



# Essex County Public Schools

## Strategic Plan

### 2019-2025

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*Pathways to Excellence*

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## OVERVIEW



Essex County Public Schools  
P.O. Box 756, Tappahannock, Virginia 22560  
804-443-4366, [www.essex.k12.va.us](http://www.essex.k12.va.us)



### ***SUPERINTENDENT'S MESSAGE***

It is my distinct pleasure to serve as Division Superintendent for Essex County Public Schools where we are creating ***Pathways to Excellence***, and serving the individual needs of our students. Our Vision is bold but achievable:

*In partnership with our students, faculty, staff, parents, and the community, Essex County Public Schools is committed to creating Pathways to Excellence by promoting a positive, student-focused culture striving for continuous improvement that meets the academic, athletic, artistic, and career-occupational needs of all our students by guiding, inspiring, celebrating, and teaching our students as we equip them to meet the challenges of a global society.*

The following School Board Goals drive my work on behalf of our students and the community:

- I. Achieve full accreditation in all schools.
- II. Develop, attract and retain a highly qualified workforce that reflects our community.
- III. Seek the involvement and participation of the entire community in promoting a positive educational culture.
- IV. Increase family engagement in the education of all students.

The following Strategic Plan represents the essential actions we must make to continue to move the Division forward. This plan does not represent all school and department actions but, rather, some of the most important actions which have an impact on all our students. This is an evolving plan as we will critically evaluate and take the necessary actions to ensure that we make progress for the benefit of our students and the community. The plan will be reviewed/evaluated every two years.

Thank you for all you do for our students, parents, and the community. It is because of our partnership that I am confident that the best days of Essex County Public Schools are ahead of us.

Sincerely,

Scott A. Burckbuchler, Ph.D.  
Superintendent

SCHOOL BOARD

Ms. Garlyn Bundy, North District  
Mr. Jacob Plummer, Central District, Chair  
Ms. Denise Hammond, Tappahannock District  
Mr. Raymond Whitaker, South District, Vice Chair  
Ms. Leah Segar, At-Large District

STRATEGIC PLAN COMMITTEE

Dr. Scott A. Burckbuchler, Superintendent  
Dr. Lori Harper, Assistant Superintendent for Instruction and Federal Programs  
Dr. Tara Roane, Director of Special Education and Student Services  
Dr. Kimberley Chandler, Director of Curriculum and Gifted Education  
Ms. Annette Bilodeau, Director of Accounting  
Ms. Antoinette Hopkins, Director of Human Resources  
Mr. Brad Hall, Maintenance Director  
Mr. JP DiGiacomo, Transportation Director  
Mr. Jon Barnes, Director of Technology  
Ms. Kimberly Parks, EHS Principal  
Ms. Doranda Scott, EIS Principal  
Ms. Angela Gross, TES Principal

## STANDARDS OF QUALITY

The Standards of Quality (SOQ) for Public Schools in the Commonwealth of Virginia § 22.1-253.13:6 requires

“Each local school board shall adopt a divisionwide comprehensive, unified, long-range plan based on data collection, an analysis of the data, and how the data will be utilized to improve classroom instruction and student achievement. The plan shall be developed with staff and community involvement and shall include, or be consistent with, all other divisionwide plans required by state and federal laws and regulations. Each local school board shall review the plan biennially and adopt any necessary revisions. Prior to the adoption of any divisionwide comprehensive plan or revisions thereto, each local school board shall post such plan or revisions on the division's Internet website if practicable, and, in any case, shall make a hard copy of the plan or revisions available for public inspection and copying and shall conduct at least one public hearing to solicit public comment on the divisionwide plan or revisions.”

“The divisionwide comprehensive plan shall include, but shall not be limited to, (i) the objectives of the school division, including strategies for first improving student achievement, particularly the achievement of educationally at-risk students, then maintaining high levels of student achievement; (ii) an assessment of the extent to which these objectives are being achieved; (iii) a forecast of enrollment changes; (iv) a plan for projecting and managing enrollment changes including consideration of the consolidation of schools to provide for a more comprehensive and effective delivery of instructional services to students and economies in school operations; (v) an evaluation of the appropriateness of establishing regional programs and services in cooperation with neighboring school divisions; (vi) a plan for implementing such regional programs and services when appropriate; (vii) a technology plan designed to integrate educational technology into the instructional programs of the school division, including the school division's career and technical education programs, consistent with, or as a part of, the comprehensive technology plan for Virginia adopted by the Board of Education; (viii) an assessment of the needs of the school division and evidence of community participation, including parental participation, in the development of the plan; (ix) any corrective action plan required pursuant to § [22.1-253.13:3](#); and (x) a plan for parent and family involvement to include building successful school and parent partnerships that shall be developed with staff and community involvement, including participation by parents.”

“A report shall be presented by each school board to the public by November 1 of each odd-numbered year on the extent to which the objectives of the divisionwide comprehensive plan have been met during the previous two school years.”

The Essex County Public Schools' Strategic Plan incorporates SOQ requirements as an integral part of addressing the five division goals.

## MISSION

Essex County Public Schools exists to serve the individual educational needs of our students.

## VISION

In partnership with our students, faculty, staff, parents, and the community, Essex County Public Schools is committed to creating Pathways to Excellence by promoting a positive, student-focused culture striving for continuous improvement that meets the academic, athletic, artistic, and career occupational needs of all our students by guiding, inspiring, celebrating, and teaching our students as we equip them to meet the challenges of a global society.

## GOALS

- I. Achieve full accreditation in all schools.  
Strategies/Activities:
  1. Support school-based professional learning communities.
  2. Provide on-going professional development in evidence-based instructional practices.
  3. Provide updated classroom technology and resources needed for 21 st century learning.
  4. Examine student performance data, student and teacher attendance data, and student discipline data at the beginning, middle, and end of each school year.
  
- II. Develop, attract and retain a highly qualified workforce that reflects our community.  
Strategies/Activities:
  1. Provide a regionally competitive, experience-based teacher salary and benefits package.
  2. Develop a recruitment plan to attract a highly-qualified, diverse applicant pool.
  3. Provide a supportive evaluation system ensuring compliance with state requirements while building capacity of staff.
  4. Conduct climate survey for ECPS staff.
  
- III. Seek the involvement and participation of the entire community in promoting a positive educational culture.  
Strategies/Activities:
  1. Conduct a bi-annual community partnership forum.
  2. Facilitate a community-wide survey to seek suggestions for promoting a positive educational culture.
  3. Establish school board created strategies for promoting a positive educational culture.

IV. Increase family engagement in the education of all students.

Strategies/Activities:

1. Ensure that an annual, school-based family engagement plan is implemented.
2. Identify one family engagement facilitator for each school.
3. Support annual literacy event and annual math event at each school.

V. Improve communication among the school board and with the community.

Strategies/Activities:





1. Participate in a working group to evaluate school division website content and design.
2. Create a process for school and division-based communications including identification of one public relations coordinator for each school.
3. Upgrade school board meeting room to enhance visual and auditory communication during meetings.
4. School board members selected to serve on other boards or committees will give reports during regularly scheduled board meetings.
5. Conduct an on-going dialogue between the school board and the board of supervisors.

<b>DIVISION PROFILE</b>
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Essex County Public Schools (ECPS) is comprised of one elementary school, one intermediate school, and one high school. K-12 Fall Enrollment in 2018 was 1,288 (enrollment report follows). Almost 70% of our students are eligible for free and reduced meals under the Federal Lunch Program. In 2018, Essex County Public Schools had a staff of approximately 225 full-time employees.

### A Community Profile

Located on Virginia's Middle Peninsula, Essex County is centrally situated just outside the Washington to Norfolk urban crescent. The historic cities of Fredericksburg (40 miles north) and Williamsburg (56 miles southeast) are within an hour's drive. Bounded on the northeast by the Rappahannock River, Essex County has water access to the Chesapeake Bay and its tributaries including major port facilities at Hampton Roads. The county's principal town, Tappahannock, dates back to a 17th century port settlement. Originally part of Old Rappahannock County, Essex County was formed in 1692 and named for either the English County or the Earl of Essex.

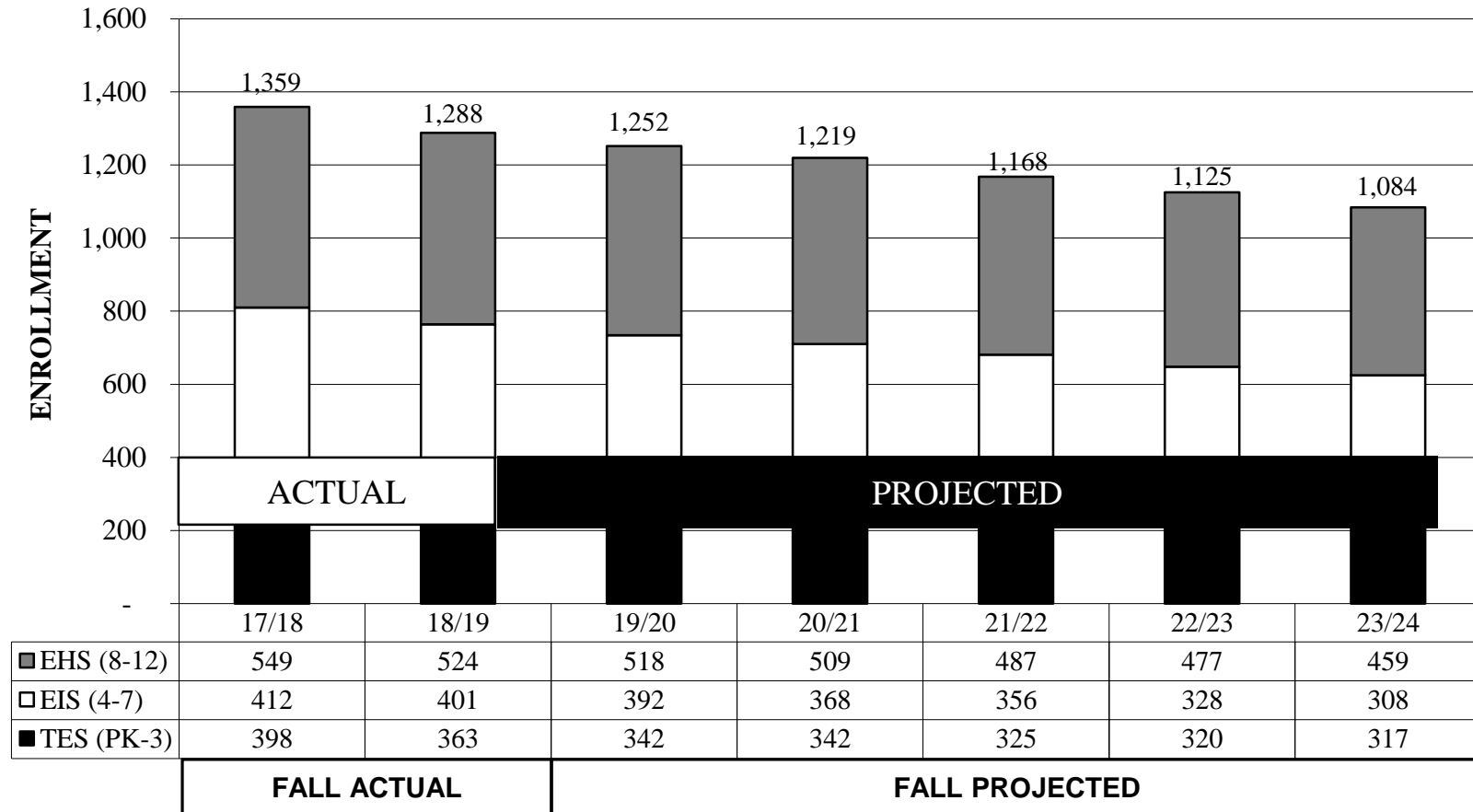
LOGO	SCHOOL NAME	MASCOT	STREET ADDRESS	COUNTY	MAIL LOCATION	ZIP	804
<b>Elementary School (Grades Pre-K to 3)</b>							
	Tappahannock Elementary	<b>Rockfish</b>	205 Elementary School Circle	Essex	Tappahannock	22560	443-5301
<b>Intermediate School (Grades 4 to 7)</b>							
	Essex Intermediate	<b>Bulldogs</b>	912 Intermediate School Circle	Essex	Tappahannock	22560	443-3040
<b>High School (Grades 8 to 12)</b>							
	Essex High	<b>Trojans</b>	833 High School Circle	Essex	Tappahannock	22560	443-4301
<b>School Board &amp; Central Office</b>							
	Essex County School Board & Central Office		109 N. Cross Street	Essex	Tappahannock	22560	443-4366



ENROLLMENT SUMMARY



## Essex County Public Schools ENROLLMENT SUMMARY





## Essex County Public Schools Enrollment History and Projections



		2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
		ACTUAL		PROJECTION				
<b>TES Total</b>		<b>398</b>	<b>363</b>	<b>342</b>	<b>342</b>	<b>325</b>	<b>320</b>	<b>317</b>
	K	90	80	82	83	79	74	78
	1	91	98	82	85	87	82	77
	2	110	86	95	81	82	85	80
	3	107	99	83	93	77	79	82
<b>EIS Total</b>		<b>412</b>	<b>401</b>	<b>392</b>	<b>368</b>	<b>356</b>	<b>328</b>	<b>308</b>
	4	103	103	95	80	89	74	76
	5	97	102	103	94	79	88	73
	6	101	99	97	99	92	76	85
	7	111	97	97	95	96	90	74
<b>EHS Total</b>		<b>549</b>	<b>524</b>	<b>518</b>	<b>509</b>	<b>487</b>	<b>477</b>	<b>459</b>
	8	104	107	95	94	92	94	88
	9	116	105	108	97	95	93	95
	10	108	115	106	109	97	96	94
	11	98	101	109	101	103	92	91
	12	123	96	100	108	100	102	91
<b>Grand Total</b>		<b>1,359</b>	<b>1,288</b>	<b>1,252</b>	<b>1,219</b>	<b>1,168</b>	<b>1,125</b>	<b>1,084</b>
Annual Change		-7	-71	-36	-33	-84	-94	-41
% Change		-0.5%	-5.2%	-2.8%	-2.6%	-6.7%	-7.7%	-3.6%

Projections Source: UVA: The Demographics Research Group (11/2/2018)

## REGIONAL SERVICES

### Chesapeake Bay Governor's School

The Chesapeake Bay Governor's School (CBGS) provides an opportunity for sophomores, juniors, and seniors to participate in a specialized half-day program of science and mathematics focused on marine science. Essex County Public School students are eligible to apply and are accepted for admission on a competitive basis. Tuition costs for the program are supported by Essex County Public Schools.

### Northern Neck Technical Center and STEM Academy

The Northern Neck Technical Center (NNTC) provides opportunities for students from participating counties to attend half-day programs and earn career certification in several vocational fields. The NNTC also supports a Governor's Science Technology Engineering and Math (STEM) Academy to which students may apply on a competitive basis for engineering, horticulture, and other science, technology, engineering and mathematics programs.

### Middle Peninsula Regional Adult Continuing Education (MPRACE)

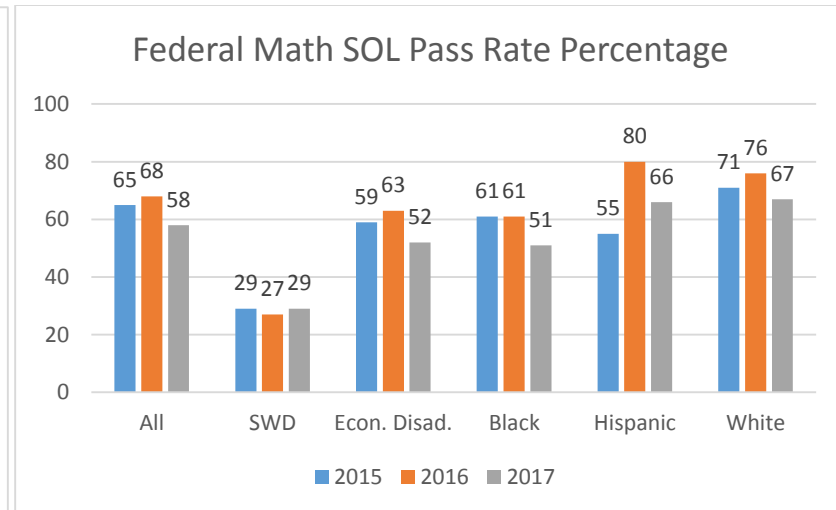
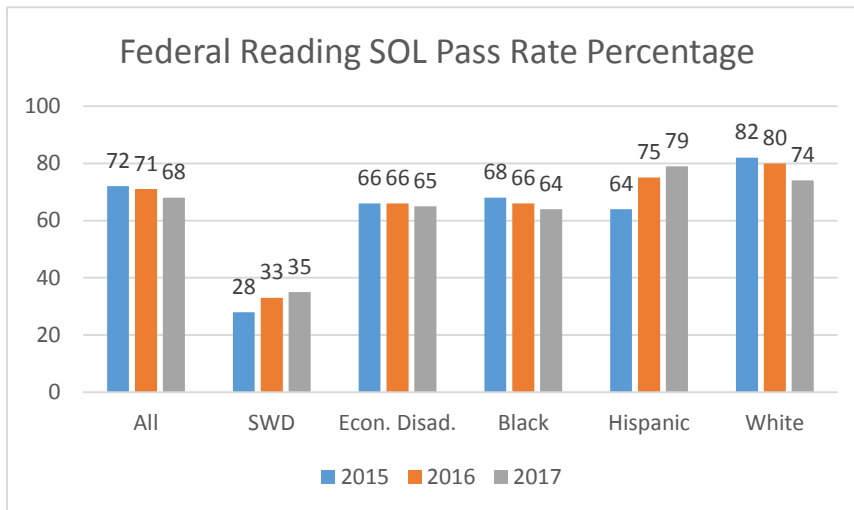
The Middle Peninsula Regional Adult Continuing Education (MPRACE) program works with adults for GED preparation, ESOL services, and basic academic skills in reading, writing, and mathematics. The program focuses on adult basic education and GED preparation.

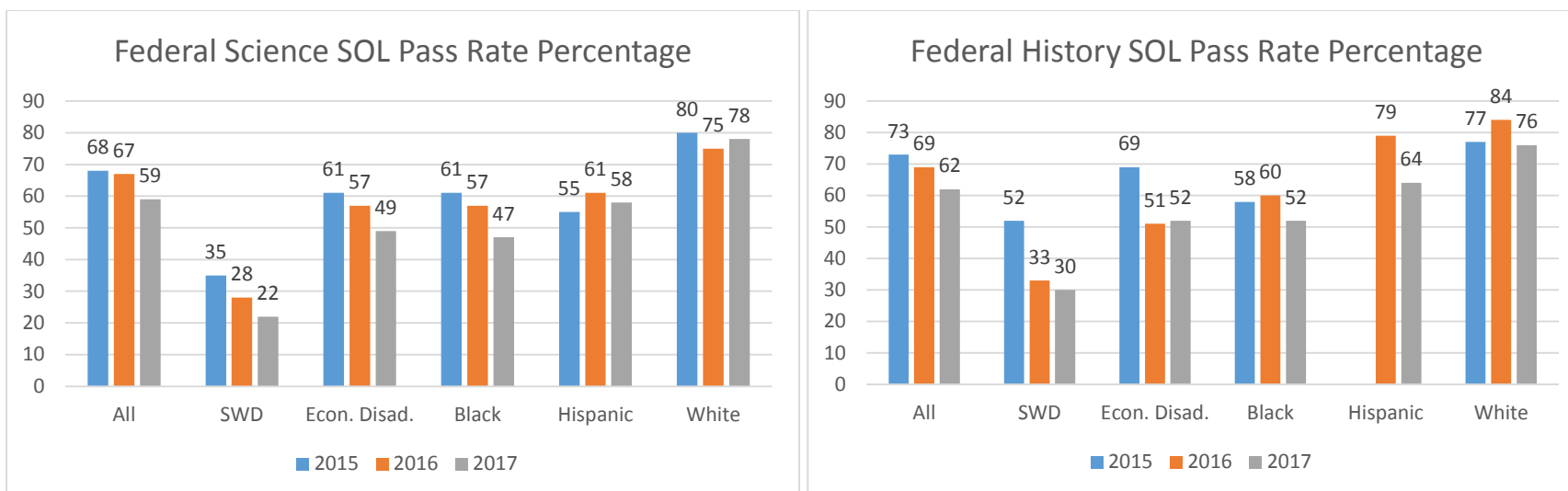
### Regional Alternative Education

The Regional Alternative Education program, hosted by King William County Public Schools, offers an alternative educational setting to meet the needs of select students having difficulty in traditional education settings. Program attendance is determined by the division superintendent or school board.

**GOALS, OBJECTIVES, AND STRATEGIES**

**STUDENT ACHIEVEMENT**





**Area of Emphasis: Student Achievement / State Accreditation and Federal Accountability**

Goal 1: Essex County Public Schools will increase the percentage of students passing Standards of Learning tests.	Objective 1.1: Educators will improve planning and delivery of instruction through aligned practices.		
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Strategies	Timeline	Staff Responsible	Comments & Evaluation
Professional development is provided to all teachers on writing student objectives (with behaviors, conditions, and criteria) and implementing engaging student learning experiences aligned to the Standards of Learning in content and cognition.	Annually 2019-2025	Instructional Coaches	
Processes are implemented to ensure lesson plans align to the cognitive level of the VDOE Curriculum Framework with a connection to how relevant the skills are to other grade levels, content areas, and/or real life.	2019-2025	Principals	
Peer review of lesson plans are conducted during department meetings/grade level	2019-2025	Principals, Assistant Principals,	

meetings. Principals, assistant principals, and teachers work collaboratively to ensure lesson plans are aligned.		Teachers	
Expectations, processes, procedures, and timelines are established for data analysis.	2019-2020	Assistant Superintendent Principals Director of Curriculum	
Monthly analysis of data, tiered instruction, and evaluation of student needs is conducted.	2019-2025	Principals Teachers Director of Curriculum	

Area of Emphasis: Student Achievement / State Accreditation and Federal Accountability			
Goal 1: Essex County Public Schools will increase the percentage of students passing Standards of Learning tests.	Objective 1.2: School administrators will facilitate improved instructional practices and monitoring of student performance.		
Strategies	Timeline	Staff Responsible	Comments & Evaluation
Meetings are conducted every other month with principal and every other month with assistant principal to provide professional development, get updates, review observations and data and discuss areas of improvement and next steps as deemed necessary.	2019-2025	Assistant Superintendent, Principals, Assistant Principals	
Student progress is tracked by subgroup including provision of interventions and enrichment.	2019-2025	Principals Teachers	
A system will be developed to monitor that professional learning is being used in the classroom.	2019-2025	Principals	

Professional learning opportunities are provided based on an annual needs assessment.	2019-2025	Assistant Superintendent	
Feedback is provided to teachers regarding their implementation of professional learning and how it has impacted student learning outcomes.	2019-2025	Principals	
Evidence is collected around selected Achievement Gap criteria.	2019-2025	Principals, Instructional Coaches	
Student and teacher attendance data is monitored quarterly and addressed prior to designation of chronic absenteeism.	2019-2025	Principals Director of Human Resources, Director of Student Services	

Area of Emphasis: Student Achievement / Curriculum and Instruction			
Goal 2: Essex County Public Schools will engage students in learning opportunities to meet the individual educational needs of each student emphasizing college and career readiness.	Objective 2.1: Educators will increase student engagement in learning.		
Strategies	Timeline	Staff Responsible	Comments & Evaluation
Classroom activities are focused on critical thinking, creative thinking, collaboration, communication, and citizenship.	2019-2025	Teachers Principals Instructional Coaches	
Problem-based and project-based learning opportunities are provided in all classrooms.	2019-2025	Teachers Principals	
A 20/80 model for teacher talk/student engagement is used.	2019-2025	Teachers Principals	
Performance-based assessments are provided in language arts, science, and history courses as alternative assessments.	2019-2025	Teachers Principals Instructional Coaches	

Assessment data is used to differentiate instruction and meet students' needs.	2019-2025	Teachers Principals Instructional Coaches	
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**Area of Emphasis: Student Achievement / Curriculum and Instruction**

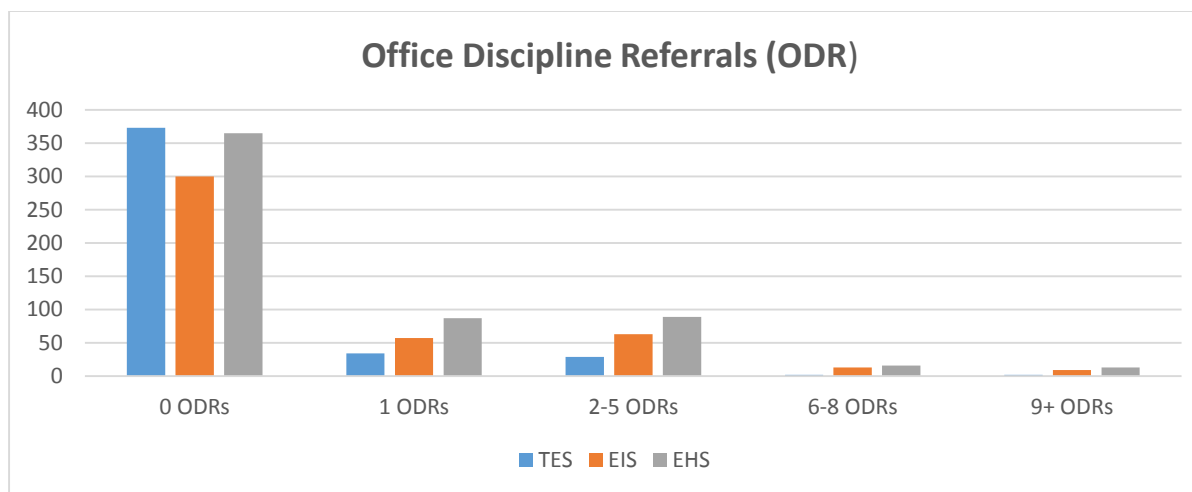
Goal 2: Essex County Public Schools will engage students in learning opportunities to meet the individual educational needs of each student emphasizing college and career readiness.	Objective 2.2: Students will participate in opportunities to investigate career choices and plan for post-graduate life (Profile of a Graduate).		
<b>Strategies</b>	<b>Timeline</b>	<b>Staff Responsible</b>	<b>Comments &amp; Evaluation</b>
Career exploration opportunities will be provided to elementary students.	2019-2025	School Counselors Teachers	
Career investigation opportunities will be provided to intermediate students.	2019-2025	School Counselors Teachers	
Workplace experiences will be provided to high school students.	2019-2025	Principals School Counselors Teachers	
Academic and Career Plans will be created for all students.	2019-2025	School Counselors	
E-Portfolios of student-selected artifacts will be created for each student in grades K-12.	2019-2025	Teachers Principals School Counselors ITRT	

**Area of Emphasis: Student Achievement / Special Populations**

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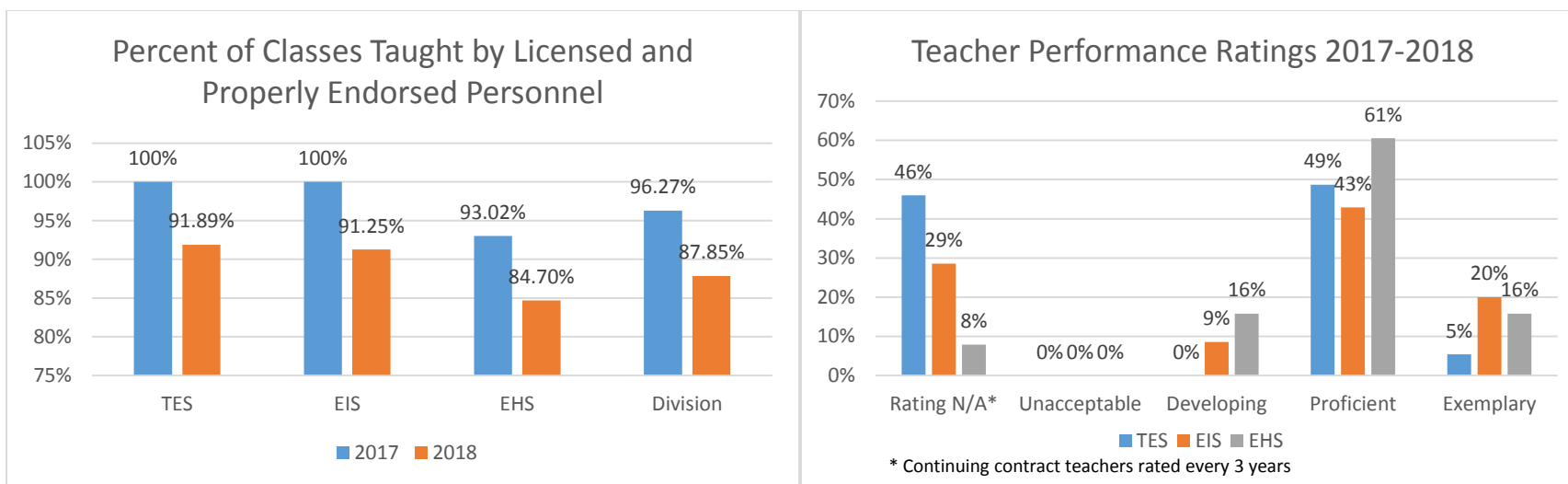
Goal 3: Essex County Public Schools will develop a strategy to facilitate advancement of underachieving populations.	Objective 3.1: Educators will improve the effectiveness of special education programs.		
Strategies	Timeline	Staff Responsible	Comments & Evaluation
Professional development on IEP development and lesson planning for students with disabilities including specially designed instruction will be provided.	Annually 2019-2025	Director of Special Education	
A transition curriculum will be utilized to ensure successful transition from the school environment for special education students by enhancing the Transition Program.	Annually 2019-2025	Director of Special Education	
Reading intervention opportunities will be increased to help special education students improve their reading proficiency by providing professional development for special education teachers.	Annually 2019-2025	Director of Special Education, Special Education Teachers	
The number of students with disabilities served in the general education setting will be increased by implementing inclusive practices through differentiated instruction.	Annually 2019-2025	Director of Special Education, Special Education Teachers	
Student performance in the Response to Intervention process will be maximized to decrease number of student referrals to special education services.	Annually 2019-2025	Director of Special Education, Assistant Principals (Child Study Chairs)	



Area of Emphasis: Student Achievement / Special Populations			
Goal 3: Essex County Public Schools will develop a strategy to facilitate advancement of underachieving populations.		Objective 3.2: Essex schools will increase the number of students with no behavior referrals.	
Strategies	Timeline	Staff Responsible	Comments & Evaluation
Continuing implementation of a building-wide positive behavior support program through PBIS lessons and incentive programs.	Annually 2019-2025	Director of Special Education, Principals, Assistant Principals	
Develop a regular school-wide positive reinforcement program that encourages students to follow school expectations as documented through SWIS with an increase in the number of students with zero referrals.	2019-2025	Director of Special Education, Principals, Assistant Principals, PBIS Teams	
Professional development training for teachers and administrators regarding best practices for discipline.	2019-2025	Director of Special Education, Principals, Assistant Principals	

Area of Emphasis: Student Achievement / Special Populations			
Goal 3: Essex County Public Schools will develop a strategy to facilitate advancement of underachieving populations.		Objective 3.3: Essex Schools will increase teacher understanding of the nature and needs of underachieving students.	
Strategies	Timeline	Staff Responsible	Comments & Evaluation
Student progress is tracked by subgroup including provision of interventions and enrichment	2019-2025	Principals Teachers	
Professional learning conversations are focused on advancing underachieving populations through emphasizing their nature and needs.	2019-2025	Principals Teachers Director of Curriculum	

**FACULTY AND STAFF QUALIFICATIONS AND PERFORMANCE**



**Area of Emphasis: Faculty and Staff Qualifications and Performance**

<b>Goal 4: Essex County Public Schools will attract and retain highly qualified staff.</b>	<b>Objective 4.1: Essex Schools and Central Office will recruit highly qualified staff through a variety of search options, networking, and outreach.</b>		
<b>Strategies</b>	<b>Timeline</b>	<b>Staff Responsible</b>	<b>Comments &amp; Evaluation</b>
Salary scales are evaluated annually for regional competitiveness.	2019-2025	Director of Human Resources	
The employee benefits package is evaluated annually for regional competitiveness.	2019-2025	Director of Human Resources Director of Finance	
The annual recruitment plan addresses the need for diverse, highly-qualified staff.	2019-2025	Director of Human Resources	
A variety of recruitment strategies will be used to attract highly qualified staff (i.e. Teacher-Teacher.com, Indeed.com, and LinkedIn and Frontline Recruitment system).	2019-2025	Director of Human Resources Principals	
Professional organizations will serve as a resource to enhance the applicant pool (i.e.	2019-2025	Director of Human Resources	

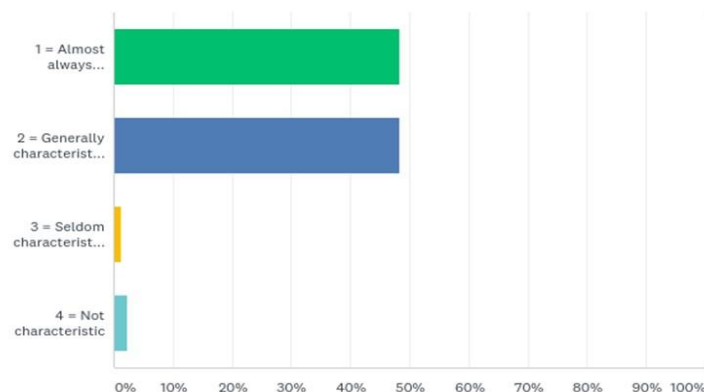
SHRM –Society of Human Resources, VASPA ).			
Recruitment fairs will be attended by the HR Director and/ or division representative to promote a broad reach of candidates.	2019-2025	Director of Human Resources Division Representatives (i.e. principals, teachers, and school board members)	

Area of Emphasis: Faculty and Staff Qualifications and Performance			
Goal 4: Essex County Public Schools will attract and retain highly qualified staff.	Objective 4.2: Essex County Public Schools will ensure all staff receive support and evaluation to enhance the integrity of teaching and learning for students.		
Strategies	Timeline	Staff Responsible	Comments & Evaluation
Evaluation systems are compliant with state and federal requirements.	2019-2025	Director of Human Resources	
Accurate documentation of observations and evaluation of staff is maintained in accordance with division adopted policies and procedures.	2019-2025	Director of Human Resources Supervisors Assistant Superintendent Principals Directors	
Training on job expectations and evaluation is provided to all new employees.	2019-2025	Director of Human Resources Supervisors Directors Principals	
Professional development opportunities and improvement plans are provided as a means of support for staff.	2019-2025	Director of Human Resources Supervisors Directors /Principals	

COMMUNICATION, CLIMATE, AND COMMUNITY ENGAGEMENT



ECPS 2018 School Climate Survey - Q3: Moral Purpose: The school community is driven by a commitment to make a positive difference in the lives of students and their community.



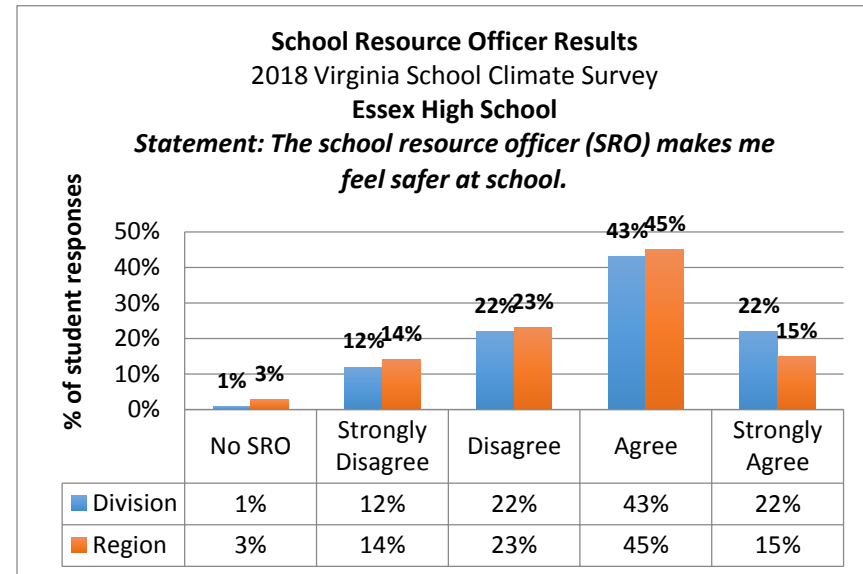
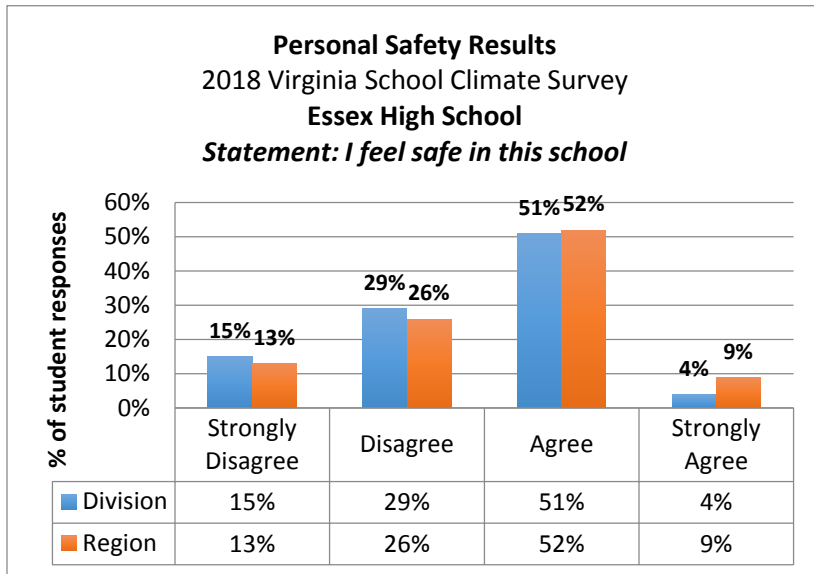
Area of Emphasis: Communication, Climate, and Community Engagement			
Goal 5: Essex County Public Schools will increase opportunities that foster family and community engagement.	Objective 5.1: Essex schools and central office will facilitate engagement activities.		
Strategies	Timeline	Staff Responsible	Comments & Evaluation
Produce <i>ECPS Express</i> editions. These are newspaper half-page publications which provides a monthly inside look at the great activities and programs happening in our schools.	Monthly (during school year)	Superintendent	
Produce and maintain a current volunteer brochure	Ongoing	Superintendent Principals	

Maintain a social media presence, including a main ECPS and school Twitter accounts	Ongoing	Superintendent Principals School public relations contact	
School-based family engagement plans are created and implemented.	Annually	Principals Family Engagement Facilitators	
Literacy and math events are conducted at each school.	Annually	Principals Family Engagement Facilitators Literacy and Math Coaches	

**Area of Emphasis: Communication, Climate, and Community Engagement**

Goal 5: Essex County Public Schools will increase opportunities that foster family and community engagement.	Objective 5.2: Essex schools and central office will seek stakeholder input.		
<b>Strategies</b>	<b>Timeline</b>	<b>Staff Responsible</b>	<b>Comments &amp; Evaluation</b>
A staff climate survey is conducted, data reviewed, and evaluated.	Bi-annually	School Board Superintendent	
A community-wide survey is conducted, data reviewed, and evaluated.	Annually	School Board Superintendent	
Conduct a community forum to facilitate open communication with the community and communicate budget needs.	Annually	School Board Superintendent	
Conduct an on-going dialogue between the school board and the board of supervisors	Ongoing	School Board Superintendent	

FACILITIES AND SAFETY



Area of Emphasis: Facilities and Safety

Goal 6: Essex County Public Schools will provide a safe, secure, and orderly environment for student learning.

Objective 6.1: Essex County Public Schools, with the assistance of community partners and appropriate training, will ensure the safety and security of students and staff.

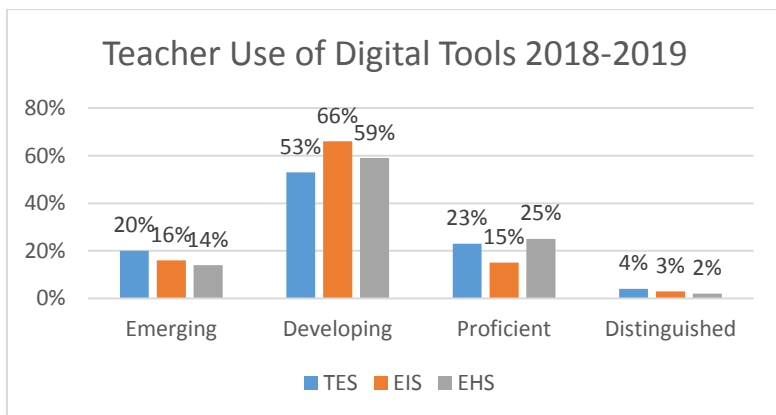
Strategies	Timeline	Staff Responsible	Comments & Evaluation
Memorandum of understandings will be created with Social Services & Essex County/Town of Tappahannock Police.	Annually 2019-2025	Superintendent, Director of Special Education and Student Services, Director of Transportation, Director of Maintenance	



Staff and parent surveys on safety, health, and maintenance of facilities will be successfully completed.	Annually 2019-2025	Superintendent, Director of Special Education and Student Services	
Training on mental health, security, student privacy, and Threat Assessment protocol will be expanded.	Annually 2019-2025	Director of Special Education and Student Services, Principals, Assistant Principals	
Communication and collaboration with Essex County/Town of Tappahannock Police and the Emergency Management Department to assist schools in the division effectively respond to threats to school safety and enhance protocols to ensure school safety.	Annually 2019-2025	Superintendent, Director of Special Education and Student Services, Director of Transportation, Director of Maintenance	
Division and school crisis management plans will be evaluated and maintained.	Annually 2019-2025	Superintendent, Director of Special Education and Student Services, Director of Transportation, Director of Maintenance, Principals, Assistant Principals	
Resources will be used to train students and staff to be aware of bullying prevention.	2019-2025	Director of Special Education and Student Services, Principals, Assistant Principals, Guidance Counselors	

Area of Emphasis: Facilities and Safety			
Goal 6: Essex County Public Schools will provide a safe, secure, and orderly environment for student learning.		Objective 6.2: ECPS will explore school safety measures and building enhancements to ensure that all facilities and grounds provide care, welfare, safety and security for all.	
Strategies	Timeline	Staff Responsible	Comments & Evaluation
Security cameras will be installed or positions updated at designated locations at Essex High School, on the inside and outside.	2019-2025	Director of Maintenance Technology Department	
Keyless access-control systems will be installed at the main entrance of all Essex County Public Schools for staff access into the buildings.	2019-2025	Director of Maintenance Technology Department	
Staff and community members will be educated on capital funding needs.	2019-2025	Superintendent	
Funding for capital and facility needs will be obtained in support of goals committed to the achievement of student excellence.	2019-2025	Superintendent	

**TECHNOLOGY**



Area of Emphasis: Technology			
<b>Goal 7: Essex County Public Schools will advance learning, teaching, and leadership through integrating educational technology into instructional programs.</b>	<b>Objective 7.1: Students will develop deeper learning and leadership skills by leveraging technology and resource tools.</b>		
Strategies	Timeline	Staff Responsible	Comments & Evaluation
Deeper learning is enhanced through daily use of instructional technology.	2019-2025	Teachers, Principals	
Collaboration, communication, and leadership skills are encouraged through the use of Google Classroom.	2019-2025	Teachers, Principals	
A variety of software and hardware are available and used for creating artifacts for a digital portfolio.	2019-2025	Technology Department, Principals, School Counselors	
Performance-based learning is enhanced through integration of technology.	2019-2025	Teachers, Principals, Department of Instruction	

Area of Emphasis: Technology			
Goal 7: Essex County Public Schools will advance learning, teaching, and leadership through integrating educational technology into instructional programs.	Objective 7.2: Educators will engage students in deeper learning and personalized experiences through meaningful technology integration.		
Strategies	Timeline	Staff Responsible	Comments & Evaluation
Technology Initiative devices are used in classrooms to facilitate deeper learning and workforce skills.	2019-2025	Teachers, Principals	
Google Classroom is used to introduce or reinforce instructional concepts.	2019-2025	Teachers, ITRT	
Digital textbooks and online resources are made available for enhancing learning opportunities.	2019-2025	Department of Instruction, Principals	
Virtual learning experiences are used to support online and blended learning models.	2019-2025	Department of Instruction, Principals	
Industry certifications and professional licensing opportunities are provided through CTE and STEM programs.	2019-2025	NNTC, CTE and STEM Teachers, Principals	

Area of Emphasis: Technology			
Goal 8: Essex County Public Schools will provide and support a secure, reliable, and robust technology infrastructure.	Objective 8.1: Students and educators will have equitable access to secure and robust networks that provide high quality reliable access to the Internet and other networks.		
Strategies	Timeline	Staff Responsible	Comments & Evaluation
State and federal recommended guidelines for bandwidth are followed to ensure equitable internet access per pupil.	2019-2025	Technology Department	
Secure, equitable, reliable, and robust Wi-Fi access is consistently available.	2019-2025	Technology Department	

The Internet and other digital network traffic utilizes a high speed Wide Area Network (WAN).	2019-2025	Technology Department	
Local Area Network (LAN) traffic is transported via high speed switching.	2019-2025	Technology Department	
Service Level Agreements (SLA) are enforced for all services and the appropriate SLAs are adopted depending on services required.	2019-2025	Director of Technology	
Proper redundancy is utilized across technology related equipment.	2019-2025	Technology Department	

Area of Emphasis: Technology			
Goal 8: Essex County Public Schools will provide and support a secure, reliable, and robust technology infrastructure.	Objective 8.2: Students and educators have equitable access to computing devices and other digital resources, including assistive technologies.		
Strategies	Timeline	Staff Responsible	Comments & Evaluation
A technology-based learning device is available for each student in all classrooms.	2019-2025	Technology Department, Technology Committee	
Technology Integration Packages (TIPs) are installed in each classroom.	2019-2025	Technology Department	
Assistive technologies are available for students with special needs.	2019-2025	Technology Department, Department of Special Education, ITRT	
Online textbooks and digital resources are accessible when provided as part of a textbook adoption.	2019-2025	Technology Department, Department of Instruction, ITRT	