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About MCPS

Manassas City Public Schools (MCPS), located in Northern Virginia, is a diverse, urban school division serving nearly 8,000 students in nine schools. MCPS takes pride in its economic, ethnic, and racial diversity. Sixty-two percent of its students are economically disadvantaged, and Spanish is the first or second language for almost 63 percent of the student population.

Supporting all students is a division priority, and, as a result, the school system offers a world class fine arts program and K–12 CTE and STEM curriculums. In recent years, MCPS has significantly increased student achievement in reading, math, science, and social studies; expanded technology access and devices in all schools; established a K–12 STEM program, which includes coding and cyber security and a K–12 CTE program for all students; offered K–12 fine arts with instrumental music instruction beginning in fifth grade; and opened three themed schools: Spanish Dual Immersion, Project Lead the Way (PLTW), and Talents and Gifts.

In addition, Weems Elementary School was recognized by the National Center for Urban Schools Transformation (NCUST) with the 2015 National Excellence in Urban Education Award. The Metz Middle School Integrated Math and Science (IMS) program was recognized in the Virginia Mathematics and Science Coalition’s 2015 Programs that Work. The division’s only high school, Osbourn High School, is a Grammy Signature School and was recognized by U.S. News and World Report in its 2016 Best High Schools’ Silver Medal category, placing it in the top 16 percent of high schools in Virginia. Osbourn High School also houses a Governor’s STEM Academy, provides each student with a digital learning device, and enables students to participate in the Governor’s School at Innovation Park located on the George Mason University Science and Technology Campus. Osbourn High School was named a Governor’s STEM Academy by the Virginia Board of Education in July 2017, making it the first in the greater Prince William region and the twenty-third in the state of Virginia.

MCPS is also proud to be the only school division in the commonwealth with a state-funded, homeschool pre-K program and a city-wide pre-K program with a digital curriculum that is available to all 4-year-old children.
## Strategic Plan Committee Members

### Communication and Community Engagement

<table>
<thead>
<tr>
<th>Name</th>
<th>Role</th>
</tr>
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<tbody>
<tr>
<td>Kim Ainsworth</td>
<td>Teacher</td>
</tr>
<tr>
<td>Maureen Arvai</td>
<td>Parent</td>
</tr>
<tr>
<td>Jennifer Boaz</td>
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<tr>
<td>Cynthia DiRenzo</td>
<td>Parent</td>
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<tr>
<td>Lee Hodik</td>
<td>Support Staff</td>
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<tr>
<td>Jonathan Peters</td>
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<td>Seth Purdy</td>
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<tr>
<td>Jeff Van Wassen</td>
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<td>Ebony Ward</td>
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### Human Resources

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<thead>
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<tbody>
<tr>
<td>Tracy Arrington</td>
<td>Parent</td>
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<tr>
<td>Sandy Colwell</td>
<td>Support Staff</td>
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<tr>
<td>Kate Green</td>
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<tr>
<td>Rania Hammad</td>
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<td>Arlene Higgins</td>
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<td>Tan Holsclaw</td>
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<td>Kimberly Nguyen</td>
<td>Parent</td>
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<td>Sandy Reynolds</td>
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<tr>
<td>Elizabeth Skaggs</td>
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<td>Angela Thompson</td>
<td>Parent</td>
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<tr>
<td>Rebekah Wehner</td>
<td>Parent</td>
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<tr>
<td>COMMITTEE</td>
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<td><strong>Operations</strong></td>
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<td></td>
<td>Sean Coffron</td>
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<td>Diana Douds</td>
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<td>Kristen Gates</td>
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<td>Linda Griffin</td>
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<td>Stephanie Harasin</td>
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<td>Donald Hollar</td>
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<td>Crystal Levine</td>
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<td>Missy Magerkorth</td>
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<td>Brett Megee</td>
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<td>Ed Spall</td>
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<td>Dana Wescott</td>
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<td><strong>Student Achievement and Student Services</strong></td>
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<td></td>
<td>Roland Adam</td>
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<td></td>
<td>Nicole Bell</td>
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<td>Denise Biggs</td>
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<td>Jazmyn Brown-Campbell</td>
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<td>Charlene Carroll</td>
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<td>Michelle Clement</td>
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<td>Jason Doll</td>
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<td>Teresa Felt</td>
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<td>Mary Flores</td>
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<td>Stacey LaFountain</td>
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<td>Leslie Mattick</td>
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<td>Javier Morales</td>
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<td>Litzy Morales</td>
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<td>Yeymi Orellana</td>
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<td></td>
<td>Jill Spall</td>
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<td></td>
<td>Michelle Steuve</td>
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VISION, MISSION, AND BELIEFS
Vision Statement
Each student becomes a positive, contributing member of society by maximizing his or her potential.

Mission Statement
Manassas City Public Schools, in collaboration with families, employees, and community members, will provide a safe and innovative learning environment that inspires, engages, and challenges all students.

Beliefs
- We believe students must have access to high-quality instruction to develop skills to support their success and on-time graduation.
- We believe student learning must include opportunities for critical thinking, collaboration, communication, creativity, and citizenship.
- We believe in open, proactive communication as one community in support of student success.
- We believe financial decisions should be based on an inclusive and open process that supports student learning.
- We believe in an innovative, safe and orderly environment that maximizes student performance.
Strategic Plan
Process Overview

The School Board of the City of Manassas established four focus areas for the new strategic plan (Student Achievement and Student Services, Human Resources, Communication and Community Engagement, and Operations), and engaged families, students, business leaders, community members, and staff members to identify needs, goals, and objectives that the division should achieve over the next four years. Development of the plan began in February 2017 with the Strategic Planning Priorities Survey for all internal and external stakeholders.

In March 2017, the Strategic Planning Priorities Survey results were presented to the school board. After considering all feedback, the board updated the vision and mission statements which the strategic planning committees used to guide their work.

The division established committees for the four focus areas and invited parents, students, business representatives, and MCPS staff members to join. The committees met multiple times between March and May to review the survey results and other data and build a framework for the strategic plan.

The strategic plan is centered on student learning and includes forward-thinking strategies that will best prepare students for their adult lives. Each focus area committee developed goals, objectives, and strategies that set the direction for the next four years.

As with any plan, accountability is essential. This plan requires annual reports to the school board about the status of each goal. A Balanced Scorecard will be used to create transparency in MCPS’ efforts. The scorecard includes key performance indicators and four-year targets for each goal. Every year, the superintendent and division staff will present the current standing of the school division’s progress toward these targets.
STRATEGIC GOALS
Our Goals

1. Optimize academic performance and student success
2. Cultivate a culture of excellence and service
3. Forge relationships to support and maximize success
4. Operate effectively and efficiently
Optimize academic performance and student success

MCPS provides an education that prepares students for the local, national, and global economy. It focuses on ensuring all students are learning and achievement gaps are being eliminated. The curriculum and instruction programming provides students with a STEM-based approach to learning from kindergarten through 12th grade.

To accomplish this goal, MCPS centers all decisions on students’ needs and learning to ensure children are provided with opportunities to excel and are prepared for their adult lives by accomplishing the following objectives:

- Increase academic achievement for all students
- Ensure a safe and respectful learning environment
- Expand and support student-centered learning environments
- Graduate college- and/or career-ready students

**OBJECTIVE 1**

**Increase academic achievement for all students**

MCPS will:

- Engage students in their learning through innovative and high-yield strategies in all subjects
- Strengthen instructional interventions to increase academic growth for students performing below grade level
- Increase access to information and resources using a variety of methods to support parents in their child’s learning
- Enhance support structures to reduce the percentage of students with chronic absenteeism, including tardies.
- Establish a pre-K center to prepare students for success in school
- Assess and align K-12 writing curriculum and resources to support writing across all content areas
OBJECTIVE 2
Ensure a safe and respectful learning environment
MCPS will:
- Use innovative approaches to promote positive student behavior
- Expand anti-bullying awareness programs

OBJECTIVE 3
Expand and support student-centered learning environments
MCPS will:
- Ensure communication, collaboration, critical thinking, creativity, and citizenship are embedded and taught throughout the pre-K–12 curriculum
- Design investigative, authentic, and responsive learning opportunities, such as project-based learning, Project Lead the Way, and STEM
- Foster learning by expanding the technology initiative in grades K–8
- Provide access to learning regardless of student location or time of day

OBJECTIVE 4
Graduate college- and/or career-ready students
MCPS will:
- Continue to expand the STEM and CTE plan in grades K–12
- Develop a structured program that includes job shadowing, internships, apprenticeships, and teacher externships
- Expand community service opportunities in partnership with businesses and community organizations
- Enhance postsecondary collaboration and relationships with Northern Virginia Community College (NVCC) and George Mason University (GMU)
Cultivate a culture of excellence and service

An employee’s satisfaction with his or her employer is a contributing factor to job performance. MCPS believes in providing all our employees with a work environment that offers opportunities for excellent customer service, opportunities for collaboration, advancement, and lifelong learning.

MCPS will continue expanding and improving services to increase all employees’ engagement, contribution, and accomplishment by meeting the following objectives:

- Attract, develop, and retain highly effective instructional and support staff
- Strengthen an open, collaborative working environment throughout MCPS

OBJECTIVE 1
Attract, develop, and retain highly effective instructional and support staff

MCPS will:

- Develop an incentive program to attract and retain the best employees
- Expand and coordinate timely, relevant, and employee-initiated, job-embedded professional development for both support and licensed staff members
- Continue to review and revise the benefits program to ensure there are well-rounded, robust offerings
- Continue to refine and expand recognition and awards programs for all employees at both the department and school levels
- Build a comprehensive and user-friendly online human resources portal
GOAL 2

OBJECTIVE 2

Strengthen an open, collaborative working environment throughout MCPS

MCPS will:

- Build a culture of responsive internal and external customer service throughout MCPS
- Create and maintain systems and structures that ensure a collaborative working environment exists in every school and department
- Leverage technology to create a collaborative forum where employees can seek feedback or share and gather job-specific information
Forge relationships to support and maximize success

Communication with internal and external stakeholders is essential for a school division to support student learning and operate at an optimal level. During the past five years, MCPS has launched many new initiatives to enhance its communication practices and structure.

MCPS families, employees, and the community can use the online platform Let’s Talk! to submit questions, make suggestions, offer ideas, and provide input about important issues. Internally, staff members are encouraged to submit dialogues via Let’s Talk! to receive a response from the superintendent. The questions and answers are shared with all MCPS staff members to optimize transparency. The school division also uses a mobile app to keep stakeholders informed about relevant news, announcements, and resources.

Additionally, the division established the MCPS Parent and Community Leadership Academy for residents and businesses in the City of Manassas who want to better understand MCPS and its community. The members have an opportunity to grow personally and become better equipped to take on a more active role in division schools and the community.

MCPS will forge relationships to support and maximize success by meeting the following objectives:

- Communicate to families opportunities to acquire necessary information, knowledge, and skills to support their child’s learning at home and school
- Expand community and business partnerships to broaden support for student learning
- Strengthen internal communication within and across schools and departments

PERFORMANCE INDICATORS

- Percentage of families, community, and business partners who are satisfied with the quality of the division’s information
- Percentage of employees who are satisfied with the quality of the division’s information
- Percentage of employees who are satisfied with the division’s customer service
- Percentage of employees who say they are informed about important issues
- Percentage of employees who feel there are open lines of communication
- Number of community/business partnerships for workforce development
OBJECTIVE 1
Communicate opportunities to families to acquire necessary information, knowledge, and skills to support their child’s learning at home and school

MCPS will:
- Increase access to information and resources using a variety of methods to support parents in their child’s learning
- Increase parent and family awareness of school events
- Enhance and refine communication between school and home

OBJECTIVE 2
Expand community and business partnerships to broaden support for student learning

MCPS will:
- Promote and expand opportunities for greater involvement in division and school activities and initiatives
- Expand community partnerships and involvement
- Expand leadership opportunities for parents, businesses, and community members

OBJECTIVE 3
Strengthen internal communication within and across schools and departments

MCPS will:
- Use multiple communication channels
- Expand the MY MCPS employee portal
- Create and implement an interactive division-wide communication portal
- Support and expand opportunities for employees to participate in the decision-making process
Operate effectively and efficiently

The finance and operations departments will continue to provide award-winning results to City of Manassas residents through conservative, collaborative, and transparent budgeting and financial operations; innovative outreach to students to learn what nutritious meals to offer; safe and timely transportation; and well-maintained facilities that account for future growth and enhanced learning environments to meet the growing needs of students and staff.

The finance and operations departments will provide high-quality service to our students and staff that enhances the learning environment in a cost-effective manner. Quality and efficiency in these departments are paramount to ensuring that all available funding is allocated to improve classroom instruction.

To operate effectively and efficiently, MCPS is committed to the following objectives:

- Exceed industry performance standards for facilities, transportation, food services, financial management, and safety and security
- Develop specific energy conservation projects that will enhance the learning environment in a cost-effective manner
- Expand the school nutrition program by providing multiple opportunities for meals
- Enhance the safety, efficiency, and security of student transportation
- Adapt facilities and infrastructure to meet emerging needs in support of the learning and work environments

OBJECTIVE 1

Exceed industry performance standards for facilities, transportation, food services, financial management, and safety and security

MCPS will:

- Identify performance standards and set division and school benchmarks with annual performance measures for each operations department
OBJECTIVE 2
Develop specific energy conservation projects that will enhance the learning environment in a cost-effective manner
MCPS will:
- Engage in a comprehensive energy performance contract with an Energy Savings Company (ESCO) that will develop a plan of action to bring the division’s utility costs in line with regional and national norms
- Continue to pursue ENERGY STAR® designation for all schools
- Develop a division-wide energy conservation awareness campaign
- Incorporate energy efficiency techniques within the division curriculum

OBJECTIVE 3
Expand the school nutrition program by providing multiple opportunities for meals
MCPS will:
- Work collaboratively through each school’s Nutrition Task Force to ensure continuous improvement to provide high-quality meals and innovative service models
- Continue to engage students and enhance participation by conducting marketing and promotion campaigns (theme weeks, nutrition awareness, etc.) to provide students with information on healthy options available at school, as well as new menu items

OBJECTIVE 4
Enhance the safety, efficiency, and security of student transportation
MCPS will:
- Review and assess existing bus routing software to determine overall quality and effectiveness
- Assess the need for and benefits of providing school bus GPS tracking and associated costs

OBJECTIVE 5
Adapt facilities and infrastructure to meet emerging needs in support of the learning and work environments
MCPS will:
- Continue to develop and maintain safe learning and work environments through maintenance safety inspections
- Continue to ensure the five-year Capital Improvement Plan meets the division’s future needs, such as flexible learning environments
School Board

The School Board of the City of Manassas is comprised of seven members who are elected by residents of the City of Manassas. The school board elections are held on the first Tuesday in November in even-numbered years. The seven members are elected at large, rather than by districts, meaning that all voters may cast a ballot for every seat. Members hold staggered four-year terms, meaning that every two years there is an election to fill either three or four seats. Terms begin on January 1 after the November election.

Tim Demeria
Chairman

Scott M. Albrecht
Vice Chairman

Kristen M. Kiefer
Member-at-Large

Peter B. O’Hanlon
Member-at-Large

Suzanne W. Seaberg
Member-at-Large

Robyn R. Williams
Member-at-Large

Sanford S. Williams
Member-at-Large
# Our Schools

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<thead>
<tr>
<th>School Name</th>
<th>Address</th>
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<tbody>
<tr>
<td>Baldwin Elementary School</td>
<td>1978 Eagle Way, Manassas, VA 20110</td>
<td><a href="http://www.mcpsva.org/baldwines">www.mcpsva.org/baldwines</a></td>
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<tr>
<td>Jennie Dean Elementary School</td>
<td>9601 Prince William Street, Manassas, VA 20110</td>
<td><a href="http://www.mcpsva.org/jenniedeanes">www.mcpsva.org/jenniedeanes</a></td>
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<tr>
<td>Richard C. Haydon Elementary School</td>
<td>9075 Park Avenue, Manassas, VA 20110</td>
<td><a href="http://www.mcpsva.org/haydones">www.mcpsva.org/haydones</a></td>
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<tr>
<td>George C. Round Elementary School</td>
<td>10100 Hastings Drive, Manassas, VA 20110</td>
<td><a href="http://www.mcpsva.org/roundes">www.mcpsva.org/roundes</a></td>
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<td>Weems Elementary School</td>
<td>8750 Weems Road, Manassas, VA 20110</td>
<td><a href="http://www.mcpsva.org/weemses">www.mcpsva.org/weemses</a></td>
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<tr>
<td>Mayfield Intermediate School</td>
<td>9400 Mayfield Court, Manassas, VA 20110</td>
<td><a href="http://www.mcpsva.org/mayfieldis">www.mcpsva.org/mayfieldis</a></td>
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<tr>
<td>Grace E. Metz Middle School</td>
<td>9950 Wellington Road, Manassas, VA 20110</td>
<td><a href="http://www.mcpsva.org/metzms">www.mcpsva.org/metzms</a></td>
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<tr>
<td>Osbourn High School</td>
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Glossary

ACCESS
An English language proficiency assessment administered to kindergarten through 12th grade students who are identified as English Language Learners (ELLs).

Accredited schools
Virginia Board of Education established standards for accrediting public schools in Virginia. This accreditation is intended to communicate to parents, students, and the community that the school has met the state’s requirements.

Apprenticeships
An opportunity for a student to integrate work-based and school-based learning to gain employability and occupational skills.

Chronic absenteeism
Missing 10 percent of a school year, regardless of reason, is considered chronic absenteeism.

CTE credential
What a student earns when he or she has successfully completed an industry certification, a state licensure examination, a national occupational competency assessment, or the Virginia Workplace Readiness Skills (WRS) for the Commonwealth Assessment.

High-yield strategies
Effective instructional approaches that are researched based and proven to work

Internships
A work experience that is part of a student’s education, with or without pay, in order to gain work experience for the student’s desired career.

Job shadowing
An educational experience where a student can observe alongside an individual working in an industry career to learn about a specific type of job and pathway.

On-Time Graduation Rate (OGR)
The percentage of students in a graduating class who earned a Board of Education-approved diploma within four years of entering high school for the first time. It is considered Virginia’s official graduation rate.

STEM
Science, technology, engineering, and mathematics approach to teaching and learning that provides students an opportunity to learn the interconnectivity between the disciplines and the world around them.

Teacher externships
An opportunity for a teacher to work and observe alongside someone in a different industry to gain a better understanding of the current trends and demands in their specific subject area.
The School Board of the City of Manassas does not discriminate on the basis of sex, race, color, religion, disabilities, or national origin in employment or in its educational programs and activities.

For additional information about the strategic plan contact:
Director of Assessment and Accountability
Manassas City Public Schools
8700 Centreville Road, Suite 400
Manassas, Virginia 20110