



# STRATEGIC PLAN

2019 - 2024



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## **Introduction**

The Marlington Local School District Administration is proud to present the 2019-2024 Strategic Plan for Marlington Local Schools. As we continue our commitment to provide the best possible opportunities for our students, this document will serve as a guide and resource for planning and decision-making in the future.

Despite the ever-changing landscape of federal and state regulations, Marlington Local School District's mission remains steadfast. We are committed to developing lifelong learners who understand and apply knowledge and demonstrate excellence as we pursue the highest educational standards that effectively challenge each student.

This Strategic Plan was developed based on a series of focus groups, interviews and surveys, which allowed us to gather feedback from business leaders, local government officials, civic organization members, school district staff, board members and the community at large.

The Strategic Plan includes five goal areas covering awareness, curriculum/technology/post-graduation plans, finances, facilities, and climate/culture. For each year of the plan, Marlington Local Schools has developed specific objectives and assigned action steps to dedicated personnel to ensure goal attainment.

This document is intended to provide clear direction as we fulfill our mission and vision while remaining responsible, accountable and transparent to the citizens of Marlington Local School District.

Sincerely,

Joe Knoll  
Superintendent, Marlington Local Schools



## **Marlington Local School District Board of Education**

### **Board President**

Mr. Mark Ryan

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### **Board Vice President**

Mr. Thomas D. Hippely, Jr.

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### **Board Member**

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## **Administration**

### **Administration Offices, Food Services, Grounds & Maintenance, Public Relations**

10320 Moulin Ave.  
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#### **Superintendent**

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

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#### **Treasurer**

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#### **Special Services Director**

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#### **Food Service Coordinator**

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James Sukosd

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**Head Mechanic**

Len Wartluft

[l\\_wartluft@marlingtonlocal.org](mailto:l_wartluft@marlingtonlocal.org)



## **School Buildings**

### **Marlington High School**

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

#### **Principal**

Sam Pepper  
[s\\_pepper@marlingtonlocal.org](mailto:s_pepper@marlingtonlocal.org)

#### **Assistant Principal**

John Spondyl  
[j\\_spondyl@marlingtonlocal.org](mailto:j_spondyl@marlingtonlocal.org)

#### **Athletic Administrator/Career Technical Director**

Steve Miller  
[s\\_miller@marlingtonlocal.org](mailto:s_miller@marlingtonlocal.org)

### **Marlington Middle School**

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

#### **Principal**

Nick Evanich  
[n\\_evanich@marlingtonlocal.org](mailto:n_evanich@marlingtonlocal.org)

### **Lexington Elementary**

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

#### **Principal**

David Rogers  
[d\\_rogers@marlingtonlocal.org](mailto:d_rogers@marlingtonlocal.org)



**Washington Elementary**

5786 Beechwood Ave.

Alliance, Ohio 44601

330-823-7586

**Principal**

Michael Groholy

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## **Goal #1 – Awareness**

Implement an awareness and communications strategy that values diverse and methodic approaches to actively engage district stakeholders. Develop a system of two-way communication that benefits Marlington Local School District as well as students, parents and community members.

### **Objectives:**

- A. Create and implement communication strategies that encourage community collaboration, support, engagement and partnership in the success and activities of the district.

Steps	Assigned	Timeframe	Notes
1. Evaluate current communication strategies for effectiveness and sustainability	David Rogers	Q1 2020	
2. Develop recommendations	David Rogers	Q1 2020	
3. Implement recommendations	David Rogers	Q3 2020	
4. Measure & report success	David Rogers	Q4 2021	

- B. Establish regular community forums in an effort to share timely news and updates on important topics that affect the school district and its future; focus on community members who do not have, or no longer have, a direct connection to the school district.

Steps	Assigned	Timeframe	Notes
1. Evaluate current “in-person” communication tactics	Joe Knoll	Q1 2019	
2. Develop recommendations	Joe Knoll	Q3 2019	
3. Implement recommendations	Joe Knoll	Q3 2019	
4. Measure and report success	Joe Knoll	Q3 2020	



C. Increase opportunities for student internships and mentorships within the community.

Steps	Assigned	Timeframe	Notes
1. Evaluate current opportunities	Steve Miller	Q1 2019	
2. Develop recommendations	Steve Miller	Q1 2020	
3. Implement recommendations	Steve Miller	Q1 2021	
4. Measure and report success	Steve Miller	Q4 2024	

D. Expand opportunities for intra-district programming and collaboration that brings together the various school communities.

Steps	Assigned	Timeframe	Notes
1. Evaluate current intra-district programming	Michael Groholy	Q1 2021	
2. Develop recommendations	Michael Groholy	Q2 2021	
3. Implement recommendations	Michael Groholy	Q3 2021	
4. Measure and report success	Michael Groholy	Q3 2022	

E. Enhance the methods and frequency of internal staff communications to ensure all staff members are knowledgeable and up-to-date on district information.

Steps	Assigned	Timeframe	Notes
1. Evaluate current methods of internal staff communication	Nick Evanich	Q1 2019	
2. Develop recommendations	Nick Evanich	Q2 2019	
3. Implement recommendations	Nick Evanich	Q3 2019	
4. Measure and report success	Nick Evanich	Q4 2019	



## **Goal #2 – Curriculum/Technology/Post Graduation Plans**

Provide all students with a world-class education that prepares them for the challenges of the 21<sup>st</sup> century, while remaining committed to meeting their individual needs. Maintain a student-centered approach to learning that values opportunities for enrichment, intervention and wide-ranging options in academic programming.

### **Objectives:**

A. Continue to review and improve academic programming offerings Pre-K-12.

Steps	Assigned	Timeframe	Notes
1. Assess current academic program for strengths and deficiencies	Carole Sutton	Q1 2019	
2. Develop recommendations	Carole Sutton	Q2 2019	
3. Implement recommendations	Carole Sutton	Q3 2019	
4. Measure and report success	Carole Sutton	Q4 2019	

B. Create and implement a district master technology plan.

Steps	Assigned	Timeframe	Notes
1. Assess current technology plan	Carole Sutton	Q2 2019	
2. Develop recommendations	Carole Sutton	Q3 2019	
3. Implement recommendations	Carole Sutton	Q4 2019	
4. Measure and report success	Carole Sutton	Q3 2020	



C. Increase student and parent awareness and participation in career and technical education initiatives.

Steps	Assigned	Timeframe	Notes
1. Evaluate current levels of student/parent awareness of CTE programming	Steve Miller	Q2 2019	
2. Develop recommendations	Steve Miller	Q1 2020	
3. Implement recommendations	Steve Miller	Q3 2020	
4. Measure and report success	Steve Miller	Q2 2021	

D. Strengthen the implementation of strategies and services utilized to ensure remediation-free graduates.

Steps	Assigned	Timeframe	Notes
1. Assess current strategies and services	Carole Sutton	Q1 2019	
2. Develop recommendations	Carole Sutton	Q2 2019	
3. Implement recommendations	Carole Sutton	Q3 2019	
4. Measure and report success	Carole Sutton	Q4 2019	

E. Perform audit of all educational tools (text, hardware, software) currently in use to ensure efficiency, effectiveness and purpose.

Steps	Assigned	Timeframe	Notes
1. Evaluate current educational tools PK-12	Carole Sutton	Q1 2019	
2. Develop recommendations	Carole Sutton	Q2 2019	
3. Implement recommendations	Carole Sutton	Q3 2019	
4. Measure and report success	Carole Sutton	Q4 2019	



- F. Review current Special Education, Life Skills and Gifted programming to ensure all students have access to appropriate and engaging curriculum; increase opportunities to inform parents and students of the educational services offered by the district.

Steps	Assigned	Timeframe	Notes
1. Evaluate current Special Services programming	Dan Swisher	Q2 2020	
2. Develop recommendations	Dan Swisher	Q4 2020	
3. Implement recommendations	Dan Swisher	Q3 2021	
4. Measure and report success	Dan Swisher	Q3 2022	



### **Goal #3 – Finances**

Sustain Marlington Local School District's commitment to accountability, responsibility and transparency with all district resources.

#### **Objectives:**

A. Ensure all measures of local, state and federal compliance are met in a timely manner.

Steps	Assigned	Timeframe	Notes
1. Assess current compliance strategies	Ryan Jones	Q1 2019	
2. Develop recommendations	Ryan Jones	Q2 2019	
3. Implement recommendations	Ryan Jones	Q3 2019	
4. Measure and report success	Ryan Jones	Q4 2019	

B. Perform a comparative analysis to assess spending trends, staffing levels and purchased services with similar districts.

Steps	Assigned	Timeframe	Notes
1. Review current inter-district comparisons	Ryan Jones	Q3 2020	
2. Develop recommendations	Ryan Jones	Q4 2020	
3. Implement recommendations	Ryan Jones	Q3 2021	
4. Measure and report success	Ryan Jones	Q2 2023	



- C. Explore the possibility of shared services that would result in cost, resource and/or infrastructure savings for the district.

Steps	Assigned	Timeframe	Notes
1. Review current shared services models	Ryan Jones	Q3 2021	
2. Develop recommendations	Ryan Jones	Q4 2021	
3. Implement recommendations	Ryan Jones	Q3 2022	
4. Measure and report success	Ryan Jones	Q2 2024	

- D. Design a decision framework that outlines consistent implementation and protocol when awarding extra hours, overtime, extended days or when considering the creation of new positions.

Steps	Assigned	Timeframe	Notes
1. Review current protocol(s)	Ryan Jones	Q1 2019	
2. Develop recommendations	Ryan Jones	Q2 2019	
3. Implement recommendations	Ryan Jones	Q3 2020	
4. Measure and report success	Ryan Jones	Q3 2021	

- E. Continue to educate local stakeholders regarding the district budget and outside factors that impact the district financially.

Steps	Assigned	Timeframe	Notes
1. Assess current communication platform	Ryan Jones	Q1 2019	
2. Develop recommendations	Ryan Jones	Q2 2019	
3. Implement recommendations	Ryan Jones	Q3 2019	
4. Measure and report success	Ryan Jones	Q3 2020	



### **Goal #4 – Facilities**

Provide and maintain state-of-the-art facilities and infrastructure that are safe, clean and welcoming. Designate the appropriate resources to ensure a proactive commitment to updates and improvements of district property and facilities.

#### **Objectives:**

- A. Continue to research facilities makeup and student distribution to create the best possible instructional opportunities and learning environment.

Steps	Assigned	Timeframe	Notes
1. Evaluate current building makeup for productivity and sustainability	John Spondyl	Q2 2020	
2. Develop recommendations	John Spondyl	Q2 2021	
3. Implement recommendations	John Spondyl	Q3 2021	
4. Measure and report success	John Spondyl	Q3 2022	

- B. Implement a timely maintenance program to ensure maximum safety and efficiency.

Steps	Assigned	Timeframe	Notes
1. Assess current maintenance program	Al Incerpi	Q3 2020	
2. Develop recommendations	Al Incerpi	Q4 2020	
3. Implement recommendations	Al Incerpi	Q3 2021	
4. Measure and report success	Al Incerpi	Q3 2022	





C. Create a comprehensive district facilities plan that allows for proactive future planning.

Steps	Assigned	Timeframe	Notes
1. Evaluate current facilities master plan	BOE	Q1 2019	
2. Develop recommendations	BOE	Q2 2020	
3. Implement recommendations	BOE	Q3 2020	
4. Measure and report success	BOE	Q4 2021	

D. Plan and execute a deferred maintenance completion schedule for large projects.

Steps	Assigned	Timeframe	Notes
1. Evaluate current deferred maintenance schedule	Joe Knoll	Q1 2021	
2. Develop recommendations	Joe Knoll	Q2 2021	
3. Implement recommendations	Joe Knoll	Q3 2022	
4. Measure and report success	Joe Knoll	Q4 2024	

E. Maintain and improve transparency with large expenditures related to facilities and infrastructure.

Steps	Assigned	Timeframe	Notes
1. Review current facilities communications tactics	Ryan Jones	Q1 2019	
2. Develop recommendations	Ryan Jones	Q2 2019	
3. Implement recommendations	Ryan Jones	Q3 2019	
4. Measure and report success	Ryan Jones	Q4 2019	



F. Conduct a safety and security audit of all district buildings to ensure best practice implementation.

Steps	Assigned	Timeframe	Notes
1. Review current safety plan	Bogunovich/Collins	Q1 2019	
2. Develop recommendations	Bogunovich/Collins	Q2 2109	
3. Implement recommendations	Bogunovich/Collins	Q3 2019	
4. Measure and report success	Bogunovich/Collins	Q4 2019	



## **Goal #5 – Climate & Culture**

Build a culture of inclusion, collaboration, open-mindedness, safety and respect so that every student, parent, faculty and community member feels welcomed and inspired as a member of the Marlington Schools family.

### **Objectives:**

- A. Increase student/parent awareness and participation in athletics, arts and other co-curricular opportunities.

Steps	Assigned	Timeframe	Notes
1. Review current student participation data	Sam Pepper	Q3 2019	
2. Develop recommendations	Sam Pepper	Q3 2020	
3. Implement recommendations	Sam Pepper	Q4 2021	
4. Measure and report success	Sam Pepper	Q4 2022	

- B. Assess the effectiveness of programming aimed at providing the best possible resources to families on the importance of educating the whole child.

Steps	Assigned	Timeframe	Notes
1. Assess current programs	Kitty Mort	Q2 2020	
2. Develop recommendations	Kitty Mort	Q3 2020	
3. Implement recommendations	Kitty Mort	Q3 2021	
4. Measure and report success	Kitty Mort	Q3 2022	



- C. Continue to educate students, parents, staff and the community on mental health awareness and available resources.

Steps	Assigned	Timeframe	Notes
1. Evaluate current mental health awareness platform	Kitty Mort	Q2 2020	
2. Develop recommendations	Kitty Mort	Q3 2020	
3. Implement recommendations	Kitty Mort	Q3 2021	
4. Measure and report success	Kitty Mort	Q3 2022	

- D. Increase implementation of Positive Behavior Intervention & Supports (PBIS) throughout the district.

Steps	Assigned	Timeframe	Notes
1. Assess current PBIS plan	Nick Evanich	Q3 2019	
2. Develop recommendations	Nick Evanich	Q2 2020	
3. Implement recommendations	Nick Evanich	Q3 2020	
4. Measure and report success	Nick Evanich	Q3 2021	



- E. Increase methods to support and demonstrate appreciation of district staff; develop staff recruitment and retention strategies.

Steps	Assigned	Timeframe	Notes
1. Assess current staff appreciation, recruitment and retention efforts	David Rogers	Q3 2019	
2. Develop recommendations	David Rogers	Q3 2020	
3. Implement recommendations	David Rogers	Q3 2020	
4. Measure and report success	David Rogers	Q3 2021	