



APPENDIX E

THE TROY CITY SCHOOLS FIVE-YEAR STRATEGIC PLAN

Progress Report 2004

Beginning in January of 2000, staff members of the Troy City Schools and community members met to develop a blueprint for success for the district for the next five years. The result, a five-year Strategic Plan, is the basis for the decisions that are made that impact the schools. The district's recent academic and financial improvements are due in large part to the implementation of this plan.

It is common in many organizations for documents like this to sit on shelves collecting dust once they are developed. However, as can be seen by the progress report that follows, this is a working document used to drive the direction of this district.

Please take a moment and review the progress we have made towards implementation of our Strategic Plan. Remember that this is a five-year plan and full implementation is not expected after just three years. The strategies not addressed in the following pages are targeted for implementation at some point during the life of the plan. The fact that they are not addressed yet is not an indication of failure. Rather, it is an indication that that particular strategy is yet to be addressed or has already been addressed. As you will see, the district has made great strides towards implementation of this plan.

GOAL #1: The Troy City Schools will promote, facilitate, and expand its partnerships among students, parents, staff, and community.

STRATEGIES:

1. The Action Planning Team will review and evaluate the current and potential level of parental involvement in all schools and make recommendations for improvement.

Parental participation in parent-teacher conferences in the elementary schools approaches 100%. All six elementary buildings have active PTO's as well as a Clear Channel Committee, which is a communication bridge between parents and the school. The percentage of conference participation drops at the secondary levels, but Clear Channel participation and participation in parent organizations is good. Parents routinely volunteer to assist in the day-to-day operations of our buildings. Our biggest challenge is better engaging parents of students who are not being as successful in school as we would want.

2. The Action Planning Team will review and evaluate current and potential corporate partnerships, program sponsorships, and foundations' support, and make recommendations for improvement.

3. The Action Planning Team will develop a plan to actively promote volunteerism in our schools.

Melissa Kleptz of the Troy Foundation has organized Volunteer Days for Make A Difference Day during which community members, staff members, and students cleaned up the grounds of the schools. Mrs. Kleptz has also organized a Volunteer Fair at the junior high during which students learned about local organizations and as a result many have signed on as volunteers with various agencies. The schools have many adults volunteer in them on a regular basis. Students throughout the district volunteered to help with community projects like the United Way and the Cancer Walk-a-Thon. Seniors must also donate time to community service as part of their graduation requirement.

4. The Action Planning Team will review and evaluate the current and potential levels of service to students by community agencies.

Community agencies support the schools through volunteerism and donations. The schools also utilize DARE officers and an Attendance Officer for students with attendance problems and through the generosity of the City of Troy, Troy High School has a Resource Officer on staff.

5. The Action Planning Team will evaluate current and potential methods of communication between the school and community for their effectiveness and make recommendations for improvement, if necessary.

Starting with the 2000-2001 school year, parents were provided a more comprehensive district calendar. Use of Channel 10, the school district television station has been increased as a means of relaying important calendar information as well as posting job opportunities within the district, publicizing awards won by district employees and students. A district informational piece on the State Report Card has also been distributed to registered voters. This piece also contained financial and facilities information as well. During the 2002-2003 school year, for the first time, the City of Troy and the Troy City

Schools have partnered to distribute a quarterly newsletter that has been sent to Troy citizens. The district web site usage, located at www.troy.k12.oh.us, has been increased dramatically as a communication tool and has gained national recognition for its effectiveness. The district's five-year Strategic Plan is posted on the web site in an effort to keep community and staff members reminded of the goals and objectives of the district.

GOAL #2: The Troy City Schools will strive to become an effective school district while providing a diverse instructional program to promote high achievement and prepare students to be lifelong learners.

The Troy City Schools achieved "Effective District" according to the 2003 State Report Card. This is the first time the district achieved "Effective District" status after three years of steady, and in some cases, dramatic academic growth as measured by the Ohio Department of Education.

STRATEGIES:

1. The staff will teach the written curriculum. As the state releases its Academic Content Standards, teachers are familiarizing themselves with these standards, working to align our Courses of Study with them, and developing teaching strategies to address them.
2. Students will apply learning to problem-solving situations.
3. The District will foster relationships with the Upper Valley Joint Vocational School and Miami County Educational Service Center. During the 2002-2003 school year, 240 Troy High School students attended the Upper Valley Joint Vocation School on a full-time basis. This is the most that have attended on a full-time basis.
4. The District will provide more opportunities for non-college bound students.
5. The staff will teach test-taking skills. This is being done not only in before and after-school intervention programs, but also as part of the regular instructional practice in many classrooms.
6. The District will provide intervention opportunities to students not demonstrating proficiency in academic skills. The district has provided extra assistance to academically deficient students in before-school, after-school, and in-school programs as well as in summer school. The district has also implemented Access and Passage programs at Troy High School in an effort to provide students who have experienced difficulties earning credits a greater possibility of doing so. Statistics indicate that the programs have indeed increased these students academic performance.
7. The District will structure building and classroom organization to allow for easily accessible collaboration, staff development, assessment, and use of materials.

8. The District will provide resources for support in the preschool and primary grades.
9. The staff will study effective teaching models. Ongoing staff development will be offered to the staff by the district during the 2003-2004 school year.

GOAL #3: The Troy City Schools will pursue a stable source of funding while efficiently managing the school's budget to responsibly provide for our quality educational programs.

STRATEGIES:

1. The Action Planning Team will continue to examine the feasibility of a school district income tax.

The School District Income Tax Task Force, comprised of Troy citizens, studied the school district income tax for over two years and recommended to the Board of Education at a January 2001 meeting that while they felt a school district income tax would help alleviate some of the school funding issues that currently exist, they did not feel they could recommend it because of the impact it would have on taxpayers.
2. The Action Planning Team will study ways to restructure the revenues realized from Enterprise Zone abatements.
3. The District will advance the relationship with the Development Department of the City to become active in recruitment of incoming business.
4. The Action Planning Team will work together with the Facilities Action Team to realize improved operating efficiency through better utilization of facilities.

Upon request, the State of Ohio, through the Ohio Facilities Commission, provides to districts at no charge a team of architects to evaluate district facilities and make recommendations for improved utilization. The Troy schools have requested this service, the architects have visited the district's facilities and conducted the appropriate interviews, and the district has used the results in its own study of its facilities. This study continues.

5. The Action Planning Team will proactively monitor and influence the legislative policies regarding education funding.

The Superintendent of Schools, Dr. David Dolph, is a member of the Buckeye Association of School Administrators State Department Committee. School Treasurer, Don Pence, is a member of the legislative committee for the Ohio Association of School Business Officials. This committee's purpose is to monitor legislation and to offer expertise to the legislators that represent this district. Central Office administrators also regularly receive updates from professional organizations on the most current legislative issues and make appropriate contacts with state legislators when funding issues arise.

GOAL #4: The Troy City Schools will continually upgrade facilities and study building utilization.

STRATEGIES:

1. The Action Planning Team will review enrollment projections and enrollment patterns.

Ten-year enrollment projections are maintained. Communication with the appropriate city personnel exists with regard to projected housing developments in an effort to determine what impact they may have on the enrollment in certain buildings. Enrollment figures in each building are updated and monitored continuously. Currently, the enrollment figures in all buildings are acceptable. However, the actual and proposed growth in housing on the district's southwest side make it imperative to monitor the impact it may have on Concord school.

2. The Action Planning team will study the current educational programming and the space needs for successful implementation.

See Strategy #3 under Goal #3. In addition to that strategy, in June of 2001 the district purchased property adjacent to the high school to be used with any future need for expansion of those facilities.

3. The Action Planning Team will study current trends in technology use and trends in facilities and make on-sight visits as deemed necessary.

The district, in conjunction with all of the other Miami County schools, has received grant money to implement Video Distance Learning in Troy High School. Teachers have implemented an electronic grade reporting system. The district is utilizing its web site to communicate school events to members of this community and beyond, and interested parties must utilize the web site to apply for posted positions. Fiber optic cabling has been installed to enhance the district's technology capabilities.

4. The Action Planning Team will explore alternative organizational structures and make recommendations to the Superintendent of Schools and the Board of Education

During the 2002-2003 school year, the district held several meetings during which community input was solicited in an attempt to generate ideas as to determine how best to meet the needs of the students from a facilities perspective. This will be an ongoing process and citizens are encouraged to submit their ideas to the Board of Education.

“In Pursuit of Excellence”

