

A large group of graduates in red caps and gowns at a commencement ceremony. The graduates are wearing red mortarboard caps and red gowns with white stoles. They are standing in rows, and the background is slightly blurred, showing more graduates and a crowd of people.

# **Pulaski County Public Schools Comprehensive Plan 2014-2019**

*“Education is the most powerful weapon which you can use to change the world.” - Nelson Mandela*



## School Board Members

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Michael J. Barbour, Chairman

Jeff Bain, Vice-Chairman

Joseph W. Guthrie

Linda F. Hill

Frances P. Viars

## Division Superintendent

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Thomas M. Brewster, Ed.D.



The Code of Virginia and Pulaski County Public Schools' policy requires the development of 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." With this shared, Pulaski County School Board members met with a consultant to establish the overarching comprehensive goals for the development of Pulaski County Public Schools' 2014-2019 Comprehensive Plan. The final product was six (6) goals that were adopted by the Pulaski County School Board members on January 10<sup>th</sup>, 2013.

Pulaski County Public Schools' central office administration supplied an electronic survey to faculty and staff in order to secure data on various categories including the purpose and direction of Pulaski County Public Schools, teaching and assessing for learning, resources and support systems and using results for continuous improvement. Additionally, three (3) open-ended questions were provided. These questions were:

1. What do you like best about our school?
2. What do you like least about our school?
3. What is one suggestion you would like to offer to improve our school?

In the fall of 2013, Pulaski County Public Schools' central office administration supplied an electronic survey to parents and to students. The parent survey was accessible on Pulaski County Public Schools' website and the student survey responses were secured during the school day. The parent and student surveys covered categories including the purpose and direction of Pulaski County Public Schools, teaching and assessing for learning, resources and support systems and using results for continuous improvement. The parent surveys, the elementary surveys (3-5) and the secondary level surveys (6-12) had the same three open-ended questions that were provided to faculty and staff (above).

Central office administration formed six (6) committees, one for each of the adopted comprehensive goals and determined school leaders who would act as facilitators in the development of strategies for Pulaski County Public Schools to achieve each comprehensive goal. Stakeholders were secured, representing various groups, including teachers, parents, students, support staff, administration, business and community leaders and social service organizations. Each committee was comprised of fifteen (15) stakeholders.

The facilitators for each committee were supplied with all survey data, Pulaski County Public Schools' recently retired comprehensive plan and other resources in order to provide their committee with relevant information. The committees met and developed strategies for their given comprehensive goal. These strategies were supplied to the central office administration, who synthesized each committee's work into this unified comprehensive plan.

Pulaski County Public Schools' 2014-2019 Comprehensive Plan was adopted by the Pulaski County School Board on May 13<sup>th</sup>, 2014.

**PULASKI COUNTY PUBLIC SCHOOLS**

**COMPREHENSIVE GOAL #1**

**The Pulaski County School Board will ensure that students are provided equitable, comprehensive opportunities that promote high levels of student achievement.**

Strategy	Time Frame	Financial Resources	Person(s) Responsible	Means of Evaluation
a. Pulaski County Public Schools' leadership will revise both middle school schedules to increase time for Language Arts and Math instruction, including daily remediation.	2015-2016	\$55,000 per teacher	Teachers, Building Level Administration, Central Office Administration, School Board	Schedule developed
b. Pulaski County Public Schools' leadership will reduce class size in grades K, 1 and 2.	2018-2019	\$55,000 per teacher	Building Level Administration, Central Office Administration, School Board	Hiring of additional teachers
c. Pulaski County Public Schools' leadership will expand opportunities for Preschool.	2018-2019	\$55,000 per teacher	Building Level Administration, Central Office Administration, School Board	Hiring of additional teachers
d. Pulaski County Public Schools' leadership will increase dual-enrollment and advanced placement opportunities.	2014-2015	\$10,000 annually	Building Level Administration, Central Office Administration, School Board	PCHS Course catalog offerings
e. Pulaski County Public Schools' leadership will improve graduation rate.	2015-2016	\$6,000 per mentor	Building Level Administration, Central Office Administration, School Board	On-time graduation rate on school report card

f. Pulaski County Public Schools' leadership will have all students reading on grade level by 3rd grade.	2017-2018	No cost	Building Level Administration, Central Office Administration, School Board	Local and state assessments
g. Pulaski County Public Schools will create a partnership with local public libraries.	2015-2016	No cost	Building Level Administration, Central Office Administration, School Board	Library usage report

**PULASKI COUNTY PUBLIC SCHOOLS**

**COMPREHENSIVE GOAL #2**

**The Pulaski County School Board will promote student achievement by providing a rigorous curriculum delivered through quality instruction by highly qualified professionals.**

Strategy	Time Frame	Financial Resources	Person(s) Responsible	Means of Evaluation
a. Pulaski County Public Schools' leadership will update curriculum and pacing guides for all grades and subject areas to the new district template with an additional column added to indicate the level of Bloom's Taxonomy for each standard.	2016-2017	\$5,000 annually for substitutes	Teachers, Building Level Administration, Central Office Administration	Updated curriculum and pacing guides with the new Bloom's Taxonomy for each standard
b. Pulaski County Public Schools' leadership will revise the nine weeks tests to include the level of Bloom's Taxonomy for each question.	2016-2017	\$5,000 annually for substitutes	Teachers, Building Level Administration, Central Office Administration	Revised nine weeks tests with the level of Bloom's Taxonomy indicated on each question
c. Pulaski County Public Schools' leadership will develop a two-year professional development plan. The plan must provide high-quality, research-based opportunities in areas determined by the school improvement process and district or school data.	2014-2015	\$12,000 annually	Teachers, Building Level Administration, Central Office Administration	Completed two-year plan
d. Pulaski County Public Schools' leadership will update the grading policy for the district and have it added to the Policy Manual.	2015-2016	No cost	Central Office Administration	Updated plan added to the policy manual
e. Pulaski County Public Schools' leadership will continue implementation of the Virginia Tiered System of Supports (VTSS).	2014-2015	\$50,000 annually	Teachers, Building Level Administration, Central Office Administration	Usage of VTSS strategies and procedures

f. Pulaski County Public Schools' leadership will create guidelines for consistent strategies for writing by grade level.	2016-2017	\$5,000 annually for substitutes or summer stipends	Teachers, Building Level Administration, Central Office Administration	Completed guidelines
g. Pulaski County Public Schools' leadership will develop an analysis of all state, district and school assessments by grade level.	2016-2017	No cost	Teachers, Building Level Administration, Central Office Administration	Completed analysis

**PULASKI COUNTY PUBLIC SCHOOLS**

**COMPREHENSIVE GOAL #3**

**The Pulaski County School Board will provide quality K-12 facilities that support equitable distribution of resources and state of the art technology.**

Strategy	Time Frame	Financial Resources	Person(s) Responsible	Means of Evaluation
a. Pulaski County Public Schools' leadership will construct and continually evaluate a Capital Improvement Plan (CIP).	2014-2015	No cost	Building Level Administration, Central Office Administration, School Board	Annual facilities review
b. Pulaski County Public Schools' leadership will annually request allocation of 1% to 2% of total worth of buildings to support the Capital Improvement Plan.	2015-2016	\$1,500,000 annually	Central Office Administration, School Board	Record of expenditures for preventative maintenance
c. Pulaski County Public Schools' leadership will construct a replacement cycle for school furniture and playground equipment.	2015-2016	\$200,000 annually	Central Office Administration, School Board	Annual facilities review
d. Pulaski County Public Schools' leadership will equip schools with latest technology/software with annual replacement upgrades.	2015-2016	\$600,000 total for 5 years	Central Office Administration, School Board	Quantity of technology in schools
e. Pulaski County Public Schools' leadership will equip schools, parking lots and playing fields with security cameras.	2015-2016	\$400,000 total to cover all schools	Central Office Administration, School Board	Annual security review



f. Pulaski County Public Schools' leadership will equip schools with increased physical security including metal detector wands and door camera entry devices.	2014-2015	\$100,000 annually	Building Level Administration, Central Office Administration, School Board	Annual security review
g. Pulaski County Public Schools' leadership will construct a replacement cycle for faculty, staff and classroom computers.	2014-2015	\$120,000 annually	Building Level Administration, Central Office Administration, School Board	Annual technology review
h. Pulaski County Public Schools' leadership will construct an acquisition program to acquire student handled devices.	2014-2015	\$50,000 annually	Building Level Administration, Central Office Administration, School Board	Annual technology review
i. Pulaski County Public Schools' leadership will make improvements in playing fields, lights, tracks and other field surfaces.	2015-2016	\$50,000 annually	Building Level Administration, Central Office Administration, School Board	Annual facilities review
j. Pulaski County Public Schools' leadership will construct a vehicle replacement cycle for administration, maintenance, grounds, technology and driver's education cars.	2014-2015	\$50,000 annually	Central Office Administration, School Board	Annual facilities review
k. Pulaski County Public Schools' leadership will equip buses with wireless remote cameras and GPS tracking devices.	2015-2019	\$10,000 annually	Central Office Administration, School Board	Annual facilities review
l. Pulaski County Public Schools' leadership will have damaged roads repaved at our schools.	2015-2019	\$100,000 annually	Central Office Administration, School Board	Annual facilities review

m. Pulaski County Public Schools' School Board will select a site for a new middle school to be constructed.	TBD	\$750,000	Central Office Administration, School Board	Site is selected
n. Pulaski County Public Schools' School Board will design and build one middle school.	TBD	TBD	Building Level Administration, Central Office Administration, School Board	School is built
o. Pulaski County Public Schools' School Board will design and renovate Dublin Elementary School.	TBD	TBD	Building Level Administration, Central Office Administration, School Board	School is renovated
p. Pulaski County Public Schools' leadership will develop a plan to migrate from Novell systems to Microsoft Exchange systems.	2015-2016	\$300,000 one time cost	Central Office Administration, School Board	Completion of migration

**PULASKI COUNTY PUBLIC SCHOOLS**

**COMPREHENSIVE GOAL #4**

**The Pulaski County School Board will operate a school system that is valued and embraced by the community such that it promotes increased marketability for economic development.**

Strategy	Time Frame	Financial Resources	Person(s) Responsible	Means of Evaluation
a. Pulaski County Public Schools' leadership will constantly evaluate the communication options available through social media and evolving technology to better reach our stakeholders in this ever-changing 21st century.	2014-2015	No cost	IT Department, Central Office Administration	Annual review by IT Department
b. Pulaski County Public Schools' leadership will explore means to recognize the accomplishments of our students, teachers and schools through social, local and regional media.	2014-2015	Nominal	IT Department, Building Level Administration, Central Office Administration	Monthly publishing of accomplishments
c. Pulaski County Public Schools' leadership will expand career and graduation promotional activities to elementary and middle schools.	2014-2015	Nominal	Building Level Administration, Central Office Administration	List of promotional activities
d. Pulaski County Public Schools' leadership will expand the Governor's S.T.E.M. program.	2015-2016	\$55,000 per teacher	CTE Administrator, Central Office Administration	Increased number of Governor's S.T.E.M. course offerings

e. Pulaski County Public Schools will partner with the Pulaski County Chamber of Commerce to develop a yearly pamphlet sharing the accolades and accomplishments of Pulaski County Public Schools for distribution to various groups, including potential home-buyers and businesses.	2014-2015	\$500 annually	Building Level Administration, Central Office Administration	Publishing of pamphlet
f. Pulaski County Public Schools' leadership will provide a website that is easy to navigate, relevant and up-to-date.	2014-2015	\$10,000-\$25,000 annually	IT Department, Central Office Administration	Installation of new website
g. Pulaski County Public Schools' leadership will empower their stakeholders to become invested in the school by engaging in periodic activities such as small landscaping projects and afterschool events to showcase their school.	2014-2015	\$500 annually	Building Level Administration	Positive recognition in social, local and regional media
h. Pulaski County Public Schools' leadership will evaluate the need for additional student clubs to better reach all students.	2014-2015	No cost	Building Level Administration	Evaluation
i. Pulaski County Public Schools' building leadership will schedule an Investments in Learning assembly for all grade levels to enhance student interest and student understanding of being successful on Standards of Learning assessments.	2015-2016	Donations	Building Level Administration	Assembly schedule

j. Pulaski County Public Schools' leadership will explore the creation of a Business Partner of the Year Award to recognize the positive support of our community stakeholders.	2014-2015	\$100 annually	Building Level Administration, Central Office Administration	Business Partner of the Year Award
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**PULASKI COUNTY PUBLIC SCHOOLS**

**COMPREHENSIVE GOAL #5**

**The Pulaski County School Board will provide an educational system that promotes high quality educational opportunities in a safe, caring environment that develops healthy, productive citizens prepared for work in the 21<sup>st</sup> century global market.**

Strategy	Time Frame	Financial Resources	Person(s) Responsible	Means of Evaluation
a. Pulaski County Public Schools' leadership will provide teachers with training on how to differentiate instruction at all levels and with all subjects.	2015-2016	Nominal	Building Level Administration, Central Office Administration, School Board	Classroom observations, differentiation strategies noted in lesson plans and training agenda
b. Pulaski County Public Schools' leadership will expose students to enrichment opportunities through field trips, guest speakers, virtual field trips and motivational speakers.	2015-2016	Nominal	Building Level Administration, Central Office Administration, School Board	Field trip report
c. Pulaski County Public Schools' leadership will have guidance counselors speak to parents of fifth and eighth grade students to inform them of programs and opportunities available at the middle and high schools.	2014-2015	No cost	Guidance Counselors	Schedule of event
d. Pulaski County Public Schools' leadership will implement an anti-bullying program at all schools.	2014-2015	Nominal	Building Level Administration, Central Office Administration	Decline in bullying incidents
e. Pulaski County Public Schools' leadership will educate parents and students about the dangers and consequences of drug and alcohol abuse.	2016-2017	Nominal	Guidance Counselors, Building Level Administration	Training schedule

f. Pulaski County Public Schools' leadership will continue implementing a drug-free education program.	2017-2018	Nominal	Guidance Counselors	Lesson plans
g. Pulaski County Public Schools' leadership will provide teachers with resources and training to teach critical thinking and problem solving at all levels in all subjects.	2014-2015	Nominal	Building Level Administration, Central Office Administration	Training schedule and classroom observations
h. Pulaski County Public Schools' leadership will provide a page on the county website to post ideas about critical thinking and problem solving.	2017-2018	No cost	Building Level Administration, Central Office Administration	Website

**PULASKI COUNTY PUBLIC SCHOOLS**

COMPREHENSIVE GOAL #6

**The Pulaski County School Board will develop a competitive compensation package that attracts and retains highly qualified professionals.**

Strategy	Time Frame	Financial Resources	Person(s) Responsible	Means of Evaluation
a. Pulaski County Public Schools' leadership will strive to increase teacher salaries in years 20 through 30 to the average of surrounding school divisions.	2014-2015	\$170,000 annually	School Board, County Board of Supervisors	Increasing salaries to that of surrounding divisions
b. Pulaski County Public Schools' leadership will strive to increase starting teacher salary compared to surrounding school divisions.	2016-2017	TBD	School Board, County Board of Supervisors	Beginning teacher salary scale
c. Pulaski County Public Schools' leadership will provide affordable health insurance to all full-time employees.	2015-2016	\$625,000 annually	School Board, County Board of Supervisors	All full-time employees may have the opportunity to secure health insurance
d. Pulaski County Public Schools' leadership will work toward decreasing premiums for employee + child(ren) health insurance option to that of Pulaski County employees.	2014-2015	\$85,000 annually	School Board, County Board of Supervisors	Alignment of benefits with county employees
e. Pulaski County Public Schools' leadership will continue to maintain competitive teacher salaries in years 1 thru 15.	2014-2015	No cost	School Board, County Board of Supervisors	Teacher salary scale
f. Pulaski County Public Schools' leadership will work toward funding annual step increases for teachers.	2016-2017	TBD	School Board, County Board of Supervisors	Teacher salary scale