

Vandalia-Butler City Schools Connecting Aviators – Our Children, Our Community 2021 Strategic Plan

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OUR CHILDREN, OUR COMMUNITY

Vision

**“Our Children, Our Community –
We Are Aviators!”**

Mission

**“Empowering students to be aviators
for life with capabilities, resiliency, and
resources wherever they soar.”**

Strategic Goals

Strategic Goal A – Sustain Academic Excellence

VBCS will enable students to establish and achieve their academic and career goals through diverse educational opportunities and resources.

Strategic Goal B – Hire, Develop, and Retain Staff Talent

VBCS will provide high quality learning opportunities for all students by hiring, developing, and retaining the best high quality staff.

Strategic Goals (continued)

Strategic Goal C – Assure Stakeholder Engagement

VBCS will foster a community sense of pride and ownership for our schools as a community asset and resource for mutual benefit.

Strategic Goal D – Promote Local Governance

VBCS will promote Board of Education policies and practices which empower educators locally to optimize the learning processes for student success.

Strategic Goals (continued)

Strategic Goal E – Maintain a Future Facilities Plan

VBCS will maintain a plan for the continuous improvement of our facilities to provide safe, efficient, and dynamic places for students to learn and teachers to teach.

Objectives and Initiatives

Strategic Goal A – Sustain Academic Excellence

1. **Provide and integrate arts, physical education, STEM, and music opportunities for students at all levels.**
2. **Reinforce a positive culture of mental health and self-worth working with students and parents at all levels, maximizing the Positive Behavioral Intervention and Support (PBIS) process.**
3. **Expand career awareness and exposure options Pre-K through 12.**
4. **Expand options for individualized and project-based learning and problem-solving PS-12 with high expectations for student engagement and parent involvement.**
5. **Continue to educate students, parents, and the community on a broader understanding of academic excellence and student success.**

Objectives and Initiatives (continued)

Strategic Goal A – Sustain Academic Excellence (continued)

- 6. Expand high school electives in business, social studies, science, and math.**
- 7. Increase technology integration in learning through learning devices and the learning management system.**
- 8. Strengthen student communications skills PS-12.**
- 9. Increase Pre-K readiness in the district.**
- 10. Broaden 7-12 student opportunities for participation in clubs, athletics, and co-curricular programs.**

Objectives and Initiatives (continued)

Strategic Goal B – Hire, Develop, and Retain Staff Talent

- 1. Provide effective new teacher orientation and early career development program, including a strong mentoring component.**
- 2. Maintain a more competitive compensation plan for staff.**
- 3. Provide professional development opportunities based on best practices, including technology.**
- 4. Continue to advocate for and maximize local control over teacher evaluation and development.**

Objectives and Initiatives (continued)

Strategic Goal B – Hire, Develop, and Retain Staff Talent (continued)

- 5. Implement a proactive process of recruiting and hiring staff from preferred colleges and universities to retain top choices.**
- 6. Strengthen ways to recruit and retain student teachers to expose them to the district.**
- 7. Conduct an annual professional development survey of teachers to identify critical areas for continuing education.**

Objectives and Initiatives (continued)

Strategic Goal C – Assure Stakeholder Engagement

- 1. Create an alumni and retired teachers' association(s).**
- 2. Expand and energize school-based partnerships with community groups, businesses, service clubs, and local government leaders with a shared communications vision to support students (athletics, theater, the arts, clubs, etc.) including more business partnerships.**
- 3. Develop a continuous communications plan tailored to the needs of stakeholders based upon a communications audit.**

Objectives and Initiatives (continued)

Strategic Goal C – Assure Stakeholder Engagement (continued)

- 4. Work to strengthen connectivity among VBCS buildings, teachers, and students.**
- 5. Create a community “Hall of Achievement” with community partners for specific awards each year.**
- 6. Implement a process for regular placement of positive stories about VBCS.**

Objectives and Initiatives (continued)

Strategic Goal D – Promote Local Governance

1. **Enhance public communication on the local control of schools and the role of federal and state mandates through legislative updates by email and the web.**
2. **Maximize VBCS participation in the following advocacy groups and others to strengthen local control to include:**
 - ❖ **Ohio School Board Association**
 - ❖ **Ohio Association of Secondary Administrators**
 - ❖ **Ohio Association of School Business Officials**
 - ❖ **Buckeye Association of School Administrators**
 - ❖ **Ohio Public School Advocacy Network**

Objectives and Initiatives (continued)

Strategic Goal D – Promote Local Governance (continued)

- 3. Increase investment and expansion in preschool readiness in partnership with providers.**
- 4. Encourage parents and the community to create an educational PAG (Political Action Group).**
- 5. Increase the pipeline to encourage parents to run for School Board openings.**
- 6. Advocate a Board position on selected state and federal mandates that do not favor students and schools and how each impacts local schools.**
- 7. Empower and support teacher and building innovations and adaptations which are creative ways to meet mandates.**
- 8. Increase Board support of public relations and community involvement in schools.**

Objectives and Initiatives (continued)

Strategic Goal E – Maintain a Future Facilities Plan

1. Utilize demographic data to develop a comprehensive facility master plan for all buildings and facilities. Analyze trends in types of school spaces needed for the future, including preschool.
2. Upgrade the athletic complex with parking, common areas, and concessions.
3. Build out a 5- to 10-year capital improvement plan based on the facility master plan.
4. Re-establish a district permanent improvement fund.
5. Assemble historical data on the cost of repairs annualized for each building and determine replacement value of old buildings working with the OFCC.
6. Assure that all buildings, including Smith and Morton are walkable with sidewalks to major roads.

Key Performance Indicators

1. **District collaboration with 100% of community feeder Star-rated preschool partners promoting preschool readiness standards on KRAL scores.**
2. **100% third grade literacy on locally determined reading assessment.**
3. **All students above state average on ACT or locally determined assessment for literacy (reading and writing).**
4. **All students above state averages on ACT or locally determined assessment for math.**
5. **Student college and career persistence two years, six years, and ten years after graduation.**

Key Performance Indicators (continued)

6. **Graduation rate at or above state average for comparable highly competitive districts.**
7. **100% of K-12 students exposed to age appropriate career awareness.**
8. **By 2025, 60% of graduates have at least a two-year college degree or post-secondary credential. (Regional Goal)**
9. **100% K-12 participation in the arts, STEM, physical education, and music through curricular and co-curricular performance or exposure opportunities.**
10. **100% of VBCS school building participation in service learning projects.**
11. **Within five years, 80% of 7-12 student participation rate in at least one club, athletic, or co-curricular program.**

Key Performance Indicators (continued)

- 12. Achievement of formal Board-approved carryover revenue target each year.**
- 13. Successful annual audit with no findings and recommendations which are material.**
- 14. 100% web-based accessibility of all district financial reports to community stakeholders.**
- 15. District defined platform and annual increase in total web-based social media engagement and touchpoints with community stakeholders.**
- 16. Based on a first year established baseline, achievement of 10% annual improvement in parents present at school activities at least twice per year.**

Five-Year Financial Forecast

	ACTUAL	***** F O R E C A S T E D *****				
	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year
	2016	2017	2018	2019	2020	2021
	(7/1/15-6/30/16)	(7/1/16-6/30/17)	(7/1/17-6/30/18)	(7/1/18-6/30/19)	(7/1/19-6/30/20)	(7/1/20-6/30/21)
Beginning Cash Balance, July 1	\$11,673,438	\$13,529,061	\$12,919,787	\$11,870,296	\$8,486,245	\$3,669,121
REVENUES:						
TOTAL REVENUE	\$34,502,521	\$33,129,314	\$32,031,793	\$30,809,247	\$29,761,755	\$30,374,167
EXPENSES:						
TOTAL EXPENSES	\$32,646,898	\$33,738,588	\$33,081,284	\$34,193,298	\$34,578,879	\$35,539,693
Ending Cash Balance, June 30	\$13,529,061	\$12,919,787	\$11,870,296	\$8,486,245	\$3,669,121	(\$1,496,405)
RENEWAL 5-yr Oper Levy (2018)	\$0	\$0	\$0	\$1,953,261	\$3,906,522	\$3,906,522
Cumulative RENEWAL Balances	\$0	\$0	\$0	\$1,953,261	\$5,859,783	\$9,766,305
Ending Cash Balance, June 30	\$13,529,061	\$12,919,787	\$11,870,296	\$10,439,506	\$9,528,904	\$8,269,900
Current Fiscal Year						