



**BELLEVUE CITY SCHOOL DISTRICT**

**TWO YEAR STRATEGIC PLAN**

**BOARD OF EDUCATION**

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**SUPERINTENDENT**

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**INTERIM TREASURER**

**BETTY SCHWIEFERT**

**UPDATED MARCH 2017**

# Vision

To be the most innovative, student focused public school in Ohio by educating every child, every day with intent, integrity and purpose.

# Mission

We are committed to a high quality education for all students by providing a rigorous and relevant curriculum, positive relationships with our stakeholders and accountability. Every student will develop the skills and knowledge to succeed in an evolving global society.

# Core Values

Belief that All Students Can Reach the Highest Level of Achievement

Expectations of Excellence and Integrity

Leadership Leads to Success

Lifelong Commitment to Helping Students be College & Career Ready

Engagement is the Key to Learning

Vision to be the Most Excellent School District in Ohio

United in Trust and Respect for All Individuals

Enthusiasm for High Quality Teaching and Learning

# District Profile

The Bellevue School District began in a one room log house in 1827. The first class to graduate from Bellevue High School was in 1870 with two students receiving their diploma. Today, the Bellevue City School District, which encompasses one hundred and fifteen square miles, serves a student population of approximately two thousand students. The School District employs one hundred and fifty nine certified educators and seventy eight classified (bus drivers, cooks, custodians, maintenance workers, instructional aides, and secretaries) employees, making the District one of the largest employers in the Bellevue area. The district underwent major staff reductions since 2009, keeping the budget balanced without any new operating funds for the taxpayers since 2001.

The District operating budget totals \$20.3 million. The funds for the operating budget come from local taxes (49%), state and federal (51%) taxes, and grants totaling approximately \$1 million. The district also has a permanent improvement levy which annually provides five hundred and fifty thousand (\$550,000) dollars. This fund can only be used for purchasing buses, renovation and upkeep of buildings, and the purchasing of equipment, including new technology. The permanent improvement fund was a key element in the successful procurement of matching funds for two new buildings. In November 2014 the Bellevue citizens passed the Permanent Improvement Renewal as a Continuing Levy.

In November 2009, the community approved the necessary local matching funds to build a new elementary and middle school. The partnership between the Bellevue City Schools and state Ohio School Facilities Commission made this dream a reality. The new elementary and middle schools both opened in August 2012. Bellevue High School began renovations are scheduled to begin in the summer of 2017 using leftover construction and permanent improvement funds. All academic spaces will receive a complete renovation. Historically, the district was

comprised of five elementary schools, one middle school, and one high school. The new building project has allowed us to consolidate to three district school buildings (Bellevue Elementary, Bellevue Middle, and Bellevue High School). This has helped with transportation costs, staff costs, and critical collaboration time for staff.

The median income of residents in the Bellevue School District is \$31,693.00. The average income is \$45,995.00. This information is found in the most up to date District Profile Report, which can be found on the Ohio Department of Education website.

The total average daily membership for the Bellevue School District is 2,083 students. The K-12 regular education pupil teacher ratio is 17.29 compared with the state average of 18.47. 63% of the teachers in Bellevue have 10+ years of experience.

Total per pupil expenditures in the Bellevue School District are \$9,319.00 compared to the state average of \$10,984.00. The district administrative costs are less than the state average and less than similar districts. The assessed property valuation per pupil is \$128,693, which is lower than the state average and similar districts.

## **Our Guiding Principles**

The core values that we share to offer the best educational program for our students.

### **The Redmen Way**

We do everything with intent...integrity...and purpose.

### **Everyone is Welcome**

We strive to greet all students, parents and visitors with an authentic feeling that they are welcome in our schools.

### **Dedicated to Bellevue**

We believe in the importance of family and community involvement in the school.

We are proud to be active citizens who foster the long term success of the community.

### **Teamwork**

We collaborate as a team and encourage collaboration at all levels.

### **Respect**

We recognize and value diversity and celebrate individual differences.

### **Learning Environment**

We foster a positive learning environment.

### **Empowerment**

We empower each other to be creative, thoughtful, and innovative.

### **Accountability**

We are accountable for our actions and take ownership of our decisions.

### **Communication**

We strive to find new ways to communicate with all stakeholders. We run our school district efficiently in order to ensure the stability of our school system.

# Bellevue City Schools Leadership Team

Superintendent:	Kim Schubert
Treasurer:	Thomas Siloy
Curriculum Director:	Kimberly Swartz
Pupil Personnel Director:	Jacque Montgomery
Technology Coordinator:	Mark Bishop
Technology Assistant:	Eric Dodd
Transportation Supervisor:	Kathy Hillman
Bus Mechanic:	Kelly Sanders
Food Service Director:	Jackie Hess
Health Services Director:	Laura Shaw
Buildings & Grounds Director:	Lee Clark
School Psychologists:	Rachel Forman Kristina Polachek
High School Principal:	Nate Artino
High School Assistant Principal:	Molly Porter
High School Athletic Director:	Brian Schubert
Middle School Principal:	John Bollinger
Middle School Assistant Principal:	Cody Cramer
Elementary Principal K-2	Shannon Turner
Elementary Principal 3-5	Luana Coppus

Elem AP/Early Childhood Supervisor

Pamela Veleatean

District Social Worker

Jill Miller

Goal Area 1: HIGH QUALITY INSTRUCTION & STUDENT ACHIEVEMENT

**BELIEF STATEMENT:** We believe that instructional engagement between the teacher and student, responsibility for learning, and building personal relationships strengthens student achievement. It is mandatory for our school district to create learning environments that support student achievement. High quality teachers stay current with the most innovative instructional practices and practice implementation of fidelity. They engage students in the learning process and have high expectations for excellence. High quality staff shares their successes and failures with their colleagues. There is a distinct connection between high quality instruction, evidence of learning, college readiness, and having students prepared for the work force.

**DATA:**

Local Report Card Data

NWEA MAPS Testing Data

District Level Team Data

Building Level Team Data

Teacher Based Teams Data

Highly Qualified Teacher Data: 100% of certified and para professional staff are highly qualified

Staff Retention Rate

Student Assessment Data

## Goal Area 1: High Quality Instruction & Student Achievement

School Year	Strategies for Improvement
2015-16	<ol style="list-style-type: none"> <li>1. The district will partner with Ashland University to complete a Curriculum Audit. Results will drive goals for the strategic plan. <b>Met</b></li> <li>2. The Ohio Learning Standards will be fully implemented as the district standards of curriculum.</li> <li>3. Professional development opportunities will be offered to deconstruct or un-wrap the standards, deconstruct test blue prints and recognize priority standards to fully understand and implement all aspects of each standard. <b>Ongoing</b></li> <li>4. A yearly planning guide for 2016-17 will be completed by the end of the 2015-16 school year. <b>Met</b></li> </ol>
2016-17	<ol style="list-style-type: none"> <li>1. Professional development opportunities will be tailored to teacher professional growth plans and will be driven by data. Dr. Mike White will present to the staff on the assessment and implementation of the standards, common lessons, interdisciplinary units and literacy across the content.</li> <li>2. All assessments in all subject areas and grade levels will be used as tools for collecting evidence of learning in all areas, including homework. Results will drive instruction.</li> <li>3. Evidence sharing will become a routine component of DLT, BLT and TBT meetings as these leadership teams will be re-structured for maximum efficiency.</li> </ol>
2017-18	<ol style="list-style-type: none"> <li>1. Teachers will support self-assessment, peer feedback and self-reflection.</li> <li>2. Teachers will share their successful instructional strategies and ideas.</li> <li>3. Teachers will prepare students to analyze their own work and the work of their peers, using rubrics and work samples, and project based learning.</li> <li>4. Performance scales for the standards will be implemented.</li> </ol>

## Goal Area 2: FAMILY AND COMMUNITY ENGAGEMENT, MARKETING & PUBLIC RELATIONS

**BELIEF STATEMENT:** Collaboration between the school and families is vital to student success. The school district must share learning targets, make families and community members feel welcome in our buildings, and be proactive with parent communication at all levels. We believe that transparency, in all areas of operation, are critical to a high level of trust between the community and school district. Disbursing information to the public is critical to achieving transparency and growth. We must celebrate our achievements and successes and share them with our community.

### DATA:

Parent/Teacher Conference Attendance

Culture and Climate Survey Data

Social Media

Project MORE Volunteers

Website Visits

Enrollment

Goal Area 2: Family and Community Engagement, Marketing & Public Relations

School Year	Strategies for Improvement
2015-16	<ol style="list-style-type: none"> <li>1. Staff discussions will continue on research based strategies to narrow the achievement gap for under resourced students. <b>Ongoing</b></li> <li>2. The Bellevue School District will provide a culture in which all students feel safe, invited and master taught. <b>Ongoing</b></li> <li>3. Title I Coordinator will work with Title I teachers to offer family math and literacy events throughout the school year. <b>Goal Met</b></li> <li>4. Title I teachers will each write an action plan to include parents in their child’s educational process. <b>Goal Met</b></li> </ol>
2016-17	<ol style="list-style-type: none"> <li>1. Market the school district in each county to aide in bringing new economic development to Bellevue.</li> <li>2. Implement a county wide Business Advisory Council to study new ways to market the school district and engage the community and region.</li> <li>3. Conduct a customer feedback survey to gather stakeholder opinions on our delivery.</li> <li>4. Complete a district Quality Profile to celebrate all of the educational programming and student successes currently taking place.</li> <li>5. The district will participate in the statewide substance abuse education initiative START TALKING.</li> </ol>
2017-18	<ol style="list-style-type: none"> <li>1. Continue to work with community members to find new and creative ways to market the school district and engage the community.</li> <li>2. Review the district website to make sure the latest technology is being utilized to share information with stakeholders.</li> <li>3. Review social media techniques to maximize the number of stakeholders receiving information.</li> </ol>

### Goal Area 3: College and Career Readiness

**BELIEF STATEMENT:** We will work with area businesses and manufacturers to make sure that our students have the skills they need for college and work force entry. We believe that a rigorous academic program with high expectations for every student leads to college and career readiness. Strong literacy skills at a young age lead to student success throughout school. We want to customize the learning opportunities for our students to be relevant to the needs of our community employers. Collaboration between the school district, local businesses and manufacturing will help prepare our students for the work force. Collaboration between the school district and higher education options will prepare our students for college.

#### DATA:

Number of students attending college visits

Students participating in post-secondary and dual enrollment options

Students attending EHOVE Joint Vocational School

Students attending the Transformation Network Training

Feedback from local employers

Number of Business Partnerships (CBI, Project MORE, Transformation Network, STRIVE)

### Goal Area 3: College and Career Readiness

School Year	Strategies for Improvement
2015-16	<ol style="list-style-type: none"> <li>1. Manufacturing will play an active role in the district college fair to showcase all options to students. <b>Goal Met</b></li> <li>2. The school district will expand college and career counseling services to students who have recently graduated and continue to need help in this area. <b>Ongoing</b></li> <li>3. The school district will form community partnerships to strengthen college and career readiness with the implementation of internships for students. <b>Goal Met</b></li> <li>4. There will be a focus on blended learning opportunities for students and project based learning. <b>Goal Met</b></li> </ol>
2016-17	<ol style="list-style-type: none"> <li>1. A website of resources will be available to BHS graduates who continue to need help with resume writing, the application process, higher education, or career opportunities.</li> <li>2. All juniors at Bellevue High School will take the ACT.</li> <li>3. High quality instruction will include the most innovative technology and strategies to ensure college and career readiness.</li> </ol>
2017-18	<ol style="list-style-type: none"> <li>1. Continue to expand college and career opportunities to all students in grades 7-12.</li> <li>2. Review current college career plus opportunities available at BHS and expand those options.</li> </ol>

## Goal Area 4: FISCAL RESPONSIBILITY & ACCOUNTABILITY

**BELIEF STATEMENT:** We take our responsibility to be good stewards of taxpayer and state funding very seriously.

### **STRENGTHS:**

Spending Reductions    Levy Schedule    Leadership    Insurance Concessions  
Staff Commitment to Reducing Expenditures    Positive Relationship Between Administration and Unions

### **OBSTACLES:**

Unstable State and Federal Funding    Real Estate Valuations

### **DATA:**

How the state and federal funding has changed  
Real Estate Valuation changes  
History of staff reductions  
Levy Schedule  
Five Year Forecast Assumptions

#### Goal Area 4: Fiscal Responsibility & Accountability

School Year	Strategies for Improvement
2015-16	<p>Prepare 2015-16 staff requirements based on possibility of large number of retirements due to the July 1, 2015 change of retirement standards for certified staff. Be proactive in analyzing areas opened up to due retirement to verify need to replace or if possible to make staff reductions. Be proactive in developing recruiting plan for successful replacement in key areas as all Ohio school districts will have an unusually higher number of retirements at this time.</p> <p>Renewal of school district ½% income tax levy. A successful renewal results in no school district tax issues on ballot until calendar year 2021.</p> <p style="text-align: center;"><b>Goal Met</b></p>
2016-17	<p>Stay the course of setting realistic budget levels and spending less than budgeted so that we continue with the eight year history of no deficit spending.</p>
2017-18	<p>Continue to develop and follow building maintenance and repair schedules to avoid major financial outlay at one time. Continue schedule of replacing busses and equipment.</p>