



# STRATEGIC PLAN

2017 - 2022

 Every Student Empowered  Every Student Succeeds 

**Richard E. Dennis**  
Superintendent

# Elmore County Board of Education

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## A Message from the Superintendent

On behalf of our school system and school board, we are pleased to present an updated five-year strategic plan. The plan reflects the three major goals – effective leadership, student learning, and allocation of resources – that drive our continuous improvement efforts in Elmore County.

Our purpose in Elmore County Schools is:

### **Every Student EMPOWERED – Every Student SUCCEEDS**

*Effective leadership* is necessary to meet the demands of continuous improvement. We believe that all staff members contribute to the overall positive educational environment and experiences provided to our students. We strive to create a climate conducive to professional growth for both administrators and teachers which, in turn, will promote the continued academic success of our students. The strategies and action steps in this goal will guide our efforts to continually improve our organizational effectiveness.

*Student learning* is the primary expectation of our system and its schools and programs. Our goal is to establish a learning culture built on high expectations for learning and provide quality programs and services. We constantly seek to engage our learners with a curriculum that is challenging and promotes critical thinking and real-world problem-solving skills. We will analyze results and use that data to strengthen the system's impact on teaching and learning.

*Resources* will be aligned to our stated purpose and distributed equitably to adequately and effectively address the needs of the system. Use of resources in all areas, including safety, facilities and technological infrastructure, transportation, instruction, human resources, professional development, etc., is constantly evaluated to ensure appropriate funding, sustainability, and system effectiveness.

The goals contained in this plan comprise the “three-legged stool” of our school system – effectiveness in all three areas is essential to achieve our goals. We are committed to excellence and constantly strive to improve in each area to ensure that we are equipped to fulfill the purpose for which Elmore County Public Schools exists – empowering our students for success.



Richard E. Dennis  
Superintendent

# Goal I: Leadership

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**Objective:** *Build leadership effectiveness to achieve the district's purpose.*

Strategy 1.1 Utilize purpose statement to guide decisions.

Action Steps:

1. Review/revise purpose statement. [Annually]
2. Incorporate the purpose statement at the beginning of district- and school-level meetings. [Ongoing]
3. Include the purpose statement on district- and school-level written and electronic communications. [Ongoing]
4. Prominently display the purpose statement on district and school websites and in district facilities, school common areas, and classrooms. [Ongoing]

Strategy 1.2 Establish and maintain policies and procedures to support system and school effectiveness.

Action Steps:

1. Review and approve policy manual. {Annually}
2. Develop/revise policies as needed or required by law.
3. Develop/revise procedures as needed.

Strategy 1.3 Ensure compliance with Code of Ethics.

Action Steps:

1. Ensure that all employees are aware of the Code of Ethics and expectations regarding appropriate conduct as outlined in the Employee Handbook. [Annually at beginning of school year]
2. Provide professional development to all employees regarding Code of Ethics. [Annually]

Strategy 1.4 Engage in ongoing planning, assessment, and communication of results to improve student learning and professional practice.

Action Steps:

1. School data meetings will be held on each campus, by grade level or department. [Quarterly]
2. Each principal will conduct a "State of the School" meeting on his/her campus. [Annually at beginning of school year]
3. Principals will present academic achievement data for his/her school. [Minimum of one board meeting each school year]
4. Superintendent will meet individually with each principal to review students' academic performance. [Fall and spring]
5. Provide ongoing professional development regarding assessments, data analysis, and use of data to improve instruction. [Ongoing]

Strategy 1.5 Implement district- and school-wide initiatives that promote and sustain shared leadership, positive relationships, and employee morale.

Action Steps:

1. Provide district support of school interests/programs/initiatives (e.g. STEM at Wetumpka Elementary School; implemented 2017-2018). [Ongoing]
2. Develop and utilize campus leadership teams. [Ongoing]
3. Conduct annual Leadership Retreat for district- and school-level administrators. [June/July]
4. Review/increase/implement new supplements for extracurricular activities. [Annually, Aug/Sept]

5. Place additional staff to meet identified needs at the school level. [Annually, March-June]

Strategy 1.6 Provide learning experiences to support the growth and advancement of all employees.

Action Steps:

1. Provide professional development in various formats and venues to meet specific needs and/or achieve identified goals of all employee groups. [Ongoing]
2. Support school-level professional development efforts. [Ongoing]

Strategy 1.7 Solicit input from stakeholders on all aspects of the educational environment.

Action Steps:

1. Conduct surveys of stakeholder groups: teachers, staff, parents, students. [Annually, February]
2. Seek input from various advisory committees including Superintendent's Student Advisory Council, Federal Programs Comprehensive Advisory Council (encompasses ESL, Parent Engagement, Title I, Title II/Professional Development), Career-Technical Education Advisory Council, textbook adoption committees, Student Handbook & Code of Conduct Committee, Technology Plan Committee, and Data Governance Committee, etc. [Ongoing]

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## Goal 2: Learning

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**Objective:** *Ensure rigorous curriculum and meaningful experiences that meet the individual needs of each student.*

Strategy 2.1 Implement and maintain a district-wide framework for curriculum that is aligned vertically and horizontally with the Alabama College and Career Ready Standards.

Action Steps:

1. Utilize curriculum/pacing guides developed by committees of grade-level or subject-area teachers and based on the Alabama College and Career Ready Standards; review/revise guides. [Annually, Feb-June]
2. Utilize elementary and secondary Management of Curriculum Guides to provide guidance and structure in the daily operation of classrooms. [Annually, Feb-June]

Strategy 2.2 Implement a system for formative assessments in grades K-12 to measure students' progress toward mastery of standards.

Action Steps:

1. Utilize various standardized assessments that are grade-level appropriate to measure students' progress such as STAR (K-2), Scantron Performance Series (3-8), and teacher-developed common assessments (9-12). [Frequency varies by assessment]
2. Ensure that classroom/school-level tests are correlated to the appropriate curriculum/pacing guide(s). [Annually]

Strategy 2.3 Provide opportunities for students to identify strengths and interests for future educational and career planning.

Action Steps:

1. Utilize Kuder Career Planning System, beginning in 5<sup>th</sup> grade, under the direction of school counselors. [Ongoing]
2. Utilize the required Career Preparedness course to maximize opportunities for students to identify strengths and interests and explore careers. [Ongoing]
3. Provide opportunities for students to explore college and/or career options such as an annual county-wide College & Career Day for high school seniors, tours of the Elmore County Technical Center for all 9<sup>th</sup> graders to present program offerings and generate interest, presentations/programs provided by the Career Coach, career days in the schools, etc. [Ongoing]

Strategy 2.4 Provide professional development to support the effective delivery of a rigorous curriculum.

Action Steps:

1. Utilize internal resources to provide targeted professional development such as instructional coaches, members of the Teacher Leader Academy, and other staff with specialized knowledge/expertise, as needed. [Ongoing]
2. Utilize external resources for professional development in key areas such as Balanced Literacy (K-4), Alabama Math, Science, & Technology Initiative (AMSTI; K-8), Science in Motion (9-12), Laying the Foundation (LTF; 5-8), Advanced Placement Summer Institute (APSI; 9-12), and others, as needs are identified. [Ongoing]

Strategy 2.5 Utilize data to inform instruction.

Action Steps:

1. Utilize various data sources: administrator walkthroughs/informal observations, eleot® classroom observations, student academic progress data, etc. [Quarterly]
2. Utilize various methods to analyze and share data: grade-level/departmental data meetings, school-level data meetings, school data rooms, school data presentations by principals in Board meetings, administrative meetings with superintendent/principal/curriculum director to review critical school information, etc. [Ongoing, quarterly]

Strategy 2.6 Expose students to the four disciplines in the arts program (visual, music, dance, theater) to promote creativity, critical thinking, and develop problem solving skills.

Action Steps:

1. Provide music teachers for K-4 students. [Daily]
2. Increase students' exposure to the arts through appropriate field trip opportunities. [Daily]
3. Provide opportunities for students to participate in drama performances, choral groups, dance teams, bands, etc. [Daily]
4. Incorporate the various arts as options in classroom assignments/projects. [Daily]
5. Establish additional supplements for sponsors of arts-related clubs/activities. [As needed]

Strategy 2.7 Employ processes to identify and address the needs of students who need additional assistance, services, and resources.

Action Steps:

1. Systematically utilize the Child Find program to identify children who may be eligible for services and refer them to Alabama's Early Intervention System. [Annually, October]
2. Provide a Student Services Facilitator in each attendance area to coordinate the special education referral process. [Ongoing]
3. Utilize Response to Instruction (RTI)/Problem-Solving Teams on each campus. [Ongoing]
4. Utilize the Helping Families Initiative and other resources to provide support for students most at-risk of dropping out of school. [Ongoing]
5. Provide students with additional academic support through after-school tutoring, 21<sup>st</sup> Century Community Learning Center programs, peer tutoring, and other activities, as appropriate. [Ongoing]
6. Provide advanced academic opportunities for students through the Gifted and Talented Education (GATE) program (grades 2-6) and advanced course offerings (grades 7-12). [Ongoing]

## Goal 3: Resources

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**Objective:** *Allocate resources to meet the needs of stakeholders.*

Strategy 3.1 Attract and recruit high-quality personnel.

Action Steps:

1. Develop relationships with teacher education programs at local universities. [Ongoing]
2. Participate in career fairs and other recruiting opportunities through local universities. [Ongoing]
3. Host “Meet & Greet” events within the district each spring to attract applicants and conduct interviews. [Annually]
4. Provide professional development for administrators regarding hiring, recruiting, and retaining high-quality personnel. [Ongoing]
5. Offer supplements for sponsors of extracurricular activities. [Ongoing]

Strategy 3.2 Utilize induction, mentoring, and coaching programs for new staff.

Action Steps:

1. Conduct new teacher orientation prior to the start of each school year. [Annually]
2. Assign a mentor to every first-year teacher as required by the Alabama State Department of Education. [Annually]
3. Utilize retired teachers to serve as paid part-time mentors to support novice teachers. [Ongoing]
4. School administrators and instructional coaches serve as lead mentors on each campus. [Ongoing]

Strategy 3.3 Increase the social, emotional, and physical well-being of staff members to promote a healthy learning environment.

Action Steps:

1. Offer multiple wellness clinics for employees and dependents provided by the Alabama Department of Public Health in various locations throughout the school year. [Ongoing]
2. Contract with American Behavioral to provide employee assistance program services at no charge to all employees. [Ongoing]
3. Support team-building opportunities on each campus, within school zones, and county-wide to bolster employee morale. [Ongoing]

Strategy 3.4 Analyze student needs to determine most effective utilization of staff.

Action Steps:

1. Utilize Glimpse K-12 program to evaluate activities to impact student achievement and optimize time and financial resource allocations around products, programs, and services proven to drive student outcomes. [Ongoing]
2. Hold administrative/personnel planning meetings each spring to evaluate staffing based on ADM and earned units. [Ongoing]
3. Review IEPs to determine appropriate placement of paraprofessionals. [Ongoing]

Strategy 3.5 Integrate technology resources into all aspects of the organization.

Action Steps:

1. Utilize eleot® observations to identify areas of focus for technology integration in classrooms. [Ongoing]
2. Utilize various funding sources to support increased instructional technology on school campuses. [Ongoing]
3. Utilize various technology programs to support the management and operational functions of the

school system including Registration Gateway (student registration portal), Raptor (visitor management), Remind (communication tool for students, parents, and staff), Glimpse K-12 (educational return on investment software), Virtual Alabama (school safety/emergency operations program), etc. [Ongoing]

4. Utilize online surveys to gather stakeholder feedback. {Annually]
5. Implement a lease/purchase program to provide up-to-date computer hardware and software to all schools and departments. [Ongoing]
6. Provide ongoing professional development on technology topics, as needed.

Strategy 3.6 Develop a district-wide system to meet, manage, and respond to the daily and emergent health care needs of students and faculty.

Action Steps:

1. Provide a licensed nurse on every school campus during the school day. [Ongoing]
2. Provide nursing coverage for critical needs students involved in after-school/extracurricular activities and on field trips. [Ongoing]
3. Utilize health care plans for students as required by law and Alabama Department of Education school nursing regulations. [Ongoing]
4. Contract with American Behavioral to provide employee assistance program services at no charge to all employees. [Ongoing]
5. Implement a cooperative agreement with the Elmore County Department of Mental Health to provide services to identified students. [Ongoing]
6. Utilize the Elmore County Alternative Programs, as appropriate, for placement of students with mental health needs that cannot be addressed at the base campus. [Ongoing]

Strategy 3.7 Establish and monitor district-wide safety measures to ensure the well-being of all stakeholders.

Action Steps:

1. Develop and maintain school safety/emergency operations plans via Virtual Alabama. [Ongoing]
2. Conduct required disaster and evacuation drills. [Ongoing, per SDE requirements]
3. Utilize Raptor visitor management program. [Ongoing]
4. Utilize school resource officers in middle and high schools. [Ongoing]
5. Utilize School Dude for technology and maintenance work orders. [Ongoing]
6. Consistently apply Code of Conduct for students. [Ongoing]
7. Communicate high expectations for all staff and students. [Ongoing]

Strategy 3.8 Expand current resources and training for faculty and students to strengthen a positive school culture and climate.

Action Steps:

1. Encourage and support team building activities for students and staff. [Ongoing]
2. Ensure all certified staff complete required Lee vs. Macon training to reduce disparities of minority children identified for special education and related services. [Ongoing]
3. Utilize the Learning Supports framework to address barriers to teaching and learning and re-engage disconnected students. [Ongoing]
4. Implement Positive Behavioral Interventions & Supports (PBIS) to improve social, emotional, and academic outcomes for all students. [Ongoing]

Strategy 3.9 Utilize shared decision making to facilitate the budgeting/spending process.

Action Steps:

1. Hold administrative/personnel planning meetings each spring to evaluate staffing based on ADM and earned units. [Annually]
2. Conduct training for department heads on the budgeting process, reading and interpreting accounting reports, coding, etc. [Annually]
3. Provide department heads with real-time access to budget information. [Ongoing]
4. Provide monthly budget reports to department heads.
5. Conduct training for bookkeepers a minimum of twice per year.
6. Develop and implement a Local Schools Financial Procedures Manual. [Ongoing]
7. Implement annual local school budgeting process for state allocations in the areas of technology, professional development, and library enhancement. [Ongoing]

Strategy 3.10 Maximize efficiency, service levels, and effectiveness of district operations and business processes.

Action Steps:

1. Develop procedures when needed to ensure consistency in operations and processes.
2. Develop Extracurricular Activities Handbook & Coaches Manual to serve as a guide regarding expectations and responsibilities of roles and applicable rules and regulations. [Review/revise annually]
3. Utilize School Dude, an online program to manage work orders for the technology and maintenance departments. [Ongoing]
4. Utilize Google and Microsoft OneDrive to share documents. [Ongoing]
5. Utilize Employee Self Service (ESS) system for employee access to payroll information. [Ongoing]
6. Implement mandatory direct deposit for all full-time employees. [January 2018, ongoing]
7. Utilize Glimpse K-12 for data collection and analysis to determine return on investment. [Ongoing]
8. Utilize budgeting and payroll software to maximize accuracy and efficiency. [Ongoing]

Strategy 3.11 Systematically upgrade and maintain campuses, facilities, and equipment to provide every student a safe and efficient learning environment.

Action Steps:

1. Develop and implement a 5-year capital plan. [Review/update annually]
2. Conduct facilities audits. [Annually/as needed]
3. Utilize lease/purchase options, when appropriate, to maximize capacity to provide the most up-to-date equipment possible (e.g. 4-year computer lease/purchase plan, school bus lease/purchase plan).
4. Establish schedule for replacement of older county vehicles, including driver education cars. [February 2018, in progress]

Strategy 3.12 Provide resources and professional development to improve professional practices, student performance, and organizational effectiveness.

Action Steps:

1. Utilize Glimpse K-12 program to evaluate activities to impact student achievement and optimize time and financial resource allocations around products, programs, and services proven to drive student outcomes. [Ongoing]
2. Provide Learn360, a streaming multimedia resource for grades K-12. [Ongoing]
3. Utilize Canvas, an open-source learning management system, to support integration of digital tools in K-12 classrooms. [Ongoing]
4. Utilize financial/payroll software to streamline operations and provide employee payroll information electronically. [Ongoing]