

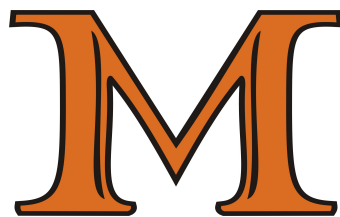


**Marlington Local School District**

10320 Moulin Ave. | Alliance, OH 44601 | ph: 330.823.7458 | fx: 330.823.7759 | [www.marlingtonlocal.org](http://www.marlingtonlocal.org)

# **Marlington Local School District**

*Tradition of Excellence;  
Commitment to the Future!*



## **2014-2019 Strategic Plan**

### *MISSION*

In collaboration with staff, community, parents and students, the Marlington Local School District will:

D evelop lifelong learners who  
U nderstand and apply  
K nowledge and demonstrate  
E xcellence in pursuing the highest  
S tandards with effective intervention to challenge every student.



## INDEX

<b>Introduction</b>	<b>3</b>
<b>Board of Education</b>	<b>4</b>
<b>Administration</b>	<b>5</b>
<b>School Buildings</b>	<b>7</b>
<b>2014-2019 Strategic Plan</b>	<b>8</b>
<b>Goal 1: External Communication</b>	<b>8</b>
<b>Goal 2: Internal Communication</b>	<b>11</b>
<b>Goal 3: Technology</b>	<b>15</b>
<b>Goal 4: Curriculum</b>	<b>17</b>
<b>Goal 5: Post-Graduation Plans</b>	<b>19</b>
<b>Goal 6: Finances</b>	<b>20</b>
<b>Goal 7: Facilities</b>	<b>21</b>



## INTRODUCTION

I am pleased to present the 2014-2019 Strategic Plan for the Marlinton Local School District. Our goal is to continue providing the highest quality education to our students, while also facilitating open communication, and the engagement of the community, parents, guardians, students and staff. This Strategic Plan was developed based on a series of focus groups and surveys from which we gathered feedback from parents/guardians, students, community members, and staff.

The Strategic Plan contains seven goals covering internal and external communication, technology, curriculum, post-graduation plans, finances and facilities. For each year of the plan, the Marlinton Local School District has developed specific objectives, with action steps assigned to specific personnel that will be used to achieve our goals.

This document is intended to provide clear direction as we fulfill our mission to provide students with the highest quality education, while remaining innovative, accountable and transparent to the Marlinton community.

Sincerely,

Joe Knoll

Superintendent



# Marlington Local School District

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## MARLINGTON LOCAL SCHOOL DISTRICT BOARD OF EDUCATION

**Board President:**

Mark Ryan  
[m\\_ryan@marlingtonlocal.org](mailto:m_ryan@marlingtonlocal.org)

**Board Vice President:**

Carolyn Gabric  
[c\\_gabric@marlingtonlocal.org](mailto:c_gabric@marlingtonlocal.org)

**Board Members:**

James E. Fisher  
[j\\_fisher@marlingtonlocal.org](mailto:j_fisher@marlingtonlocal.org)

Philip Francis  
[p\\_franicis@marlingtonlocal.org](mailto:p_franicis@marlingtonlocal.org)

Gary Scott  
[g\\_scott@marlingtonlocal.org](mailto:g_scott@marlingtonlocal.org)



## ADMINISTRATION

### **Administration Office, Food Services, Grounds/Maintenance, Public Relations**

10320 Moulin Ave.  
Alliance, Ohio 44601  
330-823-7458

#### **Superintendent**

Joe Knoll  
j\_knoll@marlingtonlocal.org

#### **Assistant Superintendent/Curriculum Director**

Anna Minor  
a\_minor@marlingtonlocal.org

#### **Treasurer**

Derek Nottingham  
d\_nottingham@marlingtonlocal.org

#### **Superintendent's Secretary/Public Relations**

Lea Packey  
l\_packey@marlingtonlocal.org

#### **Food Service Director**

Jan Williams  
j\_williams@marlingtonlocal.org

#### **Payroll Clerk**

Lori Yost  
l\_yost@marlingtonlocal.org

#### **Budgetary Secretary**

Sheri Bye  
s\_bye@marlingtonlocal.org

#### **Accounts Payable Secretary**

Lisa Manos  
l\_manos@marlingtonlocal.org



**EMIS Secretary**

Gail Haidet  
g\_haidet@marlingtonlocal.org

**District Maintenance Supervisor**

Fred Millard  
f\_millard@marlingtonlocal.org

**District Maintenance**

Reijo Saari  
r\_saari@marlingtonlocal.org

**Grounds Maintenance**

Jim Sukosd  
j\_sukosd@marlingtonlocal.org

**Special Services**

10320 Moulin Ave.  
Alliance, Ohio 44601  
330-823-7453

**Director of Special Services**

Deb Byo  
B\_byo@marlingtonlocal.org

**Transportation**

330-829-1990

**Transportation Director**

Sheri Sickles  
s\_sickles@marlingtonlocal.org

**Head Mechanic**

Len Wartluft  
l\_wartluft@marlingtonlocal.org

**Mechanic**

Tom Mather  
t\_mather@marlingtonlocal.org



## SCHOOL BUILDINGS

### **Marlington High School**

10450 Moulin Ave.  
Alliance, OH 44601  
330-823-1300

Principal: Sam Pepper

### **Marlington Middle School**

10325 Moulin Ave.  
Alliance, OH 44601  
330-823-7566

Principal: Adam McKenzie

### **Lexington Elementary**

12333 Atwater Ave. NE  
Alliance, OH 44601  
330-823-7570

Principal: David Rogers

### **Marlboro Elementary**

8131 Edison St.  
Louisville, OH 44641  
330-935-2469

Principal: Cynthia Farrell

### **Washington Elementary**

5786 Beechwood Ave.  
Alliance, OH 44601  
330-823-7586

Principal: Dan Swisher



## **STRATEGIC PLAN GOALS AND OBJECTIVES\***

### **Communication**

#### **Goal 1:**

**To facilitate communication, engagement and involvement of community members, parents/guardians, students and other various organizations to build trust.**

#### **Objective 1:**

Continue to develop methods to communicate with various community stakeholders.

**Responsible Group(s):** Marlington Local Schools administrative team, including central office and principals, and The Impact Group are responsible for the delivery of assigned steps and associated dates.

Step 1: Evaluate what methods of communication are currently being used and how they are reaching the target audiences.

**To be completed by August 2014**

Step 2: Discuss additional communication ideas and develop a communications plan for the school year.

**To be completed by the August A-Team meeting**

Step 3: Implement the communications plan.

**To be begin September 2014 (ongoing)**

Step 4: Evaluate and update the communications plan.

**To be completed by August 2015** (First review meeting)

**August 2016** (Second review meeting)

**August 2017** (Third review meeting)

**August 2018** (Fourth review meeting)





## **Objective 2:**

Create additional opportunities for community members and various organizations to be involved in school functions.

**Responsible Group(s):** Marlington Local School District building principals and assistant principals are responsible for the delivery of assigned steps and associated dates.

Step 1: Evaluate how community members and organizations are currently involved in school functions.

**To be completed by October 2014**

Step 2: Develop recommendations for additional ways to engage the community through school functions.

**To be completed by January 2015**

Step 3: Implement new recommendations for community engagement through school functions.

**To begin August 2015 (ongoing)**

Step 4: Evaluate the success of community engagement through school functions and update as necessary for the upcoming school year.

**To be completed by June 2015** (First review meeting)

**June 2016** (Second review meeting)

**June 2017** (Third review meeting)

**June 2018** (Fourth review meeting)

## **Objective 3:**

Continue to encourage and develop CARE Teams throughout the district.

**Responsible Group(s):** Marlington Local School District building principals and assistant principals are responsible for the delivery of assigned steps and associated dates.

Step 1: Hold an annual meeting to facilitate internal collaboration and to discuss student transitions.

**To be completed by June 2014**

Step 2: Hold an annual meeting to facilitate internal collaboration and to share ideas on CARE Teams.

**To be completed by October 2014**



Step 3: Evaluate and report on the transitions and ideas for CARE Teams. Success will be measured by evidence of the meetings occurring, the district continuing to serve children and engaging the community when appropriate.

**To be completed by June 2015** (First review meeting)

**June 2016** (Second review meeting)

**June 2017** (Third review meeting)

**June 2018** (Fourth review meeting)



## **Goal 2:**

**To create more open, innovative, collaborative and effective lines of communication among staff, administration and board of education.**

### **Objective 1:**

Continue to develop forms of communication among our internal stakeholders.

**Responsible Group(s):** Marlington Local Schools administrative team, including central office and principals, and The Impact Group are responsible for the delivery of assigned steps and associated dates.

Step 1: Evaluate what methods of communication are currently being used.

**To be completed by August 2014**

Step 2: Discuss additional communication ideas and develop an internal communications plan for the school year.

**To be completed by the August A-Team meeting**

Step 3: Implement the internal communications plan.

**To be begin September 2014 (ongoing)**

Step 4: Evaluate and update the internal communications plan as needed.

**To be completed by August 2015** (First review meeting)

**August 2016** (Second review meeting)

**August 2017** (Third review meeting)

**August 2018** (Fourth review meeting)

### **Objective 2:**

Create a messaging document that details the talking points of the school district.

**Responsible Group(s):** Marlington Local School District Superintendent and The Impact Group are responsible for the delivery of assigned steps and associated dates.

Step 1: Determine the most important topics the staff will need speaking points for.

**To be completed by the June A-Team meeting each year**

Step 2: Develop speaking points for the key topics determined in June.

**To be completed by the August A-Team meeting each year**



Step 3: Share speaking points with the staff at the annual Convocation event.

**To be completed by the annual Convocation day each year**

**Objective 3:**

Develop a process to standardize forms and investigate methods to submit and update online.

**Responsible Group(s):** Marlington Local School District Assistant Superintendent and Technology Director are responsible for the delivery of assigned steps and associated dates.

Step 1: Develop a list of what the district has available online and what it would like to be able to provide.

**To be completed by January 2015**

Step 2: Implement the new forms for next school year.

**To be completed by August 2015**

Step 3: Evaluate and update the online forms as necessary.

**To be completed by January 2016** (First review meeting)

**January 2017** (Second review meeting)

**January 2018** (Third review meeting)

**Objective 4:**

Increase communication to students.

**Responsible Group(s):** Marlington Local School District building principals and assistant principals are responsible for the delivery of assigned steps and associated dates.

Step 1: Evaluate how the district is currently communicating with students and provide recommendations for new ways to communicate.

**To be completed by November 2014**

Step 2: Implement new ideas for communicating with students.

**To be completed by January 2015**

Step 3: Evaluate and update, as needed, communication to students.

**To be completed by June 2015** (First review meeting)

**June 2016** (Second review meeting)

**June 2017** (Third review meeting)

**June 2018** (Fourth review meeting)



**Objective 5:**

Implement Superintendent/Assistant Superintendent engagement initiative.

**Responsible Group(s):** Marlington Local School District Superintendent and Assistant Superintendent are responsible for the delivery of assigned steps and associated dates.

Step 1: Establish a plan for meeting/visiting the buildings on a regular basis.

**To be completed by July 2014**

Step 2: Implement the plan for meeting/visiting the buildings on a regular basis.

**To begin August 2014 (ongoing)**

Step 3: Evaluate and update the plan as needed.

**To be completed by July 2015** (First review meeting)

**July 2016** (Second review meeting)

**July 2017** (Third review meeting)

**July 2018** (Fourth review meeting)

**Objective 6:**

Share and continually improve and refine internal recognition system.

**Responsible Group(s):** Marlington Local School District building principals and assistant principals are responsible for the delivery of assigned steps and associated dates.

Step 1: Hold a meeting to establish what is being done and collaborate on ways to improve internal recognition.

**To be completed by January 2015**

Step 2: Implement any new recommendations to improve internal recognition.

**To be completed by January 2015**

Step 3: Evaluate and update, as needed, the internal recognition plan.

**To be completed by January 2016** (First review meeting)

**January 2017** (Second review meeting)

**January 2018** (Third review meeting)



The Impact Group is responsible for the delivery of assigned steps associated dates

Step 4: Hold an annual meeting with Tier 2 managers to train them how to be leaders.

**To be completed during a Fall professional development day each year.**

**Objective 7:**

Develop additional opportunities for staff input.

**Responsible Group(s):** Marlington Local School District Superintendent, Assistant Superintendent and building principals are responsible for the delivery of assigned steps and associated dates.

Step 1: Evaluate what is being done at both a district and building-level and develop recommendations for additional staff input opportunities.

**To be completed by January 2015**

Step 2: Implement recommendations for additional staff input opportunities.

**To begin August 2015 (ongoing)**

Step 3: Evaluate and update staff input opportunities as needed.

**To be completed by January 2016** (First review meeting)

**January 2017** (Second review meeting)

**January 2018** (Third review meeting)



## Curriculum

### Goal 3:

**To enable every teacher to effectively utilize technology to enhance instruction and provide a technology-rich educational experience for every child.**

### Objective 1:

Enhance training and professional development for staff to effectively integrate technology.

**Responsible Group(s):** Marlington Local School District Assistant Superintendent is responsible for the delivery of assigned steps and associated dates.

Step 1: Evaluate the current training and professional development being provided. Building principals are to meet with staff and report back to the Assistant Superintendent on areas where additional technology training may be needed.

**To be completed by August 2014**

Step 2: Develop a staff survey to seek input on what they would like to see during professional development days.

**To be completed by February of each year**

Step 3: Based on the annual staff survey, evaluate and update technology training throughout the district.

**To be completed by March 2015** (First review)

**March 2016** (Second review)

**March 2017** (Third review)

**March 2018** (Fourth review)

### Objective 2:

Define plan for technology integration.

**Responsible Group(s):** Marlington Local School District Assistant Superintendent is responsible for the delivery of assigned steps and associated dates.

Step 1: Provide a plan and recommendations for technology integration.

**To be completed by January 2015**



Step 2: Evaluate and update the plan for technology integration as needed.

**To be completed by January 2016** (First review)

**January 2017** (Second review)

**January 2018** (Third review)





**Goal 4:**

**To work toward K-12 continuity and grade-level consistency of quality curriculum throughout the school district.**

**Objective 1:**

Develop curriculum maps focused on the New Learning Standards, common assessments, and end-of-course tests aligned to the Next Generation Assessments.

**Responsible Group(s):** Marlington Local School District Assistant Superintendent, working with the building principals, is responsible for the delivery of assigned steps and associated dates.

Step 1: Establish a baseline of what materials have already been developed and how they are being used.

**To be completed by March 2015**

Step 2: Refine and create a plan for developing additional materials.

**To be completed by May 2016**

Step 3: Develop a central resource for curriculum materials, such as curriculum maps, pacing guides and assessments.

**To be completed for grades K-5 by December 2014**

**To be completed for grades 6-12 by December 2015**

Step 4: Evaluate what curriculum maps are done at each grade level and what professional development needs to be established.

**To be completed by May 2017** (First review)

**May 2018** (Second review)



## **Objective 2:**

Vertical alignment of curriculum among buildings.

**Responsible Group(s):** Marlington Local School District Assistant Superintendent is responsible for the delivery of assigned steps and associated dates.

Step 1: Define vertical alignment.

**To be completed by October 2015**

Step 2: Establish a plan for vertical alignment among buildings.

**To be completed by March 2016**

Step 3: Implement the plan for vertical alignment among buildings.

**To be completed by August 2016**

Step 4: Evaluate and update the plan for vertical alignment as needed.

**To be completed by March 2017** (First review)

**March 2018** (Second review)

## **Objective 3:**

Refine and enhance opportunities for elementary school collaboration.

**Responsible Group(s):** Marlington Local School District Assistant Superintendent is responsible for the delivery of assigned steps and associated dates.

Step 1: Define opportunities given for elementary school collaboration and provide recommendations for enhancement.

**To be completed by the June 2014 elementary principal meeting**

Step 2: Evaluate and update opportunities for elementary collaboration as needed.

**To be completed by June 2015** (First review)

**June 2016** (Second review)

**June 2017** (Third review)

**June 2018** (Fourth review)



**Goal 5:**

**To ensure all Marlington students graduate with a post-graduation plan of action and pathway that empowers them to compete in the 21st century.**

**Objective 1:**

Improve and provide additional opportunities that will assist every student with post-graduation plans.

**Responsible Group(s):** Marlington Local School District Assistant Superintendent, guidance counselors and secondary principals are responsible for the delivery of assigned steps and associated dates.

Step 1: Establish a baseline at the secondary level to determine what is being done to develop post-graduation plans for each student.

**To be completed by June 2014**

Step 2: Hold an initial meeting to begin planning for improving and creating additional opportunities for post-graduation plans. This includes creating a transitional program between students' eighth-grade and freshman years.

**To be completed by January 2015**

Step 3: Hold a re-evaluation meeting to review the plan for creating additional opportunities for post-graduation plans.

**To be completed by January 2016**

Step 4: Finalize a comprehensive plan creating additional opportunities for post-graduation plans.

**To be completed by January 2017**

Step 5: Implement the plan creating additional opportunities for post-graduation plans.

**To be completed by August 2017**



## Finance

### Goal 6:

**The Marlington Local School District will be conservative, accountable and transparent with the district's finances and will effectively communicate the state of those finances to the community.**

### Objective 1:

Educate our stakeholders regarding the district budget and components that impact the district financially.

**Responsible Group(s):** Marlington Local School District Treasurer is responsible for the delivery of assigned steps and associated dates.

Step 1: Establish financial dashboard indicators to be used in external communication efforts. This also includes educating the community about the alternative funding opportunities the district applies for.

**To be completed by October 2014**

Step 2: Begin implementing the financial dashboard through external communication mediums.

**To begin October 2014 (ongoing)**

Step 3: Evaluate and update the indicators to ensure they are being used in external communications.

**To be completed by October 2015** (First review)

**October 2016** (Second review)

**October 2017** (Third review)

**October 2018** (Fourth review)

### Objective 2:

Continue to receive clean audits.

**Responsible Group(s):** Marlington Local School District Treasurer is responsible for the delivery of assigned steps and associated dates.

Step 1: Submit financial reports to the state auditor.

**To be completed by July 2015** (First submission)

**July 2016** (Second submission)

**July 2017** (Third submission)

**July 2018** (Fourth submission)



## Facilities

### Goal 7:

**To provide students, staff and residents with safe facilities that provide effective learning/instructional space.**

### Objective 1:

Develop a facilities plan that addresses building needs.

**Responsible Group(s):** Marlington Local School District Superintendent is responsible for the delivery of assigned steps and associated dates.

Step 1: Determine the scope of the facilities plan. Building principals are to provide a prioritized list of needed improvements, both structurally and instructionally.

**To be completed by June 2014**

**Responsible Group(s):** Marlington Local School District Board of Education is responsible for the delivery of assigned steps and associated dates.

Step 2: Develop a plan for a facilities program. The board will need to prioritize a budget for high school and middle school renovations. It will also need to determine a plan for the elementary buildings.

**To be completed: TBD (based on board feedback)**



**Objective 2:**

Continue safety training for staff and students.

**Responsible Group(s):** Marlinton Local School District Superintendent is responsible for the delivery of assigned steps and associated dates.

Step 1: Establish a baseline for what training has been done and what still needs to be done.

**To be completed by August 2014**

**Responsible Group(s):** Marlinton Local School District School District Superintendent and Resource Officer are responsible for the delivery of assigned steps and associated dates.

Step 2: Continue to provide in-service and training for staff and students (i.e. guidance documents; K-5, 6-12 instructions).

**To begin August 2014 (ongoing)**

Step 3: Full implementation of A.L.I.C.E.

**To be completed by August 2015**

**\*To be completed dates are to be considered "best estimates" and guidelines for completion, which may change given unforeseen circumstances.**