



Essex County Public Schools
Strategic Plan
Goals and Objectives
2019-2025

Excellence is the Expectation

OVERVIEW

SCHOOL BOARD

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

STRATEGIC PLAN COMMITTEE

Dr. Harry R. Thomas, III, Superintendent
Dr. Tara Roane, Assistant Superintendent
Dr. Kimberley Chandler, Senior Director of Learning and School Performance
Mrs. Sabrina Civils, Director of Accounting
Ms. Antoinette Hopkins, Director of Human Resources
Mr. William Hoover, Maintenance Director
Mr. JP DiGiacomo, Transportation Director
Mr. Jon Barnes, Director of Technology
Mr. Rickie Hopkins, EHS Principal
Mr. Mahdi Dublin, EHS Associate 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 division-wide 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 division-wide 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 division-wide 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 division-wide plan or revisions.

The division-wide 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 division-wide comprehensive plan have been met during the previous two school years.”

The Essex County Public Schools' Comprehensive 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 21st 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.

DIVISION PROFILE

Essex County Public Schools (ECPS) is comprised of one elementary school, one intermediate school, and one high school. K-12 Fall Enrollment in 2019 was 1,283 (enrollment report follows). Almost 70% of our students are eligible for free and reduced meals under the Federal Lunch Program. In 2019, 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
Elementary School (Grades Pre-K to 3)							
	Tappahannock Elementary	Rockfish	205 Elementary School Circle	Essex	Tappahannock	22560	443-5301
Intermediate School (Grades 4 to 7)							
	Essex Intermediate	Bulldogs	912 Intermediate School Circle	Essex	Tappahannock	22560	443-3040
High School (Grades 8 to 12)							
	Essex High	Trojans	833 High School Circle	Essex	Tappahannock	22560	443-4301
School Board & Central Office							
	Essex County School Board & Central Office		109 N. Cross Street	Essex	Tappahannock	22560	443-4366

ECPS Goal #1- Student Achievement: Essex County Public Schools will engage students in learning opportunities to meet the individual educational needs of each student emphasizing student achievement, personal aspirations, and college and career readiness that prepares students for the local, national, and global economy.

Objectives	Start Date	Completion Date	Funding Source	Central Office Department Responsible	School Board Goal #	Evidence of Achievement
All schools will demonstrate proficiency and growth improvement on federal and state mandates with the goal of reducing achievement gaps among groups (English Learners, Student With Disabilities, and Economically Disadvantaged)	July	June	General Operating Funds And Grants	Instruction Special Education Individual Schools Central Office	1	Accreditation Standing SOL Scores Federal Reporting Group Targets
All schools will meet established proficiencies on benchmarks per subject for all students and groups of students.	July	June	General Operating Funds And Grants	Instruction Special Education Individual Schools	1	MAP Scores Comprehensive Instructional Program Results Midterm Results
ECPS will implement literacy programs K-12 to ensure all students are reading and comprehending on grade level.	July	June	General Operating Funds And Grants	Instruction Special Education Technology Individual Schools	1	Selected Literacy Program Data Results Decrease percentage of students reading below grade level Writing portfolios K-12 reflecting literacy components PALs

ECPS Goal #1- Student Achievement (cont'd) - Essex County Public Schools will engage students in learning opportunities to meet the individual educational needs of each student emphasizing student achievement, personal aspirations, and college and career readiness that prepares students for the local, national, and global economy.

Objectives	Start Date	Completion Date	Funding Source	Central Office Department Responsible	School Board Goal #	Evidence of Achievement
ECPS will facilitate improved instructional practices and monitoring of student performance by providing professional learning opportunities.	July	June	General Operating Funds And Grants	Instruction Special Education Technology Individual Schools	1	Monitoring of lesson plans using tracking system Monthly analysis of data, tiered instruction, and evaluation of student needs Annual Needs Assessment to determine professional learning opportunities Teacher Evaluations
ECPS will graduate students who are college and career ready to engage as productive citizens with exposure to more opportunities in science, technology, engineering and mathematics (STEM)	July	June	General Operating Funds And Grants	Instruction Special Education Technology School Counselors Individual Schools	1	Classroom Activities that promote the following skills: critical thinking, creative thinking, communication, collaboration and citizenship skills Profile of a Graduate Evidence and Artifacts (job shadowing, internships, & Apprenticeships, Academic and Career Plans Percent of students taking SATs, ACTs applying for college, and enrolled in STEM courses. Scholarship Awards On-Time Graduation Rate
ECPS students will have equitable access to computing devices and other digital resources, including assistive technologies while gaining a deeper learning and personalized experiences through meaningful technology integration.	July	June	General Operating Funds And Grants	Instruction Special Education Technology Individual Schools	1	Technology based learning device available for each student in all classrooms. (4-year refresh cycle) TIP (Technology Integration Package) are installed in each classroom Assistive technologies Documentation of Virtual Learning Experiences Documentation of Industry certifications

ECPS Goal #2-Highly Qualified Staff: Essex County Public Schools will recruit high-quality staff and retain the division’s exemplary workforce by creating an environment where transparency and trust are the norm that reflect the community.

Objectives	Start Date	Completion Date	Funding Source	Central Office Department Responsible	School Board Goal #	Evidence of Achievement
The administration will staff 100% of the instructional positions with highly qualified employees by the opening day of school each year.	January	August	General Operating and Grants	Human Resource Instruction Special Education	2	Percentage of positions staffed on the opening day of school as reported to the Board; Staff retention rate Data from surveys of new staff Instructional Personnel and Licensure Report Recruitment Fairs and Events Climate Survey of Staff results
Staff members will use data to plan and to choose professional development activities throughout the year to include professional development in culturally responsive and non-discriminatory practices.	Ongoing	Ongoing	General Operating and Grants	Human Resource Instruction Special Education	2	Student achievement data Staff credentials (degrees, certifications, endorsements); Staff evaluations and observations Staff surveys Documentation of staff participation in trainings
ECPS will maintain a competitive salary & benefit package to attract and retain exceptional employees.	July	June	General Operating Fund	Human Resources	2	Salary Scales Benefit Package Incentive information

ECPS Goal #2-Highly Qualified Staff (cont'd): Essex County Public Schools will recruit high-quality staff and retain the division's exemplary workforce by creating an environment where transparency and trust are the norm that

Objectives	Start Date	Completion Date	Funding Source	Central Office Department Responsible	School Board Goal #	Evidence of Achievement
ECPS will utilize a comprehensive and user-friendly online human resources portal from hiring to signing yearly contracts.	January	August	General Operating Fund	Human Resources Technology	2	Staff survey Data from selected online human resource portal (staff satisfaction, participation rate, completion rate, etc)
ECPS will implement a comprehensive new employee induction process for all employees to include bus drivers and all new substitutes employees.	July	June	General Operating Fund	Human Resources	2	Staff survey Staff retention rate
Educators have access to up to date computing devices and other resources required to educate students.	July	June	General Operating Fund Grants	Human Resources Technology	2	Staff access to a computer (5-year refresh cycle) TIP (Technology Integration Package) installed in each classroom (Data?)

ECPS Goal #3-School Environment: Essex County Public Schools will ensure a fully-integrated approach to safety and security that encompasses both the physical environment and the social/emotional needs of students in promoting a positive educational culture with community support.

Objectives	Start Date	Completion Date	Funding Source	Central Office Department Responsible	School Board Goal #	Evidence of Achievement
ECPS will provide a safe school environment through communication with parents, city government, and social agencies.	July	June	General Operating Funds	Student Services Technology	3	School newsletters, Climate Survey data, Safety Drill Summaries, Parent Portals, RoboCall Alert System, Crisis Plans, PTOs, Memorandum of Understanding with Social Services and Essex County Sherriff's Office, and School Messenger.
ECPS will ensure that staff members are trained in emotional and social safety. To include: trauma-informed care, conflict management, and relationship restoration.	July	June	General Operating Funds And Grants	Student Services Individual Schools	3	Staff participation documentation as obtained by school administrators Olweus Bullying data Threat Assessment Protocol Data
ECPS will enhance the safety, efficiency, and security of student transportation.	July	June	General Operating Funds	Student Services Transportation Technology	3	Review and assess existing bus routing software Decreased bus referrals Utilization and review of school bus GPS tracking system Maintain and Review of up to date bus security cameras

ECPS Goal #3-School Environment (cont'd): Essex County Public Schools will ensure a fully-integrated approach to safety and security that encompasses both the physical environment and the social/emotional needs of students in promoting a positive educational culture with community support.

Objectives	Start Date	Completion Date	Funding Source	Central Office Department Responsible	School Board Goal #	Evidence of Achievement
ECPS will adapt facilities and infrastructure to meet emerging needs in support of the learning and work environments.	Ongoing	Ongoing	General Operating Funds And CIP Funding	Maintenance Technology	3	Safety inspections Capital Improvement Program for next 5 years
ECPS will provide students and educators with equitable access to secure and robust networks that provide high quality reliable access to the internet while improving cybersecurity.	July	June	General Operating Funds And Grants	Technology	3	Reports showing WI-Fi access is consistently available Utilize high speed WAN (Wide Area Network) Utilize high speed LAN (Local Area Network) Web Filter for CIPA Compliance Results Utilize Firewall to prevent Cyber Threats
ECPS will increase positive behavior supports to promote and ensure safe, responsible, and health behavior.	July	June	General Operating Funds And Grants	Student Services	3	Incentive Data Positive Behavior Support strategies tracking system for each school SWIS Data (analysis of referrals by grade, race, location, type of discipline)

ECPS Goal #4-School and Community Relations: Essex County Public Schools will promote, facilitate, and enhance partnerships and communications between the schools, students, and the community.

Objectives	Start Date	Completion Date	Funding Source	Central Office Department Responsible	School Board Goal #	Evidence of Achievement
ECPS will create and implement school-based family engagement plans to ensure open and two-way communication exists between families, the district and schools.	Ongoing	Ongoing	General Operating Funds And Grants	Student Services Instruction Technology	4	Literacy and math events at individual schools Social media presence (Facebook, Twitter postings) Community wide survey Financial Aid Seminars
ECPS will expand community and business partnerships to broaden support for student learning that integrates subject areas and interests.	Ongoing	Ongoing	General Operating Funds	All	4	Number of community/business partnerships for workforce development Annually, increase the number of school/business partnerships Increased number of events with collaboration between schools and community/business partners Annual Community Events (example: Back to School Program) Volunteer brochure
ECPS will identify one family engagement facilitator for each school.	July	June	Grant	Instruction	4	List of events offered Meeting Roster