



Division Strategic Plan

2019 - 2024

Learners • Community • Challenge • Growth



Overview

Accomack County Public Schools prides itself on its mission to prepare students to excel in a complex, interconnected, changing world. This is accomplished by engaging all learners in meaningful learning experiences that meet the highest educational and ethical standards in a safe, caring, and collaborative learning community. This effort is supported through partnerships with families, community members, local businesses, and organizations. Students participate in many challenging events and are making great strides, both academically and in extra-curricular activities.

Reflecting upon our strategic direction over the course of the next five years, we address the current needs of students and families as well as the projected skills and abilities needed to be successful from pre-kindergarten to high school graduation. With the implementation of this strategic plan, we prepare for growth while recognizing that annual assessment and adjustment to the plan will guide us in the process.





Five – Year Strategic Plan

What We Value

To be successful, Accomack County Public Schools must value.....

- Learners
- Community
- Challenge
- Growth

Our Vision

Accomack County Public Schools will be a community of diverse learners where all members are valued, challenged, and expected to grow.

Our Mission

Provide a safe, engaging, student-centered environment where all learners are challenged, encouraged, and supported to maximize growth and be prepared for future education, citizenship, and work.

Our Goals

- Create a culture of learners who are critical and creative thinkers, communicators, collaborators, and productive citizens.
- Recruit, develop, and retain high quality teachers, administrators, and support staff who possess the skills to support academic, social and emotional growth including an increased effort to recruit diverse candidates to create an inclusive environment.
- Institute practices which promote safe and positive learning environment to meet the physical, academic, social, and emotional needs of each student.
- Establish fiscally responsible, transparent systems for the efficient allocation and alignment of resources to support student learning and staff needs.
- Establish communication and stakeholder engagement which support Accomack County Public Schools vision, mission, and goals.

Academics

GOAL

Create a culture of learners who are critical and creative thinkers, communicators, collaborators, and productive citizens.



Focus Area 1: To improve student readiness when entering kindergarten.

Strategic Action 1 Implement an observation instrument developed to assess classroom quality in preschool focused on emotional support, classroom organization, and instructional support Classroom Assessment Scoring System (CLASS).

Performance Indicator 1 Quality of preschool programs will be monitored through two Classroom Assessment Scoring System (CLASS) assessments per year. Scores will be kept in Excel and compared to year to year to show growth.

Strategic Action 2 Continue to schedule kindergarten and preschool registration on the same day with extended hours of registration available to parents. Partner with Head Start to register pre-k students in early Spring.

Performance Indicator 2 ACPS will work with Head Start to provide joint application intake for all pre-k students to increase preschool opportunities for all 4 - year old students in the community. Preschool and kindergarten registration will include evening hours for working parents.

Strategic Action 3 Use the Kindergarten Fall Virginia Kindergarten Readiness Program (VKRP) assessment results to compare scores of students that have entered kindergarten with prior pre-k experience in a ACPS program vs. those that have not had the experience.

Performance Indicator 3 Beginning in 2019-20, kindergarten teachers will utilize the Virginia Kindergarten Readiness Program (VKRP) data to compare the readiness of ACPS Pre-K participants to non-participants. This data will be utilized to improve the quality of pre-k experiences offered by the county and inform professional development for teachers and paraprofessionals.

Academics

GOAL

Create a culture of learners who are critical and creative thinkers, communicators, collaborators, and productive citizens.



Focus Area 2: Elimination of the gaps within the subgroups of English Language Arts & Math.

Strategic Action 1 Examine the existing tiered system of supports for English Language Arts and Mathematics and develop a consistent model for ACPS.

Performance Indicator 1 Beginning in 2019-2020, an outline of proposed tiered supports available to students will be created for each grade span for English/Language Arts and Mathematics these outlines will be shared knowledge among administrators, Reading Specialists, Title I, SPED, ESL and all support staff.

Strategic Action 2 Establish processes for both formal curriculum reviews as part of our on-going monitoring of an aligned written, taught, and assessed curriculum.

Performance Indicator 2 Beginning in 2019-2020, curriculum tools for grades 3-5 will be reviewed and selected by a committee of teachers in grades 3-5 based on alignment with current division academic and demographic data and with the Virginia SOL.

Strategic Action 3 Build collective efficacy in the teaching of English Language Arts & Mathematics through increased collaboration, teacher modeling, and co-teaching opportunities in ACPS schools.

Performance Indicator 3:1 Increased percentage of students achieving proficiency and/or growth on English Language Arts & Mathematics as measured by the Virginia SOL Assessment.

Performance Indicator 3:2 Decrease the achievement gaps in English Language Arts & Mathematics as measured by the Virginia SOL Assessment.

Performance Indicator 3:3 Beginning in 2019-2020, teachers of English Language Arts grades K-2 will participate in Benchmark Advance professional development and coaching at a minimum of 10 hours with sustained support thereafter based on implementation data.

Academics

GOAL

Create a culture of learners who are critical and creative thinkers, communicators, collaborators, and productive citizens.



Focus Area 2 (continued): Elimination of the gaps within the subgroups of English Language Arts & Math.

Strategic Action 4 Provide professional development opportunities for teachers related to best practices for specially designed instruction and high leverage practices in the area of special education.

Performance Indicator 4:1 Classroom observations indicating an increased use of specially designed instruction and high leverage practices in all settings.

Performance Indicator 4:2 Increase student academic achievement on state and local assessments.

Focus Area 3: To ensure students graduate with the knowledge and skills to be college and career ready.

Strategic Action 1 Expand opportunities for students to explore and pursue career prospects, show growth in work-based learning opportunities, increase Career & Technical Education Completers with industry credentials, and expand Virtual Virginia and Dual Enrollment participation.

Performance Indicator 1 Obtain Level One status on the College, Career, and Civic Readiness Index (CCCRI), as measured in the School Accreditation Detail Report.

Strategic Action 2 The counselors and administrators will counsel and collaborate with students to develop a plan for college or career after graduation. They will work toward all students graduating on time.

Performance Indicator 2:1 Annual Career and Technical Education Reporting System.

Performance Indicator 2:2 Annual graduation, completion, and drop out data.

Teacher Quality

GOAL

Recruit, develop, and retain high quality teachers, administrators, and support staff who possess the skills to support academic, social, and emotional growth including an increased effort to recruit diverse candidates to create an inclusive environment.



Focus Area 1: ACPS will develop and/or purchase materials to showcase the district and effectively market it to prospective employees.

Strategic Action 1 Materials will emphasize the beauty of Virginia's Eastern Shore, depicting it as an attractive place to live and work. In addition, the benefits of working for ACPS will be emphasized: small town feel, beach access, tuition reimbursement, reimbursement for Virginia Teacher Assessments, strong support for new teachers, Federal Loan Forgiveness, supplements for Master's Degree, Attendance Incentive, Highly Qualified Incentive, etc. Plans will include attendance at a minimum of two job fairs at historically black colleges or universities.

Performance Indicator 1 Data will be analyzed yearly to determine the overall effectiveness of each recruiting trip to develop an annual recruitment plan for the following school year.

Focus Area 2: ACPS provides a layered system of support for all new teachers/administrators.

Strategic Action 1 Continue to provide a new teacher orientation prior to the beginning of each school year, reviewing and enhancing annually depending on the division's needs. In addition, a year-long induction new teacher program will be planned and implemented by the Division Lead Teacher Mentor.

Performance Indicator 1 New Teacher Academy Evaluations

Strategic Action 2 Mentors in the same grade or content area will be assigned to each new teacher at the building level. In addition, all buildings will have a lead mentor who will conduct meetings monthly. Retirees will also serve as mentors and/or co-teachers upon request or need. Observations of Master Teachers working in the same grade or content area will be supported and encouraged.

Performance Indicator 2:1 End of the Year New Teacher Survey

Performance Indicator 2:2 New Teacher Retention Rates

Teacher Quality

GOAL

Recruit, develop, and retain high quality teachers, administrators, and support staff who possess the skills to support academic, social, and emotional growth including an increased effort to recruit diverse candidates to create an inclusive environment.



Focus Area 2 (continued): ACPS provides a layered system of support for all new teachers/administrators.

Strategic Action 3 All new administrators have the opportunity to attend a new administrator academy through School and University Research Network (SURN).

Performance Indicator 3 School and University Research Network SURN feedback questionnaire.

Focus Area 3: Offer all teachers and staff opportunities and professional development that support continuous growth.

Strategic Action 1 Provide professional learning that responds to teachers' specific needs, rather than generalizing it for all teachers. Career pathways will be created for teachers as they gain experience, allowing these educators to serve as teacher leaders and mentors to their less experienced colleagues.

Performance Indicator 1:1 Annual teacher survey from VDOE.

Performance Indicator 1:2 Feedback after professional development sessions.

Focus Area 4: Conduct timely evaluations which emphasize teacher development and growth.

Strategic Action 1 Administrators will be trained to provide timely and authentic feedback to reinforce growth and identify opportunities to refine professional skills and knowledge.

Performance Indicator 1 The Instructional Department will monitor each school administration's evaluations on a monthly basis to ensure that feedback is meaningful, providing suggestions for improvement or additional training as warranted.

Teacher Quality

GOAL

Recruit, develop, and retain high quality teachers, administrators, and support staff who possess the skills to support academic, social, and emotional growth including an increased effort to recruit diverse candidates to create an inclusive environment.



Focus Area 5: Accomack County Public Schools will develop a plan to “grow their own” teachers.

Strategic Action 1 ACPS will adopt the Virginia Teachers for Tomorrow program to encourage students in our division to pursue a degree in education.

Performance Indicator 1:1 Participation numbers in the program as well as the number of students that earn dual enrollment will be monitored.

Performance Indicator 1:2 Students who successfully participate in the Virginia Teachers for Tomorrow program and complete a BS and/or MS degree in education and are eligible for a provisional license will be offered employment in Accomack County Public Schools.

Strategic Action 2 Meet with persons who hold a bachelor’s degree and are interested in pursuing a career in education to explain the coursework and assessment(s) needed to earn a provisional license.

Performance Indicator 2 An increase in the number of local teachers who have a provisional teaching license.

Culture

GOAL

Institute practices which promote safe and positive learning environment to meet the physical, academic, social, and emotional needs of each student.



Focus Area 1: To promote anti-bullying and zero tolerance in every school.

Strategic Action 1 Expand school counselors, administrators, and teachers' knowledge of bullying via professional developments. They will be well versed in bullying prevention, and initiate anti-bullying campaigns in their schools. In addition to implementing OLWEUS anti-bullying program in their schools.

Performance Indicator 1:1 A reduction in discipline referrals and bullying reports.

Performance Indicator 1:2 The Civil Rights Data Collection.

Focus Area 2: Increase partnerships to expand mental health services with community service agencies.

Strategic Action 1 Implement protocol and procedures for specific staff to include a Memorandum of Understanding with Sheriff's Department for Student Resource Officers, organizing a Threat Assessment Team in each school, communication with school social worker, behavior specialist (if applicable), and school counselors.

Strategic Action 2 Professional Development to address needs.

Performance Indicator 1:1 & 2:1 Documentation and data from various groups regarding interaction with students, staff, and parents.

Strategic Action 3 Expand Mental Health Awareness and Support Systems.

Performance Indicator 3 Work closely with community organizations to educate and solicit support for ACPS.

Culture

GOAL

Institute practices which promote safe and positive learning environment to meet the physical, academic, social, and emotional needs of each student.



Focus Area 3: Create a healthy and nurturing environment which is conducive to learning.

Strategic Action 1 Provide nutritious meals, at no cost, to all elementary, middle, and high school students while increasing the number of students eating breakfast and lunch at each school site.

Performance Indicator 1 Documents which indicate increased participation in the school meal program by students.

Strategic Action 2 Provide professional development to school-based teams to learn how to collect data to create a functional behavior assessment and develop a behavior intervention plan to support students across the division.

Performance Indicator 2:1 Evidence of a well written behavior intervention plan.

Performance Indicator 2:2 Decrease in behavior referrals for students supported by a behavior intervention plan.

Focus Area 4: Reduce the percentage of students absent from school for more than ten (10) days per school year.

Strategic Action 1 Implement a plan for alternative placements of students who are chronic disciplinary offenders which will enable them to be accountable for their actions yet still be present for attendance.

Performance Indicator 1 By 2025, the Alternative Education programs will be located in or on school campuses to meet the needs of all students more specifically those with Individualized Education Programs (IEPs).

Culture

GOAL

Institute practices which promote safe and positive learning environment to meet the physical, academic, social, and emotional needs of each student.



Focus Area 4 (continued): Reduce the percentage of students absent from school for more than ten (10) days per school year.

Strategic Action 2 Educate parents regarding procedures, interventions and strategies which will ensure student attendance and decrease absenteeism.

Performance Indicator 2 Monthly attendance reports submitted by build-level truancy teams indicating a decrease in absenteeism.

Focus Area 5: Create and maintain safe facilities and procedures so that students and staff work and learn in a safe and comfortable environment.

Strategic Action 1 Provide increased training to staff, students, and administrators.

Strategic Action 2 Increase lockdown drill frequency and accountability.

Performance Indicator 1:1 & 2:1 Have Student Resource Officers (SRO's) and ACPS Safety Administrator evaluate all lock down drill performance on site.

Culture

GOAL

Institute practices which promote safe and positive learning environment to meet the physical, academic, social, and emotional needs of each student.



Focus Area 5 (continued): Create and maintain safe facilities and procedures so that students and staff work and learn in a safe and comfortable environment.

Strategic Action 4 Increase required safety training for administrators.

Performance Indicator 4:1 Require attendance at Department of Criminal Justice Services (DCJS) annual Campus Safety Conference as well as an additional safety conference on an appropriate topic.

Strategic Action 5 Train annually with local Law Enforcement Agencies and Emergency Medical Services (EMS).

Performance Indicator 5:1 Host and participate in active shooter drills in ACPS facilities during vacations and breaks within the instructional year.

Strategic Action 6 Invest in additional safety equipment and modifications to facilities and campuses as recommended by ACPS Safety Assessment Committee.

Performance Indicator 6:1 Installation of shades on classrooms with windows.

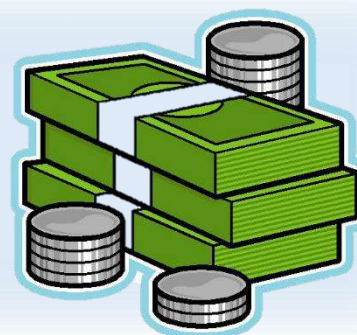
Performance Indicator 6:2 Installation of additional security vestibules and pedestrian only areas on campuses.

Performance Indicator 6:3 Installation of Visitor I.D. Check and Badging systems.

Fiscal Responsibility

GOAL

Establish fiscally responsible, transparent systems for the efficient allocation and alignment of resources to support student learning and staff needs.



Focus Area 1: Create a healthy and nurturing environment which is conducive to learning.

Strategic Action 1 Benchmark, analyze, and revise the compensation model for teachers, administrators, and classified staff.

Performance Indicator 1:1 Budget allocation documentation relating to funding of revised models.

Performance Indicator 1:2 Rankings in the Teacher Salary Study released by the Virginia Education Association (VEA) based on years of experience: No Experience, 5-years, 10-years, 15-years, 20-years, 25-years, and 30-years of experience.

Strategic Action 2 Implement a defined employer contribution level towards health insurance based on a set percentage of single subscriber coverage and a reduced percentage of the differential between single subscriber and the additional tiers of coverage.

Performance Indicator 2:1 Budget allocation documentation relating to funding of increased employer contribution towards health insurance.

Performance Indicator 2:2 Levels of employee enrollment in tiers beyond single subscriber.

Strategic Action 3 Institute a continuous improvement process to ensure ACPS offers the best health insurance alternatives to our employees to include the Request for Proposal (RFP) process and / or the exploration of combining plans with the County.

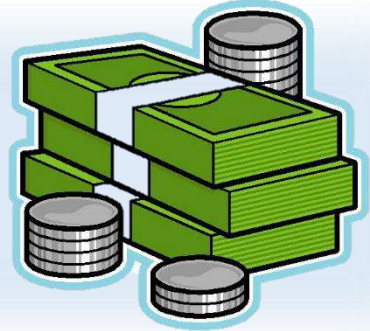
Performance Indicator 3:1 Issuance of Request for Proposal (RFP) for Health Insurance on a regular cycle.

Performance Indicator 3:2 Pricing from both carriers on the combination of plans.

Fiscal Responsibility

GOAL

Establish fiscally responsible, transparent systems for the efficient allocation and alignment of resources to support student learning and staff needs.



Focus Area 2: Equitably differentiate resources based on diverse student needs.

Strategic Action 1 Develop and implement division-wide staffing formulas for schools to better meet the needs of socioeconomically disadvantaged students, English language learners, and special education students.

Performance Indicator 1:1 Budget and staffing allocation documentation relating to differentiated staffing.

Performance Indicator 1:2 Performance of student subgroups on state and local assessments.

Focus Area 3: Ensure current technology hardware and software is meeting the needs for all instructional and business goals.

Strategic Action1 Annually gather and assess information received from ACPS personnel on current technology use and needs. This data can be gathered from Technology Summits and online surveys.

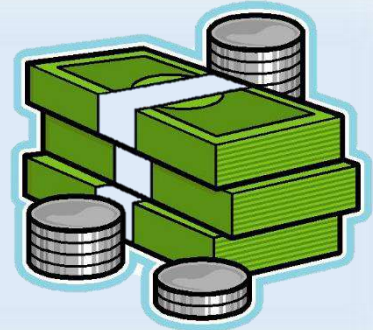
Performance Indicator 1:1 Measure results from gathered information against current in-use hardware, software, and practices.

Performance Indicator 1:2 Evaluate options to ensure current in-use hardware, software, and practices meet the needs from the assessed information.

Fiscal Responsibility

GOAL

Establish fiscally responsible, transparent systems for the efficient allocation and alignment of resources to support student learning and staff needs.



Focus Area 4: Develop and track an equipment refresh cycle to ensure all students and staff have the most current technology.

Strategic Action 1 Both Instructional and Business Operations end user computing devices (to include labs and laptop carts) are based on a five-year refresh cycle except in the area of grades 7 through 12 for student computing devices. Those devices are based on a six-year refresh cycle.

Performance Indicator 1:1 Ongoing budgets will be developed and funded to include the current years scheduled technology hardware refresh.

Performance Indicator 1:2 Equipment will be purchased in a timely manner.

Strategic Action 2 Classroom instructional technology hardware has various refresh cycles. The hardware is refreshed in accordance with the division's Program Based Technology Refresh Schedule.

Performance Indicator 2 Equipment will be deployed in a timely manner without any disruption or impacts on instructional and business operations.

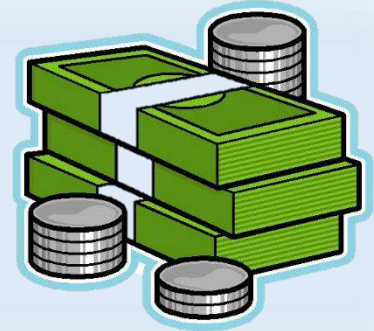
Strategic Action 3 Backend Equipment such as servers, network switches, wireless access points have various refresh cycles and are refreshed in accordance with the division's Program Based Technology Refresh Schedule.

Performance Indicator 3 Refreshed equipment will be marked as SURPLUS and disposed of in accordance with current policies and procedures.

Fiscal Responsibility

GOAL

Establish fiscally responsible, transparent systems for the efficient allocation and alignment of resources to support student learning and staff needs.



Focus Area 5: Update and maintain all facilities so as to provide a clean, comfortable, and modern environment for students and staff while operating at peak efficiency.

Strategic Action 1 Maintain and update the ACPS 5-year Capital Improvement Plan annually.

Performance Indicator 1:1 Consult with building and SBO administrators on all projects suggested for inclusion in the Capital Improvement Plan.

Performance Indicator 1:2 Provide accurate estimates for each project that reflect adjustments for the year of implementation.

Performance Indicator 1:3 Update School Board and Board of Supervisors annually on revisions to plan.

Strategic Action 2 Write an annual Budget that includes projects that accurately reflect appropriate investments for the public funds available.

Performance Indicator 2 Budget items will be prioritized by category (Safety, Efficiency, and Aesthetics). They will be further prioritized by Facility and Division.

Communication

GOAL

Establish communication and stakeholder engagement which support Accomack County Public School's vision, mission, and goals.



Focus Area 1: Develop a mutually supportive and trusting relationship with stakeholder groups while creating a positive connection within and throughout the community at large.

Strategic Action 1 Implement a plan for building trust, and engaging internal stakeholders.

Performance Indicator 1:1 Documented protocols and procedures to support timely, consistent, and meaningful communication to all staff.

Performance Indicator 1:2 Articulating expectations and creating a plan for ongoing communications.

Strategic Action 2 Create a mutually supportive and trusting relationship with Accomack County Public School's community at large.

Performance Indicator 2:1 Providing opportunities for parents and teachers to engage in open discussions.

Performance Indicator 2:2 Use of radio, newspaper, newsletters, social media, parent nights, and School Messenger to engage and inform our stakeholders.

Performance Indicator 2:3 Implementing a plan for ongoing communication with the School Board focused on the progress and success of learners in Accomack County Public Schools.