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STRATEGIC PLAN
2013

Introduction

The Crestview Local School District Strategic Plan is designed to provide a framework for the development of the continuous improvement plans for each school. The Strategic Plan has been developed with the involvement of students, parents, community members and school personnel who have a vested interest in our school district. This plan, when published, makes it possible for staff, parents, and members of the community to monitor the use of district resources and to visualize the effectiveness and the impact of long range planning on district operations. The District Strategic Plan is also a means for the Board, parents and the community to evaluate the effectiveness of the management team in achieving the goals of the district.

The criteria that has been used to develop our strategic plan includes the following:

- **A focus on increased student achievement**
- **Decisions that are based on data**
- **Interventions and strategies that are founded in research**
- **Emphasis on quality and equity**
- **Improvement focused on the entire school district**
- **A collaborative, on-going and continuous planning process**

One of the characteristics of an effective school is the diligence with which it appraises itself, and searches out ways in which it may enhance its effectiveness even further. It is the goal of the Crestview Local School District to analyze and reinforce those activities which will contribute to achieving higher levels of student success.

Mission Statement:

We are Crestview Local Schools, *the heart of our community*, dedicated to educating and empowering every student with the knowledge and skills for success in an ever changing world.

District Beliefs

We believe:

- Every child is an individual with different needs, wants, and abilities
- A clean, safe, and healthy learning environment is essential for student and staff achievement
- Communication between the school and the community should be on-going, relevant, open and honest
- Education will encourage students to strive for their dreams
- Learning is a life-long process
- All children can learn and they are entitled to an excellent education
- The role of the community is to provide financial, social and spiritual support to our children as they pursue their education
- The role of the school, students and family is to work collaboratively to be active participants in education
- Every child learns differently and the role of the school is to identify their learning abilities and to inspire them to achieve their full potential
- Every child must be challenged to achieve their fullest potential
- The role of the family is to encourage and support their child in education

The objectives of the Crestview Local School District are:

- To graduate 100% of our senior class each year
- To have 100% of our sophomore class pass the Ohio Graduation Test
- To have 100% of our students pass their respective Achievement Tests
- To have 100% of our graduates enroll in post-secondary education or be gainfully employed
- To respect the uniqueness of each individual student
- To provide each student with a challenging comprehensive curriculum that will address student needs in academics, the arts, social development and wellness
- To provide each student with access to state of the art technology
- To provide each student with excellent, highly qualified staff that will inspire every student to achieve
- To invite students to become active participants in the district decision making process
- To encourage communication between all stakeholders in our school district that is open, relevant and honest

Goals:

1. We will pursue academic excellence by providing a comprehensive curriculum and system of instruction that will meet the ever-changing needs of our students as life-long learners.
2. We will continue to update and enhance our district's technology programs and services to enrich our student's academic experience.
3. We will develop opportunities and encourage students to participate in comprehensive extracurricular and co-curricular activities to promote their social, physical and mental wellness.
4. We will promote the heart of Crestview Local Schools by creating and coordinating programs to meet our community's needs.
5. We will continue to assure financial stability while maintain and enhancing district facilities.

Action Plan #1

Goal:

We will pursue academic excellence by providing a comprehensive curriculum and system of instruction that will meet the ever-changing needs of our students as life-long learners.

Performance Indicators:

- District Report Card
- Standardized Tests (District Specific)
- Percentage of Highly Qualified Teachers
- Number of students with Special Needs (accommodations and enhancements)
- Post-Graduation statistics and Career Readiness
- ACT & SAT scores
- District Accreditation

<i>Strategies</i>	<i>Person(s) Responsible</i>	<i>Date to Implement</i>	<i>Resources Needed</i>
Maintain AdvancEd District Accreditation	Superintendent, Building Principals, BIT's	On-Going	
Increase number of educational opportunities for gifted and special education students	Building Principals Special Ed. Supervisor	On-Going	
Provide an intervention program to address the needs of at-risk students at each grade level	Building Principals BIT's	September 2013	
Provide professional development opportunities to ensure teachers remain highly qualified	Administration	On-Going	
Maintain a plan for students who would benefit from post-secondary options	HS Principal Guidance Counselor	On-Going	
Explore blended learning options for instruction and curriculum	Administration Pilot Teachers	2013-14	
Expand opportunities to explore post-graduation options	Guidance Counselors	On-Going	
Explore digital textbook opportunities	Building Principals Department Heads	2013-14	
Develop and implement a no zero policy for all assignments	Building Principals	2014-15	
Expand comprehensive life-skills program	Building Principals Guidance Counselor	2013-14	
Develop certified AP Courses	HS Principal	2013-14	
Expand S.T.E.M. Program throughout the district	Administration Building Principals	2013-14	
Develop the opportunity for all students to develop Technology skills	Administration Building Principals Classroom Teachers	On-Going	
Explore Crestview online course offerings	Administration Technology Director	2016	

Resources:

- Race to the Top Funds and Grants
- LPDC Funds
- Teacher Mini-Grants
- General Funds

Benchmarks:

- Achieve “Excellent” Rating on the ODE District Report Card
- Improve student performance on state mandated achievement tests as compared to baseline data
- Improve student attendance as compared to baseline data
- Improve graduation rate as compared to baseline data
- 100% of the students pursue additional education opportunities, enter military service or become gainfully employed
- Maintain “District Accreditation” with AdvancEd
- Meet all state mandates

Action Plan #2

Goal:

We will develop opportunities and encourage students to participate in comprehensive extracurricular and co-curricular activities to promote social physical and mental wellness.

Performance Indicators:

- Number and diversity of course/club offerings
- Number of students enrolled in classes/activities and attrition rate , staff and community involved
- Participation in booster organizations
- Quality of facilities/equipment and maintenance of facilities

Strategies	Person(s) Responsible	Date to Implement	Resources Needed
Field trips to various activities (concerts, plays, recitals, business observation, etc.)	Building Principals Teachers Activity Sponsors	On-going	Transportation Admission
Conduct survey regarding new courses/clubs that are desired, and access interest and quality suggestions	Building Principals	2013 On-Going	
Develop elementary activities and/or clubs, after school programming	Principal Teachers Community Volunteers	2013 On-Going	Transportation Funding
Provide transportation for afterschool activities and clubs	Administration Transportation	2013 On-Going	Staffing Funding Equipment
Make booster organization more visible throughout the community	Directors Officers	On-going	
Yearly inventory and assessment of facilities and equipment	Building Principals	On-Going	
Develop a wellness awareness and incentive plan for students	Physical Education Health Teachers School Nurse	2013 On-going	
Develop a Community Wellness Initiative	School Nurse Superintendent Building Principals Staff	On-Going	

Resources:

- General Fund
- Grants
- Community Donations

Benchmarks:

- Have 40% of student body electing to participate in an arts class or activity
- Performing groups participate in OMEA sponsored activities
- 90% of music parents participating in booster sponsored activities
- Facilities will meet MENC standards for music facilities
- Have 80% of students involved in at least one extra-curricular activity
- Have 100% of staff participate in School Wellness activities

Action Plan #3

Goal:

We will continue to assure financial stability while maintain and enhancing district facilities.

Performance Indicators:

- Five (5) year forecast
- Enrollment
- Clean and Safe Buildings
- Teacher to Student Ratio
- Audit report

Strategies	Person(s) Responsible	Date to Implement	Resources Needed
Positive five year forecast	Board of Education Treasurer	On-going	Time
Continue retire/rehire plan			
Continue management goals & objective process			
Working with local government on zoning issues	Board of Education	2013 Annual	Time
Conduct annual facilities review based on OSFC standards and program needs			
Continue to seek other revenue sources through grants and entitlements	Building Principals Maintenance Supervisor	As Required 2014 (P.I. Fund)	Time
Expand permanent improvement fund			
HS Gym Ventilation			
Continue safety drills and annual inspections			
Annually review and update crisis response plan			
Complete needed maintenance & repairs			
Add more security cameras			
Options w/OSFC for providing additional space			
Continue to maintain positive relationship with staff through Win-Win negotiations	Board of Education Administration Staff	On-Going	Time
Continue to monitor student-staff ratio			
Coordinate assessments of needs of all areas of the district to assure needs are met			
Maintain Clean Audit Report		On-going	Time
Continue open enrollment		On-going	Time

Resources:

- Bureau of Worker's Compensation Grant
- Title IV Grant
- Safe and Supportive Schools Grant
- General Fund
- Title Funds
- Communication with community through various means
- Race to the Top

Benchmarks:

- Positive Five (5) year forecast
- Increase in home sales and/or new home construction
- Positive comparisons to similar districts
- Maintain salaries and benefits at below 80% of total budget
- Maintain open enrollment growth
- Monitor Free/Reduced lunch rates

Action Plan #4

Goal:

We will promote the heart of Crestview Local School by creating and coordinating programs to meet our community's needs.

Performance Indicators:

- Course offerings of adult education classes
- Evidence of secured funding sources for school community programs
- Implementation of an after school dinner program
- Evidence of new involvement by community members
- Evidence of new programs created based on needs assessment

Strategies	Person(s) Responsible	Date to Implement	Resources Needed
Have a community involvement coordinator	Volunteer Coordinator Team	March 2013	Volunteer Coordinator Team
Explore new income resource to support community	Staff Volunteer Coordinator	March 2013	
Needs assessment Gain feedback from community how to be involved	Volunteer Coordinator Team Students	March 2013	Paper Pencils
Increase community utilization of school buildings	Staff Principals	On-Going	Advertising PR staff
Plan and implement incorporate various programs for seniors and adult community members	Staff Volunteer Coordinator	On-Going	
Ensure effective communication of current school events to community	Volunteer Coordinator Technology Staff	On-Going	Text #'s
Explore the possibility of securing funding for a community center	Board of Education Community Team Fundraising	March 2013	Grant writers PR staff Community data Treasurer

Resources:

- Safe and Supportive Schools Grant
- Permanent Improvement Fund
- General Fund
- Grants and Entitlements

Benchmarks:

- Develop a comprehensive Community Involvement Program
- Enhance District Webpage to include Community activities
- Develop a community wellness program
- Develop and administer community survey

Action Plan #5

Goal:

We will continue to update and enhance our district's technology programs and services to enrich our student's academic experience.

Performance Indicators:

- Number of students proficient in computer applications
- Number of staff members proficient in computer applications
- Expand technology within the technology plan
- Monitoring and assessing the state of the technology equipment
- Number of students proficient on the new computer based state assessments

Strategies	Person(s) Responsible	Date to Implement	Resources Needed
Expand the 1-1 initiative to include all students (K-12)	BIT's BLT's Technology Coordinator Teachers	2013/14 – 7 th & 8 th 2014/15 – 5 th & 6 th 2015/16 – 3 rd & 4 th 2016/17 – KG – 2 nd	Cost of technology Professional Development
Acquire tablet and keyboarding skills class	Building Principal Teachers Technology Coordinator	2013-14	Additional Staff
Provide staff members with regularly scheduled professional development opportunities	Building Principals Technology Coordinator,	On-Going Initiated by 2014	Supplemental Technology position at each building
Expanding our S.T.E.M. program to grades 3-6	Building Principals	2013/14 – 6 th 2014/15 – 5 th 2015/16 – 3 rd & 4 th	Additional Staff
Increase security measures	Board of Education Maintenance	On-Going	Cameras (near HS student parking lot) Cameras in hallways, fencing around softball fields
Increase web-based subscriptions for interventions/enrichments at all levels	All Staff	On-Going	Cost of subscriptions Professional Development
Expand Technology for community use	Technology Coordinator	On-Going	
Initiation of blended learning opportunities through technology applications	All Staff	2013-14	Professional Development

Resources:

- PD Funds
- Erate Funds
- General Funds
- Race to the Top Fundings

Benchmarks:

- Measure number of students proficient in the computer application using software benchmarks
- Data assessment of usable computer and other technology equipment
- Collect number of help files addressed by the ACT class via help desk software. Increase enrolment in ACT class
- Monitor number of sign ups through the Virtual Academy and online classes from the baseline data
- Update Technology Strategic Plan