

Montgomery County Strategic Plan 2021-2022

- **Our Mission** – Visionary Leaders Providing Exemplary Service
- **Our Core Values** – Integrity, Innovation, Communication, Collaboration, Diversity, Wellness
- **Our Purpose** – We serve, so students can be successful

STRATEGIC GOALS

STRATEGIC GOAL A

Address Current and Future Social, Emotional, and Academic Needs of Students

Key Decisions and Actions (14) with 33 measures:

1. Decrease in seclusions, restraints, and suspensions
2. Utilize the DLT/BLT/SBT process to provide clear communication
3. Obtain staff attendance rate of 95% per quarter
4. Expand the SEL/Trauma Informed products and services
5. Engage new mental health partners in creating Intensive Day Treatment programs
6. Develop, market, and implement SEL (SELLA) curriculum for Grades K-6
7. Serve a growing number of students, staff, and parents each year through the Prevention Education Team
8. Increase the number of districts participating in the Schools of Excellence in Prevention Program
9. Support current PAX schools and increase the number of PAX schools
10. Increase and support the number of school psychologists and psych assistants
11. Build and develop a trauma sensitive preschool – NMT/NME preschool
12. Promote the MCESC SEL Division
13. Provide consultation, professional development, and technical assistance regarding district-wide Whole Child MTSS Implementation
14. Meet the growing needs of districts in terms of pre-referral service (RTI) prior to an automatic referral for OT or PT evaluations

STRATEGIC GOAL B

Attract, Recruit, and Retain Top Talent

Key Decisions and Actions (8) with 16 measures:

1. Recruit, hire and retain teachers, administrators, and staff of color
2. Increase recruiting opportunities for hard-to-place positions
3. Develop alternative recruiting methods
4. Develop an employee referral system
5. Develop recruiting webpage
6. Develop Career Fairs for high school students
7. Review and upgrade the salary and benefits strategy
8. Build a stronger MCESC culture of loyalty

STRATEGIC GOAL C

Communicate with and Engage our Stakeholders

Key Decisions and Actions (9) with 25 measures:

1. Assess and communicate the operational, categorical, and total program cost of the MCEC and each building
2. Update communication plan and processes
3. Update technology plan and processes
4. Utilize digital media tools to expand ESC presence and maximize key ESC campaigns
5. Support ongoing internal and external communication with stakeholders
6. Develop a schedule and system of reporting key stories of public interest
7. Facilitate annual MCEC survey cycle
8. Coordinate and communicate key messages and stories to print media
9. Update Technology hardware and software inventory

STRATEGIC GOAL D

Continue to Responsibly Grow and Utilize our Fiscal Resources

Key Decisions and Actions (16) with 14 measures:

1. Support existing state and federal grants
2. Support the SEL Division
3. Create the Financial Futures Committee
4. Partner with the Shared Resource Center
5. Support programs at Learning Center North
6. Create and adhere to department budgets
7. Support the HR Human Capital Grant
8. Support and expand our preschool program
9. Adhere to key performance indicator #8
10. Adhere to key performance indicator #9
11. Support of Montgomery County CARES dollars
12. Support of GEER dollars
13. Support of OCER grant
14. Support of RemotEDx grant
15. Support of OCER grant (OT/PT addition)
16. Support EANS program

STRATEGIC GOAL E

Grow our Capacity to Expand Services to Support Workforce Development

Key Decisions and Actions (10) with 18 measures:

1. Support Business Advisory Council (BAC) working groups
2. Determine and implement opportunities for staffing and programming within learning centers
3. Align and integrate our BAC youth services with workforce development county-wide
4. Align BAC partners and opportunities
5. Continue ongoing professional development and STEM Ecosystem work
6. Continue counselor and Career Champion Academies
7. Implement occupational, vocational, and college-prep programming at Learning Center North
8. Expand partnership potential for career-based learning options
9. Expand our workforce development communications strategies
10. Develop and implement education workforce pipeline program