

# Chippewa Local Schools

## **STRATEGIC PLAN**

### **Goals & Objectives**

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# MISSION

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**To provide a learning environment that explores all opportunities available to effectively meet the lifelong educational needs of our students and community while accomplishing educational goals which are significant, durable, transferable and measurable.**

## DISTRICT ADMINISTRATIVE TEAM

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**Todd Osborn**, *Superintendent*

**Caitlin Schrock**, *Director of Student Services*

**Ira Hamman**, *Treasurer/CFO*

**Matthew Rodriguez**, *Principal, Chippewa JR/SR High School*

**Jamie Zollinger**, *Principal, Chippewa Intermediate School*

**Jodie Hughes**, *Principal, Hazel Harvey Elementary School*

**Christine Schafrath**, *Food Service Director*

**Laurie Sizemore**, *Transportation/Maintenance Supervisor*

## BOARD OF EDUCATION

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**Linda Fenn**, *Board President*

**Jay Hershberger**, *Board Vice President*

**Jeremy Golub**, *Board Member*

**Kyle Schafrath**, *Board Member*

**T.J. DeAngelis**, *Board Member*

# Goal #1

## Communications & Community Integration



Actively engage families and community members in ongoing, two-way communication practices that promote district news, accomplishments and a vision for the future.

# Goal #1

## Objectives

# 01

Define and create clear expectations and practices for all forms of internal communication; enhance methods and frequency of internal communications to ensure all employees are knowledgeable and informed; ensure consistency of communication between buildings and levels to eliminate communications silos.

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
1. Audit current internal communications systems and protocol.	Matthew Rodriguez, <i>Principal, Chippewa JR/SR High School</i>	May 2021	<ul style="list-style-type: none"><li>Final Forms</li><li>School Messenger</li><li>Website</li><li>Social Media</li></ul>
2. Develop new expectations based on internal feedback.		2022-2023	
3. Design new internal communications protocol.		2023-2024	
4. Implement new internal communications system.		2024-2025	
5. Measure and track success.		2025	

### **Success Indicators:**

- Ongoing staff survey data
- Gantt chart of internal communications tactics and frequencies

# Goal #1

## Objectives

# 02

**Develop a comprehensive external communications program, including an enhanced focus on community members with no direct connection to the district; utilize stakeholder data to determine the most effective channels for engagement; create consistent staff communication expectations with district families.**

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
1. Audit current external communications systems and protocol.	Rob Marshall, <i>Asst. Principal, Chippewa JR/SR High School</i>	2021-2022	<ul style="list-style-type: none"> <li>Final Forms</li> <li>School Messenger</li> <li>Website</li> <li>Social Media</li> </ul>
2. Utilize stakeholder feedback to prioritize communications channels.		2022-2023	Doylestown Cable Krista Robinson at the village Rob work on display screen at HS
3. Design new external communications protocol.	Jamie Zollinger, <i>Principal, Chippewa Intermediate School</i>	2021-2023	Angie working on district newsletter
4. Implement new external communications system.	Sean Linder, <i>Director of Technology</i>	2023	Strong push on social media 2021-2022 using Facebook for HH and CIS, Mary Stein district page, Twitter for Jr/Sr High and CIS. (Just to add details)
5. Track and measure success.		2024	

### **Success Indicators:**

- **Gantt chart of external communication tactics and frequencies**
- **Increased followers to district social media channels**
- **Redesigned district website**
- **New teacher communication guidelines**
- **Ongoing solicitation of community feedback**
- **Enhanced storytelling**

# Goal #1

## Objectives

### 03 Optimize communication and relationship development with district support organizations, civic/service organizations, local businesses and other community groups; utilize community support organizations as district ambassadors.

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
1. Develop comprehensive list of community support groups.	Todd Osborn, <i>Superintendent</i>	July-September 2021	<ul style="list-style-type: none"> <li>Facebook Page</li> <li>Athletic Council</li> </ul>
2. Create proprietary communications for community support groups.		August-October 2021	Added District Facebook Page and will add District Newsletter in September
3. Make quarterly contact with community support groups.		Starting July 2021 and adding as we the year goes. Final list and assigned group responsibilities by May 2022	
4. Create three (3) new partnerships/collaborative experiences with community support groups.		August 2021 – May 2022	Youth Athletic Council
5. Measure and track success.		June 2022	

#### **Success Indicators:**

- Newly formed community-based partnerships
- Combined school/community initiatives
- New community-based opportunities for students (service, volunteerism)

# Goal #1

## Objectives

**04**

**Design and implement a comprehensive marketing and communications campaign aimed at recruiting district residents and other interested parties to Chippewa Local Schools; provide targeted messaging to display the value of the district versus other K-12 educational options.**

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES	
1. Define students and families who currently leave the district.	Ira Hamman, <i>Treasurer/CFO</i>	2021-2022	<ul style="list-style-type: none"> <li>Created Chippewa Virtual Learning Academy</li> </ul>	
2. Create proprietary communications to students and families who have left the district.		Matthew Rodriguez, <i>Principal, Chippewa JR/SR High School</i>	2022-2023	
3. Track measure success.			2024	

**Success Indicators:**

- Student/family target list
- Specific open enrollment marketing materials and campaigns
- Data to support number of students who have returned to district
- Financial impact of increased student enrollment



# Goal #1

## Objectives

**05**

**Construct an effective system for alumni outreach and engagement; utilize alumni connectivity to positively impact student opportunities, programming and achievement; create opportunities for alumni to return to the Chippewa campus.**

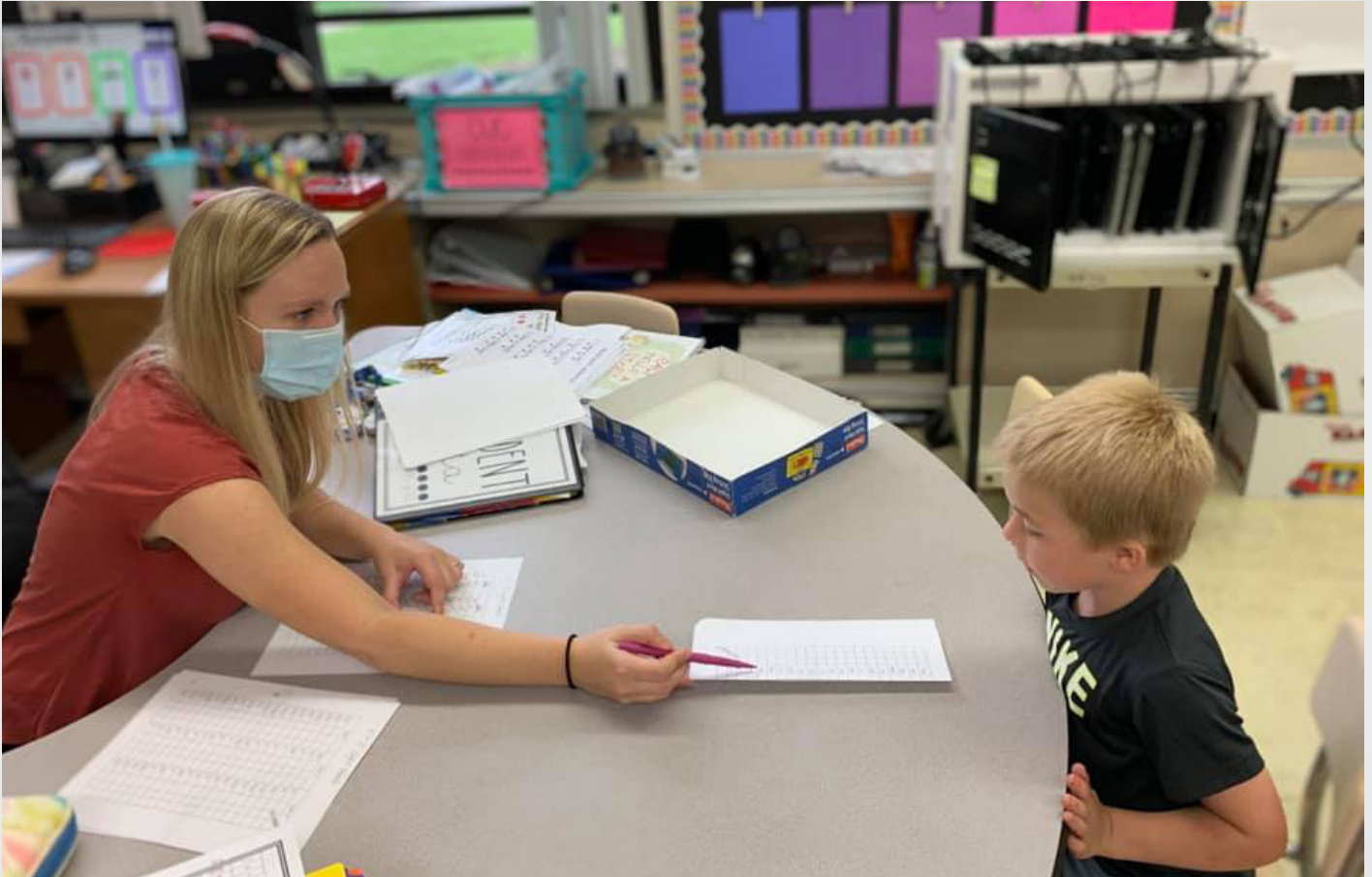
ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
1. Audit current alumni outreach efforts.	Jodie Hughes, <i>Principal, Hazel Harvey Elementary School</i>	2022-2023	<ul style="list-style-type: none"> <li>Facebook Alumni</li> <li>Obtain current information</li> </ul>
2. Design system to track and harvest alumni information.		2023-2024	<ul style="list-style-type: none"> <li>Create google form</li> <li>name</li> <li>address</li> <li>phone number</li> <li>email</li> <li>year graduated</li> </ul>
3. Create alumni database.	Rob Marshall, <i>Asst. Principal, Chippewa JR/SR High School</i>	2024-2025	
4. Define opportunities to link alumni with current students.		2024-2025	
5. Create five (5) collaborative alumni-student opportunities.		2025-2026	
6. Track and measure success.		2026	

**Success Indicators:**

- Creation of alumni database
- New alumni-student opportunities
- Increased alumni contributions

## Goal #2

### Facilities/Safety & Security



Provide facilities that are safe, functional and welcoming while remaining cognizant of student achievement needs and educational best-practices; remain proactive when considering future facilities needs as well as bond issue/levy/renovation realities.

# Goal #2

## Objectives

# 01

Utilize ongoing community engagement and available professional resources to develop a multi-year master facilities plan; provide facilities that maximize student and staff safety, interaction, engagement and learning.

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
1. Perform building assessments.	Todd Osborn, <i>Superintendent</i>	Complete	
2. Consider formulation of PI levy. Raise revenue.		September 2021 – January 2022	
3. Develop comprehensive master facilities plan based on community feedback and district priorities.		February 2022	
4. Implement plan.		March-November 2022	
5. Track and measure success.		Ongoing	

### ***Success indicators:***

- **Community engagement meeting attendance**
- **Heightened community education**
- **Completed master facilities plan**

# Goal #2

## Objectives

**02**

Analyze and prioritize the needs of district athletic facilities as part of an athletic facilities comprehensive plan.

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
1. Perform community engagement via Athletic Counsel.	Todd Osborn, <i>Superintendent</i>	Created June 2021	Meeting bi-monthly
2. Perform facilities assessment.		October 2021	
3. Consider formulation of PI levy. Raise revenue.		September 2021 – January 2022	
4. Develop comprehensive master facilities plan based on community feedback and district priorities.		November 2021	
5. Implement plan.		May 2022	
6. Track and measure success.		Ongoing	

**Success indicators:**

- Improved and advanced athletic facilities
- Consistent and equitable prioritization for each sport
- Improved athletic success and competitiveness

# Goal #2

## Objectives

### 03

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 district events; evaluate school resource officer staffing.

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
Perform going security assessment.	Rob Marshall, <i>Asst. Principal, Chippewa JR/SR High School</i>	2021-2022	Meet with police chief/ school resource officer and fire chief
Recommend applicable policy changes as needed.		2022-2023	Rank items in order of importance. Safety Grant writing to support security options at each building and fields
Implement new policies.		2023-2024	
Track and measure success.		2024	

#### **Success indicators:**

- Applicable security policy changes
- New security measures
- Decrease in campus safety issues
- Consistent application of security procedures

# Goal #2

## Objectives

# 04

Perform WI-FI quality audit to ensure infrastructure capacity and capabilities; certify all district facilities and infrastructure have reliable WI-FI connectivity.

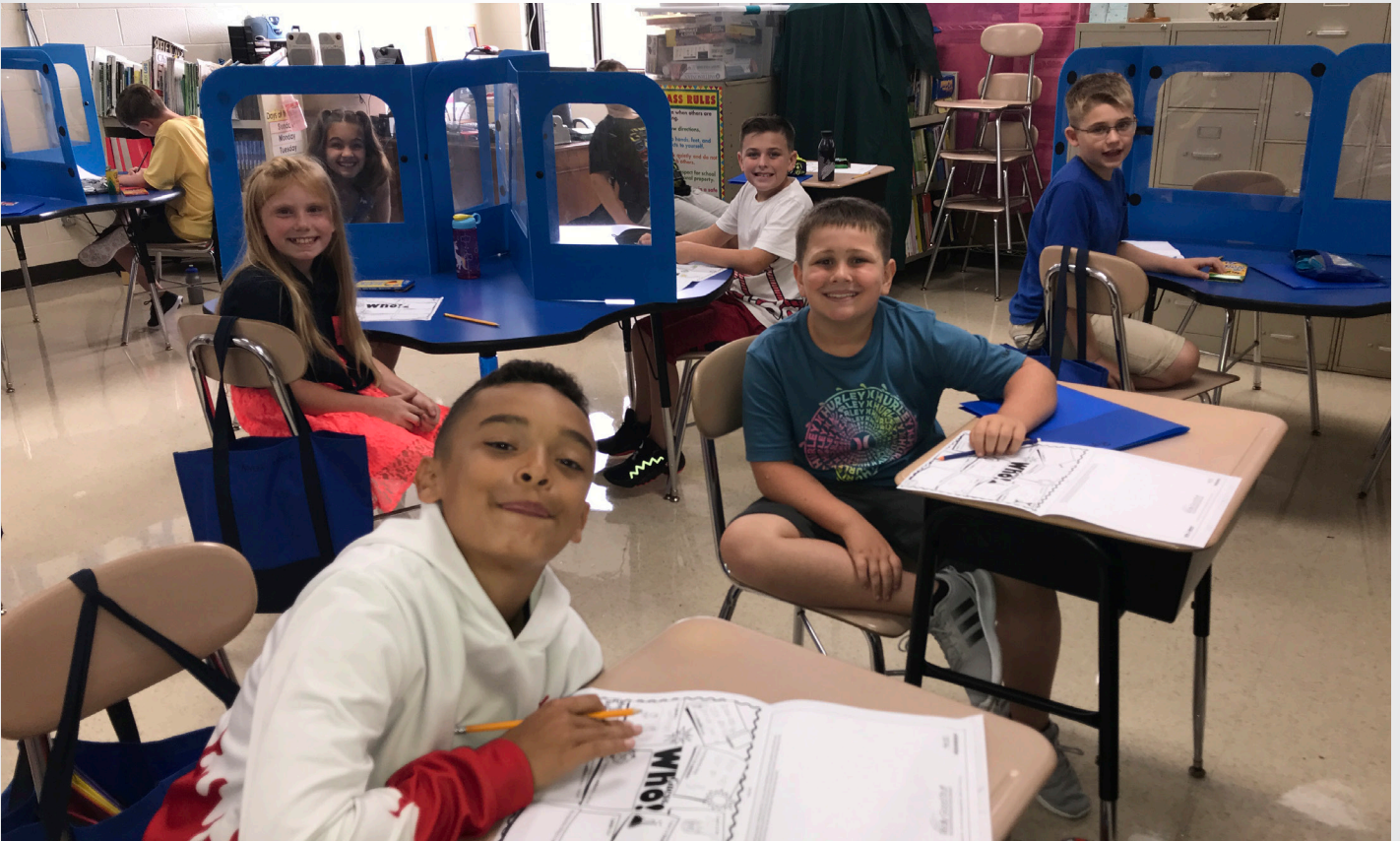
ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
Perform assessment with TCCSA to ensure adequate coverage.	Sean Linder, <i>Director of Technology</i>		
Develop district team to review available technology-related grants.			
Make recommendations for improvement.			
Track and measure success.			

### **Success Indicators:**

- Improved WI-FI connectivity
- Eliminated loss of instructional time

## Goal #3

# Climate, Culture & Wellness



Promote a positive culture through purposeful actions, informed dialogue and outward appreciation; create an atmosphere that celebrates healthy attitudes and decisions while valuing diverse perspectives and differences; provide mental health and wellness resources to students and families in need.

# Goal #3

## Objectives

**01**

Identify systems, processes and policies to increase student ease and access to school counselors and mental health professionals; consistently promote available mental health and wellness resources to students and parents.

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
1. Review school counseling/ wellness programs and policies.	Matthew Rodriguez, <i>Principal, Chippewa JR/SR High School</i>	2022-2023	Identify processing and programs
2. Solicit student/family/staff feedback.		2023	
3. Design (where needed) new workflow for school counseling/ wellness resources and professionals.	Jodie Hughes, <i>Principal, Hazel Harvey Elementary School</i>	2023-2024	
4. Implement recommendations.	Jamie Zollinger, <i>Principal, Chippewa Intermediate School</i>	2024-2025	
5. Track and measure success.	Caitlin Schrock, <i>Director of Student Services</i>	2025	

**Success indicators:**

- Student/family feedback and surveys
- Increased stakeholder understanding of available resources
- Healthy student and staff population



# Goal #3

## Objectives

# 02

**Examine and implement positive behavior models and social-emotional best practice curriculum to develop district students and staff members; ensure consistent application of disciplinary policies for all students.**

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
1. Establish consistent social-emotional curriculum K-12.	<b>Matthew Rodriguez,</b> <i>Principal, Chippewa JR/SR High School</i>	2021-2022	<ul style="list-style-type: none"> <li>• PBIS</li> <li>• Second Step</li> <li>• Not in my School</li> <li>• Anti vaping program</li> </ul>
2. Audit applicable district policies that contribute to student wellness/discipline imbalance.	<b>Jodie Hughes,</b> <i>Principal, Hazel Harvey Elementary School</i>	2021-2022	Caity and you have met with Anazoa to add counseling services to each building to support student wellness. At CIS we have a success skills class for social emotional classwork with 5th and 6th.
3. Provide targeted staff development related to social-emotional wellness and classroom behavior strategies.	<b>Jamie Zollinger,</b> <i>Principal, Chippewa Intermediate School</i>	2022-2023	
4. Implement applicable policy changes.	<b>Caitlin Schrock,</b> <i>Director of Student Services</i>	2022-2023	
5. Track and measure success.		2024	

### **Success indicators:**

- **Healthy and balanced students**
- **Universal language to build culture**
- **Consistent discipline policy adherence**
- **Common behavioral expectations**

# Goal #3

## Objectives

# 03

**Create a district diversity and equity advisory council to assist in the development of a district diversity plan; ensure district policies promote inclusion and equity of underrepresented groups.**

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
1. Promote membership and seek volunteers to serve on district DEI council.	Matthew Rodriguez, <i>Principal, Chippewa JR/SR High School</i>	2022-2023	
2. Create district diversity plan.		2023-2024	
3. Seek local/regional partners and resources to engage students and staff in diversity initiatives.	Jodie Hughes, <i>Principal, Hazel Harvey Elementary School</i>	2023-2024	
4. Intentionally plan for and promote student diversity initiatives.	Jamie Zollinger, <i>Principal, Chippewa Intermediate School</i>	2024-2025	
5. Implement diversity plan.	Caitlin Schrock, <i>Director of Student Services</i>	2024-2025	
6. Track and measure success.		2026	

### **Success indicators:**

- **Creation of equity and diversity task force**
- **District policy review, creation of new policies (when applicable)**
- **Creation of diversity and equity priorities and action items**
- **Student/staff/family surveys**
- **Creation of a culture of acceptance and inclusion**

# Goal #3

## Objectives

# 04

Advance school spirit through proactively planned activities and experiences; create consistent opportunities to display district pride and to celebrate student and staff accomplishments; establish districtwide standards for external display of school spirit in all buildings.

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
1. Create district spirit committee.	Matthew Rodriguez, Principal, Chippewa JR/SR High School	2022-2023	
2. Celebrate district successes at each BOE meeting.		Current	• Student of the Month • Needle Mover
3. Develop recommendations for ongoing school spirit initiatives K-12.	Jodie Hughes, Principal, Hazel Harvey Elementary School	2022-2023	• Sports and extra curricular visit to HH and CIS calendar for lunch
4. Implement recommendations.	Jamie Zollinger, Principal, Chippewa Intermediate School	2023-2024	
5. Track and measure success.		Caitlin Schrock, Director of Student Services	2025

### Success indicators:

- Increased pride and morale
- Opportunities for display of student work
- Increased attendance at student events
- Heightened community engagement in district activities

# Goal #4

## Finance



Demonstrate fiscal responsibility and transparency in all aspects of operations and management. Maintain a proactive stance in planning for future district needs within the confines of current and projected (future) funding.

# Goal #4

## Objectives

**01** Create a projected financial assessment of future facilities' needs in concert with master facilities plan; provide community updates related to projected cost of potential projects, bond issue/levy resources and/or potential OFCC partnerships.

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
1. Assess and communicate financial realities.	Ira Hamman, <i>Treasurer/CFO</i>		
2. Prepare community report and educational resources related to bond options, renovation options, etc.			
3. Deliver financial reports during master facilities community engagement meetings.			
4. Communicate plan to public stakeholders.			
5. Implement plan as appropriate.			
6. Track and measure.			

**Success indicators:**

- Creation of finance-related community resources
- Community-facing financial reports
- Completed district facilities financial assessment

# Goal #4

## Objectives

# 02

Formulate discussions and planning for district levy cycles; determine strategy for levy implementation in relation to potential facilities and operations needs.

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
1. Engage Board of Education in levy planning and strategy conversations.	Ira Hamman, <i>Treasurer/CFO</i>		
2. Communicate levy strategy and public education as needed.			
3. Implement strategy.			
4. Track and measure success.			

### **Success indicators:**

- Increased levy preparedness
- Increased levy communications
- Creation of 12–18-month levy strategy
- Successful levy passage

# Goal #4

## Objectives

**03**

Research shared service models with Village of Doylestown and neighboring school districts to explore cost reduction and enhanced resource allocation; increase district response to grant opportunities; investigate corporate gift, donation and endowment opportunities.

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
1. Communicate with local school district partners and the ESC to discuss shared services potential.	<p>Todd Osborn, <i>Superintendent</i></p> <p>Ira Hamman, <i>Treasurer/CFO</i></p>	August 2021 – May 2022	
2. Determine applicable service-sharing models.		August 2021 – May 2022	
3. Implement shared services plan.		August 2021 – May 2022	
4. Utilize district grant coordinator.		August 2021 – May 2022	
5. Apply for five (5) additional grants.		May 2022	
6. Track and measure success.		Ongoing	

**Success indicators:**

- Increase in shared services
- Cost savings
- Operations efficiencies
- Ease of implementation
- Increased grant awards and district sponsorships

# Goal #4

## Objectives

# 04

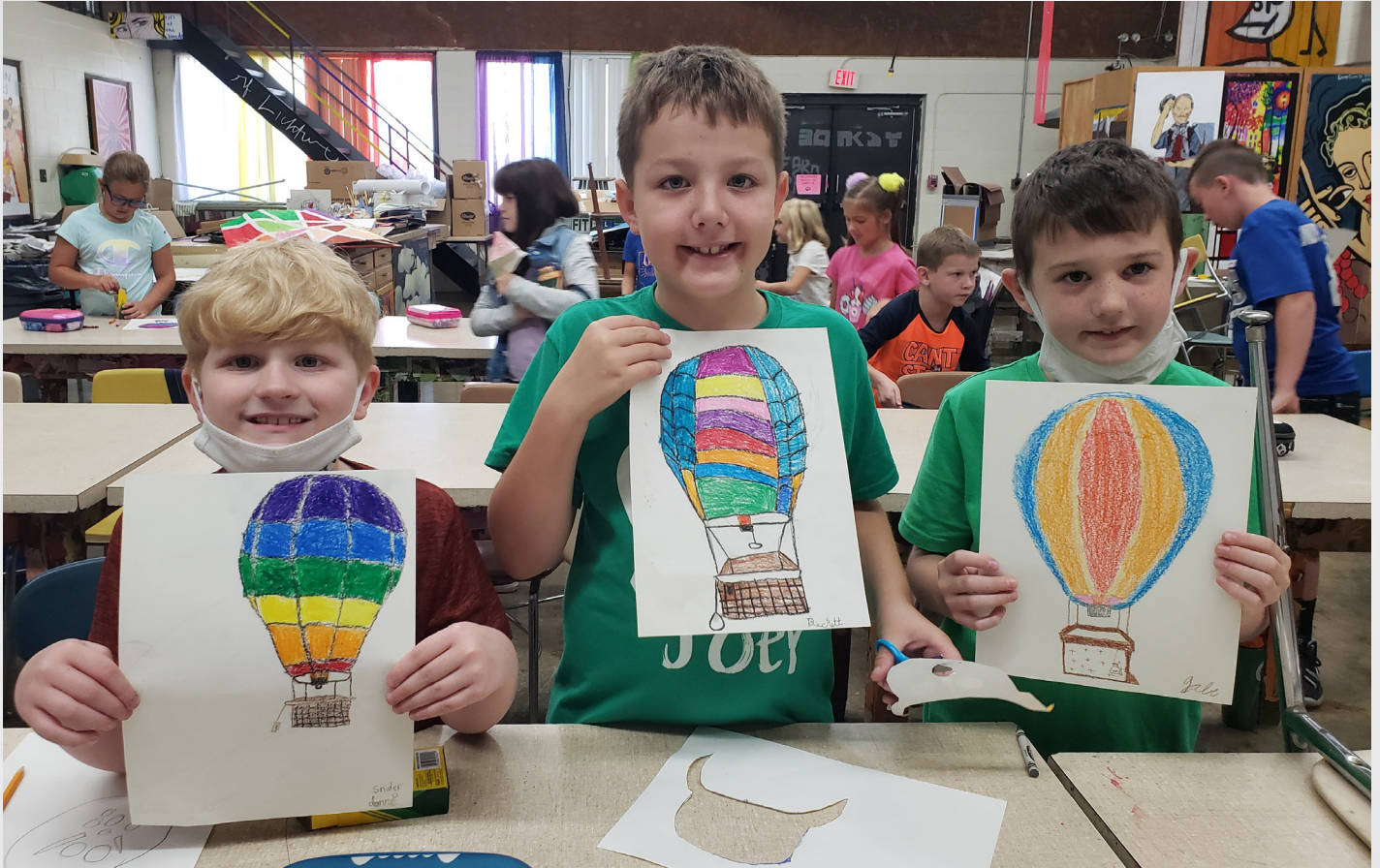
Perform like-district compensation and fringe benefit package audit; ensure competitive compensation to recruit and retain top talent.

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
1. Perform like-district assessment.	Ira Hamman, <i>Treasurer/CFO</i>		
2. Make recommendations based on assessment data.			
3. Hold collaborative conversations with BOE and district bargaining units to review data.			
4. Implement recommendations as necessary.			
5. Track and measure success.			

### **Success indicators:**

- Retention of high-quality staff members
- Increased staff morale and buy-in
- Top talent choice



**Goal #5****Academic Achievement**

Provide a comprehensive academic program that aims to satisfy the unique needs of every learner. Prepare students for the 21st century by embracing and infusing essential (life) skills into daily practice. Support students of all learning abilities with a well-rounded curriculum and diverse course offerings.

# Goal #5

## Objectives

**01** Ensure equitable access to a rigorous and relevant core curriculum that prepares students for college and/or career readiness; purposefully communicate a culture of high achievement expectations.

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
1. Audit current academic plan including vertical and horizontal curriculum alignment.	<p><b>Matthew Rodriguez,</b> <i>Principal, Chippewa JR/SR High School</i></p> <p><b>Jodie Hughes,</b> <i>Principal, Hazel Harvey Elementary School</i></p>	2021	<ul style="list-style-type: none"> <li>• Start with Portrait of a Chippewa Learner collaborating with The Impact Group</li> <li>• Have intentional, planned curriculum meetings to complete mapping and incorporate vertical and horizontal meeting times</li> </ul>
2. Implement recommendations of academic/instructional audit.	<p><b>Jamie Zollinger,</b> <i>Principal, Chippewa Intermediate School</i></p>	2021-2022	
3. Track and measure success.	<p><b>Caitlin Schrock,</b> <i>Director of Student Services</i></p>	Ongoing	

**Success indicators:**

- Increased student achievement on state indicators
- Increased college/career dialogue
- Student/family/staff surveys

# Goal #5

## Objectives

# 02

Effectively utilize technology as a transformative creation tool in the hands of students; create classroom expectations that engage students in 21st century, project-based and service-learning opportunities.

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
1. Assess efficacy of student 1:1 device initiative.	<b>Matthew Rodriguez,</b> <i>Principal, Chippewa JR/SR High School</i>	2021-2022	<ul style="list-style-type: none"> <li>Ordering computers to have Jr/Sr High 1:1 this coming school year</li> <li>Adding carts of computers to CIS and HH</li> </ul>
2. Provide staff PD related to advanced classroom technology and project-based learning.	<b>Jodie Hughes,</b> <i>Principal, Hazel Harvey Elementary School</i>	2022-2023	CIS is now 1 to 1 for technology resources and additional computers accessed through grants.
3. Consider the implementation of district technology coaches.	<b>Jamie Zollinger,</b> <i>Principal, Chippewa Intermediate School</i>	2023-2024	
4. Implement recommendations.		2023-2024	
5. Track and measure success.	<b>Caitlin Schrock,</b> <i>Director of Student Services</i>	2025	

### Success indicators:

- Newly defined technology/PBL/service-learning expectations
- Classroom walkthrough evidence
- Student product and performance improvements
- Student/community integration opportunities

# Goal #5

## Objectives

### 03

Create a district learner profile that describes and assigns student competencies/ skills that are most essential for success in a 21st century economy; purposefully embed essential life skills into daily curriculum.

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
1. Engage district team.	<b>Matthew Rodriguez,</b> <i>Principal, Chippewa JR/SR High School</i>	2021	Start with Portrait of a Chippewa Learner collaborating with The Impact Group
2. Participate in profile planning process.	<b>Jodie Hughes,</b> <i>Principal, Hazel Harvey Elementary School</i>	2021-2022	
3. Align profile to strategic planning decisions.		2022-2023	
4. Communicate profile to community members and stakeholders.	<b>Jamie Zollinger,</b> <i>Principal, Chippewa Intermediate School</i>	2022-2023	
5. Track and measure success.	<b>Caitlin Schrock,</b> <i>Director of Student Services</i>	Ongoing	

### Success indicators:

- Completed learner profile
- Competencies woven into daily planning
- Community investment and understanding

# Goal #5

## Objectives

# 04

Enhance targeted academic resources for student subgroups including gifted and special needs learners; develop additional programming options to meet the needs of diverse learners; perform comprehensive audits of Special Education and Gifted services for students in grades K-12.

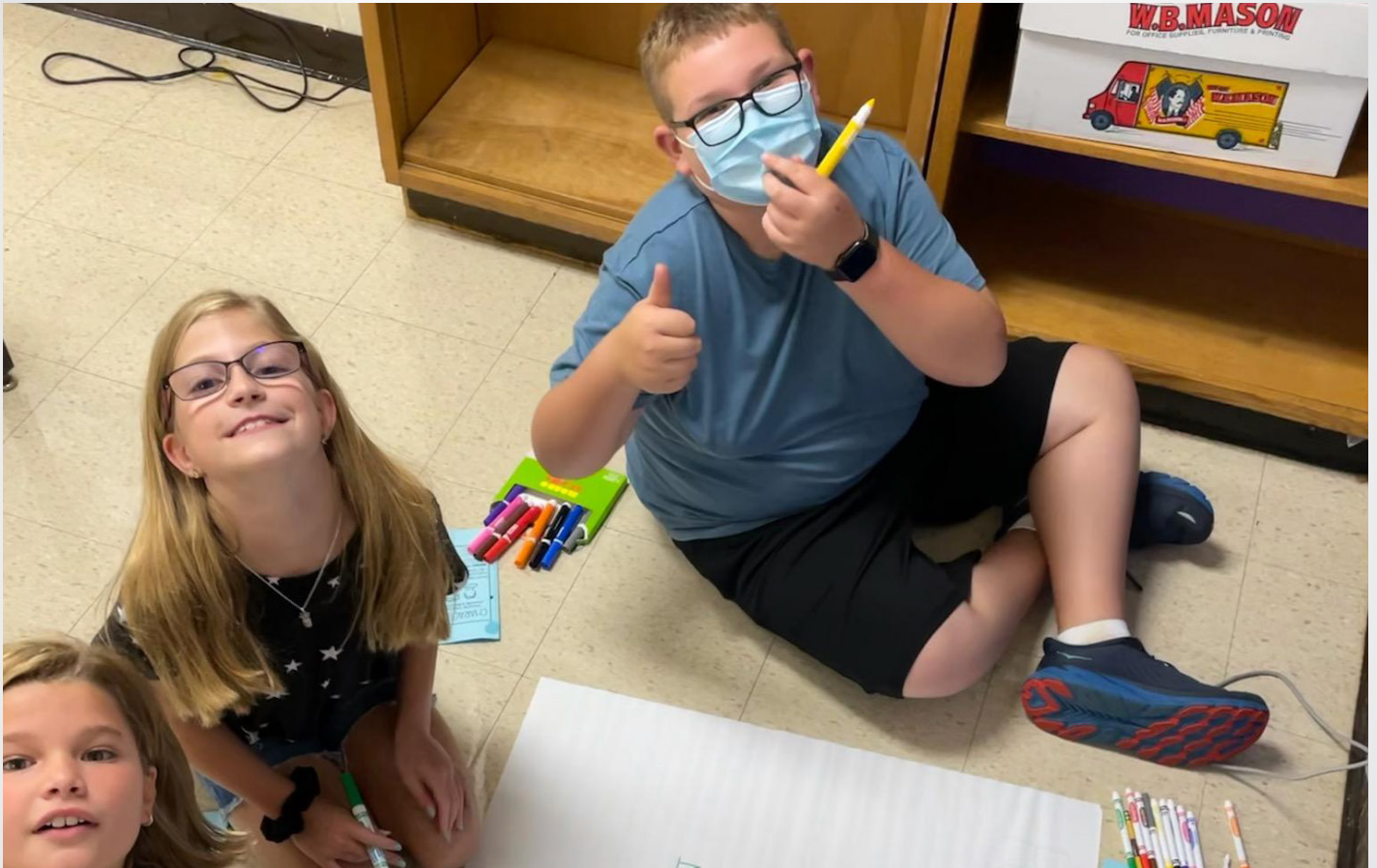
ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
1. Audit current programming for gifted and special needs learners.	Matthew Rodriguez, <i>Principal, Chippewa JR/SR High School</i>	2021-2023	<ul style="list-style-type: none"> <li>Requirements for staff training for Dyslexia</li> <li>This will align and be based off of the Portrait of a Chippewa Learner</li> <li>Use current data from state testing, STAR, RTI, and teacher data points</li> </ul>
2. Identify gaps in service model for gifted and special needs learners.	Jodie Hughes, <i>Principal, Hazel Harvey Elementary School</i>	2022-2023	
3. Make recommendations for additional programming and/or programming changes.	Jamie Zollinger, <i>Principal, Chippewa Intermediate School</i>	2023-2024	
4. Implement recommendations.	Caitlin Schrock, <i>Director of Student Services</i>	2023-2024	
5. Track and measure success.		2025	

### Success indicators:

- Additional programming to support gifted and special needs learners
- Subgroup performance on state indicators
- Student/family/staff surveys

## Goal #6

### Business Operations/Human Resources



Enhance the quality of district operations through proactive planning and streamlined implementation. Recruit, retain and develop a world-class staff dedicated to serving all students. Create and promote district policies that effectively guide decision-making and management.

# Goal #6

## Objectives

# 01

**Prioritize professional development opportunities for the advancement of all staff members related to district goals; implement support mechanisms to avoid staff member burnout; create purposeful systems for the development of staff morale and culture-building to retain quality professional staff.**

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
1. Audit current support staff development opportunities.	Todd Osborn, <i>Superintendent</i>	August 2021	PD
2. Provide targeted professional development opportunities based on staff member feedback.		September 2021	Future Technology
3. Track and measure success.		Ongoing	

### ***Success indicators:***

- Staff surveys
- Performance improvement
- Development of staff and department leaders
- “Train the trainer” opportunities
- Staff passing post-training assessments

# Goal #6

## Objectives

# 02

Ensure consistent policy and rule application between district buildings; create systematic expectations for students and staff members regardless of building.

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
1. Schedule administrative retreat to focus on policy review.	Todd Osborn, <i>Superintendent</i>	June 2022	
2. Pursue ongoing administrative discussions related to student discipline outcomes.		Monthly Meetings started in August 2021	
3. Make recommendations for improvement.		Ongoing	
4. Implement recommendations		Ongoing	
5. Track and measure success.		Ongoing	

### ***Success indicators:***

- **New administrator expectations**
- **Consistent policy application**
- **Parent/staff feedback**
- **New policy review system**



# Goal #6

## Objectives

# 03

Conduct classroom support personnel/paraprofessional audit to ensure optimal staffing levels in each classroom; provide specific guidelines and expectations for paraprofessional utilization.

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
1. Audit current paraprofessional utilization.	Matthew Rodriguez, <i>Principal, Chippewa JR/SR High School</i>	2023-2024	
2. Engage staff members in discussions regarding best practice.		Ongoing	
3. Make recommendations for improvement.	Jodie Hughes, <i>Principal, Hazel Harvey Elementary School</i>	2023-2024	
4. Implement recommendations		2024	
5. Track and measure success.	Jamie Zollinger, <i>Principal, Chippewa Intermediate School</i>		
	Caitlin Schrock, <i>Director of Student Services</i>	2025	

### Success indicators:

- New paraprofessional utilization expectations
- Improved student outcomes
- Improved teacher/paraprofessional relationship

# Goal #6

## Objectives

# 04

Develop, implement and promote customer service expectations and performance standards for all district employees.

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
1. Create district customer service design team.	<b>Jodie Hughes,</b> <i>Principal, Hazel Harvey</i>	2023-2024	Could build off of Portrait of a Learner
2. Create staff member customer service handbook.	<i>Elementary School</i> <b>Jamie Zollinger,</b> <i>Principal, Chippewa Intermediate School</i>	2023-2024	
3. Implement handbook recommendations.	<b>Matthew Rodriguez,</b> <i>Principal, Chippewa JR/SR High School</i>	2024-2025	
4. Track and measure success.	<b>Laurie Sizemore,</b> <i>Transportation/ Maintenance Supervisor</i>	2025	

### Success indicators:

- Positive community relations
- Improved stakeholder communication
- Development of positive district brand