

LITCHFIELD PUBLIC SCHOOLS
Strategic Planning: Action Plan 2010-2015

Litchfield Public Schools Mission Statement

The mission of the Litchfield Public Schools is to provide all students with appropriate academic and personal learning experiences within a safe and supportive educational environment. In partnership with our parents and community, we challenge every learner to acquire the knowledge, skills and personal attributes needed to become productive and self-directed citizens. (2004)

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 (2009/2010) 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>In 2011/2012, the district participated as a pilot site for the initial roll-out of the CT State Department of Education <i>System for Educator Evaluation and Development</i> plan that revised evaluation formats and provided a system based on educators' reflection on practice, and included goal setting and evaluation tied to student achievement data. In 2012/2013 the district adopted our <i>LEED</i> plan, which is now being implemented with fidelity across the district.</p>	<p>1. Develop a recruiting and screening process to make sure we employ only the best.</p> <p>-2010/2011 Policy committee revises hiring practices</p> <p>-2011-2012 Standardize recruitment procedures for certified/non-certified staff</p> <p>-Review job descriptions, revise as needed</p> <p>-2012-2013 Develop district protocol for interviewing procedures for all positions</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</p> <p>-2012-13 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>

	<p>-2013-2014 Revise evaluation document for paraprofessionals</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>-2011/2012 Leadership Advisory Council to continue study of best practices in evaluation of instruction and professional development</p> <p>-Identify needs for revised teacher/administrators evaluation plans</p> <p>-2012/2013 District participation in CT System for Educator Evaluation & Development (SEED) pilot program.</p>			<p>December 2013</p>
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	<p>-2013-2014 Revise evaluation document for paraprofessionals</p> <p>Pilot LEED program; Litchfield educator Evaluation and Development Plan</p>			<p>December 2013</p> <p>September 2013</p>
	<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>- 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>

	<p>-2011/2012 Review of staffing needs as part of budget development process.</p> <p>-2012-2013 as a 2013-14 budget driver reduce certified staff through attrition as contract benefits ends</p> <p>-Pool resources with Region 6 to share certified and non-certified staff.</p> <p>-2012-2013 as a 2014-15 budget driver reduce certified staff through attrition</p>			June 2013
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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>-2011-2012 Monitor student progress in using virtual learning tools.</p> <p>-Initiate Bring Your Own Device (BYOD) Program at LHS</p> <p>-Policy: review and revise technology policies & regs as needed</p> <p>-Build parent, student & faculty awareness of requirements of program</p> <p>-Tech dept. installation & utilization of 8e6 internet</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> <p>September 2013</p>
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	<p>on-line option funding into 2011/2012 budget</p> <p>-2011-2012 budget development anticipate infrastructure changes needed to extend WiFi capacity and browser based platform at LHS</p> <p>- Develop linkages with community resources to expand opportunities for student internships, mentorships, job shadowing etc.</p> <p>-2012-2013 Review options for replacement of K-8 Math program -Alignment with CCSS & Balanced Assessment (2014 administration) -Technology applications availability</p>			
	<p>3. Promote opportunities for community involvement and support of schools.</p> <p>-2010/2011 enhance appearance and usage of district website</p> <p>-Adopt Constant Contact as daily email communication</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>device from district to stakeholders</p> <p>-2011/2012 hold Community Conversation Spring 2012 -seek input from students, parents, faculty, & community stakeholders -review options for future educational programming -draft recommendations and implementation timeline -finalize report for BOE</p> <p>-2012-2013 Use of parent surveys to garner input -Safe School Climate Survey -SEED parent survey</p> <p>-use budget process to educate community about the expanded and enhanced use of technology to deliver the curriculum by teachers and to access the curriculum by students</p> <p>-continue to enhance district website as a communication tool for community</p> <p>-2013-2014 Actively</p>			<p>June 2013 and annually</p>
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	recruit parental participation in Constant Contact information system; reduce paper communications			
<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>-Finalize publication of K-12 curriculum on district website</p> <p>-begin alignment of district curriculum and Common Core State Standards</p> <p>-2011/2012 Continue K-12 focus on analysis of student</p>	Administration Faculty Board of Ed Parents Community	<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.</p> <p>-study areas of concern</p> <p>-seek feedback on findings</p>	<p>2015</p> <p>July 2012</p> <p>2010-2011</p>

	<p>-educate BOE and all faculty on new SDE reporting formats</p>			
	<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>-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</i></p>	<p>2014</p> <p>Sept. 2014</p> <p>June 2011 June 2013</p> <p>Sept. 2014</p>

	<p>-2011-2012 Implementation of Advisor/Advisee program at LHS; teachers facilitate thoughtful 1 to 1 discussion w/ students regarding report card performance & aid students in developing short term academic goals Middle School: academic advising period every 2 weeks</p> <p>2012-2013 Expansion of available technology in schools grows district capacity to individualize educational experiences for students</p> <p>-Expand use of student success plans and advisory programs</p> <p>-District initiates formal contact with recent alumni through use of parent addresses to update email database</p>		<p><i>Success Plans</i> beginning in 6th grade to further engage parents in the educational process</p>	
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<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 new bargaining unit contracts.</p> <p>-2011-2012 administrators require justification for expenditures including review of alternatives to maintain and enhance the quality of our educational program, and with a focus on staffing projections for next two fiscal years</p> <p>2012-2013 enrollment decline will drive recommendations for staffing needs during budget development process</p> <p>-2013-2014 Add staff to refocus on early intervention services</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>Expand PreK to enroll additional students</p> <p>Restructure reading support at CS reallocating one Supplemental Skills literacy teacher to Literacy Coach working with teachers</p> <p>Negotiations result in all district employees moving to high deductible health plans</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>-2011/2012 seek input from Board of Finance earlier in the district's budget development process</p> <p>2012-2013 Superintendent collaborate with Chairman of Board of Finance to schedule increased</p>	<p>LEA LAA AFSCME</p> <p>Town BOS, BOF</p> <p>Board of Finance</p>	<p>Negotiations: -AFSCME due July 2012 -LAA due July 2014 -LEA due July 2014</p>	<p>December 2013</p>
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	<p>communication between Boards throughout fiscal year</p> <p>-2013-2014 Business Office enhance collaboration with Town on leases</p> <p>Work with Town to actively pursue regionalization planning with Region 6</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> <p>-2011/2012 Expand budget development calendar to provide opportunities for</p>	<p>Town Treasurer</p> <p>First Selectman</p>		
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	<p>public input in addition to established BOE meetings -PTO/STPC meetings -public hearings</p> <p>2012-2013 restructure budget documents to reflect transfer of maintenance and custodial functions to town</p> <p>-continue and expand inter-district collaboration with area districts for purchasing</p> <p>-capitalize on expanded technology capacity to identify and implement opportunities for sharing educational opportunities and staffing with Region 6</p>			
	<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>	<p>Administration Board of Ed</p>	<p>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.</p>	<p>2015</p>

	<p>-2011/2012 Evaluate benefits/drawbacks of leasing vs. purchase of computers for current fiscal year.</p> <p>-2011-2012 Evaluate current contracts, plan for future action.</p> <p>-2012-2013 Develop new protocols for communication with town regarding capital needs following transfer of maintenance and custodial functions</p> <p>-2013-2014 Collaborate with Town on seeking funding sources for technology expansion</p>			
<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</p>	<p>Administration Board of Ed Community</p>	<p>Existing space will accommodate all educational programming needs in an efficient and fiscally sound manner, evaluated through periodic review.</p>	<p>2011-2015</p>

	<p>committee analyzed feasibility of consolidating/closing building space.</p> <p>-2011/2012 As directed by superintendent or BOE revisit building utilization.</p> <p>-2012-2013 As directed by superintendent or BOE revisit building utilization in light of enrollment declines</p> <p>-2013-2014 collaborate with Region 6 and Education Connection to review potential combined building utilization</p> <p>Enhance safety and security functions in all district buildings through collaboration with Town and application for State Security Grant funds</p>	<p>Town BOS and BOF</p>		<p>On-going</p> <p>2014-2015 Budget focus</p>
<p>6. Evaluate district technology plan for priorities and efficiencies.</p> <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>1. The Facilities and Technology Sub-Committee will review the district's Technology Plan on an ongoing basis. This review will include the district's technology capacity as well as its administrative and</p>	<p>Technology department Administration Board of Ed</p>	<p>The Facilities and Technology Committee will review the district's Technology Plan on an ongoing basis. This review will include the district's technology capacity as well as its administrative and</p>	<p>2011-2015</p>

	<p>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>-as part of the budget development process explored feasibility of leasing vs. purchasing equipment</p> <p>-2011/2012 Expand use of student achievement database</p> <p>-Tech dept. to coordinate district committee to develop new technology plan per SDE directive</p> <p>2012-2013 Expand instructional capacity throughout all schools by increasing access to technology -add Smart Boards to LIS</p>		<p>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>	
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	<p>and Center School</p> <p>-increase one to one computing capability at LHS</p> <p>-finalize device replacement schedule</p> <p>-2013-2014 complete one to one program at LHS with tablets at LHS and laptops at middle school</p>			<p>September 2012</p> <p>September 2013</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, 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>-2011/2012 As directed by</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></p> <p>-Facilities Manager and Director of Public Works review existing maintenance agreement</p> <p>- recommend modifications to generate efficiencies and savings</p>	<p>October 2011-2015</p>

	<p>superintendent or BOE revisit maintenance agreement execution.</p> <p>2012-2013 Continue collaboration with town facilities manager to facilitate transfer of custodial functions to the town</p> <p>-implement <i>MOU for Transfer of School Custodial Functions from BOE to Town of Litchfield (2012)</i></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.</p> <p>-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>-2011-2012 continue to collaborate with Town and BOF through provision of information regarding district initiatives and activities.</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>

	<p>-2012-2013 Develop master schedule of custodial functions to share with town facilities manager</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 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>-district joined consortia at Ed Connection for supervision of TEAM process (specialized P.D. for new teachers) -2010/2011 district joined Torrington in application for three interdistrict grants</p>	<p>Town</p>		
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	<p>-district joined six area districts in accessing on-line learning opportunity</p> <p>-2011/2012 continue linkages with Region 6 to purchase heating oil, and with a consortium of area districts to purchase electricity, to realize savings on increased volume</p> <p>-Explore opportunities to collaborate with area districts on grant opportunities</p> <p>-continue to work through Education Connection consortium to purchase virtual learning tools as available</p> <p>2012-2013 explore expansion of fuel oil consortium to include area towns</p> <p>-join Region 6 in exploring development of shared services model for consultants in area of special education, professional development, staffing</p>			
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	<p>-expand consortium purchasing to include copiers, transportation, pool rental</p> <p>-2013-2014 working through Education Connection continue regionalization conversation with Region 6</p> <p>Contract with Ed Connection to conduct financial projections study of several options to share district functions</p>	<p>Municipal officials Litchfield, Warren, Morris and Goshen</p>	<p>Four towns agree to enter into formal study for regionalism, positive vote must occur in each town to move forward with forming study committee.</p>	<p>2018</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. Support from Litchfield community, Superintendent, Board of Education, and Town municipal officials to re-initiate regionalization conversation with Regional School District No. 6</p>		

Appendix A: Glossary

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.

Connecticut's System for Educator Evaluation and Development (SEED): State model for evaluation of teachers and administrators. In September 2013 all districts must have adopted SEED or a comparable model that meets recently legislated state guidelines for such evaluation. The Litchfield Public Schools participated as one of 10 pilot sites statewide during the 2012-2013 school year. Litchfield plan developed and adopted as **LEED** (Litchfield Educator Evaluation and Development) plan 2013.

District Performance Indexes (DPI) and School Performance Indexes (SPI): Under the *No Child Left Behind (NCLB) and Elementary and Secondary Education Act (ESEA) Flexibility Waiver* granted to Connecticut by the U.S. Department of Education to replace the Adequate Yearly Progress ranking of student achievement with DPI and SPI that more accurately measures student progress towards mastery of curriculum standards and skills. Link to DPI/SPI available at www.sde.ct.gov

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.

2013-2014

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).

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.