



**PLATTSBURGH CITY  
SCHOOL DISTRICT**

**2023-2028**

**Strategic Plan**

**1st Year // 3rd Year // 5th Year**

Updated: July 19, 2023

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## Introduction

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The Plattsburgh City School District started the process of strategic planning during the 2021-2022 school year. The district's mission statement served as our compass for the entire process. The District-Wide Educational Improvement Committee (DWEIC) led this consensus building endeavor as a collective effort to refocus and unite our district around our mission. Throughout the process, DWEIC aimed to ensure transparency and communication surrounding the steps of the process and provided opportunities for stakeholders to have a voice.

The strategic plan begins with an overview that includes: *Our Mission, Our Culture, Our Commitment, Our Core Beliefs, and Our Community*. Then, the plan is divided into nine major sections (themes):

- Culture
- Student Experience
- Teaching and Learning
- Diversity
- Communication
- Safety
- Workforce and Recruitment
- Community Connection
- Finance

Each section features an outline to describe the results, the measures, and the actions to be accomplished by the end of Year 1 (2023), Year 3 (2026), and Year 5 (2028). Following the outline of the section are the timeline details. An asterisk indicates any actions/measures that will be maintained for the duration of the plan unless noted differently by DWEIC.

Although the work was challenging at times, we firmly believe our 2023-2028 strategic plan is the next integral step for our district. We look forward to all we can accomplish, together.

Jay Lebrun- Superintendent

Carrie Zales - Assistant Superintendent

Christy Bezrustyk- Parent

Nikki Burdo - BOE Member

Cristina Sferlazza - Oak Secretary

Nina Cole - Member CPSE Chair

Sarah McCarty - SMS Middle School Teacher

Amy Gervich - BOE Member

Jessica Perry - BOE Member

Catherine Conway - Glasgow Pre-K Teacher

Cohen Fitzwater - Student Member

Millaray Zantana - Student Member

Gabrielle Rose - CSEA Member

Jennifer LeCuyer - Momot K Teacher

Tracy Hosler - Oak SPED Teacher (Gr 3-5)

Shasta Whitford - Glasgow Building Principal

Wendy DeMane - PHS Teacher

Jennifer Jolicoeur - Teacher's Union Rep.

Glenn Hurlock - Duken Administration (SPED)



# Overview

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## Our Mission

Our mission is to educate each student of the Plattsburgh City School District by creating challenging, supportive, and interactive learning that advances intellectual, physical, social, and cultural development.

## Our Culture

Our culture is built by hard working people. Compassion, collaboration, empathy, and supportive feedback lead our way.

## Our Commitment

We are committed to modeling and maintaining safe, respectful, and responsible learning environments.

We are committed to preserving and promoting a school culture that champions positivity, diversity, teamwork, and an inclusive school climate.

We are committed to increasing family and community involvement in order to accelerate student success and reach our student-centered mission.

We are committed to utilizing research based instructional practices and innovative tools to support each student's progress, development, and achievement.

We are committed to providing continuous professional learning and growth opportunities across our district to build well-rounded leaders, effective teachers, and exemplary employees.

## Overview

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### Our Core Beliefs

We believe that learning is a lifelong process.

We believe in building to building collaboration.

We believe in the power of resilience and perseverance.

We believe in pursuing excellence by making our best better.

We believe in the ongoing process of preparing each student for life.

We believe each person deserves a network of trust, kindness, acceptance, and support within our schools and our community.

We believe self-awareness, self-management, social awareness, relationship skills, and responsible decision-making are essential to building productive citizens.

## Overview

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### Our Community

We will explore opportunities to inform and connect with families in our community.

We will maintain a fiscally sound, transparent, and responsible budget that is mindful of our local taxpayers.

We will partner with our local workforce to complement the skills our students are building in the classroom.

We will work closely with community leaders to develop an infrastructure of growth, shared vision, opportunity, and community pride.

We will work toward mutual success with our local partnerships to provide better student outcomes and support the future advancement of the community.

We will expand educational opportunities for all children with the aim of educating each student at or above grade level.

We will pursue unity and uplift our community by publicly acknowledging and celebrating the achievements of our outstanding students, parents, faculty members, staff, administrators, and community leaders.

We will increase our efforts to strengthen the education profession by coaching, advancing, and retaining both veteran and novice educators.



## Culture

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### Result

- Preserve and promote a school culture that champions positivity, perseverance, teamwork, resilience, and empowerment in our learning environments. *We define learning environments to include both educational and social development in the classroom, on our stages, on our playgrounds, in our hallways, in our sports facilities, on our buses and anywhere on or off our campuses when one is representing the district. This includes both in-person and virtual environments.*
- Strengthen a network of trust, kindness, acceptance, and support within our schools and our community.

### Measure:

- 100% of our students, staff and families will have an opportunity to complete a School Climate survey to redeploy a Tier 1 plan for Positive Behavior Interventions and Supports (PBIS). Surveys for staff will be completed on June 6, 2023. Student surveys will be completed in school June 5th - June 9th 2023, and family surveys will also be open June 5th through 9th 2023.
- We will use our social-emotional lessons to establish expectations and reinforce behavior at all schools.

### Action:

- Gather results of surveys to inform the direction of building climate and generates a long term action plan.
- Implement a three year plan that will facilitate affective, empathic, and reflective skills to build compassionate learning environments for the entire school community.
- Rely on our district's PBIS Hornet Culture Counts to align our district with best practices for building positive relationships with students through modeling, respect and intervention.
- Revitalize the multi-tiered system of intervention for student social/emotional well being.
- Uphold our culture of trust, respect, and commitment to our district's mission, strategic plan, and policies by relying on our Board of Education and our administrators.
- Establish a diversity, equity, and inclusion (DEI) coalition to create a district-wide plan to create safe places for all.
- Promote school attendance and carry out the strategies that are directly stated in the District attendance policy.
- Develop and implement a comprehensive school counseling plan for students K-12 focused on social-emotional development.
- Create and implement learning opportunities for staff to increase awareness and knowledge regarding mental health and behavioral issues for our students.
- Use research-validated practices such as Project-Based Learning (PBL) to promote diverse strengths and backgrounds.
- Re-establish consensus building across our district by updating committee descriptions, rosters, expectations and membership procedures to ensure representation of all stakeholder groups.
- Review and revise SIP expectations, protocols and procedures.



## Culture

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### By December 2023

\*100% of our our students, staff and families will have an opportunity to complete a School Climate survey to redeploy a Tier 1 plan for Positive Behavior Interventions and Supports (PBIS). Surveys for staff will be completed on June 6, 2023. Student surveys will be completed in school June 5th - June 9th 2023, and family surveys will also be open June 5th through 9th 2023.

\*We will use our social-emotional lessons to establish expectations and reinforce behavior at all schools.

\*We will promote school attendance and carry out the strategies that are directly stated in the District attendance policy.

\*We will re-establish consensus building across our district by updating committee descriptions, rosters, expectations and membership procedures to ensure representation of all stakeholder groups.





## Culture

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### By December 2026

\*Results of surveys will be used to gather information that informs the direction of building climate and generates a long term action plan (2024).

Implement a three year plan that will facilitate affective, empathic, and reflective skills to build compassionate learning environments for the entire school community (2024).

With the support of our Board of Education, we rely on all of our administrators to uphold our culture of trust, respect, and commitment to our district's mission, strategic plan and policies (2024).

\*We will rely on our district's PBIS Hornet Culture Counts to align our district with best practices for building positive relationships with students through modeling, respect and intervention (2024).

\*Develop and implement a comprehensive school counseling plan for students K-12 focused on social-emotional development (2024).

We will established a diversity, equity, and inclusion (DEI) coalition will create a district-wide plan to create safe places for all (2024).

\*Create and implement learning opportunities for staff to increase awareness and knowledge regarding mental health and behavioral issues for our students (2024).

\*We will use research-validated practices such as Project-Based Learning (PBL) to promote diverse strengths and backgrounds (2024).

We will revitalize the multi-tiered system of intervention for student social/emotional well being.

\*We will review and revise SIP expectations, protocols and procedures (2024).



## Culture

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### By December 2028

Increase family and community involvement in order to accelerate student success and reach our student-centered mission.

Build a network of trust, kindness, acceptance, and support within our schools and our community.

Support the ongoing process of preparing each student for life.  
Partner with our local workforce to complement the skills our students are building in the classroom.

Cultivate self-awareness, self-management, social awareness, relationship skills, and responsible decision-making skills to build productive citizens.

## Student Experience

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### Results

- Increase family and community involvement in order to accelerate student success and reach our student-centered mission.
- Build a network of trust, kindness, acceptance, and support within our schools and our community.
- Support the ongoing process of preparing each student for life.
- Partner with our local workforce to complement the skills our students are building in the classroom.
- Cultivate self-awareness, self-management, social awareness, relationship skills, and responsible decision-making skills to build productive citizens.

### Measure:

- Enroll 100% of parents into our ParentSquare platform each year.
- Support 100% of our English as a Second Language families and K-12 students.
- 100% of students will receive Social Emotional Learning (SEL).
- Survey students to identify the level of trust, kindness, acceptance, and support in our schools and community.
- Identify the number of community organizations and businesses currently partnering with our schools.
- Identify the number of students currently involved in external opportunities.
- Identify long term student goals.
- To have >80% of Middle School and High School students participate in at least one activity or sport.

### Action:

- Use ParentSquare to inform parents of upcoming events, school activities, and learning experiences to promote parent involvement/awareness.
- Use our multilingual services to reduce language barriers and reach all families.
- Add four (4) new community partnerships with local organizations and businesses.
- Increase the number of students involved in community partnerships.
- Use the Comprehensive School Counseling Plan to support short and long term student academic and social/emotional goals.
- Use student survey data to close gaps in trust, kindness, acceptance, and support.
- Use SEL practices to enhance self-awareness, self-management, social awareness, relationship skills, and responsible decision-making skills to build productive citizens.



# Student Experience

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## By December 2023

- \*Enroll 100% of parents into our ParentSquare platform each year.
- \*Support 100% of our English as a Second Language families and K-12 students.
- \*100% of students will receive Social Emotional Learning (SEL).
- \*Survey students to identify the level of trust, kindness, acceptance, and support in our schools and community.
- \*Use our multilingual services to reduce language barriers and reach all families.



# Student Experience

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## By December 2026

\*Use the Comprehensive School Counseling Plan to support short and long term student academic and social/emotional goals (2024).

\*Use student survey data to close gaps in trust, kindness, acceptance, and support (2024).

\*To have >80% of Middle School and High School students participate in at least one activity or sport (2024).

Identify the number of community organizations and businesses currently partnering with our schools (2025).

Identify the number of students currently involved in external opportunities (2025).

\*Use SEL practices to enhance self-awareness, self-management, social awareness, relationship skills, and responsible decision-making skills to build productive citizens (2025).

\*Use ParentSquare to inform parents of upcoming events, school activities, and learning experiences to promote parent involvement/awareness.

Add four (4) new community partnerships with local organizations and businesses.

Increase the number of students involved in community partnerships.



## Student Experience

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### By December 2028

**\*Increase family and community involvement in order to accelerate student success and reach our student-centered mission.**

**\*Build a network of trust, kindness, acceptance, and support within our schools and our community.**

**\*Support the ongoing process of preparing each student for life.**

**\*Partner with our local workforce to complement the skills our students are building in the classroom.**

**\*Cultivate self-awareness, self-management, social awareness, relationship skills, and responsible decision-making skills to build productive citizens.**



# Teaching and Learning

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## Results

- Provide continuous professional learning and growth opportunities across our district to build well-rounded leaders, effective teachers, and exemplary employees.
- Build supports for success for each staff member.
- Include all stakeholders in all trainings (or find training which is applicable).

## Measure:

- Identify the number of employees participating in professional development, lifelong learning, and service to the district/community.
- 100% of our faculty will participate in Project Based Learning training.
- Provide onboarding/orientation for 100% of new employees.
- We will have 100% of our staff proficient in job-embedded platforms.

## Action:

- Use shared success to differentiate the application of Project Based Learning (PBL).
- Develop a recognition program for staff to celebrate professional development, lifelong learning, and service to the district/community.
- Use ParentSquare to inform partners of upcoming events and school activities to promote parent involvement.
- Increase access to Statewide and National professional development opportunities.
- DWEIC will develop an in-house reflection tool and process for all employees across the district.
- Implement a three year plan that will facilitate affective, empathic, and reflective skills to build compassionate learning environments.
- Use early release and Superintendent's Day to create building to building collaboration by grade-level and/or department to share ideas/resources and build units of study.
- Create and implement faculty and staff code of conduct and ethics.
- Implement specific job-embedded platform training to ensure proficiency provided by the District Technology Committee and Integrationists.



## Teaching and Learning

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**By December 2023**

100% of our faculty will participate in Project Based Learning training.

\*Provide onboarding/orientation for 100% of new employees.





## Teaching and Learning

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### By December 2026

\*We will have 100% of our staff proficient in job-embedded platforms (2024).

\*Implement a three year plan that will facilitate affective, empathic, and reflective skills to build compassionate learning environments (2024).

\*Use early release and Superintendent's Day for creating building to building collaboration by grade-level and/or department to share ideas/resources and build units of study (2024).

\*The District Technology Committee and Integrationists will provide specific job-embedded platform training to ensure proficiency (2024).

\*Faculty will use shared success to differentiate the application of Project Based Learning (2025).

\*Use ParentSquare to inform partners of upcoming events and school activities to promote parent involvement.

Increase access to Statewide and National professional development opportunities.

DWEIC will develop an in-house reflection tool and process for all employees across the district.

Create and implement faculty and staff code of conduct and ethics.

\*Identify the number of employees participating in professional development, lifelong learning, and service to the district/community.



## Teaching and Learning

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### By December 2028

\*Provide continuous professional learning and growth opportunities across our district to build well-rounded leaders, effective teachers, and exemplary employees.

\*Build supports for success for each staff member.

\*Include all stakeholders in all trainings (or find training which is applicable).

\*Develop a recognition program for staff to celebrate professional development, lifelong learning, and service to the district/community.



# Diversity

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## Results

- Preserve and promote a school culture that champions diversity and an inclusive school climate.
- Advance social and cultural development.

## Measure:

- Provide social identity, microaggression, and Diversity, Equity, and Inclusion (DEI) training for 100% of our staff.
- Create an inclusion survey for students to indicate accepting and safe places for all members of our community.
- Fully implement a comprehensive school counseling plan focused on social-emotional development.

## Action:

- Institute a diversity coalition to further developed a data driven action plan on how to inform our community on social identity and microaggressions.
- Use the data from the inclusion survey for students to build accepting and safe places for all members of our community.
- Use research-validated practices such as Project-Based Learning (PBL) to promote diverse strengths and backgrounds.



## Diversity

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### By December 2023

\*Provide social identity, microaggression, and Diversity, Equity, and Inclusion (DEI) training for 100% of our staff.

\*Fully implement a comprehensive school counseling plan focused on social-emotional development.

### By December 2026

\*Create an inclusion survey for students to indicate accepting and safe places for all members of our community (2024).

A diversity coalition will be further developed, along with a data driven action plan on how to inform our community on social identity and microaggressions (2024).

\*We will use research-validated practices such as Project-Based Learning (PBL) to promote diverse strengths and backgrounds (2024).

\*Use the data from the inclusion survey for students to build accepting and safe places for all members of our community.



## Diversity

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**By December 2028**

\*Preserve and promote a school culture that champions diversity and an inclusive school climate.

\*Advance social and cultural development.

## Communication

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### Results

- Maintain effective and timely internal and external communication.
- Welcome and celebrate building to building collaboration using early release and Superintendent's Day.
- Promote and share successes.

### Measure:

- Share the Chain of Command charts with 100% of faculty, staff, and partners.
- District ensures all families have the means to access district communication.
- Full implementation of Parent Square.
- Collect data from our building administrators to inform DWEIC of our current percentage of parents we see during parent/teacher conferences.

### Action:

- Create lanes of communication.
- Create and implement ParentSquare guidelines and best practices of posting positive events on defined social media outlets (district-wide).
- Increase the percentage of parents we see during parent/teacher conferences.
- Use early release and Superintendent's Day to build building to building collaboration opportunities.
- Build a process for recognizing departmental/building recent achievements.
- Inform community about ongoing projects and improvements.
- Update our district website.
- Share school budget information.
- Expand budget publications to three different forms so it is accessible by everyone.
- Re-establish the committee membership duties to ensure communication with stakeholder groups by attending meetings, reporting out to constituent groups and eliciting feedback from constituents when necessary. These duties have been established to uphold consensus building practices.
- Review and revise SIP expectations, protocols, and procedures.



# Communication

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## By December 2023

\*Share the Chain of Command charts with 100% of faculty, staff, and partners by the end of June 2023.

\*District ensures all families have the means to access district communication.

Full implementation of Parent Square.

Create lanes of communication.

\*Create and implement ParentSquare guidelines and best practices of posting positive events on defined social media outlets (district-wide).



# Communication

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## By December 2026

Collect data from our building administrators to inform DWEIC of our current percentage of parents we see during parent/teacher conferences (2024).

Update our district website (2024).

\*Use early release and Superintendent's Day to build building to building collaboration opportunities.

\*Use our district website to inform community about ongoing projects and improvements.

\*Use our district website to share school budget information.

Build a process for recognizing departmental/building recent achievements.

\*Increase the percentage of parents we see during parent/teacher conferences.

Expand budget publications to three different forms so it is accessible by everyone.

Review and revise SIP expectations, protocols and procedures (2024).





# Communication

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## By December 2028

\*Maintain effective and timely internal and external communication.

\*Welcome and celebrate building to building collaboration using early release and Superintendent's Day.

\*Promote and share successes.



# Safety

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## Results

- Model and maintain safe learning environments. ***We define learning environments to include both educational and social development in the classroom, on our stages, on our playgrounds, in our hallways, in our sports facilities, on our buses, and anywhere on or off our campuses when one is representing the district. This includes both in-person and virtual environments.***
- Sustain district-wide cyber safety.
- Maintain safe physical environment.

## Measure:

- 100% of staff participate in annual cyber safety training(s).
- Continuous improvement and reflection of safety drills at all schools.
- Implement a safety audit at all schools on a 5-7 year rotational plan.

## Action:

- Drive infrastructure changes to increase physical safety.
- Use information from the safety audit to evaluate and monitor the safety of students and staff in the Plattsburgh City School District.
- Use ParentSquare to inform parents of safety improvements, concerns, or changes.
- Revise district safety plans.
- Complete a safety audit at all schools on a 5-7 year rotational plan in conjunction with local law enforcement agencies.
- Continuously teach cyber safety to staff and students and implement best practices.
- Train, implement, and provide ongoing evaluation of New York State's Computer Science and Digital Literacy Standards.



## Safety

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### By December 2023

- \*100% of staff participate in annual cyber safety training(s).
- \*Continuously improve and reflect on safety drills at all schools.
- \*Use ParentSquare to inform parents of safety improvements, concerns, or changes.

### By December 2026

Complete a safety audit at all schools on a 5-7 year rotational plan in conjunction with local law enforcement agencies (2024).

\*Train, implement, and provide ongoing evaluation of New York State's Computer Science and Digital Literacy Standards (2024).

Use information from the safety audit to evaluate and monitor the safety of students and staff in the Plattsburgh City School District (2024).

\*Drive infrastructure changes to increase physical safety.

Devise district safety plans.

## Safety

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**By December 2028**

\*Model and maintain safe learning environments.

## Workforce and Recruitment

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### Results

- Strengthen the workforce of the Plattsburgh City School district by coaching, advancing, and retaining both veteran and novice employees.
- Streamline faculty and staff recruitment efforts.

### Measure:

- Hold new teacher orientation and ongoing bi-monthly meetings.
- Formalize mentor program.
- Create a recognition system that the Board of Education (BOE) can use for all staff members.

### Action:

- Form a recruitment committee to attend career fairs and host a local fair that includes CSEA.
- Create an employee spotlight program to introduce staff to the district and public.
- Utilize North Country Teacher Resource Center (NCTRC) or various professional schools at SUNY (speech, school psychology, nursing, teacher education, leadership) to expand Plattsburgh City School District's recruitment efforts.
- Utilize platforms including but not limited to *Indeed* and *Handshake* for recruiting.
- Encourage teachers to identify areas where they would like to receive or offer assistance and provide ample opportunities for observations and collaborations.
- Create succession plans that support continuity of service for anticipated vacancies.



## Workforce and Recruitment

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### By December 2023

\*Hold new teacher orientation and ongoing bi-monthly meetings.

\*Utilize platforms including but not limited to Indeed and Handshake for recruiting.

### By December 2026

Formalize mentor program (2024).

\*Create succession plans that support continuity of service for anticipated vacancies (2024).

Form a recruitment committee to attend career fairs and host a local fair that includes CSEA.

Create an employee spotlight program to introduce staff to the district and public.

Utilize North Country Teacher Resource Center (NCTRC) or various professional schools at SUNY (speech, school psychology, nursing, teacher education, leadership) to expand Plattsburgh City School District's recruitment efforts.

Create a recognition system that the Board of Education (BOE) can use for all staff members.

Encourage teachers to identify areas where they would like to receive or offer assistance and provide ample opportunities for observations and collaborations.



## Workforce and Recruitment

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**By December 2028**

**\*Strengthen the workforce of the Plattsburgh City School district by coaching, advancing, and retaining both veteran and novice employees.**

**Streamline faculty and staff recruitment efforts.**

## Community Connection

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### Results

- We will work closely with community leaders to develop an infrastructure of growth, shared vision, opportunity, and community pride. We will pursue unity and uplift our community by publicly acknowledging and celebrating the achievements of our outstanding students, faculty members, staff, administrators, parents, and community leaders.

### Measure:

- Continue partnerships as fiscally feasible with Strand Center, Ted K Center, YMCA and JCEO.
- Develop relationships with local businesses for students to meet with business representatives and explore career opportunities.
- Continue partnerships with community organizations such as CV-TEC, Clinton Community College, SUNY Plattsburgh to provide student and professional learning.

### Action:

- Continue and share regular outreach meetings between the Superintendent and legislators, senators, the mayor, and both college presidents.
- Create a strategy to implement regular Roundtable/Open House for community leaders.
- Establish lasting relationships/partnerships as fiscally feasible with the Strand Center, Ted K Center, JCEO, and YMCA and expand to other community providers.
- Implement staff and classroom/building shout-outs in district-wide newsletter.
- Implement special public acknowledgement of students and staff who exhibit outstanding Hornet pride and/or achievement.
- Create opportunities for our students to have access to co-ops or internships with community partners.
- Amplify and build on opportunities to partner with local businesses.
- Create a visual community resource map in conjunction with school and community.
- Establish relationships with at least four (4) local businesses in conjunction with community Project Based Learning.
- Schedule and hold annual meetings with each of our community connections to ensure mutually beneficial partnerships.
- Provide outreach and opportunities for all students to gain an understanding of possible community connections available for them such as career day.
- Promote and embrace family involvement.





## Community Connection

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### By December 2023

Establish relationships with at least 4 local businesses in conjunction with community Project Based Learning.

Amplify and build on opportunities to partner with local businesses.

\*Re-establish the committee membership duties to ensure communication with stakeholder groups by attending meetings, reporting out to constituent groups and eliciting feedback from constituents when necessary. These duties have been established to uphold consensus building practices.



# Community Connection

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## By December 2026

\*Continue partnerships with community organizations such as CV-TEC, Clinton Community College, SUNY Plattsburgh to provide student and professional learning (2024).

\*Establish lasting relationships/partnerships as fiscally feasible with the Strand Center, Ted K Center, YMCA, and JCEO, and expand to other community providers (2024).

\*Provide outreach and opportunities for all students to gain an understanding of possible community connections available for them such as career days (2024).

\*Promote and embrace family involvement (2024).

\*Develop relationships with local businesses for students to meet with business representatives and explore career opportunities.

\*Continue and share regular outreach meetings between the Superintendent and legislators, senators, the mayor, and both college presidents.

\*Implement staff and classroom/building shout-outs in district-wide newsletter.

Create a strategy to implement regular Roundtable/Open House for community leaders.

Implement special public acknowledgement of students and staff who exhibit outstanding Hornet pride and/or achievement.

Create opportunities for our students to have access to co-ops or internships with community partners.

Create a visual community resource map in conjunction with school and community.



## Community Connection

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### By December 2028

**\*We will work closely with community leaders to develop an infrastructure of growth, shared vision, opportunity, and community pride.**

**\*We will pursue unity and uplift our community by publicly acknowledging and celebrating the achievements of our outstanding students, faculty members, staff, administrators, parents, and community leaders.**



# Finance

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## Results

- Maintain a fiscally sound, transparent, and responsible budget that is mindful of our local taxpayers.
- Ensure that budget requests and spending are based on data and support the mission of the Plattsburgh City School District.

## Measure:

- Enroll 100% of parents into our ParentSquare platform each year.
- Identify the number of grant writers and grant recipients currently in the Plattsburgh City School District.

## Action:

- Increase the number of grant writers and grant recipients currently in the Plattsburgh City School District.
- Work with the grant writer to protect activities/services created during the COVID stimulus funds.
- Expand budget publications to three different forms so it is accessible by everyone.
- Share school budget information including a published budget timeline.
- Develop a 5 year plan to financially sustain long term goals.
- Inform and update our community of the district's need for capital projects.



## Finance

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### By December 2023

\*Enroll 100% of parents into our ParentSquare platform each year.

Share school budget information including a published budget timeline.

### By December 2026

Identify the number of grant writers and grant recipients currently in the Plattsburgh City School District (2025).

Increase the number of grant writers and grant recipients currently in the Plattsburgh City School District.

Work with the grant writer to protect activities/services created during the COVID stimulus funds.

Expand budget publications to three different forms so it is accessible by everyone.

Develop a 5 year plan to financially sustain long term goals.

\*Inform and update our community of the district's need for capital projects.



## Finance

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### By December 2028

\*Maintain a fiscally sound, transparent, and responsible budget that is mindful of our local taxpayers.

\*Ensure that budget requests and spending are based on data and support the mission of the Plattsburgh City School District.



# Appendix



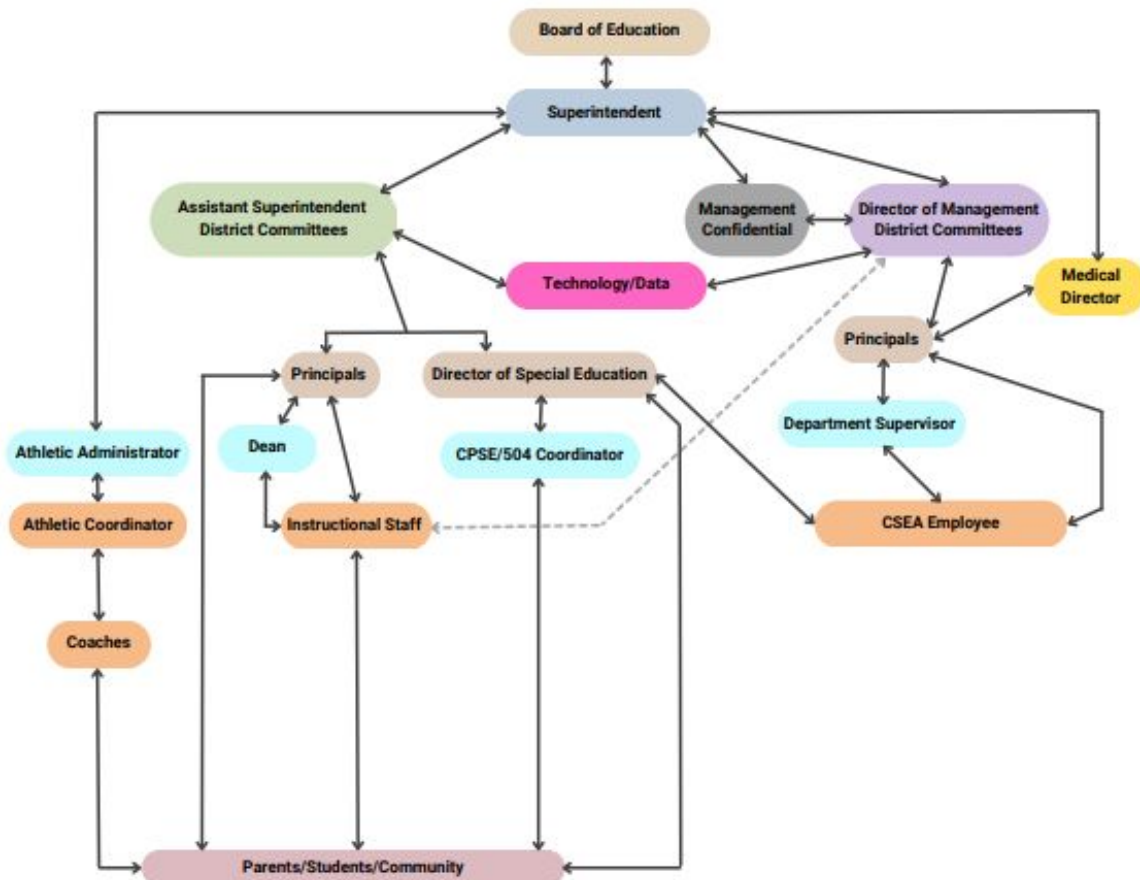
# Appendix A



PLATTSBURGH CITY SCHOOL DISTRICT

Our mission is to educate each student of the Plattsburgh City School District by creating challenging, supportive, and interactive learning that advances intellectual, physical, social, and cultural development.

## PCSD Chain of Command



### Important Notes:

- The chain is designed to inform you of the proper person to contact should you have a concern or problem that needs to be resolved.
- Expected acknowledgement/response within 24 hours (excluding weekends, vacations, illness, emergency).
- If a response or action plan hasn't been received, an individual is encouraged to proceed to the next step of the chain of command.
- Misstep in the process should be corrected with redirection.

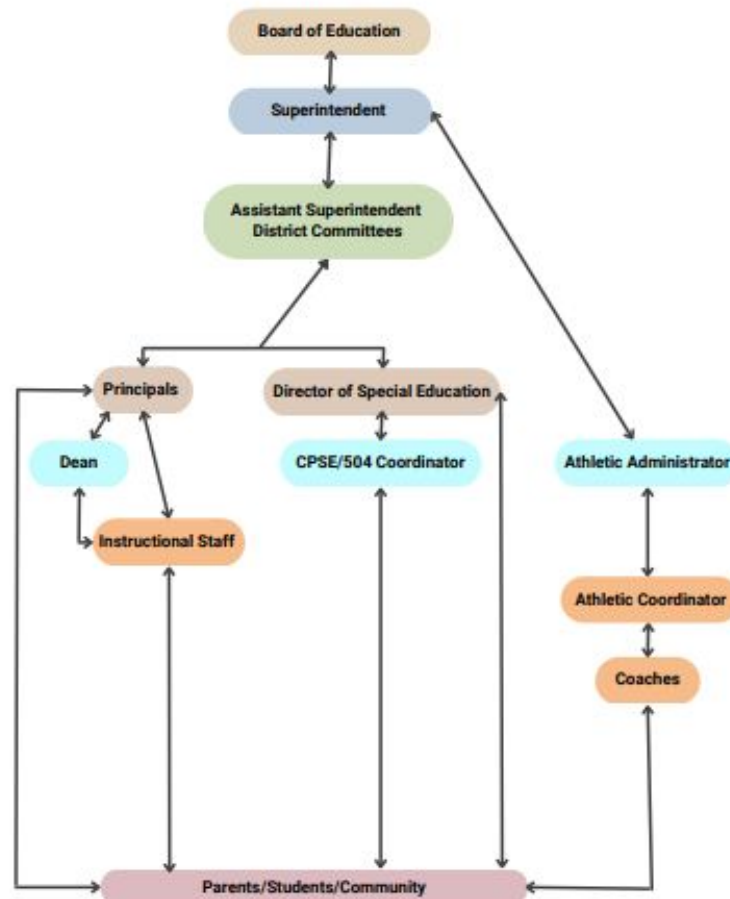


## Appendix B



Our mission is to educate each student of the Plattsburgh City School District by creating challenging, supportive, and interactive learning that advances intellectual, physical, social, and cultural development.

### PCSD Chain of Command for Parents, Students, Community



**Important Notes:**

- The chain is designed to inform you of the proper person to contact should you have a concern or problem that needs to be resolved.
- Expected acknowledgement/response within 24 hours (excluding weekends, vacations, illness, emergency).
- If a response or action plan hasn't been received, an individual is encouraged to proceed to the next step of the chain of command.
- Misstep in the process should be corrected with redirection.

## Appendix C

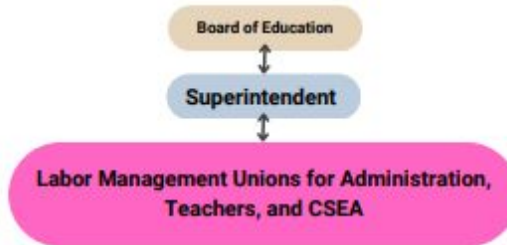


PLATTSBURGH CITY  
SCHOOL DISTRICT

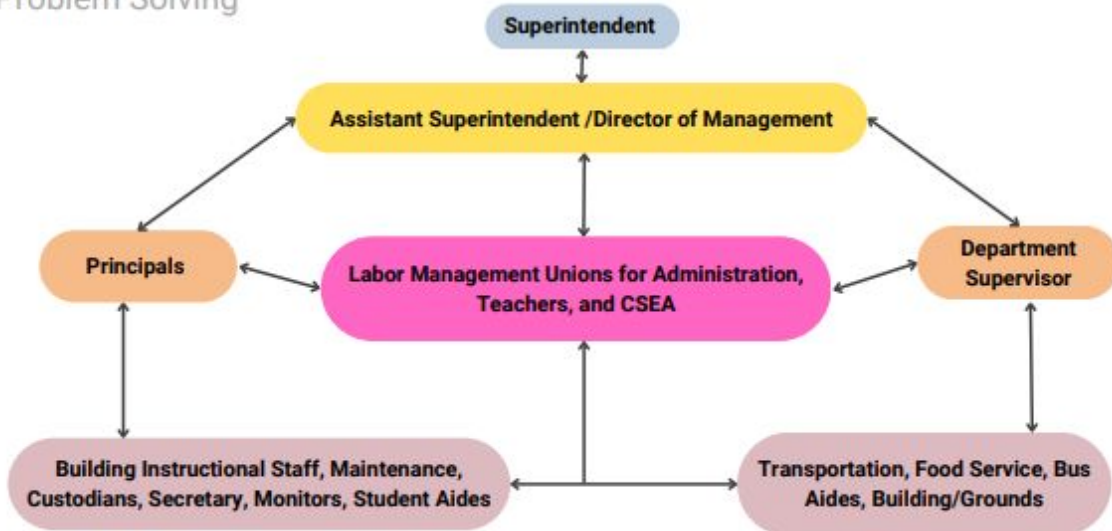
Our mission is to educate each student of the Plattsburgh City School District by creating challenging, supportive, and interactive learning that advances intellectual, physical, social, and cultural development.

### PCSD Chain of Command for Labor Management

Grievances



Problem Solving






#### Important Notes:

- The chain is designed to inform you of the proper person to contact should you have a concern or problem that needs to be resolved.
- Expected acknowledgement/response within 24 hours (excluding weekends, vacations, illness, emergency).
- If a response or action plan hasn't been received, an individual is encouraged to proceed to the next step of the chain of command.
- Misstep in the process should be corrected with redirection.

## Appendix D

### Plattsburgh City School District

#### Lanes of Communication (Expectations for communication across the district)

		
<p>Faculty/Student Communication</p>	<p>Formal Internal Business/Conversation</p>	<p>Parent and Guardian Communication</p>
<p>Informal Staff Conversations (Teams chat)</p>	<p>Non-instructional Staff Communication</p>	<p>Sharing/displaying of classroom &amp; building information, activities, events, etc.</p>
<p>Collaboration work, district/building committee work, meetings, agendas, channel work, files, etc.</p>	<p>External Business</p>	<p>Alerts Sent to Parents and other School Community Members (ie, Snow Days, Lockdown, Drills, etc.)</p>
<p>Virtual meeting platform</p>	<p>Parent/Guardian contact about individual student (formal communication)</p>	

## Appendix E // By the End of 2023 Checklist

Section	Task	Team	✓	↻
Culture	*100% of our our students, staff and families will have an opportunity to complete a School Climate survey to redeploy a Tier 1 plan for Positive Behavior Interventions and Supports (PBIS). Surveys for staff will be completed on June 6, 2023. Student surveys will be completed in school June 5th - June 9th 2023, and family surveys will also be open June 5th through 9th 2023.			
Culture	*We will use our social-emotional lessons to establish expectations and reinforce behavior at all schools.			
Culture	*We will promote school attendance and carry out the strategies that are directly stated in the District attendance policy.			
Culture	*We will re-establish consensus building across our district by updating committee descriptions, rosters, expectations and membership procedures to ensure representation of all stakeholder groups.			
Student Experience	*Enroll 100% of parents into our ParentSquare platform each year.			
Student Experience	*Support 100% of our English as a Second Language families and K-12 students.			
Student Experience	*100% of students will receive Social Emotional Learning (SEL).			
Student Experience	*Survey students to identify the level of trust, kindness, acceptance, and support in our schools and community.			
Student Experience	*Use our multilingual services to reduce language barriers and reach all families.			



## Appendix E // By the End of 2023 Checklist

Section	Task	Team	✓	↻
Teaching and Learning	100% of our faculty will participate in Project Based Learning training.			
Teaching and Learning	Provide onboarding/orientation for 100% of new employees.			
Diversity	*Provide social identity, microaggression, and Diversity, Equity, and Inclusion (DEI) training for 100% of our staff.			
Diversity	*Fully implement a comprehensive school counseling plan focused on social-emotional development.			
Communication	*Share the Chain of Command charts with 100% of faculty, staff, and partners by the end of June 2023.			
Communication	*District ensures all families have the means to access district communication.			
Communication	Full implementation of Parent Square.			
Communication	Create lanes of communication.			
Communication	*Create and implement ParentSquare guidelines and best practices of posting positive events on defined social media outlets (district-wide).			
Safety	*100% of staff participate in annual cyber safety training(s).			
Safety	*Continuous improvement and reflection of safety drills at all schools.			
Safety	*Use ParentSquare to inform parents of any safety improvements, concerns, or changes.			



## Appendix E // By the End of 2023 Checklist

Section	Task	Team	✓	↻
Workforce and Recruitment	*Hold new teacher orientation and ongoing bi-monthly meetings.			
Workforce and Recruitment	*Utilize platforms including but not limited to Indeed and Handshake for recruiting.			
Community Connection	Establish relationships with at least 3 local businesses in conjunction with community Project Based Learning.			
Community Connection	Amplify and build on opportunities to partner with local businesses.			
Community Connection	*Re-establish the committee membership duties to ensure communication with stakeholder groups by attending meetings, reporting out to constituent groups and eliciting feedback from constituents when necessary. These duties have been established to uphold consensus building practices.			
Finance	*Enroll 100% of parents into our ParentSquare platform each year.			
Finance	Share school budget information including a publish budget timeline.			



# Notes

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# Notes

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# Notes

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*A Special Note of Thanks from Cameron:*

*“Your best days are in front of you - when you lock arms and lift up your district, your students, and your community. It has been a joy to serve as your strategic planning consultant and collaborate with you to move your district up and forward. The mascot of Full Potential Leadership is the **Forklift**. May I offer a massive **“Thank YOU”** to every member of your district and your community for being fellow forklifts! I am excited to see you accomplish great things!”*

**-Cameron W. Jenkins**

Founder and CEO, Full Potential Leadership

