



A Strategic Plan for Excellence in Education for the Students and Community of Richmond County

Richmond County Public Schools Strategic Plan for 2015-2021

School Board Members

John A. Brown, Chairman

Ken Blackley, Vice Chairman

Kathleen F. Beane

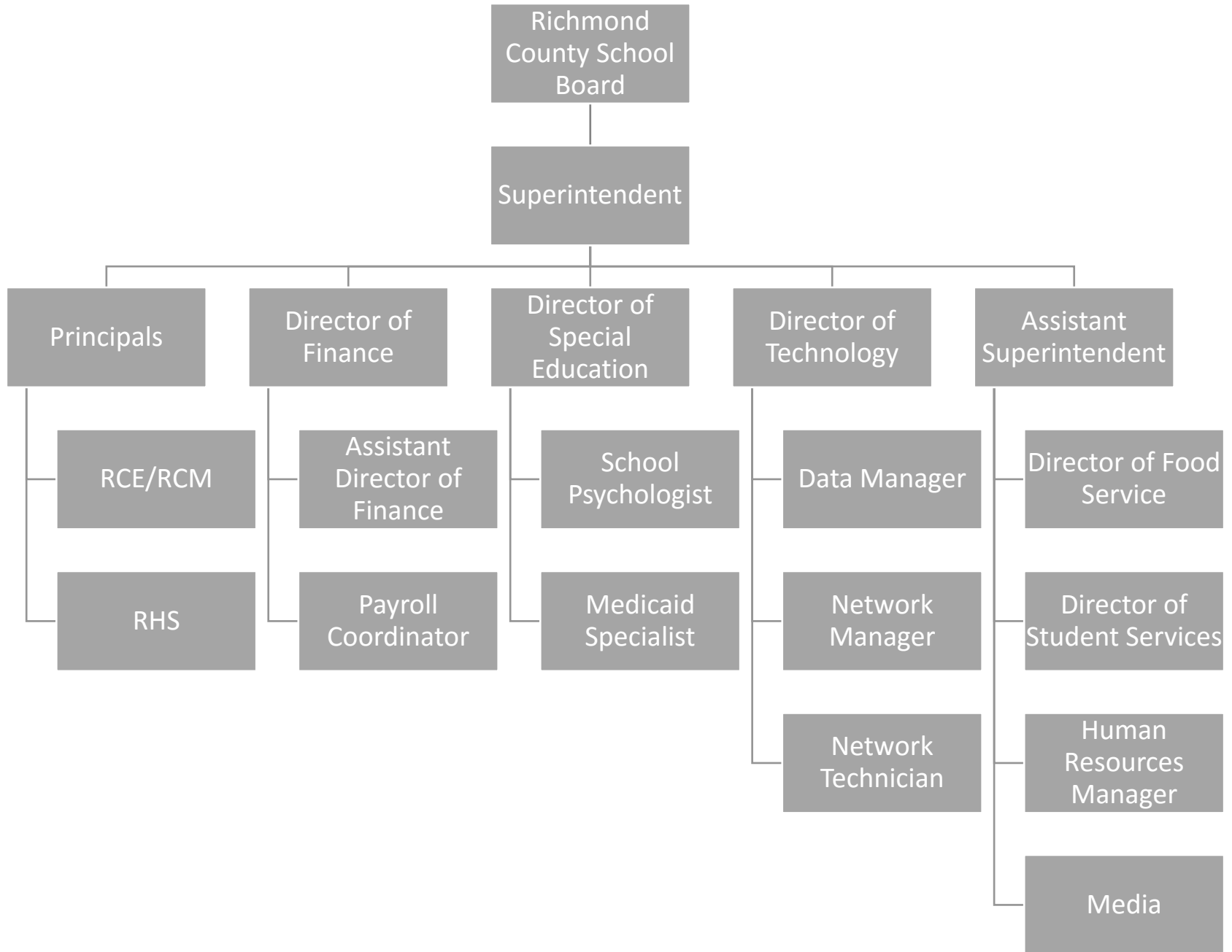
Patricia P. Pugh

Vivian Wood

Superintendent

James “Greg” Smith, Ed.D.

Richmond County Public Schools Leadership Team



Vision

We believe that every child should have an opportunity to realize their optimum potential academically, socially, emotionally and physically. We believe every child can learn and we can teach every child. We believe every child shall become productive citizens who are prepared to pursue their interests through college, career, and adulthood.

MISSION

Provide educational experiences that are relevant to students' lives and prepare them for success within a 21st century global economy as lifelong learners, independent thinkers, and responsible citizens.

- As a School Board and Leadership team, we will act ethically and with integrity, and treat everyone with courtesy and respect while accepting diverse personal beliefs.
- All staff will lead and teach by example.
- Provide equal educational opportunities for all students in the district.

Priorities

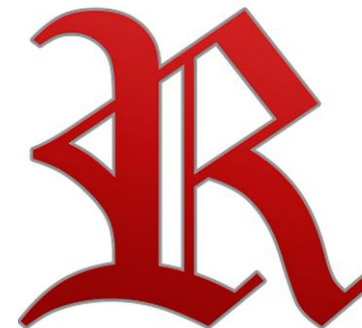
Excellent teaching and learning

Fiscally responsible

Maintain a safe and healthful environment

Recruit and retain high quality staff

Provide resources to our students and community



in the global job market, meeting and exceeding federal and state standards.

education to all students.

learning.

ing the impact of available funds.

to meet future educational challenges.

Excellent Teaching and Learning

Students will have a rigorous and challenging curriculum to prepare them for postsecondary opportunities in the global job market, meeting and exceeding federal and state standards.					
Objective:					
Goal	Specific Strategies	Persons Responsible	Implementation Timeline	Resources Needed	Report to Community
Align and augment elementary and secondary programs of study to offer foundational and 21 st century skills.	Revise curriculum maps and other curricular documents to reflect new SOLs.	Assistant Superintendent, Teachers, Principals	Annually	Funds for summer professional development; office supplies	By August 30, annually, via website
	Increase the number of computer technology classes and experiences at the elementary level.	Technology teacher, Principal, Director of Technology	Beginning in 2015-16, adding one experience/ class per year through 2018-19	Requested trainings and supplies for elementary technology teacher	By August 30, annually, via RCE/M student handbook, teacher syllabus
	Implement a dual enrollment pre-engineering program for secondary students.	Superintendent, Northern Neck Technical Center Principal	2015-2016 school year	Classroom space, teacher, distance learning technology, lab supplies (3D printer)	March 2015, course handbooks; website
	Assess secondary plan of study for areas in need of additional offerings and develop plans to provide courses through traditional and non-traditional (blended and virtual) methods.	High School Leadership team, Assistant Superintendent	Annually	Course catalogue; funds to hire new staff as available to offer courses; computer technology for students to access virtual courses	March annually, available via course selection guides; RHS website; program of study

Objective:

Students will have a rigorous and challenging curriculum to prepare them for postsecondary opportunities in the global job market, meeting and exceeding federal and state standards.

Goal	Specific Strategies	Persons Responsible	Implementation		
			Timeline	Resources Needed	Report to Community
Provide programs to meet the unique academic needs of all students.	Identify and implement reading and math intervention programs for Tier II students K-12.	Assistant Superintendent, Director of Special Education	On going	Training in specific method Purchase of proprietary materials	Annually, as needed
	Expand program options for students identified as gifted by providing teacher training for 100% of teachers each year.	Assistant Superintendent, building principals/assistant principals	On going	Human resources to provide identified programs	Annually, by June 30
	Add one program, experience or service option annually.	Assistant Superintendent, building principals/assistant principals	Beginning 2015, through Spring 2017	Training for teachers in differentiated instruction	Annually, by June 30
	Establish a non-traditional program for students in need of flexible programming options, based on a distance learning model to be used in a physical site.	Assistant Superintendent, Director of Student Services, Director of Technology	Open for enrollment fall 2016	Computers, internet access, classroom space	Upon opening
	Identify and implement Tier III reading and math interventions which are research-based.	Assistant Superintendent, Director of Special Education, Principals, School Psychologist	Annually add interventions as needed through 2020	Interventions; training to implement to include initial and follow up; funding	Annually, as needed

Objective: Students will have a rigorous and challenging curriculum to prepare them for postsecondary opportunities in the global job market, meeting and exceeding federal and state standards.					
Goal	Specific Strategies	Persons Responsible	Implementation		Report to Community
			Timeline	Resources Needed	
Provide specialized instruction for students with disabilities to ensure their academic and behavior needs are met, resulting in reduced failure rates (by 10% annually) on state summative assessments.	Provide additional special education staff to ensure a co-teaching environment in 100% of inclusive courses for at least half the class time.	Director of Special Education, Principals	As soon as possible, but not later than 2017-2018	Staff, financial resources, schedules	Annually, in April
	100% of special education teachers will receive training in conducting an FBA, writing a BIP and participating in a manifestation meeting.	Director of Special Education, Principals, School Psychologist	As soon as possible, but not later than Spring, 2017	Trainers, special education teachers, financial resources	Annually, by June 30
100% of teachers increase the use of student engagement strategies after participation in professional development, peer observation, principal observation and coaching.	Provide principals with training in observing and coaching teachers in the use of student engagement strategies.	Assistant Superintendent, building principals/assistant principals, SURN VTALL Program	Beginning 2015, through Spring 2017	Books, time for PLC, student engagement observation form, SURN training for principals	Annually, by June 30
	Book study for all staff on student engagement.	Leadership team; teachers	Begin 2015, through 2017		

Objective: Instructional staff will have the professional learning and collaborative experiences to provide excellent education to all students.

Goal	Specific Strategy	Persons Responsible	Implementation Timeline	Resources Needed	Report to Community
<p>100% of RCPS staff will participate in appropriate professional learning experiences throughout the year, as determined by principal observations and other aggregated student and teacher performance data.</p>	<p>Needs assessment for professional development will be conducted by soliciting teacher and principal input, and appropriate programs designed to meet these needs.</p>	<p>Assistant Superintendent; Director of Special Education; Principals</p>	<p>Annually, by April 30</p>	<p>Meeting time, surveys</p>	<p>Share at leadership meeting in May, annually</p>
	<p>Provide 100% of teachers with training on the effective use of data to make instructional decisions.</p>	<p>Assistant Superintendent; Principals; School Psychologist</p>	<p>Completion by September 30, 2017</p>	<p>School psychologist; training room and technology; Title II funding if in the summer</p>	<p>September, 2017 school board meeting</p>
	<p>Provide training in alternative teaching methods through professional learning communities and external instructional experts.</p>	<p>Principals; instructional staff; External providers</p>	<p>Ongoing, each year</p>	<p>Training materials; staff to lead PLCs; Title II funding for presenters</p>	<p>September school board meeting</p>
	<p>Identify training needs and provide appropriate instruction for paraprofessionals.</p>	<p>Principals; Paraprofessionals; Director of Special Education</p>	<p>Initial training by June 30, 2017</p>	<p>Presentation materials</p>	<p>September school board meeting</p>

Objective: Instructional staff will have the professional learning and collaborative experiences to provide excellent education to all students.					
Goal	Specific Strategy	Persons Responsible	Implementation Timeline	Resources Needed	Report to Community
Build and foster collaborative teacher groups, in order to study problems of practice, identify and implement solutions to those problems.	Establish early release days twice per year for collaborative time.	Calendar Committee and Leadership Team	Begin implementation in 2015-2016 school year, then ongoing	Instructional Staff	September school board meeting
	Establish team and faculty meetings as professional learning times, in addition to sharing logistical information.	Division Leadership Team		Instructional Staff	September school board meeting
Provide tuition assistance for individuals seeking to further their education.	Provide reimbursement for teachers seeking to complete graduate course work. Identify and encourage paraprofessionals to complete their college education and obtain teaching licenses.	Director of Finance; Assistant Superintendent	Ongoing	Federal Funds- Title I and Title II	September school board meeting

Objective: Provide instructional technology resources which allow students and teachers to experience 21st century learning.

Goal	Specific Strategy	Persons Responsible	Implementation		
			Timeline	Resources Needed	Report to Community
Implement a 1 to 1 computer program in all schools.	Upgrade network infrastructure to support additional computers and internet demands.	Director of Technology	Fall, 2015	Fiscal; network hardware; installation services	Periodically to school board
	Implement a 1+Mbps/ student Internet and 10+Mbps Wide-Area Network(WAN) connectivity along with a high speed wired and Wi-Fi network in schools. (based on standard from State Educational Technology Directors Association-SETDA).	Director of Technology; Network Manager	Spring, 2016	Fiscal; network hardware; installation services	Periodically to school board
	Develop policies and procedures related to 1 to 1 implementation.	1 to 1 policy committee; school board	2015-2016	Director of Technology	Through communication channels: Facebook, autodial, letters, radio
	Provide 100% of students in grades 8-12 with a personal computing device for use in school/home.	Director of Technology; Network Manager	Fall, 2016	Fiscal, network, hardware and software, human	Through communication channels: Facebook, autodial, letters, radio
	Provide 100% of students in grades 5-7 with a personal computing device to use in school.	Director of Technology; Network Manager	Fall, 2017	Fiscal, network, hardware and software, human	Through communication channels: Facebook, autodial, letters, radio
	Provide 100% of students in grade K-4 with a personal computing device to use in school.	Director of Technology; Network Manager	Fall, 2018	Fiscal, network, hardware and software, human	

Objective: Provide instructional technology resources which allow students and teachers to experience 21st century learning.

Goal	Specific Strategy	Persons Responsible	Implementation Timeline	Resources Needed	Report to Community
Provide the technical and human infrastructure necessary to support formal and informal learning environments.	Identify and fund an additional part-time Instructional Technology Resource Teacher (ITRT).	Superintendent, Director of Finance and Director of Technology	Spring, 2016	Financial, human	School board, by June 30, 2016
	Maintain and add technical support personnel as specified in the Standards of Quality.	Superintendent, Director of Finance and Director of Technology	Spring, 2016	Financial, human	School board, by June 30, 2016
	Provide professional development focused on technology integration strategies and the development of teachers' and administrators' 21st century skills.	Assistant Superintendent, Director of Technology, ITRTs	On-going	Financial (for trainers and teacher stipends); locations and technology	Annually, by June 30
	Provide 100% of students' quality Internet safety programs in schools.	Director of Technology, Principals, ITRT and Technology Teachers, Guidance Counselors, English Teachers (RHS)	On-going	Instructional materials	Annually, by June 30

Objective: Provide instructional technology resources which allow students and teachers to experience 21 st century learning.					
Goal	Specific Strategy	Persons Responsible	Implementation Timeline	Resources Needed	Report to Community
Identify and disseminate information and resources that assist educators in selecting authentic and appropriate tools for all grade levels and curricular areas.	Send ITRTs and targeted teachers to VISTE and ISTE conferences to build knowledge of available technology annually.	Director of Technology; ITRTs; Assistant Superintendent, Principals, targeted teachers	Annually	Financial, available conferences	Annually, by June 30
	Use regional structures in place to explore what other neighboring localities are using and send visiting teams as needed.	Director of Technology; ITRTs; Assistant Superintendent, Principals, targeted teachers	Annually	Region III technology meetings	
	Provide funding for tools that must be purchased, to include pursuing grants and all available e-Rate funding.	Director of Finance, Director of Technology, Director of Federal Programs	Annually as needed	Financial	

Fiscally Responsible

Objective: Monitor, reevaluate and refine financial procedures to align with local, state and federal mandates maximizing the impact of the available funds.					
Goal	Specific Strategy	Persons Responsible	Implementation Timeline	Resources Needed	Report to Community
Engage in comprehensive budget planning with all stakeholders to ensure a budget neutral position.	Assess utilization of current programs to identify cost saving areas.	Superintendent, Director of Finance, Principals, Assistant Superintendent, Director of Technology	2015-2020	Program use information; program costs	Annually, as part of budget meetings
	Evaluate staffing needs and requirements to determine if positions could be eliminated through attrition and reestablished in other areas of need.	Superintendent, Principals, Human Resources Manager and Director of Finance	2015-2020	Staff needs assessment	Annually, as part of budget meetings
Establish a Capital Improvement Plan fund with Richmond County to carry over any annual fund balances.	Plan to create a CIP fund with County Administrator and seek approval from Board of Supervisors.	Superintendent, Chairman of School Board, County Administrator, Director of Finance	June 30, 2015	CIP Fund	By July 15, 2015
Assist in the establishment of a 501(3)c organization: Richmond County Education Foundation.	Work with a group of interested community members to establish the Richmond County Education Foundation.	Superintendent, Chairman of School Board, Director of Finance, Citizens of Richmond County	June 30, 2016	RC Education Foundation	By July 15, 2016

Objective: Monitor, reevaluate and refine financial procedures to align with local, state and federal mandates maximizing the impact of the available funds.					
Goal	Specific Strategy	Persons Responsible	Implementation Timeline	Resources Needed	Report to Community
Adhere to federal guidelines established in the Affordable Care Act (ACA).	Establish procedures to ensure no employee works more than 29.5 hours, if they are not covered by RCPS benefits.	Director of Finance, Human Resources Manager	Fall, 2015	Appropriate staff members	Fall, 2015 to leadership team
	Identify and implement management and reporting software for part-time employees, especially substitutes.	Director of Finance, principals, payroll coordinator	Spring, 2016	Software program, principals, Director of Finance	Spring, 2016 to leadership team
	Educate all employees about ACA requirements.	Director of Finance, Human Resources manager	Fall, 2015 and ongoing	Director of Finance, Insurance Broker	Fall 2015 and ongoing through meetings
Review non-resident student policy and its financial impact.	Establish a non-resident student committee composed of various stakeholders to review current policy. Review current policy periodically and report committee recommendations to school board.	Superintendent, non-resident student committee	At least every other year	Non-resident student committee	By March, 2016, 2018, and 2020.

Recruit and Retain High Quality Staff

Objective: Improve the quality of education through human resources.					
Goal	Specific Strategy	Persons Responsible	Implementation Timeline	Resources Needed	Report to Community
Maintain a competitive salary scale and benefits.	Compare salary scales/benefits of neighboring districts to determine competitiveness and realign when RCPS is below average compensation.	Superintendent, Director of Finance, Budget Planning Committee	2015-2020	Salary scales	Through budget committee meetings
	When available, plan to accept state funds for raises for SOQ positions.	Budget committee, Board of Supervisors, County Administrator, School Board, Superintendent	2015-2020, as necessary	Funding	Through budget committee meetings and school board meetings
Identify and implement an online application software provider.	Select a vendor to supply and implement an online application process.	Selected vender, Human Resources manager.	Winter, 2016	Vendor software, financial resources	Online, as software is available
Increase the number of substitutes available by 15 percent and improve their quality.	Compare rates paid to substitutes in other counties and adjust scales accordingly.	Human Resources manager; Director of Finance	Annually, by March	Salary scales	By March, annually
	Recruit substitutes through new avenues: newspaper ads; radio announcements; social media posts; targeted individual recruiting efforts.	Human Resources manager; Principals	On going	Funds for radio and newspaper ads; recruitment efforts	On going
	Develop a substitute teacher handbook.	Human Resources manager	Spring, 2015	NA	Via website when complete
	Provide training for substitutes.	Human Resources manager	Summer, 2016	Trainer, handouts, light refreshments	Through invitations to training

Objective: Improve the quality of education through human resources.					
Goal	Specific Strategy	Persons Responsible	Implementation Timeline	Resources Needed	Report to Community
Provide clear expectations and performance standards relative to employee evaluations.	Revise teacher evaluation procedure and documents.	Teacher Evaluation committee	Fall, 2016	Teacher evaluation samples from VDOE	School board meeting held in fall, 2016
	Identify and implement an online teacher evaluation software program which will allow for data aggregation on teacher performance.	Principals, Human Resources manager, Assistant Superintendent	Fall, 2016	Identified vendor	

Maintain a Safe and Healthy Environment

Objective: Maintain physical facilities free from environmental and safety hazards.					
Goal	Specific Strategy	Persons Responsible	Implementation Timeline	Resources Needed	Report to Community
Improve cleanliness of facilities with a focus on floors, bathrooms, student desks and chairs.	Develop an RFP for custodial services and engage in the bid process.	Superintendent, Director of Finance	March, 2015	RFP document	March, 2015 school board meeting
	Select a provider based on most complete response to RFP, cost analysis and reputation/references.	Superintendent, Director of Finance	May, 2015	Bidders	May, 2015 school board meeting

Objective: Maintain physical facilities free from environmental and safety hazards.					
Goal	Specific Strategy	Persons Responsible	Implementation Timeline	Resources Needed	Report to Community
Pave and re-pave parking lots.	Pave main elementary staff parking lot.	Superintendent, Director of Maintenance, Director of Finance, Richmond County Board of Supervisors	August, 2015	Financial-250,000	School board reports, as appropriate
	Re-pave parent/visitor elementary parking lot.		August, 2018	200,000	
	Pave parking lot and road way by field house and between RHS and RCE.		August, 2019	250,000	
	Pave lot behind RHS.		August, 2020	250,000	
Redesign and refresh area between RHS and RCE to establish a RCPS campus.	Demolish outdated buildings, fences and other inappropriate structures.	Superintendent, Director of Finance, Director of Maintenance, Athletic Director, RHS Booster Club,	August, 2015	Financial	School board reports, as appropriate
	Relocate bus garage, so that field house can be located in the bus garage.		February, 2015		
	Renovate bus garage into a field house for both boys' and girls' sports teams.		May-August, 2015		
	Paint "new" field house.		August, 2015		

	<p>Install new visitors' bleachers at football field.</p> <p>Install sign and flagpole at an appropriate location to create welcoming atmosphere.</p> <p>Refresh girls' softball and boys' baseball fields, to include upgrading/purchase of road to softball field.</p>		<p>June, 2015</p> <p>Spring, 2016</p> <p>Fall, 2015</p>		
<p>Permanently relocate bus garage to old Richmond County Intermediate School site.</p>	<p>Sell and/or demolish outdated trailers and other outbuildings at the RCI site.</p> <p>Demolish old 6th grade building, requiring asbestos abatement.</p> <p>Plan and build modular bus garage site on 6th grade building footprint.</p> <p>Move Director of Transportation office to old RCI site, to the "cottage."</p>	<p>Superintendent, Director of Finance, Director of Maintenance, Director of Transportation</p>	<p>August, 2016</p> <p>August, 2017</p> <p>August, 2018</p> <p>August, 2018</p>	<p>Public Surplus; 2,500</p>	<p>School board reports, as appropriate</p>

Objective: Maintain physical facilities free from environmental and safety hazards.					
Goal	Specific Strategy	Persons Responsible	Implementation Timeline	Resources Needed	Report to Community
Refurbish and replace elementary playground equipment.	Identify structures to keep, remove or refurbish.	Director of Maintenance, Superintendent, Community Volunteers	Summer, 2015	Fiscal and human 5,000	School board, fall 2015 and 2019. Social media and school/county webpage.
	Add mulch to playground to appropriate depth.		Summer, 2015		
	Remove and replace outdated equipment.				
			Summer, 2019		
Update and expand security and safety equipment.	Replace intercom system in all schools.	Superintendent, Director of Technology (also the emergency services contact), Director of Transportation, security vendor	July, 2015		Annually, to school board by June
	Expand camera network to all school locations, including Walnut Street Daycare (VPI location).		March 2015-March 2017		
	Add magnetic door locks to all exterior doors, and other doors as targeted by principals and district emergency contact.		By March, 2017		
	Provide two-way radios for all bus drivers to replace current system of cell phone usage for bus contacts.		August, 2017		
Obtain security grant funding from state; complete and submit required documentation for grant.	Director of Technology (also emergency services contact)	Annually, on state timeline			

Objective: Provide a safe climate for students and staff during the instructional day and at school sponsored activities.					
Goal	Specific Strategy	Persons Responsible	Implementation Timeline	Resources Needed	Report to Community
Expand support services for students with the most behavior needs.	Hire full-time school psychologist.	Superintendent, Human Resources Manager, Director of Special Education	As soon as possible	Financial and human (i.e.-applicants are needed)	To school board as necessary
	Expand Therapeutic Day Treatment program.	Director of Special Education, Assistant Superintendent, Community Service Board	August 2016	Space for offices; TDT workers	
Provide programming for students, staff and parents on cyber bullying, sexting, in appropriate use of social media and other current technology issues.	Identify individuals or programs that can make effective presentations to parents on these topics. Coordinate annual parent meetings.	Assistant Principals, Virginia State Police, Director of Technology, Guidance Counselors	Spring, 2016 and annually in the fall thereafter	Presenter and light refreshments	Auto-dial, social media, radio and newspaper advertisements
	Expand guidance character education programs and combine with internet safety training to enhance student learning about these topics.		Annually-held throughout the year	Instructional materials	To school board, as appropriate

Providing Resources to Our Students and Community

Objective:		Family, students, staff, and community will actively engage to seek resources and develop opportunities that meet future educational challenges.			
Goal	Specific Strategy	Persons Responsible	Implementation Timeline	Resources Needed	Report to Community
Implement a comprehensive communication plan and strategy.	Evaluate current anecdotal plan for strengths and weaknesses.	Superintendent and Leadership Team	By June, 2017	Human and fiscal	School board as needed; web page, social media and autodial
	Develop a written plan which includes communicating the district's mission, vision and strategic plan goals.	Superintendent and Leadership Team	By November, 2017		
	Use multiple methods of communication to improve awareness and advocacy for RCPS, reaching all stakeholders.	Superintendent and Leadership Team	Beginning December 2017 and ongoing		

Objective: Family, students, staff, and community will actively engage to seek resources and develop opportunities that meet future educational challenges.

Goal	Specific Strategy	Persons Responsible	Implementation Timeline	Resources Needed	Report to Community
Develop avenues to engage external stakeholders in meaningful ways to ensure their engagement and accountability for student success.	Assess parents' needs through surveys for educational and parenting programming and develop events, in concert with other local agencies, to meet their identified needs.	Superintendent and Leadership Team	By June, 2017	Surveys	Leadership team report; school board report as needed; website and other social media
	Provide community members with opportunities to serve on a variety of committees and teams to increase opportunities for shared decision making and participation in leadership roles.	Superintendent and Leadership Team	Ongoing	Committees	
	Expand community based mentoring program to include a site based component, allowing for all students who need an adult advocate to be assigned one.	Director of Student Services; Principals; RCPS staff	Ongoing	Volunteers, training	Website, social media, Leadership team
	Hold "school comes to you" meetings at parent-friendly times in locations where families feel comfortable.	Assistant superintendent, Director of Human Resources, teacher leaders	1 st meeting by June, 2017	Books, math games to give away; food; outdoor games	Website, social media, autodial

Objective: Family, students, staff, and community will actively engage to seek resources and develop opportunities that meet future educational challenges.					
Goal	Specific Strategy	Persons Responsible	Implementation Timeline	Resources Needed	Report to Community
Expand/alter parent night events to target all groups of parents/families, honoring cultural differences.	Survey parents to determine the types of events they would like to attend.	Assistant superintendent, Principals	By June 2017	Survey instrument	Website, social media, audio, school board reports
	Increase the events held until three parent-selected events are held each year at each school.	School Leadership Teams	Adding one event per year through 2020	Materials necessary for event, food	
Continue to build relationship between Board of Supervisors and School Board.	Hold joint meetings periodically to work on County strategic planning.	Superintendent, County Administrator, Board of Supervisors, School Board	Ongoing	Meeting space	School board reports, webpage, social media
	Hold one joint luncheon for all county employees to attend, allowing for interdepartmental networking.			Meeting space; food	