FLORENCE CITY SCHOOLS STRATEGIC PLAN 2023

VISION
Tomorrow...Today!

MISSION
Empower students to explore, create, challenge, innovate and lead.

Florence City Schools Leadership

Dr. Jimmy Shaw, Superintendent

Mrs. Vicky Kirkman, Board President
Mr. Tom Wissert, Board Vice-President
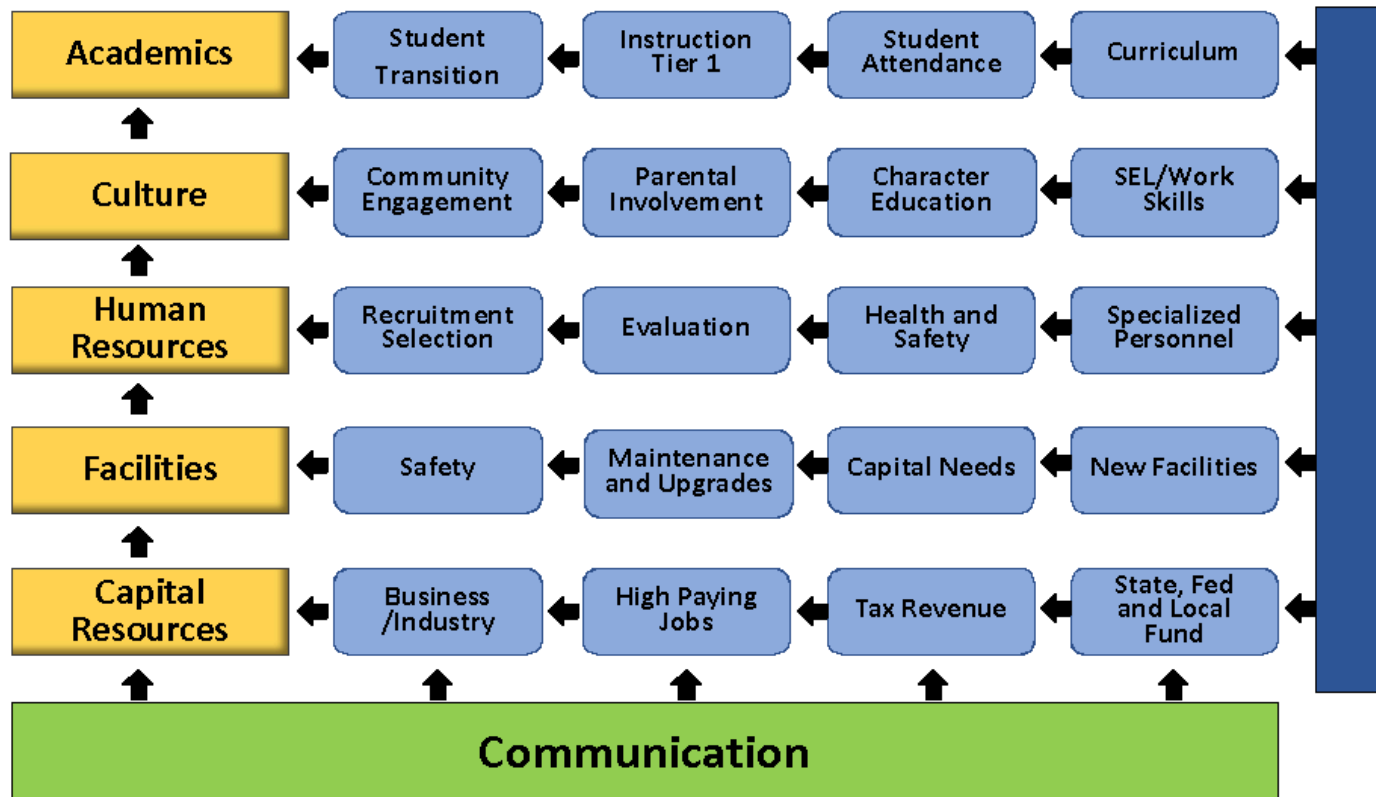Mrs. Laura Hardeman, Board of Education
Mr. David Howard, Board of Education
Mrs. Lynn Sparks, Board of Education
Dr. Rachel Winston, Board of Education

Florence City Schools
Strategic Plan

ENspire Consulting

Academics	←	Student Transition	←	Instruction Tier 1	←	Student Attendance	←	Curriculum	←
Culture	←	Community Engagement	←	Parental Involvement	←	Character Education	←	SEL/Work Skills	←
Human Resources	←	Recruitment Selection	←	Evaluation	←	Health and Safety	←	Specialized Personnel	←
Facilities	←	Safety	←	Maintenance and Upgrades	←	Capital Needs	←	New Facilities	←
Capital Resources	←	Business /Industry	←	High Paying Jobs	←	Tax Revenue	←	State, Fed and Local Fund	←

Communication

STRATEGIC GOAL AREA: 1. ACADEMICS

Performance Goal: 1.1 – Student Transitions: There will be an increase in clarity for staff, students, families, and the community regarding expectations and procedures as students transition from one building to the next in Florence City Schools.

- Define expectations and procedures at each school and communicate the plan to stakeholders
- Develop vertical progression for aligning expectations and procedures at each transition
- Establish an annual review process that uses stakeholder feedback for improvement

Action Steps and Areas of Focus	Timeline for Implementation	District Lead	Data Marker	BOE Update
• Parent-Student Handbooks • Vertical progression of gradual release of responsibility • Orientation process • K-6 Transition Plan				
• Survey sent to parents of students at Forest Hills, Harlan, and Weeden via Blackboard	September 2023	Communications Coordinator	Completed Survey	September 2023
• Create a parent survey to use for determining the preliminary number of classrooms needed for grades K-5 at Hibbett School (note: grade 6 will all be served at Hibbett for the 2024-2025 school year)	September 2023	Central Office Administrators	Google Survey Form	October 2023
• Review survey results	October 2023	Central Office Administrators	Survey Results	November 2023
• Develop a preliminary placement of K-6 classrooms at Hibbett School based on family commitments.	November 2023	Central Office Administrators	Map of Hibbett classrooms & Excel spreadsheet	November 2023
• Review FCS parent-student handbook	November 2023	Principals, Central Office Administrators &	Meeting agenda and notes, November Principal meeting,	December 2023

		Board of Education	Central Office Leadership Team meeting notes, & January Board of Education work session agenda	
● Communicate the purpose of K-6 Transition plan and survey results at the State of the Schools Address	January 2024	Superintendent	Agenda	January 2024
● Open registration early	March 1, 2024	Student Information System Analyst	Open Registration	April 2024
● Calibration of grading, routines and procedures by like-grade elementary school administrators	June 2024	Principals, Lead Teachers, & Counselors	Admin Retreat Agenda & Notes	July 2024
● System-wide schedule of **orientation** and plan for communication	June 2024	School Principals	Florence City Schools Orientation Schedule	July 2024
● Vertical calibration of writing expectations across grade bands	August 2024	Director of Instruction and Professional Learning	Grade Level Writing Progression	June 10-14, 2024
● Create a school-specific student information packet that includes expectations regarding routines and procedures.	August 2024	Principals	Aligned School-Based Information Packets	July 2024 Administrator Retreat

• Communicate expectations outlined in the FCS Parent-Student Handbook and school-specific information packets (grading, dress code, routines, etc.)	August 2024	Principals	Fall Orientations & schoolwide media platforms	September 2024
• Collect, analyze, and revise feedback from stakeholders on orientation	August 2024	Assistant Principals	Google Survey	September 2024 & October 2024

Performance Goal: 1.2 – Tiered Instruction: There will be an increase in the percentage of teachers who effectively implement research-based tiered instructional practices.
- Evidence-based Instruction
- Common Planning Time
- Lesson plans from adopted curricula
- Get Better Faster Teaching Progression

Action Steps and Areas of Focus • Planning for tiered instruction • Observing classrooms • Evidence of curriculum implementation and use • Get Better Faster feedback (GBF)	Timeline for Implementation	District Lead	Data Marker	BOE Update
• Schedule ongoing collaborative opportunities for administrators and teachers to analyze student data - help analyze data and understand specific needs (i.e. data meetings, professional development, grade level/content area meetings	Ongoing	School Administrators	Common Planning Time notes and agenda	Ongoing
• Review and approve lesson plans weekly for inclusion of components as listed on the Get Better Faster Rigor Trajectory for Effective Lesson Plans	Ongoing	School Administrators & Instructional Coaches	Schoolmint Management Platform	Ongoing

● Schedule data meetings for core classroom teachers to collaborate with peers on standards alignment, tier I instruction, and assessments	August 2023 - May 2024	Principals	Data Days & Common Planning Time (CPT) Agendas	February 2024 & June 2024
● Provide district-wide and content specific professional development designed to improve instructional practices	August 2023 - May 2024	Director of Instruction and Professional Learning & Director of Curriculum and Instruction	Falcon Learning Conversations Network (FLCN) Agendas	August 2024
● Conduct monthly School-based Instructional Leadership Team (ILT) Meetings to advance capacity in school leadership teams to improve instructional practices and student achievement	August 2023- May 2028	Superintendent, Director of Curriculum and Instruction, Director of Instruction and Professional Learning, & Principals	School specific problem of practice rubric & Meeting notes in Schoolmint	June 2024
● Conduct observations, provide feedback, and coach to strengthen instructional practices leading to improved student achievement	September 2023 - May 2028	Principals & Central Office Administrators	Alabama Teacher Observation Tool (ATOT) & Get Better Faster (GBF) Walkthrough Data	June 2024
● Analyze diagnostic and end-of-year standardized assessment data to determine the focus for district professional learning days	June 2024	Director of Accountability and Assessment, & Director of Instruction and Professional Learning	Diagnostic & end-of-year standardized assessment data	August 2024

Performance Goal: 1.3 Student Attendance: Annually, all FCS schools will decrease absences and tardies including check-ins and check-outs through a focus on attendance awareness, expectations, and adherence to policy.				
Action Steps and Areas of Focus ● FCS Student Attendance Policy ● Student Attendance Improvement Plan (absences & tardies) ● Parent/Family Communication	**Timeline for Implementation**	**District Lead**	**Data Marker**	**BOE Update**
● Conduct attendance training with appropriate school personnel to ensure accurate documentation and application of FCS Student Attendance Policy	Ongoing	Director of Student Services & Student Information System Analyst	Attendance Data	February 2024 & June 2024
● Review and analyze attendance data to reduce truancy and improve student attendance	Ongoing	Director of Student Services & School Administrators	Attendance Report in PowerSchool & Plan of Action	August 2024
● Develop a communication plan to keep parents informed of student tardiness and/or attendance concerns	August 2023	Director of Student Services & School Administrators	Communication Plan 2023-2024 school year	August 2024
● Provide positive rewards and communication with parents, students, and families of students who are on track for meeting attendance goals each nine-week grading period	August - May	School Administrators	Social Media posts, Recognition notifications, & Data collection by Director of Student Services	February 2024 & June 2024

● Enforce FCS discipline policy progression as it relates to excessive tardiness	April 2024	Director of Student Services & School Administrators	K-6 Parent Communication	April 2024

Performance Goal: 1.4 Curricula: There will be an increase in student growth and achievement through the implementation and use of our adopted guaranteed and viable curriculum.

Action Steps and Areas of Focus ● Professional Development ● New Teacher Training ● Fidelity of Curricula Use	Timeline for Implementation	District Lead	Data Marker	BOE Update
● Provide training and expectations following the adoption by the district including an implementation timeline and expectations for use	Ongoing	Director of Curriculum and Instruction & Director of Instruction and Professional Learning	Curriculum Implementation Plan	TBD
● Create a plan for continuous professional development opportunities that takes into consideration the needs of existing and new teachers	Ongoing	Director of Curriculum and Instruction & Director of Instruction and Professional Learning	Professional Development Plan	Ongoing
● Monitor the fidelity of use of all curricula	Ongoing		Lesson Plans, Observations, & Curriculum Walkthroughs	Ongoing

STRATEGIC GOAL AREA: 2 - Culture

Performance Goal: 2.1 - Community Engagement - Increase School Spirit/Pride: There will be an increase in the display of pride and spirit in our schools through the implementation of various activities and ideas in individual schools focused on establishing a common culture.

Action Steps and Areas of Focus	Timeline for Implementation	District Lead	Data Marker	BOE Update
- School-wide identity - District-wide identity				
Promote the Falcon Way through consistent and ongoing messaging via social media, website, and school and district activities and events	Ongoing	Director of Technology and Safety, Principals, & Communications Coordinator	Social Media & Website analytics	December 2023 & December 2024
Implement a student-focused tradition/engagement activity at each school to improve school culture	August 2023 - May 2024	Director of Technology and Safety & Principals	School specific list of activities, Culture and Climate Survey Data, School Goal Setting	December 2023 & December 2024

Performance Goal: 2.2 - Parent and Family Engagement: Promote and encourage parent and family engagement by providing a multiplicity of options that provide for collaboration between school, family, and student.

Action Steps and Areas of Focus	Timeline for Implementation	District Lead	Data Marker	BOE Update
- School-based engagement - District-led engagement				
Establish school-based family engagement events throughout the year that are designed to inform or highlight student success	Ongoing	Principals & Parent and Family Engagement Specialist	Agendas, Flyers, & School Calendars	Ongoing

● District led parent and family engagement meetings (State of the Schools Address, Strategic Planning Meetings, etc.)	Ongoing	Superintendent & Central Office Administrators	Participation percentages based on sign-in sheets	December 2023 & June 2024
● Each school will conduct end-of-year, transition activities for students completing the highest grade in the building. Pre-K: Peace out Pre-K Fourth Grade: Wing Ceremony Sixth Grade: Launch Ceremony at FMS Eighth Grade: Flight Ceremony at FFC Ninth Grade: 1st Flight-walk to the high school Twelfth Grade: Graduation	Annually in May	Director of Technology and Safety & Director of Student Services	Completion of the activity	June 2024

Performance Goal: 2.3 - Character Education: Implement activities/strategies that incorporate the shared character traits of the creed WE ARE FALCONS (Family, Achievers, Loyal, Collaborative, One Florence, Never Give Up, Serve Others).

Action Steps and Areas of Focus ● School-based activities ● Review and analyze survey data	Timeline for Implementation	District Lead	Data Marker	BOE Update
● Implement school-based activities to promote the desired character traits (Family, Achievers, Loyal, Collaborative and Caring, One Florence, Never Give Up, Serve Others)	August 2023 - May 2024	Principals, Director of Technology and Safety, & Director of Student Services	Observations and School-Based Evidence & HOPE Institute	December 2023 & December 2024
● Review and analyze survey data to determine implementation performance and identify next steps for success.	Annually in May	Director of Technology and Safety & Director of Federal Programs and Transportation	Annual Cognia Culture and Climate Surveys	Annually in May

Performance Goal: 2.4 - Foundational Wellness: Provide students, faculty, administrators, and staff with opportunities to achieve balance in both mind and body by promoting both immediate and long-term health and wellness activities.

Action Steps and Areas of Focus ● Access to services ● Maintaining partnerships ● Analyzing survey data	Timeline for Implementation	District Lead	Data Marker	BOE Update
● Provide access to services and maintain partnerships with Riverbend, Empower, and ALSDE to promote foundational wellness	August 2023 - May 2024	Director of Technology and Safety, Director of Student Services, & Director of Special Education	Usage reports, culture and climate surveys, expenditure reports, & contract	February 2024 & June 2024

STRATEGIC GOAL AREA: 3 - Human Resources

Performance Goal: 3.1 - Recruitment & Selection

Action Steps and Areas of Focus	Timeline for Implementation	District Lead	Data Marker	BOE Update
● In development				

Performance Goal: 3.2 - Evaluation

Action Steps and Areas of Focus	Timeline for Implementation	District Lead	Data Marker	BOE Update
● In development				

Performance Goal: 3.3 - Health & Safety

Action Steps and Areas of Focus	Timeline for Implementation	District Lead	Data Marker	BOE Update
● In development				

Performance Goal: 3.4 - Specialized Personnel				
Action Steps and Areas of Focus	**Timeline for Implementation**	**District Lead**	**Data Marker**	**BOE Update**
● In development				
STRATEGIC GOAL AREA: 4 - Facilities				
Performance Goal: 4.1 - Safety: Provide for safety and wellness of students and staff through effective and consistent training, monitoring, and review of facilities and safety protocols.				
Action Steps and Areas of Focus ● Revision of school safety plans ● Safety training and drills ● Annual meeting with Florence Police Department ● Inspection and priorities of facilities ● Safety priorities	**Timeline for Implementation**	**District Lead**	**Data Marker**	**BOE Update**
● Revise school safety plans annually with subsequent staff training.	Annually 2023 - 2028	Principals, & Director of Technology and Safety	Electronic submission dates to ALSDE in Cognia & Record drills on NSide website	Annually in July
● Conduct and engage in annual safety training and drills	Annually 2023 - 2028	Director of Technology and Safety	Meeting minutes and sign-in records & Record drills on NSide website	Annually in October
● Engage in the annual meeting with Florence Police Department to review current safety protocols, MOU, and ensure best practices	Annually 2023 - 2028	Director of Technology and Safety	Meeting minutes & sign-in records	Annually in October

Action Steps and Areas of Focus	Timeline for Implementation	District Lead	Data Marker	BOE Update
● Inspect athletic facilities annually for structural soundness and safety of spectators	Annually 2023 - 2028	Maintenance Coordinator & Athletic Director	Annual inspection & input from school administrators	Annually in October
● Identify items with Safety priorities in the capital plan if over $50,000.00 (Controlled access, intercoms, cameras, etc.) If under $50,000.00, add to the School's budget or Maintenance budget and prioritize	Annually 2023 - 2028	Maintenance Coordinator, Chief School Financial Officer, Director of Technology and Safety, & Principals	Annual inspection, input from school administrators, & Annual Budget Process	As Needed

Performance Goal: 4.2 - Maintenance: Ensure buildings are safe, in proper working order, and updated as needed for the welfare of students and staff.

Action Steps and Areas of Focus ● Evaluation of buildings ● Safety inspections ● Contracted services	Timeline for Implementation	District Lead	Data Marker	BOE Update
● Evaluate Exterior renovations and add to the capital plan if over $50,000.00 (Playground renovations/ gutters/ painting/ landscaping) If under $50,000.00, add to the respective school or Maintenance budget and prioritize	Annually 2023 - 2028	Maintenance Coordinator & Chief School Financial Officer	Annual inspection & input from school administrators	TBD
● Inspect safety systems at all locations and conduct preventative maintenance as needed (e.g. Fire alarms & extinguishers, hood vent fire suppression, elevator inspections, etc.)	Annually 2023 - 2028	Maintenance Coordinator	Annual inspection with documented results reported	TBD
● Conduct routine upkeep of exterior facility aesthetics via weekly lawn service and monthly shrub bed services	Annually 2023 - 2028	Maintenance Coordinator & Principals	Adherence to contract	TBD

Performance Goal: 4.3 - Capital Needs: Monitor all buildings with safety and functionality as the primary focus and repair/replace as needed based

on assessment.

Action Steps and Areas of Focus	Timeline for Implementation	District Lead	Data Marker	BOE Update
● Capital plan improvements				
● Continue with current capital plan improvements to make sure current facilities are working sufficiently. (HVAC/Roofing/Playgrounds)	2023 - 2028	Maintenance Coordinator	Annual inspection & input from school administrators	TBD

STRATEGIC GOAL AREA: 5 - Capital Resources

Performance Goal: 5.1 - Business & Industry: Build strategic business-industry partnerships to foster student career transitions.

Action Steps and Areas of Focus	Timeline for Implementation	District Lead	Data Marker	BOE Update
● Launch/12 For Life and Local Business partnerships ● Career Tech Pathways and partnerships ● School-Business partnerships				
● Develop a list and identify potential business partners	October 2023	Director of 12 for Life & Chief School Financial Officer	List of Business Partners for each school & List of accomplishments and donations	Annually in April
● Develop a procedure for the collection and analysis of post-school outcomes for LAUNCH participants	January 2024	Director of 12 for Life	Procedures and report of findings & Survey from Workforce Development	Annually in April
● Analyze and report the effectiveness of the partnership to the Superintendent annually via survey	Annually in May	Principals	Survey	Annually in April
● Publish social media and website highlights of school/business partnerships	Annually in May	Communications Coordinator	Social media & website highlights	Annually in April

STRATEGIC GOAL AREA: 6 - Communication				
Performance Goal: 6.1 Communication between district and community - District communication will be streamlined through the district smartphone app.				
Action Steps and Areas of Focus ● Falcon Hub ● FCS Calendar ● EL Access	**Timeline for Implementation**	**District Lead**	**Data Marker**	**BOE Update**
● Relaunch the video used to introduce the Falcon Hub app via all social media avenues	December 2023 & May 2024	Communications Coordinator	Google Survey of district to gauge effectiveness in December and May	February 2024 & June 2024
● Encourage all stakeholders to download the Falcon Hub app during school orientations and other events. School leaders will educate stakeholders on all modes of communication that will be incorporated to share information	December 2023 & May 2024	Principals	Google Survey of district to gauge effectiveness in December and May	February 2024 & June 2024
● Streamline calendars and attach to the Hub. We will explore access for EL population by collaborating with EL coordinators	December 2023 & May 2024	Principals, Director of Federal Programs and Transportation, EL Coordinators, & Director of Technology and Safety	Google Survey of district to gauge effectiveness in December and May	February 2024 & June 2024
Performance Goal: 6.2 - Communication between Principal and parents - Principals will provide effective means of communication with parents.				
Action Steps and Areas of Focus	**Timeline for Implementation**	**District Lead**	**Data Marker**	**BOE Update**

● SMORE Communication ● Coordination of Information ● Timely Communication				
● Ensure that a monthly SMORE will be distributed by each school	August - May	Principals & Director of Technology and Safety	Smore Analytics	February 2024 & June 2024
● Ensure that upcoming information from the SMORE can be found by subscribing to the app	August - May	Principals & Director of Technology and Safety	Survey Results	February 2024 & June 2024
● Respond to incoming parent communications within 48 hours	August - May	Principals & Director of Technology and Safety	Survey Results	February 2024 & June 2024

Performance Goal: 6.3 - Communication between teachers and parents - Teachers will provide effective means of communication with parents.				

Action Steps and Areas of Focus
    ● Weekly Communications with Parents
    ● Timely communication
	Timeline for Implementation	**District Lead**	**Data Marker**	**BOE Update**

● Utilize Blackboard Communications weekly to provide parents with information on topics, activities, and assessments that are forthcoming	August - May	Principals	Blackboard Communications	February 2024 & June 2024
● Respond to incoming parent communications within 48 hours	August - May	Principals	Blackboard Communications	February 2024 & June 2024

STAKEHOLDERS INVOLVED IN THE STRATEGIC PLAN DEVELOPMENT PROCESS

STRATEGIC PLAN COMMITTEE			
Laura Hardeman - Board member	Jeremy Jackson - Communications Coordinator	Thomas Casteel - Principal	Tammy Dale - Teacher
David Howard - Board member	Corey Behel - Director	Jennifer Colvard-Davis - Principal	Mary West - Teacher
Vicky Kirkman - Board member	Joey Dawson - Director	Laurie Fowler - Principal	Janella Brown - Parent
Lynn Sparks - Board member	Jackie Flowers - Director	Daphnae Hogan - Principal	Risa Byrd - Parent
Rachel Winston - Board member	Byron Graham - Director	Cindy Jackson - Principal	Johellen Patrick - Parent
Tom Wissert - Board member	Becky Odell - Director	Eric Kirkman - Principal	Melissa Bailey - City Representative / Key Communicator
Jimmy Shaw - Superintendent	Casey Reed - Director	Darrin Lett - Principal	Bill Jordan - City Representative / Key Communicator
Lynne Hice - Assistant Superintendent	Layne Rinks - Director	Kevin Wieseman - Principal	
Lisa Guzman - CSFO	Chris Westbrook - Director	Matthew Bonds - Dean of Students	
Amanda Campbell - Student Information System Analyst	Ashley Bowling - Principal	Erin Casey - Teacher	
TEACHER AND STAFF ADVISORY COMMITTEE		**STUDENT ADVISORY COMMITTEE**	
Cary Williams - FHES TOY	Charly Carter - Staff	Tameria Beckwith 11th	Dayjia Joplin 12th
Jeanna Finley - HES TOY	Darrell Robinson - Staff	Neela Shukla 11th	Dahlia Smith 11th
Mary Hannah Elkins - WES TOY	Rosalind Thatch - Staff	Aubree Baugh 11th	Jordan Brown 11th

Whitney Nichols Rhodes - HIS TOY	Melanie Stokes - Staff	Telisle Kirkman 11th	Jazmine Weekly 11th
Kara Herron - FMS TOY	Susan McGee - Staff	Anne-Marie (Lauren) Tant 11th	
Holly Landrum - FFC TOY	Derrick Robinson - Staff	Caleb Pike 12th	
Matthew Kiel - FHS TOY	Huey Blackstock - Staff	Dontrell Smith 12th	
	Sharon Shook - Staff	Charles Johnson 11th	

Four Open Community Meetings in April 2023 for Community Input			
Sandy Caballeros	Cass Blanke	Maria Silva	Brandeis Short
Maggie Granlund	Lydia Barnett	Annel Rveda	Trevor Blood
Camille Edwards	Vicky Kirkman	Veronica Polito	Sara Beisel
Margaret Dixon	Lynne Sparks	Greg Soloman	Anthony Dixon, Sr.
Sarah Davis	Megan Smith-Keenum	Elizabeth Diaz	Johanna Mayes
Matthew Bonds	Carol Behel	Tiffany Goolesby	Juanita Wright
Billy Ray Simpson	Salmone Lopez	Pretha Pina Sanchez	German Ruiz
Allyssa Carbine	Trevor Dale	Margarita Navarrete	Andi Linville
Jennifer Richardson	Ashley Winkle	Allison Blair, CPA	Laura Sanchez
Rachel Winston	Milton Garcie	Katheryn Thigpen	