

# Coventry Local School District



Strategic Plan 2023-2026

## **Goal Area 1: Safety and Wellness**

Objective 1: Provide safe and secure facilities

Objective 2: Foster student relationships among grade levels and buildings

Objective 3: Improve transitional success from elementary through post-graduate options

Objective 4: Enhance and increase extracurricular opportunities

Objective 5: Utilize PBIS throughout the District

## **Goal Area 2: Academic Journey**

Objective 1: Increase literacy proficiency

Objective 2: Increase math proficiency

Objective 3: Improve students' preparation for success

Objective 4: Utilize Multi-Tiered Systems of Support throughout the District

Objective 5: Develop a professional development plan

## **Goal Area 3: Community Relations**

Objective 1: Improve communication

Objective 2: Exhibit transparency

Objective 3: Enhance partnerships

## **Goal Area 4: Fiscal Integrity and Accountability**

Objective 1: Maintain a balanced and sustainable budget

Objective 2: Monitor district spending and fiscal issues to ensure long-term financial stability

Objective 3: Increase fiscal awareness, trust, and transparency amongst stakeholders

## **Goal Area 5: Facilities and Operations**

Objective 1: Develop a new master plan for all buildings and facilities

Objective 2: Develop a maintenance plan for current buildings and facilities

# GOAL AREA 1: Safety and Wellness

The District provides a healthy, safe, engaging, supporting, and challenging learning environment.

Objectives:

1. Provide safe and secure facilities
2. Foster student relationships among grade levels and buildings
3. Improve transitional success from elementary through post-graduate options
4. Enhance and increase extracurricular opportunities
5. Utilize PBIS throughout the District

## Objective 1: Provide safe and secure facilities

Action Steps	Facilitator	Benchmark	Timeframe
Evaluate current protocols and effectiveness	Director of Operations	Report	Annually
Investigate the addition of a School Resource Officer and other options for school safety	Director of Operations	Report	January 2025
Create building level emergency response teams	Director of Operations	Creation of teams	August 2023
Practice non-traditional emergency response drills	Building Administration	Drill records	Annually

## Objective 2: Foster student relationships among grade levels and buildings

Action Steps	Facilitator	Benchmark	Timeframe
Create and implement a multi-tiered peer tutoring program among and within buildings	Director of Curriculum	Program outline	Create August 2023-May 2024  Implement August 2024-May 2025
Explore the development of a student-to-student mentorship program	Director of Pupil Services	Report	August 2024

### Objective 3: Improve transitional success - elementary through post-graduate options

Action Steps	Facilitator	Benchmark	Timeframe
Enhance Comet Kickoff and Comet Camp to sustain mentorship opportunities throughout the year	HS and MS Administration	Annual Survey Mentorship Activity Log	Annually
Develop the Readiness Coalition team for Pre-K to K transition	ES Administration	Formation of Team	June 2024
Increase opportunities for employment, enrollment, and enlistment exploration	HS Administration	End of school year report and evaluation	Annually
Establish annual transitional meetings between buildings	Principals	Meeting Notes	Annually by 2 <sup>nd</sup> Semester Records Day

### Objective 4: Enhance and increase extracurricular opportunities

Action Steps	Facilitator	Benchmark	Timeframe
Survey and analyze student interests for extracurricular opportunities	Building administration	Composite of student survey data	March 2024
Survey staff on their area of interests in supervising	Building administration	Composite of staff survey data	March 2024
Develop a set of recommendations based on interests and expenses	Superintendent	Prioritized list of recommendations based on surveys and administrative collaboration	December 2024

### Objective 5: Utilize PBIS throughout the District

Action Steps	Facilitator	Benchmark	Timeframe
Create a Positive Behavior Interventions and Supports (PBIS) oversight team	Director of Pupil Services	List of team members	December 2024
Develop a common language of PBIS behaviors and expectations	Director of Pupil Services	Language Document	August 2025

Use a tiered Fidelity checklists to track how buildings are doing with PBIS	Director of Pupil Services, building administrators	Document	January 2026
---	---	----------	--------------

## Goal Area 2: Academic Journey

The Coventry Local School District ensures all students receive a high quality education personalized and responsive to their unique learning needs.

Objectives:

1. Increase literacy proficiency
2. Increase math proficiency
3. Improve students' preparation for success
4. Utilize Multi-Tiered Systems of Support throughout the District
5. Develop a professional development plan

### Objective 1: Increase literacy proficiency

Action Steps	Facilitator	Benchmark	Timeframe
Analyze data from formative and summative assessments to inform instructional strategies	Director of Curriculum	TBT meeting minutes Student data	Monthly
Evaluate effectiveness of instructional strategies	Director of Curriculum	Student data	Annually
Incorporate research-based best practices grounded in the science of reading	Principals	OTES evaluations Classroom visits TBT meeting minutes	Monthly
Evaluate and adopt a K-5 reading curriculum	Director of Curriculum	Curriculum adoption	May 2023
Implement a K-5 reading curriculum	Director of Curriculum	Updated Curriculum Map and Staff PD	May 2024

### Objective 2: Increase math proficiency

Action Steps	Facilitator	Benchmark	Timeframe
Analyze data from formative and summative assessments to inform instructional strategies	Director of Curriculum	TBT meeting minutes Student data	Monthly

Evaluate effectiveness of instructional strategies	Director of Curriculum	Student data	Annually
Evaluate K-12 math instruction, sequencing, and alignment	Director of Curriculum	Department Meetings notes/minutes, Map and staff surveys	May 2024
Adopt math curriculum	Director of Curriculum	Curriculum adoption	May 2025

### Objective 3: Improve students' preparation for success

Action Steps	Facilitator	Benchmark	Timeframe
Evaluate K-12 course offerings	Director of Curriculum	Comparison chart of similar districts and administrative team/DLT minutes	Annually
Determine student interest/needs	Director of Curriculum	Student Survey	May 2024
Align electives with student interest/needs	Director of Curriculum	Update Course Catalog	May 2025
Increase awareness of post-graduate employment, enrollment, or enlistment opportunities	Director of Curriculum	Spreadsheet and student meeting agenda/minutes	May 2024 and ongoing
Integrate essential life skills into current curriculum	Director of Curriculum	Course Catalog and course of study outline	May 2024 and ongoing

### Objective 4: Utilize Multi-Tiered Systems of Support throughout the District

Action Steps	Facilitator	Benchmark	Timeframe
Evaluate all tiers in current model of MTSS K-12	Director of Pupil Services	Survey results	December 2024
Design and develop an MTSS digital toolbox	Director of Pupil Services	Creation of toolbox	August 2025
Implement and monitor use of MTSS procedures	Director of Pupil Services	Quarterly record reviews	Ongoing with year end summaries

## Objective 5: Develop a professional development plan

Action Steps	Facilitator	Benchmark	Timeframe
Determine professional development needs	Central Office administration	Survey of staff	Annually by June
Examine opportunities for creating time for meaningful professional development	Central Office administration	DLT and Admin Meeting Minutes	Annually
Establish a professional development management system	Central Office administration	Creation of a central location for District PD	June 2025
Create a platform for educators to share the results of their work	Central Office administration	Creation of a central location for District PD	August 2024

## Goal Area 3: Community Relations

The Coventry Local School District will promote positive community relationships through the sharing of information.

Objectives:

1. Improve communication
2. Exhibit transparency
3. Enhance partnerships

### Objective 1: Improve communication

Action Steps	Facilitator	Benchmark	Timeframe
Create and disseminate a district newsletter to 55 and older registered voters	Superintendent	Collaboratively created newsletter	Begin Dec. 2023 and June 2024 and ongoing annually
Establish a consistent communication plan	Superintendent	BOE Approved Plan	August 2024
Create consistent brand messaging	Superintendent	Collaboratively established branding reference sheet for all staff/groups	Annually
Investigate the addition of a communications person or service	Superintendent, Treasurer	Costs vs benefit analysis	Annually

## Objective 2: Exhibit transparency

Action Steps	Facilitator	Benchmark	Timeframe
Research and discuss a student enrollment approach based upon the current state funding model and district growth	Superintendent	Collaboratively conducted with BOE	December 2024

## Objective 3: Enhance partnerships

Action Steps	Facilitator	Benchmark	Timeframe
Develop opportunities for community organization involvement	Superintendent/ Director of Operations	List of events and programs utilizing community partners	Annually
Determine methods for student involvement in community organizations	Director of Curriculum	BLT/DLT Meeting Minutes	Annually
Establish regularly scheduled meetings with safety forces	Superintendent	Meeting agendas and minutes	Annually

# GOAL AREA 4: Fiscal Integrity and Accountability

The Coventry Local School District will exercise sound financial practices and effective stewardship of funds to support student achievement and establish stakeholder trust.

Objectives:

1. Maintain a balanced and sustainable budget
2. Monitor district spending to ensure long-term financial stability
3. Increase fiscal awareness, trust, and transparency amongst stakeholders

## Objective 1: Maintain a balanced budget

Action Steps	Facilitator	Benchmark	Timeframe
Maintain a balanced budget using state budget standards and board policy.	Treasurer	Submission of the District's Five-year Forecast	Semi-Annual
Develop a contingency reserve	Treasurer	Board Adopted Policy, Establishment of Reserve Fund	June 2024
Prioritize financial decisions which have the greatest impact on student achievement, building, and district goals	Treasurer	Discretionary Spending Plan	Ongoing

## Objective 2: Monitor district spending to ensure long-term financial stability

Action Steps	Facilitator	Benchmark	Timeframe
Implement strategies to control costs and oversight	Treasurer	Implementation control measures	Ongoing
Pursue supplemental revenue sources including grants, donations, and partnerships	Central Office Administration	Grant Awards, Received Donations, and Established Partnerships	Ongoing

## Objective 3: Increase fiscal awareness, trust, & transparency amongst stakeholders

Action Steps	Facilitator	Benchmark	Timeframe
Develop a plan for communicating financial information	Treasurer	Communication Plan	June 2025
Utilize multiple platforms to inform stakeholders on financial developments	Treasurer	A Communication Plan	June 2026
Develop fiscal operational standards, procedures, and guidelines	Treasurer	CLSD - Financial Handbook	June 2026
Educate key staff on budgeting, resource allocation, and fiscal applications	Treasurer	PD Opportunities & Training Materials	Ongoing

## Goal Area 5: Facilities and Operations

The Coventry Local School District will provide a sustainable, attractive, and modern campus to support 21st century learning.

Objectives:

1. Develop a new master plan for all buildings and facilities
2. Develop a maintenance plan for current buildings and facilities

## Objective 1: Develop a plan for district facilities

Action Steps	Facilitator	Benchmark	Timeframe
Collaboratively develop a vision for the district's facilities	Superintendent	Collaboratively created with BOE and stakeholder input	August 2024



Make recommendations based on district vision	Superintendent	Collaboratively created plan with BOE	January 2025
---	----------------	---------------------------------------	--------------

**Objective 2: Develop a maintenance plan for current buildings and facilities**

<b>Action Steps</b>	<b>Facilitator</b>	<b>Benchmark</b>	<b>Timeframe</b>
Improve communication for maintenance work progress & completion	Director of Operations	Review available methods & costs for a work order system  Select an appropriate work order system	Fall 2024
Develop a storage space plan and accurate inventory database of building/district physical assets	Director of Operations	Create a map listing the designated storage areas for each building & departments  Clean and organize areas noting the inventory	Fall 2024 and ongoing
Create a routine maintenance plan for buildings and facilities	Director of Operations	A Chart of routine & preventative maintenance & inspection procedures	Spring 2025
Enhance branding through grounds/facilities improvements	Director of Operations	Share record of improvements	Ongoing based on projects and improvements