

# Jefferson Davis County School District

Strategic Plan

2022-2027

**Mr. Ike Haynes, Jr.**

Superintendent

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## INTRODUCTION / EXECUTIVE SUMMARY

With a history steeped in advancement, the Jefferson Davis County School District continues to prepare students for rigors of college and careers that will aid them in become fulfilled and productive citizens. To ensure the district's vitality and strength for the future, the Jefferson Davis County School Board of Education commissioned an external service provider to work with faculty, staff, students, and local constituents to develop a five year "Comprehensive Strategic Plan." The strategic planning committee was charged to evaluate the district's internal and external environment, identify opportunities and challenges, and establish the district's most important priorities. The strategic planning team was comprised of standing committees, which included parents and community representatives, from each school and department. Additionally, parent and student input were garnered through online surveys. The work of each individual committee was grounded by the district's mission, vision, core values and five core strategic areas. In summary JDCSD is making progress toward successfully meeting the needs of its students. Several concerns have been identified that will be addressed in the study. These in summary are:

- Decline in student enrollment due to a lack of work opportunities for families
- School safety and perceptions around school safety present a challenge to the district.
- Providing expanded course offerings and/or extracurricular or co-curricular activities is a cross-cutting opportunity that has been identified by stakeholders at every level.
- The district is financially sound, but measures need to be taken to ensure that funds are maximized, generated, and conserved to protect the district's financial health.

With this long-term strategic focus, the district is poised to provide a comprehensive college and career-ready educational program that promotes teamwork, leadership, safety, and social development and is enriched by athletics, the fine arts, and technology. The Jefferson Davis County School District has many positives aspects including caring communities, small size, quality staff and renovated facilities. By wholeheartedly monitoring, measuring, and reporting on the achievement of this plan, the district will continue to experience improved outcomes for students, staff, and the school community. The planning process which lead to the establishment of the district strategic plan was guided by the priorities of Superintendent of Education Ike Haynes. Listed are those priorities.

# Superintendent Priorities



## Academics/Schools

- ✓ Become an A-rated district by improving all accountability measures
- ✓ Improve early literacy and numeracy
- ✓ Restructure school configurations to include a middle school
- ✓ Implement a challenging curriculum
- ✓ Offer world languages beginning at the elementary level
- ✓ Facilitate Parent Academies/Institutes

## Exceptional Education

- ✓ Offer dyslexia therapy
- ✓ Offer behavioral and mental health support
- ✓ Employ an MTSS director to ensure students receive on-time interventions
- ✓ Employ and interventionist at every school
- ✓ Implement JAG Time
- ✓ Provide sensitivity/cultural responsiveness training

## Career and Technical Education

- ✓ Implement innovative programs and update current programs (culinary arts, industrial maintenance, public law and safety, work-based learning, entrepreneurship)
- ✓ Improve partnership with local, regional, state, and national business

## Finance

- ✓ Explore getting a district license plate to generate funds for the district
- ✓ (Partnership with CTE and High School) implement entrepreneur class to support a JAG store to brand and market district apparel and other paraphernalia.
- ✓ Provide training to all staff involved in payroll
- ✓ Cross train staff in the business office
- ✓ Train school personnel on accurate and timely reporting
- ✓ Research and implement best practices business and financial matters

### **Federal Programs**

- ✓ Research and implement innovative ways to garner parent and community support and academics

### **Food and Nutrition**

- ✓ Modernize the high school cafeteria to feature a restaurant style design, with monitors, displays, murals, that promote character education and school/district highlights
- ✓ Offer healthy choices that are desired by students (Sub sandwiches, Potato bar)
- ✓ Empower students to have lunch in a relaxed setting with limited supervision

### **Human Resources**

- ✓ Conduct an audit to evaluate hiring practices and implement recommendations for improvement
- ✓ Digitize personnel records
- ✓ Improve investigation process of personnel matters
- ✓ Enhance relationship building practices
- ✓ Utilize athletic practices to improve employee (particularly teacher) recruitment and retention practices

### **Facilities**

- ✓ House all district leaders in one Central Office location
- ✓ Replace windows in schools
- ✓ Provide training to support upkeep, preventive maintenance and proper storage
- ✓ Provide training to custodial staff on how to properly clean the building and to administrators on how to monitor the building for proper cleanliness
- ✓ Update district plumbing and electrical systems
- ✓ Restructure elementary and middle school cafeterias into cafeteriums to support performing arts
- ✓ Provide school entrance facelifts to include main entrance redesign, canopies, new front doors and windows, asphalt driveways with appropriate yellow and white striping

### **Transportation**

- ✓ Reopen the district Bus Barn
- ✓ Modernize the surveillance system and provide proper training for efficient administrator review
- ✓ Enhance transportation apps so parents can easily identify pick up/drop off points and bus locations
- ✓ Continuously update the district's bus fleet and possibly add district vehicles to reduce transportation costs
- ✓ Incentive bus drivers by providing retention bonuses

### **Safety**

- ✓ Establish a district security department
  - Hire/appoint a chief of security
  - Provide one SRO on each campus
  - Secure a district safety vehicle
- ✓ Restrict school access (analyze entrance gaps, install fences, identify one primary entrance to location)
- ✓ Conduct a district safety analysis and implement corrective actions as applicable
- ✓ Provide training to security staff (character education, working with students, de-escalation, violence prevention)

### **Technology**

- ✓ Update and expand internet speed
- ✓ Implement a 1:1 device initiative
- ✓ Provide ongoing training to all staff on the effective use of technology
- ✓ Provide learning opportunities for students to enhance their technological skills
- ✓ Explore and implement online learning options for course expansion

### **Athletics**

- ✓ Increase appearances at district and state playoffs
- ✓ Upgrade the athletic baseball and softball fields
- ✓ Install and viable track
- ✓ Install high-quality Astro turf on the football field

**JEFFERSON DAVIS COUNTY SCHOOL DISTRICT**  
***"JaguarWay Strategic Plan 2022-2026***

**MISSION STATEMENT**

The Jefferson Davis County School District promotes a rigorous, safe, and nurturing environment in which students are empowered to achieve their full intellectual and social potential by combining high standards, discipline, and character education, with a commitment to individualism, creativity and diversity as students prepare to continue to our global society.

**VISION STATEMENT**

Students in the Jefferson Davis County School District will achieve life-long learning reach proficiency in academic areas and contribute to our community in a positive manner.

**CORE VALUES**

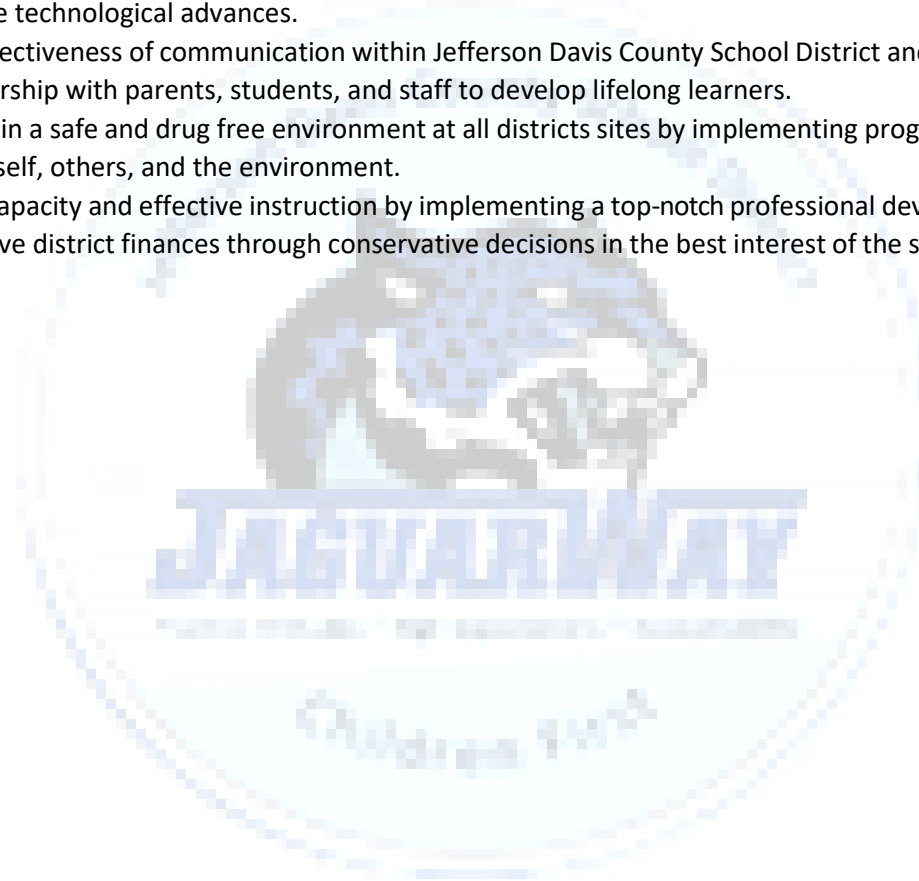
Positive Attitudes  
High Expectations  
Accountability

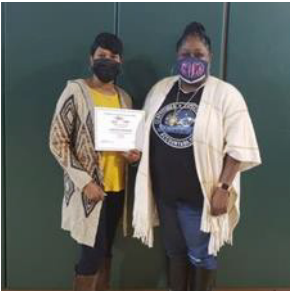
**DISTRICT PRIORITY AREAS**

Increase Academic Achievement  
Increase Leadership Capacity  
Strengthen Communication Among Stakeholders  
Improve the Learning Environment  
Develop and Implement a Sound Budget and Organization

## District Goals

1. Improve the reading levels and literacy levels of all students.
2. Continue to increase attendance, decrease tardiness, and lower student dropout rates.
3. Implement programs and activities to improve student test scores statewide.
4. Create a climate of high expectations for all students, staff, and parents to ensure college and career readiness through innovative technological advances.
5. Strengthen the effectiveness of communication within Jefferson Davis County School District and Jefferson Davis community by creating partnership with parents, students, and staff to develop lifelong learners.
6. Create and maintain a safe and drug free environment at all districts sites by implementing programs and activities that foster respect for self, others, and the environment.
7. Increase teacher capacity and effective instruction by implementing a top-notch professional development plan for teachers.
8. Continue to improve district finances through conservative decisions in the best interest of the students.





# Academic and Student Programs



Curriculum and Instruction  
Exceptional and Gifted Education  
Federal Programs  
Virtual Learning  
Athletics





**Curriculum and Instruction**

<b>Focus Area</b>	<b>Goal(s)</b>				
	<ul style="list-style-type: none"> <li>Implement a district-wide K-12<sup>th</sup> grade Literacy Plan</li> </ul>				
Academic Achievement	<b>Implementation Year</b>	<b>Action Steps</b>	<b>Person(s) Responsible</b>	<b>Completion Date</b>	<b>Estimated Costs</b>
	Year 1	<ul style="list-style-type: none"> <li>Create a district team consisting of each school librarian, teachers, support staff, and administrators to develop a district-wide plan</li> <li>Identify at-risk students within PreK – 4<sup>th</sup> grade</li> <li>Utilize the Save the Children (STC) Program in assisting with at-risk students at each school site</li> </ul>	Curriculum Director Principals Lead Teachers	2022	No costs  Grant funded
	Year 2	<ul style="list-style-type: none"> <li>School librarians will utilize and monitor Renaissance myON Program</li> <li>Strengthen PreK and Save the Children collaboration of at-risk students</li> <li>Update school libraries and online checkout system</li> <li>Develop a reward system for active and engaged readers</li> <li>Increase writing across disciplines</li> </ul>	Curriculum Director Principals Librarians	Monthly Quarterly 2022 Monthly	\$6,000 per school \$1,500 per school (rewards)
	Years 3-5	<ul style="list-style-type: none"> <li>Continue to implement strategies from year two.</li> </ul>	Curriculum Director Principals Librarians	Ongoing	\$6,000 per school \$1,500 per school (rewards)

Focus Area	Goal(s)				
Academic Achievement	<ul style="list-style-type: none"> <li>Improve to an A-rated district</li> </ul>				
	Implementation Year	Action Steps	Person(s) Responsible	Completion Date	Estimated Costs
	Year 1	<ul style="list-style-type: none"> <li>Implement district-wide instructional procedures and expectations</li> <li>Support district school leaders with daily instructional implementation</li> <li>Build staff capacity</li> <li>Provide focused and targeted professional development opportunities to build teacher capacity and strengthen instructional implementation (Teacher Academies)</li> <li>Use data to drive instruction</li> </ul>	Curriculum Director Principals Lead Teacher STC Staff	2023	No Cost
Year 2	<ul style="list-style-type: none"> <li>Reach 50% proficiency in ELA, Math, Science, and US History as measured by MAAP. <ul style="list-style-type: none"> <li>Develop key strategies for ELA and Math that can be incorporated across disciplines</li> <li>Integrate ELA with Social Studies</li> <li>Integrate Math with Science</li> <li>Increase teacher collaboration and planning within the district</li> <li>Implement effective teaching strategies, effective questioning techniques, higher order thinking skills,</li> </ul> </li> </ul>	Curriculum Directors Principals Lead Teachers School Counselors	June  August – May	No Cost  Title Budget	





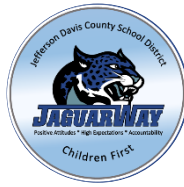


		<ul style="list-style-type: none"> <li>• Maintain ACT scores</li> <li>• Maintain CTE opportunities and work-based learning.</li> </ul>			Title Budget
	Year 5	<ul style="list-style-type: none"> <li>• Maintain as literacy-rich district</li> <li>• Maintain an A-rated district</li> <li>• Attain 65% proficiency in ELA, Math, Science, and US History</li> <li>• Maintain middle and high school pathways and diploma tracks</li> <li>• Maintain ACT scores</li> <li>• Maintain CTE opportunities and work-based learning.</li> </ul>	Curriculum Director Principals Lead Teachers Counselors	Ongoing	Title I Budget Carl Perkins Budget



Exceptional and Gifted Education					
Focus Area(s)	Goal(s):				
	<ul style="list-style-type: none"> <li>• Improve student achievement on district and state assessments</li> <li>• Strengthen Co-teaching between Exceptional Education teachers and General Education teachers.</li> <li>• Ensure compliance with Federal and State Laws regarding students with disabilities (FAPE, LRE, ESY, etc)</li> <li>• JDCSD will increase the identification of potential gifted students in grades 2<sup>nd</sup>- 6<sup>th</sup>.</li> </ul>				
Improve Academic Achievement	Implementation Year	Action Steps	Person(s) Responsible	Completion Date	Estimated Cost
Strengthen Communication Among Stakeholders	Annually	1. Provide professional development to staff on co-teaching	Exceptional Education Director Principals	Ongoing	\$14,500
		2. Include in each student record: a standard based IEP implementing the delivery of service in the areas of FAPE and LRE.		Annually based on Federal/State Guidelines	
		3. Provide professional development to teachers on effective instructional strategies and supports for		Ongoing	\$10,000

		<p>improve teacher instruction for students with disabilities in the areas of ELA and Math.</p> <p>4. Provide instructional support for students with disabilities in the areas of ELA and Math.</p> <p>5. Ensure MASS Screening and Gifted Assessment is completed by the end of the fiscal year.</p>		<p>Ongoing (determined by student needs)</p> <p>June 30</p>	<p>Included in district and IDEA budgets</p> <p>\$6,000</p>
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**Federal Programs/Student Support Services/Parent, Family & Community Engagement**

Focus Area	Goal(s)				
Improve Academic Achievement	<ul style="list-style-type: none"> <li>• Provide and support learning opportunities for students to experience academic success.</li> <li>• Provide a wholesome, well-balanced, and safe environment for the students</li> </ul>				
	Implementation Year	Action Steps	Person(s) Responsible	Completion Date	Estimated Costs
	Annually	Ensure all rising 8-12 graders have an Individual Success Plan	Counselors	May 30	No costs
	Annually	Provide professional development to increase counselor capacity	Principals	TBD	\$8,000
	Annually	Ensure all students identify a graduation endorsement (in either a Career & Technical, Academic, or Distinguished Academic)	Principals Counselors	May 30, 2024	No costs
	Annually	Meet annually with each student and their parent or guardian to revisit the course selection and their selected endorsement.	Counselor	End of First Semester	No costs
Annually	Advertise and recruit students to participate in middle college and opportunities for students to graduate with an Associate’s Degree upon high school graduation.	Federal Programs Director  Curriculum Director  Principals  Counselors	Annually (May/December)	\$30,000	

	Year 3	Create opportunities for older students to support younger students through programs that will promote one-one-one mentoring	Federal Programs Director Principals Counselors	September	No cost
	Year 3	Establish regular communication between mentors and mentees at all grade levels	Counselors	September	No cost
	Annually	Facilitate grade level transitions	Counselors	March	\$3,000
	Year 2	Educate, prepare, and empower students to deal with or address bullying, peer pressure, and other adolescent issues	Counselors	September	No costs
	Year 2	Encourage faculty, students, parents, and alumni to a commitment of honor and integrity.	Federal Programs Director Principals Counselors	September	\$3,000
	Year 3	Design and develop appropriate service opportunities and activities for all students, emphasizing the importance of helping others	Counselors	September	No costs
	Year 4	Use vertical teams to build a systematic pipeline	Principals Counselors	August	No costs
	Year 3	Facilitate social/behavioral programs that promote student leadership (Leader In Me, peer mediation, restorative justice)	Federal Programs Director Principals Counselor	January	\$12,000

**Federal Programs/Student Support Services/Parent, Family & Community Engagement**

Focus Area	Goal(s)				
Strengthen Communication Among Stakeholders	<ul style="list-style-type: none"> <li>Increase Parent/Family &amp; Community Engagement Opportunities</li> </ul>				
	Implementation Year	Action Steps	Person(s) Responsible	Completion Date	Estimated Costs
	Year 2	Identify and implement procedures for building social capital to empower parents and community members.	Federal Programs Director Parent/Family Engagement Coordinator Principals Counselors	December/May	Within Title /ESSER budget
	Year 2	Identify the most effective methods by which to engage parents/guardians in the education of their child.	Federal Programs Director Parent/Family Engagement Coordinator	October	\$15,000
	Year 2	Build high quality PTOs on all campuses	Principals Lead Teachers	Annually	No Cost
Year 2	Research and implement methods of improving Parent-Teacher Conference format, teacher communication with parents/guardians, and expectations of the conference	Federal Programs Director Parent/Family Engagement Coordinator	Quarterly	\$9,000	

	Annually	Provide opportunities for parents/guardians to access strategies and resources available to engage their child in learning outside of the classroom.	Federal Programs Director Curriculum Director Principals Technology Director	Ongoing	\$9,000
	Years 2-5	Evaluate the effectiveness of enhanced communications with parents/guardians.	Federal Programs Director	March	\$3,500

**Federal Programs/Student Support Services/Parent, Family & Community Engagement**

Focus Area	Goal(s)				
	<ol style="list-style-type: none"> <li>1. Ensure all Federal Funds are obligated by the established deadline                             <ol style="list-style-type: none"> <li>a. Obligate all FY 20, FY 21, ESSER I, and 85% of FY 22 Funds</li> <li>b. Obligate all FY 22, ESSER II, &amp; 85% of FY 23 Funds</li> <li>c. Obligate all FY 23, ARP ESSER, &amp; 85% of FY 24 Funds</li> <li>d. Obligate all FY 25 and 85% of FY 26 funds</li> </ol> </li> <li>2. Ensure all Federal Funds are liquidated by the established deadline</li> <li>3. Maximize the use of federal funds to supplement academic programming and student support services.</li> </ol>				
Develop and Implement a Sound Budget and Organizational Plan	Implementation Year	Action Steps	Person(s) Responsible	Completion Date	Estimated Costs
	Year 2, 4	Conduct program evaluations to support the allocation of limited resources in a strategic manner to improve instruction and student academic learning through the priorities identified in the district's strategic plan.	Federal Programs Director District Leaders Principals	February	\$15,000 per year Within Title /ESSER budget
	Annually	Maintain a balanced budget that will provide financial support for the school's short-and-long-term operations	Federal Programs Director Finance Director	September March	No Costs
	Annually	Provide on-going training and support for department leaders so they can most effectively plan for and maintain budgetary stability within their areas of oversight	Federal Programs Director	September March	\$20,000

	Annually	Identify alternative resources and/or funding to expand and enhance instruction to support student academic learning.	Federal Programs Director Curriculum Director Principals Lead Teachers	Ongoing	No costs
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**Virtual Learning**

<b>Focus Area(s)</b>	<b>Goals:</b> <ul style="list-style-type: none"> <li>Choose a virtual learning platform or <i>Learning Management System</i> to be utilized district-wide</li> <li>Strategically, approve virtual learning applications (i.e. students enrolled in high stakes courses)</li> <li>Improve the “Review” process to determine if learners are eligible to continue learning virtually</li> <li>Implement professional development opportunities for students, educators, and parents</li> <li>Ensure that all students have daily access to technology devices, as well as, a charging station per class (chromebook storage/charging cart)</li> </ul>				
Improve Academic Achievement  Increase Leadership Capacity	<b>Implementation year</b>	<b>Goal(s)/Action Steps</b>	<b>Person (s) Responsible</b>	<b>Goal Completion Date</b>	<b>Cost Estimate</b>
	Year(s) 2-6	<ul style="list-style-type: none"> <li>Use district-approved and vetted high quality digital materials, apps, and websites</li> <li>Document practice with students</li> </ul>	Principal Teachers Virtual Admin Students	On-going	\$0
		<ul style="list-style-type: none"> <li>Create a plan for troubleshooting technology issues</li> <li>Organize assignments and resources in consistent location, such as a Learning Management System or classroom website</li> </ul>	Principal Teachers Virtual Admin Students	On-going	\$0

	<ul style="list-style-type: none"> <li>• Use multimodality learning through technology integration</li> <li>• Students should choose tools to assist them in collecting information, analyzing, and synthesizing their creativities</li> </ul>	Principal Teachers Virtual Admin Students	On-going	\$0
		Principal Teachers Virtual Admin Students	On-going	\$0
	<ul style="list-style-type: none"> <li>• Employ a variety of technology tools that allow for different modes of feedback.</li> <li>• Use technology tools as needed to scaffold and support instruction</li> <li>• Provide exceptional education students their services</li> <li>• Teach students to utilize assistive technology and accessibility tools when appropriate.</li> </ul>	Principal Teachers Virtual Admin Students	On-going	\$0
		Principal Teachers Virtual Admin Students	On-going	\$0



**Athletics**

Focus Area	Goals:				
	<ul style="list-style-type: none"> <li>Increase athletic team appearances at district and state competitions.</li> </ul>				
Increase Leadership Capacity	Implementation Year	Action Steps	Person(s) Responsible	Completion Date	Estimated Cost
	Year 1	<ul style="list-style-type: none"> <li>Revise and pilot an interview rubric specifying skills and competencies that are aligned to the District's/Program's mission to be used for hiring</li> <li>Establish a consistent process for interviewing and hiring decisions</li> <li>Revise and pilot an evaluation instrument instruments to be used for all coaches</li> <li>Develop a formalized procedure for reporting on the annual progress of coaches in years one through four</li> <li>Develop a process for ensuring compliance with mandatory professional development and certification</li> <li>Identify ongoing professional growth and professional development opportunities</li> <li>Establish procedures for connecting professional development with ongoing coaching responsibilities and areas identified for growth as linked to student/team performances</li> </ul>	Superintendent Athletic Director Head Coaches Human Resource Director	June 15, 2022	No Costs

		<ul style="list-style-type: none"> <li>• Include budget recommendations to support enhanced staff development in coming years</li> </ul>			
	Year 2	<ul style="list-style-type: none"> <li>• Implement process for interviewing and hiring using eh developed hiring rubric</li> <li>• Implement coach evaluation according to the developed rubric</li> <li>• Implement reporting procedure on coaches of coaches in year one through four student growth</li> <li>• Ensure 1/3 coaching staff engages in professional development activity</li> <li>• Ensure compliance with mandatory professional development and certification requirements</li> </ul>	Athletic Director Head Coaches	June 15, 2022	\$8,000
	Year 3	<ul style="list-style-type: none"> <li>• Evaluate and as indicated refine hiring rubric, evaluation rubric and as well as reporting procedures of coaches in years one through four</li> <li>• Update the list of professional development opportunities</li> <li>• Ensure the next 1/3 of coaching staff participates in in specified professional development</li> <li>• Establish permanent budget code for athletic professional development opportunities in continuing years</li> </ul>	Athletic Director Head Coaches	June 15, 2022	\$8,000
	Year 4	<ul style="list-style-type: none"> <li>• Implement any changes to hiring rubric, evaluation rubric as well as reporting procedures of coaches in years one through four</li> </ul>	Athletic Director Head Coaches	June 15, 2022	\$8,000

		<ul style="list-style-type: none"> <li>• Continue to update list of professional development opportunities</li> <li>• Ensure final 1/3 of coaching staff engages in specified professional development</li> </ul>			
	Year 5	<ul style="list-style-type: none"> <li>• Evaluate the five-year plan to determine the success of the hiring rubric, evaluation rubric and probationary reporting procedures</li> </ul>			\$8,000

**Athletics**

<b>Focus Area</b>	<b>Goals:</b>				
Increase Leadership Capacity	<b>Implementation Year</b>	<b>Action Steps</b>	<b>Person (s) Responsible</b>	<b>Completion Date</b>	<b>Estimated Costs</b>
(Student Opportunities)	Year 1	<ul style="list-style-type: none"> <li>• Explore existing programs utilized in other districts in surrounding counties</li> <li>• Explore connections and opportunities with professional organizations, outside sports organizations, universities, and other high schools</li> <li>• Implement internal programs: i.e. after school training and conditioning programs run by current staff</li> <li>• Pilot weight training / conditioning program</li> <li>• Develop a resource list of outside programs and activities for students and parents</li> <li>• Investigate the current facilities and develop programs that would be successful in the district’s current facilities</li> <li>• Implement athletic programs/activities that would allow athletes to remain actively engaged in training and conditioning —i.e. soccer training, weight training, cardio fitness, basketball, volleyball, track during off seasons</li> <li>• Determine budget implications to provide additional programs</li> </ul>	Athletic Director Head Coaches	Ongoing  March, 2022  May, 2022  May, 2022  May, 2022	\$10,000  \$5,000

		<ul style="list-style-type: none"> <li>Seek creative opportunities to use professional facilities and staff for programs in the off-seasons</li> </ul>			
	Year 2	<ul style="list-style-type: none"> <li>Determine which programs can be implemented immediately and which will require additional time, resources, or finances</li> <li>Pilot training opportunities in each sport for all students .</li> <li>Pilot programs utilizing our HS athletic facilities with our middle and elementary students</li> <li>Provide access to currently implemented after school athletic and training programs, adjust if required</li> <li>Implement outside programs that would benefit in-district student athletes</li> <li>Seek resources in and out of the district that could expose our student athletes to prominent level, best training practices</li> </ul>	Athletic Director Head Coaches	August, 2022  Per sport season  Ongoing	\$15,000 for pilot programs
	Year 3	<ul style="list-style-type: none"> <li>Implement successful training opportunities in each sport for all students</li> <li>Evaluate all programs piloted and implemented to determine the future of current programs</li> <li>Continue to evaluate the best practices in the area for inclusion in the district's programs</li> </ul>	Athletic Director Head Coaches	Ongoing	No additional costs
	Year 4	<ul style="list-style-type: none"> <li>Institutionalize training opportunities for each sport for and all students</li> </ul>	Athletic Director Head Coaches	Ongoing	No additional costs

		<ul style="list-style-type: none"> <li>Review and update list of resources of outside programs and activities for students and parents</li> </ul>			
	Year 5	<ul style="list-style-type: none"> <li>Evaluate the use and impact of expanded student training over the five year period to determine what has been successful</li> </ul>	Athletic Director Head Coaches	March, 2026	No additional costs

**Athletics**

Focus Area Develop and Implement a Sound Budget and Organization Plan	Athletics				
	Goal(s): • Evaluate, revamp, and expand student athletic program offerings.				
	Implementation Year	Action Steps	Person(s) Responsible	Completion Date	Estimated Costs
	Year 1	<ul style="list-style-type: none"> <li>Evaluate present programs using participation data to determine viability of programs</li> <li>Evaluate the consistency of the program to determine equity</li> <li>Develop a list of programs not currently offered, determine student interest, develop cost analysis</li> <li>Evaluate and explore ways to strengthen the connections and contacts between the High School and Middle School athletic programs</li> </ul>	Athletic Director Head Coaches	May, 2022	No cost
Year 2	<ul style="list-style-type: none"> <li>Explore interest in sports not presently being offered using participation and visibility data</li> <li>Begin building direct relationships with outside organizations to strengthen their role as potential feeder systems into the district's athletic program</li> <li>Provide and encourage opportunities for High School teams to lead and provide clinics with youth leagues and the district's middle school teams</li> </ul>	Athletic Director Head Coaches	Ongoing  Sept - March	No cost	
Year 3	<ul style="list-style-type: none"> <li>Evaluate and develop a High School / Middle School Athletic Mentoring Program</li> </ul>	Athletic Director Head Coaches	September, 2023	No cost	

		<ul style="list-style-type: none"> <li>• Decide on any sports teams to be added/dropped and take steps to begin that process</li> <li>• Implement specific activities with outside organizations based on outcomes from the previous year's exploration</li> <li>• Implement specific activities between High School and Middle School athletic teams based on previous year's exploration</li> <li>• Ensure the implementation of the specified number of High School Performance clinics with youth leagues</li> </ul>			
	Year 4	<ul style="list-style-type: none"> <li>• Implement revised sport team(s)</li> <li>• Continue to evaluate, revise, and expand activities with outside organizations</li> <li>• Continue to evaluate, revise, and expand activities between High School and Middle School athletic teams</li> <li>• Implement High School Performance clinic with youth leagues</li> </ul>	Athletic Director Head Coaches	Ongoing	Cost will be determined by final sport selection
	Year 5	<ul style="list-style-type: none"> <li>• Review sports program to evaluate the efforts of the previous five years</li> </ul>	Athletic Director Head Coaches	March, 2026	No cost

**Athletics**

Focus Area	<b>Goal(s)</b> <ul style="list-style-type: none"> <li>• Improve parent, community, and alumni participation in and support of the district’s athletic events.</li> </ul>				
	Implementation Year	Action Steps	Person(s) Responsible	Completion Date	Estimated Costs
Strengthen Communication Among Stakeholders	Year 1	<ul style="list-style-type: none"> <li>• Explore and pilot options for increases student attendance athletic events</li> <li>• Develop a philosophy for Homecoming, explore Homecoming connections to Class Showdown</li> <li>• Explore other districts' Homecoming activities</li> <li>• Explore and pilot 3 in-school pep rallies and connection to Homecoming (fall), winter and spring</li> <li>• Explore and implement use of team captains to visit J.E. Johnson and G.W. Carver school to promote upcoming athletic events</li> <li>• Develop a list of Homecoming concepts and options</li> <li>• Determine the viability of a booster club</li> </ul>	Athletic Director Head Coaches Principals/Designee Athletic Booster Club Presidents	June, 2022	No costs
	Year 2	<ul style="list-style-type: none"> <li>• Implement methods to increase student attendance at athletic events</li> <li>• Explore options for community involvement at athletic events</li> <li>• Continue to explore additional creative methods for encouraging student/parent attendance at athletic events</li> <li>• Evaluate Homecoming philosophy based on the previous year's experiences</li> </ul>	Athletic Director Head Coaches Principals/Designee Athletic Booster Club Presidents	Ongoing	No cost

		<ul style="list-style-type: none"> <li>Evaluate guidelines for establishing and planning for Homecoming and similar events in the winter and spring</li> <li>Explore the possibility of Friday night pep rallies for fall, winter, and spring athletic events</li> <li>Explore and develop "fan participation" activities to involve students in athletic halftime events</li> </ul>			
	Year 3	<ul style="list-style-type: none"> <li>Continue to explore options for increased community involvement</li> <li>Evaluate previous two years to determine future direction for increasing school spirit at athletic events</li> </ul>	Athletic Director Head Coaches Principals/Designee Athletic Booster Club Presidents	April, 2024	No cost
	Year 4	<ul style="list-style-type: none"> <li>Measure and evaluate the programs utilized to develop school spirit</li> <li>Develop additional programs to foster school and community spirit</li> <li>Continue to seek successful practice from other institutions for school spirit and community involvement</li> </ul>	Athletic Director Head Coaches Principals/Designee Athletic Booster Club Presidents	April, 2025	No cost
	Year 5	<ul style="list-style-type: none"> <li>Institutionalize successful activities for school spirit and Homecoming</li> <li>Review all programs utilizing students to encourage and recruit for increased student involvement in athletic activities</li> </ul>	Athletic Director Head Coaches Principals/Designee Athletic Booster Club Presidents	April, 2026	No cost

Focus Area	Goal(s)				
	Implementation Year	Action Steps	Person(s) Responsible	Completion Date	Estimated Costs
Improve the Learning Environment  (Athletic Facilities)	Year 1	<ul style="list-style-type: none"> <li>Evaluate the current athletic facilities, fields, and courts at all buildings</li> <li>Prioritize the needs of each facility, investigate cost analysis for the improvement of each</li> <li>Submit plans for Baseball, Softball. Track field renovation</li> <li>Develop a wish list of equipment desired</li> <li>Develop a wish list for the facilities desired</li> <li>Determine budgetary needs, develop, and investigate ways to cover the cost of determined improvement.</li> <li>Review recommendations of Landtech to improve Lustig Field and begin work</li> </ul>	Athletic Director Head Coaches	April, 2022	TBD
	Year 2	<ul style="list-style-type: none"> <li>Utilize funds approved for specific task to be allocated for specific jobs</li> <li>Review wish list and determine the needs rather than desires to develop a plan for purchasing</li> <li>Complete renovations to the baseball and softball fields</li> </ul>	Athletic Director Head Coaches Operations Director	March, 2023	Included in district renovation budget
	Year 3	<ul style="list-style-type: none"> <li>Continue to evaluate the facilities and equipment needs</li> <li>Plan for long term protection of athletic facilities i.e., services contacts for maintenance, security, outside use</li> <li>Begin planning for track field construction renovation</li> </ul>	Athletic Director Head Coaches Operations Director		TBD

	Year 4	<ul style="list-style-type: none"> <li>• Evaluate current facility and equipment needs</li> <li>• Determine the status of what has been replaced or added</li> <li>• Initiate track field construction and renovation</li> </ul>	Athletic Director Head Coaches Operations Director		TBD
	Year 5	<ul style="list-style-type: none"> <li>• Complete track, softball, and baseball field renovations</li> </ul>	Athletic Director Head Coaches Operations Director		TBD

# Jefferson Davis County Schools

G.W. Carver Elementary  
J.E. Johnson Elementary  
Jefferson Davis County High  
D.W. Fortenberry Career & Tech Center  
Academic Success Center  
Virtual Learning





		<ul style="list-style-type: none"> <li>2. Attain 50% proficiency in ELA and Math as measured by MAAP. <ul style="list-style-type: none"> <li>a. Implement key literacy</li> <li>b. Implement key math strategies</li> <li>c. Reinforce ELA through Social Studies</li> <li>d. Reinforce math through science</li> <li>e. Identify and leverage the curriculum documents to ensure mastery of the focus standards.</li> <li>f. Implement effective teaching strategies, effective questioning techniques, higher order thinking skills, and appropriate strategies to check for understanding.</li> </ul> </li> <li>3. Explore Options to Support Middle School Implementation <ul style="list-style-type: none"> <li>a. Obtain stakeholder’s input to determine relevant interests for the implementation of a Fine Arts program.</li> <li>b. Review the Secondary School Course Code Guide to identify plausible fine art elective courses</li> </ul> </li> <li>4. Improve School Beautification <ul style="list-style-type: none"> <li>c. Recruiting personnel, parents, and community volunteers</li> <li>d. Layout design for beautification</li> <li>e. Solicit donors</li> </ul> </li> </ul>			
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		<ul style="list-style-type: none"> <li>d. Publicize/highlight fine arts program through annual performance or display</li> </ul> <p>5. Strengthen Communication with Parents</p> <ul style="list-style-type: none"> <li>a. Recruit parent volunteers</li> <li>b. Offer parent engagement opportunities (that are based upon parent interests and identified needs through surveys and other forms of parent input)</li> <li>c. Offer multiple ways to communicate with parents (notes, email, social media, phone calls, apps)</li> </ul> <p>5.Update School Signage</p> <ul style="list-style-type: none"> <li>a. Include in the budgeting process</li> <li>b. Research types of signage</li> <li>c. Layout the design</li> </ul>			
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<b>G.W. Carver Elementary School</b>					
<b>Focus Area(s)</b>	<b>Goal(s)</b>				
	<ul style="list-style-type: none"> <li>• Improve to an A-rated school</li> </ul>				
Improve Academic Achievement	Implementation Year	Action Steps	Person(s) Responsible	Completion Date	Estimated Cost
	Year 3	<ol style="list-style-type: none"> <li>1. Improve to an A-rated school.</li> <li>2. Attain 60% proficiency with growth and learning goals as measured by MAAP.</li> <li>3. Implement at least two listed Fine Art programs (Dance, Vocal, etc.).</li> <li>4. Explore ways to introduce technological literacy to lower/upper elementary students (computer science, programming, robotics)</li> <li>5. Recruiting and retaining high quality educators</li> </ol>	Principal  Lead Teacher Consultants	May June	No Additional Cost
	Year 4	<ol style="list-style-type: none"> <li>1. Maintain an A-rated School</li> <li>2. Attain 70% proficiency as defined by MAP assessment (growth targets)</li> <li>3. Recruiting and retaining high quality educators</li> <li>4. Implement select components of technology literacy.</li> <li>5. Evaluate impact of Fine Art Courses, revisit and revise based on student input.</li> </ol>	Principal/Lead Teacher Technology Director	May June	No Additional Cost
	Year 5	<ol style="list-style-type: none"> <li>1. Maintain an A-rated School.</li> <li>2. Maintain and increase proficiency at 80% as measured by MAAP. (Growth targets)</li> <li>3. Students will have a wider selection of Fine Arts to choose from.</li> </ol>	Principal Lead Teacher	May June	No Additional Cost



**J E Johnson Elementary**

Focus Area	Goal(s):				
Increase Academic Achievement	<b>Implementation Year</b> Year 1	<b>Action Steps</b> <u>Strategies</u> <ul style="list-style-type: none"> <li>● Individualized PLC/professional development that focuses on individual teacher growth needs based on one of the four essential questions: 1) What does the grade level standard require students to know and be able to do? 2) How will students demonstrate mastery? 3) What will be done to help students who have not mastered the standard? 4) What will be done to advance the learning of students who have?</li> <li>● Build teacher instructional capacity to plan and fully</li> </ul>	<b>Person (s) Responsible</b> Administration Teachers Curriculum Department District Exceptional Education Department	<b>Completion Date</b> March May June	<b>Estimated Cost</b> No Cost
	<ul style="list-style-type: none"> <li>● Achieve a B rating on the MDE Accountability Model. (AA)               <ul style="list-style-type: none"> <li>○ 34% of all students tested students will score proficient or higher on MAAP- ELA.</li> <li>○ 60% of all tested students will show growth on MAAP- ELA.</li> <li>○ 65% of all tested students in the lower performing student category will show growth on MAAP- ELA.</li> <li>○ 25% of all students tested will score proficient or higher on MAAP- Math.</li> <li>○ 75% of all students tested will show growth on MAAP- Math.</li> <li>○ 76% of all tested students in the lowest performing student category will show growth in MAAP-Math</li> </ul> </li> </ul>				

		<p>implement lessons that address each student’s level of learning through whole group and small group instruction</p> <ul style="list-style-type: none"> <li>● School leaders will observe instruction and provide timely and actionable feedback</li> <li>● Teachers and support staff will provide intensive interventions to address students’ specific skill deficits and provide remediation to strength key areas of academic strength.</li> <li>● School leaders will professional support to build teacher capacity in disaggregating/tracking student data and taking action in order to meet established student, classroom and school goals.</li> <li>● Provide focused and targeted professional development to all certified staff focused on unpacking standards, understanding how content standards are assessed, and how to reinforce academic vocabulary.</li> <li>● Implement key literacy and math strategies such as Word Walls, Check for</li> </ul>			<p>No cost</p>
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		<p>Understanding, Multiple Representation</p> <ul style="list-style-type: none"><li>● Reinforce ELA standards through Social Studies by reinforcing text-based evidence, written response to text, academic vocabulary, and academic discourse</li><li>● Reinforce math through science (explain how)</li><li>● Implement effective teaching strategies, effective questioning techniques, higher order thinking skills, and appropriate strategies to check for understanding</li></ul>			
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		<ul style="list-style-type: none"> <li>● Create a platform to welcome a structured PTO</li> <li>● Meet with PTO representatives to discuss school wide initiatives to support PBIS and student incentives that support student achievement</li> </ul> <p>4. Implement a parent email communication system with a specific domain to strengthen parent communication.</p> <ul style="list-style-type: none"> <li>● Consult with the Technology Department</li> <li>● Select staff admin to monitor parent email domain and filter issues</li> </ul> <p>5. Incorporate a Dads on Duty program where fathers volunteer at the school to provide support for the male student body.</p> <ul style="list-style-type: none"> <li>● Solicit male volunteers through school communication avenues</li> <li>● Meet with volunteers to discuss the goal and initiative of the program</li> <li>● Develop a schedule of campus visitation</li> </ul>			<p>\$2,000 per club for materials Teacher incentive for leading club \$250-\$500</p>
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		<p>6. Sponsor student clubs to enhance learning, create avenues for student creativity, increase CTE class interest, and build background knowledge (Art and Crafts, Creative Writing, STEM, Culinary Arts).</p> <ul style="list-style-type: none"><li>● Build student interest through research</li><li>● Schedule school site visits at schools with implemented programs</li><li>● Schedule field trips to build student interest</li><li>● Integrate the programs in the afterschool program</li></ul>			
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		<ul style="list-style-type: none"> <li>● Purchase outdoor book dispensaries</li> <li>● Utilize an electronic system to keep up with book check-outs</li> </ul> <p>7. Implement effective early literacy and numeracy (K-2) instruction to support having at least 85% of all 3<sup>rd</sup> grade students entering 3<sup>rd</sup> are reading on grade level.</p> <p>8. Implement effective 7<sup>th</sup>/8<sup>th</sup> grade bridge programs to 9<sup>th</sup> grade Algebra and Biology.</p> <ul style="list-style-type: none"> <li>● PLC/professional development that focuses on individual teacher areas of growth. (focused on the four essential questions: 1) What does the grade level standard require students to know and be able to do? 2) How will students demonstrate mastery? 3) What will be done to help students who have not mastered the standard? 4) What will be done to advance the learning of students who have?</li> <li>● Build teacher instructional capacity to plan and fully implement lessons that address each student's level of learning</li> </ul>			(beginner music instruments)
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		<p>by whole group and small group instruction</p> <ul style="list-style-type: none"> <li>● School leaders will observe instruction and provide timely and actionable feedback</li> <li>● Provide intensive interventions to address specific areas of weakness and build areas of strength.</li> <li>● Build teacher capacity to disaggregate, track student data and take action in order to meet established goals</li> <li>● Provide focused and targeted professional development (unpacking standards, understanding how content standards are assessed, academic vocabulary)</li> <li>● Implement key literacy and math strategies such as</li> <li>● Reinforce ELA through Social Studies</li> <li>● Reinforce math through Science</li> <li>● Implement effective teaching strategies, effective questioning techniques, higher order thinking skills, and appropriate strategies to check for understanding.</li> </ul>			
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**J E Johnson Elementary**

<b>Focus Area</b>	<b>Goal(s):</b>				
Increase Academic Achievement	<ul style="list-style-type: none"> <li>● Improve our school to be an A rated school.</li> <li>● Increase original goals set in year two by 3%</li> <li>● Increase the number of students that can take the ACT upon exit of the 8<sup>th</sup> grade with a combined score of at least 15.</li> </ul>				
	<b>Implementation Year</b>	<b>Action Steps</b>	<b>Person (s) Responsible</b>	<b>Completion Date</b>	<b>Estimated Cost</b>
Year 4	<ol style="list-style-type: none"> <li>1. Implement a performing arts plays/musicals.                             <ul style="list-style-type: none"> <li>● Collaborate with High School Music Teacher</li> <li>● Improve the Music program at school with professional development</li> </ul> </li> <li>2. Provide a multisensory room for Autistic students and primary students with behavior problems.                             <ul style="list-style-type: none"> <li>● Research Multisensory rooms</li> <li>● Solicit donations and sponsorship from local businesses and organizations, and have school level fundraiser</li> <li>● Collaborate with the District Exceptional Education Departments</li> </ul> </li> <li>3. Maintain a STEM lab/club, a school newspaper (editors, publishers, and printing), and a middle/lower elementary school band.</li> </ol>	<p align="center">Administrators Teachers District Exceptional Education Department</p>			

**J E Johnson Elementary**

<b>Focus Area</b>	<b>Goal(s):</b>				
Increase Academic Achievement	<b>Implementation Year</b>	<b>Action Steps</b>	<b>Person (s) Responsible</b>	<b>Completion Date</b>	<b>Estimated Cost</b>
	Year 5	<ol style="list-style-type: none"> <li>1. Provide an outdoor learning space (with tables, boards, etc.), an outside basketball court, tennis court, soccer field, and exercising equipment.                             <ul style="list-style-type: none"> <li>● Research appropriate outdoor learning equipment</li> <li>● Solicit community sponsors from local businesses and organizations</li> <li>● Monitor school budget spending for furniture (Years 1 through 4)</li> </ul> </li> <li>2. Implement a musical strings class.                             <ul style="list-style-type: none"> <li>● Provide professional development to improve the school's music program</li> <li>● Increase students' knowledge of string instruments</li> <li>● Purchase student instruments</li> </ul> </li> </ol>			<p>No Cost</p> <p>\$20,000</p>



**Jefferson Davis County High School**

<b>Focus Area(s)</b>	<b>Goal(s):</b>				
Improve Academic Achievement	<ul style="list-style-type: none"> <li>• Become an A-rated school within four years.</li> <li>• Improve ACT composite average by 2 points each year.</li> <li>• Improve average daily attendance to 90% or higher within three years.</li> </ul>				
Strengthen Communication Among Stakeholders	<b>Implementation Year</b>	<b>Targets/Action Steps</b>	<b>Person(s) Responsible</b>	<b>Completion Date</b>	<b>Estimated Cost</b>
	Year 1	<ol style="list-style-type: none"> <li>1. Improve number of dual enrollment students.               <ol style="list-style-type: none"> <li>a. Increase number of students participating in ACT testing.</li> <li>b. Inform parents and students of the importance and benefits of obtaining dual enrollment credits.</li> <li>c. Established designated area of study and daily procedures for dual enrollment students.</li> <li>d. Build teacher capacity to plan and fully implement instructional practices that address the needs of students.</li> </ol> </li> <li>2. Improve current schoolwide ACT composite average score (14)               <ol style="list-style-type: none"> <li>a. Build ACT prep teacher capacity plan and implement lessons that address student’s areas of concerns.</li> </ol> </li> </ol>	<p>Principal/Counselor</p> <p>Principal/Counselor</p> <p>Lead Teacher Principal</p> <p>Principal/Lead Teacher</p> <p>Principal/Counselor</p> <p>Principal/Personnel</p> <p>Lead Teacher</p> <p>External Providers</p>	<p>March</p> <p>April</p>	<p>\$120 per course/student</p> <p>\$800 per content area</p>

		<ul style="list-style-type: none"> <li>b. Build capacity of students through consistent participation in proven educational strategies (Jump Start Program).</li> <li>c. Build capacity of students through consistent participation in proven educational strategies (ACT Bootcamp).</li> </ul> <p>3. Improve average daily attendance for students in grades 9<sup>th</sup> through 12<sup>th</sup> (80%).</p> <ul style="list-style-type: none"> <li>a. Implement policies and procedures for habitual tardiness and absenteeism</li> <li>b. Inform parents of the importance of their students attending school daily.</li> <li>c. Enforce district polices regarding habitual tardiness and absenteeism</li> <li>d. Positively reinforce students with good attendance</li> </ul>	Leadership team/Personnel		
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	Year 2	<p>4. Maximize use of educational spaces</p> <ul style="list-style-type: none"> <li>a. Establish designated areas of study for dual enrollment students.</li> <li>b. Create outside eating pavilion for students</li> <li>c. Update science labs for STEMS programs</li> <li>d. Improve Data Rooms</li> </ul> <p>5. Improve relationship amongst district stakeholders</p> <ul style="list-style-type: none"> <li>a. Establish effective and consistent parental support</li> <li>b. Recruit parent volunteers</li> <li>c. Offer consistent parent engagement opportunities (that are based upon parent interests and identified needs through surveys and other forms of parent input)</li> <li>d. Utilize multiple means of communication (social media, notes, emails, phone calls, emails, etc.).</li> </ul> <p>6. Implement effective bridge practices between middle school and high school</p> <ul style="list-style-type: none"> <li>a. Implement ISP (Individual Success Plans)</li> <li>b. Familiarize students with graduation pathways</li> </ul>	Training	<p>Principal</p> <p>Donors</p> <p>All Stakeholder/Leadership</p> <p>Principal/Lead Teacher</p> <p>Principals Counselors</p>	May June	<p>No Cost</p> <p>No cost</p> <p>No cost</p> <p>Time (refreshments)</p> <p>0</p>
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		<ul style="list-style-type: none"> <li>c. Introduce post-graduation achievement plan</li> <li>d. Establish high school visitations before attending</li> <li>e. Continue 9<sup>th</sup> grade orientations</li> </ul>				
	Year 3	<ol style="list-style-type: none"> <li>1. Improve average daily attendance for students in grades 9<sup>th</sup> through 12<sup>th</sup> (90%) <ul style="list-style-type: none"> <li>e. Implement policies and procedures for habitual tardiness and absenteeism</li> <li>f. Inform parents of the importance of their students attending school daily.</li> <li>g. Enforce district polices regarding habitual tardiness and absenteeism</li> <li>h. Positively reinforce students with good attendance</li> </ul> </li> <li>2.Improve current school rating (B). <ul style="list-style-type: none"> <li>a. Attain proficiency within all tested areas growth as measured by MAAP.</li> </ul> </li> <li>3. Improve the quality and consistency of school organizations (membership, function). <ul style="list-style-type: none"> <li>b. Robotics</li> <li>c. Archery</li> <li>d. JAM</li> <li>e. Band</li> <li>f. ACT Club</li> <li>g. Student Council Beta</li> </ul> </li> </ol>		Personnel	May	Varies
				Principal/HR/Ex.		

		<ol style="list-style-type: none"> <li>2. Recruiting and retaining high quality educators             <ol style="list-style-type: none"> <li>a. Offer worthwhile incentives</li> <li>b. Supply teacher incentive bonuses</li> <li>c. Provide classroom support and feedback</li> <li>d. Provide opportunities for growth and development</li> </ol> </li> </ol>				
	Year 4	<ol style="list-style-type: none"> <li>1. Maintain an A-rated School</li> <li>2. Have Star Student and Teacher</li> </ol>		Principal Teacher(s) Student(s)	May	No cost
	Year 5	<ol style="list-style-type: none"> <li>1. Maintain an A-rated School.</li> <li>2. Maintain and increase proficiency at 80% as measured by MAAP. (Growth targets)</li> <li>3. Further improve student participation in co-curricular activities.</li> </ol>		Principal Teacher(s) Student(s)		TBD



**D.W. Fortenberry Career and Technical Center**

<b>Focus Area</b>	<b>Goal(s)</b>				
Improve Academic Achievement	<ul style="list-style-type: none"> <li>• Increase the number of student obtaining national certifications.               <ul style="list-style-type: none"> <li>○ 75% of all enrolled CTE students will pass CPAS/National Certifications</li> <li>○ All CTE Completers will obtain a National Certification in field-related study</li> </ul> </li> <li>• Increase career-based learning opportunities for students</li> </ul>				
	<b>Implementation Year</b>	<b>Action Steps</b>	<b>Person(s) Responsible</b>	<b>Completion Date</b>	<b>Estimated Costs</b>
	Year 1	<ul style="list-style-type: none"> <li>• All students will be required to return to in- person learning.</li> <li>• Provide remediation during breaks (if new schedule is approved) to support students with excessive absenteeism</li> </ul>	Director  Student Support Service Coordinator	December  September	\$0
	Year 2	<ul style="list-style-type: none"> <li>• Implement weekly lessons from ACT WorkKeys curriculum through Student Support Services to improve students' basic math, ELA skills and industry certification during the 2022-2023 school year.</li> <li>• Add Work-based Learning program and/or Exceptional Education teacher to CTE staff.</li> </ul>	Teachers    Director	Ongoing Weekly   July	\$80,000-\$160,000 (WBL Program/Exceptional Ed Teacher)
Year 3	<ul style="list-style-type: none"> <li>• Add Agriculture program</li> </ul>	Teacher	July	\$150,000	

**D.W. Fortenberry Career and Technical Center**

<b>D.W. Fortenberry Career and Technical Center</b>					
<b>Focus Area</b>	<b>Goal(s)</b>				
	<ul style="list-style-type: none"> <li>Enhance staff performance through continued professional development.</li> </ul>				
Increase Leadership Capacity	<b>Implementation Year</b>	<b>Action Steps</b>	<b>Person(s) Responsible</b>	<b>Completion Date</b>	<b>Estimated Costs</b>
	Annually	<ul style="list-style-type: none"> <li>Allow all CTE instructors the opportunity to attend MSACTE conference</li> <li>Ensure new teachers complete required training (VIP sessions)</li> <li>Provide departmental based PD's</li> <li>Encourage instructors to obtain additional training/advanced degrees in <b>field</b></li> <li>Utilize experienced teachers to mentor new teachers</li> </ul>	Director          Teachers	July       March, annually Ongoing	\$10,000 (ACTE Conference – dues/fees, lodging, travel, meals)

**D.W. Fortenberry Career and Technical Center**

Focus Area	Goal(s)				
	<ul style="list-style-type: none"> <li>Expand partnerships with local, regional, and state business agencies and businesses.</li> </ul>				
Strengthen Communication Among Stakeholders	Implementation Year	Action Steps	Person(s) Responsible	Completion Date	Estimated Costs
	Annually	<ul style="list-style-type: none"> <li>Convene advisory committees twice per year</li> <li>Schedule Teacher Academy Field experiences &amp; Health Science clinicals</li> <li>Add Adult Education courses will be improved/enhanced</li> <li>Invite departmental community guest speakers to visit each program monthly</li> </ul>	Teachers  Director  SSC/Counselor	December/May  January/October  September  Monthly	\$8,000 (Adult Ed)
	Year(s) 2-5	<ul style="list-style-type: none"> <li>Work-based learning—Third year students will be assigned to local business/industries (“<b>working in the community</b>” as WBL students)</li> </ul>	WBL Teacher	September	No additional Cost

**D.W. Fortenberry Career and Technical Center**

<b>Focus Area</b>	<b>Goal(s)</b>				
Improve the Learning Environment	<ul style="list-style-type: none"> <li>Upgrade CTE programs with modern technology.</li> </ul>				
	<b>Implementation Year</b>	<b>Action Steps</b>	<b>Person(s) Responsible</b>	<b>Completion Date</b>	<b>Estimated Costs</b>
	Year 1	<ul style="list-style-type: none"> <li>Remove, delete, trash, and outdated or nonfunctional equipment</li> </ul>	Director	June	\$5,000
	Year 2	<ul style="list-style-type: none"> <li>Replace outdated equipment (Ex. Plasma cutter—Welding (grant); Chairs—TA, Engineering—software/drones; Construction—saws, Health Science—simulation lab (grant) etc.</li> </ul>	Director	October	\$15,000
	Year 3	<ul style="list-style-type: none"> <li>Purchase Contran learning software for (Welding &amp; Construction)</li> </ul>	Director	October	\$5,000
Year 4	<ul style="list-style-type: none"> <li>Replace flooring throughout building</li> </ul>		June	\$200,000	

**D.W. Fortenberry Career and Technical Center**

<b>Focus Area</b>	<b>Goal(s)</b>				
Develop and Implement a Sound Budget and Organization	<ul style="list-style-type: none"> <li>Maximize grant funding to support CTE programs.</li> </ul>				
	<b>Implementation Year</b>	<b>Action Steps</b>	<b>Person(s) Responsible</b>	<b>Completion Date</b>	<b>Estimated Costs</b>
Annually	<ul style="list-style-type: none"> <li>District personnel will update/educate CTE staff on current budgets and funds that are available for CTE use.</li> <li>Student organizations will be funded and monies utilized to enhance student experience in student organization</li> <li>Sponsors/Donors for classes and programs will be encouraged to support needs</li> <li>Fundraisers will be organized to support any deficits in areas/classes/departments</li> </ul>	Director  Teachers  Director	September  Ongoing  Ongoing  Ongoing	No cost	



**Academic Success Center**

<b>Focus Area</b>	<b>Goal(s)</b>				
Academic Achievement	<ul style="list-style-type: none"> <li>Maintain a transition rate back into the regular classroom at 85% or higher</li> </ul>				
	<b>Implementation Year</b>	<b>Action Steps</b>	<b>Person(s) Responsible</b>	<b>Completion Date</b>	<b>Estimated Costs</b>
	Year2 1-5	<ul style="list-style-type: none"> <li>Establish bi-weekly meeting between Academic Success Center and base school personnel (preferably the school counselor) to provide updates</li> <li>Two week prior to the student's final return to school, provide the student with the opportunity to attend one or two days for the student to attend their base school</li> <li>Conduct counseling sessions with the student/parent to prepare the students for the transition and to reinforce appropriate behavior skills</li> <li>Academic Success Center Staff will conduct weekly follow up check on returned alternative school students for at least one month.</li> </ul>	Academic Success Center Director/Designee Counselor	Bi-weekly Ongoing Ongoing Weekly	No Cost

**Academic Success Center**

<b>Academic Success Center</b>					
<b>Focus Area</b>	<b>Goal(s)</b>				
	<ul style="list-style-type: none"> <li>Maintain a graduation rate of 85% or higher.</li> </ul>				
<b>Academic Achievement</b>	<b>Implementation Year</b>	<b>Action Steps</b>	<b>Person(s) Responsible</b>	<b>Completion Date</b>	<b>Estimated Costs</b>
	Year 1-5	<ul style="list-style-type: none"> <li>Identify seniors placed at the Academic Success Center</li> <li>Secure the student's graduation profile and course need sheet</li> <li>Ensure that students are successfully completing all assignments in all courses</li> <li>Make arrangement for high school students to participate in face to face EOC exam preparation</li> <li>Ensure that high school students participate in EOC exam testing</li> <li>Provide ACT support to students in grades 8-12</li> </ul>	Academic Success Center Director/Designee Counselor	<ul style="list-style-type: none"> <li>Upon enrollment</li> <li>Upon enrollment</li> <li>Weekly</li> <li>According to high school schedule</li> <li>According to high school schedule</li> <li>Daily</li> </ul>	No Cost

**Academic Success Center**

<b>Academic Success Center</b>					
<b>Focus Area</b>	<b>Goal(s)</b>				
	<ul style="list-style-type: none"> <li>Reach a rate of 70% or higher of students reading at or above grade level.</li> </ul>				
Academic Achievement	<b>Implementation Year</b>	<b>Action Steps</b>	<b>Person(s) Responsible</b>	<b>Completion Date</b>	<b>Estimated Costs</b>
	Year 1-5	<ul style="list-style-type: none"> <li>Identify or secure a reading teacher to provide reading interventions and literacy instruction to students</li> <li>Implement literacy strategies designed to support improved reading and writing for middle school and high school students</li> <li>Provide in person and online reading interventions</li> <li>Monitor and track student progress</li> </ul>	Academic Success Center Literacy Teacher	<ul style="list-style-type: none"> <li>August, 2022</li> <li>Ongoing</li> <li>Ongoing</li> <li>Weekly</li> </ul>	No Additional Cost

**Academic Success Center**

<b>Focus Area</b>	<b>Goal(s)</b>				
	<ul style="list-style-type: none"> <li>• Parent involvement in parent conferences, family forums, and targeted support and counseling services will be 85% or higher.</li> </ul>				
Strengthen Communication Among Stakeholders	<b>Implementation Year</b>	<b>Action Steps</b>	<b>Person(s) Responsible</b>	<b>Completion Date</b>	<b>Estimated Costs</b>
	Years 1-5	<ul style="list-style-type: none"> <li>• Ensure parents are involved in the enrollment process</li> <li>• Host monthly forums for parents.</li> <li>• Collaborate with base school counselors to ensure students receive supports</li> <li>• Ensure counselors provide monthly updates to parents on students' progress</li> </ul>	Academic Success Center Director/Designee Counselor	Upon enrollment Monthly Weekly Monthly	No Cost



# Operations

Business  
Human Resources  
Operations  
Food Services  
Technology  
School Resource Officers





**Business Office**

Fiscal Years(s) 2022-2026

Action Steps listed will occur annually; however, novel action steps will be introduced in the specific year identified.

Focus Area	Goal(s)			
Develop and Implement a Sound Budget and Organization Plan	1. Implement a sustainable planning and budgeting process that is data driven based on student achievement and the “whole child”, through communication with board members, staff and community, to develop budgets and guide expenditures to achieve and provide a quality educational program for dollars expended.			
	Action Steps	Person(s) Responsible	Completion Date	Cost Estimate
	a. Prepare, publish and share a budget timeline with all stakeholders.	CFO	February	No Cost
	b. Create avenues to allow staff to share budget recommendations based the students’ needs with top level administrators.	Superintendent/CFO	Ongoing	No Cost
	c. Allow principals to prepare budgets based on actual student achievement needs.	Superintendent/CFO	March-April	No Cost
	d. Allow review of budget request to be vetted with board and community input and/or external consultants as needed.	Superintendent/CFO	May	No Cost
e. Explore and implement getting a district license plate to generate funds for the district.	Superintendent/CFO	July, 2022	No Cost	

Focus Area	Goal(s)			
Develop and Implement a Sound Budget and Organization Plan	2. Establish procedures to maximize efficiency and effectiveness of accounting, reporting and transacting district business that will provide accuracy and transparency to all stakeholders and auditors.			
	Action Steps	Person(s) Responsible	Completion Date	Cost Estimate
	a. Review and revise policies and procedures as changes are made to federal and state laws and regulations.	CFO/Business Office Staff	Ongoing	No Cost
	b. Implement Automated Clearing House (ACH) stand for) payments for vendors.	CFO/Business Office Staff	August 2023	\$15,000 \$35,000
	c. Implement paperless filing.		August 2024	No Cost
d. Monitor data, public policy and legislation continuously.	CFO/Business Office Staff  CFO/Business Office Staff	Ongoing		

Focus Area	Goal(s)			
Develop and Implement a Sound Budget and Organization Plan	3. Promote predictability and stability of resources and expenditures over time.			
	Action Steps	Person(s) Responsible	Completion Date	Cost Estimate
	a. Keep board members and administrators abreast of historical and current financial data trends of district.	CFO	Ongoing	No Cost
	b. Evaluate trends in enrollment to predict state and federal funding.	CFO	Ongoing	No Cost
	c. Evaluate teacher units based on enrollment of students.	Superintendent/CFO	March each year	No Cost
	d. Evaluate investments, grants and expenditures as necessary for their attributes to the district.	Superintendent/CFO	On going	No Cost
	e. Monitor and maintain an appropriate fund balance as required by state department.	CFO	On going	No Cost
f. Explore and implement strategies to control cost in all areas, including changing methods of program delivery and operations.	Superintendent/CFO Business Office Staff	On going	No Cost	

Focus Area	Goal(s)			
Develop and Implement a Sound Budget and Organization Plan	4. Provide timely, accurate and appropriate reports to budget directors with fiscal management responsibilities, superintendent and board members.			
	Action Steps	Person(s) Responsible	Completion Date	Cost Estimate
	a. Provide training on software on how to retrieve expenditure reports as needed by staff.	Staff	CFO	As Needed
	b. Provide, discuss, and explain accurate monthly reports to board members.	Staff	CFO	On going
c. Provide overview of district financial status to executive staff on a monthly basis.	Staff	CFO	On going	

Focus Area	Goal(s)			
Develop and Implement a Sound Budget and Organization Plan	5. Provide training to current and new staff and board members to ensure a systematic approach in monitoring the district's finances.			
	Action Steps	Person(s) Responsible	Completion Date	Cost Estimate
	a. Build and strengthen staff capacity by providing training courses and professional development that addresses areas there is lacking of skills.	Superintendent/CFO	On going	\$5,000 (annually)
	b. Continue to invest in professional development of all staff.	Superintendent/CFO	On going	\$5,000 (annually)
	c. Strengthen communication between business office staff through weekly email chat, Zoom or other technology-based systems.	CFO/Business Office Staff	On going	No Cost
	d. Cross train business office staff.	CFO/Designee	On going	No Cost
	e. Train school personnel on procedures to ensure more accurate and timely payroll reports.	CFO/Payroll Clerk	July/January annually	No Cost
f. Research and implement best financial practices	CFO/Business Office Staff	On going	No Cost	

Focus Area	Goal(s)			
Develop and Implement a Sound Budget and Organization Plan	6.Minimize unnecessary expenditures and review cost containment strategies.			
	Action Steps	Person(s) Responsible	Completion Date	Cost Estimate
	a. Review accounts payable schedule regularly in order to determine ways to reduce expenses without affecting the quality or impact of services.	CFO/Business Office Staff	On going	No Cost
	b. Require a cost analysis on as many purchases as possible, allowing staff to negotiate with vendors or suppliers for better deals before making purchases.	CFO/Business Office Staff	On going	No Cost
c. Enhance district’s management assets by the automation of the annual inventory checklist process.	CFO/Business Office Staff	October 2024	\$18,000	



**Human Resources**

Focus Area	Goal(s)			
Increase Leadership Capacity	1. Recruit and retain a diverse workforce that consists of top talent to meet the needs of the organization. Develop and reinforce the need for competitive compensation to attract and retain top talent.			
	Action Steps	Person (s) Responsible	Completion Date	Cost Estimate
1. Hire qualified staff for the district 2. Collaborate with Athletic Director and Administrators to improve recruitment strategies. 3. Utilize a variety of media to enhance recruitment 4. Participate in HR related trainings 5. Attend job fairs 6. Continue to build on staff retention & recruitment 7. Provide the best benefits for our employees	1. HR Mgr/Dept. Heads 2. HR Mgr/ AD/Principals 3. HR Mgr/Staff 4. HR Mgr 5. HR Mgr/Dept. Heads/Principals 6. HR Mgr/Dept. Heads/Principals 7. HR Mgr/	1. Ongoing 2. Ongoing 3. Ongoing 4. Ongoing 5. Annually 6. Ongoing 7. Ongoing	Advertisement- \$500.00 Trainings - \$1,000.00 Job Fairs- \$1,500.00 annually	

	<p>8. Research and invest in professional development programs designed to improve job skills, leadership capabilities and employee productivity.</p> <p>9. Educate employees about the importance of self-awareness, self-care, and behavioral change in improving wellness and productivity.</p>	<p>Supt./CFO</p> <p>8. HR Mgr/Dept. Heads/Principals</p> <p>9. HR manager</p>	<p>8. Ongoing</p> <p>9. Annually</p>	
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Focus Area	Goal(s)			
Strengthen Communication Among Stakeholders	2. Maintain a positive, customer-service oriented work environment. 3. Administer HR policy and programs effectively and efficiently.			
	Action Steps	Person (s) Responsible	Goal Completion Date	Cost Estimate
	1. Conduct and HR Audit and implement recommended hiring practice improvement. 2. Provide policy and procedure training as needed 3. Improve investigation process of personnel matters. 4. Collaborate with community representatives 5. Strengthen communication with employees/departments 6. Promote a safe and healthy environment 7. Promote diversity in the workplace 8. Customer service training for central office and school office staff	1. HR Mgr 2. HR Manager 3. HR Mgr/Principals 4. HR Mgr 5. HR Mgr/Dept. Heads/Principals 6. HR Mgr/Dept. Heads/Principals 7. HR Mgr/Dept. Heads/Principals 8. HR Mgr	1. Ongoing 2. Ongoing 3. Ongoing 4. Ongoing 5. Ongoing 6. Ongoing 7. Ongoing 8. Ongoing	HR Audit - \$10,000.00 (2023)

Focus Area	Goal(s)			
Develop and Implement a Sound Budget and Organization Plan	4. Enhance HR processes using technology.			
	Action Steps	Person (s) Responsible	Completion Date	Cost Estimate
	1. Enhance the hiring process by the use of technology 2. Provide in-house fingerprinting 3. Digitize personnel records.	1.HR Mgr 2. HR Mgr 3. HR Mgr	1. Ongoing 2.Ongoing 3.Ongoing	HR Technology- \$6,000.00 (annually) Fingerprinting - \$4,000.00 (annually) Digitize records- \$25,000 (2026)



Operations					
Focus Area	Goal(s)				
	<ul style="list-style-type: none"> <li>Redesign school spaces to support 21<sup>st</sup> century learning expectations</li> </ul>				
Increase Academic Achievement	Implementation Year	Action Steps	Person(s) Responsible	Completion Date	Estimated Costs
	Years 1-3 According to district renovation plan	<u>Elementary Schools</u> <ul style="list-style-type: none"> <li>Identify resource areas for small group interventions</li> <li>Identify individual learning spaces for personalized learning</li> <li>Develop collaboration areas near classrooms for pull-out and push-in supports</li> <li>Designate sensory spaces</li> <li>Designate activity areas to support before and after school programs</li> <li>Identify learning community space</li> <li>Identify large group collaboration space</li> <li>Create authentic learning spaces</li> </ul>	Superintendent Operations Director Principals	June 30, 2024	\$12 million

		<p><b><u>Middle Schools</u></b></p> <ul style="list-style-type: none"> <li>• Identify learning community space</li> <li>• Identify collaboration space</li> <li>• Secure flexible space and furniture</li> <li>• Develop student innovation centers</li> <li>• Create student spaces for exploration</li> <li>• Identify extracurricular activities space</li> <li>• Designate performing arts space</li> </ul> <p><b><u>High Schools</u></b></p> <ul style="list-style-type: none"> <li>• Identify Learning community space</li> <li>• Create exploratory and applied lab settings</li> <li>• Designate performing arts space</li> <li>• Identify collaboration areas</li> <li>• Secure flexible furniture</li> <li>• Incorporate centers for student engagement and exploration</li> </ul>			
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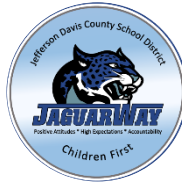
		<ul style="list-style-type: none"> <li>• Upgrade athletic facilities</li> </ul>			
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Operations					
<b>Focus Area</b>	<b>Goal(s):</b>				
	<ul style="list-style-type: none"> <li>• Improve communication with parents regarding bus routes and car-rider schedules</li> </ul>				
Strengthen Communication Among Stakeholders	<b>Implementation Year</b>	<b>Action Steps</b>	<b>Person(s) Responsible</b>	<b>Completion Date</b>	<b>Estimated Costs</b>
	Annually	<ul style="list-style-type: none"> <li>• Develop transportation routes and school car rider schedules.</li> <li>• Share routes and schedules with parents.</li> </ul>	Operations Director Transportation Supervisor Principals	June 30 (annually)  (July 31 annually)	\$5,000  No additional costs

**Operations**

<b>Focus Area</b>	<b>Goal(s)</b>				
	<ul style="list-style-type: none"> <li>• Complete district renovations</li> <li>• Implement tracking systems to improve repair and replacement processes</li> </ul>				
Improve the Learning Environment	<b>Implementation Year</b>	<b>Action Steps</b>	<b>Person(s) Responsible</b>	<b>Completion Date</b>	<b>Estimated Costs</b>
	Year 1 Year 2	<ul style="list-style-type: none"> <li>• Add middle school</li> <li>• Continue long-range facility planning to guide decisions made for future facility needs and usage</li> <li>• Partner with several consultants in develop the long range facility plan</li> <li>• Identifying facility gaps and inequities across district programing</li> <li>• Determine implementation priorities for construction projects</li> <li>• Complete current capital improvements plan</li> <li>• Redesign the current high school layout to ensure the campus has one main entrance</li> <li>• Upgrade the athletic facilities to include the addition of new home bleachers, a new press box and a new administrative office</li> </ul>	Superintendent Operations Manager Business Manager	June 30, 2022 June 30, 2023	1.5 million

Operations					
Focus Area	Goal(s)				
	<ul style="list-style-type: none"> <li>• Maximize effective and efficient use of resources through tracking software</li> <li>• Maintain an up to date transportation fleet</li> <li>• Implement an effective facilities management and renovation plan</li> </ul>				
Develop and Implement a Sound Budget and Organization Plan	Implementation Year	Action Steps	Person(s) Responsible	Completion Date	Estimated Costs
	Annual	<ul style="list-style-type: none"> <li>• Maintains 25 education routes which includes opportunities for activity routes and field trips when needed</li> </ul>	Transportation Director	June 30 (annually)	No additional costs
	Year 2	<ul style="list-style-type: none"> <li>• Purchase fleet cards to reduce travel reimbursement costs</li> </ul>	Business Manager	September 30, 2022	\$150,000 - \$300,000
	Year 2	<ul style="list-style-type: none"> <li>• Implement an automated route system to maximize route efficiency</li> </ul>	Transportation Director	July 15, 2022	\$5,000-\$8,000
	Annually	<ul style="list-style-type: none"> <li>• Replace buses at 12 years or 250,000 miles. Whichever comes first.</li> </ul>	Superintendent Operations Director	July 15	\$75,000 per year
	Year 3	<ul style="list-style-type: none"> <li>• Secure one location for Central Office Staff</li> </ul>		July 1, 2024	\$120,000
Year 2	<ul style="list-style-type: none"> <li>• Secure a comprehensive facility planning and improvement tracking software.</li> </ul>	Superintendent Operations Director	December 15, 2022	\$5,000-\$8,000 annually	



Food Services				
Focus Area	Goal(s)			
Strengthen Communication Among Stakeholders	<ul style="list-style-type: none"> <li>• Increase visible presence and family/community partnerships</li> <li>• Improve customer service and professional relationships within the Department</li> </ul>			
	Action Steps	Person(s) Responsible	Completion Date	Estimated Costs
	a. Offer at least two wellness program activities per school term	a. Cafeteria Manager(s)	Dec/May (Annually)	\$2,000 Annually for Wellness Program Activities
	b. Increase district presence with stakeholders through Community Outreach, Partnerships	b. Food Service Director	Annually	\$3,000 Annually for Professional Development
	c. Research and implement best practices in Family and Community Partnership related to food services and child nutrition.	c. Food Service Director/Cafeteria Managers	Annually	
d. Update the food services webpage to make it more informative and interactive				
e. Provide professional development for staff that is focused on professional, quality customer service.		July, 2022 Monthly		

	<p>f. Ensure expectations for the provision of professional, quality services are implemented.</p> <p>g. Execute the fundamentals of food service flawlessly.</p> <p>h. Build and enhance the JaguarWay culture for strong, positive relationships within the Department.</p>	<p>d. Food Service Director/Technology Director</p> <p>e. Food Service Director</p> <p>f. Food Service Director/Cafeteria Managers</p> <p>g. Food Service Director/Cafeteria Managers</p> <p>h. Food Service Director</p>	<p>August/January Annually</p> <p>Oct., Dec. March Annually</p> <p>Ongoing</p> <p>Ongoing</p>	
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Focus Area	Goal(s)			
<b>Improve the Learning Environment</b>	<ul style="list-style-type: none"> <li>Upgrade student dining (cafeteria) facilities at all schools</li> </ul>			
	Action Steps	Person(s) Responsible	Completion Date	Estimated Costs
	a. Upgrade the cafeteria at JE Johnson Elementary School	a. Food Service Director	July, 2022	
	b. Renovate JE Johnson Elementary School cafeteria into a cafetorium	b. Food Service Director/Operations	July, 2025	
	c. Upgrade the cafeteria at GE Carver Elementary school	c. Food Service Director/Operations	July, 2022	
	d. Renovate GW Carver Elementary School into a cafetorium	d. Food Service Director/Operations	July, 2025	
	e. Design and implement a cafeteria at JDC Middle School to provide an age appropriate dining experience for middle school students	e. Food Service Director/Operations/Sup erintendent	July, 2022	
	f. Upgrade and renovate the JDCHS cafeteria to provide an age appropriate dining experience for high school students, inclusive of modified supervision, seating arrangements, audio/visual presentations/meal choices)	f. Food Service Director/Operations/Sup erintendent	July, 2022	
g. Install a new HVAC heating/AC system in Bassfield Zone kitchen this year	g. Food Service Director/Operations	July, 2022		

	h. Install new HVAC in JDCHS campus kitchen area	h. Food Service Director/Operations	July, 2022	
	i. Collaborate with Five County Headstart to support the provision of meals at JE Johnson Elementary.	i. Food Service Director	August, 2022	
	j. Purchase new equipment	j. Food Service Director	Annually	
	k. Purge cafeteria(s) of fixed assets equipment that are not working	k. Food Service Director/Cafeteria Manger/Fixed Assets Clerk	June, 2022/ Annually	
	l. Increase and improve food quality	l. Food Service Director/Cafeteria Manager	August, 2022/ Annually	
	m. Provide uniforms for cafeteria staff	m. Food Service Director	August, 2022	

Focus Area	Goal(s)			
Implement Sound Budget and Organizational Plan	<ul style="list-style-type: none"> <li>Operate in a fiscally responsible, self-sustaining manner supported by revenue of the department</li> </ul>			
	Action Steps	Person(s) Responsible	Completion Date	Estimated Costs
	a. Provide manager level training for all staff b. Upgrade Point of Sell (POS) system c. Ensure all students receive a meal in order to increase the meal participation rate (breakfast, lunch, after school, summer)	Food Service Director  Food Service Director  Cafeteria Manager/Principals	May, 2023 Annually December, 2022  Ongoing	\$6,000 Annually  \$25,000 Start Up \$6,000 Annual Renewal



## TECHNOLOGY

TECHNOLOGY	
<b>Focus Area(s)</b>	<b>Goal(s)</b> <ul style="list-style-type: none"><li>• Provide a robust and ubiquitous infrastructure that supports tools, resources, data, and systems that enable powerful digital learning opportunities while ensuring privacy, safety, and security for all students and staff.</li><li>• Provide engaging and empowering learning experiences in both formal and informal settings that prepares students to be active, creative, knowledgeable, and ethical participants in our globally connected society.</li><li>• Use technology to support educators in connecting with people, data, content, resources, expertise, and learning experiences that can empower and inspire them to provide more effective teaching for all learners.</li><li>• Embed an understanding of technology-enabled education within the roles and responsibilities of leaders at all levels setting the vision for technology in learning.</li></ul>

Improve the Learning Environment	Implementation Year	Action Steps	Person(s) Responsible	Completion Date	Estimated Cost
Develop and Implement a Sound Budget and Organization Plan	Year(s) 1- 5	<ul style="list-style-type: none"> <li>• Continue 1:1 Chromebook Device Program</li> <li>• Upgrade Layer 2 and Layer 3 Switches</li> <li>• Upgrade VOIP Phone/Intercom System</li> <li>• Continue T-Mobile Hotspot Program</li> <li>• Implement Internet Safety/Digital Citizenship Training</li> <li>• Promote the adaptation and integration of current and emerging Assistive Technologies</li> <li>• Standardize Technology Equipment &amp; Specifications</li> <li>• Update and Enhance AUP, CIPA and Technology Related Policies</li> <li>• Comply with Federal, State and Local Policies and Process Standards</li> <li>• Create a JDCSD Cyber Security Plan</li> <li>• Review, revise and append Goals and Action Steps for subsequent year(s)</li> <li>• Execute procedures and protocols consistently the Jaguar Way</li> </ul>	Superintendent Technology Director MSIS/SIS Coordinator Finance Director Principals Educators Learners	June 3   <b>* Perpetual</b>	Leverage E-rate Funds FY2022: CAT-1 WAN  10% Match and associated cost (\$35,000)  CAT-2 INTERNAL CONNECTIONS (\$53,000)  Leverage ECF Funds FY2022: (\$300,000)  Utilize COPS Grant Funds: (235,000)  ADDITIONAL FUNDING PENDING PROJECTS ASSESSMENT



**School Resource Officers**

Focus Area	Goals:				
Improve the Learning Environment	<b>Implementation Year</b>	<b>Action Steps</b>	<b>Person (s) Responsible</b>	<b>Goal Completion Date</b>	<b>Cost Estimate</b>
	Year 2- 2023	<ul style="list-style-type: none"> <li>Hire an SRO for each main campus, including the new middle school</li> <li>Each SRO will implement at least one character education lesson per week.</li> </ul>	<ul style="list-style-type: none"> <li>Superintendent</li> <li>Principals</li> </ul>	August 1, 2022 August 1, 2022	Within district budget
	Year 3 -2024	<ul style="list-style-type: none"> <li>Hire a district police chief.</li> <li>Create a district police department</li> <li>Increase frequency of character education lessons from one per week to at least three per week</li> </ul>	<ul style="list-style-type: none"> <li>Superintendent</li> <li>Principals</li> <li>Chief of Police</li> </ul>	July 1, 2023	Within district budget
	Year 3- 2024	<ul style="list-style-type: none"> <li>Acquire at a minimum one patrol car for district police department</li> </ul>	<ul style="list-style-type: none"> <li>Superintendent</li> </ul>	July 1, 2024	Within district budget
	Year 4 -2025	<ul style="list-style-type: none"> <li>Increase frequency of character education from three times weekly to daily</li> </ul>	<ul style="list-style-type: none"> <li>Principals</li> <li>Chief of Police</li> </ul>	July 1, 2025	Within district budget
	Year 5 - 2026	<ul style="list-style-type: none"> <li>Add an additional SRO to serve CTE/alternative school</li> </ul>	<ul style="list-style-type: none"> <li>Superintendent</li> <li>Chief of Police</li> </ul>	Jul 1, 2026	Within district budget
	Years (3-5) 2024-2026	<ul style="list-style-type: none"> <li>Ensure SROs participate in how to appropriately respond to students, school safety and crisis management, Restraint and Seclusion Training or other training</li> </ul>	<ul style="list-style-type: none"> <li>Chief of Police</li> </ul>	Annually by Dec. 15	\$15,000.00

		<p>as appropriate and conduct relevant training with school personnel</p> <ul style="list-style-type: none"> <li>• Secure available grants such as MCOPS or COPS to support safety/security personnel, programs, and resources</li> </ul>	<ul style="list-style-type: none"> <li>• Superintendent</li> <li>• Chief of Police,</li> <li>• Business Manager</li> </ul>		
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