



Clay County Schools

Strategic

Plan

Clay County School System District Mission, Vision, Commitment and Beliefs

Mission

The mission of the Clay County Board of Education is to act on its vision, offer the best education possible to students by using current technology and curricula materials, by hiring quality teachers, and by celebrating all accomplishments.

Vision

Moving Every Child Forward To Become College and Career Ready

Beliefs

We believe:

- *Our core business is teaching for learning.*
- *All students have potential and will be expected to learn.*
- *All students can learn and learn in different ways.*
- *Quality education is a shared responsibility by students, state, parents, and the community.*
- *A safe, order, and nurturing environment facilitates learning.*

Belief Statements:

The Members of the Clay County Board of Education believe that:

1. The welfare of students is our first priority.
2. A teacher's influence is infinite.
3. Teachers must be well-versed in the content areas.
4. Teachers must create a caring and nurturing environment.
5. Teachers must motivate students.
6. Teachers must inspire confidence in students.
7. Teachers must display a positive attitude.
8. Teachers must develop time on task strategies for themselves and students.
9. Students must show measurable increases on standardized tests.
10. Students must be afforded a well-rounded education influence by rigorous academic standards and meaningful extra-curricula activities.
11. School facilities must be clean, safe, and well maintained.
12. School leadership must be strong and results driven.
13. School leaders must have effective communication skills.

14. School leaders must continue professional growth activities.
15. Teachers must practice teamwork and cooperation.

Strategic Goal Areas and Performance Objectives

Student Achievement

- Implement Adopted Curriculum
- Utilize Formative and Summative Data
- Implement a Diversity of Learning Strategies
- Improve Student Performance or Success
- Increase the Graduation Rate

Student and Stakeholder Involvement

- Identify and Utilize Community Resources
- Foster Positive Relationships Among All Students and Stakeholders
- Provide Opportunities for Stakeholder Education
- Increase Stakeholder Communication and Involvement
- Develop District-wide Communication Plan

Organizational Growth and Improvement

- Develop a System-wide Professional Development Plan
- Provide Training for Support Staff
- Provide Professional Learning Opportunities for Certified / Professional Staff

Internal Processes

- Improve Technology Infrastructure
- Increase Student Participation in the School Cafeteria Meal Programs
- Maintain Facilities
- Ensure a Safe School Environment
- Transport Students in a Safe and Efficient Manner
- Operate in a Fiscally Responsible Manner
- Recruit and Retain Highly Qualified Staff

Clay County School System District Strategic Improvement Plan Details (FY16)

Strategic Goal Area I: Student Achievement	
<p>Goal Area Priorities:</p> <ul style="list-style-type: none"> A. Implement New State Curriculum B. Utilize Formative and Summative Data C. Improve Student Performance or Success D. Increase the Graduation Rate 	
Performance Objective I.A – Implementing New State Curriculum	
<p>Performance Measures:</p> <ul style="list-style-type: none"> • % Participation of faculty in trainings, meetings • % Meets + Exceeds on State Assessments • % of Student Exceeding on State Assessments 	<p>Targets:</p> <ul style="list-style-type: none"> • 100% participation of faculty in trainings, meetings • 2% increase in Meets + Exceeds on any State Assessments below State Average. (See Performance Targets) • 3% increase in students exceeding on the state assessments
<p>Possible Initiatives:</p> <p>CCGPS Rollout:</p> <ul style="list-style-type: none"> • Ensure professional development that is cross-curricular from within the system is provided on CCGPS; including gifted, ELL, Special Education, other non-academic teachers. • Arrange collaboration among each academic area (vertical and horizontal among all levels of system) • Support implementation of CCGPS, with continued yearly support • Adopt text, technology, etc. that will align to CCRPI standards in a timely manner • Ensure that teachers have the appropriate materials and resources to implement CCGPS effectively and timely 	
Performance Objective I.B – Utilize Formative and Summative Data	
<p>Performance Measures:</p> <ul style="list-style-type: none"> • % Participation of faculty in trainings, meetings • % Participation in SLDS / data collection • % Participation in Benchmark Analysis 	<p>Targets:</p> <ul style="list-style-type: none"> • 100% participation of faculty in trainings, meetings • 100% participation of faculty in LDS training • 85% participation of faculty in collecting and disseminating data
<p>Possible Initiatives:</p> <ul style="list-style-type: none"> • Develop an Data Team • SLDS Training • Disaggregating Formative and Summative Data • CCRPI Data Collection 	

Performance Objective I.C – Improve Student Performance or Success	
<p>Performance Measures:</p> <ul style="list-style-type: none"> • % Increase of students participation in remediation/after school tutoring • % Increase in test scores in the exceeds level • % Decrease in test scores in the Does Not Meet level • % Decrease in elementary school student retention rate • % Decrease in middle school student retention rate • % Increase students using appropriate technology in the classroom • % Faculty trained in differentiation/RTI • % Faculty using differentiation in classroom at all learning levels • % Students served by academically appropriate Hi-Q teachers • % Students receiving enrichment/extension and RTI/remediation. 	<p>Targets:</p> <ul style="list-style-type: none"> • 4% annual improvement in state assessment scores that are below state average • 100% of parents/guardians will be notified of opportunities of workshops and attempts will be documented. • 2% annual increase in participation in testing strategies/study skills workshops. • 3% annual increase of student participation in remediation and/or after school tutoring. • 5% decrease in students being retained at the elementary or middle school level • 5% annual increase of students using appropriate technology in the classroom and 90% of faculty using technology for instruction • 100% of faculty trained in differentiation/RTI • 5% increase annually of faculty using differentiation in classroom at all learning levels • 2% increase of students served by academically appropriate Hi-Q teachers • 2% increase of students receiving enrichment/extension and RTI/remediation
<p>Possible Initiatives:</p> <p>Assessment</p> <ul style="list-style-type: none"> • Implement a district wide assessment plan (universal screener, diagnostic, remediate, progress monitor) • Use testing data target domains for improvement • Establish district wide standardized grading practices (use protocols, establish grading validity) • Provide workshops for testing strategies and study skills – for students and parents • Provide effective remediation for at risk students • Provide support classes for at risk students 	

<p>Technology</p> <ul style="list-style-type: none"> • Utilize technology that is updated and current for student advancement • Increase availability of student and teacher access to technology based on identified needs • Provide training for appropriate use of technology by faculty, staff and students <p>Differentiation</p> <ul style="list-style-type: none"> • Ensure differentiation instruction is occurring across all learning levels • Increase number of students placed in academically appropriate settings with content related knowledge teachers –emphasis on inclusion settings • Increase % of content related knowledge special education teachers in appropriate classrooms • Increase enrichment/extension to provide higher level learning opportunities for all students • Provide RTI/remediation assistance for students identified at-risk through data • Continue implementation of RTI 	
<p>Performance Objective I.D – Improve Graduation Rate</p>	
<p>Performance Measures:</p> <ul style="list-style-type: none"> • Increase Percentage of Students Graduating from High School On Time • Decrease the dropout rate in all subgroups (race, SWD, ELL) 	<p>Targets:</p> <ul style="list-style-type: none"> • 5% Increase in students graduating within 4 years plus a summer
<p>Possible Initiatives: Create a plan or system to track students once they leave Clay County School District. (Students go to different schools. All do not go to the designated feeder school (Randolph)).</p>	

Strategic Goal Area II: Student and Stakeholder Involvement

Goal Area Priorities:

- A. Identify and Utilize Community Resources
- B. Foster Positive Relationships Among All Students and Stakeholders
- C. Provide Opportunities for Stakeholder Education
- D. Increase Stakeholder Communication
- E. Develop District-wide Communication Plan

Performance Objective II.A – Identify and Utilize Community Resources

Performance Measures:

- % Manuals distributed to school administrators, counselors, social workers, & attendance officers.

Target:

- 100% distribution

Possible Initiatives:

1. Family Connections and Head Start initiative:
 - Work with Family Connection, Head Start and other agencies to develop a list of outside aid agencies and counseling services.
 - Develop a comprehensive manual with a list of outside agencies to help our families. Distribute manual to all school administrators and counselors as well as our school attendance officer.

Performance Objective II.B – Foster Positive Relationships Among All Students and Stakeholders

Performance Measures:

- # of distributions and recognitions
- # of recognitions
- % of time used in the programs that is focused on Character Ed.
- % of positive / negative comments on student surveys

Target:

- Increase number by 2% each year
- Maintain number of monthly recognitions
- Increase percentage of time dedicated to Character Ed by 2% annually
- 1% decrease in negative comments

Possible Initiatives:

1. Positive Community Interaction Initiative:
 - Publish positive accomplishments of students, teachers, individual schools, and school system in newsletters, newspapers, websites, and on bulletin boards.
 - Recognize positive accomplishments of community stakeholders posted at each school.
 - Recognize business partners at board meetings and signs/banners used at school activities.
 - Extend partnerships with local businesses.
2. Staff Member Recognition Initiative:
 - Foster positive relationships among staff members within the school and district by recognizing staff member accomplishments monthly (certified and classified equally)

3. Character Ed. Initiative:

- Use Guidance Programs and Teachers as Advisers Programs to focus on Character Ed.

4. Student Engagement Initiative:

- Foster positive relationships among the student body by:
 - Enhancing existing programs,
 - Establishing new programs
 - Using existing school personnel. (Counselors, Advisement programs, Mentors, etc.)
- Conduct student survey annually to measure effectiveness of programs

Performance Objective II.C. – Provide Opportunities for Stakeholder Education

Performance Measures:

- % of attendance at school level activities
- # of materials distributed
- # hits on websites
- # activities per year

Target:

- Increase by 2% annually (based on current enrollment using first year as baseline): stakeholder education opportunities, use of parent resources
- 1% increase in # of hits on website
- 4 activities per year.

Possible Initiatives:

1. Stakeholder Education Initiative:

- Provide opportunities for stakeholders to receive resources and information
- Use Parent Needs Assessment Survey to identify stakeholder education needs
- Foster stakeholder education at existing school activities.
- Inform parents of the existence of the Parent Resource Center and Parent Resource Website
- Keep information updated on Parent & Community resource page of school websites.
- Inform parents of gacollege411.com and other possible post-secondary education resources.
- Provide training on capacity building activities (e.g., parent workshops, family curriculum nights, activities to empower parents to become active partners in their child’s education)

Performance Objective II.D. – Increase Stakeholder Communication

Performance Measures:

- # of returned incentive entries

Target:

- 2% increase annually based on current enrollment

Possible Initiatives:

1. Implement incentive program embedded on existing communication.

- Implement Parent Taking The Initiative
- District Newsletter (with removable portion asking a question with the answer embedded in the newsletter to return for drawing)
- Utilize appropriate social media communication options. (Twitter, Facebook, Texting)

Strategic Goal Area III: Organizational Growth and Improvement		
Goal Area Priorities:		
<ul style="list-style-type: none"> A. Develop a System-wide Professional Development Plan B. Provide Training for Support Staff C. Provide Professional Learning Opportunities for Certified/Professional Staff 		
Performance Objective III.A – Develop a System-wide Professional Development Plan		
	Performance Measures:	Target:
	<ul style="list-style-type: none"> • District-wide Professional Development/ Learning Plan • % of schools using uniform documents 	<ul style="list-style-type: none"> • 100% of schools use professional learning documents
Possible Initiatives:		
<p>1. <u>Professional Development/Learning Plan Initiative:</u></p> <ul style="list-style-type: none"> • Establish a system level committee to study and develop a Professional Learning Plan. <ul style="list-style-type: none"> ○ Produce a uniform document, which will guide the individual school’s Professional Learning Plan. ○ Review/revise Professional Learning Plan annually. ○ Develop district professional learning forms and process. ○ Cascade district Professional Learning Plan to the school level. 		
Performance Objective III.B – Provide Training for Support Staff		
	Performance Measures:	Target:
	<ul style="list-style-type: none"> • % of classified staff trained • % of paraprofessionals trained • % of highly qualified paraprofessionals 	<ul style="list-style-type: none"> • 100% participation in mandated and/ or job specific training. • 100% of district initiated training. • 100% of paraprofessionals are Hi-Q.
Possible Initiatives:		
<p>1. <u>Training for Classified Staff Initiative:</u></p> <ul style="list-style-type: none"> • Maintain mandated training for classified staff • Provide Customer Service Training to identified personnel (receptionist, nurse, office staff) • Train appropriate classified staff on utilizing equipment, resources and materials. (e.g., Clerical/book keeper, custodians, lunchroom workers) • Provide job specific Safety Training <p>2. <u>Training for Certified Paraprofessionals Initiative:</u></p> <ul style="list-style-type: none"> • Provide training, as needed, to Paraprofessionals to support identified specific school and district professional learning goals. • Ensure that Paraprofessionals maintain highly qualified status 		

Performance Objective III.C – Provide Professional Learning Opportunities for Certified/ Professional Staff	
<p>Performance Measures:</p> <ul style="list-style-type: none"> • % of classified staff trained 	<p>Target:</p> <ul style="list-style-type: none"> • 100% of certified staff trained on state curriculum. • 100% of identified staff trained as needed
<p>Possible Initiatives:</p> <ol style="list-style-type: none"> 1. <u>State Curriculum Professional Learning Initiative:</u> <ul style="list-style-type: none"> • Provide training on state adopted Curriculum <ul style="list-style-type: none"> ○ Ensure certified / professional staff is trained on CCGPS ○ Continue training on new initiatives as adopted by the state. ○ Provide content knowledge training as needed 2. <u>Professional Learning Initiative:</u> <ul style="list-style-type: none"> • Provide training to support all special needs groups. (e.g., ED, SWD, EIP, Gifted, EL) • Provide identified professional learning for specialized groups (e.g. media specialist, counselor, CTAE teachers) 3. <u>Provide Professional Learning on Technology</u> <ul style="list-style-type: none"> • Train staff on use of equipment • Provide training for implementing 21st Century Technology in classroom • Provide Georgia LDS Training • Identify needs and provide training in 21st Century communication as needed (e.g., bullying, PBIS, social skills, classroom management) 	

Strategic Goal Area IV: Internal Processes	
Goal Area Priorities:	
<ul style="list-style-type: none"> A. Improve Technology Infrastructure B. Increase Student Participation in the School Cafeteria Meal Programs C. Maintain Facilities D. Ensure a Safe School Environment E. Transport Students in a Safe and Efficient Manner F. Operate in a Fiscally Responsible Manner G. Recruit and Retain Highly Qualified / Effective Staff 	
Performance Objective IV.A – Improve Technology Infrastructure	
Performance Measures: <ul style="list-style-type: none"> • Constant Monitoring and discussion between Technology and Clay County Schools • School records of IT requests • % of power consumed • % projectors and sound systems in classrooms • % of requests on Technology records 	Target: <ul style="list-style-type: none"> • Monthly Leadership Team Meeting Minutes • 100% resolution of School requests • 2% decrease in power consumption annually • 100% of classrooms with projectors and sound systems • Receive eRate funding • 100% resolution of Technology requests
Possible Initiatives:	
<ol style="list-style-type: none"> 1. Improve the current Infrastructure <ul style="list-style-type: none"> • Replace older 100 Mbps POE with 1 Gbps • Look into re-wiring to determine if necessary • Add 1 Gbps to the Internet 2. Push services to the cloud <ul style="list-style-type: none"> • Lower the technology consumption 3. Lower Power Consumption <ul style="list-style-type: none"> • Add Virtual Desktop Infrastructure • Add Virtualize Servers • Purchase Tablets (iPad) • Reduce Overall lower power consumption 4. Add Class Equipment <ul style="list-style-type: none"> • Add projector and sound system in every classroom • Purchase Apple TV • Provide Wireless Printers 5. Provide and maintain an IT work order system 	
Performance Objective IV.B – Provide a Quality School Nutrition Program	
Performance Measures:	Target:

<ul style="list-style-type: none"> • % of menus meeting current meal pattern regulations • % of students participating in the school cafeteria meal programs 	<ul style="list-style-type: none"> • 100% of menus meeting current meal pattern regulations • 100% of employees trained on current meal pattern • Maintain the student participation rate of the school cafeteria meal programs
<p>Possible Initiatives:</p> <ol style="list-style-type: none"> 1. Ensure compliance HRFK Act: NSLP & SBP meal pattern <ul style="list-style-type: none"> • Create menus at all schools that meet current federal regulations. • Monitor for changes to regulations and adjust menus appropriately. • Train on current meal pattern. 2. Improve the school cafeteria meal programs <ul style="list-style-type: none"> • Survey students at each school for student input • Modify menus based on student surveys • Conduct online research to identify healthy, popular and economical food choices 	
<p>Performance Objective IV.C – Maintain Facilities</p>	
<p>Performance Measures:</p> <ul style="list-style-type: none"> • Approval of 5-Year Facilities Plan. • Board Approval of SPLOST Items. • % of certified maintenance personnel • % of work order completion • Records of facilities requests 	<p>Target:</p> <ul style="list-style-type: none"> • Board and DOE approval of the 5 year facility plan • Board approval of 5 year SPLOST schedule • 100 % of certified maintenance personnel. • 100% Work order completion
<p>Possible Initiatives:</p> <ol style="list-style-type: none"> 1. Update & Implement State & Local 5-year Facility Plan. 2. Update 5-year SPLOST Facilities Maintenance Schedule. 3. Employment of certified HVAC, Electrician, & Plumber. 4. Provide & maintain work order system for M&O. 5. Provide ongoing facilities maintenance. 	
<p>Performance Objective IV.D – Ensure a Safe School Environment</p>	
<p>Performance Measures:</p> <ul style="list-style-type: none"> • Updated School System Emergency Preparedness and Safety Plan • % of staff receiving professional learning and safety training • % decrease in the number of reported incidents each year 	<p>Target:</p> <ul style="list-style-type: none"> • Annually • 100% of staff receiving professional learning and safety training • 10 % decrease in the number of reported incidents each year

<ul style="list-style-type: none"> • 100% of staff training and student instruction 	
<p>Possible Initiatives</p> <ol style="list-style-type: none"> 1. Conduct updated overview of Georgia Emergency Management Agency training for the school system, public assistance agencies, and other selected community first responders 2. Conduct specific emergency and school safety training with each stakeholder group within the school system <ul style="list-style-type: none"> • Threat Assessment in Schools • Bullying • Drugs • Internet safety • Bomb Threat • Severe Weather • Active Shooter 3. Implement a research-based system-wide program on positive student behavior <ul style="list-style-type: none"> • Good Touch/Bad Touch training • Positive Relationships or Character Education • Appropriate and ethical use of technology (computers, cell phone, e-tablets) 	
<p>Performance Objective IV.E – Transport Students in a Safe and Efficient Manner</p>	
<p>Performance Measures:</p> <ul style="list-style-type: none"> • % of staff training and student instruction • % of cameras installed on all buses. • % of 2-way radios installed on buses • Number of transportation issued radios per school • % of buses with GPS • Yearly by teachers and administrators on site. • Minimum of 8 seat hours per year. • Yearly inventory, completed within 5 years. • SAE Certification within 5 years. • Yearly assessments 	<p>Target:</p> <ul style="list-style-type: none"> • 100% of cameras and 2 way radios installed on all buses. • Minimum of 3 transportation issued radios per school • 100% of buses with GPS • 100% of K-9 student participation and mastery of curriculum. • 100% of drivers/ monitors attend and 100% satisfactory performance on yearly evaluations. • 100% of our bus fleet would be within State Best Practices of 12 years old or newer. • 100% proficiency on State Assessments and yearly evaluations • 100 % of Techs attend • 100% Pass 7 Basic areas. All Buses
<p>Possible Initiatives:</p>	

<ol style="list-style-type: none"> 1. Provide safe and secure transportation <ul style="list-style-type: none"> • Provide & maintain camera system on bus • Provide and maintain 2-way radio communications on all buses and in all schools. • Install GPS System on all buses 2. Implement Required Student Safety Education Program 3. Educate Drivers/Monitors <ul style="list-style-type: none"> • Provide additional training 4. Update Bus Fleet <ul style="list-style-type: none"> • At least 1 per year for next 5 years 5. Update efficiency of Bus Routes and Communication <ul style="list-style-type: none"> • Adhere to State Guidelines and Laws, DOE Best Practices. 6. Provide updated training for Technicians and adequate work load. <ul style="list-style-type: none"> • Factory Training on Fleet Vehicles • SAE Certification. • Reduce Tech to Bus Ratio. 	
Performance Objective IV.F – Operate in a Fiscally Responsible Manner	
<p>Performance Measures:</p> <ul style="list-style-type: none"> • Review of actual revenue/expenditures to budget periodically. • Annual audit conducted by DOAA. • Internal audits conducted by CFO. • Monthly financial report to Board. 	<p>Target:</p> <ul style="list-style-type: none"> • Adhere to the budget as approved by the board. • No audit findings from DOAA.
<p>Possible Initiatives:</p> <ol style="list-style-type: none"> 1. <u>Implement Budget Initiative:</u> <ul style="list-style-type: none"> • Develop an annual budget that adheres to state, federal, and local rules, laws, and guidelines while aligning financial resources to maximize student performance. • Seek ways to allow for economic changes in district • Ensure budget addresses present needs and develop a process to address future needs. 2. <u>Follow established budget procedures:</u> <ul style="list-style-type: none"> • Submit to CFO the department and school requests. • Review and approval of budget by superintendent and presentation to Finance Committee • Review and tentative approval of budget by finance committee. • Approval of final budget by BOE and establishment of millage rate after receipt of tax digest. 	
Performance Objective IV.G – Recruit and Retain Highly Qualified / Effective Staff	

<p>Performance Measures:</p> <ul style="list-style-type: none"> • % of highly effective teachers • # of support meetings during the school year • Reviewed and /or revised benefits package 	<p>Target:</p> <ul style="list-style-type: none"> • 100% of highly effective teachers • 3-4 meetings per year • 100% of staff receives information on benefit package review or revision
<p>Possible Initiatives:</p> <ol style="list-style-type: none"> 1. <u>Maintain Highly Qualified/Effective Staff :</u> <ul style="list-style-type: none"> • Attend local college & university career fairs when system vacancies are anticipated. • Advertise vacancies through www.teachgeorgia.org. • Establish induction support networks for new teachers (new teachers or teachers new to Clay County or both) 2. <u>Review benefits packages available:</u> <ul style="list-style-type: none"> • Provide competitive benefits for Clay County employees. • Provide comprehensive benefits for Clay County employees. 	