

# Hamilton County School District



## STRATEGIC PLAN

**2017-2018**

# **THE SCHOOL BOARD OF HAMILTON COUNTY, FLORIDA**

## **Mission Statement 2017-2018**

*“Changing Lives Through Quality Education”*

### **Board Goals**

Promote high scholastic performance with a career focus

Provide a safe learning and working environment

Apply sound business management practices at all levels

Support active partnerships that achieve school improvement

Establish an effective system for internal and external communications

Provide sufficient classrooms, facilities and transportation systems

**2017-2018**  
**STRATEGIC PLAN**  
**THE HAMILTON COUNTY SCHOOL BOARD:**  
**GOALS, OBJECTIVES, PLAN OF ACTION**

**GOAL 1**

***PROMOTE HIGH SCHOLASTIC PERFORMANCE WITH A CAREER FOCUS.***

**A. Objective:**

Improve test scores, which reflect higher levels of proficiency and student performance in areas of reading, writing, mathematics and science as required by Next Generation Sunshine State Standards (NGSSS) and Florida Standards.

**Strategies:**

1. Provide each school site the appropriate Florida Standards Item Formats and Assessment Schedule by Benchmark in Reading, Writing, Mathematics, and Science.
2. Adopt research based state approved textbooks and curriculum that currently covers the Next Generation and Florida Standards in Reading, Writing, Mathematics, Science and Social Studies.
3. Provide acceleration classes for students identified as at risk of not meeting the specified acceptable achievement level of the Florida Standards appropriate for the student's grade level as specified by 1008.22, Florida Statutes.
4. Provide intervention classes for students scoring Level I and Level II on the reading and/or math section of FSA or End of Course Exam.
5. Utilize technology to enhance acceleration of student performance and progress monitoring (Performance Matters) of all students.
6. Implement classroom walk through (cwt) at all schools.
7. Implement curriculum mapping with emphasis on testing at all schools.
8. Target high performing students in Reading, Science, Writing, and Math to maintain achievement levels by use of progress monitoring and appropriate technology.
9. Comply with state technology requirements including digital textbooks as possible.

**B. Objective:**

Increase the high school graduation rate and reduce the district's dropout rate.

**Strategies:**

1. Continue to counsel students and parents in developing four year plans and reassess, as needed or when students fall behind to refocus on options to get back on grade level and to graduate.
2. Offer Credit Recovery Program and/or other credit recovery options to help students get back on grade level.

3. Offer remediation assistance and classes to assist students to pass the FSA/EOC as mandated by Department of Education.
4. Offer student transition meetings between schools.
5. Establish an attendance policy to include the required number of days each school year that a student must attend, and include policies requiring referrals for parent meetings for students with excessive absenteeism.
6. Oversee district dropout data collection and verification, to ensure reporting consistency and accuracy.
7. Ensure that guidance counselors interview students who are withdrawing from school, to identify obstacles and to explore alternatives.

**C. Objective:**

Ensure that appraisal of student performance is consistent with state standards for student achievement.

**Strategies:**

1. Testing instruments used to measure student performance will be aligned with the FSA and Florida Standards appropriate for the student's grade level as specified by 1008.22, Florida Statutes.
2. Diagnostic and progress monitoring assessments will be implemented for all students identified as needing Reading Remediation. Based on these assessments, appropriate interventions will be employed.
3. Implement progress monitoring assessments for science, writing, and math as related to FSA and Florida Standards.
4. Ensure that Response To Intervention (RTI) is carried out with fidelity.

**D. Objective:**

Increase student participation and diversity in advanced courses and programs of study.

**Strategies:**

1. Continue to offer the maximum number of dual enrollment and advanced placement courses on campus during the student day as possible. These are weighted courses in calculating the grade point average.
2. Continue the BETA Club at Hamilton County High School to continue to raise the level of expectation for student achievement. Continue to support the Beta Club's involvement in state and national activities.
3. Continue counseling to encourage students to take the highest level of courses appropriate, including dual enrollment and advanced placement courses.
4. Expand advanced placement courses.

**E. Objective:**

Advance the district-wide career development plan to coordinate with appropriate courses for all students.

**Strategies:**

1. Continue to serve all middle and high school students, including special populations, by providing career exploration in the computer career resource labs, career area presentations in classrooms, and career fairs.
2. Provide guidance personnel to individually coordinate student career goals, academic histories and four-year planners with appropriate course work.
3. Develop and maintain Career Pathways articulation agreements with post-secondary schools that specify high school course work needed for specific programs, support dual enrollment coursework, offer the opportunity to earn college credit by examination, and offer industry certification tests aligned to appropriate courses.
4. Incorporate career studies and scholarship opportunities in all career and technical programs appropriate to each career field, enlist business partners in evaluation of vocational programs, and continue to improve academy program in Business, Health, Welding, and Agriculture.
5. Develop and implement career orientation/explorations goals for elementary children.
6. Implement Digital Tools Certificates at Middle levels.
7. Fully implement Science, Technology, Engineering, and Math (STEM) at Hamilton County High School, no later than the 2018-2019 school year.

**F. Objective:**

Ensure equity of access to instructional technologies.

**Strategies:**

1. Students in grades 6-8 will have the opportunity to participate in a career study.
2. All students identified as needing Reading Remediation will have an instructional technology component as part of their Remediation plan.

**G. Objective:**

Target staff development and training opportunities for district-wide personnel.

**Strategies:**

1. Continue to do an annual “needs assessment” with instructional personnel to identify areas of staff development needs.
2. Review individual professional learning plans to determine needs for staff development.
3. Review individual professional learning plans to ensure that personnel are focusing on completing the activities specified in their plan.
4. Continue to work with other agencies such as DOE, ISRD, NEFEC, DCF, and FDLRS, College Board, and private providers to offer needed staff development activities.
5. Prioritize identified teachers needing Reading Endorsement or NGCAR-PD (Next Generation Content Area Reading Professional Development) and work with appropriate agencies to secure Reading Endorsement or NGCAR-PD as quickly as possible to meet state and federal guidelines.

6. Provide staff development for Performance Matters Assessment as a progress monitoring tool and as a resource for curriculum.

**H. Objective:**

Provide academic and workforce development opportunities for adults.

**Strategies:**

1. Provide academic assessment for placement in a prescriptive curriculum, GED/ABE instruction, and TABE testing for employment and/or post-secondary education.
2. Aggressively seek grant funding to assist with costs to maintain quality adult general education and vocational programs.

**I. Objective:**

Increase the percentage of graduates attending post-secondary institutions.

**Strategies:**

1. Continue to maintain accreditation with the AdvancED for Hamilton County High School.
2. Continue to counsel students in high school course selection to meet enrollment criteria for college programs. Encourage college preparatory curriculum, dual enrollment, and advanced placement courses in four-year plans as appropriate. Expand dual enrollment course offerings and expand advanced placement courses.
3. Continue to seek and encourage business partnerships, community involvement and to work with the Hamilton County Education Foundation, Inc. to support K-12 academic programs.
4. Continue to maintain articulation agreements with FGC and NFCC that guarantee slots in college programs and/or allow students to earn college credits by examination while still in high school.
5. Encourage students to take appropriate testing required for college entrance. Continue to offer the Post Education Readiness Test regularly at Hamilton County High School. Continue to offer the ACT four (4) times a year at HCHS. Offer the SAT one (1) time a year to eleventh graders on our SAT School Day administration.
6. Implement an SAT Day, whereby all students will take the SAT during the school day.
7. Continue counseling services to assist students with the college application process, assistance in college selection and applications for financial aid. Continue to work with Talent Search and other programs assisting in college visitation.
8. Provide a mentoring program for targeted students.

**J. Objective:**

Implement school-wide reading programs at each school.

**Strategies:**

1. Continue reading programs at Hamilton County High School grades 7 -8 using Reading Plus for reading and Advanced Reading class for FSA 3, 4, and 5 students.
2. Continue the implementation of research based instruction strategies in grades K-3.

3. Continue Accelerated Reading Program, iReady, and Performance Matters at both schools if funding remains available.
4. Aggressively seek grant funding to assist with ongoing costs of reading programs at both schools.

**K. Objective:**

Provide career and technical education programs that lead to career opportunities and/or post-secondary education.

**Strategies:**

1. Continue to provide funds for state-of-the-art equipment, materials and supplies for all career and technical education program areas and to maintain appropriate facilities.
2. Develop and maintain Career Pathways and other articulation agreements with post-secondary schools.
3. Utilize business partners in advisory councils for career and technical education program evaluation and improvement.
4. Provide cooperative education opportunities in each career and technical education program area.
5. Monitor state and local occupational forecasting of employment opportunities to guide students in career selection.
6. Market career and technical education programs and post-secondary articulation agreements in classrooms and in the community, offer appropriate industry certification tests, and provide opportunities for students to qualify for Ready To Work certification.

**GOAL 2**

***PROMOTE A SAFE LEARNING AND WORKING ENVIRONMENT***

**A. Objective:**

Provide a safe, drug-free, non-violent school/work environment by the use of educational programs, equipment, handbooks, and the Code of Conduct resources or plans addressing emergency management.

**Strategies:**

1. Provide drug free programs in schools at least once a year.

2. Continue to provide a district wide safety committee organized to solve and prevent safety issues in the district and to oversee the OPPAGA safety and security audit each year.
3. Continue to provide a school resource officer secured for school campuses.
4. Continue Global Positioning System tracking and/or routing software on all school buses.
5. Continue to provide initial and refresher CPI training to staff at each school.
6. Continue to random drug test various high school students.
7. Continue pre-employment drug testing.

**B. Objective:**

Support each school site Code of Student Conduct.

**C. Objective:**

Continue to update a current Crisis and Emergency Plan for each school site.

**Strategies:**

1. Meet annually with all school, county, city, sheriff, and emergency officials to modify/update district crisis plan.
2. Aggressively seek grants that will allow the district to implement all components of the crisis management plan.
3. Fully comply with the (NIMS) National Incident Management Systems crisis plan in order to receive federal safety funds.
4. Train all administrators in the FEMA Emergency Planning Program.
5. Continue to provide and update backpacks with supplies for safety teams at each site.

**D. Objective:**

Continue to seek funds to maintain full time resource officers in the schools.

### **GOAL 3**

#### ***APPLY SOUND BUSINESS MANAGEMENT PRACTICES AT ALL LEVELS***

**A. Objective:**

Employ sound financial practices that promote a debt free system with an adequate fund balance.

**Strategies:**

1. Reach for and maintain a goal of approximately 4% unassigned fund balance.
2. Reach for and maintain adequate reserve for terminal leave payout.



**B. Objective:**

Employ and retain high-quality personnel.

**Strategies:**

1. Implement a competitive instructional salary schedule and performance pay plan to attract quality instructional personnel to our district.
2. Participate in job recruitment fairs sponsored by Colleges of Education and NEFEC when feasible.

**C. Objective:**

Provide a fair, equitable and competitive salary schedule.

**Strategies:**

1. Prepare an annual comparison of surrounding districts to determine the average salary plus benefits of instructional, non-instructional, and administrators.
2. Reach and maintain a salary schedule that meets or exceeds the average.

**D. Objective:**

Continue minority recruitment efforts.

**Strategies:**

1. Distribute education graduate lists for recruitment and attend recruitment fairs when feasible.
2. Maintain a current file of minority applicants, have supervisors utilize the list of minority applicants on file, and certify that they have made every effort to hire a qualified minority applicant prior to recommendation of an applicant for an instructional position.

**E. Objective:**

Review and rewrite Strategic Plan.

**Strategies:**

1. Work with administrators to create draft of 2017-2018 Strategic Plan.
2. Work with School Board to complete 2017-2018 Strategic Plan.

**GOAL 4**

***SUPPORT ACTIVE PARTNERSHIPS THAT ACHIEVE SCHOOL IMPROVEMENT***

**A. Objective:**

Promote active business and community partnerships that effectively meet the needs of students, businesses and the community.

**Strategies:**

1. Continue participation and recognition of business partners on school advisory council, clubs and athletics.
2. Promote interaction of community in mentoring with students.

3. Encourage and solicit community interest in scholarship awards program.

**B. Objective:**

Expand parental, community, businesses and district involvement in educational and school environment issues.

**Strategies:**

1. Initiate many special projects through the School Advisory Council. Examples: safety on campuses, academic awards banquet, campus beautification projects, etc.
2. Continue to promote community business involvement in clubs and athletics. Examples: FFA, Beta Club, Boy Scouts, Girl Scouts, Hamilton Youth Soccer, Youth Football, and others.
3. Continue to support the Volunteer Program district-wide.

**GOAL 5**

***ESTABLISH AN EFFECTIVE SYSTEM FOR INTERNAL AND EXTERNAL COMMUNICATIONS***

**A. Objective:**

Provide timely and accurate external communication between the school system and the community.

**Strategies:**

1. Calendars are updated on the school websites.
2. Parent workshops are provided to parents and students throughout the school year to assist parents with raising children to be successful in school.
3. Family Night program is available monthly and will be sponsored by a specific grade level. Parents will have an opportunity to visit with their child's teacher and receive hands on guidance with grade level work.
4. School Advisory Council meetings are held throughout the school year at school and/or in areas around the community.
5. Parent Teacher organization meetings are held throughout the school year at Hamilton County Elementary School.
6. Calendar of upcoming events is provided to the local newspaper on a weekly basis.
7. School-based web sites are maintained for all parents, students, and community members through the district web site.
8. Continue to maintain a district web site with current updated information.
9. Parent conference nights are held twice a year.

10. Open House is held at all schools at the beginning of each school year.
11. Distribute Parent Instructional Pamphlet.
12. Make available annual school based adequate yearly progress report.
13. Make available annual school based Annual Measurable Objectives (AMO).
14. Each principal will schedule interdepartmental meetings with other schools to discuss curriculum, text books, discipline, safety, and share best practices each year.
15. Each principal will schedule committee meetings, which will consist of administrators, teachers and non-instructional staff to discuss custodial services and food service each year.
16. Continue to improve and update district and all school websites.
17. Distribute Parent Involvement Guides.

**B. Objective:**

Provide timely and accurate two-way internal communication.

**Strategies:**

1. Continue to use written memos to communicate with personnel.
2. Continue to use local e-mail to communicate with employees.
3. Continue to hold monthly meetings with all administrators in the district.
4. Continue to meet on a regular basis with heads of divisions (Directors, Principal Instructional, Support, Finance) and the Superintendent.
5. Continue the use of two-way radios as a method of communication between key individuals on each school campus.

**GOAL 6**

***PROVIDE SUFFICIENT CLASSROOMS, FACILITIES AND TRANSPORTATION SYSTEMS***

**A. Objective:**

Identify and pursue reliable and sufficient revenue sources.

**Strategies:**

1. Identify all funds available for capital projects.
2. Coordinate identified projects with restrictions on use of capital projects funds.
3. Prepare both annual and long-range budget according to coordinated plan.

**B. Objective:**

Update and implement the District Five-Year Plan annually.

**Strategies:**

1. Continue to seek input from school level administrators concerning priorities for the five-year plan.

2. Turn in to the Department of Education an updated five-year plan by October 1<sup>st</sup> of each year.

**C. Objective:**

Provide adequate permanent classroom space for PK-12.

**Strategies:**

1. Annually update the Florida Inventory of School Housing (FISH) report.
2. Yearly monitoring of student count verses satisfactory student stations as per FTE count and FISH reports.

**D. Objective:**

Retrofit all identified spaces with appropriate technology infrastructure using wired or wireless configurations.

**Strategies:**

1. Further identify classrooms in the district that need to be retrofitted for wireless communication as per district technology committee recommendations.
2. Establish and maintain wireless communication between all schools.
3. Continue to aggressively seek technology grants for future technology communication within the district.

**E. Objective:**

Maintain interior facilities of Hamilton County High School.

**Strategies:**

1. Continue to repaint and replace carpet at Hamilton County High School as funds become available.

**F. Objective:**

Provide updated renovation and replacement to existing facilities, grounds, casework, and furniture.

**Strategies:**

1. Replace dry erase boards as needed at Hamilton County High School.
2. Add wireless access points at Hamilton County High School campus as needed.

**G. Objective:**

House all district operations on the same campus as the schools and district offices.