



# NEW PHILADELPHIA CITY SCHOOLS

## STRATEGIC PLAN 2023-2025

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### GOAL 1 FACILITIES, FINANCE, AND TRANSPORTATION

#### OBJECTIVE 1

Utilizing recently obtained community input, address applicable facilities and infrastructure deficiencies to develop a multi-year master facilities plan. Use the input to consider possible new construction and/or renovation opportunities and how all buildings could be updated to maximize student and staff safety, promote interaction, create collaboration and reflect 21st-century learning; provide community updates related to potential project opportunities cost or bond issue resources.

#### UPDATES

- Working with OFCC for facility master planning process.
- Board passed Expedited Local Partnership Program (ELPP) Resolution which allows NPCS to spend local resources and receive a future credit for the state share when the district becomes eligible for funding under the Classroom Facilities Assistance Program (CFAP).
- Hired thendesign Architecture (TDA) to serve as prebond architect. TDA validated previous facilities assessment and is leading district through next steps.
- Monthly Community Master Planning meetings have been held since September 2023.
- The projected completion date for our NPCS Master Facility Plan is April 2024.
- Targeting November 2024 to place a bond issue on the ballot.

#### OBJECTIVE 2

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 athletic events.

#### UPDATES

- Athletic events safety plans reviewed and being written to share with coaches, site managers, and athletic event organizers.
- Building maps with door numbers are being developed to share with safety officials.
- Removal of screen prints from middle school and high school windows.
- Additional safety materials purchased using grant money:
  - High School - walkie-talkies
  - Middle Schools - five new cameras
  - South Elementary - walkie-talkies
  - Other elementaries - new cameras
- York Elementary installed new off-road parking to reduce traffic and improve safety

#### OBJECTIVE 3

To build and maintain community trust, create user-friendly infographics shared on the website to communicate financial status to employees, community, and stakeholders.

#### UPDATES

- Reviewed other districts' websites for ideas
- Reviewed our District financial software to determine capability for generating infographics

#### OBJECTIVE 4

Create and implement audit cycles to conduct operational analyses in food service, transportation, and maintenance departments paying particular attention to the transportation concerns created by the recent grade-level banding and changes in building usage in the district.

#### UPDATES

- Created a new spreadsheet to use for transportation requests and assignments.



### GOAL 2 CURRICULUM, ACADEMIC ACHIEVEMENT, AND STUDENT SERVICES

#### OBJECTIVE 1

Continue to perform comprehensive curriculum audits to ensure vertical and horizontal alignment across all subjects and grade levels; ensure that current courses are aligned with 21st-century job market demands; continue to develop processes to improve academic achievement scores while also infusing real-world course offerings such as life skills and financial literacy options.

#### UPDATES

- The District Dyslexia Team made up of Orton-Gillingham trained teachers, K-2 Principals, and the K-2 Literacy Teacher has analyzed data from the first Dyslexia Screening to create intervention groups.
- Working with an outside expert to improve MTSS process.
- Reviewing new reading curriculum aligned to the Science of Reading and on the DEW approved list.
- Instituted Reading Improvement and Monitoring Plans (RIMP's) in Fourth Grade for those students not proficient in reading at the end of their third-grade year. Using UFLI (University of Florida) phonics instruction as an intervention for these students in fourth and fifth grades.
- High School teachers have begun a self-paced curriculum review to determine what resources are available to meet the needs of their students.

#### OBJECTIVE 2

Create and promote multiple pathways for college, career, and life readiness via a relevant, rigorous, and aligned K-12 curriculum; purposefully communicate a culture of high academic expectations no matter a student's chosen pathway.

#### UPDATES

- Working on multiple pathways to graduation including a Pre-Apprenticeship program.
- Students at risk of not graduating are met with individually to develop a personalized plan.
- Purchased digital graduation requirement tracking program to start with each seventh-grader student.
- Collaborating with community agencies, local businesses, the ECOESC, and ODD to promote Ohio Work-Based Learning Pathway Options.
- Students identified as "at-risk" no later than midway through junior year.
- Ongoing communications include:
  - Individual action plan meetings with students in September with plans mailed home to parents/guardians
  - Graduation plan monitored by principal with student check-ins
- Focused communication regarding graduation requirements:
  - Staff notified at opening staff meeting
  - Freshman parents notified at Freshman Orientation
  - Parents/guardians of at-risk seniors are made aware of graduation requirements yet to be met
- Credit deficient senior students assigned to online credit recovery courses

#### OBJECTIVE 3

Provide continuing professional development opportunities aimed at advancing traditional teaching practices; establish district-wide standards for best-practice instructional methods PreK-12; continue to utilize the professional development committee to plan and implement professional development.

#### UPDATES

- Placed an emphasis on:
  - Safety utilizing local police, sheriff, and fire departments
  - Dyslexia/Science of Reading/Literacy training
  - OST Assessment Authoring/Restart Readiness/Test Prep
  - MTSS/RTI/Intervention embedding professional development at elementary buildings
  - South Elementary Leadership Team joined the Student Services Director and Building Principal to form an AIPL Team that has participated in guided training on Educational Leadership each month

## OBJECTIVE 4

Continue to support the PBIS committees at each building as they examine positive behavior models and social-emotional curriculum K-12; review district anti-bullying policies and practices to ensure consistent implementation at each building and grade level.

### UPDATES

- Established action steps based on the initial baseline data for PBIS committees:
  - Focus Tier 1 supports on Teaching Expectations and Student/Family/Community Involvement
  - Each building PBIS committee should implement the following processes:
    - Meet at least once per month during the school year
    - Document and appropriately share all meetings using consistent agendas
    - Consistent expectations of Be Respectful, Be Responsible & Be Safe
- Evaluate Social-Emotional Curriculum
  - Assess current curriculum and identify areas for improvement
  - Use a standardized form to collect and record incidents of harassment, intimidation or bullying
  - Ensure students grades 6-12 are receiving adequate instruction in suicide prevention, violence prevention and social inclusion



## GOAL 3 CULTURE AND CLIMATE

### OBJECTIVE 1

Consider the creation of an initiative that focuses on staff morale and the establishment of a “Culture of Appreciation” for all district employees at all levels. Develop a purposeful method to show staff appreciation on a regular basis and infuse these methods into the everyday life of every building in the district.

### UPDATES

- Evaluated our current school culture using a staff survey.
- Final recommendations include:
  - Recognize all staff members
  - Provide Culture & Appreciation Training for supervisors/leadership positions
  - Involve staff in decision making when appropriate
  - Provide time on PD days to complete paperwork
  - Allow professional development outside of the district
  - Form a “Culture Committee” to assess district culture annually and make recommendations

### OBJECTIVE 2

Provide professional development opportunities and extended training for staff members related to student social-emotional and mental health needs; create mechanisms for dialogue to understand the complexities of home life and school life more deeply.

### UPDATES

- Committee final recommendations include:
  - Cultural Awareness training for all Administrators by July 2025
  - Incorporate one PD session per PD day to focus on the top 3 requests from staff
  - Creation of asynchronous training with PD credit
  - Train all non-instructional staff on trauma informed care
  - Dedicate one PLC/Staff meeting per quarter to a trauma informed care topic
  - Provide training on child abuse and FERPA for all teaching staff annually by December
  - Hold Care Team meetings
  - Focus some Elementary PLC's on SEL/Mental health needs
  - Provide training on mandated reporting and trauma informed care
  - Allow building specific PD to be provided during staff meetings



## GOAL 4 COMMUNICATION AND TECHNOLOGY

### OBJECTIVE 1

(Internal) Develop clear administrative expectations for all forms of internal staff communications so that each building/level/department receives consistent and timely updates; ensure all staff members are knowledgeable and informed regarding important district information so that they can confidently act as stewards of the district's vision and decisions; avoid selective pockets and siloed information.

### UPDATES

- Selected Allerton Hill Communications (AHC) to work with the District.
- Completed a comprehensive communications audit.
- Biweekly meetings with AHC to strategize next steps
- Internal communications expectations established

## OBJECTIVE 2

(External) Establish a comprehensive external communications program to ensure community stakeholder engagement; develop consensus on appropriate communications channels and tactics; create consistent staff communication expectations with families.

### UPDATES

- Established an external communications plan in collaboration with AHC.
- Robust Social Media presence established on Facebook, Instagram and X
- Quaker Quarterly Newsletter mailed regularly to all residents

### OBJECTIVE 3

(External) Consider the creation of a district-wide bi-monthly communication to all families to share important district information to help keep families informed about important district events; be intentional in these communications to share positive happenings in the schools and build community excitement.

### UPDATES

- A district newsletter is now being mailed out on a quarterly basis.
  - Principals and Supervisors contribute content for articles
  - AHC writes articles and designs newsletter
  - Three mailers have been sent to the community since June 2023

### OBJECTIVE 4

Effectively utilize technology as a transformative creation tool in the hands of students; create classroom expectations that engage students in 21st-century learning; ensure technology infrastructure can support this use.

### UPDATES

- Assessed wifi/infrastructure - upgraded internet is connected for all buildings with South Elementary to be finalized in May 2024
- A survey was given to all administrators to track technology usage.
- Recommendations for classroom expectations include:
  - Consistent use of the curriculum's online components
  - Utilizing online assessments (state testing/MAP etc.)
  - Completing projects in technology class
  - Staff use of District purchased technology including Newline Boards, Document cameras, and student and teacher Chromebooks

### OBJECTIVE 5

Conduct a website audit to further enhance the district's communication strategies and positive story-telling; develop a process to provide strategic communications to support the mission and vision of the district.

### UPDATES

- After reviewing our existing website, the District has decided to select a new website provider.
- Contracted with a new website provider and work to roll over to the new site has begun
- For the 2024-2025 school year, will utilize a new vendor and software for student registration and forms, which will integrate with the new website for ease of use for families



## GOAL 5 BUSINESS OPERATIONS AND HUMAN RESOURCES

### OBJECTIVE 1

Implement a proactive targeted system of certified staff member, classified staff member, and administrator recruitment.

### UPDATES

- A new Longevity Pay bonus for Classified Staff was approved.
- Online training modules were purchased to use with paraprofessionals.
- Ohio Partnership for Excellence in Paraprofessional Preparation (OPEPP) utilized this year
- Paraprofessional handbook draft developed and to be finalized soon
- Additional recommendations for future consideration include:
  - Creating a mentorship program for all classified and certified employees
  - Creating video job tours for all district positions
  - Mandating specific training for Paraprofessionals prior to beginning work
  - Create targeted Paraprofessional PD opportunities based on survey results
  - Update Paraprofessional onboarding procedures
  - Continue relationships with local universities to support recruitment

### OBJECTIVE 2

Create purposeful systems for the development of staff members to advance morale and culture building to retain quality employees; look for opportunities to develop leadership with current staff to create an organic succession plan in the district.

### UPDATES

- Baseline data and current practices were gathered and synthesized.
- Recommendations are being developed for implementation.