DISTRICT GOALS

2023-2026

BELLBROOK-SUGARCREEK

LOCAL SCHOOL DISTRICT

VISION STATEMENT

Better Today than Yesterday,

Better Tomorrow than Today

MISSION STATEMENT

At Bellbrook-Sugarcreek

Schools we will:

Do the Right Thing

Soar Together

Pursue Excellence

PORTRAIT OF A GRADUATE

DO THE RIGHT THING

SOAR TOGETHER

PURSUE EXCELLENCE

DISTRICT GOALS
2023-2026

Culture and Climate - Focus 3

Create a positive learning culture for students and staff.

Culture and Climate - Artisan Teacher

Create a positive learning culture for students and staff.

Systems and Processes

The district will apply Implementation Science Research principles (a purposeful approach to create and update systems, methods, strategies, processes, and conditions to support staff in effectively implementing and/or using innovations, programs, and evidence-based practices) to proactively document and plan for successful implementation and long-term success of our systems, processes, and programs.

Facilities

Responsibly plan for the future needs of the school district in order to provide and maintain state-of-the-art facilities that are safe and welcoming.

Finances

Maintain a proactive stance in planning for future needs within the confines of current and projected future funding and demonstrate fiscal responsibility in all aspects of operations and management.

District Administration

Superintendent
Douglas A. Cozad, Ph. D.

Treasurer/CFO
Amit Gautam

Board of Education

Board President
Mike Kinsey
Board Vice-President
Audra Dorn

Members
Heidi Anderson
Annie Pryor
Kevin Price

*Plan and members updated June 2025

DISTRICT GOALS

Culture and Climate Focus 3

LEADER

Dave Hann,
BHS Principal

COMMITTEE

SBE-Barker, Frantz, +1;
BCI-Cline, Bobick, +1;
BMS-Hill, Killen, Doolos, Z. Guess;
BHS-Hann, Jenkins, Hartley;
District, SEC, Trans, Maint-Conte, Cozad, Watts

ANTICIPATED COST TO IMPLEMENT

- Training of new administrators
- Substitute teachers, if necessary, to be used for classroom visits

OVERVIEW

Create a positive learning culture for students and staff.

ACTION STEPS 2023-24

- The Focus 3 Beliefs, Behaviors, and Outcomes principles will continue to be implemented and embedded throughout our school district for all staff and students. Focus 3 seeks to build a positive culture through the mindset that everyone is responsible for a positive culture through the implementation of our Culture Playbook and other Focus 3 principles.
  - **Staff** – These principles will be a part of the professional development offerings and embedded at least monthly into a building staff newsletter and a district email.
  - **Students** – Beginning in August, each area of the Focus 3 BBO will be presented to students each month of the school year.
  - **Parents** – They will be informed of Focus 3 principles at least once a quarter through building and/or district communication.
- Committee and principals will work collaboratively on plans to introduce and review concepts with students. Suggested times are during Morning Meetings, Eagle Time, and Mentor/Homeroom. It also may be embedded in classes.

ACTION STEPS 2024-25, 2025-26

- The committee determines the next steps to continue to implement and embed Focus 3 principles throughout our school district for all staff and students.

INDICATORS OF SUCCESS

- Students, staff, and families will find consistency between buildings and shared responsibility for beliefs, behaviors, and outcomes to be measured through survey data (Focus 3 language recognition and implementation opinion).
- Survey will indicate a more positive learning environment for teachers, staff, students, and families.

DISTRICT GOALS

Culture and Climate

Artisan Teacher

LEADER

Jenna Hill,
BMS Principal

COMMITTEE

SBE-Keeton;
BCI-Monroe;
BMS-Hill;
BHS-Hann

ANTICIPATED COST TO IMPLEMENT

- Training of new administrators
- Substitute teachers, if necessary, to be used for classroom visits

OVERVIEW

Create a positive learning culture for students and staff.

ACTION STEPS 2023-24

- Artisan Teacher principles of instructional coaching will continue to be integrated “peer to peer” to build long-term knowledge and capacity within our staff.
- **August through November** - Principals go into each classroom at least once with 30-second feedback using Artisan themes
- **November** - Staff roll out: Train staff and model 30-second feedback
- **December through May** - Peer-to-Peer visits

ACTION STEPS 2024-25

- **August through November** - Principals go into each classroom at least once with Craft Conversations using Artisan themes
- **November** - Staff rollout: Train staff and model craft conversations
- **December through May** - Peer to Peer visits

ACTION STEPS 2025-26

- Continue 30-second feedback and Craft Conversations and explore other Artisan Teacher principles.

INDICATORS OF SUCCESS

- 100% of staff will participate in 30-second feedback in 2023-24 and craft conversations in 2024-25, and 30-second feedback or Craft Conversations in 2025-26.
- At the end of each year, survey questions will measure the positive impact and the efficacy of Artisan Teacher principles on teachers.

DISTRICT GOALS

Systems and Processes

LEADER

Dr. Doug Cozad
Superintendent

COMMITTEE

District Implementation Team (DIT)
Dina Lefeld and Betsy Gann Co-Coordinators; Zack Cline, Pam Sizemore, Evan Geist, Josh Craig, David Hann, Heather Hebrank, Sarah Ross, Jenna Hill, Emily Cline

ANTICIPATED COST TO IMPLEMENT

- Implementation Science Research Training costs and any DIT fees.
- Costs of implementing system/processes in the areas of Human Resources, Selection and Deselection of Materials, and MTSS.
- If applicable, substitutes for staff on the DIT Committee

OVERVIEW

The district will apply Implementation Science Research principles (a purposeful approach to create and update systems, methods, strategies, processes, and conditions to support staff in effectively implementing and/or using innovations, programs, and evidence-based practices) to proactively document and plan for successful implementation and long-term success of our systems, processes, and programs.

ACTION STEPS 2023-24

- Conduct building focus groups with administrative and other staff to determine readiness.
- Conduct District Capacity Assessment with administrators and specified staff.
- Complete Implementation Science Research Training Phase I for administrators and other specified staff.

ACTION STEPS 2024-25

- Conduct surveys with administrators and specified staff regarding Implementation Science Research.
- Conduct District Capacity Assessment with administrators and specified staff.
- Complete Implementation Science Research Training Phase II for administrators and other specified staff.

ACTION STEPS 2025-26

- Conduct surveys with administrators and specified staff regarding Implementation Science Research.
- Conduct District Capacity Assessment with administrators and specified staff.
- Complete Implementation Science Research Training Phase III for administrators and other specified staff.

INDICATORS OF SUCCESS

- The plan will be implemented and aligned according to district readiness data.
- An increase in scores regarding the use of Implementation Science Research principles and strategies over time as measured on the District Capacity Assessment.
- All district administrators and the District Implementation Science Research Team will successfully apply each Phase of training principles and complete an updated system/process in the areas of Human Resources 2023-24, Selection and Deselection of Materials 2024-25, and MTSS 2025-26.

DISTRICT GOALS
Facilities

OVERVIEW

Responsibly plan for the future needs of the school district in order to provide and maintain state-of-the-art facilities that are safe and welcoming.

LEADER

Jeff Eckley, Manager of Business

COMMITTEE

(4) At least one staff member from each building
(2-4) each building is represented by parent
(2-4) community members and/or city and township officials
(1) Athletic Director
(1) Fine Arts staff member
(1) Maintenance or custodial staff member
(1) Superintendent
(1) Board member

ANTICIPATED COST TO IMPLEMENT

- The cost of the surveys
- The cost of the rolling 7-year Master Facilities and Grounds Plan

ACTION STEPS 2023-24

- Use the information below to create a rolling 7-year Master Facilities and Grounds Plan to include recommendations and feasibility of replacing, repairing, building, and/or divesting buildings and grounds infrastructure and anticipate both short-term and long-term needs.
  - Establish a system to prioritize needs by building/site. (Priority might be based on time, materials, labor, need, availability, cost, etc.)
  - Have high levels of community engagement in the plan. This engagement includes multiple meetings and/or methods to provide feedback and input and representation from parents, community, staff, and students. Provide information to the community throughout the process.
    - Conduct a student enrollment survey and plan for the impact of future housing developments to determine the future needs of the community and the Bellbrook-Sugarcreek School District
    - Explore options to secure finances, if necessary, for the needs identified in the 7-year Master Facilities and Grounds Plan.

ACTION STEPS 2024-25

- Execute the rolling 7-year Master Facilities and Grounds Plan
- Explore options to secure finances, if necessary, for the needs identified in the 7-year Master Facilities and Grounds Plan

ACTION STEPS 2025-26

- Execute the rolling 7-year Master Facilities and Grounds Plan
- Explore options to secure finances, if necessary, for the needs identified in the 7-year Master Facilities and Grounds Plan

INDICATORS OF SUCCESS

- Creation and execution of a rolling 7-year master facilities plan.
- Increased community awareness of the facility and grounds needs of the BSS school system through multiple engagement opportunities and communications with our stakeholders.
- Completion of the student enrollment and feasibility study.
- Financing, if necessary, has been secured in order to execute the 7-year Master Facilities and Grounds Plan.

DISTRICT GOALS
Finances

LEADER
Amit Gautam,
Treasurer

COMMITTEE
(1) Manager of Business
(1) Treasurer office representative
(2-4) community members
(2-4) staff members
(1) Superintendent
(1) Board member

ANTICIPATED COST TO IMPLEMENT
- Print and mail the comprehensive annual updates utilizing existing mailings such as the Bridge, if possible, and put them on the district website.
- Cost of any recommendations of the rolling 7-year Master Facilities and Grounds Plan

OVERVIEW
Maintain a proactive stance in planning for future needs within the confines of current and projected future funding and demonstrate fiscal responsibility in all aspects of operations and management.

ACTION STEPS 2023-24
- Utilize the 5-Year Forecast to evaluate the future needs of the district. This includes establishing a minimum cash balance for the general fund at the end of each fiscal year of 20% of our annual general fund revenue.
- Utilize rolling 7-year Master Facilities and Grounds Plan to provide insight for future financial planning.
- Provide a comprehensive annual update to the public about the finances of the school district.
- Create a financial advisory committee or partner with existing district committees to meet at least two times per year.

ACTION STEPS 2024-25, 2025-26
- Utilize the 5-Year Forecast to evaluate the future needs of the district. This includes establishing a minimum cash balance for the general fund at the end of each fiscal year of 20% of our annual general fund revenue.
- Utilize rolling 7-year Master Facilities and Grounds Plan to provide insight for future financial planning.
- Provide a comprehensive annual update to the public about the finances of the school district.
- Create a financial advisory committee or partner with existing district committees to meet at least two times per year.

INDICATORS OF SUCCESS
- A minimum cash balance for the general fund has been established so the district can provide information on the possibility of reducing expenditures and/or seeking additional funding.
- 5-year forecast and rolling 7-year Master Facilities and Grounds Plan are being utilized to provide information for future planning.
- Stakeholders will be provided with comprehensive financial information about the district on a yearly basis.
- The financial advisory committee met twice per year and was provided financial information.