



TRANSFORMATION PLAN 2018 - 2023

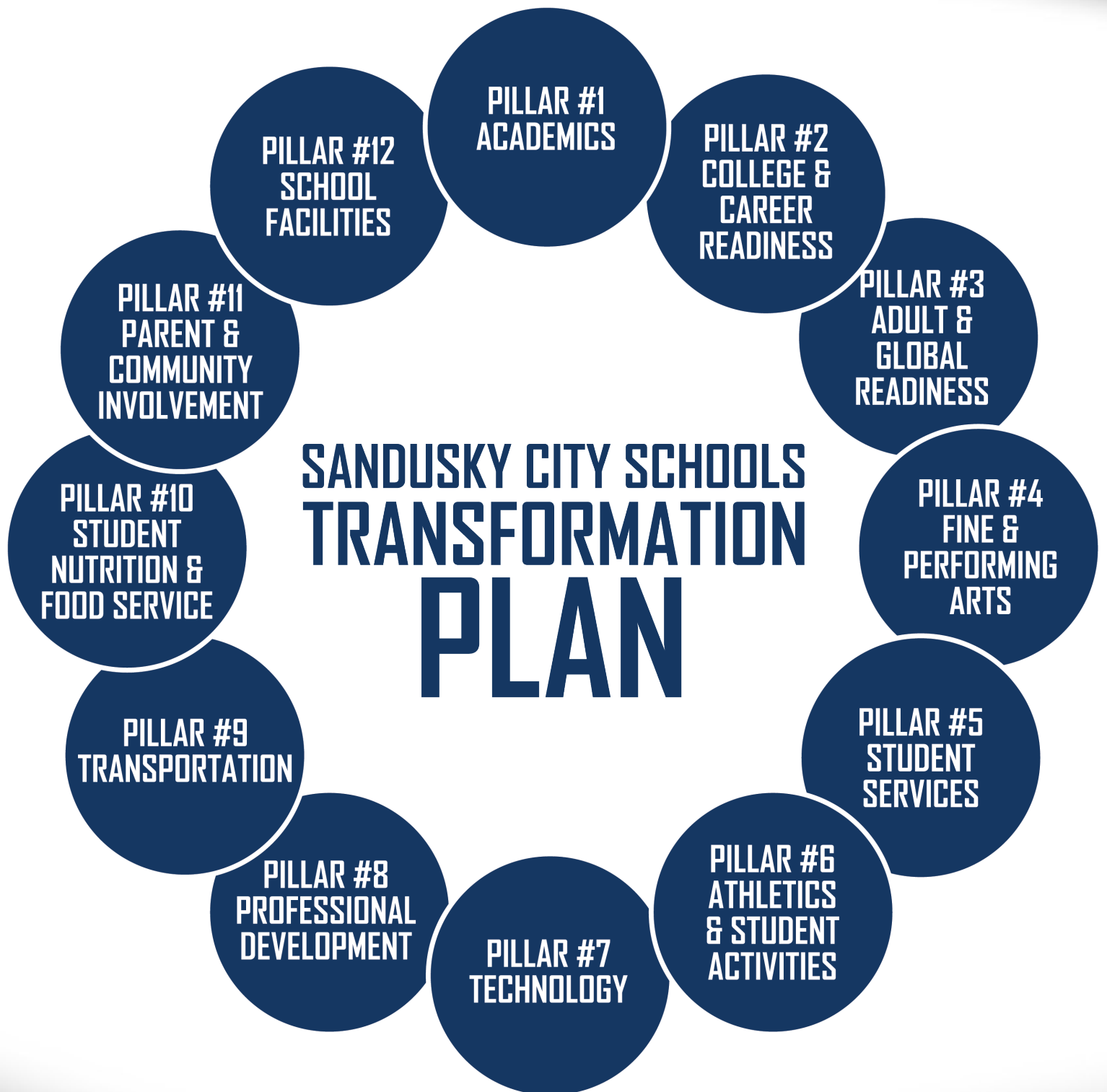
A REPORT TO THE CITIZENS
OF SANDUSKY, OHIO

COMMUNITY UPDATE

FALL 2018

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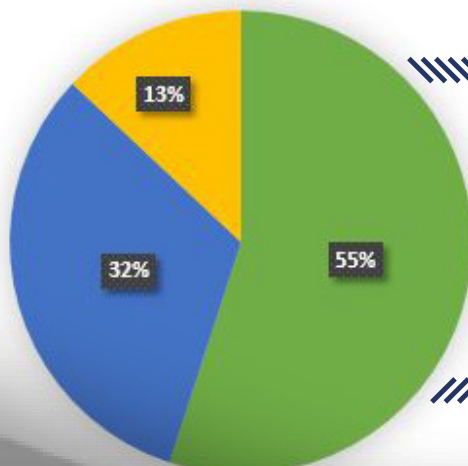


EXECUTIVE SUMMARY

The Sandusky City Schools Transformation Plan is now in its 5th year of existence and continues to serve as the foundation of our strategic plan to redefine and reform the delivery of academic and educational services in order to meet and exceed the 21st Century learning standards. The Transformation Plan serves as the blueprint for our daily operations and helps to ensure that our students are given the tools required to compete at a global level.

In place since 2014, the Transformation Plan has enabled us to offer an innovative new direction for our students as evidenced by increased academic achievement throughout the district and to enhance the level of accountability on the part of all of our staff members in order to make certain that we are exceeding the expectations of our community. Customer service, fiscal responsibility and innovative and creative programming that is transformational will continue to be a major focus moving forward.

The Fall Transformation Plan Update shows that approximately 87% of the goals of the district have been completed or are in progress while 13% of the goals have not yet been started. The ultimate goal is the completion of all 182 of the goals that are part of the Twelve Pillars of Excellence which make up the Transformation Plan. The Fall Update provides a pie-chart analysis of where we stand on each of the pillars. The Transformation Plan is an ongoing strategic plan designed to ensure success at all levels of operation in the Sandusky City Schools.



GOAL PERCENTAGES:

100/182

Completed

55%

58/182

In Progress

32%

24/182

Not Started

13%

PILLAR #1 - ACADEMICS

Academic achievement and instructional improvement continues to be the cornerstone of what characterizes Sandusky City Schools as a "District of Distinction" by the nationally recognized District Administrator publication. Blue Streak culture is steeped in a legacy of pride and tradition rooted in excellence. As the Blue Streak Family celebrates significant gains in achievement outlined in the district's performance on the 2017- 2018 Ohio Department of Education's District Report Card, we are poised to gain more momentum toward the goals that we have outlined in our Transformation Plan.

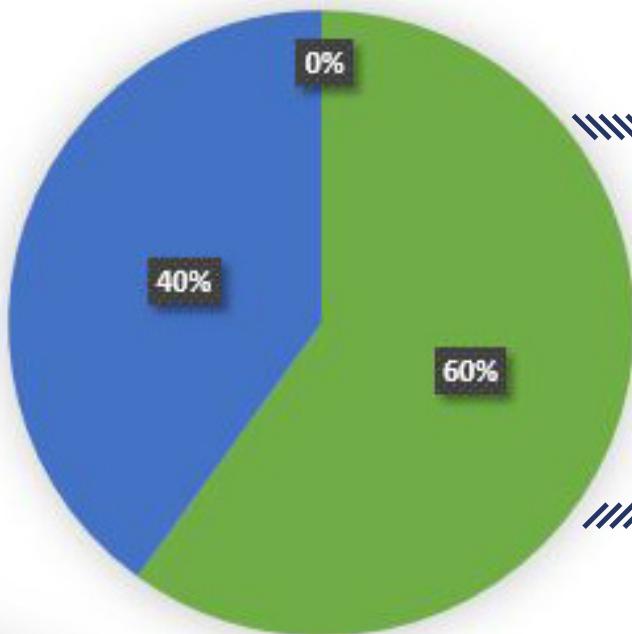
The district's performance this year has given us a firm springboard for obtaining the goal of achieving an overall "A" grade in the near future. As we celebrate our journey we want to stop and acknowledge the efforts of our teachers and administrators and their hard work which has resulted in an overall grade in Achievement of a "C". This accomplishment is evidence that our Transformation Plan is catapulting us toward our vision – "Building Better Dreams to Transform Every Child, in Every Classroom, in Every School to Excellence". With unrelenting pride, the district is undertaking new aggressive and innovative steps to significantly improve student achievement and build on the momentum that was demonstrated in our recent performance on our District Report Card 2017- 2018.

Transformation Plan Academic Goals	2016-2017	2017-2018	Goal Status
1. The district will achieve a letter grade of C or higher in achievement in areas of Reading and Math as measured on the 2018 District Report Card	D	C	Achieved
2. The district will achieve a letter grade of B or higher in K-3 Literacy in the area of Reading as measured on the 2018 District Report Card.	D	D	In-Progress
3. The district will achieve an overall letter grade of C or higher in Progress as measured on the 2018 District Report Card.	D,B,F,F - D	A/A/F/F - B	Achieved
4. The district will achieve an overall letter grade of C or higher in Gap Closing as measured on the 2018 District Report Card.	F	B	Achieved
5. The district will achieve an overall letter grade of C or higher in Graduation Rate and Prepared for Success as measured on the 2018 District Report Card.	Graduation - D Prepared for Success - F	Graduation - D Prepared for Success - F	In-Progress

PILLAR #1 - ACADEMICS

- In 2016 the district's 4-year graduation rate was 76.1%; in 2017 the district's 4-year graduation rate increased to 82.9%. As a result, the district received 600 out of the 600 points on the ODE District Report Card.
- 94.3% of the district's third graders met the third grade reading guarantee requirement for fourth grade.
- In October 2018, the district launched Sandusky's Academic Transformation Strategies - SATS. Sandusky Academic Transformation Strategies (SATS) are key activities that directly address recommendations outlined in the Ohio Department of Education (ODE) Crosswalk document that align to Standards 2: Curriculum and Instruction and Standard 3: Assessment and the Use of Data. SATS will serve as pivotal strategies that integrate the details of the ODE Crosswalk recommendations with the Sandusky City Schools Transformation Plan.

**We encourage you to contact the Chief Academic Officer's office for a copy of Sandusky's Academic Transformation Strategies - SATS to learn more about how we are engaging our teachers and administrators as instructional leaders to significantly improve student learning.*



GOAL STATUS:

3/5	Completed	60%
2/5	In Progress	40%
0/5	Not Started	0%

PILLAR #2 - COLLEGE & CAREER READINESS



The expansion of course offerings as part of our Blue Streak University (an ongoing initiative) continues in the current academic year. Blue Streak University received approval from Bowling Green State University (BGSU) to include the JOUR 1000 (Introduction to Journalism in a Democratic Society) as one of the College Credit Plus (CCP) courses. Credit will be awarded for that course in Spring 2019. Sandusky High School (SHS) has also forged ahead in moving our students into STEAM career fields with the introduction of two BGSU Chemistry courses for college credit, CHEM 1000 and CHEM 1090. The lab (CHEM 1100) will be awarded college credit for Spring 2019. These courses are taught by BGSU Adjunct Professor Charu Chopra, a welcome addition to Blue Streak University.

The initiative to expand course offerings was sparked with the addition of online courses such as Intro to Psychology, Intro to Sociology, Race and Ethnicity - all of the preceding are primarily through Lorain County Community College (LCCC) - during the 2016-17 academic year. There were also a variety of other courses taught through LCCC and BGSU that students were able to take for the first time last year. For example, some of our students enrolled in a Popular Culture course in the Spring 2018 semester through BGSU. Other efforts that continue to blossom this year include the Career Tech program in Aviation. For example, Andrew Gerold became the first student at SHS to experience a solo flight through the program introduced by Brad Agee.

Another ongoing goal is to expand opportunities for our students to pursue careers in the military. In December 2017, nearly 30 students signed up to take the Armed Services Vocational Aptitude Battery (ASVAB). Our tentative date for the ASVAB this year is Thursday, Dec. 6, 2018.

Through our college and career readiness efforts, we have continued to provide enrichment opportunities for our students to visit colleges. Students had the opportunity to visit three colleges last year, including the University of Akron, the University of Toledo, and Bowling Green State University. The goal this year is to attend at least four, but possibly five colleges/universities.

We will continue administration of Accuplacer testing to students at least twice per year (once for high school students and once for middle school students) in order to determine eligibility for CCP courses. This is an ongoing function of the College and Career Readiness Coach. This practice will continue as identified above.

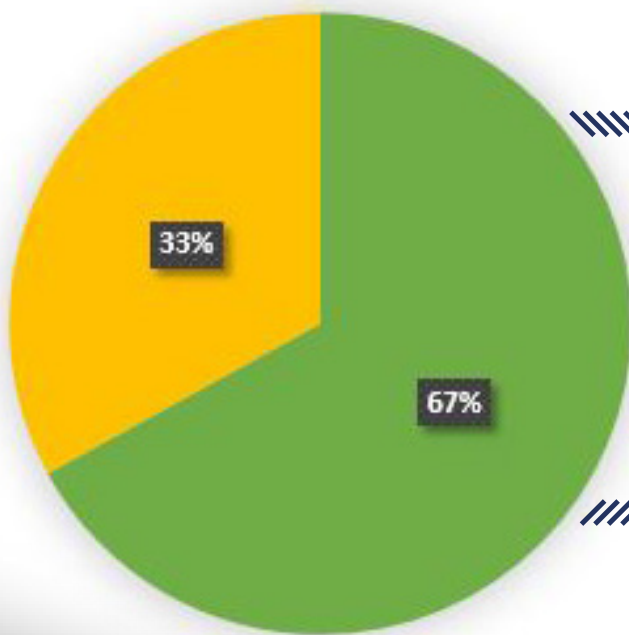
Future goals include:

- 1) Gaining a thorough understanding of how CCP for students in our district is funded and how much of this funding comes from state or federal dollars. This is necessary to help develop strategies to ensure our students are able to maximize the opportunities available as part of the CCP Initiative.
- 2) Expanding the number of students in our district who take full advantage of CCP each year: there are approximately 125 to 130 students enrolled in college courses for the Fall 2018 semester. One aspect of this goal is to help as many of our students as possible to earn at least 30 college credits before graduating from high school. A secondary aim is to help identify students each year who have the greatest potential of earning an associate degree.

PILLAR #2 - COLLEGE & CAREER READINESS

HIGHLIGHTS:

- Progress in moving our students into STEAM career fields with the introduction of two BGSU Chemistry courses for college credit - CHEM 1000 and CHEM 1090 - and the lab (CHEM 1100), which will be awarded college credit for Spring 2019
- Several courses taught through LCCC and BGSU that students were able to take for the first time last year, such as a Popular Culture course in the Spring 2018 semester, through BGSU



GOAL STATUS:

4/6

Completed

67%

0/6

In Progress

0%

2/6

Not Started

33%

PILLAR #3- ADULT & GLOBAL READINESS



Sandusky Career Center is proud to announce it has received the designation of Center for Training Excellence (CTX) from the State of Ohio. This designation allows for expansion of our current services and offerings to provide contract and customized training and business services to local employers.

Sandusky Career Center has partnered with Pearson VUE, a global leader in computer-based testing. With more than 130 testing sponsors in industries such as academia and admissions, financial services, government, health care, information technology, military and licensing agencies, we offer a convenient location for test takers. Our new Pearson VUE testing center is located on the second floor of the Board of Education building.

The Ohio Board of Nursing recently completed a survey of the Practical Nursing to Registered Nursing diploma program and concluded all requirements were met and maintained. The Ohio Board of Nursing will vote at the November 28-29, 2018 meeting to grant the Practical Nursing to Registered Nursing diploma program five-year full approval.

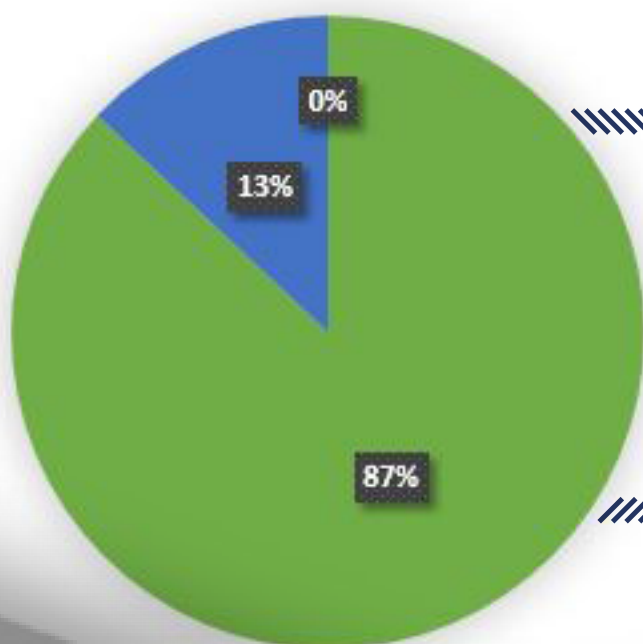
The Ohio Department of Health approved a State Tested Nursing Assistant (STNA) program and our first class was offered in October. Students are now able to become licensed STNAs through our 86-hour course.

The Sandusky Aspire College & Career Readiness Center and Bowling Green State University Firelands College hosted a 12-week pilot program over the summer to prepare adult learners for the college environment. Students were provided instruction and support to increase academic skills, motivation and engagement, increase educational and career aspirations and improve confidence and self-esteem.

PILLAR #3- ADULT & GLOBAL READINESS

HIGHLIGHTS:

- Sandusky Career Center received the designation of Center for Training Excellence (CTX) from the State of Ohio.
- Sandusky Career Center has partnered with Pearson VUE and opened a testing center at the Board of Education building.
- The Ohio Board of Nursing completed a survey of the Practical Nursing to Registered Nursing diploma program and concluded all requirements were met and maintained.
- Sandusky Aspire College & Career Readiness Center and Bowling Green State University Firelands College hosted a 12-week pilot program over the summer to prepare adult learners for the college environment.



GOAL STATUS:

20/23	Completed	87%
3/23	In Progress	13%
0/23	Not Started	0%

PILLAR #4- FINE & PERFORMING ARTS



The Great Lakes Visual and Performing Arts Academy (GLVPAA) was established to offer every child access to a well-rounded education that includes the arts. The Fine Arts Pillar Transformation Plan for the 2018-19 school year includes many goals that allow Sandusky City Schools (SCS) students to experience personal growth in all of the arts from the elementary level through high school.

Thanks to the recent renovations completed in the arts facilities, our programs are better able to meet the needs of our students. The new dance studio is now equipped with floor-to-ceiling mirrors, designed to enable students to self-correct body posture and placement. The concrete floor has been replaced with sprung flooring, which acts as a shock absorber, enhances performance and greatly reduces risk of injury.

The designation of a separate Theatre and Dance room also allows the spaces to be used to their full potential without taking time to move chairs and mirrors to accommodate a change in subjects throughout the day. State-of-the-art improvements have been made to the SHS auditorium lighting and sound equipment, which will allow our students to present their talents in a more professional manner to their audience and our community.

The recent hiring of a district Marketing and Communications Specialist will help the Arts Academy relay information regarding all of the positive activities and opportunities offered at GLVPAA to SCS students, staff and the community.

Our elementary after-school arts program is designed to enrich the established elementary arts programs and introduce these students to dance, theatre, and new instrumental arts opportunities at a younger age, giving them a background that will better prepare them to be competitive in both college programs and professional career opportunities.

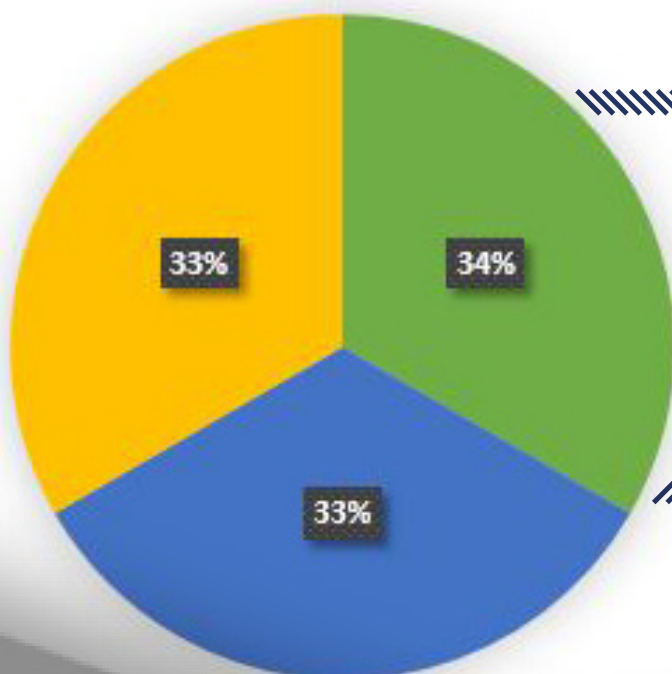
The launch of the Jr. Arts Academy is a long-awaited opportunity to help identify students with gifted abilities in the arts at a young age, designed to prepare them for accelerated education beginning in third grade in all disciplines of the arts – an opportunity which is not offered anywhere else in the surrounding area.

Our summer offerings are an excellent way to provide students with serious interest in the arts with activities to explore their creativity and advance their abilities prior to the next school year. These programs also serve as a tool to recruit new students into the high school and the arts programs in our district.

PILLAR #4- FINE & PERFORMING ARTS

HIGHLIGHTS:

- Increase in funding for the arts, elementary through high school for instruments, materials and facilities
- Completion of a fully functional Dance studio
- Designation of a Theatre classroom
- Auditorium updates and repairs
- Designation of a Marketing and Communications Specialist
- Four Summer arts disciplines offered to students: Band, Visual Art, Dance & Theatre
- New Jr. Arts Academy After-School Program



GOAL STATUS:

8/24	Completed	33.33%
8/24	In Progress	33.33%
8/24	Not Started	33.33%

PILLAR #5 - STUDENT SERVICES



In 2014 the Sandusky City Schools formulated a strategic plan, the Transformation Plan, and identified Pillars reflective of core district departments impactful for student achievement. The initial Pillar developed by Student Services and Family Supports reflected 18 goals in five areas: intervention processes, communication and language, mental health, independent living and interagency collaboration. As the work of our department evolved, 16 of the 18 goals were achieved. Consequently, to keep our work progressing forward, the 2018-2019 Student Services' Pillar has been updated. In large part, the updated Pillar goals are structured as ongoing efforts to continuously grow each area, rather than one-time achievable tasks.

The updated Pillar aligns to the district Transformation Plan, the original (2014) Student Services target areas, and the recently released Ohio Department of Education Ohio Strategic Plan for Education. The State of Ohio has committed to educate the unique needs of each student. Sandusky City Schools mirrors this vision to engage each and every student to discover his or her interests. Thus, each student graduates prepared to contribute to, and lead the next generation in our global community.

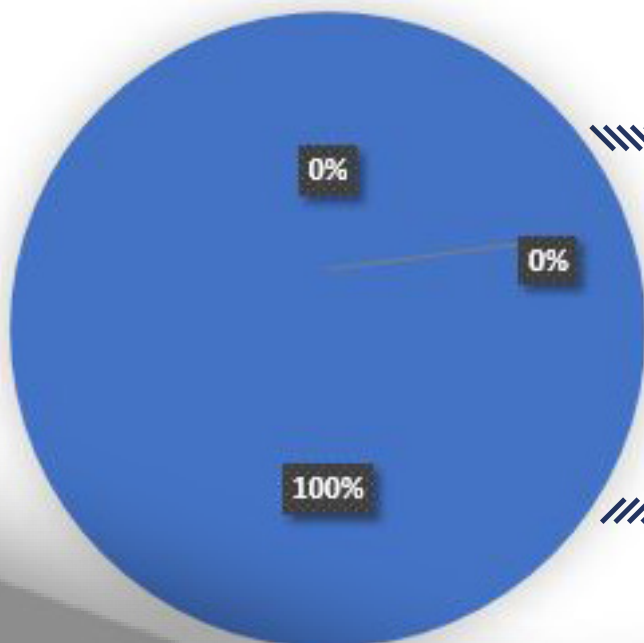
The efforts of our department reflect this determination to support the needs of all students, to timely address academic and nonacademic factors impacting student learning and upon graduation, have developed each student to his or her fullest potential. Through intentional programming and professional development, Student Services and Family Supports embraces a whole child approach to education. Department efforts reflect our committed provision of a safe, supported, healthy, engaged, and challenging school environment to all students. During the 2018-2019 school year we will facilitate the implementation of the refined intervention process. We will also continue to develop district social-emotional learning efforts while increasing staff capacity to meet the needs of each Blue Streak.

Moving forward, services offered through the department will reflect needs across all tiers of intervention (I, II, and III). Such efforts include embedded professional development for social-emotional learning. School counselors will continue current Life Skills instruction with students, and additional layers of support will be added. The PAX Good Behavior Game (GBG) will offer structured classroom practices supportive of the school-wide PBIS framework. Further, the culturally response PAX GBG is aligned with trauma informed practices, Response to Instruction and Intervention and special education instruction. The department has made notable positive advancements. Through the plans noted within, in addition to on-going collaborative efforts with community stakeholders, the department will continue providing timely and relevant services and supports to students, staff, families and the Sandusky community.

PILLAR #5 - STUDENT SERVICES

HIGHLIGHTS:

- District recognition of behavioral supports and social-emotional learning as a 2018-2019 initiative
- Several collaborative conversations with community stakeholders occurred, including those for mental health and physical health; ongoing conversations are planned for 2018-2019.
- A district team became trained trainers for PBIS during the summer of 2018 and overarching PBIS planning occurred.
- Intentional hiring of staff (counselors, speech therapists, and intervention specialists) with experiences and skills was supported by aligned placement of those staff members to needs presented by our students.
- Active steps to increase horizontal and vertical alignment of special education programming to general education curriculum and programming, including social-emotional and prevention programming.
- Refinement of intervention programming to include alignment for preschool through twelfth grades in the areas of academic and social-emotional development



GOAL STATUS:

0/13	Completed	0%
13/13	In Progress	100%
0/13	Not Started	0%

PILLAR #6 - ATHLETICS & STUDENT ACTIVITIES

Sandusky High School (SHS) was a hub of student activity throughout the summer with approximately 100 students participating in team and individual opportunities in a variety of sports each day in the months of June and July. The Learn to Swim program had another solid summer with more than 60 beginner swimmers learning how to feel comfortable in the water and enjoy it safely. The Sandusky Aquatic Club experienced significant growth this summer, with more than 85 swimmers, from elementary through high school. Club members participated in swim meets throughout the area from June through the end of July.

During this past summer all three concession stands at Cedar Point Stadium at Strobel Field underwent a complete renovation. The stands' makeovers included new roofs, wiring, cabinets and countertops.

The Athletic & Activities Department has assumed the role of league administrator for the Sandusky Bay Youth Volleyball League this fall. New this year, an end-of-season tournament has been added to the 4th-6th grade league. More than 300 area students participated in this year's league.

In August, the Sandusky School Board approved the creation of a Drone and Gaming Club. This club will provide a platform for our students to compete in the area and possibly at the post-secondary level. Drone racing and online gaming have grown dramatically over the past few years. Members of the SHS Drone team were invited to the Lorain County Superintendents' meeting this fall, where they demonstrated their skills and shared their experience in participating and running a drone racing team. The drone team also traveled to Bowling Green State University and participated in the 9th Annual STEM in the Park event. At Wood County Airport, our students demonstrated drone flying and interacted with students from all over Ohio, educating them on the importance of hands-on STEAM activities.

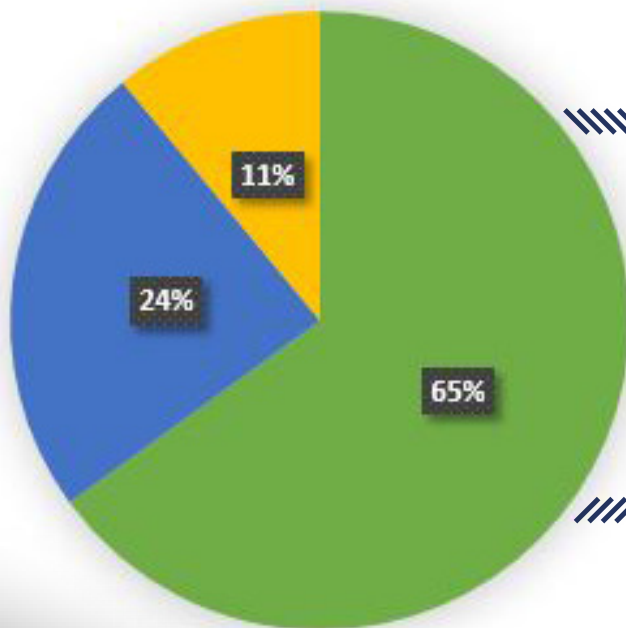
Currently the Athletic & Activities Department is working with the Career Tech Welding Program to design and fabricate protective screens for the football field's 25-second clock.

The department also continues to recognize and award student-athlete academic achievement. With the help of the Blue Streak Athletic Booster Club, scholar-athletes at all levels receive certificates of merit, as well as awards such as Blue Streak Scholar Athlete Apparel. Research has repeatedly shown that students who participate in extracurricular activities have a higher grade point average, better attendance, fewer discipline issues and a higher graduation rate than their peers.

PILLAR #6 - ATHLETICS & STUDENT ACTIVITIES

HIGHLIGHTS:

- Increased summer participation of student-athletes
- Concession stands remodeled
- League administrator for SBC Youth Volleyball League
- Creation of Drone and Gaming Club
- Addition of goal-setting and additional college and career readiness opportunities during Study Tables



GOAL STATUS:

11/17	Completed	65%
4/17	In Progress	24%
2/17	Not Started	11%

PILLAR #7 - TECHNOLOGY

As the world continues to evolve into an always-online and technological-based society, the Sandusky City Schools Technology Department will progress to meet demands for the rapid, ever-changing landscape of educational technology.

We have started the planning phase of our transition into the new school buildings. Working closely with the consultants, the technology department has shown them ways to reduce costs and still keep the same level of next generation network infrastructure that the district deserves. Sandusky High School and Sandusky Middle School have received cutting-edge science labs and are one of the few locations in Ohio to host a state-of-the-art planetarium.

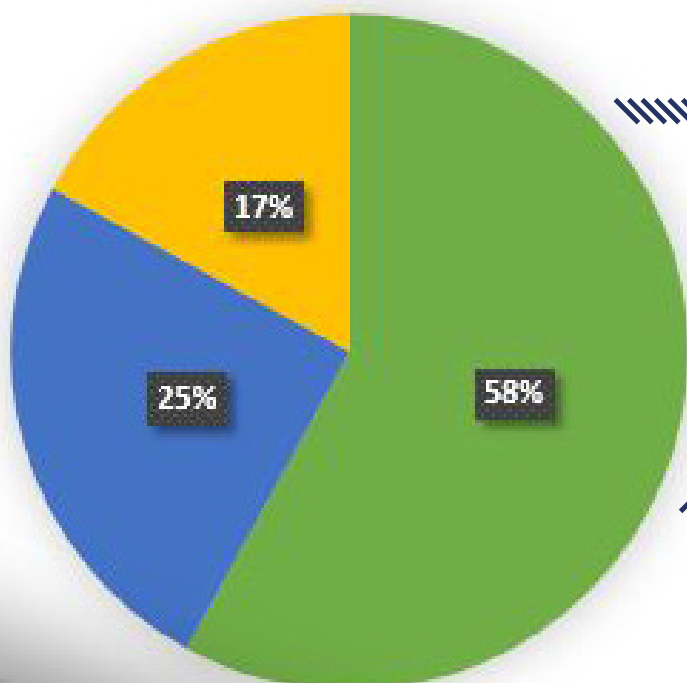
We have updated student/teacher devices and continue to provide teacher support for a successful launch of the NWEA MAP testing season. The technology department will continue this process throughout the rest of the school year for the remaining online testing requirements for NWEA MAP, Ohio's State Tests, CogAT and the ACT.

As a department, we are committed to providing a supportive role to our district academic goals focusing on the implementation of new and current online curricular/curriculum software. This year, we have managed online access for students and teachers in numerous programs/software throughout the district including the new Science and Math textbook series at the middle and high school levels. Our team will provide ongoing technical assistance for our teachers and students to ensure a seamless implementation for the 2018-2019 school year.

PILLAR #7 - TECHNOLOGY

HIGHLIGHTS:

- 540 laptops deployed to SHS/SMS science labs and Hancock & Mills Elementary
- Nine science labs outfitted with the latest technology
- State-of-the-art planetarium completed at SHS
- Successful launch of NWEA MAP testing season
- Districtwide implementation of PaperCut printing infrastructure
- Completion of over 500 Help Desk tickets
- New file backup system has greatly reduced our operating costs



GOAL STATUS:

21/36	Completed	58%
9/36	In Progress	25%
6/36	Not Started	17%

****Please note:** Most technology goals are ongoing goals that have a starting and completion point each school year. All goals currently in progress are on track to be completed on schedule at the end of this school year.

PILLAR #8 - PROFESSIONAL DEVELOPMENT

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The purpose of professional development is to improve learning for adults and students. According to the "Learning Forward" professional association, "In public schools, effective professional development affects students. Student learning and achievement increase when educators engage in effective professional development focused on the skills educators need in order to address students' major learning challenges". Learning Forward goes on to argue that professional development "is most effective when it occurs in the context of an educator's daily work. When learning is part of the school day, all educators are engaged in learning... educators benefit most by learning in the setting where they can immediately apply what they learn---- in the school where they work".

SCS has launched an academic theory of actions – "Schools at the Center of our Organization". To this end, we believe that high quality professional development for all staff (instruction and non-instructional) in every role in our district plays a quintessential role in realizing our academic goals.

SCS offers a plethora of professional development (PD) opportunities for its employees. A comprehensive onboarding process for new employees - Blue Streak Boot Camp - is convened annually and has been a welcomed required activity for new employees from a cross-section of the district. Satisfaction surveys validate that the boot camp is effective. The design of the Blue Streak Boot Camp helps new employees understanding daily operations required by state code and Board of Education policy in the new employees various. A key component of the boot camp also relates to Sandusky's rich history of pride, tradition and excellence.

All employees must routinely complete mandatory training in Bloodborne Pathogens for School Employees, Getting a Safety Data Sheet, Ohio Ethics Law Homeless Education and Restraint and Seclusion.

Staff members participate in various PD opportunities offered regionally, state-wide and nationally to ensure that best practice and evidence-based practices are advanced. The district also hosts four mandatory PD days that begin with a launch in August and recur quarterly.

Professional development offerings are differentiated amongst staff. The district has incorporated the recommendations made by the Ohio Department of Education (ODE) outlined in the "The Crosswalk" document. The district's 2018-2019 Academic Professional Development offers directly address the ODE Crosswalk recommendations. Many of the PD offerings are job embedded and incorporate activities that strengthen a collaborative culture of learning steeped in data-driven decision making. A recent PD evaluation for August 2018 indicates that the first district PD day met the needs of employees. Of the 255 employees that provided feedback, 232 employees indicated that the PD they attended in August was useful and information was applicable to their professional role.

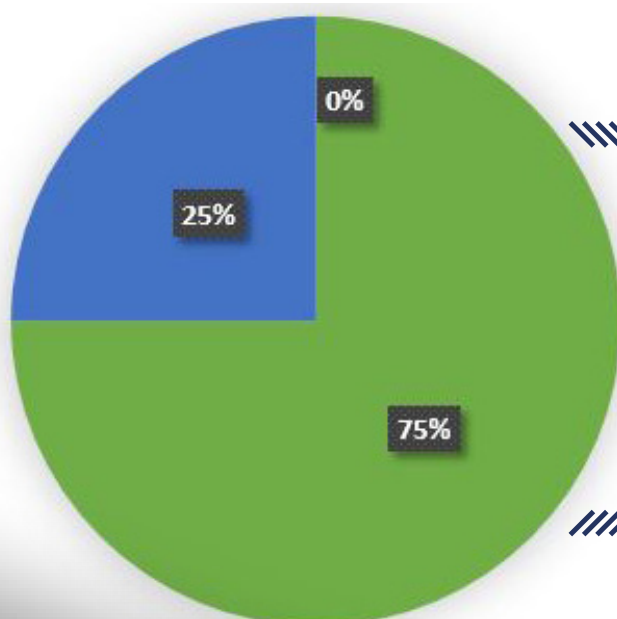
One major shift in how the district provides PD that will impact the instructional staff includes strengthening how we monitor and support new professional learning. This new model ensures that teacher voice and data-driven decision-making are critical components of curriculum-based PD implementation. Curriculum/Curricular Implementation Support Visits entail opportunities for the Chief Academic Officer's team to collect data to use for PD planning. Additionally, teachers will have an opportunity to collaborate across classrooms and schools with their peers on developing lessons with new curriculum materials.

Instructional Leadership Coaching will be a new hallmark of how principals receive job-embedded PD in Sandusky City Schools. During the 2018- 2019 school year principals will receive job-embedded PD the through various opportunities outlined under Highlights.

PILLAR #8 - PROFESSIONAL DEVELOPMENT

HIGHLIGHTS:

- Implementation/refinement of the following:
 - District Focus Team training on data-driven decision making in a group setting administrators work with their colleagues to analyzing various student data to improve student learning
 - Learning Walks for Leaders, which engages administrators in reflective practice on how to support effective teaching through one-to-one coaching with the Chief Academic Officer while implementing instructional rounds
 - Collaborative Inquiry for Leaders, which allows administrators to convene instructional rounds in each other's schools to calibrate high quality teaching while focusing on how to better understand the implications of vertical articulation within the framework of advancing problems of practice
- The district has recently convened a new Curriculum and Professional Development Advisory Committee to vet new district-wide professional development opportunities to incorporate into the district's PD plans. The district will continue to refine professional learning opportunities using data.



GOAL STATUS:

3/12

Completed

25%

9/12

In Progress

75%

0/12

Not Started

0%

PILLAR #9 - TRANSPORTATION

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The Transportation department's two new special needs buses have been ordered and are expected to be delivered prior to the district's holiday break. The nine-passenger mini bus remains another valuable transportation tool that has a viable future with the district.

The department has received applications from several potential driving candidates following publication of an article in the Sandusky Register describing the widespread shortage of bus drivers. We continue to work to implement creative and effective scheduling to cover routes and trips and to recruit new drivers.

The alternate busing request form has been implemented and is proving to be a useful tool to manage the large number of requests for alternate busing that are received by our department.

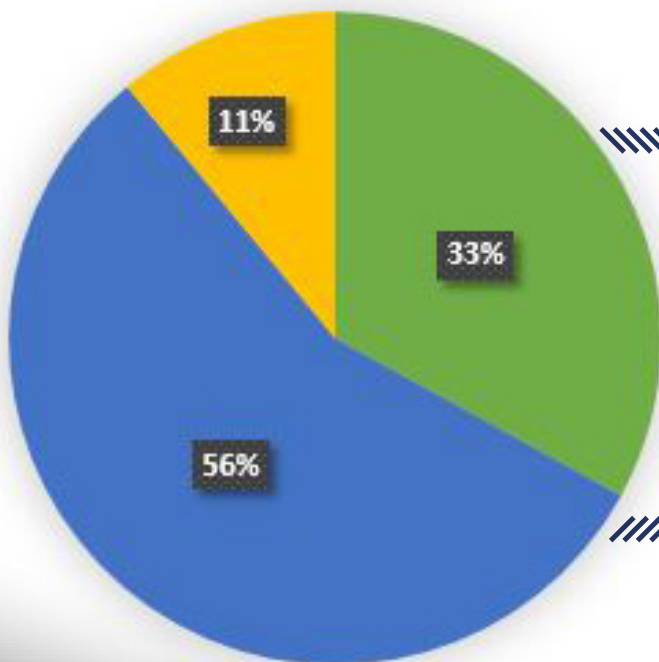
We continue to bus homeless and foster-placed students residing outside district attendance boundaries, students being educated out-of-district and those attending charter/parochial schools.

As always, student safety is our top priority and we continue to work toward maintaining safe school zones around our buildings.

PILLAR #9 - TRANSPORTATION

HIGHLIGHTS:

- Two new, special needs buses on order
- Uniform alternate busing form being used district-wide
- Positive leads generated by the Sandusky Register article on the national school bus driver shortage
- Successful start to the 2018-19 school year and consistent delivery of customer service



GOAL STATUS:

3/9	Completed	33%
5/9	In Progress	56%
1/9	Not Started	11%

PILLAR #10- STUDENT NUTRITION & FOOD SERVICES

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The Sandusky City Schools (SCS) was again approved in August for participation in the National School Lunch and School Breakfast Programs Community Eligibility Provision (CEP) through the USDA. Through this program, every student enrolled in SCS is eligible to receive a healthy breakfast and lunch at no charge through the 2021-2022 school year. Students are able to participate in these meal programs without having to submit an application.

The Student Nutrition & Food Services department has implemented two new programs: 1) the Summer Feeding Program at Sandusky High School which provides a free breakfast or free lunch to students participating in summer camps or other activities at SHS, and 2) the After School Supper Program which is linked with the Athletics Study Tables, giving students an opportunity to eat a free, hot, nutritious meal while studying or working on their homework. Ontario Elementary is participating in this program this year as well, with a link to the Sandusky City Schools Jr. Arts Academy. Students are able to eat a free, hot, balanced meal prior to participating in the Arts Academy classes.

The department is currently working with The City of Sandusky Parks & Recreation Department on the Midtown Supper Club program for students in our district. The club is designed to educate students in healthy food preparation and the importance of work ethic, leadership and team building in the workplace.

The department continues to work with our elementary schools to offer breakfast incentive rewards for students and the director consistently strives to incorporate creative ways to use food as a learning tool, such as attaching letters of the alphabet to corresponding menu items for our kindergarten students.

Staff lunch sales have increased 8% over last quarter; student breakfast counts are up 1% and lunch counts have increased by 2.9% district-wide so far this year.

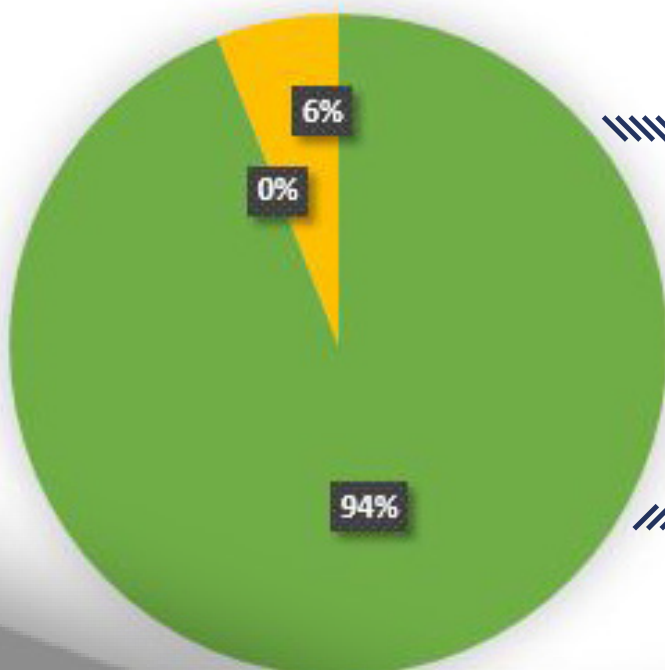
The department has purchased two new steamers and two steam kettles for the High School and one new oven and one new steam kettle for Venice Elementary. The steamers are high efficiency forced air units which produce more steam for cooking, lowering operating costs. The previous boiler steamer and kettles were non-operational. The new kettles utilize a high-performance gas-fired heating system for quick heat-up and recovery time and are equipped with splash-proof shields to provide protection against burns and accidents. The new oven has been awarded an Energy Star Rating and replaces one that was past its useful service life.

A \$15,000 prototype Table Top Steamer was donated to the Regional Center for Advanced Academic Studies by Cleveland Range of Cleveland, Ohio. The steamer operates by recycling steam and water, eliminating the need for gas or water lines. Any repairs that may need to be made will be paid by Cleveland Range and the unit can later be moved to any building.

PILLAR #10- STUDENT NUTRITION & FOOD SERVICES

HIGHLIGHTS:

- Granted approval for district-wide free breakfast and lunch through the USDA CEP Program for four more years
- Two new programs: the Summer Feeding Program and the After School Supper Program
- Collaboration with City of Sandusky Parks & Recreation Department on the Midtown Supper Club program
- Continuing to utilize menu items as a learning tool
- Increase in staff lunch and student breakfast and lunch counts



GOAL STATUS:

16/17	Completed	94%
0/17	In Progress	0%
1/17	Not Started	6%

PILLAR #11- PARENT & COMMUNITY INVOLVEMENT

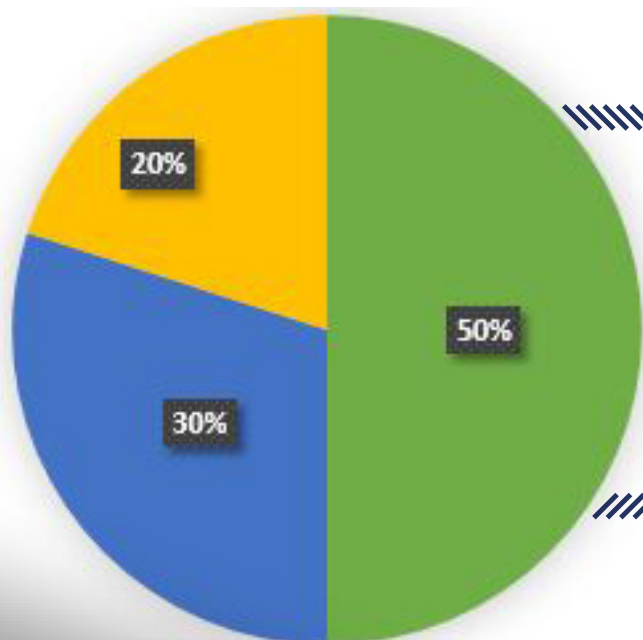
At the forefront of Sandusky City Schools (SCS) Parent Involvement Policy is its core value to continue to engage our parents, to increase community involvement and build community partnerships. SCS is committed to ensuring that each and every parent and/or guardian is connected to classroom teachers and principals.

Parent involvement is one key to improving student academic achievement and school performance. To increase parent engagement and provide our parents with access, the Board of Education hired two Sandusky City Schools alumni, Alex Jones as the Parent Involvement & Community Engagement Specialist and Kerstyn Pou as the Marketing and Communications Specialist. As a result of their hiring, Mr. Jones has made personal contact with over 130 parents that reside in the district, but their children attend other schools, and is working with Parent Congress to bolster and enhance each school's Parent Teacher Organization. Significantly, behind the work of Ms. Pou, we have already seen an increased presence in print material with the local newspapers and information and photos on SCS social media outlets.

PILLAR #11- PARENT & COMMUNITY INVOLVEMENT

HIGHLIGHTS:

- Each school had an open house for families that was extremely well attended.
- Hired Alex Jones as the Parent Involvement & Community Engagement Specialist
- Hired Kerstyn Pou as the Marketing and Communications Specialist
- SCS either hosted or had a presence at eight community events during the summer and fall of 2018.



GOAL STATUS:

5/10	Completed	50%
3/10	In Progress	30%
2/10	Not Started	20%

PILLAR #12 - SCHOOL FACILITIES

The Fall 2018 update on the Sandusky City Schools Facilities Pillar is a reflection of the dichotomous nature of our school facilities project. We are extremely pleased to inform our community that we have accomplished our goal of making significant improvements to major instructional spaces at Sandusky High School (SHS) and Sandusky Middle School. These improvements included renovation of the science, chemistry, and physics labs at the middle school and high school. These state-of-the-art labs reflect the first upgrades to this area of our school in more than 60 years and will help the district launch its most aggressive science initiative in our history, with emphasis on our STEAM (Science, Technology, Engineering, Arts, and Mathematics) program. With our new labs, our students will have access to the latest technology and teachers will be able to use their new instructional space to continue to improve student academic performance. In addition to the STEAM labs, we were also able to make improvements to the Frohman Planetarium: The facility was equipped with 50-year-old technology, which has now been upgraded to 21st century technology to assist our students in their academic growth. The new Frohman Planetarium is now the best high school planetarium in Ohio and one of the best in the Midwest. The SHS auditorium was improved with a new sound system that replaces the 60-year-old system we had been using, and with professional stage lighting that will provide a quality experience for our student performers. Room 300 and 301 are now 21st century lecture halls with upgraded technology and wireless communication capacity. We are also proud to share that the summer budget for these projects was nearly 3 million dollars and we are on budget and on time.

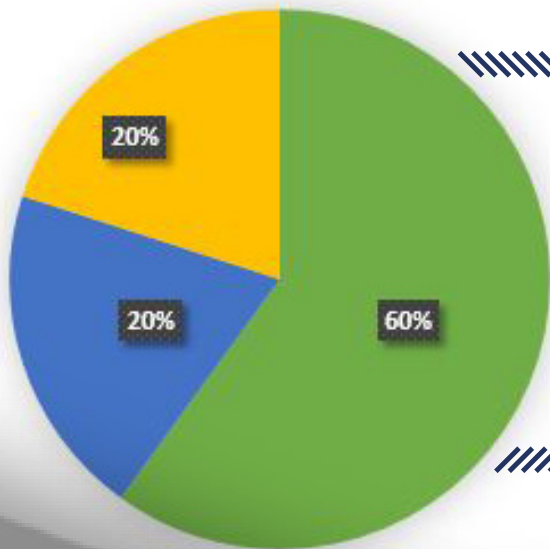
One of the most impactful elements of our facilities program update addresses the recommendation by the Senior Leadership Team to the Board of Education to change the management of our construction project. After careful consideration, the Board felt it was in the best interest of the district to interview new construction management firms that would be able to meet the expectations of our parents, students, and community members. In consultation with our Project Manager from the Ohio Facilities Construction Commission, we have developed a new timeline for the selection of the new construction management team. We anticipate the appointment of the new team by mid-December. We are still on schedule to build the Ontario Primary School and the Sandusky Intermediate School by August 2020 and the Hancock Pre-K-Kindergarten school by January 2022. We identified seven priorities for our facilities decision-making; (a) maintaining our grade configuration of PreK-K at Hancock, grades 1-2 at Ontario, and grades 3-6 at the Intermediate School; (b) keeping to the original architectural drawings, (c) ensuring a use for every building in the district, (d) capitalizing on our partnership with the City of Sandusky by building schools in growing neighborhoods, (e) ensuring long-term financial viability for the district, (f) ensuring we can meet our 2020 deadline for the first two new buildings, and (g) recommitting to meeting the facilities budget, bidding procedures and timeline and participation by local contractors and vendors.

An ongoing highlight is the district's commitment to open and transparent communication regarding the facilities project. We continue to meet this goal by generating a monthly newsletter, providing regular updates to the Sandusky Register, updating our website with facilities information and adhering to our 24-hour email response policy for questions. We continue to hold both small- and large-scale meetings with parents, and the larger community. Our next community forums are scheduled for January 22 and 23, 2019.

PILLAR #12 - SCHOOL FACILITIES

HIGHLIGHTS:

- Completed major summer reconstruction projects at Sandusky High School (SHS) and Sandusky Middle School, including installation of state-of-the-art science, physics, and chemistry labs for the first time in 60 years that will contribute to the school district's emphasis on Science, Technology, Engineering, Arts, and Mathematics (STEAM)
- Renovation of Room 300 and Room 301 at SHS to reflect college- and university-level lecture halls with 21st century technology including wireless internet capacity
- The most significant reconstruction upgrade to the Frohman Planetarium in 50 years including 21st century technology for the new dome, updated seating and upgrades to the sound, lighting and student instructional space
- The first major upgrades to the SHS auditorium in decades including replacing the 60-year-old sound system with a state-of-the-art sound system and professional level stage lighting, designed to provide excellent quality for our student performances
- All summer construction work was completed on time and on budget.
- Maintained an effective communication tool for elementary parents with a monthly "in the backpack" newsletter that kept parents updated on developments associated with the construction project
- The Senior Leadership Team made a recommendation to the Board of Education to transition the current construction management firm and identify a new construction management team to ensure on-time delivery of buildings within the approved budgetary guidelines.
- The Sandusky City Schools received a \$100,000.00 award from the Sandusky Rotary Club in recognition of the Club's 100th year of service to the community. The award will be used to highlight the Sandusky Rotary Club's Global Education Center (GEC). The GEC will be a state of the art 21st century technology center housed at the Sandusky Intermediate School (which will be located next to SHS).
- The Office of the Chief Financial Officer and Treasurer completed a five year capital plan that outlines the district facilities and strategic investments for capital projects.



GOAL STATUS:

6/10	Completed	60%
2/10	In Progress	20%
2/10	Not Started	20%

TRANSFORMATION PLAN PROGRESS FALL 2018 UPDATE

GOAL PERCENTAGES:

100/182

58/182

24/182

Completed

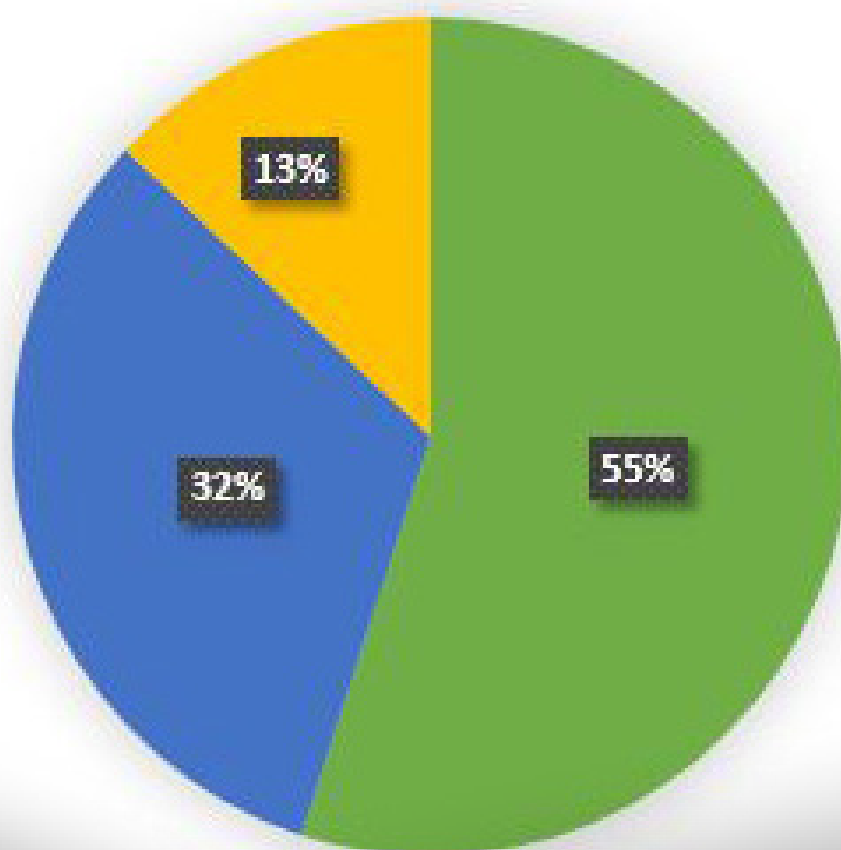
In Progress

Not Started

55%

32%

13%



Building Better Dreams



Sandusky City Schools Board of Education

Mrs. Gina Deppert, Treasurer & CFO

Mr. Jeff Krabill, BOE Member

Mrs. Martha Murray, BOE Vice-President

Mrs. Brigitte Green-Churchwell, BOE President

Ms. Katie Vargo, BOE Member

Mr. Thomas Patterson, BOE Member

Dr. Eugene T.W. Sanders, CEO & Superintendent





OUR MISSION

Our mission is to provide a diverse educational experience where all students will become respected, productive, & valued members of our community.

Blue Streak University.....	419.984.1085
Board of Education.....	419.626.6940
Great Lakes Visual & Performing Arts Academy.....	419.984.1077
Kindergarten Registration.....	419.626.6940
Preschool Education.....	419.984.1048
Sandusky Career Center.....	419.984.1100
Sandusky Digital Academy.....	419.984.1060
Sandusky High School.....	419.984.1068
Sandusky Middle School.....	419.984.1182
The Global Internship Experience for Seniors.....	419.984.1086
The Regional Center for Advanced Academic Studies.....	419.984.1349

**PARENT & COMMUNITY
CONTACT NUMBERS**



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