Riverdale Local Schools

Board Review

Strategic Plan

Strategic Planning Members:

Technology Committee
- Pete Jackel
- Zack Voll
- Levi Brown
- Jackie Morris
- Miriam Dulin
- Michelle Courtad
- Scott Maag

Finance Committee
- Karen Beard
- Ty Weber
- Lynsie Moore
- Emily Weber
- Andy McBride
- Kim Rall
- Jodi Cole Needles
- Makalia Weber
- Tessa Swavel
- Ashley Walters

Academic Committee
- Jodi Phillips
- Tony Bemis
- Jessica French
- Kim Stacy
- Leslie Amrose
- Andrea Brooks
- Brittany Hayter
- Rachel Arnett
- Cassie Suever
- Whitney Combs
- Derek Dailey
- Emily Shaw
- Beth Dailey
- Tracy Valentine
- Jeff Young
- Ryan Wright
- Jacob Fletcher

Community Relations Committee
- Lisa O'Flaherty
- Megan Messenger
- Brittany Roach
- Gayle Book
- Kim Bickford
- Sue Shark
- Sarah Voll
- April Huffman
- Cynthia Morrison
- Susan Eiting
- Nate Sorg
- Adrian Cooper

Co-Curricular Committee
- Jeremy Kuhlman
- Kevin Phillips
- Mark Shuck
- Alli Rader
- Lauren Alexander
- Olivia Savidge
- Jaci Bostelman
- Brett Bostelman
- Dave Neal
- Jason Alge
- Nicole Baumer
- Jennifer Lewis-Shuck

Facilities Committee
- Christopher Vent
- Annie Vent
- Nathan Lueders
- Tony Butler
- Drew Roach
- Damien Inbody
- Chris O'Flaherty
- Addison Clark

Vision Statement

Every Child, Every Day, Whatever It Takes…

Core Values

- Integrity
- Respect
- Pride
- Leadership
- Accountability
- Community

Mission Statement

Together, we are FALCONS, united in purpose:

- F – Focus on our Purpose
- A – Act with Integrity
- L – Lifelong Learners
- C – Collaborate with Community
- O – Overcome with Persistence
- N – Nurture Unity
- S – Serve with Falcon Pride

Internal External Analysis

Positives

- Booster Groups
- Committed staff
- Technology - chromebooks
- Safe Environment
- Family Fun Night / Open House
- Cafeteria
- Nurse
- Internal staffing changes - positive
- Youth Sports
- Good people in the district
- Athletic Booster Group
- Volunteers Available - willing to serve
- Industrial Tech Dept
- Building and campus
- PTO
- Teacher Grade Level Team
- Strong IT Dept
- Technology in the Building
- Support for Crisis Management
- Elementary Staff
- Size of School small community
- Facilities
- Boosters - volunteers - PTO
- Open to Change
- Good campus - well maintained
- Small classes
- Accountability in safety for the school
- FFA program
- staff - unity
- High graduation rate
- Teacher - student ratio
- Leadership - relevant class experience
- Support Staff
- Diverse background of Staff
- Most staff is passionate about their work with students
- 3 communities - care for one another
- K-12 Facilities on one campus - great environment to work and learn
- Great technology for students
- 3+ gyms
- 2 established educational Pathways
- Career Technical Education path
- College Prep track
- Lots of options for students - academically
- Support from the school to our communities
    - Feeding the farmers
    - Putting up Christmas lights

Deltas

- Incorrect information to the public
- Communicate to parents how to access information / grades
- Classroom offerings were not communicated - kids not in classes, lots of confusion
- Inconsistencies in the message - beginning of the year
- Different people communicating to parents
- Confusion on district finances - levy
- Need for a PR person - directing
- Turnover in Adm staff
- Communicating with people who are not on social media
- Newsletters - written copies
- Culture of Riverdale
- School Pride
- Fans - Parents behavior at events
- Inconsistency in leadership among co-curricular positions (small groups, e.g. student council, advisors, etc.)
- Facilities need upgrading
- Community Pride
- Forest - Facebook Page
- Salary compared other districts
- Morale in community
- Lack of the arts
- Weak participation in athletic / extra-curricular activities
- Fewer people moving into the community
- Lack of housing
- Lack of involvement of staff
- Lack Community involvement and support
- Businesses
- Parking for activities - sports
- Athletic programs
- % of low income
- Financial situation - lack of funding
- Variety of courses - HS/JH
- Teaching Styles - multiple intelligences
- Differentiated Instruction – Gifted
- Curriculum - Program
  - Need Audit of current system to ensure no gaps in standards
- Schedule - ES
- Interventions with students
- Intervention for struggling students
- Student failure = teacher failure
- Teacher accountability for student success
- Teacher reflection on student learning
- Support for parents to help children be successful, Parent Homework assist
- CCP courses - teachers are not certified to teach
- Holding Administration, teachers, students accountable
- Teachers feeling stressed to the limits
- New leadership team - change
- Staff Turnover
- Inexperience in the administration
- Trust Issues

Critical Issues:

- Funding for technology / education for equipment, additional staff, and resources.
- Cyber-Security – training
- Educating staff and teachers on the use of technology
- Community Education - Riverdale programs and needs
- Artificial Intelligence - proper use in the classroom
- Interventions for students - meeting student needs
- Measuring the content knowledge of students - gauging student learning
- Creating a schedule (especially for elementary) to enhance student learning
- Parent Communication: enhancing peer-parent partnerships
- Old School Bleachers
- Weight Room / Stadium Restrooms
- Scoreboards
- Fitness Center
- Auditorium (ADA Compliance)
- Track Resurface
- Resurface Soccer Field
- Increase Parking for Large School Events
- Bus Lean-to / Wash Bay
- Pass the Renewal Income Tax
- Salary / Pay Parity
- Net gain of students in the district
- Need for more industry - better paying jobs
- Staff morale
- Lack of Community Support
- Money
- Falcon Time
- Participation / lack of involvement
- Qualified personnel
- Collaboration staff coaches for dual activities
- Accurate and Timely Communication of Information
- Single Source Public Relations Person / Platform
- Explaining the why of the Information
- District all goes in 1 direction - all following the same communication protocols
- Stop Negativity
    - Staff vs Staff and Social Media
- Training of Staff and Parents on how to use the platforms
- Engaging stakeholders in regular communication

Goals:

1. Riverdale Local School will provide accurate, timely, and thorough communication of information by using one communication platform, having community and staff trained by the end of the 2026-27 academic school year.

2. By 2028 the Riverdale Local Schools will have 90% participation among the student body by implementing Falcon Time and hiring qualified personnel.

3. By December 2026, Riverdale Local School District will secure passage of the Renewal Income Tax.

4. There is a recognized need to be more competitive in obtaining and sustaining the district's professional and support staff. Therefore, the district will work with REA and OAPSE (unions representing the staff) to move the staff pay for both of these groups closer to the mean of surrounding staff salaries reaching the 50 percentile by July, 2035.

5. By the beginning of the school year 2028, the Riverdale Local School District will review all district facilities, making a prioritized list of needs in order to meet minimum safety and accessibility standards. The district will also enhance the outward appearance of the building with a maintenance schedule for projects looking to extend the life of capital assets.

6. By May, 2027 the administration shall present to the Board of Education options for renovation of stadium facilities which includes a new weight training and fitness center.

7. By June 2026, the district will implement a coordinated framework of student interventions, optimizing the elementary class schedules resulting in an 8% increase in student grade averages in core academic courses by the end of the school year, 2028-29. The grade point averages in core courses will be monitored annually for continuous improvement.

8. Riverdale Local Schools will enhance educational outcomes and digital literacy by securing and effectively utilizing funding for modern equipment, qualified staff, and educational resources to develop and implement comprehensive programs focused on community education, cybersecurity, digital citizenship, and responsible AI use by 2029.

Strategies / Action Plan

Goal 1 Strategies / Action Plan

Action Plan/Cost-Benefit Analysis

Team: Community Relations Goal Number: 1 Date: Dec 2025

Improved Communication to Community

Action Planned	Assigned To:	Target Date	Completed Date	*KPI
Submission of news articles and other school promotional information through Newspapers (3 county publications) and posting of Flyers and schedules in community venues	Lynsie Moore, Zack Voll Greg Rossman	2026-27 school year	May, 2027 and ongoing	1. One or more articles in local news publications per week. 2. Flyers and schedules kept up to date - businesses

Costs to the District - $$ to be included in FY budget	Benefits to the District - once completed
1. Printing Costs and Color copies - $2,000 annually 2. Time of the PR Coordinator organizing articles, taking pictures, submitting stories, and creating flyers	1. Improve support from the community - more people aware of school activities. 2. More support for programs 3. Enhanced overall perception of the school by the community and surrounding region.

*__KPI__ = Key Performance Indicators - measures our progress
Source of Data for Monitoring Progress
Measurement / Frequency of Progress (e.g. 25% trained / year, 10% quarterly improvement)

Notes:

Action Plan/Cost-Benefit Analysis

Team: Community Relations Goal Number: 1 Date: Dec 2025

FAQ

Action Planned	Assigned To:	Target Date	Completed Date	*KPI
Creation of a private location on the Riverdale website for submission of questions from the community and parents about the school. The administration would reply with answers - either public or private. This information also used to drive communication - one person has that question, many more likely asking...	Administration Technology	2026-27 school year	May, 2027 and ongoing	1. Creation of the location on the website. 2. Timely answers to questions submitted.

Costs to the District - $$ to be included in FY budget	Benefits to the District - once completed
1. Time of administration and PR Coordinator	1. Improve support from the community 2. More support for programs 3. Getting fact-based information out to the district. 4. Perception of being more transparent in communication 5. Enhanced overall perception

*__KPI__ = Key Performance Indicators - measures our progress
Source of Data for Monitoring Progress
Measurement / Frequency of Progress (e.g. 25% trained / year, 10% quarterly improvement)

Notes:

Action Plan/Cost-Benefit Analysis

Team: Community Relations Goal Number: 1 Date: Dec 2025

Public Relations Coordinator

Action Planned	Assigned To:	Target Date	Completed Date	*KPI
Creation of an additional staff position - district Public Relations Coordinator. This position will organize uniform communication plans and promote the district on multiple platforms including all social media, newspapers, community businesses, etc.	Superintendent	2026-27 School Year	Employed by August, 2026, ongoing	1. Creation of Position through the BOE (job description) 2. Posting Position 3. Interviews 4. Employment

Costs to the District - $$ to be included in FY budget	Benefits to the District - once completed
Non-certified / non- PR trained personnel, administative position with technology and organizational skills - estimated costs of employment: $55,000 - $60,000 / annual salary and benefit package	1. Improve support from the community - more people aware of school activities. 2. More support for programs 3. Enhanced overall perception of the school by the community and surrounding region. 4. Single source for communication in the district. 5. Enhanced overall perception

*__KPI__ = Key Performance Indicators - measures our progress
Source of Data for Monitoring Progress
Measurement / Frequency of Progress (e.g. 25% trained / year, 10% quarterly improvement)

Notes:

Goal 2 Strategies / Action Plans

Action Plan/Cost-Benefit Analysis

Team: Co-Curricular | Goal Number: 2 | Date: Nov 2025

Additional Clubs/Groups

Action Planned	Assigned To:	Target Date	Completed Date	*KPI
Collect ideas from teachers for additional clubs/groups to implement into Enrichment Time. Create a survey to collect imput on Clubs/Groups. Example: Spirit Team- create ideas, organize activities to increase spirit/pride at sporting events Example: Mentors for elementary students and clubs for JH/HS (e.g. drama, sports, reading)	HS Principal Director of Student Activities	**10/31/2026** Discuss with teachers for input on additional clubs/groups	**May 1, 2027** Survey students and Staff	Survey Information

Costs to the District - $$ to be included in FY budget	Benefits to the District - once completed
Minimal Costs in finances for Falcon Time - meets during the school day. It will cost time for staff to create a schedule. Future costs could be possible if clubs are successful and want to compete or participate in outside school activities - supplemental contracts.	1. Increasing student participation in curricula and co-curricula activities. 2. Giving students the opportunity to be a part of a club or team

*__KPI__ = Key Performance Indicators - measures our progress
Source of Data for Monitoring Progress
Measurement / Frequency of Progress (e.g. 25% trained / year, 10% quarterly improvement)

Notes:

Action Plan/Cost-Benefit Analysis

Team: Co-Curricular | Goal Number: 2 | Date: Nov. 2025

Evaluation Form for Dual Student Participation

Action Planned	Assigned To:	Target Date	Completed Date	*KPI
Creation of a student evaluation form to measure the level of cooperation among coaches and advisors. The form will only be completed by dual participation students at the end of each season. The form can be online or paper but must be anonymous.	High School Principal Director of Student Activities	Mar-26	2 weeks prior to the beginning of school 2026	*Draft copy of evaluation form by May 1, 2026 *Administrative approval no later than the end of school 2026

Costs to the District - $$ to be included in FY budget	Benefits to the District - once completed
Cost of staff time and commitment to the process.	1. Ensuring everyone stays accountable to the policy that was established. 2. Greater opportunity for students to be actively involved in multiple school activities 3. Less confusion among staff, students, and parents 4. Improved morale among coaches and advisors 5. Enhanced communication and cooperation among programs,

*__KPI__ = Key Performance Indicators - measures our progress
Source of Data for Monitoring Progress
Measurement / Frequency of Progress (e.g. 25% trained / year, 10% quarterly improvement)

Notes:

Action Plan/Cost-Benefit Analysis

Team: Co-Curricular Goal Number: 2 Date: Nov 2025

Evaluation

Action Planned	Assigned To:	Target Date	Completed Date	*KPI
Implementation of evaluation of coaches and advisors annually	High School Principal Director of Student Activities	Spring of 2026	2026-27 school year and continued for 2027-28 and 2028-29 school year	*Annual report to Board of Education *Evaluation Form

Costs to the District - $$ to be included in FY budget	Benefits to the District - once completed
Time to review/develop evaluation form, time for evaluation and meeting with employee / advisor	1. Maintaining Quality personnel 2. District accountability

*__KPI__ = Key Performance Indicators - measures our progress
Source of Data for Monitoring Progress
Measurement / Frequency of Progress (e.g. 25% trained / year, 10% quarterly improvement)

Notes:

Action Plan/Cost-Benefit Analysis

Team: Co-Curricular Goal Number: 2 Date: Nov 2025

Student Activity Policy (Dual Participation)

Action Planned	Assigned To:	Target Date	Completed Date	*KPI
Create/Review a policy that establishes guidelines and consequences for student activities and involvement in multiple activities.	High School Principal Director of Student Activities	Spring 2026	Fall 2026	All instructors, parents and students know expectations and are aware of policies

Costs to the District - $$ to be included in FY budget	Benefits to the District - once completed
Planning time for committee to create/review student activity policy.	Collaboration between advisors, coaches, parents and students with mutual respect for all programs. Increase student participation in activities.

*__KPI__ = Key Performance Indicators - measures our progress
Source of Data for Monitoring Progress
Measurement / Frequency of Progress (e.g. 25% trained / year, 10% quarterly improvement)

Notes:

Action Plan/Cost-Benefit Analysis

Team: Co-Curricular Goal Number: 2 Date: Nov 2025

Student Application Dual Enrollment

Action Planned	Assigned To:	Target Date	Completed Date	*KPI
Develop an application for students involved in dual extra-curricular activities in the same season. (fall, winter, spring)	High School Principal Director of Student Activities	To be implemented in conjunction with or after the development (review) of policy /guidelines stated in previous action plan. Spring 2026	Implementation school year 2026-27	*Draft of the form to be completed no later than May 2026 *Seek administrative approval by the end of the school year 2026

Costs to the District - $$ to be included in FY bu	Benefits to the District - once completed
The cost to the district is time of district personnel	1. Greater opportunity for students to be actively involved in multiple school activities 2. Less confusion among staff, students, and parents 3. Improved morale among coaches and advisors 4. Enhanced communication and cooperation among programs

*__KPI__ = Key Performance Indicators - measures our progress
Source of Data for Monitoring Progress
Measurement / Frequency of Progress (e.g. 25% trained / year, 10% quarterly improvement)

Notes:

Action Plan/Cost-Benefit Analysis

Team: Co-Curricular Goal Number: 2 Date: Nov 2025

Youth Programs

Action Planned	Assigned To:	Target Date	Completed Date	*KPI
The district will work together to make high school and youth programs cohesive which would include camps for youth in order to improve participation	Director of Student Activities	Fall 2026	Spring 2027	Meeting for coaches to discuss ideas and expectations. Youth Camps scheduled for summer and/or school year of 2027-28

Costs to the District - $$ to be included in FY budget	Benefits to the District - once completed
Time for meeting(s) and planning for camps Cost of funding camps could mean supplemental contracts for coaches and any other staff. Miscellaneous Expenses involved. **Recommended budget line item = $10,000**	*Develop some alignment for Youth Programs *Introduce more opportunities for students. *Keep students excited about being involved.

*__KPI__ = Key Performance Indicators - measures our progress
Source of Data for Monitoring Progress
Measurement / Frequency of Progress (e.g. 25% trained / year, 10% quarterly improvement)

Notes:

Action Plan/Cost-Benefit Analysis

Team: Co-Curricular Goal Number: 2 Date: Nov 2025

Annual Council Meeting

Action Planned	Assigned To:	Target Date	Completed Date	*KPI
Implement a Council meeting to be held by end of March, for the purpose of sharing information and developing a balanced calendar of after school activiites. Council should include representatives from: athletics (coaches), Youth sports representative, Athletic Director, Librarian, Music, FFA, Calendar facilitator, K-5 Principal, 6-12 Principal...	Director of Students Activities	31-Mar-26	Annual Meetings Implemented 2026-27	A balanced calendar that allows for 90% participation of students in activities

Costs to the District - $$ to be included in FY budget	Benefits to the District - once completed
Time for meeting Potential for Stipend payments for after-school activities - Recommended Budget - $3,000	1. Ensuring everyone stays accountable. 2. Greater opportunity for students to be involved in multiple activities. 3. Less confusion among coaches, staff, students, and parents. 4. Enhanced communication and coopertation among programs.

*__KPI__ = Key Performance Indicators - measures our progress
Source of Data for Monitoring Progress
Measurement / Frequency of Progress (e.g. 25% trained / year, 10% quarterly improvement)

Notes:

Action Plan/Cost-Benefit Analysis

Team: Co-Curricular Goal Number: 2 Date: Nov 2025

Enrichment Time

Action Planned	Assigned To:	Target Date	Completed Date	*KPI
The district will implement a 30 minute, daily block of EnrichmentTime to provide students and advisors/teachers time for : academic support, club/team meetings, and creation of additional clubs to encourage student involvement. Create a communication plan to staff - how and why of implementation - seek input for effective implementation.	Guidance Advisors High School Principal Staff Director of Student Activities	Spring of 2026 Implement Enrichment Time School year 2026-27	review using survey and make needed adjustments Spring of 2027	Enrichment Time - Part of the 2026-27 schedule. Staff Communication Plan Implemented.

Costs to the District - $$ to be included in FY budget	Benefits to the District - once completed
Potential supplemental pay for person creating the written plan and communicating to staff/students. Use of copiers/paper. Minimal supplies needed for Falcon Time. Recommended Budget line item - $5,000	Provide more organization for increased participation in cirricular and co-curricular activities

*__KPI__ = Key Performance Indicators - measures our progress
Source of Data for Monitoring Progress
Measurement / Frequency of Progress (e.g. 25% trained / year, 10% quarterly improvement)

Notes:

Action Plan/Cost-Benefit Analysis

Team: Co-Curricular | Goal Number: 2 | Date: Nov 2025

Tracking System

Action Planned	Assigned To:	Target Date	Completed Date	*KPI
Create a tracking system to implement for the purpose of tracking student participation in curricula/clubs. Example: Concert Band, Quiz Bowl...and co-curricula activities in grades 7-12.	Technology Coordinator Director of Student Activities	Creation of a tracking system Spring, 2026. plan to begin tracking participation levels for the school year, 2026-27	May 2027	Data Tracking System Created. Annual Report - Spring, 2027

Costs to the District - $$ to be included in FY budget	Benefits to the District - once completed
zero $$ cost cost- time for indivduals involved in tracking	1. To track participation, to see if action plans are making an impact on increasing student participation. 2. To see if goal is being achieved of 90% participation by 2028. 3. Research suggests students involved in extra or co-curricular activities increases academic performance.

*__KPI__ = Key Performance Indicators - measures our progress
Source of Data for Monitoring Progress
Measurement / Frequency of Progress (e.g. 25% trained / year, 10% quarterly improvement)

Notes:

Goal 3: Strategies / Action Plans

Action Plan/Cost-Benefit Analysis

Team: Finance | Goal Number: 3 | Date: Dec, 2025

Levy Renewal

Action Planned	Assigned To:	Target Date	Completed Date	*KPI
Secure the passing of the levy renewal - 1% income tax. At some time in the future (no date committed), the district should review making this tax permanent - it generated approximately $1.9 million, financing needed for day-to-day operations of the district.	Supt Treasurer	May, 2026	FY27	Board votes to place on May, 2026 ballot - effective Janaury, 2027-December, 2029

Costs to the District - $$ to be included in FY budget	Benefits to the District - once completed
No cost to the district	Continued operations and financing of salary expansion - making the district more competitive.

*__KPI__ = Key Performance Indicators - measures our progress
Source of Data for Monitoring Progress
Measurement / Frequency of Progress (e.g. 25% trained / year, 10% quarterly improvement)

Notes:

Goal 4: Strategies / Action Plans

Action Plan/Cost-Benefit Analysis

Team: Finance | Goal Number: 4 | Date: Dec 2025

Staff Pay

Action Planned	Assigned To:	Target Date	Completed Date	*KPI
The district Treasurer will maintain a list of adjacent and county (Hardin, Hancock, and Wyandot) school districts with both entry level and high end level pay for support staff and certified teachers. The administration and Board of Education will work with union representatives to increase pay for staff, moving them into the 50 percentile of the list of schools maintained by the district.	Supt Treasurer	Begin with negotiations, 2028	July, 2035	1. Review Updated List of Salary Averages Annually 2. Review averages ahead of negotiations with unions 2028-2035

Costs to the District - $$ to be included in FY budget	Benefits to the District - once completed
Cost is unknown - TBD but additional increases will be substantial. Currently, Forecast Line 3.010: Personnel Salaries and Benefits is $6,058,139. Entry level certified staff is about $3,000 below average and veteran staff members are approximately $8,000 below the average.	1. The district will be able to attract and maintain talented staff. 2. Increase in staff morale as turnover rate declines. 3. Better equipped and trained staff - need for less training on entry level skills and knowledge and allowing for training on deeper content area and pedagogy skills. 4. Higher level of student outcomes: grades, college prep, post-secondary options, fewer interventions, potential for lower special education costs.

*__KPI__ = Key Performance Indicators - measures our progress
Source of Data for Monitoring Progress
Measurement / Frequency of Progress (e.g. 25% trained / year, 10% quarterly improvement)

Notes:

Goal 5: Strategies / Action Plans

Action Plan/Cost-Benefit Analysis

Team: Facilities Goal Number: 5 Date: Dec 2025

ADA Auditorium

Action Planned	Assigned To:	Target Date	Completed Date	*KPI
Put together plans to make modifications to make the current auditorium ADA compliant. Search grants for school district: see grant opportunities in Notes below	Supt Director of Operations Technology Coordinator	Sep-26	Dec-27	Inquire about grants, develop plan for project

Costs to the District - $$ to be included in FY budget	Benefits to the District - once completed
1. Time of person investigating/applying for grant 2. Cost with or without grant	1. Easier accessibility for all patrons 2. Safety of patrons

*__KPI__ = Key Performance Indicators - measures our progress
Source of Data for Monitoring Progress
Measurement / Frequency of Progress (e.g. 25% trained / year, 10% quarterly improvement)

Notes:
Key Grant Sources in Ohio
• Ohio Department of Education Grant Opportunities
The Department administers state and federal grants for school districts, community schools, and nonprofits. These can include facility improvement projects that enhance accessibility.

• Ohio Grants Partnership
This is the state's central hub for funding opportunities. Schools can search for grants related to infrastructure, accessibility, and compliance with ADA standards.

• Disability Grants in Ohio
Foundations and agencies offer grants (often up to $25,000) for nonprofits and government entities to improve accessibility and quality of life for people with disabilities. These can be applied toward projects like auditorium renovations, ramps, seating, and assistive technology.

• National ADA Compliance Grants
Beyond Ohio-specific programs, federal and private organizations provide funding for ADA compliance projects. These can cover structural modifications, accessible seating, signage, and assistive listening

Action Plan/Cost-Benefit Analysis

Team: Facilities Goal Number: 5 Dec. 2025

Increase parking

Action Planned	Assigned To:	Target Date	Completed Date	*KPI
Increase parking area by utilizing main parking lot and opening north doors. Purchase and install a gate at concession stand to funnel people.	Director of Operations Director of Student Activities	Jan.2026	Mar-26	Gate installed

Costs to the District - $$ to be included in FY budget	Benefits to the District - once completed
1. Cost of gate to be placed by the concession stand and signage for patrons attending athletic events	1. Allows for more parking 2. Closer walking distance from parking to door. 3. Allows for 1 ticket taker located in the original space

*__KPI__ = Key Performance Indicators - measures our progress
Source of Data for Monitoring Progress
Measurement / Frequency of Progress (e.g. 25% trained / year, 10% quarterly improvement)

Notes:

Action Plan/Cost-Benefit Analysis

Team: Facilities Goal Number: 5 Date: Dec 2025

Bleachers in Jr High gym

Action Planned	Assigned To:	Target Date	Completed Date	*KPI
Indepth Bleacher inspection in the Junior High Gym. Repair or replacement of bleachers as needed. Discuss option to use bleachers on the opposite side, move players, maybe move score table if possible	Supt Director of Operations	June, 2026 Repair needed ASAP	August, 2026	Contact of Bleacher Inspection Team

Costs to the District - $$ to be included in FY budget	Benefits to the District - once completed
1. Basic annual safety inspections by bleacher specialists often fall on the lower end ($300–$800), especially if bundled into a maintenance contract. 2. More in-depth structural evaluations (e.g., by a licensed engineer for older or larger bleachers) can reach $800–$1,500 or more. 3. Cost of Repairs to be determined, new bleachers cost for standard bleachers $60,000 - $80,000. Power is an additional $25K - $30K. (450 seats)	1. Safety issues 2. Decrease in exposure to liability due to an accidental fall.

*__KPI__ = Key Performance Indicators - measures our progress
Source of Data for Monitoring Progress
Measurement / Frequency of Progress (e.g. 25% trained / year, 10% quarterly improvement)

Notes:

Action Plan/Cost-Benefit Analysis

Team: Facilities Goal Number: 5 Date: Dec. 2025

Scoreboards

Action Planned	Assigned To:	Target Date	Completed Date	*KPI
All outside venue scoreboards will be in working order: football, soccer, softball, baseball	Supt Director of Student Activities Director of Operations	Jun-26	By season start for each venue	1. Plan submitted to Supt for inspection of scoreboards 2. Report by the AD to admnistration concerning scoreboard operations

Costs to the District - $$ to be included in FY budget	Benefits to the District - once completed
Approximate Costs 1. Football- may need fixed - $2,500 repairs 2. Soccer- may need replaced - $20,000 replace 3. Softball- may need replaced - $20,000 replace 4. baseball- may need fixed - $2,500 repairs	1. Helps overall appeal of District 2. Improves satisfaction of fans

*__KPI__ = Key Performance Indicators - measures our progress
Source of Data for Monitoring Progress
Measurement / Frequency of Progress (e.g. 25% trained / year, 10% quarterly improvement)

Notes:

Goal 6: Strategies / Action Plans

Action Plan/Cost-Benefit Analysis

Team: Facilities | Goal Number: 6 | Date: Dec 2025

Weight Room / Fitness Center Exploration

Action Planned	Assigned To:	Target Date	Completed Date	*KPI
Use a Community Facilities Committee to develop plans for weightroom (fitness center), locker rooms, restrooms, concession. Use architect to put together plans, pricing, viability of plans with idea for a wrestling room practice space	Supt Treasurer Director of Operations	Aug-26	May-27	Community Facilities Committee created, Architect/Engineer contacted

Costs to the District - $$ to be included in FY budget	Benefits to the District - once completed
Architectural costs will vary greatly and usually are paid as a % of the overall cost of the project. Retainer fee may be needed if want a completed plan prior to securing funding. $10,000 estimate.	1. More Student involvement 2. Improved facilities 3. Convenience to spectators - Concessions and restrooms 4. Reduction of injuries to student athletes with the training center

*__KPI__ = Key Performance Indicators - measures our progress
Source of Data for Monitoring Progress
Measurement / Frequency of Progress (e.g. 25% trained / year, 10% quarterly improvement)

Notes:

Goal 7: Strategies / Action Plans

Action Plan/Cost-Benefit Analysis

Team: Academics | Goal Number: 7 | Date: Dec 2025

Reduction of D and F List

Action Planned	Assigned To:	Target Date	Completed Date	*KPI
The staff will implement with integrity student academic interventions to reduce Semester D and F List by 10% in 2026-27 and by 5% per year in school years, 2027-28 and 2028-29. The D and F List will be measured and monitored by semester checks.	Principals Teachers	2026-27	May, 2029	Semester D and F List measurement

Costs to the District - $$ to be included in FY budget	Benefits to the District - once completed
1. Time for working on interventions and professional development for staff 2. Time for adminisntrators to evaluate progress.	1. Less students failing core academic courses. 2. Students receiving interventions - even students not identified with an IEP. 3. Overall improved academic performance - including raised scores on standardized testing.

*__KPI__ = Key Performance Indicators - measures our progress
Source of Data for Monitoring Progress
Measurement / Frequency of Progress (e.g. 25% trained / year, 10% quarterly improvement)

Notes:

Action Plan/Cost-Benefit Analysis

Team: Academics | Goal Number: 7 | Date: Dec 2025

Interventions Training

Action Planned	Assigned To:	Target Date	Completed Date	*KPI
1. K-5 Interventions Training: continue implementation of training in MTSS 2. 6-12 Training on academic interventions including the implementation of the MTSS program. 3. Shared google drive for teachers with a list of intervention tools. 4. Understanding the differences between modifications and interventions.	Special Education Department Grade Level IS Technology Coordinator Principals	2026-27	Training will be ongoing throughout this planning cycle - 100% teacher trained by 2029	50% trained May, 2027 80% trained May, 2028 100% trained May, 2029

Costs to the District - $$ to be included in FY budget	Benefits to the District - once completed
1. Time for professional development training of staff 2. Time of staff to provide training and tools for interventions	1. Less students failing core academic courses. 2. Students receiving interventions - even students not identified with an IEP. 3. Overall improved academic performance - including raised scores on standardized testing.

*__KPI__ = Key Performance Indicators - measures our progress
Source of Data for Monitoring Progress
Measurement / Frequency of Progress (e.g. 25% trained / year, 10% quarterly improvement)

Notes:

Action Plan/Cost-Benefit Analysis

Team: Academics Goal Number: 7 Date: Dec 2025

Parent Contacts

Action Planned	Assigned To:	Target Date	Completed Date	*KPI
All Teachers will make contact with parents (via email, text, or phone call) of students who are receiving either a D or an F at the mid-point of any quarterly grading period.	Principals	2026-27	May, 2027 and ongoing through this planning cycle - 2029.	List of D and F students and contact verification from teachers each quarter.

Costs to the District - $$ to be included in FY budget	Benefits to the District - once completed
Time from teachers to make contact with parents.	1. Less students failing core academic courses. 2. Students receiving interventions - even students not identified with an IEP. 3. Overall improved academic performance - including raised scores on standardized testing.

*__KPI__ = Key Performance Indicators - measures our progress
Source of Data for Monitoring Progress
Measurement / Frequency of Progress (e.g. 25% trained / year, 10% quarterly improvement)

Notes:

Action Plan/Cost-Benefit Analysis

Team: Academics Goal Number: 7 Date: Dec 2025

Student Surveys

Action Planned	Assigned To:	Target Date	Completed Date	*KPI
Creation of anonymous survey for students in grades 3-12 measuring engagement from the teacher - 2 Questions: did the student feel they were supported by the teacher and did the student feel comfortable approaching the teacher.	Building Principals	2026-27	May, 2027 and ongoing for the 2027-28 and 2028-29 school years	Creation of Surveys by the Tech - Google or similar platform

Costs to the District - $$ to be included in FY budget	Benefits to the District - once completed
Time for creation of survey	1. Less students failing core academic courses. 2. Students receiving interventions - even students not identified with an IEP. 3. Overall improved academic performance - including raised scores on standardized testing. 4. Improved relationships with students and parents

*__KPI__ = Key Performance Indicators - measures our progress
Source of Data for Monitoring Progress
Measurement / Frequency of Progress (e.g. 25% trained / year, 10% quarterly improvement)

Notes:

Action Plan/Cost-Benefit Analysis

Team: Academics Goal Number: 7 Date: Dec 2025

Bell Schedule

Action Planned	Assigned To:	Target Date	Completed Date	*KPI
K-5 will follow the MS and HS Bell Schedule for Lunches and Specials	High School Principal	2026-27	May, 2027 and ongoing as needed according to evaluation	Monitor and change as needed

Costs to the District - $$ to be included in FY budget	Benefits to the District - once completed
No Costs	1. cohesiveness of staff and scheduling, K-12

*__KPI__ = Key Performance Indicators - measures our progress
Source of Data for Monitoring Progress
Measurement / Frequency of Progress (e.g. 25% trained / year, 10% quarterly improvement)

Notes:

Goal 8: Strategies / Action Plans

Action Plan/Cost-Benefit Analysis

Team: Technology Goal Number: 8 Date: Dec, 2025

Artificial Intelligence Policy

Action Planned	Assigned To:	Target Date	Completed Date	*KPI
Policy for integration of Artificial Intelligence into the general curriculum across all grade levels at Riverdale	Supt Technology Coordinator	August, 2026	May, 2027	1. Meeting agendas and notes 2. Draft of policy January 30, 2027

Costs to the District - $$ to be included in FY budget	Benefits to the District - once completed
No monetary Investment needed at this time - may need stipends for drafting and finalizing of the policy as well as the professional development (if any) needed to roll out to the staff	1. Clear expectations for staff and students 2. Students learn ethical standards for use of Artificial Intelligence in school and workplace

*__KPI__ = Key Performance Indicators - measures our progress
Source of Data for Monitoring Progress
Measurement / Frequency of Progress (e.g. 25% trained / year, 10% quarterly improvement)

Notes:

Action Plan/Cost-Benefit Analysis

Team: Technology Goal Number: 8 Date: Dec. 2025

Videotaping Technology - Community Education

Action Planned	Assigned To:	Target Date	Completed Date	*KPI
Videotaping Technology within the school building for Community Education: 1. Showcase Technology currently used 2. Highlight additional technology needs for student education 3. Create QR codes for Falcon Flyer and post in additional places, linking to videos for community education	High School Principal Technology Coordinator Director of Student Activities	August, 2026	Work on throughout school year completed - Spring, 2027 implement 2027-28	*Community Feedback *Staff and student feedback *Hits on videos - website

Costs to the District - $$ to be included in FY budget	Benefits to the District - once completed
1. $5,000 annual budget - FY 27, FY28, FY 29 2. Upfront costs for go pro cameras, ipads, possible additional video equipment = $5,000 - (FY27 only)	1. Continuing Education to community, staff, and students on advancements in district technology 2. Ease of use for community 3. Potential to attract students and families to district for educational opportunities 4. Opportunity to communicate additional needs for student education in technology

*__KPI__ = Key Performance Indicators - measures our progress
Source of Data for Monitoring Progress
Measurement / Frequency of Progress (e.g. 25% trained / year, 10% quarterly improvement)

Notes:

Action Plan/Cost-Benefit Analysis

Team: Technology Goal Number: 8 Date: Dec, 2025

Community Education Event - Back to School Night

Action Planned	Assigned To:	Target Date	Completed Date	*KPI
Plan a Commnity Education Night showcasing the use of technology within the district and potentially communicating additional needs	Supt Administration	May, 2027	August - Back to School Night, 2027-28 school year	*Report to the administration - August 1, 2027 from Tech Coorinator *Number of Participants Attending

Costs to the District - $$ to be included in FY budget	Benefits to the District - once completed
1. Stipends for staff involved in putting together the program - $1,500 in FY28, FY29 2. Food for staff and attendees on Back-to-school night - $500 FY28, FY 29	1. Continuing Education to community, staff, and students on advancements in district technology 2. Potential to attract students and families to district for educational opportunities 3. Opportunity to communicate additional needs for student education in technology

*__KPI__ = Key Performance Indicators - measures our progress
Source of Data for Monitoring Progress
Measurement / Frequency of Progress (e.g. 25% trained / year, 10% quarterly improvement)

Notes:

Action Plan/Cost-Benefit Analysis

Team: Technology Goal Number: 8 Date: Dec, 2025

Technology Fund

Action Planned	Assigned To:	Target Date	Completed Date	*KPI
Creation of budget line item in amount of $50,000 annuallyfor FY27, FY28, FY29 to fund technology within the district	Supt Treasurer	Budget Planning, May, 2026	Prior to Budget Approval, July 1, 2026 - ongoing for following 2 years	*Treasurer put in the draft budget *Supt. Communicates to the staff *Annual Report submitted to Board of Education

Costs to the District - $$ to be included in FY budget	Benefits to the District - once completed
$50,000 / annual budget = $150,000 total for FY 27-FY29	1. Improved technology skills for students 2. Improved education for online etiquette 3. Improved cyber security

*__KPI__ = Key Performance Indicators - measures our progress
Source of Data for Monitoring Progress
Measurement / Frequency of Progress (e.g. 25% trained / year, 10% quarterly improvement)

Notes:

Action Plan/Cost-Benefit Analysis

Team: Technology Goal Number: 8 Date: Dec, 2025

New Staff - STEM Teachers

Action Planned	Assigned To:	Target Date	Completed Date	*KPI
1. Hire a 6-12 staff member qualified to teach STEM - FY27 2. Hire a K-5 staff member qualified to teach STEM - FY28	Supt	June, 2026	Start of School year, 2027-28	*Creation of positions by Central office and Board of Education *Posting of Position *Hiring of staff

Costs to the District - $$ to be included in FY budget	Benefits to the District - once completed
*$90,000 FY27 *$180,0000 FY28 *$190,000 FY29 *ongoing	1. Improved intrinsic motivation for student learning - hands-on classes and something of interest to students 2. Keep students on level or better with surrounding school districts - makes Riverdale more competitive in educational opportunities. 3. Make the district more attractive to new students and families - keeps students in classes on Riverdale campus.

*__KPI__ = Key Performance Indicators - measures our progress
Source of Data for Monitoring Progress
Measurement / Frequency of Progress (e.g. 25% trained / year, 10% quarterly improvement)

Notes:

Action Plan/Cost-Benefit Analysis

Team: Technology Goal Number: 8 Date: Dec, 2025

Cyber Security - Staff Education

Action Planned	Assigned To:	Target Date	Completed Date	*KPI
By the beginning of the 2026-27 school year 100% of staff will complete monthly cyber-security training.	Supt Technology Coordinator	August, 2026	May, 2027 ongoing for school years 2027-28 and 2028-29	*Monthly updates from Tech Director to Administration

Costs to the District - $$ to be included in FY budget	Benefits to the District - once completed
Stipend of $50/staff member for each of the fiscal years, 2027, 2028, 2029 - total cost $7,500/year with total cost = $22,500.	1. Personal Protection for Staff 2. Financial Protection for the district 3. Protection of students to online predators and other dangers

*__KPI__ = Key Performance Indicators - measures our progress
Source of Data for Monitoring Progress
Measurement / Frequency of Progress (e.g. 25% trained / year, 10% quarterly improvement)

Notes:

Action Plan/Cost-Benefit Analysis

Team: Technology Goal Number: 8 Date: Dec, 2025

Additional Training Days for Staff

Action Planned	Assigned To:	Target Date	Completed Date	*KPI
Work with REA and OAPSE unions to negotiate additional training days for staff. Front load these days for implementation of new initiatives and training days for technology and cyber-security.	Supt Treasurer	Next Bargaining unit negotiations, 2028-29??	To Be Determined	Future Negotiations with staff

Costs to the District - $$ to be included in FY budget	Benefits to the District - once completed
To Be Determinied - negotiated item.	1. Implementation of District Initiatives with Integrity 2. Implement and Apply new technology 3. Increased security for staff and students

*__KPI__ = Key Performance Indicators - measures our progress
Source of Data for Monitoring Progress
Measurement / Frequency of Progress (e.g. 25% trained / year, 10% quarterly improvement)

Notes:

RIVERDALE LOCAL SCHOOLS
STRATEGIC PLAN COST ESTIMATES

Request	Estimated Annual Cost	Fiscal Year of Expenditure	Recurring?	Fund	Estimated 10-Year Cost	Notes
Increase Teacher Base Pay By 5% At Next Round of Negotiations	$ 106,000	2029	Yes	General	Too Many Variables	Marginal Increase From 2.5% to 5% Raise From FY28 to FY29
Purchase Gates To Utilize Both Parking Lots For Indoor Events	$ 1,500	2026	No	General	$ 1,500	
Replace/Repair Bleachers in JH Gym	$ 15,311	2026	No	CI	$ 15,311	Replaced
Replace Various Scoreboards	$ 10,000	2027-2030	Yes	CI	$ 50,000	Cycle Replacements
Facility Feasibility Study For An Athletic Complex	$ 20,000	2027	No	CI	$ 3,000,000	If Project Comes To Fruition
Increased Advertising/Communications	$ 10,000	2027	Yes	General	$ 28,000	$10K initially; $2k/year thereafter
Additional Communications Training For Staff	$ 500	2027	No	General	$ 500	
Hire A Full-Time Public Relations Specialist	$ 69,317	2027	Yes	General	$ 759,003	$20/hr, 235 Days, Family Plan
Periodically Host Community Education Nights	$ 2,000	2028	Yes	General	$ 20,000	
Create A Technology Innovation Fund	$ 50,000	2027	Yes	General	$ 72,500	Replenish 5%/Year
Hire A Full-Time K-5 STEM Teacher	$ 84,125	2028	Yes	General	$ 921,143	15th Percentile W/Family Plan
Hire A Full-Time 6-12 STEM Teacher	$ 84,125	2027	Yes	General	$ 921,143	15th Percentile W/Family Plan
Cyber Security Training Incentives	$ 7,500	2027	Yes	General	$ 78,061	2% Increase Every Two Years
Add Professional Development Days For Teachers	TBD	2027	Yes	General		Negotiated
Host Youth Sports Camps	$ 10,000	2027	Yes	General	$ 104,081	2% Increase Every Two Years
Create An Athletic Council With Stipends For Members	$ 3,000	2027	Yes	General	$ 31,224	2% Increase Every Two Years
Reimplement Falcon Time	$ 5,000	2027	No	General	$ 5,000	