

Hoover City Schools Strategic Plan: 2018 to 2022

Goal #1- *Students will grow and achieve in measurable knowledge and skills through equitable access to relevant, rigorous, and engaging instruction.*

Objective #1-A:		Enhance student learning experiences by ensuring equitable access to relevant, robust, and developmentally appropriate instruction, learning spaces and resources that promote deep thinking, creativity, collaboration, and innovation			
Action Steps		Resources	Outcomes	Leaders	Deadlines
1.	Establish and sustain design thinking teams that will continually re-imagine learning spaces throughout the district to support the academic growth and development of engaged, creative, and innovative learners	Reserve a portion of the annual capital outlay plan to support selected projects (e.g., Riverchase Career Connection Center, 21st century libraries, learning commons)	Re-imagined learning spaces and environments throughout the district that encourage innovative learning processes	Instructional Technology Integration Coordinator; Asst Supt of Instruction	July 2019
2.	Collaborate with instructional leaders to establish an inventory of instructional resources in use and identify exemplary, redundant, and deficient resources: Textbooks, software, equipment, and field trips	Purchases needed to replace deficient resources and ensure equitable access for all students to the best resources	Consistent, linked resources by grade cluster that are fully implemented and tracked for positive impact on student growth/achievement	Chief Academic Officer; Curriculum Specialist; Chief Technology Officer	Software and Textbooks- Dec 2018 Equipment and Field Trips- July 2019
3.	Establish a periodic review cycle to support and sustain equitable access to the best instructional resources for all students and ensure consistent implementation across the district	Use the state textbook/resource adoption cycle to guide the content area to be reviewed each year; Use of state-provided textbook/resource funds plus local allocated funds	Textbooks, online resources, district curriculum guides that support robust learning for all students	Chief Academic Officer; Curriculum Specialist	December 2019

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Objective #1-B:		Develop local academic accountability benchmarks that support and are understood by stakeholders, but are not dependent upon, state and federal requirements			
Action Steps		Resources	Outcomes	Leaders	Deadlines
1.	Collaborate with instructional leaders and teachers to define expected long-term proficiency indicators (e.g., % of students reading at grade level) for key grade-level transitions	None	Locally developed proficiency targets	Asst. Supt. for Instruction	Summer 2018
2.	Collect baseline data for local defined proficiency targets and continue collecting data on an annual basis for longitudinal review	None	Locally developed longitudinal data reports	Asst. Supt. for Instruction	Summer 2019

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Objective #1-C:		Establish a scope and sequence of essential professional development topics for all certificated employees			
Action Steps		Resources	Outcomes	Leaders	Deadlines
1.	Develop and implement a PD scope and sequence for elementary and secondary academic core and intervention teachers	Training for personnel who will deliver PD; workshop materials, and subs / stipends	Increased instructional capacity for classroom teachers able to flexibly facilitate student learning and increase student achievement	Chief Academic Officer; Curriculum Specialist	July 2018
2.	Develop and implement a PD scope and sequence for special education and intervention teachers	Training for personnel who will deliver PD; workshop materials, and subs / stipends	Increased instructional capacity for classroom teachers able to flexibly facilitate student learning and increase student achievement	Director of Instructional Support; Instructional Support Specialist; Director of Federal Programs	July 2019
3.	Develop and implement a PD scope and sequence for instructional leaders	Training for personnel who will deliver PD; workshop materials, and subs / stipends	Instructional leaders who model and encourage a culture of learning and increased instructional capacity	Superintendent; Asst Superintendent of Administration; Asst Superintendent of Instruction	July 2018
4.	Develop and implement a PD scope and sequence for fine arts, PE, and elective teachers	Training for personnel who will deliver PD; workshop materials, and subs / stipends	Increased instructional capacity that ensures enriching experiences within all schools	Chief Academic Officer; Curriculum Specialist	July 2021

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Objective #1-D:		Enhance learning supports for struggling students in the lowest quartile of achievement and ensure equitable access to evidence-based intervention resources while remaining committed to supporting and accelerating the progress of all students			
Action Steps		Resources	Outcomes	Leaders	Deadlines
1.	Develop a framework to improve identification of and the instructional path for struggling learners in the lowest quartile of achievement in all grades	None required	Improved student learning gains for students in the lowest quartile of achievement	Director of Federal Programs; Director of Instructional Support	July 2019
2.	Develop a framework for accountable delivery of instruction and use of evidence-based, effective intervention resources to support struggling learners	Professional development, evidence-based resources, personnel to support needed intervention	Improved student learning gains for students in the lowest quartile of achievement	Director of Federal Programs; Director of Instructional Support	July 2019
3.	Develop a framework for accountable delivery of instruction and use of evidence-based, effective resources to support high quality grade-level instruction for students in the middle	Professional development, instructional resources	Improved student learning gains for students in the middle 50% of the population	Chief Academic Officer	July 2019
4.	Develop a framework to improve identification of and the instructional path for gifted, advanced, and high achieving students in all grades	None required	Improved achievement for gifted and advanced students	Chief School Academic Officer; Director of Instructional Support	July 2019
5.	Develop a framework for accountable delivery of instruction and use of evidence-based, effective resources to support high achieving students	Professional development, evidence-based resources, personnel to support high achieving students	Improved student achievement for students already in the higher quartile of learning	Chief School Academic Officer; Director of Instructional Support	July 2019

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Goal #2- *Human and financial resources are utilized in an efficient and effective manner to support high quality classroom instruction.*

Objective #2-A:		Maximize our current financial resources and seek a balanced budget while not impeding the progress of our district			
Action Steps		Resources	Outcomes	Leaders	Deadlines
1.	Assist departments with analyzing realistic and necessary spending to meet their objectives	Department Budgets allocated from General Fund	Maximize use of available funds	CSFO; Director of Accounting; Department Admins; Local School Admins	May-August, Yearly
2.	Review budgets monthly	Department Budgets allocated from General Fund	Fiscal accountability while meeting the needs of the department	CSFO; Director of Accounting; Department Admins; Local School Admins	Monthly
3.	Allocate discretionary funds yearly to local schools and review use of those funds quarterly	General Fund Budget	Additional support for classroom instruction	CSFO; Director of Accounting; Local School Admins	Yearly-funds issued; Quarterly review

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Objective #2-B:		Develop long term plans (care of buildings and grounds, capital outlay, technology refresh) designed to address student growth in the district.			
Action Steps		Resources	Outcomes	Leaders	Deadlines
1.	Conduct facility assessments	Facility Assessment Documentation; Capital Outlay Budget; Maintenance Budget	Prioritize and plan for increased student population within the district; Maintenance of existing buildings and grounds	CSFO; Coordinator of Maintenance; Local School Administrators; Capital Projects Manager	March, Yearly
2.	Develop and implement a 5-year capital outlay plan	Capital Outlay Plan with Budget; Maintenance Budget	Create and implement a schedule for meeting major project needs in the district (e.g., roofing, HVAC, painting, flooring, paving); Determine the need for school expansion(s) and/or new school(s)/facilities	CSFO ; Coordinator of Maintenance; Superintendent; Local School Administrators; Capital Projects Manager	May-August, Yearly
3.	Develop a plan to continue the current refresh cycle for student and staff technology/ instructional devices, including technology infrastructure	Technology Budget; Erate Funding	Plan for refresh cycle	CSFO; Chief Technology Officer; Network Admin; Technology Integration Coordinator	March- August, Yearly

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Objective #2-C:		Develop a plan to increase revenues and reduce debt			
Action Steps		Resources	Outcomes	Leaders	Deadlines
1.	Monitor cash reserves for short-term investments	Available Cash Reserves; Financial Advisor; Financial Institutions	Increase Interest and Dividends	CSFO; Director of Accounting	Quarterly
2.	Review bond warrants for possible refunding: <ul style="list-style-type: none"> • 2005 • 2010 • 2012 	Financial Advisor; Financial Institutions	Increase principal payments and decrease interest payments	CSFO; Director of Accounting	Quarterly
3.	Identify new revenue streams	City of Hoover; Lid Bill; State Legislators; Federal Funding	Increase in revenue	Superintendent; CSFO	Fall 2018, Yearly
4.	Implement a new time clock system to increase efficiency and analyze potential cost savings to the district	Timeclock Management Vendors	Increase accuracy in employee time keeping records; Decrease costs to district	CSFO; Director of Payroll & Benefits; HR Director	Spring - Fall 2018

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Objective #2-D:		Hire and retain quality teachers and support staff			
Action Steps		Resources	Outcomes	Leaders	Deadlines
1.	Analyze staff turnover data of certified and noncertified personnel	Exit interviews (possible use of third party vendor); Employee Satisfaction Surveys; PD and mentoring program evaluations; Personnel report summaries	Decrease annual turnover rate	HR Director; HR Specialist	Summer, Yearly
2.	Evaluate current staffing in non-certified positions and determine sustainable staffing ratios for each category (e.g., Bookkeepers, Operations, Custodial, CNP, Clerical, Nurses)	Non-certified staffing formulas and salary schedules from other school districts; Sustainable Staffing Ratio Formulas for our district	Decrease turnover rate in support personnel; increase personnel productivity and efficiency	HR Director; HR Specialist; District Department Heads	Spring 2018, Yearly
3.	Review and implement employee benefits to recruit and retain quality personnel	Local benefit plans; state benefit plans; financial brokers; Benefit plans of other school districts	Provide competitive and cost effective board-paid benefits; Provide competitive and cost effective employee-paid benefits	CSFO; HR Director; HR Specialist; Director of Payroll & Benefits	Spring 2018, Yearly
4.	Review and revise Supplement Salary Schedule	Supplemental schedules from other school districts; HCS Supplement Schedule	A fair and equitable supplement salary schedule	CSFO; Supplement Salary Schedule Committee	Spring 2018, Yearly
5.	Review and revise Salary Schedule	Salary schedules from other school districts; HCS Salary Schedule	A fair and competitive salary schedule that allows retention of quality employee	CSFO; HR Director; HR Specialist; Director of Payroll & Benefits	Spring 2018, ,Yearly

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Goal #3- *To achieve Unitary Status*

Objective #3-A:		Implement the court approved student assignment plan in order to eliminate the vestiges of prior de jure segregation to the extent practicable and to obtain a green factor for Unitary Status			
Action Steps		Resources	Outcomes	Leaders	Deadlines
1.	Upon receiving final court approval, implement student assignment plan (rezoning plan) with the following configuration: <ul style="list-style-type: none"> ● Deer Valley Elementary School K-5 ● South Shades Crest Elementary School K-2 ● Trace Crossings Elementary School K-5 ● Brock’s Gap Intermediate School 3-5 ● R.F. Bumpus Middle School 6-8 	Rezoning Plan & Maps; Court Orders; Capital Outlay Budget; General Fund Budget	Increase building capacity for student growth; Address continued growth in the western region of the city; Decrease the likelihood of major changes in other elementary attendance zones in the future	Superintendent; Asst. Supt for Instruction; Asst. Supt of Administration	Pending Court Approval
2.	Implement a student transfer plan that will address the following: racial desegregation transfers, substantial hardship transfers, children of employees out of district transfers, and employee transfers	Rezoning Plan & Maps; Court Orders	Increase desegregation among schools to the extent practicable	Asst. Supt of Administration; Coordinator of Student Services	Pending Court Approval
3.	Disseminate details of Hoover City Schools Student Transfer Plan to stakeholders using the following communication methods: Code of Student Conduct, Internet, Board meetings, printed copies, and rapid notification system	Printing costs	Increased communication with stakeholders	Asst. Supt of Administration; Coordinator of Student Services; Coordinator of Public Relations	Pending Court Approval

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Objective #3-B:		To increase the ratio of diversity in faculty and staff assignment and to obtain a green factor for Unitary Status			
Action Steps		Resources	Outcomes	Leaders	Deadlines
1.	Increase minority representation in certificated positions and provide professional development and support to these employees and all certified employees to enhance their work	Cost for professional development; cost associated with turnover; cost for recruitment	The percentage of minority faculty will increase; the assignment of minority faculty will reflect the minority population of students in a school	HR Director; HR Specialist; Chief Academic Officer	As vacancies arise
2.	Maintain equitable representation of minority staff in non-certificated positions and provide professional development and support to these employees and all non-certified employees to enhance their work	Cost for professional development; cost associated with turnover	Diversity among classified job categories	HR Director; HR Specialist; Dept Heads	Semi-annually
3.	Design and implement mentoring programs to support faculty/staff retention	Professional Development	Retention of minority faculty will increase	HR Director; HR Specialist; Chief Academic Officer, Dept Heads	Fall 2018, Yearly
4.	Partner with HBCUs to identify potential minority candidates	Cost for recruitment	Increase in minority applicants for job vacancies	HR Specialist	On-going

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Objective #3-C:		Ensure equity in transportation services for students and to obtain a green factor for Unitary Status			
Action Steps		Resources	Outcomes	Leaders	Deadlines
1.	Realign student attendance assignments to make school attendance zone boundaries contiguous and community centric (compliance with court-approved student assignment plan)	Court-approved Student Assignment Plan with Maps; Edulog; Additional Buses as needed	Community schools; Elimination of enclaves of students who are zoned to schools outside their communities	Superintendent; Asst Supt for Instruction	Upon court approval
2.	Renew fleet to maximize state transportation funding	Fleet Renewal Allocation	Ensure bus fleet renewal revenue is maximized	Coordinator of Transportation; CSFO	2022
3.	Ensure bus route efficiency	Other Current Expenses; General Fund Budget; Edulog	Shorter travel time; Increase driver efficiency (one driver for multiple routes)	Coordinator of Transportation	August 201, Yearly
4.	Maintain SDE approval for the two-mile limit waiver	SDE Letter of Approval for Two-Mile Waiver; Additional buses as needed	Transport students who may have become reliant upon bus transportation who will lose transportation as a result of the Student Assignment Plan, particularly if walking to school presents a danger	Coordinator of Transportation; Superintendent	SDE must review if new schools are built or significant changes occur that might reduce or eliminate the need to transport students. Review as needed.

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Objective #3-D:		Minimize barriers to participation in extracurricular activities to increase minority participation and to obtain a green factor for Unitary Status			
Action Steps		Resources	Outcomes	Leaders	Deadlines
1.	Develop a system to track extracurricular offerings, criteria for participation, and student selection	Tracking System	Decrease barriers to participation	Principals; Athletic Directors; Club/Organization Sponsors; Coordinator of Public Relations (Tracking System)	August 2018, Semi-annually
2.	Provide professional development for building level administrators regarding non-discrimination practices to include ensuring that non-discrimination notices are available for all students choosing to try-out/participate in extracurricular activities; principals must ensure this professional development is provided to sponsors of extracurricular events	Professional Development	Sponsors of extracurricular activities ensure non-discriminatory processes are in place for all events	Director of Federal Programs; Coordinator of Public Relations	August 2018, Yearly

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Objective #3-E:		Ensure a clean, safe, learning environment for all students and to obtain a green factor for Unitary Status			
Action Steps		Resources	Outcomes	Leaders	Deadlines
1.	Conduct facility assessments (see Goal #2)	Facility Assessment Documentation; Capital Outlay Budget; Maintenance Budget	Prioritize and plan for facility needs	Coordinator of Maintenance; CSFO	March 2018, Yearly
2.	Complete and maintain a 5-year capital outlay plan (see Goal #2)	Capital Outlay Plan with Budget; Maintenance Budget	Plan for major projects	Coordinator of Maintenance; CSFO	September (submit Capital Outlay Plan to SDE), Yearly
3.	Redesign the property formerly known as Riverchase Middle School to address student capacity issues and to offer opportunities for skilled trades	Capital Outlay Budget; Maintenance Budget	Establish a Skilled Trade Center; Decrease capacity issues at the secondary level, specifically HHS	Superintendent; Asst. Supt for Instruction; Coordinator of Maintenance	2018-2022
4.	Prepare buildings involved in grade level reconfiguration due to implementation of the rezoning plan	Court-approved Student Assignment Plan; Capital Outlay Plan with Budget; Maintenance Budget	Modify Brock's Gap: age appropriate playground, covered carpool awning, modifications to the lunchroom serving line, changes/adjustments to bathroom fixtures, removal of lockers; Modify South Shades Crest: lower whiteboards and bathroom fixtures; Simmons Middle School, Green Valley and Rocky Ridge Elementary: lunchroom modifications to accommodate an increase in student enrollment	Asst. Supt for Instruction; Coordinator of Maintenance	Upon Court Approval

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Objective #3-F:		Monitor and improve student discipline			
Action Steps		Resources	Outcomes	Leaders	Deadlines
1.	Analyze discipline data quarterly to identify any disparities in infractions and dispositions	Chalkable	Consistency in addressing infractions and dispositions	Assistant Superintendent of Administration; Principals	July 2018, Yearly
2.	Collaborate and implement a program or professional development that addresses schoolwide discipline, positive behavior support, and school culture	Committee; Cost of Professional Development and/or a Positive Behavior Support Program	Disparities and discipline referrals should decrease	Assistant Superintendent of Administration; Principals	July 2020
3.	Revise the Response to Instruction plan for student behavior	Committee; Resources for Tier 2 and Tier 3	The number of office referrals should be reduced	Assistant Superintendent of Administration; Principals	July 2018
4.	Evaluate Intensive School Supervision (ISS) and Alternative Program Placement (2C) and implement appropriate resources to address student misbehaviors	Committee; Behavioral Intervention Program	Recidivism will decrease in ISS and 2C	Assistant Superintendent of Administration; Principals	August 2018

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Goal #4- *Actively engage the HCS Community to strengthen stakeholder partnerships for supporting the evolving needs of students.*

Objective #4-A:		Create a Superintendent’s Advisory Council composed of Key Communicator Groups to advise and to help identify, frame, and deliver appropriate messages to our community			
Action Steps		Resources	Outcomes	Leaders	Deadlines
1.	Identify/leverage key communicator groups (e.g., Student Advisory Council, Hoover Parent Teacher Council, Education Foundation, Hispanic Interest Coalition of AL, Special Edu Community Alliance, Hoover Advocacy Committee, Hoover Helps, Finley Committee, Hoover City Council Education Committee)	Stakeholders	Increase partnerships and communication with community stakeholders	Superintendent; Coordinator of Public Relations	August 2018
2.	Set quarterly (or more frequent) meetings with members of the Superintendent’s Advisory Council	Stakeholders	More informed public and superintendent on the important issues facing our students, schools, and community	Superintendent; Coordinator of Public Relations	May 2018

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Objective #4-B:		Utilize diverse communication platforms and improve district/school social media presence			
Action Steps		Resources	Outcomes	Leaders	Deadlines
1.	Redesign district & school-level websites	PR & Technology budgets; Website vendor	Increase accurate and on-time communication with stakeholders; enhance opportunities for stakeholders to respond/share with school district personnel	Coordinator of Public Relations; School webmasters	June 2018
2.	Improve HCS District-wide APP	PR & Technology budgets; APP services	Increase flow of information to parents/stakeholders, particularly mobile-only families	Coordinator of Public Relations	December 2018
3.	Utilize rapid notification system for emergency/routine communication	PR & /Technology budgets; Notification System	Reduce inconsistencies among HCS school campuses re: mass notifications (e.g., attendance)	Coordinator of Public Relations; Principals; attendance secretaries; registrars	February 2018
4.	Enhance HCS social media presence	Facebook; Twitter	Increase flow of information to stakeholders seeking content via social media	Coordinator of Public Relations; Principals; school-based social media personnel	May 2018
5.	Meet Americans With Disabilities Act (ADA) Compliance Standards across all media platforms	PR & Technology budgets; General Fund Budget; OCR Guidelines	Eliminate barriers to content for those with disabilities	Coordinator of Public Relations; Superintendent	January 2019

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Objective #4-C:		Increase positive publicity for the school district and all its schools			
Action Steps		Resources	Outcomes	Leaders	Deadlines
1.	Support principals in the use of diverse communication tools and best strategies for communicating school messages	Professional development	Principals with a stronger skill set for communicating school news; A more streamlined process for school publicity	Coordinator of Public Relations	August 2018
2.	Continually advise and inform our employees of best practices for communicating with stakeholders	Professional development	School personnel with a stronger skill set for communicating class and organization/club news; A more streamlined process for class/organization publicity	Coordinator of Public Relations; Principals	January 2018
3.	Recognize individuals and groups at board meetings who have received noteworthy honors of distinction	Request for Board Recognition form (which includes guidelines)	Increase relevant recognitions; eliminate duplicate recognitions; set time limits to respect time	Superintendent; Coordinator of Public Relations	Monthly
4.	Maintain a media directory to facilitate access to TV, radio, and other news outlets	Media Directory	Increase HCS media coverage	Coordinator of Public Relations	January 2018, Continually update
5.	Leverage HCS student talent to grow publicity capacity	Student articles and news releases	Increase number of news releases; give student journalists portfolio-building opportunities	Coordinator of Public Relations; Principals	January 2018, continually update