

Amesbury Public Schools District Strategy By Year with Initiatives

January 2023 - June 2026

Vision	
In the Amesbury Public Schools, we strive to prepare every student with the skills to think, act, learn, and lead in a way that will make a positive impact on our interconnected world.	
Mission Statement	
In the Amesbury Public Schools, we are unconditionally committed to... The growth of <u>every child</u> . By creating a safe, supportive, and inclusive environment that provides dynamic learning experiences, the highest quality staff, and a vitally involved community, every child experiences success.	
Equity Vision	
In the Amesbury Public Schools, we are committed to valuing the unique characteristics and perspectives of each member of our community. By considering our differences as strengths, we are dedicated to building a culture where students, staff, and community partners feel empowered and supported as they connect with and contribute to the world.	
Core Beliefs	
Communication	Respectfully communicating with all community members in a timely, clear, and honest way
Academic Excellence	Conscientiously pursuing excellence in our teaching and learning to provide diverse learning opportunities
Relationships	Intentionally building caring connections to enhance engagement, collaboration, and belonging in the Amesbury community.
Equity and Inclusion	Actively cultivating an equitable and inclusive environment where each individual is able to work and learn in an atmosphere of respect, dignity, and acceptance.
Theory of Action	
IF we ensure a safe, equitable environment where academic excellence is encouraged and maintained through dynamic learning experiences and IF we provide educators with opportunities to enhance their pedagogy and provide them with the tools to support the demands of a rapidly changing and interconnected world, THEN our students will have success on any pathway they choose to pursue.	

January 2023 through June 2023

Enhancing Teaching and Learning

Ensure that every student is challenged academically through differentiated and advanced learning opportunities, the implementation of high quality instructional practices, and an inclusive, demanding, and research based curriculum.

Strategic Initiatives	People Responsible	Timeline
Complete a curriculum inventory for all content areas and all courses/content areas in all grade levels	<ul style="list-style-type: none">• Director of Teaching, Learning and Equity• Principals• Department Heads• Teachers• Interventionists and Coaches	<ul style="list-style-type: none">• June 2023
Develop a curriculum review cycle.	<ul style="list-style-type: none">• Director of Teaching, Learning and Equity	<ul style="list-style-type: none">• June 2023
Complete visual representation (flow chart) for MTSS (Multi-Tiered System of Supports) for Literacy, Math, and SEL.	<ul style="list-style-type: none">• District Tiered Support and Dyslexia Specialist• SEL MTSS Chair and Committee• Math MTSS Chair and Committee	<ul style="list-style-type: none">• June 2023
Provide opportunities for parents/guardians and school personnel to understand the MTSS (Multi-Tiered System of Supports) in Literacy, Math, and SEL.	<ul style="list-style-type: none">• Director of Teaching, Learning and Equity• Principals• Department Heads• Teachers• Interventionists and Coaches	<ul style="list-style-type: none">• June 2023

Strategic Initiative 1.1		Complete a curriculum inventory for all content areas and all courses/content areas in all grade levels	
Initiative Leader: Director of Teaching, Learning and Equity		Date of last Revision: 12/12/22	
Tasks	Person(s) Responsible	Target Start Date	Target End Date
Principals request up to date curriculum	Principals	January 2023	February 2023
Principals meet with grade level/department teams/department heads to ensure gap analysis	Principals, Department Heads, Coaches, Teachers	March 2023	May 2023
Ensure all curriculum are distributed to appropriate staff	Principals , Department Heads	April 2023	May 2023
Submit final copy to Director of Teaching, Learning, and Equity	Principals	April 2023	June 2023
Leadership Team meets to analyze curriculum and determine next steps for curriculum alignment, curriculum development and format planning in all subjects PK-12	Leadership Team	May 2023	June 2023

Strategic Initiative 1.2		Develop a curriculum review cycle.	
Initiative Leader: Director of Teaching, Learning and Equity		Date of last Revision: 12/12/22	
Tasks	Person(s) Responsible	Target Start Date	Target End Date
Create draft of curriculum review cycle	Director of Teaching, Learning and Equity	January 2023	February 2023
Review draft of curriculum review cycle with Leadership Team	Director of Teaching, Learning and Equity, Leadership Team	February 2023	March 2023
Share draft of curriculum review cycle with identified staff	Director of Teaching, Learning and Equity, select staff	March 2023	April 2023
Share and post curriculum review cycle	Director of Teaching, Learning and Equity, Executive Asst. to the Superintendent, Principals	May 2023	June 2023

Strategic Initiative 1.3		Complete visual representation (flow chart) for MTSS (Multi-Tiered System of Supports) for Literacy, Math, and SEL.	
Initiative Leader: MTSS Committee Chairs and MTSS Specialist		Date of last Revision: 12/12/22	
Tasks	Person(s) Responsible	Target Start Date	Target End Date
Share draft of Literacy, SEL and Math MTSS visual representations with Leadership Team	MTSS Literacy Specialist, MTSS SEL Chair and Committee, MTSS Math Chair and Committee	January 2023	March 2023
Share draft of Literacy, SEL and Math MTSS visual representations with staff	MTSS Literacy Specialist, MTSS SEL Chair and Committee, MTSS Math Chair and Committee	March 2023	April 2023

Strategic Initiative 1.4		Provide opportunities for parents/guardians and school personnel to understand the MTSS (Multi-Tiered System of Supports) in Literacy, Math, and SEL.	
Initiative Leader: MTSS Committee Chairs and MTSS Specialists		Date of last Revision: 12/12/22	
Tasks	Person(s) Responsible	Target Start Date	Target End Date
Share draft of Literacy, SEL and Math MTSS visual representations with the larger school community	MTSS Literacy Specialist, MTSS SEL Chair and Committee, MTSS Math Chair and Committee	April 2023	May 2023

Promote Continuous Development of High Quality Educators Enhance the Professional Learning Community by providing rich professional development that ensures everyone's focus on high expectations and continuous improvement for professional practice.		
Strategic Initiatives	People Responsible	Timeline
Re-establish the Professional Development Council (PDC) ensuring maximum representation of diverse roles.	<ul style="list-style-type: none"> • Superintendent • Director of Teaching, Learning and Equity 	<ul style="list-style-type: none"> • January/February 2023
Develop a draft Professional Development (PD) calendar for School Year 2023-2024	<ul style="list-style-type: none"> • Superintendent • District Administrative Team (including APs) • Professional Development Council (PDC) 	<ul style="list-style-type: none"> • June 2023

Strategic Initiative 2.1		Re-establish the Professional Development Council (PDC) ensuring maximum representation of diverse roles.	
Initiative Leader: Director of Teaching, Learning and Equity		Date of last Revision: 12/12/22	
Tasks	Person(s) Responsible	Target Start Date	Target End Date
Create job posting and identify the number of staff members and building representation for the committee	Superintendent, Director of Teaching, Learning and Equity, Principals	December 2022	January 2023
Publish the posting for the PDC	Executive Assistant to the Superintendent	January 2023	February 2023
Select members for the PDC	Superintendent, Director of Teaching, Learning and Equity, Principals	February 2023	February 2023
Meet with members of the PDC	Superintendent, Director of Teaching, Learning and Equity	March 2023	June 2023

Strategic Initiative 2.2		Develop a draft Professional Development (PD) calendar for School Year 2023-2024	
Initiative Leader: Director of Teaching, Learning and Equity		Date of last Revision: 12/12/22	
Tasks	Person(s) Responsible	Target Start Date	Target End Date
Build a draft PD Calendar for SY 23-24	Superintendent, Director of Teaching, Learning and Equity, Executive Assistant to the Superintendent	January 2023	February 2023
Share draft PD Calendar with Leadership Team that includes district identified PD	Superintendent, Director of Teaching, Learning and Equity, Leadership Team	February 2023	February 2023
Create individual plans for each PD/PRT Day with topics	PDC, Director of Teaching, Learning and Equity	March 2023	March 2023
Solicit and identify facilitators for each workshop throughout the SY 23-24	PDC, Director of Teaching, Learning and Equity	April 2023	June 2023
Create and evaluation system for District offered PD that assesses: the effectiveness and the impact of that PD on their daily teaching	PDC, Director of Teaching, Learning and Equity	April 2023	June 2023

Progressive Learning and Work Environment that is Safe and Accessible Create an environment that provides physical and psychological safety for children and adults. An environment that is accessible to all stakeholders and promotes a positive mindset.		
Strategic Initiatives	People Responsible	Timeline
Provide professional development on Restorative Practices in the classroom	<ul style="list-style-type: none"> • Superintendent • Director of Teaching, Learning and Equity • Principals • Teachers 	<ul style="list-style-type: none"> • November 2022 • March 2023
Examine and create a visual representation of the district's organizational structure and job responsibilities.	<ul style="list-style-type: none"> • Superintendent • Director of Finance and Operations • Executive Assistant to the Superintendent • Central Office Team 	<ul style="list-style-type: none"> • May/June 2023
Create District Maintenance Plan and update Capital Projects Plan	<ul style="list-style-type: none"> • Facilities Director • Director of Finance and Operations • Superintendent • Principals 	<ul style="list-style-type: none"> • May/June 2023
Create a Central Registration process	<ul style="list-style-type: none"> • Administrative Assistant to the Director of Student Services • Executive Assistant to the Superintendent • Superintendent • AHS Guidance Administrative Assistant 	<ul style="list-style-type: none"> • May/June 2023
Create a district-wide Technology Planning Committee	<ul style="list-style-type: none"> • Superintendent • Director of Technology • Teachers • Community Members 	<ul style="list-style-type: none"> • June 2023

Create Program descriptions for all specialized programs for students with disabilities	<ul style="list-style-type: none"> • Director of Student Services • Administrative Assistant to the Director of Student Services • Principals • Special Education Facilitators 	<ul style="list-style-type: none"> • June 2023
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Strategic Initiative 3.1		Provide professional development on Restorative Practices in the classroom	
Initiative Leader: Superintendent		Date of last Revision: 12/12/22	
Tasks	Person(s) Responsible	Target Start Date	Target End Date
Contract with consultants to provide PD to staff and administration	Superintendent, Director of Teaching, Learning and Equity	August 2022	June 2023
Deliver PD to staff and administration	Superintendent, Director of Teaching, Learning and Equity, consultants	August 2022	June 2023
Communicate expectations for implementation of Community Circles	Superintendent, Director of Teaching, Learning and Equity, Director of Student Services, Principals, Teachers	December 2022	June 2023

Strategic Initiative 3.2		Examine and create a visual representation of the district's organizational structure and job responsibilities.	
Initiative Leader: Superintendent		Date of last Revision: 12/12/22	
Tasks	Person(s) Responsible	Target Start Date	Target End Date
Review current organizational structure and responsibilities	Superintendent, Central Office	February 2023	March 2023
Create visual representation of organizational structure	Superintendent, Central Office	March 2023	June 2023

Strategic Initiative 3.3		Create District Maintenance Plan and update Capital Projects Plan	
Initiative Leader: Director of Facilities		Date of last Revision: 12/12/22	
Tasks	Person(s) Responsible	Target Start Date	Target End Date
Create draft District Maintenance Plan	Director of Facilities, Director of Finance and Operations	September 2022	November 2022
Review, prioritize, and study impact to the FY 24 Budget	Superintendent, Director of Finance and Operations, Director of Facilities	November 2022	May 2023
Review current Capital Plan and update with recommendations	Superintendent, Director of Finance and Operations, Director of Facilities, Principals	February 2023	May 2023
Review draft Maintenance Plan and Capital Plan with Building and Grounds Subcommittee	Superintendent, Director of Finance and Operations, Director of Facilities, B & G Subcommittee	April 2023	June 2023

Strategic Initiative 3.4		Create a Central Registration process	
Initiative Leader: Superintendent, Admin. Asst. to the Director of Student Services		Date of last Revision: 12/12/22	
Tasks	Person(s) Responsible	Target Start Date	Target End Date
Redefine existing job description for Administrative Assistant to the Director of Student Services to include the creation, implementation, and management of a Central Registration Process	Superintendent and Director of Student Services	September 2022	September 2022
Administrative Assistant to the Director of Student Services attends Aspen Training	Administrative Assistant to the Director of Student Services	November 2022	November 2022
Develop and record Central Registration Process for Review	Superintendent, Administrative Assistant to the Director of Student Services, AHS Guidance Administrative Assistant	December 2022	January 2023
Share final Central Registration Process with Leadership Team and Principals' administrative assistants	Superintendent, Administrative Assistant to the Director of Student Services	January 2023	January 2023
Update website to include new instructions for the Central Registration Process	Executive Assistant to the Superintendent	January 2023	February 2023
Implement Central Registration Process	Administrative Assistant to the Director of Student Services	February 2023	February 2023

Strategic Initiative 3.5		Create a district-wide Technology Plan Committee	
Initiative Leader: Superintendent, Director of Technology		Date of last Revision: 12/12/22	
Tasks	Person(s) Responsible	Target Start Date	Target End Date
Reach out to staff members who originally expressed interest in participating on the Technology Vision Team and extend open invitation to other staff	Superintendent	December 2022	December 2022
Convene Tech Team for first meeting	Superintendent	December 2022	December 2022
Establish objectives including but not limited to integration, implementation, maintenance, policies, and professional development	Superintendent and Director of Technology, Tech Team	January 2023	June 2023

Strategic Initiative 3.6		Create Program descriptions for all specialized programs for students with disabilities	
Initiative Leader: Director of Student Services		Date of last Revision: 12/12/22	
Tasks	Person(s) Responsible	Target Start Date	Target End Date
Review current specialized programming for students with disabilities	Director of Student Services, Administrative Asst. to the Director of Student Services, Principals, Sp. Ed. Facilitators	December 2022	June 2023
Create draft document that outlines profiles of students enrolled in Specialized Programming	Director of Student Services, Administrative Asst. to the Director of Student Services, Principals, Sp. Ed. Facilitators	January 2023	May 2023
Share final document to share with members of the Amesbury School Community	Director of Student Services, Administrative Asst. to the Director of Student Services, Principals, Sp. Ed. Facilitators	June 2023	June 2023

July 2023 through June 2024

Enhancing Teaching and Learning

Ensure that every student is challenged academically through differentiated and advanced learning opportunities, the implementation of high quality instructional practices, and an inclusive, demanding, and research based curriculum.

Strategic Initiatives	People Responsible	Timeline
Begin curriculum alignment, revision, additions incorporating choices and culturally responsive teaching practices to increase the amount of diversity, equity, inclusion, and belonging for our students	<ul style="list-style-type: none"> • Director of Teaching, Learning and Equity • Principals • Department Heads • Teachers • Interventionists and Coaches • Paraprofessionals 	<ul style="list-style-type: none"> • August 2023 through June 2024
Utilize professional development opportunities to strengthen and focus Tier I Instruction so that all students can access the curriculum and experience optimal success.	<ul style="list-style-type: none"> • Superintendent • Director of Teaching, Learning and Equity • Principals • Department Heads • Teachers • Interventionists and Coaches • Paraprofessionals 	<ul style="list-style-type: none"> • August 2023 through June 2024
Create and implement data teams for each building, grade level and/or content area.	<ul style="list-style-type: none"> • Director of Teaching, Learning and Equity • Principals • Interventionists and Coaches • Teachers 	<ul style="list-style-type: none"> • August 2023 through June 2024
Create Tier 2 interventions at AMS and AHS	<ul style="list-style-type: none"> • Director of Teaching, Learning and Equity • Principals • Interventionists and Coaches • Teachers 	<ul style="list-style-type: none"> • August 2023 through June 2024

Pilot K-5 Math Program (Summer time to select pilots)	<ul style="list-style-type: none"> • Director of Teaching, Learning and Equity • Math Coach • Teachers • Math Interventionists • Principals 	<ul style="list-style-type: none"> • July 2023 through June 2024
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Strategic Initiative 1.5		Begin curriculum alignment, revision, additions incorporating choices and culturally responsive teaching practices to increase the amount of diversity, equity, inclusion, and belonging for our students	
Initiative Leader: Director of Teaching, Learning and Equity		Date of last Revision: 12/12/22	
Tasks	Person(s) Responsible	Target Start Date	Target End Date
Plan a calendar for curriculum writing for content areas/grade levels as identified in the curriculum review plan	Director of Teaching, Learning and Equity, Principals, Department Heads	July 2023	July 2023
Share final calendar with principals and administrative assistants for the purpose of getting coverage when needed	Leadership Team	July 2023	August 2023
Implement a calendar for professional development days, Professional Release Time (PRT) days, and professional workshop days during the school day/year.	Director of Teaching, Learning and Equity, Principals, Department Heads, Administrative Assistants	August 2023	June 2024

Strategic Initiative 1.6		Utilize professional development opportunities to strengthen and focus Tier I Instruction so that all students can access the curriculum and experience optimal success.	
Initiative Leader: Director of Teaching, Learning and Equity		Date of last Revision: 12/12/22	
Tasks	Person(s) Responsible	Target Start Date	Target End Date
Identify instructional strategies that will benefit Tier I instruction	Director of Teaching, Learning and Equity, Leadership Team, Department Heads, PLCs, Coaches and Interventionists	May 2023	July 2023
Identify staff to deliver the identified professional development	Director of Teaching, Learning and Equity, Leadership Team, Department Heads, PLCs, Coaches and Interventionists	July 2023	August 2023
Deliver the identified professional development as identified and scheduled	Director of Teaching, Learning and Equity, Leadership Team, Department Heads, PLCs, Coaches and Interventionists	August 2023	June 2023

Strategic Initiative 1.7		Create and implement data teams for each building, grade level and/or content area.	
Initiative Leader: Director of Teaching, Learning and Equity, Principals		Date of last Revision: 12/12/22	
Tasks	Person(s) Responsible	Target Start Date	Target End Date
Identify the membership of data teams for each building. Consider grade level, content area, and/or teams	Leadership Team	July 2023	August 2023
Post for data teams	Executive Assistant to the Superintendent	August 2023	September 2023
Convene data teams to set meeting schedule and objectives	Director of Teaching, Learning and Equity, Building Principals	October 2023	October 2023
Implement data teams	Director of Teaching, Learning and Equity, Building Principals	November 2023	June 2024

Strategic Initiative 1.8		Create Tier 2 interventions at AMS and AHS	
Initiative Leader: Director of Teaching, Learning and Equity, Principals		Date of last Revision: 12/12/22	
Tasks	Person(s) Responsible	Target Start Date	Target End Date
Identify methods of gathering information to determine needs	Director of Teaching, Learning and Equity, Principals, Asst. Principals, Coaches, Interventionists	July 2023	August 2023
Collect data to determine targeted needs during identified cycles	Director of Teaching, Learning and Equity, Principals, Asst. Principals, Coaches, Interventionists	September 2023	June 2024
Determine what targeted interventions are needed based on the data	Director of Teaching, Learning and Equity, Principals, Asst. Principals, Coaches, Interventionists	September 2023	June 2024
Implement targeted interventions with identified students	Director of Teaching, Learning and Equity, Principals, Asst. Principals, Coaches, Interventionists, Teachers	October 2023	June 2024
Continue progress monitoring and implement interventions as indicated by the data	Director of Teaching, Learning and Equity, Principals, Asst. Principals, Coaches, Interventionists, Teachers	October 2023	June 2024

Strategic Initiative 1.9		Pilot K-5 Math Program (Summer time to select pilots)	
Initiative Leader: Director of Teaching, Learning and Equity		Date of last Revision: 12/12/22	
Tasks	Person(s) Responsible	Target Start Date	Target End Date
Select Math Curriculum Review Team	Director of Teaching, Learning and Equity, Lower and Upper Elementary Principals, Interventionists, Coaches	May 2023	June 2023
Select Math Programs to Review	Director of Teaching, Learning and Equity, Lower and Upper Elementary Principals, Interventionists, Coaches	June 2023	July 2023
Identify Program to Pilot	Director of Teaching, Learning and Equity, Lower and Upper Elementary Principals, Interventionists, Coaches	July 2023	August 2023
Provide Professional Development to Pilot Teachers	Director of Teaching, Learning and Equity, Lower and Upper Elementary Principals, Interventionists, Coaches	August 2023	August 2023
Implement Pilot Program with Identified Teachers	Director of Teaching, Learning and Equity, Lower and Upper Elementary Principals, Interventionists, Coaches	August 2023	June 2024
Pilot Team Meetings to discuss strengths and weaknesses of program	Director of Teaching, Learning and Equity, Lower and Upper Elementary Principals, Interventionists, Coaches	August 2023	May 2024
Decide on new K-5 Math Program	Director of Teaching, Learning and Equity, Lower and Upper Elementary Principals, Interventionists, Coaches	June 2024	June 2024

Promote Continuous Development of High Quality Educators Enhance the Professional Learning Community rich in professional development that ensures everyone's focus on high expectations and continuous improvement for professional practice as measured by professional reflection and evaluation		
Strategic Initiatives	People Responsible	Timeline
Build the capacity of staff by utilizing their expertise in designing and delivering professional development opportunities.	<ul style="list-style-type: none"> • Director of Teaching, Learning and Equity • Principals • Teachers • Interventionists and Coaches • Professional Development Council (PDC) 	<ul style="list-style-type: none"> • Ongoing throughout the 23-24 School Year
Implement professional development opportunities that support Tier 1 instruction including but not limited to: the use of inquiry and skills based learning, Universal Design for Learning, scaffolding, and the use of formative assessments and data.	<ul style="list-style-type: none"> • Superintendent • Director of Teaching, Learning and Equity • Principals • Department Heads • Teachers • Interventionists and Coaches • Paraprofessionals 	<ul style="list-style-type: none"> • Ongoing throughout 23-24 School Year
Utilize the PDC to review and revise the District Curriculum Accommodation Plan (DCAP) to ensure that the professional development that is offered is meeting the teachers' needs to implement the DCAP in the classroom.	<ul style="list-style-type: none"> • Director of Teaching, Learning and Equity • Director of Student Services • Principals • Teachers • Professional Development Council (PDC) • Paraprofessionals 	<ul style="list-style-type: none"> • June 2024

Strategic Initiative 2.3		Build the capacity of staff by utilizing their expertise in professional development opportunities.	
Initiative Leader: Director of Teaching, Learning and Equity		Date of last Revision: 12/12/22	
Tasks	Person(s) Responsible	Target Start Date	Target End Date
Provide Staff with Draft PD schedule including topics	Director of Teaching, Learning and Equity, Superintendent, PDC	April 2023	August 2023
Solicit and identify facilitators for each workshop throughout the SY 23-24	Director of Teaching, Learning and Equity, Superintendent, PDC	April 2023	August 2023
Finalize PD Plan for SY 23-24	Director of Teaching, Learning and Equity, Superintendent, PDC	June 2023	August 2023
Gather feedback through the evaluation process to determine target areas for additional reinforcement	Director of Teaching, Learning and Equity, Superintendent, PDC	August 2023	June 2024

Strategic Initiative 2.4		Implement professional development that supports Tier 1 instruction including but not limited to: the use of inquiry and skills based learning, Universal Design for Learning, scaffolding, and the use of formative assessments and data.	
Initiative Leader: Director of Teaching, Learning and Equity		Date of last Revision: 12/12/22	
Tasks	Person(s) Responsible	Target Start Date	Target End Date
Communicate Final PD Plan for SY 23-24 to staff	Director of Teaching, Learning and Equity, Superintendent, PDC	June 2023	August 2023
Conduct PD as identified by the PD Calendar	Director of Teaching, Learning and Equity, Superintendent, PDC	August 2023	June 2024
Review the evaluation system with staff to ensure that PD is meeting the needs of the staff	Director of Teaching, Learning and Equity, Superintendent, PDC	August 2023	June 2024

Strategic Initiative 2.5		Utilize the PDC to review and revise the District Curriculum Accommodation Plan (DCAP) to ensure that Professional Development is meeting teachers' needs to implement the DCAP in the classroom.	
Initiative Leader: Director of Teaching, Learning and Equity		Date of last Revision: 12/12/22	
Tasks	Person(s) Responsible	Target Start Date	Target End Date
Reconvene the PDC	Director of Teaching, Learning and Equity, Superintendent	March 2023	June 2023
Review the DCAP	Director of Teaching, Learning and Equity, Superintendent, PDC	September 2023	March 2024
Submit Draft of Revised DCAP to Director of Teaching, Learning and Equity	PDC	March 2024	April 2024
Present Revised DCAP to Leadership Team	Director of Teaching, Learning and Equity	May 2024	May 2024
Post Revised DCAP	Executive Assistant to the Superintendent	June 2024	June 2024
Use DCAP to inform PD Calendar for SY 24-25	Director of Teaching, Learning and Equity, Superintendent, PDC	June 2024	August 2025

Progressive Learning and Work Environment that is Safe and Accessible Create an environment that provides physical and psychological safety for children and adults. An environment that is accessible to all stakeholders and promotes a positive mindset.		
Strategic Initiatives	People Responsible	Timeline
Develop a 5 Year Technology Plan that incorporates a purchase and replacement policy.	<ul style="list-style-type: none"> • Director of Finance and Operations • Director of Technology • Superintendent • Teachers • Community Members 	<ul style="list-style-type: none"> • June 2024
Create a full on-boarding and separation of service for all staff members including requisite training.	<ul style="list-style-type: none"> • Executive Assistant to the Superintendent • Superintendent • Director of Technology • Leadership Team • Select Teachers 	<ul style="list-style-type: none"> • Ongoing through 23-24 School Year
Create job descriptions and responsibilities for all positions and ensure ADA compliance	<ul style="list-style-type: none"> • Executive Assistant to the Superintendent • Superintendent • Principals • Director of Student Services 	<ul style="list-style-type: none"> • Ongoing throughout the 23-24 School Year
Revise organizational structure to reflect the needs of the district	<ul style="list-style-type: none"> • Superintendent • Director of Finance and Operations • Director of Student Services • Director of Teaching, Learning and Equity • Principals 	<ul style="list-style-type: none"> • Ongoing throughout the 23-24 School Year
Utilize the work from the MTSS SEL team to support the needs of the staff and students	<ul style="list-style-type: none"> • MTSS SEL Team • Superintendent 	<ul style="list-style-type: none"> • Ongoing throughout the 23-24 School Year

	<ul style="list-style-type: none"> • Principals • Teachers 	
Create a district marketing and promotion plan with the assistance of an outside communication specialist.	<ul style="list-style-type: none"> • External Communication Specialist <ul style="list-style-type: none"> ○ Budget dependent • Superintendent • Executive Assistant to the Superintendent • Director of Finance and Operations • Director of Teaching, Learning and Equity • Director of Student Services 	<ul style="list-style-type: none"> • June 2024

Strategic Initiative 3.7		Develop a 5 Year Technology Plan that incorporates a purchase and replacement policy.	
Initiative Leader: Superintendent and Director of Technology		Date of last Revision: 12/12/22	
Tasks	Person(s) Responsible	Target Start Date	Target End Date
Create calendar of meetings	Superintendent, Director of Technology	July 2023	August 2023
Create groups within the team for each objective	Superintendent, Director of Technology, Tech Team	September 2023	September 2023
Complete action steps for each objective	Superintendent, Director of Technology, Tech Team	September 2023	November 2023
Share the draft of each objective with the rest of the team	Superintendent, Director of Technology, Tech Team	November 2023	December 2023
Present Tech Plan draft to Leadership Team	Superintendent, Director of Technology, Tech Team, Leadership Team	December 2023	December 2023
Present Final Tech Plan to the SC	Superintendent, Director of Technology	January 2024	January 2024
Implement Tech Plan	Superintendent, Director of Technology, Leadership Team, IT Staff, Staff	February 2024	Ongoing

Strategic Initiative 3.8		Create a full on-boarding and separation of service for all staff members including requisite training.	
Initiative Leader: Executive Assistant to the Superintendent		Date of last Revision: 12/12/22	
Tasks	Person(s) Responsible	Target Start Date	Target End Date
Solicit information from other school districts regarding their onboarding and separation of service processes.	Executive Assistant to the Superintendent	May 2023	June 2023
Identify the components that should be part of an onboarding process	Executive Assistant to the Superintendent, Superintendent, HR Coordinator, Leadership Team	July 2023	August 2023
Identify the components that should be part of a separation of service process	Executive Assistant to the Superintendent, Superintendent, HR Coordinator, Leadership Team	July 2023	August 2023
Create a digital step by step process for onboarding and separation of service	Executive Assistant to the Superintendent, Superintendent, HR Coordinator, Leadership Team	September 2023	December 2023
Implement the digital step by step process for onboarding and separation of service	Executive Assistant to the Superintendent	January 2024	Ongoing

Strategic Initiative 3.9		Create job descriptions and responsibilities for all positions with ADA compliance	
Initiative Leader: Executive Assistant to the Superintendent		Date of last Revision: 12/12/22	
Tasks	Person(s) Responsible	Target Start Date	Target End Date
Generate a list of all positions in the organization using the organizational structure visual	Executive Assistant to the Superintendent	July 2023	July 2023
Compile draft job descriptions for each position using existing job descriptions and ones gathered from other schools	Executive Assistant to the Superintendent HR Coordinator/Director	August 2023	February 2024
Share job descriptions with Leadership Team for review	Executive Assistant to the Superintendent, Leadership Team, Union?	February 2024	May 2024
Finalize job descriptions	Executive Assistant to the Superintendent, Leadership Team	May 2024	May 2024
Create digital home for job descriptions	Executive Assistant to the Superintendent	May 2024	June 2024

Strategic Initiative 3.10		Revise organizational structure to reflect the needs of the district	
Initiative Leader: Superintendent		Date of last Revision: 12/12/22	
Tasks	Person(s) Responsible	Target Start Date	Target End Date
Review current organizational structure to determine what needs are not effectively being met or where a position holds too many varied responsibilities	Superintendent, Central Office, Leadership Team	July 2023	September 2023
Identify additional positions needed and/or which positions need to be redefined	Superintendent, Central Office, Leadership Team	September 2023	November 2023
Develop job descriptions for new positions and revise job descriptions for identified existing positions	Superintendent, Central Office, Leadership Team	November 2023	January 2024
Create budget proposal that incorporates and fiscally supports new and redefined positions	Superintendent, Director of Finance and Operations	January 2024	April 2024
Post, interview and hire for new positions	Superintendent, Central Office	April 2024	August 2024

Strategic Initiative 3.11		Utilize the work from the MTSS SEL team to support the needs of the staff and students	
Initiative Leader: Director of Student Services and Director of Teaching and Learning		Date of last Revision: 12/12/22	
Tasks	Person(s) Responsible	Target Start Date	Target End Date
Share work from each MTSS group with the Leadership Team	MTSS Chairs and select members of the group	June 2023	July 2023
Identify components from the MTSS groups' works to be included in the professional development offered during SY 23-24	Leadership Team	July 2023	August 2023
Implement PD options that include content that addresses areas of concern identified through the MTSS work	Central Office, Leadership Team, identified staff, consultants	August 2023	June 2024

Strategic Initiative 3.12		Create a district marketing and promotion plan with the assistance of an outside communication specialist.	
Initiative Leader: Executive Assistant to the Superintendent		Date of last Revision: 12/12/22	
Tasks	Person(s) Responsible	Target Start Date	Target End Date
Identify and hire a communication specialist	Executive Assistant to the Superintendent, Central Office	June 2023	July 2023
Communication specialist develops draft marketing and PR plan	Communication Specialist, Central Office	July 2023	September 2023
Finalize marketing and PR Plan	Communication Specialist, Central Office	September 2023	October 2023
Develop budget to support marketing and PR plan	Communication Specialist, Central Office	November 2023	November 2023
Implement marketing and PR Plan	Communication Specialist, Central Office	December 2023	May 2024
Evaluate the impact of the marketing and PR plan	Communication Specialist, Central Office	May 2023	June 2024

July 2024 through June 2025

Enhancing Teaching and Learning

Ensure that every student is challenged academically through differentiated and advanced learning opportunities, the implementation of high quality instructional practices, and an inclusive, demanding, and research based curriculum.

Strategic Initiatives	People Responsible	Timeline
Continue curriculum alignment, revision, additions while incorporating choice and culturally responsive teaching practices to increase the amount of diversity, equity, inclusion and belonging for our students.	<ul style="list-style-type: none"> • Superintendent • Director of Teaching, Learning and Equity • Principals • Department Heads • Teachers 	<ul style="list-style-type: none"> • Ongoing throughout the 24-25 School Year
Refine Tier 2 interventions at AMS and AHS based on data collected.	<ul style="list-style-type: none"> • Director of Teaching, Learning and Equity • Principals • Teachers 	<ul style="list-style-type: none"> • June 2025
Incorporate digital citizenship into each grade/course	<ul style="list-style-type: none"> • Technology Director • Principals • Library/Media Specialists • Technology Teachers • Teachers 	<ul style="list-style-type: none"> • June 2025
Revisit and provide professional development about the enhanced use of technology in the classroom to support and challenge all learners	<ul style="list-style-type: none"> • Director of Technology • Director of Teaching, Learning and Equity • Technology Integration Specialist • Principals 	<ul style="list-style-type: none"> • June 2025
Implement K-5 Math Program	<ul style="list-style-type: none"> • Director of Teaching, Learning and Equity • Principals • Teachers 	<ul style="list-style-type: none"> • June 2025

	<ul style="list-style-type: none"> • Math Coach • Math Interventionists 	
Promote Continuous Development of High Quality Educators Enhance the Professional Learning Community by providing rich professional development that ensures everyone's focus on high expectations and continuous improvement for professional practice.		
Strategic Initiatives	People Responsible	Timeline
Develop a system wide process for conducting peer observations within and between buildings	<ul style="list-style-type: none"> • Director of Teaching, Learning and Equity • Principals • Teachers 	<ul style="list-style-type: none"> • June 2025
Create content or team based teacher leadership positions at AMS, CES, and Shay to support content areas.	<ul style="list-style-type: none"> • Superintendent • Director of Finance and Operations • Director of Teaching, Learning and Equity • Principals • Teachers 	<ul style="list-style-type: none"> • June 2025
Progressive Learning and Work Environment that is Safe and Accessible Create an environment that provides physical and psychological safety for children and adults. An environment that is accessible to all stakeholders and promotes a positive mindset.		
Strategic Initiatives	People Responsible	Timeline
Create opportunities and/or experiences designed to build relationships between the school and families.	<ul style="list-style-type: none"> • Superintendent • Principals • Families 	<ul style="list-style-type: none"> • July 2024 through June 2025
Redesign the district website to provide important, relevant information to families in multiple languages	<ul style="list-style-type: none"> • Superintendent • Executive Assistant to the Superintendent • Director of Technology and IT 	<ul style="list-style-type: none"> • July 2024 through June 2025

	Support Specialists <ul style="list-style-type: none"> Teachers 	
Implement the 5 Year Technology Plan	<ul style="list-style-type: none"> Superintendent Executive Assistant to the Superintendent Director of Technology and IT Support Specialists Director of Finance and Operations Technology Team Teachers 	<ul style="list-style-type: none"> July 2024 through June 2025

July 2025 through June 2026

Enhance Teaching and Learning Ensure that every student is challenged academically through differentiated and advanced learning opportunities, the implementation of high quality instructional practices, and an inclusive, demanding, and research based curriculum.		
Strategic Initiatives	People Responsible	Timeline
Continue curriculum alignment, revision, additions while incorporating choice and culturally responsive teaching practices to increase the amount of diversity, equity, inclusion and belonging for our students.	<ul style="list-style-type: none"> • Superintendent • Director of Teaching, Learning and Equity • Principals • Department Heads • Teachers 	<ul style="list-style-type: none"> • July 2025 through June 2026
Provide a centralized location for all written curricula and make a version of the district's curriculum available to all stakeholders	<ul style="list-style-type: none"> • Director of Teaching, Learning and Equity • Principals • Department Heads • IT Support Specialists • Teachers 	<ul style="list-style-type: none"> • June 2026
Utilize community partners for opportunities to authentically apply learning at all levels.	<ul style="list-style-type: none"> • Director of Teaching, Learning and Equity • PACT • Principals • Department Heads • Teachers • Coaches and Interventionists 	<ul style="list-style-type: none"> • July 2025 through June 2026
Implement the Curriculum Review Cycle	<ul style="list-style-type: none"> • Director of Teaching, Learning and Equity • Principals • Department Heads • Teachers • 	<ul style="list-style-type: none"> • July 2025 through June 2026

<p align="center">Promote Continuous Development of High Quality Educators</p> <p>Enhance the Professional Learning Community rich in professional development that ensures everyone's focus on high expectations and continuous improvement for professional practice as measured by professional reflection and evaluation</p>		
Strategic Initiatives	People Responsible	Timeline
Implement a system wide process for conducting peer observations within and between buildings	<ul style="list-style-type: none"> • Director of Teaching, Learning, and Equity • Principals • Teachers 	<ul style="list-style-type: none"> • July 2025 through June 2026
Create a catalog of professional development opportunities after school hours provided by and for teachers in the district.	<ul style="list-style-type: none"> • Director of Teaching, Learning and Equity • Professional Development Council (PDC) 	<ul style="list-style-type: none"> • July 2025 through June 2026
Implement catalog of professional development	<ul style="list-style-type: none"> • Director of Teaching, Learning and Equity 	<ul style="list-style-type: none"> • July 2025 through June 2026
<p align="center">Progressive Learning and Work Environment that is Safe and Accessible</p> <p>Create an environment that provides physical and psychological safety for children and adults. An environment that is accessible to all stakeholders and promotes a positive mindset.</p>		
Strategic Initiatives	People Responsible	Timeline
Create opportunities for community members and community leaders to share life experiences to support learning and success.	<ul style="list-style-type: none"> • Superintendent • Director of Teaching, Learning and Equity • Principals • Community Members • Students 	<ul style="list-style-type: none"> • July 2025 through June 2026