NORTH FORK

LOCAL SCHOOL DISTRICT

STRATEGIC PLAN

FEBRUARY 2026
DECEMBER 2030

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January 2025-December 2025

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Dr. Rob Krueger, Vice President
Mrs. Jordan Atherton, Member
Mrs. Barbara Bruce, Member
Mrs. Debra Paxton, Member

January 2026-December 2026

Dr. Robert Krueger, President
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Mrs. Jordan Atherton, Member
Mr. Daniel Pargeon, Member
Mrs. Debra Paxton, Member

Leadership Team

Scott Hartley, Superintendent
Stephanie Kimpel, Director of Curriculum and Assessment
Kellie Breehl, Treasurer/CFO
Ann Wright, Director of Human Resources
Doug Lunsford, Director of Student Services
Anthony Ashbrook, Utica High School Principal
Lisa Ritzer, Utica High School Assistant Principal
Chris Kamenski, Utica Middle School Principal
Brett Ballinger, Utica Elementary Principal
Elizabeth Edinger, Newton Elementary Principal
Brian Radabaugh, Activities Director

MISSION / VISION





MISSION

Working together with committed employees, parents, and community partnerships will ensure every student has the opportunity to learn at a rate consistent with his/her ability. All students will work towards becoming responsible citizens and mastering the skills of lifelong learning to the maximum of their potential.

VISION

The North Fork Local School District will provide and inspire achievement and accountability that maximizes quality learning.

Strategic Planning Engagement Process – North Fork Local School District

North Fork Local Schools partnered with The Impact Group to lead a comprehensive, community-driven process in developing the district's new strategic plan. The process was designed to ensure that the voices, experiences, and aspirations of students, staff, families, and community members guided every step of the work.

Over several months, The Impact Group gathered input through eight focus groups representing middle and high school students, staff, parents, and community members. This valuable qualitative feedback was complemented by extensive survey participation, with 480 parent and community responses and 192 staff responses, reflecting strong engagement across the district.

To further shape the district's direction, The Impact Group facilitated a SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats) with North Fork's Leadership Team, which included administrators, principals, and department heads. Members of the Board of Education also engaged in a SWOT analysis to set the strategic direction of the district.. These sessions fostered collaboration and helped identify shared priorities that will guide future decision-making.

The focus groups provided deeper context for the survey data, enabling participants to discuss emerging themes and share personal perspectives on North Fork's strengths and aspirations. By combining the data and the voices behind it, The Impact Group and North Fork Local Schools developed a clear, collective understanding of what the community values most.

This thoughtful, transparent engagement process reflects North Fork's commitment to collaboration, trust, and continuous improvement, laying the foundation for a strategic plan that truly represents the shared vision of the North Fork community.

Thank You

The North Fork Schools leadership team extends its sincere appreciation to the students, staff, parents, community members, administrators, and members of the Board of Education who generously shared their time, perspectives, and insights throughout our strategic planning process.

Your participation through surveys and focus groups was essential in shaping a strategic plan that truly reflects our community's values, needs, and aspirations. Each voice contributed to meaningful dialogue and thoughtful direction, helping ensure the plan is grounded in what matters most to our school community.

Your engagement is helping to guide the future of North Fork Local Schools, and we are grateful for your commitment to our students and the district. Thank you for partnering with us as we move forward together.

With appreciation,

North Fork Local Schools Leadership Team



GOAL 1

Facilities

Goal: Create safe, healthy, and enhanced learning environments by addressing the middle school, improving learning conditions, and developing a long-term plan that supports students for generations.

Team: Anthony Ashbrook, Brian Radabaugh, Adam Reynolds, Dawn Nelson, Mike Maxwell, and Heidi Williams

BOE representatives: Dr. Rob Krueger and Jordan Atherton

GOAL 1: Facilities

OBJECTIVE 1.1
Long-Term Facilities and Land Use Planning

Create a transparent, multi-year facilities master plan that prepares for enrollment changes, identifies future building needs, supports athletic and extracurricular spaces, and plans for land purchases or repurposing when needed. This plan should be reviewed and shared with the community regularly.

ACTION STEPS	TIMEFRAME
Identify current conditions/ Establish Baseline	February 2026
Recommendations from the Committee	April 2026
Implementation (start of the work, even if it is phased in)	August 2026
Measurement- Reporting Progress	January 2027

OBJECTIVE 1.2
Long-Term Facilities and Land Use Planning

Develop and implement a comprehensive plan to update and improve school buildings and campus facilities, with a focus on creating safe, accessible, and inclusive learning environments.

Note: Priorities include addressing structural needs, upgrading classrooms, improving athletic facilities, enhancing technology access, upgrading heating and cooling systems, improving security, and ensuring essential maintenance across all campuses. This goal focuses on a comprehensive plan, not piecemealing facilities projects or needs.

ACTION STEPS	TIMEFRAME
Identify current conditions/ Establish Baseline	February 2026
Recommendations from the Committee	April 2026
Implementation (start of the work, even if it is phased in)	August 2026
Measurement- Reporting Progress	January 2027

OBJECTIVE 1.3
Address Middle School Facilities

Work closely with the community to secure the necessary funding to address the aging middle school into a facility that supports strong academics, student well-being, and future instructional needs in a cost-effective manner.

ACTION STEPS	TIMEFRAME
Identify current conditions/ Establish Baseline	February 2026
Recommendations from the Committee	April 2026
Implementation (start of the work, even if it is phased in)	August 2026
Measurement- Reporting Progress	January 2027

OBJECTIVE 1.4
Improve Technology, Connectivity, and Learning Tools

Create and implement a plan that provides all students and staff with access to reliable devices, robust internet connectivity (network), and modern learning tools, enabling teaching and learning to flourish in every classroom.

ACTION STEPS	TIMEFRAME
Identify current conditions/ Establish Baseline	November 2026
Recommendations from the Committee	January 2027
Implementation (start of the work, even if it is phased in)	June 2027
Measurement- Reporting Progress	June 2028

OBJECTIVE 1.5
Enhance Safety, Security, and Accessibility

Strengthen building safety through improved entrances, updated security systems, transportation safety enhancements, and accessible spaces that support the needs of all students.

ACTION STEPS	TIMEFRAME
Identify current conditions/ Establish Baseline	November 2026
Recommendations from the Committee	January 2027
Implementation (start of the work, even if it is phased in)	June 2027
Measurement- Reporting Progress	June 2028



GOAL 2

Clear, Consistent, and Trustworthy Communication

Goal: Build a culture of open, timely, and two-way communication that strengthens trust among staff, families, students, and the community.

Team: Scott Hartley, Kim Watson, Elizabeth Edinger, and Peg Carpenter

BOE representatives: Debra Paxton

GOAL 2: Clear, Consistent, and Trustworthy Communication

OBJECTIVE 2.1
Develop a Comprehensive Communication Plan

Create and share a clear, districtwide communication plan, including a new website, that outlines how information will be shared with students, staff, families, and the community. This plan should define communication tools, timelines, roles, expectations, and guidelines to ensure consistent, accurate, and accessible communication across all schools.

ACTION STEPS	TIMEFRAME
Identify current conditions/ Establish Baseline	April 2026
Recommendations from the Committee	May 2026
Implementation (start of the work, even if it is phased in)	June 2026
Measurement- Reporting Progress	June 2027

OBJECTIVE 2.2
Strengthen Internal Information Flow

Establish clear, consistent communication practices to ensure staff receive important district updates promptly and directly, before they appear on social media or in external sources.

ACTION STEPS	TIMEFRAME
Identify current conditions/ Establish Baseline	April 2026
Recommendations from the Committee	May 2026
Implementation (start of the work, even if it is phased in)	June 2026
Measurement- Reporting Progress	June 2027

GOAL 2: Clear, Consistent, and Trustworthy Communication

OBJECTIVE 2.3
Increase Community Understanding and Trust

Share transparent information about district finances, facility planning, and Board progress in a way that is easy for the community to follow, intentionally reducing misinformation.

ACTION STEPS	TIMEFRAME
Identify current conditions/ Establish Baseline	February 2026
Recommendations from the Committee	April 2026
Implementation (start of the work, even if it is phased in)	August 2026
Measurement- Reporting Progress	January 2027

OBJECTIVE 2.4
Create a Unified Communication System

Develop a simple, user-friendly digital platform that serves as the central hub for parents and caregivers to access reliable information about calendars, assignments, events, and school updates, thereby reducing confusion caused by multiple systems.

ACTION STEPS	TIMEFRAME
Identify current conditions/ Establish Baseline	January 2027
Recommendations from the Committee	March 2027
Implementation (start of the work, even if it is phased in)	June 2027
Measurement- Reporting Progress	June 2028

GOAL 2: Clear, Consistent, and Trustworthy Communication

OBJECTIVE 2.5
Expand Access to District Leadership

Provide regular, structured opportunities for the community to connect directly with the Superintendent and the Board of Education, such as open forums, listening sessions, office hours, or Q&A events, to foster relationships, enhance transparency, and ensure that community voices are heard.

ACTION STEPS	TIMEFRAME
Identify current conditions/ Establish Baseline	May 2026
Recommendations from the Committee	August 2026
Implementation (start of the work, even if it is phased in)	School year 2026-2027
Measurement- Reporting Progress	June 2027



GOAL 3

Academic Excellence and Opportunity

Goal: Prepare every student for life after high school, whether entering the workforce, college, or the military, by offering strong academics, practical skills, and meaningful pathways for the future.

Team: Stephanie Kimpel, Doug Lunsford, Lisa Ritzer, Brett Ballinger, and Jen Trost

BOE representatives: Farrah Cooperider

GOAL 3: Academic Excellence and Opportunity

OBJECTIVE 3.1
Improve Academic Support

Create engaging classroom experiences that meet students where they are by using flexible, high-quality instruction; identifying when students, especially our youngest learners, need extra help or additional challenges; and providing timely intervention and enrichment so all students have the support and opportunities they need to grow.

ACTION STEPS	TIMEFRAME
Identify current conditions/ Establish Baseline	January 2027
Recommendations from the Committee	May 2027
Implementation (start of the work, even if it is phased in)	School year 2027-2028
Measurement- Reporting Progress	June 2028

OBJECTIVE 3.2
Expand Course Offerings and Rigor

Increase the variety and challenge of classes available to students by adding advanced courses, new electives, and more opportunities to earn college credit while still in high school.

ACTION STEPS	TIMEFRAME
Identify current conditions/ Establish Baseline	April 2027
Recommendations from the Committee	October 2027
Implementation (start of the work, even if it is phased in)	School Year 2028-2029
Measurement- Reporting Progress	June 2029

OBJECTIVE 3.3
Strengthen Real-Life Skills

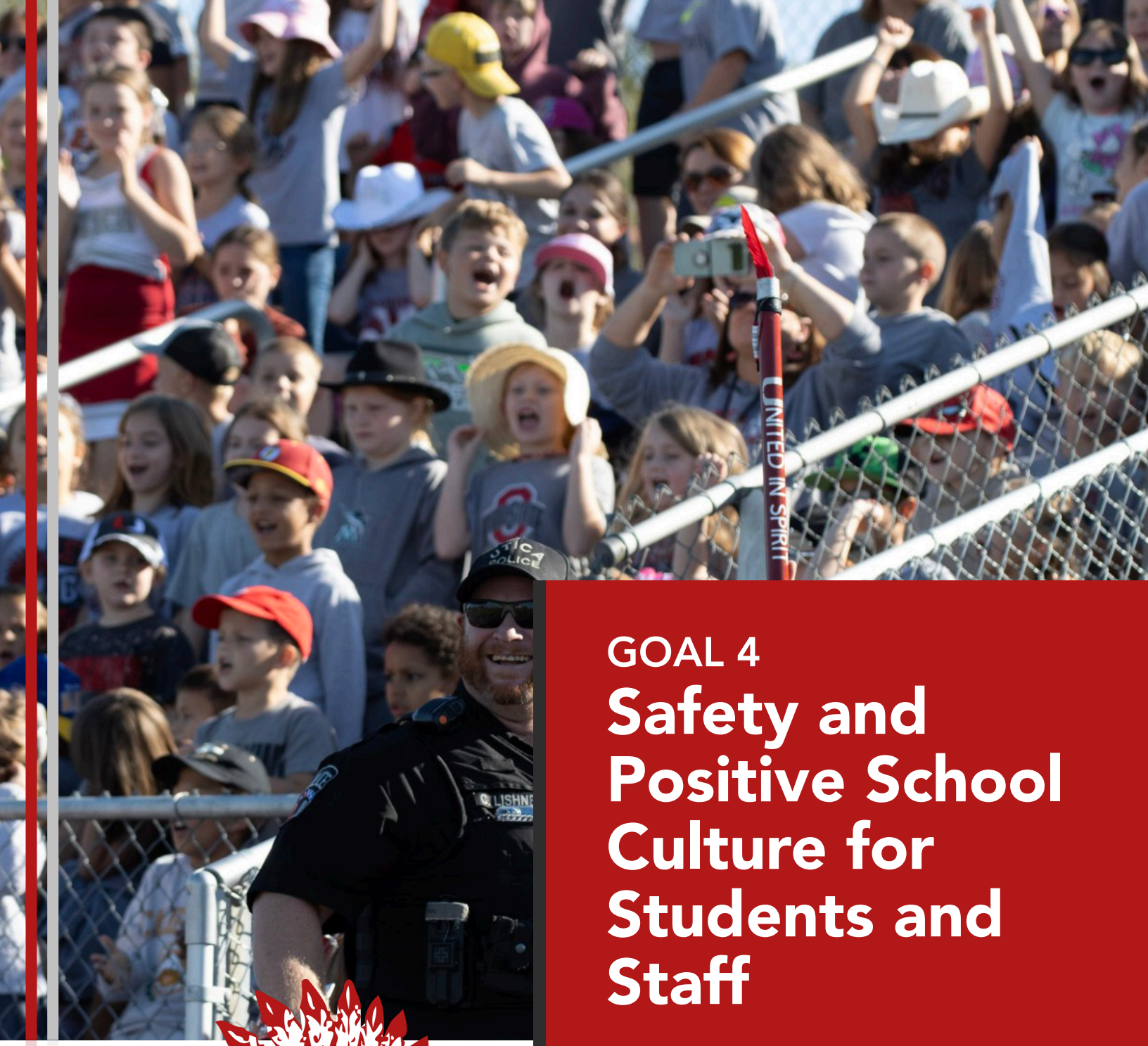
Provide age-appropriate opportunities for students to build essential life and learning skills, including problem-solving, communication, decision-making, and the ethical and responsible use of technology and artificial intelligence, so they grow increasingly independent, confident, and prepared for real-world situations.

ACTION STEPS	TIMEFRAME
Identify current conditions/ Establish Baseline	December 2026
Recommendations from the Committee	June 2027
Implementation (start of the work, even if it is phased in)	School year 2027-2028
Measurement- Reporting Progress	June 2028

OBJECTIVE 3.4
Expand Hands-On and Career-Connected Learning

Increase opportunities for students to explore careers through early exposure, internships, job shadowing, career-tech programs, and partnerships with local businesses and community organizations.

ACTION STEPS	TIMEFRAME
Identify current conditions/ Establish Baseline	April 2027
Recommendations from the Committee	October 2027
Implementation (start of the work, even if it is phased in)	School Year 2028-2029
Measurement- Reporting Progress	June 2029



GOAL 4

Safety and Positive School Culture for Students and Staff

Goal: Create a positive, safe, and welcoming experience for all students by building consistent expectations, supporting mental well-being, and responding effectively to concerns about bullying and student behavior.

Team: Stephanie Kimpel, Doug Lunsford, Brett Ballinger, Chris Kamenski, and Jen Wygle

BOE representatives: Dan Pargeon

GOAL 4: Safety and Positive School Culture for Students and Staff

OBJECTIVE 4.1
Clear and Consistent Expectations

Apply behavior expectations fairly and consistently in every school so students understand routines, procedures, and consequences. Strengthen support processes for staff to uphold high standards for behavior, attendance, and respect.

ACTION STEPS	TIMEFRAME
Identify current conditions/ Establish Baseline	October 2026
Recommendations from the Committee	April 2027
Implementation (start of the work, even if it is phased in)	School Year 2027-2028
Measurement- Reporting Progress	June 2028

OBJECTIVE 4.2
Safe and Supportive Environments

Improve safety procedures, strengthen building security practices, and provide the support students need to feel protected and cared for. Respond quickly and consistently to bullying and other safety concerns.

ACTION STEPS	TIMEFRAME
Identify current conditions/ Establish Baseline	May 2026
Recommendations from the Committee	June 2026
Implementation (start of the work, even if it is phased in)	School Year 2026-2027
Measurement- Reporting Progress	June 2027

GOAL 4: Safety and Positive School Culture for Students and Staff

OBJECTIVE 4.3
Student Voice and Belonging

Create opportunities for students to share their ideas, participate in decision-making, and help shape a school culture where every student feels they belong.

ACTION STEPS	TIMEFRAME
Identify current conditions/ Establish Baseline	January 2027
Recommendations from the Committee	May 2027
Implementation (start of the work, even if it is phased in)	School year 2027-2028
Measurement- Reporting Progress	June 2028

OBJECTIVE 4.4
Relevant and Practical Staff Learning

Provide meaningful, hands-on training that helps staff address student needs, including managing behavior, supporting academics, engaged learning, and using new technologies with confidence.

ACTION STEPS	TIMEFRAME
Identify current conditions/ Establish Baseline	January 2027
Recommendations from the Committee	May 2027
Implementation (start of the work, even if it is phased in)	School year 2027-2028
Measurement- Reporting Progress	June 2028

GOAL 4: Safety and Positive School Culture for Students and Staff

OBJECTIVE 4.5
Supportive and Collaborative Work Environment

Create a supportive and professional work environment where staff feel valued, safe to share concerns, provide an opportunity for feedback, and collaborate with one another and the leadership team.

ACTION STEPS	TIMEFRAME
Identify current conditions/ Establish Baseline	December 2026
Recommendations from the Committee	May 2027
Implementation (start of the work, even if it is phased in)	School year 2027-2028
Measurement- Reporting Progress	June 2028



GOAL 5

Transparent and Student-Centered Financial Planning

Goal: Strengthen community trust and support by communicating clearly about district finances and aligning financial decisions with the needs of students and schools.

Team: Kellie Breehl, Mike Maxwell, Dawn Nelson, and Adam Reynolds

BOE representatives: Farrah Cooperider and Jordan Atherton

GOAL 5: Transparent and Student-Centered Financial Planning

OBJECTIVE 5.1
Clear and Accessible Financial Communication

Share financial information in a simple, consistent, and easy-to-understand way so the community knows how funds are allocated and how financial decisions are made. Maintain a reliable public source where residents can access this information at any time.

ACTION STEPS	TIMEFRAME
Identify current conditions/ Establish Baseline	January 2027
Recommendations from the Committee	March 2027
Implementation (start of the work, even if it is phased in)	June 2027
Measurement- Reporting Progress	June 2028

OBJECTIVE 5.2
Student-Centered Budget Priorities

Create a clear framework for financial decision-making that places essential student and school needs, such as safe facilities, strong learning environments, and core educational resources, at the center of budget planning.

ACTION STEPS	TIMEFRAME
Identify current conditions/ Establish Baseline	October 2026
Recommendations from the Committee	December 2026
Implementation (start of the work, even if it is phased in)	January 2027
Measurement- Reporting Progress	September 2028

GOAL 5: Transparent and Student-Centered Financial Planning

OBJECTIVE 5.3
Community Collaboration on Financial Planning

Provide regular opportunities for community members to learn about the district's financial needs, ask questions, and offer feedback. Strengthen communication with residents to make financial planning more understandable, transparent, collaborative, and responsive to community concerns.

ACTION STEPS	TIMEFRAME
Identify current conditions/ Establish Baseline	February 2026
Recommendations from the Committee	March 2026
Implementation (start of the work, even if it is phased in)	May 2026
Measurement- Reporting Progress	June 2027

NORTH FORK

LOCAL SCHOOL DISTRICT



NORTH FORK LOCAL SCHOOL DISTRICT

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PREPARED BY:

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