



December 2023
Update

New Philadelphia City Schools

STRATEGIC PLAN 2023-2025





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.

This committee has established the following action steps to work toward this goal. The current status of each step is listed in *italics*.

1. Contact OFCC to begin the facility master planning process and discuss next steps.
This step was completed in Spring 2023.
2. Take ELPP to the Board for consideration.
The ELPP Resolution was passed by the Board at the 3/13/23 Regular Meeting. It has been approved by the State.
3. Hire Pre-Bond Architect.
We hired thendesign Architecture as our pre-bond architect. They began working in April of 2023 to validate our previous facilities assessment. They will be leading the process as we move forward.
4. Obtain Community Input.
Community Meetings have been held regularly since September 2023. All information from these meetings is posted [here](#) on this website.
5. Develop a Master Facilities Plan.
This starts with the initial community meeting and will continue to evolve and develop based on what we hear, with a completion goal of April 2024.
6. Place Bond Issue on ballot for voter approval.
If we can come to consensus on a Master Facilities Plan by April of 2024, then this will become a ballot issue in November 2024. If we are unable to come to consensus on a Master Facilities Plan until later, then any required bond issue will be placed on the ballot at a later date.



Goal 1

Facilities, Finance and Transportation

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.

The committee has met and began working our way through the following steps:

1. Athletic events safety
 - a. Safety plans have been reviewed and are being written to hand out to all coached, site managers, and people in charge of athletic events (in progress)
2. Building secretary call script
 - a. Currently working on a call script to be used when there is an emergency at one of our buildings. This will allow the person calling to identify where the emergency services need to enter the building and as many details as they can provide. (in progress)
3. Building maps with door numbers
 - a. Currently working with building principals so we can indicate door entry numbers for our buildings (completed summer 2023)
 - b. These will be shared with safety officials once complete
4. Removal of screen prints from middle school and high school windows
 - a. In progress but most of them are removed as of 12/23
 - b. We worked with NPPD who recommended removal
5. The Middle and High School used grant money to purchase additional safety materials
 - a. The high school bought new walkie talkies
 - b. The middle school is installing 5 new cameras for additional safety
6. The elementaries also received a grant to purchase additional equipment
 - a. South got new walkie talkies
 - b. Other elementaries received more cameras for the their buildings
7. York elementary installed a new off road parking to reduce traffic and improve safety



Goal 1

Facilities, Finance and Transportation

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.

This committee has established the following action steps to work toward this goal. The current status of each step is listed in *italics*.

1. Research district websites to determine what information to include.

Reviewed other districts' websites. Determined the information that could be included but would like to review with the team to make sure the information is understandable and useful.

One of the Districts financial software has developed a financial dashboard that will create an infographic to place on the website. The dashboard was installed in March of 2023. Currently, data is being selected to review on the dashboard. The expectation is to complete the infographic in April to display on the Treasurers' webpage.

2. Create infographic templates to display information.

Action Step not started yet. Beginnings of the template [attached](#). As of 06/22/2023, we are still working on the template. As soon as it is complete, it can be attached to the website. It will need to be maintained quarterly at that time.

The template needs to be updated by the software company as of 9/28/23. We will continue to work through the needed adjustments.

3. Create link on home page to display information.

Action Step not started yet.

4. Update information quarterly to ensure accuracy and timeliness.

Action Step not started yet.



Goal 1

Facilities, Finance and Transportation

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.

This committee has established the following action steps to work toward this goal. The current status of each step is listed in *italics*.

1. Research district websites to determine what information to include.

9/28/2023

The transportation spreadsheet is being used by the principals and transportation. However, it has been determined to be too labor intensive to be truly useful. The Transportation Department will continue to update the spreadsheet while a better solution is identified.

2. Create infographic templates to display information.

9/28/2023

The team is continuing to work on this step.

3. Create link on home page to display information.

Action Step not started yet.

4. Update information quarterly to ensure accuracy and timeliness.

Action Step not started yet.

Team members: Jeff Williams and Ryan Range
Baseline: November 2022
Recommendations: May 2023
Implementation: August 2023, 2024, 2025
Measurement: Annually

Goal 2 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.”

We continue to meet monthly as a District Dyslexia Team made up of our Orton-Gillingham trained teachers, Erica Andrews, Shanna Lamb and Sherri Norman as well as K-2 Principals Matt Maurer, Ryan Holmes and Christa Frantz and K-2 Reading Teacher Stacy DiBacco. We are currently analyzing the data from our first Dyslexia Screening and working on Interventions and scheduling. We are working towards the Tier 2 diagnostic for Dyslexia. Carri Meek continues to visit every elementary once per nine weeks to work with teachers on the MTSS (Multi-Tiered System of Supports) process.

The State of Ohio and its new governing body, the Ohio Department of Education and Workforce (DEW) will release a set of vetted curriculums that are based on the Science of Reading. We must choose from one of these curriculums and may receive subsidies. In keeping with that, we have begun conversations with our teachers regarding what they are currently using as well as what they want from a curriculum. It has been a fantastic conversation at South, West and Central thus far as well as early-year meetings with 6-12 ELA teachers. We will utilize their input as we get near the release of the state-approved curriculums in (we hope) March. We will move quickly to research these curriculums and get something place for next school year. We are most certainly utilizing teacher input while also working towards continuity between grade levels.

We have also instituted RIMP's in Fourth Grade at West Elementary. The state requires this now and we have added a Title teacher to work with our 70 total students on RIMPs at West. We adopted UFLI (University of Florida) phonics instruction with all ELA teachers and Intervention at West and also purchased this for Central Elementary ELA teachers as we get into next year.

Our High School Science Teachers have begun a self-paced curriculum review completely run by teachers. They have reached out to companies and are assessing curriculum. We will get together in the New Year to discuss their progress.

Goal 2 - Objective 2: Curriculum, Academic Achievement, and Student Services

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

Mr. Range, New Philadelphia High School Principal, is working on multiple pathways to graduation, including continuing our successful first year of the Pre-Apprenticeship program, of which there were five students (we now have as many as 15 signed up) as well as partnering with our local university and career center. Students who are at risk of not graduating have met individually to develop a plan to meet their graduation requirements. Mr. Range has also implemented a Graduation Tracker in consultation with the East Central Ohio ESC. This is a tremendous tool that will track all parts of graduation requirements for all students starting in Seventh Grade.

- Collaborate with community agencies, local businesses, the ECOESC, and ODD to promote Ohio Work-Based Learning Pathway Options
 - Local businesses will be contacted to set up pre apprenticeship schedules for 9 at-risk seniors in need of a graduation seal, or to meet competency.
- Create at-risk student lists no later than midway through junior year
 - At risk list of students has been created. There are 26 seniors identified as at risk of not graduating.
- Apprise staff, students, and parents/guardians of graduation requirements including necessary credits, competency pathways, and state and local seal guidelines
 - Staff made aware of graduation requirements at the opening staff meeting.
 - Freshman parents were made aware of graduation requirements at freshman orientation.
 - The parents/guardians of at-risk seniors are made aware of the graduation requirements and what needs met.
- Utilize communication processes to inform students and parents/guardians when there is concern regarding graduation attainment
 - An individual meeting with each at-risk student was held the week of 9/11, and 9/18. Graduation requirements and a plan of action was discussed with the student.
 - A cover letter and the graduation plan will be mailed home to each at-risk student's parent or guardian.
 - The graduation plan will be monitored by the principal.
 - Check in's will be held with each at risk student to determine their progress.
- Implement deterrents to students withdrawing from NPHS at age 18.

Team members: Jeff Williams, Ryan Holmes, Jennifer Hall

Baseline: November 2022

Recommendations: February 2023

Implementation: August 2023

Measurement: Quarterly

Goal 2 Objective 3

“Providing 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.”

The Professional Development Committee at New Philadelphia City Schools consists of Elementary Rep Angel Bishop of York; Middle School Rep Sue Case (an intervention specialist at Welty) and High School Rep Stephanie Jenkins (Social Studies). They are joined by Assistant Superintendent Jeff Williams, West Principal Jennifer Hall and East Elementary Principal Ryan Holmes. Our meetings for 2023-2024 are: October 18, February 7 and May 15.

This year, we continue to place an emphasis on the following areas for Professional Development:

1. Safety – Local Police, Sheriff and Fire Departments are being utilized
2. Dyslexia/Science of Reading/Literacy training
3. OST Assessment Authoring/Restart Readiness/Test Prep
4. CPI/CPR/Safety training
5. MTSS/RTI/Intervention–Carri Meek is spending one day per nine weeks with every elementary to work with individual teachers and provide feedback to assist in this process.

Each year we make a commitment to establishing PD that is relevant to our teachers. We work towards a well-rounded set of sessions while fostering collaboration. Our South Elementary Leadership Team of 6 teachers have joined Mrs. Mackall, our Student Services Director and Mrs. Frantz, Building Principal, to form an AIPL Team that has participated in guided training on Educational Leadership each month. We are focusing on student achievement and engagement through high quality teaching with ELA curriculum, and teacher engagement in PD.

January 2024 PD sessions that are being scheduled or have been scheduled are as follows:

Suicide Prevention	GoGuardian Training
Co-teaching with your Intervention Specialist	ProgressBook/LPDC
Working with A.I.	Elementary Foundation Training
ScView Updates	Elementary Geodes Training
	Enrichment training: working with gifted students

Links below are for August 2023 PD and September 2023 PD

AUGUST: [August PD Day 2023](#)

SEPTEMBER: [September PD Day 2023](#)

Goal 2 - Curriculum, Academic Achievement and Student Services

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.

The committee has established the following action steps as recommendations based on the initial baseline data gathered. The portions that are **italicized** are the goals that will be set in place for the district.

- Based on the Tiered Fidelity Inventory collected for the district, there were two areas that should be the major focus for Tier I supports: *1.4 Teaching Expectations* and *1.11 Student/family/Community Involvement*.
 - *1.4 Teaching Expectations- each building level PBIS team will develop a formal system and written schedules to teach and reteach expected behaviors directly to students AND at least 70% of students can list at least 67% of the expectations by the end of the 2023-2024 school year.*
 - *1.11 Student /family/Community Involvement- each building level PBIS team will develop a process so that students, families, and community members have the opportunity to provide feedback on Tier 1 practices by the end of 2023-2024.*
- It is recommended that each committee implements the following processes by the end of the 2023-2024 school year:
 - Plan to meet at least once per month during the school year
 - Document all meetings with use of consistent agendas and share out appropriately so that stakeholders are aware of decisions being made regarding PBIS in their school.
 - Agendas should include: date, time, members in attendance and their role (admin, counselor, parent, grade level teacher...), topics discussed, outcomes and next steps, connections to building goals based off of the building TFI
 - All buildings have expectations of **Be Respectful, Be Responsible, & Be Safe**. This will allow for language consistency to foster effective collaboration, improve PBIS practices, and establish a common language among grade levels. This will promote consistent implementation and support student behavior across the district.
- Evaluate Social-Emotional Curriculum
 - *By the end of the 2024-2025 school year, the district will analyze the social-emotional curriculum being used grades PK-12 and incorporate input from stakeholders to assess the effectiveness of the current curriculum and identify areas for improvement.*
 - *To ensure consistent Anti-Bullying policies and practices, each building will use a standardized form to collect and record incidents of Harassment, Intimidation or Bullying.*
 - *To ensure that students in grades 6-12 are receiving adequate instruction each school year in suicide prevention, violence prevention and social inclusion, building and district personnel will create a plan and obtain evidence-based resources.*

*An additional action step was needed for our district's social emotional portion of this objective due to state law now requiring, beginning with the 2023-2024 school year, that students in grades 6-12 receive one hour (or one class period) per year 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.

The survey given to all New Philadelphia City School District employees at the end of the 2022-2023 school year was broken down and popular responses were grouped and listed.

The survey asked all employees how the district can best prevent burnout, demonstrate caring, provide support and show appreciation.

The following are the most popular responses.

- Open communication between teachers and administrators
- Recognition, celebrate milestones
- Jean days without a fundraiser
- Time to complete paperwork, breaks, avoid additional workload
- Be friendly to ALL employees
- Handwritten notes- thank employees
- Involve staff in decision making
- More swag/gifts, random acts of kindness
- Professional Development outside the school building
- Support for students experiencing behavior/mental health issues
- Additional time to complete paperwork
- Treats- luncheons, donuts, coffee, coupons from businesses/restaurants
- Show concern to employees by asking how they are doing and smiling, be positive
- New items for classrooms
- Don't show favoritism, be respectful
- Air conditioning in all rooms
- More administration visibility- visit classrooms to check-in with staff
- Collective decision making, more choice

Strategic Plan -December 2023 Synopsis

Culture and Climate: Objective 2

Assigned: Janet Mackall; Co-Chair: Ryan Holmes + Jennifer Hall;

Collaborators: Jana Leeper, Teri Carpenter

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

Recommendations

- ☐ Cultural Awareness training for Admins within the next year
- ☐ Using results from the district survey of PD needs, Incorporate one PD session per PD day to focus on the top 3 requests from staff.
- ☐ Creation of asynchronous trainings with PD credit- cleared through PD committee
- ☐ Opening day 2024-2025 training for all non-instructional staff on trauma informed care
- ☐ One PLC/Staff meeting per quarter devoted to trauma informed care topic- each building
- ☐ Child abuse & FERPA sessions for all teaching staff by December of each year
- ☐ Care team meetings
- ☐ PLC's focused on SEL/Mental health needs (initiated at the elementary only at this time)
- ☐ First quarter mandated reporting and trauma informed care meetings at elementaries
- ☐ Building specific PD's provided during PLC/staff meeting time
 - ☐ Topics chosen by building
 - ☐ Topics from initial list in survey
 - ☐ "Other" topic will also be a choice
 - ☐ By the end of 1st quarter- know your topic for 3rd quarter
 - ☐ By the end of 2nd quarter- know your topic for 4th quarter

Some of the recommendations have already been started.

****Team has completed recommendations for this objective****



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.

This objective has been completed, but will be reviewed each semester to consider any necessary revisions.

With the selection of Allerton Hill Communications as our communications consultant, a complete communications audit took place. This resulted in a comprehensive communications plan for the district. This plan is consistently followed with biweekly meetings with AHC to discuss progress, needs, and next steps.

Internal protocols have been established and are consistently followed.

Team members: Jeff Williams, Ryan Range
Baseline: August 2023
Recommendations: October 2023
Implementation: January 2024
Measurement: Annual

Goal 4 Objective 2

Goal 4, Objective 2 states: “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.

Within Goal 4, we will work with our new Public Relations Firm, Allerton Hill, to collaborate and establish a comprehensive external communications program. Communication with stakeholders is essential and was one of the major points brought forth by our community members in terms of needs from this district.

Results of questionnaire turned in by teachers on their individual communication modes have to be tallied and will be available by PD day on January 26, 2024.

Goal 4 Communication and Technology

Objective 3:

Laurie Hall - Jennifer Hall, Christa Frantz

(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.

The district has contracted with Allerton Hill(PR Firm) to promote activities that occur in the district to communicate to our stakeholders. Articles were collected by each principal and supervisor to complete a district newsletter that will showcase district events to share as positive happenings in the schools. The first publication was sent out the first of June. Allerton Hill will continue to collect articles so a district wide communication will be sent out on a regular basis. The second district newsletter is being finalized and will be sent home and mailed to residences. This will continue to happen on a quarterly basis. A fall 2023 quarterly newsletter was completed and mailed home. After the first of the year, the district will be compiling one for the winter 2024 to also send out. This marks this Goal and Objective completed.

Goal 4 Objective 4 Summary of Evidence

December 15th, 2023

Team Members: Matt Maurer, Josh Jarvis, Marsha Reed, Patty Church

ACTION STEPS

1. Assess current types of technology/ usage in the classroom amongst all staff through a Google Form
2. Create a list of programs that will engage students in 21st-century learning
3. Create classroom expectations
4. Assess wifi/ infrastructure to ensure that the expectations will match the current infrastructure

Summary of Action Steps

- **Assess wifi/ infrastructure:** Upgraded internet is connected for East and will go live shortly. Current estimates for Horizon to complete internet upgrade is April 2024. However, nothing has been done yet on Horizon's end so that date may change again.
- **Assess Current Types of Technology:** Mrs. Julie Erwin sent out an excel spreadsheet to all administrators tracking the usage of tech. Programs and apps being used. This was broke down by building, vendor, and subscription length

Some of the classroom expectations/ recommendations include; consistent use of online components to curriculum, online assessments (state testing/ MAP etc.), projects and learning done in technology class, and successful use of technology purchased through the school (Newline Boards, Document cameras, student and teacher chromebooks).

December 20, 2023

Goal 4: Communication & Technology

Objective 5:

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

Team Members: Christa Frantz, Patty Church, Laurie Hall, Marsha Reed, Janet Mackall

Action Steps:

1. Deep dive each “clickable” item on the website to check for accuracy.

The website was examined to determine the effectiveness of each link on the site.

2. Create Google Spreadsheet with links to each section of the website and notes indicating any problems/potential problems

The Google Spreadsheet has been created. This area is on hold as we continue to work with the our social media company and receive their recommendations.

 Communication and Tech (Goal 4 Objective 5)

3. Begin exploration for a new website company. specifically, one with a mobile app component.

-Patty Church asked colleagues around the state what websites were best for schools. Two websites are Agtegy & Intrado. Mr. Neff also suggested that we upgrade with our current company, Eschool View. These options will both be explored during the next quarter.

Business Operations and Human Resources: Objective 1

Assigned: Janet Co-Chair: Christa Frantz, Ryan Range, Jennifer Hall

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

- December 2023 update

- An extensive amount of time has been spent during the 2023-2024 school year in attempting to fill open paraprofessional positions in the district.
- OPEPP (Ohio Partnership for Excellence in Paraprofessional Preparation) team has met three times thus far for the 2023-2024 school year
 - Initiated creation of a draft paraprofessional handbook
 - Created a paraprofessional input survey
 - Will be sent out December 11th, 2023
- Creation of video job tours (discussion)
 - Promotion/recruitment
 - Can Allerton Hill assist with this
- Compiled a list of all universities the district currently has a relationship with for student teaching/field experience. Mentors for all employees as a discussion



December 2023 Strategic Plan Update

Goal 5: Business Operations and Human Resources

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.

Team Members: Ryan Holmes, Janet Mackall, Marsha Reed, and Jan Herron

Action Steps:

1. Document was created to compile baseline data and current practices in this area.
2. Team scheduled a meeting in January 2024. During this meeting the team will begin to develop recommendations.
3. Mr. Holmes joined the Professional Development Committee to help plan and provide input for Professional Development days in our district.
4. Develop recommendations and action steps to prepare for implementation.
 - a. This action step will take place during the 2023-2024 school year.
5. Implement a plan and develop a procedure for assessing the effectiveness of the plan.
 - a. This action step will occur during the 2024-2025 school year.