MERIDIAN CUSD 223 STRATEGIC PLAN FY2027–2029

THE VISION

Honoring the Past, Preparing for the Future

THE MISSION

Respecting the tradition of excellence while empowering the next generation of visionary leaders.

THE CORE VALUES

- EXCELLENCE
- INTEGRITY
- ENGAGEMENT

FACILITIES STRATEGIC PLAN FY2027–2029

Meridian CUSD 223	GOAL 1 Addressing Immediate Needs	GOAL 2 HLS Communication Plan	GOAL 3 Comprehensive Facility Plan	GOAL 4 Split Elementary Evaluation
GOALS	Modernize facilities by June 2030; complete upgrades in 75% of high-need areas	Implement communication plan for HLS needs by January 2027	Develop 10-year facility plan by March 2027	Evaluate split elementary structure by June 2027
FOCUS AREAS	HVAC, Safety, Classroom & Infrastructure Upgrades	Stakeholder Awareness, Digital Communication	Long-term Planning, Annual Updates	Data Analysis, Stakeholder Engagement
KEY DELIVERABLES	Master Plan Review HLS Prioritization (A/B/C) Priority A Scope Development Priority B Planning HVAC Implementation Plan	Central HLS webpage Community newsletter updates Ongoing digital communication via Thrillshare	Facility Planning Cycle Annual Board agenda item Updated plan as projects complete	Data review & analysis Scenario development Stakeholder engagement Board recommendation

GOAL 1: ADDRESSING FACILITY IMMEDIATE NEEDS

Primary Goal Rationale: District facilities require immediate modernization to ensure safe, functional learning environments. Aging HVAC systems, safety concerns, and infrastructure deficiencies must be addressed systematically within budget constraints.

Goal: By August 2030, modernize district facilities by completing HVAC, safety, classroom, and infrastructure upgrades in at least 75% of high-need areas, as measured by facility assessments, energy consumption data, and stakeholder feedback surveys, within approved budget parameters.

Activity/Strategy	Timeline	Responsible	Status	Resources
Master Plan Review & Direction Setting Review Green Associates master plan; determine renovation vs. addition vs. new construction direction	October 2026	Superintendent, Director of B & G, BOE Facility Committee	In progress	Green Associates data, facility assessments
HLS Prioritization (A/B/C) Finalize 10-year HLS submission; categorize priorities into A/B/C tiers	July 2026	Director of Operations, Green Associates	Completed	ISBE submission data, Green Associates assessment
Priority A Scope Development Develop detailed specifications and obtain quotes for critical facility needs identified as Priority A	December 2026	Superintendent	In progress	Priority A list, contractor bids
Priority B Planning Develop specifications and cost projections for mid-term facility improvements	Jan-Mar 2027	Superintendent	In progress	Priority B list, budget projections
HVAC & Infrastructure Implementation Planning Develop specifications and execution plan for HVAC, lighting, and ceiling improvements	By June 2027	Superintendent, Director of B & G	In progress	Engineering assessments, energy data

GOAL 2: HEALTH LIFE SAFETY (HLS) COMMUNICATION PLAN

Primary Goal Rationale: Transparent communication about Health Life Safety needs and ongoing projects is essential to maintain community trust, ensure stakeholder awareness, and support informed decision-making regarding facility investments.

Goal: By January 2027, implement a comprehensive communication plan to inform and engage all stakeholders about Health Life Safety needs, ongoing projects, and future plans.

Activity/Strategy	Timeline	Responsible	Status	Resources
Central Information Hub Create a dedicated HLS webpage on the district website serving as the central repository for all HLS-related information, project updates, and timelines	May 2027	Technology Department, Director of B & G	Not started	District website, content management system
Community Newsletter Updates Publish HLS project updates in community newsletters every 4 months, including progress reports, upcoming projects, and budget information	Every 4 months starting Jan 2027	Superintendent	Not started	Newsletter platform, design templates
Ongoing Digital Communication Share regular updates via email and social media platforms (Thrillshare), aligned to project milestones and community events	Ongoing, aligned to milestones	Technology Department	Not started	Thrillshare platform, social media accounts

GOAL 3: COMPREHENSIVE FACILITY PLAN (10-YEAR)

Primary Goal Rationale: A comprehensive, long-term facility plan ensures the district can proactively address aging infrastructure, allocate resources strategically, and maintain safe, modern learning environments for all students over the next decade.

Goal: By March 2027, develop and maintain a 10-year comprehensive facility plan that is updated annually as projects are completed or building components age out of service.

Activity/Strategy	Timeline	Responsible	Status	Resources
Facility Planning Cycle Implementation Establish regular BOE Facility Committee meetings to review facility data, prioritize needs, and develop the 10-year plan with input from all stakeholders	Nov 2026	Superintendent, Director of B & G, BOE Facility Committee	🔴 Not started	Facility plan templates, assessment data, Green Associates reports
Annual Board Agenda Item Present updated facility plan to the full Board of Education annually at the March meeting, including progress on completed projects and revised priorities	Annually (March BOE meeting)	Superintendent	🔴 Not started	Board presentation materials, updated facility plan document

GOAL 4: SPLIT ELEMENTARY STRUCTURE EVALUATION

Primary Goal Rationale: The district's split elementary structure may not be the most efficient or effective model for serving students. A thorough, data-informed evaluation will determine whether consolidation or reconfiguration better serves educational outcomes, operational efficiency, and community needs.

Goal: By June 2027, evaluate the district's split elementary structure and present a data-informed recommendation to the Board of Education regarding consolidation or reconfiguration options.

Activity/Strategy	Timeline	Responsible	Status	Resources
Data Review & Analysis Analyze Green Associates data, enrollment projections, and operational costs to establish baseline understanding of current structure effectiveness	August 2026	Superintendent, Building Principals	🟠 In progress	Green Associates data, enrollment projections, operational budgets
Scenario Development Develop 2-3 configuration options with detailed cost analyses, staffing implications, and projected educational outcomes for each scenario	February 2027	Superintendent, Building Principals	🟠 In progress	Cost analysis tools, staffing models, educational research
Stakeholder Engagement Facilitate community engagement sessions to gather feedback on configuration options from parents, staff, and community members	April 2027	Superintendent, Building Principals	🔴 Not started	Community forums, survey tools, communication platforms
Board Recommendation Present final data-informed recommendation to the Board of Education with supporting evidence, community feedback summary, and implementation timeline	June 2027	Superintendent	🔴 Not started	Board presentation, engagement feedback, cost analyses

COMMUNICATION STRATEGIC PLAN FY2027–2029

Meridian CUSD 223	GOAL 1 Transparent Communication	GOAL 2 Website & Communication Enhancements	GOAL 3 Branding
GOALS	Improve communication of BOE meetings to increase transparency by October 2026	Redesign MCUSD #223 website for user-first navigation by December 2026	Ensure all communications follow MCUSD 223 Branding Guide by December 2026
FOCUS AREAS	BOE Meeting Awareness and Digital Displays	Website Audit, User Feedback, Accessibility	Unified Branding, Digital Platform Alignment
KEY DELIVERABLES	BOE page links on all schools Digital display exploration Newsletter BOE section	Website committee audit Click count reports Parent survey Important dates calendar AI chatbot exploration	Shared drive for branding Convocation presentation Unified digital platforms

GOAL 1: TRANSPARENT COMMUNICATION

Primary Goal Rationale: Improve awareness of Board of Education meeting dates and promote open meetings to increase transparency about the district's current state for all stakeholders.

Goal: By October 2026, improve communication and promotion of BOE meetings to increase transparency about the district's current state.

Activity/Strategy	Timeline	Responsible	Status	Resources
Add BOE page link under all schools' "About Us" tabs Ensure easy access to BOE information from every school website	August 2026	Director of Technology	In progress	District website, school pages
Explore digital display for district information Investigate options for public-facing digital signage	June 2027	Director of B & G	Not started	Digital display vendors, budget allocation
Include BOE minutes/agendas in newsletters Add dedicated section for BOE information in regular communications	September 2026	Superintendent	In progress	Newsletter platform, Thrillshare

GOAL 2: WEBSITE & COMMUNICATION ENHANCEMENTS

Primary Goal Rationale: Make information more accessible and user-friendly for families and the community. The current website structure does not support easy navigation, and families struggle to find key information quickly.

Goal: By December 2026, redesign the MCUSD #223 website (and all school pages) for user-first navigation and improved communication.

Activity/Strategy	Timeline	Responsible	Status	Resources
Form website audit committee Audit all five district websites for usability and content accuracy	September 2026	Athletics/Activities Director	In progress	Website analytics, committee members
Run website click count report Analyze current usage patterns to identify high-traffic and underused pages	September 2026	Director of Technology	In progress	Google Analytics, website platform
Conduct parent survey for website feedback Gather user input via QR code survey on navigation and content needs	October 2026	Website Committee	Not started	Survey tools, QR code generator
Add important date calendar to district calendar Consolidate key dates into a single accessible calendar link	August 2026	Director of Technology	In progress	District calendar platform
Explore AI chatbot for district website Research and pilot an AI-powered chatbot to answer common parent questions	December 2026	AI Specialist	In progress	AI chatbot vendors, budget allocation

GOAL 3: BRANDING

Primary Goal Rationale: Achieve unified branding across the district, including clubs, sports, and activities. Consistent branding strengthens community identity and ensures professional representation across all communications.

Goal: By December 2026, ensure all major projects and communications follow the MCUSD 223 District Branding Guide.

Activity/Strategy	Timeline	Responsible	Status	Resources
Create district-wide shared drive for branding materials Centralize all logos, templates, and brand assets in one accessible location	August 2026	Tech Department	🟢 Complete	Google Drive, branding guide
Present branding information at district-wide convocation Introduce branding standards to all staff	August 2026	Ryan Bounds, Students	🟢 Complete	Presentation materials, branding guide
Update and unify all digital platforms Align all websites, social media, and digital communications with branding standards	December 2026	Athletics/Activities Director	🟠 In progress	Website platforms, social media accounts, branding guide

FINANCIAL STEWARDSHIP STRATEGIC PLAN FY2027–2029

Meridian CUSD 223	GOAL 1 **Contract & Operational Efficiency**	GOAL 2 **Grant Expansion & Revenue**	GOAL 3 **Long-Term Fiscal Solvency**	GOAL 4 **Community & Economic Coalition**
GOALS	Conduct comprehensive review of all district operational contracts by December 2027	Identify and apply for at least three new grants by June 2028	Develop long-term financial plan by June 2027 to ensure fiscal solvency	Establish coalition by December 2027 to support economic growth and tax base diversification
FOCUS AREAS	Contract Inventory, Efficiency Analysis, Board Recommendations	Grant Research, Writing & Submissions, Annual Reporting	Financial Trend Analysis, Operational Alignment, Budget Strategy	Stakeholder Engagement, Coalition Meetings, Advocacy Messaging
KEY DELIVERABLES	Centralized contract inventory Efficiency analysis report Board recommendations	Grant opportunity tracker Grant submissions (3+) Annual reporting cycle	Financial trend analysis Operational alignment review Multi-year balanced budget	Stakeholder coalition formed Coalition meeting schedule Advocacy messaging plan

GOAL 1: CONTRACT & OPERATIONAL EFFICIENCY REVIEW

Primary Goal Rationale: A comprehensive review of all district operational contracts will identify inefficiencies, redundancies, and cost-saving opportunities to ensure responsible use of taxpayer funds and maximize resources available for student learning.

Goal: Conduct a comprehensive review of all district operational contracts by December 2027 to identify efficiencies and cost-saving opportunities.

Activity/Strategy	Timeline	Responsible	Status	Resources
Develop Centralized Contract Inventory Catalog all existing district contracts including vendor, terms, renewal dates, and annual costs	December 2026	Business Office	In progress	Contract files, vendor records, financial systems
Analyze Contracts for Duplication & Efficiency Review contracts for overlapping services, renegotiation potential, and cost-saving opportunities	December 2026	Superintendent, Business Office	In progress	Contract inventory, market analysis, benchmarking data
Present Recommendations to the Board Deliver findings and actionable recommendations for contract consolidation, renegotiation, or termination	February 2027	Superintendent	Not started	Analysis report, Board presentation, projected savings

GOAL 2: GRANT EXPANSION & REVENUE DIVERSIFICATION

Primary Goal Rationale: Diversifying revenue streams through grants and alternative funding sources will reduce reliance on property taxes and provide additional resources for programs, facilities, and student services.

Goal: Identify and apply for at least three new grants by June 2028 to diversify revenue and support district initiatives.

Activity/Strategy	Timeline	Responsible	Status	Resources
Research and Track Grant Opportunities Identify federal, state, and private grant opportunities aligned with district priorities and strategic goals	December 2026	Superintendent	In progress	Grant databases, state/federal portals, foundation directories
Coordinate Grant Writing and Submissions Develop and submit grant applications with supporting data, budgets, and program narratives	Ongoing through June 2028	Superintendent	Not started	Grant writing resources, program data, budget projections
Maintain Annual Grant Reporting Track grant outcomes, compliance requirements, and submit annual reports to funders	Each June (annually)	Business Office	Not started	Grant tracking system, compliance documentation, outcome data

GOAL 3: LONG-TERM FISCAL SOLVENCY & BALANCED BUDGET

Primary Goal Rationale: Developing a long-term financial planning strategy ensures the district maintains fiscal solvency, avoids deficit spending, and aligns operational costs with available revenue to protect educational programs and services.

Goal: Develop a long-term financial planning strategy by June 2027 to ensure fiscal solvency and maintain balanced budgets across all funds.

Activity/Strategy	Timeline	Responsible	Status	Resources
Conduct Financial Trend Analysis Analyze revenue and expenditure trends across all funds to identify patterns and risks	January 2027	Superintendent, Business Office	In progress	Financial records, budget reports, audit data
Review Operational Alignment Assess whether current staffing, programs, and services align with projected revenue and enrollment trends	March 2027	Superintendent	In progress	Staffing data, enrollment projections, program costs
Develop Multi-Year Balanced Budget Strategy Present a comprehensive balanced budget strategy to the Board ensuring solvency across all funds	August 2027	Superintendent	Not started	Trend analysis, operational review, Board presentation materials

GOAL 4: COMMUNITY & ECONOMIC DEVELOPMENT COALITION

Primary Goal Rationale: Establishing a coalition with local stakeholders will support economic growth, expand the tax base, and create partnerships that benefit both the district and the broader community through shared advocacy and resource development.

Goal: Establish a coalition with local stakeholders by December 2027 to support economic growth and tax base diversification.

Activity/Strategy	Timeline	Responsible	Status	Resources
Identify and Engage Stakeholders Reach out to municipal leaders, business owners, and community organizations to build coalition membership	June 2027	Superintendent, Board of Education Leadership	🔴 Not started	Stakeholder lists, community contacts, outreach materials
Facilitate Coalition Meetings Organize and lead regular coalition meetings to establish shared goals, priorities, and action plans	September 2027	Superintendent, Municipal Representatives	🔴 Not started	Meeting space, facilitation tools, agenda templates
Develop Advocacy Messaging Create unified messaging and advocacy materials to support economic development and tax base growth initiatives	December 2027	Superintendent, Board of Education Leadership	🔴 Not started	Communication tools, marketing materials, data on economic impact

K-12 CURRICULAR ALIGNMENT & ACADEMIC EXCELLENCE FY2027-2029

Meridian CUSD 223	GOAL 1 Curricular Alignment K-12	GOAL 2 Standardize PLC Practices	GOAL 3 Student Resilience & Engagement	GOAL 4 Career Pathways & Life-Ready
GOALS	Align curriculum and instructional strategies K-12	Standardize district PLC practices and expectations	Build student resilience, engagement, and knowledge retention	Expand career pathways and life-ready programming
FOCUS AREAS	Scope & Sequence, Assessment Alignment, Vertical Articulation	Meeting Norms, Protocols, Self-Assessment, Feedback	Instructional Strategies, Classroom Observation, Danielson Framework	Health, Automotive, Business, Education Pathways
KEY DELIVERABLES	K-12 curriculum maps Assessment alignment docs Transition meeting protocols Annual review cycle PD plan	Model PLC visits Standardized meeting norms PLC protocols handbook Feedback system Self-assessment tools	Instructional strategies playbook Classroom observation calibration Danielson framework implementation	Health pathway established Automotive pathway research Business/Education pathways Parent communication plan

GOAL 1: K-12 CURRICULAR ALIGNMENT

Primary Goal Rationale: Aligning curriculum and instructional strategies K-12 ensures consistent, high-quality instruction across all grade levels, reduces gaps during student transitions, and improves overall academic outcomes as measured by standardized assessments.

Goal: Align curriculum and instructional strategies K-12 by May 2029, measured by curriculum map completion, assessment data, and transition meeting documentation.

Activity/Strategy	Timeline	Responsible	Status	Resources
Develop Curriculum Maps Create K-12 curriculum maps for all core subject areas aligned to state standards and standardized assessments	May 2027	Building Principals, Department Chairs	🟠 In progress	State standards documents, existing curriculum guides
Align to Standardized Tests Review and align curriculum maps to IAR, ACT, and other standardized assessment frameworks	October 2027	Building Principals, Instructional Coaches	🔴 Not started	Assessment frameworks, test blueprints, item analysis data
Conduct Transition Meetings Facilitate vertical articulation meetings between grade-level and building teams to ensure seamless transitions	Ongoing (each semester)	Building Principals, Department Chairs	🔴 Not started	Meeting time, sub coverage, collaboration protocols
Review Curriculum Documents Conduct annual review of curriculum maps and update based on assessment data and instructional feedback	Annually (each May)	Building Principals, Instructional Coaches	🔴 Not started	Assessment data, teacher feedback, curriculum review templates
Provide Professional Development Deliver targeted PD on curriculum alignment, instructional best practices, and data-driven instruction	Ongoing through May 2029	Building Principals	🔴 Not started	PD budget, presenter contracts, release time

GOAL 2: STANDARDIZE DISTRICT PLC PRACTICES

Primary Goal Rationale: Standardizing PLC practices ensures that collaborative teacher teams across the district operate with shared expectations, protocols, and accountability measures, leading to more consistent instructional improvement and student outcomes.

Goal: Standardize district PLC practices and expectations by May 2029, measured by implementation of norms, protocols, and self-assessment tools across all buildings.

Activity/Strategy	Timeline	Responsible	Status	Resources
Visit Model PLCs Identify and visit high-performing PLC districts to observe best practices and gather implementation strategies	April 2027	Superintendent, Building Principals	● Not started	Travel budget, sub coverage, observation protocols
Implement Meeting Norms Establish and implement consistent meeting norms across all PLC teams district-wide	August 2027	Building Principals, Instructional Coaches	● Not started	Norms templates, training materials
Develop Standardized Protocols Create a PLC protocols handbook with standardized agendas, data analysis tools, and action planning templates	May 2028	Superintendent, Instructional Coaches	● Not started	Protocol examples, handbook design resources
Collect Feedback Gather teacher and administrator feedback on PLC effectiveness through surveys and focus groups	Ongoing (each semester)	Building Principals, Division Leaders	● Not started	Survey tools, focus group facilitation time
Self-Assessment Tools Develop and implement PLC self-assessment rubrics to measure team effectiveness and growth	May 2028	Superintendent, Instructional Coaches	● Not started	Rubric development, data tracking systems

GOAL 3: STUDENT RESILIENCE & ENGAGEMENT

Primary Goal Rationale: Building student resilience, engagement, and knowledge retention requires intentional instructional strategies, consistent classroom observation practices, and a shared framework for evaluating and improving teaching effectiveness across all buildings.

Goal: Build student resilience, engagement, and knowledge retention through a district-wide instructional strategies playbook, calibrated observations, and Danielson framework implementation.

Activity/Strategy	Timeline	Responsible	Status	Resources
Develop Instructional Strategies Playbook Create a comprehensive playbook of research-based instructional strategies for building student engagement and retention	May 2027	Instructional Coaches, Division Leaders	Not started	Research materials, teacher input, design resources
Conduct Classroom Observation Calibration Train administrators on calibrated classroom observations to ensure consistent, fair, and growth-oriented feedback	Ongoing	Superintendent	Completed	Danielson framework, observation tools, training time
Implement Danielson Framework Adopt and implement the Danielson Framework for Teaching as the district-wide instructional tool	April 2028	Superintendent, Building Principals	Not started	Danielson resources, PD sessions, evaluation software

GOAL 4: CAREER PATHWAYS & LIFE-READY PROGRAMMING

Primary Goal Rationale: Expanding career pathways and life-ready programming ensures students graduate with relevant skills, certifications, and experiences that prepare them for post-secondary success in college, career, and community engagement.

Goal: Expand career pathways and life-ready programming by establishing new pathways in Health, Automotive, Business, and Education, and improving communication with parents and the community.

Activity/Strategy	Timeline	Responsible	Status	Resources
Establish Health Pathway Research and implement a Health Sciences career pathway including coursework, certifications, and clinical partnerships	August 2028	Superintendent, College and Career Coordinator	In progress	Grant funding, healthcare partners, curriculum resources
Research Automotive Pathway Explore feasibility of an Automotive Technology pathway including facility needs, partnerships, and certification options	November 2027	College and Career Coordinator, High School Principal	Not started	Industry contacts, facility assessment, program models
Develop Business & Education Pathways Research and plan Business and Education career pathways with dual credit and internship opportunities	March 2028	College and Career Coordinator, High School Principal	In progress	Higher ed partners, dual credit agreements, curriculum
Improve Parent/Community Communication Develop communication plan to inform parents and community about career pathway options and student outcomes	Ongoing through 2029	High School and Junior High Counselors, College and Career Coordinator	Not started	Communication tools, marketing materials, event budget