

Activities to be revised or expanded annually.

LITCHFIELD PUBLIC SCHOOLS
Strategic Planning: Action Plan 2011-2015

Goal 1: Graduates of the Litchfield Public Schools will master and be prepared to effectively utilize the skills necessary for success in their post-secondary endeavors, and will function as engaged and participating citizens of the 21st Century.

Goal 2: The Litchfield Public Schools will continue to provide educational services that support students' achievement of their post-secondary goals while maintaining fiscal accountability aligned with student enrollment.

Objective	Activities	Participation	Outcomes/Benchmarks	Completion
<p>1. Restructure our system for hiring, supporting and evaluating district employees.</p> <p>Our recent review indicates that the current district <i>Professional Development/Teacher Evaluation Plan (2003)</i> is being implemented with fidelity. Evaluation formats for non-certified staff and coaches were revised in 2009/2010 and are used consistently across the district.</p>	<p>1. Develop a recruiting and screening process to make sure we employ only the best.</p> <p>-2010/2012 Policy committee revises hiring practices</p> <p>2. Design and implement an evaluation system that accurately assesses the current performance and supports the full professional development of each staff member.</p> <p>-2010/2011 Leadership Advisory Council begins study of best practices in evaluation of instruction and professional development.</p>	<p>Administration Faculty Board of Ed LEA AFSCME</p>	<p>All district employees will meet established standards for job performance, measured by summative evaluations and retention rates.</p> <p>-2010-11 standardize district hiring process -2013-14 develop evaluation process based on new State model</p> <p>Annually assess needs for specialized skills as hiring decisions are made, i.e. dual certifications, AP/UConn course instruction</p>	<p>June 2014</p> <p>2011-2015</p>

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	<p>3. Reduction of staff through attrition and shared educational services as based on enrollment and delivery of the educational program.</p> <p>-2010/2011 LEA contract re-negotiation eliminates retirement benefit in June 2013, anticipated increase in retirements by that time</p> <p>- 2010/2011 LEA contract re-negotiation maximizes utilization of certified staff.</p>	<p>Administration Faculty Board of Ed LEA AFSCME Board of Finance</p>	<p>The number of employees will be reduced from 2010 level. -annual budget development process</p> <p>Negotiations: -AFSCME due July 2012 -LAA due July 2014 -LEA due July 2014</p>	<p>2015</p> <p>July 2014</p>
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<p>2. Design our method for delivering the curriculum so that it reflects the decreasing size of the student population and meets graduation requirements.</p> <p>Our development of a standardized PK-12 curriculum scope and sequence template and targeted use of ARRA funds has facilitated curriculum updating in all content areas. Our implementation of common planning time for all teachers K-12 has facilitated implementation of the curriculum and common assessments.</p>	<p>1. Investigate array of educational programming options (i.e. project based; STEM focus; specialized curriculum; on-line instruction Hybrid/blended program: LHS design, linkages with institutes of higher education)</p> <p>-2010-2011 Implement on-line virtual learning option to provide homebound, expelled, ELL and content enrichment educational services</p> <p>2. Project costs related to various programming options.</p> <p>-2010/2011 budget development incorporate on-line option funding into 2011/2012 budget</p>	<p>Administration Board of Ed LEA STPC PTO Community</p>	<p>Recommend to BOE an educational program that will maximize opportunities for students while reducing mandatory funding. -2011/2012 form district committee -review options -draft recommendations -seek input from community stakeholders -finalize report for BOE</p> <p>Initial virtual learning option will be available for use during 2011/2012</p> <p>Develop linkages with community resources to expand opportunities for student internships, mentorships, job shadowing etc.</p>	<p>2013</p> <p>2012</p>
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	<p>3. Promote opportunities for community involvement and support of schools.</p> <p>-2010/2011 enhance appearance and usage of district website</p> <p>-2010-2011 Adopt Constant Contact as daily email communication device from district to stakeholders</p>	<p>Administration Board of Ed LEA STPC PTO Community LEF</p>	<p>Community involvement in schools will increase, measured by rate of participation in activities. -increase communication via website, - district participation with parent academies/community conversations</p>	<p>2015</p>
<p>3. Measure our student achievement and take steps to strengthen weak areas and reinforce strong areas.</p> <p>Our increased emphasis on the use of data to analyze student performance and outcomes has identified areas for further review.</p>	<p>1. Study and recommend improvements to systems as needed: Curriculum development Instructional practice Assessment practice Grading practice Gender parity</p> <p>-2010/2011 BOE Curriculum, Programs & Personnel committee reviews student achievement and gender parity data to identify areas of concern. Administrators develop action plan to address these areas.</p>	<p>Administration Faculty Board of Ed Parents Community</p>	<p>Our schools will continue to meet community expectations for delivery of exemplary PK-12 educational services to all students, measured by student and parent feedback. -study areas of concern -seek feedback on findings</p>	<p>2015</p>

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	<p>2. Provide opportunities 6-12 for students to adapt their academic program as needed to achieve their identified post-secondary goals.</p> <p>-2010/2011 District conducts initial <i>Post Graduate Survey</i> via district website</p> <p>-2010/2011 Guidance department begins investigation of options for development of LHS/LIS Student Success Plans</p>	<p>Administration Faculty Alumni</p>	<p>Post-secondary outcomes for all students will be successful, as measured by graduation rates and success in post-secondary endeavors.</p> <p>-implementation of all 10-111 <i>Secondary School Reform</i> graduation requirement elements</p> <p>-<i>Post Graduate Survey</i></p> <p>-expand use of NAVIANCE program to collect post- secondary achievement data for graduates</p> <p>-implement <i>Student Success Plans</i> beginning in 6th grade to further engage parents in the educational process</p>	<p>2014</p> <p>Sept. 2014</p> <p>June 2011 June 2013</p> <p>Sept. 2014</p>
<p>4. Implement an aggressive program of fiscal improvement with decisions regarding expenditures to be transparent, equitable and based on documented need.</p> <p>Our recent review of our fiscal management in light of the on-going economic downturn revealed areas of consideration for increased efficiencies.</p>	<p>1. Identify efficiencies in all areas of the district budget.</p> <p>-2010-2011 administrators require justification for expenditures including review of alternatives to maintain and enhance the quality of our educational program, and with a focus on projections for next two fiscal years under terms of</p>	<p>Administration Board of Ed Board of Finance</p>	<p>District budgets will be adopted at town meeting annually.</p> <p>-input to be sought from town agencies as part of the budget proposal development process</p>	<p>Annually May 2011-2015 Jan-March annually</p>

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	<p>new bargaining unit contracts.</p> <p>2. Work closely with town officials to maximize fiscal management.</p> <p>-2010/2011 seek input from Board of Finance earlier in the district's budget development process: superintendent's budget proposal</p> <p>3. Evaluate the relative expenditure of our budget dollars between classroom teachers and support staff, academic and extra-curricular activities, and maintenance of the physical plant and equipment.</p> <p>-2010/2011 Board of Education committees and administration engage in preliminary discussions before superintendent's budget proposal is developed</p>			
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	<p>4. Design and implement a five year plan for equipment acquisition and replacement: - explore leasing options -explore current contracts</p> <p>-2010/2011 revisit transportation contract to achieve short term and long term savings; move to lease of vans Revisit question of leasing vs. purchase of computers.</p>	Administration Board of Ed	Requests for replacement of equipment will be granted based on an established long-term plan to ensure that needs are met within the restrictions of annual budgeting, finalized through budget development process.	2015
<p>5. Evaluate district building utilization.</p> <p>Our recent review suggests that the district must retain all facilities; our current demographic data indicates that we may reduce facilities by 2019.</p>	<p>1. On recommendation of the superintendent or as part of the annual budget process, the BOE Facilities and Technology Committee will conduct a district-wide building utilization review, analyzing and evaluating current enrollment data, building capacity, space utilization and available cost or savings data.</p> <p>-2010/2011 Facilities committee analyzed feasibility of consolidating/closing building space.</p>	Administration Board of Ed Community	Existing space will accommodate all educational programming needs in an efficient and fiscally sound manner, evaluated through periodic review.	2011-2015
<p>6. Evaluate district technology plan for priorities and efficiencies.</p>	<p>1. The Facilities and Technology Sub-Committee will review the</p>	Technology department Administration	The Facilities and Technology Committee will review the district's	2011-2015

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<p>Our current review indicates that several areas of technology should be subject to on-going review: the technology infrastructure, administrative technology systems and educational technology.</p>	<p>district’s Technology “Plan” on an ongoing basis. This review will include the district’s technology capacity as well as its administrative and educational usage. Current practices will be explored in an effort to establish priorities, maximize efficiencies, and ensure a positive impact on the district.</p> <p>-2010/2011 Facilities & Technology committee and administration engaged in discussion regarding needs in student performance data collection</p> <p>-2010/2011 as part of the budget development process explored feasibility of leasing vs. purchasing equipment</p>	<p>Board of Ed</p>	<p>Technology Plan on an ongoing basis. This review will include the district’s technology capacity as well as its administrative and educational usage, i.e. open source software. Current practices will be explored in an effort to establish priorities, maximize efficiencies, and ensure a positive impact on the district.</p>	
<p>7. Conduct fiscal analysis of district maintenance practices to protect the Town’s investment in our schools.</p>	<p>1. When recommended by the Superintendent or the Board, maintenance plans will be presented and evaluated by the Facilities and Technology Committee and brought to the Board of Education for review of maintenance staffing,</p>	<p>Administration Facilities Manager Board of Ed Public Works Director</p>	<p>As part of the district budget development process, annual review of <i>School Building Maintenance Agreement (2003)</i> -Facilities Manager and Director of Public Works review existing</p>	<p>October 2011-2015</p>

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	<p>budgeting, and outsourcing as they apply to the current <i>School Building Maintenance Agreement (2003)</i>, and the condition of our physical plant.</p> <p>-2010/2011 Facilities committee analyzed state and cost of current maintenance practices.</p>		<p>maintenance agreement - recommend modifications to generate efficiencies and savings</p>	
<p>8. Promote and explore opportunities for collaboration and cooperation with external agencies.</p> <p>Our recent review indicates that opportunities for interdistrict collaboration will become available mainly through our Regional Education Service Center (RESC), Education Connection.</p>	<p>1. Promote collaboration and cooperation with town and community agencies. -2010/2011 Administrators provided information on special education mandates and practices to BOF</p> <p>-2010/2011 BOE sought input from BOF early in budget development process</p> <p>2. Seek opportunities for inter-district collaboration and cooperation: -interdistrict grants -Regionalism: consortia for bidding on services and materials; professional development; programming; staffing -Regionalization: continue</p>	<p>Superintendent Board of Ed Board of Selectmen Board of Finance Community</p> <p>Superintendent Business Manager Board of Ed</p>	<p>Efficiencies in acquiring resources and in managing and maintaining school district functions will be realized as evidenced through increased participation in local and regional initiatives.</p>	<p>2011-2015</p>

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	<p>to explore with area school districts.</p> <p>-2010/2011 district linked with Region 6 to purchase heating oil, and with a consortium of districts to purchase electricity, realizing savings on increased volume</p> <p>-2010/2011 district joined consortia at Ed Connection for supervision of TEAM process (specialized P.D. for new teachers)</p> <p>-2010/2011 district joined Torrington in application for three interdistrict grants</p> <p>-2010-2011 district joined six area districts in accessing on-line learning opportunity</p>			
<p>Assumptions: District enrollment will continue to decline. Economic restraints will continue.</p>	<p>External Factors: Support from the community for maintaining the resources necessary to provide educational services. Competition for money and resources.</p>			

Appendix A: Glossary

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Appendix A

Strategic Plan 2011-2015 GLOSSARY

AFSCME: Local 1303-392 of Council 4, AFSCME, AFL-CIO bargaining unit for non-certified district staff; school secretaries, custodians, paraprofessionals.

American Reinvestment and Recovery Act (ARRA): federal stimulus funding provided to school district during fiscal years 2009-2010 and 2010-2011.

English Language Learners (ELL): students identified to receive academic support services; generally English is their second language. Annual evaluations determine when they qualify to exit from these services.

Leadership Advisory Council: school district group convened to conduct inquiry and review of the recent literature regarding public education, and to make recommendations for integration of best practices into our work.

Litchfield Administrators' Association (LAA): bargaining unit for school district administrators.

Litchfield Education Association (LEA): bargaining unit for school district certified staff.

Litchfield Education Foundation (LEF): community foundation that supports educational ventures in Litchfield.

NAVIANCE: Family Connection/Naviance Succeed is a web-based service designed especially for students and parents to help in making decisions about courses, colleges, and careers.

Professional Development/Teacher Evaluation Plan (2003): school district plan for evaluation of certified staff.

Parent Teacher Organization (PTO): family and school organization representing Center School (PK-3) and Litchfield Intermediate School (4-6).

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Regional Educational Service Center (RESC): State agency that provides regional support services for school districts. *Education Connection* is the RESC for northwestern CT.

School Building Maintenance Agreement (2003): Agreement reached between the Board of Education and Town of Litchfield Department of Public Works that reorganized operating practice and implemented new initiatives for the purpose of maintaining school facilities. Briefly, the Town holds responsibility for “maintenance of normal building operations, protection of the structural integrity of the buildings, while providing a reasonably comfortable and safe environment” (p. 1). The Board of Education is responsible “for the cleaning, maintenance and repair of those items that normally would be the occupant’s responsibility” (p. 2).

Secondary School Reform: PL 10-111, effective July 1, 2010, increases requirements for teacher and principal evaluation. Also establishes for the Class of 2018 new graduation requirements.

Science, Technology, Engineering, Mathematics (STEM): curricular areas that are frequently cited as content that students must master to be globally competitive in the 21st century.

Student Teacher Parent Council: family and school organization representing Litchfield Middle School (7 & 8) and Litchfield High School (9-12).

Teacher Education and Mentoring Program (TEAM): CT State Department of Education induction program for supporting Year 1-3 teachers in achieving mastery of the CT Standards and Guidelines for Teaching, Learning and Leadership through mentoring and modules of study. On July 1, 2009, TEAM replaced the BEST program.