



Brookfield R-III School District

COMPREHENSIVE SCHOOL
IMPROVEMENT PLAN

2026-2029

124A Pershing Road
BROOKFIELD, MO 64628
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Our District

The Brookfield R-III School District, located in Linn and Chariton Counties, is home to just over 800 students in North Central Missouri. Brookfield provides high-quality academic and career-readiness programming for students age 3 – 21 in four schools and in the Linn County Area Career and Technical Center (LCATC). Brookfield students have opportunities ranging from dual credit coursework, to skilled technical career programs, to engaging performing arts and co- and extra-curricular activities.

Brookfield students are supported by about 120 teachers, administrators and staff members who work to maintain high expectations and continue our district's standards of high performance.



BULLDOG INSIGHTS

OUR STUDENTS

829 K-12 Students
62 Preschool Students



OUR TEAM

14 to 1 Student-to-Teacher Ratio
74% 3-Year Teacher Retention Rate

OUR PERFORMANCE

Brookfield R-III scored above 90% in 2024 on Missouri's Annual Performance Report (APR)



92.8% 2024 Graduation Rate



97.1% of 2024 Graduates are Employed, Seeking Additional Education, or Serving in the Military



71% of Graduates Earned Dual Credit or an Industry Credential



The Improvement Process

COMPREHENSIVE SCHOOL IMPROVEMENT PLANNING PROCESS

The Comprehensive School Improvement Plan (CSIP) for the Brookfield R-III School District was developed according to requirements outlined by the Missouri Department of Elementary and Secondary Education's MSIP 6 guidelines.

The team leading the work included Board members, District administrators, teachers, parents, students, and community members.

SCHOOL IMPROVEMENT PROCESS

STEP 1: COLLECT FEEDBACK

GATHER FEEDBACK

Surveys were used to gather important information and feedback from Brookfield R-III constituents. Surveys were completed by 521:

- Community Members & Parents
- Staff Members
- Students

STEP 2: DISTRICT ANALYSIS

REVIEW PROGRESS

A CSIP Committee analyzed student key measures using an adapted SWOT Analysis (Strengths, Weaknesses, Opportunities and Threats) to guide the direction for our district in the next three years. The group also engaged in a review of district beliefs, our mission and our vision.

STEP 3: CREATING THE PLAN

DRAFT PLAN

The CSIP Committee identified four priorities to guide the work of the Brookfield R-III School District through 2028. Committee members also worked to construct SMART goals and action steps to support each priority area.

CSIP COMMITTEE MEMBERS

Jennifer Barton, Elementary Educator
 Aerin Billingsly, Secondary Educator
 Stacy Brown, Parent
 Ryan Burns, Board Member
 Denise Carlson, District Administrator
 Megan Clarkson, District Staff
 Kensie Daleske, Elementary Principal
 Blake DeVoy, Board Member
 Jessica Dobrzanski, District Staff
 Bill Erich, District Staff & Parent
 Rebecca Haley, District Staff
 Dr. Eric Hoyt, Superintendent

Brenda Hueffmeier, District Staff & Parent
 Blayde Lindsay, Student
 Andy Matzen, Career Education Instructor
 Chase McPherson, Community (Walsworth)
 Molly Parks, District Staff & Parent
 Matt Parn, District Leader & Parent
 Jennifer Pfeiff, District Staff & Parent
 Brandon Roberts, Brookfield City Manager
 Beth Roby, Parent
 Abby Sackrey, District Leader & Parent
 Brittany Sensenich, District Staff
 Carey Smith, LCACTC Director

Noel Staddie, Board Member
 Scott Stevens, Building Administrator
 Braxton Switzer, Student
 Dana Tarpenting, Brookfield City Manager
 Nile Thudium, High School Principal
 Brittany Wessing, Parent
 Melinda Wibeck, Middle School Principal
 Jonna Weydert, District Staff



Proud Traditions . . .



BROOKFIELD HIGH SCHOOL

circa 1916

Beginning as Brookfield College in 1888, the city of Brookfield took possession of the building when the college closed, turning it into the high school according to the November 29, 1888 and June 22, 1900 editions of the Brookfield Gazette.





Beliefs, Mission, Vision



BLUE PRIDE Means:

- **We commit** to a culture where every student, staff member, family, and community partner feels genuinely welcomed, deeply valued, and undeniably safe.
- **We believe** the school district is a cornerstone of our community, driving both educational excellence and shared prosperity.
- **We ensure** district resources are strategically invested for the greatest benefit of our students, staff, and the broader community.
- **We uphold** transparency through open, proactive, and effective communication that builds trust and provides clarity for students, staff, families, and community members.
- **We nurture** the whole student—academically, physically, and emotionally—so each can thrive and reach their fullest potential.
- **We champion** every staff member by investing in their growth, development, and well-being, recognizing that fulfilled professionals create thriving schools.
- **We embrace** a culture of dignity and respect, treating ourselves and others with compassion and integrity in all we do.
- **We believe** in striving to be a better version of ourselves today than we were yesterday.



OUR MISSION

Leading, learning and thriving by preparing students for productive citizenship by through academic excellence, strong relationships, and meaningful community partnerships.



OUR VISION

Empowering every learner to achieve excellence, contribute with purpose, and shape a thriving future for our community and beyond.



Priorities for Improvement

Priority 1 – Student Success

Academic Achievement & Future Readiness

SMART Goals

1.1: Using local attendance data for daily, monthly, and quarterly monitoring, annual district student attendance will be at 95% or higher, as measured by the Annual Performance Report.

1.2: Increase kindergarten readiness to 85% of incoming students meeting social and academic benchmarks through expanded preschool collaboration, family engagement, and transition activities.

1.3: By the end of each academic year ending in 2030, student performance on all state-mandated assessments will meet or exceed the Missouri state average in the Advanced and Proficient achievement levels across all tested content areas.

Priority 2 – Staffing

Recruiting, Hiring, Retaining & Developing an Excellent Educational Team

SMART Goals

2.1: The district will ensure every instructional, administrative, and support position is staffed with individuals who meet or exceed state and federal “highly qualified” standards.

2.2: By the end of each academic year, the District will retain at least 90% of all certified staff members employed during the previous school year, excluding retirements, as measured by annual staff retention data.



Priorities for Improvement

Priority 3 – District Leadership

Responsible, Effective Management of District Resources

SMART Goals

3.1: The district will maintain a 25% Reserve Fund balance annually, as reported on the Annual Secretary of the Board Report.

3.2: By the end of each fiscal year, the district will increase the quality and effectiveness of technology and instructional resources by 10%, as measured by:

- Performance data from technology integration metrics (e.g., student engagement, assessment outcomes, and teacher usage analytics).
- User feedback from annual staff and student surveys showing improved satisfaction with access, training, and resource usability.

3.3: By June 30, 2029, 100% of the action steps outlined in the Long Range Facilities Plan will be successfully completed as measured by documented project reports, with quarterly progress reviews conducted by district leadership to ensure on-time delivery and budget compliance.

3.4: By June 2029, the district will complete 100% of the action steps outlined in the Emergency Operations Plan (EOP) to ensure full preparedness for emergency response and recovery. Progress monitoring will be completed quarterly through the EOP implementation checklist.

Increase positive perceptions of school culture and climate among students and staff by at least 2% annually, as measured by survey data.

Priority 4 – Culture & Climate

Maintain a healthy, productive organization for all students and staff

SMART Goals

4.1: Increase positive perceptions of school culture and climate among students and staff by at least 2% annually, as measured by survey data.

4.2: Increase positive community stakeholder perceptions of the district by at least 2% annually, as measured by survey data.

4.3: Reduce the total number of discipline incidents by 20% annually, as compared to the previous year's data, with quarterly monitoring and reporting to district leadership.



Brookfield R-III School District

STUDENT SUCCESS

Priority 1: Student Success

Academic Achievement & Future Readiness





Priority 1: Student Success

Academic Achievement & Future Readiness

Through our focus on Goals & Action Steps from our 2023-2026 CSIP, we recognize several accomplishments.

Student Attendance Focus:

- The development of a systematic attendance monitoring and a communication process with families.
- An attendance mentoring programming.
- A learning extension program to close academic gaps resulting from student absences.

ACT Performance:

- Staff members certified in Focus on Learning ACT strategies.
- Provide paid test opportunity for students completing college-ready courses.
- Develop and issue a Brookfield R-III College Prep Certificate.

Literacy & On-Grade Level Learning

- Certify elementary staff via LETRS training.
- Utilize online intervention and personalized plans of study for students performing below-grade level on state assessments.
- Utilize MAP-like items in classroom assessments and provide MAP or EOC preparation opportunities.
- Recognize students performing in Proficient and Advanced ranges on state assessments.
- Align curricular scopes and sequences vertically district-wide.
- Develop learning goals, targets, and proficiency scales for essential standards.

Success-Ready Graduates

- Provide alternative pathways for students struggling with classroom success.
- Recognize LCACTC program completers.
- Increase exploratory middle school course options.
- Revise school bell schedule to increase academic engagement.
- Provide additional opportunities to explore career pathways.



Priority 1: Student Success

Academic Achievement & Future Readiness

SMART GOAL 1.1: Using local attendance data for daily, monthly, and quarterly monitoring, annual district student attendance will be at 95% or higher, as measured by the Annual Performance Report.

Action Step	Person/s Responsible	Funding Source	Target Completion Date
Use local attendance data for daily, monthly, and quarterly monitoring.	Building Administrators	Central Office Budget	Ongoing Quarterly Reports Provided to Superintendent by the 15 th of September, December, March & June. 2026-2029
Maintain practices of daily communication/contact with families whose students are absent from school.	Building Administrators, Staff	Central Office Budget	Daily 2026-2029
Maintain an attendance recognition and incentive program for students who maintain 95% attendance on a quarterly basis.	District Administrators, Building Administrators	Building Budgets	Quarterly 2026-2029
Maintain open and direct communication with families regarding attendance, targeting families whose student attendance drops below 95%.	Building Administrators, Staff	No Cost	Ongoing 2026-2029



Priority 1: Student Success

Academic Achievement & Future Readiness

STUDENT SUCCESS

Action Step	Person/s Responsible	Funding Source	Target Completion Date
Implement a peer mentoring program to encourage and increase daily student attendance.	Building Administrators	No Cost	Ongoing 2026-2029
Provide extended learning opportunities for absent students to recover lost instructional time at an age-appropriate level through targeted and evidence-based extended learning programs.	Building Administrators, Staff	Building Budgets, Career Ladder	Ongoing 2026-2029
Use data to regularly assess student progress in extended learning programs and adjust extended opportunities as needed.	Building Administrators, Staff	Building Budgets, Career Ladder	Quarterly 2026-2029



Priority 1: Student Success

Academic Achievement & Future Readiness

SMART GOAL 1.2: Increase kindergarten readiness to 85% of incoming students meeting social and academic benchmarks through expanded preschool collaboration, family engagement, and transition activities.

STUDENT SUCCESS

Action Step	Person/s Responsible	Funding Source	Target Completion Date
Develop and adopt measurable social and academic benchmarks for kindergarten readiness.	District Administrators, Building Administrators, Staff, Community Partners	Building Budgets	April 1, 2026
Utilize community surveys to determine early childhood learning opportunities and to assess community childcare and early learning needs.	District Administrators, Building Administrators, Staff, Community Partners	Building Budget	Annually, by June 30th 2026-2029
Conduct an exploration of the feasibility of providing summer early learning opportunities and develop a recommendation to district administrators and the board of education.	District Administrators, Building Administrators, Staff, Community Partners	No Cost	December 1, 2026
Implement Parents as Teachers (PAT) program to provide district-to-family liaison and to identify physical, social, emotional, and academic needs in birth to 3-year-olds, as well as to support the at-home growth of children.	District Administrators, Building Administrators	District Budget	By August 1, 2027



Priority 1: Student Success

Academic Achievement & Future Readiness

SMART GOAL 1.3: By the end of each academic year ending in 2030, student performance on all state-mandated assessments will meet or exceed the Missouri state average in the Advanced and Proficient achievement levels across all tested content areas.

Action Step	Person/s Responsible	Funding Source	Target Completion Date
Implement personalized study plans created with online intervention and enrichment platforms (e.g., i-Ready, Edmentum, or Study Island).	Building Administrators, Staff	Building Supply Budgets, Title II, PD Budget	Ongoing 2026-2029
Utilize released state assessment items, practice test forms, and embed state-assessment-like items in classroom instruction during the academic year.	Building Administrators, Staff	No Cost	Ongoing 2026-2029
Recognize and celebrate students who scoring in the Advanced or Proficient levels on state assessments.	Building Administrators, Staff	Building Budgets	Annually, by December 1st 2026-2029
Regularly review district curriculum using a published curriculum review and revision cycle to ensure alignment to Missouri Learning Standards and vertical alignment of district scope and sequence across all grade levels for instructional coherence and skill progression.	District Administrators, Building Administrators, Staff	District Budget	Annually 2026-2029



Priority 1: Student Success

Academic Achievement & Future Readiness

STUDENT SUCCESS

Action Step	Person/s Responsible	Funding Source	Target Completion Date
Review and revise the goals, learning targets, and proficiency scales for curricular essential standards utilized in regular classroom instruction.	Building Administrators, Staff	Building Budgets, Title II, PD Budget	Annually, by August 1st 2026-2029
Provide alternative programming opportunities to meet the needs of diverse learners, annually reviewing and publishing the effectiveness of district alternative educational programs.	Building Administrators	District Budget, Building Budgets	Annually, by August 1st 2026-2029
Review course options for middle and high school students, revising district course offerings to meet student interests and career and technical trends, as well as regional workforce demands.	Building Administrators, Staff	District Budget, Building Budgets	Annually, by December 1st 2026-2029
Increase student exposure to real-world learning by designing and implementing a plan for all students to participate in one real-world immersion experience aligned with ICAP plans before graduation.	Building Administrators, Staff, Community Partners	Building Budgets, Title II, PD Budget	Beginning with the Class of 2029



Priority 2: Staffing

Recruiting, Hiring, Retaining & Developing
an Excellent Educational Team





Priority 2: Staffing

Recruiting, Hiring, Retaining & Developing an Excellent Educational Team

Through our focus on Goals & Action Steps from our 2023-2026 CSIP, we recognize several accomplishments.

Salary Study:

- An annual review of district salary schedules is completed.
- After completing a salary survey of other Linn County schools, create a district budget that prioritizes staff salaries.

Staff Retention

- Recognize employee accomplishments and celebrate staff milestones.
- Deploy an annual staff survey to gather feedback regarding the workplace culture and climate.
- Create and deploy exit interview methods to gather feedback from staff members leaving district employment.
- Recognize and nominate staff eligible for local, regional, state or national recognition.

Employ Highly-Qualified Educators

- Create a two-year mentoring program through the district professional development committee to support educators obtaining professional certification.
- Engage in recruiting efforts through state colleges and universities.
- Explore and utilize additional ways to market district employment opportunities.
- Partner with local agencies to create community incentives for new employees.



Priority 2: Staffing

Recruiting, Hiring, Retaining & Developing an Excellent Educational Team

STAFFING

SMART GOAL 2.1: The district will ensure every instructional, administrative, and support position is staffed with individuals who meet or exceed state and federal “highly qualified” standards.

Action Step	Person/s Responsible	Funding Source	Target Completion Date
The District will complete an annual review of staff salary and benefits schedules to ensure total compensation meets or exceeds the regional average of comparable school districts.	District Administrators, Building Administrators, Staff	No Cost	Annually, by June 30th 2026-2026
Complete and present an annual salary and benefits study that includes staff culture and climate survey data and exit interview data to inform human resources processes and district budget recommendations.	District Administrators, Building Administrators, Staff	No Cost	June 30, 2026
Review district teacher salary schedule and ensure compliance with state statutory base salary requirements of \$40,000 by 2025-26 and \$48,000) by 2028-2029.	District Administrators	District Budget	June 30, 2025 and June 30, 2028
Complete an annual district budget that strategically prioritizes staff hiring and retention to ensure competitive compensation, supports professional growth, and sustains high-quality instruction across all schools.	District Administrators	District Budget, PD Budget	Annually 2026-2029



Priority 2: Staffing

Recruiting, Hiring, Retaining & Developing an Excellent Educational Team

STAFFING

SMART GOAL 2.2: By the end of each academic year, the District will retain at least 90% of all certified staff members employed during the previous school year, excluding retirements, as measured by annual staff retention data.

Action Step	Person/s Responsible	Funding Source	Target Completion Date
Create and present annual staffing report that included staff retention data, exit interview data, staff certification data, and other data to indicate district maintenance of a highly-qualified staff.	District Administrators, Building Administrators	No Cost	Annually by June 30th 2026-2029
Form a Staff Welfare Committee to review data and makes annual recommendations regarding teacher benefits and salary schedules, with incentives for educational attainment and longevity.	Committee Members, District Administrators, Building Administrators	No Cost	Annually by June 30th 2026-2029
Explore feasibility of staff benefits that includes paid time off (PTO), staff childcare, and strong, effective mentoring programming.	Staff Welfare Committee Members, District Administrators, Building Administrators	No Cost	June 30, 2026
Annually recognize staff awards and milestones.	Staff Welfare Committee, Building Administrators	Building Budgets, District Budgets	Annually 2026-2029



Priority 3: District Leadership

Responsible, Effective Management of District Resources





Priority 3: District Leadership

Responsible, Effective Management of District Resources

Through our focus on Goals & Action Steps from our 2023-2026 CSIP, we recognize several accomplishments.

Fiscal Responsibility

- The superintendent provides monthly financial updates and a quarterly budget review to the Board of Education.
- District purchasing procedures are reviewed annually through mandatory staff training.
- The district maintains a minimum 25% unrestricted fund reserve balance.

District Technology

- An annual review of district technology and its effectiveness is conducted.
- Provide additional district technology support through effective budgeting.
- Develop and implement a district technology asset replacement cycle.

Long-Range Planning

- Form a facilities review committee and, after a review of district facilities, prepare a facilities plan.
- Engage with local agencies to conduct annual safety and security reviews.
- Present the district safety plan to the Board of Education for annual review.
- Complete regular reviews and upgrades of district security measures through effective budgeting.



Priority 3: District Leadership

Responsible, Effective Management of District Resources

SMART GOAL 3.1: The district will maintain a 25% Reserve Fund balance annually, as reported on the Annual Secretary of the Board Report.

DISTRICT LEADERSHIP

Action Step	Person/s Responsible	Funding Source	Target Completion Date
Provide annual training for all staff regarding purchasing procedures	Superintendent, Bookkeeper, Building Administrators	No Cost	Annually 2026-2029
Superintendent will provide a monthly financial report to the BOE and review the budget quarterly.	Superintendent	No Cost	Monthly 2023-2026 Quarterly September, December, March, & June, 2026-2029
Superintendent will make financial recommendations to the BOE to ensure the District maintains at least a 25% unrestricted reserve balance	Superintendent	No Cost	Annually 2026-2029



Priority 3: District Leadership

Responsible, Effective Management of District Resources

DISTRICT LEADERSHIP

SMART GOAL 3.2: By the end of each fiscal year, the district will increase the quality and effectiveness of technology and instructional resources by 10%, as measured by:

- **Performance data** from technology integration metrics (e.g., student engagement, assessment outcomes, and teacher usage analytics).
- **User feedback** from annual staff and student surveys showing improved satisfaction with access, training, and resource usability.

Action Step	Person/s Responsible	Funding Source	Target Completion Date
Include items on annual staff and student surveys to gather feedback regarding satisfaction with access, training, and district technology resources.	Technology Director, Administrators, Staff, Students	District Technology Budget	Annually 2023-2026
Maintain District Technology Committee that meets at least annually to review feedback and effectiveness of district technology resources.	Technology Director, Administrators, Staff, Students	District Technology Budget	Annually 2026-2029
Develop and implement a five-year technology and instructional resource replacement schedule that ensures all student and staff devices, classroom technology tools, and digital instructional materials are updated or replaced on a rotating basis to maintain functionality and effectiveness.	Technology Director, Administrators, District Technology Committee	District Technology Budget, Building Curriculum Budgets	June, 2026



Priority 3: District Leadership

Responsible, Effective Management of District Resources

DISTRICT LEADERSHIP

Action Step	Person/s Responsible	Funding Source	Target Completion Date
Provide effective technology resources to support district operations, teaching, and learning.	Technology Director, Administrators, Staff	District Technology Budget, Building Curriculum Budgets	Annual Review 2026-2029
Provide additional technology support to maintain technology resources in working condition. District IT maintenance tickets and resources purchases/implementation will be used to identify workload annually.	Superintendent, Board of Education, Technology Director	District Technology Budget	Annual Review 2026-2029
Use data to evaluate and fund effective online resources and subscriptions that support teaching and learning.	Technology Director, Administrators, Staff	District Technology Budget, Building Curriculum Budgets	Annual Review 2026-2029



Priority 3: District Leadership

Responsible, Effective Management of District Resources

SMART GOAL 3.3: By June 30, 2029, 100% of the action steps outlined in the Long Range Facilities Plan will be successfully completed as measured by documented project reports, with quarterly progress reviews conducted by district leadership to ensure on-time delivery and budget compliance.

DISTRICT LEADERSHIP

Action Step	Person/s Responsible	Funding Source	Target Completion Date
Maintain a District Facilities Committee with representatives from various stakeholder groups throughout the district.	Superintendent	No Cost	Annually by June 30th 2026-2029
Complete and maintain an annual facilities assessment to determine district facilities priorities.	Superintendent, District Facilities Committee	District Budget	Annually by June 30th 2026-2029
Use annual facilities assessment and other data to Maintain and update a district facilities plan.	Superintendent, District Facilities Committee	No Cost	Presented Annually to the Board of Education by June 30th 2026-2029



Priority 3: District Leadership

Responsible, Effective Management of District Resources

DISTRICT LEADERSHIP

SMART GOAL 3.4: By June 2029, the district will complete 100% of the action steps outlined in the Emergency Operations Plan (EOP) to ensure full preparedness for emergency response and recovery. Progress monitoring will be completed quarterly through the EOP implementation checklist.

Action Step	Person/s Responsible	Funding Source	Target Completion Date
Hold an annual meeting with local safety personnel and community resources to review current school safety procedures, evaluate recent incidents or risks, and identify changes or improvements needed to ensure a secure learning environment.	Safety Coordinator	No Cost	Annually, Before the Start of Each School Year 2026-2029
The district safety coordinator will organize and conduct an annual meeting of the district's EOP Committee.	Safety Coordinator	No Cost	Annually by June 30th 2026-2029
The district safety coordinator will collect and analyze all incident data, drill outcomes, and facility inspection reports by May each year, compile findings into an annual safety report, and present it to the Board of Education during the June meeting for review and discussion.	Safety Coordinator	No Cost	Annually by May 31st 2026-2029



Priority 3: District Leadership

Responsible, Effective Management of District Resources

DISTRICT LEADERSHIP

Action Step	Person/s Responsible	Funding Source	Target Completion Date
Complete an annual campus safety and facilities assessment to identify maintenance and security needs. Prioritize findings and allocate funds within the district budget to upgrade safety systems, repair infrastructure, and enhance secure access points as needed within the respective upcoming fiscal year..	Safety Coordinator, Superintendent, Board of Education	Local, State, and Federal Funding Allocations, General Obligation Bonds	Annually, by August 31st. 2026-2029



Priority 4: Culture & Climate

Maintain a healthy, productive organization for all students and staff





Priority 4: Culture & Climate

Maintain a healthy, productive organization for all students and staff

Through our focus on Goals & Action Steps from our 2023-2026 CSIP, we recognize several accomplishments.

Maintain Positive Culture & Climate

- Implementation of social and emotional learning initiatives district-wide.
- Employ certified school counselors in all school buildings.
- Allow on-site access by mental health professionals to provide student support services.
- Create and publish mental health resources on district website.
- Create a district Wellness Committee to recommend wellness initiatives and programming.
- Expand staff social interactions.

Student Behavior

- Conduct an annual review of district disciplinary data and develop a plan responsive to findings.
- Annually review district PBS Matrices and district discipline policies.
- Develop and implement age-appropriate progressive disciplinary procedures.

Community Engagement

- Deploy a community survey to gather constituent feedback.
- Review and improve district communication with community agencies and with community members.
- Provide staff professional development on effective communication strategies with district families.



Priority 4: Culture & Climate

Maintain a healthy, productive organization for all students and staff

CULTURE & CLIMATE

SMART GOAL 4.1: Increase positive perceptions of school culture and climate among students and staff by at least 2% annually, as measured by survey data.

Action Step	Person/s Responsible	Funding Source	Target Completion Date
Implement evidence-based curriculum and practices schoolwide that support and promote healthy academic, social, and emotional growth in students.	Building Administrators, Staff	Building Budgets	Ongoing 2026-2029
Utilize building counselors to implement a programming aligned with the Missouri Comprehensive School Counseling guidelines, addressing academic, career, and personal/social development in each district school.	Building Administrators, Staff	Building Budgets	Ongoing 2026-2029
Explore and create a recommendation for expanding wraparound student support services, including a full-time district social worker.	Building Administrators, Staff	District Budget	December 15, 2026
Utilize student and staff survey data to guide district recommendations for staffing, programming, and services.	District Administrators, Building Administrators, Staff	District Budget	Annually 2026-2029



Priority 4: Culture & Climate

Maintain a healthy, productive organization for all students and staff

CULTURE & CLIMATE

SMART GOAL 4.2: Increase positive community stakeholder perceptions of the district by at least 2% annually, as measured by survey data.

Action Step	Person/s Responsible	Funding Source	Target Completion Date
Design and administer a culture and climate survey annually to parents, community members, teachers, staff, and students to assess perceptions.	Building Administrators, Staff	District Budget	Annually, by June 1st 2026-2029
Engage in broad communication of survey dates, instructions, and the importance of stakeholder feedback in school improvement to encourage participation.	Building Administrators, Staff	No Cost	Ongoing 2026-2029
Use multiple communication channels, including social media, newsletters, phone/app alerts, and a dedicated website section to share district successes, awards, student and teacher achievements, information, and district events.	Building Administrators, Staff	District Budget	Ongoing 2026-2029
Publish stakeholder survey data to maintain trust and to guide district recommendations for programming and services.	District Administrators, Building Administrators, Staff	District Budget	Ongoing 2026-2029



Priority 4: Culture & Climate

Maintain a healthy, productive organization for all students and staff

CULTURE & CLIMATE

SMART GOAL 4.3: Reduce the total number of discipline incidents by 20% annually, as compared to the previous year's data, with quarterly monitoring and reporting to district leadership.

Action Step	Person/s Responsible	Funding Source	Target Completion Date
Review and analyze current Big 5 discipline data (what, where, when, who, how often) to identify appropriate intervention strategies.	Building Administrators, Staff	No Cost	Quarterly, beginning 2026-27 2026-2029
Implement professional development for staff on classroom management, trauma-informed practices, or other evidence-based management techniques and strategies.	Building Administrators, Staff	Building Budgets, PD Budget	Ongoing 2026-2029
Establish clear behavior expectations and consistent consequences that are communicated with students and families and published in student handbooks, utilizing consistent terminology (e.g., "minors" and "majors") appropriate for each grade span.	Building Administrators, Staff	No Cost	Ongoing 2026-2029
Establish and maintain student engagement and other programming to provide positive behavior reinforcement.	District Administrators, Building Administrators, Staff	District Budget, Building Budgets	Ongoing 2026-2029



Perpetual Calendar for Board Reporting

PERPETUAL CALENDAR

MONTH	ITEM/REPORT
January	<ul style="list-style-type: none"> Last Wednesday – MOSIS Membership Enrollment Count Day January 31 – Food Service Commodities Inventory Report Due
February	<ul style="list-style-type: none"> February 15 – Calendar Year-End Balances Reported Due to DESE February 15 – February Cycle MOSIS/Core Data Report Due Second Wednesday – Transportation Ridership Report Due
March	<ul style="list-style-type: none"> March 15 – Quarterly Attendance Report March 15 – Quarterly Budget Review
April	<ul style="list-style-type: none"> April 15 - April Cycle MOSIS/Core Data Report Due Food Service Application for Summer School Due Board Election & Reorganization
May	<ul style="list-style-type: none"> May 31 – Annual Safety Plan Presentation
June	<ul style="list-style-type: none"> End of Fiscal Year June 15 – Quarterly Attendance Report June 15 – Quarterly Budget Review June 30 – June Cycle MOSIS/Core Data Report Due Retirement for all June Payrolls to PSRS/PEERS Due June 30 – Annual Staffing Report Presentation June 30 – Annual Facilities Report Presentation By June 30 – Adopt Annual District Budget



Perpetual Calendar for Board Reporting

PERPETUAL CALENDAR

MONTH	ITEM/REPORT
July	<ul style="list-style-type: none"> Beginning of New Fiscal Year
August	<ul style="list-style-type: none"> August 15 – August Cycle MOSIS/Core Data Report Due August 15 – Annual Secretary of the Board Report (ASBR) Due Public Tax Rate Hearing
September	<ul style="list-style-type: none"> September 1 – Tax Rate Reporting to County Clerk September 15 – Quarterly Attendance Report September 15 – Quarterly Budget Review Last Wednesday – Student Membership Count Date
October	<ul style="list-style-type: none"> October 1 – Free/Reduced Lunch Count Verification October 15 – October Cycle MOSIS/Core Data Report Due Second Wednesday – Transportation Ridership Report Due
November	<ul style="list-style-type: none"> November 1 – Food Service Annual Report of Revenue & Expenditures Due November 15 – Annual Base Salaries Due to PSRS/PEERS
December	<ul style="list-style-type: none"> December 15 – Free/Reduced Lunch Count Verification December 15 – December Cycle MOSIS/Core Data Report Due December 15 – Quarterly Attendance Report December 15 – Quarterly Budget Review December 31 – District Annual Audit to DESE through Tiered Monitoring

Stay in Touch



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