

June 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 was done on February 1, 2023. OFCC representative Joey DiOrio was identified as the consultant who will be working with NPCCS throughout this process. Previous district history with the OFCC was discussed, as well as the steps to move forward. It was stated that the Facilities Assessment that was done in 2018 would not have to be redone, but new enrollment projections will be required to move forward. Currently, the local district share for a project is 43%, with a State share of 57%.
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.
The Board officially hired TDA as our pre-Bond architect at the June Board meeting. TDA is currently working to validate and update the 2018 work and plan community meetings.
4. Obtain Community Input.
The selected Pre-Bond Architect will be instrumental in obtaining community input for this project.
5. Develop a Master Facilities Plan.
The selected Pre-Bond Architect will be developing this plan after community input is received regarding their wishes for NPCCS as we move forward.
6. Place Bond Issue on ballot for voter approval.
Action Step not started yet.



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. All New Philadelphia City School buildings safety plans to be reviewed
 - a. Completed January 2023
2. Safety grant applied for by Mrs. Wentworth 12/22. This grant allows NPCS to install the following safety improvement items in the near future. This process started in June and will be complete before the next school year.
 - a. Phones in classrooms (summer 2023)
 - b. Halo sensors in HS and MS (HS done, MS summer 2023)
 - c. Additional cameras for all buildings (summer 2023)
 - d. Additional door and key fob entryways (summer 2023)
 - e. Building Room numbers for each classroom (summer 2023)
3. Middle School and High School review of Red Door/Yellow Door procedures
 - a. Annual Review completed in summer of 2023
4. Elementary Red/Yellow door procedures updated
 - a. Annual Review completed in summer of 2023
5. 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 (summer 2023)
6. 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. (summer 2023)
7. Building maps with door numbers
 - a. Currently working with building principals so we can indicate door entry numbers for our buildings (summer 2023)
 - b. These will be shared with safety officials once complete



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.

Beginnings of the template [attached](#). We are still working on the template. When it is completed, it will be attached to the website and maintained quarterly.

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.

The Transportation Director developed a spreadsheet which color codes every student from K-6 grade by building, route, and transfer bus to allow staff to monitor students at each building during dismissal. The spreadsheet will also be provided to bus drivers to provide student contact information when needed.

Parents were asked to enroll their student(s) on our transportation form. The enrollment includes students that walk, drop off by parent, and transported by District transportation. The transportation department is currently working on the enrollments. The spreadsheet is projected to be available to the Principals and building staff by the second week of August for the 2024 school year.

In addition to the spreadsheet for transportation, each student will be provided a tag for backpacks showing their method of arrival and dismissal. This identifier will enable the staff to quickly understand where the logistics of each child in order to help with arrival and dismissal.

2. Create infographic templates to display information.

Food Service, Maintenance, and Transportation are developing an infographic which needs to be reviewed with the Superintendent prior to displaying on the website. The departments have been working on the information and should be complete by the end of June for approval.

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 with Trista Claxon

Baseline: November 2022

Recommendations: May 2023

Implementation: August 2023, 2024, 2025

Measurement: Annually

Goal 2 Objective 1

Following along with our Curriculum Adoption cycles, we are currently analyzing the English Language Arts Curriculum K-12. We have representatives from every building and every grade level, as well as Intervention and Title. We have utilized Google Forms created by Mr. Logothetides and teachers have had direct input on curriculums we have ordered and tested with fidelity. We seek continuity from K to 12 with our core curriculum. We will continue this adoption review into the 2023-2024 school year to make sure that we are in line with Governor DeWine's requirements for The Science of Reading.

We have solidified our plan to attack new Dyslexia Legislation. We have 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. We have created testing dates and selected curriculum that will help us align all of the Dyslexia legislation and requirements with a unified core and phonics curriculum at our K-3 level.

Mrs. Claxon and Mr. Logothetides worked to improve the New Philadelphia City Schools graduation rate by joining forces with Attendance and Guidance as well as outside entities to create a comprehensive plan to help those students who have historically struggled to graduate on time. Pre-apprenticeships as well as credit recovery has been an emphasis as well as ELL resources that we can utilize to assist our large EL population to reach graduation. We will continue that work into the 2023-2024 school year.

Mrs. Claxon and Mr. Williams have also sent out a Google Form to the entire district staff to evaluate which programs and curriculums are being utilized at each grade level and in each subject area. Our goal is to have a list that parents can see online and can evaluate for themselves. This list would include every novel that is taught as well as stories that are utilized. We have compiled the results of the Google Form and are meeting to evaluate and organize, as there are many curriculums being used within both classrooms and in intervention rooms.

Finally, we are gearing up for our science curriculum review in 2023-2024. Mr. Williams and Mrs. Claxon have had pre-meetings with the science departments of the middle and high schools to evaluate what resources they are using and what resources they may want to use in the future. We have also allowed current eighth graders to skip Physical Science and move straight into Chemistry (as freshmen) which would allow more students to take advantage of our vast catalog of courses at the higher levels. This was an initiative brought to Mrs. Claxon that she has been very instrumental in assisting with from a scheduling standpoint. The High School science teachers have already given us their desired curriculums to test and look through and those supplies will be ordered this summer. We will also be purchasing Study Island for Central Elementary to help our 5th grade science teachers have extra online supports for their students as improved science scores is one of their emphases.

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

Baseline Data for August 2022 - June 2023:

NPHS 2022 - 2023 Withdrawals

Building Grade	W/D Work	W/D Age	W/D Moved Unknown	Total
9	0	11	2	13
10	0	21	1	22
11	0	4	0	4
12	1	17	0	18
Total	1	53	3	57

* Of the NPHS 2022 - 2023 withdrawals, 44% were categorized as disadvantaged and 77% were English Language Learners.

NPHS 2022 - 2023 English Language Learners Withdrawals

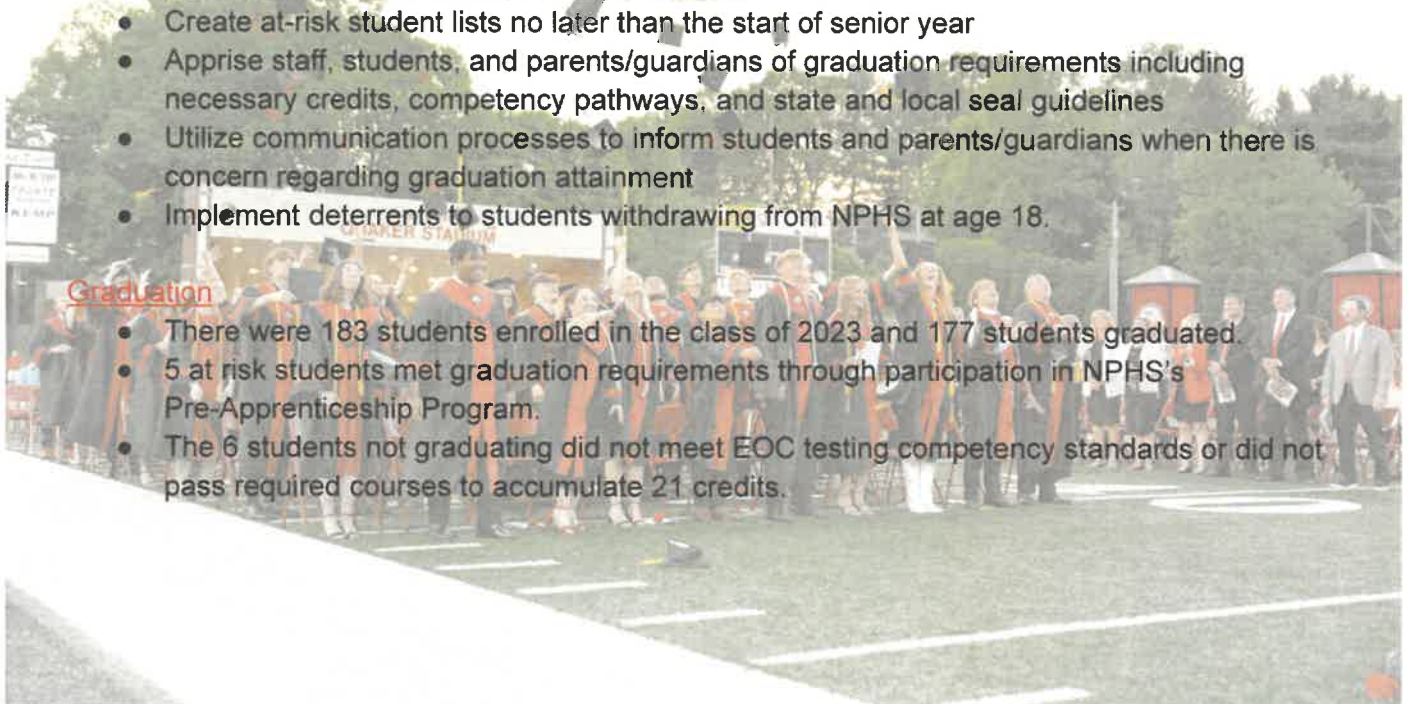
Identification	Number	Percentage
Enrolled in school less than 180 days total	26	45.6%
Enrolled in US schools for second year	11	19.3%
Enrolled in US schools 360+ days or 2 years	7	12.3%

Recommendations:

- Evaluate scheduling processes to meet competency requirements, credit recovery, and academic intervention options
- Collaborate with community agencies, local businesses, the ECOESC, and ODD to promote Ohio Work-Based Learning Pathway Options
- Create at-risk student lists no later than the start of senior year
- Apprise staff, students, and parents/guardians of graduation requirements including necessary credits, competency pathways, and state and local seal guidelines
- Utilize communication processes to inform students and parents/guardians when there is concern regarding graduation attainment
- Implement deterrents to students withdrawing from NPHS at age 18.

Graduation

- There were 183 students enrolled in the class of 2023 and 177 students graduated.
- 5 at risk students met graduation requirements through participation in NPHS's Pre-Apprenticeship Program.
- The 6 students not graduating did not meet EOC testing competency standards or did not pass required courses to accumulate 21 credits.



Team members: Jeff Williams, Taylor Logothetides, Jennifer Hall

Baseline: November 2022

Recommendations: February 2023

Implementation: August 2023

Measurement: Quarterly

Goal 2 Objective 3

The key to this goal is: “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 Representative Angel Bishop of York; Middle School Representative Sue Case (an intervention specialist at Welty) and High School Representative Stephanie Jenkins (Social Studies). They are joined by Assistant Superintendent Jeff Williams, West Principal Jennifer Hall and New Philadelphia High School Assistant Principal Taylor Logothetides.

The Committee met on May 31, 2023 with an agenda centered around finding out what worked in terms of Professional Development in 2022-2023 and what we need moving forward. An emphasis on valuable, needs-based PD was discussed and teacher input on the team was vital. It was determined that elementary teachers needed continued work in the realm of Dyslexia training as well as PD centered around our new Dibels mClass and Dibels Intervention programs. They will also be receiving refreshers centered around Foundations and Geodes, both for K to 3 teachers as we work towards a unified leveled reading and phonics program between East, York and South. York Elementary paraprofessional Rachel Johnson will also provide special education training centered around her dual role as parent of a special needs child and special education parapro.

Our High School and Middle School teachers requested paperless assessments in Google training and we have Technology teacher Shannon Smith at our high school, working with the teachers on August 18 to provide this instruction. Lauren Rowlands and Jill Rippeth will be providing IXL guidance for teachers and Dana Weber, an ELL expert, will be working with our teachers to produce strategies for implementation of best EL practices in their classrooms.

We will have deep data dive time at all buildings as well as OTES 2.0 training for all teachers who are going into their first OTES 2.0 evaluation years. We have training for our new phone system and will refresh our Emergency Response Teams and District Crisis Team in CPR.

Finally, we reached out to our special area teachers. An emphasis is being placed on personalized PD for them so that they get the most out of the day. We recognize as a committee that they are specialized themselves and deserve a say. We have heard back from several and have unique PD scheduled for their areas such as online modules for art, collaboration with music teachers among other districts and technology teaching teachers.

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. The committee will need to add another administrator with the loss of Mr. Logothetides but we will make that selection in August. For now, we are right on track with our goal listed above and with the staff's voices being heard, it will continue to be meaningful and direct PD for our staff.

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, which were *1.4 Teaching Expectations and 1.11 Student/family/Community Involvement.*
 - *In order to show improvement on feature 1.4 Teaching Expectations, each building level PBIS team will develop a formal system with written schedules that is used to teach expected behaviors directly to students across classroom and campus settings AND at least 70% of students can list at least 67% of the expectations by the end of the 2023-2024 school year.*
 - *In order to show improvement on feature 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 the 2023-2024 school year.*
- Through collection of PBIS materials provided by PBIS committees at each building, it is recommended that each committee implements the following processes to ensure that the PBIS program is effective throughout the district by the end of the 2023-2024 school year:
 - *Plan to meet at least once per month during the school year (or at least 9 times per 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.*
 - *All buildings will adopt the same expectations of **Be Respectful, Be Responsible, & Be Safe** for all students.*
 - *This will allow for language consistency for the students, staff, and families 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 from Pre-Kindergarten through 12th grade and incorporate input from all appropriate 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 establish standardized protocols to address and prevent bullying incidents across the district.*



Goal 3

Culture and Climate

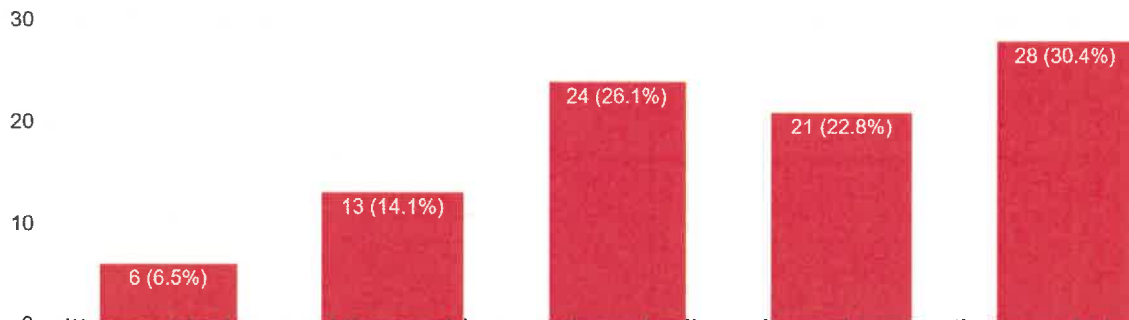
Objective 1 | Consider the creation of an initiative that focuses on staff morale and the establishment of a “Culture of Appreciation” for all district employees at all levels. Develop a purposeful method to show staff appreciation on a regular basis and infuse these methods into the everyday life of every building in the district.

A survey was completed and pushed out to every employee in the New Philadelphia City School District. Again, the goal was to collect baseline data to evaluate our current school culture and gather ideas to develop a systematic plan to show and develop appreciation for every school employee.

Ninety-two employees responded to the survey and 30.4% feel “very appreciated” at work.

Do you feel appreciated at work?

92 responses



The committee met in June and thoroughly went through all results and suggestions made by the employees. A list of the most popular strategies was created and are being used to develop a systematic plan. After this plan is completed, it will be shared with upper administration to determine feasibility. Also, it was advised by the committee to create a “Culture & Climate” committee consisting of representatives from all district departments to continually assess and adjust this initiative.

Strategic Plan -June 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.

- **April 19th, 2023 Takeaways**

- Request 60-90 minutes each PD day be set aside for mental health information/training.
- Survey staff to focus on specific training areas
- Discussion regarding virtual trainings
- Discussion regarding new BCBA involvement in training
- Meet with admin from each district department to determine training needs.

- **May 31st, 2023 Takeaways**

- Recommendations
 - Piloting Handle with Care Space at West and East for the 2023-2024 school year
 - Create (by October 1st, 2023) staff survey to establish specific training needs and interests
 - One PLC per month at each building devoted to trauma informed care
 - One session during September inservice day devoted to mental health
 - Creation of asynchronous trainings with PD credit- clear through PD committee
 - Revamp/create care team at each building- set hard dates in August for year
 - Establish clear carryover between PBIS and care teams



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

1. Create Google Form to obtain information from all buildings and departments.
This action step was modified with the selection of Allerton Hill Communications as our communications consultant. Alternatively, a complete communications audit, as requested by our AHC consultant took place. This information was included as part of that audit.
2. Determine what district information should be communicated on an ongoing basis from building and department staff.
In working with AHC, it has been determined that social media will be used primarily for "celebration" communication, and that we will strive to keep our website more updated for informational communication. A new procedure has been established to reduce the work for putting news article on our building and district websites. This will be a priority as we move forward.
3. Create protocols for internal communication.
AHC is creating a comprehensive communications plan for the district that includes this information.
4. Share protocols with the Administrative Team.
Action Step not started yet.
5. Review and revise as needed each semester.
Action Step not started yet.

Team members: Jeff Williams, Ryan Range

Baseline: May 2023

Recommendations: August 2023

Implementation: September 2023

Measurement: Annual

Goal 4 Objective 2

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.

Within this goal we are to establish a consensus on appropriate communication channels and tactics. Our new Public Relations Firm will help us with social media and the district content but Mr. Range and I will work with staff to find out internally as well how the teachers communicate. Also, what avenues are teachers utilizing to communicate with parents. There are a variety of ways, from weekly newsletters to progress reports to online pieces such as Class Dojo.

Mr. Range and I will present a Google Form to all staff in August to find out what they use to communicate internally with each other as well as externally with parents and we will try to coordinate and unify as much as we can with the staffs. We want our staff to feel supported but we also recognize that the public wants more streamlined news and information from singular sources rather than multiple. Through Goal 4, we will truly analyze our external communications and work to unify.

Due to our work with Allerton Hill and learning their role within our district, this goal's Recommendations timeline has been moved to August of 2023 with Implementation in September of 2023. We will utilize our August PD day to go over communication methods with staff and compile a more unified scope within our buildings and our district.

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 will be 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. Once this occurs, this will mark this Goal and Objective completed.

Goal 4 Objective 4 Summary of Evidence

June 1st, 2023

Team Members: Matt Maurer, Taylor Logothetides, 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:** The upgrade of the wifi infrastructure was completed 5/17/23. The internet connection bandwidth has been upgraded at NPHS, Welty, and Quaker Dome. York, West and Central are scheduled to be upgraded on June 9. East and South are waiting on approval to make changes at the poles (estimated completion date is 7/31/23). Once those are complete our wifi/internet infrastructure will be completely updated and able to support any new programs that are selected.
- **Assess Current Types of Technology:** A Google Form was sent out to all staff on February 21st, 2023 to assess the types of technology being used in the classroom. The Google Form consisted of three questions that asked staff what types of technology they are currently using in their classrooms that are district owned and the frequency of use of each of these types. The next item was listing types of technology being used in the classrooms that are personally owned and the frequency of use. The last component was staff review on the strength of the wifi in their classrooms with options that include; strong, average, or weak with an opportunity to explain. Thus far, we have received 135 staff responses.
- The members of the team will meet again the second week of August to continue to tweak/ add to the list of programs and classroom expectations for use in the classroom. This plan will be rolled out to the staff in February of 2024.
With the current upgrades to the internet and wifi, all programs that staff use will be strong enough to support any of the recommendations made to them. 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).

June 2, 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)**

 - **The contract with the current website contractor is up at the end of the 2023-2024 school year. We will begin work on selection of a new company for our website.**

Goal 5: Business Operations and Human Resources

Objective 1

Assigned: Janet Co-Chair: Christa Frantz, Trista Claxon

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

- June 2023 update
 - Trista spoke with MVNU to discuss student teachers and field experience with their students at NP.
 - Distance and their senior class schedule are both barriers to working with this university.
 - MVNU IS interested in NP admin being a part of mock interviews and has agreed to advertise openings for us.
- Team will meet again in late July/ early August to discuss next steps and to establish recommendations.



June 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. Marsha Reed conducted a survey for her goal on culture. Those responses were used to help develop our team's baseline.
2. A survey was sent to all administrators and department supervisors. These results were discussed by the team to establish current practices and needs.
3. The team met on June 13 to go over survey results and to establish our baseline of current practices throughout the district. The team discussed survey results and determined areas that we would work on during the 2023-2024 school year, culminating in our recommendations at the end of the 2023-2024 school year. The team will meet throughout the school year to discuss our identified areas of need.
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.