

Tonawanda City School District

All Children One Voice



*A Five-Year Strategic Plan
to Grow Tonawanda City School District
2017-2022*

Stakeholders

A special thank you to everyone who contributed to this process, including:

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Introduction

A letter from Superintendent Dr. Timothy Oldenburg and Assistant Superintendent for Curriculum and Instruction Mary Beth Scullion

Dear Community Members of the Tonawanda City School District,

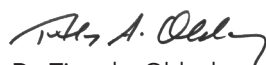
On behalf of the Tonawanda City School District, we are pleased to present to you a strategic plan that will inevitably transform our district. The Tonawanda City School District has undertaken a major initiative in developing a strategic plan for the next five years in an effort to provide guidance and direction for our district.

We began the strategic planning process in September 2016 with a group of committed stakeholders who worked together to create a plan that will enable us to provide all students with a high-quality education. The district's five-year strategic plan is designed to focus on major initiatives and goals, which will impact student learning. It includes strategies to reach each goal and a timeline for implementation of each strategy. This plan will prepare students for the opportunity and challenges of college and careers in our ever-advancing technological society, promote collaboration among all stakeholders, and create quality management systems and plans.

We believe that Tonawanda is a community where student growth, achievement and success are at the core of our mission. Our administrators, teachers and support staff collaborate to utilize data-driven instruction and teaching strategies that improve learning so that every student will show growth and ultimately succeed. It is the district's responsibility to have highly-effective teachers in every classroom and highly-effective administrators in each school to support and meet the needs of each student. Our expectations for students include arriving at school on time each day. As parents, guardians and caregivers, your partnership and support in these areas is a valuable component to student success. With these objectives in place, we will collectively be able to close learning gaps, prevent students from dropping out and raise the achievement level of all students.

We believe that this strategic plan represents the collective values held by our leaders, educators, parents, students and the community. Although not encompassing of all of the work occurring in our district, it does provide a pathway to accomplish important initiatives over the next five years. It is with great appreciation of the Tonawanda community that we share our district's strategic plan and give thanks to those who participated in its creation.

Sincerely,


Dr. Timothy Oldenburg
Superintendent of Schools


Mary Beth Scullion
Assistant Superintendent for Curriculum and Instruction

Overview & Background

The Tonawanda City School District is a small city school district located in the northwest portion of Erie County. It is located midway between the City of Buffalo and the City of Niagara Falls. The Youngmann Highway, Twin City Memorial Highway, Niagara River, New York Erie Barge Canal and Two Mile Creek Road define the borders of this 3.8 square mile city. With a pre-K to grade 12 enrollment of about 1,781 students, the Tonawanda City School District operates two pre-K to grade 3 elementary schools, one grades 4-5 elementary school and one grade 6-12 secondary complex. With about 320 employees, the school district is the largest employer in the city. The most recent census indicates that the population of the city is 94% Caucasian. There are 11 churches within the city borders and a number of non-public schools. These non-public schools include New Life Christian Academy and The Baptist School. This district is classified as an average needs school district. The percentage of free and reduced lunch recipients ranges from 42% to 65% in the buildings. There is a high population of both senior citizens who have been life-long residents of the city and young families who have moved to the city to take advantage of the affordable housing. The average median income of families in the district is approximately \$47,882 and the average housing cost is approximately \$99,796.

Our Mission

The Tonawanda City School District believes that we exist to serve the needs of our community of learners. Each student is unique and comes to us a learner. The district's mission is to provide instruction, programs, strategies and challenges in a caring, positive learning environment. Each student will become a critical thinker, a lifelong learner and a responsible, contributing citizen in a changing global society.

Our Vision

All Children One Voice



Strategic Goals & Timeline

Goal 1 - The district shall support high-quality teaching and learning in Tonawanda.

Strategy 1.1 - Provide teachers and school leaders with high-quality instructional professional development based on best practices, content knowledge and research-based approaches to support a diverse learning population in reaching college and career readiness. Professional development will focus on five main areas:

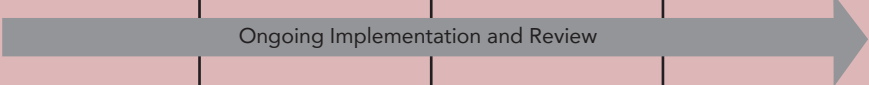
- Kagan
- Technology Integration - Chromebooks and Google Classroom
- Co-Teaching (special education and ELL)
- STEAM
- Poverty Awareness

Strategy 1.2 - Develop and adopt NYS Learning Standards-aligned curriculum and instructional materials at all grade levels for social studies and science. Create and implement vertically-aligned curriculum maps and corresponding assessments for each content area.

Strategy 1.3 - Implement a system for advancing teacher growth and student learning for teachers as instructional leaders and coaches.

Strategy 1.4 - Establish and maintain DDI process with grade level/content teams that are able to deconstruct data to drive instruction and increase achievement. Also, include the development of a system of informal and formal common formative assessments directly aligned to NYS Learning Standards.

Strategy 1.5 - Continue to develop and foster teacher access to STEAM Enrichment Coaches across all grade levels.

Goal 1 Timeline for Implementation					
	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
Strategy 1.1 - Provide high-quality professional development	<ul style="list-style-type: none"> • Kagan • Tech integration • STEAM • Co-teaching • Poverty 				
Strategy 1.2 - Develop and align curriculum and instructional materials	<ul style="list-style-type: none"> • Social Studies • Science • ELA • Math 	<ul style="list-style-type: none"> • Social Studies • Science • ELA • Math 	<ul style="list-style-type: none"> • Social Studies • Science 	<ul style="list-style-type: none"> • Science 	<ul style="list-style-type: none"> • Science
Strategy 1.3 - Foster teacher leaders	Teacher-led 30-minute professional development.	Teacher-led 30-minute professional development.	Teacher-led half-day professional development.	Teacher-led half-day professional development.	Teacher-led full-day professional development.
Strategy 1.4 - Data-driven instruction (DDI)	Two common formative assessments in K-12 science and math.	Quarterly common formative assessment in K-12 science and math. Two common formative assessment in K-12 social studies and ELA .	Quarterly common formative assessment in K-12 social studies and ELA.	Future strategies to be implemented.	Future strategies to be implemented.
Strategy 1.5 - STEAM enrichment coaches	K-6 and 7-12 STEAM/instructional coach.	K-6 and 7-12 STEAM/instructional coach.	Add additional STEAM/instructional coach.	Future strategies to be implemented.	Future strategies to be implemented.



Strategic Goals & Timeline

Goal 2 - The district will develop a communication system that informs, involves and engages the school and community.

Strategy 2.1 - Develop and implement an internal communication strategy that provides structure and processes for effective communication among district office, departments, between schools and district office, and among and within schools. Continue to update and utilize the website to reflect changing regulations and requirements.

Strategy 2.2 - Develop a process for teachers to communicate between buildings for the purpose of creating a system that provides continuity as students transition from one building to another.

Strategy 2.3 - Improve customer service and external communications; increase the use of Twitter, Tona E-news, Parent Portal, Blackboard Connect and other media tools to provide the school community with information and opportunities for feedback on a consistent basis.

Strategy 2.4 - Create and implement a process for grade level and content area meetings for teachers to meet between buildings and discuss curriculum and vertical alignment.

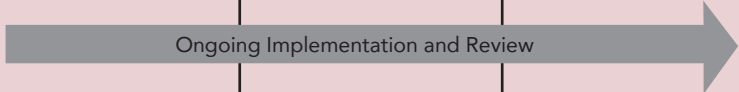

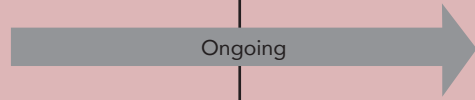
Goal 2 Timeline for Implementation					
	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
Strategy 2.1 - Develop and implement an internal communication strategy	Establish a committee of diverse internal reps to provide input on the upcoming stages. Provide web regulation details.	Conduct an audit of all existing internal channels. Committee to set communication goals for all staff.	Draft tactics on how to achieve & evaluate goals. Committee to review and test some proposed tactics.	Publish, promote and implement internal communication strategy.	Publish, promote and implement internal communication strategy.
Strategy 2.2 - Develop a process for teachers to communicate between buildings in regards to students' transition from one building to another	Research potential technology solutions to assist this effort. Review existing and new system capacities.	Create core subject vertical curriculum teams to discuss continuity of programs/practices.	Conduct a pilot based on the outcomes from 2.2 2017-18 and 2.2 2018-19.	Adjust process using lessons learned from 2019-2020 and implement with a soft roll out.	Publish, promote and fully implement the new process.
Strategy 2.3 - Improve external communications through different modalities	Give building principals access to Blackboard Connect. Continue/ increase Twitter communication.	Explore additional social media communications.	Create a matrix of what information should go where and how. Promote it, repeatedly, to all staff and parents.	Provide video tips and tutorials on the various mediums being promoted, internal & external.	Provide customer service training to all instructional and non-instructional staff.
Strategy 2.4 - Create and implement a process to discuss curriculum and vertical alignment	Explore alternative calendar schedules to provide ½ days for professional development and vertical articulation.	Implement alternative calendar.	Develop and implement a district-wide curriculum council.	Create curriculum cycle with a yearly focus on one of the core subjects.	Future strategies to be implemented.



Strategic Goals & Timeline

Goal 3 - The district will prepare students for the opportunity and challenges of college and careers in our ever-advancing technological society.

- Strategy 3.1 - Four-year career plans will be developed beginning in grade 9 to ensure students will be eligible for the CDOS credential.
- Strategy 3.2 - The district will continue to implement a 1:1 initiative through various forms of technology that support best practices in teaching and learning.
- Strategy 3.3 - Promote standards based school counseling and mental health programs. This includes a comprehensive school counseling program in an effort to promote academic achievement, personal and social development, mental health and success for all students, including education, prevention, appropriate intervention and access to services for students and families.
- Strategy 3.4 - Continue to implement Leader in Me, Olweus Bullying Program and other supports in alignment with the Dignity for All Students Act (DASA). Establish school-wide systems of support that includes proactive strategies for defining, teaching and supporting appropriate students as leaders in classrooms. Develop a continuum of positive behavior support for all students within a school in areas including the classroom and non-classroom settings.
- Strategy 3.5 - Develop 21st Century skills among all students - thinking critically and communicating effectively while building on a base of core academic subject knowledge. Utilize 21st Century skills to enhance effective teaching and student learning focusing on problem solving and critical thinking. Provide teachers and leaders with the skills needed to appropriately instill 21st Century skills into classrooms. Create professional development opportunities to learn and use new tools that can be implemented to increase student success and help practitioners impart skills into the teaching of core academic subjects.
- Strategy 3.6 - Develop rigorous course offerings and educational experiences for students. Identify areas of need and interest. Look to change course offerings for middle and high school students. Develop course offerings and educational experiences aligned to science, technology, engineering, arts and mathematics (STEAM) that support local industry needs. Through partnerships with corporations and the higher education community, develop STEAM course offerings and programs to prepare students for college and career readiness. Implement strategies to change the number of course offerings for underrepresented students while also increasing the success of all participating students.

Goal 3 Timeline for Implementation				
	2017-2018	2018-2019	2019-2020	2020-2021
Strategy 3.1 - Four-year career plans will be developed beginning in grade 9 to ensure students will be eligible for the CDOS credential	Create forms to use. Meet with each 9th grader to complete.	Meet with each 9th grader to complete. Meet with 10th graders to review.	Meet with 9th graders to complete. Meet with 10th and 11th grade to review.	Meet with 9th graders to compete . Meet with 10th, 11th and 12th graders to review.
Strategy 3.2 - The district will continue to implement a 1:1 initiative through various forms of technology that support best practices in teaching and learning	Interactive white boards 1:1 devices STEAM			
Strategy 3.3 - Promote standards-based school counseling and mental health programs	Review plan to ensure that standards-based programs are included in all buildings. Share the plan with district social workers.	Implement the counseling plan with fidelity in each building. Maintain ongoing communication with social workers.	Review the plan annually. Update as needed. Ongoing communication.	
Strategy 3.4 - Continue to implement Leader in Me, Olweus Bullying Program and other supports in alignment with the Dignity for All Students Act (DASA)	Update the DASA plan. Continue building-wide initiatives in anti-bullying. Give a student survey.	Maintain district-wide positive school climate. Survey staff to ID where supports are needed.	Maintain district-wide positive school climate with a poster campaign: give Tonawanda's tips.	Re-administer a student survey.
Strategy 3.5 - Utilize 21st Century skills to enhance effective teaching and student learning focusing on problem solving and critical thinking	Provide professional development focused on problem solving, critical thinking and technology.			Future strategies to be implemented.
Strategy 3.6 - Develop rigorous course offerings and educational experiences for students	Continue STEAM initiatives. At the high school level conduct personal interviews with students to determine areas of interest for course offerings.	Maintain STEAM initiatives. Use the data from interviews to create new course offerings.	Maximize partnership with BOCES CTE to institute unique middle school experiences with Tonawanda teachers and local businesses.	If available, maximize partnership with BOCES CTE to apply for NYS' Pathways in Technology Early College High School (NYS P-TECH) grant.

Strategic Goals & Timeline

Goal 4 - The district will create quality management systems and plans.

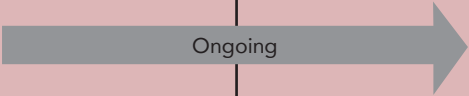
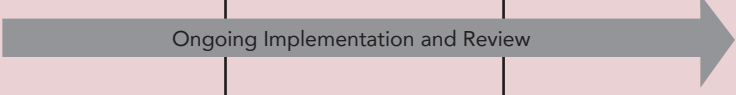
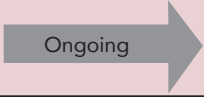
Strategy 4.1 - Develop and implement a well-defined technology plan that delineates a clear vision addressing the needs of the district. Partner with Erie 1 BOCES to impact student achievement through the effective use of Common Set of Learning Objectives (CSLO) professional development. Develop a district-wide technology curriculum, which maximizes 21st Century skills through collaborative work of teacher leaders, technology coordinators and administrators. This curriculum will include grade level benchmarks as well as embedded instructional technologies in all content and special area courses.

Strategy 4.2 - Develop a multi-year model to enhance the district's efficiency, transparency and performance with budgeting. Utilize features of finance manager in conjunction with debt and state aid schedules, revenue and expenditure trends, enrollment projections and any other pertinent data to develop a budgeting tool for the district.

Strategy 4.3- The district will continue to pursue the possibilities of creating a single elementary campus (Tona2020).

Strategy 4.4 - The district will develop a committee that will be actively involved in developing a plan for the Smart Schools Bond Act. Identify priorities across the district in the areas of technology, infrastructure and security.

Strategy 4.5 - Revise school safety plan to include technological features in a web-based application.

Goal 4 Timeline for Implementation				
	2017-2018	2018-2019	2019-2020	2020-2021
Strategy 4.1 - Develop and implement a well-defined technology plan that delineates a clear vision addressing the needs of the district	Establish a multidisciplinary team to plan.	Plan implementation.	Ongoing 	
Strategy 4.2 - Develop a multi-year budgeting model	Review/outline all existing tools and partnerships available to use. Compare figures with regional and state trends using Forecast5. Communicate.	Ongoing Implementation and Review 		
Strategy 4.3 - Pursuit of a single elementary campus (Tona2020)	Development of capital reserve planning committee to discuss building needs.	Create building plans. Establish capital project vote.	Submit project for review.	Capital project underway.
Strategy 4.4 - Smart Schools Bond Act	Development of a committee.	Identify priority areas and create plan for NYS approval.	Installation and implementation of approved plan.	Ongoing 
Strategy 4.5 - Revise school safety plan to include technology features in a web-based application	Revise school safety plan.	Review web-based applications.	Selection and implementation of web-based applications.	Implementation of applications.



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