

Facilities

Goal: Provide up-to-date facilities that are safe, efficient, and comfortable to positively impact student learning.

Implementation Strategies	Project/Task Defined	Action Steps	Estimated Time Frame	Status Update September 2018 - % Complete	Status Update January 2019 - % Complete
Develop and sustain partnerships with foundations, businesses, hospitals, colleges, universities, and other organizations to help fund academic, athletic, performing arts, and health facilities.	Increase the involvement of community organizations and business to support the district through the use of resources or financial investments.	1) Identify partnerships that benefit both the school district and the organization. 2) Meet with local businesses and Universities. 3) Identify common needs and share the cost of current and future projects or programs.	On-going	On-going	On-going
Build and renovate District facilities to support educational programs and to provide community-based access and use by our communities and the District.	Successful passed bond issue that will generate additional funds to support upgrading our district facilities	Bond issue on the November 2016 ballot. Completed renovations at the middle school and Big Creek Elementary School. Completed site work and concrete and steel work at new high school and elementary school.	Successful passage of the bond issue in November 2016	30%	40%
Establish a plan for efficient use of our current facilities based upon student enrollment and the current Facility Master Plan	Reduce the number of facilities the district has due to declining enrollment	Close Ford Intermediate School and create a 5th-8th grade middle school and transfered 9th grade to the high school.	Completed by the start of the 2018-2019 school year	100%	100%
Refine and promote a District Facility Master Plan through community input and involvement to reflect the District's vision, mission, and goals based on current trends and a future focus.	The district will conduct a comprehensive facility process through the 2016 bond issue campaign that will involve input from the staff and community.	Hold several community wide meetings to share the districts plan for addressing aging facilities and declining enrollment.	Completed by November of 2016	100%	100%
Ensure building facilities reflect current safety and security updates as recommended by the District Safety and Security Committee in collaboration with the Berea, Brook Park and Middleburg Heights public safety departments.	Identify security updates needed	The building administration and district-wide safety forces meet regularly to identify safety strategies that should be implemented in our school buildings.	On-going	On-going	On-going
Collaborate with the Ohio School Facilities Commission and the Expedited Local Partnership Program in assessing all of the facilities to generate a cost estimate for new construction and renovations to include air conditioning in all buildings.	Assess the districts current facilities and determine the revenue needed to renovate existing facilities and construct new school buildings.	The district will participate in the Expedited Local Partnership Program to identify estimated cost of renovating facilities the district will retain and new construction	Completed by November of 2016	100%	100%
Review and evaluate current District use of board-owned property and make recommendations on the status of that property	Identify the district facilities/property that will no longer be used for educational purposes and determine if the district should retain or dispose of these facilities/properties	Work with the Board of Education to assess current district assets. Negotiated final agreement with the city of Brook Park in regards to BPM and Brookview.	On-going	50%	70%

Culture and Safety						
Goal: Ensure a safe and supportive learning environment for all of our students, staff, and community.						
Implementation Strategies	Project/Task Defined	Action Steps	Department	Estimated Time Frame	Status Update September 2018 - % Complete	Status Update January 2019 - % Complete
I. Continue to coordinate regular District Safety Committee meetings that include police, fire, school, and community representatives.	A. Three meetings per school year are conducted with all safety forces, staff members, and community members.	1) Each building conducts 12 drills per year. 6 Fire Drills, 3 Emergency Response Drills and 3 Tornado Drills	Bus. Op.	2018-2019	On-going	On-going
II. Work regularly with local law enforcement and first responders to implement and practice the most current safety procedures and drills.	B. Police and Fire Departments from our three cities are involved in each of our building lockdown drills and tabletop exercises	1) We continue to conduct full scale exercises in each of our three cities. In this exercise we practice all phases of the ALICE program (Alert, Lockdown, Inform, Counter and Evacuate)	Bus. Op.	2018-2019	On-going	On-going
III. Expand counseling services to support students and help connect families with community resources.	A. Youth Mental Health First Aid training to Berea City School District (BCSD)	1) Train all staff in grades 3 and 4. 2) Train preschool staff. 3) Train central office staff. 4) Train Board of Education.	Pupil Services	2018-2019	90%	90%
	B. Transitional Bridge Model (Cleveland Clinic and BCSD partnership)	1) Piloting in grades 5 - 12. 2) Network with local districts. 3) Host forum with northeast Ohio hospitals.		March 2019	10%	25%
	C. Staff behavior-based resource rooms with a Behavior / Mental Health Assistant (BMHA)	1) Investigate utilization and impact of BMHA at BC and BMMS.		April 2019	100%	100%
IV. Ensure safe and secure facilities and transportation by utilizing best safety practices.	Review all aspects of our school buildings and facilities to assess areas that need to be addressed regarding safety. District administration attend safety conferences to better understand new resources or practices being implemented.	Regular walk throughs of our school buildings with district staff. Attend the State-wide safety conferences.	Bus. Op.	On-going	On-going	On-going
V. Foster a learning environment that validates and supports the diversity, uniqueness, and individual talents of each of our students and staff.	A. Support district and building level diversity committees and initiatives.	1) Collaborate with families to identify how to share diverse heritages with the BCSD community.	Personnel	June 2019	75%	75%
	B. Continue implementation of reading interventions.	1) Provide professional development in intervention programs: Wonders - K-4 WonderWorks K-4 Wonders EL Intervention - K-4 Wilson Reading Intervention William and Mary 2) Provide materials for implementation.	Academic Affairs/ Pupil Services	2018-2019	100%	100%
	C. Implement Boomerang Project - LINK Crew.	1) Implementation of Year 1 LINK Crew 2) Identify team and attend LINK Training 3) Develop transition plan for Berea-Midpark Highschool 4) Develop orientation for rising 8th and 9th graders	Academic Affairs	2018-2019	80%	90%
VI. Cultivate a cohesive, District-wide community identity, Titans, that unites and inspires our students, staff, parents, and school programs.	A. New logo, motto, and vision.	1) Develop new district motto and vision to better reflect our district's focus on student learning and school district culture.	Marketing & Community Relations		100%	100%

<p>VII. Nurture a culturally responsive school environment that supports and encourages our students, staff, parents, and community members to contribute their talents and be recognized for their efforts.</p>	<p>A. Identify unique opportunities to engage and motivate students within BCSD.</p>	<p>1) Identify a student advisory group, representative of the BCSD population, to generate ideas. 2) Provide culturally responsive professional development for targeted groups and departments. AFT - Student Supports - Culturally Responsive Pedagogy Culturally Responsive Teaching Module - AVID 3) Develop perception surveys for targeted groups to identify needs and gather input to inform activities.</p>	<p>All Departments</p>	<p>June 2019</p>	<p>50%</p>	<p>50%</p>
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Communications

Goal: Promote an environment of open and transparent communication designed to maintain trust and credibility among District staff members, parents, community partners, current and future District residents.

Implementation Strategies	Project/Task Defined	Action Steps	Department	Estimated Time Frame	Status Update September 2018 - % Complete	Status Update January 2019 - % Complete
Focus communication efforts on engaging stakeholders to take action to support students and the needs of our community.	Explore and develop strategies to support stakeholder engagement.	1) Conduct surveys periodically to measure effectiveness of all communications. 2) Collect data through employee surveys. 3) Communicate state-level impacts.	Marketing & Community Relations	On-going	On-going	On-going
Establish consistency throughout the District and its buildings in terms of the channels used to communicate with parents.	Deliver regular communications to parents, teachers, staff and the community about BCSD events and developments.	1) Utilize communication templates for school newsletters. 2) Create communication guidelines for existing communication platforms. 3) Establish a Facebook page for each school and at least one Twitter account for each building.	Marketing & Community Relations	On-going	75%	75%
Strengthen regular two-way communication with the Berea City School District community.	Improve communication with and among parents, school leaders and teachers, and community partners.	1) Launch District app to integrate website, social media, and mass notifications for a more streamlined communication experience. 2) Re-launch "key communicators" email updates on a new communications platform.	Marketing & Community Relations	TBD	TBD	50%
Broaden public understanding of the District's quality teaching, learning opportunities, and student achievement.	Celebrate and share BCSD successes.	1) Publish annual Quality Profile and quarterly digital magazine. 2) Continue to produce videos highlighting district programs, special events, and initiatives.	Marketing & Community Relations	On-going	On-going	On-going
Develop straightforward, consistent messages that are delivered in one clear voice.	Incorporate district vision and motto as "common language" in communications.	With the support of an outside marketing/advertising agency, created new District logo/brand that is guided by District values and voice, and inspired by new District vision.	Marketing & Community Relations	On-going	100%	100%
Design and package basic information/marketing materials to emphasize the District's core values and attributes of every school.	Increase ease of finding basic information.	1) Publicize back-to-school information and important district-wide events. 2) Distribute district information guide to all families that contains school start and ends times, key phone numbers, and a brief overview of important services.	Marketing & Community Relations	On-going	On-going	On-going
Expand and Improve District Website	Maintain relevant and current information.	1) Utilize all-in-one software that provides insights into how to fix issues impacting the website's accessibility, SEO, content quality, brand compliance, and more. 2) Establish a web editor at each building to maintain news and updates for each school.	Marketing & Community Relations	On-going	On-going	On-going

District Finances

Goal: Manage District resources to ensure finances are aligned with District goals and support a sustainable future

Implementation Strategies	Action Steps	Estimated Time Frame	Status Update September 2018 - % Complete	Status Update January 2019 - % Complete
Use District Funds to provide the best return on investment to the community that is financially sound and the most beneficial to the students.	1. Perform annual benchmark analysis to compare district expenditure as a tool to interpret the Districts existing financial performance to surround and similar districts.	On going through FY 2019	On going	On going
	2. Work with stakeholders throughout the district to develop a return on investment approach to evaluate programs, staffing and best practices to determine getting the most out of the funds available.	On going through FY 2019	On going	On going
Expand the District Financial Advisory Committee to include a complete representation of the overall community and foster transparent financial practices.	1. Expand current financial oversight committee from three members to six members with a financial background and ensure there is equal representation from the District's three main communities.	On going through FY 2019	On going	On going
	2. Establish a second committee that will oversee the issuance of the bond proceeds for the construction project and the disbursement of those funds to ensure full transparency between the school district and the community	On going through FY 2019	On going	On going
Use emerging technology trends and best practices to optimize District-wide purchasing and reduce costs.	1. Begin the process of implementing an electronic procurement system that will produce efficient and effective costs reductions by utilizing group purchasing prices for supplies and materials throughout the district.	Completed	100%	100%
Expand paperless initiative to encompass all aspects of District Operations	1. Implement an electronic signature capture program to reduce paper usage of intra-district forms, employee file related documents and contracts.	Completed	100%	100%
	2. Implement an electronic e-form program for student related forms including emergency medical forms, athletic forms and field trip forms.	Completed	100%	100%
	3. Rollout an electronic student enrollment process to replace current paper enrollment forms.	Completed	100%	100%
	4. Explore opportunities to convert to paperless employee expense reimbursement program for professional development approvals, receipt documents capture and filing as well as expense reimbursements.	On going through FY 2019	80%	90%
	5. Convert all certified and administrative staff to electronic leave request approvals.	On going through FY 2019	80%	90%
Increase public awareness about school funding challenges facing the Berea City School District. Encourage engagement of all key stakeholders around changes in legislation surrounding the school District.	1. Produce budget document that can be used as communication tool with stakeholders and aligns with ASBO MBA criteria.	2018-2019	On going	On going
	2. Utilize school newsletters, publications and social media to inform community and stakeholders of the impact that potential legislation will have on the District, including the biennial state budget.	On going through FY 2019	On going	On going
Promote and support District and building -level innovation through budget allocation.	1. Comprehensive budgets completed annually	On going through FY 2019	On going	On going

Explore opportunities to generate revenue as needed to meet building, student, and community needs.	1. Review student fee development, assessment and payment procedures and recommend appropriate changes to position district to implement credit card payment system and utilize collection agencies to recover grossly delinquent student fees and fines.	Completed	100%	100%
	2. Develop cash flow management and investment strategy to ensure the district is capturing the highest return on investments for interim and encumbered fund balances.	On going - Cash Balance Policy and Investment partners / Redtree	On going	On going
Continue to invest in technology to provide the highest quality and most effective learning environments.	1. Replace the district's outdated "PBX phone system" with a new VOIP (voice over internet protocol) system that will enable the district to discontinue monthly T1 data expenses and pay for the cost of the new project over 5 years.	Completed	On going	On going
	2. Replace the district's critical main distribution switches with faster cloud managed units and replace the power over Ethernet switches that connect the District's wireless access points, security cameras, etc.	Completed	100%	100%

High Quality Teaching and Learning

Goal: Establish a teaching and learning framework to ensure an approach to curriculum, instruction, and assessment that enhances learning for all students.

Implementation Strategies	Project/Task Defined	Action Steps	Department	Estimated Time Frame	Status Update September 2018 - % Complete	Status Update January 2019 - % Complete
I. Collaborate to develop and implement a comprehensive curriculum that aligns with rigorous academic standards.	A. Implement curriculum, assessment and instruction in grades preschool - grades twelve.	1) Curriculum, Assessment and Instruction Audit 2) Identify priorities and focus areas. 3) For identified areas develop: Course of Study, Consensus Maps, Common Assessments and Aligned Resources.	Academic Affairs	2018 - 2019	Ongoing	Ongoing
II. Advance high-quality professional learning practices to support all employees.	A. Develop a districtwide professional development plan.	1) Define high quality professional learning options.	Academic Affairs	2018 - 2019	80%	100%
		2) Establish criteria of long term comprehensive professional development plan.		2018 - 2019	100%	100%
		3) Create a professional learning plan to include key components: data analysis, needs assessment, outcomes, delivery, monitoring and evaluation.		2018 - 2019	80%	90%
	B. Develop a labor/management instructional leadership organizational structure.	4) Develop a Districtwide professional development annual calendar. 1) Define organizational structure 2) Develop annual calendar 3) Perform a comprehensive needs assessment based on demographics, student achievement, teacher process data and perception data.		2018 - 2019	80%	90%
III. Identify and promote highly effective educational practices that lead to improved achievement for all students.	A. Analyze data to identify areas of need and determine a plan of action.	1) Formative assessment practices	Academic Affairs	2018-2019	80%	90%
		2) Research best practices for middle level learners and established a middle school program model to include scheduling practices, teaming structures and meeting developmental needs of middle level learners.	Academic Affairs	2018-2019	80%	90%
		3) Implement a district-wide set of common research-based instructional practices that will be used in every classroom: Written Expression, Technology Integration, Assessment Literacy.	Academic Affairs	2018-2020	30%	60%
		3) Implement a Boomerang Project - LINK Crew for grade 9 and 10 students.	Academic Affairs	2018-2019	80%	90%
IV. Implement instructional strategies and innovative learning experiences that meet all students needs by promoting academic stamina, rigor and persistence.	A. Analyze data and develop a needs assessment.	1) Identify and develop courses that promote unique and relevant learning experiences: Microsoft Certification Courses; Mobile App Development Course; Technology Integration. 2) Develop advanced course progressions and align resources to increase rigor and raise expectations - targeting advanced math and English language arts courses in grades 5 - 8.	Academic Affairs	2018-2019	70%	90%

V. Establish a comprehensive student assessment system that promotes education collaboration to inform classroom instruction and improve student learning.	A. Identify a data and assessment platform .	1) Development a short term and long term Illuminate implementation Plan. 2) Develop assessment literacy. 3) Develop common semester, quarter and unit assessments. 4) Implement Illuminate ED plan.	Academic Affairs	2018-2021	20%	50%
VI. Create an environment that is rich in technologies to provide all students and staff with optimal learning environments	A. Develop a sustainable technology replacement cycle plan.	1) Design a sustainable technology plan based on a 5 year replacement cycle for students and staff.	Academic Affairs	2018-2019	100%	100%
	B. Identify key components of technology integration plan.	1) Research and develop a comprehensive technology integration plan for staff.	Academic Affairs	2018-2020	75%	95%
	C. Provide stable infrastructure, bandwidth, hardware, technical support, and software assistance necessary to support continuing technological advancements. <i>(Does not include new construction.)</i>	1) Complete the District Capacity Planning Tool. 2) Evaluate the District's school district's existing technology infrastructure. 3) Upgrade the District bandwidth to increase capacity. 4) Based on identified areas of need add wireless bandwidth, access points, and update servers.	IT Dept.	2018-2020	75%	85%
VII. Develop and expand educational opportunities through partnerships with higher education institutions, neighboring districts, community businesses, and other organizations to help prepare our students for success in college and careers.	A. Identify targeted areas, partnerships and programs to expand.	1) Partner with Western Reserve Historical Society to institute entrepreneurial program for grades 4 - 6 2) Partner with Northeast Ohio Regional Sewer District to implement Stormwater Watershed Curriculum in grades 3, 5, 7 and 10. 3) Partner with Polaris Career Center to expand on career technical programs within the district and at Polaris. 4) Partner with Cuyahoga Valley National Parks and Conservancy to develop high school level environment education programs. 5) Participate in the Southwest Regional Business Advisory Council to develop partnerships and expand on educational opportunities.	Academic Affairs	2018-2020	70%	80%
VIII. Promote career pathways by expanding innovative programs and engaging students in multidisciplinary studies.	A. Establish career pathways grades K - 12.	1) Develop a district career advising plan.	Academic Affairs/Pupil Services	2018-2021	0%	20%