

**Strategic Planning Services  
Capital School District  
198 Commerce Way, Dover, DE 19904  
Bid # 1504 – Due 3:00pm 11/13/14  
Questions and Answers**

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**Q1. Is this document an RFQ or RFP? The document refers to both. Is the district expecting pricing information?**

A1. No, the district is not expecting pricing at this time. We will evaluate the firms based on the evaluation criteria and rank order them. Then the District will negotiate with the top ranked firm. If a mutual agreement does not occur, we will move on to the next highest ranked firm and begin negotiations with them.

**Q2. Is it necessary to mail a copy of the proposal, or am I able to submit the proposal via e-mail?**

A2. E-mail will not be accepted. The District needs ten (10) copies of the proposal delivered to 198 commerce Way, Dover, DE 19904 by 3:00pm on Thursday, November 13, 2014. Proposals must be clearly marked Bid #1504 Strategic Planning Services – Capital School District.

**Q3. What is the anticipated start date of the project upon award?**

A3. Early January 2015.

**Q4. When does the District want the project to be completed?**

A4. Within 2.5 months of the start date.

**Q5. Is the District's previous strategic plan available to be viewed?**

A5. Yes. It is attached.

**Q6. What years did the previous five year strategic plan cover?**

A6. 2009-2014

**Q7. What is the District's anticipated budget for this project?**

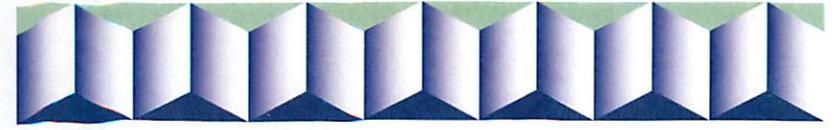
A7. The District's anticipated budget for this project is not being released at this time. The District will evaluate the firms based on the evaluation criteria and rank order them. Then the District will negotiate with the top ranked firm. If a mutual agreement does not occur, we will move on to the next highest ranked firm and begin negotiations with them.

# Capital School District Home of the Senators



*The Capital School District does not discriminate in employment, educational programs, services or activities based on race, color, national origin, sex, age, or disability in accordance with state and federal laws. The District offers additional services to students with limited English language skills or with disabilities so that they*

ADA Coordinator	Special Education/ Section 504	Sex Discrimination (Title IX)
Mr. Joseph Hamblin Supervisor for Buildings/ Grounds Capital School District 945 Forest Street Dover, DE 19904 Tel: (302) 672-1945	Dr. Joyce S. Denman Supervisor of Special Services Capital School District 945 Forest Street Dover, DE 19904 Tel: (302) 672-1935	Mr. David Vaughan Director of Human Resources Capital School District 945 Forest Street Dover, DE 19904 Tel: (302) 672-1507



# Strategic Plan



## CAPITAL SCHOOL DISTRICT

2009-2014



## **CAPITAL SCHOOL DISTRICT**

*Central Administrative Office*

*945 Forest Street*

*Dover, Delaware 19904*

*Telephone: 302-672-1500*

### **BOARD OF EDUCATION:**

*Mr. Raymond L. Paylor, President*

*Ms. Kiran Clements, Vice-President*

*Mr. Phillip Martino, Jr.*

*Mr. Thomas Keitel*

*Mrs. Kay Dietz-Sass*

### **SUPERINTENDENT:**

*Dr. Michael D. Thomas*

### **ADMINISTRATION:**

*Assistant Superintendent of Academic Services: Dr. Tina Huff*

*Chief Financial Officer: Mr. Sean Sokolowski*

*Director of Human Resources: Mr. David Vaughan*

*Director of Elementary Instruction: Ms. Pamela Herrera*

*Supervisor of Instruction 5-12: Mrs. Juanita Wilson*

*Supervisor of Instruction 5-12: Mrs. Sandra Spangler*

*Supervisor of Student Services: Mrs. Lynn Widdowson*

*Supervisor of Special Education: Dr. Joyce Denman*

*Supervisor of Transportation: Mr. Bruce Ashby*

*Supervisor of Child Nutrition: Mr. James Trower*

*Supervisor of Buildings & Grounds: Mr. Joseph Hamblin*

#### **District Office**

945 Forest Street

Dover, DE 19904

302-672-1500 Main Office

302-672-1714 Fax

#### **Dover High School**

One Pat Lynn Drive

Dover, DE 19904

302-672-1525 Main Office

302-672-1565 Fax

#### **Central Middle School**

211 Delaware Avenue

Dover, DE 19901

302-672-1772 Main Office

302-672-1733 Fax

#### **William Henry Middle School**

65 Carver Road

Dover, DE 19904

302-672-1620 Main Office

302-672-1633 Fax

#### **East Dover Elementary**

852 S. Little Creek Road

Dover, DE 19901

302-672-1655 Main Office

302-672-1663 Fax

#### **Fairview Elementary**

800 Walker Road

Dover, DE 19904

302-672-1645 Main Office

302-672-1654 Fax

#### **Hartly Elementary**

P.O. Box 25

2617 Arthursville Road

Hartly, DE 19953

302-672-1670 Main Office

302-672-1750 Fax

#### **North Dover Elementary**

855 College Road

Dover, DE 19904

302-672-1980 Main Office

302-672-1985 Fax

#### **South Dover Elementary**

955 South State Street

Dover, DE 19901

302-672-1690 Main Office

302-672-1697 Fax

#### **Towne Point Elementary**

629 Buckson Drive

Dover, DE 19901

302-672-1590 Main Office

302-672-1595 Fax

#### **Booker T. Washington Elementary**

901 Forest Street

Dover, DE 19904

302-672-1900 Main Office

302-672-1902 Fax

#### **Kent County Community School**

65-1 Carver Road

Dover, DE 19904

302-672-1960 Main Office

302-672-1967 Fax

# Five Year Goals with Associated Measurements

## Critical Goal Category #7: Family and Community Involvement

1. There will be a 95% response rate of parents/guardians who sign/acknowledge receipt of parent/partnership agreement each year. Completion Date: Annually
2. The district will maintain monetary contributions from current community and business partnerships. Completion Date: Annually
3. There will be an increase of 5% in volunteer hours each year. Completion Date: Annually
4. Each school will have a minimum 75% of parents who participate in at least one school activity each year. Completion Date: Annually
5. The district staff will host a minimum of 20 parent/community workshops and/or in-



Dear Staff and Community,

The Board of Education and Capital School District are committed to continuous improvement in providing educational services to Capital's students. Accordingly, we are pleased to present **Capital School District's Strategic Five-Year Plan**.

This plan serves as the guide and architectural design by which the district defines its goals, initiates actions, measures results, and monitors a system of educational excellence. The seven foundational goals of this plan are developed within the context of preparing our students to enter a rapidly changing world and successfully compete in a global economy.

Indeed, Capital School District's strategic plan ensures the continuous progress and successful development of each individual student. Through the adoption of this plan, the Board of Education defines the expectations for students and all district employees. Achieving the district's mission is of the highest priority and requires concerted effort of the entire Capital community. The future of our children and our community are dependent on these efforts.

Sincerely,

Michael D. Thomas, Ed. D.

# Strategic Plan

This Strategic Plan for the Capital School District sets forth the direction to guide the organization from 2009-2014. The Strategic Plan is the outgrowth of a five month strategic planning process that involved the participation of the Capital School District Superintendent, Board Members, District Administrators, and School Principals.

## Our Vision

The vision of the Capital School District is educational excellence today for a changing tomorrow.

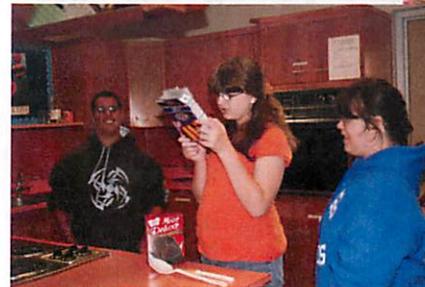
## Our Mission

Capital School District, in partnership with students, families, and the community, is committed to leadership and educational excellence. We will educate all students in state-of-the-art facilities to achieve their potential by providing a safe, nurturing environment where standards are high and learning is

# Five Year Goals with Associated Measurements

## Critical Goal Category #6: Personnel

1. The district will strive to employ 100% highly qualified staff according to the state requirements and No Child Left Behind (NCLB).  
Completion Date: Annually
2. There will be an increase of staff attendance by 2% each year. Completion Date: Annually
3. The district will improve the retention rate of skilled, effective and results-oriented employees

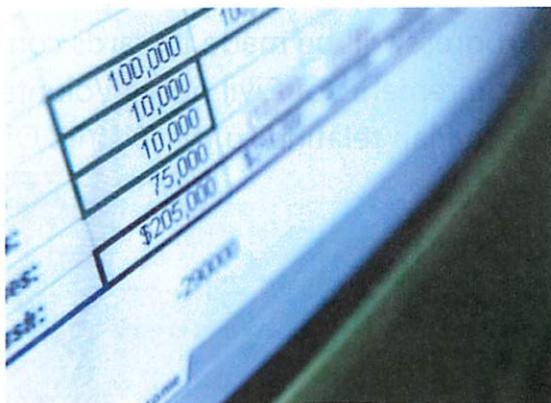


## Five Year Goals with Associated Measurements

### Critical Goal Category #5: Fiscal Responsibility



1. The district will maintain sound fiscal practices, procedures and policies as evidenced by annual reports submitted to the state. Completion Date: Annually
2. The district will increase its entry level salaries relative to other districts in Kent County to attract highly qualified personnel to the district. Completion Date: Annual contract reviews
3. The district will supplement local budget by increasing the procurement



of grants and outside funding sources

## Core Values

The vision and mission is supported by the following seven core values which will be used to guide the decisions and actions of the Capital School District.

1. **Responsiveness:** Acknowledging issues/ideas, exploring options and implementing solutions in a timely manner.
2. **Commitment:** Providing opportunities to assist students in academic achievement, staff in professional growth and parent/community support.
3. **Integrity:** Fair treatment and ethical behavior.
4. **Accountability:** Each individual assuming personal and professional responsibility for their actions.
5. **High Expectations:** Inspiring all students to achieve their full potential through staff, parent and community engagement.
6. **Collaboration:** Creating an environment for teamwork to flourish, encouraging all employees to provide recommendations in order to reach common goals.
7. **Respectfulness:** Building positive relationships through respect for all cultures, affirming self-worth and willingness to go the extra mile.

# Five Year Critical Goal Categories for District Strategic Plan

The critical goal categories listed below are broad categories that serve as the foundation and building blocks for actualizing the mission of the Capital School District.

## 1. Academic Achievement

## 2. School Climate

## 3. Co-curricular and Extra-curricular Activities

## 4. Facilities

## 5. Fiscal Responsibility

## 6. Personnel

# Five Year Goals with Associated Measurements

## Critical Goal Category #4: Facilities



1. Upon receiving a Certificate of Necessity from the state, the district will pass a major capital expense referendum to build a new high school.
2. Energy usage will decrease by 3% a year per building. Completion Date: Annually
3. Establish a district office to house all district administrative staff and professional development center. Completion Date: 2011
4. Progress will be made towards completing requirements of Civil rights Voluntary Compliance Plan relating to the District Office and Do-



## Five Year Goals with Associated Measurements

### Critical Goal Category #3: Co-curricular and Extra-Curricular Activities

1. There will be a 60% participation rate of middle and high school students involved in at least one co/extra-curricular school re-



lated activity. Completion Date: 2012



## Five Year Goals with Associated Measurements

### Critical Goal Category #1: Academic Achievement

1. There will be a 5% increase each year in the number of students meeting or exceeding standards up to 90% as measured by state assessments. There will be a 10% increase each year for sub-groups not meeting federal requirements as measured by state assessments. Completion Date: Annually
2. Response to Intervention (RTI) will be fully implemented (w/assessments and interventions) for literacy at the K-12 level. Completion Date: 2011
3. RTI will be fully implemented (w/assessments and interventions) for math at the K-12 level. Completion Date: 2012
4. There will be a 5% increase each year in the percent of students passing in the areas of English language arts (ELA), mathematics, science



## Critical Goal Category #1: Academic Achievement (Continued)

6. At least 75% of students will rate the vocational courses at Dover High School as being satisfied or very satisfied with the quality of the courses, yearly. Completion Date: Annually
7. High quality professional development will be provided for all instructional staff; 80% of instructional staff will rate the workshops as effective in meeting their professional needs. District walkthroughs will reflect successful implementation. Completion Date: Annually
8. All students will meet the requirements to be "technologically literate" by the end of grade 8 (measured by passing of technology course or other indicators). Completion Date: Annually
9. There will be an increase in the graduation rate of at least 1% of each 9th grade cohort (group of entering 9th grade students each year) and a 2% increase in each under-performing subgroup of students each year. These sub groups are defined as race, low income, special education, etc. Completion Date: Annually

## Five Year Goals with Associated Measurements

### Critical Goal Category #2: School Climate



1. There will be a 10% reduction in the number of documented referrals per school in the top three incident categories. Completion Date: Annually
2. There will be a 5% increase in positive student perception of middle school safety as measured by the School Climate Survey. Completion Date: Annually
3. There will be a 5% increase in the number of parents who are satisfied or very satisfied as measured by the School Climate Survey. Completion Date: Annually
4. There will be a 5% reduction in the number of out-of-school suspensions. Completion Date: Annually
5. There will be a 5% increase in the number of students that have a positive relationship with at least one adult in their school as measured