

## PROJECT PLAN

### Project Description and Definition of Project Success

#### Project Description

Williamsburg-James City County Public Schools (W-JCC) is positioning itself to “develop a premier public school system that expresses the unique character and potential of the served communities. Creating a climate in which students of all academic abilities are challenged, mutual respect is exercised, and regular collaborations and partnerships occur.” This positioning is highlighted in the priorities adopted by the W-JCC School Board:

- **Student Achievement** – Instruction, student learning and the opportunity for all students to meet and exceed standards will be driven by a focus on defining and supporting unique individual student learning needs.
- **Environment For Learning** – Educationally sound, safe and healthy environments will promote excellence in teaching and the potential for learning throughout the school division.
- **Communication and Relationships** – The Board will foster and promote an atmosphere of collaboration with all constituents, and establish positive working relationships amongst themselves as well as district administration, staff, community, and families.
- **Strategic Planning** – The Board, in tandem with staff, families and community, will create a multi-year, measurable strategic plan that ensures the continuous improvement of the school division.

Moreover, these priorities reflect a national trend towards developing world class schools focused on college and career readiness in which students are creative problem solvers, collaborators, and communicators. Developing a multi-year strategic plan will provide the district with greater clarity around these priorities by identifying shared goals and pathways to accomplishing them. These vision, goals, and goal action maps are the strategic plan.

The strategic plan will be the cornerstone of all strategic initiatives and all educational pursuits in the school division. To be successful, the plan will require substantial research, analysis, assessment, and coordination culminating in a bold, visionary, and comprehensive Five Year Strategic plan, including specific measurements that will serve as a roadmap that drives future strategic directions for the division.

#### *Key steps along the way include:*

- Intensive, PCG-facilitated focus groups for multiple community, business, civic, and educational groups from across W-JCC;
- Use of multiple data collection, visioning, and action planning protocols developed or adapted by PCG’s subject matter experts to help W-JCC identify, contextualize, and act upon those findings through methodical, focused goal action maps;
- Collaboration with W-JCC to develop a positive future vision, guiding Vision statement, and creation of a Five Year Strategic Plan.

***Key documents include:***

- An agreed-upon Project Plan (this document) and timeline;
- District and School Capacity Profiles;
- Compiled survey results from district employees and community members;
- Transcribed findings from facilitated focus groups;
- Environmental Scan report covering the Greater Peninsula Region that highlight the trends and projections locally and nationally;
- Interim Report on findings and data collection;
- Final Report encompassing the Five Year Strategic Plan, including the vision, goals, action maps, and supporting documents spanning the entire engagement.

### **Definition of Project Success**

The goal of this project is to identify a set of shared values and principles among families, community members, and professional educators upon which a set of achievable and adaptable educational priorities will be established and enacted. By creating a shared vision of the future together, the community will be prepared to take action on each priority.

At the end of the 2011-2012 academic year, the W-JCC five-year strategic plan will reflect the efforts of a community collaborating to re-define student experience towards lifelong learning, independent thinking and responsible citizenship.

The strategic plan will include a set of clearly defined goals, action plans, guidance for accountable behavior and the means to review, reflect, and revise the plan to meet the goals.

### ***Other Indicators of Success***

The following are additional success factors critical to the development of the Five Year Strategic Plan. The greater degree to which these factors are adhered to over the life of the project, the higher the chances of overall project success.

- Broad consensus
- Clear understanding and sense of ownership across stakeholder groups
- Strong support and a sense of urgency
- Support for allocating (or reallocating) resources in support of the new plan
- Observable sponsorship from critical leaders across stakeholder groups
- Ability to sustain development despite short-term challenges

### **Project Objectives**

## Phase 1 – Project Launch and Data Collection

### *Kick-off Meeting*

- Engage with a district-designated Leadership Team to bring greater clarity related to overall goals of the strategic planning initiative and project tasks, dates, and deliverables.
- Establish strategic planning steering committee. The steering committee will serve as the district's advocate for the district initiative and offer varied perspectives from their respective stakeholder groups.
- Complete the project work plan and agree to working assumptions.

### *Data Collection*

- Complete a comprehensive environmental scan of the communities and state.
- Develop forward looking vision for the district through facilitated focus groups.
- Conduct focus groups across the communities served and representing the varied constituents. (Final focus groups to be completed by November 18, 2011.)

## Phase 2 – Developing the Vision

- Engage with a district-designated Leadership Team to identify emerging priorities, expectations, and aspirations for the future based on data collected, Division's mission, vision, and value statements.
- Examine beliefs, values, and mission to craft a vision statement.
- Establish goal statements within specific areas of strategic focus that reflect the collected data, Division mission, vision, and value statements.

## Phase 3 – Interim Report

- Ensure that the project plan is being completed within the expectations of the Leadership Team.
- Provide community members and district employees with the means to verify their perspectives have been represented in the data.
- Develop the Preliminary Report.

## Phase 4 – Develop Strategic Goals and Action Maps

- Develop an achievable set of goal statements to form the basis of the strategic plan.
- Parse goals into 1, 3, and 5 year timeframes.
- Identify actionable steps that will support the realization of the strategic goals as identified in Phase 2 of the project.
- Identify key personnel responsible for ensuring the success of a goal.

- Identify evaluation metrics for determining the success of each goal.

### Phase 5 – Complete and Deliver Final Strategic Planning Document

- Identify actionable steps that will support the realization of the strategic goals as identified in Phase 4 of the project.
- Prepare a final document that provides specific guidance for implementing the Five Year Strategic Plan (e.g., inclusive of goals, rationales, actions steps, metrics for evaluating success).

### Project Organization

The success of the project is dependent upon a sustained partnership between PCG, the W-JCC Leadership Team, and involvement from the staff of W-JCC and from the community-at-large. The Leadership Team will provide overall project sponsorship and decision making authority for development of the Five Year Strategic Plan. The Team will work in concert with PCG to maintain the overall schedule and processes of the project. Both entities will work closely with the Steering Committee, who will bring varied perspectives to the project from multiple stakeholder groups with the goal of building consensus. Moreover, the Steering Committee will give the community a voice in identifying the “big” goals for the school Division to pursue over the next five years.

Project Role	Description of Roles and Responsibilities
<b>Superintendent</b>  Dr. Steven Constantino	<ul style="list-style-type: none"> <li>• Provide executive sponsorship for the project</li> <li>• Serve on the Leadership Team</li> <li>• Chair the Steering Committee</li> <li>• Address issues/challenges and related recommendations from the Leadership Team in a timely manner</li> </ul>
<b>Leadership Team</b>  <b>W-JCC</b>  Steven Constantino, Superintendent  Scott Burckbuchler, Assistant Superintendent  Dianna Lindsay, Assistant Superintendent  Greg Davy, Communications Specialist  Jon Andre,	<b>W-JCC Team</b> <ul style="list-style-type: none"> <li>• Provide overall project sponsorship</li> <li>• Participate in weekly check-ins with PCG</li> <li>• Identify the members of the Steering Committee</li> <li>• Identify the stakeholders that will participate in focus groups and forums</li> <li>• View the data collections tools and protocols and provide feedback</li> <li>• Review draft deliverables</li> <li>• Select a co-project manager to provide support in scheduling and coordinating logistics for focus groups, completion of school capacity profiles, and other meetings</li> <li>• Complete the District Capacity Profile</li> </ul>

Project Role	Description of Roles and Responsibilities
Co-Project Manager	<p><b>W-JCC Co-Project Manager</b></p> <ul style="list-style-type: none"> <li>• Serve as the “single point of contact” from W-JCC for managing project logistics</li> <li>• Maintain the project schedule</li> <li>• Schedule the stakeholders that will participate in focus groups</li> </ul>
<p><b>Expanded Leadership Team</b></p> <p>3 Principals TBD</p> <p>3 Teachers TBD</p>	<p><b>W-JCC Team, plus</b></p> <ul style="list-style-type: none"> <li>• Provide feedback on Goals</li> <li>• Support development of Goal Action Maps</li> </ul>
<p><b>PCG</b></p> <p>Phil Obbard, Project Director</p> <p>Steve Kutno, Strategic Planning Subject Matter Expert</p> <p>Steve McLean, Strategic Planning Subject Matter Expert</p> <p>Ken Cheung, PCG Co-Project Manager</p> <p>Elizabeth Chmielewski, Project Advisor</p> <p>Paul Mancini, Project Advisor</p>	<p><b>PCG Team</b></p> <ul style="list-style-type: none"> <li>• Monitor adherence to the schedule</li> <li>• Complete data collection and analysis</li> <li>• Support W-JCC in the development of a vision</li> <li>• Develop the Interim Report</li> <li>• Develop the Environmental Scan report</li> <li>• Guide the development of strategic goals and action maps</li> <li>• Facilitate the completion of a final strategic planning document</li> </ul> <p><b>PCG Co-Project Manager</b></p> <ul style="list-style-type: none"> <li>• Serve as the “single point of contact” from PCG for managing project logistics</li> <li>• Maintain the project schedule</li> <li>• Communicate project status across teams</li> </ul>
<p><b>Steering Committee</b></p> <p>See Attachment A for a list of participants</p>	<ul style="list-style-type: none"> <li>• Help broadcast the purpose of this project within the community</li> <li>• Represent the community voice</li> <li>• Review collected data and support the development of “Big” goals</li> <li>• Represent and propose community participation in enacting goals</li> </ul>
<p><b>School Leadership Teams</b> <i>(Suggestions)</i></p>	<ul style="list-style-type: none"> <li>• <b>Elementary School Building Leadership Team</b> (3–5 representatives) <ul style="list-style-type: none"> <li>○ To include school principal, one grade K–2 representative, one grade 3–5 representatives, and two additional staff (e.g., technology coordinator; librarian; special education staff)</li> </ul> </li> <li>• <b>Middle School Building Leadership Team</b> (5–7 representatives) <ul style="list-style-type: none"> <li>○ To include school principal or assistant principal, subject</li> </ul> </li> </ul>

Project Role	Description of Roles and Responsibilities
	<p>matter representatives (math, science, social studies, English language arts), and two additional staff</p> <ul style="list-style-type: none"> <li>• <b>High School Building Leadership Team</b> (7–9 representatives) <ul style="list-style-type: none"> <li>○ To include principal and/or assistant principal, subject matter representatives (math, science, social studies, English language arts), two additional staff (e.g., technology coordinator; media specialist; career and technical representative), and a student</li> </ul> </li> <li>• Complete School Capacity Profiles</li> <li>• Help broadcast the purpose of this project in their respective school</li> <li>• Review goals and propose ideas for enacting goals</li> </ul>

### Public Consulting Group Project Team

PCG has put together a team of staff that has extensive experience in assessing current state to facilitate goal development, engaging stakeholders from multiple domains, and fostering strategic planning. Descriptions of roles and responsibilities of staff in the development of W-JCC’s Strategic Plan are delineated below.

PCG Education Team	Description of Roles and Responsibilities
<b>Phil Obbard, Project Director</b>	<ul style="list-style-type: none"> <li>• Project oversight</li> <li>• Ensure that all work is successfully completed</li> </ul>
<b>Steve Kutno, Strategic Planning Subject Matter Expert</b>	<ul style="list-style-type: none"> <li>• Develop the data collection and strategic planning tools</li> <li>• Facilitate focus groups and completion of school capacity profiles</li> <li>• Report development</li> <li>• Facilitate the strategic planning process</li> </ul>
<b>Steve McLean, Strategic Planning Subject Matter Expert</b>	<ul style="list-style-type: none"> <li>• Contribute to the development of the data collection and strategic planning tools</li> <li>• Facilitate focus groups</li> <li>• Report development</li> <li>• Facilitate the strategic planning process</li> </ul>
<b>Ken Cheung, Co-Project Manager</b>	<ul style="list-style-type: none"> <li>• Communicate project status across teams</li> <li>• Facilitate weekly check-ins</li> <li>• Ensure that project tasks and deliverables are completed on time</li> <li>• Review deliverables</li> </ul>
<b>Paul Mancini, Project Advisor</b>	<ul style="list-style-type: none"> <li>• Executive client relationship management</li> <li>• Ensure needs of the project are being met by PCG</li> <li>• Review risks and mitigation approaches</li> </ul>

PCG Education Team	Description of Roles and Responsibilities
<b>Elizabeth Chmielewski, Project Advisor</b>	<ul style="list-style-type: none"> <li>• Serve as an advisor related to the strategic planning process</li> <li>• Support the development of the Project Plan</li> <li>• Contribute to content and report development</li> <li>• Review deliverables</li> </ul>

## Key Stakeholders

PCG Education and the Project Leadership recognize that stakeholder involvement at every stage in the development of a Strategic Plan is critical to ensuring its breadth, depth, and future success. To help facilitate community input, select stakeholders (to be defined at a later date) and expected contributions are delineated below. Overall, we will solicit feedback from the stakeholders stated below over the course of the strategic plan's development.

Stakeholder Group	Project Contributions
<b>Board of Trustees</b>	<ul style="list-style-type: none"> <li>• Engage with the Board over the life of the project to keep Board members apprised of progress</li> </ul>
<b>School Board Members</b>	<ul style="list-style-type: none"> <li>• Interviews</li> </ul>
<b>JCC Board of Supervisors/ City of Williamsburg City Council</b>	<ul style="list-style-type: none"> <li>• Focus Group</li> </ul>
<b>Central Office (Administration)</b>	<ul style="list-style-type: none"> <li>• Engaged with district administrators over the life of the project to support project execution</li> <li>• Focus Group</li> </ul>
<b>Building Administrators</b>	<ul style="list-style-type: none"> <li>• Focus Group</li> <li>• Survey</li> </ul>
<b>Parents</b>	<ul style="list-style-type: none"> <li>• Focus Group</li> </ul>
<b>Students</b>	<ul style="list-style-type: none"> <li>• Focus Group</li> </ul>
<b>Elementary School Teacher</b>	<ul style="list-style-type: none"> <li>• Participate in School Capacity Profiles</li> <li>• Focus Group</li> <li>• Survey</li> </ul>
<b>Middle School Teachers</b>	<ul style="list-style-type: none"> <li>• Participate in School Capacity Profiles</li> <li>• Focus Group</li> <li>• Survey</li> </ul>
<b>High School Teachers</b>	<ul style="list-style-type: none"> <li>• Participate in School Capacity Profiles</li> <li>• Focus Group</li> <li>• Survey</li> </ul>

Stakeholder Group	Project Contributions
School Board Advisory Committees	• Focus Group
Business Leaders	• Focus Group
Local Government	• Focus Group
Education/Social Service	• Focus Group
Citizenry/Civic Groups	• Focus Group
Citizens for Education	• Focus Group
Parent/Teacher Association (PTA)	• Focus Group
Faith-Based Groups	• Focus Group
Classified (hourly) Staff	• Focus Group (tentative)
Secondary Faculty	• Focus Group
Elementary Faculty	• Focus Group

Additionally, we plan to conduct either 1 or 2 Community Forums during the Focus Group period.

## Work Plan

The Work Plan displays shared tasks, project dates, and deliverables. Its purpose is threefold: 1.) Establishes a shared ownership of the project, as PCG is dependent upon W-JCC engagement in order to facilitate the development of a strategic plan; 2.) Demonstrates the importance of maintaining the calendar, as the timeline delineated is aggressive and succeeding tasks are largely dependent on the completion of previous tasks; and 3.) Clarifies what is not in the project scope so that both parties can be focused in their efforts.

Below find a high-level overview of the project components. The project will be broken up into five phases:

**Phase 1: Project Launch and Data Collection**

**Phase 2: Developing the Vision**

**Phase 3: Interim Report**

**Phase 4: Develop Strategic Goals and Action Maps**

**Phase 5: Complete and Deliver Final Strategic Planning Document**

The following table summarizes the timeline for completing each of the phases of the project.

Month	Phase	Specifics of Engagement
October	1	Kickoff meeting Review data collection instruments Begin facilitation of District and School Capacity Profiles Collect data through surveys Conduct focus groups
November	1	Complete focus groups Complete facilitation of District and School Capacity Profiles
December	2, 3	Structured review of the Division’s vision, mission, and values Begin to identify themes in data collection
January	2, 3	Continue to identify themes and vision
February	2, 3, 4	Deliver Interim Report Refine vision and define goal statements with community and staff feedback
February–May	4	Convert goal statements into a Five Year Strategic Plan and accompanying goal action maps
May–June	5	Assemble components parts into a final five-year strategic plan. Deliver final completed Five Year Strategic Plan

### Deliverable Summary

The Deliverable Summary describes the material that PCG will provide W-JCC with over the course of the engagement. Several items will be on-going:

- Status Meetings. Initially weekly (but changing to bi-weekly after Phase 1 is underway) meetings with the PCG Project Team and the W-JCC Leadership Team.

Please note that Phases 2 and 4 do not include written deliverables for W-JCC.

Deliverable	Description
<b>Phase 1: Project Launch and Data Collection</b>	
<b>Project Plan</b>	<b>Description:</b> A mutually agreed upon document that outlines the roles and responsibilities of PCG and W-JCC, establishes a project

	<p>calendar, and establishes principles and objectives to provide guidance to the project</p> <p><b>Draft Due Date:</b> 9/30/2011</p> <p><b>Due Date:</b> Week of 10/7/2011</p>
<b>Survey</b>	<p><b>Description:</b> Survey for staff and community</p> <p><b>Draft Due Date:</b> 10/31/2011</p> <p><b>Due Date for Administration:</b> Week of 11/7/2011</p>
<b>Focus Groups</b>	<p><b>Description:</b> Facilitation of Focus Groups</p> <p><b>Due Date:</b> Weeks of 10/17/2011, 11/7/2011</p>
<b>School Capacity Profile</b>	<p><b>Description:</b> Facilitation of School Capacity Profiles</p> <p><b>Due Date:</b> Weeks of 10/17/2011, 11/7/2011</p>
<b>Phase 3: Interim Report</b>	
<b>Interim Report</b>	<p><b>Description:</b> PCG will summarize the data, identify major themes and supporting data, and prepare a preliminary report. We will look out across the horizon to envision what teaching and learning should be in the future of W-JCC.</p> <p><b>Due Date:</b> 2/10/2012</p>
<b>Environmental Scan</b>	<p><b>Description:</b> Report covering Hampton, Newport News, Poquoson, Williamsburg and James City. The report will highlight trends and projections (e.g., economic, political, demographic, educational).</p> <p><b>Due Date:</b> 3/16/2012</p>
<b>Phase 5: Complete and Deliver Final Strategic Planning Document</b>	
<b>Final Strategic Planning Document</b>	<p><b>Description:</b> The final document containing a summary of findings, final goals, action maps, and multiple appendices.</p> <p><b>Due Date:</b> 6/30/2012</p>

## ATTACHMENT A

### Steering Committee Membership

Steering Committee Member	Stakeholder Group Represented
Jeanne Ziedler	Community Health
Jack Tuttle	City of Williamsburg
Jim Golden	Administration, W and M
Bob Middaugh	JCC Executive
Stacia Barreau	Principal
Tony Conyers	Retired/Social Services/Govt
Steve Vignolo	Citizens for Education/Ret.
David Jarman	Retired/Budget Group
Chris Gareis	Assoc. Dean W M Sch of Ed.
Mark Duncan	Colonial Williamsburg
Karen Downing	WJCEA
Rick Shippey	ABinBEV
Barbara Harris	NAACP
Kyra Cook	PTA
Bill Travis	TNCC