

Heard County School System

Franklin, Georgia

SYSTEM STRATEGIC PLAN FY20



STRATEGIC GOAL AREA I- Increase and Promote Post-Secondary Opportunities for Students

Performance Objective A: Curriculum & Instruction- Instructional Process

<u>AdvancEd.</u> <u>Standards</u>	Actions, Strategies, Interventions	Timeline/When will target be reached?	Estimated Costs, Funding Sources, and Resources	Person(s) Responsible	Evaluation of Implementation and Impact on Student Learning	
					Artifacts	Evidence
	Ensure that teachers are using formative and summative data from Illuminate to drive instructional decisions. At a minimum in the Milestone tested subjects	Ongoing	\$18,000 per year	Principals Instructional Tech. Coach Associate Superintendent 6-12 Assistant Superintendent 3-5	Assessment data gathered from Illuminate dashboard	Increased number of students performing at proficient and distinguished levels on statewide assessments.
	Create a system to monitor the benchmarking progress for grades 3-12 for tested subjects.	FY20		Asst. Superintendent 3-5 Associate Superintendent 6-12	Benchmark Calendar to include; administration , remediation meetings, and collaborative discussions.	Increased number of students achieving at Levels 3 and 4 on the Georgia Milestones Assessments.

	Establish a common scoring in the area of writing that will help teachers transition away from the GCA professional learning support process.	FY20	Title I, II, IDEA, IV	Literacy Coach	Rubrics, documents, agendas.	Improved writing outcomes in grades 3-5.
	Offer personalized professional learning opportunities for teachers in the areas of reading and writing.	FY20	Title I, II, IDEA, IV	Literacy Coach	Calendar, Sign-In Sheets	Improved literacy outcomes in grades K-5
	Provide system collaborative planning as a grade level at least twice during the school year. To include literacy, calendar time ideas, and Number Talks	FY20		Literacy Coach Assistant Superintendent	Calendar, Sign-In Sheets	Improved literacy outcomes in grades K-5

STRATEGIC GOAL AREA I- Increase and Promote Post-Secondary Opportunities for Students

Performance Objective B: Curriculum & Instruction- Closing Achievement Gaps

<u>AdvancEd.</u> <u>Standards</u>	Actions, Strategies, Interventions	Timeline/When will target be reached?	Estimated Costs, Funding Sources, and Resources	Person(s) Responsible	Evaluation of Implementation and Impact on Student Learning	
					Artifacts	Evidence
	Observe remediation times in grades 3-12 at least quarterly throughout the school year.	FY20		Asst. Super Grades 3-5 Assoc. Super Grades 6-12	Feedback	Improved outcomes for students with learning gaps.
	Work with core academic teacher to identify power standards in grades 6-12.	FY20		Assoc. Super Grades 6-12	Power Standards	Curriculum Guide to direct the work of all teachers but especially special

						education.
	Provide professional learning for administrators in the area of best practices in Special Education classrooms.	FY20		Special Education Director	Sign-In Sheet, Agenda	Improved instructional practices
	Provide multiple professional learning opportunities for special education teachers in the areas of compliance and procedures in order to build leadership capacity within each school.	FY20		Special Education Director	Sign-In Sheet, Agenda	
	Monitor newly created special education and EIP schedules at each school for effectiveness.	FY20		Special Education Director Assistant Superintendent (EIP)	Schedules	

STRATEGIC GOAL AREA I- Increase and Promote Post-Secondary Opportunities for Students

Performance Objective C: Leverage technology to provide a great learning environment while preparing students for enrollment, enlistment, and employment.

<u>AdvancEd.</u> <u>Standards</u>	Actions, Strategies, Interventions	Timeline/When will target be reached?	Estimated Costs, Funding Sources, and Resources	Person(s) Responsible	Evaluation of Implementation and Impact on Student Learning	
					Artifacts	Evidence
3.11, 4.6	Update and carry out the system technology plan to address: <ul style="list-style-type: none"> SAMR model Media Specialist expectations Computer Exploratory expectations 	FY20		Technology Director Instructional Technology Coach Superintendent		Written expectations
3.11, 4.6	Provide support to teachers to promote effective 1:1 instructional technology implementation in each school. <ul style="list-style-type: none"> Document with badges outside of classroom Focus on a more personalized approach in FY20 	FY20	GAFE Conference	Instructional Technology Coach Principals	Professional Learning Records, Teacher Observations,	Increased student engagement, Fewer students identified as needing remediation.
	Expand the partnership with West Georgia Tech to include Cosmetology and Welding as CTAE pathway options.	FY20	TBD	Superintendent CTAE Director		Pathways
	Public roll out of Employment, Enlistment, or Enrollment initiative. <ul style="list-style-type: none"> Engage stakeholders with 	FY20		CTAE Director Superintendent Associate		Clear pathway moving forward of new offerings

	vision (corporate breakfast) <ul style="list-style-type: none"> ● Make initiative prominent K-8. ● Build partnerships with employers ● Build partnerships with military recruiters. ● Investigate the JROTC pathway ● Develop a soft skills plan. 			Superintendent		

STRATEGIC GOAL AREA I- Increase and Promote Post-Secondary Opportunities for Students

Performance Objective D: Support principals in moving from transformational leaders to instructional leaders.

<u>AdvancEd.</u> <u>Standards</u>	Actions, Strategies, Interventions	Timeline/When will target be reached?	Estimated Costs, Funding Sources, and Resources	Person(s) Responsible	Evaluation of Implementation and Impact on Student Learning	
					Artifacts	Evidence
	Leadership development to focus on Assistant Principals and Aspiring Leaders. <ul style="list-style-type: none"> ● Instructional Coaching ● 5 Levels of Leadership ● Instructional Process ● Core Values 	FY20		Associate Superintendent	Agenda	LKES Evaluations

	<ul style="list-style-type: none"> Built to Last Cycle 					
	The superintendent will do 1:1 leadership coaching with each principal in the area of instructional leadership.			Superintendent		

STRATEGIC GOAL AREA II- Ensure Stakeholder Engagement and Loyalty

Performance Objective A: Baby Braves

<u>AdvancEd.</u> <u>Standards</u>	Actions, Strategies, Interventions	Timeline/When will target be reached?	Estimated Costs, Funding Sources, and Resources	Person(s) Responsible	Evaluation of Implementation and Impact on Student Learning	
					Artifacts	Evidence
	Expand the parent awareness component by using data collected to narrow the focus of what parents truly need.	FY20		Special Education Director		
	Collect more precise data and monitor the effectiveness and impact of the entire program.			Special Education Director	Data analysis	Increased early identification of at-risk students
	Develop a system to identify the most at-risk Baby Braves for a 3-year old program.			Special Education Director	Systemic plan	Increased early identification of at-risk students

STRATEGIC GOAL AREA II- Ensure Stakeholder Engagement and Loyalty**Performance Objective B: Engage stakeholder groups in a dialogue about student achievement, resource expenditures, and future plans.**

<u>AdvancEd.</u> <u>Standards</u>	Actions, Strategies, Interventions	Timeline/When will target be reached?	Estimated Costs, Funding Sources, and Resources	Person(s) Responsible	Evaluation of Implementation and Impact on Student Learning	
					Artifacts	Evidence
	<p>Increase the number of news releases to the public via the Heard Citizen and Times Journal.</p> <ul style="list-style-type: none">● SPLOST Update: Summer Maintenance● E3: Intro to community● Construction projects● School Nutrition● Baby Braves Update● 19-20 Recap Articles in June/July	FY19	\$1,800	Superintendent , Principals, Central Office Staff	News Releases SPLOST Baby Braves School Updates	Improved Stakeholder Loyalty

STRATEGIC GOAL AREA II- Ensure Stakeholder Engagement and Loyalty

Performance Objective C: Recruit and Retain Quality Employees

<u>AdvancEd.</u> <u>Standards</u>	Actions, Strategies, Interventions	Timeline/When will target be reached?	Estimated Costs, Funding Sources, and Resources	Person(s) Responsible	Evaluation of Implementation and Impact on Student Learning	
					Artifacts	Evidence
4.1	Maximize to the greatest extent possible the number of student teachers in each school.	On-going	Mileage stipend for student teachers	Principals, Associate Superintendent Assistant Superintendent	Student Teacher rosters from UWG, Mercer, etc.	Hiring of effective teachers.
4.1	The system will spearhead a committee to review the employee benefits package in order to improve overall benefits.	On-going	TBD	Associate Superintendent Payroll Clerk	Benefits package offerings	Improved employee satisfaction with benefit offerings.
	Seek ways to recognize the work of bus drivers: <ul style="list-style-type: none"> ● Golden Shovel ● Golden Fire Extinguisher ● On the Bus Award ● Sunshine Award ● Mentor Award ● School Spirit Award ● Character Award ● Perfect Attendance 			Director of Student Services	Awards and recognitions	Improved employee satisfaction and retention

STRATEGIC GOAL AREA III- Develop Organizational Effectiveness**Performance Objective A: Improve Student Healthcare Resources**

<u>AdvancEd.</u> <u>Standards</u>	Actions, Strategies, Interventions	Timeline/When will target be reached?	Estimated Costs, Funding Sources, and Resources	Person(s) Responsible	Evaluation of Implementation and Impact on Student Learning	
					Artifacts	Evidence
	Through a partnership with the Dept of Public Health offer flu vaccinations and health well-checks during school hours to students.	FY20		Superintendent	Pilot program	Increased number of student well checks in schools
	Explore telemedicine options to be utilized by school nurses.	FY20		Superintendent	Pilot program	Increased number of student well checks in schools

STRATEGIC GOAL AREA III- Develop Organizational Effectiveness**Performance Objective B: Devote the maximum amount of funding to instruction as possible.**

<u>AdvancEd.</u> <u>Standards</u>	Actions, Strategies, Interventions	Timeline/When will target be reached?	Estimated Costs, Funding Sources, and Resources	Person(s) Responsible	Evaluation of Implementation and Impact on Student Learning	
					Artifacts	Evidence
	Ensure that school level leaders and informational specialists understand and maximize the state funding formula.	On-going	\$1,500 for professional learning opportunities on the funding formula	Superintendent CFO Assistant Superintendent	PL record State instructional earnings	Maximized funding from state formula

	Maximize the system's open enrollment process to maintain/increase viable class sizes.	On-going	None	Superintendent Board of Ed Principals	List of open enrollment students	Improved process for approving open enrollment students
	Continue to use SPLOST revenues to purchase textbooks, buses, and technology.	Ongoing	TBD	Superintendent Assistant Superintendent Transportation Director	Textbooks, buses, technology infrastructure, Classroom technology	Increased student engagement through technology. Resources available to teachers and students. Safe and modern transportation system.

STRATEGIC GOAL AREA III- Develop Organizational Effectiveness

Performance Objective C: Improve breakfast and lunch programs in order to increase participation rates, program efficiency, and student satisfaction.

<u>AdvancEd.</u> <u>Standards</u>	Actions, Strategies, Interventions	Timeline/When will target be reached?	Estimated Costs, Funding Sources, and Resources	Person(s) Responsible	Evaluation of Implementation and Impact on Student Learning	
					Artifacts	Evidence
	Continue to seek out high-participation lunch and breakfast foods that meet the required nutritional guidelines.	On-going	TBD	School Nutrition Director	Menu Items	Improved school breakfast and lunch participation rates Improved student satisfaction

Performance Objective D: Ensure clean and well-maintained facilities

<u>AdvancEd.</u> <u>Standards</u>	Actions, Strategies, Interventions	Timeline/When will target be reached?	Estimated Costs, Funding Sources, and Resources	Person(s) Responsible	Evaluation of Implementation and Impact on Student Learning	
					Artifacts	Evidence
	Director of Student Services will walk each campus quarterly checking for maintenance, safety, and cleanliness issues.			Director of Student Services	Action steps, work orders, and improved fidelity of safety protocols.	Improved cleanliness and student safety.

Performance Objective E: Evaluate and Improve school safety and crisis readiness

<u>AdvancEd.</u> <u>Standards</u>	Actions, Strategies, Interventions	Timeline/When will target be reached?	Estimated Costs, Funding Sources, and Resources	Person(s) Responsible	Evaluation of Implementation and Impact on Student Learning	
					Artifacts	Evidence
4.3	Expand partnerships with local law enforcement agencies and emergency services. Coordinate and attend these meetings quarterly	On-going	None/minimal	Principals, Assistant Principals, Safety Director SRO	Changes in safety measures and crisis readiness plans.	Coordinated Crisis Readiness Drills with law enforcement and emergency services.
	School Resource Officer will walk each campus at least quarterly checking for safety issues and crisis readiness	On-going	TBD	Safety Director, SRO	List of facility recommendation s and changes.	Improved perception of school safety from internal

	issues.					and external stakeholders.
2.1, 4.3	Review and revise school and system emergency plans.	On-going	None/minimal	Safety Director	Safety Plans	Improved crisis readiness.
	The Director of Student Services will ride with each driver and give feedback.			Director of Student Services	Feedback forms	Improved driver safety