

# Quarter 1 Strategic Plan Update

Twinsburg City School District  
Board of Education Meeting  
November 2, 2022



## 21st Century Teaching and Learning

During the 2022/23 school year, the TCSD will

- ensure educational equity and excellence for each and every student by providing staff members with access to support, tools, and systems to improve student achievement.
- continue to ensure educational equity and excellence for each and every student by providing contextualized programming aligned with priority standards to be credited, ordered, and mastered. Inquiry-driven, professional learning communities will be utilized as a vehicle for continuous school, classroom, and individual progress.
- introduce students to PreK-12 in a variety of settings through intentional, developmentally appropriate efforts such as project-based learning and other extended learning opportunities.

## Communication

During the 2022/23 school year, the TCSD will

- communicate to the greater school community including parents of graduates and alumni and collaborate to determine ways they can positively impact our current students.
- continue community engagement as it pertains to the Tiger Legacy Project to inform decisions regarding a possible bond issue.
- engage in a full-scale crisis drill with community partners and then revise the District's Crisis Communications Plan following an evaluation of the drill and the District's response to it.
- establish an Equity Steering Committee and develop the committee's structure and processes by which recommendations will be made regarding educational equity.

## Culture & Climate

During the 2022/23 school year, the TCSD will

- increase mental health awareness through the successful implementation of the Social-Emotional Learning Curriculum in grades PreK-12
- support a culture of equity where all students and staff are represented and respected through holistic and creative approaches that address substance prevention and intervention, that refine and realign Multi-Tiered Systems of Support (MTSS), and which increase student participation in extracurricular and co-curricular activities.

## Facilities

During the 2022/23 school year, the TCSD will

- update the Facilities Master Plan to ensure proper and strategic annual expenditures so that all projects align with the plan and that expenses can be supported through the Permanent Improvement fund.
- update the Facilities Master Plan to include options for the Tiger Legacy Project which are recommended through ongoing community engagement.
- develop projection models to determine how the economy may impact the Tiger Legacy Project.

## Safety

During the 2022/23 school year, the TCSD will

- facilitate student-oriented groups at each school which embrace student voice and choice in discussions and lead to the creation of a safer culture and which address concerns through the re-establishment of Principal Advisory Councils.
- collaborate with community law enforcement and safety partners to conduct a full-scale drill in October 2022. Following the drill, the TCSD will evaluate emergency management plans and make revisions accordingly.
- develop and train threat assessment teams to identify, evaluate, and address threats or potential threats to school security.

## Finance

During the 2022/23 school year, the TCSD will

- develop a financial plan to maintain fiscal stability through FY23 which shall include strategies for passing the 0.5 mill renewal levy in November 2022.
- continue to operate in a fiscally responsible manner by utilizing the benchmarks identified in the Financial Strategic Planning Flowchart to support educational opportunities. Included in this effort will be continued planning for the Tiger Legacy Project, including funding options, along with planning for a possible new money issue.
- enhance financial communications to all stakeholders by updating the Treasurer's webpage, by introducing new reports to the BOE and community that communicate relevant and timely financial information to assist in understanding various aspects of financial stability and by updating procedures in the Treasurer's Office which impact District employees and improve efficiencies.

## Twinsburg City School District



**2022-23**  
**STRATEGIC PLAN/GOALS**  
**ACTION STEPS**



### A Twinsburg Tiger is...



#### OPEN MINDED!

...prioritizes solutions and focuses on the bigger picture. A critically thinking Tiger consistently improves their own thinking by skillfully analyzing, assessing, reconstructing, and applying disciplined thinking that is clear, rational, and informed by evidence in problem-solving.



#### COLLABORATIVE!

...articulates thoughts and ideas effectively and listens or communicates to enrich the learning of self and others. A collaborative Tiger strives to elicit, contribute and respond to feedback.



#### GLOBALLY AWARE!

...works to understand perspectives, culture, opinions, and feelings of others. An empathetic Tiger is confident in self and strives to demonstrate respect.



#### AGILE!

...creates, prioritizes, and adapts based on the situation. A resilient Tiger strives to understand diverse views and beliefs and resolve potential conflict.



#### ENGAGED!

...demonstrates personal, civic, social, local, and global responsibility through ethical and empathetic behaviors. An equity-focused Tiger embraces perspectives through mutual respect and open dialogue and works to contribute to the community.

# EDUCATIONAL EQUITY

in the Twinsburg City School District  
September 2022

"The Twinsburg City School District will empower all staff and students to experience teaching and learning opportunities that honor the diversity of our school community. On our **educational equity\*** journey, through district-wide practices, the TCSD will intentionally allocate resources and provide opportunities for all students."

**\*Every student has access to the resources and supports they need - at the time they are needed in their education pathway - despite race, gender, ethnicity, language, sexual orientation, ability, family background or family income.**



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# Communications

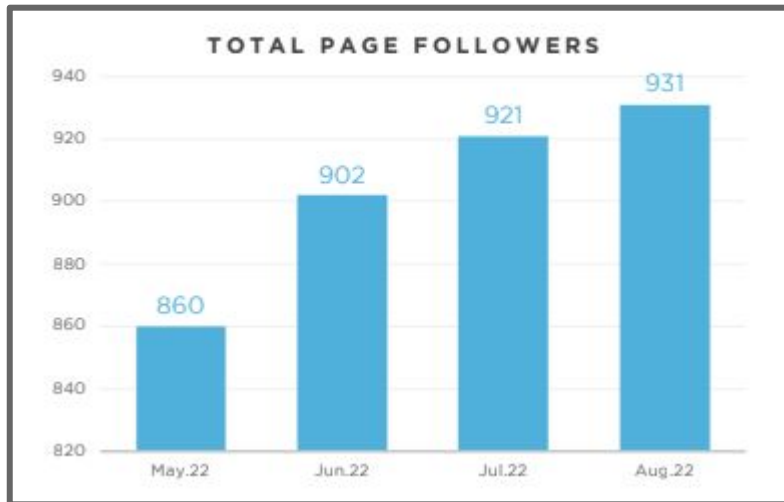


# Communications

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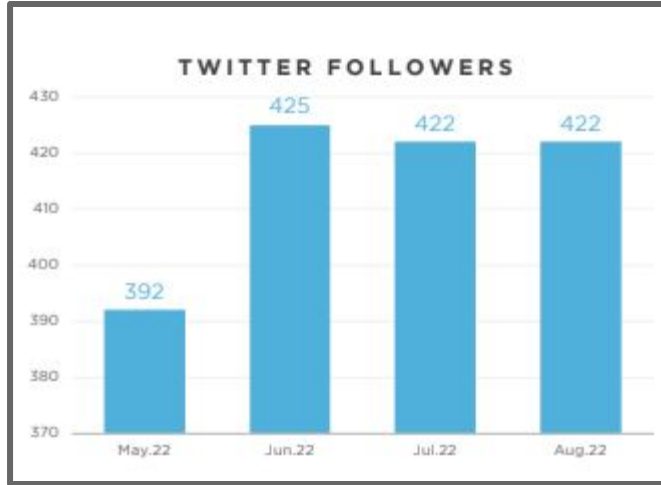
# Social Media Report Card – Facebook



The top three Facebook posts based on reach highlighted a “learn to ride” bicycle program, School Bus Driver Appreciation Day, and the RBC Drama Club Double Feature in May.



# Social Media Report Card - Twitter



The top three tweets based on impressions celebrated staff through National School Principals Day, National School Nurse Day, and a Tigers Spotlight!

**Twinsburg City School District**  
@twinsburgsd

Today is #SchoolPrincipalsDay! We are so very thankful for this group of individuals who support and lead our schools every day. Please join us in thanking them for the **AMAZING** job they do! #TCSDProud

Date	Impressions	Engagements
05-01-22	2,044	155

**Twinsburg City School District**  
@twinsburgsd

Today is #NationalSchoolNurseDay! We want to thank our **AMAZING** school nurses for the work that they do each day to keep our students happier and healthier! #TCSDProud #SchoolNurseDay

HANK YOU FOR PUTTING **MUCH** INTO EVERYTHING YOU DO!

Date	Impressions	Engagements
		60

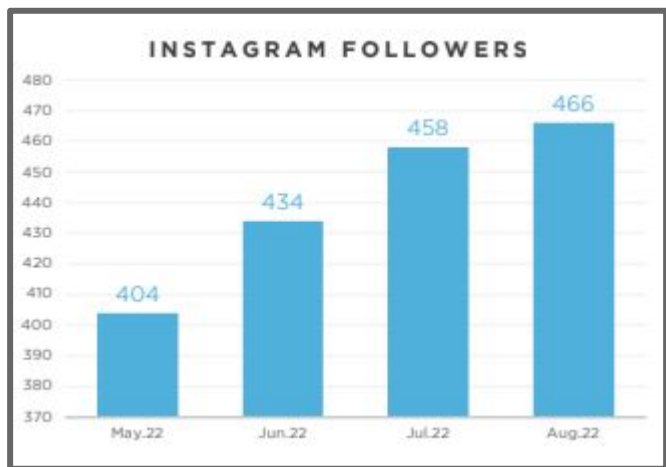
**Twinsburg City School District**  
@twinsburgsd

Today's Tiger Spotlight is fifth-grade math and science/health teacher at George G. Dodge Intermediate School, Kristina Czirek! We love her advice she has for the students in our district. Visit our Facebook page to learn more about her. #TCSDProud

Date	Impressions	Engagements
05-03-22	1,531	69



# Social Media Report Card - Instagram



## TOP INSTAGRAM POSTS:

The top Instagram posts based on reach included a celebration of the Class of 2022 at Wilcox Primary School, and a fun Throwback Thursday photo. The top post was shared 32 times, extending its reach beyond your existing followers and directly leading to 20 new followers!





# Tiger Legacy Project/District Finances

Community Conversations about District Facilities and Finance

October 6, 2022 @ R.B. Chamberlin

October 10, 2022, Virtual

October 11, 2022 @ Twinsburg Senior Center Lunch and Learn

Twinsburg Schools Today November Edition

# Crisis Communication Plan

Crisis Drill conducted on October 5, 2022.

Crisis Drill debrief with stakeholders.

Awaiting results from Armada.

Based upon all feedback, the Crisis Communication Plan will be updated.

# Equity Steering Committee

Kathi Powers and Belinda McKinney will co-chair this committee. We will continue to update the Board as we work through this process.

# Communications

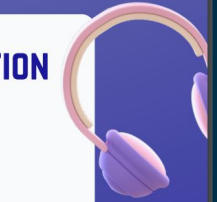


## **K-6 READING + MATH INTERVENTION INFORMATION NIGHT**

**MONDAY, NOV 7TH  
AT 630PM**

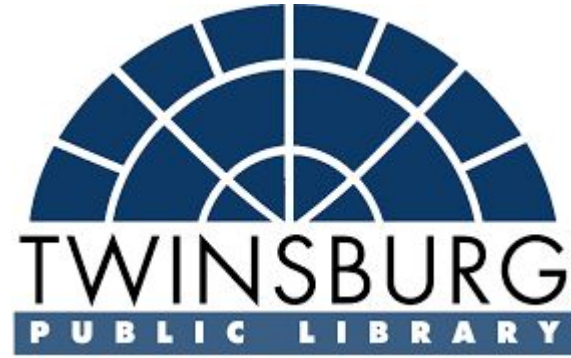
**WILCOX PRIMARY  
9198 DARROW ROAD**

Learn about supports  
your child is  
receiving and simple  
strategies you can  
use at home



# Connection with Twinsburg Public Library

Laura Leonard - Director  
Phoebie Trask - Outreach  
Coordinator



# EDUCATIONAL EQUITY

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## 21st Century Teaching & Learning



# 21st Century Teaching and Learning

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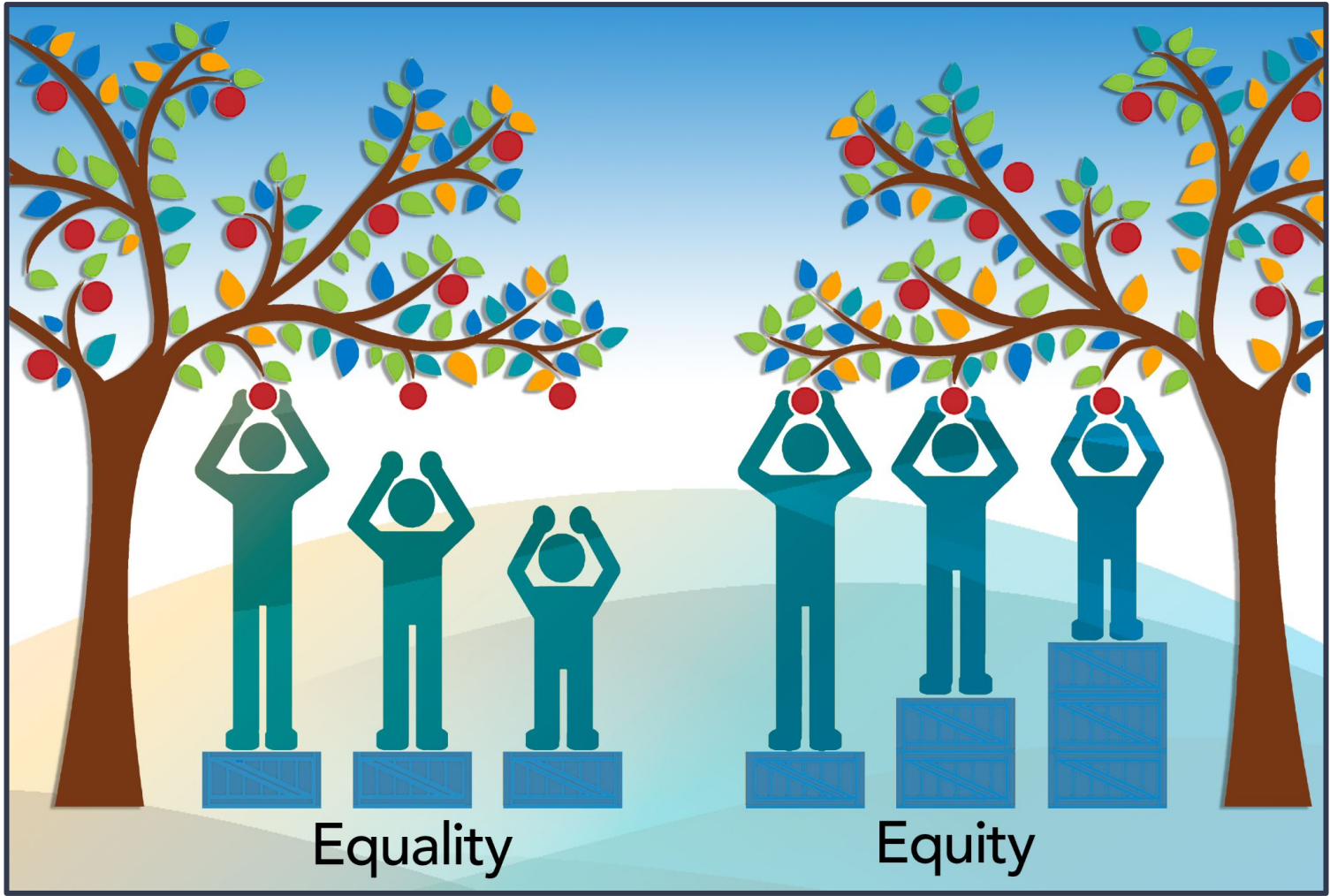
- ensure educational equity and excellence for each and every student by providing staff members with access to support, tools, and systems to improve student achievement.
- continue to ensure educational equity and excellence for each and every student by providing curriculum and programming aligned with preparing students to be enrolled, enlisted, and employed. Highly effective professional learning communities will be utilized as a vehicle for examining school, classroom, and individual progress.
- introduce students in PreK-12 to a variety of careers through intentional, developmentally appropriate efforts such as project-based learning and other extended learning opportunities.

# Bridge to Success

English Language Arts  
R.B. Chamberlin Middle  
School

Mr. Ries





Equality

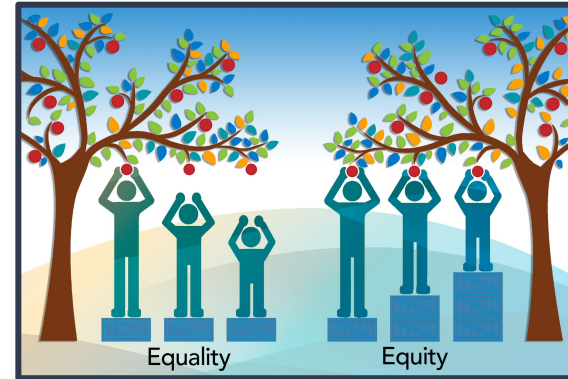
Equity

# How are students chosen for this class?

- Students who receive interventions through other programs at RBC do not participate in Bridges to Success for ELA.
  - IEP
  - RAC
- Based on Ohio State Test Scores, students were enrolled in the Bridge to Success (BTS) class for ELA as long as their schedule permitted.
  - Proficient
  - Limited
  - Basic

# When does this class meet?

- Students participate in the Bridges to Success for ELA class one period daily on a bi-weekly basis.
  - Week 1: Grade 8 (40 students)
  - Week 2: Grade 7 (52 students)



# What is the goal of Bridges to Success: ELA?

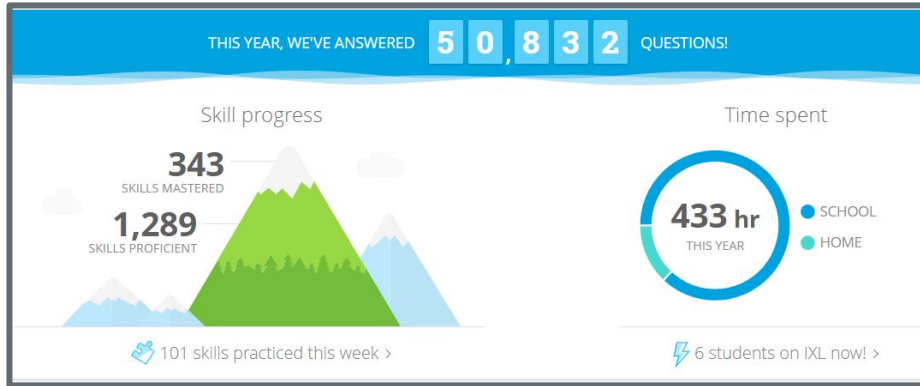
Students will take ownership of their progress and master grade level learning standards and gain exposure to higher level skills and concepts.

- Gap filling
- Grade level instruction, drill, and practice

# How do students take ownership of their learning?

- The “One - Minute” Meeting: Identify strengths and weaknesses and set goals:
  - OST Scores
  - IXL Snapshot scores (quarterly)
  - IXL Diagnostic scores (weekly)
  - Restart Readiness Checkpoint scores
  - IXL Skill Assignment scores
  - IXL Individualized Plan scores
  - Report Card Grades

# Student Data Tracking and Goal Setting



Name: \_\_\_\_\_ Per. \_\_\_\_\_

## Progress Monitoring - IXL

**Directions:** After your weekly diagnostic is completed and your scores are up-to-date, please place your information below. Remember to start with the date. Make sure to use a plus or minus sign to signify whether there has been a rise or fall in growth for the last question.

**Starting Point - Overall Score:** \_\_\_\_\_

### 1. Today's Date:

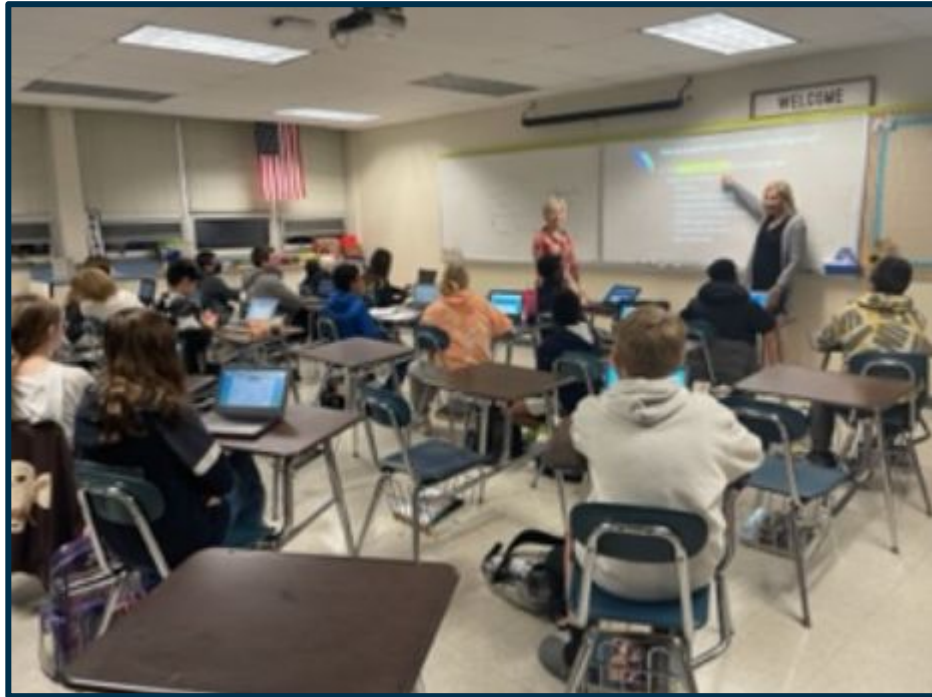
- Overall Score after the Diagnostic:
- Reading Strategies:
- Vocabulary:
- Writing strategie
- Grammar & Mechanics:

How much has your Overall Score increased or decreased since the first "snapshot" measurement?

# Collaboration

- Quarterly collaboration with administrators to discuss student data (District & Building Leadership Teams)
- Quarterly collaboration with general education teachers and students
- Weekly collaboration with BTS students during “One-Minute Meetings”
- Quarterly collaboration with families via emails home (progress reports??)

# Collaboration with Dr. Jimenez's 7th grade ELA Class





		IXL Diagnostic Snapshot Fall 2022	Q1 Snapshot	Student Progress
<b>Student 1</b>	<b>Overall Language Arts</b>	<b>520</b>	<b>610</b>	<b>90</b>
	<b>Overall Reading</b>	<b>390</b>	<b>610</b>	<b>220</b>
	Reading Strategies	310	610	300
	Vocabulary	690	640	-50
	Writing Strategies	580	590	10
	Grammar and Mechanics	520	590	70
<b>Student 2</b>	<b>Overall Language Arts</b>	<b>540</b>	<b>610</b>	<b>70</b>
	<b>Overall Reading</b>	<b>570</b>	<b>670</b>	<b>100</b>
	Reading Strategies	550	700	150
	Vocabulary	620	600	-20
	Writing Strategies	660	750	150
	Grammar and Mechanics	330	410	80
<b>Student 3</b>	<b>Overall Language Arts</b>	<b>860</b>	<b>1010</b>	<b>150</b>
	<b>Overall Reading</b>	<b>820</b>	<b>960</b>	<b>140</b>
	Reading Strategies	810	930	210
	Vocabulary	840	1050	210
	Writing Strategies	1020	1200	180
	Grammar and Mechanics	770	840	120

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# Incentives

**Character Makes a Difference**

Name \_\_\_\_\_

Teacher \_\_\_\_\_ Grade \_\_\_\_\_

**I Got Caught Showing**

- Respect
- Responsibility
- Right Choices

**PBIS at RBC**  
**Positive Referral**



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# Culture & Climate



# Culture and Climate

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# The Umbrella of MTSS – At A Glance

## Multi-Tiered Systems of Support (MTSS).

- MTSS is a framework provides targeted support to struggling students.
- The goal of MTSS is to intervene early so students can catch up with their peers.
- It screens all students and aims to address academic and behavior challenges.

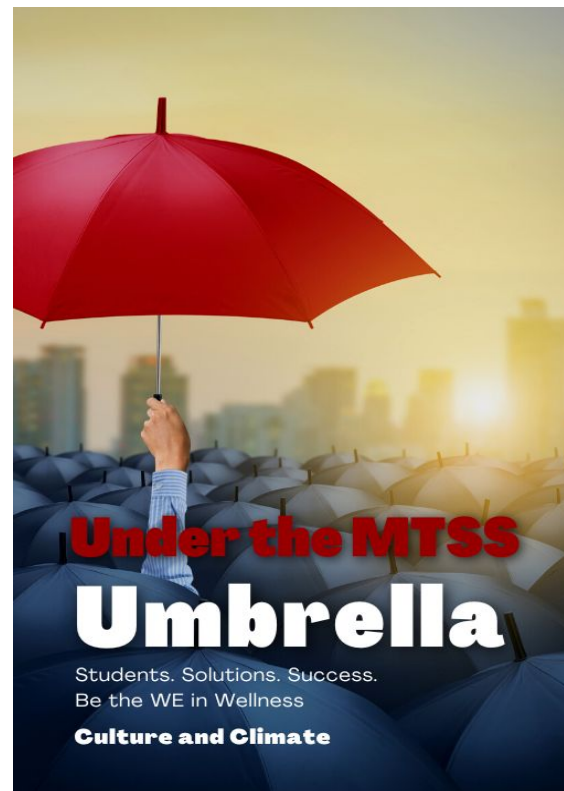




# The Umbrella of MTSS – Focus: PBIS

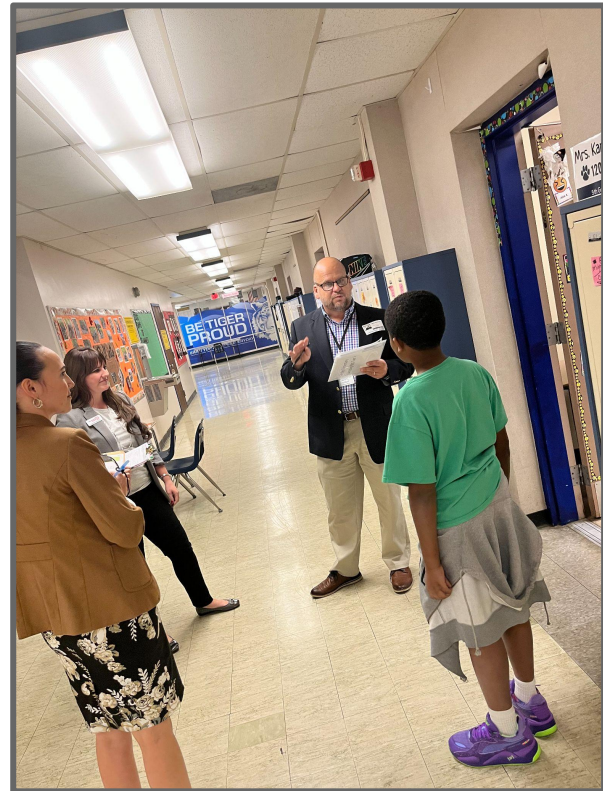
## Refinement and realignment and Multi-Tiered Systems of Support (MTSS).

MTSS is an umbrella framework that includes both RTI and PBIS. Response to Intervention (RTI) is a multi-tiered framework primarily for academic supports, whereas Positive Behavioral Interventions and Supports (PBIS) is a multi-tiered framework for behavioral supports.



# PBIS – District Level Training

PBIS  
District-wide Training  
Dodge Walk-Through  
Restorative Practices



# PBIS – Dodge Building Level Highlight

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## PBIS Committee

- Administration
- 4 Gen Ed Teachers
- 1 Intervention Specialist
  - 1 RSP
  - 1 Parent
- 1 School Counselor
- 1 Instructional Assistant
- 2 Specials Teachers

## Goals

- State Bronze Award
- 100% Implementation of the school-wide reward system
- reduction in referrals in key areas
- reduction in minor & major infractions

## Data

- Real-time data collection on referrals
  - DASL Data on OSS
  - ClassDojo Data
  - Common Area Data
  - CICO Data for Tier 2



IS THIS BEHAVIOR MAJOR OR MINOR?



Minor:

Prohibited Items, cafeteria conduct, cutting class, disrespect, class disruption, dress code, horse playing, instigating, public display of affection

MAJOR:

Alcohol/Drugs, arson, vandalism, explosives, bomb threats, fighting, gambling, gangs, sexual harassment, leaving the school building/grounds, obscenity, theft, threats, trespassing, weapons

Did the student receive the opportunity to self-correct behavior (2 re-directs)?

YES NO

BE RESPONSIBLE  
BE RESPECTFUL  
BE SAFE

Was a referral written with specific details of the incident?

YES NO

Was the parent/guardian contacted?

YES NO

Was a restorative conversation held with the student?

YES NO

Was the parent/guardian contacted?

YES NO

Did you complete 1 or more interventions?

YES NO

REFERRAL IS WRITTEN WITH EVIDENCE OF INTERVENTIONS COMPLETED

ADMINISTRATION POSSIBLE DECISIONS:

- SUSPENSION
- PARENT CONTACT/MEETING
- STUDENT CONFERENCE
- RESTORATIVE PRACTICES
- ALE
- MTSS SUPPORT
- TIER 2 OR TIER 3 PBIS SUPPORT

# BE RESPECTFUL

- LISTEN WHEN OTHERS ARE SPEAKING
- SPEAK KINDLY
- ENCOURAGE EACH OTHER
- USE APPROPRIATE VOICE LEVEL
- FOLLOW TEACHER'S DIRECTIONS

# BE RESPONSIBLE

- HAVE MATERIALS READY
- LISTEN TO DIRECTIONS AND ASK FOR CLARIFICATION
- COMPLETE ALL ASSIGNMENTS

# BE SAFE

- USE FURNITURE APPROPRIATELY
- USE SUPPORTIVE WORDS TOWARDS EACH OTHER
- KNOW THE CLASSROOM'S EMERGENCY DRILL PROCEDURES

## BE TIGER STRONG!



# CLASSROOM





[PBIS from Dodge Intermediate School Tigers](#)

# Thank You - Grants for a Special Project



Twinsburg  
Foundation Grant

# Thank You – Anonymous Donor for a Special Project



Anonymous Donor



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- collaborate with community law enforcement and safety partners to conduct a full-scale drill in October 2022. Following the drill, the TCSD will evaluate emergency management plans and make revisions accordingly.
- develop and train threat assessment teams to identify, evaluate, and address threats or potential threats to school security.

# Safety and Security

## Principal Advisory Councils

- Dodge- The Principal Advisory Council at Dodge has met and worked on defining equity from the view of a 4th-6th grade student.
- RBC- The Principal Advisory Council at RBC met and identified areas of security needs within the building. One suggestion was to have one way staircases in the south wing of the building.
- THS- The Principal Advisory Council at THS will be meeting to discuss the following student generated topics:
  - Student safety at school
  - Student-led mentorship opportunities
  - Ways to increasing student participation in clubs/activities

# Safety and Security

- In collaboration with Local Safety Forces and Armada, the Twinsburg City School District conducted a Full Scale Safety Drill.
- This drill included practicing steps for reuniting families with their children at the Reminderville Athletic Club which is designated as the District Reunification Site.
- Following the drill, participants completed a survey reflecting on points of strength and areas of improvement from the drill.
- The TCSD is awaiting feedback from Armada regarding the District's performance in the drill.

# Safety and Security Feedback THS

## Student Feedback from Student Debrief Session

- Student debrief immediately the day after the security drill
- Select students that participated in the safety drill can offer their experience
- Principal's Advisory Group feedback.

## Staff Feedback From Staff Debrief Session(s)

- Staff Debrief immediately after reunification at the R.A.C
- THS Staff debrief with THS teachers only 10/12/22
- THS staff member to offer their experience

# Safety and Security



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# Facilities



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- update the Facilities Master Plan to include options for the Tiger Legacy Project which are recommended through ongoing community engagement.
- develop projection models to determine how the economy may impact the Tiger Legacy Project.
- continue to pursue grant funds for important building enhancements
- complete Wayfinding signage throughout the District, and improve other banners, signs, etc. as needed.





# TIGER LEGACY PROJECT: Building our Future NOW!

**2016**

**Facilities Assessment** commissioned by the District, reported that the cost to maintain George G. Dodge Intermediate School would be \$22.2 million dollars while an option to re-align grade levels and build a brand new three-grade school would cost \$30.7 million.

**2018**

**Development of the TCSD Comprehensive Strategic Plan Begins**

Stakeholders identify District Goals; Facilities Planning among them

**OCTOBER**

**Action Teams** made up of a cross-section of community stakeholders gathered to work toward the development of a Strategic Plan to serve both internal and external audiences in moving the District forward in the years to come.

**2019**

**Strategic Plan Finalized (2019-2024)**

Facilities Goal Identified:

- Update the Facilities Master Plan to ensure proper and strategic annual expenditures
- Update the Facilities Master Plan and options for the Conceptual Legacy Project to engage the community

**2022**

**JANUARY**

**Action Team Reconvenes**

Identifies Immediate Needs (Phase-in Plan):

- New building for Grades 4-6 (replace George G. Dodge Intermediate School)
- Relocate Tiger Stadium to the campus at Twinsburg High School
- Replace roofing, repair/replace playgrounds, safety upgrades (warm, safe, dry)

**Costs of Phase 1: \$54,900,000**

**FEBRUARY - APRIL**

**District reengages community** in conversations about phasing in the Facilities Plan

**MAY**

**Superintendent reports community feedback** regarding the Facilities Plan to the Board of Education

**NOVEMBER**

Possible Bond Issue

**2021**

**Strategic Plan Focus Identified for the 2021/22 School Year**

**OCTOBER**

**Board of Education identifies Facilities Planning as a Primary Focus**

Impact of COVID-19 on the Conceptual Legacy Project

- Cost of labor and materials increase at 25%

NEW Total Cost of Project: Various Options Between \$50 million and \$75 million

Maintain: \$49,100,000 (fixes, extended life of current facilities)

Renovate: \$77,900,000 (no upgrades, just bringing it all up to code)

**THE BOTTOM LINE:** There is a cost to maintain facilities. The longer we wait to engage in this building project, the more expensive construction will be and the higher the costs will be to maintain current facilities.

**2020**

**FEBRUARY**

**Facilities Phone Survey Conducted**

- Majority of District supporters (62%) believe George G. Dodge Intermediate School should be replaced at a different location
- Majority (83%) support warm, safe, dry upgrades to buildings
- Cost of the project is an issue with respondents

Total cost of project: between \$40 and \$60 million

**MARCH**

**COVID-19 Pandemic Begins**

Like all schools across the country, the District focuses on maximizing learning opportunities during the COVID-19 pandemic, therefore, pauses community engagement regarding facilities.

**Other Possible Financial Considerations (Financial Strategic Planning Flow Chart)**

- Levy Renewal Cycle
- Operating Levy for additional operating funds

# Community Focus

We have held numerous in-person and online meetings to engage the community and to communicate the needs of our facilities.

We recently met with Community Focus to discuss our needs at George D. Dodge School, and the bigger picture goals of the Tiger Legacy Project. That discussion can be viewed here:

<https://mycommunityfocus.app/programs/tstnov22tigerlegacy>



# Wayfinding

In response to community feedback, wayfinding signage is being installed throughout the District. These signs help our staff, students and visitors safely navigate our property while they are with us.

We are also replacing banners, handicap signs and stop signs as needed.



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in the Twinsburg City School District  
September 2022

"The Twinsburg City School District will empower all staff and students to experience teaching and learning opportunities that honor the diversity of our school community. On our **educational equity\*** journey, through district-wide practices, the TCSD will intentionally allocate resources and provide opportunities for all students."

\*Every student has access to the resources and supports they need - at the time they are needed in their education pathway - despite race, gender, ethnicity, language, sexual orientation, ability, family background or family income.



# Finance



# Finance

During the 2022/23 school year, the TCSD will

- develop a financial plan to maintain fiscal stability through FY23 which shall include strategies for passing the 6.9 mill renewal levy in November 2022.
- continue to operate in a fiscally responsible manner by utilizing the benchmarks identified in the Financial Strategic Planning Flowchart to support educational opportunities. Included in this effort will be continued planning for the Tiger Legacy Project, including funding options, along with planning for a possible new money issue.
- enhance financial communications to all stakeholders by updating the Treasurer's webpage, by introducing new reports to the BOE and community that communicate relevant and timely financial information to assist in understanding various aspects of financial stability, and by updating procedures in the Treasurer's Office which impact District employees and improve efficiencies.

# Finance

During the 1st quarter of the 2022/23 school year:

- Treasurer's Financial Update and a School Funding 101 section was included in the *Twinsburg Facilities Report 2022* mailed to residents;
- Cost minimizing processes being recommended and implemented District-wide, such as centralized purchasing;

# Finance (continued)

During the 1st quarter of the 2022/23 school year:

- Enhanced financial reports were shared with the BOE for month-end reporting purposes, appropriations, and estimated resources; and,
- New software was identified and recommended to the Board of Education and Administrators by the Treasurer, for switching to electronic purchase requisition flow and approval process, for the issuance of purchase orders in the Treasurer's Office which impact District employees and improve efficiencies.

Questions ?

