



Inspire. Empower. Excel.

**Tonganoxie USD 464
2024-29 Strategic Plan**

LETTER FROM THE SUPERINTENDENT

Dear Tonganoxie USD 464 families, staff, and community members,

I am excited to announce the launch of our new Strategic Plan, a comprehensive blueprint that will guide USD 464 through 2029. This plan embodies our district values and goals and reflects our commitment to inspiring, empowering, and enabling students to excel in academics, the community, and life.

Our Strategic Plan focuses on several critical areas, including Student Excellence and Accountability, People and Culture, Family and Community Collaboration, and Resources and Services. The Strategic Planning Committee developed three to five goals in each area and established strategies to serve as measurable indicators to evaluate how effectively we are progressing toward each goal. The plan also identifies those who are accountable for ensuring follow-through for any given strategy, allowing us to better assess whether we are achieving our goals and which strategies have been most impactful.

Our Strategic Plan is very intentional in both structure and content:

1. **Student-Centered Vision:** At its core, our Strategic Plan prioritizes the success and well-being of our students. We are committed to preparing each student for success in life and career through rigorous instruction, skill development, and engagement.
2. **Community-Driven Approach:** We value the partnership between our schools and the broader community. Our plan is the result of months of collaboration among staff, families, students, and community members to ensure that it truly reflects the values and priorities of Tonganoxie.
3. **Sustainable Growth:** We are taking steps to ensure that our district grows thoughtfully and sustainably. We will continue to invest in our facilities, technology, and staff to meet the needs of our students and families, while maintaining a strong commitment to fiscal responsibility.
4. **Accountability and Transparency:** Our plan includes measurable goals that will help us track our progress and make adjustments as necessary. We will regularly communicate our successes and challenges, ensuring that everyone stays informed and engaged in this shared vision.

I want to express my sincere gratitude to everyone who contributed to the development of this plan. The work ahead will require continued collaboration and dedication, but I am confident that by working together, we will achieve remarkable outcomes for our students and community. We encourage all members of the Tonganoxie USD 464 community to be involved and engaged as we implement our new Strategic Plan. Thank you for your ongoing partnership and support.

Sincerely,
Loren Feldkamp
Superintendent of Schools

Table of Contents

2
District
Overview

3
Strategic Plan
Overview

4
Summary of
Approach

5
Our Guiding
Principles

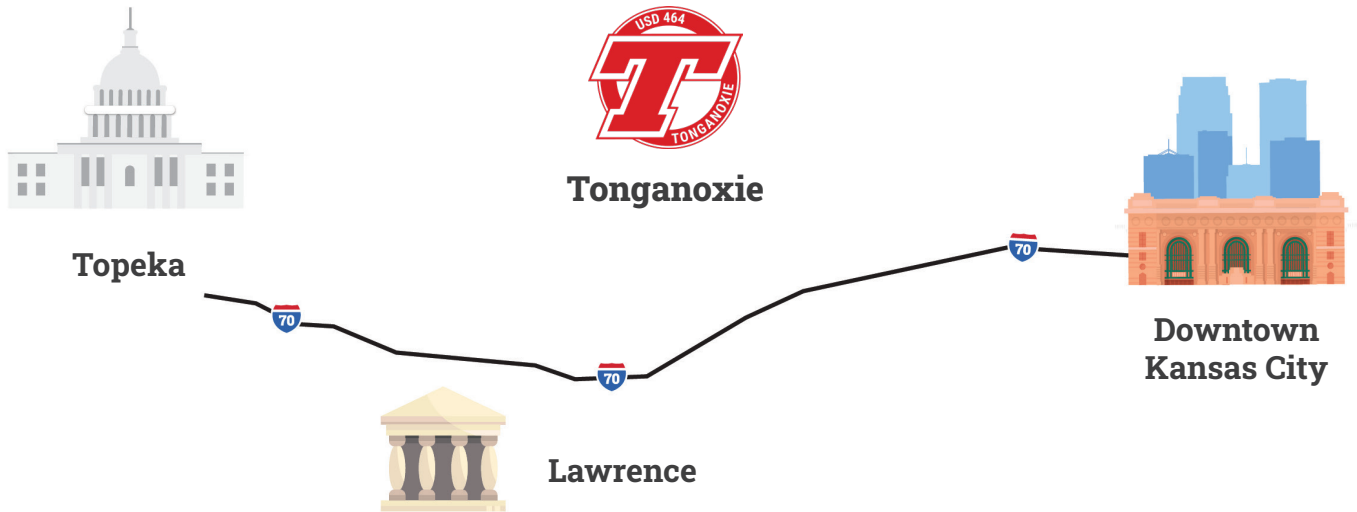
9
Measures of
Success

13
KESA
Connections

DISTRICT OVERVIEW

City of Tonganoxie

USD 464 is located in Tonganoxie, Kansas, which has a population of 5,583 and enjoys low crime, low cost of living, and an abundance of parks and trails. Tonganoxie's recreation commission offers sports leagues and activities for all ages, and the water park is a great spot to cool off on a summer day! Tonganoxie is conveniently located 15 minutes from Lawrence, 40 minutes from Topeka, and 3 miles north of Interstate 70, which makes for a quick 25-minute ride to downtown Kansas City. Tonganoxie residents enjoy major metropolitan amenities, arts, entertainment, sports, festivals, diversity, education, parks, and trails, as well as our award-winning schools, hometown atmosphere, and beautiful countryside!



Tonganoxie USD 464

During the 2023-24 school year, Tonganoxie USD 464 had an enrollment of 1,961. Building enrollments for 2023-24 were:



**Tonganoxie Elementary School
(Pre-K-5)**

Year Built: 2015
Enrollment: 884



**Tonganoxie Middle School
(6-8)**

Year Built: 2007
Enrollment: 424



**Tonganoxie High School
(9-12)**

Year Built: 2021
Enrollment: 653

Strategic Plan Overview

In January 2023, Tonganoxie Unified School District 464 began a journey to create a new strategic plan. This process involved planning teams and multiple opportunities to engage in the process of developing a new strategic plan. The culmination of this work resulted in the development of a new mission statement, motto, strategic vision, strategic goal areas, and SMART goals. This plan will guide the work of Tonganoxie USD 464 through 2029.

Summary of Approach

During the spring semester of 2023, the Tonganoxie USD 464 district leadership team developed a plan to gather data and reach as many people in the Tonganoxie School District community as possible. The team gathered baseline data, held forums, and developed surveys.

Forums

USD 464 facilitated three community forums and encouraged everyone who lived within the USD 464 boundaries to attend. Several communication strategies were used to promote the community forums, including email, text, website, posted flyers, and social media. Each school hosted a forum during the evenings of March 30, April 3, and April 11. Activities were conducted at each forum to solicit information from attendees to answer these questions:

Where are we now?

Where do we want to be?

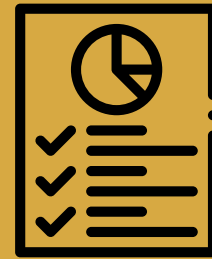
Attendees worked in small groups to discuss and answer guiding questions. Information was compiled on chart paper, and groups presented their information to the entire forum. Attendees then voted on the most vital information gathered from each activity.

On June 21, Tonganoxie USD 464 Board of Education members and building administration teams participated in a forum with the same format, questions, and activities as the community forums. Data was collected from this meeting and combined with the community forum data.

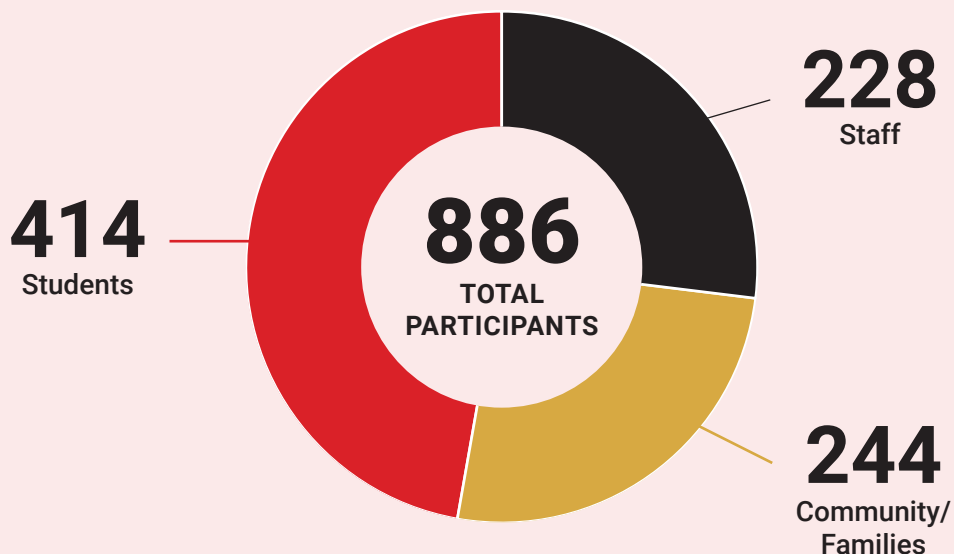
Data from the community forums and Board of Education/ Administration forum was then combined into one large data set.

Surveys

The district leadership team developed surveys to engage and solicit feedback from community members, parents, students, and staff. Survey links were shared via email, text, website, posted flyers, and social media. Reminders were sent throughout the survey windows.



Survey and Forum Participation



Our Guiding Principles

The significant data and input that drove this process also helped clarify the mission, define the vision and articulate the strategic goals that USD 464 must hold itself accountable to moving forward. These goals are guiding principles that influence every decision the district makes and serve as the foundation for building a culture of mutual accountability.

MISSION STATEMENT

We inspire, empower, and enable students to excel in academics, the community, and life.

MOTTO

Inspire. Empower. Excel.

STRATEGIC VISION



Student Excellence and Accountability

We prepare each student for success in life and career through rigorous instruction, skill development, and engagement.



People and Culture

We foster a collaborative and exceptional environment where each employee is valued and supported.



Family and Community Collaboration

We elevate student achievement and well-being through collaboration and active partnerships with families and the community.



Resources and Services

We maximize resources and services through strategic investment, innovative practices, and continuous improvement to strengthen the school community and advance student achievement.

STRATEGIC GOALS

Our strategic plan prioritizes areas of focus and elevates strategies that will aggressively accelerate USD 464, moving the district toward its 2029 vision.

There are many indicators and metrics that will help guide success and hold USD 464 accountable to the goals. Each building will also set goals and metrics more targeted to their respective environments but that connect with and help to advance the district’s vision, goals and future. These goals and metrics will guide the priorities and strategies contained in this plan, along with the actions undertaken to achieve them. USD 464 will be intentional about re-envisioning the underlying structures that support its work and enable its future – recognizing that in order to serve new types of learners and take the district to even greater heights, USD 464 must think and operate differently than ever before.





Student Excellence and Accountability

- Every student will develop a strong foundation of academic skills necessary for success in Pre-K through 12th grade
- Every student will experience an equitable school community where student health, safety, and well-being are prioritized, and student voice is centered
- Every student will acquire critical and creative thinking skills, meet/exceed high academic standards, and achieve their highest potential
- Every student will have access to high-quality academic programming and resources to support their success
- Every student will graduate ready to thrive in life after high school and with the skills to navigate, adapt, and innovate within a sustainable workforce



People and Culture

- Recruit, hire, and retain exceptional employees with a strong sense of commitment to the district's mission, strategic vision, and goals
- Foster professional growth and leadership across all levels of the district
- Cultivate a collaborative environment that empowers employees and provides job satisfaction
- Provide a competitive salary schedule and benefits for all employees
- Strengthen relationships among all employees



Family and Community Collaboration

- Build and maintain trusting relationships with students, families, and community
- Ensure accessible and clear two-way communication between the district, schools, students, families, and community
- Improve family and community engagement with the school district through a variety of relevant, meaningful, and accessible opportunities
- Create new and nurture existing community partnerships that advance the district's mission and vision
- Build and maintain a reputation as an innovative model school district



Resources and Services

- Build clear systems of communication among schools, families, and community
- Invest in long-term facilities planning, maintenance, and capital construction that provide safe, healthy, and flexible learning and working environments
- Continue effective decision-making that ensures financial stewardship and transparency



MEASURES OF SUCCESS

As USD 464 moves toward its strategic goals, the district must steadfastly measure success, recognize accomplishments, and monitor and report on progress. This starts with a district commitment to holding itself accountable to this plan and building a sustainable framework to extend this mindset across the district.

The strategic imperatives outlined in this plan serve as the foundation for this commitment. The following includes action steps, responsible parties, resources, timeline, and evaluation that will explain how the district will achieve these strategic imperatives. USD 464 will review progress toward these goals along with the broader strategic plan each year, considering unanticipated challenges or unexpected opportunities that have arisen throughout the year and adjusting accordingly.

These key metrics will be important measures of success, but not the only measures. Additional district metrics to track progress toward each strategic imperative, goal area and strategic priority will be identified and used for internal tracking, reporting, and ongoing decision-making in implementing the strategic plan. Buildings will also develop their own plans that support these district-level targets with corresponding activities, outcomes and metrics, recognizing that we all have an important role to play in moving USD 464 forward and achieving the vision together.

Student Excellence and Accountability

ACTION STEP	RESPONSIBLE PARTIES	RESOURCES	TIMELINE	EVALUATION
<p>Ensure a guaranteed and viable curriculum for all students PK-12, including strong core instruction and tiered interventions and extensions</p>	<ul style="list-style-type: none"> • Superintendent • Director of SIS • Principals • Instructional Coaches • Teachers 	<ul style="list-style-type: none"> • Curriculum design maps • Essential standards • Formative assessments • Aligned standards to curriculum and high-quality resources • Strong Tier I, tiered interventions, and extensions • Dedicated PLCs • Early release 	<p>Ongoing</p>	<ul style="list-style-type: none"> • Curriculum design maps • Formative assessments • FastBridge reports • KAP reports • Accountability reports
<p>Implement a balanced assessment system</p>	<ul style="list-style-type: none"> • Superintendent • Director of SIS • Principals • Instructional Coaches • Teachers 	<ul style="list-style-type: none"> • FastBridge • KAP • KITE minis 	<p>June 2026</p>	<ul style="list-style-type: none"> • FastBridge reports • KAP reports • Accountability report
<p>Ensure structured literacy</p>	<ul style="list-style-type: none"> • Superintendent • Director of SIS • Principals • Instructional Coaches • Teachers 	<ul style="list-style-type: none"> • LETRS training • Funding • LETRS facilitator training 	<p>Ongoing</p>	<ul style="list-style-type: none"> • Onboarding • Professional development agendas • LETRS reports
<p>Ensure high quality instruction</p>	<ul style="list-style-type: none"> • Superintendent • Director of SIS • Principals • Instructional Coaches • Teachers 	<ul style="list-style-type: none"> • High-impact instructional practices and strategies • High-quality professional development • Walkthroughs 	<p>Ongoing</p>	<ul style="list-style-type: none"> • Professional development agendas • Walkthroughs

People and Culture

ACTION STEP	RESPONSIBLE PARTIES	RESOURCES	TIMELINE	EVALUATION
Develop and maintain a strong human resources department	<ul style="list-style-type: none"> • Superintendent • Director of SIS • Principals • Instructional Coaches • Teachers 	<ul style="list-style-type: none"> • Funding • Revised organizational chart 	Ongoing	<ul style="list-style-type: none"> • Surveys • Evaluations • Documented processes and procedures
Develop and implement a recruitment and retention strategy	<ul style="list-style-type: none"> • Superintendent • Assistant Superintendent • Communications Coordinator 	<ul style="list-style-type: none"> • Salary • Benefits • Loan Forgiveness • Childcare • Marketing • Non-monetary incentives • Teacher involvement in committees • Surveys • Teacher Recognition Programs 	Ongoing	<ul style="list-style-type: none"> • Surveys • Documented processes and procedures
Enhance mentoring and onboarding	<ul style="list-style-type: none"> • Assistant Superintendent • Director of SIS • Instructional Coaches 	<ul style="list-style-type: none"> • HR systems, processes, and procedures • Greenbush partnership 	June 2026 Ongoing	<ul style="list-style-type: none"> • Surveys • Documented processes and procedures
Early Learning Center	<ul style="list-style-type: none"> • Superintendent • Assistant Superintendent • Director of SIS 	<ul style="list-style-type: none"> • Greenbush partnership • Planning committee • Funding 	June 2029	Completed implementation plan
Maximize funding to provide a robust salary schedule and benefits package	<ul style="list-style-type: none"> • Superintendent • Assistant Superintendent • Business Manager 	<ul style="list-style-type: none"> • Budget • Needs assessment • Budget analysis 	Ongoing	<ul style="list-style-type: none"> • Surveys • Salary schedule • Benefits package

Family and Community Collaboration

ACTION STEP	RESPONSIBLE PARTIES	RESOURCES	TIMELINE	EVALUATION
Host 3 to 5 opportunities for family/ community collaboration each year	<ul style="list-style-type: none"> • Director of SIS • Principals • Counselors • Communications Coordinator 	<ul style="list-style-type: none"> • School and district calendars 	Ongoing	<ul style="list-style-type: none"> • School and district calendars • Surveys
Develop and implement a streamlined communication plan for the district	<ul style="list-style-type: none"> • Communications Coordinator 	<ul style="list-style-type: none"> • Needs assessment 	June 2026	<ul style="list-style-type: none"> • Completed communications plan • Surveys
Develop and maintain enhanced family and community partnerships	<ul style="list-style-type: none"> • Superintendent • Assistant Superintendent • Communications Coordinator 	<ul style="list-style-type: none"> • District site council • Building site councils • Tonganoxie Business Association • Tonganoxie Education Foundation 	Ongoing	<ul style="list-style-type: none"> • Partner list • Surveys

Resources and Services

ACTION STEP	RESPONSIBLE PARTIES	RESOURCES	TIMELINE	EVALUATION
Develop and maintain a multi-year capital improvement plan	<ul style="list-style-type: none"> • Superintendent • Assistant Superintendent • Business Manager • Director of Facilities and Grounds 	<ul style="list-style-type: none"> • Budget • Needs assessment • Budget analysis 	Ongoing	Completed capital improvement plan
Early Learning Center	<ul style="list-style-type: none"> • Superintendent • Assistant Superintendent • Director of SIS 	<ul style="list-style-type: none"> • Greenbush partnership • Planning committee • Funding 	June 2026	Completed implementation plan

KESA CONNECTIONS

KESA Overview

Kansas Statute charges the Kansas State Board of Education with the accreditation of school districts, a process that provides official recognition of the district having met a defined set of standards. Current accreditation regulations in Kansas are based on a district accreditation model called Kansas Education Systems Accreditation (KESA), which was approved in 2016. As a tool to support Kansas in leading the world in the success of each student, the Kansas Education Systems Accreditation (KESA) model does the following:

- Ensures each K-12 system has fundamental practices in place at a high level in each classroom
- Evaluates each system's lead indicator data and State Board outcomes
- Ensures each K-12 system is in compliance with all identified compliance areas



The KESA 2.0 model shall ensure that districts are accredited based on the four fundamentals, the five board outcomes, student outcomes, and compliance. The model shall also account for current accreditation regulations.

Four Fundamentals

The Four Fundamentals of the school improvement model include:

- **Structured Literacy:** Ensuring most effective literacy instruction
- **Standards Alignment:** Aligning classroom instruction and resources to standards
- **Balanced Assessment System:** Using data to inform instruction
- **Quality Instruction:** Promoting quality instruction through high expectations

Structures and Lead Indicators are key components of implementing the Four Fundamentals of the Kansas School Improvement Model.

Structures

Structures influence and shape adult behaviors across a school system. They reinforce one another and the fundamentals. Each has leading indicators that reinforce the fundamentals. Probable structures include:

- Resource Allocation
- Educator Evaluation
- Professional Learning
- Professional Collaboration
- Tiered Systems of Supports
- Family and Community Partnerships

Lead Indicators

Lead indicators are high-leverage, grounded in evidence and where we must focus our time and energy to maximize impact. They help us use evidence to reach our goals and then act with clarity and consistency. They are predictive in nature and provide a more direct and timely indication of the impact of our work. Lead indicators are also influenceable, meaning they are within the team's control and influence. An example of a lead indicator is KAP Interim Assessment data.

State Board Outcomes

There are five State Board Outcomes:

- Academic Preparation
- Cognitive Preparation
- Technical Skills
- Employability Skills
- Civic Engagement

Embedded within the State Board Outcomes are three specific outcomes that KESA highlights as an important part of school improvement. These will have a significant part of our accreditation:

- Kindergarten Readiness
- Individual Plans of Study
- Social and Emotional Learning Measured Locally



Student Outcomes

Student outcomes are considered lag measures. Lag measures look back at whether an intended measure was achieved. Accreditation based on lag measures include:

- KAP Summative State Assessment data - Performance levels
- Graduation Rates - All students and subgroups
- Postsecondary Effectiveness
- Industry-Recognized Certification in High School
- Postsecondary Certificate
- Postsecondary Degree
- Enrolled in first- and second-year following graduation



Compliance

While there are many more steps that a system must take to meet state and federal requirements, the areas outlined below are the areas that can impact a system's accreditation status if the system is out of compliance. Compliance areas include:

- ACT and WorkKeys Participation
- Anti-Bullying Policy and Plan and Child Abuse and Neglect Mandated Reporter Training and Jason Flatt Act
- Assessments
- Child Nutrition and Wellness
- Dyslexia
- Educator Mentoring and Induction Plan
- Individual Plan of Study (IPS)
- KIDS - Data Quality Certified
- KIDS Reporting
- Kindergarten Readiness Snapshot
- Licensure
- Professional Development Plan Special Education (IDEA) Title Services



Inspire.
Empower.
Excel.

Tonganoxie USD 464
300 E. Hwy 24-40
Tonganoxie, KS 66086
913.416.1400
tong464.org

 @tongienation

 @tongienation

 @tongienation

 @tonganoxieusd464