



WATERTOWN
CITY SCHOOL DISTRICT

Our Children, Our Future!

*"Pathway to Excellence: Nurturing Our Children,
Shaping Our Future"*

Strategic Plan
July 01, 2023 - June 30, 2028

Revised 7/1/25
Reviewed on 12/8/2025

Dear Watertown City School District Community,

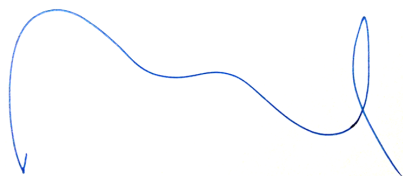
In our ongoing pursuit of excellence, collaboration, and intentionality, we are thrilled to present the outcomes of our collective efforts—the "Pathway to Excellence: Nurturing Our Children, Shaping Our Future." This strategic plan stems from inclusive planning sessions involving our Board of Education, Leadership Team, dedicated staff, fabulous students, engaged parents, and community members.

Your invaluable feedback has been instrumental in shaping a comprehensive plan that propels us forward in our journey of growth and achievement. The strategic plan will serve as the cornerstone of our endeavors, guiding our mission to connect with every child and family while strengthening our bonds as a school and community over the next five years.

Together, we embark on this shared commitment, and we eagerly anticipate serving as your partner in the ongoing pursuit of becoming a model district of excellence.

We extend our gratitude for your feedback and unwavering support. Your collaborative spirit and teamwork are pivotal in shaping the future success of our district and the lives of our students.

Sincerely,



*Dr. Larry C. Schmiegel
Superintendent of Schools*



*John A. Cain, III
President, Board of Education*



"Pathway to Excellence: Nurturing Our Children, Shaping Our Future."

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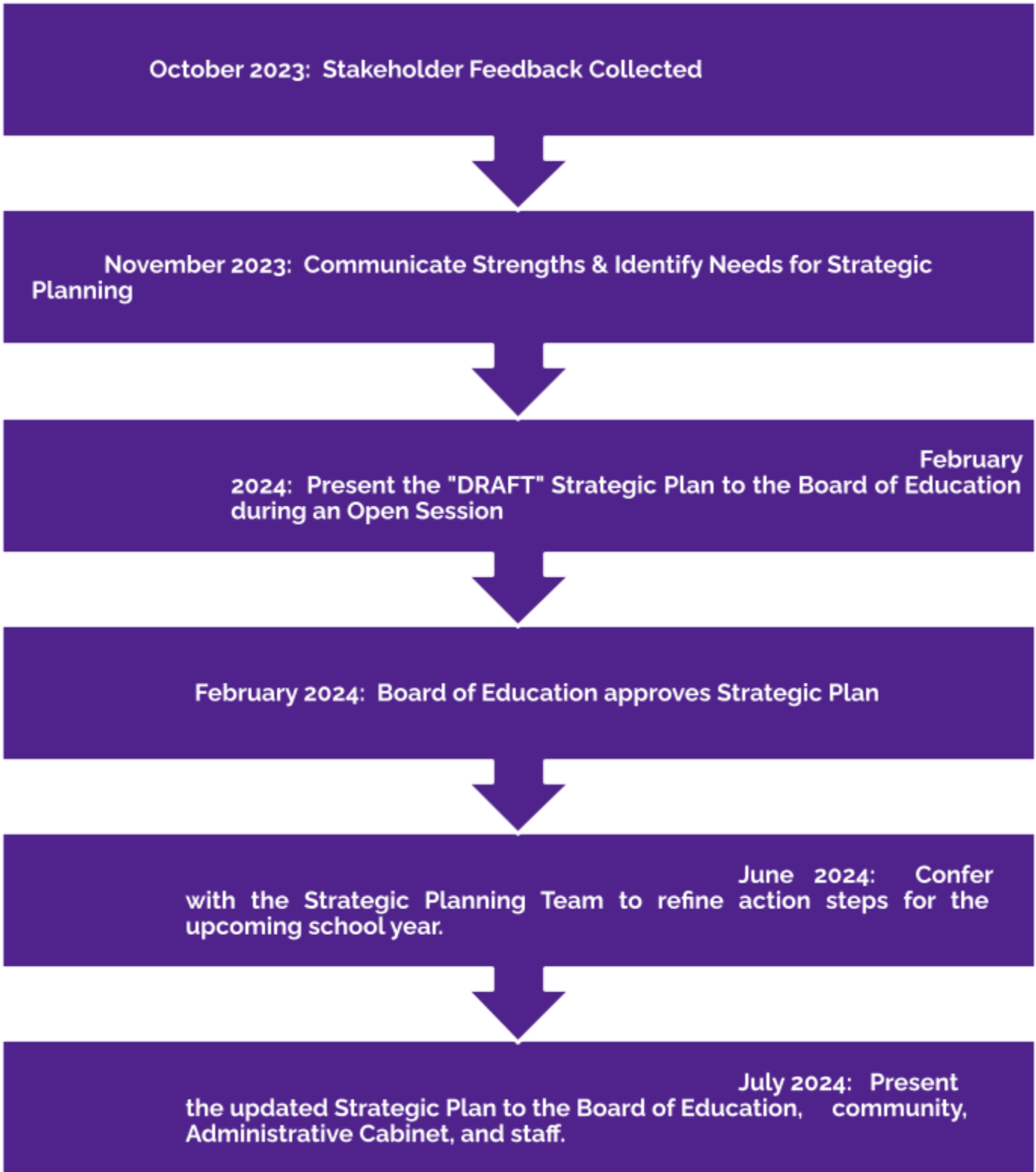
Process Introduction and Overview

Strategic Planning is intended to:

- Involve all members of the school community and reflect their shared perspectives.
- Allow stakeholder representatives to review community feedback to clearly define the district's mission, vision and core values.
- Engage a team in defining the priorities of the district and suggesting action steps to accomplish objectives.
- Facilitate action planning focused on identifying who, when, and how the work will get done.
- Provide the district with a road map that is transparent, accountable, and focused.
- Enable the district's efforts to innovate, allocate resources and continuously grow in a coordinated, thoughtful, and aligned manner.
- Be an iterative, evolving, and ongoing process that builds from one year to the next while reflecting emerging needs and changing demands.



Steps in the Watertown City School District's Strategic Planning Process



Mission

Vision

Core Values

In the Watertown City School District, we recognize that successful organizations articulate their purpose, envision their future state to fulfill that purpose, and establish guiding principles for their actions. These fundamental elements are known as the mission, vision, and core values.

Throughout our Strategic Planning Process, the school community has collectively defined our raison d'être, identified the outcomes that occur as we work toward our mission, and outlined the expected behaviors for both individuals and the organization as a whole.

Mission Statement:

Watertown City School District is committed to building a caring culture that fosters lifelong learners and responsible citizens.

Vision Statement:

At Watertown City School District, our vision is to cultivate a vibrant educational community marked by a caring culture that nurtures lifelong learners and responsible citizens. Grounded in our core values, we aspire to be a district renowned for our unwavering commitment to exceptional programs that meet the diverse needs of all students. Through the cultivation of meaningful relationships, welfare-centric actions, and a dedication to safety and security, we are dedicated to fostering an environment where every individual feels valued and respected. Our vision encompasses the creation of a caring, inclusive, and equitable space that celebrates diversity and sets high expectations for achievement. We are united in our pursuit of excellence, challenging students to reach their full potential academically, socially, and personally. Watertown City School District envisions a future where each member of our community thrives, inspired to embrace learning and contribute responsibly to the world around them.



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Core Values:**Watertown City School District believes in:*****Priority on Safety and Security:***

We believe in prioritizing the safety and security of our school community, ensuring an environment where students and staff feel secure, both physically and emotionally.

Welfare-Centric Actions:

We believe in making decisions and taking actions with the welfare and best interests of all individuals in mind, fostering a supportive and caring environment.

Creating a Caring and Inclusive Environment:

We believe in creating a school environment that is caring, inclusive, equitable, and welcoming, where diversity is celebrated and every individual feels valued and respected.

Building Meaningful Relationships:

We believe in cultivating strong and meaningful relationships with all students, staff, and stakeholders, recognizing that positive connections are foundational to a thriving educational community.

Commitment to Exceptional Programs:

We believe in focusing on and delivering exceptional programs that cater to the diverse needs of all students, ensuring a well-rounded and enriching educational experience.

Fostering High Expectations:

We believe in fostering high expectations for achievement, challenging students to reach their full potential academically, socially, and personally.

Expecting Excellence:

We believe in expecting excellence in everything we do, setting a standard of high-quality performance across all aspects of the educational experience.

These belief statements serve as guiding principles for Watertown City School District, reflecting our collective commitment to providing an exceptional, inclusive, and supportive learning environment for all.



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Priority Areas

Based on community feedback and initial planning by the Board of Education and Executive Leadership Team, the following areas were identified as priorities to be focused on in order to fulfill the mission of the district. A district goal has been developed for each area.

Increasing the Graduation Rate

Goal: Increase the WCSD graduation rate by implementing individualized learning and engagement experiences inside and outside of the classroom for all students.

Increasing Meaningful Student Engagement

Goal: Enhance overall student engagement in the Watertown City School District by implementing comprehensive initiatives that focus on creating dynamic and inclusive learning environments, fostering meaningful connections between students and educators, and providing diverse extracurricular opportunities that cater to students' interests and talents.

Improving Overall Student Attendance

Goal: Improve the student attendance rate in the Watertown City School District by implementing targeted strategies and interventions that foster a positive and supportive learning environment, address barriers to attendance, and actively engage students, parents, and the community in promoting regular school attendance.

Enhancing Behavioral Supports for Students

Goal: Enhance student behavioral supports in the Watertown City School District through evidence-based strategies, positive school climate initiatives, targeted interventions for at-risk students, and professional development for staff. The objective is to create a safe and supportive learning environment that promotes the social-emotional well-being of all students.

Enhancing Infrastructure (Buildings & Grounds)

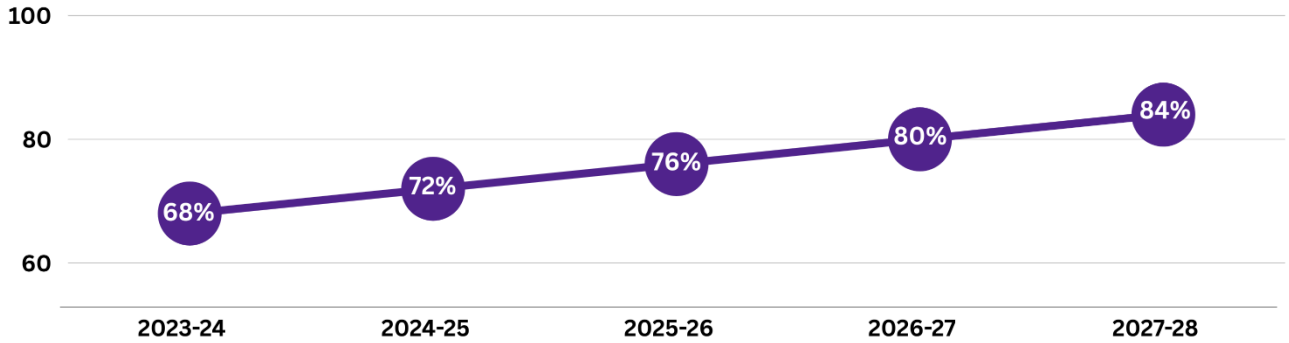
Goal: Improve infrastructure (buildings and grounds) in the Watertown City School District by implementing strategic enhancements and maintenance initiatives. This includes modernizing facilities, addressing critical maintenance needs, and creating a safe, conducive, and aesthetically pleasing environment for optimal student learning and staff well-being.



Action Plans

The outlined plans have been crafted to direct the district's efforts towards achieving the goals within each priority area. Each action step serves as a strategic approach to fulfilling an objective, with a set timeframe established, and the specified parties taking on the primary responsibility for spearheading the initiatives.

Priority 1: Increasing the Graduation Rate



In formulating our goal to increase the graduation rate, we have deliberately set yearly percentage increases that are both meaningful and achievable. It is crucial for us to recognize the individual journeys of our students, and by setting realistic targets, we aim to provide every child the opportunity to strive for and attain graduation. Our commitment extends beyond statistics; it underscores our unwavering belief that each student can reach their full potential, and graduation is a significant milestone on their unique educational path.

Action Steps:	Person/People Responsible	Timeframe
<p><i>Fostering Collaboration through Advisory Councils:</i></p> <ul style="list-style-type: none"> Continue a Superintendent's Student Advisory Council (7-12) where all student council members are tasked with identifying a problem of practice and mentoring a peer. In process Conduct collaborative meetings with both our Staff Advisory Council and students to enhance synergy and focus on critical strategic goals, including improving student attendance and engagement. Schedule at the beginning of the second semester. Invite the students at the end of the day. Schedule fall and spring collaborative meetings 	Superintendent	<p>Ongoing</p> <p>January 22, 2026</p>



<ul style="list-style-type: none"> ● Solicit topics from both staff and student advisory committees (Rigor, Relevance, Resiliency). ● Student Board of Education member will be a standing member of the superintendent's student advisory committee ● Continue to advocate for student Board of Education member training. <p><i>These initiatives aim to promote collaboration, communication, and engagement across our educational community, supporting our overarching strategic goals.</i></p>	Spring 2026	Ongoing
<p>Fostering Collaboration through Advisory Councils:</p> <ul style="list-style-type: none"> ● Continue a Staff Superintendent's Advisory Council with collaborative student meetings focused on critical goals, including improving student attendance and engagement. ● Staff members are responsible for working with their building principals on how to communicate information to buildings during faculty meetings. ● Schedule fall and spring collaborative meetings. ● Solicit topics from both staff and student advisory committees. (Rigor, Relevance, Resiliency). ● Create a committee organizational chart. (Lisa Blank). <p><i>These initiatives aim to promote collaboration, communication, and engagement across our educational community, supporting our overarching strategic goals.</i></p>	Superintendent	Ongoing January 22, 2026
<p>Enhancing High School and Middle School Scheduling Processes</p> <ul style="list-style-type: none"> ● Continue with a High School Scheduling Committee tasked with assessing current offerings and proposing improvements to enhance student experiences. Yearly 	Assistant Superintendent for Instruction, Scheduling Committee, Asst. Coordinator of Data, Accountability & Assessment	Annually



<ul style="list-style-type: none"> ● Establish dates for both a High School and Middle School Scheduling Committee to convene, analyze data, and make recommendations for the 2026-2027 academic year. Yearly ● Solicit student input on schedules and actively involve students in committee work to ensure their perspectives are incorporated into decision-making processes. Yearly <p><i>These efforts are aimed at optimizing scheduling practices to better meet the needs and preferences of our students, thereby fostering a positive and supportive learning environment.</i></p>		
<p>Improving Graduation Rates for all subgroups:</p> <ul style="list-style-type: none"> ● Root Cause Analysis: Initiating a root cause analysis with a specific focus on improving the graduation rates of subgroups. This analysis aims to pinpoint and mitigate unique barriers and factors impacting their educational outcomes. <p><i>This initiative represents a critical stride in our continuous effort to enhance graduation rates and promote equitable educational opportunities district-wide.</i></p>	<p>Director of Student Empowerment and Success, Asst. Coordinator of Data, Accountability & Assessment</p>	<p>Winter 2026</p>
<p>Enhancing Student Onboarding and Retention Strategies:</p> <ul style="list-style-type: none"> ● Communicate relevant information to classroom teachers regarding the New Student Checklist Form. ● Analyze Panorama Screener data and share with each building ● PBIS teams will use the Panorama Screener data to create Tier II and Tier III individual interventions- follow up ● Conduct exit surveys for students who have dropped out. ● MTSS teams will use the exit survey data to prevent future drop outs. ● Research Alternative SEL screeners that address internal and external behaviors 	<p>Director of Student Empowerment and Success, Assistant Coordinator of Data, Accountability, and Assessment</p>	<p>Ongoing</p>



<p>PPS subcommittees will research alternative screeners in December/January.</p> <ul style="list-style-type: none"> The superintendent will serve on the regional SEL committee <p><i>This initiative strives to streamline onboarding processes for new students at all levels, ensuring a smooth transition and holistic support throughout their academic journey.</i></p>		
<p>Enhancing Graduation Coaching through Collaboration:</p> <ul style="list-style-type: none"> Conduct <i>Graduation Revolution</i> meetings to discuss best practices, strategies, and challenges related to improving graduation rates. Meeting to be held on 1/5/2026, 10 a.m. Leveraging insights from the first year's outcomes, including successful strategies and areas for improvement, the graduation coach will develop and implement targeted action plans to enhance the graduation rate. Host quarterly <i>You Matter</i> nights, beginning with seniors and adding a grade level each quarter. The graduation coach will meet with junior high counselors quarterly Follow-up <p><i>These tasks aim to leverage external expertise and mentorship to strengthen our graduation coaching program and achieve our strategic goals effectively.</i></p>	<p>Assistant Superintendent for Personnel and Student Services, Graduation Coach, Assistant Coordinator of Data, Accountability, and Assessment, Out-of-School/Family Engagement Coordinator, High School Principal, Home-School Coordinator, Assistant Superintendent for Instruction</p>	<p>Ongoing</p>
<p>Implementation of Full-Time Credit Recovery Teacher Position at WHS:</p> <ul style="list-style-type: none"> Hire a full-time Credit Recovery Teacher position at WHS, scheduled for hiring in summer 2025. Accomplished Mentor the Credit Recovery Teacher with guidance from an experienced credit recovery teacher and graduation coach. 	<p>Assistant Superintendent for Personnel and Student Services, Credit Recovery Teacher, Mentor, Assistant Coordinator of Data, Accountability, and Assessment, High School Principal</p>	<p>Ongoing</p>



<p><i>These initiatives aim to strengthen our support for student success and enhance educational opportunities at Watertown High School.</i></p>		
<p>Enhancing Instructional Support Services in Core Subjects</p> <ul style="list-style-type: none"> ● Review and enhance instructional support services in ELA, Math, Social Studies, & Science. Ongoing ● Review three-tier flowcharts and entrance criteria for each grade level/building. Ongoing ● Implement classwide interventions for K-12 math. Ongoing ● Implement evidence-based interventions for K-12 reading. Ongoing ● Evaluate scheduling options for intervention and enrichment opportunities for science and social studies. Ongoing <p><i>These initiatives are designed to improve educational outcomes and support student achievement across our district.</i></p>	<p>Assistant Superintendent for Instruction, Asst. Coordinator of Data, Accountability & Assessment</p>	<p>Ongoing</p>
<p>Enhancing Early Warning Systems and Data Utilization</p> <ul style="list-style-type: none"> ● Conduct targeted professional development on Early Warning Systems Training for Administrators & PPS Teams. Ongoing ● Utilize the Panorama data dashboard to regularly review early warning signs related to attendance, academics, and Social and Emotional Learning. Ongoing ● Establish specific deadlines for survey completion and refine implementation timelines accordingly. Accomplished ● Increase the SEL and student engagement survey participation rate. Ongoing ● Coordinate data efforts and analyze and communicate student survey results to MTSS teams, as well as disaggregate graduation data by building. Follow-Up 	<p>Assistant Superintendent for Instruction, Director of Student Empowerment, Principals, Teachers, Student Support Services, Asst. Coordinator of Data, Accountability & Assessments</p>	<p>Ongoing</p>



<p><i>These actions are aimed at enhancing our ability to support student success and improve outcomes across our educational programs.</i></p>		
<p>Enhancing the WCSD Graduate Exit Survey</p> <ul style="list-style-type: none"> Analyze the WCSD Graduate Exit Survey administered to all departing seniors. Fall survey accomplished Follow-up on: <ul style="list-style-type: none"> *Belonging/Feel like they matter *Are rules fairly and consistently enforced? Create a Portrait of a Graduate sub-committee to utilize the senior exit survey data to improve policy and practice. Follow-up <p><i>This initiative strives to gather comprehensive insights into the experiences and perceptions of departing seniors, enabling us to continually enhance our educational programs and support systems based on their valuable feedback.</i></p>	<p>Portrait of a Graduate, Director of Student Empowerment & Success, Asst. Coordinator of Data, Accountability & Assessments</p>	<p>Ongoing</p>

Priority 2: Increasing Meaningful Student Engagement

District Goal: Enhance overall student engagement in the Watertown City School District by implementing comprehensive initiatives that focus on creating dynamic and inclusive learning environments, fostering meaningful connections between students and educators, and providing diverse extracurricular opportunities that cater to students' interests and talents.

Action Steps:	Person/People Responsible	Timeframe
<ul style="list-style-type: none"> Administer student engagement survey Fall survey - Accomplished, Spring -Ongoing 	<p>Director of STEM, Principals</p>	<p>Spring</p>
<p>Enhancing Student Engagement Strategies</p> <ul style="list-style-type: none"> Enhance student engagement by building upon the Student Engagement Survey Results. Follow-Up The K-2 survey will be simplified and accessible via iPads. Ongoing Analyze and utilize the finding that 55% of K-2 students report enjoying coming to school every day. (Dr. Gerhartz) Ongoing 	<p>Superintendent, Asst. Superintendent for Personnel and Student Services, Asst. Superintendent for Instruction, Director of Student Empowerment, Principals</p>	<p>Ongoing</p>



<ul style="list-style-type: none"> ● The District will work with principals and pertinent stakeholders to brainstorm strategies to utilize the findings of the student engagement K-4 survey results to improve student engagement. Follow-Up ● Create a district-wide assessment calendar with survey dates included. Ongoing ● Collaborate with principals to highlight effective student engagement strategies during their monthly faculty meetings. Follow-Up ● Incorporate more hands-on instructional strategies into District professional development. Ongoing ● Incorporate opportunities for students to respond and engage in instruction through District professional development. Ongoing <p><i>These tasks aim to leverage survey insights and enhance student engagement and satisfaction within our educational programs.</i></p>		
<p>Enhancing Data-Driven Instruction and Curriculum Guidance</p> <ul style="list-style-type: none"> ● Utilize i-Ready, STAR, DIBELS, Spring Math, and NYS Assessments data to guide curriculum and teaching practice improvements. Ongoing ● Implement progress monitoring in reading and math instruction for grades K-12 to track student growth and inform targeted interventions. Ongoing ● Students track their own progress. Ongoing <p><i>These initiatives aim to enhance data-driven decision-making and improve student outcomes across our district.</i></p>	Asst. Superintendent for Instruction, Principals, Instructional Coaches, Teachers, Asst. Coordinator of Data, Accountability & Assessments	Ongoing
<p>Enhancing Professional Development in Instructional Practices</p> <ul style="list-style-type: none"> ● Sustain professional development and support in Science of Reading, Effective Teaching, and Science of Learning to empower teachers and administrators in supporting all students. Ongoing 	Asst. Superintendent for Instruction, Principals, Instructional Coaches, Teachers	Ongoing



<ul style="list-style-type: none"> ● Ensure ongoing training and support from The Reading League. Ongoing ● Ensure ongoing training and support from Dr. Zach Groshell. Ongoing ● Provide continued training and support from the Assistant Superintendent for Instruction in Science of Learning and the Cyclone Six framework. Ongoing ● Facilitate attendance of new teachers in the Effective Teaching course at BOCES. Ongoing ● Incorporate Cyclone Six framework type questions into the interview process for new teachers <p><i>These tasks aim to strengthen instructional practices and support systems to enhance student learning and achievement across our district.</i></p>		
<p>Enhancing Data-Driven Instructional Coaching</p> <ul style="list-style-type: none"> ● Implement a data-driven instructional coaching program using student performance data and teacher feedback to pinpoint areas for improvement. This involves regular analysis of assessment results and teacher observations to tailor coaching strategies and provide targeted support to educators. Ongoing ● Revise the district's instructional coaching plan to emphasize data-driven practices. Ongoing ● Provide ongoing training in instructional coaching facilitated by Dr. Zach Groshell. Ongoing ● Ensure instructional coaches receive ongoing professional development opportunities. Ongoing ● Gather data on the impact of instructional coaching on teaching practices and student outcomes. Follow-Up ● Develop an evaluation tool for instructional coaches to evaluate their effectiveness. Ongoing 	<p>Asst. Superintendent for Instruction, Instructional Coaches, Principals, Teachers</p>	<p>Ongoing</p>



<p><i>These tasks are designed to enhance instructional support and professional growth among educators, ultimately improving student achievement across our district.</i></p>		
<p>Enhancing Instructional Support and Staff Development</p> <ul style="list-style-type: none"> • Communicate the district's instructional coaching plan revisions to stakeholders, including coaching for new teachers. Ongoing • Implement the new instructional coaching plan, with ongoing monitoring and adjustments as needed. Ongoing • Provide mentoring for a second year for teachers needing additional support. Ongoing • Focus on recruitment and retention of new staff. Ongoing <p><i>These tasks aim to enhance support for first-year educators and improve overall staff satisfaction and effectiveness in our district.</i></p>	<p>Asst. Superintendent for Instruction, Instructional Coaches, Teachers</p>	<p>Ongoing</p>

Priority 3: Improving Overall Student Attendance

District Goal: Improve the student attendance rate in the Watertown City School District by implementing targeted strategies and interventions that foster a positive and supportive learning environment, address barriers to attendance, and actively engage students, parents, and the community in promoting regular school attendance.

Chronic Absenteeism Rate for: 2025-2026 will be, at the most, 41%

(chronic absenteeism is the percentage of students missing 10 percent or more of school days in one school year)

Action Steps:	Person/People Responsible	Timeframe
<p>Enhancement of District-Wide Attendance Initiatives</p> <ul style="list-style-type: none"> • Enhance the district-wide attendance committee by considering the addition of a student representative. Follow-Up • Continue creating and disseminating public 	<p>Assistant Superintendent for Instruction, Assistant Superintendent for Personnel and Student Services, District Attendance Committee</p>	<p>Ongoing</p>



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<p>service announcements promoting the importance of regular attendance. Ongoing</p> <ul style="list-style-type: none"> ● Establish and expand Student Attendance Support Teams in each building as a sub-team of MTSS Teams to: <ul style="list-style-type: none"> ○ Identify root causes for absences K-12. Ongoing ○ Implement a K-4 three-tiered attendance support system Ongoing ○ Continue to create a teacher communication log for grades 7-12. Ongoing ○ Watertown High School will continue tiered attendance robo calls. Ongoing ○ Expand the <i>Cyclone Connect Program</i> at Watertown High School. Ongoing ○ Develop personalized interventions for students facing attendance challenges. Ongoing ○ Implement class and school-wide incentives to promote regular attendance. (K-4 and Cyclone Academy student attendance incentive). Ongoing ● Collaborate with the North Country Family Health Center to positively influence student attendance. Ongoing <p><i>These initiatives aim to foster collaboration and engagement among stakeholders while addressing absenteeism effectively across our schools.</i></p>		
<p><i>Empowering Families Through School-Based Attendance Nights</i></p> <ul style="list-style-type: none"> ● Coordinate with Home School Coordinators and Student Attendance Support Teams to integrate attendance nights with existing school events, fostering community engagement and support for improved attendance. Follow-Up 	<p>Assistant Superintendent for Instruction, Assistant Superintendent for Personnel and Student Services, District Attendance Committee, Building Principals, Asst. Coordinator of Data, Accountability & Assessments</p>	<p>Ongoing</p>



<p><i>These initiatives aim to strengthen partnerships between schools and families, promoting a collaborative approach to enhancing student attendance and overall academic success.</i></p>		
<p>Implementing Regular Personalized Outreach for Students with Low Attendance</p> <ul style="list-style-type: none"> ● Implement regular personalized outreach to families of students with low attendance using school teams. Ongoing <ul style="list-style-type: none"> ○ Student Attendance Support Teams and teachers will conduct regular outreach to engage families of students with low attendance. Ongoing <p><i>These initiatives aim to strengthen communication with families and support efforts to improve student attendance and engagement throughout the school year.</i></p>	<p>Assistant Superintendent for Instruction, Assistant Superintendent for Personnel and Student Services, Principals, Home-School Coordinators, Assistant Coordinator of Data, Accountability, and Assessment</p>	<p>Ongoing</p>
<p>Launching Attendance Incentive Initiatives for Students</p> <ul style="list-style-type: none"> ● Launch attendance incentive initiatives for students. Ongoing ● Implement class and school-wide incentives for promoting regular attendance by involving Student Attendance Support Teams and teachers. Positive postcards, phone calls to parents/guardians (WHS - tiered robocalls) Ongoing ● Solicit parent interest for membership on the attendance committee. Follow-Up ● Establish a parent focus group to gather feedback and insights on attendance-related initiatives. Follow-Up ● Implement the tardy bus to improve punctuality among students. Ongoing <p><i>These tasks aim to foster a culture of attendance and engagement among students, with active</i></p>	<p>Assistant Superintendent for Instruction, Assistant Superintendent for Personnel and Student Services, District Attendance Committee, Building Principals</p>	<p>Ongoing</p>



<i>involvement and support from both school teams and parents.</i>		
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Priority 4: Enhancing Behavioral Supports for Students

District Goal: Enhance student behavioral support in the Watertown City School District through evidence-based strategies, positive school climate initiatives, targeted interventions for at-risk students, and professional development for staff. The objective is to create a safe and supportive learning environment that promotes the social-emotional well-being of all students.

Decrease Student Disciplinary Referrals during the 2025-2026 school year by 2%

Action Steps:	Person/People Responsible	Timeframe
<p>Expansion and Enhancement of PBIS Program</p> <ul style="list-style-type: none"> ● Restructure District-level MTSS and PBIS teams. Ongoing ● Executive MTSS Team established to include Wiley, Sherman, Case, WHS and Ohio. Ongoing ● Conduct a PBIS audit in each building to assess implementation fidelity and identify areas for improvement. Ongoing ● Share PBIS data with students and gather input from stakeholders. Ongoing ● Continue having PBIS teams share discipline data at monthly faculty meetings. Ongoing ● Integrate explicit instruction to teach behavioral expectations with the PBIS framework. Ongoing ● Utilize the GLOW process to enhance peer observation and feedback (a minimum of one per semester with support of individual buildings hosting their own). Ongoing <p><i>These tasks aim to strengthen the Positive Behavioral Interventions and Supports (PBIS) framework across our district, promoting a positive school climate and supporting student behavior and academic success.</i></p>	<p>Director of Student Empowerment and Success/Asst. Superintendent for Instruction, Principals, PBIS Teams, MTSS Teams, Assistant Coordinator of Data, Accountability, and Assessment</p>	<p>Ongoing</p>
<p>Implementation of Minor and Major Referral System</p>	<p>Director of Student Empowerment and Success, Asst.</p>	<p>2025-2026</p>



<ul style="list-style-type: none"> ● Implement Oversight: Our Assistant Coordinator for Data, Accountability, and Assessments will supervise the implementation of this process with the support of building principals. Ongoing ● Analyze trends to create targeted interventions according to behavior and location. Ongoing <p><i>This action step is currently in development and requires further refinement to ensure effective implementation across all schools in the district.</i></p>	<p>Superintendent for Instruction, Asst. Coordinator of Data, Accountability & Assessments, Building Principals</p>	
<p>Expansion of PBIS Initiatives for the 2025-2026 School Year</p> <ul style="list-style-type: none"> ● Deepen the implementation and sustainability of Positive Behavioral Interventions and Supports (PBIS) by refining Tier 1 practices, expanding Tier 2 supports, and enhancing data-driven decision-making in all buildings. Ongoing ● Continue to allocate funding for PBIS in each building at a per pupil rate of \$2.50 for the 2026-2027 school year. Ongoing ● Ensure PBIS reward systems are meaningful and motivating, through the administration of a student input survey across all grade levels to gather feedback on preferred incentives, recognition methods, and overall student perception of current PBIS practices Follow-Up ● Share the Google Document outlining best practices for allocating PBIS funds towards rewards and supplies. Ongoing ● The district will improve the consistency and accuracy of behavior referral documentation in SchoolTool by clarifying definitions of minor and major behaviors, providing staff training, and monitoring data entry practices across all schools. Ongoing ● Staff document minor incidents in School Tool appropriately. Ongoing <p><i>These initiatives aim to strengthen our PBIS framework, enhance behavior management</i></p>	<p>Director of Student Empowerment and Success, Asst. Superintendent for Instruction, Asst. Coordinator of Data, Accountability & Assessments</p>	<p>Ongoing</p>



<p><i>practices, and foster a positive and supportive learning environment across all district schools.</i></p>		
<p>Timely Processing and Documentation of Disciplinary Referrals</p> <ul style="list-style-type: none"> ● Process all major disciplinary referrals within two days of the infraction and promptly notify all parents/guardians by phone of such referrals. Ongoing ● Collaborate with MORIC on developing a report to track disciplinary outcomes. Follow-Up ● All student referrals to the Student Success Specialist Team will be documented in the team's records to ensure accurate intervention tracking, support data-driven decisions, and enhance collaboration among staff. Ongoing ● Review Safety Intervention Forms monthly to identify trends and provide feedback to building leadership teams. Ongoing <p><i>These aim to ensure timely response to disciplinary incidents, maintain clear communication with parents/guardians, and enhance student support and accountability.</i></p>	<p>Assistant Superintendent for Personnel and Student Services, Building Principals, Asst. Coordinator of Data, Accountability & Assessments</p>	<p>Ongoing</p>
<p>Implementation of PAX Good Behavior Game</p> <ul style="list-style-type: none"> ● In the 2025–2026 school year, the district will expand the implementation of the PAX Good Behavior Game by introducing it in additional K–4 classrooms to promote self-regulation, prosocial behavior, and positive classroom environments. Ongoing ● Ensure fidelity of the PAX Good Behavior Game program by closely monitoring and supporting teachers in their implementation efforts. Ongoing <p><i>These initiatives aim to promote positive behavior management strategies and create supportive learning environments for students across our district.</i></p>	<p>Director of Student Empowerment and Success, Asst. Superintendent for Instruction, Principals, Teachers</p>	<p>Ongoing</p>
	<p>Assistant Superintendent for Personnel and Student</p>	<p>Ongoing</p>



<p>Comprehensive Pupil Personnel Services (PPS) Inventory</p> <ul style="list-style-type: none"> • Conduct a comprehensive Pupil Personnel Services (PPS) "personnel inventory" across all district buildings. Principals will utilize the Student Support Roles Quick Reference as a foundational tool to complete this inventory during the Fall of 2025. Ongoing <ul style="list-style-type: none"> ◦ This inventory will provide insights into how PPS staff are currently assigned and utilized within each building, allowing for strategic adjustments and optimizations to better support student needs and enhance overall effectiveness of student support services. Ongoing <p><i>This initiative aims to ensure efficient allocation of resources and maximize the impact of Pupil Personnel Services across our district.</i></p>	<p>Services, Building Principals</p>	
<p>Enhancement of PPS Personnel Communication</p> <ul style="list-style-type: none"> • Provide new staff with the Student Support Roles Quick Reference (share at New Teacher Orientation, opening day, faculty meetings). Ongoing • Distribute the PPS Personnel Directory to families via PTO meetings, welcome back packets, <i>ParentSquare</i>. Ongoing <p><i>These tasks aim to enhance communication and streamline support services within PPS, ensuring efficient and effective assistance for students in need across our district.</i></p>	<p>Assistant Superintendent for Personnel and Student Services, PPS Staff Members</p>	<p>Ongoing</p>
<p>Professional Development on Behavior Referrals</p> <ul style="list-style-type: none"> • Conduct annual professional development sessions for all staff, including First Student drivers and aides, to educate them on the scope, substance, and purpose of behavior referrals. Ongoing 	<p>Assistant Superintendent for Personnel and Student Services, Building Principals</p>	<p>Fall 2025</p>



<ul style="list-style-type: none"> ● Schedule professional development sessions to be held prior to the start of the school year. Ongoing ● Ensure all staff, including First Student drivers and aides, actively participate in the professional development sessions. Ongoing ● Provide training to all staff on the new Internet-enabled device policy, K-12. Accomplished ● Review the data and post the results annually on our website. Follow-Up <p><i>These tasks aim to standardize understanding and procedures related to behavior referrals among all school personnel and transportation staff, promoting consistency and effective management of student behavior across our district.</i></p>		
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Priority 5:

District Goal: Improve infrastructure (buildings and grounds) in the Watertown City School District by implementing strategic enhancements and maintenance initiatives. This includes modernizing facilities, addressing critical maintenance needs, and creating a safe, conducive, and aesthetically pleasing environment for optimal student learning and staff well-being.

Action Steps:	Person/People Responsible	Timeframe
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<p>Building Aid and Capital Outlay Projects</p> <ul style="list-style-type: none"> Complete the 2025-26 Capital Outlay \$100,000 project at North by June 30th 2026. File SED paperwork for claiming building aid in 2026-27. Will work with Fiscal Advisors to complete SED Paperwork. Ongoing Continue budgeting for annual Capital Outlay projects with a \$100,000 line item in the 2026-27 budget. Decide on the project by spring 2026 and file SEQRA to prevent delays in summer 2026 implementation. Ongoing Begin planning for 2027-2028 Capital Outlay Project. Ongoing <p><i>These initiatives strive to secure funding and execute capital projects efficiently and effectively to enhance infrastructure at Starbuck and support ongoing facility improvements across our district.</i></p>	<p>Superintendent, Asst. Superintendent of Operations & Finance, Director of Facilities, Finance and Facilities Committee</p>	<p>Ongoing</p>
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<p>Long-term Capital Financing and Project Planning</p> <ul style="list-style-type: none"> Review long-range capital financing plan options with Fiscal Advisors. Ongoing Assess how a \$15,000,000 capital reserve will impact future projects. Ongoing Factor in non-aidable infrastructure upgrades. Ongoing Submit LOI for \$110M project via NYS Portal. Phase 1A and 1B are complete. Phases 2 and 3 are ongoing. 	<p>Superintendent, Asst. Superintendent of Operations & Finance and Director of Facilities, Finance and Facilities Committee</p>	<p>Ongoing</p>
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<ul style="list-style-type: none"> Maximize funding from all sources (FEMA, DHSES, EPC) to accomplish alternative projects to address instructional needs. Ongoing <p><i>These initiatives aim to optimize our long-range capital financing plan by evaluating the impact of a capital reserve on future projects, addressing non-aidable infrastructure upgrades, and exploring phased projects or staggered voter authorizations to support sustainable growth across district facilities.</i></p>		
<p>Community Engagement and Project Oversight</p> <ul style="list-style-type: none"> Meet with building teams to finalize project scope. Ongoing Discuss at Finance, Audit and Facilities meetings. Ongoing Discuss at Board meetings. Ongoing <p><i>These initiatives strive to ensure comprehensive planning and informed decision-making by conducting site visits with the Board of Education (BOE) and community to visually inspect Building Condition Survey items, and by conducting a student census when necessary to assess needs for additions to our existing facility footprint.</i></p>	<p>Superintendent, Asst. Superintendent of Operations & Finance and Director of Facilities, Finance and Facilities Committee</p>	<p>Ongoing</p>
<p>Project Management and Compliance</p> <ul style="list-style-type: none"> Finalize SED paperwork to close out the phase III of the \$13M project. Ongoing Ensure alignment of traffic study with upcoming capital project. Ongoing <p><i>These initiatives aim for efficient project management and fiscal oversight.</i></p>	<p>Superintendent, Asst. Superintendent of Operations & Finance and Director of Facilities, Finance and Facilities Committee</p>	<p>Ongoing</p>
<p>Technology Integration and Infrastructure Planning</p> <ul style="list-style-type: none"> Review IT's long-range technology infrastructure plan. 5 year plan provided by Jeff Wood during budget planning. Ongoing 	<p>Superintendent, Asst. Superintendent of Operations & Finance and Director of Facilities, Director of Cybersecurity, Technology, and Innovation</p>	<p>Ongoing</p>



<ul style="list-style-type: none"> ● Incorporate capital construction projects, e-rate, MORIC purchases, multi-year financing, and local purchases. Several large projects proposed by IT are to be funded through MORIC to maximize aid. Ongoing ● Focus on network, servers, support software, telecommunications, security. Several projects were proposed, in addition to security, and approved by voters. Ongoing ● Address instructional devices such as promethean boards, laptops, notebooks, desktops. Ongoing ● The Director of Cybersecurity, Technology, and Innovation will conduct a presentation at a Board of Education meeting. Ongoing ● Director of Cybersecurity, Technology, and Innovation will conduct a tabletop exercise. Ongoing ● Director of Cybersecurity, Technology, and Innovation will provide training and support for new handheld radios and weapons detection devices. Ongoing ● Develop a succession plan for the Director of Cybersecurity, Technology, and Innovation. Follow-Up ● Include Temperature Bill provisions in the District Safety Plan. Follow-Up <p><i>These initiatives aim to align IT's long-range technology infrastructure plan with capital projects, e-rate funding, and MORIC purchases. Key focuses include upgrading network, servers, support software, telecommunications, security, and ensuring optimal deployment of instructional devices like promethean boards and computers.</i></p>		
<p>Emergency Projects and Financing</p> <ul style="list-style-type: none"> ● FEMA Ongoing <p><i>These tasks outline our strategic objectives for managing building aid, capital projects, infrastructure needs, community engagement, technology integration, and compliance throughout the school year.</i></p>	<p>Superintendent, Asst. Superintendent of Operations & Finance and Director of Facilities</p>	<p>Ongoing</p>



Accountability and Implementation Plan

What gets measured, gets done. It is important to stay focused on the work at hand and to hold each other accountable for achieving outcomes. In the spirit of transparency, diligence to the task at hand and sharing our progress as a team, the following schedule has been developed for regular reporting on progress in working towards objectives.

Timeframe	Activity	Who
June 2024	<ul style="list-style-type: none"> Meet with the Strategic Planning Committee to conduct a focused review of 2023-2024 action steps and timeline, and propose revisions for the 2024-25 school year. 	Strategic Planning Committee - Focused
July 2024	<ul style="list-style-type: none"> Review the proposed revisions of the strategic plan with our School Board for feedback and approval. Incorporate any revisions proposed by the School Board into the strategic plan and finalize for implementation. 	Superintendent and Board of Education
August 2024	<ul style="list-style-type: none"> Communicate strategic plan action steps for the 2024-25 school year to administrators during their summer leadership retreat. 	Superintendent, Asst. Superintendents and Administrators
September 2024	<ul style="list-style-type: none"> Communicate strategic plan action steps for the 2024-25 school year to staff during the welcome back session. 	Superintendent and Staff
September - June	<ul style="list-style-type: none"> Review and execute the strategic plan for the 2024-2025 school year, ensuring alignment with district goals and objectives. Provide updates on the status of the WCSD school district strategic plan during BOE meetings as needed. 	Superintendent, Asst. Superintendents and Administrators



January-March 2024	Strategic Plan Budget Recommendations Made Strategic Expenditures Finalized	Superintendent, Asst. Superintendents, and Administrators
June 2025	<ul style="list-style-type: none"> Meet with the Strategic Planning Committee to conduct a focused review of 2024-2025 action steps and timeline, and propose revisions for the 2025-26 school year. 	Strategic Planning Committee - Focused



Strategic Planning Committee

Strategic Planning Committee - Focused

Xion Newton, Student
 Evan Grosse, Student
 Colleen O'Shaughnessey, Parent
 Christin Filipelli, Parent/Employee
 Kevin Chamberlin, CCE
 Jen Lachenauer, Pivot
 Julie Williams, Teacher Assistant
 Linda Griffin, Senior Typist
 Laurie Faunce, Teacher
 Kevin Todd, Teacher
 Matthew Burdick, Director of Student Empowerment & Success
 Chad Fairchild, Principal
 Tina Lane, Asst. Superintendent for Personnel and Student Services
 Lynn Gaffney, Asst. Superintendent for Instruction
 Dr. Larry C. Schmiegel, Superintendent
 Brianne Durham, Assistant Superintendent for Operations and Finance

Administration Team Members

Dr. Larry C. Schmiegel, Superintendent
 Tina Lane, Asst. Superintendent for Personnel and Student Services
 Lynn Gaffney, Asst. Superintendent for Instruction
 Brianne Durham, Assistant Superintendent for Operations and Finance

Board of Education Members

John Cain III, President
 Culley Gosier, Vice President
 Rande Richardson
 Tina Fluno
 Melanie Stano

We extend our heartfelt gratitude to over 100 dedicated students, staff, faculty, administrators, parents, community sponsors, and Board of Education members whose collective wisdom, commitment, and collaborative spirit have been instrumental in shaping the Watertown City School District's Strategic Plan. Your diverse perspectives and unwavering support have been the driving force behind this visionary roadmap for our educational community. Together, we are poised for a future of excellence, inclusivity, and continuous growth, thanks to your invaluable contributions.



"Pathway to Excellence: Nurturing Our Children, Shaping Our Future."