



MADISON CITY SCHOOLS STRATEGIC PLAN

VISION

Empowering All Students for Global Success.

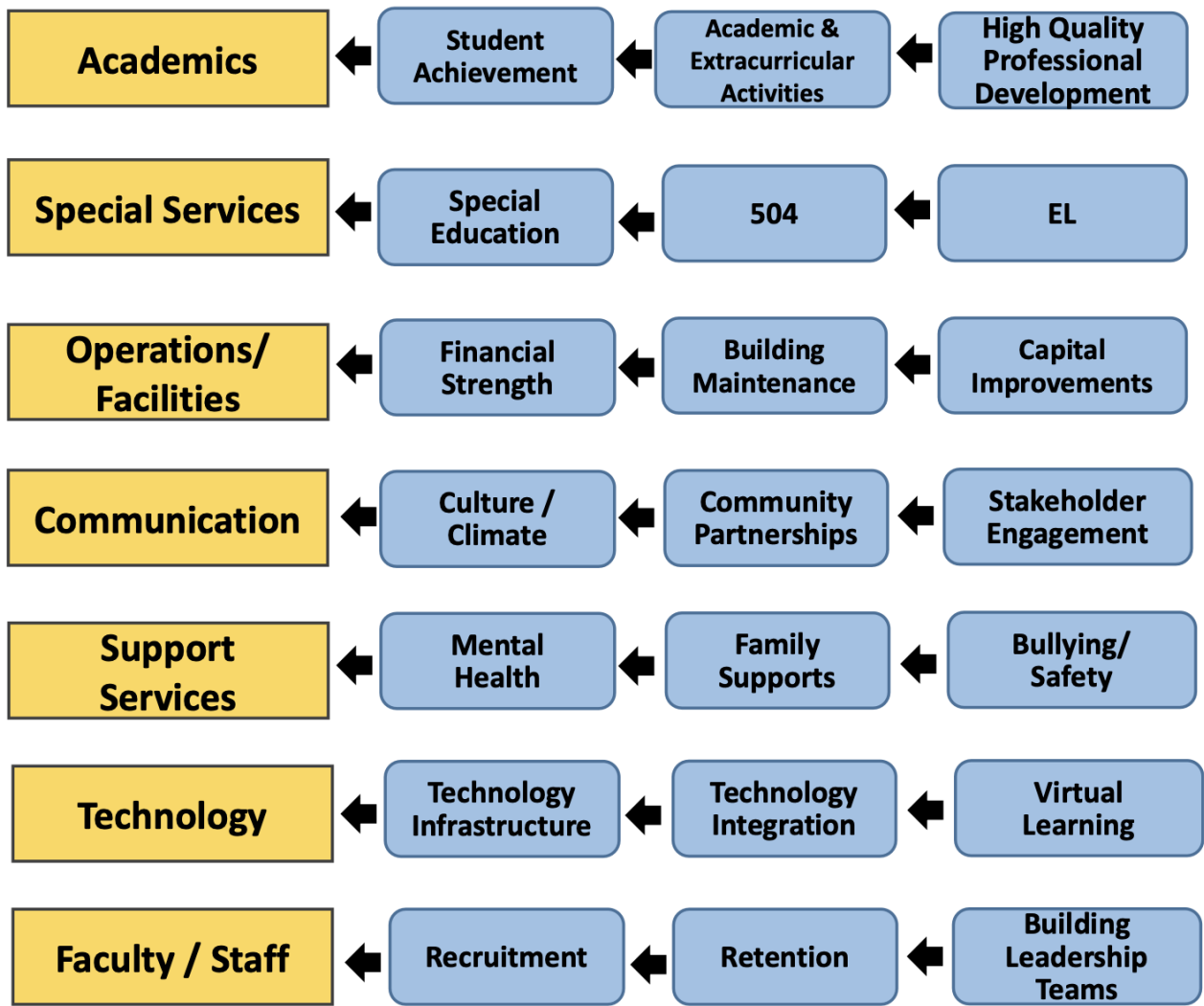
MISSION

The Mission of the Madison City School District is to create a safe, supportive, and equitable school environment where all students are inspired to meet their fullest potential academically, emotionally, and socially.

Madison City Schools Leadership

Dr. Edwin C. Nichols Jr., Superintendent
Mr. Eric Terrell, Assistant Superintendent

Mr. Timothy Holtcamp, Board President
Mr. Travis Cummings, Board Vice-President
Mr. Greg Hulseley, Board of Education
Mrs. Alice Lessmann, Board of Education
Mr. J. Scott Newberry, Board of Education



STRATEGIC GOAL AREA: 1. ACADEMICS

Performance Goal: 1.1 – Student Achievement

- Secure a data analytics platform to assist all educators with accessing and analyzing data.
- Provide appropriate training for the data analytics platform
- Create collaborative opportunities for educators to analyze data, determine next steps, and share instructional practices to support the growth and development of all students.

Action Steps and Areas of Focus <ul style="list-style-type: none"> ● Data Analysis ● Achievement Gap ● RTI / MTSS ● Tiered Instruction 	Timeline for Implementation	District Lead	Data Marker	BOE Update
<ul style="list-style-type: none"> ● Secure PowerSchool Performance Matters so all administrators and teachers have access to analyze student data (add district assessments such as iReady, STAR, TELL) 	2022-2023	Dr. Donaldson	Completed all steps to use Performance Matters	April 2023
<ul style="list-style-type: none"> ● Train administrators and teachers on Performance Matters 	2022-2023	Mrs. Gibbs & Mr. Johnson	Provided training sessions	June/July 2023
<ul style="list-style-type: none"> ● Schedule ongoing collaborative opportunities for administrators and teachers to analyze student data - help analyze data and understand specific needs (i.e. data meetings, professional development, grade level / content area meetings) 	ongoing	Mrs. Mims, Mrs. Powell & Dr. Dooley	PD and collaborative schedules	January 2023
<ul style="list-style-type: none"> ● Support student growth and achievement with a focus on closing the achievement gap and growing district capacity to support students in college and career readiness (i.e. explore the opportunity to expand existing programs like AVID or identify new ones) 	Fall 2022 - ongoing	Mrs. Powell	Program expansion; curricular opportunities; RTI data; data meetings	April 2023

<ul style="list-style-type: none"> Secure district personnel to oversee RTI/MTSS implementation, ensuring continuity from elementary through high school. This responsibility includes: ongoing communication with teachers, administrators, school psychologists and identification of academic, behavioral, and strategies to support students 	2022-2024	Mrs. Mims, Mrs. Swearingen, Mrs. Powell, Mrs. Oliver	TBD	April 2024
<ul style="list-style-type: none"> Create more collaborative opportunities for teachers to grow and share best practices centered around tiered instruction 	2022-2026	Dr. Donaldson, Mrs. Mims, Mrs. Powell	PD and collaborative schedules	April

Performance Goal: 1.2 – Academic & Extracurricular Activities

- Expand elementary specials**
- Expand dual enrollment opportunities for high school students**
- Explore opportunities for students reaching beyond the traditional school day**
- Expand opportunities for school counseling support**

Action Steps and Areas of Focus	Timeline for Implementation	District Lead	Data Marker	BOE Update
<ul style="list-style-type: none"> Increase speciality area opportunities in elementary Explore opportunities for students who may not plan on attending college 				
<ul style="list-style-type: none"> Review the expansion of elementary specials to a minimum of 30 minutes a week year-round to include Spanish, Music, Art, and STEM 	2023-2024 - ongoing	Dr. Donaldson	Report provided	April
<ul style="list-style-type: none"> Review the expansion of elementary Counseling special to support mental health 	2023-2024 - ongoing	Mrs. Allen	Report provided	November
<ul style="list-style-type: none"> Promote short certification programs and credentialing that allow students to go directly to work after graduation 	2022-2023 - ongoing	Dr. Donaldson, Mrs. Powell, Mr. Owens	Flyers, social media posts, emails, etc.	February
<ul style="list-style-type: none"> Explore dual enrollment partnership opportunities with community colleges that would allow us to offer dual enrollment classes on our campuses, taught by our teachers 	2023-2024 - ongoing	Dr. Donaldson, Mrs. Powell, Mr. Owens	Report provided	February

<ul style="list-style-type: none"> Explore creative solutions to increase the amount of time students have to meet with their counselors to plan their path after high school graduation 	2023-2024 - ongoing	Mrs. Powell & Mrs. Allen	Report provided	November
<ul style="list-style-type: none"> Promote dual enrollment opportunities through our community college network, either for academics or industry certification 	2022-2023 - ongoing	Mrs. Powell	Flyers, social media posts, emails, etc.	February
<ul style="list-style-type: none"> Explore the development of an academy for opportunities beyond the traditional school offerings 	2022-2023 - ongoing	Dr. Nichols	Report provided	February

Performance Goal: 1.3 - High Quality Professional Development

- Expand opportunities for professional development and collaborative meetings**
- Provide relevant, content-specific professional learning opportunities**

Action Steps and Areas of Focus	Timeline for Implementation	District Lead	Data Marker	BOE Update
<ul style="list-style-type: none"> District - Wide Content - Specific Professional Learning Opportunities Increase job-embedded collaborative time for elementary teachers and secondary teachers 				

<ul style="list-style-type: none"> Explore alternative scheduling options to provide more collaborative and professional development opportunities for teachers 	2023-2024	Dr. Donaldson	Report provided	April 2024
<ul style="list-style-type: none"> Provide content-specific professional development from Madison City Schools content specialists, as well as from content specialists from outside our district 	2022-2023 - ongoing	Mrs. Mims, Mrs. Powell, Dr. Dooley	PD lists and highlights provided	January

STRATEGIC GOAL AREA: 2. SPECIAL SERVICES

Performance Goal: 2.1 - Special Education

- Provide quality professional development for teachers of students with disabilities (SWD) to special education and general education staff.**
- Create consistency of programming, services, and support for SWD and the staff who support and teach them.**

Action Steps and Areas of Focus	Timeline for Implementation	District Lead	Data Marker	BOE Update

<ul style="list-style-type: none"> ● Provide training and guidance in monitoring progress, how to complete progress reports, and using this information in development of IEP goals. 	2022-2023, annually	Dr. Zinkil	Mastering the Maze in Madison Documentation	November 2022
Performance Goal: 2.2 - 504 <ul style="list-style-type: none"> ● Conduct annual ‘face to face’ annual training for all case managers and conduct additional training for all new 504 building coordinators. ● Provide case managers with case management checklists to ensure uniform and effective monitoring. ● Assist case managers in creating communication logs as a means to verify annual review meetings. 				
Action Steps and Areas of Focus <ul style="list-style-type: none"> ● Annual 504 training ● Monitoring checklists ● Communication logs 	Timeline for Implementation	District Lead	Data Marker	BOE Update
<ul style="list-style-type: none"> ● Develop a checklist for 504 case managers to use to ensure uniform and effective monitoring of students who are on a 504 plan. 	July 2022	Mr. Lipinski	Checklist document	October 2022
<ul style="list-style-type: none"> ● Collaborate with 504 case managers to create communication logs to verify annual reviews and that progress is clearly communicated during the 504 meetings. 	July 2022, annually	Mr. Lipinski	Communication log document	October 2022
<ul style="list-style-type: none"> ● Train case managers during yearly training on all requirements of federal law pertaining to 504. Include the use of 504 Checklists and communication logs into training. 	July 2022, annually	Mr. Lipinski	Training sign in document	October 2022
Performance Goal: 2.3 - EL <ul style="list-style-type: none"> ● Grow district capacity to support English Learner instruction ● Refining processes to support EL instruction ● Offering differentiated training and tools to teachers and leaders supporting EL instruction ● Strengthen EL family connections 				
Action Steps and Areas of Focus <ul style="list-style-type: none"> ● Grow 2-way EL family connections. ● Train staff on Literacy Act and EL/General Education partnerships. 	Timeline for Implementation	District Lead	Data Marker	BOE Update

<ul style="list-style-type: none"> Train teachers on monitoring progress towards a path to proficiency. 				
<ul style="list-style-type: none"> Conduct needs assessment to identify needs and professional development focus for the EL program. 	Spring-fall 2022, annually	Dr. Dooley or Mrs. Hermann	District and school needs assessment	November 2022
<ul style="list-style-type: none"> Develop, facilitate, and evaluate the district EL parent and family engagement plan to build parent capacity to support learning. 	Summer-fall 2022, annually 2022-2024	Dr. Dooley or Mrs. Hermann	Parent surveys; attendance records from parent/family events; district Federal Programs Advisory	November 2022
<ul style="list-style-type: none"> Offer learning opportunities for district teachers, leaders, and staff to learn about effective cultural connections and EL family engagement practices. 	2022-2023, annually	Dr. Dooley or Mrs. Hermann	Attendance from PD events, PD schedule	November 2022
<ul style="list-style-type: none"> Grow written and oral translation services and awareness of available tools in the district to support EL families and students. 	2022-2023, ongoing	Dr. Dooley or Mrs. Hermann	Translation services training attendance records; language services flyer	November 2022
<ul style="list-style-type: none"> Establish training for EL and General Education teachers on effective collaborative partnerships. 	2022-2023	Dr. Dooley or Mrs. Hermann	Attendance records for PD opportunities, PD schedule	November 2022
<ul style="list-style-type: none"> Train staff on the new Alabama Literacy Act and how that impacts students who are EL. 	2022-2023, ongoing	Dr. Dooley or Mrs. Hermann	Attendance records	November 2022

<ul style="list-style-type: none"> • Provide training and technical assistance for EL teachers in effective progress monitoring and instructional decision making for EL students. 	2022-2026, ongoing	Dr. Dooley or Mrs. Hermann	Attendance records; EL curriculum framework	November 2022
<ul style="list-style-type: none"> • Establish and grow MTSS partnerships to include EL teachers and staff. 	2022-2026, ongoing	Dr. Dooley or Mrs. Hermann	Principals' meetings and EI teacher meetings agendas; EL teacher attendance at RTI meetings	November 2022

STRATEGIC GOAL AREA: 3. OPERATIONS / FACILITIES

Performance Goal: 3.1 - Financial Strength

- **Ensure the financial strength for the District is always increasing/available for the needs of the students, faculty, and staff.**

Action Steps and Areas of Focus	Timeline for Implementation	District Lead	Data Marker	BOE Update
<ul style="list-style-type: none"> • Funding sources • Extended day • Summer school rates • Continuous tax revenues 				
<ul style="list-style-type: none"> • Increase community partnerships, legislative donations and grants, etc. 	ongoing	Mrs. Shaw	10% increase year to date	June/July
<ul style="list-style-type: none"> • For elementary - explore increasing extended day enrollment. Offer new software. It will provide tax forms, allergies of children, send invoices, track attendance. .we currently do not know exactly how much revenue comes in - This will give us accurate #'s) We are trying to achieve a more user-friendly tool for parents and school to track revenues as well as daily activities. 	2022-2023	Mrs. Williams	Procure will track revenues,	February 2023
<ul style="list-style-type: none"> • For secondary - Explore summer school rates 	2022-2023	Mrs. Williams	Increase summer	February 2023

<p>Evaluation of rates where secondary Schools show profit, should not break even.</p> <ul style="list-style-type: none"> Explore securing continuous tax revenues for future needs - ½ cent revenues/secure SSUT from Commission/cap Triana enrollment 	Ongoing	Dr. Nichols / Board	<p>rates where secondary schools make a profit</p> <p>Provide reports with Board/Dr. Nichols</p>	October
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Performance Goal: 3.2 – Building Maintenance

- Keep buildings in safe, proper working order and update as needed**

Action Steps and Areas of Focus <ul style="list-style-type: none"> Align the Capital Plan (5 year plan) with the Internal projects for the District. Including items that need to be included as a priority because of Safety issues or Building Maintenance issues. 	Timeline for Implementation	District Lead	Data Marker	BOE Update
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<ul style="list-style-type: none"> Include items with Safety priorities to the capital plan if over \$50,000.00 (Intercom systems, etc.) If under \$50,000.00, add to School’s budget or Maintenance budget and prioritize 	2022-2025	Mr. Jones Dr. West	Annual inspection and seek input from local school administrators	September/ October
<ul style="list-style-type: none"> Evaluate Exterior renovations and add to the capital plan if over \$50,000.00 (Playground renovations/gutters/painting/landscaping) If under \$50,000.00, add to the School’s budget or Maintenance budget and prioritize 	2022-2025	Mr. Jones Mr. Gunner	Annual inspection and seek input from local school administrators	September/ October
<p>Example for Capital Plan:</p>	2022-2025	Mr. Jones Mr. Gunner	Will be online once approved	August/September

Additional projects to add to Capital Plan: over \$50,000.00				
Project	timeframe			
pressbox renovation	1 year			
boiler replacement	1 year			
track resurfacing	2 years			
tennis court resurfacing	2 years			
lockerroom renovation	3 years			
office renovation	3 years			
baseball/softball hitting facility	3 years			
bleachers	3 years			
bathrooms	3 years			

Performance Goal: 3.3 - Capital Improvements

- **Keep pace with the growth in the City and District**
- **Monitor all buildings with safety and functionality as the primary focus**
- **Repair/replace as needed based on assessment**

Action Steps and Areas of Focus	Timeline for Implementation	District Lead	Data Marker	BOE Update
<ul style="list-style-type: none"> ● Ensure the District plans for continuous growth for Increase staff, support staff, and student enrollment. 				
<ul style="list-style-type: none"> ● Develop a plan to include more space by adding New Buildings for increased enrollment, increased staff, and support staff. Evaluate timeline on annual basis. 	ongoing	Mr. Terrell and Mr. Jones	Capital Plan/Enrollment	March/April
<ul style="list-style-type: none"> ● Continue looking for more land/building space for equipment and storage (Maintenance and IT Department). Conduct quarterly Disposals for the District and local schools to ensure items that we are storing are needed. 	ongoing	Mrs. Williams, Mr. Terrell, and Mr. Jones	Ongoing process/ Inventory	March/April
<ul style="list-style-type: none"> ● Continue with current capital plan improvements to make sure current facilities are working sufficiently. (HVAC/Roofing/Playgrounds) 	ongoing	Mrs. Williams, Mr. Terrell, and Mr. Jones	Annual inspection and seek input from local school administrators	March/April

STRATEGIC GOAL AREA: 4. COMMUNICATION

Performance Goal: 4.1 - Culture / Climate

- **Expand and improve stakeholder involvement in district programs and initiatives.**

Action Steps and Areas of Focus	Timeline for Implementation	District Lead	Data Marker	BOE Update
<ul style="list-style-type: none"> ● Define, create and maintain a positive culture within Madison City Schools for employees, students & community. 				
<ul style="list-style-type: none"> ● Develop a standard system of building Leadership Teams by July 2022 	June-July	Dr. Nichols	Membership list provided	September
<ul style="list-style-type: none"> ● Develop a District Leadership Team 	June-July	Dr. Nichols	Membership list provided	September
<ul style="list-style-type: none"> ● Execute a yearly survey of stakeholders 	May	Dr. Nichols	Review of updated Cognia survey	July
<ul style="list-style-type: none"> ● Continue & maintain TOTY & SMOTY each July 	March - August	Dr. Donaldson	Institute	August
<ul style="list-style-type: none"> ● Develop guidance and expectations regarding local school and district recognitions 	July/August	Mrs. Shaw	TBD	July/August

Performance Goal: 4.2 - Community Partnerships

- **Engage and develop sustainable community partners.**

Action Steps and Areas of Focus	Timeline for Implementation	District Lead	Data Marker	BOE Update
<ul style="list-style-type: none"> ● Solidify and grow Madison City Schools partnerships within the Madison County area. 				
<ul style="list-style-type: none"> ● Continue to develop Partners in Education, by adding 2 additional schools to the program per year <ul style="list-style-type: none"> ○ 2021 - Pilot Rainbow Elementary ○ 2022 - Rainbow, DMS & MillCreek ○ 2023 - 5 Schools on board 	July / August	Mrs. Shaw	List provided	August

<ul style="list-style-type: none"> Evaluate background checks and develop solution to allow parents and community to volunteer with simplified access while maintaining safety as top priority 	July	Mrs. Shaw & Dr. West	Recommendations provided	August
<ul style="list-style-type: none"> Hold monthly leadership meetings to discuss community gifts and ensure proper expenditure 	ongoing	Mrs. Shaw	List provided	December
<ul style="list-style-type: none"> Begin developing a Development Council consisting of community partners 	January 2023	Mrs. Shaw	TBD	May 2023
<ul style="list-style-type: none"> Evaluate a system wide Serve Day, where we give back to the community 	September 2023	Mrs. Shaw	Report provided	April 2023

Performance Goal: 4.3 - Stakeholder Engagement

- Enhance and develop current and new communication resources for all stakeholders.**

Action Steps and Areas of Focus	Timeline for Implementation	District Lead	Data Marker	BOE Update
<ul style="list-style-type: none"> Engage all stakeholders through clear communication 				
<ul style="list-style-type: none"> Perform communication audit with stakeholders - Spring 2022 	2022-2023	Dr. Nichols	TBD	June 2023
<ul style="list-style-type: none"> Develop communication plan for District Administrators Year 1, Implement Year 2, Revise Year 3 	June / July 2022 (ongoing)	Mr. Peck & Dr. West	Plan provided	September 2022
<ul style="list-style-type: none"> Research student led marketing teams - Summer 2022 	June/July 2022	Mrs. Shaw & Mr. Peck	TBD	September 2022
<ul style="list-style-type: none"> Develop key communicator group - Summer 2022 	May 2022	Dr. Nichols	List provided	July 2022
<ul style="list-style-type: none"> Investigate rebranding and marketing of Madison City Schools <ul style="list-style-type: none"> Research Logos Promotional Film & School Vignettes Evaluate Website Gather information regarding professional brochure Evaluate marketing tools (niche, billboards) 	2022-2023	Mrs. Shaw	Report provided	May 2023

- Develop Marketing Plan - 2023
- Execute Marketing Plan 2023/2024

STRATEGIC GOAL AREA: 5. SUPPORT SERVICES

Performance Goal: 5.1 - Mental Health

- **Continue to address the growing mental health needs of students by providing high quality training and learning opportunities for all stakeholders.**

Action Steps and Areas of Focus <ul style="list-style-type: none"> ● Add K-12 platform to support mental health. ● Continue teaching Youth Mental Health First Aid training ● Address Academy and non-traditional student placement needs 	Timeline for Implementation	District Lead	Data Marker	BOE Update
<ul style="list-style-type: none"> ● Continue to offer Youth Mental Health First Aid training to all stakeholders (administrators, staff, teachers, parents) 	ongoing	Mrs. Allen	PD schedule Pre/Post evaluations	November
<ul style="list-style-type: none"> ● Continue to offer mental health summits for MCS stakeholders 	ongoing	Mrs. Allen	Events scheduled Parent surveys	November
<ul style="list-style-type: none"> ● Research and review effective mental health K-12 platform 	2022-2024	Mrs. Allen	Report Provided	November 2024
<ul style="list-style-type: none"> ● Seek placement opportunities for Academy and nontraditional students (explore additional locations that provide space for growth) 	2022-2025	Mr. Terrell	Recommendation Provided	June 2025

Performance Goal: 5.2 - Family Supports

- **Assess and provide needed supports for families while partnering with the community.**

Action Steps and Areas of Focus <ul style="list-style-type: none"> ● Survey parents and follow up with needs addressed in Parent University Summits and PTA meetings ● Add additional social worker staff ● Continue to partnership with community groups and churches 	Timeline for Implementation	District Lead	Data Marker	BOE Update
<ul style="list-style-type: none"> ● Explore grant opportunities to support social service staff 	ongoing	Mrs. Shaw	Report Provided	March 2023

<ul style="list-style-type: none"> • Increase the number of items in our food pantries 	ongoing	Mrs. Shaw	List provided	August
<ul style="list-style-type: none"> • Survey parents and follow up with needs addressed in Parent University Summits and PTA meetings 	September 2022	Mrs. White	Report Provided	January

Performance Goal: 5.3 - Bullying / Safety

- **Assess student safety management platforms and bullying identification programs.**
- **Provide ongoing training and support for teachers and staff in the area of school safety and security.**

Action Steps and Areas of Focus	Timeline for Implementation	District Lead	Data Marker	BOE Update
<ul style="list-style-type: none"> • Ensure staff is trained on bullying identification and safety procedures/response • Ensure students receive more intensive digital citizenship training • Continue to use student management systems to identify bullying and safety issues 				

<ul style="list-style-type: none"> • Research and identify valid bullying identification programs 	ongoing	Dr. West	Report Provided	November
<ul style="list-style-type: none"> • Continue to use student management programs such as Gaggle and Go Guardian as proactive tools to bullying and student safety 	ongoing	Dr. West	Report Provided	November
<ul style="list-style-type: none"> • Continue to train teachers and staff on required bullying and mandatory reporting guidelines. 	ongoing in August	Dr. West	Report Provided	ongoing July

STRATEGIC GOAL AREA: 6. TECHNOLOGY

Strategic Goal Area: 6.1 Technology Infrastructure

Performance Goal: 6.1.1 – Cyber Security

- **Increase Madison City Schools Cyber Security presence to protect our data**
- **Build a more secure infrastructure for our district**

Action Steps and Areas of Focus	Timeline for Implementation	District Lead	Data Marker	BOE Update
<ul style="list-style-type: none"> • Secure district’s digital infrastructure and assets 				

<ul style="list-style-type: none"> Replace outdated hardware including servers, computers, access points, switches, routers, and other outdated technology solutions. 	Ongoing	Mr. Paone	Ongoing Projects	July Annually
<ul style="list-style-type: none"> Update student passwords 	6 months	Mr. Paone	Project Completion	March 2023
<ul style="list-style-type: none"> Install new filters for web browsing 	6 months	Mrs. Dennis	Project Completion	July 2023
<ul style="list-style-type: none"> Replace firewall 	1 year	Mrs. Dennis	Project Completion	Jan 2023
<ul style="list-style-type: none"> Scan Network for threats 	ongoing	MadSecurity	Ongoing Project	July
<ul style="list-style-type: none"> Research and acquire cyber security technologies that will protect our interests 	ongoing	Mr. Paone	Ongoing Project	July
<ul style="list-style-type: none"> Install firewall at each school with backup ISP (5 years working a school at a time) 	5 years	Mrs. Dennis	Project Completion	July 2023, 2024

Performance Goal: 6.1.2 – 1:1 Initiative

- Provide a device for all students**
- Increase support for student devices**

Action Steps and Areas of Focus	Timeline for Implementation	District Lead	Data Marker	BOE Update
<ul style="list-style-type: none"> 1:1 support for devices given to all students 				
<ul style="list-style-type: none"> Distribute username and passwords 	6 months	Mrs. Oliver	Visibility to teachers in Power School	March 2023
<ul style="list-style-type: none"> Create a policy for distribution and device returns 	6 months	Mrs. Oliver	Technology Procedures in Incident IQ	March 2023

<ul style="list-style-type: none"> ● Procedure for device repairs 	6 months	Mrs. Oliver	Technology Procedures in Incident IQ	March 2023
Performance Goal: 6.1.3 - Software Implementation <ul style="list-style-type: none"> ● Acquire software to support teachers and students ● Install software to protect our network 				
Action Steps and Areas of Focus <ul style="list-style-type: none"> ● Implement software for student and faculty use as well as management software for domain services 	Timeline for Implementation	District Lead	Data Marker	BOE Update
<ul style="list-style-type: none"> ● Addition of e-collect to PowerSchool ● Implementation of Moysle Mobile Device Manager (MDM) ● Classlink for student and staff account creation as well as student passwords ● Adobe sign ● Various cybersecurity platforms ● Goguardian teacher ● DNS filter 	6 months	Mrs. White	Availability in PowerSchool	Sept 2022
	3 months	Mrs. Waldrup	Project Completion	Sept 2022
	6 months	Mr. Paone	Project Completion	Sept 2022
	6 months	Mrs. Waldrup	Project Completion	Sept 2022
	1-2 years	Mr. Paone	Project Completion	July 2022
	6 months	Mr. Paone	Project Completion	July 2022
	3-6 months	Mrs. Dennis	Project Completion	Sept 2022
Performance Goal: 6.1.4 - Modernize Technology <ul style="list-style-type: none"> ● Update devices used throughout the district that have been neglected for sometime ● Have a network that can support 1:1 and other technologies used in the classroom 				

<ul style="list-style-type: none"> ● Create a plan to replace devices before they are end-of-life 				
Action Steps and Areas of Focus <ul style="list-style-type: none"> ● Update technology that is used by district personnel and students in the classroom. 	Timeline for Implementation	District Lead	Data Marker	BOE Update
<ul style="list-style-type: none"> ● Refresh teacher MacBooks and Windows laptops 	1 year	Mrs. Oliver	Project Completion	Jan 2023
<ul style="list-style-type: none"> ● Replace all access points for WiFi 	2 years	Mrs. Dennis	Project Completion	July 2023
<ul style="list-style-type: none"> ● Replace all switch's district wide 	2 years	Mrs. Dennis	Project Completion	July 2023
<ul style="list-style-type: none"> ● Replace 1,000 zero clients that attached to smart boards 	2 years	Mrs. Oliver	Project Completion	July 2023
<ul style="list-style-type: none"> ● Update smart board in classrooms 	4 years	Mrs. Oliver	ISTE/ALET Conferences	July 2023
<ul style="list-style-type: none"> ● Replacement plan for Chromebooks 	4 year cycle	Mr. Paone	Replacement Plan	July 2023
<ul style="list-style-type: none"> ● Explore new and existing technology tools, platforms, and/or programs for future adoption or renewal 	Ongoing	Mr. Paone, Mrs. Gibbs, & Mr. Johnson	TBD	July 2023
Performance Goal: 6.1.5 - Technology Inventory <ul style="list-style-type: none"> ● Work on processes to keep inventory up-to-date 				
Action Steps and Areas of Focus <ul style="list-style-type: none"> ● Create a process to keep inventory up-to-date 	Timeline for Implementation	District Lead	Data Marker	BOE Update
<ul style="list-style-type: none"> ● District wide inventory 	1 year	Mrs. Major	Project Completion	July 2023

<ul style="list-style-type: none"> Inventory procedure 	1 year	Mrs. Major	Technology Procedures in Incident IQ	July 2023
Performance Goal: 6.1.6 - Technology Procedures <ul style="list-style-type: none"> Create procedures for technical team for repeated processes 				
Action Steps and Areas of Focus <ul style="list-style-type: none"> Create procedures for all aspects of technology 	Timeline for Implementation	District Lead	Data Marker	BOE Update
<ul style="list-style-type: none"> Form committee for IT procedures Identify procedure needs Create procedure template Create procedure for IT functions Create procedures for technology in classrooms 	<ul style="list-style-type: none"> Complete ongoing complete 1 year 2 years 	<ul style="list-style-type: none"> Mr. Paone Mr. Paone Mr. Paone Mr. Paone Mr. Paone 	<ul style="list-style-type: none"> First meeting of Procedure team Needs assessment Procedure Template Technology Procedures in Incident IQ Technology Procedures in Incident IQ 	<ul style="list-style-type: none"> July 2022 July 2022 July 2022 July 2023 July 2023
Strategic Goal Area: 6.2 Technology Integration				
Performance Goal: 6.2.1 – 1:1 Initiative <ul style="list-style-type: none"> Promote the 1:1 Initiative vision, plan and goals Provide technology resources and device expectations for students, parents, and teachers 				
Action Steps and Areas of Focus <ul style="list-style-type: none"> 1:1 Initiative (Teacher Training, Taskforce, 3-Year Plan, Shared Objectives / Focus) 	Timeline for Implementation	District Lead	Data Marker	BOE Update

<ul style="list-style-type: none"> Define and publish the 1:1 Initiative vision, three-year plan, and instructional goals for parents, students, teachers, and the community. Establish and publish digital resources for Secondary and Elementary students, parents, and teachers for the 1:1 Initiative Establish device agreement and device usage expectations for parents and students 	2022-2023	Mrs. Gibbs & Mr. Johnson	Website	November 2022
	2022-2023 and ongoing	Mrs. Gibbs & Mr. Johnson	Website	November 2022
	Fall 2022	Mrs. Gibbs, Mr. Johnson, & Mr. Paone	Website and PowerSchool	November 2022
Performance Goal: 6.2.2 – Tech Certification <ul style="list-style-type: none"> Establish technology integration leaders and coaches at each school Build capacity for technology integration at each school 				
Action Steps and Areas of Focus <ul style="list-style-type: none"> Madison City Schools Technology Certification 	Timeline for Implementation	District Lead	Data Marker	BOE Update
<ul style="list-style-type: none"> Establish the first cohort of MCS EdTech Transformative Teaching Certification program to motivate tech integration as well as recognize and reward teachers utilizing instructional technology at the transformative level. 	2022-ongoing	Mrs. Gibbs & Mr. Johnson	Tech certification plan and list of teachers	April 2023
Performance Goal: 6.2.3 - Local School Support <ul style="list-style-type: none"> Offer professional development related to technology integration Train all teachers on effective instructional technology foundations Support teachers in implementing technology 				
Action Steps and Areas of Focus <ul style="list-style-type: none"> Professional Development and Resources 	Timeline for Implementation	District Lead	Data Marker	BOE Update
<ul style="list-style-type: none"> Develop and implement required district-wide professional development focused on 1:1 tech integration foundations and instructional technology expectations for teachers in accordance with the developed three-year plan and goals. 	2022-2025	Mrs. Gibbs & Mr. Johnson	List provided for PD days	May/June

<ul style="list-style-type: none"> Identify and collaborate with technology leaders on each campus to support technology integration 	ongoing	Mrs. Gibbs, Mr. Johnson, & Mr. Paone	List provided	July
Performance Goal: 6.2.4 - Digital Citizenship <ul style="list-style-type: none"> Collect resources for teachers on digital citizenship, digital literacy, and digital well-being Promote a culture of digital citizenship and computational thinking 				
Action Steps and Areas of Focus <ul style="list-style-type: none"> Digital Citizenship and Computational Thinking 	Timeline for Implementation	District Lead	Data Marker	BOE Update
<ul style="list-style-type: none"> Create collaborative opportunities for teacher leaders to develop and/or curate resources to support learning in the areas of digital citizenship and computational thinking. 	2022-2025	Mrs. Gibbs & Mr. Johnson	DLCS Website	May/June
<ul style="list-style-type: none"> Strengthen partnership between counselors and classroom teachers to provide target instruction on mental health and safety as it relates to digital citizenship 	2022-2025	Mrs. Gibbs, Mrs. Allen, & Mr. Johnson	TBD	May/June
Performance Goal: 6.2.5 - Special Services <ul style="list-style-type: none"> Support special services with technology needs 				
Action Steps and Areas of Focus <ul style="list-style-type: none"> SPED, EL, Software Adoption, New Student Support 	Timeline for Implementation	District Lead	Data Marker	BOE Update
<ul style="list-style-type: none"> Explore and identify software and hardware needs and possible solutions for students who receive special services 	2022-2025	Dr. Zinkil & Dr. Dooley	Create List of Needed applications and devices	October
Strategic Goal Area: 6.3 Virtual Learning				
Performance Goal: 6.3.1 - E-learning days <ul style="list-style-type: none"> Provide practice e-learning days for teachers and students to test devices and programs Provide clear direction for e-learning expectations 				
Action Steps and Areas of Focus <ul style="list-style-type: none"> e-learning days for any upcoming year 	Timeline for Implementation	District Lead	Data Marker	BOE Update

<ul style="list-style-type: none"> Explore scheduling options that allow for asynchronous e-learning days in the MCS calendar 	2023-ongoing	Mrs. White	District calendar update	Spring
<ul style="list-style-type: none"> Create an action plan to prepare teachers and parents for e-learning days 	2022-2023	Dr. Donaldson	E-learning day plan	Fall
<ul style="list-style-type: none"> Clarify usage expectations for e-learning days 	2022-ongoing	Dr. Donaldson	E-learning day plan	Fall
<ul style="list-style-type: none"> Ensure accessibility by providing internet access to families in need through the use of bus wifi and exterior campus access 	2022 - ongoing	Mr. Paone	List of availability to families	July

STRATEGIC GOAL AREA: 7. FACULTY / STAFF

Performance Goal: 7.1 - Recruitment

- Hire top notch quality employees for Madison City using consistent procedures throughout the District**

Action Plan and Areas of Focus	Timeline for Implementation	District Lead	Data Marker	BOE Update
<ul style="list-style-type: none"> Evaluate the Salary Schedule Evaluate Interview Process Creative Ways for Certification Review Timeline: May 				
<p>Evaluate the Salary Schedule</p> <ul style="list-style-type: none"> Establish a committee to identify and research districts Identify weaknesses in our salary schedule to make our salary schedule more competitive Identify Districts of comparable size and demographics to Madison City Research the comparable Districts' salary schedules 	December-May 2021-Ongoing	Mrs. Williams Dr. Jah Mrs. Jana Gray	Board approved New Salary Schedule with raises and increased steps	June 2022
<p>Evaluate Interview Process</p> <ul style="list-style-type: none"> Review the current process for interviewing candidates Evaluate weaknesses in the current plan Develop a clear plan at the school level and then at the District level 	2022-Ongoing	Dr. Jah	Survey to administrators; plan for interviews	January 2023

<ul style="list-style-type: none"> Communicate the plan to administration and coordinators <p>Creative Ways for Certification</p> <ul style="list-style-type: none"> Research creative ways for certification Stay abreast of changes in state certification Communicate changes to teachers, administrators, coordinators <p>Continue to Recruit at all Colleges and Universities in our Area; Athens State, UAB; UNA; Auburn; UA; Samford; Madison City Teacher Job Fair</p> <p>Creative ways to recruit Teachers and Support Staff for Hard to fill Positions such as Transportation, CNP, Paraprofessional, etc.</p> <ul style="list-style-type: none"> Research and utilize online platforms to post jobs for support and teacher positions Research and host numerous mini Job Fairs throughout the year for support personnel Research Incentives with Mrs. Shaw for Support Staff especially hard to fill positions; transportation, CNP, paraprofessionals 	Ongoing	Dr. Jah Mrs. Terri Gray	Emails from ALSDE; Attend any trainings provided by ALSDE	Pending SDE release
Continue to Recruit at all Colleges and Universities in our Area; Athens State, UAB; UNA; Auburn; UA; Samford; Madison City Teacher Job Fair	ongoing	Dr. Jah	Scheduled recruitment visits with colleges; Sign in Sheets; Job Fair and platform results; Review Exit Survey	June
<p>Creative ways to recruit Teachers and Support Staff for Hard to fill Positions such as Transportation, CNP, Paraprofessional, etc.</p> <ul style="list-style-type: none"> Research and utilize online platforms to post jobs for support and teacher positions Research and host numerous mini Job Fairs throughout the year for support personnel Research Incentives with Mrs. Shaw for Support Staff especially hard to fill positions; transportation, CNP, paraprofessionals 	ongoing	Dr. Jah	Scheduled recruitment visits with colleges; Sign in Sheets; Job Fair and platform results; Review Exit Survey	June

Performance Goal: 7.2 - Retention

- Develop strategies to retain good employees to prevent turnover**

Action Steps and Areas of Focus <ul style="list-style-type: none"> Collaborative Time Revise Salary Schedule Review Timeline: June 	Timeline for Implementation	District Lead	Data Marker	BOE Update
<p>Continue to establish a culture of collaboration</p> <ul style="list-style-type: none"> Create time at all levels for collaboration 	ongoing	Mrs. White	School Calendar; Review numbers for staffing	April 2023

<ul style="list-style-type: none"> Hire more art/music exploratory teachers in order to create more options for elementary administrators to create collaborative time in schedules Increase the number of early release days for students to give additional collaboration days 				
Revise Salary Schedule <ul style="list-style-type: none"> Review results from Performance Goal 7.1 The committee begins reviewing each area’s classified salary schedule and rewriting it to make more competitive salaries Present classified salaries to the Superintendent and Board Members and gain approval 	June 2022	Mrs. Williams Dr. Jah Mrs. Jana Gray	Board approved new salary schedule continue to Monitor salary schedule	June 2022
Mental Health for Employees <ul style="list-style-type: none"> Evaluate the EAP program to determine the effectiveness for our MCS employees Investigate Resources with our Mental Health Coordinator and Share Resources with our employees Develop with Mental Health Coordinator; Survey employees to determine their Mental Health needs 	ongoing	Dr. Jah; Mrs. Allen	EAP Dashboard; Meetings with Mental Health Coordinator; survey	July
Performance Goal: 7.3 - Building Leadership Teams				
<ul style="list-style-type: none"> To develop leaders within our school system and give them opportunities for growth 				
Action Steps and Areas of Focus <ul style="list-style-type: none"> MAAPs Summer Administrative Opportunities for MAAPs Review Timeline: December 	Timeline for Implementation	District Lead	Data Marker	BOE Update
School Leadership Opportunities <ul style="list-style-type: none"> Explore providing a MAAP at every school Elementary, Middle, and High School; part time or full time 	2022-Ongoing	Dr. Jah	Evaluation of MAAP	April 2023

<ul style="list-style-type: none"> • Explore moving Reading Coaches and Instructional Partners to 197 day contracts to prepare for embedded professional development, new teacher orientation, and help with interviews; 	2022-Ongoing	Dr. Jah	Survey District Leaders and School Leaders	April 2023
<ul style="list-style-type: none"> • Offer opportunities for MAAPs and teacher leaders to become administrators of the summer camps, EL, ESY, etc. 	2022-Ongoing	Dr. Jah	TBD	April 2023

STAKEHOLDERS INVOLVED IN THE STRATEGIC PLAN DEVELOPMENT PROCESS

STRATEGIC PLAN COMMITTEE			
<p>Tim Holtcamp, Board President Luis Ferrer, Board Vice-President Travis Cummings, Board Member Greg Hulsey, Board Member Alice Lessmann, Board Member Chris Newlin Erica DeSpain Jessica Mayes Shannon Lilenthal</p>	<p>Allyson Willis Davina Tompkins Dr. Flo Pauli Behn Jane Haithcock Jill Bledsoe Kawanna Gardner Kristina Barbee Melissa Gibson Sarah Sledge</p>	<p>Valerie Cortez Tracy Doughty Tilary Curry PJ Batchelor Maxine Retzer Leila Moorehouse Kelsey Cooper Jonathan Bailey Mike Sheehy</p>	<p>Candace Cooper Dewayne Howell Gina Rice Jeff Showalter John Wynn Keith Anderson Kylie Reid Mary Caudle</p>
STUDENT ADVISORY COMMITTEE		DISTRICT AND SCHOOL ADMINISTRATORS	
<p>Noah Beddingfield Audrey Groger Samantha Bignault Josh Boyd Ashwin Prabhakar Treyanna Williams Shaniya Jacobs-Lanier Aparna Bhooshanan Mateo Santiago Cameron Cummings Andrew Carlson Maura Woosley Sohail Baig Yuti Das Daniel (Walker) Hallman Alivia Eggleston Quincy Bowie Callie Scroggins Justin Diehl Ainsley Hulsey</p>	<p>Keck Saige Jenna Kay Chesser Steven Rogers Bethany Stoots Olyvia English Rett Krome Kailyn Grant Elizabeth Lockwood Leah Lessmann Samanvi Vootukuri Victoria D'Herde Ethan Xu Elizabeth Swaine Bryan Preer Vishal Rameshbabu Rosalee Mahdi Kaija Sorensen Bryson Hewell Hunter Scruggs Grace Cardinale</p>	<p>Dr. Brian Clayton Dr. Georgina Nelson Jamie Hill Dr. Kerry Donaldson Nathan Wilson Savannah Demeester Sylvia Lambert Bonnie Davis Dr. David West Eric Terrell John Jones LaVerne Williams Dr. Maria Kilgore Michael Gunner Bob Lipinski Dr. Susan Zinkil Dr. Travis Schrimsher</p>	<p>Demetria Freeman Jamie Golliver Karl Fernandez Miranda Bolden Nichole Phillips Shannon Brown Dr. Treva Stewart Dr. Daphne Jah Dorinda White Jana Gray John Peck Lee Shaw Melissa Mims Dr. Natalia Dooley Sharon Powell Tommy Paone Dr. Heather Donaldson</p>