

EMANUEL COUNTY SCHOOLS

STRATEGIC PLAN

Goals, Objectives, Measures, Initiatives, and Action Steps

STRATEGIC GOAL AREA: STUDENT ACHIEVEMENT AND SUCCESS

Performance Objective: Increase student mastery of the curriculum

Performance Measures:

Increase 3rd grade Lexile scores by 3% of the gap per year.

Increase the graduation rate by 3% of the gap per year.

Initiative: Implement Structured Literacy (K-2) and Balanced Literacy (3-5)

Action Steps: Under the direction of the Assistant Superintendent of Teaching and Learning, and K-5 school administrators:

1. Instructional Coaches will provide/coordinate professional learning on structured literacy and continue professional learning on balanced literacy.
2. K-2 Teachers will implement explicit, systematic, and sequential phonics instruction.
3. 3-5 Teachers will implement components of the balanced literacy model in grades 3-5.
4. K-5 Instructional Coaches and Teachers will research, provide and implement reading curriculum.
5. K-5 Instructional Coaches, Data Coaches and Teachers will analyze formative reading assessments for success.

Performance Objective: Provide high quality personalized instruction

Performance Measures:

Content mastery and progress performances measure will be identified in FY23.

The baseline will be set during the FY23 year.

Increase content mastery and progress by 3% of the gap per year will be set beginning in FY24.

Initiative 1: Deliver personalized/data-driven standards-based classroom instruction

Action Steps: Under the direction of the Assistant Superintendent of Teaching and Learning, and K-12 school administrators:

1. Instructional Coaches and data coaches will provide/coordinate professional learning on instructional and assessment strategies and the use of assessment data to guide personalized learning.
2. K-12 Teachers will implement systematic collaborative planning processes to ensure Tier I personalized learning.
3. K-12 Administrators, Instructional Coaches, and Data Coaches and Teachers will monitor instructional planning and delivery to ensure high quality personalized instruction.

Initiative 2: Ensure Grade level/Department level Data Analysis

Action Steps: Under the direction of the Assistant Superintendent of Teaching and Learning and K-12 school administrators:

1. Collaborative planning at the beginning of the year for Instructional Coaches and Data Coaches to develop a procedures template.

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2. Create procedures template to clarify expectations for collaborative data analysis meetings and the review of instructional data, assessment data, and curriculum/pacing guides.
3. Use process data to create differentiated PL for teachers.
4. Use process data to strengthen Tier 1 instruction.

Performance Objective: Provide high quality assessments

Performance Measures:

Increase GMAS scores by 3% of the gap per year.

Initiative: Implement a Formative and District Assessment Initiative

Action Steps: Under the direction of the Assistant Superintendent of Curriculum and Instruction and K-12 school administrators:

1. Data Coaches/Instructional Coaches will collaborate and plan for developing high school district assessments with focus on EOC courses the first year.
2. Develop three common district assessments for math and two common district assessments for all other courses each year.
3. Investigate the implementation of Keenville (1-2) and DRC Beacon (3-8) formative assessments by administering two tests per subject the first year.
4. At the end of year one, Instructional Coaches and Data Coaches will make the decision whether or not to move to Keenville/Beacon based on teacher input.

Performance Objective: Promote Workforce Readiness

Performance Measure:

Decrease Industry perceptions of students' workforce readiness related to essential skills

Initiative: Design and implement a curriculum for Essential Skill instruction

Action Steps: Under the direction of the Assistant Superintendent of Teaching and Learning and CTAE Director:

1. A district committee will collaborate with businesses to identify and develop a plan for essential skill instruction incorporating the Georgia Student Competencies for School Counseling.
2. The district will implement the plan through collaboration and PD with school staff.
3. Research and determine feasibility of applying for Employability Career Seal.

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STRATEGIC GOAL AREA: FAMILY AND COMMUNITY ENGAGEMENT

Performance Objectives: Increase Effective Communication

Performance Measures:

Increase percentage of stakeholders actively participating in communication systems.
Increase the percentage of stakeholders participating in traditional communication practices, i.e., phone conferences, face-to-face events, newsletter.

Initiative: Develop a District Communication Plan

Action Steps: Under the direction of the Superintendent, Public Relations Specialist, and Technology Project Manager:

1. Develop a district team to create a District Communication Plan
2. Define and understand best practices for a communication plan.
3. Determine the frequency, demographics and type of communication measures the target population is using across the district
4. Compare current practices to best practices
5. Develop a District Communication Plan which:
 - a. Establishes district protocols
 - b. Incorporates school events and performances
 - c. Provides for professional learning

Performance Objectives: Develop and Sustain Meaningful Educational Partnerships

Performance Measures:

Increase the number of educational partners involved with ECS.

Initiative: Advance a variety of effective opportunities for collaboration with educational partners.

Action Steps: Under the direction of the Superintendent, Public Relations Specialist, and Technology Project Manager:

1. Define characteristics of highly effective educational partners
2. Inventory educational partner participation by grade bands to establish a performance benchmark.
3. Develop a system of partnership levels
4. Ensure school level representatives use data to develop a resource that explains the opportunities for collaboration with educational partners.
5. Ensure schools will use resource to foster effective educational partnerships.

Performance Objectives: Increase and encourage workforce collaboration

Performance Measures:

Increase the frequency of interactions with workforce partners.

Initiative 1: Develop a variety of opportunities for collaboration with educational partners.

Action Steps: Under the direction of the Superintendent and CTAE Director:

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1. Define characteristics of highly effective workforce partners
2. Inventory business partner participation by grade bands
3. Develop a system of partnership levels and make available to all schools
4. Ensure schools use resources to foster workforce and school partnerships
5. Effectively implement a Career to Work Coordinator position
 - a. Develop business tours at both teacher and student level
 - b. Implement Career Fairs

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STRATEGIC GOAL AREA: HIGH QUALITY WORKFORCE

Performance Objective: Recruit highly qualified diverse staff

Performance Measures:

- The performance level baseline will be set during the FY23 year.
- Increase the number of applicants for classified position
- Increase the number of recruitment opportunities for leaders to attend

Initiative: Implement a recruitment process across all hiring areas

Action Steps: Under the direction of the Superintendent, Human Resources Director, and Public Relations Specialist:

1. Gather information and develop recruitment process
2. Establish a district recruitment team
3. Determine diverse recruitment locations
4. Implement an Education-in-Training pathway in both high schools

Performance Objective: Provide high quality professional development for staff

Performance Measures:

- The performance level baseline will be established during the FY23 year.
- Increase the number of tiered professional learning opportunities aligned to student achievement
- Increase the number of professional development opportunities that are responsive to identified staff needs

Initiative: Implement Research-Based Professional Learning for All Staff

Action Steps: Under the direction of the Assistant Superintendent of Teaching and Learning, Human Resources Director, and Public Relations Specialist:

1. Provide staff at all levels of the organization with targeted professional learning to meet district strategic goals and priorities and their personal growth goals
2. Develop system/vertical approach to professional learning
3. Create a comprehensive system to monitor effectiveness, collaboration, and implementation of professional learning

Performance Objective: Retain highly qualified and effective diverse staff

Performance Measures:

- The performance level baseline will be established during the FY23 year.
- Increase the number of staff who are retained annually.

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Initiative: Establish a cohesive teacher support program

Action Steps: Under the direction of the Assistant Superintendent of Teaching and Learning, Human Resources Director, and Public Relations Specialist:

1. Strengthen comprehensive induction and mentoring program
2. Create & administer a survey to measure effectiveness of induction program
3. Promote the mental and physical health and wellness of all staff
4. Create a district committee to establish protocols for a reward and recognition program
5. Implement a reward and recognition program for all employees
6. Create/interpret a survey to provide data for reasons for leaving

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STRATEGIC GOAL AREA: CLIMATE AND CULTURE

Performance Objective: Support the social and emotional well-being of staff.

Performance Measures: Increase professional development opportunities for staff on social and emotional well-being.

Initiative: Foster staff social and emotional well-being

Action Steps: Under the direction of the Assistant Superintendent of Teaching and Learning, District Social Workers, or and Pre-K-12 school administrators:

1. Provide staff with a social and emotional well-being interest survey (Preplanning)
2. Schedule and coordinate a minimum of two professional learning “well-being” sessions during the 2022-2023 academic school year.
3. Human Resources department staff will educate each school’s staff on the employee assistance program
4. Staff will complete an end of the year well-being survey (Post Planning)

Performance Objective: Support the social and emotional well-being of students.

Performance Measures: Increase students’ awareness of social and emotional well-being and available supports as measured by School Climate Survey data.

Initiative: Foster student social and emotional well-being

Action Steps: Under the direction of the Assistant Superintendent of Teaching and Learning, District Social Workers, Counselors, and K-12 school administrators:

1. District Social Workers and Counselors will use data from climate survey to identify social emotional learning information needed to be disseminated to students.
2. District Social Workers will research Social Emotional Learning Initiatives\Pilot a suicide intervention program such as *Sources of Strengths* at Emanuel County Institute and then implement system-wide.
3. District Social Workers and Counselors will develop and disseminate information about available community Social and Emotional well-being supports.

Performance Objective: Provide safe environment for students and staff

Performance Measures: Increase positive student perception of school safety as measured by the School Climate Survey.
Increase staff perception of school safety as measured by the pre-and post-plan social emotional well-being survey data.

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Initiative: Increase students' and staff perceptions of feeling safe at school

Action Steps: Under the direction of the Superintendent, Director of Operations, and Pre-K-12 School Administrators:

1. Establish an Emanuel County Schools safety council (include local emergency personnel)
2. Train school administrative teams on the importance of terminology and intent of Climate Survey
3. Systematically plan more safety preparedness drills
4. Research positive interventions and supports for Emanuel County Schools
5. School Improvement Leadership Teams will review discipline on a monthly basis to identify trends and set priorities for staff training.

Performance Objective: Create and maintain a culture of belonging that celebrates successes in each school throughout the district

Performance Measures: Obtain and maintain 90% attendance rate for students and staff within the next five years.

Initiative: Improve student and staff attendance

Action Steps: Under the direction of the Superintendent, Human Resources Director, Social Workers, and Pre-K-12 School Administrators:

1. Recognize staff and students attendance through various media outlets
2. Provide classroom management professional learning opportunities to all new teachers as well as veteran teachers as referred by administrators
3. Human Resource personnel will research and develop a tiered attendance incentive program for staff (clearly define the parameters related to the attendance incentive program in collaboration with school leadership).
4. School level administrators will research and develop a tiered attendance incentive program for students.

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STRATEGIC PLAN GOAL AREA: OPERATIONAL EFFICIENCY AND ORGANIZATIONAL EFFECTIVENESS

Performance Objective: Develop and refine a collaborative district budgeting process

Performance Measures: Increase the frequency of individualized budget meetings

Initiative: Implement individualized budget process training for schools

Action Steps: Under the direction of the Superintendent and Finance Director:

1. Determine training schedule benchmark data based on prior meeting schedules
2. Develop training materials and schedule training sessions
3. Provide budget process training to principals
4. Include teacher leaders in budgeting process
5. Review of monthly expenditures

Performance Objective: Maintain effective and efficient operational processes

Performance Measures: Decrease the number of days to complete work orders to 7 days

Initiative: Improve work order efficiency

Action Steps: Under the direction of the Superintendent, Operations Director, and Technology Director:

1. Establish targets for work order completion
2. Review strategies on effective use of work order program
1. Review monthly average of work order completion.
2. Report work order data to administrators and board members

Performance Objective: Implementation and monitoring of 5-year facility plan and annual SPLOST project plan

Performance Measures: Increase equality of funding for school resources and capital projects based on overall execution of the 5-year plan over time.

Initiative: Ensure equitable allocation of funding for school resources and capital projects.

Action Steps: Action Steps: Under the direction of the Superintendent, Operations Director, and Finance Director:

1. Hold semi-annual capital and SPLOST project meetings with administrative team.
2. Obtain a SPLOST prioritized wish-list from school admin.

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3. Create annual plan for completing SPLOST project with a timeline included.
4. Create a specific 5-year plan for completing capital building projects.
5. Quarterly budget meeting with finance to ensure equity across all projects.

Performance Objective: Improving Utility Use Efficiency

Performance Measure: Decrease the number of unnecessary appliances, electrical devices and equipment across the district.

Initiative: Support Utility Reduction

Action Steps: Under the direction of the Superintendent, Operations Director, and Pre-K-12 School Administrators:

1. Review each work site's utility bills monthly and compare them to previous years.
2. Educate all staff on energy efficiency best practices.
3. Conduct energy use audits to determine where energy savings may be available.
4. Purchase/install equipment that enhances energy efficiency occupancy sensors, LED lighting and energy efficient HVAC equipment.

Performance Objective: Ensure efficient district-wide facility usage.

Performance Measure: Reduce the number of facilities with facility use audit findings

Initiative: Increase the effective use of all facilities, including but not limited to classroom instructional units.

Action Steps: Under the direction of the Superintendent, Operations Director, and Pre-K-12 School Administrators:

1. Develop a plan for evaluating how facilities are used throughout the district.
2. Conduct an audit for how facilities are being used.
3. Make recommendations to each school's organizational management team.
4. Conduct a follow-up audit after recommended changes have been made, if needed.