



September 2023
Update

New Philadelphia City Schools

STRATEGIC PLAN 2023-2025



 **THE impact | group**
IGPR.COM



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.
The first Community Meeting is scheduled for Wednesday, September 27, 2023. Thendesign Architecture firm will be leading the meeting. Interactive opportunities will be provided for stakeholders to share feedback with transparent results provided of that feedback.
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. All New Philadelphia City School buildings safety plans to be reviewed
 - a. Completed January 2023
2. This step has been completed.
 - a. Phones in classrooms
 - b. Halo sensors in HS and MS
 - c. Additional cameras for all buildings
 - d. Additional door and key fob entryways
 - e. Building Room numbers for each classroom
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 (in progress)
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. (in progress)
7. 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
8. Removal of screen prints from middle school and high school windows
 - a. In progress but will be removed soon
 - b. We worked with NPPD who recommended removal
9. New resource officer with a set schedule
 - a. We now have a new resource officer



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. 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 (has replaced Trista Claxon)
Baseline: November 2022
Recommendations: May 2023
Implementation: August 2023, 2024, 2025
Measurement: Annually

Goal 2 Objective 1

"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."

We have picked back up our ELA Curriculum Adoption process. Our K-3 teachers have new Foundations materials for every classroom as well as shared Geodes (leveled readers) in each grade level. Teachers in K-3 were given Dibels mClass as a diagnostic reading tool as well as Dibels Intervention as a grouping/progress monitoring program.

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 and K-2 Reading Teacher Stacy DiBacco. We are currently analyzing the data from our first Dyslexia Screening and working on Interventions and scheduling. Carri Meek will also visit every elementary once per nine weeks to work with teachers on the MTSS (Multi-Tiered System of Supports) process.

Mr. Range, our new 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 10 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.

In terms of transparency and stakeholder communication, our goal is to have a list that parents can see online of curriculums and programs we utilize and can evaluate. This list would include every novel that is taught as well as stories that are utilized.

Finally, we are gearing up for our science curriculum review. Mr. Williams 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 also allowed current freshmen to skip Physical Science and move straight into Chemistry which would allow more students to take advantage of our vast catalog of courses at the higher levels. The High School science teachers have already given us their desired curriculums to test and look through and those supplies will be ordered this Fall. We have also purchased 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. We will also reach out to K-5 staffs to find out how they feel about current Science Fusion materials.

We are into Year 2 of our Reveal Math curriculum in grades K-3 and our Envision Math curriculum in grades 4-12. We had an increase in test scores after Year 1 and hope to continue that trend as teachers dive deeper into these programs and students become more comfortable with the formats.

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

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
 - 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 (has replaced 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 East Elementary Principal Ryan Holmes. Our meetings for 2023-2024 are: October 18, February 7 and May 15.

This year, an emphasis is being placed 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 whole 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 will participate in guided training on Educational Leadership each month. We are focusing on student engagement, including teacher engagement in PD. We had the South staff fill out Engagement Questionnaires following our September PD day and that input will be taken to the first PD Committee meeting.

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, 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

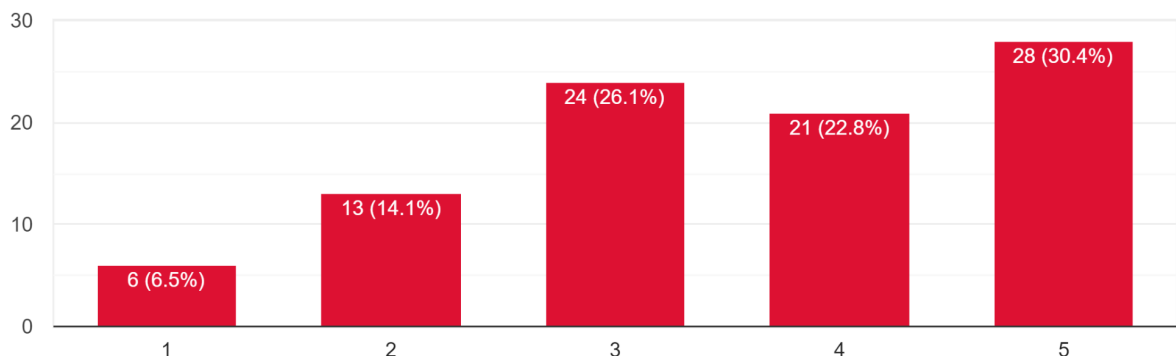
Objective 1 | Consider the creation of an initiative that focuses on staff morale and the establishment of a “Culture of Appreciation” for all district employees at all levels. Develop a purposeful method to show staff appreciation on a regular basis and infuse these methods into the everyday life of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

September 2023

-Piloting Handle with Care Space at West and East for the 2023-2024 school year

- Both buildings will use a common doc to track usage and collect data

- West already in use. East up and running by November 1st, 2023

- ALL staff survey has been created, reviewed and distributed to all staff via email on September 25th. Results will assist the team in identifying topics for PD.

- Care team meetings have been scheduled at West and York.

Meetings dates to come for East/South/Central/MS/HS. Goal= monthly meetings

Recommendations

- One PLC/staff mtg per quarter devoted to trauma informed care

- Child abuse & FERPA sessions for all teaching staff by December 1st, 2023

- One session during September inservice day devoted to mental health

- Creation of asynchronous trainings with PD credit- clear through PD committee

- Opening Day 2024-2025- Teri &Janna lead a session for non-instructional staff



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.

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.

A Google Form will go out to staff requesting what types of outgoing communication they utilize on October 2. We will organize this data into a spreadsheet and share with administration, coming to a consensus of what types of communication are frequently used. We will perhaps use this as a chance to regroup and find a common form of communication.

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. This marks this Goal and Objective completed.

Goal 4 Objective 4 Summary of Evidence

September 19th, 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: The upgrade of the wifi infrastructure was completed 5/17/23. The internet connection bandwidth has been upgraded at NPHS, Welty, Quaker Dome, York, West and Central. East recently received pole approval to make the necessary upgrades. South is still waiting to get pole approval and there is no estimated date at this time on when this will get approved. 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 made updates 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 through the means of building principals talking with their staff about the use of technology and expectations with it. 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).

September 29, 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)

New Action Step:

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

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

- September 2023 update
 - An extensive amount of time has been spent during the start of the 2023-2024 school year in attempting to fill open paraprofessional positions in the district.
 - Spreadsheet has been created with input from Tuscarawas County Student Services Directors to determine specifics of the paraprofessional position throughout the county. (pay, hours, F/T vs. P/T employment, benefits)
 - Results show NP schools to be the lowest pay rate in the county for paraprofessionals.
 - Recommend further discussions on the paraprofessional position in the NPCCS
 - First meeting for OPEPP was held September 27th, 2023. This team will specifically address the role of the paraprofessional in the NPCCS and how we can support them. The OPEPP team is run through the University of Cincinnati
 - Represented on the team: paraprofessionals, general education teacher, intervention specialist, administrators.

Strategic plan team will meet by October 31st, 2023 to continue work on this objective.



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.