



STEILACOOM HISTORICAL SCHOOL DISTRICT

STRATEGIC PLAN

2026-2031

ADOPTED BY THE STEILACOOM HISTORICAL SCHOOL DISTRICT BOARD OF DIRECTORS JUNE 2026



Building Joyful, Confident Graduates



DEAR STEILACOOM HISTORICAL SCHOOL DISTRICT COMMUNITY,

I'm excited to share our new five-year Strategic Plan. This plan aligns with the Association of Washington School Principals (AWSP) Leadership Framework Resource and focuses on three key areas: **Learning, Culture, and Systems**. Within each focus area, we have established clear, measurable goals to guide action and track progress over time.

SHSD has a long-standing commitment to serving students through strong relationships, high expectations, and meaningful community partnerships. Our mission and vision reflect a shared belief in the power of public education and the importance of preparing students to thrive academically, socially, and emotionally.

The strategic planning process is rooted in our community values of belonging, opportunity, collaboration, and continuous improvement, and is designed to reflect the voices and aspirations of students, families, staff, and community members.

With dedicated staff, engaged families, and a community united in its belief in public education, SHSD continues to accomplish great things for students. This Strategic Plan will help ensure our future builds on those strengths and supports every learner in becoming a joyful, confident graduate.

Warmly,
K. Weight
Dr. Kathi Weight
Superintendent



THIS IS US

STEILACOOM HISTORICAL SCHOOL DISTRICT

6 SCHOOLS



- 4 Elementary Schools
- 1 Middle School
- 1 High School

Class of 2025 4-Year Graduation Rate **90.9%**



Military-Connected Students **32%**



SPECIAL PROGRAMS

Special Education **16%**



Multilingual Learners **4%**



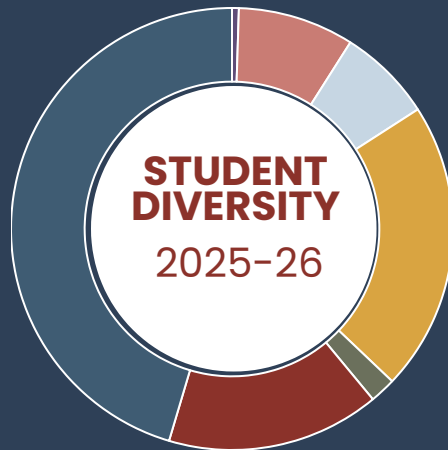
Free or Reduced Price Meals **31%**



309

CERTIFICATED & CLASSIFIED STAFF

3,080 STUDENTS ENROLLED



American Indian/Alaska Native	.5%
Asian	8.5%
Black/African American	6.9%
Hispanic/Latino of any race(s)	21.2%
Native Hawaiian/Pacific Islander	1.9%
Two or More Races	15.6%
White	45.4%

BOARD OF DIRECTORS



CODY BALOGH

POSITION 1



PATRICK LEWIS

POSITION 2



MELANIE TINSLEY

POSITION 3



LOUJANNA ROHRER

POSITION 4
Board Vice Chair



SAM SCOTT

POSITION 5
Board Chair

OUR VISION

The best education for every student

OUR MISSION

The mission of Steilacoom Historical School District No. 1, in partnership with our communities, is to educate and prepare responsible citizens who can contribute and adapt in a changing world.

OUR PURPOSE

Building Joyful, Confident Graduates

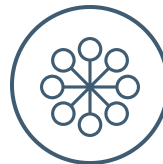
OUR CORE VALUES

Academics



We commit to engage all students by using effective instructional practices, challenging students to reach their fullest potential.

Collaboration



We practice purposeful, professional, student-centered collaboration.

Climate



We ensure a positive, respectful, and safe learning climate, responsive to students' individual needs.

Integrity



We commit to act with honesty and integrity, respecting all diversity.

Community



We welcome and encourage family and community involvement, where each member of the school community is a valued partner.

Accountability



We, the SHSD learning community, share in the responsibility for attaining academic and fiscal goals by providing educators with the necessary tools and resources for success.



OUR STRATEGIC PLANNING PROCESS

Why Strategic Planning?

Strategic planning helps SHSD look ahead with purpose. It provides a shared roadmap for supporting students, strengthening schools, and using resources wisely, while staying true to our mission, vision, and values. This process allows us to honor our history while thoughtfully preparing for the future.

Why Now?

As the district prepares for the next cycle of School Improvement Plans and develops a new District Strategic Plan for 2026–2031, this is an important opportunity to align efforts, reflect on what’s working well, and identify areas for growth together.

A strong Strategic Plan ensures that:

- District and school goals are aligned and focused
- Decisions are guided by shared priorities
- Progress is monitored and communicated transparently

COMMUNITY VOICE & COLLABORATION

Tremendous work is happening every day in our schools, and each school continues to make meaningful progress toward its goals. As we look ahead, community voice remains essential.

SHSD gathered input from staff, families, students, and community members through surveys, focus groups, and community engagement opportunities. This feedback helped identify strengths to build on and areas for growth across Learning, Culture, and Systems. We encouraged community members to explore individual School Improvement Plans and participate in opportunities to share feedback as we shape the district’s next chapter together.

Community feedback helped us identify strengths to build on, understand needs and priorities, and ensure the Strategic Plan reflects shared values and aspirations.

STRATEGIC PHASES

1

WINTER 2026

Gather initial stakeholder engagement through community survey, student listening sessions, and Community Conversation event

2

SPRING 2026

Synthesize feedback collected, analyze survey results and identify themes; compiling insights into a Discovery Report

3

SPRING 2026

Identify priority focus areas and develop actionable goals

4

JUNE 2026

Present Strategic Plan to Board for adoption

5

ONGOING

Engage in transparent progress monitoring and provide annual updates to the Board and community





WHAT'S IN OUR STRATEGIC PLAN?

STRATEGIC GOALS

Statements that describe the big-picture results we want for our students, staff, families, and community.

KEY STRATEGIES

Specific actions we will take to reach our objectives.

BENCHMARKS

Measurable steps we will take towards reaching our strategic goals.

KEY PERFORMANCE INDICATORS

Standards we set to help us determine our progress toward meeting our goals. We will monitor and share our progress toward reaching our goals annually with a focus on transparency and continuous improvement.

STRATEGIC PLAN ANNUAL UPDATE

In the SHSD Annual Report provided to our community, we will highlight our progress toward meeting the previous year's benchmarks.



OUR STRATEGIC PLAN FOCUS AREAS



LEARNING: Efforts to support and expand innovative instructional practices that promote continuous learning for both students and adults

LEARNING STRATEGIC GOAL #1

Goal 1.1 By June 2031, implement a districtwide Multi-Tiered System of Supports (MTSS) framework for literacy and math in 100% of schools, resulting in a 25% reduction in identified unfinished learning gaps as measured by district and state assessments

Key Strategies for Goal 1.1 Phase MTSS rollout, provide ongoing professional development on Tier 1, 2, and 3 support, use universal screening and data cycle, align intervention resources and staffing across schools

Key Performance Indicators for Goal 1.1 Percentage of schools implementing MTSS with fidelity, percentage of students receiving Tier 2/3 interventions, reduction in unfinished learning, staff MTSS training completion rates

Benchmarks for Goal 1.1 YEAR 1: 30% schools fully implementing and baseline gap established; YEAR 2: 50% implementation (5% gap reduction); YEAR 3: 70% implementation (10% gap reduction); YEAR 4: 85% implementation (18% gap reduction); YEAR 5: 100% implementation (25% gap reduction)

LEARNING STRATEGIC GOAL #2

Goal 1.2 By June 2031, expand college and career pathways (including CTE and dual credit) to increase student participation by 40%, ensuring equitable access across all student groups

Key Strategies for Goal 1.2 Expand CTE and dual credit offerings aligned to workforce demand, remove barriers, target outreach to underrepresented student groups, build partnerships with colleges and industry

Key Performance Indicators for Goal 1.2 Percentage increase in student participation, number of pathway programs available, dual credit enrollment and completion rates, equity gap in participation

Benchmarks for Goal 1.2 YEAR 1: +10% participation with baseline equity gaps identified; YEAR 2: +18% (10% gap reduction); YEAR 3: +25% (20% gap reduction); YEAR 4: +33% (30% gap reduction); YEAR 5: +40% and equitable access achieved

LEARNING STRATEGIC GOAL #3

Goal 1.3 By June 2031, increase student proficiency in English Language Arts and mathematics by strengthening Tier 1 core instruction and implementing evidence-based practices, resulting in a 6% increase in ELA proficiency and a 10% increase in math proficiency as measured by district and state assessments

Key Strategies for Goal 1.3 Strengthen Tier 1 instruction using evidence-based practices, implement instructional coaching and PLCs, use common assessments and data-driven instruction cycles, adopt high-quality instruction materials

Key Performance Indicators for Goal 1.3 Percentage proficiency in ELA and Math, growth percentiles, percentage of classrooms implementing Tier 1 best practices, frequency of data team cycles

Benchmarks for Goal 1.3 YEAR 1: +1% ELA and +2% Math; YEAR 2: +2% ELA and +4% Math; YEAR 3: +3.5% ELA and +6% Math; YEAR 4: +5% ELA and +8% Math; YEAR 5: +6% ELA and +10% Math

OUR STRATEGIC PLAN FOCUS AREAS

CULTURE: Efforts to foster a student-centered climate and culture where positive relationships, well-being, and equitable access to high-quality programs are prioritized



CULTURE STRATEGIC GOAL #1

Goal 2.1 By June 2031, increase student participation in extracurricular and enrichment opportunities by 25% by reducing barriers and implementing targeted outreach, with a focus on engaging students who currently have lower participation rates, as measured by participation data

Key Strategies for Goal 2.1 Identify and remove participation barriers, expand offerings based on student interest surveys, implement targeted outreach campaigns, monitor participation by subgroup

Key Performance Indicators for Goal 2.1 Overall student participation rates and participation rates by subgroup, number of extra-curricular and enrichment opportunities offered, growth in first-time participation among targeted student groups, reduction in participation gaps between student groups

Benchmarks for Goal 2.1 YEAR 1: +5% participation; YEAR 2: +10% participation (gap identified and reduced by 5%); YEAR 3: +15% participation (10% gap reduction); YEAR 4: +20% participation (15% gap reduction); YEAR 5: +25% participation (equitable participation achieved)

CULTURE STRATEGIC GOAL #2

Goal 2.2 By June 2031, ensure consistent, high-quality family communication by having 95% of school offices, teachers, and coaches follow a structured ParentSquare schedule of 1–2 posts per week, as measured by platform analytics

Key Strategies for Goal 2.2 Establish clear communication expectations and schedules, train staff on effective family engagement practices, monitor platform analytics and provide feedback, recognize high-performing schools/staff

Key Performance Indicators for Goal 2.2 Percentage of staff meeting posting expectations, weekly post frequency, family engagement rates, parent satisfaction survey results

Benchmarks for Goal 2.2 YEAR 1: 60% compliance; YEAR 2: 75% compliance; YEAR 3: 85% compliance; YEAR 4: 90% compliance; YEAR 5: 95% compliance

CULTURE STRATEGIC GOAL #3

Goal 2.3 By June 2031, strengthen staff collaboration through cross-school professional learning, with 90% of staff participating regularly and reporting improved collaboration and shared practices

Key Strategies for Goal 2.3 Establish cross-school PLCs and collaboration structures, schedule regular collaboration time, share best practices through district networks, use surveys to refine collaboration efforts

Key Performance Indicators for Goal 2.3 Percentage staff participating in collaboration, staff survey results, number of cross-school initiatives, retention rates

Benchmarks for Goal 2.3 YEAR 1: 50% participation; YEAR 2: 65% participation; YEAR 3: 75% participation; YEAR 4: 85% participation; YEAR 5: 90% participation

OUR STRATEGIC PLAN FOCUS AREAS

SYSTEMS: Efforts to align and leverage district-wide systems and processes to improve organizational performances, while balancing operational efficiency and student needs



SYSTEMS STRATEGIC GOAL #1

Goal 3.1 By June 2031, strengthen fiscal accountability by maintaining a balanced budget and improving transparency through timely, accessible annual budget publications and quarterly financial updates, with 100% on-time completion and clear communication to stakeholders

Key Strategies for Goal 3.1 Improve transparency in the budget development process, establish consistent timelines for budget reporting, conduct regular reviews of district financial performance, strengthen stakeholder confidence and satisfaction with financial communication

Key Performance Indicators for Goal 3.1 Publish the annual budget book within 15 days of board approval, hold monthly Board Finance Committee meetings, develop and share quarterly financial reports, increase stakeholder satisfaction with financial communication and reporting methods

Benchmarks for Goal 3.1 YEAR 1: Balanced budget and 80% on-time reporting; YEAR 2: 90% on-time reporting; YEAR 3: 95% on-time reporting; YEAR 4: 100% on-time reporting and improved transparency rating; YEAR 5: Sustain 100% on-time reporting with high stakeholder confidence

SYSTEMS STRATEGIC GOAL #2

Goal 3.2 By June 2031, implement and maintain a transportation communication and tracking system that provides real-time visibility, achieves at least 95% data accuracy, and reduces response times by 40% to improve decision-making and user experience

Key Strategies for Goal 3.2 Improve student ridership tracking, use cloud-based video systems for faster incident review and reduced hardware handling, add turn-by-turn navigation tools, expand district-led training for transportation staff

Key Performance Indicators for Goal 3.2 Student ridership data accuracy and reliability, average response time for transportation concerns and video requests, family satisfaction with bus tracking and communication updates, number and severity of student safety incidents on buses

Benchmarks for Goal 3.2 YEAR 1: Baseline established, select student scanning hardware, launch bi-annual de-escalation training and specialized monitor briefings; YEAR 2: 70% accuracy in student tracking, 10% faster response time via cloud-video uploads, initiate quarterly system assessments; YEAR 3: 80% accuracy, 20% faster response, integrate turn-by-turn data to reduce manual delay scripts for families; YEAR 4: 90% accuracy, 30% faster response, achieve seamless real-time parent notifications for student status; YEAR 5: 95% accuracy, 40% faster response, sustain full-tech integration and high stakeholder confidence

SYSTEMS STRATEGIC GOAL #3

Goal 3.3 By June 2031, complete district-wide security assessments and implement 100% of high-priority safety and facility modernization improvements

Key Strategies for Goal 3.3 Conduct annual safety and surveillance audits, invest in targeted upgrades, use FMX to track safety maintenance requests and manage schedules, centralize tracking of major facility safety projects

Key Performance Indicators for Goal 3.3 Percentage of safety assessments completed, reduction in surveillance blind spots, number of safety-related incidents or facility failures, compliance with safety requirements

Benchmarks for Goal 3.3 YEAR 1: Conduct safety audit, baseline camera coverage established, all safety assets in FMX; YEAR 2: 75% initial assessments complete, 40% high-priority cameras installed, launch quarterly FMX work order efficiency reports; YEAR 3: 100% initial assessments complete, 60% facility improvements finished, evaluate impact on incident reduction; YEAR 4: 80% total improvements complete, sustain preventative maintenance schedule to ensure 99% uptime of security hardware; YEAR 5: 100% high-priority improvements complete, significant year-over-year reduction in facility-related incident reports and reactive safety related work order requests



STEILACOOM HISTORICAL SCHOOL DISTRICT

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Steilacoom, WA 98388
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STATEMENT OF NONDISCRIMINATION

Steilacoom Historical School District No. 1 does not discriminate in any programs or activities on the basis of sex, race, ethnicity, color, religion, creed, national origin, sexual orientation, gender identity, gender expression, homelessness, immigration or citizenship status, disability, neurodivergence, the use of a trained dog guide or service animal, age, and honorably discharged veteran or military status and provides equal access to the Boy Scouts and other designated youth groups.

Allegations or concerns can be reported to the following staff:

Student issues related to Section 504:

Kari Terjeson
Director of Special Education
511 Chambers Street
Steilacoom, WA 98388
253-983-2238
kterjeson@steilacoom.k12.wa.us

Issues related to Title IX, Title VII, ADA, Civil Rights:

Susanne Beauchaine
Executive Director for Human Resources
511 Chambers Street
Steilacoom, WA 98388
253-983-2222
sbeauchaine@steilacoom.k12.wa.us