

Avon Local School District



Strategic

Plan

2022-2025

MISSION

The mission of the Avon Local Schools is to educate the whole student in an inclusive environment that inspires personal excellence.

VISION

The vision of the Avon Local Schools is to create a legacy of excellence, innovation and service fostered through collaboration within the community.



Purpose, Process, Monitoring

PURPOSE: The purpose of the Avon Local Schools Strategic Plan is to move the district forward in preparing our students to be competitive academically while remaining fiscally responsible as a district. The plan is a decision-making framework that will be used over the next three school years to assist the district in achieving these goals.

PROCESS: The committee consisted of community members, parents, students, teachers, support staff, administrators and Board Members. The group identified our “big ideas” and answered the question, “Where do we want to be in three years?” From there, individual tasks were developed with the purpose of answering that question.

MONITORING: We will have audit meetings twice per year to monitor and refine the plan as needed. This monitoring group will consist of a representation of all stakeholder groups. The plan is intended to be dynamic, so additions, deletions or changes based on new information or state mandates are expected.



FOCUS AREA

Curriculum and Staff Development

Community Well Being

Culture and Communications

Capital Assets and Security

RED - Not Started

YELLOW - Progressing

GREEN - Completed

NOTES

Black Text= Summer 22' and Fall 23' Audit Notes

Blue Text= Winter 24' Audit Notes



Focus Area 1: Curriculum & Staff Development

Professional Development and Resources- Avon Local Schools will provide professional development opportunities for staff.

Task What do we need to do?	Responsibility Who is responsible?	Timeline When?	Progress	Notes
Vertical Alignment <ul style="list-style-type: none">Provide Professional Development to bridge curriculum across grade levels, content areas, and social/emotional content K-8	Curriculum Director Principals	May 2025		<ul style="list-style-type: none">Survey Content Teams K-5 - Spring 2023. Facilitate Content Team Meetings K-5 - August/October PD Day 2023.AHS Department Meetings discuss vertical articulation 9-12 courses. Annual review of Course of StudyNew Hire/Social Worker provided Social Emotional PD to AHS staff and will expand to other buildingsAMS Department Chair Meetings 6-8 & PD DaysStudent Service Meetings - continuum of services from MS to HS with Social WorkersSchedule cross building vertical alignment

				<p>meetings Ex: 2nd-3rd on PD days</p> <p>Vertical Alignment Date - October 16th & January 12th Teacher Inservice Day</p> <ul style="list-style-type: none"> • AHS and AMS World Languages, Art, Music and Science 8th to 9th grade teams have had vertical conversations. • Working on horizontal alignment in East and Heritage. • PreK and Kindergarten plan to use a PLC time this spring 2024 to begin discussing expectations for incoming Kindergarten and how best to prepare them. • Curriculum programs are used across grade levels to streamline conversations. • Need to focus on this in 2024-2025 for Professional development.
<p>Implement and focus on student centered instructional strategies. (Ex: John Hattie-Instructional Strategies) Goal is to focus on a strategy through the PLC times.</p>	<p>Curriculum Director Principals</p>	<p>May 2024</p>		<ul style="list-style-type: none"> • K-5 PLC Meetings - 22-23 -will focus on one a month/quarter • K-2 Dyslexia PD - 22-23 • 3-5 Max Teaching - 22-23 • Choice Board PD on Strategies - PD Day 2023 • AMS Department Chair Meetings 6-8 & PD Days -will focus on one a month/quarter • The Department Chair meeting started 23-24 with this conversation/plan. • PLC Meetings with focus on Differentiated Strategies 22-23 • Wilfong @ AELC 23-24

				<ul style="list-style-type: none"> • AHS- -PLC will focus on one a month/quarter • Dyslexia PD 3-5 2023-2024 • Use of DIBELS data across K-3 to drive interventions in literacy. • Instructional Coach implementing coaching cycles various evidenced based strategies.
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Technology for Learning and Integration- Avon Local Schools will implement technological advancements to promote growth in programming and response to changing times.

Task What do we need to do?	Responsibility Who is responsible?	Timeline When?	Progress	Notes
Social Media and Digital Citizenship Courses/Lessons- K-12 <ul style="list-style-type: none"> • Change in Course material and vertical alignment of what skills are being taught-6-12 	District Media Specialist Technology Director Curriculum Director	May 2024		<ul style="list-style-type: none"> • Digital Citizenship fully implemented K-5 using Common Sense Media online modules, Media Dept monitors completion of monthly modules. Students complete during “tech time” and if needed finish in the library. • Vertical Alignment with AMS and AHS team (New Hire/Replacement may allow for changes) <p>https://docs.google.com/document/d/1lqvRTPxsc8pLBOb4OkdM5l5bjxUwJfG_HWP2af6mMVw/edit?usp=sharing</p>

			<p>Future digital citizenship education needs to address AI tools and other advances</p> <ul style="list-style-type: none"> • AI professional development was presented at AMS and AHS. Need to go to Heritage next. • Changing grading practices and handbooks if needed.
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Student Centered Learning - Avon Local schools will implement research based teaching and learning strategies..

<p>Task What do we need to do?</p>	<p>Responsibility Who is responsible?</p>	<p>Timeline When?</p>	<p>Progress</p>	<p>Notes</p>
<p>Implement MTSS (Multi Tiered System Supports) uniformly across District</p> <ul style="list-style-type: none"> • Consistent Framework K-12 (S.O.A.R.) 	<p>Student Service Director School Psychologists</p>	<p>May 2024</p>		<ul style="list-style-type: none"> • PBIS refreshers completed 6-8 MTSS adoption to be implemented with fidelity • -Alignment with folder system AHS in year 2 of development PBIS, year 1 Threat Assessment, Fox direct contact for AHS Organization System (folders) complete across the district. • Added a PS icon for MTSS to alert teachers if a student is active in the MTSS process. <p>NEXT STEPS: Focus on closeout or continuation procedures and consistent completion of forms.</p> <ul style="list-style-type: none"> • Continue to tweak and adjust as needed.

<p>Alignment of Teacher/Parent Reporting Tools to show mastery of content</p> <ul style="list-style-type: none"> • How are we assessing and reporting student knowledge of standards? • When we use grades to report, what makes up that grade? 	<p>Curriculum Director Principals Teachers</p>	<p>May 2025</p>		<ul style="list-style-type: none"> • K- Standards Based Report Card 1-2-Standards Referenced Report Card • 3-5 Meet with teacher committees to update report card/grading - 23-24 • 6-12 Meet with department chairs to update report card/grading - 23-24 • Curriculum focused section in newsletters to families. Curriculum Website overview of classes/Courses • Implementation of department chairs will assist in streamlining grading processes 3-12. • More PD and processes needed on “grading for mastery of content” for Staff • Teachers include curricular overviews in class/grade level newsletters. Need to revisit this in regards to district and building plans. • Communicate location of more detailed information (new website curriculum dept.) to parents. • Common Assessments 3-12 are standard aligned. Edulastic short-cycle assessments are standards-based and provide data for growth and achievement of the standards aligned to the course.
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				<ul style="list-style-type: none"> • Communication of standards to parents via PowerSchool are not streamlined 6-12 at this time. • K-5 teachers provide curricular overviews and newsletters • 6-12 Monthly Newsletters from the building principal highlights different curriculums/departments. Next steps dedicated/focused Curriculum Corner highlights in newsletters • 6-12 Program of Studies are on the school website. 6-8 can post completed pacing guides from their curriculum maps
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Expanded Offerings-Avon Local Schools will expand student course and afterschool offerings throughout the district.

Task What do we need to do?	Responsibility Who is responsible?	Timeline When?	Progress	Notes
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<p>Provide Life Skills Offerings at AHS (Personal Finance/Budget, Workshop-Home Repair)</p>	<p>AHS Administration Curriculum Director</p>	<p>May 2023</p>		<ul style="list-style-type: none"> ● 22-23 Licensure requirements for Home Service Tech/Intro to Trades ● 23-24; Bridges to Success and LCJVS Career Based Intervention course offerings at AHS for selected students. ● Personal Finance New Hire 23-24 - will implemented with new hire for the 2024-25 school year ● 8th grade Vocational Exploration Class (PLT opportunity?) - Vocational Explorations implemented and offering 8 sections, serving 160 students. Taught by Tim Wearsch. ● AHS does not have a CTE teacher; program continues. ● Implementing a new business course for 24-25 - Entrepreneurial, rise in start-up companies in society that do not require degrees ● The Bridges Program is struggling to maintain footing, Additional JVS programming is being explored.
<p>Provide Experiences that are alternatives to a 4 year college bound students-</p> <ul style="list-style-type: none"> ● Hands on Career Prep ● Alternatives to College Prep 	<p>AHS Principals AMS Principals Curriculum Director Student Service Director Local Resources (LCCC, JVS, Business Cohort)</p>	<p>May 2023</p>		<ul style="list-style-type: none"> ● Classes from MS to HSCareer opportunities for 8th grade - AMS takes a large group of 8th graders (around 50) to the JVS in late winter. After that our counselors assist students who are interested in attending as 9th graders

<ul style="list-style-type: none">● Explore Career Paths				<p>apply. We have more freshmen attending JVS than ever before (9 students during 2023-24).</p> <ul style="list-style-type: none">● Through Vocational Explorations, cohorts of students are going to team up with local businesses, they will tour these. They will also attend LCCC to learn about their programs and tour the facility. This will feed into Bridges to Success at AHS. These cohorts, field trips and .● Naviance courses● Explore CBI courses with JVS on Avon High School campus and possible AMS involvement with career classes● CBI and Bridges to Success programs implemented at AHS for students to explore career tech options while still in high school.● AHS- College and Career Fair● Explore RISE Up- industrial credential and seal● AHS- College and Career Fair, increased representation of Career at the 23 fair.● Health Science Career Fair offered 2024 to promote STEM
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				<ul style="list-style-type: none"> • Bridges Program- continued discussions • Implement RISE UP during the day schedule for 24-25. • AHS is exploring additional opportunities in Health Science through becoming a Satellite of JVS
<p>Increase in Activities and Clubs- All Grade Levels</p> <ul style="list-style-type: none"> • Communicating what is offered each year • Research Outside No Cost Groups • Research AHS Clubs to support elementary level and all abilities 	<p>Principals Staff Community</p>	<p>May 2024</p>		<ul style="list-style-type: none"> • Principal meetings once a month this can be added to agenda • Monthly meetings to collaboratively discuss the current clubs and extended offerings with school leaders. • AMS -GSA & Math Team added this year • AHS- additions: MSA (Muslim Student Association), Expansion of eSports to JV levels, winter sports club returned, considering boys volleyball • Heritage Nature Club • AELC/EAST- Garden Clubs • Explore the Program School Joy - one stop for all school and community activities • AELC, East, Heritage: through NEST (Eager Artists, Eager Engineers, Young Rembrandts)Discovery brought back after Covid

				<ul style="list-style-type: none"> • Introduce Unified Sports at AMS- Fall 2023 • Background Checks are a barrier, How do we sustain club programs at Elementary? • Possible needs for supplementals for staff for elementary after-school clubs. • Explore K-5 parent-led clubs during lunch periods • Cost of after-school programs (Eager Artists and Engineers cost prohibitive). • Fall 2023 First Unified Game held at AMS on Jan. 30 at AMS. Also had an away game at Westlake on Feb. 7
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Special Education and Gifted Services -Avon Local Schools will analyze and improve services provided to our Avon students.

Task What do we need to do?	Responsibility Who is responsible?	Timeline When?	Progress	Notes
Re-Evaluation of Gifted Program structure <ul style="list-style-type: none"> • Vertical articulation • Transitions from 	Gifted Coordinator Curriculum Director Principals	August 2023		<ul style="list-style-type: none"> • Testing Communication • Gifted PD to Staff • WEP/WAP Communications Recruiting of staff - Spring 2023 Program Structure Planning - Spring/Summer 2023

<p>Buildin g-to-Bu ilding</p> <ul style="list-style-type: none"> ● Parent Events/ Communication 				<ul style="list-style-type: none"> ● Add K-8 as focus ● WEP/WAP Communications ● Through Power School and School Newsletter
<p>Increase Inclusivity and Supports</p> <ul style="list-style-type: none"> ● Educating the school-community about different abilities; promoting and celebrating ● Staff PD - sensitivity-training and the WHY of supports and services ● Wrap around services; community resources and outside programs on school website ● Social Worker & School Counselor Supports - well being groups 	<p>Director of Student Services Principals Staff Community Partners</p>	<p>May 2025</p>		<ul style="list-style-type: none"> ● Disabilities week in all schools- yearly Connected to the Special Olympics in May. ● Exploration of a District BCBA and/or behavioral specialist ● SOAR Through Parenting - monthly parent seminars ● Unified Sports at AMSPlanning meetings have occurred and are looking at Basketball and Track this school year. ● Update to Website with resources and programs for mental health and inclusivity Dr. Knight resources ● K.Doerfler Hired in July, 2.5 days a week (shared with A.L) ● First Unified Sports basketball game at AMS on 1/30

Alignment of transition plans

- Building to Building
- Grade to Grade

Director of Student Services

May 2024



- Looking at different days/opportunities for building transitions (K-1), (2-3), (5-6), and (8-9)
- Spring Dates set for Transition Plan Meetings



Focus Area 2: Community Well Being

Student, Staff, Community Well Being-Avon Local Schools will support the emotional and mental well being of all stakeholders.

Task What do we need to do?	Responsibility Who is responsible?	Timeline When?	Progress	Notes
Implement Parent/Student Community Avenue to Provide Education Digital Resource Library <ul style="list-style-type: none"> • Provide resources that instruct on tools, apps,safety measures • PBIS-added tech expectations 	District Media Specialist AHS Tech classes Teachers Parents/Community	May 2024		<ul style="list-style-type: none"> • Planning and prepping resources for Digital Resource Library website in progress. • Plan to survey teachers/parents in regard to resources used and education/support needed. • Survey sent and completed in April 2023. Question asked parents/guardians to rate "I can find digital resources to support my child's educational experience (academic,

social-emotional, extracurricular, technology)" on a scale of 1-4. Average score was 3.15 (3=agree, 4=strongly agree).

- Big Momma Presentation- Digital Media/Social Media
- SOAR presentations through Avon Support Service Employees (Social workers)
- SOAR parent presentations began in February 2023 and will continue monthly in the 23-24 school year.. Presentations are supported by grants and donations.
- NAMI Support groups NAMI support groups were implemented in the 22-23 school year and will continue to be considered as a supplemental resource to access if needed going forward.
- Update District Website with resources and tools New website should have a dedicated webpage for parent/guardian FAQ digital resources. We plan to update this year.
- Add Tech to PBIS Matrix
- [Planning and prepping resources for Digital Resource Library website has been completed](#)

				<ul style="list-style-type: none"> AMS adopted expectations from the AHS matrix and now all buildings have PBIS matrices with completed tech expectations. Update District Website with resources and tools New website has a dedicated webpage for parent/guardian FAQ digital resources.
<p>Increase Parent/Community Volunteer Opportunities PreK-12</p> <ul style="list-style-type: none"> Community Nights Academic Supports Buddy Programs/Mentor Programs 	<p>Principals Staff Community</p>	<p>May 2025</p>		<ul style="list-style-type: none"> Big Brother Program through Football Program Parent Volunteers in for SOAR events once a quarter (AMS, Heritage, East, AELC) Big Momma Internet Speaker Big Sister program is now starting fall 2023. Literacy/Curriculum based nights? Literacy/Curriculum based nights K-5 each building (AELC, East, and Heritage) is hosting literacy and curriculum nights for the 23-24 school year.



Focus Area 3: Culture and Communications

Communications - Avon Local schools will provide a communication framework that allows for transparent and consistent communication from and to all stakeholders.

Task What do we need to do?	Responsibility Who is responsible?	Timeline When?	Progress	Notes
Implement Consistent Communication standards for grade-levels/teams/buildings/extracurriculars <ul style="list-style-type: none">• Timely• Tool Used	Communications Director Principals Staff	May 2023		<ul style="list-style-type: none">• Work as an admin team to create consistent expectations/standards for building communications <ul style="list-style-type: none">-Safety Emails-Monthly Newsletters (Smore)-Assistant Principal Meetings-AHS Counselor department using SMOR account-Weekly newsletters to staff-Resources available to staff in each building

Implement Consistent Communications regarding District Offerings <ul style="list-style-type: none"> • After school/ Extra Curricular • Superintendent Newsletter • Opening Building Newsletter • Website Link 	Communications Director Principals	May 2023		- Making this a consistent check- in and a routine for the principals to update Julie with building offerings - Nest offerings -New offerings
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Focus Area 3: Culture and Communications

Culture - Avon Local Schools will create an inclusive environment that promotes a positive culture.

Task What do we need to do?	Responsibility Who is responsible?	Timeline When?	Progress	Notes
Student/Staff Recognition <ul style="list-style-type: none"> • Positive student recognition weekly by email/phone/social media 	Central Office Principals Staff Community	May 2023 On-going		<ul style="list-style-type: none"> • Staff member of the month is already being done and promoted using twitter. • Student recognition? Central Hub for what we are doing? Julie?

<ul style="list-style-type: none"> Administration/Community staff recognition monthly 				<ul style="list-style-type: none"> Communications director has a new “Watch me Soar” segment on social media to recognize new staff members’ background, education, and hobbies. t Created new Avon Local Schools Facebook account. Twitter, social media accounts, Amazing Story, and building/district newsletter,
<p>Positive Multi-media posts</p> <ul style="list-style-type: none"> Daily Tweet Weekly Newsletters Website Monthly Newsletters 	<p>Communications Director Principals Staff</p>	<p>May 2023 On-going</p>		<ul style="list-style-type: none"> Building principals tweet each day Upload teacher newsletters to the district website Continue monthly principal Smore newsletters Investigate consistency of building level twitter handles???



Focus Area 4: Capital Assets and Security

Transportation Safety- Avon Local schools will improve transportation safety.

Task What do we need to do?	Responsibility Who is responsible?	Timeline When?	Progress	Notes
AHS Traffic/Parking <ul style="list-style-type: none">Form CommitteeDevelop and implement a plan to improve	OperationsBill/ Ben AHS Admin AHS Stakeholders City of Avon Community Members	May 2023		<ul style="list-style-type: none">Committee met twice in spring of 2022. Changes in AHS start time, time strips in streets at lights, better gates, closing gates hours has improved traffic flow and change in master schedule.Purchased land to improve traffic flow. Potential partnership with City of Avon to widen Detroit Rd and add stoplightLand purchases and bidding process underway to construct new driveway. Communication with City is positive about stop light and widening of Detroit Rd. New traffic flows within AHS parking lot starting in August

Food Service- Avon Local Schools will improve menu options throughout the District.

Task What do we need to do?	Responsibility Who is responsible?	Timeline When?	Progress	Notes
Avon Local Schools Menu <ul style="list-style-type: none"> • Form Committee • Research Options-Schools, Outside Agencies • Budget Analysis-Cost per meal/ala carte, employees, management • summer activities-culinary camp/farming 	Operations Principals Parent/Community Members Chartwells (Outsource)	May 2024		<ul style="list-style-type: none"> • Chef was hired in July '23 • Budgets are looked at monthly Healthier choices for staff options Student choice options at AHS that will then be implemented • Summer camp implemented • Annual Committee meetings • Exploration of a dietician to add support for enhancing menus


Capital Improvement Projects - Avon Local Schools will improve facilities and infrastructure.

Task What do we need to do?	Responsibility Who is responsible?	Timeline When?	Progress	Notes
Align Capital Assets Planning tools to represent long range projections	Operations Director Treasurer	October 2023		<ul style="list-style-type: none"> Met with AVG to look at Master Plan and Enrollment Study Capital Assets are in place, projections are in place, need to merge and update started the process to merge, need to involve other departments (tech).
Upgrade District Wireless	Tech Department	June 2023		<ul style="list-style-type: none"> In the E-Rate Process 10 GB bandwidth and switches upgrades were completed in summer 2023. District-wide access points are scheduled for upgrade in summer 2024.
Field House	Operations Director Treasurer Avon Athletic Boosters	June 2025		<ul style="list-style-type: none"> Master Plan with AVG

Stadium Bathrooms	Operations Director Treasurer Avon Athletic Boosters	June 2025		<ul style="list-style-type: none"> • Master Plan with AVG
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Capital Improvement Projects - Avon Local Schools will improve facilities and infrastructure.

Task What do we need to do?	Responsibility Who is responsible?	Timeline When?	Progress	Notes
Implement a Digital Resource Employee to manage our assets (scoreboard, live streams)	Human Resource Director	August 2022		<ul style="list-style-type: none"> • John V. has been hired to manage the scoreboard
Field Turf Additional Playing Areas	Operations Director Treasurer Avon Athletic Boosters City of Avon	May 2025		<ul style="list-style-type: none"> • Construction of MS Turf to occur in Summer '23 • AMS Turf complete- lights completed by the end of the year • Lights completed as of December 2023.

<p>Maintenance Workshop/Barn</p> <ul style="list-style-type: none">• Tear down building and create new bathrooms-see item 4 on previous slide	<p>Operations Director</p>	<p>June 2024</p>		<ul style="list-style-type: none">• :(- No bids when we bid in Summer '22, Money allocated to other spots• Master Plan with AVG
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Emily Allsop- Staff Brooke
Adkins- Staff Jill
Anamasi-Parent Kate
Brannigan- Staff Ted
Bruening-Parent
Kristina Buller- Administrator Jason
Call- Pupil Service Director Adam
Castrilla-Administrator
Al Cornaro-Parent Jennifer
Cornaro-Parent
Kelli Davisson-Administrator
Jennifer Demaline-Parent/City Council
Luigina DiNardo-Rose-Parent
Mike Elder- Human Resource Director
Virginia Fitch-Assistant Superintendent
Larry Fish- Technology Director
Bill Fishleigh- Operations Director Anne
Fox- Pupil Service Coordinator Nora Fox-
Administrator
Sadie Fox-Treasurer

Franco Gallo-Parent/ESC Superintendent Alissa
Gault-Board Member/Parent
Art Goforth-Board Member Sean
Hicks-Staff
Ben Hodge- Superintendent Erin
Holzhauer-Administrator Danielle
Holztrager-Parent/SST Vinny
Hokavar-Administrator Kristine Jordan-
Parent
Valerie Kaminski- Curriculum Director Dennis
Kramer-Board Member Michelle Kosboth
-Parent
James Lazarus-Parent/Business owner Jonathan
Liskovec-Parent
Stefanie Lowery- Administrator
Angie Minnillo-Parent
Maura Neville-Administrator Maggie
Newton-Parent Christina O'Brien-Parent
Diane Ostang-Parent

Kathryn Patrick-Parent Erick
Pawlyshyn-Parent Greg
Pinter-Parent Megan
Rauterkus-Staff Emily
Russ-Administrator Mike
Ryan-Administrator Traci
Schmotzer-Parent Trish
Seaman-Parent
Julie Short- Communications/Parent
Eleanor Shuder-Staff
Tara Tatman- Board Member/Parent
John Vilevac- Staff
Gary Votush-Administrator Emily
Vucovich-Staff
John Weigman-Board Member
Renee White- Staff/Parent Julie
Wilmer- Staff