



**BELLEVUE CITY SCHOOL DISTRICT**

**FIVE YEAR STRATEGIC PLAN**

**2019-2020 TO 2023-2024**

**BOARD OF EDUCATION**

**STEVE RUCKER, PRESIDENT**

**JENNIFER ROGERS, VICE PRESIDENT**

**STEPHANIE BROWN**

**ASHLEY KOCH**

**MARC WEISENBERGER**

**SUPERINTENDENT**

**KIM SCHUBERT**

**TREASURER**

**TAMMY FLICKER**

# Vision

To be the most innovative, student focused public school in Ohio by educating every child, every day with intent, integrity and purpose.

# Mission

We are committed to a high quality education for all students by providing a rigorous and relevant curriculum, positive relationships with our stakeholders and accountability. Every student will develop the skills and knowledge to succeed in an evolving global society.

# Core Values

Belief that All Students Can Reach the Highest Level of Achievement

Expectations of Excellence and Integrity

Leadership Leads to Success

Lifelong Commitment to Helping Students be College & Career Ready

Engagement is the Key to Learning

Vision to be the Most Excellent School District in Ohio

United in Trust and Respect for All Individuals

Enthusiasm for High Quality Teaching and Learning

# District Profile

The Bellevue School District began in a one room log house in 1827. The first class to graduate from Bellevue High School was in 1870 with two students receiving their diploma. Today, the Bellevue City School District, which encompasses one hundred and fifteen square miles, serves a student population of approximately two thousand students. The School District employs one hundred and fifty six certified educators and seventy eight classified (bus drivers, cooks, custodians, maintenance workers, instructional aides, and secretaries) employees, making the District one of the largest employers in the Bellevue area. The district has undergone major staff reductions since 2009, keeping the budget balanced without any new operating funds for the taxpayers since 2001.

The District operating budget totals \$21.1 million. The funds for the operating budget come from local taxes (49%), state and federal (51%) taxes, and grants totaling approximately \$1 million. The district also has a permanent improvement levy, which annually provides five hundred and sixty thousand (\$560,000) dollars. This fund can only be used for purchasing buses, renovation and upkeep of buildings, and the purchasing of equipment, including new technology. The permanent improvement fund was a key element in the successful procurement of matching funds for two new buildings. In November 2014 the Bellevue citizens passed the Permanent Improvement Renewal as a Continuing Levy.

In November 2009, the community approved the necessary local matching funds to build a new elementary and middle school. The partnership between the Bellevue City Schools and state Ohio School Facilities Commission made this dream a reality. The new elementary and middle schools both opened in August 2012. Renovations to Bellevue High School were completed in the summer of 2017 using leftover construction and permanent improvement funds. All academic spaces received a complete renovation. Historically, the district was comprised

of five elementary schools, one middle school, and one high school. The new building project has allowed us to consolidate to three district school buildings (Bellevue Elementary, Bellevue Middle, and Bellevue High School). This has helped with transportation costs, staff costs, and critical collaboration time for staff.

The median income of residents in the Bellevue School District is \$33,222.00. The average income is \$48,920.00. This information is found in the most up to date District Profile Report, which can be found on the Ohio Department of Education website.

The total average daily membership for the Bellevue School District is 2,061 students. The K-12 regular education pupil teacher ratio is 17.29 compared with the state average of 18.47. 69% of the teachers in Bellevue have 10+ years of experience.

Total per pupil expenditures in the Bellevue School District are \$10,088.00 compared to the state average of \$11,603.12. The district administrative costs are less than the state average and less than similar districts. The assessed property valuation per pupil is \$144,255 which is lower than the state average and similar districts.

## **Our Guiding Principles**

The core values that we share to offer the best educational program for our students.

### **The Redmen Way**

We do everything with intent...integrity...and purpose.

### **Everyone is Welcome**

We strive to greet all students, parents and visitors with an authentic feeling that they are welcome in our schools.

### **Dedicated to Bellevue**

We believe in the importance of family and community involvement in the school.

We are proud to be active citizens who foster the long term success of the community.

### **Teamwork**

We collaborate as a team and encourage collaboration at all levels.

### **Respect**

We recognize and value diversity and celebrate individual differences.

### **Learning Environment**

We foster a positive learning environment.

### **Empowerment**

We empower each other to be creative, thoughtful, and innovative.

### **Accountability**

We are accountable for our actions and take ownership of our decisions.

### **Communication**

We strive to find new ways to communicate with all stakeholders. We run our school district efficiently in order to ensure the stability of our school system.

# Bellevue City Schools Leadership Team

Superintendent:	Kim Schubert
Treasurer:	Tammy Flicker
Curriculum Director:	Kimberly Swartz
Pupil Personnel Director:	Jacquie Montgomery
Technology Coordinator:	Michael Wobser
Transportation Supervisor:	Kathy Hillman
Bus Mechanic:	Kelly Sanders
Food Service Director:	Jackie Hess
Health Services Director:	Laura Shaw
Buildings & Grounds Director:	Adam Gerhardstein
School Psychologists:	Kristina Polachek Chris Masulovich
High School Principal:	Nate Artino
High School Assistant Principal:	Molly Porter
High School Athletic Director:	Cody Cramer
Middle School Principal:	John Bollinger
Middle School Assistant Principal:	Anthony Panfalone
Elementary Principal:	Shannon Turner
Elementary Assistant Principal:	Kyle Hintze
Elementary Assistant Principal:	Pamela Veletean
District Social Worker	Angel Young
District Social Worker	Chrystal Stover

Goals of the Bellevue City Schools Board of Education:

1. All classroom environments will provide engaging learning experiences that ensure each child acquires the knowledge and skills necessary to be successful.
2. The educational experience for every student, Pre-K – 12, will focus on the whole child and the four learning domains of the Ohio Department of Education Strategic Plan; Foundational Knowledge & Skills, Well-Rounded Content, Leadership & Reasoning, Social-Emotional Learning.
3. All Bellevue High School graduates will be enrolled in a post-secondary learning experience, serving in a military branch, earning a living wage, or engaged in a meaningful, self-sustaining vocation.

The Bellevue City Schools Strategic Plan is directly influenced by the Ohio Department of Education Strategic Plan for Education: Each Child Our Future



## Work Group 1: EXCELLENT EDUCATORS AND INSTRUCTIONAL PRACTICES

Competent, caring teachers are the single greatest contributor to a child's success in school. Effective principals know how to inspire teachers, serve as instructional leaders and transform a school's culture. Excellent educators use high-quality, culturally responsive instructional practices to enhance each child's learning experience.

Chairperson: Jacquie Montgomery, Director of Pupil Services

School Board Members: Ashley Koch, Jennifer Rogers

Administration: Anthony Panfalone, Chrystal Stover, Kim Schubert, Kim Swartz

Teachers: Jennifer Walker, Sara Britton

Community Representatives: Jackie Becks, John Redd

Staff, community, parent, and student voice will be recognized in multiple formats to continue gathering valuable input from all stakeholders.



Work Group 1: Strategy 1: All learning environments at Bellevue City Schools will exhibit high quality, culturally responsive instructional practices to enhance each child’s learning experience.

School Year	Activities for Improvement
2019-20	1. To research Implicit Bias training opportunities.
2020-21	1. Continue to research culturally responsive instructional practices and conduct a professional learning community book study.
2021-22	
2022-23	
2023-24	

Work Group 1: Strategy 2: Increase welcoming opportunities for parents to have meaningful participation in the educational environment.

School Year	Activities for Improvement
2019-20	1. Gather stakeholder information to determine the barriers for parent involvement in our schools. 2. Assist staff in developing a protocol and strategies to work with parent volunteers.
2020-21	1. Gather parent feedback and provide a protocol for parents to increase their comfort level and involvement in the buildings.
2021-22	
2022-23	
2023-24	

\*Each year the work group will update the BCS Strategic Plan and add relevant Activities for Improvement

## Work Group 2: STANDARDS, ASSESSMENTS AND ACCOUNTABILITY

Encompasses (standards) based instruction and assessment with a balanced approach to gauge achievement and system performance (assessments) and feedback mechanisms that identify strengths and weaknesses and support continuous improvement (accountability).

Chairperson: John Bollinger, Bellevue Middle School Principal

School Board Member: Marc Weisenberger

Administration: Mike Wobser, Kim Schubert, Kim Swartz

Teachers: Jamie Evans, Lindsey Fisher, Christy Knudsen, Jen Pleasnick

Staff, community, parent, and student voice will be recognized in multiple formats to continue gathering valuable input from all stakeholders.

Work Group 2: Strategy 1: Staff will demonstrate standard based instruction and assessment.

School Year	Activities for Improvement
2019-20	<ol style="list-style-type: none"> <li>1. By the end of the 2019-20 school year, 100% of standards will be unwrapped and identified on the yearlong planning guide for each course taught.</li> <li>2. At the end of the 2019-20 school year all teachers will submit a yearlong planning guide (including the unpacked standards) for each course taught.</li> <li>3. Professional development for all staff on creating standards based assessments with modern question types will be provided.</li> </ol>
2020-21	<ol style="list-style-type: none"> <li>1. The standards, assessment, and accountability group will meet in May 2021 to plan for the 2021-2022 school year.</li> <li>2. The group will review the school district recovery plan and create more defined strategies and activities for the 2021-2022 school year and beyond.</li> <li>3. Identify where each building is at in regards to yearlong planning guides or similar documents</li> <li>4. Review potential activities and goals for the 2021-2022 school year.</li> </ol>
2021-22	<ol style="list-style-type: none"> <li>1. Staff survey to teachers in August 2021 to determine professional development needs.</li> <li>2. Vertical alignment protocols will be put in place so that all vertical alignment meetings have a positive, productive focus.</li> </ol>
2022-23	
2023-24	

\*Each year the work group will update the BCS Strategic Plan and add relevant Activities for Improvement

### Work Group 3: STUDENT SUPPORTS AND SCHOOL CLIMATE AND CULTURE

Successful partnerships with families and community members identify and address the needs of each child. This group will address multiple adverse childhood experiences (ACEs) that result in significant harm to a child's development, often impairing social, emotional and cognitive development and later resulting in health-risk behaviors.

Chairperson: Angel Young, District Social Worker

School Board Members: Stephanie Brown, Stephen Rucker

Administration: Kyle Hintze, Jackie Hess, Kim Schubert, Kim Swartz

Teachers: Jeff DeBlase, Julia Gallagher, Andrea Nystrom

Community Representatives: Justin Jump, Tom Schwan, Brad Andres

Staff, community, parent, and student voice will be recognized in multiple formats to continue gathering valuable input from all stakeholders.

Work Group 3: Strategy 1: Work together with parents, caregivers, and community partners to create training and techniques that foster social-emotional learning and to provide seamless services in mental health assistance.

School Year	Activities for Improvement
2019-20	<ol style="list-style-type: none"> <li>1. Prepare and establish resources, including potential volunteers that are career specific, to solidify a 6<sup>th</sup> – 8<sup>th</sup> grade and a 9<sup>th</sup> – 12<sup>th</sup> grade mentoring program to launch in the 2020-21 school year.</li> <li>2. To support and empower the social and wellness committees throughout the district to promote physical and emotional health among Bellevue City Schools employees.</li> </ol>
2020-21	<ol style="list-style-type: none"> <li>1. Continue to strengthen social emotional supports.</li> <li>2. Increase mental health supports with Family Life Counseling opportunities and school district resources.</li> </ol>
2021-22	
2022-23	
2023-24	

\*Each year the work group will update the BCS Strategic Plan and add relevant Activities for Improvement

#### Work Group 4: EARLY LEARNING AND LITERACY

Prenatal through third grade experiences profoundly shape brain development. Without the ability to master fundamental language concepts students will likely struggle in other learning areas. This group will ensure that each child has the early learning and literacy foundation to succeed by age 8.

Chairperson: Shannon Turner, Bellevue Elementary School Principal

School Board Member: Stephanie Brown

Administration: Pamela Veletean, Kim Schubert, Kim Swartz

Teachers: Stephanie Lepley, Lindsay Musser, Jamie Koselke, Amanda Kozak, Jenny Mercer

Community Representatives: Linda Lilly, Dr. Marcia Braun

Staff, community, parent, and student voice will be recognized in multiple formats to continue gathering valuable input from all stakeholders.

Work Group 4: Strategy 1: Ensure that all stakeholders are engaged in a culture of literacy that supports the whole child.

School Year	Activities for Improvement
2019-20	<ol style="list-style-type: none"> <li>1. Conduct meaningful reading interest inventories.</li> <li>2. Share literacy strategies that build literacy and relationships with all staff.</li> </ol>
2020-21	<ol style="list-style-type: none"> <li>1. Implement new BHS Course <b>PERSONAL CHOICE READING (0641)</b></li> <li>2. Continue March Book Madness, One School, One Book and Million Word Challenge with some revisions.</li> <li>3. Set up Virtual Story Time for kindergarten from BPL</li> <li>4. Revise District Protected Literature list</li> </ol>
2021-22	<ol style="list-style-type: none"> <li>1. Explore steps necessary to reinstate the BHS Mobile Checkout</li> <li>2. Reincorporate Family Literacy activities/events that engage the community.</li> <li>3. Provide access to engaging decodable readers and professional development on their usage in K-2.</li> </ol>
2022-23	<ol style="list-style-type: none"> <li>1. Provide engaging resources for parents on some of our instructional shifts and how to best support their young readers.</li> </ol>
2023-24	<ol style="list-style-type: none"> <li>1. Further promote literacy resources for families such as digital and print decodable readers.</li> </ol>

Work Group 4: Strategy 2: Ensure access to comprehensive early literacy supports from birth to kindergarten.

School Year	Activities for Improvement
2019-20	<ol style="list-style-type: none"> <li>1. Implement Kindergarten Countdown program for students entering kindergarten who have no preschool experience.</li> <li>2. Create resources for pediatricians and health departments with developmental milestones in all areas of literacy.</li> </ol>
2020-21	<ol style="list-style-type: none"> <li>1. Distribute brochures to community partners on Early Learning Supports.</li> <li>2. Inform staff of the new legislation in the area of dyslexia on Friday, March 5th, 2021.</li> <li>3. Professional development of the new dyslexia legislation.</li> </ol>
2021-22	<ol style="list-style-type: none"> <li>1. State dyslexia committee will release guidebook with implementation guidelines for new screening tool and prescribed interventions</li> <li>2. Continued best practices in regard to the science of teaching reading and begin the process of analyzing for gaps in our instructional practices in Reading.</li> <li>3. Expand professional development of the science of teaching reading to new teachers in K-5</li> <li>4. Continued focus on the importance of phonics</li> </ol>
2022-23	<ol style="list-style-type: none"> <li>1. Implementation of dyslexia screening tool for all students in K-3 and referred students in grades 4-12.</li> <li>2. Implementation of multi-sensory intervention program for students with dyslexia</li> <li>3. Professional development for staff in dyslexia screening and identification</li> </ol>
2023-24	<ol style="list-style-type: none"> <li>1. Review implementation of dyslexia screening and interventions</li> </ol>

\*Each year the work group will update the BCS Strategic Plan and add relevant Activities for Improvement



## Work Group 5: HIGH SCHOOL SUCCESS AND POSTSECONDARY CONNECTIONS

In high school, each child should see the relevance of his or her learning, be exposed to practical, real-world work settings and begin to define his or her future.

Chairperson: Nate Artino, Bellevue High School Principal

School Board Members: Marc Weisenberger, Ashley Koch

Administration: Molly Porter, Kim Schubert, Kim Swartz

Teachers: Amy Walters, Brandy Yates

Community Representatives: Joel LaPata, Dave Sabo

Staff, community, parent, and student voice will be recognized in multiple formats to continue gathering valuable input from all stakeholders.

Work Group 5: Strategy 1: Students will be able to make relevant and meaningful connections with their learning.

School Year	Activities for Improvement
2019-20	<ol style="list-style-type: none"> <li>1. Career and Workforce Career Development program and Ohio Means Jobs Readiness Seal will be introduced to employers and commitment will be gained to promote the seal.</li> <li>2. The Ohio Means Jobs Readiness Seal will be introduced to all Bellevue City Schools staff.</li> </ol>
2020-21	<ol style="list-style-type: none"> <li>1. Industry-recognized credentials (IRC) will be explored at an in-depth level to determine which ones can be implemented in the short-term and long-term at BHS.</li> <li>2. Careers programming will be fine-tuned for instructional alignment to maximize learning outcomes for students 9-12, this includes the continuation of the completion of YouScience for all sophomores.</li> </ol>
2021-22	<ol style="list-style-type: none"> <li>1. YouScience will be used to identify areas of aptitude/interest and make connections with specific employers in those areas.</li> <li>2. Industry-recognized credentials will be planned for implementation.</li> </ol>
2022-23	
2023-24	

Work Group 5: Strategy 2: Students will have exposure to career opportunities.

School Year	Activities for Improvement
2019-20	<ol style="list-style-type: none"> <li>1. Bellevue City Schools staff will participate in a Manufacturing Tour as the opening day activity prior to the 2019-20 school year.</li> </ol>
2020-21	<ol style="list-style-type: none"> <li>1. Students will participate in virtual career fairs hosted by both Huron and Sandusky County.</li> <li>2. Students will meet with working professionals in various career fields throughout the school year.</li> <li>3. Job shadowing opportunities with the potential for work-study experiences will be implemented.</li> </ol>
2021-22	<ol style="list-style-type: none"> <li>1. Students will visit and tour facilities connected to in-demand job opportunities in our area.</li> <li>2. Employers will present information related to their career opportunities to our students through classroom visits, lunch/breakfast meetings at BHS.</li> </ol>
2022-23	
2023-24	

## Work Group 6: FINANCIAL PLANNING

A five-year planning guide to include education on levy options and direction along with ways to educate the community on the financial status of the school district as well as future financial needs.

Chairperson: Tammy Flicker, Treasurer

School Board Members: Stephen Rucker, Jennifer Rogers

Administration: Kathy Hillman, Adam Gerhardstein, Kim Schubert

Teachers: Scott Mercer

Community Representatives: Sadie Dauch

Staff, community, parent, and student voice will be recognized in multiple formats to continue gathering valuable input from all stakeholders.

Work Group 6: Strategy 1: Community engagement activities will be conducted to educate and inform all residents on financial outcomes and levy options.

School Year	Activities for Improvement
2019-20	<ol style="list-style-type: none"> <li>1. Increase interaction with the community by linking financial information and resources on the district website, including a financial section on the district Quality Profile, and holding financial forums in order to build a solid understanding of the operational costs of the district.</li> <li>2. Based on the 5-year forecast, the work group will explore levy options based on need.</li> </ol>
2020-21	<ol style="list-style-type: none"> <li>1. Utilized the newsletter to communicate COVID and how it affected the district finances.</li> <li>2. Revisit the 5 year forecast and continue to monitor the best time to move forward with levy.</li> <li>3. Review all the funding supplied thru the COVID relief and how it has helped our bottom line.</li> </ol>
2021-22	
2022-23	
2023-24	

\*Each year the work group will update the BCS Strategic Plan and add relevant Activities for Improvement