



East Palestine

STRATEGIC PLAN

Goals & Objectives

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Goal #1

Academic Achievement & Technology



Goal #1

Objectives

01 Establish systems, procedures and policies that consistently deliver curriculum from classroom to classroom; establish effective vertical/horizontal integration of K-12 curriculum; audit classroom resource allocation to ensure curricular needs are met.

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
Audit current TBT, BLT and DLT process and accountabilities.	Admin Team	21-22 SY	
Establish recommendations for process improvement.	Admin Team	21-22 SY	
Engage teachers in classroom resource conversations and needs assessment.	Admin Team	2021 - 2025	
Implement recommendations.	Admin Team	2021 - 2025	
Track and measure success.	Admin Team	2021 - 2025	

02 Advance curriculum and pedagogy development to further magnify the real-world application of content; purposefully infuse essential skills/life skills into the daily curriculum and school experience; explore the effectiveness and purpose of classroom assignments and assessments to ensure tangible problem-based learning application.

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
Engage diverse district team to lead the learner profile planning process.	HS Principal	11/21	
Participate in learner profile planning process.	HS Principal	1/22	
Align learner profile to strategic planning decisions.	HS Principal	3/22	
Communicate profile to community members and stakeholders.	HS Principal	5/22	
Track and measure success.	HS Principal	2022-2026	

Goal #1

Objectives

03 Establish a district technology advisory committee to study the efficacy of a 1:1 device initiative; implement technology standards that allow students to utilize technology as a creation tool.

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
Assess efficacy of student 1:1 device initiative via a district committee.	Superintendent	9/21 - 1/22	
Provide staff PD related to advanced classroom technology and project-based learning.	Superintendent	1/22 - 6/22	
Consider the implementation of district technology coaches and/or adopted technology curriculum.	Superintendent	6/22 - 9/22	
Implement recommendations.	Superintendent	22/23 SY	
Track and measure success.	Superintendent	2023 - 2026	

04 Enhance targeted academic resources for student subgroups including gifted and special needs learners; define a consistent process and data review system to determine appropriate gap-closing measures and practices PreK-12.

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
Audit current programming for gifted and special needs learners.	Vollnogle/Nelson	9/21 - 1/22	
Identify gaps in service model for gifted and special needs learners.	Vollnogle/Nelson	1/22 - 6/22	
Enhance resource allocation and personnel utilization via the Eastern Ohio ESC.	Vollnogle/Nelson	6/22 - 9/22	
Make recommendations for additional programming and/or programming changes.	Vollnogle/Nelson	6/22 - 9/22	
Implement recommendations.	Vollnogle	22/23 SY	
Track and measure success.	Vollnogle	2023 - 2026	

Goal #1

Objectives

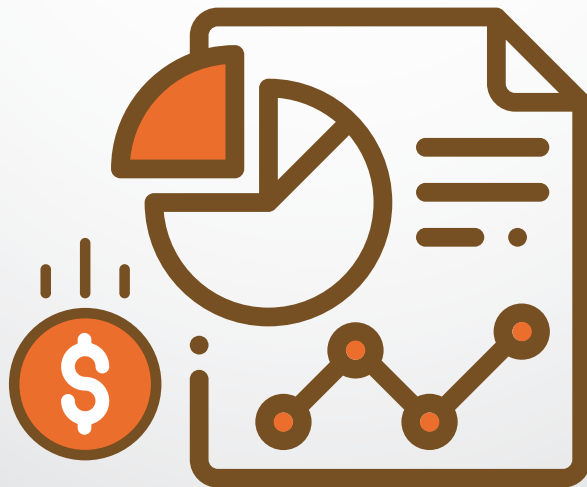
05

Foster, grow and promote community relationships and collaborative community partnerships as a tool for learning; effectively link to district support organizations, civic/service organizations, local businesses and other stakeholder groups to sponsor student internship and mentoring programs.

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
Develop comprehensive list of community support groups.	Superintendent	11/21	
Create proprietary communications for community support groups.	Superintendent	1/22	
Make quarterly contact with community support groups.	Superintendent	1/22	
Create three (3) new partnerships/collaborative experiences with community support groups.	Superintendent	5/22	
Measure and track success.	Superintendent	5/22 - 2026	

Goal #2

Finance



Goal #2

Objectives

01

Publish and promote a series of simplified/community friendly graphics to more deeply educate East Palestine stakeholders and taxpayers on current and projected (future) expenditures; consistently communicate the district’s financial outlook to provide an accurate portrayal of financial standing.

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
Audit current external communications related to finance.	R. Ellis	1/22	
Determine applicable financial data points to communicate.	R. Ellis	3/22	
Create financial dashboard on district website.	R. Ellis	5/22	
Create community friendly graphics and speaking points to communicate district finances.	R. Ellis	5/22	
Implement financial dashboard.	R. Ellis	5/22	
Track and measure success.	R. Ellis	2022-2026	

02

Create and implement a recruiting and retention plan to deter students from open enrolling in neighboring public-school districts or private schools; target the promotion of 21st century programming options (STEM, CTE, CCP) and a positive school culture to show the value of an East Palestine Schools experience.

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
Assess open enrollment data to find trends.	Superintendent	11/21	
Begin elementary level communication and promotion.	Superintendent	1/22	
Establish community nights in district buildings to promote resources and programming.	Superintendent	1/22	
Create proprietary communications series aimed at students and families who have left the district.	Superintendent	5/22	
Ensure district programs (athletics, arts, etc.) are linked at youth levels.	Superintendent/AD	5/22	
Implement recommendations.	Superintendent	5/22	
Track and measure success.	Superintendent	5/22 - 2026	

Goal #2

Objectives

03 Research shared service models with neighboring school districts and the City of East Palestine to explore cost reduction and enhanced resource allocation; increase district response to grant opportunities; investigate corporate gift and donation opportunities.

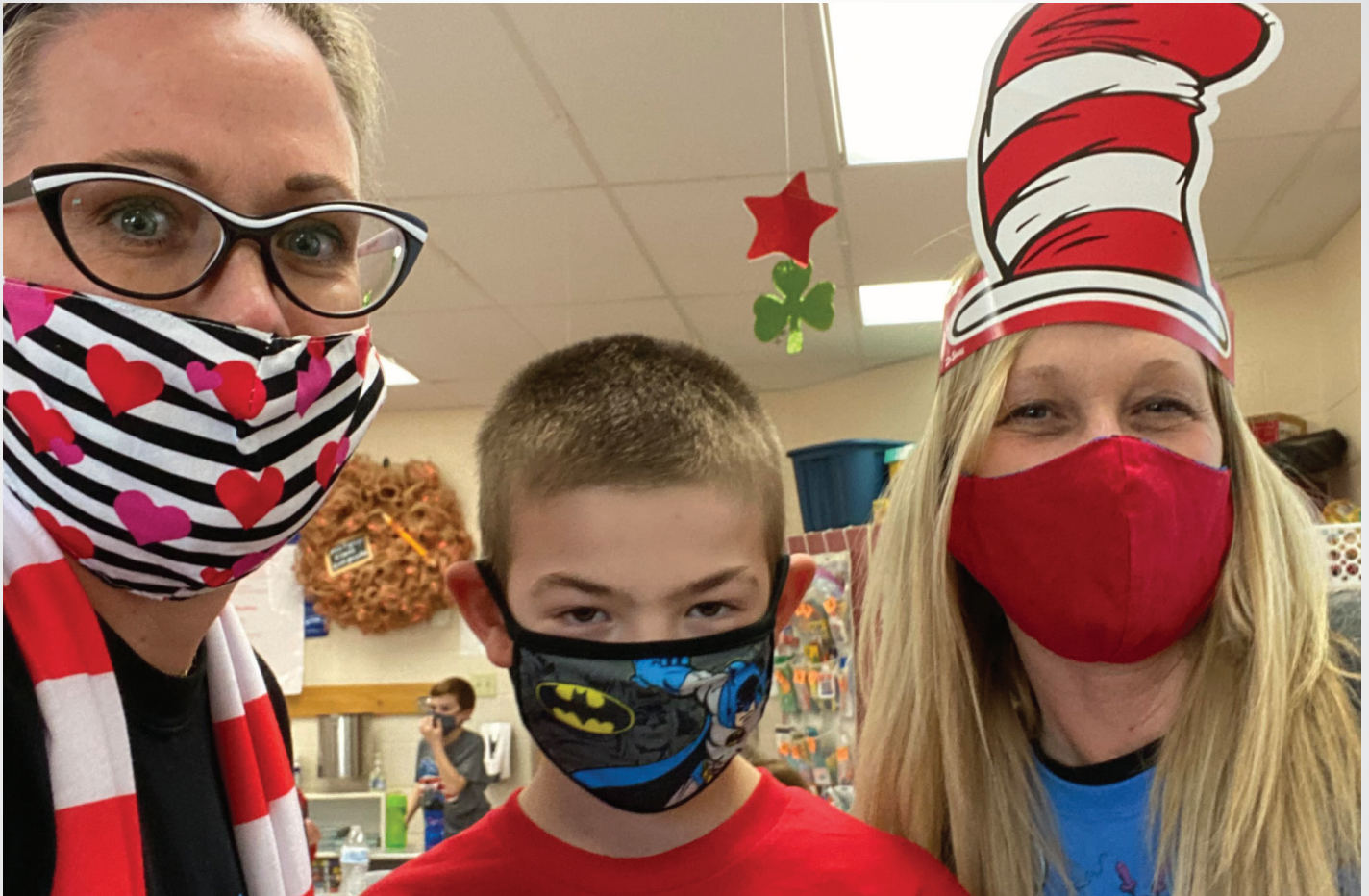
ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
Communicate with local school district partners, Eastern Ohio ESC and the City of East Palestine to discuss shared services potential.	Superintendent	1/22 - 6/22	
Determine applicable service-sharing models.	Superintendent	6/22-9/22	
Implement shared services plan.	Superintendent	9/22	
Utilize district grant coordinator efforts through the Eastern Ohio ESC.	Superintendent	9/22 - 4/23	
Apply for five (5) additional grants.	Superintendent	5/23	
Track and measure success.	Superintendent	9/23 - 6/26	

04 Formulate proactive discussions and planning for future district levy cycles; determine strategy for levy implementation in relation to potential district needs.

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
Engage Board of Education in levy planning and strategy conversations.	Superintendent	1/24	
Communicate levy strategy and public education as needed.	Superintendent	6/24 - 1/25	
Implement strategy.	Superintendent	1/25-3/25	
Track and measure success.	Superintendent	1/25-3/25	

Goal #3

Facilities, Infrastructure & Security



Goal #3

Objective

01 Utilize community engagement and available professional resources to develop a master facilities plan; provide facilities that maximize student interaction, engagement and learning.

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
Perform building and infrastructure assessments.	Weigle/Superintendent	3/22 - 6/22	
Utilize professional resources/consultants at OASBO.	Superintendent	3/22 - 6/22	
Develop comprehensive master facilities plan based on community feedback and district priorities.	Superintendent	9/22 - 12/22	
Implement plan.	Weigle/Superintendent	6/23	
Track and measure success.	Weigle/Superintendent	6/23 - 6/26	

02 Review all aspects of physical and cybersecurity throughout the district; recommend changes to policy and application of best practice strategies; ensure consistent application of security protocol/procedures for district buildings and district events; study traffic plans and patterns during drop off and pick up times.

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
Perform ongoing security assessment.	Superintendent	1/22 - 3/22	
Recommend applicable policy changes as needed.	Superintendent	3/22	
Implement new policies.	Superintendent	8/22	
Track and measure success.	Superintendent	9/22 - 6/26	

Goal #3

Objectives

03

Analyze current and future enrollment trends, as well as student athletic and extracurricular participation, to make strategic decisions with district facilities; consider space allocation, field, stadium and auditorium usage to make data-informed facilities and infrastructure decisions.

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
Audit current and future enrollment trends.	D. Pavkovich	1/22 - 3/22	
Determine guiding data points.	D. Pavkovich	3/22	
Make appropriate yearly recommendations.	D. Pavkovich	By March of each year (2022-2026)	
Implement recommendations.	D. Pavkovich	4/22	
Track and measure success.	D. Pavkovich	8/22 - 6/26	

04

Create and implement an equipment replacement and deferred maintenance schedule; prioritize equipment replacement and updates based on available funding.

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
Audit current equipment replacement and deferred maintenance schedule.	Weigle	8/21 - 10/21	
Determine available project financing.	R. Ellis	12/21	
Create new/updated equipment replacement/deferred maintenance schedule.	Weigle/Ellis	2/22	
Implement new schedule.	Weigle/Ellis	3/22	
Track and measure success.	Weigle/Ellis	4/22 - 6/26	

Goal #4

Communications (Internal & External)



Goal #4

Objectives

01

Develop clear systems and expectations for all forms of internal staff communication; enhance methods and frequency of internal communications to ensure all employees are knowledgeable and informed; remain mindful of potential selective communications and/or trickle-down communications pockets.

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
Audit current internal communications systems and protocol.	Admin Team	9/21 - 12/21	
Develop new expectations based on internal feedback.	Admin Team	1/22 - 3/22	
Design new internal communications protocol.	Admin Team	4/22 - 6/22	
Implement new internal communications system.	Admin Team	8/22	
Measure and track success.	Admin Team	10/22 - 6/26	

02

Establish a comprehensive external communications program to ensure timely and consistent two-way engagement; expand the district's external communications program to more deeply focus on community members with no direct connection or affiliation to the district.

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
Audit current external communications systems and protocol.	Superintendent	9/21 - 12/21	
Utilize stakeholder feedback to prioritize communications channels.	Superintendent	1/22 - 3/22	
Design new external communications protocol.	Superintendent	4/22 - 6/22	
Implement new external communications system.	Superintendent	8/22	
Track and measure success.	Superintendent	10/22 - 6/26	

Goal #4

Objectives

03 Define and establish the East Palestine Schools brand by communicating impactful district success stories at regular intervals; create a brand ambassadors program and engagement strategy to earn and deepen community trust.

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
Create brand standards communications guide.	Admin Team	1/22 - 3/22	
Define East Palestine 3-30-3 message strategy.	Admin Team	4/22 - 6/22	
Embed 3-30-3 message strategy into all district communications.	Admin Team	8/22	
Define members of brand ambassadors committee.	Admin Team	8/22	
Provide brand ambassadors committee with communications and branding training.	Admin Team	8/22 - 10/22	
Implement strategies.	Admin Team	Begin 8/22	
Track and measure success.	Admin Team	11/22 - 6/26	

04 Design an effective system for alumni outreach and engagement; utilize alumni connectivity to positively impact student opportunities, programming and achievement; create opportunities for alumni to return to the East Palestine campus.

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
Audit current alumni outreach efforts.	Superintendent/ Alumni Assoc.	1/22 - 3/22	
Design system to track and harvest alumni information.	Superintendent/ Alumni Assoc.	3/22 - 6/22	
Create alumni database.	Superintendent/ Alumni Assoc.	6/22 - 12/22	
Define opportunities to link alumni with current students.	Superintendent/ Alumni Assoc.	6/22 - 12/22	
Create five (5) collaborative alumni-student opportunities.	Superintendent/ Alumni Assoc.	1/23 - 3/23	
Track and measure success.	Superintendent/ Alumni Assoc.	6/23 - 6/26	

Goal #4

Objectives

05

Design clear expectations for teacher communication to families at each building and grade level; designate appropriate communication platforms and frequency to achieve consistency across the district.

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
Audit current teacher/family communications practices and frequency.	Admin Team	8/21 - 9/21	
Utilize BLT/DLT to formulate communications recommendations for teachers and families.	Admin Team	10/21 - 12/21	
Define new expectations for communications platform and frequency.	Admin Team	1/22 - 3/22	
Implement new recommendations.	Admin Team	6/22 - 8/22	
Track and measure success.	Admin Team	8/22 - 6/26	

Goal #5

Culture/Wellness/Diversity/Inclusivity



Goal #5

Objectives

01 Engage a district committee to study challenging student behaviors/risk factors and classroom impact; examine and create positive behavior models while providing resources and training to assist staff and students who face difficult challenges and circumstances.

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
Create classroom management/PBIS committee.	Admin Team/BLT	8/21 - 9/21	
Study/visit like districts for best practice standards.	Admin Team/BLT	10/21 - 2/22	
Create recommendations for district PBIS platform.	Admin Team/BLT	2/22 - 4/22	
Implement recommendations.	Admin Team/BLT	8/22	
Track and measure success.	Admin Team/BLT	9/22 - 6/26	

02 Identify systems and processes to increase student ease and access to school counselors and mental health professionals; consistently promote available wellness and mental health resources to students and parents.

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
Review school counseling/wellness policies and practices.	Counselors (Cyrus/Sherry, Kerns)	8/21 - 11/21	
Solicit student/family/staff member feedback.	Counselors (Cyrus/Sherry, Kerns)	12/21 - 2/22	
Design new process workflow for students who seek resources.	Counselors (Cyrus/Sherry, Kerns)	3/22 - 5/22	
Create consistent communications of available resources to students and families.	Counselors (Cyrus/Sherry, Kerns)	5/22-6/22	
Implement recommendations.	Counselors (Cyrus/Sherry, Kerns)	8/22	
Track and measure success.	Counselors (Cyrus/Sherry, Kerns)	9/22 - 6/26	

Goal #5

Objectives

03 Advance an atmosphere that respects, embraces and celebrates the uniqueness of individuals; embrace local and regional resources to promote diversity and global perspectives.

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
Promote membership and seek volunteers to serve on district DEI council.	Admin Team	8/22 - 10/22	
Create district diversity plan.	Admin Team	10/22 - 1/23	
Seek local/regional partners and resources to engage students and staff in diversity initiatives.	Admin Team	1/23 - 3/23	
Intentionally plan for and promote student diversity initiatives.	Admin Team	3/23 - 6/23	
Implement diversity plan.	Admin Team	8/23	
Track and measure success.	Admin Team	9/23 - 6/26	

04 Provide professional development opportunities and extended training for staff members related to student social-emotional/mental health needs and students living in poverty; create identification mechanisms and wraparound services for students forced into transient home situations.

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
Audit current staff development opportunities related to social-emotional and mental health.	DLT/BLT	9/21 - 10/21	
Seek staff feedback on potential PD opportunities of interest.	DLT/BLT	11/21-12/21	
Provide targeted professional development opportunities based on staff member feedback.	DLT/BLT	1/22	
Create district wraparound services team.	DLT/BLT	1/22 - 3/22	
Identify transient students.	School Liaison	9/21-10/21	
Create system of tracking and accountability for identified transient students.	School Liaison	10/21 - 12/21	
Track and measure success.	DLT/BLT	1/22 - 6/26	

Goal #5

Objectives

05

Create systems and pathways to further advance a district atmosphere that values student ownership and decision-making in the educational process and the development of the school environment.

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
Create/advance Superintendent's student advisory committee.	Superintendent	9/21	
Seek student feedback to improve ownership process.	Superintendent	10/21-12/21	
Implement applicable student recommendations.	Superintendent	1/22 - 5/22	
Track and measure success.	Superintendent	1/22 - 6/26	

Goal #6

Business Operations & Human Resources



Goal #6

Objectives

01 Apply Board of Education policy consistently between district buildings; create system-wide expectations for students and staff members regardless of building, as well as performance goals for individuals, buildings and the district.

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
Schedule administrative retreat to focus on policy review.	Superintendent	8/5-6/21	
Pursue ongoing administrative discussions related to student discipline outcomes.	Admin Team	9/21 - 12/21	
Make recommendations for improvement.	Admin Team	1/22 - 3/22	
Implement recommendations.	Admin Team	8/22	
Track and measure success.	Admin Team	9/22 - 6/26	

02 Develop, implement and promote customer service standards for all district employees.

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
Create district customer service design team.	Admin Team	1/22	
Create staff member customer service handbook.	Admin Team	1/22 - 5/22	
Implement handbook recommendations.	Admin Team	8/22	
Track and measure success.	Admin Team	9/22 - 6/26	

Goal #6

Objectives

03 Implement a system of teacher, support staff and substitute teacher recruitment to obtain the highest quality, diverse professional staff.

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
Develop marketing collateral for recruiting quality personnel.	Superintendent	10/21 - 12/21	
Establish/advance university partnerships for student teaching experiences; attend university job fairs.	Superintendent	2/22 - 5/22	
Study substitute teacher/staff member pay rates versus neighboring districts.	Superintendent	8/21	
Implement new practices.	Superintendent	8/22	
Track and measure success.	Superintendent	9/22 - 6/26	

04 Perform a best-practices audit for district operations/extracurriculars including athletics, maintenance/custodial, food service and transportation; perform department comparative analysis with other like-districts.

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
Acquire best practice solutions models from like districts and/or professional associations.	Admin Team	8/22 - 12/22	
Implement applicable solutions.	Admin Team	8/23	
Track and measure success.	Admin Team	9/23 - 6/26	

Goal #6

Objectives

05

Conduct classroom support personnel/paraprofessional audit to ensure optimal staffing levels in each classroom; provide specific guidelines and expectations for paraprofessional utilization.

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
Audit current paraprofessional utilization.	Vollnogle	8/21-9/21	
Engage staff members in discussions regarding best practice.	Vollnogle	9/21 -12/21	
Make recommendations for improvement.	Vollnogle	1/22	
Implement recommendations.	Vollnogle	5/22	
Track and measure success.	Vollnogle	8/22 - 6/26	