



Crestwood Local Schools

STRATEGIC PLAN

Goals & Objectives

TABLE OF CONTENTS

- 3** Goal #1 - Communications (Internal and External)
- 5** Goal #2 - Climate, Culture and Wellness
- 7** Goal #3 - Facilities/Infrastructure Safety and Security
- 9** Goal #4 - Technology
- 11** Goal #5 - Finances
- 13** Goal #6 - Human Resources and Business Operations
- 15** Goal #7 - Programming and Curriculum Development
- 17** Goal #8 - Board Relations

Goal #1

Communication (Internal and External)



Goal #1

Objectives

01

Define and create clear behavioral expectations and practices for all forms of internal communication at the district, building and classroom level to eliminate communication silos and confusion.

- For Consideration - Create consistent messaging to all employees using multiple modes of communication, including in-person monthly meetings, when possible.

02

Create a two-way communication process to ensure staff members (Certified and Classified Staff) have the ability to provide district leadership with their thoughts and concerns in an anonymous manner.

- For Consideration – Develop methods / procedures for administration to communicate BACK to the staff regarding the expressed thought and opinions.

03

Create Internal Communications Plan - Align methods and frequency of internal communications practices based upon developed expectations. Ensure that all employees are knowledgeable and informed of communication protocols. Make every attempt to increase transparency through consistent delivery of internal messaging.

04

Establish a comprehensive external communications program to ensure community stakeholder engagement.

- For Consideration - Create targeted communications for community members who do not, or no longer have a direct connection to the district.

05

Perform an audit and analysis regarding the mediums being utilized to communicate with the parents and community members. The objective of this analysis is the eventual streamlining of these many communication mediums into only the few that are needed to effectively communicate to stakeholders.

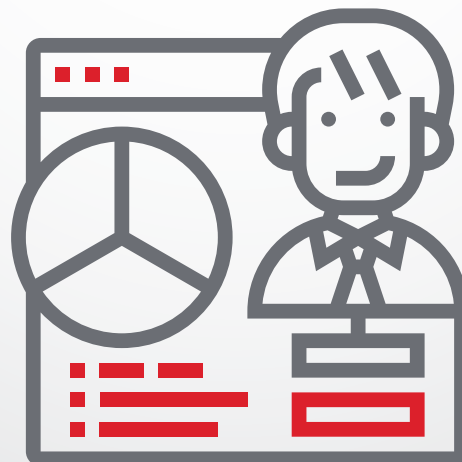
06

Create a two-way communication process that allows the parents and community members to meaningfully engage with district leadership and staff.

- For Consideration – (Foster, grow and promote community support through community engagement events that allow for meaningful and honest community input.)

Goal #2

Culture, Climate and Wellness



Goal #2

Objectives

01

Examine positive behavior models (PBIS) and continue to look for avenues in which to consistently apply those models throughout the entire district. Review district anti-bullying policies and practices to ensure consistent implementation at each building and grade level.

02

Consider the creation of an initiative that focuses upon staff morale and the establishment of a “Culture of Appreciation” for all district employees, at all levels. Develop a purposeful method to show staff appreciation on a regular basis and infuse these methods into the everyday life of every building in the district.

03

Provide on-going professional development opportunities on the topic of mental health issues and awareness for all employees. These opportunities should include options for both student care and self-care for all staff.

04

Focus upon school spirit with intentional efforts directed toward events, practices, planned activities and experiences to “bring the fun back” into the school culture and atmosphere.

Goal #3

Facilities/Infrastructure Safety and Security



Goal #3

Objectives

01

Utilize ongoing community engagement opportunities to address applicable facilities and infrastructure deficiencies to develop a multi-year master facilities plan paying particular attention to a facility that houses both middle and high schools students and staff. Use input to determine priorities for potential new construction and/or renovation opportunities and how that building could be updated to maximize student and staff safety, promote interaction, create collaboration and reflect 21st century learning.

02

Review all aspects of physical security throughout the district; recommend changes to policy and application of best practice strategies; ensure consistent application of security protocol/procedures for district buildings and athletic events.

03

Investigate opportunities for community members (with a focus upon senior citizens) to utilize the potentially new or renovated high school/middle school.

04

Establishment of a systematic maintenance plan for the district's facilities and infrastructure so future maintenance needs may be (to the best of the district's ability) organizationally and fiscally anticipated.

Goal #4

Technology



Goal #4

Objectives

01

Review all aspects of cyber security throughout the district; recommend changes to policy and application of best practice strategies; ensure consistent application of security protocol/procedures for the district.

02

Offer professional development opportunities for staff members to enhance their technology understanding and skills that could enhance classroom learning opportunities for all students.

03

Analysis of current technology use by our teaching staff to ensure technology is being utilized as a true instructional tool and resource for the academic / social-emotional advancement of our students.

04

Establishment of a systematic technology maintenance/update/replacement plan for the district's technology resources so future needs may be (to the best of the district's ability) organizationally and fiscally anticipated.

Goal #5

Finances



Goal #5

Objectives

01

Publish and promote a series of simplified/community friendly graphics to educate Crestwood Local School District stakeholders and taxpayers more deeply on current and projected (future) expenditures; consistently communicate district financial picture to provide an accurate portrayal of financial standing.

02

Create a regular, transparent communication's plan to clearly communicate district finances.

03

Establishment of a levy funding/community engagement plan which coincides with the facility recommendations stemming from Goal 3-Objective 1.

Goal #6

Human Resources and Business Operations



Goal #6

Objectives

01

Implement a proactive, targeted system of teacher, support staff, substitute and administrator recruitment and retention. Purposefully engage in external and internal communication strategies and culture building strategies that will attract and retain high-quality employees.

02

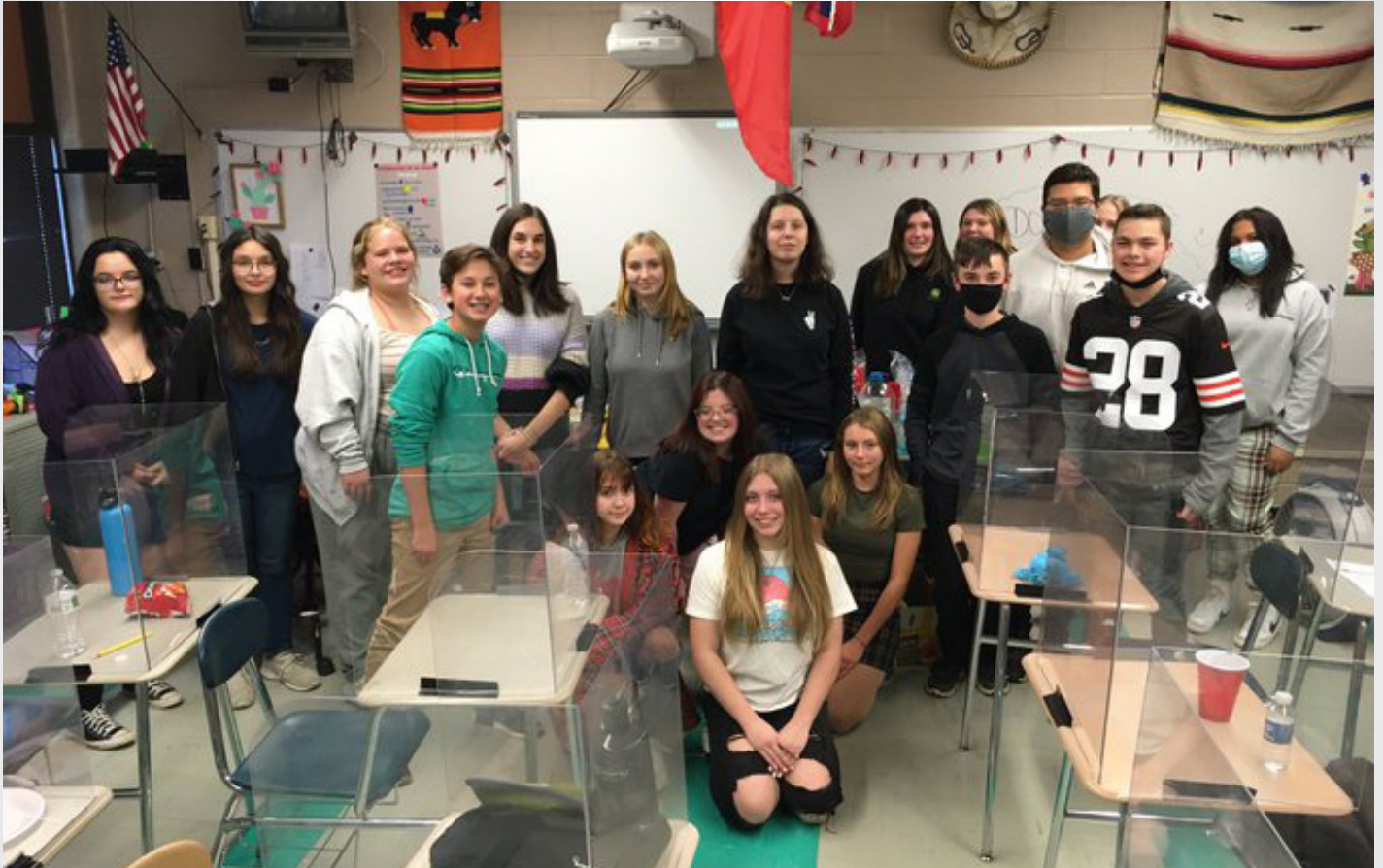
Provide customer service training and expectation development for all classified and certified staff. Include communication best practices in such training.

03

Provide professional development opportunities and extended training for staff members related to students' social-emotional and mental health needs.

Goal #7

Programming and Curriculum Development



Goal #7

Objectives

01

Advance curriculum and pedagogy development to magnify the real-world application of classroom content; continue to expand the development of a K-12 curriculum that focuses on life skills; include STEAM, create and promote multiple pathways for college, trade schools, military, or any other chosen direction after graduation.

- **For Consideration - Advance the curriculum opportunities by researching and possibly implementing all-day PreK programming.**

02

Provide continuing professional development opportunities aimed at advancing traditional teaching practices; establish district-wide standards for best-practice instructional methods K-12. Purposefully infuse time within PD days to allow teachers to put into practice the initiatives that are being taught.

Goal #8

Board Relations



Goal #8

Objectives

01

Continue communications from the Board of Education members to the community and then examine and put into place methods and practices that will utilize communications strategies to increase a sense of trust and engagement between the Board of Education and the overall community.