



TROY
CITY SCHOOLS



TROY CITY SCHOOLS
5 YEAR STRATEGIC PLAN
2019-2024



CHRIS PIPER, Superintendent

SUPERINTENDENT'S MESSAGE

Troy City Schools is an excellent school district located in one of Ohio's best home towns. The thing that makes our district and our community special is the collaboration and support between our schools, parents, citizens, businesses, local government and area non-profit organizations. Together we make Troy a great place to call home and Troy City Schools an amazing place to work and learn.

We have worked with our stakeholders over the course of the last year to identify the strengths of our schools so we can continue to leverage them for student success. We've also asked what we can improve upon to provide an even better learning experience for our students. As you read through

our plan you will see what we've learned from that process. We appreciate the many people who have helped us develop our plan and we are committed to seeing it through for our community.

Our strategic plan has five major goal areas, but everything comes back to one overarching goal: to help our students develop into lifelong learners through rigorous and relevant learning experiences that develop the whole child academically, socially and emotionally.

The strategic plan outlined here will guide our work over the course of the next five years and will provide us with the benchmarks necessary to measure our success. It is a comprehensive plan that addresses student success, staff quality, facility needs, communication strategies and our responsibility to be good stewards of taxpayer dollars.

We thank all of the staff members, parents, students, business partners and community members that helped us develop this plan and we dedicate ourselves to achieving great things for our students, families and community. Please reach out to us if you have questions about this plan or our school district.

I welcome hearing from you directly! You can email me at piper-c@troy.k12.oh.us.

Yours in education,

Chris Piper
Superintendent



MISSION

To empower students to dream big, work hard and succeed.

VISION

To become a leading district with successful students, innovative staff, engaged families and a collaborative community.

BELIEFS

- 1 A high-quality education changes lives and improves our world.
- 2 Excellent public schools are the heart of a thriving community.
- 3 Our schools will be safe, welcoming and inspiring.
- 4 Our passion will inspire students to dream big.
- 5 Our fundamental goal is to develop lifelong learners.
- 6 High quality instruction is the greatest driver of student learning.
- 7 Engaging parents and our community enhances student learning.
- 8 Fiscal responsibility and good stewardship are our ethical duty.
- 9 Professional development and collaboration are essential to teacher efficacy.
- 10 Diversity is a strength to be embraced and celebrated.
- 11 Communication builds trust and encourages engagement.

GOAL
01



FACILITIES AND MAINTENANCE

Troy City Schools will provide safe and healthy learning environments to meet student learning needs in the 21st century.



MEASURES OF SUCCESS FOR GOAL #1:

1. Run a successful levy campaign.
2. Ensure student and staff safety, meet all OSHA guidelines and be in compliance with Americans with Disabilities Act in all buildings.
3. Establish appropriate wireless access points and internet bandwidth in all buildings.
4. Provide an annual update to the Troy Board of Education regarding a Five-Year Capital Improvement Plan (CIP), including athletic facilities.

OBJECTIVE #1:

Construct new buildings for grades Pre-K through 6.



ACTION STEPS

1. Develop a cost-effective master plan for new school buildings.
2. Pass a bond issue to construct new buildings in the district.
3. Develop flexible learning spaces that are conducive to learning.
4. Work with architect and construction manager to ensure all buildings will be designed to ensure student and staff safety, meet all OSHA guidelines and be in compliance with American with Disabilities Act.
5. Develop a plan to improve transportation efficiency by strategically locating schools across the district.
6. Develop a plan for staff and community to provide input on design of new buildings.

OBJECTIVE #2:

Maintain and improve our facilities for grades 7-12.



ACTION STEPS

1. Continually review, revise and update the Board of Education regarding our Five-Year Capital Improvement Plan (CIP).
2. Install air conditioning at the high school.
3. Develop and implement student safety measures.
4. Install more efficient lighting and air quality controls.

OBJECTIVE #3:

Maintain and improve all support and athletic facilities for increased safety and operational effectiveness.



ACTION STEPS

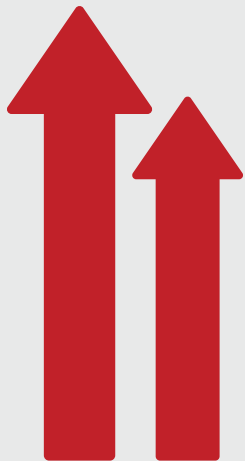
1. Develop a plan to expand the bus garage to increase our ability to maintain our transportation fleet.
2. Develop comprehensive athletic facility master plan.
3. Collaborate with community partners to secure funding to add turf at Memorial Stadium.





STUDENT SUCCESS

Troy City Schools will ensure all students are future ready by: 1) providing rigorous and relevant instruction, 2) monitoring each student's success and mastery of content standards, and 3) developing their social-emotional skills.



MEASURES OF SUCCESS FOR GOAL #2:

1. Each tested subject area will score in the top 10 among Miami and surrounding counties or will improve by two places.
2. Every teacher will achieve at least one year's growth for all student subgroups as determined by value-added measures.
3. Each building will have an overall rating of a "B" or higher on the state report card.
4. The district will have a "B" or higher on the state report card.
5. Each student will score a 22 or higher on the ACT (College and Career Ready Score).
6. All graduating seniors will have been accepted to an institution of higher learning of choice, have accepted a job offer that aligns to his or her career pathway or have enlisted in the military.
7. All students will be prepared to take algebra in 8th grade.
8. 100% of students in grades 7-12 will be involved in extra- or co-curricular activities.
9. Enrollment will increase in Advanced Placement (A.P.) and College Credit Plus courses.
10. Positive student, staff and parent surveys.

OBJECTIVE #1:

All students in Troy City Schools will master academic content through effective, rigorous and relevant instruction at all levels of programming.

ACTION STEPS



1. Audit current literacy practices and ensure there is a comprehensive K-12 balanced literacy framework in place.
2. Ensure each building is utilizing formative instructional practices directly linked to identified learning targets and monitoring student achievement.
3. Use assessment data regularly for effective and timely progress monitoring to inform instruction, intervention and enrichment.
4. Develop high-quality professional learning communities in all buildings.
5. Audit the number of students currently taking Advanced Placement (A.P.) and advanced course work and develop a plan to increase access for all students.
6. By each December, ensure each senior has applied to at least two colleges or trade schools has an updated resume listing experiences in career pathway, or has met with military recruiters.
7. Ensure each grade level has a Response to Intervention (RTI) or Multi-Tier System of Supports (MTSS) in place.





OBJECTIVE #2:

All teachers will provide engaging educational experiences that develop the skills and mindsets required for our students to be future ready.

ACTION STEPS



1. Provide high-quality professional development for staff on how to develop, implement and assess 21st century skills.
2. Create personalized, project-based and student-led learning opportunities.
3. Develop and expand STEM activities and opportunities.
4. Identify and promote career exploration options including mentorships and internships.
5. Provide programming that prepares students with opportunities to develop career-based skills and readiness for the workforce.
6. Develop partnerships with businesses to provide feedback to the district and opportunities for students.
7. Develop a Portrait of a Graduate that will identify the skills and aptitudes required for future success.

OBJECTIVE #3:

Troy City Schools will provide a systematic program in all schools to develop students' self-awareness and self-management skills to achieve success in relationships, school, community and life.



ACTION STEPS

1. Implement district-wide positive behavior intervention and supports to address the social-emotional needs of all students.
2. Implement evidence-based social emotional learning (SEL) curriculum and programs.
3. Provide trauma-informed care training and ensure consistent implementation.
4. Ensure school environments are safe, positive and conducive to learning.
5. Conduct regular student safety drills.
6. Promote a culture of shared ownership and responsibility among students.
7. Conduct regular bullying, harassment and suicide-prevention training to staff & students.
8. Offer and encourage participation in extra- and co-curricular opportunities.
9. Expand opportunities to develop student leadership.
10. Regularly identify and celebrate student success.
11. Teach digital citizenship to students.
12. Promote opportunities for participation in the arts.
13. Survey students' interests every year and adopt programs to get more students involved and engaged.
14. Promote social responsibility and community through service opportunities.



Every Day is a Day



2019
National Merit® Scholarship Program
SEMIFINALISTS



Matthew and Katherine
September 15, 2019

GOAL
03



FISCAL RESPONSIBILITY, SUSTAINABILITY AND TRANSPARENCY

Maintain high standards for fiscal responsibility and stewardship while developing a budget that meet the goals outlined in our strategic plan.



MEASURES OF SUCCESS FOR GOAL #3:

1. Submit a balanced budget.
2. Community, Parent and Staff Surveys have been developed and implemented.
3. Any new construction will stay within planned budget.
4. All operational costs (staffing, transportation, cafeteria, etc.) after construction will be within district planned budget.
5. Costs will be reduced through increased energy and operational efficiencies.

OBJECTIVE #1:

Prepare and present to the Board of Education a balanced budget every year and an updated Five-Year Forecast.



ACTION STEPS

1. Consistently review priorities and strategic alignment of district budget.
2. Focus spending on classroom instruction aligned to district goals.
3. Identify financial benchmarks for the district and present at Board of Education meetings.
4. Implement a systematic approach to monitor all building and district operating costs and present findings to Board of Education annually.
5. Review and develop a timeline for all renewal and improvement levies.
6. Meet state financial reporting deadlines throughout the fiscal year.
7. Receive a clean annual audit.

OBJECTIVE #2:

Maintain and Explore Additional Operating Funding Sources without Increasing Local Taxes

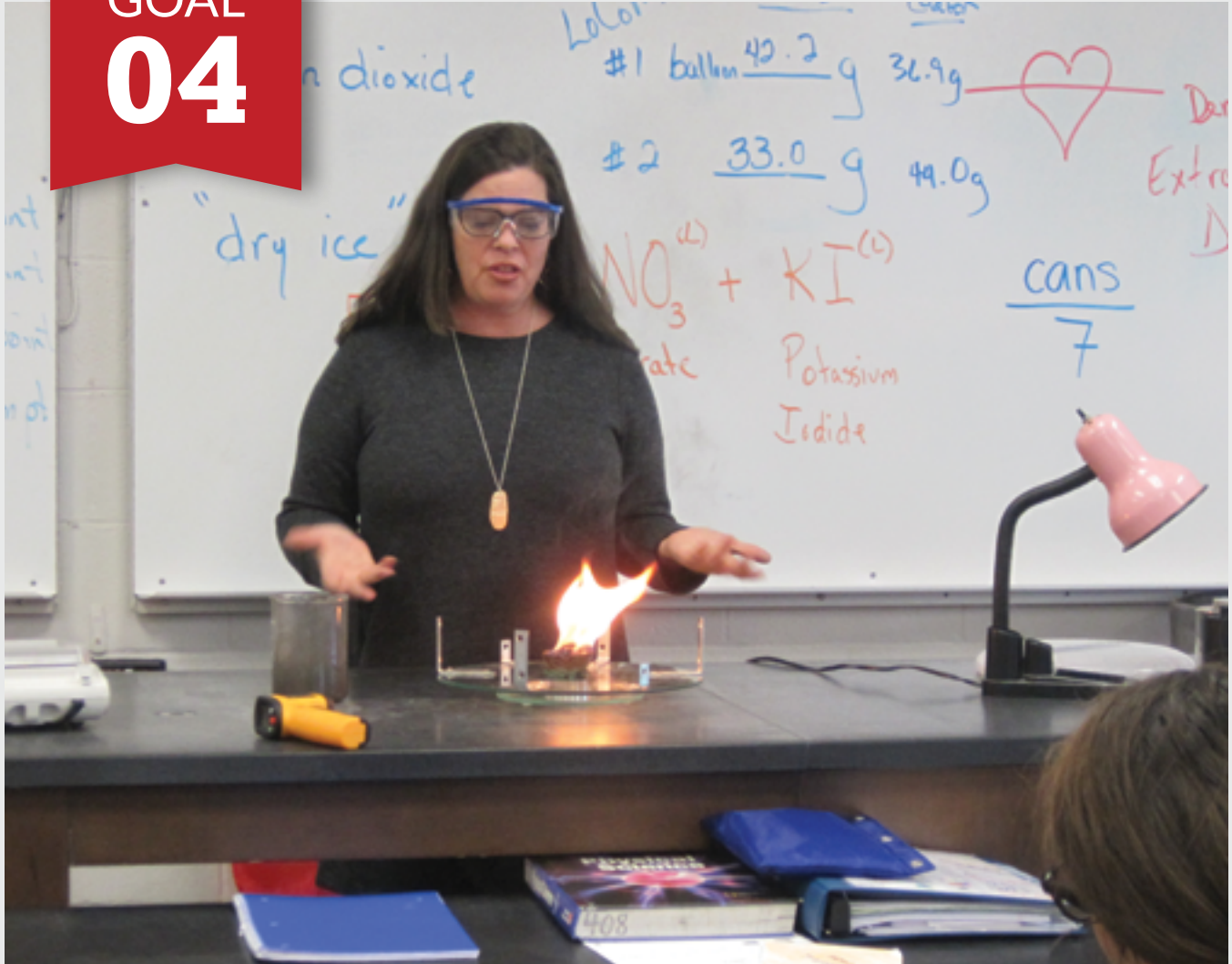


ACTION STEPS

1. Identify and pursue possible grants from local & state agencies.
2. Develop partnerships with local foundations, businesses and organizations.
3. Advocate for increased state funding.



GOAL
04



HIGH QUALITY STAFF

Troy City Schools will recruit, develop and retain highly effective staff members who are dedicated to student growth and development.



MEASURES OF SUCCESS FOR GOAL #4:

1. Increased number of high quality applicants each year.
2. Increased percentage of highly effective staff.
3. B or higher on the State Report Card.
4. Increased number of teachers who participate in Troy Leadership Academy.
5. Positive Staff, Parent and Community Surveys.
6. Retention of highly effective staff.

OBJECTIVE #1:

Troy City Schools will identify, hire and train highly effective staff.



ACTION STEPS

1. Utilize effective recruitment tools to identify employment candidates.
2. Develop and produce Troy City Schools' promotional material.
3. Develop a Portrait of an Ideal Employee that identifies the essential qualities of each position.
4. Develop and implement high quality, consistent employee screening and interview processes.
5. Optimize our local university/college partnerships for student teachers and recruiting.
6. Develop and implement a comprehensive plan for orientation and onboarding.
7. Ensure that every new employee is provided a highly effective mentor.

OBJECTIVE #2:

Develop and implement effective evaluation, feedback and professional development processes.



ACTION STEPS

1. Make consistent and effective use of the evaluation model as a coaching tool to improve staff efficacy.
2. Encourage and develop leadership capacity of all employees.
3. Provide staff members with professional development that is personalized, collaborative and aligned to district goals.
4. Develop Professional Learning Communities in each building.
5. Support strategic innovation that is effectively implemented and aligned to district goals.

OBJECTIVE #3:

Develop and implement effective retention policies



ACTION STEPS

1. Develop a culture that recognizes staff achievement and innovation.
2. Promote the positives of the greater Troy community.
3. Ensure a collaborative environment where all staff members feel valued.
4. Develop and maintain competitive compensation packages with similar and local districts.





COMMUNICATION AND ENGAGEMENT

Troy City Schools will engage all stakeholders through a comprehensive communication plan.



MEASURES OF SUCCESS FOR GOAL #5:

1. Positive Students, Staff, Parent and Community Surveys
2. Increased attendance at school events
3. Social media analytics indicating increased engagement
4. Positive news publications & coverage
5. Increased website traffic and interaction

OBJECTIVE #1:

Facilitate effective internal communication throughout the school district.



ACTION STEPS

1. Provide regular building-level updates and solicit feedback from staff.
2. Conduct monthly district meetings with staff members in each building to share district news and solicit feedback.
3. Clearly articulate district mission, vision, goals, action plans and progress to all staff.
4. Develop building and district leadership teams who monitor progress and suggest action steps to achieve district goals.
5. Identify our ideal district culture and monitor adult behaviors to ensure alignment of beliefs, behaviors and desired outcomes.

OBJECTIVE #2:

Facilitate effective external communication throughout the community.



ACTION STEPS

1. Build staff capacity to serve as communicators and champions for Troy City Schools.
2. Ensure that information is readily available and easy to find on the district website.
3. Identify opportunities to engage with families to support student success.
4. Establish a consistent plan used by all building principals to communicate building information to families.
5. Distribute quarterly district newsletters to all stakeholders.
6. Develop a district report with clearly identified measures of success and share with all stakeholders annually.
7. Invite all stakeholders to an annual “State of the Schools” meeting.
8. Engage local media outlets to share district news.
9. Make effective use of social media outlets to share district and building news.
10. Review the effectiveness of communication channels.
11. Engage stakeholders through regular face-to-face meetings, including monthly coffee chats with the superintendent.

OBJECTIVE #3:

Establish effective communication channels for students.



ACTION STEPS

1. Provide avenues for student voices at the school and district levels.
2. Teachers will provide timely and effective feedback to students regarding academic progress.
3. Students will have regular meetings to review their goals and progress regarding their academic path and career plans
4. Principals will meet with student council quarterly.
5. Develop and implement a plan to establish regular communication of student deadlines, expectations, and opportunities.



BOARD OF EDUCATION

DOUG TROSTLE, President

TOM KLEPTZ, Vice President

GINNY BEAMISH, Board Member

MICHAEL HAM, Board Member

SUSAN BORCHERS, Board Member

ABOUT THE DISTRICT

The Troy City School District encompasses 36.7 square miles serving the City of Troy and Concord Township. The community, which is comprised of 22,000 people, is situated on I-75 approximately 20 miles north of Dayton, Ohio. The I-70, I-75 interchange is about twelve miles south of Troy, giving residents easy access to two major highway systems serving the United States. Dayton International Airport is also a fifteen-minute drive down Interstate 75. The district is currently comprised of six elementary schools, one 6th grade building, one junior high, and one high school. Our tradition is of providing young people with a quality education based on innovative curriculum and support services designed to meet student needs.



troycityschools.org