MONTGOMERY
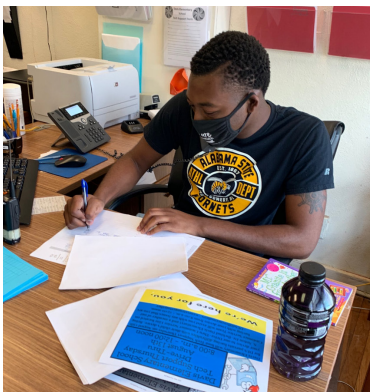## PUBLIC SCHOOLS

MPS MOVING FORWARD... TOGETHER

STRATEGIC PLAN 2020

VOTE FOR ✏️

Montgomery Public Schools

www.educatemgm.com

VOTE FOR ✏️

Montgomery Public Schools

Vote November 3, 2020

We're in a school funding crisis in our city.

Montgomery Public Schools receive the lowest amount of local funds legally allowed by the state while school systems in neighboring cities & towns have well over twice that much to fund their schools.

Our students and educators deserve better than the bare minimum, and an increase in funding is long past due.

A Vote For Montgomery Public Schools is a vote that will generate more than 30 million dollars to support schools in our district starting in 2023.

The average increase in Montgomery is roughly $13.00 per month for property owners. Our children are worth the investment.

🌐 **EducateMGM.com**

MONTGOMERY PUBLIC SCHOOLS

Dear MPS Stakeholders,

I'm pleased to share with you our strategic plan that supports the requirements of HB 500. With the recent victory of our ad valorem tax increase, I'm confident that you will find our strategic plan supportive of the bill's expectations. This strategic plan will serve as a roadmap to help guide MPS as we continue to align our goals with our educational foundation.

This board-approved strategic plan outlines eight goals covering areas such as academics, operations, communication, human resources, and family and community engagement. Each goal contains workable strategies and measurable benchmarks to guide us to our overall goals. We believe this plan will help us create a more successful school district. Although this is our board-approved strategic plan, we will continue to use the latest data to enhance our decision-making and ensure our district continues on the right course.

As superintendent, it is my responsibility to ensure the success of our students, our faculty and our district as a whole. This plan is the future of what we hope to achieve with our additional resources. It's our goal to support our classroom efforts with resources that empower our students to achieve their full potential. We're going to implement support services for our faculty to help them extend their knowledge base. Additionally, we'll prioritize our building maintenance projects to provide a safe and secure learning environment. This is the beginning of a brighter future, and I'm pleased we're all moving forward together.

Sincerely,

Dr. Ann Roy Moore

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Goal I: Every Student is College and Career Ready upon Graduation

Strategies

1. Provide high-quality educational opportunities for all students.

2. Prepare and encourage students to participate in dual enrollment/dual credit courses.

3. Implement a multi-tiered system of learning supports.

4. Provide positive behavioral interventions and supports in all schools.

5. Ensure career and technical education programs meet business and industry needs.

6. Utilize school library media and counseling programs to encourage and support college and career achievement.

7. Initiate and develop school library media specialist and school counselor collaborative relationships to ensure that dual enrollment is appropriately maintained and shared with district level leadership.

Measurables

Increase the Report Card Grade and all Key Performance Indicators found on the Report Card by **3%** annually	Increase to **100%** of schools utilizing a balanced assessment system to gauge student progress by **2023**	Track and increase the number of instructor/student credentialing by **2%** annually	Increase the number of students who participating in dual enrollment opportunities by **3%**

Assigned to

Chief Academic Officer

Goal II: Every Education Professional is Well Prepared, Resource Supported and Effective

Strategies

1. Implement a data warehousing system that is sustainable and used to drive instruction.

2. Support standards based instruction and intervention for all students.

3. Evaluate instructional leadership development program.

4. Enable instructional leaders to provide actionable feedback resulting in high quality educators.

5. Review hiring practices annually and revise as necessary to assure an equitable and transparent process.

Measurable

Teachers will increase the designation from emerging to integrating on their yearly evaluation by **4%** annually

Assigned to

Director of Professional Development

Goal III: Every Student has Access to Support Systems that Maximize Opportunities for Academic and Life Success

Strategies

1. Develop/implement programs, initiatives and systems that will encourage high student performance.

2. Develop/implement programs designed to improve student behavior through clear communication of expectations, recognition of positive behavior, and remediation of negative behavior.

3. Work with the community to identify resources and increase student access to social, mental health, and counseling services.

4. Create and implement an initiative to connect every student with a caring engaged adult advocate in the student's school who supports that student.

5. Continue building support for existing programs and developing new programs in partnership with the court system that address truancy and disciplinary issues.

Measurables

Increase access to competitive course offerings in all middle and high schools by **3%** annually	Increase access to behavioral and mental health supports to all schools by **3%** annually

Assigned to

Associate Superintendent of Student Services

Goal IV: Every School Engages Parents and Community Partners in Support of Student Success

Strategies

1. Develop and provide training on best practices to improve the district and school engagement with parents and the public.

2. Identify, engage, and connect schools with organizations and businesses to support identified needs.

3. Assess and restructure communication practices and strategies, building capacity, and refining delivery methods to enhance the image of the Montgomery Public School System.

Measurables

Increase parental engagement efforts in each school by **3%** annually	Every school employs a full-time Parent Liaison by **2023**	Each school has at least two active community partners by **2023**

Assigned to

Associate Superintendent of Student Services

Goal V: Communicate More Effectively by Using Multiple Tools to Communicate with Every Internal and External Stakeholder

Strategies

1. Solicit internal feedback to effectively improve internal communication. Invest in effective communication software to improve internal communication engagement.

2. Foster relationships with stakeholders such as MPS parents, community organizations, and community leaders.

3. Invest in measurable communication tools to enhance engagement.

Measurables

Purchase a two-way communication platform to engage internal and external audiences by June **2021**	Increase communication satisfaction rates on communication surveys by **5%** annually

Assigned to

Senior Communication Officer

Goal VI: Engage and Empower the Learner through Technology and Enable Teachers and Leaders to Graduate Students Who are College and Career Ready in a Globally Diverse Society, by Providing Tools to Access a Comprehensive Viable Network Infrastructure

Strategies

1. All students will be instructed on internet safety and appropriate social networking behavior.
2. Ensure students participate in at least one online experience defined as a structured learning environment that uses technology consistently with web-based tools and software platforms provided by MPS.
3. Engage students through the use of digital tools both individually and collaboratively, on and off campus, to ensure students gather, organize, evaluate, and share information and presentations.
4. Content specialists will assist Ed Tech Instructors by provide resources for students to assist with comprehension of Alabama College & Career-Ready Standards (CCRS) for student achievement.
5. Create a Google Site and Team Drives to collect technology-rich lesson plans to assist with the integration of technology into the core curriculum.
6. Promote instruction of legal and ethical uses of technology.
7. Provide educators and students with tools to access a comprehensive public network infrastructure as an anytime solution.
8. Increase bandwidth to meet instructional and administrative needs district-wide.

Measurables

By graduation, all students will be competent in the use of technological applications (e.g. Office and Google Suite Products)

Assigned to

Director of Technology

Goal VII: Create a Master Plan to Systematically Upgrade and Renovate District Facilities in Order to Create Safe and Healthy Environments

Strategies

Child Nutrition Program

1. Implement a training schedule to ensure all staff are following guidelines and utilizing equipment properly.

2. Implement an equipment replacement plan to ensure equipment functions properly and is energy efficient.

3. Improve the overall quality of food and increase lunch participation.

Logistics

1.Implement a system wide inventory control system that will track MPS equipment.

2.Provide timely and accurate equipment loans and moving services.

3.Provide timely and accurate ordering and delivery of textbooks.

4.Provide guidance to ensure all MPS facilities are clean, safe environments that are conducive to teaching and learning.

5.Provide record storage for closed schools and Central Office files that must be retained.

Maintenance

1. Implement a strategy for roof replacement across the district.

2. Implement a strategy for repairing and replacing HVAC systems across the district.

3. Replace, rekey external and classroom doors as needed

4. Replace doors and frames of tornado safe rooms that require renovation

5. Implement a plan for more cost effective preventive maintenance.

Security

1. Replace all cameras currently on the MPS network where needed and increase camera coverage throughout the school system.

2. Increase school safety by manning the Security Operations Center, establishing a district-wide school system safety team, and conducting individual school safety inspections.

3. Update fire panels and add fire alarm notifications to applicable locations.

Transportation

4. Install GPS system on all buses.

5. Enhance bus mechanics' knowledge and skills in advance bus technology.

6. Recruit more bus drivers.

7. Increase accountability for fuel consumption.

8. Collaborate monthly with transportation staff and principals on transportation issues.

Measurables

100% of the CNP staff will be trained annually to maintain compliance

20% of all equipment identified during the district-wide equipment audit will be replaced over the next **5** years

Decrease the wait time between receiving and distributing commonly used items by **10%** annually

Annually submit plans for upgrading and renovating MPS facilities

Decrease by **2%** the number of MPS facilities that need HVAC and Roof Replacements

100% of schools will have a safety plan and an assessment on needed improvements

Annually, certify **25%** of the transportation staff on new training

Assigned to

Executive Director of Operations

Goal VIII: Montgomery Public Schools will Efficiently Manage Financial Resources of the District in a Transparent, Collaborative, and Responsible Manner Required to Support and Sustain its Fiscal Operation

Strategies

1. Engage all stakeholders in developing, managing, and allocating resources to align with the instructional and operational needs of the district.

2. Ensure financial stability by planning and monitoring both personnel and non-personnel related costs by effective stewardship of financial resources

3. Develop and implement a technology and capital plan to ensure all facilities are strategically aligned to district priorities, safety and academic vision.

4. Ensure the district meets all Alabama State Department of Education and legislative mandates including the retaining of one-month general fund balance.

Measurables

Budgets will be developed for each department with input from each department head	Financial reports will be approved by the board and uploaded to the district website monthly	Annually, a balanced budget will be submitted to the board	Annually, the budget will be submitted to the Alabama State Department by the deadline

Assigned to

Chief School Financial Officer