



STRATEGIC PLAN

2017 - 2022

 Every Student Empowered  Every Student Succeeds 

Richard E. Dennis
Superintendent

Updated August 2018

Elmore County Board of Education

Richard E. Dennis
Superintendent

Jason M. Mann
Chief Financial Officer

100 H. H. Robison Drive
P. O. Box 817
Wetumpka, Alabama 36092

Telephone: (334) 567-1200
Fax: (334) 567-1405
www.elmoreco.com

BOARD MEMBERS
Michael Morgan, President
Dale Bain, Vice President
Leisa Finley
Kitty Graham
Joey Holley
Mark Nelson
Patrycya Lowery Tucker

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:

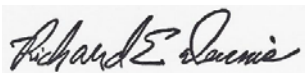
Every Student EMPOWERED – Every Student SUCCEEDS

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

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

Strategy 1.1 Utilize purpose statement to guide decisions.

| Action Steps | Responsible | Timeline |
|---|--|-------------------|
| a. Review/revise purpose statement. | Committee of representatives from stakeholder groups | Annually in April |
| b. Incorporate the purpose statement at the beginning of district- and school-level meetings. | District and school administrators | Ongoing |
| c. Include the purpose statement on district- and school-level written and electronic communications. | All staff | Ongoing |
| d. Prominently display the purpose statement on district and school websites and in district facilities, school common areas, and classrooms. | District and school administrators, teachers | Ongoing |

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

| Action Steps | Responsible | Timeline |
|--|--|--|
| a. Review and approve policy manual. | Board Members, Superintendent, district administrators | Annually in June |
| b. Develop/revise policies. | Board Members, Superintendent, district administrators | As needed and/or required by law |
| c. Develop/revise procedures. | Superintendent, district administrators | As needed/in conjunction with policy adoption or revision. |
| d. All employees review policies and procedures. | Superintendent, district and school administrators | Beginning of each school year |

Strategy 1.3 Ensure compliance with Code of Ethics.

| Action Steps | Responsible | Timeline |
|---|------------------------------------|-------------------------------|
| a. Ensure that all employees are aware of the Code of Ethics and expectations regarding appropriate conduct as outlined in the Employee Handbook. | District and school administrators | Beginning of each school year |
| b. Provide professional development to all employees regarding Code of Ethics. | District and school administrators | Beginning of each school year |

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

| Action Steps | Responsible | Timeline |
|---|---|-------------------------------|
| a. School data meetings will be held on each campus, by grade level or department. | Principal | Minimum once per quarter |
| b. Each principal will conduct a “State of the School” meeting on his/her campus. | Principal | Beginning of each school year |
| c. Principals will present academic achievement data for his/her school to the board. | Principal | Annually |
| d. Superintendent will meet individually with each principal to review students’ academic performance. | Superintendent | Fall and Spring |
| e. Provide professional development regarding assessments, data analysis, and use of data to improve instruction. | Superintendent, Curriculum Directors, System Assessment Coordinator | Ongoing |
| f. Communicate data to parents and other stakeholders in compliance with FERPA. | Superintendent, district and school administrators, teachers | Minimum twice per quarter |

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

| Action Steps | Responsible | Timeline |
|--|--|---|
| a. Provide district support of school interests/programs/initiatives (e.g. STEM at Wetumpka Elementary School; implemented 2017-2018). | Board Members, Superintendent, district administrators | Ongoing |
| b. Develop and utilize campus leadership teams. | School administrators | Ongoing |
| c. Develop and utilize a district teacher advisory council. | Superintendent | Begin 2018-2019 school year, ongoing thereafter |
| d. Conduct annual Leadership Retreat for district- and school-level administrators. | Superintendent, district administrators | Annually in July |
| e. Review/increase/implement new supplements for extracurricular activities. | Superintendent, Chief School Financial officer | Annually in June |
| f. Place staff to meet identified needs at the school level. | Superintendent, Human Resources Director | Annually, March-June |

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

| Action Steps | Responsible | Timeline |
|--|--|----------|
| a. Provide professional development in various formats and venues to meet specific needs and/or achieve identified goals of all employee groups. | Superintendent, district and school administrators | Ongoing |
| b. Support school-level professional development efforts. | Superintendent, district administrators | Ongoing |

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

| Action Steps | Responsible | Timeline |
|---|--|----------------------|
| a. Conduct surveys of stakeholder groups: teachers, staff, parents, students. | Superintendent, district and school administrators | Annually in February |
| b. Seek input from various advisory committees including, but not limited to, Superintendent’s Student Advisory Council, Superintendent’s Teacher 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, Data Governance Committee, Strategic Plan Committee, etc. | Superintendent, district administrators | Ongoing |

Goal 2: Learning

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 | Responsible | Timeline |
|---|---|-----------------------|
| a. Utilize curriculum/pacing guides developed by committees of grade-level or subject-area teachers and based on the Alabama College and Career Ready Standards | Instructional staff | Ongoing |
| b. Review/revise curriculum/pacing guides. | District and school administrators, instructional staff | Annually, Feb-June |
| c. Utilize elementary and secondary Management of Curriculum Guides to provide guidance and structure in the daily operation of classrooms | School administrators, instructional staff | Ongoing |
| d. Conduct vertical alignment meetings to ensure continuity in curriculum. | Curriculum Directors, instructional staff | Minimum once per year |

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

| Action Steps | Responsible | Timeline |
|---|---|--------------------------------|
| a. Utilize various standardized assessments that are grade-level appropriate to measure students' progress including, but not limited to, STAR (K-8), Scantron Performance Series (3-8), and teacher-developed common assessments (9-12). | School administrators, instructional staff | Frequency varies by assessment |
| b. Ensure that classroom/school-level tests are correlated to the appropriate curriculum/pacing guide(s). | District and school administrators, instructional staff | Annually, Feb-June |

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

| Action Steps | Responsible | Timeline |
|--|---|--|
| a. Utilize Kuder Career Planning System, beginning in 8 th grade. | School administrators, guidance counselors, instructional staff | Ongoing |
| b. Utilize the required Career Preparedness course to maximize opportunities for students to identify strengths and interests and explore careers. | District and school administrators, instructional staff | .5 credit in 8 th grade; .5 credit in high school |

| | | |
|--|---|---------|
| c. 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 th graders to present program offerings and generate interest, presentations/programs provided by the Career Coach, career days in the schools, etc. | District and school administrators, instructional staff | Ongoing |
|--|---|---------|

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

| Action Steps | Responsible | Timeline |
|--|------------------------------------|----------------------|
| a. 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. | District administrators | Annually, Sept-April |
| b. 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. | District and school administrators | Ongoing |

Strategy 2.5 Utilize data to inform all aspects of the instructional program.

| Action Steps | Responsible | Timeline |
|---|---|----------------------|
| a. Collect and analyze data from various sources: administrator walkthroughs/informal observations, eleot [®] classroom observations, student academic progress data, etc. | District administrators | Annually, Sept-April |
| b. 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. | Superintendent, District and school administrators, instructional staff | Ongoing |
| c. Utilize internal and external data sources (e.g. workforce data, higher education reports) to guide new course/program offerings for students, such as computer programming (coding), Career Technical Education programs, etc. | Superintendent, District and school administrators, instructional staff | Ongoing, Oct-Jan |

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 | Responsible | Timeline |
|--|---|---|
| a. Provide music teachers for K-4 students. | District administrators | Annually, Sept-April |
| b. Increase students' exposure to the arts through appropriate field trip opportunities. | Superintendent, District and school administrators, instructional staff | Periodically; aligned with curriculum standards |

| | | |
|---|--|---|
| c. Provide opportunities for students to participate in drama performances, choral groups, dance teams, bands, etc. | Superintendent, District and school administrators, instructional staff | Daily |
| d. Incorporate the various arts as options in classroom assignments/projects. | Instructional staff | Periodically, as applicable to curriculum standards |
| e. Establish additional supplements for sponsors of arts-related clubs/activities. | Superintendent, Chief School Financial Officer, Human Resources Director | Annually, Mar-June |

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

| Action Steps | Responsible | Timeline |
|---|---|---------------------|
| a. Systematically utilize the Child Find program to identify children who may be eligible for services and refer them to Alabama’s Early Intervention System. | All staff | Annually in October |
| b. Provide a Student Services Facilitator in each attendance area to coordinate the special education referral process. | Superintendent, Human Resources Director | Ongoing |
| c. Utilize Response to Instruction (RTI)/Problem-Solving Teams on each campus. | School administrators, instructional staff | Ongoing |
| d. Utilize the Helping Families Initiative and other resources to provide support for students most at-risk of dropping out of school. | District and school administrators | Ongoing |
| e. Provide students with additional academic support through after-school tutoring, 21 st Century Community Learning Center programs, peer tutoring, and other activities, as appropriate. | District and school administrators, instructional staff | Ongoing |
| f. Provide advanced academic opportunities for students through the Gifted and Talented Education (GATE) program (grades 2-6) and advanced course offerings (grades 7-12). | District and school administrators, instructional staff | Ongoing |
| g. Identify and implement behavior strategies to improve student achievement. | District and school administrators, instructional staff | Ongoing |

Goal 3: Resources

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

Strategy 3.1 Attract and recruit high-quality personnel.

| Action Steps | Responsible | Timeline |
|--|---|---------------------|
| a. Develop relationships with teacher education programs at local universities. | Human Resources Director | Ongoing |
| b. Participate in career fairs and other recruiting opportunities through local universities. | Human Resources Director, selected administrators | Ongoing |
| c. Host "Meet & Greet" events within the district each spring to attract applicants and conduct interviews. | Curriculum Directors, Human Resources Director, school administrators | Annually, Mar-April |
| d. Provide professional development for administrators regarding hiring, recruiting, and retaining high-quality personnel. | Superintendent, Human Resources Director | Annually, spring |
| e. Offer supplements for sponsors of extracurricular activities. | Superintendent, Chief School Financial Officer | Renewed annually |
| f. Recruit, train, and maintain high-quality substitutes. | Human Resources Director | Ongoing |

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

| Action Steps | Responsible | Timeline |
|--|---|-------------------------------|
| a. Conduct new teacher orientation prior to the start of each school year. | Human Resources Director | Annually, July-Aug |
| b. Assign a mentor to every first-year teacher as required by the Alabama State Department of Education. | Human Resources Director, school administrators | Beginning of each school year |
| c. Utilize retired teachers to serve as paid part-time mentors to support novice teachers. | Human Resources Director, Curriculum Directors, school administrators | Aug-May |
| d. School administrators, instructional coaches, and selected teachers serve as lead mentors on each campus. | School administrators, instructional coaches, selected teachers | Aug-May |

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

| Action Steps | Responsible | Timeline |
|--|--|------------|
| a. Offer multiple wellness clinics for employees and dependents provided by the Alabama Department of Public Health in various locations throughout the school year. | Lead Nurse | Year round |
| b. Contract with American Behavioral to provide employee assistance program services at no charge to all employees. | Superintendent, Human Resources Director | Ongoing |
| c. Support team-building opportunities on each campus, within school zones, and county-wide to bolster employee morale. | Superintendent, district and school administrators | Ongoing |

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

| Action Steps | Responsible | Timeline |
|---|--|---------------------|
| a. 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. | Superintendent, district and school administrators | Ongoing |
| b. Hold administrative/personnel planning meetings to evaluate staffing based on ADM and earned units. | Superintendent, Human Resources Director, district and school administrators | Annually, Feb-April |
| c. Review IEPs to determine appropriate placement of paraprofessionals. | Special Education Director, school administrators | Annually, Feb-April |

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

| Action Steps | Responsible | Timeline |
|---|--|---|
| a. Utilize eleot® observations to identify areas of focus for technology integration in classrooms. | Superintendent, district and school administrators, instructional staff | Ongoing |
| b. Utilize various funding sources to support increased instructional technology on school campuses. | Superintendent, Chief School Financial Officer, Technology Director, district and school administrators | Ongoing |
| c. 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. | Superintendent, Technology Director, Human Resources Director, Virtual School Director, other administrators as needed | Ongoing |
| d. Utilize online surveys to gather stakeholder feedback. | District and school administrators | Minimum annually; timeline varies by survey |
| e. Implement a lease/purchase program to provide up-to-date computer hardware and software to all schools and departments. | Superintendent, Chief School Financial Officer, Technology Director | 4-year cycle, renewable in 2021 |
| f. Provide professional development on technology topics. | Technology Director, district and school administrators | Ongoing/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 | Responsible | Timeline |
|---|---|----------|
| a. Provide a licensed nurse on every school campus during the school day. | Human Resources Director, Federal Programs Director, Lead Nurse | Ongoing |
| b. Provide nursing coverage for critical needs students involved in after-school/extracurricular activities and on field trips. | Human Resources Director, Federal Programs Director, Lead Nurse | Ongoing |

| | | |
|--|--|---------------------|
| c. Utilize health care plans for students as required by law and Alabama Department of Education school nursing regulations. | Lead Nurse, school nurses | Daily |
| d. Contract with American Behavioral to provide employee assistance program services at no charge to all employees. | Superintendent, Human Resources Director | Ongoing |
| e. Implement a cooperative agreement with the Elmore County Department of Mental Health to provide services to identified students. | Special Education Director, Federal Programs Director, school administrators | Beginning July 2018 |
| f. Utilize the Elmore County Alternative Programs, as appropriate, for placement of students with mental health needs that cannot be addressed at the base campus. | District and school administrators, ECAP administrators | ongoing |

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

| Action Steps | Responsible | Timeline |
|---|---|------------------------------------|
| a. Develop and maintain school safety/emergency operations plans via Virtual Alabama. [| District and school administrators | Ongoing |
| b. Conduct required disaster and evacuation drills. | School administrators | Periodically, per SDE requirements |
| c. Utilize Raptor visitor management program. | Human Resources Director, school administrators and clerical staff | Daily |
| d. Utilize school resource officers in middle and high schools. | Human Resources Director, school administrators | Ongoing |
| e. Utilize School Dude for technology and maintenance work orders. | Technology Director, Maintenance Supervisor | Ongoing |
| f. Consistently apply Code of Conduct for students. | District and school administrators | Ongoing |
| g. Communicate high expectations for all staff and students. | Superintendent, district and school administrators, instructional staff | Daily |

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

| Action Steps | Responsible | Timeline |
|--|---|--|
| a. Encourage and support team building activities for students and staff. | Superintendent, district and school administrators | Ongoing |
| b. Ensure all certified staff complete required Lee vs. Macon training to reduce disparities of minority children identified for special education and related services. | Administrative Services Director, school administrators | First year of employment for new certified staff |
| c. Utilize the Learning Supports framework to address barriers to teaching and learning and re-engage disconnected students. | Human Resources Director, school administrators, instructional staff | Ongoing |
| d. Implement Positive Behavioral Interventions & Supports (PBIS) to improve social, emotional, and academic outcomes for all students. | ECBOE Psychologist, district and school administrators, instructional staff | Ongoing |

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

| Action Steps | Responsible | Timeline |
|---|---|-------------------------------------|
| a. Hold administrative/personnel planning meetings each spring to evaluate staffing based on ADM and earned units. | Human Resources Director | Feb-April |
| b. Conduct training for department heads on the budgeting process, reading and interpreting accounting reports, coding, etc. | Chief School Financial Officer | Annually in (month) |
| c. Provide department heads with real-time access to budget information. | Superintendent, Chief School Financial Officer | Ongoing |
| d. Provide budget reports to department heads. | Chief School Financial Officer | Monthly |
| e. Conduct training for bookkeepers. | Alabama Association of School Business Officials | Twice per year |
| f. Develop and implement a Local Schools Financial Procedures Manual. | Chief School Financial Officer | Implemented 2017; reviewed annually |
| g. Implement annual local school budgeting process for state allocations in the areas of technology, professional development, and library enhancement. | Chief School Financial Officer, school administrators | Annually in May |

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

| Action Steps | Responsible | Timeline |
|--|--|--------------------------------|
| a. Develop procedures when needed to ensure consistency in operations and processes. | Superintendent, district and school administrators | As needed |
| b. Develop Extracurricular Activities Handbook & Coaches Manual to serve as a guide regarding expectations and responsibilities of roles and applicable rules and regulations. | Secondary Curriculum Director, school administrators | Review/revise annually |
| c. Utilize School Dude, an online program to manage work orders for the technology and maintenance departments. | Technology Director, Maintenance Supervisor | Ongoing |
| d. Utilize Google and Microsoft OneDrive to share documents. | Technology Director, district and school administrators | Ongoing |
| e. Utilize Employee Self Service (ESS) system for employee access to payroll information. | Chief School Financial Officer, Payroll Coordinator | Implemented 2017; ongoing |
| f. Implement mandatory direct deposit for all full-time employees. | Chief School Financial Officer, Payroll Coordinator | Implemented January 2018 |
| g. Utilize Glimpse K-12 for data collection and analysis to determine return on investment. | Superintendent, Chief School Financial Officer | Implemented Oct. 2017; ongoing |
| h. Utilize budgeting and payroll software to maximize accuracy and efficiency. | Chief School Financial Officer, Finance Department staff, school bookkeepers | Ongoing |

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

| Action Steps | Responsible | Timeline |
|---|---|-----------------------------------|
| a. Develop and implement a 5-year capital plan and communicate to stakeholders. | Superintendent, Maintenance Supervisor, Board Members | Submitted to SDE annually (Sept.) |

| | | |
|---|--|-------------------------------------|
| b. Conduct facilities audits. | Superintendent, Maintenance Supervisor | Annually; more frequently if needed |
| c. 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). | Superintendent, Technology Director, Transportation Supervisor | Ongoing |
| d. Establish schedule for replacement of older county vehicles, including driver education cars. | Superintendent, Transportation Supervisor | Ongoing |

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

| Action Steps | Responsible | Timeline |
|---|--|----------|
| e. 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. | Superintendent, Maintenance Supervisor, Board Members | Ongoing |
| f. Provide Learn360, a streaming multimedia resource for grades K-12. | Superintendent, Maintenance Supervisor | Ongoing |
| g. Utilize Canvas, an open-source learning management system, to support integration of digital tools in K-12 classrooms. | Superintendent, Technology Director, Transportation Supervisor | Ongoing |
| h. Utilize financial/payroll software to streamline operations and provide employee payroll information electronically. | Superintendent, Transportation Supervisor | Ongoing |