Crestwood Local Schools

STRATEGIC PLAN

Goals & Objectives

Goal #1

Communications (Internal and External)

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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.

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.

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.

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.

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.

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.

INTERNAL

- Transportation Handbook updated
- Transportation Emergency flip chart
- Weekly Staff Information Pages Dr. Toth's Corner 44 Editions
- All Send It Message are received by all staff members
- Public School Works Training Accessible to all employees
- District and Building Leadership teams in place

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INTERNAL

- Public School Works Staff Concern & Conduct Reporting
- This anonymous online reporting system provides employees with a mechanism to report staff conduct and other concerns.
- Building Staff Meetings
- Labor Management Meetings with CEA

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EXTERNAL

- Social Media - Facebook 3200 Followers, Twitter 1600 Followers, Instagram 353 Followers
- Send It Messages - 2,230 Messages to the Community Since 1/1/22
- Class Dojo PK-6 CPS messages 1.08k Last week CIS messages 578 Last week
- Podcasts - By our Media Class
- 7-12 Morning Announcements on Twitter and Facebook
- Principals reports at board meetings

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External

- Parent Access Center on Website
- Board Meeting Broadcasts
- Digital Sign
- Career Fair
- Quarterly Crestwood Newsletter Mailed
- Quality Profile
- Coffee Talks
- Building Newsletters
- New Website Update
- Town Hall Meeting

Business Meeting

Business Opportunity
Interest Meeting
School to Career Pathways

Apprenticeship Ohio
and
The Ohio Department Of Education
have partnered to provide businesses the opportunity to join local school districts in the creation of high school leveled training and work–based learning specific to employment needs.

Crestwood Local Schools is seeking business partners to collaborate with the district to create Portage County's first state–approved pre–apprenticeship program as a high school graduation pathway.

Through pre–apprenticeships businesses can:

- Retain local talent
- Maintain direct access to potential employees
- Pre–certified a workforce in job–specific skills
- Provide input in trainings and credentials offered

Please join us
Wednesday, June 14, 2023

Crestwood Local Schools
10880 JOHN EDWARD DR
MANTUA OH. 44255
7pm – 8:30pm

Please RSVP
Business Interest Meeting

GOAL # 2

Culture, Climate and Wellness

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.

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.

Provide ongoing 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.

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.

- Superintendent Shout Out - Over 450 hand written shout postcards to staff with a small gift.
- Staff Birthday Cards
- Master Teacher onboarding series for novice teachers
- UH Portage Wellness Clinic
- Safe Space Rooms
- Neighborhood Bridges
- PBIS Staff part of District Leadership Team

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- Staff Cookout Beginning and End of the Year
- Community Shout Outs
- First Stop Health Tele Health and Primay Physician
- Vitality Program and Vitality Challenges
- EAP (Employee Assistance Program)
- Stay Safe. Speak Up!
- PBIS Awarding Winning Programs in Each School

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- Partnerships with Children's Advantage and Townhall II to assist students and parents
- Health, Wellness & Safety Fair
- CIS Staff Lounge upgrade
- Dr. Toth's Corner
- Themed Weekly lunches
- Positive Pals
- Positive Messages via email and handwritten
- Staff shop
- Staff against students basketball, Volleyball, and high school pep rallies
- Resident Educator Program

Goal #3

Facilities/Infrastructure Safety and Security

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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.

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

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.

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.

- Paving repairs and replacement in the summer of 2023 CIS,CPS front loop replaced summer of 2023
- New mowers were purchased to replace old and broken down equipment New mowers have been purchased and delivered during the fall of 2023
- New Chillers to be installed Project started and on time per timeline established by the contactor, to be finished before start of school 2024
- New HVAC controls in the summer of 2023 CIS and CPS are finished, and up and running, The next step is to upgrade the remaining HVAC controls at CHS, Field House, Bus Garage, and Central Office. The plan is being reviewed by the PI committee.
- Radios being replaced: As of Jan 8th, 2024, all radios have been replaced and are operational.
- Hold open-door alarms slated for installation in late spring 2024
- Replacing old analog cameras with new digital ones nearing completion, district-wide completion by spring of 2024
- Replacing door access controls throughout the district Equipment has arrived, and installation is to begin in early spring 2024
- Parking lot painting finished CHS front lot, transportation lot, and CIS/CPS front lots during the summer of 2023
- Systematic LED light replacement at all buildings LED lighting upgraded and installed at CHS gym, cafe, and all hallways, Central Office Gym, CPS and CIS cafeterias, teacher prep rooms, and libraries
- Security Glass in all entrances and lower windows. Window security film has been installed and completed at a cost less than one-third of what was initially budgeted

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- Replacement of man doors and overhead garage bay doors at transportation that are unsafe and not repairable-slated for early spring of 2024
- New trucks were purchased for the maintenance department equipped with salt spreader, and new plows, replacing old equipment that had become unrepairable, unsafe and inefficient
- New hot water tank at the CHS replacing 20 year old original
- Possible replacement gymnasium floor at CHS. Plans for bidding and designs being studied and reviewed
- Sewer drain replaced between field house, transportation facility and county septic system
- Tree pruning and overall brush management project around radio tower and John Edward Drive
- Security fence at elementary with 3 points of accesses and cantilever gates for buses
- Removal of old decorative brick wall in front of elementary schools
- CHS cafeteria upgrade with new furniture, lighting, and paint

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- Direct Phone calls to Dr. Toth and Jeff Woolard to communicate concerns and issues within the district
- Stay Safe Speak up tip line
- Facility Rentals and Facility Use via ML Scheduling software
- The New Website went live on 2/1/2023
- Send it mass notifications
- Work order system
- Pest control company hired under contract for upkeep

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- After hours alarms and notices
- After hours building access
- The District Regularly Inspects:
    - Bleachers
    - Boilers
    - Chair Lifts
    - Food Service equipment
    - Vehicle Equipment
    - Mechanical Lift Inspections
    - Elevators
- Key Fob Access

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- Cameras accessible to law enforcement
- Panic Buttons in all Buildings
- Safety drills(fire, tornado, lock down)
- Training on Safety Procedures
- Halo/Vape Detection
- Threat Assessment Teams in each building
- School Resource Officer for the 7-12 Campus
- Public School Works Training System for our staff
- Security Vestibules
- Conducted Vulnerability Assessments

Goal #4

Technology

GOAL #4

Technology

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.

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.

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

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.

- Two-factor authentication for Google - Implementation began in Fall 2023
- Cybersecurity training for staff - Training Began in Winter 2023/2024
- Internet Filtering for Students - New package started Fall 2023Summer 2023: Upgrade student online safety and security program Complete Fall 2023
- Training on Email Safety Started in Winter 2023
- Implement Mandatory Cyber Security Awareness and Email Safety training for all staff in Public School works Fall 2023
- Implement new Chromebooks K-2 so K-12 will have newer Chromebooks compatible for State Testing in Fall 2023
- Facilitated high dosage tutoring via technology for qualifying K-5 students
- Summer 2023: Begin the removal of antiquated AV equipment Mostly complete Fall 2023
- Summer 2023: Recycle older technology equipment Complete Fall 2023
- Summer 2023: Upgrade Endpoint Detection and Response program Software Installed Fall 2023
- Created teaching staff training videos for new technologies being implemented in the classroom Summer 2023

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Potential Future Plans based on E-Rate grant/funds which is 70/30 split. District needs to come up with 30% funds. Up from a 60/40 split due to our students qualifying for free/reduced lunches increased to 40%

- 2023-2024 Plan and replace wired network across entire district
- 2023-2024 Plan and replace wireless network infrastructure district wide
- 2023-2024 Plan and replace/upgrade server cluster
- 2023-2024 Plan and replace/upgrade server storage systems
- 2024-2025 Plan and replace/upgrade telephone system
- 2023-2024 Start replacement of Smart boards at CPS,CIS, and CHS

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- Firewalls in place at the head of the network(SPARCC)
- User password complexity
- User force password change
- Internet acceptable use policy for staff and students
- URL filtering in Google Admin
- Radius authentication for wireless devices
- Antivirus/Antimalware software
- WPA2 encryption for wireless
- Network monitoring tools
- VLAN for network traffic
- Nightly backups with off-site replication

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- Limited number of staff with enterprise network access
- Security patches are updated regularly
- Cybersecurity Insurance
- As of August 2022: The entire district is 1:1 with Chromebooks for all students
- As of August 2022: The teaching staff received new laptops
- Continue to work with SPARCC on current cyber security threats and actions to combat them
- 2023-2024 School Year: Enforce Google MFA, Multi-Factor authentication for all staff
- 2023-2024 School Year: Enforce password change policy for staff
- Summer 2023: Continue to work on the updated Cyber Security Incident Response Plan
- Summer 2023: Update all servers to newer supported Operating Systems for security

Goal #5

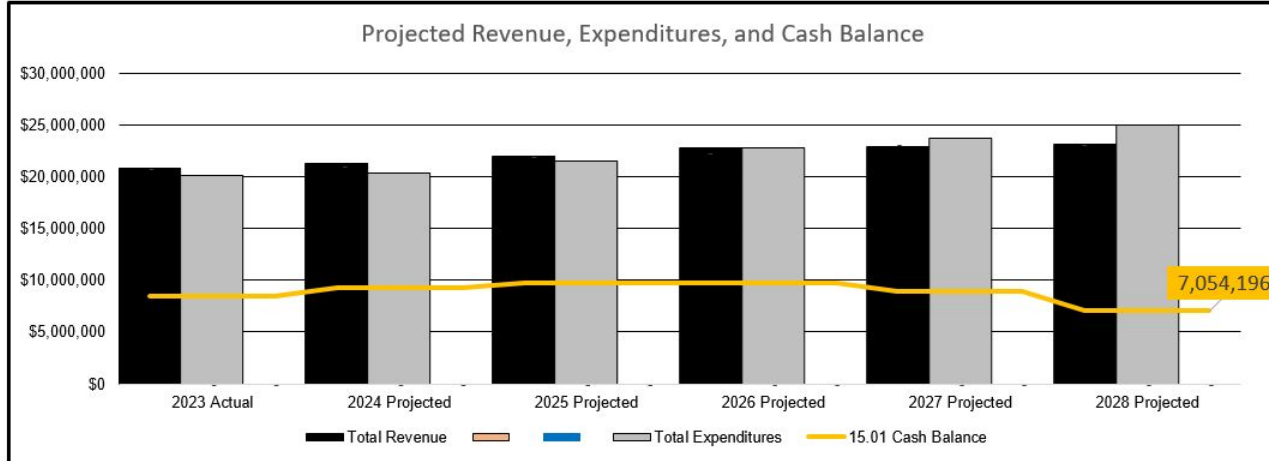## Finances

GOAL #5

Finances

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.

Create a regular, transparent communications plan to clearly communicate district finances.

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

Projected Revenue, Expenditures, and Cash Balance

	2023 Actual	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected

Cash balance 2028: 7,054,196

Legend: Total Revenue — Total Expenditures — 15.01 Cash Balance

Note: Cash balance (Line 7.020) plus any existing levy modeled as renewed or new during the forecast.

Goal #5: Impact to Finances

Sources of Revenue Over Time

Legend:
- Other Sources
- State Share of Local Property Taxes
- Income Tax
- Real Estate
- All Othr Op Rev
- State Funding
- Public Utility
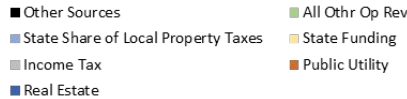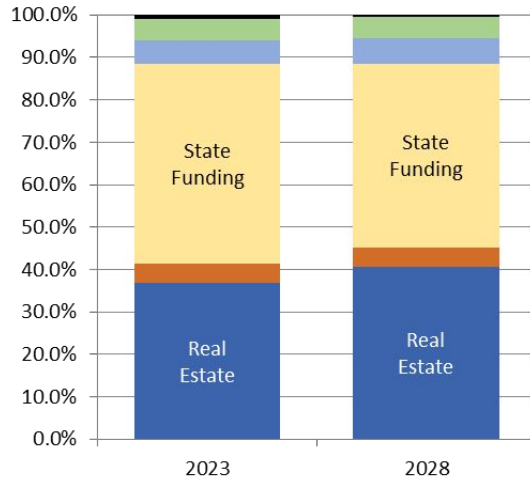
Expenditure Categories Over Time

Legend:
- Salaries
- Purchased Services
- Capital Outlay
- Other Objects
- Benefits
- Supplies & Materials
- Intergov & Debt
- Other Uses
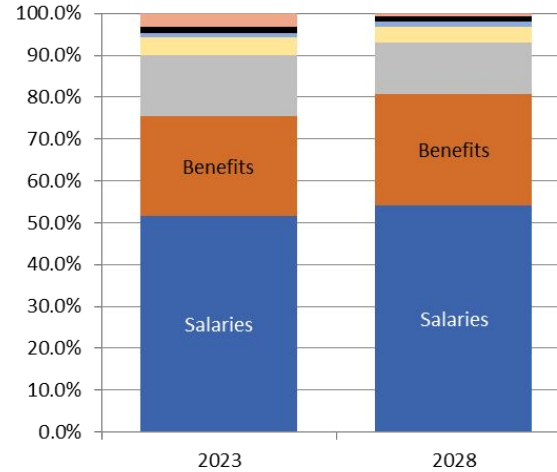
- Upcoming negotiations with both our classified and certified staff
- Health care cost are on the rise
- Inflation
- Emergency Levy passed November 2023 for 4 years
- Personnel cost any school district makes up around 70% to 80% of the budget

Goal # 5: Portage Property Tax Rates

2024 Tax Year:

Permanent Improvement:
3.50 mil or $487,123

Emergency Levy
3.57 mil or $1,429,866

Current Expense
41.0 mil or $8,489,561

Total:
48.07 mils or $10,406,550

Tax Rates
Source: Ohio Department of Taxation

Crestwood:2nd lowest Tax Rate in Portage County!

Goal #5: Crestwood State Funding Report

State Support: $9,666,400.65

- represents the majority of state foundation funding provided to school districts

Transfers: $-20,960.90

- reflects funding transfers for Educational Service Centers (ESC) and Other Adjustments respectively

Adjustments: $-14,224.89

- This line combines several different adjustments that are not reflected elsewhere. Includes career tech planning/education, transfer to county MRDD for pre-k, excess, and catastrophic costs.

Retirement: $-1,648,656.00

Total: $7,982,558.86

*payments are made on a bi-monthly basis or over 24 payments per fiscal year with "true-ups" being done in January of each year.

Prefix	Description		Annual Amount
State Support			
	Base Cost		4,942,630.71
	Base Cost - Student Wellness and Success		245,822.40
	Targeted Assistance		124,233.73
	Special Education		376,503.79
	Disadvantaged Pupil Impact Aid (DPIA)		68,546.18
	English Learners		1,124.68
	Gifted		58,993.84
	Career Technical Education		6,288.74
	Temporary Transitional Aid Guarantee		2,929,445.12
	Supplemental Targeted Assistance		0
	Transportation		628,469.20
	Formula Transition Supplement		43,540.40
	Preschool Special Education		69,150.22
	Special Education Transportation		171,651.64
	Total State Support		9,666,400.65
Transfers			
	Educational Service Center		-8,801.00
	Other Adjustments - Positive		30,355.99
	Other Adjustments - Negative		-42,515.89
	Total Transfers		-20,960.90
Adjustments			
	JV98 Excess Cost (SF-6) Positive	(Pos)	0
	JV99 Excess Cost (SF-6) Negative	(Neg)	0
	JV50 Tuition (SF-14)	(Pos)	70,581.95
	JV51 Tuition (SF-14) Expenditure	(Neg)	-64,290.97
	JV52 Tuition (SF-14)	(Pos)	28,364.76
	JV53 Tuition (SF-14) Expenditure	(Neg)	-19,412.43
	JV09 College Credit Plus Deduction		-29,468.20
	Total Adjustments		-14,224.89
	Total Payment Before Retirements		9,631,214.86
Retirement System			
	School Employees Retirement		-535,872.00
	State Teachers Retirement		-1,112,784.00
	Total Retirements		-1,648,656.00
Total Payment			7,982,558.86

GOAL #5

Finances

- Viega Project: approved at the Shalersville Twp meeting on Feb 7, 2024, with approx anticipated revenue of $70,000

- Crestwood is #436 of 609 schools on the State priority list to receive facility funds based on property value.

- Spring of FY24 will begin the re-negotiation with both certified and classified unions.

- The current fund balance to maintain the elementary schools is a little over $ 1.7 million with a forecasted end balance of 1.1 million on June 30th, 2024. Bond and Classroom facilities levies have now expired therefore these funds will deplete rapidly to maintain the facilities over the next few years.

- Crestwood has the 6th lowest gross tax rate out of the 73 school districts in Cuyahoga, Geauga, Lake, Portage, & Summit Counties.
- Crestwood Schools passed in November of 2023 a Tax renewal, 3.57 mills, four years, emergency needs. Was not new taxes. This is for Operations. Only have received new money twice since 1992, the other time was 2012.
- On November 2, 2021, Crestwood Schools renewed a Permanent Improvement Levy for 5 years. Was not new taxes. Generates $487,123 current estimate. For example new bus is roughly $110,000
- CPS/CIS Built in 2003. 7-12 Campus Built in 1954. Maintenance cost rising
- Geis Project = $350,000 annually, Increased annually by $5,000. First payment on or before February 2025 and August 2025 paid semi-annually.

Goal #6

Human Resources and Business Operations

GOAL #6

Human Resources and Business Operations

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.

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

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

GOAL

- Superintendent meeting quarterly with new teachers in 2022/23 School Year
- New teacher day/Scavenger hunt/ Onboarding
- Teacher Mentorship Program
- Have Increased substitute pay rates over that last 3 years for both classified and certified employees and again on this board agenda
- Paid training for bus driving candidates
- Post jobs on social media platforms of Facebook, Twitter, Instagram, Linkedin, Indeed, School Spring,and K-12 Job Spot
- Began using Indeed for classified postings
- Partner with Educational Service Center of the Western Reserve for Professional Development and hard to find contracted employees
- Vitality Staff Wellness Program
- Community and Staff Shout Out Programs
- SWOT analysis meeting for feedback from Staff 2022/23 School Year
- Drop in meeting with the Superintendent 2022/23 School Year

Staff Turnover and Recruitment Continues to be a Concern

Certified Staff

- Exit Survey sent to staff members who have sent notification
- Negotiations with both associations this spring
- Three teachers left the profession
- Four teachers to higher paying districts
- One teacher left to be closer to home
- One teacher left to stay home with children
- School Psychologist to stay home with child
- Two retirements
- Recruiting and retaining qualified teachers and support staff
- This also has an impact on advisors and coaches for extra-curricular activities
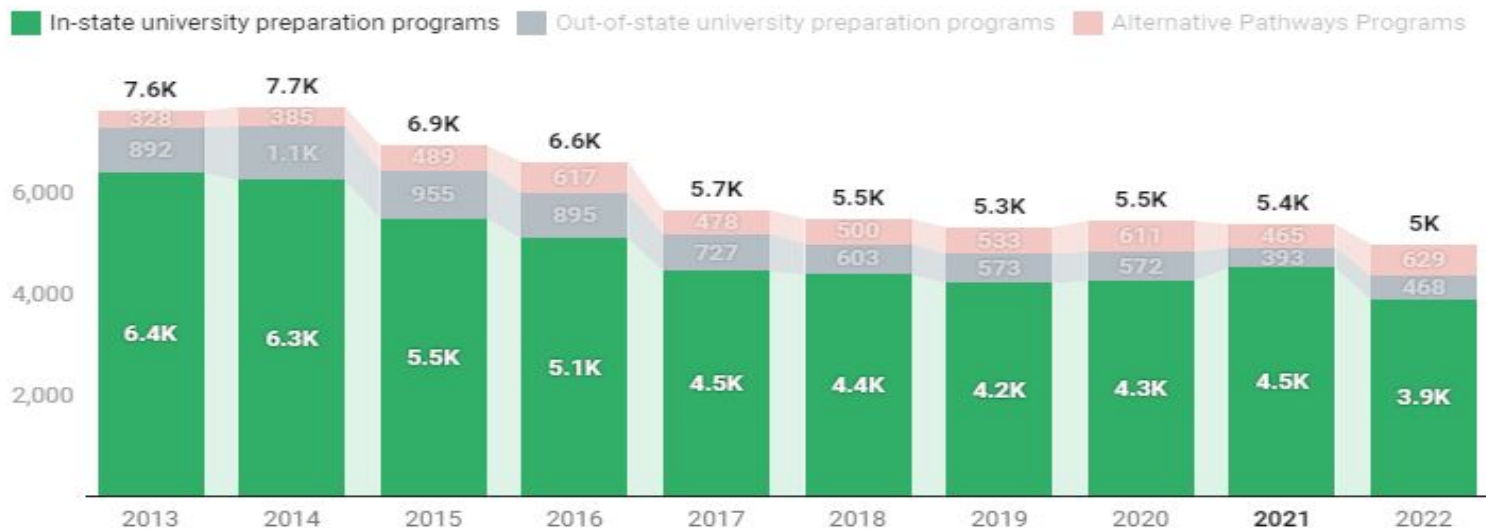
State of Ohio Schools 2023

- Since the pandemic began in 2020, a total of 16,012 Ohio public-school teachers have left their classrooms — more than 9,000 of them in 2021 alone. For at least a decade, early-career teachers (those with five years of experience or less) have made up a disproportionate share of those leaving public schools. These educators represent 20% of the teacher workforce but accounted for 35% of all teachers exiting public schools in 2021.
- The combination of increased teacher attrition and decrease in newly licensed teachers has created a gap in teachers needed in public schools. In 2021, 9,148 teachers left their jobs in 2021, but only 5,388 new educators earned their teaching license, leaving a gap of 3,760 new teachers needed to replace the educators who left.

State of Ohio Schools

The number of newly licensed teachers in Ohio is decreasing

Number of newly licensed teachers in Ohio by accreditation pathway 2013-2022.

In-state university preparation programs ■ Out-of-state university preparation programs ■ Alternative Pathways Programs

Year	In-state	Out-of-state	Alternative	Total
2013	6.4K	892	328	7.6K
2014	6.3K	1.1K	385	7.7K
2015	5.5K	955	489	6.9K
2016	5.1K	895	617	6.6K
2017	4.5K	727	478	5.7K
2018	4.4K	603	500	5.5K
2019	4.2K	573	533	5.3K
2020	4.3K	572	611	5.5K
2021	4.5K	393	465	5.4K
2022	3.9K	468	629	5K

National Teacher Shortages by Subject

2022-23
2023-24

Share of Schools With One or More Teacher Vacancies

Subject	2022-23	2023-24
Special education	71%	71%
English/language arts	53%	53%
Mathematics	49%	49%
Social Studies	47%	41%
English-language learning	36%	35%
Biology/life sciences	35%	36%
Physical Education/health	35%	30%
Physical sciences	34%	30%
Computer science	28%	23%

2023-24
Mathematics: 49%
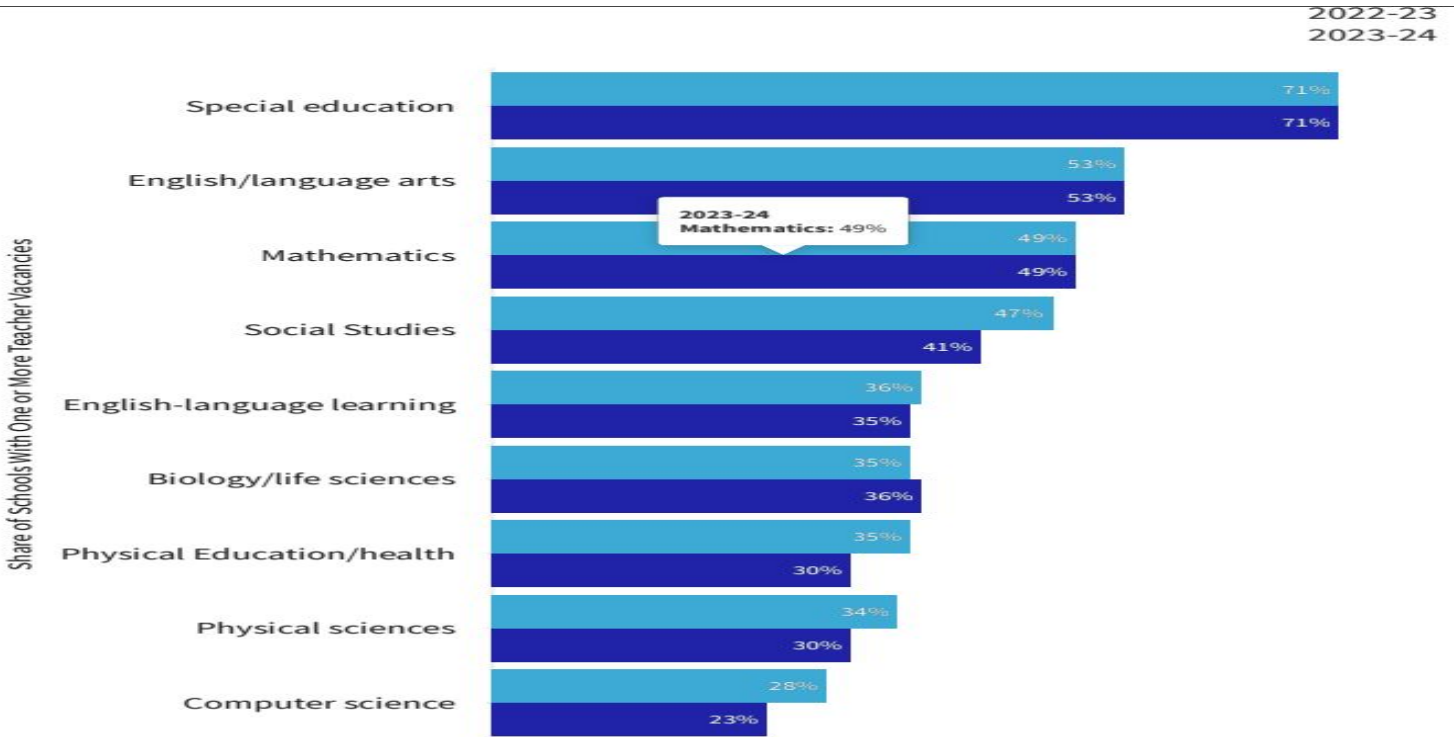
State of Ohio Schools - Bus Drivers

Districts have a difficult time attracting new bus drivers. A survey of members of the Ohio Association for Pupil Transportation (OAPT), shows that nearly two-thirds of their members say low pay is the main cause for the shortage, in addition to lack of hours and poor benefits. Retirements and the pandemic have only exacerbated the issue, and some districts have had to cancel routes, turn to remote learning, or use bus mechanics and other transportation staff to cover routes to get kids in their classrooms and avoid hefty fines from ODE.

National Bus Driver Shortages

Is the school bus shortage getting worse in your district? **78%**

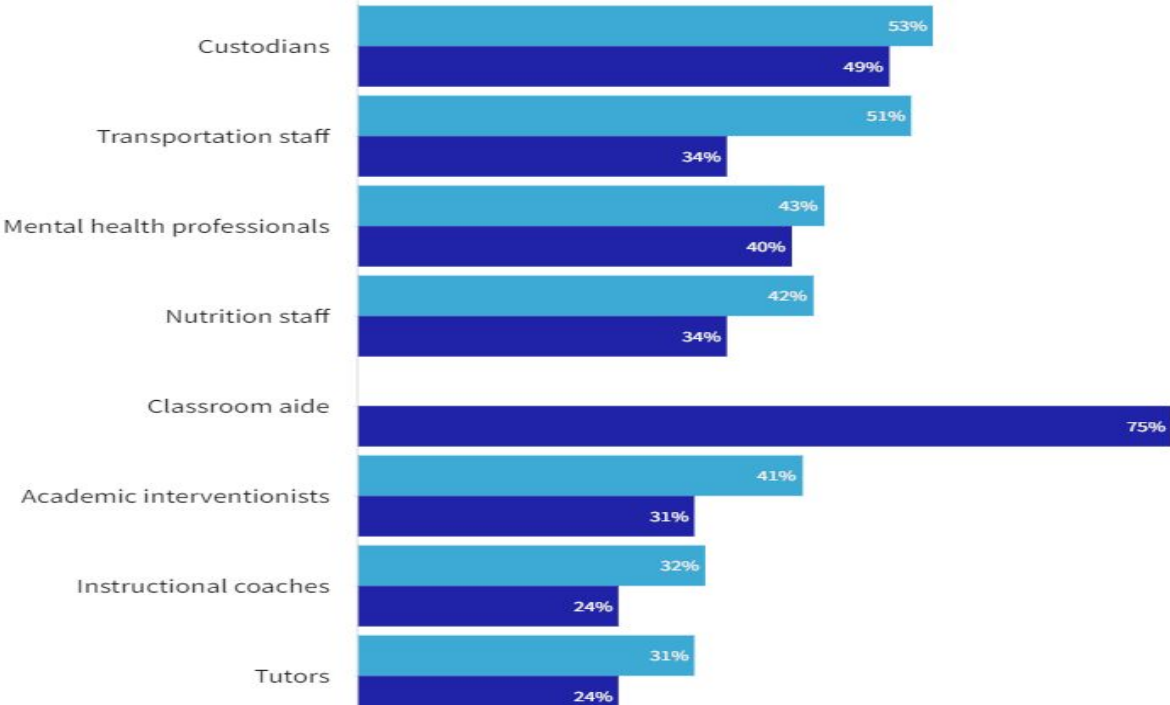Would you classify the shortage as "severe" or "desperate"? **51%**

Is the school bus shortage the #1 problem you're facing right now? **65%**

DATA: NAPT, NSTA (Survey of 1.5k school district officials, August 2021)

the HUSTLE

National School Support Staff Shortages

Share of Schools With One or More Vacancies

Legend:
- 2022-23
- 2023-24

Category	2022-23	2023-24
Custodians	53%	49%
Transportation staff	51%	34%
Mental health professionals	43%	40%
Nutrition staff	42%	34%
Classroom aide		75%
Academic interventionists	41%	31%
Instructional coaches	32%	24%
Tutors	31%	24%

Goal #7

Programming and Curriculum Development

#7 Programming and Curriculum Development

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.

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.

- Creating Career Paths for 7-12 Students and applying for funding
- Math Curriculum Liaisons (K-12) working on reviewing and possible adoption of new math series K-12
- WIN and Advisory periods at CIS & 7-12 Campus
- Title I Reading and Math services K-3 at CPS
- Reading and Math Instructional Coaches at CPS and Math instructional coach at 7-12 Campus
- District Positive Behavior Intervention Recognition
- Grant for Pre-School Funding
- Addition of a second integrated preschool classroom (for both AM and PM classes)
- Grant for tutoring to assist students with reading deficits in grades K-4
- Staff received professional development on identifying characteristics of dyslexia and understanding instructional techniques for students with dyslexia
- CPS Structured Literacy Plan
- Begin to plan for staff training on Science of Reading
- Expand course offerings at 7-12 Campus to include study skills and career exploration
- Improve MTSS processes across the district that identify student needs and connect them to appropriate supports
- Use of Restart Readiness Assessments to monitor student progress
- Use of MAP Assessments to monitor student growth in Math and ELA
- District Professional Development Alignment via DLT

Next School Year

Professional Development and Implemenation of the Science of Reading all staff K- 12

Under Section 265.330(A)(2) of House Bill 33 of the 135th General Assembly, districts and schools shall require all teachers and administrators to complete a course provided by the Department not later than June 30, 2025

Professional Development in the Science of Reading Requirements

Math adoption and professional development

#7

Programming and Curriculum Development

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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.

- Revamped our pacing guides/ Curriculum maps based Common Formative Assessment Training and reviewing state learning standards
- Reinstituted Curriculum Liaisons in each building
- Instituted MAP Benchmark assessments to collect data on student understanding of concepts and to institute interventions three times a school year
- Internship Program at the 7-12 Campus
- Graphic Arts program at the 7-12 Campus
- Academy Program at the 7-12 Campus
- College and Career Readiness courses at the 7-12 Campus

#7 Programming and Curriculum Development

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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.

- Engineering Courses at the 7-12 Campus
- Double Math and ELA blocks at the 7-12 Campus
- Educational Opportunities for students after school
- IXL and Edulastic programs for students
- Career Fair
- Business Advisory Meetings via the ESC
- ESC of Western Reserve to assist with District ELA and Math alignment

#8

Board Relations

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.

- The Board of Education is in discussions with each other on an implementation strategy