

March 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 NPCS 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 RFQ has been submitted, and we are waiting for responses. Interviews for this position will start immediately after the closing date.
4. Obtain Community Input.
Action Step not started yet.
5. Develop a Master Facilities Plan.
Action Step not started yet.
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 by building principals/administrators
 - b. Uploaded to ODE and approved 1/23/23
 - c. Location of fire hydrants, safety evacuation sites and reunification sites updated
 - d. Plans shared with NPPD, NPFD, Tuscarawas County Sheriff's Department, Department of Homeland Security
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
 - 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. Completed summer 2022
4. Elementary Red/Yellow door procedures updated
 - a. Completed summer 2022
5. Athletic events safety
 - a. Action not yet completed, but in progress



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](#).
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.
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. The team is developing information by department that will be easily understandable to the public.

The Team performed a Transportation Transfer Study and met with the Principals to determine the transportation issues that were most important to the stakeholders in the District. The group decided the issues were safety, teachers staying after 4pm, dismissal times, and accountability. The Transportation Director took the information from the meeting and made some adjustments in the Transfer Buses. These changes resolved one of the identified issues.

The next meeting is scheduled for 3/27/2023.

2. Create infographic templates to display information.
Action Step not started yet. This step will begin at the 3/27/2023 meeting.
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.

The Governor, Mike DeWine, has recently started a new initiative which will give money to districts and states that districts in Ohio must use only ELA curriculums that follow Structured Literacy and the Science of Reading. This has caused us to move our Recommendations timeline back to May instead of March of 2023. This will give us more time to evaluate news coming out of the Governor's office.

We are also working on our plan related to the Dyslexia legislation and regulations as we train our teachers and work towards purchasing a screener to screen students (requirement) and come up with service plans and timelines for students who qualify for extra instruction when they do not meet the requirements of that screener.

Mrs. Claxon and Mr. Logothetides are working 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.

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.

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

Overview: Graduation at NPHS has declined 7% for 4 year graduation rates and 1.4% for 5 year graduation rates from 2020 - 2022. With a focus on preparing students for enlistment, college enrollment, or employment, NPHS must recognize barriers to preparing students to be productive citizens.

Timeline:

Establish Baseline	December 2022
Recommendations	January 2023 - January 2024
Implementation	August 2023 - August 2023

Baseline Data for August 2022 - December 21, 2022:

2022 - 2023 As of 12/21/22	Withdrawal - Age	Withdrawal - Moved to Location Unknown	Withdrawal - Passed Away	Withdrawal - Truancy	Withdrawal - Pursue Work Superintendent Approval	Total Withdrawals
9th	0	0	0	0	0	0
10th	15	2	0	0	0	17
11th	3	0	0	0	0	3
12th	10	0	0	0	1	11
Total		2	0	0	1	31

2022 - 2023 As of 12/21/22	Special Education *of W/D	English Language Learners *of W/D	Free Lunch *of W/D	Reduced Lunch *W/D	Shelter or Transitional Housing *of W/D	Unaccompa- nied or Doubled Up *of W/D
9th	0	0	0	0	0	0
10th	0	16 - 11(L), 5(S)	2	0	0	0
11th	0	3 - 3(S)	2	0	0	1
12th	0	4 - 4(Y)	3	0	0	3
Total		23	7	0	0	4

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 midway through junior 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.

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 October 22 and February 7 and have a third meeting scheduled for May 23. Each meeting agenda starts with a review of the previous PD day. In October we review the PD days from August and September. In January, February and May we discuss the January PD. We also discuss PD that the staff wants to see in the future.

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.

Select this [link](#) for the 2022-2023 PD descriptions.



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 initial action steps required to establish the baseline data for Objective 4 are shown below. The portions that are *italicized* are to identify the purpose and reasoning behind each action step.

- Collect the 2021-2022 and 2022-2023 Tiered Fidelity Inventory (TFI) data from Jill Sheridan.
 - *This data will allow us to examine the possible strengths and areas of improvement as the TFI is used to provide a valid, reliable, and efficient measure of the extent to which school personnel are applying the core features of school-wide positive behavioral interventions and supports*
- Collect from each building and PBIS committee specific details regarding each building's PBIS teams. Requests included but were not limited to:
 - Number of meetings per nine weeks
 - List of Tier I, II and III supports being implemented during the current school year
 - Sample common area matrices for Tier I supports
 - Classroom matrices if applicable
 - Any PBIS initiatives or posters that are used to share common language
 - Samples agendas from this school year
 - *These various will give the district the opportunity to ensure that PBIS committees can work more effectively and build upon common language as we have students transition from Pre-Kindergarten through 12th grade.*
- Request from Jeff Williams, Janna Leeper, counselors and Teri Carpenter to examine the Social-Emotional curriculum that is being used K-12
 - *This step was added to ensure that all parties could share what curriculum has been used in previous school years along with the current school year. Using this information and suggestions from these teams, we will be able to best determine how we can support the social-emotional learning of our New Philadelphia students.*
- Collect district anti-bullying policies and what current practices are at each building
 - *District anti-bullying policies and processes were collected to ensure this process is held to the same standard across the district.*

All steps for establishing the baseline data have been completed to this point. As the district is currently completing Tier II PBIS training, another action step may be required to collect the current Tier II interventions that are being implemented this school year as well. Using this information the team will ensure that we will be fully prepared to make our recommendations in June of 2023.

Chair: Taylor Logothetides | Co-chair: Ricky Neff

Establish Baseline: February 2023 | Recommendations: June 2023 | Implementation: August 2023 | Measurement: Semester



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.

Evidence suggests that perceived school culture is the most powerful predictor of employees’ work performance. But what does it look like? How do we build it?

The committee in charge of achieving this objective started by studying what a positive culture looks like and how it is created. We learned that these four elements will help us reach our goal:

- Emotional fitness to prevent burnout.
- Psychological safety and caring at work.
- Building hope and gratitude into processes. Hope is created by providing support and resources.
- Embracing humanity at work. The physical, mental and emotional health of our employees has to be the core of everything we do. If they are not taken care of, they cannot take care of others.

Positive culture and climate attracts and retains employees and increases employee engagement.

Also, the committee learned appreciation is important because it keeps employees engaged and dedicated. Appreciation helps build staff loyalty. Studies have shown 66% of employees leave their job because of a lack of appreciation. We have studied the basics of developing appreciation at the workplace. We learned that appreciation begins by living school values, amplifying others, celebrating effort and intention, not just outcomes, offering rewards that are meaningful and inclusive and listening and taking action.

Currently, the committee is fine-tuning a survey to push-out to all employees. This survey is designed to gather baseline data evaluating our current school culture as well as how to design a systematic plan to show and develop appreciation to every school employee

Strategic Plan -March 2023 Synopsis

Culture and Climate: Objective 2

Assigned: Janet Mackall

Co-Chair: Ryan Holmes + Jennifer Hall

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.

- February 17th, 2023 team meets with Teri Carpenter and Janna Leeper for input. Below are the takeaways from that meeting.
 - Staff need more PD on trauma informed care
 - Needs to be more than a “check the box” type of training
 - Needs to be ongoing throughout the school year
 - Obstacles (time, cost, privacy in terms of handle with care cases)
 - Need to include ALL NPCCS staff (custodians, drivers etc)
 - Need to connect trauma informed care with behavior trends
 - Discipline looks different for individuals- teachers may not understand why and in some circumstances they are not legally able to have that information
 - Flexibility in general education settings in meeting emotional needs as a preventative measure for behavior.
 - Need to compile a comprehensive list of staff that need this type of training
 - Collaborate with department heads to discuss potential contract/time commitment issues
 - What is working currently
 - CPI - is there a way we can provide short “mini” trainings in PLC's monthly to reinforce CPI techniques?
 - Addition of SEL curriculum at the elementary level
 - Handle with care relationship
 - Next steps
 - February 2023- April 2023
 - Compile list of potential PD sources
 - Consult with Mr. Williams on PD day integration
 - Amount of time allotted for this?
 - Availability of ALL staff attending?
 - April 2023- June 2023
 - Specify for each targeted PD source
 - Money commitment
 - Time commitment
 - Flexibility in programming (in person, virtual etc.)
 - *Next team meeting scheduled for : April 21st, 2023 7:45 am*



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.
AHC is creating a comprehensive communications plan for the district that includes this information.
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: February 2023

Recommendations: May 2023

Implementation: August 2023

Measurement: Annual

Goal 4 Objective 2

Within Goal 4, we will work with our new Public Relations Firm 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 April 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.

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 group that is working on this objective began the task by exploring platforms on which to use for the bi-monthly communication. Recently, Jennifer Hall had been utilizing the program <https://issuu.com/> for her monthly newsletter for her building. This seemed like a viable platform that the whole district could use for this district created newsletter. One reason, the professional membership of this platform is affordable at only a cost of \$40.00 monthly. Another reason, it could be sent digitally or printed as a hard copy.

Time was spent researching how to collect all the emails of the parents and families to send out this communication. The district's EMIS person seemed to be the logical person who could provide the information. Yet, it was also determined the system we use for the electronic and phone announcements, Brightarrow, could be used as it already has the information. It was decided that Brightarrow could be used to blast out the bi-monthly newsletter.

Another discussion and an item that was researched by the group was utilizing the bi-monthly newsletter and printing a hard copy to be used as a quarterly district newsletter sent out to all New Philadelphia residents. It was felt that this was done previously by the district and was good in establishing communication to those who live in our district. Discussion was had with Julie Erwin and Amy Wentworth. It was decided that once we established the newsletter, the district would include in the budget for a quarterly mailing that would go out to all New Philadelphia City School District Residents. Due to previous mailings related to levies, there is already a mailing list that can be used to accomplish this.

As work began on this objective, Mrs. Wentworth announced that the district hired an outside PR Firm (Allerton Hill) to assist us in communicating to our stakeholders. As this firm begins to help our district in communication, this team will look at the data and analytics that are collected to determine what additions or changes need to happen to reach our community.

Goal 4 Objective 4 Summary of Evidence

March 8th, 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 infrastructure at the elementaries is not currently robust enough to support this but we are tentatively upgrading the networking equipment in all elementary buildings the week after spring break. The equipment has arrived and is currently being configured.
- **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 132 staff responses.
- The members of the team will meet the first week of May 2023 to review the data from the Google Form that was sent out in February. At this point, the team will be working on making recommendations for implementation in February 2024. At this meeting, the team will: Create a list of programs that will engage students in 21st Century Learning, create a list of classroom expectations for use, and reassess wifi/ infrastructure to ensure that our recommendations of programs will be supported with our infrastructure

March 8, 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)

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

Baseline: 8/2023

- November 14, 2022
 - Claxon and Mackall met to discuss current job descriptions and the need to review to update

- December 2022
 - Current job descriptions were sent out for review and revision
 - Mrs. Wentworth provided team with most recent job descriptions

- January 2023
 - Started list of current practices for posting openings in the district
 - Website
 - Flyers
 - Signs in community (bussing)

- February 1st, 2023
 - Janet, Julie and Amy met to discuss a proposal for future changes in the district paraprofessional positions in the support of student behavior
 - Current retention rate for this position is approximately 20%

- *Next team meeting scheduled for March 23rd, 2023 7:30am*



March 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. Meet with Janet, Marsha, and Jan in January/February. Determine how to collect input from staff.
 - a. Our team met to begin discussions about our objective. The goal is to collect information from all staff revolving around our goal through a survey that will be sent to the staff. This survey will also provide information for this goal/objective and Goal 3/Objective 1, which is led by Marsha Reed.
 - b. In addition, there will be a survey sent to administrators to collect information about staff development and leadership opportunities for staff. This survey will provide current practices already being implemented in the district.
2. Create Google Form for administrators to complete to determine current practices of staff development, culture building, and leadership development. Also, collect input from staff (determined by team as to how to collect this input).
 - a. Google Form is currently being created. When it is finished it will be sent to the team to approve before sending it out to staff.
3. Analyze google forms to identify successful practices currently in place and identify areas for improvement.
 - a. This step will be completed once survey results are collected.
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.