



S Sandusky
CITY SCHOOLS
TRANSFORMATION PLAN
>>> SPRING 2019 UPDATE

“ Our primary goal is to dramatically redefine the delivery of academics and educational services to position our students to compete on a global level. ”

- Dr. Eugene T. W. Sanders
Chief Executive Officer & Superintendent



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A LETTER TO THE CITIZENS OF SANDUSKY

May 24, 2019

Educators in the Sandusky City Schools are extremely fortunate to have residents and citizens in the larger metropolitan community who care deeply about our schools and understand our mission to ensure that each student is prepared to pursue their dreams and aspirations. Our educators work in a community where there is no question of the commitment to our pride, tradition, and excellence in our schools. We do not take this dynamic and supportive relationship with our community for granted. Our team shows up every day ready to make a difference and we completely understand that we hold the future of our city in our hands. We are passionate and excited about making a difference in the lives of children.

We are pleased to share the Spring 2019 update on our progress on the Transformation Plan with the residents of the Sandusky community. The Sandusky City Schools Transformation Plan has produced exceptional results in all achievement areas and continues to serve as the foundation of our strategic plan to redefine and reform the delivery of academic and social-emotional educational services. The hard work and dedication of all staff is visible in the increase of student outcomes on the Ohio Department of Education Report Card, where Sandusky City Schools received an overall score of a C, outperforming many local districts.

The Sandusky City Schools Transformation Plan new design sets the stage for our 2030 Vision. Each Pillar has a desired and realistic set of goals for the next three years that are aligned to the District's current Capital Plan and the current district re-alignment that will occur in 2020. In the Spring of 2020 and 2021, each pillar will be evaluated and assessed, with outcomes listed in the Transformation Plan. Stakeholders and Sandusky citizens will be able to see the outcomes from each goal, showing the work that is dedicated to student achievement. Our Transformation Plan lays the foundation for the dreams and hopes of our children and families. Thanks to Dr. Stephen A. Sturgill and his team for putting together another terrific document. Please feel free to offer any feedback on the Spring 2019 update of the Transformation Plan.

Go Blue Streaks,



Dr. Eugene T. W. Sanders
Chief Executive Officer and Superintendent

>>> TABLE OF CONTENTS

Transformation Plan.....	1
Executive Summary/Leading the Charge into 2030.....	2
Pillar #1 – Academics.....	3
Pillar #2 – College and Career Readiness.....	5
Pillar #3 – Adult and Global Readiness.....	7
Pillar #4 – Fine and Performing Arts.....	9
Pillar #5 – Student Services.....	11
Pillar #6 – Athletics & Student Activities.....	13
Pillar #7 – Technology.....	15
Pillar #8 – Professional Development.....	17
Pillar #9 – Transportation.....	19
Pillar #10 – Student Nutrition & Food Services.....	21
Pillar #11 – Parent & Community Involvement.....	23
Pillar #12 – School Facilities.....	25

THE TRANSFORMATION PLAN

PILLAR #12
SCHOOL
FACILITIES

PILLAR #1
ACADEMICS

PILLAR #2
COLLEGE &
CAREER
READINESS

PILLAR #11
PARENT &
COMMUNITY
INVOLVEMENT

PILLAR #3
ADULT &
GLOBAL
READINESS

PILLAR #10
STUDENT
NUTRITION &
FOOD SERVICE

PILLAR #4
FINE &
PERFORMING
ARTS

PILLAR #9
TRANSPORTATION

PILLAR #5
STUDENT
SERVICES

PILLAR #8
PROFESSIONAL
DEVELOPMENT

PILLAR #6
ATHLETICS &
STUDENT
ACTIVITIES

PILLAR #7
TECHNOLOGY

LEADING THE CHARGE INTO 2030

Setting the Stage for the Next Phase of Transformation: The 2030 Strategic Visioning Team

The Transformation Plan was introduced to the Sandusky community in 2014 after a comprehensive review of the District's academic and organizational priorities. As a result of our initial vision for transforming our schools, we developed a five-year plan that was designed to significantly elevate the academic and efficiency levels of 12 specific Pillars of the Transformation Plan. Each of the Pillars was designed with a specific set of strategies and goals to accomplish over a five-year period.

In 2019, we are able to reflect on the progress that has been made on the goals of the Transformation Plan. We are especially pleased with our significant academic achievement and the success of our innovative initiatives. These initiatives include (a) The Regional Center for Advanced Academic Studies, the only full-time gifted program in the county, (b) Blue Streak University, our college credit initiative that was introduced six months prior to Governor Kasich's state-wide College Credit Plus program, (c) selection of the College and Career Readiness Coach at Sandusky High School, (d) creation of the Elementary Athletic and Activities Program, (e) our nationally award-winning Global Internship Program, (f) creation of the Great Lakes Visual and Performing Arts Program, (g) development of the Retention and Recruitment Committee, focused on enrollment management, (h) creation of the State of the Schools Address, (i) development of a marketing and communication strategic plan, (j) development of the most successful parent engagement strategies in our history and (k) the successful passage of the largest school facilities program in the history of our city. Without question, we feel the overwhelming majority of the goals of the Transformation Plan have been met.

Development of a 10-Year Strategic Vision for Sandusky City Schools: The 2030 Initiative

The next phase of our engagement for the strategic work of our District is to develop a comprehensive 10-year plan that will provide a succession plan and a strategic review of our innovative initiatives with the goal of providing a robust and aggressive plan for sustainable growth and development. Our goal is to embed the 12 Pillars of the Transformation Plan into our 2030 Initiative, along with integrating the Capital Plan, and priorities associated with organizational efficiency. We will review all decisions regarding program placement and present a series of recommendations to the Board of Education for review. We will maintain our commitment to transparency and open communication with our internal and external constituents. We value and require feedback from all members of our community and look forward to the active engagement of all stakeholders as we continue to maintain the pride, tradition, and excellence that is synonymous with Sandusky City Schools.



PILLAR #1 - ACADEMICS

Dr. Vilicia Cade, Chief Academic Officer

Pillar #1 Academics- A is for Academic Achievement and Instructional Improvement

Academic achievement and instructional improvement continue to be the cornerstone of what characterizes Sandusky City Schools (SCS) and why SCS received a commendation for being a “*District of Distinction*” from the nationally recognized District Administration Leadership Institute.

Blue Streak culture is steeped in a legacy of pride and tradition that is rooted in excellence! We have evidence that our Transformation Plan is catapulting us toward — “*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 increase student-learning outcomes that build on the momentum evidenced by our recent “C” in overall achievement on the Ohio Department of Education District Report Card 2017-2018.

Our continuous improvement model — “The Collective Efficacy Project: Academic 5K” provides the foundation for galvanizing all stakeholders to address the holistic needs of our students. The Academic 5K provides insight into how data, increased individualized focus on our students’ goals and a whole-child approach will play a quintessential role in improving learning. The Academic 5K is a byproduct of existing traditions rooted in the pride and excellence that are long-standing cornerstones of Blue Streak culture.

SCS embraces and celebrates its role as serving as the hub of Sandusky City. To this end, community partnerships will continue to play a pivotal role in ushering students to the realization of their dreams and goals. The newly released STEAM Educational Vision (Science, Technology, Engineering, Arts and Math) provides a context for how advances in science and technology will influence the way students and adults learn in SCS. During the 2019-2020 school year, we embarked on Sandusky’s Academic Transformation Strategies (SATS). Our work with SATS will continue to be pivotal in our efforts to directly address recommendations outlined by the Ohio Department of Education (ODE) Crosswalk document that aligns to “Standard 2: Curriculum and Instruction” and “Standard 3: Assessment and the Use of Data”. SATS will serve as a pivotal strategy that integrates the details of the ODE Crosswalk recommendations with the SCS Transformation Plan. The hallmark of SATS is rooted in our Chief Executive Officer and Superintendent’s vision — “*to dramatically redefine the delivery of academics and educational services to position our students to compete on a global level*”. SATS offers operationalized evidence of how Sandusky City Schools will address ODE recommendations and helps measure our performance in making strides to achieve the goals outlined in the Transformation Plan’s Academic Pillar.

SCS Chief Executive Officer has started preliminary discussion regarding the future of ensuring that SCS remains in the forefront of the shifts in modern teaching and learning. The **2030 Vision for Sandusky City Schools Academic Achievement and Instructional Improvement includes the following eight components:**

1. Ensuring that all instructional staff function in the capacity as **instructional leaders**
2. Creating a vertically- and horizontally-aligned professional learning plan that addresses the differentiated needs of employees in Group 1 (**employees that directly impact the instructional core**) and Group 2 (**employees that create a readiness for learning**)
3. Advancing a **collaborative data-driven culture** outlined in “The Collective Efficacy: Academic 5K”
4. **Building capacity for significant role of technology** for learning for all (students and adults)
5. Ensuring the infrastructure is in place along with the hardware to be a **Google-certified district with one-to-one access for students and teachers — modern teaching and 21st-Century learning for all** (*student-led conferences, digital portfolios with badges and data dashboards that students, teachers can use*)
6. Utilization of a student information management system that connects data, professional learning, and creations of assessments aligned to Ohio State Testing
7. Implementing project-based learning and connecting this to our efforts to improving reading through preparing students for success in post-secondary choices
8. Our primary foci will be to go to scale with a vision to ensure “**Voice and Choice**” for students, teachers, and principals by building a more personalized infrastructure that speaks to-- “**equity as a key lever on our road to excellence**”

>>> PILLAR #1 - ACADEMICS

Dr. Vilicia Cade, Chief Academic Officer

>>> 2019-2020 **GOALS**

1. Create structures to implement a service delivery model that maximized support and accountability
2. Refine and strengthen Ohio Improvement Process (OIP) and Sandusky City Schools' continuous improvement process (Collective Efficacy: Academic 5K)
3. Identify resources and obstacles to achieve the vision - Building Better Dreams to Transform Every Child, in Every School, in Every Classroom to Excellence

>>> 2020-2021 **GOALS**

1. Create an instructional technology plan to advance core instruction and professional learning for Group 1 employees
2. Efficiently implement OIP and SCS continuous improvement process (Academic 5K)
3. Target pivotal partners to ensure stakeholders support the Academic 5K

>>> 2021-2022 **GOALS**

1. 50% of SCS Group 1 will have exposure to Google Training
2. 50% of the students and staff will have one-to-one access
3. 25% of the students 5th - 9th grades will convene student led conferences



>>> PILLAR #2 - COLLEGE & CAREER READINESS

Ms. Nancy Hall, Director of Career Technical Education
Dr. Richard Koonce, College & Career Readiness Coach

Blue Streak University and College and Career Pathways highlight the unique programs that are offered to all Sandusky students. Over the past two years, Sandusky High School (SHS) has had several students complete their associate degree while earning their high school diploma. One of our students, Boo Sims, will graduate with an associate degree from Bowling Green State University before graduating from SHS, making him the second student in the school's history to accomplish this goal.

The expansion of course offerings as part of our Blue Streak University initiative has continued in the current academic year. This is a significant achievement that is aligned with our goal of offering students the ability to earn an associate degree without leaving the high school building. Students will have an increased opportunity to earn college credit or an associate degree.

Sandusky City Schools (SCS) College and Career Pathways offers innovative programs that will lead students into careers in the 21st Century. Programs like Aviation, Engineering, Manufacturing, Automotive, Cosmetology, Welding and Construction provide students with hands-on experience. Health Careers is leading our students into the next generation of STNAs, LPNs and RNs. Significant highlights for the year include:

- Increase in students taking college courses at SHS
- Significant increase in college savings by students taking college courses
- Nine Aviation Technologies students flew their first flights in a single-engine aircraft provided by Civil Air Patrol.
- Aviation Technologies students demonstrated their flight lessons to Ohio legislators at the Ohio Statehouse using simulators, online pilot ground school training and their drone piloting skills.
- Construction Technologies students partnered with EHOVE and Project Artemis to build six tiny houses for homeless veterans. SHS students built the houses while EHOVE students completed the electrical wiring. The six houses will be set up in Mansfield for transitional housing for homeless veterans.
- Twenty-four Business Management students advanced to the state level Business Professionals of America state competition. Three students placed in the top ten.

No matter your roadmap to success, SCS has the programs and courses to expand learning. We believe that all students should participate in a rigorous and rich high school experience that prepares them for college and a career.

>>> PILLAR #2 - COLLEGE & CAREER READINESS

Ms. Nancy Hall, Director of Career Technical Education
Dr. Richard Koonce, College & Career Readiness Coach

>>> 2019-2020 **GOALS**

1. Increase the number of students participating in college courses from 125 to 150
2. Increase the number of students earning - or on track for - an associate degree by 5%
3. Develop a plan for students to earn an associate degree without leaving the SHS building
4. Work with local universities to identify high school staff that can teach college courses at the high school
5. Increase the number of Career Technical Program students obtaining an industry recognized license/certification by 5%
6. Increase the number of Career Technical Program students scoring proficient or better on their associated program assessment by 5%
7. Increase the number of students enrolled in STNA program by 20%
8. Develop Hospitality program curriculum and implementation timeline by January 2020

>>> 2020-2021 **GOALS**

1. Increase the number of students participating in college courses from 150 to 200
2. Increase the number of students earning - or on track for - an associate degree by 7%
3. Streamline a clear path for qualified SMS students to earn at least three credit hours in either an in-class or online University Success class
4. Increase the number of college courses taught at the high school by high school staff
5. Increase the number of Career Technical Program students obtaining an industry recognized license/certification by 5%
6. Increase the number of Career Technical Program students scoring proficient or better their associated program assessment by 5%
7. Implement Hospitality program for the start of school

>>> 2021-2022 **GOALS**

1. Increase the number of students participating in college courses from 200 to 250
2. Increase the number of students earning - or on track for - an associate degree by 10%
3. Advise and assist at least one student who is able to earn a bachelor's degree, or at least come within 15 credit hours of earning a BA or BS
4. Ensure that all courses for an associate degree program are offered at the high school
5. Increase the number of Career Technical Program students obtaining an industry recognized license/certification by 5%
6. Increase the number of Career Technical Program students scoring advanced on their associated program assessment by 5%

">>>> PILLAR #3 - ADULT & GLOBAL READINESS

Ms. Nancy Hall, Director of the Sandusky Career Center

The Sandusky Adult and Global Readiness program continues to lead the area in providing high-quality adult education and programming. Sandusky Career Center Adult Education full-time equivalent (FTE) enrollment has nearly doubled - from 66 to 131. A student who completes 900 hours over the course of a year is considered FTE. Below is a brief list of accomplishments for the 2019 school year:

- Kris Thompson, Aspire coordinator, received a grant from Ohio Department of Higher Education for the bridge program she developed in conjunction with BGSU Firelands. Kris and her staff work side by side with BGSU Firelands faculty to assist potential college students with strengthening the skills required to be successful in college as well as overcoming barriers.
- The Sandusky Aspire program ranked #13 in the state, moving up from #14. Ohio served 28,918 adults through 54 Aspire programs located in 88 counties and 506 different sites.
- The first class of Practical Nursing to Registered Nursing diploma program graduated 22 students in December. Ninety percent of the students went on to pass the National Council Licensure Exam (NCLEX) for Registered Nurses. The national average passing rate is 73 percent.
- The State Tested Nursing Assistant (STNA) program partnered with the Sandusky Digital Academy (SDA) and has offered three STNA courses to SDA students. Participating SDA students can now enter the workforce as a licensed STNA.

As a Center for Training Excellence designee and grant recipient, Sandusky Career Center has increased our contract and customized training services to local employers. Our Diversified Industrial Training coordinator, Paul Leslie, and our Customized Office Specialist Training coordinator, Lexi Wilcox, are assisting area businesses with their training needs.

>>> PILLAR #3 - ADULT & GLOBAL READINESS

Ms. Nancy Hall, Director of the Sandusky Career Center

>> 2019-2020 GOALS

1. Develop a building design plan laying out offices and classrooms at new Sandusky Career Center facility with the goal of relocating during the summer of 2020
2. Implement, update and create surveys for feedback and planning for current students, alumni, instructors, community members, coordinators and staff
3. Expand Aspire partnerships and transition program in conjunction with two other area agencies and SDA
4. Develop Hospitality program curriculum in conjunction with secondary career technical program by January
5. Research and develop short-term job training programs and add one program each year for implementation the following year
6. Research, develop, implement, revitalize, revamp and re-align programs to reflect current trends in job market
7. Develop a job description and define responsibilities of an assistant director coordinator. Recruit and hire an assistant director by June 2020

>> 2020-2021 GOALS

1. Relocate to new Sandusky Career Center facility during the summer of 2020
2. Transform a school cafeteria area to a restaurant and coffee shop open to the public and operated by the Hospitality program by summer, 2021
3. Research and develop short-term job training programs and add one program each year for implementation the following year
4. Research, develop, implement, revitalize, revamp and re-align programs to reflect current trends in job market
5. Develop a job description and define responsibilities of a marketing coordinator. Recruit and hire a marketing coordinator by June 2021

>> 2021-2022 GOALS

1. Begin adult Hospitality program fall of 2021
8. Research and develop short-term job training programs and add one program each year for implementation the following year
2. Research, develop, implement, revitalize, revamp and re-align programs to reflect current trends in job market
3. Develop a job description and define responsibilities of a job placement coordinator. Recruit and hire a job placement coordinator by June 2022



PILLAR #4 - FINE & PERFORMING ARTS

Mrs. Carrie Leech, Choir Director

Sandusky City Schools continues to provide an unparalleled arts program to a diverse student body in a creative, challenging, and nurturing environment that prepares them to reach their highest potential. Students in all grade levels have access to our professional teachers in the areas of Orchestra, Band, Choir, Dance, Theatre, Graphic Arts and Drawing and Painting. In addition, the Jr. Arts Academy was developed at the elementary level to provide extended-day enrichment for students across the district in grades 3-5 that show an interest or talent in the arts at a more advanced level. This program is supported by Sandusky City Schools, Oberlin Center for the Arts and local grant support. Class offerings include: Choir, hand bells, guitar, dance, theatre and visual arts. Students are bused from their home schools to Ontario at Adams after school where they receive a free meal and tutoring and are able to participate in STEAM activities. The following is a list of the accomplishments of the districts' Fine Arts program:

- The Graphic Design Program did extremely well in the Ohio Scholastic Youth Art Awards Show held at the Art Gallery at Lorain County Community College. Grace Bauman placed fourth in the Northwest Regional Skills USA Advertising Design Skill Olympics.
- The addition of a Great Lakes Visual and Performing Arts Academy (GLVPA) Course for Band, Choir, Art and Theatre within the school day has allowed one-on-one and small group instruction and advisory time for GLVPA students. This additional time has provided performance opportunities at The Festival of Wreaths, the 2018 Naturalization Ceremony, The Great Lakes Vocal Festival, The Starlight Serenade, and the Band and Vocal Recitals.
- The choir program has continued to grow with nearly 300 students from grades 7-12 participating. We have added a 7th-9th grade Men's Chorus and Women's Chorus which has allowed us to focus on age- and developmentally-appropriate curriculum and nurture the changing male voice, and the sometimes rocky emotional climate that is present in middle school and early high school. Members of the Choir program have been offered several special performances this year: a night of Opera in Toledo seeing "The Magic Flute," a performance sponsored by the Sandusky Concert Association "O Sole Trio," a special workshop and concert presented by Mr. Michael Shirtz and his Jazz Trio, and most recently a wonderful concert and mini-workshop with Dr. Dionne Bennett from Ohio Christian University. In addition, singers have been selected for District and National Honor choirs in Ohio, New York and Sydney, Australia.
- This year the High School Orchestra hosted their own clinic for the students, which allowed the students to work with guest adjudicators and gain valuable feedback and insight from professional strings players in an educational setting.
- The band program has an amazing retention rate: Higher than 90% throughout the program (grades 7-12).
- The Dance and Theater programs continue to grow, with the addition of Career Tech and full time faculty members for each discipline.

Every aspect of our program promotes our students' growth as bold artists, exceptional learners, and citizens. 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. All of our programs provide an enriching experience for students and are essential to recruiting new students to the district.

►►► PILLAR #4 - FINE & PERFORMING ARTS

Mrs. Carrie Leech, Choir Director

►► 2019-2020 GOALS

1. Prepare to realign and move the music departments into the new buildings at the 1-2 and 3-6 levels
2. Discuss and design an elementary arts academy that aligns with the Regional Center for Advanced Academic Studies (RCAAS)
3. Incorporate more Computer Graphics projects into classwork
4. Create an Arts festival on a Saturday in the spring of 2020 with music and art from the entire district including all Fine Arts departments
5. Purchase updated music chairs and stands for the auditorium
6. Resolve scheduling conflicts between the dance/choir programs and the band/general music classes

►► 2020-2021 GOALS

1. Realign and move the music departments into the new buildings at the 1-2 and 3-6 levels
2. Open an elementary arts academy that aligns with RCAAS
3. Obtain curriculum training for elementary music teachers
4. Continue to integrate the new music curriculum into the teachers' lessons
5. Streamline calendar system within the district and individual buildings
6. Acquire a band-only box truck for all of our travel needs

►► 2021-2022 GOALS

1. Evaluate the elementary arts academy that aligns with RCAAS
2. Implement 6th Grade Band at 3-6 Building and RCAAS



PILLAR #5 - STUDENT SERVICES

Dr. Megan Peugeot, Director of Student Services

In 2014 the Sandusky City Schools formulated a strategic plan, the Transformation Plan, and identified Pillars to support student achievement. As reported in the Fall 2018 Transformation Plan Update, the 2018-2019 Student Services' Pillar reflects goal updates as well as a refined structure of continuous growth.

The work of our department reflects holistic student development, Preschool through graduation, focusing on skills necessary for gainful adult employment. Beginning with supports for students prior to special education identification, the department is collaborating with building and district staff to tighten the intervention process. Supports to address both academic and non-academic student needs emphasize our change efforts. Members of the department are collaborating with community agencies to bring additional physical and behavioral health services to students and staff of Sandusky City Schools. Within the next year we anticipate a school-based health clinic operating at Sandusky High School. Following conversations this school year with - and support from - the Mental Health and Recovery Board of Erie and Ottawa Counties (MHRB), we are also eager to add more preventative mental health programming next school year.

Further addressing the holistic needs of our Blue Streak Family, our district welcomed the addition of a full-time school social worker. The school social worker has a primary focus on our elementary needs. The elementary school social worker adds to the existing services offered to our students at the secondary level; mental health therapy and tiered counseling services.

Within the district we are implementing a tiered approach for academic and social-emotional service delivery. The approach benefits students receiving general education services, intervention services, and/or special education services. Throughout the year we have refined the structure and worked as a team to strengthen the support provided to students at each tier. Furthermore, our team is in the planning stages to develop two pilot elementary classrooms. With the utilization of existing district resources, we are developing two At-Promise classrooms. The goal: To demonstrate the impact of tier 2 non-academic classroom supports, such as interpersonal and behavioral skill development, on student academic achievement.

Five noteworthy Student Services accomplishments this school-year are as follows:

1. All teachers, administrators, and support staff in Preschool through grade 2 were trained in the PAX Good Behavior Game.
2. In January, we welcomed a full-time school social worker to our elementary buildings.
3. Engagement with the MHRB led to voice and choice in funding allocations. The MHRB has committed funding to support preventive behavioral health programming for our Blue Streak students during 2019-2020.
4. Plans are taking shape that will lead to the formation of a school-based health center at Sandusky High School during 2019-2020 to address student and staff health needs.
5. At-Promise classrooms are being developed, with pilot implementation planned for fall 2019. Through a multi-tiered system of support, the classroom model holistically addresses student needs. The goal: Increased student academic outcomes.

Through the plans noted within, in addition to ongoing 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

Dr. Megan Peugeot, Director of Student Services

>>> 2019-2020 GOALS

Goal 1: Social-Emotional Learning

- 1. Tiers of intervention (I, II, and III) to meet social-emotional needs in grades Preschool through 12
- 2. Provide formal, informal, and embedded professional development to increase staff capacity to identify, address, and support student social-emotional needs
- 3. Continue implementation of Positive Behavior Interventions and Supports (PBIS) for students in grades Preschool through 12
- 4. Continue and expand formal social-emotional instruction in grades Preschool through 12
- 5. Train all Preschool through grade six teachers in the PAX Good Behavior Game (GBG)

Goal 2: Response to Instruction and Intervention (RTII)

- 1. Implement with fidelity a Preschool through grade twelve intervention process
- 2. Adhere to a whole child approach by considering and addressing academic and nonacademic barriers to student success
- 3. Data-driven decision-making throughout the entire instruction and intervention processes

Goal 3: Prepared for Success

- 1. Utilize individual strengths to engage, challenge, prepare, and empower our learners
- 2. Engage students in grades Preschool through 12 in age-appropriate exploration of post-secondary discussions and supporting activities aligned with individual interests and skills
- 3. Provide ongoing parent engagement events and information reflective of college and career options

Goal 4: Compliance (ETR/IEP)

- 1. Yearly, meet Federal Evaluation Team Report compliance timelines at 100% accuracy
- 2. Yearly, meet Federal Individualized Education Program compliance timelines at 100% accuracy

>>> 2020-2021 GOALS

Goal 1: Social-Emotional Learning

- 1. Tiers of intervention (I, II, and III) to meet social-emotional needs in grades Preschool through 12
- 2. Provide formal, informal, and embedded professional development to increase staff capacity to identify, address, and support student social-emotional needs
- 3. Continue implementation of Positive Behavior Interventions and Supports (PBIS) for students in grades Preschool through 12
- 4. Continue and expand formal social-emotional instruction in grades Preschool through 12
- 5. Complete PAX GBG training with elementary staff with the training of staff in grades 3 through 6
- 6. Provide trauma responsive social-emotional supports at the secondary level

Goal 2: Response to Instruction and Intervention (RTII)

- 1. Implement with fidelity a Preschool through grade twelve intervention process.
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>>> 2021-2022 GOALS

Goal 1: Social-Emotional Learning

- 1. Tiers of intervention (I, II, and III) to meet social-emotional needs in grades Preschool through 12
- 2. Provide formal, informal, and embedded professional development to increase staff capacity to identify, address, and support student social-emotional needs
- 3. Continue implementation of Positive Behavior Interventions and Supports (PBIS) for students in grades Preschool through 12
- 4. Continue and expand formal social-emotional instruction in grades Preschool through 12
- 5. Provide ongoing PAX GBG support to staff to ensure program implementation fidelity
- 6. Provide trauma responsive social-emotional supports at the secondary level

Goal 2: Response to Instruction and Intervention (RTII)

- 1. Implement with fidelity a Preschool through grade twelve intervention process
- 2. Adhere to a whole child approach by considering and addressing academic and nonacademic barriers to student success
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- 1. Yearly, meet Federal Evaluation Team Report compliance timelines at 100% accuracy
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►►► PILLAR #6 - ATHLETICS & STUDENT ACTIVITIES

Mr. Shawn Coakley, Athletics & Student Activities Director

Students who are involved in extracurricular activities have higher academic achievement, better attendance and graduate at a higher rate. Sandusky City Schools (SCS) continues to provide innovative and cutting-edge after-school academic and athletic activities that support student growth.

The Junior Cavs Basketball program was introduced this winter. More than 120 boys and girls participated in the skill development basketball program for non-travel team players. This program is in partnership with the Cleveland Cavaliers.

Sandusky Athletics recently hosted the latest installment of “What it Takes to Become a College Athlete”. This seminar was aimed at sharing with parents and student-athletes, all of the expectations and requirements needed to become a successful college athlete. This year’s seminar featured past Blue Streak athletes who have gone on to successful academic and athletic careers at the college level.

Planning has also begun on a recruitment seminar on “How to become a Sandusky City Schools Coach/Volunteer”. This seminar will focus on the requirements, expectations, and procedures associated with being a coach/volunteer for SCS. This opportunity will be available in early June of 2019.

In July the SCS Athletic Department, in cooperation with the Sandusky Bay Conference, is sponsoring a workshop for new and aspiring coaches. There will be multiple breakout sessions for coaches to attend. This professional development opportunity is focused on preparing the novice coach for the world of scholastic sports.

Starting in the fall of 2019 Sandusky High School will be sponsoring a new award for multi-sport student athletes. Students will be recognized for their successful completion of multiple sports during the school year. Statistics support the concept of participation in multiple areas for students.



>>> PILLAR #6 - ATHLETICS & STUDENT ACTIVITIES

Mr. Shawn Coakley, Athletics & Student Activities Director

>> 2019-2020 GOALS

1. Planning and preparation for the transition of athletic and student activities into new Intermediate School
2. Evaluation of the Jackson Gymnasium for future athletic use
3. Expansion of video replay and marketing of various district athletic and student activity events
4. Addition of after-school Science, Technology, Engineering, Arts, Mathematics (STEAM) based activities to include Vex robotics
5. Review the tennis court and make a decision to repair and/or replace
6. Train/prepare staff for transition to paperless submission of all required forms (emergency medical contact forms, facilities rental agreements, etc.)

>> 2020-2021 GOALS

1. Successful transition of athletic and student activities into new Intermediate School
2. Creation of summer leagues for volleyball and basketball
3. Increased after-school STEAM activities to include robotics and other innovative opportunities
4. Replacement of SHS main gym scoreboard
5. Transition to paperless submission of all required forms (emergency medical contact forms, facilities rental agreements, etc.)

>> 2021-2022 GOALS

1. Replacement of stadium turf
2. Increased after-school STEAM activities to include robotics and other innovative opportunities
3. All required forms will be paperless



►►► PILLAR #7 - TECHNOLOGY

Mr. Eric Eckenrode, Director of Technology

The Technology Department's goal is to keep the district's staff and student population current with technology, maintain an efficient network infrastructure, and provide access to a 21st-century learning environment. We believe in creating a collaborative learning culture where teachers and students are empowered to use technology to enhance learning that meets the needs of individual students. We also believe in building the district vision and capacity to fund and support innovative growth in technology.

Highlights of Goals Completed Fall 2018 – Spring 2019:

- Upgraded of wireless infrastructure at the Sandusky High School (SHS) and Sandusky Middle School (SMS)
- Deployment of 600 new Windows 10 laptops across the district
- Updated the state testing and NWEA Map secure browser on over 3,000 computers
- Installed of 15 security cameras installed at the high school
- Completed set-up of pilot computer lab at the high school for the eSports gaming league
- Completed ClassLink server setup and initial training for building techs
- Rollout of and professional development for ExactPath
- Training and orientation for the new Planetarium

The Sandusky City Schools Technology Department will continue to adapt to the ever-changing landscape of educational technology. Our goal is to ensure every student has access to a device and teachers are supplied with the resources conducive to a 21st-Century learning environment.



>>> PILLAR #7 - TECHNOLOGY

Mr. Eric Eckenrode, Director of Technology

>> 2019-2020 GOALS

1. Upgrade student laptops with the addition of 390 devices district-wide
2. Twenty-eight staff and 75 teacher computers with docking stations will be deployed
3. Ensure a seamless integration of the current network into the new buildings (i.e. servers, internet, cameras, and phone system.)
4. Implementation and professional development of Class Link and Exact Path district-wide
5. Upgrade internet at SHS using Erate funds

>> 2020-2021 GOALS

1. Upgrade student laptops with the addition of 360 devices district-wide
2. Fifty-three staff and 75 teacher computers with docking stations will be deployed
3. Transition existing computers to a Windows 10 environment.
4. Train staff on new interactive TVs and docking stations
5. Assess security cameras upgrades at SHS and SMS

>> 2021-2022 GOALS

1. Upgrade student laptops with the addition of 360 devices district-wide
2. Thirty-three staff and 56 teacher computers with docking stations will be deployed
3. Assess transitioning from Smart Boards to interactive TVs at SHS and SMS
4. Install a new computer lab in room 416 at the SMS
5. Assess current network infrastructure for needed upgrades





PILLAR #8 - PROFESSIONAL DEVELOPMENT

Dr. Vilicia Cade, Chief Academic Officer

Sandusky City Schools' professional development will focus on improving learning for all adults to enrich student achievement. 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" (Learning Forward, 2017).

Professional learning opportunities will provide insight into how Sandusky City Schools (SCS) will launch a comprehensive, ongoing, and intensive approach to improving teacher and administrator effectiveness at raising student achievement by focusing on a vision for building capacity for a "collaborative data-driven culture".

Professional development will be a pivotal vehicle for addressing Ohio Department of Education (ODE) recommendations outlined in the SCS's Crosswalk Document prepared by Dr. Clairie Huff-Franklin, Director of the Office of Academic Distress Commissions and Educational Reform, Center for Accountability and Continuous Improvement for "Standards 2: Curriculum & Instruction" and "Standard 3: Assessment & the Use of Data".

During the 2018-2019 school year, the district started shifting from the concept of "Wavier Days" to elevating the concept of "Professional Learning Days". The district launched a focus on adult learning by defining two groups of employees: **Group I:** Directly influences the instructional core and has a direct impact on student learning. These adults have direct contact with students. They are usually teachers, principals, coaches, paraprofessionals, counselors and others. **Group II:** Has an impact on aspects of the school that supports "learning readiness". They play a significant role in helping teachers and principals ensure that the "holistic" needs of students are addressed so that learning can be maximized.

Another big shift in how the district provides professional learning will affect the instructional staff and the district "service delivery" model. It will also strengthen how the district monitors and supports new professional development implementation. This new model of how SCS will support professional learning for teachers and principals includes a mechanism that ensures that teacher voice, efficacy, and data-driven decision making are critical components. This can be described as "job-embedded professional learning" delivered through "teacher-based teams" and "building focus teams" during the school day. All job-embedded learning will be augmented during professional learning days identified in the district yearly calendar. "Coaching" will be a new hallmark for how principals and teachers receive job-embedded professional development in Sandusky City Schools. During the 2019-2020 school year, principals will receive job-embedded professional development through various opportunities working one-on-one with the Chief Academic Officer; teachers will work in small groups with instructional coaches.

Finally, all professional learning will be anchored in Sandusky City Schools' Academic Theory of Action: "Schools Are at the Center of our Organization".

►►► PILLAR #8 - PROFESSIONAL DEVELOPMENT

Dr. Vilicia Cade, Chief Academic Officer

►► 2019-2020 GOALS

1. Develop a district-wide professional learning plan with a catalog of professional development offerings for Group I employees
2. Develop a protocol for ensuring that all schools and departments have a professional learning plan that aligns to the district's goals
3. Develop professional learning planning tools to streamline all professional learning requests to student need and data

►► 2020-2021 GOALS

1. Develop a district-wide professional learning plan with catalog of professional development offerings for Group I and Group II employees.
2. Ensure budget and planning tools align with identified district goals
3. Outline instructional framework critical areas of need to ensure professional learning offerings align

►► 2021-2022 GOALS

1. Ensure that the district-wide professional learning plan is digital and technology driven along with a catalog of offerings for Groups I and II employees
2. District needs drive the development of goals and professional learning is continuous and embedded in the culture
3. Technology is the bedrock of the student instructional framework and all critical areas of need align



>>> PILLAR #9 - TRANSPORTATION

Mr. Ted Peters, Transportation Supervisor

Sandusky City Schools (SCS) Transportation Department contributes to student achievement by ensuring that our students have a safe and reliable means of getting to and from school and school-related activities on a daily basis. We employ highly-trained professional and dedicated bus drivers, bus monitors, maintenance mechanics, and office staff. SCS Transportation Department provides fair, consistent and professional customer service as well as maintaining a clean fleet that represents our Blue Streak pride and respect to our stakeholders. We will maintain these high standards as we move forward with the district transformation. Below is a list of some of the highlights from this school year:

- Two new, special needs, lift-equipped buses were placed into service in January of 2019. Instead of trading in the retired buses we sold one to the OHgo program to help with their community feeding program. The second retired bus will be used for retention and recruitment efforts.
- Recruitment of new bus drivers has been successful this school year. With several pending retirements it is important to replenish the driving pool.
- We needed to make an emergency purchase of our commercial pressure washer.
- The department is exploring on-site fuel purchasing and new routing software to assist with efficiency, as we prepare for our district reconfiguration in fall 2020.



>>> PILLAR #9 - TRANSPORTATION

Mr. Ted Peters, Transportation Supervisor

>> 2019-2020 GOALS

1. Increase certified driving staff through our recruitment efforts
2. Maintain impeccable, consistent custom service
3. Continue to plan for the 2020 transformation of the district with the move to two new buildings

>> 2020-2021 GOALS

1. Purchase two new conventional buses; bid in July
2. Explore on-site fuel delivery options
3. Purchase and implement new routing software
4. Implement our mini-bus usage for its intended use
5. Provide a clear bus route system that is aligned to addition of the two new school buildings

>> 2021-2022 GOALS

1. Two new conventional buses; bid in July
2. Review and revise new building routing as needed
3. Explore expanded busing opportunities
4. Continue to recruit driving staff and explore creative routing possibilities for an extremely mobile school district



►►► PILLAR #10 - STUDENT NUTRITION & FOOD SERVICES

Mr. Brad Kraft, Nutrition & Food Services Supervisor

The Student Nutrition & Food Services Department continues to provide free breakfast and lunch to all Sandusky City Schools students. The department, in conjunction with the United States Department of Agriculture Department of Defense, is able to offer all students fresh fruit and vegetables for breakfast and lunch and strives to ensure each school provides a variety of fresh, healthy options. Our continued goal is to search and secure Child Nutrition Grants to help fund the Capital Plan and Transformation Plan goals.

Below is a list of accomplishments for this school year:

- The department continued 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 ethics, leadership and team building in the workplace.
- The development of summer food service culinary camps, in collaboration of the City of Sandusky Parks & Recreation Department.
- The director is worked with OHgo, a local agency that partners with Second Harvest Food Bank to provide food and fresh produce to benefit for the students in the community.

In collaboration with various organizations, the Student Nutrition & Food Services Department is proud to offer a food pantry to the Mills Elementary School Community. Every Wednesday, families are able to select food from the Mills Elementary food pantry and fresh fruits and vegetables from OHgo. In addition, students receive a backpack of food every Friday to take home.



►►► PILLAR #10 - STUDENT NUTRITION & FOOD SERVICES

Mr. Brad Kraft, Nutrition & Food Services Supervisor

►► 2019-2020 GOALS

1. Continue collaboration with the City of Sandusky on culinary camps and the Midtown Supper Club program
2. Increase breakfast and lunch participation by 10%
3. Collaborate with the USDA Department of Defense to increase students' access to fresh fruits and vegetables

►► 2020-2021 GOALS

1. Implement a high school coffee shop for grades 9-12 in the Brass Lantern
2. Remodel the Sandusky High School (SHS) cafeteria
3. Increase summer food and after-school supper programs in the new buildings

►► 2021-2022 GOALS

1. Complete SHS cafeteria remodeling project
2. Incorporate "Scratch - Semi Scratch" cooking in new buildings
3. Implement an All-Sandusky city summer food program

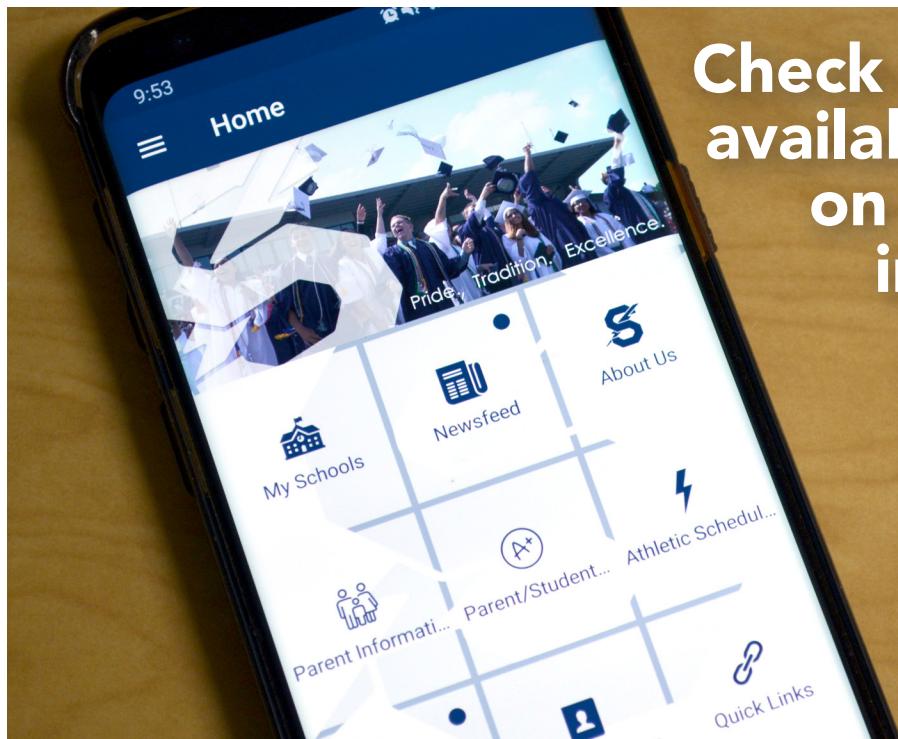


>>> PILLAR #11 - PARENT & COMMUNITY INVOLVEMENT

Dr. Stephen Sturgill, Chief of Staff & Transformation Officer

At the beginning of the 2018/2019 school year, Sandusky City Schools (SCS), as part of its commitment to welcoming parents, families, and community members to be active participants in the district, hired a Parent Involvement and Community Engagement Specialist (PICES): A district level administrator whose sole duty is to provide better communication between SCS, parents, and community stakeholders. During the course of the 18/19 school year:

- The PICES has made personal contact with over 450 district parents.
- SCS has revamped how parents can report bullying to their schools, by offering a new bullying and safety tipline, online reporting options, and forms designed to ensure protocol is followed at all levels.
- SCS is unveiling a brand new app for parents, students, staff, and the community to download that will help keep these groups engaged and informed regarding everything happening within the district at the click of a button.
- Parent Congress, in conjunction with SCS Title Staff, recently hosted the first annual Blue Streak Fun Fest as a way to bring Preschool through 6th grade and their parents together at an event where kids can have fun and focus on math and reading literacy.



Check out our new app available for download on Google Play and in the App Store!

 Download on the App Store

 GET IT ON Google Play

>>> PILLAR #11 - PARENT & COMMUNITY INVOLVEMENT

Dr. Stephen Sturgill, Chief of Staff & Transformation Officer

>>> 2019-2020 GOALS

1. Roll out the #SanduskyRollCall Attendance Campaign, focusing on awareness of the importance of good attendance habits
2. Overhaul the intake and welcome process for new students including implementing "DREAM Teams" in each building and welcome packets and checklists for new students and parents

>>> 2020-2021 GOALS

1. Rebrand and reorganize our parent involvement groups to reflect the new grade-level configurations
2. Identify how our parent groups can play an active part of opening day in new buildings

>>> 2021-2022 GOALS

1. Refine Parent Teacher Conferences to increase parent engagement at these events
2. Develop a mentorship program that utilizes recent graduates, community members, parents and family members to help support class activities



PILLAR #12 - SCHOOL FACILITIES

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

Introduction and Overview of the Building Better Dreams Facilities Vision

This is an amazing and exciting time to update the community on the Building Better Dreams facilities vision. We want to pause to say thank you once again to the voters of Sandusky who overwhelmingly supported Issue 12 back in 2016, which led to the 70-million-dollar construction vision for the district. Also thanks to the State of Ohio for contributing over 65% toward the cost of the project. Without question, without the support of our citizens, we would not be engaging in the single largest construction project for schools in the history of our district. As a reminder, the project includes three new elementary schools:

- The Intermediate School will be located just north of the high school, on the site of the former Memorial Hospital. Thank you to Mr. Mel Stauffer, a former local attorney and president of the Erie County Foundation, who had the wisdom and insight to ensure that the Sandusky City Schools were able to purchase the property years ago for future district purposes. The Intermediate School will house all students in the district in 3rd through 6th grades. Construction of this site is well underway and the school will be opened in August 2020.
- The Ontario Primary School is being built on the current Ontario Elementary School site. Progress on this building is well underway and will be open to students in the 1st and 2nd grades from throughout the district. The school will also open in August 2020.
- The Hancock Preschool-Kindergarten building will be housed at the current Hancock Elementary School site and will host all district students in grades Preschool and Kindergarten. The current Hancock Elementary School will be demolished in the summer of 2020, and we anticipate opening the facility to district students in 2022. Starting in the fall of 2020, all district Preschool and Kindergarten students will temporarily be housed at the Mills Elementary Building until 2022, when the new Hancock Preschool-Kindergarten will be open.

Additional Facilities Updates:

- The Frohman Planetarium: We are thrilled to continue updating the community on the significant improvements to the Frohman Planetarium. The district invested nearly \$500,000 in technology and structural updates to the Planetarium. This is the single largest improvement to the Frohman Planetarium in 50 years. Again, thanks to the Sandusky tax payers, we now boast the best-equipped planetarium in Ohio and likely in the Midwest. We are now fully able to fulfill our commitment to STEAM (Science, Technology, Engineering, Arts, and Mathematics). A re-dedication of the facility occurred in spring 2019.
- Faculty and students are now enjoying the first upgrades to the high school science, chemistry, and physics labs in the last 60 years. Our commitment to science has never been stronger.
- Room 300 and Room 301 are now college-level lecture halls updated with new wireless technology and new seating and carpeting.
- We now enjoy high quality theater-level sound and lighting in the Sandusky High School (SHS) auditorium as part of our Building Better Dreams facilities vision.

Communicating and Engaging our Citizens

Please contact the Chief Executive Officer and Superintendent of Schools, Dr. Eugene T. W. Sanders, with any questions about the facilities vision or any other questions about the Transformation Plan, or our 2030 Strategic Visioning Initiative, at 419.984.1000 or ASKDRSANDERS@SCS-K12.NET.

PILLAR #12 - SCHOOL FACILITIES

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

2019-2020 GOALS

1. Creation of a 2030 Strategic Visioning Team that will review all district facilities, capital plan, and innovative program designs to ensure the Sandusky City Schools are a cutting-edge 21st-Century school organization
2. Review all logistics for the seamless transition to the opening of the Intermediate School and the Ontario Primary School
3. Implement a video system that will allow all residents to view the construction sites in real time as well as ensure safety of the project
4. Ensure that all faculty and staff are updated on district facilities transition and logistical dates to affirm readiness for August 2020
5. Communicate all updates via the district's website, Sandusky Register, and social media and ensure all questions are answered within 24 hours

2020-2021 GOALS

1. Open the Intermediate School and Ontario Primary School on time and on budget
2. Communicate all updates to the parents and larger community on the progress of the buildings
3. Ensure all buildings are physically ready and equipped with the right instructional materials to improve student performance
4. Review options to ensure the Global Education Center at the Intermediate School has multiple uses for adult learners in the Sandusky community
5. Work with the leaders of the Sandusky Aquatic Center in order to build a new natatorium at SHS
6. Seek out more effective ways to communicate to our internal and external constituents
7. Continue to review the goals of the 2030 Strategic Visioning Team

2021-2022 GOALS

1. Review and implement all plans and goals of the 2030 Strategic Visioning Team
2. Ensure that the Hancock Preschool-Kindergarten building opens in 2022 on time and on budget
3. Host community forums and meetings to ensure all stakeholders are briefed on the facilities vision
4. Develop a decade-long maintenance plan and logistical plan for all buildings and programs
5. Ensure there is leadership and organizational stability through succession planning and logistical organizational priorities for the district's students and families



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