• Learning is our priority</li> <li>• Respect is our norm</li> <li>• Excellence is our expectation</li> <li>• Collaboration is our culture</li> <li>• Integrity is our foundation</li> </ul>

GOALS	
1.0	Develop and enhance quality educational/instructional programs to improve student performance and enable students to meet their personal, academic, and career goals.
2.0	Develop and enhance quality instructional technology and informational technology; maintain hardware technology and data management programs; improve student performance and enable students to meet their personal, academic, and career goals.
3.0	Recruit, attract, develop, and retain highly qualified staff to ensure the fulfillment of the district's mission, vision, and goals.
4.0	Plan, develop, secure, and effectively manage appropriate fiscally responsible services, instructional resources and facilities, and a functional and safe environment to support the education of students.
5.0	Promote, facilitate, and enhance parent, student, and community involvement in District educational programs.
6.0	Govern the District in an efficient and effective manner providing leadership and representation to benefit the students, staff, patrons, and community of the district.

## Introduction

Rooted in a rich and unique history, Liberty, Missouri has long cultivated an individual flavor and personality. Community members, long-time residents and recent residents alike take great pride in the town's historical heritage, the community's future and the school district's tradition of excellence. In order to remain progressive and innovative as well as able to meet the needs of this rapidly growing community and district, it is imperative for district administrators, parents, students, staff, board of education and community members to collaborate and create the Liberty School District's Comprehensive School Improvement Plan (CSIP) every five years. The Liberty Public Schools' CSIP goes above and beyond state requirements in order to meet students' needs now and in the future.

The goal of the strategic plan is not only defining the district's mission, vision and core values for the next five years, but also clarifying district objectives and determining long-range district priorities. The strategic planning process in Liberty Public Schools was divided into three phases:

1. **Research, Review and Revise:** During this phase, staff, patrons and over 200 stake holders conducted extensive studies and completed surveys. As a result, Mission and Vision Statements along with core values were born and presented to the district and community.
2. **Data Analysis:** During this phase, data from the district as well as the stakeholders was scrutinized and evaluated as the plan began to form.
3. **Introduction and Adoption:** During this phase the final plan, "Excellence Through the 21<sup>st</sup> Century", was unveiled and adopted.

While investigating feasible, progressive solutions to the challenge of providing and maintaining "Excellence Through the 21<sup>st</sup> Century", Liberty Public Schools' staff and stakeholders joined together to develop a strategic plan designed to focus on the following goals:

- Improve student performance
- Attract and retain high quality staff
- Provide and maintain facilities and resources
- Promote parent and community involvement
- Provide effective leadership for students, staff and patrons

The strategic plan is the roadmap that will lead Liberty Public Schools through systemic change that ensures every learner will find his voice and be equipped to thrive in the 21<sup>st</sup> century. In this way, Liberty Public Schools will move from good to great as it assists students in recognizing their unlimited potential.

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**Goal 1.0: Student Performance** - Develop and enhance quality educational/instructional programs to improve student performance and enable students to meet their personal, academic, and career goals.

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**Objective 1.1:** Implement research-based instructional improvement strategies at all levels.

**Strategy 1.1.1:** Principles of Learning will guide educational decisions throughout the district in collaboration with staff, parents, and students.

**Performance Target** - 100% of staff will apply the Principles of Learning to make educational decisions.

**Performance Target** - Student identification and intervention will occur at all grade levels (RtI/enrichment).

**Performance Target** - 100% of all elementary and secondary buildings will provide enrichment opportunities for students that have demonstrated proficiency at the targeted level.

**Performance Target** - Student remediation will be below 1% by 2013.

**Performance Target** - 0% of students will be sanctioned under Missouri Senate Bill 319.

**Measurement Tool** – National Assessments, State Assessments, District Assessments, Common Formative Assessments, Building AYP/APR, DESE MOSIS Student Core, Survey Data (Staff/Student/Community), District Walkthroughs, District Data Consults.

**Strategy 1.1.2:** All personnel will utilize practices consistent with the Professional Learning Communities model.

**Performance Target** - 100% of district departments will operate within the PLC model.

**Performance Target** - 100% of buildings will have a building-wide teacher leadership team whose members lead weekly grade-level or department team meetings.

**Performance Target** - 100% of Principals will meet with team leaders to provide direction and review Team/Department goals regularly.

**Performance Target** - 100% of all Teams/Departments must develop year-long SMART GOALS with small measurable targets.

**Measurement Tool** – Team/Department SMART GOALS, PLC Survey, PLC Teaming Survey, National Assessments, State Assessments, District Assessments, Common Formative Assessments, Building AYP/APR, DESE MOSIS Student Core, Survey Data (Staff/Student/Community), District Walkthroughs, District Data Consults.

**Strategy 1.1.3:** Standards-based grading practices will be implemented.

**Performance Target** - 100% of all elementary buildings will implement standards-based report cards by the 2012-2013 school year.

**Performance Target** - 100% of all secondary buildings will implement standards-based grading practices by the 2015-2016 school year.

**Measurement Tool** - National Assessments, State Assessments, District Assessments, Common Formative Assessments, Building AYP/APR, DESE MOSIS Student Core, Survey Data (Staff/Student/Community), District Walkthroughs, District Data Consults.

***Objective 1.2:*** *Develop and maintain a guaranteed and viable curriculum that provides students with the 21st Century skills and knowledge necessary to be Career and/or College ready.*

**Strategy 1.2.1:** Align district curriculum with adopted standards.

**Performance Target** - 100% of written curriculum will be evaluated, revised, and implemented to infuse common core standards emphasizing higher-level thinking.

**Performance Target** - 100% of district assessments will be aligned with adopted standards.

**Performance Target** - 100% of extended learning opportunities are aligned with adopted curriculum.

**Measurement Tool** - National Assessments, State Assessments, District Assessments, Common Formative Assessments, Building AYP/APR, Online Curriculum Warehouse, DESE MOSIS Student Core, Survey Data (Staff/Student/Community), District Walkthroughs, District Data Consults, Board Procedural Evaluation.

**Strategy 1.2.2:** Guaranteed fidelity of all district-adopted curriculum

**Performance Target** - 100% of district assessments will be aligned with adopted standards.

**Performance Target** - 100% of buildings will monitor and ensure that instruction is aligned to the adopted curriculum.

**Measurement Tool** - National Assessments, State Assessments, District Assessments, Common Formative Assessments, Building AYP/APR, Online Curriculum Warehouse, Survey Data (Staff/Student/Community), District Walkthroughs, District Data Consults, Board Procedural Evaluation.

***Objective 1.3:*** *Improve student performance so that all students are poised to meet personal, academic, and career goals.*

**Strategy 1.3.1:** Students will qualify for entrance into post-secondary education or career training.

**Performance Target** - All graduates will have a Personal Plan of Study in grades 6-12 by 2013.

**Performance Target** - 70% of cohort graduates will take one or more advanced or AP course before graduating from Liberty Public Schools by 2015.

**Performance Target** - Less than 15% of graduating LPS students that attend a Missouri University will require any remedial course.

**Performance Target** - District/building graduation rate will be above 90% by 2016.

**Performance Target** - 95% of all graduating seniors will take the ACT by 2013.

**Performance Target** - The ACT district composite score will be above 22 by 2014.

**Performance Target** - All buildings will be at or above a 94% average attendance rate.

**Performance Target** - 100% of secondary buildings will track meaningful indicators of college/career readiness.

**Performance Target** - 100% of students eligible to take the Technical Skills Attainment (TSA) exam will have a core indicator pass rate (by cohort) above 65%.

**Measurement Tool** – National Assessments, State Assessments, District Assessments, Common Formative Assessments, Building AYP/APR, National Student Clearinghouse, DESE College Readiness Report, Survey Data (Staff/Student/Community), District Walkthroughs, District Data Consults.

**Objective 1.4:** Student performance on assessments will indicate individual growth and achievement.

**Strategy 1.4.1:** Classroom instruction will promote students having ownership in their own learning and data.

**Performance Target** - 100% of students will understand the purpose of their learning

**Performance Target** - 100% of students will monitor academic learning to be able to articulate their growth.

**Measurement Tool** – National Assessments, State Assessments, District Assessments, Common Formative Assessments, Building AYP/APR, National Student Clearinghouse, DESE College Readiness Report, Survey Data (Staff/Student/Community), District Walkthroughs, District Data Consults.

**Strategy 1.4.2:** The district assessment plan is aligned with district curriculum, federal and state testing requirements and post-secondary learning expectations.

**Performance Target** - 100% of district assessments will be aligned with adopted standards.

**Performance Target** - 100% of all elementary buildings will implement standards-based reporting by 2012-2013 school year.

**Performance Target** - 100% of secondary buildings will track meaningful indicators of college/career readiness.

**Measurement Tool** – National Assessments, State Assessments, District Assessments, Common Formative Assessments, Building AYP/APR, National Student Clearinghouse, District Assessment Plan Program Evaluation, DESE College Readiness Report, Survey Data (Staff/Student/Community), District Walkthroughs, District Data Consults.

**Strategy 1.4.3:** Use disaggregated longitudinal assessment data to drive classroom instruction and inform curriculum development.

**Performance Target** -The percentage will increase each year to exceed 70% of students scoring at or above proficient level on state and/or national assessments by 2015.

**Performance Target** -95% of all graduating seniors will take the ACT by 2013.

**Performance Target** - The ACT district composite score will be above 22 by 2014.

**Performance Target** - 100% of buildings will use the established RtI warehousing system.

**Performance Target** - 100% of buildings will use research-based student growth measures.

**Performance Target** - 100% of all teachers use CFA to monitor student growth.

**Measurement Tool** - National Assessments, State Assessments, District Assessments, Common Formative Assessments, Building AYP/APR, National Student Clearinghouse, District Assessment Plan Program Evaluation, DESE College Readiness Report, Survey Data (Staff/Student/Community), District Walkthroughs, District Data Consults, RtI Data Warehouse, Student Achievement Warehouse System, MCDS DESE Warehouse..

**Objective 1.5:** Professional development is research-based and aligned to district and building strategic plans.

**Strategy 1.5.1:** Provide multiple formats for delivery of professional development.

**Performance Target** - Professional development will be available in multiple formats such as long-term, job-embedded, online, mentoring, peer feedback, conferences, district-wide, school-wide and workshops.

**Performance Target** - 100% of certified staff will participate in a minimum of 15 hours of professional development per year.

**Measurement Tool** - Building AYP/APR, My Learning Plan, DESE Quality PD Report, Survey Data (Staff/Student/Community), District Walkthroughs, District Data Consults, RtI, Student Achievement Warehouse System, MCDS DESE Warehouse.

**Strategy 1.5.2:** Promote stakeholder involvement in the professional development plan.

**Performance Target** - The district professional development plan will have a documented process for designing, evaluating and improving professional development.

**Performance Target** - Strategies are in place to promote student learning related to professional development of teachers

**Measurement Tool** - Building AYP/APR, My Learning Plan, DESE Quality PD Report, Survey Data (Staff/Student/Community), District Walkthroughs, District Data Consults, RtI Data Warehouse, Student Achievement Warehouse System, MCDS DESE Warehouse.

**Strategy 1.5.3:** Professional learning communities collaborate and share research based strategies to meet the needs of all students.

**Performance Target** - 100% of district departments will operate within the PLC model.

**Performance Target** - 100% of buildings will have a building-wide teacher leadership team whose members lead weekly grade-level or department team meetings.

**Performance Target** - 100% of Principals will meet with team leaders to provide direction and review Team/Department goals regularly.

**Performance Target** - 100% of all Teams/Departments must develop year-long SMART GOALS with small measurable targets.

**Measurement Tool** - National Assessments, State Assessments, District Assessments, Common Formative Assessments, Building AYP/APR, My Learning Plan, DESE Quality PD Report, Survey Data (Staff/Student/Community), District Walkthroughs, District Data Consults, RtI Data Warehouse, Student Achievement Warehouse System, MCDS DESE Warehouse, District Needs Assessment.

**Strategy 1.5.4:** Develop leaders and mentors.

**Performance Target** – Implement a mentoring program for all new teachers.

**Performance Target** - Implement a mentoring program for all new administrators.

**Performance Target** - School leaders model the behaviors and strategies that reflect best practices.

**Measurement Tool** - National Assessments, State Assessments, District Assessments, Common Formative Assessments, Building AYP/APR, My Learning Plan, DESE Quality PD Report, Survey Data (Staff/Student/Community), District Walkthroughs, District Data



Consults, RtI Data Warehouse, Student Achievement Warehouse System, MCDS DESE Warehouse.

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**Goal 2.0: Technology and Data Management** - Develop and enhance quality instructional technology and informational technology; maintain hardware technology and data management programs; improve student performance and enable students to meet their personal, academic, and career goals.

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**Objective 2.1:** Provide adequate instructional and technical support for staff and students.

**Strategy 2.1.1:** The district will provide adequate instructional support for technology users.

**Performance Target** – 80% of staff members are satisfied with the availability of the instructional technology coach.

**Performance Target** – 80% of staff members are satisfied with the support provided by the technology mentors.

**Measurement Tool** – District Technology Survey, Work Order Results and Surveys, Core Data, Tech Mentor Data, Missouri State Standards

**Strategy 2.1.2:** The district will provide adequate technical support (technicians, network, program and web) for users.

**Performance Target** – 90% of staff members are satisfied with the availability of the technical support staff.

**Performance Target** – Network up time will exceed 98% annually during normal working hours.

**Performance Target** – 90% of staff members will indicate work orders are completed in a timely manner.

**Measurement Tool** – District Technology Survey, Work Order Results and Surveys, Missouri State Standards

**Objective 2.2:** Integrate technology into curriculum to ensure technology fluency and appropriate use.

**Strategy 2.2.1:** District curriculum will integrate technology to develop students' 21st Century Skills.

**Performance Target** – Instructional technology staff participates in the curriculum revision process and supports the integration of technology where appropriate.

**Performance Target** – 70% of teachers indicate their students frequently use technology in at least three different ways for educational purposes.

**Performance Target** – 70% of staff members will indicate they integrate technology on a weekly basis.

**Performance Target** – 90% of staff members will frequently instruct students on the ethical and appropriate use of technology.

**Measurement Tool** – District Technology Plan, District Technology Committee, Survey Data (Staff/Student/Community), Internet Usage Guidelines

**Strategy 2.2.2:** District will establish technology standards for student reporting purposes.

**Performance Target** – Complete and implement elementary technology standards and reporting mechanisms.

**Performance Target** – At least 70 percent of students pass the eighth grade technology literacy assessment.

**Measurement Tool** – Student Technology Standards Assessment, Eighth Grade Technology Literacy Assessment

**Objective 2.3:** Through professional development, staff will improve their technology proficiency and integrate technology to enhance instruction.

**Strategy 2.3.1:** The District will provide professional development in multiple formats for staff to improve technology proficiency.

**Performance Target** – All technology-related professional development is aligned with the National Educational Technology Standards for Teachers and Administrators (or equivalent).

**Performance Target** – Establish a suggested Program of Studies for staff technology proficiency.

**Performance Target** – Establish online professional development focused on the top four areas of need.

**Measurement Tool** - My Learning Plan Data, District Technology Survey, DESE Census of Technology, Quarterly assessments by technology mentors and building administrators, National Education Technology Standards

**Strategy 2.3.2:** The District will provide professional development to support integration of technology in instruction.

**Performance Target** – Create differentiated professional development opportunities related to instructional technology.

**Performance Target** – Establish a suggested Program of Studies for staff technology proficiency.

**Performance Target** – 70% of staff members will indicate they integrate technology on a weekly basis.

**Measurement Tool** - My Learning Plan Data, District Technology Survey, DESE Census of Technology, Quarterly assessments by technology mentors and building administrators, National Education Technology Standards

**Objective 2.4:** Provide and maintain hardware and infrastructure that meet staff and student needs.

**Strategy 2.4.1:** District will establish and update technology policies and procedures for technology hardware and infrastructure.

**Performance Target** – Provide for adequate replacement of all technology equipment.

**Performance Target** – Consumption of available bandwidth will not exceed 80% on average.

**Performance Target** – Building area consumption of available bandwidth will not exceed 80% on average.

**Performance Target** – Annually review Standard Classroom and Building Configuration recommendations developed by the District Technology Committee.

**Measurement Tool** – District Technology Plan, District Technology Survey, Standard Classroom and Building Configuration Document, Annual Inventory Review

**Objective 2.5:** Establish and update technology policies and procedures related to data integrity and software support systems that support the instructional and non-instructional needs of the district.

**Strategy 2.5.1** – Ensure technology and data security and compliance.

**Performance Target** – Meet State of Missouri data retention policy.

**Performance Target** – The District will comply with CIPA and any additional mandates in regards to security and filtering.

**Performance Target** – Policies and procedures are in place to ensure confidentiality of data for staff and students.

**Performance Target** – District will have an annual security audit.

**Performance Target** – Technology department will annually review license agreements and adjust as needed.

**Performance Target** – Disaster recovery plan reviewed and adjusted annually.

**Measurement Tool** – Missouri Retention Policy, District Technology Plan, District Technology Committee, Survey Data (Staff/Student/Community), Technology Audits

**Strategy 2.5.2:** District will maintain and/or acquire adequate support systems for instructional and non-instructional needs.

**Performance Target** – Evaluate on a regular basis the support programs (financial, SIS, assessment, curriculum, library, security etc.) and adjust/update as needed.

**Performance Target** – Resources will be available and/or provided from various support systems for staff to make data-driven decisions.

**Measurement Tool** – District Technology Plan, District Technology Committee, Survey Data (Staff/Student/Community), Data Warehouse

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**Goal 3.0: Highly Qualified Staff-** Recruit, attract, develop, and retain highly qualified staff to ensure the fulfillment of the district’s mission, vision and goals.

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**Objective 3.1:** Engage in a continual staffing needs analysis in order to attract quality and diversity to Liberty Public School District through recruitment, selection and retention strategies.

**Strategy 3.1.1:** Utilize objective, criterion-driven marketing, recruiting and hiring techniques.

**Performance Target** – Research-based interview scores and job specific Criteria indicate strongest candidate hired first.

**Measurement Tool** – Research-based interview scores

**Strategy 3.1.2:** Analyze the effectiveness of hiring process from diverse cultures, backgrounds and experiences.

**Performance Target** – 100% of the annual applicant pool will be analyzed to ensure equal opportunity is afforded candidates from diverse cultures, backgrounds and experiences. This data will be forwarded bi-annually to the EEOC (form EO5) as required by federal law.

**Measurement Tool** – Employee management tracking system

**Strategy 3.1.3:** “Highly Qualified” (according to U.S. Dept. of Education) teachers are hired.

**Performance Target** – 100% of staff hired will be “highly qualified” as defined by NCLB and the Missouri Department of Elementary and Secondary Education

**Measurement Tool** - Core Data

**Strategy 3.1.4:** Implement and evaluate a post-offer screening and testing program to ensure fulfillment of essential job functions.

**Performance Target** – Proposal to market by end of 2<sup>nd</sup> quarter of FY13 with Pilot implementation by start of FY14

**Measurement Tool** – Request for Proposal (RFP) process execution

**Objective 3.2 :** Support faculty, staff and administrators through professional development opportunities that ensure employees’ continual improvement.

**Strategy 3.2.1:** Support probationary teachers in continuous improvement.

**Performance Target** – 100% of probationary teachers will participate in Professional development.

**Measurement Tool** – New Teacher Induction Program evaluation, Performance Based Teacher Evaluation data (new/veteran teacher data), My Learning Plan

**Strategy 3.2.2:** Provide all staff with high quality professional development designed to support their job responsibilities.

**Performance Target** – 100% of staff will participate in professional development based upon hours required by DESE.

**Measurement Tool** – My Learning Plan, DESE Quality PD Report, data tracking for all staff.

**Strategy 3.2.3:** Maintain an objective criterion-referenced method of evaluating staff that provide meaningful feedback and promote “best practices” to improve employee’s performance.

**Performance Target** – 100% of staff will receive orientation and professional development that aligns with their job responsibilities.

**Measurement Tool** – My Learning Plan, data tracking for all staff.

**Strategy 3.2.4:** Support staff and administration who commit to making significant contributions in their respective fields through publishing, presenting.

**Measurement Tool** – My Learning Plan, Evaluations from presentation sessions.

**Objective 3.3:** Increase the percentage of employees who indicate they are engaged and fulfilled as members of our educational team.

**Strategy 3.3.1:** Implement an orientation and mentoring plan to ensure the productive job entry of high quality employees from diverse cultures, backgrounds and experiences.

**Performance Target** – 100% of employees from diverse cultures, backgrounds and experiences will participate in orientation and mentoring program.

**Measurement Tool** – Employee management software, diversity retention rate

**Strategy 3.3.2:** Maintain a compensation structure that is competitive with and comparable to the market value of our benchmark districts.

**Performance Target** – 100% of the four (4) compensation schedules are evaluated annually to ensure external equity. 75% of staff surveyed indicate agreement that the District’s compensation is competitive with and comparable to surrounding districts

**Measurement Tool** – External annual market data and Team Liberty’s annual survey data

**Strategy 3.3.3:** Maintain an attractive benefit package designed to promote the health and welfare of employees and their family.

**Performance Target** – 75% of staff surveyed indicate agreement that the District’s benefits package is competitive with and comparable to surrounding districts

**Measurement Tool** – Team Liberty’s annual survey data

**Strategy 3.3.4:** Create and maintain a professional building climate that is child-centered

**Performance Target** – 80% of building climate survey data indicate that the Schools have created and/or are maintaining a professional building climate that is child-centered.

**Measurement Tool** – Annual employee climate survey results

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**Goal 4.0: *Instructional resources, support, and facilities*** – Plan, develop, secure, and effectively manage appropriate fiscally responsible services, instructional resources and facilities, and a functional and safe environment to support the education of students

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**Objective 4.1:** *Maximize the use of financial resources for student learning by sustaining exceptional financial management, stability and efficiency*

**Strategy 4.1.1:** Manage general financial and school operations

**Performance Target** – Document and maintain records filing system to meet legal requirements

**Performance Target** – Cross-train staff for emergency preparedness

**Performance Target** – Complete required financial records and reports

**Performance Target** – Comply with all federal, state, and local legal requirements

**Performance Target** – Ensure standard processes are in place for workflow

**Measurement Tool** – Procedural checklists, perpetual reporting calendars, customer responsiveness reports, compliance with Missouri Statute, Governmental Accounting Standards Board requirements, Generally Accepted Accounting Principles, Board of Education policy, and Operations Handbook

**Strategy 4.1.2:** Provide appropriate and efficient financial management

**Performance Target** – Generate and manage budget

**Performance Target** – Provide internal accounting controls

**Performance Target** – Provide communication to Board of Education, staff and community

**Performance Target** – Supervise school level financial processes

**Performance Target** – Manage financial reports

**Performance Target** – Conduct internal and external financial audits

**Measurement Tool** – Fund balance report, general ledger reports, budget reports, customer responsiveness reports, Board of Education reports and minutes, audit reports, bond rating

**Strategy 4.1.3:** Manage compensation

**Performance Target** – Provide payment to employees for salary and benefits

**Performance Target** – Provide appropriate recordkeeping of salary and benefits

**Performance Target** – Maintain time and attendance, leave, tax records

**Performance Target** – Offer and manage employee deductions

**Measurement Tool** – Perpetual calendar, reconciliation reports

**Objective 4.2:** *Provide appropriate supplies, equipment, and facilities for student learning*

**Strategy 4.2.1:** Manage supplies and equipment for life-cycle replacement and energy efficiency to meet instructional needs

**Performance Target** – Manage bid process according to federal, state, and local requirements

**Performance Target** – Manage payment of invoices and other obligations

**Performance Target** – Maintain inventory and conduct inventory audits

**Performance Target** – Manage contracts and bids

**Performance Target** – Manage order entry and tracking

**Performance Target** – Manage controlled purchases for classroom and building use

**Performance Target** – Purchase, receive, store and distribute materials, equipment and supplies

**Performance Target** – Maintain fixed asset inventory

**Measurement Tool** - Purchasing reports, Purchasing & Distribution Procedural review, Purchasing Card Procedural review, bi-annual inventory process, Capital Acquisition and Repair & Renovation procedural review, master bids and contracts review, controlled purchases tracking and management, customer responsiveness reports

**Strategy 4.2.2:** Provide appropriate facilities

**Performance Target** – Preventative maintenance program for facilities, and equipment

**Performance Target** – Manage maintenance requirements

**Performance Target** – Maintain long-range plans for facilities, and equipment to address growth

**Measurement Tool** – Preventive Maintenance Direct report review, Maintenance Direct report review, Capital Acquisition and Repair & Renovation of Facilities procedural review, Demographic Report review, enrollment trends review, 10-Year Replacement cycle for roofs and HVAC

**Objective 4.3:** *Provide a safe and secure environment and promote health for all students and employees essential for teaching, learning, and working*

**Strategy 4.3.1:** Manage risk

**Performance Target** – Manage injuries and claims

**Performance Target** – Manage insurance and liabilities

**Performance Target** – Manage contractual liabilities

**Measurement Tool** – Routine incident report and worker compensation review, pre-employment testing, legal review of contracts,

**Strategy 4.3.2:** Establish plans and procedures to provide a safe, secure and engaging environment

**Performance Target** – Establish safe school procedures and monitoring

**Performance Target** – Manage extracurricular and co-curricular activities

**Performance Target** – Provide school law enforcement

**Performance Target** – Provide access to appropriate materials, facilities and services for all students including unique needs

**Performance Target** – Maintain appropriate levels of support for health, wellness, and safety of students and staff

**Measurement Tool** – Safe School training for staff, Student and Employee Incident Reports, School safety and procedure Plans, school crisis plans, video surveillance, entry control procedures, student and staff access card data, dropout data, student discipline data, fraud-waste-abuse reporting data, survey data, preventative maintenance equipment inspections, Student-Related Travel Procedures, Severe Allergy Handbook, Department Manuals

**Strategy 4.3.3:** Establish plans and procedures for emergencies

**Performance Target** – Plan for crisis management

**Performance Target** – Practice school safety plans

**Performance Target** – Coordinate with all local emergency services

**Measurement Tool** – Weapon policy, safety and security plans and procedures, building data for school preparedness drills, emergency communication plan

**Strategy 4.3.4:** Establish procedures for emergency response

**Performance Target** – Utilize unified command structure

**Performance Target** – Provide communication

**Performance Target** – Provide student staging, evacuation and releases

**Measurement Tool** – National Incident Management Structure (NIMS), command structure plans, communication systems test information, student release and relocation area plan

**Strategy 4.3.5:** Establish services and procedures for recovery

**Performance Target** – Provide health, guidance and social services

**Performance Target** – Provide communication

**Measurement Tool** – Emergency Communication System, Public Information Office representatives (PIO) representatives

**Strategy 4.3.6:** Promote student and staff health and wellness

**Performance Target** – Provide opportunities to engage staff and students in physical activity, health, and wellness activities

**Performance Target** – Provide dietary support through healthier menu options

**Measurement Tool** – Annual Health Risk Appraisal data, wellness activities, nutritious menus, wellness committee involvement, physical education per Missouri School Improvement Plan (MSIP) standards

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**Goal 5.0: Communication - Promote, facilitate, and enhance parent, student, and community involvement in District educational programs.**

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**Objective 5.1: Establish Communications**

**Strategy 5.1.1:** Create a district/school external/internal communications plan.

**Performance Target** – Evidence of a board policy that addresses both external and internal communications.

**Performance Target** – All schools will have a webmaster to communicate online.

**Performance Target** – 80% of stakeholders surveyed say that the district maintains an up to date website with information about every local school emergency, school closing, school calendar, and personnel changes.

**Measurement Tool** – Indicators of Quality Schools by NSSE, Surveys, Balance Score Card, District Communications Committee, District External Website

**Strategy 5.1.2:** Create and manage a parent and community communications plan.

**Performance Target** - 100% of stakeholder groups will be represented during the planning process of the community communications plan.

**Performance Target** – Annual assessment will be conducted to determine level of stakeholder involvement toward communication plan (Indicators of Quality Schools by NSSE).

**Performance Target** – Bi-annual evaluation of the Districts Communication Plan

**Performance Target** – A pro-active communications task force will be created to advance input opportunities for all community stakeholders.

**Measurement Tool** – Indicators of Quality Schools by NSSE, Surveys, Balance Score Card, District Communications Committee, District External Website

**Strategy 5.1.3:** Develop and manage district customer service.

**Performance Target** - 50% of Quick News subscribers will open the email newsletter.

**Performance Target** - 50% of community surveyed will say they read the Back to School issue.

**Performance Target** - 40% of employees will open the email Liberty Insider.

**Performance Target** - 100% of all secondary buildings will implement standards-based grading practices by the 2015-2016 school year.

**Performance Target** - Student and stakeholder satisfaction will be monitored regularly.

**Measurement Tool** - Indicators of Quality Schools by NSSE, Surveys, Balance Score Card, District Communications Committee, District External Website, Quick News, Liberty Insider

**Strategy 5.1.4: Create and manage media contact system.**

**Performance Target** - Mechanisms will be evaluated that give immediate feedback to questions from the local school and central office.

**Performance Target** - Staff will be trained in appropriate positive communication.

**Measurement Tool** - Indicators of Quality Schools by NSSE, Surveys, Balance Score Card, District Communications Committee, District External Website, Quick News, Liberty Insider

**Strategy 5.1.5:** Provide parent/teacher two way communications through multiple channels.

**Performance Target** - Parents have access to information regarding tips for parent's information (academics, test taking, etc.)

**Performance Target** - Building and district websites will see an annual 3% increase in web traffic on their sites.

**Measurement Tool** - Indicators of Quality Schools by NSSE, Surveys, Balance Score Card, District Communications Committee, District External Website, Quick News, Liberty Insider

### *Objective 5.2: Foster Parental Involvement*

**Strategy 5.2.1:** Build relationships with parents

**Performance Target** - 100% of all buildings will have up to date data regarding parent information.

**Performance Target** - 80% of parents surveyed will say that first contact with building and or district was positive.

**Performance Target** – Parents attending building PTA meetings will improve by 3%.

**Performance Target** – Parent/Teacher Conferences district wide will have a parent attendance rate of over 80%.

**Measurement Tool** - Indicators of Quality Schools by NSSE, Surveys, Balance Score Card, District Communications Committee, District External Website, Quick News, Liberty Insider

### *Objective 5.3: Promote Partnerships*

**Strategy 5.3.1:** Develop mutually beneficial community/business partnerships with the schools and district.

**Performance Target** – Evidence of community, business and parent partnerships exhibit mutual benefit and understanding.

**Measurement Tool** - Indicators of Quality Schools by NSSE, Surveys, Balance Score Card, District Communications Committee, District External Website, Quick News, Liberty Insider

**Strategy 5.3.2:** Obtain parent and community representation in school planning and problem-solving.

**Performance Target** - 80% of stakeholders surveyed will say they have knowledge of the school improvement plan.

**Performance Target** - Evidence of engaged volunteers throughout the district.

**Performance Target** - Coffee with Community (Superintendent Community Meeting) will see a 5% increase in attendance annually.

**Performance Target** - 100% of staff can communicate the Mission, Vision, and Core Values of the district.

**Performance Target** - 80% of staff will communicate that the district/building celebrates the work of the student and staff.

**Measurement Tool** - Indicators of Quality Schools by NSSE, Surveys, Balance Score Card, District Communications Committee, District External Website, Quick News, Liberty Insider

**Strategy 5.3.2:** Establish a business/community advisory committee.

**Performance Target** - The district advisory council consist of a diverse representation of large and small businesses and government entities.

**Performance Target** - The district Director of Communications will attend all city council meetings.

**Performance Target** - The district Director of Communications will attend all large scale chamber of commerce events.

**Performance Target** - The district Director of Communications will maintain a good relationship with civic organizations i.e. Rotary Club, etc.).

**Performance Target** – 70% of business stakeholders surveyed will give favorable marks to the school districts partnership with the business community.

**Measurement Tool** - Indicators of Quality Schools by NSSE, Surveys, Balance Score Card, District Communications Committee, District External Website, Quick News, Liberty Insider

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**Goal 6.0: Governance and Leadership** – Govern the District in an efficient and effective manner providing leadership and representation to benefit the students, staff, patrons, and community of the district.

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**Objective 6.1:** Monitor all systems, programs and activities for positive results that are directly linked to student success through the district’s vision and objectives.

**Strategy 6.1.1:** Develop and monitor a strategic plan.

**Performance Target** – 95% of strategic plan objectives are measurable.

**Performance Target** – Collect and analyze strategic plan data quarterly.

**Performance Target** – Leading and lagging indicators (Balanced Scorecard by Kaplan and Norton, 1996) are used in evaluation process.

**Performance Target** – 100% of School Improvement Plans (SIP’s) are linked to the District Strategic Plan.

**Performance Target** – Publish and communicate district strategic plan, goals performance and policies.

**Performance Target** – Secure board support for the balanced strategic plan.

**Measurement Tool** – Strategic Plan, Strategic Plan Annual Evaluation Calendar, Balanced Scorecard, MSIP Advanced Questionnaire, AdvancEd report, School Improvement Plans, Project Plan Report, Published document (containing goals, performance and policies), Building AYP/APR, Survey Data (Staff/Student/Community), board reports.

**Strategy 6.1.2:** Provide Governance

**Performance Target** – Develop, maintain and enforce policies.

**Performance Target** – 100% of schools are prepared for a new school year.

**Performance Target** - 100% of boundary changes are made prior to new school year.

**Performance Target** - Document district processes.

**Performance Target** - Provide and review district legal services and policies.

**Performance Target** – Monitor legislative activity.

**Performance Target** – Monitor district budget.

**Performance Target** – Monitor Facility Master Planning.

**Performance Target** – Secure district financial resources.

**Measurement Tool** – Board Policies, MSIP Advanced Questionnaire, AdvancEd report, Calendar development process, School statistics (teacher, student, materials/supplies, facilities data), boundary adjustment data, organizational chart, board policies and annual review calendar, MSBA workshop attendance, Superintendent monthly report, GKCCSD updates, monthly financial updates, financial projection reports

**Strategy 6.1.3:** Develop Management Skills

**Performance Target** – Manage internal communications.

**Performance Target** – Manage external communications.

**Performance Target** - Oversee change management process.

**Performance Target** - Monitor and measure community satisfaction and involvement.

**Measurement Tool** – District Goals, Board Policies, AdvancEd report, MSIP Advanced Questionnaire, Website information, media plan, website parent portal, newsletters, surveys (parent/student/staff), stakeholder surveys, Change-process training, stakeholder attendance at district meetings.

#### **Strategy 6.1.4: Foster Leadership Skills**

**Performance Target** – 100% of district leaders will attend leadership training

**Performance Target** – All leaders/administrators will model traits of successful leaders every day.

**Measurement Tool** – Annual leadership training, Surveys (parent, student, staff).

**Objective 6.2:** Using Missouri Schools Boards' Association (MSBA) recommended practices; the Board of Education will acknowledge that while all students are different, they are all capable of growth academically, socially and emotionally in a system that values every child.

#### **Strategy 6.2.1: Monitor school improvement.**

**Performance Target** – 100% objective attainment on Annual Performance Report (APR).

**Performance Target** – Leading and lagging indicators (Balanced Scorecard by Kaplan and Norton, 1996) are used in evaluation process.

**Performance Target** – 100% of School Improvement Plans (SIP's) are linked to the District Strategic Plan.

**Measurement Tool** – Strategic Plan, Strategic Plan Annual Evaluation Calendar, Balanced Scorecard, School Improvement Plans, Project Plan Report, Published document (containing goals, performance and policies), Building AYP/APR, District Survey Data (Staff/Student/Parent).

#### **Strategy 6.2.2: Monitor a safe learning environment.**

**Performance Target** – 70<sup>th</sup> percentile or above for student safety survey data

**Performance Target** – 70<sup>th</sup> percentile or above for parent safety survey data

**Measurement Tool** – Board Policies, MSIP Advanced Questionnaire, District Survey Data (Parent/Student/Staff)