

# Entrust. Empower. Excel.

Albany County School District #1  
**Strategic Plan 2017-2022**



# About Albany County School District #1

From its district office in Laramie, ACSD#1 serves students and communities across Albany County. Located in southeastern Wyoming, the area offers beautiful views and opportunities for exploration in every direction. Laramie, the county seat, is the home of the University of Wyoming and 21 sites on the National Register of Historic Places, highlighting both innovation and heritage. ACSD#1 operates 15 schools, employs more than 800 staff and faculty members, and every day educates more than 4,000 students to become tomorrow's leaders.



# Table of Contents

Vision, Mission, and Values.....	4
Letter from Leadership.....	5
Our Pathways and Destinations.....	6
Pathways	
Strong Community Relationships.....	7
Innovative Teaching and Learning.....	9
Optimal Operations.....	13
The Journey Ahead.....	15
Listening Process .....	16
Timeline .....	18
Board of Trustees .....	19



## Our Vision

**Entrusting and empowering everyone to excel.**

## Our Mission

**Educate all students to achieve at their highest potential, to graduate, and to succeed in life.**

## Our Values

- **Engagement:** Student success is built upon a foundation of community engagement — involvement, decision making, participation, and leadership
- **Collaboration:** Education is a collaborative process requiring shared responsibility among educators, parents, students, and the community
- **Equity:** Decisions are driven by ensuring equitable opportunities for all learners
- **Transparency:** Governance, communications, operations, and actions are transparent for all stakeholders



# Letter from Leadership

Dear ACSD#1 Community Members,

On behalf of the ACSD#1 Board of Trustees, ACSD#1 leadership, and the hundreds of people who participated in this process, we present a strategic direction for Albany County School District #1 that embodies our values, our purpose, and our Pathways to Peak Performance.

This strategic plan culminates a yearlong process of listening, reflection, and incorporating the desires of our community. Albany County has a rich tradition of supporting education, and ACSD#1 has always delivered an exceptional educational experience to our students. Through this process, we identified three powerful words to capture our vision: Entrust, Empower, and Excel. In other words, ACSD#1 will entrust and empower everyone to excel. This vision statement is grounded in the belief that all students deserve the resources and supports they need to achieve at their highest potential.

The right to a public education is woven into the fabric of our country. By realizing this strategic vision, we will ensure that an ACSD#1 education positively impacts students' lives in a way that reverberates throughout our state and our country.

Pathways to Peak Performance will guide the school board's policy and governance decisions and district leadership's actions and initiatives. As we look to our community for ongoing feedback and input, we can continue to assess our priorities and progress. Only then can we graduate students who are prepared to succeed throughout their lives.

The hallmark of this study was listening to our community's voices, and we look forward to fulfilling its promise — together.

Dr. Jubal C. Yennie  
Superintendent of Schools

Janice Marshall  
ACSD#1 School Board Chairwoman

---

“We all know  
that education,  
more than  
anything else,  
improves  
our chances  
of building  
better lives.”

— NELSON MANDELA

---

## Our Pathways

- **Strong Community Relationships:** Communicate, engage, and connect with our stakeholders
- **Innovative Teaching and Learning:** Create learning environments grounded in caring relationships, relevant and engaging lessons, and academically challenging teaching and learning
- **Optimal Operations:** Serve as excellent stewards by maximizing and optimizing systems and resources

## Our Destinations

- All students are performing at grade-level performance standards
- All students have access to ACSD#1 services and programs
- All students and staff members are engaged in teaching and learning
- All students graduate with future plans





## TRAIL 1

### MILE MARKERS

Average response time

Percentage of websites that meet communication audit standards

Percentage of stakeholders who rate the district and school websites as excellent or good

Number of stakeholder participants in survey opportunities and Let's Talk! campaigns

Average school effectiveness scores

## Pathway:

### Strong Community Relationships

Communicating, engaging, and connecting with our community

#### THE PATH FORWARD:

To engage stakeholders, ACSD#1 is committed to the following:

- Ensure accessible, consistent ADA-compliant communications for all parents, students, employees, and community members
- Expand opportunities for ACSD#1 to partner with the community

## TRAIL 1

**Ensure accessible, consistent communications for all parents, students, employees, and community members**

#### ACSD#1 WILL TAKE THE FOLLOWING STEPS:

- Ensure information is timely, predictable, and searchable
- Audit communications for uniform language and terminology
- Develop consistent and accessible website locations for information and stakeholder engagement
- Seek input from all stakeholders on meaningful topics throughout the school year through various communication channels
- Foster an active and vibrant professional learning community



## TRAIL 2

### MILE MARKERS

Number of community partnerships with schools and ACSD#1

Percentage of stakeholders who feel schools encourage families to volunteer

Number of communications that highlight community partnerships, awards, and recognitions with ACSD#1

Number of preschool program participants in the community and district

## TRAIL 2

**To expand opportunities for ACSD#1 to partner with the community**

### ACSD#1 WILL TAKE THE FOLLOWING STEPS:

- Identify, communicate, and use available community resources
- Develop strategies to foster family involvement and volunteerism
- Promote periodic communication and public recognitions of community partnerships
- Maintain preschool programs and expand access to early intervention opportunities for all students





## TRAIL 3

### MILE MARKERS

Percentage point difference on standardized student achievement measures

Percentage of special education students who receive instruction in the regular education classroom

Percentage of students and parents who report there is an adult who cares about students' emotional well-being

Percentage of students and staff members who report that they are safe and treated with respect at school

Average daily attendance

Percentage of highly engaged or engaged employees

## Pathway:

### Innovative Teaching and Learning

Ensuring learning environments have caring relationships, connected and lessons, and challenging instruction

#### THE PATH FORWARD:

**To promote innovative teaching and learning, ACSD#1 is committed to the following:**

- Create and foster a school culture of respect and belonging for all students, staff, and stakeholders to positively impact student learning
- Ensure students can use their learning in meaningful ways
- Engage students with choices, problem solving, and inquiry-based activities
- Ensure all students and employees have equitable access to technology

## TRAIL 3

**To create and foster a school culture of respect, belonging, and inclusion for all students, staff, and stakeholders to positively impact student learning**

#### ACSD#1 WILL TAKE THE FOLLOWING STEPS:

- Ensure equity and promote excellence by addressing achievement and opportunity gaps
- Use multi-tiered systems of support to develop targeted interventions to address academic, social, and emotional needs of students
- Promote and expand respect and compassion
- Adopt a student attendance intervention program to support regular school attendance
- Foster employee engagement

## TRAIL 4

### MILE MARKERS

Percentage of students who report teachers show students how lessons relate to life outside of school

Percentage of parents and students who are aware of different approaches to learning for students who struggle

Number of student fulfilling capstone project requirements

Number of participants in differentiated instruction and technology integration workshops

Percentage of students and teachers who report that lessons reflect high-leverage practices

## TRAIL 4

**To ensure students can explain and use their learning in meaningful ways**

### ACSD#1 WILL TAKE THE FOLLOWING STEPS:

- Provide opportunities for student to demonstrate their learning in a variety of ways, including through technology
- Design, develop, and pilot senior capstone projects
- Drive student learning through high-leverage practices, such as explaining and modeling content, and providing oral and written feedback
- Provide teacher feedback using ACSD#1's instructional model



## TRAIL 5

### MILE MARKERS

Number of students who report that they receive engaging, challenging lessons.

Percentage of parents and student who feel students receive academic and career planning support

Number of problem-solving and inquiry-based learning opportunities by grade level and subject

Number of district assessments with opportunities for students to choose how to demonstrate mastery

Percentage of engaged students (cognitively and social-emotionally)

Number of teachers piloting and using district assessments

Percentage of students who are enrolled in a CTE course or CTE certification program, Advanced Placement, dual enrollment or concurrent courses

## TRAIL 5

**To engage student with choices, problem solving, and inquiry-based activities**

### ACSD#1 WILL TAKE THE FOLLOWING STEPS:

- Expand student access to diverse opportunities to apply content skills and increase academic growth
- Develop and use an assessment system that emphasizes options for student choices around real-world problems and examples
- Review and revise curricula to ensure students have choices of problem-solving and inquiry-based learning opportunities
- Measure and continually improve student engagement
- Increase enrollment in Advanced Placement, dual enrollment, and concurrent credit courses, and CTE certification programs at the high school





## TRAIL 6

### MILE MARKERS

Approval of ACSD#1  
Technology Plan

Percentage of students and  
employees who report having  
access to technology at school  
or elsewhere

Number of students who  
have adequate access to  
instructional technology

Monthly network uptime

Percentage of teachers who  
report that instructional  
support results in improved  
teaching practices

Percentage of parents who  
are aware of technology use in  
school

## TRAIL 6

**To ensure all students and employees have equitable access to technology**

### ACSD#1 WILL TAKE THE FOLLOWING STEPS:

- Develop, promote and fund an integrated K-12 technology plan
- Ensure access to a robust network with updated software
- Provide training for staff members that aligns with the K-12 technology plan and instructional needs
- Increase grade-specific communication with parents about informational technology in classrooms



## TRAIL 7

### MILE MARKERS

Prioritized list of resolved maintenance issues (work order fulfillment rate)

Completed facilities study

Percentage of preventive maintenance procedures implemented

Percentage of staff, students and parents who indicate the facilities are safe and well maintained

## Pathway: Optimal Operations

Being excellent stewards for our community by maximizing systems and resources

### THE PATH FORWARD:

**To ensure high-quality school and district operations, ACSD#1 is committed to the following:**

- Provide safe, updated, and well-maintained facilities
- Ensure systematic transportation processes and communications
- Ensure the quality of food offered and the financial stability of food services

---

## TRAIL 7

**To provide safe, updated, and well-maintained facilities**

**ACSD#1 WILL TAKE THE FOLLOWING STEPS:**

- Publish a list of prioritized facility projects
- Conduct a facilities utilization study to evaluate school capacity
- Prioritize major maintenance projects across the entire district for the greatest long-term impact
- Implement and refine a comprehensive custodial training plan



## TRAIL 8

### MILE MARKERS

Percentage of students using bus service

Monthly snapshot of bus travel and arrival time

Number of transportation-related communication campaigns and contacts via Let's Talk! and phone calls

Number of buses

## TRAIL 9

### MILE MARKERS

Percentage increase in food program participation

Number of collaborations with culinary program, community resources, and local talent

Percentage reduction of general fund dollars used for food services

## TRAIL 8

**To ensure more systematic transportation processes and communications**

**ACSD#1 WILL TAKE THE FOLLOWING STEPS:**

- Enhance bus service and promote ridership
- Increase school information and family communication
- Expand spare bus fleet to national standards to allow greater flexibility

## TRAIL 9

**To ensure the quality of food offered and financial stability of food services**

**ACSD#1 WILL TAKE THE FOLLOWING STEPS:**

- Provide high-quality menu offerings with high nutritional value
- Expand collaboration with the culinary program, community resources, and local talent
- Assess the food services program and procure food service vendor





# The Journey Ahead

It is important that ACSD#1 monitor our progress and establish milestones along our *Pathways to Peak Performance*. Here is how we have mapped our achievement of the goals outlined in this plan.

## **2017–2018**

By June 2018, ACSD#1 will have collected one year of data, established benchmarks for mile markers, and tracked the progress for each strategic objective.

## **2018–2019**

By June 2019, all components of the strategic plan will have been implemented. Year-over-year comparison for each mile markers will be published on the district website. ACSD#1 will provide progress updates on the strategic plan goals.

## **2019–2020**

By June 2020, all components of the strategic plan will have been implemented and there will be positive outcomes for all goals or objectives and/or programs when comparing results to 2018-2019 data.

## **2020–2021**

By June 2021, all components of the strategic plan will have been implemented and each goal's mile markers will show a positive trend or objectives and/or programs will be reviewed, revised, or eliminated.

## **2021–2022**

By June 2022, all components of the strategic plan will have been completed and a summary report will be produced for the Board of Trustees and the community.

## Listening Process

During the 2016-2017 school year, Albany County School District #1 embarked on a journey to create a strategic plan that would guide the district for the next five years. The yearlong effort involved the Board of Trustees, community members, parents, students, staff members, and district leaders.

ACSD#1 reviewed district data, programs, and initiatives; conducted a SWOT (strengths, weaknesses, opportunities, and threat) analysis; and sought input from community stakeholders to establish focus areas and set new goals. More than 3,200 people provided feedback during the strategic planning process via committee meetings, student focus groups, and two community-wide surveys — one on school quality and one on the strategic plan.

With the support of K12 *Insight*, a Virginia-based research and communications firm, ACSD#1 administered a **School Quality and Perceptions Survey**, which gathered input from parents, students, and employees on the quality and climate of ACSD#1 schools. More than 90 percent of parents rated the quality of their child's school as excellent or good. Compared with national benchmarks, parents, students, and staff in ACSD#1 have more favorable perceptions of student support and school leadership.

The findings from the **Community-wide Feedback and Strategic Plan Survey** suggest that ACSD#1 has high standards and expectations for all students; the leaders, teachers, and support staff are caring; and most classrooms are adequately equipped for teaching and learning. Survey participants identified five focus areas:

- **Communication and Engagement**
- **Rigor, Relevance, and Relationships**
- **Equity and Excellence**
- **Premier Workforce**
- **Systems and Operations**

---

Nearly 9 out of 10 parents, students, and school staff members rate the quality of their ACSD#1 school as excellent or good

---

In May, two student focus groups were conducted at Laramie High School to learn more about students' perspectives of teaching, learning, and the overall school experience. Participating secondary students said ACSD#1 has several strengths, such as the agriculture, athletics, and fine arts programs. Students believe that the diversity in the district and respectful faculty members are also strengths. Some suggested expanding the variety of course offerings, including career development classes.

Community members were invited to join the focus area committees and attend a strategic plan kickoff meeting. K12 *Insight* and district leaders facilitated the meeting. Committee members drafted goal statements and envisioned what success in ACSD#1 would look like five years from now.

During summer 2017, district staff refined and consolidated the committee input. Performance indicators were identified for each goal, and the *Pathways to Peak Performance* strategic plan was drafted. Board of Trustees members reviewed the draft language and offered revisions and recommendations. The district will report its progress annually and the ACSD#1 community will be asked to provide feedback.

Pathways are seldom straight, and the district is committed to making the required course corrections to reach its desired destinations.





# Timeline

## **AUGUST 2016**

Board of Trustees solicited three vendors to provide strategic planning services. K12 *Insight* was selected to provide strategic planning services, and the firm created a preliminary timeline for activities to gather student, parent, staff, and community feedback, and to design and draft the ACSD#1 five-year strategic plan.

## **SEPTEMBER 2016**

The School Quality and Perceptions Survey was reviewed and approved for October administration.

## **OCTOBER 2016**

School Quality Survey launched October 10. Survey closed October 30.

## **NOVEMBER 2016**

Preliminary survey results were reviewed with district leadership.

## **DECEMBER 2016**

K12 *Insight* presented the survey results to the ACSD#1 Board of Trustees along with the next steps in the strategic planning process and a timeline. School principals participated in a Making Feedback Matter workshop to review their school's survey results and learn how to apply them in their schools.

## **JANUARY 2017**

Board of Trustees held a work session to further develop the strategic plan focus areas, refine the vision, and mission statements, review district profile, and complete a SWOT analysis. A draft community feedback survey was sent to district leadership for final review and approval.

## **FEBRUARY 2017**

The Community Feedback and Strategic Plan Survey for parents, students, community members, and staff members launched February 23. The survey included invitation to be a member of a strategic planning focus area committee.

## **MARCH 2017**

Community Feedback and Strategic Plan Survey closed March 11. Board of Trustees received preliminary survey results.

## **APRIL 2017**

K12 *Insight* presented survey results to the Board of Trustees along with a list of community members who wanted to serve on the planning committees.

## **MAY 2017**

K12 *Insight* facilitated two high school student focus groups. Strategic planning kickoff meeting was held.

## **JUNE/JULY 2017**

Committees submitted draft language for strategic plan goals, objectives, and key performance indicators to K12 *Insight*.

## **AUGUST/SEPTEMBER 2017**

Board of Trustees reviewed the strategic plan.

## **OCTOBER 2017**

Board sought community input on the draft strategic plan.

## **NOVEMBER 2017**

ACSD#1 Board of Trustees approved the *Pathways to Peak Performance* strategic plan.

# Board of Trustees

**Janice Marshall**  
Chairwoman  
At-Large

**Dona Coffey**  
Vice-Chairwoman  
Area A

**Jason Tangeman**  
Clerk  
Area A

**Ken Cramer**  
Treasurer  
Area B

**Karen Bienz**  
Trustee  
At-Large

**Mark Bittner**  
Trustee  
Area A

**Michele Mitchum**  
Trustee  
Area A

**Lawrence Perea**  
Trustee  
Area A

**Tammy Schroeder**  
Trustee  
Area A





ACSD#1 shall not discriminate in any manner because of race, color, creed, religion, national origin, ancestry, sex, disability, sexual orientation, or age in its programs and activities.

Photos of Laramie River courtesy of Bill Burleigh, reprinted with permission. Cover photo courtesy of Denise Yennie. All other photos courtesy of ACSD#1.



For additional information about the strategic plan contact:

**Jubal Yennie, Superintendent of Schools**

Albany County School District #1  
1948 Grande Ave. Laramie, WY 82070