

TORONTO CITY SCHOOL DISTRICT



STRATEGIC PLAN 2017-2020

~Building a Foundation for Our Future~

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School District Background

The Toronto City School District is nestled on the banks of the Ohio River. The district is located in Jefferson County, one of the thirty-two Appalachian counties in Ohio. Toronto is the second-largest city in Jefferson County, Ohio and is part of the Weirton-Steubenville, WV-OH Metropolitan area. At the 2010 census, the city's population was 5,091 people. The city has recently incorporated Wallace Heights as part of the city to maintain city status and the benefits associated with that status.

The Toronto City School District has approximately one hundred employees who serve a preK-12 enrollment of about 980 students. Toronto Jr.-Sr. High School was opened in 2013 and serves students in grades 6-12. Karaffa Elementary School opened in 1982 and serves students in grades preK-5. The Toronto City School District offers specialized and extracurricular programs designed to meet diverse student needs including special education, Talented and Gifted, Destination Imagination, fine arts, performing arts, outdoor education, athletics, clubs, and all-day kindergarten. In addition, the district participates in the College Credit Plus program which allows students to earn college and high school credits at the same time by taking college courses from community colleges or universities.

Toronto has a meaningful partnership with the community. The community has consistently shown support of the district through successful passage of levy and bond issues and participation in school-sponsored events. The city and the school district have collaborated on many projects including renovation of the girls' softball field and construction of a wrestling building. The district facilities are used for many community events and youth athletic activities. The district also works with local service organizations such as the Kiwanis Club, Lion's Club, the Salvation Army, and Helping Hands Food Pantry to provide support to needy families.

Process

Members of the Toronto City School District Board of Education, administration, teachers, and community members met to create a strategic plan that outlines the district's goals for 2017-2020. The strategic planning process took place between December 2016 and January 2017.

This plan is a continuation of two very successful strategic planning processes. The "Our Kids Can't Wait" strategic plan focused on improving public perception of the school district, developing a comprehensive plan to upgrade facilities, increasing student achievement, and attracting, retaining, and rewarding staff. One of the major accomplishments of the "Our Kids Can't Wait" plan was the passage of a bond issue to build a new school and renovate the high school football stadium. The plan was followed by the "Building a Foundation for Our Future" strategic plan which focused on four main goals: improving public relations, hiring and retaining high quality staff, operating within available financial resources, and increasing all students' performance levels in academic achievement. Major accomplishments of this plan included the opening of the new Toronto Jr.-Sr. High School and the complete renovation of the Toronto High School Riverside Stadium.

This new strategic plan will continue with the "Building a Foundation for Our Future" theme. The plan will be in effect from 2017-2020. This strategic plan will focus on having a comprehensive plan in place to upgrade and maintain facilities, increasing student achievement, enhancing employee relations, and improving communication with the community. This plan is in alignment with the district's continuous improvement plan which is required by the Ohio Department of Education.

Strategic Planning Team

Name	Role
Fred Burns	Superintendent
Coleen Wickham	Treasurer
Maureen Taggart	Director of Special Programs/Facilitator
Julie Ault	Board Member
Jay Foster	Board Member
Bob Reeves	Board Member
Tim Starr	Board Member
Karen Walker	Board Member
Betsy Jones	THS Principal
Chris Dopp	KES Principal
Johnathan Durand	Teacher
Cindy Hinerman	Teacher
Jaclyn Hughes	Instructional Aide
Shonna James	Teacher
Nikki Wright	Teacher
Melissa Robison	Parent
Jared Robison	Parent
Ashley Owings	Parent
Rod Henry	Parent
Darcy Henry	Parent
Rhea Vujonovich	Parent

Vision

Toronto City School District, working with families and the community to prepare all students for success.

Mission

Toronto City School District's focus is to provide a dynamic learning environment that develops all students' abilities for their future success.

Motto

Building a Foundation for Our Future

Strengths

Community

- Close-knit community/established families
- Community support-bond/levy passage
- Most people stay near family
- Low cost of living
- Pride in the community
- Attendance at extracurricular activities and events
- Support of booster organizations (sports, band)

School Climate/Finances

- Solid financial status
- Small district/able to know students
- Proximity of school campuses
- Facilities

Technology

- Google Classroom
- Go Math
- Rigor of SFA
- Technology infrastructure- Wi-Fi, Chrome books, Promethean Boards

Staff

- Support from the board and administration
- Comradery among KES staff
- Highly-qualified staff
- 100% of teachers licensed and many have master's degrees
- Experienced Teachers
- Professional development provided for staff
- Truancy officer
- Accepting that children learn differently

Students

- Attendance rate
- High graduation rate

Communications

- Automated phone message system
- Progress Book
- Remind 101
- New Website
- Commercials

Challenges

Teaching & Learning

- Academic achievement gap (avg. student vs. IEP)
- Student engagement
- Severe behavioral students
- Poverty level of students
- Discipline
- Managing students with social/emotional issues (therapists, counselors, guidance)
- Student-teacher ratio

Curriculum

- Alignment of the curriculum
- School programs (musical program)
- Art programs
- Course offerings
- Opportunities/classes
- Gifted/enrichment opportunities
- Pre-school (only attending 2.5 days per week instead of 5)

Community

- Median income low
- Demographics/income
- Economic disadvantaged
- Sacrifice noise and inconvenience to allow new employment opportunities

Population

- 11% college graduates (How many students stay that are college educated?)
- 89% GED or high school diploma
- % of single-parent families
- Lower population of child-producing adults
- Having little diversity of population
- Small of population of residents less than 25 years of age

Parents

- Parents unable to help children with school work
- Parent complaints on social media
- Parent engagement (attendance at conferences/IEP meetings)
- Communication gap with parents of high-risk parents
- No value for education
- Salaries

School Climate

- Overall size and layout of KES
- No SBH room

Technology

- Full-time technology coordinator
- Technology per student
- Technology (equal access)

TORONTO CITY SCHOOL DISTRICT

Focus Area: Finance Scenario 1

Goal 1: The Toronto City School District will have a comprehensive plan in place to provide for new and upgraded facilities.

Strategy	Lead	Year One: 2017-2018	Year Two: 2018-2019	Year Three: 2019-2020
<p>1. The Toronto City School District will develop and implement a comprehensive plan in cooperation with the Ohio School Facilities Commission to complete Phase 2 of the school construction project to construct the elementary wing of Toronto Jr.-Sr. High School</p>	<p>Fred Burns</p> <p>Maureen Taggart</p>	<p>Meet with the city to develop a plan for sharing the Karaffa Elementary Building.</p> <p>Pass the resolution to participate in the OSFC project. (OSFC will provide 61% of the total construction costs.)</p> <p>Determine how the district will secure funding for our 39% of the project. (Insurance moratoriums, foundation increases, loan from Jefferson Health Plan)</p> <p>Develop an overall program schedule</p> <ul style="list-style-type: none"> ☑ Design/Preconstruction ☑ Bidding/Contract Awards ☑ Construction ☑ Occupancy <p>Advertise and accept bids for construction.</p> <p>Begin early site work.</p>	<p>Monitor the construction of the addition through Core meetings.</p> <p>Develop a plan for moving into the new addition.</p> <p>Determine when the transition will take place.</p> <p>Participate in the final inspection of the building.</p> <p>Review equipment warranties and O&M manuals.</p> <p>Complete training for operation of the building.</p> <p>Develop a maintenance plan for the new addition.</p>	<p>Participate in a review of the condition of outstanding issues related to the original and seasonal commissioning at the ten and twelve month warranty period.</p> <p>Have any outstanding issues corrected before the warranty expires.</p>

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Focus Area: Finance Scenario 2

Goal 1: The Toronto City School District will have a comprehensive plan in place to upgraded and maintain facilities.

Strategy	Lead	Year One: 2017-2018	Year Two: 2018-2019	Year Three: 2019-2020
Upgrade the facilities at Karaffa Elementary School.	Fred Burns Maureen Taggart	Replace the lighting fixtures in the commons and gym at Karaffa Elementary School. Install new blinds and curtains in the classrooms which have yet to be changed. Evaluate the HVAC system at Karaffa Elementary School. Replace AC or heating components as needed. Continue to replace exterior doors and locks.	Evaluate the HVAC system at Karaffa Elementary School. Replace AC or heating components as need. Continue to replace carpeted areas with tile. Evaluate the kitchen equipment and replace items as needed. Continue to replace exterior doors and locks.	Evaluate the HVAC system at Karaffa Elementary School. Replace AC or heating components as need. Evaluate the technology infrastructure of the building and upgrade as needed. Continue to replace exterior doors and locks.
Maintain the district's current facilities.	Fred Burns Maureen Taggart	Continue to implement a system of preventive, repair/upkeep, and emergency maintenance.	Continue to implement a system of preventive, repair/upkeep, and emergency maintenance.	Continue to implement a system of preventive, repair/upkeep, and emergency maintenance.

TORONTO CITY SCHOOL DISTRICT

Focus Area: Student Achievement

Goal 2: The Toronto City School District will increase all students' academic achievement as measured by the component grades on the local report card for achievement, progress, graduation rate, gap closing, K-3 Literacy, and prepared for success.

Strategy	Lead	Year One: 2017-2018	Year Two: 2018-2019	Year Three: 2019-2020
1. Teaching study skills: To get deeper levels of understanding and effectiveness, combine study skills instruction with the content.	Betsy Jones Carol Murray	Decide what study skills will be incorporated into the curriculum. Decide whether the study skills will be a separate class or part of an existing class. Decide who will teach the study skills. Identify any necessary resources.	Implement teaching of study skills. Monitor effect of the study skills curriculum with a student survey.	Continue Year 2 action steps. Make adjustments as needed.
2. Teaching Life Skills: To prepare students for life after high school, they will be taught life (soft) skills such as integrity, communication, courtesy, responsibility, professionalism, flexibility, and teamwork.	Betsy Jones Carol Murray	Decide what life skills will be incorporated into the curriculum. Decide whether the life skills will be a separate class or part of an existing class. Decide who will teach the life skills. Identify any necessary resources.	Implement teaching of life (soft) skills. Monitor effect of the soft skills curriculum with a student survey.	Continue Year 2 action steps. Make adjustments as needed.
3. Reciprocal teaching: Emphasis on teachers enabling students to learn and use strategies such as summarizing, questioning, clarifying, and predicting across the curriculum	Cindy Hinerman Chris Dopp	Make SFA strategy and role cards for each subject area. Model how to use the strategy cards and role cards during team meetings.	Implement the strategy. Review strategy at the start of the year and during team meetings. The principal will use walkthroughs to monitor progress	Continue Year 2 action steps. Make adjustments as needed.
4. Provide better feedback: Use surveys for students to share information regarding aspects of the course that helped them learn and what aspects might be changed for future students learn more effectively.	Betsy Jones Chris Dopp	Develop in-class feedback forms or survey instruments to gather student feedback regarding their learning, instruction, and teacher/student interactions.	Compile survey results. Use student feedback to adjust classroom instruction and improve student/teacher interactions.	Continue Year 2 action steps. Make adjustments as needed.

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Focus Area: Staff

Goal 3: The Toronto City School District will continue to attract, retain, and reward staff through enhanced employee relations and established incentives as measured by the percentage of staff openings due to resignation and attendance at professional development offerings.

Strategy	Lead	Year One: 2017-2018	Year Two: 2018-2019	Year Three: 2019-2020
1. District committees will have equal representation from the administration and staff. (EX: LPDC, Calendar, DLT)	Fred Burns Maureen Taggart Betsy Jones Chris Dopp	The teacher members of the LPDC and calendar committee will be selected by the TEA. Administrators will select teachers to participate in the DLT and BLT.	The teacher members of the LPDC and calendar committee will be selected by the TEA. Administrators will select teachers to participate in the DLT and BLT.	The teacher members of the LPDC and calendar committee will be selected by the TEA. Administrators will select teachers to participate in the DLT and BLT.
2. The district will continue to offer employee incentives to attract and retain staff. (EX: attendance bonus, tuition reimbursement, life insurance)	Fred Burns Coleen Wickham	Educators will receive attendance bonuses and tuition reimbursement occurring to established criteria.	Educators will receive attendance bonuses and tuition reimbursement occurring to established criteria.	Educators will receive attendance bonuses and tuition reimbursement occurring to established criteria.
3. The district will continue to offer high quality professional development.	Fred Burns Maureen Taggart Betsy Jones Chris Dopp	The P.D. topics will be determined the DLT. District calendar will include time for P.D.	The P.D. topics will be determined the DLT. District calendar will include time for P.D.	The P.D. topics will be determined the DLT. District calendar will include time for P.D.
4. The district will encourage teachers to take on leadership responsibilities.	Fred Burns Maureen Taggart Betsy Jones Chris Dopp	Have teachers serve in leadership positions such as department heads, club advisors, and cooperating teachers.	Have teachers serve in leadership positions such as department heads, club advisors, and cooperating teachers.	Have teachers serve in leadership positions such as department heads, club advisors, and cooperating teachers.

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Focus Area: Communications

Goal 4: The Toronto City School District will publicize positive student learning, parent participation opportunities, and school-wide events and achievements as measured by the number of hits on the district website.

Strategy	Lead	Year One: 2017-2018	Year Two: 2018-2019	Year Three: 2019-2020
1. Enhance the district website with various types of social media.	Rob Suffoletta	Finalize the new website design and layout. Create accounts for webpage managers. Provide professional development to webpage managers on how to update webpages. Monitor the website for updates.	Add "My School Bucks" to the website so parents can manage their children's lunch accounts. Analyze data to determine the number of hits on the website and usage. Redesign elements of the website that could be more user-friendly.	Continue to update the website. Reassessing the functionality of the website and making adjustments as necessary.
2. Enhance communication among all stakeholders to increase collaboration and understanding.	Betsy Jones Chris Dopp	Gather parent email addresses to create an email distribution list to send monthly newsletters. Create monthly newsletters to be emailed to parents.	Gather parent email addresses to create an email distribution list to send monthly newsletters. Create monthly newsletters to be emailed to parents.	Gather parent email addresses to create an email distribution list to send monthly newsletters. Create monthly school newsletters to be emailed to parents.