

THREE RIVERS LOCAL SCHOOL DISTRICT

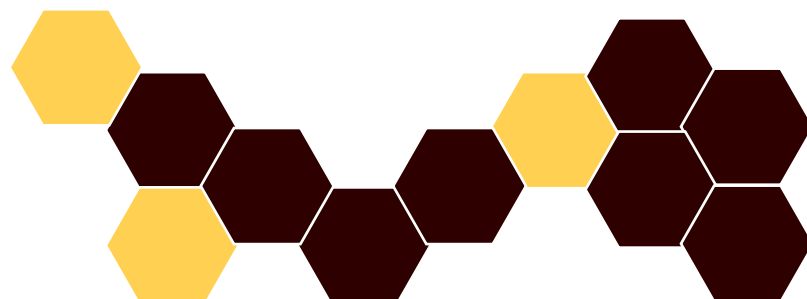
Strategic Plan 2019 - 2023





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Message from

**CRAIG D.
HOCKENBERRY**

Superintendent



Over the past fourteen months, we engaged our stakeholders in a strategic planning process that will provide a long-term blueprint to help strengthen our focus on being a top-level student and community-centered District.

The plan will carry out the Three Rivers Board of Education's vision to prioritize student success, positive school culture, talent management, student health and safety and continued financial stewardship of District resources.

This plan strengthens our focus of the District for the next three years with goals to prepare students for the future of their choice.

The plan will give the District a new perspective on how to manage our talent with competitive salaries, the creation of a teacher development center, and immediate steps towards making the culture so incredible that we continue to attract and retain the best educators and staff in the region.

Through the strategic planning process, we were tasked with adding community engagement around how we spend our resources. It has never been clearer of the importance to educate all of our taxpayers' understanding of our stewardship as we prepare for long-term planning, while maintaining a strong financial mindset.

A handwritten signature in black ink, appearing to read 'C.D. H.' followed by a stylized flourish.

Craig D. Hockenberry
Superintendent

THREE RIVERS SCHOOL DISTRICT

MISSION

Excellence, Innovation, and Inclusion:
Everyone, Everywhere, Every Day



VISION

Grounded in tradition, we are a high performing district where students and staff are valued, empowered and prepared for success.



Photo by Allison Weis

CORE VALUES

CULTIVATE EXCELLENCE

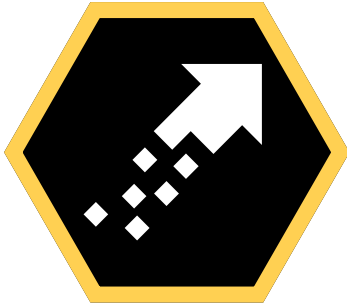
We believe in the relentless pursuit of our very best in everything we set our hands, hearts and minds toward. We commit to challenging one another to be better as we strive to give our staff, students, and families the highest quality educational experience possible.

INSPIRE INNOVATION

We believe in the creative spark that lives in all of our staff and students. We will constantly create ways in which that creativity can be used to solve problems for our school, community, and our world. It is our job to construct experiences and environments where this creativity can be unearthed and fostered to make the world a better place.

NURTURE INCLUSION

We believe that every life we touch possesses incredible value and worth. It is our job to enthusiastically cultivate the diversity of strengths, talents, and gifts that every individual in our care possesses no matter what their background, gender, race, or belief system. Everyone is welcome and embraced.



Goal 1:
STUDENT SUCCESS



Photos by Allison Weis, Emily Weis & Morgan Childs



Goal 1: **STUDENT SUCCESS**

Ensure students have the knowledge, skills, and dispositions needed for success.

Measures of Success

All graduating seniors will have been accepted to a college (trade school), have accepted a job offer that aligned to their career pathway, or have enlisted in the military.

Every student will score a 22 on the ACT in year 2023.

All students will be prepared to take Algebra in 8th grade by 2023.

100% of students will be involved in extra- or co-curricular activities by 2023.

Each Building and District will have an A or B on Overall State Report Card by 2023.

The District will receive above average feedback on Cultural Surveys in year 3 and 5 of the strategic plan.


























The District will meet every indicator under achievement on the state report card.











50% or more of students will score “advanced” or “accelerated” on state assessments.

Enrollment will increase in A.P. and College Credit Plus courses.

GOAL 1, OBJECTIVE 1

Ensure students have the knowledge, skills, and dispositions that align with a pathway of interest, passion, purpose, and prosperity.

ACTION STEPS	2019 - 2020	2020 - 2021	2021 - 2022	2022 - 2023	2023 - 2024	PROGRESS MONITORING INDICATORS
Implement a systematic approach to ensure seniors will be accepted to a college/trade school, will have accepted a job/apprenticeship offer that aligned to their career pathway, or have enlisted in the military.						Monthly updates to Board of Education
Develop and implement a strategy that will increase enrollment in Advanced Placement (AP) or College Credit Plus courses.						Semester update to the Board of Education
Develop a strategy to increase the percentage of students earning industrial credentials upon graduation.						Semester update to the Board of Education
Implement a strategy and staff professional development to increase the rigor and support in AP and College Credit Plus courses.						Semester update to the Board of Education
Continue to refine current common assessments.						Semester update to the Superintendent

ACTION STEPS	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	PROGRESS MONITORING INDICATORS
<p>Revise current MTSS/RTI structures, processes, and support to ensure students are receiving tier 1, tier 2, and tier 3 instruction that accelerates student learning.</p>						<p>Semester update to the Superintendent</p>
<p>Implement professional development for staff on Trauma-Informed Teaching Strategies.</p>						<p>Semester update to the Superintendent</p>
























 = Plan
  = Develop
  = Implement



Photo by Emily Weis

GOAL 1, OBJECTIVE 2

To ensure students have access to teachers and principals who are impactful, student-centered, and collaborative.

ACTION STEPS	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	PROGRESS MONITORING INDICATORS
Ensure all District professional development is aligned to the strategic plan. Learning should focus on best instructional practice and student achievement.						End of year update to Board of Education
Audit time and dollars used for professional learning to ensure a direct alignment with the Strategic Plan.						End of year update to Board of Education
Audit all District level partnerships and align with District goals and focus.						Semester update to Board of Education
Implement a framework for consistent and effective use of common planning time across the District. Monthly time may be designated for BLT meetings, committee work, on-boarding new staff, and professional learning.						Semester update to Board of Education

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Goal 2:
**POSITIVE SCHOOL CULTURE
& WELCOMING ATMOSPHERE**



Photos by Emily Weis & Allison Weis



Goal 2:

POSITIVE SCHOOL CULTURE & WELCOMING ATMOSPHERE

Develop and maintain a positive school culture and welcoming atmosphere.

Measures of Success

Satisfaction surveys should demonstrate an increase in positive school culture.

Parent and student surveys should demonstrate an increase in positive and safe school culture.





















Student attendance data should improve over the next five years.






There will be an increase in the percentage of students participating in extra- and co-curricular activities.



GOAL 2, OBJECTIVE 1

To develop and implement a “Three Rivers Experience” that communicates the specific behaviors, mindsets, and practices that align with District core values and exemplary school culture.






ACTION STEPS	2019 - 2020	2020 - 2021	2021 - 2022	2022 - 2023	2023 - 2024	PROGRESS MONITORING INDICATORS
Develop the Three Rivers Experience and come to a consensus on beliefs, values, behaviors, and practices that exemplify the “Three Rivers Experience.”						Present a draft of the Three Rivers Experience to Board of Education by February 2020 and approved by April 2020
Develop and Implement a Three Rivers Way Survey to be conducted in year 3 and year 5 of the strategic plan.						Survey presented to Board of Education in May 2020
During implementation stages of the Three Rivers Experience, designate time during new teachers on-boarding, 3R Academy, Leadership Development Seminars, and DLT to repurpose and revisit the Three Rivers Experience.						Three Rivers Experience presented to Board of Education in February
Launch a quarterly newsletter and video vignette that celebrate positive school and District culture and the positive things happening at TRLSD.						First monthly video launched September 2019
















ACTION STEPS	2019 - 2020	2020 - 2021	2021 - 2022	2022 - 2023	2023 - 2024	PROGRESS MONITORING INDICATORS
Superintendent will meet regularly with a student advisory, teacher advisory, and parent advisory group that focus on culture, communications, and school operations. (goal = 3x/year)						Meeting notes and updates presented to Board of Education

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GOAL 2, OBJECTIVE 2 

Develop new and revise current student and staff recognition programs that exemplify District core values, cultural expectations, and high levels of success.

ACTION STEPS	2019 - 2020	2020 - 2021	2021 - 2022	2022 - 2023	2023 - 2024	PROGRESS MONITORING INDICATORS
Designate time during staff meetings to allow staff to discuss ways to recognize colleagues throughout the school year.						Update to Board of Education

ACTION STEPS	2019 - 2020	2020 - 2021	2021 - 2022	2022 - 2023	2023 - 2024	PROGRESS MONITORING INDICATORS
Develop a Staff Recognition Committee inclusive of certified and non certified staff members to meet quarterly and offer suggestions and recommendations for staff recognition.						Semester updates to Board of Education
Each building will establish a student/staff recognition committee to meet quarterly and offer suggestions and recommendations for student/staff recognition.						Semester updates to Board of Education
Establish a committee to study and make recommendations on the current salutatorian and valedictorian.						End of year update to Board of Education

 = Plan  = Develop  = Implement



Goal 3:
TALENT MANAGEMENT



Photos by Allison Weis & Emily Weis



Goal 3: **TALENT MANAGEMENT**

Recruit, develop, and retain highly impactful staff.

Measures of Success

Percentage of teachers rated highly effective, Value-Added data, increased candidate pool for hard to staff positions and staff retention

An increase in percentage of teachers rated highly effective.


























An increase in the percentage of teachers with positive value-added data.

An increase in applicant pool for hard to staff positions.



GOAL 3, OBJECTIVE 1

Ensure that our behaviors, practices, and decisions align with District core values.

ACTION STEPS	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	PROGRESS MONITORING INDICATORS
Develop, implement and maintain structures and processes that recruit and retain highly impactful staff.						Semester updates to Board of Education
Develop and implement a consistent onboarding system for new staff.						Semester updates to Board of Education
Incorporate the Three Rivers Experience into the Jacket's Nest conversation throughout the year.						Semester updates to Board of Education
Develop a consistent approach to provide intense coaching and support for staff not recognized as highly impactful.						Semester updates to Board of Education
Audit and ensure all Human Resources practices, policies, contracts, and agreements are up-to-date with industry standards.						Semester updates to Board of Education

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Goal 4:
**GOOD STEWARDS OF
DISTRICT RESOURCES**





Goal 4:
**GOOD STEWARDS OF
DISTRICT RESOURCES**

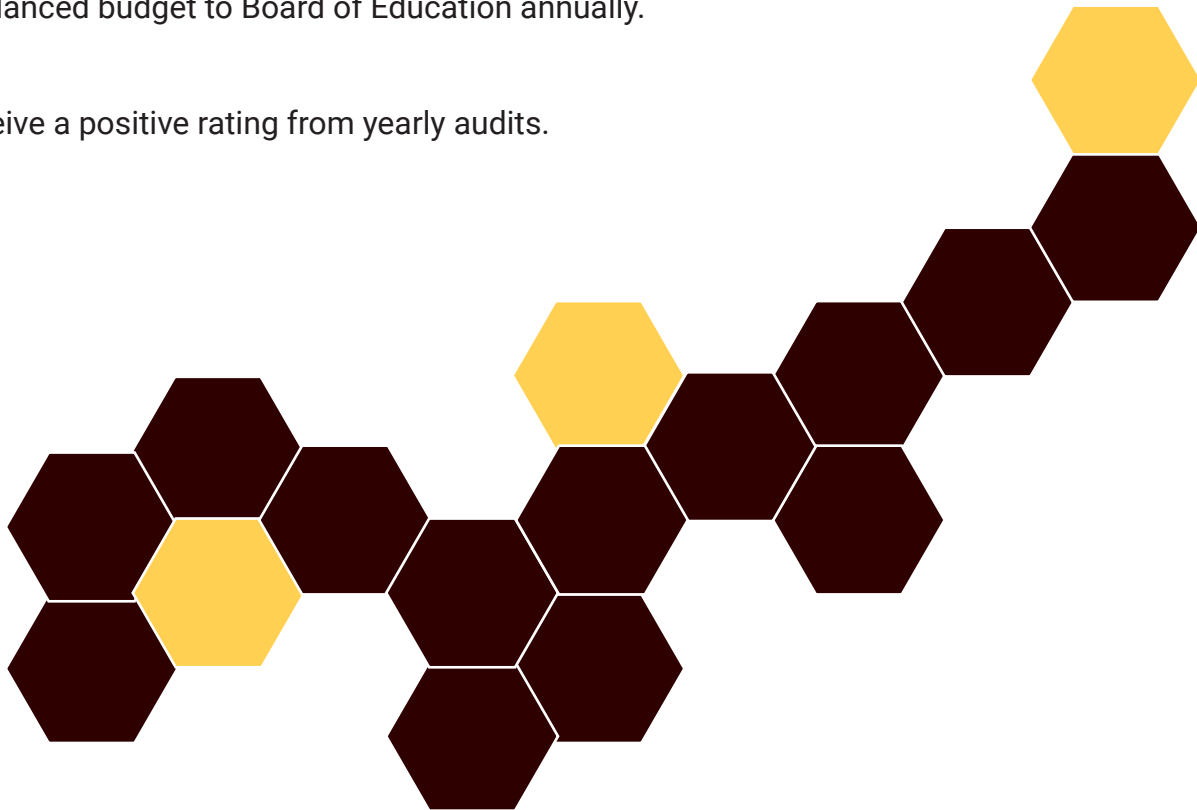
Be transparent with the fiscal state of the District and overall operations.

Measures of Success

A 5-year forecast presented to the Board of Education with benchmarks to inform upcoming levies.


























A submitted balanced budget to Board of Education annually.




District will receive a positive rating from yearly audits.



GOAL 4, OBJECTIVE 1

To demonstrate fiscal responsibility and maintain a financially healthy and stable District.

ACTION STEPS	2019 - 2020	2020 - 2021	2021 - 2022	2022 - 2023	2023 - 2024	PROGRESS MONITORING INDICATORS
Consistently review priorities and strategic alignment of the District budget.						Semester updates to Board of Education
Aggressively seek and secure alternative, sustainable funding sources in support of the District Strategic Plan initiatives and goals.						Semester updates to Board of Education
Audit the current partners and responsibility for the District.						Yearly update to Board of Education
Ensure budget supports the implementation of the strategic plan.						Semester updates to Board of Education
Expand the finance committee to be inclusive of staff, community members, parents, etc.						Yearly budget update to Board of Education

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BOARD OF EDUCATION



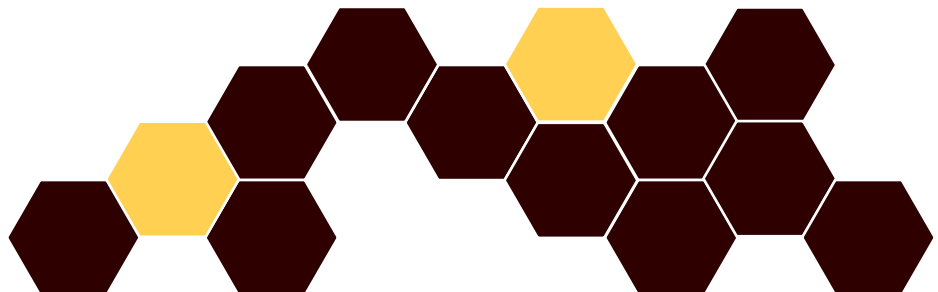
Dr. Stephanie Stafford | *Board Vice President*

Mr. Ryan McDonald | *Board Member*

Mrs. Danette Wells | *Board Member*

Mr. Chris Oser | *Board President*

Mr. Jim Murphy | *Board Member*



ABOUT THE DISTRICT

The Three Rivers Local School District, an excellent learning community of approximately 2,200 students, is located in the Southwestern corner of Ohio along the Ohio River. We provide a pathway to excellence for students pre-k through 12th grade in a safe, environmentally friendly, state-of-the-art facility. We are proud to be one of a few districts to receive the prestigious Auditor of State Award for achieving fiscal responsibility.

ADMINISTRATIVE TEAM

Ken Anstaett | *Director of Facilities*

Adam Biedenbach | *Three Rivers Elementary Principal*

Gretchen Bloomstrom | *Director of Teaching and Learning*

Katie Conley | *Three Rivers Elementary Assistant Principal*

Eric Fangman | *Taylor Middle School Assistant Principal*

Debbie Fox | *EMIS Coordinator*

Alice Gundler | *Treasurer*

Larry Herges | *Athletic Director*

Craig D. Hockenberry | *Superintendent*

Jeff Langdon | *Deputy Superintendent*

Austin LoPiccolo | *Technology Coordinator*

Gail Montague | *Superintendent Administrative Assistant*

Dan Perlman | *Taylor High School Assistant Principal*

Megan Rivet | *Director of Student Services*

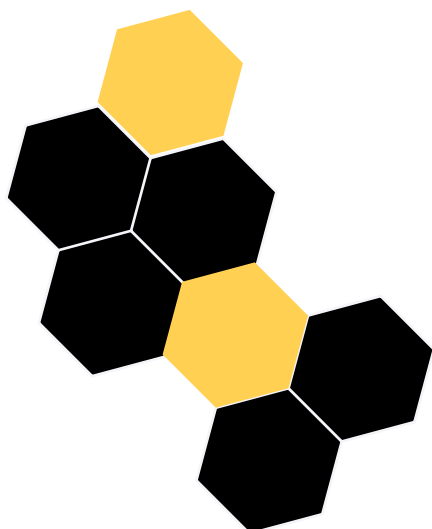
Holly Simms | *Taylor Middle School Principal*

Mark Smiley | *Taylor High School Principal*

Tim Wagner | *Food Service/Transportation Director*

Lisa Whiteley | *Director of Communications*





DISTRICT OFFICE

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Cleves, OH 45002

(513) 941-6400

THREE RIVERS
ELEMENTARY SCHOOL

56 Cooper Avenue
Cleves, OH 45002

(513) 467-3210

TAYLOR
MIDDLE SCHOOL

56 Cooper Avenue
Cleves, OH 45002

(513) 467-3500

TAYLOR
HIGH SCHOOL

56 Cooper Avenue
Cleves, OH 45002

(513) 467-3200

Special thank-you to all of the students, staff, parents, and community members who helped create and contribute to our strategic plan. We appreciate the continued support and the unity our community offers.