

**WATERLOO LOCAL
SCHOOL DISTRICT
FIVE-YEAR PLAN**

**Waterloo Board of
Education**

**Approved on
May 12, 2016**

WATERLOO LOCAL SCHOOL DISTRICT FIVE-YEAR PLAN
Waterloo Board of Education Approved on May 12, 2016
AREA: Curriculum/Instruction/Assessment

Vision: We believe that all of our students have unique interests and learning styles. To this end, we commit to providing each student a first class education that challenges and prepares him/her for life in the twenty-first century. We will strive to add upon our course offerings for students in ways that will help challenge and prepare our students for life after Waterloo. We will use student data to drive decisions on instruction.

GOALS	ACTION STEPS	PERSON(S) RESPONSIBLE	TIMELINE
<ol style="list-style-type: none"> 1. Implement the Improvement Plan developed by the administrative team. 2. Monitor the new Ohio learning standards for the all subject areas. 	<ol style="list-style-type: none"> 1. Follow district goals and strategies as found on the CCIP approved by Ohio department of Education 2. (A) Review the Ohio learning standards through classroom observations, weekly lesson plans, formative and summative assessments, teacher evaluations (OTES), and state Report Card Data (B) Create standards based instructional strategies within each subject area and grade level for student content mastery of the Ohio learning standards. 	<ol style="list-style-type: none"> 1. Superintendent, principals, and teachers 2. (A) Superintendent, Curriculum Director, principals, and teachers (B) Superintendent, Curriculum Director, principals, and teachers 	<ol style="list-style-type: none"> 1. June 2016-June 2021 2. (A) 2016-2021 academic school year (B) 2016-2017 and 2017-2018 academic school years during teacher release time scheduled by Curriculum Director

<p>3. Maintain an ACT preparatory class</p> <p>4. Maintain credit flexibility plan.</p> <p>5. Maintain the Viking Digital Academy</p> <p>6. Maintain College Credit Plus</p>	<p>3. Design class content and logistics</p> <p>4. (A) Make students and parent/guardian(s) fully aware of the credit flexibility plan and utilize as requested by students (B) Examine how we can more effectively utilize grade level/subject acceleration at all grade levels.</p> <p>5. (A) Maintain and monitor ACE Digital Academy (B) Maintain guidelines and policies as needed for students attending the Viking Digital Academy in relationship to credit recovery</p> <p>6. (A) Maintain and monitor partnerships with area colleges and universities for dual credit courses</p>	<p>3. High school principal and Guidance Counselor</p> <p>4. High school guidance counselor, high school principal and high school teachers</p> <p>5. (A) Principal and guidance counselor (B) Superintendent and Board of Education</p> <p>6. (A) High school principal and high school guidance counselor</p>	<p>3. 2016-2021 school year</p> <p>4. June 2016-ongoing</p> <p>5. (A) June 2016-ongoing (B) June 2016-ongoing</p> <p>6. (A) June 2016-ongoing</p>
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	(B) Continue to examine and expand upon course offerings for students.	(B) Department chairs and principals	(B) June 2016-ongoing
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WATERLOO LOCAL SCHOOL DISTRICT FIVE-YEAR PLAN
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AREA: Facilities/Safety/Security/Transportation

Vision: We believe that the safety and security of all in our care is a top priority and we will work toward evaluating current practices and implementing new procedures, as needed, to maximize this. While our facilities are relatively new and in very good shape, we envision continuing with practices that are both proactive and preventive. We will continue to strive to maximize our efficiency in the routing of busses and maintain/update our bus fleet as needed.

GOALS	ACTION STEPS	PERSON(S) RESPONSIBLE	TIMELINE
1. Maintain our buildings and grounds while remaining within our budget.	1. Prioritize needs and utilize proactive and preventive maintenance practices.	1. Superintendent, Principals, Transportation, Building and Grounds Coordinator, custodians, maintenance, treasurer	1. June 2016-ongoing
2. Evaluate and upgrade safety and security measures as they apply to all district operations.	2. (A) Practice, monitor, and document safety drills for a variety of emergency conditions (B) Keep all surveillance cameras fully functional. (C) Maintain and monitor surveillance cameras to all busses. (D) Maintain and monitor through the use of Navigate district safety plan.	2. (A) Building Principals (B) Superintendent and technology coordinator (C) Superintendent and Transportation Coordinator (D) Superintendent and building principals	2. (A) June 2016-ongoing (B) June 2016-ongoing (C) June 2016-ongoing (D) Approved by ODE through 2019

<p>3. Continually evaluate bus routes to maximize efficiency</p> <p>4. Maintain our bus fleet.</p> <p>5.</p>	<p>(E) Provide on-going support and training in A.L.I.C.E. procedures</p> <p>3. Review routes quarterly to ensure maximum use of each bus through the use of Transfinder</p> <p>4. (A) Utilize proactive and preventive measures in the maintenance of our busses/vans. (B) Purchase new busses/vans through established rotation plan</p> <p>5.</p>	<p>(E) Portage County First Responders</p> <p>3. Superintendent and Transportation Coordinator</p> <p>4. (A) Transportation, head mechanic and bus drivers (B) Superintendent, treasurer, Board of Education, head mechanic</p> <p>5.</p>	<p>(E) June 2016</p> <p>3. June 2016 - ongoing</p> <p>4. (A) June 2016-ongoing (B) As needed</p> <p>5.</p>
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WATERLOO LOCAL SCHOOL DISTRICT FIVE-YEAR PLAN
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AREA: TECHNOLOGY

Vision: We commit to maintaining our current technology system while providing more opportunities for students and faculty/staff. These opportunities will be provided through purchasing more hardware that can be utilized in the classroom (e.g. Interactive pads/boards, personal response systems, etc.) and potentially utilizing other mediums students and/or faculty staff own. Expenses will be reduced on software by switching over from purchasing licenses to utilizing free, open source software. We recognize that professional development in the area of technology is critical to the success of this endeavor and we make a full commitment to such a program. Monetary resources, while limited, will be devoted to the helping the district achieve this vision.

GOALS	ACTION STEPS	PERSON(S) RESPONSIBLE	TIMELINE
1. Maintain our technology infrastructure to meet the needs of the district.	1. Monitor replacement and/or upgrade cycles for equipment.	1. Technology Coordinator	1. June 2016- ongoing
2. Enhance our technology hardware to meet the needs of the district.	2. (A) Follow the established cycle to replace and/or upgrade computers and printers. (B) Target locations for new interactive pads/boards	2. (A) Technology Coordinator (B) Technology Coordinator and building principals	2. (A) June 2016-ongoing (B) June 2016-ongoing
3. Provide professional development to faculty/staff	3. (A) As new equipment and/or programs are purchased, provide the professional development needed to efficiently utilize the equipment and/or program.	3. (A) Technology Coordinator	3. (A) August 2016-June 2017

<p>4. Maintain an on-line system for recording student grades.</p> <p>5. Re-examine yearly current district policies that pertain to technology use.</p> <p>6. Establish a yearly technology budget.</p>	<p>(B). Provide the professional development needed to incorporate our already established Bring Your Own Device policy into the daily classrooms</p> <p>4. (A) Maintain Progress Book</p> <p>5. (A) Review and revise when needed policies to examine if there are barriers in place that stifle the use of technology by faculty/staff and students.</p> <p>6. Create a detailed budget that allocates money for infrastructure, hardware and software needs.</p>	<p>4. (A) Technology Coordinator</p> <p>5. (A) Superintendent, Principals, and Technology Coordinator</p> <p>6. (A) Technology Committee</p>	<p>(B) August 2016-June 2017</p> <p>4. (A) June 2016-ongoing</p> <p>5. (A) June 2016</p> <p>6. (A) September 2016-ongoing</p>
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WATERLOO LOCAL SCHOOL DISTRICT FIVE-YEAR PLAN
Waterloo Board of Education Approved on May 12, 2016
AREA: Faculty/Staff/Student Personnel

Vision: Our school district exists because of and for our students. We believe that education starts with the parent/guardian(s) and is a collaborative effort that our district enters into with the parent/guardian(s) when a student begins his/her formal schooling. Much research in the field of education has shown that the most important factor in a child's education, outside of the home, is the quality of a teacher. As a result, we will continue to strive to find and retain top-notch educators and other staff professionals to work with our students. We also commit to offer our students a variety of the best academic programs possible while working within our budget (see goals for curriculum/instruction/assessment).

GOALS	ACTION STEPS	PERSON(S) RESPONSIBLE	TIMELINE
1. Enhance the ability to attract and retain quality faculty and staff	1. (A) Utilize an interview strategy to identify high quality certified staff (B) Streamlined an on-line application process (C) Enhance web-site to attract quality applicants	1. (A) Superintendent and principals (B) Administrative assistant (C) Director of Tech	1. June 2016-July 2021
2. Align staffing levels to areas of greatest need.	2. Review all staffing levels to ensure alignment with areas of need.	2. Superintendent and building principals	2. June 2016-July 2021
3. Evaluate extracurricular programs and their associated costs.	3. (A) Review current extracurricular offerings for students (B) Review costs associated with current extracurricular offerings for students	3. (A) Superintendent and building principals (B) Superintendent and treasurer	3. (A) June 2016- July 2021 (B) June 2016- July 2021

	<p>(C) Evaluate ability of district to fund extracurricular activities at current level of pay to participate fees</p>	<p>(C) Board of Education, superintendent and treasurer</p>	<p>(C) June 2016- July 2021</p>
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WATERLOO LOCAL SCHOOL DISTRICT FIVE-YEAR PLAN
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AREA: Finance

Vision: We will continue to regularly examine all aspects of operation to ensure that we are using taxpayer dollars in the most efficient way to maximize learning and other services for students. While continuing to work within the parameters of how public schools are funded in the State of Ohio, including local tax support, we will actively pursue other sources of revenue that will help with the goals of our district. While these alternate revenue sources will help our bottom line, we recognize that our district will not be able to function as required by law without state and local tax support.

GOALS	ACTION STEPS	PERSON(S) RESPONSIBLE	TIMELINE
<ol style="list-style-type: none"> Pursue additional local support through a ballot issue. 	<ol style="list-style-type: none"> (A) Determine type and amount of levy request. (B) Place request on ballot. 	<ol style="list-style-type: none"> Superintendent, Treasurer and School Board 	<ol style="list-style-type: none"> (A) June-August 2016 (B) November 2016-ongoing
<ol style="list-style-type: none"> Continue to evaluate all areas of operation for cost saving measures. 	<ol style="list-style-type: none"> (A) Continue to address cost containment, efficiency and value through review of purchasing. (B) Continue to evaluate staffing levels required in all areas. 	<ol style="list-style-type: none"> (A) Superintendent, Treasurer and Board of Education (B) Board of Education 	<ol style="list-style-type: none"> (A) June 2016-July 2017* (B) May/June 2016* * As needed depending on outcome of the election

<p>3. Maintain financial credibility.</p>	<p>3. (A) Continue district five-year financial forecast.</p> <p>(B) Continue yearly audit/financial reporting.</p> <p>(C) Continue to keep the Board of Education and Waterloo community informed on the district finances.</p> <p>(D) Provide community with benchmark reports comparing Waterloo with districts considered by the Ohio Department of Education (ODE) to be comparable.</p>	<p>3. (A) Superintendent and treasurer</p> <p>(B) Superintendent</p> <p>(C) Superintendent and Treasurer</p> <p>(D) Superintendent and Treasurer</p>	<p>3. (A) June 2016-ongoing</p> <p>(B) June 2016-ongoing</p> <p>(C) June 2016-ongoing</p> <p>(D) June 2016-ongoing</p>
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WATERLOO LOCAL SCHOOL DISTRICT FIVE-YEAR PLAN
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AREA: School/Community Relations

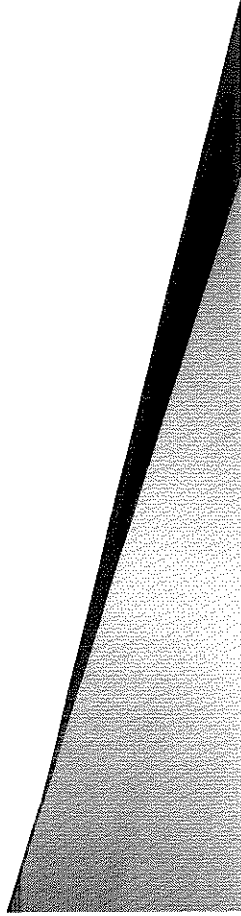
Vision: We believe that a school district and a community are stronger and more likely to succeed over time when they support each other. Involving the community in our schools through volunteers and utilizing local expertise and business is important. Involving our faculty/staff and students in the community is equally as important. We will continue to strive to communicate the happenings of our school district through various mediums to our community. We will also work to either build new or strengthen existing relationships with community businesses, organizations and individuals.

GOALS	ACTION STEPS	PERSON(S) RESPONSIBLE	TIMELINE
1. Maintain mediums of communication.	1. (A) Maintain district Facebook and Twitter accounts. (B) Re-established "Key Communicator" group. (C) Maintain communication through e-mail, weekly updates, monthly newsletters, and bi-annual Vikingram	1. (A) Superintendent, Principals and Director of Tech (B) Superintendent (C) Superintendent and Principal	1. (A) Ongoing (B) September 2016-ongoing (C) June 2016-ongoing
2. Maintain a district-wide volunteer program.	2. (A) Establish a <i>volunteer committee</i> composed of administrators, teachers and community members. (B) Identify areas where volunteers can be responsibly utilized.	2. (A) Superintendent, Principals, and Teachers (B) Volunteer committee	2. (A) September 2016 (B) October 2016-ongoing

<p>3. Maintain in the high school and establish in the middle school the requirement of service hours in the community by Waterloo students.</p> <p>4. Maintain collaborative partnerships with local colleges and universities</p>	<p>(C) Create a volunteer schedule based upon 2. Monthly, or per grading period, or per semester. (B) above.</p> <p>3. (A) Analyze the logistical components of how such a system would be established. (B) Decide on whether to require service hours. (C) If answer to 3.(B) is yes, establish service hour program and guidelines.</p> <p>4. Reach out to representatives at all area colleges and universities to continue to discuss collaborative endeavors.</p>	<p>(C) Volunteer committee</p> <p>3. (A) Guidance Office and Class Advisors (B) Superintendent and Board of Education (C) Superintendent, department chairs, principals</p> <p>4. Superintendent and principals</p>	<p>(C) October 2016-ongoing</p> <p>3. (A) 2016-2017 school year (B) June of each school year at latest (C) September of each school year</p> <p>4. June 2016-ongoing</p>
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Waterloo Local Schools Five-Year Strategic Plan

- ▶ *What We Believe In Order to Achieve The Vision of the District:*
- ▶ *Facilities/Safety/Security/Transportation*
- ▶ *Technology*
- ▶ *Curriculum/Instruction/Assessment*
- ▶ *Faculty/Staff/Student Personnel*
- ▶ *School/ Community Relations*
- ▶ *Financial*

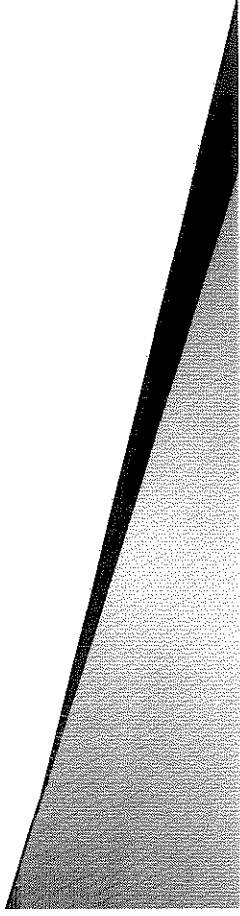


Facilities/ Safety/ Security/ Transportation

- ▶ *Maintain our buildings and grounds while remaining within our budget*
- ▶ *Evaluate and upgrade safety and security measures as they apply to all district operations: Navigate*
- ▶ *Continually evaluate bus routes to maximize efficiency*
- ▶ *Maintain our bus fleet*

Technology

- ▶ *Maintain our technology infrastructure to meet the needs of the district*
- ▶ *Enhance our technology hardware to meet the needs of the district*
- ▶ *Provide professional development to faculty/staff*
- ▶ *Maintain an on-line system for recording student grades*
- ▶ *Re-examine yearly current district policies that pertain to technology use*
- ▶ *Establish a yearly technology budget*



Curriculum/ Instruction/ Assessment

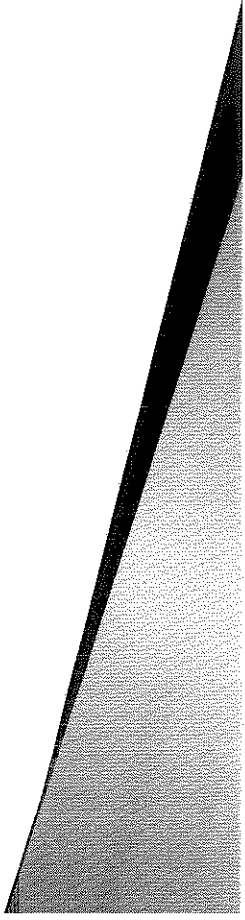
- ▶ *Implement the Improvement Plan developed by the administrative team*
 - *Continue to study standards-based instructional strategies such as:*
 - *Lesson planning that includes multiple forms of assessment*
 - *Student choice with demonstration of content mastery*
 - *Re-teach/re-test options for assessment*
 - *Grade books that only include academic grades, behavior-based grades are documented separately*
 - *Work on ways to document grades based on standards and content mastery*
 - *Community meetings to share with parents what the grades mean and how they can help*

- ▶ *Maintain an ACT preparatory class, credit flex options, Viking Digital, and CCP.*

- ▶ *Considering a district-wide book study on developing new grade reporting.*
 - *“A repair kit for grading” by Ken O’Conner*

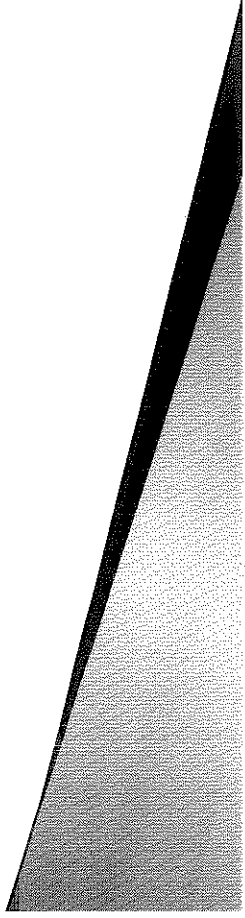
Faculty/ Staff/ Student Personnel

- ▶ *Enhance the ability to attract and retain quality faculty and staff*
- ▶ *Align staffing levels to areas of greatest need*
- ▶ *Evaluate extracurricular programs and their associated costs*



School/ Community Relations

- ▶ *Maintain mediums of communication*
- ▶ *Maintain a district-wide volunteer program*
- ▶ *Maintain in the high school and establish in the middle school the requirement of service hours in the community by Waterloo students*
- ▶ *Maintain collaborative partnerships with local colleges and universities*



Financial

- ▶ *Pursue additional local support through a ballot issue*
- ▶ *Continue to evaluate all areas of operation for cost saving measures*
- ▶ *Maintain financial credibility*

