




MONTGOMERY
PUBLIC SCHOOLS

M P S

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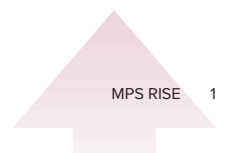
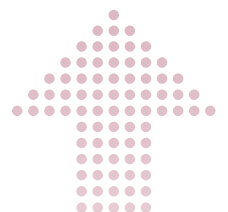
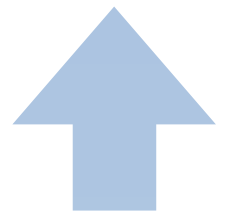
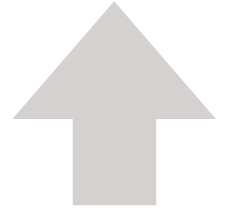
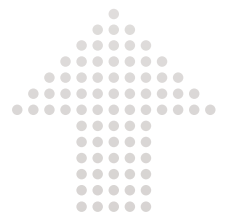
Review. Identify. Strategize. Engage.

100-day Listen and Learn Tour with Dr. Melvin J. Brown



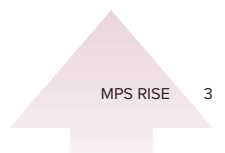
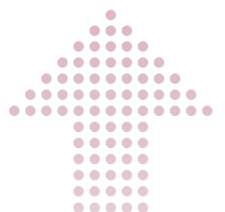
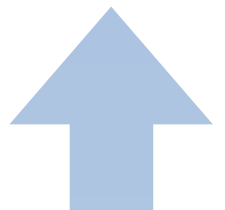
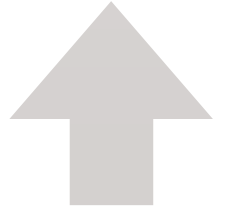
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A MESSAGE FROM DR. MELVIN J. BROWN



Dear MPS Community,

I am honored and humbled by the privilege of serving as your Superintendent and am incredibly inspired by the students, employees, families, board members and community members who have welcomed me to Montgomery with warmth and grace. I have already visited a number of our schools, and with every visit, I can feel the energy and excitement of change for the benefit of our students throughout our district. I am here to accelerate the opportunities for our students to excel, thrive and reach their full academic potential. We will be working with our Board of Education to establish solid goals targeting literacy and numeracy, graduation rates, post-secondary success, and the social and emotional needs of our students and our workforce.

My work will be to build upon these goals and expand the impact of our District, enhancing and modernizing our efforts and refining our repertoires to be as prepared as possible for the realities that lie ahead in our future. There will be challenges and obstacles, but as we have discussed, every school district has battles to fight and problems to solve. It will take patience, grace, understanding, and cooperation all along the way.

In any change process, we can expect to experience some degree of tension, and we must grow comfortable being uncomfortable. That being said, we need our community stakeholders to be a part of the process and have them engaged to do the right work at the right pace at the right time. We are navigating the recovery from the impact of the pandemic, thanks to our dedicated employees and families who have taken on so many new and different responsibilities in order to shoulder those burdens.

This action plan seeks to fully grasp and understand the efforts of our district, both past and present, so that we can fully build on this foundation to create a positive future for Montgomery Public Schools. To strategically commit to 21st-century oriented academic

excellence, to ensure safe and secure schools, to commit to fiscal accountability, and to create spaces where kids feel connectedness, belonging, and support, we must have a firm understanding of where we have been so we can determine where would like to go and to blaze a path to get there.

I have structured a 100-Day Plan to engage our community, both directly and indirectly. It is focused on four key tasks: Review, Identify, Strategize and Engage. In the course of completing these tasks, we will lay the foundation for the forthcoming Strategic Plan, illustrating a vibrant and robust picture of success at MPS. It is time for us to intensify our focus on what is most important to our students and those who support them each day, to inspire a theory of action that turns the impossible into the inevitable for everyone in the MPS community.

One of the clearest lessons that I have learned in my career is that following reason, science, and the direction of data, no matter the pushback, will lead to outcomes around which a community can rally. This is especially true today. My promise to the communities we serve, to our students and families, to this board, to this team of educators, to the civic, business and philanthropic communities, and to our labor partners is that you can count on me to meet you wherever you currently stand. I am listening. Together, we'll take our students to where they need to be. We will focus our attention on unapologetically accelerating equity and bridging the opportunity gap, emboldening our community to show up, step up and speak up in support of one another. Thank you so much for the very warm welcome to this district. #LetsGetIt #MPSRising

Dr. Melvin J. Brown
Montgomery Public Schools Superintendent

MPS EXECUTIVE TEAM



Education is the most powerful weapon which you can use to change the world.

Nelson Mandela





Dr. Melvin J. Brown
SUPERINTENDENT



Jamie Wilson
CHIEF OF STAFF



Arthur Watts
CHIEF FINANCIAL
OFFICER



Bernard Mitchell
CHIEF ACADEMIC
OFFICER



Kim Gillis
ASSISTANT
SUPERINTENDENT OF
HUMAN RESOURCES



**Dr. Catherliene
Williamson**
ASSISTANT
SUPERINTENDENT OF
STUDENT SERVICES



Chad Anderson
EXECUTIVE DIRECTOR OF
OPERATIONS



Toni Patterson
DIRECTOR OF
TECHNOLOGY



Jade Jones
SENIOR
COMMUNICATIONS
OFFICER

MEET THE MPS EDUCATION STEERING COMMITTEE



Chip Hill

CHIEF OF STAFF,
CITY OF MONTGOMERY



Marche Johnson

CITY COUNCILOR,
DISTRICT 3



Doug Singleton

COUNTY COMMISSION CHAIRMAN,
DISTRICT 5



Leslie Sanders

VICE PRESIDENT
SOUTHERN DIVISION,
ALABAMA POWER



Dr. Kemba Chambers

TRENHOLM STATE
COMMUNITY COLLEGE PRESIDENT



Ann Sikes

PRESIDENT OF MONTGOMERY
EDUCATION FOUNDATION



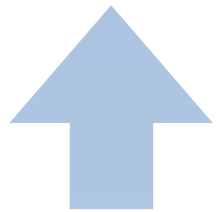
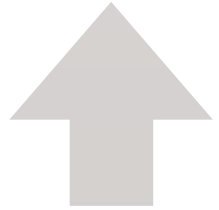
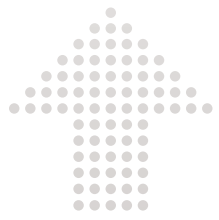
Terry Roller

ASSISTANT STATE SUPERINTENDENT,
ALABAMA STATE DEPARTMENT
OF EDUCATION



**Dr. Melissa T.
Williams**

SUPERINTENDENT OF
MACON COUNTY SCHOOLS



Peter Selman
CEO,
BAPTIST MEDICAL
CENTER SOUTH



Quinton T. Ross, Jr.
PRESIDENT,
ALABAMA STATE
UNIVERSITY



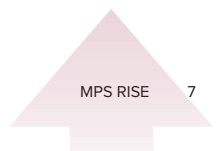
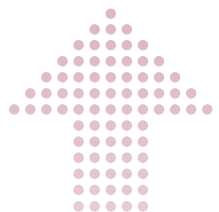
Steven D. Huntley
PASTOR,
TRUE DIVINE
BAPTIST CHURCH



LaBarron Boone
PRINCIPAL,
BEASLEY ALLEN LAW FIRM



Meesoon Han
EXECUTIVE DIRECTOR,
A-KEEP



MEET OUR SCHOOLS



Education is the passport to the future, for tomorrow belongs to those who prepare for it today.

Malcolm X



SCHOOLS AND PRINCIPALS

Baldwin Arts and Academics Magnet
Jannette Wright

Bear Exploration Center
Dr. Nina Williams

Bellingrath Middle
Dr. Mary Holloway

Blount Elementary
Ty Harrell

Booker T. Washington Magnet High
Dr. Quesha Starks

Brewbaker Intermediate
Natasha Starr

Brewbaker Middle
Jaime Dubei

Brewbaker Primary
Jaclyn Wright

Brewbaker Technology Magnet High
April Lee

Capitol Heights Middle
Dr. Aurelio Harrison

Carr Middle
Dr. Benjamin Brown

Carver Elementary and Arts Magnet
Juan Henderson

Carver High
Gary Hall

Catoma Elementary
Mary Markham

Children's Center
Johanna Hubbard

Chisholm Elementary
Lolita Osborne

Crump Elementary
William Shaw

Dalraida Elementary
Dr. Bryan Cutter

Dannelly Elementary
Dwight Brooks

Davis Elementary
Ericka Anderson

Dozier Elementary
Dr. Keith Ledyard

Dunbar-Ramer
Dr. James Owens

Fitzpatrick Elementary
Dr. Charlesetta Robinson

Flowers Elementary
Tori Infinger

Floyd Middle Magnet
Courtney Brown

Forest Avenue Academic Magnet
Emily Farmer

Garrett Elementary
Gena Robinson

Goodwyn Middle
Keisha Howard

Halcyon Elementary
Shannon Schmidt

Highland Avenue Elementary
Heather Grayson

Highland Gardens Elementary
Quantina Sides

Jeff Davis High
Patrick Mullins

Johnson Elementary
Tiffany Scissum

King Elementary
Booker McMillian

Lanier High
Joseph Roberson

Lee High
Dr. Antjuan Marsh

Loveless Academic Magnet Program High
Matthew Monson

McIntyre Comprehensive Academy
Rose Tarantino

McKee Pre-K Center
Dr. Exzealia Baptiste

McKee Middle
Patrick Nelson

MacMillan International Academy
Faith Goshay

Morningview Elementary
Kenyetta Miller

Morris Elementary
DeNitta Easterling

MPACT (Career Tech Center)
Todd Davis (Director of Career Tech)

Nixon Elementary
LaDedra Frazier

Park Crossing High
Cheryl Fountain

Pintlala Elementary
Angela Sampson

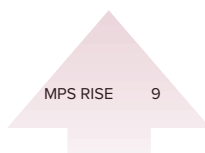
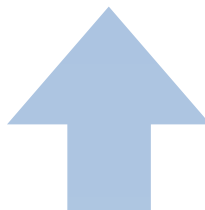
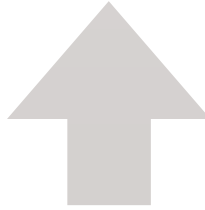
Southlawn Elementary
Tamara Winston

Southlawn Middle
Dr. Jarmar Muhammad

Vaughn Road Elementary
Dr. Brenda Lindsey

Wares Ferry Elementary
Marcus Roberts

Wilson Elementary
Meredith Bishop



MEET THE MCBOE



DISTRICT 2

Clare Weil

MCBOE PRESIDENT

Dozier Elementary, Flowers Elementary,
Goodwyn Middle, Lee High,
Vaughn Road Elementary



DISTRICT 6

Claudia Mitchell

MCBOE VICE PRESIDENT

Floyd Middle Magnet, Jeff Davis High, Crump Elementary,
Carver Elementary, Carver High, Davis Elementary,
Johnson Elementary, MacMillan International Academy at McKee
McKee Middle, Bear Exploration



DISTRICT 1

Dr. Lesa Keith

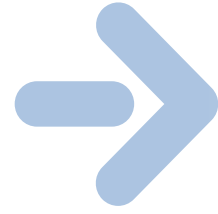
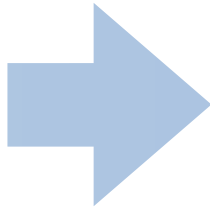
Dalraida Elementary, Garrett Elementary,
Morningview Elementary, Capitol Heights Middle,
Children's Center



DISTRICT 3

Dr. Brenda Deramus Coleman

Baldwin Middle Arts & Academics Magnet, Booker T.
Washington Magnet High, Wares Ferry Elementary,
Chisholm Elementary, Forest Avenue Academics Magnet,
Highland Gardens Elementary, Highland Avenue Elementary



DISTRICT 4

Cassandra Brown

Southlawn Middle, Bellingrath Middle, Dunbar/Ramer, Lanier High, Catoma Elementary, Pintlala Elementary, Martin Luther King Elementary, Southlawn Elementary, E.D. Nixon Elementary, Morris Elementary, Arboretum, McIntyre Comprehensive Academy



DISTRICT 5

Jannah Bailey

Blount Elementary, Carr Middle, Halcyon Elementary, Park Crossing High, Wilson Elementary



DISTRICT 7

Arica Watkins Smith

Brewbaker Middle, Brewbaker Technology Magnet High School, Fitzpatrick Elementary, Brewbaker Primary, Brewbaker Intermediate, Dannelly Elementary, LAMP, Montgomery Preparatory Academy for Career Technology (MPACT)



The whole purpose of education is to turn mirrors into windows.

Sydney J. Harris



GOAL 1

Every student will be academically successful and prepared for life, work and college.

- Review and analyze patterns of student achievement using state assessment tools with a focus on achievement gaps, equity, and disproportionality
- Review and analyze progress of action steps in the MPS Strategic Plan
- Review and analyze patterns of student achievement using School Education Plans for all schools with a focus on achievement gaps, equity and disproportionality
- Collaboratively plan, organize and facilitate a Leadership Institute for all school district leaders to attend and discuss continuous improvement on academic achievement for all students
- Establish action steps for 2023-2027 MPS Strategic Plan
- Attend monthly principal meetings to listen and learn about MPS opportunities for leaders to focus on instructional leadership, data disaggregation, professional learning, customer service, student achievement, curriculum and instruction
- Review and analyze achievement gap and disparities in the following areas: mathematics, science and reading
- Review and analyze historical and current data on discipline, grade distribution, climate surveys, and state testing
- Review and evaluate curriculum guides to ensure alignment with Alabama Standards
- Conduct school visits with principals
- Review and evaluate progress monitoring tools to determine student mastery and achievement growth
- Evaluate school district's efforts to increase 4-year graduation rate with a focus on the following subgroups: Economically Disadvantaged, Black/African American, Hispanic, English Learners, and Students with Disabilities
- Meet with principals and teachers to gauge their perceptions on support from the central office to assist with meeting the needs of all students
- Meet with students to gauge their perceptions on academic support from teachers and administration as well as quality of instruction
- Review and evaluate efforts to monitor the effectiveness of school district initiatives and programs to increase academic achievement
- Determine and evaluate current practices to provide schools opportunities to collaborate and discuss best practices for increasing student achievement
- Review and evaluate current practices to ensure effective transition support for students from PreK-5 to Middle; from Middle to High; and High School to college and careers
- Review and evaluate current practices to ensure students' social, emotional and physical needs are met
- Review and evaluate authority and autonomy of principals to serve students in their respective schools and increase academic achievement
- Evaluate Career Tech offerings throughout the district



GOAL 2

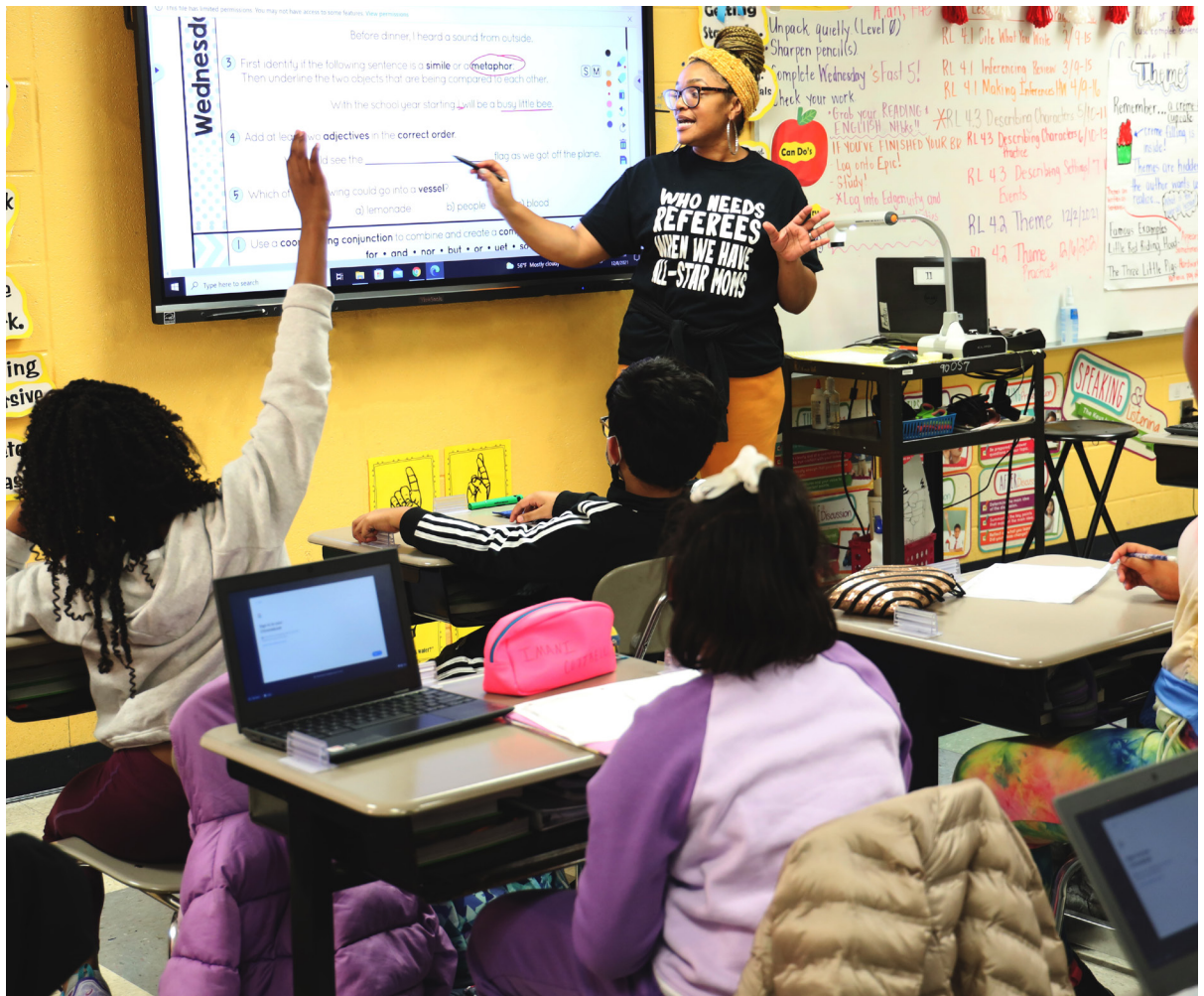
MPS will partner with families and the community in the education of Montgomery's youth.

- Establish a Superintendent's Transition Advisory Committee to advise and guide the Superintendent on implementation of the Superintendent's 100-day entry plan
- Meet with the Superintendent's Transition Advisory Committee to determine progress on attaining objectives in the Superintendent's 100-day entry plan
- Evaluate the efficiency and effectiveness of MPS Communications
- Film a welcome message to community, new families, and new teachers
- Establish and develop a rapport with Superintendent's Student Advisory Committee to advise the Superintendent on school division issues and recommendations from the student perspective
- Establish routine meetings with parent organizations to discuss parental involvement initiatives
- Identify and meet with parents in Montgomery County whose children attend non-public schools to discuss their perspectives on Montgomery Public Schools
- Learn about the school district's family and community engagement (FACE) efforts and determine feasibility of expanding family outreach efforts
- Create welcome letter for the community and MPS faculty and staff
- Establish quarterly meetings with the county administrator to discuss the school district's progress
- Attend routine meetings with the Alabama Education Association leadership to keep abreast of school district concerns related to teaching staff
- Schedule community informational sessions on new Alabama Standards
- Attend School Open Houses, Back to School nights, and other school events including extra-curricular activities and athletics
- Establish an informational session for local businesses, real estate agencies, religious leaders and higher education institutions to create partnerships for increasing student achievement
- Meet with community leaders

GOAL 3

MPS will recruit, develop, support and retain a staff that meets the needs of every student.

- Review and analyze efficiency of human resources practices including FTE allocation
- Evaluate the succession planning initiative to ensure MPS has well prepared leaders for future leadership roles
- Evaluate recruitment, retention, evaluation, and professional growth plans for sustaining high-quality employees
- Review and analyze the process to conduct an investigation of grievances, administrative complaints, and other employee conduct issues
- Evaluate professional learning opportunities offered to teachers and administrators on meeting the needs of all students





GOAL 4

MPS will provide optimal and equitable learning environments.

- Assess all buildings in MPS to determine if they are well maintained
- Assess safety protocols and training for emergency situations including intruder in the building, lock-down and lock-in
- Assess and evaluate preventative maintenance efforts
- Review and discuss the capital improvement plan with a focus on renovation and modernization projects



GOAL 5

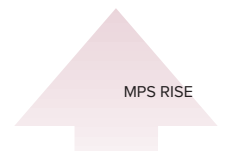
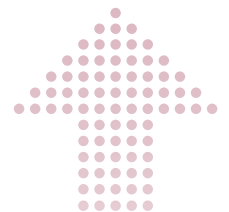
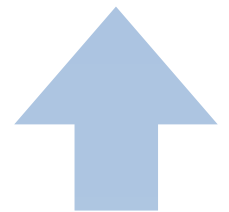
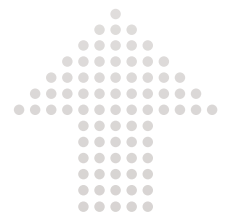
MPS will promote efforts to enable students to be healthy and ready to learn.

- Review and discuss the school nutrition program for MPS
- Assess pupil transportation services and initiatives
- Assess and evaluate the progress with Positive Behavioral Intervention and Supports (PBIS) and Restorative Practices (RP)
- Review and discuss the Talented and Gifted plan for MPS
- Review and discuss physical activity plans to encourage healthy active lifestyles

GOAL 6

MPS will be efficient, effective, and transparent in its business operations.

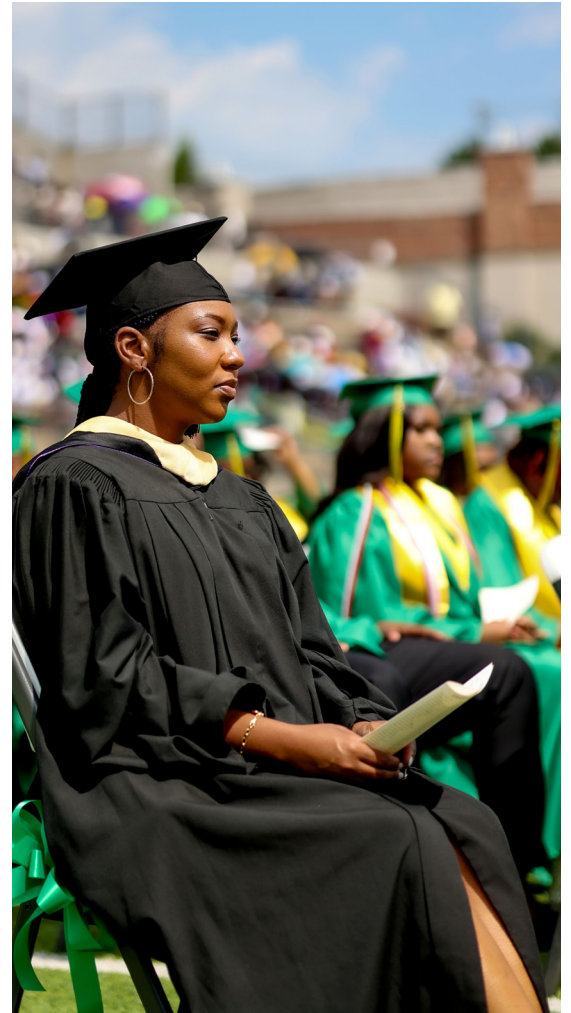
- Actively participate in the budgetary process with stakeholders to establish a proposed FY 2022 combined funds and CIP budgets
- Review and analyze efficiency of finance and budget practices including financial management system, procurement procedures, appropriations controls, expenditures monitoring and chart of accounts
- Review and analyze the staffing formulas and class size analyses
- Review school district's financial forecast and current budgetary process as well as how it supports student achievement using the MPS Strategic Plan as a guide

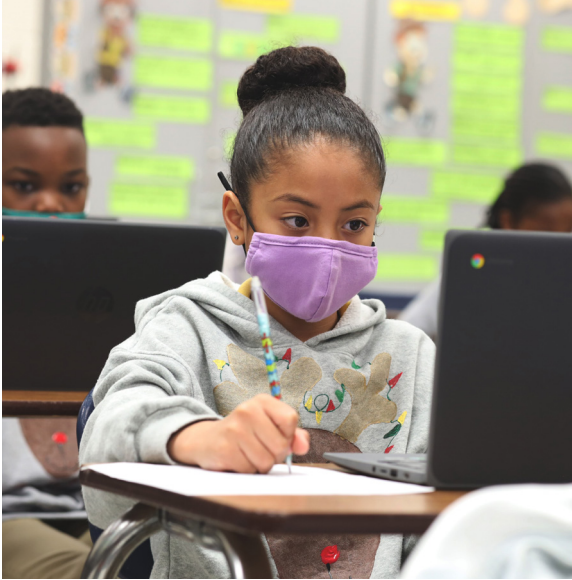




The best way to predict your future is to create it.

Abraham Lincoln





Education's purpose is to replace an empty mind with an open one.

Malcolm Forbes



MPS TOWN HALL MEETINGS



□ AUGUST 30

J.D. High School



□ OCTOBER 6

Carver High School



□ SEPTEMBER 8

LAMP High School



□ OCTOBER 20

Lanier High School



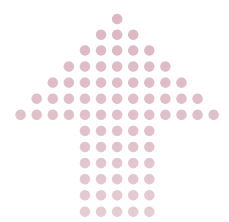
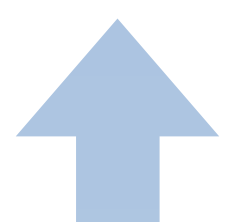
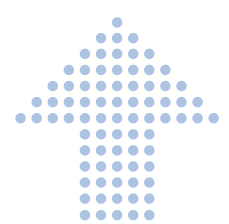
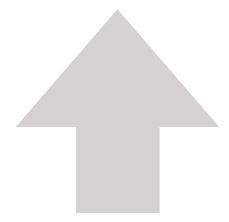
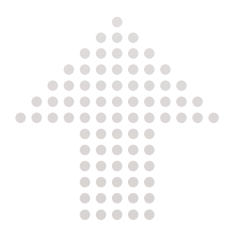
□ SEPTEMBER 22

**Park Crossing
High School**



□ OCTOBER 27

Lee High School



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