

“Driven by Student Success”

Fremont County School District #6

Strategic Plan 2016 – 2021

Mission – Our purpose is to ensure high levels of learning for all students in a safe and positive environment.

Vision – We will be recognized as an exceptional school district that is driven by student success.

Goal 1: The District, Schools, and Departments will Prepare Students to be College/Career Ready	
Objective 1: Improve student growth in math and reading	
Objective 1 Measures of Success: School level - WAEA growth indicator	
Baseline: WAEA school growth indicator – Spring 2015 WyTOPP Interim Assessments – Fall 2017	
Objective 2: Improve student achievement in math, reading, writing, ELA and science, as applicable on state assessments	
Objective 2 Measures of Success: WAEA achievement indicator District-wide rolling average of proficiency or above on state assessments in reading, science, writing, math, and language arts, as applicable	
Baseline: WAEA school achievement indicator – Spring 2015 Baseline: District-wide rolling average of proficiency on WyTOPP/ACT in reading, science, ELA, writing, math – Spring 2016	
Objective 3: Improve student proficiency on district priority standards in all content areas	
Objective 3 Measures of Success: District assessments K-12 by content area Three year rolling average of graduation rates including subgroups	
Baseline: District assessments proficiency by content area as developed Baseline: Three year rolling average for 2014, 2015, 2016 including subgroups	

Strategy 1: Develop and implement a Guaranteed and Viable Curriculum – priority standards/intended curriculumPLC Question #1 - *"What do we want students to know and be able to do?"*

Activity	Standard/ Indicator	Timeline	Resources Assigned & Funding Source	Professional Development/ Capacity Building	Staff Responsible	Deliverables/ Work Products
1.1.1 Identify priority standards in each content area		08/2016 – 06/2017	Critical Concepts – Marzano Labs \$18,000 (GF)	Training 2016/17 by Marzano Labs Update training ongoing	Lead: Curr Director -Administrators -Teachers	Priority standards starred in Atlas by 6/2016 w/alignment adjustments complete by 6/2017. Adjustments made in 2017.18 for continued refinement and new state assessment blueprints.
1.1.2 External review for vertical, horizontal alignment		06/2016 – 07/2017	Marzano Labs \$12,000 facilitation	Training 2016/17 Marzano Labs	Lead: Curr Director -Contracted Service	Marzano does not provide external review. Vertical alignment review was done internally by content area.
1.1.3 Review for state assessment in applicable content areas		8/2017 – 6/2018 ongoing	Staff review of new assessment blueprints	Training in new state assessment blueprints in 2017/18 & 2018/19	Lead: Curr Director -Content teacher leaders	• Backward mapping to assessment blueprints 6/2018
1.1.4 Finalize priority standards		08/2017 – 6/2018 ongoing	NA	Following training completed in 2016/17 w/Marzano Labs	Lead: Curr Director -Administrators -Collaborative Team Leaders	• Posted electronically and in Atlas

1.1.5	Develop a review cycle policy & procedure for priority standards		8/2017 – 6/2018	NA	Research sample policies & procedures	Lead: Supt -Administrators -Collaborative Team Leaders	<ul style="list-style-type: none"> Written policy and procedures
1.1.6	Develop unit plans for each course/grade level offered in district without completed assessments		08/2015 – 06/2018	\$1,500 annually for Atlas license	Initial Unit design & components w/ revisions ongoing	Lead: Principals -Teachers	<ul style="list-style-type: none"> Atlas unit plans complete in each course 6/2018 ms/hs move to state provided Canvas (additional time needed)
1.1.7	Develop unit assessments for each course/grade level offered in the district based on proficiency scales Repetitive – see 1.4.2 & 1.4.3 based on new Chapter 6 Rules & Regs		8/2017 – 6/2020	Marzano Labs \$36,000 – over three years (2018-2020)	Marzano Labs	Lead: Curriculum Director -Administrators -Teachers	<ul style="list-style-type: none"> Assessments uploaded in Atlas
1.1.8	Develop a review cycle policy, procedure, and templates for curriculum/resource adoptions		8/2017- 6/2018	NA	Research sample policies & procedures	Lead: Curriculum Director -Administrators	<ul style="list-style-type: none"> Policy Procedure Templates

Strategy 2: Develop and implement district-wide Professional Learning Communities

PLC Big Idea #2 & FCSD6 Educational Philosophy – Building a Collaborative Culture

Activity	Standard/ Indicator	Timeline	Resources Assigned & Funding Source	Professional Development/ Capacity Building	Staff Responsible	Deliverables/ Work Products
1.2.1 Teachers and administrators attend PLC Institute		2015-16 ongoing	\$15,000 annually	PLC at Work PLC Institute	Lead: Supt. -Administrators -Teachers	<ul style="list-style-type: none">• PD tracking• Follow up documents
1.2.1 Schedule weekly PLC for teachers during contract time with calendar of topics		1/2017 ongoing annually	NA	NA	Lead: Principals -Collaborative Team Leaders	<ul style="list-style-type: none">• Calendar
1.2.2 Schedule monthly PLC for administrators with calendar of topics		2016/17 ongoing annually	\$200 annually	NA	Lead: Supt -Administrators	<ul style="list-style-type: none">• Calendar
1.2.3 Collaboration/PLC training for supervisor team (business model)		08/2019 Depart. Restructuring	\$12,000	TBD – research collaborative business models	Lead: Supt -Department Heads	<ul style="list-style-type: none">• PD tracking• Follow up documents
1.2.4 Support and monitor implementation of improvement plans in schools & departments		1/2017 schools & 1/2020 departments	NA	Department training & template	Lead: Supt -Administrators -Dept Heads	<ul style="list-style-type: none">• Board reports• Stakeholder reports

Strategy 3: Develop and implement district-wide instructional strategies – taught curriculum

PLC Question #3 - "What will we do if they don't know it?"

PLC Question #4 - "What will we do if they already know it?"

Activity	Standard/ Indicator	Timeline	Resources Assigned & Funding Source	Professional Development/ Capacity Building	Staff Responsible	Deliverables/ Work Products
1.3.1 Identify and train instructional staff in instructional practices		8/2016 – 6/2017 and ongoing	\$16,000 annually	Training in instructional strategies. Possible train the trainer models	Lead: Admin Team -Teachers	• Training materials and sign in sheets
1.3.2 Monitor school-wide implementation through walkthroughs, instructional rounds, classroom observations Chapter 29 in revision		08/2017-ongoing	NA	Possible collaborations on Instructional Rounds with regional districts	Lead: Admin Team	• Data tracking of classroom observations of identified school-wide strategies
1.3.3 Training and support in Instructional Leadership <ul style="list-style-type: none">○ Revised classroom observation process -Note: Will tie to new evaluation system per Chapter 29		08/2016 – Edivate start up 8/2018-6/2019 classroom observation process	\$6,000 + Edivate annual license	Instructional Rounds Training	Lead: Supt -Admin Team	• Classroom observation policy, procedures, protocols

Strategy 4: Develop and implement a district assessment system – learned curriculum

PLC Question #2 - "How will we know when they know it?"

Activity	Standard/ Indicator	Timeline	Resources Assigned & Funding Source	Professional Development/ Capacity Building	Staff Responsible	Deliverables/ Work Products
1.4.1 Develop plan, deployment, professional development, and timeline for district assessment system – <ul style="list-style-type: none"> • Levels • Where • When • Development of test items • Development of assessments • Pilot assessments • Standard setting for prof. levels • Reliability • Validity • Alignment • Bias Review 		2018/2019 Plan development & assessment development based on proficiency scales 2019/20 Continued assessment piloting & standard setting	\$2,500	Item response theory Content reliability Validity measures Indicators of bias Standard scoring training for inter-rater reliability Types and characteristics of quality assessment items	Lead: Admin Team -Teachers	<ul style="list-style-type: none"> • District Assessment System Plan – Discussion based on new district assessment plan requirements from state
1.4.2 Develop proficiency scales for all priority standards in all content areas		12/2016 – 6/2019	Marzano Labs – see above	Proficiency scales	Lead: Curriculum Director -Admin Team -Teachers	<ul style="list-style-type: none"> • Proficiency scales for all district priority standards
1.4.3 Facilitate the development of formative assessments by establishing a timeline for development & capacity building		08/2021 - ongoing	Marzano Labs – see above	Assessment Literacy & Formative Assessment Training	Lead: Principals -Curr Director -SpEd Director	<ul style="list-style-type: none"> • Product and process timeline
1.4.4 Monitor principal support and use of formative assessment system with the school and PLC's		08/2019 - ongoing	NA	WILN	Lead: Supt -Admin Team	<ul style="list-style-type: none"> • Monitoring plan TBD

1.4.5	Policy & procedure for revisions for district assessments		08/2019 – 06/2020	NA	Research sample policies & procedures	Lead: Supt	<ul style="list-style-type: none"> • Policy and written procedure
1.4.6	Storage/recording/reporting procedures for district assessments		ongoing	\$5,000	Training in reports and statistical analysis for data tech	Lead: Data Tech -Supt -Admin Team	<ul style="list-style-type: none"> • Written plan/procedures • Reporting templates
1.4.7	Research, develop, pilot standards- based grading & behavior report cards		Research 2016/17 & 2017/18 Develop 2018/19 Pilot 2019/2020 Fully Implemented 2020/21 See three year plan development with Marzano Labs	\$17,000 (2019 & 2020)	Marzano Labs & Standards & Assessment Annual Conference – Solution Tree	Lead: Admin Team -Teachers	<ul style="list-style-type: none"> • Standards-based grading policies and procedures • Standards report cards

Goal 2: The District, Schools, and Departments will Ensure Effective and Efficient Operations	
Objective 1:	Train and support new employees
Objective 1 Measures of Success:	Develop and fully implement a written staff orientation and mentoring program
Baseline:	New Hire Checklist
Objective 2:	Improve and implement a revised employee evaluation system
Objective 2 Measures of Success:	Written evaluation system for cert & non-cert that includes staff training and with accompanying electronic evaluation instruments
Baseline:	Chapter 29 system for certified, policies for certified & non-certified, instruments (not aligned to job description) for all employees
Objective 3:	Revise and implement a system-wide staff development program
Objective 3 Measures of Success:	Upgraded Professional Development Plan
Baseline:	Professional Development plan for certified and minimal non-cert
Baseline:	Online compliance training for certified and non-certified staff allowing for department customization
Objective 4:	Develop and/or review and revise operational processes
Objective 4 Measures of Success:	Standardized electronic procedures aligned to policy and state/federal law that is accessible and used by staff. And, continued progress in moving to efficient electronic forms and processes, including parents and students.
Baseline:	Procedure server with procedures posted in all departments
Baseline:	All departments have software or electronic based forms for staff
Objective 5:	Develop and implement an updated cohesive crisis plan
Objective 4 Measures of Success:	Crisis plan including stakeholders and county emergency agencies
Baseline:	Boiler plate Crisis Plan & ALiCE training for staff and students

Strategy 1: Develop and implement an orientation and mentoring program

Activity	Standard/ Indicator	Timeline	Resources Assigned & Funding Source	Professional Development/ Capacity Building	Staff Responsible	Deliverables/ Work Products
2.1.1 Develop Orientation Plan that includes the following: <ul style="list-style-type: none">• Pre-employment Paperwork• Compliance Training• Web-Link• Work Order Request• Transportation Request• Leave Request• Tour of District• Tour of Campus• Safety (flip chart, fire drills, ALICE)• Staff Handbooks• Policies/Procedures• Introductions to staff and students• District department Plan * Process for mid-year hirings		2017/18	GF	Research orientation /mentoring programs	Lead: Central Office -Dept Heads	<ul style="list-style-type: none">• Orientation Plan
2.1.2 Develop orientation guide		07/2019	NA	Research samples	Lead: Central Office -Dept Heads	<ul style="list-style-type: none">• Guide Book (maybe on website)
2.1.3 Board Approval		07/2019	NA	NA	Lead: Supt -Board	<ul style="list-style-type: none">• Board approval in minutes

2.1.4 Implement Orientation Plan		08/2019	NA	NA	Lead: Central Office -Dept Heads	<ul style="list-style-type: none"> • Staff Sign-in Sheets • Employee Documentation • Handbooks • WORKS • Web Info • Agenda • Completed check list
2.1.5 Develop surveys for periodic reviews		08/2019	NA	NA	Lead: Central Office	<ul style="list-style-type: none"> • Surveys

Strategy 2: Develop and implement a district-wide mentoring program

Activity	Standard/ Indicator	Timeline	Resources Assigned & Funding Source	Professional Development/ Capacity Building	Staff Responsible	Deliverables/ Work Products
2.2.1 Research Best Practice for Mentoring plan <ul style="list-style-type: none">• Certified• Classified		06/2019 – 08/2020	NA	Research sample plans	Lead: Admin Team -Dept Heads	<ul style="list-style-type: none">• Recommended framework for a mentoring plan
2.2.2 Develop mentoring plan <ul style="list-style-type: none">• Certified• Classified		06/2019 – 06/2020	NA	Develop based on sample plans and stakeholder input	Lead: Admin Team -Dept Heads	<ul style="list-style-type: none">• Plan
2.2.3 Board Approval		6/2020	NA	NA	Lead: Sup/Board	<ul style="list-style-type: none">• Board Minutes
2.2.4 Implement mentoring plan <ul style="list-style-type: none">• Identify mentors• Train Mentors		08/2020 – 06/2021	NA	Mentor Training	Lead: Admin Team -Dept Heads	<ul style="list-style-type: none">• Mentoring check list• Evaluation of plan
2.2.5 Develop surveys for periodic reviews		07/2021	NA	Survey quality standards	Lead: Central Office	<ul style="list-style-type: none">• Surveys

Strategy 3: Review and update Employee Evaluation System						
Activity	Standard/ Indicator	Timeline	Resources Assigned & Source Funding	Professional Development/ Capacity Building	Staff Responsible	Deliverables/ Work Products
2.3.1 Research Best Practices for Classified Evaluations		08/2019	NA	NA	Lead: Supt -Dept Heads	<ul style="list-style-type: none"> Evaluation recommendation
2.3.2 Review and update job descriptions		8/2019	NA	NA	Lead: Supt -Dept Heads	<ul style="list-style-type: none"> Job descriptions
2.3.3 Develop format for classified employee evaluations, department specific		05/2019	NA	NA	Lead: Supt -Dept heads	<ul style="list-style-type: none"> Evaluation template
2.3.4 Verify completion of all district annual evaluations. Review certified and administrative employee evaluations		Annually	NA	NA	Lead: Admin Team	<ul style="list-style-type: none"> Evaluation recommendation Googledoc tracking & report in annual Board workshop All eval processes in electronic format
2.3.5 Board approval of new evaluations and revised policy/procedure and job descriptions		06/2020	NA	NA	Lead: Supt -Board	<ul style="list-style-type: none"> Board Minutes
2.3.6 Implement new classified evaluations as part of job descriptions		08/2020	NA	MA	Lead: Dept Heads	<ul style="list-style-type: none"> Evaluation to be attached to job descriptions
2.3.7 Update Staff Handbook to reflect new evaluation system		08/2020	NA	NA	Lead: Supt	<ul style="list-style-type: none"> Staff Handbook

Strategy 4: Oversee and communicate professional development

Activity	Standard/ Indicator	Timeline	Resources Assigned & Source Funding	Professional Development/ Capacity Building	Staff Responsible	Deliverables/ Work Products
2.4.1 Develop a written administrative procedure process for plan review and update		2017 - Ongoing	Per Dept funding PD funding		Lead: Supt	<ul style="list-style-type: none">Updated PD Plan
2.4.2 Oversee department level professional development for classified staff		2016 - Ongoing			Lead: Supt -Dept Head	<ul style="list-style-type: none">Plan
2.4.3 Monitoring and Feedback of Department Level Professional Development (needs assessment if applicable)		2016 - Ongoing			Lead: Supt -Dept heads	<ul style="list-style-type: none">DataFeedback
2.4.4 Ensure all employees are in compliance with Federal and State mandates		Ongoing		WORKS	Lead: Central Office (WORKS) -WDE	<ul style="list-style-type: none">Data

Strategy 5: Review, update, and develop processes (district and department)

Activity	Standard/ Indicator	Timeline	Resources Assigned & Source Funding	Professional Development/ Capacity Building	Staff Responsible	Deliverables/ Work Products
2.5.1 Identify and prioritize district-wide and department processes		Ongoing	GF		Lead: Admin Team -Dept Heads	<ul style="list-style-type: none">• Prioritized list
2.5.2 Review and update operational processes and department processes by involving the appropriate people		Ongoing			Lead: Dept Heads	<ul style="list-style-type: none">• Feedback
2.5.3 Develop new operational and department processes as necessary		Ongoing			Lead: Dept Heads -Supt	<ul style="list-style-type: none">• Data• Feedback• Final Product
2.5.4 Implement updated processes		Ongoing			Lead: Central Office	<ul style="list-style-type: none">• Product• Training
2.5.5 Inform staff of new/updated process		Ongoing			Lead: Central Office	<ul style="list-style-type: none">• Memo• Product
2.5.6 Collect data on processes to see if they are working or need update		2019-20			Lead: District Data Analyst	<ul style="list-style-type: none">• Data• Feedback

Strategy 6: Implementation of Crisis Plan

Activity	Standard/ Indicator	Timeline	Resources Assigned & Source Funding	Professional Development/ Capacity Building	Staff Responsible	Deliverables/ Work Products
2.6.1 Team review and update		11/2017	GF		Lead: Supt	• Team Lists
2.6.2 Review and update current Crisis Plan <ul style="list-style-type: none">• Practice Crisis Plan drills<ul style="list-style-type: none">- Elem- MS/HS- Crowheart• Debrief after drill and any actual occurrence• ALICE• Fire Drills• Lock Down/Stay Put• Life Flight• Adjust Crisis Plan if needed		01/2018 Discussed based on WDE, Homeland Security, and legislature			Lead: Crisis Team	• Notebook • Check List • Data • Feedback • Outside agency support
2.6.3 Board approval of new plan		4/2018			Lead: Supt -Board	• Board minutes
2.6.4 Communication with all Stakeholders		08/2018			Lead: Crisis team	• Memos • Documentation