



Blueprint for Excellence



Strategic Plan

2024-2025

Dear Members of the Oswego City School District Community,

It has never been more important to be focused, aligned and intentional in our work. We are very excited to share the results of our collaborative efforts to develop plans that will help us to continue growing and improving as we always strive for excellence.

Our “Blueprint for Excellence” is the result of planning sessions that were held with our Board of Education, Leadership Team, staff, parents, and community members. We worked with feedback gathered from the community this past fall as we developed a plan that will help us continue to grow and achieve as we strive for excellence in all that we do.

This plan will be the backbone for what we do. It will serve as a roadmap in our efforts to connect with each child and family while enhancing our connections as a school and a community. We’re in this work together and look forward to being your teammate in our continued effort to be a model school of excellence.

Thank you for your feedback and support. Your collaboration and teamwork make all the difference in the lives of children and the success of the district.

Sincerely,

*Dr. Raymond Kilmer III
Superintendent of Schools*

*Dr. Jim MacKenzie
President, Board of Education*

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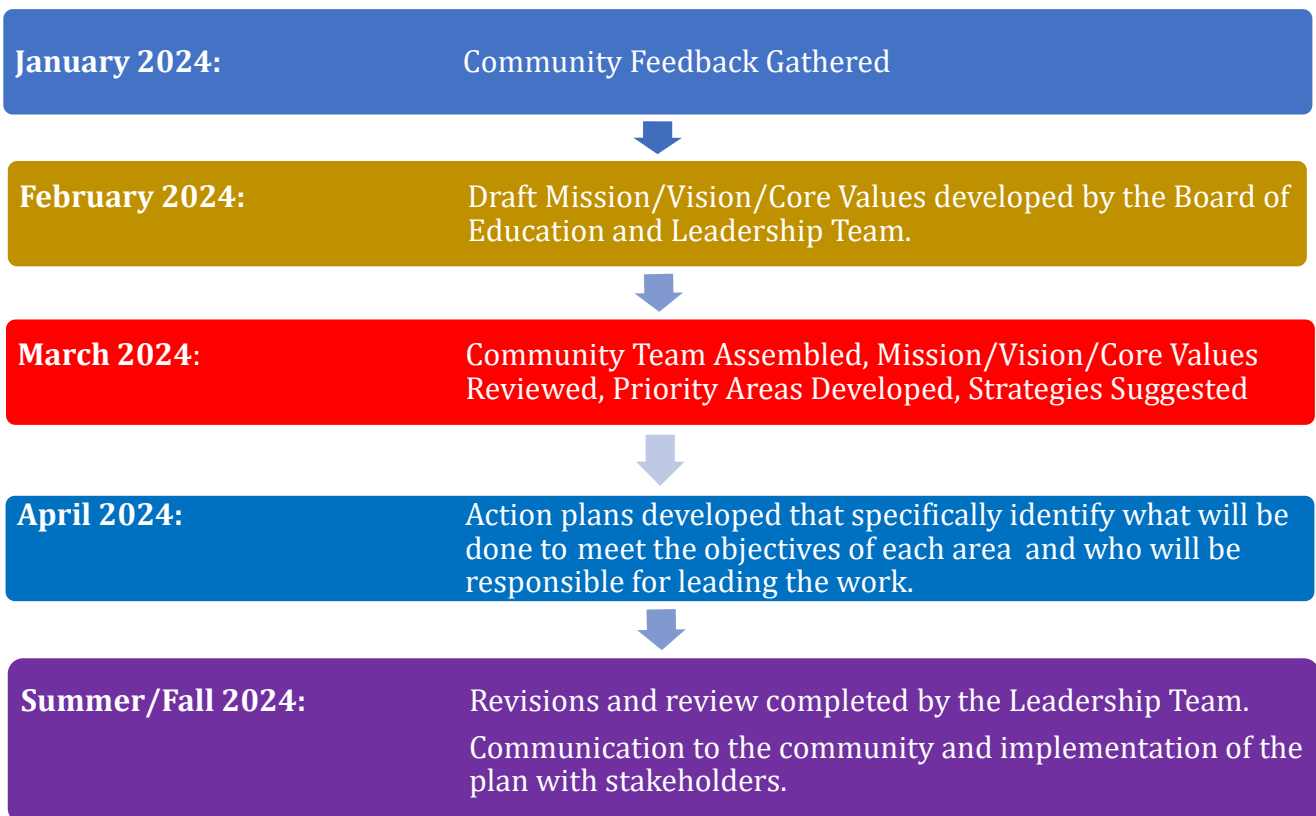


Overview and Introduction

Blueprint Planning is intended to:

- Involve all members of the school community and reflect their shared perspectives.
- Allow stakeholder representatives to review community feedback to clearly define the district's mission, vision and core values.
- Engage a team in defining the priorities of the district and suggesting action steps to accomplish objectives.
- Facilitate action planning focused on identifying who, when, and how the work will get done.
- Provide the district with a road map that is transparent, accountable, and focused.
- Enable the district's efforts to innovate, allocate resources, and continuously grow in a coordinated, thoughtful, and aligned manner.
- Be an iterative, evolving, and ongoing process that builds from one year to the next while reflecting emerging needs and changing demands.

Steps in the Oswego CSD Planning Process:



Our District



Blueprint for Excellence

The Oswego City School District in Oswego, NY, is a vibrant educational community dedicated to fostering academic excellence and holistic growth. With a rich history dating back over a century, the district prides itself on providing diverse learning opportunities for students from pre-kindergarten through twelfth grade. Through innovative teaching methods and a supportive environment, the district aims to empower students to reach their full potential and become responsible citizens in an ever-changing world. Committed to collaboration and continuous improvement, the Oswego City School District strives to cultivate a culture of lifelong learning and achievement.

Our Community

The community surrounding the Oswego City School District is characterized by its close-knit atmosphere and strong sense of pride. Nestled along the shores of Lake Ontario, residents enjoy breathtaking natural beauty and a variety of outdoor recreational activities year-round. Rich in history and culture, the community boasts a vibrant arts scene, historic landmarks, and diverse culinary offerings. With a spirit of resilience and camaraderie, neighbors come together to support local businesses, celebrate traditions, and nurture the next generation of leaders within the Oswego City School District.

Our Leadership Team

Board of Education

Dr. Jim MacKenzie President
Tom Ciappa, Vice President
Sean Callen
Julie Chetney
David Crisafulli
Kristin Norfleet
Sean Ohnmacht

District Administration

Dr. Raymond Kilmer III, Superintendent of Schools
Amanda Caldwell, Assistant Superintendent for Curriculum
Peter Colucci, Executive Director of Business and Finance
Jacklyn Beck, Executive Director of Student Services
Robert M. Siracuse, Executive Director of Personnel/HR

Plan Overview

The Oswego City School District Blueprint for Excellence is centered around empowering and engaging experiences to prepare all students for success. The mission emphasizes providing equitable opportunities and excellence for each student, while the vision underscores a commitment to equity and excellence.

Core values include respect, integrity, caring, innovation, community connections, collaboration, safety, social-emotional well-being, diversity, and inclusivity. These values guide decision-making and interactions within the district.

The district's priorities and goals are structured around four main areas:

School Culture and Climate, Student Success, Community Connections and Operational Systems.

Overall, the blueprint outlines a comprehensive approach to enhance education practices, support student well-being, and strengthen community partnerships to achieve the district's mission and vision.



Mission

Vision

Core Values

Successful organizations clearly define their purpose, what they need to become to fulfill their purpose and how they operate or behave. These are commonly known as their mission, their vision, and their core values.

Through the Blueprint Planning Process, the school community affirmed why we exist, what happens in the organization when we are working towards the mission and what behaviors should be evident from individuals and the organization as a whole. The following statements constitute our updated mission, vision, and core values.

Mission:

We empower and engage students to guarantee their successful future.

Vision:

Our school community is dedicated to equity and excellence for each student.

Core Values:

We believe that we will accomplish our mission and realize our vision if we consistently focus on and model the following core values:

- **Respect:** Treat everyone with dignity.
- **Learning:** Is the foundation for a productive and a fulfilled life.
- **Integrity:** Uphold truthfulness and transparency in all interactions. Maintaining moral and ethical principles in decision-making and actions.
- **Caring:** Demonstrate empathy, compassion, and genuine concern for the well-being of all school community members.
- **Innovation:** Foster creativity, exploration, and continuous improvement in education practices.
- **Community Connections:** Foster strong connections and partnerships with the community to enhance learning opportunities and support all.
- **Collaboration:** Promote teamwork, cooperation, and synergy among educators, students, families, and community stakeholders.
- **Safety:** Prioritize creating a physically and emotionally safe environment conducive to learning and personal growth.
- **Social-Emotional Well-being:** Address and support the social and emotional needs of students through comprehensive programs and services.
- **Diversity and Inclusivity:** Celebrate diversity and ensure equitable access to educational opportunities for all students.



Priority Areas

Based on community feedback and initial planning by the Board of Education and Leadership Team, the following areas were identified as priorities to be focused on in order to fulfill the mission of the district. A district goal has been developed for each area.

School Culture and Climate

- **Goal:** We will consistently implement an evidence-based framework for teaching, assessing, and addressing student behavior.

Student Success

- **Goal:** We will take steps to improve individual student success through focus on the areas of:
 - Literacy across all disciplines
 - Multiple pathways to success
 - Partnerships with families

Community Connections

- **Goal:** We will establish multiple modalities to engage our community in school events, programs, and offerings in an effort to maintain positive connections and innovative opportunities for our students.

Operational Systems

- **Goal:** We will develop efficiencies, and optimize resources and infrastructure to meet the changing needs of our community.



Action Plans

The following plans have been developed to guide the actions the district will take in order to accomplish the objectives in each priority area. Each action step represents a strategy for meeting an objective. A timeframe has been established and the parties listed are primarily responsible for leading the work.

Priority 1: School Culture and Climate		
Goal: We will consistently implement an evidence-based framework for teaching, assessing and addressing student behavior.		
Action Steps:	Person/People Responsible:	Timeframe:
Administer and analyze data from school-climate surveys; specifically, in the realm of behavior and social emotional learning.	Curriculum Office	Fall 2024 Spring 2025 Spring 2026
Create a district-wide MTSS (multi-tiered system of supports) Team to begin developing an evidence-based behavior framework.	Administrative Council	Fall 2024
In collaboration with the district-wide MTSS Team, create a building-wide MTSS Team to develop and implement an evidence-based behavior framework.	Guiding Coalition/PLC	Fall 2024
Secure professional learning in evidence-based behavioral frameworks to building MTSS Teams.	District MTSS Team	Winter 2024-2025
Create and implement a structure for increasing communication and family engagement around behavior and social emotional learning.	Guiding Coalition/(PLC)/Principals	Fall 2024 and ongoing
In collaboration with students and families, develop and agree upon universal and consistent behavioral expectations (K-12).	MTSS Team/Principals/Guiding Coalition	Spring 2025
Develop a schedule for teaching and reteaching expectations throughout the school year.	MTSS Team/Principals/Guiding Coalition	Spring 2025
Schedule monthly progress monitoring of behavioral data and MTSS implementation fidelity data.	MTSS Team/Principals/Guiding Coalition	Spring 2025



Priority 2: Student Success		
<p>Goal: We will take steps to improve individual student success through focus on the areas of:</p> <ul style="list-style-type: none"> • Literacy across all disciplines • Multiple pathways to success • Partnerships with families 		
Action Steps:	Person/People Responsible:	Timeframe:
The district will implement a guaranteed and viable curriculum through consistent implementation of district-approved Tier 1 resources.	Curriculum, department, Principals and teachers	Ongoing
Provide professional development opportunities for teachers to integrate literacy instruction across various subjects.	Professional Learning Committee	24-25 School Year
Implement writing strategies across all curricular areas.	All Instructional Staff	25-26 School Year
Implement graduation enhancements, including the Seal of Biliteracy, Seal of Civic Readiness, and Independent Arts Assessment Pathway.	Curriculum and Instruction Department, High School Admin and Team Leaders	Planning during the 24-25 School Year Implementation during the 25-26 School Year
Broaden access to advanced coursework and work-based learning opportunities to cater to diverse learning styles and career goals.	Secondary Principals and School Counselors	Planning during the 24-25 School Year Implementation during the 25-26 School Year
Begin comprehensive academic and career counseling services to students by the end of sixth grade.	Principals and School Counselors, Director of Student Services	Planning during the 24-25 School Year Implementation during the 25-26 School Year



All schools will organize family-friendly events, such as literacy nights, math fairs, and STEM workshops, to promote learning and strengthen connections between school and home.	Principals	24-25 School Year/Ongoing
All buildings will implement the Professional Learning Communities School Improvement Framework.	All district administration	Ongoing



Priority 3: Community Connections

Goal: We will establish multiple modalities to engage our community in school events, programs and offerings in an effort to maintain positive connections and innovative opportunities for our students.

Action Steps:	Person/People Responsible:	Timeframe:
Create a quarterly newsletter delivered to all community members.	Superintendent, District PR	August 2024
Research communication expectations within each school building.	School Improvement teams	Summer 2024
Establish best practices for effective communication with our community.	Administrative Council	Summer 2024
Establish a “community partnership committee” that will: research and create a plan for providing additional experiences for students and establish partnerships between schools and local businesses.	Counseling Department, Principals	Fall 2024
Develop and administer student and community climate surveys.	Administrative Council	24-25 school year
Expand opportunities for parents to learn about our programs, develop capacity to support their children’s education, and engage in school events and activities.	Principals	24-25 school year



Priority 4: Operational Systems

Goal: We will develop efficiencies, and optimize resources and infrastructure to meet the changing needs of our community.

Action Steps:	Person/People Responsible:	Timeframe:
Form a regional committee and collaborate with districts in the region to explore creative solutions for filling the substitute gap.	Superintendent, Human Resources, Business office	Summer 2024/Ongoing
Optimize planning and use of resources for PD/Scheduled reasons and with district technology and initiatives.	Principals and Directors	Summer 2024/Ongoing
Collect and analyze data to evaluate absences and substitute allocation.	C&I, Principals, Human Resources, Directors	Ongoing/ Monthly
Communicate importance of infrastructure improvements and do more frequent projects (smaller projects more often).	Superintendent, Business office, Facilities, Athletic Director	Ongoing
Partner with BOCES and Teaching Colleges to recruit.	Superintendent Principals HR Directors	Ongoing



Accountability and Implementation Plan

What gets measured, gets done. It is important to stay focused on the work at hand and to hold each other accountable for achieving outcomes. In the spirit of transparency, diligence to the task at hand, and sharing our progress as a team, the following schedule has been developed for regular reporting on progress in working towards objectives.

Timeframe	Activity	Who
Summer - Fall 2024	<ol style="list-style-type: none"> 1. Blueprint Plan Presented to the Community and Adopted by the BOE 2. Blueprint Plan “unpacked” and shared with the faculty and staff. 3. Blueprint Plan unpacked with smaller groups. 	Superintendent, BOE Superintendent Principals
September, 2024	Final Report Blueprint Updates provided to the BOE, Community and Staff	Superintendent and Administrators
Fall, 2024	Blueprint Planning Day Held Plan Updated for 24-25 Building Level Action plans developed	BOE Superintendent Administrators Staff Community Members
October 2024	Building Level Action plans presented to BOE	Building teams
February/March, 2025	Blueprint Budget Recommendations Made Blueprint Expenditures Finalized	Superintendent and Building teams
April/May, 2025	Building Level Action plan progress reports presented to BOE	Superintendent and Building teams
May/June 2026	25-26 Building Level Action plans developed	Building teams



2024 Blueprint Team

Ed Alberts

Jeremy Amidon

Holly Babcock

Michael Backus

Jacklyn Beck

Jennifer Cahill

Amanda Caldwell

Sean Callen

Thomas Carpenter

Lisa Carter

Julie Chetney

Tom Ciappa

Tara Clark

Peter Colucci

David Crisafulli

Lilly DeCaire

Suzanne Deets

Arvind Diddi

Emily Estrada

Tracy Eygnor

Mary Beth Fierro

Jenna Fraser

Matthew Goewey

Joanna Goplen

Stephanie Griffin

Raina Hinman

Persephone Hopkins

Jenn Joyce

Raymond Kilmer

Cynthia Lauzon

Jim MacKenzie

Grace Maxon-Clarke

Michelle McManus

Amy Molloy

Shawn Morgan

Kelly Moxley

Kirk Mullverhill

Kara Murray

Sarah Nelson

Doren Norfleet

Kristin Norfleet

Faith O'Brien

Beth O'Key

Sean Ohnmacht

Valerie Orr

Carrie Patane

Christopher Perras

Carin Reeve

Michele Rhoades

Dan Rogers

Ellen Rowberry

Ian Rowberry

Andrew Rupert

Margaret Schmuhl

Robert Siracuse

Samantha Spaulding

Terri Stacy

Tim Stahl

Jennifer Sullivan

Jamie Sykut

Jenn Torrese

Chena Tucker

Mary Volkomer

