

2024

St. Clair County Schools



FIVE YEAR STRATEGIC PLAN
2024-2029

Five Year Strategic Plan

St. Clair County is a growing county with a population over 93,000. St. Clair County Schools have roughly 9,600 students. We have an excellent quality of life, with numerous parks, recreational facilities and cultural attractions in St. Clair County. Our schools serve students from cities, towns, and municipalities of Ashville, Argo, Margaret, Moody, Odenville, Ragland, Springville, and Steele. Our communities continually support our schools in many ways. We believe in the importance of community involvement and connecting with the leadership across our county.

As we partnered with our leadership, we developed a county wide planning team that assembled what we feel are priorities that represent what our communities want in our schools. This plan was developed over multiple meetings over several months. We took a deep dive into surveys and data in our schools. The survey's involved, students, parents, teachers, and community members. Our hope is that the completed plan helps us meet all our students' needs as we strive to move from good to great in our school system.

We believe our district is blessed with the opportunity to equip, enrich, and encourage our students to be successful during their educational experiences and beyond.

Justin D. Burns Ed.D.
Superintendent

Board Members:

Scott Suttle- President (Moody)
Nickie Steven VanPelt- Vice President (At Large)
Cathy Fine (Springville)
Allison Gray (Odenville)
Bogie Lovell (Ragland)
Bill Morris (At Large)
Randy Thompson (Ashville)

Steering Committee Members:

Rusty St. John – St. Clair County BOE	Courtney Cox – Counselor St. Clair County High
Cassandra P. Taylor – St. Clair County BOE	Rick Barnes – Community Member Ashville and Steele
Stephanie McCarrell – Principal Margaret Elementary	Shelley McCoy – St. Clair County Technology Team
Leann Ford – Principal Ashville High	
Candice Cranford – ECTC Counselor	

David Beegle – Principal Steele Elementary

Christy Reaves – Community Member Moody and Odenville

Nikki VanPelt – St. Clair County Board of Education

Wes Graham – Principal Springville Middle

Bert Broome – Community Member Ragland

Jessica Lumpkin – Principal Odenville Elementary

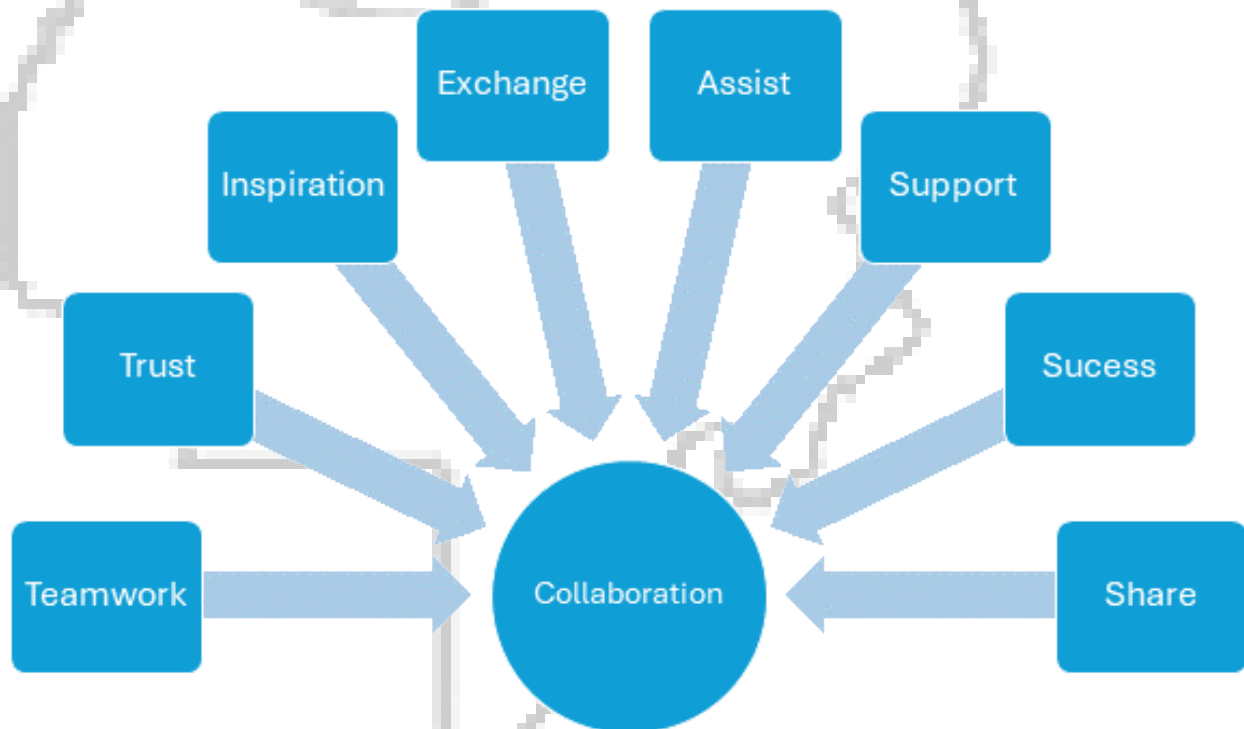
Dr. Demetrius Scott – Principal Moody Middle School

Clayton Martin – Community Member Springville

Strategic Planning Purpose

Setting Foundational Direction. “With so many potential and de facto goals and interests in play, leadership for coherence must name, clarify, and prioritize a focal set of values and objectives so that members of the organization understand deeply what to concentrate their daily work around (Curtis & City, 2009; Leithwood & McCullough, 2016; Fullan & Quinn, 2015).

With this thought in mind the district set out to create this five-year strategic plan for all stakeholders to internalize and understand for clear purpose and direction. Instead of many different directions and priorities, one common direction for all.



St. Clair County's Process:

1. In this process the district leadership team had meetings and discussions around process steps, timeline, a diverse steering committee, Survey Questionnaire, Instructional Review Process, and other key information.
2. Develop an overview of the work including purpose and key benchmarks for steering committee.
3. Create a diverse stakeholder steering committee.

Next, we followed Three Phases:

Phase One: Collective Learning

- Conducted instructional review around rigor, relevance, engagement and relationships framework.
- Conducted Surveys for Community, Students, Teachers, Administrators, and Staff.
- Analyzed other data points

Phase Two: Creation of Strategic Plan

- Developed emerging themes
- Set priorities, goals and action steps
- Named metrics, dates and who will be responsible
- Approval of the plan by the Board of Education
- Creation of communications plan

Phase Three: Implementation of the Plan

- Support, monitor and adjust implementation of plan with advisory sessions for district leaders

Mission and Vision Statements

MISSION:

Equip. Enrich. Encourage.

VISION:

We strive to equip, enrich, and encourage every student to be successful in life beyond the classroom.

- Students will be *equipped* with the knowledge and skills needed to succeed in life.
- Students will have the opportunity to learn in *enriching*, safe and caring learning environments.
- Students will be *encouraged* to develop exemplary character and to reach their full potential.

VALUES:

We believe:

- That knowledge is gained through learning and experience both inside and outside of the classroom.
- That learning environment should promote resilience, respectfulness, and strong work ethic.
- That exemplary character is demonstrated as having integrity, showing compassion, and setting and achieving goals.

Phase One: Collective Learning

The purpose of a Strategic Plan is to identify specific goals and objectives designed to academic achievement for all students within the framework of the district. Once we had data to review from Instructional Practice Assessments, student test score data, attendance data, staffing and personnel data, behavior data, and survey data including teachers, community, administrators, and students the team was able to identify some goals and objectives for the next five years. In addition, the team had KPIs (Key Performance Indicators), metrics, timelines and responsible parties for monitoring and adjusting.

The Strategic Planning Steering Committee, met over the course of five months to evaluate district data, trending data and come to consensus on some of the most pressing areas for St. Clair County.

The following Mission, Vision, Core Beliefs were ongoing, iterative process that the planning team revisited throughout the process. To this end, the Steering Committee was a collective learning process for all involved. From community members, school leaders, district leaders and board members, all had equal opportunities to share and voice thoughts throughout the entire process.

January 17th Board Meeting to discuss this process

January 29th and 30th Meetings with District Staff and Principals to discuss first steps

March 8th first steering committee meeting

March 11 – 20 Classroom visits conducted for IPA data

April 11th follow up steering committee meeting

April 15 – May 3 surveys administer

(in between meetings, sub committees met to analyze and work on through information that was being pulled)

Phase Two: Creation of Plan Draft

May 9th follow up steering committee meeting

- Goals began to take shape, action steps for the plan were also discussed
- Mission, Vision and Beliefs were confirmed
- Student data pieces finalized

June 4th follow up steering committee meeting

- Reading of 1st draft of the plan and adjustments needed addressed

Phase Three: Implementation of the Plan

January 17, 2024 – Board meeting to discuss this process

January 29th and 30th – Meeting with District Staff and Principals to discuss first steps

March 8th – First Steering Committee meeting

March 11th - 20th Classroom visits across the county conducted for IPA data

April 11th – Follow up Steering Committee meeting

April 15th – May 3rd – Surveys administered

(In between meetings, sub committees met to analyze and work through information that was being pulled.)

July 16, 2024- Regular Called Board Meeting

July 17-18, 2024- County Administrator Meetings

August 1, 2024 – Begin disseminating the slide deck on all social media outlets (schools, BOE, etc.)
Having information sessions at our back-to-school open house in our schools.

We will begin disseminating the plan to students, parents and community members via each community and school after August 1, 2024 when all employees report to work for the 2024-25 school year.

We will utilize our school system call out / email system to share with parents, hold information sessions during schools back to school meetings. We will also use all our social media outlets to share this information.

Priority Areas/ Goal Statements:

Priority One: Students

Goal: We will equip students to be ready for enrollment, enlistment, employment, or entrepreneurship in an enriching and encouraging environment.

Priority Two: Staff

Goal: We will equip our staff with the necessary tools and resources to foster student achievement.

Priority Three: Community

Goal: We will interact with our community through efficient bidirectional communication.

Priority Four: Resources

Goal: We will intentionally distribute resources to optimize efficiency and success for everyone.

Priority One: Students Action Plan

Priority One: We will equip all students to graduate for enrollment, enlistment, employment, or entrepreneurship.

Objective/Strategy One: Establish a framework/system to ensure rigorous instruction and formative processes in every classroom for every student.

Action Steps:

Fall of 2024: Assess the effectiveness of existing district systems, curriculum, staffing arrangements, and initiatives to guarantee the success of every learner.

- Conduct an instructional programs assessment to investigate instruction and use of programs across the district.
 - Walk through classrooms and provide levels of rigor, relevance, engagement and instructional models.
 - Review all resources used in classrooms
 - Identify ways to streamline resources

Objective/ Strategy Two: Implement innovative technology solutions to enhance student opportunity and support educational goals.

Action Steps:

Fall 2024: Provide training and support to staff members to ensure effective utilization of new technologies.

Objective/Strategy Three: Create and employ a standardized data protocol across the district to guide instructional decisions.

Action Steps: Identify and select appropriate data collection tools and methodologies. Design templates and guidelines for data collection, storage and analysis. Establish protocols for regular data review meetings and discussions among educators. Monitor and adjust as needed.

Objective/Strategy Four: Implement comprehensive strategies to enhance student school attendance and foster a culture of regular attendance within the school community.

Action Steps: Analyze attendance data to identify trends, patterns and areas needing improvement. Develop targeted interventions for students with chronic absenteeism, such as personalized support plans and mentoring programs. Collaborate with families and community stakeholders to address barriers to attendance. Implement incentives and recognition programs to encourage regular attendance such as attendance awards or special privileges.

Objective/ Strategy	Performance Indicator	Measurement Tool	Baseline Data	Annual Goal
1. Establish a framework/system to ensure rigorous instruction and formative processes in every classroom for every student.	Percentage of students meeting/exceeding growth targets % of students achieving proficiency on state assessments in Spring	State Assessment Growth K-5 iReady ACAP 6-8 NWEA (MAP) 9-12 ACT9, ACT10, ACT		

Objective/ Strategy	Performance Indicator	Measurement Tool	Baseline Data	Annual Goal
2. Implement innovative technology solutions to enhance student opportunity and support educational goals.	Computer Science classes and enrollment numbers Usage of one-to-one data	TBD		

Objective/ Strategy	Performance Indicator	Measurement Tool	Baseline Data	Annual Goal
---------------------	-----------------------	------------------	---------------	-------------

<p>3. Create and employ a standardized data protocol across the district to guide instructional decisions.</p>	<p>All schools have processes in place for weekly data PLC meetings</p>	<p>State Assessment Growth Formative assessment data iReady, MAP, ACAP ACT</p>		
--	---	---	--	--

Objective/ Strategy	Performance Indicator	Measurement Tool	Baseline Data	Annual Goal
<p>4. Implement comprehensive strategies to enhance student school attendance and foster a culture of regular attendance within the school community.</p>	<p>% of students attending is 95 or higher Truancy plans drop by 5% year over year</p>	<p>Attendance Reports</p>		

Priority Two: Staff Action Plan

Priority Two: We will equip our staff with the necessary tools and resources to foster student achievement.

Objective/Strategy One: Establish a framework/system to ensure rigorous instruction and formative processes in every classroom.

Action Steps: Create district walk through that addresses formative processes and questioning in the classroom.

Objective/Strategy Two: Provide targeted and personalized professional learning for all staff.

Action Steps: Align professional learning to specific goals and grade levels or subject areas. Develop survey to take the pulse of professional learning.

Objective/Strategy Three: The district will effectively recruit and retain staff.

Action Steps: Develop exit interview process with specific questions to track why staff leaves. Review current practices for recruitment and retention compared to surrounding areas. Do a salary study to determine the amount paid to staff compared to surrounding areas.

Objective/ Strategy	Performance Indicator	Measurement Tool	Baseline Data	Annual Goal	
1. Establish a framework/system to ensure rigorous instruction and formative processes in every classroom.	Average student growth rate for each grade level District walk through data around rigor and formative processes	State Assessment Growth District walk through form			

Objective/ Strategy	Performance Indicator	Measurement Tool	Baseline Data	Annual Goal
2. Provide targeted and personalized professional learning for all staff.	% of teachers/staff attending professional learning % of participants reporting PL was meaningful and related to overall goals of the district	Sign in sheets tracking data Survey to be created by Priority 2 team		
Objective/ Strategy	Performance Indicator	Measurement Tool	Baseline Data	Annual Goal
3. The district will effectively recruit and retain staff.	% of staff retained each year % of staff celebrating 5, 10, 15 and more year anniversaries Exit interview document	HR Data HR Data TBD		

Priority Three: Community

Priority Three: We will interact with our community through efficient bidirectional communication.

Objective/Strategy One: The district will commit to a consistent communication and engagement plan.

Action Steps: The district will evaluate the current methods for communicating. The district will survey parents and students regarding preferred methods of communication. Audit the current website and other community facing pieces.

Objective/Strategy Two: Enhance community awareness and engagement regarding the importance of attendance through targeted educational initiatives, interactive workshops, and strategic communication campaigns, fostering a culture of accountability and participation within the community.

Action Steps: Organize workshops and events to engage community to be in the schools. Engage community leaders and key influencers to help with moving the idea of attendance. Provide incentives and recognition for demonstrating good attendance.



Objective/ Strategy	Performance Indicator	Measurement Tool	Baseline Data	Annual Goal
1. The district will commit to a consistent communication and engagement plan.	Attendance at school and district events % of parents engaged with a survey process is 25%	Sign in sheets IT team to track percentage		
Objective/ Strategy	Performance Indicator	Measurement Tool	Baseline Data	Annual Goal
2. Enhance community awareness and engagement regarding the importance of attendance through targeted educational initiatives, interactive workshops, and strategic communication campaigns, fostering a culture of accountability and participation within the community.	PTO meetings with sign in sheets Attendance Celebrations for each quarter Community meetings with local churches and leaders to interact and talk about the importance of school attendance.	Sign in sheets School plans for what that will be Sign in sheets		

Priority Four: Resources

Priority Four: We will intentionally distribute resources to optimize efficiency and success for everyone.

Objective/Strategy One: Conduct a comprehensive analysis and evaluation of facilities to enhance support services and ultimately improve district outcomes.

Action Steps: Compile a comprehensive inventory of all district facilities, including all schools, administrative buildings, and support facilities. Conduct a needs assessment. Develop a plan for allocating resources, including funding, personnel, and materials, to address identified needs and enhance support services.

Objective/Strategy Two: Develop a funding framework that considers both student enrollment figures and the specific needs outlined in the district's strategic plan for individual schools.

Action Steps: Review Strategic plan and KPIs, assess student enrollment to understand distribution of per pupil expenditures, develop allocation criteria, and engage stakeholders.

Objective/ Strategy	Performance Indicator	Measurement Tool	Baseline Data	Annual Goal
1. Conduct a comprehensive analysis and evaluation of facilities to enhance support services and ultimately improve district outcomes.	Efficiency of resource allocation and the extent to which facilities are optimized to support educational objectives. Higher utilization equals better use.	TBD		
Objective/ Strategy	Performance Indicator	Measurement Tool	Baseline Data	Annual Goal
2. Develop a funding framework that considers both student enrollment figures and the specific needs outlined in the district's strategic plan for individual schools.	% of expenditures spent on instructional needs Student to teacher ratio/student admin ration/avg classroom size	Per pupil expenditure by location Data base information (PowerSchool)		

