Using results from surveying over 950 people within Oneonta City Schools, the following financial priorities were recognized:

TOP STAKEHOLDER FINANCIAL PRIORITIES

- Provide adequate funding of classrooms and school supplies
- Provide additional teaching units for elective courses
- Provide funding for ongoing technology needs
- Provide for recruiting, hiring, and retaining quality teachers
- Provide equal facilities for all sports, including air-conditioned gyms

A Strategic Plan was developed by a cross-functional team and proposed the following Mission, Vision, and Beliefs:

MISSION

"Committed to Excellence" for our students and community

VISION

OCS, a small school system rich in tradition and community pride, will ensure each student reaches his or her potential through an unparalleled educational system characterized by an engaging environment, quality instruction, a highly-qualified staff, and a high level of community support.

BELIEFS

Oneonta City Schools' students, faculty, and staff believe that:

- All students have the potential to be successful, prepared graduates.
- All students deserve a challenging curriculum and effective instruction that fosters student engagement.
- All students are given equitable opportunities to learn in a safe and secure learning environment.
- All students should have access to state-of-the-art facilities, technology, and resources.
- All students deserve diverse opportunities in academics, arts, and athletics.
- Character, ethics, and positive relationships are important components of a well-rounded education.
- Our community has a responsibility to encourage and contribute to the education of our students.
- OCS is the foundation of our community.

Stakeholder measures to determine quality of education provided:

- Number of graduates going on to post-secondary education and number of college/technical school completers
- Graduation rate
- Number and amount of scholarships offered to graduating seniors
- Test scores, student data, state rankings, and comparison with other school systems
- Quality of graduates

Successful OCS graduates will demonstrate:

- Proficiency in life skills, including organizing, goal setting, time management, and financial literacy
- Proficiency in perseverance, self-motivation, initiative, and resiliency
- Strong academic foundations in core classes
- Proficiency in language skills, such as reading, writing, speaking, and listening
- Proficiency in critical thinking and problem solving skills

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The following strengths, challenges, opportunities, and threats were identified for Oneonta City Schools:

STRENGTHS

- Organizational culture conducive to high performance
- High-performing science department
- Technology infrastructure in place and technology usage on target
- Disaster/emergency planning in place
- Proactive superintendent and BOE
- Supportive school foundation
- Safe, secure learning environment
- Core course test scores above state averages
- Learning gains in math
- Parental engagement and support
- Leadership promotes legal and ethical behavior
- Student learning exceeds targets
- Self-awareness and identification of system challenges
- Ongoing stakeholder communication
- Committed administrative leadership
- Attractive to out-of-district families
- Strong student engagement
- System commitment to continuous improvement
- Support for additional arts education
- Understood need for more funding

TOP CHALLENGES OVER THE NEXT 5 YEARS

- Providing adequate funding for school system needs
- Providing a wider range of electives (including Pre-K)
- Keeping up with technology changes
- Ensuring all students are prepared for college and career
- Recruiting quality teachers
- Improving school facilities

OTHER CHALLENGES

- Reading scores do not show expected improvement
- Improve K-12 math instruction to achieve upper level success.
- Budget performance does not meet district targets
- Lack of consistent communication with all stakeholders despite efforts
- Inadequate administrative and support staff to meet needs
- Lack of parental involvement in development of school plans
- Trouble communicating school/academic expectations
- No clear district mission and vision with new superintendent
- Inadequate public relations efforts
- Inadequate state and local financial support
- Implementation of state and federal requirements is burdensome
- Difficulty to recruit and retain teachers
- Inadequate infrastructure and aging facilities
- Recent denial of foundation grant to be used for 1-to-1 expansion

OPPORTUNITIES

- Forming of group to maintain communication with legislators
- Using student to assist with websites
- Building partnerships with Wallace State, City of Oneonta, and others
- Recruiting teachers through job fairs and other contacts
- Increasing funding through property and/or sales tax
- Developing grant opportunities
- Promoting school as significant catalyst for economic development
- Promoting neighborhood and residential development

THREATS

- Community reluctance to raise taxes
- State policies and legislative actions that undermine school effectiveness
- Fewer quality teaching candidates
- PR and communication challenges due to lean staffing
- Implementation of charter schools
- Lack of community understanding of system challenges
- Uncertainty/lack of state funding
- Lack of economic growth and development

STRATEGIC OBJECTIVES

1. **Provide educational opportunities that enlighten and inspire students to continuously demonstrate growth, reach their full potential, and engage in lifelong learning.**

    1.1. Provide excellent instruction that is challenging, engaging, and relevant.

    1.2. Promote critical thinking and problem-solving skills through the use of practical, authentic learning experiences.

    1.3. Enrich core academic instruction through appropriate technology tools and resources.

    1.4. Provide a strong academic foundation that demonstrates growth toward college and career readiness.

    Key Performance Indicators: State testing; Classroom observation; College and career readiness indicators; Student surveys

2. **Maintain a positive, productive, and collaborative relationship with our community and stakeholders.**

    2.1. Encourage clear, convenient, and systematic communication between stakeholders and the school.

    2.2. Provide a variety of opportunities for parental involvement in the educational process.

    2.3. Develop and maintain meaningful community partnerships to enhance and showcase student activities.

    2.4. Promote school system advantages and successes.

    Key Performance Indicators: Surveys; Number of partnerships; Sign-in sheets and agendas; Number of parents involved; Number of website/social media hits; Number of newspaper articles; Marketing materials

3. **Maintain highly qualified personnel through recruitment, development, and retention.**

    3.1. Provide high quality, student-focused, and ongoing professional development opportunities for faculty and staff.

    3.2. Proactively seek talent.

    3.3. Provide a positive environment where our faculty and staff know they are valued.

    Key Performance Indicators: Surveys; Job fairs; Number of applicants; Retention rate; Professional development offerings and evaluations

4. **Acquire and maintain efficient use of funds to maximize outcomes for students and support sustainable growth.**

    4.1. Identify and pursue cost-saving measures and additional sources of revenue.

    4.2. Work with city and state government officials to increase available school system funds.

    4.3. Ensure that student success drives all resource allocation decisions.

    Key Performance Indicators: Funding per student; Number of successful grants; Costs

5. **Maintain a comprehensive support system that ensures a safe and secure learning environment for all students.**

    5.1. Maintain a comprehensive counseling and guidance program that supports the needs of all students.

    5.2. Provide a positive school culture that respects the values, traditions, and needs of all students.

    5.3. Ensure use of school and local security measures at 100%.

    Key Performance Indicators: Surveys; Facility reviews; Compliance monitoring; Safety plan reviews